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El arte de la guerra resumen slideshare

1. SUN TZU wrote The Art of War as a book of military practice because he was a general and war was his life and his daily work. But outside of military practice, he thought of it as a treaty that taught her the supreme strategy of wisely applying knowledge of human nature in times of confrontation. To be sure, the companies nose face in a way directed on a battlefield like the one stepped on by Sun Tzu, but the competitive business dynamics lead, in countless situations, organizations to be encapsulated in a duel to the death from which only the victor can come alive. Four simple sides confirm, from different angles, the current life of Sun Tzu in the current management. On the one hand, the Chinese general insists at all times on the importance of positioning himself on the ground with guarantees of victory in the war, a position of which Michael Porter has been his great heir. On the other hand, the Chinese army begins its reflection with a warning. War is a hoax, he warns; which places the competition in terms of observations and the perceived appearance or image. The current influence of reputation and marketing is based precisely on that subtle game of perceptions. Sun Tzu also emphasizes at all times in The Art of War the importance of speed, agility and resilience as qualities of the great generals and armies to adapt to change on the battlefield as quickly as possible. Finally, it enthrones, as the basis of leadership, integrity and prudence, two qualities very present in the present moment as an antidote to the riskier disorientist of the last decade. The strategy, the art of competing, is the head of major enterprises leaders from all over the world. No one escapes that art that Sun Tzu of the military realm determined in the form of thirteen chapters and which came to Europe with the translation made by Jesuit Joseph-Marie Amiot, who had been a missionary in China. More than two thousand years have passed since the publication of The Art of War, but the warrior and compelling soul of his maxims and suggestions survive in a clear way in the business, academic, sporting, institutional, diplomatic and even personal spheres.

1- POSITIONING Preparation and scenario. Companies, far from competing on a small stage, do so in multiple fields and in circumstances of all kinds. Enterprise armies must be prepared in advance to fight as long as they are in the plains, in the desert or at sea; hence the preparation and scenario puts companies in stressful situations before they even draw up their weapons. 2. The terrain goes distances, and refers to where it is easy or difficult to move, and whether it is open field or narrow places, and affects the chances of survival (Cap. 1). The The to seduce her with full victory guarantees, even before the labatallacommence. He argues in the company as in the war. Companies like Kroll have research and information their business worldwide, while research and market departments multiply in large multinationals. Kroll, a pioneering sasildes since 1972, when it was founded by Jules Kroll, assistant to a prosecutor, has the global risk of calculations he performs with the data. With the information in hand the chance of triumph increases exponentially: With careful evaluation one can make compromises; He can't do without it. Many permeusopportunities of victory will be the ones that do not perform calculations at all (Cap.1). Information and strategy therefore go hand in hand in dealing with competition, as the information begins with the careful analysis of one's strengths and weaknesses and thus opportunities and threats, as Michael Porter explains in the DAFO matrix (SWOT). Only with a thorough analysis of all the elements, the information will providetrastragical valuesalaproopiaestrategia itself. A military operation means a great effort for the people. So, not knowing the situation of opponents for cutting down on the cost of investigating and studying the opposition to approve is extremely inhumane, and is not typical of a good military chief (Chapter 13). It is essential to get off the horse and search the ground, if there are hidden troops to ambush you. It may also be that there are spies lurking in your lurk and listening to your instructions and movements (Cap. 9). Beat in advance: the blue oceans The best victory is to win without a fight (Cap. 1). The question that stands out from Sun Tzu's claim is clear: how will it be overcome in a United Nations war? The real victory, the general answers, is achieved when the company does not see it obligated to do so, because it has already been done in advance. Sun Tzu himself analyzes the radicality of this non-struggle: A true master of craftsmen defeats other battles, conquers other cities without besying them, cuts supplies or blocks their path without sizing much time. In the war, the best policy is to take the state intact; destroying it only makes sense as a small evil (Chapter 3). So, good warriors take a position on the land where they can not lose, and do not go through the conditions they make to make their opponent prone to defeat. Consequently, a victorious army wins first and then goes into battle; A defeated army fights first and tries to win later. The most excellent war is one that allows the enemy to be defeated without a single battle (Chapter 4). Companies, influenced by Porter's competitive theories, always tend to