

## Notebook - The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't

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### Page 7 | Highlight

a mean-spirited person,

### Underline:

a mean-spirited person,

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You might call such people bullies, creeps, jerks, weasels, tormentors, tyrants, serial slammers, despots, or unconstrained egomaniacs, but for me at least, asshole best captures the fear and loathing that I have for these nasty people.

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while potentially offensive, no other word quite captures the essence of this type of person.”

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“jerk audits.”

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can help you distinguish people who are having a bad day or a bad moment (“temporary assholes”) from persistently nasty and destructive jerks (“certified assholes”).

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“the sustained display of hostile verbal and nonverbal behavior, excluding physical contact.”

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Test One: After talking to the alleged asshole, does the “target” feel oppressed, humiliated, de-energized, or belittled by the person? In particular, does the target feel worse about him or herself?

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Test Two: Does the alleged asshole aim his or her venom at people who are less powerful rather than at those people who are more powerful?

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People who loudly insult and belittle their underlings and rivals are easier to catch and discipline.

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backstabbers like my colleague, those who have enough skill and emotional control to save their dirty work for moments when they can’t get caught, are tougher to stop—even though they may do as much damage as a raging maniac.

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“jokes” that are insult delivery systems,

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1. Personal insults 2. Invading one’s “personal territory” 3. Uninvited physical contact 4. Threats and intimidation, both verbal and nonverbal 5. “Sarcastic jokes” and “teasing” used as insult delivery systems 6. Withering e-mail flames 7. Status slaps intended to humiliate their victims 8. Public shaming or “status degradation” rituals 9. Rude interruptions 10. Two-faced attacks 11. Dirty looks 12. Treating people as if they are invisible

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We all have the potential to act like assholes under the wrong conditions, when we are placed under pressure or, especially, when our workplace encourages everyone—especially the “best” and “most powerful” people—to act that way.

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people who demean and damage others, especially others with relatively little power.

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The right kind of friction can help any organization.

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bullying, interpersonal aggression, emotional abuse, abusive supervision, petty tyranny, and incivility in the workplace.

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common for a victim to be “mobbed” by multiple people,

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the difference between how a person treats the powerless versus the powerful is as good a measure of human character as I know.

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when a person is persistently warm and civilized toward people who are of unknown or lower status, it means that he or she is a decent human being—