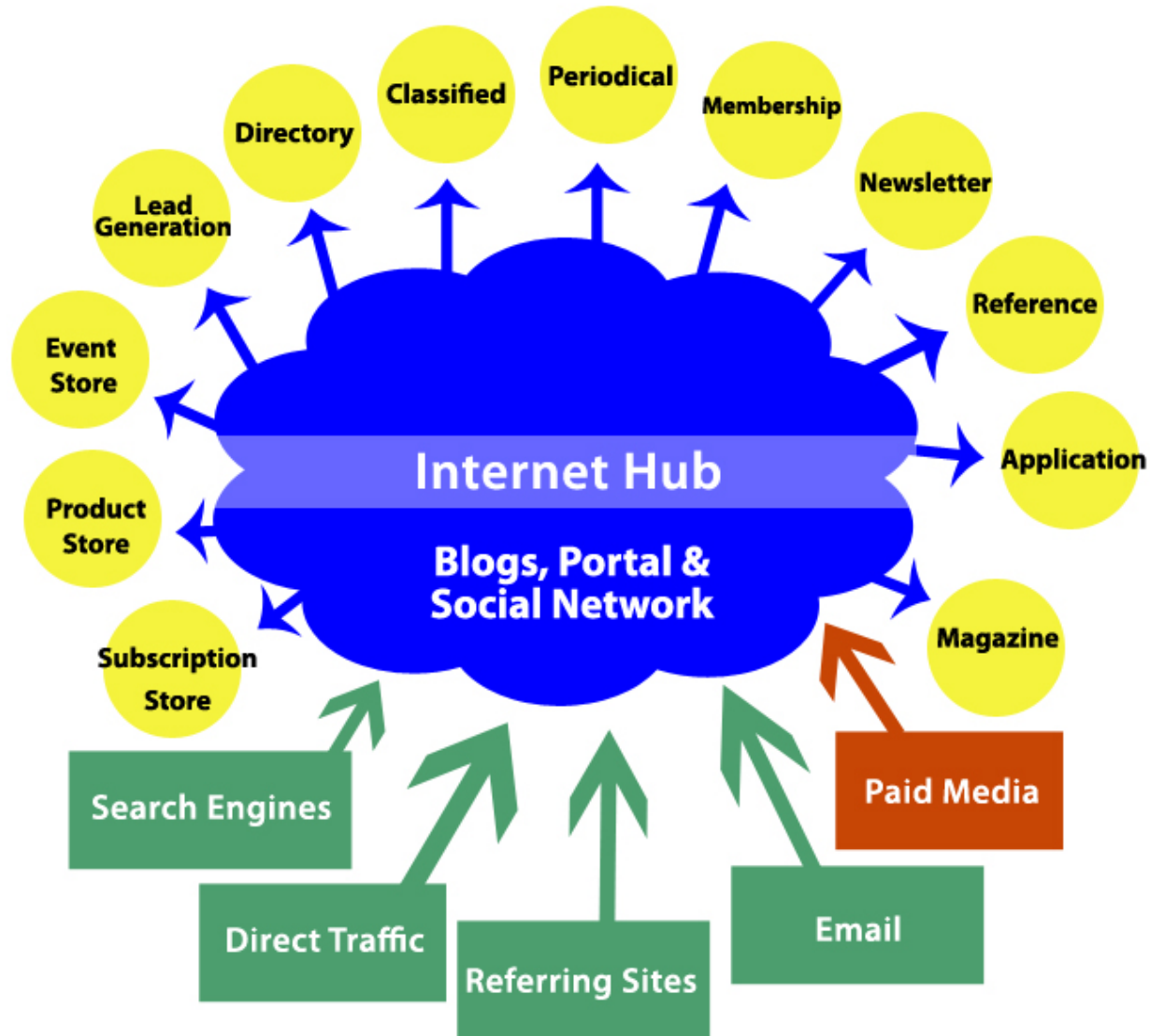


Growing Your Digital Audience

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Mequoda Online Publishing & Marketing System



The Mequoda System is a comprehensive online business process for publishing and marketing on the Internet.

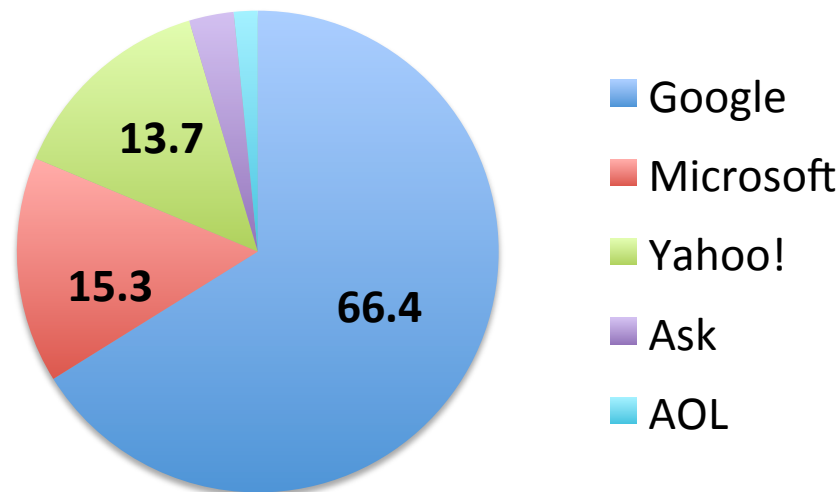
6 Primary Audience Development Sources

1. Search Engines
2. On-Site Strategies
3. Email
4. Direct Traffic
5. Referring Sites
6. Paid Media

Search Engines

- 92% of adults online use search engines to find information*
- 59% report using search engines daily*
- Google remains the leader

April 2012



* <http://www.pewinternet.org/Reports/2011/Search-and-email/Report.aspx>

Search Engines: Homepage Template

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Who's Afraid of the Big, Bad RAW?

Learn right-angle weave with these visual tricks...

