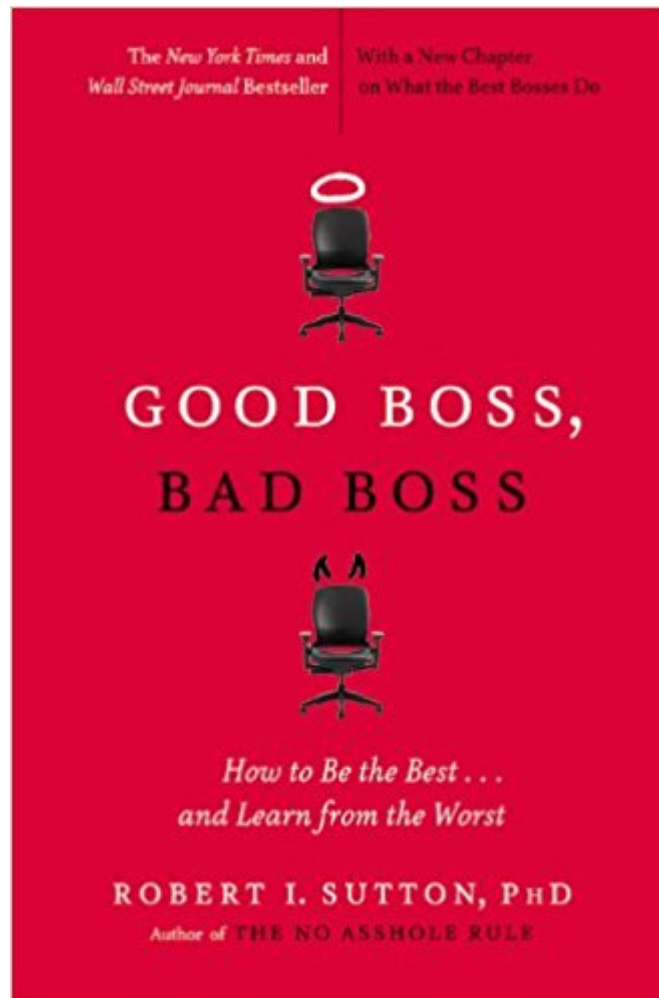




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# Good Boss, Bad Boss: How To Be The Best... And Learn From The Worst



## Synopsis

Now with a new chapter that focuses on what great bosses really do. Dr. Sutton reveals new insights that he's learned since the writing of *Good Boss, Bad Boss*. Sutton adds revelatory thoughts about such legendary bosses as Ed Catmull, Steve Jobs, A.G. Lafley, and many more, and how you can implement their techniques. If you are a boss who wants to do great work, what can you do about it? *Good Boss, Bad Boss* is devoted to answering that question. Stanford Professor Robert Sutton weaves together the best psychological and management research with compelling stories and cases to reveal the mindset and moves of the best (and worst) bosses. This book was inspired by the deluge of emails, research, phone calls, and conversations that Dr. Sutton experienced after publishing his blockbuster bestseller *The No Asshole Rule*. He realized that most of these stories and studies swirled around a central figure in every workplace: THE BOSS. These heart-breaking, inspiring, and sometimes funny stories taught Sutton that most bosses - and their followers - wanted a lot more than just a jerk-free workplace. They aspired to become (or work for) an all-around great boss, somebody with the skill and grit to inspire superior work, commitment, and dignity among their charges. As Dr. Sutton digs into the nitty-gritty of what the best (and worst) bosses do, a theme runs throughout *Good Boss, Bad Boss* - which brings together the diverse lessons and is a hallmark of great bosses: They work doggedly to "stay in tune" with how their followers (and superiors, peers, and customers too) react to what they say and do. The best bosses are acutely aware that their success depends on having the self-awareness to control their moods and moves, to accurately interpret their impact on others, and to make adjustments on the fly that continuously spark effort, dignity, and pride among their people.

## Book Information

Paperback: 352 pages

Publisher: Business Plus; unknown edition (March 15, 2012)

Language: English

ISBN-10: 0446556076

ISBN-13: 978-0446556071

Product Dimensions: 5.5 x 1 x 8.2 inches

Shipping Weight: 11.2 ounces (View shipping rates and policies)

Average Customer Review: 4.4 out of 5 stars 84 customer reviews

Best Sellers Rank: #32,705 in Books (See Top 100 in Books) #23 in [Books > Business & Money > Business Culture > Etiquette](#) #182 in [Books > Business & Money > Job Hunting &](#)

## Customer Reviews

Want to be a better boss? Unaware that you're a terrible one? Sutton (The No Asshole Rule) is here to help. The cost of callous and cruel superiors is considerable: employees with an abusive boss are more likely to work slowly, make deliberate errors, and even suffer heart attacks. With examples from such diverse workplaces as Pixar and Anchor Steam brewery, Sutton reveals how the best bosses take diverse and intertwined steps to create effective and humane workplaces, and offers tips on taking control, getting and giving credit appropriately, taking responsibility, staying in tune with employees, and squelching your potential inner jerk. Using real-life examples and insight gleaned from 30 years of experience as a manager, Sutton teaches his readers to become the boss employees enthusiastically want to work for. This entertaining, satisfying guide is a wakeup call for bosses everywhere--and a survival guide for those who work for them. (Sept.) (c) Copyright © PWxyz, LLC. All rights reserved. --This text refers to an out of print or unavailable edition of this title.

