

# Q: WHAT DID YOU EXPECT?



## JAMES LAPINE



**Playwright/director**

Livingston, N.Y.

b. 1/10/49

Pulitzer Prize-winning playwright and director of *Sunday in the Park with George*. Now collaborating with Stephen Sondheim on a new musical tentatively called *Into the Woods*, a retelling of fairy tales. "I was teaching a course at Yale, and they have a work month when everybody does things they don't normally do. I don't

know how it came up, but I guess my students suggested I direct a play. So I did. In so many ways, ignorance is bliss.

"I don't know that if my life's ambition had been the theater I would have done it this way. I didn't know any better. I don't really have any sense of career. I just sort of go from one thing to the next. I like what I do enormously, and I don't feel burdened by it. I guess I don't think of it as work. So I guess it's not what I expected work to be."



## JOANN FALLETTA



**Conductor**

Denver, Colo.

b. 2/27/54

Spirited conductor of the Queens Philharmonic and the Denver Chamber Orchestra, transformed both ensembles from amateur groups into professional symphonies. At just five feet four inches, broke into conducting by asserting a thrilling forcefulness. "I decided to become a conductor because I fell in love with the orchestra. I used to go to a lot of concerts, and I fell in love with the idea of musicians working together and creating, re-creating, something beautiful. That seemed to me like almost a utopia, that people could merge and create something magnificent. When I was twelve I thought that that had to be the most beautiful thing one could work in, and I decided then. I never had any doubts."

## EDWARD M. ESBER JR.



**Software executive**

Torrance, Calif.

b. 6/22/52

Two years ago was recruited as chief executive officer of Aston-Tate Inc., one of the nation's three largest producers of software, and surprised the industry by bringing the ailing company back to life. A former skydiver, has a Harvard M.B.A. and no previous management experience. "I hate to use the word *nerd*, but in high school I was more on that side of the scale. I've had to change myself to deal with this job. At the last motivational meeting, I dressed up as General Patton and gave a speech. I do that sort of thing now, and you wouldn't think that a shy guy could."

