

Hanshi Warrior Press Reader®

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A monthly sampler of Stephen Kaufman's writings, world-renowned author
and universally acknowledged distinguished grandmaster and educator

from Apothegms of the Master

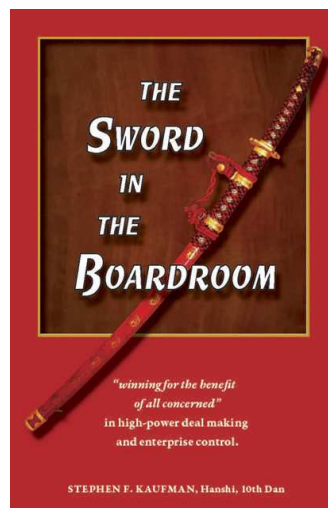
*There is no such thing as yin and yang,
which is not to suggest that yin and yang do not exist.*



This Issue

A Selection from The Sword in the Boardroom

"winning for the benefit of all concerned" in high-power deal making and enterprise control



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The Sword in the Boardroom

“...winning for the benefit of all concerned”

PREFACE

The need for correct attitudes in society and business

We live in times that demand smart and decisive action in all aspects of our lives. Change, necessary for progress, can no longer be the rationale for accomplishment unless harmonious resolve is considered for all parties. True harmonious resolve includes open honesty, integrity, and morality in any area of negotiation. Doing business on any level including global peace negotiations and simple sales contracts has become too costly and is more and more difficult to accomplish without thorough decision making resolve. This is not to infer that force should not be used if the situation calls for it, but to put effective and intelligent deals together, specific goals and attitudes must prevail. Maintaining intelligent and productive negotiations is essential for profitable outcomes that constitute the benefit of all concerned.

New socio-global conditions are occurring daily and business must adapt quickly to survive. This is the reality of a true global community where speed of communications is vital. You can contact anyone, anywhere in the world by email as quickly as you can press the enter key. Timing and rhythm have become more important than ever and with little room for mistakes. It is essential to be conscious of everything that has to do with our businesses as well as our personal lives, or we will suffer the consequences as is evident with constantly increasing crisis management that is a deprecating mode of accomplishment. It must be eliminated from actualization by those who are seemingly in control of the overall destiny of mankind. The days of despotic regimes are over.

Things rapidly change, mostly without warning. Negotiations of any type must be dealt with in a universal manner that give all involved a fair shake. Simply, there are too many variables to contend with. A mentality must be developed towards unification of purpose as it is no longer possible, nor is it wise, to disregard the thoughts and feelings of others based solely on *our* perceived needs. Business has been accused of this in the past; it still mostly is, and in some instances, rightly so. The future must bring change for the better. We would benefit further, for all concerned, if we continually define and enhance our own approaches and attitudes. It is not enough to understand other peoples' needs by suggesting that what we *personally* wish to accomplish is an answer to others' situations. Such a mentality creates animosity causing others to despise our attitudes. Thinking on that level interferes with the overall progress of our desires.

Why this book has been written

I have been approached by many corporate leaders, businesspeople, and attorneys, to interpret the teachings of Miyamoto Musashi's **Book of Five Rings** and Sun Tzu's **Art of War** specifically for the business community. These previously published works by this writer, done for military and martial arts establishments did not include practical exercises vital for the information to be placed firmly in the business and Determined reader's consciousness as this volume does. The principles contained in those works and the present volume is the same that I use in conducting my daily business affairs—and they work. In this book I use the format of the Book of Five Rings for structure to synthesize the ideas of the masters.

Musashi, Sun Tzu and Kaufman

Miyamoto Musashi is considered to be the greatest warrior Japan has ever produced. He is referred to in many circles as a *kensei*; a sword saint. His *Book of Five Rings* is considered the essential work on mortal combat and is readily translated into a manual for conducting business affairs of any type. *The Book of Five Rings* was not originally intended to be a business book but the principles of strategy are, and so, the ideas expressed through commercial endeavor become obvious. The Japanese business community uses the Five Rings as a guide for their corporate officers—they consider business to be “war” and have used the Five Rings for generations considering it to be a business bible. It is required study for all management personnel involved in decision-making. Musashi's thoughts and attitudes are clear and concise. The reader will find examples of how he would have handled specific situations. Many previous interpretations have been hoi polloi and have not taught the proper means of the attack mentality during negotiations. *The Sword in the Boardroom* does.

