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**The Leadership We Need: Waking Up in This Age of Anxiety**

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We are living in an age of anxiety, with fears that are political, social, and individual. We are anxious knowing that weapons of mass destruction are primed to kill millions of people, that climate change threatens human life, that terrorists can suddenly turn a pleasant outing in places like Paris, London, Barcelona and New York City into a bloodbath, that children at school, concert goers, and worshippers in church can suddenly be murdered by a fanatic.

There are other causes of anxiety. Decades of rapid transition from a bureaucratic-industrial culture to a culture based on information and knowledge has widened the financial and power gap between those able to adapt and those remaining rooted in a vanishing culture. Threats to livelihood and self-esteem have triggered anxiety in people left behind who have been losing industrial jobs due to global competition and automation and fear they will never catch up.

After Joan C. Williams wrote an article about the white working class in the *Harvard Business Review*, a reader wrote her, “Your article deeply articulated the view of my family in a way they never could... They’re mostly afraid. Afraid of the brown skin people. Afraid of the day they can’t live in their home anymore. Afraid of global economics. Afraid of those who claim their God is not real. Afraid of sexually empowered women. Afraid of the scientific utterances they don’t understand related to climate change, so they just reject it outright. Fear manifests itself in many ways, but it’s the same route.”<sup>i</sup>

The white working class is not the only anxious group. African Americans<sup>ii</sup> and Latinos, including high school students<sup>iii</sup> worry about the policies of the Trump administration. Even professionals in the knowledge economy, the so-called elite, are not free of anxiety. Both at work and socially, they are constantly being evaluated as employees and social partners. According to studies by Jean M. Twenge, their children, brought up with smartphones are afraid to grow up in this dangerous world. Twenge cites reports that increasing numbers of undergraduates suffer overwhelming anxiety.<sup>iv</sup> Rather than focusing on living a purposeful life, these young people worry they will become a have-not rather than a have. They worry about paying for education, taking student loans and being saddled with debt, and they worry about getting a job that would make their education a good investment.

The causes vary for different people, but to some degree we are all experiencing chronic and existential anxiety. Because living with extreme anxiety can be unbearable, many people repress it and some escape into drugs, entertainment, and social media. Mechanisms of escape become pathological addictions. Some of the people left behind have joined tribalistic political groups that are vulnerable to demagogues, narcissistic leaders who project power and certainty. These leaders stimulate a regressive transference in their followers. They feed the group’s narcissism, blame others for their problems, and promise magical solutions to the causes of their

anxiety. This dynamic threatens all of us, the unity of our society and our ability to work together to address the threats to our wellbeing. It has resulted in the election of Donald Trump, a narcissistic leader who increases the fragmentation of society and our existential anxiety. To better understand our national condition, it will help to analyze how the threats to life and livelihood tend to increase narcissism and favor narcissistic leaders.

## **Narcissism**

The concept of narcissism has strayed far from its mythic origin, the story of Narcissus, a beautiful hunter who rejects the love of Echo and is punished by Nemesis who leads him to a pool where he falls in love with his own image and stares at his reflection until he dies. Narcissism has become a household term for all kinds of egoism, arrogance, vanity and bloated self-esteem. The use of the term has become so broad that the concept has almost lost its value.

The narcissistic personality disorder is well known to all of us. It lists symptoms but doesn't describe their causes. I've thought about the causes and have focused on three different aspects of narcissism other than the narcissistic personality disorder.

◦ *Narcissism* essentially combines the survival drive common to all species with specifically human needs for dignity and self-esteem, recognition and validation as persons. We all are somewhat narcissistic. If we weren't concerned about ourselves more than others, we'd have less chance of surviving physically and emotionally. Clearly, existential anxiety triggers the narcissistic survival drive. Exaggerated concerns about survival can expand into paranoia, seeing threats everywhere. For the individual as well as for government, overinvesting our energy in defense and security short changes health, education, and welfare. The extreme need for dignity and self-esteem, recognition and validation can be a reaction to feelings of humiliation and insignificance. These needs can expand into grandiosity and a pathological need for praise. When the drives for survival and self-esteem dominate the personality, the result is the narcissistic personality disorder. When this is combined with destructive sadism, the result is malignant narcissism.

