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## Laundering Money for Terrorism

By Peter Carbonara

FACT: The IRS says it loses an estimated \$70 billion every year from Americans who have squirreled their money away offshore.

FACT: The practice of making dirty money look clean sucks as much as \$1.5 trillion from the global economy.

FACT: Terrorism has shed new light on global money laundering. Here's how it works, why it exists and why the proposed government crackdown could change the way we all do business.

Nobody knows how much money gets laundered around the world every year, except that it's probably a lot. By one commonly used International Monetary Fund estimate, the practice of making dirty money look clean sucks somewhere between 2% and 5% out of the world's GDP every year. That means as much as \$1.5 trillion - that's trillion with a T - disappears from the legitimate global economy, ending up in bank accounts in odd places like Nauru and Niue, where it can be neither touched by the world's tax collectors nor tracked by the world's cops.

Until Sept. 11, few people in Washington, D.C. seemed to be up nights worrying about that. This spring Treasury Secretary Paul O'Neill announced that the U.S. would not participate in an effort to put pressure on countries named as money-laundering havens by the Paris-based 35-nation Organization for Economic Cooperation and Development (OECD) - of which the U.S. is a member.

A few murderous attacks by suicidal Islamic fascists later, things look rather different. A blizzard of new legislation and executive orders aimed at money laundering and other kinds of illicit banking activity has come out of Washington. Perhaps the most important of these is the International Money Laundering Abatement and Anti-Terrorist Financing Act of 2001, which President Bush signed into law on Oct. 26. The sprawling law's purpose is to make financial life miserable for drug dealers and terrorists, but it will have consequences for the rest of us too.

### Executive Trivia Question...

What was Prudential Life Insurance Company's original name?

The law, among other things, puts new restrictions on banks and extends to a host of non-bank institutions - insurance companies, brokers, even car dealers and pawnbrokers - a long list of reporting requirements that banks have had to meet for years. That means more costs for those businesses, which almost certainly means higher fees for their customers. It also means that your financial activities are more open than ever to federal law enforcement and intelligence agencies in Washington - who don't have to tell you when they're picking through your accounts. In fact, they're not allowed to tell you.

Money laundering can be fantastically complicated - multi-tiered transactions, numbered shell corporations and so on - but its goal is always simple: bad guys putting money where the authorities can't see it and therefore can't get it. There are a lot of ways to do this, including funneling dirty money through legitimate businesses to conceal its origins. The method, though, that has received the most attention lately from both regulators and the press involves offshore banks in places with low or no taxes and tough financial secrecy laws.

Every year the OECD issues a report naming the jurisdictions that it says are the most hospitable to money laundering. This year's winners: the Cook Islands, Dominica, Egypt, Guatemala, Hungary, Indonesia, Israel, Lebanon, the Marshall Islands, Myanmar, Nauru, Nigeria, Niue, the Philippines, Russia, St. Kitts and Nevis, and St. Vincent and the Grenadines. Places that have been on the list in the past but have since straightened up enough to be let off include the Bahamas, the Cayman Islands, Liechtenstein and Panama.

The basic mechanism is the same everywhere. Let's pick on Nauru. (For the record, Nauru's leaders have long rejected the charge that they

encourage money laundering and, under international pressure, have recently taken some steps to clean up their financial system). Nauru is a tiny island in the South Pacific. A sovereign nation since 1968, and a member of the U.N. since 1999, it comprises about nine square kilometers and has a population of about 10,000. Before being completely mined out, huge deposits of fossilized bird droppings that could be used as fertilizer and in products like gunpowder were Nauru's primary - indeed only - source of revenue. Now that almost all the phosphate is gone, Nauru is a large hole in the ground surrounded by a strip of beach. It has also, incidentally, become a dumping ground for Afghan refugees turned away from Australia.

Since the collapse of its phosphate business, Nauru has turned to the financial services business as a way to generate fees and licensing income. Microscopic Nauru is home to about 400 banks. The country's aggressive financial secrecy laws attract interesting depositors. The Russian central bank, for instance, estimated that in one year alone, 1998, as much as \$70 billion of that country's wealth migrated abroad via banks in Nauru, which helped cripple the ex-superpower's economy.

