

Harvard Business Review

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...and when it doesn't

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Many were surprised when the United States banned exports to the Chinese tech giant Huawei, throwing the telecom sector into chaos. **Henry Farrell**, a political scientist at George Washington University, says the move shouldn't have been shocking. He believes that businesses have taken for granted the informational, logistical, and financial networks that make the international economy work. "It's a global system of connections that have been out of sight and out of mind," he says. In an article in this issue, Farrell and his coauthor seek to remedy that oversight by examining this new form of political risk.

124 Choke Points



Maryam Kouchaki was a physics major in Iran when she took a course in the social sciences. "I fell in love with the idea that you could study how people behave," she says. Now an associate professor at Northwestern's Kellogg School of Management, Kouchaki studies ethics in organizational settings and is especially interested in "vicarious moral licensing," whereby people belonging to groups seen as moral feel entitled to act immorally. "I'm fascinated by how 'good' people so often do bad things," she says. In this issue she and her coauthor describe "ethical humility" and how to develop it.

135 Building an Ethical Career



Before serving as the dean of London Business School from 2009 to 2017, **Sir Andrew Likierman** held executive and nonexecutive roles in a variety of industries and in the British government. In those positions he saw at first hand the importance of judgment and observed that it is rarely identified, encouraged, and developed. "My interest in judgment stems from my experience making decisions and assisting decision makers in different environments," he says. His article in this issue draws on that experience.

102 The Elements of Good Judgment



Rob Markey began learning about customer lifetime value from his grandfather, who built a thriving meat-provisioning business by putting customer loyalty at the heart of every decision. A partner at Bain & Company, Markey has always been fascinated by the failure of large companies to do the same, and he has spent 30 years helping them learn to apply a small-business owner's mindset. In his article in this issue he describes new methods that managers and investors can use to better understand how customer value drives enterprise value.

42 Are You Undervaluing Your Customers?



As a psychologist in her early twenties, **Tatiana Plakhova** designed diagrams that charted children's social behaviors. "Just lines and dots," she explains. "Dots were kids, lines were connections." Her passion for infographics and abstractions emerged from this early work. Plakhova left psychology for a career in graphic design, in which she continues to explore the theme of social structures. "It's all about networks," she says of her art. Her illustrations in this issue are from the collection *Chaos and Structure*.

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