This book is the personal coach that every boss deserves: warm, smart, and freakishly good at translating scientific research into practical tips that will help keep you at the top of your game. --Chip & Dan Heath, authors of Switch: How to Change Things When Change is Hard I loved this book - immediately my favorite business book. There are so many great principles and ideas to live up to, backed up by real data - it should be every boss' responsibility to read and understand it. --John Lilly, CEO of Mozilla Corporation, producer of the Firefox web browser

When was the last time you read an engaging, spot-on, crisp, in-your-face, business book . . . whose resonance not only made you laugh but also made you wonder what you were thinking by getting into organizational life in the first place? Right, probably Bob's LAST book! As a recovering corporate type who now consults on organizational and leadership issues I encounter the grim realities that Bob captures powerfully on a daily basis. Bob nails the rise in incredibly bad behavior on the part of (usually) well-intended but flat-out over-worked senior leaders. We are pounding ourselves and our people so hard for short term results of any kind that we have forgotten how to get the best out of them. We have never needed peak levels of creativity, engagement, and risk-taking by our very best people. But what do we do? We unwittingly create toxic cultures of fear and risk aversion and when it doesn't work out or our best people bail we look everywhere but into

the mirror to find culpability. Most of my clients are getting this as a gift (though they claim they don't have time to read). This smart, wry, and witty indictment is MOST required for those who profess they don't have time to read anything. And it's not just another guy talking about the problems. It's all about solutions. If you pick one book to read as you think about your business and talent challenges in 2011, THIS is one you will be glad to own.

I'm a new manager and this is the best material I've read regarding how to be a good manager. None of the seminars or training sessions my employer has sent me to can touch this advice. There is an example of a good boss in this book similar to my own situation: An executive I once worked for was supportive and obliging in my need to take extra time off while dealing with my troubled teenager. Her empathy toward my personal situation influenced me to perform my responsibilities seamlessly and exceedingly well. How she managed me and others and the information in this book is my model for how to avoid being someone's worst nightmare. Now that I look back, I remember seeing books akin to this one on her desk or bookshelf. Managers in the making, pick up this book!

This is a great book for anyone in a leadership role, or anyone curious about leadership roles in their organization. I was told it was funny - I disagree. The writing was a little much at some points, but still a worthwhile book to have at the ready.

The practicality of this book makes it well worth the read. His writing is easy to follow and engages with lots of real-life examples. The variety of examples allows for any boss to find something applicable. It is also digestible in small bites, meaning that I have small tips highlighted throughout that I can always carry with me. A lot of it is common sense, but it is especially good for new managers to be taught at the beginning of their careers. I would recommend this book to any manager. I will read it again or, at least, refer to my notes in the future. And, I would give it as a gift.

Excellent book. My team was able to get a lot out of this. It is important to understand how you lead and how you are perceived by those that follow you. I have a very young leadership team and it helped them identify with some of their weaknesses as leaders. For me, it gave me great ideas on things I can do to help the culture of my company.

I have a long commute & make a habit of improving my team leadership skills. It's not just my profession, it's also my hobby. Crazy that I actually like listening to this stuff, but I do. So, I've

listened to a lot of leadership audiobooks and can say that this is my second favorite one next to *The 5 Levels of Leadership Proven Steps to Maximize Your Potential* by John Maxwell. Highly recommended, and I am putting the author's first book on my list of books to read when it's time for a new order.

I have heard interviews with the author regarding this book which are interesting, but the book just seems like a compilation of random blogs, research, stories and interviews over the years. There are some good tidbits here and there, but no overarching concepts or a consistent development of ideas for true learning and understanding. He seems to hit the overall subject at cursory, disjointed and shallow way.

Bob Sutton launched an international revolution with his brutally honest bestseller, the *No A\*\*hole Rule*, and in his latest book he's turned his deep experience and knowledge about what makes a lousy boss into becoming a good one. What's refreshing in these authentic and often humorous pages is that the solutions are not formulas. Being a good boss requires a myriad of wise "little ways" to eke out improvements, and a very big one, being a decent person. We learn the importance of Lasorda's Law, how George Washington used an aura of confidence "to learn on the job," and how a NASCAR pit crew manager innovated to turn saved seconds into victories. Sutton tells it like it is, and it's worth the price of admission just to find out the name of the Hollywood Producer Jerk who ejected his assistant onto the side of a freeway for the crime of looking at him in the rear view mirror, and to learn the critical lessons of a chapter entitled "Squelch Your Inner Bosshole." Sutton knows more about the thin line between a good or bad boss, and understands it's a daily human skirmish, less about meeting goals and quarterly numbers and more about understanding our need to produce, create, share and be appreciated. But you won't find happy talk here. Some of my favorite stories are inside gems about how cleverly orchestrated conflict delivers results, how Brad Bird of Pixar sought out "malcontents" to produce the hit movie *"The Incredibles,"* or how the Senior Editor of *The Onion* maintains creativity every week in a 3-day brainstorm. Leave your novel at home and put this valuable book in a visible spot at your cube or on your desk. It's bound to be the subject of conversation. Who knows, your boss may even thank you.

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