

Index

A

Abagnale, Frank, 17
accountability
 DEL (Delegation, Empowerment, Accountability), 91
 for leadership, 124
acknowledgment, of mistakes, 25–32, 29, 31, 92–93, 94
adaptation
 for new businesses, 61–62
 for transition, 25–32 (*See also* pivoting)
advertising
 example, 168–170
 public relations and, 137–138
 See also marketing
Aflac, 168–170
Ainslie, Lee, 54
Alternative Investments Hedge Funds Management Group (Citigroup), 14–15, 99, 105–110, 168
American Seed Company, 155–156
Amos, Daniel P., 168–170
anxiety, overcoming, 177–182
Appaloosa Management, 57

Apple, 61–62
Art of War, The (Sun Tzu), 172
Asia, SkyBridge expansion in, 25–32
Atlantic City, casino development in, 12
attitude, 89–90
authentic self, 145–146
Avenue Capital, 17
Avoid the Cabal of Negativity (leadership rule 2), 130–131

B

Bank of America, 98, 105
Banks, Keith, 161
Barak, Ehud, 28
Barrett, Dave, 92
Bartiromo, Maria, 18
Bear Stearns, 96
Being There (Kosinski), 131–132
Belichick, Bill, 112
Bernanke, Ben, 28, 30, 96
Best Alternative to a Negotiated Agreement (BATNA), 103
Blair, Tony, 27
Bloomberg, Michael, 113

Book of the Courtier, The, 149
 Bossidy, Larry, 91, 122
 bottled water industry, 59–60
 Braff, Nelson, 92
 Brand, Douglas J., 16–17
 Branson, Richard, 172
 Buffalo Bills, 111–112
 Buffett, Warren, 89–90, 105
 Build a Culture of Communication (image rule 2), 139
 Burke, James, 137
 Bush, George W., 47
 Business Executives for National Security (BENS), 118
 business start-ups
 avoiding common mistakes of, 55–62
 concepts for, 51–55
 motivation for, 49–51
 stress of, 55

C

Cantor Fitzgerald, 37–38
Catch Me if You Can (film), 17
 CBL Associates, 44–47
 CBS Television, 33
 Challenger Life Company, 95–99
 Chamberlain, Neville, 67
 Chase, Salmon P., 67
 Chrysler, 123
 Churchill, Winston, 67
 Cialdini, Robert, 162
 Citadel, 17
 Citigroup, 14–15, 99, 105–110, 168
 Clark, Wesley, 10
 Clinton, Bill, 15–20
 Clinton, Hillary, 67
 Clinton Global Initiative, 16
 clothing, 56, 130, 148
 CNBC, 18, 19–20, 21, 109, 153
 CNN, 170
 command, control, collaborate (“three C’s” of leadership), 127

common ground
 for networking, 149–153
 for sales, 157
 communication
 image and, 139
 importance of, 94, 127
 confidence
 importance of, 177–182
 for networking, 141–142, 148–149
 contrition, 135–137
 costs, of new businesses, 56–58
 Cravath, Swaine & Moore, 78
 Cuban, Mark, 156, 173
 customer relations, 139–140

D

DEA (Delegation, Empowerment, Accountability), 91, 122–124
 Defeo, Anthony, 75–77, 82
 Defeo, Josephine, 77
 delegation
 for leadership, 122
 partnership and, 90–91
 detail, attention to, 39–40
 Dinan, Jamie, 17
 DiVenuto, Rich, 106–108
 diversifying business, importance of, 35–36, 37
 Don’t Take Anything Personally (leadership rule 1), 128–130
 Douglas, Michael, 22–23
 Dow Jones Industrial Average, 98
 Dubin, Glenn, 17, 54

E

effort
 of entrepreneurship, 38
 of partnership, 94–95
 E. F. Hutton, 78
 ego, keeping perspective about, 10, 31

