

Letters from Leaders

What will inspire young people in these days of uncertainty?

We asked, over the last year, a number of world leaders in their respective fields to write messages for tomorrow's leaders.

Following are their thoughts. We continue to assemble additional messages, which we plan to publish in book form with the proceeds donated to charity.

His Majesty **ABDULLAH II**

King of Jordan

A 43rd-generation direct descendant of the Prophet Mubammad, Abdullab II bin Al Hussein succeeded to the throne of the Hashemite Kingdom of Jordan in February 1999, upon the death of his father, King Hussein. Born in 1962, he attended Eaglebrook School and Deerfield Academy in Massachusetts before entering the Royal Military Academy Sandhurst (United Kingdom), where he was commissioned as a second lieutenant in 1981. He spent most of the following 17 years as a career officer in his country's armed forces, also completing programs in Middle Eastern and international affairs at Oxford and Georgetown Universities, and attending courses at Fort Knox (Kentucky), the Royal Staff College (United Kingdom), and the Naval Post-Graduate School (Monterrey, California). Since his ascension, King Abdullab has upheld his father's commitment to creating a strong moderating role for Jordan within the Arab region, while exerting considerable influence to advance civil liberties and to ensure sustainable levels of economic growth and social development for his subjects.

A schoolteacher, a farmer, a soldier, an athlete, a mother, and an entrepreneur can provide leadership when they decide to confront the challenges of life with honesty, courage, determination, and a sense of optimism.

I have always found that one's confidence and positive attitude in dealing with issues, challenges, and difficulties, usually secure over half of the victory in the battle to succeed. This is true, regardless of the scope or complexity of the issues.

So my advice to the young generation is for



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them to always provide leadership through courage, and to always focus on doing the correct thing in life. These are basic facts that we all, I suppose, learned in kindergarten. But they remain valid for all of us as we struggle through life to make a difference for the poor, hungry, and oppressed and to provide meaning to life – one that is full of hope, promise, and success.

The Honorable **GEORGE HERBERT WALKER BUSH**

Former President, United States of America

Elected America's 41st president in 1988, George Bush was born in Massachusetts in 1924. After attending Phillips Academy in Massachusetts, he enlisted in the armed forces, becoming the U.S. Navy's youngest pilot, flying 58 combat missions during World War II, and earning the Distinguished Flying Cross for bravery in action. After graduating Phi Beta Kappa from Yale University with a B.A. in economics, he embarked on a career in the oil industry, cofounding Zapata Petroleum Corporation in 1953. Bush then moved into public service, serving two terms as a U.S. congressman from Texas (1966 to 1970) before being appointed to a series of high-level posts: ambassador to the United Nations, chairman of the Republican National Committee, chief of the U.S. Liaison Office in China, and director of the Central Intelligence Agency. In 1980, as the running mate of Ronald Reagan, he began two terms as vice president. The author of All the Best: My Life in Letters and Other Writings, he is the father of U.S. President George W. Bush.



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I cannot single out the one greatest challenge in my life. I have had a lot of challenges and my advice to young people might be as follows:

1. Don't get down when your life takes a bad turn. Out of adversity comes challenge and often success.
2. Don't blame others for your setbacks.
3. When things go well, always give credit to others.
4. Don't talk all the time. Listen to your friends and mentors and learn from them.
5. Don't brag about yourself. Let others point out your virtues, your strong points.
6. Give someone else a hand. When a friend is hurting, show that friend you care.
7. Nobody likes an overbearing big shot.
8. As you succeed, be kind to people. Thank those who help you along the way.
9. Don't be afraid to shed a tear when your heart is broken because a friend is hurting.
10. Say your prayers!

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WALTER CRONKITE

Journalist

Called "Old Iron Pants" for his unflappability under pressure and the "most trusted figure" in America, Walter Cronkite was the dean of U.S. broadcast journalism for 19 years as the anchor and managing editor of the CBS Evening News from 1962 to 1981. Born in Missouri in 1916, he began his career with the Houston Post, where he worked part-time while attending the University of Texas. In 1937 he joined the United Press, and as a correspondent for the next 11 years, he landed with the Allied troops in North Africa, accompanied the Normandy invasion, covered the Nuremberg trials, and opened UP bureaus across Europe. Cronkite joined CBS in 1950, and since his retirement, in addition to serving as a special correspondent to the network, he has hosted many public-affairs and cultural television programs. Additionally, he serves as chairman of the Cronkite Ward Company, which he cofounded in 1993 and which produces documentaries for the Discovery Channel and others. Cronkite is the author of the autobiographical A Reporter's Life, several books about sailing, and his trademark slogan: "And that's the way it is."



