

6 EMPLOYER-EMPLOYEE RELATIONSHIP

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Many of us spend more time at work than we do awake at home with our family. Our attitude about work can influence our attitude at home considerably and determine the friends that we have during our private time and it can also influence who we marry. That's why it's so important in the context of the family to make the right career choice and to approach work with the right attitude. The purpose of this chapter is to identify what the right attitude toward work is.

6.1 Role of bosses

The Bible speaks less about what rulers should do than it does about most other roles and relationships, perhaps because the authors may have wanted to avoid being criticized or chastised by rulers, bosses, or politicians. Recall that Jesus was crucified by order of rulers, and people lived in fear of rulers and were reluctant to criticize them or tell them what they should be doing.

Because bosses are most often also employees, they are expected to follow all the requirements defined in Role of employees in section 6.2. Bosses also need to follow the requirements for Christians identified in section 2.1: Role of Christians. Below are some additional requirements the Bible places specifically on rulers:

Table 6-1: Role of managers/bosses

#	Responsibility	Description	Scripture(s)
1	Praise good works	For rulers are not a terror to good works, but to evil. Do you want to be unafraid of authority? Do what is good and you will have praise from the same.	Romans 13:3
2	Be an avenger to execute wrath on employees who practice evil	For he [the ruler] is God's minister to you for good. But if you do evil, be afraid; for he does not bear the sword in vain; for he is God's minister, an avenger to execute wrath on him who practices evil.	Romans 13:4
3	Do not love the praise of men more than the praise of God	Nevertheless even among the rulers many believed in Him, but because of the Pharisees they did not confess Him, lest they should be put out of the synagogue; for they loved the praise of men more than the praise of God.	John 12:42-43
4	Be diligent if you want to stay the boss	The hand of the diligent will rule, but the lazy man will be put to forced labor.	Prov. 12:24
5	Don't threaten your servants and work with enthusiasm as though you are serving Christ	Bondservants, be obedient to those who are your masters according to the flesh, with fear and trembling, in sincerity of heart, as to Christ: Not with eyeservice, as men-pleasers, but as bondservants of Christ, doing the will of God from the heart, with goodwill doing service, as to the Lord, and not to men, knowing that whatever good anyone does, he will receive the same from the Lord, whether he is a slave or free. And you, masters, do the same things to them, giving up threatening, knowing that your own Master also is in heaven, and there is no partiality with Him.	Ephesians 6:5-9
6	Be a good example to your subordinates.	Let your light so shine before men that they may see your good works and glorify your Father in heaven.	Matt 5:16

In many ways, being a ruler or boss is like being a parent: You are responsible for the people you rule and it is your job to develop, educate, and mentor them so they can successfully and self-sufficiently manage their own affairs and the company's affairs. We talked about this in section 5.2.1 when we described God, our king, as also being the First Parent of Adam and Eve. Therefore, many of the same requirements that apply to parents in section 5.2 also apply to bosses in this section. To apply section 5.2 to the boss situation, simply replace child with employee and boss with parent/father.

Throughout the Bible, Jesus and God are referred to as kings. They provide the role model for righteous governance and rule. God is referred to as King eternal in 1 Tim. 1:17, for instance. There are many references to the character of God in the Bible that we can use as examples of how we need to behave when we are acting as bosses or rulers:

Table 6-2: God's Character as a Ruler and King of us all

#	Responsibility	Description	Scripture(s)
1	Judges impartially	And if you call on the Father, who without partiality judges according to each one's work, conduct yourselves throughout the time of your stay in fear...	1 Peter 1:13
2	Hates people who boast, do evil. Destroys liars	The boastful shall not stand in Your sight; You hate workers of iniquity. You shall destroy those who speak falsehood. The Lord Abhors the bloodthirsty and deceitful men.	Psalms 5:5-6
3	His power comes from righteousness and justice	Righteousness and justice are the foundation of Your throne; Mercy and truth go before Your face.	Psalms 89:14
4	Is merciful and kind	For His merciful kindness is great toward us, and the truth of the Lord endures forever.	Psalms 117:2
5	Is longsuffering, good, gracious, and truthful	And the Lord passed before him and proclaimed. "The Lord, the Lord God, merciful and gracious, longsuffering, and abounding in goodness and truth, keeping mercy to thousands, forgiving iniquity and transgression and sin, by no means clearing the guilty, visiting the iniquity of the fathers upon the children and the children's children to the third and fourth generation."	Exodus 34:6-7

6.2 Role of employees

Table 6-3: Role of employees

#	Responsibility	Description	Scripture(s)
1	Fear God and keep his commandments	Let us hear the conclusion of the whole matter: Fear God and keep His commandments, for this is man's all. For God will bring every work into judgment, including every secret thing, whether good or evil.	Ecc. 12:13-14
2	Obey the law	Therefore submit yourselves to every ordinance of man for the Lord's sake, whether to the king as supreme, or to governors, as to those who are sent by him for the punishment of evildoers and	1 Peter 2:13-15

#	Responsibility	Description	Scripture(s)
		for the praise of those who do good. For this is the will of God, that by doing good you may put to silence the ignorance of foolish men—as free, yet not using liberty as a cloak for vice, but as bondservants of God. Honor all people. Love the brotherhood. Fear God. Honor the king.	
3	Be subject to your boss	Let every soul be subject to the governing authorities. For there is not authority except from God, and the authorities that exist are appointed by God.	Romans 13:1
4	Servants be submissive to your boss	Servants, be submissive to your masters with all fear, not only to the good and gentle, but also to the harsh. For this is commendable, if because of conscience toward God one endures grief, suffering wrongfully.	1 Peter 2:18-19
5	Support your family through your work. Don't be unemployed	But if anyone does not provide for his own, and especially for those of his household, he has denied the faith and is worse than an unbeliever.	1 Tim. 5:8
6	Excel at your work. Go the extra mile!	Do you see a man who excels in his work? He will stand before kings; he will not stand before unknown men.	Prov. 22:29
7	Having credibility at work is more important than great riches	A good name is to be chosen rather than great riches, loving favor rather than silver and gold.	Prov. 22:1
8	Be a team player	Fulfill my joy by being like-minded, having the same love, being of one accord, of one mind. Let nothing be done through selfish ambition or conceit, but in lowliness of mind let each esteem others better than himself. Let each of you look out not only for his own interests, but also for the interests of others.	Phi. 2:2-4; Eph. 4:2
9	Be joyful when you encounter trials at work	Consider it all joy, my brethren, when you encounter various trials, knowing that the testing of your faith produces endurance.”	James 1:2-3
10	Seek to be smart and wise at your job	The heart of the prudent acquires knowledge, and the ear of the wise seeks knowledge.	Prov. 18:15
11	Do not be arrogant about your job or your position	Pride goes before destruction and a haughty spirit before a fall. Better to be of a humble spirit with the lowly than to divide the spoil with the proud.	Prov. 16:18-19
12	Go to all employment meetings and events you can. Do not isolate yourself	A man who isolates himself seeks his own desire; he rages against all wise judgment.	Prov. 18:1
13	Do not lie and hate lying but not liars	A false witness will not go unpunished, and he who speaks lies shall perish. Lying lips are an abomination to the Lord, But those who deal truthfully are his delight. A righteous man hates lying, but a wicked man is loathsome and comes to shame.	Prov. 19:9; Prov 21:6 Prov. 12:22 Prov. 13:5

#	Responsibility	Description	Scripture(s)
14	Be diligent and persistent in whatever you do	The plans of the diligent lead surely to plenty, but those of everyone who is hasty, surely to poverty.	Prov. 21:5
15	Watch what you say	Whoever guards his mouth and tongue keeps his soul from troubles.	Prov. 21:23
16	Do not involve yourself in other people's arguments at work	He who passes by and meddles in a quarrel not his own, is like one who takes a dog by the ears.	Prov. 26: 17
17	Do not praise or promote yourself at work	Let another man praise you, and not your own mouth; a stranger, and not your own lips.	Prov. 27:2
18	Favor integrity over affluence	Better is the poor who walks in his integrity, than one perverse in his ways, though he be rich.	Prov. 28:6
19	Take your time when you speak	Do you see a man hasty in his words? There is more hope for a fool than for him.	Prov 29:20
20	Choose your friends very carefully	The righteous should choose his friends carefully, for the way of the wicked leads them astray.	Prov. 12:26
21	Do not swear	You shall not take the name of the Lord your God in vain, for the Lord will not hold him guiltless who takes His name in vain.	Exodus 20:7
22	Do not steal	You shall not steal.	Exodus 20:15
23	Do not covet anything your coworker or boss has	You shall not covet your neighbor's house; you shall not covet your neighbor's wife, nor his male servant, nor his female servant, nor his ox, nor his donkey, nor anything that is your neighbor's.	Exodus 20:17
24	Avoid evil and the schemes of coworkers and bosses	A prudent man foresees evil and hides himself, but the simple pass on and are punished.	Prov. 22:3
25	Do not speak evil of the boss	You shall not revile God, nor curse a ruler of your people. Do not curse the king, even in your thought; Do no curse the rich, even in your bedroom; For a bird of the air may carry your voice, And a bird in flight may tell the matter.	Exodus 22:28; Acts 23:23 Eccl 10:20
26	Pay your taxes and show respect to your boss	Render therefore to all their due: taxes to whom taxes are due, customs to whom customs, fear to whom fear, honor to whom honor.	Romans 13:7
27	If you are forced to do things rather than given free choice, it might be because you aren't diligent or responsible	The hand of the diligent will rule, but the lazy man will be put to forced labor.	Prov. 12:24
28	Work with enthusiasm as though you are serving Christ	Bondservants, be obedient to those who are your masters according to the flesh, with fear and trembling, in sincerity of heart, as to Christ: Not with eyeservice, as men-pleasers, but as bondservants of Christ, doing the will of God from the heart, with goodwill doing service, as to the Lord, and not to men, knowing that whatever good anyone does, he will receive the same from the Lord, whether he is a slave or free.	Ephesians 6:5-8

#	Responsibility	Description	Scripture(s)
29	Submit to authority and don't depart service of authority to take a stand against an evil thing the boss/king is doing.	I say, "Keep the kings' commandment for the sake of your oath to God. Do not be hasty to go from his presence. Do not take your stand for an evil thing, for he does whatever pleases him." Where the word of a king is, there is power; And who may say to him, "What are you doing?" He who keeps his command will experience nothing harmful; And a wise man's heart discerns both time and judgment, Because for every matter there is a time and judgment, Though the misery of man increases greatly.	Ecc. 8:2-5
30	Do not curse the boss or the ruler or the rich.	Do not curse the king, even in your thought; Do not curse the rich, even in your bedroom; For a bird of the air may carry your voice, And a bird in flight may tell the matter.	Ecc. 10:20
31	Be a good example to your coworkers and your boss.	Let your light so shine before men that they may see your good works and glorify your Father in heaven.	Matt 5:16

6.3 The Four Types of Workers

There are precisely four types of workers described in the Bible. The table below summarizes each:

Table 6-4: The Four Types of Workers

#	Name	Scripture(s)	Description
1	Those who see what needs to be done and do it without being asked.	Prov. 20:11, Prov. 24:27, Luke 19:17	Very rare worker. Highly productive and well rewarded. Never looking for work. Always being offered more responsibility, even when he isn't seeking it.
2	Those who ask what they should do.	Matt. 5:41	Always goes the extra mile. This kind is rare and is never out of work.
3	Those who must be told what to do.	Prov. 12:24	Basically lazy but does not deliberately avoid work. Do a good job when told but don't seek out new or more work. Never gets far in job market and usually gripes about the way he gets passed up when promotions are made.
4	Those who must be found in order to be told what to do.	Prov. 6:9, Prov. 13:4	Lazy and avoids work. Often absent from job or worksite. Manager is always looking for him and has to question or inspect everything he does for quality. Gets minimum wage and never holds a job for long.

Obviously, the kind of worker we want to be is worker #1 above. This person is always busy, makes lots of money, and is never out of work. He also anticipates what people need, figures out where the market is, and creates or develops the market for his product or skill.

6.4 The Nature of Work

From the very beginning, even before there was sin or a fall, God gave man a job and work to do. In Genesis 2:15, we read: *"Then the Lord God took the man and put him in the garden of Eden to tend and keep it."*

The wisest man on the earth, King Solomon, said in Ecc. 5:18 of work: *"18..It is good and fitting for one to eat and drink, and to enjoy the good of all his labor in which he toils under the sun all the days of his life which God gives him; for it is his heritage. 19 As for every man to whom God has given riches and wealth, and given him power to eat of it, to receive his heritage and rejoice in his labor-- this is the gift of God. 20 For he will not dwell unduly on the days of his life, because God keeps him busy with the joy of his heart." "Whatever your hand finds to do, do it with your might; for there is not work or device or knowledge or wisdom in the grave where you are going."* (Eccl 9:10).

What the writer of Ecclesiastes was saying to his contemporary philosophical cynical world is that work must be viewed as a gift from God. It is not some kind of a sub-standard secondary lesser activity which is meant to do nothing but finance pleasure. It is in itself a gift from God. You say, in what sense is work a gift from God? I'll give you several. One, it is a means of glorifying God, our creator, by using the skills He gave us. When you work with your mind and you achieve and accomplish with the skill of your thinking and your intellect, when you work with your voice and you demonstrate leadership ability and the ability to motivate and stimulate and move people and clarify issues and give directions, you are demonstrating a divinely granted skill that came to you through the creator. When you use your hands to accomplish skillful things and do beautiful work by manual labor, when you use your strength to move things that are heavy, when you use a facility of a delicate touch to accomplish something that is delicately beautiful, you are demonstrating the creator's glory as it's on display through His creation. If you think a flower shows the glory of God, look at a man or look at a woman and see the majesty and the genius of the mind of God. Work then is a gift by which we glorify God as we demonstrate His creative genius manifest in our own body and mind and soul.

Secondly, work is a gift from God because it is a means of providing value or meaning or fulfillment to life. The sense of accomplishing something. We all know that. We all know that deep soul satisfaction that we have accomplished something, that we have done something and we've held it up and said I've done it well. We know about the writer whose waste basket is filled with papers folded up and thrown away because they didn't achieve the level of accomplishment that he demands of himself, and finally the masterpiece comes forth. We all know about the artist whose bin is full of canvases that didn't exactly express what he felt in his soul and saw with his eye and finally the canvas of genius emerges. We know the student who comes to the end of his examination and knows that he's achieved the standard that must be achieved if he is to gain the degree. We know the one who performs at the highest level of skill in whatever it is that he does and therefore can stand back with pride and say, "I made that, I did that, I accomplished that." That's a very fulfilling thing. We are very goal oriented people, like God is a goal- oriented God who is always achieving His ultimate desires and we have those dreams and goals and visions and achieving those is all a part of being fully human in the sense that we are even in the image of God accomplishing things beneficial and fulfilling.

