



## *sample* CHAPTER

*The following is a sample chapter  
from the book  
'How to Lose Friends and Infuriate Your Boss'  
by Jonar Nader*

'Jonar is a wonderfully restless spirit.  
He has an unquenchable zest for life and for people  
that is infectious and irrepressible.  
He has a warm inclusive approach  
to leadership and team building.  
He is one of the most persuasive modern workers  
on leadership I have encountered.'

**General Peter Cosgrove AC, MC**  
Chief of the Australian Defence Force

[www.LoseFriends.com](http://www.LoseFriends.com)

## ABOUT THE AUTHOR

Jonar Nader is a digital-age philosopher and educator who has worked and consulted for some of the world's largest organisations, including Compaq, Acer, and IBM. ★ He was the co-founder of the Information Technology Society and the New Leaders Foundation. ★ He is the author of *How to Lose Friends and Infuriate Your Boss* (in its 2nd edition), *How to Lose Friends and Infuriate People* (in its 4th edition), *How to Lose Friends and Infuriate Thinkers*, and *How to Lose Friends and Infuriate Lovers*. His first novel, called 'Z', is a suspense thriller. He is also the author of *Prentice Hall's Illustrated Dictionary of Computing* (in its 3rd edition), and the technology writer for *Butterworth's Legal Dictionary*, and the *Concise Legal Dictionary*. ★ Jonar is a lecturer, corporate presenter, and consultant in the areas of technology, leadership, management, thinking skills, teamwork, employee engagement, marketing, advertising, and national security. ★ Jonar is a broadcaster, journalist, futurist, technologist, and social commentator, and has worked as a magazine editor and writer for a range of international fashion, art, advertising, motor racing, and technology magazines. ★ Through his company Logictivity, Jonar advises many chairmen and CEOs. He also assists executives when they need technical, professional, market, or management advice. He can be contacted via:

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*I am indebted to each of my ex-bosses.*

THE *vulgar* BOSSES  
FORCED ME TO LEARN ABOUT RESPECT.

THE *selfish* BOSSES  
HELPED ME TO UNDERSTAND COMPASSION.

THE *generous* BOSSES  
ALLOWED ME TO SPREAD MY WINGS.

THE *patient* BOSSES  
KEPT ME ON THE STRAIGHT AND NARROW.



THIS BOOK IS DEDICATED TO  
THE *ghastly* BOSSES  
WHO GAVE ME AMPLE REASONS  
TO FOCUS ON MY CAREER  
SO THAT I COULD ESCAPE FROM THEIR GRIP.

IT IS ALSO DEDICATED TO  
THE *gracious* BOSSES  
WHO ALLOWED ME TO MAKE MISTAKES  
FROM WHICH I WAS ABLE TO LEARN  
ABOUT FAILURE AND SUCCESS.

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**WHO'S THE BOSS?**

*Blood, sweat, and fears*

*Too much  
of a good thing  
can't be bad,  
and too much  
of a bad thing  
can't be good*

**I F A REPUTABLE ORGANISATION OFFERED YOU A JOB THAT IS SIMILAR TO YOUR CURRENT JOB, WOULD YOU TAKE IT? IF YOU DECLINE**

the offer because you are happy with where you are, would you reconsider if the prospective employer offered to *double* your salary? You would not be alone if you jumped at the opportunity.

Now consider a different question. If you could design a job that fulfils your fantasies, what would that job entail? What would you say if someone offered to give you your dream-job, but said that you had to *halve* your current salary? For many people, income loses its importance when it is traded with job-satisfaction. Some respondents say that if their dream-job existed, they would try to find ways to reduce their living expenses so that they could focus less on their debts and more on their career. This type of question solicits varying responses based on

*How can you find a dream-job if you do not know what you are looking for?*

age, maturity, and family commitments. Typically, those who have become disenchanted with the corporate treadmill are more likely to value job-satisfaction over wealth accumulation.

Many people do not have a clue about how to define their ideal job. Even some of the most senior of executives who are running large organisations have not paused to contemplate what they *really* want. When someone asks them about what would make them happy, they are unable to articulate what their dream-job would look like. How can you find a dream-job if you do not know what you are looking for?

If you are not sure what you want from a job, this book will help you to build a clearer picture of your career.

If you *are* the boss, or if you desire to *become* the boss, this book will help you to understand which skills will be the most important in the future.

If you do *not* want to be the boss, this book will show you how to become a successful employee who sells services at a premium. It will also show you how you can negotiate better conditions so that you do not suffer the typical ailments of stress and pressure.

## KILLER DISEASES

Collectively, we entered the twenty-first century carrying a doctor's certificate. It said, 'Suffering from stress. Light duties prescribed.' What does it mean to be 'stressed

out'? What causes us to feel pressured, overworked, and underpaid?