◦ *Group narcissism*. Throughout human history, the group or tribe that shared an identity has been more cohesive, better able to survive against enemies or natural threats. When people with shared identities feel attacked, they are likely to band together. Shared identities can become group narcissism that supports cooperation rather than intra-group rivalry. Malignant group narcissism fuels feelings of group or racial superiority and at the extreme results in dehumanization of other groups, leading to violence or even genocide. But group narcissism can also be more benign when it is based on positive shared values. It can motivate people on teams and in companies to collaborate and work harder to prove their superiority.

◦ *The narcissistic personality*. Psychiatry focuses on psychopathology, and psychiatrists typically view the narcissistic personality as the narcissistic personality disorder. But there is no personality disorder without a normal personality. Like other personality types, the narcissistic type has strengths and weaknesses. Narcissists can be more or less productive.

The normal narcissistic personality is one of three personality types proposed by Freud<sup>Y</sup>. They are the erotic, obsessive, and narcissistic types. Erich Fromm added a fourth type, the

marketing personality. Both Freud and Fromm proposed that we are all combinations of these types, but that one is usually dominant. Each type can be positive and productive, or negative and unproductive. Erotics can be caring or dependent. Obsessives can be conscientious and reliable or nit-picking and anal. Narcissists can be visionary or grandiose. Marketing personalities can be adaptive or centerless. I have added names to these types that indicate their positive qualities: caring (erotic), exacting (obsessive), visionary (narcissistic), and adaptive (marketing). (I have supportive data for these types based on the factor analysis of results of a questionnaire I developed and have tested with hundreds of professionals)<sup>vi</sup>.

Freud who once described himself as a narcissist to Sandor Ferenczi describes this type as follows:

The third type (is) justly called the narcissistic type. . . . There is no tension between ego and super-ego (indeed, on the strength of this type one would scarcely have arrived at the hypothesis of a super-ego), and there is no preponderance of erotic needs. The subject's main interest is directed to self-preservation: he is independent and not open to intimidation. His ego has a large amount of aggressiveness at its disposal, which also manifests itself in a readiness for activity. In his erotic life loving is preferred above being loved. People belonging to this type impress others as being "personalities"; they are especially suited to act as support for others, to take on the role of leaders and to give a fresh stimulus to cultural development or to damage the established state of affairs.

Most of the successful narcissistic leaders I've studied, coached and treated in analysis shared a developmental pattern. They were men who in childhood did not identify with their fathers either because he was absent (FDR, Barack Obama, Frank Lloyd Wright, Bill Clinton, Steve Jobs), weak (Richard Nixon, Ronald Reagan) or abusive (Abraham Lincoln). Most had strong, supporting mothers. Instead of a strong superego, they developed a demanding ego ideal, an ideal self they strived to become. Lacking a strong superego, they could be ruthless in their striving to realize their ambitions and visions.

But those who were gifted not only broke rules, they changed the world in both positive and negative ways, such as FDR's New Deal and Adolph Hitler's Thousand Year Reich. Narcissists have created great companies like Ford, Apple, and Amazon or have destroyed companies like Enron and WorldCom.

Narcissistic leaders are most likely to emerge in times of disruptive change, either in politics, the economy, or technology that transforms society. Their inventions revolutionize the economy, and the narcissistic leader's promise to solve people's problems can inspire hope and dampen anxiety. Because narcissists present their inspiring visions with total confidence, they gain followers who either end up participating in their success or drinking their Kool-Aid.

Erich Fromm, in *Escape from Freedom*<sup>vii</sup> described the dynamic of anxious people becoming vulnerable to the promises of a narcissistic leader. The German lower middle class had a shared social character, a syndrome of character traits that developed as an adaptation to the economic, social and cultural conditions common to the group. They were hard working, frugal, patriotic, and submissive to authority. After World War I when Germany fell into a deep depression, these attitudes no longer led to economic success. Inflation made their hard-earned

savings worthless. They felt humiliated, anxious and resentful. Hitler promised a return to prosperity and national glory, to make Germany great again. He blamed the people's problems on the Jews, communists, and enemies of Germany. Their obsessive and submissive social character made these people especially vulnerable to Hitler's appeal.

## President Trump

We are currently experiencing technological and economic changes that have had far-reaching sociopolitical and individual consequences. Many Americans especially a group similar in some ways to the Germans who were mesmerized by Hitler, supported Donald Trump for president believing his promises to improve their lives and regain their self-esteem.<sup>viii</sup>

Rather than address the real causes of anxiety due to culture change and threats to life, Trump has fed the malignant group narcissism of the white working class that had a major role in electing him. Rather than alleviating anxiety, as FDR did when he said, "the only thing we have to fear is fear itself," Trump has increased our anxiety.

