

Circle the number that represents your answer to each question:

HOW WELL DOES THIS DESCRIBE YOU?

NEVER	ALMOST NEVER	SELDOM	SOMETIMES	FREQUENTLY	ALMOST ALWAYS
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1. I want my work to further my own development.

0 1 2 3 4 5

2. I try to develop a vision for the ideal future of the business or organization.

0 1 2 3 4 5

3. I am an idealistic person.

0 1 2 3 4 5

4. I am satisfied at work if my job allows a great deal of autonomy.

0 1 2 3 4 5

5. I follow the rule that practice makes excellence.

0 1 2 3 4 5

6. I adapt easily to people I like.

0 1 2 3 4 5

7. I've developed my own view about what is right and wrong.

0 1 2 3 4 5

8. I see myself as a free agent.

0 1 2 3 4 5

9. I make my bosses into colleagues.

0 1 2 3 4 5

10. I adapt myself to continual change.

0 1 2 3 4 5

11. I believe I should take the initiative more.

0 1 2 3 4 5

12. Whatever my job, I try to provide high-quality work.

0 1 2 3 4 5

13. I try to keep my skills marketable.

0 1 2 3 4 5

14. I have a lot of aggressive energy I need to direct.

0 1 2 3 4 5

15. I keep my views to myself because I want to avoid an argument.

0 1 2 3 4 5

16. I put so much energy into responding to others that I feel I lose my sense of self.

0 1 2 3 4 5

17. The best boss for me is a good facilitator.

0 1 2 3 4 5

18. I try to be tough so I won't seem too soft.

0 1 2 3 4 5

19. I am bothered when there is a lack of neatness.

0 1 2 3 4 5

20. I find that the market gives me feedback on my value.

0 1 2 3 4 5

21. I have conversations with myself to clarify what I should do.

0 1 2 3 4 5

22. The best boss for me is like a good father who recognizes my achievements.

0 1 2 3 4 5

23. I want to feel appreciated.

0 1 2 3 4 5

24. I try to keep my options open.

0 1 2 3 4 5

25. I compare myself to highly successful people.

0 1 2 3 4 5

26. I like to collect things.

0 1 2 3 4 5

27. I believe the best decision will result from consensus.

0 1 2 3 4 5

28. I would rather be loved than admired.

0 1 2 3 4 5

29. I like to feel needed by people I care about.

0 1 2 3 4 5

30. What I like about games is the challenge to improve my personal score.

0 1 2 3 4 5

31. I admire creative geniuses.

0 1 2 3 4 5

32. I have difficulty completing projects on time because I want my work to be perfect.

0 1 2 3 4 5

33. Loyalty does not get in my way of doing what is best to succeed.

0 1 2 3 4 5

34. I feel alone and isolated.

0 1 2 3 4 5

35. I am thorough rather than quick.

0 1 2 3 4 5

36. I don't give in when I feel I am in the right.

0 1 2 3 4 5

37. I trust people.

0 1 2 3 4 5

38. I use organizations as instruments to achieve my goals.

0 1 2 3 4 5

39. I keep up with the latest trends.

0 1 2 3 4 5

40. I follow my ideas despite what people say.

0 1 2 3 4 5

41. My sense of security comes from supportive family and friends.

0 1 2 3 4 5

42. I judge people according to strict moral standards.

0 1 2 3 4 5

43. Before I accept an idea, I check it out with people I respect.

0 1 2 3 4 5

44. The best boss for me makes the work group into a kind of family.

0 1 2 3 4 5

45. I feel I get taken in by people I've trusted.

0 1 2 3 4 5

46. I like to help people.

0 1 2 3 4 5

47. I define quality in terms of what experts value.

0 1 2 3 4 5

48. I don't act until I have fully weighed the alternatives.

0 1 2 3 4 5

49. I evaluate behavior in terms of what is considered appropriate by the people I respect.

0 1 2 3 4 5

50. I create meaning for myself and others at work.

0 1 2 3 4 5

51. I am building a network of others who share my values.

0 1 2 3 4 5

52. I enjoy loving more than being loved.

0 1 2 3 4 5

53. I enjoy being part of a cooperative group.

0 1 2 3 4 5

54. I feel better when I save rather than spend.

0 1 2 3 4 5

55. I would rather be admired than liked.

0 1 2 3 4 5

56. I am very tolerant about what others do.

0 1 2 3 4 5

57. I like bringing people together.

0 1 2 3 4 5

58. I sense when people are working against me.

0 1 2 3 4 5

59. I spend a lot of time on details.

0 1 2 3 4 5

60. I like to associate with the top people.

0 1 2 3 4 5

61. I spend a lot of time chatting with my friends.

0 1 2 3 4 5

62. My creativity depends on maintaining my freedom.

0 1 2 3 4 5

63. I enjoy interactions where I can learn something new.

0 1 2 3 4 5

64. I feel I give in too much.

0 1 2 3 4 5

65. Once I start talking I tend to go on.