- empowerment
 - for leadership, 123–124
 - of partners, 91
- Encore Hotel (Las Vegas), 3–4, 10
- entrepreneurship
 - building a business to last, 49–62
 - confidence for, 177–182
 - establishing goals for, 33–34, 75–85
 - fighting urge to harbor resentment, 69
 - hard work of, 38
 - image for, 133–140
 - leadership and, 121–132
 - marketing for, 167–175
 - negotiation and, 101–110
 - networking and, 141–153
 - overcoming fear of failure, 36–37
 - overcoming regrets, 41–47
 - partnership and, 87–99
 - persistence and, 37–38
 - process over outcome for, 39–40
 - risks, relative to reward, 38–39
 - risks of, 34–36
 - teamwork for, 111–119
 - See also* SkyBridge Capital
- ethical culture, 125–126
- Evian, 59–60
- eye contact, 180
- F**
- Faber, David, 18
- face-to-face meetings
 - importance of, 99
 - for leadership, 126–127
- failure
 - learning from, 25–32
 - overcoming fear of, 36–37, 81–82
- Fascitelli, Mike, 63–66
- Faster Cures, 9
- fear
 - of failure, 36–37, 81–82
 - of rejection, 157–159
- Federal Reserve, 80
- firing, 114–115
- Fisher, Roger, 102–103
- Focus on What Makes You Different
 - (marketing rule 2), 172–173
- follow up, 146
- Ford, 123
- Ford, Henry, 83
- Fox Business, 153
- Franklin, Ben, 161
- Fuld, Dick, 50
- G**
- Gayeski, Troy, 123–124
- Geithner, Tim, 28
- General Electric, 90–91
- Gephardt, Dick, 10
- Gerson, Jeff, 106–108
- Get Out There and Talk to the Press
 - (marketing rule 1), 171
- Getting to Yes* (Fisher), 102–103
- Global Conference, 10
- goals
 - establishing, for entrepreneurship, 33–34, 75–85
 - money as goal, 82–83, 104–105
 - for negotiation, 104–105
- Golden Nugget, 12
- Goldman Sachs
 - Buffett and, 105
 - Scaramucci at, 21, 38, 42–47, 63–71, 79–80, 141–142
- Goodbye Gordon Gekko* (Scaramucci), 22–23, 105
- Goodman, Oscar B., 10
- goodwill, building, 155–157
- Goolsbee, Austan, 17
- Gore, Al, 27
- Great Recession
 - impact of, 96–99
- SkyBridge Alternatives (SALT) Conference
 - inception and, 3–14
- Greenspan, Alan, 80

Griffin, Ken, 17
 “group-think” cultures, 50–51

H

Hammer & Chisel approach, to
 negotiation, 102
 Hastings, Reed, 116
 Have Killer Customer Relations (image
 rule 3), 139–140
 hedge fund seeding, overview, 51–53
 Highbridge Capital, 17, 54
 Hood Ice Cream, 34–36, 39
 Howes, Richard, 95–99
 Hunt & Fish Club, 92

I

Iacocca, Lee, 123
 image
 Build a Culture of Communication
 (rule 2), 139
 contrition and, 135–137
 Have Killer Customer Relations (rule 3),
 139–140
 importance of, 133–135
 Mount a Public Relations Strategy (rule
 1), 137–139
 influencers, scouting out, 131–132
 initiating contact, in networking, 143–144
 intimidation, avoiding feelings of, 147–148
 iPhone (Apple), 61–62
 Iraq, Business Executives for National
 Security in, 118

J

Japan, SkyBridge Global Symposium in,
 30–32
 “J-curve,” 87–89
 Jobs, Steve, 61–62, 83, 115, 129, 161
 Johnson, Magic, 20, 173
 Johnson, Woody, 129–130
 Johnson & Johnson, 136–137

Jordan, Michael, 180
 JPMorgan, 54

K

Kaminsky, Gerry, 18, 165
 Kaplan Thaler Group, 169
 karma, 160–161, 163
 “kiss down, slap up” philosophy, 127
 Klein, Andy, 54
 Kosinski, Jerzy, 131–132
 Krakower, Susan, 18
 Kroc, Ray, 83
 Krzyzewski, Mike, 173

L

Lane, Eric, 87
 Lasry, Marc, 17
 Las Vegas
 casino development in, 13
 Great Recession and, 5, 13
 Lattman, Peter, 138, 171
 leadership, 121–132
 accountability for, 124
 Avoid the Cabal of Negativity (rule 2),
 130–131
 complexity of, 121–122
 delegation for, 122
 Don’t Take Anything Personally (rule 1),
 128–130
 empowerment for, 123–124
 ethical culture and, 125–126
 politics and perception of, 126–127
 Scout Out the Influencers (rule 3),
 131–132
 “three C’s” (command, control,
 collaborate) for, 127
 Lebovitz, Charles, 44–47
 Lehman Brothers, 49–51, 63, 70–73, 98
 Lerner, Rick, 16
 Lessing, Stephen, 94–95
 Li Ka-shing, 103–105

“limited partnership,” 54
 Lincoln, Abraham, 8, 23, 67, 127
Long Island Newsday, 33–34
 Lutnick, Howard, 38

