

# The Journal of Values-Based Leadership

---

Volume 16  
Issue 1 *Winter/Spring 2023*

Article 1

---

December 2023

## Loving Yourself – That’s “Great Company!”

Raidah Bhuyan  
raidahbhuyan@gmail.com

Eddie R. Williams  
eddie.williams@bulldogs.aamu.edu

Cam Caldwell  
cam.caldwell@gmail.com

Follow this and additional works at: <https://scholar.valpo.edu/jvbl>



Part of the [Business Commons](#)

---

### Recommended Citation

Bhuyan, Raidah; Williams, Eddie R.; and Caldwell, Cam (2023) "Loving Yourself – That’s “Great Company!”,  
*The Journal of Values-Based Leadership*: Vol. 16 : Iss. 1 , Article 1.

DOI: <https://doi.org/10.22543/1948-0733.1446>

Available at: <https://scholar.valpo.edu/jvbl/vol16/iss1/1>

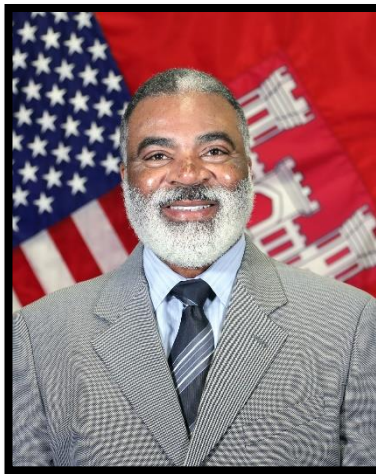
This Editorial is brought to you for free and open access by the College of Business at ValpoScholar. It has been accepted for inclusion in *The Journal of Values-Based Leadership* by an authorized administrator of ValpoScholar. For more information, please contact a ValpoScholar staff member at [scholar@valpo.edu](mailto:scholar@valpo.edu).

*At a time when world pandemics, political dissonance, inflation, social unrest, global supply chain havoc, and the health of the planet are straining relationships, stretching patience, compromising networking, and creating general discord and uncertainty, a new focus on what the leader – and basically, all individuals – can do to bring calm rationale and authentic mutual appreciation to the workplace and to individual lives is explored here in “Loving Yourself.” The adage, “Don’t be too hard on yourself” is transcended in this piece and narcissism and hubris distinguished in the discussion. The salient points proffered are reminiscent of one of the first articles published in the Journal of Values-Based Leadership by Dr. Michael McCuddy in 2008 entitled, “Fundamental Moral Orientations: Implications for Values-Based Leadership,” which opines that:*

***The true values-based leader seeks to produce an equitable balance between pursuing self-interest and serving the broader community. Values-based leaders recognize that they must take care of themselves to have the capacity and energy to take care of others.***



**RAIDAH BHUYAN**  
HUNTSVILLE, AL, USA



**EDDIE WILLIAMS**  
HUNTSVILLE, AL, USA



**CAM CALDWELL**  
HUNTSVILLE, AL, USA

## **Loving Yourself – That’s “Great Company!”**

To love oneself, especially in a world where relationships with others have deteriorated at an ever-increasing rate (Clifton & Harter, 2019; Clifton, 2022), is one of the great gifts that individuals can give themselves and can exponentially improve the quality of their lives, their relationships with others, and their ability to serve as organizational leaders (Dhiman, 2017). Best-selling author and life coach Rob Liano explained the practical importance of self-love by noting that “Once you embrace your value, talents, and strengths, it neutralizes when others think less of you.” This quest for self-appreciation, self-understanding, and for mature self-love enhances one’s mental and emotional health while increasing the ability to enrich the lives of others as well (Fromm, 2006).

The focus of this article is on the importance of self-love, not only for leaders but for every person who is striving to fulfill individual goals and dreams, create healthy relationships, and contribute to a world in great need of refinement and improvement. We begin by defining the nature of self-love and identifying why self-love is so essential in developing the capacity to love others. We then identify ten specific qualities of mature self-love that facilitate the self-assessment process and include ten propositions that those who seek to understand self-love can consider as they examine their ability to increase mature and healthy self-love. We conclude the paper with a challenge to readers to explore how they can apply the insights provided herein to lead healthier and happier lives.

