

The Gunfighter's Mentality

How speed and hitting your target
can kill the competition

Speed: The Ultimate Weapon

- If you can't outdraw the competition, nothing else matters!
- Sometimes speed is merely a matter of paying closer attention to your competition than they're paying to you. After all, the person who draws first doesn't necessarily win. The one who responds faster wins!
- It's a myth that the first to draw wins!

Successful Gunfighters

- Were always focused on what the opponent could do to kill them.
- Were always prepared to counter attack the opponent in a way that would kill their opponent.
- Sometimes let their opponent make the first move.
- Were NEVER tentative!

What, No Tentative Gunfighters?

- Sure, but none that lived very long.
- Tentative is death. Decisive is life.
- How much data do you need to react?
- The gunfighter only needed to know one thing: if I don't respond quickly, I'm dead!
- That's all we need to know. Speed is our biggest initiative. It impacts everything!
- Tentative gunfighters didn't overanalyze.

What's the Problem?

Sometimes (maybe
most of the time),
we're so slow that we
get in our own way!

Analysis versus Action

- Doubtful that the winning gunfighters studied the type of weapon or ammunition of their opponent. Seems odd, doesn't it?
- Probably studied the opponent's body language and his hands more!
- Guns don't kill people. People with guns kill people!
- Gunfighters focused on what mattered most. The other stuff didn't much matter.

Over-Analysis

- “Hey, wait a minute! What kind of gun is that you’re using?”
- “Wait! Have you got silver tipped bullets?”
- 2 Words to Remember: **WHO CARES?**
- If it isn’t critical to WINNING, it really doesn’t matter.
- Maybe it’d be fun to know everything, but there’s no time!

How To Get Faster

- **Ask top-notch questions in advance.**
- 1. **Prepare your work in advance.** How successful would a gunfighter be if he never practiced or planned for success? You have to do the same thing. You just don't go out into the street expecting to win without any preparation. Think about what you want to do and set out to get better. As the GE mantra went, "Get Better or Get Beaten!" What answers do you need so you can make a decision right now? Don't most of your decisions have common traits? If so, be fully prepared and solicit the answers well in advance. Don't delay.

More Ask Quality Questions In Advance

2. **Get the answers quickly.** Teen-agers have learned the secret of procrastination. It's a simple phrase: "In a minute." Gunslingers didn't have a minute to waste. They had to be ready and they had to have the answers NOW. Remember, it's now or DIE! Don't delay. Pick up the phone, call in the employee, send the e-mail, send the fax – do whatever is necessary to get the answers you need NOW!

Still More Ask Quality Questions In Advance

3. **Put the answers to good use quickly.** Don't delay once you get the answers you need. Wasting time is contagious. You influence everyone around to have no sense of urgency. "No need to hurry. We've got plenty of time." Meanwhile, our competition is aiming a bead right between our eyes and they're pulling the trigger while we're studying about what to do. **GAME OVER! You're dead!**

Sense of Urgency

- It catches fire.
- A lack of it bogs us down and makes us slothful.
- It also drains the energy from any team!
- Patience means enduring and remaining steadfast. It doesn't mean waiting while you do nothing!
- People with a mission have a sense of urgency. It spreads and energizes others.

You can't hit the target if you're dead!

- A successful gunfighter had to be able to hit his target, but if the opponent got the shot off first (and if that shot hit its mark), **NOTHING ELSE MATTERED!**
- First things first! Make the decision and **TAKE ACTION**. Get it done.
- You can't delay once the battle starts!
- You can't aim until you've drawn your gun.

Real World Applications

- We delay greeting customers because we're not ready.
- We delay answering phones because we're not prepared.
- We delay ordering products because we don't have all the information.
- We delay making deliveries because we need more training.
- We delay updating invoices because we're not certain about all of them.
- We delay all kinds of work because we're waiting for more answers.
- **GET THE POINT? You can always delay for more perfect information. Real World vs. Perfect!**

Better Use of Our Time

- Speed has one component: TIME
- We all have the same amount of it.
- There is nothing you can do to get more.
- It's a very restricted resource.
- It doesn't take as long as you think! But, even if it does take a long time – it's worth it! **Preparation speeds up everything!**

Pat Riley's Weekly Team Speech

- He spends hours behind a closed door preparing for a weekly 20 minute speech to his team.
- The “fight” is short – 20 minutes.
- The pre-fight preparation takes hours.
- He never repeats a story (so say players who have played for him for years).
- He's always inspiring.
- He's a master! He's the expert!
- And he did it all in 20 minutes...**NOT!!**
- His preparation made it look easy and quick.

Riley's "Invisible" Preparation

- Riley doesn't table important matters to prepare.
- He finds places and times to prepare that are seemingly invisible to his team.
- Can you imagine a gunfighter inviting everyone to watch him practice and prepare? DUH? Of course not!
- The successful gunfighter, like Riley, just makes it look easy and you never see the preparation it took to create the success.
- The end result is what people judge. Riley's team judges the 20 minute speech, not the time spent to prepare it. For all they know, he's talking off the top of his head (and doing a masterful job).

RESULTS! Show 'em to me!

- That's all people care about.
- You get no credit for spending hours preparing. People judge the results! They judge the actions you take.
- Do you suppose one gunfighter might have prepared more than his opponent and LOST? Is that possible?
- There's a time to prepare and a time to fight. There's a time for planning and a time for action.

The Influence of Speed

- When you act decisively and with speed, others follow your lead.
- When you act quickly, you get more done.
- The quantity of your decisions is directly related to the quality of your work to the company. Quality matters, but you have to have balance. Wisdom in decision making doesn't require twice the time of poor decision making.
- Faster decisions can also be fixed faster. Nobody will make a decision that will risk the company. When mistakes happen, and they will, speed helps you fix them faster. People feel the need to fix something faster if it got done faster to begin with!

The Energy of Speed

- A person's walk tells you volumes about their energy or urgency.
- Imagine facing an opposing gunfighter who walks briskly to his spot without taking his eyes off you. His energy is already killing you, right?
- **Opponents are intimidated by speed.**
- People draw energy from your speed, or they lose energy from your lack of speed.

Let's Do Everything FASTER!

- Edison realized that every failure brought him closer to success. 1,093 successful U.S. patent applications. About 550 unsuccessful ones.
- In 1882, at the height of his work on electric light and power, he completed 106 successful applications.
- We don't know his failures very well. We know of his successes because he moved so quickly past his failures.
- That couldn't have happened if he hadn't acted with urgency all the time!



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