Chapter 2

Whatever Happened to the Great American Job?

Conscience is a fragile thing. It needs support from institutions, and that support is weakening.

—Abraham Zaleznik

No problem can be solved from the same consciousness that created it. We must learn to see the world anew.

—Albert Einstein

"*We were devastated, just couldn't believe it,*" Philip said. "*What they did to us went against everything we believed in, everything . . .* " his voice trailed off as he relived the personal devastation of three years ago.

"*I felt so violated. These were so-called* '*good people*' *whom I admired for years. They were my heroes. Without a doubt, this has been one of the most painful experiences of my life. It did something to me that I can't quite explain—I don't know if I'll ever get over it. I had no idea of how to deal with something like this; you feel so helpless.*"

Kurt and Philip were luckier than most people who find themselves out of work. As co-workers and good friends, they weathered the massive layoff by a computer software company quite well by securing a financial backer to start their own consulting company. Their advanced degrees in organizational behavior and their extensive experience in their field gave them the credibility and courage to take the risk of starting their own management consulting company.

Kurt and Philip contracted with a nationally recognized company for exclusive rights to market its personal and organizational improvement materials in a new undeveloped territory several hundred miles away. They were thrilled about their new venture to market and provide training programs that embodied their personal and professional philosophy to maintain high moral and ethical standards in business practices. The basic tenets of the programs proclaimed personal honesty and integrity as the hallmarks of success. Having previously worked for a company involved in unethical management practices, they found this opportunity was a breath of fresh air. At least they could trust their new colleagues.

Moving their families at their own expense, Philip and Kurt worked hard getting established in their new community. Although they worked 16-hour days and spent thousands of dollars hosting free seminars to publicize their programs, it was slow going at first. The corporate office (experiencing some financial problems of its own) pushed harder and harder for faster results. At one point the corporate office accused Philip and Kurt of not practicing what they preached on becoming successful! But they were honorable and patient men who just worked a little smarter and harder, fine tuning their business plan and putting in even longer hours.

The sacrifice was worth it. Their hard work started to pay off. Their relentless attention to cultivating relationships with key businesses in the area began to bring in sales.

Philip continued, "*One day we made a follow-up call to a major corporation, a client with whom we had cultivated a relationship for some time. The training director was very interested in our program. I was shocked when he said, 'I'm a little confused. I thought you had exclusive rights to sell these materials in our area, and I had a salesman selling the same thing come in here just last week. What's the deal?' Concealing my terror, I mumbled assurances that there was some big mistake, and I would check it out.*"

Philip rushed back to his office and calmly phoned headquarters. Trying not to prejudge the situation, Philip related what just occurred and asked for an explanation.

"*The vice-president coolly replied, 'Oh, didn't we tell you about that?'' He may as well have said, 'Oh, the weather's beautiful here today.' Instead, he calmly explained they could no longer wait on us to produce . Just had to open the territory up to someone else. Enough business for everyone, and so on. Right, he just took my livelihood, my soul, my heart and handed it over to someone else without even the courtesy of a phone call. My partner's , too. We thought about*

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suing but decided against it. Instead, we picked up the pieces and started over—using our own and some other programs that did quite well."

Once was not enough, however. After learning of Philip and Kurt's new success, the parent company offered them yet another new opportunity, this time to work with their top clients throughout the United States. Again, the corporate office reneged on the deal when they found someone they liked better.

Philip said, *"The irony of the situation just blew me away. Here we are promoting products that promote integrity and ethics, and we get stabbed in the back by the people who developed them! I couldn't believe it. They had no qualms whatsoever about taking away our livelihood and felt no obligation to even tell us. Eventually Kurt had to find another job because there just wasn't enough money to support the two of us anymore. He's still paying me back a little at a time the money advanced him to get the business started. I'm basically over it, but I don't know if I'll ever get over it completely.*"

Philip and Kurt were my friends. They were good and honorable men unmatched in their competency and character. In a heartbeat, hurt and betrayal shattered innocent hope. They entered the world of the working wounded where just getting through the day became a major victory. Many organizations and institutions of all types are toxic wastelands, gradually destroying the vitality and self-worth of many of its members.

Best of Times, the Worst of Times

We live in an age of unprecedented paradox. As we look ahead at the 21st century, we see more violence and inhumanity to man than in any other century. In addition to global terrorism, the United States of America—the most advanced nation in the world—has become the most violent, leading the world with 14 gun deaths for every 100,000 people. In contrast, France has 5 per 100,000, Sweden 2 per 100,000, and Japan 5 for every *10 million* people. Even more dangerous than the physical carnage of the past century is the *spiritual death* we see. We are becoming desensitized to violence.

In contrast, unprecedented technological advances of the last century extended life expectancy more than 25 years. Our knowledge and understanding in every field increased astronomically. Despite periodic economic downturns, prosperity in America is still unprecedented. Yet, despite all of our technological advances and material wealth, feeling safe is more challenging than ever in all types of

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organizations—the home, the school, and the workplace. The culture of violence and enmity in the world impacts the way people treat each other everywhere; it is especially challenging at work. In a sea of fear, conflict, and confusion, wave upon wave of adversity confronts us each day:

- Threats of terrorist attacks and increased surveillance

- Erratic global economy, pressure to do more with less

- Urgency to keep pace with changing technology

- Pressure to perform unsafe, unethical, or illegal acts to improve the bottom line or position

- Restructuring, downsizing, redefinition of employee skill mix

- More difficult, more demanding jobs and less support for balancing work and home life responsibilities

- Clashing values from self-interest groups and multi-cultural workforce

- Erosion of ethics and social values

- Variable pay methods giving more of the risk to workers instead of to the company

- Employees routinely held accountable for results often without necessary information, skills, or training to do the job

- Employees exploited to meet self-serving agendas which expand during situations of scarcity or increased competition, the consequences of decisions to others being overlooked

- Disagreement squelched with people being rewarded for how well they support management instead of inquiring into complex, troublesome issues

- Manipulation of information to create a false reality about why decisions are made. For example, decisions to *terminate* employees rather than to implement cost-saving measures shared equally by everyone. Fantasizing horrible consequences that will surely befall the company, management pleads they have no choice in the matter. Ironically, leaders often pat

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themselves on the back for having the courage to "bite the bullet" and do the "right" thing for the company by firing their employees. Management's rationale for firing employees is to "save" the company from impending ruin when, in fact, the profits to which they are accustomed are only *threatened* somewhat. (It is interesting that the term "biting the bullet" originally signified a Civil War practice to help the injured *soldier,* not the *doctor,* endure the painful medical treatment.)

