

For Review Only

THE
EVIL
EXECUTIVE

Bullying is common in all walks of life – not least at work. It's nasty and the results are long-lasting. But sometimes there's something more than bullying, where executives in organizations are malicious, violent and abusive. These people make their co-workers' and subordinates' lives an utter misery, and they can bring organizations down through their machinations. This is not bullying, this is evil.

This book offers shocking examples from organizations around the world of the toxic nature of evil executives and the damage they do. It gives advice on how to recognize these predators, manipulators, sadists and frauds, how to manage in their presence, and how to reduce their crippling effect on you or anyone who might be a target.

Offering solace and pointers in equal measure, *The Evil Executive* will provoke you to serious thought and timely action against the myriad manifestations of evil in the workplace.


SIMON MAIER is a communications expert who has worked with businesses and governments around the world for over 25 years. He is the author of numerous books, including *Speak Like a President: How to Inspire and Engage People with Your Words* (2010) and *The Diary: 100 Days and Lessons in Corporate Communications* (2012).

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Business


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Encounters with malicious and abusive
behaviour in the workplace



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For Review Only

*Dedicated to the victims of evil people – not only the
victims I've met, but those many, many
whom I haven't*

For Review Only

“ Hell is empty,
All the devils are here. ”

The Tempest, Act 1, Scene 2

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INTRODUCTION

 And in my voice
most welcome shall you be 

As You Like It, Act II, Scene 4

We all probably know someone, in authority or otherwise, who has at one time or another bullied us. That's not uncommon—from the sibling at home to the thug in the playground to the manager at work who is extremely unpleasant on a regular basis and has a bunch of acolytes who are co-bullies. Sometimes we can stand up to these people; sometimes we can get support from those around us—our parents, other siblings, our boss, our friends, sometimes our HR departments, our unions or the law. Sometimes we do nothing, whether out of shame, fear or simply helplessness. Sometimes the results are severe and painful in all sorts of ways. Bullying of any kind is nasty, often long-lasting—even once it has stopped—and can cause huge problems at later stages in our lives, no matter how old we are. And this can occur socially, at home or at work. Anywhere.

Bullying is one thing, but it can go a stage further and manifest itself as something that warrants the word 'evil'.

This is when someone in authority—or even an associate, colleague or peer—causes real, lasting damage, physical or mental (or both), to those with whom they work. The line between bullying and evil can be thin and there is often no real demarcation, just levels of pain caused.

This is a universal issue. Evil is not limited by class, creed, money, position, sex, nationality, faith, size or age. There are managers in the world of business and politics, in education, in the service industries, in construction, in factories, in the high street and in the shopping malls—indeed, in all walks of life—who are psychotic, willing to cause extreme distress and who are able to manipulate people, harm them with impunity, cheat and lie.

Evil executives find their way into corporate, political and organizational life easily. As job candidates, they are able to project candour, trust and complete worthiness. They are often very good actors. They can dissemble. They may, indeed, have done well in their own right academically or on the back of others and they may be regarded within their professions as brilliant, honourable, a safe pair of hands and successful. Sometimes these people get away with their ghastliness. Sometimes they are exposed. In every case, they cause damage.

Have no doubt—these people are monsters. This may sound like hyperbole, but it really isn't. These directors, managers and front-line supervisors can turn a productive workplace into a morass of hate and fear. They make working life truly miserable, resulting in less engagement,

lower job satisfaction, fading morale, increased absenteeism, physical illness, mental stress and, occasionally, even death.

Moreover, monsters at work can wreak legal havoc for a company, causing bad publicity and tainting its brand image. This usually occurs when workers, victimized by brutish bosses, go public because they just can't take any more abuse. Or it occurs when the media discovers what's going on and opens up the can of worms. Or, indeed, it occurs when a business goes bust or when it's discovered that someone at the very top has been using an organization illegally or immorally for huge personal gain.

