

LEADERS

The best way to make a fire with two sticks is to make sure one of them is a match.

— Will Rogers



On the Cover

It is often avowed that "when the going gets tough, the tough get going." And for virtually every business around the world, escalating economic and political challenges serve as indisputable proof that times have not only gotten tough; they remain so. But as that familiar axiom also avers, arduous circumstances inspire select leaders and companies to raise the bar on their performance, emerging stronger and

more successful as a result.

For Pfizer's chairman and CEO, Henry A. McKinnell, leading in tough times boils down to "working together" via an array of formidable and innovative partnerships, while always "maintaining our core values and integrity."

According to Roger C. Altman, chairman of Evercore, stalwart management necessarily entails "a return to the fundamentals," as "the future will reward" those "executives who are capable of delivering organic performance."

Towers Perrin's chairman and CEO, Mark V. Mactas, asserts that today's business landscape is prompting leaders to focus on "what they really need" and to rely on consultancies that can deliver "deep, proven expertise and a superior level of service."

And at American Management Systems, Chairman and CEO Alfred T. Mockett maintains that implementing company-wide changes now will position his firm to "capitalize on the upturn when that transpires."

Such resolute observations ring of another rousing maxim: "Tough times don't last, but tough people do." In the exclusive interviews that follow, McKinnell (page 10), Altman (page 16), Mockett (page 26), and Mactas (page 20) – shown, clockwise from top left – demonstrate that the ability of companies to endure and succeed in challenging times will indubitably depend on the strength, or "toughness," of those at their helms.

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