INDEX

A
addiction, work in (James Burke), 44-46
Adelphia, 239
Akers, John, 108
Akhter, Firoza, 93
Allen, Paul, 184, 191
Amazon.com, xv, 132. See also Bezos, Jeff
  capital investment in, 151-154
  pricing strategy, 155-157
American Association of Advertising Agencies, 44
American Bankers Association, 225
American Economic Association, 228
American Express, 206-207, 212, 215, 217, 235
American Motors, 173
Amit, Raffi, xv
antitrust regulation, 16-17, 185-189
Apollo Investment Fund, 119
Apple Computer, xv, xix, 103, 150, 191, 239.
  See also Jobs, Steve
  competition from industry leaders, 106-111
  online music business, 112-113
Apple Confidential: The Real Story of Apple Computer
  (Linzmeyer), 108
Arresty Institute of Executive Education, xv
Arterial Vascular Engineering, 67
Ash, Mary Kay, xv, xix, 22, 239
  biographical timeline, 30-33
  challenges for, xix, 30-33
  corporate culture, 34-37

AT&T, 16, 163
attributes of leadership. See character traits of leaders
authentic leadership, 68-71
Authentic Leadership (George), 69, 240
AVECOR Cardiovascular, 67

B
Banker to the Poor (Yunus), 96, 99
Barnesandnoble.com, 132, 155
Barrett, Craig, 12-13, 18
Barry, Nancy, 101
Beatty, Jack, 57
Bell Labs, xvi
Berkshire Hathaway, xiv-xv, xvii, 217-218, 239
  See also Buffett, Warren
  long-term investment challenge, 211-214
Bezos, Jeff, xv, xix-xx, 132, 238, 240
  biographical timeline, 151-154
  challenges for, 151-154
  price, using for competitive advantage, 155-157
Bianco, Anthony, 213
“Big Brother” commercial, 109
Black, Cathleen, 167
Black, Leon, 119
“Black Monday,” 225-227
Bogle, John, xiii-xiv, xix, 73, 238
  biographical timeline, 75-79
  challenges for, 75-79
  character traits of leaders, xvii
  targeting underserved markets, 80-83
Borders.com, 132, 155
Bower, Marvin, 62
brand recognition, 159-160
Richard Branson, 179-181
Andrew Grove, 15-16
Lee Iacocca, 172-174
Oprah Winfrey, 165-167
Brands, H.W., 135
Braniff, 28
Branson, Richard, xv, xix, 159-160, 238
biographical timeline, 211-216
challenges for, 211-214
corporate culture, 42-44
depth of leaders, xvii-xxi, 237-241
brand recognition, 15-16, 159-181
character traits of leaders, xvii
risk management, 16-17, 209-236
management of, 168-171
brand recognition, 172-174
investment in (Peter Lynch), 230-233
management of, 168-171
character traits of leaders, xvii-xxi, 237-241
brand recognition, 15-16, 159-181
corporate culture, 17-44
fast learning, 183-208
price, using for competitive advantage, 131-157
risk management, 16-17, 209-236
management of, 168-171
vision, 103-129, 200
Jeff Bezos, 155-157
Michael Dell, 146-150
Sam Walton, 137-141
ComputerLand, 108
Concept of a Corporation (Drucker), 59-60, 63
consumer trends. See vision of future
corporate culture
Mary Kay Ash, 34-37
James Burke, 42-44
Andrew Grove, 17-19
IBM, 204-208
Herb Kelleher, 21-22, 27-29
Corrigan, Gerald, 227
criticism of unfair business practices, 240
Croson, David, 148-149
Cultural Initiative Foundation, 123
Pentium flaw (Andrew Grove), 4-9
personal business control (Oprah Winfrey), 161-164
philanthropy (George Soros), 121-126
restructuring of General Electric (Jack Welch), 50-53
sales force motivation (Mary Kay Ash), 30-33
satellite broadcasting (Ted Turner), 114-117
Southwest Airlines startup (Herb Kelleher), 23-26
technology integration (Charles Schwab), 84-89
Tylenol crisis (James Burke), 38-41
truth-telling, 10, 47-71
vision of future, 103-129, 200
Charles Schwab & Co., xv, 90, 92. See also
Schwab, Charles
technology integration, 84-89
Chrysler, xv, 160, 238, 240. See also Iacocca, Lee
brand recognition, 172-174
investment in (Peter Lynch), 230-233
management of, 168-171
Clark, Howard, 215, 217
Clemons, Eric, 188
CNN (Cable News Network), xv, 105, 114-117. See also Turner, Ted
Coca-Cola, 16, 38, 160, 181, 212-213, 217
Cody, William, 141
Commodore, 191
Communist Youth League, 123
Compaq Computer, 15, 149, 203
competition. See also global competition
from industry leaders (Steve Jobs), 106-111
Wal-Mart and Kmart, 133-136
competitive advantage, using price for, 131-132
Jeff Bezos, 155-157
Michael Dell, 146-150
Sam Walton, 137-141
ComputerLand, 108
Concept of a Corporation (Drucker), 59-60, 63
consumer trends. See vision of future
corporate culture
Mary Kay Ash, 34-37
James Burke, 42-44
Andrew Grove, 17-19
IBM, 204-208
Herb Kelleher, 21-22, 27-29
Corrigan, Gerald, 227
criticism of unfair business practices, 240
Croson, David, 148-149
Cultural Initiative Foundation, 123
culture. See corporate culture
customers, importance of, 238

