

TABLE OF CONTENTS

FOREWORD	XVII
INTRODUCTION	1
LET'S GET STARTED... ..	7
Inherent Conflicts of Interest	9
Accepting Our Humanity	13
The Foundation of Politics: The Prisoner's Dilemma	14
Perception Issues	17
The Importance of Perception	18
Playing Keep-away	19
In Defense of Politics	20
The Evolving Workplace	23
Rest of the Book: Thoughts, Guidelines and Pearls of Wisdom	26
THE ESSENCE OF EMPLOYMENT	33
BEING EFFECTIVE	53
It's [NOT] just Business	54
"Dedication", "Commitment," and "Passion" are Stupid Words	56
You are Judged Only by What You Finish (and When)	57

Earning Trust and Respect	57
The Importance of Just Showing Up	59
Open Your Eyes to Listen.....	60
How to Stand, Move and pay attention	62
Following Instructions, Asking Questions and Checking In	63
What Do You Know and What Do You Think?.....	65
The Free-Trial-Period Excuse	65
Being at the Right Place at the Right Time	66
Scary Projects, Photographing Models and Outer Space.....	66
Taking Risks and Stepping on Limbs.....	68
Moving at the Speed of Business	69
Work Smarter, Not Harder.....	70
The Multi-tasking Curse.....	71
The Resource Game: Asking for More than You Need.....	72
On Speaking Well.....	74
Giving Your Presentation on <i>Your</i> Terms	78
Meetings, Damned Meetings.....	78
The Man with the Softest Voice.....	79
Silence, Patience, and Balance as Tools	80
Stupid People Don't Ask Questions.....	81
Stupid People Don't Rehearse Stuff.....	83
Writing Well.....	83
Memos, Emails and Voicemails	85
Playing Well With Others (Time, Attention, and Gifts).....	85
Assemble the Best People.....	88
Changing Hearts and Minds.....	89
The Group Dynamic: Beware OF Decapitation.....	91
Arguing Is For Losers.....	93
Anyone Can Hurt You	93
Ask, Don't Accuse.....	94
Fix the Problem (Not the Blame).....	94
Resolving Conflicts	95
Strategy and Iteration (<i>i.e.</i> , Doing Things Over and Over)	95
Negotiation and the Search for a Risk-Free Life.....	97
Religious, Political, Sporting, and Other Controversial Viewpoints	102
Schmoozing Is a Job Requirement.....	103

Encouraging Free Speech	104
The Art of Losing Your Temper	106
Being Bored and Uninspired	106
Lies, Omissions, and Conspiracy Theories.....	107

PERCEPTION & SELF-REFLECTION 113

Being a Caring, Passionate, Team-Playing, Thoughtful, Corporate-Predating, Showing-Up, Finish-the-Job Kind of Person	116
Spiritualism, Hippie-ism and Artistry	117
Office Decorations (the Importance of Plants).....	117
Good Attitude and Positive Spin.....	118
The Importance of Shaking Hands.....	119
(DIS)Respecting Thy Elders.....	120
People Who Tell You They're Busy are Lying.....	122
Never Rush.....	123
Underpromising and Managing Expectations	124
Dressing for Respect (or Reaction).....	125
Reacting: Avoiding "AL Gore Eyes" and Keeping a Poker Face	126
Crying is for Babies	127
Self Deprecation.....	128
Receiving Advice	129
Complaining: Don't Do It.....	131
Being Complained About	131
Recognizing Others.....	132
When People are Mad at People.....	132
"How Are You?" and Questions that Prove That No One Really Cares	133
Everyone Hates Mondays and Meaningless Conversation.....	133
The Art of Offering to Help.....	136
Thinking is a Hideously Ugly Act.....	136
Late Mornings and Early Evenings	137
People Who Work From Home Must Perform Better.....	138
Stopping By Other People's Offices	139
Mistakes, Responsibility, and the Artful <i>Mea Culpa</i>	140
The Art of the Paper and Pen.....	141
Your Outgoing Voicemail Message	142
The Voicemails You Leave	143
All Things Written	144

Telephone Etiquette	146
Cell Phones.....	148
The Evils of Whispering	149
The Power and Frailty of Apologies.....	150
Restroom Etiquette (How Not To Make a Sound)	152
Using Technology to Improve Perception	153
Expense Reports and Self-Serving Opportunities	153
Multitasking As An Act Of Perception.....	154
Internet Usage for Dumb-Asses	155
Life Balance (a.k.a. Balance, Shmalance).....	156
Taking the Benefits the Company Gives You.....	156
Being Sick	157
Getting Pregnant	158
Sex and Relationships in the Workplace.....	159
Boobs, Cleavage and Crotches	161
Sex Stinks	161
Hugging, Touching and Wrestling	163
Drugs, Drug Testing, and Drug Talk	163
Humor and Jokes	165
Out-of-the-Office Events and Drinking to Excess	167
Never Tie Your Image to the Image of Idiots.....	168
Changing the Person You Are Perceived to Be.....	169