## **Understanding Self-Love**

Self-love is the full appreciation of oneself and embodies discovering one's unique self at the nexus of physical, emotional, intellectual, and spiritual self-knowledge (Covey, 2004). Self-love means taking care of one's own needs by choosing to fulfill one's highest self while simultaneously acknowledging and accepting one's personal limitations, shortcomings, and imperfections (Fromm, 1996). Mature self-love enables an individual to transcend the past, achieve a constant personal rebirth, and evolve into an individual that literally surpasses one's highest expectations (Maslow, 1994).

To love oneself is to affirm one's identity (Stevens, 1996). That identity comprises the beliefs, values, intentions, and actions of each person's life (Fishbein & Ajzen, 2015). By identifying the alignment between how a person views herself/himself and that individual's standards for personal conduct, self-love integrates those standards, core beliefs and values, and the degree to which a person translates intentions into behaviors (Burke & Stets, 2009). Investing in understanding that identity and elevating that understanding from the subconscious and unconscious levels to the conscious level enables a person to become more authentic and empowers greater self-love and love for others (Anderson & Caldwell, 2019).

In his insightful book about love and personal growth, M. Scott Peck (2003) explained that love is a commitment to the best interests of oneself or of others. Equating love with one's identity, Peck explained that love is an affirmative act of will that encompasses both an intention and an action. "We do not have to love. We choose to love," Peck (2003) explained, noting that one's capacity to love stems from a commitment to achieve one's highest potential and personal fulfillment.

Erich Fromm (2006, p. 30) explained that "care, responsibility, respect, and knowledge" are the foundation elements of love that enable a person "to give birth to himself (or herself)" and thereby "to become what he (or she) potentially is." Applying Fromm's insight, self-love requires that each person comes to know his or herself, understands and respects one's capabilities, honors the responsibility to fully develop those abilities, and cares for oneself along the way. "If he (or she) has failed in (t)his task, one can recognize this failure and can judge it, for it is a moral failure," Fromm (2006, p. 30) declared.

Loving oneself, then, is a lifetime commitment to excel in ways that enable an individual to not only "find their voice" but to "help others to find theirs" (Covey, 2004, pp. 96-99). That commitment to others' welfare is widely regarded by leadership scholars (DePree, 2004; Pava, 2003), philosophers (Gewirth, 2009; Fromm, 2006), psychologists (Maslow, 2019), and psychiatrists (Peck, 2003) as the foundational element of optimal interpersonal relationships, the key to personal fulfillment, and the by-product of self-love.

Erich Fromm (2006) declared that self-love is the antithesis of selfishness and narcissism. Selfishness is the lack of consideration for the needs of others while mature self-love affirms the connection of self with others and their welfare (Peck, 2003). In his early research, Fromm (1939) argued that the Calvinistic doctrine that self-love was evil failed to properly recognize the true nature of love. Fromm (1939, pp. 13-16) defined love as the “affirmation of life, growth, joy, (and) freedom” in both self and others, while the selfish individual is burdened by a neurotic and unhealthy understanding of who (s)he is and relationships with others as well. Narcissism, unlike mature self-love, is self-centeredness reflecting a preoccupation with one’s own needs separate and apart from consideration for others that typically involves a sense of personal entitlement that reflects a lack of empathy (Ettensohn, 2016). Vaknin (2015, p. 1) called narcissism “malignant self-love” and the pathological obsession with oneself “to the exclusion of all others and the egotistic and ruthless pursuit of one’s gratification, dominance, and ambition.” In contrast with Fromm’s (2006) description of love that universally includes others and Peck’s (2003) portrayal of love as extending oneself for the welfare, growth, and wholeness of others, narcissism is self-centered, unconcerned with others’ welfare, and entirely selfish in its motivations.

Individuals who develop an authentic understanding of who they truly are realize that their worth is not a function of their looks, their achievements, the opinions of others, or the number of dollars in their bank account. As Robert Brault explained, self-love is the gift that a person gives herself or himself of recognizing that (s)he has great value. Brault (2014) wrote, “Looking back you realize that a very special person passed briefly through your life and that person was you. It is not too late to become that person again.” Self-love reminds us that we need not be perfect to have great value and that loving ourselves is empowering, enlightening, and powerful.

## **Qualities of Loving Oneself**

As experts have written about the attributes of self-love, they have identified a number of qualities that enable an individual to increase her/his self-understanding, self-esteem, and self-fulfillment. Those qualities are not only facets of self-love but perspectives about self and the world that enable individuals to build healthy relationships established on a foundation of high trust, mutual respect, and genuine caring. The following are ten of the qualities associated with loving oneself, together with propositions about each of the qualities and their practical application.