0 1 2 3 4 5

66. I approach my work as a means to a self-fulfilling life.

0 1 2 3 4 5

67. I try to know everything about everything that impacts my business.

0 1 2 3 4 5

68. I like to have a schedule and keep to it.

0 1 2 3 4 5

69. The best thing about playing games is having a good time with my friends.

0 1 2 3 4 5

70. I seek out people who can contribute to my plans.

0 1 2 3 4 5

71. I test out my ideas systematically.

0 1 2 3 4 5

72. To be successful, I try to look good.

0 1 2 3 4 5

73. People at work are either with me or against me.

0 1 2 3 4 5

74. I like to keep up with old friends.

0 1 2 3 4 5

75. I rely on certain people who care about me.

0      1      2      3      4      5

76. I put my own spirit into my products and creations.

0      1      2      3      4      5

77. My sense of security is based on my reputation in my field.

0      1      2      3      4      5

78. My self-esteem depends on being seen as successful.

0      1      2      3      4      5

79. I like to develop ways to improve efficiency.

0      1      2      3      4      5

80. I admire people who have helped those in need.

0      1      2      3      4      5

## PATTERNS OF PERSONALITY

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### What Is Narcissism?

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The term “narcissism” has a relatively short history. It is derived from the myth of Narcissus—the classic story of a boy named Narcissus who can’t stop staring at his reflection in a pond, and as a result, dies—that is found in the *Metamorphoses*, a first-century A.D. epic poem by Ovid. The evolution from the proper noun Narcissus to the kind of word we toss around every day took some time. It wasn’t until the beginning of the twentieth century that the narrative of Narcissus was first used by students of human behavior to describe a sexual perversion and a psychological attitude. After a few brief appearances in the academic literature, the word “narcissism” was appropriated by Freud, who initially limited it to a

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 APPENDIX
 

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## INTERPRETING THE QUESTIONNAIRE RESULTS

Below is a key to scoring the personality questionnaire in Chapter One and two forms you can use to chart your results. One chart shows the degree to which your answers fit the four types: erotic, obsessive, marketing, and narcissistic. The other chart shows your profile for the productive aspects of these types: caring, systematic, self-developing, and visionary.\*

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\* There are different approaches to psychological types. One test that is often used for team building is the Myers-Briggs, based on the theories of C. G. Jung. I have sometimes used this test with executive teams and have found it useful in describing differences in the way people think and feel. Jung based his types on inborn temperament. For example, he distinguishes between introverts, who live more in their heads, and extroverts, who are more outgoing. Also, he makes a distinction between intuitive people, who form new ideas, and those who need to see the facts before they believe an idea.

Write your answer (numerical score) to each question here:

1 _____	2 _____	3 _____	4 _____
8 _____	7 _____	6 _____	5 _____
10 _____	9 _____	11 _____	12 _____
13 _____	14 _____	15 _____	19 _____
16 _____	21 _____	18 _____	22 _____
17 _____	25 _____	23 _____	26 _____
20 _____	31 _____	28 _____	30 _____
24 _____	34 _____	29 _____	32 _____
27 _____	38 _____	37 _____	35 _____
33 _____	40 _____	41 _____	36 _____
39 _____	50 _____	44 _____	42 _____
43 _____	52 _____	45 _____	48 _____
47 _____	55 _____	46 _____	54 _____
49 _____	58 _____	53 _____	59 _____
51 _____	60 _____	57 _____	65 _____
56 _____	62 _____	61 _____	68 _____
63 _____	67 _____	64 _____	71 _____
66 _____	70 _____	69 _____	74 _____
72 _____	73 _____	75 _____	77 _____
78 _____	76 _____	80 _____	79 _____

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In contrast, the Freudian personality types described in this book are to a large degree learned. I find them more useful than Jung's types, because they can be explained logically as a result of childhood experiences. Furthermore, they describe how people relate to others. In contrast to Jung's types, they come in both productive and unproductive versions.

