

# LEADERS

*Integrity is doing the right thing even when no one is watching.*

— Dennis Janson



## On the Cover

*A powerfully imaginative leader can, of course, drive an enterprise or even a significant portion of the economy. In fact, he can sustain the very heartbeat of people's lives.*

*"Since I left the White House," Nobel laureate and former U.S. President Jimmy Carter has remained a dynamo, devoting his name, time, and abundant creativity to "the biggest challenge the world faces in this new millennium,"*

*meaning the "growing chasm between rich people and poor people." This inequality ultimately breeds violence and terrorism. As such, the raison d'être of the Carter Center he chairs and founded in 1982 with his wife, Rosalynn, is "to alleviate suffering" and promote peace in Third World countries.*

*As the group chief executive of the world's largest integrated oil corporation, Lord E. John Browne is incomparably positioned to predict that "the best is yet to come" for the energy-producing behemoth. BP is "growing faster than the other majors in our industry," thanks to its "special knowledge" and "technology, a deep well of investment funds, and an excellent track record." So, the global environment notwithstanding, "we're well prepared to come through the next few years quite successfully."*

*Boone Pickens, founder and CEO of BP Capital, describes himself as "50 miles deep on the subject of oil" — that is, an expert and visionary. Thus, he is confident in foreseeing the end of the gasoline age "by the middle of this century." Can he be believed? The executive, whose BP Capital Energy Commodities Fund has produced more than \$1 billion in profits since its 1997 inception, contends, "Everything I'm involved in somehow works."*

*The longtime most powerful name in infants' and young children's apparel, Carter's has always been rather conservative. As Chairman and CEO Frederick Rowan outlines, it is still eschewing the likes of international and company-store expansions, and brand extensions because he deems it more critical "to continue to gain market share, to increase our retail shelf space, and to maintain dominance in" those categories "where we hold" number-one positions. However, it will continue to strengthen its foremost attribute — its "terrific emotional connection with" buyers — through "a major brand study."*

*In interviews that follow, Carter (page 10), Lord Browne (page 14), Pickens (page 22), and Rowan (page 60) — shown, counterclockwise from top — expand upon how they employ their limitless imaginations to empower their organizations.*

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