

# ЛЕСТНИЦА *в небо*

ДИАЛОГИ  
О ВЛАСТИ, КАРЬЕРЕ  
И МИРОВОЙ ЭЛИТЕ



М. ХАЗИН, С. ЩЕГЛОВ

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In their book, Khazin and Shcheglov offer the reader a completely new interpretation of the essence of Power, describing in detail all the stages of a power career-from an ordinary employee of a corporation to a high-ranking representative of the world elite.

What rule of Power did Steve Jobs break when he was fired from all his positions at Apple in 1984 ? What enemy led to the execution of the "genius of the Carpathians", the all-powerful dictator of Romania Nicolae Ceausescu? Why did the generals start the military coup of 1958 in France , and as a result, power went to the long -retired De Gaulle? How many years did it take a real man of Power to go from a beggar on the porch to the emperor of Byzantium, and how did he manage it in the first place?

About this and much more-in a new book by the famous Russian economist Mikhail Khazin and the popular blogger Sergey Shcheglov.

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# M. KHAZIN, S. SHCHEGLOV

## DIALOGUES ABOUT POWER, CAREER, AND TO THE GLOBAL ELITE

"May I ask you a riddle to say good-bye,  
 Lord Tyrion? There are three big people sitting in one room  
 : a king, a priest, and a rich man. Between them stands  
 a mercenary, a man of low birth and little intelligence.  
 And each of the big men orders him to kill  
 the other two. "Kill them,       , says the king," for I am your  
 rightful ruler." "Kill them,       , says the priest,  
 for I command you in the name of the gods." "Kill them,  
 says the rich man,       , and all this gold will be yours."  
 Tell me-which of them will live and which  
 will die?

George Martin, "Battle of the Kings"

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## **INTRODUCTION**

### **THREE MYTHS AND THREE TRUTHS ABOUT POWER**

What do we, the Russians of the beginning of the XXI century, know about the Government? Yes, it seems to be all that is needed: "power is not given, power is taken", "politics is a dirty business, an honest person has nothing to do there", "they have everything captured there, their people are everywhere".

Those who have read the liberal press in their time have even more detailed information ideas about Power. Citizens (shareholders) democratically elect the President (board of directors), who is allocated the resources of the state (corporation) for the benefit of these very citizens (shareholders). The source of Power is usually considered to be "the entire multinational people", the way

it is handed over to specific individuals is "democratic elections", and its main task is to take care of ordinary people by appointing them to responsible positions.

posts of competent professionals and reasonable spending of budget funds.

But in real life, of course, our liberal reader is faced with a completely different device of this contraption. His country's presidential candidates (whether it is Russia, the United States, or France) are chosen in advance by characters agreed upon within the elite (in Russia, they are direct "successors"; in the West, they are alternately "left" and "right"). Presidents appoint their own people to key positions (and they, in turn, appoint their subordinates). Budgets are spent based on the clan affiliation of officials – state orders are received by which companies are needed. Exactly the same thing is done by the heads of large corporations: they assign the right people to responsible positions and spend a fair portion of their budgets based on personal interests. In this real world, Power is more like a treasure cave, where only a select few can enter.

However, to the question: "Where does the power come from?" – we answer as if written:

**"They don't give power, they take power."** **first myth** – Authorities – and we no longer believe our own eyes, no matter how many times they may have testified otherwise.

Meanwhile, the power of Napoleon's conqueror, the Emperor Alexander I, began with the phrase, *"It is enough to stand up, go to reign!"*. The Great Lenin came to Russia in April 1917 in a "sealed wagon" with the permission of the German General Staff. Unknown Bill became the same Gates thanks to a super-profitable order from IBM. And even *de-mokrat*.



# Higher

Yeltsin began his career as a candidate member of the Politburo of the Central Committee of the CPSU! No matter how great a ruler you take, everyone has achieved their power not so much by their own efforts as by receiving it (perhaps for some merit) from previous rulers.  
So, here is the first truth about Power that you will never read in the liberal press.

## **.I. Power is not taken, power is given.**

. The only way to acquire power is to get it from other people; the king is the one who is obeyed, not the one who is wearing the crown.

. But do I need to stand in line for Power? After **„politics is a dirty business, an honest person has nothing to do there“**? Let them share Power at the top, and at the bottom no one will prevent a person from realizing himself in his profession or in private business. The public sector is not the whole economy, so sell your product or skills on the free market, and be above it!

As you probably already guessed, this **..second myth**  
. Authorities. In the real world, there is no "free market", but there are taxes, licenses, trade unions and-most importantly! - competitors, with their own lawyers (in "civilized" countries) and with their connections in power structures (in less "civilized" ones). In this real world, a person who does not want to "engage in politics" (that is, participate in Power) really has nothing to do. The maximum that he can achieve is the position of a highly paid professional working for the youngest representative of real Power (a hired manager).

is a glass ceiling, which can only be reached with the permission of the owners. To earn a living, it is enough to be a specialized specialist; but to implement a serious project (make a scientific discovery, launch a new product, create a well - known company) , you also need to be a *Professional politician* Compare the fates of " Windows inventor "Bill Gates and" web browser inventor " Marc Andreessen (if you remember him at all).

American sociologist Jeffrey Pfeffer gives an even more brutal example of the importance of Power. Despite the fact that the first signs of transmission of a certain disease (later called AIDS) during blood transfusions were noticed in December 1981, the transition to full testing of donors was completed in the United States only in 1985. It took four years to overcome the political resistance of blood banks, which did not want to spend money on expensive testing and scare off donors with entrance controls:

*"The confrontation between scientists and blood bank owners was by no means a struggle on an equal footing. The owners of blood banks were proficient in all sorts of interpersonal influence techniques and were very eloquent. After all, the very existence of this industry depended on the ability to attract donors to support organizations such as the American Red Cross. Blood banks and other related organizations have had many years of experience working with the media and no less*

*authorities in Washington, in particular with government*

*health sector. Scientists and epidemiologists believed that the truth would prevail if the data they collected*

*with agencies*

will be presented in a convincing manner.

At first, however, their influence was too weak to prevail over their opponents and change the policy of the fight against AIDS. Representatives of the donor industry, on the contrary,

<sup>1</sup> did not use arguments, but allies

-- (emphasis added. - "Auth.)" [Pfeffer, 2007, p

. 23].

As a result, many thousands of people became infected with a deadly virus in those years and died in subsequent years. This was the price of scientists' unwillingness to engage in "dirty work", that is, politics. A similar and in some ways even more terrible story has occurred in our own country. The Soviet scientific intelligentsia, which longed for "freedom" and "democracy" and actually crushed the power of the CPSU

... 1 ...

due to demonstrative "cleanliness", refused to work in real Power – and almost completely disappeared before the eyes of one generation.

So let's turn the myth around to find out the second truth about Power.

**II. Power is the most important thing in the world,  
and to succeed,  
a person must first be a politician.**

<sup>1</sup>People aren't interested in your qualifications or your ideas; they're interested in what they'll get out of it. Explain this to them (even if incorrectly) - the work of a politician, not a specialist.

<sub>1</sub> Since then, there have never been any half -

million-strong political demonstrations on the streets of Moscow

2You've probably felt that being a politician in the real world is very useful. But how can you convince the powerful to share their Power?

After **"they have everything captured there, their people are everywhere"?**

· The son of a general will never become a marshal, because marshals also have sons; for a good position or a large order, there is always a queue of "their own", and there is no way to break through from the outside.

· Is this seemingly self-evident **formula really a third truth**? Yes, that's right. In the real world, unlimited resources do not exist: you are missing a thousand dollars, the billionaire is missing a billion. Similarly, any ruler always

*reliable* · people in deficit. It is only from the outside that "friends" look like loyal colleagues; the rulers themselves assess the situation much more realistically. · "*Treachery, cowardice and deceit are all around*", "Comrade. Stalin has concentrated immense power in his hands." · -this is how they characterize them. · people when they dare to admit the truth.

· We come to the third, most guarded truth about Authorities.

2But, unlike the two previous truths, it is like being recognized in the third death. After all, power is primarily based on the willingness to obey it. And who would want to obey a ruler who has few loyal followers? Admitting that your colleagues are unreliable and stupid means · *immediately* · lose power.

**III. They have everything hanging in the balance there,  
and reliable people are worth their weight in gold.**

„That's why you're so sure that " they've got it all figured out."

The Authorities have enough resources to make you think that way (and they are the Authorities), and they have a good reason to do so. The subordinate of the ruler can be any traitor and coward, but from the outside he should look like his own in the board, to whom any sins are forgiven. You have probably noticed that once in Power, a person becomes "unmanageable", and the whole point is that even if he is a complete nonentity in himself, he still has to stay in Power, otherwise its reputation will be threatened. "Don't give up your own" is not the personal dignity of the ruler, but the main condition for his survival.

"And now for the last, and most bitter, truth. We know enough about people and Power to tell you what's coming next. After reading the previous paragraphs, you will only believe in the three myths even more strongly, easily coming up with some argument to reject the three truths. There are two reasons for this, and each would be more than enough. First, all the Power around you is based on these myths, and therefore supports them by all means (which it has much more than you). Second, you want to believe these three myths yourself, because they explain so well why you are doing the right thing by staying out of Power . But if the three truths you read made you think – maybe there is something in this? "then our book will not be a blank page for you.

Then you are truly *our* Reader, and we, the Theorist and Practitioner, are ready to start a serious conversation with you about Power, career, and the global elite.

## PART I THINGS YOU CAN'T SAY

**Theorist**      2<sup>nd</sup>      At first glance,

TV libraries contain

hundreds of answers to the question "What is Power?".

Valery Ledyayev, a leading Russian researcher of Power and Doctor of Philosophy, has devoted an entire book to the analysis of various

*definitions and concepts*      of Power      3<sup>rd</sup>.

Adding another volume to the hundreds of volumes available, even if it has nice names of authors on the cover, only makes sense to say something new about Power.

Something that no one has said yet

– either because they didn't know (hmmm) or because they *can't say it anymore*.

So, the bitter truth about Power is as follows.

Type is just as much a professional employment area as any other (project management, electrical installation, programming, or playing scratch), and it also requires professional skill and initial training

Power is an extremely attractive field

of course Our book has two authors, and it may seem that

one of them is acting on behalf of the Theorist and the other on behalf of the Practitioner

. But in reality, both the Theorist and

the Practitioner are literary characters who say not what individual authors want, but what is necessary for the most accurate and interesting story about Power.

3<sup>rd</sup> That's right: analyzing definitions and concepts, not the actual work itself.

Authorities. A philosopher is always more interested in the opinions of other philosophers than in the subject of their philosophizing.

This is probably the most attractive one known to mankind

, where the traditions of the guild organization of labor (clannishness, nepotism, secrets of the craft, corporate solidarity) are preserved to the greatest extent

• Power is an area of employment that requires its employees to constantly and qualitatively misinform each other, and-even more so! – non-governmental persons.

• As a result of these features, any information about the Power structure is either 1) *insider information*

(intended for their own and only for their own), or

2) purposefully *falsified* (passed a certain control and was recognized as convenient for Government employees), or 3) *discredited* (

received widespread distribution due to imperfect control, but later commented on and submitted to the public with negative labels

<sup>3</sup>). It is for

understanding of this key feature of Power - its ability to successfully resist any attempts to find out the truth about it (resulting from its guild nature) – that is what we would like to convey to the reader.

• This was the fate of the works of Machiavelli (promoted as "diabolical" and "immoral"), Mills (recognized as "non-scientific"). and Quigley (branded "conspiracy theory"). For more information, see the second part of this book.

## **.Power is something you can't talk about**

**The reader.** Wait, dear authors, I don't understand you. Why did you suddenly start talking? In addition to me and the Theorist, we have a Practitioner here, a person who is clearly not a stranger to the Russian Government. And I'm supposed to believe that he's just breaking his vow of silence and giving away guild secrets? For the sake of a penny fee and fun for the general public? Don't make my slippers laugh, it doesn't happen that way. Admit it, why did you decide to reveal the terrible secret of the Authorities?

**A practitioner.** Good question! I'll answer it. The fact is that we are on the threshold of a large-scale transformation of the global elite. First, there is no more money to maintain the old one – it must be changed categorically. Secondly, the development mechanism that has worked for several centuries has been completely exhausted. The closest analog of the current moment in history is the IV-VI centuries, when the elite was replaced in Western Europe ~~completely,~~ and it was done in rather bloody ways. Even in the XVI-XVII centuries, which were famous for civil and religious wars, the elite did not change so much, because the feudal lords successfully mimicked. So, in order for the current change of the elite not to turn out to be very unpleasant, those who will replace it need to know at least something about the structure of Power. Otherwise, they will break this!

**The reader.** Wow! So is **really** a Power tutorial?

**The theorist.** Actually. The better Russian citizens understand how the Government actually works and works, the better our chances are on the " world chess board "(or, if you prefer, at the world card table).



This isn't about fees or cheap PR; it's about the future of the country. So stop talking around the bush, it's time to find out the truth about Power.

## Chapter 1. People of Power

### Rules of Power for vassals

*All power is a continuous conspiracy.*

—Honoré de Balzac

**The theorist.** It is impossible to talk about the power because

this is forbidden by some higher power; for any prohibition, there is a brave person who will break it.

What makes such a conversation impossible is the very nature of Power, which does its business in silence and hides behind various masks. You can't just point your finger at Power;

you need to learn to see it clearly before you can talk about how it works

Monitor groups of people and organization leaders.

As long as you perceive everyone around you as doing their own business or working in an office, Power will remain a secret for you behind seven seals. You will only begin to understand it from the moment you find people who are engaged in it. **something else.**

**Pay** will not be so easy to do this.

attention, as in modern media respond to people,

Here and later we will distinguish between Power with a capital letter, meaning the sphere of public activity (such as science, trade, organized crime, etc.), and power with a small letter, meaning the ability of an individual to impose his decision on everyone else. Power with a small letter is quite noticeable, but the very existence of Power with a capital letter (and the people of Power in it

employees) it is still questioned by the social sciences.

“ 6” One of the main functions of which, as we will see later, is that for one reason or another they combine some seemingly unrelated events within their knowledge

. They are called

. by conspiracy theorists,

, and the word has clearly negative connotations.

Many of them really don't understand

much about life (unless they are paid disinformers),

but there are some who tell the truth. These latter

need to be able to find and listen carefully to them

. Then, having set the goal

**to climb,**

, what is Power, you will gradually begin

to compare various events and symbols that are not very noticeable and

seemingly unrelated at first glance. And sooner

or later, what you thought was completely

improbable before will become so obvious that you will not

be able to believe it yourself, just as you did not notice it before.

### ***.1. A gang is rushing to power***

“ **The theorist.** ” Let's start with a simple and understandable task. You have just accepted a minor

position in a large and powerful organization

. How to make a successful career in it?

“ **A practitioner.** First of all, it is necessary to understand how you can not even enter the power, but at least get

to it. In order to do this, it is necessary to master, like

the "Our Father", two main points, without which even

talking about power is meaningless. The first one

reads as follows:

“ **They are rushing to power in a gang!** ”

Power is a system in which

. does not exist.

is to divert people's attention from the real problems that the Authorities are dealing with.

*there are individual players, and there are only collective players.*

For this reason, any movement to Power should begin with the search for a "gang", a team, a group that plays an independent and significant role in power games.

<sup>iv</sup> **Reader.** <sup>v</sup> You're saying something wrong. To make a career in a large company, you just need to hold on to a place and grow up the corporate ladder. And to grow, you need to be able to lead people and get along with leadership. What does a "gang" have to do with it? If this is the management of the company, then why call it a "gang", and if not the management – then what power can these people have?!

<sup>vi</sup> **The theorist.** <sup>vii</sup> Your question is a perfect illustration of the problems that immediately arise in any conversation about Power. Indeed, what power can there be for a person who does not hold a senior position? What job description does it contain? What documents are signed by him?

<sup>viii</sup> To see the Power, you need to go beyond the company's staffing table and look at the real events of corporate life. Let's do this with a simple and well-known example - the history of Portal, described in the book "Life Inside a Bubble" (Ashmanov, 2007),

*which is said to be based on real events.* <sup>ix</sup> This story begins back in 1999, when the owners of the first

<sup>x</sup> were attracted to real events in the Russian Internet business.

Ashmanov's tale is very indirectly related, but for our educational purposes it is an excellent example of corporate life.

The company "Portal" (Rambler-editor's note), which offered the most popular Russian-language search engine <sup>17</sup> sold its control package to new investors – a Russian Banker (Sergey Vasiliev-editor's note. cheat.) and a foreign Latin American (Victor Huaco-approx. cheat.). One of the previous owners (who organized the sale) He became the President of the company (Sergey Lysakov-approx. cheat.), the second (derived in the book under the pseudonym Founder) headed the development department (Dmitry Kryukov-approx. cheat.). At the initial stage, the Portal's business was more actively handled by a Banker who delegated his representative, named Mr. Portal in the book (Mikhail Khanov-editor's note).

Since investors acquired the company during the dot – com boom in order to quickly resell it, they needed to increase their "capital" as quickly as possible. This includes hiring a large number of developers (a "development team" is traditionally considered a significant asset of an IT enterprise). This is how additional employees got into the company. First, programmers:

*"... even before receiving money from investors, the President dragged a team of "Physicists" into the Portal. Its leaders were two already gray-haired boys-physicists (Sergey Lysakov and Dmitry Kryukov-approx. cheat.). They were employees of the academic Institute, candidates of sciences, teachers who considered and presented the results of their research.*

“ 8” Google was also just a search engine at that time – that's what prospects opened up for the "Portal"!

*They have long*

*been building the website of the Physics Institute,*

*and they have known the President and Founder for quite a long time in various provider and content matters*

” [Ashmanov, 2007].

“And secondly (the main product of the company is a search engine, which means that we need specialists in natural language), linguists:

“...Ashmanovtsy, or Linguists... The team consisted of about 15 people, strong managers, mathematicians, programmers, and several linguists, mostly graduates of Moscow State University. Every second or third member of the team was a candidate of mathematical or linguistic sciences ” (Ashmanov, 2007).

We assigned this “ 9 PF team to do a vague and unobtrusive task – all sorts of promising developments. Its leader, identified in the book under the author's last name (Ashmanov), was appointed Director of development, and the staff of the future Russian Google was fully staffed. Knowing all this, we can easily draw an organizational chart of the "Portal" of the 2000 model:

“ 9” We guessed from the name " linguists " that the task of the team could be to further develop the search engine; but since its existing version belonged to the Founder, leader of another division, and personally- mu

friend of the President, it can be assumed that in reality no development was planned, but it was only necessary to occupy the titled team involved in order to increase the capitalization of the Portal.

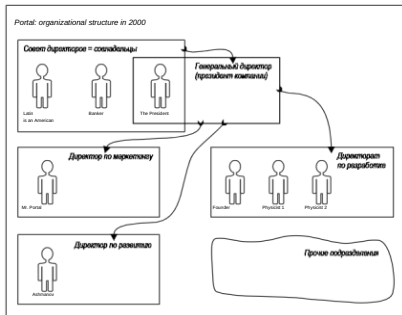


Figure 1. Organizational structure of the "Portal" in the middle of the year 2000

In terms of the diagram is complete and leaves no doubt: the President reports to the Board of Directors, the relevant directors report to the President, and each of the directors directs its own direction. However, we also know some additional information that is not reflected in the diagram: 1) Mr. Portal is a Banker's man and can easily influence him in ob-

10 We again distinguish between two words: Control with a large bu-

kva as a field of activity (which managers are professionally engaged in) and management with a small letter, which means organizing people to work together in a specific situation. Management with a capital letter is a completely different activity than Power, and you will soon see this for yourself.

the President's move, 2) The Development Directorate-people of the President, but not the Banker, 3) Ashmanov, unlike the Founder and both Physicists, *it is not clear whose* person (his "linguists" were invited only to increase capitalization, but not to work).

*into* account these **informal** relations, the statuses of the three divisions The "partners" are completely unequal, and the position of Ashmanov's division is the most precarious (he is nobody's man). The company clearly has fertile ground for intrigue, but the eyes of Management *can't see it at all* even worse, this is usually not visible in the daily life of the company – the book "Inside the Portal" is not on every workplace, and who is whose person is not so easy to determine. In practice, "who's who" is revealed only after "organizing conclusions", and quite unexpectedly for most participants.

*But* back to the history of "Portal". Ashmanov was not a whipping boy at all and immediately took an active position in corporate intrigues:

*" Investors quickly began to interfere in the company's operations at the lowest level. They (mostly the Banker) called directly to designers, developers, the editor-in-chief, and marketing managers and tried to give the most specific instructions – what to put on the headboard.*

# resource that they need

*spent a huge amount of time and effort blocking and channeling these direct references, explaining to investors, explaining the rules of the road in the world of Internet technologies, and finally taught them that it doesn't matter you need to*

*talk to me first, because without my order, in*  
At first glance, the situation when "investors" (i.e., a banker) call you every hour about "push

the green button" is a nightmare and a horror. Yes, a nightmare and horror for a developer – but not for a person of Power! They call – it means that they want something, it means that you control some

, and therefore

something depends on you in company  
T.

Resource! Remember this concept, which plays a key role in the theory of Power. There are innumerable entities around us that make us indispensable to other people (the right to sign, the knowledge of confidential information, the knowledge of the right people, not to mention the banal money and property); by combining them in one word - a resource - we can generalize many of their manifestations Power in short terms. For example, output the basic Power formula:

**power**

→ **resource** → **power**'.

Do you control some, even insignificant, **resource**? Great! All you need to do now for a successful career is simply increase your control over this resource, thereby increasing your status in the eyes of your superiors. Ashmanov did just that: a person without whose order nothing is done,



must either be removed or included in your team. And most importantly, all these conversations were with *company*'s owner, not its President. Ashmanov established personal relations with the highest level of power!

As a result, when the Banker faced an obvious production problem, he turned to Ashmanov with an actual invitation to join the team:

*"...in September 2000, the Banker demanded to release the Port's long-promised content projects, since he also had them for a long time I promised a lot of people, including publicly. By November 1. When he asked me, I said that I could do it by the deadline, but I needed authority... " [Ashmanov, 2007].*

Naturally, this idea was not understood by the President (who already had his own team):

*"...The President said that I was not needed, that he would fully delegate the release of content projects to Finance specialists, and that he would manage the release personally, without an ensemble"*

*(Ashmanov, 2007).*

Thus, the responsibility for the implementation of a time-critical and therefore very risky project was entirely on the President's team. When the project deadlines were disrupted (in fact, this happens with most software projects, regardless of the qualifications of the performers), the President's authority in the eyes of the Banker decreased, while Ashmanov's authority, on the contrary, increased:

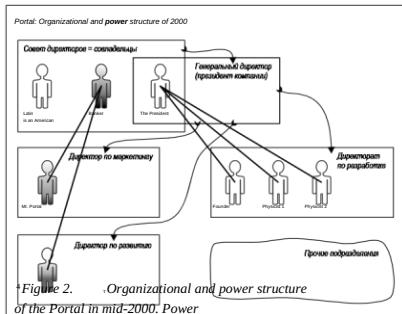
*"From this moment, the clearly visible decline of the team of Physicists in the Portal began. And when the President's positions were also shaken, due to the final fall of the NASDAQ and the constantly growing, poorly - founded*

% of the company's expenses, and their days in the Portal were counted" (Ashmanov, 2007).

Was it possible to discern the background of such "intrigues" on the organizational chart? Yes, if we supplemented it with an image of power (see Figure 2).

"Power grouping is the second most important term in Power theory. As you might have guessed, it is a group of people bound together by informal subordination relations ("B is person A"), purposefully seizing resources. However, not every group can be considered a power group: to wield power, a group must have

a subordinate relationship control certain resources. Look at Figure 2.



: Isn't everything immediately clear?

Members of groups are bound together not by casual, but by personal subordination relationships based on mutual trust and mutual benefit. The entrance to the groups is open-Ashmanov did not immediately gain confidence in the Banker, it took almost a year of working contacts, during which it turned out that Ashmanov

let you down. „Different groups are in competitive relations – the banker is not inclined to trust the President, since he clearly works for himself, and not for the Banker. In addition, the groups have

weightthe Banker's group, which Ashmanov joined, is undoubtedly stronger than the President's group, since it is headed by the actual owner of the Port. Based on this, it is not difficult to predict the result of an open conflict between groups: members of the ruling power group are promoted, members of the competing group are dismissed or forced out of the number of owners.

„This is exactly what happened in the Portal:

„*Investors were generally very nervous, and the careless budget application was the last cap. They were terribly outraged by the increased amount, froze the issue of money, and began actions to squeeze the President out of the Portal. After several rounds of negotiations, by January 2001, they bought out the President and Founder of their shares at a low price and removed them from all posts in the Portal*” [Ashmanov, 2007].

„Mr. Portal was appointed President, and Ashmanov was appointed Director of Development (and all other matters).

dreams." Despite the organizational changes in the "Portal", it remained unprofitable (and what else can you expect from a project that was initially aimed not at profit, but at resale). As a result, the leader of the ruling group, a banker, lost interest in it:

*"When money became scarce and the Bubble 1.0 deflated, a Latin American man persuaded the Banker to buy him [Ashmanov, 2007].*

Where does the "taxiing" of the new power grouping begin? Of course, with the search for "your own people" - inside or outside the company. So a Magician appeared on the scene (Anton Nosik, a rare "magician" - editor's note):

*"In the Portal, just as unexpectedly, but in fact inevitably, there was a Magician of his own, - is a particularly high-flying bird. He hypnotized our Latin American somewhere on the sidelines and effectively appeared in the company already as a vice president for marketing "[Ashmanov, 2007].*

**A practitioner.** Pay attention to the words "unexpected", but in fact inevitable". Why did the Latin American who replaced the Banker look for an assistant on the side, and did not take Ashmanov to his team? Because Ashmanov was already a Banker's man, and an outsider could be made completely his own! Second point: what was the Magician able to "hypnotize" with? Latin American? We will write more about this in detail, but now we will say briefly: The magician found out that the Latin American didn't know much about the Internet, and

expressed his willingness to "close" this section of work. Of course, at the same time, he "sang" to Latin Americans with three boxes about his high qualifications and about his equally brilliant plans. After listening to all this,

~~American~~ ~~bel~~ Magician could close the door.

a "bottleneck" in which the Latin American himself is poorly understood. And it doesn't matter if it was true : the Magician was in the team. Power is built on personal relationships of trust, not on "objective performance indicators"! "Portal": organizational and power structure 2001

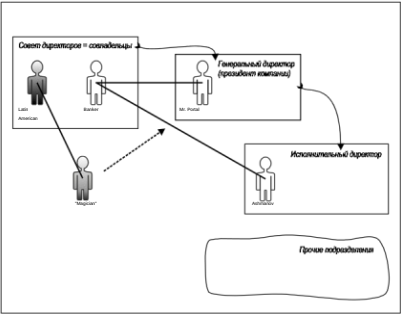


Figure 3. Organizational and power structure of "Portal" in 2001

**The theorist.** Figure 3 from the previous page reflects exactly this point – the Magician is already "hypnotized" Latin American, but not yet included in the Portal's organizational structure. And now that you already know the first letters of the alphabet of Power, try to answer the question. How did these changes in power groups end for Mr. Portal and personally for Mr. Ashmanov?

**Reader.** Did both of them get kicked out of the company?!

<sup>10</sup> **The theorist.** <sup>1177</sup> That's right, and in just a few months. The new owner did not need people who were firmly part of the previous owner's group. Mr. Portal was simply dismissed by the Latin American, and Ashmanova was sharply reduced in her powers, effectively forcing her to submit a letter of resignation. At the last meeting, he was extremely frank:

*,""Well, I won't try to persuade you [to stay], you are clearly disloyal to me, I am T-T owner, and I don't intend to tolerate ~~something~~," the Latin American said, and we parted with him forever " [Ashmanov, 2007].*

Let us summarize this simple and therefore very interesting story.

If we look at any organization (government, administration, ministry, large company) through the eyes of Management, we will only see the organizational structure and formalized decision-making processes. All truly significant events (new appointments, reorganizations, changes in corporate policy) will come as a complete surprise to us. It is only when we add to the manager's view

who distinguishes between the formal names of departments  
, that we begin to understand what

**the view of the person in Power,  
and the power groups that control them**

the view of the person in the company T.

(Victor Huako and Sergey Vasiliev sold Rambler to Yuri Lopatinsky. Lopatinsky left Anton Nosik as president, giving him all the reins of government for further development. Ashmanov, Khanov, and many others left . Then there were resales, an IPO, delisting, etc., in general, Rambler died-approx. cheat.).

<sup>10</sup> **A practitioner.** I want to note that the story described is not even the actual struggle for Power, it's just a fight for *a little more* money! The loser here loses nothing at all! But in a real struggle for Power, you can lose all future life prospects, family and even life... There are much higher rates!

<sup>10</sup> **The reader.** <sup>11</sup> Why don't management books write about this?

<sup>10</sup> **The theorist.** <sup>11</sup> In fact, they write, but not in all and not about that. The main task of management books is to train Management specialists who would ensure that they follow the instructions of their superiors. This is a very difficult job

<sup>11</sup> <sup>12</sup>, which takes

up all the free time of FP employees, and they don't even need to know about corporate intrigues. Therefore, books about power and influence in organizations in the West are written not by management theorists, but by sociologists, for example, Jeffrey Pfeffer <sup>12</sup> <sup>13</sup>. Here is how he describes the prerequisites for the emergence of power groups in organizations:

<sup>11</sup> <sup>12</sup> It makes me periodically recall Zhvanetsky's immortal phrase: "To lead our people, you need to take a little shower in the morning." Not because of the good life, alcoholism has become an occupational disease of Western managers in recent decades! <sup>12</sup> <sup>13</sup> Jeffrey Pfeffer (b. 1946 – is an American sociologist, author of numerous best-selling books such as Power and Influence in Organizations and Power. Why some people have it and others don't", one of the most cited humanitarian authors in the West, the creator of the theory of "resource dependence of organizations". Read more about him and his theory

- in the second part of our book.

7 " ... the problem is that

your work often requires the cooperation  
of colleagues who do not report directly to you.

In other words, we depend on people for whom neither command, reward, or  
punishment is possible (emphasis added).

—

Auth.). For

example, a line manager of a production  
department needs the help of human resources employees  
to hire a specialist... Even  
the power of the president of a company is not absolute, because there  
is a group of people outside the organization who  
control his ability to solve problems... The hierarchical  
powers of any manager and manager  
are limited, and for most of us they are much  
more limited than we need to effectively  
perform our own work " [Pfeffer, 2007, pp. 44-45

]. 8 **A practitioner.** Interestingly, all this is not a  
secret at all – it's just that most people 9 not pay  
attention to the meaning of those words that are spoken  
openly and honestly. In particular, we can recall  
a remarkable phrase that almost everyone knows: "  
Politics is the art of the possible." It would seem that what  
restrictions can we talk about when it comes to the head  
of state? But about those very!

10 **The theorist.** 11 We are all well aware that no regulation can provide for  
all situations that may arise.

To cope with them

, the efforts of employees of various departments are required, including  
those who are **not required to do so at all.**

It is necessary to deal with this particular problem in the first place. In what way



the manager can get cooperation from  
 non-subordinates? Management is powerless here; in all  
 such cases, it is necessary to use informal  
 connections. "Ability to get along with people", which is rightly considered an  
 important positive characteristic  
 of a manager, just means the ability to build  
 a network of informal relationships around yourself, motivating  
 people to take actions that are not even provided for in the instructions.

