

INDEX

- ABC television network, 83, 106, 219
 ABN AMRO, 457, 489
 Agee, William, 238
 Agius, Marcus, 491, 509, 528, 578, 579
 Agnelli family, 166–67, 169–70, 173, 349
 Agnew, Spiro, 127
 Agostinelli, Robert, 387, 444
 affairs, arrest, divorce and remarriage to
 countess (as Roberto) by, 401
 Arthur Altschul's anti-Lazard rage
 addressed to, 58
 on feminine factor, 318
 in Goldman's London M&A effort,
 278–79, 309–10
 Loomis's recruitment of, 278
 Nott's feud with, 310
 at Rhone group, 653
 road to Lazard traveled by, 278–79
 and Stern's joining Lazard, 412, 414
 Aguirre, Gary, 175
 Aibel, Howard, 104, 107–8
 AIG, 267, 417
 Airport Parking Company of America, 81
 Alexander, Donald, 177
 Alinsky, Saul, 544
 Allen, Charles, Jr., 205
 Allen, Herb, 8, 399, 424
 Allen & Co., 8, 205, 314, 569
 Allende, Salvador, 140–42
 Allianz, 518, 526, 532–33, 574, 661
 Allied, 238, 243
 Allied Stores Corporation, 555–56, 565–67
 Alphand, Claude, 68
 Alphand, Hervé, 68
 Altman, Roger, 306, 343, 348, 368, 457
 Altschul, Arthur, 58
 Altschul, Charles, 22
 Altschul, Frank, 22–26, 34, 35, 36–37,
 39–40, 196, 210, 370
 David David-Weill's fears conveyed in
 correspondence with, 43–44, 47
 in French franc crisis of 1924, 23–26, 57
 investment fund idea of, 25–28
 Meyer's flight from Nazis aided by, 45
 Meyer's relationship with, 42–43
 ouster of, 53, 55–60, 62
 and Pierre David-Weill's flight from
 Nazis, 48–52
 Altschul, Helen Lehman Goodhart, 22
 American Bar Association, 112, 120
 American Electric Power, 189
 American Express, 77
American Lawyer, 596, 599
 American Seafoods, 598
 Ames, George, 65, 70, 286, 391
 Anderson, Jack, 101, 121–23, 124, 126,
 132, 140
Anderson Papers (Anderson), 101, 124
 Andreas, Dwayne O., 299
 Andreessen, Marc, 488
 Andrews, Suzanna, 316–19, 379–82, 384,
 403, 421, 428–29
 Anglo American Corporation, 216
 Anheuser-Busch, 311, 324
 anti-Semitism, 9, 41, 209–10, 277, 340
Any Woman Can't (Wendy Wasserstein),
 547
 AOL, 563, 573–74, 663–64, 666
 Araskog, Rand, 178
 ARV Assisted Living Inc., 449
 Ash, Lorinda, 570, 572
 Associates Financial, 291, 353
 Astor, Brooke, 272
 AT&T, 348, 352, 366–67, 471, 547, 601
 AT&T Broadband, 601, 666
 AT&T Wireless, 601
 Attali, Jacques, 233
 Auletta, Ken, 207–9, 667

716

- Austria, 29, 41
 Austria-Hungary, 8
 Aventis, 601
 Avis, 76–78, 80, 81, 87, 103, 117–20,
 122, 137, 203, 289, 326
 Azeo, 430, 501
- Bache & Company, 205, 549
 Bache Halsey Stuart, 205
 Bagaria, Anup, 599
 Ball, George, 210
 Balladur, Édouard, 406, 418
 Banca Commerciale Italiana, 587
 Banca Leonardo, 654–55
 Banc of America Specialist, 648–49
 Bankers Trust, 367, 443
 Banking Act of 1933, 35
 banking houses of Lazard Frères, 19–20
 Bank of America, 598
 Bank of England, 21, 29–35, 257, 417,
 512
 Bank of France, 25, 35
 Bank of Montreal, 244–45, 247–48, 250,
 565
 Bank of Scotland, 509
 Bank One, 601
 Banque Paribas, 415, 565
 Banque Rothschild, 410
 Banque Stern, 410–11
 Barakett, Tim, 523
Barbarians at the Gate (Burrough and Hel-
 yar), 308, 567
 Barings banking house, 21
Barron's, 542, 650
 Batrus, Harlan, 228, 451, 481
 Baudoin, Paul, 48
 Baur & Sons, 26–27
 B.C.N.A., 651
 Beame, Abe, 155–56
 Beard, Dita, ITT lobbying of, 121,
 124–26, 131, 140
 Bear Stearns & Co., 306, 321, 650,
 667
 Beatrice Foods, 293
 Beattie, Dick, 353
 Beck, Jeff, 567
 Bell & Howell, 141, 205
 Bendix, 238–39, 243, 254
 Beneficial Finance, 425
 Bennett, Robert, 378
 Bentsen, Lloyd, 4
 Berger, Sandy, 407
 Bergerac, Michel, 268
 Berle, Adolph A., Jr., 50
 Berliner-Handelgesellschaft, 102
 Bermuda, 629–30
 Bernheim, Antoine, 65, 409, 418, 428,
 453, 477, 479, 495, 579, 585, 651
 Bessemer Securities, 209, 214, 400
 Bevis, Anne, 298–99
 Bhutani, Ashish, 595
Big Boys, The (Nader and Taylor), 6
*Big Deal: The Battle for Control of Amer-
 ica's Leading Corporations* (Wasser-
 stein), 536
 “Biggest Looniest Deal Ever, The” (*For-
 tune*), 557
 Biondi, Frank, 664, 665
 Biondi, Mike, 435–36, 559–60, 592, 633,
 664
 Blackstone Group, 127, 253, 370, 409,
 445
 Blackwell Land, 205
 Blakenham, Lord, 509
 “Blight on Wall Street, The” (Rohatyn),
 256
 Blinder, Alan, 376–77
 Bloch, Henriette, 68
 Bloch, Maurice, 68
Bloomberg.com, 603
Bloomberg Magazine, 482, 492, 586,
 592–93, 601, 627, 649, 654, 655
Bloomberg Markets, 444
Bloomberg News, 613
 Bloomingdale's, 556
 BlueCrest, 595
 Blum, Jack, 141–42
 Blumenthal, George, 12, 23, 25, 26,
 62–63, 179
 Bohl, Edwin, 564–65
 Bohner, Kate, 257, 395–402
 colleagues dated by, 397–99
 eighteen-month marriage of, 402
 on Lazard's permissive culture, 396
 post-Lazard life of, 400–402, 420
 Woods's affair with, 399
 youth and inexperience of (“I was very
 naive”), 395–96
 Boisi, Geoff, 348
 Bolloré, Vincent, 477–79, 489, 490, 492,
 517, 530, 642
 Bond, John, 533–34, 596
 Borowski, Irwin, 138, 171
Boston Globe, 359–61, 364
 Boudin, Stéphane, 67, 68

717

- Bowles, Erskine, 406–7
- Bradshaw, Thornton, 269
- Brady, Nicholas, 8
- Braggiotti, Gerardo
 in conflicts and feuds with Wasserstein,
 576–78, 579, 615–19, 653–55
 as Lazard IPO dissenter, 615–17,
 618–19, 653
 Lazard sale urged by, 513
 Mediobanca background of, 445, 577,
 653, 654, 655
 Michel David-Weill's relationship with,
 494, 511
 Milan-based boutique advisory firm
 (G.B. Partners) opened by, 654
 pan-European advisory firm (Gruppo
 Banca Leonardo) built by, 654–55
 replacing Wasserstein and reengineering
 Lazard as plan of, 616, 623
 rumored and actual departure of, 510,
 576–77, 653–55
 in the succession wars, 490
 undated letter of resignation presented
 on hiring of, 445
 in Wasserstein's Intesa deal, 587
 Wasserstein's supposed broken promise
 to, 653
- Brand, Robert, 29–30
- Braunschvig, David, 410, 413
- Bridges, Henry Styles, 49
- Bridgestone, 291, 312
- “British Merger Policy from an American
 Perspective” (Wasserstein), 546
- British Steel Corporation, 214
- Broad, Eli, 570
- Broadcasting & Cable*, 371
- Broe, William V., 140–42
- Bronfman, Edgar, 321
- Bronfman, Phyllis, 72
- Bronfman, Samuel, 72–73
- Brooks Brothers, 555, 565, 566
- Brossard, Cécile, 639–42
- Browder, William, 637
- Brown Brothers Harriman, 185
- Brown University, 301, 370
- Buchanan, Peter, 557–58, 560
- Buckley, Pat, 272
- Buffett, Warren, 559
- Burke, David, 155–57
- Burrough, Bryan, 411, 567–68, 637–38,
 639
- Bush, George H. W., 3, 4
BusinessWeek, 143–45, 259, 275, 287–90,
 291, 361, 439, 467, 472, 491, 492,
 535, 538, 542, 548, 566, 602, 612,
 618, 644, 663
- Busuttil, James, 246, 247–48
- Butler, Sam, 546, 548
- Cahn, David, 18–19
- Cahn, Herman, 249
- Cahn, Julie, 18
- Cahn, Moïse, 18
- Cain, Gordon, 397
- Caisse d'Epargne, 622–23, 629–30
- CALFP, 416–17, 479, 523
- Campbell, Steve, 581–82
- Campeau, Robert, 555–57, 559–60, 561,
 564, 566–68
- Camp Seahorse, 662
- “Can Anyone Run Lazard?”
(BusinessWeek), 535
- Candide* (Voltaire), 205
- “Can Lazard Still Cut It?” *(Fortune)*, 456
- Canteen Corporation, 87, 105, 113,
 117–20
- Carey, Hugh, 155–56, 160, 223–24, 377
- Cariès, François, 410–11
- Carmody, Michael, 393, 398
- Carr, David, 666
- Carr, Joel, 81, 82, 86
- Carter, Jimmy, 4, 190, 217, 302
- Carter administration, 3–4, 190, 303, 304
- Carter Hawley Hale Stores, 254, 261
- Casey, William, 98, 100, 137, 176
- Cashen, Frank, 273–74
- Castellano, Michael, 589, 605–7, 611
- Castelli, Leo, 13
- Cazenove & Co., 258, 508
- CBS, 299, 367
- CBS Morning News*, 263
- CDC Ixis, 622
- Cecola, Randall, 254–55, 256
- Celler, Emanuel, 87, 92, 93–94
- Celler commission, 87–101, 104, 122,
 139, 222
 arbitrage business explained to, 92
 fees issue examined by, 89–92
 final report of, 100
 interlocking directors as concern of,
 90–91
 Lazard and, 87, 89–91
 M&A adviser role spotlighted by, 89–92
 Rohatyn's testimony to, 87–94, 101
 underwriting in, 90

- Central Intelligence Agency (CIA), 48, 140, 142, 176, 405
- Centre Partners, 295, 598
- Cerasoli, Robert, 360–64
- Chachas, John, 599
- Chaffanjon, Arnaud, 20
- Channel 13, 370
- Chapin, Allan, 391
- Chile, 140–42
- Chiles, Lawton, 356
- Chinn, Adam, 534, 625
- Chirac, Jacques, 406, 639
- Chrysler Building, 69–70
- Chrysler Corporation, 170, 222, 349
- Church, Frank, 141, 142
- Church Committee, 141–43
- Churchill, Winston, 12
- Cigar Aficionado*, 423
- CIT (Commercial Investment Trust), 36
- CIT Financial, 225
- Citibank, 243, 245, 247, 308, 445, 451, 481
- Citicorp, 566
- Cities Services (Citgo), 237, 552
- Citigroup, 35, 90, 95, 314–15, 387, 401, 481, 516, 579, 596, 609, 629, 648, 666
- Citroën, André, 36
- Citroën, Antoinette David-Weill, 36
- Citroën company, 35–36, 170, 651
- City Club of New York, 271–72
- Claude Paz & Visseaux, 81
- Clayton Act of 1914, 104, 112
- Clayton Dubilier & Rice, 331
- Clemenceau, Georges, 405
- Clinton, Bill, 354, 371, 382, 457
Rohatyn's ambassadorship and, 2–6, 342–43, 405, 431
in Rohatyn's failed Fed nomination, 376–79
- Clinton, Hillary, 354, 371, 382
- Clinton administration, 437
- Closed Enterprise System, The* (Green and Wasserstein), 546
- CNBC, 219, 402
- Coca-Cola, 312
- Cogan, Berlind, Weill & Levitt, 96
- Cohen, Ivan, 541
- Colgate, 228–29, 261
- Collins, Tim, 296, 424
- Colson, Chuck, 126–29, 131, 239
- Columbia Pictures, 312, 313
- Combustion Engineering, 548
- Comcast, 296, 307, 310, 367, 373, 471, 502, 601, 666
- Commercial Credit, 291
- Committee of Treasury, 31, 33
- Committee on the Federal Judiciary, 112
- Congress, U.S., 87, 99, 104, 152, 312
See also House of Representatives, U.S.; Senate, U.S.
- Congressional Record*, 180
- Connally, John, 112, 127
- Conoco, 237, 549
- Consolidated Gold Fields, 413–15, 417
- Continental Baking, 86, 100
- Continental Cablevision, 342, 367
- Continental Illinois Bank, 246, 251
- Continental Insurance Companies, 8
- Conwell, Mary, 393, 399–401
- Cook, Bradford, 104
- Cook, Donald, 189–94, 196, 200, 204, 286, 298
- Cooke, Jack Kent, 310
- Cooper, Nancy, 280, 295
- Coopers & Lybrand, 342
- Corcoran, E. Peter, 66, 247–49
- Corporate Finance Law: A Guide for the Executive* (Wasserstein), 549–50
- Corporate Partners, 289–90, 295, 310, 340, 416, 489
investments of, 340–42
- Corporate Property Investors (CPI), 447–48
- Cotter, William, 119
- Council of Economic Advisors, 112, 304
- Council on Foreign Relations, 23, 57, 370, 502
- Cowan, Paul, 552–53
- Cowdray, Lord. *See* Pearson, Weetman
- Crain's New York Business*, 654
- Cramer, Jim, 647
- Cravath, Swaine & Moore, 362, 486, 535, 546, 548, 584
- Crawford, Gordon, 371
- Creative Artists Agency, 313, 569
- Crédit Agricole
in Lazard IPO negotiations, 662
proposed sale of Lazard to, 516–17, 518, 527, 531, 604, 623
Rue Impériale stake bought from Bol-loré by, 479, 492, 642
Stern's joint venture with (CALFP), 416–17, 418, 479, 523
voting-rights stake in Eurazeo controlled by, 604, 622

