

## **CHAPTER FOUR RESULTS**

This chapter reports the results of principles of literature and business management theory which were applied to the writing technique for business parables in *Animals Inc.* They are divided as follows:

### **4.1 PRINCIPLES OF LITERATURE**

To get through all the details of the principles of literature, this research focuses on character and characterization, and techniques of a novel, which consist of point of view, writing style and symbol.

#### **4.1.1 Character and Characterization**

Shaffer (2001) stated as the following:

*“A character is a person (or a being given the characteristics of a person) who appears in, acts and/ or speaks in, narrates, or is referred to in a literary work. Characterization is the methods or combinations of method used to portray that person or being”* (p. 174).

Characters are significant for a literary narrative. They can also generate essential elements of fiction: setting, theme, plot, point of view, tone and style. Camp (2004, para. 4) described that characters could be human beings, animals or imaginative beings which played in the story as author's intention. Readers might love or hate, respect or insult characters that authors created while authors built and stimulated emotion by choosing details of characters.

Using animals as main characters draws readers' attention. Fowler (1995) stated that readers were curious for how practicalities were achieved when reading an animal

story. Animals could be used as focalization techniques toward readers for getting closer to their interest, expectation and empathy with them.

#### 4.1.2 Type of Characters

Literary characters can be created via characters' actions, speech and appearance, including comments of other characters and the authors. Stauffer (1991, para. 4) described that types of characters in many stories could be identified by the role they played as follows:

- **The protagonist** is the central character no matter what they are person, animal or personified object in the story. In *Animals, Inc.*, Big Mo, a pig, is the protagonist. He acts as a leader among animals in the farm and a president. He is experienced in and strong for making decisions. His character is meant to be the center point of the whole story. Lazarescu (2003, para. 3) stated that central characters could attract readers' interest and empathy. Also Meyer (1997, para. 3) raised an example of Cinderella in the classic fairy tale as the protagonist.
- **The antagonist** stands opposite to the protagonist. It can be society, nature, fate, persons or the protagonist who has an internal conflict. This character increases the conflict in a story. Mr. Edward Biggs who plays as a chairman of Biggs Business in *Animals, Inc.* is the antagonist. He needed to buy Goode Farm to build it as a shopping mall. He generates a conflict among the story for both wanting to take control of the farm and to let a spy into the farm. As the same, Meyer indicated that Cinderella's step-mother was the antagonist because she caused conflict to Cinderella by not allowing her to go the ball.
- **A character foil** is a minor character who enlightens the traits of the protagonist. The traits of character foil contrast to the main character. In *Animals, Inc.*, Scarecrow is considered as a character foil because he highlights the traits of Big

Mo, the protagonist. Namely, Scarecrow shows that Mo has an incorrect concept of management by moving Scarecrow as a security guard to lay eggs in a production department. It expresses that Mo does not put the right employee in the right job. It was said in (“Glossary of Fiction Terms,” 2002, para. 21) that foil was a character who was opposite and parallel to the principal character in the story. They stated that Laertes was a foil for the main character in *Hamlet*, and Emilia and Bianca were foils for Desdemona in *Othello*.

- **A stereotype** is a character that belongs to expected traits of a group. Stereotype is judged as an indicator of poor quality such as members of minority groups and the disabled. Dominant stereotypes in *Animals, Inc.* are that the scarecrow has no brain; Lily, a sheep, is a beauty lover and a follower; Rocky “Red” Rooster is a typical man; Chucky, a crow, is insincere, Jesse and Queenie, horses, are loyal and hard working. According to (Rodden, 2003), George Orwell, the author of *Animal Farm*, created the stereotypes of animals as: horses were dull, robust, gentle and loyal while sheep were unintelligent and non-initiative. Shaffer (2001) also stated that stereotype was predictable, repeated and conventional; for example, the “tough” woman was good-minded and the male leader was “tall, dark and handsome”.

#### 4.1.3 Method of Characterization

**Characterization** is the method which a writer uses to develop a character in a direct way: what the character says and does or what others say about him, and indirect way: human character understanding. Taylor (1981) stated that the indirect method was more efficient and valuable. It can be observed from people in real life, self-observation and learning of traditional literary type.

