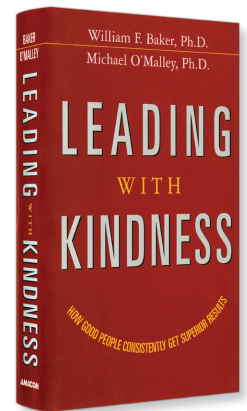


# Leading with Kindness

How Good People Consistently Get Superior Results

by **William F. Baker, Ph.D. and Michael O'Malley, Ph.D.**



## Contents

What Kind Leaders Do  
Page 2

Who Kind Leaders Are  
Page 3

Expectations Matter  
Page 3

The Truth Matters  
Page 4

Growth Matters  
Page 6

Preparing the Next  
Generation of Leaders  
Page 7

## THE SUMMARY IN BRIEF

*Leading with Kindness* identifies six ingredients of kindness — compassion, integrity, gratitude, authenticity, humility and humor — none of which might readily spring to mind when envisioning the archetypal business leader. But they are absolutely essential to powerful leadership. William Baker and Michael O'Malley also point out obstacles to each of the six qualities and offer real-world, everyday management and leadership approaches that build and demonstrate each one.

While every good leader is eager to promote the growth of his or her charges, truly kind leaders know that part of growth is the experience of failure. Kind leaders will not shelter their employees from every single setback or mistake, but rather offer the response and guidance that will help employees learn from mistakes and unforeseen circumstances and build knowledge for the future.

You can't assume that you are a respected leader simply because you are nice, fun, and nonthreatening. But if you are truly kind—that is, genuinely committed to the welfare of your company and your people through thick and thin—you will reap the broad and sustained benefits of trust, honesty, commitment and loyalty from every corner of your organization for years to come.

## IN THIS SUMMARY, YOU WILL LEARN:

- The six virtues that cultivate and reinforce relationships.
- The benefit and necessity of kind leaders in and out of the workplace.
- How to nurture all employees universally while recognizing unique talents.
- Tips for preparing the next generation of leaders.

### What Kind Leaders Do

Enter Lady Macbeth. Reflecting on a witch's prophecy that her husband will become King of Scotland, she wonders if, despite his ambitions, he is too soft, "too full o' th' milk of human kindness," to do what it will take when the current king, Duncan, drops by.

At least since the time of Shakespeare, many have questioned the awkward alliance between kindness and leadership.

Although the imperatives of leadership are not as extreme as murder, they may involve decisions that involve doing what is best for the company at the expense of other concerns: decisions, for example, that can cost others their livelihoods or affect the well-being of entire communities. In these situations, kindness is perceived as a self-defeating obstruction.

Kindness and leadership are complementary, and this combination specifically gives a leader a crucial edge. Our conclusions are based on our personal experiences, an understanding of the academic literature, and interviews with many business leaders who have quietly made a difference to their companies, their industries and, in some cases, their country.

### Industrial Age Bosses

Kindness is not the first word associated with business. The image of business still largely includes old scenes from industrial America in the early 20th century: the age of hard work and tough bosses. Back then the goal was to keep production lines efficiently moving by any means necessary.

Today, the pressure for unremitting productivity from the forces of fierce competition in the global marketplace continues. New, unforeseen market entrants can suddenly emerge from anywhere in the world with a new technology, better business model or improved product to exploit a company's weaknesses and rob it of customers.

What every business presumably needs is a leader who is calculative, single-minded in the financial purposes of the enterprise and, perhaps, competitive to a fault: to the point of being overbearingly aggressive and belligerent.

The abiding impression of the modern manager remains haunted by images of past generations of over-controlling thugs: the new company man or woman who has just the right amount of indifference and interpersonal distance to make the unthinkable possible. He must get people to do their jobs the very best they can—without caring too deeply about their burdens.

Since many employees have had to endure the dismissive and erratic treatment of "shouters" during their tenures, our point is proven by that experience. We have a very long way to go before universal decency prevails within management.

Despite living in an era of unprecedented economic progress and scientific enlightenment, management practice remains primitive, with the incidence of buying in the workplace increasing, not decreasing, as one might have surmised.

### What Kindness Is Not

Kindness is not a word that spontaneously comes to mind when we think of business, and its acceptance as a workplace virtue is made more quaint by highly salient experiences we have all had with loathsome, capricious bosses who somehow manage to escape detection and, inexplicably, ascend the corporate ladder.