Every ten years or so, we learn about a new wave of occupational hazards. Most recently, public liability has become so expensive that community events have had to be cancelled and small businesses have had to be closed. Exorbitant insurance premiums have been fuelled by our litigious society, whose members no longer take responsibility for their own actions — even when walking across a field.

*Work, rest, and play ought to be rolled into one lifestyle from which we can derive complete satisfaction*

Back in the 1990s, employers discovered how costly it could be to handle grievances and 'emotional damage' in relation to sexual harassment and unfair dismissal.

In the 1980s, employers refused to believe that 'repetitive strain injury' was a serious ailment; not until the courts awarded astronomical payouts to victims of soft-tissue injury. All of a sudden, 'ergonomics' entered the vernacular.

In the 1970s, employers and insurers were learning about back-pain and whiplash. For private investigators, business boomed as they spied on unethical workers for whom 'compensation' was another word for 'get-rich-quick'. Lawyers convinced victims to try their luck, promising 'no win, no fees'.

Despite employers' best efforts to appease unions, to placate environmentalists, and to satisfy insurance

companies, it seems that our places of work are more dangerous than ever. Stress is the new killer that affects workers' mental and physical health. It destroys both productivity and profitability.

Is it conceivable that, despite earnest attempts to improve occupational health and safety, we have entered an era in which the greatest threat to our workforce is an ill-defined intangible disease that emanates from work itself? Could it be that workers are *more* inclined to suffer from stress because they are uncertain about their future and because they are not passionate about their work?

Although we can point to many factors that fuel stress, we must find out what triggers it. In my search to understand the essence of stress, I have come to disagree with popular medical definitions. I define occupational stress as a condition resulting from our inability to reconcile our capability with our authority. This means that stress is ignited when we can see a solution to a major problem, and we *know* that we are capable of fixing that problem, but we have no authority to do so. We are shackled by bureaucracy.

Stress leads to frustration, which in turn leads to a debilitating disease called 'depression'. I define depression as a condition resulting from our inability to reconcile our inadequacy with our responsibility. This means that depression consumes us when we realise that we are unable to do anything about our own problems. As a result, we believe that our problems will never go away.

## STRESS TEST

I have devised a stress test called the 'elasticity of command'. It enables me to determine an individual's propensity to suffer from occupational stress. I draw on the analogy of giving employees a piece of elastic to measure the distance between them and the nearest colleague who can obstruct a project unnecessarily. Employees are then asked to compare that by measuring the distance between them and their commander (the boss) — whose responsibility it would be to facilitate a smooth transition for the project.

If the boss is reachable and responsive, the stress level is said to be minimal. If the boss is unreachable and unresponsive, the stress level is said to be extreme.

Stress becomes 'frustration' when those who can obstruct us are more powerful than our boss. In industries where everything is processed in real-time, we must be given the tools to make decisions in real-time.

Using 'elasticity of command', we can see that the person who is ultimately responsible for work-related stress is none other than the boss (whether it be our own boss, or someone further up the ladder). Bosses, too, can suffer from stress if their superiors are unreachable and unresponsive.

*Trouble  
comes your way  
without any  
trouble at all*

It would be convenient to blame 'globalisation' or 'politics' or a myriad of external factors for today's stressful



work environments. Ultimately, it all boils down to the boss. If you are the boss, or aspire to become the boss, it is important to equip yourself with the skills that will be demanded of you in the future. Otherwise, you could perpetuate this problem into the next decade.

### IMAGINE YOURSELF ON YOUR DEATHBED

It worries me when an audience nods in agreement with gurus who say, 'People on their deathbed will not look back and wish that they had spent more time at work.' I can safely say that those who show such contempt for their career are in the wrong job.

*Prosperity abounds. You just need to know how to claim your fair share.*

It would be a miserable existence if we could not be absorbed by our work. Work, rest, and play ought to be rolled into one lifestyle from which we can derive complete satisfaction. We would not know the meaning of 'passion' if we were not excited enough about our work to think about it on our deathbed.

If we enjoy our work, we will feel relaxed *and* supercharged, simultaneously. A successful career is a satisfying journey, not a series of daily pit-stops marked by a breather called 'the weekend'.

### IT'S EASY, WHEN YOU KNOW HOW

The purpose of this book is to equip you to handle whatever comes hurtling your way. This is important

because trouble comes your way without any trouble at all, so you had better know how to confront it and how to overcome it.

Prosperity abounds. You just need to know how to claim your fair share. This starts by learning how to lose friends and infuriate your boss so that you can live a zestful and enchanting life.