**Selecting a name** is to indicate a character. In *Animals, Inc.*, *Farmer Goode* was named by combining “good” which represented being kind and helpful. *Mr. Edward Biggs* in which was involved “big” implied to do something to a large degree. *Scarecrow*

symbolized an object without a soul. Kennedy (1979) mentioned that a name chosen cleverly could imply nature, and a good name could disclose the character of the character. He showed that Charles Dickens named shyster lawyers *Dodgson and Fogg* (hinting dodging shift, and foglike concealment). Moreover, Taylor (1981) gave examples of character names such as *Mr. Jaggars* who was “jolting” (sudden and disconcerting) and “jagged” (sharp-edged and cruel) lawyer in Charles Dicken’s *Great Expectations* (1916).

Individual physical appearance can point to the character or personality. In *Animals, Inc.*, A. Tucker and Allman described the distinct appearance of Mr. Edward Biggs who was an investor and developer as below:

*“Biggs was a large man, slightly rounded with age. His face was thick and reddish. Large jowls hung down from his cheeks like pouches, and his gray sideburns were clipped well below his angular ears.”* (p.8).

Taylor (1981) explained that an author may encompass physical elements that have traditional association or meanings to create admirable qualities of personality; for example, in European tradition, red hair was linked to a passionate temper; high-domed foreheads with brains.

**Physical setting** is another efficient way for authors to imply and hint qualities of personality. In *Animals, Inc.*, spring morning, slight breeze and straw can enhance the character of Scarecrow to be simple, solitude and optimism. Another setting is every morning at sunrise. It can suggest the character of Rocky “Red” Rooster as cheerfulness, alert and new beginning. Taylor (1981) showed that the image of the sun (dominant planet), the rose (lord of flowers) and the lion (king of animals) in Shakespeare’s *Henry IV*, part I (1598) could testify that Prince Hal was genuinely valuable to the crown.

#### 4.1.4 Degree of Character Development

All characters used in characterization are not generated to the same quality or depth. The author may need a character of large psychological complexity for the goal of a special plot, while a character with small interest will imply special quality. Kennedy (1979) cited E.M. Foster, English novelist, that flat and round were up to what a writer pictured or shaped.

**A flat character** usually has only one major trait. In *Animals, Inc.*, there are many characters whose traits are flat. First, Mr. Edward Biggs, an investor and developer, has an exaggeration for investing. Next, Abe, a goat, is characterized with senseless thought and wording. Then, Lily, a sheep, expresses beauty-care behavior with her wool and follower character. Finally, Rocky “Red” Rooster, a rooster, is full of masculinity and proudness of his duty. Taylor (1981) stated that flat characters were used to reveal one character trait only and they could attract readers through actions. Kennedy (1979) gave an example of a flat character as the mad scientist who desired complete power and had insanely sparkled eyes. Besides, he pointed that minor characters were likely to be flat in most works for fiction.

**A round character** shows readers more facets. Authors depict them with depth and plentiful details. Rocky “Red” Rooster and Scarecrow, two of the main characters in *Animals, Inc.*, have a round character. Namely, Rocky “Red” Rooster always stands to wake up the farm at sunrise in the morning. He is proud of doing his duty in front of all the animals. While he is staying with other chickens, he is full of masculinity and is a lady killer. On the other hand, Scarecrow feels willing to do his best for protecting seeds from Chucky, a crow, and observing something unusual in the farm. But when he is alone, he feels value in himself that he can do something rather than just standing and protecting the farm. Taylor (1981) stated that round characters have the involvement of many personality facets and independent inner life which attracted readers’ interests.

Shaffer (2001) said that the main characters were round in general. They emerge from the plot and purpose of the writer and suggest the quality for which a character was developed. Kennedy (1979) showed that in Chekhov's "In Exile" having two significant sides of the gentleman with the consumptive daughter. He was a fool to a skeptical old *Semyon* while he was admirable to the sympathetic *Tartar*. Perhaps he was neither stupid nor admirable to readers.

## 4.2 TECHNIQUES OF THE NOVEL

Novelists use several techniques to enhance meaning and imply message to readers. In this research, point of view, style and symbolism which are parts of major techniques of the novel are analyzed.

### 4.2.1 Point of View

Point of View is the perspective that readers perceive actions and characters. Michael (1997, para. 29) stated that perspective comes from what story is told; for example, who reveals the story and how it is revealed, how readers respond to actions and what they know. The perspective of the point of view influenced directly by events in the story. In a relation to ("Techniques of the Novel: Point of View," 2004, para. 30), it categorized types of point of view in novels as follows:

**Omniscient Point of View:** readers were told about characters' actions and thoughts. A narrator could make readers directly evaluate the action, characters and environment.

