



**TV'S LAW & ORDER:
INSIDE THE MONEY MACHINE**

**20 HOT CAREERS FOR
THE NEXT 10 YEARS**

FORTUNE

**75TH
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SERIES

**“The best
advice
I ever
got”**

By Warren Buffett

Jack Welch

Andy Grove

Peter Drucker

Meg Whitman

Richard Branson

A.G. Lafley

and 21 other

business superstars

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“The Best Advice I Ever Got”

Warren Buffett, Richard Branson, Meg Whitman, A.G. Lafley, and 24 other luminaries on the people who most influenced their business lives.

Herb Kelleher, 74

Founder and chairman of Southwest Airlines

Respect people for who they are, not for what their titles are.

“I’d say my mother made more of a difference to me than anyone else did. I know that’s a conventional and perhaps mundane answer, but my family was blown apart at the start of World War II. We went from six to two people, my mother and myself.

“There were so many things I learned from her. One piece of advice that always stuck in my mind is that people should be respected and trusted as people, not because of their position or title. Frequently, position or title did not reflect the true merits of a person. I got a lesson confirming that almost immediately, because there was a gentleman [in our town] who was the head of a financial institution. He was always dressed immaculately, and he gave the impression of being a very upstanding guy. Well, he was indicted, convicted, and sent to jail for embezzling.

“Thanks to her advice, in the business world I try not to judge anyone by superficial standards. I try to approach them with an open mind. I’m very interested in their ideas. You don’t have to have a doctorate to have an idea. You ought to be open to listening to people. Show that you care about them as individuals, not just as workers. You know how some people are always looking over your shoulder to see if there’s somebody more important behind you? Well, one of the things that I’ve tried to do—if I’m talking to a person, that person is the only person in the world while we’re talking. They’re owed that. Besides, they’re usually fascinating. Getting together with the people of Southwest is one of the most rewarding and exciting things in my business life.”

HERB KELLEHER
and his mother, Ruth,
at their Haddon
Heights, N.J., home
in 1943

“I would
**put aside
problems**
and say,
What should
this look
like?”

Klaus Kleinfeld

