



# From Smart to Wise: Acting and Leading with Wisdom

By Prasad Kaipa, Navi Radjou

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**From Smart to Wise: Acting and Leading with Wisdom** By Prasad Kaipa, Navi Radjou

**A fresh and timely approach to nurturing wise, resilient, and flexible leadership in a world of growing complexity**

Leaders tend to obstinately stick to the leadership style that brought them most success in the past, usually one of two extreme styles: functional leadership that focuses on operational excellence or smart leadership that focuses on growth. When a leader's focus is too functional, the organization becomes introverted and can focus too much on bottom-line profitability while missing out on top-line growth opportunities. But when leaders focus too much on smart leadership, the organization may experience quick growth but lose its effectiveness quickly.

*From Smart to Wise* offers a new approach that balances the two styles to achieve a form of wise leadership that is both functional and smart. Drawing on inspiring real-life stories of historical and contemporary wise leaders such as Bill Gates, Warren Buffet, and even Mahatma Gandhi, the authors identify six characteristics of wise leaders and offer a practical framework to help readers develop their own style of wise leadership.

- A timely and innovative approach to leadership
- Written by noted speakers who conduct dozens of keynote speeches and workshops, training thousands of people annually

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### Editorial Review

Amazon.com Review

### Q & A with Prasad Kaipa and Navi Radjou, authors of *From Smart to Wise*



#### **What does it mean to go from smart to wise?**

In a leadership context, it means taking your existing smartness to the next level and beyond--not by getting smarter or thinking smarter or working smarter, but by cultivating your practical wisdom. Wisdom leverages your intelligence: your thinking and your leadership become more adaptable, broad-based, and sustainable. Wisdom gives you ethical clarity and a sense of purpose--enabling you to apply your smartness in the service of others.

#### **Why should readers care about practical wisdom?**

The world is changing very rapidly. What you learned when you went to college, when you first started in the company, or when you first became successful will no longer get you results today. In fact, your smartness of today may very well become your *in*-competence tomorrow. Being smart (even very, very smart) just isn't enough anymore. Wisdom helps broaden your perspective so you can respond to external events with poise and discernment. By bringing a balance between smartness and wisdom you can become more effective and successful.

Our message is not that you have to give up or dial back your smartness--not at all. Rather, deliberately cultivating wisdom helps you deploy your smartness and expertise much more effectively. Not incidentally, it also allows you to achieve personal growth and bring long-lasting value to yourself, your organization, and society at large.

#### **How will this book help readers move from smart to wise?**

We'll help you assess where you are currently in your leadership evolution, and offer a six-step roadmap to monitor your progress--along with tools, a framework, and real world examples of smart, wise leaders from Alan Mulally to Ratan Tata to Wendy Kopp.

The tools and framework will help you gain clarity about your role as a leader, allowing you to

- act in ways that are both authentic and appropriate
- delegate effectively and let others get credit
- make tough decisions without losing sleep
- lead and collaborate with people who think, feel, and act very differently from you
- foster a productive, sustainable work environment

Our experience coaching over one hundred senior leaders and teaching these tools to thousands of executives has shown that integrating practical wisdom with business smarts will make you feel less stressed and more capable of managing change. It will help you become an ever more influential, effective leader.

### **Why did you write this book?**

For 25 years, our work has involved studying how people learn, listen, lead, think, and create--and helping them do it better in a business context. Back then, we were involved in a project where we interviewed about 200 highly accomplished people, including Nobel laureates, CEOs, thought leaders, and athletes, exploring what qualities make them successful. We identified two pathways to success in this group: one that favors smartness and one that leads to wisdom. We found these paths are distinct but not mutually exclusive--in fact, they build on one other. But one, the "smart" path, gets more attention and accolades in today's leadership circles, even though the other, the "wise" path, makes success more sustainable.

Since then, we've coached over one hundred senior leaders and worked in executive education settings with about forty thousand executives from all over the world. Our experience has deepened our original insights and given us vast practical experience in their application. It has become clear to us that the path of practical wisdom (incorporating both smart and wise approaches) is essential in these times of greater complexity, accelerating globalization, and rapid technology shifts. We decided to write a book that distilled our decades of work into a practical process that smart leaders could use to cultivate practical wisdom.

