



Great CEOs.
They're
unbeatable at
Running
numbers.

BY CHARLES BUTLER
PHOTOGRAPH BY FREDRIK BRODÉN

Launching
the next can't-
miss product.
Setting a
vision for the
Company.

And these days,
more of them
gain an edge just
by changing
their shoes.



JIM JENNESS PULLS out a spreadsheet. Nothing strange there, right? The guy heads Kellogg's, the breakfast-food conglomerate with \$10 billion in revenues worldwide. Sales have jumped nine percent since he took over the company last February, along with a three-percent stock-price gain. So spreadsheets should be as much a part of his day as milk bowls and box-top contests.

But this one differs from the kind the accounting department cranks out. There's no P&L line. No amortization line. Not even a bottom line. Rather, the CEO says as he looks over a single piece of paper in his Battle Creek, Michigan, office, "It's my training schedule." Jenness, 59, has run every LaSalle Bank Chicago Marathon since 1991 when he clocked in with a time of 3:50. And on October 9 he's booked for his next one, which he plans to finish around or better than last year's time of 3:27. Like any runner committed to maintaining such a pace, his schedule offers a mix of workouts, from long runs to speedwork. For instance, he has an interval session consisting of 10 800-meter repeats in a 3:15 pace.

Over the years Jenness's dedication to distance running has paid off. Besides his Chicago Marathon streak, he's taken on Boston's Heartbreak Hill three times, admitting that it took "six or seven attempts to qualify." He even requalified for Boston one year while running the race, which "given the difficulty of Boston versus Chicago was something I felt very good about." He has a professional resumé to feel good about, too. His rise to the top of the Kellogg Company, No. 234 on the *Fortune* 500, caps a career that includes a 22-year run at Leo Burnett, the Chicago-

based advertising agency where he worked on the Kellogg's account, playing a big part in keeping the likes of Tony the Tiger, Toucan Sam, and Ernie Keebler on the minds of consumers around the globe. The responsibilities multiplied when Jenness was named Kellogg's Chairman and CEO, putting him in the lead of a company with 25,000 employees, customers in 180 countries, and shareholders biting for more return on their investment. It's an ultramarathonic, pressurized job—and that's where all the running and training and race plotting come in. Jenness says of his sport, "Running is a stress reliever, a perspective regainer. It is a reinvigoration." And the marathons? "[They're] a confidence builder, a self-esteem builder. If you feel good about yourself, you're going to do better in business."

Of course, whatever psychic payoff Jenness gets from a good run, he also taps into that competitive tank usually reserved for the breakfast wars of Monday through Friday. For proof, consider what he's added to his Chicago Marathon log: *The biggest deal is to do more and longer runs. The next biggest deal is to do speedwork. And remember, the Big Marathon is for fun and satisfaction, not time.*

Then, in parentheses, he tacks on, *Who's kidding who?*

Jim Jenness CEO, KELLOGG COMPANY

AGE: 59 **MARATHONS:** Chicago, Boston, New York, London **PR:** 3:25

RAVE RUN: The Chicago Lakefront

CLAIM TO FAME: Running the Chicago Marathon each year since 1991.

CEO SPEAK: "Running has given me the time to have some of my best thoughts."

the e-mails and meetings and senior VPs for a while? Whatever the reason, here's the reality: More and more American companies—and international ones, too—are being run by runners. Corporate titans who can talk 10-Ks as easily as they do 10-Qs.

In the last two years alone a fleet of runners has joined Jim Jenness in leading first-string multinational companies. There's Greg Brenneman, brought in to fix the floundering Burger King company. He's run the Boston and New York City marathons and is up most mornings by 4:30 to crank out an eight-mile run. The Walt Disney Company's incoming boss, Robert Iger, can be seen

doing predawn runs in Central Park when he's in New York and participating in celebrity triathlons when in L.A. You'd figure the CEO of Nike would know how to lace 'em up. But even before Bill Perez succeeded the shoe company's legendary founder, Phil Knight, as CEO last December, he ran staid SC Johnson—makers of such household staples as Pledge and Drano—while polishing off marathons everywhere from Chicago to Madrid.

