Requirements for Wall Street Journal article assignments

In order to help you keep up with current events (especially in the technology area) as well as to help develop your reading & analysis skills, you are required to subscribe to the Wall Street Journal as part of this course.

Each period that a WSJ article dropbox appears on the eLearn schedule, you need submit one Microsoft Word document containing:

* Your name, CIT 110 Basics, and the Date submitted in the header
* A one page description of **THREE** articles – each must be from a different day, e.g. Mon, Tue, Wed or Tue, Wed, Thu in Week 1, Friday through Thursday on the remaining weeks.
	+ List the title & date of the article
	+ Provide a BRIEF overview of the article
	+ EXPLAIN why this is relevant (e.g. why do YOU think it’s worth knowing about). Relevancy means that the article is somehow related to the course/IT/business.
* The articles “copied & pasted” in a professional format after the summary
* PRINT only the 1st page, and turn this in at class time.
* Be prepared to discuss one or more of your articles WITHOUT reading the article to us – tell us a “story” about the article & why it’s relevant.

Sample Wall Street Journal summary – Week 0

Article 1 – *At Facebook Boss Is a Dirty Word*, Dec 25, 2014

Summary: At Facebook, the average age of employees is younger (28) than at other tech companies, so the methods used to manage these employees have been tailored to fit their needs. It appears that working for Facebook can be a “fast-paced” environment (one former employee mentioned many ‘burn-out’ after 8-10 years), but the emphasis is to place people in positions based on their strengths, not necessarily on their formal background. It’s fairly common to see that employees may move into many different positions, e.g. one accountant moved into employee “on-boarding” when it was apparent he was good as a “teacher”.

Relevancy: This article is relevant for a few reasons. One, is it describes the work culture at one of the “premier” IT companies in the world (as of 2015). Second, it provides insight in what it’s like to work at different companies, e.g. Silicon Valley firms vs. “non” Silicon Valley (the rest of the world) firms. Third, the article describes some different management techniques that can be used for different types/generations of workers.

Article 2 – *Year in Review CIOs Watching Wearables Payments Security in 2015*, Dec 30, 2014

Include a brief summary of the article

Include a brief explanation of why this is relevant

Article 3 – *Tech Etiquette: 21 Do’s and Don’ts for 2015*, Jan 2, 2015

Include a brief summary of the article

Include a brief explanation of why this is relevant

2015 12 25 **At Facebook Boss Is a Dirty Word**

Young Workers at the Social Network Get to Choose Assignments, Focus on Strengths

The majority of Facebook’s 8,000 workers are under 30 and even low-level employees at headquarters in Menlo Park, Calif., are encouraged to question and criticize managers. Ramin Rahimian for The Wall Street Journal

By Reed Albergotti

Dec. 25, 2014 2:57 p.m. ET

For much of corporate America, the millennial generation is a puzzle. At [Facebook](http://quotes.wsj.com/FB) Inc., it became the answer.

Born after 1980, millennials are often thought of as entitled and clinging to a fantasy that work should be fun. They are also a majority of Facebook’s 8,000 employees. A Payscale study this month found the median age at Facebook was 28, compared with 30 at [Google](http://quotes.wsj.com/GOOGL) Inc. and 31 at [Apple](http://quotes.wsj.com/AAPL) Inc.

Rather than shrink from the stereotypes, Facebook embraced them and crafted management techniques around them. Managers are told performance reviews should be 80% “focused on strengths.” Employees aren’t “entitled,” they have “an intense sense of ownership.” Employees are given unusual freedom to choose, and change, assignments, even outside their areas of expertise. “Management” is less a promotion than a parallel career track.

The regime was influenced by Marcus Buckingham, a British-born researcher and management guru who urges people to build on their strengths and work around their weaknesses. Managers are urged to put employees in roles that cater to their strengths.

Facebook Chief Operating Officer [Sheryl Sandberg](http://topics.wsj.com/person/S/Sheryl-Sandberg/588) brought Mr. Buckingham to Facebook in 2008. He administered his StrengthsFinder 2.0 test to a group of top executives, including Ms. Sandberg and Chief Executive [Mark Zuckerberg](http://topics.wsj.com/person/Z/Mark-Zuckerberg/408) .

Facebook embraced the philosophy, and Marcus BuckinghamCo. now trains all Facebook managers in the technique. Stuart Crabb, Facebook’s head of learning, previously worked with Mr. Buckingham’s company.

