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## India should have a superiority complex, says Eli Goldratt

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Do you have a mafia offer? Business guru Eli Goldratt, 59, throws that question at a gathering of CXOs in Mumbai, who have a his insights.

"It's an offer that your customer can't refuse," clarifies Goldratt. Such an offer helps create competitive edge-and value.

"But your edge can vanish in no time since competitive advantage is just a window of time," he warns, with an air of suspense ) in his best-selling business thriller Goal.

Even as he pats India for having the best top managers in the world, he points to tomorrow's challenge: two paradigm shifts ins

**You speak of two simultaneous paradigm shifts to create a competitive edge? How do you do that?**

One paradigm shift is not enough. A paradigm change in sales must be matched by one in operations. Both have to be in sync, create viable vision.

**You have labelled strategy as "long-term bullshit" and have counselled managers to chuck strategy books into the dit self-realisation that comes from full knowledge of organisational constraints?**

Yes, that's true. I find people building plants without (properly) assessing market opportunities. When I see what people are doi of gambling in Las Vegas. They (CEOs) call it strategy and continue to do so.

**India's real infrastructure, as you say, is not ports, roads, and airports. It happens to be top management, and you rate than the US and Europe on talent? Why?**

That's right. We have had to hold back managers during our management programmes in Indian companies.

Elsewhere, we have to push managers. The time we require to train people here is half the time it takes us in other countries.

In India, the level of intelligence is higher on average; the openness is higher; the ability to critique is higher. Indian managers s superiority complex instead of an inferiority complex.

**In your book, the best leaders are those that provoke, not provide, solutions. Have you come across such leaders?**

The best example of such leadership is Warren Buffet. He does that beautifully. Of course, the other example is me. What defir

It's their ability to figure out the solution but exercise enough self-control not to reveal it. Indeed, it's their ability to remove the st rather than provide the solution.

