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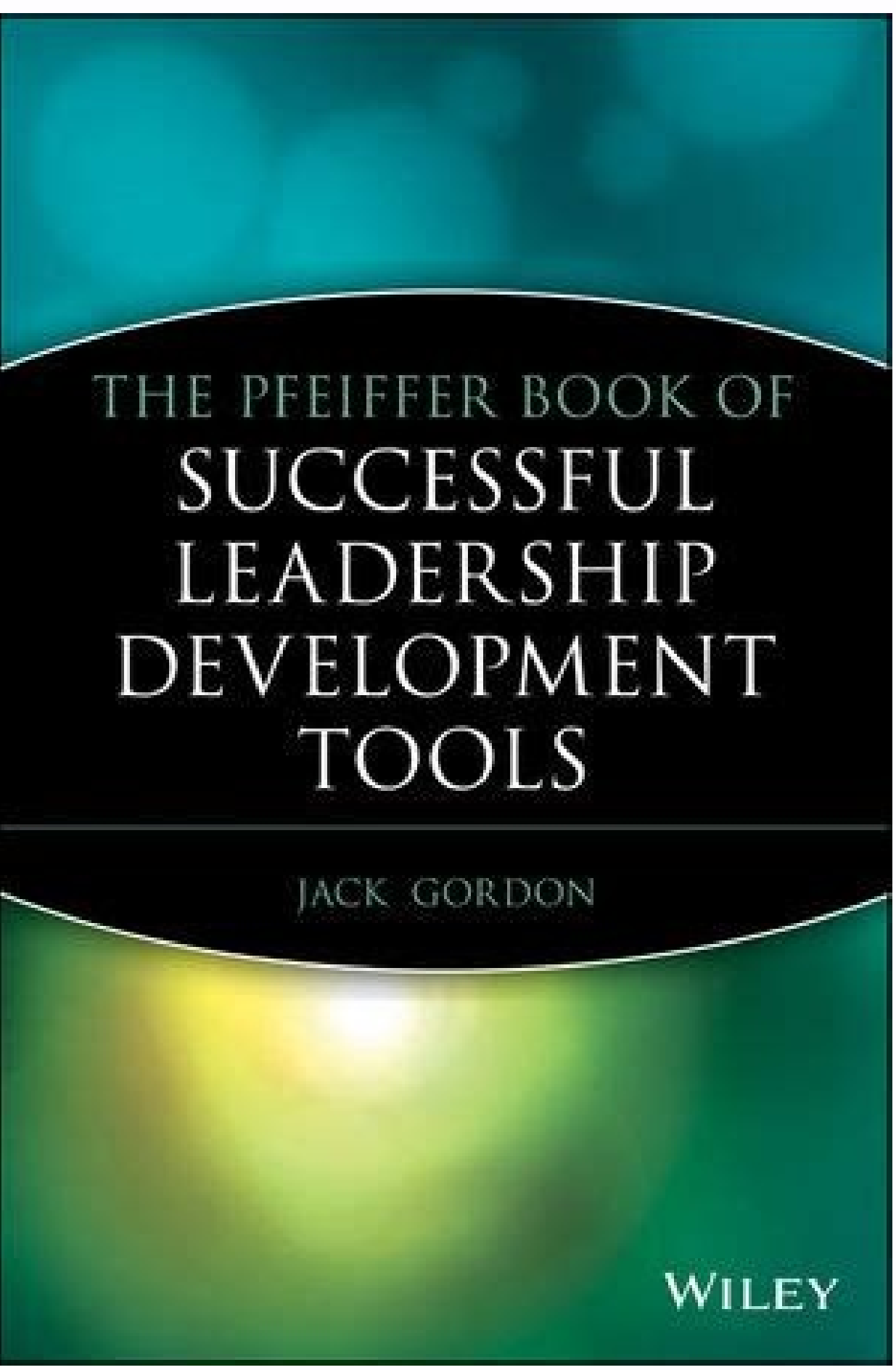
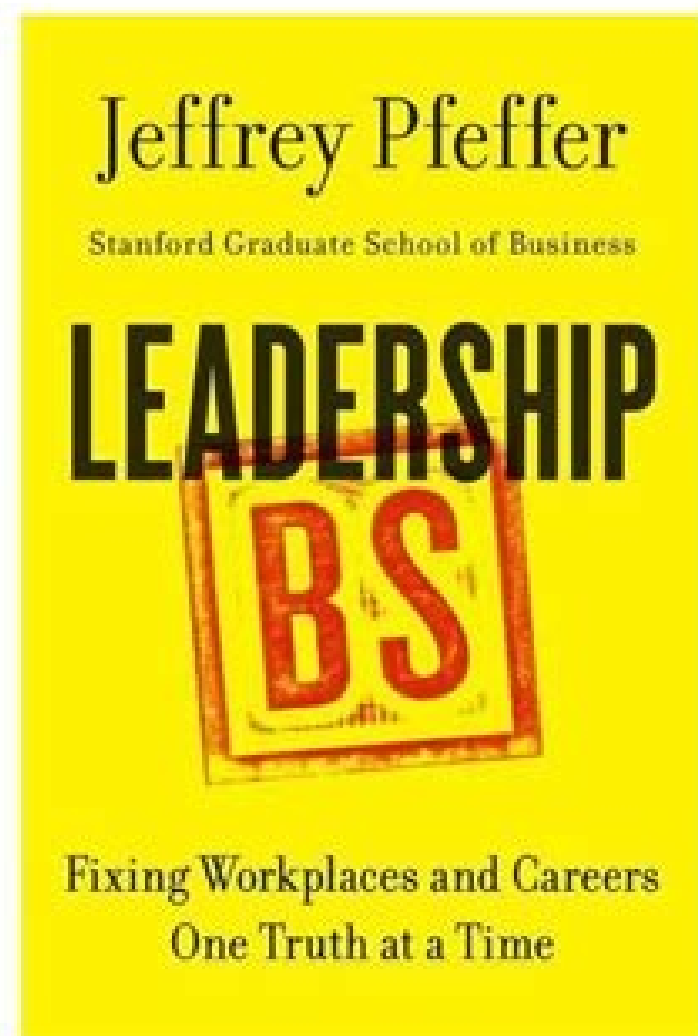
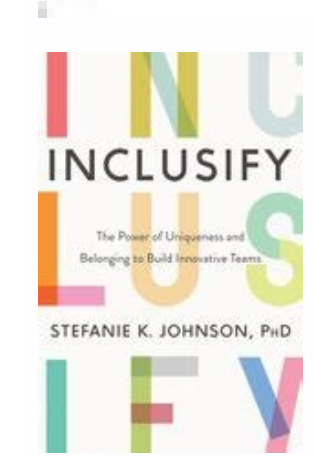
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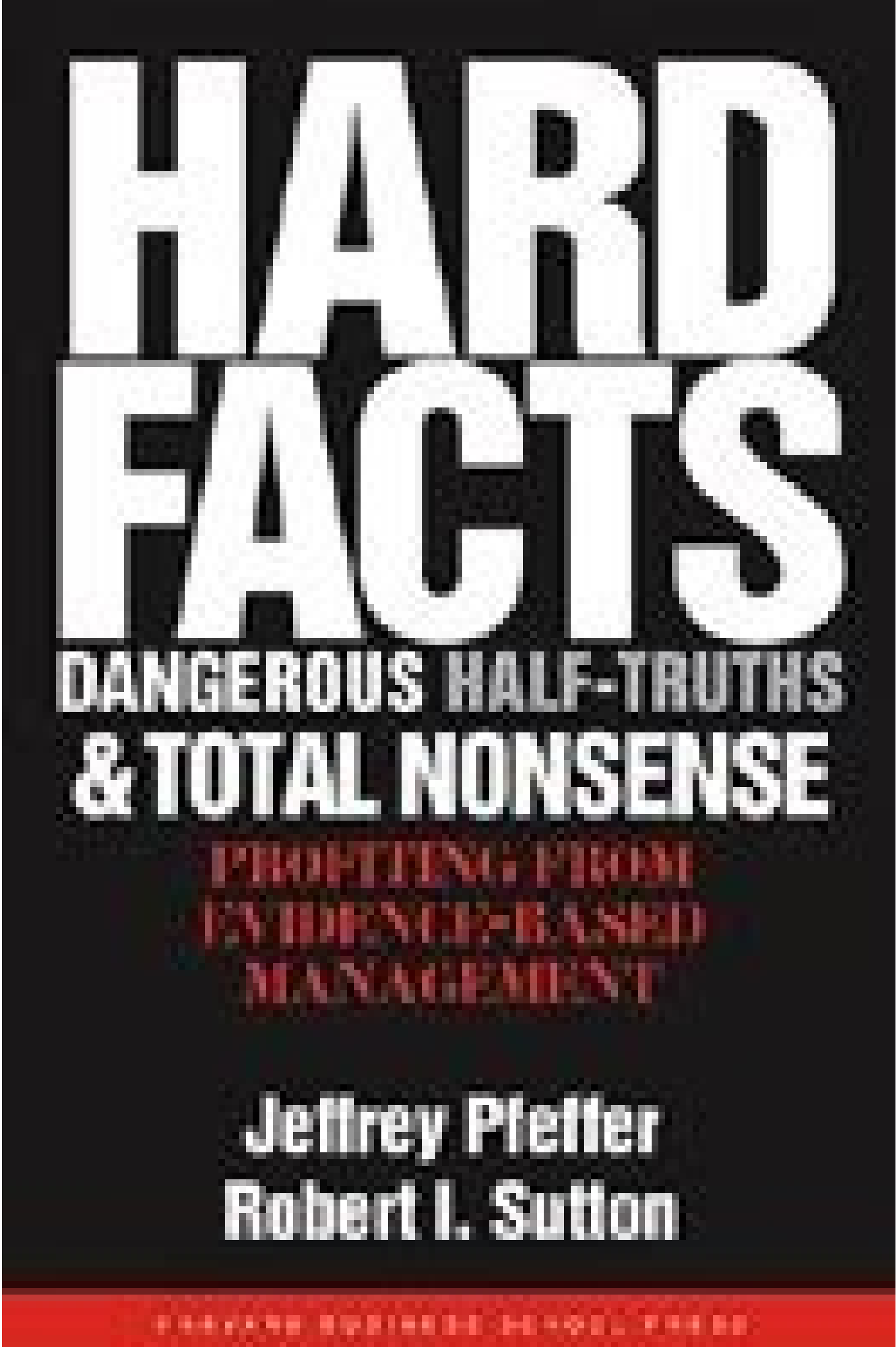


How Modern Management Harms Employee Health and Company Performance—and What We Can Do About It

**JEFFREY PFEFFER**

STANFORD GRADUATE SCHOOL OF BUSINESS





Too many toxic workplaces filled with disengaged, distrustful employees. More pepper As we could see J.Pfeffer doesn't deny ideas that are there in the "make you feel good" leadership books, but he shows risks and rises doubts on whether any of the leadership styles can purely work. Research also suggests that some leaders are not only confident but also arrogant, and believe that they hold a special power over others. Let's take Donald Trump for example. In calling BS on so much conventional wisdom, Leadership BS offers both a provocative, scientific examination of how leadership actually works and how it doesn't and a prescription for leaders future and present. What you need are facts, evidence, and ideas" Machiavelli's The Prince is a prime example of the protection of the virtuous by immoral means in the name of the greater good. However, it has been proven that lying has brought success to many leaders of the past. A study suggested that out of 41 former presidents, those with fearless dominance, narcissism, and persuasiveness received the best evaluations for leadership. However this time I decided to rely on my most beloved magazine The Economist, and it didn't make me very disappointed. This suggests that if this is a leadership style of a value in certain organizations, then they should rather choose a manager from within an organization that outside it. The Crux Of The Matter... The crux of the matter is, while we all have had books on leadership to inspire us, most create flawless, utopian characters that are too hard to follow truly. With this feeling, real change never takes place, because people never realise that successes can be achieved despite imperfections Leadership BS by Jeffrey Pfeffer Narcissism and Self-Promotion Are Leadership Traits Books and leadership gurus talk about qualities such as thirst for knowledge, strong personalities, ambition, trustworthiness, drive to succeed, listening skills, empathy, etc. Read by Miquel Otárola Written by: Marta on December 5, 2015. Aspiring leaders of today should, therefore, keep their eyes, ears, and minds open to the fact that leadership isn't all virtuous and has its fair share of Leadership B.S!! are only a few sins committed in the name of business. By Marta Cerava An easy choice this time Seems that most of the choices I have to make takes a village... They know to focus more on observing