The challenges in my life scarcely can compare with those of the world leaders also represented here.

Mine were those of a newspaper reporter and broadcaster. The fate of nations or of great corporations hardly hung on how I confronted them. The decisions I made affected, for the most part, only me – my professional future – or perhaps, in the stress of wartime, my survival.

Early in my broadcast career I was hired to broadcast University of Oklahoma football games. To ease the formidable task of identifying all the players on both teams I devised an electric board by which spotters from the opposing teams would, by simply pressing a button, identify for me the names of those involved in each of the plays.

With utmost confidence in my labor-saving

device, I took my seat in the broadcast booth with the top executives of the broadcast station and our sponsors there to wish me well, in an enterprise in which they had risked much on this neophyte football announcer.

Their confidence in me and my confidence in myself collapsed with the first play of the game. My spotters made mistakes as they punched the identifying buttons on my electric board. The nature of their mistakes ran the gamut of all the possibilities for error. The broadcast was a disaster.

The station owners and the sponsors were kinder than I deserved. They gave me another chance on the basis of my plan for rehabilitation.

I recruited as my spotter to punch the buttons on my electric machine, another station employee. He and I memorized the names and jersey numbers, ages, physical characteristics, and home towns of every one of the 30 or 40 members of every squad of every university we played – and, of course, the same for O.U.

We spent three or four hours a day drilling our memories. One of us would call out a single fact about each player – name or number. The other had to fill in all the details of his football biography.

It was grueling, unglamorous work that began on Monday and went right up to game time the following Saturday. We missed a lot of the partying that accompanied most football weekends. But the practice worked, and our broadcasts were highly successful from that second game on.

This experience early in my broadcast career taught me an invaluable lesson, one that, incidentally, was a Boy Scout motto: "Be prepared." For every story I expect to cover, I thoroughly research all the available material regarding the event, the background, and the major persons involved. And I don't design plans or labor-saving machinery that might permit me to skip this essential step in doing my job to the absolute limit of my ability. My motto is: "There are no short cuts to perfection."

Letters from Leaders

JEAN-PIERRE GARNIER

Chief Executive Officer, GlaxoSmithKline plc, London

In his present position since 2000, when Glaxo Wellcome merged with SmithKline Beecham, Jean-Pierre Garnier joined the latter corporation in 1990 as president of its pharmaceutical business in North America. Prior to this, he spent 15 years with Schering-Plough, eventually becoming president of its U.S. operations. He serves on the boards of United Technologies and the Eisenhower Exchange Fellowships; and among the many honors he has received have been the Chevalier de la Légion d'Honneur from President Chirac of France (1997), the Cancer Research Institute's Oliver R. Grace Award for Distinguished Service in Advancing Cancer Research (also in 1997), and the Sabin Vaccine Institute's Humanitarian Award (2002). Garnier holds a master's degree in pharmaceutical science and a doctorate in pharmacology from the Université Louis Pasteur Strasbourg (France), as well as an M.B.A. from Stanford University, which he earned as a Fulbright Scholar.



- L**ife is an adventure – live it accordingly!
- Have a vision of what you'd like to be/to do – Be bold and don't let anyone talk you out of it. And then – just do it.
- Family and friends are important, nothing else is truly long lasting. “Networking” and “social climbing” are for the weak. Be modest – but self-assured.
- To succeed, play on your strengths – they will compensate for what you don't have. It helps to be smart, but it helps more to be resilient and hard working.
- It's the journey that matters most – the destination is a big unknown. Be kind and generous and you will be paid back – most of the time.
- Take time to “smell the roses” (take vacations!), exercise, use your sense of humor and you will never burn out. A board meeting is less important than going to your child's school play!
- Success in your profession is easy – success in your personal life requires 100 percent concentration.
- John Lennon was right: Love is the answer.

