

How to Write Email that GETS RESULTS and other CEObservations

From: Richard Hlava, CEO, HlavCo Intl.
To: Subordinates
CC: Terry Dugan (Assistant)
BCC: Swiss Bank Account

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www.hlavco.com
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Other works by Terry Dugan
Trudy & Colin: The Relationship Guide
The Fog People
The Hick Arrives: A Guide to Midwestern Living

This book is dedicated to the islands of Indonesia (oh, why can't I own you all!) and to the white-collar worker at his dead-end job.



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FROM THE CEO

From: Richard Hlava, CEO, HlavCo Intl.

To: Deluded Consumers

Subject: Email

Email. It's the wave of the future.

To see the evidence myself, all I have to do is walk among the unwashed and wander through one of my many, many subsidiaries of HlavCo Intl. The faces behind the desks might be as white and pasty as ever, but make no mistake, the work environment has drastically changed – changed for the better, I say.

Before email, my employees would waste countless minutes and hours – time I paid for – socially chatting during their work day, spouting off about things completely uninteresting to anyone with half of a brain, but for them, that interaction was the one thing that kept them from committing suicide.

Now that email has arrived, wherever you look, people don't talk. People work. They sit at their desks with these stupid smiles on their faces – occasionally bursting into laughter – happily and efficiently working the day away. That's the power of email, the power of productivity.

Any idiot can write an email, as my employees prove every day, but how does one rise above the rest and write a message that commands attention, that announces your digital presence? In my time perfecting the use of email as a communications tool, I've discovered that writing email that gets results is an art form, a talent that you apparently don't have.

Unfortunately, email, being the written word, is open to interpretation when no smiley, winky or frowny faces are added to the text, meaning that if you don't do your part in writing what you want more clearly, your message will most likely be lost on the person that opens your email (who more often than not didn't have any interest in opening your email in the first place). No matter how many times you flag an email red for "important," some people simply don't understand the message – the message being that your desires demand immediate attention. How do you let someone know that this email should be just as important to them as it is to you?

In this book, I share with you the secrets of effective corporate

email communication – the CEO way – as well as my business philosophy that has helped me control costs and my insufferable employees, philosophy that might come in handy for you on that ill-fated day when someone decides to trust you to manage something besides your own break schedule. You may be asking why I, high-powered CEO Richard Hlava, would share my secrets with you, someone who could easily be my competitor one day? The answer is simple: If you're not a CEO now, I highly doubt your ability to effectively put into practice anything you read in this book.

But more to the point, I would like to buy a third island (the first two are for some reason getting smaller every day), and I'd like you (and countless others like you) to pay for it.

Because I need to fill more space in order to charge as much for this book as I possibly can, I've also included observations about the business world and world-at-large, knowledge I've gained through experience and guile. I call them CEObservations. Get it? I combined the two words. That's what makes me important: I'm a thinker who's not afraid to stretch a few rules along the way to get what I want. Who the hell is spellcheck to tell me CEObservations is not a word? Hell, spellcheck doesn't even know that *spellcheck* is a word.

Bottom Line: If you practice these techniques and screw everyone you work with, you too could theoretically eat your way up the corporate food chain and rise to middle-management.

CEObservation **It's always about clawing your way to the middle.**

Sincerely,
Richard Hlava, CEO, HlavCo Intl.



THE BEAUTY OF EMAIL

What I like most about email is the lack of reflection that takes place before one is sent. As an involuntary reflex, people have to think as they're writing an email, but people don't have to think about what they're *saying* in the email and the impact their message might have. They just need to click Send as soon as they're done typing whatever jumbled garbage they typed.

Email draws you into the raw, animalistic state of being of a person's mind. When I picture what goes on inside the head of one of my employees who is developing an email, I envision two animals fighting over a carcass picked clean by vultures. There's a struggle, a perceived victory, the clicking of Send, and a period of reflection that fills one up with an overwhelming feeling of emptiness. It makes me chuckle. Of course, it doesn't fill me with overwhelming delight quite as much as watching a person try to work his way back to respectability after being banished to the mail room – only to be judged by his peers, fail and quit to sell insurance or become a teacher – used to, but it works.

CEObservation Now that mail rooms are a thing of the past, people have to work their way up the corporate ladder by starting as the company barista.

Even I don't like to reflect before I send email, and I get much more work done now because of it. In the old days, when I would dictate to a secretary, it was next to impossible to tell people what was really on my mind. I would ramble some stream-of-consciousness memo, usually about such things as the cut of my employees' pants or those pesky toxins that "may" have gotten into those Norwegian Ice Toys we sell, but when she would read my dictation back to me, I had to hear my words and thoughts. Those thoughts weren't nearly as perfect as they were when they came out of my mouth. I can't tell you how many secretaries I fired because of their ineptitude.

CEObservation Man is human. Man makes machines. Machines do the jobs of humans. Man makes mistakes. Machines pass along the mistakes of man. Therefore, machines are human, which should make it logically more

acceptable to your employees when any man is replaced by a human.

But with email, the game has changed. Decision-making inhibitions have been stripped away like the G-string on a Vietnamese dancer at the company Christmas party where I'm the only one who deserved to be invited. The only real drawback to email is that I have to take the time to type it, but as all CEOs know: If you want something done right, you have to do it yourself. Cutting dictation out of the memo-sending process has its downside as one does not flirt with his computer as often, but it has saved me valuable time I used to waste "listening" to my own words.

CEObservation **Your first impulse is always right. If people try to tell you you're wrong, they're just not seeing the bigger picture because they don't have the mental capacity to do so. They were put on this Earth to buy things, and they've stayed here as long as they have because of luck.**

Here's an example of a stream-of-consciousness, non-thinking email:

From: Richard Hlava, CEO, HlavCo Intl.

To: Underlings

Subject: Salary Freezes

Dear Underlings,

I'm looking at these numbers for the second quarter, and I'm thinking about putting a freeze on any and all salary increases – either that or cutting all retirement benefits and letting you live off of the government for the rest of your days. How could we possibly have increased profits by only 06 percent last quarter at Super Straw Supply Company when our major competitor in home catheter kits went bankrupt? Oh, I'm looking at this upside-down. Nevermind.

Sincerely,

Richard Hlava, CEO

Why didn't I reconsider sending that message once I realized that the paper was trying to fool me by being upside-down in my hand? Because I wrote the message: raw materials, thoughts,

emotions, had leaped from my mind to my fingers to the email message. These were my impulses, my gut feelings. I want people to know how spontaneous a decision-maker I can be. You write the message. You click Send. That's how it works.



DEADLINE MANIPULATION

When is the project due? Here's a hint – the answer is *now*. Schedules, as project managers call them, are arbitrary. The real deadline is when I say that I want something, and with email, I don't just say it – I demand it.

From: Richard Hlava, CEO, HlavCo Intl.

To: Underling Supervisor

Subject: Q3 Fiscal Results

Dear Underling Supervisor,

Where are those Q3 fiscal results?!? The Board is breathing down my neck about these results, and if I don't have that report for them by Monday, we're both out of a job – except that in my case they buy me out with a massive compensation package and stuff all my money into a bag made of gold. You, on the other hand, sit on your toilet in your dingy one-room apartment and cry all night about how you're going to scrape together enough pennies to buy your next pack of Juicy Fruit!

I need those results today!!!!!!!!!!

^ ^

Thanks,

Richard Hlava, CEO

When you decide to move up a deadline, be bold, be firm, and let your employees know that, when things go wrong, they will be destroyed but you will be just fine. It is their insubordination in giving the company timely reporting forecasts – more than anything – that will cause such subsidiaries as our Leberkäse Lederhosen Ja Gut GmbH edible Oktoberfest wear to fail. Therefore, it's more important for them to do their jobs than it is for you to have the results of their work.

Be forewarned, though, that the recipients of your email will try to find any excuse to get out of doing the job in the time frame in which you need them to finish.

From: Underling Supervisor

To: Richard Hlava, CEO, HlavCo Intl.

Subject: Re: Q3 Fiscal Results

Dear Mr. Hlava,

I have to admit that I'm a little confused by your request. You want numbers produced for the 3rd quarter, but that quarter doesn't end for another three months. I'm not quite sure how I will get these numbers for you, but I guess I can try to work on it.

Sincerely,

Underling Supervisor

Unfortunately in this case, I came across that occasional employee who likes to think. As you may have surmised by me telling you, I'm not a big fan of thinking. I don't pay people to think – I pay them to manage.

CEObservation Thinking is THE roadblock of the business world.

Once employees start thinking, the next thing is they start having ideas, ideas you have to reject, which makes them hate you for your rejection of their really, really unbearable ideas – like in this case, waiting until the end of the third quarter to get the third quarter numbers. When replying to an email like this, be firm. And let him know who's boss – YOU.

From: Richard Hlava, CEO, HlavCo Intl.

To: Underling Supervisor

Subject: Re: Re: Q3 Fiscal Results

Underling Supervisor,

You WILL have those third quarter numbers to me by the end of the day, or I will destroy you.

Thanks,

Richard Hlava, CE-fucking-O

✉ BLUNTNES IN THE 21ST CENTURY

Maybe we've gotten off on the wrong foot here. I don't want to come across as some conceited egomaniac with no respect for people whom he thinks are inferior to him. That's just not true. I'm simply a man who knows the value of being blunt.

Let me speak frankly to you because I feel we've built up a rapport in these first two chapters to the point that I can be open and honest with you without you blowing the whistle on me: Beating around the bush and passiveness are occupational hazards. I didn't make it through the jungles of Vietnam by "talking things out" with Charlie. I didn't survive my brief marriage to Courtney Love by waiting for her to "love me more." I didn't rise to the top of the business world by waiting for idiots to do things "when they have time." Every success I've had is from being blunt.

CEObservation No one respects a pussy.

See, there I go again. Now I'm a misogynist. Believe me when I say that I have nothing against those who want to live a life of freedom from money, those self-sustaining earthy types who put more value on spirituality and nature than money and material things, those who would rather eat berries from a bush than market or sell and eat steak. In fact, these people are our subsidiary Timber Strand's best customers. ("If you don't chain yourself to a tree with Timber Strand, you really don't care, do you?") I respect a man who would rather teach people in Africa how to farm than sell my latest farm-fresh deodorant, teach people how to read rather than how to make something read well in the fine print. If you can find that little corner of the world where you can live in harmony with people and do what you think you were put on this Earth to do – far away from the corrupting forces of the Internet, advertising and possibly electricity, I say, "Go for it," and make the world a better place while you're doing it.

But I, like most of you, decided a long time ago that I wanted to play the game. In this game, there are winners, and then there's the rest of you. I knew from an early age that I was destined to be on the From: side of this email.

From: Richard Hlava, CEO, HlavCo Intl.

To: Subordinates

Subject: Fire Alarm Testing

Dear Subordinates,

This Wednesday we will conduct our periodic fire alarm testing at all HlavCo Intl. subsidiaries. The test will begin at 8:00 and conclude at 16:45. If during that time you do not hear a fire alarm going off, please make your way to the nearest exit as there is a real fire. Please have any work I'm involved in completed by Tuesday as I'll be in a very important meeting in Las Vegas.

Regards,

Richard Hlava, CEO

CEObservation Force your employees to use the 24-hour military clock in correspondence. Not only does it feel more militant, but it saves them having to remember which part of the day is a.m. and which is p.m.

To me the obvious question is why would you want to play a game and not try to win? You want to sit in your menial job just doing enough to get by because you “have to” work because you “need” money in life? That’s an excuse. If you really want money, there are all kinds of ways to get it and get it pretty fast. Spend a couple months on an oil rig or a fishing boat, and you’ll come back with your pockets stuffed with money and your pores permanently clogged. Working a year on a fishing boat can set you up with a lifetime of cash for living in an African village doing humane things.

CEObservation The best way to get that fish smell out of your pores is by washing in hydrochloric acid.

But that’s not what you’ve chosen to do. You’ve decided to play the game: sit in an office, live in a city, work in retail, work in a restaurant, dig a hole in the road, pour oil in a car and more. You can use the excuse that you’re just working because you have to, but make no mistake: You’re in the game. It’s time to start playing better than you have been because, if you’re reading this, you’re way behind.

That's not to say you can't catch up and still do well for yourself in the business world, but you have to learn to be blunt. In the United States especially, being blunt has gone out of style as communist "corporate culture" has become the rage. Somewhere along the way, someone decided that if you're nice and non-confrontational to everyone, you'll get better results and have happier employees. Now, everyone wants to be treated equally and have their ideas heard, and bosses are supposed to have open doors and be accessible to anyone and everyone, as if we're friends, as if we're equals.

Somewhere along the way, someone's work stopped being a part of a bigger game and simply became incorporated into people's lifestyles. "I live to work." People like to say phrases like this, but that phrase is completely inaccurate. For someone to "live to work," that person has to actually work in the first place and not chat, nap, daydream, stare out the window or whatever the hell else he's doing when sitting at his desk. What's more accurate is that people live to be at work because they have no lives outside of work.

Well, I'm not running a boarding house or social hall here. Get your work done and get the hell out of here. And while you're here, work! My job is to make it as uncomfortable as possible for people to be at work so that they'll actually work, get done and leave.

In order for me to do my job, and for you to become successful, bluntness is the key – it's a survival skill. If you aren't blunt, you will never be heard. Thick skin has been softened by years and years of not killing Germans. Comfortable living has turned a man's brain into a mushy sponge to the point that what you say to him seems to enter a black hole in his brain. You know he heard you; he nodded his head, looked at you, responded verbally, but there's little doubt that whatever you said was sucked into some lobal abyss and this response about you having a good idea and that he will do something is simply a reflex. When you're blunt with people, they become instantly hurt, angry with you, want to quit, but then they go back to their desks and work harder out of spite, but most importantly, they think about what you say.

In people's minds, they think they do a good job at work, and hence, they want to stay longer at the one place in this world where they feel like they've accomplished something, a place where they're important, a place where they're special. It's my

job to break them, reiterate that I would hire a monkey if I could get one to use the toilet (and I'm considering looking past that), and get them to go home.

CEO Q&A

Should I Join the Military Instead of Work for You?

Dear Mr. Hlava,

I've been here two years and haven't seen one pay increase. What's up with that? Maybe I should join the military instead of work for you. At least with the army, I can shoot people while not getting paid. I also hear the coffee's much better. What do you think of that?

Sincerely,

Jason in accounts payable

Dear Jason,

To that, I say, "I hope your aim is better than your invoicing." The great thing about America is that it's a free country, and I'll feel a lot freer with you trouncing around Afghanistan for 48 months as opposed to fumbling around with pieces of paper that you have no clue what to do with. For some people, the military is a great career choice. For others, the military is a great way to avoid the reality of what your next 40 living years will be like by participating in the most surreal pastime of man. Hopefully, the military can do something for you that we never could, which is teach you how to dress yourself.

Sincerely,

Richard Hlava, CEO



PENCILS

There's another reason why I'm so in love with computers and email: These electronic marvels are contributing to the death of office supplies. Rolodex, index cards, rubber cement, paper, telephones, White Out, rulers, paper clips, files, filing cabinets, adding machines, pictures of your family or a flower: They're all going away, saving us precious space, money and hassle that comes from dealing with minutiae. But there's one office supply I'm most happy to see die: pencils.

CEObservation **The man who made the paper clip was a clever man, but the man who convinced everyone around the world to pay a retail price for a thin, crappy piece of bent wire, he's the genius.**

Pencils are bullshit. Let me repeat: Pencils are bullshit. Conceptually, they're an admission of failure before you even begin to get the lead out. If you want to be a high-powered CEO, you don't have time to correct your mistakes, let alone admit them. That's why you need to use a pen. Ink is clear, easy to read and, most of all, final.

Now, I'm not saying this just because HlavCo Intl. owns a majority share in The Write One pen-spring manufacturing company. My hatred for pencils goes way back. When I was a youngster, they tried to make us use No. 2 pencils in school, but I would have none of that. Number 2, as you should be well aware, is something that leaves your ass. I'm not going to waste my efforts writing with something that shares its name with shit.

So when I was young, I would bring coal to class. Coal had worked for hundreds of years as a writing tool, and we got by just fine. Coal was good. Then pencils come along, and we're just supposed to kick coal to the curb? That's not a very ethical approach to business or toward a writing material that has treated us so well for so long. That, and coal is cheaper. I could get a chunk of coal for a penny, and it would last me most of the school year – because I'm efficient. Pencils cost 3 cents and kept getting smaller and smaller as you had to sharpen them. Talk about a scam. So, when my disappointment of a father gave me 3 cents to buy pencils, I pocketed the 2 cents and invested it in eraser

futures. I made a fortune. Even at that age, I had seen the world, and it was full of mistakes.

