

# ~ AMAZING ANAGRAMS ~



**ASTRONOMER:**  
When you rearrange  
the letters:  
**MOON STARER**



**DORMITORY:**  
When you rearrange  
the letters:  
**DIRTY ROOM**



**SLOT MACHINES:**  
When you rearrange  
the letters:  
**CASH LOST IN ME**



**THE EYES:**  
When you rearrange  
the letters:  
**THEY SEE**



**THE MORSE CODE:**  
When you rearrange  
the letters:  
**HERE COME DOTS**

A magician is working on a cruise ship, but there is one problem.

The captain's parrot watches every show he does, and after figuring out the tricks, the parrot has started yelling out his secrets of how the tricks are done.

The bird says, "Look, its not the same hat!" or "Hey! He's hiding the flowers under the table!"

The magician is enraged. But it's the captain's parrot, so he can't do anything about it.

One day on a long cruise, there is an accident. The boat crashes and sinks. The magician and the parrot find themselves clinging to the same plank of wood in the middle of the ocean. For days neither says anything. Finally, after a week, with no hope in sight, the parrot says, "Okay, I give up. Where's the boat?"



Two birds who live in different parts of New York decided to meet in Central Park for the afternoon.

The first one flies to the pond where they are supposed to meet and gets there a little early, so he waits. And waits.

The time of their meeting passes, then another half hour, then forty-five minutes. Finally, the other bird shows up.

"What happened? I thought something happened to you!" The first bird says.

"I'm sorry I'm late," says the second bird. "It was just such a nice day, I thought I'd walk."

# L & M

# encóres

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## THE HEDGEHOG CONCEPT



## L & M RADIATOR, INC.

Manufacturers and Distributors of MESABI® Flexible Core Heat Exchangers

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**WE RECENTLY READ A BOOK TITLED:**

**Good To Great, By Jim Collins**  
Copyright 2001, HarperCollins Publishers, Inc.

This is a business-type book from which we got two ideas for an Encore. One idea is the Hedgehog Concept, which we lift word for word with permission from the book.

**“ARE YOU A HEDGEHOG OR A FOX?”**

In his famous essay “The Hedgehog and the Fox,” Isaiah Berlin divided the world into hedgehogs and foxes, based upon an ancient Greek parable: “The fox is a cunning creature, able to devise a myriad of complex circles around the hedgehog’s den, waiting for the perfect moment to pounce. Fast, sleek, beautiful, fleet of foot, and crafty – the fox looks like the sure winner. The hedgehog, on the other hand, is a dowdier creature, looking like a genetic mix-up between a porcupine and a small armadillo. He waddles along, going about his simple day, searching for lunch and taking care of his home.



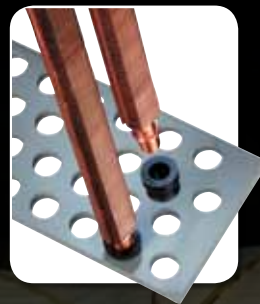
The fox waits in cunning silence at the juncture in the trail. The hedgehog, minding his own business, wanders right into the path of the fox. “Aha, I’ve got you now!” Thinks the fox. He leaps out, bounding across the ground, lightning fast. The little hedgehog, sensing danger, looks up and thinks, “Here we go again. Will he ever learn?” Rolling up into a perfect little ball, the hedgehog becomes a sphere of sharp spikes, pointing outward in all

directions. The fox, bounding toward his prey, sees the hedgehog defense and calls off the attack. Retreating back to the forest, the fox begins to calculate a new line of attack. Each day, some version of this battle between the hedgehog and the fox takes place, and despite the greater cunning of the fox, the hedgehog always wins.

**WE LIKE TO THINK THAT MAYBE OUR COMPANY CONCEPT IS ONE SIMPLE IDEA:**

**Heat Exchangers**  
Consisting of individual cooling tubes  
Mounted in flexible seals.

At the start of L&M Radiator, we had one product – an engine-cooling radiator. We now make a whole family of heat exchangers including charge air coolers, air-to-air and air-to-oil coolers, and tube and shell coolers. **We have stayed with one simple hedgehog-like idea – individual tubes mounted in flexible seals.**



*Alex Chisholm*

