



SELECTED RESEARCH NOTES

SOURCES, DATA POINTS, RELATED & VAGUELY RELATED FACTS,
WEIRD SCIENCE AND ANTHROPOLOGICAL JUNGLE CREDS

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**"IF SOCIETY LACKS UNITY BASED UPON
THE COMMITMENT OF MEN'S WILLS TO
A COMMON OBJECTIVE, THEN IT IS NO
MORE THAN A PILE OF SAND THAT THE
LEAST JOLT OR THE SLIGHTEST PUFF
WILL SUFFICE TO SCATTER."**

Emile Durkheim, *Moral Education: A Study in the Theory and Application of the
Sociology of Education*. Free Press of Glencoe, 1961 (English translation
of *L'Éducation Morale*, originally published 1903)

**"A society is composed of people;
the way they behave is their culture."**

Melville J. Herskovits, *Man and His Works:
The Science of Cultural Anthropology*. A.A. Knopf, 1949

**"Among animals, man is uniquely dominated
by culture, by influences learned and handed
down. Some would say that culture is so
important that genes...are virtually irrelevant to
the understanding of human nature."**

Richard Dawkins, *The Selfish Gene* Oxford University Press,
30th Anniversary Edition, 2006 (originally published in 1976)

Subject: Culture as an actor
Date: Thursday, June 6, 2013 at 9:23:43 AM Pacific Daylight Time
From: Richard M. Murphy
To: Stan Slap

I would also fill out the culture discussion just a touch. I like the image of MM turning on a spit, don't get me wrong but I think it would be helpful to add just a few paragraphs explaining how/why anthropologists developed their concepts of culture and how you see those concepts applying to modern business organizations. I totally agree that we don't want to slow the book down -- it's just a matter of quickly establishing your authority as a business anthropologist so that readers buy into the journey they're about to take.

END FINAL VER. FOR BOOK IN NOTES?

HOW ANTHROPOLOGISTS THINK ABOUT CULTURE

There is a distinguished intellectual history of people searching for insights into how power relationships work in societies. A surprising amount of early anthropological theory is judged as credible today and when it has been superseded is still respected as the best rational thinking of its time.

Respect is a key word in the study of culture. Even when anthropologists labored in service to power, they were still motivated by respect for the peoples they were observing: they were still driven by learning for learning's sake: and they still believed in humanity's ability to prove non-stop fascinating, resilient and impressive.

Their ethnographic studies focused on native tribes in primitive cultures; I have focused on employees in modern corporate culture. Issues of comparison, relativism, context and diffusion that mark the thinking routes of anthropology are valid in both—there's little difference between a group of natives who studied animal entrails to determine what the gods had in store for them and an employee culture that studies management emails for the same purpose.

Before there were anthropologists there was plenty of thinking about culture. Originally it was about growing stuff: In Roman times the word "culture" referred to a cultivated field or piece of land. Cicero (106 BC-43 BC) was the first to use the term in a spiritual sense with his concept "cultura animi," or cultivation of the soul, which presumably involves the yanking of weeds from your very essence.

In the 17th century, Europeans started using the term culture with reference to self-improvement through education. For the German philosopher Samuel von Pufendorf (1632-1694), culture referred to "all the ways in which human beings overcome their original barbarism, and through artifice, become fully human." Essentially, fake it 'til you make it.

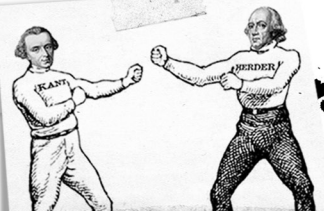
Meanwhile, over in drizzly London, Thomas Hobbes (1588-1689) was publishing *Leviathan* with its sunny idea that human beings originally lived in a state of nature, which made life "nasty, brutish and short," so they created a social contract in which they surrendered some of their freedom and autonomy to a central authority in exchange for protection.

Hold that thought—or have your central authority hold it for you—because culture is now becoming a social concept, related to "civilization".

It was the 18th century and still the Age of Enlightenment in Europe. In Germany the burghers of Königsberg were setting their watches by loony OCD professor Immanuel Kant who power-walked to his lectures within *seconds* of the same time every day. Kant favored an individualist definition of culture as "man's emergence from his self-incurred immaturity." At this point culture was still about education but not for long because Kant's sparring partner Johann Gottfried Herder (1744-1803) gave Kant's individualist perspective that social spin,

"Culture, or civilization ... is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society."

—Edward B. Tylor, *Primitive Culture: Researches into the Development of Mythology, Philosophy, Religion, Art, and Custom*. Cambridge University Press, 2010 (originally published 1871)



claiming culture is "the totality of experiences that provide a coherent identity, and sense of common destiny, to a people."

Under the influence of Herder, European scholars like Wilhelm von Humboldt (1757-1835) fell madly in love with the notion that humanity can be divided into distinct national cultures, each of which shares a worldview. This idea caught on like Jerry Lewis in Europe because it lent credence to the emerging concept of nationalism, which was quickly replacing older ideas like the divine right of kings and religion as the main organizing principle for European society. Suddenly, those self-consecrated kings were either dead or figureheads and European nation-states were building colonial empires that stripped natural resources from the natives while infusing them with European innovations like restrictive underwear and croissants.

Naturally European (and later, naturally American) imperialists used this as the intellectual justification for abusive expansion, considering it *mission civilisatrice*, or in America, Manifest Destiny, which is the belief that expansion by subordination is justified and pretty much inevitable. Soon enough the natives were forced to attend school, which they clearly needed to do, and along the way not only developing a lust for designer purses they couldn't possibly afford on a native's salary but far worse, political ideas of their own. Wait a minute! When we taught you all that history about the French Revolution and independence we didn't mean you should internalize it. Well, well, well: Look who was paying attention in class after all.

We're in the 19th century now and suddenly the British, French, Germans and Americans had new empires to administer and lots of complicated native cultures to reckon with. They needed to understand those natives in order to rule them effectively so the urgent call went out across the lands: *Let's get us some anthropologists!* Before you know it French ethnographers were studying the Berber and Arab tribes of Algeria while the Brits fanned out across Eastern and Southern Africa, and the Americans raced to publish monographs about the Sioux, Cherokee and Comanche tribes before the U.S. Cavalry could kill them all.

As anthropology gained credibility and became an academic discipline, intellectual rigor increased and great thinkers were attracted to the field. They started pondering how to make meaningful comparisons between discrete cultures, thus setting up one of the lasting fundamentals of anthropological observation: comparative analysis.

slap

TRANSLATION: YOU WOULDN'T BE THE FIRST MANAGER IN HISTORY WHO REALLY WANTS TO UNDERSTAND A CULTURE - AS SOON AS POSSIBLE, BEFORE THE NATIVES NOTICE.

Donuts...

is there anything they can't do?
Homer Simpson

4TH SOLAR FLARE RELEASE THIS WK! R WE
HEADN 4 NIRVANA? INTHESUNIAMASONE

ALEX (SNOOK) JONES
And His Shreveport Night Hawks
territory: Louisiana, Texas and Arkansas
reached by Or Write

When grad students asked Sir Evans-Pritchard for advice about how to do anthropological fieldwork, he had one stock reply, according to Oxford legend: "Always bring two folding tables into the field. That way your bearer won't have to disturb your notes when he brings you dinner."

