

Educate board members to choose the right executive

Preamble

In 1955 was the first ranking of biggest companies in Fortune magazine. The ranking is called Fortune 500 and lists the largest 500 American companies according to turnover. Today there are less than 250 companies left on the original list. Why did GM nearly bankrupt? Why did large insurance companies and finance institute nearly bankrupt? In spite of capital, a good selected workforce, and a good business idea, many businesses disappear surprisingly. Why cannot these business stay in the market, why cannot they work according adaptation and evolution; they have enormous advantages compared to newly started businesses. A sales-force, a reputation, a loyal market etc. The workforce it cannot be wrong with. The business idea cannot be wrong, that is adapted to according to the market. Where is then the error? The error must lie in leadership. That simple it is, probably. We do something wrong, today. Is it then not time for a paradigm shift, in the business culture?

- The boss shall be average when it comes to intelligence
 - The idea comes from American films, where the boss is most of the time dumb.
 - This is an enormous paradigm shift; up until now the board members believed that the boss shall be exceptionally intelligent and that there are few bosses to choose from, which leads to escalating salaries for the leadership. I shall try to explain why the boss should be a little bit dumb, and have right values; right values are extremely important.
 - The boss feels that he must tell the truth to the close, otherwise he or she will be out-maneuvered by the much more intelligence advisors and board members. This is a very important but simple principle for a good boss, and as the boss feels have to stick to since he or she is more stupid than the closest ones. The boss must naturally not be so stupid that he or she does not realize this. "The truth shall set you free" Bible quote.
 - This forces and demands that the boss' advisors are intelligent and pedagogic, which is extremely important. It is important that the boss does not select his or her own advisors; the same is not competent enough to do this, this is the board members' task, they shall assign boss AND advisors. This is extremely important.
 - If the boss does not understand something complicated, then the advisors shall not try to explain this to the boss. The boss' role is to trust the advisors and give "GO" or "NO GO" after having it explained in simple terms, the advisors shall be at least three, and if the advisors are not in consensus, then the boss gives a "NO GO", if they are in agreement, then the boss gives "GO", unless the boss vetoes; the boss trust his or her advisors that they have understood complicated decisions.
 - The boss' main role is to have a veto if something appears to be bad, e.g. the advisors are not in consensus, or that they cannot explain complicated things in simple terms, what advantages the complicated thing has. Market economy is really very simple; one shall have something to sell that gives profit to the company, if you cannot explain this without going into complicated details, then the advisors are bad; the boss shall leave the details to the professionals.

- The boss shall give security to the company, the boss shall give a yes or a no, and all MUST follow the boss' advice, even what your own opinion is, this gives discipline and the whiners gets a simple answer why they shall do in a certain way; "Because the boss thinks that way."
- The boss shall have self-awareness that the boss is of average intelligence, this forces the boss to delegate and is humble, to leave the right task to the professionals.
- If you cannot explain to the boss why something is good, then it probably is not good.
- If the boss is "a bit dumb", then all the employees feels that they are better than the boss, which leads to that the employees get a high self-esteem automatically.
- The boss gets appreciation for his or her values rather than his or her intelligence; which is a prerequisite for the employees to feel secure; you know where you have the boss.
- If the boss is a bit "slow", then this leads automatically that the leadership becomes stable, it does not swing like a weather vane that only follows the wind, which is destructive for the long term survival; this leads to prioritizations within the core business and that risky projects that appears exciting for the moment, is given time to really see if there is a market; if the boss is "slow" then there is time for reflection, which is extremely important to minimize risks.
- If the boss feels that he or she is not that smart, then he or she does not demand a very high salary and bonus, which leads to a company where the employees do not feel "disgusted" by gluttony from the boss' side; feelings of unfairness and jealousy is reduced; the employees becomes more productive since they feel more motivated to work for a boss that they feel is sound and has sound values.
- The board members can feel safe that the boss will not try to fool them, that is he or she not smart enough to do, the boss knows that he or she must stick to the simple truth, otherwise he or she will be seen through by the much more intelligent board members.
- A bit stupid people keep themselves to simple truths. They are not creative, which is an advantage, because with creativity comes fixed ideas and pride that one has come up with something new, which leads to exaggerated positive view of one's own creations (as ideas). One example is a boss that came up with the idea that the company's logo should be changed to a nicer one, this costed 70000 US dollars, then the boss turned and realized that the old one was good enough, which led to an expensive cost for nothing.
- A bit stupid boss feels forced that he or she has to, as a pillar, to let the professionals do what the professionals shall do, in other words, delegate right.
- A stupid person has both feet on the ground; in other words a very good reality understanding, this is the most positive characteristic of a dumb person; the leadership becomes stable and reality based. A dumb person really only has to understand one thing, the business shall make money, and that is accomplished by the costs for the business is less than the revenue. That is all, which any idiot understands.
- The boss can really be very "slow". On the other hand, the "slower" the boss, the more work for the advisors; the more "slow" the boss the more talent the advisors must have as a pedagogue. Therefore a balance must be found; if you have average pedagogues, then the boss cannot be too "slow", and vice verse, if you have excellent pedagogues

then the boss can be really “slow”. The “slower“ the boss the more reality based is the the boss which is a great advantage.