- Creditanstalt, 29, 31, 34
 Crédit Lyonnais, 472
 Credit Suisse, 254
 Credit Suisse First Boston, 457, 482, 516
 CREEP, 123
 Crossroad Partners, 289
 CSX, 341
 Cuccia, Enrico
 in deal-making trio with Lazard and Lehman, 102–3
 Heineman's evidently nonspecific mission to, 167–69
 Meyer's intimate relationship with, 101–2, 103, 137
 as "very cold blooded, very clear, and very realistic," 108
 Cunningham, Mary, 238
 Cuomo, Mario, 272, 344
 Curran, James, 176
 Curran, Paul, 174–75, 176
 C. V. Starr, 267
- Daily Deal*, 596–97, 600, 606
Daily Telegraph, 586, 605
 D'Amato, Alfonse, 273, 377–78
 Darwin, Erasmus, 320
 Darwin, Project, 512–13
 Dautresme, David, 489
 David-Weill, Beatrice, 411, 421, 430, 646, 649
 David-Weill, Berthe Haardt, 51–52, 53, 60
 David-Weill, David, 26, 27, 41, 45, 49, 59, 60, 63, 184, 409
 art collection of, 37–39, 43–44, 47
 background of, 31
 in flight from Nazis, 46–48
 name changed by, 21
 David-Weill, Éliane, 50–51, 417, 460, 474, 651
 David-Weill, Flora Raphael, 37, 60
 David-Weill, François, 189
 David-Weill, Hélène Lehideux, 318, 387–88, 520, 636
 David-Weill, Jean, 43, 44, 46
 David-Weill, Michel
 art collecting pleasures of, 182, 473–76
 associates hirings and, 228–29
 in Bolloré raid, 477–80
 business model tweaked by, 288–89
 career path of, 184–85
 creation of Lazard Partners and solidified control by, 257–59, 265
 in Franco Wyoming deal, 185–86
 in "Gang of Four" raid on Lehman, 206–13, 225, 298, 340
 health problems belittled by, 422, 426
 income, net worth, and power of, 182, 219–20, 225, 265, 275, 287
 in international social scene, 274–75
 IPO windfall for, 650–51
 Jaquith's meeting with, 321
 Jordan hired by, 483–84
 Lazard Group idea "torpedoed" by, 460–64
 Lazard leadership assumed by, 195–98
 Lazard sale considered by, 507–8, 512, 524
 in Lehman Brothers negotiations, 519, 521–22
 Locust Valley property of, 386–87, 482
 in longtime affair with Margo Walker, 319, 384, 386–88, 427
 Loomis dismissed by, 527–30
 Loomis named CEO by, 471–72
 Loomis's associates hiring memo to, 267–68, 279–80, 281
 Loomis's capital markets (II) memo to, 330–33
 Loomis's CEO powers and, 494
 Loomis's partnership reform memos to, 275–76, 281–85, 292–93, 315–16, 327–30
 M, Inc. profile of, 316–18
 management style of, 182–83, 240–41, 259–60, 265, 268, 381
 "memo capital" accounting gimmick as seen by, 589–90
 merger debate and, 458, 461, 476–77
 merger of three houses as vision of, 206, 257–59, 277–78, 309–10, 427–28, 439, 466–67, 484–87
 on Meyer's psychological warfare ("the André method"), 214–15
 Mezzacappa's side deal with, 184, 480–81, 634
 municipal underwriting scandal and, 360–66, 464–65
 1984 reacquisition deal and, 39
 Nouvel Économiste depiction in cover story on, 203–4
 150th anniversary speech of, 453
 partner demotions as "Napoleonic" move by, 205–6

720

- partners' compensation and, 183–84, 315, 329–30, 347–48, 452, 486
- partnership agreement and authority of, 196, 202–3, 224, 265, 339, 347, 468
- partnership slice of, 187, 202–3, 207, 310, 347, 437
- passionate cigar-smoking of, 423–26
- Pearson deal and, 472–73, 476
- perilous succession quest of, 408–9, 420–21, 426–27, 431, 476, 482, 491, 536–37
- Peterson's rift with, 210–11
- private jet incident and, 522–23
- proposed Wasserstein merger and, 431–39
- on public airing of dirty laundry, 403
- Rattner hired by, 295, 298
- Rattner named deputy CEO by, 437–39, 441
- Rattner's IPO suggestion and, 454–55
- Rattner's percentage memo to, 347–48
- Rattner's side deal with, 310
- Rohatyn's noncompete agreement with, 502–3
- Rohatyn's symbiotic relationship with, 184–85, 218–19
- September 11 attacks observed by, 520–21
- side deals of, 450–52
- in Stern hiring dispute, 414–16
- and Stern's attempted coup, 421–22
- on Stern's death, 641–42
- sumptuous and orderly Fifth Avenue apartment of, 473–76
- Vanity Fair* profile of, 428–29
- Wasserstein pursued by, 291–92, 517–18, 526, 530–32, 534–35
- Wasserstein's deal and feud with, 536–37, 579–81, 586–87, 602–13, 615–25
- women "more interesting" to, 318–19, 384, 385–86, 388
- women professionals viewed through European lens by, 385–86
- David-Weill, Pierre, 10, 27, 31, 36–37, 39, 40, 42, 72, 106, 179, 184, 187–88, 198, 212, 386, 409, 474
- in Altschul's ouster, 56–60
- death of, 189
- in flight from Nazis, 48–52
- Davis, Danny, 242–43
- Davis, Marty, 351, 353, 356–57, 483
- Davis, Polk & Wardwell, 111, 112, 120, 282, 444
- Dean, John, 126
- Deane, Disque, 104, 176–77, 179, 187, 189, 197, 200, 202, 278, 387, 447
- on Meyer, 447–48
- Dean Witter Reynolds, 243, 392, 573–74
- DeBartolo, Edward, 556
- de Gaulle, Charles, 71, 149
- Del Guidice, Michael, 344–45, 466
- Deloitte (accounting firm), 33–34
- Democratic National Committee, 120, 131, 370
- Democratic Party, 5, 120, 343, 370, 406, 488
- Den of Thieves* (Stewart), 252, 254–55
- DeNunzio, Ralph, 99
- Deutsche Bank, 443, 482, 491–92, 516, 576, 577, 592, 644, 666
- Digital Financial Media, 402
- Diller, Barry, 353, 488
- Dillon, Clarence, 205
- Dillon, Douglas, 180
- Dillon Read & Co., 35, 98, 205, 224, 557, 558
- Dingman, Mike, Jr., 299
- Dobrowski, Tom, 449–50
- Dole, Bob, 344
- "Double Felix, The" (Kinsley), 239
- Douglas Aircraft Company, 81
- Dow Jones Industrial Average, 28, 281, 307
- Dresdner Bank, 492, 518, 526, 532, 533, 574, 614, 661
- Dresdner Kleinwort Wasserstein (DKW), 526, 533–34, 535, 578, 581–82, 595, 653
- "Dressing Up Lazard" (*Bloomberg Magazine*), 593
- Drexel Burnham Lambert, 253, 269, 287, 318, 365, 554–55, 567
- Dreyfus Corporation, 174
- Dreyfus Fund, 174–75
- Drouin, Marie-Josée, 165
- Dr Pepper, 244–51
- Duff & Phelps, 647
- E*Trade Financial Corporation, 402
- Eagleton, Thomas, 236
- East Asia Partners, 267
- Eaton, James, 446

721

- Eberstadt, Ferd, 227
 Eberstadt, Walter, 227
Economist, 223, 493, 530, 567, 608, 644
 Edwards, Don, 308
 E. F. Hutton, 248, 560
 Ehrlichman, John, 114, 126–29
 Eig, Norman
 as co-head of asset management (LAM), 240, 284, 451, 489, 513, 593–95
 contractual side deals of, 451, 491, 508, 594, 646
 ethical issue in hiring of, 240
 Loomis's "core group" list derided by ("there will be trouble ahead"), 499
 in new management committee, 284, 439, 460
 in restructuring team (Project Darwin), 512
 rumored quitting of, 508
 in Wasserstein's IPO plan for asset management, 594–95
 Eisner, Michael, 605
 Eizenstat, Stuart, 303
 elections
 of 1965, 174
 of 1968, 105
 of 1972, 117, 119–23, 141
 of 1980, 4, 234
 of 1984, 343
 of 1986, 273
 of 1988, 344
 of 1992, 3, 4, 99, 342–43, 377
 of 1995, 406
 of 1996, 406, 437
 of 2000, 456, 488, 502
 of 2005, 371
 of 2006, 425
 Electronic Data Systems (EDS), 4, 98–99, 343
 Elf Aquitaine, 254
 Ellsworth, Robert, 134–35, 188
 Elysée Investissements, 412
 Emerson, Richard, 495, 504, 588
 Engelhard, Charles, 167, 170, 172–73, 216, 271
 Engelhard, Jane, 271, 475
 Engelhard Corporation, 414
 Enron, 464, 488
 Ernst & Young, 321, 492, 588
 ERR (Einsatzstab Reichsleiter Rosenberg), 47
 Etrillard, Gilles, 426, 577
 Eurafrance, 258, 428, 430, 478, 479, 486, 501
 Eurazeo, 430, 472, 479, 492, 507, 516–17, 580, 602, 604–5, 607, 609, 610–11, 612, 617, 619–20, 622, 628, 635, 642, 648, 650, 651, 654, 655, 656
 Eurofund, 167, 170, 173
Euromoney, 225, 275–76, 431, 468
 European Common Market, 6, 477–78
 European Union, 157
 "Europe's Banks Do Not Have Easy Options" (Wasserstein), 601
 Eurotunnel, 417–18
 Evans, Adrian, 514, 577
 as chief operating officer, 529
 collapse and death of, 585
 departing Loomis's praise of, 528
 in Lazard's equity issues and plans, 498–99, 508, 513, 574
 Lazard's financial problems worrisome to, 493, 497–99
 Lazard three-house merger favored by, 487
 letters of support sent to, 509
 Loomis's leadership supported by, 511–12
 Loomis's rage on getting untimely negative news from, 523–24
 on Michel David-Weill's *Crédit Agricole* deal, 479
 in restructuring team (Project Darwin), 512, 517
 on Rohatyn's possible return, 501, 503
 Ezersky, Peter, 326–27, 488–89, 572
 Fabre, Francis, 62
 Fannie Mae, 344, 449
 Fanto, Clarence, 552
 Far Hills Securities, 167
 Federal Bureau of Investigation (FBI), 125, 342
 Federal Reserve, 153, 236
 Rohatyn's nomination to, 375–79, 381, 405, 406
 Federated Department Stores, 556–57, 559, 561, 565–67
 "Felix Loses It" (Andrews), 379, 421
 "Felix Rohatyn in Autumn" (*New Yorker*), 352
 "Felix the Cat and Snow White vs. the Social Sisters" (*W*), 272

- Felker, Clay, 155, 163, 316, 317, 319
Femme nue en dormie (Picasso), 472, 475
 Fennebresque, Debby, 332, 358
 Fennebresque, Kim
 banking group role of, 334, 335–37,
 339, 447–48, 357
 on “cult of Bill” (Loomis), 333
 as Lazard battlefield casualty, 357–58
 Lazard culture fathomed by, 339
 Lazard IPO questioned by, 617
 on Lazard’s great-man strategy, 576,
 581
 Loomis’s falling-out with, 357, 358
 Loomis’s friendship and recruitment of,
 332, 333, 336, 337–39
 Loomis’s view on capital markets
 bolstered by, 332
 meetings with Michel David-Weill
 described by, 338, 347–48, 425
 on Michel David-Weill’s cigar habit,
 423–24, 425–26
 partnership percentage of, 339
 on Rohatyn’s singularity, 349
 Ferber, Mark, 345–46, 446, 464, 465
 indictment and conviction of, 375
 municipal underwriting scandal and,
 359–64, 365, 366
 Ferrania film company, 102
 Fiat, 91, 135, 136, 167, 170, 349, 502
 Fidelity Investments, 652
 F. I. DuPont, Glore Forgan & Co., 4,
 97–99, 116, 237, 549
 Fielding, Fred, 126
Figaro, Le, 636
 Fils Dreyfus, Les, 10, 16, 70, 72, 109,
 170, 173
 Finance Ministry, French, 23, 48
 Financial Institutions Group (FIG), 298,
 330, 433, 443–44
Financial News, 585, 602, 603, 604, 650
Financial Times, 101, 266, 427, 538, 584,
 588, 595, 601, 602, 606–10, 613,
 615, 620, 623, 630, 653, 655, 662
Financier (Reich), 26, 61, 101, 135, 178,
 185, 186, 200
 Firestone, 291, 312
 First Albany Corporation, 359–61
 First Bank System, 342
 First Boston, 237–39, 291, 318, 325, 327,
 332, 335, 337, 338, 345, 358, 359,
 409, 571, 582, 593, 627
 in Allied and Federated deals, 555–56,
 566–67
 McKinsey report on, 559
 “Muppet Caper” at, 558
 Wasserstein and Perella in M&A at,
 548–60
 FirstMark Communications, 456
 Fischer, Leonhard, 533, 535
 Flanigan, Peter, 98, 118
 Florida State Board of Education, 346
 Florio, Jim, 345
 Flumenbaum, Martin, 250
 Fluor Corporation, 242
 Fonds Partenaires, 418
Forbes, 80, 153, 182, 257, 275, 302, 402,
 411, 418, 478, 479, 490, 542, 557,
 562, 563, 564
 Stern profiled by, 420–21
 Ford, Gerald, 3, 65, 135, 155, 166
 Ford Motor Co., 291, 353
 Forsch, Albert, 28, 37
 Forstmann, Ted, 307
 Forstmann Little & Co., 245–46, 249,
 268, 308, 321, 367, 416
Fortune, 97, 185, 197–98, 200, 201, 203,
 207, 208, 209, 211, 440, 453, 456,
 557, 558–59, 606
Fortune Encyclopedia of Economics, The,
 24
 Fortune 500, 80
 Fox-Pitt, Kelton, 599
 franc, French, 23–26, 222
 France, 3, 7, 9, 13, 14, 15, 18, 48, 68,
 221, 405, 413, 502
 banks nationalized by, 233–34
 financial crisis of 1924 in, 23–25
 German invasion of, 10–12
 at onset of World War II, 43
 Rohatyn named ambassador to, 405–8,
 430
 Ruhr occupied by, 23
 Vichy regime of, 11, 46, 47–48, 49
 Franco-Prussian War, 19
 Franco Wyoming Oil, 185–86
 Frank, Louis, 72
 Frankfurter, Felix, 22, 54
 Fraser, Dod, 209
 Fraser, Ian, 265
 French-American Chamber of Com-
 merce, 217
 French Resistance, 48, 52
 Fried, Walter, 110, 135–36, 148–50, 151,
 171, 178
 Fried Frank, 171, 175
 Friedman, Stephen, 238