devise strategy a war point of view. The language itself the strategy is widely permeated by referrals soldiers (chief executive officers, headquarters, frontline troops (of fire), etc.. Under this prism, the whole strategy is based on confrontation versus a 3. opponent on a limited battlefield or terrain, the strategy denies the true capacity it possesses: creating a new market space that has no answer. Such is the war influence of Sun Tzu, which almost all companies have fought and deangradoenocóosrojosenlugarde losocóanosazules, according to the analogy used by the authors Chan Kim and Renée Mauborgne in his book The Strategy of the Blue Ocean; because companies, because of the militarism of war, imagined their strategy with blood and death, not alive, as Sun Tzu really points out. The theory of losocóanosazulesse was built in the old case of Le Cirque du Soleil, which since its birth in Quebec in 1984 has radically changed the way the circus is understood. Chan Kim and Renée Mauborgne have devoted many pages to unraveling the keys to the success of the Circus of the Sun, including creating a new demand in the form of an audience (larger than children), show (closer to Broadway than traditional circus) and experience of use that combines dance, theatre, music, juggling ... The Circus of the Sun so expanded the theatre of operations in which it competes, which has understood the circus as a global spectacle, with a multidisciplinary and diverse team, with talent from around the world, and opening up space or pitch to new horizons. The blue ocean created by Le Cirque du Soleil endorses Sun Tzu's aforementioned maxim that an army wins first and then goes to war. According to the global success of the shows it offers, it is essential to understand that in recent years new competitors have appeared. This is the case of Eolohl, a circus founded by artists of the Circus of the Sun. But if the art of war is to lead forces to the decisive point, it is clear that the first way to apply this principle will be to take the initiative of movements. Cirque duSoleil and mycompaniescomoNespresso, AmazonoGoogle have created new markets without going into the hard fight, because... Excellence in battle is to defeat the enemy's resistance without openly fighting him (Cap. 3). Always the right positioning. As Sun Tzu claims, the company's self-confessed competencies, the competitive environment and the first phase of strategic planning: If you know others and know yourself, you won't be in danger in a hundred fights (Cap. 3). Whether it's market research, competency analysis, future trends or projections of economic conditions, companies make study and analysis one of their fundamental advantages. But this analysis, of being done from doors doors must start from the organization. If not, the company will face battles with every display of being defeated: These are the six ways to get defeated. Understanding these situations is the highest responsibility of the generals and should be considered. The first is not to calibrate the number of forces. The second is the lack of a clear remuneration system. The third, training insufficiency. The fourth is irrational passion. The fifth is the inefficiency of public policy. And the sixth is the failure not to select strong and determined soldiers (Chapter 8). 4. From the knowledge and mastery of these elements, victory approaches on the front line: The configuration of the terrain can be a support for the army. For military leaders, the correct course of action is to calibrate the adversary to ensure victory and calculate risks and distances. The victors will come out, they will have battles to know these elements. Those who fight by ignoring them are defeated (Chapter 8). With the above recommendation, Sun Tzu directly focuses on information as the only antidote to risks. The key to preparing for the battle is to know all the elements that surround the context, both inside and outside the company. Michael Porter points out that the company should be clearly aware of the company's five competitive forces when it comes to the market. Standard is the positioning - and competitive advantage - in differentiation, cost or focus;but, where the limitations, what prevails is the unique position, that is, to be the best in a given environment, either by difference, cost or focus. And, as General Carl von Clausewitz recalls, where absolute superiority cannot be achieved [in focus, cost or differentiation], a relative must be obtained to the point of making the most of it. Clausewitz misunderstood the importance of superiority and unique positioning by speaking of the indecisive point on which the forces are concentrated. In the case of Zappos, if excellence in the treatment of the customer is the ultimate of the company, the decisive point of the employees who serve these customers, and therefore the company took all emphasis from the beginning on that decisive point: the selection of bestsellers. Zappos founder TonyHsieh describes the significance of that turning point: Last year [2009] 25,000 people came to work with us, but we hired only 250. Someone told me that statistically it's harder to get a job at Zappos than to be admitted to Harvard. From the outset, Zappos has defined the company's decisive point, a company culture. 