



Michael McCaskey

Samuel A. Culbert is an award-winning author, researcher, and professor at UCLA's Anderson School of Management. His laboratory is the world of work where he puts conventional managerial assumptions under a microscope to uncover and replace dysfunctional practices. Widely recognized as a candid speaking expert and theoretician, he is the author of *Get Rid of the Performance Review* and *Beyond Bullsh*t*. *SmartMoney Magazine* included *Beyond Bullsh*t* on its 2008 list of ten top reads. Dr. Culbert is the winner of a McKinsey Award for an article published in the *Harvard Business Review*, is a frequent contributor to management journals, and has authored numerous chapters in leading management books. His other authored and co-authored books include *The Organization Trap*; *The Invisible War: The Pursuit of Self-Interests at Work*; *Radical Management*; *Power Politics and the Pursuit of Trust*; *Mind-Set Management*; and *Don't Kill the Bosses!*

"Samuel Culbert has a gift! He sees what is obviously there, but no one is discussing. At best, *Good People, Bad Managers* will help you make a greater, positive difference in your organization. At worst, it will allow you to realize that you are not insane. It is really as crazy out there as it seems! It will help managers at every level face up to how the 'real world' works to give reports what they actually need."

—**Marshall Goldsmith**, renowned executive coach and *New York Times* best-selling author of *Triggers*, *MOJO*; and *What Got You Here Won't Get You There*

"This intriguing, thought-provoking book offers the promise of significant benefits for workers, bosses, and companies, providing them with a road map for releasing untapped potential. The key is finding enlightened managers who are truly vested in their teams, and who are patient enough to keep at it until naturally suspicious employees can feel safe. I find Culbert's ideas an alluring challenge to how management is practiced today."

—**Cliff Burrows**, Group President, Siren Retail, Starbucks Coffee Company

"Read Samuel Culbert if you relish provocative straight talk, not comforting platitudes. In previous works, he's taken down management communication (it's mostly BS) and performance reviews (they're almost always destructive). In this stimulating new book, he deconstructs the myth of good management. Writing at his provocative, heretical best, Culbert marshals cases and evidence to show that much management practice is little short of abysmal. He describes how managers get trapped in and reinforce a culture of ignorance and malpractice. The problems are deep, and Culbert is frank that there are no easy answers, but offers candid advice on what all of us can do to make our workplaces better. Ever the straight talker, Culbert champions a lot more candor in management."

—**Lee Bolman**, author of *How Great Leaders Think* and *Reframing Organizations*; and Chaired Professor, University of Missouri–Kansas City

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CULBERT

GOOD PEOPLE, **BAD** MANAGERS

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GOOD PEOPLE, **BAD** MANAGERS

How Work Culture

Corrupts Good Intentions

SAMUEL A. CULBERT

There's far more bad management behavior taking place today than the well-intentioned doling it out realize. But the biggest mystery is why people are calling this bad behavior "good enough." Today's managers work in a success and self-preservation mindset, a mindset that doesn't always translate to a productive and mission-oriented environment. Too many erroneous assumptions are involved when following the mainstream tenets of work culture, which sap morale, well-being, and performance at both the individual and organizational levels.

In *Good People, Bad Managers: How Work Culture Corrupts Good Intentions*, author Samuel A. Culbert makes readers aware of the bad habits that are routinely followed by well-intended managers. Managers need to understand the causes of their constant distraction and become more aware of the negatives they inadvertently inflict and the hollowness of the rationales they use to justify what they do. Company leaders, CEOs, and top-tier managers need to become more aware of the ever-present concerns of their own workforce to implement the management mentality they want in their company and then teach the same to their managerial employees.

Culbert offers practical advice for effecting this necessary cultural change in the workplace. Peppared with illuminating and helpful case studies throughout, this is the perfect guide for showing managers exactly how to conduct themselves more intelligently, and, as opportunities arise, in a manner that contributes to the common good.