What is the difference between Trump's personality and the personalities of visionary narcissists who turn anxiety into hope and inspire productive activity to meet the anxiety-causing challenges?

A cottage industry has emerged of mental health experts and commentators diagnosing Donald Trump. But Trump's personality doesn't fit into a narrow diagnosis of a narcissistic personality disorder. He is not suffering from an illusion that he is president. His personality is a variation of a normal narcissistic personality type. Trump has the narcissistic traits Freud described, including independence, large amounts of aggressive energy and a weak superego so he lacks internalized rules to keep his ego in check. He is combative, defensive, and grandiose. He needs constant praise. He makes up stories and facts. He feels no guilt about lying.

In *Think Like a Billionaire*<sup>ix</sup>, Trump wrote that the description in my book *The Productive Narcissist* (republished as *Narcissistic Leaders*<sup>x</sup>) of *productive* narcissists like Steve Jobs and Jeff Bezos perfectly fit him. He claimed that he also is a visionary leader. However, Trump's type of narcissism and his visions are significantly different from that of Jobs, Bezos, and other productive narcissists in business and politics.

Jobs and Bezos envisioned and produced products and services that have changed the way we live. Subordinates who suffered their demands and insults believed in their visions with almost religious fervor and were rewarded for their devotion. These leaders combined narcissism with a productive obsessive-exacting drive to realize their visions.

I have puzzled over Trump's variation of the narcissistic personality. How much did he both resent and identify with his tough and demanding father? Did he both copy and compete with his father, trying to surpass him in riches and prestige? Trump seems to combine narcissism with a marketing personality. People of this type shape themselves and their products to gain the approval of others. Their sense of self-worth is their value on the market of public opinion. Trump is an extreme example; he dismisses messages and attacks messengers who disparage his self-worth. The most productive marketing narcissists are innovators with a radar-like sensitivity

to the needs of others. Not deeply committed to their products and policies, they can easily change those that no one is buying. Although they may not be wedded to their policies, they also constantly work to deepen their knowledge to improve their products. Bill Clinton, a more productive marketing narcissist copiously studied both policy issues and opinion polls and was able to change his policies when he considered it politically expedient. His narcissistic belief that he could get away with his philandering almost destroyed his presidency.

By contrast, Barack Obama has a productive narcissist-caring type of personality. His visions were to help the less fortunate with health care, to improve the environment and end the costly and destructive conflicts in the Middle East. He expressed his narcissism when he explained his policies by often coming back to himself, his story, or his feelings. In contrast to Trump's attitude of leaving no attack unanswered, Obama responded to attacks by withdrawing, remaining aloof.

Productive narcissists have convictions that drive productive projects. Trump has no convictions other than his belief in himself. Unlike Jobs, who produced things he liked that the world then wanted, or Ronald Reagan, who developed strong convictions about the economy when he was spokesman for GE, Trump's set of policies reflect what he believes will gain him applause from his core supporters. If they don't like what he is selling, he will sell what he thinks they do like without regard to his ability to deliver it. In 2000, Trump campaigned for President as a liberal under the Reform Party ticket. In his 2016 campaign, he was anything but a liberal. Not even Trump knows what's next. We are anxious about what he might do next because he acts to satisfy his ego or play to his core supporters without regard for the consequences.

Many successful leaders have a strong aesthetic drive. Jobs demanded that his products be beautiful as well as useful. In their article, "Aesthetics of story-telling as a technology of the plausible," Esther Edina and Rafael Ramirez report that leaders with a strong aesthetic drive fashion stories that feel good to them, sometimes denying inconvenient facts.<sup>xi</sup> Narcissists, even the most productive, typically exaggerate or lie to maintain their self-image, gain an advantage, or manipulate people. Reagan made up a history of his combat in World War II when in fact he was only doing his fighting in movies. One narcissistic CEO in analysis told me that he sometimes lied about his company's products or results, but then he worked hard to make his claims real.

Trump has an extreme aesthetic approach to reality. He needs to make events look and feel good to him. His exaggerations and lies beat any I've heard as a consultant to successful narcissists. He habitually bends the truth and makes up stories. It's also important for him that the key people around him look good and dress well. He even wants his border wall to be beautiful. This toxic brew of aesthetic, marketing, and narcissistic needs that to some degree worked for him as an entrepreneur narrows his appeal as president to his core supporters.

