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William D. Cohan's Money and Power: How Goldman Sachs Came to Rule the World is a chronicle of the most successful, iconic bank on Wall Street, from the firm's founding in 1869 to the present day.. Goldman Sachs are the investment bank all other banks - and most businesses - want to emulate; the firm with the best talent, the best clients, the best strategy.

Money and Power: How Goldman Sachs Came to Rule the World ...

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Money and Power: How Goldman Sachs Came to Rule the World ...

In Money and Power William D Cohan peers behind the curtain to give us the inside story of why Goldman is so profitable, and so powerful. His behind-the-scenes account shows how, buttressed by the most aggressive and sophisticated PR machine in the financial industry, Goldman Sachs has continually projected an image of being superior to its competitors - smarter, more collegial, more ethical, more client-focused.

Money and Power: How Goldman Sachs Came to Rule the World ...

Money and Power: How Goldman Sachs Came to Rule the World is the

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history of this white-shoe firm from its inception through 2008. As the investment bank that other firms aspire to be, this book is a peek behind the curtain of how Goldman Sachs really operates.

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Money and Power: How Goldman Sachs Came to Rule the World is the third book written by William D. Cohan. It chronicles the history of Goldman Sachs, from its founding to the subprime mortgage crisis of 2008. First published as hardcover on March 29, 2011, the book has been reprinted soon thereafter on April 12, 2011 by Doubleday again. The text has been reprinted as paperback on January 10, 2012 by Penguin Books.

Money and Power - Wikipedia

Money and Power: How Goldman Sachs Came to Rule the World William

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D. Cohan From the bestselling, prize-winning author of THE LAST TYCOONS and HOUSE OF CARDS, a revelatory history of Goldman Sachs, the most dominant, feared, and controversial investment bank in the world

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One illuminating anecdote in Money and Power concerns Robert Rubin, the former Goldman head who would go on to become Treasury Secretary under Bill Clinton. During his third year at the firm, back...

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Money and Power reveals the internal schemes that have guided the bank from its founding through its

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remarkable windfall during the 2008 financial crisis. Through extensive research and interviews with the inside players, including current CEO Lloyd Blankfein, William Cohan constructs a nuanced, timely portrait of Goldman Sachs, the company that was too big—and too ruthless—to fail.

Money and Power: How Goldman Sachs Came to Rule the World ...

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Goldman Sachs' Long History Of 'Money And Power' : NPR

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Cohan, William D. at AbeBooks.co.uk -
ISBN 10: 184614454X - ISBN 13:
9781846144547 - Allen Lane - 2011 -
Hardcover

9781846144547: Money and Power: How Goldman Sachs Came to ...

Money and Power: How Goldman
Sachs Came to Rule the World by
Cohan, William D. at AbeBooks.co.uk -
ISBN 10: 0241954061 - ISBN 13:
9780241954065 - Penguin - 2012 -
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Money and Power reveals the internal schemes that have guided the bank from its founding through its remarkable windfall during the 2008 financial crisis. Through extensive research and interviews with the inside players, including current CEO Lloyd Blankfein, William Cohan constructs a nuanced, timely portrait of Goldman Sachs, the company that was too big—and too ruthless—to fail.

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William D. Cohan's Money and Power: How Goldman Sachs Came to Rule the World is a chronicle of the most successful, iconic bank on Wall Street, from the firm's founding in 1869 to the

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present day. Goldman Sachs are the investment bank all other banks - and most businesses - want to emulate; the firm with the best talent, the best clients, the best strategy.

From the bestselling, prize-winning author of "The Last Tycoons" and "House of Cards" comes a revelatory history of Goldman Sachs, the most dominant, feared, and controversial investment bank in the world.

'If they could screw you over, they totally would . . . ' Goldman Sachs are the investment bank all other banks - and most businesses -want to emulate; the firm with the best talent, the best clients, the best strategy. But is their success just down to the gilded

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magic of the 'Goldman way'? William D. Cohan has gained unprecedented access to Goldman's inner circle - both on and off the record. In an astonishing story of clashing egos, backstabbing, sex scandals, private investigators, court cases and government cabals, he reveals what really lies beneath their gold-plated image. 'Startling . . . lifts the lid on Goldman's pivotal role in the meltdown' Mail on Sunday 'Cohan's book tells of bitter power struggles and business cock-ups' Guardian 'Cohan portrays a firm that has grown so large and hungry that it's no longer long-term greedy but short-term vicious. And that's the wonder - and horror - of Goldman Sachs' Businessweek 'The best analysis yet of Goldman's increasingly tangled web of conflicts' Economist 'A definitive account of the