**A practitioner.** We can also add that within  
 the management system, even the most talented manager  
 is able to control no more than 10-12 people, and  
 normally only six or seven. And if  
 there are more people in the management system, then management floors begin  
 to be built, and controlling the movement of orders  
 for which is a separate problem. At the same time,  
 experience shows that if there are more than three floors, then  
 of  
 the lower floors do not have any  
 idea at all what the management had in mind

**The theorist.** This is why informal relationships in  
 organizations are sometimes valued even higher than formal ones.  
 "Ingratiating yourself" with the director is usually  
 more useful than getting appointed to his deputy;  
 just as often employees do for a "good person"  
 what their direct boss cannot achieve from them  
 . Good management textbooks  
 teach us that "making friends and influencing  
 others" is very useful for the business, and even call  
 such influence power:

" People who occupy a favorable place in  
 the organization's communication network simultaneously occupy  
 central positions in the firm in terms of power and  
 influence. Those who control social connections within

organizations also become happy owners of influence and power in the company. Powerful people have powerful friends, this is true both in terms of the help and advice they can offer their friends, and in terms of the examples that their friends give them... So, we can conclude that the power

is a derived function of the position occupied by a person in the system of communication and social relations that have developed in the organization, and in the context of not only formal powers, but also the power and influence of those with whom this person directly communicates" [Pfeffer, 2007, p. 149].

However, all these textbooks do not tell you the most important thing, what turns personal influence and power (with a small letter) into real Power. They were silent - they do not assume that the manager will use his power and influence in the interests of his company or for personal career growth. But if your personal power and influence depend on specific

powerful people, then is there any point in wasting your time for some abstract organization? Wouldn't it be better to ask these powerful people directly what to do and

**work for them?**

**Reader.** Do we need all these difficulties at all? Why not get a job in an organization where everything is fair? Where there are no "groups", but only superiors who will appreciate you for your ability to work?

**The theorist.** Generally speaking, most people do. They get a job in an organization and just work like the unnamed Portal employees we're talking about

We never found out. The question is which of these simple workers will make a career and get into the current Government. The answer to it is practically **no one** <sup>13</sup>, and for two whole reasons.

First, an organization that does not have a power group **uncompetitive**. We have already mentioned that formal management rules are often not enough for a company to operate successfully; working strictly according to the rules is not accidentally called an "Italian strike". An organization that works "honestly" will not be able to resist a competitor, even if it is smaller in size, but led by a cohesive power group.

Here is a very illustrative example that will probably come as a surprise to you:

*"Unity of action can explain to us why the power of different states in the US Congress is not proportional to the number of their representatives... Every week for half a century, all representatives of the State of Texas have gathered behind closed doors to resolve all current issues and develop a common point of view. This unity is one of the reasons why Texas representatives always have significant power in Congress" (John M. Barry, The Ambition and the Power, 1989). Conversely, the California state delegation has always been fragmented, and differences exist not only between Republicans -*

<sup>13</sup> Rare exceptions are discussed in the section "Non-system elements" below.

365m and Democrats, but also within each political group. Failure of the State delegation to reach a consensus... This leads to the fact that its representatives have much less influence than they could have had if they had acted more smoothly... "[Pfeffer, 2007, pp. 198-199].

“Organizations that work “fairly” do exist, but the lack of a power group

**is not a strength, but a weakness.** Such organizations rarely occupy a leading position in the professional experience gained by their employees is not highly valued in the relevant market. But that’s only half the trouble; the real trouble comes when the organization suddenly ceases to exist or a boss who knows you well leaves to work somewhere else

“**A practitioner.** Again, from experience. When there are more than three control floors, a special language is usually created to describe the control signals. As, for example, in the army, where even a general can command “right” or “circle”. But if he says to the platoon: “The direction is 15 degrees to the right of the top of 218.3”, then it is safe to say that the platoon will think for a long time, and where it will turn later is a big question. So, what if the new boss has a different management language? Someone will have a bad time, and you can guess who.

<sup>14</sup> And such public authorities are rarely “in full view” of their superiors.

<sup>iv</sup> **The theorist.** <sup>vii</sup> The second reason that just working doesn't guarantee a career is that

**is not a good choice.**

**botnics are a lot.**

„Your boss has moved to a new position in another company; will he "drag" you along? Only if you are truly irreplaceable; but, to be honest, there are even fewer irreplaceable people among us than those who are in Power. Will the new boss "promote" you like the old one? No, he doesn't know you at all, and while he does, he can easily change again. It's just that every organization has employees, and in most cases *their bosses*

*don't care who they work with.*

**Reader.** And what, in Power, isn't it? Do they care who they work with?

**The theorist.** That's just it, no! Remember what a **power** grouping is. This is a group of people bound by personal relationships of subordination, united in order to seize certain resources. For this reason, the Government as a whole is a system **of personal** relationships based on people's deep knowledge of each other (at the level of "I would go to intelligence"). Your own person will follow the instructions of his patron without fail, while someone else's person will always think about whether this is provided for by the proper instructions and whether he has more important things to do. A monstrous difference!

„Remember how Ashmanov made his career in Portal and why it suddenly ended. Did the Latin American demand professional skills from him? He needed loyalty from a person in the position of director, and he knew for sure that he would not get any loyalty from Ashmanov. A director who is in Power will die, but he will promote ~~his~~ <sup>his</sup> person to the desired position. But the "working " director ~~just~~ <sup>just</sup> ~~doesn't care,~~ „Who will be responsible for it-

„only reliable way  
to make a career is to become your own for a higher-level  
**person of Power,** that is, a boss  
who purposefully selects his own people and  
"rushes to power" *with them.* „This is why you  
need to start getting into power by looking for a "gang",  
a powerful group that really controls your  
organization. Just getting a job and ingratiating yourself with  
the first boss  
that comes along is a dead end; not every employee of the company (see  
"Other divisions" in our drawings – there are  
dozens, if not hundreds of people) is included in the power  
group, and some (like Ashmanov at the last  
stage) are even included, but in the group  
of losers.

The problem here is not how to become  
"one's own", but **for** to become one's own. At this stage, you  
do not choose any particular boss; you  
choose **suzerain,** a person who, at your  
own risk, opens the way to Power for you. In return for  
this, he has the right to demand a lot, and  
you can be sure that he will. Now that you understand the  
difference between getting a job and joining a  
power group, we can finally talk  
about *internal* structure of Power.

„**A practitioner.** A very important circumstance: any  
power group, regardless of the society in which  
it exists (even if it is post - industrial)  
, is built according to one of the oldest forms  
of Power – according to the Law of the state  
**feudal.** In other words, each  
member of a grouping has only one "name" within its framework.

39 places of work;" your " people do not exist  
for him, and he, by and large, does not need  
you at all.

ruler" (whom we, according to feudal tradition, call "suzerain"), and the influence of this suzerain is limited to his first level of vassals ("my vassal's vassal is not my vassal"). There are some exceptions, but they are not systematic, but exclusive in nature

7

\*\*\*

I'll say it again: **person in Power can have only one suzerain!** Moreover, even if for some reason you have ceased to be a vassal of this person within the power group, then within the framework of "corporate", team ethics, you still "owe" him, and this duty remains with you even if you became his boss within the management vertical. The refusal of this debt brings nothing but trouble within the group

16

\*\*\*

Any attempt to play "on two fronts" becomes well-known, and the reputation of the person concerned is reduced to the level of a beggar on the porch or a prostitute. Most often, such people are simply thrown out of the team, which is even more penalized than the violation of the debt described in the previous paragraph. Theoretically, the transition from one suzerain to another is possible.

For example, if your overlord's responsibilities within the group changed, and you were responsible for just those

See section 5, "Non-system elements".

\*\*\* 16 \* There are exceptions: if everyone in the relevant environment knows that the suzerain himself does not care about his vassals, then no one makes claims to the vassals who ran away from him and who do not like him very much.

the



functions that have "disappeared", then you have the right to leave for a new one. But! First, you need to contact the "old" (i.e., current) overlord and ask a question. In response, he should ask if you have any plans for someone else. If the answer is "yes", then the overlord answers you, yes or no, and as part of his conversation with your potential new overlord determines the transition rules. These rules remain unknown to you. If you don't have any views yourself, then the suzerain himself does the corresponding work. Theoretically, you can negotiate with the new sovereign before talking to the old one, but with the caveat – "if the old one allows it, and it is desirable that not on my initiative, but on his"

17 "

"

Here, of course, we are very far ahead of ourselves, but the basic principles of the vassal-suzerain relationship need to be understood in their entirety, in all their interrelationships, otherwise even the first step to Power will not be possible. We also note, since it is difficult for a beginner to understand, that the overlord very often has nothing to do with the immediate superior within the framework of official relations.

**Reader.** Wait, I don't get it. What do you mean, "the overlord has nothing to do with the immediate superior"?! Is this what I will work in one

17 Here the question may arise: why do the suzerains agree among themselves about the transfer of vassals? A little further on, the Practitioner gives the answer: because the suzerains themselves are also someone's vassals, and such transitions are possible only within the same grouping (i.e., two suzerains-vassals of one high-ranking suzerain). A vassal is not allowed to know other suzerains.

If the

is required, so the only way to make a proper transition is to coordinate it with your overlord.

in the office, and the suzerain – to sit in another? How am I going to find him to hire myself as a vassal?!

<sup>16</sup> **The theorist.** <sup>17</sup> On the contrary, you are beginning to understand! Unless on the Power can hang a sign – "To be hired in rulers here, from 9 to 17?" Of course not; as we will see further, who is whose vassal and who is who's suzerain, sometimes even the participants of power groups themselves do not know (they only know their suzerain and owner vassals).

So finding someone to hire in vassa-ly is not an easy task, even when the overlord works in the same company as you.

But in fact, such cases are

the exception rather than the rule. The fact is that

<sup>18</sup> **is real**

**Power is not confined within <sup>19</sup> one organization;**

<sup>20</sup> the strength of a power group lies in the fact that its members can influence the situation from the most diverse positions.

Here is a textbook (for those who remember the USSR) example of such group work in the simple presentation of Alexander Baigushev:

18

17

<sup>21</sup> *"And from some Russian clumsy bear... they wait for action, they put him in the most solid chair for Russian actions, and he is neither fish nor meat, does not low, does not calve, just dreams that the Russian cause itself will be done for him. And everyone on the sidelines complains about fate: "Oh, how difficult it is with the "Jews", how sneaky, <sup>22</sup> Just a little bit of them they are, how uncooperative.*

<sup>23</sup> 18 <sup>24</sup> Alexander Innokentievich Baigushev (b. 1933) is a Soviet writer and journalist, author of the popular historical novel " Lament for the Unreasonable Khazars "(1960) and the autobiographical novel "Party Intelligence" (2007).

sacred to the struggle for power in the Brezhnev-Andropov times.

**if you press them, they immediately run to their own people, immediately write carts to the**

**very top. You don't work anymore, you just** (emphasis added). „Auth.) [Baigushev, 2007, p. 26].”

„They immediately ran to their own people” – this is exactly the work of a well-coordinated power group working on the principle of “all for one”. As a result, although the “Russian bear” occupied the leading position in the institution, in fact, it was completely different people who were in charge of it, and the weaker “Russian party” was not able to remove them from their seats.

„of the nominal” of the head of his “subordinates” can easily:

But “And then at the end of 1980 there was an even more terrible and ridiculous puncture in the Russian camp” – Brezhnev really liked the next issue of Komsomolskaya Pravda... And I decided to personally call to thank the editor. The second Ilyich was very fond of making such calls... But, unfortunately, it was at this very moment that Ganichev was not in the office, and the scoundrels were deputies (whom Ganichev trusted as Russian people). they said that they had absolutely no idea where their boss was, that he almost never went to work at all... the Secretary General himself calls the editor-in-chief, who is nowhere to be found” [Baigushev, 2007, pp. 158-159].

„Whose group included the “scoundrels-deputies”, you can guess for yourself. So the use of “their own people” in organizations headed by “foreign” overlords is quite obvious. That is why real power groups look much more complicated than in the Portal diagrams.

<sup>tu</sup> **The reader.** <sup>ut</sup> As it turns out, everything is complicated...

<sup>8</sup> <sup>tu</sup> **The theorist.** <sup>ut</sup> <sup>9</sup>This is Power, dear reader,  
not a multiplication table. The rules of Power are not written  
down in any manual and are not taught in school. Why –  
we have already written about this in the preface. Suzerains  
do not need any vassals, but only those who

*are really T* they will follow the rules. Those who have absorbed these  
rules "with their mother's milk" or learned them the  
hard way, who follow them automatically, without  
looking at the textbook. Trusting those who just  
read about them in a book would be inexcusable  
optimism.

It is a serious risk to take as a vassal a person whom you do not know well  
and  
who does not yet understand the laws of Power  
. Therefore, the structure of Power is somewhat  
more complex than just a "feudal ladder". The right  
suzerain always has a "buffer zone"  
in which future vassals are tested.

<sup>tu</sup> **A practitioner.** <sup>ut</sup> When selecting the first one <sup>19</sup> <sup>19</sup> As a suzerain  
, it is necessary to take into account that any power group  
has a sufficiently wide  
"train" that exceeds it many times in size. This train consists of  
people who are somehow connected either with the activities  
of the group, or with some specific  
members of it, but who do not belong to it themselves, but are only  
looking for opportunities to enter. At the same time, these individuals carefully

8

<sup>19</sup> Which often turns out to be the last; second chance in  
<sup>19</sup>

Power doesn't fall to everyone.

They disguise their secondary role and tell numerous "dinosaur legends". The problem is that without "insider" information, it is almost impossible to really believe their stories, here you need some unique experience of "playing" at the next level.

.An additional problem is that the "lowest" level of any power group also poses as "cool", while having more information than people from the "train", but also, in this regard, hides it more carefully. This exaggeration of their capabilities and manipulation is due to the fact that the ability to make a career (both in formal positions and within the group) or to enter it is associated with the ability of the relevant person to show their capabilities in attracting resources for the group as a whole. If the resource is considered useful, then the direct supervisor (in agreement with the higher management) encourages the person who "brought it". A couple of other important things: the more "vassals" you have that bring useful resources to the group, the higher your own career chances are. And the second: discussion of your contribution to the power group usually takes place in secret from you, and in this sense, there is a chance that your merit will be attributed to "suzerain". However, such a policy of the "suzerain" in the long run brings him disadvantages, since his features become known and his "vassals" begin to run over to other suzerains.

**The theorist.** Division of the power group into "inner" and "outer" circles, into "core" and "train"

It can be called one of the laws of Power, because it is so ubiquitous in history. This is how the most studied <sup>17-20-ages</sup> of the world's pre-existing power groups, the Round Table Group, founded by Cecil Rhodes, led by Alfred Milner, and played almost a decisive role in the entire world history of the first half of the twentieth century

21 :  
1777

"The organization's plan provided for an inner circle called "The Society of the Chosen <sup>17</sup>" and the outer circle called the "Helper Association". Within the Society of the Chosen, the Leader and the Council of Three held real power. Rhodes was the leader, and Stead, Brett, and Alfred Milner were members of the Council of Three" [Quigley, 1981, p. 3]

This plan may seem like a child's game of "headquarters" only to those who do not know much about the history of the British Empire in the late 19th and early 20th centuries. In fact, this plan created a powerful organization (the Round Table), which worked for about 50 years, played an important role in both world Wars, and actually reorganized the old British Empire into the modern Commonwealth of Nations. Of course, not all power groups are inside

<sup>17 20</sup> \* Thanks to the personal efforts of Carroll Quigley, who spent 20 years dedicated to the discovery and study of this group and decided to tell about its activities. Like us, Quigley regarded twentieth-century history as a tragedy (his most famous book is called Tragedy and Hope), and the reason for this was the imperfection of the power structure.

Like us, he was hoping for  
a new elite to emerge in the future.

21 For more information about this, see the second part of our book, in section

in the case of Quigley's discoveries.

they say such pretentious words to themselves, but this does not prevent  
them from strictly adhering to the division into "internal" and  
"external" circles. For example, in the USSR it was  
divided into "regular" and "elective"  
nomenclatures.

*" In the meantime, let's give an example again. The full-  
time nomenclature includes all responsible (i.e. non  
-technical) employees of party organizations, senior  
officials of state bodies, as well as persons  
holding key administrative positions in  
collective farms, cooperatives, scientific organizations,  
creative unions, etc*

*.The elective nomenclature includes members and candidates  
of the Central Committee and the Central Audit Commission deputies of  
the Supreme and local Soviets, secretaries  
of party organizations, members of various committees: defense of peace,  
Soviet women, anti-Zionist, etc*

*. Until very recently, there were no real elections in the USSR  
at all: rare cases of*

*insubordination to the" recommendations " of party organizations that took place  
in the Academy*

*of Sciences or in individual collective farms, we have only  
confirmed this truth. Therefore .elective nomenclature  
is characterized primarily by the fact that it*

*„temporary*

*.(emphasis added). – .Auth.). This disappointing*

*feature of it is used ,to check .on the work  
of party organization secretaries in order*

*to select suitable people from them for the full-time nomenclature. This  
feature also made it possible to "select" a certain number of parameters.*

*the number of workers and collective farmers in the Supreme Soviets and even in the Central Committee of the party: a worker or collective farmer elected there to demonstrate the democratic nature of the Soviet system did not thereby become a member of the ruling class and, despite his high-profile rank, obediently obeyed the instructions of any employee of the Central Committee apparatus*" [Voslensky " 22 ", 2005, p. 149-150].

„As you can see, the existence of a "plume" is very suitable for grouping-it allows both checking potential vassals for loyalty and obtaining the resources they extract, without paying for it by allowing candidates to join the real government. Without such a "trail", the power group would not be able to keep vital confidential information secret – the first offended candidate would disclose it to competitors.

<sup>10</sup> **Reader.** <sup>107</sup> What prevents an already accepted vassal from disclosing the same information?

<sup>10</sup> **A practitioner.** The fact is that in the government, as in intelligence, "there are no former intelligence officers." There are active players, and there are players who have been withdrawn from the reserve. There are those "bred" into an almost eternal reserve-think of the former Yeltsin aides who left power 15 years ago; their former overlord is already dead, but they are still mostly silent about the affairs of that time. „Everyone who participated in the actual "game" is under extremely tight control. As a very high - ranking person once told me, it is very difficult to

<sup>22</sup> Mikhail Sergeyevich Voslensky (1920-1997), Soviet and Soviet politician

<sup>107</sup> is a German (after emigrating in 1972) historian who began his career as a translator at the Nuremberg Trials, and



continued – in numerous nomenclature positions in the system of the USSR Academy of Sciences; author of the famous book "Nomenclature".

well acquainted with the specifics of the process, about a certain person in some circumstances:

τ " ... now

*he will have to live "under the hood" for the rest of his life. He knows too much about what really happened in the world."*

π **The theorist.** πτ The difference between a vassal and an ordinary person lies in the "employment guarantee" that the suzerain provides him in return for vassal loyalty. Of course, any power group has enough potential to ruin the life of an individual in retaliation for "betrayal"; but the main thing in maintaining loyalty is still not a stick, but a carrot. Ordinary people are dismissed, while vassals are relegated, and under favorable circumstances , they can expect to return to the game. This is what the Soviet nomenklatura called "retirement":

τ " Even such a grave political sin under real socialism as belonging to a group that has lost in the struggle for leadership positions does not hide the aura of nomenklatura among the defeated. Chairman of the Committee of Youth Organizations of the USSR Pavel Reshetov, who belonged to the Shelepin group, took the high post of deputy head of this department when creating the Information Department in the Central Committee of the CPSU. The importance of the post brought a blow to Reshetov in the operation to disperse Shelepintsy: after the liquidation of the department , the mighty Zamzav was given the ridiculous position of editor -in-chief of a magazine that was then unreadable "XX century and the world". But, although

*Reshetov had only three subordinates there, he, as editor-in-chief, continued to remain in nomenk-*

*<sup>10</sup> lature of the CPSU Central Committee Secretariat. Later, he rose again, becoming Deputy chairman of Gostele-radio " [Voslensky, 2005, p. 137].*

<sup>11</sup> And now let's give the example of the "return from reserve" in American life that is probably well known to readers. On December 12, 2000, the US Supreme Court, by five votes to four, approved the results of the presidential election in the state of Florida and thereby gave the victory to Republican George W. Bush. The Democratic candidate-the current vice president of the Clinton administration, Al Gore - admitted defeat and left the political scene. Former US presidents, and even more so former vice-presidents in the US, usually lead private lives – they give lectures, write books, sit on the boards of directors of some obscure companies. This is exactly what Albert Gore was doing, whose references disappeared from the news feeds, and Russians remembered him only from the "Gore -Chernomyrdin commission", which was somehow engaged in there.

But everything changed when the global warming project was agreed upon at the top of the American elite. On May 24, 2006, the documentary film "Inconvenient Truth" was released in the United States, which actually represents

10

<sup>23</sup> Here and further on, we specifically give two examples from different sources. of "worlds" – to demonstrate that Power is arranged equally everywhere.

Although

Albert Gore's public lecture on global warming. In the accessible language of a professional politician, Gore explains to Americans that "global warming" is a scientific fact established by the consensus of all climatologists, the cause of this warming is the release of carbon dioxide from the coal burned by mankind, and if this warming is not stopped, we will all die.

„film was immediately supported by the press, by November 2006 it was grossing over \$ 20 million ( a documentary and an hour and a half!), in February 2007 it won two Oscars ( a documentary and a song for the film), and in October 2007 it was awarded to Albert Gore and the experts who participated in the creation of the film are awarded the Nobel Peace Prize. In less than six months, the forgotten retired Al - Burt Gore becomes a global superstar, the "face" of the fight against global warming for a green future for humanity.

„In the same year, 2007, Gore is one of the partners of the largest California venture fund KRSV <sup>24</sup> , and two years later, in 2009, he was described as the " first green billionaire" : the fund's investments in alternative energy , promised <sup>25</sup> received strong state support, , promised multibillion-dollar profits <sup>25</sup> . Isn't that right, vpe-<sup>26</sup>

<sup>24</sup> „ The foundation is named after the initials of its founders (Kleiner,  
<sup>27</sup>

Perkins, Caufield, Byers), he managed \$ 7 billion in 2013, which is not much for an investment fund (in already established companies), but it is very much for a venture fund. As a result, KRSV was the second largest venture capital fund in the United States.

25 Here we need to explain the specifics of venture financing. It seems to be very risky –

a small investment

is an inspiring success story for a person who was just recently a simple retired vice president of the United States?

Of course, not every "retired person" can count on such a large-scale "withdrawal from the law"; but the general principle – "there are no former vassals" – supports in everyone the hope that sooner or later they will be remembered. It is this hope (combined with constant supervision) it also provides increased loyalty to the power group.

**Reader.** Can I ask you another question? Why doesn't every vice president of the United States become a green billionaire? What are they, completely fools and do not keep their loyalty?

**The theorist.** The fact is that not all projects of real Power are as public as "global warming". It is quite possible that many retired US vice-presidents are still actively involved in some kind of behind-the-scenes negotiations, without holding official positions, and therefore seem to us to be private individuals. So let's go back from individual examples to describing Power as a political system.

**A practitioner.** Each person who has entered the ca-

They are made in dozens of companies, only one of which "shoots out", that is, begins to work successfully and is promoted to billions of revolutions. When this happens, for every dollar of initial investment, a thousand dollars of profit is "accumulated". Now think about how useful it can be to have someone in the foundation who knows exactly which companies will be designated as recipients of state support at the top.

26 . One such "retiree", Henry Kissinger, will be discussed in detail in the second chapter.

There are only three different ratings for any power group (and this is a fairly privileged part of the population and not very broad, as we will discuss later)

. Rating one-professional

27 .  
17 17

. The second rating is **intra – team.** They are historically correlated (if you have a high intra - team rating, then sooner or later they will find a decent place for you, if you have a low rating, then sooner or later a more "worthy" team representative will be found in your place), but they may differ locally. For their more or less explicit agreement, a third rating is used –

**potential.** For example, in a very rough approximation, as it was under the Soviet regime: there are two deputy heads of the department, both have a good biography, but one has a "hand" in the Central Committee. This means that he is more promising in terms of his career. Note that the "hand" here is usually not a relative, but just a "suzerain" from a command point of view. At the same time, if one has a relative in the Central Committee, and the other has a very good track record and a high professional rating, then who is more promising is a big question.

·The specifics of the "retirees" mentioned above are that they **have a very high** potential rating. This rating may not work, but if it does, the person takes off like a rocket. And it is a serious problem for such individuals to determine what is more expensive –

- 27 Professional rating is determined both by an official position in an organization, and by the ability to perform useful duties for a power group (prepare documents, conduct negotiations,manage personnel).

local success with the loss of this rating or vice versa. It should be noted that the problem for such individuals is relations with representatives of the group who are at the lower levels (especially in the train). Because they have no understanding or information about the potential rating-which creates problems in communication.

· Sometimes this leads to funny cases. I personally know several stories when a representative of a certain power group in a lower position, talking to a person whom he did not know very well, but held as "safe" (well, for example , a scientist), accidentally, without really understanding what he was saying, revealed important information someone who in reality was a deep "retiree". And how he used this information is a big question. On one occasion, a high - ranking official failed to be dismissed : his old friend (who had been "retired" for a long time), while talking to a young member of one of the power groups, found out about the upcoming personnel decision. The young vassal didn't

He had had enough experience and had blabbed – not about the decision itself, of course, because he didn't know about it, and ~~because of his~~ status, he couldn't have known – about „symptom “, preparing

solutions, demonstrating their importance and awareness to the harmless"expert". The expert immediately warned his friend, but he used the "right to one call", which turned „call to Putin. If he hadn't received the information on time, he would have been fired by now, and the effectiveness of such a call would have been extremely low ("after a fight , you don't wave your fists"). ~~The theorist.~~ The potential rating " of retired US vice-presidents – who, during their years in the White House, have become acquainted with literally all the influential players in the American establishment- is so high that they cannot be offered anything less than a guide to "global warming ". First, they will not agree to anything less than that(there is enough for a very well-off life, there is a rating, and again plunging into political intrigues at a low level is both a risk and a loss of rating). Secondly, it is dangerous to send such people to low-level positions – they can blab about their connections or, even worse, reflexively start using their potential for personal rather than team-wide purposes. In general, all

• What exactly, let me not tell you yet – we have, in the end, a guide for beginners. An experienced person in Power sometimes needs only the slightest hint to guess about the upcoming personnel decision.

It is even better when "retired people" peacefully give lectures and ride horses on their farms.

But you, dear reader, are still a long way from becoming a retired citizen. So far, you have only learned how those who have Power differ from those who do not, and what laws of Power they follow in their actions.

**A practitioner.** And here begins the most difficult stage—the search for the first "overlord". The most important thing here is not to run into a person with a low "potential" rating (despite the fact that he may have a fairly high current team or professional rating) or even more so (oh horror!) on the person from the "train". The vassal – suzerain relationship is, in a sense, comparable in strength to marital relations and certainly stronger than love ones. At the same time, a group can also have personal relationships, and its members can inflict personal resentments on each other, but this should not affect the "team" relationship, since they have arisen. It should be noted that outside the "game zone", compliance with corporate rules is not mandatory, although their long-term compliance, of course, leaves its mark on people.

**The theorist.** The importance of choosing a suzerain with a high potential rating follows from the laws of Power already known to us. The relationship between a vassal and a suzerain is almost lifelong, and the transition to another suzerain is possible only with the consent of the previous one, and then only within the same "feudal vertical". Therefore, if your overlord turns out to be a failure (he or his higher overlords will lose in the struggle for Power), then your career will come to a standstill with him. To break through to the heights of Power, you can only get into the power structure.



grouping to *highly* seed, which  
itself will rush to the same heights.

**Reader.** Well, how do I know which  
person has a high potential rating and which  
one doesn't?

**The theorist.** It is impossible to know this by looking at the Authorities  
from the  
outside. You need to learn the laws  
of Power at the level of reflexes, learn how to get the necessary information even  
from people who are not going to share it, arrange  
hardware "combat reconnaissance" – in general, you just need  
**playing yourself.** **to start**

Learn more about how to do all this in our next section.

## 2. Playing in the system

**The theorist.** So, are you ready to start your career in Power  
? Are you sure you're ready? Let's check it out! Answer  
a simple question for yourself: **why do you** need power? T  
Write  
down your answer on a piece of paper and only then  
read on!  
Have you answered? Great, and now let's compare your answer with  
the answers *real* people in Power. Let's start with America far away  
us: from

*"One of the stories about the CEO of IBM Louis  
Gerstner, a business shark that uses more dur-*

STP PTP

*Noah, who has a good reputation, says that on a beautiful  
Sunday afternoon, he told his wife:*

**wait until I finally get to T**

**"I can't**

*(emphasis added). – (Auth.). Most guys in  
this situation can't wait  
for the juicy barbecue to be ready while they're reclining on a chaise  
longue with an Abso-luta glass steamed up from ice on the table.*

the belly. But not Lou Gerstner. He cannot wait until the day off is over" [Bing, 2005].

It would seem that power is needed in order to earn good money and work less. But multi-millionaire Lou Gerstner is just thinking to hurry

29 Louis Gerstner (b. 1942)-CEO of IBM in 1993-2002, "the man who saved IBM" from the crisis caused by the mass emergence of personal computers.

get to the office. What did he lose there?!

cross the ocean and look into the USSR:

"His joy, his only passion is to sit at the table with the government's "turntable", approve draft decisions that will become laws in a couple of days; slowly decide the fate of the future; in a friendly tone say on the TV background: "You, of course, think about it, but it would seem to me that it would be better to do this" - and then, leaning back in your hard (so that there is no hemorrhoids) know that he has given an order and that this order will be carried out.

Or come to a meeting of his wards – venerable scientists or prominent public figures with big names, sit modestly on the sidelines, and calmly, with deeply hidden pleasure, watch as venerable and prominent people run to him from the presidium to ask for instructions.

For the sake of this main pleasure of his life, he is ready to part with everything to the rest: both with Finnish furniture, and even with Armenian cognac. After his fall, Khrushchev said that you get fed up with everything: food, women, even vodka, but power is such a thing that the more of it you have, the more of it you have.

in

...*(emphasis added. — .Auth.). Gilas, who has himself been at the top of the nomenclature, called power "a pleasure of pleasures."*

*.During an interview in his Kremlin office, Brezhnev could not resist showing the Stern <sup>correspondent</sup> a telephone with red buttons for direct communication with the first secretaries of the Central Committee of the parties of Socialist countries. Push a button, ask about your health, say hello to your family – and give "advice".*

<sup>13</sup> *you will lean back in your stiff leather chair and think with satisfied pleasure about how now in a foreign capital they are hurriedly putting the" council "into execution" [Voslensky, 2005, p. 116-117].*

<sup>14</sup> That's the secret of people in power: they like the Power itself. I like making decisions and giving orders, I like the feeling that "everything depends on me here", I like it so much that the weekend turns into a meaningless waste of time. Power is not needed "for anything", it is valuable in itself, and there is never much of it.

In modern Russia, after the "dashing nineties", when huge fortunes fell like snow on the heads of the first generation of oligarchs, there was a completely wrong idea of the Power

«1930» . Many

people think that Power means buying a position, stealing "enough to last a lifetime," and leaving for the Cote d'Azur. Having read the previous chapter, you already understand how far from reality this philistine myth is. There are no exes in power – no matter how much a vassal steals and no matter how well he hides it, he will only owe more to his overlord, and one way or another this debt will have to be repaid. Only a person of the "train" who does not possess any valuable information about the power structure can afford to retire from business.

