

BIBLIOGRAPHY

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Kuan Tzu's Supreme Secrets for the Global CEO
by William Bodri \$25 > [Click here to Buy Now](#) (Adobe pdf file)

(Formerly titled The Means to Win: Strategies for Success in Business and Politics, this anti- Machiavelli political, leadership and marketing strategy guide beats the Sun Tzu Art of War hands down, no contest!)

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Product Details

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GIS SECRETS OF ATTILA THE HUN

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"Nothing astonishes men so much as common sense and plain dealing"
Ralph Waldo Emerson (1841)

INTRODUCTION

At first glance, Attila the Hun would not appear to be one of the great GIS thinkers and leaders in history. In fact, many have characterized Attila as

ominous and an unlikely candidate to model one's management skills after. However, when one sets aside the barbaric characterization attached to his name, managers will discover an individual possessing excellent managerial and leadership skills. Attila was able to motivate and inspire tribes of men to carve out a sprawling kingdom during the reign of the Roman Empire. The premise of this paper is to explore the obstacles Attila the Hun encountered and the management principles he used to lead a nation as an analogy to implementing GIS technology. Attila will share his views on building consensus, developing an effective training program, and establishing an enterprise GIS.

ABANDONING THE NORM

Typically organizations that are embarking on the implementation of a GIS program search out systems which appear to have beaten the odds to become a "successful installation". All too often this research avoids asking the critical questions revolving around organizational acceptance and focuses more on asking "How much does it cost?" and "What are the immediate benefits?". All too often, managers and organizations attempt to model themselves after socially acceptable men and women who have reached the pinnacle of achievement in business, athletics, politics, education, or public office. Many of the writings associated with these individuals prove to be a worthwhile study. Every strong leader whether it be Abraham Lincoln, John F. Kennedy, or Attila the Hun has within himself an understanding of what is required to pull together a team and to forge ahead for a common cause. If you think about it each of these leaders was faced with great adversity, much like attempting to establish a GIS program.

A LITTLE HISTORY: WHAT'S IN A NAME?

Void of any characterization as a brilliant leader Attila is passed off as an analogy for a tyrant boss or organizational structure. Even the utterance of the name Attila the Hun visions of a cruel leader are conjured up. In fact Attila was known as the Scourge of God. However, although there is much truth to the legend of Attila the Hun much of what is known about Attila can be passed off as fiction. After all, the Huns did not write history. There is a story that he claimed to own the actual sword of Mars, and that other barbarian chiefs could not look the King of the Huns directly in the eyes without flinching. Attila was a striking figure, and Edward Gibbon in *The History of the Decline and Fall of the Roman Empire* offered a famous description of the personality and appearance of the Hun, based on an ancient account:

His features, according to the observation of a Gothic historian, bore the stamp of his national origin...a large head, a swarthy complexion, small, deep-seated eyes, a flat nose, a few hairs in the place of a beard, broad shoulders, and a short square body, of a nervous strength, though of a disproportionate form. The haughty step and demeanor of the king of the Huns expressed the consciousness of his superiority above the rest of mankind; and he had a custom of fiercely rolling his eyes, as if he wished to enjoy the terror which he inspired....He delighted in war; but, after he had ascended the throne in a mature age, his head, rather than his hand, achieved the conquest of the North; and the fame of an adventurous soldier was usefully exchanged for that of a prudent and successful general.

Attila united the Huns, who were various tribes of Mongoloid peoples, and invaded the Roman Empire from 436 to 453. Attila murdered his brother in 436 to gain sole control over the Hunnish Empire, which ranged from the Rhine River on the west to the Ural River on the east, and as far north as the Baltic Sea. The Danube River formed the Empire's southern border.

The decisive turn of events came with the accession of Attila as King of the Huns. The new ruler was much more aggressive and ambitious than his predecessors had been, and arrogance sometimes made him unpredictable. All these personality traits aside Attila knew what it took to establish a successful organization. He recognized that it required the skills of many individuals along with a cohesive unit working together towards a common goal.

BUILDING CONSENSUS

A customary practice in ancient Rome was to hold hostages to ensure treaties were upheld. Part of this practice consisted of the kings exchanging the sons of their enemies as an "insurance policy". In other words, if as part of our treaty, I hold your son as "hostage", you are less likely to attack me and break our treaty. Attila was no stranger to this practice. He was exchanged into the Roman Empire as part of a treaty. While held as a hostage, he was educated and trained within the Roman Empire. It was here that Attila learned intimately the ways of the Romans while understanding their weaknesses.

