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5:30 p.m. ET Contents: Prepared  
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Participants Prepared Remarks:  
Operator Ladies and gentlemen, thank  
you for standing by, and ...

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Progressive leaders in Congress are warning colleagues against a "false choice" over what to keep or cut as Democrats scale back President Joe Biden's now-\$2 trillion ...

Progressives warn against "false



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choice in Biden bill trims

Happy Tuesday one and all. Have you ever cheered for a team that was 6-0? Well, none of us Arizona Cardinals fans have, but we fans need to be like the team now... 0-0 and looking to move to 1-0.

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Examines the importance of skill and luck, describes how to develop analytical tools to understand them, and offers suggestions on putting these findings to work to achieve success.

□ Much of what we experience in life

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results from a combination of skill and luck. From the Introduction The trick, of course, is figuring out just how many of our successes (and failures) can be attributed to each—and how we can learn to tell the difference ahead of time. In most domains of life, skill and luck seem hopelessly entangled.



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Different levels of skill and varying degrees of good and bad luck are the realities that shape our lives—yet few of us are adept at accurately distinguishing between the two. Imagine what we could accomplish if we were able to tease out these two threads, examine them, and use the

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resulting knowledge to make better decisions. In this provocative book, Michael Mauboussin helps to untangle these intricate strands to offer the structure needed to analyze the relative importance of skill and luck. He offers concrete suggestions for making these insights work to your

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advantage. Once we understand the extent to which skill and luck contribute to our achievements, we can learn to deal with them in making decisions. The Success Equation helps us move toward this goal by:

- Establishing a foundation so we better understand skill and luck, and can

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pinpoint where each is most relevant □  
Helping us develop the analytical tools  
necessary to understand skill and luck  
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Equation is a must-read for anyone seeking to make better decisions in business and in life.

No matter your field, industry, or specialty, as a leader you make a series of crucial decisions every single day. And the harsh truth is that the

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Majority of decisions—no matter how good the intentions behind them—are mismanaged, resulting in a huge toll on organizations, the people they employ, and even the people they serve. So why is it so hard to make sound decisions? In *Think Twice*, now in paperback, Michael Mauboussin

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Mauboussin argues that we often fall victim to simplified mental routines that prevent us from coping with the complex realities inherent in important judgment calls. Yet these cognitive errors are preventable. In this engaging book, Mauboussin shows us how to recognize and avoid common mental

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missteps. These include misunderstanding cause-and-effect linkages, not considering enough alternative possibilities in making a decision, and relying too much on experts. Through vivid stories, the author presents memorable rules for avoiding each error and explains how



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to recognize when you should "think twice"—questioning your reasoning and adopting decision-making strategies that are far more effective, even if they seem counterintuitive. Armed with this awareness, you'll soon begin making sounder judgment calls that benefit (rather than hurt) your organization.

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Since its first publication, Michael J. Mauboussin's popular guide to wise investing has been translated into eight languages and has been named best business book by BusinessWeek and best economics book by Strategy+Business. Now updated to

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reflect current research and expanded to include new chapters on investment philosophy, psychology, and strategy and science as they pertain to money management, this volume is more than ever the best chance to know more than the average investor. Offering invaluable tools to better understand

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broad and deep range of fields, such as casino gambling, horse racing, psychology, and evolutionary biology. He analyzes the strategies of poker experts David Sklansky and Puggy Pearson and pinpoints parallels between mate selection in guppies and stock market booms. For this

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the professional investor in mind but extends far beyond the world of economics and finance. Mauboussin groups his essays into four parts- Investment Philosophy, Psychology of Investing, Innovation and Competitive Strategy, and Science and Complexity Theory-and he includes substantial

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references for further reading. A true eye-opener, More Than You Know shows how a multidisciplinary approach that pays close attention to process and the psychology of decision making offers the best chance for long-term financial results.



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Expectations Investing is well worth picking up. -Financial Executive  
Expectations Investing offers a fundamentally new alternative for identifying value-price gaps, built around a deceptively simple and obvious tool: a company's stock price. The authors walk readers step-by-step

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through their breakthrough method, revealing how portfolio managers, security analysts, investment advisors, and individual investors can more accurately evaluate established and "new economy" stocks alike-and translate shareholder value from theory to reality. AUTHORBIO: Alfred

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Rappaport directs Shareholder Value Research for L.E.K. Consulting and is a Professor Emeritus at Northwestern's Kellogg School. Michael J. Mauboussin is Credit Suisse First Boston's Chief U.S. Investment Strategist and an adjunct professor at Columbia University.

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It's time to redefine the CEO success story. Meet eight iconoclastic leaders who helmed firms where returns on average outperformed the S&P 500 by more than 20 times.

