

**MOXIE**  
**MOXIE**  
**MOXIE**  
**MOXIE**

THE SECRET  
TO BOLD *and* GUTSY  
LEADERSHIP

JOHN BALDONI

Praise for  
**Moxie**  
and John Baldoni

“John Baldoni is a prolific thought leader. With *Moxie*, he helps leaders recognize the fire that drives them. Touching on leadership, innovation, and engagement, John brings to life the excitement that drives us all to strive for the pinnacle of success which is often quite elusive. *Moxie* is a must-read for any C-level manager or executive who wants to bring the energy back to their life and their career.”

—Marshall Goldsmith, Top 50 Thinker and  
best-selling author of *What Got You Here  
Won't Get You There* and *MOJO*

“John Baldoni’s newest offer *Moxie*, is a valuable book for today’s leaders. Drawing on examples from great trailblazers of the past, Baldoni shows how effective leaders work and behave with passion and purpose. Brilliantly integrating the traditional psychology of self-awareness with the critical need for people skills and resiliency, *Moxie* proves to be the whole package. Highly readable and inspiring!”

—Stephen M. R. Covey, best-selling author of  
*The Speed of Trust* and co-author of *Smart Trust*

“Mindfulness, Opportunity, X Factor, Innovation, Engagement. MOXIE. Just what corporate America is missing today. John Baldoni is known for coaching high-level executives as well as for his columns and books. Whether starting out with an innovative idea that is attracting investors or well established and sitting in the corner office, John’s new book should be on the must-read list for those striving for excellence and success.”

—Mike Myatt, best-selling author of *Hacking Leadership*  
and *Forbes* leadership columnist

“Finally, the definitive work on leadership! With laser-focus and global, historical perspective, John Baldoni has gifted us with the essence of real-life, authentic qualities that inspire teams, companies, and nations to greatness.”

—Denis Waitley, best-selling author of  
*The Psychology of Winning*

“Don’t let the title fool you! John’s book is not about being a business tough-guy. It is about having the inner resolve to find your special place as a leader and use it to make an impact on others. Once you read the real-life examples of leaders we all admire, you’ll narrow in on your own X-Factor. Go out and buy this book!”

—Paul Spiegelman, former CEO of  
The Beryl Companies and the *New York Times*  
best-selling author of *Patients Come Second*

“John Baldoni hits on the greatest challenge and opportunity facing today’s leaders in his new book *Moxie*. Those in power who abuse their position lose the faith and trust of followers; those who work hard at their jobs and try to do the right thing gain influence. People want to follow them because they trust them.”

—Barbara Kimmel, executive director, Trust Across America

“Moxie! Every great leader has it. Every great leader looks for it in the people he or she leads. Look under the hood of the most exciting and successful companies of our time and you’ll find Moxie. Study the people who have changed history. You’ll find Moxie. Read this book and let John Baldoni masterfully unpack for you one of the most sought after character strengths in the world.”

—Kevin Freiberg, co-author of the international  
bestseller *NUTS! Southwest Airlines’ Crazy Recipe for  
Business and Personal Success* and *Do Something Now:  
Be the One Who Makes Something Happen*

“With *Moxie*, John Baldoni explores what it takes to lead from the inside out. By focusing on mindfulness, Baldoni demonstrates how leaders can use their inner resolve to paint a picture of the future and overcome obstacles in order to achieve success for the organization.”

—Gary P. Von Kennel, retired global CEO of Rapp  
Worldwide and former CEO of Tracy Locke Advertising

“*Moxie* is that rare leadership book that is both fresh and enduring and will make you think about how you lead. A coach at heart, John has written a must-read for aspiring leaders as well as CEOs in a style that resembles a great conversation with a good friend. Bookstores are filled with leadership books that try to capture the next big leadership thing; in *Moxie*, John offers the big things that endure and help leaders succeed regardless of industry or environment. If you are a leader, this book will serve as a trusted resource for years to come.”

—Brian Layer, CEO of N2growth and  
retired brigadier general in the U.S. Army



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

**MOXIE**



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

# **MOXIE**

**THE SECRET  
TO BOLD *and* GUTSY  
LEADERSHIP**

**JOHN BALDONI**

 **Routledge**  
Taylor & Francis Group  
LONDON AND NEW YORK



First published 2014 by Bibliomotion, Inc.

Published 2016 by Routledge  
711 Third Avenue, New York, NY 10017 USA  
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

*Routledge is an imprint of the Taylor & Francis Group, an informabusiness*

Copyright © 2014 by John Baldoni

All rights reserved. No part of this book may be reprinted or reproduced or utilized in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Library of Congress Cataloging-in-Publication Data

Baldoni, John.

Moxie : the secret to bold and gutsy leadership / John Baldoni.  
pages cm

Summary: "In Moxie: The Secret to Bold and Gutsy Leadership, author John Baldoni uses concrete, tried-and-true steps to bring out the inner leader in everyone. For management and employees alike, Moxie provides a roadmap to inspire innovation and effective leadership"— Provided by publisher.

