

Chapter 1 : The Interchange by Greentech Media on Apple Podcasts

Teams, Trust, and Tribalism. Article Â· July Nicholas Ind and Cameron Watt explore the sources and nature of these constraints and, using specific examples, suggest how a company can.

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Chapter 2 : Management Team | SunTrust Robinson Humphrey

Teams, Trust, and Tribalism. Nicholas Ind Author and Consultant and; Cameron Watt PhD Innovation Consultant; Article first published online: 10 JUN

Though economics as a discipline arose in Great Britain and France at the end of the eighteenth century, it has taken two centuries to reach the threshold of scientific rationality. Previously, intuition, opinion, and conviction enjoyed equal status in economic thought; theories were vague, often unverifiable. Not so long ago, one could teach economics at prestigious universities without using equations and certainly without the complex algorithms, precise though not infallible mathematical models, and computers integral to the field today. No wonder bad economic policies ravaged entire nations during the twentieth century, producing more victims than any epidemic did. The collectivization of land in Russia during the twenties, in China during the fifties, and in Tanzania during the sixties starved hundreds of millions of peasants. The uncontrolled printing of currency destabilized Weimar Germany, facilitating the rise of Nazism. The nationalization of enterprises and the expulsion of entrepreneurs ruined Argentina during the forties and Egypt a decade later. On an even larger scale, the century witnessed a war between two economic systems: In the socialist system, property was public, competition forbidden, and production planned. In the market system, property was private, competition encouraged, and production determined by entrepreneurs. Faced with the choice of which system was superior, nations hesitated and economists remained divided. The state of affairs today is entirely different. When the Soviet Union crumbled, the socialist model that it embodied imploded, too—or, more precisely, the Soviet Union fell because the socialist economic system proved unworkable. Now only one economic system exists: Virtually everywhere, the public sector has given ground to privatization; currency has escaped state control, to be governed by independent central banks; competition has taken wing, thanks to the deregulation of markets and the opening of borders; taxation has become less progressive, so as to encourage entrepreneurs and create jobs. The results have been breathtaking. Opening economies and promoting trade have helped reconstruct Eastern Europe after and lifted million people, many of them in China, Brazil, and a now-license-free India, out of poverty. Even in Africa and the Arab Middle East, nations that have embraced capitalism have begun to escape from the terrible underdevelopment that has long plagued them. Behind all this unprecedented growth is not only the collapse of state socialism but also a scientific revolution in economics, as yet dimly understood by the public but increasingly embraced by policymakers around the globe. The revolution began during the sixties and has finally brought economists to a broad, well-founded consensus about what constitutes good policy. If economics is finally a science, what, exactly, does it teach? Almost all top economists—those who are recognized as such by their peers and who publish in the leading scientific journals—would endorse them the exceptions are those like Joseph Stiglitz and Jeffrey Sachs, whose public pronouncements are more political than scientific. The more the public understands and embraces these propositions, the more prosperous the world will become. The market economy is the most efficient of all economic systems. In the mid-twentieth century, Friedrich Hayek observed that no central-planning institution could possibly manage the huge quantity of information that the market organized automatically and spontaneously by pricing resources. Market mechanisms are so efficient that they can manage threats to long-term development, such as the exhaustion of natural resources, far better than states can. If global warming does become a real problem, for example, price mechanisms or a carbon tax would easily encourage a more efficient use of energy. Over time, companies shifted to cleaner technology and the acid rain disappeared—to the dismay of many green activists, who tend to prefer doomsday discourse to efficient market solutions. Some economists favor free markets not only for their efficiency in allocating resources but for political reasons as well, fearing that central planning or excessive bureaucratic controls could, in the guise of rationality, stifle individual freedom. Free trade helps economic development. As Smith observed when his native Scotland began to benefit from free trade, it is through access to the world market that poor nations become rich. They never do so by trying to become self-sufficient. Free trade also makes rich countries richer, economists agree. In addition, importing cheaper components—computer chips,