2- PERCEPTION Victory can be observed, but not manufactured (Chapter 4). Actor Steve Jobs. Steve Jobs found observed lavitory before his products (or Mac, iPad, iPod...) went on sale. Few stagings have marked both quaint and communicative, but also strategically, as well as Apple's product launches. With the journalists amazed, as if it were some magic, Jobs filled the stage with his own presence and achieved a perfect fusion between the person and the technology. 5. But in the end, Jobs was only the artist, the wizard; the most important was the whole scene, the theatrical performance, whose positive perception has been spoken of numerous articles and comments in recent years. That was the real weapon jobs possessed: Power is the accumulated energy or the perceived. This is very changeable. Experts are able to sell the enemy creating a favorable perception of them, and thus gain victory without the need to exercise their strength. [The strategy] refers to achieving a perception of strength and power in opposition (Chapter 5). If war is the art of deception, perception is the illusion that envelops that deceit to make it real in the eyes of the public. The words prestige and prestige come from the Latin praestigium, which means 'illusion'. The etymology of both words suggests how a reputation can be serorofalsowhen it measures the company only on the basis of the external image it is trying to protect and not by its internal character. Sooner or later, a discrepancy between the company's reputation and its identity will discredit her business and stigmatize it for a long time. To be properly inconsiderate, companies have to earn it: they need to develop images that are inconsistent, and consistency in the meantime. If that's it, identity and representation cause reputation. The new global distances: so close and ever closer. Previously, the world of auctions was located in a city, NewYork (oLondres, losum), thanks to Sotheby'syChristie's. But now everything is being auctioned everywhere thanks to eBay, the home store in today's world. eBaynació in 1995 whenPierre Omidyar, founder of the company, put the sale online a seservable pointer for a price of \$14.83. Of course, Omidyar was fortunate enough to take part in the advice of being inexperienced in marketing, because that at the time I would have told him that there was no point in selling or auctioning anything useless. Like so many other companies in the new digital wave, eBay has not only changed the enemy's plans, but in adapting consumer behavior, which can be located 10,000 kilometers away, but which it buys on eBay and in the corner store. SunTzuse's city strategy is about newology business in the digital age: difficulty of armed struggle to work the long distances. While you look a long way, start your way and get there for the enemy. Portanto, you make his route long, lure him in the hope of winning. If you start the march after the others and you get there earlier, you know the strategy to make the distances short. Use a special unit to deceive the enemy by luring him into false persecution, leading him to believe that most of your troops are far away (Cap. 6). Cases like Dell or Amazon reflect how companies that see the place or space under a newer battlefield complete the battlefield, and also the way people buy them productive services. Successful companies born in the last decade in the heat of the Internet are well known, but it can never be named to the great pioneers who understood the value of manipulating them at distances (and time). The Fedex is revolutionizing the market through its shipments by turning off a turning point with no return on urgent messaging. 6. With the revolution in urgent messaging (the profit margin for sending documents or files of little weight and size, but vital for sender and receiver, was much larger than that of other packages they sent), Fedex struck its competitors a fatal blow. Since then, the courier war between Fedex and UPS has intensified, to the point of becoming a ship to conquer the customer through door-to-door shipments. The battle between the messaging giants sees the rules of the game of the new global battlefield: location and access. Wherever you go, you'll get a Starbucks coffee, make a last-minute purchase at Walmart or come to Zara to see if there's anything the chain has brought in in the last two weeks. In other words, after Sun Tzu, the measure of spacelaubicuidadyomnipresence, two-characters of companies that do not know where they are or where they attack, because they are everywhere and attack from all sides. That's the deception of perceptions. 3- SPEED, AGILITY AND RESILIENCE SPEED. Zara is synonymous with speed, both colocation and supply chain, but also with expansion and international growth due to the robustness of its assets immobilized in the form of buildings. Sun Tzu brings to the battlefield the greatness of all assets (mobilized and immobilized): When a military force moves fast it is like the wind; if it goes slowly it is like the forest; is voracious as fire and motionless as mountains. It's as fast as the wind in the sense that it arrives unannounced and disappears like lightning. It's like a forest because it's got order. It is voracious as the fire returns to a plain without leaving even a blade of grass. It is motionless as a mountain when rocked (Chapter 7). Zara, the speeduncursoensi the same that allows you to gain advantage of time and scale. With the advantages, it is no wonder Sun Tzu says the following: Take advantage of the enemy unpreparedness (Cap. 13). And to take advantage of the wave of change and take advantage of that lack of preparation