Posted to Daily Blogs by Jean Campbell on Jan 19, 2011
Filed under: Jean Campbell, right-angle weave, Beadwork, Beading, RAW, Marcia DeCoster

Top 2010 Beading Daily Blogs

Kristal Wick is the editor of Beading Daily. It's always fun to look back on the past year and see what was changed. Beading Daily is so

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Google Position: 6
keyword strategy

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The Best SEO Keyword Strategy - Picking SEO Keyword Fights You Can Win

March 2nd, 2009

Posted in Search Engine Optimization by Don Nicholas

14 Comments | Email This Post | Print This Post | BOOKMARK

All SEO keywords are *not* equally important—volume and competition matter!

True or false?

The most effective **SEO keyword strategy** is to compete vigorously for top placement for the most popular keyword suggestions returned by the [Google Keyword Tool](#) for a given root keyword phrase (Primary Keyword Phrase).

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Keyword Tool

Use the Keyword Tool to get new keyword ideas. Select an option below to enter a few descriptive words or phrases, or type in your website's URL. [Keyword Tool Tips](#)

Important note: We cannot guarantee that these keywords will improve your campaign performance. We reserve the right to disapprove any keywords you add. You are responsible for the keywords you select and for ensuring that your use of the keywords does not violate any applicable laws.

Want more keyword ideas? Try the [Search-based Keyword Tool](#), a new tool that will generate ideas matched to your website.

Results are tailored to English, United States [Edit](#)

How would you like to generate keyword ideas?

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Website content (e.g. www.example.com/product?id=748803)

Enter one keyword or phrase per line:

membership websites

Use synonyms

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Search Engines: RCLPs



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Google Position: 1
knitted sock

RCLPs

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Search Engines: Author Pages

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Pat McKeough



A professional investment analyst for more than 25 years, Pat has developed a stock-selection technique that has proven reliable in both bull and bear markets. His proprietary ValuVesting System™ focuses on stocks that provide exceptional quality at relatively low prices. Many savvy investors and industry leaders consider it the most powerful stock-picking method ever created.

As early as 1980, Pat was recognized as #1 in the world of published investment advice by the Washington, DC-based Newsletter Publishers Association, and he was the first multi-year winner of *The Globe and Mail's* stock picking contest.

Both *CBS MarketWatch* and *The Hulbert Financial Digest* recognize Pat as one of North America's top stock analysts. The Wall Street Journal calls him "one of only four investment newsletter advisors who have managed to serve their readers well over the long haul."

A best-selling Canadian author, he wrote *Riding the Bull*, his 1993 book that predicted the stock-market boom that happened later in the decade. Through his many television appearances, he is well-known to investors for his insightful analysis and his candid, unpretentious style.

Bottom line: Pat's conservative, reduced-risk strategy is a proven approach to safe investing.

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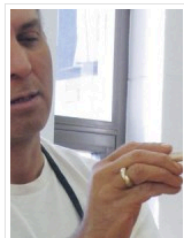
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Ceramic Sculpture

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1 2 3



Coil Building Expressive Ceramic Sculpture

Posted On July 11, 2012 3 Comments

Ceramic sculptor Arthur Gonzalez was trained as a photorealist painter, but grew to dislike the control and predictability of that genre. So it is no surprise that when he discovered ceramics (not exactly known for its predictability!) he became hooked. He explains, "I can instantly materialize a thought and then destroy it if it does not deliver what I need." This immediacy satisfies a love of exploration. In today's post, Arthur explains how he approaches his coil-built figurative clay sculpture.

[When the Negative is Positive: How Ursula Hargens](#)

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Fri, July 13 2012 10:53am

Just a New Guy

Fri, July 13 2012 10:31am

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Fri, July 13 2012 07:58am

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Fri, July 13 2012 06:13pm

Equipment Questions

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Google Position: 6
mediation techniques

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Mediation Techniques

Features tagged "mediation techniques"

Mediating disputes on the job

JANUARY 26, 2010

EDITED BY: [PON STAFF](#), FILED IN: [DAILY](#), [MEDIATION](#)



Adapted from "Resolve Employee Conflicts with Mediation Techniques," first published in the Negotiation newsletter.

If you manage people, disputes will show up at your door. The marketing VP protests that the budget cap you and your new finance VP proposed is hindering a research initiative you supported. Two young sales representatives are embroiled in a turf war. Your administrative

assistant ... [read more](#) ->

Mediation Pedagogy Conference

May 15 & 16, 2009 at Harvard Law School

MAY 7, 2009

EDITED BY: [PON STAFF](#), FILED IN: [DAILY](#), [EVENTS](#), [NEGOTIATION PEDAGOGY @ THE PROGRAM ON NEGOTIATION \(NP@PON\)](#), [WEBCASTS](#)



Registration is now closed for the NP@PON Mediation Pedagogy Conference.

Professors Lawrence Susskind (MIT) and Michael Wheeler (Harvard Business School) are pleased to announce a Mediation Pedagogy Conference to be held by Negotiation Pedagogy at the Program on Negotiation at Harvard Law School (NP@PON). This two-day Conference will be held Friday, May 15 and Saturday, May 16,

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The founders of the Program on Negotiation describe the early days of the field of negotiation and conflict resolution, when scholars in law, business, psychology, anthropology, economics, and public policy came together to share insights on how to help people deal with conflict, solve problems, make deals, and preserve relationships.

