

BUSINESS LEADERS & SUCCESS

商业领袖 及其成功故事

55个全球商业领袖的成功之路，
通往巅峰的成功秘诀



William J. O'Neil 著

BUSINESS LEADERS & SUCCESS

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作 者	William J. O'Neil
责任编辑	樊丽萍
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What *Investor's Business Daily* Readers Have to Say About the "Leaders & Success" Section

I am a mentor to a young boy, 13, who has no Dad. I have met with him weekly for three years. I use the "Leaders & Success" section to develop messages for him that he can apply to his benefit. That this is working is no surprise I am sure, for as we think so we are. But now that several of his friends have joined in these discussions it has been doubly gratifying.

— Michael Burton

"Leaders & Success" is an important part of my mornings. It is an inspirational tool that I utilize not only to assure that I begin my days on a positive note, but it gives me food for thought.

— Jim Elder

My daughter in the 5th grade reads a "Leaders & Success" bio from *Investor's Business Daily* every day as I drive her to school. What an education she is getting.

— Michael McLennan

"Leaders & Success" is read by my 15-year-old and his friends daily. Keep up the good work.

— Peter Siracusa

I love the "Leaders & Success" section as it gives inspiration to me to go ahead in my life and to think about life in a positive and successful way.

— Veera Reddy

Credits

- “Nike Co-founder Bill Bowerman: His Innovations For Runners Helped Build An Empire,” by Marilyn Much, was originally published in *Investor’s Business Daily* on January 24, 2000.
- “Animator Walt Disney: His Innovation And Persistence Gave Birth To Magic,” by J. Barnes, was originally published in *Investor’s Business Daily* on October 24, 2000.
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- “Publisher Katharine Graham: She Built Her Career On Persistence And Integrity,” by Christopher L. Tyner, was originally published in *Investor’s Business Daily* on July 24, 2001.
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- "GE's Jack Welch: His Innovation Sealed The Company's Success," by Christopher L. Tyner, was originally published in *Investor's Business Daily* on October 31, 2000.
- The majority of these articles have been updated for this collection.

Introduction

Successful people in all fields share similar qualities that move them to the top — desire, determination and drive, for instance. Yet they each have a different approach that gives them a unique edge.

Investor's Business Daily's "Leaders & Success" section tells you exactly how these people became successful, so you can apply their tips, traits and experiences to your life. Every one of these leaders has a story with lessons we can learn from.

In this collection of *Business Leaders & Success*, you'll learn why Sam Walton only opened Wal-Marts in small towns and avoided all big competitors, why he marked up his inventory less than his competitors and how he eventually outstripped those competitors to become the world's largest discount retailer. See how young Mary Kay Ash overcame the early hardship of having a sick father, and later a direct sales career hemmed in by a glass ceiling, only to go on and found her own highly successful cosmetics company. Discover how David Ogilvy began as a cook and then a pollster, and later developed his new ad agency into a giant organization. Find out what Joe Wilson did in the 1950s and 60s to make Xerox a top-performer when consultants and test markets found little interest in the new Xerox dry copier. And learn what Meg Whitman does today to keep eBay growing.

One characteristic you'll discover that all great leaders have in common is a positive attitude that gives them daily inspiration to meet challenges and overcome unforeseen obstacles. They don't get mired down in what went wrong. Great leaders choose to take the most positive approach to what many people would perceive as a huge problem; they fix it, work around it or figure out how to turn that "problem" into a solution.

When A. P. Giannini's bank burned down after the San Francisco earthquake and fire of 1906, he immediately set up a card table on the corner and loaned money — when no one else would — to merchants who all lost their businesses and had no collateral after the disaster. That's how Bank of America began.

And do you know who founded Home Depot? Two friends who'd just been fired from another hardware chain. They turned that negative experience into a positive one by putting their vision of an all-in-one giant hardware store into action.

Disneyland was also born out of a negative set of circumstances. Walt Disney's wife, brother and business partners all refused to invest any money in Walt's new idea to create a theme park dedicated to fun and happiness. Did he let all these naysayers hold him back? Of course, not! He founded a separate company to develop Disneyland and started a highly successful TV show, *The Wonderful World of Disney*, to help finance it.

These are just a few of the amazing facts you'll read about the business leaders in this collection. Avid readers *can* become leaders, and by studying how others have built successful careers, you, too, can get a giant head start on the path to leadership and success.

Everyone wants success at something, and the following 55 stories of unparalleled, entrepreneurial success offer ideas and guidelines that can help you make your desires and dreams a reality. We hope they inspire you the way they continue to inspire us.

Acknowledgments

No book finds its way into the hands of readers without the teamwork and dedication of many hardworking individuals. In particular, I am grateful to Deirdre Abbott, Sally Doyle, Sue Frazer, Cynthia Martin, Ken Shreve and Susan Warfel of *Investor's Business Daily*, and Donya Dickerson and Jane Palmieri of McGraw-Hill, for their excellent and thoughtful contributions to this highly inspirational book. And I especially wish to thank Shana Smith and Joannè von Alroth for their diligence, dedication and superb editorial guidance.

William J. O'Neil
Founder of *Investor's Business Daily*

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PART I

Striving To Be The Best

Nike Co-founder Bill Bowerman

His Innovations For Runners Helped Build An Empire

Track coach Bill Bowerman was eating breakfast one morning in 1971 when his wife, Barbara, opened the waffle iron to pour another serving.

He constantly looked for ways to help his athletes improve. Then it hit him. If he mixed synthetic rubber, poured it into the back of the waffle iron and let it cool, he could make a better sole for a running shoe.

It took some grunting and wrenching with pliers to get the rubber off, wrote Bowerman, co-founder of Nike Inc., in *Guideposts* magazine in January 1988. But when he finally did, he'd come up with the first lightweight outsole, the Waffle sole, which revolutionized the running shoe. Today, every athletic shoemaker uses a waffle sole or some variation on everything from running to hiking shoes.

Bowerman (1911–99), the head track-and-field coach at the University of Oregon in Eugene from 1948 to 1972, was hugely competitive and at the same time fascinated with physiology. In studying the dynamics of running, he saw that the shoes runners used were cumbersome.

In the late 1950s, he devised a shoe with a heel wedge, better support and lighter sole. One problem: He couldn't find a company to make it. Though disappointed, Bowerman was inspired by a message he often used with his teams.