Once he was released from the Romans, Attila vowed to conquer the nation he despised. Attila knew that he would need to build allies within the Hun nation to build a powerful Hun Empire which would release his people from the Roman domination. The Hun nation was comprised of various un-united tribes. These tribesman were lead by chieftains yielding no true allegiance to

the Hun King. These tribesmen and chieftains were content to act as soldiers of fortune and relish in the bounty that came with conquering provinces. Thus, it is with great reason that most of the civilized peoples of the time considered the Huns reprehensible savages.

Attila recognized the leadership skills required to unite the tribesman. It is worth repeating that the premise of this paper is to acknowledge that a leader is a leader is a leader. That is, the basic skills deemed necessary to establish a successful program are the same, for example an understanding of what motivates people.

Many GIS managers are looking for some magical formula to help sell their GIS program, convince an organization to establish an organization wide approach, and to maintain momentum once it is established. Attila the Hun offers us a systematic approach to accomplishing all of these goals.

Attila realized that it would take some convincing to organize the Hun tribes as a unified nation. It might be stated that Attila devised the following viewpoints in order to build consensus in the Hun Empire:

Attilaisms

By the time Attila completed his term as a hostage and returned to the Huns, he had become a man. He realized the Roman Empire was vulnerable but saw its conquest as anything but certain. His first step was to unify the Huns, provide them with central leadership, give them national goals of their own, and rid them of Roman military domination.

Among highly competitive chieftains and warriors, unity of purpose has a fragile existence; it must be constantly fought for, or it will be lost. Attila realized that uniting the Huns would require time, patience, loyalty, and teamwork.

Solicit advice from both your warriors and chieftains.

Although warriors prefer independence, chieftains should persuade them to work cooperatively. A unified effort produces superior results.

Consensus building is critical to establishing a widespread GIS program. GIS programs often take the form of departmental or centralized strategies. In either case what is most importance is to understand that GIS benefits are realized It is important to understand that the power of a GIS is derived by leveraging existing expertises, databases, and monies. Once an organization

understands these items GIS technology can become a staple tool in the organizations arsenal.

ESTABLISHING AN EFFECTIVE TRAINING PROGRAM

The establishment of an effective training of GIS technology professionals and users is often overlooked. Not as a matter of an unwillingness to train but rather it is passed off as something that can be approached or handled later. Attila recognized that the chieftains and warriors were rewarded by the booty they obtained from war. However, he also recognized that these same individuals found reward in greater responsibility and training. After all training an individual for a task which may be deemed out of their classification instills trust and acceptance.

Attila also recognized that each of the chieftains had experience and qualities which made the kingdom stronger. He instilled a practice of cross training as a means of reaffirming unity. GIS training should be approached in the same manner. Some of the best GIS programs recognize that the power of the technology lies in tapping into the various databases found throughout the organization. Relying on the "owners" or discipline which created the information to provide education not only leads to a new understanding of data but also forces those individuals to understand their importance to the overall GIS program. Experience teaches us that people in their field generally work best if they are enabled to make their own decisions and use of technology. The application of this concept promotes the development of employees who are well versed in their respective disciplines rather than creating an new era of GIS experts.

CHOOSE YOUR ENEMIES WISELY

Obviously a training program should provide education in the use of the technology. Often overlooked is the education of what data means and how can it be applied. These concepts are commonly not covered in the technology side of training. An individual is better equipped to understand command lines and GUI interfaces if they know why they are performing the task.

Success has been achieved in a training program that is progressive in nature. For example, start by training the computer illiterate! Many times an organization will select "Bob" because he is the department's computer expert or "sally" because she has a computer at home to provide technical guidance and to be assigned to the GIS. One disadvantage of this approach is that the individuals are not necessarily good instructors. An alternative

approach might be to train those individuals who do not understand technology. The theory is that the computer literate will fall into place quickly and naturally. This in turn, establishes a fast track to an army of GIS users.

Another consideration in establishing a positive GIS training program is to look to similar organizations who are also in need of developing computer literacy. This approach may offer an venue to cross train and to share and exchange limited resources.