Exposure, though, doesn't occur enough. Evil executives are not always easy to spot; or, if they are, they are certainly not easy to stop or challenge. Often the victim is isolated and has only a small voice or none at all. Or the victim is unable to do anything, having become a nervous wreck. Usually, the victims suffer, leave and, maybe, just maybe, die in silence.

Although most good quality and well-managed organizations foster positive environments on a macro level, it's likely that at least a few mid-level toxic managers are causing terrible problems at the micro level. That is, behind the scenes and without the knowledge of people at the very top. Evil executives can often be malicious, vicious, insidious or draconian in their actions towards targeted employees. They isolate staff, then divide and conquer by targeting certain workers for abuse and others for favouritism. The focus is

often based on non-job-related factors. And once the target is in their grasp, they seldom let go.

Evil executives might damage staff with an abundance of malice under the guise of micromanagement. They use multiple fear tactics, including, but not limited to, intimidating employees with frequent, shouted verbal outbursts ridden with expletives and crude physical gestures. They humiliate victims by demeaning them during meetings or in front of co-workers. They may constantly look over their target's shoulders, literally and figuratively, for the smallest mistake or excuse to castigate them (sometimes with violence). They set impossible-to-complete assignments and laborious administrative tasks on even senior employees. They will do anything to strengthen their own position and maintain power.

Such manoeuvres eviscerate any semblance of employee motivation, job satisfaction and organizational loyalty. Evil executives make environments dangerous places for their victims and colleagues, resulting in lower overall performance by individuals and teams—which negatively impacts a company's bottom-line results or an organization's output. People who are sad, wretched and frightened are unlikely ever to be a good face for any organization. The fact that senior management and external parties may close their eyes to this picture doesn't make the picture acceptable. But accepted it mostly is.

Chances are you know people who just don't seem to play by the same rules as everyone else, who are happy to

manipulate, who enjoy hurting people, who discard others and who say or do anything to protect their own image or reputation, while at the same time doing nothing to protect the values and vision of the organization they work for or their colleagues.

Knowing something about how these personalities function, what motivates them, and how they behave is essential for your personal resilience at work. Evil executives thrive on harassment and discrimination in order to get their own way, to hurt (because they can), and to prove that they have power (because they do). They may harbour racist, sexist, ageist or homophobic views that become manifest within the office setting. They get away with it and so can do it some more. They may target innocent and hard-working people based on any factor: disability, age, colour, religion, ethnicity, gender, size, shape, sexual orientation, pregnancy, walking in a particular way, a stutter, size of nose and so on. Such executives might sexually harass female or male employees, both verbally and physically. And we're not talking about minor infringements here; this can be constant or it can be a drip feed over months and years.

If all of that isn't bad enough, such evil executives often resort to knee-jerk reactions and retaliate against targeted victims who speak out or begin to exercise their rights. They are clever. They will know how to use rules for their own purposes. They will tie their targets in knots. And, if they don't, then they have acolytes who will do their bidding in a heartbeat.

The evil executive usually favours, mentors and promotes only selected staff based on personal loyalty. This is gangland by another name. Even in a diverse organization, small or large, some bigoted managers might use racial, ethnic and sexist slurs to harass employees behind closed doors—and then pretend that all is sweetness and light once ‘out in the open’. They could on the whole behave brilliantly well, particularly in front of senior staff. But victims know that the smiles change to snarls and the softness turns to violence. Employees who are subjected to such discriminatory tactics often dread going to work and are prevented by the evil executive from working or behaving properly—and that in turn creates a vicious circle. The result is an atmosphere of sheer terror and perpetual unease—in short, hell. This, then, is evil at work.

Toxic personalities are people who demonstrate a pattern of counter-productive behaviour that is debilitating not only to their victim, but also to other people in the vicinity. However, in order to apply the label ‘toxic’, these behaviours have to be pervasive. They have the potential to cause serious damage to people, property or the fabric of a workplace—whether a corner shop with three people working in it or a multi-national employing 300,000.

