<http://www.pbs.org/wgbh/frontline/film/money-power-wall-street/transcript/>

<https://en.wikipedia.org/wiki/Glass%E2%80%93Steagall_Legislation#cite_note-8>

<http://www.unarts.org/H-II/ref/949-3747-1-PB-1.pdf>

**DENNIS KELLEHER:**It's an insurance product designed not to be regulated as an insurance product and designed to avoid regulation at all. And one thing we do know is that when a product of any type is designed with minimal regulation, capital and activity moves into that area and it expands dramatically.

**ALAN GREENSPAN, Federal Reserve Chairman, 1987-2006:**Regulation of derivatives transactions that are privately negotiated by professionals is unnecessary.

**NARRATOR:**The chairman of the Fed, Alan Greenspan, sided with the banks.

**SIMON JOHNSON, Economist, MIT:**Alan Greenspan was coming from a very libertarian tradition. Keep your hands off everything. The markets will sort themselves out. And if there's a problem, then we'll clean up afterwards. And now that— that really was the way the Federal Reserve operated under— under his leadership for almost 20 years.

**NARRATOR:**On Capitol Hill, supporters of bank deregulation made urgent, stark pleas.

**Sen. CHARLES SCHUMER (D), New York:**[1999] The future of America's dominance as the financial center of the world is at stake.

**NARRATOR:**Before them was legislation to lift restrictions on how banks could do business.

**Sen. CHARLES SCHUMER:**If we didn't pass this bill, we could find London or Frankfurt or Shanghai becoming the financial capital of the world.

**Sen. PHIL GRAMM (R), Texas:**This bill is going to make America more competitive on the world market, and that's important.

**NARRATOR:**And legislation to prevent oversight of credit derivatives.

**Sen. PHIL GRAMM:**—high-paying jobs not just on Wall Street in New York City, but it affects every business in America and it benefits every consumer in America. And we do it by repealing Glass-Steagall.

**NARRATOR:**The campaign to roll back Glass-Steagall, a Depression-era set of reforms was led by the country's biggest bank, CitiCorp.

**SIMON JOHNSON:**They felt it was in their way and persuaded lawmakers, both Democratic and Republican, that Glass-Steagall should be repealed. It also symbolized when everything really started to go wrong.

[www.pbs.org: CitiGroup & repeal of Glass-Steagall]

**Pres. BILL CLINTON:**It's the most important example of our efforts here in Washington to maximize the possibilities of the new information age global economy.

**NARRATOR:**In the end, banks would get larger and derivatives would remain in the shadows.

**DENNIS KELLEHER:**The derivatives market went into darkness, almost no transparency and no regulation. And what you see is this explosion in the growth of derivatives in the United States and throughout the world.

**NARRATOR:**The banks had won the day. Credit default swaps would now be introduced to new markets.

**BLYTHE MASTERS:**The next application of this same technology was to portfolios of consumer credit risk, and in particular. mortgage-related credit risk.

**2. Most success comes from repetition, not new things**

I remember hairdressing legend Stefan Ackerie telling me this in 2003. I had never really thought about it before. A few years later Malcolm Gladwell’s brilliant bookOutliers was published, promoting the idea that you needed to spend 10,000 hours on something to become truly expert at it. This applied to the Beatles and their Hamburg gigs and Bill Gates who, through a series of fortuitous accidents, ended up spending more time than almost anyone else on a computer.

The lesson here is get good at things before you try to move to the next thing. Genuine expertise belongs to an elite few. They seldom have superpowers. They usually have endurance, patience and take a long-term view. They also love what they do. If your find that, don’t let it go.