LEADERS

"Innovation distinguishes between a leader and a follower." - Steve Jobs



On the Cover

Change is a constant occurrence but now, with most organizations of size operating globally and dealing with new markets, the pace of change has accelerated at what many consider lightning speed. The explosive ingenuity of technologists, and

the innovations that result from that, has made past operating methods of lesser use and future actions more challenging and uncertain. In other words, what works well tomorrow may no longer come from the experiences of yesterday.

In such a rapidly changing environment, strong and decisive leadership becomes all the more critical in order to take on the strategic, tactical and structural issues required to win in tomorrow's competitions.

We believe that Randall Stephenson, Chairman and CEO of AT&T, is precisely on target when he talks of "the right leadership talent at the top that is committed to constant innovation, constant reinvigoration of the business, and constant and persistent investment through good and bad times". The telecom industry has led in technology innovation and Stephenson recognized early that AT&T "had to become a wireless company". This required a "structural change" and a "resetting the mindset of everyone in the company".

David Melcher, CEO and President of Exelis, emphasizes that "you always have to invest in developing the technologies that are important to the future. If you don't, you won't have the technologies that are needed tomorrow".

Michael Bloomberg is nearing the end of his twelve years as Mayor of the City of New York. During that period, he has successfully driven growth and economic development to a "record high in private sector job". In reviewing his administration's achievements, he is rightfully proud in saying "We have worked hard to create the things that people value most – safe streets, quality schools, green parks, exciting cultural opportunities – because the best way to attract investment is to attract people."

When we view how politics and politicking often stymies getting things done, we appreciate the clear and decisive words and actions of mayor Bloomberg who believes that "Mayors are expected to deliver results, not engage in endless debates; and we're expected to be pragmatic problem solvers, not partisans". LEADERS Magazine is published quarterly and circulated to distinguished leaders of the world. Circulation is strictly limited. To receive LEADERS Magazine, one must be a leader of a nation, an international company, a world religion, an international institute of learning, or an international labor organization; or a chief financial officer, a major investor on behalf of labor or corporate pension funds, a chief information officer, a Nobel laureate, or a leader in science or the arts.

LEADERS Magazine

- Chairman and Editor-in-Chief: Henry O. Dormann
- Vice Chairman and Editor: Darrell J. Brown

President and Executive Editor: David W. Schner

Vice President and General Manager: Gerard P. Cobleigh

Vice President: Shazib S. Khan

Senior Associate Editor: Cynthia Patson Puleo

Associate Editor: Igor Gorbaletov

Advertising Coordinator: Laurie McClure Ferber

Assistant Office Manager: Elijah F. Respeto

Account Services Coordinator: Patricia Lee Brown International Division

Patrick J. Gillis, President

Alex R. Serban, Director & Editor, Europe and Eurasia

Color Separation: Embassy Graphics

Printing: Calev Print Media – Fry Communications

Photo Credits: Cover, 187 - Melcher - ©2010 David Wiegold; 14 - Cornell-Technion, 15 - Google - Edward Reed; Cover, 14 - Bloomberg portrait, 16 - Spencer T Tucker; 26 - ©2007 Jamey Stillings; 28 - ©Dario Cantatore; 32 - Silverstein - ©Erika Koop, WTC - dbox, Courtesy Silverstein Properties; 38 - ©Warden, W. Lee/The New York Times; 48 - Barclays Center - Bruce Damonte 50 - ©2010 MaryLou App, App Photogrpahy; 58 - ©adzphotography; 60 - Abu Dhabi International Airport - Courtesy of KPF; A. Eugene Kohn - John Chu; One Vanderbilt - Courtesy of KPF; 61 - by-encore/Courtesy of KPF; 62 - CTF Guangzbou - Mike Klausmeier/Courtesy of KPF; 0ne Jackson Square - Raimund Koch; 65 - ©Christophe Tedjasukmana; 74 - ©2012 Daemon Baizan; 80 - Contour by Getty Images, ©2011 Michele Asselin; 86 - ©2010 Mark Jenkinson; 83 - Cape - ©2013 Coach; 89 - ©2013 Jonathan Grassi; 108 - 101 Park - J. Brough Schamp; 118 - ©Joe Guerriero; 126 - ©John Filo; 134 - Muskuloskeletal Care - ©Rene Perez; 140 - @Donnelly Marks; 142 - ©Philip Kessler Photography; 156 - ©Aaron Fedor; 144 - Insel - ©Color Space Imaging, LLC - middle right - ©2004 Burce Buck; 175 - ©Patrick McMullan; 177 - ©David Beyda Studio, NYC; 196 - ©2011 Tiffany Schultz; 199 - Jeff Topping/The National, 203 - ©2012 Danuta Otfinowski; 221 - Associated Press; 228-235 - @Matt Greenslade; 241 - ©2011 Lena Isely Photography; 242 - top left - J. Scafuro, bottom two - Bracket Studios 250 - ©Zhernan.com; 252 - Cobelens-Jarvis - ©2013 Ilja Meefout; 254 - bag - Dampierre sur Loire; 256 - Zumanity - ©2011 Giuliano Bekor