sayâ€”lowers the cost of equipment in wealthier economies. In fact, economists have long understood the law of comparative advantage: Free trade not only generates the greatest possible growth; it tends to distribute it widely, both within nations and among them. For evidence, consider the emergence of vast middle classes in all free-market societies, as well as the economic convergence among nations that have embraced capitalist economics. After less than 20 years of market-driven growth, Brazil, China, and Indiaâ€”whatever their injusticesâ€”are closer to the Western level of development than they were before that growth got under way. This does not mean, as some observers fret or gleefully predict, that the United States is about to stop leading the world economically. Other nations may draw closer to itâ€”Western Europe in had a per-capita income half that of the U. One might add that no globalization, with all its economic benefits, could take place without a global security framework to protect shipping from piracy and to contain border conflicts. Good institutions help development. The research of Stanford University economist Avner Greif makes a forceful case for this proposition. Back in the twelfth century, he notes, Genoese merchants competed fiercely with the Maghrebis, Jews from northwest Africa. The Maghrebis relied entirely on family and tribal connections to raise funds for their business ventures; powerful as they were, this tribalism limited their resources and hence the reach of their commercial expeditions. The Genoese, on the other hand, built institutions to bolster good economic practices, such as private contracts, insurance firms, bills of trade, bank credit, courts of appeal to handle disputes, and a financial market, from which they could raise capital to finance far-flung journeys. The Genoese also founded a city-state, probably the first state to follow the rule of law. Over time, they won the competition and the Maghrebis faded away. Familial trust proved no match for reliable, neutral institutions. All economists acknowledge today that economic development requires an independent and reliable legal system to enforce contracts and ensure fair competition. Without institutions to improve transparency, insiders can easily manipulate markets, making outside investors lose faith in the system and withdraw their funds. This is why the government bans insider trading. In complex free economies, private informational intermediaries, such as ratings agencies, also spring up, helping economic actors make relatively well-informed decisions in the labyrinths of global finance. But in general, the intermediaries improve the operation of modern markets. Some argue that a new field of research, neuroeconomics, inaugurated by the psychologist Daniel Kahneman, who won a Nobel in economics in for his work, demonstrates the need for greater activity by the most powerful institution of all: This field shows that economic actors tend to behave both rationally and irrationally. Laboratory work has demonstrated that one part of our brain bears blame for many of our economically mistaken short-term decisions, while another is responsible for decisions that make economic sense, usually taking a longer view. To a certain extent, it already doesâ€”for example, by giving borrowers a grace period in which they may decide not to take out a loan after all. Jean Tirole, a French expert on the subject, suggests that knowing about our irrationality should compel the private sector to inform consumers better about the consequences of their actionsâ€”again, the mortgage crisis comes to mindâ€”but that it would be preposterous to use behavioral economics to justify restoring excessive state regulations. After all, the state is no more rational than the individual, and its actions can have enormously destructive consequences. Neuroeconomics should encourage us to make markets more transparent, not more regulated. There is less agreement among economists on which other institutions are essential, and less still on how to create them. There are cases of capitalism without democracyâ€”such as Chinaâ€”but none of democracy without market capitalism. Analyses also diverge, but these days only marginally, on the roles of culture, history, and religion in creating the institutional conditions for prosperity. According to Weber, Confucianism was incompatible with economic growth. But the rise of South Korea and Taiwan has put paid to that theory. Some today say that Islam impedes development, but both Turkey and Indonesia are growing at a fast clip. The best measure of a good economy is its growth. Unlike other proposed measures happiness, for example , economic growth can be determined objectively: Yes, some economists believe it necessary to temper that purely quantitative measurement with such factors as quality of life and efficient management of resources, and there is wide agreement that GDP omits important aspects of economic activity, such as home production. Economic science also distinguishes between long- and short-term growth. As Nobel Prize winner Edward Prescott has shown, long-term growthâ€”in the West, roughly 2 percent per capita per year over the last