—Richard McGill Murphy, personal communication from his personal trove of E-P lore when studying anthropology at Oxford

Your strategies may be rocket science. Perfect. We're in the rocket science business.

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Enter Sir Edward Evans-Pritchard (1902-1973), one of the Original Gangsters of British social anthropology, as it were. Evans-Pritchard published groundbreaking ethnographic studies of social organization and religious practice amongst Nuer and Azande tribesmen in Sudan, and his influence on the field is so huge that modern anthropologists still refer to him by his initials. In 1965, O.G. E-P wrote that "There is no other method in social anthropology than observation, classification and comparison in one form or another." Basically, the anthropologist has to conceive the society that they study in light of at least one other, their own. This seems logical now but was breakthrough thinking at the time and this is what modern anthropologists still do: They compare cultures, looking for distinctions and similarities.

These comparisons can illuminate both cultures, like when the French anthropologist Louis Dumont (1911-1998) contrasted the hierarchical caste tradition of India with the Western tradition of individualism. In the world of Indian caste, the ranking principle is that purer castes outrank less pure castes. This is in contrast with Western individualism, a form of social organization based on the assumption that all individuals are morally equal [true if the bar is set really low]. From an anthropological POV, this brings both cultures into play on more or less equal terms.

TRANSLATION: YOUR EMPLOYEE CULTURE IS BEST UNDERSTOOD ON ITS OWN TERMS. NOT IN TERMS OF COMPANY GOALS, THE PERSPECTIVE OF YOUR MANAGER CULTURE OR HOW THE COMPANY MAY PREFER TO DEFINE THE CULTURE'S CHARACTERISTICS TO MAKE ITSELF LOOK GOOD.

Still famous in anthropological circles is E-P's example of the Azande granary, which he used to distinguish African and Western theories of causality:

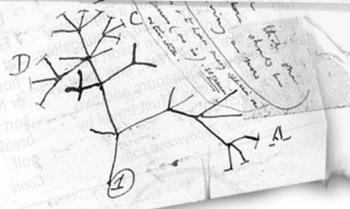
In the early 1930s, E-P lived among the Azande of the Congo and southern Sudan. The Azande were a farming people who believed that witches among them were responsible for many of life's misfortunes. The Azande built wooden granaries on stilts to protect the grain from insects. Because there were few trees and little shade in Zandeland, local Azande would often hang out underneath the granaries, gossiping and playing the African hole game. Every now and then a granary would collapse on top of some Azande, injuring or killing them.

The Azande always blamed these disasters on witchcraft, although they understood that most granaries collapsed because termites gnawed through their wooden supports. Of course the termites ate the supports, they said. But a termite-infested granary could collapse at any time. From an Azande point of view, only a witch could make it collapse at the precise moment when people were sitting underneath the damn thing.

Westerners would call this bad coincidence. The Azande didn't believe in coincidence and called it witchcraft. Both conclusions make sense within the cultural logic that produced them.

"A man once lost a diamond cuff-link in the sea, and twenty years later, on the exact day, he was eating a large fish - but there was no diamond inside. That's what I like about coincidence."

-VLADIMIR NABOKOV



"Even the smallest dog can lift its leg on the tallest building."
-Jim Hightower

The comparative method works for illuminating both cultural differences and similarities. Writing in the 1920s, the great German-American anthropologist Franz Boas (1858-1942) insisted that uniformity of process was essential for comparability, writing that "Only those phenomena can be compared which are derived psychologically or historically from common causes." At around the same time, the Yale anthropologist and linguist Edward Sapir became known for the important principle of *diffusionism*, which asserts that resemblances between geographically discrete cultures happen as the result of historical, well, obviously, diffusion.

Stripped of anthro-babble, diffusionism means that cultures around the world resemble each other because of ideas that spread through human contact, which is why many cultures around the world were found to be a lot alike in lots of ways. Famed American anthropologist Ruth Benedict (1887-1948) wasn't buying it and pushed back on Sapir's theory by arguing that no cultural trait can be understood in isolation. Dimensions like language, art and personality must be analyzed in relation to each other as parts of a unified cultural whole. She had a point but so did Sapir.

This brings us to *structuralism*, one of the more broadly useful concepts produced by social anthropology. It was most closely associated with the recently late French anthropologist Claude Lévi-Strauss (1908-2009) who argued that human beings everywhere display common cultural characteristics based on common mental structures. From his perspective there was no essential difference between civilized and "savage" thought.

Lévi-Strauss focused especially on the study of North and South American myth and totemism, showing how common concepts such as the opposition of raw and cooked food and the elaborate process of exchanging women (not as raw or cooked food) produced different but comparable practices in cultures that had little in common historically or linguistically, like indigenous communities in the Brazilian Amazon vs. the Pacific Northwest.

The human beings who comprise cultures have brains wired the same way, no matter where they are in the world, he said. Lévi-Strauss called this same basic brain process, which produces the same types of social structures, myths and superstitions in every culture, a "common grammar." This means that different cultures exhibit similar characteristics: Superficial differences are generated by a common underlying logic.

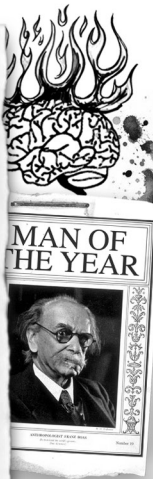
TRANSLATION: THE PURPOSE AND THINKING PROCESS OF AN EMPLOYEE CULTURE IS ESSENTIALLY COMPARABLE FROM COMPANY TO COMPANY, REGARDLESS OF COUNTRY, INDUSTRY OR BUSINESS UNIT.

Diffusion says that historical circumstances and the spread of information unite cultures. Structuralism says that common cultural logic can be traced even without a historical connection. Add relativism and you have the three anthropological power chords.

Structuralism has proven a strong tool for cross-cultural analysis, but by focusing on cross-cultural transformations of specific practices, institutions or legends, the work of Lévi-Strauss and others ascribing to his beliefs tends to sort of flatten the contexts in which social phenomena are imbedded. That's not completely a criticism: The literary theorist Paul de Man advocates in his 1971 book *Blindness and Insight* that any strong reading implies a degree of blindness in other places.

"Culture is an historically transmitted pattern of meanings embodied in symbols, a system of inherited conceptions expressed in symbolic form by means of which men communicate, perpetuate and develop their knowledge about and their attitudes toward life."

—Clifford Geertz, *The Interpretation of Cultures*. Basic Books, 1977



Context is vital in determining the meaning of any event, practice or institution in a particular society, which is what forms the basis for meaningful comparison. This meaning always arises from what anthropologists call *segmentary opposition*, which is a snotty term for—wait for it—context. Writing in 1983, Dumont argued that value is “normally segmentary in its application.” He just meant that theories are generally clearly defined in opposition to other theories. In a 1967 article, the British anthropologist Julian Pitt-Rivers (1919-2001 and probably not necessary to point out that he was British) said that social solidarity “is not...an innate property of a social group but a function of its relationship to that which is conceptually excluded from it.”

TRANSLATION: YOUR EMPLOYEE CULTURE ESTABLISHES SOLIDARITY BY CONTRASTING ITSELF WITH YOUR MANAGER CULTURE.