Kindness comes packaged with many traits; thus leaders' own unique qualities give them a distinctive style. Kindness is part of a good leader's constitution, and others are able to brush aside some of the other qualities that leaders possess in order to see their compassionate centers.

Think of kindness as a key ingredient in a robust stew. The character of the stew is defined by all of the ingredients in combination, but omit just this one and the fine flavor is lost. Kindness, like many other traits, has an optimal level that makes it a virtue as opposed to a vice. Too little or too much transforms it into something ugly or suspect.

### The Benefits and Necessity of Kind Leaders

In order for companies to improve, the people of the organization have to become smarter and more resourceful and work together more effectively over time. For this to occur, people actually have to care about their work, the company and one another. This requires the expert orchestration of a kind leader.

There is no shortage of rhetoric on leaderless groups or, what amounts to the same thing, groups in which everyone is equally conceived as a leader. True, many people are called upon at different times to assume greater authority, but the presumption of leaderless or, more accurately, leader-full groups tends to marginalize the role of one person in charge of it all.

Even well meaning, energetic people at times are unable to spontaneously ignite, and a very good reason why a leader is needed in most situations is to light the fuse. Everyone periodically suffers from inertia or self-doubt, is seduced into following an errant course or becomes distracted. Leaders

are needed because we cannot perform optimally without them. It takes a leader with unique abilities to achieve superior results. This homogeneous collection of abilities is referred to as “kindness.”

The near-term goal of leadership is organizational survival by nurturing individuals’ development and putting their expanding abilities to good use. The long-term goal is to produce individuals with the requisite capacities to lead by instilling those qualities that permit chronic expressions of kindness.

---

### Who Kind Leaders Are

Warren Buffett summed it up best in mentioning three things required for success: integrity, intelligence and energy. He adds that if you are missing the first, the other two will kill you. That is, success can’t be unqualified; it must be guided by conscience so that both the end results and the person achieving them are worthy of respect.

#### Personal Connection, Not Charisma

Yes, a great leader has to be able to organize his thoughts, communicate exceptionally well and have some sense of drama to be effective, but he needs something more to get the words to resonate with others. The words have to be spoken by someone who is concerned about you, who understands what you need and want for yourself, and who is unafraid to reveal that he or she—like you—is a member of the human race.

Kindness is an apropos term to apply to leadership because it implies precisely such root connections among people engaged in meaningful, reciprocal relationships. Those relations are cultivated and reinforced by six virtues, which are the ingredients of kindness that place encounters within the workplace in context:

**Compassion.** Compassion in the workplace matters because it provides employees with that extra amount of strength they need to perform, whether it’s overcoming personal problems, trouble at home or job-specific challenges. The leader needs to have empathy: to understand what another is feeling and care enough to do something about it. Compassion provides the motivation to help, presenting the leader with an array of options to pursue, such as soothing and encouraging, guiding and coaching, or teaching and demonstrating.

**Integrity.** The distinguishing feature of companies that espouse integrity is that they make it clear that it really matters, and they are prepared to act on their principles. People

with integrity reliably, consistently and predictably act on a set of values that ensures safety in interpersonal encounters. They keep promises and confidences, remain forthright and non-evasive, and are unbiased and even-handed.

**Gratitude.** Kind leaders have gratitude. To be grateful is to realize that one’s life story includes many important characters, good and bad, and that one has benefited from the goodwill and sacrifices of others. In addition to having a sense of abundance and an aptitude to derive pleasure from the little things in life, gratitude is also revealing of an attitude. Fundamentally, in order to receive the gift of kindness, you have to accept that you cannot succeed alone.

**Authenticity.** Authenticity, in its various guises, matters to leadership. It is a valued commodity, both interpersonally and, as manufacturers can attest, in the marketplace, where producers are desperate to apply the label “genuine” to anything from leather goods to fine wines. Our view of authenticity and its antonym, fraudulence, is related to what we mean when we say that someone is a poseur. The way in which poseurs present themselves has no correlation to their inner lives and convictions. That is, they don’t behave in a way that reflects what they truly think and feel.

**Humility.** The value of humility to leadership—and the reason it emerged as such an important asset among our cohort of leaders—owes to the “groundedness” of the people who have it. Humble leaders demonstrate two sides of realism. First, they temper their optimism with astute and honest assessments of corporate capability. They are pragmatists who understand what the organization is able to do and how quickly it can move.

**Humor.** Among other things, humor is a wake-up call to lighten up and view problems in a different light. And there is much to recommend for humor: A sense of humor has been related to interpersonal competencies such as warmth, ability to listen, flexible thinking and perspective-taking, openness, maturity and kindness. It is no wonder, then, that the leaders with whom we spoke included humor on their list of essentials for like leadership.