- What is then the greatest advantage of a “slow” boss. The greatest advantage is that one gets stably known if something is right or wrong. For the boss to answers this, and not just “do not know”, then one has to educate the boss with simple truths pedagogically. If the boss says that something is wrong, then it is prohibited, if the boss says that something is right, then it is allowed; that simple it is. For example, if one is to educate the boss that piracy copying is wrong, then one says “Imagine a big company and that free copying is allowed, then this big company will for example take all musicians CD records and copy them and sell them to a cheap price, and since this company has not had any costs associated with producing the music; hence the musician can never compete with price, the big company can sell the CD at a lower price; hence there is no reason for any musician to ever make any music. If no music is made, then it becomes very boring one one-sided.”. That is it. When the “slow” boss finally realizes this, after certain questions, then the boss will remember that piracy is simply wrong. Then if it comes a Chinese that says, “No it is right with piracy!”, then the simple answer from the boss will be, “No it is wrong with piracy!”, that simple it is, and I am the boss and I decide. That simple it is. So with a “slow” boss you get stable order, as soon as one has educated the boss pedagogically. Another example is ownership rights. If a farmer does not get returns from the seeds he has sown, but rather all his crops are stolen, then no farmers will sow any crops any more, therefore it will be starvation. Aha says the boss, of course we will have ownership rights, the farmer owns the seeding and the harvest. That simple it is. Then one has order again, very stably. When the boss says right, then it is allowed, when the boss says wrong, then it is forbidden, and the boss is the boss. Another interesting question is, is foreign aid right or wrong? Think this way, one says to the boss, if you see that somebody is about to drown and you help this person out of the water so that he survives, then he will be very grateful and be your friend; maybe he helps you another time when you are in trouble, so foreign aid can be right. But imagine also that you help a crook out of the water, and when you have saved him, he robs you of all your money, then foreign aid is wrong. So the conclusion is that when foreign aid helps you then it is right, and only then you shall give foreign aid, and consequently when it does not gain you, then you shall not give foreign aid; the hard part, is of course, to know when it gains you and when it doesn't, but that is a different question; however one can use the caution principle, if you suspect that you will be robbed or that the one you save will not be grateful, then you shall not give foreign aid. That simple it is, you say to the boss, who answers with an “Aha”. The important part to remember with a “slow” boss is that he does not fold for arguments like “They are so poor in China, of course they shall be allowed to piracy copy.”, whereon the boss simply says, “IT IS WRONG WITH PIRACY COPYING!”, whereas a smart boss folds for such arguments, since he has calculated that he will appear friendly and nice. Therefore a “slow” boss is to be preferred, then it becomes law and order in the company, and with that a stable order.

- Disadvantages with an intelligent boss
 - The boss feels more intelligent than the board members, which consciously and subconsciously creates a sort of contempt and lack of respect.
 - This lack of respect makes that this boss feels that he is free to lie and beautify the position.
 - If the company is in a sloping plane, then the boss does everything to keep his job as long as possible, and cash in on parachutes, this he or she accomplishes with by beautifying the position, creative accounting and motivating why more money is needed, which an intelligent boss is really good at, since this boss can “press the right buttons” on the board members.
 - Is really good at finding the right arguments to continue even though the business is running at a loss, when it really best to bankrupt the business or change boss.
 - If one is really intelligent, then one is viewed as “superior” by employees which leads to a bad and unmotivating atmosphere/feeling for the employees at the company, which leads to that the employees do not do their best, but only enough not to lose the job; projects take longer time or fail.
 - Schizophrenia is a grayscale. Intelligent people often have schizophrenia, e.g. Nobel laureates have children that are radically overrepresented among schizophrenics. Intelligent people lie higher on this grey scale, hence. One interesting characteristic with schizophrenics, according to research, is that they constantly reevaluate facts, which leads to delusions and paranoia; if you lie high on this grayscale, then it is a higher risk for delusions, that intelligent persons can find really good and convincing arguments for the board members. Of course delusions is bad for a commercial company; you focus wrongly, plainly, with the board member’s approval.
 - Intelligent people are more neurotic, i.e. swing emotionally, which leads to insecurity within the employees; the company does not become stable if you have an unstable leadership.
 - Intelligent people are more sensitive to personal critique, that spreads a fear among the employees to tell the truth, of what one thinks of the boss’ decisions, which is very bad for the company. Truths must come forward, otherwise it leads to misrepresentations of reality, and bad decisions are made.
 - Intelligent people are more creative. A typical attitude is to downvalue others ideas to the benefit of one’s own just because one has come up with the idea oneself. This attitude can be very damaging to the business, when the best tried and tested ideas are discarded to the benefit of untested ideas new ideas that the boss have found out himself or herself. “Not invented here” is a concept within the business world which means one is too proud to accept others ideas that one has not come up with oneself.
 - An intelligent boss feels that he or she wants to be good and wants to help the employees with his or her own ideas, in other words, he or she does not allow the professionals to be left alone. The professionals can feel forced to implement the boss’ ideas even if they have disadvantages, since they do not dare to implicitly criticize the boss by not accepting his or her ideas. In other words an intelligent boss does not trust

the professionals to do their job on their own, the boss is worse at delegating, and trust the professionals than what a bit stupid boss is.

