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## Memos From The Chairman

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Growing In The Clintons' Garden? President Joe Biden delivers his first State of the Union address

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Just eight days after the 2020 election, then-President Donald Trump was so determined to end the war in

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Afghanistan during his presidency that he secretly signed a memo to withdraw all troops by ...

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New Woodward/Costa book: Trump secret memo ordering withdrawal from Afghanistan blindsided national security team

Former President Donald Trump signed a secret memo calling for the withdrawal of all US troops from Afghanistan by January 15, 2021, according to the new Bob Woodward book.

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Trump SECRETLY signed 'rogue' memo to withdraw all

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US troops from Afghanistan by January 15, 2021 and didn't tell his national security team - who rushed to get him to nullify ...

An internal memo from GB News channel chief executive Angelos Frangopoulos shows that its board was ready to 'terminate Andrew Neil's position' - branding it 'untenable'.

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Andrew Neil was about to be sacked by GB News before he walked out, leaked memo reveals as email exposes jibe at being flown from France in 'the world's smallest private jet'

Former President Donald Trump signed a secret memo

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calling for the withdrawal of all US troops from Afghanistan by January 15, 2021, according to the ...

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Trump secretly signed 'rogue' memo to withdraw all US troops from Afghanistan ...

Milley was buoyant at the inauguration because "Trump was out of the presidency and it looked like another peaceful transfer of power," the book says.

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Gen. Mark Milley was 'one of the happiest people' at Biden's inauguration because it meant Trump was out of office, book says

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During the 2020 election, many Democrats hammered Republicans relentlessly over their failure to take the COVID-19 pandemic seriously — and according to a Democratic Congressional Campaign Committee ...

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Scathing DCCC memo offers blueprint for attacking 'extremist' Republicans on COVID-19

Now, everyone from kids in school to our military personnel are taught that our nation is inherently prejudiced and that “ systemic racism ” is rampant. How does diversity and inclusion training harm ...



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Stop the Left ' s Beatdown of Our Military

Happy Monday and welcome to On The Money, your nightly guide to everything affecting your bills, bank account and bottom line.

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On The Money: House Democrats cut back Biden tax hikes

Good evening and welcome to TUCKER CARLSON TONIGHT. We almost never use the term "Deep State" on this show. There is something about it that sounds paranoid, even a little nutty. As just a few years ...

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Tucker reveals how authoritarianism is in the US Saturday's planned rally in support of the Jan. 6 insurrectionists comes at just the wrong time for the Republican Party - or at least for those within the GOP who want to move on from former ...

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The Memo: Rally in support of Jan. 6 rioters is new headache for GOP

But I will be watching with interest later this week when FBI Director Christopher Wray goes before the Senate Judiciary Committee to be questioned about the shake-and-bake investigation that the FBI ...

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I'd Like to Hear Christopher Wray Explain Why the FBI Used This Memo to Avoid Investigating Brett Kavanaugh

As a physician, medical educator and animal advocate, I oppose the senseless waste of tax dollars and animals' lives in live tissue training.

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Live Tissue Training Continues in the DOJ  
Financial services giant Fidelity recently discussed a Bitcoin exchange-traded product with the U.S. Securities and Exchange Commission (SEC).

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Fidelity Executives Meet With the SEC in Effort To Launch a Bitcoin Exchange-Traded Product

Credit Suisse has appointed a new head of mergers and acquisitions (M&A) for Asia Pacific as it shuffles its investment banking team in the region, according to a memo seen by Reuters.

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MOVES Credit Suisse shuffles Asia Pacific investment banking team - memo

Credit Suisse keeps strengthening its presence in the Asia Pacific (APAC) region by appointing a new head of mergers and acquisitions (M&A).

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Credit Suisse Appoints Christian Deiss as Head of M&A in the APAC Region

Current and former federal technology leaders say OMB ' s draft zero trust strategy must still address some challenges.

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Funding OMB ' s zero trust mandate may be the toughest part of the new strategy

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News18 Daybreak | A Surprise BJP Pick, Bhupendra Patel Ticks the Right Boxes; Indian Forces to be Trained to Fight Taliban

Did Gen. Mark Milley go too far? That ' s the question in Washington today after newly released excerpts of the new book from Bob Woodward and Robert Costa are calling into question the top U.S. general ...

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Axios Today podcast: How teen mental health is affected by the pandemic

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Afghanistan blindsided national security team: New Woodward/Costa book - ...

The chairman of the board of Bear Stearns investment bank shares his innovative approach to business in a collection of witty, trenchant, and inspirational thoughts on success, bureaucracy, arrogance, telephone manners, and other topics.