13

<sup>30</sup> In the USSR, this was not the case – everyone there was well aware that success in life is a place in the nomenclature, not material wealth, which today is, and tomorrow came and took away.

groups; the rest are subject to the same rule – "input one ruble, output two". Power, like many other professions that require long-term training (mathematics, medicine, professional sports, ballet...) is a "one-way ticket", and to exchange it for money is like

31 " . "

Now check your answer. If you need Power to get rich, to drive a beautiful car along the picturesque coast, and never to work again, real Power is not for you. The authorities love those who love them, who only want to communicate with people for 12, no, 16 hours a day, find out what is happening, make decisions, give orders, and by and large want only one thing: even more Power. To spin in this wheel from morning to night, without getting tired and not getting fed up, you need to love Power, as an inveterate gamer loves his computer toy.

"I need Power

*to gain even more Power"* -that should be your answer.

Of course, we are not forcing you to change your personal beliefs right now and switch to Power from beer, women, computer toys or extreme tourism. We are writing a training manual for those who are really interested in Power. Someone is ready to try it, but there - "the appetite comes at the time of eating" - you see, and you will like it. One thing is certain: if you don't try it, it certainly won't work.

**The reader.** Stop campaigning for the Soviet Union

31 Sometimes literally: Boris Berezhovsky, otlu-  
---

62, released from Power in Russia, spent his entire vast fortune trying to maintain the confidence that he continues to "solve problems" and "participate in the Game." And when I realized it was an illusion, I hung myself in the bathroom.

power! Which page I'm already reading, since I haven't left it yet, it means it's interesting. Tell me already how to try it, for example, I work as an electrician in Montazhspestroy; and where is the Power here?

<sup>10</sup> **The theorist.** <sup>11</sup> As one of my colleagues said when I was still working as an engineer in the design bureau, *"they have an Octopus-2 in Italy, and we have an* Oct  
<sup>12</sup> *"I"* <sup>13</sup> Power relations exist in any organization where more than one person works, and in an organization where more than a hundred people work, there is probably the  
a real person of Power present 15  
17 18 19

<sup>20</sup> **A practitioner.** And here you need to be especially careful! In large organizations, in addition to real Power, there are often "limited" power groups that fight only for local interests and do not have access to the national "vertical of Power". Getting into such a "team" can significantly slow down your career, or even make it impossible.

<sup>21</sup> **Reader.** <sup>22</sup> How do I tell the real person apart Power from "limited"?

<sup>23</sup> **The theorist.** <sup>24</sup> It is impossible to determine a person of Authority according to the staffing table and telephone directory

As we have already written, this is not necessarily a director; it can be a good friend of the owner, "looking" from a big person who controls the organization, and so on.

it is possible; to do this, you need to "spin" inside the enterprise's app life, and get at least a general idea of the information distribution and decision-making system.

**Reader.** And what else is this for? "Who owns the information, owns the world", or what? Well, there is at least a lot of information on the Internet, and who did it help?

**The theorist.** I wrote "about the T & T distribution system" not "about information". We recall Pfeffer's definition from the previous section: "Power is the position occupied by a person in the communication system" in the communications system?"

This is who the person communicates with (goes to the management offices or runs around on calls, without appearing in the office for days), what information they share with them (consult or give orders), and most importantly - how much they listen to their opinion (decision A was being prepared, the person went to the director, and the solution changed to B). This is how Vladislav Balin describes his strong position in the communications system

"What is the essence of intrigue, its mechanism, scheming, taking advantage of the lack of information in the corporate environment and its slow transmission, works as a carrier of information, introducing distortions into it in order to manipulate opinion some people who make decisions, of course, for their own personal purposes. Intrigue blooms in an environment of understatement, secrecy, and secrecy.

When does a person resort to intrigue? When he wants to do something he can't do has no authority. How can he achieve this?

He must manipulate the opinion of the one who has the authority, do as he wants.

- ⇒ 33 r. Author of the popular online series of notes "Defense against the Dark Arts" about corporate intrigues and ways to fight them.



you will learn about this as a fait accompli –  
the beginning informs you about the decision out of the blue, and you do not  
understand how this could have happened, recently everything was  
fine, but you are no longer listened

the decision is accepted"

[Balin, 2009, part 1].

"Intrigue" in Balin's understanding is very similar to  
" power " in Pfeffer's understanding

34 ; Both in

allow a person to make decisions outside  
of their authority. However, such a schemer is not  
yet a man of Power: he relies on

resources that his overlord has, and

manipulates, that is, deceives his  
victims.

In practice, "pure" people of Power and " pure "  
investors are as rare as chemically pure  
gold. People of Power (and even more so "plume") they always  
talk too much about their capabilities, and  
schemers, thanks to well-established connections  
, can actually do something. In any case,

is an external manifestation The  
leading position in the communication system is the one that can be noticed from  
the outside

An influential person can hide  
their true place in the hierarchy of Power  
(team ranking) from others, but they cannot hide their  
influence to decisions made in its area of responsibility

35

34 But not in our understanding: these "intrigues" and " power " are jav-

They are only a way to increase the influence of one person. True Power arises when people unite in a group and act together under the leadership of its overlord.

- <sup>35</sup> As we will see in the second part, one of the best scientific research projects in the world.

· It is quite possible to determine, at least approximately, who is the person of power in your organization

· The only serious problem is that this cannot be done quickly.

How

can you find out who is in contact with whom and what they are talking about? You can't be personally present at all conversations in the office, let alone "solve issues" outside of it! Vladislav Balin, who generally does not approve of "intrigue", gives a good recommendation on this point:

*· "About the "agent network". You need to have a trusted person, one or more of them, and people don't need to know that they are affiliated with you. The "agent" must be clean, not involved in intrigue, and communicate with people from different departments. You can ask them to make inquiries for you on interesting issues" [Balin, 2009, part 3].*

· You can get information about the company's communication system *only from other people* <sup>36</sup>. Therefore, in order to reliably identify people in Power (without which a real career is impossible), you need to become a person of Power yourself in some sense. It is necessary to create your own network of informants and honestly discuss with them the

methods of identifying people in Power is reputational

- a survey among sufficiently knowledgeable people, "who really influences decision-making".

<sup>36</sup> · Even if you are an eavesdropper and have access to millions of bugs and phones, no one will allow you to eavesdrop on the people who really determine your fate. Get information

to be rewarded-not with money, of course, but with attention, information, and stories about brilliant career prospects

37 .

\*\*\*

Here is how the future president of the United States, and at the time of the events described (1931) a simple secretary of the congressman FP, approached this task.<sup>38</sup> Lyndon Johnson. When he arrived in Washington, he discovered , among other diverse governmental organizations, the so – called Little Congress, a platform created in 1919 to train congressional secretaries in public policy skills, copying the debate procedures of the House of Representatives of the Grand Congress.

“ Lyndon Johnson saw a new opportunity in the Small Congress. The press was eager to get up-to-date information on how the key issues of the day were being handled. At the peak of the Great Depression, the Government was considering and passing many important pieces of legislation. Politicians, of course , craved publicity and press coverage. Congressional secretaries, while not as ambitious or enterprising as John Son, were often just as eager for success and prestige as he was.

First Johnson got elected to office

<sup>37</sup> Stories about bright prospects are especially good

if you have at least one concrete and testable example of success. It can be repeated in the same words to each new informant candidate, because they haven't personally heard it yet.

You will still have to take care of them in your grandfather's agent's way.

→ 38 "This congressman's name was Richard Kleberg, and who remembers him  
? now

speaker of the Small Congress. It was an organization in which few people were interested, and Johnson called his supporters to a meeting of voters, and easily won. As Speaker, he was able to turn both the Small Congress and his own position into much more important resources. He changed the schedule of Congress meetings from monthly to weekly, and added presentations by T "eminent persons" to the old format of their holding, which was based on discussion of issues

By inviting well-known people, Johnson not only offered members of the Small Congress access to well-known politicians, but, more importantly, himself , had an excuse to communicate with them.

It organized formal discussions on policy issues, selected speakers from both sides, conducted debates in accordance with the rules of the House of Representatives, held a preliminary vote after the end of discussions, and invited members of the press to cover the debate. The Press soon realized that these debates provided insight into the issues being discussed by Congress. And since journalists were present at the meetings , it was quite easy to attract the congressman and get more and more people interested in participating in the organization" [Pfeffer, 2007, pp. 117-118].

And now, dear reader, a bucket of cold water on your head. Even with such a large-scale effort to create his own network of influence, Lyndon Johnson became President of the United States , only after 32 years, , in 1963. The Small Congress was just an initial stage

years of entering the real Government (remember the "elective" and "regular" nomenclature in the USSR? Here and in the US in the same way, if you are a congressman, it does not mean that you are the Government), a way to find the right user. Power is a long-term game, and quick success is as dangerous as cheese in a mousetrap.

<sup>10</sup> **Reader.** <sup>107</sup> So that's why some of my friends are engaged in "social activities"! They get to know people, create a circle of informants, and find out who has the Power. And I, the fool, thought that they had nothing to do... well, now I understand, I will soon find out who the "man of power" is. And then what? You have already warned me not to mess with "low-rating" overlords, but to the question-how do you know what a person's rating is? – they haven't answered yet. The second time I ask: how do I find out?

<sup>10</sup> **The theorist.** <sup>107</sup> Now that we are beginning to understand something in Power, this question makes sense. The potential rating of a suzerain is determined by how promising it is as a vassal for suzerains of the following levels. This perspective depends, among other things, on his own vassals, which is why some self-confident young men pronounce

*"He <sup>the ruler</sup> <sup>like this</sup> went to Froim Grach <sup>107</sup> 39<sup>107</sup>, who then had only one eye on the world and was what it is. He said to Froim:*

*"Take me. I want to wash up on your shore. The shore to which I land will benefit" (Babel, 1923).*

But the presence of such self-confident vassals is not too bad.

“<sup>39</sup> One of the bosses of the Odessa underworld.

who helps the overlord in his career

<sup>16</sup> “ . What

is really important for the rating is the connections of the potential overlord at the highest possible levels of Power. Here is how an obscure young man (in the mid - nineteenth century) chose his suzerain:

“*When Otto von Bismarck became a member of the Prussian Parliament in 1847, he was 32 years old and had no friends or allies at all. In retrospect , he decided that his allies would be neither parliamentary liberals or conservatives, nor any particular minister, nor, of course, the common people. He chose King Frederick William IV. It was a strange choice, to say the least, since the king was not at the height of power at that time. A weak, indecisive man, he repeatedly lost ground in Parliament to the Liberals. He was spineless, and Bismarck disliked many things about him, both personally and politically. Still, Bismarck was with Friedrich day and night. When other deputies attacked the king for his many stupid decisions, only Bismarck was on his side.*

*In the end, everything paid off: in 1851, Bismarck was appointed Minister of the royal Cabinet. He took action. Every now and then he directed the hand of the king, encouraging him to gradually strengthen the army, to oppose the liberals, to do exactly as he had done.*

<sup>16</sup> Froim Grach was also affected by this – against the CHEKA, his self-

confident vassal could not do anything.

exactly what Bismarck wanted. He helped Friedrich overcome his insecurities, made him feel like a man, taught him to be firm and rule with dignity. Gradually, he restored the power of the king, until the monarchy became, as before, the main ruling force in Prussia" [Green, 2003, p. 130].

• The current professional and command ratings of the Prussian king (in the then ruling Prussian power group) were small, but Bismarck focused on his potential rating. Members of Parliament and ministers change, the king remains; in the long run, he is the most important figure. You should choose the suzerain who will remain in the game in any scenario and who will need loyal vassals for a long time to come.

Another young man, already at the end of the twentieth century, acted even more thoroughly. As he approached the edge of Power, he made friends with several potential overlords at once:

• "Obama's intellectual mentor in Harvard was the brilliant liberal constitutionalist Lawrence Tribe... Tribe longed for a seat on the Supreme Court and hoped that the next Democratic president would nominate him, but after the Bork nomination hearing, the vindictive "elephants" swore that they would never forgive Tribe... Minou... She was Obama's mentor at Harvard. They developed a friendship that played a huge role in both Obama's professional and personal life. Minow grew up in Chicago. Her father, Newton Minow, was chairman of the Kennedy Federal Communications Commission...

That's



.Abner Mikva, a former congressman from Chicago who now sat on the U.S. Court of Appeals for the District of Columbia, offered to help Obama, but the young man declined.

The Mikvah was amazed. Its court is the second most important in the country, and from there it is a sure path to the position of an assistant member of the Supreme Court. Is Obama aiming directly for the Supreme Court?.. "[Remnick, 2011, pp. 207, 220-221, 224,249

J. We don't know who Obama ultimately chose as suzerain, <sup>41</sup> but judging by his later career

re, it was an immaculately accurate choice. Abner Mikva was right: Obama really aimed much higher than the position of an assistant member of the Supreme Court.

. Follow the example of the great ones: take your time. Learn about Power beyond Power by building a personal agency; meet high-ranking people and make a positive impression on them; and, like Obama, plan to learn about the system you're going to be a part of. And then, sooner or later, you will meet the right suzerain – not from the very top, so that he still needs his own vassals, but promising enough to climb to the top or give you a lift

<sup>42</sup> 42 <sup>43</sup> .

<sup>43</sup> The Power is now as much further away from you.

It remains only to interest the future suzerain.

→ <sup>41</sup> . It becomes possible to obtain reliable information about any events only when it no longer affects the current distribution of Power. Usually, this requires a change in the ruling group, which in the case of Obama is still waiting and waiting.

42 I hope you remember that the professional rating of -

77

differs from the team rating, and the US president is also someone's vassal?

70 **Reader.** 777 And how to get them interested?

70 **A practitioner.** One of the most subtle aspects of an apartment's life, which leads to the creation of idiosyncratic and almost ingenious combinations, is the desire of specific individuals to make a certain character pay attention to them. To prepare such combinations, it is necessary to know as much as possible about the potential overlord, while paying attention to his

points . Do you remember the example of Mag and the Latin American? The magician promised (only .on - promised, !) to "close" the weak point of the Latin American - poor knowledge of business on the Internet - and immediately got into his team.

7 The overlord is a human being, and like all humans, he must have some weaknesses. Some people are too lazy to bother with legal wording, others are too lazy to make public speeches, and others just like vodka kebabs in picturesque places, but don't have time to look for them. The person who promise (not in words , of course, but by demonstrating its abilities in practice) to solve such a problem will immediately acquire a certain status in the eyes of the overlord. Well, if he also actually "closes" the problem, allowing the suzerain to feel "like behind a stone wall" in this regard, then such a vassal will become "unsinkable"!

7 Remember that Power, unlike Management, is built on personal relationships that, In turn , they arise from the elementary "I'm better off with this person than without him." But to have the overlord with you

<sup>10</sup> **The theorist.** <sup>1077</sup> We have all heard Bulgakov's phrase  
 "Never ask anything from the strong: they will come and  
 give everything themselves," but few people understand its true meaning. And  
 the meaning of it is very simple: If you want to get something from  
 a strong **person, then make him want**  
**to give you something.** Bulgakov, Stalin's favorite writer –  
 was well versed in the laws of Power

43 .

1077

The brilliant scientist and politician Galileo Galilei was no less well versed in  
 power

. Finding himself  
 in financial difficulties by 1609 (huge  
 debts after his sisters' marriage), he successfully  
 used his discovery of the moons of Jupiter, calling them  
 "Medicean stars".  
~~Instead of dividing the discovery among~~  
~~his patrons-giving one the telescope~~  
~~he used, dedicating a book to another, etc. –~~  
 As he had done before, he decided to focus his efforts on  
 the Medici. The Medici were chosen by him for one reason:  
 Shortly after Cosimo I founded the Medici dynasty in 1540  
 , he chose Jupiter, the most  
 powerful of the gods, as the symbol of the House of Medici –  
 a symbol of power that extended beyond politics  
 and money, a power that went back to Ancient Rome and its  
 deities.

, Galileo presented his discovery  
 of the Jupiter moons as a cosmic event  
 celebrating the greatness of the Medici. Shortly after the discovery, he  
 announced that "bright stars (Jupiter's moons)  
 had gathered in the heavens  
 , in front of his telescope at the moment of co-  
 occurrence.

To really get better, you need to compensate  
 for his weaknesses, which you should first  
 find out.

⇒ 43. In contrast to its liberal readers, who understand chitatu as "stay away from Power".

romances of Cosimo II. He stated that the number of moons  
 four coincides with the number of members of the House of Medici ( Cosimo II had three brothers) and that the moons revolve  
 around Jupiter, as the four sons revolve around  
 Cosimo I, the founder of the dynasty. This was more than  
 just a coincidence, it indicated that the sky itself  
 reflected the rise of the Medici dynasty. After  
 he dedicated the discovery to the Medici, Galileo prepared an  
 emblem depicting Jupiter sitting on a cloud  
 surrounded by four stars, and presented it to Cosimo II as  
 a symbol of his connection with the stars.

In 1610, Cosimo II officially appointed Galileo  
 court philosopher and mathematician, on full  
 pay. For the scientist, this was a vital  
 piece of luck. The time when he, like a beggar, begged  
 for handouts, was over " [Green, 2003, pp. 33-34].

Achieve an outstanding result, then  
 present it to a potential overlord – a proven  
 method of "first acquaintance", which is highly  
 likely to be followed by an invitation to the team. Here  
 is a modern American version of what  
 Galileo did in the distant past. Stephen Covey  
 " 44 " writes about  
 a mid-level manager who was forced (or perhaps even  
 consciously decided) to work for  
 the company's extremely tyrannical president  
 :

" But one of the employees was a proactive " 45 " . He

<sup>44</sup> Stephen Covey (1932-2012) - American Business Consultant-

tant and personal growth coach, author of the superbestseller "Seven Leadership Skills", which we, in fact, cite.

45 Proactivity is a term coined by Stephen Covey,

<sup>17</sup> *I was guided not by emotions, but by principles and goals. And he took the initiative: I waited, sympathized, and delved into the situation. He did not remain blind to the president's shortcomings, but instead of criticizing, he began to look for something to compensate for them*

<sup>46</sup> . When the pre-

” ”

*resident behaved incorrectly... this person served as a buffer between him and the rest of the staff, trying to reduce the negative consequences to a minimum... he was also treated like an errand boy, but he was above that and tried to do more than was required of him. Delving into the President's unspoken concerns and providing information, he accompanied it with an intelligent analysis and his recommendations*

” 47 ” .

<sup>18</sup> *One day I was sitting in the office of the president, to whom I was invited as a consultant, and he suddenly said:*

*„- „Stephen, this is just amazing what this man has achieved! He did not just provide me with information that is*

*opposite to reactivity (response to stimuli), and means only activity for the sake of one's own, and not someone else's goals.*

” <sup>46</sup> ” *Doesn't it remind you of Bismarck's actions in relation to Frederick William IV?*

” <sup>47</sup> ” *Covey calls such actions "expanding the circle*

of influence"

*first you solve one small problem for the overlord, then the second, then he shifts all the problems of a certain type to you, and then you are irreplaceable. The journey is long, but if executed correctly , it's a win-win.*

which I asked for, but obtained additional information that turned out to be invaluable... There is no price for it! " [Covey, 1996, pp. 105-106].

From that moment on, the former employee became the president's right - hand man, and his future career was assured

**A practitioner.** Remember what I said about the weaknesses of the overlords? In this example, the " proactive " employee spent a lot of time and patience

point of his future overlord. And once it worked: while performing the next task of the boss, the employee hit the bull's-eye. The weak point of the "tyrant" was the inability to independently obtain valuable information. After "closing" it, the employee immediately opened

on a special account!

**The theorist.** As you can see, the vassal's skill present the resource valued at all times and on all continents.

Bring a future suzerain such a resource, demonstrate his understanding of the laws of Power and personal loyalty – and you will almost certainly get an invitation to become a vassal.

**Reader.** About resources is clear, but here's loyalty. Do I understand correctly that this is the same as vassalage? Something that makes Xiu-zer start to trust you T?

**The theorist.** Yes, with the only difference that vassal loyalty is required only from vassals, and a person of the "train" can also be loyal.

**Reader.** That I can be loyal is not a question. But

<sup>48</sup> "We must understand that the president is a tyrant for a reason.



Instead of being president, he was appointed to this position by his superiors (the company's owners and political players). That's why I could afford any self-deception.

How do I convince the future suzerain of my loyalty?

How to "ingratiate yourself with him"?!

„ **The theorist.** „ Since you're asking this question, you won't like the answer very much.

You will have \_\_\_\_\_based on

an understanding of human psychology and the laws of Power. Unfortunately, the smarter a person is, the more bored they are with most people around them, the more difficult it is to show them genuine attention (not to mention to anticipate the slightest desires), and therefore the more difficult it is to become "one's own" for someone from them. This is why we often speak of a "negative selection" for Power; but it is not the Power itself that makes this selection, but our human nature. I will give the most striking example of how we became "our own" in the dashing nineties:

„ *Boris [Berezovsky] once said:*

„- „You know, we seem to have found a person who will be made president. You probably haven't even heard of it.

Putin. You know, I like " our " „- „Abramovich, Yuma-shev,

Voloshin „- „was assigned to make friends with him. I tried „-

„And I can't, I'm bored with him. I can't bring myself to. Here

Roma in this sense is absolutely non-replaceable. You will

say to him: "Roma, we need this person to be ours!" And

then he will stick to you, take you by the hand, and you will be happy.

<sup>19</sup> Heavy for those who read books like ours-be this work is easy for him, he would already be plotting in Power, without wasting time on reading.

We will tenderly stroke your hand and look you in the eye faithfully like a dog and fulfill your every wish. so on for two weeks.

And

And in two weeks you will realize that you his, all his" [Bobrova, 2013].

Of course, this is not a guide to action (here as in commercials, "professionals worked, do not try to repeat it yourself"), but just an illustration of the basic principle of human communication. To become "your own" for a person, you need to pay attention to him, to understand his interests and learn to guess his desires. But it is not enough to become a vassal at the same time; it requires the suzerain himself to become a vassal. understood T correctly. Here is the requirement

for vassals in American

corporations:

... the financial division of General

Motors has gained and consolidated power through a system called John De Laurin T

"Promotion

of an implicit candidate":

" This refers to the promotion of a person who is not considered a worthy candidate for the position.

This not only allows you to put "your own person" in a position, but also

to win their gratitude, since they will now owe their career in the corporation to you. The "implicit chosen one"

is a loyal follower of the system, who, however, has absolutely no achievements to consider him a worthy candidate for the post... "

De Laurin described the importance of loyalty and the way managers promoted

"implicit favorites" as a way to form a better understanding of the role of employees.

*training of dedicated personnel, committed allies in key positions in the corporation...* " [Pfeffer, 2007, p. 143]

Faithfully looking into the eyes and fulfilling the slightest

desires is certainly very useful, but

**power is not enough**

A professional qualification is an even more reliable way to convince a potential boss of your future loyalty. Shocking, isn't it (for people who are proud of their qualifications) news item? But this is the law of power: first of all

That is why a smart person in Power should be smart enough not to show off his mind. And this rule applies to the very top, here is what Voslensky writes about the General Secretaries of the CPSU:

**Most faithful are needed here**

"Who does this top leadership seek to choose as General Secretaries: the strongest and most capable? On the contrary, the Politburo member who seems to her the most stupid and harmless. Such was Stalin in the early 1920s, compared to the members of Lenin's Politburo; such was Khrushchev after Stalin's death (Malenkov, on the contrary, was considered very strong); such was Brezhnev after Khrushchev's removal, when Shelepin was considered strong. Feudal princes have always tried to put the weakest possible monarch on the royal throne, and the "princes

"  
of the r class

of the Nomenklatura elect

the General Secretary of the Central Committee on the same principle. That is why a member of

the Politburo who really wants to become General Secretary should not strike the imagination with his own talents and dynamism, but look like a limited and wingless, modest, immersed in technical work bureaucrat, as Stalin did.

a fool, such as Khrushchev liked to play; a standard provincial party worker, such as Brezhnev seemed; an executive youth, ready to listen to his elders, such as Gorbachev was considered" [Voslensky, 2005, pp. 388-389].

" Just don't draw the erroneous conclusion that people who are incapable of working in the Politburo are being held there . On the contrary, these people require an additional ability – the ability to hide their true political format, while at the same time not overplaying and not giving the impression of helplessness and lack of qualifications" [Voslensky, 2005, p. 397].

**A practitioner.** For those who are bored with smart books like Nomenclature, I strongly recommend reading Maurice Druon's history of the election of Pope John XXII <sup>50</sup> . You will immediately understand everything about the ability to pretend to be Ivanushka <sup>51</sup> . **The theorist.** <sup>52</sup> Today's and future loyalty is what interests the people of Power above all else. Your own person is someone you can rely on <sup>53</sup> , who is not

will ask unnecessary questions in response to a delicate request, who will not reveal to anyone what only two people should know, and who has already repeatedly confirmed their loyalty in practice. The specific ways to be sure of loyalty depend on the future boss's personality and type of activity; but after a few

<sup>50</sup> Prior to his election as pope, Jacques Dues (1244-1334), Pope of Rome during the Avignon captivity, who was elected due to his advanced age (at the time of his election in 1316, he was 72 years old), but as a result ruled for another 18 years,

more than any other pope of the fourteenth century. His story is told in Druon's book "It is Not Right for Lilies to spin".

51 "As they supposedly say in the Sicilian mafia, " to whom you can come with a corpse in the trunk."

years of practice, they can be mastered by anyone who is interested in it. Becoming your own, if not for the first, then for the second or third person in Power, is not realistic, and if you follow the above principles, you will be surprised how quickly a real person in Power will notice you.

**Reader.** has long wanted to ask: how do I know is accepted? In normal organizations, there is a personnel department, an employment contract, and an official position. And what about the Authorities? How is the "employment" formalized there?

**The theorist.** Just like everything else: without a single scrap of paper. Each power group has its own rituals that allow the vassal and suzerain to understand that from now on they are bound by a special relationship, and each of them knows this. As my senior comrades told me, in the Soviet nomenclature, such a ritual was the transition from the official party language ("raise the level", "pay more attention to organizational work") on an ordinary Russian mat. If the party boss uses abusive language in your presence, it means that you belong.

**A practitioner.** There is also such an option: when a person known to many members of a power group (this may not be the "top" leader, but, so to speak, the "coordinator"), publicly appears with a neophyte in a certain agreed place. It can be the "Wailing Wall" in Jerusalem, or the famous painting in a famous museum, and so on. Formally, for the uninitiated, this is

This action does not mean anything, but for" their " it is fundamentally important.

**The theorist.** And here is how Vladimir Rezun, better known under the pseudonym Viktor Suvorov, described the "official" admission to the power group:  
*Yes, Comrade Colonel, I have long wanted to ask you... You have hundreds of young, intelligent, promising officers with excellent training, refined manners... And I am a peasant, I haven't read many of the books you're talking about, and I find it difficult in your circle. I'm not interested in the writers and artists you admire... Why did you choose me?..*

*- I'll tell you the truth, Viktor, because you understand it yourself, because it's hard to deceive you, because you should know it. Our world is cruel. You can survive in it only by climbing up. If you stop, you will roll down and be trampled by those who walk up your bones. Our world is a bloody uncompromising struggle of systems; at the same time, it is a struggle of individuals. In this struggle, everyone needs help and support. I need helpers who are ready for any task, ready to take deadly risks for the sake of victory. But my assistants must not betray me at the most difficult moment. There is only one way to do this: recruit from the bottom up. You owe everything to me, and if they kick me out, they'll kick you out. If I lose everything*

*- you lose everything too. I picked you up, I picked you up in the crowd, not because of your talents, but because you are a man of the crowd. No one wants you. Something will happen to me, and you will find yourself back in the crowd, losing your power and privileges. This method of selecting helpers and*

bodyguards is as old as the world. So did all the rulers.

Betray me <sup>52</sup> - lose everything. I  
was also picked up in the dust. My patron goes  
up and pulls me along, counting on my  
support in any situation. If he dies, who  
needs me?..

<sup>52</sup> ~~You~~ <sup>52</sup> ~~... this conversation never happened~~

just drank too much cognac and came up with all this yourself " [Su-  
vorov, 2002, chapter IV].

<sup>52</sup> Despite artistic exaggerations, this  
dialogue reflects all the key moments of initiation into  
Power. A brief explanation of the structure of Power;  
an indication of the vassal's place (he owes everything to the suzerain and  
will disappear without him); a requirement for lifelong loyalty;  
a requirement for secrecy. If the candidate  
understands what they are talking about, they agree as  
best they can

<sup>52</sup> <sup>52</sup> <sup>52</sup> , and if the suzerain accepts this consent,

initiation has taken place. From now on, you are in a group  
, and from now on you must play by the team  
rules.

<sup>52</sup> **Reader.** <sup>52</sup> Will the suzerain also explain the rules to me?

<sup>52</sup> **The theorist.** <sup>52</sup> If it were that simple, we wouldn  
't need to write a whole book. All suzerains are  
different, some are used to explaining things in words, others by personal  
example, and others generally believe that it is necessary  
to deal only with those who understand everything themselves. In addition  
, the rules of Power are quite numerous, and

<sup>52</sup> Not everyone agrees. For example, to our

<sup>52</sup> The theorist was always offended that he, who was so clever,  
would suddenly find himself beholden to one suzerain.

theorist refused, he still works  
as a theorist. Nevertheless, this is good news for you: even  
such "out-of-this-world" theorists, if they are worth something,  
are invited to Power. They'll invite you, too, if there's any reason to.

few people are interested in writing them all out on paper. So  
don't rely solely on the suzerain;  
he will explain some things, but he will ask a lot  
more, rightly assuming that if you are going to take  
Power, you should understand what's what. Therefore  
, we will explain the rules of Power to you.

. You already know the first two rules: Power is  
a command game, and the only representative of that  
command who has the right to order you is your su-  
zern. Now it's time to remember the third rule:

**don't talk about Power**

53 . You've already done it several times

have heard about the importance of secrecy in power  
relations, and in the process of finding a suzerain, they have made  
sure that no one puts  
up the tab "Junior suzerain of the so - and-so group" on their office. But why  
is secrecy so important that it is elevated to the rank  
of a rule of power? Why in the Sicilian Mafia this  
secrecy was carried almost to the point of absurdity:

. "Membership in an " honorary organization " (as  
the mobsters call their syndicate) entails the formation of  
new attachments, much more significant than  
blood ties. Honor demands that the mafioso  
place the interests of Cosa Nostra above his kindred interests.  
Enzo Brusca... worked for the mafia, membership-

53 Those who have watched a cult movie or read at least

cult (in the West)

The first rule of Fight Club is immediately clear: "Don't mention the name of  
the person who wrote the book" Fight Club".

When the



No wonder: the Fight Club in Chuck Palahniuk's book is a typical power group, living by its own laws, which – wow, what a surprise – coincide with the rules of Power.

Val participated in the murders, but never became a "man of honor". As befits him, he didn't ask the question, "Why?" He had learned about the activities of his Cosa Nostra relatives from rumors and newspaper articles, so for a long time he did not suspect that his father

boss of the local mandamento (district). In other words, **"although Enzo Brusca participated in operations and was part of the same family as the Men of Honor, he was not privy to the activities**

**with a capital letter"** [Dickey, 2007, chapter "Men of Honor"].

," Among the many rules of the organization to which Riina was initiated that day by Giovanni Brusca also the famous "representation

of "People of honor" are forbidden to introduce themselves as mafiosi, even to their colleagues. According to the rule, a third person is required, who, introducing two mafiosi to each other, will say: „This is our friend " or "You two are from the same company as me." It was this last phrase that Riina uttered on the day of Brusca's initiation, when his father returned to the room and his son was "presented" to Brusca Sr. as a "man of honor" "[Dickey, 2007, chapter "Initiation Ritual"].