Trump does have productive qualities. He is determined, active, takes calculated risks. He has envisioned and built successful projects and won the presidency because he connected with people who wanted change. He is an effective performer, but he displays a stunning lack of curiosity about the knowledge needed for productive policy development and organizational implementation in government. He is at his best when he pays attention to experts who persuade him that he will personally benefit from making better decisions.

Narcissistic leaders are more likely to succeed when they partner with people who complement their strengths and keep them from making disastrous decisions. Steve Jobs failed when he tried to run Apple by himself and succeeded when he partnered with Tim Cook and Joni Ives. Napoleon succeeded when he followed the advice of Talleyrand, but failed disastrously when he fired Talleyrand for objecting to his plan to attack Russia.

Trump will listen to disagreements only from people he believes respect him and he respects as successful in their own spheres. He has sometimes been able to listen to generals and multi-millionaires. But he is driven to attack anyone who criticizes him personally, and his Twitter feed makes these attacks public. Like all narcissists, he is particularly sensitive to criticism, competition, and threats. As Andy Grove of Intel wrote in *Only the Paranoid Survive*<sup>xii</sup>, paranoia, if not severe, serves leaders who have real competitors and enemies. Trump's paranoia is self-defeating, needlessly turning critics into enemies and limiting the input of supporters to what they believe he wants to hear. Trump lacks the sense of humor Lincoln, FDR, and Reagan used to deflate their critics and even make fun of themselves. Personal attacks on Trump will always deafen him to constructive criticism.

## **The Leaders We Need**

The leaders we need are very different from Trump. We need leaders who will address the causes of our anxiety and work to resolve them. Unlike populist demagogues who promise magical solutions, or leaders who promote special interests, the leaders we need will develop policies and organizations that realistically move all of our society to a better future. Rather than just offering handouts, the leaders we need will inspire social responsibility. We need this kind of leadership on four interrelated levels: global, national, organizational, and individual. These leaders may have different types of personality. What is essential is that they are productive and ethical and share a leadership philosophy that makes the wellbeing of the people and the environment their highest priorities. They understand the message of the Spanish philosopher Jose Ortega y Gasset who wrote, "I am myself and my circumstances and if I do not save my circumstances, I cannot save myself." These leaders work collaboratively, they partner with people who complement their strengths and share their philosophy. They continually learn. They also have a sense of humor, the emotional equivalent of a cognitive sense of reality.

On the global level, no country by itself can deal with the major threats to human life on planet earth: weapons of mass destruction, climate change, pandemics, and terrorists. We need leaders who develop international collaboration to avoid wars, protect the environment and care for survivors of wars and disasters. Although global trade has enriched countries, it has also increased inequality, causing the anxiety and resentment that attracts populist leaders. This must be addressed globally, nationally, in organizations, and with individuals.

On the national level, the challenge for the United States is the humanization of capitalism, attacking inequality and putting people before profits. Americans have boasted about being a land of equal opportunity, but if that were true in the past, it is no longer true in the knowledge age. Unless the less advantaged have guaranteed health care, schools that develop both skills and an adaptive social character, and good jobs, they have no chance of narrowing the income gap.

Lack of healthcare can be a major source of anxiety. Because of the Affordable Care Act, millions of Americans have gained access to health care, but millions are still without this benefit. A key challenge not only for leaders, but also for all citizens who believe that everyone should be entitled to health care is promoting and implementing these policies.<sup>xiii</sup>

Gaining good healthcare depends on healthcare organizations as well as public policy. My colleagues and I have studied and worked with great healthcare organizations in the US, Sweden, and Singapore.<sup>xiv</sup> They are learning organizations with leadership that continually improves care, cuts costs, and works to improve population health.

The best business and government organizations produce products and services that improve the quality of life. They do not harm the environment. But a product of work is also the people who work in these organizations. Ilene Philipson writes about patients who look to their workplaces for emotional security, self-esteem and belonging.<sup>xv</sup> But they, like many other employees are stressed and made anxious in jobs that demand mindless conformity. Gallup surveys report that less than one third of employees in this country are engaged at work. The majority go through the motions to get paid and get healthcare. The best organizations engage employees and develop their social character. Leaders encourage innovation, collaboration and respect for individuals and the environment. We need leaders who understand that employees will be engaged when their work has a meaningful purpose, their jobs include continual learning, and they are respected and recognized for their contributions, views and ideas.