MANAGING

& BEING MANAGED	171
All Leaders Fake It	173
Leaders are Tall, Thin, and Fit	175
Leaders Don't Fart	176
The Shoes of Past Legends Never Fit.....	177
Surrounding Yourself with Better People	178
The Power to Cause Insomnia	179
You Are Never As Good or Smart As Your Boss	180
The Manager Gets the Credit	181
Role Playing: Teachers/Students, Parents/Children, Athletes/Cheerleaders	182
You Are Most Valuable When You Are Easy to Manage.....	183
Dictating the Agenda and Tone (Managing the Manager).....	184

Hearing What the Boss is Trying to Say.....	186
Taking the Initiative: Key Projects and Brilliant Ideas.....	188
Constantly Preparing for Your Review	188
A Few (More) Words on Loyalty.....	190
Negotiating and Demanding Extra Credit.....	191
When the Cat's Away.....	192
When the Corporation Lies to You	192
Praying to Corporate Initiatives, Working from the Inside, and Toeing the Party Line.....	193
Knowing Where You Want to Go.....	194
Being the Person They Want to Promote	195
Asking for Raises and Opportunities.....	195
Perceived Expertise: The Only Guaranteed Key to Success	197
When Other People Aren't Doing Their Part.....	197
To Micromanage or Not To Micromanage?	198
The Carrot and the Shtick	199
Departing Your Employment.....	200
And After You Are Gone.....	202

THE ART OF

POLITICS	205
Sssssshhhhhh. We Don't Talk About This Stuff.....	207
Schmoozing Under the Guise of Wanting Nothing	207
Money Buys Friends, Love, Happiness, and Success.....	208
Friendships Do Not Last Forever.....	209
Know the People Who Know Stuff	210
If You Are Not Noticed, You Do Not Exist	210
Gifts, Golf, Cigars, Shooting Pool, and Bonding.....	211
People With Whom You Must Not Be Friends (and the importance of Avoiding Them).....	212
Dead Employees Make for the Best Excuses.....	213
Power <i>Should</i> Always Win	214
Power is <i>Found</i> in Weird Places	214
Ignore the Things Other People Want You to Care About	215
When They Can See You Coming....	216
The Fundamental tactic: The <i>Ex Parte</i> and Lobbying.....	216
Playing The Information Game	217

Creating Crushing Failures For Other People	219
The Land Grab and Empire Building	220
Playing The “Slow Things Down” Game	221
Calling All Critics	223
The Most Evil Tactic: Public Humiliation	224
Using Other People’s Money	225
Home Field Advantage (Beating Up Your Guests)	226
Take On the King/Crush the Pawns	227
Stealing Credit	228
The Art of Spin	229
Get In Their Face	231
The Name Drop	232
There Are No Secrets, Only Things That Can Hurt You	234
A Good Ass-Covering	234
Deflecting and Avoiding Blame	235
Razzle ‘Em Up and Hide	235
Plausible Deniability and the Doctrine of Clean Hands	236
Ass-Kissing	238
Never Breaking Promises by Never Making Promises	239
Sex, Drugs, and Leverage	240
Using Conflict and Making People Suspicious of One Another	240
Being the Lesser Person Makes You the Dominant One	241
Martyrdom, Picking Your Battles and Never Really Losing	242
Ultimatums and Empty Threats	244
Crushing Your Enemies	244
Avoid Crossing the Wrong Person	245
Perspective, Please	246
SURVIVING DAY-TO-DAY CHALLENGES	249
Life Is Exceedingly Fair	251
Good Days and Bad Days	252
The “Middle of the Day” Vacation	253
Breathing	254
Water, Exercise, and a Good Sweat	255
Ruts, Tiredness, Fear, and Depression	255
Ruminating and brooding	256

Being Wrong, Making Mistakes and Moving On	256
Being Second-Guessed	258
Being Wronged	259
Getting Caught	260
Nothing Good Happens When You Panic	260
Life Can Come Down to One Single Mistake	262
Career Suicide Rarely Causes Death	263
We Remember Our Wounds	264
Striking Back	265
Never Ever Turn Away	266
AND ON THAT NOTE... ..	269
ABOUT THE AUTHOR	274
INDEX	277
QUOTATIONS	285