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86  Managing Authenticity: The Paradox of Great Leadership  
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No senior executive can become authentic by looking into a mirror and saying, “I am authentic.” Authenticity is largely defined by what other people see in you and, as such, can to a great extent be controlled by you. Here’s how to manage it and make yourself more effective as a leader.

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What good is an “A player” in a bit part? Rather than focus on the players, you should identify the critical jobs, then invest heavily in those positions and make sure the right people star in the most important roles.

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FROM THE EDITOR
On the One Hand
The awkwardness a person feels when trying to use his weaker hand has found its way into our language: The words "adroit" and "gauche" come from the French for "right" and "left." It's similar with companies and the way they do business.

FORETHOUGHT
Do monopolies really stifle innovation?... The damage incompetent managers can do... Be selective when extending premium brands to other product categories... An ounce of prevention is worth tons of savings in health care costs... Is there a shortage of emotional intelligence in the C-suite?... Good writers can improve product development processes... Video games' influence on and in the workplace... The four cultural tensions facing Chinese executives... Porsche insources student expertise... Even stable, low-turnover businesses are vulnerable to social-capital leaks.

HBR CASE STUDY
Just in Time for the Holidays
Eric McNulty
It's the busiest time of year for North Pole Workshops, and production is in high gear. But an unexpected surge in demand for one toy may leave children around the world disappointed on Christmas morning, whether they've been naughty or nice.

MANAGING YOURSELF
How to Build Your Network
Brian Uzzi and Shannon Dunlap
Is your network as strong as you think? Maybe not, if you cultivated most of the connections yourself. Learn how to diversify your contacts and really expand your reach.

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BEST PRACTICE
Up to Code: Does Your Company's Conduct Meet World-Class Standards?
Lynn Paine, Rohit Deshpandé, Joshua D. Margolis, and Kim Eric Bettcher
Codes of conduct have long been a feature of corporate life—but what should they say? New research sheds light on a growing global consensus.

TOOL KIT
Getting Offshoring Right
Ravi Aron and Jitendra V. Singh
Only half the organizations that shift processes offshore generate the expected financial benefits. It's not that offshoring can't work; it's that companies aren't systematic enough in their efforts. A methodology for choosing which processes to send out—and where—can help.

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