Our schools could and should be models for addressing some of the challenges of inequality including the skills and social character that equip people for success in this knowledge economy. I have worked with the Knowledge is Power Program (KIPP) of charter schools that develops school leaders who focus on the academic and social character competence of thousands of disadvantaged children with the result that over eighty percent have qualified for college. The graduates have learned to be collaborative problem-solvers and innovators. KIPP collaborates with public schools in Houston to improve college admission and graduation rates. Charter schools like KIPP were established to be laboratories for improving public schools. Some are less effective than public schools, but public schools can learn from those like KIPP.

Good organizations in terms of both economic and humanistic factors depend on leadership that develops and practices a philosophy that describes the organization's purpose, the practical values essential to achieve that purpose, and how results will be measured to support the purpose and values.<sup>xvi</sup> The purpose of great organizations is meeting human needs and improving the quality of life. These organizations may have leaders who work interactively with different roles and with different personality types. What is essential is that they share and practice the same leadership philosophy.

Billions of dollars are spent by companies and governments on leadership development. According to a survey of CEOs by McKinsey, the results have been disappointing, even according to business criteria, much less for the kind of leadership we need. Can the leadership we need be taught? That is a question that goes beyond the scope of this talk. My experience is that it can be developed in people, even some narcissists, who have a positive purpose, strong ethics, passion and courage. I agree with Samuel Johnson that "courage is the greatest of all virtues" because unless a person has that virtue, there is no security for preserving any other.

## Treating the Causes of Anxiety

People can't respond productively to the threats that cause fear and anxiety if they are escaping into drugs, entertainment and social media. There is alarming evidence that this country is suffering a growing mental health crisis. The Substance Abuse and Mental Health Administration reports an increasing incidence of addictions and they don't even include anxiety meds in their measures. Drug overdoses kill more Americans under age 50 than anything else.<sup>xvii</sup> Twenge reports that for the generation that has grown up with smartphones, "loneliness, depressive symptoms, major depressive episodes, anxiety, self-injury, and suicide are all on the rise, mostly since 2011."<sup>xviii</sup> Twenge blames these conditions on the generation's addiction to smartphones, but it is more likely that the young people suffer from unsuccessful attempts to escape from anxiety. It's good for kids to get limits on their use of smartphones, but that won't cure their anxiety.

We know from our practice that to deal with existential anxiety without prescribing drugs, people first need to wake up to the fears that are feeding the anxiety. Mindfulness meditation can be better than medication, but neither address the causes of existential anxiety. A challenge for us as analysts is to help people transform anxiety into productive activity, recognizing that there are rational reasons to be afraid. There are real threats to life and wellbeing.

Can we separate fears that can only be addressed socially and politically from fears that can be overcome by helping people wake up and change their practice of life? To have any chance of doing this, we need to learn more about why so many young people are so afraid of relationships and of growing up. And we need to learn why some young people are living productive lives and are not escaping from anxiety into psychopathology.

Are the parents of the at-risk children transmitting their own fears? Do these children lack models of productive adults? Are the parents marketing personalities who lack purpose or meaning other than making themselves marketable products?

Has this fearful generation displaced their unconscious anxiety on to their demands at college for safe spaces, trigger warnings, and unwillingness to hear challenging speakers?

Why are some people, including many members of the smartphone generation, able to live productive lives, even though they are awaking to the threats we all face in this tumultuous and threatening world? A colleague who is a professor at a university writes that while many undergraduates avoid discussions over issues that would cause conflict and news that would increase anxiety, the most productive are awake to some of the causes of anxiety and are engaged in trying to deal with them. My experience with some very productive young people is based on reviewing hundreds of questionnaires from applicants to become volunteer caregivers

in one of the nine Latin American and Caribbean countries served by *Nuestros Pequeños Hermanos* (Our Little Brothers and Sisters) with homes, schools, and healthcare facilities for orphans and disadvantaged children and their families. The applicants are asked to define the meaning of love and how they practice it. They are asked to describe their purpose in life. Their responses show understanding of the difference between sexual and caring love, eros vs. agape.

They describe living purposeful lives with mindsets of continual learning and growth. They have strong ethical and religious values and they want to work with others who share their values and purpose of helping children to develop their potential. They show courage in volunteering to work in challenging cultures and conditions. Can we help children to understand what it takes to transcend anxiety by continual learning and engagement in improving the lives of others?