Sun Tzu's philosophy must be understood in broader terms than just as a guide to dealing with conflict and doing whatever you have to do to destroy the enemy without concern for future developments. It too, has become the “book of choice” for the business community. However, most of the current versions lack meaningful interpretation due to the overbearing insipidness of most authors purporting to be authoritarian. The *Art of War* has been read by countless people in their endeavor to attain heights of success they may only have dreamed of and some have actually accomplished their

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goals. In proper context, Sun Tzu's work explains in depth, the rules of management expressed through military campaigns that are easily seen as business negotiations. Sun Tzu deals with matters concerning the proper selection of personnel, understanding motives and intentions, preparations for conflict and the maintenance of supplies, dealing with conquered domains, etc. It is the most highly regarded treatise on strategy yet written and must be understood emotionally as well as intellectually.

Stephen F. Kaufman is a recognized martial arts master and widely sought out speaker and consultant on strategy and motivation. He has many years of experience in business. He was CEO of a large commercial collection firm where intelligent negotiations were the only way to resolve major financial problems and CEO of a computer networking organization that dealt with large corporate expenditures. He details, with direct questions and specific examples for the reader, how to control the entire realm of the negotiation. His ideas convey very explicit examples that contain intense messages.

How to profitably read and study this book

Based on anecdotal conversations between the masters themselves, the philosophies are synthesized depicting the reality of business as war, and as well, war as business, with the correct attitudes needed for overall success in either theater. It is incumbent upon the reader to examine the qualities of the strategies used in martial conflict to determine which tenets are viable for commercial endeavors, keeping in mind that it is not always necessary to slay, physically or mentally, an opponent, though one should keep in mind the significant difference between having one's head cut off and not getting a deal signed.

The knowledge to be gotten from this present work should be approached with an open mind towards a new perspective of personal development. Musashi constantly iterates the need to study, to practice, to study, to practice.... Sun Tzu explains with clarity, structured directives for success in any endeavor. Kaufman details the exact procedures to use in maintaining control of all situations: business and personal. Their approaches are unique, different, and exceptionally wise. When you understand what they are talking about, you will agree.

One of the benefits of this type of study is that all aspects of the teachings apply to all variations of life's experiences and with determination must often be repeated. As a result the redundancy may appear to be overdone. Not so! Each part of each section is meant as specific instructions for developing the attitude of *winning—for the benefit of all concerned*. The exercises will enable you to thoroughly learn the reality and control of negotiation, based on your personal desires and the situations you are involved in. They are carefully thought out and will give you understanding in depth of what you are trying to accomplish—and *how to do it*.

You cannot decide to be a winner and then do nothing about reinforcing the concepts of attainment in your head without practice. All of the questions presented should be answered in the format suggested. In this manner you will eventually understand what strategy is all about and be able to form a universal point of view. Because no one really understands what is in anyone else's mind, it is essential to develop true self-dependency, which can only be gained through constant devotion to your own ideal. Read each section on its own or jump around if you wish, but the best way is to study straight through. Eventually, if you accept what is being explained to you, the truth of all strategy will be revealed based through the concepts of the masters. *You will be amazed at your new awareness of all things*.

It is all revealed through what is referred to as the *Spirit Of The Thing Itself*, which is explained as the personal causation of all things and identified by the masters as Universal Intelligence. This is a major concept, and as a concept, it should be consciously considered. Understanding and using the *Spirit of the Thing Itself* will empower you be the master of anything.