Even low-level employees are encouraged to question and criticize managers. Shortly after Don Faul joined Facebook’s online-operations team from Google in 2008, he scheduled an 8 a.m. meeting for staffers. Employees resisted, which rattled the former Marines special-forces commander.

“I was walking on eggshells from minute one,” Mr. Faul says. Staffers ultimately went along when Mr. Faul said the early start was necessary to accommodate employees in a soon-to-be-opened office in Ireland.

‘It’s the first Fortune 500 company built by millennials.’

—Molly Graham, former HR and product manager at Facebook

Mr. Faul says Google is more structured, and being a “manager” meant more. At Facebook, “You get zero credit for your title,” he said. “It’s all about the quality of the work, the power of your conviction and the ability to influence people.”

Annika Steiber, a Silicon Valley researcher and adviser who wrote a book about Google, said the companies differ in part because Facebook is younger and smaller. “Google has come farther in their organizational development,” she said. Facebook “hasn’t really become that formalized or rigid in its management structure yet,” and that’s a good thing, she said. A Google spokeswoman declined to comment.

Facebook can be disorienting for some older employees, who feel their past experience and accomplishments aren’t valued.

“Experience can come with some wisdom,” said one former employee. There are often many ways to solve an engineering problem, “and sometimes solving a problem in the most elegant way comes with experience,” the person said. “There were times we could have avoided some pain.”

Peter Yewell, who was in his mid-to-late 30s when he worked on Facebook’s sales team from 2006 to 2012, said the company chose not to hire some job candidates his age or older—for good reason. “A lot of people who were really talented just wouldn’t work in that environment,” he said.

Facebook’s Sheryl Sandberg brought in a management guru who urges people to build on their strengths and work around their weaknesses. Bloomberg News

At other places he worked, including [Yahoo](http://quotes.wsj.com/YHOO) Inc. and CBS Radio, Mr. Yewell said managers told employees what to do. At Facebook, “sometimes their role is to help you get the resources you need and to move things out of your way,” he says.

To be sure, Facebook doesn’t give employees free rein. Executives describe a balance between keeping young workers productive and doing what’s practical. Facebook staffers are rated on a Bell curve relative to peers. That can jolt young employees accustomed to being told they are high achievers. For some, an average performance review compared with others was “the worst thing that ever happened in their career,” Mr. Faul said.

It is unclear how Facebook’s management system will evolve as Facebook’s young employees age and work alongside even younger colleagues.

“I don’t think many people could make it at Facebook for more than 10 years,” says Karel Baloun, who was among the oldest employees when, in his early 30s, he worked at Facebook in 2005 and 2006. Mr. Baloun, who wrote a book about the experience, says working at Facebook is hectic and intense. “After seven or eight years or 10 years, you’re done, you’re burned out, you get replaced,” he says.

Lori Goler, Facebook’s vice president of people, said the company’s “focus is on ensuring that all of our employees work in an inclusive and challenging environment that allows them to do their best work at any life stage. We’re proud of creating a culture that can work well for anyone,” she said.

Gretchen Spreitzer, a management professor at the University of Michigan’s Steven M. Ross School of Business, says Facebook’s approach reflects the changing demographics of the workplace. “Employees want more power,” she says. “They want jobs that are more interesting.”

At Facebook, that can mean frequent job changes. Paddy Underwood, 28, joined Facebook in 2011 as a lawyer on the privacy team. Two years later, Mr. Underwood decided he wanted to build products instead of practice law.

He called his supervisor into a conference room and floated the idea. Two weeks later, Mr. Underwood was named a product manager in the Privacy and Trust group.

Because he loves the new assignment, Mr. Underwood says, “I’m totally happy working as many hours as I need to.”

Others are prompted to switch jobs. Mike Welsh joined Facebook from PricewaterhouseCoopers as a risk-management accountant in 2011. Two months later, a Facebook manager saw Mr. Welsh explain concepts to co-workers during a workshop and thought he’d make a good teacher.