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On-Site Strategies: Site Access

The screenshot shows the America's Test Kitchen website. At the top, there is a navigation bar with links for COOK'S ILLUSTRATED, COOK'S COUNTRY, AMERICA'S TEST KITCHEN TV, COOK'S COUNTRY TV, BOOKSTORE, and CUSTOMER SERVICE. Below this is the America's Test Kitchen TV logo and the tagline "Public television's most watched cooking show". A search bar is located at the top right, and a "Login >" link is next to it. The main content area is divided into three columns. The left column contains a "Browse Recipes" section with a "Current Season" link and a list of recipe categories: Starters + Salads, Soups + Stews, Vegetables, Rice, Grains + Beans, Eggs + Breakfast, Fish + Shellfish, Poultry, Meat, Grilling, Pasta, Bread + Pizza, Cakes + Cookies, and Desserts. The middle column displays the "Almond Sables" recipe, including a search bar, the recipe title, a link to the episode "The Cookie Jar", and a paragraph of text: "Make sure the cookie dough is well chilled and firm so that it can be uniformly sliced. After the dough has been wrapped in parchment, it can be double-wrapped in plastic and frozen for up to 2 weeks." The right column contains a "Related Content" section with two sub-sections: "Equipment Center" listing "Baking Sheets", "Stand Mixers (High-End)", and "Stand Mixers (Inexpensive)"; and "Tasting Lab" listing "Premium Unsalted Butter". A large registration overlay is centered on the page, with the text: "The page you requested is available, FREE, to registered users of AmericasTestKitchenTV.com REGISTER NOW. IT'S FREE." The overlay is divided into two sections: "Already Registered?" with an "Enter E-mail:" field and a "LOGIN" button; and "Not Yet Registered?" with the text "IT'S FAST AND IT'S FREE", a paragraph: "Register now for FREE access to every recipe and rating from the current season of America's Test Kitchen.", an "E-mail:" field, and a "START NOW" button. Below the "START NOW" button is a link: "How we use your email address".

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Stocks to Watch




Canadian Banks: Can They Continue to Outperform Their U.S. Counterparts?
By [Jim Fink](#) | March 10, 2010
Canadian banks emerged from the global financial crisis relatively unscathed, resulting in significant outperformance over U.S. banks. Some smart investors think U.S. banks may finally be ready to have their day in the sun.

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 American ingenuity and innovation offer hope in the alternative energy space.

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How to cut your tax on capital gains — and keep more of your money working for you

MARCH 12, 2010
POSTED BY: PAT MCKEOUGH

EMAIL POST

In Canada, capital gains tax is a significant tax liability. However, there are several ways to reduce your capital gains tax liability. One of the most effective ways is to use the capital gains inclusion rate. This allows you to include a portion of your capital gains in your taxable income, which is taxed at a lower rate than other income.

(Our new free report, [Capital Gains Tax Liability: How to Reduce Your Capital Gains Tax Liability](#), shows you more of your income tax liability [right away](#).)

You have to pay capital gains tax on profit you make from the sale of an asset. An asset can be a security, such as a stock or a bond, or a fixed asset, such as land, buildings, equipment or other possessions. However, you only pay the tax on a portion of your profit. The "capital gains inclusion rate" determines the size of this portion.

Several years ago, the Canadian government cut the capital gains inclusion rate from 75% to 50%. This cut taxes on capital gains by one-third, and had the effect of lowering the overall rate you pay on capital gains to one-half of what you would pay on income or interest.

In his new FREE special report, "[Capital Gains Canada: 7 Secrets for Managing Your Canadian Capital Gains Tax Liabilities](#)," Pat McKeough shows you 7 powerful strategies that could save you thousands in taxes. And they couldn't be easier to put into practice. Don't miss out on this one-of-a-kind offer. [Click here to claim yours now.](#)

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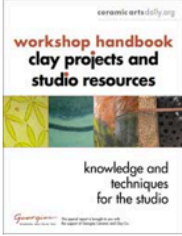
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[Clay Workshop Handbook: Knowledge and Techniques for the Pottery Studio](#)

Welcome to your workshop! Whether you're a wheel thrower, a handbuilder, a glaze-testing geek, or all of the above, we've pulled together several ceramic projects and references you can use in your own studio. The articles in *Workshop Handbook: Clay Projects and Studio Resources* are a selection of project ideas that are meant to be a ceramic workshop in print—except you can take this one into your own studio and refer back to the clay projects as needed.

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DAILY TIPS

Over my many years of helping companies, large and small, with business planning and marketing challenges, some things are universal while others are somewhat unique. And each time I talk to another business owner or entrepreneur, I discover that most of the challenges everyone faces are things I have faced myself while starting and growing my own publishing and marketing company.


In essence, I've walked "in your shoes." So, as a way to impart all the hard-learned lessons I've accumulated for over two decades, these daily tips are for you.



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By [Jim Fink](#) | March 5, 2010


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By [Benjamin Shepherd](#) | March 5, 2010



Stocks rallied in the wake of February's jobs report, but some analysts question whether inclement weather paradoxically produced signs of a false spring.

[Big Yield Hunting](#)
By [Roger S. Conrad](#) | March 5, 2010



Everyone wants to buy into a big yield. The trouble is most people aren't willing to put in the time to tell the good from the bad and ugly. As a result, they're either overly skeptical--

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These Are the Textiles of Our Lives

 A Note from Kathleen: Between my mom and me, we have quite a collection of textiles. There are the many, many monogrammed handkerchiefs, one of which is framed and displayed proudly in what I like to call...

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Play Pebble Beach Golf Links in US Open Conditions

by Craig Better

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If you caught the ATT Pebble Beach Pro-Am this past weekend, you got a little taste for the many changes to Pebble Beach Golf Links that have been put in place for the 2010 US Open (to be played June 17 to 20).

One thing is for sure, the course set up for this past weekend's Pro-Am is going to look like a cakewalk compared to what the USGA has planned for the US Open. I am willing to bet a lot of money that someone is not going to need to shoot 16 under par (like Dustin Johnson just did) to win golf's most valuable prize.

I know many of you are Golf Odyssey subscribers, and before I summarize some of the changes to the golf course, I wanted to highlight a very special and exclusive travel opportunity that I heard about last week.

Golf Odyssey has secured a limited number of openings for their subscribers to play Pebble Beach the first day it is available for play after the 2010 US Open. Golf Odyssey subscribers on this "trip-of-a-lifetime" will be able to experience the golf course just like the pros, from the throttling rough down to the lightning-quick greens.



Golf Odyssey subscribers have the opportunity to experience Pebble Beach under US Open conditions (See article for details.)