In modern corporate cultures, just like in the classic field studies of social anthropology, context is determined not only by time and place but by human beings and their behavior. Pitt-Rivers did his major fieldwork in Andalusia, where he found that notions of honor varied according to social class, the type of community and its size. Rigid typological definitions of “honor” had limited explanatory value in Andalusia, where lower-class villagers defined “honor” in terms of female chastity, while for aristocrats “honor” meant flouting the sexual rules that constrained their social inferiors.

“Flouting” sounds like a fabulous dirty word all by itself, but that’s not the point. A meaningful cross-cultural analysis of honor in Andalusia would require a comparison of those respective social contexts. The same is true for a comparative analysis of leadership, strategic implementation and cultural resistance in the enterprise.

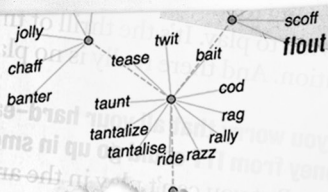
TRANSLATION: YOUR EMPLOYEE CULTURE'S PERCEPTIONS ARE DRIVEN BY THE CONTEXT OF ITS CIRCUMSTANCES.

[Sadly, for the ruling class of Andalusia,] it's not the 19th century anymore. Today it's corporations that are a dominant locus for cultures, and the social classes within are defined by being an executive or an employee. Noted British-Czech anthropologist Ernest Gellner (1925-1995) insisted that while primitive societies were mostly about structure, modern societies are mostly about culture.


“In modern society,” wrote Gellner in his 1965 book *Thought and Change*, “culture becomes of utmost importance—culture being, essentially, the manner in which one communicates. ...In simple societies culture is important, but its importance resides in the fact that it reinforces structure—the style of being and expression symbolizes, underlines the substance, the effective roles, activities, relationships. In modern societies, culture does not so much underline structure: rather, it replaces it.”

TRANSLATION: YOUR EMPLOYEE CULTURE IS DECIDING THE SUCCESS OF YOUR STRATEGIES & PERFORMANCE GOALS AS YOU READ THIS SENTENCE.

WE ARE AMUSED BY YOUR IMPERTINENCE AND HAVE DECIDED TO LET YOU LIVE.



DATE ME.com



70% match
20% friend
10% enemy

Message
Save to favourites
Notes
Hide Report

MeadMeAtTheClub
78 F/THE MIND IS NOT SEX TYPED/SINGLE
Doylestown, Pennsylvania

About Photos Erotic details

MY SELF-SUMMARY
Always remember that you are unique. Just like everyone else.

WHAT I'M DOING WITH MY LIFE
I learned the value of hard work, by working hard.

THE FIVE THINGS I COULD NEVER DO WITHOUT
Children, prayer, sisters, commitment and education.

WHAT I'M LOOKING FOR
Women want mediocre men. And men are working hard to become as mediocre as possible.

"We need, in every community, a group of angelic troublemakers."
BAYARD RUSTIN



LOOKS GOOD ON THE COFFEE TABLE IF YOU'RE TRYING TO DATE ANTHROPOLOGISTS

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POST HOC ERGO PROPERTY HOC

Noted naturalists (like Darwin) and scientists (like Hawking) believe that the egg came before the chicken. Yet Aristotle advanced the ideas of "potentiality," which means that something is possible, and "actuality," which means the potentiality has become real. The purpose of the egg is pretty much to *become* a chicken, *whereas* the chicken is the chicken. And so the IDEA of the chicken, which is the egg, would seem to come before the chicken. But wait: Anything could happen to something classified as "potential," vs. the reality of said chicken being right there in front of you on the ground or the grill.

Aristotle sez the chicken came first.

**Magick is the Art and Science of causing
Change to occur in conformity with Will.**

-Aleister Crowley



The first time that the United States has ever been at DEFCON 2, the second-highest level of military readiness considered the "next step to nuclear war," was in October of 1962. It happened almost to the minute of James Brown recording the *Live at the Apollo* album. Brown took to the stage at 11PM on October 24. At 10:52 PM that same night, no doubt in preparation for what he was about to unleash, the U.S. Strategic Air Command was ordered to drastically increase nuclear defense readiness. Some might say too little too late.

**"THE ONE THING THAT CAN SOLVE MOST
OF OUR PROBLEMS IS DANCING."**

-JAMES BROWN

Policy Resistance to change in dynamics systems, AKA fixes that fail and fixes that backfire. Whenever a system has two or more actors, you have two or more goals. If you try to introduce a third goal, there will be resistance.

LOCUS OF CONTROL: A central principle of social-learning in human psychology. First theorized by Julian Rotter in '54. Refers to extent to which people believe they can control the events that affect them.

"Locus" is Latin for location. People with an internal locus of control believe that every action causes a reaction. This translates to a belief that it's up to them if they want to have control over what happens.

An employee culture has an external locus of control—the control over events that decide its survival and emotional prosperity is located outside of the employee culture, not within it. It has been repeatedly proven that people with an external locus of control tend to be more stressed and depressed.



Locus of control has been considered as one of the dimensions of core self-evaluation—how somebody conducts essential self-appraisal—joining neuroticism, self-efficacy and self-esteem. It has been seriously theorized that all four dimensions are measuring the same factor.

**IT SOME MEASURES THE REGULAR STATE
OF AN EMPLOYEE CULTURE.**

(See: Timothy Judge, Amir Erez, Joyce Bono, Carl Thoresen, "Are Measures of Self-Esteem, Neuroticism, Locus of Control and Generalized Self-Efficacy Indicators of a Common Core Construct?" *Journal of Personality and Social Psychology*, 2002)

**"There is no such thing as inner peace.
There is only nervousness and death."**
-FRAN LEBOWITZ

**"If everything seems under control,
you're just not going fast enough."**
—MARIO ANDRETTI



"To wax poetic is honorable, to blather inconsequentially is not. But honor is as much an attitude as it is an act. To be self-possessed is more honorable than to be dumbfounded. And to respect the honor of others is in itself honorable."

—Steven Caton, *Peaks of Yemen I Summon: Poetry as Cultural Practice in a North Yemeni Tribe*. University of California Press, 1990

REAL ENTERPRISE EVENT THEMES

Refuse To Lose

Growing Global!

We Are The Champions!

We Are Still Family

Keep Your Eye On The Ball

Focus And Fire!

Let's Rock!

Let's Roll!

Let's Rock And Roll!

Beat Them Bad

The Power Of Synergy

In It to Win It

Faster! Stronger! Longer!

Higher, Deeper, Wider!

Land It And Expand It!

More! More! More!

This Time It's Personal!

SUNSET. & DONT 4GET. Y OUI MET!
17 2 5 1 0 48

"...a culture's chance of uniting the complex body of inventions of all sorts which we describe as a civilization depends on the number and diversity of the other cultures with which it is working out, generally involuntarily, a common strategy."

—Claude Lévi-Strauss,
Race, History and Culture (1996).



"SOMETIMES REALITY CAN BE TOO COMPLEX TO BE CONVEYED BY THE SPOKEN WORD. LEGEND REMODELS IT INTO A FORM THAT CAN BE SPREAD ALL ACROSS THE WORLD."

