

# Appendix B

## **AUTHENTIC LEADERS INTERVIEWED FOR *TRUE NORTH***

Here are the 125 individuals interviewed for this book, by age bracket.

### **Leaders over Seventy**

Warren Bennis	University Professor and Distinguished Professor of Business Administration, University of Southern California
Sir Adrian Cadbury	Chairman, Cadbury Schweppes (1965–1989)
T. J. Dermot Dunphy	Chairman, Kildare Enterprises LLC; Chairman and CEO, Sealed Air Corporation (1971–1999)
Fisher Howe	Former Associate Dean, School of Advanced International Studies, Johns Hopkins University
Sidney Knafel	Managing Partner, SRK Management Company; Chairman, Insight Communications Company, Inc.; Chairman, Vision Cable Communications, Inc. (1971–1981)
John Mackowski	Chairman and CEO, The Atlantic Mutual Companies (1985–1988)
John Morgridge	Chairman, Cisco Systems (1996–2006); CEO, Cisco Systems (1988–1995)

Zygmunt Nagorski	Founder, Center for International Leadership
George Shultz	U.S. Secretary of State (1982–1989); President, Bechtel (1975–1979)
Helmut Sihler	Chairman, Porsche AG; Chairman of the Central Board Management, Henkel KGaA (1980–1992)
John Smale	Chairman, General Motors (1992–1996); Chairman and CEO, Proctor & Gamble (1981–1990)
Dr. Roy Vagelos	Chairman and CEO, Merck & Co. (1985–1994)
John Whitehead	Co-chairman, Goldman Sachs (1976–1984); U.S. Deputy Secretary of State (1985–1989)
James “Jimmy” Williams	Chairman and CEO, SunTrust Banks (1985–1998)

### **Leaders in Their Sixties**

Ned Barnholt	Chairman and CEO, Agilent (1999–2005)
Richard Braddock	Partner, MidOcean Partners, LLP; President and COO, Citicorp (1990–1992)
Bill Campbell	Chairman and CEO, Intuit (1994–1998)
Marilyn Carlson Nelson	Chairman and CEO, Carlson Companies
Reatha Clark King	Chairman, General Mills Foundation (1998–2002)
David Cox	President and CEO, Cowles Media (1981–1998)

Ian Cumming	Chairman, Leucadia National Corporation
Robert Day	Chairman and CEO, The TCW Group, Inc.
Brad Freeman	Founder and Partner, Freeman Spogli & Co.
David Gergen	Director, Center for Public Leadership, Kennedy School of Government; Harvard University; White House adviser to U.S. Presidents Nixon, Ford, Reagan, and Clinton
Alan Horn	President and COO, Warner Bros.
Jon Huntsman	Chairman, Huntsman Corporation
Dick Kovacevich	Chairman and CEO, Wells Fargo
Bowen “Buzz” McCoy	Adjunct professor, USC; past Partner, Morgan Stanley
Jean-Pierre Rosso	Chairman, World Economic Forum USA; Chairman and CEO, Case-New Holland (1996–2004)
Robert Ryan	Senior Vice President and CFO, Medtronic (1993–2005)
Charles Schwab	Chairman and CEO, The Charles Schwab Corporation
Manny Villafana	Founder, Cardiac Pacemakers Inc. (now Guidant Corporation), St. Jude Medical, and ATS Medical
Sam A. Williams	President, Metro Atlanta Chamber of Commerce

### **Leaders in Their Fifties**

Brenda Barnes	Chairman and CEO, Sara Lee Corporation
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Nancy Barry	President, Women's World Banking
John Brennan	Chairman and CEO, The Vanguard Group
Ellen Breyer	CEO, Hazelden Foundation
Mike Buhrmann	Partner, 1024 Partners, LLC; Founder and CEO, @mobile
Donald Carty	Chairman, Virgin America; Chairman and CEO, American Airlines (1998–2003)
Lady Lynn Forester de Rothschild	Founder and CEO, EL Rothschild, Ltd; Founder, FirstMark Communications, U.S. (1995–1997), Europe (1998–2000)
David Dillon	Chairman and CEO, Kroger
Robert Fisher	Chairman, Gap, Inc.
Ann Fudge	Chairman and CEO, Young & Rubicam
Paul Garcia	Chairman and CEO, Global Payments
Judy Haberkorn	President, Consumer Sales & Services, Verizon Communications, Inc. (1998–2000)
Michelle Hooper	Managing Partner, The Directors' Council; past CEO, Voyager Expanded Learning; Vice President, Baxter Healthcare
Kris Johnson	Managing Partner, Affinity Capital; past Senior Vice President, Medtronic
Lois Juliber	Chief Operating Officer, Colgate-Palmolive (2000–2004)
David Kelley	Cofounder and Chairman, IDEO; Professor of Design Division, Department of Mechanical Engineering, Stanford University
Randy Komisar	Partner, Kleiner Perkins Caufield & Byers; CEO, LucasArts (1994–1995)