**First-Person Point of View:** a sentence in a story might be started with "I". For example, "As I waited on the corner, I remembered the last time I had seen her." The first person told a story by expressing character's awareness and letting the narrator write in the voice of a specific character.

**Third-Person-Limited Point of View:** the author told a story from the third person (“he” or “she”) along with understanding for what the major character thought.

In *Animals, Inc.*, A. Tucker and Allman uses the third-person-limited point of view when they allow readers to reach the thought of the main character as the following:

*“Mo had vision. He could see far beyond the Goode Farm. He could see a giant agribusiness, run completely by animals. He could see farms all around the world where animals would be free and safe to grow and reach their fullest potential as nonhuman beings. And while Goode Farm was a fine name for a small, family-owned farm, it was not suitable for the mega farm that would one day become a reality.”* (p.73).

The authors told about the vision of Mo, a main character, toward potentially running the business of the animal farm. It is the beginning of the whole sequent story of *Animals Inc.* One another example of the third-person-limited point of view in *Animals, Inc.* is as below:

*“He was embarrassed. He knew exactly what she meant: a training pillow. He shook his head. “No thank you,” he said, and then could not think of anything else to say. Not one single word came into his head. He’s spent years standing in the field wishing he had someone, anyone, to talk to, he’d spent days and weeks and months preparing to talk to someone. Now, here he was with a coop full of hens and he had nothing to say to them.”* (p.113).

Scarecrow, another major character in the story, was told that he felt embarrassed to say anything to hens though he wished to have a friend to talk to. Shaffer (2001) explained that third person limited (also called limited omniscient, centered, or central consciousness) point of view was revealed in the story from outside the world of characters. Besides, the author can suggest to readers the thoughts, view, intention and inner sensation of one character which the protagonist of the story.

### 4.2.3 Style

Style is the language applied in the story. Writers use it as the method to put the words together in order to build the story and develop it as a particular personal style. In addition to ("Techniques of the Novel: Style," 2004, para. 42), it stated that style was the narrator's choice of words and phrases, and how they organize these words and phrases into sentences and paragraphs. Style could be separated as three types as follows:

**A simple style** contains normal words and simple sentences. It is used to express to readers the facts by not drawing directly on readers' emotions.

**A complex style** consists of long and complicated sentences that include many concepts and descriptions. The narrator applies lyrical passages to build the desired emotion toward readers no matter if they are joyful, sad or confused.

**A mid-style** is a mix of the simple and complex styles. It can provide an impartial tone to the story or give two different effects oppositely.

In *Animals, Inc.* A. Tucker and Allman use a simple style for generating the story. The words are common, and sentences are straightforward:

*"At first, Biggs's dreams of the great mall would be foiled. Every morning at sunrise Rocky "Red" Rooster would proudly wake the farm. All of the animals and birds and rodents went dutifully about their chores, just as they had done when Farmer Goode had been in charge. In the new spirit of cooperation, those animals able to perform additional tasks voluntarily did so. And so the cows were milked and the eggs were collected and the fields were tended. Meals were served, although not always on schedule or as filling as they had been, and on one went hungry."* (p.15).

According to Fowler (1995), the language of George Orwell in *Animal Farm* was concise and simple, and the style was direct, right and sharply concrete as the following:



*“Mr. Jones, of the Manor Farm, had locked the hen-house for the night, but was too drunk to remember to shut the pop-holes. With the ring of light from his lantern dancing from side to side, he lurched across the yard, kicking off his boots at the back door, drew himself a last glass of beer from the barrel in the scullery, and made his way up to bed, where Mrs. Jones was already snoring.”* (p.164).

#### 4.2.4 Symbols

Symbols are concrete images and objects which express abstract ideas and feelings. Writers use symbols to show sensitive or disputable matters indirectly. Kennedy (1979) stated that in literature, an object is a symbol which implies more than literal meaning. Symbols do not tell or hint any one meaning or anything which is absolutely defined. In *Animals, Inc.* there are many symbols such as the places, work equipment, products and various types of animal characters. Those obviously represent the stereotype of different human resources in the organization and principles of doing a business:

Mr. Edward Biggs represents the power of money and greedy. Both of them generate a wealth and success in the future without concerning anybody's trouble matters.