There's a third reason why work is a gift from God and that is because it prevents us from idleness, it prevents us from idleness which is spiritually very deadly. It occupies us. It keeps us busy and we remember the old adage that idle hands are a plaything for the devil. We understand that very well. It occupies us in meaningful tasks rather than leaving us idle to do those things which are harmful.

Fourthly, work is a gift from God because it is a means of providing for the needs of life. God has given work to us as a way in which we can gain wealth which is a way in which we can purchase our food. In an agrarian culture, work was the means of getting the food. In our culture it's the means of getting the money to get the food, but nonetheless it is the source of our life. God has given us food. God has given us shelter. God has given us drink and sustenance. God has given us the provision of clothing. But God has given us work as the means to acquiring all of it. So work is a noble thing by which we sustain the necessities of life.

And finally, we can say work is a gift from God because it is a means of serving mankind. It is a means of serving humanity. From the person who pumps the gas at the gas station or operates the gas station or works upon the engine of the car so that it runs, he is contributing to the well being of the individual he serves and his ability to do his job and to meet his appointments and to be with his family and to go where he wants to go all the way to the one who builds the car in the first place, who makes transportation possible, all the way to the person who makes the roads and paves the roads and makes sure they go where they're supposed to go, and to the man who paints the signs, who enables us to get off at the right place and get back on where we're supposed to, all the way to the people working in the medical field who provide for our physical well being, the folks who serve us food when we go out to eat or sell it to us in the market, people who teach us in school, the folks who come and take care of our yard or fix our plumbing, all of those people render a service to mankind by which his life is made more pleasing. Work is a gift from God. And even those foolish people who want only leisure want to make sure that everybody around them is working so that they can enjoy doing nothing.

The Bible teaches that we are obligated to excellence in our work because we are doing it for the Lord: "...*You shall worship the Lord your God, and Him only you shall serve.*" (Matt 4:10). This means that even when we are working for a boss under his direction, we are still serving the Lord. Because we are working for the Lord, we should do so that we are "...*not lagging in diligence, fervent in spirit, serving the Lord.*" (Rom. 12:11). People who aren't diligent or responsible employees are called "time bandits". They hang around the water cooler and gossip, they make long personal calls on company time, take long coffee or smoke breaks, and they leave early and don't punch out. They work on personal business as work. If we viewed work, however, as an opportunity to serve the Lord as the Bible says, we wouldn't do these things. The Bible says of employees like this: "*Let him who stole steal no longer, but rather let him labor, working with his hands what is good, that he may have something to give him who has need.*" (Eph. 4:28).

In 2 Thessalonians 3 starting in verse 6, look what the Apostle Paul says to his followers about work. "Now we command you, brethren, in the name of our Lord Jesus Christ that you keep aloof from every brother who leads a disorderly or unruly life," and in this context it means who won't work, "and not according to the tradition which you received from us, for you yourselves know how you ought to follow our example because we didn't act in an undisciplined manner among you, nor did we eat anyone's bread without paying for it, but with labor and hardship we kept working night and day so that we might not be a burden to any of you. Not because we do not have the right to this but in order to offer to offer ourselves as a model for you that you might follow our example. For even when we were with you we used to give you this order, if anyone will not work, neither let him eat. For we hear that some among you are leading an undisciplined life, doing no work at all but acting like busybodies. Now such persons we command and exhort in the Lord Jesus Christ to work in quiet fashion and eat their own bread. But as for you, brethren, do not grow weary of doing good. And if anyone doesn't obey our instruction in this letter, take special note of that man and do not associate with him so that he may be put to shame and yet do not regard him as an enemy but admonish him as a brother."

Now it becomes obvious that there's some people living in unruly, undisciplined, disorderly life and what it comes down to is they're not working and they're meddling busybodies fussing around and not working. And then casting themselves on everybody else to have their food need met. And the Apostle is directing this passage at these people who won't work. It is a very unique passage, directed for folks and for the church in which folks exist who will not work.

You see, our Christian faith has sanctified every occupation. There isn't any difference between the secular and the sacred, there isn't any at all. The church should remember that Jesus was a preacher for three years but a carpenter for at least 20. That sanctifies work. All of life is God's. All of it is for His glory.

Look for a moment with me at Ephesians chapter 6, and I can illustrate this to you in the inspired text. Ephesians chapter 6 tells us every job, every occupation, every work falls within a believer's sacred duty. There's no such thing as a secular job for a Christian, there's no such thing as a secular anything because everything is to be done to the glory of God. But look at Ephesians 6 verse 5, "Slaves," or servants, it could be employees, "be obedient to those who are your masters according to the flesh with fear and trembling in the sincerity of your heart as to Christ." Okay? Work under your employer with fear, that's reverence, trembling, understanding that he controls your destiny...sincerity as if you were serving Christ. Verse 6, "Not with eye service," that is just working because he's watching, "not as a men-pleaser," not just pleasing him, "but as slaves of Christ doing the will of God from the heart. With good will render service as to the Lord and not to men." In other words, in your job you're serving the Lord with your attitude and your effort. Verse 8, "Knowing that whatever good thing each one does, this he will receive back from the Lord, whether slave or free." Whether you're an employee who is a slave, whether you're a worker who is a freeman, the work you give rendered to the Lord, the Lord will repay. Your service is to Him, not your boss. Along these lines, someone once said: *"Do a good job because you want to, not because you have to. This puts you in charge instead of your boss."* In this case, the view Christians are to have it *"Do a good job because the Lord wants you to, not because of your boss. This puts the Lord in charge of your workplace, not your boss."*

In Colossians 3, parallel passage, verse 22 we read the same thing. "Employees, or slaves, in all things...Colossians 3:22...obey those who are your masters on earth, not with external service as those who merely please men but with sincerity of heart fearing the Lord. Whatever you do, do your work heartily as for the Lord rather than for men." Now follow verse 24, "Knowing that from the Lord you will receive the reward of the inheritance." The Lord will reward you. Here's the sum of it. "It is the Lord Christ whom you serve."

Your job is not a secular job, it is a spiritual duty. You are serving the Lord with your attitude and your diligence. You're serving the Lord. You're doing it unto His honor and to His glory. You're even serving mankind for what you do provides a service to man that helps them in their life.

So Paul is saying to the Ephesians and saying to the Colossians, work is a sacred duty not a secular one. Work is sacred in the sense that it is done to the Lord...whether you're washing dishes, scrubbing floors, taking care of children at home and maintaining the house, or whether you're in the financial marketplace doing accounting and bookkeeping for a company, or whether you're delivering mail or teaching school or driving a truck, or whether you're operating a business, or whether you're working in sales, whether you're developing strategy for marketing, or whether you're some kind of an expert who acts as a consultant in a unique field...whatever it is that you're doing it is a service rendered to the Lord. He has gifted you. He has granted you talent. He has given you the power to get wealth, as it

says in Deuteronomy, through means of that. And He has allowed you the opportunity to provide your sustenance through that talent, ability and experience and capability that you have. But it is to be done as if you were serving Him, the one who gave you that as the means by which you can earn your living...particularly is this not true for Christians. Everything you do is a sacred trust.

You say, "You mean to tell me that what I do is as important before God as what pastors do?" Yes. You say, "You mean washing dishes in my house as unto the Lord is the same as preaching as unto the Lord?" Yes, not in its impact for evangelism on men, not in its certain instructiveness in regards to Scripture, not before men is it necessarily the same and kind but before God it is the same for it is your service rendered to His glory. That's the point and the Thessalonians didn't grasp it.

Now frankly they should have. I mean, go back to 1 Thessalonians for a moment, chapter 4 verse 10, at the very end of verse 10 he says, "We urge you, brethren, to excel still more," you're doing well but you need to do better. And then in verse 11 he says why, "Make it your ambition to lead a quiet life," quit running around all over the place, settle down, "attend to your own business," stay out of other people's business, "and work with your hands." Now what he's talking about here is work. In verse 12 he says, "So that you may behave properly toward outsiders and not be in any need." Work, don't be a meddler, don't be a busybody, don't be fussing around with other people's business, get your life ordered, get it brought in to control, attend to your own business and do your own work so that, verse 12, you don't have any needs. That is very important to the unity of the church. And it is important to see your work as honoring to God.

You say, "Well now wait a minute, doesn't the Scripture tell us we're to help those people who are poor?" Again I say to you, people who would work but can't find work, people who would work but don't have the physical ability to work, people who are ill and can't do their work, their needs must be met. He's not talking about those kinds of people, he's talking about able-bodied people with opportunity. Obviously Acts 4, Acts 2 even, and Acts 4, Acts 5, Acts 6, the early church, there was a sharing with the poor saints in Jerusalem. And Paul spent months collecting an offering from Gentile churches to take back to poor saints in Jerusalem who would have worked if they could have. We're not talking about that. What we're talking about is the deadbeats, the people who could but won't.

So in this text Paul is really going to motivate them. You can imagine when this letter was read in the Thessalonian church, everybody knew who they were talking about, everybody knew. When Paul said, "We command you, brethren," and so forth, they knew who was the target of this. In fact, I think Paul knew who they were, he just doesn't say. So they were exposed to the whole church when the letter was read. And they would have heard this read and its inherent motivation.

Paul lays out in verses 6 to 15 six incentives to go to work. Six motivations, six compulsions to get these believers who won't work to go to work. Here are the six...disfellowship, disfellowship, example, survival, harmony, shame and love. We're just going to look at the first one...disfellowship.

First one, incentive number one, disfellowship. 1 Thes. 3 verse 6, "Now we command you, brethren, in the name of our Lord Jesus Christ that you keep aloof from every brother who leads an unruly life," and the obvious interpretation of that is they don't work and therefore they're these busybodies all over the place, "and not according to the tradition which you received from us."

Now the verse is very strong. And what it calls for is the church to separate itself from these Christians who won't work...separate yourself from them. This is tough. If they're the lazy ones who won't work just because they're lazy, they depend on these people. If they're the people who have this sort of noble

view that they should be studying the Bible and evangelizing and therefore they won't work, they're going to be expecting these people to look at them as if they're heroes and support them. And what he says is...cut yourself off. That verb "keep aloof" is a very unusual word and it was used in secular Greek to speak of furling the sails. You unfurl the sail, you open it up. You furl it, you roll it back in, pull yourselves in from them. It came to mean that and it is a good translation in the NAS, "Keep aloof, keep your distance, keep separate." And the words are very strong. He's not saying, "You know, it might be a really good strategy if you guys just kind of cut them off a little bit so they can feel the alienation and isolation." No, no, he doesn't say it's a good idea. In verse 6 he says, "We command you," and he uses a military term. If there is somebody who doesn't work, we command you...and here he's sort of scooping up Silas and Timothy with himself as noted in the first verse of the first chapter, they were there when he wrote. We command you, brethren...and then he adds another heavy-duty shot to this, "in the name of our Lord Jesus Christ," the full name of the Lord, the Son of God, saying I am standing on Christ's authority in the name of the Lord Jesus Christ, consistent with His person and work and will, the will of the sovereign Lord, we give you a military command not to be disobeyed that carries all the authority of the living Lord Jesus Christ in it and we tell you...keep separate from these people. It's very stern. Cut them off. Disfellowship.

Sadly, I think, for many Christians, work has lost its intrinsic value. I believe that God has given you skills to be applied in a certain kind of work which uniquely geared to you will bring you satisfaction and bring God glory. Work should not lose its intrinsic value. It is not simply a means to pay your debts. It is not simply a way to fund your pleasure and to finance your joys, it is in itself valuable, it is a gift from God.

Not only is work a gift from God, it is a command of God. I wonder whether we really understand that. We make a lot about the command in Exodus 20 but very often forget to emphasize the main point. You remember the command? It goes like this, "Six days you shall labor and do all your work, but the seventh day is a Sabbath, or a rest, for the Lord your God." We like to emphasize the Sabbath. Rarely do you hear anybody say anything about the six days of work. We talk about a five-day work week in America and some people talk about a four-day work week. God talks about a six-day work week.

You say, "Is He saying that we are commanded to be on our job six days?" No, you know how it works. You're on the job five days and the sixth day you fix the house and the car and the yard and you run all the errands and you...that's work, that's all part of sustenance. The seventh day is to be devoted to the Lord.

You understand then that God has commanded us to work. That is a command. Six days you are to labor. God designs for man work. We can't have a low view of work if God has such a high view of it. I mean, it's right in there in that list with other things like you shall have no other gods before Me, you shall not make for yourself an idol. It's in there with you shall not take the name of the Lord your God in vain. Pretty serious list. It's one of those things we owe to God...work. He gave us the gift of work, we owe Him the use of the gift He gave.

And I really believe that your vocation should suit you and the way God has designed you so that it is satisfying and fulfilling. And I believe if you're living in the will of God, God will provide that expression of His giftedness in you. You cannot have a low view of work when you understand that it is a gift from God and that it is a command of God.

Furthermore, you can't have a low view of work when you understand that God has even given us the example of work. The greatest worker in the universe is God. The truth of the matter is if He ever took a day off we'd all be done. God is a worker. Scripture talks about the work of God...the works of God. Often the Bible describes His works and I suppose you could sum them up with five categories. Whenever you see in Scripture the work of God it usually falls into these categories. One, the work of creation. God is a worker and He worked in creation and there's still a sense in which He continues to procreate that creation. And there may even be an on-going creative work as the Lord Jesus said He was going to heaven to prepare a place for us. So God is the creator and that's one category of His work.

Secondly, He is the controller and He continues in the preservation of all that He has created. He upholds it by the Word of His power. And so God works in preservation, sustaining everything. The reason that little tiny atoms don't fly apart isn't because there is some glue in them that can be identified. The scientists can't identify it. What it is the power of God. God has to hold them together. And He does that by His sustaining power. That's His work.

We see also the work of God in providence. God's work can be seen in providence as He orchestrates all the various factors of His entire universe to accomplish His purpose sovereignly.