centuryâ€™ results from capital accumulation and, above all, technological innovation, which makes labor ever more productive. States have few ways to promote this long-term trend, but those they do have are key: Governments also have the capacity to intervene and create seemingly positive outcomes when it comes to short-term growth, which is subject to incessant fluctuation. Yet the eventual effects of such interventions, which are more likely to have political than economic motivations, are always costly and can ultimately slow growth. The Anglo-Bengali economist Amartya Sen, another Nobel laureate, has distinguishedâ€™ usefully, to my mindâ€™ growth that takes place under democratic conditions from that which occurs under tyranny. But in a democracy like India, where popular demands cannot be ignored, the wealth trickles down to the people, improving the daily lives of most Indians. Over time, Sen argues, democratic institutions provide a more stable basis for development, since they are predictable, whereas authoritarian rule is not. Creative destruction is the engine of economic growth. Monetary stability, too, is necessary for growth; inflation is always harmful. No reputable economist today would deny that a stable money supply encourages investment and bolsters social cohesion, since it helps people save for the future. It is an incentive not for investment but for speculation: Those with less money fall victim as wages and pensions lag behind prices. The best way to restrain inflation, economists now understand, is to transfer money management from governments to independent central banks like the Federal Reserve and the European Bank, whichâ€™ monetarists all, these daysâ€™ try to create only enough credit to provide liquidity and prevent the financial panic that often accompanies credit crunches, resisting vocal politicians who believe that printing more would generate new jobs. Even in a slowdown, the banks seek to keep money stable in order to stimulate investment. Unemployment among unskilled workers is largely determined by how much labor costs. So regulating the labor market with a minimum wage, for example adds to labor costs, economists acknowledge, and increases unemployment. No solution to excessive unemployment is conceivable without reducing such regulations. The key is to avoid making individuals and groups dependent on state assistance, locking them into sustained semi-poverty. This economic truth is now better accepted in the U. Central and Eastern European countries, because of their socialist experience, are more attuned to the dangers of welfare dependency. The creation of complex financial markets has brought about economic progress. These sophisticated instruments, like derivatives, have facilitated risk-sharing on a global scale, boosting innovation and hence prosperity. Financial enterprises are enterprises like any otherâ€™ they think up new ideas, try them out, and sometimes crash. But even in a time of financial crisis, the global benefits of the new financial markets have surpassed their costs. The debate among economists today concerns only the degree of transparency and regulation necessary for their effective functioning. Competition is usually desirable. Beyond that, there is no unanimity: What kind of protection to extend to intellectual property is also disputed.

Chapter 3 : Between tribalism and trust | Climate Etc.

Teams, Trust, and Tribalism Ind, Nicholas; Watt, Cameron collaboration is the norm in design management. Nicholas Ind and Cameron Watt explore the nuances that help companies get the most from this strategy.