To answer this question, let us recall once again the definition of power (with a small letter). Power – influence on decisions made due to an advantageous position in the information distribution network. Which person is more likely to share information with – the one who

At Fight Club."

is considered independent, or with someone who clearly works for the suzerain? Whose recommendation will be more powerful –

54 „Don't confuse him with his brother, Enzo Brusca, who never became a "man of honor".

the one who takes a (seemingly) neutral position, or the one who is part of a power group interested in the result?

„An unambiguously established person's belonging to a certain group deprives him of the lion's share of opportunities to influence decisions made. All that remains at the disposal of the "exposed" manager is his official powers, but even within their framework, he is constantly suspected of working on the side. From such a vassal, not only would there be no benefit – there would be no harm (it would fall under a criminal case or, even worse, under the "development" of a competing group). Therefore, the secrecy of power relations is not just useful; it is

**a necessary** condition for normal operation Authorities.

„It is noteworthy that Vladislav Balin in his "Shield from the Dark Arts " *is designed to counteract* recommends that corporate intrigues follow the same rule:

„1) *If someone doesn't need to know something, they shouldn't know it. Just follow this rule at all times, instead of calculating the possible consequences...*

(7) Never disclose your sources of information.

*If you have friends in other departments who provide important information, do not refer to them. You can't kill your own channels of information and open them up.*

The enemy doesn't need to know where you're getting your information from, so they won't be able to spread misinformation, and your informants need to feel protected. Only then will they trust you and become your collaborators.

8) Clearly distinguish the inner circle and the outer circle. The internal circle of trusted persons must have a 100% win-win mutual interest, must have access to important information and must be fully aware of the hostile environment so as not to leak information [accidentally]. [Auth.].

9) The list of persons in the inner circle should be kept secret" [Balin, 2009, part 4].

The rules of the Power game are the same for everyone – both for those who like Power, and for those who would prefer to do without it (limiting themselves to Management). Only another power group can oppose a power group; one person, even if he is Sam Jobs, has no shans in this struggle.

**Reader.** Tell me, are these rules really the same everywhere? In the Politburo of the Central Committee, for example, did they play on them? Or in a hypothetical World Government – there are also secret groups squabbling among themselves? **The theorist.** Well, everyone knows perfectly well that in hypothetical T In the World Government, there are just as hypothetical groups of Rothschilds and Rock Fellers squabbling among themselves. In the Soviet

<sup>55</sup> Win-win-the principle of making a deal on the terms of " either

create an agent network.

In the West, they usually pay attention to the first part, but in Russia the second part is more important: "if I fall, you won't see much either."

» 56 «A little later, we will talk in detail about how Jobs left the self - created Apple company.

The Politburo was engaged in a very real hardware struggle, the history of which deserves a separate book. The rules of Power are indeed the same at all levels, and, by the way, the higher this level, the stricter they are observed. So rest assured: the rules that we are talking about are what is called "for life". Nothing else in the Government has been invented, and it cannot be invented. Just because the upper part of the Power exactly repeats the lower one!

» **A practitioner.** Any power group is organized according to the feudal model and, therefore, has a tree structure. Therefore, it is repeated exactly the same at each level . The top of the tree (branch) is the main overlord. He is subject to direct vassals that are selected by him personally or received by him from higher members of his group in the past, when he was not yet at the very top. Each of these vassals, in turn, has a subordinate vassal of the next level, and so on to the very bottom.

» How should a member of a power group behave in relation to other members of his team, as well as to other participants in the game?

» Case one. **Interaction with other vassals of your overlord.** .It is based on two main elements: constructive interaction within the framework of tasks set by the overlord, and highly competitive - in all other cases. The main task of any vassal is to perform high-quality tasks of the overlord and

Either both win or both lose."

show him that the rest of his vassals are weaker, inferior, and inferior. Other vassals can and

should be substituted, but do not take this practice "to the extreme", the boundaries of which are set by the suzerain.

Such "friendly" insinuation

, is not considered

incorrect,

, here the main term is "nothing personal".

In general, the relations of vassals resemble the relations in

sports, members of one national team: when they are a national team

, they are together, and when they compete in the domestic championship

, they need to "fight" all the others. Accordingly,

the goal of such a struggle is to redistribute in their favor the

resources that the suzerain puts at the disposal of vassals.

, However, there is one non-trivial point here: when

you cross paths with someone you don't know

is also a vassal of your overlord. In this case, there may

be various errors (up to a "situation com - mon"),

but the suzerain himself is responsible for them.

<sup>tu</sup> **The theorist.** <sup>uu</sup> Please note that relations within the power group are almost the same as those outside.

Vassals compete for resources

in the same way that power groups compete for them

<sup>\*</sup> <sup>tu</sup> **Reader.** <sup>uu</sup> I'm sorry to interrupt, but I think this

is important. You and the Practitioner are constantly talking about

some" resources", but you haven't really explained what they are

. I understand that this is something like" cash

flows " and the positions that control them, but

you wrote that you can not reduce everything to money. Isn't it time

to clearly explain what ta-something

**Tu?**

<sup>tu</sup> **The theorist.** <sup>uu</sup> Good and timely question!

It would be a waste of time to respond to it immediately, without any introductory information about how

the Government works.

Now you already understand that Power is not money and not positions, but part of the "social network" (power grouping), which actually **determines who gets money and positions.** That is why the "resources" in this game are not exactly what we used to in ordinary life.

Did you know that Julius Caesar, before becoming emperor, was an irrecoverable debtor who, in 62 BC, was *not allowed to leave Rome* for Spain (of which he was appointed ruler)? But Crassus, then his sovereign, vouched for Julius, and the problems with the creditors were settled.

So money, for all its importance, is not the main resource in power games. A resource in the struggle for power is **that which leads to an increase in power**, that is, strengthen the *position*

dimensions in the communication system. Remember Lyndon Johnson's "little Congress," which was named after him.

*an important resource*? And so it was, because thanks to this congress, Johnson had the opportunity to communicate with high-ranking people, to whom otherwise he would not have been allowed on the threshold. Power resources

are social connections (i.e., people who are motivated to cooperate), as well as information, projects, and organizations that contribute to their formation.

is an excellent illustration on the topic of "power resources"

<sup>20</sup> We have already given the formula "power – resources – power\*".

So it should be guided when trying to figure out what exactly is a resource for you right now. What's missing for even more power!

is Oliver Stone's film Wall Street (1987). A young broker, Fox, learns information and shares it with stock tycoon Gekko - ko. Information allows Gekko to make money, but as a man of Power, he is not limited to this. Gekko makes Fox his vassal and instructs him to continue to extract information in organizations, where Fox works. Thanks to Fox, Gekko manages to implement a much more profitable project than the initial speculation

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The importance of social connections is illustrated by another historical example:

"Baron James Rothschild became rich in Paris by the end of the 1820s. Soon after, he was faced with an extremely difficult problem: how to be a Jew from Germany, a complete outsider to French society, fight for the respect of the French upper classes, whose distinctive feature was extreme xenophobia? Rothschild understood power very well. He knew that his condition might give him a position, but no matter what, he was still an outsider. So, as he carefully studied the secular society of his time, he asked himself the question: how can you win their favor? Benevolence? Nothing could interest the French less. Political influence? He already possessed it, and it only made people suspicious. The only weak point to survive on, he decided, was boredom. During the Restoration period

58 Since this is a movie, not real life, that's all for-

situation swings – Fox quarrels with Gekko, Gekko turns Fox in for insider trading, and Gekko retaliates by turning Gekko in... The second part of the film is already an illustration of how not to play Power.

*the French propertied classes suffered from boredom. That's why Rothschild started spending incredible amounts of money on entertainment for them. He hired the best architects and artists to design gardens and ballrooms, and invited them to join him. Marie-Antoine Karem, the most famous Parisian chef, to cook for guests at the most sophisticated receptions Paris has ever seen. No Frenchman could have resisted, even if the receptions were hosted by a German Jew. The daily evenings at Rothschild's gradually became more crowded and attracted more and more attention. After several years, Rothschild achieved what he wanted, the only thing that could provide power to an outsider: it was accepted in the society" [Green, 2003, pp. 455-456].*

.It would seem that what does the all-powerful Rothschild (one of the five brothers who controlled the entire banking business in Europe) care about the Paris "society"? However , Rothschild understood how much a resource like" social life " (which allows you to quickly make the right acquaintances) is more valuable than money, and he did not hesitate to spend huge amounts of money on its acquisition.

So, the value of a vassal is determined by how many of them are powerful! "he brings resources to his siu-grain. How much insider information he gets, how many "outlets" he finds for the right people, how important an organization he works in, or what promising project he is involved in.

It is advantageous <sup>to promote</sup> information and <sup>to share</sup> connections with him <sup>to arrange</sup> for a more stable life.

The



promising positions. Now pay attention: who should a vassal bring resources to?

is correct: **only to its overlord.** Sharing the double with other vassals is not only stupid (they will go around at the turn and be the first to report up), but also dangerous: what if they want to dispose of it on their own? This already smacks of treachery!

This is why the same rules of Power apply to other vassals: there can only be one suzerain, and all others are given only the information that they absolutely need to complete their team tasks. The only difference is that, unlike other power groups, you work with other vassals for the same suzerain, and you know who he is. So you need to *it is easier* to compete with other vassals; the power game inside the group is easier and safer than outside.

**Reader.** And I thought that the group has all its own ...

**The theorist.** "Friends" can be people who participate in the game with a positive amount and adhere to the win-win strategy

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For you, only one person can be your own in the power group – your overlord; all the others are your superiors.

*competitors.* This point deserves a separate explanation.

Remember why you joined the power group? For Power, isn't it? How can you gain more Power than you already have? Only by rising to a step in the hierarchy of power.

Recall that this is the strategy "make it so that in the case of

failures partner also had a bad time." Either win together, or die each.

· This can be done in two ways: risky (by changing the overlord) and reliable (wait until Xuzer goes to the promotion, and take his place). We don't consider the rice - forged method yet (this is the next level of the game, which is obviously hopeless for a player of your level). What remains reliable is to do everything possible to help the suzerain in his career and show himself the best successor.

· All other vassals will do the same. But when your joint work is crowned with success, and the overlord has a vacant position, he will only be able to put and not position in this place There can be no win - win relationship between vassals, and there is no joint win in a career game. Helping other vassals means drowning yourself. **Reader.** And if other vassals are not so careerist?

**The theorist.** Are you kidding me? A person came to Power, found a suzerain, passed the test of "shley-fom", passed the rite of passage- *and not a careerist* .?! Yes, not careerists in Power are eliminated at the distance of a cannon shot! Recall what Voslensky wrote about the Soviet nomenclature:

· "It is well known that careerism is the main psychological trait of all nomenclaturists. Having thus become a sign of nomenclature, *careerism has firmly become an unspoken criterion for selecting nomenclature cadres*" [Voslensky, 2005, p. 127].

· Why is careerism so obligatory for a vassal? For the same reason that vassals usually choose "implicit favorites", people who do not shine special

talents. The vassal should be beholden to the suzerain, feel deeply grateful to him (for being appointed to some position), and place all his hopes on him (for an even higher appointment). And if the vassal is not a careerist, then what gratitude and what hopes can we talk about? To such a person, the suzerain can give nothing<sup>60</sup>, and therefore, his "loyalty" is nothing more than

is an empty sound. Such a "vassal" will have some new hobby-and remember what his name was. So if a person has already fallen into Power, you can not be angry— this is a wolf ready to bite anyone for the sake of a career.

But let me repeat that you are still in a hothouse environment within the group. At least you know your competitors. The choice of who to appoint as a successor (and promote to new positions), your liege lord is limited to the circle of his vassals. He has no other equally trustworthy people. Therefore, you don't need to be the best,

*but you just need to be better than other*

Or just substitute one of them just before the personnel changes.

Of course, other vassals treat you in the same way and will not miss the opportunity to whisper in the ear of the overlord about your shortcomings. So the relations within the team are hothouse, but professional. Exactly-

<sup>60</sup> "And it can't even punish you properly – a "wolf ticket" to the government pleasures only for a careerist.

<sup>61</sup> The problem of the "short bench" is not accidental.

is often mentioned in conversations about Power. It is doubly dangerous to appoint an outsider to a responsible position.

but-okay, if it's a non-system character, what if it turns out to be a vassal of a rival overlord?!

As a Practitioner puts it, "nothing personal".

Now let's get out of the sandbox and find out how a vassal should behave outside of his narrow circle.

**A practitioner.** Case two. **Interaction with the suzerain of your suzerain**

(or an even higher chief up the political branch of your suzerain). An extremely dangerous situation for a vassal. Ideally, you should report to the suzerain that you are invited to such a meeting and, as a result, what was discussed there. You must stop the suzerain's fears that his own suzerain has decided to put you in his place at all costs. Otherwise, you can stay without the resource: the suzerain immediately takes it from you and generally begins to "scold" you in every possible way. I have personally experienced this situation a couple of times – it is extremely unpleasant and fraught with numerous complications and problems.

I note that this situation should not be confused with another one where your overlord is the supervisor of your formal boss (within the management team). I had this situation and it created some problems, but not the most severe ones, since your fate still depends on the overlord. In my case, the suzerain (deputy minister) "transferred" me as a vassal (that is, I had a change of suzerain) to his colleague (another deputy), with whom he was part of the same group, and he immediately "raised" me to a position equivalent to as my former formal supervisor (i.e., as the head of a department). At the same time, the former boss's opinion was not asked, he was not even

informed, but  
since this happened in *the management* — and not in the office of the head of the

command hierarchy, no one  
had any complaints.

· If, after all, the suzerain of your suzerain begins  
to have some "special" feelings for you (that is, he wants  
to either transfer you to his vassals, that is, raise you to the  
level of your current suzerain, or even  
put you in his place), then you need to very accurately  
build your relationship with one, and with another. It is  
quite possible that the suzerain of the suzerain  
**simply "breeds" you,** based on some of its own  
considerations. Ideally - one should not be provoked

and stupidly explain to the "big" suzerain that until you  
are directly and explicitly offered a "vassal" contract, you  
will behave like a vassal of the old suzerain, fully  
fulfilling all obligations to him. But all the same,  
despite all the delicacy and diplomacy, the  
former vassal's transfer to the level of his suzerain (that is  
, his transfer to the direct vassalage  
of a higher suzerain) is considered  
extremely painful by the old suzerain.

· **The theorist.** Over-the-top contacts with your employer are particularly  
dangerous because they give you false hope of speeding up your career.

There are several examples in history (millions of  
times the opposite), when a vassal who started from the very bottom  
rises to the very top in a short time  
, literally walking on the heads of his overlords

· "Ideally" here and everywhere means that it is not absolute.

TP is not a rule, but the  
direction in which to look for  
the right solution in a particular  
situation.

In addition to the

nov. Such examples (due to their rarity)

and is often taken as a  
role model. With a clear result-the roads of Power  
are strewn with the bones of those who stumbled.

„The same principle applies in Government  
as in other professions: talented people abide by the rules,  
brilliant people break them. Now, the rule is not  
to jump over the suzerain's head. If you are a genius of Power,  
you can safely break this rule (and all the others); but  
then you will not need our book either. And if you're just  
talented, then please follow the rules.

„**A practitioner.** Here we can also add that in addition  
to the basic rules, there are also less important ones, sometimes  
existing only within fairly narrow groups. And  
among them, too, there are some that should not be violated. And  
there are some that  
need to be broken because they  
are designed to test young neophytes  
, whether they can think, whether they feel the subtleties  
of team relationships. But back to  
the basic rules.

„is the third case. **Interaction with representatives  
of other groups.** You cannot objectively  
know what kind of relationships your suzerain  
(or even his overlords) have with these commands, for  
this reason, you must strictly follow the instructions  
of the overlord. If no instructions are made, then the behavior  
is the same as in the first case, i.e. acute concu-

„<sup>63</sup> „Remember, in Dostoevsky: "Who  
doesn't want to become Napoleon in Russia now?" Everyone wanted to, but  
Napoleon  
didn't appear among Dostoevsky's contemporaries.

rent. At the same time, a small setup and teasing is not considered a crime, and any help and generally benevolent attitude should be considered a gift of fate and very much cherish it.

**iv The theorist.** <sup>iii</sup> Getting used to competitive relationships within your group (and feeling that others treat you the same way) makes it much easier to interact with everyone else. Working with players from other groups, and even more so with non-system characters, is in some ways calmer, because they are not your direct competitors. The setups and problems they create for you, at least, are not directed at you personally, and the help comes "from the heart" and may well develop into a mutually beneficial relationship.

<sup>ii</sup> But at the same time, we must not forget that without having anything against you personally, outside players <sup>i</sup> *as a whole team* <sup>iii</sup> are playing against your overlord (and your entire team). Therefore, friendship is friendship, and tobacco is apart: actions that are beneficial for you personally, but cause damage to your team, are not "help" at all, but direct aggression, and should be strictly suppressed. So the general rules – no information beyond what is necessary and no resources other than those specifically allocated by the overlord – remain in force.

**iv A practitioner.** Case four. <sup>iii</sup> **Interaction with obviously higher-ranking people,** but at the same time they are not included in your "suze - renov vertical". There can only be one option – stay out of it and watch and learn whenever possible. Any attempt to do something can be very expensive, and it should not even be allowed in your thoughts, since you have <sup>i</sup> *can't*

*there should be no information T on the basis of which you can make assumptions about which behavior is correct and which is not.*

<sup>10</sup> **The theorist.** <sup>1177</sup> Pay attention to the italicized words. We will see again and again that information about who is who and how to behave with whom is almost the main "currency" of power relations. If you don't know who you are dealing with, follow the basic rules; if you guess that you are dealing with a higher - ranking person, don't do anything at all (!).

<sup>12</sup> In chess, there is a term called zugzwang, which means a position in which <sup>13</sup> any <sup>14</sup> move leads to a loss-risus; so that's where you are when you run into your superiors. But unlike chess, you are in Power <sup>15</sup> can <sup>16</sup> not make any move. Take advantage of this opportunity.

<sup>17</sup> **A practitioner.** Case five. <sup>18</sup> **Interaction with a leader who is not a member of your group.**

<sup>19</sup> This is a very frequent situation that directly follows from the existence of two hierarchies: the duty hierarchy and the command hierarchy. If they are the same in the organization (your boss is your overlord), then the fifth case does not arise. What if it doesn't? If your supervisor, for whom you were a deputy, sent you to the current ministry, to a position with a promotion (for example, you were the deputy head of a department in the Ministry of Finance, and became the head of a department in Mineconomiki)?

<sup>20</sup> This situation is quite common. For example, <sup>21</sup> the head of one of the power groups ( <sup>22</sup> who, conditionally, holds the position of deputy head of the Presidential Administration, let's call him "X") takes control of the " top " political showdown



Ministry of Economy. Well, for example, the president calls him to a "closed" meeting, at which everyone comes to the conclusion that the ministry "does not pull". You can, of course, appoint a new minister, but people of relevant knowledge are not included in the "top" leadership, and how to choose the appropriate person so that a new "bear in the voivodeship" does not turn out is not very clear. And everyone comes to a certain consensus: Vaughn, X, "figure it out there", in a few months we will raise the issue of "personnel strengthening" of the ministry.

.X doesn't understand anything about economics or the complex hierarchy of potential ministers. One is good as a specialist, but a weak administrator. Another poor specialist, an excellent organizer, but completely incompetent. The third person is extremely capable, a brilliant self-PR person, but only in economics he does not understand anything. And all this needs to be understood, and it is "your" person who must understand it, because he must not only understand the internal hierarchy, but also understand how it combines with "team" interests. And he calls X one of his vassals, who, in his opinion, is the best versed in economics and who is just the head of a department in the Ministry of Finance, and starts a discussion with him like this:

.-Well, who is their who, the managers-economists?

.-And fuck them he knows. I'm not an economist, I'm a financial system.

.-Well, for example," A " you know?

.-Well, I know. A classmate of mine who worked with him says that he is a talker who doesn't know the economy.

,-A "B"?

,-Oh, this one might be able to figure it out. But my classmate, Nick, who works "under him", says that he is "key-dala".

,-Well, okay, but if I send you to the Ministry of Economy, will you figure it out?

,- And for what position?

,-Well, there are no vacancies for deputy ministers there now, so for now head of the department.

,-"No, I'm not thirsty. Everything is fine here, everything is "captured", and there the minister is our political opponent, his deputies are also idiots. Why waste your nerves? But I have a deputy, quite a competent "boy", let's send him as the head of the department to the Ministry of Energy. Let him suffer – as a payment for service growth.

,- Is it adequate? I mean, will he understand what needs to be evaluated and how?

,-Yes, quite.

,-And this "boy" is called to his formal superior (and at the same time suzerain), and he says to him: "There is an opinion that you will soon go to Minek. The tasks before you are such and such, if they offend you, complain to me. Go ahead." And he goes to the Ministry of Energy, and there, after the first reorganization, he becomes a deputy minister (a political decision was made!), that is, according to the formal official rating, he is higher than his overlord.

,-So, the main rule here is that **team**

**rating is more important than professional rating.** Most always. And if you are good at fulfilling your "team" obligations, then even a rather poor professional performance in such a situation (i.e., when your immediate supervisor is not a member of the same group as you) can lead to serious problems.

get away with it, because all attempts to fire you are blocked at the political level. Moreover, this mechanism is often used by incompetent officials to save their jobs. They simply give their overlord the impression that they are working under constant political pressure, and the latter, using political connections and appealing to their own connections within the "political vertical", begins to defend their vassal in spite of the real situation.

„The relationship with your immediate superior, who is not your overlord and is not directly part of your vertical, is thus determined by two factors. First: you perform your duties as best you can or as you want (sometimes it is useful to make a professional career, sometimes it doesn't matter), but at the same time you "leak" all more or less worthwhile information to your group ( directly to the overlord, or to whom he will tell).

„Second: you don't owe anything to your professional boss and he must "pass" it at the first request of his overlord. But, again, nothing personal, it is not you who are doing him a dirty trick, but your group-his group.

„**is a theorist.** „Of course, these five options do not exclude all possible situations encountered in power games. But, first of all, they are still the most ones, and secondly, you can learn general rules from their examples that allow you to build your behavior in other, more complex cases. These basic rules – "no information, no resources other than necessary" - need to be learned not only by heart, but also driven into yourself at the level of reflexes. In power, as well as in a large

difficul

There is no thief, there are no trifles: any word or action is a move in the game that can no longer be taken back.

<sup>iv</sup> **A practitioner.** The most difficult thing when communicating with other people who are clearly eager to go somewhere is to understand whether they are part of some power groups or are a useless train, and if they are part of them, then in what groups and at what level. It is for this reason that officials and politicians are constantly looking for mutual acquaintances, understand the intricacies of their acquaintances' personnel movements, and still try to figure out who moved them and where. At the same time, this information should also be submitted to its own grouping, so that they also build competent graphs – who, where and from-where? And it is not terrible even if the information received is false: the very direction in which your companion wanted to lead you can tell a more experienced member of your group a lot about the "game" that is currently being played.

For the same reason, it is a prerequisite for any meeting with a non – trivial person to learn everything you can about them. Several times I found myself in a funny situation, which we have already described: as part of my consulting business, I was taken out to some characters who did not know me at all. And in the process of demonstrating their "coolness", they not only gave me real information about their overlords, but also told me a lot of extremely dangerous information for them. Simply because they didn't understand that I was much higher in the hierarchy than even their overlords, and it was dangerous for me to say anything at all.

<sup>v</sup> **The theorist.** <sup>vi</sup> Therefore, the main rule of conversations in Power was and still is: "If you don't know what to say, keep quiet!"

happens to even the greatest people when they **break the rules of Power.**

### **3. Vassal Error**

#### **Apple, 1985: Jobs vs. Scully**

As all Apple fans are well aware, on May 24, 1985, by John Scully's decision, Steve Jobs was finally removed from the position of head

of the *Macintosh*, and a few months later completely left Apple, setting up his own company NeXT. At the time of his retirement, Jobs was not only the founder of Apple, but also the creator of the iconic personal computer.

John Scully is the main PR figure of the company, but also the largest shareholder and chairman of the board of directors.

Is it possible that a person in such a high position suddenly finds himself completely excluded from business and has to implement his ideas on the side? Impossible! – we would have answered back in April 1985; we can be forgiven for not knowing all the behind-the-scenes intrigues at Apple. But interestingly, this is exactly what Steve Jobs himself thought:

"Thursday, May 23. At a scheduled meeting on Thursday, Jobs told his closest aides about the plan to oust Scully and presented his own plan for reorganizing the company. He also shared his plan with Jay Elliott, the HR manager, who said bluntly that it wouldn't work. Elliott had already tried to win over some of the board members to Jobs' side, but he realized that both they and Apple's top executives were mostly in favor of him.

Scully. *„But Steve was unstoppable...”*

*„[Isaacson,*

*2011].*

Even with Elliot's insider information, Jobs still believed that his charisma and status in the company would allow him to get the right decision from the board of directors. When the true state of affairs became impossible to ignore, Jobs reacted like a very ordinary person, not a man of Power:

*„Back in his office, he gathered his many-year-old supporters from the Macintosh team. Bursting into tears, he said that he would have to leave Apple...” [Isaacson, 2011].*

Let's try to understand how the impossible turned out to be possible. And let's start, as usual, with the main question: what was the power structure at Apple in the 80s? Who was the overlord, who was the vassals, and who was the "non-system element"?

To begin with, Steve Jobs was never the first person at Apple (although he thought he should be). Initially, the company was headed by three people – Jobs, Wozniak and Markkula; Wozniak created the Apple II, Markkula attracted investment and organized the business. Markkula found the company's CEO – his Fairchild colleague Mike Scott - and convinced Jobs to comply. Jobs' role was to turn the product into a candy bar and launch sales.

*„Thanks to the Apple II, the company has moved from Jobs' garage to the forefront of the new industry. Sales skyrocketed from 2,500 computers in 1977 to 210,000 in 1981. But that wasn't enough for Jobs. The success is a perishable product; besides, Steve understood that everyone would always consider the Apple II entirely due to Wozniak ...” [Isaacson, 2011].*

Jobs' own designs (Apple III, Lisa)

They were not as successful as the Apple II (and much later, the iPod), and his personality traits (a desire to control everything, combined with a rare rudeness towards subordinates) led to the fact that the actual owner of the company Markkula in 1980 pushed Jobs away from real power in the company:

*"Finally, Scott and Markkula decided to clean up the mess at Apple; they were very concerned about Jobs' aggressive behavior. In September 1980, they conceived a secret reorganization. The coach was made head of the Lisa development department, and his decisions were not disputed. So Jobs lost control of the computer he named after his daughter. He was also removed from the post of vice President for Research and Development. He turned out to be the chairman of the board of directors without executive powers, that is, he remained an official of Apple, but without leadership rights. Jobs was stung. "I was upset. Markkula left me,*

*he confessed. He and Scotty decided I wasn't qualified to lead development Lisa. I thought too much about it; such neglect offended me" [Isaacson, 2011].*

From that moment on, Jobs had to fight for the power that had just fallen into his hands before. But did Jobs have the resources to become an independent player? Yes, they were. First, his undoubted design talent – in terms of creating "insanely cool computers", he was not equal. Secondly, Jobs was a master of presentations and was ideally suited to the role of the "face of the company", a young genius who surprised the world with his inventions. Third, Jobs, in addition to his phenomenal rudeness, had no less than

fantastic abilities to charm and engage people if he needed to. Here's how Scully's famous recruitment took place in 1983:

"We discussed salary first. "I told T I wanted a million-dollar salary, a million as a bonus when I joined Apple, and another million when I quit if we didn't work

recalls Scully. Jobs replied that everything can be solved. "Even if I have to pay out of my own pocket," he said.

"We'll figure this out, because I've never met a better person than you. I don't think you're a perfect fit for Apple, and our company deserves the best." Steve added that he had never worked under someone he truly respected before, and that he knew Scully had a lot to teach him. As Jobs spoke, he kept his famous unblinking

" 64 " gaze  
fixed on  
him .

" 64 " Familiar technique, isn't it?

<sup>22</sup> Scully was struck by how thick Jobs ' hair was.

<sup>23</sup> Just for form's sake, Scully tried to argue: he suggested that he and Steve might still be friends and that he would periodically give him some advice. Scully later recalled this crucial moment: "Steve put his head down and stared at the floor.

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" 65 In our opinion, even without "reading a person like a book", it is always necessary to it's useful to say something like, " I've never met a better person than you!"



legs. There was an awkward, heavy silence, and then he said something that had been bothering me for a long time: "Do you want to sell sweetened water for the rest of your life, or do you want to try to change the world?" Scully felt as if he 'd been punched in the gut. After that, all that remained was to agree. "Steve was always good

at

getting things done, but he read people like an open book and knew exactly what they, Scully recalled, to say to each

"I'd like the best  
time to have  
months, I felt  
like I couldn't

abandon ,"" , [Isaacson, 2011].

. But it was still 1980, and Jobs was very far from being able to hire a manager on his own. First of all, he needed to regain the lost trust of his overlord, Mike Markkula. There was only one way to do this: create and sell a great new product; Jobs ' charisma no longer worked on Markkula.

So in September 1980, Jobs appeared in the Macintosh project, originally conceived (up to the title) by Jeff Raskin.

By February 1981, Jobs had fully taken over the development team, making good use of his low-level, low-level status (as well as his charisma, which had no negative impact on his lower-level employees)

. Offended, Raskin wrote an angry letter to the company's CEO, Mike Scott, asking him to step down Jobs. However, this time Jobs had all the cards : the project was gaining momentum, some developers were inspired by the plans to "make a dream computer", and most importantly – Raskin was a man

Jobs (who invited him to Apple back in 1976 as a document compiler). As a result , Scott sided with Jobs and appointed him to lead the Macintosh project. So Jobs took his first step to power.

Scott himself took the next step for Jobs. For unknown reasons (there was even talk of a mental illness), on February 25, 1981, he organized a "black Wednesday" at Apple: fired half of the developers of Apple II, the company's main product. He explained his decision as follows (according to one of the employees):

*" We heard about the layoffs and came to meet him in the basement. We went inside and there was Scotty next to a crate of beer. We got a beer, sat down, and Scotty started talking.*

*I remember exactly what he said with an open text : "I've already told you that when I no longer enjoy being an Apple CEO, I will leave.*

*But now I think differently , – , I will fire people until I enjoy being director Said this with a beer can in his hand " [Hertzfeld, 2004].*

From that moment on, Markkula could no longer trust Scott. He was forced to become CEO of the company himself, transferring Scott to deputy. Jobs was also invited to discuss the decision, along with other senior employees , and Markkula's confidence in him was gradually restored.

A little earlier, on December 12, 1980, Apple was transformed into an open joint-stock company, having conducted an initial public offering (IPO). At the end of the trading day, the company's value reached 1,778

billion dollars. Three hundred (!) people-who had sufficient options on Apple shares-became millionaires. The company was now managed by a board of directors elected by the general Meeting of shareholders. These shareholders included both Apple employees and investors (such as Jobs himself, 11%, and Markkula, the first Apple investor, 9%), as well as new purchasers of shares – investment banks and funds (currently Vanguard, State Steel, FMR, and so on – the same ones financial institutions that control most joint-stock companies in the United States).