M

Man in the Grey Flannel Suit, The, 121–122
 Marina Bay Sands Hotel (Singapore), 27, 32
 marketing, 167–175
 Focus on What Makes You Different
 (rule 2), 172–173
 Get Out There and Talk to the Press
 (rule 1), 171
 importance of, 167–168
 messaging with, 168–170
 Take a Portfolio Manager’s Approach to
 Marketing (rule 4), 174–175
 Use Nontraditional Marketing Tools
 to Get Your Message Out (rule 3),
 173–174
 Maverick Capital, 54
 McCann, Jim, 114
 McNulty, John P., 43–47
 mea culpa, 135–137
 media coverage
 marketing for, 171
 media image, 138
 Meigs, Montgomery, 118
 Merrill Lynch, 98
 messaging, with marketing, 168–170,
 173–174
 Milken, Michael, 9–14, 17, 27
 Miller, Bob, 9
 Miller, Ross, 9
 mistakes, learning from, 25–32, 36–37,
 92–93, 94
 mistakes of new businesses
 avoiding, 55
 overcomplicated ideas, 58–60
 reinventing the wheel, 61–62
 spending money on wrong things, 56–58

 understaffing, 58
 Monetary Authority of Singapore (MAS),
 26, 29
 money as goal, problem of, 82–83, 104–105
 Montoya, Paul, 33
 Moore, Blake, 107
 Mount a Public Relations Strategy (image
 rule 1), 137–139
 Musk, Elon, 83, 116
 Myers-Briggs test, 50

N

negativity, ignoring, 83–84, 130–131
 negotiation, 101–110
 example, 105–110
 Hammer & Chisel approach to, 102
 Li Ka-shing approach to, 103–105
 overview, 101–102
 Roger Fisher model of, 102–103
 Netflix, 116
 networking, 141–153
 confidence for, 141–142, 148–149
 finding common ground for, 149–153
 following up after, 146
 fun of, 146
 intimidation of, 147–148
 making first move in, 143–144
 personal exchange in, 144–145
 referrals from, 146–147
 Sprezzatura and, 149
 state of mind for, 145–146
 Neuberger Berman, 50, 165
New York Times, 138, 171
 Nikkei, 80
 noise, tuning out, 83–84
 Nolte, Ray, 108, 123–124
 “no,” turning into “on,” 159–160

O

Obama, Barack, 5, 13, 67
 Och, Danny, 54

Och-Ziff Capital, 54
 O'Connor, Kelly, 22, 123
 offices, overhead costs of, 52, 56–57
 Olstein, John, 96
 1-800-Flowers, 114
 organizational culture
 ethical culture of, 125–126
 teamwork and, 113–114
 Oscar Capital, 50, 80
 “ought,” as “four-letter word,” 41–47
 overcomplicated ideas, mistake of, 58–60
 Oviedo, Victor
 empowerment of, 123
 SkyBridge Alternatives (SALT)
 Conferences and, 5, 7, 11, 15
 SkyBridge Global Symposium and, 26
 SkyBridge role of, 87–89

P

Pai, Eric, 107–108
 Parcels, Bill, 111–112
 partnership, 87–99
 admitting mistakes in, 92–93, 94
 attitude and, 89–90
 choosing people for, 90–91
 communication for, 94
 effort required for, 94–95
 “J-curve” of, 87–89
 trust and, 95–99
 Paulson, Hank, 47
 PBS, 173–174
 persistence, importance of, 37–38
 personal affront, avoiding, 128–130
 personal relationships, networking and,
 144–145, 149–153
 Pitt, Harvey, 11
 pivoting
 example, 44
 teamwork for, 116
 for transition, 25–32
 politics, of leadership, 126–127
 Porter, Donald, 140

portfolio approach, to marketing, 174–175
 process, over outcome, 39–40
 “proletariat grippers,” 131
 Prostate Cancer Foundation, 9
Psychology of Influence (Cialdini), 162
 publicity, marketing for, 168–170, 171
 public relations, strategy for, 137–139
 public speaking, 179
 Puck, Wolfgang, 27, 28

R

reaction, importance of, 158–159
 Reagan, Ronald, 123–124
 reciprocity, 160–161, 162–163
 referral, 146–147
 reflection, importance of, 32
 regrets, 41–47
 reinventing the wheel, mistake of, 61–62
 rejection, fear of, 157–159
 relationship building, 155–157
 resentment, resisting, 69
 respect, 163–165
 risk
 of entrepreneurship, 34–36, 38–39
 SkyBridge Alternatives (SALT)
 Conferences as, 6, 7–8
 Roger Fisher model, of negotiation, 102–103
 Rogers, Jim, 28
 Romano, Ray, 169
 Romney, Mitt, 17
 Roubini, Nouriel, 17
 Roye, David, 161
 Rukeyser, Louis, 173–174

S

sacrifice, teamwork and, 115–119
 sales, 155–165
 fear of rejection in, 157–159
 as relationship building, 155–157
 respect in, 163–165
 Triangle of Intimacy for, 160–163
 turning “no” into “on,” 159–160