However, this personality test is not meant to replace Myers-Briggs. There may even be some relationship between the two approaches. For example, productive narcissists tend to be introverted and intuitive because they create their own visions and don't listen to others. However, this and other relationships between the two sets of types remain to be studied. (To learn about the Myers-Briggs, see David Keirsey and Marilyn Bates, *Please Understand Me: Character & Temperament Types*, Del Mar, CA: Prometheus Nemesis Books, 1978.)

Add the numbers from each of the four columns on the previous page and write the totals here:

TOTAL

MARKETING	NARCISSISTIC	EROTIC	OBSESSIVE
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Do the same for these questions:

1 _____	2 _____	3 _____	12 _____
10 _____	50 _____	37 _____	35 _____
51 _____	62 _____	46 _____	36 _____
63 _____	67 _____	53 _____	71 _____
66 _____	76 _____	57 _____	79 _____

TOTAL

SELF DEVELOPING	VISIONARY	CARING	SYSTEMATIC
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We are all a combination of types, but one is usually dominant and colors the elements of the other types. Freud believed that a secondary type balances the extreme characteristics of the dominant type. Here are descriptions of each type and the combinations of types.

### The Erotic Personality

The most important thing for erotics is loving and being loved. They want to help and care for people, but more than that, they

want to be *seen* by others as helpers—that is, to be recognized for their help and good deeds, to be loved and appreciated more than respected or admired.

Erotics dominate the social services, or what I call the caring fields—teaching, nursing, social work, mental health, and therapy—and service industries, careers that involve personal management, nurturing creativity and growth, encouraging others to make more of their lives. They keep our social services running, on both an organizational and personal level, by teaching our children, caring for the elderly, helping displaced, homeless, or poor people, and, on a smaller scale, setting up this friend with that one, lending a hand with moving, or coming over to cook dinner for a sick colleague. They never like to say “no” to a favor, thriving on service and cooperation, trusting and relying on friends and family for a sense of security. If erotics rise to leadership positions, it’s usually in the caring fields rather than innovative or high-tech companies. However, they can be found in executive roles as helpers to the boss. They also shine as musicians and performers who stimulate love in their coworkers and audiences.

#### STRENGTHS OF THE EROTIC PERSONALITY

- caring
- bringing people together
- reinforcing social interdependence
- service and cooperation
- trust
- stimulating love

## WEAKNESSES OF THE EROTIC PERSONALITY

- dependency
- gullibility and disillusionment
- inability to make tough decisions
- fear of taking a stand
- excesses of emotion
- need for everyone to like them

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 Erotic Combinations
 

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**EROTIC-OBSESSIVE.** The productive version is the prototype of the good mother, caring but hardworking and concerned with the health and well-being of her children. It could also be a loyal, caring, and efficient helper to someone, a boss or partner. The unproductive version is a type that worries obsessively about health issues or whether they are loved. This type can be too easily manipulated because they fear losing love.

**EROTIC-MARKETING.** The productive type is a receptive helper—empathic, sensitive to the needs of others, while also a self-developer. Many psychotherapists are this type. The unproductive types are constantly looking for a fulfilling relationship. They have many infatuations at work and love where they believe they have found themselves, but inevitably they decide they have lost themselves.

**EROTIC-NARCISSISTIC.** Narcissism is the dominant type. See narcissistic-erotic.

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 The Obsessive Personality
 

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Obsessives exhibit an internal instead of an external dependence. They live by the rules, and the rules are usually determined by an internalized father figure, a strict conscience, or “the way things have always been done around here.” They are motivated to live up to the high standards and ideals they set for themselves, to show, at all times, that they fit the specs of “good child” to an internalized father figure.

They are the conservatives who preserve order and maintain moral values, with a strong work ethic. Obsessives focus on the importance of right and wrong, whether at work or in their friendships. Once they believe in someone or something, they stick to it, displaying loyalty. They want good, orderly fashion in everything they do, whether it’s in their well-kept closets or workspace or how they organize their time.

The most productive of these types should be called systematic rather than obsessive; they systematically break a task down into its components and set out to tackle it, one bit at a time.