• Inequity in the distribution of wealth in the company, top executives making 500 times the pay of average U.S. employees in 2001. (In 1973 the ratio was 45:1; in 1991 it was 145:1.[1] In Japan the ratio is 16:1 and in Germany, 21:1.[2])

The Conference Board reported (before September 11), that barely half of Americans are happy with their jobs. The new age of terror with its unrelenting fear factor and high anxiety compounds pre-existing attitudes of mean-spiritedness and passive violence on a massive scale. This hostile work environment undercuts the capacity of people to work together. More than ever before, if you work, you will deal with behaviors, attitudes, and practices that diminish basic human dignity and respect, rendering emotional scars that are often long lasting. If you work, you will experience or will witness others experience increasing fear and the use of destructive survival strategies to cope with threats to personal well-being. Many people do not feel safe or well at work.

In the July/August 1999 issue of the *Harvard Business Review*, the authors of "The Toxic Handler: Organizational Hero—And Casualty" acknowledge that "executives are aware that their organizations spawn anger, sadness, fear, and confusion as a matter of course," but the strong corporate ethic to keep quiet about it precludes any discussion of the toxic nature of our work life. Instead, according to the article,"toxic handlers voluntarily shoulder the sadness and the anger that are endemic to organizational life."[3] Where were the toxic handlers when I needed them?

At a high-tech firm in which I worked, an executive angrily pounded the board room table so hard he broke his hand—the cast a reminder of his potential wrath for weeks to come. In an international women's organization (whose charter was to help advance the careers of women), I suggested to the president of the board of directors they include in their newsletter a column of job opportunities to help women who were being laid off. The president replied incredulously, "Job opportunities! If women want a job, let them go to Job Service just like I did!" Her heartless attitude was reflected again when another employee asked for an increase in her salary, a request that I believed to be reasonable. The president's callous comments were my first clues I had joined the wrong

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organization. The next clue wasn't exactly a clue but a blazing headline that the leaders, at least some of them, could be downright cruel.

Crabs in a Pot

My job as executive director was to run the corporate office and to provide staff support for the members of the board of directors and the members worldwide. Board members were elected from the membership, most of whom served as professional secretaries or administrative assistants to corporation presidents or high level executives. The members of the board met periodically to run the affairs of the association. My first meeting with the board was at a world class hotel famous for its duck parade through the hotel lobby twice a day. No expense was spared at the meetings of the board. While I had enjoyed wide exposure to most typical business fare dining, this was my first exposure to pheasant under glass.

The board members arrived at the most elegant board room in the hotel dressed in designer suits, pulling their banker's boxes behind them. Each took her place at the gargantuan mahogany oval table. I started to join them, a common practice in every job I'd had in my 20-plus-year career. Ironically, the first item on the agenda was to approve a personnel policies and procedures manual I had written, the first in the organization's history.

When I approached a chair, the president abruptly stopped me, curtly instructing me to sit at a small desk about five feet away from them. Stunned by her directive, I sat for a few seconds, slowly realizing the reason for her request was to distinguish my unequal importance and lower status—not because there was no room at the table. Hiding my hurt and indignation, I pulled my chair from behind the desk, moving it closer to the table. I said, "I think it will be much easier to assist you with the items to be reviewed in the policies and procedures manual if I am a little closer." The president then warned me not to speak until all of the board members had spoken. She reminded me again of my status by saying anything I might contribute would be only an unofficial comment as I had no vote or any authority.

After an entire morning of working (silently) off my lap, lunch was served. I decided there was no way I would eat lunch off my lap and started to make a place for myself at the table. No one moved a muscle, until, finally, a kindly new member (who apparently didn't know the "rules") moved over to let me in.

Later, after the meeting when the president and I were alone, I respectfully voiced my concern about the situation. The president added more insult to injury by saying if I ever challenged her again I

would find myself on a plane back home. To which I responded, "If you ever treat me so disrespectfully again, I'll put myself on a plane home."

It was a sad and lonely night at the Hotel Peabody. I knew what it was like to ride in the back of the bus.

Shortly after the event, I confided my concerns about this and other similar incidents occurring at the meeting to a sympathetic officer of the organization, a professional woman with more than 30 years experience. She related to me that in her career she often saw women act like this. She said, "Women remind me of a bunch of crabs in a pot, each trying to climb up the slippery slide to freedom, only to come crashing down because the crabs at the bottom keep grabbing hold of the one above to gain leverage for themselves."

As much as I didn't want to believe her, I knew she was right—at least in this organization. As I looked at my goals and values, I concluded there was no way to reconcile such deep differences. Shortly after I resigned.

This story could just as easily have been about men and not women. Regardless of gender, it is a good example of the toxic nature of modern work life that fuels unprecedented cynicism and mutual mistrust among employees. There *is* a way up and out of the pot, but only if we help each other. Yet, poor adaptation to gradually building threats to our survival is creating a pot full of dazed and dizzy crabs desensitized by increasingly hot temperatures. Often organizational pain happens so covertly and gradually we don't realize we are getting boiled alive! Passive violence is so commonplace we are less sensitive to it.

In July 1998, the International Labour Organization called psychological harassment on the job a growing problem in the U.S., creating lowered productivity and higher rates of psychological distress, including fear and depression. In another 1998 survey of 400 workers, respondents said work changes, such as restructuring or layoffs, were significantly related to the verbal aggression they experienced.[4] Numerous studies over the past 10 years show that workers feel more anxious than ever. Forty-two per cent of workers in one study report that yelling and other verbal abuse is common.[5] It is safe to say that if the research reported in a poll conducted by Princeton Survey Research Associates were done today, the statistics would be considerably higher because of the added stress from the threat of terrorism and corporate malfeasance:

• 73 percent say there is more on-the-job stress than a generation ago.

- 59 percent say they have to work harder to earn a decent living.[6]

- 30 percent of Americans on the job suffer from "job strain," increasing their blood pressure an average of 11 points. Job strain is a combination of two factors: (1) feeling overworked and (2) having little or no control over how you do your job. This elevated blood pressure increases the risk of heart attack and stroke the equivalent of aging 25 years or being 50 pounds overweight.[7]

- Absenteeism shot up 25 percent from 1997 to 1998; the reasons given for absenteeism attributed to stress soared 167 percent from 1995 to 1998.

No one is immune from adversity and abuse at work. Regardless of the place where you work or the level of responsibility, the potential for organizational pain is ever present. Remaining positive is enormously challenging in the midst of a "mean" economy, high anxiety about potential or real terrorist activities, lay-offs, continual change, heightened expectations, and bureaucratic entanglements. Add to this 60-hour work weeks including week-ends, long commutes, cell phones ringing everywhere, late-night e-mail and computer work, and what you have are a lot of people who want their lives back. These conditions make it very difficult to avoid conflict and injustice. The complexity and frantic pace of our work lives pull us to ignore other aspects of our lives that are equally important. Under these stressful, demanding conditions we are challenged to deal with our anger—to learn how to *prevent* or avoid conflicts instead of reacting to the problems after the fact.

