COMPANIES ARE PEOPLE, TOO

DISCOVER, DEVELOP

& GROW YOUR
ORGANIZATION'S
TRUE PERSONALITY

SANDRA FEKETE

with LEEANNA KEITH

Companies Are People, Too

Discover, Develop, and Grow Your Organization's True Personality

Sandra Fekete

With LeeAnna Keith



GIFT OF THE ASIA FOUNDATION NOT FOR RE-SALE

QUẢ TẠNG CỦA QUÝ **CHÂU Á** KHÔNG **ĐƯỢC BÁN LẠI**



Copyright © 2003 by Sandra Fekete. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey. Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 750-4470, or on the web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, e-mail: permcoordinator@wiley.com.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. The publisher is not engaged in rendering professional services, and you should consult a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

For general information on our other products and services, please contact our Customer Care Department within the U.S. at (800) 762-2974, outside the United States at (317) 572-3993, or fax (317) 572-4002.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books. For more information about Wiley products, visit our web site at www.Wiley.com.

Library of Congress Cataloging-in-Publication Data:

Fekete, Sandra.

Companies are people, too: discover, develop, and grow your organization's true personality / Sandra Fekete with LeeAnna Keith.

p. cm.

Published simultaneously in Canada.

Includes bibliographical references and index.

ISBN 0-471-23610-1 (cloth: alk. paper)

Organizational behavior.
 Corporate culture.
 Keith, LeeAnna.

HD58.7 .F43 2003

658-dc21

2002153129

Printed in the United States of America 10 9 8 7 6 5 4 3 2 1

Contents

	Preface	vii		
INTRODUCTION				
1	Every Company Has a Personality	3		
2	Companies Are People, Too: The Concept and Promise	10		
DIS	SCOVER			
3	Discover Your Company's Personality	19		
4	Profiles of Practicality	30		
(5)	Profiles of Action	49		
6	Profiles of Idealism	68		
7	Profiles of Competence	87		
(8)	Discover Your Leadership Personality	107		
4 5 6 7 8 9	Personality and Cultural Diversity	131		
AR	TICULATE			
10	Personality and Culture: A Cautionary Tale	137		
11	Finding a Face for Your Personality	144		
12	Defining Vision, Mission, and Values	162		
LIV	E			
13	Living in Harmony with Your Company's Values	179		
14	The Physical Dimensions of Your Company	187		

	Cantonte
vi	Contents

(15)	When Things Change	198
(6)	Sizing Up the Competition, Partners,	
0	and Clients	210
(17)	What If You Don't Like Who You Are?	227
(8)	Being Yourself on Purpose	234
	Appendix: Validating CAP2	241
		245
		249
	Notes Index	