These are not optional character traits that are simply nice to have but are required if you want to be an effective leader.

---

### Expectations Matter

How do we get someone who has basic intellectual aptitude and a healthy reservoir of knowledge to take nec-

essary actions and perform well? Michael Cherkowsky, former CEO of Marsh & McLennan Companies (MMC), offered us a three-part recipe for capturing performance potential based on three constituent ingredients: clarity, accountability and consequences.

**Clarity.** Clarity exists at different organizational levels. At the macro level, it involves articulating meaning and vision for the company, its value system and its strategic pathways. At the micro level, it involves framing communications that elicit action and defining specific goals in the service of the company's overall mission.

**Accountability.** Bridging the gulf between the acknowledgement of what must be accomplished and actually doing it involves recognition both that one is well equipped to act and has an obligation to do so.

**Consequences.** Usually when you try to invent or innovate, failure comes first. Roxanne Quimby duly notes that "Brilliance looks like devastating failure at some point in the process." There is no complete script to follow, no foolproof method. Risking failure is the natural price to pay for progress.

### Doing Better: Process

Continuous improvement requires sound processes. Processes based on the storehouse of organizational knowledge and capabilities force the company to define how it will do its work. That is, routines are expressions of the best, most efficient ways to accomplish organizational objectives. Most importantly, routines impose discipline and define how members of the organization communicate and how operational problems are resolved.

We don't think the actual program a company adopts matters as much as the way it formalizes communications and problem solving. In general, the methods involve analyses of interdependencies, testing of causes and effects, making connections to and borrowing from other domains of knowledge and so forth.

### Doing Better: Contingency Management

Rewards and punishments are part of any discussion of consequences. Put simply, the basic idea is that behavior is initiated and maintained by a host of consequential environmental factors that levy costs and benefits. People do things for which there are both tangible and intangible rewards and avoid engaging in activities when there are adverse consequences.

Good leaders realize that the best results are intrinsically motivated: that is, guided by a person's reason and internal-

ized values. Highly motivated, achievement-oriented people can be self-sustaining for lengthy periods of time, requiring only periodic motivational boosters and occasional pit stops for tune-ups and repairs. The best leaders are able to keep employees engaged and performing with the throttle open.

### Doing Better: The Opposite of Listening

All great leaders are superb listeners. But there is another valuable side to listening that is particularly important in shaping meaningful exchanges and quality performance: talking. The opposite of listening isn't not listening but rather talking and making sense. Thus, listening itself provides incentive for another to speak clearly and use all the facts on hand.

For kind leaders who listen, the difference is that they don't use numbers as blunt instruments to castigate and blame. They see measures as organization-wide indices performance that requires collective analyses and problem solving.

If, in your organization, you are reluctant to ask for help for fear of appearing weak or because of possible repercussions, ranging from public belittlement to career suicide, there is something very wrong with the leadership.

---

## The Truth Matters

Given the importance of facing the facts in both organizational and personal development, it seems reasonable to ask why misrepresentations, distortions and other ways of concealing the truth abound. Why would those in business want to fool or mislead others?

### Deceiving Others

It's hard to say, for example, that our company provides awful customer service, that an employee has "weaknesses" that need shoring up or that earnings growth has precipitously fallen. Any time we become evasive about the truth, we make the same assumptions about employees that the doctor may make about an ailing friend: that the truth is too frightening to confront and that the people of the organization are incapable of doing anything about it.

Shading reality shows a profound disrespect for both the character of people and the value of facts. Individuals need challenges to overcome, and living slightly off center as opposed to in quiet comfort makes us feel alive. Companies that create environments of faux bliss will get little in return.

In contrast to our kind leaders, who want the facts as people see them, flawed leaders view bad news as too

great a personal affront or too anxiety provoking to regard as welcome. If, to preserve a fragile ego, a leader takes the stance that he can do no wrong, then over time employees will oblige him and offer only glowing reviews, while hiding important but negative information.

### Mostly Harmless Self-Deception

Humans as a species appear to be hard wired for a degree of self-deception: We lie to ourselves quite naturally. We adeptly manage our self-images so we appear more virtuous and competent than objectively warranted. We do this in three ways:

1. **Self-Serving Attributions.** People tend to attribute positive outcomes to personal factors such as ability or effort and negative outcomes to external factors such as bad luck or insufficient resources.
2. **The Better-Than-You Effect.** Studies have shown that self-evaluations of traits, abilities and performances are uniformly higher than if evaluated by others or based on an independent assessment of the facts.
3. **The Bias Blind Spot.** Typically, though people believe that others are vulnerable to bias and distortions, we think that we are not so affected. Miraculously, we see ourselves as more objective and self-knowing than others.