723

- Fuld, Dick, 505, 517, 518–19, 521–22, 535, 596, 613
- Fulton-DeKalb Hospital Authority, 446
- Gaillard, Jean, 53, 59–60
- Gaillet de Barcza, Helene
with A. Onassis on Skorpis, 163
photographic career of, 161, 162, 163–64
Rohatyn's painful breakup with, 164–65
Rohatyn's "stepping-stone" affair with, 157, 158–65, 314
- Gang of Four, 206–13, 298, 340
- Garner, Al, 331, 424, 585
- Garten, Jeffrey, 304, 307
- Gates, Bill, 493
- Gates, Henry Louis, 381
- Gateway, 571
- Gaulois, Le*, 25
- G. B. Partners, 654
- GE Capital, 36
- Geffen Records, 313, 324
- Geneen, Harold, 8, 75, 83, 86, 103–6, 107, 111–12, 113, 117–20, 122, 124, 126–27, 128, 132, 136, 137, 138, 140, 141, 142, 143, 144, 152, 157, 161, 173, 216, 226, 268, 546
Avis acquired by, 76–80
"inexorable pressure" demanded by, 106
maxims of, 80
Rohatyn as M&A adviser to, 81
See also IIT; IIT-Hartford deal
- General American Investors Company, 27–28, 36, 55, 57, 60
- General Dynamics, 135
- General Electric (GE), 269–70, 273, 307, 314, 324
- General Electric Credit Corporation (GECC), 244
- Generali, 477
- General Motors (GM), 4, 99, 647
- General Signal Corporation, 8
- Georgia Bar Association, 105
- Georgia Pacific, 82
- Germany, Nazi, 41
Jews in flight from, 8–14, 43–48
- Gerowin, Mina, 229–30, 243, 279, 390–93, 398
- Gerrity, Ned, 127
- Gerschel, Laurent, 202
- Gerschel, Marianne, 68, 69, 202, 657
- Gerschel, Patrick, 16, 27, 54, 57, 68, 134, 177, 187, 189, 191, 192, 195, 198–202
career of, 198–202
Rohatyn's relationship with, 199, 200–201
- Gerschel & Co., 202
- Gerstner, Lou, III, 298
- Getty, Gordon, 553
- Getty Museum, 553
- Getty Oil, 552–54
- Giacometti, Alberto, 188
- Gidwitz, Ron, 425
- Gilder, Richard, 661
- Gillet, Xavier, 639
- Gilpatric, Roswell, 69
- Giscard d'Estaing, Valéry, 134, 411
- Glanville, James W., 206–10, 212–13, 298, 340, 393, 397, 414
- Glass-Steagall Act, 35
- Gleacher, Eric, 288, 299
- Gleacher & Co., 299
- Global Capital Markets, 591
- Glore Forgan Staats, 97
- Glucksman, Lew, 209
- Goldberger, Paul, 180, 302, 383, 384
- Goldman Sachs, 1, 4–5, 58, 153, 193, 197, 238, 279, 296, 306, 312, 314, 315, 363, 390, 401, 409, 444, 454, 492–93, 516, 519, 548, 608, 626, 646, 649, 667
and Lazard IPO, 609, 612–13, 622, 628, 629, 643–44, 647–48, 650–52
- Goldsmith, James, 412, 416
- Golman, Jeffrey, 290
- Golsen, Jack, 96–97
- Golub, David, 341
- Golub, Steve, 433, 439, 446–47, 449, 512, 519, 524–25, 530, 588, 611–12, 621–22, 624, 630–31, 633, 643, 649, 662–63
- Goodbody & Co., 97–98
- Gore, Al, 379, 456, 488
- Gotbaum, Josh, 221, 303–4
- Gotbaum, Victor, 220–22
- Gottschalk, Michael, 581–82, 643
- Gottschalk, William, 290
- Gould, George, 223, 224
- Graham, Katharine, 12, 132
- Grambling, John A., Jr., 243–51, 254, 255, 256, 390–91
- Grambling & Company, 243
- Gray, Harry, 166, 243
- Graybar Building, 69–70

- Gray Tool, 548
 Great Britain, 10, 43, 214
 Great Depression, 9, 28, 34, 35
Greed and Glory on Wall Street (Auletta), 207–8
 Green, Mark J., 545–46
 Greenberg, Ace, 306
 Greenblatt, Jon, 249–50
 Greenhill, Robert, 349, 440, 606
 Greenhill & Co., 606, 626, 628, 643, 649
 IPO filing of, 606, 608, 626
 Greenspan, Alan, 376–77
 Gregorian, Vartan, 382
 Gregory, Nat, 293–94
 Grinnell Corporation, 106, 114, 117–20, 127
 Griswold, Erwin, 126–27
 Grommers, Engelbert, 62, 225
 Groton Partners, 387
 Groupe Rivaud, 411
 Grove, Lloyd, 484
 Gruppo Banca Leonardo, 654
 Guaranty Trust, 386
 Guiony, Jean-Jacques, 513, 576–78
 Gulf & Western, 87, 199, 291, 353
 Gulf Oil, 237
 Gulf War, 376
 Gullquist, Herb, 240, 439, 451, 460, 489, 491, 508, 513, 593–95, 646
 Gump's, 599
 Guyot, Jean, 72, 101, 409, 418, 495, 585, 651
 G. William Miller & Co., 306
- Haack, Robert, 96, 99
 Haack, Tom, 293, 515
 Haardt, Madame Gaston, 50
 Haas, Jean-Claude, 184, 497, 517, 526, 577, 619, 622, 624, 625, 631, 655
 Haigney, Paul, 483, 495–96, 498, 500, 539
 Haldeman, H. R., 117, 119, 122, 126, 127, 129, 131
 Halifax Group, 509
 Halsey, Stuart & Company, 205
 Hanson, 414
 Harcourt, Brace & World, 91
 Hardwick, Elizabeth, 235–36
 Harriman, Pamela, 405–7
 Harris, J. Ira, 298
 business brought to Lazard by, 326, 353, 425
 “Felix and Ira show” expected by, 353–54
 hired as M&A partner from Salomon, 290
 Lazard quit by, 443–44
 Mezzacappa's side deal appalling to, 481
 partnership agreement of, 291
 Rohatyn contrasted with, 290
 in Rohatyn replacement scheme, 408
 in tag team with Rohatyn, 290–91
 Harris, Samuel, 132, 171, 175, 256–57
 Harry & David, 598
 Hart, Cary, 373
 Hartford Fire Insurance company. *See* ITT-Hartford deal
 Hartzog, Larry, 97
Harvard Civil Rights–Civil Liberties Law Review, 545
 Hayden, Stone & Co., 95–96
 Hayes, Samuel, 564
 HBO, 387, 664
 HealthSouth, 488
 Heilbronn, Hubert, 53
 Heineman, Mel, 424
 as business “processor,” 191
 at Celler commission hearings, 87
 Christmas thank-you notes to Meyer checked off by, 65
 in covert review of Wasserstein Perella's books, 433
 as Lazard probe defender, 340, 362, 364, 446
 in Lazard's new management team, 439
 in negotiations with Wasserstein Perella, 435
 SEC told about curious Italian mission of, 167–69, 205
 settlement in municipal scandal explained by, 446
 Helene Curtis Industries, 425
 Henley Group, 394–95
 Henriot, Gabriel, 38
 Herbst, Hilde, 139–40, 146–47, 149, 151
 Herenstein, Andrew, 582–84
Here Today, Gone Tomorrow (Nott), 309
 Hermitage Fund, 637
 Hertz, 76–79
 Herzog, Edwin, 60, 202
 Herzog, Philippe, 229
 Hettinger, Albert, 60, 62, 91, 143–44
 Hill, J. Tomilson, III, 253, 348
 Hintz, Brad, 656

- Hirita, Masahiko, 314
 Hirsch & Co., 97
 Hitler, Adolf, 23, 41, 44, 45
 Hixon, Perk, 584
 Hodgins, William, 270
 Hoffman, Scott, 528, 580
 Hogle, James, 97
 Hopkyns, Ivor, 245–49, 251
 Hornig, Donald F., 301
 Hosteter, Amos, 307, 367, 488
 House of Representatives, U.S., 100, 153, 154
 Judiciary Committee of. *See* Celler commission
 Howard, Janet, 406
 Howmet, 8, 74, 91, 92
 HSBC, 533–34, 596, 633
 Hull, Cordell, 45
 Hume, Brit, 101, 121, 124, 140
 Hunt, E. Howard, 131
 Husky Oil Ltd., 244
- IBM, 233, 367–68, 443
 Icahn, Carl
 junk-bond finance of, 555
 in Wasserstein's failure to bump up Time Warner stock price, 663–67
 Illinois, 222
 IMAX, 571
 Imperial, Project, 564
In an Uncertain World (Rubin), 5
 Inland Revenue, British, 31–32
Inside Story (Hume), 101
Institutional Investor, 110–11, 194, 218, 264, 363, 380, 440, 456, 476, 502, 556, 595
 Rohatyn cover story of, 263
 Insurance Securities Inc. (ISI), 103–4
 Interco, 564
 Intermedia, 310
 Internal Revenue Service (IRS), 111
 ITT-Hartford rulings of, 106–10, 140, 146–48, 151, 154, 162, 172–73
 ITT's settlement with, 177–78, 234
 International Competition Policy Advisory Committee, 370
 International Group, 225
 International Monetary Fund, 135
 Advisory Committee of, 370
 International Paper, 225, 326
 IntesaBci, 587–88, 612
Investment Dealers' Digest, 608
 Investments Real Returns (IRR), 430, 435, 443, 638, 639, 642
 Iran-contra scandal, 113
 Irving, Susan, 304
 Isosceles, 571
 Israel, 210
 Italenergia, 577
 Italy, 101, 587
 “It's Good to Be the Emperor” (Andrews), 316–17
 ITT (International Telephone and Telegraph Company), 8, 75, 102–3, 226, 268, 326, 340, 546
 ABC merger abandoned by, 83, 85
 acquisitions program of, 80–81, 86–87, 105
 in Allende coup, 140–41
 Avis deal of, 79–80, 87, 134
 in Celler commission hearings, 87–88, 92
 grand jury probe of, 174–76
 Grinnell case and, 112–13
 Hartford deal and. *See* ITT-Hartford deal
 IRS tax settlement with, 177–78
 Levitt deal and, 84–86
 Rohatyn as M&A adviser to, 80–81
 Rohatyn on board of, 86
 Way-Assauto deal and, 166–70
 ITT-Hartford deal, 100–103, 186, 188, 189–90, 239, 240–41
 Beard scandal in, 121, 124–26, 131, 140
 “bear hug” offer in, 104
 Church Committee hearings and, 141–43
 finalization of, 119
 Geneen-Kleindienst appeal in, 111–12, 114
 IRS rulings in, 106–10, 140, 146–48, 151, 154, 162, 172–73
 IRS tax settlement and, 234
 Justice Department's antitrust program and, 104–6, 111–12
 Kennedy-Casey intervention in, 137–38
 Kleindienst-O'Brien letter and, 120–21
 Kleindienst's confirmation hearings and, 123–26
 Kleindienst's divestment proposal and, 117–19
 Lazard's transaction fees and, 173–74
 Mediobanca deal and, 107–10, 111, 135–37, 147–48
 Mediobanca stock resale and, 154–55, 166–73

