

TOO FAR, TOO EAST

Salomon Brothers'
John Gutfreund



John Gutfreund, head of Wall Street's largest investment banking firm, in his office.

By James Sterngold

LAST MONTH, JOHN H. GUTFREUND, the chairman and chief executive of Salomon Brothers, Wall Street's largest investment banking house, completed the grueling task of fixing the annual bonuses for his senior managers. There was a lot of bad news to be passed around, including that of his own compensation. His 1987 fee increases for would take a \$2 million pay cut.

Last year, the most tumultuous of Salomon's 78 years in business, the concern became a glaring corporate crisis as Wall Street's extended road rush to expand. In 1986, its peak year, the company brought in \$760 million in pretax profits, more than the entire securities industry earned in 1978. Riding the crest, John Gutfreund planned to take Salomon out of its longtime offices at One New York Plaza, in Lower Manhattan, and erect what was to have been the city's most

glitzy new office tower as its headquarters, upriver, on Columbus Circle. The project was abandoned last month.

The success of the last five years caught up with all of the investments would last fall, of course. Over-priced E.F. Hutton was put up for auction and sold to Shearson Lehman Brothers; more than 1,000 of its employees are expected to be dismissed. Several others have launched major cutbacks. But no firm's problems are more emblematic of the era driving it a pace than those of the giant Salomon, whose decline was evident even before the stock market crashed.

"The world changed in some fundamental way, and most of us were not on top of it," Gutfreund admits. "We were dragged into the modern world."

In September, after months of dwindling profits, Salomon was forced to fend off a potential takeover bid from a customer company. And though it was not disclosed at the time, John Gutfreund was in a daze by the prospect of working

for what he considered a hostile takeover — Barings, Inc. — that he informed Salomon's board of directors he was prepared to resign and expected some of Salomon's senior management to depart with him.

Four two weeks later, working urgently to cut expenses and raise needed capital, Salomon, the nation's largest underwriter of municipal securities, suddenly dropped out of the municipal business. At the same time, its commercial paper division, which deals in short-term corporate securities, was shut down as well, leaving major customers, such as the International Business Machines Corporation and Mobil Oil, to find another broker to raise their short-term capital.

Then Black Monday arrived. When the stock market plunged 108 points on Oct. 19, Salomon lost \$75 million in after-tax earnings for the month.

Gutfreund had no choice; because of top executives were shaken. An 11th hour suggestion, the 58-year-old chairman, who earned \$1.2 million in 1986, was to leave at all. He received his \$500,000 annual salary, plus \$200,000



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God Sent A Tramp Stan Parsons, 2019-02-10 1932 thrown off a Texas train a tramp wanders to a decrepit Bible Belt ranch where he is rudely received by a widow and her son Mutual trust is essential to face the Great Depression an ongoing severe drought that is becoming the Dust Bowl and a powerful rancher who delights in torment The tramp s confidence and self respect gravely shaken in 1918 by a serious war wound and then stripped when he stumbled home to shocking horror is reborn He contacts relatives in Virginia and is urgently summoned home to face a crisis While he s gone his new Texas family is staggered He rushes back to focus recent unanticipated resources on man made and natural onslaughts They find great strength in one another But how much can they take *Naked Guide To Life And Death* David Jon Peckinpagh, 2002-08-18 How many ways are there to approach life Who is trying to get you to buy into their view of the world And what do they have to gain by convincing you they are right In his book *Naked Guide To Life And Death* author David Jon Peckinpagh seeks to unmask the attempts to convince us that things are a certain way according to how the so called experts see the world often resulting in a far more narrow and limited perspective than one might initially suppose His main thesis is that expertise of all kinds can result in our being seduced into knowing something as being so when it in fact is not nearly so evident as the experts tend to make it seem In throwing off the veil of religion and science psychology and philosophy consumerism and commercialism Mr Peckinpagh performs an endearing service on behalf of us all humanity Suggesting that beyond the often contracted and tight spaces of expertise hence extremism there are wide open spaces still inviting to those who dare to entertain the wisdom of not knowing **Not So Fast** Doug Hill, 2016 There s a well known story about an older fish who swims by two younger fish and asks How s the water The younger fish are puzzled What s water they ask Many of us today might ask a similar question What s technology Technology defines the world we live in yet we re so immersed in it so encompassed by it that we mostly take it for granted Seldom if ever do we stop to ask what technology is Failing to ask that question we fail to perceive all the ways it might be shaping us Usually when we hear the word technology we automatically think of digital devices and their myriad applications As revolutionary as smartphones online shopping and social networks may seem however they t into long standing deeply entrenched patterns of technological thought as well as practice Generations of skeptics have questioned how well served we are by those patterns of thought and practice even as generations of enthusiasts have promised that the latest innovations will deliver us soon to Paradise We re not there yet but the cyber utopians of Silicon Valley keep telling us it s right around the corner What is technology and how is it shaping us In search of answers to those crucial questions *Not So Fast* draws on the insights of dozens of scholars and artists who have thought deeply about the meanings of machines The book explores such dynamics as technological drift technological momentum technological disequilibrium and technological autonomy to help us understand the interconnected interwoven and interdependent phenomena of our technological world In the course of that exploration Doug Hill poses penetrating

