

# THE RESPECTFUL MANAGER

The Guide to Successful Management



TERRY A. SHERIDAN

# The Respectful Manager

Many people are confused by mixed messages from their managers. About 85% of the pool of managers are malevolent, who do not care about the organisation and use the structure for their own needs of power and control. We know what a good manager looks like, but in complex social interactions within organisations this can be confused with the manipulations of the malevolent managers, from CEO to the lowest grade supervisor.

*The Respectful Manager: The Guide to Successful Management* is about the application of the Executive Impression Management type of the Respectful Manager, derived from new ground-breaking research regarding fraudster managers. It explains clearly and precisely what a good manager looks like and behaves like with their co-workers. In this book, the foundations are laid to understand and recognise a Respectful Manager. This is critical for management training purposes and for managerial recruitment and promotion procedures. For those looking at increasing profitability, increasing competitive edge, and engaging their workforce in fulfilling work, the Respectful Manager is the key.

This book is a must read for those who aspire to management roles, including senior management, as a guide to the very best practice in the field.

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## The Guide to Successful Management

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**To my mother in law, Mary Westall, Chevalier (Knight), Legion  
D'Honneur. One of the most courageous women I know.**

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# Preface

I would like to thank all of those people who have supported me in this endeavour.

It all began in 2016 with an idea from Paula Higgs – ‘Well, what *is* Respectful Management?’ – that started me on the journey of writing this book. I am very grateful for her thought provoking question, as with my head stuck in the data to me it was obvious, but it started to become difficult to explain to others. Not because of lack of theory, but because to write a normative book on the ideal type of management is fraught with the danger of becoming a boring list. However, she was quite right, it needed to be explained within the context of Executive Impression Management to compare and contrast with the more prevalent malevolent managers that are described in my innovative research.

Kristina Abbotts, Commissioning Editor at Taylor & Francis, saw the merit too of this information having to be out there, and pushed for its acceptance as well as my referees who knew my work. Being a completely independent researcher and practitioner with no university or institutional backing, I did not have an army of postgrad students to continue the research beyond my doctoral study. Once again, I had to sit down and write it myself, which is always an enjoyable experience if only life did not get in the way!

This time my writing was based in Brittany, France and not Indonesia as before. I still share my time with Australia and Indonesia, but for strategic reasons concerning my business, being on Europe’s doorstep was a better option. However, there have been times when I have been wrapped up in woollens and blankets to overcome the cold, huddling my laptop to keep warm. How I missed the tropical warmth of Bali and the heat of summer in Perth, Australia! But it has all been worth it, and again, I am very thankful that I didn’t have to write this in a shed at the bottom of the garden.

I must thank my family and friends for their constant support, as well as health practitioners, who have got me through the writing of the book. My husband John Westall is a tower of support and strength to me, always encouraging me and doing the background work of house and dog duties as well as looking after his own business.

It remains, though, at my own doorstep if there are any errors in this book. But the theory is solid and I agree with Paula, it is time to get the information out there about what is good management, to combat the facile, ill-informed and trite commentary that we get in the media. If managers modelled their behaviour on Respectful Management, the world indeed will be a far better place.

Uzel Près L'Oust  
Brittany  
France  
2018

# First aid

There will be people looking at this book as they are suffering from the effects of bad management. Most notably these effects will be in the form of bullying, physical or emotional and feel bad about themselves, perhaps blaming themselves for attracting or standing up to a manager and felt the full brunt of his or her malevolent overt or covert behaviour.

I want to reassure you that what you are feeling is similar to many if not thousands of employees around the world and feel pushed to thoughts of ending the pain through self-harm.

What you must do is talk to someone about what is happening to you, and if it is thoughts of ending it all, then contact The Samaritans immediately. They have toll-free numbers in practically every country and are easily found on the internet. The Samaritans are trained people who totally understand what you are going through. They won't stop you and call the police and so on if you wish to go ahead, but 9 times out of ten you will feel better and see a way through the pain that you are experiencing. In fact, on their website they say: 'People talk to us anytime they like, in their own way - about whatever's getting to them. You don't have to be suicidal.'

If you are a co-worker of someone who is experiencing a lot of emotional pain at work, then do not hesitate to encourage that person to get help. One helpful hand may stop a tragedy beyond compare to their family and friends.

If you are in human resources and see such a person, you have a duty of care to do something to help the individual concerned. If you are a manager, the same responsibility applies to you. Do not engage in judgement or blame, the individual needs help and you must alleviate it in any way possible immediately.

## The best band-aid

As suicides for women are increasing (Samaritans 2018), one note from a national research study I undertook on women manager's unemployment is particularly appropriate (Sheridan, 2005). The women felt that they had no one to reach out to, as their circle of friends and family were limited in the way that they could understand their work situation. Developing 'buddy groups' or networks can go a long way for a professional woman to get the understanding and support that she needs when the chips are down.