In most training camps, teams cut through the boredom of practice with playlists the players love. Andrew Luck, neck beard peeking out from under his chinstrap, wearing the red no-contact jersey, stepped to the line, trying to be heard over the music. This is ten percent luck Twenty percent skill Fifteen percent concentrated power of will Five percent pleasure Fifty percent pain And a hundred percent reason to remember the name. Perfect song to accompany this practice, this player, this summer. He had a couple of deep overthrows to T. Hilton, and the first unit had to settle for an Adam Vinatieri field goal when it stalled in a two-minute drill. Now for that second soundtrack. Just over 20 yards from the end zone. The other soundtrack of the morning, the loud and assertive voice of Luck barking signals. Spinning away from pressure, Luck ran left and stared downfield toward the end zone. Now this would be a test of the strength of his right shoulder—throwing across his body, straining the repaired labrum, trying to get enough juice and touch on a throw into the gathering crowd toward the back of the end zone, maybe 38 yards away. A couple running steps from the left sideline, Luck loaded up the most important right arm in the state of Indiana sorry, Victor Oladipo and got ready for a throw that would test his readiness in lots of ways. In the bleachers, a few hundred fans who remembered his name waited to see if Luck remembered how to throw a great corner route across his body. A week in the life of the training camp tour: Tim Couch gives advice. Hilton in coverage in the left corner of the end zone. He missed a few long ones earlier in the morning, but this one, a combination of touch and enough power, dropped out of the sky toward the corner of the end zone and into a scrum of five Colts—two receivers, three defensive backs. Hilton, inches from the back line, jumped up and grabbed the perfect spiral, coming down with two feet in. I wanted to know about that throw to Hilton. This is gonna be okay! But I think I see light at the end of the tunnel. But think of this: The Colts are accounting for all that in camp. Luck threw 68 passes, including warmups, Sunday. A starting quarterback in a regular summer practice might throw or so. But Luck skipped one throwing period Sunday, doing agility work instead. In other drills, he might throw one or two reps, with Jacoby Brissett and the backups taking more. The Colts are being cautious. Luck is on a regimen that will have him approximate the rhythm of a regular-season week consistently: I asked him how he feels day to day. There is nothing holding me back. There are some things that feel really good, like an old sweatshirt that you put on that just fits well. And there are some things that still feel awkward and new and wobbly, per se. Did he flex his arm or rub his shoulder after any of his work? I saw none of it, and he told me later he is pain-free after a nightmare I know it killed him. That gave Ballard time to re-survey the field, and Reich was a huge, pleasant surprise. The signs are all good now. Watt will play in and beyond. In his best four consecutive seasons rushing the passer, Lawrence Taylor had 63 sacks. All-time sack leader Bruce Smith had 55 in his best four years in a row. So I call time. We get a breather. That next play, J. The last two years were two very bad years. There were some dark moments in there. What was the darkest moment for you with that severe leg break last year? You pretty much lay on the couch 24 hours a day. You have to have people help take care of you. I watched TV for most of it. But my girlfriend, my family, some of my buddies, you literally have to have people help you get food, clean up the place. I needed help getting a shower. I needed help cleaning up. There is this beautiful thing about humanity. When they see their fellow human going through a tough time, they step up to help out. All the different ways that I saw people step up and help out. I saw a beautiful display of positivity, enthusiasm and hope during that time. My family, my friends, my teammates, and my girlfriend, they all know the answer to that question. Why the close relationship with Jose Altuve? I love the guy to death. I watched Butler make two very good pass break-ups Friday night in a team practice. Cleveland had 11 first-round picks in the eight drafts between and None are left on the team. Trading Corey Coleman to Buffalo for a bag of footballs—um, actually a future draft pick—Sunday proved the Browns should keep John Dorsey in power for years. The mayhem of impatient change just has to stop. But opening with Pittsburgh and New Orleans could be a recipe for two bad losses early, and at over two-plus years, how

resolute will Jackson be? Ryan and his wife welcomed twin boys in April, so he stuck close to home through the off-season. And anytime Ryan called looking for a throwing partner, Hooper was there. He had 68 catches in his first two pro seasons, and could have that many this season alone. Instead of writing something lengthy about the Falcons, I thought about a video idea, and Dimitroff went along with it. I knew he loves cycling and takes long bike rides in and out of season. So I asked him if he would ride his bike at least part of the way with me to work while I was in town for training camp. We did it Friday morning, riding the last 13 miles together, and NBC videographer Annie Koeblitz made the video magic happen. Interesting what Dimitroff says about his friend Lance Armstrong. My thanks, by the way, to the fine people at Free Flite Bicycles in Atlanta for outfitting me with a great bike and helmet so I could do this. The Annie Koeblitz story: About the Helmet Rule 20 It took 4 minutes and 37 seconds for the new helmet rule to come into play Thursday night in the preseason opener. Obviously the league has ruled this as unnecessary. Make it clear and concise. The intent behind the new call is goodâ€”further emphasis on taking helmet-hits out of football. The other day, I sat in on a session at Panthers campâ€”a group of officials explaining to media the new rules and points of emphasis this season. The most notable thing that was said was this from veteran line judge Jeff Seeman: It will slow down. Use your shoulders as much as possible. There are things we can do in lieu of using the helmet. Lowering our helmet and inflicting a blow on our opponent. The NFL wants players to have this call in their minds. Adam Bisnowaty is an edge-of-the-roster offensive tackle. That includes two in 27 hours last week. The hour-by-hour life change for Adam Bisnowaty last week: The GM wants to speak to you. Bisnowaty is officially placed on waivers by the Lions. Bisnowaty boards a Delta flight for his home in Pittsburgh. The Panthers have needed a tackle since incumbent right tackle Daryl Williams went down with a dislocated kneecap a few days earlier. But the info on the phone is pretty much a blur. Bisnowaty boards an American Airlines flight from Pittsburgh to Charlotte. Landing in Charlotte, Bisnowaty is picked up by a Panthers employee and driven to the team hotel at training camp in Spartanburg, S. Adam Bisnowaty was a sixth-round pick by the Giants in New York waived him the following May.