**Related**

* [Oracle Agrees to Buy Datalogix](http://www.wsj.com/articles/oracle-agrees-to-buy-datalogix-holdings-1419281307)
* [Startup Founders Leverage Hot Market for Early Paydays](http://www.wsj.com/articles/startup-founders-leverage-hot-market-for-early-paydays-1419296834)
* [Leaked Emails Unveil Snapchat’s Secretive CEO](http://www.wsj.com/articles/leaked-emails-unveil-snapchats-secretive-ceo-1418865047)

He asked Mr. Welsh to join the team that helps orient new employees. “I pushed back and said, ‘Are you crazy? I have no HR and no learning-development experience and I have two accounting degrees to prove it,’ ” Mr. Welsh said.

Now, Mr. Welsh is a “People Engineer.” A millennial himself, Mr. Welsh says Facebook is the first place he’s worked where employees are shifted into new roles based on their strengths, not the company’s needs.

Peter Cappelli, a professor of management at the University of Pennsylvania’s Wharton School, says Facebook’s approach helps retain employees, at a time when tech talent is scarce. “Employers haven’t really been paying attention to being nice to employees over the past few years--except maybe in Silicon Valley,” he says.

Many of Facebook’s techniques have been tried elsewhere, and Facebook executives admit to borrowing from consultants and management gurus to craft their own culture. Ms. Sandberg, for example, has said she was influenced by Netflix Corp., which stresses creativity among employees and urges “B-level” performers to leave.

But current and former employees say Facebook’s culture in unique, even in Silicon Valley. “It’s the first Fortune 500 company built by millennials,” says Molly Graham, a former human resources and product manager at Facebook.

**Write to** Reed Albergotti at reed.albergotti@wsj.com

Web source: <http://www.wsj.com/articles/facebooks-millennials-arent-entitled-they-are-empowered-1419537468?mod=WSJ_hps_sections_careerjournal>

# 2014 12 30 Year in Review CIOs Watching Wearables Payments Security in 2015

* By Steven Norton and Clint Boulton

No one can truly predict the future, but that doesn’t stop us from trying. It’s just too much fun. We asked CIOs, research firms and a few tech vendors to predict the IT and tech trends that will shape the new year. It’s by no means a scientific or definitive list. But it hopefully captures some of the big lessons we’ve learned this year, and the challenges and opportunities that lie ahead.

**We’ll see more revenue-focused tech divisions inside companies.**“The value of technology will be amplified in the corporate world, drastically changing a company’s execution strategy,” says **Angela Yochem, CIO of BDP International Inc.**She predicts there will be a push by forward-thinking corporate boards to create revenue-focused technology divisions across industries, citing examples like General Electric Co., [Wal-Mart Stores](http://online.wsj.com/public/quotes/main.html?type=djn&symbol=WMT) Inc.[WMT +0.02%](http://blogs.wsj.com/public/quotes/main.html?type=djn&symbol=WMT?mod=inlineTicker) and [Starbucks](http://online.wsj.com/public/quotes/main.html?type=djn&symbol=SBUX) Corp.[SBUX -0.74%](http://blogs.wsj.com/public/quotes/main.html?type=djn&symbol=SBUX?mod=inlineTicker) In 2015 it will explode, she says. “We’ll see the rise of digital products and services well beyond consumer industries to major industrials and B2B.” In its 2015 predictions for IT services, Gartner Inc. notes that “the advent of digital business signals a new era, when IT will be integral to driving revenue growth.”

**Payments security gets big, thanks to Chip/PIN and Apple Pay.**“One of the most impactful things that will happen is that the banking industry is going to have to get a handle on credit card security, and we may see a whole new level of security begin to take shape next year,” says **Bob Fecteau, CIO at SAIC Inc.**“If we don’t renovate the point-of-sale challenges that are being so openly exploited today, the financial impacts could be significant.” While mobile payments through services like Apple Pay will continue to develop, how to secure those new payments systems will likely dominate the conversation.The U.S. is also expected to begin rolling out chip-enabled credit cards next year based on the EMV protocol. It’s a discussion that will impact banks, retailers, consumers and everyone in between.

**Security, security, security.** Thanks to [Sony](http://online.wsj.com/public/quotes/main.html?type=djn&symbol=6758.TO) [6758.TO -3.48%](http://blogs.wsj.com/public/quotes/main.html?type=djn&symbol=6758.TO?mod=inlineTicker), the biggest IT development for 2015 will be ubiquitous security initiatives, said **Shawn Wiora, CIO at Creative Solutions in Healthcare.** “Anybody, domestic or foreign, will charge at companies in a way that will be purposeful and will deliver results.” We could write a book on this one, so we’ll leave it be for now.