Klaus Kleinfeld became a top gun earlier this year, heading the enormous German-based multinational Siemens AG. He oversees operations in 190 countries. Still, he's training for his fourth straight ING New York City Marathon on November 6, bringing his MP3 jukebox along on long runs to pound to the beat of Eric Clapton, Nelly, Jimi Hendrix...and CEO savant Jack Welch. Yep, Kleinfeld says the long roadwork gives him time to absorb the audio version of *Winning*, the latest management primer by the hard-nosed former General Electric boss. Funny, but even with his German accent Kleinfeld sounds a bit like Neutron Jack when he explains his mood on days when he doesn't make it out for his early-morning run. "I feel really bad," he says. "Every time it happens, I blame myself—and then my office." He chuckles slightly. "When it happens, it's because I didn't get more than four hours sleep. Even I have trouble working on four hours sleep."

WorldCom, and Tyco, all busted in recent years for alleged corporate indiscretions. But management experts say a new boss is emerging in this post-scandal world. Dennis Carey, a partner at Spencer Stuart, the Philadelphia-based executive recruiting firm, contends that most corporate boards are now looking for leaders who "get to the office early, stay late, and know that things don't come easy. That you are going to take a lot of licks, and that the job's never finished."

That's why Carey, a former collegiate swimmer and triathlete, says he often looks for candidates with an athletic pedigree—prospective chief executives with a ground in finance or sales or law but also "a commitment to sports, which teaches humility because you know how tough it is to get the results you desire. Arrogance doesn't fit in the executive suite." One of Carey's most notable placements was Ed Breen as the CEO of Tyco, the company disgraced by the lavishly criminal activities of its former boss, Dennis Kozlowski. Tyco's share price has more than doubled in the three years since Breen, a successful college wrestler, took over the company.

But while you'd expect an athlete to bring a certain "we're-all-in-this-together" attitude to leading an organization, doesn't the reputation of the singular, sometimes idiosyncratic runner work in

A new boss is emerging in this post-scandal world. "It's about integrity, hard work, passion, dedication," says headhunter Dennis Carey. "If you had a position spec for a great runner, it would be the same for a great CEO."

These bosses join such incumbent running chiefs as PC entrepreneur Michael Dell, known to run the popular Statesman Capitol 10,000 in Austin, Texas; Jack Brennan of mutual fund giant The Vanguard Group, who has gone 26.2 more than 20 times; and PepsiCo's Steve Reinemund, whose racing history ranges from the first Marine Corps in 1976 to last spring's Paris Marathon. And while only a few women are leading large companies, two of them, Meg Whitman of eBay and Anne Mulcahy of Xerox, are both said to be treadmill regulars.

Running has so infiltrated the corner office, in fact, that a CEO Marathon Challenge is in the works. The brainchild of Colorado promoter Ted Kennedy, who already organizes the CEO Ironman Challenge (where top execs fight for slots in the Ironman World Championships in Hawaii), this CEO run-off will take place as part of December's Las Vegas Marathon. "Then we'll know," says Kennedy, "who the fastest CEO really is."

Of course, the thought of sweat-soaked CEOs comparing PRs and favorite GU flavors may seem out of place at a time when federal crime busters seem to be hunting corporate heads as if they were drug traffickers. Just ask the former bosses at Enron,

contrast? Carey shakes his head. "It's about integrity, hard work, passion, hands-on dedication. All the things that if you had a position spec for a great runner, it would be the same for a great CEO."

Plus, it can't hurt to be physically up for the stresses and challenges that come with the top job. As Curt Coffman, author of the best-selling management book *First, Break All the Rules*, puts it, "The health of the CEO is a significant board-of-directors concern. An active, fit, running CEO can allay a lot of worries."