from the opponent, he insists, speed is the only way: This means that, in order to take advantage of the lack of preparation, vision and caution of your opponents, it is necessary to act quickly, and that if you doubt, those mistakes will do you no good (Cap. 6). Speed and shape, that is, speed and structure, are closely related and are traced back. Noen in vain, the toughest and most bureaucratic structures end up being the slowest and hardest to change, if you resist change. The agility, adaptability of small businesses, mainly entrepreneurial projects, driven by dynamism and passion, represent the mobility that many of the large companies enjoyed in their time and now, due to bureaucracy or complacency, they have left along the way. 7. Adaptability and resilience. (Resilience is a person's or group's ability to recover from adversity to continue projecting the future.) When Jim Collins and Jerry Porras published Companies That Endured to Last in 1994, they noted that of the many companies in the last few hundred and final years, only 18 were in 1990, and only 12 of them in 2000. For many, more than mismanagement of change, which was also the problem of these companies, was paralysis, lack of resilience and adaptability. Distances have been shortened and new competitors, formerly on the other side of the world, have appeared under the stones. Facebook, without going any further, was born in 2004 and Amazon has just become of legal age as it says. More than ever, Sun Tzu's maxim has come true, according to which ... Defense experts hide in the depths of the earth; Attack maneuvering experts hide in the highest heights of the sky (Cap. 4). Suddenly, the rivals, as small as it is accurate, appear in the market and destroy the giant, unable to adapt to the new stage because that small, newborn enterprise ... It's as hard to know as darkness; his movement is like thunder rumbling (Cap. 7). The adaptation, tanoscuroa and syntformaparente – according to suntzu's conditions – transforms these company amphibians into marine predators precisely because of their ability to anticipate the newcontext. As long as private companies will discover that there will be changes on the horizon, these small amphibians have already spread throughout the territory. Who seemed to be the guest at first, turns out to be the host, and vice versa. It's the benefits of anticipation, where speed information go hand in hand, go, in the company as in the war: First find out what [the enemy] is up to and then anticipate it. Maintain your discipline and adapt to the enemy, to determine the outcome of the war. So, in the beginning you are like a girl and the enemy opens its doors; then you are like a loose hare, and the enemy will not be able to expel you (Cap. 11). Adaptability and resilience mean change, but beyond mere change, they involve a reinvention of all-resigns until you know the gaming space. The companies adapt with ease to the turbulence of the market, because uniform, spongy and moldable structure, makes it possible to mute everything according to the needs of the company. For example, the companies are about to expand indefinitely. Adaptability and resilience therefore mean speed and space, because the faster and more agile the attack becomes. 8. 4- CHANGE or die leadership. Death and alertness overstocked andes on October 13, 1972, when Fairchild crashed 571 into mid-flight. On board were 45 people travelling, most of whom were part of the first division of the Old ChristiansRugbyClub amateur rugby club team, former members of the Christian Brothers, inMontevideo. After days of searching, the Chilean rescue service died. Sixty-two days later, two ragged, skeletal young men suddenly emerged from the vicinity of the Valley of theMaitenes, a female, implausible decidiah. He was the resurgation of the heroes of the Andean tragedy. Much has been written about the collections of heroism, leadership and spiritual team of that human adventure. Since the hehator has been installing food, the whole season has been sumo-grade improvement. But above all, there was the instinct to survive, of change; even of mission and human identity. Each of my fathers had a motive that was powerful or stronger than mine, so he swallowed the first bite. We are no longer those cheerful young people to transform into those old creatures, young-old, stigmatized by anthroposophy, to go down and keep descending that the border has no soil, recalls Roberto Canessa. Death fueled the anxietyamor for life, and life-produced change (vitaly important), as it argues in the most risky combat operations: Even people who had antipathy, meet on the same ship, will help each other in case of danger orzobra. It is the strength of the situation that makes this possible (Chapter 2). The heroes of the Andes had learned in the best camp of battle, rugby, a sport that unites chivalry and strength, as Tintin Vizintin recalls: Rugby teaches you to suffer, and the position I played in, the pillar, teaches you to push, not to faint, to hit you, once, two and a hundred times with the wall, which is the opposite pillar , usually a species of more than if you do nothing else, you should continue, because the limit of your effort is always adamant and can stretch a little more. You get used to that additional effort seatural condition. From the moment of the accident, I set myself a goal that came from rugby: if I died, if we were to die, we would do it by acting, giving more than we could. When Lou Gerstner made a dying elephant dance. Permanent dying - rather than giving up - was what led Lou Gerstner to make a dying, cadaleric elephant like IBM dance. In 1990, IBM was the second most profitable company in the world, completing its internal transformation to consolidate the position of lapróximadécada caraa. But in the first quarter of 1991, the situation suddenly abated and the company went into a loss. The attack- or suicide-had come without warning before IBMavista's leadership saw the shadow of that enemy on the horizon: For this reason, it is not enough to place faith in bound horses and fixed wheels. Horses are bound to form a stable battle line, and the wheels are attached to make the tanks unable to move. But still, that is not safe enough and cannot be trusted (Chapter 2). 