Attilaisms

Developing Chieftains

Strong Chieftains always have strong weaknesses. A king's duty is to make a chieftain's strengths prevail.

Huns learn less from success than they do from failure. Huns learn much faster when faced with adversity.

A good chieftain takes risks by delegating to inexperienced Hun in order to strengthen his leadership abilities.

The experience of Huns must be structured to allow them to broaden and deepen themselves to develop the character they will need when appointed a chieftain.

Huns are best prepared to become chieftains when given appropriate challenges at successively higher levels of responsibility.

If it were easy to be a chieftain, everyone would be one. Without a challenge, a Hun's potential is never realized.

Appropriate stress is essential in developing chieftains.

Training

Adequate training of Huns is essential to war and cannot be disregarded by chieftains in more peaceful times.

Teachable skills are for developing Huns. Learnable skills are reserved for chieftains.

The consequence for not adequately training your Huns is their failure to

accomplish that which is expected of them.

A Chieftain who consistently inspects the work of the warrior Huns finds they consistently produce better results.

Unless chieftains assign warriors to jobs that allow them to grow and develop, the talents of both warriors and Huns deteriorate.

Huns given tasks without deadlines don't get them done.

ESTABLISHING AN ENTERPRISE GIS

The Hun's reputation was based more in fiction than in fact. The Huns invoked an air of mystery and caused panic because they seemed strange, savage, and invulnerable. They spoke a language incomprehensible to the Romans and looked more like furry animals than human beings. The Huns also relished in battle and the bounty that resulted, all which by the Huns standard was normal. The reality is that the Huns were more dreaded than ferocious. Each tribe was lead by a warrior-chieftain and acted independently. Although a Mongol aristocracy evolved, there was no clear vision and no apparent need to unite the tribes geographically was present. That is until Attila became King!

As a hostage in the Roman Empire Attila was educated in the ways of the Romans. This training included the Roman's view of politics, customs, and military intelligence. The thought was that the hostages would be reintroduce back into their tribes and the ideals of the Romans would be introduced. Attila used this training and education to over throw the Roman Empire and to unite the Huns.

The establishment of a enterprise of organization wide is often the long term goal of most organizations.

A strong commitment by a strong leader was mandated in order to reach this objective. Attila the Hun was no stranger to bringing together the various tribes who in effect had their own agendas. After all, they had their own ideas of how a Hun should act as a nation and a desire to maintain their small part of the Hun kingdom. When approached by Attila to unite on a common front he was confronted with an "if it ain't broke don't fix it" attitude. Attila realized that he had to convince the chieftains that there was more to be gained by working together than by fighting one another or acting as soldiers of fortune for the Romans.

Does this attitude sound familiar? GIS managers will be faced with the conflict between a department's commitment of working towards organizational goals and the protection of their own discipline. The protection often stems from a desire to maintain visibility, safeguard critical staffing and budgetary resources, and preserve a sense of importance to the organization. In order to overcome this obstacle, Attila recognized the need to consult the opinions of the chieftains and warriors. This effort instilled a common trust and a sense of purpose to the individuals. The purpose, of course, is the establishment of a united mission.

Attilaisms

Although warriors prefer independence, chieftains should persuade them to work cooperatively. A unique effort produces superior results.

One Hun's bad habits can infect other Huns. Likewise, one Hun's good habits can inspire other Huns. Wise chieftains reward habits they wish the tribe to adopt.

Lasting bonds between chieftains and their warriors and Huns aren't forged in the battlefield triumphs and tragedies. They develop over time as everyday exchanges between chieftains and warriors and Huns build esteem and tribal well being.

Outstanding warriors have a natural arrogance that must be disciplined to benefit the tribe. Achieving cooperation among these stars is a slow, challenging process even for a chieftain of iron will.

A warrior never abandons his or her cause. So a wise chieftain makes sure his or her warriors support the tribe's cause.

If a chieftain ignores top performers, they lose their winning edge. If a chieftain ignores weak performers, they never develop a winning edge.

A tribe performs at its best when everyone is assigned the tasks he or she does best for the tribe.

Often when warriors and Huns fail to achieve what is expected of them, their chieftain has failed to convey his or her expectations to them.