Chapter 4 : Kern Industries Edmonton Ltd.

Between Tribalism and Trust The chairman's reluctance to recognize trust as essential to its leadership reveals something akin to what the Guardian's editor describes as a tribalist position ("Climate Science"), namely, of having an awareness of the existence of the "public microscope" while at the same time ignoring it.

Five Trends That Will Transform Society Author Richard Watson examines emerging patterns and developments and society, politics, science and technology, media and entertainment, and other industries in his book *Future Files: A History of the Next 50 Years* and makes educated, and witty speculations as to where they might take us. By Richard Watson 2 minute Read Globalization Globalization used to mean Americanization, but these days it means exposure to people, products, and ideas from everywhere. Globalization impacts on the sourcing of products and services, and on market-expansion opportunities. It also means connectedness and mobility. Everything from countries and computers to gadgets and global banking will be hyper-linked together. Hence privacy will all but disappear, but transparency and risk may increase. The European Union will therefore splinter and ultimately collapse. This new tribalism will drive city states, locally tailored products, economic protectionism, and the sale of flags. First there will be multiple futures, some of them speeding up and others slowing down. Some people will embrace technology, while others will reject it. Industrial markets will split between luxury and low-cost options, with access to services like health and education, transport, and security similarly polarizing, depending on your ability to pay. The middle class will eventually disappear in most developed countries, with people either moving upwards into a new global managerial elite or downwards into a new enslaved working or not working class. Trust in institutions will all but evaporate, and the speed of change will leave people longing for the past. This insecurity is to some extent generational, but whether you are eighteen or eighty there will be a growing feeling of powerlessness and a continual state of anxiety that will fuel everything from an interest in nostalgia and escapism to a growth in narcissism, localization, and tribalism. Meaning One of the most fascinating questions about the future is whether religion will be a victim or a beneficiary of change. Some people predict that faith will decline because the spread of information will undermine the mindset necessary to support belief. Physics will produce a unified theory of everything and this will destroy old-fashioned superstitions such as religion. In other words, science will become our new religion. If science, technology, and complexity become key ingredients of the future, this will drive change and uncertainty. And the more this happens, the more people will seek out safety, comfort, and guidance from religion. This could just lead to an increase in individual spirituality, but I suspect that globalization, mixed with a general feeling of powerlessness and anxiety, will drive group actions and beliefs. Hence we will witness an increase in tribalism, nationalism, and xenophobia, which at the extreme will fuel Islamic fanaticism and muscular Christianity. This article is the first chapter from *Future Files: A History of the Next 50 Years* by Richard Watson, who advises organizations on the future, focusing on innovation and scenario planning.

Chapter 5 : Watt Companies Founder & History - Watt Companies

Corporate Creativity Developing an Teams, Trust, and Tribalism Nicholas Ind and Cameron Watt Nicholas Ind and Cameron Watt.

Chapter 6 : Leadership | WATT&WELL

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Chapter 7 : About Us – Montgomery Watt

Most important, it's about trust: building trust, keeping trust, and trusting your people, even when that involves risk. Tribalism is the power pill in politics now. We'll see how that works out.

Chapter 8 : Nicholas Ind | Oslo School of Management - calendrierdelascience.com

Teams that are lacking trust are incapable of engaging in candid and passionate debate about key issues, causing situations where team conflict can easily turn into veiled discussions and back channel comments.

Chapter 9 : Five Trends That Will Transform Society

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