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The 100 Most Powerful Women

Elizabeth MacDonald and Chana R. Schoenberger, 07.28.05, 6:00 PM ET

Our second ranking of the World's Most Powerful Women illustrates how fleeting power is. Megawati Sukarnoputri, the former president of Indonesia who lost her reelection bid, dropped off the rankings. Gone, too, is Carleton (Carly) Fiorina, booted from Hewlett-Packard. The scandal-plagued president of the Philippines, Gloria Arroyo (No. 4), could soon be off as well. Among the newcomers: Yulia Tymoshenko (No. 3), prime minister of Ukraine. More...

Reported by Suzanne Hoppough, Luisa Kroll, Anne Mintz, Victoria Murphy and Tatiana Serafin. Additional reporting by Stephane Fitch, Alina Hartounian, Leah Hoffmann, Kiyoe Minami, Lacey Rose, Matthew Swibel, Wendy Widman and Cristina von Zeppelin.

The up-and-comers, the ones to watch, the returnees. Here are the women who make things happen.

Our power rankings are based on a composite of visibility (measured by press citations) and economic impact. The latter, in turn, reflects three things: résumé (a prime minister is more powerful than a senator); the size of the economic sphere over which a leader holds sway; and a multiplier that aims to make different economic yardsticks comparable. For example, a politician is assigned a GDP number but gets a low multiplier, while a foundation executive is assigned the foundation's assets but gets a high multiplier.

Assistance: Catalyst, a research nonprofit; Laura Liswood, secretary general of the Council of Women World Leaders; and Elizabeth Ryan of Worldwit, a women's business group.

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Most Powerful Women Humanitarians

Chana R. Schoenberger, 07.28.05, 6:00 PM ET

NEW YORK - These eight humanitarians on The 100 Most Powerful Women rankings, while united by their quest to change things, are widely different in their aims—and in the environments in which they work, be it helping oppressed women in the darkest corners of the world or toiling to push back the horrors of disease and poverty. Dr. Julie Gerberding, the head of the U.S. Centers for Disease Control, is on the front lines of bioterrorism prevention, but her scientists are also working to stop everyday killer

diseases and fight such scourges as obesity. Jordan's Queen Rania has won acclaim for her advocacy on behalf of oppressed women in her country, setting an example throughout the Middle East. And both Susan Berresford of the Ford Foundation and Melinda Gates of the Bill & Melinda Gates Foundation are funding major initiatives across the globe to combat health problems and poverty.

The Most Powerful Women In Business

Chana R. Schoenberger, 07.28.05, 6:00 PM ET

NEW YORK -

Nowhere have women made larger strides in recent years than in the business world. Women chief executives, while still far short of the majority, are no longer unusual. Three of our top ten Power Women now run companies as chief executives; another is a chief financial officer. Indeed, the rise of executive women has led to a deep representation on our list, with 47 of the 100 Power Women coming from the corporate world. Old hands include Chief Executives Anne Mulcahy of Xerox (nyse: XRX - news - people) (No. 7), Patricia Russo of Lucent (nyse: LU - news - people) (No. 15) and Mary Sammons of Rite Aid (nyse: RAD - news - people) (No. 26). New to the list this year are women such as Morgan Stanley (nyse: MWD - news - people) President Zoe Cruz (No. 17), a fixed-income specialist and financial whiz who withstood a power struggle to emerge as the sole president of the firm even as the chief executive's post turned over; and Patricia Dunn of Hewlett-Packard (nyse: HPQ - news - people) (No. 19). Dunn is the chairman and the top-ranked woman at the tech giant, now that last year's highest-place businesswoman, Carly Fiorina, has been fired. But her sacking, of course, didn't mean an exodus of women out of the chief executive's suite. Just after Fiorina left HP, food giant Sara Lee (nyse: SLE - news - people) chose Brenda Barnes (No. 10) as its chief. It's likely that even more businesswomen will make it onto the Power Women list in future years.

Most Powerful Women In Media

Suzanne Hoppough , 07.28.05, 6:00 PM ET

NEW YORK - The most powerful women in the media world may not be recognizable by name, but their companies are pretty fierce: NBC's Today Show, ABC's Good Morning America, CNN, Buena Vista Pictures, People magazine, The Wall Street Journal, The New York Times and Cosmopolitan, to name a few. Their collective efforts span the fields of journalism, movies, television and print worldwide. Whether Diane Sawyer is investigating America's veterans' hospitals, or Stacey Snider of Universal Pictures is releasing Oscar-winning features such as Ray, these 20-karat women are permanently changing the media sector.

In the field of publishing, some may say that it's a man's world, but to this set, it's all women. Publishing wasn't the first career choice for the media women in our rankings of the World's 100 Most Powerful Women.

