



2 GE



3 Starbucks



4 Wal-Mart



5 Southwest



6 FedEx



7 Berkshire Hathaway

FORTUNE

Dude!
DELL's
No.1



**AMERICA'S
MOST
ADMIRED
COMPANIES**

It takes two:
Michael Dell
and CEO
Kevin Rollins

Where Companies Rank in Their Industries

It's no easy thing to get to the top of FORTUNE's 23rd annual Most Admired list. But making the achievement more remarkable still is that the voters in this corporate Oscar race are each company's staunchest rivals. That's right, once again FORTUNE and its survey partner, Hay Group, asked the top managers at 582 companies (the largest by revenues in each sector) to judge their competition. In all, 10,000 executives, directors, and securities analysts rated the companies in their industry on eight attributes. To find our overall top ten, we then asked voters to name the companies they most admire in *any* business from a pool that included last year's top quartile of finishers plus the top two on each industry list.

Corporate reputation: eight key attributes

To arrive at each company's score on the industry rankings, we averaged the scores of these eight criteria.

- Innovation
- Financial soundness
- Employee talent
- Quality of management
- Use of corporate assets
- Long-term investment
- Social responsibility
- Quality of products/services

56. Airlines

2004/2003

SCORE

1	1	Southwest Airlines	7.35
2	2	Continental Airlines	7.22
3	•	ExpressJet Holdings	5.84
4	5	Northwest Airlines	5.75
5	4	Alaska Air Group	5.51
6	6	AMR	5.18
7	7	America West Holdings	4.25
8	3	Delta Air Lines	3.72
9	9	UAL	3.26
10	8	US Airways Group	2.18

• Not ranked last year.



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

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

FORTUNE

**75TH
ANNIVERSARY
SPECIAL**
FIRST IN A
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

MARCH 21, 2005

www.fortune.com (AOL Keyword: Fortune)

“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

