

Chapter 14 Chapter 14: Public and Private Figures Behaving Badly in the News

Tom Delay, Jack Abramoff, and Terry Skillern were behaving very badly. Totally ignoring public laws on how to deal with campaign funds.

Article from Harvard Business Review: Harvey Weinstein's interpersonal style in Feb. 2006 issue of HBR. He was one of the "great intimidators that the author writes about and even lauds.

The mistake he makes is differentiating the bad bullies from the brilliant bullies. The reason those underlings he interviewed said they liked the experience of working with these masterful manipulators was that they were actually brilliant at what they did. Shakespeare in Love is one of my favorite movies. It truly is a great work of cinematic art. But when I saw Harvey Weinstein muscle out his shorter coproducer when accepting his Academy Award it almost ruined the experience of it winning the award for best film. His lieutenant clearly wanted to have his moment in the sun and was waiting patiently, but Hogging Harvey just kept talking with no sensitivity to the other's needs. Did he create a great film and win the Oscar because he is a "great intimidator?" I shudder to think so. He won the award *in spite of the fact* that he is (most likely) a bully and an egopath.

We have no way of knowing what percentage of the author's sample consisted of those who said they were inspired by the intimidator to do their best. They were most likely in the minority. The author recounts how many of his students say they would like to be able to build their "political intelligence" because they feel they may have too much "social intelligence." This is a sad and erroneous statement. These students, and by extension this author, are making the mistake of equating social intelligence with "niceness." Niceness is a part of social intelligence but SI also includes knowing when to get tough with misfits, slackers and, well, bullies. Yes, it is understandable they want to have more interpersonal ability and develop a "little intimidator" of their own. This ability allows a person to stay strong and be self-confident in the face of rebellion, dismissal, or disrespect. But the most successful person is the person who has enough integrity and social intelligence to repress the "inner bully" in order to "be nice" when it's called for but also the ability to confront the slacker when the moment calls for that kind of strength.