### Art and Leadership on Common Ground

Poet Dana Gioia, chairman of the National Endowment for the Arts, once stated, “Art awakens, enlarges, refines and restores our humanity.” One could add, “So does leadership.” Both are expected to fulfill eudaemonistic functions of enriching our lives. A work of art by contemporary artist Bruce Nauman titled “The True Artist Is an Amazing Luminous Fountain” displays these words on a transparent, rose-colored Mylar shade that is hung over a window. The viewer is compelled to look through the working on the shade in order to see the outdoors and, in so doing, to reflect upon the artist as the generative source of one’s vision.

If you replace the word “artist” with “leader,” you have an equally poignant abstraction with which to probe an essential aspect of leadership: truth. The fact that Nauman’s piece applies equally well to both leadership and art is probably indicative of their common heritage.

With that introduction, here are eight leadership principles, occasionally using Nauman’s piece and other art as metaphorical points of departure:

1. **Craft Matters.** Everyone knows the truism that technically skilled people don’t necessarily make the best managers. That obscures the fact that no one wants to be led by someone who is not proficient in her area or has a scarcity of domain knowledge. That is, we lose sight of the fact that even geniuses have mastered their respective craft.
2. **Leadership Is Based on the Ordinary.** Nauman’s work exposes the hubris of the elite class. The use of a fountain as a metaphor for creative genius is part of the satire. Nauman is relying on our conventional notions of artists (or leaders) as separate from the everyday.
3. **Work Invisibly.** Fountains are places where people gather. Leaders, like fountains, provide a focus for action. They initiate it, encourage it and structure it but do not get in the way of it. They spontaneously stimulate the liveliness of a plaza without themselves becoming the center of attention.
4. **Leadership Requires Introspection.** Nauman’s work also reminds us that art and leadership act as mirrors. The introspective aspect of the arts challenges the viewer to form an opinion, to question why he or she feels a particular way, to come to terms and perhaps to take a stand. One of the most basic questions a leader can ask himself is, “Why am I reacting this way (to a statement, idea, event)?” It is a question that puts him in control of the situation versus being controlled by it.
5. **Leadership Is Life-Affirming.** The best leaders ask us to adopt a new perspective on matters — to see things in new ways — and, further, get others to see themselves as members of communities. Invariably, great leadership, as with art, is life-affirming. Neither great leaders nor great artists require us to agree with their theses, but they do ask us to contemplate the human condition and to discover in our encounters that which has meaning.
6. **Leadership Is a Distillation of Chaos.** The Nauman piece reminds us that producing stirring images that capture attention requires extraordinary skills. It is the leader’s job to assemble and depict fragments of reality in a manner that conveys an identifiable message, while simultaneously reducing distractions. A messy array of stimuli is distilled to a few ideas, and the leader’s work suc-

ceeds or fails by the clarity, elegance and force with which these ideas are related.

**7. Leadership Requires a Novel Way of Seeing.** The frame and the colored Mylar covering also signal a purposeful attempt to hold something out as art. Viewers are being asked to suspend their customary way of perceiving and to adopt a particular attitude toward what the leader-artist is trying to accomplish through words, actions, symbols and such. That is, a leader or artist not only wants others to attend to and observe his representations but to look at them differently.

**8. Leadership Is About Keeping Passion Alive.** The word transformational, in both art and leadership, generally refers to a work's ability to challenge convention, to open new awareness, inspire new goals and stimulate actions consistent with those insights and revelations. But there is a more fundamental sense of the word: the ability to help others remain interested in and receptive to what leadership or art has to offer.

Good leadership meets us where we are. True leaders enable us to recognize in their messages those things we care most profoundly about, without distorting or minimizing the essential facts.

Great leadership, like great art, is filled with humanity. And like art, leadership is a human creation that is not so easily divorced from the human condition.

### Growth Matters

Sometimes companies and their financial sponsors are born dumb, and the premises of their businesses are so far-fetched that there never was a chance of market success. And sometimes, technological change is as cataclysmic as a meteor pounding the Earth; the company has too little time to adjust.