- The boss shall stick to simple rules, and know his or her own best; the boss shall be egoistic at the same time as this boss is considerate. It is very important that the boss knows his own best, in other words, egoistic and at the same time considerate. If the boss does not have these characteristics, then the boss is not predictable. The boss MUST be predictable. Otherwise no stability in the leadership.
- A stupid boss becomes more loved than a smart boss; “The people’s love, my reward” as Karl XIV Johan said. A boss that feels loved becomes a more secure, predictable and good boss.
- The boss must have military discipline. Otherwise the boss will not be predictable, which the leadership must have as a characteristic, otherwise the whole business sways. The advisors shall write simple rules that the boss shall stick to. The boss shall understand and approve all rules, this is extremely important. If the advisors cannot motivate a rule in a simple way so that the boss do not understand why the rule is there, then the boss shall not approve the rule. This is the main rule the boss shall keep, and is given here. The boss must therefore be able to keep other’s rules, and he or she shall not create own rules that he or she feels is better. If the boss cannot stick to this main rule, then one shall not choose such a boss. This is one of the most important aspects of the boss, since the boss with simple rules becomes predictable, and with predictability comes a stable and secure company. The boss must in other words be dumb enough to realize that he or she cannot come up with his or her own rules, but shall realize that others know his or her own best since they are more competent.
- The boss shall not be paranoid. The boss shall trust his or her surroundings. The advisors can possibly be a little paranoid and in that way make sure that the boss is protected from those threats that can appear. For example wiretapping, different threats, fraud, etc. All this shall the intelligent and a little paranoid advisors be, since a little paranoid advisors take good and wise precautions that they advice the boss in a simple and pedagogic way. The boss shall therefore trust the advisors that they know the boss’ best; with motivation and openness for the boss, then the boss’ trust will automatically be built up for the advisors. The advisors shall be protective of what the most valuable the company has - a good top.
- The boss shall have good self-esteem and good self-confidence, on the other hand the boss shall not have an inflated ego (pride goes before fall)
- A boss with high self-esteem is a happy boss, which is very important for the boss to feel comfortable in his or her role, the boss will then want to be appreciated, and the boss feels that he or she must put an effort to be appreciated, which helps with the motivation.

- The boss shall have a good self-confidence, this spreads in the company and all employees get a good self-confidence.
- Inflated ego leads to that the boss takes the role as God, and gets ideas that he alone knows best which leads to that the boss does not trust his or her delegations, in other words does not leave the job to the professionals, plus that the boss in his ego role starts to mess with details with his or her employees, e.g. tells an engineer how something shall be done, the engineer feels forced to do this even if engineers know it is a stupid idea since this engineer does not want to confront the leadership and risk losing his or her job. A boss that is unable to let things alone with an inflated ego is very destructive for the company, in the short run and in the long, hence.
- The boss shall be social, verbal and be able to hold speeches; this is appreciated by the employees and keeps the business together.
- It is important to tell the “slow” boss to always ask questions and ask for the reason for something. The boss shall never accept anything just because it is told to be true. Then the boss can be fooled. Further, even if the advisors do not try to fool the boss consciously, they can have fooled themselves, by not thinking through their suggestions enough. If the boss asks questions, so called obvious questions, and gets answers that are reasonable and that the boss understands, then it is probably a good truth. We take an example. Suppose the advisors have come up with the idea to give some of the company’s money to the poor in the world. Why asks the boss. Because the poor are suffering, and we want to help them. Why cannot they suffer, asks the boss. Because it is uncomfortable to suffer, says the advisor. But I am not suffering, why cannot the poor suffer, asks the boss. Because it only is so, says the advisor. Now the boss says, that is no reason, I will not accept your advice.
- On the other hand if the same thing had gone this way, so maybe the boss had accepted. We want to give to the poor. Why? Because it gives us a good reputation, we are going to say that we give to the poor, and then people will feel that we are generous. Why is it good that people feel we are generous? Because there is a general opinion among the populous, look here at the statistics, 90% of the population thinks it is good to be generous. I see, and in what way does that benefit us? Well we get a good reputation because people associate us with a good company, since goodness and generosity are linked. Why is it linked? It is something the people just feels, look here at our research, 95% thinks the goodness and generosity are linked. I see, why is it good that a business is seen as good? Because then we sell more of our products to the people. Why? Because our trademark is strengthened and is associated as good, and then people feel more motivated to buy from us because their emotions tells them to support us. Why? We have statistics on this, look here, these companies have a trademark that is seen as good, and look here what they sell, even though they are not the cheapest and best products on the market; we get through our trademark more sales because people buy from companies with a good trademark. Why? Look here at the statistics, as you see these companies got steadily increasing market shares when their trademark was

strengthened and viewed as positive. So you think we will sell more just because we give away money to the poor, and makes it known that we do this too? Yes. Then we cannot give away more money than the more sales because of this gives in revenue, because our main task is to have our costs shall be lower than our revenue, this is the main law. Right. What will be the estimated more in sales? 100 000 dollars. Ok, we give 10 000 to the poor. OK. OK. By the way, if the estimated more in sales shows to be less than what you have said, then I will lose confidence in you, and I will recommend that we switch you for another; I trust that you have the right numbers, if it turns out to be wrong, then you will have to stand for that and take the consequences. OK. OK.

- The boss must be able to say no, this is extremely important.
 - The boss shall be lightly depressive, these are no-sayers
 - The boss shall mentally healthy, which is a grayscale, the boss must most definitely not have tendencies to mania, then everything goes to Hell with the company.
 - A yes-sayer is very destructive, this leads to meaningless boss.

