

# THE PETER PRINCIPLE

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*Why Things Always Go Wrong*

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LAURENCE J. PETER AND RAYMOND HULL

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## GLOSSARY

**SUCCESS**—final placement at the level of incompetence. *Chap. 8.*

**PETER'S PRETTY PASS**—the situation of having one's road to promotion blocked by a super-incumbent. *Chap. 4.*

**LATERAL ARABESQUE**—a pseudo-promotion consisting of a new title and a new workplace. *Chap. 3.*

**EXCEPTIONS**—there are no exceptions to the Peter Principle.

**GOOD FOLLOWER**—supposedly a good leader: a fallacy. *Chap. 6.*

**SUMMIT COMPETENCE**—a rare condition. *Chap. 8.*



**PETER'S  
PLACEBO  
PREVENTS  
PROFESSIONAL  
PARALYSIS.**



WITH A FOREWORD BY **ROBERT I. SUTTON,**  
AUTHOR OF *The No Asshole Rule*

*"The Peter Principle has cosmic implications."*

—*New York Times*

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# Peter Principle Why Things Always Go Wro

**Yi-Tong Ma**



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