To address the difficulties at work, more people are turning to self-help books and training programs, applying cosmetic solutions to *symptoms* rather than getting to the underlying *causes* of their pain. Without a way to understand this complexity and uncertainty inherent in our work life, we are never stretched deeply enough by these behavioral *techniques* to see the real picture. Some books and programs go a step further and include *principles* that are helpful. Yet, without a way to translate these principles into action, once again we are left feeling disillusioned and looking for something more. Relying upon behavioral techniques or principles alone just gets us what we have always gotten—more of the "same-old-same-old." A Conference Board study in October, 2000 reported that only 28 percent of respondents were satisfied with their company's educational and training programs. Perhaps even more important is that only 24 per cent of employees feel loyal to their companies, planning to stay with them at least two years. In a recent survey of 2,785 workers, only about half reported they would recommend their employer to others. [8]

If we want to change our behavior, we cannot simply learn about some new action and then just go out and do it. Many traditional training programs mistakenly operate on the premise that we can. First we must *unlearn* or "deconstruct" what we believe is real and relevant. This is no easy task. It is easier to force the situation to fit our belief system than to change our values, assumptions, and behavior. The magnitude of the task of changing people's hearts and minds is obvious. Al Hastorf, a professor of psychology at Stanford University, tells the following story to illustrate the tenacity of our core beliefs:

The Bleeding Dead

Myrna, an eager psychotherapist, fresh out of school, arrives at her first assignment (a state mental institution) with an air of confidence—even enthusiasm. Her colleagues, battered by years of harsh reality, find her enthusiasm nauseating. In an effort to stifle her sickening energy they assign her to an *incurable* case—a man who thinks he's dead.

For months Myrna employs every therapeutic technique imaginable. The patient remains unchanged. Nothing Myrna says or does convinces him that he's not dead. Nothing. In fact, the harder the therapist pushes, the more convinced the patient becomes. Although the more the staff finds the eager therapist's failure reassuring, Myrna finds it humiliating.

Finally, as it becomes increasingly clear that she's not going to be successful and is likely to be the butt end of a lot of jokes, Myrna tries one final strategy.

She asks the patient, "*Do dead people bleed?*"

The patient responds, "*No, they certainly don't. After all, everyone knows that dead people don't have blood.*"

"*Are you certain?*" she asks.

"*Absolutely,*" he replies.

Armed with this logic, the eager psychotherapist reaches into her smock, pulls out a scalpel and makes a small cut on the patient's hand. Of course, he bleeds.

The patient, seeing the blood gushing from his hand, bugs his eyes with a look of astonishment and proclaims:

"*Well, I'll be darned! Dead people do bleed!*"

When it comes to our core beliefs, it is much easier for us to restructure our worklife to be consistent with our individual viewpoint than to destroy a cornerstone of our personality or to plumb the depths of our soul. It is much easier to focus on others (also known as the Queen of England Syndrome), believing that we have the power to change other people. Savvy workers know

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that we can change only ourselves. And even then our success is limited unless we are committed and loyal to something larger than ourselves.
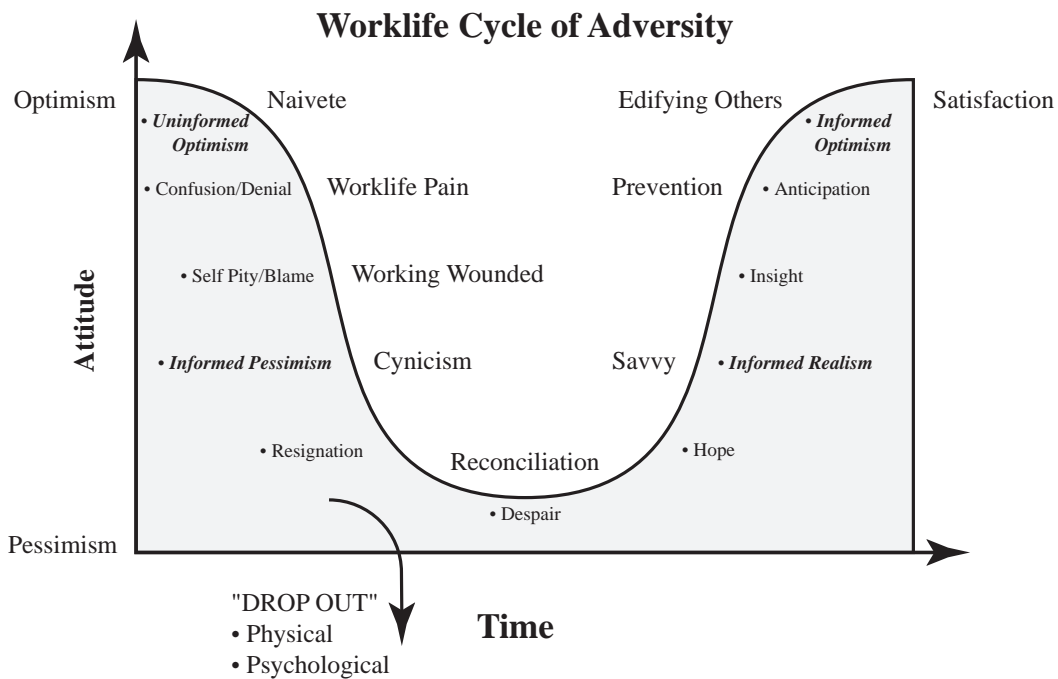
Ideally, we would have a safe group or a personal coach to help us "peel the onion down to the tears" of our misconceptions.Then we can start rebuilding new beliefs about what is real, what is relevant, what is reverent, what is repentant, and begin living an authentic life consistent with these new values. It is simply not within our power to solve many of the problems we encounter at work. Armed with a spiritual commitment to something bigger than ourselves, and new insights about the underlying patterns of our adversity, we can begin to build dynamic frameworks that clarify and guide our worklife. Even if we cannot *solve* some of the difficulties, it is helpful to *name* them*, if not to *change* them.

Brigham Young University professor J. Bonner Ritchie's work on issues of organizational abuse provides powerful imagery for dealing with the adversity we encounter in today's workplaces:

> Picture a U-shaped curve. We begin at the top naive, trusting, pristine. Bureaucratic entanglements may disenchant, frustrate, aggravate, and lead us to believe that there is a malevolent force operating in this organization which wants to destroy us, to get us; we become paranoid. Or, we have a little learning, a little knowledge, a little truth—enough to want control but not enough to understand the dangers of control, enough to victimize but not enough to liberate. We are then sloshing at the bottom of the curve. And that is the worst place to be. It takes tremendous self-discipline to kick out of the trough of the curve and to rise beyond . . . . We have a complex, cynical organizational society with a lot of people sloshing about in the bottom of the trough of bureaucratic encounters. We can no longer remain naive. We are all involved with organizations to such an extent that it is critical that we understand them. But to rise above the trough takes study, patience, understanding, struggle, fighting, learning, praying, thinking, reading, talking, acting.[9]

Unfortunately, many people spend their entire careers floundering at the bottom of the curve. They don't know how to get out. To rise above the trough, most employees must rely upon their intuitive gut skill. Others use the behavioral sciences to manipulate outcomes favorable to themselves. Customarily seasoned by the rigors of working by the seat of our pants, we often end up burned out, cynical, or indifferent; our personal and organizational effectiveness is diminished.

