



The No Asshole Rule

Building a Civilized Workplace and Surviving One That Isn't

THE SUMMARY IN BRIEF

The No Asshole Rule provides a compelling inquiry into the difficult challenge of having to work with other human beings, and what you can do about it. Author Robert I. Sutton, Ph.D., provides readers with practical ideas for what they can do about a poisonous work environment and how they can survive the people who inhabit it.

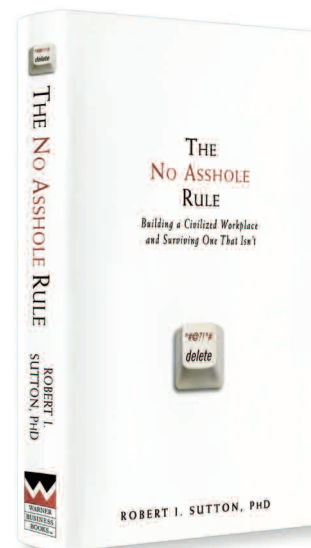
Sutton first addressed the taboo topic: the no asshole rule, in a landmark article published in the *Harvard Business Review*. When presented with Sutton's book proposal, Business Plus immediately pre-empted his book project for publication. The book struck an immediate chord with business audiences everywhere and landed on all the major bestseller lists despite the provocative title.

Sutton's target includes employees who are insensitive to their colleagues, corporate bullies and bosses who just don't get it. And unfortunately, most people have to contend with co-workers who are flat-out rude, selfish, uncivil, mean-spirited and really don't seem to care about who they step on.

The No Asshole Rule sheds real analytical light on how this ongoing problem ruins morale, lowers productivity and can truly devastate a company's culture. It also provides insight into how your company can pinpoint this problem and strategies for eliminating it.

IN THIS SUMMARY, YOU WILL LEARN:

- How to tell if you are part of the problem or part of the solution.
- How to drive out and reform nasty people or, when that isn't possible, limit the damage that these creeps do to you and your workplace.
- How to work with — and survive — bullies, creeps, jerks, tyrants, tormentors, despots, backstabbers, egomaniacs and all the other people who do their best to destroy you at work.



by Robert I. Sutton, Ph.D.

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THE COMPLETE SUMMARY: THE NO ASSHOLE RULE

by Robert I. Sutton, Ph.D.

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What Workplace Assholes Do and Why You Know So Many

Many of us use the term indiscriminately, applying it to anyone who annoys us, gets in our way or happens to be enjoying greater success than we are at the moment. But a precise definition is useful if you want to implement the no asshole rule. It can help you distinguish people who are having a bad day or a bad moment from persistently nasty and destructive jerks. And a good definition can help you explain to others why your co-worker, boss or customer deserves the label — or come to grips with why others say you are one (at least behind your back) and why you might have earned it.

Researchers such as Bennett Tepper who write about psychological abuse in the workplace define it as “the sustained display of hostile verbal and nonverbal behavior, excluding physical contact.” That definition is useful as far as it goes. But it isn’t detailed enough for understanding what assholes do and their effects on others.

Although some assholes do their damage through open rage and arrogance, it isn’t always that way. People who loudly insult and belittle their underlings and rivals are easier to catch and discipline. Two-faced backstabbers, those who have enough skill and emotional control to save their dirty work for moments when they can’t get caught, are tougher to stop — even though they may do as much damage as a raging maniac.

There are many other actions — sociologists call them “interaction moves” or simply “moves” — that bullies use to demean and deflate their victims. Whether we are talking about personal insults, status slaps (quick moves that bat down social standing and pride), shaming or “status degradation” rituals, jokes that are insult delivery

systems or treating people as if they are invisible, these and hundreds of other moves are similar in that they can leave targets feeling attacked and diminished, even if only momentarily. These are the means that assholes use to do their dirty work.

Many Workplaces Are Plagued With Them

There is a big pile of scholarly research that reaches much the same conclusions without using the term “asshole.” It is conducted under the banner that includes bullying, interpersonal aggression, emotional abuse, abusive supervision, petty tyranny and incivility in the workplace. These studies show that many workplaces are plagued by “interpersonal moves” that leave people feeling threatened and demeaned, and often are directed by more-powerful people at less-powerful people.

For example, a 2000 study by Loreleigh Keashly and Karen Jagatic found that 27 percent of workers in a representative sample of 700 Michigan residents experienced mistreatment by someone in the workplace, with approximately one out of six reporting persistent psychological abuse.