- The boss shall be able to say “maybe”, not answer yes or no immediately.
 - This gives the boss time to sleep on the thing, and think through what has been said.

- The boss must be able to choose; the boss shall not be someone who says he wants to eat the cake and still have it remaining.

- The boss must have a very good memory, the boss must be able to remember what has been said earlier and what conclusions the boss himself or herself has drawn, the boss must remember agreements.

- The boss must be able to react on swine-behaviour, bad morals and be able to recommend firing of persons that are unloyal, lies or are unfair.

- The boss must have sound values.
 - The boss must be able to talk and tell the truth; the boss must think very badly of liars.
 - Humility; comes from that the boss views himself as average.
 - Generosity - the boss must be able to reward and emotionally being generous - smile and laugh when it is motivated, and in this way reward emotionally.
 - Compassion/kindness; this leads to that the employees feels security and does a better job. The boss becomes well thought of which is very important for the motivation of the employed; they become more loyal (can keep secrets), work harder etc.
 - Diligent, the boss shall work hard; with hard work comes sound values and conclusions, which is extremely important for the boss.
 - Patience, the boss shall not be a quitter; but be persevering with projects that look promising, on the other hand the boss must be able to give up if the status of a project looks bad. How many human lives could have not been saved (both Americans and Germans) if Hitler had given up when the situation looked impossible.

- Less is more; tight, in moderation. Waste of resources leads to bankruptcy in bad economic times.
- Half of the businesses that were top 500 50 years ago are not remaining there, the main reason is a bad boss and advisors that cannot adapt to change.
- The boss shall believe in constant improvement, “kaizen” or evolution.
- The boss shall delegate the hiring of new employees task to the professionals. The employees are the company’s most valuable resource, and most expensive, if you have good employees the company will probably go well (given that one has a sound business idea and that the market exists), if one has bad employees the company will bankrupt sooner or later. The hiring responsible shall be of testing type; give the person the chance and fire if they turn out to be bad; a good CV does not say everything, especially personality is important if cooperation shall work in the company, if the cooperation does not work, then the company becomes very inefficient. The hiring responsible shall therefore do personality tests, but also moral, knowledge and intelligence tests.
- IQ tests do not measure REAL intelligence. Real intelligence is deep human realizations, deep human wisdom, that one mostly gets from hard work, experience and not too advanced wonderings. Even a person with high IQ can be really dumb. Bet on the obviously wrong horse, when it is obvious for people even with low IQ which horse is the best, so to speak. A deep human realization, is, for example, to bet on the good. This because the evil leads to suffering and war, i.e. a Hell for all in the long term. Very intelligent people bet on Hitler, which was to bet on the wrong horse. If Hitler had won, one would have gotten a terror society, which would be bad for us all. Should Hitler lose the war then it would have resulted in humiliation and destruction for the Germans. So how it went in any case it would have been bad to bet on the evil. This realization even people with low IQ does, while it is missed completely by people with high IQ.
- It is the advisors rulo to keep themselves updated with the best managerial knowledge, for example by reading the best quality literature in the area. The advisors are thus aware on how to best run the company or companies in general; this is important for the company to be managed in a good way. This knowledge is used to make simple rules for the boss. Further they are used to educate all advisors in the subject. If all advisors are agreeing on a certain thing, and the rule that the boss shall follow is, that the advisors are agreeing then the boss shall give the “GO”,, if the boss’ opinion is that he or she trusts the advisors, otherwise there is a veto and a change of advisors. And everything the boss gives a “GO” to becomes executive. The boss’ role is to have the last word after those rules that are set. Therefore the boss gets the role as a predictive secure base that follows rules, all after the advisors pipe. In that way you get the best of two worlds, an effective, intelligent and good leadership (advisors) and a secure, predictable executive

leadership that takes all responsibility. This that the a bit stupid boss takes all responsibility leads to that he or she becomes leery with doing bad things, since he or she knows his or her own best - since if one has the full responsibility then one becomes finally, sooner or later, punished if one does wrong, since he or she is not smart enough to guard against those accusations that appear with wrongdoing. This simple realization the boss must have, but it is so self-evident that even a dumb boss can realize/understand it, at the same time as a highly intelligent boss that gambles does not want to realize this simple realization, alternatively believes that he or she is so intelligent that he or she can outmaneuver a possible cross examination and the eventual judgement. Concerning head of states that govern with dictator methods and terror, the leadership gambles by having surveillance and informant methods with terror on opposition and on by keeping power by a society chess game; but what the leaders of this type of society has not realized is that the power does not cater to the power elite and its loyal subordinates with a deep human wish - to be appreciated for their person as themselves och for what they do. This realization comes sooner or later among the ranks, and then the loyalty is dissolved surely but steadily up for the leadership. People among the ranks under the leadership becomes motivated to make up quiet plans for a power shift, and then the elites days are numbered, sooner or later comes coup d'etat and a new dictator takes power and the same thing repeats until a terror state does not exist, whether the state is a dictatorship or democracy. It shall be said, though, if enough numbers really appreciates/accepts a hard terror state, then the terror state will prevail since the leadership and the ranks below feels that they are appreciated; as soon as they feel that they are not appreciated, terror state or not, then the leadership and the loyal ranks will be exchanged in the long run. This dissipation shows that management by fear works as long as the employees in general appreciates this, otherwise not; if management by fear is what is applied, then contracts and their reasonable enforcement extremely important for the personal safety. In a business with many secrets, then non-disclosure agreements are very important and repercussions for breaching these contracts must be severe; there it is the contracts that is management by fear, and this is generally appreciated and accepted since it benefits the company in the long run for all employees.