In fact, the corporatization meant that Markku-la sold the company-and not just to anyone, but to his well-known co-owners. We're talking about Rock Fellers who invested in Apple immediately after Markkula, at the same time as Arthur Rock, as he recalled in 2000:

*"...I thought there was something real about it, and if Mike [Markkula! really serious about this company, I should invest in it. The Rockefellers also made investments at this time. I invested the royal sum – \$60,000. I joined the board of directors, and suddenly, lo and behold! it worked" [Gupta, 2000].*

Who actually considered himself the owner of Apple after the acquisition, you can guess from the following quote(Peter Crisp-member of the Board of directors of Apple from the Rockefeller investment business)

*Crisp described a cocktail party at Rockefeller's for management and bankers in honor of Apple's successful IPO. He said that Rockefeller said the next day that he really enjoyed the party with Jobs and other top Apple executives, but added:*

*"Next year, ask them not to put their  
logos on toilet mirrors* <sup>24</sup> *"" [Weber, 2010].*

Having successfully sold the company, Markkula has fully achieved his goals as a venture investor, and would be happy to transfer control to new owners. Instead, however, he was forced to run the company on his own, since there was not a single person at hand to whom he could trust. We can only guess what kind of negotiations Markkula had with Crisp and Rock (another influential board member), and perhaps with their owners, but they resulted in an intense search for a new CEO "on the open market" (none of the co-owners could present a candidate acceptable to everyone). John Scully, Apple's CEO since 1983, writes about his appointment :

*," I wasn't the first candidate, because Steve wanted to be CEO. He was the first candidate, but the board of directors was not ready to appoint him, as he was only 25-26 years old. They went through and rejected all available high-tech candidates for the CEO position... And ultimately, David Rockefeller, who was an Apple shareholder, said that we should try other industries and hire the best non-high-tech headhunter in the States to do it: Jerry Rocha. He went and hired me. I came here knowing nothing about computers.*

<sup>24</sup> Doesn't it remind you of the anecdote about the goldfish and Black, Latino and white: "So my black brothers are now in Africa and my Latin brothers are in Mexico? Then -a glass of Coke!"

*The idea was that Steve and I would work as partners. He will be the technical director, and I will be the marketing director.*

*...reason I say it was a mistake to hire me as CEO is because Steve always wanted to be CEO" [Sculley, 2010].*

*As you can see, even such qualified overlords as Rock-Feller have a "short bench"*

*. A person who was completely incompetent in the technical field was invited to join the company as a trustee of the owners, and Jobs, who by this time was the only vassal left at Markkula, moved to the second position in the company.*

*In view of this situation, it becomes clear that the efforts that Jobs made to attract Scully to Apple (in Isaacson's book, the corresponding chapter is called "Courtship"), a non-system person who also does not understand the company's products is a ready-made "mattress", except for the fact that the company is not ready to sell its products. with his back, you can steer the whole company, and at a critical moment – substitute and take his place. Of course, such a person had to be charmed and convinced that he was incredibly talented and absolutely necessary for Jobs himself:*

*"Jobs understood that he could turn Scully around as he wanted, strengthening his belief that they were similar. And the more he manipulated it, the more he despised it.*

*Individual members of the Iau team, including Joanna Hoffman, quickly caught on and realized that the inevitable breakup would be violent. "Steve made Scully believe that he was special,*

*" she says.*

*– No one has ever treated him like this before. Of course, he*

*lost his head. Steve projected a whole set of qualities on him that he didn't really have. Jobs charmed Scully, turned his head... "" [Isaacson, 2011].*

And so, partly by his own efforts, partly by a combination of circumstances (which is the only combination that makes him successful in power games), Jobs was one step away from the goal: the second person in the company who can become the first at any time. But as we already know, in fact, "any moment" brought Jobs to the bottom, from where he had to climb out for 12 years.

What was his mistake? Most importantly, he misjudged the company's power structure. Although Markkula and Rok were still on the board of directors, they were no longer working for themselves, but for the new overlord. The same Rockefeller who ordered the right CEO to be selected for Apple – and not to be selected at all to be fired at the first whim of Jobs. Rockefeller's representative on the board of directors was Peter Crisp, whose name is never mentioned in Isaacson's voluminous book; but based on our understanding of power, it was he who decided Jobs.

By manipulating Scully and maintaining a relationship with Markkula, Jobs believed that he was strengthening his position before the overlord. Meanwhile, the real overlord wanted to see Scully as the first vassal – and had no particular reason to change him to Jobs. It wasn't Scully who needed to be charmed, but the man whose bathroom Jobs had once put up advertising stickers in. But Jobs couldn't figure it out on his own in his 30s.

He did not have a textbook on Power at his fingertips.  
The development of events was not long in coming.

„On Scully's first anniversary, in May 1984, Jobs invited him to a gala dinner at Le Mouton Noir, a fine dining restaurant in the hills of southwest Cupertino. To Scully's surprise, Jobs brought together the board of directors, Apple's senior management, and even some investors from the Eastern Coast. Scully recalled that when everyone congratulated him over a cocktail party, " Steve was standing beaming in the background, nodding, with a Cheshire ko - ta smile." Jobs opened the meal with a flattering toast. "My two happiest days

were when the Macintosh was delivered and when John Scully agreed to come to Apple, " he said. It was the best year of my life because I learned so much from John." And then, as a gift to Scully, he showed her a selection of memorable episodes of the year.

In his response, Scully also expressed his joy at the successful collaboration, and at the end he uttered a phrase that was remembered by many people at the table, although for different reasons. "Apple has one leader,

- he said, - is Steve and I." He looked around the room and met the eyes of a grinning Jobs. "It was like we understood each other without words

recalled. But he also noticed the skeptical grins on the faces of Arthur Rock and a few others. They feared that Jobs was taking over. They had hired Scully to control Jobs, and now it was clear that Jobs was taking over.

„Scully was so eager to win Steve's approval that he didn't dare contradict him,"

- recalled later."

[Isaacson, 2011].

Despite the world-famous presentation of the Macintosh on January 24, 1984, its sales soon slowed down (in 1985, they were even lower than in 1984, growth began only in 1986). Several top Apple employees (such as Steve Wozniak and Macintosh software developer Hertzfeld) took the liberty of criticizing Jobs, and he immediately broke up with them. Jobs himself continued his policy of simultaneously courting Scully and criticizing him behind the scenes (apparently planning to blame all the failures on Scully), and soon the first bell rang in his attitude:

*"Disagreements in the company increasingly worried the board of directors, and in early 1985, Arthur Rock and other disgruntled members of the council gave both leaders a stern lecture. They recommended that Scully show more firmness in managing the company, instead of stuffing himself into Jobs' buddies. And Jobs was reminded that his job was to get the Macintosh division up to speed, not to teach other departments how to work. After that, Jobs retired to his office and typed on his Macintosh: 'I won't criticize the rest of the organization, I won't criticize the rest of the organization...'" [Isaac - son, 2011].*

Anyone experienced in Power matters would have guessed by now that Scully's rank was among the masters. Apple is higher, and would focus on raising or at least maintaining its own rank. Instead, Jobs continued his petulant inaction, taking it out on just about anyone. The demotivating effect of Jobs on employees became obvious to the entire management of the company (Jobs could inspire people to do feats,



when he was inspired, but in the spring of 1985  
 , there was nothing to be excited about – after all, Jobs believed that  
 he had created the perfect computer, and that it was not for sale,  
 everyone else was to blame). As a result  
 , Scully had to (probably not without prompting from the owners) directly  
 suggest that Jobs step away from  
 Macintosh ,and  
 focus on advanced development. Jobs  
 said no, because he still believed that  
 he would be a more valuable vassal in an open confrontation with Scully  
 .

*“ At the April 11 board meeting, Scully formally  
 requested Jobs to step down as  
 Macintosh chief executive and focus on developing new  
 products. Then came the most strident and independent member  
 of the council, Arthur Rock. He's already tired of both of them: Scully,  
 who hasn't had the guts to take  
 control in a year, and Jobs, who acts  
 "like an impudent boy." The Council should  
 finally  
 understand ,- , it is necessary to listen to each  
 individual separately" [Isaacson, 2011].*

Although Rock used the phrase "both of us have already done it,"  
 you don't have to be very smart to know that he  
 was ordering Scully to finally take over, and  
 that he was more than clearly hinting to Jobs that his rank  
 was close to zero. The "one - on - one hearing"  
 ended with the board giving Scully carte blanche to  
 take any action against Jobs. In fact, this  
 meant taking Jobs out of the system of power – from  
 a vassal, he turned into a reservist, exiled to  
 minor positions until better times.

From that moment on, Jobs ' fate was sealed, and Apple's ho-  
 zyaeva was solely testing  
 Scully for strength.

Jobs alternated between insisting on Scully's resignation in private conversations, lashing out at meetings, begging for another chance, and finally plotting to take advantage of Scully's business trip to China to raise the issue of Scully's resignation with the board of directors.

At this crucial moment, Scully finally did the right thing (we don't know who his overlord was, but we do know for sure that he finally got over the spirit that day). First, Scully found out about the conspiracy (which means that he had his own vassals who could find out about Jobs' intentions). Second, he immediately canceled the trip and instead showed up for an Apple management meeting (which means he showed sufficient will to power). Third, he was the first person to accuse Jobs of stealing money and bluntly stated that he no longer trusted Jobs. In fact, Scully did what Jobs himself was going to do: he put the "me or him" question squarely, not in front of the board of directors (where carte blanche was already obtained), but in front of Jobs' co-workers. For a man who until recently was completely under the influence of Jobs, this was a huge step forward-up the ladder of power.

Why did Jobs hope for the success of his "conspiracy" until the last day? This is what the Apple board of directors was like in 1985

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<sup>25</sup> Information about the composition of the Board of Directors is taken from the electronic publication: The Men Who Fired Steve Jobs-  
<http://www.thedailybeast.com/galleries/2010/06/05/the-men-who-fired-steve-jobs-where-are-they-now.html#slide1>

1. Mike Markkula (Armas Clifford "Mike" Markkula Jr.— Apple's" business angel "who created the company organizationally, Jobs "'second father", CEO of Apple in 1981-1983 years, "an unquestionable authority for Jobs, " according to Isaacson.

2. Peter O. Crisp-founder of the venture capital firm Venrock, consultant to the Rockefeller family business, the actual owner of Apple.

3. Philip S. Schlein-Napa Valley wine business executive, Jobs ' most loyal supporter on the board of directors.

4. Arthur Rock – "stock father" A Silicon Valley venture capitalist who joined Apple before it was incorporated, one of the first members of the Apple board of directors; like Markkula, he worked side by side with Jobs for many years and was a person whom Jobs trusted.

5. Henry E. Singleton, founder of Teledyne Holding, who worked mainly as its CEO, and had no special interests in Apple.

6. John Sculley, CEO of Apple, hired in 1983, whose voice would not have been considered when choosing between Jobs and Scully.

Jobs only needed three goals to win. He was counting on all of his Schlein – and on his old acquaintances, Markkula and Rock. But in 1985, Apple was already owned by other people, and both Markkula and Rock were already making decisions in their own interests, so Jobs ' hopes did not come true. It took another 12 years of working in the reserve and continuing professional development for Jobs to be invited back to Apple as a vassal. But that's another story.

„Let's summarize. Jobs missed the moment when his overlord Markkula himself became a Rockefeller vassal, leaving Jobs with a much lower status in the company than the one Scully brought in. Attempts to manipulate Scully, not

„result of his

struggles was what such attempts always end up being: the owners decided everything for Scully, and he, as a loyal vassal, carried out their decisions.

„Jobs misdirected his political talents and missed an opportunity to change his overlord (which Markkula would probably have agreed to). Scully, on the other hand, proved his loyalty to the owners during the conflict and served them faithfully until 1993, ensuring a tenfold increase in Apple's sales and market value.

„Who is the good guy and who is the bad guy in this story? Looking from behind the scenes, we understand that both guys were equally not free, and all the decisions in their history were made by the overlord. But of course the word of mouth has shamed Scully and glorified Jobs, leaving Rockefeller in deep shadow. Exactly where he would like to stay.

#### „4. We need the faithful

„**The theorist.** „Let's return from American soil to our native soil. You already know who the people of Power are, how to find „right „how to attract his attention, and how to behave as a mere vassal. From this level of the game, you can still get out without much loss – after all, you have not yet tasted real Power, power over „vassals. But if you follow your overlord's orders perfectly, compete well with your colleagues in the group, and

As you search tirelessly for new resources, one day inevitably comes when the door to real Power opens for you.

Sooner or later, you will have the opportunity to facilitate the appointment of the right person to a good position, or simply answer "yes" to the overlord's question once asked: "Do you have the right person?" And as soon as you decide to promote to the open position of your person - the one who is the best person in the world. If anyone is truly grateful to you, then you will be at the next level of the game. You will not become a suzerain yourself.

**N raktik.** To understand the specifics of the suzerain's activities, it is necessary to remember that he is primarily also a vassal. And as a vassal is obliged, first, someone's to perform the functions assigned to him by his own suzerain. Second, he must fight other vassals of his suzerain for the resources at his disposal as part of his "floor" of the feudal ladder. Third, it must protect the interests of its entire power grouping from encroachments by other groups. Fourth, our suzerain must also perform his or her official duties, especially in cases where they are not subordinate to their suzerain in the professional hierarchy.

**The theorist.** And in addition to all this, the suzerain must also rule (you can not say "manage" or "lead", this will cause incorrect associations) over his vassals. But this is precisely the main work of the suzerain, which we will talk about later. Right now, we want you to understand that

means "to be a man of Power." Unquestioningly follow the instructions of your overlord; constantly compete with other vassals of your own level, prevent the machinations of competing power groups; and still have time to do something at your official workplace. Here and 16 hours a day may not be enough!

... **A practitioner.** Performing all these tasks requires a serious effort from any person. Especially the combination of the first and second: if you hesitate a little—another vassal of your suzerain, who has his own team of vassals working for him, will solve your problem. As soon as this happens, your team ranking and the resources provided by the overlord will be seriously reduced. Therefore \_\_\_\_\_, having qualified and loyal vassals who can take on some of these problems is a vital resource for the suzerain. I understood this very well in one situation in the spring of 1996.

·I, the head of a department in one of the ministries, receive a letter from another ministry, a draft government decree on a certain financial program. A careful study of it shows that the program, with a total volume of approximately \$ 20 billion, was invented not to solve specific problems, but for outright theft, approximately 30-40 % of the total amount of money. At the same time, it will not be useful for the economy, since it is illiterate. I call the head of the relevant department of this ministry and suggest that the resolution be changed, while the benefits for the economy will appear and you can steal no more than 5%.

(also, by the way, quite a lot). The boss brazenly tells me that "everything has been agreed upon at the top" and he is not going to change anything. I write a strongly negative conclusion, which is signed by my immediate superior (the Deputy Minister) and at the same time the suzerain, and it leaves the ministry.

· A few days later, my boss calls me and invites me to his office in an official voice. I walk in and see a stranger sitting at a table who hasn't been introduced to me yet. The supervisor asks why we wrote a negative opinion on the financial program proposal. I, already understanding everything, answer: "You remember, there is pure zhul-nichestvo!" - "

· Yes, "says the boss," I remember. But here is the deputy minister of the ministry that developed this program and he says that we misunderstood."

I reply that I understood everything correctly, and the deputy minister tries to say a few words to me, but it is extremely unconvincing, because although he has read my letter, he has no arguments "on the merits". And he turns to my boss: "God be with him, with the department, you can sign a positive conclusion yourself."

The boss objects that this is absolutely impossible, because with my visa, this is a collective decision of the ministry. And if he personally-then will bear personal responsibility, including criminal. In fact, that's why he called me, so as not to find himself in an ambiguous position when they would make him a dubious offer one-on-one. The visitor leaves.

· And a few days later, the secretaries of our minister (let's call him YA for simplicity's sake) tell me how the minister of the same ministry came to see him.

developed a program (we'll call him Sh.)  
to complain about me and my boss. They had  
a great discussion. To begin with, Sh. I started  
complaining that my subordinates were Ya. they are ruining the "educational"  
program. Well, says I., apparently, not so  
great! Here Sh. makes a speech about the usefulness  
of the financial program developed by his Ministry  
(Ya. my text, signed by his deputy,  
of course, did not read, he has nothing else to do), while  
openly saying that it was approved by the Prime Minister, and  
suggests Ya.  
T Ya, of course, refuses to sign a positive conclusion (agree on the program)  
directly

, as well as his deputy before  
– this will not be a collective decision, but a personal one,  
and he may get into trouble. Sh. then suggested that he  
summon me and order me to sign a positive  
opinion. And then Ya. delivered a wonderful monologue.  
"I have 16 deputies," he said, including the first three.  
And 39 departments. I see some  
deputies only once a week, on RAM,  
and I don't see some department heads for weeks at a time. But  
, the head , department who wrote the negative  
opinion, , I , meetings two or three times a  
day. Its department , fulfills a quarter of all  
government assignments T to the Ministry. , If I  
order him and he refuses, what will I tell him? , Fire him?  
, And who will work? "

, And now let's look at this situation in more  
detail, already *understanding* the system of relations in power  
groups.

At that time, I was a vassal  
of my immediate supervisor, deputy Ya. But he  
didn't play political games, didn't recruit vassals on purpose, and didn't do  
anything about it.



was ready to give me to another sovereign (which he did six months later, as already described above). At the same time, he himself is a vassal of Ya. I came to the ministry as a vassal of Yeltsin directly, but I considered it difficult and troublesome to maintain this connection and gradually became a vassal of the same Deputy Prime Minister as his deputy. That is, from the point of view of power groups, I was on the same level with him, moreover, they had a common suzerain, for whom Ya. was more authoritative, both by virtue of experience and by virtue of formal status.

And here is Sh. he was a member of a completely different power group, sharply (at that time) hostile to the group of the very Deputy Prime Minister who determined the attitude of both Ya. and his deputy to him. Whether the Prime Minister joined their group (being higher than Sh.), or simply concluded a temporary alliance with it - a question to which we no longer know the answer. But this does not prevent us from building a clear and distinct picture that allows us to understand what really happened there.

This paper, which came from the ministry headed by Sh., allowed not only to dramatically increase the resource that is at the disposal of his clan (I do not know who was the "senior" suzerain there), but also to get into the "territory" of the deputy Prime Minister, who was the suzerain of both Ya. and his deputy. Therefore, a priori from the point of view of the struggle of power groups on this paper should have been given *absolutely* is a negative answer. But the topic of this program was extremely important for the Russian economy, so I suggested *adapt* Create a program to make it meaningful.

Reaction of the Sh group. It was sharply negative, meaning that it became clear that the developers of this program did not care about the country's interests at all. And then I shifted my relationship with them *from content - based to purely power*-based, that is, it was about fighting groups. Deputy Sh. I came to see my boss for a very simple reason – he was responsible for a question in his ministry (and, as we will see below, had a personal interest), but he didn't know who my boss was at all (there were representatives of different clans in my ministry at that time). And-I realized that the issue can only be resolved at the level of his own leadership.

*But my boss also understood this, so he took a passive position – there is an order, and he will follow it.*

But Sh., when he came to Ya., had a serious problem-the opinion of the Prime minister. But-expressed unofficially, to which Ya., maybe explicitly (I don't know exactly), or maybe implicitly, replied that the topic of this program itself is under the supervision of the Prime Minister, who, of course, from the point of view of management reports to the prime minister, but from the point of view of the power groups, it is not easy to get its own way.

And here there was only one chance-two ministers to informally agree and resolve the issue, as they say, amicably. And Sh. suggested Ya. options for solving such a question, taking into account the fact that I was replacing Ya. it was necessary to remove it from the question, since he could have reported directly to the Deputy Prime Minister, which would have closed the question forever. At the same time, Sh. most likely knew that Ya. his deputy does not like very much, apparently, they repeatedly clashed with their cousin. And then

Ya. firmly took up the position of defending his power group, clearly explaining that he could ignore his deputy, but me (as his future vassal) for nothing.

**is a theorist.** As in any real example, here you can – and should! - view the operation of several power rules. First of all, the difference between professional and command hierarchies is that a subordinate is not necessarily a vassal of the manager. Further, the relative freedom of vassals in their professional activities: if there is no suzerain command for

a political decision on some operation, it is carried out strictly professionally (you can even think about the real interests of the country!), and no questions arise. Finally, the importance

*„attracting the attention of your superiors: a person who "meets two or three times a day" can expect unexpected support from above.*

**Practices.** A few more points. First, my immediate supervisor. He needed me in order to fulfill his official functions

not receive any "political" instructions from his supervisor on the issue under discussion and, consequently, until a certain time, limited himself to a purely professional assessment of this program. So, he instructs me to answer the letter, meaning that I will not let him down. After it became clear that

Here you need to further explain one subtle point.

In general, vassals are necessary for the suzerain to solve political, not professional tasks. However, in those organizations where a position means a lot, high-quality performance of professional duties is also important

a significant resource, you will not cope well with the current work (sign bad documents), rather you will leave it. Here, a well-performing subordinate is sometimes more valuable than a third-party vassal who gives fragmentary information. Therefore, vassals can be divided into two types – "direct subordinates" and "political appointees". The former require high professional qualifications, and this is a real way for smart people to get into Power. Another question is that they get there quite accidentally, without understanding the laws of Power, just for great personal merits, which causes additional problems.

domstvo Sh. in the person of the deputy Minister began to resent, my boss proceeds from the following positions. First, Sh., like his deputy, is an "alien" power group, and it is not worth defending it just like that. Secondly, it is also not worth doing this simply "out of kindness", since the program is highly controversial and can bring a lot of trouble. Further, he covers for me, not negotiating behind my back, but invites me to a meeting. I, in turn, spare him the need to describe to a representative of another ministry why he is a pest, and I say it myself. In addition, I help him out with my presence from an unpleasant conversation related to the offer of a bribe.

Second, I. He is interested in me, and his own mixer is relatively interesting (he will leave in a few months anyway). It is for this reason that I he turns the conversation from Sh. to me, not to my boss. Ya covers for me, moreover, he directly says that he will not let you touch me. If he had decided otherwise, he would have called me (without Sh.) and asked me to find arguments why the letter should be signed (as my other supervisor did several times in similar situations; a couple of times I did

agreed, explained to him several times why this should not be done, and then he agreed).

At the same time, Y. emphasized why he could not force me, and in the form that Sh. clear: a person who "closes" such a large amount of work is not just valuable, he is almost certainly *a member* *and* should not be touched. The topic is closed. Note that Sh. he didn't even ask me to summon my superior: he understands that the latter, not being a vassal of Ya, is not obliged to carry out those orders of his that clearly go beyond the scope of official duties.

And now for the fun part. Almost 20 years later, I met Sh. and reminded him of this story, after which it turned out that the real picture was *even* *more complicated*. He told me that the program itself was not his project, but the project of his deputy, but his own overlord asked him to help him "push" it through the government. In other words, the substitute Sh. was not his vassal, and the program he was moving was generally passing him by! Accordingly, Sh. did what he considered the minimum necessary in order to report to his own overlord, and, at the same time, to find out who plays what role in the current ministry.

**is a theorist.** As you can see, the value is not even a vassal, but *of a potential* vassal for Ya. it turned out to be high enough to "cover" it from a direct attack by a competing group. So vassals for the suzerain are not a luxury at all, but a real resource. A resource that it creates and controls itself. "The king is played by his retinue"; it is no exaggeration to say that Suzerain is "worth" exactly as much as his vassals are worth.

„**A practitioner.** So, the main rule for suzerains.  
Any member of a power group must recruit  
his vassals to help him solve his  
problems.

„**is a theorist.** “ It seems to me that this rule needs to be repeated  
and repeated again. For two sections  
, we talked about Power as a highly competitive  
environment, where "man to man – man of power". The  
reader may have had the impression that  
there is no room for mutually beneficial relations within the Government  
, but there is complete deception and intrigue...

„**Reader.** “ Your lie! I read  
the text carefully, and I remember that the relationship between the vassal and the  
xiu-  
grain is almost family, and besides, they are, as you  
say, win-win – "if anything, we will answer together".  
„But then you didn't say anything about the relationship between the vassal  
and the xiu!"  
grain they wrote!

„**is a theorist.** “ Yes, it is. But we are already improving. You  
've just learned one of the most obscure secrets  
of Power: suzerains need vassals. It may  
be even more necessary than candidates for vassals to be initiated into  
Power. Only with his vassals is the suzerain in  
a mutually beneficial relationship, only with them can  
he relax a little and only entrust them with the implementation  
of his political plans. Outside and above  
, outside factions are fighting for Power, below  
, the vassals themselves are squabbling for Power, and only two people – the  
overlord and  
the vassal-can trust each other in this eternal  
war. Agree, there is something majestic about this.

„So in Power, in addition to lies and intrigues, there is quite a  
place for high relationships and real friendship (with the  
only difference that in this friendship it is always known exactly what kind of  
relationship you are in).

who is the suzerain and who is the vassal). The intoxicating feeling of "we are together" is particularly acute here, because it is based on real experience of joint "combat operations".

And now we will reduce the pathos and return to the dry facts.

The ability to select vassals distinguished all the great statesmen ("Napoleon's marshals", "nestlings of Petrov's nest"); the most prominent ones

put this matter on a firm organizational basis:

"Stanin's Western biographers repeatedly made a counterposition that gradually became commonplace

: Trotsky, Bukharin, Zinoviev and others with their curiosity and admiration for their own eloquence

and the clumsy plebeian Stalin, who works silently and stubbornly in the party secretariat.

The situation may have looked like this. But the

main thing was not in this external conflict.  
**the essence of the work that Stalin did. Some wits called him then "comrade**

**Kartotekov".**

Indeed, he and his co-

workers

were constantly

executive cards

. "Ka

dra solve

everything he will later formulate his setup.

These images he carefully studied, sifted through the sieve of his interests and calculations, placed them at various levels of nomenclature, like a composer of notes on a musical ruler, so that the symphony he needed would appear.

It is said

that

from the first half of the 1920s, Stalin kept a file on the people who were most interested in him for one reason or another, and did not [Voslensky, 2005, p.85].  
even allow his secretary T " T " to access it

„Later  
, other Soviet leaders firmly adopted Stalin's traditions. Baigushev in his  
" Party Intelligence "vividly describes the catastrophe that  
broke out in Brezhnev's entourage after  
Suslov's sudden death:

„January 25, 1982

stroke." Until

then, he had been perfectly alert. And even to the "stroke"...  
Wow, I got ready. As if he knew what was going to fuck him,  
he cleaned out his safes beforehand. And finally  
, he made a secret gesture to everyone – he took with him to the grave the entire  
shadow structure

of Brezhnev's party counterintelligence, designed as a counter-propaganda,  
merged with

it and masked by it, as if dissolved in

it. Many prominent and not the most prominent politicians after  
Suslov's death were "at large". Just as in

the case of the krestny law: the master died, left a will-all his  
serfs receive their freedom. Chernenko rushed

to occupy Suslov's office, immediately moved out, but

the safes and cabinets in Suslov's office were empty

. Chernenko's assistant Viktor Vasilyevich

Pribytkov writes:

„ In „Central Committee of the CPSU, there was an  
rule – after the death of any secretary of the Central Committee, his  
archive

was necessarily withdrawn, analyzed and  
placed after sorting in a top - secret section.

Such archives remained with almost everyone  
has more, who has less. Mikoyan's archive was no  
less than three huge trucks, which is why Mi-koyan  
was not sunk. The only exception

was – „, the main ideologist of the party, Mikhail Andreevich  
Suslov, after whom no

archives were found." Even the "special importance special folder  
- (top-secret documentation) disappeared. All dossiers



*Suslova disappeared, dissolved like the gold of parthia into hellish nothingness. So far, it hasn't surfaced anywhere. So it really is lost forever.*

*„This was the second powerful stroke of fate (Andropov?) by Brezhnev. Of course , Brezhnev and Chernenko remembered someone, and ~~some~~ urgently summoned. But*

*2007, pp. 177-178].*

“T was never able to restore the secret structure

*in Baigushev, himself*

However, power groups of the same scale as those of Stalin, Suslov, and Mikoyan really demand an archivist -few people are able to keep in mind the career histories of hundreds of their vassals. The assumption that this archive can *be used quickly* of a group that has lost its suzerain, we will leave it to Baigushev's conscience: the vassal oath is taken to the suzerain, not to his archive. The loss of the archive was a disaster for another reason: After that, it became completely impossible to determine who was actually Suslov's vassal in the waiting room, and who had come to ingratiate themselves with a rival power group.

„In American management (at least in the middle of the last century, when Mills wrote his " Ruling elite"), the ability to conduct business by hiring suitable people (well, we understand that "hiring" can be done not only for money), was generally considered a kind of "good job".pass" to the management elite. Here is what Mills writes about top managers of American corporations who have

*special abilities:*

*"The' administrative ability' of these people consists in part in the fact that they are aware of their own inability and know where to find people*

with the appropriate abilities and where to get the money to pay for it "[Mills, 1959, chapter 6].

„The same principle guided the Soviet nomenclature

” 69 ” :

” 69 ” We constantly give examples "from two worlds", because we consider it important to demonstrate: laws and

” Practice shows: work begins where the nomenclature ends. Of course, there are exceptions to this rule, I have seen them before, but in general, this is exactly the case: where there is nomenclature, there is leadership, and the non-nomenclature apparatus works ” [Voslensky, 2005, p. 507].

„The hallmark of a good overlord is the ability to find someone who can solve a problem instead of solving it on their own. The point is not only that the "ability to find a person" works for any tasks, but the ability to solve them independently - only for those in which the overlord himself understands. The main reason why the "find a person" rule should always be the focus of the overlord's attention is the enormous amount of work in Power that he has to perform. It is not possible to do all this alone, and therefore we do not even need to try.

You need to acquire vassals and shift the work to them.

„ **A practitioner.** When attracting new vassals, certain rules must be observed. They may seem obvious, but that doesn't make them any less important. First of all, you need to look at personal qualities

The rules of Power are the same everywhere. People who have visited the USSR remember how, when watching the film "Seventeen Moments of Spring", relations within the Abwehr and the Gestapo were surprisingly similar to relations in Soviet structures (be it the police or the Komsomol), and to the mores of Western special services described in foreign detective stories. And all because humanity does not know how to do it any other way yet!

potential vassals. First: , willingness to perform the vassal oath. ·In particular, to be loyal to the suzerain and his entire power group. Treason is one of the most serious misdemeanors that a person in Power can commit. For this reason, the suzerain must always check on his vassals. Give them tricky tasks, "substitute" for the potential possibilities of betrayal, and so on. They need to be especially carefully checked before being "brought out", that is, when the suzerain begins to present his vassals to his own suzerain for general command tasks.

<sup>70</sup> **The theorist.** <sup>71</sup> ·In ancient times, when Power and Government were not yet separated and serving the Suzerain was the only source of livelihood, vassalage was considered the highest virtue <sup>70</sup> · These days, when most of the

people earn a living by working for hire, you-greasy loyalty is perceived as an anachronism. Salary in exchange for performance of official duties – this is the code of honor of a modern person. Few modern people are brought up from the age of children in the same atmosphere of intolerance to betrayal as the people of the Middle Ages. Can be shown,

So securing the loyalty of vassals  
is much harder today than in the good old days.