The Best Measure of Human Character

Diego Rodriguez works at IDEO, a small innovation company and a civilized place to work. Rodriguez urges organizations to develop “a shock-proof, bullet-resistant asshole detector.”

Here are two steps for detection:

- 1. Identify people who persistently leave others feeling demeaned and de-energized.**
- 2. Look to see if their victims usually have less power and social standing than their tormentors.**

These tests imply an even more fundamental lesson:



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The difference between how a person treats the powerless versus the powerful is a good measure of human character. ●

The Damage Done: Why Every Workplace Needs the Rule

Every organization needs the rule because mean-spirited people do massive damage to victims, bystanders who suffer the ripple effects, organizational performance and themselves.

Damage to Victims

The vile effects of this behavior are confirmed by numerous studies in the United States, Europe (especially in the United Kingdom) and, recently, Australia and Asia.

Tepper's research on abusive supervision, for example, examined a representative group of 712 employees in a Midwestern city. He found that many of these employees had bosses who used ridicule, put-downs, the silent treatment and insults. These demeaning acts drove people out of their organizations and sapped the effectiveness of those who remained.

A six-month follow-up found that employees with abusive supervisors quit their jobs at accelerated rates, and those still trapped in their jobs suffered from less work and life satisfaction; reduced commitment to employers; and heightened depression, anxiety and burnout.

Similar findings are uncovered in other studies, with victims reporting reduced job satisfaction and productivity; trouble concentrating at work; and mental and physical health problems, including difficulty sleeping, anxiety, feelings of worthlessness, chronic fatigue, irritability, anger and depression.

Battered Bystanders

Assholes don't damage just the immediate targets of their abuse. Co-workers, family members or friends who watch — or just hear about — these ugly incidents suffer ripple effects. Tepper found that employees with abusive supervisors faced greater conflict between work and family, agreeing with statements like "The demands of my work interfere with my home and family life."

Demeaning jerks are victims of their own actions. They suffer career setbacks and, at times, humiliation. A hallmark of their behavior is that they sap the energy from victims and bystanders.

People who persistently leave others feeling de-energized undermine their own performance by turning co-workers and bosses against them and stifling motivation

The Dirty Dozen

Here are some common, everyday actions used by assholes:

1. Personal insults
2. Invasion of others' "personal territory"
3. Uninvited physical contact
4. Threats and intimidation, both verbal and nonverbal
5. Sarcastic jokes and teasing used as insult delivery systems
6. Withering e-mail flames
7. Status slaps intended to humiliate their victims
8. Public shaming or "status degradation" rituals
9. Rude interruptions
10. Two-faced attacks
11. Dirty looks
12. Treatment of people as if they are invisible

throughout their social networks. They also suffer because, even when they do their jobs well by other standards, they get fired.

Impaired Organizational Performance

The damage that jerks do to their organizations is seen in the costs of increased turnover; absenteeism; decreased commitment to work; and the distraction and impaired individual performance documented in studies of psychological abuse, bullying and mobbing.

It must have cost producer Scott Rudin, one of the nastiest Hollywood bosses, a fortune — and a lot of time — to manage the entrances and exits of the 119 assistants who worked for him between 2000 and 2005 (or 250 assistants, if you accept *The Wall Street Journal's* estimate rather than Rudin's).

The Upshot

A *Harvard Business Review* reader suggested that more companies would be convinced to enforce the rule if they estimated the "total cost of assholes," or their "TCA." As he put it, "The organizational impact, in terms of both retention and recruitment, lost clients [and] excess organizational calories being expended on the wrong things could provide some very interesting results."

Researchers Charlotte Rayner and Loreleigh Keashly demonstrate how to produce an estimate of such costs. They start by estimating (based on past studies in the United Kingdom) that 25 percent of bullying "targets"

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and 20 percent of “witnesses” leave their jobs, and that the “average” bullying rate in the U.K. is 15 percent. Rayner and Keashly calculate that in an organization of 1,000 people, if 25 percent of the bullied leave, and the replacement cost is \$20,000, then the annual cost is \$750,000. They add that if there is an average of two witnesses for each victim, and 20 percent leave, that adds \$1.2 million, for a replacement cost just shy of \$2 million per year. ●

How to Implement the Rule, Enforce It and Keep It Alive

Several readers of the *Harvard Business Review* essay about the rule wrote to explain that the rule was a centerpiece of their leadership style. Roderick C. Hare, CEO of Mission Ridge Capital, wrote: “For most of my professional career, I have been telling anyone who would listen that I can work with just about every type of person, with one glaring exception — assholes. In fact, I have always used that very word. As much as I believe in tolerance and fairness, I have never lost a wink of sleep about being unapologetically intolerant of anyone who refuses to show respect for those around them.”