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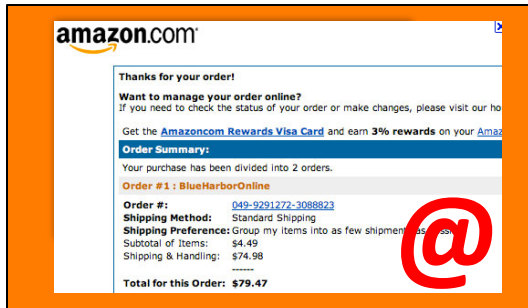
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African American	87	48
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Age		
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30-49	91	63
50-64	91	61
65+	87	46
Education		
Some high school	90	39
High school	84	46
Some college	94	64
College graduate	96	77
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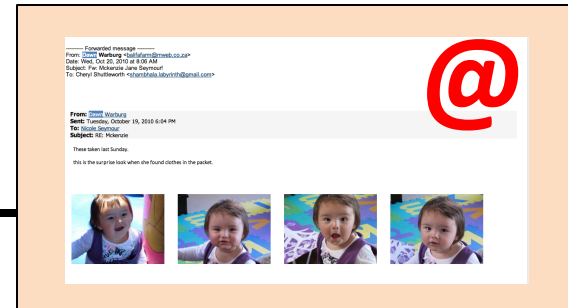
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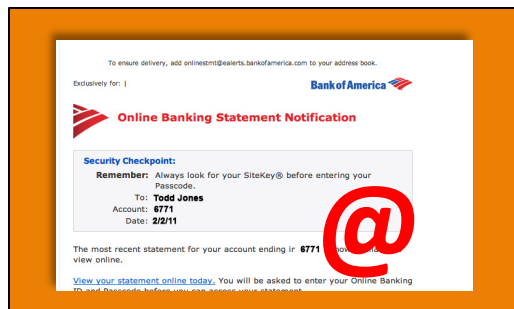
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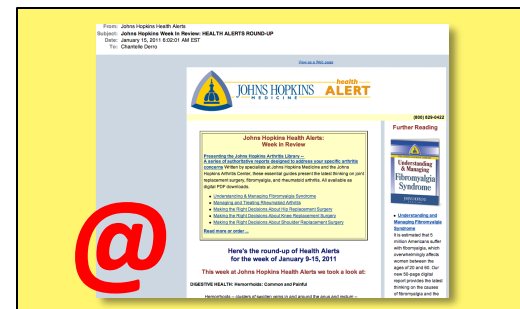
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[10 Signs That It's Time To Give Up the Keys](#)

Deciding when an older adult is no longer fit to drive is a challenging issue with no clear answer. When it comes to dementia, the decision can be especially tricky. Recently, the American Academy of Neurology released new guidelines to help determine when people with Alzheimer's disease or other forms of dementia should stop driving. Read on ...



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[10 Signs That It's Time To Give Up the Keys](#)

Deciding when an older adult is no longer fit to drive is a challenging issue with no clear answer. When it comes to dementia, the decision can be especially tricky. A recent study in the journal *Neurology* found that as many as 76 percent of people with mild dementia are still able to pass an on-road test and drive appropriately. Yet virtually all dementia sufferers will have to stop driving eventually, as the disease worsens and memory, spatial orientation, and cognitive function decrease over time. Earlier this year, the American Academy of Neurology released new guidelines to help determine when people with Alzheimer's disease or other forms of dementia should stop driving.

Caregivers are frequently the first line of defense when it comes to reporting unsafe driving in a person with dementia, and doctors should listen to what they have to say, according to the American Academy of Neurology's report. "Caregivers are often proven correct when they report dangerous driving," says Peter Rabins, M.D., M.P.H., director of the division of geriatric psychiatry at Johns Hopkins and a *Health After 50* board member. "They are more likely than the patient to give a realistic assessment of the patient's driving abilities."

But the most reliable measure of a dementia sufferer's driving ability is a driving test. If a doctor has doubts about a patient's fitness to drive, he or she may refer the patient for an on-road driving test, according to Dr. Rabins. Some states actually mandate behind-the-wheel road tests by the Department of Motor Vehicles for older drivers to renew their licenses, while other states allow occupational therapists trained to assess driving ability to evaluate patients. States also differ in physician requirements for reporting a driver who is too impaired by dementia to drive.

Often, enforcing a decision that a person with dementia is unfit to drive comes down to the patient's family or caregiver. Dementia patients may forget they were told not to drive or not agree with the assessment that they are unfit to drive. It's a very difficult topic to approach, but beginning discussions about driving with the person early on, reducing the need to drive, and arranging alternative transportation can help make for a smoother transition to life after



• [Caring for a Loved One with Alzheimer's Disease: A Guide for the Home Caregiver](#)

Written by two world-renowned Alzheimer's specialists – Dr. Peter Rabins and Dr. Ann Morrison, this practical 134-page guide provides detailed advice on how to successfully manage your day-to-day responsibilities - to your patient and to yourself. Chapters include: When It's Time to Take Away the Car Keys, Personal Care for the Dementia Patient, Dealing with Alzheimer's Troubling Behavior Problems, Deciding to Move a Loved One into Residential Care. And when you order now

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19 de marzo, 2011

Prepara un plan familiar de emergencia para los desastres naturales

Permalink: <http://www.vidaysalud.com/daily/vida-saludable/prepara-un-plan-familiar-de-emergencia-para-los-desastres-naturales/>

El catastrófico terremoto en Japón, seguido de un tsunami sentido por todo el Pacífico en el hemisferio norte, nos ha hecho orar por nuestros hermanos japoneses y reflexionar sobre lo frágiles que somos los seres humanos ante la naturaleza.

Todos estamos expuestos a los desastres naturales y hay que tener un plan de emergencia para la familia. ¿Cómo se comunicarían? ¿En dónde se reunirían? ¿Qué provisiones deberían de tener en casa?