Forget about health. Bill Gross was more concerned with impressing his date as they discussed running one night in a San Francisco restaurant several years ago. Recently divorced, Gross had just started seeing the woman, and as they talked they began nudging each other toward a daring run-off—just the kind of high-stakes play that drives Gross daily. Known in the financial world as the Bond King, Gross, the chief investment officer for the Pacific Investment Management Company, manages more than \$500 billion in assets and has been known



Steven Reinemund

CEO, PEPSICO

AGE: 57 **MARATHONS:** Marine Corps, New York, Paris **PR:** 4:00

RAVE RUN: White Rock Lake, Dallas

CLAIM TO FAME: Ran last spring's Paris Marathon with his son, Jonathan.

CEO SPEAK: "With running you can set your own target. The challenge is trying to meet it."

Carla Cico

CEO, BRASIL TELECOM

AGE: 44 **MARATHONS:** New York, Chicago, Paris **PR:** 4:15

RAVE RUN: 330-meter track at BT headquarters

CLAIM TO FAME: 29 Brasil Telecom employees have run marathons since she became CEO.

CEO SPEAK: "Everyone associates our company with running. It's become a brand for us."

Klaus Kleinfeld

CEO, SIEMENS AG

AGE: 47 **MARATHONS:** New York (3) **PR:** 5:02

RAVE RUN: New York's Central Park

CLAIM TO FAME: "My marathon medals are in my home office. I would never give them away."

CEO SPEAK: "Because I run in the morning, it gives me this additional kick of oxygen. I start to think about things I want to get accomplished."

to set the complex bond markets gyrating with his often-aggressive maneuvers. But as Gross remembers that evening, "My friend took out a map and said, 'Why don't we run to...' and stabbed her finger on the map. It landed on a place called Leggett, California. She said, 'Why don't we leg-it to Leggett?'" At the time, Gross was a 6:30 miler, but had only run one half-marathon. "I said, 'You can't be serious. That's like 230 miles.'"

Instead, he proposed running from the Golden Gate Bridge to Carmel, California, a mere 157 miles. They decided to break the journey up into six 26.2-mile legs run over consecutive days, each night finding a motel where they could recover. "I'm an obsessive person, and she was too," he says. "So two obsessive people said, this is our goal, and we damn well better do it." As it turned out, a botched bond deal never hurt like the march to Carmel. After day one, Gross says, "I could hardly walk." A couple of days later he was comparing his pain to a kidney stone. In fact, just two miles from Carmel, one of his kidneys was in such distress that Gross's friend begged him to stop running. "We gotta finish," he told her. They did, followed by a fast trip to a hospital where he learned that one kidney was bleeding from the week's worth of pounding. Fortunately, he healed quickly, but another blow was coming. "The woman dumped me three months later," Gross admits.

Consider Bill Gross for a moment. Management gurus say that the traits he exhibited during his six-day run—and throughout his successful career—are the norm among corporate leaders. These people are known for setting high standards; planning strategies to achieve them; and not letting so-called "challenges" like ruptured kidneys stop them. So if it's not targeting a 25-percent sales growth each year, then it's planning to PR at a fall marathon.

Gerald Bell, Ph.D., a management professor at the University

of North Carolina, offers this summation of the running CEOs. "Successful people tend to think of long-term horizons, whereas the unsuccessful think more about the immediate. Anticipating the future lets them get through the pain of the present. While the normal person will say, 'I'm exhausted, it's too dark, I won't run,' the successful leader knows how to suffer and suffer smart."

That's why, it seems, the running CEOs tend not to let boundaries get in their way. Or alarm clocks. Take Nike's Bill Perez. Most mornings he's up at 4:00 a.m. He pours a cup of coffee, checks his e-mail, then heads out, at 5:00, for a four-mile run along the Willamette River in Portland, Oregon. On those runs, says Perez, a 3:48 marathoner, "I time myself every morning. You always want to have a better time. You have to believe in continuous improvement."

