

THIS IS THE BOOK BOSSES DON'T WANT YOU TO READ!

**WHO'S AFRAID OF THE
BIG, BAD BOSS?**



How to Survive 13 Types of
Dysfunctional, Disrespectful,
Dishonest Little Dictators

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BAD BOSSES IN DIFFERENT CULTURES

...I live in [another country]...CEO's are always nationals from [my country], but many executive positions are held by foreigners (American, British, German). Companies are always failing...valuable employees are always leaving. Are there studies like yours about managers in my country?

Dear Foreign Patriot,

Studies indicate that human personalities, as defined in Jungian psychology, are universal across cultures. What differs is behavior. Societal norms, a nation's laws, and the norms of subcultures within a geographically-defined society determine acceptable behavior. We are all constrained from expressing our full personality by trying to fit into the dominant culture in which we live. And there are always those who violate the prevailing norms and laws of a society to behave in ways that are truer to their personality. That's why societies have courts, law enforcement agencies and disciplinary methods.

Here in the United States, large business organizations are subcultures. A US citizen has all the rights afforded to citizens of our democratic society; however, when a US citizen is employed by a business organization, he or she becomes subject to the norms of that subculture. This often involves relinquishing certain democratic rights while representing the organization. For example, a US citizen may speak freely and publicly against the US President's policies and ideas and be protected from consequences by the democratic right to free speech. However, that same citizen may not speak freely against her or his employer without experiencing consequences imposed by that employer. The norms of a geographically defined society do not necessarily carry over into subcultures within that society.

When individuals from different geographically-defined societies come together in a common subculture, such as employees in a business organization, they bring with them habitual behavioral patterns they learned in their respective societies. These behavioral patterns may clash until all members of the organization practice the norms of their subculture; in other words, until they all learn to behave in the ways accepted and expected by their employing organization. This is the purpose of diversity training programs.

Personalities are universal and business organizations are subcultures within any larger, geographically-defined society. Therefore, given the same organizational norms, conditions and policies that exist in large US business organizations, the same aspects of individual personalities will emerge, regardless of the country in which the organization is located. You will see all 13 bad boss personalities described in "Who's Afraid of the big, Bad Boss?" in large business organizations around our world, and the same behavior will be evident when management abdicates its responsibility to the employing organization.