**The wearables market starts to mature.**Wearables have ended up on many a CIO Journal list this end-of-year. They were named [one of the biggest stories of 2014](http://blogs.wsj.com/briefly/2014/12/22/5-biggest-it-stories-of-2014-as-picked-by-cios/). They were also called a cliché, surrounded by hype but not yet at their full potential. More companies will try to achieve that potential next year. **Eric Singleton, CIO of Chico’s FAS Inc**., says the advancement of all things mobile, including wearables, will be one of the most important developments in 2015. “The challenge will be to understand the interplay between the devices and where the behavioral handoffs are,” he says. “I believe the companies who get it right relative to their respective industries will gain a measurable edge during the year.”

**The talent battle wages on.**As the mysterious “purple unicorns” continue to elude hiring managers, creating a positive corporate culture will be a key strategy for attracting and retaining top IT talent. “Strategic IT leaders are a hot commodity and those with specific technical skillsets…are going to be able to name their price,” **[Equinix](http://online.wsj.com/public/quotes/main.html?type=djn&symbol=EQIX) Inc.**[**EQIX -0.04%**](http://blogs.wsj.com/public/quotes/main.html?type=djn&symbol=EQIX?mod=inlineTicker) **CIO** **Brian Lillie**said. He plans to make Equinix a place where employees “feel appreciated, valued, and love their teammates (including their CIO!), and they feel they can be developed and have a career here.”

**The data pile continues to grow, and companies figure out how to manage it.**As the data economy grows**,**companies will look to external data sources to better understand their customers’ behaviors, Forrester notes in its 2015 predictions. Srikanth Velamakanni, CEO of Fractal Analytics, says 2015 will be the year that the type and quality of data companies own will become a differentiator. “People will have to get more creative and see from other angles they didn’t see earlier,” he said. “Bringing in a new source of data … will add a new dimension to their overall competitive positioning in the business.” (Case in point: Oracle Corp. this month [said it would buy Datalogix Holdings Inc](http://www.wsj.com/articles/oracle-agrees-to-buy-datalogix-holdings-1419281307)., a startup with a trove of information about customer shopping habits.) As data plays an increasingly important role across business units, Mr. Velamakanni predicts CIOs will be called upon to take the lead when it comes to analytics. CIOs will have to manage that influx of data, and create sound strategies around how analytics are used throughout the business.

Web source: <http://blogs.wsj.com/cio/2014/12/30/year-in-review-cios-watching-wearables-payments-in-2015-2/?mod=WSJ_business_cio>

**Tech Etiquette: 21 Do’s and Don’ts for 2015**

**A guide to digital graciousness in 2015, whether you’re checking your Apple Watch or snooping with your drone**

By Kevin Sintumuang

Jan. 2, 2015 1:18 p.m. ET

Tim Lahan

**WITH NEW TECHNOLOGY** comes great responsibility. Like the obligation to avoid blocking the view of concertgoers behind you when you take an iPad photo. Or the need to keep your [drone from crash-landing](http://www.wsj.com/articles/SB10001424052702304081804579560191717456938) on a dachshund.

Some of us are naturally more attuned to what is proper when it comes to using a technology. We question whether it’s rude to text at a nice restaurant (often as we’re doing it). We lose sleep (a tiny bit) wondering if borrowing someone’s Netflix password is stealing.

But then there are the many people who just want to rip their new GoPro camera out of its Amazon Prime box—free two-day shipping, baby!—slap it on a drone and buzz it down Main Street.

Let’s face it: Technology of late has been so fun, so easily engrossing, that it’s amplified the jerkitude of the average American.

In what other era could societal lines be drawn along how we use our tech? There are those who selfie and those who don’t (and those who selfie inappropriately at disaster sites). There are people who use emojis as fluently as ancient Egyptians employed hieroglyphics, and others who swear those endearing cartoon symbols are destroying actual human language.