Aquí hay tres artículos que te pueden ayudar a armar tu propio plan:

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Pastillas de yodo y radioactividad: cuando tomarlas y por qué evitarlas

Permalink: <http://www.vidaysalud.com/daily/vida-saludable/pastillas-de-yodo-y-radiactividad-cuando-tomarlas-y-por-que-evitarlas/>

Ante los acontecimientos de Japón, muchos temen que los efectos radioactivos lleguen a los Estados Unidos y México y han salido a comprar píldoras de yoduro de potasio o pastillas de yodo para contrarrestarlos, aunque los expertos consideran que los riesgos de un envenenamiento nuclear son mínimos en América y no recomiendan tomar este medicamento, al menos por el momento. En este artículo te contamos qué es el yoduro de potasio, cuáles son sus efectos y cuáles son los riesgos de consumirlo...

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Today's HR Daily Advisor Tip:
FMLA: Substance Abuse? Holidays? Multiple SHCs?

Topic: [FMLA](#)

In *yesterday's Advisor*, we busted some myths concerning FMLA leave. Today, some of the thorniest questions readers ask, plus an introduction to the "FMLA Bible."

Do I really have to approve leave for treatment of substance abuse?

Substance abuse may be a serious health condition if one of the tests for establishing a "serious health condition" is met. However, FMLA leave may be taken only for treatment of substance abuse by a healthcare provider or by a provider of healthcare services on referral by a healthcare provider. Absence because of the employee's use of the substance, rather than for treatment, does not qualify for FMLA leave. This distinction is important.

Treatment for substance abuse does not prevent an employer from taking employment action against an employee. However, an employer may not take action against an employee because the employee has exercised his or her right to take FMLA leave for treatment.

If the employer has an established policy, applied in a nondiscriminatory manner, communicated to all employees, and that provides under certain circumstances an employee may be terminated for substance abuse, the employee may be terminated pursuant to that policy even if the employee is presently taking FMLA leave.

Note: An employee may also take FMLA leave to care for a covered family member who is receiving treatment for substance abuse.

An employee is on intermittent FMLA for migraines. She has now requested FMLA for surgery. Can she take two types of FMLA?

As you are aware, the FMLA allows eligible employees to take up to 12 workweeks for leave during any 12-month period for, among other things, the employee's own serious health condition.

In your situation, if the employee's illnesses qualify as serious health conditions, she may be entitled to FMLA leave, but she is only entitled to a total of 12 weeks in a 12-month period. Therefore, the amount of leave she is entitled to take for surgery would be reduced by the amount of leave she has taken for her migraines in the relevant 12-month period.

FMLA—the #1 hassle of 2011? Likely. BLR's compliance guide is ready to help now. [Click here](#) to find out more about the *Family and Medical Leave Act Compliance Guide*.

A school district employee takes 12 weeks of FMLA beginning in November. Is the two-week Christmas break counted as part of the 12-week FMLA?

For purposes of determining the amount of leave used by an employee, the fact that a

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Paid Time Off:

Best Practices for Compensating Employees When They Dip Into Their PTO Banks

An Interactive Webinar with Practical Compliance Strategies

According to the 2010 BLR/HR Daily Advisor Employee Fringe Benefit Survey, 54% of employers offer a paid time off (PTO) plan. Those of you who use a PTO bank know that managing absences can get tricky, especially when exempt workers are out on unscheduled, unexpected absences, or for only part of a workday.

Join us on Feb. 23 for an in-depth, 90-minute webinar on how to effectively manage PTO banks for exempt and non-exempt employees. Our expert - a seasoned labor and employment attorney - will discuss thorny issues that come up every day for employers like you.

You'll get answers to questions that regularly come up for organizations like yours, such as whether you can make an exempt employee stay home or leave work early and still deduct the non-work time from his or her accrued PTO bank without jeopardizing exempt status.

You and your colleagues will learn:

- How the accrual and pay-out of sick and vacation time generally differs from the accrual and pay-out of
- When partial-day absences may be deducted from exempt employees' salaries
- The type of notice you must provide to exempt workers before forcing them to use accrued PTO during temporary furloughs
- Whether use it or lose it policies are legal under federal law
- Best practices for carrying over PTO days and cashing out unused time
- How PTO may be used in conjunction with FMLA-related leaves of absences
- What you should do before changing PTO accrual rates
- How exempt and non-exempt employees may use floating holidays
- Why you must pay close attention to the salary basis test for exempt workers when making pay deductions for unpaid time off

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- Getting Evaluation Data through Surveys: What to Consider Before Getting Started
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WEEK IN REVIEW

Monday, November 29

[Curriculum Development, Alignment and Coordination: A Data-Driven Approach](#)

No matter how good their individual courses are, it's easy for faculty to end up in a silo – unsure of what's happening in other courses throughout their department. Curriculum mapping can help break down those silos.

Tuesday, November 30

[Online Education Continues its Rapid Growth, Study Finds](#)

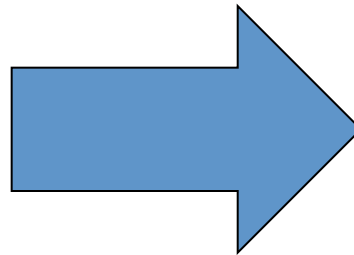


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This week on Car Talk:

#1103: The Superball Bumper

Two years after losing Reverse in her Jetta, Tanya in California has developed several strategies to make sure she never has to go backwards. This week on Car Talk, she's going to learn one more from Tom and Ray: bouncing off whatever happens to be in front of her. Other pupils in the show include Jason, who wants to know if his wife's theory on gas mileage is totally wacky, and Tiffany, who awaits the Grand Tappet Jury's verdict on whether she destroyed two of her boyfriend's trucks in one day. Also, the Northeast blizzard claims a Camry, and what would attract a swarm of bees to a '72 El Camino? All this, plus a new Puzzler from the world of Lower Mathematics, and lots more, this week on Car Talk.

Can't spare a full hour? Listen to the segment you want using the list below.