Granted, I'm a little biased toward coal, having spent my early years growing up in a coal mine in West Virginia. It was a little dark, a little dirty, but that abandoned mine was roomy and it was ours, by God.

CEObservation When squatting in an abandoned coal mine, go in and out of the mine at night. Also, practice speaking in a voice that can easily hide a cough.

When I was four years old, I asked my father, "Papa, why don't you get a job so we don't have to live in this coal mine anymore?" He looked at me a little confused, "A job?" And I said, "Yes, a job. You go to a mine that has coal, take the coal out of it, someone gives you money for your time, you give your money to a person who owns a house so we can live there, and then you give the rest of it to Mommy." I can't say that my father was the sharpest pickaxe of the bunch, but that's what made him such a good worker. He showed up, he picked coal out of that mountain and then he left with his coworkers to drink and cough himself to death.

I do miss my father, to some degree, as he is a part of me, a part of my success in some genetic way. He's also a part of at least 10 other children, two of which came from my mother's womb. But the day he turned his back on coal and suggested I buy pencils was the day I turned my back on him.

CEObservation Spite and bitterness are only two of the 20 negative emotions one needs to master in order to become a top CEO. The others include contempt, rage, hate, malice, vengefulness, resentment, longing, vindictiveness, antipathy, crankiness, surliness, rancor, acrimony, hostility, belligerence, bluntness, and poopiness. You only need to master one positive emotion: superiority.

The last time I used a pencil, it was to stab a Jap in the eye in France during The Great War. The pencil was military-issued (another government waste) and still sharp because I refused to write with the damn thing. I was without my weapon as I was negotiating with a local winemaker about some contracting work

to perform on his crumbling, bullet-ridden estate after the war ended.

CEObservation **The best time to negotiate in times of war is right after you liberate a city. The locals are more willing to submit to your demands.**

This Jap was hiding in a wine barrel, and when the Frenchie and I went to tap into the wine to celebrate our future business together, the top of the barrel came off and this Jap fell out. My instincts took over as I grabbed the pencil from out of my side pocket and just start stabbing him repeatedly in the face. As it turned out, he was a servant in the chateau who had been hiding from the Germans. And he was already dead. The pencil was worthless again.

CEObservation **Whether you're hiding from the Germans, Treasury Department or IRS, always make sure oxygen is accessible to you in your hiding place.**



GUILT TRIPS

The key to effective email communication is making sure that the employee realizes the importance of the project that you passed on to him. Being fired should be the least of his worries if he fails to perform his job. Plus, my name is going to be on this project – you had better make it the best it can be.

Unfortunately, the employee often will not take this project as seriously as I want him to take it – whatever it was that I gave him. You have to strike at his emotional side, play on his pride and sensitivities to get him to do what you need him to get done for you. Make him feel sympathy for whatever you want to accomplish through email.

From: Richard Hlava, CEO, HlavCo Intl.

To: Scrub

Subject: Battery Acquisition

Hello Scrub,

It has come to my attention that the portable fan in my office still needs a pair of C-sized batteries. As everyone around here knows, I need a constant stream of air hitting my face or I cannot fully exercise my superior intellect to keep this company going – and to keep giving you a paycheck.

Because of this situation, I've had to put my thoughts about AIDS vaccine distribution to the state of Africa through 1-800-Fix-Me-Up.com on hold. Do I need to remind you how many people in Afrika die every second because of AIDS? It's a lot. These are precious seconds, and yet I still don't have the batteries for my portable fan. Do you have something against Africans?

Thanks,

Richard Hlava, CEO

CEObservation Misspell words when you need something done right this second. If an important person like you doesn't have time for spellcheck – or even looking at the email you sent, then the nobody on the receiving end should realize the importance of the task.

The guilt email is about reminding them that there is a world

outside of this office, but it's a world that they will not be able to enjoy – in fact, no one will – if they don't do what you say, and do it right now. Sometimes you have to go a little overboard in describing the possible consequences of inaction to make sure the idiot who opened the email doesn't treat your request with his or her normal levity. Unfortunately, sometimes some smart-aleck employees try to turn the guilt into something rational by performing what I call a “post-interrupt.”

From: Scrub

To: Richard Hlava, CEO, HlavCo Intl.

Subject: Re: Battery acquisition

Dear Mr. Hlava,

We picked some up for you yesterday at 14:40. Aren't they on your desk next to your computer monitor, right next to your fan?

Sincerely,

Scrub

I call this the “post-interrupt” because if they had any common courtesy, they would have pointed out your error earlier and stopped you from writing a Guilt email. Because CEOs don't make mistakes, you have to think quickly and reply right away, letting the employee know who is boss.

From: Richard Hlava, CEO, HlavCo Intl.

To: Scrub

Subject: Re: Re: Battery acquisition

You fucking asshole, I said I gave the batteries to AIDS children as charity. Go get me some new battery now!

RH



TEAM DISMANTLING

In this new, touchy-feely, feel-good, good-feeling, smiley-face, emoticonized world of corporate culture, some experts think that it's the good relations between employees that actually increase productivity – that if you can rise above your obstacles as a team, you can take on any project, do any job, stay as late as possible to get the job done so that you don't let anyone down. I say, if you want people to be more productive, tell them they can make more money if they learn how to do their jobs.

CEObservation Create your own emoticon to represent your personality through text. Mine is:
...!.,

I think the worst thing that you can do in business is make someone feel important, like they're a vital part of a machine that will simply break down if they're the missing piece. Instead, you need to cull those who have a philosophy different from that of your corporation – which is to make as much money as possible as quickly as possible.

My shareholders don't give a rat's ass about team building – except for those who hold stock in our *Team Building for Success LLC* book and lecture division which was spun off last year. Team building's success or failure can't be quantified by numbers, and therefore, we can only assume it's an elaborate scheme one person came up with in an effort to justify a job with your company. And you were foolish enough to fall for it.

I don't subscribe to this socialist, union mentality of team and morale, where the weakest links' worthlessness are easily sheltered by the phenomenal workers' productivity, combined to create one super-average product.

CEObservation Those unions really worked out for American car companies, didn't they?

Plus, if I make someone feel like part of the team, if they feel like HlavCo Intl. is a place they want to work at, they'll never leave. And we, in turn, will go out of business.

A good corporation is like a vampire – or maybe a zombie. Our

job is to suck you dry of inspiration and ideas, then release you to our competition which will pay more for you than you're worth and get even less productivity from you than we did – as hard as that is to imagine.

CEObservation **If you have worked for a company for more than 3 years, your company has no idea what it's doing.**

There are only two types of “team building” that I will endorse. One is getting drunk with your coworkers at the end of the day, talking up how much you hate your job, blacking out and passing out. The other is meeting your perfect match at work and getting married (or the gay equivalent of that, whatever that is). Both of those activities, with few exceptions, will expedite your exit from my company, which will give me the chance to hire someone cheaper, smarter and more in-touch with business trends without negatively impacting morale.

CEO Q&A

How Can I Ask My Coworker To Stop Pooping Her Pants?

Dear Mr. Hlava,

My coworker keeps pooping her pants. I don't want to come across as some snob or anything, but I'm not really a fan of sitting next to someone who poops her pants at least once a week. I know we have toilets around here, but for some reason, she wouldn't get up to use them. Or at least won't when it comes to pooping. I do like her when she's not pooping herself in my presence, and I don't want to offend her. Do you have any advice for me for telling my coworker that she needs to stop pooping her pants?

Sincerely,

Dina in Quality Assurance

Dear Dina,

Why are you afraid of productivity? I wish even a tenth of my employees had as much dedication as this poopy person, whom

I know to be Mary Lou Janikowski. I don't believe it's your vanity that turns you against this poor girl, but I do believe it's jealousy. You feel that competitive edge slipping away from you. You're the one not willing to sit in her own feces to make sure the job gets done on time so you try to make someone who is feel like some sort of outsider. If I have to bring a fumigator in every night to clear the office air in exchange for people actually working in my company, I'll do it! But to answer your question, what you need to do is simply ask her – after she drops the Hindenburg, as we say – “Excuse me, would it be OK if you crap yourself on your own time. Your shit does stink, and I am a delicate flower who can't put up with even a millimeter of smell that isn't stale coffee or my own breath.” If she continues to poop herself, probably out of spite now because she hates you, go have a meeting with HR. You can find them in the toilet, wasting the day away pretending that they do something.

Sincerely,

Richard Hlava, CEO

 YOU'RE FIRED

I feel I may have given you the wrong impression, the impression that I don't like people. That's not true, at all. Couldn't be further from the truth, in fact. I love people, and I can't get enough of them, no matter how stupid they are. It's just that people are bad for business, and my job is to run a business.

Don't take it personally, that I would rather wish you were dead – or actively facilitate that – than to suffer another five minutes of you working for me. It's business. But outside of work, you couldn't have a greater, kinder, smarter or more loyal friend than me. Of course, you won't ever be my friend because we won't meet unless your boat somehow sinks in just the right spot in Indonesia and you wash up on my island, but that doesn't change the fact that this is how you would feel about me.

CEObservation **If your yacht sinks, make sure everyone but you is bleeding before you submerge. A man without a Swiss Army Knife is not a man.**

Because I like people so much, I agonize over firing people. (Regardless of how important I am, I am human, too.) I know that these people have lives outside of work, that sometimes people depend on them to be breadwinners, and if they don't have families, the local liquor store or a porn site is depending on them to help keep their businesses afloat. I know people have feelings and fears, dysfunctions and needs for medication and health insurance, bizarre sexual fantasies, an inordinate number of pets, a TV that literally never is turned off, strange mail from foreign countries, random holes dug in their back yards, and I could go on and on about the foibles of life and the need for financial and emotional stability. That's why firing someone is never easy – you can sympathize with that person as you're sitting across from him in your office in what is thankfully your final meeting.

CEObservation **Your most valuable contractor is your private investigator.**

Fortunately, email has changed all that. All that emotion, all that thinking and sympathizing and empathizing – all that is tossed

aside by one brilliant button: Send. That being said, when you're firing someone by email, you can't just write:

From: Richard Hlava, CEO, HlavCo Intl.

To: Sap

Subject: You're Fired

^^

RH

(or)

From: Richard Hlava, CEO, HlavCo Intl.

To: Sap

Subject: Important Message

You're fired. ...!,
Thanks,
Richard Hlava, CEO

That's classless. This person did some things of value during his tenure, one assumes, and he deserves to be fired with dignity and respect. Make your email sound both dignified and respectful.

From: Richard Hlava, CEO, HlavCo Intl.

To: Sap

Subject: Thank you for your help

Dear Sap,

I want to personally thank you for your help on recent projects – projects that I will remember forever but am unable to list as of this moment. Without you, they probably would have never been finished until we found someone to do them.

Which reminds me, we have decided to make a change in your department, and that change is you. We have set up for you a nice compensation package equal to two days' pay as severance, which is one day more than we give most people. Your hard work and dedication, as you can tell by that extra day of severance pay, has not gone unnoticed.

Thank you for your service, and security should by now be standing right behind you to escort you out.

Sincerely,
Richard Hlava, CEO

As I learned in a makeshift prison in what was then Ceylon, being classy and going the extra mile can take you far in life, or at least temporarily appease someone who will most likely return with a gun. I also learned that a good memory is not always such a great thing, which is why I fast-tracked at HlavCo Pharmaceuticals the “Day Before” pill, the first over-the-counter memory-loss solution. Of course, for me, it was a little too late in coming.

CEObservation **When you’re doing something you don’t want to do, don’t think about it while you’re doing it.**

Remember, you can’t fire every idiot that works for you, just like you can’t put into jail everyone who breaks the law. The manager and CEO must be effective at making the decision as to which sets of idiots he can live with, which is the same process cops and judges use to decide to put all the black people in prison.



PUPPETS

The key to being an effective CEO is to give off the impression that you're crazy.

You can't be powerful and successful, feared and admired, without being crazy either to some extent or to a large extent. Idi Amin, George W. Bush, Adolf Hitler, Sam Walton: All effective leaders who destroyed lives and towns and kept people on-edge by using the simple method of letting others know that they couldn't possibly conceive of what's about to happen next. Often times, they had no idea themselves what was about to happen next. Of course, the downfall of all of these leaders was the fact that they were...well, insane.

But myself, Richard Hlava, I buck that trend. I'm not crazy – not one bit. Yet, the more I make people *think* that I'm mentally unbalanced, the more effective of a leader I've noticed I've become.

CEObservation A wise man may know many things, but a crazy man can shoot him, making acquired knowledge once again worthless.

I like to walk around the office with a puppet on my hand. Puppets masterfully and quickly take you from that realm of moderately sane to batshit crazy in the eyes of your employees. Puppets unnerve people and crawl into the last space reserved for thinking in their brains, forcing people to ask themselves what is reality and what do they want to be reality. This is far too much for your simple-minded employees to comprehend, and often they'll let their brain default into believing the puppet is actually a separate person.

What I've also found is that the type of puppet you have on your hand can say much more for you than words ever could. Therefore, I walk around with two types of puppets: a sweet, floppy-blond maiden and a deformed, googley-eyed, bloody, mustached lizard. I call them "The Snitch" and "The Goulet."

CEObservation Why is Sesame Street, presumably located in New York City, so clean and bereft of crack addicts? Puppets make people work.

Like two mutant peas in a deformed pod, The Snitch and The Goulet serve separate and equal purposes on the office floor, carrying the simple messages that your time as an employee at HlavCo Intl. is about to come to an end and that the CEO is crazy. (But I'm not crazy.)

The Snitch is a lovable young lass, a flibbertigibbet, who likes to be friends with her fellow coworkers. Often, this sweetheart will simply cozy up to an employee's desk and say something like, "Guess what I heard? I heard the amount of sugar you use in your coffee is costing this company a fortune! You better start drinking your coffee black! He he. Bye-bye!" or "You know what I heard? I heard someone with the same name as you is going to accidentally fall through a window today. Can you believe such a crazy thing, that there's another person who works here and has the same name as you? Some rumor, huh? He he. Bye-bye!"

If there is one thing that I miss about not speaking anymore, it's performing the voice of The Snitch on a cold winter day. I think that my assistant does quite a good job of voicing The Snitch, but he just can't reach that higher octave that makes her seem so much more friendly and trusted.

Whereas The Snitch is that perfect chum that an employee without sense can warm up to, The Goulet is unemployment personified. The Goulet doesn't say a word; it just leans over your cubicle, stares at you and leaves. Take a good look. This is your future.

Although the puppets and styles that you choose are completely dependent on your managerial style and your falsetto abilities, everyone needs to employ the third type of puppet: "The Swan."

A simple extension of your forearm and hand, The Swan is the perfect puppet for making others appreciate your perceived mental illness. The key to performing effectively with The Swan is the manipulation of your joints. The Swan is about the anticipation of something being said or being done. Is this swan going to make a noise at me, destroy something on my desk, smell me, speak like a goat, speak like a Frenchman, sing a show tune, fire me? You just don't know. All you know is one minute you're talking to your coworker about something on the television two days ago, and the next minute, you see your CEO walking through the office with his hand in The Swan formation. Looks like a pretty good time to get back to work, doesn't it?

CEObservation Although “The Hook” is more effective than “The Swan,” do not cut your arm off on purpose just to own this puppet.

I’ll never forget the first time The Swan sent a message to one of my subordinates. We had just started our WindWeavers windmill sail weaving factory in Denmark, and I took the boat over to that blustery, cold country to see how we could streamline our child labor practices. When I got there, this feeble young lad caught my attention. He must have been in his early teens, and he had the nerve to be sitting down while he was working. I said, “Boy, what do you think you’re doing sitting down while all the other weavers are standing up?” And like a blithering baby, he said, “Forgive me sir, I’ve been weaving for 15 hours and my legs are tired.” I pulled out The Swan, looked him over, and made my hand say, “What makes you so different from them, boy? You think they’re not tired?” He said, “I don’t know, sir.” The Swan cut him off and said, “Work makes you tired; that’s why it’s called ‘work.’ What’s your name?” He said, “Hans, sir.” And like a true puppet of the high bourgeoisie, The Swan said, “Hans, Honk. You’re fired, Honk. Go be different somewhere else. Honk, honk!” And that swan kept jabbing at his face until Hans was out the door.

Those were the days.



DEALING WITH IT

I've been humbled by the invisible hand of the market as much as I've been pleased by it. I've been humbled by fiery Central American women with an affinity for knives. I've even been humbled by various meat products in ways I could never have imagined, but rarely have I been humbled to such an unpleasant extent (considering I pay for it) as I have by my own IT department.

