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## Executive Book Summaries®

# The Curriculum

## Everything You Need to Know to Be a Master of Business Arts

### THE SUMMARY IN BRIEF

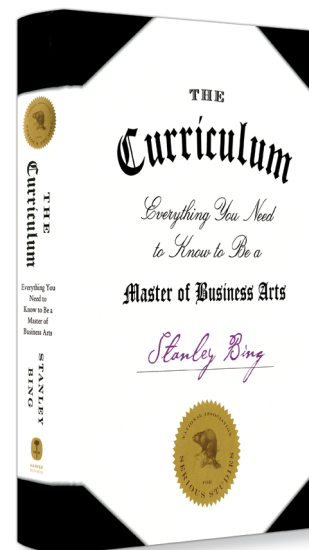
From the mind of best-selling author Stanley Bing, the ultimate corporate mentor, comes *The Curriculum: Everything You Need to Know to Be a Master of Business Arts*, a no-nonsense, real-world strategy for success. Sharp, practical and amusing when it needs to be, *The Curriculum* is certain to occupy a place of pride on any shelf dedicated to books that explain how business works and how that knowledge can be used to achieve power, happiness and indefensible amounts of money.

Included in *The Curriculum* are key chapters on not appearing stupid (mandatory for entry-level students), fabricating a sustainable business personality, management, group dynamics, mastering electronic communications and dealing with bosses and other crazy people.

After contributing thousands of columns to *Fortune*, *Esquire* and the *Wall Street Journal* and writing nearly a dozen books on corporate strategy, Stanley Bing is at the top of his game, dispensing a lifetime's worth of hard-won wisdom to the next generation of masters. Enroll in *The Curriculum*, and his secrets will be yours.

### IN THIS SUMMARY, YOU WILL LEARN:

- How to not look stupid.
- Methods to fabricate a sustainable business personality.
- Tips to engage in the art of selling, self-branding and self-marketing.
- How to understand and use the fundamentals of power to your benefit.



by Stanley Bing

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# THE COMPLETE SUMMARY: THE CURRICULUM

by Stanley Bing

**The author:** Stanley Bing is a longtime columnist for Fortune magazine and the best-selling author of *What Would Machiavelli Do?*, *Throwing the Elephant*, *Sun Tzu Was a Sissy*, *100 Bullshit Jobs ... and How to Get Them* and *The Big Bing*. By day, he is a top executive in a gigantic multinational corporation whose identity is one of the worst-kept secrets in business.

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## 001. Preface

This core curriculum and extensive elective courses are based not on ivory-tower musings but on actual workplace experience augmented by as much research as seems necessary to back it up. The course is comprehensive but will certainly not take anywhere near the two years and up to \$250,000 involved in those offered by well-established, time-consuming and tedious ivy-covered institutions stocked with professors who would be eaten for lunch by most serious business executives. ●

## 003. Curriculum Overview: The Road to Power

This book is divided into four major sections: First, the core curriculum will teach you the fundamentals of the real world. After that, there is a hefty dose of advanced material that tries to help you get granular and muscular as you deal with the daily world that right now you may be ill prepared to encounter.

### Power: The Ultimate Payoff

In the end, business is like ballet. Some have a talent for it. Those who do never stop taking classes, practicing, working out their muscles and sinews, even when they sleep. The art of learning is never done. One layer builds on another, conveying the one true coin of the realm. Power. The goal is power. The Curriculum is the way. Let's begin.

The Core Curriculum establishes a common language and foundation upon which a real-world business career can be mounted.

While the core is not in itself sufficient for mastery in the business arts, it must be completed before more sophisticated development is possible. Those who ignore the core and proceed directly to the helter-skelter world of daily business are in the same position as monkeys given the assignment to type on a keyboard until they achieve *Hamlet*. There's always a chance it may work out, but if it does it will be by accident and only after an unacceptable length of time. ●

## 100. THE CORE

### Course 101: Not Appearing Stupid

The workplace is accepting of all kinds of people, but not those who appear to be stupid. Looking stupid is almost always an impediment to success, and in certain fields it is a virtual roadblock.

Those who wish to succeed in the higher levels of business life must appear to be the least stupid. While they most often are not smarter than anybody else, those who prosper and advance under the big tent are clearly more adept at *appearing not stupid* than the rest of us, not only in everyday life but, perhaps more important, in crucial business situations as well.

### Mastering the Elements of Nonstupid Discourse

Fortunately, one does not have to be a genius to grasp and then successfully employ the tenets of excellent business discourse both written and verbal. A smattering of knowledge and the ability to exude confidence is key.

