

of yielding to Bussard's leadership remained intact. Even one year later, employees were reluctant to take a chance on angering Bussard by shifting even a portion of their attention and allegiance to De la Vega.

For his part, De la Vega knew the time for clarity was now, but he hesitated, not knowing exactly how or when to approach the CEO from a position of strength.

QUESTIONS

1. If you were De la Vega, what would you do at this point? Do you think De la Vega has waited too long to make a substantial change in his relationship with Bussard? Why?
2. How would you characterize De la Vega's style as a follower? What tactics might help improve his relationship with Bussard? Explain.
3. If you were in De la Vega's position, what would you have done from the beginning? Be specific about your actions and timing.