Carla Cico became more serious about running just a few months before being tapped as CEO of Brasil Telecom in 2001. Since then she has grown sales at the previously state-owned utility (last year they were up 15 percent), been named by *Forbes* as one of the 50 most powerful women in the world, and run a 4:15 marathon. Still, she's not satisfied. Cico, who works out at 4:30 a.m., says she won't start training for her next goal—qualifying for the Hawaii Ironman—until she goes sub-four hours for the marathon. Her next attempt comes when she joins Klaus Kleinfeld in the field of the ING New York City Marathon.

In many cases, a CEO's worth is based on hitting marks, like an end-of-day stock price or the quarterly earnings report. Running can deliver one more. In 1981, Peter Dolan, now the CEO of pharmaceutical giant Bristol-Myers Squibb, decided to run his first marathon. He was 25 years old and did New York in 3:55. He didn't try another marathon until Boston in 1996, the year or-

ganizers allowed thousands of runners in through a special 100th anniversary lottery. Dolan's goal was to beat his 15-year-old mark and to prove that "I was in better shape" at age 40 than 25. Instead, he finished in 4:12, delayed by the more than 38,000 runners racing that day. He was frustrated, but not defeated. Just three weeks later he ran the Pittsburgh Marathon, and PRed with a 3:48.

Today, knee problems have forced Dolan to do more cycling than running. Still, he says, "The discipline, focus, and perseverance required to be a runner clearly translate into skills that are necessary and important to business. Breaking down a job into more manageable bites and setting up milestones along the way is how someone goes about running a long race—and running a business." Plus, Dolan says, with running "you get a fabulous workout in 20 minutes. You can measure your level of fitness no matter where you are."

John Legere didn't need anything but a copy of *The New York Times* to gauge his fitness level. There, accompanying a July 31, 2002, story about Legere's previous day of testimony before a U.S. Senate committee on problems in the telecommunications industry, was his photo, his face a ripe tomato. "It was this horrible picture. I had gained so much weight," says Legere, the CEO of Global Crossing, who was pushing 190 pounds at the time. "My brother called me and said, 'Dude, you're gonna die.'"

Today he's down to 170 pounds, hoping to be at 163 in time for the ING New York City Marathon. He clocked 3:15 last November and he thinks he can go sub-three. But Legere, 47, has lost more than just weight in the past three years. His company,

once a fast-rising telecom enterprise, is down to 3,600 employees (after peaking at 17,000), part of the fallout from going through the fourth-largest bankruptcy in U.S. history. In addition it endured a Securities and Exchange Commission investigation into alleged violations committed by the company's previous CEO and other senior executives.

While not a target of the probe, Legere became the face of the stricken company. A face that got chubbier as problems arose. Global Crossing's troubles, he admits, contributed to stress at home, lost sleep, and those extra pounds. "I was in the eye of the storm," Legere says. "I tried to eat my way out of the problems." What wasn't he doing? Running, something that had kept him fit, physically and mentally, since he was a teenager.

For all the seven-figure salaries, corporate perks, and stock options, CEOs deal with plenty of stomach-wrenching, head-thumping stress. Just what does it feel like to always be on-call to customers, employees, stockholders, *The Wall Street Journal*, and your family? "It's like having CNN running in the background of your life, 24/7," says Peter Dolan. "The job is always there."

For many CEOs, a run provides a brief escape, or at least an opportunity to think about the job without a lot of clutter. "Time to think through a subject," as PepsiCo's Reinemund puts it. He averages a four-to-eight-mile run four to five days a week, often along White Rock Lake near his home in Dallas. "I always keep a pad of paper and pencil in my car. I'll come back and try to capture what I thought about—anything from a new product idea to how to deal with a competitor."

Jack Brennan, a 3:10 Boston marathoner, often runs midday when the financial markets have slowed for lunch. He heads off from the suburban Philadelphia headquarters of Vanguard, the

Fast Companies

Forget barbecues and birthday parties.
To build team spirit at your company, go for a good run.