behavior patterns along with listening to what is being said. Too many career derailments. As the example of "a leader eating the last" comes from the military field, J.Pfeffer argues that it is exemplary because most of the leaders in military "have come up through ranks and have done many if not most of the organizational jobs" themselves, thus they are more likely to look out of interests of those they lead. Phony Over Authenticity Another fact that leadership books slide over is that the decision-making process requires heartless decision making too. Trust Needs To Be Broken No literature list of 'must-have' leadership qualities can be complete without trust. Leaders are conditioned to tune in with the benefits of playacting. Too many leadership failures. J.Pfeffer mostly counterattacked the ideas, arguments, thesis that are stereotypically known as the basics of great leadership. Most organizations put themselves before their employees and consider that loyalty and hard work gets paid for every month-end in the form of a paycheck. Additionally, literature never mentions the number of pollution lawsuits GE has faced, the price-fixing schemes, or the cases of fraud registered against Welch. This is because people in power have a lesser chance of facing the consequences of lying. He admits that ethically it makes sense to improve the work environment for others. Jeffrey Pfeffer, a professor at the Stanford Graduate School of Business and the author of Power, offers an incisive dissection of the multibillion dollar leadership industry and presents ways to fix its many problems.In Leadership BS, Jeffrey Pfeffer pulls back the curtain, showing how leadership really works and why so many leadership development efforts fail. It is more common that "in many work organizations, leaders share little or nothing in common with those who they lead" and therefore why should they be expected to "feel close to their employees or look out for their interests?" Another realism that author introduces is how the leaders try to protect their self-esteem and their sense of competence. Maintaining The Top Position Care and concern for the team and the employee below them is another quality of leaders that gets glorified in books. Books often tend to leave out terms such as 'GE Jerks' and 'rank and yank' - the former being a name for a type of workers that existed under Welch's leadership, and the latter, being a system of ranking all employees and firing the bottom 10% year-on-year, irrespective of overall career performance. In this forthright and persuasive critique, Pfeffer argues that much of the oft repeated wisdom about leadership is based more on hope than reality, on wishes rather than data, on beliefs instead of science. Mass layoffs are better than the organization losing face by scaling