To understand the relationships among time, attitude, and expectations during the various stages of the healing journey of adversity at work, we may extend Professor Ritchie's analogy to a U-shaped curve as the following:

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Worklife Cycle of Adversity

Optimism — Naivete — Edifying Others — Satisfaction

- *Uninformed Optimism*
- Confusion/Denial — Worklife Pain — Prevention
- *Informed Optimism*
- Anticipation
- Self Pity/Blame — Working Wounded
- Insight
- *Informed Pessimism* — Cynicism — Savvy — *Informed Realism*
- Resignation — Reconciliation
- Hope
- Despair

Attitude (vertical axis) / Time (horizontal axis)

Pessimism

"DROP OUT"
- Physical
- Psychological

One thing we know from the great heroes of all time, "The black moment is the moment when the real transformation is going to come. At the darkest moment comes the light."[10] As you can see from the chart, over time attitudes typically get worse before they get better, going through natural and progressive stages of the hero's journey. The temptation is to drop out, by either physically leaving the job or by dropping out psychologically. We manufacture numerous distractions to keep us from confronting the very issues that will move us to higher ground, but, instead, keep us enslaved in our misery. But the only way out is through. By our visualizing the phases involved, and doing the work that needs to be done, our personal experiences begin to make sense, to become valid and congruent. We can anticipate what's next, see where we might be stuck, and begin to unravel the complexity of these dynamic processes. We begin to realize there is more to the story than we understand, more to each of us than we remember. We can visualize coming out of difficult experiences wiser and more able to anticipate and prevent organizational pain in the future if we stick with the journey.

Understanding these organizational processes is a complex, intangible, abstract process. The personal healing journey can be even more difficult. For this very reason, most of us are left to our own devices in understanding how to get along at work. Organizational behavior technology is typically focused on the powerful, the top 20 percent of the workforce, primarily for the purpose of increasing profitability. What about the other 80 percent who also need help and hope in such areas as communication, group dynamics, socialization processes, power dynamics, conflict resolution, interpersonal problem solving, career development, change and resiliency strategies, managing stress, and helping others? We also need the experience of others who understand the illusions and myths of organizational life. With increasing uncertainty of the workplaces of the 21st century, we may be able to *survive,* but not *thrive,* without a solid foundation of moral principles and clearer insight into organizational behavior principles for people at *all* levels of the organization. This is especially true for the less powerful.

Survival of the Fittest

The competition model, "What's in it for me?" creates a workforce that believes they must become ruthless just to survive. Researchers attribute much of the subtly insidious violence done to individuals at work to business executives' view that their work is neither moral or immoral, but *amoral*—not caring about whether their acts are right or wrong. "*Invisible* economic market factors *mysteriously* justify and control decisions regardless of the harm done."[11] [Emphasis added.]

Nevertheless, it is heartwarming to see companies adopt purposes that go beyond self-interest, striving to serve, build relationships, respect their workers, acknowledge personal value, and work together to be profitable from the value of *mutuality*. Good work is co-created, not controlled.

A heroic example of such a company is Malden Mills, a manufacturing plant in Massachusetts. When a catastrophic fire nearly destroyed all of the textile company's manufacturing plant, 70-year-old Aaron Feuerstein, the CEO of the 90-year-old family business, astonished everyone by keeping all of his 3,000 employees on the payroll for three months while he rebuilt the plant. He was questioned about his willingness to keep his people on at a full wage when he could have brought contract workers in for one-half the salary or closed the factory and gotten the work done elsewhere for $2.00 an hour. He replied, "But that breaks the spirit and trust of the employees . . . you break the American Dream." The law of the harvest prevailed in more ways than one for Malden Mills. In addition to preserving the dreams and welfare of Feuerstein's employees, productivity rose 77 percent.[12]

Companies like Malden Mills are involved in a shift from the traditional competition model of organization to a caring model like the one developed by Warner Woodworth, a professor at Brigham Young University:

Traditional Competition Model	Caring Model
Exploitative	Enriching
Closed information	Open information
Investment in technology/equipment	Investment in human capital
Top-down control	Bottom-up power
Competitive environment	Cooperative environment
Profit-focused	Profits and people focused
Game playing	Truthful
Push for efficiency	Drive for effectiveness
Climate of distrust	Climate of trust
Individual focus in decision making	Group based
Empower management	Empowered workers

The best we can hope for here is to create a new awareness, a "sustainable mind-set" which can act as a compass on our personal hero's journey. Individually, in an ideal world we would need to move:

From		To
Domination	›	Stewardship
Separation	›	Interdependence
Reductionism	›	Wholeness
Risk	›	Precaution
Short term	›	Long term
Excess	›	Sufficiency
Quantity	›	Quality
Big	›	Small
Individual	›	Community[13]

But the hero does not mistake the ideal world for the real world: He understands he walks the journey alone; the personal time frame is long term; the rewards are not always self-evident, and are most often intrinsic.

Staying clear about what is real in our worklife is not easy because adversity and abuse at work are not easily discernable. Sometimes our difficulties are blatant and deliberate; other times they are subtle and unintentional. According to a Justice Department study, nearly one million workers a year are victims of violence on the job. Linda Rosenstock, Director of the National Institute for Occupational Safety and Health, estimates one in one hundred workers has been a victim of an attack or assault in the workplace.[14] In the past, "Going postal" became a new euphemism for workers' rage. In the U.S. Postal Service alone, 500 employees assaulted their supervisors and 200 supervisors assaulted their employees during a five-year period. Several other disgruntled postal workers went on deadly rampages by literally firing back at their employers. Dozens of postal workers have been killed by co-workers, and innocent bystanders killed or wounded in out-of-control workplace problems. [15] Now, postal workers live in unimaginable constant fear about anthrax or other unknown dangers.

But the postal service is not unique in this regard. Employees from all professions are experiencing unprecedented violence. For example, in Florida, a doctor "playfully" poked a nurse, seven months pregnant, with a used syringe. A day trader in Atlanta shot himself after killing his wife and children and nine people in two investment firms. Dozens of teachers and school children have died in senseless, execution-style shootings. Before September 11, airline personnel often had to restrain irate passengers (including one prominent minister). Now, even a slight disturbance may instigate requests for fighter jets to escort the plane to the nearest airport. The National Institute for Occupational Safety and Health reports that murder is the seconding leading cause of death on the job in the United State with an average of 20 workers murdered each week.[16]

Often, more benign forms of workplace "murder" occur in the form of lost reputation. Joanna Nolan is $1 million richer because co-workers trashed her reputation. A federal court jury in Salt Lake City, Utah, made this unusually large award to Ms. Nolan after finding she was fired improperly from her job as director of a nursing home. In an attempt to get Ms. Nolan's job, a fellow employee started rumors that Ms. Nolan stole drugs and abused patients, charges that management failed to check out before firing her. Approximately 60 percent of the people in my research report that they have been the target of destructive gossip at work.