Most of Nauru's banks aren't really banks - they are bookkeeping fictions, shells that exist only on a computer server. Most of them aren't even permitted to do business in Nauru; they can only handle deposits from people who live elsewhere. But foreign money on deposit in one of these quasi-imaginary institutions gets the very real benefit of being shielded from taxes and cops from the depositor's home country. Nauru has given no help at all to any U.S. or other foreign authorities who have tried to get a look at the records of its banks.

You don't even have to physically go to Nauru to take advantage of all this. Few of Nauru's depositors have

ever been there. They get access to their money via so-called correspondent accounts that Nauru banks have with banks in other countries, including the U.S. Most correspondent relationships are completely legitimate and enable banks to do business in other countries. But some of those arrangements make it possible for dirty money to be laundered overseas and then funneled into the United States through legitimate American banks.

It works like this. A bank in Nauru opens what is called a pay-through account with a bank in New York. The account is in the name of the Nauru bank, but the bank's customers in the U.S. may also use it to write checks or make deposits. When they do, the Nauru bank makes the appropriate charge or credit to the individual customer's account. The New York bank, though, doesn't know - or care - who those individuals are, because they are not its customers, the Nauru bank is. As long as the bank is legally licensed in Nauru and pays the fees charged to maintain the pay-through account, the New York bank is happy. Although all the day-to-day banking is done in the U.S., the money is technically in Nauru, so anybody trying to follow the money's path will get only as far as the Nauru bank's correspondent account in the U.S. before running into Nauru's bank secrecy laws.

If the Nauru bank really wants to avoid scrutiny, it can bring banks in a third country into the picture. The Nauru bank could, for example, open a correspondent account with a bank in the Cayman Islands, which in turn has a correspondent account with a U.S. bank in New York. In banking industry jargon, the Nauru account is "nested" within the Cayman bank's correspondent account - and thus doubly hard to trace.

Last February, in a much publicized report on the ills of correspondent banking, the U.S. Senate

Permanent Subcommittee on Investigations declared: "The U.S. correspondent banking system has provided a significant gateway into the U.S. financial system for criminals and money-launderers...because, in many cases, U.S. banks fail to adequately screen and monitor foreign banks as clients." The report took note of recent scandals involving big U.S. banks, including the Bank of New York (a former executive admitted to helping Russian bankers move \$7 billion abroad via a shell account in Nauru) and Citigroup (which maintained a correspondent account for a Cayman Islands shell bank operating in Argentina that U.S. drug enforcement authorities say, was used to launder drug proceeds.)

Drug dealers and terrorists are not the only people who want to move their money across borders, and that is why the correspondent system has been so tough to police. There are rich people all over the world who want to put their assets in places where taxes are low or want to hide their money from spouses, heirs, business partners and others. Some of those efforts are completely legal and defensible - Russians, for instance, who sent their money abroad to avoid being caught up in domestic Mafia shakedown rackets. Others are no more than naked tax evasion schemes.

Telling the difference isn't always easy, and the private-banking departments of the U.S. banks that handle much of this international migration of money do not have much incentive to try - the private-banking business is a lucrative one. According to *Sen. Carl Levin*, chair of the Senate Investigations Subcommittee, however, "Servicing a [private banking] client almost always means using [banking techniques] that are also the tools of money laundering - secret trusts, offshore accounts, secret name accounts and shell companies." If private-banking customers can use

them, the Senator's argument runs, so can drug dealers and terrorists.

### **HERE'S HOW IT WORKS**

If a terrorist in Afghanistan needs to get illicit funds out of the country, he opens an account in Nauru, no questions asked. The Nauru bank "nests" the money in a correspondent account with a bank in the Cayman Islands. The Cayman Islands bank, in turn, has a correspondent account with a New York City bank. The terrorist can write checks or make deposits using the New York bank, but the account is in the name of the Cayman Islands bank, hiding the terrorist's identity.

### **Who has been caught?**

**Osama Bin Laden.** His Al Qaeda organization reportedly siphons money from Muslim charities. The funds then move through under-regulated banks in the Middle East to more established banks in Dubai, Malaysia and London.

**Benazir Bhutto.** The former Pakistani prime minister and her husband Ali Zardari were accused of stealing \$1 billion of government money and running it through banks in Dubai, Switzerland and the United Kingdom.