down on office space - is a general perception. This literatures completely miss out on reality and often hide the ugly truth behind the CEO's desk. Leaders need to block out their emotions while making certain decisions, need to play a phony act in some cases, and fake their beliefs in many. As a successful businessman and leader, his self-promotion has attracted people to his positive qualities than the negatives, despite the negatives being clear enough for all to see - right down to electing him as the President. It is the bold actions, risk-taking, and overconfidence of such leaders that make people respect them. Sooner or later this act comes naturally to them. A similar observation of characteristics can be seen amongst the other presidents of the United States. Leadership BS: Fixing Workplaces and Careers One Truth at a Time (2017) by Jeffrey Pfeffer lifts the veil off the rosy picture that most leadership books and biographies put forth, and gives us an alternative insight into what a nasty business the way up to the top really is. This attitude towards loyalty and reciprocity can be attributed to the belief that in business, everything is a transaction, and even loyalty is a move towards some personal gain in the future. Not all breaches of trust can be attributed to the evil schemes of the evil leader. In fact, it is common knowledge that leaders have to undertake brutal breaches of trust due to unavoidable circumstances in business. Leadership works on similar principles, especially, finding the least dubious methods to achieving success. Apple CEO, Steve Jobs, many employees claim had a distorted vision of his company and often invented his own reality. However he suggests that also leaders/managers should be aligned with incentives (salary/jobs) to rise motivation to be less selfish and care for people around them. While there is no doubt that these leaders have presented phenomenal leadership learning's for the rest of the world, their climb up the ladder has always been documented in a positive light, leaving the negatives in darkness. Every thesis can and should have arguments in support or against it, and I think what J.Pfeffer tried to do with his latest book is to promote a little bit more of critical thinking towards all the inspiring literature that the wanna be leaders are exposed to. Breaking alliances, spying on competitors, dealing with competitors, making abrupt changes in the organization structure, mass lay-offs, etc. And indeed, "motivational effect is likely to last only briefly" while if you are "seeking to actually change a workplace's conditions so as to improve employee engagement, satisfaction, or productivity, or if you are an individual seeking to chart a course to a more successful career, inspiration is not what you need. However, one will