## SUMMARY: THE CURRICULUM

Here are the makings of the crucial foundation upon which the appearance of nonstupidity may be built:

### Reading and writing basic business English.

1. Say what you mean. Don't be afraid to do so, within reason. Of course, "what you mean" may, in fact, be a reiteration of what someone else means; that is up to you, but don't make people read a bunch of gibberish to finally ascertain what you intend to communicate.

Consider "I agree with Lenny." Or "OK by me." The thing that distinguishes these utterances is that 1) they are clear, 2) they are in declarative form and 3) you don't have to be a genius to get it. That's good writing.

2. Adhere to common forms of English. English is made up of some very basic fundamentals: a subject, a verb, an occasional object and a reason for its existence. Consider "Chuck can do it" or "There is absolutely no research to support that. Show me some research, and maybe we can formulate further strategic alternatives."

The last, obviously, is a more complex sentence. But it says what it means and also puts off definitive action for a later date. That's a good sentence. It does, however, utilize *jargon*, which may be defined as a business-specific term that implies knowledge of the subject and also injects unnecessary complexity for the purpose of 1) obfuscation and 2) showing off.

Beyond coherent written expression, the effort to avoid the appearance of stupidity also mandates ... an ability to conceal that which you do not know. Many smart people are, for instance, scared of economics. They think that if they talk about it, they will look stupid. Such is not necessarily the case. Let's put it more simply: You don't need to know anything about economics to talk about it. Just stay out of it, and your risk of seeming stupid will be cut roughly in half.

The best way to avoid looking stupid is simple — but very difficult to accomplish if you are, in fact, either stupid or prone to error, due to lust, pride or even good intentions. And the best absolute inoculation against the appearance of stupidity is this: Don't do stupid things.

How painfully basic! And yet ... every day, in every walk of life, in government, the military, academic establishments and, of course, the world of business, smart people are doing stupid things. ●

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## Course 102: Fabricating a Business Personality

You will never move forward if you do not assume a working personality that supplants your own, at least in

part, while you grow on the job. For the most part, the ability — and the right — to reveal one's true self grows over time, until you reach the highest levels of power, where people are unalterably and irrevocably authentic, gigantic, festering warts and all. Sometimes all that's left are the warts ... and a lot of money.

The relationship between self-expression and power may be calculated mathematically:

$$G = PX^2$$

In this formulation, permissible Genuine Personality (G) is a function of two things:

- An individual's Personal Power (P, on a scale of 1-10), multiplied by ...
- The square of a certain indefinable quality that one cannot conceal (X). It's measured on a scale of 1-100.

In senior management, the expression of Genuine Personality (G) may be huge — a product not only of the Power (P) conferred by the rank and title but also by the enormous size of that uncontainable, irrepressible X factor (X<sup>2</sup>) that makes a George Washington the leader of his country and Bill Clinton the most charismatic guy in any restaurant he chooses to enter.

A low X factor means a diminished ability to express whatever genuine human being resides within you (G). The answer lies in *building your X factor over time*.

### The Functional Business Personality

Each student has to determine what kind of mix upon which he or she will settle, but the parts of the whole are relatively immutable:

1. **Grooming (5%).** There are men who still use strong aftershave and women who travel in a cloud of seductive scent. Others (men, mostly) have facial hair. These contribute mightily to one's definition of organizational self.
2. **Costume (11%).** For many years, everybody in China and at, say, Westinghouse dressed in the same blue suit. Deviations from that norm made a statement.
3. **Choice of hardware (17%).** At this stage of history, the display of your hardware makes a powerful statement about you, particularly if the implement you fish out when the phone rings is a clamshell that belongs in the Smithsonian.
4. **Work habits (23%).** What does "on time" mean to you? Are you organized? Responsive? Available to do a conference call while attending your mother's funeral?
5. **Substance abuse (7%).** Alcohol and other stimulants and depressants play an enormous role in business, government and the arts. You need to establish your positioning vis-a-vis this important issue to ensure minimum destruction of your newly minted persona.

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6. **Approach to aggression, rage and violence (10%).** There are those, even when young, who operate on a short fuse. This gives the ones destined for greatness immediate and credible power — the power to scare people. The other kind of angry people are the ones you see picking up cigarette butts on the sidewalk and screaming about fluoride in their water. You'll want to apprehend the difference.
7. **Friends (17%).** Friends can sometimes, if not always, be counted upon as allies, which are more important than friends.
8. **Craziness (10%).** Each individual must wrangle his or her personal insanity and use it for the best business objectives. One must also learn to manage the insanity of others. Those who do not currently possess insanity are encouraged to acquire some.