Another very important factor to consider is that investigations into terrible behaviour are rare. Even when they do occur, while any investigation is taking place—often over months and sometimes years—the evil continues and can indeed increase. The same can be said when there are wider

social or organizational difficulties not necessarily caused by the evil executive. This is borne out in economic downturns or when a business or organization is in some difficulty; then the 'shadow' side of people's personalities can emerge and toxicity spreads like a nasty virus. It becomes a contagion. The contagion is then seized upon by those who have low morals or who are psychotic by nature—and they then spread the contagion. This is possibly a version of the 'I was only obeying orders' theme. Suddenly, any empathy with the decency in people diminishes or disappears.

Lack of empathy is the root cause of most evil at work. Empathy is the ability to identify what someone else is thinking and feeling and to respond to their thoughts or feelings with an appropriate emotion, such as kindness. If we lose empathy, then we become lost as decent people. But this is not to say that everyone is likely to be evil if the circumstances are virulent. Most people are decent. Most people will speak up for what is right. Most people will fight for injustice and against violence. The problem is that it is very hard to fight within a toxic environment.

Very senior managers often support the toxic executive. They may welcome him or her as one of their own kind. They may admire many 'qualities' that they assume are related to achievement—making money, sorting out organizational problems, pushing processes to the edge, breaking rules to save time, effort and costs, and so on. Once a toxic personality becomes part of the management group, it takes a near disaster to weaken his or her power.

If anyone threatens the toxic individual, management might close ranks and, if someone complains about the toxicity, the management team may then treat that complainant as the problem.

So, who do we think of in the context of an evil executive? Do we include people who work in organizations you know? Do we include famous examples of white-collar crime and fraud, such as Dennis Kozlowski, who eventually rose to the position of CEO with Tyco and who allegedly siphoned off \$600 million in company funds for his own use? His excesses were said to include \$6,000 shower curtains, lavish parties at the company's expense and false bonuses he claimed were approved by the board of directors. Kozlowski served a prison sentence and lost everything. Do we mean him?

Or do we think of Richard Scrushy's alleged evil practices while in charge of HealthSouth Corporation? He was twice charged with 30 counts of illegal practices while acting as CEO. His crimes are said to include authorizing the termination of whistleblowers. Yes, termination. He was also accused of bribery, fraudulent accounting practices, extortion, money laundering and mail fraud, among many other felonies. Although he managed to avoid jail in 2003, he was later convicted on 30 different charges in 2007 and sentenced to six years and 10 months in prison. HealthSouth survived Scrushy's abuses. Do we mean him?

What about Robert Maxwell, who ran a huge publishing and media empire, often with alleged menaces and possibly worse? Maxwell died mysteriously at sea in 1991.

His death triggered the collapse of his publishing empire as banks called in loans. News emerged that Maxwell had apparently stolen hundreds of millions of pounds from his own companies' pension funds. The Maxwell companies applied for bankruptcy protection in 1992. Do we mean people like him?

And then there's Enron, which became a huge global story. As a big power player at Enron, Chairman Jeffrey Skilling encouraged the questionable accounting tactic known as mark-to-market. It allowed the business to estimate overly optimistic values for energy prices by appraising company holdings based upon expected values. Skilling also signed off on the creation of an Enron subsidiary called Chewco, which was little more than a dumping ground for Enron's debt. Skilling was sentenced to 24 years and four months in prison. The business eventually collapsed, taking with it the jobs and life savings of thousands of employees.

There are many instances where organizations are said to practise evil. Take this example. Sam Walton and his brother founded Wal-Mart in 1962 and today that company is one of the largest private employers in the world, as well as one of the largest retailers in the world. Wal-Mart is often accused of treating employees like a commodity—and no incident possibly proves this more than the case of 52-year-old Debbie Shank. After becoming paralysed in a collision, Shank's family was apparently awarded \$700,000 in damages. After legal fees were paid, \$417,000 was placed in a trust to pay for Debbie's long-term care. But it is said

that Wal-Mart had paid out about \$470,000 for Shank's medical expenses and later sued for the same amount—because her employment contract seemingly stipulated that any damages won by an employee were the property of the company. Is this evil or just 'rules'?