Let’s face it: Technology of late has been so fun, so easily engrossing, that it’s amplified the jerkitude of the average American. Photo Illustration by Ryan Mesina; Getty Images (man); F. Martin Ramin/The Wall Street Journal (drones)

And 2015 is ushering in even more technology that threatens to turn us into cyber-oafs. The [Apple Watch](http://blogs.wsj.com/personal-technology/2014/09/09/apple-watch-hands-on-first-look/), the company’s first foray into the wearables space and one of the most anticipated products of 2015, could make talking animatedly into our wrists socially acceptable. Cars will become more wired and automated than ever. More devices will have us talking (or yelling) into the air—crying out, as if to the almighty, “Please play the workout mix!” You may well encounter people wearing [virtual-reality headsets](http://blogs.wsj.com/personal-technology/2014/09/03/test-drive-samsung-and-oculus-team-up-for-a-virtual-reality-headset/) at Starbucks. Good luck getting them to move over a seat.

To keep America from devolving ever further into a kingdom of uncouth technophiles, we’ve drafted 21 etiquette rules that will hopefully keep things relatively civil until 2016.

Or at least until the new version of [Google Glass](http://www.wsj.com/articles/SB10001424127887323982704578453031054200120) comes out.

**State-of-the-Art Decorum**

**1.** Congratulations! This may be the year that you get your [very first drone](http://www.wsj.com/articles/the-drones-on-autopilot-that-follow-your-lead-usually-1419357666). (Sales of consumer models are projected to hit 400,000 in 2015, according to the Consumer Electronics Agency.) If you decide to join Drone Nation, you can only use your unmanned aircraft to spy on your neighbors once. Twice if they still haven’t returned your leaf blower.

**2.** Only one food Instagram per day. Sorry. That’s the only way to ensure that, as a country, our omelets aren’t getting cold.

**3.** Exception: You may use your drone to Instagram pictures of brunch all you want. That’s kind of cool.

**4.** Parents: It’s OK to deny your grown children when they ask to “borrow” (that is, steal) your [HBO Go](http://blogs.wsj.com/personal-technology/2014/10/15/hbos-standalone-service-what-cable-cutters-want-to-know/) password. This year, the service will be offered as a Netflix-style subscription service that will allow non-cable subscribers to stream the network’s shows and movies.

**5.** Grown children: If you do borrow your parents’ HBO Go password, you must call them once a week just to say hi.

**6.** Prices on [Ultra HD television sets](http://www.wsj.com/articles/SB10001424052702304572204579503540257173348) (those with four times the resolution of your average high-def set) will drop significantly in 2015. If you buy one, you can only comment incredulously on the high-def-ness of people’s wrinkles once a day.

**7.** You can’t quit a social network just because your mom joins.

**8.** Moms: There’s no need for you to join Snapchat. It’s just a photo-messaging social network where the pictures disappear. (Yeah, we don’t get the appeal either.)

**9.** Early Apple Watch owners: Yes, you are the proud owners of the wearable that will make wearables go mainstream. But don’t act like you’re better than the rest of us because you can order pizza by talking into your wrist.

**10.** All [smartwatch owners](http://www.wsj.com/articles/android-wear-review-putting-the-smartphone-on-your-wrist-1404238915): No messaging during dinner and pretending you’re just scratching your wrist. Wrists aren’t that itchy.

[**Four Politeness-Improving Technologies We Wish Existed**](http://online.wsj.com/articles/four-politeness-improving-technologies-we-wish-existed-1420221723)

**From a tablet-camera disabler to a humblebrag neutralizer app, here are four ideas that can help improve the tech-etiquette landscape.**

1 of 4 *fullscreen*

**Tablet-Camera Disabler:** A feature that prevents people from using a tablet as a view-blocking camera at public events. *Tim Lahan*

**Smartphone Shorthand Translator:** Translates Emoji and instant-message abbreviations into complete sentences. *Tim Lahan*

**Humblebrag Neutralizer App:** Takes friends’ Facebook and Instagram photos of sunsets, fancy shoes and decadent brunches and turns them into scenes of misery. *Tim Lahan*

**Spoiler Revengenator:** Whenever friends inconsiderately post a spoiler on social media, a spoiler of equal magnitude will automatically appear in their newsfeeds. *Tim Lahan*

**11.** You may hear about something called a selfie stick, a telescoping pole with an attachment for a camera or smartphone to allow photographers to get more of themselves into the frame. It’s OK to use one, but do know that you will be labeled as “that stupid tourist with a selfie stick.”

**12.** It is inappropriate to make fun of someone for using a ginormous phone, like the iPhone 6 Plus or the Samsung Galaxy Note 4. The moment has passed. [Phablets](http://www.wsj.com/articles/as-phones-expand-so-does-the-word-phablet-1410544331) are here to stay.