A shocking, almost unbelievable article in *Newsweek* asks the question, "What's a 35,000-year- old warrior spirit from the lost continent of Atlantis doing at a Federal Aviation Administration stress management training program?"[17] According to *Newsweek,* FAA officials hired a new-age guru to train their managers to be more "sensitive" to employees' concerns about stressful working

conditions. The participants said they were tied together with strips of bed sheets for 24 hours at a time, were forced to share a bed with bosses of the opposite sex, have communal showers, and visit the toilet together. He also subjected them to verbal abuse and sleep deprivation. Participants were called "jerks," "idiots," and worse, scores of whom went along quietly with these practices, fearing they would not be *promoted* unless they did. At the same agency, a male employee filed suit charging that in a diversity awareness program, he was forced to run a "gauntlet" of women who made sexually demeaning comments while they groped him.

Some employees work for "psycho-bosses from hell." For example, one manager required his subordinates to show a copy of the obituary notice for bereavement time-off; another fired a worker for moving the thermostat. Still another required his employees to bark like dogs when pay checks were handed out. An official of a company in New York City went to the hospital to inform a mother she had been laid off while she stood vigil over her comatose 10-year-old son. A jury awarded $5.5 million to the family of a woman who was driven to suicide by what she claimed was harassment and discrimination by her bosses and co-workers at the Postal Service. Her family said co-workers called her "ugly as a dog." In an interview with five top engineering prospects, a fiery CEO notorious for belittling his foes shouted a popular four-letter obscene directive to the engineers when they asked about his commitment to the company after selling all but one of his shares a few months prior. *Bully busters.org*, a web site devoted to increasing awareness about workplace abuse, has more than 80,000 hits per month.

Hopefully, most people won't be subjected to such extremes. Yet, rudeness and incivility are commonplace. *"Well-modulated and thoughtful* rudeness is an important business tool," says a columnist for *Esquire* magazine. He adds, "I return all phone calls that could do me some personal good . . . . I'm more rude than anybody I know. The older I get the less inclined I am to stifle it. And the more successful I get, the ruder I can be."[18] (Emphasis added.) Not only are workers increasingly rude, they don't mind bragging about it! The pecking order is alive and well at work: Wall Street pushes CEOs for higher profit margins; succeed-at-all-cost executives push middle managers to squeeze more out of their workers; and stressed-out workers take their frustrations out on their families and anonymous strangers on the freeway. A recent study said that women are working in a state of "suppressed panic," not having enough time or emotional energy to deal with the basics such as family meals and children's homework.

Enronitis: the Tip of the Iceberg

The financial devastation of thousands of Enron employees and investors has brought the issue of organizational pain up-close and personal to all American workers. People are asking, "Could

Enron happen to me?" A cover of *Time* magazine captured the feeling of helplessness by showing a picture of a baby, two fingers in his/her mouth, the caption underneath reading, "So many choices and no one to trust. In today's world . . you're on your own, baby."

The Enron debacle, the largest corporate bankruptcy in U.S. history, vividly illustrates how vulnerable American workers are to self-interest, misuse of power and authority, manipulation and exploitation, and the problems created by pervasive greed. How does anyone really know what is real in their company? Conflicts of interest by accountants, lawyers, and investment houses are a set-up for failure and unethical dealing. At a Senate hearing on Enron, Arthur Levitt, Jr., a former chairman of the Securities and Exchange Commission said, "Too many elements of the system are not trustworthy today. They have failed us because of self-dealing and self-interest."[19] Insiders at Enron made millions selling over $1.1 billion in stock while the employees were prevented from selling theirs. Wall Street firms issued strong buy recommendations on Enron stock even after the stock plummeted to 57 cents per share—at the same time as they had detailed information about Enron's poor financial condition.

A few analysts tried to warn Wall Street, but few listened. Despite warnings about controversial accounting practices which kept hundreds of millions of dollars in debt off its books, Vice President Sherron Watkins said the CEO did nothing as did other executives.

My experience and research tell me Enron is just the tip of the iceberg. Tragically, perhaps it took the implosion of Enron to create a public felt need to address these issues. Yet, after all the righteous indignation settles down, we will still be faced with the same conclusions: In today's world you can't make organizations safe. You can't legislate morality; it is still an inside job. It will always be up to each of us to learn to do the best things in the worst of times. Our emphasis must be upon reconciling our losses, becoming more savvy to prevent abuse which is always a potential threat, and to edify others. We *are* truly on our own.

Doing More with Less: A Way of Life

The decade of downsizing, reorganization, and doing more with less has created unprecedented upheaval for American workers on a massive scale—both for those who are let go and for those who stay. Wave after wave of layoffs, limited or nonexistent wage increases, replacement of full-time workers by part-time or temporary hired hands, out-sourcing, job-sharing, and increased overtime help U.S. firms outproduce the world. Over one million people each year are being booted out of their corporate families—all in the name of increased efficiency. Job cuts announced in the

first half of 2001 exceeded the year-ago period by 248 per cent.[20] By year's end, 1.8 million jobs were cut.[21]

In the past, it was shocking news when companies laid off large numbers of employees. Now, it is a footnote that giant corporations in almost every industry continue to scale back, with many firms experiencing employment growth in the same year they cut jobs. Often, downsizing reflects a restructuring of the *skill mix* of the company, not necessarily *shrinking* the company. Experience, skills, and performance, not seniority or employee loyalty, are the primary determinants of employment. Andy Grove, chairman of computer chip giant Intel, spells out the implications of this new work reality:

> No matter where you work, you are not an employee. You are in business with one employer—yourself—in competition with millions of similar businesses worldwide. Nobody owes you a career—you own it as a sole proprietor. And the key to survival is to add more value every day.[22]

There is abundant evidence of the human toll of keeping the Dow up:

- Many new jobs are temporary, part-time, freelance, subcontracted, and independent contract workers and consultants. The Labor Department estimates as many as one worker in 20 is now "contingent," meaning they do not expect their jobs to last more than a year. Other analysts believe this number is much higher, perhaps as many as one in 10 workers or more.[23] Clustered in low-paying jobs, these new contingency workers receive wages, but not much else. Today, "disposable" employ*ees* rather than employ*ers* now pick up the risk that goes with periodic economic downturns or ill-fated attempts to make more money.

