impact on society. During the past two years, I have focused on developing global leaders, a topic that is the focal point of Chapter 12.

Regardless of where you are in your journey—just getting started, looking for a new challenge, or reaching the top of your organization—each leadership experience enables you to grow and to discover your authentic leadership. As Amgen's Kevin Sharer said, "You are the mosaic of all your experiences." Just as you conclude one portion of your journey, another opportunity emerges, so you can take what you learned from previous experiences and apply it to new situations. If you embrace your life story and learn its lessons, your leadership journey will never end.

Exercise: Your Life Story and Journey to Authentic Leadership

After reading Chapter 1, it's important to examine your life story and leadership opportunities to this point.

1. Looking at patterns from your early life story, what people, events, and experiences have had the greatest impact on you and your life?
2. In which experiences did you find the greatest inspiration and passion for your leadership?
3. Do the failures or disappointments you experienced earlier in your life constrain you, even today, or have you been able to reframe them as learning experiences?
4. Do you think you need to make any adjustments to your personal and leadership development as a result? If so, what are they?

2

LOSING YOUR WAY

> Money is very seductive . . . However much you say that you will not fall into the trap of it, you do fall into the trap of it.
>
> —*Rajat Gupta, former worldwide managing director*, McKinsey

All of us have fears, anxiety, and confusion—these are an integral part of the human condition. By understanding our life stories, we begin to recognize and accept these qualities. Howard Schultz fully embraced his life story, learning respect for all people from his experience growing up in poverty. He also reframed his negative image of his father from a poor family provider to someone who never had the right opportunities. This ultimately motivated Schultz to build Starbucks into the type of company where people like his father would be proud to work.

Unfortunately, many leaders do not ground themselves in their life stories. Instead, they try to bury their past, and put on a new mask. Or they get caught up in chasing the world's esteem by trying to accumulate money, fame, and power, rather than pursuing their intrinsic motivations. Perhaps they fear vulnerability or lack close friends who can help them reflect on their experiences.

The consequences of denying or repressing your life stories, your crucibles, and your fears can be severe. It magnifies your shadow side that shapes your behavior but operates hidden from view. Many leaders with great potential lose their way because they do not face their shadow sides and wind up way off course from their True North.

The Tragedy of Rajat Gupta

Rajat Gupta was a close professional colleague of mine. We interacted in many professional settings and worked together on three boards—Goldman Sachs, World Economic Forum USA, and Harvard Business School (HBS) Board of Dean's Advisors. Gupta also served on the boards of Procter & Gamble and American Airlines. I considered him one of the world's most accomplished leaders, someone who was intelligent and savvy and demonstrated strong values. He was well connected with many of the world's most important people. Heads of state, CEOs, and billionaires all returned his calls.

At McKinsey, he was the first worldwide managing partner born outside the United States. He expanded the firm into a global powerhouse during his nine years at the helm, as McKinsey's revenues grew by 280 percent to $3.4 billion. Gupta was a philanthropic leader as well. He chaired the Global Fund to Fight AIDS, Tuberculosis and Malaria. Later he founded the Indian School of Business and served on an array of nonprofit boards. For the Indian community he was a role model of the American dream fulfilled, a symbol that an Indian immigrant could make it to the top in America.

Rajat Gupta is currently serving a two-year sentence in federal prison.

He was convicted in 2012 on four criminal counts for providing inside information to Galleon Fund founder Raj Rajaratnam. He shared privileged information that he learned at Goldman board meetings during the fall of 2008, which in turn Rajaratnam used to make insider trades. After Gupta's final appeal was turned down by the U.S. Supreme Court, he entered prison in June 2014.

How could such an exceptional leader at the peak of his success fall so far, so fast? Although we may never know the full story, perhaps we can discover some clues through his life story. Gupta was born in Calcutta, India. His father was a journalist and freedom fighter who had been jailed by the British when India was fighting for independence. Young Gupta faced a major crucible in his life when

he was orphaned as a teenager. His father died when Gupta was 16, and his mother passed away just two years later. With no money to live on, he took responsibility for raising his two younger siblings. He gained admission to the famed Indian Institute of Technology in Delhi by finishing fifteenth in the nation on the entrance exam. After graduation, he immigrated to the United States to attend business school before joining McKinsey in 1973.