Weave the Rule Into Hiring and Firing Policies

IDEO, one of the most successful innovation firms in the world, aggressively screens out demeaning and arrogant people. Many candidates are given job offers only after working as interns — people who have demonstrated under real working conditions that they aren’t jerks. And when candidates haven’t worked with IDEO before, people in the company take the time to filter out the bad seeds. Insider Rodriguez explains:

1. We really value references from people we trust. We also encourage staff to teach university classes and learn how job candidates perform in the classroom — especially in teams that are under pressure to do good work and do it fast.
2. We try to select for professional competence before people walk in the door so that the interviewing process can focus more on a person’s human qualities (or lack thereof).
3. Once in the door, you’ll probably speak to a good number of people — more than would seem reasonable by most corporate standards. It’s all about creating a mutual feeling of “fit.”
4. Every candidate is interviewed by people who will be above, below and alongside them, status-wise. And

people from unrelated professional disciplines participate. That way, if you do get hired, you feel that the entire company wants you, not just one specific high-status manager — who, by the way, might or might not be a total asshole. This method also keeps assholes in a hiring position from replicating.

Rodriguez’s last point is crucial. Research on job interviews and hiring decisions shows that a recruiter tends to hire candidates who look and act like his or her favorite person on the planet — himself or herself. Harvard Business School professor Rosabeth Moss Kanter calls this “homosocial reproduction,” which means that the hiring process (unwittingly) causes most organizations to “bring in the clones.” The implication is that assholes will breed like rabbits.

Managers will reproduce themselves in the hiring process, and soon, as Rodriguez says, your organization will have groups dominated by tools — which then start battling other groups or, worse yet, gain power and spread their poison everywhere. IDEO battles this tendency by having hiring decisions made by a broader group.

Teach People How to Fight

Enforcing the rule doesn’t mean turning your organization into a paradise for conflict-averse wimps. The best groups and organizations — especially the most creative ones — are places where people know how to fight. At Intel, the largest semiconductor maker in the world, all full-time employees are given training in “constructive confrontation,” a hallmark of the company culture.

Leaders and corporate trainers emphasize that bad things happen when “the bullies win,” when fighting means personal attacks, disrespect and rude intimidation. These ill effects include “only the loudest and strongest voices get heard,” “no diversity of views,” poor communication, high tension, low productivity, and the belief that people are first “resigned” to living with the nastiness and then “resign” from the company. Intel preaches that the only thing worse than too much confrontation is no confrontation at all. So the company teaches employees how to approach people and problems positively, to use evidence and logic, and to attack problems and not people.

‘Disagree and Then Commit’

The University of Michigan’s Karl Weick advises, “Fight as if you are right; listen as if you are wrong.” That is what Intel tries to teach through initial lectures, role playing and, most essential, the ways in which man-

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agers and leaders fight. It teaches people how to fight and when to fight. Its motto is “Disagree and then commit,” because second-guessing, complaining and arguing after a decision is made saps effort and attention — which obscures whether a decision is failing because it is a bad idea or whether it is a good idea that is implemented with insufficient energy and commitment.

People are also taught to delay their arguments until all the key facts are in, because it wastes time and because taking a public stance based on incomplete information leads people to defend and publicly commit to paths that ultimately clash with the best evidence.

Having all the right business philosophies and management practices to support the rule is meaningless unless you treat the person *right in front of you, right now, in the right way*.

The Top 10 Steps to Enforcing the Rule

Here’s how you can enforce the rule:

- 1. Say the rule, write it down and act on it.**
- 2. Keep your resident assholes out of the hiring process.** Or, if you can’t, involve as many “civilized” people in interviews and decisions as possible.
- 3. Get rid of assholes fast.**
- 4. Treat assholes as incompetent employees.**
- 5. Power breeds nastiness.** Beware that giving people — even seemingly nice and sensitive people — even a little power can turn them into big jerks.
- 6. Embrace the power-performance paradox.** Accept that your organization does have and should have a pecking order, but do everything you can to downplay and reduce unnecessary status differences among members.
- 7. Manage moments — not just practices, policies and systems.** Effective asshole management means focusing on and changing the little things that you and your people do.
- 8. Model and teach constructive confrontations.**
- 9. Adopt the one asshole rule.** The rule might be most closely followed in organizations that permit one or two token jerks to hang around. These “reverse role models” remind everyone else of the wrong behavior.
- 10. The bottom line: Link policies to small decencies.** Effective management happens when there is a virtuous, self-reinforcing cycle between the “big” things that organizations do and the little things that happen when people talk to one another and work together. ●

