partnerships with dealers and distributors in the neighboring countries of Indonesia, Malaysia, Singapore and Thailand, he was able to make Acer into a multi-national company without a major infusion of cash. In explaining his strategy he compared it to the Japanese game, Go.

> It is like the strategy in the Japanese game Go—one plays from the corner, because you need fewer resources to occupy the corner. Without the kind of resources that Japanese and American companies had, we started in smaller markets. That gives us the advantage because these smaller markets are becoming bigger and bigger and the combination of many small markets is not small.[7]

Margaret Thatcher also used strategy to become a superstar. When she entered Oxford, she joined the Oxford University Conservative Association. Most of her fellow students belonged to the Labour Club which contained livelier and more interesting people than the Conservative Association. Nina Bawden, a fellow student, asked her why she hadn't joined the Labour Club. Nina relates

> [Margaret] admitted, the Labour Club was just at the moment more fashionable . . . but that in a way unintentionally suited her purposes. Unlike me she was not 'playing' at politics. She meant to get into Parliament and there was more chance of being 'noticed' in the Conservative Club just because some of the members were a bit stodgy.[8]

Michael Eisner, Disney's former CEO, took a similar strategic approach during the early years of his career at ABC. He sought places to work within the company where there was less competition and it was easier to shine. He relates, "I always went into an area that was in last place, with a philosophy that you can't fall off the floor."[9] His success in these areas was instrumental in making him a superstar.

Superstars also use strategic thinking to make decisions. Dr. Carson often must decide whether to operate on difficult surgical cases where the chances of success are low and the risks of death are high. He describes his approach as follows.