

calls. As John Pershing, Best Buy's executive vice president for human capital, says: "When you know you can make a difference and you're part of a solution, it can change your mind completely."

Indeed the best strategy for managing talent, in good times and bad, remains plain, unvarnished communication. "People are looking for reassurances, for transparency, and they're not looking for surprises," says Edward E. Lawler III, director of the Center for Effective Organizations at the University of Southern California. A CEO town hall meeting is fine, but it's no substitute for reassurances from managers further down the line. Says Jon R. Katzenbach, a senior partner and founder at consultant Katzenbach Partners: "If you're scared and you're worried about your job, hearing the CEO telling you things are good isn't nearly as effective as (hearing it from) the person you have respect for because you've worked with them all along."

That said, symbolic gestures from CEOs can help employees feel that everyone is sharing the pain. JetBlue Airways CEO David Barger has cut back across the board over the past year—delaying aircraft orders, trimming head count through voluntary unpaid leaves, even shedding the free pillows from his planes. In July he cut his own

salary, from \$500,000 to \$375,000 for the year. "There's an awful lot of pain that's taking place across the industry," says Barger. "It was just the right thing to do."

Questions for Discussion

1. Which of Schwartz's 10 values are driving the behavior of managers at Bain & Company, Home Depot, and Best Buy? Provide examples to support your conclusions.
2. How would you describe Steve Ellis's affective, cognitive, and behavioral components of his attitude toward managing in a recession? Be specific.
3. How are Home Depot and Best Buy trying to increase employee involvement?
4. Use Ajzen's theory of planned behavior (Figure 6-3) to analyze how managers can increase employee performance during a recession. Be sure to explain what managers can do to affect each aspect of the theory.
5. Based on what you learned in this chapter, what advice would you give to managers trying to increase employees' organizational commitment and job satisfaction in a recession? Be specific.

Legal/Ethical Challenge

How Would You Handle a School District That May Have Used Webcams to Spy on Students?¹⁰⁰

A recent lawsuit claimed that a Philadelphia school district "used the webcams in school-issued laptops to spy on students at home." School-district officials have not commented on the allegations. "Plaintiffs Michael and Holly

What would you do if you were an educational official for the State of Pennsylvania?