When he assumed the position of Chairman of the Board of Bear Stearns in 1978, Alan C. Greenberg found himself with the unenviable task of meeting —and

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surpassing —the rigorous leadership standards set by his legendary predecessor, Cy Lewis, "the man who was credited with having made Bear Stearns what it then was." For nearly two decades now, "Ace" Greenberg, as he is affectionately known, has kept Bear Stearns on top through a unique and provocative business management philosophy —a philosophy that he frequently and effectively communicates to employees through a series of no-holds-barred company memos. Now, the inimitable Greenberg style sparks a priceless collection of his most inspirational, insightful, and instructional memoranda. Memos From the Chairman affords a rare glimpse at the motivational thoughts and management techniques of one of the corporate world's



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most brilliant leaders. "Many years ago, *Where Are the Customers' Yachts?*, through a humorous look at Wall Street, dispensed some of the best investment advice ever written. In this book, Ace has applied the same treatment to managerial advice with equal success."

—Warren Buffett from the Foreword to *Memos From the Chairman* "I love this book. If I didn't have a dreaded MBA, I might even, at age 53, apply for a job at Bear Stearns." —Tom Peters

“ Ace Greenberg did almost everything better than I do—bridge, magic tricks, dog training, and arbitrage—all the important things in life. ” —WARREN BUFFETT Alan C. Greenberg, the former chairman of Bear, Stearns,

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and a celebrated philanthropist, was known throughout the financial world for his biting, quirky but invaluable and wise memos. Read by everyone from Warren Buffett to Jeff Bezos to Tom Peters ( “ I love this book, ” the coauthor of In Search of Excellence said), Greenberg ’ s MEMOS FROM THE CHAIRMAN comprise a unique—and uniquely simple—management philosophy. Make decisions based on common sense. Avoid the herd mentality. Control expenses with unrelenting vigil. Run your business at the highest level of morality. Free your motivated, intelligent people from the chain of command. Always return phone calls promptly and courteously. Never believe your own body odor is perfume. And stay humble, humble,

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humble.

On March 16, 2008, Alan Greenberg, former CEO and current chairman of the executive committee of Bear Stearns, found himself in the company ' s offices on a Sunday. More remarkable by far than the fact that he was in the office on a Sunday is what he was doing: participating in a meeting of the board of directors to discuss selling the company he had worked decades to build for a fraction of what it had been worth as little as ten days earlier. In less than a week the value of Bear Stearns had diminished by tens of billions of dollars. As Greenberg recalls, "our most unassailable assumption—that Bear Stearns, an independent

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investment firm with a proud eighty-five-year history, would be in business tomorrow—had been extinguished. . . . What was it, exactly, that had happened, and how, and why?" This book provides answers to those questions from one of Wall Street ' s most respected figures, the man most closely identified with Bear Stearns ' decades of success. The Rise and Fall of Bear Stearns is Alan Greenberg ' s remarkable story of ascending to the top of one of Wall Street ' s venerable powerhouse financial institutions. After joining Bear Stearns in 1949, Greenberg rose to become formally head of the firm in 1978. No one knows the history of Bear Stearns as he does; no one participated in more key decisions, right into the company ' s final days.

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Greenberg offers an honest, clear-eyed assessment of how the collapse of the company surprised him and other top executives, and he explains who he thinks was responsible. This is a candid, fascinating account of a storied career and its stunning conclusion.

"Whoever coined the adage about hindsight being twenty-twenty didn't make any allowance for astigmatism or myopia. Whose hindsight? And from what distance? A picture clarifies or blurs with the passage of time, and whatever image emanates at a given instant is colored by the biases of the observer. Knowing that my perceptions of the fall of Bear Stearns are inevitably somewhat subjective, I've tried to make sense of exactly what happened when and how this or

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that development along the way contributed to the ultimate outcome. I ' ve wanted to get a fix on the moment when we ceased controlling our own destiny—not out of intramural curiosity but because that loss of control resonated and replicated globally. For those of us who across decades gave so much of ourselves to Bear Stearns, what took place during a single week in March 2008 was a watershed in our lives. With sufficient time and distance, as the context expanded, we could recognize it as the signal event of an enormous disruption that the world will be struggling to recover from for years to come." —from THE RISE AND FALL OF BEAR STEARNS

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"This is that rarity, a useful book."--Warren Buffett  
Howard Marks, the chairman and cofounder of Oaktree Capital Management, is renowned for his insightful assessments of market opportunity and risk. After four decades spent ascending to the top of the investment management profession, he is today sought out by the world's leading value investors, and his client memos brim with insightful commentary and a time-tested, fundamental philosophy. Now for the first time, all readers can benefit from Marks's wisdom, concentrated into a single volume that speaks to both the amateur and seasoned investor. Informed by a lifetime of