„However, you need to understand that stories about the glorious

70 The ideal of a loyal vassal is equally popular in

European

(“courtly romances”) and Asian (“co - dex  
bushido”) cultures medieval cultures, and this is not an accident, but  
a reflection of laws Powers that are the same for all  
of humanity.

the past is nothing more than a legend. Vassalage  
would hardly have been so highly valued and celebrated in song if it had been  
widespread. In the second part of this book  
, we will see some impressive examples  
of crimes committed during these “blessed” Middle Ages.  
The suzerains of the past lived in constant fear of conspiracy  
among their own vassals and  
sometimes resorted to very harsh methods to test their loyalty:

„Khosrow II, the treacherous and powerful Shah  
of Iran in the seventh century, had many ways to find out the full  
background of his subjects without arousing  
suspicion. If, for example, he noticed that two of his  
courtiers were friendly, he would recall one of them to the party  
and inform them that he knew that the other friend

ad T

- was a traitor and would soon be executed. The Shah told the  
courtier that he trusted him more than anyone else, and that  
he should keep this secret. Then he watched them  
both carefully. If it was found that the behavior  
of the second person did not change in any way, he concluded  
that the first courtier kept the secret. Then he  
promoted him in the ranks, and later made a confession:

„I wanted to kill your friend because I was told something  
about him, but after checking the denunciation, I was convinced that he

was false." If, on the other hand, the second courtier began to avoid the Shah, to keep a low profile, it became clear to Khosrow that his secret was revealed. Then the second courtier was banished, telling him that everything was just a test that he had failed, and that although he had done nothing wrong, he

was no longer trusted.

The first courtier who revealed the secret was sent out of the country by Khosrov" [Green, 2003, p. 157].

By the twentieth century, morals had softened a little, but vassal checks were still mandatory for serious players. An impressive example (fictional, but most likely "based on real events")

Viktor Suvorov points this out. The suzerain (a certain Lieutenant Colonel Kravtsov) gives to his vassal (Suvorov) secret assignment: write a nationalist slogan on the wall of the Chisinau Pedagogical Institute in the Moldovan language (which Suvorov does not know). The goal is to bring down the chairman of the KGB, allegedly an enemy of the Kravtsov group. Suvorov completes the task, after which the following conversation occurs:

- "...what you wrote on the wall will not benefit anyone  
 no real harm done.      - The text was completely neutral.  
 - Why did I write it on the wall?  
 - So I could be sure of you.  
 - I wasn't under surveillance all the time?  
 - Almost all the time. I knew your route roughly, and  
 the final      -point      -even more so. Throw a dozen diver-  
 santas to control      - andalmost every      -step you take is  
 blocked. Of course, even the controllers don't know what  
 they're doing... When a person is stressed,  
 the      -come...      to his head. It  
 should be controlled. So I was controlling you.

„Why did you tell me that I was under your  
 T- „control ?  
 „ *I don't want you to  
 have any more bad ideas. " I will entrust you with such tasks sometimes, but  
 "you'll never be sure if you  
 're taking a deadly risk or if I'm just testing you"*  
 [Suvorov, 2002].

„So the principle of "trust but verify" is mandatory  
 for overlords of all time. In our commercial age  
 , banal provocations are most common, such  
 as offering a bribe or extracting seemingly  
 secret, but confidential information in a  
 casual conversation

71. Such checks allow you to quickly  
 filters out disloyal candidates, but requires at  
 least one vassal with skills in such  
 espionage activities (in corporations, this is done  
 by security services with their own agents). Nevertheless  
 , attempts to "save" on checks lead, if  
 not to a quick, but inevitable crash: innate  
 vassal loyalty among people is very rare.

**„Practices.** „ Another serious point of hardware  
 ethics: if it becomes known that your vassal has begun  
 to establish a "special" relationship with some other  
 suzerain, then there can be only one reaction: a  
 firm demand to publicly decide and completely  
 break off relations with either one or the other.

Violation of this principle is punished not only by  
 too "brisk" vassals, but also by insufficiently  
 principled suzerains

72 .  
 1999

<sup>71</sup> Robert Greene, in his "48 Laws of Power," repeatedly wrote:

<sup>72</sup>

mentions Talleyrand as a master of eliciting secrets in casual conversation, and describes several typical techniques ("frankness in exchange for ~~from~~ frankness", "assumptions presented as facts", etc.) that he used.

<sup>72</sup> "Suzerains are punished, of course, not by vassals, but by suzerains

· <sup>73</sup> **The theorist.** <sup>74</sup> It is fine if a vassal "runs" to a higher or horizontal suzerain

of his group; but if he started working for a suzerain from a group of competitors, this is an emergency situation that requires an immediate response. Failure to comply with this rule ruined one of the best power players in the history of mankind – Napoleon Bonaparte.

<sup>27</sup> By the beginning of 1809, Napoleon's empire was at its peak <sup>75</sup> <sup>73</sup> ", and to anyone in the emperor's position, it would seem that nothing is impossible for him . Nevertheless, after receiving a letter from Paris to Marshal Murat, King of Naples, intercepted by intelligence in January 1809, Napoleon immediately left the army that was fighting in Spain and hurried to Paris. The letter reported that on December 20 , 1808, Fouché, the Minister of Police, visited Talleyrand, the retired Minister of Foreign Affairs (which in itself was suspicious, since both politicians were considered

the sons of these suzerains.

<sup>73</sup> It included, in addition to France, Spain, Italy, Germany

, Holland, and Poland, and the Peace of Tilsit was concluded with Russia . Only Austria and Britain remained unconquered.

enemies). They had a conversation about who should be elevated to the throne in the event of Napoleon's sudden death, and Murat was suggested to take this place [Nechaev, 2013, p. 184].

Such conversations between high-ranking vassals (Talleyrand, although he resigned as minister, but remained in Napoleon's "team", in particular, participated in the Erfurt negotiations with the Russian Emperor Alexander I in September 1808) are in themselves a very unpleasant signal for

it is not surprising, what Napoleon reacted to

the suzer  
and

received the signal by throwing a tantrum:

*"The emperor literally attacked Talleyrand with his fists. „You are a thief, a scoundrel, a dishonorable man! – Stop it! " he shouted furiously. – You don't believe in God, you have violated all your duties all your life, you have deceived everyone, you have betrayed everyone, nothing is sacred to you, you would sell out your own father!" I have showered you with benefits, and yet you are capable of anything against me! For the last ten months, just because you falsely assume that my affairs in Spain are going badly, you have the effrontery to tell anyone who will listen that you have always reproached my enterprise in this kingdom, when it was you who gave me the first idea of it and persistently pushed me! And this man, this wretch?*

75 Who led me away-

*mil about his whereabouts? Who instigated me to deal harshly with him? What are your projects? What do you want? What do you hope for? Dare you tell me that! You deserve me to break you,*



74 "Do you remember that vassal and suzerain are supposed to be bound by the win-win relationship, that is, "if I fall, then you will not win"? Here, vassals discuss how to win without a suzerain. In fact, this is treason.

75 Refers to the Duc d'Enghien, who was abducted and murdered

in March 1804 on Napoleon's orders (out of fear of a possible conspiracy); it was about this episode that the phrase "This is more than a crime, this is a mistake" was said (and later attributed to Fouché and Talleyrand).  
*Like glass, and I have the power to do it, but I despise you too much to take the trouble! Why haven't I hung you from the bars of the Karoo Village Square yet? But there is, there is still enough time for this! You are filth in silk stockings!"»*  
[Tarle, 1959].

However, hysteria in the affairs of Power is a bad helper. Instead of publicly berating Talleyrand, Napoleon should have asked himself a few simple questions. Why did his closest colleague suddenly start telling "anyone who wants to hear" that he does not support the policy of his

achieve with these conversations? Why

overlord? 76  
What does he

Fouché, an old enemy of Talleyrand, is the first to cross the threshold of Talleyrand's house, and only a few hours later comes out with Talleyrand's consent to participate in a near-conspiracy? Why does Talleyrand have such confidence in his recent opponent? Does Fouché have some trick up his sleeve, some compromising material? After all, he has an army of informants working for him! Finally, the main question, which is the answer to all the previous ones: has our Talleyrand defected to the side, has he found himself another suzerain?

.If Napoleon had asked himself these questions and made some effort to find answers, he might well have found out that Talleyrand had been working FP 77 PF for the Russian emperor for several months (since the Erfurt meeting) and even had a position in Russian intelligence.

<sup>76</sup> This is only permissible if the suzerainty is explicitly instructed by <sup>77</sup> to pretend to be a rebel, but Napoleon certainly did not give such an order.

<sup>77</sup> 77 »Literally: for money!  
operational alias Anna Ivanovna.  
Napoleon's hysteria, which ended in virtually nothing, allowed Talleyrand to maintain his position in society, and therefore the ability to extract information, up to the location of the troops. If Napoleon had been able to show a principled attitude and physically eliminate Tauran (like the once much more innocent and perhaps less dangerous Duke of Enghien), he might well have died  
before the emperor.

<sup>78</sup> **The reader.** <sup>79</sup> To hear you talk, you know more about Power than Napoleon. It seems to me that he had some reason not to send Talleyrand to the scaffold.

<sup>79</sup> **The theorist.** <sup>80</sup> Of course, there were. Talleyrand served Napoleon for about ten years, and proved to be an excellent worker (from his appearance, which impressed even kings, to his knowledge of European affairs). Perhaps Napoleon was sorry to lose such a person altogether. But the team rating is not just higher than the professional one. Government regulations, like safety instructions, are written in blood. Here's why

a vassal's loyalty should always come first, and his business qualities should always come second.

iv **A practitioner.** The second requirement for a vassal: **this person must always be useful for work.**

There are exceptions – for example, a very influential person asked to attach "their" person (for example, a relative). Then there is no direct benefit from such a vassal

vii 78 Like Cromwell, Franco, Stalin, and other more successful gamblers.

it may not be, but it is indirect (you can use his connections or directly contact an influential person). The benefits can be different: there are creative vassals, there are diligent performers, there are well-known specialists, and so on.

· The suzerain must always keep his vassals in a state of "competition" with each other. Both to keep them "on their toes" and to keep an eye on each other to minimize the likelihood of betrayal.

iv **The theorist.** As you can see, the proverb "one tank is no tanks" is also quite true for the Vassals. Their team begins to work successfully when there are several vassals and each of them can be assigned the most appropriate area of work for their talents. But as soon as such a command becomes useful to the overlord, it becomes his own.

· *resource* and begins to require an appropriate attitude.

iv **A practitioner.** The overlord must **protect your vassals** (all) **and promote as** those of them who prove their benefit to the overlord and the entire family.

of the power group. If \_\_\_\_\_, 's suzerain \_\_\_\_\_, starts ignoring the vassal and stops covering for him, this gives the vassal the right to seek a new suzerain.

<sup>10</sup> **The theorist.** <sup>11</sup> A good illustration of "from the opposite" is the story of Boris Berezovsky, who completely ignored this rule of Power:

<sup>12</sup> "Until some point, Boris [Berezovsky. - Auth. you didn't need to know people. After all, he was an absolutely immoral person. While Boris was in power and with money, both good people and scoundrels worked for him quite effectively. Moreover I suspect that Boris valued the scoundrels more because they worked better."

But they were not hindered by moral considerations, which hindered decent people.

<sup>13</sup> We were flying somewhere together once. I asked Boris: "Why are you so often betrayed by people you thought were your friends?" <sup>14</sup> I was referring to Voloshin and Putin. "Money," <sup>15</sup> - <sup>16</sup> Boris replied and clarified: "Is Very big money!" "But I thought that money, of course, is not the main thing. The main thing was that Boris understood <sup>17</sup> only the meaning of the word 'betrayal' when they started betraying him. That's when he told me he didn't know much about people. By the time he really needed to start understanding people, it was too late. To do this <sup>18</sup> needed <sup>19</sup> organs, which Boris had long ago atrophied" (Bobrova, 2013).

<sup>20</sup> result of such "work" with vassals is well-known: loss of all contacts in real Power, emigration, loneliness <sup>21</sup>, and death. But Berezovsky's starting positions were so strong that he seriously considered that he was not a good player.

Consider yourself the secret ruler of Russia (like the Rockefeller family in the USA)!

**Practice.** Here it is necessary, of course, to clarify that it was he who thought so about himself. In fact, he *didn't have a real boss and* late awaits anyone who tries to play in the game. Power alone or with one or two loyal friends.

**Reader.** With a negative example, everything is clear, but what about a positive one? How does "protect" and "promote" look in practice?

**A practitioner.** You are welcome. Berezovsky's opponent, Chubais, behaved directly in the opposite way in such situations. He actively, not to say aggressively, defended his people, even if they openly made a mistake and started "framing" him. I know of only one case where Chubais "turned in" his vassal – in August 1997, he himself asked Yeltsin to dismiss Koch from the post of deputy prime Minister

79 •

*As a result*

, although Chubais lost in 1998, he still belongs to the highest "nomenclature" of the Russian Government.

**The theorist.** To "protect" and "promote" vassals means, first of all, retaining them in their existing positions and recommending them for new ones. With practical examples in this area, there is one difficulty that follows from the very essence of Power. The fact is that personnel decisions – as, indeed, all others – are made on the basis of oral, and moreover confidential, agreements. Previous hardware games also remain hidden from the general public

by 1980

**First of** *several examples.*

all, the situation with the "protection" of a vassal located in the state of

All that is  
required is to keep the vassal "in good standing" , neza-

79 " At the same time, Chubais realized that Koch was "setting him up"  
as a result of a complex and long-term appa-  
rat combination, which no one else  
could repeat.

80 "Rare exceptions are the biographies of truly  
great people, whose lives are studied under  
a microscope; see some examples in later chapters.

visimo ,from the actual professional results (for  
this work, demand from him on a separate, team account).  
Attributing other people's successes to a vassal and passing  
the blame for failures off to him – well, everything is as usual in corporate  
life. You can do this quite calmly, because you  
are also someone's vassal and are also "covered" from above.  
If a vassal is registered with another organization, you  
will have to protect him through your overlord.

More complex is the question of " promoting "  
you to sales. At first <sup>81</sup> they come to power precisely for  
eti- , for career growth and achievement of  
the right positions. It would be useful to remind you which  
posts are ,correct , (from the point of view  
of an American power researcher):

," A good place or position in an organization  
is considered , position, , which allows you to: 1) control  
T budget, equipment, and , other  
material resources, 2) have access to , information about  
the activities of your organization. organizations, know what is going on in them  
and who is involved in it, 3) have  
official powers" (Pfeffer, 2007, p. 99).

in direct reporting.

But it is clear that you can promote a vassal to take such a "bread" position only in order to get additional opportunities in your own career, that is, to solve some problems of your overlord. Here's how the US Treasury secretary was "made" in the middle of the last century :

"<sup>81</sup> At the highest levels of power, the suzerain can already afford not to hold any official position, but not everyone grows up to this level. The rest of us need an official position anyway.

" For example, Humphrey "<sup>82</sup> he was a member of the Advisory committee of the Ministry of Commerce. There he met Paul Hoffmann

<sup>83</sup> . Later, when

Hoffmann

<sup>84</sup> ) became head of the European Economic Cooperation Administration, he brought Humphrey to the helm of the German Industry Advisory Committee. Here he was noticed by General Clay. General Clay, of course, knows General Eisenhower. And when General Eisenhower became president, General Clay recommended Humphrey to his close friend, President Eisenhower...."

- [Auth.] - [Mills, 1959,

chapter IV].

Since Humphrey retired honorably as chairman of the National Steel Corporation after the end of his ministerial term , and Hoffman continued to play in the top league of the American Government, it can be assumed that Humphrey was a vassal of Hoffman, who successfully promoted him to the ministry General Clay spotted a promising kan-

84 .

<sup>82</sup> George Humphrey (1890-1970 – U.S. Secretary of the Treasury 1953-1957

<sup>83</sup> Paul Hoffmann (1891-1974)-Director of the Economic Cooperation Administration (which managed the implementation of the infamous Marshall Plan) in 1948-1950 , and from 1959 to 1972 he headed a similar United Nations Economic Development Program.

<sup>84</sup> Most likely, it was solely to lobby

for the reorganization of Studebaker-Packard, which took place under Hoffmann's leadership in 1956. In addition, if the general public knew why important appointments are actually made and funds are accepted, not just for nothing, but as a result of some combination that has remained behind the scenes of this story.

As you can see, the promotion of a vassal in most cases requires a team game and must be coordinated with a higher suzerain. But the benefits of such promotion are far greater than any vassal's previous performance.

It is necessary to promote vassals not because it is "so accepted", but because without such promotion, the suzerain will be bypassed by more active colleagues in the group.

<sup>85</sup> **A practitioner.** Now about the same principles in a little more detail . There are several variants of the suzerain's behavior towards his vassals.

*Option one.* <sup>86</sup> A vassal is also a direct subordinate <sup>87</sup> suzerain within the administrative vertical, in particular, in this case , his professional rating is one unit lower than that of the suzerain. In this case, the suzerain should teach the vassal as much as possible about his work, bearing in mind that he can do so



it may turn out that he himself will be promoted and then the vassal can be put in his current place. If the suzerain has other deputies who are not vassals, then *all non-trivial and complex tasks should be assigned to the vassal:* *for both training and control.* At the same time, "access" to the top leaders should be available only to their vassal (s), the rest of the subordinate ones should be

subject to the laws (see our story about the Glass - Steagall law in the second chapter), and the last illusions about "democracy" would disappear from her.

We need to know our place and sit quietly. If the suzerain has several deputy vassals, or if he does not have a close chance of resigning from his post, then he should try *put your subordinate vassals in*

*various other places,* *so that they grow and make a career.*

At *the* he has subordinates, vassals of other suzerains, then there is absolutely no need to raise them, for this they have their own suzerains.

**The theorist.** The first recommendation can be found in many "How to make a career" books: to be promoted, you don't have to be irreplaceable. But only in the case *people (who do not have higher* suzerain and his support) cook *for yourself choosing a* also means risking dismissal. *And the person successor* The can (and should) do this completely *author*

**Practitioners.** *Option two.* The vassal is *in* **the more distant** subordination of the suzerain. This case is similar to the previous one, with one exception. The suzerain must drag such a vassal along and use him to control his immediate *even if*

thoth is also a vassal of this

,suzerain.

In general, the organization of conflict and competition between one's own deputy and his subordinates is a very important skill of any overlord.

**The theorist.** If both the deputy and his subordinate are your vassals, everything is clear here: vassals must compete for the team rating is separate from the professional rating. is harder the second option, when your deputy is not your vassal. At the highest levels of Government, where there are practically no ordinary people left, this happens all the time. At this level, players carefully monitor each other, and there is an unwritten rule in personnel matters: T: whoever lobbied for the release of a certain is disqualified, recommend someone to use it position.

When you get a position, you get along with it a deputy, almost certainly belonging to someone else's group. To change it to your vassal, it is rebooted classic, hardware intrigue

85, CO-

this is not always possible; but is necessary to work! Therefore, replacement of employees with their vassals begins the with no cruel positions, for which control is weaker, and they are released more easily-it is enough to wait for some trouble and blame it on a suitable "scapegoat". After that, a vassal is accepted into the staff, sent to the subordination of an objectionable deputy, and he begins a fun life (and the vassal has a serious exam for the ability to "sit out" a higher person).

**A practitioner.** Option three. The vassal is not directly subordinate the suzerain, but is still lower in professional rating than him.

. the suzerain should continue  
to push the vassal as far as possible, as well as use connections with him  
for his own growth, since the vassal should  
continue to inform his suzerain about what,  
how and where in his place of work. This allows Xu-zern  
to increase its capabilities in solving the pro-

<sup>85</sup> Similar to the one described by Voslensky: there a certain <sup>19</sup>  
official is lobbying for the creation of a new position in the Academy  
of Sciences in order to appoint his  
own deputy there with a promotion that he does not like. It is clear that such  
an intrigue requires the use of serious resources.

problems that his own overlord puts in front of him.

. *Option four.* . Vassal . has overtaken suzerain in the  
professional rating. . The only difference  
from the previous case is that the suzerain in this  
situation . *must* . give his vassal some  
information about the state of affairs "at the top", that is, the exchange becomes  
mutual (which in other cases is  
rare). But within the team ranking, the vassal  
still works through the overlord.

<sup>10</sup> **The theorist.** <sup>11</sup> This is the place to recall  
the general rule: a team rating is more important than a professional rating.  
Why this is so, you should already understand: in any of the  
highest positions . *alone* . will not  
last long. Competitors who work for high-  
ranking overlords will surely "devour"  
the arrogant one who has lost his team. And the only way to play  
in a team is to remain a vassal of your suze-ren,  
even if he is not so successful professionally.  
The alternative is betrayal, but it  
is only rarely successful

„A practitioner. Option five. „A suzerain is addressed by his suzerain or even a higher political leader (but from the same power group) with 86 P

Of course, you already understand that a betrayal of type "surrender the overlord in exchange for money" never pays off. A successful betrayal can only be in the "hand over the suzerain to a higher-ranking suzerain" variant, but even in this case, the new suzerain must be less experienced in the affairs of Power than you are, and only by chance be at the top of it. Then you will have a chance – if you have good personal relations – to take the place of the "first minister" with him.

asking „to give „I of a particular vassal (remember my story told just above). Such a situation allows for refusal, but in case of consent, the vassal contract with this vassal is terminated. In other words, good personal relationships are usually preserved, but no mutual obligations exist anymore. With one exception: for a long time, the first suzerain „is „(which decreases over time) to his entire power group (i.e., the vertical of suzerains) in the event that his former vassal commits treachery towards it . I know of cases where su-zern did not recommend his own suzerain to take his vassal directly under his command, because he was "politically unreliable".

**The theorist.** „And it is absolutely correct not to recommend it. After all, the vassal – suzerain relationship is very personal, and a vassal's loyalty to one suzerain is not equal to that of another. Someone „of „vassals fully accepts

the rules of "team play", and someone is limited to personal loyalty. We hope that you, dear reader, will be able to follow the "nothing personal" rule and demonstrate loyalty not only to your overlord, but also to his entire group.

**Practices.** Let's sum up the results. Although the arithmetic number of vassals does not always unambiguously characterize a suzerain, practice shows that the more vassals there are, the higher the suzerain's capabilities in relations with his own suzerain.

**The theorist.** So finding, recruiting, checking, and training you vassals is the suzerain's primary responsibility. Lack of interest for this job means *professional unfitness in the Power of T.* Tested on personal experience!

**Practices.** A suzerain can use vassals for his own interests, for example, to fight against other vassals of his own suzerain. At

vassals necessarily need to be informed about who they are actually fighting. In its own right, ideally any vassal of Tashpolat has a worldview created exclusively by his overlord.

However, in practice, as is clear, this usually does not work out, and the task of the suzerain is largely to build a vassal a picture of the world that forces him to perform the tasks set by the suzerain, and at the same time will not contradict his own picture of the world. In turn, the vassal can create his own picture of the world, and if the task given to him by the suzerain clearly "goes" beyond the limits of the vassal contract, he can express his dissatisfaction. Roughly speaking, the regimental commander may indicate to the commanding officer:

battalion to take the height (with a high probability of being killed), but \_\_\_\_\_ he cannot order T him to build a dacha for himself: here we can only talk about mutual agreement.

<sup>10</sup> **The theorist.** <sup>1177</sup> The formation of a "picture of the world" among vassals, despite the seemingly fantastic nature of this occupation, is a standard practice of large and well-organized power groups. farthest in this direction was the notorious Jesuit order, which began processing its vassals from childhood. Similarly, the "world view" of the English elite is formed – in closed schools and colleges, where future vassals learn the basics of subordination and competition. The well-known phrase "a boy from a good family" means precisely the guarantees that the "boy" \_\_\_\_\_ <sup>1178</sup> correct picture of the world <sup>1179</sup> is shared by friendly families.

Of course, each suzerain draws the "local" part of the world picture to his vassals in his \_\_\_\_\_ <sup>1180</sup> 87177, but in its general provisions, the internal ideology \_\_\_\_\_ of any T power group is based on a cynical recognition of its superiority over other people. Here is what Voronsky wrote on behalf of the Soviet nomenklatura:

*"Yes, we have established our own dictatorship. We do not believe in democracy: it only leads to weakness and confusion, and we want the country to be strong and militarily fit. Yes, we have exterminated millions of people, and we are still using police terror and surveillance methods, but this is necessary in order to maintain order in the country. Yes, we are suppressing any opposition, because it can draw the people with it, and calm will prevail again*

looseness      sti. Yes, the people did not choose us      , but they are  
 afraid of us and tolerate us.      We do not      believe that  
 on the historical scale we      You've earned his hatred.  
 May not live under our rule as pleasantly as in  
 demo      On the other hand, we have made the country  
 more powerful militarily, and these aut  
 democracies are shaking before us...

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TP

87 In the already quoted episode from Suvorov's Aquarium  
 , Suzerain Kravtsov painted an "oil painting" for his vassal  
 about the struggle between the army and the KGB, in order to give meaning to  
 the test  
 task.  
 is a fair reward for tough but correct  
 leadership of society. We do not believe in slyuntyai's  
 arguments about universal equality      it was not and will not  
 be"      [Voslensky,      2005, p. 514].  
 And here is what its best American

researcher, Jeffrey Pfeffer, writes about Power:

T " Undoubtedly, the world would be much better and  
 more humane      were always reliable, modest,  
 honest and constantly      cared about      the well-being  
 of others, instead of      pursue  
 goals. **But such a world does not exist..**

If the organization does not think about you and you may  
 lose      your job      as a result      political struggle or  
 fortune, with      Why on earth should you      care      abc  
 company?

If      is a hierarchy —      a fact from the life of the company and it  
 people are satisfied, then hierarchical relationships  
 will be present everywhere. If there is  
 a hierarchy, at least some of the people want  
 to take advantage of positions with a higher level of influence.

Accordingly, <sup>27</sup>high status and power will be commonplace in companies, and it will not be possible to eliminate it, because it is based on hierarchical social software. In a row that people like" [Pfeffer, 2014, p. 11, 221, 226].

**Practices.** <sup>28</sup> The fact is that the logic of political decision-making is radically different from the logic of scientific and, so to speak, "universal". Power is just another TT field of activity.

about how, from the point of view of abstract humanism, the surgeon's actions can be perceived: as soon as there is a risk of death of the patient, he should, in accordance with this logic, wring his hands and leave <sup>28</sup> in, binge. Andt - cuts. And for every ten people saved, there were a couple of dead people. And where can you go? It is the same picture for an officer-when he assigns his comrades to certain death, to cover the withdrawal of the main forces. Universal logic does not work when making political decisions; therefore, people are required to be different.

<sup>29</sup> **The theorist.** <sup>29</sup> **People of Power are required**, and this is the reality of the existing world. Suzerains may allow themselves to be vague in their stories about specific situations, but they must be honest with themselves and their vassals about the general structure of Power. People like hierarchies, the history of humanity is a continuous and fierce struggle for Power, and hope for justice and

### justice 5. <sup>29</sup> **The theorist.** <sup>29</sup> **People of Power are required**

<sup>29</sup> **The theorist.** <sup>29</sup> Now that you already know a lot about The authorities are ready to see her behind every bush, the most important thing Enjoy a high, rather than low, status in the hierarchy.



to be humane in this struggle is to commit oneself to defeat in advance.

But at the same time, you need to understand that people not only like it, but *also psychologically need* to believe in the kindness and justice of this world. Therefore, *is open* – You should never proclaim the cynical truth about Power, because your subordinates are not only vassals, but also ordinary people who are as far away from Power as our Reader on the first pages of this book. How should we deal with these ordinary people who are not part of the system? time to stop and catch your breath. Look around and think: how many ordinary people are around you, and how many are people of Power?

**Reader.** – It's hard to say. When I started reading the book, I couldn't tell them apart at all. And how to recognize them? After all, do not talk about Power – the main rule of Power!

**is a theorist.** – Then let's go from the other side. Try to estimate how many *power groups* or similar teams you have encountered in your professional career. How many of your colleagues and acquaintances were people with connections who *were promoted* to positions by certain patrons? u

**Reader.** – Well... Come to think of it, I've definitely encountered a couple of groups... Although no, in one case just a relative was promoted, this does not count. But there was definitely one group!

**is a theorist.** – Let's take the next step: and how many times have you met T people T during the same time? Thousands, isn't it? Now you have two numbers, and by dividing one by the other, you can get very close to

true estimate of the number of power groups: one in a thousand people.

„**Reader.**        „ So what does this mean?

Are there so few power groups?! For the whole of Moscow – some ten thousand?!

- **The theorist.** You see, these are ten thousand *power* groups,        and not ten thousand oppositionists at *the bottom*. Power is a difficult and expensive occupation,

„ 88 “ As Tvardovsky famously said in "Vasily        " Terkin" at the expense *of* " meet one at least b!".

*T. Terkin*  
group-something that not everyone can afford; you remember that first - level suzerains ( who have no suzerains under their command, but only vassals) don't have time to do their official work? Their income must be provided by some organization (private or state)        that        is controlled        by a power group; and in order to provide income worthy of the suzerain , this organization must be large enough.

<sup>31</sup> So now we have a rough estimate of the number of power groups. To find out the number of people in Power around us, it is enough to multiply this number by the average number of the group ...

„**Reader.**        „ By the way, what is its average number ? A typical grouping is a suzerain and one

of the 30 ovka is disproportionately powerful than an individual,

<sup>31</sup> and its comparison with the tank-compliment rather tank.

a vassal, like in the Portal, or a pyramid with a bunch of levels, like some Rothschilds?

**The theorist.** First of all, we note that we *don't know* the number of groups in the "Portal"! We know only two pairs of "suzerain-vassal", and how many vassals there were in total, *for example*, Ashmanov himself had, remained unknown. In the same way, it is impossible to know the real number of any other grouping: we will only know some of its representatives who "lit up" *in some* operations, and all the others will remain in *the shadow* of T. Therefore we will turn to the expert assessment of our *esteemed* Practice.

**A practitioner.** Let's figure it out. A suzerain can have up to ten vassals on average. This is a normal number-roughly speaking, three "experienced" vassals, three fully functional and three or four newcomers. Then a normal power grouping with access to the federal government (which means at least three levels of government-for example, a minister → president of a company → "supervisor" or an employee of the Presidential Administration → governor → director of an enterprise) would have to consist of 1,000 people. But in reality, not all vassal chains extend to the last level ("novices" may not have any vassals at all, and such novices are on every floor of the banquet). So the topmost suzerain has "long" vassal chains, and there are short ones, and as a result, the real power group consists of about 150 people.

But this *grouping*, with access to the very top; and there is still

example in a large enterprise, closing on the director or owner (as in the "Portal"). Their sizes are much smaller, up to several people and one level, but such groups themselves are much larger.

As a rule, one "branch" of a higher-level grouping always contains an incomplete grouping competing for the same resource . Conditionally: in any more or less new management "office" there is almost always a branch of the "big" group (for example, going back to a large investor), and there is a "limited" group that is closed to "junior" partners, for example , the CEO or chief specialist. Sometimes they compete fiercely (there are quite a few stories about how an investor's office was "stolen"), although if he takes the situation seriously, his opponents will have little chance. And there are other "small" groups , such as the former branches of an old group that has lost its "upper" sovereign. They are much more "real" than the "limited" group in the enterprise, but they do not have access to the upper levels of government. Such groups can exist for quite a long time, but they can only rise up if they are picked up by some associate of the former suzerain. Or the overlord of such a group will make a career, the chances of which, without the support of the "top", are quite small.

**The theorist.** Now we can roughly calculate the average size of the grouping, taking into account their different levels. Per real group (3 levels, 150 people) there will be 5 incomplete groups of the second level (30 people) and 25 Tb at all

.is already ma-

lazy, single-level groups (5 people). All in all, there will be 31 dimensions and  $150+150+125 = 425$  people, or approximately 14 people per group. Given that among them there are very novice vassals, who are called people of Power before - temporarily, we get a simple ratio: On average, there are 10 people in power per 1 power group (less in limited ones, more in real ones). Since we have already derived the ratio 1: 1000 for the number of power groups, we get that for people in Power it will be

$$1 : 100 \quad T.$$

And now we will repeat this result in a separate line. One percent of the population around you are people of Power; the other ninety-nine percent are ordinary people.