## On Conforming to Expectations

The core concept the student must master, as he or she goes about the gradual and serious business of fabricating a sustainable business personality, is the necessity to *conform to cultural and pre-established personal expectations*.

It is recognition that one's appearance and behavior must be in accordance, within a certain zone, with what people expect. Falling outside that zone will make people uncomfortable with you. But more important, it will make them begin to see you as *not part of the program*.

Establishing consistent expectations and then meeting them is at the heart of corporate life. As you fabricate your personality, make sure to keep that fact firmly in mind, because the creature you create will have to be sustainable, admirable and capable of growth. It also helps not to hate yourself when you're done. ●

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## Course 103: Selling, Marketing and Negotiating

There are three legs to the salesman's stool, without which the salesman would be sitting on the floor, a position less congenial to negotiating a deal than some others. The three legs:

- **Marketing:** Invented to help sell things people don't need. Products and services that people actually need do not require marketing's song and dance. The more silly and useless the object or activity to be sold, the more intense the marketing needs to be.
- **Selling:** The art of selling transcends the product that is itself the subject of the enterprise. Selling is persuasion, an exercise of self. Selling involves getting another human being to part with something, usually

money, in exchange for whatever it is you are telling them they need.

- **Negotiating:** One of the most important skills of all, negotiation is the seductive dance of all business relationships, successful or not. It involves, at one time or another, bargaining, wheedling, cajoling, bullying, reasoning and, when necessary, threats and promises in equal measure.

You can't have marketing without sales or, in most cases, sales without marketing, and you can't close a deal you can't negotiate. Give deep thought to the relationship between the three. ●

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## Course 104: Managing

No matter how small a fish one might be, one must know how to manage. Those who do not manage will, in short order, find things unmanageable. There are four directions in which an effective manager must manage.

### Managing the Boss

No individuals are more in need of guidance and assistance than those whose job it is to provide leadership. Managing your boss includes running errands, disaster control, cleanup, tapping into their fantasy life and keeping paranoia, suspicion of others and rank terror of failure from bubbling.

### Managing Subordinates

The secret of managing other people is complex. Intimately involved are several arts: listening, thinking, questioning, validating, questioning and appropriating other peoples' ideas as one's own.

### Managing Peers

The most neglected skill rarely identified or studied, the ability to manage peers and colleagues is also crucial. The budding future manager will have a lot of work and no one else to do it for them. Sharing the workload is the art of exerting influence without power.

### Managing Yourself

Perhaps the most important management challenge of all: management of yourself. This involves getting it done, thinking hard, fighting fear and chasing the dream.

What just might be the most important quality of great management and those who have a gift for it is listening. Listen to your boss, employees, colleagues, clients and customers, family, research people, vendors, critics and even, at times, to the media when the spotlight beckons. Listen to it all.

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And finally: Listen to yourself. The great ones do that better than normal people. And who knows? You may be one of them. But you won't know if you don't listen. ●

### Course 105: Group Dynamics

Business is often seen as a personal occupation; it is not. It is the functioning of the individual within the context of groups, not just one group but a series of groups that form, dissolve and reform hourly, daily, over months and years. Understanding group dynamics and what an important role they play in any business career is critical. There are four main subjects:

**What is a group?** A group is not simply more than one or two people sitting in a room. It is a living organism, as long as it lasts, whose workings have an impact on each of its members.

**Understanding other people.** What are they? Gifted businesspeople tend to be self-obsessed, driven narcissists who often have an incomplete grasp of the nature and, indeed, the existence of "other people" as entities distinct from themselves. Yet this task must be learned as well.

**Social relationships as a function of group dynamics.** To succeed in groups, the businessperson must build and sustain what are apparently not purely business relations with a variety of people in whom he or she would have no interest in any other context. No one but a true ultra-senior executive can do without human interactions.

**Meetings and other gatherings as a form of work as well as an alternative to it.** The meeting is the spine of much of the "work" that people do at any office. It is also at times the antithesis of work.

Beware of people who tell you that there is no "I" in "Team" unless they are kidding about it. They are usually the people who put the "I" in "Team." If they're around, you probably should keep plenty of "I" in mind, too. ●

### Course 106: Fundamentals of Power

Hard work and patient achievement is fine, but only a true master can transform labor into power. It is a talent that can be taught only to those possessing the four essential building blocks: desire, obsession, anger and will.