The department filled with people who are supposed to take care of the technical issues in your company is called the IT (information technology) department. Sometimes this department is called the IS (information systems) department. No matter what it's called, IT IS worthless.

CEObservation Most common computer problems at work by percentage, according to the IT department, are: Networking Problem 2%, Email Client Problem 5%, Server Problem 10%, Your Problem 83%

The IT employee is the auto mechanic of the business world. Whenever he fixes something, he screws something else up on purpose, forcing you to drink from his arsenic-laced tech juice and killing you slowly, day in and day out.

Yet, in many ways, I admire the IT employee – his superior attitude, lack of people skills and general malaise. The IT professional is generally retarded, which is what makes him such a great worker. I have a respect for him, the same way I have respect for Ebola. I do recognize his place in the world, and if it could be had, I'd pay as much money as I could to destroy it.

Yet, I admire him. That is, until I actually need something.

CEObservation Although the average IT professionals needs 150 college credits to earn a degree, a surprisingly low number of these hours – 25 – are devoted to techniques related to being a complete prick. This leads me to believe that IT workers have a certain genetic makeup.

When I want something from IT, I long for the days of the company librarian and the electrician – real, replaceable people.

If I said that I can't find my memo, I could easily fire the filing girl and have her replacement hired even before I realized that the memo was on my desk the whole time. If my intercom kept accidentally turning on when I pushed the button, I could hand an electrician or technician his ass for not installing a mute button before it was even invented.

But with IT, a horrible imbalance of power exists. Technology has advanced faster than enough normal people could be found to understand it. While technology was advancing, most likely you were concocting a strategy for talking to a girl, one that would most likely fail, but a plan nonetheless. And with each failure comes maturity, and through your efforts, life advances. Soon enough, you find a woman who settles for you and eventually you both conceive a mediocre child.

The average IT professional, however, has been sitting at home, thinking of ways to retreat from a society that craves beauty over intelligence. In days gone by and still in some European countries, these people became street sweepers. They go sweep, they go home, and they go to work the next day to again clean up everyone's partying from the night before. The advent of the Internet gave these people something to read.

CEObservation People always choose quantity over quality. That's why the Internet is so popular.

The more they read, the more they discovered they could make a career out of reading and creating "code" that people who would normally not give them the time of day can't understand. Businesses craved this code because it helped speed up the elimination of their work forces, but what businesses didn't realize was that for every three people they replaced through technology, they had to hire one IT professional. The infestation had begun.

Soon companies were nothing more than computers and a whole bureaucratic nightmare of IT people, ones who all held separate passwords to the integral parts of business, ones who never gave straight answers, ones who did not understand the concept of time, and ones you simply could not replace.

In normal cases, I would fire any douchebag straight away who couldn't give me what I wanted when I wanted it. If you disagreed

with anything I said, I would run you out the door. But if you try to replace an IT person, you fill the position with someone who is exactly like him – or worse. IT people aren't trained, they're cloned. And the cloning process makes the next one dumber and less socialized than the master copy. (I know: I tried it with our Double-Fun Home Cloning kit from our now-defunct Genomics For Kids! subsidiary.)

Sadly, as technology becomes even more complex, it takes an even more extreme introvert to understand and implement this technology – someone who makes Ted Kaczynski seem like a socialite. Someone who may or may not have discovered the power of “water” in our daily lives, yet someone who understands this damn network which is completely beyond comprehension.

To deal with them, you have to throw everything at them, from reverse psychology to threats to actual kindness. And when that doesn't work, you call on The Goulet.

CEObservation **The Goulet has told me that sometimes the IT people frighten him.**

CEO Q&A

Why Can't The IT Department Fix My Computer?

Dear Mr. Hlava,

Every time I try to print from my word processing program, I keep getting this error that says, “No printer found,” but there's a printer right next to my desk. I can see it! But this stupid computer program can't see something that is less than three feet away from it. So I contacted the IT department, and they said that I needed to print out a work order for them to come take a look at it. I said, kindly, “I can't print a work order because my computer won't print, which is the problem.” They said, “Oh, that is a problem.” Duh. So what's their solution? Have someone else print the work order for me. Ugh. So I fill out the order form, and I email it to a coworker to print out. Then, I take it down to the IT dungeon so that they have their precious little work order. Five days later, I get a call on my phone from IT, and they ask me, “Did you try turning your computer on and off?” Uh, yeah, I do that every night, you dumb ass. The voice on the phone

said, “Hmm. OK.” Three days later, someone comes to look at my computer to “reinstall” some software, but what happens is they reinstalled the wrong program! I needed the word processor fixed, not the damn email program. So, I called them and said that I still can’t print from my word processor. They said, “But we reinstalled the software.” I said, “You reinstalled the email program, you fuck. Why don’t you come up here and reinstall the right program, the one I put on the work order?” So, two days later, they come to my computer, ask me if I really tried to turn it off and on, and then finally reinstalled the word processing program, which, of course, didn’t work. So I call them up and I say, “You cocksucking mother fuckers, I’ve been waiting for you to fix my computer for two God damn weeks, and all you’ve been able to do is tell me to turn something on and off and then to reinstall my word processor. Guess what, fuckhead, my word processor still won’t let me print. Why the hell didn’t you check that before you left my desk?” And they said, “The reinstall didn’t work?” “Uh, no you stale bag of shit, the reinstall didn’t work. So are you going to fix my computer or not?” They said it’s best if they just bring my computer down to their dungeon to investigate it further, but they need another work order for that. I said, “I can’t print a Goddamn work order for that because my printer won’t print from my cocksucking, motherfucking, cumbag word processor!” They said, “Well if it doesn’t print, how did you print the work order in the first place?” I screamed: “Because you told me to email it to someone else to print out!!!!” “Oh, well, can you do that again? We really need that work order.” Fine, fine. So I print it out and take it down to that stinky pit of theirs, and three days later, someone comes to take my computer away for a closer look, and in its place, they give me a slow, 6-year-old replacement. Two weeks later, they discover the problem, bring the computer back up to my desk, show me that it prints and then leave. Of course, they erased all my fucking files off the computer! I said, “What the fuck? You erased all my Goddamn, motherfucking, cocksucking files off of this motherfucking computer, you sons of bitches. Why would I even fucking need to fucking print anything if I don’t have my Goddamn files to fucking print!!!!” They said, “Your files were corrupt. That’s all we could do. Sorry. Wasn’t our fault.” Now, I’m really mad. Is there any way, Mr. Hlava, that you could help me in getting the IT department to retrieve these files, many of which were

operation-critical to HlavCo Intl.?

**Sincerely,
Lila in Hospitality Services**

Dear Lila,

If you think I can help you, you must have me confused with God. As much as I appreciate the sentiment, He's the one you should be writing the letter to.

**Sincerely,
Richard Hlava, CEO**



CORRESPONDING WITH IT

As I mentioned in the previous chapter, one may need to use a variety of complicated email communication methods in order to facilitate the reach of comprehension to the IT employee. After the degree of struggle is realized, one often asks one's self, "Is it really worth it?" Did Columbus ask himself that same question as he was faced with the idea of falling off the surface of the Earth into oblivion? Did I ask that question the first time I heard that our Colored Kids brand non-toxic, brown-shaded BroYons were both toxic and contained only four colors in a pack, one of them being white? Hardly.

Like that shot across the bow, like announcing your intentions to bomb a country on a certain day, one must start off a communication with the IT employee with a diplomatic, yet stern in undertone, message.

From: Richard Hlava, CEO, HlavCo Intl.

To: Douchebag

Subject: Program failing to load

Dear Douchebag,

I seem to be having trouble getting a particular program to run. It was working fine yesterday, but now it's completely unresponsive, and I feel like a large degree of my time has been wasted today trying to make it work. Can you please have someone come and fix my Solitaire2000 program by the end of the day, as I wish not to waste so much time trying to convince it to work for me tomorrow?

Sincerely,

Richard Hlava, CEO

As with any pre-war negotiation, the enemy will not only resist your requests, but often they will make things worse by insinuating that they will never, in a million years, give in to the demands of you or any other CEO that may sign their paychecks.

From: Douchebag

To: Richard Hlava, CEO, HlavCo Intl.

Subject: Re: Program failing to load

Mr. Hlava,

We were instructed by you to remove the Solitaire2000 program (see below). So we did. We can put it back on your computer if you changed your mind, but we will need a work order for that. And we're pretty busy today. Especially with a program that is as complex to reinstall as that one, we might get to it by next Friday at the earliest.

Thanks,

Douchebag

>>From: Richard Hlava, CEO

>>To: Douchebag

>>Subject: Removing Solitaire2000 from company computers

>>Dear Douchebag,

>>It has come to my attention that the Solitaire2000 program is on all PCs in the office.

>>I would like you to remove the program from all PCs – except from my PC – at your

>>soonest convenience today right now.

>>Sincerely,

>>Richard Hlava, CEO

The removal of the program from my PC was the result of the classic IT mistake: They didn't read the email correctly. This is the trouble with communicating with IT. They know how to read, but they don't necessarily know how to read *everything*, especially in a long message like the one that I had sent them. I believe this is the result of them skimming code all day, looking for a needle in a haystack so that a line will show up red instead of green in the program that they wrote to complicate things around the office more and make themselves more invaluable. Therefore, remember, try to keep your emails with IT as brief as possible, such as:

From: Richard Hlava, CEO, HlavCo Intl.

To: Douchebag

Subject: Come here

Now. Fix.

RH

When you include too many words, you're asking the IT department to think about what you're saying. Then, as they glance at the email, looking for words that seem familiar to them, they take action by going with their gut, feeling what the email is supposed to mean. I appreciate that very much, fills me with a little joy, I suppose, like watching children swim in a pool of my money, believing that something like this will be waiting for them in their future.

CEObservation Always fill your pools of money with metal washers for the purpose of bottom fill, then top it off with a layer of real money or gold and jewels. Contrary to poplar belief, people simply wade in pools of money and will never reach the bottom.

Because IT professionals read with their sometimes-substantial guts, you have to out-gut them.

From: Richard Hlava, CEO, HlavCo Intl.

To: Douchebag

Subject: Re: Re: Program failing to load

Dear Douchebag,

I see where this confusion comes from. But no matter. I've encountered a bigger problem. Someone has taken a baseball bat and smashed my computer into pieces this afternoon at 17:00. I will continue to smash this computer and every computer in the office until I have a computer with a working copy of Solitaire2000 sitting on my desk. Please be advised

Sincerely,

Richard Hlava, CEO

Play your hand. Be bold, but also give them a little bit of a time delay so that they can grasp what you're actually trying to say to them. Be careful not to be too subtle. Again, the IT mind only reads a fraction of the words in any given email more than four words long. If you're not as direct as you should have been, be prepared for your message to be missed.

From: Douchebag
To: Richard Hlava, CEO, HlavCo Intl.
Subject: Re: Re: Re: Program failing to load

This sounds more like an issue for security than for IT. Should I let them know that someone is going around the office with a baseball bat, destroying property?

Douchebag

In this example, I got double-gutted. The last time I was consistently double-gutted was when J. Edgar Hoover and I would go to gentlemen's clubs. With the IT department being social simpletons, I have to believe that they were actually concerned with helping protect property rather than calling my bluff that I would smash every computer that I saw in the building. They read what they thought they saw in the email, which was property destruction, and missed completely the point, which was the opportunity to prevent such destruction.

I simply wasn't direct enough in what I was asking. Yet, I must be careful with the way I address the IT crowds as my trademark bluntness could make these employees conveniently forget all the passwords to every program that they wrote for my company. My experience has shown that there is only one tried and true way to get an IT department to do what you want, but it is such a desperate tactic that you can only threaten with it on the rarest, most important of occasions. I call it: The Apple Ultimatum.

From: Richard Hlava, CEO, HlavCo Intl.
To: Douchebag
Subject: Re: Re: Re: Re: Program failing to load

Dear Douchebag,

I'm thinking about switching the entire office over to Mac. It's my understanding that that operating system can easily run my Solitaire2000 program. I'll let you know by 17:01 today if I'm going to do that or not.

Thanks,

Richard Hlava, CEO

Lo and behold, I'm trying to find that black 10 to go on the red Jack before five o'clock.



THE ULTIMATE CEO

One of the burdens of being a highly successful CEO is that everyone wants a piece of you in an attempt to sell their own products. You become nothing more than a commodity, another product on the shelf that gets marketed to death. I haven't determined if that's ironic.

The biggest takers in this CEO cashgrab are the media, especially cable media. They're always wanting to have you on for five or 10 minutes in order to help them fill the time from one commercial to the next, time you probably didn't even pay for. I don't know why I agree to do some of these interviews. Granted, they've become much easier to do since I stopped speaking, but I do feel empathy for my assistant who has to answer their inane questions.

During these cumbersome television interviews, I'm often asked "Who do you look up to in the business world, who's your role model?" Often, that question is asked because the interviewer has no idea what to ask you. It's the "How's it going?" of the media industry. Stupidity flows like a raging river through this 24-7 media world, and only the dams built with the money corporations use to hedge their bets against real investments keep the whole lot of middlemen mouthpieces from washing onto the beaches of some home shopping channel.

CEObservation When the interviewer's first question isn't actually a question, you have a duty to respond with a question or run the risk of breaking the first Trebekian law of speech.

I do know why I do it, this nagging back and forth of meaningless words. I feel I have a commitment to give back a little something to the one CEO who gave everything to me. Therefore, my assistant starts every interview by saying, "Mr. Hlava would like to thank God for making him incredibly rich and smart."

The one thing that has helped keep me in touch with reality through this rough-and-tumble business world is my faith, that faith being in God and his junior executive, Jesus Christ, our Lord and Savior. (More on nepotism later.) God goes by many names,

but as long as you're worshipping the Christian God, you're in good shape.

As much as I'd like to think that I made all the success I've had by myself, I can't help but think that the Big CEO In The Sky had a little more than something to do with my rise up Jacob's corporate ladder – not to mention my escape from Enron stock before its collapse.

Even if God wasn't directly responsible for my specific successes, you can't help but see a lot of the CEO persona in the one who oversees the entire universe. He's not afraid to make snap decisions based on his gut instinct and then live with the consequences of his decisions, not with regret but with conviction. He can be both benevolent and ruthless, sometimes in the same motion.

Would God have enjoyed commanding people through email in the early days of civilization? Instead of people walking around claiming to have heard the voice of God, people could print out the email and have proof.

From: God, CEO, Universe

To: Moses

Subject: New Handbook Implementation

Dear Moses,

The legal department has advised me that it would be in our best interest to develop a handbook that has our 10 most-important regulations in it. Although it's mostly to cover our asses from lawsuits, I suppose it wouldn't be such a bad thing to post this in the break room. Can you please print out the attachment, post it in the break room, and make sure that everyone signs the sheet that confirms that they've read the new regulations? (That's also attached.) I'm really going back and forth as to whether or not I want them to have that mandatory day off. The lost productivity doesn't look good when I crunch the numbers. I'll keep it in for now. Let me know if you have any thoughts on that one.

Sincerely,

God, CEO, Universe

From: God, CEO, Universe
To: Abraham
Subject: Father-Son Picnic

Dear Abraham,

I'd like to remind you that Sunday is the date for the father and son picnic. I sure hope to see you and Isaac there. I'd also like you to bring your sharpest knife as there's a surprise contest that I think you'll enjoy. We're all getting together to worship me, and it would be a shame if you disobeyed any order I gave.

TTYL

God, CEO, Universe

From: God, CEO, Universe
To: Adam; Eve
Subject: Fruit in the Break Room

Dear Adam and Eve,

For a special treat, I decided to give myself a whole basket of the finest fruit in the world that I created, fruit that has ginko or ginseng or some stuff like that to help keep your mind fresh and active. It's in the break room. Don't touch it. It's mine.

G

From: Lucifer, CFO, Hell
To: God, CEO, Universe
Subject: Job Opportunity

Dear Despised One,

Thank you for taking the challenge of seeing how faithful your follower Job will be when I do my worst to him. As I sit here and type this, I'm dreaming about all the different things on which I could spend the \$50 I'm going to win. We'll be in touch.

Sincerely,

^----^

CEObservation Why could God not be a woman?
Simple. Only a man can be a CEO, even
if that man happens to have, by some freak of nature, a vagina.

If there's one thing that I admire the most about God, it's his unwillingness to admit to any mistake that he has made in the history of the universe. He simply lets others deal with the mistakes and tells them it's all "part of the plan." It's a smart strategy, and one I try incredibly hard to follow. Platypus? "Part of the plan." The Speedo? "Part of the plan."

