

Index

A

- Abandonment anxiety, 57–59, 75–76, 188
- Aberrant boss, 25
- Abrasion, case study of, 72–78; costs of, 6–7; defense provoked by, 175; definition of, 1, 24; in the eye of the beholder, 26; Golden Rule in context of, 196–197; preventing workplace, 191–199
- Abrasion Alarm strategy, considering risk of using, 180–181; described, 164, 179–180
- Abrasion Alert strategy, avoiding pitfalls of, 178–179; defense-reducing elaborations of the, 178; described, 164, 173; example of bungled approach to, 174–175; example of effective, 176–177; Serial Abrasion Alert variation of, 179
- Abrasion incidents ; avoiding hog-tie hitch when investigating, 126–128; case for early intervention, 156–157; ethics of turning blind eye to, 123–124; hearsay reports on, 132–133; maintaining respect when investigating, 126; shame of standing by during, 186
- Abrasion perceptions, making the business case for, 149–151; management collection of, 124–126; management presentation of, 128–130; presenting feeling as fact during, 133–136; *See also* Feedback
- Abrasive boss behaviors, action taken for continued, 153–154; aggressive interpersonal, 3–4, 26; aggressive language, 40; Big Five, 35–40, 43, 78–79; case for early intervention, 156–157; changing, 109–121; childhood roots of, 74–78, 81–84, 93–94; condescension, 38–39, 43; description of, 24; disrespect characterizing, 41–42; dominating, 49–54, 63, 72–73; empathic blindness to their own, 79, 85–90; favoritism and discrimination, 41; fears driving, 14–15, 73, 185–186; hostile humor, 40–41; ignorance as source of, 89–90; intimidating, 43, 63, 72–73; Laws of the Wild (Workplace) governing, 45–55; as learned behavior, 79; management feedback on, 124–126; Mark’s story on, 32–42, 73–78; overcontrol, 36–37, 43; overreaction, 39–40, 43, 66; perceived as honorable, 60; public humiliation, 37–38, 43; threatening consequences for continued, 151–153; threats as, 37; *See also* Behavior
- Abrasive boss management, approach to incompetence by, 70–72, 98; case study of, 72–78; changing, 109–121; incompetence perceived as threat to, 53–54; KITA (kick-in-the-you-know-what), 4–5; overreaction to incompetence by, 66; roots of, 80–84; *See also* Management
- Abrasive bosses, changing, 109–121; definitions and categories related to, 22–25; demonizing, 18–19, 21–22; direct interpersonal aggression of, 3–4; empathic blindness of, 79, 85–90; fear of being perceived as incompetent, 154–156; fear of being/doing harm to, 99–101; fear of confronting, 95–101; fears driving, 14–15, 73, 185–186; label of, 21; lack

Abrasive bosses, changing, (*Continued*)
 of studies done on, 20; literature available on, 18–19; making them care about their behavior, 147–157; reducing workplace suffering by coaching, 5; responding to feedback on their behavior, 62; scope of organizational disruption by, 6–7; solitary confinement of, 104, 185; taming your, 159–182; test to identify, 27–29; threats made against management by, 154–156; widespread effects of, 1–2; *See also* Bosses

Adequate bosses, approach to incompetence by, 67–70, 98; described, 23; incompetence identification by, 65–66; respect shown by, 25, 62; *See also* Bosses

Adequate parental induction, 92–93

Affiliative management style, 59–60

Aggression, as defense against threat of incompetence, 53–54; suffering from direct interpersonal, 3–4; threat display versus actual, 60–63; Aggressive interpersonal behavior, abrasive bosses practice of direct, 3–4; emotional distress caused by, 26; *See also* Behavior

Aggressive language, 40

Aggressive management style, 59–60

Allen, W., 5

Animals, echolocation system used by bats, 85–86; empathic accuracy as survival strategy by, 91–92; grizzly bears, 31–32, 45–46, 161–162; leopards (*Panthera pardus*), 120; lessons learned from suffering, 7–8; survival strategies learned by, 79–80; Annihilation, anxiety over, 57–59, 75–76, 188; subordinate uprisings resulting in, 96–97