**Practices.** This is true on average, but in reality it depends very much on the environment. For a province, one percent is even an inflated estimate, but in a hundred there are more people in power. If we take the government or the Presidential Administration, then almost one hundred percent of employees are people of Power. There is simply nothing for others to do there. And another thing – out of the remaining 99%, about 2-3% have heard something about some kind of power groups; these two-three percent make up the same

*train.*

**is a theorist.** Let's summarize. Since you are not yet in government, the vast majority of people around you

are just ordinary people. Therefore, a person in Power should have a good idea of what to do with them. First of all, we need to distinguish between two fundamentally different situations: when a person who "does not pull" a job in the Government, somehow still got into your group and

when it remains outside of it (in the "loop" or simply  
in the state of the organization).

The second case usually does not cause any special  
problems. If neither you nor your overlord has any intentions  
of making a person your vassal, the attitude towards him  
becomes purely formal: is the salary, here  
is the job description, here is the manager who controls  
the results of work. It is better if the manager  
is the employee holding on to his  
place. Control technologies, which we mentioned  
at the very beginning of chapter T, are times are created for this purpose.  
Mussolini's aphorism "Everything is for friends, everything  
law" is the best guide for working with  
ordinary people.

another matter if it is so ordinary (by its own character  
) the person somehow got into the power  
group, and only then it turned out that interaction  
with him creates certain problems.  
These people are what we call non-system elements, and  
we should focus on working with them separately.

**A practitioner.** The  
Power structure described in the previous sections is surprisingly beautiful and  
regular. A tree is built (for convenience, it  
is easier to draw it growing down), which continuously  
"grows", preserving its own structure on each "floor"  
. But in practice, of course,  
regularity is seriously violated due to the presence of elements that are not quite  
systematic,  
that is, they do not fit into the regular structure of  
the "tree". There are quite a lot of them, since  
exceptions are difficult to type, but, in general, they are reduced  
to the following main types.

Option one. is a group member who holds a fairly high position and refuses to be a "suzerain".

All this is often associated with personal qualities and, as a rule, is combined with bright narrow professional talents.

And sometimes they just don't trust him-if there are too many "enemies" or "spies" among his previous "vassals". Generally speaking, this situation is not very interesting for the group, but there are exceptions. For example, when such a person holds a very important professional position. This property threatens the control of his group over the relevant area in the event of his departure, and we have to put up with his shortcomings. Then the group must "promote" another representative to the part of the administrative system that is managed by such a person. This person may not hold a high position (for example, be a secretary or assistant, although he may become a deputy), his main task is to find new members of his team.

Such a person may not be prepared for the professional part at all, he has very narrow responsibilities: together with his supervisor, he finds new team members and "leads" them from a purely political position (without interfering in the professional part, which goes through the boss). This division of responsibilities of a suzerain, who is also a professional boss in ordinary life, ends unnaturally and quickly, but there are exceptions.

There is another variant of this scheme. When the professional position held by a member of the group is so large that his professional duties take up all his time and do not leave him alone

opportunities for more or less qualified "recruitment" of new employees. Then he chooses from his "vassals" (it is from them, and not from simple subordinates; several people who are the filter of the primary selection of characters. That is, these people act as overlords in relation to new team members, but initially position themselves as "recruiters", whose task is to bring a new person to their boss. If the latter suits him, then the suzerain-vassal relationship develops normally; if not, then the "temporary" suzerain becomes permanent.

In any case, such a situation requires the presence of specific people in the group whose professional duties are related to the work power group (in Soviet times there was such a profession as a cadre partner employee). Such people never hold high professional positions (they do not know how to do anything), but they have a fairly high team rating within the group. So, such people cannot become normal overlords themselves, since their work is mostly concentrated "inside" the team, and vassals need to be sought outside it. Even if they perform the functions of a recruiter, they still cannot be full-fledged suzerains, because they recruit new vassals under specific suzerains. Sooner or later, of course, they recruit some vassals, but this "branch" of the political team is clearly second-class, in the event of the departure of such a suzerain, the branch does not survive independently, it is dismantled by other teams, and at the lowest level. In general, "intra-family

*within* the T



managers " in a normal situation are " second-class" characters, only in conditions of weakening of political games (such as our "stagnation") they get out on the first roles.

« **is a theorist.** » Perhaps it is necessary to explain why " entrepreneurs" are promoted to the first roles precisely in conditions of stagnation. So far, we have considered Power exclusively as

game between people of Power for positions and resources, as if falling from the sky. But in practice, resources arise from the work of some system external to the Authorities – a corporation, a state, or an international organization. And this external system also needs to be managed, for which it is built

professional hierarchy. If such a system is headed by a person with low professional qualifications, the system will begin to " rot", and the flow of resources generated by it will decrease (or worse – the system will simply be devoured by external enemies). Of course, the ruling group will not like this, and conclusions will be drawn accordingly.

But if the ruling group stops paying attention to the decrease in the flow of resources (for example, due to age-old people are less likely to change something than young people), there is stagnation and the time of apparatchiks comes. They are better than others at working with human resources and promoting their people. As a result, professionally competent people in power are gradually swept out of the ruling group, and its ability to improve the situation in the country is reduced. the state/ company/organization fall below the baseboard. As a rule, the result is disastrous : once a group loses its resource – generating organization, it dies.

iv **A practitioner.** *Option two.*

vi **"Paratroopers".**

vii These

are

representatives of the "top" management (children, relatives, etc.) who find themselves in positions that clearly do not correspond to their qualifications, neither professional nor administrative-political.

In some ways, such characters resemble representatives of the first group, only they do not have vassals at all, and here they are, but their quality is very low. This is due to the fact that experienced professionals do not like such "inexperienced" overlords, who are constantly "substituted" both in the framework of professional and political games. However, since they are covered by high connections, they are usually not punished, but choose one of their vassals (in the case of political games) as a "scapegoat". Sometimes such "skydivers" are given an "uncle" – an experienced, but already "descending" professional, who should gradually train and guide such a young person, but his effectiveness is often low. It should be noted that such

persons are usually very active in finding vassals (because they like to be surrounded by people who admire them), and since serious people usually do not go to them (although there are exceptions), as a result, these vassals are even worse in quality. Then this "paratrooper" distributes them to different departments and structures, and there the situation repeats itself at a lower level. Usually such "paratroopers" (together with their vassals) they are ruthlessly purged from the group as soon as their patron leaves.

viii **is a theorist.** ix Here you need to understand that "patron"

is always the highest-ranking representative of the same power group. No external players, even if they are prime ministers, have such powers. But the reasons for becoming a patron of the "paratrooper" can be many: personal relationships, kinship, and interest in some external person (who is given a "pre - zent"), and exchange agreements with other power groups, and even more complex combinations - operations that your lower-level employees are not supposed to know about.

**Practices.** *Option three.* **"Secret adviser**

**to the chief"**. This is usually a person who is part of the personal apparatus of a high - ranking member of the group, who also holds a high professional position (as has been repeatedly noted, professional and political ratings correlate, but do not always coincide). They may not have their own social structure (or it is very small), but because they are close to one of the " top " people, they can be very influential even outside of their personal interests. Roughly speaking, he partially receives a part of the sovereign powers of his leader in relation to both his vassals and his professional deputies (even from other power groups). Sometimes such people are assigned independently (for example, Kryuchkov, who started his career as an assistant to Andropov), but more often they are inherited by another leader of their " top " group. In the first case, they resemble "paratroopers" (with unexpected take-offs, especially if they were assistants outside the official apparatus), but everyone quickly becomes convinced that they are highly professional and do not put a finger in their mouth. K ta-kim

people are attracted to everything because they have obvious connections "at the top" and they quickly gain the missing sexual structure.

**The theorist.** Such "privy councillors" are "parachutists on the contrary", good professionals, to whom other professionals are drawn. But their weak feature is their low motivation to actually play power games (like all professionals). So without the leader himself, the "secret adviser" is unlikely to become a strong ig-rock (like a consigliere without a don in the mafia).

**A practitioner, Option four.** "Upstarts". These are people whose professional or political rating is much higher than their formal position. Such people appear as a result of one of several procedures.

For example, in the case of drastic changes (as in our country in the 90s, when a very large "old team is being cleaned out", in our case-the social nomenclature), when the main thing is to ensure that the vacant places are occupied by "their" people, including fairly new members teams. Another option is an acute political conflict (for example, the Gusinsky – Korzhakov fight in '95 or the Berezovsky - Chubais fight in '97-98), when people are needed who would quickly solve specific professional tasks, and subtle intra-team games fade into the background. There are cases when a person whom everyone (including his patrons) If a person is considered a "skydiver", it turns out to be half-adequate, which allows him to gain knowledge that far exceeds his formal authority. Most often, such people receive exclusive authority from their supervisors, but they usually do not have the right to do so.

are supported by appropriate official positions, both because this is not always possible and because it will create unnecessary problems for the appointees themselves – instead of solving current problems, they will have to deal with new job responsibilities.

main problem with such people is what to do with them after completing the main work for which they were promoted. Since their knowledge and skills significantly exceed their formal authority, they create a lot of problems for everyone. There are several ways to solve this problem. For example, they are kept in a certain position for a very long time (five to ten, or even more) , severely limiting their opportunities.

Their abilities and political abilities acquired earlier allow them to make themselves quite comfortable, and if they are not overly active, they are often left untouched. But they are thrown out of the political team life.

There is another way to work with such "characters": they are completely thrown out of the group and from the task force. The return of such people is extremely difficult, since they will not go to low positions, and all the places "at the top", as it is clear, are occupied. In addition, if such people for some reason have connections with the current "first" persons in power groups, then all other members of these groups will do everything possible so that they do not meet with the "first" ones, since this threatens them with returning to someone else's "warm" place.

There is another option: such a person is "prepared" for a very high position, but he is not told about it himself. Then the powers that it receives are not-

officially, this is a test, and if he passes it, he gets an official promotion.

If not, then no. In this case, this person becomes an "upstart", since he never received an appointment, and the experience of a much "higher" game did not go away (even if he did not meet expectations).

<sup>iv</sup> **The theorist.** <sup>vii</sup> Since the options "freeze" or "throw out" are much more common than "candidate for a high post" (not every grouping always has a free high post at hand), the position of the "jump" is not a problem for the team, but for itself. Everyone solves it to the best of their own ideas about Power, but in general, you need to understand that there are situations from which there is no good way out.

<sup>iv</sup> **A practitioner.** *Option five.* <sup>vii</sup> **"Aggressors".** is a fairly special class of characters that actively fight against their overlords if they do not respond to their requests. Generally speaking, due to the specifics of the vassal's Power that you have already understood, is very rare, cannot beat the suzerain, but it is still possible, for example in the case of:

– if the vassal is an "upstart" who has both connections and experience comparable to that of his overlord;

– if the suzerain is "passive" and allows his vassal to "go out" beyond his control. higher suzerains of the group. Those, theoretically, should not encourage such activity of the "lower" members

<sup>of the 19-20th c.</sup> but if they, in turn, are able to adequately get involved in complex political games on such high floors of the team and, for example, can offer some real resource directly, bypassing

of their suzerain, then they can get the "go-ahead" for their actions;

– if the vassal itself is "hyperactive" and has some unexpected resource. For example, this is a very beautiful young woman (or a man in some

77 89 • We return to the question already discussed: when a vassal can successfully betray his overlord. Here in this very case: when a superior suzerain is not experienced enough to understand-a traitor once will betray a second time.

And if the entire command hierarchy consists of inexperienced overlords, then you can quickly fly up to the top of Power over their heads!"), or a person who has unexpected connections along the family line (for example, his aunt is a famous doctor and treats the children of high - ranking officials).

~~Such aggressive persons are~~ Such aggressive persons are dangerous, and you need to keep an eye out for them, because they can know and understand much more than you can understand from their formal biography. And the excessive aggressiveness of some representatives of such a group is manifested not only in relation to the overlords, but also in relation to all other members of the team.

• **is a theorist.** 99 The presence of a small number of "aggressors" in the team is even useful, since it helps to maintain the wariness of overlords. And the appearance of a "super-aggressor " who has successfully passed over the heads and taken the position of supreme suzerain may be even more useful, since under such leadership the power group will become more effective. And the few who by that time had stayed behind would have

people who work as a team may even benefit from it. Here, as elsewhere in life, you can either take a risk and win quickly, but most likely lose, or you can go to the goal gradually and achieve it more likely. The aggressor's path is a high-risk one.

„**A practitioner.** Option six. „**"Maniacs".** „Are people who, having received a high formal position, identify with it and begin to perceive their duties as a kind of "duty", realizing their own fantasies. Sometimes this is successful (Cardinal Richelieu, who actually ran the country, however, with the full approval of Louis XIII), sometimes it leads to extremely acute

conflicts (Thomas

Beckett, Archbishop of Canterbury under Henry II of England, Metropolitan Philip under Ivan the Terrible, Patriarch Nikon under Alexey Mikhaylovich, and so on next). These are, of course, the most ambitious examples, but this also happens at a lower level. Dealing with such characters

is extremely difficult, because they categorically refuse to discuss issues related to their "vocation". In some ways, this is similar to schizophrenia or paranoia, although in other respects they may be quite normal people.

„**is a theorist.** „fact, such people identify Power with Management, and they begin to fanatically engage not in the affairs of the group, but in the affairs of the controlled institution. For Maniac's own team, this situation is a disaster, but for competing groups, it is a wide field for all sorts of intrigues. Fanatics are straightforward and therefore well-managed.

„**Practices.** „Option seven. „**"Aggressors-managers".** This is the opposite of the fifth option. Sy-



grains that, for some psychological reason, begin to "exterminate" some of their vassals. In the vast majority of cases, such a policy has psychological reasons (envy of an overly successful vassal, fear that he is making a professional career too quickly, etc., etc.). Exception: if the vassal himself was the aggressor. In any case, this situation is not good for Xu-zero, as it demonstrates his mistakes, either past (choosing the wrong vassal), or current.

Приведу пример такого руководителя. Уже после приведенного выше случая, когда моим сюзереном стал Я., ко мне стал активно присматриваться первый заместитель Я., назовем его У. Человек крайне амбициозный, абсолютно беспринципный и готовый продать кого угодно. В некоторый момент он сделал мне крайне сомнительное предложение – оформить проект нормативного акта, прямо противоречащий указу и поручению президента, причем направленный на пользу конкретному олигарху, про которого все знали, что он платит У. Если бы я это сделал – стал бы заместителем министра и, возможно, получил бы и довольно большую взятку, но с точки зрения безопасности оказался бы в крайне тяжелом положении. Я попросил официальные (письменные) указания, после чего разговор закончился, и У. начал прилагать титанические усилия, чтобы выдать меня из министерства. Именно в результате его активности я окончательно порвал с «либеральной» командой, а У. потом неоднократно «сдавал» и своих вассалов, и своего сюзерена и, в общем, стал фигурой почти легендарной в этом смысле. А из власти он ушел примерно одновременно со мной (и вместе со своим собственным сюзереном, которого он очень основательно

подставлял).

**Теоретик.** Для властной группировки такие сюзерены представляют проблему, но мы уже убедились, что в реальной жизни всегда так – получая какой-то ресурс, вместе с ним получаешь и проблемы. Решение здесь то же, что и в других случаях: превратить недостаток в достоинство, например использовать такого сюзерена для поиска потенциальных предателей.

**Практик.** Вариант восьмой. «Внекомандные» члены группировки. Такие люди возникают в том случае, если их высокопоставленный сюзерен, обеспечивавший ресурсы всей группировке, неожиданно «выпадает» из команды (по возрасту, здоровью или в результате смерти). Теоретически его должен заменить один из его непосредственных вассалов, но если такая замена не была подготовлена – произвести ее невозможно. В результате вся группировка может оказаться вне игры.

**Теоретик.** Этот вариант мы уже рассматривали выше на примере советского Политбюро. Группа вассалов, оставшаяся без сюзерена, практически не имеет шансов сохраниться как единая команда. В результате на «рынке вассалов» появляются своего рода ронины, готовые присягнуть новому сюзерену. В принципе в интересах всей группировки (к которой принадлежал выбывший сюзерен) как-то пристроить этих людей, чтобы они не унесли на сторону командные секреты; но найти им нового сюзерена, способного гарантировать верность, не так-то просто, поэтому чаще всего ронины выводятся в запас. Как видите, хотя Власть и предусматривает пожизненную гарантию занятости, это гаран

тия до конца жизни сюзерена, а не вассала.

**Практик.** Мы перечислили основные правила Вла-  
сти, которые необходимо знать для вхождения во вла-  
стную группировку и успешного роста от рядового  
вассала до преуспевающего сюзере на. Однако на этом  
карьера настоящего человека Власти не заканчивается,  
а только начинается. В высших сферах Власти, куда  
приведут вас (при правильном использовании) уже по-  
лученные знания, все эти правила продолжают дейст-  
вовать; но к ним добавляются новые, о которых мы  
расскажем в следующей главе.

## *Глава 2. Арена со львами*

### *Правила Власти для сюзеренов*

*Неторопливо истина простая*

*В реке времен нащупывает брод:*

*Родство по крови образует стаю,*

*Родство по слову – создает народ.*

Александр Городницкий

**Теоретик.** Итак, сбылось то, о чем когда-то вы не  
смели даже мечтать. Вы – сюзерен сюзеренов, и вассал  
Большого Человека с самого верха. Годы борьбы за  
Власть привели вас к впечатляющему успеху – лишь 0,01%  
населения может похвастаться столь высоким  
положением. В среднем городе-миллионнике вы во-шли  
бы в число 100 человек, владеющих этим городом.

**Читатель.** Постойте, постойте! А не слишком ли  
быстрая карьера получается? Всего-навсего сюзерен  
сюзеренов, то есть сюзерен второго уровня – и уже хо-зяин  
целого города?

<sup>10</sup> **Теоретик.** <sup>11</sup> Давайте посчитаем. Вы ведь помните оценку из предыдущей главы? <sup>12</sup> Один процент <sup>13</sup> — такова доля людей Власти в общем населении средней страны. Ну а дальше вступает в силу властная арифметика. 1% населения — это вообще <sup>14</sup> все люди Власти, включая рядовых вассалов. Сюзеренов первого уровня (командующих лишь вассалами) среди них будет в десять раз меньше <sup>15</sup> — вот и получилось 0,1% населения. Сюзере-

<sup>16</sup> <sup>17</sup> <sup>18</sup> <sup>19</sup> <sup>20</sup> <sup>21</sup> <sup>22</sup> <sup>23</sup> <sup>24</sup> <sup>25</sup> <sup>26</sup> <sup>27</sup> <sup>28</sup> <sup>29</sup> <sup>30</sup> <sup>31</sup> <sup>32</sup> <sup>33</sup> <sup>34</sup> <sup>35</sup> <sup>36</sup> <sup>37</sup> <sup>38</sup> <sup>39</sup> <sup>40</sup> <sup>41</sup> <sup>42</sup> <sup>43</sup> <sup>44</sup> <sup>45</sup> <sup>46</sup> <sup>47</sup> <sup>48</sup> <sup>49</sup> <sup>50</sup> <sup>51</sup> <sup>52</sup> <sup>53</sup> <sup>54</sup> <sup>55</sup> <sup>56</sup> <sup>57</sup> <sup>58</sup> <sup>59</sup> <sup>60</sup> <sup>61</sup> <sup>62</sup> <sup>63</sup> <sup>64</sup> <sup>65</sup> <sup>66</sup> <sup>67</sup> <sup>68</sup> <sup>69</sup> <sup>70</sup> <sup>71</sup> <sup>72</sup> <sup>73</sup> <sup>74</sup> <sup>75</sup> <sup>76</sup> <sup>77</sup> <sup>78</sup> <sup>79</sup> <sup>80</sup> <sup>81</sup> <sup>82</sup> <sup>83</sup> <sup>84</sup> <sup>85</sup> <sup>86</sup> <sup>87</sup> <sup>88</sup> <sup>89</sup> <sup>90</sup> <sup>91</sup> <sup>92</sup> <sup>93</sup> <sup>94</sup> <sup>95</sup> <sup>96</sup> <sup>97</sup> <sup>98</sup> <sup>99</sup> <sup>100</sup> <sup>101</sup> <sup>102</sup> <sup>103</sup> <sup>104</sup> <sup>105</sup> <sup>106</sup> <sup>107</sup> <sup>108</sup> <sup>109</sup> <sup>110</sup> <sup>111</sup> <sup>112</sup> <sup>113</sup> <sup>114</sup> <sup>115</sup> <sup>116</sup> <sup>117</sup> <sup>118</sup> <sup>119</sup> <sup>120</sup> <sup>121</sup> <sup>122</sup> <sup>123</sup> <sup>124</sup> <sup>125</sup> <sup>126</sup> <sup>127</sup> <sup>128</sup> <sup>129</sup> <sup>130</sup> <sup>131</sup> <sup>132</sup> <sup>133</sup> <sup>134</sup> <sup>135</sup> <sup>136</sup> <sup>137</sup> <sup>138</sup> <sup>139</sup> <sup>140</sup> <sup>141</sup> <sup>142</sup> <sup>143</sup> <sup>144</sup> <sup>145</sup> <sup>146</sup> <sup>147</sup> <sup>148</sup> <sup>149</sup> <sup>150</sup> <sup>151</sup> <sup>152</sup> <sup>153</sup> <sup>154</sup> <sup>155</sup> <sup>156</sup> <sup>157</sup> <sup>158</sup> <sup>159</sup> <sup>160</sup> <sup>161</sup> <sup>162</sup> <sup>163</sup> <sup>164</sup> <sup>165</sup> <sup>166</sup> <sup>167</sup> <sup>168</sup> <sup>169</sup> <sup>170</sup> <sup>171</sup> <sup>172</sup> <sup>173</sup> <sup>174</sup> <sup>175</sup> <sup>176</sup> <sup>177</sup> <sup>178</sup> <sup>179</sup> <sup>180</sup> <sup>181</sup> <sup>182</sup> <sup>183</sup> <sup>184</sup> <sup>185</sup> <sup>186</sup> <sup>187</sup> <sup>188</sup> <sup>189</sup> <sup>190</sup> <sup>191</sup> <sup>192</sup> <sup>193</sup> <sup>194</sup> <sup>195</sup> <sup>196</sup> <sup>197</sup> <sup>198</sup> <sup>199</sup> <sup>200</sup> <sup>201</sup> <sup>202</sup> <sup>203</sup> <sup>204</sup> <sup>205</sup> <sup>206</sup> <sup>207</sup> <sup>208</sup> <sup>209</sup> <sup>210</sup> <sup>211</sup> <sup>212</sup> <sup>213</sup> <sup>214</sup> <sup>215</sup> <sup>216</sup> <sup>217</sup> <sup>218</sup> <sup>219</sup> 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<sup>814</sup> <sup>815</sup> <sup>816</sup> <sup>817</sup> <sup>818</sup> <sup>819</sup> <sup>820</sup> <sup>821</sup> <sup>822</sup> <sup>823</sup> <sup>824</sup> <sup>825</sup> <sup>826</sup> <sup>827</sup> <sup>828</sup> <sup>829</sup> <sup>830</sup> <sup>831</sup> <sup>832</sup> <sup>833</sup> <sup>834</sup> <sup>835</sup> <sup>836</sup> <sup>837</sup> <sup>838</sup> <sup>839</sup> <sup>840</sup> <sup>841</sup> <sup>842</sup> <sup>843</sup> <sup>844</sup> <sup>845</sup> <sup>846</sup> <sup>847</sup> <sup>848</sup> <sup>849</sup> <sup>850</sup> <sup>851</sup> <sup>852</sup> <sup>853</sup> <sup>854</sup> <sup>855</sup> <sup>856</sup> <sup>857</sup> <sup>858</sup> <sup>859</sup> <sup>860</sup> <sup>861</sup> <sup>862</sup> <sup>863</sup> <sup>864</sup> <sup>865</sup> <sup>866</sup> <sup>867</sup> <sup>868</sup> <sup>869</sup> <sup>870</sup> <sup>871</sup> <sup>872</sup> <sup>873</sup> <sup>874</sup> <sup>875</sup> <sup>876</sup> <sup>877</sup> <sup>878</sup> <sup>879</sup> <sup>880</sup> <sup>881</sup> <sup>882</sup> <sup>883</sup> <sup>884</sup> <sup>885</sup> <sup>886</sup> <sup>887</sup> <sup>888</sup> <sup>889</sup> <sup>890</sup> <sup>891</sup> <sup>892</sup> <sup>893</sup> <sup>894</sup> <sup>895</sup> <sup>896</sup> <sup>897</sup> <sup>898</sup> <sup>899</sup> <sup>900</sup> <sup>901</sup> <sup>902</sup> <sup>903</sup> <sup>904</sup> <sup>905</sup> <sup>906</sup> <sup>907</sup> <sup>908</sup> <sup>909</sup> <sup>910</sup> <sup>911</sup> <sup>912</sup> <sup>913</sup> <sup>914</sup> <sup>915</sup> <sup>916</sup> <sup>917</sup> <sup>918</sup> <sup>919</sup> <sup>920</sup> <sup>921</sup> <sup>922</sup> <sup>923</sup> <sup>924</sup> <sup>925</sup> <sup>926</sup> <sup>927</sup> <sup>928</sup> <sup>929</sup> <sup>930</sup> <sup>931</sup> <sup>932</sup> <sup>933</sup> <sup>934</sup> <sup>935</sup> <sup>936</sup> <sup>937</sup> <sup>938</sup> <sup>939</sup> <sup>940</sup> <sup>941</sup> <sup>942</sup> <sup>943</sup> <sup>944</sup> <sup>945</sup> <sup>946</sup> <sup>947</sup> <sup>948</sup> <sup>949</sup> <sup>950</sup> <sup>951</sup> <sup>952</sup> <sup>953</sup> <sup>954</sup> <sup>955</sup> <sup>956</sup> <sup>957</sup> <sup>958</sup> <sup>959</sup> <sup>960</sup> <sup>961</sup> <sup>962</sup> <sup>963</sup> <sup>964</sup> <sup>965</sup> <sup>966</sup> <sup>967</sup> <sup>968</sup> <sup>969</sup> <sup>970</sup> <sup>971</sup> <sup>972</sup> <sup>973</sup> <sup>974</sup> <sup>975</sup> <sup>976</sup> <sup>977</sup> <sup>978</sup> <sup>979</sup> <sup>980</sup> <sup>981</sup> <sup>982</sup> <sup>983</sup> <sup>984</sup> <sup>985</sup> <sup>986</sup> <sup>987</sup> <sup>988</sup> <sup>989</sup> <sup>990</sup> <sup>991</sup> <sup>992</sup> <sup>993</sup> <sup>994</sup> <sup>995</sup> <sup>996</sup> <sup>997</sup> <sup>998</sup> <sup>999</sup> <sup>1000</sup> <sup>1001</sup> <sup>1002</sup> <sup>1003</sup> <sup>1004</sup> <sup>1005</sup> <sup>1006</sup> <sup>1007</sup> <sup>1008</sup> <sup>1009</sup> <sup>1010</sup> <sup>1011</sup> <sup>1012</sup> <sup>1013</sup> <sup>1014</sup> <sup>1015</sup> <sup>1016</sup> <sup>1017</sup> <sup>1018</sup> <sup>1019</sup> <sup>1020</sup> <sup>1021</sup> <sup>1022</sup> <sup>1023</sup> <sup>1024</sup> <sup>1025</sup> <sup>1026</sup> <sup>1027</sup> <sup>1028</sup> <sup>1029</sup> <sup>1030</sup> <sup>1031</sup> <sup>1032</sup> <sup>1033</sup> <sup>1034</sup> <sup>1035</sup> <sup>1036</sup> <sup>1037</sup> <sup>1038</sup> <sup>1039</sup> <sup>1040</sup> <sup>1041</sup> <sup>1042</sup> <sup>1043</sup> <sup>1044</sup> <sup>1045</sup> <sup>1046</sup> <sup>1047</sup> <sup>1048</sup> <sup>1049</sup> <sup>1050</sup> <sup>1051</sup> <sup>1052</sup> <sup>1053</sup> <sup>1054</sup> <sup>1055</sup> <sup>1056</sup> <sup>1057</sup> <sup>1058</sup> <sup>1059</sup> <sup>1060</sup> <sup>1061</sup> <sup>1062</sup> <sup>1063</sup> <sup>1064</sup> <sup>1065</sup> <sup>1066</sup> <sup>1067</sup> <sup>1068</sup> <sup>1069</sup> <sup>1070</sup> <sup>1071</sup> <sup>1072</sup> 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<sup>1135</sup> <sup>1136</sup> <sup>1137</sup> <sup>1138</sup> <sup>1139</sup> <sup>1140</sup> <sup>1141</sup> <sup>1142</sup> <sup>1143</sup> <sup>1144</sup> <sup>1145</sup> <sup>1146</sup> <sup>1147</sup> <sup>1148</sup> <sup>1149</sup> <sup>1150</sup> <sup>1151</sup> <sup>1152</sup> <sup>1153</sup> <sup>1154</sup> <sup>1155</sup> <sup>1156</sup> <sup>1157</sup> <sup>1158</sup> <sup>1159</sup> <sup>1160</sup> <sup>1161</sup> <sup>1162</sup> <sup>1163</sup> <sup>1164</sup> <sup>1165</sup> <sup>1166</sup> <sup>1167</sup> <sup>1168</sup> <sup>1169</sup> <sup>1170</sup> <sup>1171</sup> <sup>1172</sup> <sup>1173</sup> <sup>1174</sup> <sup>1175</sup> <sup>1176</sup> <sup>1177</sup> <sup>1178</sup> <sup>1179</sup> <sup>1180</sup> <sup>1181</sup> <sup>1182</sup> <sup>1183</sup> <sup>1184</sup> <sup>1185</sup> <sup>1186</sup> <sup>1187</sup> <sup>1188</sup> <sup>1189</sup> <sup>1190</sup> <sup>1191</sup> <sup>1192</sup> <sup>1193</sup> <sup>1194</sup> <sup>1195</sup> <sup>1196</sup> <sup>1197</sup> <sup>1198</sup> <sup>1199</sup> <sup>1200</sup> <sup>1201</sup> <sup>1202</sup> <sup>1203</sup> <sup>1204</sup> <sup>1205</sup> <sup>1206</sup> <sup>1207</sup> <sup>1208</sup> <sup>1209</sup> <sup>1210</sup> <sup>1211</sup> <sup>1212</sup> <sup>1213</sup> <sup>1214</sup> <sup>1215</sup> <sup>1216</sup> <sup>1217</sup> <sup>1218</sup> <sup>1219</sup> <sup>1220</sup> <sup>1221</sup> <sup>1222</sup> <sup>1223</sup> <sup>1224</sup> <sup>1225</sup> <sup>1226</sup> <sup>1227</sup> <sup>1228</sup> <sup>1229</sup> <sup>1230</sup> <sup>1231</sup> <sup>1232</sup> <sup>1233</sup> <sup>1234</sup> <sup>1235</sup> <sup>1236</sup> <sup>1237</sup> <sup>1238</sup> <sup>1239</sup> <sup>1240</sup> <sup>1241</sup> <sup>1242</sup> <sup>1243</sup> <sup>1244</sup> <sup>1245</sup> <sup>1246</sup> <sup>1247</sup> <sup>1248</sup> <sup>1249</sup> <sup>1250</sup> <sup>1251</sup> <sup>1252</sup> <sup>1253</sup> <sup>1254</sup> <sup>1255</sup> <sup>1256</sup> <sup>1257</sup> <sup>1258</sup> <sup>1259</sup> <sup>1260</sup> <sup>1261</sup> <sup>1262</sup> <sup>1263</sup> <sup>1264</sup> <sup>1265</sup> <sup>1266</sup> <sup>1267</sup> <sup>1268</sup> <sup>1269</sup> <sup>1270</sup> <sup>1271</sup> <sup>1272</sup> <sup>1273</sup> <sup>1274</sup> <sup>1275</sup> <sup>1276</sup> <sup>1277</sup> <sup>1278</sup> <sup>1279</sup> <sup>1280</sup> <sup>1281</sup> <sup>1282</sup> <sup>1283</sup> <sup>1284</sup> <sup>1285</sup> <sup>1286</sup> <sup>1287</sup> <sup>1288</sup> <sup>1289</sup> <sup>1290</sup> <sup>1291</sup> <sup>1292</sup> <sup>1293</sup> <sup>1294</sup> <sup>1295</sup> <sup>1296</sup> <sup>1297</sup> <sup>1298</sup> <sup>1299</sup> <sup>1300</sup> <sup>1301</sup> <sup>1302</sup> <sup>1303</sup> <sup>1304</sup> <sup>1305</sup> <sup>1306</sup> <sup>1307</sup> <sup>1308</sup> <sup>1309</sup> <sup>1310</sup> <sup>1311</sup> <sup>1312</sup> <sup>1313</sup> <sup>1314</sup> <sup>1315</sup> <sup>1316</sup> <sup>1317</sup> <sup>1318</sup> <sup>1319</sup> <sup>1320</sup> 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две тысячи человек на всю Россию

91 ). Сю зерены сле-

дующих уровней, начиная с четвертого, – уже ,государ-  
ственные деятели, , ведущие непосредственную борьбу за  
Власть в масштабах всей страны. Их считанные де- сятки  
даже в больших странах <sup>33</sup> , и, как правило, обы-

денные представления о Власти связаны именно с эти- ми  
людьми (или публичными фигурами их группиро- вок).