- The advisors role is to protect a good but a little dumb boss with the right values as soon as one has found a such, since a such is very valuable to the company, by above given reasons. The advisors shall therefore advice such that an effective organization appears that can neutralize all future threats to the company, in other words the competitors that want to take over the power that the company has.
- The boss shall be able to veto all what the advisors arrives with, even if the advisors are in agreement.
- One can then ask, why should one have a little bit dumb boss; would one not be able to handle the situation better with only three advisors that follow these simple rules? The

simple answer is that the advisors do not want to have responsibility, i.e. penal responsibility. These advisors only want to advise, without responsibility. This is very important. Since the little bit dumb boss has all responsibility, he or she MUST be able to trust the advisors. Hence it is in the boss' primary interest to make sure that the advisors are trustworthy, since the boss does not want to be fooled to take responsibility for destructive ideas. It is here the little bit dumb boss' vision comes in. The boss' well anchored goodness. As long as the boss is good, is he or she safe, since simple goodness leads to that one is not punished by the own company (as long as the company is good). It therefore lies in the boss' highest interest that the company remains in the market for a long time, that it survives for a long time, so that other competitors do not take over the market and in that way "punishes" the boss after arbitrary rules. For the company to remain long, it is absolutely VITAL that the advisors are intelligent, educated, hard working and informed. It is the boss' simple judgement that this is the case that makes the boss trust his or her advisors. If the boss does not trust his or her advisors, then the boss MUST report this to the board members, so that other advisors can be chosen by the board members. The boss' main role is therefore to have sound judgement and be able to read other persons. For this one does not need intelligence, but only a feeling that everything seems right with other persons. Since the boss has a good memory, the boss remembers if contradictory advice is given, in other words, the advisors try to fool the boss. Then those advisors are fired that cannot follow through with consequence and agreements. That the advisors can follow agreements is extremely important and if the boss notices that agreements are broken, then the boss CANNOT trust them and they HAVE to be fired. Important agreements shall be documented, so that the board members can have an opinion about them. Less important agreements that are broken, the boss SHALL report, and the board members shall trust that the boss tells the truth, which is easy to do since the boss is a little bit dumb and has good memory. The boss shall hence be enough intelligent to understand what is in his or interest and what is in good self-interest, since the boss has all responsibility, this means that the boss shall be sufficiently intelligent and have sufficiently good memory to be able to discover that agreements of some or all the advisors has been broken, be sufficiently intelligent to understand that his has to be reported immediately to the board members, but be stupid enough not to try to fool the board members, but realize that it is best for the boss to stick to the truth in front of the board members.

- Hence it is in the advisors interest to protect their valuable boss, give good advice, and stick to agreements. Agreements are immensely important, they give security in a dangerous world. Agreements shall be kept. This is a very hard law. Therefore one shall be very cautious when making agreements. Of course all parties shall understand what the agreements mean in full and in their total detail level. The boss shall therefore be sufficiently intelligent to understand simple agreements. The advisors shall supply the boss' agreements with questions, to verify that the boss has understood the agreement. Since it is in the open and a requirement that the boss is a little bit dumb, it is not

motivated for the boss to be embarrassed by the fact that he is a little bit stupid, he or she does not avoid asking simple question when he or she does want something clarified; an intelligent boss would avoid asking questions that would cause others to doubt his or her intelligence, hence misunderstandings by such an intelligent boss can happen. All important agreements shall be reported to the board members. The board members simple task is to appoint a boss, appoint advisors, and enforce agreements with those sanctions that are stated in the agreement if it is broken.

- One of the most important tasks for the advisors is to educate the boss with simple wisdom, and be able to motivate it so that the boss understands it. One of the simplest and most wise, if not the most simple and wise, wisdoms comes from the Bible. MATT 7:2 "For with what judgment ye judge, ye shall be judged: and with what measure ye mete, it shall be measured to you again." The reason is that this simple rule motivates all boss' judging, the highest and all subordinates. If a boss judges unreasonable and hard, then this boss will be judged unreasonable and hard. But if you judge too soft, then the discipline under him or her will become bad and the boss makes a bad job. These two counter forces, demands that the bosses judges as moderately and perfect as possible, since they themselves want to be judged moderately and perfect; at the same time the boss can fire the ones who judges too soft so that the discipline is suffering.
- Something that shall be educated definitely to the boss is the following.
 - "SIMPLE AND GOOD IS VERY GOOD. SIMPLE AND BAD IS VERY BAD."
 - "GOOD IS DEFINED AS THAT WHICH IS BENEFITING YOU."
 - "BAD IS DEFINED AS THAT WHICH IS DETRIMENTAL TO YOU."
- A joke. Anders and Sven were classmates. Anders was good at school, and Sven was a little bit dumb, so it went bad for him in school. He was especially bad at maths. After 15 years after graduation, they both met by a coincidence in the town. Anders asked how it was, he thought Sven was on benefits or such. But Sven said, well it goes really well, I have my own business, and we make a big profit. How, wondered Anders. Well I buy phones from China for 2 pounds each and I sell them for 20 pounds, and on that 10% I make it good.
- When for example, the engineers or the sales people comes into contact with the boss, who shall be social and like to go out and talk to the people on "the floor", then all will notice that the boss is a little bit slow in his head. The boss will say, that I do not understand (because the boss is honest and speaks the truth), you have to speak to my advisors. The rumour spreads that the boss is a bit "slow", which causes pleasure and laughter among the employees (as long as it goes well or the prospects look good for the company), which is very important for the employees working desire.
- How do you motivate to the boss that "We shall make money". Simple, "If the company makes money, we can give you a good salary. The better the company goes and the