726

- Nader's interest in, 119
 Nixon-Colson conversation on, 128–29
 Nixon's involvement in, 114–15, 117, 121–23, 128–29
 perjured testimony and, 123–31
 Republican Convention donation controversy and, 119–21, 122, 127, 131, 154
 Rohatyn-Hume phone conversation on
 Beard memo in, 124–25
 Rohatyn's recollection of, 131–33
 SEC investigations of, 137–39, 154–55, 162, 166–73
 SEC's settlement proposal and, 171–72
 Senate hearings on, 135–36
 shareholder approval of, 110–11
 shareholder lawsuits and, 139–40, 148–51, 162
 supersecret memos in, 126–28
- Jack, Brad, 519
 Jack Coe & Co., 16
 Jackson, Henry M. "Scoop," 155–56
 Jacobs, Ken
 on equity distribution, 574–75
 Goldman credited for IPO outcome by, 648
 Lazard joined by, 296
 on Lazard power, 487
 Lazard sale supported by, 518
 Loomis's quitting announced by, 529
 Loomis's restructuring plan opposed by, 524–25
 Loomis's uneasy relationship with, 331, 444, 499, 512, 524–25, 527
 near-top Lazard shares owned by, 630
 in post-9/11 flight home hassle, 522–23
 in Wasserstein hiring, 526, 530
 Wasserstein's successes cheered by, 588, 666
- Janklow, Mort, 313
 Jaquith, Peter, 227, 320–21, 324
 Javits, Jacob, 176, 180
 Jennison Associates, 653
 Jensen, Michael, 134–35, 152
 Jews, 18, 41, 44
 in flight from Nazis, 8–14, 43–48
 John Hancock Financial Services, 592
 Johnson, Philip, 230, 317
 Jones, Nicholas, 539
 Jordan, Vernon, 406–7, 483–84, 504, 505, 522–23, 606, 618
- J. P. Morgan & Co., 20, 24, 35, 36, 386, 481–82, 544
 JPMorgan Chase, 90, 516, 579, 601, 652
 junk bonds, 8, 245, 295, 308, 309
 Milken revolution in, 554–55
 Jupiter Partners, 416, 445
 Justice Department, U.S., 85, 124, 127–29, 137, 154, 177
 ITT-Hartford merger opposed by, 104–8, 111–14, 117, 119–20, 122, 123
- Kagan, Jonathan, 281, 341–42
 Kantrow, Yvette, 600
 Kapor, Mitchell, 231
 Kate Bohner Productions, 402
 Katz, Harvey, 269
 Katz, Marcel, 270
 KDI, 571
 Keevil, Philip, 229
 Keil, Jeffrey, 412
 Keilin, Eugene, 308, 344
 Kekst, Gershon, 380
 Kelly, Kathy, 393–94, 398
 Kempner, Jamie, 281, 398
 Kennedy, Caroline, 69
 Kennedy, John, Jr., 69
 Kennedy, John F., 69, 298
 Kennedy, Joseph P., 95
 Kennedy, Robert F., 79
 Kennedy, Ted, 69, 123, 130, 137, 155, 176
 Kennedy administration, 68
 Kenneth Harkins, 91
 Kerkorian, Kirk, 420
 Kerr, Clark, 543
 Kerr-McGee, 254
 Kidder, Peabody, 20, 239, 345, 359, 365, 376
 Kindersley, Hugo, 33
 Kindersley, Robert, 21, 29–33, 56, 58
 Kingsbury, Clay, 435–36
 Kinney System Inc., 76
 Kinsley, Michael, 239
 Kirshbaum, Larry, 543
 Kissinger, Henry, 6, 140, 166, 216, 263
 KKR, 310, 324, 449, 561, 562, 564, 567
 Klein, Edward, 352–55
 Klein, Herb, 127
 Klein, Roger, 455–56
 Kleinbaum, Al, 85

- Kleindienst, Richard
 in Colson's discovery of incriminating documents, 127–28
 in Colson's warning on "target" in ITT matters, 126–27
 in Geneen's request to keep ITT matters out of Supreme Court, 111–13, 120
 humiliating resignation of, 106, 130–31
 ITT authorized to plead antitrust relief directly to, 113
 ITT-Hartford merger issues presented privately by Rohatyn to, 113–14, 115–17, 118, 122
 McLaren's views on conglomerate mergers explained to, 104–5
 Nixon's order to drop "the God damned" ITT appeal phoned to, 114–23
 O'Brien's letter linking ITT's contribution and antitrust settlements answered by, 120, 121, 131
 perjury on Nixon's ITT discussions committed by, 123, 126, 129, 130, 131
 in reopened confirmation hearings—to clear his name, 123–26, 141
 Rohatyn-Muskie ties cited by, 122–23, 129
 Senate confirmation of, 130, 141, 154
 Kluge, John, 307
 Kneisel, Bill, 434
 Kniffin, Howard, 62, 73, 187, 190, 192, 193, 202, 203
 Koch, Ed, 223–24, 265
 Koeneke, Mike, 627
 Kohlberg Kravis Roberts, 308, 555
 Koifman, Sandy, 637–41
 Kollek, Teddy, 262
 Kovach, Bill, 302
 Kozlowski, Dennis, 270
 Kraft, 291, 561
 Kravis, Henry, 165, 299, 307, 370, 449, 534, 561, 567–68, 597, 598, 667
 Krugman, Paul, 378
 Kuhn Loeb & Co., 35, 76, 205, 207
- Laitin, Joe, 303
 LaMarche, Marilyn, 394–95
 Lamb, Sandy, 393, 395, 401–2
 Lamb Advisors, 402
 Lambert, Bill, 560
- Langley, Monica, 96
 Langman, Steve, 358, 387, 396–97
 La Rochefoucauld, François de, 349
 Lasker, Bernard "Bunny," 95, 96–98
 "Last Emperor, The" (*BusinessWeek*), 287
Last Sortie, The (Rattner), 300
 Laurent, Jean, 518
 Lauvergeon, Anne, 421–22
 Lazard, Abraham, 18
 Lazard, Alexander, 18
 Lazard, André, 21, 28, 41, 60
 Lazard, Christian, 24, 25–26, 28
 Lazard, Élie, 18–19, 28
 Lazard, Esther Aron, 18
 Lazard, Ginette, 60
 Lazard, Lazare, 18–19
 Lazard, Michael, 28
 Lazard, Simon, 18–19, 20–21, 28
 Lazard Asset Management (LAM), 225, 240, 508, 527, 593–96
 2001 earnings of, 593
 Wasserstein's control of, 494–95
 Lazard Brothers & Co., 36, 72, 102, 186, 197, 206, 265, 409, 414, 415, 427, 445, 454, 462, 511–12
 anti-Semitism in, 277
 asset management department of, 484–85
 capital markets department of, 484–85
 creation of Lazard Partners and, 257–59
 earnings of, 203, 225, 259, 287
 in merger of three houses. *See* Lazard LLC
 New York representative sent to, 278–79, 309–10
 Nott's retirement from, 309–10
 number of employees of, 260
 Pearson's stake in, 21–22, 31–34, 206, 257, 472
 rogue trader crisis and, 28–33
 sale proposal and, 509, 512
 Lazard European Opportunities, 594
 Lazard Frères & Co.
 accounting system of, 446–47
 advisory model of, 1–2
 Bohner's career at, 395–401
 Bolloré raid and, 477–80, 492
BusinessWeek cover story on, 287–90
 capital markets group of, 226–28, 234, 239–40, 330, 484–85
 capital owned by, 224
 cigar-smoking practice in, 423

- client-oriented business model of, 288–89
 - Cook's tenure at, 189–94
 - dining room of, 432
 - earnings of, 197, 203, 219–20, 225, 228, 245, 259, 282, 284, 287, 293, 431, 442, 492–93
 - estimated valuation of, 472–73
 - family background and, 18
 - first "selling memorandum" of, 82–83
 - founding of, 18
 - franc crisis of 1924 and, 23–24, 222
 - Gang of Four raid of, 206–13
 - Grambling scandal and, 243, 245–48, 250
 - Great Man strategy of, 62, 408–9, 482
 - hiring process of, 228, 267–68, 279–80, 298–99
 - hirings and departures from, 482–83, 488
 - industry specialization in, 297–98
 - Internet boom and, 457–58
 - investment banking decisions of, 19–20, 35
 - Loomis's associates hiring memo and, 267–68, 279–80, 281
 - Loomis's "Capital Markets (II)" memo and, 330–33
 - Loomis's partnership reform memos and, 275–76, 281–85, 292–93, 315–16, 327–30
 - lunch tradition of, 452
 - M&A department of, 225–26, 228, 238, 260, 287, 314–15, 455–56
 - Mediobanca's relationship with, 101–3
 - in merger of three houses. *See* Lazard LLC
 - Meyer's reorganization of, 60–61
 - municipal underwriting scandal and, 344–47, 359–64, 366, 434, 446
 - New Orleans founding of, 18
 - nonfamily partners and, 21–22
 - number of employees of, 260, 484
 - 100th anniversary of, 70
 - 150th anniversary of, 453–54
 - origins of, 17–18
 - partner compensation in, 183–84, 189, 452, 482–83
 - partnership agreement of, 41–42, 54–55, 187, 196, 202–3, 224, 427, 468
 - partner side deals of, 450–52
 - Pearson's stake in, 21–22, 31–34, 206, 257, 472
 - performance reviews of, 334–35
 - primogeniture and, 20–22
 - pro bono work of, 222–24
 - proposed sale of, 509, 512
 - Rattner hired by, 295–96, 307–8
 - real estate department of, 447–50
 - recruitment of associates in, 228, 267–68, 279–80
 - in rogue trader crisis, 28–33
 - San Francisco operation of, 18–20
 - secretiveness of, 134, 204
 - "silly season" of, 183–84
 - size of, 197
 - spreadsheet software revolution and, 231–33
 - succession question and, 144, 186–87, 192, 193, 408–10
 - Wall Street Journal* articles on, 260–61
 - weekend list practice of, 212–13
 - White Knight fund of, 289–90, 340–41
 - women professionals of, 229, 385, 390–95, 398–401
 - working conditions and offices of, 63–64, 204, 206, 211–12, 228–30
 - yield-burning scandal of, 364–65, 446, 464–66
- See also specific partners*
- Lazard Frères & Co.: The First One Hundred Fifty Years*, 454
 - Lazard Frères et Cie, 9–10, 16, 27, 34, 36, 57, 72, 106, 188, 189, 194, 196, 198–99, 206, 277, 409, 414, 426, 427, 430, 445, 454, 513–14, 515
 - asset management department of, 484–85
 - capital markets department of, 484–85
 - earnings of, 203, 225, 234, 259, 287
 - in merger of three houses. *See* Lazard LLC
 - nationalization crisis and, 233–34
 - Nazi control of, 48–49, 55
 - number of employees of, 260
 - offices of, 229
 - at onset of World War II, 43–44
 - opening of, 19–20
 - rogue trader crisis and, 31–33
 - sale proposal and, 509, 512
 - Stern at, 418–20, 421
 - Wasserstein's Maison renovation and, 586
 - Lazard Frères Gestion, 594

- “Lazard Frères Style, The: Secretive and Rich—Its Power Is Felt” (Jensen), 134
- Lazard Group, 460–61
- “Lazard in Search of Self” (*Institutional Investor*), 456
- Lazard International, 135
- Lazard LLC, 485, 536
 - asset management group of, 484–85, 593, 594–95
 - Bolloré raid on, 477–80, 492
 - Bristol meeting and, 464
 - calls for sale of, 490–92
 - capital markets group of, 484–85
 - conversion of partner ratios and, 485–86
 - earnings of, 600–602
 - equity distribution debate in, 498–500, 507–14, 525–26, 574–75
 - establishment of, 485–87
 - European profits distribution and, 576–78
 - failures of, 489–90
 - foreign investment in, 587–88
 - Great Man strategy and, 576, 581
 - Haigney contract decision in, 495–96, 498, 500
 - hirings and departures in, 444–45, 489
 - IPO of. *See* Lazard Ltd.
 - layoffs in, 505–7, 510, 525
 - Lehman Brothers negotiations and, 518–19, 521–22, 535
 - Loomis as CEO of, 471–72, 485, 490–91, 494–95, 527–30
 - McKinsey study on, 455–56, 458, 459
 - management-shareholders dispute in, 602–13
 - market bubble and, 487–88
 - market valuation of, 492, 578, 587–88
 - “memo capital” accounting gimmick and, 589–90
 - Merrill Lynch employee raid and, 590–92
 - Michel David-Weill/Wasserstein clash and, 586–87, 602–5
 - Michel David-Weill/Wasserstein deal in, 579–81
 - new management team of, 578–79
 - 150th anniversary meeting and, 454–55
 - operating agreement of, 519, 579, 581
 - partner compensation in, 490–91, 579–81
 - partners’ revolt in, 431–32, 436
 - Pearson buyout and, 472–73, 476
 - profit distribution in, 496–500
 - proposed Greenhill merger and, 440
 - proposed return of Rohatyn to, 501–3
 - proposed sale of, 507, 509–16, 518–19, 523
 - Rattner as deputy CEO and, 437–43, 466–69
 - Rattner’s Four Seasons dinner speech and, 463–64
 - Rattner’s IPO suggestion and, 454–55
 - Rattner’s vision for, 457–60
 - resentments and conflicts in, 489, 496–500, 505–7, 510–14, 515, 529
 - restructuring debate in, 510–13, 515, 524–25
 - September 11 attacks and, 521–22
 - Stern lawsuit and, 501
 - 2001 budget debate in, 493, 497–98
 - Verey’s resignation from, 508–10
 - Wasserstein as CEO of, 517–18, 535–39, 573
- Lazard Ltd., 608–12, 614, 625, 628, 631, 660
 - corporate structure of, 628–29
 - employee compensation expense of, 630–32
 - equity valuation of, 609, 610, 614, 619, 643
 - federal Fidelity probe and, 652–53
 - French house’s opposition to, 610–11
 - Golub mission and, 611–12
 - investors’ response to, 646–47
 - “leveraged recap” of, 629
 - London Group compensation in, 634
 - Michel David-Weill’s share of, 486
 - Michel David-Weill/Wasserstein conflict and, 615–25
 - nonworking partners compensation in, 633–34
 - pricing of, 621, 647–49
 - prospectus of, 632, 644
 - revenues of, 625–26, 631
 - Rohatyn’s reaction to, 627–28
 - SEC filings of, 625–26, 628, 632–33, 642–43, 644
 - secretiveness of, 569
 - Stern’s death and, 642
 - stock price of, 659, 662
 - trading of shares of, 648–52
 - 2005 earnings of, 655–56
 - Walking Dead compensation in, 634–35