ISBN 978-1-62956-021-2 (hardback) — ISBN 978-1-62956-022-9 (ebook) —  
ISBN 978-1-62956-023-6 (enhanced ebook)

1. Leadership. 2. Courage. I. Title.

HD57.7.B34897 2014

658.4'092—dc23

2014017406

ISBN-13: 978-1-62956-021-2 (hbk)

ISBN-13: 978-1-31523-012-2 (ebk)

*For my daughter Ann Baldoni  
who knows what moxie is because she lives it*



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

## **ALSO BY JOHN BALDONI**

*The Leader's Guide to Speaking with Presence: How to Project Confidence, Conviction and Authority* (2013)

*The Leader's Pocket Guide: Indispensable Tools, Tips and Techniques for Any Situation* (2012)

*Lead with Purpose: Giving Your Organization a Reason to Believe in Itself* (2011)

*AMA Handbook of Leadership*, edited by Marshall Goldsmith, John Baldoni, and Sarah McArthur (2010)

*12 Steps to Power Presence: How to Exert Your Authority to Lead* (2010)

*Lead Your Boss: The Subtle Art of Managing Up* (2009)

*Lead by Example: 50 Ways Great Leaders Inspire Results* (2008)

*How Great Leaders Get Great Results* (2006)

*Great Motivation Secrets of Great Leaders* (2005)

*Great Communication Secrets of Great Leaders* (2003)

*180 Ways to Walk the Motivation Talk*, coauthored with Eric Harvey (2002)

*Personal Leadership: Taking Control of Your Work Life* (2001)

*180 Ways to Walk the Leadership Talk* (2000)



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

# Contents

	Acknowledgments	xv
	List of Experts	xvii
	Prologue	xix
<b>1</b>	Mindfulness	1
	Hero: Nelson Mandela	
<b>2</b>	Opportunity	25
	Hero: Ben Hogan	
<b>3</b>	X-Factor: The Right Stuff of Leadership	49
	Hero: Margaret Thatcher	
<b>4</b>	Innovation	77
	Hero: Sergio Marchionne	
<b>5</b>	Engagement	99
	Hero: Dolly Parton	
	Appendix: Putting Moxie to Work	131
	Notes	145
	References	151
	Index	155
	About the Author	163



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

# Acknowledgments

*Moxie* represents many of the ideals I have observed in men and women in leadership positions. The influence of these remarkable people has enabled me to develop a book that will help others achieve their own leadership potential.

I owe special thanks to the leaders who shared their time with me during interviews and research sessions. They are Fernando Aguire, General John Allen, Donald Altman, Doug Conant, Chester Elton, Mark Goulston, Adam Grant, Jim Haudan, Jim Kouzes, Ryan Lance, and Richard Sheridan. Their insights have made for a better book, and I am grateful to each of them.

I want to single out Rich Wellins, PhD, of DDI for allowing me to cite DDI's excellent research. The same applies to the Hay Group for allowing me to cite their global studies on leadership.

I want to thank my agent, Eric Nelson of Susan Rabiner Literary Agency, for believing in this book, as well as in me. Eric provided me with insights that helped me sharpen the focus of the book. Sarah McArthur was my personal copyeditor, and to her I am grateful. Jill Schoenhaut masterminded production, and Susan Lauzau worked her magic with the copy.

Mike Myatt, my colleague at N2growth, has been supportive in this project, and I want to say a special thank you. Tyler Walker, the Creative Director at N2growth, designed the infographics for which I am very appreciative. (Ty's giving up his art for medical school. A loss for me but a boon to mankind.) And lastly, I want to thank my wife, Gail Campanella, for her faith in me and my work. Thanks again, sweetheart.





Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

# List of Experts

The following people were interviewed for their insights into how leaders apply the principles of Moxie to bring people together for common purpose.

Fernando Aguirre, former CEO of Chiquita Brands

General John Allen, U.S. Marines (retired), commander of NATO forces in Afghanistan (2009–2011) and special deputy for the Middle East for Secretary of State John Kerry

Donald Altman, MA, LPC, psychotherapist and author of *One-Minute Mindfulness* and *The Mindfulness Code*

Doug Conant, former CEO of Campbell Soup Company and coauthor of *TouchPoints*

Chester Elton, “The Apostle of Appreciation,” coauthor of *The Carrot Principle*, *The Orange Revolution*, and coauthor with Adrian Gostick of *All In: How the Best Managers Create a Culture of Belief and Drive Big Results*

Mark Goulston, MD, executive coach, founder of Heartfelt Leadership, and author of *Just Listen* and *Get Out of Your Own Way at Work*

Adam Grant, PhD, professor of management at the University of Pennsylvania Wharton School, and author of *Give and Take*

Jim Haudan, CEO of Root, Inc., and author of *The Art of Engagement*

Jim Kouzes, Dean's Executive Fellow of Leadership, Leavey School of Business, at Santa Clara University and coauthor with Barry Posner of more than thirty leadership books and workbooks, including *The Leadership Challenge*

Ryan Lance, CEO of ConocoPhillips

Richard Sheridan, cofounder and CEO of Menlo Innovations and author of *Joy, Inc.: How We Built a Workplace People Love*