

"This is a book for everyone who wishes to contribute their unique gifts to the world."

Archbishop Desmond Tutu, NOBEL PEACE LAUREATE

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A peacock IN THE LAND OF PENGUINS

20th
Anniversary
Edition

A Fable about Creativity and Courage

BJ Gallagher and Warren H. Schmidt



FOREWORD BY **KEN BLANCHARD**

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More Praise for *A Peacock in the Land of Penguins*

"My father used to say, 'Don't raise your voice. Improve your argument.' This parable about a peacock in the land of penguins does just that—it improves the argument—the argument for open-mindedness, openheartedness, and open opportunity for all. This is a book for peacocks, penguins, and birds of all types—for anyone and everyone who wishes to contribute their unique gifts to the world."

—**Archbishop Desmond Tutu, Nobel Peace Laureate**

"The beauty of metaphor is that it communicates meaning, not just information, which is why I learned so much from this book about diversity, corporate culture, and organizational transformation—lessons I will never forget."

—**Warren Bennis, author of *On Becoming a Leader***

"Congratulations on giving us a new motto: 'E Pluribus Maximus!' (Greatness from Many!) This is a commandment for today's organizations."

—**Barry Z. Posner, coauthor of *The Leadership Challenge and Credibility***

"Is there anyone among us who has not felt the pain and frustration of not being appreciated for who they really are? *A Peacock in the Land of Penguins* is a powerful message, simply told, that speaks to the spirit in each of us that yearns to fly high and free."

—**Laurie Beth Jones, author of *Jesus, CEO and The Path***

"I have been part of penguin organizations and watched disasters result from management's lack of openness to new ideas. They would have saved tens of millions by paying attention to this simple little book."

—**James B. Shaffer, former President and CEO, Guy Gannett Communications**

"*A Peacock in the Land of Penguins* has, as expected, BJ and Warren's touch of originality on an important subject."

—**Shelby Coffey III, former Editor, *Los Angeles Times***

"We love the book! As people buy into the story, they buy into the message, which is universal. It makes true believers out of people who never thought the issue applied to them and would not have been as accepting if the book were not as lighthearted, fun, quick, and clear."

—**Ann Rhoades, former Executive Vice President, Human Resources, Doubletree Hotel Corp.**

"A little book full of big ideas that went a long way in helping us change the conversation around teamwork at EDC. We have used it at all levels and truly talk about the Land of Opportunity! *Merci BJ et Warren!*"

—**Marie-Lyne LeMaire, Manager, Training and Development, Export Development Corporation, Ottawa, Ontario, Canada**

"This is certainly an insightful book. It is *right on* and tells us a lot about ourselves—things we sometimes don't want to know."

—**Larry Strutton, former Publisher, Rocky Mountain News, Denver, Colorado**

"I very much enjoyed *A Peacock in the Land of Penguins*, and I highly recommend *all* corporate executives take time to read this book."

—**Mike Lamothe, former Executive Director, Human Resources, Merck Frosst Canada, Quebec**

"This book offers great insights into what is necessary to effectively value and manage creativity in the workplace. It helps people understand the dynamics of innovation and challenges us to embrace the opportunities that all our employees bring us."

—**Harold W. Burlingame, former Executive Vice President, AT&T**

"*A Peacock in the Land of Penguins* is a wonderful fable for individuals and organizations striving to flourish in a fast-changing world. While it may ruffle some feathers, a valuable message is delivered with wit and humor."

—**Phyllis Pfeiffer, Publisher, La Jolla Light**

"*A Peacock in the Land of Penguins* is a beautiful metaphor that goes to the heart of today's issues and concerns. The added quiz, checklists, how-tos, and practical tips and suggestions in the revised edition are important aids to anyone interested in understanding people from a fresh perspective. It's a must-read!"

—**Phillip R. Walker, PhD, Walker International, Inc., consultant to NASA Lewis Research Center**

"I loved it! This engaging tale is truly a fable for our times!"