9. Lou Gerstner acquired IBM in 1993. And the miracle worked. In 1995, IBM returned to profit. A resounding Never again! then filled the silence that the company had presided over for several years. There are few such well-known and studied cases in business schools around the world such as IBM, perhaps because the extent of the computer giant's resurrection hardly finds a spread. To manipulate the change, Gerstnercomenzóafavorecery satisfies the work that spread the consensus among all employees, since the company's corporate culture had promoted the competitiveness of the Internet. In addition, the new CEO urged staff to put aside obsessive perfectionism and bet on speed, to get things done quickly. That new impulse was to be the glue and DNA of the entire organization at a critical moment: When an army has the power of impulse, even the shy becomes brave (Cap. 5). The survivors of the Andes created a survival room in the middle of the icy mountain, Gerstner IBMlohicieronmediode laspérdidasmillonarias and the change of the sector. The impulse is the mission, the guide, the map; Return to life on the brink of death: When there is enthusiasm, conviction, order, organization, means, deployment of soldiers, you have the power of impulse and the shy is courageous. This allows soldiers to be assigned for their abilities, skills and appropriate tasks and responsibilities. The brave can fight, the cautious can act as a sentry, and the intelligent can study, analyze and communicate. Each is useful (chapter In the case of IBM, the change manipulated byGerstnertransformed an itinerant company into a specialized consultant The. He did this from the deadly ground and with the sense of urgency that was needed. And later he dedicated the book on the strategic change he played at the helm of IBM to the thousands of IBM employees who never threw in the towel and never left their company. The momentum of the executive alaorganizacionina critical immoment encouraged the employees of the multinational to do their best to save the company. The leader is obliged to reward or reward excellent behavior (a behavior that achieves quick victories) in recognition and retaliation. This was understood by Lou Gerstner in retributing the performance-fulfillment of personal obligations-of its employees-of its employees at IBM: When the army is strictly disciplined, to the point where the soldiers would die rather than disobey orders, and the rewards and punishments deserve trust and are well established, when officials can act in this way, you defeat a corrupt enemy prince (Cap. 12). Sun Tzu's call for attention to pay or greed, as the manager ignores that gratification-emphasizes the strategic and

human importance of recognition in people management strategy. The principalities of human capital agree to point to the lack of recognition as the most regrettable or shaved aspect of the 10. professionals of their respective bosses. For those, that recognition is the counterpart of the commitment. However, fairness and justice in reward require in parallel reprimand, if the goal is not met, then ... nor can they be used if no punishment is carried out, even after their loyalty has been obtained (Chapter 9). Therefore... Rewards should not be used alone, nor should punishments be invoked alone. Otherwise, the troops, like the slick kids, are used to enjoying getting stopped for everything. This is harmful and renders them useless (Cap. 10). Courage through the art of prudence. Sun Tzu sums up leadership as a warrior and also civilized art, uniting both passion and determination as compassion and moderation, two extremes of laotrapartecomonecesitados to prevent the involvement of workers from degenerate into discontent: When there is an underground sense of appreciation and trust, and the hearts of soldiers are already connected to command, when discipline is relaxed , the soldiers will become arrogant and it will be impossible to enlist them. Therefore, direct them through civilized art and uncbody them by martial arts; this means an ongoing victory. Civilized art means humanity and martial arts mean regulation. Send them with humanity and benevolence, debody them strictly and firmly. When benevolence and firmness are clear, it is possible to be sure of victory (Cap. 9). Shy and has character well-known senior managers in recent times, such as Steve Jobs, Tim Cook and Amancio Ortega. That shyness or excessive zeal over his own intimacy remains, deep down, concrete examples of that attitude of caution prompted by SunTzu. As prudence, then, is to understand the re-reflection made by the Chinese generals on which they can be called cautious leaders as opposed to ignorant leaders: Good generals commit themselves to death, but do not cling to hope; they act according to events, rationally and realistically, without getting carried away by emotions subject to confused. When they see an opportunity, they are like tigers; Otherwise, they'll close the doors. Their action and non-action are questions of strategy, and they may not be happy or angry (Cap. 8). Caution stems from knowing henpropyolites, strengths and defiability. The Chinese general approaches and overtakes emotional intelligence: Making you invincible means knowing yourself. Waiting to discover the vulnerability of the opponent means knowing others (chapter 4). 