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Segment 2:	You're using up all our answers, Jim.
Segment 3:	Quincy Bay ate my Camry.
Segment 4:	Puzzler Answer: Can the family survive the rising floodwaters?
Segment 5:	Life without reverse.
Segment 6:	A Half-baked theory on a half-tank of gas? Also, a bad time and place for open windows.
Segment 7:	New Puzzler: Lower mathematics meets the cylindrical tank.
Segment 8:	They call that the "death rattle"

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Mequoda Pro Resources:

- The Ultimate Guide to SEO Campaign Management
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Direct Traffic: Podcasts

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Podcast Description

The HBR IdeaCast, from the publishers of Harvard Business Review, Harvard Business Press, and hbr.org, features breakthrough ideas and commentary from the leading thinkers in business and management. Looking for video? See our HBR Video IdeaCast. For audio, video, and more, check out the HBR Today iPhone app, now available in the App Store.

▲	Name	Time	Released	Description	Popularity	Price
1	240: How Great Management Turned Around ...	17:22	3/24/11	Jonah Keri, sports and stock market writer;...	i	FREE
2	239: Ricky Gervais on Not Having a Real Job	12:08	3/17/11	Ricky Gervais, creator of the hit television ...	i	FREE
3	238: Who Do You Blame When Things Go Wr...	10:39	3/10/11	Ben Dattner, founder of Dattner Consultin...	i	FREE
4	237: Post-Traumatic Growth and Building Res...	14:06	3/3/11	Martin Seligman, director of the Positive P...	i	FREE
5	236: Manage Your Organization's Energy	11:32	2/24/11	Bernd Vogel, assistant professor of leader...	i	FREE
6	235: Getting Smarter About Mergers and Acq...	13:15	2/17/11	Andrew Waldeck, partner at Innosight and ...	i	FREE
7	234: The Coherence Premium	11:27	2/10/11	Paul Leinwand, partner in Booz & Compa...	i	FREE
8	233: Finding Profit in a World of Free	13:31	2/3/11	Saul Berman, vice president and global le...	i	FREE
9	232: The Persuasive Power of Uncertainty	13:50	1/27/11	Zakary Tormala, associate professor of ma...	i	FREE
10	231: eBay's CEO on Growth, Acquisitions, an...	16:31	1/21/11	John Donahoe, CEO of eBay.	i	FREE
11	230: The Holy Grail of Continuous Growth	13:51	1/13/11	Paul Nunes, executive director of research...	i	FREE
12	229: How to Fix Capitalism	15:32	1/6/11	Michael E. Porter, Bishop William Lawrenc...	i	FREE
13	228: HBR's 2011 Agenda	20:24	12/30/10	With insights from A.G. Lafley, Dan Ariely, ...	i	FREE
14	227: The New Global Entrepreneur	15:35	12/23/10	Anne Habiby and Deirdre Coyle, cofound...	i	FREE
15	226: Guilty People Make Good Managers	12:21	12/16/10	Frank Flynn, Stanford Business School pr...	i	FREE
Total: 240 Episodes						

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Direct Traffic: Newsletters



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Executive Leadership

Vol. 26, No. 1
January 2011
www.ExecLeadership.com

A Business Management Daily publication

Team-Building

Taking the Marshmallow Challenge

With 18 minutes, 20 sticks of spaghetti, a yard of tape, a yard of string and one marshmallow, Tom Wujec believes he can tell you how innovative any team is.

Here's how: After giving a four-member team the list of supplies mentioned above, Wujec asks them to build the tallest free-standing structure they can. The only rule: The marshmallow needs to be on top.

"I believe the Marshmallow Challenge is among the fastest and most powerful techniques for improving a team's capacity to generate fresh ideas, build rapport and incorporate prototyping—all of which lie at the heart of effective innovation," says Wujec, who is a Fellow at Autodesk,

the leading 2D and 3D technology firm.

He has used the exercise with CEOs, business-school students and kindergarten. And he has learned some surprising lessons about the nature of collaboration. Among them:

✓ **"Ta-da!" can quickly turn to "Uh-oh."** Most people begin by orienting themselves to the task, he says. They talk about what their structure will look like, sketch it out and jockey for a leadership position in the group.

Wujec says, "They spend most of their time assembling the structure, then just as they're running out of time, they gingerly put a marshmallow on

Continued on page 2

MCI founder wouldn't take 'No'

John Goeken didn't earn the name "Jack the Giant Killer" for nothing.

The guy who broke AT&T's grip on the telephone industry also pioneered in-flight phones.

The Midwesterner had a passion to make communication possible anywhere. If people told him he couldn't do something, he'd do it just to prove that he could.

And boy, did he do it:

1. Goeken started out selling two-way radios to truckers. He reckoned that he could sell more radios if he provided uninterrupted contact, so he built microwave towers.

AT&T petitioned the FCC to stop his fledgling network, Microwave Communications Inc., or MCI. Goeken fought back and won.

2. He founded Airfone for in-flight calls, despite naysayers who insisted that executives "would not want to make calls from the air."

3. He built the FTD Mercury network to wire flower orders around the world. And he was working on energy-efficient lighting systems when he died in September.

—Adapted from "John Goeken dies at 80; founder of MCI," *Los Angeles Times*.

INSIDE ...

- Wrangle your inner elephant 2
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Leadership Lessons

A leadership lesson, set to Mendelssohn

When Maestro Wolfgang Heinzl stands before the Merck Orchestra, he may look like an authoritarian leader, commanding musicians from his podium.

But Heinzl doesn't actually know how to play the instruments himself—"in the same way a leader in an organization can't do everyone's job," says Jon Chilingrian, adjunct professor of organizational behavior at INSEAD.

"But somehow he has to develop a sense of cooperation, of commitment, and develop a collaborative organization."

You can learn everything you need to know about leadership by watching

a maestro lead his orchestra through a new piece of music.

What maestros—and good leaders—understand:

✓ **Delegating (well) breeds success.** When the orchestra had trouble with a particular passage in a new piece of music by Mendelssohn, Maestro Heinzl asked the other musicians to watch the "principal" violinist and his bow. In other words, he delegated to a top performer. Chilingrian calls such principal players the conductor's executive team.