### Review

“With examples from today’s best leaders, Kaipa and Radjou have created a practical guide for accelerating your own wise leadership development, a true competitive advantage in today’s rapidly changing world. We can all benefit from the self-reflection that *From Smart to Wise* encourages. By defining our unique ‘noble purpose,’ we can bring about meaningful change and progress in our companies, communities, and society.”  
—**Indra K. Nooyi, chairman and CEO, PepsiCo, Inc.**

“*From Smart to Wise* teaches the importance of working together and shows that everyone can contribute to making the world a better place.”  
—**Alan Mulally, president and CEO, Ford Motor Company**

“We are entering a new era of 'conscious capitalism' in which enlightened organizations will strive to serve a higher purpose that transcends profit maximization. This thought-provoking book proposes pragmatic pathways for smart leaders to become wise leaders who will run the conscious businesses of tomorrow.”  
—**John Mackey, co-CEO and cofounder, Whole Foods Market**

“An invaluable guide to negotiating leadership in a world that expects both reflection and decisive action from the C-suite. This enjoyable book reminds us that leadership success requires continual communication, motivation, and connection to a meaningful purpose.”  
—**Beth Comstock, chief marketing officer, GE**

“Leaders can't rely on smartness alone to solve the complex issues and paradoxes they face today. This seminal book shows how leaders across sectors can cultivate practical wisdom and use it to create sustainable value for all stakeholders.”

—**Klaus Schwab, founder and executive chairman, the World Economic Forum**

“In a leadership landscape of greater volatility, uncertainty, and public attention, the wisdom conveyed by Kaipa and Radjou in *From Smart to Wise* will prove invaluable for any executive seeking lasting impact and fulfillment.”

—**Dominic Barton, global managing director, McKinsey & Company**

“Few developments for leadership are more important in today's world than learning how to blend eastern wisdom traditions with western pragmatism. *From Smart to Wise* is an immensely practical guide for those who are serious about their development as leaders.”

—**Peter Senge, founding chair, Society for Organizational Learning; *New York Times* best-selling author, *The Fifth Discipline***

“Kaipa and Radjou remind us that at the top of the intelligence hierarchy isn't the individual genius but the genius maker who has the wisdom to lead for the common good and evoke the best in others. The path from smart to wise should be the aspiration of all who lead in the knowledge economy.”

—**Liz Wiseman, *Wall Street Journal* best-selling author, *Multipliers***

“Developing wisdom can turn a long and arduous trip into a compelling, sustainable, and inspiring leadership journey. Read this fascinating book and let it teach you the tools you'll need to go from smart to wise!”

—**Marshall Goldsmith, *New York Times* best-selling author, *MOJO* and *What Got You Here Won't Get You There***

“*From Smart to Wise* is a practical and powerful book that reminds us of the ultimate destination of our leadership journeys: wisdom earned through experience and shared in service of others. Even better, Prasad Kaipa and Navi Radjou offer a step-by-step road map for getting there, complete with real-world examples sure to inspire and challenge us along the way.”

—**John R. Ryan, president and CEO, Center for Creative Leadership**

“This extraordinary book takes the intangible concept of wisdom and brings it to life, giving it context and ways for us to practice wise leadership in our daily lives. Kaipa and Radjou show us how to connect with other leaders in today's interdependent world to cocreate a field of wise leadership. You must read *From Smart to Wise*. It is a journey worth taking.”

—**Cynthia Cherrey, president, the International Leadership Association; vice president, Princeton University**

“Getting from smart to wise is the most important leadership challenge of the twenty-first century. Prasad Kaipa and Navi Radjou offer a guidebook to this transformation, one that any leader will find of great use.”

—**Daniel Goleman, author, *Emotional Intelligence***

“*From Smart to Wise* is a good example of what it talks about. It is wise, clear, and grounded in real experience. It reminds us that our humanity is the key to success in business, and also that a purpose greater than profit is needed to create a world that is fulfilling as well as productive.”

—**Peter Block, author, *Stewardship and Abundant Community***

“*From Smart to Wise* is a very timely and unique book. Kaipa and Radjou offer us a pathway to evolve from behaving smartly to acting and leading wisely, extending benefits of wise leadership not only to ourselves and our companies but also to our societies.”

—**Jeff Smith, CEO and cofounder, LUNAR Design**

“*From Smart to Wise* is the book managers from all walks of life and in all institutions ought to read. Kaipa and Radjou credibly and convincingly make the point that smartness is no longer sufficient to be sustainably successful today and provide those interested in becoming wise leaders with a useful road map.”

—**Dr. Klaus M. Leisinger, chairman, Novartis Foundation for Sustainable Development**

“Ordinary organizations become extraordinary organizations when some wise leaders embrace the collective good and invite others to do the same. *From Smart to Wise* is a magnificent book about how to become a person of wisdom and influence.”