JEAN-LUC GODARD

"Augustine was quite clear that power, the effect of an entire network of motivated practices, assumes a religious form because of the end to which it is directed, for human events are the instruments of God. It was not the mind that moves spontaneously to religious truth, but power that imposed the conditions for experiencing that truth."

—Talal Asad, "Anthropological Conceptions of Religion: Reflections on Geertz," *Man* (18) 1983.

Steve Cropper

ENTERPRISES INCORPORATED

AVENUE SOUTH

PEOPLE GET READY

THERE'S A TRAIN A COMIN' CURTIS MAYFIELD

WOTEN THE GOING GETS WEIRD;
THE WEIRD TOWN PRO.
—HUNTER S. THOMPSON

Stan Slap
To: Mike DeCesare
Re: WALK THIS WAY EMC VERSION

WALK THIS WAY: EMC VERSION

Back East acquisition forces a transition
We hear the voices of Hopkinton say
Tighten up and button down; we'll call at 4AM so be around
You've got to be changin' your ways

We run the software business; it just isn't in us
You bought us to win
Don't be putting our souls at risk 'cause the best part of winning
The drinkin' and the grinnin'
We do business with a little twist
Like this!

Walk this way, talk this way, get in this way, win this way
Compete this way, beat this way
Sell this way, raise hell this way
With an ESG twist
Like this!

"PRIMITIVISM IS RARELY BETTER
THE SECOND TIME AROUND."
—ROBERT CHRISTGAU

McAfee
▶ 2821/2817
EMC²
◀ 2831/2841



TOP 10 WORST SONGS TO PLAY AT A COMPANY OFF-SITE

1. Bad Reputation
2. Chain Of Fools
3. Won't Get Fooled Again
4. Don't Fear The Reaper
5. Flirtin' With Disaster
6. Go Your Own Way
7. Bad Company
8. Running On Empty
9. Crazy Train
10. Whipping Post

First Posted: 08-18-10 01:52 PM
Updated: 08-18-10 02:32 PM

Shenzhen, CHINA (AP) – Following a string of suicides at its Chinese factories, Foxconn Technology Group...installed safety nets on buildings to catch would-be jumpers. Now it is holding rallies for its workers to raise morale at the heavily regimented factories.

The motivational rallies are titled
"Treasure Your Life, Love Your Family
Care for Each Other to Build a Wonderful Future."

(= WORK HARDER)

"'Obnubiliate' means to make unclear."

Eugene Ehrlich, *The Highly Selective Dictionary*,
HarperCollins 2009)

Stretches All Desk Workers Should Do Today

By Katherine Schreiber

We know sitting at a desk all day is bad for us. But not everyone has a company gym or a weekend that allows for morning and afternoon fitness classes. So here are the stretches that make most still by sitting. No gym equipment or extended lunch break required.

Neck And Shoulders. Hunching over keyboards strains the neck and shoulders. Draw your chin down to the floor (top of the shins and feet should be on the floor). Hold for 30 seconds. Repeat.

Flexors And Extensors. Hunching over keyboards strains the flexors and extensors. Draw your knee directly above ankle. Keep it straight. Hold for 30 seconds. Repeat.

Greatist:
5 Day Gift Ideas for Your Filthy Riches:
1. Unexpected
2. Care About a Little

Reach your
your gaze to

the origi
angers to

your body. Hold for

"Bureaucracy is the kinship of modern man."

—Ernest Gellner, *Thought and Change*. Weidenfeld and Nicholson, 1964)

"WHERE ARE WE GOING?"

"PLANET TEN!"

"WHEN ARE WE GOING THERE?"

"REAL SOON!"

—Lord John Whorfin to
workers' response:
Buckaroo Banzai



(= LIVE BETTER)

Employee cultures are historical constructs, just like nations and ethnicities.

Woody Guthrie's 1942 New Years Resolutions

to write me
Resolutions
them my own.

NEW

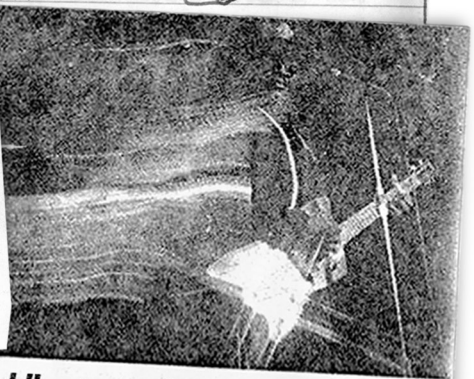
1. WORK MORE AND BETTER
2. WORK BY A SCHEDULE
3. WORK WITH THE FIVE D's

Victor Hugo finished *The Hunchback of Notre Dame* against severe deadline pressure from his publisher. Toward the end of 1830 he only had a few months to deliver the final manuscript and every week he was late he would be fined 1,000 francs. So he put himself under house arrest, which consisted of locking up all his clothes. If he couldn't get dressed he couldn't go out — not much else to do but work on the book. He met the deadline.

Subject: Culture vs. Culture
Date: Wednesday, June 19, 2013 5:16:09 PM Pacific Daylight Time
From: Richard M. Murphy
To: Stan Slap

We didn't talk about it in quite those terms (body/environment), but they make sense now that I think about it. Through most of the book you personify the culture as an individual actor; you say "the culture does X, Y, and Z." My take is that this is a perfectly legitimate rhetorical device as long as you flag it for us high in the argument. Strictly speaking, however, the culture is not an actor but rather a set of individuals who behave in culturally patterned ways.

I think you just need a line or two in the Margaret Mead section saying "In this book I will refer to culture as though it were a person. I get that a culture is in fact blah blah blah..."



Bo Diddley's Guide to Survival

Alcohol and Drugs Only drink Grand Marnier, and that's to keep the throat from drying up in a place where there's a lot of smoke. As for drugs: a big NO!

Food Eat anytime, anything you can get your hands on. I mean it!

Health Whenever you get to feeling weird, take Bayer aspirin. I can't stand taking all that other bullshit.

Money Always take a lawyer with you, and then bring another lawyer to watch him.

Defense I can't go round slapping people with my hands or else I'd go broke. So I take karate, and kick when I fight. Of course, I got plenty of guns - one real big one. But guns are for people trying to take your home, not some guy who makes you mad. I used to be a sheriff down in New Mexico for two and a half years, so I know not to pull it right away.

Cows If they wanna play, and you don't wanna make pets out of 'em, and you can't eat 'em - then get rid of 'em.

Women If you wanna meet a nice young lady, then you try to smell your best. A girl don't like nobody walking up in her face smelling like a goat. Then, you don't say crap like "Hey, don't I know you?" The first thing you ask her is: "Are you alone?" If she tells you that she's with her boyfriend, then you see if the cat's as big as you. If you don't have no money, just smell right. And for God's sake don't be pulling on her and slapping on her. You don't hit the girls! If you do this, you can't miss.

Hearing Just don't put your ears in the speakers.

"The development of the concept of the calling quickly gave to the modern entrepreneur a fabulously clear conscience—and also industrious workers; he gave to his employees as the wages of their ascetic devotion to the calling and of cooperation in his ruthless exploitation of them through capitalism the prospect of eternal salvation."