Occasionally we see God's work in miraculous ways. The category of miracle where God suspends natural law and does something that has no natural explanation.

And then the last two, we see God's work in judgment and God's work in redemption. God is a worker. He works in creation. He works in controlling and sustaining His universe. He works in providence and miracle. And He works in judgment and He works in redemption. God is a worker. Furthermore, Jesus is a worker. Jesus we would expect being a worker because He is God and He said Himself in John 9:4, "I must work the works of Him who sent Me." In John 4:34 He said it was His food, to do the will of Him who sent Me and to accomplish His work. And in John 5:17 He said, "My Father is working still and I am working."

Jesus Christ is right now doing a redeeming work in the hearts of people across the world. He is doing the work of building His church. He's doing the work of sitting at the right hand of the Father and sustaining His church through His high priestly intercession. He's doing the work of preparing a place for us. He's doing a work of dispatching angels to be ministering spirits to His church. He's doing the work of indwelling and energizing His people. He's doing all these things and will continue until the work of the final redemption of the universe. And even then He will work forever and ever in enterprises divine as will you and I praising and glorifying and serving God for all eternity. You cannot have a low view of work when you understand Jesus is a worker and God is a worker and work is commanded and work is a gift from God.

Now somebody is going to jump in and say, "Now wait a minute. Isn't work a result of the curse?" Well let's go back to Genesis and find out. Don't we work because we were cursed? I mean, if there had never been a Fall, wouldn't we just be playing around in the garden? We wouldn't be working, would we? Well let's find out. Genesis chapter 3 verse 17, "To Adam God said, Because you have listened to the voice of your wife," it's not always a good thing to do, men, that's in the Bible, I mean, I didn't say that..."Because you have listened to the voice of your wife and have eaten from the tree about which I commanded you saying, You shall not eat from it." In other words, because you've sinned, watch this, "Cursed is the ground because of you, so in toil you shall eat of it all the days of your life, both thorns and thistles it shall grow for you and you will eat the plants of the field by the

sweat of your face you shall eat bread till you return to the ground." Some would read that and say, "Well, it seems like toil and sweat and work is a result of a cursed earth and so that work is the product of the Fall."

It's not true. Go back to Genesis chapter 2. Genesis chapter 2 verse 15, "Before the Fall the Lord God took the man and put him into the Garden of Eden to cultivate it and keep it." That's work. This is noble work, exalted work, work of a man unstained with sin, work on an earth unstained with sin. Somebody put it this way, God designed man to be a gardener but the Fall made him a farmer. I don't know that that quite says it but that's close. God designed man simply to care for it, to reap its benefits, to harvest it as it were, to enjoy it, to make it flourish. Then the Fall caused thorns and thistles and briars and weeds to make it difficult. The Fall did not invent work, didn't introduce work, it just cursed it. Always man was designed to be a worker because He was made in the image of God. Go back to chapter 1 of Genesis verse 26, "Then God said, Let us make man in our image according to our likeness." Go down to verse 27, "And God created man in His image, in the image of God He created Him, male and female He created them."

Now it's pretty clear there, verse 26 and 27, that we're talking about the image of God. But how is the image of God to be defined? And theologians have debated this since the go, this is an age-old discussion. But it seems to me that there's a simple answer to this initially. If God says in verse 26 "Let's make man in our image," and in verse 27, "And God made man in His image," what comes between those two things should somehow define that image. And what does it say? "Let them rule over the fish of the sea, over the birds of the air, and over the cattle, over all the earth and over every creeping that creeps on the earth."

What is the image of God? What does it mean to be created in the image of God? It means that man is given dominion, authority, rule. He is given the responsibility to care for and to use all the rest of the creation...all of it. It was all there for him to enjoy, to smell and to touch and to eat and to prepare for others. There was work involved in dominion. There was work involved in ruling and tending to all of these creatures.

Along these lines, Samuel Golden said: "*The harder I work, the luckier I get.*" Therefore, excellence requires effort, and it requires extra effort. There is no better way that we can glorify our Father in Heaven while we are at work than to perform cheerfully, responsibly, and diligently the tasks we are assigned and to go the extra mile above and beyond the call of duty, doing tasks before our boss even realizes they need to be done! This principle was illustrated by Jesus in Matthew 5:41, who said "*And whoever compels you to go one mile, go with him two.*"

6.5 Principles of Leadership

Jesus taught that leadership begins with servanthood:

But he that is greatest among you shall be your servant.

And whosoever shall exalt himself shall be abased; and he that shall humble himself shall be exalted.

[Matt. 23:11-12]

Jesus Christ was the ultimate example of a righteous and good leader. He had no money or power or prestige, and yet people loved Him and wanted to follow Him, because he was a source of truth and love and because He was there as a servant:

Let this mind be in you which was also in Christ Jesus, who, being in the form of God, did not consider it robbery to be equal with God, but made Himself of no reputation, taking the form of a bondservant, and coming in the likeness of men. And being found in appearance as a man, He humbled Himself and became obedient to the point of death, even the death of the cross.

*Therefore God also has highly exalted Him and given Him the name which is above every name, that at the name of Jesus every knee should bow, of those in heaven, and of those on earth, and of those under the earth, and that every tongue should confess that Jesus Christ is Lord, to the glory of God the Father.
[Phil. 2:5-11]*

Therefore, the people who make good leaders and should be selected as leaders are the people:

1. Who least want to be leaders, and would rather be servants.
2. Are humble.
3. Are doing so as a way to serve and help people and who like people.
4. Put God ahead of their own personal and/or selfish interests.

6.6 Mission Statement for Effective and Ethical Management

The mission statement below explains all the things a good employer or boss should be doing to ensure a healthy and satisfying work environment for his employees that is in accordance with what God says in the Bible.

MISSION STATEMENT FOR EFFECTIVE AND ETHICAL MANAGEMENT

1. Train and develop subordinates, including:
 - 1.1. Approving the attendance of, watching out for, and proactively recommending schools, conferences, and seminars that will benefit the project and their professional careers.
 - 1.2. Motivating project engineers to try to improve their professional careers by:
 - 1.2.1. Setting a good example of self-development for subordinates.
 - 1.2.2. Offering advancements, encouragement, increased responsibility (and the authority that goes with it) to project engineers if and when they improve themselves, demonstrate loyalty and/or willingness to take on more responsibility.
 - 1.2.3. Punishing nonperformers, people without initiative, and undermotivated engineers by:
 - 1.2.3.1. Limiting advancement opportunities, point awards, and involvement in new projects.
 - 1.2.3.2. If they demonstrate reluctance to improve, subjecting subordinates to public ridicule for their poor performance to get them motivated to improve.
 - 1.3. Offering subordinates as much responsibility (and the authority that goes with it) as they are ready for. Being ready for responsibility doesn't necessarily mean being willing. This will:
 - 1.3.1. Develop their proactive muscles and their coping skills.
 - 1.3.2. Help them to appreciate more just how hard it is to be a good project manager.
 - 1.4. Rewarding the questions of curious subordinates who want to learn about your job as the project manager with complete answers instead of annoyance, petulance, and impatience, all of which are designed to perpetuate the project manager's empire.
 - 1.5. Frequently offering opportunities to subordinates to do ever larger pieces of the project manager's job. Delegate responsibilities to them to improve them and help them appreciate the project manager more.
 - 1.6. Setting a good example:
 - 1.6.1. Work hard.
 - 1.6.2. Show a willingness and desire to learn new things.
 - 1.6.3. Have an open mind and be flexible.
 - 1.7. Inviting subordinates to meetings, even if they don't need to be there, and especially if they want to, in order to:
 - 1.7.1. Expose them to the bigger picture and train them to understand and interpret it with skill and maturity.
 - 1.7.2. Expand their horizons.
 - 1.7.3. Make them more flexible and versatile by teaching them more about both the political and significant technical aspects of the project.
 - 1.8. Don't try to control, limit, or oversupervise subordinates unnecessarily if they can get the job done without you.
 - 1.8.1. Forms that this undue control and oversupervision can take include:
 - 1.8.1.1. Managing aspects of the project that you know they can handle themselves, just because you want to feel important as the project manager.
 - 1.8.1.2. Deliberately limiting the scope of their responsibilities so that the project manager can shine by doing the important or highly visible things him/herself, at the expense of subordinates.
 - 1.8.1.3. Taking credit for getting something done away from subordinates and keeping it for the project manager, so he looks favorable in front of the sponsor.
 - 1.8.1.4. Insisting that subordinates take their name off of work they did themselves, especially if they did that work with very little supervision by the project manager. Worst yet, replacing their name on a piece of work with the name of the project manager.
 - 1.8.2. Oversupervision should be avoided because:
 - 1.8.2.1. It discourages initiative, which is something most project managers complain that their people don't have enough of.
 - 1.8.2.2. It insults the intelligence of subordinates and thereby makes them less loyal to the project manager.
 - 1.8.2.3. It makes subordinates complain that they are micromanaged by their boss.
 - 1.8.2.4. It limits their growth potential and stunts their growth.
 - 1.8.2.5. It limits political exposure to sponsors.
 - 1.8.2.6. It discourages subordinates from taking personal responsibility for the things they do, because they have a sugar daddy who will take all the responsibility, or at least all the credit for doing a good job, away from them.

- 1.8.3. Pull out the stops and give subordinates the WHOLE job (including the pieces the project manager customarily does) if they can handle it. It's called delegating, and good managers are good delegators. This type of delegation is called stewardship delegation, which is delegation with trust.
2. Manage and oversee project funds, including:
 - 2.1. Funding document receipt and processing.
 - 2.2. Allocating funds to job orders.
 - 2.3. Accurately tracking job order balances and/or doing financial accounting.
 - 2.4. Prevent underruns of job orders by expending funds before they expire on:
 - 2.4.1. Contractors who work for you to do things you hadn't planned on.
 - 2.4.2. Toys and goodies that you hadn't planned on.
 - 2.5. Preventing overruns by watching expenditures carefully and making sure that subordinates always consult with you before spending your money.
 - 2.6. Ensuring that funds are spent only in fulfillment of the charter of the project.
 - 2.7. Keep project financial information strictly confidential between you and the sponsor and not sharing it with competitive organizations or people who could damage your political objectives. This covers your behind by concealing gray areas such as the following that might embarrass you or your sponsor if exposed:
 - 2.7.1. Banking money immediately after it is obligated by Washington so that it can't be located during a sweep or spent on other things.
 - 2.7.2. Spending money on things that really aren't part of the project charter.
 - 2.7.3. Buying ADP items for the sponsor that NAVSEA or SPAWAR rules say you aren't supposed to buy.
3. Manage and administer procurement-related issues, including:
 - 3.1. Procurement of materials:
 - 3.1.1. Approve stub orders.
 - 3.1.2. Approve credit card orders.
 - 3.1.3. Review and approve Sole Source Justifications.
 - 3.1.4. Limit purchases to items that are within the charter of the project.
 - 3.2. Contracting
 - 3.2.1. Develop initial blanket contract with your contractors.
 - 3.2.2. Develop follow-on delivery orders with your contractors.
 - 3.2.3. Do technical evaluations of bids and act as COTR (or delegate the responsibility to someone else) for contracts that you originate.
 - 3.2.4. Avoid letting contractors develop their own blanket contracts or delivery orders, even though this is the path of least resistance, because:
 - 3.2.4.1. It is like putting the fox in charge of the chickens.
 - 3.2.4.2. It limits the value you add as a project manager, and makes your job less necessary.
 - 3.2.4.3. It encourages fraud and overcharges to the government.
4. Politicking
 - 4.1. Interface with the sponsor, and above all, KEEP HIM/HER HAPPY AT ALL TIMES!
 - 4.2. Maintain the loyalty of branch heads you have to work with. This is important, because:
 - 4.2.1. They do all the administrivia that project managers would rather avoid.
 - 4.2.2. They help project managers accomplish political objectives, like getting advancements and point awards for their people, which is important if you want to keep your subordinates loyal.
 - 4.2.3. They keep project managers informed of political happenings within the organizations.
 - 4.3. Maintain the loyalty and productivity of subordinates. Do so by:
 - 4.3.1. Showing frequent interest and concern for their personal lives.
 - 4.3.2. Showing frequent interest and concern for their professional development.
 - 4.3.3. Showing frequent interest and concern for all of the activities and involvements they undertake on your behalf or on the project's behalf.
 - 4.3.4. Demonstrate a good sense of humor frequently so that you maintain their interest and empathy.
 - 4.4. Act as a broker for information about the project coming in from sponsors and colleagues.
 - 4.4.1. Information to be brokered includes:
 - 4.4.1.1. Email.
 - 4.4.1.2. Handouts from presentations witnessed while on travel.
 - 4.4.1.3. Trip reports.
 - 4.4.2. People who should receive the brokered information include:
 - 4.4.2.1. Subordinates
 - 4.4.2.2. Branch heads

- 4.4.2.3. Division heads
- 4.4.2.4. Sponsors
- 4.4.2.5. Colleagues
- 4.4.2.6. Contractors working for you
- 4.4.3. Don't filter or restrict information flowing to subordinates to keep them ignorant or prevent them from threatening your empire, because:
 - 4.4.3.1. It limits their growth.
 - 4.4.3.2. It limits how proactive they can be. You can't be proactive unless you understand the big picture and know the details of what the sponsor wants, when, and why.
 - 4.4.3.3. It does NOT serve the needs of the organization. The needs of the organization are best served when:
 - 4.4.3.3.1. Everyone at all levels of the organization is as well informed as possible.
 - 4.4.3.3.2. People can act with the least supervision and the most independently as possible. This minimizes the need for managers, makes the organization self-running, minimizes overhead, and is a major objective of TQL.
 - 4.4.3.3.3. Skills and knowledge are as broadly dispersed as possible within the organization. This ensures that no one person becomes so important that the organization can't function without him or her, which makes it more survivable if that person dies, retires, or finds another job elsewhere.
- 5. Administrivia
 - 5.1. Approve travel requests.
 - 5.2. Approve and originate visit requests.
 - 5.3. Approve and originate security clearance messages to commands being visited.
 - 5.4. Keep the secretary happy and minimize her grumbling. This will allow you to keep her busy helping you accomplish your many responsibilities.
- 6. Project management
 - 6.1. Have regular project meetings in order to:
 - 6.1.1. Maximize coordination and cooperation (synergism) within the project team.
 - 6.1.2. Minimize duplication of effort.
 - 6.1.3. Clarify goals, objectives, and expectations surrounding completion of the project.
 - 6.1.4. Ensure timely completion of the project.
 - 6.1.5. Provide opportunities to brainstorm new ideas or marketing opportunities.
 - 6.1.6. Delegate aspects of the project to subordinates.
 - 6.1.7. Reallocate funds, priorities, and work assignments to ensure that project objectives are satisfied.
 - 6.1.8. Educate subordinates and develop them professionally by exposing them to ideas, knowledge, and skills of more senior colleagues.
 - 6.2. Maintain the following project-related documentation:
 - 6.2.1. Gantt chart of project activity.
 - 6.2.2. Pert chart of project activity.
 - 6.2.3. Funding status matrix.
- 7. Be a LEADER first, and a MANAGER/politician only when you have to be to get the job done:
 - 7.1. Leaders are:
 - 7.1.1. Prioritizers
 - 7.1.1.1. They have a natural intuition about what is important and what isn't important.
 - 7.1.1.2. They do the important things first and save the less important things for last.
 - 7.1.2. Focused. They know what they want and they go for it.
 - 7.1.3. PROactive rather than REactive:
 - 7.1.3.1. They ANTICIPATE problems and spend most of their time PREVENTING them instead of REACTING to them AFTER they happen.
 - 7.1.3.2. Before they do something, they look at what might go wrong in the process and do what they can to prevent that eventuality. Some people around them might interpret this attitude as NEGATIVISM, but LEADERS interpret it as REALISM.
 - 7.1.3.3. They DON'T, however, prevent problems by HIDING information. They share everything they know with everyone around them at all times. This is their method of ensuring:
 - 7.1.3.3.1. Personal responsibility and accountability for everything they do.
 - 7.1.3.3.2. That people around them feel appreciated, respected, and valued as sources for advice and knowledge.
 - 7.1.3.3.3. Wise and diverse counsel prior to proceeding so that they can benefit from the collective knowledge and experience of the people around them.