Annoying bosses, description of, 24, 25–26; example of, 28–29

Ansell, E., 89

Anxieties. *See* Fears

Apparel Industry Partnership Workplace Code of Conduct and Principles of Monitoring, 195

Armed defense, 10–11

Arnold, B., 189

Avoidant bosses, 24–25

B

Babiak, P., 18

“Bazooka” strategy, 34–35, 73, 185

Behavior, of aberrant bosses, 25; of adequate bosses, 23, 25, 62, 65–70, 98; of annoying bosses, 24; of avoidant bosses, 24–25; codes of conduct for, 191–192, 194–198; deciphering meaning behind, 16; of dominant individuals, 50–52; dynamic of defensive, 53–54; parental induction to teach empathic, 92–93; psychodynamics and, 15; reading emotions to understand, 16, 79–80; threat display or sword rattling, 60–63; *See also* Abrasive boss behaviors; Aggressive interpersonal behavior

Big Five behaviors, 1. overcontrol, 36–37; 2. threats, 37; 3. public humiliation, 37–38; 4. condescension, 38–39; 5. overreaction, 39–40; as attack strategies, 78; intimidation purpose of, 43

Bing, S., 18

Biosociology of Dominance and Deference (Mazur), 51

Black hole of workplace abuse, 19

Blinder removal, abrasion perceptions for, 124–126, 128–130, 133–136, 149–151; coworker role in, 117–119; as necessary to change process, 111–114; organizational climate change facilitating, 119–120; parental strategies for, 113; to remove empathic blindness, 112–113; willingness to change role in, 120–121; *See also* Empathic blindness; Feedback; Ignorance (sight without insight)

Boss sense, 20–21

Boss whisperers, description of, 13–15, 17; journey of a greenhorn, 114–117; *See also* Coaching

Bossdom, 50–51

Bosses, aberrant, 25; annoying, 24, 25–26; avoidant, 24–25; definition of, 22; *See also* Abrasive bosses; Adequate bosses

Brookhiser, R., 187–189, 195

- Brutal Bosses and Their Prey* (Hornstein), 18
- Buck, R., 91
- The Bully at Work* (Namie & Namie), 18
- Bureau of National Affairs, 82
- Business world, defending against threats to survival in, 52–54; dominance hierarchy of the, 49–54; survival in the, 47–49; *See also* Organizations; Workplace
- BusinessWeek's* executive education programs list, 105
- Buxbaum, E., 9
- C**
- C-level coaching, 13
- Caux Principles, 195
- Changing abrasive behavior, awareness as first step in, 110–111; climate change as motivating, 119–120; using coworkers' feedback to facilitate, 117–119; defense mechanisms blocking, 102–103, 136–145; "The Executive's New Clothes" story on failure of, 186–187; four possible responses by abrasive bosses, 184; George Washington story on, 187–190; successful, 120–121; three steps required for, 111–114; two coaching pitfalls for, 116–117; *See also* Taming abrasive bosses
- Child Therapy Certificate Program (Seattle Institute for Psychoanalysis), 9
- Childhood, abrasive managerial behaviors rooted in, 82–84, 93–94; empathy learned during, 90–94, 112–113; learning codes of conduct during, 191; Mark's story on his, 74–78; poisonous pedagogy related to, 81–82; *See also* Parents
- Clinton, B., 195
- Cloudsley-Thompson, J. L., 102
- Coaching, as boss whispering practice, 13–15; C-level, 13; changing abrasive behaviors through, 109–121; motivation for, 5; Socratic whispering approach to, 55–59; *See also* Boss whisperers
- Codes of conduct, communicating the, 197; developing a, 195–197; George Washington's personal, 191; Golden Rule in context of, 196–197; informal organization, 191–192; living and enforcing the, 198; prescription for using, 194–198
- Communication, animal use of emotional, 79–80; maternal bonding through emotional, 92; regarding codes of conduct, 197; value of composed, 192; *See also* Feedback; Language
- "Communication problem" scenario, 17
- Competence, at any cost, 78–84; interpersonal, 23; *See also* Incompetence
- Condescension, 38–39, 43
- Conduct, codes of, 191–198; definition of, 23
- Cooper, C.L.C., 6, 19
- Corporate Hyenas at Work* (Marais & Herman), 18
- Coworkers, abrasive behaviors as described by, 42; on abrasive bosses outside of work, 47; definition of, 23; duels to the death suffered by, 96–97; feedback on abrasive bosses from, 117–119; shame of standing by during abrasion incidents, 186; solitary confinement/minimal interaction with, 104, 185; *See also* Employees
- Crawshaw, L., 105
- Crazy Bosses* (Bing), 18
- D**
- Darwin, C., 79
- Defense mechanisms, denial, 102–103, 138, 139–140, 171; disarming, 136–145, 171–172; management, 102–105; projection, 138, 140–141, 172; rationalization, 138, 141–142, 172; *See also* Survival dynamic
- Defensive behavior, 53–54
- Delay, 104–105
- Denial, by abrasive boss, 138; disarming abrasive bosses, 139–140, 171; by management, 102–103; "that's not what happened," 171
- Dependency ties, 84
- Depression, 15–16
- Di Genio, J., 18
- "Dick and Jane: A Case of Foot in Mouth," 27–29
- Direct interpersonal aggression, 3–4