—Max Weber, *The Protestant Ethic and the Spirit of Capitalism*, 1905

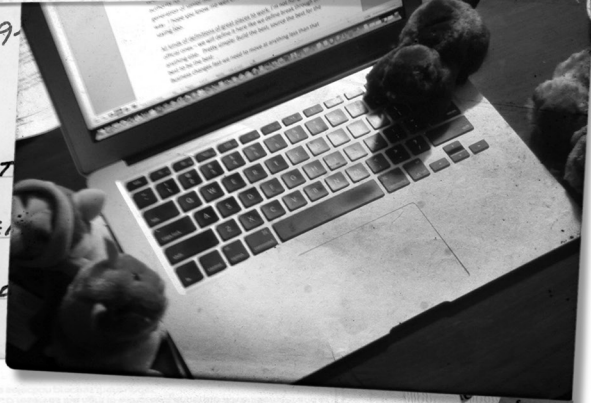
OUT-MOVE N2 SCORPIO. DE

6 4 9 3 2 66

When the American anthropologist Jon Anderson did fieldwork among the Pushtun tribes of Eastern Afghanistan in the 1970s, he found that Pushtun leaders, khans, were also mediators rather than dictators. For the Pushtun, a khan is somebody who "feeds the people" and "ties the knot of the tribe."

Woody Guthrie's 19

15. LEARN PEOPLE BET
16. KEEP RANCHO CLE
17. DONT GET LONESO
18. STAY GLAD



"To have humanism we must first be convinced of our humanity."

—Thomas Pynchon

21. BANK ALL EXTRA M

22. SAVE

23. HAVE

"It's always a pleasure
to find something
that matters."

—DON CORNELIUS



sert his authority
doubts about his leadership in a
morning conference call with
Wall Street analysts.

"Our goal is simple: It's to cre
ate value for our shareholders
and for our debt holders, for our
clients and for our employees,"
Mr. Fuld said in the call. "On
many fronts on this cycle, we did
not achieve this goal. This is my
responsibility. We've made a
number of changes. It's now my

"People are out there doing bad things
to each other. That's because they've
been dehumanized. It's time to take the
humanity back into the center of the ring.
...Without people, you're nothing.

That's my spiel."

—JOE STRUMMER

PEOPLE STRATEGY
(not for wide co

Summary:

- 2007 Marketplaces People Strategy has 54 elements/pillars:
1. People Development
 2. Talent Management
 3. Communication and Engagement
 4. Accountability, Assessment and Recognition
 5. Great Place to Work

Why develop and execute this People Strategy?
It's the right thing to do to drive better business results

31. LOVE EVERYBODY

32. MAKE UP YOUR MIND

33. WAKE UP AND FIGHT

THIS MACHINE KILLS FACISTS →
THIS MACHINE SURROUNDS HATE →
& FORCES IT TO SURRENDER →
THIS MACHINE FLOATS →

The beaver has a house
but it's on the top of the hill.
Bears live on the hill.
Go through the maze and help
beaver get to his house.

The mountain is his house and you
need to help him get to his door.

SRS

dependence of Lehman.
Some analysts said Lehman's
mortgage assets might deteriorate further.
"The general question is, Have
Continued on Page 2

"He had labored over it for days, and the rest of it was more or less in that vein. It was rational. It was stiff. It was white. And instead, he said, and so even though we have the first volley of three ad-lib refrains—I have a dream, with this faith and let freedom ring. Each of those refrains were refrains—that he had worked into his speeches, like a jazz musician, in the previous six months."

— Taylor Branch on the many adlibs in the "I Have A Dream" speech (NPR interview)

UNITED STATES DISTRICT COURT
SOUTHERN DISTRICT OF NEW YORK

I HAVE A LEGAL TEAM:
MLK OWNED THE SPEECH & DIDNT
TAKE KINDLY TO ITS BEING USED
WITHOUT PERMISSION.

MARTIN LUTHER KING, JR.,

63 Civ. Action 2889

Plaintiff,

-against-

MISTER MAESTRO, INC. and TWENTIETH
CENTURY-FOX RECORD CORPORATION,

Defendants.



STATE OF GEORGIA)
COUNTY OF FULTON) ss.:

MARTIN LUTHER KING, JR., being duly sworn, deposes
and says:

1. I reside at 563 Johnson Avenue, N.E. in the City of Atlanta, Fulton County, in the State of Georgia.
2. I am the plaintiff in the above captioned action and I am represented by my attorney, CLARENCE B. JONES, ESQ., a member of the firm of LUBELL, LUBELL AND JONES, with offices at 165 Broadway, in the Borough of Manhattan, County of New York, in the State of New York.
3. I am submitting this affidavit on the advice of my counsel, pursuant to a request therefor by the Honor-

**"IN MY COUNTRY WE GO TO PRISON FIRST
AND THEN BECOME PRESIDENT." —NELSON MANDELA**

4. I am President of the Southern Christian
Leadership Conference (hereinafter referred to as "SCLC").



"It is only the opposition between tribes that gives most cultural events their value. Such opposition can be expressed or exemplified but it cannot be explained, and accounts of conflict do not warp the symmetry of honor by showing change and subordination."

- Paul Dresch, *Tribes, Government and History in Yemen*, Oxford University Press, 1994

"I'm a profound advocate of the social gospel." —MLK

Classic Bayard: August 28, 1963. Early morning on the day of the March on Washington and the Mall is deserted—alarmingly so to members of MLK's senior team. This event is supposed to demonstrate the massive reach of the racial equality movement and if it's sparsely attended it will be a public humiliation that could destroy credibility. They whisper furiously to Bayard, who is in charge of planning the event. Sniffing a potential disaster, members of the press gather around him and inquire provocatively where the projected crowds are. He pulls a piece of paper out of his pocket and then checks his watch. "Everything's going according to plan," he responds mildly, apparently reviewing his event schedule with satisfaction. As the press wanders off, an assistant asks what's on the piece of paper. "Nothing," Bayard replies. "I was terrified," he recalls years later about the blank page.

I HAVE A DREAM BY THE NUMBERS



Rustin assigned Rachelle Horowitz to manage all of the transportation for the March on Washington event. Her response: "Are you crazy? I don't know anything about transportation. I can't drive!"

2 MONTHS

Time MLK gave Rustin to plan the entire March on Washington event, including the program, the security, the food, the travel, the celebrities and the hundreds of portable toilets.

On March day, all D.C. **liquor stores were closed** for the first time since Prohibition.

Amount the event cost to produce

\$133,329

(about a million bucks in today's dollars).

All city jail prisoners were transferred out of town to make room for the **anticipated mass arrests**.

Number of government-deployed police for the event

24,900

All **elective surgery was cancelled** in local hospitals and extra plasma was stockpiled.

"Let's just win."

—Margaret McBride

5,900 POLICE

4,000 NATIONAL GUARD

15,000 MILITARY PARATROOPERS

Number of volunteer fire marshals Rustin trained in nonviolent mediation for the event **4,000**

Judges were instructed to **prepare for all-night bail hearings**.

"I believe in social dislocation and creative trouble."

—Bayard Rustin

RECORDED ARRESTS: 0

RECORDED INJURIES DUE TO VIOLENCE: 0

"A social fact is every way of acting, fixed or not, capable of exercising on the individual an external constraint; or again, every way of acting which is general throughout a given society, while at the same time existing in its own right independent of its individual manifestations."

