

Leading with humility

You might expect the head of one of the nation's leading home health care companies to fit the CEO stereotype: reserved, cautious, focused only on the bottom line. Instead, Mark Baiada is a rock star to those who know him. Mark is fun. Mark is open-minded. Mark is caring. And maybe most importantly, Mark is genuine and down-to-earth.

Admired for his warm, approachable nature as well as his intellect and business savvy, Mark influences people without proselytizing. His personality is pervasive in BAYADA's culture. "I watch how it plays out in other people's decision-making and dialogue, in all kinds of settings and situations," says his son, David Baiada, Chief Operating Officer, Home Health, Hospice, and Quality. "I think it has been the cultural glue throughout our history. People ask themselves, 'What would Mark do in this situation?'"

Janice Lovequist, Mark's daughter and Manager of *The BAYADA Way* Team, still has to urge him to see the power of his involvement in companywide communications. "Sometimes I'm thinking, 'You don't get it. You don't get



TOP: Mark at Headquarters in 2008.

ABOVE: Mark at his Chester Avenue desk circa 1985 and in 2015. He is comfortable with modest, well-used furniture and equipment, a fact that sometimes frustrates Ann.

how much you're respected, how much more important messages are when they come from you.'"

Daughter Kelli Marans, Compliance Counsel for BAYADA, agrees. "In webinars, even though Mark is talking to thousands of people, people get really excited about seeing him and hearing what he has to say," says Kelli. "He quotes *The BAYADA Way* in every meeting. He can bring everything back to the simple words of *The BAYADA Way* without fail. And I think people just really love it."

Sharon Vogel, Director of Hospice Services, actually envisions a little Mark Baiada on her shoulder to consult in frustrating situations, from traffic jams to business negotiations. "He's really taught me the importance of maintaining perspective, that this is a people business first, and you're always going to be surrounded by difficult situations," says Sharon. "He's shown me how to deal with challenges in a healthy manner and not to lose it."

Despite his strong influence, Mark remains a master of the light touch. Humility counts for a lot with him—he strives for it himself and