

S&P 500 INDEX 1318.31 -2.87 (-0.2%) Morning's big decline is pared by day's end	DOW JONES IND. 11,540.91 -14.09 (-0.1%) Alcoa, Exxon decline; Disney gets a bounce	NYSE VOL. (MIL) 1,516 +12 (+0.8%) Yahoo's Q3 warning sparks broad sell-off	NASDAQ 2222.37 -13.38 (-0.6%) Chip index dives 2.2%; WestPharma gets hit	NASDAQ VOL. (MIL) 2,158 +177 (+8.9%) Yahoo accounts for 72% of volume's rise	10-YEAR T-NOTE 4.73% -0.08 (-1.7%) PPI, housing starts, Thai coup lift bonds	DOLLAR-YEN (N.Y.) 117.74 -0.2 (-0.2%) Yen strength checked by crisis in Bangkok	EURO 1.2677 -0.0030 (-0.2%) Euro data also weak; rate hikes less certain	REUTERS CRB FUT. 303.04 -5.11 (-1.7%) Oil, metals, cotton get thrown for losses
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Turn It Around Falling prices indicate it's time to start whittling interest rates ISSUES & INSIGHTS A12-13	Spark Creativity Brainstorming yields payoffs if you keep the process fresh LEADERS & SUCCESS A3	The Next Billion Users Intel and others are bringing wireless access to remote lands INTERNET & TECHNOLOGY A4	Knight Capital Group The market maker executes trades at maximum efficiency THE NEW AMERICA A6	Size As A Shield Oppenheimer managers add mid caps to their small-cap fund MUTUAL FUNDS A8-11	Bush At The U.N. A world beyond terror's thrall is in reach, says the president VERBATIM A13
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DON'T BE AFRAID TO INNOVATE; BE DIFFERENT

Brainstorming With The Best Of Them

8 Brainstorming is nothing new at most firms. But lots of folks end up spinning their wheels when they sit down to generate new thoughts.

Using the same old brainstorming process you've always relied on often puts you right back in the box you're hoping to break out of.

In a recent informal survey, several creative professionals offered hints for taking your brainstorming to a new level. Next time you sit down to devise a new approach or product, you might want to:

Put on blindfolds. Literally. The folks at the Krysalis Group, a New York City business and management consultancy, do this to "remove visual cues and put people into a different thinking space," said Donna Flag, a principal at the firm.

Brown-bag it. "Once a week, we bring in lunch and the entire agency joins in a brainstorming and focus group session. The teams bring their work in progress to the 'Brain-Bangers' Ball,'" said Joe Phelps, chief executive of the Phelps Group, a Santa Monica, Calif., marketing and communications agency. All levels of staffers attend the lunches, which helps the firm round out its approach. "Impressive creative, research and educational power (are) generated by this sharing of knowledge," Phelps said.

Look at the everyday. "To get ideas flowing, we ask participants to bring examples of innovations they have identified from their everyday lives," said David Parks, vice president of business development at Bluepoint Leadership Development. "People turn up with all manner of cool stuff, ranging from iPods to OXO Good Grips kitchen utensils. The beauty of this exercise is that it gets them actively looking to

IBD'S 10 SECRETS TO SUCCESS

Investor's Business Daily has spent years analyzing leaders and successful people in all walks of life. Most have 10 traits that, when combined, can turn dreams into reality. Each day, we highlight one.

- 1 HOW YOU THINK IS EVERYTHING:** Always be positive. Think success, not failure. Beware of a negative environment.
- 2 DECIDE UPON YOUR TRUE DREAMS AND GOALS:** Write down your specific goals and develop a plan to reach them.
- 3 TAKE ACTION:** Goals are nothing without action. Don't be afraid to get started. Just do it.
- 4 NEVER STOP LEARNING:** Go back to school or read books. Get training and acquire skills.
- 5 BE PERSISTENT AND WORK HARD:** Success is a marathon, not a sprint. Never give up.
- 6 LEARN TO ANALYZE DETAILS:** Get all the facts, all the input. Learn from your mistakes.
- 7 FOCUS YOUR TIME AND MONEY:** Don't let other people or things distract you.
- 8 DON'T BE AFRAID TO INNOVATE; BE DIFFERENT:** Following the herd is a sure way to mediocrity.
- 9 DEAL AND COMMUNICATE WITH PEOPLE EFFECTIVELY:** No person is an island. Learn to understand and motivate others.
- 10 BE HONEST AND DEPENDABLE; TAKE RESPONSIBILITY:** Otherwise, Nos. 1-9 won't matter.

the outside world for innovation, which then opens up a discussion about what are the essential ingredients of innovation."

Be bad. Start with a sheet of paper numbered to 20. Encourage folks to write down the worst ideas possible. Then get them to move to the craziest ideas. If a great "Aha!" idea pops up, jot that down too. "Don't stop. Keep the momentum," said Allison Schwartz, a life coach at AlliumCoaching.com. "This process flushes out the internal critic and allows creativity to flow freely."

At the end, you can share your ideas and even pass out prizes for the worst and craziest ideas; this adds a team-building element to the exercise. An interesting side benefit: "The craziest ideas are often the

ones that fly," Schwartz said.

Explain the rules. "Establishing rules for your brainstorm at the outset can set the stage for the immense creativity that's about to unfold," said Lisa Bodell, chief executive of futurethink, an innovation research firm in New York that's worked with clients such as Citigroup and Merrill Lynch.

"Citigroup's Global Transaction Services Group posts their rules front and center for all participants to see and injects them with a little fun, which is key," Bodell said. "Basic rules like 'Build on each other's ideas' are turned into 'There are no butts in this room, only ands,' or 'No BlackBerrys or phones. It will distract from the screams of 'Eureka!'" **Amy Alexander**

LEADERS & SUCCESS



Epictetus On Learning
It's impossible for a man to learn what he thinks he already knows. Epictetus, philosopher

Bronie On Dreams
I've dreamt in my life dreams that have stayed with me ever after, and changed my ideas; they've gone through and through me, like wine through water, and altered the color of my mind. Emily Bronte, writer

Dixon On Purpose
I would rather work with five people who really believe in what they are doing rather than 500 who can't see the point. Patrick Dixon, financier

Tracy On Work
The biggest mistake we could ever make in our lives is to think we work for anybody but ourselves. Brian Tracy, speaker

Ellington On Paying Dues
Fate is being kind to me. Fate doesn't want me to be too famous too young. Duke Ellington, musician

Adams On Obstacles
Courage and perseverance have a magic talisman, before which difficulties and obstacles vanish into air. John Adams, second U.S. president

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