



# Bridgeway to Success™

October 2004

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**SUCCESS CAN  
DULL THE  
COMPETITIVE  
EDGE.**

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## Paranoia Pays!

Andy Grove is the former CEO of Intel. Very successful company, extremely well-respected guy. He wrote a book a few years ago. Know the title? "Only the Paranoid Survive."

In August, Fortune magazine ran an article on Toyota. You know, the auto company whose market cap is greater than GM and Ford combined. The key take-away: "This is a deeply paranoid company – there is a pervasive belief that everything could go horribly wrong at any moment."

Last month Fortune ran an article on Goldman Sachs. The lead-in: "The biggest surprise of all? The paranoia that keeps driving Goldman Sachs to the top."

See a trend? Great companies that stay great companies don't get complacent. They don't get arrogant. They are deathly afraid that success will dull their competitive edge, their drive to stay successful.

Here is what you must come to grips with: **What made your company successful in the past could kill it in the future.** Read that again. Now ask yourself, "Does our strategic process ruthlessly identify our vulnerabilities? Does it make painfully clear that not changing could ultimately put us out of business?" The message is clear. Paranoia pays.

Michael Canic