questions of his own among them Do we have as much control over our machines as we think And who can we rely on to guide the technological forces that will determine the future of the planet

The Little Book of Market Myths Kenneth L. Fisher, 2024-12-17 Boost your investment returns by dodging the most common investing mistakes In the newly updated second edition of The Little Book of Market Myths How to Profit by Avoiding the Mistakes Everyone Else Makes celebrated investor and Fisher Investments founder Executive Chairman and Co Chief Investment Officer Ken Fisher insightfully explores many common myths costing investors dearly Fisher provides a comprehensive guide to navigating the investment landscape more wisely debunking widespread myths that lead to costly mistakes This edition delves deep into the frequent missteps made by both retail and professional investors demonstrating how a better understanding and avoidance of these pitfalls can lead to improved long term and short term financial gains Fisher critically examines why popular beliefs such as the safety of bonds over stocks the risk free allure of gold and the fear of high price to earnings ratios are not only misguided but could be damaging your investment portfolio In the book you ll Learn why many commonly held investment beliefs are wrong and how avoiding them can enhance your financial health Gain insights into better investment decisions for both short term gains and long term growth Understand how to identify and correct the mistakes that could be costing you The Little Book of Market Myths equips readers with the necessary tools to identify and sidestep the pitfalls that have ensnared countless investors Whether you re a seasoned investor or new to the world of finance this book is an invaluable resource for anyone looking to improve their understanding of the market and make more informed investment choices

Hearings on National Defense Authorization Act for Fiscal Year 1996--(H.R. 1530) and Oversight of Previously Authorized Programs Before the Committee on National Security, House of Representatives, One Hundred Fourth Congress, First Session United States. Congress. House. Committee on National Security. Military Personnel Subcommittee, 1996

The U-Turn Conor Farren, 2013 The U Turn is a book about being happier Taking the simple premise that increased self esteem is the key to a more contented existence the author draws from his background as a psychiatrist and his own life experience to present a way of tackling the everyday negative emotions that can interfere with enjoying life The U Turn Provides readers with an understanding of the most common mild psychological issues such as anxiety and depression and aims to increase insight into the role of low self esteem in these Looks at ways for readers to fight back and discover that life can have joy and purpose Contains Think Feel Act psychological exercises at the end of the chapters which help the reader to apply what the book suggests to their own lives Is written in a personal anecdotal style About the Author Conor Farren is a consultant psychiatrist at St Patrick s Hospital Dublin In his work as a psychiatrist he has seen the importance of self esteem in counseling and therapy and has discovered how raising self esteem is fundamental to living a happier and more contented life He is the author of Overcoming Alcohol Misuse Orpen Press 2011

Growing Up Too Fast Sylvia Rimm, 2006-08-22 A leading child psychologist draws on a wide reaching survey of American pre teens to reveal the earlier ages at which today s