But there is a vast region in between in which companies have been blessed with baseline capabilities, a decent product, and sufficient capital and time yet look on as it all falls apart. For companies to survive and flourish, they must acquire new organizational knowledge and repertoires that enable them to mobilize and react to potential environmental hazards in appropriate ways. That is, they must learn and grow.

### Adaptive Options

Generally speaking, companies have only four ways to adapt at their disposal. Each maneuver is intended to align

an organization's goals and capabilities with the demands of the environment.

- 1. Accommodation.** The most familiar strategy is one of accommodation. The company changes itself to meet new environmental threats or to take advantage of new opportunities.
- 2. Assimilation.** A company also can use assimilation strategies. A company that assimilates incorporates customer needs into existing operations.
- 3. Enrichment.** A third adaptive strategy is enrichment. In this case, a company attempts to keep suitors for its customers away; bluntly, the goal is to occupy a monopoly position.
- 4. Exit.** Finally, there always is the option to exit. A company can decide that it can't compete in its environment and that no other strategy can cost-effectively rectify that.

### Prerequisites for Change

Although companies in the midst of technological and market upheavals may truly believe that the only constant is change, in practice all of the adaptive methods are used in combination, and a modicum of institutional stability is a prerequisite for change. While the world outside may seem chaotic, the world inside the organization can't be.

First, if a system is totally reactive to environmental conditions and pressures, it will never learn. Systems in constant flux can never retain and transmit any information and, thus, can never stabilize. At the other extreme, ultra-stable systems don't transmit information effectively either, and they, too, never change, or change only marginally. As such, neither system is capable of adaptation. For an organization to be able to change, a condition between chaos and fixation must be achieved.

Second, a system can only do what it is capable of doing. If an organization cannot reconcile the confusion, or doesn't contain the requisite capabilities or adequately coordinate functions, it will not be able to perform reliably and consistently. Put simply, superior execution is very challenging.

Very few companies operate as if the fire alarm just went off; instead, they manage to formulate and stick to some steady-state methods and procedures that at one time, at least, functioned efficiently. Successful adaptation, however, partly involves deviating from those states or replacing them entirely.

Execution presumes that basic abilities will develop and become increasingly complex in order to both extend the corporation's reach and recognize and react to new circumstances. The people of the organization must always be developing.

### Fighting Cynicism

The pathology facing many companies runs much deeper than employees who are uncommitted and have emotionally removed themselves from the workplace. Rather, the pathological manifestation of maladaptation is cynicism. It is much worse than being disengaged and uncommitted. It is the attitude that all attempts at positive change and adaptation are doomed to failure and the most advantageous course is one of resignation: that the best one can do is tolerate one's circumstances as they exist. This is a sad state for individuals and for organizations, since the will to change has been lost.

You can imagine an employee asking, "Why bother?" "What's the use?" "What's the point of trying?" And they do ask. Viewed through the lens of maladaptive functioning, the organization is deprived of what people do best: think in a natural, healthy way. Instead, the organization is systematically impaired, and that intrudes upon or disables normal drives and activities. The result is a company that is competitively handicapped.

Let's find out how the vitality of organizations is lost. Or, conversely, what makes organizations vibrant, mindful and alluring places to work? In either case, leaders are the culprit or the inspiration, respectively.

### Openness Versus Complacency

Open people tend to be imaginative, curious, independent thinkers who welcome novelty and variety and who are amenable to new ideas, approaches and perspectives. In contrast, those people at the opposing pole of this trait dimension are more comfortable with the familiar and conventional. In organizations, these latter people are defenders of the status quo and tend to gravitate toward methods and solutions that rely on tried-and-true ways of doing things. Leaders who are open are seldom content with the way things are and appreciate the potential for improvement and change. They are always on the lookout for how to make things better, even if everything seems to be working just fine the way it is.

But every company needs to create and innovate in order to adapt and grow. It helps if the leader is disposed toward continuous improvement. Regardless, there are principles to keep in mind that can facilitate an organization that is

willing to experiment and change.