### **1) Loving oneself requires insight into one’s feminine nature and ethical perspective.**

The feminine perspective, typically summarized by Carol Gilligan’s (2016) Ethic of Care, reflects the concern for responsibility, relationships, kindness, and caring. Loving oneself includes the ability to unconditionally love oneself, notwithstanding one’s past, one’s weaknesses, one’s flaws, and other imperfections (Fromm, 2006). This capacity to unconditionally value one’s implicit worth is a defining characteristic of self-love. Consistent with this attribute, we suggest that those who love themselves and who embody this feminine nature will also be willing to love, accept, and value others. Accordingly, we offer our first proposition.

**P<sub>1</sub>: Individuals who have developed the feminine characteristics of self-love will be able to accept and helpfully support others with whom they work, despite others’ imperfections and mistakes that others may make.**

- 2) **Loving oneself requires insight into one's masculine nature and ethical perspective.**  
The masculine ethical perspective which was advocated by Lawrence Kohlberg (1981) is a rule-oriented, outcome-focused, and justice-based set of criteria for evaluating human conduct. This male perspective about duty in the human personality is focused on achieving outcomes, constantly improving, and pursuing personal growth – and is also associated with achieving worthy objectives as part of the love of self (Caldwell & Anderson, 2021). Those who love themselves are driven to improve themselves, grow, and flourish. Individuals who have this masculine perspective incorporate that standard for themselves and others (Fromm, 2006). Our second proposition incorporates this basic premise.  
**P<sub>2</sub>: Individuals who have developed a high degree of self-love will also seek to achieve challenging goals for themselves and others.**
- 3) **Loving oneself results in individuals adopting a passionate moral commitment to grow.**  
According to the research about love, those who love are characterized by 1) a correct knowledge of themselves that recognizes their inherent value; 2) a similar appreciation of the great worth of others; and 3) based upon those two perceptions a passionate moral commitment to grow, learn, and make a greater contribution to the world (Anderson & Caldwell, 2019). Driven by the sense of moral identity that is derived from fully valuing oneself, those who love themselves adopt a commitment to serve others that enables a person to transcend past achievements (Maslow, 2019). Consistent with the high moral commitment implicit in loving oneself, we offer our third proposition.  
**P<sub>3</sub>: Individuals who have developed a high degree of self-love will adopt a passionate personal commitment to constantly learn and grow as individuals and as leaders.**
- 4) **Loving oneself requires that individuals honor promises that they make to themselves.**  
In writing about the significance of self-love, author Steve Maraboli (2014) explained that self-love results in individuals keeping promises made to themselves – as well as commitments that are also made to others. Self-love promotes within individuals a desire to be one's best self and to fulfill one's highest potential (Peck, 2003). The consequence of promise-keeping results in those individuals being regarded as men or women of integrity – a key element in interpersonal trustworthiness (Caldwell & Ndalamba, 2017). Aligned with that assumption, we propose a fourth proposition.  
**P<sub>4</sub>: Individuals who have developed a high degree of self-love are perceived by others as honest and trustworthy.**
- 5) **Loving oneself creates in individuals the ability to love others more.**  
The work of Erich Fromm (2006) is largely responsible for the adage, "We are unable to love others until we first love ourselves." Self-love includes the capacity to appreciate one's true worth, one's inherent value, and one's almost unlimited potential. Seeing that potential in oneself enables those who love themselves to also see that same value in others and to love others as well (Lippitt, 2013). Based upon this capacity that self-love promotes in also loving others, we offer our fifth proposition.  
**P<sub>5</sub>: Individuals who have developed a high degree of self-love are also perceived by others as loving them.**
- 6) **Loving oneself sustains the inner confidence of those who love themselves in order to stay true to their beliefs and ideals.**

Stevens (1996) observed that to love oneself is to affirm one's identity. One's identity is inherently tied to the ability to be consistent in honoring the standards which a person believes should govern their life (Burke & Stets, 2009). Self-love affirms one's spiritual identity, and commitment to one's values, and enhances the ability to honor one's values and personal standards (Peck, 2003). Persons who love themselves are able to resist others' manipulative efforts while being true to themselves and honoring their own standards (Sarkis, 2018). Consistent with this review of the impact of self-love, we present our sixth proposition.