CEObservation Don't ever let anyone see your plans.

The keys to being a good world employee are loyalty and accepting that things are the way that they are. People spend a lot of time trying to change things they have no control over when they should be spending their time exploiting the things they have a hand in.

THE CC:

If you take nothing else away from this book (as you can see, my expectations are really high for you), know this: the CC: is THE key to writing email that gets results.

Why didn't I just say that in the first chapter? Because I'm smart. I know your type. You get by in life by skimming, like some wretched IT wannabe. Then, you talk to your equally mindless coworkers about your acquired top-level knowledge so that you can compare notes to see if what you skimmed was correct enough to be taken as an absolute truth in your eyes and your heart, given that the information actually never made it to your brain.

If you saw this valuable, game-changing information in the first chapter, I would be out \$100 or however much the publisher decided to undercut me on this book. By the way, I wouldn't count on complete resolution of this book on the last page, either. But you probably already know that, don't you, Matlock?

When you write an email, you have the option to "put someone in CC:," meaning that that person will receive a copy of the email that you will write in the future. The moment you tell one of your eternally supportive, team-playing coworkers that you are going to "put them in CC:," they instantly become distant, like when you told your girlfriend you wanted to have kids or when you told your mother you were gay or when you told your friends you were going to give up drinking/drugging.

CEObservation When telling your friend that you're giving up the one thing you have in common with each other, do it while you are under the influence as you'll sound much more convincing.

"Putting someone in CC:" is the equivalent of giving that person a necktie as a gift or dropping a paper bag containing a turd on his desk. Despite all these things, the CC: is now a vital part of making sure business gets done.

CEObservation No need to make some song-and-dance when putting a turd on someone's desk. They "put you in CC:," they know why it's there.

CC: has been around for a very long time, but CC: never gained in popularity because of the physical barrier that existed with paper: It was a pain in the ass to duplicate memos and distribute them throughout your corporation. Before photocopying, secretaries would spend hours typing duplicates – at a high human wage. With the advent of carbon paper (score another one for coal, Father), a secretary could make a duplicate copy of anything the typed simply by placing a piece of thin carbon paper between two pieces of normal paper, hence the CC:, carbon copy. Even after photocopying became all the rage for duplicating memos and parts of your anatomy, there still was that physical barrier – you needed paper, toner and someone to physically send a message from point A to point B.

Now thanks to email, businesses are happy because they no longer have to pay people to make and distribute paper, the hippie is happy because his favorite tree gets a temporary reprieve and workers are happy because they don't have to guard the photocopier while they're making personal copies using work resources.

But for as much of an advancement that the digital carbon copy is, something happened to bastardize the whole process: Middle Management.

CEObservation Middle Management is office code for Micro Management.

Instead of a way to inform someone of relevant information, the CC: became the digital equivalent of talking loud enough so that someone overhears you (or, in the more appropriate cases, talking to someone without looking at him).

At first, people were confused as to why they were asked to eavesdrop on someone's conversation. But the more CC: emails that middle managers received, the more they felt something that had eluded them in their regular duties: Power. Now, people who had the authority to make quite minor decisions wanted to make all decisions and would request to be "put in CC:," thus creating a middleman secretary out of the original employee as well as a strange fiefdom at the bottom levels of the company.

And this was fine with the employee whose job it was to actually work. If the middle manager wants to do your job for you, why not let him? You're just killing time between coffee

breaks, casual conversations and your next cellphone call. So whenever the employee felt the slightest bit of obstacle in doing his job, he immediately put his manager into CC:. Now, employees don't even wait for resistance as they simply CC: their boss on any non-personal email that they send. This is both to show the manager that the employees are indeed working, but that they're not interested in working on anything more than one email.

CEObservation The CC: is also your way of letting someone with more power than you know that you're right about something.

The CC:, however, has also become the conduit that people use to try to work through their insecurities. They need attention; they need as many people as possible to know their ideas; they need people to know they're working; and they reciprocally want to be involved in other people's decisions and their work, to give them the sense that they can contribute outside of their job, which is something they obviously don't want to do anyway. So people started CC:ing everybody else. CC: changed from Carbon Copy to Chatty Cathy.

Another thing the explosion of CC: did was create an environment in which no one knows who's supposed to respond to the email in order to make a decision. If you, as a potential decision maker, are CC:d on an email that has actually important decision makers on it, you get the feeling you walked into a room where you didn't belong. Yet, you may be the one who is supposed to make a decision and do so in front of these real decision-makers.

I use CC: a lot. And I often do it for this purpose, to see if someone, anyone, in my company is willing to make a decision.

From: Richard Hlava, CEO, HlavCo Intl.

To: Underling Supervisor

CC: Underling Supervisor's Supervisor; Nitwit CFO; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub

Subject: Your salary status

Dear Underling Supervisor,

I'm thinking of a number 1 through 7. Do you know what it is? If you can guess this number right, I will double your salary. I'm thinking about opening this opportunity up to anyone who also catches wind of my plan, meaning the first person who guesses the number right gets the raise, but there's only one winner. Oh, and if you were to guess wrong, I might fire you for your ineptitude. I do like your chances, though. I'm considering not writing this number down. Interested?

Sincerely,

Richard Hlava, CEO

I would say that I will miss that Main Douchebag, but he has rejoined the company, just in a different body.

In the following chapters, you should take note of how I effectively use CC: to get other people's attention in the hope that someone will follow the last instinctual urge they have and decide to take action for the greater good of the company, themselves and possibly humanity.

There is one issue that remains: What should CC: stand for? The politically correct environmentalistas who think they need to remove carbon from everything is wanting to cap-and-trade CC: in for a different name that better defines its role in today's world. I don't understand why everyone is trying to remove the use of coal from this world. It's combustible, it marks on things, it's directly from the earth: Why must everyone always give coal and its carbon emissions such a hard time, considering when you squeeze one hard enough you get a diamond?

These do-gooders want to change Carbon Copy to Courtesy Copy. They obviously have never received a CC: in their life if they think it's such a Courtesy to get such a message. CC: should stand for what it really invokes: Collateral Casualties, Co-Conspirators, Contagious Conversation, Culling Colleagues or Convoluted Clusterfuck.

CEO Q&A

Should I CC: or BCC: My Manager On Important Email?

Dear Mr. Hlava,

Often times, I have trouble getting timely answers from the HR department when it comes to new hires. We have authorization to add three more heads, but it's difficult to get things moving forward because the HR department doesn't see our need for staff as an important issue. I've tried over and over to come to an agreement with one of the HR staff, but nothing seems to work. I'm thinking about including my manager on my next email so that he can see what I'm dealing with, but if I do that, should I put him in CC: or BCC:? If I put him in CC:, it might send the wrong message to the HR person, showing her that I don't think she's giving us a satisfactory resolution to our problems. But if I put him in BCC:, I'm afraid he might inadvertently reply to the email, which would make it look like I've had him in BCC: the whole time and the HR person will never help us again. What do you think I should do?

**Sincerely,
David in Product Testing**

Dear David,

Are you so chickenshit that you would use the BCC: in order to do your job? Is this the kind of person my HR staff hires? BCC: is for babies, desperate pansies who aren't man enough to be direct and have enough balls to CC: their manager on an email. What's the big deal, David? You want to get work done, don't you? You feel like my HR staff is letting you down more than they let me down by hiring you, don't you? CC: your manager in the email, mostly because he loves it, but partially because you need to reclaim some of your character. If you have something secret to say, do it the old-fashioned way – in the toilet.

**Sincerely,
Richard Hlava, CEO**



NEPOTISM

Always keep a relative as a subordinate, and put that relative in a position of power, regardless of his qualifications, regardless of his business acumen, regardless of whether or not he's actually related to you.

During a tour of duty in Serbia shortly after the breakup of the former Yugoslavia, I was patrolling the streets with a trusty-old AK-47 when I came across a young Serb who admired my gun and offered to buy it from me for a paltry 100 dinars. I wasn't sure how much that really was, but I knew it was pretty worthless to me. He just wouldn't take no for an answer, following me, pleading with me to sell him my gun for his 100 dinars. I asked the young man, "Why is it you want to buy my gun so badly?" He said, "I do it for my family. Because I love my family."

It was a special sentiment, one that transcends most of the rules of the business world – this ultimate loyalty, the bond family members share. It's something I don't often get to or want to feel. That I would trust my empire to someone whose parents used to literally live in a West Virginia coal mine, it's hard for me to make business sense of it. But that boy's words stirred me.

"I do it for my family. Because I love my family. Because I want them to kill Kosovar pigs." I took those words home with me and knew right away that the one thing HlavCo Intl. was missing was that family touch, someone whom I could care for and look after, someone whom I could teach the business to, someone who could be my scapegoat.

Rare is it that you will meet two relatives that have found equal success in this world, regardless of their occupations. Often is it that you will find one successful person and several embarrassing hangers-on. During my rise through the ranks of the business world, I've had a number of relatives come out of the proverbial woodwork in an attempt to secure employment or money or both – all claiming to be my half-brother, half-sister, half-nephew and half-niece. (All quite probably telling the truth as my father enjoyed having sex with many women who weren't his wife.)

CEObservation Sheepskin condoms aren't nearly as effective for birth control as having sex with a sheep is. Also, sheep don't write snarky, tell-all blogs.

When it came time to hire a relative, I had to dismiss them all because I don't do anything half-way. I asked the company private investigator to see if either of my full-blood siblings had offspring that could come learn the ways of business. As it turned out, I had a nephew – an unemployed, alcoholic, broken-hearted, mentally retarded painter – who was perfect for my newly created position of Executive Vice-President of Things.

What I soon found out was that he had absolutely no skills whatsoever, except for crying and shouting in bursts of joy, which makes him at least equal to most of the people already in my employ. But what made him better was that he was related to me. My employees resented him and how he received such a high position in the company simply because he was related to me. One by one, middle managers would leave the company, knowing that they would not advance to an executive vice-president position as long as my blood relative held such a high position. It was perfect.

Nephew showed his value even more when I put him in charge of our now-defunct The Right Stuff LLC subsidiary, makers of the home pet taxidermy product Meowzers. The government regulation of home pet taxidermy hadn't eased like we needed it to, and we had to run that business into the ground fast to stop all the pending lawsuits from those people who tried to perform taxidermy on pets that were still alive, people who said the instructions stated Meowzers would make their pets immortal – which it did. (The instructions did, anyway.)

With a relative in tow, you can take anything that you think might look like a mistake on your part (something you must never admit to) and turn it into a failure of ineptitude on your relative's part. You were willing to let things fail thanks to your unwavering loyalty to family. Why do you think people are always blaming their identical twin brothers and sisters – regardless of whether they have them – for their own criminal misdeeds? Because everyone has family, and everyone knows the foolish value of forgiveness.

“I do it for my family.”

CEObservation Do not hire competent family.



DISPLACED RESPONSIBILITY

There's a big difference in the business world between responsibility and accountability. However, if you're clever enough, you can make someone who is responsible for any given project accountable for its results. That's synergy.

The method you use for establishing responsibility for any given project, as well as its potential future accountability, is the real key to determining the type of CEO you are. Are you the type of CEO that is hands-on, freely delegates responsibility or lets every man fight to the death so that one of them can take an extra step up that ladder to the top? It's a trick question because a good CEO is all three at once.

From: Richard Hlava, CEO, HlavCo Intl.

To: Underling Supervisor; Accounting Nitwit; Legal Nazi

CC: Nephew

Subject: Tax questionnaire reply status

Hello,

I would like you all to know that we have received the government's questionnaire about our bookkeeping practices. Because of its importance, I will personally spearhead this project to make sure that it's done right. However, I may be calling on you for a little bit of support on a few issues. Please be advised.

Thanks,

Richard Hlava, CEO

I'm in control of the situation, and my employees feel that I respect their opinions and expertise, so much so that I may call on them regarding such an important issue as potential tax problems. However, knowing that we owe millions of dollars in back taxes, I'm not the one who wants to be ultimately accountable for what is going to be discovered during that tax survey.

CEObservation Always know how much money you've cheated the government out of. Then, buy an island worth that much money. If worse comes to worse, you can sell the island and satisfy the government debt. If they never find out you owe them money, well, enjoy your island.

By establishing control early, I can now displace the responsibility I assigned myself in the previous email. After I've had some time to think about it, I realize that I'm way too busy to be bogged down by this task, but what I eventually want to do is use it as a nugget to find out who wants to become a major player in my company.

From: Richard Hlava, CEO, HlavCo Intl.
To: Underling Supervisor; Accounting Nitwit; Legal Nazi
CC: Nephew
Subject: Tax questionnaire reply status UPDATE

Hello,

Because of my very busy schedule, I'm having second thoughts about whether this project is an effective use of my time. For the remainder of the project, please be advised that Nephew is in charge, and he may call on you for some additional support, if needed. We still have more than 3 weeks to go before this is due back to the government, and that should be plenty of time to submit a full report to them.

Thanks,
Richard Hlava, CEO

The relative is the perfect non-employee to displace responsibility to. Everyone knows that he is inept, everyone but him, of course, but he's too lazy and scared to ask anyone for help. Therefore, the project will sit on his desk just long enough to make it impossible for anyone else to do. That's when you find out which one of these losers you employ has even a shred of character.

From: Richard Hlava, CEO, HlavCo Intl.
To: Underling Supervisor; Accounting Nitwit; Legal Nazi
CC: Nephew
Subject: Tax questionnaire reply status UPDATE UPDATE

Hello,

As you may know, we have only a week left before the questionnaire is due back to the government, but unfortunately, Nephew got tied up with some equally important work relating to the "drowning" accident at the Big Sandy Quicksand Park

and hasn't been able to complete it. Or start it. What I want to know is who's ready to step up? Who's ready to show me their devotion to this company? Nothing says devotion like finishing a 350-page document in one week. It takes guts. Who has the guts to work for me?

Thanks,

Richard Hlava, CEO

CEObservation People show their true character through sleep deprivation.

Unless someone really is capable of performing this task at hand, which hardly seems possible knowing the quality of employees in the workforce, you'll be able to explain the situation to said government authority and get an extension for satisfying their demands for information. If nothing else, it should buy you enough time to start feeling out the market for a very posh, private island in Indonesia.



THE WORK ENVIRONMENT

What I really hate about today's corporate culture is that it has changed the workplace from a place where people work to a club, complete with television, video games, air hockey table, library, café, daycare and petcare center, park, gym, auto shop, strip mall and massage parlor. Chairs have become comfortable, desks spacious. Music is piped in through speakers installed throughout the "complex" (although that is now replaced by allowing everyone to listen to their iPods), and doors – once a bastion of privilege and importance – have become opened. How can people work when there are so many other things to do rather than work?

I used to live in a coal mine, but now people can live at work, enjoying more than the comforts of home. The biggest downfall of the workplace, however, was giving people their own personal space, inviting them to bring pictures, to bring mementos, to decorate their space to fit their personality. This replication of home may be a comfort to the employees, but with this comes something that the employers forgot to factor in: People are lazy at home. The moment you make them feel like they're at home, the more they might act like they're at home, which leads to you being homeless because no one would do any work for you despite the fact that you paid them to do so.

CEObservation **Have you ever seen a homeless person who wasn't working or sleeping (or drunk from winding down from working all day)?**

At each one of our HlavCo Intl. subsidiaries, I have very strict regulations about what is allowed in the work environment and what people are allowed to wear to work. If you want to be even as even half of a successful CEO as I am, I suggest that you implement a very strict dress code or risk one of your employees coming to work wearing an ironic T-shirt that reads: "Boss."

The HlavCo Intl. Code of Dress (from the HlavCo Intl. Employee Handbook)

The employees of HlavCo Intl. are expected to adhere to a set standard of dress that represents success and respectability while at HlavCo Intl., its subsidiaries and public functions as a

representative of HlavCo Intl. The company reserves the right to change the dress code with proper notice of at least 24 hours. Any deviation from the dress code could result in immediate termination.

MEN: Men are required to wear a size 16 white, long-sleeve shirt with collar and buttons, no snaps. Neckties are required and must not be of the clip-on variety as that style of tie will detach from the shirt when the tie is violently pulled. The ties must be solid black. Faces must be clean-shaven, and the hair must contain at least one part. For bald or balding men, the company will supply comb-over toupees that you may grab and deposit in the large white bin located at the main entrance. Slacks must be size 40 waist and 29 length, and the shirt must be tucked into the pants. Solid black, vinyl belts are required. Socks may be of any shade of black if they are both long and black. Size 11 Italian shoes, color black, are required. If the shape of the shoe loses its pointiness because of defects related to the size of your foot, you must replace the shoes before your next scheduled work day.