Big Mo, a pig, stands for leadership and seniority. Both of them should stay in any leaders of animal farm or managers in workplaces. With strong decisions and a lot of experiences, those characteristics can make subordinates respect and follow a certain path.

Scarecrow symbolizes several facets as follows:

1. **Dependence.** Scarecrow makes everyone in the farm or workplace feel safe and warm, also protect the farm or organization from danger or unusual events.

2. **Dishonor.** A job role of Scarecrow is likely to be low profile and operation. That is why Scarecrow feels he does not get a lot of honor for his work So he looks for new honor and a prestigious job instead.

3. **Revolution.** Scarecrow represents an employee who tries to seek what is his or her best job, and that they should move toward the right job. Inappropriate positions can bring employees into conflict, and also can make their lives worse.

Crow whispering represents the human need for high status, honor and recognition in work.

Chucky represents insincerity which is considered to be common and prevailing in both business and non business. Insincere people can do everything for their own benefits.

Rocky "Red" Rooster stands for a new beginning and connection. Life is a beginning and must go on. A business is the same; it cannot stop running, or it fails. Besides, a beginning can make everyone alert and ready for handling what he or she needs to encounter no matter what the changes or obstacles. Communication is necessary in the field of business. It helps keep a business updated and connects every matter which needs to be recognized in an organization.

Goode Farm represents where strong participation and the spirit of all animals is placed together for great output and their survival. It originates the whole story of the animals' attempts to conduct a business on their own later.

AAA Industries, Inc. stands for the potential of doing business. The name is to bring out strength or inner ability of the animals. It shows that animals can operate what humans can do as well.

Egg Production and Microsoft's Brand-New Program Office symbolize unexpectedly the failure of doing a business. They hint that it does not matter if an organization has a great production and hi-technological equipment available. However, if they are matched incorrectly with workers' abilities, it can cause unexpected failure for the organization.

Kenneth A. Tucker and Vandana Allman mainly used characters and names to symbolize either a general or business life cycle. According to Meyer (1997), a literary symbol can be character, object, setting, name, action or whatever can keep its literal importance and imply other meanings.

A. Tucker and Allman used human beings, animals, places, and modern equipment to symbolize their significant meanings. Those symbols may not be familiar to general readers because they emerge from the authors' imaginations applied within the content. According to ("Symbol," n.d., para. 18), some symbols were recognized by readers in a certain cultural community. They were "public symbols"; for example, the cross which stood for the Christian religion. Besides, "private symbols" were not understood generally, and they could merely be decoded from the authors' usages in a special textbook. For example, in Charles Dickens' novel *Bleak House*, Mr. John Jarndyce used the expression "*There is an east wind*" to suggest his distress and unhappiness among people around him. Actually the expression was about the weather, and was used apply as a private symbol.

#### 4.3 MANAGEMENT

While *Animals Inc.* was transmitted through animal characters in the form of a novel with a sense of humor, serious management content was inserted and revealed

significant contents for readers. In the research, leadership, 360-degree review/appraisal and job design are outstanding management techniques to be analyzed as follows:

#### 4.3.1 Leadership

In *Animals Inc.*, Big Mo, a pig, stays in the position of President and Chief Executive Animal. He aims to run an animal farm business in order to let all the animals spend their lives in a farm and lead a successful business. His leadership is the same as what Snell (2002) described as a leader being a person who influenced others to achieve goals. His influence was great when there were a lot of followers. Also the leadership would be obvious when goals were attained successfully.

#### 4.3.2 Leader Traits

Moreover, Mo spends his life on the farm longer than other animals. So he is offered a leading role in the farm. He is full of authority to control critical situations as the following:

*“Finally Big Mo who had lived on the farm longer than any other animals, took control. “Stop!” he shouted. “Everybody quiet down. You, chickens, shut your beaks.” To his great surprise, they all listened to him. And then they looked to him for instructions.” (p.5).*

Every animal respects him regarding his age, wisdom and experience. Besides, he is self confident to make decisions immediately and to reject Mr. Edward Biggs’ offers as *“Mo shook his head. “Look, Mr. Biggs, it doesn’t matter how much you offer. We’ve all agreed; we’re not selling this place.” (p.11).*

Mo’s leader trait is disclosed according to Snell (2002). He stated that certain characteristics of leader traits were feasibly useful though no traits assured leadership success. Many persons are not necessary to be born with leader traits but could attempt to reach them by the following:

- Drive at a high level of effort, high need for accomplishment, attempt for improvement, ambition, energy, tenacity and initiative.
- Leadership motivation where what leaders want to lead rather than follow.
- Integrity. Leaders' actions and words must go together to create trust in others.
- Self confidence. Leader had to overcome obstacles, went ahead to make a decision and made others confident in himself.
- Knowledge of the business. A leader must have knowledge of their industries, organization and technical matters.