Bully Victims Quit

Researchers Charlotte Rayner and Loreleigh Keashly estimate that 25 percent of victims and 20 percent of witnesses of bullying leave their jobs, compared to a typical rate of about 5 percent.

How to Stop Your ‘Inner Jerk’ From Getting Out

Most of us, even the most “naturally” kind and mentally healthy, can turn caustic and cruel under the wrong conditions. Human emotions, including anger, contempt and fear, are remarkably contagious.

Yet there are ways to quell your contempt. The first step is to view acting like a jerk as a communicable disease. Once you unleash disdain, anger and contempt, or someone unleashes it on you, it spreads like wildfire. “Emotional contagion” is what researcher Elaine Hatfield and her colleagues call it. “In conversation, people tend automatically and continuously to mimic and synchronize their movements with the facial expressions, voices, postures, movements and instrumental behaviors of others.” If you display contempt, others (even spectators, not just your targets) will respond in much the same way, igniting a vicious circle that can turn everyone around you into a mean-spirited monster just like you.

Experiments by Leigh Thompson and Cameron Anderson show that even when compassionate people join a group with a leader who is “high-energy, aggressive, mean, the classic bully type,” they are “temporarily transformed into carbon copies of the alpha dogs.”

How to Avoid ‘Poisoning’

Do your homework before taking a job. Find out if you are about to enter a den of assholes and, if you are, don’t give in to the temptation to join them in the first place. Leonardo da Vinci said, “It is easier to resist at the beginning than at the end,” which is sound social psychology. The more time and effort that people put into anything — no matter how useless, dysfunctional or downright stupid it might be — the harder it is for them to walk away, be it a bad investment, a destructive relationship, an exploitive job or a workplace filled with browbeaters, bullies and bastards.

Research on “framing” by social psychologists suggests a few tricks you can use to avoid being an overly competitive jerk and to help immunize yourself from catching the poison. The assumptions and language we

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use — the lenses that we see the world through — can have big effects on how we treat others. Even seemingly small differences in language that we hear and use can determine whether we cooperate or compete.

Three ‘Cooperative Frames’ That Can Help

If you want to quell your inner jerk and avoid spreading (and catching) poisoning, use ideas and language that frame life in ways that will make you focus on cooperation.

First, although many situations do require a mix of competition and cooperation, try focusing on the win-win aspects.

Renowned management guru Peter F. Drucker looked back at his 65-year consulting career shortly before he died. He concluded that the most inspiring and effective managers he knew all had a few things in common, including, “They thought and said *we* rather than *I*.” So start listening to the words that you and your colleagues say. Tape-record and listen to a couple of meetings; if they are nearly all about “me, myself and I,” and “us versus them,” it might be time to start changing the way you talk — it can help keep your inner jerk in check.

Second, adopt a frame that turns your attention to ways in which you are no better or worse than other people. Don’t focus on all the big and little ways that you are superior or inferior. Think of all the ways that fellow human beings are just like you, such as the needs that we all have for love, comfort, happiness and respect.

Finally, tell yourself, “I have enough.” Too many of us are never satisfied and feel constantly slighted, even though — by objective standards — we have all we need to live a good life. This frame can help you be at peace with yourself and treat those around you with affection and respect.

Face Your Past

Research shows that if you were a bully in school, you will be more prone to taunting, teasing, threatening and even doing physical harm to your co-workers.

Facing the facts about your past behavior can help you assess your “risk” of acting like a creep in the future. But there is also intriguing research by anthropologists, historians and psychologists suggesting that the culture you were raised in can amplify your risk, especially if you grew up in an aggressive and violence-prone country, region or neighborhood.