- Disarming defenses, disarming denial, 139–140, 171; disarming projection, 140–141, 172; disarming rationalization, 141–142, 172; how to approach, 136–139; of miscellaneous defensive dodges, 142–145
- Disciplinary process, 69–70
- Discrimination, 41, 179, 180, 181
- Displacement, 103–104
- Disrespect, negative impact of, 41–42; respectometer mechanism for sensing, 193–194; sarcastic humor as, 40–41, 110; *See also* Respect
- (Dis)trust building, 105–106
- Dominance hierarchy, behaviors maintaining the, 52–54; behaviors reflecting, 49–52, 63
- Dominate response (put people down), described, 49–52, 63; to incompetence, 72–73
- E**
- EAP (employee assistance program), 9, 110
- Emotional intelligence, definition of, 88; empathic blindness blocking, 88–90
- Emotional literacy, apprenticeship in, 15–16; lessons from suffering animals on, 7–8
- Emotional stupidity, 28
- Emotionlocation system, 86
- Emotions, communicating through, 79–80; parental induction for learning to read, 92–93; professional conduct as purged of, 192; understanding behavior by reading, 16, 79–80; *See also* Fears; Feelings
- Empathic accuracy, definition of, 91; as survival strategy, 91–92
- Empathic blindness, of abrasive bosses to their own behavior, 85–90; as emotional intelligence barrier, 88–90; ignorance (sight without insight) from, 86–87; origins of, 79; removing blinders to remove, 112–113; *See also* Blinder removal
- Empathy, definition of, 90; as learned behavior, 90–92, 112–113; perceptive pedagogy required for adequate, 92–94
- Employee turnover, as abrasion cost, 6–7; to escape abrasive environment, 185
- Employees, armed defense by suffering, 10–11; disciplinary process taken against, 69–70; incompetence caused by organizations, 67–68; incompetence of unwilling, 68–69; “No Sweat” initiative to end abuse of garment, 195; shame of standing by during abrasion incidents, 186; taming your abrasive boss, 159–182; work counseling, 8–10; working wounded, 1, 8–10; writing off unwanted, 97–98; *See also* Coworkers; Subordinates; Workplace abrasion
- Evans, K., 89
- Executive Insight Development Group, 114–115
- “The Executive’s New Clothes” story, 186–187
- Eye of the beholder, 26
- F**
- Favoritism, 41
- Fear of being harmed, 99, 100–101
- Fear of doing harm, 99–100
- Fears, annihilation and abandonment anxieties, 57–59, 75–76, 188; of being/doing harm, 99–101; of confronting abrasive bosses, 95–101; didactic approach to coping with, 57–59; driving abrasive bosses, 14–15, 73, 185–186; of handling abrasive bosses by managers, 98–101; Mark’s story on, 74–78, 185; as motivation strategy, 59–60; *See also* Emotions
- Feedback, abrasive bosses’ response to behavioral, 62; from coworkers’ on abrasive bosses, 117–119; disarming defenses during, 136–145; failure of management to give accurate, 116–117; by management on abrasive behaviors, 124–126; presenting abrasive perceptions through, 128–130; presenting feelings as facts during, 133–134; *See also* Abrasion perceptions; Communication
- Feelings, presented as facts, 133–134; presenting abrasion impact on, 133–136; *See also* Emotions
- Felder, L., 18
- Fight or flight response, 106–107
- Flaherty, J. A., 6