When warriors and Huns achieve everything expected of them goals have been set to low. Training of warriors and Huns should cease when all goals have been reached. When all goals have been reached a chieftain can expect

a system which has failed.

WHERE ATTILA FAILED

Although there is still some debate as to exactly how Attila died, the following account is somewhat agreed upon. He took a new, young, beautiful bride, a damsel named Ildico, though he already had a coterie of wives. The wedding day was spent in heavy drinking and partying, and the King of the Huns took his new bride to bed that night in drunken lust. The next morning it was discovered that he had died--drowned in his drunkenness in his own nosebleed. The new bride was found quivering in fear in the great man's bed quarters. The empire of the Huns dissipated nearly as quickly as its most famous leader. In 454 the Ostrogoths and other Germanic tribes revolted against the Huns, and the sons of Attila, who had quarreled among themselves, could not deal with the crisis. In a sense, the Huns were "scattered to the winds."

THE LESSON

Unfortunately, Attila must have felt he was invincible. Attila not only did not trust his own sons to take over his empire he did not establish a successor to his throne. He generally felt a successor could be chosen in time. Attila did not recognize that a successor should have been chosen immediately!

Attilaisms

Continuously build consensus.

Provide adequate training.

Create an adequate support system to perpetuate an enterprise system.

GIS managers should implement their programs not only as a means of self gratification but as a means of perpetuating the status qua. What should be strived for is a legacy system tied to the organization's goals and objectives rather than an individuals ambitions. The definition of a successful GIS program should not be measured by the number of machines in place or by the size of an organizations budget. It should be measured by a programs ability to continue even after the recognized leader has moved on.

Than the Presidency

Before Sun Tzu and Confucius there was Kuan Tzu, China's foremost geopolitical sage. He was a man who attained spiritual enlightenment, whereas Sun tzu had not. He taught ethics and virtue, which Machiavelli did not. He mastered the Tao, which shined through his political and military strategies, and his wisdom protected China from barbarian invasions and saved its imperial system from collapse.

Kuan Tzu, also known as "Kuan Zhong" or "Guan Tzu," was the prime minister and advisor to Duke Huan of the Chinese state of Qi. Despite fierce competitors, in just a few short years his diplomatic and economic strategies turned Duke Huan into the richest and most powerful man in China, and Kuan Tzu unified the nation through a strategy of peace rather than war. He came many years before Sun Tzu and Confucius, who both learned from this great man's strategy guide.

Kuan Tzu wrote a book on management to teach anyone how to do the same thing -- how to become the richest, most powerful person in the land ... or in a company or political organization. He taught the Taoist rules of power, management, influence and persuasion, but from an enlightened sage's point of view. His lessons are very effective, for few men in Chinese history have been granted the honorary title of "Tzu." They can be used for marketing strategy, for management training or as leadership lessons.

Despite the fact that both the Prussians and Japanese heavily relied on Kuan Tzu strategies to build their nations into superpowers, most people have never heard of this sage.

This is despite the fact that Kuan Tzu was the world's first Keynesian-Monetarist! That's right ... he used Keynesian and Monetarist policies to manage the economy of his state and build it into a superpower. But he did it through policies that recognized the existence of Machiavelli like individuals, yet which incorporated virtue and which melded with the Tao, or natural way of nature.

Remember, as with Lao Tzu and Chuang Tzu, Kuan Tzu is one of the few individuals in Chinese history who is actually recognized as an enlightened sage ... whereas Sun Tzu and Sun Bin (military strategists and tacticians) were not!

Of all the sages, Kuan Tzu's words and lessons are the ones most appropriate to the Western world and the modern times of globalization. Not

Lao Tzu, not Chuang Tzu, not Confucius, not Mencius, not Sun Tzu, not Han Fei Tzu -- KUAN TZU's lessons are the ones we need for today's management and leadership challenges!

But have you ever heard of him? The Chinese keep him a secret as knowing Kuan Tzu is the key to national and worldwide power. The Japanese, for instance, followed an incredible number of Kuan Tzu strategies to make their nation into a superpower. This strategy guide tells you how any country can do the same.

Kuan Tzu's lessons are especially appropriate to the new global executives and CEO entrepreneurs who are fast becoming the new "global senators" or "global princes" with the power to shape the world for good or bad. If you want to operate in this multi-cultural world, but navigate with brilliance and ethics while achieving goals of a magnitude far beyond ordinary men, Kuan Tzu's teachings are what you need to learn.