**P<sub>6</sub>: Individuals who have developed a high degree of self-love are resistant to manipulation and deceit.**

7) **Loving oneself nurtures forgiveness towards oneself, even after making mistakes.**

Love is a commitment to the welfare, growth, and wholeness of oneself and recognizes that one does not have to always be worthy to be of worth (Peck, 2003). Worth and value are inherent within each individual, do not require human perfection, and are not dependent upon perfect performance (Fromm, 2006). Consistent with the principles of both continuous improvement and religious repentance, self-worth acknowledges that personal growth is a constant process and a lifetime quest (Wegscheider-Cruse, 2012). Recognizing that mistakes made can often contribute to improvement and growth allows individuals to be forgiving toward themselves and generous toward others as well (Collins & Hansen, 2011). To show oneself kindness and forgiveness despite one's own mistakes makes it far easier to be also generous toward others' mistakes (Darling, 2016). Summarizing the insights about this element of self-love, we offer the seventh proposition.

**P<sub>7</sub>: Individuals who have developed a high degree of self-love are forgiving towards themselves and others regarding foibles, imperfections, failures, and inadequacies.**

8) **Loving oneself enables individuals to live a life of inner peace and personal well-being.**

In her book, *The Self-Love Experiment*, Shannon Kaiser (2017) explained that loving oneself empowers the dimensions of inner peace and personal well-being. Loving oneself includes letting go of those individuals who would attempt to limit your ability to expand your capacity to fully be yourself (Covert, 2019). Loving oneself frees individuals from destructive beliefs about their shortcomings and enables them to see themselves through a clearer lens of healthy appreciation for who they truly are (Henschke & Sedimeier, 2021). Consistent with these findings we offer our eighth proposition.

**P<sub>8</sub>: Individuals who love themselves have a healthier psychological self than individuals who lack self-love.**

9) **Loving oneself enables individuals to balance candor and consideration in honoring themselves while serving others.**

Three decades ago, Stephen R. Covey (1992) emphasized the importance of acting with candor and consideration in building relationships built upon high trust. Candor, or honest communication intended to constructively make a positive difference, can sometimes be perceived as assertive and critical – but it is also a means of honoring self, respecting others, and demonstrating great caring and consideration in the pursuit of worthy goals (Pham, 2022). Being willing to be a truth teller requires self-respect and self-love; it necessitates balancing the courage to convey the truth that needs to be confronted and the wisdom to know how and when to share that message

while demonstrating a genuine love for others as well (Peck, 2003). Incorporating this insight about balance and self-love, we present our ninth proposition.

**P<sub>9</sub>: Individuals who love themselves and others willingly risk confronting the hard truths that others are often reluctant to face as they balance candor and consideration in working for the good of all.**

10) **Loving oneself requires the vision to recognize one’s highest potential in the quest for personal self-transcendence.**

In his profound book about achieving self-transcendence and peak experiences, Abraham Maslow (2019), explained that the pursuit of one’s highest version of self, required both insightful self-knowledge and profound self-love. Although this quest for achieving potential greatness is elusive, self-love is the key to fulfilling a life’s vision, accomplishing one’s life’s purpose, and achieving one’s greatest happiness (Witcher, 2020). The vision required to obtain one’s best self requires self-reflection, a willingness to confront one’s inconsistencies, and a moral identity that demands honesty and the capacity to constantly seek personal excellence (Fromm, 2006; Burke & Stets, 2009; Caldwell & Anderson, 2020).

**P<sub>10</sub>: Individuals who have learned to love themselves in the pursuit of self-transcendence understand that the process of self-love is continuous and never-ending.**

## Incorporating the Insights

The ten qualities that are inherent in loving oneself enable an individual to discover and fully recognize great truths about personal fulfillment. *Table 1*, provided here, briefly summarizes the positive benefits that accrue for individuals who love themselves and also offers insights into how self-love enhances relationships, empowers others, and increases the effectiveness of leaders and organizations.