730

- Wasserstein-Braggiotti feud and, 653–55
 Wasserstein's luncheon presentation and, 644–45
 Wasserstein's stake in, 659
 Lazard Partners, 257–59, 265, 277, 287, 309, 445, 458, 467, 484, 633
 Lazard Realty, 448
 "Lazard Report, The," 665, 666
 Lazard Technology Partners, 445, 457
 Lazard Worldwide Opportunities, 594
 Leary, Timothy, 125–26
 Lebed, Alexander, 638
 Leeds, Jeffrey, 325–26
 Lehideux, Hélène. *See* David-Weill, Hélène Lehideux
 Lehman, Bobbie, 63, 180, 205, 210, 215, 517
 Lehman, Herbert, 22, 50
 Lehman Brothers, 263, 409, 650
 financial troubles of, 205
 Gang of Four raided from, 206–14, 225
 insider trading at, 253
 Lazard IPO and, 609, 614, 633
 Lazard-Mediobanca venture and, 102–3
 Lazard sale negotiations with, 517–19, 532, 596
 Lazard's family links to, 22, 27
 Michel David-Weill's apprenticeship at, 185
 Rattner's departure from, 335
 Rattner's leaving the *Times* for, 306–7
 Rohatyn's joining of, 505
 September 11 terrorist attacks and, 521–22
 underwriting business lost to, 363
 Lemigova, Julia, 638
 Lerner, Neal, 581–82
 Levin, Gerald, 562–63
 Levin, Rick, 228
 Levine, Dennis, 252–54, 255, 256, 340
 Levinson, Jerome, 142
 Levitt, Bill, 84–85
 Levitt and Sons, 81–86, 103, 117–19
 Levy, Gus, 153, 205
 Levy, Leon, 240
 Lewinsky, Monica, 457
 Lewis, Kenneth, 596
 Lewis, Michael, 227, 402, 558
 Lewis, Peter, 83, 205–6
 Lewis, William, 606
 LF Capital Partners, 445, 501
 LF Property Investment Co., 448
 LF Strategic Realty Investors II Fund, 449
 L'Hélias, Sophie, 479
Liar's Poker (Lewis), 227, 402, 558
 Liberty Media, 367
 Libman, Robert H., 247, 249
 Liddy, G. Gordon, 125–26, 131
 "Life at the Top: The Power and Pleasures of Financier Felix Rohatyn" (McClintick), 261
 Lilienthal, David, 69
 Limited Brands, 261, 262–63, 326, 329
 LIN Broadcasting, 311, 563
 Lincoln, Abraham, 104, 511
 Lindsay, John, 174
 Lipper, Ken, 306
 Lipton, Marty, 256, 424, 625
 Lissack, Michael, 364, 464
 Lockheed Aircraft Corporation, 152–53, 304
 Loeb, John, 205
 Loeb, Rhoades & Company, 205
 Loews, 174–75, 289
 London, Paris and American Bank, 17
 Long, Breckinridge, 51
 Long Term Capital Management, 90
 Loomis, Kristin, 332
 Loomis, William, 207, 209, 211–13, 228–29, 266–67, 288–89, 295, 317, 326, 339, 340, 347, 375, 389–90, 392, 393, 394, 396–98, 399–400, 412, 414, 415, 422–25, 427, 437, 438, 446, 456, 482, 486, 491–92, 505, 508, 517, 524, 537, 574
 associates hiring memorandum of, 267–68, 279–80, 281
 business development memo of, 280–81
 "Capital Markets (II)" memo of, 330–33
 "come to Jesus" letter of, 514–16
 equity distribution debates and, 498–500, 507–8, 510–12, 525–26
 Fennebresque's rift with, 357–58
 firing of, 527–28
 Haigney contract decision of, 495–96
 as investment banking head, 286–87
 LAM equity debate and, 507–8, 513
 "lance the boil" memo of, 285
 as Lazard CEO, 471–72, 490–91, 494–95
 Lehman Brothers negotiations and, 518–19, 521–22
 management style of, 495, 499–500

731

- merger debate and, 471–72, 476, 485
 partner reform memorandums of,
 275–76, 281–85, 292–93, 315–16,
 327–30
 resignation of, 527–30
 restructuring debate and, 510–16,
 524–26
 Rohatyn criticized by, 283–84
 Rohatyn's feud with, 328–30
 sale debate and, 510–16, 524
 in 2001 budget debate, 497–98
 Verey's resignation and, 508–9
 Wasserstein's hiring and, 526–27
 yield-burning scandal meeting and,
 464–66
 L'Oréal, 420
L'Origine du Monde (Courbet), 475
 Lorillard, 174–75
 Lotus Development Corporation, 231–32,
 233, 367–68, 443
 Lotus Notes, 367
 Lotus 1-2-3, 231–32, 367
 Louvre Museum, 37–38, 182, 474, 475
 Lovejoy, Bob, 184, 282, 288, 357, 444
 Lowy, George, 535
Lucien Leuwen (Stendhal), 204
 Ludwig, D. K., 200
 Luke, Stanley, 81, 168
 Lynch, Thomas, 445
 Lynn, Matthew, 603
- M*, 260
M, Inc., 316, 568
 McArthur, Susan, 393, 398
 Macartney-Filgate, Joe, 29–30
 McBurney School, 15, 543
 McCaw, Craig, 307, 311, 367, 488
 McCaw Cellular, 311, 348, 352, 366–67,
 372, 563
 McClintick, David, 261–64, 271
 McClory, Robert, 93, 111–17
 McCone, John A., 140
 McDaniel, Charlie, 227
 MacDonald, Douglas, 360–61, 364
 McDonnell Douglas, 81, 237
 McFarland, Alan, Jr., 207–8, 213–14,
 230, 270, 388–89
 McFarland Dewey & Co., 214
 McGrath, Kevin, 592
 McGraw-Hill, 281
 MacGregor, Ian, 207–8, 213–14
 Mack, Connie, 377–78
 Mack, John, 175
 McKinsey & Company, 367, 455–56, 458,
 459, 559
 Mack Trucks, 391
 MacLaine, Shirley, 165, 388–89, 398
 McLaren, Richard W., 104–6, 117–22,
 123, 124–25, 127, 129–30, 131
 MacMillan Publishing, 562
MacNeil/Lehrer NewsHour, 263
 Macy's, 557, 566
Maestro (Woodward), 377
 Magistretti, Philippe, 417
Mail on Sunday, 639
Maison, La, 586
 Mandl, Alex, 488
Manhattan Inc., 272, 316
 Manners, Thomas, 259
 Mannheimer, Fritz, 42–43, 475
 Mannheimer, Jane Pinto Reiss, 42
 Manno, Paul, 67–68
 Manulife Financial, 592
 Manzi, Jim, 232–33, 367–68
 Marathon Oil, 237, 552–53
 Mardian, Robert, 126
 Marks, Paul, 311
 Marron, Donald, 618
 Martin, William McChesney, 153
 Martin Marietta, 8, 238
 Massachusetts Water Resources Authority
 (MWRA), 360–64
 Matador Ranch, 70, 289
 Matsushita, 313–14, 324, 569
 Mattingly, Peter, 390
 Maxwell, Robert, 562
 Maybank, Joe, 331
 Maybelline, 420
 Mayhew, Alice, 504
 MCA, 311, 313–14, 324, 569
 MediaOne Group, 471
 Mediobanca, 101–3, 122, 170, 172, 173,
 360, 445, 477, 577, 587, 653, 654
 ITT-Hartford deal and, 107–10, 111,
 135–37, 147–48
 SEC stock resale investigation and,
 154–55, 166–73
 Mendelssohn & Company, 42–43
 “Men Overboard” (*Economist*), 530
 “Merger Maestro, The” (Cowan),
 552–53
 Mérieux, Alain, 579
 Merrill Lynch, 1, 97, 193, 204, 314, 337,
 516, 518, 564, 584, 602, 627, 629,
 643

- municipal underwriting scandal and, 360–64, 366, 376
- Wasserstein's employee raid on, 590–92
- Mesa Petroleum, 237
- Messier, Jean-Marie
 - Fonds Partenaires established by, 418–19
 - joining Quadrangle rejected by, 488
 - as "le golden boy," 418
 - returning phone calls eschewed by, 419
 - Stern's move to Paris linked to quitting of, 418–20, 427
 - Vivendi Universal run by, 314
- Metropolitan Museum of Art, 62–63, 179–80, 453, 474–75
- Mexico, 376, 417
- Meyer, André
 - Altschul's relationship with, 42–43
 - art collection of, 62, 179–80
 - background of, 26–27
 - Bella Lehman as tolerant wife of, 68
 - Citroën deal and, 35–36
 - Cuccia's relationship with, 101–2
 - Deane on, 447–48
 - death of, 179, 224
 - estate of, 179
 - eulogy for, 180–81
 - in flight from Nazis, 44–47
 - Franco Wyoming deal and, 185–86
 - Gerschel's career and, 198–200
 - health of, 174, 178–79, 186–87, 193–94, 202
 - Herbst lawsuit testimony of, 148–51
 - home of, 62
 - ITT-Avis deal and, 79–81
 - ITT-Hartford deal and, 106, 107–8
 - ITT-Mediobanca deal and, 137–38, 148, 173
 - Jackie Onassis and, 64, 67–69
 - management style of, 64–65, 197–98, 215, 259–60
 - Matador Ranch deal and, 70
 - "Memorandum to Partners" of, 186–87
 - memorial service for, 69, 180–81
 - Mendelssohn bankruptcy and, 42–43
 - Michel David-Weill's relationship with, 214–15
 - New York City real estate owned by, 69–70
 - New York office reorganized by, 60–61
 - New York Times* profile of, 79
 - as notorious ladies' man, 67–68, 386
 - obituary of, 180
 - partnership agreement and authority of, 41–42, 54–55
 - partnership decisions of, 65–67
 - partnership slice of, 187–88
 - personality of, 64–65, 71
 - RCA deal and, 54
 - Rohatyn as protégé of, 67, 70–73, 144–45
 - SEC testimony of, 154
 - succession question and, 186–87, 193
 - weekend list of, 212
- Meyer, Arthur, 25
- Meyer, Bella Lehman, 44–45, 68, 165, 180
- Meyer, Eugene, 153, 226
- Meyer, Francine, 44–45
- Meyer, Jules, 26–27
- Meyer, Philippe, 44–45, 53, 56, 199, 651
- Meyer, Vincent, 651
- Mezzacappa, Damon, 184, 213, 234, 240, 260, 268, 275, 283–84, 286, 296, 325, 328, 338, 345, 347, 352, 353–54, 357, 359, 417, 418, 437, 439, 441, 450–51, 460, 461–62, 627, 631
- joins Lazard, 226–28
- Loomis's criticism of, 330–33
- Michel David-Weill's side deal with, 184, 480–81, 634
- retirement of, 480
- on yield-burning scandal, 466
- MGM, 420
- Michaels, Lorne, 488
- Michelin, 36, 312
- Michigan Daily*, 543–44, 551
- Microsoft, 232, 493, 495, 504, 525, 588
- Middendorf Colgate, 173
- Middlebury College, 7, 15, 16
- Midnight Magazine*, 383
- Mignone, Cathy, 369
- Milberg, Justin, 581–82
- Milken, Michael, 8, 268, 269, 287, 296, 554–55
- Miller, Bill, 306
- Miller, Caroline, 600
- Miller, G. William, 304
- Miller, Judith, 172, 302–3
- Mind of Wall Street, The* (Levy), 240
- Minet, Marcelle, 38, 46
- Minorco, 413–15, 417
- Mitchell, John, 4, 98, 105, 111, 115, 116, 120, 121, 122, 126–28, 131, 135, 154
- Mitchell Hutchins, 205
- Mitsubishi, 312
- Mitterrand, François, 233, 262, 421

- Mobil Corporation, 79, 237, 549, 552–53
- Mohr, Christina, 369, 393, 394, 398–99, 401
- Mondale, Walter, 343
- Monde, Le*, 422, 610–11
- Money Games: My Journey Through American Capitalism, 1950–2000* (Rohatyn and Mayhew), 504–5
- Monnet, Jean, 6–8, 60, 377, 651
- Montagu, Samuel, 72
- Montecatini, 102
- Montedison, 577
- Monument Group, 488
- Monus, Michael, 342
- Moody's, 647
- Mordo, Elie, 270
- Morgan, J. P., 7, 264, 384, 550
- Morgan, J. P., Jr., 386
- Morgan, Junius Spencer, 384, 386, 388
- Morgan, Louise, 386
- Morgan Stanley, 1, 166, 175, 193, 197, 226, 228, 237, 269, 288, 295, 296, 299, 314, 315, 337, 370, 390, 409, 440, 492–93, 516, 533, 548, 552, 573–74, 592, 606, 609, 629, 643, 650, 653
- Morocco, 13
- Morris, Stephen, 402
- Moss, Adam, 600
- Moynihan, Pat, 271
- Mullarkey, Tom, 66, 109, 135, 136, 147–48, 151, 169–71, 178, 187, 192, 195, 197, 212–13, 227, 229, 230, 248, 256, 291, 340
- Municipal Assistance Corporation (MAC), 156–57, 189, 195, 197, 216–17, 220, 222–24, 234, 308, 344, 382
- Municipal Securities Rulemaking Board, 375
- municipal underwriting scandal, 344–47, 359–64, 366, 434, 446
indictments and convictions in, 374–75
- Murdoch, Rupert, 257–58, 428
- Murnane, George, 60
- Muskie, Edmund, 122–23, 129
- Myerson, Mort, 99
- Nabi, Stanley, 225, 227, 240
- Nader, Ralph
ITT-Hartford merger protested by, 119, 121, 154
on Rohatyn, 6–7, 546
in Wasserstein's critique of antitrust laws, 550
Wasserstein's drive described by, 545
- Narragansett Capital, 310
- National City Company, 35
- National Economic Council, 376
- National Labor Relations Board, 300
- National Market System, 155
- National Provincial Bank, 33
- National Starch, 219
- NationsBanc Montgomery Securities, 444
- NBC, 269, 314
- NBC News, 198
- Necchi, 103
- Nelson, John, 457, 489
- Nelson, Jonathan, 310
- Neopost, 418–19
- Nephros, 559
- Nestlé, 229, 390
- New America Foundation, 370
- "New Establishment," 371
- Newman, Art, 321
- New Republic*, 239
- News Corporation, 257
- Newsweek*, 35, 166, 195, 216, 222, 273, 439–40, 562
- New York*, 320, 379, 387, 405, 429, 542, 568, 647, 661
"Felix Loses It" article in, 381–84, 403–4
Wasserstein's purchase of, 597–600
- New York City financial crisis of 1975, 155–57, 160, 185, 189, 222, 344
- New York Daily News*, 155, 223–24, 272
- New Yorker*, 9, 11, 13, 14, 71, 73–74, 220, 222, 223, 236, 299, 352, 667
- New York Law Journal*, 596
- New York Magazine Holdings, 599
- New York Mets, 273–74, 299
- New York Observer*, 321, 402, 576, 599, 614
- New York Post*, 223, 603, 613
- New York Public Library, 405, 406
- New York Review of Books*, 3, 235–36, 256
- New York Society of Security Analysts, 225
- New York Stock Exchange, 4, 85, 450
back-office crisis of, 94–96
DuPont crisis and, 97–99
Hayden, Stone crisis and, 95, 97
Lazard Frères listed on, 20
Surveillance (Crisis) Committee of, 95–99, 195