To conclude, anxiety will not be cured by the false promises of narcissistic, populist leaders or by mechanisms of escape, but only by addressing the causes of anxiety on global, national, organizational, and individual levels. As citizens, we can lead by joining with others to improve our politics and organizations. We can only change political leadership by engaging in the political process and helping to educate the public about the real causes of our anxiety and what it takes to deal with them. As analysts, we should be careful that our patients do not put all the blame for their anxiety on themselves as they recognize that their mechanisms of escape are more damaging than waking up to the political and social causes of their anxiety.

As analysts, we can aspire to be what Lao Tzu described as the best kind of leader 2500 years ago. Substitute analyst for leader in the following statement.

“The best leaders help people so that eventually they don’t need them.  
Then comes the ones they love and admire,  
Then comes the ones they fear.  
The worst are the ones they can push around.  
They are not really leaders  
The best leaders say little, but what they say is fully credible  
and when they finish their work, the people say ‘we did it ourselves.’”

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<sup>i</sup> Joan C. Williams, *White Working Class*, Harvard Business Review Press, 2017, p 65.

<sup>ii</sup> Tara Bahrapour, “Pessimism grows among U.S. blacks”, *The Washington Post*, 9/27/17, p 2.

<sup>iii</sup> John Rogers, *Teaching and Learning in the Age of Trump*, Institute for Democracy, UCLA/IDEA Publications, 2017.

<sup>iv</sup> Jean M. Twenge, *iGen, Why Today’s Super Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy—And Completely Unprepared for Adulthood*, Atria Books, 2017.

<sup>v</sup> Freud, Sigmund. *Libidinal Types* (1931) from Standard Edition, Vol XXI. London: The Hogarth Press, 1961. pp 215-220.

<sup>vi</sup> Maccoby, Michael. *Strategic Intelligence: Conceptual Tools for Leading Change*. Oxford University Press, 2015.

<sup>vii</sup> Fromm, Erich. *Escape from Freedom*. New York: Rinehart, 1941.

<sup>viii</sup> A study by Emily Ekins describes five different groups that voted for Trump. She names them American Preservationists (20%), Staunch Conservatives (31%), Anti-Elites (19%), Free-Marketers (25%) and the Disengaged (5%). The American Preservationists who clinched Trump’s win are mainly the white working class who have been left behind economically and socially and who resent the elites who denigrate them.

<sup>ix</sup> Trump, Donald J., *Think Like a Billionaire* Random House Publishing Group, 2004.

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<sup>x</sup> Maccoby, Michael. *The Productive Narcissist, The Promise and Peril of Visionary Leadership*. New York: Broadway Books, 2003

Maccoby, Michael. *Narcissistic Leaders: Who Succeeds and Who Fails*, Harvard Business School Press, 2007.

<sup>xi</sup> Esther Edina and Rafael Ramirez, *Future*, 84 (2016) 43-49.

<sup>xii</sup> Andy Grove, *Only the Paranoid Survive*, Doubleday Business, 1996.

<sup>xiii</sup> The National Coalition on Healthcare including provider organizations, companies, unions, insurance companies, and non-profits works with both parties in Congress to promote improvements. It is led by John Rather. I served on the board.

<sup>xiv</sup> Maccoby, Michael and Clifford L. Norman, Jane Norman and Richard Margolies. *Transforming Health Care Leadership: A Systems Guide to Improve Patient Care, Decrease Costs, and Improve Population Health*. San Francisco, CA: Jossey Bass, 2013.

<sup>xv</sup> Ilene Philipson, *Married to the Job*, Free Press, 2002.

<sup>xvi</sup> Maccoby, Michael. *The Leaders We Need and What Makes Us Follow*. Boston: Harvard Business School Press, 2007.

Maccoby, Michael and Clifford L. Norman, Jane Norman and Richard Margolies. *Transforming Health Care Leadership: A Systems Guide to Improve Patient Care, Decrease Costs, and Improve Population Health*. San Francisco, CA: Jossey Bass, 2013.

Maccoby, Michael. *Strategic Intelligence: Conceptual Tools for Leading Change*. Oxford University Press, 2015.

<sup>xvii</sup> *Financial Times*, US edition, September 12, 2017

<sup>xviii</sup> Jean M. Twenge, *iGen, Why Today's Super Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy—And Completely Unprepared for Adulthood*, Atria Books, 2017, p. 302.

I appreciate comments on drafts of this address from Patricia Bratt, Mauricio Cortina, Charles Heckscher, Barbara Lenkerd, Max Maccoby, Richard Margolies, and Tim Scudder.