

Part I

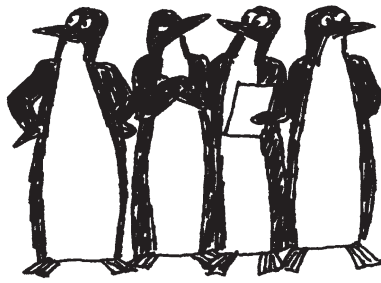
**The Story:
A Peacock in the Land of Penguins**



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There once was a time,
in the not so distant past,
when penguins ruled many lands
in the Sea of Organizations.

These penguins were not always wise,
they were not always popular,
but they were always in charge.

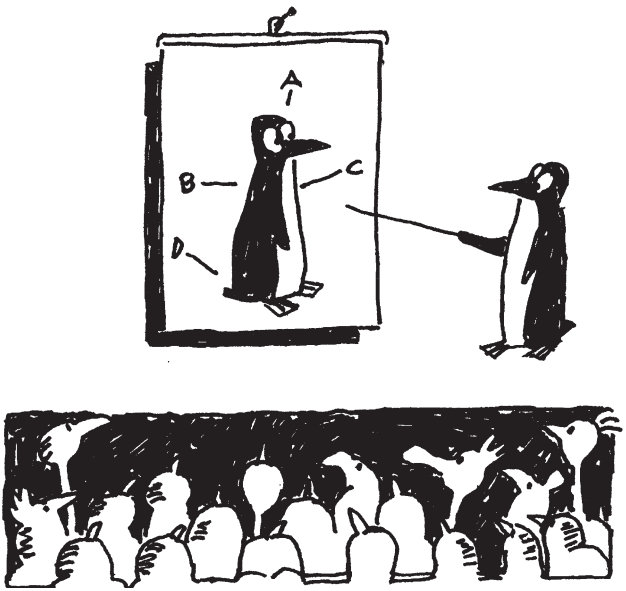


Most organizations looked the same:

Top executives
and managers
wore their distinctive penguin suits,
while worker birds
of many kinds
wore colors and outfits
that reflected their work
and their lifestyles.

Birds who aspired to move up
in their organizations
were encouraged to become
as penguin-like as possible —
to shorten their steps
and learn the penguin stride,
to wear penguin suits,
and follow
the example of their leaders.





Employee Development Departments
offered
extensive training programs
on
appropriate penguin-like behavior.

The rules
and norms
were clear
from Day One.