Negotiating is a mental AND physical activity

Negotiations of any type encompass an understanding of the true definition of winning. Aside from the fact that physical combat includes the possible loss of life, and business generally does not, concepts of the martial philosophy must be understood if these teachings are to be functional at all. The true businessperson and entrepreneur understand that solid completion of a negotiation leaves no loose ends and is essential for the survival and propagation of success. It is also beneficial for the reader to understand that people, as individuals or as a group, should gain renewed and enhanced benefits for themselves from the conquerors of their domain when negotiations are properly structured. If the needs of the conquered are left to chance, based on misunderstanding through both parties, true harmony will not be expressed and additional conflict will ensue. In true negotiation there is little room for hyperbole. Things rarely being equal call for definitive action based on thought-out preparation that wins the day on *any battlefield*—most of the time.

Many books have been written with the idea of teaching the correct attitudes of business conduct and decorum. This is a book for anyone interested in winning: in the boardroom, the courtroom, the living room, the war room, or the bar room. Developing correct form and function within the structure of any discipline takes time. Beginner's luck plays an important part only when starting out, but eventually it becomes lost in the intellectual shuffle of the player's mentality

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when the attitude cannot be maintained because of improper training and understanding. As Musashi would say, “the more I practice, the luckier I am.”

Technique is essential to the understanding of purpose. Once a specific technique is understood, the astute person stops using it on a conscious level because of the limitations it imposes by having an identity. *Knowing how to do something, and actually doing it, are not the same things.* People can be taught the true way of the warrior once they decide to differentiate between what is real and what is not but they must also practice their craft.

When conflict is consigned to a life and death situation, it is physical, and certainly real. When vying for profit in the marketplace, or winning at the negotiating table, the actuality is a different matter entirely and principles can be interrelated if the concepts are openly and sincerely approached. It is easy to suppose that winning or losing a deal is equal to living or dying in combat—any form of mental game can be played, but winning is the only thing that matters unless you are of a mediocre mentality. *And winning must be for the benefit of all concerned.*

This book can be considered *the* true “Way of the Warrior,” in negotiations: military, corporate or otherwise.

INTRODUCTION

The Masters greet you

Musashi - In my life I have won many battles. Now, in my reflective years, I look back upon my life and realize that my successes were due to great luck, terrific natural ability, or quite possibly, the ignorance of the opposition. I am sure, for the most part, it was the ignorance of the opposition, but it was certainly my intense desire to succeed as well. I have thought deeply about the skills and abilities that have made me a great warrior and the master of my own destiny.

The realities of what I have accomplished seemed to be governed by a higher principle, and my awareness of this principle made me constantly rethink my motives as well as the frivolities and absurdities of the world. I examined my motives to determine if I could isolate what I seemed to know instinctively and came to understand the workings of something called the *Spirit Of The Thing Itself*. When I speak of the *Spirit Of The Thing Itself* it is not because I am a particularly religious person though I understand religious virtues and know the value of a strong spirit. I have always felt myself to be a moral man regardless of what others may think and strove to be honest in my dealings with people of all ranks and positions in life.

I am considered by many people to be one of the greatest warriors anyone has ever encountered or known. I am not impressed with their regards towards me. If I was, I would stop practicing and start to believe I was as good as they say I am. More importantly, it was during my preparations for battle that I developed my style of a one-way, two-sided approach to all situations. Although I have always been committed to my work, I also dedicated much time to learning the different aspects of life and society through the arts and cultures of others. Instinctively, I felt a need to understand and to be versed in their ways. My main attention, however, was given over to the business of negotiating on all levels—with or without my sword.

Sun Tzu - As time passes, all things change, however subtly and though they seem to contain the same form, even when they are seemingly different, the variations of strategy may be corrupted. The world cannot be otherwise but nonetheless, there are certain simple truths that comprise common sense for all people. These mental attitudes are definitive and succinct. If at times I am terse with my words it is because I want to reinforce my teachings for you. Repetition will enable you to understand my ideas about proper conduct in the art of negotiation. You will not be left to only get a brief or quick idea about what I am telling you. Be patient and read, do the exercises, then, reread the words. They are written with great purpose.