There are instances of evil in all kinds of organizations, little and large, throughout history. Remember that an organization only practises evil because those within it allow it to happen. Hermann von Siemens was the CEO of Siemens during World War II. Before the war, Siemens was a major player in helping the Nazi party to rebuild the German army, improve infrastructure and eventually help put in place the mechanisms that drove the Holocaust. During the war, the company's acts included operating factories at the infamous concentration camps of Auschwitz and Buchenwald. Jewish slave labour was used in those factories to create electrical switches for military use. Those same slave labourers would later meet a terrible end inside Siemens-built gas chambers operated at both camps.

Evil can exist anywhere where someone can freely hurt people and damage their lives by pursuing their own ends with impunity. Someone said in a meeting I attended recently, 'If you are not a predator, you will become someone's prey.' Is that true, do you suppose? And Einstein wrote, 'The world is a dangerous place to live; not because of the people who are evil, but because of the people who don't do anything about it.' I am very afraid that this *is* true.

For Review Only

PART ONE

EVIL AT WORK

The following are case-study interviews with people who were, or are, victims of evil in the workplace. Each situation is different and they all have some common ground. In one instance the interview is with an evil executive.

The examples are deliberately broad in choice and scope. There are some where the evil executives are hidden or are part of a huge conspiracy at which nobody can point a finger. In many of the examples it is not always clear to see how the victims could defend themselves against—or, indeed, readily recognize—someone with a personality disorder that manifests itself in terrifying and damaging antisocial behaviour that is redolent of true evil.

01

SUSAN, COMMUNITY SERVICES CASEWORKER MANCHESTER, UK

Well, everyone can master a grief
but he who has it.

Much Ado About Nothing, Act III, Scene 2

“Shall I sit here? Thanks. OK. Where to start?”

I was a community services caseworker who had been newly employed in a suburban community services office. You’ll have to forgive my stutter. I’m sorry... No, no. That’s fine. Well... well, prior to obtaining tertiary qualifications for this work, I’d had a number of caseworker jobs. I was... happily married with two children... No, it’s fine. I’m OK. Sorry... give me a moment.

My supervisor, Wendy, was very helpful to me for the first six months of my employment and commended me on several occasions for my work. She was beautiful—really attractive and always well turned out. Wendy also had very good relations with other staff members, although she had told me, just after I started, to have as little as possible to do with another caseworker, Margaret, because she was what Wendy called a ‘troublemaker’.

A few weeks after starting work, I kept finding Wendy looking at me—staring. That was unnerving. Then, soon after that, she would occasionally brush softly against me and touch my arm or shoulder unnecessarily. Late one afternoon, alone in an office, I turned to find her standing behind me. She kissed me... on the mouth... and I was so shocked I didn't react immediately. Well, to cut a long story short, we had a brief dalliance—not sleeping together but kissing, hugs, small presents, some lunches, dinners and a couple of long walks holding hands—that sort of thing. I had never been attracted like that to another woman, but my marriage was going through a rocky patch and, well, I found Wendy attractive and she was attracted to me. It was flattering. It was reassuring and I liked it. But clearly Wendy was very keen to take it to the next level, despite the fact that she knew I was married with a family... Look, I was confused. I liked her affection and actually, well, I wanted to have sex with her.

About a month later, Wendy gave me a file concerning a department client. She explained that she had been working with the client for several months, but wanted me to get some additional experience by dealing with that particular client. I was really pleased. I thought that I'd made the grade.

I went through the file and Wendy's file notes. As I read, it became very clear to me that Wendy hadn't followed proper departmental procedures. In fact, she had clearly cut corners and had been completely unprofessional. This was confirmed when I met with the client a week later.

I thought about this a lot and it really worried me. How should I proceed? I believed that the best way of dealing with the issue was to directly express my concerns to Wendy with the view of clearing up any possible misunderstandings... and I was sure that there would be a straightforward explanation. However, Wendy's reaction to my concerns was extremely cool—icy—and she demanded the return of the file. Her attitude towards me totally changed from that moment on. I mean *really* changed.

