

Turnaround situations

«I have never seen the team that managed a company into a crisis get it back on track»

«When you want real change, you can't do it part-way. You have to do it fast, right away, and all at once»

«In the span of a couple of months, we replaced 50 of our 61 officers with about 20 individuals»

«All new hires had (...) to be team players, willing to treat everyone with dignity and respect in an extremely collaborative environment.

Speaking of dignity and respect, cleaning house needn't be a brutal or humiliating experience. (...) If you fire people inhumanely, you'll be left with a bunch of employees who don't trust the company or their coworkers. (...) So when we let people go, we went out of our way to be fair by honoring their contracts and letting them resign with dignity»

According to: Greg Brenneman, *Right Away and All at Once: How We Saved Continental*, Harvard Business Review, September-October 1998