WOMEN: Women may wear one of two approved ensembles, but cannot wear the same ensemble on back-to-back days. Ensemble 1 features a white, pleated dress with exaggerated waist; the dress must cover both the base of the throat and the ankles. No jewelry or make-up may be worn with this ensemble, and one's hair must be secured to the scalp by a hair pin or wrapped into a ball that covers the nape of the neck. Shoes must be both white and flat and may not expose any part of the toe. Ensemble 2 features a size 16 white, long-sleeve shirt with collar and buttons, no snaps. Neckties are required and must not be of the clip-on variety as that style of tie will detach from the shirt when the tie is violently pulled. The ties must be solid black. Slacks must be size 40 waist and 29 length, and the shirt must be tucked into the pants. Solid black, vinyl belts are required. Socks may be of any shade of black if they are both long and black. Size 11 Italian shoes, color black, are required. No jewelry or make-up may be worn with this ensemble. Hair must be secured to the scalp with a hair pin or wrapped up similar to two earmuffs and worn on the sides of the head.

CASUAL WEDNESDAYS: Employees may wear whatever

they wish between the hours of 10:30 a.m. and 11:40 a.m. on Wednesdays, provided it isn't their normal work uniform. Participation is mandatory.

HALLOWEEN DRESS CODE: Halloween dress code lasts from October 15-October 30. In addition to the mandatory dressing-up in costume, we ask that you bring candy to work each morning and deposit it in the box that will be at the front door. You are advised not to come dressed as “yourself” or “an employee” or any derivative thereof. Also, do not dress as a vampire, as that will be Mr. Hlava's surprise costume for the Halloween period.

What this dress code does for HlavCo Intl. is it guarantees that when employees come to work, they work and, more importantly, they leave.

There will be, as hard as it is to believe, a few people who do enjoy wearing some of the things that are mandatory in the dress code. This was especially a problem at the I'll Be Holding pocket protector manufacturing and marketing subsidiary. That's where the workplace décor comes in.

The walls in each HlavCo Intl. subsidiary are painted with our proprietary White Hot color. The wooden chairs at the 3-foot by 3-foot desks are not only uncomfortable, they were cheap. Coffee is filtered through a cooling system until it is that perfect 50-degree temperature. The bathroom stalls have no doors, and each toilet is separated by a 3-foot cinderblock wall. But the office feature I find the most conducive to work is the voice-activated cubicle walls.

Each desk is surrounded by a very short cubicle wall to guarantee the least amount of privacy. Each one of these cubicles is equipped with small microphones that detect the volume and frequency of sound coming from the employee as he is working. If he's talking more than the preset threshold can withstand, the walls of the cubicle begin to expand both in height and in direction, eventually enclosing an overly talkative employee into his own special work box.

CEObservation Create a different work environment for your outbound sales and customer service teams. Possibly give them seat cushions for their chairs.



SUBJECT LINES

Companies spend millions of marketing dollars each year researching, micro-analyzing, trending, A/B splitting and over-testing email subject lines because they need to find a way to manipulate people into opening an email and reading about a product that most people wouldn't want to buy in a million years.

The same problem, convincing someone to open an email, occurs in the corporate communications world as well, the difference being these are the people I supposedly pay to open email. People tend to not read email that they think will 1) lead them to do more work or 2) bore them. Of course, the most logical solution to get everyone to read your email is to have something interesting to say. Since we know that's not going to happen, you need to be very focused on the words you put in the subject.

Regardless of whether someone decides to open a particular email, the constant is that people are always looking at their email inboxes, waiting for something interesting to happen instead of working or being productive. The most obvious way to get your message across is simply to put it in the subject line; that way, it doesn't matter if they open it or not. It will just sit there and haunt them until they delete it.

From: Richard Hlava, CEO, HlavCo Intl.

To: Underlings; Scrubs; Saps; Douchebags

CC: Underling Supervisor; Giant Scrub; King Sap; Main Douchebag; Nephew

Subject: I think everyone should forfeit 2 hours of pay this week

Yep, sounds good.

^^

Sincerely,

Richard Hlava, CEO

Simple, effective, quick, and gets the point across without someone physically clicking the email. However, it only works with short messages. For messages where the message actually is the message, especially messages that people aren't going to want to hear, you may need to resort to a little trickery by leaving the

subject out altogether.

From: Richard Hlava, CEO, HlavCo Intl.

To: Subordinates

Subject: (no subject)

Dear Subordinates,

To better realize your full potential, I have decided to put red lights above the men's and women's bathroom doors. When you see that the red light is on, you will know that the bathroom is in use, therefore making it unnecessary for you to get up from your chairs.

Also, we will be putting keycards on the doors, ensuring that there is only one entry at a time to the bathroom, giving you as much privacy as possible as long as you're finished by the given time stamp generated by the keycard. In the future, we will use some of our advanced statistical data tracking to help better serve you, the employees. For example, we could use the bathroom data to help make improvements to the cafeteria menu.

For this new innovation, you are welcome.

Sincerely,

Richard Hlava, CEO



TELECOMMUTING

Business technology may have made the process of communication faster and more reliable, but it has failed in the ultimate goal of making employees faster and more reliable. Nowhere is this more evident than in the scam known as telecommuting.

The idea behind telecommuting is sound: Allow a person to use their own resources to do the same job rather than sitting at my office, running up my electricity bill, drinking all of my coffee and urinating on my toilet seat and floor. However, what money you save by not wasting money on office supplies and furniture you waste on having an unsupervised employee.

CEObservation When you allow an employee to work from home, you recognize that the employee doesn't supply any valuable work on an everyday basis and - therefore - should be sent home permanently.

When people telecommute, they have the comforts of home surrounding them, and therefore, they make one critical mistake: They forget they're at work and, realizing this, don't work. There are some studies that say that the telecommuting employee is actually more productive at home than when he is at work, when he's sitting there in his pajamas, eating potato chips and listening to the TV as it plays in the background. Those studies, in my belief, were created by people who are desperate for friends, desperate to be liked.

Today's worker is spoiled. Today's worker thinks it deserves rights of individuality in the midst of corporate conformity. The reason for this, I believe, is that too many of them have college degrees and most of them didn't earn them. So they wave around a piece of paper and say, "Look at me, I deserve money for my immense amount of knowledge." And at our Beer Pong Supply Company subsidiary that may be true as they come to work already completing an extensive amount of research and development. But in every other field, the college graduate doesn't have enough sense to know how much precious time and resources he's wasting by pretending to be smart and pretending he knows what he's doing at his job. Instead, he tries to develop

new ways to make it look like he's working when he is, instead, talking to his friends on email or exposing the Internet hole that I'm sure the IT department has left open just to spite me.

That's why I hire Catholics.

CEObservation **If you hire too many Catholics, you'll notice that your company health insurance premiums will rise. When they rise to a level that's uncomfortable for you, simply stop offering health insurance to your employees.**

Catholics offer two things vital for an employer who wants to keep his costs down: dependents and guilt. I could trust Catholics to telecommute because – to their own dismay – they have a conscience. They know that cheating me out of 30 minutes work is a sin – is stealing – and they'll make it up to me by working 30 minutes later. I, in turn, will cheat them out of raises and benefits because I know they have many mouths to feed and are eternally thankful to that Big CEO In The Sky that they have a generous enough boss that will let them work from home so that they could be at home to listen to their babies scream while they're working. In addition, working from home saves them from the stigma of having to show up to work still drunk from the night before.

Sadly for both them and me, the Catholics are much more valuable to me when it comes to blue-collar work, where they need to physically be somewhere lifting, pounding or sweeping something. Life is full of little paradoxes.

CEO *Should I Invest in the Stock Market?* **Q&A**

Dear Mr. Hlava,

I saw the other day that the stock market is back above 10,000 points. Do you know what a point is? Anyway, I'm wondering if I should invest my savings in the stock market. Considering how we have to work for you for 10 years to get any retirement benefits, I'm concerned that I can't count on a HlavCo Intl. pension when it's time for me to retire.

Sincerely,

Doris in Mail Services

Dear Doris,

Mail Services? What are we still doing with a mail room around here? If I were you, I would indeed be concerned for my future when your future is in mail. But to your question: You are both incredibly bright and insanely naive at the same time. When I read this question, I pictured you as my own human puppy. Yes, you are outstandingly correct and astute in your observations about the HlavCo Intl. retirement plan (which I honestly didn't know we had until you asked about it) and our lack of intentions for providing for your retirement years. However, it's laughable for me to think that you are entertaining thoughts of investing in stocks. Silly Doris, the stock market is for rich people – that's why it's in New York. That's why you only see men on the floor of the stock exchange or talking out of their backsides on TV. The money from your cookie jar that you attempt to invest in one share of Google stock will be eaten away by these brokerage sharks with their fees and ideas – which are always good for them and bad for you. My suggestion would be for you to do something more realistic with your money, like buying lottery tickets or small ceramic dolls from the television. At least with the dolls, you'll be able to con someone – like yourself – who is, I assume, equally old, into spending a lot of money for a “collectible” purpose. As for what a “point” is in the Dow Jones Industrial Average, it's a secret that only us rich people know. It's like the chips at a casino table; just like everything else in life, they're completely worthless unless someone wants to buy them from you, but at the same time, they are playfully colorful and anonymous. Hey, a casino – how are your blackjack skills, Doris?

Sincerely,

Richard Hlava, CEO



You may have created a great subject line (or no subject line at all), but the only surefire way to convince someone to open your email is to put the letters “Fwd” and a colon at the beginning of the subject line.

Also, make the subject line about cats.

From: Richard Hlava, CEO, HlavCo Intl.

To: Underlings; Useless HR

CC: Underling Supervisor; Nephew

Subject: Fwd: Big Kitten Ball

Hello,

This note is just to let you know that I’m having the douchebags in IT report to me who opened this email and who did not. If you are reading this, you fall in the “did” category and will be fired unless you forward this email to at least 5 other people. Knowing you, I don’t see that as being a problem. Also attached, you will find a picture of a giant ball of kittens.

Sincerely,

Richard Hlava, CEO

Why are people so fascinated with pictures of cats on the Internet? The answer is simple: Cats do nothing. They don’t move, and when they do, it’s only to walk a circle around your leg. Cats make walking around in Istanbul a minefield as they litter the sidewalks with their outstretched, napping, lifeless forms. (It’s also what makes Istanbul a gold mine for our Uncle Ahmet’s Catnip-Scented Sticky Tape from IstanCat Disposal Inc.)

CEObservation When negotiating with Turks, simply say nothing, giving off the impression that you’re “thinking” about buying something. They will talk themselves down to your price.

Before digital technology, people were less inclined to waste good film – and money to process that film – in order to gain 36 prints of a sleeping cat. Thanks to digital photography, unemployed people with no lives can sit around all day and take

pictures of their cats at no processing cost, hoping to get that one, glorious picture of a cat doing something so that they can put it on the Internet.

Because your cat at home does nothing, you need some sort of reassurance that a cat actually *can* do something, that you're not wasting money on food and time on cleaning out a box of shit. Therefore, people gravitate toward any picture of a cat actually being something other than a cat.

From: Richard Hlava, CEO, HlavCo Intl.

To: Underline Supervisor

Subject: Fwd: Cat doing taxes

Hello,

Do you remember sending this email to me?

RH

>> From: Underling Supervisor

>>To: Richard Hlava, CEO, HlavCo Intl.

>>Subject: Bookkeeping misunderstanding

>>

>>Dear Mr. Hlava,

>>I was looking through the last fiscal year's accounting and distribution of assets when

>>I discovered that I accidentally transposed a few numbers which caused us to

>>underreport our earnings for the time period. I'm sorry for this mistake and I hope that

>>you can find it in your heart to let me keep working here and make up for my mistake.

>>Sincerely,

>>Underling Supervisor

Another nice thing about forwarded mail is that, depending on the program, you can often add the >> symbols to make it look like someone sent you a message that you wanted them to send to you.

CEObservation The > symbol means that your message is of greater importance than theirs.

From: Underling Supervisor
To: Richard Hlava, CEO, HlavCo Intl.
Subject: Re: Fwd: Cat doing taxes

Dear Mr. Hlava,

I can say that I don't remember sending that email to you, but I do remember sending the one that I copied into this email. Is it something you remember seeing?

Regards,

Underling Supervisor

>> From: Underling Supervisor

>>To: Richard Hlava, CEO, HlavCo Intl.

>>Subject: Bookkeeping errors

>>

>>Dear Mr. Hlava,

>>I was reviewing the numbers from last fiscal year's report, and I think that someone

>>has changed a few of the numbers from the revenue categories. The numbers are much

>>lower than my team initially reported. You should alert the douchebags in IT as

>>someone may have compromised our system.

>>Thanks,

>>Underling Supervisor

CEObservation Make sure your IT department sets your email program to delete email after two days, at most.



DISCLOSING SALARIES

They say you can't put a price on human life. I know that to be complete bullshit. I can tell you exactly the formula for the price of a human life:

$$HL = \$B + \$G/D + \$S/M$$

HL=Human Life

\$B=Cost of a bullet

\$G=Cost of a gun

D=Days gun has been in use (depreciated value)

\$S=Cost of a soldier

M=Minutes spent shooting gun

With this pretty simple formula, you can see that a human life is basically worthless, especially when you consider there are 8 billion or so of them on the planet. We may each be individual, but we're not collectable, and like a car, we depreciate immediately after we're taken out of our parking lots.

It's always confounding to me how the crooks in the legal system get away with awarding defendants such high compensation against companies in wrongful death suits. As you can see from the formula, which serves as a base for all human-value equations, your Present Value is next to nothing. Yet, the courts insist on penalizing innocent companies like my Head-Off! French Revolution Playsets LLC subsidiary on the basis of Future Earnings for said dead person, earnings that said dead person would never even sniff during life. And for what? To penalize my company for negligence? I never see the courts award us more money when our products *don't* kill people. I don't take people who've enjoyed my products to court, demanding more money because my product has made them successful, popular and, most of all, happy.

CEObservation I think in the next 30 years, the image of Che Guevara on a T-Shirt will be replaced by that of Bernie Madoff and worn by revolutionary money managers everywhere.

An employee's worth to your company is essentially similar to that of his worth as a human being. The problem you face, however, is that no matter how many times you show the employee the numbers that indicate his worth, he can't get over the psychological malfunction that he has that tells him he should be worth more. Because you have multiple people in the office who share this malfunction of being (for instance, all of them), you need to convince them to keep the amount of money that they make a secret.

We convince them that doing otherwise would make someone else feel like less of a person because he makes less money. We convince them that they actually make more money than a number of their peers. We convince them that there is a chance, however slight, that they could get more money with hard work. And when we have them convinced of all those things and extracted from them the maximum in productivity that we could hope for, we ask them to proofread a job description for their position for a help wanted ad we're interested in running.

From: Richard Hlava, CEO, HlavCo Intl.

To: Sap

Subject: Job description

Dear Sap,

We're really overextended in the useless HR department at the moment, and we were wondering if we could get your expert opinion on this want ad. We're looking to fill a position incredibly similar to yours, due to our constant need for expansion. Can you take a minute to look at the attached document and let us know if this is what you do all day? Don't pay any attention to the starting salary listed at the bottom of the document.

Thanks,

...!,

At this point, you will have successfully gotten into the employee's head the same way the Bavarian cream gets into a round donut – you jam it into the donut with a pointy tube of filling. Now, the employee feels confused and estranged, thinking the whole time that he was establishing value with the company when in fact he was simply earning money in exchange for working at least 50% of the time. He's confusing his Present

Value with his Future Value, which he doesn't realize is 0.

He won't approach his fellow Saps with his problem because they're his "friends," and he is both afraid that he makes less money than them and afraid that he makes more money than them. This is the type of knowledge that can change friendships, finding out that you make considerably more money than someone else. Why have you been buying all the rounds at happy hour when your best buddy claims to have no money, despite the fact that he makes 7% more than you? What makes you so much of a better worker than your friend that you make 7% more than him? Of course, these questions are more philosophical in nature because all said Saps make relatively the same amount of money. It's this question of the unknown, this commitment to friendship with coworkers, that keeps salaries under wraps.

Therefore, in an attempt to get more money, Sap goes into King Sap's office to demand a raise. King Sap, of course, is under orders to not talk about salaries, and because he wasn't CC:d on the email for the job application, he has no idea what it said. King Sap knows that he just needs to manage Saps, not fiddle around with their feelings or desires for money or think about the potential earnings of a new employee. This is what makes him the King: He does as he is told.