—Emile Durkheim, *The Rules of Sociological Method*. Free Press, 1982 (English translation of *Les Règles de la Méthode Sociologique*, originally published 1895)

PROUST QUESTIONNAIRE: SIÂN SLAP

What traits do you most appreciate in others?

TOLERANCE

What traits do you most appreciate about yourself? EMPATHY & THE ABILITY TO JOIN OTHERS IN LAUGHING AT MYSELF (GUESS THAT'S THE SAME AS EMPATHY)

What traits do you most dislike in others?

EDITILEMENT, ELITISM, CONFORMITY, COMPLACENCY

What traits do you most dislike in yourself?

CONSTANT SELF CRITICISM

What is your present state of mind?

DISTRACTED & FOCUSED

What event in history do you most admire? WOMEN'S SUFFRAGE, TIANANMEN SQ. STONEWALL, MOHAMMED BOOAZIZI'S LAST STAND

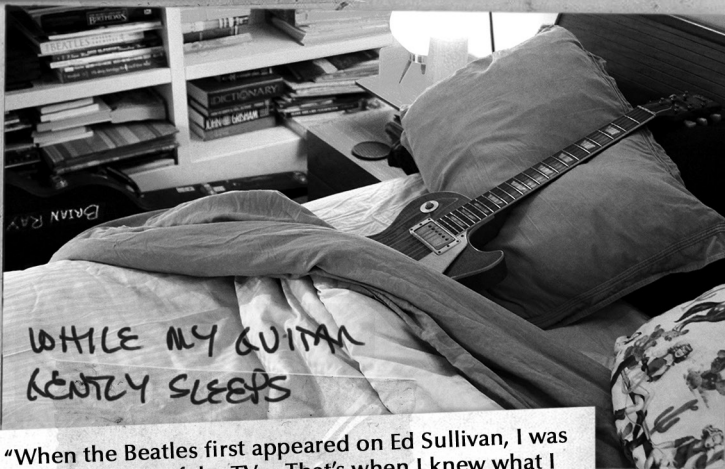
How would you like to die?

FALED

What is your motto? PERSONAL: THINK DEEP, LIVE SHALLOW

PROFESSIONAL: ET IRROMABO COM EAM ARREPTOROS MUDD!

Pseudocide is the act of faking a person's death in order to start a new life and/or escape in his/her responsibility. Pseudocide in itself is not a crime but depending on the reasons and circumstances, e.g. faking death in order to avoid paying debts can send the person in a jail but a pseudocide committed in order to start a new life and not avoiding any debts or crime is completely legal. —From Wikipedia, the free encyclopedia



WHILE MY GUITAR
GENTLY SLEEPS

"When the Beatles first appeared on Ed Sullivan, I was there in front of the TV. ...That's when I knew what I wanted to do when I grew up. Years later, I slept with my 1968 Goldtop Les Paul and would wake up gazing at it like I would my girlfriend. Every night I dreamt of doing what I get to do now."

—BRIAN RAY

"Never hit someone with a club. Use a cat, which is softer."

—MARK TWAIN

<https://www.youtube.com/watch?v=uZt1xKtPbUQ>

STANDING HEART RATE OF AN IGUANA: 20-30 BPM

"Most of what we call management consists of making it difficult for people to get their work done."

—Peter Drucker, *The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings on Management*. HarperBusiness reissue, (2008)

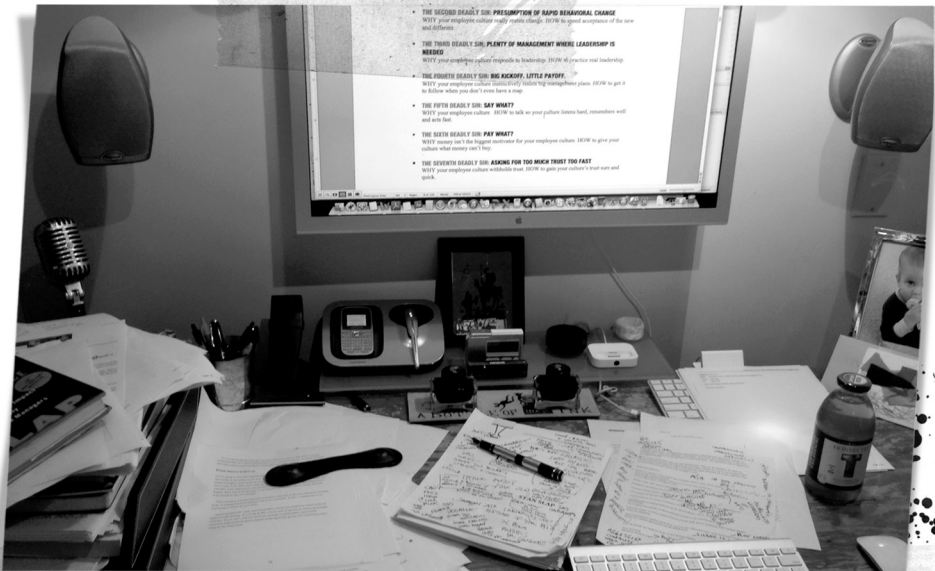
A BAT CAN EAT 500
INSECTS IN A SINGLE HOUR



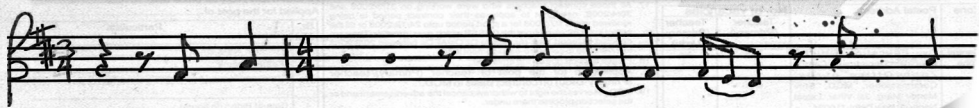
—Alan Ginsberg, *Howl*

"Know something, sugar? Stories only happen to people who can tell them." **ALLAN GURGANUS** "A writer lives in a state of astonishment. Beneath any feeling he has of the good or evil of the world lies a deeper one of wonder at it all. To transmit that feeling, he writes." **WILLIAM SANSOM** "I was working on the proof of one of my poems all the morning, and took out a comma. In the afternoon I put it back again." **OSCAR WILDE** "A writer is working when he's staring out of the window." **BURTON RASCOE** "I try to leave out the parts that people skip." **ELMORE LEONARD** "You must write every single day of your life...You must lurk in libraries and climb the stacks like ladders to sniff books like perfumes and wear books like hats upon your crazy heads...may you be in love every day for the next 20,000 days. And out of that love, remake a world." **RAY BRADBURY** "You have to develop a conscience and if on top of that you have talent so much the better. But if you have talent without conscience, you are just one of many thousand journalists." **F. SCOTT FITZGERALD** "I seat myself at the typewriter and hope, and lurk." **MIGNON EBERHART** "A writer is someone for whom writing is more difficult than it is for others." **THOMAS MANN** "When genuine passion moves you, say what you've got to say, and say it hot." **D.H. LAWRENCE** "People who devote their lives to the studying of something often come to believe that the object of their fascination is the key to everything." **JONATHAN HAIDT** "The difference between the right word and the almost right word is the difference between lightning and lightning bug." **MARK TWAIN** "What we find in books is like the fire in our hearths." **VOLTAIRE** "Write what should not be forgotten." **ISABEL ALLENDE** "Even the most productive writers are expert dawdlers." **DONALD M. MURRAY** "You have typewriters, presses. And a huge audience. How about raising hell?" **JENKIN LLOYD JONES** "I, like Solzhenitsyn, believe that words will crush concrete." **NADEZHDA TOLOKONNIKOVA** "Words have weight, sound and appearance; it is only by considering these that you can write a sentence that is good to look at and good to listen to." **SOMERSET MAUGHAM** "I do not put that note of spontaneity that my critics like into anything but the fifth draft." **JOHN KENNETH GAILBRAITH** "Easy reading is damn hard writing." **MAYA ANGELOU** "To me, the greatest pleasure of writing is not what it's about, but the inner music the words make." **TRUMAN CAPOTE** "A writer only really ever has-or cares about-one kind of power, which is the power to engage readers." **A.O. SCOTT** "You philosophers are lucky men. You write on paper and paper is patient. Unfortunate Empress that I am, I write on the susceptible skins of living human beings." **CATHERINE THE GREAT**

The Russian word for "sock" (чуш) is pronounced "no sock."