D  
Dayton’s, 133  
Dell Inc., xv, 132, 203, 239. See also Dell, Michael
growth of company, 142-145  
Dell, Michael, xv, xix-xx, 132, 239. See also  
Dell, Michael
growth of company, 142-145  
price, using for competitive advantage, 146-150
Della Femina, Jerry, 38  
Digital Research, 191

E-F  
education. See fast learning  
Enron, 46, 48, 68, 239

Exxon, 136

EW Woolworth, 133

Fader, Peter, 113

Fairchild Semiconductor, xvi, 11

Fannie Mae, 232

fast learning, 183-184

Bill Gates, 190-194

Louis Gerstner, 206-208

Fed Smith, 199-201

Federal Express, xv, 184, 199-201, 240. See also

Smith, Fred

information systems, 195-198

Federal Open Market Committee (FOMC), 221-222, 224

Federal Reserve System, xv, 196
dealing with uncertainty, 220-224

FedEx. See Federal Express

Fidelity, 92

Fidelity Magellan Fund, xv. See also Lynch, Peter

investment in Chrysler, 230-233

risk management, 234-236

Firestone, 38

Flying Tigers, 197

FOMC (Federal Open Market Committee), 221-222, 224

Ford Motor Company, 60, 168, 170, 172-173, 238

Ford, Henry, II, 60, 168, 170, 172

Freddie Mac, 212

Fund for the Reform and Opening of China, 123

targeting underserved markets, 13-15
teamwork, 11-13

Fudenberg, Jeremy, 280

Getz, Steve, 102

Gates, Bill, xiv-xv, xix, 184, 238

biographical timeline, 185-190

character traits of leaders, xviii

fast learning, 190-194

Gates: How Microsoft's Mogul Reinvented an Industry—
and Made Himself the Richest Man in America (Manes and Andrews), 190