**Raul Salinas.** The brother of former Mexican President Carlos Salinas allegedly passed hundreds of millions of dollars in bribes and drug money through the U.S., U. K., and Swiss private bank accounts.

**Sani Abach.** The late Nigerian dictator and his family reportedly stole as much as \$3.5 billion from the country's treasury. As many as two dozen banks around the globe unwittingly helped move the money.

**Vladimiro Montesinos.** Peru's Intelligence chief under President Alberto Fujimori was caught bribing political officials. Swiss authorities froze \$70 million worth of laundered funds linked to Montesinos.

### **THE NEW LAW**

The legislation that President Bush signed late in October reflects Sen.

Levin's premise that private banking and money laundering are joined at the hip; it's designed to close the correspondent banking system to criminals.

Technically, the new legislation is a series of amendments to the Bank Secrecy Act of 1970 - a law whose title is a miracle of legislative nomenclature since, as has been often pointed out, it has little to do with secrecy and plenty to do with disclosure. The first section of the BSA declares that its purpose is "to require certain reports or records where they have a high degree of usefulness in criminal, tax, or regulatory investigations or proceedings." In essence, the law requires banks to keep records that the government can use to investigate or prosecute criminals.

The amendments, cobbled together in a hurry by a panicked Congress, range all over the map and will have to wait for detailed regulations from the Treasury Department to go into full effect. Nonetheless, some of the broad implications are clear now.

Under the new rules, the Treasury Department can require banks to watch their correspondent accounts more closely and to ask more questions about who actually controls them - that is, they must know who the real "beneficial owner" is. More important, U.S. banks are now banned outright from having correspondent relationships with foreign shell banks in suspect jurisdictions unless they have a physical presence somewhere and at least one employee - which means most of those Nauru accounts don't comply.

The most controversial aspects of the new law involve what kind of financial activity now has to be reported to the government. Banks have had to tell the feds a lot about their customers for years. Under the new law, a slew of other businesses now have to reveal the same kind of information.

The most dramatic example of the

new requirements is the Suspicious Activity Report, or SAR. Under the old Bank Secrecy Act, a bank had to file an SAR with the Treasury when it was party to a transaction of \$5,000 or more "and the bank knows, suspects, or has reason to suspect that the transaction involves funds derived from illegal activities" or "the transaction has no business or apparent lawful purpose or is not the sort in which the particular customer would normally be expected to engage." Banks also have to keep documents in support of an SAR on file, to be inspected by Treasury or IRS agents - without either a subpoena or the customer's knowledge.

Before President Bush signed the new law, only banks had to file SARs. But now investment companies, currency exchanges, insurance companies, dealers in precious metals, stones or jewels, pawnbrokers, loan or finance companies, automobile, airplane and boat dealers, and people involved in real estate closings and settlement, among others, have to do so as well. And the records behind those SARs can now be inspected, on demand, not only by the IRS and Treasury, but also, for the first time, by the FBI, the CIA, and any other intelligence agencies. The new law also permits banks and financial institutions to share information among themselves about customers they regard as suspicious.

All of which means, depending on your point of view, that people like car dealers a.) have now become front-line troops in a war on money-laundering villains, or b.) are now legally required to spy on their customers and to turn over confidential information to the entire alphabet soup of the U.S. law enforcement establishment.

#### **THE DEBATE**

The debate over the amended BSA, like much of the controversy about other kinds of legislation arising from Sept. 11, concerns whether

too much freedom and privacy is being given up in the name of catching bad guys.

We won't really know until the new regulations get written and the law actually takes effect - just as we can't confidently estimate what all this is going to cost customers. **Michael McDonald**, a former IRS money-laundering specialist and now a bank consultant, says he's sure only that it will be "a lot."

Before signing the bill, President Bush hyped the measure, saying, "It will help law enforcement to identify, to dismantle, to disrupt and to punish terrorists before they strike."

Not everybody agrees. **Andrew Quinlan** is a former congressional staffer who runs a small but loud Alexandria, Va. lobbying outfit called the Center for Freedom and Prosperity with **Dan Mitchell**, a Heritage Foundation fellow. According to published reports, they've been able to secure meetings with senior Treasury officials and administration economic advisers. They have also taken credit for keeping some language aimed at low-tax countries out of the final version of the new law.