They are the kind of people who say “If you’re going to do anything, you should do it right.” Expert obsessives see work as performance, meeting a standard, not helping anyone. In the past, they were the independent farmers and craftsmen. Today, they are doctors, engineers, financial experts, scientists, researchers, technicians, and craftsmen like electricians, bricklayers, and carpenters, as well as the majority of middle managers and some top managers, especially CFOs, COOs, and some CEOs.

Obsessives may make it to the top of a corporation and take on a leadership role, but they are most effective in a company that is

itself obsessive—a company that is conservative, value-based, focused on the bottom line, whose goals are to cut costs and improve quality and profits.

#### STRENGTHS OF THE OBSESSIVE PERSONALITY

- systematic
- maintain order and stability
- preserve tradition
- loyal
- meet exacting standards, high-quality work
- disciplined and diligent
- determined
- responsible and accountable

#### WEAKNESSES OF THE OBSESSIVE PERSONALITY

- resisting anything new or different
- mired in details and rules, losing sight of overall goals
- more concerned with doing things in the right way than doing the right thing
- control freak; paper-pushing, bean-counting bureaucrat
- judgmental, stubborn, stingy, and extremely neat and clean: “anal” in exactly the way Freud described the character
- always right, a know-it-all

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#### Obsessive Combinations

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**OBSESSIVE-EROTIC.** The productive version makes the best clinician, the doctor who cares. Also, other professionals

who are systematic and thorough but want to help people. The unproductive versions are the dependent but rigid types. As bureaucrats, they are servile to bosses but unbending to clients and subordinates.

**OBSESSIVE-MARKETING.** The productive version is similar to the marketing-obsessive, but the emphasis is on what they have to offer rather than what others need from them. They focus on developing their skills and looking good, adapting to the market in order to succeed. They are careful to walk the walk, talk the talk, and look the look that’s in style.

**OBSESSIVE-NARCISSISTIC.** If you have this score, you may be a productive obsessive who believes that making the organization run more efficiently is a vision. It is not the kind of vision that real narcissists have. It is likely you are conscientiously attempting to improve the organization, not change the world. The unproductive version is rather stubborn and self-centered, the most difficult type to influence.

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#### The Marketing Personality

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Marketing personalities operate by radar, sensing what the market wants and needs, then conforming to it. Their self-esteem or self-valuation comes from what could be called a personal stock market that goes up and down depending on how they’re viewed: their accomplishments, how well they align themselves with key people, a client or account base, good looks and style, new skills and expertise—or “whatever,” as they are fond of saying. Everything they do is relative: it needs to meet the approval of other people.

They almost never use the words “right” or “wrong” (as do obsessives); they want to be “appropriate,” as defined by the social group they want to impress. They intuitively know how to adapt to changes in the marketplace, and are not as unsettled by upheaval in the corporate or economic climate as obsessives are.

The most productive marketing personalities are the self-developers. They think of their life and career as continuing education, a chance to pick up new skills, to continually learn and grow, intellectually and emotionally. They are the types who want to do well, to feel and look good. They exercise, diet, talk to therapists, organize reading and study groups, and take classes. They are some of the most productive freelancers, setting their own goals and working well on their own; they are a big part of the current trend toward self-employment, and are excellent at self-promotion.

Marketing types do well in all manner of sales professions—real estate, public relations, advertising, publicity, event planning, venture capital, money raising. They are effective in consulting, technical design, acting, the arts, publishing, and entertainment. They increasingly play a part in the legal and medical professions because of their ability to bring people together and facilitate groups. They are often chosen as school principals and college presidents because they make all the different interest groups feel understood and supported; they build coalitions that don’t insult anyone.

#### STRENGTHS OF THE MARKETING PERSONALITY

- intuitively adapting to changes in the marketplace
- superior networking skills
- continual reinvention
- self-marketing

#### WEAKNESSES OF THE MARKETING PERSONALITY

- no center, no inner core that directs them
- no lasting commitments to their work or to people
- anxiety hangs over them, the nagging questions “Is this the appropriate answer? Am I doing OK? Is this working?”
- pervasive anxiety turns into depression

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#### Marketing Combinations

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Note that marketing types often score every question “sometimes,” since they can exhibit all behaviors if they feel they are appropriate.

**MARKETING-EROTIC.** This is the same as erotic-marketing. However, the productive type puts more emphasis on networking and gaining some economic and social advantage from helping others. They are particularly good at sales and PR. The unproductive types believe that if they look right and give others what they seem to want, they will be loved. They are the perpetual consumers who believe that they will find satisfaction through buying or experiencing what is fashionable.