- 7.1.3.3.4. That they appear humble around their coworkers. People don't like egomaniacs who think they know everything and don't need anyone for anything because they can do it all themselves.
- 7.1.4. Disciplined and persistent. They work hard to achieve the results they want.
- 7.1.5. INdependent in most things, and INTERdependent when they have to be to get the job done.
- 7.1.6. Planners and visualizers. They see themselves successfully and optimally accomplishing a task FIRST before they actually complete it. Planning and visualizing provides a way to train and prepare yourself for a task, and to think through carefully how you will accomplish it before it actually happens.
- 7.1.7. Responsible. They take ownership and personal responsibility for the projects they involve themselves in. They want to control the outcome and be responsible for as much of their environment and the project as they can to ensure the desired outcome. To them, being in charge is a form of quality control. When something goes wrong, they immediately stand up in front of everyone, admit their wrongdoing, and pledge to improve next time.
- 7.1.8. Solution oriented. They focus on solutions to problems instead of being a problem themselves. When asked questions, they offer solutions, instead of complaining or identifying more obstacles or reasons why they can't get the job done.
- 7.1.9. Good delegators. Successful leaders know how to divide large tasks into pieces, gauge/fit the pieces to the skills and talents of the people in the organization, and then delegate those small pieces to people who can do the job best. Successful leaders realize:
- 7.1.9.1. There are two types of delegation: *stewardship* delegation and *gofer* delegation.
- 7.1.9.2. Stewardship delegation is a job with trust where you give an employee power to make their own decisions, and the more decisions they are allowed to make independently, the more trust that is involved. Stewardship delegation can only thrive in an environment where the trust levels are high between managers and employees.
- 7.1.9.3. Gofer delegation is delegation without trust, where you give very specific instructions and don't leave the employee any room for autonomy or decision-making on their own. Low trust levels between managers and employees contribute to and encourage this type of delegation and environment, which hurts the organization in the long run by discouraging initiative and self-sufficiency among the employees.
- 7.1.9.4. The optimum type of delegation that does the most to grow and develop subordinates and improve the capabilities and talents of people in the organization is stewardship delegation. Good leaders avoid gofer delegation and pursue stewardship delegation as often as possible. They also try to develop and encourage an environment of trust between them and their subordinates that makes stewardship delegation possible and desirable.
- 7.1.10. Bold and inquisitive. They:
- 7.1.10.1. Don't take things at face value, but always try to dig deeper to really understand the BIG PICTURE.
- 7.1.10.2. Question everything and everyone and try to read between the lines to discover the fine print put there by the silent discretion of those around them.
- 7.1.10.3. Question authority and the irrational corporate/organizational policies that it sometimes produces. They want the system to function *well* on their behalf because they work hard and have a lot to do, and when the system doesn't work, they and their subordinates suffer unnecessarily.
- 7.1.11. Demonstrate unusual discretion. Discretion means saying the RIGHT thing at all times, which implies NEVER saying the WRONG thing.
- 7.1.11.1. The way to know whether something is the RIGHT thing to say is whether it passes the following test:
- 7.1.11.1.1. Was it said at the right time? Timing is everything.
- 7.1.11.1.2. Was it said in the right setting, and not in hearing (or reading) distance of people who aren't part of the intended audience? You should try to limit the audience of what you say only to people who are supposed to hear, because competitors or opponents of your political agenda can overhear what you say and use it to hurt you or compete with you.
- 7.1.11.1.3. Was it said to the right person or organization? The RIGHT person/organization is the person/organization most likely to satisfy your expectations and who you have a reasonable degree of confidence can provide what you want.
- 7.1.11.1.4. Did it improve and enhance trust, communication, mutual understanding, attitudes, and satisfy expectations in the relationship between you and your coworkers, subordinates, and sponsors?
- 7.1.11.2. Did it reinforce your authority and position in your chosen career?

- 7.1.11.3. WRONG things produce the following consequences
 - 7.1.11.3.1. Saying something at the wrong time and thereby giving a potential customer or sponsor premature information, for instance, in the bargaining stage, that he or she can use to get a better deal, instead of telling him or her AFTER the deal is signed..
 - 7.1.11.3.2. Spilling your guts to people you trust in front of people you don't, thereby opening yourself up to be hurt if the eavesdropper is a political enemy.
 - 7.1.11.3.3. Giving your coworkers, sponsors, or subordinates TOO much information about how you do your job, such that they can compete more effectively with you. This undermines your position and authority in your career, which is damaging.
 - 7.1.11.3.4. Sharing confidential or personal information about yourself or your colleagues that could embarrass or denigrate them in front of others. This quickly destroys trust and communication in relationships and eventually undermines your authority and position in a career setting.
 - 7.1.11.3.5. Telling the RIGHT thing to the WRONG person makes people ineffective. For instance, when you need to get permission to do something or you want to lodge a complaint, you go to the BOSS and the guy who makes the ultimate decision, not the people who work for him or some CLERK or AGENT who doesn't understand the BIG picture. Remember that CLERKS ARE JERKS!
- 7.1.12. Enthusiastic risk-takers. They want fame and glory and don't mind the sweat, high adrenaline, long working hours, and sleepless nights that go with making it happen. They:
 - 7.1.12.1. Choose to be this way regardless of their environment or the people around them. They do this even, for instance, when everyone else around them just shakes their head and:
 - 7.1.12.1.1. Accuses them of sucking up to the boss.
 - 7.1.12.1.2. Wonders why they work so hard and what is worth getting so excited about.
 - 7.1.12.2. Thrive on challenge and see it as a way to continually grow and develop technically as well as interpersonally.
 - 7.1.12.3. Take the attitude that: "**Problems are just opportunities in work clothes!**"
- 7.1.13. Focused on QUALITY. A high quality product means a satisfied customer, and satisfied customers keep coming back for more and are willing to pay a premium for what they get. Leaders are very aware of who the customer is and are very focused on customer satisfaction. Leaders realize that QUALITY results require COMMITMENT on the part of EVERYONE in the organization. Commitment, in turn, thrives in an environment where:
 - 7.1.13.1. Every employee OWNS a stake of the product and the process and takes personal responsibility for the outcome in one way or another by:
 - 7.1.13.1.1. Stock sharing programs. This ensures that employees are directly affected by company performance and so are willing to go the extra mile.
 - 7.1.13.1.2. Employee ownership of the company (like SAIC has, for instance). When the company performs poorly, employees suffer financially.
 - 7.1.13.2. A democratic decision-making process, where important decisions are made by majority vote of ALL employees, and discussions are held at PUBLIC meetings where all employees can attend.
 - 7.1.13.3. Involvement of employees down to the lowest level in most meetings, or at least the important ones where the sponsor or customer is there.
- 7.2. Managers are:
 - 7.2.1. REactive rather than PROactive. They spend most of their day fighting fires and REACTING to problems, instead of PREVENTING them to begin with.
 - 7.2.2. Irresponsible and evasive risk-avoiders. They evade responsibility every chance they get by:
 - 7.2.2.1. Using their coworkers as a way to spread blame and responsibility for failures.
 - 7.2.2.2. Omitting/concealing key facts (white lies) that reveal their contribution to a particular failure, rather than openly admitting responsibility, and using the failure to grow personally and professionally.
 - 7.2.2.3. Making promises and then not delivering to send the silent message: "I want to be valued and respected by you, but I don't want to have to work very hard for the privilege, so don't approach me next time if you need help and I'll have to sweat to deliver what you want."
 - 7.2.2.4. Making all kinds of excuses for why they can't get the job done.
 - 7.2.3. More politicians than producers. The only thing they are frequently good at is producing hate and discontent in implementing irrational corporate policy that better judgment dictates is wrong but which they themselves are loathe to question for fear of losing their job. They care more about their job and in

- perpetuating the status quo (and their empire) than in helping people and making the system work efficiently, successfully, and optimally.
- 7.3. Comparison between leaders and managers:
“The manager administers, the leader innovates. The manager maintains, the leader develops. The manager relies on systems, the leader relies on people. The manager counts on controls, the leader counts on trust. The manager does things [politically] right, the leader does the right thing.”
 8. Show humility, restraint, and respect, NOT ARROGANCE, when dealing with subordinates:
 - 8.1. Accept criticism gracefully. Don’t try to punish people who are critical of your ideas, because you just may be wrong and if you would take the time to listen, then you might find out early enough in the effort to avoid making a fool out of yourself and the people who work for you.
 - 8.2. Be open and completely honest. That is the only way your troops will ever trust you.
 - 8.3. Be sensitive to and respect the needs of subordinates, because that is what you expect from them.
 - 8.4. Don’t be a hypocrite. Observe the same rules that you set for your subordinates.
 - 8.5. Admit it when you do something wrong instead of punishing a subordinate who points out what you did wrong.
 - 8.6. Don’t let complements or flattery go to your head or inflate your ego.
 - 8.7. Remember that the power and authority you enjoy as the project or personnel manager derives from:
 - 8.7.1. Your strong work ethic.
 - 8.7.2. Your knowledge of the business and the experiences that created it.
 - 8.7.3. Your good relationship and credibility with your sponsor.
 - 8.7.4. Your good relationship and credibility with your subordinates.
 - 8.7.5. Your excellent personal character.
 - 8.8. Don’t surround yourself with YES men who don’t ask any questions and don’t mind being manipulated by being kept ignorant by the boss. Instead, hire smart people who are independent and can get the job done without the manager and feed them all the information about the job that you know. This allows the manager to delegate more responsibility so that he can focus on being the LEADER that he should be.. It also expands his influence and credibility through SHARING with subordinates. People who are team players SHARE knowledge, time, authority, and money with each other.
 - 8.9. If someone who works for you does a good job, tell everyone how much you liked it and make sure they get the credit for it. That’s the only way you’ll ever get them to work hard for you and make them loyal. Don’t:
 - 8.9.1. Criticize what they do because you are afraid they will look better than you.
 - 8.9.2. Steal the credit from them by creating the impression with sponsors that you did it.
 - 8.9.3. Ask them to take their name off their high quality work so that you can replace it with yours and steal the credit. People have to own what they do if they are going to take pride in their work, and people with pride are self-motivated and do high quality work.
 9. Focus on PEOPLE FIRST, and priorities second
 - 9.1. Be a good communicator, both orally and in writing
 - 9.1.1. Focus on being understood clearly and unambiguously.
 - 9.1.2. Develop good listening skills, be empathetic, and spend three times as much time listening as you do talking. You learn a lot just by listening and you encourage volunteerism and involvement by subordinates by listening.
 - 9.2. Focus on a balance between getting the job done, and maintaining and improving your (and your organization’s) ability to do it (hopefully better) again next time:
 - 9.2.1. Build credibility and integrity with your sponsors and coworkers by getting the job done on time and doing what you said you would do.
 - 9.2.2. Respect the needs and desires of your employees/subordinates where possible.
 - 9.2.3. Treat your employees/subordinates as volunteers (instead of slaves) just as you treat customers/sponsors as volunteers, because that’s what they are...they volunteer the best part, their hearts and minds.
 - 9.2.4. Always treat your employees/subordinates exactly as you want them to treat your best customer.
 - 9.3. Be a team player:
 - 9.3.1. Value **group/team** success over **individual** success.
 - 9.3.2. Get people involved and encourage ownership of the project/process by:
 - 9.3.2.1. Seeking their advice, involvement, and input when formulating policy and plans.
 - 9.3.2.2. Writing a mission statement for your organization and involving everyone who works for you. This encourages commitment and promotes trust within the team.
 - 9.3.2.3. Delegating responsibilities *and the authority the goes with them* to the lowest level so that employees feel empowered to contribute and make a difference. Giving subordinates authority essentially means letting them control the money.