**13.** Stop using your iPad on the beach, with all of that sand and salt around. You’re giving everyone an anxiety attack.

**14.** Go ahead and ask people why they’re still using a BlackBerry. That remains one of this decade’s legitimate tech mysteries.

**15.** Also, you are allowed to make fun of Microsoft for going from the critically panned Windows 8 directly to [Windows 10](http://blogs.wsj.com/personal-technology/2014/09/30/windows-10-five-things-microsoft-fixed/) (which rolls out this year) as if skipping 9 would make us forget about 8. That’s hilarious.

**16.** If you put your phone on vibrate, it must remain in your pocket, because if it’s on a table it will cause a tremor that will register on the Richter scale. This is more distracting than a Miley Cyrus ringtone.

**17.** Do not wear virtual reality headsets—such as the Samsung Gear VR and the soon-to-be-available Oculus Rift—in public. For now, restrict your tech-enabled disdain for human contact to the place where these gadgets’ precursors (videogame consoles, personal computers) were initially relegated: the basement.

**Related**

* [When Is It OK to Check a Smartphone at the Dinner Table?](http://www.wsj.com/articles/when-is-it-ok-to-check-a-smartphone-at-the-dinner-table-1403117072?tesla=y)
* [Is It Time for a Digital Detox?](http://www.wsj.com/articles/is-it-time-for-a-digital-detox-1418339327?tesla=y&mod=WSJ_article_exploremore)
* [Google Glass: An Etiquette Guide](http://www.wsj.com/news/articles/SB10001424127887323982704578453031054200120?mg=reno64-wsj)

**18.** This may be the first year that you buy a [3-D printer](http://graphics.wsj.com/3Dprinting/), a machine that allows you to print small objects with the press of a button. Stick to jewelry, figurines and the like. No guns, duplicates of keys that say “Do Not Duplicate” or clip-on bow ties. You’ll just ruin it for everyone.

**19.** The watch, smartphone or [earbuds](http://blogs.wsj.com/digits/2014/08/14/intel-teams-with-50-cent-melo-on-biometric-earbuds/) you buy this year may be able to track health data, such as your heart rate and step count. Don’t use the numbers to brag about your hard-core approach to exercise. Fitness trackers are bad enough.

**20.** Even if your car has adaptive cruise control, lane-departure correction, blind-spot detection and can park itself, you still shouldn’t pick your nose in it.

**21.** An estimated 4.9 billion Internet-connected devices, from thermostats to [slow-cookers](http://www.wsj.com/articles/how-smart-is-your-crock-pot-1403628459), will be in use in 2015, according to Gartner Inc. Let’s all agree not to buy the Internet-connected toasters that will inevitably be introduced, OK? Let’s keep toast sacred.

**Mea Culpa, Mea Digita Culpa**

*The technology-obsessed share their own etiquette transgressions*

Christian Rudder

“As a founder of a dating site, I’ve enabled more faux pas than
I could ever single-handedly commit. (‘Hey your hott’ is on my head, times 10 million). But my biggest tech sin? I have an old Nokia 3120 plugged in at home because I hate smartphones and secretly hope for a return to a simpler time. Last weekend, I called 911 just to make sure my Nokia still worked. *There was no emergency.”*
*—Christian Rudder, co-founder and president of the dating service OkCupid*

Judith Donath

“I am generally a reasonable, tolerant person, but whenever
I ride an Amtrak ‘quiet car,’ I turn into a hair-trigger enforcer for some reason. I feel compelled to confront those who make even the most minor infractions: surreptitious phone answerers, earphone wearers with tinny pop music beeping out, people who type too loudly, paper rustlers, even snifflers. ‘Excuse me. Did you know this is the quiet car?’”
*— Judith Donath, founder of the MIT Media Lab’s Sociable Media Group*

Andy Dunn

“My mom says I am on my phone too much. On the subway, I look up and see everyone on their phones and I feel like we’re in the Matrix. When my friends and I go out to dinner, we’ll sometimes go ‘phones down’ as soon as we’re seated. Whoever accidentally picks up the phone first has to pay the tab for everyone. It is really effective at getting people off their phones.”
*— Andy Dunn, CEO of the online men’s fashion retailer Bonobos*