"Better to give the responsibility to him, and then for me it's much

Continued on page 2

Direct Traffic: Books

★ *Let's say you're shopping at the mall.* You pass by the food court and are taken by the wafting scent of cinnamon-dusted baked goods. On one side, Auntie Anne's is selling those delicious Cinnamon Sugar Pretzels. On the other, Cinnabon's Caramel Pecanbon beckons. Where do you go? Believe it or not, if you choose the Cinnabon, you'll ingest an additional 590 calories—almost a third of your daily allotment! (Make that wrong choice just twice a month and you'll pack an additional 4 pounds of fat onto your body in a year!)

★ *Or maybe you're at the ball park, and you want some ice cream.* What's the difference between an ice cream sandwich and a helping of soft-serve chocolate in one of those keepsake helmets? You get to keep the helmet—and 239 extra calories.

★ *Or maybe you stop at the gas station to fill up your car's tank as well as your own.* You could grab a 100 Grand bar to fix your nutty chocolate jones, or pick the old standby Snickers. But opt for the wrong one and you'll be choking down almost an extra 100 calories and nearly twice the fat. (Hint: You'd rather look like a hundred grand than have people snicker at you.)

★ *Or, oh my goodness, you're trying to eat right, and you grab one of Jamba Juice's Ideal Meal Chunky Strawberry breakfasts.* It's an "ideal meal," for heaven's sake! But if you had picked their Fresh Banana Oatmeal, you'd have saved 240 calories and 13 grams of fat!

By making smart food swaps, you can cut hundreds, even thousands, of calories out of your food intake every day, and still enjoy the treat at the mall, the nosh at the gas station, or lunch, dinner, or breakfast at your favorite restaurant. And as we've seen above, it's not just a matter of how you look; it's a matter of health, of well-being—heck, it's a matter of national security!

Smart swaps equal fewer calories. Fewer calories equal fewer pounds and a longer, healthier, happier life. It's as simple as that.

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Thousands of simple food swaps that can save you 10, 20, 30 pounds—or more!

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BY DAVID ZINCZENKO
Editor-in-Chief of *Men's Health*
WITH MATT GOULDING

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763 calories
47g fat

Big Mac[®]
643 calories
32g fat

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Orange County, California Area

About this Group

Created: May 13, 2010

Type: Nonprofit Group

Members: 34,249

Owner: [Susan Jackson](#)

Managers: [Christine Turnier](#)

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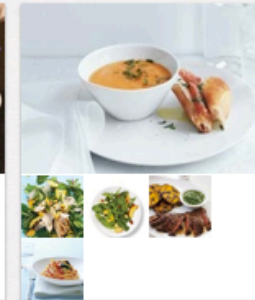
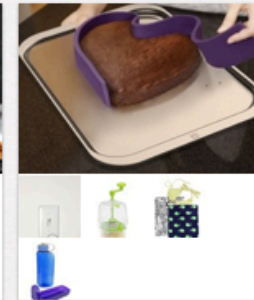
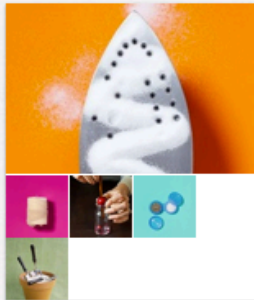
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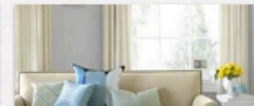
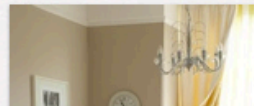
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Referring Sites: Press Release Sites

The screenshot shows the PRLog website interface. At the top, there's a search bar with the text "Bookmarks: This Page" and a "Google Custom Search" button. Below the search bar, there are navigation links: Home, Latest Press Releases, Submit Press Releases, Find Products, Preferences, and 5:01 PM. A secondary navigation bar includes PR Home, Archive, By Category, By Location, By Date, By Tag, Submit Free Press Release, Video Press Release, Feeds, and Newsletter. On the left, there's a "Filter News" section with a "Country" dropdown menu listing Australia, Canada, China, Germany, India, Singapore, United Kingdom, and United States. The main content area features an article titled "Gain Website Visibility With Google Keyword Tool Basics" with a sub-headline "Learn the successful methods behind keyword research". Below the article title, it says "FOR IMMEDIATE RELEASE" and "PR Log (Press Release) - Feb 12, 2010 - (Nationwide)—Utilizing tools to do keyword research may be the difference between gaining visibility on Google and not being found at all. Knowing what keywords are being searched for will also give you advantage over your competition if they are neglecting to research." There are also two small ads: "AdSpy: 15 sites by this AdSense ID" and "Download Google Analytics". On the right, there's a "Search Products" section and a "Most Viewed Weekly" list with items like "mydeco.com and Dassault Systems Launch Augmented Reality iPhone App - 3075 views", "United States Department of Defense Embraces Hacker Certification to Protect US Interests - 2118 views", and "Novell, Inc. Investor Alert: Offer under investigation - 1734 views".

A collage of logos for various press release and referral sites. The sites include: PR LEAP (Accelerating Search Visibility), The Open Press, PRWeb (PRESS RELEASE NEWSWIRE), I-Newswire.com (PRESS RELEASE EXPERT), pressbox.co.uk, ClickPress (GLOBAL NEWS DISTRIBUTION), AddPR.com, and 1888PressRelease.com (PUBLISH YOUR STORY TO THE WORLD).