- 9.3.2.4. Respecting the autonomy of subordinates by not overspecifying the job to be done. Tell them what they are expected to do and let them decide how best to accomplish it. This will improve their satisfaction with the job and their loyalty to the project manager.
- 9.3.3. Divide large tasks into small units and try to distribute a piece of the action to every member of the team. This allows everyone to contribute to and participate in the effort.
- 9.3.4. Rotate responsibilities as often as you can among members of the team so that there is a uniform distribution of skills and capabilities within the organization. This:
 - 9.3.4.1. Makes the organization more survivable when team members leave, get promoted, or go on travel.
 - 9.3.4.2. Eliminates the catch-22 situation where you have a person who you would like to promote but can't because they are too indispensable where they are.
 - 9.3.4.3. Prevents any one person from monopolizing on a particular skill or ability and making themselves unduly or unnecessarily important or critical.
- 9.4. Reward and encourage effective and successful behavior.
- 9.5. Develop a strong and flawless personal character:
 - 9.5.1. Set a good example for everyone. "What you do speaks so loudly I can't even hear what you say."
 - 9.5.2. Be loyal to people and committed to the team and the project. This sets a good example and builds a team spirit.
 - 9.5.3. Don't play favorites. Treat everyone around you with equal respect and regard.
 - 9.5.4. Act with integrity. When you say you will do something, do it on time and in budget.
 - 9.5.5. Be responsible.
 - 9.5.6. Be assertive.
 - 9.5.7. Be honest. Tell the WHOLE truth, not just the portion the boss/customer/sponsor/you wants to hear.
 - 9.5.8. Don't hide information or act annoyed in response to questions.
 - 9.5.9. Avoid playing games.
 - 9.5.10. Avoid gossip or criticizing people behind their back. This destroys trust within the group.
 - 9.5.11. Praise people who help you frequently. Treat them as volunteers.
 - 9.5.12. Be constructive and positive. Focus on SOLUTIONS instead of PROBLEMS.
 - 9.5.13. When people abuse you, let them know how it feels by treating them the way they treat you. This educates them on the error of their ways as well as demonstrates to them that you know how they feel.
 - 9.5.14. Avoid hurting or insulting people, but tell them the WHOLE truth. Anything but the whole truth is at least a partial lie.
 - 9.5.15. Don't take credit away from your subordinates or contractors for work done successfully and well that you didn't do.
- 9.6. Have a good sense of humor and try to enjoy life.
 - 9.6.1. Laugh often and daily. You haven't lived until you've laughed at something.
 - 9.6.2. Laughter and humor are the best lubricants known to man for "social intercourse."
 - 9.6.3. Learn to feel good about laughing at yourself. If you can't laugh at yourself first, then you certainly have no business laughing at others.
 - 9.6.4. Don't hide opportunities from your coworkers to make them laugh at you for some silly faux pas of yours: You will never be their friends unless you are willing to be vulnerable in some way. Intimacy and kinship can never be achieved without vulnerability.
 - 9.6.5. Practice the art of finding something to like about everyone you meet, even if you hate their guts!

6.7 The Humorous Side of Work

6.7.1 Prison Life vs. Full-Time Job

In prison you spend the majority of your time in an 8'x10' cell.
At work you spend most of your time in a 6'x8' cubicle.

In prison you get three free meals a day.
At work you only get a break for one meal and you have to pay for that one.

In prison you get time off for good behavior.
At work you get rewarded for good behavior with more work.

In prison a guard locks and unlocks all the doors for you.
At work you must carry around a security card and unlock and open all the doors yourself.

In prison you can watch TV and play games.
At work you get fired for watching TV and playing games.

In prison they ball-and-chain you when you go somewhere.
At work you are just ball-and-chained.

In prison you get your own toilet.
At work you have to share.

In prison they allow your family and friends to visit.
At work you cannot even speak to your family and friends.

In prison all expenses are paid by taxpayers, with no work required.
At work you get to pay all the expenses to go to work and then they deduct taxes from your salary to pay for the prisoners.

In prison you spend most of your life looking through bars from the inside wanting to get out.
At work you spend most of your time wanting to get out and inside bars.

In prison you can join many programs which you can leave at any time.
At work there are some programs you can never get out of.

In prison there are wardens who are often sadistic.
At work we have managers.

6.7.2 Murphy's 26 Laws of Bad Management

Below is a humorous list of all the many devious things that bad bosses do in the pursuit of their own selfish interest. The behaviors mentioned are things that we should clearly avoid.

MURPHY'S TWENTY SIX LAWS OF BAD MANAGEMENT

(or: Everything you ever wanted to know about bad management but were afraid to ask your boss)

1. Crap (a euphemism for S___ T) rolls down hill. Crap includes:
 - 1.1. Blame
 - 1.2. Overtime or travel to get the job done
 - 1.3. Dog work that nobody else wants to do
 - 1.4. Responsibility
 - 1.5. Accountability
 - 1.6. Risk, and the blame and punishment that goes with taking it when things go wrong
2. You'll always be in the valley at the bottom of the hill, helplessly getting crap dumped all over you and piling hundreds of feet deep above your head as long as you AREN'T the person who controls MOST of the money, and at least SOME of the important information.
3. When it comes to producing crap, bad managers are trained EXPERTS at producing more than enough crap to keep everyone within a ten mile radius committed for 60 hours per week for the next ten years. Producing crap is one of a BAD manager's primary functions in life.
4. Kudos (and good stuff) roll up hill. Good stuff includes:
 - 4.1. Kudos and acclaim
 - 4.2. Gratitude and friendship from the sponsor
 - 4.3. Credit/credibility for authorship
 - 4.4. Funding
 - 4.5. Sponsorship
 - 4.6. Authority
5. Knowledge doesn't roll anywhere---it stays right at the top with the manager. Like diodes and check valves, bad managers will always ensure that information flows in only one direction whenever subordinates have discussions with them. For instance: managers will always want a full and complete accounting from subordinates on how they spend every second of the day and every penny of the project manager's money but never want to tell subordinates (or be held accountable) for what they have been doing or how they spent project funds, which really don't belong to the manager at all, but are the sponsor's funds under the stewardship of the manager. If you doubt this, walk up to your manager/boss and ask him (the same way he frequently asks you) for a full report on how he spent the day and see what kind of reaction you get (incidentally, I wouldn't recommend this technique prior to the start of performance evaluation time unless you want to be butchered)!
 - 5.1. Evidence that your boss plays the information hiding game is abundantly found when you hear him say things like:
 - 5.1.1. "Who did you find that out from?" or "How did you find that out?". He probably wants to go back to the source and shut down the information leak. Tell him you don't want to discuss the source because you don't want to violate the confidence of a friend.
 - 5.1.2. "Why do you want to know?" When he says that, ask: "Why do you want to know why I want to know? Are you trying to hide something. We're part of a team and teams share information, don't they?"
 - 5.1.3. "Please leave the meeting. You AREN'T invited!" He doesn't want you having the same view of the big picture that he has and is probably trying to keep you from finding out anything in item 12.4 below.
 - 5.1.4. "Can I get a copy of that?" He wants to make sure you never learn more about what is going on that his subordinates know.
 - 5.2. Tactics you can use against bosses who like keeping secrets to gain competitive advantage on subordinates include:
 - 5.2.1. When you learn something important that you think your boss doesn't want you to know, ask your boss a question to reveal what it is as a litmus test to find out whether: 1. He is willing to share the answer with you; 2. He restricts what he is willing to tell you; 3. He is trying to hide something. If he won't reveal it, then he is a competitor who is trying to hurt you.
 - 5.2.2. Keep your ears out for project-related meetings and when they happen without you being invited, then ask why you weren't invited.
 - 5.2.2.1. If your boss says the meeting isn't important, then ask him why he went!
 - 5.2.2.2. If your boss says you ought to be working and are wasting his money attending meetings he doesn't want you at, then tell him you are willing to take personal leave to attend, because you view the

meeting as a training exercise. If he still gets upset that you want to go, then you know he is a competitor who wants to make your life difficult and habitually oppress you.

5.2.3. Ask for copies of meeting minutes and attendance list for all project-related meetings the boss attends. If he says you can't have them, then fill out a Freedom of Information Act (FOIA) request to get the copies, which legally obligates him to give them to you.

5.2.4. Scan the paper recycling bin periodically. Bosses indiscriminately throw out a lot of things that they don't share with their subordinates.

6. Risk is or should be proportional to return. The more you benefit financially and the more power and control you have by being in charge of a project, the more risks and responsibilities your sponsor expects you to accept.

6.1. This rule is very commonly talked about in financial circles, but it applies equally well to management circles as well.

6.2. Types of RETURN include:

6.2.1. Power

6.2.2. Control over:

6.2.2.1. Money

6.2.2.2. Knowledge

6.2.2.3. People

6.2.2.4. Property

6.3. The possible adverse consequence of accepting RISK include:

6.3.1. Blame when things don't work out right

6.3.2. Devastated credibility and reputation

6.3.3. Demotion and/or removal from your current job

6.3.4. Loss of a sponsor

6.4. Bad managers will always try to subvert and violate this rule by pursuing rule # 1:

6.4.1. They will often abuse their power by making subordinates in effect accept all the risks that really deserve to belong to the manager. This tactic is called "making your people into the fall guy to protect your rear end." In the game of chess, this is called "sacrificing your pawn for a rook."

6.4.2. Evidence that your manager is pulling this trick is abundantly found when it is time to make an important and far-reaching decision that could have serious and long-lasting consequences:

6.4.2.1. Instead of making the important decision himself based on informed advice, and accepting the full blame and responsibility for the decision, the manager instead will schedule a meeting and invite as many gullible people as he can, and ESPECIALLY his political opponents/enemies.

6.4.2.2. He won't try to straw-man a solution BEFORE the meeting. Instead, he will just call the meeting without much thought and act as the facilitator for the meeting. He will let his subordinates instead of himself propose a solution FIRST and he will get angry if people ask HIM or expect him to propose a solution FIRST, before everyone else has. Instead of starting the meeting by saying:

"I would like to solve this problem and I have thought a lot about how. Here is my proposed solution but I wanted your advice before I proceed."

he will instead simply present the problem and use it as a neuce for his gullible subordinates to hang themselves on and if they are too experienced or too shrewd to let the boss hang them on it, then the manager will call them troublemakers who don't have anything constructive to say and don't belong in the organization, or he will hire a contractor gullible enough or hungry enough to hang instead!

6.4.2.3. He will then propose the solution that someone else recommended but tell everyone he won't go with it until EVERYONE IN THE ROOM AGREES, that way, if things go wrong he will tell the sponsor he had bad counsel (blame it on everyone but himself). Then this same manager will scour his notes to find the scoundrel subordinate gullible enough, courageous enough, and dedicated enough to put his credibility on the line and propose a solution and HANG HIM INSTEAD (the fall guy)! In reality, however, the full blame really belongs to the manager who controls the money. Then, if the decision turns out to be good one, that same duplicitous and sneaky manager will take all the credit and not mention the real person who made the recommendation!

6.4.2.4. The more challenging and difficult the decision is, the more homework the decision requires, and the lazier and more dishonest your boss is, the more likely it is that he/she will use this tactic.

6.4.3. As a subordinate, your best defense against this tactic by your manager is as follows:

- 6.4.3.1. When the meeting starts, and before any subordinates have a chance to offer suggestions, ask the boss HIS solution is and write it down IN PEN in your notebook. Lock up your notebook or it just might mysteriously disappear if things go wrong! I wonder who might take it?
- 6.4.3.2. Say that the amount of blame and responsibility you are willing to accept is proportional to the amount of money you control, and since you don't control any of the money or resources assigned to the task, then you want NOTHING to do with accepting the risks associated with making the decision.
- 6.4.3.3. Ask your boss what a meeting is about before you consent to go, and if the purpose of the meeting is to reach an important decision, then find some excuse for not going if he has the habit of passing the buck.
- 6.4.3.4. Be completely silent, don't shake or nod your head, and don't share any opinions other than 6.4.3.1 above if you get railroaded into one of the meetings against your will. Just say "Uh ha...Uh ha"...that's a safe noncommittal answer.
7. The boss is always right. He who fears for his job ALWAYS observes this rule.
8. When the boss is wrong, refer to rule number 7 above, unless, of course, you want to be out on the street pushing a shopping cart around.
9. To the manager, it is always more important to LOOK good in front of the sponsor (and to hell with looking good in front of subordinates) than it is to BE good. BEING good takes humility, skill, hard work, careful planning, good judgment, maturity, and a desire to do the job yourself while LOOKING good can be had with lots of money for a good contractor, procrastination until the last minute, and deceit through ill-gotten credit for a job you didn't do that was done by the contractor.
10. Managers will always make rules that apply to everyone but them. The favorite phrase of managers is: "Do as I say, not as I do." This trait is called HYPOCRISY.
11. In any situation between managers and subordinates, old age, incompetence, tyranny, treachery, deceit, arrogance, and irrationality will always win out over youth, skill, loyalty, humility, reason and logic respectively (The NICE GUY principle: Nice guys always finish last). For instance, when faced with a self-evident truth pointed out by a subordinate that makes the manager look bad, the manager will always hang/crucify the messenger rather than try and correct the very real problem that caused the embarrassing failure/situation to begin with. It's always easier for managers to tyrannically abuse their power by arrogantly trampling and discrediting dissenters than it is to humbly admit to their shortcomings and work hard to overcome them, thereby setting a good example for their subordinates (The old age principle: What managers lack in youth they more than make up for with treachery).
12. KNOWLEDGE AND INFORMATION are power and ignorance is powerlessness. He who controls the production and distribution of knowledge and information controls power and has power (The Mushroom Principle: Use fear, uncertainty, and doubt (FUD) to control and manipulate people by keeping them in the dark and feeding them shit). Bad managers will exploit this rule to the maximum advantage. Implications of this rule include:
- 12.1. HOW MUCH you know and especially WHO you know determines how far your career will go in any organization. Therefore, knowledge becomes a strategic weapon used by bad managers to subdue anyone who challenges or threatens their empire.
- 12.2. The more you know, the less you fear, and people without fear are difficult for managers to control and manipulate. That is why bad managers favor subordinates who are politically ignorant and don't see the big picture...because they make good PUPPETS!
- 12.3. The tactic of using knowledge and information as a weapon is commonly called INFORMATION WARFARE and is frequently talked about in the halls of the Pentagon and SPAWAR. The idea is that you can't win a conflict or competition with the enemy unless you continually have more and better quality information (intelligence) than they do and unless you make a concerted effort to deny your enemy of his most valuable information sources.
- 12.4. Types of information that are important that bad managers will try to keep subordinates ignorant on include, ordered in descending order of importance, include:
- 12.4.1. Who is the sponsor.
- 12.4.2. What does he want, and when does he want it.
- 12.4.3. How much money does he/she have to spend.
- 12.4.4. What is the next big opportunity or project coming along that he/she wants done and when does he want it.
- 12.4.5. When and where are meetings with the sponsor over current and future projects being held and who is invited, and more importantly, who ISN'T invited and why.
- 12.4.6. What is going on within the profession and specialty that you work in.
- 12.4.7. What are the hottest technologies that people are willing to pay big money to have.
- 12.4.8. Who makes these technologies.

