# **Business As War**

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Business as War is especially relevant for managers in fast-moving, technology- intensive industries, where winner-take-all payoffs accrue to first movers who can outmaneuver their rivals and focus their firepower on the right targets. Allard explains that the modern U.S. military shares these priorities, and its successes stem from the tight alignment of strategy and organizational processes. The military has learned how to audit its performance, gather intelligence and share it rapidly, give strategic plans real teeth, inculcate values, and promote cooperation across unit boundaries. Managers know that this soft stuff is crucial, and hard stuff to master. Business as War shows how to make it happen. Tom Eisenmann Assistant Professor, Harvard Business School Tags: as, war

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