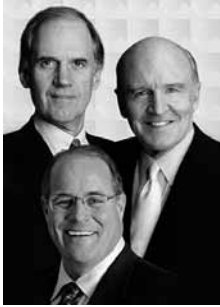


# LEADERS

*Fans don't boo nobodies.*

— Reggie Jackson from *The Official Explanations*  
by Paul Dickson



## On the Cover

*How does a person lead a global corporation to the forefront of its market segment? Is success driven by personality, shrewd financial sense, or strict ethical values? Invariably, the answer lies in a winning strategy, built upon all these elements, which brings prosperity to the business and celebrity status to its architect.*

*JPMorgan Chase Chairman and CEO Bill Harrison is frequently cast as the ultimate Southern gentleman, but, in his view, "if I were just a gentleman, I probably wouldn't have made it." Rather, his remarkable success – most recently presiding over a series of groundbreaking mergers – is the result of "both a competitive nature and the right set of values." Armed with these qualities, he is confidently leading JPMorgan Chase "to become the best financial-services company in the world."*

*For Jack Welch, the legendary former leader of General Electric, any winning strategy should be built upon teamwork, because "in business, whoever has the best team, wins." Indeed, "who would be so pompous to think they could run GE by his or herself?" he contends, dismissing the notion "that you could run a \$130-billion company by yourself" as "preposterous." As he puts it, "I, I, me, me' never made sense to me."*

*At the helm of leading engineering and manufacturing company ITT Industries, Steven Loranger puts great store in the company's unifying model named "engineered for life," whose aim is to encourage all ITT employees to strive for ever-greater "reliability, functionality, and, most important, vitality." This approach builds "a good culture and a good value system," Loranger asserts, which are "two of the best-selling features that we have."*

*In exclusive interviews that follow, Harrison (page 10), Welch (page 14), and Loranger (page 18) – shown here, clockwise from top left – further explore the nature of strategic leadership in an increasingly competitive world.*

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