12.4.9. Who makes the best products in a every class within your industry.

13. **MONEY (and control over it) is power and poverty (or lack of control over money) is powerlessness.** He who controls the production and distribution of money controls power and has power (The Golden Rule: He who has the gold rules). Most of the time, money and having control over it is THE most important aspect of maintaining power and control in a business setting. Bad managers will exploit knowledge of this rule to maximum advantage and they realize that control over money is more important than control over knowledge. It is more important than knowledge because:
- 13.1. Managers can use it to insert themselves into the information food chain by denying it to people who don't give them the information they need to perpetuate their empire.
 - 13.2. Managers can use it to travel and market themselves in a way that few subordinates who don't have their own money or project can. This keeps the money coming in that sustains their empire.
 - 13.3. Money can be used by managers to buy skills and capabilities with contractors that they don't natively have in their organization, allowing them to compete more successfully with their own subordinates and to terrorize them into submission by keeping them starving for work and on overhead when they don't worship and suck up to the king who has all the gold. Sometimes, however, this can backfire because their sponsor can do the same thing to them too!
14. **Bad managers enslave subordinates and perpetuate their empire using KNOWLEDGE and INFORMATION as a tool/weapon by:**
- 14.1. Making sure that subordinates never meet or talk directly to sponsors.
 - 14.2. Perpetuating the ignorance of subordinates thereby creating the fear, uncertainty, and doubt (FUD) necessary to get people to cooperate in expanding the manager's political empire.
 - 14.3. Locking file cabinets that contain unclassified information to conceal information and control distribution of it.
 - 14.4. Ignoring the career development of subordinates.
 - 14.5. Intimidating subordinates with things they know nothing about and making sure they never know enough to NOT be intimidated.
 - 14.6. Acting annoyed when subordinates ask questions. This prevents embarrassment of the manager and discourages further questions.
 - 14.7. Never having time to answer questions from subordinates.
 - 14.8. Never volunteering information about projects or programs unless asked a specific question about them.
 - 14.9. Meetings:
 - 14.9.1. Not having meetings to inform subordinates of what is going on in the business.
 - 14.9.2. Not inviting subordinates to existing meetings (or telling them about the meeting).
 - 14.9.3. Closing the door when there is a meeting.
 - 14.9.4. Not distributing meeting materials to subordinates after the meeting.
 - 14.9.5. Promptly terminating a meeting if an uninvited subordinate shows up.
 - 14.9.6. Punishing subordinates who invite themselves to meetings (even if it is on their own personal time) that managers don't want them attending.
 - 14.9.7. Not inviting subordinates working on one of the manager's project to attend any of the project meetings for other projects that the manager is involved with.
- All of these tactics have the effect of concealing important information that would help subordinates be more effective at their job and give them just as much knowledge/power as the manager.
- 14.10. Handing new work and all the valuable knowledge and learning gained doing it to contractors instead of subordinates.
 - 14.11. Discouraging independent thought and action, which require a broad spectrum of knowledge and experience to implement, and which is a necessary prerequisite to becoming a good and credible manager.
 - 14.12. Denigrating the credibility of subordinates by exposing their failures and shortcomings in public while concealing the manager's own sins and then punishing subordinates who attempt to discover management transgressions or discuss/expose them once discovered.
 - 14.13. Classifying and locking up documents that might expose unfavorable, unethical, or illegal conduct of the manager while punishing and/or firing subordinates for doing the same.
 - 14.14. Firing/purging older or more experienced employees who know too much and therefore threaten the manager's power or position.
 - 14.15. Dividing duties/knowledge among several subordinates to spread knowledge throughout the organization instead of allowing it to concentrate and collect in one spot with one subordinate (even though it concentrates in one spot with the project manager...hypocrisy), which would make that person dangerous and threaten the manager. This tactic is called "dividing and conquering" and it was used quite successfully to build the gigantic Roman Empire.

- 14.16. Not allowing employees to rotate or exchange duties to gain the knowledge or experience necessary to threaten the manager's job.
- 14.17. Creating powerful information system tools and databases that only managers have access to, and then making an example out of anyone who:
- 14.18. Lets subordinates know they exist
- 14.19. Reveals their contents.

15. **Bad managers enslave subordinates and perpetuate their empire using MONEY as a tool/weapon by:**

- 15.1. Permitting NO subordinates to have complete control over how money is spent on a project they are working on.
- 15.2. Keeping subordinates ignorant and concealing information about the following very significant facts:
 - 15.2.1. Who the sponsors are, where the money comes from, and how and where to find new sources of money.
 - 15.2.2. The rules/laws for handling and spending money within the organization.
 - 15.2.3. How money is being/was spent on a particular project.
- 15.3. Preventing subordinates from purchasing tools that will make them more productive and more effective at their job than the manager.

16. **Attitude of managers toward their subordinates and the workplace:**

- 16.1. In the eyes of managers, subordinates are frequently wrong and their credibility is (and must be) continually questioned and open to suspicion (of course there frequently wrong...the boss never tells them anything about important aspects of things that are going on!). The credibility of subordinates MUST be continually questioned (but not developed or improved) by managers because people with credibility and knowledge are dangerous, difficult to control, and force managers to compete for the attention and acclaim of sponsors, peers, and subordinates. Therefore, managers will do everything in their power to limit and denigrate the credibility of their employees in the eyes of sponsors, coworkers, and other managers in order to keep their subordinates/troops compliant and under control. Furthermore, since credibility is gained by experience and political exposure, managers will limit credibility by limiting the involvement of subordinates in worthwhile efforts and projects that produce new knowledge, political exposure to sponsors/customers, and credibility. As a subordinate, your only defense against these tactics is:
 - 16.1.1. Defend your credibility to the death. Do your utmost not to make mistakes and to produce the highest quality and most consistent work you know how to.
 - 16.1.2. Maintain a detailed journal of all the embarrassing faux pas of your manager and coworkers and when he or they attack your credibility, pull out your notes and give him/them a dose of his/their own medicine, and if he does it in public then make sure you do too!
- 16.2. When subordinates begin thinking of promotions and advancement and want to expand their horizons and become part of management, managers will suddenly come up with all kinds of NEGATIVE reasons why they can't do it. They will use every scare tactic in the book to change the subordinate's mind about trying to advance to the stature of the manager, and the more valuable the employee is, the harder the manager will try to change their mind. The attitude will be "Man...we've got to keep this guy in his cage and make sure it stays locked. He does good work for me but I won't have him around to make me look good if he advances. Not only that, if he advances, then I'll have to find someone else as good as he is to replace him, and he'll use what he learned working for me to compete successfully with me, which would make me have to work twice as hard to do the same job I already do, and I don't want that, so I better scare him into staying where he is!" Common tactics used in this situation by scared managers to instill terror, fear, and doubt in their subordinates include:
 - 16.2.1. Threatening to fire the subordinate, transfer him, or take something away that they want to keep, like involvement in a particular effort.
 - 16.2.2. Piling more work on the subordinate so they don't have time to look at the bigger picture or think about improving their career.
 - 16.2.3. Procrastinating the decision, telling the subordinate: "You've got plenty of time to worry about that later. In the mean time, we've got work to do, get busy!"
 - 16.2.4. Denying requests by the subordinate to attend educational events that would improve their chances of promotion. Such courses might include: 1. Technical presentation skills workshops; 2. Toastmasters; 3. Program manager's courses.
 - 16.2.5. Not mentioning what the subordinate does to higher management so they aren't well-known in management circles and therefore won't be considered for future advancement by higher-ups.
 - 16.2.6. Denying pay raises and point awards to subordinates who take positive steps to advance their career.
- 16.3. Sometimes, bad managers have no choice but to promote subordinates, even though they would rather not because it threatens their empire. This could happen because: 1. All of the scare tactics they used to discourage subordinates from pursuing advancement don't succeed; 2. The project has grown too big for them to manage on

their own. When bad (insecure and paranoid) managers get into this very uncomfortable predicament of having to promote a subordinate, then they will try to limit the damage he can do to their empire by:

- 16.3.1. Only considering candidates for promotion who will never threaten him or at least select those that threaten him least. The least threatening types of people to the boss are those people who have some kind of fatal professional or character flaw that ensures that they will never graduate to higher levels of authority or take over the boss' job because, for instance:
 - 16.3.1.1. They are too timid, passive and too nice to ever challenge or question authority. Timid and passive people avoid and try to hide from the big picture because they don't want to become political casualties or lose their job by asking too many probing questions.
 - 16.3.1.2. They aren't engineers, don't have a degree, or don't have a very good resume, so they probably won't ever advance further or be trusted enough to be given a lot of additional responsibility because they either: 1. Don't have a bachelor's degree or advanced education (never paid their dues); 2. Can't communicate effectively; 3. Don't look good enough to sell to sponsors and upper management; 4. Don't have enough experience. Examples of these type of flawed people who make good puppets that don't ever advance include: 1. Technicians; 2. Secretaries; 3. New or inexperienced personnel; 4. Foreign-born engineers who can't write or speak well enough to be considered seriously for management.
- 16.3.2. Appoint a Machiavellian YES man who will make a good puppet and won't ever argue with the boss (in which case why do you need him in the first place!).
- 16.4. In spite of the paranoid tactics of managers toward employees who want to advance, if the subordinate calls a spade a spade and exposes the political agenda (mentioned above) of the manager to them openly and in front of his peers when he attempts to implement or promote it, and rattles the cage the manager has him locked up in, the BAD manager will, as a self-defense tactic:
 - 16.4.1. Say the subordinate is being NEGATIVE (not REALISTIC, mind you, but NEGATIVE) and that they have nothing but the best intentions toward the subordinate and his advancement goals. This is usually the most favorable approach, when it works, but it doesn't work if subordinates respond by saying: "Sounds to me like you are being NEGATIVE about NEGATIVE people. Maybe I'm not the only one around here who needs a negative attitude readjusted."
 - 16.4.2. If the approach in 16.4.1 doesn't work, then the manager will become obsessed with discrediting, ostracizing, and terrorizing the messenger. He feels he has to do this because exposing the manager's political agenda destroys his credibility, which is the most important thing he has. He will do this in a way that is as indirect as possible so he doesn't have to admit or take responsibility for his actions, their consequences, or openly acknowledge his political agenda and his dislike for people who expose it.
 - 16.4.3. Begin keeping the subordinate under a microscope looking for the slightest infraction (while ignoring the subordinate's peers or turning a blind eye toward them). The manager will watch and wait, like a ruthless predatory lion on the African plains, gathering all kinds of ammunition to use against the guy later without even telling the guy he's being singled-out or watched or even warning him that he better keep his whistle clean. *This is called workplace terrorism*, and it happens all the time! It's a popular but dubious and unethical way to "defang" your opponents. It's brutal, it's unfair, and it's TOTALLY HYPOCRITICAL. It's unfair because the guy is being singled-out and is having to live by different or more stringent rules than his peers, or because he gets monitored and watched more closely than the rest of his peers.
 - 16.4.4. When the manager finds something to nail the subordinate (unfairly for, of course), he makes an example out of the guy in front of everyone to show all of his peers that the manager won't tolerate the same kind of political gamesmanship from his subordinates that the manager practices EVERY MINUTE OF THE DAY! That's the height of hypocrisy as a manager, of course, but that's the way bad managers function. This tactic is called "MAKING AN EXAMPLE OUT OF TROUBLEMAKERS." Subordinates quickly learn by observing situations like this that:
 - 16.4.4.1. It's more important to play games and SUCK UP to the boss than it is to tell the truth, be honest, or be realistic.
 - 16.4.4.2. Politics are more important to subordinates than knowledge or a good work ethic.
 - 16.4.4.3. Managers want good ROBOTS who follow orders, don't ask any prying questions, and don't think independently, which are precisely the OPPOSITE skills you need to be an effective manager.
 - 16.4.5. Quarantine politically savvy subordinates to contain the infectious spread of political awareness and the malcontent that it brings. Limit their interaction with other project members so that their political awareness doesn't spread and cause trouble or a mutiny for the manager. This is most often done by:
 - 16.4.5.1. Making sure that people on the same project don't share an office together.
 - 16.4.5.2. Dividing instead of sharing project tasks to minimize personal interaction.

- 16.4.5.3. Asking opinionated and politically savvy employees to remove political paraphernalia from their walls or cubicles.
- 16.4.5.4. Giving subordinates their own office or cubicle so they don't interact as much with other coworkers.

16.5. Managers will often complain to others that their people:

- 16.5.1. "Lack motivation, inspiration, or creativity, and therefore have to be oversupervised to ensure that the job gets done." Of course they lack motivation...when they try to exercise the ultimate in personal responsibility, creativity and motivation by expressing an interest in running their own project or a bigger piece of the manager's project, they are swiftly and viciously made into an example in front of their peers. Hypocrisy!
- 16.5.2. "Have tunnel vision, and don't spend enough time looking at the big picture or how they fit in it, and that's why we need a manager." Yet, when these same subordinates try to look at the big picture around them and all the political gamesmanship that goes on every day and expose it, they are viciously crucified by the boss for doing so. Hypocrisy!

Obviously, the above criticisms of subordinates in most cases are just a smoke screen for the REAL problem, which is that subordinates stay in the cage the boss has them lockup up in and don't venture out because the MANAGER WANTS THEM THERE, WHERE THEY CAN DO THE LEAST HARM AND THE MOST GOOD TO HIS EMPIRE AND HIS POLITICAL AGENDA! To the manager, you're either a slave to him and his empire or a competitor. The manager will try to make your cage as comfortable as possible because he doesn't want you to know that you are in it, but if you try to escape from your cage (naughty boy), then you will be viciously and mercilessly beaten with the nearest blunt instrument by him to teach you a lesson. You can't be a partner or an equal or superior team player to him because he doesn't want to share his power. It's only natural then that he would look for ways to perceive his subordinates as vulnerable, codependent, weak, undermotivated slaves to his own political agenda and empire. That's the way he justifies his existence!

16.6. Bad managers believe that money (NOT people, developing them, or treating them with respect) is the answer to EVERY problem. They believe, for instance, that:

16.6.1. The love of money is the root of all evil.

16.6.2. All people are basically evil, so they love money and would do anything to get more than their more than their fair share of it, including:

16.6.2.1. Overlooking the hypocrisy of the boss.

16.6.2.2. Never making the boss look silly, even if he deserves it sometimes and even if he does it to his underlings frequently!