- Consumer debt has soared to $6.2 trillion, a record 1.45 million people declaring bankruptcy in 2001. This represents a 13 percent increase over the previous year.[24]

- Today, nearly 80 percent of American households depend upon two incomes; in 75 percent both partners work full time. The number of people who must work two or more jobs to make ends meet has exploded to 13 percent.[25] Not surprisingly, about the same number of parents who both work also say they do not have enough time to spend with their children.

- The line between worklife and private life is virtually vanishing. Studies by the Families and Work Institute and Harvard economist Juliet Schor report the average worker puts in 164 more hours of paid labor per year than he did 20 years ago—an extra month of work.[26] Even when

workers are home, they spend many more hours emotionally handcuffed to their computers, cell phones, pagers, e-mail, and fax machines. Of respondents, 88 percent said their jobs require them to work very hard; 68 percent said they must work very fast; 36 percent feel used up by the end of the day.

- According to Department of Labor statistics, when incomes are adjusted for inflation most American workers make less than they did 20 to 25 years ago. For example, average worker wages went up 3 percent in 1997, while the average compensation for corporate executives (including stock options) increased 35 percent. The net worth (assets minus debt) of middle-class American households was nearly 11 percent lower in 1995 than in 1983, according to economist Edward Wolff of New York University. The net worth of the bottom 40 percent of households in 1995 was 80 percent less than in 1983! The poverty rate of two-parent young families more than doubled between 1973 and 1994.[27] According to U.S. Census Bureau data, some 36.9 percent of the population live below the poverty line.

- More than $17 *trillion* is administered by U.S. money managers who respond to a culture of what Jeff Gates calls "people-disconnected capitalism" and is a serious threat to a genuine robust democracy.[28]

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*Myth # 1: If I get a good job, I'll have the time and
money to do the things that will make me happy.*

In contrast, in 1995, a former executive of a major corporation collected $10 million in options after announcing plans to cut 40,000 jobs. The top executive total compensation for 1997 soared 29.2%, to a median of $3,093,018. The salaries of some executives are stunning: the chairman and CEO of Travelers Group realized $230.5 million.[29] And even when things don't go well for their companies, the gravy train keeps on rolling for executives at the top. The "golden boot" is truly filled with exorbitant sums of gold. For example, despite a $2 billion *loss* at Apple Computer during Gilbert Amelio's 17-month tenure, contracts assured him a severance package of $6.7 million, in addition to his $2 million in salary and bonus. Even after WorldCom's stock lost 90 percent of its value, former CEO Bernie Ebbers was given a $10 million bonus and loaned him $341 million for agreeing to stay.[30]

Linda Lay's tearful contention that she and her husband were broke didn't win much public sympathy. A former employee lamented that the Lays's idea of broke and hers was quite different, wondering how her own family would make their house payment or buy groceries. According to public records, the Lays's holdings seem substantial with assets valued at many millions of dollars: real estate valued in excess of $20 million, Enron stock sales of $101.3 million, and millions of dollars in stocks in eight other companies.

The top 10 percent of the income brackets *are* doing very well; the top 1 percent astonishingly well. The combined wealth of the top 1 percent of the richest people in the United States is equal to 95 percent of the *total* wealth of all Americans.[31] More than 77 percent of workers consider the unequal distribution of wealth in corporations to be unfair and a moral issue.[32] However, most companies and unions are failing to deal with this issue in an equitable way. A study conducted by the Conference Board shows that promotion and bonus policies rated poorly among respondents with only 22 and 20 percent respectively reporting satisfaction.

To satisfy increasing demands from Wall Street to improve profit margins, corporations are expected to restructure to rein in costs. Yet, after a company downsizes or restructures, sometimes the improvement never comes. Ironically, the goal of the "lean and mean profit-making machine" is very often a myth. Many consultants criticize "cutting the fat" as a Wall Street fad that does not deliver on its promises. Short-term profitability gains and stock price increases typically result from downsizing, but they do not *last*. Gains tend to fade rather quickly compared to industry averages.[33] A 1997 Academy of Management study reported that downsizing firms typically trail competitors in return on assets and stock price two years down the road.[34] Over the long term, Wall Street rewards firms with steady revenue growth and enhancement.

In addition to the long-term ineffectiveness of doing more with less, the personal toll cannot be underestimated. Morale plummets. Indeed, those who actually leave may be better off. Often, those who stay are the real victims. Not only is trust and loyalty undercut, layoff survivors must work more hours to pick up the slack. In a survey of 8,000 of the nation's largest firms, nearly 40 percent of layoff survivors had to work more overtime. In a survey of 350 executives, 45 percent were unhappy with the outcome of the cost-cutting strategy and 40 percent said they were *really* unhappy.[35] In *Healing the Wounds,* David Noer says that "layoff survivors sickness" is widespread and toxic to both the human spirit and the organization's survival, creating a depressed, anxious, angry, and risk-averse team—all of which destroy the spirit and creativity needed to compete![36]

An example of the upheaval driven by overzealous efforts to make more money occurred at a privately held company enjoying phenomenal growth in the computer software industry. It generously shared the wealth of the company with its 600 employees, sending all of them on trips to Hawaii and giving large Christmas bonuses. When the company went public it destroyed company morale and productivity by laying off nearly 20 percent of its workforce. The president and CEO publicly boasted of his courage to "bite the bullet" by taking this drastic action, leading employees to wonder whose leg was really being sawed off. Many of the executives lived in multimillion dollar homes in full view surrounding corporate headquarters, becoming the focal point of betrayal by the organization. The company added insult to injury by replacing the Christmas bonus with two free movie passes. "It was more than I could take," said a loyal employee of more than 15 years. "Now I just show up and put in my eight hours and that's all." Not long after our interview, he resigned.

Time after time, this pervasive attitude of cynicism and indifference was a major factor in the company's missing its market windows for releasing new products. Ironically, in an attempt to make more money, shortly after the ill-fated public offering and subsequent buy-out, the company was virtually destroyed.The huge campus of lovely buildings became a ghost town after the remnants of what was left was bought out by a company that moved the entire operation to Canada.

In sum, these strategies leave employees walking tightropes at work; compassion is questioned as a thing of the past. Corporate loyalty, long considered an integral part of American life, is now a policy of expediency, causing adverse stress reactions for many. Even though many corporations are trying hard to alleviate the upheaval to the workers whose jobs are eliminated, this new work reality is taking its toll. A pre-terrorist attack study by the International Labor Organization found that 45 percent of salaried workers in the U.S. say they experience excessive work-related stress.[37]Add to this the added stress of a high probability of other terrorist attacks in the future, losing faith in corporate leaders, and we have a workforce in crisis.

All sorts of people who never thought they would be on the jobless lines—professional and managerial, highly skilled technicians and long-seniority office workers—join laid-off factory workers in looking for jobs. Often they must take jobs at lesser pay. Baby boomers are finding their careers derailed at forty-something, squeezed out by younger workers with roughly the same skills and three or four years' experience at one-third the salary.