LEADERS (ISSN 0163-3635) is published quarterly by LEADERS Magazine, Inc., 59 East 54th Street, New York, NY 10022; telephone: 212-758-0740; fax: 212-593-5194; www.leadersmag.com. Henry O. Dormann, Chairman of the Board; Darrell J. Brown, Vice Chairman. Copyright ©2013 in the United States, Canada, and throughout the world by LEADERS Magazine, Inc. Published simultaneously in the United States and Canada. All rights reserved. It is strictly prohibited to store or reproduce material in this publication, in English or any other language, without permission. No subscriptions are available. Periodical postage paid at New York, NY, and additional mailing offices. POSTMASTER: Send address changes to LEADERS, 59 East 54th Street, New York, NY 10022.

LEADERS ® is a registered trademark of LEADERS Magazine, Inc.

U.S. Postal Service STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION (Required by 39 U.S.C. 3685) 1. Publication Title: LEADERS 2. Pub-lication Number: 535-110 3. Filing Date: September 9, 2013 4. Issue Frequency: Quarterly 5. Number of Issues Published Annually: Four 6. Annual Subscription Price: Requester 7. Complete Mailing Address of Known Office of Publication: 59 East 54th Street, New York, NY 10022-4211 Contact Person: Darrell J. Brown Telephone: 212-758-0740 8. Complete Mailing Address of Headquarters or General Business Office of Publisher: 59 East 54th Street, New York, NY 10022-4211 9 Full Names and Complete Mailing Addresses of Publisher, Editor, and Managing Editor: Publisher: Henry O. Dormann – 59 East 54th Street, New York, NY 10022-4211 Editor: Darrell J. Brown – 59 East 54th Street, New York, NY 10022-4211 Managing Editor: Darrell J. Brown – 59 East 54th Street, New York, NY 10022-4211 10. Owner: Henry O. Dormann Complete Mailing Address: 59 East 54th Street, New York, NY 10022-4211 11. Known Bondholders, Mortgagees, and Other Security Holders Owning or Holding 1 Percent or More of Total Amount of Bonds, Mortgages, or Other Securities: None 13. Publica-tion Title: LEADERS 14. Issue Date for Circulation Data: July, August September 2013 15. Average No. Copies Each Issue During Preceding 12 Months/No. Copies of Single Issue Published Nearest to Filing Date a. Total Number of Copies 26799/26074 b. Legitimate Paid and/or Requested Distribution (1) Outside County Paid/Requested Mail Subscriptions stated on PS Form 3541: 24080/23991 (2) In-County Paid/Requested stated on PS Form 3541: None/None (3) Sales Through Dealers and Carriers, Street Vendors, Counter Sales, and Other Paid or Requested Distribution Outside USPS®: None/None (4) Requested Copies Distributed by Other Mail Classes Through the USPS: None/None c. Total Paid and/or Requested Circulation: 24080/23991 d. Nonrequested Distribution (1) Outside County Nonrequested Copies Stated on PS Form 3541 953/647 (2) In-County Form 3541 95:/04/ (2) In-County Nonrequested Copies Stated on PS Form 3541: None/None (3) Nonrequested Copies Distributed Through the USPS by Other Class of Mail: None/None (4) Nonrequested Maii: None/None (4) Nonrequested Copies Distributed Outside the Mail: 723/445 (e) Total Nonrequested Distribution: 1675/1092 f. Total Distribution: 25756/25083 g. Copies not Distributed 1024/991 h. Total: 26780/26074 i. Percent Paid and/or Requested Circulation: 93.5/95.65 16. Publication of Statement of Ownership for a Requester Publica tion is required and will be printed in the issue of this publication: October, November, December 2013 17. Signature and Title of Edi-tor, Publisher, Business Manager, or Owner: Darrell J. Brown, Editor, I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties).

