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| **Manager (IN THE REAL WORLD)** | **Bully** |
| Leader | Bully, coward |
| Decisive | Random, impulsive |
| Has a good appreciation of short, medium and long term needs, goals and strategy | Rigidly short term, often no more than 24 hours |
| Accepts responsibility | Abdicates responsibility |
| Shares credit | Plagiarizes, takes all the credit |
| Acknowledges failings | Denies failings, always blames others |
| Learns from experience and applies knowledge gained from experience to improve business, communication, language and interpersonal skills | Has a learning blindness, cannot apply knowledge gained from experience except how to be more devious, manipulative, and how to better evade accountability |
| Consistent | Inconsistent, random, impulsive |
| Fair, treats all equally | Inconsistent, always critical, singles people out, shows favoritism |
| Respectful and considerate | Disrespectful and inconsiderate |
| Seeks and retains people more knowledgeable and experienced than self | Favors weaker employees, recruits henchmen and toadying types |
| Values others | Unable to value, constantly devalues others |
| Includes everyone | Includes and excludes people selectively |
| Leads by example | Dominates, sets a poor example |
| Truthful | Economical, uses distortion and fabrication |
| Confident | Insecure, arrogant |
| Behaviorally mature | Behaviorally immature |
| Emotionally mature, high EQ (emotional intelligence) | Emotionally immature, very low EQ (emotional intelligence) |
| Good interpersonal skills | Poor interpersonal skills |
| Good etiquette | Poor etiquette |
| Balanced objectivity | Exclusive self-interest |
| Cares about staff, the business, etc. | Cares only about self |
| Respects clients | Is contemptuous of clients |
| Gets on well with people at all levels and from all backgrounds | Identifies only with clones of himself or herself |
| Assertive | Aggressive |
| Delegates | Dumps |
| Builds team spirit | Divisive, uses manipulation and threat |
| Uses influencing skills | Alienates, divides, creates fear and uncertainty |
| Motivates | Demotivates |
| Listens, guides, instructs | Tells |
| Has high expectations (that staff will do well) | Has low expectations of everybody |
| Shares fairly | Controls and subjugates |
| Shares information freely | Withholds information, releases selectively, uses information as a weapon |
| Always strives for clarity | Revels in confusion, divide and rule etc. |
| Allows and trusts people to get on with the job | Constantly interfering, dictating and controlling |
| Only addresses genuine performance issues and then focuses on performance and behavior | Makes false claims about alleged underperformance and focuses on the person, not behavior or performance |
| Focused on the future | Obsessed with the past |
| Respected | Loathed |
| Sets a good example | Sets a bad example |
| Has good moral code and moral integrity | Amoral behavior, no integrity |
| Has honesty and integrity | Exhibits hypocrisy and duplicity |
| Rarely uses the disciplinary procedures | Frequently imposes verbal warnings and written without justification |