Tests to Personal Integrity

Facing tough choices—your ethics or your job—is the stuff of heroes at work. Standing for something often puts our personal security at risk and tests our own integrity to the core. The Enron flameout exposed the moral and ethical dilemmas that put our personal integrity on the line, but situations like these are commonplace.

Lisa's Dilemma

Lisa was a manufacturing engineer for the Alpha Beta Company, a high technology company modeled after the "IBM Way" of doing business. The company values were strategically posted throughout the facility. "Respect for the individual" topped the list as the hallmark of success.

The company's growth skyrocketed, doubling sales each year. The plant ran at full capacity, 24-7's providing more income for its employees than they ever dreamed possible. The push for more production was unrelenting, honoring the sacred cows of "income projections" more than the health and well-being of its employees. Soon employee morale went in the toilet in conjunction with the push to work harder and longer hours to make more money at any price.

It was pretty easy to show respect during the days when there was plenty of money and opportunity; however, five class-action suits by stockholders against the company for insider trading quickly changed everything. The stock prices plummeted, sales declined, and a massive coverup of slumping sales was implemented. Since manufacturing budgets were based upon the number of sales orders received from clients, the numbers of "units built" were often used to manipulate stock prices up by using them as indicators of demand for the product.

Lisa noticed more and more units being built but not shipped, the inventory of products growing larger and larger. Pretty soon it became obvious there were no orders for the product, merely the public statements of numbers of units built. It was an unethical "management strategy" to try to force the price of the stock back up.

Feeling betrayed by her superiors, Lisa wanted to blow the whistle about the scam that was being put over on the stockholders as well as other unsuspecting employees, but she was scared. As a single parent and the sole support of her family she worried about losing her dream job for which she had spent years going to night

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school. She worried that if she brought the issue out into the open she would jeopardize the jobs of many others as well as her own. Even if she kept her job, she feared being ostracized by her colleagues for ratting on her bosses. It was already hard enough being the only female engineer in her unit. It was a profound moral dilemma.

Unable to resolve the dilemma, Lisa became anxious and depressed to the point she compromised her health. Every imagined consequence of confronting the situation seemed dire indeed; but the consequences of not confronting it were making her sick.

In the end, she rationalized that at least she might save everyone's job until the company got back on its feet. It really wasn't *her* decision to defraud others; she was a mere worker bee. She justified her silence by convincing herself that she had a responsibility to herself first and foremost. How else would she be able to care for her family?

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Fear is an important variable in the issue of adversity and abuse in the workplace.

Alexander Hamilton understood something of the double bind and personal despair created when one's livelihood is threatened. He said, "In the main it will be found that a power over a man's support [salary] is a power over his will." When organizations and its people are moving toward decline— or on the opposite extreme, implementing stringent cost-saving measures to increase profits—the need for power and control is paramount. Real or imagined consequences—especially during hard or greedy economic times—bring out the worst in people. This is especially true if the company is training the entire workforce in "principle-centered" work practices at the very time they are stock-piling product in the back room and using every staff meeting to ridicule its employees for not producing better and quicker results!

Tolstoy said, "Men sometimes act unlike themselves." In other words, respect usually goes in the toilet when organizations are in trouble or when the pressure is turned up by stockholders to maintain unprecedented growth. In situations of uncertainty and upheaval, exploitative behaviors

such as greed, manipulation, and "dirty politics" dominate. Extremism is rationalized, responsibility is reduced. Managing image becomes more important than reality and truth. Sadly, men and women are acting unlike themselves at work. False pretense is commonplace. In a study reported by NBC News of 40,000 employees, *93 percent* admitted to lying habitually on the job. The report said workers deceive 30 percent of the people they interact with each week.[38] Is it any wonder that trust has plummeted in recent years? When asked the question, "Do you believe most people can be trusted?" in 1960, 60 percent of the respondents said yes; in 1996, 37 percent said yes.[39] This figure would surely be higher in today's crisis atmosphere. When image becomes more important than truth, dishonesty flourishes, abuse accelerates, and the workplace grows more dysfunctional.

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Myth # 2: Looking good is being good.

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This depersonalized and deceptive way of relating to each other at work is a fast way of abandoning the essential aims of life present in each of us in favor of those of the organization. Gradually and almost imperceptibly, we lose our human dignity, moral integrity, and personal identity. Instead of living within the truth, we "adapt" to organizational life by learning to "live within the lie." In so doing, we, in effect, give license not only to *corporate* immorality but to our *own* as well. R. D. Laing expressed it well:

> They are playing a game. They are playing at not playing a game. If I show them I see they are, I shall break the rules and they will punish me. I must play the game, of not seeing that I play the game.[40]

In *The Power of the Powerless,* Václav Havel describes how we become debased instruments of the administration by capitulating to a bogus reality. Havel wrote about and was imprisoned for his observations of daily life under communist rule in Eastern Europe. As in many of our American businesses, lies and hypocrisy permeated the Czech government. He described how the Czech citizenry who "live[d] within the lie" institutionalized a false society by going along with the official party line whether it reflected their own personal beliefs or not. By behaving as if they supported the regime, either through display of slogans in their windows or voting in elections that were meaningless, they, perhaps unwittingly, sanctioned a corrupt system. Through their silence and indifference, these demoralized people perpetuated their own lack of personal freedom and identity.[41]

This is also true in the workplace. To challenge the system through authentic and congruent behavior is perceived by many as tantamount to signing their own death warrant. By breaking the rules of the game, they expose that it is merely a game. By saying the emperor has no clothes, they expose the system for what it often is: an ideology of manipulation and repression. The lust for power, fame, and wealth replaces natural inclinations to community, service, and personal growth. The success of the economy is built on the backs of millions of workers who are trading their commitment to personal freedom and responsibility for the captivity of consumerism and materialism. The self-determining independent life is traded for the contingent corporate life.

Heroes like Havel believe

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Truth trumps image.

Though many people find it easier to sell out, deep down they know that if we disconnect from the truth for the external rewards of getting the most toys, we have weakened the glue that holds our society together. The new value system—values that include widening disparities in wealth, *individual* rights at the expense of rights of the group, situational ethics, self-interest and self-gratification, and assured entitlement—each of these values challenges the moral authority and social responsibility of all Americans.

Diversity and Multi-Cultural Influences

Becoming comfortable with differences is one of the biggest challenges we face in today's workplace. The workforce is aging, many more women are working, ethnic diversity is increasing, more people with disabilities are employed, educational gaps are increasing, and employees' values are more dissimilar. Workers often feel they must become experts in understanding all cultural differences and backgrounds. The national outcry for justice by special interest groups at a time when corporations are intensifying efforts to do more with less tests our moral and ethical underpinnings in the workplace as never before. Minorities, women, senior citizens, the disabled, youth, and other emerging special interest groups want a larger piece of the pie, and the pie is shrinking. Charges of discrimination continue to be high. [42] Today, 80,000 to 85,000 cases are filed annually with the Equal Employment Opportunity Commission (EEOC), and more than 48,000

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discrimination charges are filed through state and local programs. Almost one in five workers feels he or she has been discriminated against in his or her current job because of gender, race, or age.

