

Leadership in Tough Times

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"Cycles happen" -- short and long-term effects

- **Context, resources and culture**
 - Structural, human resources, political, symbolic frames
- **1990s cuts over 3 biennia: one example**
 - Logical vs. symbolic
 - Making decisions: routine vs. crisis
 - Marginal vs. core cuts: when to restructure
 - Where the buck stops
- **Living with the long term:**
 - Organizational and personal outcomes