- New York Times*, 6, 11, 12, 14, 26, 39, 63, 64, 80, 94, 95, 97, 101, 122, 134, 156–57, 172, 178, 179, 204, 217, 222, 225, 226, 234–38, 263, 269, 272, 332, 365, 366, 378, 388, 402, 422, 438, 445, 462, 483, 487, 502, 541, 549, 551, 565, 567, 571, 578, 597, 600, 610, 648, 667
Lazard IPO in, 652
Lazard's succession crisis in, 193–94
Meyer profiled in, 79
Meyer's obituary in, 180
Rattner as reporter for, 302–5
Rattner's first op-ed piece in, 342–44
Rohatyn profiled in, 151–52, 160, 190, 216
Rohatyn's op-ed piece in, 153, 155
New York Times Company, 302–3
New York Times Magazine, 27, 261–63, 299–300, 304, 305, 352, 378, 566
Niemczyk, Steve, 330, 433, 435
Nisbet, Alasdair, 582
Nixon, Richard M., 105, 134
 Beard memo's implication of, 121–22
 and Colson's discovery of troublesome ITT memos, 126–29
 incriminating secret tapes of, 121
 ITT wealth sought in 1972 reelection campaign by, 117, 119, 120–22
 Kleindienst ordered to drop the ITT-Hartford suit by ("Is that clear?"), 114–23
 McLaren ("that son-of-a-bitch") removed from antitrust job by, 115, 120
 resignation of, 131
 Rohatyn's first meeting with, 98
 as target of Kleindienst hearings, 126–27
Nixon administration, 8, 105, 121, 127, 131, 135, 140, 205, 409
Nocera, Joe, 568–69
Nomura Securities, 561, 582
Norman, Jessye, 453
Norman, Montagu Collet "Archie," 31, 32–33
Northrop, Anthony, 417
Nott, John, 265, 309–10, 618
Nouvel Economiste, *Le*, 203
- O'Brien, Larry, 120–21, 131
Occidental Petroleum, 552
Odyssey Partners, 289
O'Herron, Jon, 184, 226–27, 228, 281, 311
Okrent, Dan, 560
Oliver, Steve, 267
Olympic Games of 1980, 225
O. M. Scott & Sons Co., 144
Onassis, Aristotle, 64, 69, 163, 165
Onassis, Jackie Bouvier Kennedy, 262
 "Lazard Frères marriage of, 64
 Meyer's counsel and closeness to, 64, 67–69
 Rohatyn's relationship with, 165
O'Neal, Stan, 592
Operation Serrano, 638
Oppenheimer, Harry, 216
Oppenheimer company, 240, 594
Oppenheimer family, 413
Organski, Abramo, 544
Osborne, Stanley de Jongh, 81, 91, 137, 202
Ospel, Marcel, 479
OSS, 48
Otis Elevator Company, 166
"Our Future Course" (Loomis), 490–91
Outward Bound, 370
Overbrook Farm, 22, 56, 57
Overbrook Press, 22
Ovitz, Michael, 313–14, 488, 569
Owens-Illinois, 91, 288
- Paine Webber, 205, 482, 517, 555, 557, 573, 618
Paley, William, 67, 183, 215
Panmure Gordon, 603
Paragon Paint, 300
Paramount Communications, 311, 351–54, 380, 456–57, 562
"Paramount Player" (Klein), 353, 384
Paris Match, 641
Parr, Gary, 432, 572, 592, 596, 599, 601, 615, 616, 622
Parsons, Dick, 663, 665, 666–67
Paul, Weiss, 171, 201, 223, 250
Pearson, Weetman, 21, 29, 31–33, 39, 186, 226, 257
 See also S. Pearson & Son, Ltd.
Pearson, Weetman Harold Miller, 33, 186, 226
Pearson PLC, 409
Pechiney, 74, 420, 421
Peerage Properties, 447

- Peltz, Nelson, 597
- Pennsylvania Glass Sand Corporation, 86–87
- Pennzoil, 552–54
- Penton Media, Inc., 598
- PeopleSoft, 513–14
- Pequot Capital, 175
- Percival, Annik, 53, 183, 425–26, 482, 520, 522, 640, 657–58
- Percy, Charles, 141
- Perella, Joseph
 in Combustion-Gray Tool deal, 548
 in conflicts and resentments with Wasserstein, 571–72
 in DuPont-Conoco deal (“Big Rube”), 549
 in First Boston management turmoil (“The Muppet Caper”), 558–60
 in First Boston powerhouse combination with Wasserstein, 549, 552, 554, 559
 Lazard’s courtship of, 348, 370, 409
 Morgan Stanley joined by, 409
 in start of Wasserstein Perella, 291, 559–61
 Wasserstein’s career at First Boston advanced by, 548–49
 as Wasserstein’s elegant foil, 551
 Wasserstein’s stock buy-back from, 532
- Perelman, Ron
 in failed attempt to buy Salomon Inc., 558–59
 hostile takeover of Revlon by, 268–69
 Wasserstein’s relationship with, 559
- Perlmuter, Lou, 184, 227, 228–29, 254, 263, 281, 284, 293, 385
- Perot, H. Ross, 4, 343
 DuPont crisis and, 98–99
- Perry Capital, 653
- Pétain, Philippe, 46, 49, 149
- Peters, Charles, 299
- Peterson, Pete, 8, 112, 127, 141, 205, 207–11, 409
- Petrie, Donald, 77–78, 79, 203, 227
- Peugeot, 651
- Peyrelevade, Jean, 411, 413, 415
- Pfeiffer, Didier, 579
- Pfizer, 525, 588, 601–2
- Pharmacia, 588, 601
- Phar-Mor, 341–42, 416
- Philip Morris, 291, 561
- Phillips, Wallace B., 48–49
- Piaf, Édith, 16
- Pickens, T. Boone, 555
- Pierre-Brossolette, Claude, 411
- Pincus, Mark, 398
- Pirelli, 312, 577
- Pirie, Robert, 273
- Pizzitola, Frank, 66, 184, 187, 191, 207, 211, 215, 219, 230, 286, 298, 409
- Plepler, Richard, 387
- Plessner, Edith Knoll Rohatyn, 9, 16, 68
- Plessner, Henry, 9–10, 11–12, 14, 16, 70
- Pohs, Linda, 392–93, 398
- Poignant, Bernard, 417
- Poirier, Richard, Jr., 345–46, 359, 365, 446, 465
- Poland, 10, 43–44
- Polaroid, 341
- Pollack, Lester, 289, 310, 341, 416
- Pompidou, Georges, 234, 298
- Pompidou, Thomas, 298
- Pondiccio, James V., Jr., 242, 256
- Posner, Victor, 293
- Preston, Lewis, 368
- Price, Bob, 174–77
- Price, Michael, 279, 298, 326, 349, 398, 424, 456–57, 601
- Price Capital Corporation, 174
- Primedia, 597
- Primerica, 291
- Prince, Chuck, 596
- Project Darwin, 512–13
- Project Imperial, 564
- Project S, 507
- Providence Media Partners, 310, 451
- Proxmire, William, 153
- Prudential Insurance, 549
- Pulitzer family, 299
- Purcell, Phil, 574
- Pynchon, Thomas, 429
- Quadrangle Group, 487–89, 572, 582–83, 604
- Quixote in the Darkness* (Koifman), 12
- QVC Network, 351, 353, 367
- Racketeer Influenced and Corrupt Organizations Act (RICO), 365, 465
- Raether, Paul, 564
- Raines, Franklin, 344
- Rales, Mitchell, 564
- Rales, Steven, 564
- Ralli, Georges, 498, 500, 510–13, 518, 576–78, 579, 653

736

- Rattner, Daniel, 369
- Rattner, David, 369
- Rattner, Donald, 300, 374
- Rattner, Izzy, 369
- Rattner, Maureen White, 305, 335, 343, 354–55, 358, 369, 370–71, 372, 437, 459, 460
- Rattner, Rebecca, 369
- Rattner, Selma, 300
- Rattner, Steven
- ambitions of, 297, 305–6, 357
 - background of, 300–301
 - as banking group head, 335–37, 347–48, 358–59, 369
 - at Brown University, 301
 - Clinton and, 370–71, 382
 - contacts cultivated by, 302–4
 - deal making by, 310–11, 326, 348, 366–67, 471
 - as deputy CEO, 437–43, 445–46, 452–53, 466–69
 - earnings of, 310, 351, 354, 451, 462, 471, 487
 - “farewell remarks” of, 470–71
 - in “Felix Loses It” article, 381–84
 - Four Seasons dinner speech of, 463–64
 - homes of, 351, 369–70, 372–74
 - IPO suggestion of, 454–55
 - joins Lazard, 295–96, 307–8
 - journalist experience of, 301–5
 - junior partners and, 326–27
 - lifestyle of, 354–55
 - marriage of, 305
 - Martha’s Vineyard controversies and, 372–74
 - media and, 352
 - merger debate and, 454–55, 458–60
 - Michel David-Weill’s side deal with, 310
 - Michel David-Weill’s side deals with partners and, 450–52
 - at Morgan Stanley, 299–300
 - in move to investment banking, 305–7
 - municipal finance scandal and, 446–48, 452
 - New York* article on, 403–4
 - at *New York Times*, 302–5
 - New York Times* op-ed article of, 342–44
 - 150th anniversary event and, 453–54
 - Paramount deal and, 351–54, 356–57
 - partner percentage memo of, 347–48
 - partnership percentage of, 310, 339, 451, 462, 487
 - public persona of, 452
 - Quadrangle Group formed by, 488–89
 - Rohatyn’s feud with, 358, 366, 368–69, 371–72, 380, 382–83
 - Rohatyn’s reconciliation meeting with, 439–40
 - Rohatyn’s relationship with, 352–53, 355–56, 358
 - social and political profile of, 369–71, 381–82, 437
 - in Solomon episode, 449–50
 - subordinates and, 358–59
 - Vanity Fair* profiles of, 353–54, 356, 371–72
 - Wall Street Journal* on emergence of, 351–52, 354, 355
 - Washington Monthly* profile of, 299–300
 - Wasserstein’s lawsuit against, 582–84
 - at yield-burning scandal meeting, 464–65
- “Raw Power Beats System Every Time” (Wasserstein), 544
- Rayonier, 86, 100
- RCA, 54, 76, 79, 91, 198, 225, 269–70, 273, 288, 324
- Reagan, Ronald, 3, 4, 234–36, 264, 304, 543
- Reagan administration, 113, 235
- Reaganomics, 236
- Recess (social club), 58–59
- Reconstruction Finance Corporation (RFC), 153, 155, 222, 235
- Red Ant (record label), 571
- Red Herring*, 650
- Reed, Annette, 272
- Regan, Donald T., 204
- Reich, Cary, 26, 45, 61, 101, 135, 178, 185, 186, 206, 212, 220
- Reinecke, Ed, 127
- Reinsberg, John, 594
- Reliance Electric, 225
- Renaissance Capital, 650
- Renault, 84, 391
- Republican National Committee, 120, 121
- Republican National Convention of 1972, 119
- Republican Party, 342, 378–79
- Republic Intermodal Corporation, 66
- Reston, James “Scotty,” 301–2, 304
- Revlon, 268–69, 288, 329
- Revson, Charles, 321
- Rhodia, 638

- Rhone Group, 653
- Rice, Greg, 652
- Ridings, Barry, 482–83
- Rifkind, Simon, 132, 156, 170–72, 208, 223, 256–57
- Rinaldini, Luis
- cigar-smoking habit of, 424
 - as first Lazard associate hired out of business school, 229, 230–31
 - on getting Michel David-Weill to “change his ways,” 468
 - on Lazard’s identity (“It’s like a family”), 317
 - in loss of media business to Rattner, 296–97
 - in Pizzitola’s mystifying job interview, 230–31
 - as a renter from Margo Walker, 387
 - stellar deals executed as Rohatyn’s wingman, 324
 - on working with and learning from Rohatyn, 332–25
- RJR Nabisco, 290–91, 308, 324, 561–62, 567, 667
- RMT Properties, 244, 247
- Roberts, Brian, 307, 367, 373–74, 382, 471
- Robertson, Reuben, 119–20, 121
- Rocard, Michel, 233
- Rockefeller, David, 64, 67, 179, 215
- Rockefeller, Nelson, 196
- Rockefeller Center Club, 432
- Roger, Bruno, 233, 418, 459, 461, 464, 482, 487, 490, 501, 509, 513–14, 530, 573, 577, 578, 579, 593, 616, 653
- Rohatyn, Alexander, 9, 15–16
- Rohatyn, Elizabeth Vagliano, 161–65, 175, 217, 220, 261–62, 270, 271–72, 274, 368, 377, 389, 405–6, 407, 502
- Rohatyn, Felix
- arbitrage strategy explained by, 92–93
 - art owned by, 271
 - in Avis deal, 76–77
 - “broad tape” memo of, 219
 - Bronfman’s advice on work focus to, 72–73
 - business prowess of, 74–75, 143–44
 - celebrity standing of, 157, 222, 234, 263–64, 343
 - Celler Commission testimony of, 87–94, 101
 - children of, 161, 162
 - Church Committee testimony of, 141–43
 - in City Club statement on charity galas, 271–72
 - description of, 74
 - Dita Beard memo read to, 124–25
 - DuPont crisis and, 97–99
 - early Lazard career of, 70–74
 - education and science hopes of, 15, 16
 - European family background of, 8–9
 - failed Federal Reserve nomination of, 375–79, 381, 405, 406, 421
 - fate of subordinates toiling under, 83–84, 320–26, 349–50
 - fee system criticized by, 238–39
 - “Felix the Fixer,” 129–30, 152
 - financial industry criticized by, 269–70
 - in Firestone deal, 312
 - first Wall Street job of, 16
 - in flight from Nazis, 10–14
 - France ambassadorship nomination and, 405–8, 429–30
 - French brewery job of, 16
 - Gaillet’s long affair with, 158–65
 - GE-RCA deal and, 269
 - Gerschel’s relationship with, 199–201
 - Gotbaum’s friendship with, 220–22
 - Great Man status of, 349–50
 - Hayden, Stone “back office” crisis resolved by, 95–97
 - Herbst lawsuit and, 147–48, 150–51
 - investment style of, 195
 - ITT-Hartford deal and, 101, 105–6, 107–18, 122–23, 131–33, 240–41
 - ITT’s acquisitions program and, 79–86
 - Kinsley’s criticism of, 239
 - Kleindienst’s meetings with, 113–14, 116, 118, 121–23
 - language facility of, 15
 - Lazard IPO views of, 627–38
 - Lazard leadership declined by, 193–95, 196
 - leaving Lazard for government as plan of, 376, 379, 404–5
 - Lehman Brothers joined by, 505
 - Loomis’s criticism of, 283–84
 - Loomis’s feud with, 328–30
 - in Lotus-IBM deal, 367–68
 - lustrous income of, 219–20, 225, 287, 350, 503
 - MAC and, 220, 223–24, 234
 - McClintick’s profile of, 261–64

