

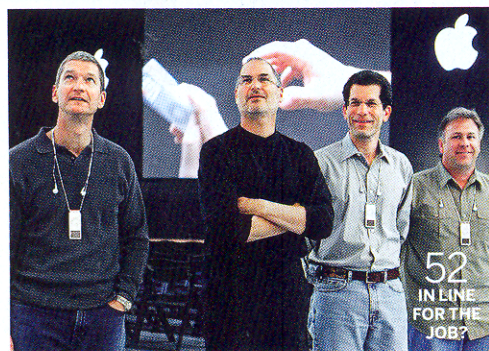
# FORTUNE

11.24.08

Volume 158, Number 9



62  
CAPTAIN OF  
INDUSTRY

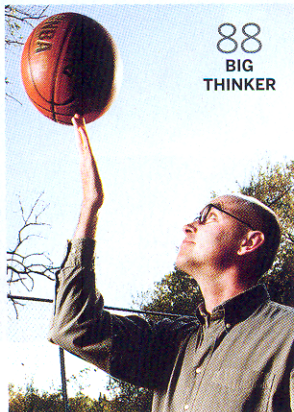


76  
HEDGED  
IN  
↓

52  
IN LINE  
FOR THE  
JOB?



88  
BIG  
THINKER



## FEATURES

### THE PRESIDENT'S CHALLENGE

#### 62 CEO in Chief

The financial crisis has compelled Barack Obama to get down to business with an all-star team of CEOs and thinkers. *BY NINA EASTON*

#### 70 A Goal We Can Believe In

Obama should get us focused on one clear economic mission: boosting U.S. exports. *BY RAM CHARAN WITH JIA LYNN YANG*

#### 52 The Genius Behind Steve Jobs

Could operations whiz Tim Cook run the company someday? *BY ADAM LASHINSKY*

#### 72 Keeping Good Company in Tough Times

The 2008 Accountability Rating, ranking the world's 100 largest companies by their effectiveness as managers of corporate social responsibility issues. *BY STEPHANIE N. MEHTA*

#### 76 Ospraie in a Corner

Dwight Anderson built his hedge fund into a \$9 billion empire by offering to tame the commodities markets for his investors. So why did he have to close his main fund this summer? *BY TELIS DEMOS*

### LEADERSHIP

#### 86 Meet Your New Leader

How fallout from the financial crisis could elevate Lifeguard leaders to the top of corporate America. *BY JENNIFER REINGOLD*

#### 88 Ten New Gurus You Should Know

*BY JENNIFER REINGOLD WITH CHRIS TKACZYK*

#### 94 Secrets of Their Success

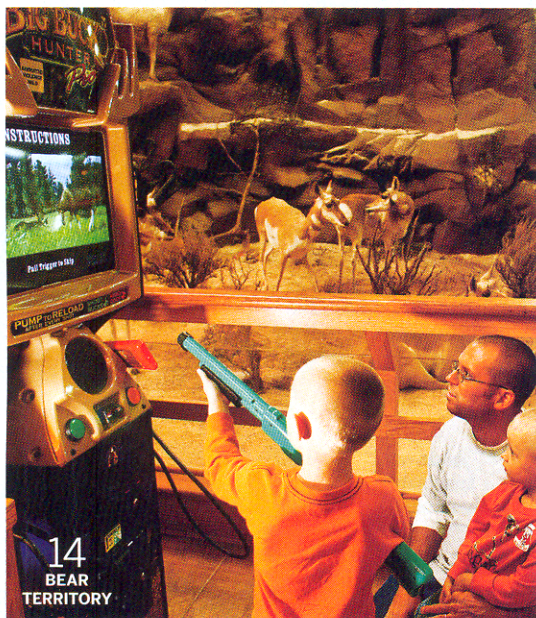
Malcolm Gladwell on what separates extraordinary achievers from the rest of us.



# FORTUNE

Volume 158, Number 9

→  
18  
HARD  
SELL



14  
BEAR  
TERRITORY



28  
DESERT  
BOOM

31  
PDA  
PICKS



## FIRST

### 14 Bargain Hunting

Has the American consumer become roadkill? Pundits are predicting one of the worst holiday shopping seasons in more than a decade.

BY SUZANNE KAPNER

### 16 The United States of Recession

As the outlook worsens for local economies, we check in on your home state.

BY BETH KOWITT

### 16 Book Value

*Buyology* tackles what works and what doesn't in advertising.

BY JIA LYNN YANG

### 18 The Deal

Save Detroit? Great idea. The trouble is that the numbers for GM's buying Chrysler just don't add up.

BY ALLAN SLOAN

### 22 Private Money's Balancing Problem

A basic math problem is causing a selloff in private equity—and providing opportunity for a little-known subset of investors.

BY MICHAEL V. COPELAND

### 22 Big Gets Bigger

Exxon Mobil's earnings in one quarter now exceed the GDP of Iceland.

BY JIA LYNN YANG

### 24 The Three-Minute Manager

We're having a bad year. How can I keep employees motivated without giving bonuses?

BY MINA KIMES

### 26 The Bravest Woman in Oil

Ann Pickard, Shell's chief in Nigeria, knows the true meaning of oil crisis.

BY JON BIRGER

### 26 No Glow for Chinese Firms

Surveys have shown that consumers' opinions of Chinese goods, having risen after the Beijing Olympics, have now reverted to historic levels.

BY STEPHANIE N. MEHTA

### 28 Breaking Views

Bailout in the desert: a story of two desert siblings, one with oil, one without.

BY UNA GALANI AND EDWARD HADAS

## TECHNOLOGY

### 31 BlackBerry Battles Back

Apple's iPhone is threatening RIM's dominance in smartphones. In response, the Canadian company just launched three new models. Will the gambit work?

BY JESSI HEMPEL

### 10 LETTERS

96 BING!