*For Your Own Good: Hidden Cruelty in
Child-Rearing and the Roots of
Violence* (Miller), 81
Founding Father (Brookhiser),
187–188
Franklin, A., 193
Freels, S., 6
Freud, A., 9
Freud, S., 102

G

Gallup Organization, 6
Gandhi, M., 153
Geographic cure (transfer), 103–104
Ginsburg, B., 91
Golden Rule, 198–199
Goleman, D., 88
Grizzly bears stories, on being attacked,
31–32; on going about their business,
45–46; metaphor on taming abrasive
bosses, 161–162
Guns, 10–11

H

Hamilton, A., 187–188
Harassment, 179, 180, 196
Hare, R. D., 18
Hearsay evidence, 132–133
Henderson-Loney, J. E., 82
Herman, M., 18
Herzberg, F., 4
High rank indicators, 51–52
Hippocrates oath, 191
Hoel, H., 6
Hollenhorst, P., 105
Hornstein, H. A., 18
Hostile environment, 179, 180
Hostile humor, 40–41, 110
Hot-tie hitch, 126–128
Hubbard, K., 182
Human resources (HR), Abrasion Alarm
strategy used with, 164, 179–181;
Abrasion Alert strategy for
appraising, 164, 173–179; disciplinary
process taken by, 69–70; four
corporate phrases eliciting response
by, 179–180; Mass Mutiny strategy
used with, 164, 181–182; *See also*
Management; Organizations
Humiliation, 37–38, 43

I

Ickes, W., 90–91
Ignorance (sight without insight),
abrasive behavior coming out of,
89–90; abrasive bosses' reactions to
their, 89; empathic blindness leading
to, 86–87; *See also* Blinder removal
Incompetence, abrasive boss approach
to, 70–72, 98; abrasive bosses' fear of,
154–156; adequate boss approach to,
67–70, 98; aggression as defense
against, 53–54; empathic blindness
and misidentification of, 86–87;
identifying, 65–66; lesson on survival
of, 78–84; perceived versus actual,
71–72; of unwilling employees,
68–69; *See also* Competence
Inefficiency consequence, 4–5
Interpersonal competence, 23
Intimidation, 43, 63, 72–73

J

Jefferson, T., 187, 189
Jeeks at Work (Lloyd), 18
Jim, 31–32

K

Kearns, D., 6
“Kick ass,” 4–5
KITA (kick-in-the-you-know-what)
management, 4–5

L

Laabs, J., 6
Language, aggressive, 40; depicting
physical attacks, 78; hostile humor,
40–41, 110; *See also* Communication
Last Frontier, 8–10
Laws of the Wild (Workplace), 1. they
just want to go about their businesses,
45–47, 62; 2. their business is
survival, 47–49, 62; 3. dominance
pays, 49–52, 63; 4. they defend
against threats to survival, 52–54, 63;
5. you'll pay if you get in their way,
54–55, 63
Leary, M. R., 89
Lee, H., 189
Legal action, 179, 180
Leymann, H., 6

Lloyd, K., 18
 Logan, D., 110–111
 Lombardo, M. M., 6, 18
 Low rank indicators, 51–52

M

Management, actions taken in case of continued abrasion, 153–154;
 comparing affiliative and aggressive styles of, 59–60; definition of, 22;
 KITA (kick-in-the-you-know-what) style of, 4–5; perceived as threat by abrasive bosses, 130–132, 137; setting limits to abrasive behavior, 147–157;
See also Abrasive boss management; Human resources (HR)