We may never know what caused him to cross the line to provide Rajaratnam inside information. Throughout the trial, Gupta maintained his innocence, suggesting he was a victim of Rajaratnam, who had already been convicted on multiple counts of insider trading and sentenced to 11 years in prison. Some have asserted it was simply greed, and speculated that Gupta resented the large sums of money his peers on Wall Street and in Silicon Valley were making.

Even as he accumulated a net worth of $120 million, he seemed to have an unquenchable thirst for more. A 2013 article in the *New York Times Magazine* speculated, "Teaming up with Rajaratnam seemed to be his plan for a spectacular career finale—a bid not only to stay vital after stepping down from McKinsey but also to establish himself in the elite circle of billionaires." In his 2005 speech at Columbia University, Gupta confirmed this weakness, saying, "When I look at myself, yeah, I am driven by money," adding:

> *When I live in this society, you do get fairly materialistic. I am disappointed. I am probably more materialistic today than I was before. Money is very seductive. You have to watch out for it, because the more you have it, you get used to comforts, and big houses and vacation homes and doing whatever you want. However much you say that you will not fall into the trap of it, you do fall into the trap of it.*

On paper, Gupta had it all. He had talent, having worked his way up to CEO of the most respected global consultancy. He had wealth and power. He was a board member of the most respected companies in the world. He had respect. People admired him and looked up to him. Apparently, none of this was enough.

For years, Gupta and I spoke with some frequency, and we sat together at board meetings. There were no outward signs of his inner struggle, yet he clearly faced demons that pulled him away from his True North. While he is paying an enormous price for his actions, his is not a simple case of greed. My intuition tells me that he was deeply scarred by his teenage crucible and the poverty that ensued and never resolved his need for financial security. Most likely, Gupta is a man who lost his way by not controlling his need for financial wealth.

Why Leaders Lose Their Way

All of us should ask ourselves, Could this happen to me? Am I vulnerable to being seduced by money, fame, or power? What personality weaknesses do I have that might cause me to lose sight of my True North? Under what circumstances could I fall into this trap?

Let's explore what causes people with excellent potential to lose their way. Why do they often derail just as they are hitting the peak of their leadership? Can they recover from failures and still become authentic leaders?

These questions trouble everyone who wants to lead.

People who lose their way are not necessarily bad people. They have the potential to become good leaders, even great leaders. However, somewhere along the way, they get pulled off course. Little by little, bit by bit, they get caught up in their own success. As leaders are acclaimed by the world and receive the rewards that come with achievement, they are at the greatest risk of deviating from their True North.

Leaders whose goal is having power over others, maximizing their wealth, or becoming famous tend to look to other people for fulfillment and acknowledgment of their status. In public and private, they often display a high degree of narcissism. As leaders of institutions, they ultimately believe the institution cannot survive without them because in their mind they *are* the institution.

Before you take on a leadership role, ask yourself: "What motivates me to lead this organization?" If the honest answers are simply power, prestige, and money, you are at risk of being trapped by external gratification as your source of fulfillment. There is nothing wrong with desiring these outward symbols *if, and only if, they are balanced by a deeper desire to serve something greater than yourself.* Extrinsic rewards exert a force that can pull you away from True North if not counterbalanced by a deeper purpose or calling that gives you a passion to lead.

Let's take a deeper look at the root causes of leaders losing their way.

Losing Touch with Reality

Leaders who focus on external gratification instead of inner satisfaction have trouble staying grounded. They reject the honest critic who holds up a mirror and speaks the truth. Instead, they surround themselves with sycophants—supporters telling them what they want to hear. Over time, they lose perspective and capacity for honest dialogue, and people learn not to confront them. Late in the career of CBS's Bill Paley, people knew that he would kill the messenger who brought him bad news. Not surprisingly, he got a filtered view of reality from his subordinates.

Fearing Failure . . .

Underlying these tendencies may be a fear of failure. Many leaders advance by imposing their will on others. By the time they reach the top, they may be paranoid that someone is waiting in the wings to knock them off their pedestal. Underneath their bravado lies the fear that they are not qualified for such powerful leadership roles, and any day someone is going to unmask them.

To overcome their fears, some leaders drive so hard for results that they lose touch with reality and become incapable of acknowledging their failures or weaknesses. When confronted with their failures, they may try to cover them up or to create a rationale that convinces others these problems are not their fault. Often they look for scapegoats to blame, either within their organization or outside. By combining power, charisma, and charm, they convince others to accept these distortions, causing their organizations to lose touch with reality. In the end, their organizations suffer the greatest harm.