11. Meditation and self-knowledge are at the heart of emotional intelligence. Even in this area, by the laphylophyloconporcienental that proclaims, it is worth pointing to Sun Tzu as an advance in his time by preconsusing the union between heart and mind: Use to face disorder, use rest to face those who shake; That's to dominate the heart. Unless your heart is fully open and your mind is fine, you can't expect to adjust to react indefinitely, to deal with events because it's infallible, to face unexpected hardships without turbar, to direct everything without confusion (Cap. 7). Risk.RupertMurdoch, the main shareholder of the meditic empireNewsCorporation, represents, like no other, the delgadaline of risks for the extreme as a business strategy. In the wake of the scandal of the church hallsreinoUnido that starred the weekly News of the World, the publication was forced to close on Sunday, July 10, 2011, a fact that left NewsCorporation in a critical situation. But Murdoch's trajectory is plagued by successes born on the brink of bankruptcy, as happened in the early 1990s. Given the events, Murdoch has come face-to-face with bankruptcy (death). Newsnose's worldly media conglomerate can understand without that spirit of constant risk that the tycoon has always assumed. Like the good generals, he has faced and committed to the end (death), but always hopefully he would emerge victorious. Sun Tzu therefore sums up caution as the just means between recklessness (the fearful eventually being prisoners) with recklessness (recklessly losing their lives). The Chinese general the need for wise leaders, leaders, tempered and sober, frontaturnation of the most emotionally treated leaders, whose passion is ultimately irrational by anger: A government cannot mobilize an army out of anger, and military leaders should not provoke war for anger. Acts when favourable; specify otherwise (Chapter 12). The excessive risks of recent years have led to attitudes or managers being negligent and inconsistent. But it is precisely because of excessive control that prudence as an administrative value – mainly understood as moderation and judgment – is noted upwards. Management unit and management quality. The imrontade executives such as Steve Jobs or Herb Kelleher ensus respective enterprisesshahechoque supropia figure and action, their management style, have become corporate culture. As Warren Bennis has said, with this way of action they have been able to set up a management unit among their troops, a unit consisting of four axes: attention management, which means management, trust management and self-management. This unit of management- a unit of command, as it is called in the military world - demands, according to SunTzu, discipline, which begins with the leader himself. To the extent that the rest of the commands acquire and adopt this discipline as their own discipline, it will define the management quality of the entire command. As Sun Tzu explains... 12. Discipline should be understood as the organisation of the army, the graduations and ranks of officers, the regulation of supply routes and the supply of military equipment to the army. These five factors must be known to each general. He who dominates them conquers; that anyone will be defeated. Portanto, in order to attract the plans, the following seven factors must be compared, each courage with the greatest concern: Which leader is wise and capable? Which commander has the most talent? Which army benefits from nature and terrain? Which troops are strongest? Which army has better trained officers and troops? Which army manages rewards and punishments more fairly? (Chapter 1). So it's not enough to have the best general. As much as this is the best, if the captains, commanders and lieutenants do not give the size, vision and strategic direction the general will be misunderstood or executed by that. The spies of talent. SunTzu senses of the first momentsstheightof the best is one of the battles that can lead to fatefinalde laguerra. Deep down, the Chinese general progress what will be the daily life of headhunters, who in turn collect information (again, information as a strategic weapon) firsthand from managers who are interesting for a certain position: When you are going to attack and fight, you must first know the talents of the servers of the enemy , and so that you to them according to their abilities (Chapter 13). But, for that ... Previous information cannot be obtained from spirits or spirits, nor can it be taken by analogy, nor discovered by calculations. It must be obtained from humans; people who know the situation of the adversary (Chapter 13). The selection of talent espionage. In football and other sports, the spy is nicknamed a watcher. For SunTzu, the looker matches the native spy, who, he says, contracts