In the following weeks and months, my appearance, my clothes, the way I did anything (including how I blew my nose when I had a cold) and my work performance became the subject for criticism. I'm attractive, I think—well, people say so—but she made every effort to criticize my looks and my clothes, often in front of co-workers. She would exclude me from any group discussion and twice deliberately didn't invite me to departmental meetings. Then, one afternoon she pushed me hard in a car parking bay, so that I tripped and badly cut my knee. She helped me up and said it was an accident, but it wasn't. And she was smiling. A smug smile.

On another day we were both making coffee in the office and she was seemingly pleasant. Suddenly she tipped a mug of scalding coffee over my left arm. Again, she apologized, said it was an accident, but I could tell that it wasn't and that she was pleased. The burns were really painful and I had to have medical care.

In the end, I approached Margaret, a timid woman, who, after some persuasion, revealed that she had been

through a similar experience with Wendy, but was not sure how to handle her. She was terrified of talking about Wendy and had been told that if she, Margaret, ever breathed a word, she'd be fired with a really bad reference. Margaret said that Wendy could become extremely abusive and violent if she didn't get her own way. I was angry that Margaret hadn't said anything before now, although really I was angry with myself.

I spoke to our union organizer about the issue, who suggested that at the next regional union meeting he would raise my complaint with members. I was very nervous and worried that I had done the wrong thing. What if the union guy talked to Wendy? What if they supported each other? Well, the union meeting's time was dominated by discussion of this issue. Wendy wasn't a union member, so she wasn't there—thankfully. Without naming Wendy, Margaret, along with myself and two other workers, all recounted much the same experiences. Apparently, some of Wendy's behaviour had been violent. Physically violent. This prompted a couple of clerical staff to recount their own experiences about her. One of these people informed the meeting that she was receiving psychiatric treatment as a result of what Wendy had allegedly done at work.

The meeting passed several resolutions in relation to violence that were to be sent on to management. The union also provided a number of posters on the subject of workplace violence, which were put up around the office. All of the posters disappeared overnight but the union delegate

replaced these the following day. Wendy's attitude towards me became vitriolic. She ensured that my husband knew about our 'relationship' and not that long afterwards he left home with the children. We're separated now... probably going to be divorced, yes. I'm on all sorts of medication for depression.

Wendy continued to make life very hard for me—making me work late, making me miss appointments, losing documents that I knew I'd given her, not signing forms, marking me down for taking leave when I was actually at work, humiliating me in public, laughing at me openly—things that made me feel I was going mad. And then, occasionally, she'd be very kind and helpful, only to lure me into a false sense of security before she reverted to type and became aggressive and, well, an enemy.

I've left the organization now, but she hasn't."

02

ANNA, CHILD PROTECTION OFFICER
LONDON, UK

“A glooming peace this morning with
it brings. The sun, for sorrow, will not
show his head. Go hence, to have
more talk of these sad things”

Romeo and Juliet, Act V, Scene 3

“Good morning. Hello, I’m Anna. Shall we start? OK, so...
Let’s see...”

Well, I was employed in a regional child protection unit. My job involved removing children from families in situations where there was evidence of physical or sexual abuse—all too frequent, I’m afraid. I was often used for this work where local families were involved. My background and ethnicity helped.

The department’s procedures involving this type of work required two child protection staff and at least one police officer to be involved in removing a child. Those rules are golden. Well, they were.

A new manager, Ian, had been appointed in charge of the unit. He’d been transferred as a promotion to this role. To

KNOW THE DIFFERENCE BETWEEN BULLYING AND EVIL

“These violent delights have violent ends”

Romeo and Juliet, Act II, Scene 6

Bullying at work is extremely serious and it's nasty for anyone who has been on the receiving end of it. But remember that we're talking about more than bullying. Of course, there will always be a certain amount of aggressive behaviour, even in the most benign of working environments. Conflict is endemic in many environments. But vitriolic and psychotic behaviour brings a different dimension.