Janet Robinson left teaching public school after 11 years to start her life all over again in publishing. Today, she runs a company that owns a newspaper that has won 90 Pulitzer Prizes. "I learned that taking a risk is often the only way to move forward and find your passion," she said. In December 2004, she became chief executive of The New York Times Co. (nyse: NYT - news - people) Like Robinson, J.K. Rowling was also a teacher years before penning the Harry Potter series, which made her a billionaire.

Most Powerful Women In Politics

Chana R. Schoenberger, 07.28.05, 6:00 PM ET

NEW YORK - This year, 26 world leaders appear on our list of The 100 Most Powerful Women. Heads of state include women leaders of the Ukraine, the Philippines, Ireland, New Zealand, Sri Lanka, Bangladesh, Finland, Latvia and Mozambique. Other national figures play major roles in their own countries and on the world stage. As Minority Leader of the U.S. House of Representatives, Nancy Pelosi, a longtime congresswoman from California, runs the Democratic Party's defense against the Republican majority in the House. In France, cabinet ministers Michèle Alliot-Marie (No. 53, defense) and Christine Lagarde (No. 88, trade) help coordinate foreign policy as Europe struggles to integrate. And Louise Fréchette (No. 66), as Kofi Annan's deputy at the United Nations, is helping to rescue the international organization from the scandals of the Oil for Food program, among other imbroglios.

Rank	Name	Country	Occupation
1	Rice, Condoleezza	U.S.	Secretary of state
2	Wu Yi	China	Vice Premier, minister of health
3	Tymoshenko, Yulia	Ukraine	Prime minister
4	Arroyo, Gloria	Philippines	President
5	Whitman, Margaret	U.S.	Chief executive, eBay
6	Mulcahy, Anne	U.S.	Chief executive officer, Xerox
7	Krawcheck, Sallie	U.S.	Chief financial officer, Citigroup
8	Barnes, Brenda	U.S.	Chief executive officer, Sara Lee
9	Winfrey, Oprah	U.S.	Chairman, Harpo
10	Gates, Melinda	U.S.	Co-founder, The Bill & Melinda Gates Foundation
11	Lauvergeon, Anne	France	Chairman, The Areva Group
12	Gerberding, Julie	U.S.	Director Centers for Disease Control and Prevention
13	Russo, Patricia	U.S.	Chief executive, Lucent Technologies
14	Xie Qihua	China	Chairman, president, Shanghai Baosteel
15	Suu Kyi, Aung San	Myanmar	Nobel Peace Laureate
16	Cruz, Zoe	U.S.	Acting president, Morgan Stanley
17	Dunn, Patricia	U.S.	Nonexecutive chairman, Hewlett-Packard; Global chief executive, Barclays Global Investors
18	Scardino, Marjorie	England	Chief executive, Pearson
19	Cohen, Abby Joseph	U.S.	Chief U.S. portfolio strategist, Goldman Sachs Group
20	Livermore, Ann	U.S.	Executive vice president, technology solutions group, Hewlett-Packard
21	McAleese, Mary	Ireland	President
22	Catz, Safra	U.S.	President, Oracle
23	Ginsburg, Ruth Bader	U.S.	U.S. Supreme Court Justice
24	Clark, Helen	New Zealand	Prime Minister
25	Kumaratunga, Chandrika	Sri Lanka	President
26	Clinton, Hillary Rodham	U.S.	U.S. Senator
27	Sammons, Mary	U.S.	Chief executive, president, Rite Aid
28	Nooyi, Indra	U.S.	President and chief financial officer, PepsiCo
29	Zia, Khaleda	Bangladesh	Prime minister
30	Ho Ching	Singapore	Chief Executive, Temasek; first lady
31	Halonen, Tarja	Finland	President
32	Cico, Carla	Brazil	Chief executive, Brasil Telecom
33	Sweeney, Anne	U.S.	Co-chair, Disney Media Networks; President, Disney-ABC Television Group
34	Magner, Marjorie	U.S.	Chairman and chief executive, global consumer group, Citigroup
35	Jung, Andrea	U.S.	Chairman and chief executive, Avon
36	O'Connor, Sandra Day	U.S.	Supreme Court Justice
37	Johnson, Abigail	U.S.	President, Fidelity Management & Research
38	Moore, Ann	U.S.	Chairman and chief executive, Time Inc.
39	Bettencourt, Liliane	France	Majority owner, L'Oréal
40	Rowling, Joanne	England	Author
41	Marshall, Ruth Ann	U.S.	President, Americas region, MasterCard
42	Feinstein, Dianne	U.S.	U.S. Senator
43	Poon, Christine	U.S.	Vice chairman, Johnson & Johnson
44	Kroes, Neelie	Netherlands	European competition commissioner