In fact, this book can be considered a global catechism and strategy primer for how individuals should virtuously act while working to accomplish their aims for the greater good. It is the virtuous man's leadership primer for the new era of globalization. And yet, you can use it as a marketing strategy guide, too!

This book is the Art of War for virtuous leadership, ethical conduct and accomplishment. Forget Sun Tzu's Art of War for business ... this book is the true Art of War for business, management, leadership, power, persuasion and macro-strategy.

But I warn you ... it's not for everyone.

Kuan's Tzu's lessons are not meant for the ninety-nine men out of a hundred who do not have the drive to excel, to sacrifice, to accomplish, to get to the top.

Nearly a dozen individuals, including six professional translators, worked on translating this book on how to become the preeminent leader of a company, nation, in fact any organization.

If you want to win an election and political office, you must get this material.

If you want to become the president or CEO of your firm, you need to get this book.

If you want to become the leader in a powerful coalition, you must get these lessons.

If you want to become a supreme leader of any unified group, you need this material.

If you want to effectively manage a group of people and bring your organization to a state of premier excellence -- even of global stature -- there are ideas in this book that have never been in print before and which will open doors that might have taken a lifetime of learning and experience to attain.

Why not get there in the shortest time possible by jumping the learning curve with this instruction manual?

How is Kuan Tzu's work compared to the popular Sun Tzu's Art of War? Kuan Tzu was a prime minister, while Sun Tzu a military general. Sun Tzu's work on warfare was originally meant to address the military elite, while Kuan Tzu's topics were on leadership strategies meant for a king to govern a nation. Here lies the fundamental difference, both are leaders, but who do you think is greater?

If you have read and applied Sun Tzu tactics and felt that something is missing, incomplete, energy draining and spiritually tired, your experiences are probably justified as most of Sun Tzu is about fighting to win. Reading Kuan Tzu will be refreshing, as Kuan Tzu focused on the forest instead of the individual trees, the big picture instead of the mundane details. If you want to be a great leader, can you afford not to be familiar with the big picture?

Kuan Tzu's Supreme Secrets by Bill Bodri laid out 37 important lessons of Kuan Tzu with special commentaries. What is unique in this work is that the commentaries interspersed modern and global organizational strategies with personalized spiritual cultivation principles elegantly. For example (from 3 excerpts):

In the various schools of cultivation, the masters often say that spiritual cultivation entails purifying and harmonizing the four elements of wind, water, fire and earth of the physical body. This idea is correct, and it's one which must be extended to a realm at large: only if a nation's internal elements are balanced can it find peace in the world.

Whenever an asset grows to an extreme without being well managed, it can easily turn into a liability. For an asset to be considered truly valuable, it must be put into productive use.....To prove this point, we need only to think of a

famine when there is no food to be found. Money is worth little in this situation because it can't be used to buy anything to eat hence it is only money's usage which defines its active value.

Here we must note that there are many individuals at the top of large institutions who are not there because of exceptional skills, but because they were the ones who least offended others during their climb up the professional ladder. In other words, they were the least inimical among the contending talent, and hence the most likely to rise because of a lack of criticism and ill will.

If you are making a living in the modern world, want to do well in it, and at the same time have a strong interest in spiritual cultivation, you cannot afford to miss this work. You'll learn how to strike a balanced life and enhance your leadership talents to a level where you'll gain respect and dignity for yourself and from others.

--Lee JK, Malaysia

Kuan Tzu's Supreme Lessons for the Global CEO (formerly titled The Means to Win: Strategies for Success in Business and Politics) is the only English translation of sage Kuan Tzu's lessons in print. Among other things, inside this book you'll learn:

Why Kuan Tzu strategies are superior to Sun Tzu tactics or Machiavelli tactics and power struggles

What distinguishes the GREAT leaders from the common ones and gets your name blazed into history books

The only 2 decision-making abilities you need to be qualified as a GREAT leader ... do you have them?