With charges of discrimination increasing, the legal system is backlogged, and a spirit of revenge is commonplace. Billions of dollars are spent by corporations in drawn-out litigation of personal injury cases, absenteeism, turnover, increased medical costs, and regrouping losses from sabotage and unfair charges. Even larger costs are incurred through lost commitment and creativity from workers—something American corporations must have to do well. In human terms, employees often feel victimized a second time by the systems they hope will defend them. Both employers and employees are suffering, often bringing progress to a standstill.

The ever-present threat of unjustified litigation leaves nearly everyone stressed out about how to act. In some companies, performance reviews cannot be conducted behind closed doors without an attorney present. In the mason trade, journeymen cannot look at a female apprentice for more than five seconds! On the other hand, employees of a grocery chain complained that a company policy *requiring* them to maintain eye contact for the same five-second time period invited unwanted personal interest. Individual perception or intonation of voice can mean the difference between charges of unwanted sexual advances and an innocent compliment. For example, the courts ruled in favor of sexual harassment in one case where a husband displayed a photo on his desk of his own *wife* in a bathing suit!

Despite massive efforts to quick-fix problems of sexual harassment, charges have climbed steadily, leading many experts to conclude that sexual harassment, like crime, may be impossible to eradicate. In 1997, there were 15,888 sexual harassment complaints filed with the EEOC vs. 5,623 in 1989. By mid-year of 1998, there were 60,000 cases backlogged with the EEOC. Monetary settlements leaped from $7 million in 1990 to nearly $50 million in 1997. In 1998, this figure was eclipsed by one firm alone, with a record $34 million settlement by Mitsubishi Motors. The EEOC sued Mitsubishi in April 1996, alleging that the auto maker allowed women to be groped and subjected to lewd jokes and behavior while working on the assembly line at its Normal, (normal?!) IL, plant. The mere threat of a lawsuit is often enough to cause corporations to settle.

The debate continues concerning the legitimacy of charges of sexual harassment as well as other discrimination claims. Businesses are quick to point out that two-thirds of complaints are dismissed, often at the expense of innocent people's reputations. For example, a jury gave $26 million to a Miller Brewing executive who counter-sued for damages when charged with sexual harassment over a *Seinfeld* episode he told to a female co-worker. However, many legitimate cases

get passed over. Inconsistency in court decisions send mixed signals about how we should behave at work. Because the courts must rely on subjective notions of power, courtship, sex, and sensitivity, sorting out who is misbehaving continues to be an almost impossible task.

Equally troubling is that most women still do not report sexual harassment. For every woman who has gone public with sexual harassment allegations, thousands of others remain silent about similar experiences. Women either suffer in silence, convince themselves it is not happening, or live in false hope it is going to stop. Almost everyone who has experienced unwanted sexual harassment (or has been unfairly accused of it) is well acquainted with living in fear. There are so many risks to consider: shame, not being believed, retaliation, loss of reputation and opportunity.

The original intent of the law was to protect people from *real* harassment in the workplace and to prevent situations of quid pro quo. It was never intended to legislate manners nor to decide their inflections in the voice or looking into someone's eyes more than five seconds constitutes sexual harassment. It was also not intended to do away with common sense. (Since victimism has such a tremendous impact on the workplace, the next chapter will explore this in greater detail.)

A recent Supreme Court decision can effect millions of employees by saying employers can now force workers to *give up* their rights to sue by requiring them to handle their claims through arbitration. It is too early to see the impact of this new ruling. Supporters of the decision point out that the new ruling creates a process for resolving most civil rights, harassment, and other employment claims without clogging up the courts. Opponents are concerned that the ruling gives the green light to the corporate world to abuse employees.

Regardless of your politics or gender, one thing seems certain: men and women alike need to learn to define and defend their physical, emotional, and spiritual boundaries of what is and is not acceptable. Prejudice and boorish behavior will always be present in the workplace. These pernicious threats to our well-being involve deeply ingrained attitudes and behaviors not easily altered regardless of the mandate for change. The *legal* remedy can never satisfy the *human* remedy. The emphasis must shift from attacking the "enemy" after the fact to expanding our capacity to respect differences, to behave morally, and to protect ourselves from the ever-present potential for abuse.

Taking stock of what we feel about adversity and abuse in our worklife and of how to deal with it effectively prepares us to respond with our character intact.:

- How important and relevant is truth in the workplace?

- How should we react to situations in which leaders or colleagues are exempt from playing by the rules?

- What is our moral and ethical responsibility when asked to support or cover up the misdeeds of others?

- How should we handle situations that conflict with our moral and ethical standards?

- How should we defend ourselves when embroiled in political situations?

- Does the end justify the means? If so, when?

- How can dissent and criticism be expressions of support?

- When and how does breaking the rules reflect allegiance and trustworthiness?

- How can two people with different and opposing views both be right at the same time? What is the best way to handle such dilemmas?

- When is less really more?

- Does character count as long as we're getting results?

It depends on your definition of "good" and your own personal definition of success.

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Myth # 3: The good job overrides everything.

It's a Lonely Life on the Lily Pad: AKA The Law of the Phrog

Despite the efforts that many companies are making to outlaw harassment of any kind, many people feel isolated and lonely. Professor of Management Science at George Washington University, Jerry Harvey in his prophetic, caustic, and witty article, "Organizations as Phrog Farms" describes how organizations turn a lot of good people into phrogs. (He says *Phrog* is spelled with a *ph* to hide their phroginess from themselves; for one who has been a person, it's a big comedown to be a phrog.) Harvey takes the view that phrogs tend to live an isolated life in the swamp, competing with one another for insects and for the "right to head the flicking order of the swamp." Phrogs are ultimately evaluated and rewarded for what they do on their own mud flats, not for cooperation.[43] We could call this the Law of the *Phrog*.

According to Harvey, when support at work is withdrawn, *anaclitic depression* occurs. Anaclitic depression is a peculiar and very circumscribed form of depression occurring in all normal people when a person or even an idea that provides them with emotional support is withdrawn. It leads to *marasmus,* a Greek word meaning "to waste away."[44] Today's workplaces thwart our needs for community, reciprocal commitment, and individuality, creating anaclitic depression and *marasmus* on a massive scale.

Are you lonely on your lily pad? Are you wasting away? The shift to shorter-term employment is here to stay. "Insecurity is a fact of life that isn't going to go away," warns former Labor Secretary Robert Reich. In other words, "Get used to it." Yet, in the words of the Irish proverb, "It is in the shelter of each other that people live," not on our lonely lily pads.

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Fear is a short-term motivator.

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