

## Building an Organization of Fierce Competitors

### **Preface**

Any company can become a fiercely competitive company within its market niche. How can you do it? You can do it by being a company that goes about business in a smarter way than your competition. Fierce competitors are committed to out-thinking their competitors. Most companies seek to win by out working the competition. But there are only so many hours in a day. Pushing people to only work harder leads, in time, to an overworked, stressed out workforce. The answer doesn't lie in pushing people to work harder and faster. Such a strategy leads to mistakes, waste, and burnout. Sure, hard work is required. It is necessary but not sufficient by itself. Combine that effort with an operational savvy, with a wise strategy, shrewd decision making, and with a focus on learning from experience and you will create a winning formula.

What do I mean by using the word fierce? While this word has a number of connotations I want to focus on three specific concepts. The first meaning I want you to associate with fierce is intense. The second is ferocious. The third is forceful, full of force. Fierce competitors are those who give it all that they've got. They are unstoppable. They set their goals and then act with an intense, dedicated purpose to fulfill their aspirations. They use problems as opportunities to make adjustments. They don't accept excuses. They find solutions and carry on. This is my vision for you. I see you being fiercely competitive in your environment. It doesn't matter how big you are; what you've done before; or what you are trying to do. Fierce competitors move through their corner of the jungle, sleek, strong, and a force to be reckoned with.

This e-book is built from a series of articles by Dr. Daniel Elash. The focus of those articles is on becoming a fierce competitor through better thinking; for you; for your leadership team; and for your employees as a whole. It involves more than doing what you do well. Everyone tries to do that. The real differentiator between you and your competition is how well you think about what you are doing. What your customers want. It involves effectively thinking together as a team, then working hard toward a shared definition of success. And, it involves understanding the assumptions and strategies of your competition so that you can gain every advantage. In a competitive environment each of those things and all of them together combine to separate the winners from those who also ran.

The good news is that you can improve in each of these areas of differentiation without having to incur large expenditures of cash. Oh, you might need to spend more to operate more efficiently, or to hire better talent, but beneath all of that, you can make significant improvements by being savvy and clever about how you do what you do. Being aware of how you work, individually and together doesn't cost dollars. However, it does take time, energy and the will to become a smarter, savvier organization. Getting organizationally smarter isn't an overnight strategy. You'll have to be committed to the effort. You'll have to be patient, to learn to listen more effectively to each other, and accept that "no one is as smart as everyone."

Getting smarter as an organization doesn't come from simply declaring it to be your goal. It comes from learning to think together as business occurs on a day-to-day basis. It comes from setting goals that place people or functions in collaboration with each other as opposed to being in competition with each other. Business isn't an individual sport. It doesn't work the way golfers or bowlers work. It isn't about toting up individual scores. Business is a team sport. It requires a business plan that evolves as conditions change. It requires an orchestrated effort between team mates that's designed to produce a win for the team.

A win for a business team is measured in profitability. It means that you are managing and meeting the expectations of your customers. It means developing the capability to deliver what you promise your customers. It means delivering more of what the customer values than your competition. I've worked with countless businesses that could have sold their assets, placed that money in a passbook savings account at their bank, and made more profit at the end of the day than they made by their constant flurry of activity, and their excessive accumulation of stress. Would that have been the best investment that they could have made? No, but until they learned to work smarter than they currently were, it was definitely a more profitable strategy.

See what you think. This book doesn't just preach to you about what you should do. That doesn't make anyone smarter, whether it is me preaching to you or you preaching to your employees. There are tools, tips and tactics designed to help you gain not only a winning perspective, but (if you practice them) the skills to improve your ability to think together, learn together, and create wealth together. At the end of each chapter you'll find a series of "head twisting" questions. These questions are designed to help you escape from the limitations of your status quo. Many popular business books excite your imagination. They generate a lot of enthusiasm that quickly dissipates as you get back into your usual culture and the practices that they support. Move beyond those through the shared effort to replace them with a culture of fierce competition and the practices of winners.

