

NO FEAR

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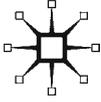
NO FEAR

In Business and In Life

Pilar Jericó

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Consulting

palgrave
macmillan



Spanish edition © Pilar Jericó 2006; © Alienta Editorial 2006, Planeta
DeAgostini Profesional y Formación, S.L., Barcelona 2006
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Softcover reprint of the hardcover 1st edition 2009 978-0-230-58038-1

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First published 2009 by
PALGRAVE MACMILLAN

Palgrave Macmillan in the UK is an imprint of Macmillan Publishers Limited,
registered in England, company number 785998, of Houndmills, Basingstoke,
Hampshire RG21 6XS.

Palgrave Macmillan in the US is a division of St Martin's Press LLC,
175 Fifth Avenue, New York, NY 10010.

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ISBN 978-1-349-36846-4 ISBN 978-0-230-23755-1 (eBook)
DOI 10.1007/978-0-230-23755-1

This book is printed on paper suitable for recycling and made from fully
managed and sustained forest sources. Logging, pulping and manufacturing
processes are expected to conform to the environmental regulations of the
country of origin.

A catalogue record for this book is available from the British Library.

A catalog record for this book is available from the Library of Congress.

10 9 8 7 6 5 4 3 2 1
18 17 16 15 14 13 12 11 10 09

To Maribel and Pilar

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ACKNOWLEDGMENTS

Writing a book is like making a journey. I embarked on the adventure of NoFear in 1998, when I began to explore fear as a major handicap for companies and for people. I found, however, that libraries and universities did not have the sort of material I was looking for. Thus this journey had an additional difficulty which made it even more appealing. Along the way I drew on my experiences as a consultant and coach and on several months of interviews. NoFear has had four main accomplices: Pedro Luis Uriarte, Tomás Pereda, Luis Carlos Collazos, and Pilar Gómez Acebo. Thanks for your inspiration. And thanks to all of you with whom I had the chance to converse (Adriana Gómez-Arnau, Alberto García, Ángel Córdoba, Asunción Riera, Carlos Esteban, Carolina Maliqueo, Eduardo Bueno, Ignacio Bernabeu, Isabel Carrasco, Jaime Bonache, Jaime Pereira, Javier Fernández Aguado, Javier Quintana de Uña, José Cabrera, José María Gasalla, Luis Massa, Marcos Cajina, Techu Arranz, and friends from CESEDEN), to many other professionals from client companies, to my associates, to colleagues from the Department of Business Organization, to students from the School of

ACKNOWLEDGMENTS

Business, and to alumni of the University, from whom I always learn.

I am grateful to Stephen Rutt, Eleanor Davey Corrigan, Vidhya Jayaprakash, Sandra Bruna, Natalia Berenguer, and Philip Wood for the love and energy they have put into this project.

And, of course, thanks to my family and my friends for their unconditional support (especially to Fran, Ana, Marta, Juan, Elena, Marisa, and Mariano), and to you, Álvaro.



INTRODUCTION

Fasten your seatbelts. We are about to enter the tunnel of fear. We all have fears. Every single one of us. However, the very mention of fear is taboo in companies. Only upbeat messages are allowed in business talks and advertising campaigns: Tommy Hilfiger-style models grinning on picture-perfect golf courses, websites about the delights of people management, and images of folks just thrilled to be mortgaging their lives for the next thirty years. And behind the scenes lies the hard reality: pressure to meet targets, power struggles, the risk of getting the sack, and, of course, our friend fear.

A brief point: If the term fear causes you certain “intellectual rash” or you simply prefer to ignore its existence, perhaps you would prefer to think of worry, anxiety, or stress. They all have something in common: they are emotions that kick in when we perceive threats and which take a heavy toll on our performance at work and on our lives in general. And although it is rarely acknowledged openly, fear has been employed as a management tool in business for centuries – and still is. Well, it’s time to lift the gag order!

INTRODUCTION

It's time to wake up to the heavy toll on our companies and on our lives! Only then will we see that there is another way – more difficult perhaps, but undoubtedly much more profitable – based on talent, change, and innovation. We are not talking about lab studies with rats, but systems that have been shown to work. There are companies and professionals who have taken the NoFear way with great success. We are not just talking about pretty words but about numbers, and happiness. Don't you think it's worth a try?

If we choose this course, we face challenges at two levels: in ourselves and in our companies. First: free ourselves from the horrible bind of fear. You may wear the best Dior suits and Hermes ties, but your insecurities will still straitjacket your potential. Second challenge: avoid fear-based management. Yes, we all know: it is the tried-and-true model of management and it works, or at least it has worked in the past. But horse-drawn carriages and matrix printers worked too. Past success is no guarantee of future success. Whether we are talking about a company or a person, the future is for those who are willing to make it; it is for those with the audacity to break the rules and grow upon their own strengths.

The challenge is NoFear. Do you dare accept?

The brave man is not he who does not feel afraid, but he who conquers that fear.

NELSON MANDELA