#### The First Element: Desire

The undeniable urge to *get what they want* is what characterizes all people of power. In your development, you will need to begin cultivating this irrational level of desire, the kind that justifies war, revolution, bloodshed,

pain and humiliation on the part of your adversaries. Desire escalates through frustration and rage, resolves on a level of action that is frightening to other people, then uses that fear to achieve power.

#### The Second Element, Part 1: Obsession

Beyond the extremity of wanting lies the unique ability of the powerful to obsess about the object of their desire. There are many kinds of obsession that drive the will to power. Although all are forms of madness, some are power builders and, as such, are useful. Others are power drainers and must be avoided. The obsession with winning is a necessary one. No one achieves power without it.

#### The Second Element, Part 2: Compulsion

Compulsion is the flip side of obsession. All these driving obsessive forces arise from and generate more anxiety, the feeling that something is very, very wrong and needs to be made right immediately if the world is not to fall apart. This horrible and pervasive feeling is at least temporarily assuaged by a variety of powerful, ritualistic behaviors that ease the anxiety and give the suffering obsessive an illusion of control, at least briefly.

#### The Third Element: Anger

Anger confers power because people who are not angry are afraid of people who are. Anger is a sword that, in the right hands, becomes the most effective tool. There are other tools, but without anger they are simply less effective.

The aptitude for great anger comes at a cost. Businesspeople interested in permanent, usable power learn to manage their anger and employ it for good use.

#### The Fourth Element: Will

How much risk can you stand? When a tough situation is staring everybody in the face that can only be resolved by an intricate, dangerous, one-on-one engagement, will it be you who quietly says, "Okay, I'll do it"? Power is seized, then used. If not fully utilized, it is lost.

Every piece of the core is useful, but the extent to which you can draw power to yourself and use it wisely will determine the height and depth of your business career.

Having established a strong core, you are now ready for field-based studies to better prepare you for the vicissitudes of everyday work life. ●

## 200. THE ADVANCED CURRICULUM

### 201: Strategic Thinking

Strategic thinking is utilized to produce a strategy. It helps you come to the conclusion that all hairy situations are amenable to management, even when they're not.

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It takes discipline and practice. The six steps of strategic thinking are

1. **Underestimating the problem.** The strategic thinker wants to do some light cognition in a good frame of mind, without freaking out. Consequently, the true strategic thinker is the first to say, “It’s not going to be a big deal” when the company’s \$25 million celebrity spokesperson is found facedown in a bowl of oatmeal, dead.
2. **Fear.** The 3 a.m. kind. Fear is a terrific motivator. It does one of two things in people. Some run away. Some run forward braced and energized by how big and scary everything is all of a sudden.
3. **Rage.** The mind turns black. *Why do these things always happen to me!* you scream, silently to yourself, unless you’re the CEO, in which case you can scream audibly at virtually anybody you choose.
4. **Intense, microscopic plotting.** Now it’s time to focus. Get a big picture of where you want to go before you start listing stuff. The big picture is very important. Without it you’re not building a strategy. Make a list of actions to be taken. Divide your list into three time periods: immediate, intermediate and long-term.
5. **Getting it done.** While the Getting It Done people are getting it done, really tough Strategic Thinking must be taking place by the Getting the Strategy people as well.
6. **Mopping up.** You may think for a moment that the beast is dead, because you chopped its head off yourself. But look. The body is twitching. Better get busy doing some more thinking!

It is always better to go into the engagement with a strategy than without one. Most people in a conundrum of some sort have no idea what to do. They are not thinking strategically. Eventually, they will look to a person who appears to have some idea of what might be done if somebody knew what to do. That will be you. Pretty soon, they’ll be calling you a leader. ●

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## 202: On Branding Yourself

Now we’re going to take a look at how you might go about marketing the most important product you will ever sell: You. When people buy your brand, they must know that they are getting something consistent, with known properties, that will live up to expectations again and again. That’s what your brand must promise.

To begin, think of yourself as a product.

- What are those qualities that make up your personal brand and differentiate you from the generic hordes?

- Who is the target audience? Senior management? Folks in the field? One person in particular?
- How does the product look, smell, taste? Are there aspects of it that you want to stress or conceal?
- Select all other attributes you can put into action. A brand is all about what you do.