Management defense mechanisms, delay, 104–105; denial, 102–103; displacement, 103–104

Managers, Abrasion Alarm strategy for making them care, 179–181;
 Abrasion Alert strategy for informing, 164, 173–179; collecting perceptions and giving feedback by, 124–126; definition of, 22; ethics of turning blind eye to abrasion, 123–124; fear of handling abrasive bosses by, 98–101; giving inaccurate feedback to abrasive bosses, 116–117; handling hearsay reports on abrasion, 132–133; making the case for early intervention by, 156–157; mechanisms of defense used by, 102–105; presenting abrasive perceptions, 128–130; responding to threats by abrasive bosses, 154–156; threatening consequences for continued abrasion, 151–153

Marais, S., 18

Mark's story, 32–42, 73–78, 185

Mass Mutiny strategy, described, 164, 181; steps of, 182

Mazur, A., 49, 51, 61

McCall, M. W., Jr., 6, 18

McCarthy, P., 6

McLaughlin, J., 6

Meaning of actions, 16

Miller, A., 81–82

Motivation, abrasive bosses' movement alternative to, 5; for changing abrasive behaviors, 119–120; to reduce workplace suffering, 5

Motivation strategies, “bazooka,” 34–35, 73, 185; fear used as, 59–60; KITA (kick-in-the-you-know-what), 4–5
 “My Four-Minute View of How the World Works?” (Crawshaw lecture), 57–59

N

Namie, G., 18
 Namie, R., 18
 Negel, L., 89
New York Times, 6
 Newton, Sir I., 153
 “No Sweat” initiative, 195

O

“One More Time: How Do You Motivate Employee?” (Herzberg), 4

Organizations, climate change in, 119–120; using codes of conduct, 191–192, 194–198; dominance hierarchy of, 49–54; employee incompetence caused by, 67–68; workplace suffering in, 1, 3–5, 10–11;
See also Business world; Human resources (HR); Workplace

Outwit strategies, 160

Overcontrol, 36–37, 43

Overreaction, 39–40, 43, 65

P

Parents, codes of conduct taught by, 191; induction by adequate, 92–93; removing blinders/applying consequences by, 113; *See also* Childhood

Peers, definition of, 22; moving on to new jobs by, 185; shame of standing by during abrasion incidents, 186

Performance, definition of, 23

Poisonous pedagogy, 81–82

Pray-for-a-miracle approach, 104–105

Preventive measures, using codes of conduct, 191–192, 194–198; prescription for curing conduct disorders, 194–198; role of respect as, 192–194