Dissatisfied that he will not receive more money from the company, Sap starts looking for a new position, one that will pay him more money, one with a company that "respects" him. Since the combination of the two does not exist, he leaves for a company that makes him feel like a person and pays him a similar or slightly decreased salary – yet will get very little production out of him now that he's been jaded by the practices of the corporate world and the way we do things at HlavCo Intl. We then hire a new Sap for approximately 25% of the salary that the old Sap was making and get just as much, if not more, productivity.

There are 8 billion people in this world. Do you not think I can find one of them to push a button or answer a telephone for less money than you?

CEO Q&A

Can We Apply To Go To Special Training Seminars?

Dear Mr. Hlava,

I believe there are a number of opportunities that exist that can help us improve our job skills, namely the week-long and weekend seminars that keep us up-to-date on the latest trends and techniques being developed by companies in similar size to HlavCo Intl. I don't want you to take this the wrong way, but I don't feel I've had any training for this job. One day, I just started. There are a number of times when, especially in relation to cost accounting, I feel as if I'm not understanding all the equations properly. I really think these seminars can help me better understand these formulas and do an even better job for HlavCo because right now I would question the complete, 100% accuracy of some of the numbers I'm producing. Please don't fire me.

Sincerely,

Jenny in Accounting

Dear Jenny,

Thank you for your question, and let me assure you, you will not be fired because of it. I encourage open communication between myself and my Underlings, especially when it comes to such matters as making sure we have the right numbers in our accounting. In regards to your request, it is the policy of HlavCo Intl. to not send people to training as it is a complete waste of money. If we didn't think you could do the job that you were fired for, we would not have hired you in the first place. As for your feeling of inadequacies in regards to your accounting abilities, my I recommend this new invention, this latest innovation, this new trend that a number of companies the size of HlavCo are gravitating toward? It's called "a book." With this "book," you can use your eyes to read the words on the pages made of paper, and what your eyes do is send messages to your brain regarding the words on said pages. In all likelihood, your brain will analyze these words and engage in a process called "thinking," which may or may not contribute to the event called "learning." Once your brain learns these accounting techniques, it is scientifically assumed that you will be able to remember what you learned and then apply it to your job. Hold on for a moment, Jenny, can you? "What's that, Snitch? You want to go visit Jenny and give her a pep talk? Sounds like she could use a little pick-me-up today, doesn't it? We'll go right after I finish typing this answer to her, OK? OK." Sorry, Jenny, where was I? Oh yes. Your

open and honest communication is always appreciated at HlavCo Intl., and keep up the good work.

**Sincerely,
Richard Hlava, CEO**



THE OBSERVATION

When you feel that direct email techniques fail, when you've zigged all you can and need to zag, when you've had enough of negotiating with a larger country and need to invade a small one to show you mean business, send to your subordinates the observation email.

Much like an idiot reporter who asks you a statement, the observation email simply puts information out there, into inboxes, and waits to see if someone replies.

From: Richard Hlava, CEO, HlavCo Intl.

To: Underling Supervisor

CC: Underling Supervisor's Supervisor; Nitwit CFO; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub; Nephew

Subject: Last fiscal year's report

Hello,

What I've found interesting these past few days is how much information the IRS seems to think it knows about our accidental underreporting of revenue for that time period. They even seem to think that they have copies of actual emails that say that the accident was actually a misrepresentation of the facts. The IRS seems to think that it has the makings of a federal case of fraud against HlavCo Intl.

...!.,

The observation email is the digital communication equivalent of a stare down or a game of chicken. What am I actually saying in my email? Am I asking a question or making an accusation? Who has something to say to add to the observation or steer the observation in a specific direction that leads to a series of questions and answers?

CEObservation One who steers an observation email tends to drive it toward the cliff.

Typically, the first to reply to the observation email is from the person who tends to be the most defensive and personally

involved in the issue.

From: Underling Supervisor's Supervisor
To: Richard Hlava, CEO, HlavCo Intl.
CC: Underling Supervisor; Nitwit CFO; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub; Nephew
Subject: Re: Last fiscal year's report

Dear Mr. Hlava,

Of course it was all just an accident and a big misunderstanding. The IRS is just looking for targets during this financial crisis, and attacking companies as big and great as ours is certainly a chance for them to gain some publicity. I am confident that whatever they told you they have, we will be vindicated in the end, even if there is a whistleblower in our midst.

Sincerely,
Underling Supervisor's Supervisor

From: Richard Hlava, CEO, HlavCo Intl.
To: Underling Supervisor's Supervisor
CC: Underling Supervisor; Nitwit CFO; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub; Nephew
Subject: Re: Re: Last fiscal year's report

Dear USS,
What would make you say something about a whistleblower?
...!.,

From: Nitwit CFO
To: Richard Hlava, CEO, HlavCo Intl.
CC: Underling Supervisor; Underling Supervisor's Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub; Nephew
Subject: Re: Re: Re: Last fiscal year's report

Dear Mr. Hlava,
I think what USS meant to say was, the IRS likes to look for whistleblowers when they're doing investigations of

improprieties, but as we have done nothing wrong, except for a simple little accounting mistake of millions of dollars, that there are no whistleblowers to be found – even if they looked. Maybe it would be best if you had Legal Fuehrer draw up some sort of affidavit about the situation.

Sincerely,
Nitwit CFO

From: Richard Hlava, CEO, HlavCo Intl.

To: Nitwit CFO

CC: Underling Supervisor; Underling Supervisor’s Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub; Nephew

Subject: Re: Re: Re: Re: Last fiscal year’s report

Dear Nitwit,

Let me see if I understand you correctly. You want me to sign a legal document and give it to the IRS? Would you like me to volunteer to testify to Congress under oath while I am at it?

...!,

From: Legal Führer

To: Richard Hlava, CEO, HlavCo Intl.

CC: Underling Supervisor; Underling Supervisor’s Supervisor; Useless HR Head; Nitwit CFO; Lazy Marketing Director; Main Douchebag; Sales Manager; King Sap; Giant Scrub; Nephew

Subject: Re: Re: Re: Re: Last fiscal year’s report

Dear Mr. Hlava,

If I may step in here, legally there is nothing for us to do right now. Outside of that 350-page survey that we failed to complete, no one has asked us for anything at this time. I suggest we take a wait-and-see approach in regards to the scheme the IRS is dreaming up.

Sincerely,
Legal Führer

The observation email can take you in many different directions, much like the HlavCo Medical self-propelled wheel chair, the only wheel chair that merges the stability of a wheelchair with the “what the fuck” feeling of a Segway, but in

the end, you often find that your destination is the same as your starting point.



WHISTLEBLOWING

What kind of world do we live in where someone would rather take the side of the government – a government that screws them at every opportunity, that treats them as just another number, that regulates the amount of alcohol they can drink and still be able to drive – rather than the side of a corporation? A corporation that pays them money? A corporation that always looks out for its employees' best interests? A corporation beloved the world over?

Dealing with a whistleblower is a complicated task, both procedurally and ethically. Procedurally, you have to make sure that all your tracks are covered in the event that you actually did something wrong – the wrong thing for which the employee blew the whistle on your company. Ethically, whistleblowing is a difficult concept to fully grasp because you have to admit to yourself that you actually did something criminally wrong – that you made a mistake that you must, therefore, cover up. If I or my company didn't partake in a purposefully criminal act in the first place, why would I need to attempt to cover up all traces of said act and drag the preverbal whistleblower through the mud and possibly continue that journey through the first few layers of dirt in the ground down to a depth of about 6 feet in the process?

CEObservation **When you face a real ethical dilemma, direct as much anger as you can toward any family member in your employ.**

Having whistleblowers standing side-by-side with me on the front lines in Atlanta seemed completely unthinkable, but now, there are plenty of people on the battlefield ready to blow their whistle before they shoot their guns. How do you think General Sherman would have treated me had I insinuated that setting the city on fire was unwise and a burden on the innocent people of the city who accidentally remained alive? When the man says set the city on fire, I don't raise my voice and say, "But isn't that against regulations?" I light up and march on to Savannah because that's what winners do!

Don't even try to tell me times are different now. The corporate world is as competitive as it's ever been, and corporations are fighting battles on all fronts, dueling the invisible hand of the

market, dodging regulation from congressional idiots, appealing court decisions to infinity, taking shelter from hostile takeovers by dot-coms with theoretical money. At these times, HlavCo Intl. needs an old soldier, not a drum major!

That is, if one assumes that HlavCo Intl. or any of its executives have engaged in any wrongdoing, which of course they haven't. Just to be on the safe side, there's no time like the present to test our new PU4500 lie detection device from our Gotcha Industries subsidiary.



SURVEYS

I have no idea why anyone takes the time to fill out a survey. People have to know that what they say doesn't matter, don't they, that they're just contributing to some mathematical mean that someone wants to know but will never take action on?

Surveys, in a marketing sense, are simply schemes developed for marketing people to try to get us to invest in more campaigns. The more campaigns we run, the more we have to manage, which gives my marketing team a false sense of worth, as if they add job security with each campaign they develop.

Having a marketing department is much like having a girlfriend. They ask a lot of questions to get to know you, but never really listen to what you say. Yet, they can find that one thing that you have in common and latch onto that to prove that you two have a lot in common, so much so that you should get married. You're not doing much else so you take the plunge and eventually you find out that she didn't really have an interest in that one common thread you shared. She claims that you don't listen to her, but she never has anything of value to say. Before you know it, half of your money is gone, and you feel like you've just wasted two years of your life. Then, you meet another woman who's totally different. Repeat.

CEObservation **No matter how much money you have, you'll always have enough money for another wife.**

I never wanted a marketing department to begin with at HlavCo Intl., and to this day I'm not sure how our relationship got to this point. We just woke up one day in bed. Did I have a marketing department when I started our Uncle Frosty's Iceberg Detection System when people actually used ships to get around? No, and we still made money just fine. Then one day in the 1950s, there it was. I walk into the office, and there are three strange men in suits and ties sleeping at their desks, and they've been lying around, sleeping, ever since.

Every once in a while they wake up, like they had a dream (which for me always leads to a nightmare) in which our products, the HlavCo brand, become synonymous with anything

and everything that can be bought. All they need is demographic information and \$2 million dollars to start. Then, we can just watch the money roll in. When the marketing campaign doesn't work, they say it's impossible to quantify the results, but that I should just consider how much less my products would sell if we didn't have this marketing campaign. If I want to know specifically how successful the whole thing is, they would need to do another survey and another \$2 million dollars.

People want to make more money, but then they spend all this money to make money, so they don't actually make money at all.



PRIORITY: HIGHEST

The only thing more useless than my HR and marketing departments is the Priority setting of any email program. My email program is not a blender, and my message is not to be folded, it's to be whipped. I don't want to stir; I want to crush, puree and liquefy all my emails. Attaching a different priority level than normal only indicates to the recipient that they can ignore all future emails not marked as the Highest Priority – because if it's actually important, it will be in that red-hued, exclamation-point-accompanied state.

When I'm offline and someone has something important to say to me, he doesn't yell, "Red! Red! Exclamation Point! Red! Hey!" No. He simply walks up to me in a normal manner and tells me that he has something important to say to me. I then have my assistant stop him and say that he should send me an email so that I have a chance to visualize the importance of his information. Then, I will ignore that email. If it was that important, he should have told me face-to-face.

Instead of marking any email as a high priority, simply CC: more people on the email. The more people on CC:, the more important the email must be.

CEObservation **The world record for people in CC: on one email is 2.57 million people. The email went from Beijing to Peking. The subject line translated roughly to "ideas for disposing of excess lead."**

From: Richard Hlava, CEO, HlavCo Intl.

To: Nephew; Underling Supervisor; Legal Nazi

CC: Richard Hlava CEO; Nitwit CFO; Underling Supervisor's Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub; Board Member; Personal Underling; Literary Agent

Subject: Bookkeeping investigation

Hello,

I would like to inform you that because of your failure to complete the government tax questionnaire in a timely manner, our bookkeeping practices are now being officially investigated

by the IRS. I tried desperately to explain to them the full extent of your ineptitude, but they did not believe me. Pity they did not attempt to meet you before they decided to go through with their investigation.

This investigation may also prevent me from fulfilling a dream of mine, which is to write my own book about how to write email that gets results and shape future generations of business leaders with my experience and candor, as all the time I should spend writing will be spent babysitting IRS nerds as they try to decipher your incredibly shoddy, untrained accounting techniques.

An opportunity still remains for the responsible party to come forward and admit his mistakes, discuss with the IRS the root of his blunder, and pray for mercy on his eternal soul. If someone doesn't come forward in the next 10 minutes, I'm calling for emergency yearly performance evaluations.

I feel like you really let me down. I thought we were a team, but apparently there are no team players around here.

Thanks,

Richard Hlava, CEO

If you really need action on an important email and want people to know that your request is of the utmost importance, CC: yourself. Then reply to that email and ask them all why you were CC:d when they should be able to handle this situation themselves.

From: Richard Hlava, CEO, HlavCo Intl.

To: Richard Hlava CEO

CC: Nephew; Underling Supervisor; Legal Nazi; Nitwit CFO; Underling Supervisor's Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub; Board Member; Personal Underling; Literary Agent; Richard Hlava CEO; Masseuse

BCC: Mistress

Subject: Re: Bookkeeping investigation

Hello,

I can hardly believe this email that I was CC:d on! Must I be drawn into everything? Does this great company, HlavCo Intl., not have at least one honest person working in it who would come forward to take complete responsibility for such innocent

mistakes? You people embarrass me. Now look what you've done, you've made me late for my massage. If I don't show up in time, I hope my masseuse assumes it's cancelled, thanks to you!

Thanks,

Richard Hlava, CEO



EMPLOYEE PERFORMANCE EVALUATIONS

Performance reviews are not only important when it comes to keeping salaries down, they're important for safely keeping morale down.

Normally, I don't take part in them, as I'm understandably too busy, but I'd like to think I was taught by the best: Torquemada. When I agreed to assist in the Inquisition, it wasn't because I wanted to convert all Jews to Christianity. Not at all. I believe you should be free to worship any god you want, assuming that it's Jesus Christ and the CEO God. No, I volunteered because I wanted to explore the interview process as a means of extracting quality self-evaluations and peer-evaluations from the employees at my Hola y Adios shipbuilding plant.

Before Torquemada, inquisitors would ask, "Do you believe in Christ?" And the interviewee would naturally say, "Nah." The inquisitor would say, "OK, well, think about it," and then let him go. Not Torquey. Not only was he a great interviewer, literally squeezing out every last bit of self-evaluation a person had in him, but he was also a great sales manager, generating hundred of thousands of leads for his junior inquisitors to follow up on and, hopefully, make conversions.

Sadly, today it's supposedly unacceptable to persuade your employee to dish dirt on anyone but himself or risk opening yourself up to lawsuits from the employee, the employee he ratted on, the chair that was wet by the employee who sat on it and the walls that suffered emotional trauma from listening in on the conversation. Still, there are few things I find as satisfying as hearing an employee be realistic and say negative things about himself, exposing his dark side, except possibly the naked embrace of an unattached woman with extremely hairy arms. If my experiences have taught me anything, it's that being the meat in a Balkan sandwich, sharing the spooning embrace of a Greek woman and a Bulgarian woman was worth more than the \$5 I paid for it.

CEObservation It is said that women with hairy arms have high sex drives, and a true romantic should tell her ego anything for a little spoon time.

When trying to smoke out a whistleblower through emergency yearly performance evaluations, you must attempt to do the opposite of everything you know as a CEO in this 21st Century business world: Try to be the employee's friend, even if it's for 1 minute. No one said this would be easy.

Tips for Helping an Employee See You as a Regular Person

Compiled by Mr. Hlava's Personal Assistant

1) Be Self-Deprecating

What the hell does that even mean, self-deprecating? It means what? This must be some mistake. What's number 2?

2) Smile At Him For No Reason

I don't want him to think I'm crazy. I want him to think I'm his friend. What's next?

3) Discuss Last Night's Game With Him

Game of what? What do you mean "game"?

4) Ask Him About His Family

OK, this I can do. "Hello, subordinate. How is your family?" They're poor and starving because I don't make any money. Too depressing. To Hell with chitchat: Is there a real tip in here?

5) Admit To Him That His Is A Difficult Job & Only A Special Kind Of Person Can Do What He Does

Anything without lying on this list? 6) Admit No Situation Is Perfect. No. 7) Times Are Tough, Aren't They? No. 8) Wait. What is this word? "Appreciate?" I know what it means; I guess I've just never seen it between "I" and "You" before. What the hell is wrong with these people? OK, here we go.

