FIRE SOMEONE TODAY

And Other Surprising Tactics for Making Your Business a Success

BOB PRITCHETT
President and CEO of Logos Research Systems, Inc.

A PDF COMPANION TO THE AUDIOBOOK
Quality, Price, Service—Prioritize

- Focused on Quality (Strong Momentum)
- Quality and Service (Some Momentum)
- All Three (Spinning in Circles)
- Target
- Kmart
- Wal-Mart
<table>
<thead>
<tr>
<th>Scenario</th>
<th>Decision Making at Target</th>
<th>Decision Making at Wal-Mart</th>
</tr>
</thead>
<tbody>
<tr>
<td>Store Location</td>
<td>Find middle ground between expensive locations at the center of town and cheaper locations farther out.</td>
<td>It is cheaper on the edge of town.</td>
</tr>
<tr>
<td>New Teapot</td>
<td>Hire an architect to design a teapot that looks great but is still reasonably priced.</td>
<td>Buy a boatload of cheap teapots. Offer to buy two boatloads for a bigger discount.</td>
</tr>
<tr>
<td>Fashion</td>
<td>Balance style and cost. Hire models. Get celebrities to wear Target clothes during TV appearances.</td>
<td>Save money by having employees model house-brand clothes in advertisements.</td>
</tr>
</tbody>
</table>

\[
\begin{align*}
\text{Original Triangle} & \quad \text{Expanded Triangle} \\
\text{No Room for Distinction} & \quad \text{Room to Compete}
\end{align*}
\]
Success in business is not about how hard you work. Breaking rocks with a hammer is very hard work that will never put your name on a skyscraper.

Success in business comes from winning more than you lose. You win by making the right decisions. And the good news is that you do not need to make the right decisions anywhere near 100% of the time. You just need to make the right decisions more often than you make the wrong decisions.

When my partner and I were preparing the very first release of our software, we hired someone to write the documentation. We were busy with finishing the software itself, so instead of investing time in finding the best possible writer, reviewing portfolios, and getting multiple bids, we went with the first person we found and paid him a significant part of our start-up funds.

The resulting documentation was a disappointment, and I felt terrible about our large and largely wasted investment. My father told me to get over it. “If that is the biggest mistake you make,” he said, “you will be fine.” And he was right. We were fine even though we continued to make mistakes, some of which were much larger. (I later paid another documentation writer four times as much for even less output. I have a blind spot when it comes to documentation writers.)

We were fine because we made good decisions that outweighed all of the bad ones. We chose the right technology, we implemented the right features, and we took the product to the right market at the right time. Thanks to my father’s advice, we did not get hung up on having chosen the wrong writer, and we did not waste time and money trying to fix that bad decision. We learned from it and moved on.

Keep Making Decisions

I see a lot of businesspeople who are so concerned with making the perfect decision that they do not make any decision at all. (Okay, I even do it myself sometimes.) They squander time, money, and—most important—opportunity while they collect all the information they could possibly need to make the correct decision.

If you wait to make a decision based on all the facts, then it is about history, not the future. And history is for courts and scholars, not businesses.

Good decisions move businesses ahead. Bad decisions move businesses ahead too. The sooner you make a decision, the sooner you move ahead. (Of course, the type of decision involved and just how good a decision you make are important too. We will get to that in a moment.)

When you make lots of decisions, you increase your forward momentum. Businesses where decision making is slow or fearful get left behind.

For any given decision there is a line that stretches from “no information available” to “all the facts.” Your decision is moving from the start to the end of this line.