The 9 challenges leaders face and must one-by-one overcome for putting things into order

How to match your leadership style "with the Tao" or "enlightenment way" that always wins

How to turn chaos into opportunity ... whether it be in business, politics, love, war or finances

How to publicly convince the public you are more ethical, virtuous, cultured and capable than any of your powerful opponents so that they flock to you

and desert them

How to win public support for the most difficult projects, despite fierce opposition, and sleep at night without worries you'll be attacked

The secret recruiting technique of "worshipping the skull" that magnetically attracts the absolute BEST and BRIGHTEST people to you from all over the country (or world!) so that you don't have to spend your precious time and money searching for them

Who you should personally take as your role model for leadership excellence ... it's not who you'd think

Rules for establishing priorities in your organization so that the proper things get done, on time, and everyone is in alignment

Why and how the right type of prior preparation and planning will avoid strategic disaster ... do you follow these systems?

Specific leadership actions that have historically always won universal approval -- in all times and places

How to employ the greatest talents and best advisors in the land, who tend to be finicky and difficult to deal with due to their special skills, and where you will find them

The particular administrative deficiencies everyone overlooks that, uncorrected, have lead countless leaders to ruin. Whatever you do, don't make these mistakes!

How to understand the grand scale of yin and yang in politics or business, and how to master it and make use of it so that you can turn a weakness into a strength and literally crush your opponents using their very strengths

How do you know if you can trust someone ... Here are the things to look for and size-up rules to follow

How to avoid your assets becoming liabilities

5 secret excellences and skills that every leader must cultivate to win the applause of men AND women

The power of simple rules and natural strategies, like using sunshine to melt

ice, rather than complicated manipulations and plans that can go awry or backfire

How and when you should punish followers for breaches of discipline ... when is severe and when can the situation be overlooked

How to cultivate both internal and external allies so that you're never alone and have backing for all your positions

How to select the very best SURVIVAL strategy that also maximizes your power and influence so that you will never be toppled, and always survive to prosper

The perfect time you should act to overthrow a leader in power and assume the helm of your organization

How and when you should punish others with punitive measures ... and how far you MUST go

How to establish balance and moderation in your administration, despite endless players jockeying for money, power and status

The ONE TRUE WAY to truly measure whether your leadership will be viewed as a SUCCESS in history

Whether you are a local, national or global businessman or politician, these 37 lessons will teach you the necessary preparations, advisors, decision making, timing, strategy and tactics that will eliminate all the risks in your efforts and maintain your control of every situation while magnetically elevating you to a leadership position of unchallenged prominence.

Forget about Sun Tzu, who focused on tactics to the detriment of strategy, and who did not attain the Tao. Learn from this enlightened sage instead.

Forget about Lao Tzu, whose teachings on the Tao are just too high for most people to correctly apply and comprehend.

Forget Machiavelli, who focused on power without ethics.

If you really want a practical mentor who can teach you how to become a supreme leader, win an election, gain and use political power, increase your company's market share, formulate global strategy, or cultivate strategic vision ... here is your man who will solve your troubles and instruct you on

the long and short term strategies you are seeking.

These nearly invisible Taoist strategies will not only bring you maximum success in all your endeavors and enable your organization to quickly dominate its peers, but will rally public opinion to your favor while attracting the top talent necessary for you to accomplish all your objectives.

In this new era of globalization, they are even of yet more importance because they teach how to stay on good terms with all sorts of different parties. Machiavelli and Sun Tzu operate on the negative side of behavior, whereas Kuan Tzu teaches you how to win all things through positive means.

Kuan Tzu will teach you how to accomplish your aims through virtuous, controversy free, ultraethical means that will bring peace of mind, better you as an individual, produce great cultural contributions to society and win you a distinguished reputation.

Think about it -- Kuan Tzu conquered countries using economics, prevented war six times through diplomacy and waged war numerous times as well, reinstalled the Emperor's position in society while elevating his Lord's own position in the land, and made his state into the richest in China. This is a man whose management lessons are worth far more than Jack Welch or Bill Gates.

Whether you are talking about a global or local arena, Kuan Tzu's strategies are so much higher and more effective than Sun Tzu's strategies and his Art of War that a comparison between the two isn't even fair. When you study Sun Tzu and Confucius, you'll even find that both these individuals actually referred to Kuan Tzu and his teachings.

If you want to turn your organization -- even a unit as large as a nation -- into an unchallenged superpower and unchallenged leader, and if you want to learn how to become the most respected and influential person in the land, then buy this book and learn the lessons it offers which you will find nowhere else.