IT USED TO BE that when the topic of sports and the workplace came up, all talk centered on either how the sales team fared in its latest corporate golf outing or who pulled a hamstring at the company softball game. But these days another sport is invading Corporate America. "Running," says Katrina Price, an attorney in legal services at Shell Oil in Houston, "is the new golf."

She should know. Over the past five years, Price, a 1:13 half-marathoner, has watched Shell's corporate running team swell from 25 runners to more than 150. The team competes against ExxonMobil and other area companies in the Houston Corporate Track and Field Challenge and various local road races.

Shell is one of a growing number of companies with active, and expanding, employee running programs. From old standards like Anheuser-Busch and General Electric to young guns like Google and Yahoo!, companies hip to the benefits of running are making a sizable blip on the corporate radar screen. Just consider the JP Morgan Chase Corporate Challenge, which attracted more than 106,000 runners last summer for its international 5-K series. Traditionally, companies such as GE, Raytheon, and GlaxoSmithKline dominate regional and national challenges. There's also the USCAA Corporate Track and Field Championships, which now has 460 competitors taking part in an Olympic-style competition.

Why the boom in corporate running? For one, runners are healthy, and healthy employees can save companies money. In a recent PricewaterhouseCooper's management survey, 80 percent of chief financial officers say that by encouraging healthier lifestyles, companies



SWEAT EQUITY The JP Morgan Chase Corporate Challenge championships take place October 1 in New York City.

can reduce health-care costs. Notes Barbara Paddock, who oversees the Corporate Challenge: "The health benefits of running are physical, mental, and emotional, where employees can let out their stress in a healthy way rather than a three-martini lunch."

Beyond saving bucks, companies that offer activities like running can expect to attract, and ideally keep, valued employees. Take Yahoo!. In the competitive world of Silicon Valley, Yahoo! knows it needs to draw quality employees to maintain its dominance in the Web world. "We're not selling widgets, we're reliant on brainpower—and we see value in getting outdoors," says Susan Decker, Yahoo!'s CFO. With a running trail just off-campus overlooking the San Francisco Bay and inter-company races, Yahoo! is doing just that. "If you are an active person, we want to be attractive to you."

GE has found that a few good races can keep employees around for the long run. "There have been a number of employees who've told me they decided not to make job changes just because of our track team," says Kevin Holtzclaw, senior program manager at GE and

co-captain of its running team. "Sometimes you have to balance out what is important to you in life, and it seems that running is pretty damned important."

At the last Houston Corporate Track and Field Championship such intensity showed. The meet came down to the final relay event, where Shell's Price built a lead with her one-mile leg then watched as her teammate held on to beat defending champion and arch-rival ExxonMobil. How did Price and her Shell teammates celebrate? They shared pizza at a nearby restaurant with their defeated opponents. If only the marketplace were so civil.

—TYGHE TRIMBLE

WHO'S NUMBER ONE?

RUNNER'S WORLD is searching for the best running companies in America. If your company encourages running—to promote fitness, corporate camaraderie, or just fun—let us know. In 300 words or less, tell us why your company's running program beats all others. E-mail entries to runningcompanies@rodale.com. Winners will be announced in a future issue.

second-largest mutual fund investor, by himself or with coworkers who can keep up with the boss. "I work long days and find a run reenergizing," Brennan says. "If I can get out at noon, I'm rarin' to go for another six or seven hours, and then go home and can be a competent father and husband. If you're in a high-stress, high-impact job and don't make fitness a priority, it's a mistake."

Legere, a first-time CEO when he took over Global Crossing, knows that now. A 4:20 miler in high school, he ran at the University of Massachusetts and later for the Saucony running team. In his early 20s, he did a marathon in Newport, Rhode Island, in 2:30. But even knowing the benefits of a good run, Legere didn't make time for many as the crisis escalated at Global Crossing. Only when he saw his photo in the *Times* did he tell himself, "This job is not going to kill me." He got back to doing six-to-eight-mile runs, added speedwork, and eventually teamed up with a coach based in New Zealand who sent him workouts via e-mail. In 2004, he ran Boston as part of a charity team, then qualified for this year's race with his 3:15 in New York last November. And along the way he brought Global Crossing out of Chapter 11.