**MARKETING-OBSESSIVE.** The productive marketing obsessive is especially effective as a technical consultant. Increasingly, professionals of this type are able to build useful networks and provide value for their clients because they listen well to problems and are systematic in following through. They keep up on the latest information and make good use of it. The unproductive types can be obsessive about getting more information than they can use. They compulsively surf the Internet or wade through the latest books, magazines, and newspapers in search of the “new.”

**MARKETING-NARCISSISTIC.** This is another contradiction. See the narcissistic-marketing type. If you scored marketing-narcissistic, it means that you think you should be more independent and visionary and less concerned about what other people want you to be.

**MARKETING-OBSESSIVE-EROTIC.** The moderately productive version of this type is the average personality in the knowledge-service age. They smoothly fit right into the team-based organization of the modern office. The unproductive version suffers from the lack of focus and purpose that is expressed in countless hours of therapy, trying to find a center and commit oneself to something sustaining.

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### The Narcissist

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The type of person who impresses us as a personality, who disrupts the status quo and brings about change.

Narcissists have very little or no psychic demands that they have to do the right thing. Freed from these internal constraints, they are forced to answer, for themselves, what is right, to decide what they value, what, in effect, gives them a sense of meaning. They create their own vision, a sense of purpose that not only engages them but also inspires others to follow them.

Narcissists train themselves from an early age to block out other voices, other opinions, so one of the few voices they trust is their own. They are accustomed to listening to themselves talk, debating different sides of the same issue, finally reaching a decision about what to do and the best way to do it.

Without the support of others, it's easy to see how narcissists have a highly developed "me against the world" way of looking at things. This often comes out as paranoia, a heightened awareness of danger that may be realistic, given narcissistic ambition, competitiveness, and unbridled aggressive energy. There's not a lot of gray area in the narcissistic view of the world—you are either a friend or a foe, for or against the vision.

Productive narcissists are not limited to any particular field; you can find them in almost any field, in any domain. They may not change the entire world (some notable narcissists do), but they may reinvent their part of the world.

#### STRENGTHS OF THE PRODUCTIVE NARCISSIST

- visioning to change the world and create meaning
- independent thinking/risk taking
- passion
- charisma
- voracious learning
- perseverance
- alertness to threats
- sense of humor

#### WEAKNESSES OF THE PRODUCTIVE NARCISSIST

- extreme sensitivity to criticism
- not listening
- paranoia
- extreme competitiveness
- anger and put-downs

- exaggeration
- lack of self-knowledge
- isolation
- grandiosity

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### Narcissistic Combinations

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**NARCISSISTIC-OBSESSIVE.** The productive version is what Freud called the best leader, combining vision and systematic approaches to implementation. Jack Welch is a good example of this type. Freud also considered himself this type.

The unproductive version is the authoritarian bureaucrat, paranoid, hoarding, and without a creative vision. Rather, the vision is total control and domination.

**NARCISSISTIC-EROTIC.** The productive version is the creative musician or actor like Orson Welles or Marlon Brando. There are also organizational leaders of this type who need to partner with obsessives because they ignore processes and details, focusing on caring for the people who sign on to their vision. The unproductive is the Don Juan or Mata Hari type, seductive and exploitative.

**NARCISSISTIC-MARKETING.** This combination is a contradiction. The narcissist may use marketing traits in order to recruit or seduce without being controlled by others or trying to please them. Jan Carlzon was this type of leader at Scandinavian Airlines in the 1980s and 1990s.

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### NOTES

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#### PREFACE: WHAT WENT WRONG?

- xv *Jean-Marie Messier, whom the French press . . .* Donald G. McNeil, Jr., "Shake-Up at Vivendi," *The New York Times*, July 3, 2002.
- xv *The business theorist Jeffrey Sonnenfeld calls these CEOs . . .* Jeffrey Sonnenfeld, "Expanding without Managing," *The New York Times*, June 12, 2002.

#### INTRODUCTION: THE "CHANGE THE WORLD"

##### PERSONALITY

- 2 *I was fresh from my experience interviewing . . .* *The Gamesman: The New Corporate Leaders* (New York: Simon & Schuster, 1976).
- 2 *I ended up working with Harman on a groundbreaking study of the*