

## Introduction

It's been a truism that leadership is about maximizing business results, whatever it takes. As the economist Milton Friedman depressingly put it:

*The business of business is business.*

He argued that a CEO who focused on anything besides enhancing shareholder value was failing his duties and should be fired or sued. This kind of thinking is still incredibly prevalent in the business world and it leads to attitudes and actions that are incredibly damaging. This is the kind of thinking that lets leaders:

- Fire thousands of employees if it will raise stock prices temporarily.
- Engage in environmentally damaging production methods.
- Introduce a culture of overwork that works employees to the bone while damaging their careers, their health and their private lives.
- Confuse and cheat customers into buying as much as possible at the highest price possible, rather than helping customers buy what they need.
- Exploit workers, always paying them as little as they can get away with to make more money for their investors.
- Create toxic cultures where employees live in near-constant fear and frustration.

You may think me dystopian but these things go on in corporations all over the world. And ultimately leaders think they are right to do these kinds of things because their main responsibility is shareholder value. They feel no obligation to do good in the world – or even avoid doing bad.

In fact, they have been so immersed in this kind of thinking that they can do incredible harm and feel no remorse. I have seen way too many press releases where a CEO explains why she/he fired thousands of employees to “enhance shareholder value” without showing the tiniest shred of regret or emotional investment in the fact that their leadership is now harming thousands of families.

And that is why the world needs a new kind of leader who is motivated primarily by doing good. Or, in other words, by increasing happiness.

In fact, I already see a lot of these leaders. They are not perfect people but they have a clear vision of what they want in the world and rather than just maximizing shareholder value, they want to create more happiness in 4 domains:

1. For themselves
2. For their employees
3. For their customers
4. For the community/world

These leaders create organizations that are a force for good in the world. They lead in a way that is sustainable – not just environmentally but also economically and psychologically.

Their employees' lives are better and happier for working there. Customers' lives are improved by the company's services or products. And the world is in some way a better place because this company exists.

And don't ignore the first one: These leaders are happier themselves, because they know that their leadership is making things better, not worse.

Finally, happy leaders create better results for their organizations, because happy people do better

work.

The title can be read two ways:

1. Leading with Happiness *as the goal* - Your ultimate goal as a leader is to increase the amount of happiness in the world.
2. Leading with happiness *as a tool* - You incorporate happiness into the way you lead and make it your main leadership tool.

This reflects the dual nature of happiness - that it is both a *goal* and a *practice*.

Leaders at every level can lead with happiness, from the CEO to the middle managers and this type of leadership can be applied not only in business but also in charity, politics, arts, military, religion or anywhere else humans organize to get something done.

Reading this book, you will learn:

- *What* happy leadership is
- *Why* happiness should be the main focus for any leader
- *How* to lead with happiness, with tons of examples from amazing leaders all over the world in many different types of organizations

Happy reading!