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most profitable and influential
investment bank of the modern era'
The New York Times Book Review

A blistering narrative account of the negligence and greed that pushed all of Wall Street into chaos and the country into a financial crisis. At the beginning of March 2008, the monetary fabric of Bear Stearns, one of the world's oldest and largest investment banks, began unraveling. After ten days, the bank no longer existed, its assets sold under duress to rival JPMorgan Chase. The effects would be felt nationwide, as the country suddenly found itself in the grip of the worst financial mess since the Great Depression. William Cohan exposes the corporate arrogance, power struggles, and deadly combination of greed and inattention,

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which led to the collapse of not only Bear Stearns but the very foundations of Wall Street.

On March 14, 2012, more than three million people read Greg Smith's bombshell Op-Ed in the New York Times titled "Why I Am Leaving Goldman Sachs." The column immediately went viral, became a worldwide trending topic on Twitter, and drew passionate responses from former Fed chairman Paul Volcker, legendary General Electric CEO Jack Welch, and New York City mayor Mike Bloomberg. Mostly, though, it hit a nerve among the general public who question the role of Wall Street in society -- and the callous "take-the-money-and-run" mentality that brought the world economy to its knees a few short years ago. Smith now picks up

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where his Op-Ed left off. His story begins in the summer of 2000, when an idealistic 21-year-old arrives as an intern at Goldman Sachs and learns about the firm's Business Principle #1: Our clients' interests always come first. This remains Smith's mantra as he rises from intern to analyst to sales trader, with clients controlling assets of more than a trillion dollars. From the shenanigans of his summer internship during the technology bubble to Las Vegas hot tubs and the excesses of the real estate boom; from the career lifeline he received from an NFL Hall of Famer during the bear market to the day Warren Buffett came to save Goldman Sachs from extinction-Smith will take the reader on his personal journey through the firm, and bring us inside the world's most powerful bank. Smith describes in page-turning detail

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how the most storied investment bank on Wall Street went from taking iconic companies like Ford, Sears, and Microsoft public to becoming a "vampire squid" that referred to its clients as "muppets" and paid the government a record half-billion dollars to settle SEC charges. He shows the evolution of Wall Street into an industry riddled with conflicts of interest and a profit-at-all-costs mentality: a perfectly rigged game at the expense of the economy and the society at large. After conversations with nine Goldman Sachs partners over a twelve-month period proved fruitless, Smith came to believe that the only way the system would ever change was for an insider to finally speak out publicly. He walked away from his career and took matters into his own hands. This is his story.

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This is the story of the slow evolution of Goldman Sachs—addressing why and how the firm changed from an ethical standard to a legal one as it grew to be a leading global corporation. In *What Happened to Goldman Sachs*, Steven G. Mandis uncovers the forces behind what he calls Goldman's "organizational drift." Drawing from his firsthand experience; sociological research; analysis of SEC, congressional, and other filings; and a wide array of interviews with former clients, detractors, and current and former partners, Mandis uncovers the pressures that forced Goldman to slowly drift away from the very principles on which its reputation was built. Mandis evaluates what made Goldman Sachs so successful in the first place, how it responded to

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pressures to grow, why it moved away from the values and partnership culture that sustained it for so many years, what forces accelerated this drift, and why insiders can't—or won't—recognize this crucial change. Combining insightful analysis with engaging storytelling, Mandis has written an insider's history that offers invaluable perspectives to business leaders interested in understanding and managing organizational drift in their own firms.

A grand and revelatory portrait of Wall Street's most storied investment bank Wall Street investment banks move trillions of dollars a year, make billions in fees, pay their executives in the tens of millions of dollars. But even among the most powerful firms, Lazard Frères & Co. stood apart. Discretion, secrecy,

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and subtle strategy were its weapons of choice. For more than a century, the mystique and reputation of the "Great Men" who worked there allowed the firm to garner unimaginable profits, social cachet, and outsized influence in the halls of power. But in the mid-1980s, their titanic egos started getting in the way, and the Great Men of Lazard jeopardized all they had built. William D. Cohan, himself a former high-level Wall Street banker, takes the reader into the mysterious and secretive world of Lazard and presents a compelling portrait of Wall Street through the tumultuous history of this exalted and fascinating company. Cohan deconstructs the explosive feuds between Felix Rohatyn and Steve Rattner, superstar investment bankers and pillars of New York society, and between the man