- management style of, 348–50
M&A deal making of, 165–66, 219–20, 237, 268–69, 291, 311–13, 367–68
M&A group headed by, 145–46
marital troubles of, 157–61
Matsushita deal and, 313–14
media image of, 165–66, 263–64
Meyer contrasted with, 74
Meyer eulogized by, 180–81
as Meyer's protégé, 67, 70–72, 73, 144–45
Michel David-Weill's relationship with, 184–85, 218–19
Monnet as model for, 6–8
music interest and favorite composers of, 9, 13
mythic status and banking legend of, 143–44, 320
New York article on, 379–84, 403–5
New York City financial crisis and, 3, 155–57, 166, 189, 195, 197, 216
New Yorker profiles of, 73–74, 220, 222, 236
New York's unflattering cover story on, 379–80
New York Times op-ed pieces of, 153, 155
New York Times profiles of, 151–52, 160, 190, 216
1992 election and, 342–43
noncompete agreement of, 502–3
Paramount deal and, 356
partnership slice of, 187–88, 189, 207, 261, 287
Perot's relationship with, 99
philanderings and affairs of, 158–60, 165, 350, 388–89
political ambition of, 3–4, 6–8, 189–90, 262–63, 264, 272–73, 320, 342–43, 376
as political commentator, 234–37
professional wanderlust of, 215–18
and proposed return to Lazard, 501–3
Rattner's feud with, 358, 366, 368–69, 371–72, 380, 382–83
Rattner's reconciliation meeting with, 439–40
Rattner's relationship with, 352–53, 355–56
rehabilitated image of, 151–55
RFC idea of, 153
Rinaldini's frustrations unloaded on, 324–25
SEC testimony of, 154–55, 166–67
succession question and, 193–94, 196, 381
Textron-Lockheed deal and, 304
Time article as publicity boost for, 151–52
tony and elegant homes of, 270–71
typical week of, 8
unpublished memoirs of, 502, 504–5
U.S. citizenship and draft eligibility of, 72
Wall Street Journal profiles of, 131, 216–17, 260–61
Wasserstein contrasted with, 550–51
women professionals bypassed by, 394
World Bank offer and, 368–69
worldview of, 10, 14
Rohatyn, Jeannette Streit, 79, 157
Rohatyn, Michael, 161
Rohatyn, Nicholas, 8, 161, 221, 505
Rohatyn, Pierre, 161, 162
Rohatyn Amendment, 236
Rohatyn & Company, 9
Rohatyn Associates, 503, 505
Rohatyn Manifesto, 3
Roosevelt Field Mall, 78
Root, Elihu, 369, 550
Rosen, Jeff, 578, 582, 614–15
Rosen, Simone, 53
Rosenbaum, Ron, 272
Rosenberg, Harry, 228
Rosenfeld, Jerry
 employment history of, 367, 443
 in first shot against Michel David-Weill's Wasserstein deal, 434
 as head of banking, 443, 444, 456
 in IBM-Lotus deal, 233, 367–68, 443
 Lazard joined by, 367
 Lazard left by, 443–44
 Mezzacappa's resentment of, 480
 in Rohatyn's replacement plan, 408
 Stern contrasted with, 443
 "Tragic News Item" e-mailed by, 635
Rosenthal, Edward, 76
Rosner, Brian, 249–52, 255
Ross, Steve, 76, 111, 311
Rothschild, Jacob, 278, 389
Rothschilds' banking house, 21, 29, 194, 233, 410, 508, 534
Rougemont, Guy, 660
Royal Dutch Shell, 102
Rubin, Robert, 4–5, 7, 199, 238, 306, 368, 378

- Rucker, William, 498–99
 Rue Impériale de Lyon, 477–78, 479, 492, 604
 Russell, Stanley, 35, 39–40
 Ruttenberg, Derald, 5
 Ryan, Jack, 113
- S, Project, 507
 Sabouret, Anne, 318
 Sachs, Jonathan, 231
 Saint-Donat, Bernard, 417
 St. Joe Minerals Corporation, 242, 549
St. Louis Post-Dispatch, 299
 Saint-Marie, Bernard, 657
 Salema, Joseph, 345
 Salinger, Gregory, 298
 Salinger, Pierre, 298
 Salomon, Billy, 204
 Salomon Brothers, 173, 204, 213, 227, 290, 306, 324, 398, 401–2, 440, 558
 Salomon Inc., 558–59
 Samberg, Arthur, 175
 Sampson, Anthony, 64, 74, 101
 Sand Springs Holdings, 599
 San Francisco earthquake of 1906, 17
 Sanofi, 601–2
 Santana, Chris, 582–83
 Sarbanes-Oxley Act of 2002, 86, 660
 Sarkozy, Nicolas, 639
 Sarnoff, David, 54, 67, 76, 79, 91, 179, 198, 215, 269
 Sauvage de Brantes, Guy, 134
 Savage, Terry, 482–83
 Sayer, Patrick, 418–19, 604–7, 654
 Scardino, Marjorie, 428, 462, 471, 476
 Schiff, John, 205
 Schlosstein, Ralph, 303
 Schultze, Charles, 304–5
 Schulweis, Harvey, 448
 Schumpeter, Joseph, 2, 288
 Schwarzman, Steve, 270
 “Scion in Winter, The” (Andrews), 428
 Seagram, 237, 242, 314, 320, 321, 549
 Seath, John, 109
 SeaWorld, 311, 324
 Sechrest, Jeff, 387
 Second General American Investment Company, 27
 Securities Act of 1933, 35, 137, 625
 Securities and Exchange Commission (SEC), 93, 98, 99, 108, 111, 122, 126, 127, 131, 135, 136, 176, 177, 189, 206, 242, 255, 256, 346, 447, 556, 569
 fixed income ruling of, 204–5
 GE-RCA deal and, 270
 Lazard LLC’s filings with, 625–26, 628, 632–33, 642–43, 644
 Mediobanca-ITT suit and, 137–39, 154–55, 166–73
 municipal underwriting scandal and, 366, 376, 446
 yield-burning scandal and, 464–65
 Securities Exchange Act of 1934, 172
 Seegal, Fred, 562
 Seinfeld, Jessica, 662
 Senate, U.S., 7, 141, 153
 Banking Committee of, 377
 Foreign Relations Committee of, 2–3, 141
 Senate Judiciary Committee, 101, 126, 135, 137, 154
 Kleindienst’s confirmation hearings in, 123–26, 131
 September 11, 2001, terrorist attacks of, 519–22
 Serrano, Operation, 638
 Serrin, William, 6, 235
 Shacklock, Tim, 532
 Shad, John S. R., 242
 Shalala, Donna, 166
 Shamrock Partners, 341
 Shapiro, Philip, 361
 Shapiro, Walter, 303
 Shearman & Sterling, 66, 244, 246, 248, 320
 Shearson Lehman, 308
 Sheinberg, Sid, 311, 314
 Sheraton, 87, 92, 100, 103
 Shields & Company, 60
 Shields Model Roland, 205
 Shinn, George, 338
 Shinn, Richard, 156
 Shoemaker, Alvin, 558
 “Short-Term Stimulus? Long-Term Error” (Rattner), 343–44
 Shriver, Sargent, 69
 Shultz, George, 304
 Siegel, Marty, 239
 Sillem, Jeremy, 309, 480
 Silver Gate Corporation, 77–78
 Silverman, Leon, 149–50
 Silverman, Rich, 592, 609, 648
 Silvers, Robert, 235–36

740

- Simmons, Hardwick, 96
 Simmons, Samuel, 109–10
 Simon & Schuster, 462, 504
 Simpson Thacher, 353, 532
 Skadden, Arps, 253
 Small, Sherwood “Woody,” 229
 Smiley, Donald, 156
 Smith, C. R., 134
 Smith, Liz, 272
 Smith, Peter, 206
 Smith, Roy, 530, 613
 Smith, Sally Bedell, 405
 Smith Barney, 252–53, 254, 364
 Smith-Burke, Margaret, 373
Soap Bubbles (Chardin), 475
 Sociedad Recovia, 651
 Société Civile Haussmann Percier, 478
 Société pour la Vente à Crédit d’Automobile (SOVAC), 36, 225
 Sofina (bank), 102
 SoftBank Corp., 367
 Solomon, Art, 448–50, 451
 Solomon, Michael, 228, 457
 Sonnenfeld, Jeffrey, 612
 Sony, 312, 313
 Sorkin, Andrew Ross, 652, 667
 Souza Dantas, Luis Martins de, 12
Sovereign State: The Secret History of ITT (Sampson), 101
 Spain, 10–11, 45, 46
 Spangler, Arnold, 231, 293
 S. Pearson & Son, Ltd., 55, 226, 277, 309, 428, 460, 462, 467
 Eurazeo buyout of, 472–73, 476
 Lazard stake of, 21–22, 31–34, 206, 257, 472
 Murdoch’s attempted takeover of, 257–58
 Speyer, Jerry, 201
 Spitzer, Eliot, 488
 Sporkin, Stanley, 138, 171–72, 174, 175–76
 Sportcraft, 598
 Sprague, John, 416
 spreadsheet software revolution, 231–33
 Stanley Works, 630
 Stans, Maurice, 112
 Startupcapital.com, 402
 State Department, U.S., 13, 45, 50, 51–52, 56, 406
 Steg, Jean-Michel, 419–20
 Stein, Howard, 155, 389
 Steinberg, Saul, 270
 Steiner, Josh, 488–89
 Stendhal, 204
 Stephens Inc., 446
 Sterling Chemicals, 397
 Stern, Alice, 410
 Stern, Antoine, 410
 Stern, Beatrice. *See* David-Weill, Beatrice
 Stern, Édouard, 402, 409–22, 431, 434, 435, 443, 445, 456, 479, 501, 523, 530, 537–38, 602, 623
 attempted coup by, 421–22
 career and business style of, 410–12
 in departure from Lazard, 429–30
 dismissed as Lazard partner, 426–27
 Forbes profile of, 420–21
 Lazard career of, 414–20, 421
 marriage of, 411, 421, 430, 636, 639–40
 mercurial behavior of, 412–13, 415
 murder of, 635–42
 risk-taking style of, 413–14
 succession question and, 409–10, 421
 Stern, Gerard, 410
 Stern, Philippe, 410
 Stevenson, Adlai, III, 120
 Stewart, James, 252, 504
 stock market crash of 1929, 28
 stock market crash of 1987, 281, 307, 561
 Japanese buying spree and, 312–13
 leveraged buyouts after, 307–9, 311–12
 United Airlines deal and, 308–9
 Stone, Galen, 96
 Stone, I. F., 120
 Stonehill, Charles, 591
 Storer Communications, 310
 Strauss, Robert, 155, 304, 306, 311
 Streit, Clarence, 157–58
 Streit, Jeannette. *See* Rohatyn, Jeannette Streit
 Strine, Leo, 583
 Studebaker-Worthington, 5
 Sullivan, Jenny, 393
 Sullivan, Michael, 652
 Sulzberger, Arthur, Jr., 297, 302–3, 305, 306–7, 351, 353–54, 370, 383, 384, 446, 488
 Sulzberger, Arthur Ochs, 303
 Sulzberger, Gail, 303
 Sumitomo Bank, 312
 Sundick, Gary, 170
 Supino, David, 65–67, 84, 206, 220, 297–98, 321–22, 324, 391, 393, 395, 448, 482–83
 supply-side economics, 235
 Supreme Court, Delaware, 268, 561