12) Shake His Hand As He Leaves And Thank Him For His Time

You know, I've changed my mind. Go with what you know. Get me my cloak and The Goulet.



THE TRUMAN

There once lived a man named Harry Truman, a relatively unassuming huckleberry from Missouri who became president after the monarchy of King FDR ended. After years of oppression, corporations finally could be free of government tyranny and again do the things they were born to do: make money. I'll never understand what the Roosevelts and Taft hated so much about money, and the country was lucky to have such martyrs as Coolidge and Hoover in office to save us from a half century of socialism and the complete destruction of corporations.

Truman did several things I find admirable: fought in war, told newspapers to stick it where the sun don't shine, destroyed an entire city and avoided wrongful-death lawsuit unlike a certain Damnation Station Hell-themed restaurant I know, created the U.N. to allow international leaders a venue where they can pretend to be heard, started the greatest corporate war of all time with Russia, and stepped in to show the CEOs of the time dealing with a lethargic labor force how to deal with workers – tell them to work or I'll send you to the battlefield. I only wished I was around to help him bust those unions into a thousand pieces (which would be a million pieces today), but I spent much of the post-war-1940s golfing in Scotland.

CEObservation **A CEO must learn how to play golf. The quiet, serene nature of the game tends to pull all of the anger and frustration inside you to the surface, allowing you to explode freely into the openness on any given swing – all without saying a word.**

The phrase most people remember from the Truman era was printed on a little nameplate that he placed on his desk in the oval office: The Buck Stops Here. In today's world of corporate communication, that translates to "Time for someone in CC: to make a decision and stop this snowballing chain of wasted words."

In its purest sense, the buck is the CC:, an information hot potato that gets passed to as many people as possible in an effort to avoid responsibility and, therefore, accountability. To stop this endless nonsense of tiptoeing around a decision, you have to drop

The Truman on your subordinates, that ultimate message that stops the buck dead in its tracks and forces someone other than yourself to take responsibility for an action.

From: Richard Hlava, CEO, HlavCo Intl.

To: Nephew; Underling Supervisor; Legal Nazi

CC: Nitwit CFO; Underling Supervisor's Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub

Subject: Government bailout

Hello,

While staring at all of you during our emergency yearly performance evaluations, it occurred to me that there is a simple, logical explanation for the discrepancy in revenue earned and revenue reported: We simply misunderstood the administration of TARP funds to financial institutions and corporations. As it turns out, you actually have to apply for this money, and not simply remove the bailout amount from your balance sheet.

Any documents or emails obtained by the IRS, or given to them by a dishonest employee whom we will root out, were simply part of the internal discussion about participating in the program. And now that the economy has stabilized, we're more than ready to pay back the amount owed, plus a small amount of interest for the faith the government had in our business.

What I need to know is, who approved accepting bailout money without applying for it? I, of course, know who it was, but I'm giving you a chance to show your future CEO potential by stopping this endless stream of emails on this silly topic. Even if you didn't approve it, it would show a lot of courage for someone to come forward and admit that he did.

The one who can step forward will be rewarded after they have finished fulfilling their responsibilities to the IRS. The rest of you may very well be transferred to our Red Dirt Personal Contracting Services Inc. subsidiary, currently operating out of an undisclosed location (Afghanistan).

As a great CEO of our nation once said, "The buck stops here." Stop it, damnit!

Thanks,

Richard Hlava, CEO

CEO Q&A

Should I Withdraw The Money From My 401(k)?

Dear Mr. Hlava,

I was wondering if you could give me some advice about my 401(k). My cousin says that he can get me in on the ground floor of a new investment opportunity involving “bailout bags,” that’s the special sacks of money the government puts the money into before they give that money away to all the banks, auto manufacturers and insurance companies. Anyhoo, he says that investing my money with him will net me a much better return on my money than if it was sitting in a 401(k). Is that even possible? What should I do?

Thank you,

Annie in Shipping

Dear Annie,

Keep your money in the 401(k). You work for me, which means you’ll need as much financial security as you can get sooner than you think. Plus, over time, assuming that you live long enough (which the banks and government assume you won’t), you will see a fantastic return on investment simply from consistent contributions to your retirement fund. But, let’s assume for a moment that you did give your cousin the money. Even if his “bailout bags” manufacturing venture did turn out to be a success, he will find a way to screw you out of the money that’s rightfully yours. If he fails in his venture, you lose all your money anyway, as well as a relationship with a family member. But when you keep your money in a 401(k) and the government or fund-managers lose your money in the market, you at least can still go have a beer with your cousin to complain about the state of business ethics in this country.

Sincerely,

Richard Hlava, CEO



THE CAFETERIA

The importance of a cafeteria cannot be understated. When employees leave the building for a lunch break, they also lose focus. They get a taste of that outside world and crave it all afternoon, dream about it at their desks, stare at it out of the few windows that haven't been tinted black.

CEObservation **Do not use a glossy, reflective tinting to block the view from the windows as your employees will simply start using the window as a mirror.**

At the same time, you don't want to make the cafeteria that pleasant of an environment. The last thing you need is to give your employees the impression that it's OK to talk to each other socially within the confines of the building, let alone give them a place where they can start conspiring against the company that has done nothing but give them everything they ever wanted. You simply want a place in the building where they can get food when their tummies are grumbling and where you know where they are as you root through their computers and desks, looking for signs that they have crossed you.

When setting up a cafeteria, keep in mind that humans are tribal in nature, and like any other animal, they roam around in packs. They want to sit together. They want to pull up a chair or connect a few tables together to have a lunch with a side of delusional friendship. That's why it's important that you both bolt tables and chairs into the floor and equip your cafeteria with tables that have barely enough space for one person.

CEObservation **If possible, substitute stools for chairs, and while you're at it, substitute stools for tables, too.**

Lunch, as it were, isn't about conversing. It's about eating. God makes us use the same hole for talking as he does for stuffing food into our bodies. There's no second hole that allows one to do both things simultaneously. And what's our punishment for trying to do the two things at once? We choke and die. Don't be blind to the signs of the maker!

Another means of making the cafeteria an undesirable place to be, making the employee rush back to his desk rather than spend another minute in the lunchroom, is serving cross-ethnic food. People may love Italian, but no one loves MexTalian. A person may love sushi, but how delicious is sushi when it's comprised of freshwater fish? And what about that MexTalian seafood casserole that's the main course today?

CEObservation **There's nothing more demoralizing to the start of a lunch than seeing food that you saw yesterday, even if it's in a slightly different form.**

Of course, you don't want to serve anything that will make your employees sick, and it's very important to spend the money on clean kitchen and refrigeration units like the ones you can find from our Frozen Penguin-brand of cooling units from our Icelandic subsidiary Það Er Kalt, the first green cooling unit that runs on geothermal energy from a hole in your kitchen. What's more important is to put into the employee handbook that any employee who calls in sick the day after eating at the cafeteria does not qualify for paid sick leave.

Also, as people are creatures of habit and it's a corporation's job to create routines that can easily guide people through the work day, it's important to never deviate from the menu. Only in times of war and food shortages should you, for any reason, swap items from the menu. Is a fruit or vegetable not in season? Doesn't matter. You can form another fruit or vegetable into the shape of the out-of-season fruit or vegetable. Add the necessary food dye. Then, sprinkle on a little Bait-N-Delish! food flavoring and fishing bait from our Alaska-based Capt'n Hungry's Spices & By-products LLC subsidiary. You'll have instant asparagus made from the finest celery. Or simply made from celery.

Lunch Schedule

The following applies to all HlavCo Intl. subsidiary cafeterias, unless noted:

MONDAY: Meatloaf surprise, asparagus stems with BBQ sauce, beer-battered rice, tapioca gelatin. Salad bar featuring mature vegetables.

TUESDAY: Head cheese casserole, New York Mix vegetables

(cabbage, sweet potatoes, artichoke) in chipotle tomato sauce, ranch-flavored hummus, chocolate mousse, freeze-dried apple crystals. Refried bean bar.

WEDNESDAY: Liver Caesar salad with croutons, kidney beans in cucumber sauce, shrimp bread, pudding-stuffed bell peppers. Beet bar.

THURSDAY: Haggis, farm-fresh ramen noodles, brine-soaked bean sprouts, butter-flavored yogurt. “Taste of the Kalahari” bar.

FRIDAY: Carp sushi, mint cauliflower, thrice-cooked potato skins in sausage gravy, jalapeno ice cream. Welsh bar.

SATURDAY: Bacon-wrapped tofu, gnocchi with ketchup, tulip bulb soufflé, salt-water taffy cake. Leftover bar.

SUNDAY: Rocky Mountain oysters, beets in garlic sauce, salt-and-vinegar mashed potatoes, fried gum. Leftovers of leftover bar.

Certainly, there is something on that menu to tempt even the pickiest of employees, and for everything else that doesn't, the fact that we only charge \$1 per meal makes up for any indigestion of the stomach or spirit a person may encounter. Why do we charge \$1? Because people don't appreciate things that they don't pay for.

CEObservation For those who don't make money, the cost of an item is their number-one purchasing influence. Know where your negotiating power lies.



OUT OF OFFICE REPLIES

Establishing effective out-of-office automated reply email is not rocket science. You only need a couple of key pieces of information in the email: the period of time you will be out of the office and an alternate contact for pressing matters. An added bonus is adding to the email the type of availability you will have in relation to your email and if you will be reading/responding to them while you're away.

From: Richard Hlava, CEO, HlavCo Intl.
To: Swindler
CC: Personal Underling; Personal Nazi
Subject: How quickly can we sell the island?

Dear Swindler,

I could use some liquidity. How long do you think it would take to sell the island? Not my first Island or the second one, but the one that we bought six months ago? I know we'll probably take a hit on it, but that's a cost I'm willing to let you absorb.

Sincerely,
RH

From: Swindler
To: Richard Hlava, CEO, HlavCo Intl.
Subject: Re: How quickly can we sell the island? (Out of the Office)

Dear emailer,

Thanks for your email to Swindler at the Trusted Real Estate Investment Corporation, a division of HlavCo Intl. Unfortunately, I'll be out of the office for an undisclosed period of time. It is possible that I will occasionally check my emails, but I may be in a remote location where I have no telecommunications service. If this is a pressing matter, please contact my colleague, Conman at conman@trustedinvestments.biz.

Sincerely,
Swindler

Although Swindler was unable to write in his email the exact date he will return, he did the right thing by including a referring

contact and included that person's email address, which people sometimes forget to do. And while this person will most assuredly be of less help to us than Swindler would be, we will be able to get adequate service from said emergency contact.

From: Richard Hlava, CEO, HlavCo Intl.
To: Conman
CC: Swindler; Personal Underling; Personal Nazi
Subject: Market for selling an island

Dear Conman,

As Swindler is out of the office, he suggests I should come to you with questions of liquidity. I'm in the market to sell the third island that we purchased through a shell HlavCo account half a year ago. Are you able to help me unload this thing?

Sincerely,
Richard Hlava, CEO

From: Conman
To: Richard Hlava, CEO, HlavCo Intl.
Subject: Re: Market for selling an island (Out of the Office)

Thanks for your email. Unfortunately, I'm out of the office. Please contact swindler@trustedinvestments.biz in cases where immediate assistance is needed.

Sincerely,
Conman

Now this is just poor form. Always make sure that the referring email address that you list is for a person who will actually be in the office when you are out of the office. Otherwise, it will be impossible for important people to get in touch with you about important issues. And when important people can't get in touch with you, they become vindictive.

From: Richard Hlava, CEO, HlavCo Intl.
To: Random Emailer
Subject: Re: Unimportant Issue (Out of the Office)

Dear whomever the hell you are,
Fortunately, I'm out of the office. This is what happens when

you are important. The fact is, I have no interest in receiving your email anyway. However, as you made it through my spam filter, you won \$1,000. To claim your prize, call Swindler on his cell at (212) 420-2395 or his wife at (718) 823-0382. Say the phrase “I want my money now, bitch” to claim your prize. In the event that no one answers, call Conman at (212) 324-5593 or his gay lover at (212) 430-4345. Say the phrase to win, and don’t ever email me again.

Cordially,
Richard Hlava, CEO

CEObservation When someone is integrally involved with your finances, store the phone numbers and addresses of anyone within a 3rd degree of relation to him. You’ll be surprised how useful that can be.



ACCEPTABLE ACRONYM USE

An email is not a text message, it's not an instant message and it's not a license plate. It's a letter, a legitimate correspondence between two presumably intelligent people who wish to share a life experience, thought, emotion or business pursuit. It is not a pool of puke from someone who overstuffed themselves with alphabet soup.

There are very few acceptable acronyms that you should include in a business email. After all, you have a level of professionalism to maintain. Save the rest of those capital letters for your garbage-filled instant messages and text messages about the daily chores and the fact that you're getting up from a seat and may not respond to someone within two seconds of receiving a message.

CEObservation **When your cheap, lazy ass is saving only 2 or 3 letters by using an acronym, why even bother?**

These approved acronyms should be used with care, with emphasis, and with purpose, when you need someone to visualize in their mind what you're saying because you know they've zoned out the words themselves by now.

LOL – Laughing out loud (LMFAO is not acceptable as it implies too much happiness)

OMG – Oh my gosh. (“Oh my God” if you're already going to Hell)

BTW – By the way

FYI – For your information

TTYL – Talk to you later

G2KU – I'm going to kill you.

?UW4 – Who do you work for?

^^ - Read the subject/previous line

***** - Ass hole

i-r – You fucked me in the ass

It is possible for you to use any combination(s) of these approved acronyms in one email, and I believe technically the last three are emoticons, which is already approved standard email protocol.

From: Richard Hlava, CEO, HlavCo Intl.

To: Nephew; Underling Supervisor; Legal Nazi

CC: Nitwit CFO; Underling Supervisor's Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub

Subject: ? i-r

FYI, i-r *

OMG i-r

BTW, ?UW4

G2KU LOL

^^

TTYL

RH

CEO Q&A

Why Can't We Use Instant Messaging?

Dear Mr. Hlava,

I'm bummed out. Why can't we use instant-messaging programs at work? Do you know how much faster I can communicate with my coworkers when I'm using instant messaging as opposed to email? Plus, sometimes I feel like my email doesn't even get delivered or maybe something important shows up hours later, but instant messaging, it happens almost instantly. Why are we such dinosaurs around here?

Sincerely,

Tanya in Human Resources

Dear Tanya,

My first reaction is to ask when the last time anyone in HR even thought about doing anything at the speed of "instantly" as normally it takes more than three weeks to get any real work out of you people, but that isn't how I'd like to begin this response. To me, instant messaging is needy. It's a desperate attempt to pretend to talk to a human being when you are, in fact, becoming buddy-buddy with a text box. If I don't want you to talk to people face-to-face, what makes you think I'm interested in having you secretly talk to one another through an

instant messaging service, giving your undivided attention to a godforsaken pencil that is moving from side to side, anticipating your next meaningless bit of communication, when you can be actually working and not talking to people with your hands at the same time? The only place we allow instant messaging is at our Prego Papa male maternity outfitters marketing facility in Milan. (“Prego Papa: You’re going to get fat with her, might as well get comfortable.”) I’d like to see you try to IM with an Italian.

Sincerely,

Richard Hlava, CEO



MESSAGES FROM PUPPETS

Inanimate objects made up to look real scare the living hell out of people. Take, for instance, puppets, plastic toys or Joan Rivers.

As I've stated in a previous chapter, these creatures of man's design can look you right in the fake eye, squeeze themselves inside your brain and scrape away at it until you start thinking that object could, in fact, be a real person.

CEObservation Dogs also can create this same affect in their owners, assuming the owners are single.

My employees have a difficult time dealing with the reality that they're completely incompetent, and when an employee is trapped deep within this fantasy world, one where he thinks he actually works, he tends to stop responding to people or demands of this real, alternate universe.

Trying to rehabilitate employees back into this realm of reality is too time consuming and, therefore, costly. Instead, you have to leave your zone of safety and travel into their world, into the dark depths of the employee ego.

From: The Snitch, Happy-Fun-Maker, HlavCo Intl.

To: Nephew; Underling Supervisor; Legal Nazi

CC: Nitwit CFO; Underling Supervisor's Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub

Subject: Free Party Money!

Hi Gang!