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who controlled Lazard, the inscrutable French billionaire Michel David-Weill, and his chosen successor, Bruce Wasserstein. Cohan follows Felix, the consummate adviser, as he reshapes corporate America in the 1970s and 1980s, saves New York City from bankruptcy, and positions himself in New York society and in Washington. Felix's dreams are dashed after the arrival of Steve, a formidable and ambitious former newspaper reporter. By the mid-1990s, as Lazard neared its 150th anniversary, Steve and Felix were feuding openly. The internal strife caused by their arguments could not be solved by the imperious Michel, whose manipulative tendencies served only to exacerbate the trouble within the firm. Increasingly desperate, Michel took the unprecedented step of relinquishing operational control of

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Lazard to one of the few Great Men still around, Bruce Wasserstein, then fresh from selling his own M&A boutique, for \$1.4 billion. Bruce's take: more than \$600 million. But it turned out Great Man Bruce had snookered Great Man Michel when the Frenchman was at his most vulnerable. The Last Tycoons is a tale of vaulting ambitions, whispered advice, worldly mistresses, fabulous art collections, and enormous wealth—a story of high drama in the world of high finance.

"From an acclaimed historian and financial analyst, the first definitive history of the legendary private investment firm Brown Brothers Harriman - and through it, the rise to world power of the so-called American Establishment. Conspiracy theories

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have always swirled around Brown Brothers Harriman, and not without reason. Throughout the 19th century, when America was convulsed by a devastating financial panic every generation, Brown Brothers quietly went from strength to strength, propping up the US financial system at crucial moments and catalyzing successive booms, from the cotton trade and the steam ship to the railroad, while avoiding unwelcome attention. By the turn of the 20th century, Brown Brothers was at the heart of what was meant by the American Establishment. As America's reach extended beyond its shores, Brown Brothers was there, often working hand in glove with the State Department, as in Nicaragua in the 1910's, when the firm was essentially empowered to take over the country's

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Sachs Came To Rule The
World William D. Conran

economy. To the Browns, virtuousness was a given; in that spirit they supported the elite institutions that forged successive generations of leaders. When, during the Great Depression, Brown Brothers ensured their strength by merging with Averell Harriman's investment bank to form Brown Brothers Harriman, the die was cast for the role the firm would play on the world stage during World War 2 and thereafter. Its core leadership cadre, including Harriman, Robert Lovett, and Prescott Bush, all Skull and Bones men from Yale, played a central role in erecting the architecture of the postwar order, with the US dollar at its heart. In *Inside Money*, Zachary Karabell offers the first full and frank look inside this very private institution as a prime mover in the larger American story. Blessed with

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complete access to the company's archives and a thrillingly strong grasp of the bigger picture, Karabell has written in effect an x-ray film of American power from 1818 to the present"--

The history, mystique, and remarkable success of Goldman Sachs, the world's premier investment bank, are examined in unprecedented depth in this fascinating and authoritative study. Former Goldman Sachs Vice President Lisa Endlich draws on an insider's knowledge and access to all levels of management to bring to life this unique company that has long mystified financial players and pundits. The firm's spectacular ascent is traced in the context of its tenacious grip on its core values. Endlich shows how close client contact, teamwork, focus

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Sachs on long-term profitability rather than short-term opportunism, and the ability to recruit consistently some of the most talented people on Wall Street helped the firm generate a phenomenal \$3 billion in pretax profits in 1997. And she describes in detail the monumental events of 1998 that shook Goldman Sachs and the financial world. Her book documents some of the most stunning accomplishments in modern American finance, as told through the careers of the gifted and insightful men who have led Goldman Sachs. It begins with Marcus Goldman, a German immigrant who in 1869 founded the firm in a lower Manhattan basement. After the turn of the century, we see his son Henry and his son-in-law Sam Sachs develop a full-service bank. Sidney Weinberg, a kid from the

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streets, was initially hired as an assistant porter and became senior partner in 1930. We watch him as he steers the firm through the aftermath of the Crash and raises the Goldman Sachs name to national prominence. When he leaves in 1969 the firm has a solid-gold reputation and a first-class list of clients. We see his successor, Gus Levy, a trading wizard and in his day the best-known man on Wall Street, urging greater risk, inventing block trading (which revolutionized the exchanges), and psychologically preparing Goldman Sachs for the complex and perilous financial world that was the 1980s. Endlich shows us how co-CEOs John Whitehead and John Weinberg turned the family firm into a highly professional international organization with a culture that was the envy of Wall Street. She shows as