16.6.2.3. Never expecting the boss to fill out the SAME kind of trip reports and meeting minutes (and distribute them to his subordinates) that he expects his subordinates to complete when they go on a trip without him.

16.6.2.4. Never disobeying the boss, even if he made an obviously STUPID decision and is later proven wrong.

16.6.2.5. Never expressing any personal or political opinions in the workplace, and especially in front of the boss, because they might be shunned for their next pay raise, even if those same political opinions have NOTHING whatsoever to do with how valuable the employee is to the organization or how productive he/she is.

16.6.2.6. Being dishonest. That is why the boss never trusts his/her employees and always questions everything...because he believes that they are just as devious, decrepit, and deceitful as he is!

16.6.3. "Anyone who thinks that money can't buy happiness obviously never had much of it."

17. As a subordinate, your biggest enemy is your own ignorance and laziness, as well as managers and coworkers who want to keep you ignorant, powerless, and not in control of any of the money. Ignorance and laziness enslave while knowledge, organization, education, and disciplined, focused effort enlighten, empower, and liberate.

18. As a manager, your biggest enemy is subordinates/sponsors who know more about your job than you do, who insist on managing the money and resources spent on tasks you assign to them, who insist on interfacing directly with sponsors, and who share the credit (and the blame) for everything they do with NO ONE. Subordinates and sponsors like this make managers unnecessary and/or turn them purely into marketeers.

19. Election of managers to office:

19.1. The world is a very competitive place. Since management positions are in short supply and management compensation is high as an inducement for people to become managers, then:

19.1.1. The people most likely to become managers are the most competitive. This is especially true if the list of applicants for the position is long.

- 19.1.2. Because candidates have to be competitive to get selected, they are probably ruthless and brutal opponents who have a high degree of political awareness and sensitivity and know exactly which asses are the right ones to kiss!
- 19.1.3. The only way to avoid being competitive and still get selected for a management position is to:
- 19.1.3.1. Play golf with and suck up to the right important people.
 - 19.1.3.2. Hear about a new opening from these golf-buddy, good-old-boy network friends at the top BEFORE it gets advertised.
 - 19.1.3.3. Get selected for the position and move in for the kill before anyone else who could compete for it even finds out there is an opening. Is that fair to the other candidates?
- 19.2. Wanna-bees who lust after money, power, and control and who flatter, complement, and befriend people in high places for their own selfish personal gain will almost always be elected (by their buddies at the top) to fill open manager positions. These people, however, always make the worse managers because they end up being tyrants and dictators who are despised and shunned by nearly everyone in the organization. They become managers out of spite to retaliate against the whole world for treating them like the human excrement (trash) they really are.
- 19.3. Nice guys with integrity who least want to be managers make the best managers but ironically will seldom be elected to managership. These people despise bad bosses, but see management as a necessary evil that must be exercised with empathy, humility, and restraint. They are well-liked by their subordinates because they don't suck up to people in power, don't accept special favors or perks, and don't play vicious games with their subordinates, but instead befriend "ordinary" people. They are "nice guys" in the truest sense of the word but as the saying goes, nice guys finish last and sadly are too nice and not aggressive/intimidating enough to be successful as a manager in the eyes of their superiors.
20. When new employees must be hired by managers to fill vacant or new positions, publicized qualifications for the open position will be far beyond what the job requires and far beyond the qualifications of the even the manager who is doing the hiring. This is an intimidation mechanism designed to ensure that:
- 20.1. Prospective new employees will feel intimidated by and subservient to their prospective new manager.
 - 20.2. Once intimidated, prospective new employees will be: 1. Far less resistant to accepting a low wage offer; 2. Far less likely to ask too many probing questions about the manager or the business. This will save the manager LOTS of money and guarantee his job security.
 - 20.3. The manager has a convenient excuse to fire the new employee if things don't work out by telling him/her that he didn't meet the requirements of the job without having to explain the REAL reason for firing him, which is probably that he:
 - 20.3.1. Knows more than the boss.
 - 20.3.2. Questions authority too much.
 - 20.3.3. Is too aggressive or competitive
 - 20.3.4. Has irreconcilable personality conflicts with the boss or other employees, in many cases caused NOT by his people skills or lack thereof, but EXCLUSIVELY and ONLY because he is so competitive that no one wants to share any information with him.
21. Work rules of managers:
- 21.1. Managers who want to cut costs will implement work rules preventing employees from discussing wages and promotions amongst themselves. This will prevent putting the manager in the awkward position of having to justify such things as:
 - 21.1.1. Why he/she pays some employees more than others (has favorites).
 - 21.1.2. Why there is such a big disparity between what new hires make now and what new hires made a few years back (inflation adjusted).
 - 21.1.3. What the exact performance/seniority criteria is for receiving a particular wage.
 - 21.2. Managers will justify the wage discussion prohibition by saying that privacy of individuals needs to be protected, even though:
 - 21.2.1. The employee you may want to know about may be willing to give you permission to know what he/she makes.
 - 21.2.2. The manager could publish depersonalized, qualitative/quantitative information that lists salaries, rankings, promotion statistics over the years WITHOUT linking them to specific individuals, thus ensuring that privacy is protected while conveying the information that employees want to know about salaries, promotions, and the reasons behind them.
 - 21.3. As a way to cut costs when the workload is heavy, managers would rather make existing employees perform copious amounts of UNCOMPENSATED overtime than to hire new employees to fill the void. This keeps overhead down but destroys morale and employee loyalty, not to mention making their family lives unbearable and unpleasant.

22. Bad managers are more insecure and competitive loners than team players within their respective organizations. Teams share information but shrewd and insecure managers don't like to. They have to be this way because their basic insecurity about their position feeds their obsession with perpetuating their empire, and this obsession leads them to be secretive about everything they do out of fear that if they aren't secretive, they just might shoot themselves in the foot by providing their subordinates with the information they need to eventually eclipse the boss and eliminate the need for dependence on him altogether. Instead of pursuing job security by simply WORKING HARDER or BETTER than anyone else, BEING SMARTER, BEING MORE FRIENDLY AND HELPFUL than their peers, and setting a good example (which is what Capitalism is supposed to be all about and which is the most ethical and respectable way to stay on top), they will instead abuse their power and privilege to stack the deck and rig the game in their favor so that they will always win. They do this by:
- 22.1. Appearing to share some information with subordinates, but only if it is needed to get the job done.
 - 22.2. Being very careful not to allow any of their subordinates to have the same view the BIG picture (and all the projects and sponsors) that they do. They do this by dividing and conquering. You divide and conquer by splitting duties up among subordinates and making sure that the subordinates don't talk to each other, compare notes, or attend each other's meetings (network), so they never see the BIG picture as completely as the manager.
 - 22.3. Talking privately with people working on a project (without other subordinates around, instead of in group meetings) so that the audience for information is strictly limited. Open meetings and publicly shared status reports/emails are a better vehicle for sharing status and problem resolutions, but insecure loner managers don't like these vehicles because it gives subordinates the same information that the boss has.
 - 22.4. Being very competitive, but trying to hide their competitiveness from subordinates so it doesn't destroy their credibility. Disinterest, apathy, laziness, and a lack of curiosity on the part of subordinates allow the manager to conceal his competitiveness and create the information vacuum necessary to maintain it without anyone noticing. Because of this, managers will unequally or unduly reward people (favoritism) who don't pry too much into what they do with carrots like:
 - 22.4.1. Treating them with more respect and flatter them more often.
 - 22.4.2. Giving them better or more interesting work than people who ask too many questions.
 - 22.5. Treating everyone who works for them as a competitor, in spite of the fact that the very essence of having an organization like a branch is that they SHARE information and work together better as a team than they do apart as individuals. Synergy happens through INFORMATION SHARING. Information sharing allows knowledge and experience to be efficiently reused and recycled many times over by many people in the organization, instead of collecting dust in the head of only one insecure project manager and the one person doing the actual work who he trusts with that information. You may as well not even have branches if you don't have this kind of synergy and INFORMATION SHARING across projects and across branches. Remember the following:

*Together
Everyone
Achieves
More*
23. Bad managers will take the position that competition within an organization destroys the organization and ought to be avoided. This statement is obviously a falsehood, and is like saying that we ought to put an end to marriages so we can bring the divorce rate down or that we ought to kill all newborns so we can put an end to dying of old age. They have to take this position, though, because they don't want to be upstaged by competitive subordinates. Competition within an organization is NOT, however, in and of itself destructive or harmful at all. *What IS destructive and harmful to an organization is not COMPETITION, but in HOW PEOPLE IN THE ORGANIZATION REACT TO AND DEAL WITH IT. If the REACTION to competition is bad, then the consequences are bad, but COMPETITION is not the cause of the bad reaction.* This leads to the following conclusions:
- 23.1. Competition is what drives us to do our best and be our best in all situations, and especially in the business world. Excellence is chiefly the direct result of competition. It motivates and forces us to be productive, efficient, hard-working, well-educated, and smart in everything we do in the business world.
 - 23.1.1. It strengthens organizations, builds new businesses, and opens up promotional opportunities for the strong, smart, hard-working, and able in the fight for survival of the fittest.
 - 23.1.2. It dooms the lazy, weak, and ignorant to a life of poverty, economic slavery, and dependence.
 - 23.2. Competition is the very fundamental thing that our entire natural biological world is built on. Darwin's theory of evolution is based on the idea that only the fittest, healthiest, smartest, and best adapted species will survive. Weaker species that aren't as aggressive, smart, and strong will eventually die out because they aren't as successful at competing for limited food supplies. Why shouldn't the workplace be the same?
 - 23.3. COMPETITION is the engine that fuels the capitalist economy that we enjoy in the United States. Capitalism is the system that allows and even encourages competition to flourish under controlled conditions, and it is the most

efficient and ruthless political engine of progress and prosperity that the world has ever known chiefly because it encourages competition.

- 23.4. Only simple, mediocre minds would survey the damage that a BAD REACTION to competition causes and react violently by saying: “It was COMPETITION that did this damage, and we ought to outlaw it!” That is a band-aid, knee-jerk reaction that you are likely to hear from a bleeding-heart socialist liberal that eliminates the symptoms but allows the underlying sickness (depravity) to persist.
- 23.5. Competition is destructive to an organization and leads to a bad reaction ONLY when the organization has a merit-based pay system and people in the organization are:
- 23.5.1. Lazy and don’t want to work harder than their coworkers. Lazy people resent coworkers who work harder than them and who get all the pay raises. Instead, they selfishly think that pay raises ought to be given to people regardless of how hard they work and do everything they can to spread harmful gossip about competitive coworkers.
 - 23.5.2. Ignorant and don’t like having to be forced to learn new things or improve how they do their job to make it more efficient than their coworkers.
 - 23.5.3. Proud and rebellious and don’t like having their life regulated by what other people say and do better than them within the organization.
 - 23.5.4. Underachievers who never do useful, important, or productive things and who resent coworkers that do get results on time and in budget.
- 23.6. Clearly, only the weakest, most depraved people in society with the basest motives loathe competition and try to avoid and prevent it, and that is why only BAD managers loathe competition. Bad managers, instead take the following attitude toward competition:
- 23.6.1. The workplace ought to be harmonious and everyone BUT THE BOSS, OF COURSE, ought to share power, control, and money to minimize conflict. This ensures that everyone but the boss is expendable.
 - 23.6.2. Competition only causes conflict within a GOVERNMENT organization. Nothing good ever comes out of it, unless it is competition among NONGOVERMENT contractors for work...and then it is good because it puts more money in the pocket of the boss and doesn’t threaten the boss’ empire.
 - 23.6.3. Competition in the workplace ought to be prevented, and it is the duty of managers to PREVENT IT. When employees are found to be competitive and aggressive, they ought to be separated from the rest of the less motivated, less productive, weaker employees so that conflict, name-calling, jealousy, and harmful gossip don’t result, even though all of these are usually instigated mainly by jealous employees who want more than they deserve.
 - 23.6.4. When around subordinates, pretend like competition doesn’t exist or downplay its significance, so that subordinates never realize just how much of a wolf among sheep that their bad boss really is. Keep saying that subordinates are "part of a TEAM", even though you know you aren't a team player yourself because you won't share control over project funds or certain information about the project, and won't invite subordinates to the most important meetings regarding the project.
- 23.7. GOOD managers, on the other hand, see COMPETITION as a tool that can be invaluable as a very effective way to motivate and encourage employees to:
- 23.7.1. Work harder.
 - 23.7.2. Work smarter.
 - 23.7.3. Be more responsible and proactive.
 - 23.7.4. Be productive.
 - 23.7.5. Pursue continuing education.
 - 23.7.6. Subscribe to trade journals.
 - 23.7.7. Attend trade shows.
24. EGO and PERSONAL PRIDE is the main motivation behind most of what bad managers do. Everything they do has to build up their ego and personal pride and make them feel LESS insecure and when it doesn’t, they get REALLY upset. They act this way in spite of the fact that the bible says about pride/ego: “Pride cometh before destruction, and haughtiness before a fall.” Managers build up their egos through the following tactics:
- 24.1. Surrounding themselves with “YES” men...people who never do anything but agree with them and complement and flatter them for being so wonderful and who never share ANY personal opinions. This leads to the following consequences:
 - 24.1.1. YES men are ass-kissing, scum suckers with no integrity whatsoever who are despised by most of the people with integrity who work with them. This creates a bad working environment for subordinates who AREN’T YES men. They feel like there is favoritism in the organization and this inevitably leads to envy and strife.