more money the company earns, the higher salary you gets. If the company goes bankrupt because our revenue is not high enough, then you will lose your job and you will not make money anymore. If you have money, you can buy that nice car you want, the nice house you want, or that good food.” etc. It is not good enough with, “But that is the whole damn foundation of the company, that you do understand, don’t you, damn it.”

- Conclusion. An intelligent boss hired from the outside, might see his or her new job as a career opportunity; in only for the short run and trash it in the long run. There always exist opportunities to suck the best out of a company in the short run for high profits and high bonuses, but that at the same time trashes the company in the long run. The intelligent boss then has an impeccable record, “When I was there, look how well the company was run, now that they have a new boss, look at its bankruptcy!”. Even though the company’s bankruptcy was due to the long term decisions of the then boss. A loyal little bit dumb but honest boss hired from the own floors, is loyal to the company and board members and has an emotional motivation to keep it going in the long run (and the short run, of course). The boss shall be a bit dumb, have discipline, hard working, loyal, honest, have the right values (hard but fair), be considerate egoistic (so that he or she knows her own best), and have had made the realization that it is best for him or her to have the heart in the right place (with this is meant that the rulings one gives over people shall be reasonable, enough hard when needed, and enough soft when this is motivated). The advisors shall be at least three, or some other odd number (so that a majority can be achieved, that influences the minority so that a consensus can appear). They shall be very intelligent, and preferably a bit paranoid (but still mentally healthy, of course). Both the boss and the advisors shall be appointed by the board members. As you may have understood, there shall be a divide between what the leadership does and what the professionals does. The boss’ main task, as soon as this one is enough educated, is to provide the whole company with a strong and stable foundation for values that is good for the company; a number of sound principles that permeates the whole company, principles that are repeated by the leadership, and are emotionally and logically motivated and are endorsed by all employees. THAT IS ALL THAT THE LEADERSHIP SHALL HAVE AS A TASK. When the professionals are motivated in the right way, magic will happen to the profitability of the company. Just like biological evolution has a very simple principle, “The one who survives, survives, and spread their genes with their offspring.” Look how complex nature has become with this simple principle. So the leadership shall stand for simple principles, the complexity is delegated to the professionals within the company (and possible exterior consultants and partners). The simplest principle in this context is “We shall make money”, and this the leadership shall have as a main principle. No shit like unconditional solidarity, unconditional care for the weak etc, (if not possible to motivate together with the main principle; motivation such as solidarity and caring for the vulnerable within the own company and partners helps motivate the employees to work hard for the company, because they feel that company would care for them if they were to be unlucky and unproductive). The leadership’s role is to build a “building” with foundation like the base plate and the

beams. Furnishings, water, drain, electricity and other complex things is left to the professionals. When simple sound principles permeates the company, then the employees become secure with that the leadership is predictable and in their interest, and does not fold for mumbo-jumbo emotional arguments, no matter how emotionally attractive at the moment, that are given to the leadership in order to only be kind (to the wrong people). This gives security to all the sound employees that hate a leadership that is unpredictable and is considerate to everything possible and impossible, and not in the company's short term and long term interests. These sound employees like the company just because of that and stays, because they are thriving. A business is not more than the employees competence, WITH A DUMB BUT SOUND LEADERSHIP, then the most competent stays, because they realize they have full responsibility for all the complex details, they feel good and are able to show what they go for (helps with their self-esteem, which is very important for every being); with an intelligent leadership then you steal the professionals emotion that one deserves their salary for doing a difficult and complex job, since the intelligent leadership lets the employees understand that the complex and difficult tasks is to the leadership's credit and therefore deserves appreciation for this, and at the same time steals the appreciation from the professionals good work, which leads to discontent among the employees, especially the competent and intelligent ones since they do not get full appreciation, since all people have a deep desire to feel appreciated.

- Objections. The most fundamental objection one traditionally can have which motivates that one shall NOT have a dumb boss, is that the leadership is in front of complex and difficult decisions sometimes. How shall a dumb boss handle this? The answer is that all the complex challenges does the advisors handle. Then they explain in simple terms for the boss according to the principles one has learnt the boss with, e.g. that the company shall make money. Then the advisors says, you have to trust us that it is all in order, we are going to make money this way. Then the dumb one says, "I trust that you are more intelligent than me. If it turns out that you were wrong, then you as advisors get reduced salary or get fired in the worst case." This motivates the advisors to do a thorough and job with hard work, with a lot of thought and thorough understanding for the positive with the complex decision. Another objection is, how shall the dumb boss be able to assess complex economic statements for sub-projects, in other words see that the company has made money on a certain sub-project, so that the boss can reward the advisors for a good job, alternatively punish the advisors for a bad job. The simple answer is that the advisors shall give a simple answer, "On project X have we earned this much money, because it has cost this much and the revenue has been this big.". The boss then says, I trust you know, but at the end of the year I shall have the report to my board members, that I trust, and they shall make the judgement if you have told the truth. If you have lied, then you are fired. Conclusion, with the boss trusting his or her advisors speaking the truth in simple terms and are honest in general terms giving the right picture, then the company can be run efficiently. The boss is sufficiently intelligent to understand when he or she is fooled on fundamental things, such as an economic result described in simple