—**Robert E. Quinn, professor, Ross School of Business, University of Michigan; author, *Deep Change***

“Kaipa and Radjou have spent most of their lives bringing the wisdom traditions to bear on the art of business. *From Smart to Wise* offers depth, context, and timeless tools to lift the mechanical into the noble, marrying the practical and the compassionate—a rare, effective, uplifting companion.”

—**Mark Nepo, best-selling author, *Seven Thousand Ways to Listen* and *The Book of Awakening***

“*From Smart to Wise* is a game changer! Read it to find how to apply practical wisdom in your business. Use the framework in this book to create your own wise leadership road map—and you too can become a highly effective leader like Warren Buffett, Ratan Tata, and Alan Mulally.”

—**Professor Theodore R. Malloch, Yale University; director, The Academy of Business in Society; and author, *Doing Virtuous Business***

From the Inside Flap

Smart people impress us with their intellectual power and uncanny ability to achieve their goals. But smartness alone is not always sufficient to keep leaders out of trouble and sustain their success over time. In *From Smart to Wise*, CEO advisor and coach Prasad Kaipa and strategy consultant Navi Radjou propose a different and counterintuitive approach to leadership that goes beyond optimizing "smartness."

Wise leadership, the authors argue, means cultivating a broader perspective and responding to external events with discernment, flexibility, and authenticity. It's the foundation for lasting success.

Kaipa and Radjou identify six capabilities that all leaders, both smart and wise, share—perspective, action orientation, role clarity, decision logic, fortitude, and motivation. Wise leaders optimize those capabilities, becoming better able to:

- switch from a narrow focus on operation or strategy to a more holistic perspective;
- act both authentically and appropriately in any context;
- know when to lead from the front and when to step back and let others lead;
- make intuitive decisions that are both ethically sound and utterly pragmatic;
- show true courage under fire, knowing when to hold and when to fold;
- act consistently out of enlightened self-interest, creating value for both shareholders and society.

*From Smart to Wise* offers a practical framework—and personalized tools—for you to operate consciously as a wise leader every day.

Based on Kaipa and Radjou's extensive research and consulting experience over twenty years, *From Smart to Wise* draws on real-life stories of leaders such as Alan Mulally (CEO, Ford), Sam Palmisano (former CEO, IBM), Bill Gates, Indra Nooyi (CEO, PepsiCo), Ratan Tata (former chairman, Tata Group), John Mackey

(co-CEO, Whole Foods), and Tim Cook (CEO, Apple). Filled with thought-provoking advice and insight, *From Smart to Wise* will help leaders at all levels nurture a resilient and balanced leadership style that is essential to succeed in our complex world.

## **Users Review**

### **From reader reviews:**

#### **Wilma Hines:**

Do you have favorite book? When you have, what is your favorite's book? Reserve is very important thing for us to be aware of everything in the world. Each book has different aim or goal; it means that e-book has different type. Some people sense enjoy to spend their the perfect time to read a book. They may be reading whatever they acquire because their hobby is definitely reading a book. What about the person who don't like examining a book? Sometime, person feel need book if they found difficult problem or exercise. Well, probably you will need this *From Smart to Wise: Acting and Leading with Wisdom*.

#### **William Stewart:**

Book is usually written, printed, or illustrated for everything. You can learn everything you want by a publication. Book has a different type. As we know that book is important point to bring us around the world. Alongside that you can your reading ability was fluently. A e-book *From Smart to Wise: Acting and Leading with Wisdom* will make you to possibly be smarter. You can feel far more confidence if you can know about almost everything. But some of you think in which open or reading the book make you bored. It is not make you fun. Why they might be thought like that? Have you seeking best book or appropriate book with you?

#### **Donald Lewis:**

The book untitled *From Smart to Wise: Acting and Leading with Wisdom* contain a lot of information on the idea. The writer explains the girl idea with easy method. The language is very easy to understand all the people, so do not really worry, you can easy to read this. The book was published by famous author. The author brings you in the new age of literary works. You can easily read this book because you can read more your smart phone, or device, so you can read the book inside anywhere and anytime. If you want to buy the e-book, you can open up their official web-site and also order it. Have a nice study.

#### **Abel Cooke:**

This *From Smart to Wise: Acting and Leading with Wisdom* is new way for you who has interest to look for some information because it relief your hunger of information. Getting deeper you upon it getting knowledge more you know or else you who still having small amount of digest in reading this *From Smart to Wise: Acting and Leading with Wisdom* can be the light food for you because the information inside this book is easy to get by means of anyone. These books build itself in the form which is reachable by anyone, sure I mean in the e-book type. People who think that in e-book form make them feel tired even dizzy this e-book is the answer. So there is not any in reading a book especially this one. You can find what you are looking

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