- 24.1.2. YES men also are usually more politicians than producers and if the organization attracts too many of them, then nothing ever gets done and the sponsor will eventually get tired of waiting for results and find someone else to do the job.
- 24.1.3. Managers will pursue corporate policies which make it easier to fill the organization with YES men. You create YES men by putting subordinates in the most vulnerable position possible...making their position far more vulnerable (to firing and pay cuts) and precarious than that of the manager. This situation can be created by:
- 24.1.3.1. Giving the manager all the flexibility in the world to hire and fire whoever he/she wants.
- 24.1.3.2. Making most of the worker bees into contractors instead of federal employees like the boss is. Therefore, the more contractors your organization has, the more likely it is that the boss likes YES men.
- 24.2. Stealing credit or not giving credit for new knowledge/discoveries produced by subordinates.
- 24.3. Discouraging/punishing subordinates for being critical of the manager's ideas, even if the criticality is deserved because the manager is in error and just about everyone who works for him will acknowledge it.
- 24.4. Asking subordinates to take their name off work they produce, so the boss can present it at the next project meeting as his own. This is especially true if the work produced is of very high quality. The higher the quality of the work produced by subordinates, the more likely the manager is to want to take credit for it. This unethical tactic is called "Selling your troops down the river."
- 24.5. The Not Invented Here (NIH) syndrome:
- 24.5.1. If another competitive outside organization does something better than he or his people, the proud egomaniac manager will denigrate it instead of complement it so that he still looks better than the competitive organization. If you can't make yourself look better by BEING good, then you have to make everyone else around you look comparatively worse.
- 24.5.2. If a subordinate does better work than the manager and insists on taking full credit and responsibility for what he did instead of the manager taking credit away from him, this makes the manager look bad. Therefore, the manager will find some excuse to get rid of this person (punish success) while at the same time complaining about why his people don't take more pride in their work or work harder for him. Hypocrisy!
- 24.6. You can expect bosses with the biggest EGOS to have the strongest negative reaction to what is said here.
25. The successful application of all of the management tactics described above depends on STEALTH and TERROR. If subordinates know about the political agenda and motives of bad managers described above, then they will lose any trust or respect they had for the manager, which destroys any chance of a harmonious or productive work environment. Managers are painfully aware of this, because it negatively affects their bottom line and undermines their authority within the organization. Consequently, rather than solving the perception problem directly by improving their own personal character and attitude when subordinates discover and expose their political agenda (the best way to do it), the bad manager will instead become a workplace terrorist react to these questions with the following harmful damage control measures (which incidentally will destroy morale in the workplace even further):
- 25.1. If the manager is honest and doesn't want to lie, he will take great pains to ensure that he doesn't discuss ANY of his motives for doing or saying things with subordinates. That way, he can continue to pursue his own selfish and destructive (to subordinates) agenda while creating the appearance that he is a team player and doesn't want to hurt anyone. As a subordinate, you can fight this tendency through the following tactics:
- 25.1.1. Saying to the manager: "WHY do you want to do that...I don't understand how any good can come out of that? What constructive purpose is accomplished by this act?"
- 25.1.1.1. If he/she refuses to give an answer, then you can be sure that the answer he doesn't want to give you would probably make him/her politically unpopular with subordinates.
- 25.1.1.2. The stronger and the more threatening the reaction of the manager to squelch subordinate's questions about motives for doing or saying things, the more likely it is that the manager is up to no good.
- 25.1.1.3. The strongest reaction to a question or inquiry from a subordinate about motives, of course, is to fire an inquisitive subordinate or whistle-blower.
- 25.1.2. If your manager refuses to answer, speculate on your own to try to come up with the most likely management motive and then either:
- 25.1.2.1. Present it to your manager and see how he/she reacts (if you have a lot of courage and are considering a new line of work). The angrier he gets when you propose an idea, the more likely it is that you hit the nail on the head and that he is trying to hide something.
- 25.1.2.2. Play detective by gossiping and comparing notes with your coworkers to see if other statements or behaviors they have observed from your manager corroborates the motive you suspect.

25.2. If the manager is dishonest, deceitful, or irresponsible, and is put in the awkward position of explaining his selfish political agenda, he will probably:

25.2.1. Invent a red herring explanation of his motive that:

25.2.1.1. Improves the image of the manager in front of subordinates.

25.2.1.2. Seems likely and probable.

25.2.1.3. Works best if the subordinates are ignorant. The more they know, the harder it is to fool them.

25.2.1.4. Is really just a DEVIOUS LIE carefully crafted to mislead subordinates and give them a false sense of trust for him. This is called playing dirty pool.

25.2.2. If he can't come up with a deceitful explanation of his devious political motives and actions that makes him look good and sounds credible, then his last ditch defense tactic against questions by subordinates of his motives will be to:

25.2.2.1. Deceitfully deny every behavior and motive described here but not explain or elaborate on why it is incorrect, because he can't if he wants to tell the truth and be honest with himself. He will deny any of the negative motives described here even though just about everyone you encounter will agree with most of what you read here. He will probably also say that he doesn't have time to talk about it, and if you pressure him to commit to a time to talk about it, he will do everything in his power to weasel out of it.

25.2.2.2. Pretend like you're being negative and try to portray you as a troublemaker for promoting or agreeing with what you read here. This will discourage subordinates from inquiring further and put them on notice that the boss doesn't like it when you expose the game he is playing.

25.2.2.3. Terrorize the life out of you to try and scare you away from the organization so he doesn't have to worry about discrediting you anymore and so you don't contaminate the attitudes of the rest of yes-men that he STILL has working for him and hasn't fired yet.

26. The litmus test for bad bosses. The following guidelines are designed as a litmus test for you to determine whether your boss is a bad/selfish/competitive one or a good one who is a team player. The column that has the most check marks is the kind of boss you have.

<i>Characteristic</i>	<i>Bad boss/tyrant</i>	<i>Good boss/team player</i>
1. Meetings	Doesn't have meetings with all the people who work for him, because he doesn't like his subordinates to see the big picture. Closes the door when he has meetings or has them in a place where subordinates won't overhear or even know about the meeting. When people ask why they weren't invited, he will use the excuse that it would be wasting project funds and hours on nonproductive meetings, but then, if the meeting is unproductive, ...why does the BOSS attend! You can tell if your boss is this type by volunteering to take personnel leave to attend the meeting, and if he STILL refuses, then he is a selfish loner who is building an empire at your expense.	Has regular meetings and invites ALL the people who work for him because he wants them to be well-informed about what is happening in the marketplace, with the sponsor, and with the delivery schedule. Minimizes the length of the meeting to ensure that project funds are not wasted. Ensures that meetings are short and productive as possible.
1.1 Meeting minutes	Doesn't take meeting minutes if he does have a public meeting because he doesn't want anyone knowing what he is up to.	Religiously takes meeting minutes and makes sure that people who couldn't attend also get a copy by email. He does this, again, because he wants to keep his people informed and is a TEAM player.
1.2 Invitation	If he has to have a meeting, strictly limits who gets invited to the smallest possible subset of people who can be productive and address his needs directly. Even when there are other highly motivated people who would like to contribute to the project and could do a better job than the people actually doing the work, he won't invite them, won't take meeting minutes, and if he does, won't give them a copy because he doesn't want them becoming a competitor.	Invites even nonproductive team members who are highly motivated to produce because he views meetings as training evolutions to educate and develop subordinates, because this will increase their value and give them an opportunity to contribute the NEXT TIME the group does a similar thing.
1.3 Meeting handouts	Doesn't give meeting handouts to any subordinates but the people who attended, because he doesn't want anyone who works for him to be a competitor to him.	Gives copies of meeting handouts (or lets subordinates make their own copy) to every subordinate one who asks for them and offers them an opportunity to ask by telling them there was a meeting (through meeting minutes). He does this because he wants to develop and educate his employees about the big picture.
2. Email	Very strictly limits the audience for important emails so that the smallest group of people receives it, again, because he doesn't want anyone knowing as much about the big picture as he does and doesn't want any kind of competition in his workgroup.	Shares ALL important emails (from the sponsor, for instance) with ALL subordinates who are doing work for that sponsor (not just selected subordinates) so they stay tuned in to what the sponsor wants. This eliminates the need for a lot of meetings and also encourages subordinates to share what they know with

Characteristic	Bad boss/tyrant	Good boss/team player
		everyone as well.
3. Trip reports	Doesn't do trip reports because he doesn't want his subordinates knowing as much as he knows. Makes excuses for why he shouldn't do them. If he makes excuses, offer to do them for him on your own time (even though he should be doing them anyway on project funds). If he still says no, then you know what his real motives are.	Consistently does trip reports and makes sure that everyone who works directly for him gets a copy. He also expects his subordinates to do them too.
4. Character	Breaks promises and often deliberately deceives subordinates to incentivize them enough to give him what he wants. Gets upset when subordinates do the same. Doesn't work very hard or set a hard-working example, but instead expects subordinates to do all of the hard work and views this work as TRIVIAL and BOTHERSOME.	Never lies to or deceives subordinates. Handshake is as good as gold. Continually works very hard and sets the best example possible for subordinates. Highly motivated to roll-up sleeves and help out with anything in the project. Tells the WHOLE truth, instead of the part of the truth that is politically popular.
5. Hypocrisy	Makes rules that only apply to subordinates and not to himself.	Follows all the same rules that he sets for his subordinates.
6. Achievement	Rewards and encourages ONLY things that make the boss look good.	Rewards and encourages achievement, even if it doesn't benefit the boss directly but instead benefits the organization and/or the people who work for him.
7. Attitude	Criticizes subordinates and complains about them behind their backs, especially to important people like sponsors and upper management. Has negative expectations about subordinates that become self-fulfilling.	Complements subordinates for good work. Has positive expectations about subordinates that become self-fulfilling.
8. Project management	NEVER lets subordinates manage any of the money, contracts, or people, because he doesn't want to lose or shrink his empire. This leads to subordinates who are ineffective and dependent on the boss for everything. Shows no VISION or INSPIRATION, and focuses on MANAGING instead of LEADING	Splits up tasks and gives subordinates the BIGGEST piece they can handle, INCLUDING managing the money, contracts, and personnel assigned to the task, but only if they want to. Shows VISION and INSPIRATION in everything he does, and this inspiration readily infects subordinates.
9. Promotion	NEVER promotes subordinates to project management/branch management status. Punishes people who ask for greater responsibility. This hurts the organization in the long run and puts it at the mercy of the boss, so that when he retires, everything comes caving in. If the management above your boss is continually obsessed with what they are going to do when your boss retires, then this is definitely the kind of boss you have. Appoints puppet YES MEN to positions of leadership, but only when he has to. Delegates responsibility but NEVER authority or especially control over project funds. Gets angry at subordinates who make themselves indispensable (like the boss does) and who won't train their replacement as a way to protect their job security, even though he hypocritically isn't willing to train or grow HIS own replacement or subordinates and isn't willing to create new positions of authority for them to "grow up into." Wants to be the ONLY person in the organization who has job security and is indispensable and hypocritically isn't willing to give any subordinate the same privilege.	Continually prepares and develops subordinates to prepare them for the day when the boss won't be around anymore because he retired. This helps the organization and makes it more survivable by preparing other people to assume the responsibilities that the boss has when he leaves.
10. Contracts	Contracts out most of the important work, so that he doesn't have to be burdened with training or developing subordinates. Uses contractors as a weapon to terrorize subordinates by telling them that they will be replaced by a contractor if they don't play by HIS rules, which of course are going to perpetuate HIS empire. Doesn't share what the contractors do, how much they make with subordinates because he doesn't want them being too competitive. Contracting out most of the work makes subordinates complacent, keeps them from complaining about having to work too hard, and pacifies the natives so they don't get restless. In the long run, however, it devastates the character and reputation of the organization because eventually, the sponsor will cut out the middle man (the boss and all his people) and go directly to the contractor if he is smart.	Uses contractors sparingly, and tries to keep most of the work, and especially the important work, in-house. This builds corporate knowledge, value, and expertise and helps the organization tremendously in the long run. It also encourages and builds teamwork within the organization. Shares information about contractors with subordinates who are interested, such as: 1. Statement of work; 2. Amount of money spent and for what. This teaches subordinates about the big picture.
11. Education/career development	Ignores career development and education in the goals and objectives of subordinates or as a criteria for	Sets clear goals and objectives oriented around career development and educational advancement and uses these as a

<i>Characteristic</i>	<i>Bad boss/tyrant</i>	<i>Good boss/team player</i>
	awarding points. Thinks goals and objectives and education is a waste of time. If the requisite skills don't exist in house to do the job, then he gives the job (and all the valuable knowledge gained doing it) to a contractor instead of growing people in-house who can do the job. This shifts the center of gravity for corporate knowledge to the contractor, which eventually hurts the organization because contractors are just a fickle as their sponsors and jump ship frequently to find better pay and benefits. The boss will then be high and dry the next time he needs that particular skill again, because now his contractor has to go on another man-hunt to find the right guy to do the job. It also wastes a ton of money reeducating yet another person to do the same old job.	criteria for awarding points. This may make him unpopular with subordinates, but he doesn't mind being unpopular if he is doing the right thing for the organization. Thinks education and career development of subordinates is CRUCIAL to the survival of the organization. Approves training and seminar requests if they are career related. Grows employees by rotating responsibilities so that everyone gets a chance to learn every part of the business, INCLUDING management. Hands people new tasks even if he knows they can't do it, and offers lots of help until they can stand on their own two feet, because he wants them to grow.
12. Loyalty	Has more respect and regard for contractors than he does for his own people. Rejects work accomplished by subordinates in favor of the contractor's, rather than critiquing, developing, and improving it because he doesn't want subordinates to know more than he knows.	Has more respect and regard for his own people than for contractors. If a subordinate produces work inferior to contractors, he tries to diplomatically critique, improve, and develop it until it is of the highest quality and will satisfy the sponsor's requirements.
13. Tolerance and respect	Very arrogant, rigid, and intolerant...especially if political views of subordinates are uncomplimentary or unflattering of the boss or management. Punishes and ostracizes subordinates for their political views. Reacts VERY strongly to any subordinate who puts this document on their wall.	Has a high tolerance level. Respects the rights of subordinates to have political opinions of their own and doesn't punish them for expressing them, even if they are unfavorable. Doesn't complain when subordinates put political posters on the wall promoting their beliefs. Doesn't care if subordinates put this document on their wall.

NOTE THAT WE ARE ONLY DESCRIBING THE BEHAVIOR OF BAD MANAGERS HERE, NOT ALL MANAGERS. GOOD MANAGERS DON'T DO THESE THINGS, AND BY THE WAY...DON'T SHOOT THE MESSENGER! I DIDN'T INVENT THE MESSAGE PORTRAYED HERE. THIS DOCUMENT MERELY DESCRIBES AND EXPOSES THE TOOLS OF INTIMATION AND OPPRESSION THAT BAD MANAGERS WHO LACK CHARACTER HAVE USED AGAINST THEIR SUBORDINATES FOR HUNDREDS OF YEARS. THESE TRICKS ARE OLDER THAN THE OLDEST PROFESSION ON EARTH, AND I THINK YOU KNOW WHAT THAT IS!

6.7.3 Phases of a Project

1. Enthusiasm
2. Disillusionment
3. Panic
4. Search for the Guilty
5. Punish the Innocent

6. Praise/reward the Nonparticipants