

LEADERS

*If you want something said, ask a man;
if you want something done, ask a
woman.*

— Margaret Thatcher



On the Cover

The progress of a business or a nation depends on the happy alignment of many factors – resources, good leadership, and opportunities, to name but three. But equally significant is the glue that binds these elements together, cooperation – building partnerships internally and externally for future growth.

The role of cooperation in Euro-Atlantic integration is undeniable, believes Prime Minister Ivo Sanader of

Croatia, whose country has been busy building key partnerships on its way to EU and NATO membership. Its vibrant relationship with the United States is a case in point, the prime minister points out, and the two countries are now engaged “through dialogue and collaboration in a broad range of areas where our views and interests converge.”

Like most multinational corporations, Time Warner is equally cognizant of the power of building cooperation across borders. For instance, in laying the foundations for business in China – “a tough market for a content company like ours” – the company is “creating relationships on which to grow in the future,” reports Chairman and CEO Dick Parsons.

Enhancing internal cooperation can be equally rewarding, asserts Chairman and CEO Marilyn Nelson, whose Carlson Companies has redoubled its efforts in this area. “We’ve taken all of our common, non-strategic activities and put them into a shared-services environment,” she explains, in order to establish “some connective tissue between our brands to the benefit of our customers.”

The advantages of such activities have not gone unnoticed at Skadden, Arps, Slate, Meagher & Flom LLP, whose mass tort and insurance litigation practice leader, Sheila Birnbaum, finds herself “working more than ever with lawyers from different disciplines.” It makes sense, she reasons, since “the results are optimal when attorneys from various appropriate disciplines are familiar with each other and are comfortable working together.”

In exclusive interviews that follow, Sanader (page 139), Parsons (page 10), Birnbaum (page 47), and Nelson (page 44) – shown here, clockwise from top left – assess the value of cooperation and adaptability in the ever-changing global paradigm.

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