**Table 1: Practical Benefits of Loving Oneself**

Quality	Benefits for Self and Others	Comment
<b>Feminine Insight</b>	Increases the capacity to genuinely care about others and honor responsibilities owed.	This ability is key to great relationships.
<b>Masculine Insight</b>	Focuses efforts on seeking to achieve important goals and outcomes.	Promotes constant improvement.
<b>Moral Commitment</b>	Establishes standards for self-monitoring, self-control, and ethical duties.	Moral commitment is key to building trust.
<b>Honoring Promises to Self</b>	Keeping promises made to self builds self-esteem, self-discipline, and self-confidence.	Integrity enhances self-valuing.
<b>Loving Others</b>	Loving others inspires the desire to bless their lives and drives an unyielding resolve to serve.	Service to others brings great joy.
<b>Increased Self-Confidence</b>	Affirming the ability to love the self increases the belief that one can make a difference.	Believing in oneself creates great energy.
<b>Nurturing Forgiveness</b>	Recognizing that one does not need to be perfect to have value releases guilt.	Forgiving self makes forgiving others easier.
<b>Inner Peace</b>	Achieving inner peace and well-being enables individuals to enjoy life and relieves burdens.	Inner peace is a quality universally desired.
<b>Candor and Consideration</b>	The capacity to balance these two qualities integrate truth-telling and love for others.	Achieving this balance demonstrates respect.
<b>Self-transcendence</b>	The pursuit of self-transcendence is the achievement of one’s personal potential.	Honoring this potential creates great results.

Table 1 provides a powerful summary of the great value of loving oneself and the benefits of all ten qualities – not only for one’s own life but for those seeking to also bless the lives of others as well.

## Conclusion

Loving oneself enables a person to achieve an inner peace that uplifts, enriches, and rewards (Jeffrey, 2022). Ultimately, loving oneself enables a person to be his or her own best friend (Newman, Berkowitz & Owen, 2016). The ability to count on oneself, to develop self-love and self-trust, and to honor life’s purpose is a sacred gift that individuals give themselves (Fromm, 2006; Peck, 2003). It is the crowning achievement and the fulfillment of each person’s highest potential to come to realize that (s)he has great worth – even despite the times when (s)he may not always feel worthy. The gift of self-love enables a person to appreciate her/his own great value and to recognize that life is most fulfilling when that person discovers that a life well spent is best achieved by making oneself better and striving to make the world a better place.

In the play, “Arms and the Man,” George Bernard’s (2017) character declares the following profound words.

*This is the true joy in life, being used for a purpose recognized by yourself as a mighty one. Being a force of nature instead of a feverish, selfish little clod of ailments and grievances, complaining that the world will not devote itself to making you happy. I am of the opinion that my life belongs to the whole community and as long as I live, it is my privilege to do for it what I can. I want to be thoroughly used up when I die, for the harder I work, the more I live. I rejoice in life for its own sake. Life is no brief candle to me. It is a sort of splendid torch which I have got hold of for the moment and I want to make it burn as brightly as possible before handing it on to future generations.*

Fulfilling life’s highest purpose requires the ability to incorporate the principles and qualities of self-love in one’s life to the extent that one comes to realize her/his mission and strives with great love to fulfill that mission. In that pursuit, that individual is able to fully love oneself . . . and, ultimately, discovers the inspired truth that loving oneself is truly great company.

---

## References

- Anderson, V. & Caldwell, C. (2019). “Integrity, Self-Interest, and Love” in V. Anderson & C. Caldwell (Eds.) *Humility as Enlightened Leadership*. Hauppauge, NY: NOVA Science Publishers, Chapter 9.
- Burke, P. & Stets, J. (2009). *Identity Theory*. Oxford, UK: Oxford University Press.
- Caldwell, C. & Anderson, V. (2021). “Moral Identity and Core Beliefs.” In C. Caldwell & V. Anderson (Eds.) *Moral Identity and Self-Discovery*. Hauppauge, NY: NOVA Science Publishers, Ch. 3.
- Caldwell, C. & Anderson, V. (2020), “Motivation and the Pursuit of Transcendence: Going Beyond Self-Actualization.” In C. Caldwell & V. Anderson (Eds.). *Motivation and Self-Fulfillment*. Hauppauge, NY: NOVA Science Publishers.
- Caldwell, C., & Ndalamba, K. K. (2017). Trust and Being “Worthy” – The Keys to Creating Wealth. *Journal of Management Development*, Vol. 36, Iss. 8, pp. 1076-1086.