young people are being introduced to sex drugs and body image issues in a guide for parents on how to help young people address modern pressures By the author of See Jane Win Reprint **Day by Day with Charles Swindoll** Charles R. Swindoll,2005-07-17 A steaming cup of coffee a heart warming story a poignant time of meditation and prayer in your favorite place of solitude A few quiet moments alone with God what a great way to begin or end your day Now Charles Swindoll the master communicator whose compelling stories and eye opening insights have helped millions of people find and build meaningful relationships with God brings you this moving collection of 365 daily devotionals Based on the Bible and his best selling classic *The Finishing Touch* this new book provides just what you need to open your heart to the Lord s love and leading every day Your soul strengthening journey through this volume can begin at any time during the year And you will be drawn ever nearer to the heart of God through these brief encounters with Him as you study and worship Day by Day with Charles Swindoll *Oversight Hearings on Mineral Scarcity* United States. Congress. House. Interior and Insular Affairs Comm,1974 *The 1931 International Code of Signals* Great Britain. Board of Trade,1933 **Too Fast, Too Short** Jennifer Ann Redmond,2025-09-15 American actress and socialite Diana Barrymore 1921 1960 was a figure often overshadowed by her famous lineage and tragic narrative In *Too Fast Too Short The Life of Diana Barrymore* author Jennifer Ann Redmond illuminates Barrymore s complex world revealing a woman caught between the glittering facade of Hollywood and the dark shadows of her personal struggles That she was the confused neglected daughter of legendary actor John Barrymore is common knowledge Just as central to Barrymore s story is the profound influence of her mother poet playwright Michael Strange Both distant and domineering Strange s contradictory nature stifled Barrymore and her siblings thrusting her into a socialite world she neither desired nor understood Barrymore s familial relationships were marked by pain and complexity Her older brother Leonard was detached and the golden child brother Robin who lived openly as a gay man in an era of secrecy died by suicide after the death of his lover Billy Rambo Barrymore s later years were colored by her relationship with the iconic playwright Tennessee Williams Viewing Williams as the gateway to her dreams of a successful career a happy marriage and motherhood Barrymore s interactions with him reveal her vulnerability and resilience Unpublished correspondence with mutual friends sheds light on her aspirations and the poignant desperation of her delusions This biography endeavors to present Diana Barrymore not as a cautionary tale but as a complex individual Volatile bristly and unreliable yet also clever funny and profoundly intelligent Barrymore was a woman of remarkable talent and beauty even if she rarely saw it herself Through this volume Barrymore emerges as a fully realized person reclaiming her place in Hollywood s history **Stigmata** Hélène Cixous,2002-01-31 Hélène Cixous author playwright and French feminist theorist is a key figure in twentieth century literary theory *Stigmata* brings together her most recent essays for the first time Acclaimed for her intricate and challenging writing style Cixous presents a collection of texts that get away escaping the reader the writers the book Cixous s writing pursues authors such as Stendhal Joyce Derrida and Rembrandt da Vinci Picasso

works that share an elusive movement in spite of striking differences Along the way these essays explore a broad range of poetico philosophical questions that have become characteristic of Cixous work love s labours lost and found feminine hours autobiographies of writing the prehistory of the work of art Stigmata goes beyond theory becoming an extraordinary writer s testimony to our lives and times *Congressional Record* United States. Congress,1941 **Oversight Hearings on Mineral Scarcity** United States. Congress. House. Committee on Interior and Insular Affairs. Subcommittee on Mines and Mining,1974 *United States Army Aviation Digest* ,1972 **Regulatory Reform Seminar** ,1978 *A New Dictionary of the English Language* Charles Richardson,1867 *Housing Legislation of 1964, Hearings Before a Subcommittee of ...*, 88-2 on S. 2468 ..., February 19 ... March 3, 1964 United States. Congress. Senate. Committee on Banking and Currency,1963

Dragon's Ice: Book 1 Marion Artwood,2021-06-01 After a terrible accident Freya wakes up in an unfamiliar place Well actually Freya isn t even her name but everyone calls her that now Her hair is snowy white now and when she is scared she can freeze things Saved by a mysterious stranger she finds herself in a new reality with mages swords knights and dragons where she has to survive and find a way home And this is not easy since she pays attention to the wrong knight at a tournament without knowing his true identity and also meets with a certain piece of a prince not prince charming at all Enrolled into the Royal Academy of Magical Arts she finds out that both of them are there as well and refuse to leave her alone But can fire melt a heart of ice And can true ice bring relief to a dragon *Airplane Motors* George Eustace Amyot Hallett,1918

The Enigmatic Realm of **Too Far Too Fast English Edition**: Unleashing the Language is Inner Magic

In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing short of extraordinary. Within the captivating pages of **Too Far Too Fast English Edition** a literary masterpiece penned with a renowned author, readers attempt a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book's core themes, assess its distinct writing style, and delve into its lasting affect the hearts and minds of people who partake in its reading experience.

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