- “salvageable cost,” “sunk cost” *versus*, 32
- SARAH (Shock, Anger, Rejection, Acceptance, Help), 65
- Scalia, Antonin, 79
- Scaramucci, Amelia, 52–53, 161, 177–179, 181–182
- Scaramucci, Anthony
 - biographical information, 33–40, 125–126, 155–156
 - education of, 34, 59, 78–79
 - at Goldman Sachs, 21, 38, 42–47, 63–71, 79–80, 141–142
 - Goodbye Gordon Gekko*, 22–23, 105
 - at Lehman Brothers, 49–51, 53, 70–73
 - SK Capital, 53–55
 - SkyBridge Alternatives (SALT) Conference (2009), 3–14
 - SkyBridge Alternatives (SALT) Conference (2010), 14–20
 - SkyBridge growth by, 20–23
- Schultz, Howard, 60
- Schwarzenegger, Arnold, 151–153
- Scout Out the Influencers (leadership rule 3), 131–132
- self-awareness, 41–47
- self-confidence, 141–142, 148–149
- setting, for networking, 145
- Seward, William, 67
- Shriver, Bobby, 152
- Shriver, Maria, 152
- Shriver, Sargent, 152
- Siegel, Jeremy, 17
- simplicity
 - for new business concepts, 58–60
 - “simplicity of life,” 77
- Singapore
 - Monetary Authority of Singapore (MAS), 26, 29
 - SALT Asia Conference plans for, 25–32
- SK Capital, 53–55
- SkyBridge Alternatives (SALT) Conference
 - concept for, 62
 - empowerment and, 123
 - growth of, 20–23
 - image of, 138
 - publicity for, 171
 - SALT Asia Conference, plans for, 25–32
 - SkyBridge Global Symposium, 25–32
 - 2009, 3–14
 - 2010, 14–20
- SkyBridge Capital
 - Citigroup’s Alternative Investments
 - acquired by, 14–15, 99, 105–110, 168
 - creative content team of, 15
 - founding of, 51–62
 - during Great Recession, 4–7, 95–99
 - growth of, 20–23
 - hedge fund seeding, overview, 51–53
 - image of, 135–136
 - “kiss down, slap up” philosophy of, 127
 - marketing message of, 170, 172–173
 - naming of, 53–55
 - Oviedo’s role in, 87–89
 - teamwork at, 113–114
 - See also* SkyBridge Alternatives (SALT) Conference
 - Smith, Dean, 31, 39
 - Smith Barney, 106, 109
 - social media image, 140
 - Southern Hospitality, 92–93
 - Spacey, Kevin, 173
 - spending, mistakes involving, 56–58
 - sponsorship, of SkyBridge Alternatives (SALT) Conference, 11
 - Sprezzatura, defined, 149
 - staffing
 - importance of, 58
 - teamwork and, 111–119
 - See also* partnership
 - stage fright, overcoming, 177–182
 - Standard & Poor’s (S&P) 500, 3
 - Starbucks, 60
 - state of mind, for contact, 145–146
 - Staubach, Roger, 108
 - Stone, Oliver, 22

success

belief in, 85

importance of partnership for, 90–91

Sugarman, Eytan, 92–93

Sun Tzu, 172

“swamp tank” model, 113

T

Take a Portfolio Manager’s Approach
to Marketing (marketing rule 4),
174–175

teamwork, 111–119

technology, rise of, 122

Tepper, David, 20, 57–58

“three C’s” (command, control,
collaborate), 127

Timberlake, Justin, 92

Tokyo, SkyBridge Global Symposium in,
30–32

Triangle of Intimacy, 160–163

Trichet, Jean Claude, 28

Trump, Donald J., 129–130

trust

partnership and, 95–99

Triangle of Intimacy, 160–162

Tylenol (Johnson & Johnson), 136–137

U

understaffing, mistake of, 58

uniqueness, marketing and, 172–173

United States

D-Day (World War II) events, 75–78, 117

“Golden Years” of, 121–122

military of, 116–119

University of North Carolina, 31

“Unprecedented Times–Unprecedented
Opportunities” (Milken), 17

Use Nontraditional Marketing Tools to Get
Your Message Out (marketing rule 3),
173–174

U.S. Securities and Exchange
Commission, 11

V

Valentine, Bobby, 92

Virgin Airlines, 61–62, 172

vulnerability, 138–139, 161–162

W

Wall Street 2 (film), 22

Wall Street Week (PBS), 173–174

Walton, Sam, 45

Welch, Jack, 90–91, 116, 122

World War II, events of, 75–78, 117

Wright, Jason, 11

Wyly, Sam, 54

Wynn, Steve, 3–4, 9, 10, 11–14

Wynn Resorts, 9

Y

“yes-man” cultures, 50–51

York Capital, 17

Z

Zax, Stan, 12

Ziff brothers, 54

Zuckerberg, Mark, 83

Zuckerberg, Roy, 152