45	McKinstry, Nancy	U.S.	Chief executive officer, Wolters Kluwer
46	Bush, Laura	U.S.	First lady
47	Couric, Katie	U.S.	Co-anchor, NBC's <i>Today Show</i> , contributing anchor, <i>Dateline NBC</i>
48	Vike-Freiberga, Vaira	Latvia	President
49	McGrath, Judy	U.S.	Chief executive, MTV Networks
50	Pascal, Amy	U.S.	Chairman, Motion Picture Group, Sony Pictures Entertainment; vice chairman, Sony Pictures Entertainment
51	Alliot-Marie, Michèle	France	Minister of defense
52	Barrett, Colleen	U.S.	President, Southwest Airlines
53	Aramburuzabala, Maria Asunción	Mexico	Vice chairman, Grupo Modelo
54	Snowe, Olympia	U.S.	U.S. Senator
55	Sawyer, Diane	U.S.	Co-anchor, ABC's <i>Good Morning America</i> , <i>Primetime Live</i>
56	Arnold, Susan	U.S.	Vice chairman, global beauty care, Procter & Gamble
57	Ma, Xuezheng Mary	China	Chief financial officer, Lenovo Group
58	Dole, Elizabeth	U.S.	U.S. Senator
59	Snider, Stacey	U.S.	Chairman, Universal Pictures
60	Fisher, Doris	U.S.	Billionaire, co-founder, The Gap
61	Johnson, Antonia Ax:son	Sweden	Chairman, owner, The Axel Johnson Group
62	Blair, Cherie Booth	England	Wife of Prime Minister Tony Blair; lawyer
63	Bravo, Rose Marie	U.S.	Chief executive, the Burberry Group
64	Castagna, Vanessa	U.S.	Executive chairman, Mervyns
65	Fréchette, Louise	Canada	Deputy secretary-general, United Nations
66	Hayashi, Fumiko	Japan	Chief executive, Daiei
67	Hudson, Dawn	U.S.	Chief executive, Pepsi-Cola North America
68	Maathai, Wangari	Kenya	Nobel laureate, deputy minister of environment
69	Berman, Gail	U.S.	President, Paramount Pictures
70	Banta, Vivian	U.S.	Vice chairman, insurance, Prudential Financial
71	Klatten, Susanne	Germany	Deputy chairman of the supervisory board, Altana AG
72	Amanpour, Christiane	U.S.	Chief international correspondent, CNN
73	House, Karen Elliott	U.S.	Publisher, <i>The Wall Street Journal</i> ; senior vice president, Dow Jones & Co.
74	Berlusconi, Marina	Italy	Chairman, Arnoldo Mondadori Editore
75	Queen Elizabeth II	England	Queen of England
76	Pelosi, Nancy	U.S.	Minority leader, U.S. House of Representatives
77	Robinson, Janet	U.S.	Chief executive, The New York Times Co.
78	Lazarus, Rochelle	U.S.	Chief executive, Ogilvy & Mather Worldwide
79	Nelson, Marilyn Carlson	U.S.	Chief executive, Carlson Cos.
80	Queen Rania	Jordan	Queen of Jordan
81	Desmond-Hellman, Susan	U.S.	President, product development, Genentech
82	Burns, Stephanie	U.S.	Chief executive, president and chief operating officer, Dow Corning
83	Cook, Linda	U.S.	Executive director, Gas & Power, Royal Dutch Petroleum
84	Dicciani, Nance	U.S.	President and chief executive, specialty materials, Honeywell International
85	Minnick, Mary	U.S.	Executive vice president and president of marketing, strategy and innovation, Coca-Cola
86	Bartz, Carol	U.S.	Chief executive, Autodesk

87	Hutchison, Kay Bailey	U.S.	U.S. Senator
88	Lagarde, Christine	France	Minister of foreign trade
89	Pritzker, Penny	U.S.	Chairman of the board, Classic Residence by Hyatt and TransUnion; billionaire
90	Hefner, Christie	U.S.	Chief executive, Playboy Enterprises
91	Black, Cathleen	U.S.	President, Hearst Magazines
92	Nelson, Martha	U.S.	Managing editor, <i>People</i>
93	Berresford, Susan	U.S.	President, Ford Foundation
94	Jacobson, Nina	U.S.	President, Buena Vista Motion Pictures Group
95	Gadiesh, Orit	U.S.	Chairman, Bain & Co.
96	Diogo, Luisa	Mozambique	Prime minister, Mozambique
97	Olayan, Lubna	Saudi Arabia	Chief executive, Olayan Financing
98	Barry, Nancy	U.S.	President, Women's World Banking
99	Botin, Ana Patricia	Spain	Chairman, Banco Español de Crédito
100	Erdoes, Mary Callahan	U.S.	Chief executive, JPMorgan Chase Private Bank

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11	Lauvergeon, Anne	France	Chairman, The Areva Group
39	Bettencourt, Liliane	France	Majority owner, L'Oréal
51	Alliot-Marie, Michèle	France	Minister of defense
88	Lagarde, Christine	France	Minister of foreign trade