GE Capital, 52

General Electric, xv, xviii, 48, 238. See also

Welch, Jack

restructuring of, 50-53

General Motors, 58-60

General Reinsurance, 213, 218-219

Goerген Entrepreneurial Research Program, xv

Goodyear Tire, 170

Google, 188

Grameen Bank, xv, xviii, 73, 97, 99-100. See also

Yunus, Muhammad

microcredit, 93-96

Greenspan, Alan, xv, xix, 235, 238, 240

biographical timeline, 220-228

risk management, 225-229

Grokster, 112

Grove, Andrew, xiv-xv, xix, 1-3, 237

background of, xvi

biographical timeline, 4-9

character traits of leaders, xvii

brand recognition, 15-16

corporate culture, 17-19

risk management, 16-17

targeting underserved markets, 13-15

teamwork, 11-13

tenacity, xvi

truth-telling, 10

growth of company

Michael Dell, 142-145

William George, 64-68

Gutfreund, John, 48

Hanes, 235

Hanna-Barbera animation studio, 117, 119

Harpo Inc., xv, 159, 164, 167. See also

Winfrey, Oprah

personal business control, 161-164
Index

Microsoft, xv-xvi, xviii-xix, 16, 104, 110, 113, 148, 184, 190. See also Gates, Bill
antitrust regulation, 185-189
deal with IBM, 191-192
Internet revolution, 192-194
Midas Rex, 67
MIS (Micro Interventional Systems), 64
mistakes, importance of admitting, 239
Mittelstaedt, Robert E., Jr., xv, xvii-xviii
Moore’s Law, 11
Moore, Dudley, 162
Moore, Gordon, xvi, 11-14
Morpheus, 112
Mostek, 13, 15
motivation of sales force (Mary Kay Ash), 30-33
mutual fund company management (John Bogle), 75-79

N
Napster, 112
National Steel, 170
NBC, xvii, 51, 116
NBR (Nightly Business Report), 25th anniversary, xiv
Netscape, 153, 186-187, 190, 193
New York Stock Exchange (NYSE), 84
Nightly Business Report (NBR), 25th anniversary, xiv
Nike, 15, 181
no-load mutual funds, 78
“Noah rule,” 219
Norris, James, xiii
Noyce, Robert, 11-12
NYSE (New York Stock Exchange), 84

O-P
O’Neill, Thomas “Tip,” 174
O, The Oprah Magazine, 162, 167
online music business, 112-113
Only the Paranoid Survive (Grove), 7, 13-14
Open Society Foundation, xv, 105
philanthropy, 121-126
Palmisano, Sam, 205
Palo Alto Research Center, 103-104, 108
Pandya, Mukul, xv
paper trail challenge (Charles Schwab), 84-89
Parmalat, 48, 239
Partnership for a Drug-Free America, 44-46
Paychecks of the Heart (Mary Kay Inc.), 35
Pearson, Bill, 84-85
Pendleton, Yvonne, 35
Pentium flaw challenge (Andrew Grove), 4-9
People Express, 180
Perkins, Brian, 42-43
personal business control (Oprah Winfrey), 161-164
philanthropy (George Soros), 121-126
Physio-Control International, 67
Pixar, 103, 106
Pottruck, David, 92
poverty
microcredit, 93-96
targeting underserved markets, 97-101
The Practice of Management (Drucker), 12
price, using for competitive advantage, 131-132
Jeff Bezos, 155-157
Michael Dell, 146-150
Sam Walton, 137-141
Procter & Gamble, 43

Q-R
qualities of leadership. See character traits of leaders
Quantum Hedge Fund, 121, 124, 127
Quarterman, John S., 154
quick learning. See fast learning
Radio Shack, 191
Ralph Lauren, 163
Rand, Ayn, 226
RCA, 51, 116
Reagan, Ronald, 227
Real Networks, 187
Recording Industry Association of America, 112
The Republic (Plato), 183
restructuring of General Electric (Jack Welch), 50-53
risk management, 209-210
Warren Buffett, 215, 217-219
James Burke, 43-44
Alan Greenspan, 225-229
Andrew Grove, 16-17
Peter Lynch, 234-236
Rite Aid, 239
RJR Nabisco, 206-207
Rogers, Richard, xix, 30, 35-37
Rollins, Kevin, 145