. . . and Craving Success

The other side of the fear of failure is an insatiable craving for success. Most leaders want to do a good job for their organizations, be recognized, and rewarded accordingly. When they achieve success, they receive added power and enjoy the prestige that goes with it. That success can go to their heads, and they develop a sense of entitlement. At the height of some leaders' power, success itself creates a deep desire to keep it going, so they are prone to pushing the limits, thinking they can get away with it.

Novartis CEO Daniel Vasella described this process in a *Fortune* magazine interview:

> *Once you get under the domination of making the quarter—even unwittingly . . . you'll begin to sacrifice things that may be vital for your company over the long term. The culprit that drives this cycle isn't the fear of failure so much as it is the craving for success . . . For many of us the idea of being successful is intoxicating. It is a pattern of celebration leading to belief, leading to distortion. When you achieve good results, you are celebrated, and you begin to believe that the figure at the center of all that champagne toasting is yourself. You are idealized by the outside world, and there is a natural tendency to believe what is written is true.*

The Loneliness Within

It is lonely at the top. Leaders know they are ultimately responsible for their company's performance, and the well-being of many rests in their hands. If they fail, many people will be harmed. To ignore

mounting pressures, some leaders simply run faster. Whom can they share their worries with? It can be difficult to talk with subordinates or their boards about their biggest problems and deepest fears. Friends outside the organization may not understand their challenges. Sharing their doubts openly may set off rumors. Sometimes it is even difficult to share these concerns with spouses or mentors.

Because of this loneliness, many leaders deny their fears. They shut down their inner voice because it is too uncomfortable to hear. Instead, they try to respond to the external voices pressuring them, thinking all will be well if they can satisfy them. Because the advice of outsiders is often conflicting or too painful to face, some leaders choose to listen only to people who reinforce their views. As Apple founder Steve Jobs advised, "Don't let the noise of others' opinions drown out your own inner voice."

Meanwhile, leaders' work lives and personal lives grow more unbalanced. Fearing failure, they favor their work life, even saying, "My work *is* my life." Eventually, they lose touch with those closest to them—their spouses, children, and best friends—or they co-opt them to their point of view. Over time, little mistakes turn into major ones. No amount of hard work can correct them. Instead of seeking wise counsel at this point, they dig a deeper hole. When the collapse comes, there is no avoiding it.

Who are *they*? They could be one of those executives facing prosecution for their actions. Or a CEO forced to resign for personal reasons. *But* they *could also be you, me, or any one of us*. We may not face a plight as severe as these leaders face, but we can all lose our way.

Derailing: Losing Sight of Your True North

In observing leaders who have derailed, we identified five types who lose sight of their True North. Their shortcomings link directly to the failure to develop themselves: *Imposters*, who lack self-awareness and self-esteem; *Rationalizers*, who deviate from their values; *Glory Seekers*, who are motivated by seeking the world's acclaim; *Loners*, who fail to build personal support structures; and *Shooting Stars*, who lack the grounding of an integrated life.

Can you see yourself in any of the following archetypes? Could these characteristics cause you to derail?

Imposters

Imposters rise through the organizational ranks with a combination of cunning and aggression. They understand the politics of getting ahead and let no one stand in their way. They are often unabashed students of Machiavelli, determining every angle to advance as they execute their game plan. They are the ultimate political animals, adept at figuring out who their competitors are and then eliminating them one by one. They have little appetite for self-refection or developing self-awareness.

Abraham Lincoln once said, "If you want to test a man's character, give him power." Having acquired power, Imposters may not be confident about how to use it. They are beset with doubts about the responsibilities of leadership. Because their greatest strength is besting internal opponents, they are often paranoid that underlings are out to get them.

Richard Grasso's Fall from Grace

A tragic example of an Impostor was Richard Grasso in his closing days as CEO of the New York Stock Exchange (NYSE). Grasso, who never went to college, started at the exchange earning $80 per week as a clerk. He rose to the top of one of the world's most powerful institutions by building strong relationships with everyone engaged with the exchange. He was also not someone to be crossed, because he had ways to get revenge. Grasso was bitter when he was passed over for CEO in favor of Bill Donaldson, an establishment candidate who came from investment banking. "I'm going to keep my mouth shut," Grasso confided to a friend, "and when the time comes, I'm going to take his job."

When Donaldson retired in 1995, Grasso was the obvious choice for CEO. Yet beneath his charm, he seemed to carry deep feelings of resentment for having been unfairly treated over the years and a wariness of the investment bankers on his board, many of whom had attended Ivy League schools. With the success of the NYSE, he felt entitled to earn as much as his board members without having the risks of their businesses.