For some, a job is a job, and that's it. For others a job is a passion. We're all different and want different things from life and have different ways of achieving these things. When our interests and ambitions are similar to the interests of our colleagues, all's well; but sometimes they are not. When these competing interests collide, as they inevitably will sometimes, the result is conflict, even if it's mild. This can lead to various levels of fear, frustration, jealousy, confusion, anger and fatigue. Perhaps we should be surprised,

not that there is so much aggression in organizations and workplaces, but that there is so little.

On top of this, executive leaders have added pressure. Whether they are heading armies, companies, huge conglomerates, high street stores, governments, political parties or charities, the role of leaders is to guide us when we are in unfamiliar territory. That's their role, their job. Political, social, economic, educational and technical environments are changing all the time. To be a leader is to be constantly dealing with unfamiliar and uncertain situations. When people are at the top of the work ladder, there are few others to whom they can really refer; they are more or less alone. Sounding authoritative and confident is usually easier when one is in a supporting role, based on the solid ground of our level of competence. Leaders, though, spend much of their time dealing with uncertainty and making decisions in areas where they have perhaps little or no experience. Many leaders have to spend most of their time outside their comfort zones. It's hardly surprising, therefore, that they will occasionally lose their tempers. Some people are better at managing their discomfort (or tempers) than others. Leaders who regularly blow off steam are those for whom the uncertainty and insecurity sometimes get too much. But that doesn't make them evil.

Bad-tempered and aggressive behaviour, then, is an occasional but normal aspect of any workplace. To label all of it as evil, or even bullying, is to miss the essence of what makes evil behaviour so terrifying. A boss who rants and

raves because he is frustrated or frightened, is quite different from one who regularly uses aggressive and violent behaviour as a so-called management tool. It might sometimes feel the same when you are on the receiving end, but there is a crucial difference between someone expressing their frustration and immoral behaviour.

If your boss shouts at everyone, regardless of their position in the hierarchy, he may be (let's stress *may* be) just a rather unpleasant man who can't control his temper—a moderate bully, perhaps. If he is obsequious to senior executives, but overbearing to more junior staff, then you are looking at someone who uses aggression and intimidation as a control strategy, but that's not necessarily evil, despite the fact that it's not palatable. If your boss targets certain people for especially severe criticism on a regular basis, then you have a bully in your organization. Where physical or permanent harm is involved, then that is an example of evil.

It's interesting to note that when an evil corporate executive is caught out and is publicly shown to be what he is, that person often appears meek and mild. People often wonder what all the fuss is (or was) about. Evil requires safety and victims. When both have gone, the balloon is pricked.

Aggression, even when it is targeted, is much easier to deal with than some of the less overt forms of bullying. An occasional shouting, swearing executive is obvious; you can see him coming and so, of course, can everyone else. You'll have plenty of evidence if you want to confront him. Much

more difficult to deal with are the silent, nasty and ‘invisible’ evil executives. These people systematically exploit conflict and people’s weaknesses, time and time again, below the radar. This type of behaviour is insidious. The effects creep up on you. Whether the evil is surreptitious or in your face, colleagues pick up on the hidden message that you are ‘out of favour’ and start to avoid you. Often, the first concrete evidence is when your boss starts muttering about poor performance and you don’t get a pay rise or a share of a bonus. The menace grows and becomes personal and long-lasting—and public. This sort of attack is often like having a slowly dripping water leak in your house. By the time you find out what is happening, the damage is done. Some would sooner face the ranting and swearing menace any day. At least you can defend yourself—even a little—when the aggressor is in front of you.

Over the next few years, round the world, we may see a lot more aggressive behaviour in organizations. Uncertain times and unfamiliar challenges make people feel scared. People become concerned about job safety. And there is a whole generation of people who have only known good times. They either don’t remember the last deep recession, or were too junior to be responsible for managing its consequences. Some who were never affected by job insecurity may have zero empathy with anyone who was. Many have no experience of trying to deliver the same services with rapidly shrinking budgets, of having to tell people, for the third year running, that there will be no pay rise and having to make

large numbers of jobs redundant. For some of these people without jobs, this will translate into aggressive behaviour. But this is what happens in economic cycles—and that may be awful, but isn't necessarily evil.