#### 4.3.4 Vision

*“Mo had vision. He could see far beyond the Goode Farm. He could see a giant agribusiness, run completely by animals. He could see farms all around the world where animals would be free and safe to grow and reach their fullest potential as nonhuman beings.” (p.73).*

Mo has a wider vision to make Goode Farm an agribusiness run by animals. He sees that animals will be independent and safe to develop and achieve their entire potential as nonhuman beings. Also he makes Goode Farm become recognized as All Animals Agricultural Industries, Incorporated or AAA Industries, Inc. Powell (1995) defined the vision as *“the successful accomplishment of the mission in a transcendent way that captures and stretches the imagination and commitment of all.”* Also he told that the real test of leadership was to create a vision for the organization which would result in positive change and receive wide acceptance. According to Snell (2002) he defined a vision as *“a mental image of a possible and desirable future state of the organization. It expresses the leader's ambitions for the organization”*. He explained that the best visions were ideal and unique. A great leader imagined an ideal future for their companies which were beyond the common and beyond what others thought. They tried to think over important achievements that others had not.

#### 4.3.5 The Change Approach

Another obvious aspect of leadership Mo shows is his great potential to operate a farm with the change approach. First, Farmer Goode let his animals feed themselves and provided them with shelter only. However, when animals have to run a farm, Mo, as a Chief Executive, starts to change from Farmer Goode's traditional way to follow a business plan. That covers administration, operations and sales and marketing. Next, Mo takes the company public as a means to provide the needed investment capital that can make many animals on the farm rich. Finally, when Mo finds that his business plan and operation fail, he immediately corrects the problems and starts a new plan.

Farkas, Bacher and Sheppard (1995) stated that J.P. Bolduc run W.R. Grace in 1993, his company, with the box approach. It was hard to generate extraordinary value. Nobody challenged inflexible rules, processes and culture of the company. Then he moved against a hard box with a "change-agent" approach. After that, the center became the vehicle of the organization's basic and continuous revolution. Moreover, they said that many CEOs adopted the very agency of so-called fire-fighting to produce the change. Those CEOs agreed that it was much easier to determine a company needed to change than to make it happen.

Farkas, Bacher and Sheppard (1995) cited that Sir Iain Vallance, chairman of British Telecommunications, believed that "trauma" of change required a certain kind of leader: *"A very strong and central hand is required. Once the structure is in being, once you get the new systems and new processes chanting on, then you can take a more back seat approach. But while the change itself is happening, you cannot."* (p.136).

#### 4.3.6 360-Degree Review/Appraisal

One technique Mo uses to decide job functions for the animals is a 360-degree review/appraisal. Mo gives a definition of it as follows:

*“Mo continued, “The way we help you grow is through a process called a 360-degree review. That’s where we ask questions about you to all the animals around you. A 360 allows each of you to be rated, or judged, by all the animals you work with...” (p. 41).*

Mo applies 360-degree review/appraisal to decide which animals will perform a job role between management and labor on the farm. 360-degree review/appraisal is used to identify animals’ weaknesses. They are rated by their co-workers, managers or executives on a particular statement to suggest how well each animal does on the job by focusing on their strengths and weaknesses. After 360-degree review/appraisal, there is information on the animals. For example, the cows are honored for their quiet dignity and devotion; Abe, a goat, has a poor sense of humor. Scarecrow does not have many friends; and most chickens think that pigs should take care of themselves for cleanliness. Then those animals are assigned jobs; for example, chickens, cows, a sheep function in manufacturing and production; Mo’s three piglets are in custodial work; Lionel Engine, a mouse, is assigned to drive a tractor; and Scarecrow is to stay in the operation under “Security Department: Field Security”.