—**Judy B. Rosener, retired Professor of Business, UC Irvine, and author of *America's Competitive Secret: Women Managers***

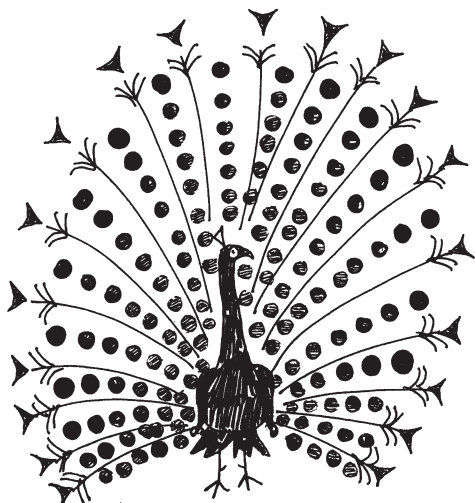
20TH ANNIVERSARY EDITION

A peacock IN THE LAND OF **PENGUINS**

A Fable about Creativity and Courage

BJ Gallagher and Warren H. Schmidt

Illustrations by Sam Weiss



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A Peacock in the Land of Penguins

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*We dedicate this book
to all who yearn to fly free
and show their true colors —
and to all who have the wisdom to learn
from those who are different.*

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Foreword

Every once in a while a small book comes along that deals with a profound subject in a simple, elegant way.

A Peacock in the Land of Penguins is such a book. I loved the book when the first edition came out in 1995, and I love this new 20th anniversary edition even more. It's no surprise that over the past two decades it has become the best-selling diversity book in the world!

A Peacock in the Land of Penguins provides important insights into the issue of creativity and innovation in the workplace — and it does so in a most engaging manner. Through the medium of a fable, this book helps us to see what can happen when we try to express ourselves fully and courageously in an environment created by executives and managers who view the world very differently.

Stories are a great way to convey important messages — they inspire and teach at the same time. People forget facts, figures and theories, but they remember stories. People who know me can tell you how often I use stories in my own conversations, in my speeches, and in my daily life. I love to write great stories, and I love to read great stories.

This is the story of Perry the Peacock — a bright, talented, colorful bird — who comes to live in the Land of Penguins. He soon runs into problems because the penguins have established a chilly organizational climate that is formal, bureaucratic, and governed by a vast array of written and unwritten rules. Although his talent is recognized, his different and unusual style makes the penguins feel uneasy. The very thing Perry was recruited for — his distinctive flair and creativity — is viewed as a problem by the penguins once he is inside the organization.

Perry's experience reflects that of many “birds of a different feather” in today's organizations. While executives and managers today say they want new ideas and new thinking

from their people, their actions indicate otherwise. New ideas are disruptive, they're messy, they challenge the status quo, they require taking chances and increased risk, and they push everyone out of their comfort zones.

So people who are different — people with new views on how to make the organization successful — are often discouraged from expressing them, much to the detriment of both the individual and the organization.

This delightful corporate fable follows the adventures of Perry and other exotic birds as they try to make their way in the Land of Penguins. Their story is both entertaining and enlightening. This is a tale of the perils and possibilities of being unique and creative in a world that values comfort, safety, and the predictability of conformity.

If you're interested in new ideas for making yourself and your organization successful, read this classic tale.

Creating a workplace where new ideas and innovation can flourish — and where different perspectives are welcome — is a top priority for managers and employees alike.

There are important insights for all of us!

Ken Blanchard

Coauthor of *The One Minute Manager*®

Part I

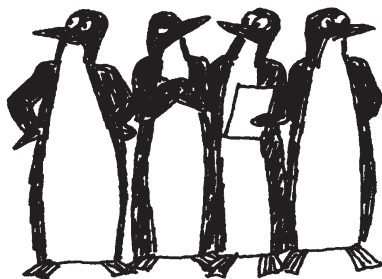
The Story: A Peacock in the Land of Penguins



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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.

