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## **Will Steve Jobs' management style get you to the top?**

By Lucy Hooker, BBC News, 12 November 2015

By most accounts the new biopic of Steve Jobs is an accurate portrayal of a man who shouted down colleagues at meetings, was visibly impatient and dismissive of others' contributions... and yet he is lauded as perhaps the most successful entrepreneur of his generation.

So does being rude, ruthless and self-absorbed give you an advantage when it comes to getting ahead in business? Quite the reverse, according to Professor Christine Porath, at the McDonough School of Business, Georgetown University. "I wouldn't recommend people try to emulate Steve Jobs' style," she says.

In her research, stretching back more than 20 years, respondents told her they worked less hard if managers were rude to them. (...) She says uncivil behaviour from bosses and colleagues affects sickness rate and mental health, stifles creativity and above all affects staff retention. None of which reflects well on those in charge.

David Rawlinson, founder of Restaurant Property, which manages sales and leases of restaurant sites in London, employs nine people and says sometimes it pays not to be nice. "Losing your temper is a very powerful motivator sometimes and that is something I have had to do in the past," he says. (...)

The bad news is that both strategies, nice and nasty, carry an extra risk if you're a woman. Highly collaborative women are frequently viewed as ineffective leaders. But as Mr Dattner also admits: "It's easier for a woman to be perceived as bitchy than it is for a man to be perceived as an ass."  
(250 words)