Quinlan and Mitchell argue that the BSA amendments are misguided as an antiterrorist tool because little terrorist money flows through regular banking channels. **Michael Zeldin**, former head of the Treasury Department's anti-money-laundering section and now a consultant with Deloitte & Touche, says the revised BSA doesn't give law enforcement any dramatic new tools, but he adds that it will create longer and more detailed paper trails, something investigators always like to see.

But it's not terrorism that's the lightning rod for critics of the BSA amendments, it's privacy and, even more, taxes. According to Quinlan and Mitchell, the new limits on correspondent banking will penalize low- or no-tax countries by locking

their banks out of the U.S. financial system. They're convinced the new policy serves only the interests of groups like the OECD, which are trying to keep their citizens from taking their capital abroad to places where taxes are lower. The real issue, they say, is the right of any country to set its own tax policy without being bossed around by bureaucrats in Paris.

That's an argument that the U.S. banking industry lobby wants to stay far away from these days. American Bankers Association chief counsel and lobbyist **John Byrne** downplays the likely impact of the legislation. Most banks, he says, have been getting out of the business of dealing with offshore shell banks anyway, and the "know your customer" measure is no more than what most banks already do.

Byrne clearly resents the efforts of people like Quinlan to turn the money laundering debate into a fight over international tax policy. Although the ABA has some quibbles with the new law, Byrne says he hopes that most problems will be ironed out when Treasury finally writes the regulations. (The ABA fought hard -and successfully - to get language giving the banking industry input into the legislation.) "From our perspective, we were pleased with the way things worked out," Byrne says.

Other industries have taken similarly muted public positions. A spokesman for the National Association of Securities Dealers would say only, "We're looking forward to working with Treasury on the new regulations:

We'll take Byrne at his word - although it's worth remembering that last winter bank lobbyists had been vocal in their objection to proposed new anti-money-laundering legislation. Apparently, that's just one more thing that has changed since Sept. 11.

## The Idea Incubator

by Frank Helton

### How can we improve the sandal?

An invention that will "revolutionize" transport has been unveiled. In some quarters, it was hailed as a revolutionary advance in personal transport, with the potential even to replace the car. The electrically driven, single-rider device from a noted inventor would cut pollution and herald the dawn of a new era of transport. The date was 1985: the product, an electric "tricycle", the Sinclair C5.

Today an electric, two-wheeled scooter" called the Segway Human Transporter has been unveiled with similar fanfare. It weighs 36kg, travels at a maximum speed of

20km an hour, and has a range of 27km on a single charge of its battery.

Known as Ginger or "IT" - its main innovation is its ability to stay upright. It does this by using a set of five sensors that measure its motion in all three dimensions, and also its angle of tilt to the horizontal. These sensors report their results to a computer that controls the wheels 100 times a second, and the wheels then move so as to keep the platform level.

Thus, when Segway tilts forward, the wheels turn faster to stop it toppling over. If the forward movement is too rapid, they slow down, or even go into reverse. This means that Segway can move over rough terrain, travel up low curbs

and even follow its rider up a staircase like a faithful hound. Riders will, though, fall off if they hit a high enough curb. And Segway has no brakes.

*Dean Kamen*, Segway's inventor, is not exactly modest about his device. He claims it is "the first real improvement on walking since the invention of the sandal". Where the wheel, the bicycle, the car and the roller-skate fit into Dr. Kamen's world view is unclear.

Segway may prove popular for getting around airports, warehouses and museums. But whether it will become the mass-market device that its inventor hopes remains to be seen. It is open to the elements and the rider has to stand. The retail version should be available late next year and is likely to cost \$3,000. Or you could buy a second-hand C5.

## Kids Ask the Hardest Questions

by Thomas E. Ollerman, Ph.D.

### What's the difference between alligators and crocodiles?

Not much - but they're not the same animal, as some people think. They're more like cousins.

Alligators are more common. In the United States they can be found in swamps and along rivers throughout the South. Crocodiles live only in southern Florida.

Alligators are said to have a sweeter temper than crocodiles. (Sweeter, not sweet. The sweetest tempered alligator on earth is not a creature I would care to meet in a dark alley.)