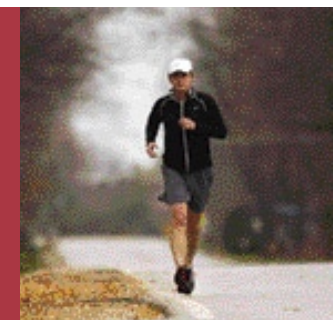
Legere knows the company is hardly back to its prebankruptcy fitness, when it had a market cap greater than General Motors.

MBA-speak. And if you're a reporter, on deadline, who needs the CEO to comment about a sinking stock price or clunky earnings report, good luck. His PR brigade will keep him locked down.

But if you're a reporter who wants to talk to the chief about running, of all things, then bring lots of notebooks. The subject makes these people share the kind of personal details they'd likely never offer the business press. Klaus Kleinfeld tells you he runs with a pulse monitor; on good days its reads a healthy 145. Tom Curley, CEO of The Associated Press, tells you his yellow Lab Marcy has a habit of fetching his New Balance running shoes for the 10-mile runs they take together on weekends. Doug DeVos, CEO of Amway, tells you that running has helped him drop 25 pounds and he's in the best shape since playing college football 20 years ago. Greg Brenneman tells you that one recent morning he did a 5 a.m., five-mile run in London's Hyde Park, boarded an 8 a.m. flight to New York, then looped Central Park once he arrived in the city. "What a great double," the Burger King boss says.

You listen as they offer their secrets, with passion and humor and sometimes pain, and they start to seem less distant. They sound like anyone else you might see on the bagel-and-water postrace line. And these days, after having watched so many

By 5 a.m., Nike's Bill Perez is off and running. "I time myself every morning. You always want a better time. You have to believe in continuous improvement."



But he doesn't seem too worried, comparing the company's future with an event he knows all too well. "It's a long-term project," Legere says, "but I love it as if I were doing the marathon."

Ah, a variation on the oft-used CEO bromide: *Business is not a sprint. It's a marathon.* Hear that at a company meeting for the 100th time and the eyes start to roll. But hear it from someone who actually has pushed through the wall at 110th Street and Fifth Avenue in New York, and it's easier to buy the pitch. It feels legitimate.

As John Legere sits in his New York City office and tells his story, a story about being a runner and a CEO, and how the two connect, he's animated, raising his arms, poking his head forward to make a point, and laughing at the memories of his various runs. It's sort of strange.

He's a CEO, and let's face it: The image we have of these big-time leaders can be pretty chilly. Usually it's that of a middle-aged man, dressed in a pinstripe suit, with a stony face and a knack for

CEOs behave so recklessly with their companies' and their employees' futures, we need some reasons to believe in these people again. To know they crave the small things, too, like wanting to shave just a few seconds off their 5-K time.

Of course, running CEOs are not immune to dodgy days. The stock price at Bristol-Myers Squibb is down 48 percent since Peter Dolan took charge. At Siemens AG the stock is off 11 percent since Kleinfeld became boss. So having a marathon on a resumé can't guarantee bullish days. Just perspective.

In the depths of Global Crossing's crisis, John Legere went to Rochester, New York, and won the CEO division of a JP Morgan Corporate Challenge. While many in the crowd murmured on hearing the tainted company's name, Legere didn't flinch. He says the win signalled something to those employees watching. "In times of crisis for a company, you're only talking to two people: your customers and your employees. If you can keep them, you will survive," Legere says. A pause. "Some days in the middle of all our problems I would wake up and say, 'Who the hell is going to tell me everything will be okay?' And then I'd go out for a run." **RW**