

LEADERS

Mothers are more important than the President because they make laws at home that you really got to obey.

— Bonnie, age 9



On the Cover

Celebrated satirist Jonathan Swift once defined vision as "the art of seeing the invisible." Centuries later, Albert Einstein keenly observed that "vision without execution is a hallucination." And perhaps now more than ever, business leaders around the world are faced with the challenging, but ultimately rewarding, task of grounding their organizations on the dual pillars of vision and execution to achieve success.

According to William M. Daley, president of SBC Communications, although the company has dramatically retooled itself over the past year to emerge as "a lean, sleek operation," to maintain its industry-leading position going forward, "the trick is better execution."

For Chairman and CEO Michael H. Jordan, when it comes to execution – namely, serving its "clients on the front line" – EDS has long been "second to none." But to enjoy continued success, the corporation is modifying its vision around two essential initiatives: "focus and simplify."

Meanwhile, CEO Solomon D. Trujillo asserts that Orange SA's vision is inspired by the fact that "we have potential customers in all segments of the marketplace." The firm's challenge, however, "is making it easier for them to use our services more frequently wherever they go."

And at Le Méridian Hotels & Resorts Worldwide, Joint Chairman Juergen E. Bartels stresses that "all of our hotels have very high service levels." Nevertheless, his vision requires raising the bar, so "I've asked our staff to treat each and every customer as if he or she were the only customer on earth."

In the exclusive interviews that follow, Daley (page 10), Jordan (page 14), Trujillo (page 18), and Bartels (page 24) – shown, clockwise from top left – demonstrate that the future of business indeed belongs to those who have vision and the ability to execute today.

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