Kaufman - Common sense attitudes must be drummed into a student’s head. It is the only way for them to truly learn. Speaking for myself, I have personally studied and seen the most formidable masters of reality express their desires through these ideas and have witnessed many astounding accomplishments. Students should study, read carefully and with understanding come to truly know what we three speak of. In that manner they will realize why the masters of business become unstoppable. I have seen them in action and have been awed by their determination and skill. In reality, lesser people will think of them as savage and cold-blooded but that is not necessarily true of all of them. Yet the most successful will not condemn or condone those less fortunate. However, they will be utterly ruthless towards any that try to take, by any means, their domains from them. Their wisdom is beyond reproach.

Structure of the book

Musashi - There are five sections of strategy found in the *Sword in the Boardroom*. They are called Earth, the fundamentals that we express in our daily conduct; Water, the natural flow of things; Fire, the passion to win; Wind, the understanding of inconsequential matters; and Void, or no-thing-ness which is the completeness of all.

Earth establishes the basic ideas needed for the study of strategy, or for that matter, anything. *Water* clearly explains what negotiation actually is and what a warrior should be trying to accomplish with it. *The Book of Fire* teaches how a man must conduct himself, with ardent desire, based on the fundamental ideas expressed in *The Book of Earth*

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and the natural flow of things in *The Book of Water*. In *The Book of Wind*, differences in developing skills from our point of view are compared to those of men with lesser devotion to their discipline. *The Book of the Void* or no-thing-ness teaches how to rethink your motivations based on new and old conceptions or misconceptions.

The importance and non-importance of a teacher

Sun Tzu - *You will not be taught what to think—you will be taught how to think from a martial point of view.* The lessons presented in this book have been determined without having followed the ideals or teachings of others. Without the benefit of a teacher, and by your own desire, you can become the master of your own destiny. However, not everyone can do things without guidance and many variations of the same truth make themselves known to a sincere searcher for knowledge and wisdom. Some variations are correct and some are incorrect, depending upon the perception and needs of the individual, but they are all grounded in reality. Understand now, that nothing is either completely right or completely wrong. All of life is a composite of duality where you take one side or another with or without conviction. This is so unless you are truly emancipated and enlightened, which very, very few are. Therefore, what appears to be one thing includes aspects of something else and so two men can never see the same thing equally. This is why negotiations exist. Being versed in the art of strategy is basic and you must be open-minded if you will comprehend this.

Kaufman - As Sun Tzu says, many people need guidance and there is nothing wrong with that. Some people are exceptional and can make the voyage through life without some sort of instruction. Those of us who can offer guidance should be listened to with deliberation. *You should have great desire if you wish to be superior in your endeavors.* Even if you have excellent confidence that you will accomplish your goals, they must still be thoroughly defined. You must never permit any distraction to enter your mind if you will attain true greatness upon your path towards perfection. This is the mentality of great builders of empires and fortunes. Without becoming arrogant, you will develop enhanced self-esteem and personal worth as you grow in strength and conviction of your purpose. This is truly difficult but you must strive for this ideal. Not many people are cut out for this type of living. Understand well, that those things you desire to experience are of a dual need: you needing *it* and *it* needing you, based on your definition of self. This is determined by a desire to attain levels of accomplishment, otherwise you can only be superficial which will lead to errors in judgment. This truth is in accord with universal harmony that functions through the timing and rhythm of your definition of the project itself.

Sun Tzu - Frustration and confusion sometimes leaves the seeker with serious doubts as to their sanity relative to the everyday world, as I am sure Musashi and Kaufman will agree. The truth of the matter is that there is no guarantee of attainment in spite of your most ardent desire. That is why Kaufman will insist that you see the Great as relentless in their passion to see their desires realized. Define for yourself what you wish to accomplish and have no doubts that you will succeed. You cannot permit any interference to come between you and the fruits of your labors. Accept yourself as already successful before you even begin a project. See yourself as having already attained your goals and your desire will be fulfilled before you begin. It is foolish to think in any other manner. *Live your life for yourself or you will live your life for others.*

Kaufman - How true that simple statement is. *Live your life for yourself or you will live your life for others.* That having been said let us now speak of fundamentals. (to be continued)

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