Guess what I heard? I heard we have a lot of extra money lying around thanks to someone in my party-planning committee's creative accounting! :-o

Fun! I say that we use all that money to have a party for everyone! Doesn't that sound fun? :-D

OK, whoever this person is who decided to stash all that money away for a rainy day, if you could just send me an email and let me know it was you, we can get this party started! :-) :-) :-)

It's a whole week of parties at HlavCo as I overheard Mr. Hlava

(..!.,) saying that there were going to be a lot of going-away parties this week for people! I wonder who those parties will be for? ;-)

TTYL! xoxoxo <3

Snitchie

|>o<| |>o<|

CEObservation When sending an email from a puppet, always include as many emoticons as you can, both in the email and in the signature, this will help to remind your employees that they're conversing with someone made of felt, cloth and string - and that this puppet holds a higher position on the company organizational chart than they do.

There's little doubt that in an email such as this, I still accomplish delivering my main message that they will all be fired if they don't admit to their accounting error. However, when it's done in a delightfully playful tone from an inanimate object, my dimwitted employees may feel like they can open up to their "friend" and admit their responsibility for this premeditated mistake.

The Snitch is my digital good cop, cleaning their minds of any fears of repercussions. And for those that still don't get the message, you can send a follow-up email.

From: The Goulet, Company Starer, HlavCo Intl.

To: Nephew; Underling Supervisor; Legal Nazi

CC: Nitwit CFO; Underling Supervisor's Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub

Subject: (no subject)

:-B

:-|

:-@

X-P

(.) (·)

CEObservation When typing an email from a puppet, wear the puppet on your hand and help it when it needs that second hand to push the Shift key.

THE BLACK HOLE OF CYBERSPACE

When no one responds to your emails, even after you've used all the techniques I've so painstakingly tried to teach you in this book, don't get discouraged. Just keep in mind that there is a gigantic black hole in cyberspace, and your message is probably there.

Email is the 21st Century post office, so why wouldn't we unjustly blame it for its inefficiencies just like we did the 20th Century post office? It delivers junk mail, just like the post office. It gives us a hard time if we change our address, just like the post office. And it won't deliver our message unless the address is exactly, 100% correct, just like the post office. In fact, one could argue that the virtual post office is much more like the post office in our minds than the actual post office is.

CEObservation If no one reads an email, is the message ever truly sent?

When you suspect that your email messages have fallen into the black hole of cyberspace, you have to go offline and have your assistant confront a recipient of your messages. By simply lowering your standards and actually talking to a person, you find out one of two things very quickly: 1) That person did get your message and "didn't have a chance to respond" or 2) That person is a liar. In this way, all the email you sent did garner valuable results: the knowledge that your employees are spineless cowards. It won't come as a surprise to you, but it will make it easier for you to fire them all guilt-free when the time is right.

In the same way that the boys in my company would play fetch with a local dog in the mine fields around Normandy, it's good strategy to purposely send an email into the black hole, an email that no one in their right mind would reply to, in order to expose the yellow streak.

From: Richard Hlava, CEO, HlavCo Intl.

To: Nephew; Underling Supervisor; Legal Nazi

CC: Nitwit CFO; Underling Supervisor's Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub

Subject: Bookkeeping investigation UPDATE

Hello,

As an update to the government's investigation of our innocent bookkeeping mistake that no one is willing to take responsibility for, I'd like to remind you that today we were served with a court order that forbids most of us from leaving the country. For most of you, I'm sure this is fine, but I'd like you to know that I had planned to fly to a charity event this weekend in Rio de Janeiro. Now, thanks to your ineptitude, my annual fundraiser for the Give Legs to Children Foundation (sponsored by our HlavCo Industrial Landscaping subsidiary) has been cancelled. Do you realize how many children in Brazil have 1 or no legs to speak of? And now, many of them will never realize that dream of walking, will never have a chance to play soccer like their great soccer idols, will never be able to climb back up those trees to chase the monkeys down into our Insta-Fur animal cleaning and fannypack production machine. Speaking of which, I am taking volunteers for new apprentice tree-climbers, and if you respond to this email – or simply acknowledge that you read this email – I will sign you up for the first boat to Brazil, once this horribly restricting to me travel restriction has been lifted.

Thanks and shame on you for not coming forward when these children really needed you,

Richard Hlava, CEO

When you purposely send an email into that black hole, you're proving to your subordinates that you will have the last word on any issue, even if you had the first word on the issue and all words in-between. Your defiance against answers, truth, facts and basic responses will let everyone, especially a whistleblower, know that you're in complete control of every situation. No one will ever "pull one over on you"; you'll do the pulling on yourself. (Chastising them for their apparent desire to keep children legless is simply the icing on the cake those children could never afford to buy.)

OBTAIN A FOREIGN PASSPORT

There's no such thing as Plan B – the backup plan. Backup plans are, much like pencils, an admission that your plan will not work in the first place. If you don't have enough confidence to go through with your plans, you have no business being in business.

Therefore, any potential backup plan should be part of your initial plan, and it should always involve leaving the country.

CEObservation Try to plan on going to the same country in which you own an island.

If your plan is an amazing success, you can leave the country to celebrate your outstanding ability to plan. If it's a relative failure in the eyes of certain authorities, you were planning on leaving the country anyway at the end of your plan, so your initial plan didn't change. And at the end of the day, you'll still be spending it in warmer climes where you are worth more money than 99.9% of the people of said country combined, which makes any plan a winner.

As nations are so nationalistic by nature, it's a good idea to try to obtain a number of passports from countries around the world to avoid any ugly situations at border control when you run into some hotshot who actually decides to do his job the moment you walk up. One would think that in a world dominated by economic globalism, we could finally do away with passports and nationalities, but there will always be some tearful, stubborn nationalist trying desperately to hold on to the past and to protect his little corner of the world from foreign influences.

CEObservation You can't spell USA without I and ME.

The nouveau-nationalism of the United States has completely ruined business. I long for the good old days of a fledgling country that would let anyone into its vast land as long as they were willing to work for a lower wage than someone already here. When the government decided that jobs were important and needed to be protected, that's when they all left to Mexico, to China, to my friends in Indonesia. Since we couldn't bring the labor to the U.S. for manufacturing, we took the manufacturing

to the labor. That nationalism is why it's HlavCo Intl. and not HlavCo USA. I get paid either way, and buying a good island in the U.S. is next to impossible.

CEObservation Nationalism is the butthole of the world. We'd be better off if we didn't have it, but the shit has to come out of somewhere.

The law isn't exactly clear on the number of passports a person is allowed to have. Although it says 1 (or two if you're born in another country), I believe that number is open to interpretation. After all, what is 1? One at any 1 time? One for your entire life? One for you and 1 for your identical twin brother Juan Ricardo of Argentina? Who's really to say?

Although it is possible to obtain passports through bureaucratic measures, filling out paper after paper, announcing and renouncing all sorts of things, the best way to obtain a passport is to give someone a lot of cash to get it for you. Of course, "a lot" is relative, as the fees for such services vary from person-to-person and country-to-country. The real key is to not be too picky about the countries from which you want to obtain a passport.

CEObservation Rwanda is lovely any time of year when you need to get the hell out of a country.

I could write an entire book about international relations, and maybe I will when I want to add to my island collection, but the most important thing you should know is no matter where you are, someone can be bought. Unless you're trying to find Osama bin Laden, there are all sorts of people who have access to plenty of computers and machines who will help you in your just cause in exchange for a small donation to their family.

Bribery is often misunderstood and dashed with criminal undertones. Just because it may be against the law in some countries doesn't mean it's against the law in all countries. When you want to do business with someone in another country, you have to do business they way they want things done. They're not going to bow to your traditional ways of doing business. You either adapt to the business styles of a country in question, or you do no business with them at all. If you don't want to pay them a bribe to do business, they will find someone who will.

So, when I want to do business in, say, Burkina Faso, I can't expect them to bend to the rules of business in the United States. If they say they want \$3 million to help start their own personal charity to help people who happen to have the same name as them, that's the price of doing business. And although they're looking for a side payout, there is still room for negotiation, such as, "\$3 million is high, but if you can get me a passport and citizenship as well, we'll call it a deal." This way, all sides win, which is the goal of any successful negotiation.



OUTSOURCING

What you will find out as the days pass is that some problems simply can't be solved from within your company. You must outsource and go outside your stable of idiots to get actual results – sometimes way outside your company. With the ever-changing business climate comes ever-changing, one-off business needs. Whether you need a painter, a caterer or a fire, there are people whom you just don't need on the payroll.

CEObservation **These people you outsource to don't all have to be Indian; it just seems like most of them are.**

When outsourcing, always look first to people who have contacted you in the past. You're apt to get the best price and fastest service from people who actually want your business.

From: Richard Hlava, CEO, HlavCo Intl.

To: Jacob Ndamwe, president, Bank of Nigeria

CC: David Mgabe, Prince of Nigeria

Subject: Nigerian passport information

Dear Mr. Ndamwe,

You contacted me some weeks back with a business proposition. Although I said no at the time, I would like to propose a new partnership with you. As I can't seem to find my Indonesian passport anywhere, I'm contacting you in the hopes that you can help me to quickly secure a Nigerian passport. I have more than 800 million U.S. dollars (\$800,000,000) in a Swiss bank, but I must personally be in Switzerland to withdraw much of it. I would certainly share some of it with you if you could help me attain the required passport. I have CC:'d your prince on this email as I know him to be a trustworthy sort who can verify my offer in good faith as I gave him several-hundred-thousand dollars some time back to help him, and your country, out of a tough spot. I would appreciate a very quick response as time is of the essence.

Thank you,

Richard Hlava, CEO, HlavCo Intl.

The promise of cash is usually enough to get an outsourcing company to reply to your email. However, as is the nature of a corporation, you often do not get the quick response that is vital in times of need. In certain situations, you need to regretfully go outside the corporate world and deal directly with small businessmen and sole proprietorships. These people may not have the name recognition or the history of quality that corporations command, but because they're always in need of money, they work fast and provide adequate quality.

From: Richard Hlava, CEO, HlavCo Intl.
To: Bobby "The Ferret" Mobiano
Subject: That thing

Dear Mr. Mobiano,

I wanted to say how much I enjoyed working with you on that thing a couple years ago. Your problem-solving work on that thing was something. If you still work on that stuff, I have another thing that could use a whatever, and fast. Actually, I'm not 100% sure yet about what thing should be stuffed, but if you can multitask multiple things, I can give you stuff for each one. Whatever. Meet me at that place if you like things.

RH

CEObservation When hiring hitmen via email, make sure you use formal address instead of their nicknames. They like that. Also, hire Indian hitmen if the opportunity is available. They work much cheaper, but you often have to fly them in.

When outsourcing, don't be afraid to email several companies in the same email, that way, they all know who they're competing against and should be encouraged to offer a price that's lower than the competition.

From: David Zima, Pop Sicles Sales and Service
To: Richard Hlava, CEO, HlavCo Intl.
CC: Alexandra Kalt, Frozen Beyond LLC; Bob MacKenzie, Great White North Refrigeration; Sunil Ablahmana, Vishnu's Icebox
Subject: Re: Information request

Dear Mr. Hlava,

Thank you for your interest in Pop Sicles cryogenics service. When it comes to freezing your body for an extended period of time, we offer the service and price that can't be beat. Please find attached our current pricing structure. I'd like to let you know that we're currently running a special offer for our "fast freeze" service. If you freeze yourself within the next two days, we'll give you both a 35% discount on our current low prices and you'll share the same room with the celebrity of your choice. (Celebrity must already be a customer of Pop Sicles.)

Don't hesitate to contact me to further discuss this matter.

David Zima, customer care manager

Pop Sicles

>>From: Richard Hlava, CEO, HlavCo Intl.

>>To: David Zima, Pop Sicles Sales and Service; Alexandra Kalt, Frozen Beyond LLC; >>Bob MacKenzie, Great White North

>>Refrigeration; Sunil Ablahmana, Vishnu's Icebox

>>Subject: Information request

>>

>>Hello,

>>I'm looking to have my body cryogenically frozen until the statute of limitations on a >>certain IRS violation passes. I know you all are con artists to some degree, but I don't >>care about that. I want the lowest price and the best service, period. You have two >>hours to reply to this email as I want to move quickly on this. Also, is there a discount >>for having a less important person, such as my assistant, frozen with me?

>>Sincerely,

>>Richard Hlava, CEO, HlavCo Intl.

CEO *Are You Going To Outsource My Job?* **Q&A**

Dear Mr. Hlava,

With all the talk about outsourcing to other countries, I'm concerned that my job will be outsourced to another country. I feel like I perform a valuable service, and I have an understanding about what American customer service is all about. I know what I would want when I call someone when I'm looking for help. Can

they really provide that in India? Their idea of customer service is refilling the cups next to the slush machine and shooing you out of a store so that you don't linger long enough to have their body odor attach to you. In my wildest dreams, I can't picture a smart man like you deserting his customer's needs like that. Seriously, are you going to outsource my job?

**Sincerely,
Skylark in Customer Care Center**

Dear Skylark,

Yes.

**Sincerely,
Richard Hlava, CEO**



What do you do when all else has failed, when the worst in humanity rears its shaven, tattooed head and everyone seems to have abandoned you in your quest for the advancement of the business world? You write one more email and you ask yourself, “Who would Jesus CC:?”

Next to Santa Claus, Jesus is the most connected being in the corporate world. But unlike Santa, Jesus has the ability to both grant favors and call-in his favors on any day of the year.

CEObservation Although Santa may be #1 in the corporate world, Jesus is the most connected being in the sports world.

If you send your email to Jesus, everyone else on that email should – if they have a religious bone in their body – be compelled to help with the hope that Jesus will notice that they did a good deed. When they Reply All to the email, Jesus will then be in CC: and be able to archive that email for future reference.

CEObservation Contrary to the belief of most conservative Christians in America, Jesus did not coin the phrase, “I’ve got mine.” But we also can’t prove that he didn’t say the phrase as Jesus obviously said more than was actually written down in The Bible. So, in the immortal words of Jesus, “I’ve got mine.”

When you decide to send an email to Jesus, you need to include in CC: all the people you want a real response from, but you also want to put in CC: the people you think Jesus would want to have on CC: in any email to him. There is a thin line between trying to be like a god, sacrilegiously getting into a god’s head as it were, and trying to get a representative sample of all the living people who would both appreciate being CC:d on an email to the Lord and Savior and have enough clout to do something for you in the name of Jesus.

From: Richard Hlava, CEO, HlavCo Intl.

To: Jesus Christ

CC: Underling, Nephew; Underling Supervisor; Legal Nazi; Nitwit CFO; Underling Supervisor's Supervisor; Useless HR Head; Lazy Marketing Director; Main Douchebag; Sales Manager; Legal Führer; King Sap; Giant Scrub; Team Building Turd; Board Member; Agent; Personal Underling; Personal Legal Nazi; Travel Agent; Mistress; Car Service; Nazi Pope; Osama Bin Laden; Dalai Lama; Santa Claus; Barack Obama; Tom Cruise; Bill Gates; Stephen Hawking; Craig Ferguson

BCC: Vengeful God, Oprah Winfrey

Subject: Fwd: Kittens having fun bookkeeping

Dear Jesus,

As I'm assuming you know, tomorrow I expect to be arraigned on the charge of tax evasion in addition to a handful of other charges the IRS can make up. I pray that You will have mercy on all those that could have helped me, Your servant, in his time of need – and You know who they are. Possibly You will find it in Your heart to have mercy on the person who has irresponsibly committed fraudulent mistakes, whether on purpose or not, and shamed the good name of my company, which is really Your company when it comes down to it.

I must only assume that Your mercy, which transcends Earth, will be even sweeter if that person comes forward and takes responsibility for these accounting mistakes, and any number of mistakes done in the past that may be uncovered in the future, and does so within the hour – not wait until the end of the day, if they were planning to do that after reading this email.

Most importantly, I have done nothing wrong here, and even though Earthly judges may see it a little differently, You are the only judge that counts. In fact, I may even admit to these mistakes, even though I didn't do them, just to feel Your loving embrace. In the case that someone wants to steal this love that is owed to me, they have 10 minutes.

Amen,

Richard Hlava, CEO

PS. Attached is a picture of kittens pretending to be Underlings. I know how much You love the kittens.

CEObservation Remember that Jesus will not actually answer your email as He only answers Pat Robertson's. However, you should assume that, like your other prayers, He reads them all. Jesus, not Pat Robertson.

And there you have it. Writing email that gets results seems pretty simple, doesn't it? It's not, and you won't have the guts to write the kind of email you need to write, anyway, but I appreciate your money all the same – unless you checked out this book from a library. But if you did get it from a library, may I say that I'm sorry to hear about your recent (or permanent) unemployment situation. You probably deserved it, but take solace in the fact that everyone deserves it.