Alligators and crocodiles look a

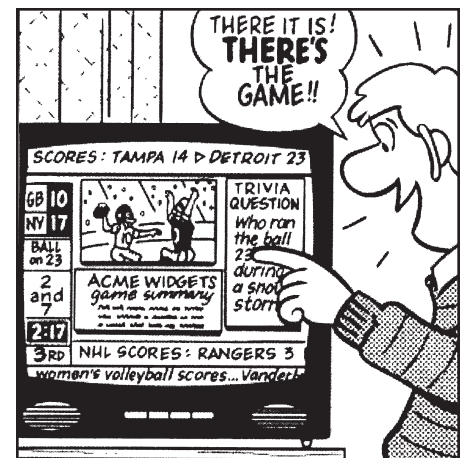
lot alike, but there are differences. Alligators have wide snouts and usually their teeth don't show when their mouths are closed. Crocodiles have narrow snouts and scary-looking fangs that stick out from their lower jaws. If you've got some big lizard after you, I suppose noticing these details may not be high on your list of priorities. But don't worry: we'll be able to tell what it was from the bite marks.

### Why do flies swarm around a fixed spot in the air?

It depends. If there's nothing obvious around to attract the flies'

interest, then usually the big draw is the other flies.

They're mating, you see. Swarming flies (often they're called gnats) don't live very long and they have to mate when they can.



# The Road to Treason

By Jeff Jacoby, The Boston Globe, December 13, 2001

It isn't the case that the parents of John Walker - the Marin County child of privilege turned Taliban terrorist - never drew the line with their son. True, they didn't do so when he was 14 and his consuming passion was collecting hip-hop CDs with especially nasty lyrics.

And true, they didn't put their foot down when he announced at 16 that he was going to drop out of Tamiscal High School - the elite "alternative" school where students determined their own course of study and only saw a teacher once a week.

And granted, they didn't interfere when he abruptly decided to become a Muslim after reading "The Autobiography of Malcolm X," grew a beard, and took to wearing long white robes and an oversized skullcap.

On the contrary: his father was "proud of John for pursuing an alternative course" and his mother told friends that it was "good" for a child to find a passion.

Nor did they object when he began spending more and more time at a local mosque and set about trying to memorize the Koran.

Nor when he asked his parents to pay his way to Yemen so he could learn to speak "pure" Arabic.

Nor when they learned that his new circle of friends included gunmen who had been to Chechnya to fight the Russians.

Nor when he headed to Pakistan to join a madrassah in a region known to be a stronghold of Islamist extremists.

Even when it was clear that their son was sinking into Islamist fanaticism, they wouldn't pull back on the reins. When Osama bin Laden's terrorists bombed the USS Cole and killed 17 American servicemen, Walker e-mailed his father that the attack had been justified, since by docking the ship in Yemen, the United States had committed "an act of war." Lindh now says that the message "raised my concerns" - but that didn't

stop him from wiring Walker another \$1,200.

After all, says Dad, "my days of molding him were over." It isn't clear that they ever began.

It undoubtedly came as a jolt to his parents when Walker turned up at the fortress near Mazar-i-Sharif, sporting an AK-47 and calling himself Abdul Hamid. But the revelation that their son had enlisted in Al Qaeda and supported the Sept. 11 attacks brought no words of reproach - or self-reproach - to their lips.

Walker deserved "a little kick in the butt" for keeping them in the dark about his plans, his father said, but otherwise they just wanted to "give him a big hug." His mother, meanwhile, was quite sure that "if he got involved with the Taliban he must have been brainwashed...when you're young and impressionable, it's easy to be led by charismatic people."

Yes, it is, and it's a pity that that didn't occur to her sooner. If she and Lindh had been less concerned with flaunting their open-mindedness and more concerned with developing their son's moral judgment, he wouldn't be where he is today. Walker is responsible for his own behavior and he will pay the price the law requires. But his road to treason and jihad didn't begin in Afghanistan. It began in Marin County, with parents who never said "No."

Well, this makes it a bit embarrassing to have grown up in Marin. I don't remember it being quite like this, but then I was probably gone by the time this attitude prevailed though I do see how it could happen.

His parents also didn't balk when he went to fight in Afghanistan but that, at least, they didn't know about: Walker hadn't told them. Perhaps by that point he had learned to take their consent for granted.

Only once, it seems, did Frank Lindh and Marilyn Walker actually deny their son something he wanted.