never see narcissism or self-promotion as virtues of great leaders. Yet, research has proven that effective and successful leaders have a streak of narcissism and are prone to self-promotion to an extent. "Leaders almost invariably distance themselves from feeling personally culpable and instead blame problems on others." He thinks that if leaders use other employees or departments as "scapegoats for performance problems" then it is foolish to think that those leaders would care for others. A study showed that people at the top could easily lie, and lie often. However, in reality, leaders often use their power to stay in power. Take for CEO of Intel, Andy Grove's wolf school. However there is not much evidence that this kind of leadership existence and its results. Example with more realism Let me make an example, especially for Dr.Bill who asked this in the class: "why leaders eat last" or "why leaders eat first". Additionally, conflicts can be smoothed over by lying. Take the example of Jack Welch, well-known CEO of General Electric. The review let me think that this might be an alternative view on what the leadership-training business is promoting. Leadership can need 'a fake it till you make it' attitude if it takes you up the ladder, keeps you there, and most importantly if that is what is needed for the business to succeed. Although I don't have many examples to compare this self-help book with, it seemed like a rather realistic way to approach the field. No Reason For Loyalty In the corporate world, the top management will almost always protect their power, without any consideration to employees. Yet, trust is a virtue that many leaders lack, and disregard often. A study conducted amongst American workers on trust in 2014 showed paltry results, where only 7% of the study group believed that the senior management was truthful about their actions, only 10% trusted managers to make correct decisions, and only 14% thought that their leaders were ethical and honest. It was a workshop designed to toughen up shy managers and involved managers conditioning themselves to be brutal to face. Observing The Ugly Truth 'Playacting' is a term in sports such as football or basketball, where players fake injury to simply gain a free kick/throw. While it is disconcerting, maybe the ugly truth lies in the fact that Apple's success wouldn't have been much without many getting 'Steved'. Yet they do not give the true picture. Moreover, reciprocity and loyalty don't hold much value in the corporate world. Essentially, there is not much credit given to loyalty. Such doe-eyed authorship results in two main problems - Flawless biographies create utopian legacies. Authenticity can take a backseat! Lies, Lies And More Lies It is hard to believe that all leaders follow the principle of truth. As discussed