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Campaigns as diverse as Microsoft, Yahoo, Hewlett-  
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**Barbarians in the Boardroom : Owen Walker :**  
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Barbarians is an eye-opener (and in most cases, a maddening one): so many of the same names in activist investment pop up in the boardrooms of all these big companies we take for granted and usually end up in struggles for control--and that many of these struggles boil down to popularity contests swung by high stakes spending and public relations with the voting shareholders.

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Barry Parr, Co-Chair of Pension Trustees AMNT and Non-Exec Director of CrowdBnk Ltd "Barbarians in the Boardroom is an excellent forensic analysis of the new era of activist investing and the first to cover campaigns that have ousted S&P 500 boards, promoted giant mergers and permanently changed the roles played by boards of directors." Josh Black, Editor-in-Chief, Activist Insight "The rise of shareholders activists is one of the great capital market stories of the day."

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Activist investors have sent shockwaves through corporations in recent years, personally targeting directors and executives at some of the world's largest companies. No longer satisfied with operating on the fringes of business, they are now a firm fixture in the boardroom. Up to a quarter of public companies could be targeted by activist campaigns in the coming years, with directors and executives at those corporations threatened with losing their jobs. The trend, which began in corporate America, has spread to the UK, Europe and Asia,

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taking in several high profile companies. Barbarians in the Boardroom tells a compelling story of boardroom bust ups, dumped CEOs triumphant activists and pared back companies. It reveals real-life examples and interviews with executives and investors to explain why and how activist investors have managed to storm Wall Street and tear down City citadels. Owen Walker provides an insight into the way activists think, how they decide to target a company and how directors and executives could possibly work with them rather than against them.

Some of the worst corporate meltdowns over the past sixty years can be traced to passive directors who favored operational shortcuts over quality growth strategies. Thinking

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primarily about placating institutional investors, selective stockholders, proxy advisors, and corporate management, these inattentive and deferential board members have relied on short-term share price increases to sustain their companies long term. Driven by a desire for prosperity, not posterity, these actions can doom any company. In *The Activist Director*, attorney Ira M. Millstein looks back at fifty years of counseling companies, nonprofits, and governments to actively govern their corporations and constituencies. From the threat of bankruptcy and the ConEd blackout of 1970s New York City, to the meltdown of Drexel Burnham Lambert in the late 1980s, to the turnaround of General Motors in the mid-1990s, Millstein takes readers into the boardrooms of several of the greatest catastrophes and success stories of

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America's best-known corporations. His solution lies at the top: a new breed of activist directors who partner with management and reject short-term outlooks, plan a future based on growth and innovation, and take responsibility for corporate organization, strategy, and efficiency. What questions should we ask of potential board members and how do we know they'll be active? Millstein offers pragmatic suggestions for recruiting activist directors to the boardroom to secure the future of the corporation.

A sharp and illuminating history of one of capitalism's longest running tensions—the conflicts of interest among public company directors, managers, and shareholders—told through entertaining case studies and original letters from some of our

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most legendary and controversial investors and activists. Recent disputes between shareholders and major corporations, including Apple and DuPont, have made headlines. But the struggle between management and those who own stock has been going on for nearly a century. Mixing never-before-published and rare, original letters from Wall Street icons—including Benjamin Graham, Warren Buffett, Ross Perot, Carl Icahn, and Daniel Loeb—with masterful scholarship and professional insight, *Dear Chairman* traces the rise in shareholder activism from the 1920s to today, and provides an invaluable and unprecedented perspective on what it means to be a public company, including how they work and who is really in control. Jeff Gramm analyzes different eras and pivotal boardroom battles from the last

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century to understand the factors that have caused shareholders and management to collide. Throughout, he uses the letters to show how investors interact with directors and managers, how they think about their target companies, and how they plan to profit. Each is a fascinating example of capitalism at work told through the voices of its most colorful, influential participants. A hedge fund manager and an adjunct professor at Columbia Business School, Gramm has spent as much time evaluating CEOs and directors as he has trying to understand and value businesses. He has seen public companies that are poorly run, and some that willfully disenfranchise their shareholders. While he pays tribute to the ingenuity of public company investors, Gramm also exposes examples of shareholder activism at its very worst, when

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hedge funds engineer stealthy land-grabs at the expense of a company's long term prospects. Ultimately, he provides a thorough, much-needed understanding of the public company/shareholder relationship for investors, managers, and everyone concerned with the future of capitalism.

The Activist Investor describes how we can close the wealth gap and build wealth through investing. It takes the fundamentals of buying and trading stocks and applies Chloe B. McKenzie's wealth justice method to reveal how we can actually do well by doing good.

The economic climate is ripe for another golden age of shareholder activism *Deep Value: Why Activist Investors and*

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Other Contrarians Battle for Control of Losing Corporations is a must-read exploration of deep value investment strategy, describing the evolution of the theories of valuation and shareholder activism from Graham to Icahn and beyond. The book combines engaging anecdotes with industry research to illustrate the principles and methods of this complex strategy, and explains the reasoning behind seemingly incomprehensible activist maneuvers. Written by an active value investor, Deep Value provides an insider's perspective on shareholder activist strategies in a format accessible to both professional investors and laypeople. The Deep Value investment philosophy as described by Graham initially identified targets by their discount to liquidation value. This approach was extremely effective, but those opportunities are

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few and far between in the modern market, forcing activists to adapt. Current activists assess value from a much broader palate, and exploit a much wider range of tools to achieve their goals. Deep Value enumerates and expands upon the resources and strategies available to value investors today, and describes how the economic climate is allowing value investing to re-emerge. Topics include: Target identification, and determining the most advantageous ends Strategies and tactics of effective activism Unseating management and fomenting change Eyeing conditions for the next M&A boom Activist hedge funds have been quiet since the early 2000s, but economic conditions, shareholder sentiment, and available opportunities are creating a fertile environment for another golden age of activism. Deep Value: Why Activist