Productivity, abrasion impact on, 6–7

Professional conduct, 192

- Projection, as abrasive bosses' reaction, 138; disarming, 140–141, 172; “it’s your fault,” 172
- Psychodynamics, 15
- Public humiliation, 37–38, 43
- Put people down. *See* Dominate response (put people down)
- Q**
- Quine, L, 6
- R**
- Rationalization, as abrasive bosses' reaction, 138; disarming, 141–142, 172; “it’s necessary,” 172
- Rayner, C., 6, 19
- Reed, S. F., 18
- Respect, definitions of, 193; fallacy of having to earn, 197; given by adequate bosses, 25, 62; manager’s duty to provide environment of, 123–124; as preventive measure, 192–194; as rule of civility, 195–196; voicing appreciation for, 76–77; when investigating abrasive incident, 126; *See also* Disrespect
- Respectometer, 193–194
- Reverse Threat Display strategy, defined variation of, 171–172; described, 164, 169–170; prescription for, 172–173; veiled variation of, 171–172; *See also* Threats
- Richman, J. A., 6
- Rospenda, K. M., 6
- The Rules of Civility and Decent Behavior in Company and Conversation* (French Jesuits, 1595), 191
- S**
- Sarcastic humor, 40–41, 110
- Seattle Institute for Psychoanalysis, 9
- Serial Abrasion Alert strategy, 179
- Setting limits, the case for early intervention by, 156–157; handling abrasive bosses' reaction to, 154–156; issues to consider when, 147–149; making the business case for, 149–151; taking action in case of continued abrasion, 153–154; threatening consequences for continued abrasion, 151–153
- Sexual harassment, 179, 180, 196
- Shake people up (intimidate), 43, 63, 72–73
- Sheehan, M. J., 6
- The Shootist* (film), 170
- Smith, R. N., 188
- Snakes in Suits* (Babiak & Hare), 18
- Socrates, 55
- Socratic whispering, 55–59
- Solitary confinement, 104, 185
- Soothe Strategy, described, 164, 165; example of, 165–169; prescription for, 172–173
- Spherion Corporation, 6
- Springer, C., 89
- Standing by shame, 186
- Stuart, G., 189
- Subordinates, definition of, 23; dominance hierarchy and, 49–52; fear of confronting abrasive boss by, 95–101; moving on to new jobs by, 185; taming your abrasive boss, 159–182; *See also* Employees
- Suffering, definition of, 2; lessons from animals on, 7–8; *See also* Workplace suffering
- Suicide strategy, 174–175
- Survival dynamic, of defensive behavior, 53–54; fear of doing/being harmed by abrasive boss, 101; fight or flight, 106–107; during management feedback to abrasive bosses, 130–132; of threatening consequences for continued abrasion, 151–153; *See also* Defense mechanisms; Threats
- Survival strategies, competence at any cost, 78–84; developed by animals, 79–80; empathic accuracy as, 91–92
- Sutton, R., 18
- Sword rattling behavior, 60–63
- T**
- Taming abrasive bosses, five strategies for, 164–182; four possible responses by abrasive bosses to efforts of, 184; grizzly bear metaphor to, 161–162; issues to consider for, 159–161; risk of standing up to abrasion, 162–164; *See also* Changing abrasive behavior
- Taming abrasive bosses strategies, Abrasion Alarm, 164, 179–181; Abrasion Alert, 164, 173–179; four

- Taming abrasive bosses strategies,
Abrasion Alarm, (*Continued*)
possible responses by abrasive bosses
to, 184; Mass Mutiny, 164, 181–182;
Reverse Threat Display, 164,
169–173; Soothe Strategy, 164,
165–169, 172–173
- Technical competence, 23
- Threats, abrasive bosses' use of, 37;
changing perception to rescue from,
176; defense against, 52–54, 63;
displays versus actual, 60–63; fight or
flight response to, 106–107;
incompetence perceived as, 53–54;
management perceived as, 130–132,
137; management response to
abrasive bosses, 154–156; *See also*
Reverse Threat Display strategy;
Survival dynamic
- Transfer (geographic cure), 103–104
- Trust building, 105–106
- W**
- Waiting them out tactic, 97–98
- Walk the talk, 198
- Washington, G., 187–190, 191, 195
- Washington, M., 189
- Wayne, J., 170
- Whalen, P. J., 165
- Whistle-blowers, 181
- Wikipedia, 193
- Williams, O. F., 195
- Working with Emotional Intelligence*
(Goleman), 88
- Working wounded, counseling in the
Last Frontier, 8–10; described, 1
- Workplace, abrasion defined
contextually in the, 26; Laws of the
Wild for, 45–55, 62–63; manager's
duty to provide respective
environment in, 123–124; *See also*
Business world; Organizations
- Workplace abrasion, avoiding hog-tie
hitch when investigating, 126–128;
case study of, 72–78; costs of, 6–7;
definition, 1–2; ethics of turning
blind eye to, 123–124; in the eye of
the beholder, 26; five lessons learned
about, 80; maintaining respect when
investigating, 126; preventing,
191–199; *See also* Employees
- Workplace bullying, 19
- Workplace suffering, armed defense
against, 10–11; blind eye as
perpetuating, 124; coaching abrasive
bosses to reduce, 5; definition of, 1;
direct interpersonal aggression cause
of, 3–4; inefficiency as consequence
of, 4–5; *See also* Suffering
- Writing them off tactic, 97–98