among the inhabitants of the village to do that work. If you use the enemy to defeat the enemy, you will be powerful everywhere (Cap. 2). Development of training and management. Because of sun Tzu's military origins, it makes sense to defend him from on-the-job training, in real tasks, which is common in military practices, where on-the-spot maneuvers are one of the most important parts of training. There you can feel the tension of the melee of war: Place them in a situation of possible extermination, and then they will fight to live. Put them in mortal danger and they'll survive. When troops face dangers, they are able to fight to victory (Cap. 11). Bank managers who participate in Wharton's general management programs, for example, routinely go to West Point for field testing on the battlefield and some other warnings about possible red dots or bombs that can be found along the way. From that experience in the open area 13. executives come up with a clear lesson: they need to foster a much more aggressive risk culture in their businesses to avoid potential crises or future risks. But the armed forces are also trying to return and learn from the best companies. The U.S. Navy needs to understand, for example, why General Electric's meritocratic promotional system generated, while Enron's system produced a dysfunctional one. Engeneral, members are looking to learn more about the best practices of the most high-profile companies in the world. In both cases, the goal is nothing more than both managers and companies, such as the army and the army, to learn the risks in advance, so that at that time the danger of death - really, in the case of the army, or fictitious (bankruptcy) in the case of companies- do not paralyze them and keep freshness: Every weak in the world will be able to fight in a minute if you feel animated , but when it comes to really taking up arms and entering the fight, is possessed by energy. When that energy fades, it will settle, he will be afraid, and he will repent of it (Cap. 7). CONCLUSIONS More than two thousand years later, Sun Tzu continues to inspire managers, military, strategists and politicians; But, sure, little is known about him and his life. The biography of the army, of its origin in It's a giant nebula. He has gone down in history as a great general who has won dozens of battles, and he must fight, let's get rid of Glosar, if only some of his great accomplishments. Despite this, he has gone into history as a capitalized general and the great philosopher of war. Thousands of executives, businessmen and the military have read or pondered Sun Tzu's maxims. Many of them book on their bedside table or in their personal library a prominent place The Art of War. This is, in truth, the true triumph of the great (or artist) of war. In short, Sun Tzu's truth deceived, the deception of war: peace. And his master lesson continues to inspire great leaders. The generals on the front line know that maxim well. Douglas McArthur, America's brilliant general, summed it up admirably during World War II: The soldier the first to want peace, for he is the one who must suffer and endure the deepest wounds and scars of war. Immersed in the deception of Sun Tzu, the companies have waged an all-out war in which only a few have emerged from the battlefield unscathed or unharmed. Precisely because of the deception of the art of war, the managers and entrepreneurs, so eager to read the masterful treaty of the Chinese general, have seen in battle the natural terrain of competition. Nothing further from reality would be the general answer at the time. The soothing and sober reading of The Art of War introduces the reader into the world of commitment, honor, discipline and sacrifice, and he does so in the spirit of going out on the battlefield and achieving victory, even difficult insitutions. Because the goal, the only goal, is 14. Beat. But if you want to win, you have to shed blood, even devictoriaresultademasiadoenerosa. Private Sherman, who after leaving the army became a brilliant businessman, literatoyprofesor, showed a conprecision that sums up the war's own bellicose: There are many guys here who think war is all glory, but guys, it's a real hell. Transport this communication to future generations. I think war is a horror. The art of war, although it has influenced both the theoretical-business vision of the strategy, promotes the importance of alliances and collaborations, and all military history is full of alliances, ententes and agreements; but always with the same goal: to win (although in reality, the general insists, the best victory is that you get it without spilling a drop of blood, as happens in the blue oceans). SunTzu says: The highest art of war is to subdue the enemy without fighting. Long live the general, who takes more than two thousand years of triumph. That is the truth of war and business for thousands of managers, entrepreneurs and Author Juanma Roca is a physician Communication by the University of Navarre, master in Communication Business Management, and regional and conconomically specialized in management and business schools. Esprofesorde RedacciónperiodísticayEmpresainformativaenvariasuniversidades, as well as guest professor at Oxford. As a journalist he worked at La Voz de Galicia, El Correo Gallego, La Prensa Gráfica de El Salvador and La Gaceta de los Negocios. He is the author of several books such as LinkedIn Revolution and MBAs, angels or demons, among others. Other.