Sutherland and Canwell (2004) stated that appraisals are to judge performance of employee for an assigned job. The appraisal is used as a basis to increase salaries while considering more than productivity. Managers and colleagues give opinions of those working around them. Snell (2002) pointed that apart from managers and supervisors, famous companies such as Coors, General Foods and Digital turned to peers and team members to give performance appraisals. Because they perceive different dimensions of performance and recognize interpersonal skills and leadership ability. While Tucker, McCarthy and Benton (2002) said that purposes of an appraisal were as follows:

**Administrative Purpose** is used to determine who shall be promoted, transferred or resigned as well as salaries determination.

**Informative Purpose** allows employees to know if management thinks they are doing a good job.

**Development Purpose.** Employees can enhance their strengths and minimize their weaknesses when they know how they are doing.

Farkas, Backer and Sheppard (1995) cited Eric Nicoli of the United Biscuits Company in UK managed people smartly. He set up full-year appraisals and a half-year appraisals as the basis of people assessment. He said this process needed to keep an open mind. Surprisingly he found how people changed and developed, but sometimes he found people were put in the wrong job. Genuine concern was the attractive character of his company because he did not want to lose good people.

#### 4.3.7 Job Design

At first, Mo designs jobs for various animals according to the processes of 360 degree review/appraisal and IDP, an Individual Development Plan. He assigns Scarecrow to lay eggs among other chickens in Egg Production, Jesse, a horse, to operate a computer, Lilly, a lamb, to be the Sales Department and Abe, a goat, to be customer service in Customer Complaint Department. Later he finds that jobs for those animals fail because animals do not specialize in such jobs. Finally, he realizes that animals should be put in the right jobs, so they can perform their tasks well, increase productivity and then they feel proud in what they do. Therefore, Scarecrow is promoted to be Vice-President of security to keep a field crow-free and protect the crops. To compensate for his prestigious job, he is given better benefits. Lily is moved from the Sales Department to Customer Service where her strongest talents, pleasing personality and gracious manner belong. Abe is transferred to Quality Control instead of the Customer Complaint Department, so he can utilize his well-detailed talents properly. Finally, Joan, Paula, Georgina and Ringolette, cows, are milk producers. They are made to feel safe and are assisted as needed. As a result, job design shows that once the animals are put into the



right jobs and the right places, given the tools and strong management support, spirit keeps developing.

According to Hodgetts and Kuratko (1991), job design is the process of leading work changes for the goal of boosting either the quality or the quantity of work. While Sutherland and Canwell (2004) described that the execution of a job system can help extend employee motivation in an organization. In the meantime, Snell (2002) stated that well-designed jobs led to high motivation, quality operation, satisfaction, low absenteeism and turnover. These solutions happen when employees experience the following critical psychological states:

1. They believe that they did something important because their work was meaningful to other people.
2. They were responsible for the outcome of the work.
3. They realized that they could perform their jobs well.

#### **4.3 BUSINESS PARABLE**

This writing style can create a business parable by providing two ways to teach people effectively. First is the pain of management failure by putting animals in the wrong jobs where they do not perform well. The other is the pleasure of animals that can build funny characters without losing the humor. While readers are laughing, they may find themselves familiar with these painful matters.

Sense of humor makes readers want more. Readers keep reading because the story draws their attention and they want to know how it ends. For example, readers want to know if Scarecrow finally achieves some level of honor on the farm or if Mo comes up with the right thing to do.

*Animals, Inc.* with serious lessons on management are revealed through animal characters in the story. The authors want readers to be able to pick up the book and really

identify with a character, a personality or what is tangible while reading. Readers must feel like they are Scarecrow whose job has never been cared about or received any honor. Or Mo, the chief executive animal, who is wondering what decision to make on behalf of the business. As a result, readers can have a story that they can indeed connect with.

According to (“Soundview executive book summary,” 2004, para. 7), a parable can be an effective way to describe business implementation and the mistakes that happen when an organization experiences changes. A modern business parable provides deep insight to what can occur when a new owner takes over an old business, and how an owner can overcome the conflict of business theories. Leaders and managers as characters faced these real dilemmas every day. And they could learn insightful lessons about human resource decisions, marketing strategies, external and internal threats and compensation decisions. Leaders have to find the ways to respond to the challenge and learn better ways to solve problems.

Besides, due to a parable, a story can reveal the answers to many universal business questions without the support of case studies and statistics. For example, Mo becomes an executive leader with a wider vision to try to make wise decisions, works to boost dignity to his workers’ lives and rise to the opportunity of his new leadership role.