earlier, leaders need to appear to be confident and self-promotion is of vital importance. It can also eventually improve the business as the employees in turn do a better job. Leadership BS: Fixing Workplaces and Careers One Truth at a Time The magazine featured a new "impressive" book of the leadership field that I was not very familiar with - Jeffrey Pfeffer "Leadership BS: Fxing Workplaces and Careers One Truth at a Time". Helen Rubin, who has worked with many leaders to write biographies, believes that leaders have to put up an act. Well, everyone does, especially since everyone wants to listen! Heroic stories make books sell. George Washington's famous cherry tree confession is an example that we learn early on in life. According to J.Pfeffer, the idea of servant leadership — looking out for the interest of others before themselves — is appealing, but it also means "putting the interests of employees over organizational performance", which might be contradictory. Business and corporate life is a cutthroat world, where perceptions of popular and successful leaders have been created in fiction. That is a very simplistic, obvious realism that a manager or an ambitious individual would know anyway, but it is nicely put on a paper. People looking for inspiration from such books give up due to the fact that they can never imagine living up to their legacies. Leaders often tend to deceive, trample, place blame, and slash careers simply to maintain their positions on the top. For example, in Apple, the phrase, 'You've been Steved' was commonplace for employees who had gotten bullied and/or threatened by Jobs. This very fact proves that as a leader, one has to appear flawless - even if it is at the cost of making an innocent person a scapegoat. Mythical Storytelling Who doesn't want to tell an inspiring tale of a person who rises from the ashes of struggles, only to shine at the top of the business ladder? This is the reason why socializing outside the workplace has become an essential tool for leaders. In an age when transparency is considered a virtue, Pfeffer makes the case that strategic misrepresentation isn't as harmful as you think, that breached agreements are a part of business, that immodesty is frequently a path to success, and that relying on the magnanimity of your boss is a bad bet.Using research findings from social psychology, sociology and sociobiology and filled with practical, actionable advice, Leadership BS encourages readers to finally stop accepting sugar laced but toxic poisons as cures and to understand the realities of organizations and human behavior.To make real change, Pfeffer argues, we need to get beyond the half truths and self serving stories that are so prominent in the mythology of leadership.

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