- THE SECOND DEADLY SIN: PRESUMPTION OF RAPID BEHAVIORAL CHANGE
NEVER your employee culture really "changes." NEVER be "good" because of the new and different.
- THE THIRD DEADLY SIN: PLINY OF MANAGEMENT WHERE LEADERSHIP IS MISSING
NEVER your employees actually respond to leadership. NEVER do practice real leadership.
- THE FOURTH DEADLY SIN: BIG KICKOFF, LITTLE PAYOFF
NEVER your employees will actually follow the big kickoff speech. NEVER to get it to follow when you don't even have a map.
- THE FIFTH DEADLY SIN: MAY WHAT?
NEVER your employees culture. NEVER to ask so your culture (because here, everybody will) will work.
- THE SIXTH DEADLY SIN: PAY WHAT?
NEVER money can't be the biggest motivator for your employee culture. NEVER to give your culture what money can't buy.
- THE SEVENTH DEADLY SIN: ASKING FOR TOO MUCH THING TOO FAST
NEVER your employee culture will take that. NEVER to give your culture a brief rest and quick.

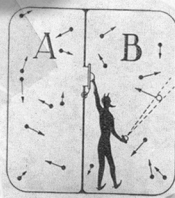


James Maxwell and Second Law of Thermodynamics.

Maxwell's demon, how the processing of information drains energy:

"One of the most famous responses to this question was suggested in 1929 by Leo Szilard, and later by Léon Brillouin. Szilard pointed out that a real-life Maxwell's demon would need to have some means of measuring molecular speed and that the act of acquiring information would require an expenditure of energy." — [Wikipedia.org/wiki/Maxwell's demon](http://Wikipedia.org/wiki/Maxwell's_demon)

2DS



1. **Museum of Broken Relationships**
Cirilometodska ulica 2, 10000, Zagreb, Croatia
+385 1 4851 021
<http://brokenships.com/>

2. **The Hobo Museum**
51 Main Ave S, Britt, IA 50423
(641) 843-9104
<http://www.hobo.com/museum.html>

3. **Sulabh International Museum of Toilets**
Sulabh Bhawan, Dabri Palam Rd, Mahavir Enclave, Palam,
New Delhi, DL 110045, India
+91 11 2503 1518
<http://www.sulabhtoiletmuseum.org/old/>

4. **Museum of Bad Art (MOBA)**
580 High St, Dedham, MA 02026
(781) 444-6757
<http://www.museumofbadart.org/>

5. **The Plagiarism Museum**
Bahnhofstrasse 11
42651 Solingen
www.plagiarismus.com



"My mandolin fingerpicking technique is a blend of Pete Seeger, Earl Scruggs and total incompetence." — Jimmy Page

"Mankind are so much the same, in all times and places, that history informs us of nothing new or strange in this particular. Its chief use is only to discover the constant and universal principles of human nature."

David Hume, *An Enquiry Concerning Human Understanding* (1748)

10/27 - w/DAVID ENCHAND R&T MTG
DINNER

Served from 5pm

1. ORGANIZE FRAMEWORK

2. TITLE

3. TOOLS

Red Beans & Rice - Oh So Nice

**This is Howlin' Wolf's
new album.
He doesn't like it.
He didn't like his electric
guitar at first either.**

SANCTION THE INEVITABLE

From the Back Story

Winter's Tale

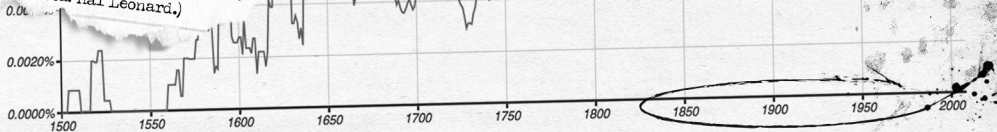
... When writing *Winter's Tale*, I lived in Manhattan and Brooklyn and was obsessed with every aspect of the city, to the point of walking, wandering really, ten to twenty miles a day to gather sight, sound, and incident, as if every view, every ray of light that would come from the west at sunset from beneath a lid of black cloud and turn the city gold, every face,

I never practice my guitar. From time to time I just open the case and throw in a piece of raw meat.
—Wes Montgomery

405

"Anyone can make the
simple complicated.
Creativity is making the
complicated simple."
— CHARLES MINGUS

(Mingus, C. (1991) *More Than a Fake Book*.
Minnesota: Hal Leonard.)



OCCURRENCE OF "TRUST" ACROSS ALL ENGLISH BOOKS IN GOOGLE BOOKS' COLLECTION

Source: Google Books Ngrams Viewer <http://books.google.com/ngrams>

CYNIC, n. A blackguard whose faulty vision sees things as they are, not as they ought to be. Hence the custom among the Scythians of plucking out a cynic's eyes to improve his vision.

— Ambrose Bierce, *The Devil's Dictionary*,
Neale Publishing Company, 1911

ORACLE INCITE GMM VIDEO SCRIPT DRAFT (CONTD)

answer: GMM is an intense several days, filled with presentations about the next major steps in achieving our strategic intent. Senior management presents latest thinking, issues, and organizational requirements. Work teams assemble throughout the days to turn strategic initiatives into executable action plans. Each GMM has a theme; this year's is "Taking charge of Transformation."

KELLY (contd.)

The competition is intense to see who gets to go to Oracle's GMM. Mostly because of the rumors about what happens here. Mostly by those who've never been. So, if you're feeling left out, let us clear it up for you. Our Incite team has compiled a list of the key distinctions between what people think a GMM is all about and what really happens.