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well how Steve Friedman and Robert Rubin brought the firm to the pinnacle of investment banking, increased annual profits from \$900 million to \$2.7 billion, and achieved dominance in most of the businesses in which the firm competes internationally. We see how Goldman Sachs weathered both an insider trading scandal and the fallout from its relationship with Robert Maxwell. We are taken to the present day, as Jon Corzine and Hank Paulson lead the firm out of turmoil to face the most important decision ever placed before the partnership--the question of a public sale. For many years the leadership wrestled with the issue behind closed doors. Now, against the backdrop of unforeseen events, we witness the passionate debate that engulfed the entire partnership. A rare and revealing look

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inside a great institution--the last private partnership on Wall Street--and inside the financial world at its highest levels.

Becoming a young Wall Street banker is like pledging the world's most lucrative and soul-crushing fraternity. Every year, thousands of eager college graduates are hired by the world's financial giants, where they're taught the secrets of making obscene amounts of money-- as well as how to dress, talk, date, drink, and schmooze like real financiers. **YOUNG MONEY** Inside the Hidden World of Wall Street's Post-Crash Recruits **YOUNG MONEY** is the inside story of this well-guarded world. Kevin Roose, New York magazine business writer and author of the critically acclaimed *The Unlikely Disciple*, spent more than

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three years shadowing eight entry-level workers at Goldman Sachs, Bank of America Merrill Lynch, and other leading investment firms. Roose chronicled their triumphs and disappointments, their million-dollar trades and runaway Excel spreadsheets, and got an unprecedented (and unauthorized) glimpse of the financial world's initiation process. Roose's young bankers are exposed to the exhausting workloads, huge bonuses, and recreational drugs that have always characterized Wall Street life. But they experience something new, too: an industry forever changed by the massive financial collapse of 2008. And as they get their Wall Street educations, they face hard questions about morality, prestige, and the value of their work. **YOUNG MONEY** is more

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than an exposé of excess; it's the story of how the financial crisis changed a generation-and remade Wall Street from the bottom up.

You know what happened during the financial crisis ... now it is time to understand why the financial system came so close to falling over the edge of the abyss and why it could happen again. Wall Street has been saved, but it hasn't been reformed. What is the problem? Suzanne McGee provides a penetrating look at the forces that transformed Wall Street from its traditional role as a capital-generating and economy-boosting engine into a behemoth operating with only its own short-term interests in mind and with reckless disregard for the broader financial system and those who relied on that system for their well being and

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prosperity. Primary among these influences was “Goldman Sachs envy”: the self-delusion on the part of Richard Fuld of Lehman Brothers, Stanley O’Neil of Merrill Lynch, and other power brokers (egged on by their shareholders) that taking more risk would enable their companies to make even more money than Goldman Sachs. That hubris—and that narrow-minded focus on maximizing their short-term profits—led them to take extraordinary risks that they couldn’t manage and that later severely damaged, and in some cases destroyed, their businesses, wreaking havoc on the nation’s economy and millions of 401(k)s in the process. In a world that boasted more hedge funds than Taco Bell outlets, McGee demonstrates how it became ever harder for Wall Street to fulfill its

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function as the financial system's version of a power grid, with capital, rather than electricity, flowing through it. But just as a power grid can be strained beyond its capacity, so too can a "financial grid" collapse if its functions are distorted, as happened with Wall Street as it became increasingly self-serving and motivated solely by short-term profits. Through probing analysis, meticulous research, and dozens of interviews with the bankers, traders, research analysts, and investment managers who have been on the front lines of financial booms and busts, McGee provides a practical understanding of our financial "utility," and how it touches everyone directly as an investor and indirectly through the power—capital—that makes the economy work. Wall Street is as important to the economy and the

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overall functioning of our society as our electric and water utilities. But it doesn't act that way. The financial system has been saved from destruction but as long as the mind-set of "chasing Goldman Sachs" lingers, it will not have been reformed. As banking undergoes its biggest transformation since the 1929 crash and the Great Depression, McGee shows where it stands today and points to where it needs to go next, examining the future of those financial institutions supposedly "too big to fail." From the Hardcover edition.

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