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experience and study, *The Most Important Thing* explains the keys to successful investment and the pitfalls that can destroy capital or ruin a career. Utilizing passages from his memos to illustrate his ideas, Marks teaches by example, detailing the development of an investment philosophy that fully acknowledges the complexities of investing and the perils of the financial world. Brilliantly applying insight to today's volatile markets, Marks offers a volume that is part memoir, part creed, with a number of broad takeaways. Marks expounds on such concepts as "second-level thinking," the price/value relationship, patient opportunism, and defensive investing. Frankly and honestly assessing his own decisions--and



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occasional missteps--he provides valuable lessons for critical thinking, risk assessment, and investment strategy. Encouraging investors to be "contrarian," Marks wisely judges market cycles and achieves returns through aggressive yet measured action. Which element is the most essential? Successful investing requires thoughtful attention to many separate aspects, and each of Marks's subjects proves to be the most important thing.

NAMED BEST MARKETING BOOK OF 2011 BY THE AMERICAN MARKETING ASSOCIATION How organizations can deliver significant performance gains through strategic investment in marketing In the new

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era of tight marketing budgets, no organization can continue to spend on marketing without knowing what's working and what's wasted. Data-driven marketing improves efficiency and effectiveness of marketing expenditures across the spectrum of marketing activities from branding and awareness, trail and loyalty, to new product launch and Internet marketing. Based on new research from the Kellogg School of Management, this book is a clear and convincing guide to using a more rigorous, data-driven strategic approach to deliver significant performance gains from your marketing. Explains how to use data-driven marketing to deliver return on marketing investment (ROMI) in any organization In-depth discussion of the

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fifteen key metrics every marketer should know Based on original research from America's leading marketing business school, complemented by experience teaching ROMI to executives at Microsoft, DuPont, Nisan, Philips, Sony and many other firms Uses data from a rigorous survey on strategic marketing performance management of 252 Fortune 1000 firms, capturing \$53 billion of annual marketing spending In-depth examples of how to apply the principles in small and large organizations Free downloadable ROMI templates for all examples given in the book With every department under the microscope looking for results, those who properly use data to optimize their marketing are going to come out on top every time.

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Private equity firms are snapping up brand-name companies and assembling portfolios that make them immense global conglomerates. They're often able to maximize investor value far more successfully than traditional public companies. How do PE firms become such powerhouses? Learn how, in Lessons from Private Equity Any Company Can Use. Bain chairman Orit Gadiesh and partner Hugh MacArthur use the concise, actionable format of a memo to lay out the five disciplines that PE firms use to attain their edge:

- Invest with a thesis using a specific, appropriate 3-5-year goal
- Create a blueprint for change--a road map for initiatives that will generate the most value for

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your company within that time frame · Measure only what matters--such as cash, key market intelligence, and critical operating data · Hire, motivate, and retain hungry managers--people who think like owners · Make equity sweat--by making cash scarce, and forcing managers to redeploy underperforming capital in productive directions This is the PE formulate for unleashing a company's true potential.

A NEW YORK TIMES, WALL STREET JOURNAL, AND USA TODAY BESTSELLER The legendary investor shows how to identify and master the cycles that govern the markets. We all know markets rise and fall, but when should you pull out, and when should you

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stay in? The answer is never black or white, but is best reached through a keen understanding of the reasons behind the rhythm of cycles. Confidence about where we are in a cycle comes when you learn the patterns of ups and downs that influence not just economics, markets, and companies, but also human psychology and the investing behaviors that result. If you study past cycles, understand their origins and remain alert for the next one, you will become keenly attuned to the investment environment as it changes. You ' ll be aware and prepared while others get blindsided by unexpected events or fall victim to emotions like fear and greed. By following Marks ' s insights—drawn in part from his iconic memos over the years to Oaktree ' s clients—you

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can master these recurring patterns to have the opportunity to improve your results.

“ A trenchant summation ” and analysis of the legal rationales behind the US drone policy of targeted killing of suspected terrorists, including US citizens (Publishers Weekly, starred review). In the long response to 9/11, the US government initiated a deeply controversial policy of “ targeted killing ” —the extrajudicial execution of suspected terrorists and militants, typically via drones. A remarkable effort was made to legitimize this practice; one that most human rights experts agree is illegal and that the United States has historically condemned. In *The Drone*

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Memos, civil rights lawyer Jameel Jaffer presents and assesses the legal memos and policy documents that enabled the Obama administration to put this program into action. In a lucid and provocative introduction, Jaffer, who led the ACLU legal team that secured the release of many of the documents, evaluates the drone memos in light of domestic and international law. He connects the documents' legal abstractions to the real-world violence they allow, and makes the case that we are trading core principles of democracy and human rights for the illusion of security. "A careful study of a secretive counterterrorism infrastructure capable of sustaining endless, orderless war, this book is profoundly necessary." —Katrina vanden Heuvel, editor



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