The Honorable MIKHAIL SERGEYEVICH GORBACHEV

President and Founder, Green Cross International, Geneva; President and Cofounder, The Gorbachev Foundation of North America, Boston; and Former President, Union of Soviet Socialist Republics

*Born in the north Caucasus region of Russia in 1931, Mikhail Gorbachev earned a degree in law at Moscow State University in 1955 – the same year he was appointed first secretary of the Komsomol Territorial Committee, having joined the Communist Party of the Soviet Union (CPSU) three years earlier. Through the years he rose through the party's ranks, eventually becoming the Central Committee's agriculture secretary (1978 to 1985), general secretary of the CPSU (1985 to 1991), president of the Presidium of the Supreme Soviet (1989 to 1990), and president of the U.S.S.R. (1990 to 1991). The author of several books – including *Memoirs*; *The August Coup: The Truth and the Lessons*; and *Perestroika: New Thinking for Our Country and the World – Gorbachev was awarded the Nobel Peace Prize in 1990.**

My young friend,

You have your whole life ahead. This is the life that you will have to live, and this should be a dignified life. What is the way to do this? One can never teach others as to what is the right way to live. Each has to make his or her own choice. And everyone's destiny will have its ups and downs, its zigzags, drawbacks and accomplishments.

But all of us are steered to the path of life by our mother and father and by the family. No matter what, the family is called upon to continue as your most reliable support. But mind you: It also depends on you whether or not your family keeps as your support.

Another support in life comes from your friends, the people who will be with you all your life long. True, they all differ a lot. But as long as you have them, you are never lonely. This means that there is someone at your side, someone who extends a helping hand, someone who gives support and consolation when you need it. Make sure that your friends are important to you. Make sure that people are important to you.

In their younger days, all people are asking themselves what profession they should choose and what their annunciation can be. What they should choose to get success and well-being and to become a person that other people and society need. When a person has no vocation in life and is not wanted, it makes him suffer. The right choice that matches your inclinations, capabilities, and tastes is the cornerstone of your entire life.

But whatever the choice, all people have to withstand all kinds of tests in their lives. It stands to reason that in many respects these tests are individual,

too. But at a time like ours they are increasingly becoming common to all of us.

Indeed, we do speak different languages. We have different color of skin. We belong to religions of different denominations or remain atheists. But in spite of all

these things, we are facing the same challenges today. And these are challenges many of which we, people, have generated. These are the challenges of wars and violence that are taking a heavy toll of life. This is the challenge coming from the badly wounded nature that is urging us to care and help. This is the challenge coming from terrorism and crime. This is the challenge of dread diseases that, for the time being, are hard to cure. And, certainly, this is the challenge coming from poverty and illiteracy that lays the groundwork for the tragedies of millions of people who need support and compassion.

Everyone, including you, can and must contribute his or her share of effort, thought, and action in order to find answers to these dramatic challenges. But it is only through a common effort that we can solve the emergent challenging problems. All people are brethren – this is a maxim known from time immemorial. Unfortunately, the citizens of the planet Earth have not always been behaving as brethren. Now it is high time that we recall this great truth drawing us away from one another. We have to join our efforts together for the sake of the future.

The future is always something unknown. No doubt, it will yield us great many new, unusual, and so far unknown things. But the future begins now. We are witnessing it being brought into existence by our own efforts. And what will happen to us tomorrow depends on what all of us are doing now, in our own capacity.

And I am saying to you, to all young citizens of the Earth: be brave, persistent, and efficient. Do not be afraid of life. Life is beautiful because it is life. But it can be better and it will become better if all of us want it. If we do our best in order to preserve and increase the wealth that was bestowed on us by nature and by people's labor.

And it's my wish that in the end of the chosen path that each of you could say: "I've lived my life and it was not in vain. And I am happy!"



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DONALD R. KEOUGH

Nonexecutive Chairman, Allen & Company, Inc., New York

Donald Keough was elected chairman of Allen & Company in 1993, upon his retirement as president, chief operating officer, and a director of the Coca-Cola Company. At present a director on the boards of Berkshire Hathaway, Convera Corporation, InterActiveCorp, McDonald's Corporation, the Washington Post Company, and YankeeNets, LLC, he formerly chaired the University of Notre Dame's board of trustees. Further, he serves on the boards of numerous national charities and civic organizations, and endowed the Keough-Notre Dame Centre for Irish Studies.

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Life has those special moments that at the time seem relatively unimportant but prove to be highly significant.

My life took a totally different direction because my mother encouraged me to rethink a little decision at age 14.

In the orientation session on my first day as a high school freshman in Sioux City, Iowa, I was given the opportunity to decide what extracurricular activity interested me. There was a long list of possibilities from which to choose. I signed up for tumbling (jumping on a trampoline). When I came home that day, my mother looked over the list and asked what activity I had chosen. "Tumbling," I replied. My mother looked over the list, raised her eyes, and said, "Do you want to spend much of your life jumping up and down?" I replied, "No mother." She said, "You are right, let's choose debating," and I did.