- 1. Having a Prepared Mind.** Many people before Sir Isaac Newton watched apples falling from trees, but he was looking and observed what even those who were scientifically knowledgeable failed to notice. Serendipitous observations aren't made without curiosity.
- 2. The End of Talent Management.** The quest for talent is a lot like looking for the snark. It is a search for a fiction. Exceptional achievements are more likely products of blends of attributes, including the substances of passion, discipline and stamina. The most talented people have a wealth of experiences to pull from. Thus, if you are looking for "talent," you would look for people who knew a lot about lots of different things.
- 3. Finding Versus Solving Problems.** The most important and inspiring problems don't present themselves ready-made but are discovered by imaginative people who are able to see through the disorder of daily living and realize there is still much to be done. You want talent? Find someone who is willing to peer into the unknown and bring you problems.
- 4. Create Obstacles.** It's common to think of obstacles as something to be avoided: If encountered, obstacles will stop you in your tracks. Thus, people often avoid roadblocks and look for the paths of least resistance that allow them to keep doing what they do best or have handy in their bag of tricks. But confronting obstacles head on does force you to reformulate your working assumptions and focus anew on the nature of the problem.

---

## Preparing the Next Generation of Leaders

Good leadership is like leading people across a high suspension bridge. First, followers have to feel secure enough to venture out, and they need to trust that the leader will be there is needed and will not let them down. Secondly, they must convey that getting to the other side is a valuable endeavor or a worthy pursuit. Third, despite the fact that the trip may be treacherous, the leader must help followers to overcome their fears and to press on despite setbacks and unforeseen forces that urge them to turn back.

Companies that are known for their superior management acumen exercise kind leadership. They offer exhilarating jour-

neys that enable those who reach the other side to step off the bridge a different person. In preparing the next generation of leaders, what is it that we will want them to know and be?

In the business setting, we would minimally want our charges to qualify as good business people by becoming technically proficient in their fields and facile with the myriad aspects of general management. There are a few essential characteristics that not only foster leaders' own successes but are critical in developing future leaders who share the same ideals and attributes.

So what qualities do these leaders have and what types of people do kind leaders engender?

**Self-confidence.** There is nothing more indispensable to one's personal welfare and effectiveness than knowing that one is the competent agent of what life has to offer: that we are the authors of our development, growth and self-renewal.

**Self-control.** A well-adjusted adult is able to control his impulses in order to maintain a healthy perspective on what is most important and advantageous to his welfare in the long run. Self-control does not involve the repression of thoughts and emotions that arise from stressful encounters but, instead, the management of them, in order to maintain proper perspective on what is most important and to achieve longer-term goals.

**Self-awareness.** Great leaders recognize self-awareness and personal examination as virtues because these keep leaders attuned to the kinds of people they wish to be. Leaders will tell you that it is common for interests and values to collide within the marketplace and that the most important orienting device when navigating through dilemmas is one's soul.

**Self-determination.** The definition of self-determination is that the ownership of results resides with each individual. Responsibility for one's actions can't be carved up or displaced. It means there is always choice, and, yes, there are consequences for the choices we make.

### Conclusion

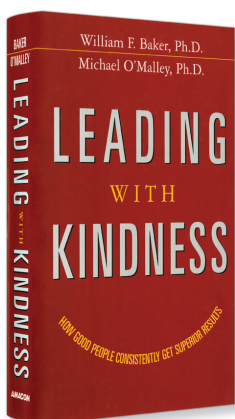
Students increasingly are interested not only in careers with "big bucks" but in doing work that benefits society. Generation Y brings this ethic to the workplace where, as employees, its members expect to find a sense of purpose and connection, among many other qualities discussed in this book and engendered by kind leaders.

Generation Y should be admired for its audacity and optimism. Its members are filled with potential and promise, and we have high hopes for them. They are why leading with kindness matters so much, now more than ever before.

A few final words—these from Albert Schweitzer—on preparing the next generation of leaders: "Example is not the main thing in influencing others; it is the only thing."

### IF YOU LIKED THIS SUMMARY, YOU MIGHT ALSO LIKE:

- *Care to Dare* by George Kohlrieser, Susan Goldsworthy and Duncan Coombe
- *TouchPoints* by Douglas Conant and Mette Norgaard
- *A Team of Leaders* by Stewart Liff and Paul Gustavson



William F. Baker, Ph.D., is President Emeritus of Educational Broadcasting Corporation. He is also Executive in Residence at Columbia University Business School and University Professor at Fordham University. Michael O'Malley, Ph.D., is Executive Editor for Business, Economics and Law at Yale University Press and adjunct professor at Columbia University Business School.

*Leading with Kindness: How Good People Consistently Get Superior Results* by William R. Baker, Ph.D. and Michael O'Malley, Ph.D. Copyright © 2008 by William R. Baker and Michael O'Malley. Summarized by permission of the publisher, Amacom, a division of American Management Association. ISBN-13: 978-0-8144-0156-9. To purchase this book go to [amazon.com](http://amazon.com).