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This book offers a succinct, practical guide for understanding what some have referred to as shareholder democracy; efforts to facilitate and increase shareholder voting power within the corporation. In the past few years there has been a surge in shareholder activism that has had a profound impact on the corporation. Shareholders and other activists have sought to increase shareholders' voting power within the corporation based largely on the belief that increasing shareholder power will increase director and officer accountability, thereby helping to curb corporate misconduct

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and improve corporate performance. However, there is intense debate regarding whether increased shareholder power can achieve such objectives and whether increased shareholder power will negatively impact the corporation. This book is the first to provide a concise, but comprehensive look at the various ways in which shareholders have sought to enhance their voting power and influence within the corporation. In addition to examining shareholder activism, this book highlights and analyzes the debate regarding the propriety of increased shareholder power. This book also analyzes the impact of recent developments aimed at facilitating shareholder power such as majority voting, say on pay, and proxy access. This book will serve as a useful tool not only for those who desire a straight-forward analysis of

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shareholder rights and activism, but also for those seeking a reference guide on an issue of growing importance to corporate law and corporate governance.

'This book should be sold with a bottle of blood-pressure pills. Walker's depiction is meticulous and unsparing' The Times  
'Vital financial journalism with heart' Emma Barnett, BBC  
The definitive account of the Neil Woodford scandal from the award-winning FT journalist who first broke the story. This is the gripping tale of Britain's top investor's fall from grace and the shattering consequences. The proud owner of a sprawling £14m estate in the Cotswolds, boasting a stable of eventing horses, a fleet of supercars and neighbouring the royal family, Neil Woodford was the most celebrated and successful British

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investor of his generation. He spent years beating the market; betting against the dot com bubble in the 1990s and the banks before the financial crash in 2008, making blockbuster returns for his investors and earning himself a reputation of 'the man who made Middle England rich'. As famous for his fleet of fast cars and ostentatious mansions, he was the rockstar fund manager that had the lifestyle to match. But, in 2019, after a stream of poorly-judged investments, Woodford's asset management company collapsed, trapping hundreds of thousands of rainy-day savers in his flagship fund and hanging £3.6bn in the balance. In *Built on a Lie*, Financial Times reporter Owen Walker reveals the disastrous failings of Woodford, the greed and opulence at the heart of his operation, the flaws of an industry in thrall to its star

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The proud owner of a sprawling £14m estate in the Cotswolds, boasting a stable of eventing horses, a fleet of supercars and neighbouring the royal family, Neil Woodford was the most celebrated and successful British investor of his generation. He spent years beating the market; betting against the dot com bubble in the 1990s and the banks before the financial crash in 2008, making blockbuster returns for his investors and earning himself a reputation of 'the man who made Middle England rich'. As famous for his fleet of fast

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cars and ostentatious mansions, he was the rockstar fund manager that had the lifestyle to match. But, in 2019, after a stream of poorly-judged investments, Woodford's asset management company collapsed, trapping hundreds of thousands of rainy-day savers in his flagship fund and hanging £3.6bn in the balance. In *Built on a Lie*, Financial Times reporter Owen Walker reveals the disastrous failings of Woodford, the greed at the heart of his operation, the flaws of an industry in thrall to its star performers and the dangers of limited regulation. With exclusive access to Woodford's inner circle, Walker will reveal the full, jaw-dropping story of Europe's biggest investment scandal in a decade.

WALL STREET JOURNAL BESTSELLER From Michael Dell,

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renowned founder and chief executive of one of America's largest technology companies, the inside story of the battles that defined him as a leader In 1984, soon-to-be college dropout Michael Dell hid signs of his fledgling PC business in the bathroom of his University of Texas dorm room. Almost 30 years later, at the pinnacle of his success as founder and leader of Dell Technologies, he found himself embroiled in a battle for his company's survival. What he'd do next could ensure its legacy—or destroy it completely. *Play Nice But Win* is a riveting account of the three battles waged for Dell Technologies: one to launch it, one to keep it, and one to transform it. For the first time, Dell reveals the highs and lows of the company's evolution amidst a rapidly changing industry—and his own, as he matured into the CEO it needed.

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With humor and humility, he recalls the mentors who showed him how to turn his passion into a business; the competitors who became friends, foes, or both; and the sharks that circled, looking for weakness. What emerges is the long-term vision underpinning his success: that technology is ultimately about people and their potential. More than an honest portrait of a leader at a crossroads, *Play Nice But Win* is a survival story proving that while anyone with technological insight and entrepreneurial zeal might build something great—it takes a leader to build something that lasts.

This is the third of three books authored by award-winning author Patricia Meredith. Her first book, *Catalytic Governance: Leading Change in the Information Age* (co-

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authored by Steve Rosell and Ged Davis) set out a process for leading transformative change, based on the authors' experience with the Canadian Task Force for the Payments System Review. Her second book, *Stumbling Giants: Transforming Canada's Banks for the Information Age* (winner of the 2018 Donner Prize and co-authored with James Darroch) highlighted how ill-prepared the Canadian banks are for the technology tsunami overtaking financial services. To regain their reputation as vibrant enablers of economic growth, *Better Boardrooms* proposes that a broad cross-section of Canadians – policy makers and regulators, customers, suppliers, investors, and, not least, bankers themselves – work together to create a banking system better suited to the twenty-first century. This new model of

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governance is based on a collaborative approach which ensures all relevant voices are heard. As boundaries between industries blur and stakeholders gain greater access to information, it is vital that policymakers and regulators, customers and suppliers, investors and managers work together to fix broken boardrooms.

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