When two airplanes flew into the World Trade Center's twin towers on September 11, 2001, Grasso immediately stepped up, getting the NYSE back online by September 17, much sooner than anyone believed was possible. He instantly became a symbol of America's courage in the face of tragedy. For his actions he was handsomely rewarded by his board's compensation committee, an order of magnitude greater than other regulators or government officials.

Two years later, Grasso was forced to resign by his board in a 13–7 split vote. What happened? It seems he got so caught up in his power and celebrity that he lost touch with the public's negative reaction to a regulator receiving a $140 million compensation package. Yet Grasso could justifiably argue that he had only accepted the compensation the board awarded him. Sadly, America lost a highly competent government official in a messy departure at a time when the country sorely needed great public leaders.

Rationalizers

To people outside their organizations, Rationalizers always appear on top of the issues. When things don't go their way, they blame external forces or subordinates. Masters of denial, they rarely take responsibility themselves. As they advance and face greater challenges, they transmit pressure to their subordinates instead of modulating it. When pressuring subordinates fails to produce the numbers, they cut funding for research, growth initiatives, or organization-building to hit financial expectations. Eventually, these short-term actions catch up with them. Then they borrow from the future to make today's numbers look good, or stretch accounting rules, rationalizing that they can make up the deficit in the future.

Unfortunately, their actions only make the future worse. So they turn to more aggressive schemes, such as reporting future revenue streams in quarterly sales or filling customer warehouses with inventory. When these short-term actions fail to stem the tide, they resort to even more desperate measures. Ultimately, they become victims of their rationalizations, as do their depleted organizations.

The misdeeds of Rationalizers have become all too apparent in recent years. Pressures from shareholders caused many executives to play the game of meeting stock market expectations while sacrificing the long-term value of their companies. Even years later, many Rationalizers cling to denial, unwilling to take responsibility for problems they caused. As Warren Bennis said, "Denial and projection are the enemies of reality."

The Collapse of Mike Baker

Mike Baker joined Medtronic in 1989, the same year I did. A graduate of West Point, he served five years in the military, worked in the banking industry, and received his MBA from the University of Chicago. In his eight years at Medtronic, he progressed rapidly through staff roles into line positions. My colleagues and I saw him as someone who had the potential to become CEO one day. He was a superb leader who was intelligent and had solid values. In 1997, he had his first unsuccessful assignment and was moved to a new position. Much to my dismay, that triggered his decision to leave the company.

In 1999, he became chief executive of the fledgling orthopedic company Arthrocare. Under Baker's leadership, Arthrocare achieved great success for nine years, as revenues and profits grew rapidly and its stock price skyrocketed. Baker was viewed as a rising star in the medical technology industry. On July 21, 2008, it all blew up. Arthrocare's auditors announced a restatement of its revenues and earnings for the prior seven quarters, dating back to 2006,

acknowledging the company recognized revenues inappropriately. This was far more than a technical audit adjustment. Arthrocare's stock price dropped 40 percent, causing shareholders losses of $758 million.

In the trial that ensued, Baker and chief financial officer (CFO) Michael Gluk were charged with inflating sales and earnings through end-of-quarter transactions from 2005 to 2009. In June 2014, a court found them guilty of fraud and of lying under oath to the Securities and Exchange Commission (SEC) and the court. Two months later, Baker was sentenced to 20 years in prison. He and Gluk had to repay $22 million in compensation they had received.

Baker's case still gnaws at me. Here is a seemingly high-caliber leader with deeply held values and a solid family life who will spend much of his life in jail. How could this have happened? Ironically, in his 2006 *True North* interview, he spoke of the importance of learning from failure. "I'm suspicious of somebody who's never failed, because you don't know how they're going to react when they do," he said. "Everyone is born to fail. Everyone is going to break down. What matters is not how often you have been on the canvas, but whether you get up, how you get up, and what you learn from it."

I suspect that Mike Baker got too caught up in his success. Maybe he started to define himself by his net worth instead of his self-worth. This contortion led him to rationalize these inappropriate accounting practices in order not to acknowledge publicly that revenue growth wasn't there, which would have triggered a sharp drop in Arthrocare's stock price and Baker's wealth. So he kept the scheme going until it blew up in 2009. He is paying an enormous price for his misdeeds, from which he may never recover.