The rest of my life I have done very little jumping and a lot of debating. Thanks mother!

LEON M. LEDERMAN

Nobel Laureate; Director Emeritus, Fermi National Accelerator Laboratory (Fermilab), Batavia, Illinois; and Pritzker Professor of Science, Illinois Institute of Technology, Chicago

An internationally renowned high-energy physicist, Leon Lederman was the director of Fermilab from 1979 to 1989. A member of the National Academy of Science, he earlier chaired the State of Illinois Governor's Science Advisory Committee; cofounded and was the inaugural resident scholar at the Illinois Mathematics and Science Academy; and served as chairman and president of the American Association for the Advancement of Science, the largest scientific organization in the United States. Also associated for more than 30 years with Columbia University, where he was a student and then a faculty member, Lederman has received numerous awards – the National Medal of Science (1965), the Elliot Cresson Medal of the Franklin Institute (1976), the Wolf Prize in Physics (1982), and the Nobel Prize in Physics (1988), among them. He has published in excess of 300 papers; has sponsored the research of 52 graduate students; and has been given honorary degrees and memberships in some 60 institutions, in countries including Argentina, Brazil, China, Finland, India, Israel, Italy, Mexico, Russia, the United Kingdom, and the United States.



M My greatest challenge was to succeed in my chosen profession and passion of research in physics given limited intellectual capabilities.

This is not at all modesty or humility. It is a clear recognition, verified by the mediocre grades received in middle, high school, and college and seconded by intimate contact with creative physicists as teachers and colleagues. One would not expect a B (sometimes B+) student to make important discoveries in elementary particle physics.

The process of “overcoming” such a formidable handicap involved much hard work, total obsessive dedication, luck, and a few sparks of imagination.

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The Honorable LEE KUAN YEW

Senior Minister, Republic of Singapore

"The father of modern Singapore," Lee Kuan Yew was elected his country's first prime minister in 1959, remaining in office (through eight consecutive general elections) for 31 years. Under his authority and guidance, Singapore became a financial and industrial power, despite very limited natural resources. When he voluntarily resigned in 1990, his successor, Goh Chok Tong, appointed him the cabi-

net's senior minister, a position he retains. Born in 1923, Lee was educated at Raffles College in Singapore and at Fitzwilliam College, Cambridge University, where he studied law; upon returning home in 1951, he practiced with the firm of Laycock & Ong. In addition to his memoirs (The Singapore Story), he is the author of From Third World to First: The Singapore Story, 1965-2000.



This is an unfair world. Some countries are rich, many are poor. Globalization may make it more unfair by widening the gap between them. But if you position your country to make the most of the opportunities of globalization, you will do better than those who do not.

His Excellency NURSULTAN ABISHEVICH NAZARBAYEV

President, Republic of Kazakhstan

Born in the Kazakh village of Chemolgan in 1940, Nursultan Nazarbayev spent his early years as a metallurgical worker, while studying to earn his D.Sc. in economics. He first became involved in politics in 1969, eventually rising to secretary of the Central Committee of the Communist Party of Kazakhstan (1979 to 1984), chairman of the Council of Ministers of the Kazakh S.S.R. (1984 to 1989), and first secretary of the Central Committee of the Communist Party of Kazakhstan (1989 to 1991). President of his country since April 1990 (winning almost 99 percent of the vote in 1991 and 80 percent in 1999), Nazarbayev has simultaneously taught at academies in Kazakhstan and has been appointed an honorary professor at universities in Moscow and at home. His published works include Strategy of the Formation and Development of Kazakhstan as a Sovereign State, On the Threshold of the XXI Century, Epicenter of Peace, and My Life, My Times, and the Future.



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Every man's life is full of twists of fate and tests of one's strengths. It is not without reason that the main thing people ask for in their prayers is: "Save me from evil and bad luck."

Having given man intellect, the Creator put in front of him an eternal choice between good and evil, light and darkness, love and hate, knowledge and ignorance.

It seems like all kinds of problems arise with the single purpose of having a man overcome obstacles and find optimal ways to achieve his goals. Therefore, adequate assessment of the situation and taking a correct decision are always a source of progress.

True happiness comes when a man chooses the best of possible options at every moment of his life and, through that, achieves harmony with the world and himself.

Success will always be with young people if they choose humanism, knowledge, responsibility, fairness, and unselfishness as their allies. That is the crux of my credo.

This is the reason why every evening I try to answer an important question: "Did I live this day right?"

For me, as the President, the question also means, "Am I doing all I can to improve the life of my people?"