terms. Remember that one of the boss' characteristics is to be patient. So it is explained to him, "If one is out on a fishing tour, then one sometimes have to wait for it to be a catch, and sometimes one does not get a catch at all, even though one has waited and done a good hard job with baiting the hook and have a good fishing rod." When this is explained, then the boss will not be too harsh if the revenue does not arrive in time, or one does honestly speak to the boss that a certain project has a certain risk to fail. One explains to the boss of how odds work when one bets on horses. If the odds are low then it is low risk but the return is not that great either, if the odds is high then it is high risk but the return is also great. It is the advisors job to calculate odds and risk. If it turns out that they are telling the truth, where all sub-projects with odds and risk are accounted for on paper for the board members to see at the end of year; and the board members tells the boss that the calculations were reasonable, then the boss trusts the board members and the advisors can keep their jobs. If the board members tells the boss that we shall only occupy ourselves with projects that are low risk, then the boss does it that way. If it is high stakes with high risks, then it is told to the boss that he or she shall immediately report this to the board members, that shall make an assessment. If it is low stakes but high risk and high odds, then the boss can make his own decision to gamble.

- One of the most important things one shall tell the dumb boss, is that he or she has to tell the truth to the board members. Remember that the boss has a good memory, so he or she can answer all questions that he or she has understood. One also motivates why the boss shall always tell the truth to the board members, "Well you see, if we as board members get false information, it will go bad for the company, since we then will make bad decisions, just like if someone fools you and says that in Overlake there is lots of fish, and then you go there to fish, but it turns out that Overlake was completely empty with fish, then you make a bad decision to go to Overlake and fish because you have been lied to. If the board members make bad decisions then the company will waste resources and not make enough money, just like you will not get any fish in Overlake, and if we do not get any money, then we cannot pay you salary for your job, and then you cannot buy all those nice things that you want." I see, says the boss. I shall always tell the truth.
- It is thus more important for the board members that they can trust the boss tells the truth and is disciplined, and does what they have agreed on, than that the boss is intelligent and believes that he or she can fool the the board members, withhold important information and does not do what has been agreed on. What it all comes down to, is to trust somebody.
- The big advantage with a dumb boss, is that one can fully trust this boss with telling the truth; the realization the boss has made is that he or she is too stupid to con the board members. The disadvantage is that the board members and the advisors have to work harder to be sufficiently pedagogic and explain things in simple terms; but at the same time does this have the advantage that this work makes things more clear for the board

members and the advisors themselves, what is really good for the company and what is really important for the company to prosper. Back to basics, is a well known and successful expression in the USA.

- The most important question the board members or the advisors have to ask is, “Have you understood?” Here it is vital that the boss answers honestly. And this the boss will do if he or she has the self-realization to realize that he or she is more stupid and does not become ashamed of being dumb (so that he or she lies to say he or she has understood when he or she has not); after all it shall be explained to the boss that he or she has got the job BECAUSE he or she is stupid, among other characteristics, such as is truthful, is disciplined, and does what is agreed upon.
- Characteristic of intelligent people is that they are humiliated by one explaining things in simple terms, “do not insult my intelligence”, that the boss thinks that he or she has gotten the job for being intelligent, and does not dare tell the truth when he or she has not understood, further intelligent people get easily bored and restless, since being bored is a result of under stimulation - intelligent people becomes easily under stimulated, while dumb people have full up with the leadership role and thus becomes not under stimulated. Under stimulated intelligent people leads them into exciting challenging risk taking that can be completely devastating for the business; bored people likes to play roulette, because they feel they can lose or win, and winning gives them a kick that is so needed for them not to feel bored. Further, as said, it is easier for an intelligent person to lie to the board members, since this is a little bit exciting to see if it goes all the way; which reduces boredom. So the intelligent boss’ feelings speaks to that one should not choose an intelligent boss. Dumb people do not get bored and restless in the same way, since they have their hands full with trying to understand the complex world. Further intelligent people are more vulnerable to bribery and threats (like do what you are told or we will kill your family), since a stupid boss has a much clearer view what is right and what is wrong in simple terms, and this feeling is stronger in a dumb person than in an intelligent person, since the intelligent is more considerate and understands complex details and therefore feels that he or she can solve and plan all by themselves to get away with bribery or handle a threat. The stupid boss tells the truth and is disciplined; it has been told to him that if someone tries to bribe you, then talk to the board members, that is the right thing, because otherwise it will go bad for the company since we do not choose the best suppliers etc. If someone threatens the stupid boss, then he or she will experience that this is wrong, and it is over his or her head to solve this, therefore the stupid boss seeks help with the board members and asks for advice, so that the board members can make the right decisions. “You shall always tell the board members if there is attempt to bribe you, or if you are threatened, even if these bad people say you should not talk to the board members; but these people are bad, so then you cannot trust them, but you can trust that we as board members are good, we want your best, because we think you are invaluable as a boss, it is why you have gotten the job as a boss here, do you understand?” We like you, boss.