S
S.S. Kresge, 133
sales force motivation (Mary Kay Ash), 30-33
Salomon Inc., xvii, 48
Sam Walton: Made in America (Walton), 131, 134
Sam’s Club, 140
satellite broadcasting (Ted Turner), 114-117
Satyagraha, 47
Schmidt, Al Xavier, 1-2, 7, 10
Schwab, Charles, xx, xix, 73, 239
biographical timeline, 84-89
challenges for, 84, 86-87, 89
targeting underserved markets, 90-92
Scott, Ridley, 109
Sears Roebuck, 57, 108
Seattle Computer, 192
SEC (Securities and Exchange Commission), 84, 90
Siegel, David, 29
Siemens, 189
Six Sigma, 53
Sloan, Alfred P., 58-59
Smith, Fred, xv, xix, 184, 240
biographical timeline, 195-198
challenges for, 195-198
fast learning, 199-201
Sofamor Danek Group, 67
Sony, 113, 149
Soros Fund Management, 105, 127-128
Soros on Soros (Soros), 122, 126-128
Soros, George, xv, xix, 105, 238, 240
   biographical timeline, 121-125
   challenges for, 121-126
   vision of future, 126-129
Soros: The Life and Times of a Messianic Billionaire
   (Kaufman), 127
Southwest Airlines, xv, xix, 238. See also
   Kelleher, Herb
   challenge in starting up, 23-26
   corporate culture, 21-22, 27-29
   thrift, 27-29
   stock market, “Black Monday,” 225-227
Stoker, Angela, 37
Sun Microsystems, 189
Taco Bell, 232
Talking Straight (Iacocca), 173
Target, 133, 137
TBS (Turner Broadcasting System), 115-116, 119
   teamwork, 11-13, 238
   technology integration (Charles Schwab), 84-89
   telegraph versus telephone analogy, 108
   television. See satellite broadcasting (Ted Turner)
   tenacity, xxi. See also vision of future
   Thorn EMI, 177-178
   Thordike, Doran, Paine and Lewis Inc., 75
   thrift, 27-29
   TNT (Turner Network Television), 105, 114
   traits. See character traits of leaders
   trend-spotting. See vision of future
   trust, 45
   truth-telling, 47-49
   Peter Drucker, 62-63
   William George, 68-71
   Andrew Grove, 10
   Jack Welch, 54-56
   Turner Broadcasting System (TBS), 115-116, 119
   Turner Classic Movies, 117, 120
   Turner Network Television (TNT), 105, 114
   Turner, Ted, xv, xix, 105, 238
   biographical timeline, 114-117
   challenges for, 114-117
   vision of future, 118-120
   Tyco, 68-69, 239
   Tylenol crisis (James Burke), xviii, 38-41
U-V
   uncertainty, dealing with (Alan Greenspan),
   220-224
   underserved markets, targeting, 73-74
   John Bogle, 80-83
   Andrew Grove, 13, 15
   Charles Schwab, 90-92
   Muhammad Yunus, 97-101
   unfair business practices, speaking out against, 240
   Unisim, 13, 15
   UPS, 197
   US Airways, 29
   Useem, Michael, xv, xvii-xviii, 48, 59, 61
   Utah International, 51
Value Migration (Slywotsky), 140
Vanguard Group, xiii-xv, xvi, 73, 80-82, 92, 238.
   See also Bogle, John
   mutual fund company management, 75-79
   Virgin Atlantic, 175-178, 180
   Virgin Group, xv. See also Branson, Richard
   brand recognition, 179-181
   challenges for, 172-178
   Virgin Mobile, 181
   Virgin Records, 159-160, 175-178
   vision of future, 103-105, 239
   Steve Jobs, 112-113
   Fred Smith, 200
   George Soros, 126-129
   Ted Turner, 118-120
W
   Wagner, Mary Kathryn. See Ash, Mary Kay
   Wal-Mart, xv, xvi, 131-132, 137-141. See also
   Walton, Sam
   competition with Kmart, 133-136
   Walton, Sam, xv, xix, 131-132, 146, 238-239
   biographical timeline, 133-136
   challenges for, xix, 133-136
   character traits of leaders, xvii
   price, using for competitive advantage, 137-141
   The Washington Post Co., 212, 217
   Welch, Jack, xv, xix, 48, 238-239
   biographical timeline, 50-53
   challenges for, 50-53
   character traits of leaders, xviii
   truth-telling, 54-56
   Wellington Management Company, 75, 77-78
   Wells Fargo, 212
   Wharton School Publishing, xiv-xv
   Whatley, Tom, 36
   Who Says Elephants Can’t Dance? Inside IBM’s
   Historic Turnaround (Gerstner), 205
   Winfrey, Oprah, xv, xix-xx, 159, 238
   biographical timeline, 161-165
   brand recognition, 165-167
   challenges for, 161-164
   Women’s World Banking, 101
   Woolco, 133
   work-out sessions (General Electric), 55
   World Bank, 240
   WorldCom, 48, 68, 239
   Wozniak, Steve, 106-107
X-Z
   Xerox, 103-104, 108
   Xomed Surgical Products, 67
   Yahoo, 153
   Yunus, Muhammad, xv, xix, 73, 240-241
   biographical timeline, 93-99
   challenges for, 93-96
   character traits of leaders, xviii
   targeting underserved markets, 97-101
   Zapmail, 196