Став сюзереном сюзеренов (сюзереном второго  
уровня), вы войдете в состав , национальной, , но , не пра-  
вляющей , элиты. К моменту, когда вы на самом деле дос-  
тигнете этого статуса, наша книга давно уже покроется  
пылью в вашей кладовке – вам станет не до нее, да и  
пользы от нее будет все меньше и меньше. Но пока вы еще  
располагаете свободным временем и интересом, мы  
попытаемся донести до вас вторую

93 часть нашей

теории – правила игры для состоявшегося человека  
Власти.

Казалось бы, человеку, попавшему в столь избран-  
ное общество (15 тысяч на всю страну), получившему в  
ходе карьеры огромный политический опыт и столь же  
необъятные связи, можно расслабиться и перестать  
проводить в офисе 16 часов в сутки. Но на самом деле,  
только с этого момента у вас и возникают , настоящие  
проблемы. , Контролируемые вашей группировкой , ор-  
га , низации теперь порождают достаточно , лакомое , ко-

-, Бруно Де Мескита в своем исследовании , иранской ядерной  
про - граммы анализировал публичные высказывания 60 , наи-  
более «влиятель - ных» представителей иранской элиты.

личество ресурсов, и на них постоянно будет покушаться кто-то из конкурентов. Ваш сюзерен, Большой Человек, входит в правящую элиту и вынужден (хочет он того или нет) участвовать в борьбе за государствен-

ственную власть» 94 .

**Практик.** Говоря о Власти, я часто вспоминаю книгу «На арене со львами» американского писателя Тома Уикера. Сама книга рассказывает о том, что некий журналист едет на похороны вышедшего в тираж и спившегося американского политика и вспоминает, как вместе с ним проводил президентскую кампанию. А вот ее название отражает очень простую истину: иногда перед нами открываются двери, и дальше только от нас зависит, сделать шаг вперед или нет. Но в любом случае, независимо от выбора, двери вскоре закрыва-

93 . И конечно же самую важную.

94 . Поражение в которой большую часть человеческой истории означало смерть.

ются. И если шаг не сделан, то об этом можно жалеть всю жизнь. А если сделан – то ты оказываешься на арене со львами.

**Теоретик.** Арена со львами – вот что ждет человека Власти, достигшего первого серьезного успеха. Спокойная жизнь, когда вы имели дело с обычными людьми, беспомощными в сравнении с вашей властной группировкой, навсегда остается в прошлом; отныне вашими конкурентами становятся безжалостные («ничего личного») и могущественные властные группировки. Все, что вы делали во Власти до сих пор, были игры в песочнице; теперь же вас окружают профессионалы.

«Номенклатурщики знают неписаное правило: только тот может удержаться свой пост в номенклатуре, кто старается вырасти; тот, кто старается только удержать пост, теряет его, так как будет вытеснен лезущим снизу. Для того же, чтобы действительно вырасти, надо приложить исключительные усилия.

Неудивительно, что в этой постоянной скачке с препятствиями номенклатурщики готовы использовать любые средства, только бы они обеспечивали успех. Ни в какой другой среде не видел я столько интриг, как в номенклатурной, и столько ханжества с целью представить интриганство «партийной принципиальностью». Даже порядочные, симпатичные члены класса номенклатуры прибегают к этим интригам, — иначе они лишатся своей принадлежности к номенклатуре, а это для каждого номенклатурщика — главная радость в жизни» [Восленский, 2005, с. 512].

На новом уровне Власти борьба за еще большую Власть становится насущной **необходимостью**. Если сегодня вы не провели на хорошую должность своего вассала — завтра ее занял конкурент; если сегодня вы не устранили наглого претендента на свое место — завтра там, а вместе с вами и всей вашей команде дали пинка под зад.

Рассмотрим случавшийся уже миллионы раз, но тем не менее повторяющийся снова и снова пример из корпоративной жизни. Генеральный директор Боб нанял талантливого менеджера Криса, и тот стал быстро продвигаться по служебной лестнице, пользуясь покровительством этого самого Боба, но не давая ему вассальной присяги<sup>95</sup>. На предпоследнем этапе карьеры Крис вошел в совет директоров компании, и вот как Пфед-

фер описывает „даль „нейшее:

„«Я уже предвидел следующий шаг, поэтому позво- нил Бобу и сказал: "Крис метит на твое место". Боб ответил, что его интересует только благо компании, он не станет унижаться до политических интриг и считает, что совет директоров видит честность и уровень компетенции и примет правильное решение.

“ 95 “Поскольку вы уже знаете, что такое Власть, это может показаться вам странным. Но мы потому и написали книгу, что по правилам Власти играет лишь ничтожное меньшин- ство людей. Остальные, подобно Крису и Бобу, действуют наугад, путая Власть и Управление. Именно в этом заклю- чается основная опасность назревающей революции XXI

века.

Противоборствующие в ней группировки будут слиш- ком плохо организованы, чтобы одна из них одержала бы- струю и относительно бескровную победу. Все может за- кончиться бесконечной войной одинаково плохо организо- ванных банд.

„Можно догадаться, чем кончилась эта история – Боба уволили, Крис занял пост генерального директо- ра. Интересно, как проходила телеконференция, на которой совет директоров обсуждал это решение. Хотя многие соглашались, что Крис ведет себя непо- добающим образом и это вредит компании, мало кто поддерживал Боба

“ 96 “ Если сам он не был готов к борь- бе, никто не собирался сражаться вместо него. Люди, принимающие участие в собственной казни, не дож- дутся особого сочувствия или поддержки» [Пфеффер, 2014, с. 238].

Вряд ли можно подобрать более доходчивый при- мер разницы между Властью («метит на твое место») и Управлением («интересует только благо компании»)...



<sup>70</sup> **Практик.** <sup>71</sup> А давайте я все-таки попробую! Есть од-  
на хорошая книжка про Власть <sup>97</sup> (хотя она и написана

человеком, во Власти ничего не понимавшим, но зато  
написана про настоящего ,гения ,Власти), и я хочу кое- что  
из нее процитировать:

«В первые дни моей работы я десятки раз в день хожу  
к Сталину докладывать ему полученные для По- литбюро  
бумаги. Я очень быстро замечаю, что ни со- держание,  
ни судьба этих бумаг совершенно его не интересуют.  
Когда я его спрашиваю, что надо делать по этому  
вопросу, он отвечает: <sup>72</sup> „А что, по-вашему, надо делать?“

Я отвечаю <sup>73</sup> — ,по-моему, то-то: внести на обсуждение  
Политбюро, или передать в какую-то комиссию ЦК, или  
считать вопрос недостаточно про-

<sup>74</sup> 96 ,Неудивительно, ведь он и пригласил этого «неподобающе-  
го» Криса.

<sup>97</sup> Бажанов Б. Воспоминания бывшего секретаря Сталина.

<sup>75</sup> СПб.: Всемирное слово, 1992.

работанным и согласованным и предложить ведом-  
ству его согласовать сначала с другими заинтересо-  
ванными ведомствами и т.д. Сталин сейчас же со-  
глашается:

<sup>34</sup> 98 „Хорошо, так и сделайте"... В секрета-  
риате Сталина мне разъясняют, что Сталин никаких  
бумаг не читает и никакими делами не интересуется»  
[Бажанов, 1992, гл.4].

„Хотите узнать, чем занимался Сталин вместо чтения и  
согласования бюрократических бумаг? Найдите книжку  
и прочитайте, там кое-что про это написано. Сталин, в

<sup>34</sup> 1. Главный враг человека Власти

отличие от управленца Бажанова, был вы- дающимся человеком Власти и работал не с бумагами, а с людьми.

Поэтому он совершенно спокойно относился к тому, что Бажанов вместо него принимает решения государственной важности: не эти решения определяли, кто получит Власть, а кто ее потеряет! Вот так и ваш управленец Боб занимался Управлением, вместо того чтобы хоть немного подумать о Власти.

**Теоретик.** Увлечшись Управлением, Боб забыл про Власть, забыл, что он на арене со львами, и закономер- но потерпел поражение. Мы надеемся, что наша книга поможет вам навсегда запомнить: Власть – это вечный бой, где нет места рассуждениям о «благе компании». Чтобы уцелеть среди других сюзеренов и пробиться на следующие уровни Власти, вам потребуются новые знания и умения, о которых мы постараемся рассказать на следующих страницах.

И начать этот рассказ мы хотим с главного врага человека Власти, погубившего больше правителей, чем все конкуренты и заговорщи- ки, вместе взятые: с вас самих.

25 декабря 1989 года в городе Тырговиште, что в 70 километрах от Бухареста, был расстрелян президент Румынии Николае Чаушеску, правивший страной с 1965 года. Кто же расстрелял этого выдающегося человека, успешно удерживавшего власть предыдущие

24 года? Не кто иной, как его старый друг Виктор Стэнкулеску, в ночь с 16 на 17 декабря подавивший антиправительственные выступления в городе Тимишоаре. Неделию спустя Стэнкулеску оказался министром обороны нового революционного правительства и лично организовал расстрел своего сюзерена

“ 98 ”

Как же получилось, что опытный Чаушеску (24 года на высшем уровне власти, а до этого еще почти 30 лет в коммунистическом движении, от рядового активиста до члена Политбюро) не разглядел заговора буквально у себя под носом? Почему он не предпринял стандартных в подобных ситуациях действий – не выдал протестующим «козла отпущения», не объявил новый курс, не зачистил половину окружения? Что помешало

этому

выдающемуся “ 99 ” политику защитить свою власть, а вместе с ней и свою жизнь?

Чтобы ответить на этот вопрос, познакомимся с некоторыми обстоятельствами последних лет правления Чаушеску. В 70-е годы Румыния, обладавшая некоторыми запасами нефти “ 100 ”, получила немалые выгоды от

“ 98 ” Разумеется, обвинив его в преступлении, которое сам и совершил. За расстрел протестующих в Тимишоаре Стэнкулеску был осужден только в 2008 году.

“ 99 ” Действительно выдающемуся – попробуйте-ка сами продержаться у власти 24 года.

<sup>100</sup> Румынское нефтяное месторождение Плоешти в годы

<sup>35</sup> разразившегося энергетического кризиса; в страну хлынул поток нефтедолларов и западных кредитов

Однако к началу 80-х выяснилось, что полученные кредиты потрачены, а отдавать их нечем – добываемой нефти недостаточно, а других конкурентоспособных на мировых рынках товаров страна не производит. Перед Чаушеску встал выбор; либо идти на политические уступки <sup>102</sup>, либо «затягивать пояса». Первый вариант для политика, уже 15 лет не признававшего над собой ничьей власти <sup>103</sup>, был неприемлем, и Чаушеску взял курс на возврат западных кредитов. В стране была введена карточная система, все, что можно, отправлялось на экспорт, и в течение шести лет (!), с 1983 по 1989 год, небольшая Румыния полностью погасила более чем 10-миллиардный внешний долг.

<sup>36</sup> За этот выдающийся внешний успех Чаушеску заплатил потерей популярности внутри страны. Разоча-

<sup>35</sup> торой мировой войны было главным источником нефти для всей гитлеровской Германии.

<sup>101</sup> Выдававшихся в том числе и с политическими целями – переманить Румынию из социалистического лагеря в капиталистический.

<sup>102</sup> Румынии предлагали полное списание долгов за Варшавского договора и СЭВ. ·выход из

<sup>103</sup> Хотя Румыния формально и принадлежала к социалистическому лагерю, Чаушеску проводил совершенно независимую политику, он лансировал между СССР и Китаем; в частности, он резко осудил события 1968 года в Чехословакии.

рованные пустыми полками магазинов, скудным пайком по карточкам и жесткой экономией электричества<sup>104</sup>, румыны начали называть свою страну «Чаушенизм». Сама по себе потеря популярности не очень опасна для политика (всегда можно поднять ее обратно, было бы желание), но с середины 80-х к ней добавилось изменение международной обстановки: в СССР пришел к власти Горбачев и фактически начал демонстрацию мировой социалистической системы. В замену неудобного Чаушеску на более послушного политика оказались заинтересованы и Вашингтон, и Москва; вот это было уже серьезной угрозой, и Чаушеску должен был на нее адекватно отреагировать. Но вот тут-то и проявил себя

настоящий враг.

Вассалы Чаушеску (как, впрочем, и всех остальных монархов) непрестанно соревновались друг с другом в наилучшей лести своему сюзеру и постепенно сформировали в стране самый натуральный культ личности<sup>105</sup>.

Конечно, фальшивость их восхвалений была очевидна любому стороннему наблюдателю, но капля камень точит, и к середине 80-х постаревший Чаушеску<sup>106</sup> искренне уверовал, что действительно является

<sup>104</sup> Дело дошло до запрета использования лампочек мощнее

15 ватт.

<sup>105</sup> Со всеми его стандартными проявлениями – повсеместными портретами вождя, изданием его полного собрания сочинений, постоянным новостным потоком о достижениях лидера, соревнование придворных литераторов за лучший титул: «Отец нации», «Гений Карпат», «Полноводный Дунай»

разума». Особо удались подхалимам книга «Посвящение», содержащая 664 страницы непрерывных похвал Чаушеску, и исторические изыскания, обосновывающие право Румынии являться правопреемницей Римской империи.

всенародно любимым отцом нации. Подозрительность, в былые годы распространявшаяся на ближайших соратников

<sup>106</sup> „ „

кушением

<sup>107</sup> „ „

яется уже не приходилось. С этими убеждениями Чаушеску вступил в последний месяц своей жизни, и все его последующие решения, оказавшиеся самоубийственными, с его точки зрения, были единственно возможными.

20 ноября 1989 года открывается очередной съезд компартии Румынии, от которого ждут каких-то решений по улучшению жизни – долги ведь выплачены, пора и продуктам появиться на полках. Чаушеску отчитывается о небывалых успехах социализма и клянется идти и дальше тем же путем. 6 декабря Чаушеску встречается в Москве с Горбачевым и отвечает категорическим отказом на предложение провести реформы по образцу советских (никто не может указывать Гену Карпат, что ему делать). 17 декабря Чаушеску собирает Политбюро для обсуждения только что подавленных волнений в Тимишоаре, министр обороны Ва-

<sup>106</sup> „ В первые годы своего правления Чаушеску заменил все высшее руководство Румынии на своих ставленников, отдавая предпочтение родственникам.

<sup>107</sup> „ Эта фобия столь же типична для правителей, как и „культ

личности. Она включает в себя страх отравления (из-за чего для Чаушеску возили по всему миру проверенную пищу и даже постельное белье) и страх перед инфекциями (охранник Чаушеску всегда имел наготове флакон со спиртом и передавал боссу тампон для протирки рук после каждого рукопожатия; кстати, аналогичной фобией страдал и известный американский миллиардер Говард Хьюз).

Милия заявляет ему открытым текстом: «Нет такого в уставах, чтобы народная армия стреляла в народ». Но Чаушеску спокойно улетает с официальным визитом в Иран, ведь он считает, что бунт в Тимишоаре подняли иностранные шпионы и хулиганы, а стрелять в них уставы разрешают. Вернувшись, Чаушеску распоряжается собрать в Бухаресте грандиозный митинг в свою поддержку, будучи уверен, что народ только и ждет этого случая, чтобы продемонстрировать верность любимому вождю. Когда 21 декабря на митинге раздаются лозунги «Долой тирана!» и «Долой коммунизм!», Чаушеску впадает в протрацию: «Я дал им все, я дал им все, а они...» С этого момента он больше не боец, и дни его сочтены.

Как видите, Чаушеску действовал в полном соответствии со своими представлениями о ситуации и ни разу не отклонился от твердой и последовательной линии.

Проблема заключалась в том, что эти представления совершенно не соответствовали действительности.

Пребывание в иллюзорном мире, созданном для сюзерена придворными льстецами, погубило румынского президента, сделав его главным врагом самому себе.

**Читатель.** Понятно, что правителю целой страны трудно сохранить здравый рассудок. После 15 лет непрерывных восхвалений во что угодно поверишь. Но мы же говорим о сюзерене второго уровня, у которого в

подчинении не больше сотни человек. Неужели и у него может развиться мания величия?

<sup>107</sup> **Теоретик.** <sup>108</sup> Давайте спустимся чуть ниже по лестнице Власти. 25 октября 2003 года в Новосибирске был арестован один из богатейших людей мира, владелец нефтяной компании ЮКОС Михаил Ходорковский. Вопреки расхожему мнению, что «богачам закон не писан», он был осужден на реальный срок и вышел на свободу лишь в 2013 году. К моменту его ареста большинству независимых наблюдателей было совершенно ясно, что против ЮКОСа ведется кампания на уничтожение, в которой задействованы (как и в случае с Чаушеску) заведомо превосходящие силы.

Первые признаки надвигающейся бури появились еще 19 февраля 2003 года, когда на встрече бизнесмена с Президентом России Ходорковский заявил о коррупции на высших уровнях власти и в ответ получил замечание: «А сами-то вы честно платите налоги?» Даже если бы президент задал такой вопрос из праздного любопытства, найти налоговые нарушения у упомянутых компаний стало бы делом чести для его подчиненных; однако дальнейшие события показали, что претензии к Ходорковскому носили куда более масштабный характер

<sup>108</sup> . 15 апреля 2003 года депутат Госдумы Юдин направил в Генпрокуратуру запрос о нарушениях ЮКОСом приватизационного законодательства и уклонениях от уплаты налогов его дочерними предприятиями. 19 июня по обвинению в организации

<sup>108</sup> . Существует масса публикаций о «заговоре олигархов», «продаже российской нефти Америке» и планах изменения государственного строя России с целью захвата власти Хо-



дорковским посредством «скупленного парламента». Их проверка требует подробного анализа, выходящего за рамки нашей книги; мы можем лишь констатировать, что дыма без огня не бывает, и коль скоро такие версии были широко представлены публике (а значит, и Президенту), у Ходорковского имелись весьма могущественные противники.

убийств был задержан руководитель службы экономической безопасности ЮКОСа Алексей Пичугин, а 2 июля 2003 года, в рамках возбужденного по запросу Юдина уголовного дела, председатель совета директоров объединения «Менатеп»

109 Платон Лебедев. Два

разных уголовных дела, реальные задержания высокопоставленных сотрудников (в стране, где до сих пор в ходу поговорка «у нас просто так не сажают») – что еще требовалось для осознания серьезности положения?

В аналогичных случаях в Древнем Риме сенаторы вскрывали себе вены и завещали все свое состояние действующему императору

110 . Победить в открытом

столкновении сюзерена более высокого уровня невозможно

111 , и если уж оно началось, нижестоящему сюзерену приходится выбирать между капитуляцией

112 И

109 Исторически первой компании в империи Ходорковского.

110 Не потому, что были такими верными вассалами, а потому, что в этом случае их семьи сохраняли жизнь и свободу.

111 Уточним: невозможно в обществах, где Власть устроена по монархическому принципу. При олигархическом устройстве Власти нижестоящий сюзерен может привлечь к себе в союзники других, более высокопоставленных сюзе-

ренов, и тем самым защититься от необоснованных претензий. Но даже в этом случае ему придется попотеть, доказывая своим потенциальным защитникам свою правоту.

112 Капитуляция в таких случаях возможна. В 2014 году другой олигарх, Владимир Евтушенков, оказался под домашним арестом по делу не законного приобретения акций «Башнефти». После возврата акций государству (пусть и с немалым убытком для компании Евтушенкова, АФК «Система») дело было прекращено, а Евтушенков вернулся на свободу.

бегством. Что же сделал самый богатый российский миллиардер? Ни того, ни другого. В августе 2003 года Ходорковский посетил США (где американские друзья прямо говорили ему: «Не вздумай возвращаться»), а в сентябре вернулся домой и отправился с лекциями о демократии по городам России. 25 октября лекции закончились тем, чем и должны были закончиться по всем законам Власти.

Вопрос «Почему Ходорковский не уехал?» 113 долгое время был одной из главных загадок российской истории (в 2013 году ему на смену пришла другая загадка – «Почему Путин выпустил Ходорковского?»). Официальный ответ на этот вопрос

114 звучит так: «Не мог

бросить друга, Платона Лебедева, предполагал, что живу в демократической стране, и привык бороться до конца». Насколько полезно бороться с уголовными (и довольно тяжкими) обвинениями с помощью лекций о демократии, предлагаем вам оценить самостоятельно; а сами тем временем расскажем о другой версии рокового решения Ходорковского, куда лучше стыкующейся с теорией Власти. Она подробно изложена в книге известной пиарщицы Елены Токаревой «Кто подставил

Ходорковского» (2006) и сводится к трем ключевым моментам.

Во-первых, Ходорковский действительно планиро-

113 Что характерно, вопрос «Почему Ходорковский не капи- тулировал?» в России вообще никто не задавал; в нашем менталитете («русские не сдаются») капитуляция настолько позорное дело, что никому даже в голову не приходит. А между тем... но об этом позже.

114 Представленный, например, в книге Веры Челищевой «Заключенный № 1» (М.: Эксмо, 2011).

вал захватить политическую власть (создал протопар- тию «Открытая Россия», заключил союз с премьер- министром Михаилом Касьяновым и руководителем Администрации Президента Александром Волоши- ным, готовил захват большинства в Думе). «

Юкосов- ские люди были настолько уверены, что вышли на фи- нишную прямую захвата власти в стране, что уже планировали жизнь на десяток лет вперед», — вспоми- нает Токарева о тех временах.

Во-вторых, технология проникновения во Власть у ЮКОСа была чисто коммерческой: «В 2001 году Хо- дорковский закрыл аналитическое управление, кото- рым командовал отставной гвбэшник генерал Алексей Кондауров со словами: Чего ты мне свои бумажки подсовываешь? Всех, кого надо, мы уже купили» (там же).

Между тем разница между купленными людьми и настоящими вассалами группировки громадна и хоро- шо известна еще со времен сицилийской мафии: про- дажные полицейские могут помочь раз, и другой, и третий, но в случае опасности мгновенно перебегут на другую сторону. Представления о «выходе на финиш- ную

прямую» у Ходорковского (как и у другого столь же неудачливого олигарха, Березовского) основывались не на численности своих вассалов, а на количестве

купленных людей (к числу которых, при желании, можно было отнести кого угодно <sup>115</sup>).

В-третьих, Ходорковский всерьез рассчитывал на

<sup>115</sup> Существуют свидетельства, что Ходорковский до последнего момента считал «своим» даже Владислава Суркова – только на том основании, что тот когда-то работал в «Менатепе».

помощь мирового финансового капитализма <sup>116</sup>, кото-

рому предлагал разнообразные лакомые проекты (продажу части ЮКОС-Сибнефть, 30-летний договор о поставке нефти в Китай, ядерное разоружение России). Вот что говорил еще один опальный олигарх, Сергей Пугачев, в своем интервью телеканалу «Дождь» (25.06.2015):

«Я сказал просто ему: "Миш, у тебя же есть деньги, все в порядке, может, тебе лучше на время уехать отсюда? Не горячиться? Как минимум оттуда ты можешь помочь своим людям, ты можешь разрешить эту ситуацию". Но он выбрал то, что он выбрал. Я не скажу, что это был жест самопожертвования, он был абсолютно убежден, что с ним ничего не случится... он... сказал, что у него была встреча с американским президентом, и вообще нет шансов, что что-то произойдет».

Как видите, с точки зрения самого Ходорковского, ситуация 2003 года выглядела не как столкновение с вышестоящим сюзереном, а как завершающий этап

« борьба за власть с равными противниками, ,причем на  
стороне Ходорковского в ней выступали и высшие чи-  
новники российского правительства, и Ротшильды, и даже  
сам американский президент. Все карты на на- ших руках,  
вперед, к победе – так, и только так должен действовать  
человек Власти в ситуации ,своего ,превос-  
ходства. И все  
бы у Ходорковского получилось, ,если бы не проклятая  
реальность.

« 116 «В частности, Ходорковский был лично знаком с одним из  
Ротшильдов, Джейкобом (р. 1936), и даже включил его в траст,  
распорядившись акциями ЮКОСа.

« **Читатель.** « Ну да, очень похоже на Чаушеску. Но  
про того целые книги издавали, а про Ходорковского  
только статьи, какой он крутой и талантливый. Хотя  
знакомство с Ротшильдом, встреча с американским  
президентом... было от чего крыше поехать.

« **Теоретик.** « Можете не сомневаться, было. Порой и  
одного подхалима достаточно, чтобы убедить человека в  
собственной гениальности, а в штате империи Хо-  
дорковского их числилось несколько сотен. Иллюзор-  
ный мир, в котором Ходорковский уже договорился с  
мировым правительством и планомерно шествовал к  
власти над Россией, был выстроен столь же любовно и  
качественно, как и иллюзорный мир Геня Карпат, хо-  
тя Ходорковский не был ни выдающимся политиче-  
ским деятелем, ни даже сколько-нибудь значимым  
бизнесменом. В результате Ходорковский намного пе-  
реоценил уровень собственной властной группировки и  
вступил в безнадежную борьбу, закономерно закон-  
чившуюся поражением.

**Практик.** Тут нужно понимать, что Ходорковский вообще не был политиком. Он рассматривал себя как управленца, который был поставлен владельцами, пусть и вопреки желанию «старых» сотрудников компании. То есть, если брать примеры, приведенные выше, считал себя аналогом Скалли, притом что Путин играл роль Джобса. И соответственно, проблема его была не только в том, что у него сыграла поддерживаемая «клакой» мания величия, но и то, что эта мания была построена на совершенно неадекватной модели мира. Это типовая ошибка для тех, кто сделал слишком быструю карьеру – они преувеличивают силу своих сюзеренов (которые у многих российских олигархов были за пределами страны) и склонны недооценивать своих соперников, карьера которых развивалась более медленно (как у Путина, например).

**Теоретик.** Горькая правда о Власти заключается в том, что точно такую же ошибку может допустить любой сюзерен, независимо от своего уровня. Сама природа Власти требует от своих людей большей склонности к риску, некоторой «безбашенности» (опирающейся, конечно, на точный расчет). Когда раз за разом рискованные решения приводят к победам, любой человек начинает чувствовать себя баловнем судьбы: «Другим нельзя, а мне можно»<sup>117</sup>. Подобная трансформация людей во Власть не абстрактные теории, а научный факт, подтвержденный лабораторным экспериментом<sup>118</sup>.  
 «Обладание властью позволяет избавиться от множе-

<sup>117</sup> Напомним в очередной раз, что Власть – это принудительное изъятие чужих ресурсов, которые мало кто отдает с удовольствием. Властвовать значит обижать людей и плодить

врагов, в белых перчатках Власть не делается. Подобное занятие требует крепких нервов и спокойного отношения к рискам.

<sup>118</sup> Те, у кого не получается, не пробиваются к вершинам Власти, поэтому наверху оказываются только «баловни судьбы». В статистике это называется «ошибкой выживших», если проводить опрос по телефону, есть ли у вас телефон, результат будет 100%, точно таким же будет результат опроса «Везучий ли вы человек?» среди победителей лотерей.

<sup>119</sup> См.: [Camey, 2011]. В экспериментах группы Даны Карни «облеченные властью» испытуемые демонстрировали меньший уровень кортизола (гормона стресса), чем контрольная группа.

<sup>37</sup> ства мелких проблем, вызывающих стресс у обычного человека (страх перед увольнением, управление автомобилем, ненужные встречи). Благодаря этому «фоновый» уровень стресса у человека Власти заметно ниже, и он располагает большими ресурсами для конфронтационного поведения (обмана или агрессии). Постоянная

<sup>38</sup> практика «тренирует» человека Власти – то, что у обычного человека вызывает стресс <sup>120</sup>, для него обыч-

ная рутинная работа. И это замечательно, но подобное притупление чувства опасности распространяется на все риски – в том числе и те, которыми нельзя пренебрегать!

**«Практик.»** А я еще раз повторю свою мысль. Поскольку сюзерены склонны в разговорах со своими

<sup>120</sup> классический пример: вы везете труп в багажнике, и вас останавливает полицейский. У обычного человека тут ноги подкосятся, а человек Власти улыбнется и поинтересуется, чем он может помочь.

вассалами преувеличивать свои возможности, вассалы часто преувеличивают потенциал сюзеренов. А поскольку реальной информации о той ситуации, в которой сюзерены действуют, им взять неоткуда, вассалы часто совершают ошибки, особенно при попытке сыграть собственную игру. Так, однажды я разговаривал с одним олигархом, который готовился к встрече с тогда еще недавно назначенным Путиным, и потому решил со мной посоветоваться. Я его честно послушал и сказал, что его позиция Путину будет неинтересна. Олигарх очень удивился, на что я его спросил, что он скажет, если у него будет 20-минутный ланч с Уорреном Баффетом. «Ну, – грустно сказал олигарх, – я ему неинтересен! У него миллиардов много больше, чем у

меня!» – «Ну вот, –

подытожил я, – а теперь подумай, сколько атомных ракет у Путина, а сколько у тебя». До этого разговора олигарх совершенно не представлял себе пропасти, разделявшей его и путинский уровень Власти.

**«Теоретик.»** Предрасположенность людей Власти к недооценке рисков и переоценке собственной значимости является их профессиональной чертой характера, без которой они и не смогли бы стать сюзеренами. Внешние проявления этой особенности выглядят настолько своеобразно, что заслужили в западной психиатрической литературе специальное название: гибриксиндром. Придумал этот термин не кто иной, как профессиональный английский политик, министр иностранных дел Великобритании в 1977-1979 годах, а