

DAVID FREEMANTLE

Incredible Bosses

**The challenge of
managing people for
incredible results**

'This book seeks to point out that effective managers have first of all to learn to manage themselves and that they get back what they put in.'

Sir John Harvey-Jones MBE

Contents

Foreword	ix
Acknowledgements	xi
Introduction	xiii
Part 1 CONCEPTS	1
1 Managerial competence	3
2 Integrity	7
3 Credibility	9
Part 2 PHILOSOPHY	
1 Deep-thinking	15
2 Communication vs. miscommunication	17
3 Beliefs	24
4 Values	27
5 Vision	30
6 Standards	33
7 Openness	35
8 Truth and honesty	38
9 Trust	42
10 Mutual respect	46
11 Caring	49
12 Practising what you preach	51
13 Consultation: the reality vs. the myth	54
14 The dangers of cosmetic training	57
15 Courage of convictions	61
16 Recognizing one's own deficiencies	65

Part 3 PSYCHOLOGY	67
1 Emotional management	69
2 The art of listening and valuing	71
3 Perception and self-deception	74
4 Inner dignity and intrinsic worth	78
5 Hidden agendas and ulterior motivations	81
6 From frustration to inspiration	84
7 Converting weaknesses to strengths	87
8 The uncertainty factor	90
9 Selfish needs	92
10 Indirect signals	95
11 Stereotyping	97
12 Subjective assessment	99
13 Personality clashes	102
14 Passive resistance	104
15 Fear of owning up	107
16 Protection mechanisms	110
17 Problem avoidance	113
18 Rationalization	117
19 Prejudice: the invidious management disease	120
20 Closed minds	123
21 Sycophancy	127
22 Management by intimidation	131
23 Rituals	135
24 Totem poles	137
25 Taboos	139
26 The denigration syndrome	141
27 Inner circles, clans, cliques and clubs	144
28 Managerial helplessness	147
Part 4 INTEGRITY GAPS	151
1 Erosion of integrity	153
2 Hypocrisy	156
3 Deceiving the public	159
4 Image manipulation	161

5	Advertising deceptions	163
6	Erosion of media integrity	165
7	Customer insensitivity	167
8	Corporate talk and employee deception	170
9	Short-term expediency	175
10	Double-standards	178
11	Alarmism	181
12	Cover-ups	184
13	Guesswork	187
14	Negotiating games	189
15	'I hear what you say'	192
16	Papering over the cracks	194
17	Carrot pay	199
18	Self-entertainment	201
19	Mindless memos	203
20	Information games	206
21	Internal politics	209
22	Patronage	211
23	Disbelieving bosses	213
Part 5 TEN STEPS		217
Step 1	Self-starting	219
Step 2	Honesty rating	221
Step 3	Confirmation of beliefs and values	223
Step 4	Establishing a vision of success	228
Step 5	Determining levels of integrity	231
Step 6	Resolving conflicts	234
Step 7	Let employees be themselves	236
Step 8	Check your conscience	239
Step 9	Ensure consistency	241
Step 10	Finding time to think	243