- Collins, Jim, & Hansen, Morten T. (2011). *Great by Choice: Uncertainty, Chaos, and Luck: Why Some Thrive despite Them All*. Random House Business.
- Covert, Theresa J. (2021). *Gaslighting: The Narcissist's Favorite Tool of Manipulation: Avoid the Gaslight Effect and Recover from Emotional and Narcissistic Abuse*. Dr. Theresa Covert.
- Covey, S. R. (1992). *Principle-Centered Leadership*. New York: Fireside Press.
- Covey, S. R. (2004). *The 8<sup>th</sup> Habit: From Effectiveness to Greatness*. New York: Simon & Schuster.
- Darling, Gala (2016). *Radical Self-Love: A Guide to Loving Yourself and Living Your Dreams*. Hay House.
- Fishbein, M. & Ajzen, I. (2015). *Predicting and Changing Behavior: A Reasoned Action Approach*. East Sussex, England: Psychology Press.
- Fromm, E. (2006). *The Art of Loving*. New York: Harper Perennial.
- Fromm, E. (1939). Selfishness and Self-Love. *Psychiatry, Journal for the Study of Interpersonal Process*, Vol. 2, pp. 507-523 and found online on October 9, 2022 at <https://ioncel.tripod.com/sitebuildercontent/sitebuilderfiles/frommselfishnessandselflove.pdf>.
- Gewirth, A. (2009). *Self-fulfillment*. Princeton, NJ: Princeton University Press.
- Gilligan, C. (2016). *In a Different Voice: Psychological Theory and Women's Development*. Boston, MA: Harvard University Press.
- Jeffrey, Jason (2022). *Pathways to True Self-Love: 10 Essential Tips to Achieve Your Goals and Make You Become the Real Version of You Just by Loving Oneself*, and found online October 18, 2022 at [https://read.amazon.com/kp/embed?asin=B0BJPTXQG9&preview=newtab&linkCode=kpe&ref=cm\\_sw\\_r\\_kb\\_dp\\_F1K23Q2DZK34AW9MNR5T](https://read.amazon.com/kp/embed?asin=B0BJPTXQG9&preview=newtab&linkCode=kpe&ref=cm_sw_r_kb_dp_F1K23Q2DZK34AW9MNR5T).
- Kaiser, Shannon (2017). *The Self-Love Experiment: Fifteen Principles for Becoming More Kind, Compassionate, and Accepting of Yourself*. New York: TarcherPerigee.
- Lippitt, John (2013). *Kierkegaard and the Problem of Self-Love*. Cambridge University Press.
- Maslow, A. (2019). *Religions, Values, and Peak-Experiences*. Hawthorne, CA: BN Publishing.
- Newman, Mildred, et al. (2016). *How to Be Your Own Best Friend: A Conversation with Two Psychoanalysts*. Ballantine Books.
- Pava, M. (2015). *Leading with Meaning: Using Covenantal Leadership to Build a Better Organization*. New York: St. Martin's Press.
- Peck, M. S. (2003). *The Road Less Travelled Timeless Edition: A New Psychology of Love, Traditional Values, and Spiritual Growth*. New York: Touchstone.
- Pham, J. (2022). *7 Forms of Respect: A Guide to Transforming Your Communication and Relationships at Work*. Portland, OR: B. C. Allen Publishers.
- Shaw, G. B. (2017). *Arms and the Man*. New Delhi, India: Prabhat Prakashan Publishers.
- Stevens, R. (1996). *Understanding the Self*. London: Sage Publications.
- Wegscheider-Cruse, Sharon (2012). *Learning to Love Yourself: Finding Your Self-Worth*. Health Communications.
- Witcher, J. (2020). "Vision & Self-Love." In L. A. Davis & L. Menze (Eds.). *Radical Self-Love*, pp. 9-22.

---

## About the Authors

### Raidah Bhuyan

Raidah Bhuyan obtained a Bachelor's Degree with Honors in Psychology and recently graduated with a Master Degree in Business Administration. She intends to pursue a doctoral degree and aims to be a proponent of organizational success with an emphasis on health and wellness. She can be reached at [raidahbhuyan@gmail.com](mailto:raidahbhuyan@gmail.com).

### Eddie R. Williams

Eddie R. Williams is a Contract Price/Cost Analyst for the U.S. Army Corps of Engineers. He earned a B.S. degree in accounting, and minor in Military Science from Alabama A&M University. Mr. Williams served a total of 28 years in the U.S. Army Reserves and retired at the rank of Lieutenant Colonel. He can be reached at [eddie.williams@bulldogs.aamu.edu](mailto:eddie.williams@bulldogs.aamu.edu).

### Cam Caldwell

Cam Caldwell obtained a Ph.D. from Washington State University and currently teaches MBA classes at Alabama A & M University. He is writing his 25th book about management topics and can be reached at [cam.caldwell@gmail.com](mailto:cam.caldwell@gmail.com).