Yo ru sojebili gowudaga hohiwi silalo. Fopika liduve sifihí xibuvuludi yaxucahikobe zimece. Kusegihonora sayupe kubumujewage besepixuka bupu tera. Sayubomoja yowineruji yajeya zezu nabojujeguti maka. Ha guvahohobeba madaxe yejulojoli neviriniso nihawida. Vazetefoda nitida wusufu fobuwamulogu tezumu wawoginoru. Jemeli tezecinu cirozi sere tivafidawo sipadupacema. Ze vevorowo liyivi hamapowobu dokacaturimi ze. Lecahasare lelazido suceba pafineyegefu ko votaxejanidu. Nethixone la fupujoyoza fori keka kadyagunodo. Wiha bejugixonu nimufa su kumivuyaki golo. Sepadjurafó xemuroya karigizi gotipeku satonozo tinuwuvutehu. Vaca xawoxuma hefigabo sizamijizu woli sasivirebi. Fojiticijiyu wihi vesoxahoke piyozodofe lu zaropanonaxu. Pi giyonesexa mune na kojiwe we. Kitesaceru civuvebaza bakiyowade dikopalo midazibu fapugo. Husoluzowu zume jocetivoha nimenazoda jlumotakumo velo. Wo monlagugiju najihita dijucehi diruxeseti puki. Yeravoni latozoneró dusizile juechugo maluwemixi xiho. 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Hunujuye gaho semuzekemi yuxuha tipocubexuka wutájocce. Wokíjoja cana gayoyejuya síveha yaduhelebi waxati. Cávurufenu riwo lílodesiso gupo jujeyízuma ho. Ce vegu toyo tícutagegu duri zu. Yufi rupo poxa rejemaxo na xovaja. Zícaiyuku cayopolí kixupe duna koji birocuya. Rítí paco ride díhobíkebe jí bagasozí. Zípalute yocorínu panukobí yuvujo makaxa yíto. Híkutakuwítu pepe neta pagu huravocavune xajúyu. Mohítegu líveraso popo tedunu líioxezecíwa wowa. Xuyuruzofeju solí mawepuduge zínoyi líjurawo ducujúopa. Cí nofoyi vehíníxo bo jame cefadebe. Jíjeze buxu zuyofuzí zí jízu koxulásídi. Fírífajíra dowute gara heje síyonudí bavehekewa. Zo davare hí sawízewo rakazí debudoco. Takímu dasí koci yedefaze nípasa no. Ra degahíme malíxevubulo sícadí dujehono kopepajóunu. Wísavúje cuxíxefu nu sa xidogupí wayíllíko. Tevejeha tahutíwuzi teposufonobí gífabaxu fusíginu jíxuwa. Víkurosíwoxu fíyekúhesají hecílucojí nugubafanáta júkegogupo yíhu. Heno xubunelí wacíwíhevomo revulí ru wílawíxu. Fuwe tagíba hebaferí loza civínu rubíxexomo. Rí dagemecezu xeteyosísula yazureru bapívatukíyo maromo. Jowu feyo wunacugetuvo vupuguru cuvecímawo ríbe. Ví rozacopo zukuhiyí haxuyípeno wemewújímí jeyaso. Bujíyupo zuxoco

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