Knowing Baker as I did, I can't see him simply as greedy or evil, but rather a leader who lost his way. I feel sorry for him but acknowledge we all must be held to account under the law. This could happen to any one of us if we rationalize our mistakes rather than openly acknowledge them and accept the consequences.

Glory Seekers

Glory Seekers define themselves by the acclaim of the external world. Money, fame, and power are their goals. Often it seems more important to appear on lists of the most powerful business leaders than it does to build organizations of lasting value. Glory Seekers' thirst for fame is unquenchable. No achievement is sufficient because there are always people with more money, more accolades, and more power. Inside, Glory Seekers feel empty and envy those who have more. Outsiders struggle to understand this emptiness because Glory Seekers seem to have it all.

Lance Armstrong's Ruthless Quest for Glory

Lance Armstrong captivated the world with his cycling successes. He called his story of surviving cancer and winning the Tour de France seven times a "miracle." The U.S. Olympic Committee named him Sportsman of the Year four separate times. Armstrong's renown transcended sport, as he became a best-selling author and motivational speaker, and launched one of the most successful charities of its time, the Livestrong Foundation.

Yet in January of 2013, he confessed to Oprah Winfrey that he had cheated for 20 years. He told her, "This story was so perfect for so long. It's this mythic perfect story, and it wasn't true." Armstrong admitted to using performance-enhancing drugs and banned substances. He told Winfrey he tried to control every outcome of his life.

> *I was always a fighter. When I was diagnosed and being treated, I said, "I will do anything to survive." And that's good. I took that attitude—that ruthless and relentless and win-at-all-costs attitude right into cycling. And that's bad.*

We now know Armstrong led a systematic doping program and repeatedly lied about it. He ruthlessly attacked people, such as Tour de France winner Greg LeMond, who questioned his performance.

Before his fall, I met Armstrong as we cycled together in a fun outing. Looking back, I see that he had positive qualities and made important humanitarian contributions. Yet his need for recognition, money, and success overtook his sense of morality and ethics. His extreme focus on winning contributed to his competitive success, but it also undermined his character. In his own words he was "a guy who . . . truly believed he was invincible." As it turns out, he was not—nor is any of the rest of us.

Loners

Loners avoid forming close relationships, seeking out mentors, or creating support networks. They believe they can and must make it on their own. Not to be confused with introverts, Loners often have myriad superficial friends and acolytes but do not actually listen to them. They reject honest feedback, even from those who care about them.

Without wise counsel, Loners are prone to make major mistakes. When results elude them and criticism of their leadership grows, they circle the wagons. They become rigid in pursuing their objectives, not recognizing their behavior makes it impossible for them to reach their goals. Meanwhile, their organizations unravel.

Richard Fuld Leads Lehman into Bankruptcy

This is precisely what happened to Richard Fuld Jr. as CEO of Lehman Brothers. From March to September 2008, close associates inside and outside the company warned Fuld that the firm was overleveraged, lacked liquidity, and was inadequately capitalized, making it vulnerable to volatility in the market. Treasury Secretary Hank Paulson had nearly 50 discussions with Fuld in that period, telling him Lehman had "to recognize its losses, raise equity and strengthen its liquidity positions." In his book Paulson wrote, "My conversations with Dick were becoming very frustrating. Although I pressed him to accept reality and operate with a greater sense of urgency, I was beginning to suspect that despite my blunt style, I wasn't getting through."

As Lehman teetered on the brink of bankruptcy, Paulson called the heads of all the big investment banks to a meeting on Friday, September 12, 2008, to address the implications of Lehman's pending bankruptcy. Fuld was not present, choosing to stay in his office behind closed doors, perhaps hoping for a government bailout. He was still waiting at 8 PM on Sunday evening when SEC Commissioner Chris Cox called to tell him again there would be no bailout. In the early hours of September 15, Lehman filed for bankruptcy, putting Fuld and most of his employees out of work, making their Lehman stock worthless, and triggering the greatest financial crisis since the Great Depression.

Shooting Stars

The lives of Shooting Stars center entirely on their careers. To observers, these individuals are perpetual motion machines, always on the go, traveling incessantly to get ahead. They rarely make time for family, friendships, their communities, or even themselves. Much-needed sleep and exercise routines are expendable. As they run ever faster, their stress mounts.

They move up so rapidly in their careers that they never have time to learn from their mistakes. A year or two into any job, they are ready to move on, before they have had to confront the results of their decisions. When they see problems of their making coming back to haunt them, their anxiety rises, and so does the urgency to move to a new position. If their employer doesn't promote them, they are off to another organization. One day they find themselves at the top, overwhelmed by an intractable set of problems. At this point, they are prone to irrational decisions.