Good is good and bad is good. Good attributes make for solid, straightforward positioning. “This is Barb. She works hard. She plays hard. She’s trustworthy and bright.” That’s Barb’s brand. Bad attributes can be used to sell a different kind of product. “Don’t make Barb angry. She turns into a fucking monster.” Not a bad brand at all, particularly if it comes with intelligence, ruthlessness and charm.

A good brand is more than hype. It must live up to its positioning every day by establishing its authenticity over and over again on the job. Establish it. Expand it. Enjoy it. It will bring you power. ●

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## 203: Crisis Management

Every meltdown has an arc — a mistake, a gestation period, a realization by the wounded party, a period marked by gossip when the situation could evaporate or metastasize and, finally, the opportunity for apology and regeneration. Each of these phases must be confronted and naged in its own particular way. Consider the 14 steps of crisis management:

1. **Examine the horizon.** Crises are always preceded by a precipitating incident that doesn’t look so bad.
2. **Stop bad behavior.** There comes a crucial moment where 95 percent of all bad situations can be avoided. Seize that moment!
3. **Foster manageable paranoia.** The good crisis manager makes sure that the decision makers realize that there may be consequences to their actions!
4. **Catch it early.** Here’s the point where most people freak out and overreact. Resist the urge. Take a step back!
5. **Gather information.** As soberly and rationally as you can, find out what is going on.
6. **Play whack-a-mole.** Most crises seem to pop up, disappear for a while, then pop up again in a different place. Perch over each hole in the ground and wait.
7. **No sir, you can’t hide.** Those responsible for the crisis or for repairing it must be on location, available and visible.
8. **Accept chaos.** The good crisis manager allows all the false solution, the quick fixes, the dumb, dramatic reactions to swirl around while a true and lasting course is found.

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9. **Remain cool.** There's no punishment for taking a few moments to think.
10. **Establish the plan.** It's not perfect. But it's the only way to go. Launch the plan!
11. **Communicate.** Even if the message is very, very minimal, there must be some message that tells the world that you have a story and you're sticking to it.
12. **Don't apologize indiscriminately.** Most of the time the crisis is not ended by the apology. It is, in fact, extended to include a merry dance that ends in the decapitation of the apologizer.
13. **Declare yourself closed for business on this stupid thing.** It's time to get back to the real world. You're not playing the crisis game anymore.
14. **Learn something.** This phase is optional. Others are going to want to skip it. Try not to.

In the end, nothing can stop the crisis once it has started on a path to your door. Shit happens. That's OK. You'll live. Unless, you know, it kills you. ●

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### 204: Electronic Communications

Sometimes it's tough to tame the rolling river of electronic sludge. The issue is, how can we make the tsunami of email, text messages, tweets, Instagrams, etc., work for us, not against us? Some of the problems we all face:

**Problem 1: There are too many empty communications.** There is no fighting this with direct action. A more Zen approach based in Not Knowing may be more appropriate.

**Problem 2: People always checking their implements instead of focusing on what's going on around them, including you.** All this constant peering into implements does not improve business or the lives of those who pursue it. Like all tools, electronic ones must be put into a proper framework and managed.

Your electronic communications are an extension of your business persona. Some sensible guidelines to observe:

- Keep your emails brief.
- If you must go on and on, put all the important stuff up front.
- With every email, text message and tweet that you send, imagine it being read by someone who is suing your corporation and has the right of discovery over your electronic communications. ●

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### 205: Crazy People

The realm of business often rewards those who are, by any sane measure, nuts. This is because those who are

bound to rigid solutions, are focused on themselves to the exclusion of others and are irrational in pursuit of their goals are likely to do very well in the game. In other words, in the world we're trying to master, it's very useful to be a certain kind of crazy.

#### The Seven Kinds of Crazy People

**Bully.** He is willing to do anything to get what he wants. Emotionally vacant and without moral scruple.

**Strategy.** Flattery and backbone. Obsessive attention to the crazy person's mood.

**Narcissist:** He or she is a charming, brisk, highly intelligent, willful, big visionary with a "why not?" attitude that's hard to resist.

**Strategy.** Don't waste time with the truth. He will kill its messenger.

**Paranoid Mind.** A maniac for order. If something falls out of place, it must be restored. Very bad temper.

**Strategy.** Be the solution to his problems, even if they are imaginary. Conveniently, imaginary problems are often easier to solve than real ones.

**Evil Wizard.** While bullies and sociopaths can be a lot of fun when they're in a good mood, these scary people are always a bummer, conjuring winged warthogs from the black depths.

**Strategy.** Only in groups of the righteous is power against evil wizards found. It helps to have a dragon on your side, too.