CUT TO SCREEN/KELLY V.O. READS

WHAT PEOPLE THINK

Limo service at airport
Huge fancy hotel
Huge fancy hotel suite
P.A.R.T.Y.!!
One on one time with Larry
Huge fancy dinners

WHAT REALLY HAPPENS

Sorry I'm late. I took the wrong bus.
Reservation lost by (completely booked) huge fancy hotel
Why do I always have to share a room with Wally?
P.O.W.E.R.P.O.I.N.T.!!
Tip: Bring your own binoculars. Rentals are expensive.
Chicken a la Roadkill

Dear Optimist,
Pessimist, and
Realist,
While you guys
were busy arguing
about the glass of
water, I drank it.
Sincerely,
The Opportunist

WRITING SONGS/MANIC

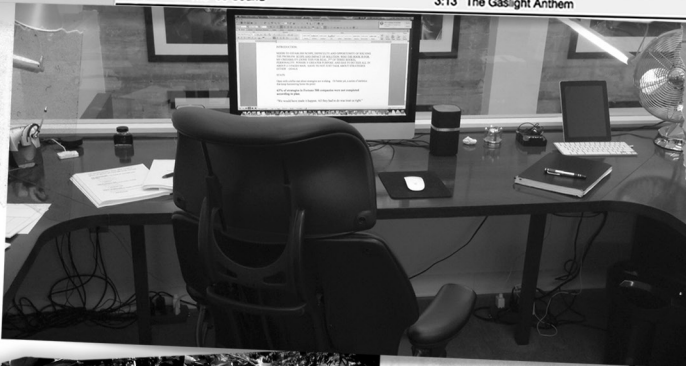
5479 songs, 14.6 days

▲	✓	Name	Time	Artist	Album	Plays
5452	✓	Jumpin' Jack Flash (Live)	5:00	The Rolling Stones	Flashpoint	82
5453	✓	Daylight	5:28	Coldplay	A Rush Of Blood To The Head	84
5454	✓	Unleash In This Morning (Acoustic)	4:09	Alabama 3	The Last Train To Nashville	84
5467	✓	Deliver Me (Slight Return)	2:17	Sonia Dada	Sonia Dada	135
5468	✓	Purple Rain	8:41	Prince	Purple Rain Original Sound...	141
5469	✓	Watch The Sunrise	3:45	Big Star	#1 Record/Radio City	146
5470	✓	I'll Be Your Shelter	4:53	The Housemartins	London O Huli 4	151
5471	✓	Nux Vomica	5:30	The Veils	Nux Vomica	161
5472	✓	Lean On Me	4:29	The Housemartins	London O Huli 4	162
5473	✓	Everyday I Write The Book	3:52	Elvis Costello and The Attractions	The Very Best Of	171
5474	✓	Be My Baby	2:41	The Ronettes	Phil Spector Back To Mono	177
5475	✓	Abbie Hoffman vs. Pete Townshend (Liv...	0:15	The Who	30 Years Of Maximum R an...	192
5476	✓	Wicked Rain/Across 110th Street	8:15	Los Lobos (w/Bobby Womack)	The Ride	197
5477	✓	When Tomorrow Comes (Live Acoustic)	3:22	Eurythmics	Live 1983 - 1989	225
5478	✓	Go Go Go Go	3:01	The 88	Not Only... But Also	226
5479	✓	The '59 Sound	3:13	The Gaslight Anthem	The '59 Sound	1843

If you're going to try, go all the way. Otherwise don't even start. This could mean losing girlfriends, wives, relatives, jobs. And maybe your mind. It could mean not eating for three or four days. It could mean freezing on a park bench. It could mean jail. It could mean derision. It could mean mockery, isolation. Isolation is the gift. All the others are a test of your endurance. Of how much you really want to do it. And you'll do it, despite rejection in the worst odds. And it will be better than anything else you can imagine. If you're going to try, go all the way. There is no other feeling like that. You will be alone with the gods. And the nights will flame with fire. You will ride life straight to perfect laughter. It's the only good fight there is.

— HENRY CHINASKI

ic
Music
leos
lated
Played
ost Played
MC



Music automatically syncs on 4 minutes per song and 128Kbps AAC encoding. Do not use iPod shuffle. Rechargeable battery has a limited number of charge cycles and may be replaced. Battery life and number of charge cycles vary by use or use. www.apple.com/batteries for more information. Apple Computer, Inc. © 2004 Apple Computer, Inc. All rights reserved.



The Indians feel it is necessary to teach the exploiters a lesson to prevent their return.

7 AUG 2014.
CENTRO DO GUILHERME, BRAZIL.
REUTERS/LUNAE PARRACHO

1, 2 ... 10! RE
E BRIDGE IN HERE? THIS IS A BOOK ABOUT THE PERFORMANCE, NOT
OR SO CHILL OUT.
venue. Improve margins. Don't just make market share, take it. Upgrade
reputation. Better product quality. Get to market faster. Put major distance
u and the competition. Become one united team across business units.
employee could argue with the irrefutable logic of these corporate performance
a perfect world, your own employees would immediately grasp the logic
emselves wholeheartedly to achieving them.

ipe the drool from your desk and say "hi" to reality.

ld, neither business logic, nor management authority, nor any
etitive urgency will convince an employee culture to adopt a
its own. In the killing field between company concept and
any a failed strategic plan.

VOX POPULI, VOX DEI

When small men cast large shadows, you know the sun is setting. AMERICAN PROVERB

The tortoise breaths; it is only its shell
that prevents our noticing it.
NIGERIAN PROVERB

It is the pot that boils,
but the dish gets the credit.
CAMEROONIAN PROVERB

The cork is always bigger
than the mouth of the bottle.
ESTONIAN PROVERB

A PESSIMIST IS SOMEONE WHO'S
LIVED WITH AN OPTIMIST.
AMERICAN PROVERB

Painting the pipe will
not clean out the well.
English proverb

Be always a little afraid
so that you never have need
of being much afraid.
Finnish Proverb

WHEN TWO ELEPHANTS TUSSLE, IT'S THE GRASS THAT SUFFERS.
ZANZIBARIAN PROVERB

They must have clean fingers who would blow another's nose.
DANISH PROVERB

No one can blow and
swallow at the same time.
GERMAN PROVERB

Never show your teeth
unless you can bite.
IRISH PROVERB

Those who want the last drop out of
the can get the lid on their nose.
Dutch Proverb

When the hands and the feet are bound, the tongue runs faster.
GERMAN PROVERB

1.
THERE IS A HIGH LEVEL OF TRUST ABOUT
HOW [REDACTED] DOES BUSINESS

REPRESENTATIVE AUDIT QUESTIONS

PREDICTABILITY FLOW

SELF RATED

2.
THE CULTURE IS PRIMED TO EXECUTE ON
CLEAR GOALS

REPRESENTATIVE AUDIT QUESTIONS

6.
EMOTIONAL COMMITMENT IS LO
MANAGERS AND THEIR EMPLOY

REPRESENTATIVE AUDIT QUESTIONS

4.
ENERGY IS BEING

CONTEXT LOW

THE BRIDGE

THE LINK BETWEEN ENTERPRISE PERFORMANCE AND CULTURAL BEHAVIOR.
AND EXACTLY WHAT TO DO ABOUT IT IN YOUR COMPANY.

CULTURE IS NOT UNITED IN SUPPORT
COMPANY STRATEGIES

REPRESENTATIVE AUDIT QUESTIONS

8.
YOUR CULTURE IS SEARCHING FOR A GREATER
REASON TO BELIEVE. IT ISN'T FINDING IT.

REPRESENTATIVE AUDIT QUESTIONS

3.
THERE'S SOMETHING IN THE CURRY
BANGALORE

REPRESENTATIVE AUDIT QUESTION

10.
THERE IS TOO MUCH PRESSURE ON THE
POSITIONS YOU DEPEND ON THE MOST

REPRESENTATIVE AUDIT QUESTIONS

I had a lover's quarrel with the world.
—*Robert Frost*

Aimer, c'est agir.
—*Victor Hugo*