When he first adopted Islam and took the name Suleyman, they refused to use it and insisted on calling him John. After all, he had been named for one of the giants of our time: John Lennon.

Their refusal must have amazed him. For as long as he could remember, his oh-so-progressive parents had answered "Yes" to his every whim, indulged his every fancy, permitted - even praised - his every passion. The only thing they insisted on was that nothing be insisted on. Nothing in his life was important enough for them to make an issue of: not his schooling, not his religion, not his appearance, not even whether he stayed in America or moved - while still a minor - to a benighted Third World oligarchy halfway around the world. Nothing. Except, of course, their right to call him by the name of their favorite Beatle.

Devout practitioners of the self-obsessed non-judgmentalism for which the Bay Area is renowned, Lindh and Walker appear never to have rebuked their son or criticized his choices. In their world, there were no absolutes, no fixed truths, no mandatory behavior, no thou-shalt-nots. If they had one conviction, it was that all convictions are worthy - that nothing is intolerable except intolerance.

But even in Marin County, there are times when children need to hear "No" and "Don't." They need to know that there are limits they must respect and expectations they must try to live up to.

If they cannot find those limits and expectations at home, they are apt to look for them elsewhere.

Newsweek calls it "truly perplexing" that Walker, who "grew up in possibly the most liberal, tolerant place in America .... was drawn to the most illiberal, intolerant sect in Islam."

There is nothing perplexing about it. He craved standards and discipline. Mom and Dad didn't offer any.

The Taliban did.

## From the Institute for Collaborative Alliances

Executive Learning and Globalization By Ian Rose

Companies have traditionally been willing to invest large sums in executive development without requiring much evidence of tangible business results. In most organizations, there has been little demand for justification as far as executive development is concerned. There has been an intuitive belief that such development is a necessary, if low-priority, adjunct to the real challenges of running a business.

This attitude is changing. Companies are not generating the same profits in the same predictable way, and cannot afford any degree of largesse - even at the executive level. They need to look at the return on investment for every business activity, including executive development. Since conventional in-house and university executive programs are usually the most expensive of possible solutions to a problem situation, it is important to determine whether or not the benefits warrant the expenditure.

The fact is that such programs may help mask the real issues. Despite claims of "devolution" and "empowerment," many executives perceived as "good performers" tend to be short-term, fire-fighting, crisis managers. Others, having grown accustomed to the slow pace of decision-making within most large corporations, find it difficult to change their style and move to faster paced, computer-driven decision-making techniques. Such executives have been the survivors. Those who have not had to make many quick decisions and take too many risks have been rewarded by their organizations for not making mistakes.

One reason that many organizations have not looked closely at these issues is that most top teams are not really teams. The individuals may actually get together as the senior management group, but they are all vying for the CEO's job, and will not raise the kinds of issues that most of them are unwilling to address. Therefore, for executive education groups, it may be simpler, and perhaps more politically

expedient, to suggest that their clients attend the latest offerings from Harvard or INSEAD rather than face up to concerns over trust and communication.

This situation has to change. Business has been profoundly affected in recent years by sweeping changes in the global economic and political climate, by new and more aggressive competition in domestic and foreign markets, and by revolutionary new management philosophies.

Market and business environment trends are becoming increasingly dynamic, and enterprises must become increasingly "agile" if they are to survive. Traditional views of organizational flexibility (or the lack thereof) are proving inadequate for today's needs. Business leaders must respond to these unfamiliar challenges, and they must do so swiftly, effectively, and with conviction.

It is apparent to many companies, particularly in North America, that they do not have all the knowledge and skills they need to compete in the global marketplace. Many participants in my research have been international companies for a long time. To be a global company, however, implies exchanging information and resources on a world-wide scale. It is a learning imperative that organizations share knowledge internally on how to survive in the global economy.

Globalization has been one of the strongest drivers for executive learning. As the competitive intensity of the global business environment continues to escalate, so does the need for highly competent business leaders. This turbulent climate demands that leaders possess exceptional skills in order to make the strategic decisions that will position their corporation advantageously amid complexity and rapid change.