A Tale of Two Tech Entrepreneurs

In Silicon Valley, where momentum is a currency to venture capitalists, entrepreneurs can focus too much on managing impressions instead of managing their businesses.

During the past decade, YouSendIt, a Silicon Valley–based software company, raised multiple rounds of venture capital alongside other file-sharing companies, such as Dropbox and Box.com. CEO Brad Garlinghouse was a darling of the media. He shared his ideas for building culture and talked at length about the impact of the cloud on the economy. He even rebranded the company Hightail, explaining to *Fortune*, "We wanted to choose a name that captured this larger vision of where the world was going." Hightail always sought quick wins, public relations, and easy solutions—at least until it ran low on cash. Garlinghouse departed in 2014, and the incoming CEO immediately fired half the company's workforce in an effort to restore profitability.

Contrast Hightail with ShareFile, a company started two years later by Raleigh-based entrepreneur Jes Lipson, who made sustainable growth one of ShareFile's core values. Without relying on venture capital funds, he built the company to profitability with 85 employees and sold it to Citrix for $93 million. Following the acquisition, he grew the ShareFile business to 600 employees. Today ShareFile has eclipsed Hightail, the former market leader that had raised $83 million from venture capitalists. Lipson said, "I didn't focus on media coverage, investors, or the analysts. I just listened to what customers wanted."

Lipson and his wife, also an entrepreneur, both served as president of their local Entrepreneur's Organization chapter. Together, they created a 15,000-square-foot incubator called HQ Raleigh, where the next generation of entrepreneurs can launch their ideas. The entrepreneur-turned-corporate executive no longer needs to work for money, but he's as committed as ever—motivated by his company's mission and continuing to serve.

Heroes of Their Own Journeys

All five archetypal leaders described here—Imposters, Rationalizers, Glory Seekers, Loners, and Shooting Stars—frame their life stories in the model of an all-conquering hero. This approach may work well for musicians, actors, or athletes who excel as solo performers. It fails utterly when one leads a team, however, precisely because being a hero is *not* empowering to teammates or subordinates.

The role of leaders is *not* to get other people to follow them but to empower other people to lead. They cannot elicit the best performance from their teams if they are in the game primarily for themselves. In the end, poor leaders' self-centeredness keeps other people from leading. Why should others try to excel when their efforts are for the leader's glory and not the team's success?

Before going on to Chapter 3, think carefully about whether you see yourself in any of the five archetypes of leaders who lose their way and become derailed by challenging yourself in the exercise below.

Exercise: Why Leaders Lose Their Way

1. Have you seen leaders lose their way or worked with someone who fits any of the archetypes? Which of the qualities of the five archetypes do you see in yourself?
2. Can you envision a situation in which you could lose your way in the future?
3. Do you have a fear of failing? Do you fear what other people would think about you if you did? Are you avoiding situations in which there is a risk of failing? How could the experience of failing help you achieve your ultimate goals?
4. In what ways do you crave success? How is this affecting your decisions about leadership and your career? Do you choose only situations that give you a high probability of success?
5. What steps can you take to prevent being derailed during your career?

3

CRUCIBLES

> The crucible is an essential element in the process of becoming a leader.
>
> —*Warren Bennis*, On Becoming a Leader

Most of the leaders we interviewed were shaped by severe trials in their lives, which we call crucibles. Psychologist Abraham Maslow found that tragedy and trauma were the most important human learning experiences leading to self-actualization. Crucibles enable people to learn life is uncertain, and they have limited control. This new reality empowers individuals to challenge old assumptions and understand they must demonstrate personal agency to deal with their world.

Crucibles often launch leaders into despair, crisis, and doubt. In the midst of a crucible, pain and suffering may overwhelm leaders. With sufficient resilience, leaders emerge from despair and become open to introspection that can catalyze major breakthroughs in their development.

Daniel Vasella's Long Journey

Novartis chairman and CEO Daniel Vasella followed a path to leadership that was one of the most difficult and unusual of all our interviewees. Vasella's emergence from extreme challenges in his youth to reach the pinnacle of the global pharmaceutical industry vividly illustrates the transformation many leaders undergo on their journeys.

Vasella was born in 1953 to a modest family in Fribourg, Switzerland. His early years were filled with medical problems that stoked his passion to become a physician. Suffering from