- A stupid boss is therefore more loyal than an intelligent boss, since the intelligent boss begins to think and becomes considerate to all kinds of details, and comes with so called “white lies” (if not black, even worse) for the board members “own best”, and the company’s “own best”, since I understand things better than the idiots at the board, etc. Meanwhile a stupid boss only tells the truth, because he or she does not understand any better. Loyalty is extremely valuable and important.
- A simple rule to tell the dumb boss. “One should tell the truth to those who wants your own good, and you should lie to those who want you harm.” This since those who wants your own good cannot do you any favours if they are misinformed because of you, just like the fish and Overlake. Further, if you fool the bad ones with false information, then they will have a chance to make the wrong decisions, like fishing in an empty Overlake, and that they make the wrong decisions is good for you, because then it is greater chance that they lose, that they do not get any fish (in Overlake), and if they lose, then you win and the good in the board, which is good for you.
- Something else one should teach the stupid boss is the advantages with kaizen, or continuous improvement through evolution. Look at nature, and see how rich it is. Why? There must be something good with the idea of evolution, or continuous improving change; or kaizen as it is called in Japanese. Small changes that improves the product either in qualities or in lower price. One also adapts after the markets with kaizen. Many creeks small becomes a river. Many small improvements becomes with time a solid product to a great price. How do you do kaizen, then? Well you let the employees come up with suggestions for improvement, for for them to be motivated to do this, then they shall get a big reward if the improvement turns out to be really good. Small improvements, small rewards, big improvements, big rewards. You timestamp a document with authors specified and report to nearest boss who judges the idea, and realizes it if it is good and requires small investments, or report to the leadership advisors if it is promising and requires big investments.
- The whole life is about making judgements of what you can do and cannot do, depending on options. If you get one thing, then you do not get the other thing, and if you get the other thing, then you do not get the one thing. You cannot eat the cake and still have it, you have to make a choice. In this case, as described in this document, you trade intelligence against loyalty, truthfulness, discipline and someone who does not get bored and takes unnecessary risks. You do not even need intelligence in this case, since the advisors take that role. So together with the advisors, one has the best of both worlds, you choose to have the cake left, you choose to have something good left.
- If you choose a intelligent boss and stupid advisors, then you get the worst of both worlds; an unloyal, lying undisciplined leadership that takes high risks, that is at the same time badly informed by unintelligent advice from the advisors. Unfortunately that is

the picture in many businesses today. The boss, really smart, that chooses a dumb advisor committee, that he himself or herself has chosen, because he wants to appear brilliant in front of the board members compared with the advisors. So it is really the worst of both worlds as reality today in many businesses. Maybe it is not so strange that only 250 businesses are left of the 500 50 years ago. Maybe it is not so strange that GM, big insurance companies and finance institutes have troubles.

- The organization shall be decentralized because the information load in a top ruled organization becomes too much for a big business, without future AI computer support. The top shall only give out smart policies and regulation and other laws. Then the middle managers have to adapt to that. Policies shall be given out with different weight. The higher weight, the higher the chance that they become permanent. This so that there is predictability at the same time as one has dynamic policies that changes after the market.
- Finally, try the ideas as presented, it cannot directly go wrong, since businesses is less dependent on the inactivity of the leadership (which would be a dumb boss worst characteristic, an average boss does not dare to risk the business with new and risky ideas; in other words it is safe with an average person) and more dependant on the middle managers (including recruiting), the engineers and the sales force. Try it. Try it. Try it. Of course one can also have a boss that is intelligent, but then this same person must have personalities of the type, or having learnt, to be truthful, loyal, disciplined. Almost this whole document has said that one shall choose a dumb boss. This is very hard to argue for, because it is widely viewed as a prerequisite and obvious that the boss shall be intelligent. What I really want to say with this document is that high intelligence is an unimportant factor, completely uninteresting as long as the leadership has access to highly intelligent, pedagogic advisors. The only thing that is really important for a boss, in the interest of long term survival of the underlying company, is loyalty, truthfulness and discipline, and this is so much easier to find in a boss that is a little dumb, since the boss knows that he or she is dumb, and therefore does the simple things he or she is good at, namely loyalty, truthfulness, and discipline. A smarter boss has so much more a difficult time in telling the truth, to be disciplined and to be loyal, since this boss own intelligence but a spanner into the machine for this, so to speak. These characteristics are not regarded as high status characteristics, such as intelligence and fooling others successfully. So my recommendation becomes, find a boss that is average intelligence, but is loyal and truthful to those who wants the good of the boss (e.g. the board members, but disloyal and lie for those who want to harm the boss), disciplined, has good memory, is social and well spoken, humble, generous, kind and compassionate, hard working, patient, the right values (hard but fair) and moderate desires (of the opinion that "less is more") and can prioritize in a good way. This is very difficult, to not say impossible, to find out from psychological tests, since intelligent persons know what to answer on those tests, to score high, thus they begin their career by fooling the psychologist, which is a very bad start as a proposed boss. The only way

to find these characteristics in a person, is by real life test of time, and this one does best in an existing company by finding these people that have those characteristics by rumors in the own company on “the floor”. People working in the company usually wants the best for the company, so when the leadership asks the workers to find persons with such characteristics at least some will tell the truth, some will suggest friends, some will suggest people who they have made a deal with, so that the newly elected boss will do favours for them.

Remember, the relationship between boss and board members is mutual respect. If it does not exist, then boss and board members go different routes.