Experiments by Dov Cohen and his colleagues that were published in the *Journal of Personality and Social Psychology* show that for men raised in the southern United States, the culture of honor continues to have

measurable and strong effects, even after those men have moved to the northern United States. Studies show that if you were raised a Southerner — or perhaps a cowboy — you will likely be more polite than your colleagues most of the time, but if you run into an even mildly insulting person, you are prone to lash out and risk fueling a cycle of poisoning. ●

When Assholes Reign: Tips for Surviving Nasty People and Workplaces

Psychologists have found that if you can’t escape a source of stress, changing your mindset about what is happening to you, or reframing, can help reduce the damage done to you. Some useful reframing tricks include avoiding self-blame, hoping for the best but expecting the worst, and developing indifference and emotional detachment. Learning when and how to simply not give a damn isn’t the kind of advice you hear in most business books, but it can help you make the best of a lousy situation.

Martin Seligman’s research on “learned optimism” shows that when people view difficulties as temporary and not their fault, and as something that will not pervade and ruin the rest of their lives, this frame protects their mental and physical health and enhances their resilience.

Hope for the Best; Expect the Worst

Framing demeaning encounters in an optimistic light can help sustain your physical and mental health. Yet, especially if you are subjected to mean-spirited people for long stretches, unbridled optimism can be dangerous to your spirit and self-esteem.

Unwavering hope that all those hard-core jerks are going to be transformed into nice people is a recipe for one reliable disappointment after another. If you expect that one beautiful day all those jerks will suddenly apologize to you, begin begging for forgiveness or at least start treating you with respect, you are setting yourself up for disappointment and frustration.

Develop Indifference and Emotional Detachment

When organizational life takes an ugly turn, linking your self-worth to how people treat you and putting all your effort and emotional energy into your workplace is a path to exploitation and self-destruction. Self-preservation sometimes requires the opposite response: Learn to feel and practice indifference and emotional detachment.

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When your job feels like a prolonged personal insult, focus on just going through the motions, on caring as little as possible about the jerks around you and think about something more pleasant as often as you can — just get through each day until something changes at your job or something better comes along.

Look for Small Wins

The ability to gain control over little, seemingly trivial things is a hallmark of people who survive horrible and uncontrollable events — including natural disasters or being a castaway, hostage or prisoner of war.

Rigorous research confirms that the feeling of control — perceiving that you have the power to shape even small aspects of your fate — can have a huge impact on human well-being. The implication for surviving a workplace where assholes abound is that if you can't escape completely, start looking for ways to seize bits of control. Try to find little steps you can take to reduce your exposure to their venom.

Find and build some pockets where you can hide from assholes and hang out with decent people. Doing so can reduce your exposure to jerks, give you a breather and provide a bit of control over when and how these creeps do their dirty work to you. These pockets can be buildings or rooms. They can be found in even tiny moments, such as during brief interactions with supportive customers, colleagues or clients. ●

The Virtues of Assholes

Do you want to be the best asshole that you can possibly be for yourself and your organization? Some tips are offered below, but they come with the following red-hot warning: These ideas are inherently dangerous. People who are destructive jerks can use these alleged virtues to justify and glorify their wicked ways. The weight of the evidence shows that they do far more harm than good.

Do You Want to Be an Effective Asshole?

Here are five key lessons:

- 1. Expressing anger, even nastiness, can be an effective method for grabbing and keeping power.**
- 2. Nastiness and intimidation are especially effective for vanquishing competitors.**
- 3. If you demean your people to motivate them, alternate it with (at least occasional) encouragement and praise.** Alternate the carrot and the stick; the contrast between the two makes your wrath seem harsher and your occasional kindness seem even sweeter.

- 4. Create a “toxic tandem.”** If you are nasty, team up with someone who can calm people down, clean up your mess, and extract favors and extra work from people because they are so grateful to the “good cop.” If you are “too nice,” you might “rent a jerk,” perhaps a consultant, a manager from a temporary staffing firm or a lawyer.

- 5. Being an asshole all the time won't work.** Effective jerks have the ability to release their venom at just the right moment and turn it off when just enough destruction or humiliation has been inflicted on their victims.

Assholes often don't realize that every time they demean someone — say, with a nasty glare, a mean-spirited joke or tease, by treating a person as if he or she were invisible, or by exaggerating their self-importance yet one more time — their list of enemies grows longer day after day.

Fear compels most of the asshole's enemies to stay silent, at least for a while. But as their enemies' number and power grow, they can lie in wait until something happens to weaken the bully's position, such as organizational performance problems or a small scandal. Then they pounce. It is impossible to be in a position of power without annoying and alienating some people, but seemingly cold, unpleasant and unkind people often create more enemies than they realize.

Why They Fool Themselves

Are you suffering from delusions of effectiveness?