From New York Times bestselling

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author and economics columnist

Robert Frank, a compelling book that explains why the rich underestimate the importance of luck in their success, why that hurts everyone, and what we can do about it How important is luck in economic success? No question more reliably divides conservatives

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from liberals. As conservatives correctly observe, people who amass great fortunes are almost always talented and hardworking. But liberals are also correct to note that countless others have those same qualities yet never earn much. In recent years, social scientists have discovered that

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chance plays a much larger role in important life outcomes than most people imagine. In *Success and Luck*, bestselling author and New York Times economics columnist Robert Frank explores the surprising implications of those findings to show why the rich underestimate the

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importance of luck in success—and why that hurts everyone, even the wealthy. Frank describes how, in a world increasingly dominated by winner-take-all markets, chance opportunities and trivial initial advantages often translate into much larger ones—and enormous income differences—over time; how



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frank argues that false beliefs about luck persist, despite compelling evidence against them; and how myths about personal success and luck shape individual and political choices in harmful ways. But, Frank argues, we could decrease the inequality driven by sheer luck by adopting simple, unintrusive policies

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that would free up trillions of dollars each year—more than enough to fix our crumbling infrastructure, expand healthcare coverage, fight global warming, and reduce poverty, all without requiring painful sacrifices from anyone. If this sounds implausible, you'll be surprised to

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discover that the solution requires only a few, noncontroversial steps.

Compellingly readable, Success and Luck shows how a more accurate understanding of the role of chance in life could lead to better, richer, and fairer economies and societies.

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INSTANT NEW YORK TIMES

BESTSELLER A moving account of resilience, hope, fear and mortality, and how these things resonate in our lives, by actor and advocate Michael J. Fox. The entire world knows Michael J. Fox as Marty McFly, the teenage sidekick of Doc Brown in Back to the

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Future; as Alex P. Keaton in Family Ties; as Mike Flaherty in Spin City; and through numerous other movie roles and guest appearances on shows such as The Good Wife and Curb Your Enthusiasm. Diagnosed at age 29, Michael is equally engaged in Parkinson's advocacy work, raising

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global awareness of the disease and helping find a cure through The Michael J. Fox Foundation for Parkinson's Research, the world's leading non-profit funder of PD science. His two previous bestselling memoirs, *Lucky Man* and *Always Looking Up*, dealt with how he came to

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terms with the illness, all the while exhibiting his iconic optimism. His new memoir reassesses this outlook, as events in the past decade presented additional challenges. In *No Time Like the Future: An Optimist Considers Mortality*, Michael shares personal stories and observations about illness

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and health, aging, the strength of family and friends, and how our perceptions about time affect the way we approach mortality. Thoughtful and moving, but with Fox's trademark sense of humor, his book provides a vehicle for reflection about our lives, our loves, and our losses. Running



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through the narrative is the drama of the medical madness Fox recently experienced, that included his daily negotiations with the Parkinson's disease he's had since 1991, and a spinal cord issue that necessitated immediate surgery. His challenge to learn how to walk again, only to suffer

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Mauboussin  
a devastating fall, nearly caused him to ditch his trademark optimism and [get out of the lemonade business altogether.] Does he make it all of the way back? Read the book.

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ranging from simple regression to time series or multivariate analysis. Building on the success of the author's bestselling *Statistics: An Introduction using R*, *The R Book* is packed with worked examples, providing an all inclusive guide to R, ideal for novice and more accomplished users alike.

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The book assumes no background in statistics or computing and introduces the advantages of the R environment, detailing its applications in a wide range of disciplines. Provides the first comprehensive reference manual for the R language, including practical guidance and full coverage of the

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graphics facilities. Introduces all the statistical models covered by R, beginning with simple classical tests such as chi-square and t-test. Proceeds to examine more advance methods, from regression and analysis of variance, through to generalized linear models, generalized mixed

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Models, time series, spatial statistics, multivariate statistics and much more. The R Book is aimed at undergraduates, postgraduates and professionals in science, engineering and medicine. It is also ideal for students and professionals in statistics, economics, geography and

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the social sciences.

In a nutshell, doesn't so much of business boil down to whether or not you can persuade others around you? Whether it is a customer, a contractor, a board of directors, or your loyal staff, your ability to persuade others toward



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your point of view is absolutely essential if you are to find success. Merging research and real-world application, Persuasion Equation reveals what really drives decisions and introduces readers to the key formula for developing the invaluable attribute of persuasion--a powerful

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combination of factors proven to speed agreement. Discover the surprising reasons people say yes, and learn how to:

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- Win trust and leverage credibility
- Build a business case that appeals to both heart and mind
- Adapt for personality, gender, and generational

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differences. Perfect the five-step persuasion process. Generate group buy-in. And much more! Whether you're trying to secure a promotion, make a sale, or rally support for a new idea, this indispensable guide holds the key to unlocking within you the power of persuasion.

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