741

- Supreme Court, U.S., 105–6, 124, 127, 132, 554
 antitrust cases in, 111–12, 113
 Sutro Tunnel Company, 20
Swindle (Rosner), 250
 Swiss Bank Corporation (SBC), 211, 411–12, 414, 601
 Swiss Re, 599
- Tabet, Kamal, 424
 Taipale, Kim, 395–96
TALK, 488
 Tamagni, Jack, 223, 226
 Tanner, David, 445, 488–89
 Tanner, Harold, 445
 Tashjian, David, 451, 480, 498, 524–25, 575–76, 582, 591
 Tattevin, Pierre, 489
 Taubman, A. Alfred, 299
 Taubman, Phil, 302–3
 Taylor, Douglas, 581–82
 Taylor, Paul, 448
 Taylor, William, 6–7
 TCI, 310
Tearing Down the Walls (Langley), 96
 Telecom Italia, 577
 Telefónica, 495
Telephony, 596–97
 Televisa, 417
 Teltsch, Kathleen, 271–72
 Terra Networks, 495
 Texaco, 552–54
 Textron, 152–53, 255, 304
 Thatcher, Margaret, 214, 265
 Theodoracopulos, Taki, 636
 Thomas, Joseph, 103
 Thornton, John, 409
 Tigay, Eytan, 653
 Tilal (“There Is Life After Lazard”), 321
Time, 151–52, 155, 263, 269–70
 Time Inc., 311, 561–62, 597, 663
Times (London), 622
 Time Warner, 76, 311, 324, 387, 562–63, 573–74, 663–67
 Tishman Company, 201
 Tishman Speyer, 201–2
 Torykian, Dick, 424
 Toulouse Partners, 655
 Townsend, Robert, 77–80
 Trade and Industry Department (DTI), British, 413–14
 Transco Energy, 341
 Travelers, 481
 Treasury Department, U.S., 116, 153, 222
 Tree, Marietta, 56–57
 Tribune Company, 299
Tribune de Genève, 636
 Tropicana, 561
 Troubh, Raymond, 6, 87
 T. Rowe Price, 653
 Truman, Harry S., 189
 Trump, Donald, 402
Trump: The Art of the Comeback (Bohner and Trump), 402
 T. Schreiber Studio, 300
 Tuft, Tom, 610, 622, 644, 650, 652
 Turner, Ted, 299
Twenty-Year Century, The: Essays on Economics and Public Finance (Rohatyn), 239
 Tyson, Laura D’Andrea, 376–77
- UBS Warburg, 498, 576
 UNICEF, 379
 Unilever, 219
 Union Bank of Switzerland (UBS), 357, 412, 413, 479–80, 482, 487, 492, 517, 530, 573, 597, 605, 609, 633, 642
Union Now (Streit), 157–58
 United Airlines, 308, 310, 461, 468
 United Homes, 87
 United Jewish Appeal, 54
 United Nations, 56, 167
 United News & Media, 471
 United Technologies, 165–66, 219, 225, 238–39, 243, 254
 Universal Studios, 311, 314
Up the Organization (Townsend), 79–80
 U.S. Bancorp, 342
 U.S. Customs Service, 423–24
 U.S. Steel, 237, 552–53
 US West Media Group, 342, 367
- Vagliano, Elizabeth. *See* Rohatyn, Elizabeth Vagliano
 Value Line, 243
Vanity Fair, 299, 302, 305, 352, 357, 359, 366, 379–80, 383, 384, 387, 408, 428–29, 533, 571, 572, 637, 639, 640–41
 Rattner profiled by, 353–54, 356, 371–72

- Van Kampen Merritt, 330
 van Riel, Kristen, 411–12, 640–41
 Verey, David
 achievements and qualities of, 508–9
 on dangers of proposed equity plan, 500, 507–8
 at Evan's memorial service, 585
 in Lazard's 150th anniversary, 454
 in Lazard's sale-or-IPO quandary, 499–500
 Loomis's self-comparison to, 284
 as M&A banker, 593
 in Michel David-Weill's replacement effort, 482, 490
 partnership stake of, 445
 on Pearson buy-back negotiation, 472–73
 in proposed Lazard three-house merger, 459, 460, 462, 464, 472–73, 481, 508
 rapid rise as Nott's deputy, then Lazard Brothers chairman, 309–10, 462
 Rattner's "friendly rivalry" with, 462
 resignation of, 508–10
 Wasserstein's revolution characterized by, 590
 Viacom, 351, 353, 380, 504, 664
 Vichy France, 11, 46, 47–48, 49
 Vienna Stock Exchange, 9
Vineyard Gazette, 302
 Vivendi Universal, 314
 Volcker, Paul, 236, 283
 Volk, Stephen, 386–87
 Voltaire, 205
 von Hoffman, Nicholas, 129–30, 563
 von Mueffling, William, 594–95
 Voss, François, 64, 101, 199, 579, 613
- W, 217, 226, 260, 272, 274–75
 Wachtell, Lipton, 253, 256, 362, 393, 424, 435, 534, 559–60, 625, 627–28
 Waggoner, J. Virgil, 397
 Walker, David, 387
 Walker, Margo, 319, 384, 386–88, 428, 636
 Walking Dead, 634–35
Wall Street Journal, 10, 131, 216, 243, 246, 249, 252, 256, 269, 275, 291, 308–9, 310, 359, 377, 435, 457, 487, 491, 533, 538, 539, 556, 563, 588–89, 601, 605–6, 609–10, 612, 617, 624
 municipal underwriting investigation of, 344–47
 Rattner profiled by, 352
 Rohatyn profiled by, 216–17
 Wasserstein article in, 551–52
 Walsh, Lawrence E.
 Kleindienst urged not to appeal ITT antitrust case by, 111–13, 120
 in McLaren's confirmation as federal judge, 120
 Walters, Barbara, 165, 271, 389, 398
 Wambold, Ali, 289–90, 296, 310, 416
 Warburg, Siegmund, 65
 Ward, Chuck, 291, 559, 578, 582, 585
 Warner Communications, 311, 561
 Warner Music, 666
Washington Monthly, 263, 306
 Rattner profiled in, 299–300
Washington Post, 122, 129, 134, 157, 210, 239, 377, 484
 Washington Post Company, 226
 Wasserman, Harvey, 543
 Wasserman, Lew, 311, 313–14
 Wasserstein, Abner, 540, 541
 Wasserstein, Ben Churchill, 560, 600
 Wasserstein, Bruce, 2, 36, 238–39, 283, 291–92, 311, 337, 370, 409, 420, 431–32, 456, 492, 528, 656
 absolute CEO powers of, 535–39
 Allied and Federated bankruptcies as seen by, 555–56, 559, 561, 565–67
 "almighty lucre" sought in early career of, 546, 548–53
 art acquisitions as act for, 570
 asset management under control of, 594–95
 "Bid-'Em-Up Bruce" nickname hated by, 563, 660
 in big oil company deals, 552–54
 books dedicated to wives of, 536
 Braggiotti's feud with, 653–55
 Brooklyn background of, 540–41
 in "brutal" separation from Lorinda Ash, 570
 childhood "Bruceania" playland of, 542
 Christmas eve birth and "Messiah potential" of, 540, 542
 in Combustion Engineering–Gray Tool deal, 548
 concerns about sickly appearance and health of, 662–63
 "Dare to Be Great" speech of, 563, 660

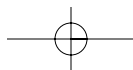
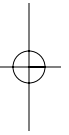
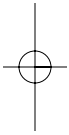
- deal-making style of, 542, 549–50, 562–63, 568, 569–70
- education and auspicious student role of, 542–46
- Esquire's* “Merger Maestro” profile of, 552–53
- European bankers at odds with, 576–78
- failed Interco deal devised by, 564–65
- first improbable marriage and divorce settlement of, 544–48
- in “great-man strategy” role, 576
- in hiring and spending spree, 581–85, 587–89, 590–92, 600, 606–7
- in ill-advised Quadrangle litigation, 582–84
- income and accumulated wealth of, 565, 632, 659, 661
- Intesa sale seen as “financial lifeline” for, 587–88
- journalism as youthful passion of, 543–45, 551
- Kravis’s charges in RJR Nabisco LBO fought by, 567–68
- Lazard compensation system revamped by, 575, 579–81, 589, 631–32
- Lazard IPO as problem solver of, 628–29
- in Lazard IPO dispute, 609–10, 614–17, 621–31, 633–34, 648–49
- Lazard partnership slice of, 537, 539, 575
- Lazard shares owned by, 630, 659
- Lazard’s “new management team” named by, 578–79
- Lazard’s revenues during tenure of, 601–2
- LBO fund shrunk by, 570–71
- in lunchtime power displays, 432
- MCA hoax embarrassing for, 569
- in media’s crosshairs, 551–52, 557, 561–64, 567–68, 569–70
- “memo capital” accounting gimmick of, 589–90
- Michel David-Weill’s deal and feud with, 579–81, 586–87, 602–13, 615–25
- Michel David-Weill’s job negotiations with, 291–92, 431–32, 517–18, 526–27, 530–32, 534–35
- naming of children by, 560
- nerdy and rumpled appearance viewed as asset by, 551, 552, 570
- palatial homes and properties of, 661–62
- passionless IPO presentation of, 644–45
- Perella’s resentments and conflict with, 571–72
- in Perelman’s ill-fated Salomon deal, 558–59
- as “play unto himself,” 542
- publications owned by, 596–600
- rationales explored for purchase of *New York* by, 597–600
- Rohatyn contrasted with, 550–51
- “smart man’s disease” ascribed to, 570
- in swift romance and second marriage, 552, 570
- in switch from law to banking, 550
- tax-avoidance stratagems of, 532–33, 629–30, 661
- in third marriage (to CBS News producer), 572
- Time-Warner deals of, 311, 562–63, 573–74, 663–64
- Wall Street Journal's* contribution to mythology of, 551–52
- Wasserstein & Co.’s CEO and main beneficiary, 598–99, 632
- Wasserstein Perella & Co. founded (“to make some real money”) by, 560–61
- in Wasserstein Perella’s “golden” days and time of troubles, 561–72
- Wasserstein, Chris Parrott, 550, 552, 570
- Wasserstein, Claude Becker, 536, 572, 661–62
- Wasserstein, George, 541
- Wasserstein, Georgette, 540, 541, 542
- Wasserstein, Jerry, 541
- Wasserstein, Laura Lynne Killin, 544–48
- Wasserstein, Lola, 540–41, 542, 545
- Wasserstein, Lucy Jane, 663
- Wasserstein, Morris, 540–41, 542
- Wasserstein, Pam, 542
- Wasserstein, Sandra Meyer, 540–41, 546, 622
- Wasserstein, Teddy, 541
- Wasserstein, Wendy, 300, 540–42, 547, 663
- Wasserstein & Co., 533, 537, 632
- Wasserstein’s co-ownership of, 598–99, 632
- Wasserstein Brothers Ribbons, 541
- Wasserstein Perella & Co., 291, 311, 370, 409, 431–32, 483, 572, 575, 582, 587, 593, 597–98, 663, 666, 667

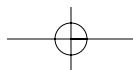
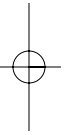
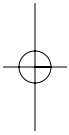
744

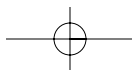
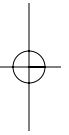
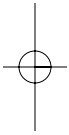
- business plan of, 560–61
- creation of, 559–60
- early success of, 561
- Lazard's merger talks with, 431–37, 440
- LBO fund of, 571
- MCA deal and, 569
- sale of, 492, 496, 518, 532–33, 596, 614, 617–18, 626, 657
- Watergate scandal, 101, 121, 126, 131, 239
- Watteau, Jean-Antoine, 475–76
- Way-Assauto, 166–70, 173
- Webborn, Alan, 492
- Weil, Gotshal, 176
- Weill, Alexander, 18–19, 20–21, 22, 184, 409
- Weill, Michel, 56
- Weill, Sandy, 96–97
- Weinberg, Sidney, 205
- Weinstein, Harvey, 382, 488, 540, 597
- Weinstock, Michael, 582–84
- Welch, Jack, 269, 324, 458
- Weld, William, 362
- Wertheim & Company, 82, 85–86, 201
- Wexner, Leslie, 261, 263, 326
- Whinney, Smith & Whinney, 30
- White, Jessica, 591
- White, Maureen. *See* Rattner, Maureen
- White
 - White
 - White, Robert, Jr., 591
 - White Bull* (Fragonard), 474
 - White Motors Company, 321
 - Wickes, 571
 - Wildenstein, Daniel, 39
 - Wildenstein, Guy, 38, 47, 473
 - Wildenstein, Nathan, 38
 - Wilks, Robert M., 243, 245–55, 256, 340
 - Willens, Robert, 644
 - Williams, Harold, 105, 148
 - Williams, Paul, 144
 - Wilpon, Fred, 299
 - Wilpon, Lyle, 299
 - Wilson, Fred, 61, 202, 230, 283
 - Wilson, Ken
 - on Agostinelli's unreal "cigar" expenses, 425
 - in departure to Goldman, 444, 504, 519, 592
 - in FIG group, 298, 330, 433
 - Goldman stock position of, 444
 - as head of banking, 359, 369, 425, 437, 439, 440–441, 444, 456
 - on Lazard accounting deception, 643–44
 - on Lazard IPO share price, 647–48, 651
 - Lazard's hiring of, 298
 - in Lazard's new management committee, 439
 - on Lazard-Wasserstein merger gambit, 433–34
 - on Loomis's restructuring plan, 528
 - in lost race with Rattner for deputy CEO job, 439–44
 - Mezzacappa's retirement attributed to, 480
 - post-Lazard career of, 444, 504, 519, 592, 647–48, 651
 - on proposed sale of Lazard, 519, 596
 - in Rohatyn replacement scheme, 408
 - Wisner, Frank, 405–6, 407
 - Wissler, Benjamin, 15
 - With Justice for Some: An Indictment of the Law by Young Advocates* (Green and Wasserstein), 545
 - "Wizard of Lazard, The" (*New York Times*), 190
 - Wolf, Sid, 211–12
 - Wolfensohn, James, 368–69
 - Wolff, Michael, 369, 397
 - Women's Wear Daily*, 318
 - Wood, Jon, 413, 478, 479–80, 487, 489, 490, 507, 530, 573, 604, 642
 - Woods, Ward, 402
 - in Bohner rescue attempt, 397
 - in Gang of Four from Lehman, 206–8, 211, 213–14
 - Lazard's quirkiness seen as problem for, 214
 - partnership stake of, 208, 226, 284
 - press attention to, 260
 - Rohatyn's "fire Gregory" order ignored by, 294
 - on working with women, 392
 - Woodward, Bob, 377–78, 504
 - World Bank, 368–69, 382
 - WorldCom, 488
 - World War II, 42–44, 62
 - Worthington, Christa, 274–75
 - WOR-TV, 314
 - Wrennall-Montes, Sally, 369, 460
 - Wriston, Walter, 252
 - Xerox, 330–31, 443

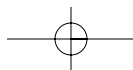
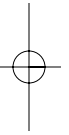
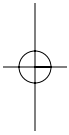
745

Yale Law Review, 546
Yellow Cab Co. (Kansas City), 92
yield-burning scandal, 364–65, 446,
464–65
Young, Lou, 145
Young, Phil, 228
Zarb, Frank, 184, 220, 225, 226, 250,
253, 254, 315
Zeckendorf, William, 69–70, 78
Zelnick, Strauss, 372
Ziff, Dirk, 367, 372
Ziff Davis Publishing Company, 367
Zuckerman, Mort, 488, 597









750