Per Lofberg	CEO, Merck Capital Ventures, LLC; Chairman, Medco Health (1993–2000)
Ellen Marram	Operating Advisor, North Castle Partners; President and CEO, Tropicana (1993–1998)
Gail McGovern	Professor, Harvard Business School; President, Fidelity Personal Investments (1998–2002); EVP, Consumer Markets Division, AT&T (1996–1998)
Ann Moore	Chairman and CEO, Time, Inc.
Anne Mulcahy	Chairman and CEO, Xerox
N. R. Narayana Murthy	Cofounder and Chief Mentor, Infosys; Chairman and CEO, Infosys (1981–2002)
Stephanie Odegard	President, Odegard, Inc.
Joel Peterson	Lecturer, Stanford Business School; Managing Partner, Trammell Crow Company (1988–1991)
Addison “Tad” Piper	Vice Chairman, Piper Jaffray Companies; CEO, Piper Jaffray (1983–2000)
David Pottruck	Chairman and CEO, Eos Airlines; Co-CEO and then CEO, Charles Schwab Corporation (1998–2004)
Joe Rogers Jr.	Chairman and CEO, Waffle House
Steve Rothschild	Founder and Chairman, Twin Cities RISE!; past EVP, General Mills
Jon Rounds	Chief Operating Officer, Risc Ventures, LLC
Lewis Sanders	Chairman and CEO, AllianceBernstein, L.P.
Howard Schultz	Chairman, Starbucks; CEO, Starbucks (1987–2000)

Kevin Sharer	Chairman and CEO, Amgen
John Thain	CEO, New York Stock Exchange
Jim Thompson	Founder and Executive Director, Positive Coaching Alliance
Marianne Toldalagi	President, MCT Associates; SVP and General Manager, Consumer Travel Division, American Express (1995–2000)
Dr. Daniel Vasella	Chairman and CEO, Novartis AG
Judy Vredenburg	CEO, Big Brothers Big Sisters of America

### **Leaders in Their Forties**

Doug Baker Jr.	Chairman and CEO, Ecolab
Mike Baker	CEO, Arthrocare
Robert Chess	Chairman and CEO, Nektar Therapeutics
Bruce Chizen	CEO, Adobe Systems
Chip Conley	Founder and CEO, Joie de Vivre Hotels
John Donahoe	President, eBay Marketplace; World- wide Managing Director, Bain & Company (1999–2005)
Donna Dubinsky	Cofounder and CEO, Numenta; Cofounder and CEO, Handspring (1998–2003); CEO, Palm, Inc. (1992–1998)
Mark Ernst	Chairman and CEO, H&R Block
Mark Feidler	President and COO, BellSouth Corporation
Fadi Ghandour	Founder and CEO, Aramex
Andrea Jung	Chairman and CEO, Avon Products

Keith Krach	Founder and former CEO, Ariba, Inc.
Vanda Marlow	Zen Hospice Project
Denise O'Leary	Director, Medtronic; former Partner, Menlo Ventures
Karl-Henrik Robert	Founder, The Natural Step
Paula Rosput Reynolds	President and CEO, Safeco Corporation
Louise Sams	President, Turner Broadcasting System International
Dan Schulman	CEO, Virgin Mobile USA
Michael Sweeney	Managing Director, Goldner-Hawn Johnson & Morrison
Richard Tait	Founder and Grand Poo Bah, Cranium
Kent Thiry	Chairman and CEO, DaVita
Carol Tomé	CFO, The Home Depot

### **Leaders in Their Thirties**

Ian Chan	Founder and former CEO, U.S. Genomics
Cesar Conde	Vice President, Univision
Lisa Dawe	Regional Operations Director, DaVita
Stephen DeBerry	Investment Director, Omidyar Network
Charles Dimmler	General Manager, Geron Corporation
Martha Goldberg-Aronson	Vice President, Investor Relations, Medtronic
Jamie Irick	Vice President, General Electric
Wendy Kopp	President and Founder, Teach For America
Chris Landon	Director, Medtronic Cardiac Rhythm Management
Bernard Looney	Vice President, BP, Plc.

Philip McCrea	Founder and former President, Vitesse Learning
Chris O'Connell	President, Medtronic Emergency Response Systems
Michal Petrzela	Associate, Lightyear Capital
Mark Reynoso	Senior Vice President, Sales & Marketing, Belkin Corp.
Shailendra Singh	Vice President, Sequoia Capital India
Ronald Sonntag	Founder and Chairman, Utah Vacation Homes
Kristopher Woolley	Vice President, Greystar Real Estate Partners
Sam Yagan	Cofounder and CEO, OkCupid

### **Leaders in Their Twenties**

David Darst	Cofounder, Potentia Pharmaceuticals and Cofounder, Medicine in Need
Jonathan Doochin	McKinsey & Company; Founder, Harvard Leadership Institute
Julian Flannery	Staff Assistant to CEO, Morgan Stanley; Assistant to Chief of Staff, The White House
Ryan Frederick	Associate, CoastWood Capital Group
Jared Hutchings	Cofounder and Managing Director, University Venture Fund
Sarah Molloy	Vice President, Acadian Asset Management
Akshata Murthy	Student, Stanford Business School
Kristin Ostby	Director of Central American Operations, Boys & Girls Hope
James "Than" Powell	Marketing, Eli Lilly

Margaret Booth Powell	Marketing Manager, Eli Lilly
Daniel Salvadori	Associate, New Leaf Ventures
Scott Starr	Management Training Program, General Electric
Sara Strammiello	Founder and Executive Director, Year Up Providence Office
Nichole Taylor	Assistant Product Manager, Frito Lay
Alice Woodwark	McKinsey & Company

### **Leaders Profiled from Public Sources and Personal Discussions**

Earl Bakken	Founder and former CEO, Medtronic
Lord Browne of Madingley	Group Chief Executive, BP, Plc.
Warren Buffett	Chairman and CEO, Berkshire Hathaway
James Burke	Chairman and CEO, Johnson & Johnson (1976–1989)
Jeffrey Immelt	Chairman and CEO, General Electric
Alan “A.G.” Lafley	Chairman and CEO, Procter & Gamble
Samuel Palmisano	Chairman and CEO, IBM
Henry Paulson	U.S. Secretary of the Treasury; Chairman & CEO, Goldman Sachs (1999–2006)
Oprah Winfrey	Chairman, Harpo