- 1. You and your organization are effective despite, rather than because, you are a demeaning jerk.** You make the mistake of attributing success to the virtues of your nasty ways, even though your demeaning actions actually undermine performance.

- 2. You mistake your successful power grab for organizational success.** The skills that get you a powerful job are different — often the opposite — from the skills needed to do the job well.

- 3. The news is bad, but people only tell you good news.** The “shoot the messenger” problem means that people are afraid to give you bad news, because you will blame and humiliate them. So you think things are going great, even though problems abound.

- 4. People put on an act when you are around.** Fear causes people to do the “right” things when you are watching them. As soon as you leave, they revert to less-effective or downright destructive behavior — which you don't see.

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5. People work to avoid your wrath rather than to do what is best for the organization. The only employees who can survive your management style devote all their energy to avoiding blame rather than fixing problems.

6. You are being charged “asshole taxes” but don’t know it. You are such a jerk that people are willing to work for you and your company only if you pay them premium rates.

7. Your enemies are silent (for now), but the list keeps growing. Your demeaning actions mean that day after day, you turn more people against you, and you don’t realize it. Your enemies don’t have the power to trash you right now, but are lying in wait to drive you out. ●

The Rule as a Way of Life

Here are seven key lessons about the rule:

1. A few demeaning creeps can overwhelm the warm feelings generated by hordes of civilized people. Remember that if you want to enforce the no asshole rule in your organization, you’ll get more bang for your buck by eliminating those folks who bring people down. Bear in mind that *negative interactions have five times the effect on mood than do positive interactions* — it takes a lot of good people to make up for the damage done by just a few demeaning jerks. The first things you need to do are screen out, reform and expel all of them in your workplace. It will then become easier to focus on helping people become warmer and more supportive.

2. Talking about the rule is nice, but following up on it is what really matters. Talking about or posting the rule isn’t necessary if people understand it and act on it. But if you can’t enforce the rule, it is better to say nothing. Otherwise, your organization risks being seen as both nasty and hypocritical.

3. The rule lives — or dies — in the little moments. Having all the right business philosophies and management practices to support the rule is useless unless you treat the person right in front of you, right now, in the right way.

4. Should you keep a few assholes around? Once people believe that they can get away with treating others with contempt or, worse yet, believe they will be praised and rewarded for it, a reign of psychological terror can spread throughout your organization that is hard to stop.

5. Enforcing the rule isn’t just management’s job. The no asshole rule works best when everyone

Ripple Effects

European researchers have assembled the best evidence on ripple effects. A British study of more than 5,000 employees found that while 25 percent had been victims of bullying in the past five years, nearly 50 percent had witnessed bullying incidents. Another British study of more than 700 public-sector employees found that 73 percent of the witnesses to bullying incidents experienced increased stress and 44 percent worried about becoming targets themselves.

involved in the organization steps in to enforce it when necessary. Treating people right means conveying respect, warmth and kindness to them — and assuming the best about their intentions.

6. Embarrassment and pride are powerful motivators. In organizations where the no asshole rule reigns, people who follow it and don’t let others break that rule are rewarded with respect and appreciation. When people violate the rule, they are confronted with painful, and often public, embarrassment and the feelings of shame that go with it.

7. Assholes are us. If you want to build an asshole-free environment, you’ve got to start by looking in the mirror. When have you been an asshole? When have you caught and spread the contagious disease? What can you do, or what have you done, to keep your inner asshole from firing away at others?

Just stay away from nasty people and places. This means you must defy the temptation to work with a swarm of assholes, regardless of a job’s other perks and charms. And if you make this mistake, get out as fast as you can. Admitting you’re an asshole is the first step. ●

RECOMMENDED READING LIST

If you liked *The No Asshole Rule*, you’ll also like:

- 1. *Reality Check* by Guy Kawasaki.** Venture capitalist and entrepreneur Kawasaki gives a “no bull-shittake” crash course on every aspect of running a business. Features his best tips on innovation, raising capital, marketing, hiring and firing and more.
- 2. *The Hands-Off Manager* by Steve Chandler and Duane Black.** Chandler and Black offer a new vision for all managers — how to coach and mentor employees rather than hover over their shoulders and goad them into action.
- 3. *The Set-Up-to-Fail Syndrome* by Jean-Francois Manzoni and Jean-Louis Barsoux.** If you suspect your managers are not getting the most from their employees, this summary can help. It offers concrete solutions for the downward spiral of negative expectations.