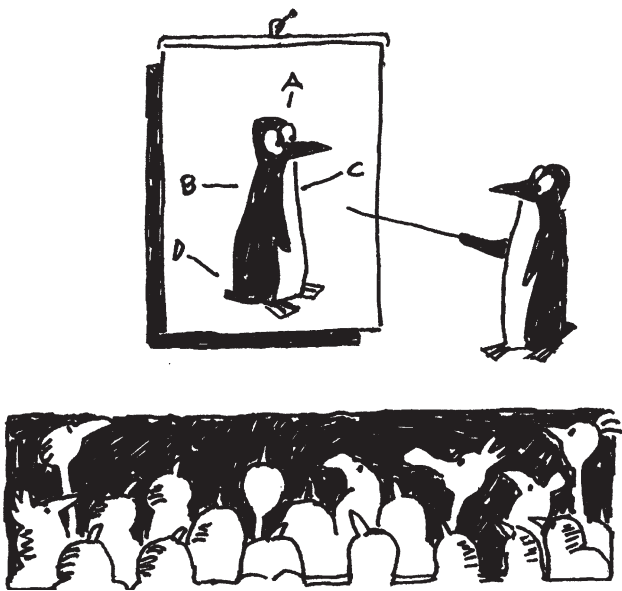


Most organizations looked the same:

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.

Penguins advised in subtle
(and not so subtle) ways:

“This is the way we do things here.”

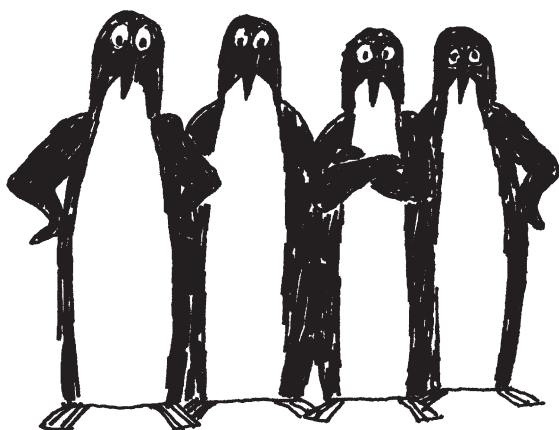
“If you want to be successful,
be like us.”

Some of the birds
who wanted to move up
in the pecking order
became very good
at taking on the penguin look
and penguin behaviors.

But even *they*
found that
they never quite
made it
into key positions.

It was assumed by all
that penguins
were natural leaders —
orderly, loyal, and good team players.

Penguins could be trusted
to put
the organization's interests
ahead
of personal and family concerns.





Other birds
were thought to be
more flighty
and less dependable.

Of course,
this was never stated
out loud
or in writing.

Because,
like every organization,
penguins wanted to be seen
as fair-minded and
ready to promote
on the basis of
talent,
hard work,
and contribution.



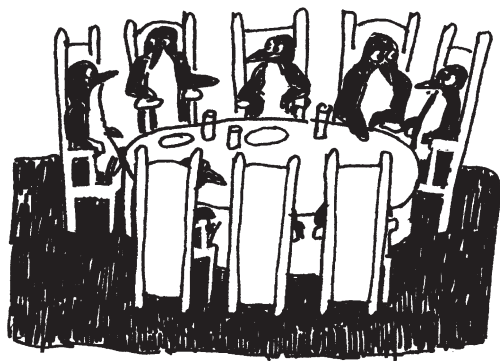
But everyone really knew —

*The penguins
had always been in charge,
and
the penguins
would always be in charge.*

The elder penguins
would take
younger penguins
under their wings
and coach them
on
how to be successful.

They would invite them
to play golf
and go jogging.

They would sit together
in the executive dining room
and talk about sports.



*It was clear to everyone
who the important penguins were.*

*It was also clear
that the penguins
felt most comfortable
around each other.*

Life was harmonious
in the Land of Penguins,
as long as everyone played
by the penguins' rules.

The other birds
in the organization
knew how to act
to make the penguins
feel comfortable
and secure.

But there came a time
when things began to change
in the Land of Penguins . . .

Thank You For Reading

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