Effective strategic decision makers differentiate themselves by their understanding of the indirect cause and effect linkages that underlie the

apparent causal chains. The best decision makers understand how to analyze such indirect effects in order to fix a range of problems, rather than solving individual problems, one at a time. They recognize that leadership is required not only of those in positions of formal authority, but of every manager, even every employee. Today, corporate success depends upon "a company of leaders" - people at all levels of responsibility who embody the skills needed to lead the corporation to success. The job of the executive is to build a shared vision and develop the skills of those natural leaders, wherever they may be found.

Successful executives view management as simply one of the functions of leadership. Management is the ability to put stability into complex systems. Leadership is the ability to create change. The challenge is to maintain the balance between stability and change. This can be difficult for some to handle. In many cases, senior executives may have thirty years or more invested in the business. When you have that much experience in doing things one way, it is hard to change, to let go of control. What if change leads to failure?

Even if people are willing to change, maintaining ongoing commitment to personal development is a problem, especially when every day is filled with conflicting claims on an executive's time. If a company is really in trouble, executives will focus on the top two or three priorities; typically, their own development is not one of them.

Some companies do see executive development as the essential element that will give them competitive advantage, whereas others see it only as a necessary evil. My research has focused on those companies that believe their executive resources are, by and large, a vital source of improved corporate performance. Properly developed and utilized, these resources can give a company a decided advantage over its competitors.

## Marriages Made in Heaven

### Animal Whys?

by Jocelyn Little

L. H. Smith wrote a book in 1968 that told of a lyrebird that lived over nineteen years in the area around an Australian farm. Over the years, the bird learned to imitate: horses neighing, pigs squealing, dogs howling, most bird songs, music from violin, piano, or cornet, the rattling of chains, sawing noises, and human remarks such as "Look out, Jack" and "Gee up, Bess."

Two crested larks in Bavaria learned to imitate a shepherd's whistled commands to his dog: "Run away Fast! Halt! Come here!"- all of which the dog obeyed.

A loud slurping noise coming from the ocean may be that of a sunfish dining on jellyfish.

The gurnard is a fish which grunts when a thunderstorm is brewing. It is more reliable than human meteorologists. When fishermen in the Mediterranean hear it grunting, they head straight for home.

Parrotfish graze in herds with their backs sticking out of the water. They chew coral so loudly that you can hear them if you are nearby. They also make themselves nightgowns out of mucus to sleep in every night.

The red-wattled plover of the Middle East shrieks loudly, "Did ya do it?"

If Yoko Ono married Sonny Bono, she'd be Yoko Ono Bono.

If Dolly Parton married Salvador Dali, she'd be Dolly Dali.

If Oprah Winfrey married Deepak Chopra, she'd be Oprah Chopra.

If Olivia Newton-John married Wayne Newton, then divorced him to marry Elton John, she'd be Olivia Newton-John Elton John.

If Sondra Locke married Elliott Ness, then divorced him to marry Herman Munster, she'd become Sondra Locke Ness Munster.

If Bea Arthur married Sting, she'd be Bea Sting.

### The Rules of Life

1. Never give yourself a haircut after three margaritas.
2. You need only two tools. WD-40 and duct tape. If it doesn't move and it should, use WD-40. If it moves and shouldn't, use the tape.
3. The five most essential words for a healthy, vital relationship "I apologize" and "You are right."
4. Everyone seems normal until you get to know them.
5. When you make a mistake, make amends immediately to eat crow while it's still warm. It's easier.
6. The only really good advice that your mother ever gave you was, "Go! You might meet somebody?"
7. If he/she says that you are too good for him/her - believe them.
8. Learn to pick your battles; ask yourself, 'Will this matter one year from now? How about one month? One week? One day?'
9. Never pass up an opportunity to pee.
10. If you woke up breathing, congratulations! You have another chance!
11. Living well really is the best revenge. Being miserable because of a bad or former relationship just might mean that the other person was right about you.
12. Work is good, but it's not that important.
13. And finally... Be really nice to your friends. You never know when you are going to need them to empty your bedpan.

#### Thought to Ponder...

We have been notified by Building Security that there have been four suspected terrorist working at our office. Bin Sleepin, Bin Loafin and Bin Drinkin have been taken into custody. Security advised us that they could find no one fitting the description of the fourth cell member, Bin Workin, in the office. Police are confident that anyone who looks like he's Bin Workin will be very easy to spot.

#### Executive Trivia Answer...

The Widows and Orphans Friendly Society.