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- Get links from authoritative sites
- Measure visibility

The screenshot shows a PR Newswire article page. At the top left is the PR Newswire logo. On the right, there's a search bar and a "Send a release" button. Below the logo, there are navigation tabs: Products & Services, Knowledge Center, Browse News Releases, and Contact PR Newswire. The main content area features an article titled "Learn the Most Profitable Content Marketing Strategies at the Mequoda Summit West 2011, April 5-8th". Below the title, there are social media sharing buttons for Facebook, Twitter, and LinkedIn. The article text starts with "Discover first-hand the techniques used by online publishers and content marketers that have helped them thrive and prosper in the digital age". Below the text, there's a sub-headline "SAN RAMON, Calif., March 9, 2011 (PRNewswire) - The Mequoda Summit West 2011, a hands-on program featuring keynote presentations, panel sessions, interactive workshops and networking opportunities, will take place April 5-8th, 2011 in San Ramon, CA." and a list of features for the four-day event, including: "Mequoda Group's updated content marketing workshop, now with a certification exam.", "Four CEO-level keynote presentations from trend-setting online innovators and highly accomplished practitioners.", "Over a dozen case studies, each revealing strategic content marketing insights that can be adapted to any online business.", "Skill-building workshops for maximizing success in the digital publishing environment.", and "Face-to-face networking with colleagues and industry leaders." On the right side of the article, there are social media sharing options (Print, Email, RSS, Share, Blog) and a "More in These Categories" section with "Internet Technology" selected, showing related articles like "Four Cities Set to Host Future Green-America Branch Public In Region Starting on April 1, Choosing From Atlanta, Chicago, Los Angeles and Washington, D.C." and "First Cloud-Based Business Plan Dashboard Service Launches". At the bottom right, there are "Trends Show", "Most Read", and "Most Emailed" sections.

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Health Search []

The Saltiest Foods of 2011

By David Zinczenko with Matt Goulding
Apr 04, 2011

Recommend 3K Tweet 103 Send Share Print

Health Experts Main

Imagine pouring one and a half teaspoons of salt directly into your mouth. Can you taste it? Blah, bleh! You'd shed an ocean of tears trying to choke down those tongue-tingling crystals.

Yet, if you're a typical American, you eat that much salt *every single day*. And that's one primary reason why 50 percent of us are considered at risk for high blood pressure.

I know, that sounds impossible—you seldom if ever reach for the salt shaker, right? Well, you don't have to: Data from the Centers for Disease Control and Prevention show that most of us consume about 3,400 mg of sodium a day, but only 5 percent of it comes from home cooking. Some occurs in foods naturally, but the overwhelming majority of the sodium you eat—77 percent—comes from foods sold in supermarkets and restaurants. Heart disease is the

Men'sHealth

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4. 12 Foods Your Dentist Won't Eat

Most Popular

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Latest Tweets from ETNT:

The average veggie burger contains 5 times the sodium of the average beef burger! 1 hour 12 min ago

wEAT THIS at P.F. Chang's: Steamed Budha's Feast Lunch Bowl on Brown Rice for 210 calories, 2 g fat, & 80 mg sodium! 5 hours 53 min ago

Cold Stone Creamery calls it "salty," but this shake is the definition of gutbty: <http://bit.ly/9Q2VYX> 8 hours 21 min ago

@bubs Try mixing them into yogurt. It tastes great! 8 hours 34 min ago

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Games and Tools

PLAY THE EAT THIS, NOT THAT! GAME!

Eggs and Sausage Plain Bagel Sandwich

Calories: 500 Protein: 21 g Fat: 19 g Saturated Fat: 6 g

Today's Best

Thursday, March 11th, 2010

10 Ways to Make That Food Healthy

Eat healthy at any restaurant once you're armed with these tips.

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Golf Digest 



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- THE

"Unlimited Golf" Vacations

WEDNESDAY, APRIL 22, 2009 COMMENTS (0)

In search of inexpensive golf at big league ball parks? I took a few seconds to ~~rip off~~ link to Golf Vacation Insider's list of resorts offering "unlimited golf" vacations. Some of which I've already featured in this blog (RTJ Trail and Pinehurst):



"Unlimited golf" vacations are nothing new, but thanks in part to the weak economy, even some of America's best courses and classiest resorts are offering golf's version of the all-you-can-eat buffet.

Yes, even resort icons like Pebble Beach, Pinehurst, Kiawah Island, Sea Island, and the Greenbrier are offering unlimited golf vacation packages. In fact, I've wanted to publish a tip about this for several weeks now, but the list of deals kept getting bigger and the quality of the venues kept getting better. Some have expiration dates approaching, so I couldn't hold off any longer.

Although their list includes a place like Pebble Beach, the course being offered is Spanish Bay. At Pinehurst and Kiawah you'll pay a premium to play No. 2 and the Ocean Course respectively—but it still involves some savings.

Here's the entire article:

--Matty G.

PR 8

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Unlimited Golf Vacations - Build Your Perfect Golf Vacation. [Vacations To A Tee Since 1990!](#) [golftre.com/Golf_Vacation](#)

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"Unlimited golf" vacations are nothing new, but thanks in part to the weak economy, even some of America's best courses and classiest resorts are offering golf's version of the all-you-can-eat buffet.

Yes, even resort icons like Pebble Beach, Pinehurst, Kiawah Island, Sea Island, and the Greenbrier are offering unlimited golf vacation packages. In fact, I've wanted to publish a tip about this for several weeks now, but the list of deals kept getting bigger and the quality of the venues kept getting better.



Even top resorts like Kiawah Island are offering unlimited golf vacations.

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Seven Keys to Reduce Cholesterol

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Yours FREE: Seven Keys to Reduce Cholesterol



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Dear Friend,

If you or somebody you love needs to reduce cholesterol, this is a pretty simple proposition:

Would you like FREE information on how to reduce cholesterol sent directly to you from Johns Hopkins, ranked #1 of America's Best Hospitals?

As you probably already know, a high level of blood cholesterol is considered to be a leading risk factor for heart disease and heart attack. In fact, an estimated 65 million Americans should reduce cholesterol, and fully 35 million of them should be taking cholesterol-lowering medications. Of the 15 million Americans taking statin drugs to reduce cholesterol, most of them are actually taking doses too small to help them meet their optimal cholesterol levels.

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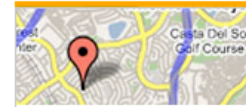
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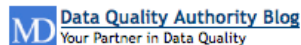
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