**Self-Destructive People.** They are vulnerable due to an enormous, crushing lack of judgment.

**Strategy.** Advice and guidance may be offered.

**Hit Men.** They are truly off the rails. The people who dedicate themselves to hurting, maiming and destroying because they work for somebody really, really bad.

**Strategy.** It's tough to work for a stone-cold psycho.

**Cipher.** Who is this fucking guy? Do we know him? Can we count on him not to flake out, burn out, flame out, sell out? No, we can't. Because he is a cipher.

**Strategy.** Whatever. ●

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### 206: Friends, Enemies and Frenemies

In a business setting, there are many differences between a "real" friend and a "business" friend.

Frenemies are neither friends nor enemies but situational associates who, at one time or another, are neither or both. Friends who don't support you and enemies who help you for their own reasons are frenemies. They may be used situationally but watched very carefully, because their support, affection and reliability are inconsistent.

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Here are seven ways to make and maintain friends in business:

1. Be nice to people.
2. Don't shame anyone in public. If an ass must be kicked, do it in private.
3. Listen to people.
4. Always say hello to people in lobbies, elevators and so on, no matter how lowly or insignificant their position.
5. Display a happy demeanor. Manage your face.
6. Solve problems; don't create them.
7. Make people happy.

Maintain your friends, and treat them like the precious treasure they are. Take equal care of your enemies; always look for ways your interests and theirs might intersect. Use your frenemies as you would a hammer or a personal digital assistant, tools that will help you get your job done. ●

### 210: A Short Course in Ethics

Ethics are very easy to have until you need to exercise them. Then it's kind of amazing how many of them can be discussed rationally and modified. "Thou shalt not steal" moves to "maximizing value isn't stealing," which moves to "the rules are unclear about these investment vehicles," which moves to "we'd be morons not to get into this on the ground floor," which results in "it's good for shareholders!"

Rationalizations are at the heart of ethics moderation. Popular ones include

- Everybody does this kind of thing.
- This is chickenfeed compared to what the big boys do.
- My family comes first, not the SEC.

Our brief is *to be as ethical as we can be* on a day-to-day basis, even if the solutions we reach are not perfect, and we do not succeed in guiding matters as we might have wished. In any complex situation, with decisions on the line, the general layout of individual behavior within the closed environment of the business ecosystem is likely to be as variegated as a hummingbird's wing.

You and your company are in this together. The company is juggling regulatory questions, the threat of bad publicity and the immediate punishment that Wall Street might inflict. You have to wrestle with your own ambitions and the expectations of those that rely on you. Finding your way to some ethical comfort level as you go about your business life will be one of the great challenges you will face going forward. Don't expect perfection. ●

## ELECTIVES

### 316. Boondoggles and Other Opportunities for Public Humiliation

A boondoggle is not what those in Silicon Valley refer to as an "off-site," in which one sits in a closed conference room and fights off sleep while pretentious guys with open collars play with empty concepts on a white board.

The classic boondoggle is an organized excuse by senior management to indoctrinate middle and senior management, forge a common identity, make people happy about who they work for and incidentally have a little fun along the way. There are meetings, always in the morning, always intended to be somewhat mind-expanding or out of the run of daily business. In the afternoon, there is sometimes golf or tennis. At certain times during the three-to-five-day boondoggle, there will be entire group events designed to forge unity of spirit and enhance morale among those who perhaps need some.

It should be noted that boondoggles are fewer and farther between at this writing. But as the economy improves and senior managements get too bored staying at home, the boondoggle will pop up again for those who are doing well, and certain understanding of the opportunities and dangers involved will be essential to those who wish to avoid personal destruction. The elective begins with a look at the consequences sustained by those who choose to dance with a tie around their heads, and goes on from there. ●

### 325. No Guts, No Glory

Required for Graduation. ●

#### RECOMMENDED READING LIST

If you liked *The Curriculum*, you'll also like:

1. ***The No Asshole Rule* by Robert I. Sutton.** Take a compelling, humorous look into the difficult challenge of having to work with other human beings. Sutton provides readers with practical advice about what to do with a poisonous work environment.
2. ***Behavior Breakthrough* by Steve Jacobs.** Jacobs and his colleagues explain the quiet revolution that is underway in pioneering organizations.
3. ***Managers Not MBAs* by Henry Mintzberg.** Mintzberg argues that the current MBA system ensures that the wrong people will get educated the wrong way. Discover his International Masters in Practicing Management.