The most likely reason for evil behaviour is that the evil executive wants to be controlling all of the time. Some will tell you that they're tough or demanding because they have high standards but, where evil is concerned, that's just an excuse. An evil executive enjoys belittling, berating and harming employees to cover up his own insecurities. The evil executive may scream at or humiliate employees to make them feel incompetent, and go out of his way to place blame on others, no matter what the consequences. An evil executive will have zero empathy for anyone else's issues or problems, no matter how serious.

Be very sure that you are not confusing normal behaviour (even if it's a bit discomfiting) with a really evil scenario. While some people may be able to perform effectively under a tough boss, there are many who will crumble under the consistent pressure of trying to meet demands. That poses different problems, but it's life, and not necessarily a toxic, evil scenario.

Obviously we all perform best in a happy, safe, healthy environment. To make an environment toxic actually takes very little effort (which is why clever evil executives succeed) and can only be borne for a while before output falls, objectives are lost and the smell of fear, stress and mistrust pervades the workplace. And that impacts people's

ability to effectively complete even mundane tasks, or even to think straight. The organization experiences a decrease in employee commitment, a rise in absenteeism, an increase in errors and poor-quality work, as well as increased interpersonal conflicts and team dysfunction.

An executive who is demanding in his legitimate expectation of high performances is simply doing his job, provided that the feedback he offers is professional. The tough manager wants to drive performance, but he may come across as overbearing and unfair. The evil executive is different, however. He is envious of others and is threatened by their competence or likability. He hates anything that is 'wrong' in physical appearance. He seeks to gain and keep control by undermining others. He manifests a focused pattern of aggression, abusing his power through repeated efforts to intentionally threaten and ruin his victim, or manipulates the victim for his own purposes. Intending to inflict harm, he uses aggressive tactics that are repeated, long-lasting, damaging and increase in severity.

To reiterate, then: make sure you have not confused 'demanding' with 'evil'. There are lots of demanding bosses out there who insist that you do the job you are paid to do. Why wouldn't they? Why wouldn't you? If you are not qualified to do that job or cannot do the job for some reason, the problem is actually yours. Nobody likes to be told that they are less than good. Examine yourself and your situation and do all you can to deliver what's required. If you have delivered on time and as promised, and if your boss is still



ABOUT THE AUTHOR

Simon Maier has been involved in events and corporate communications for over 25 years and also has huge experience in—and a recognized reputation for—creating and directing worldwide corporate, public, televisual and commercial events. He has also in his time led a number of international communication agencies and consulted directly with businesses and governments on how to achieve good results from their communication strategies, some of which he devised.

Simon has always been fascinated by leadership and what makes a brilliant business or political leader, along with how leaders successfully engage their internal and external audiences. He is particularly interested in presentation techniques, speeches, styles and stagecraft. In equal measure, he has long been intrigued as to how and why some managers cause terrible harm

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to people and, eventually, to the organizations for which they work. 'Bullying in organizations worldwide is endemic,' he says, 'but, sometimes, and more often now, there are cases where actions by some executives can be said to be much more than bullying—and are examples of pure evil.'

Simon regularly presents to organizations on communication and how barriers to its success can be overcome. He acts as a business therapist to a number of organizations and helps employee groups and sales-forces change their mindsets from negative to highly positive.

His great love is theatre, particularly Shakespeare, and indeed he began his career in lecturing on Shakespeare at university level both in the UK and the U.S.

Other books from Simon's pen include: *The 100: Insights and Lessons from 100 of the Greatest Speeches Ever Delivered*; *Inspire!: Insights and Lessons from 100 of the Greatest Speeches from Film and Theatre*; *Speak Like a President: How to Inspire and Engage People with Your Words*; *The Diary: 100 Days and Lessons in Corporate Communications*; and *In Any Event: Top Tips on Managing any Corporate Event*.