

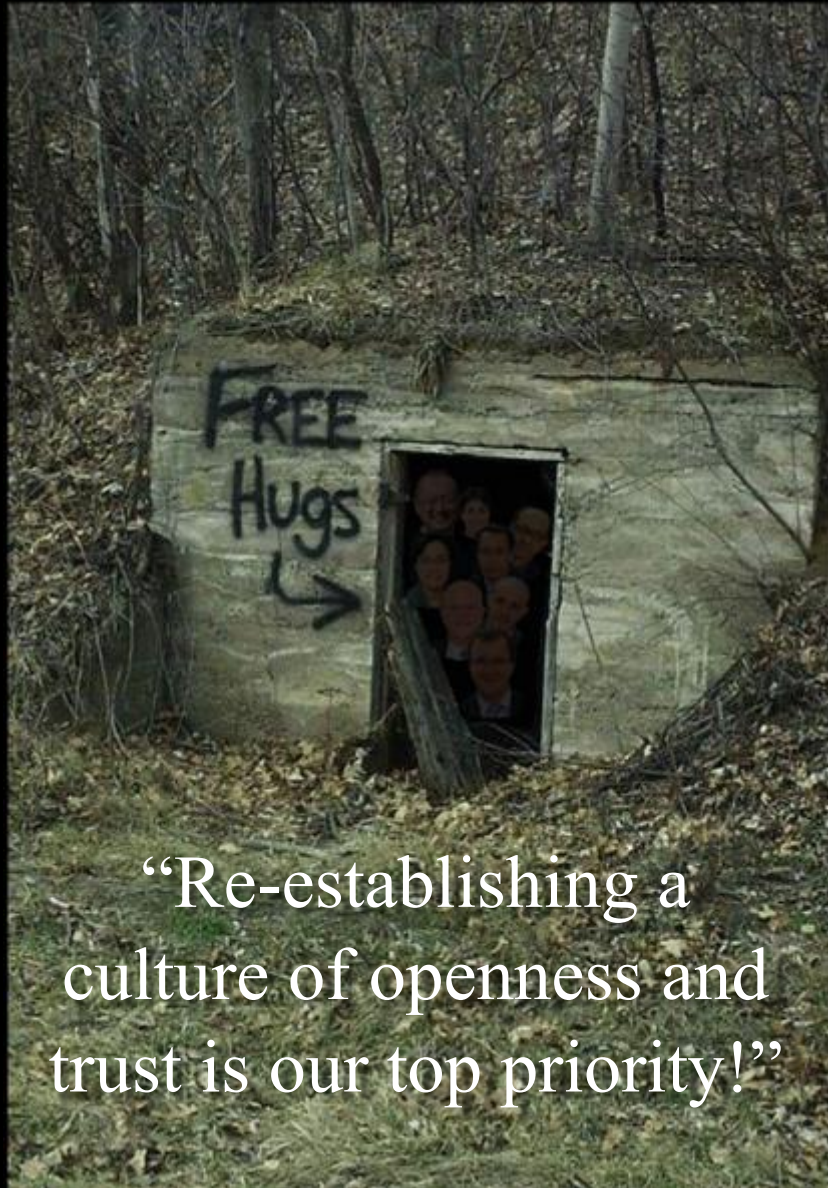


WORLD BANK GROUP

OFFICE OF STAFF ENGAGEMENT

HALLOWEEN

Issue 2, October 2015



SMT Charm
Offensive Begins!

Fresh from the Annual Meetings in Lima, the SMT is ready to show you how much they care!

Let's build a culture of openness and trust together.

“Re-establishing a culture of openness and trust is our top priority!”

Dear HallOWorldly Readers,

The Change Process is over. The Expenditure Review is over. But, dear God, after three years of unspeakable evil, what have we become?

The battered, soulless corpse of the World Bank Group stirs back to life like a reluctant zombie. Disoriented TTLs stagger aimlessly through the halls of the Main Complex. Senior Practice Directors vanish without notice. Hordes of desperate ACS hammer on the door of the Transition Support office. Terrified IFC staff await the next dictate from the dreaded eleventh floor. Global Practices scavenge for scraps of budget in the ravaged CMUs. The spectre of Strategic Staffing still hangs over us like a cloud of toxic gas.

If this issue is a little skimpy, it's because we're working too hard on the twin ghoul-er, goals-to have any free time. And we still couldn't find anyone with a sense of humor in IFC to provide us with material.

As we go to print, the charm offensive to win back hearts and minds has begun in earnest. We don't know whether to be thrilled or scared to death.

Enjoy!

The HallOWorldly Editorial Board



Don't miss our
newest show on
BankFlix!

IFC Declaration of Independence

We hold these truths to be self-evident:

- ✠ *that IFC was created superior to the World Bank,*
- ✠ *that we serve the private sector, which is hampered in its activities by the public sector,*
- ✠ *that we turn a profit, which is more than can be said for the World Bank,*
- ✠ *that said profit should go to support us, not them,*
- ✠ *that the IFC brand has more cachet than the WBG brand,*
- ✠ *that our people are "special".*

Long have we borne the yoke of servitude to the ideal of One World Bank Group. They do not understand us, nor we them. In vain have we tried to go our separate way, to do things "the IFC way," to block any attempt to make us conform to the tyrannical Staff Rules and bureaucratic procedures, and in vain have our attempts been squashed.

Throwing off the Oppressor WBG, we declare ourselves independent, free to engage in Life, Liberty and the Pursuit of Profit, no longer subject to the Twin Goals, nor WBG Procurement, nor HR, nor Safeguard policies.

Free at last, Free at last! Great God Almighty, free at last!

Long live the Free IFC!

Jin-Yong Cai Anshul Krishan



ROAD TO **LIMA** **2015**

6 days, 1 meeting...

Abuse of travel benefits takes on various forms—fake invoices, undeclared breakfasts, an unjustifiable

mission... Sounds a bit like the Annual Meetings? You bet! EBC is presently investigating staff* who:

- Used limos while travelling
- Reported high expenses on ceviche and pisco sours
- Stayed at the 5-star Lima Country Club

*President and Board members exempt as per Staff Rules.

Did you know?..

In the past 4 years, 83 EBC investigations have resulted in terminations, demotions, and letters of censure. Damn, we love our work!



BREAKING NEWS

President Kim's retaliation training wrapped up in March. It was a great success! Fully 92% of managers now report they are fully equipped for retaliation.

Sexual Harassment: Yes, it can happen to YOU!

While intimate relationships between staff are not prohibited by the World Bank, concerns about sexual harassment merit our utmost attention. Women, men, and even non-humans may fall victims to sexual harassment. Do not keep quiet if you are a victim. Speak up! Report it! We at EBC care!



Around the Bank



New EBC Interview Facility Opened

EBC unveiled its new ~~interrogation~~ interview room at a BBL on Wednesday. Staff and managers, alike, gathered to get the first tour of the new EBC facilities and to get a free lunch. "EBC has clearly embraced the classics in their design choice", remarked one Manager who wished to remain unnamed. When asked their opinion, a staff member, who wishes to remain unnamed, said they needed to go wipe their browser history, and hastily left the room after grabbing a lunch box. "We think that our new will make a great contribution to restoring a culture

of openness and trust throughout the Bank Group", said the EBC Vice President, who wishes to remain unnamed.

Jin-Yong Cai Rallies the Troops after the Annual Meetings

IFC EVP and CEO Jin-Yong Cai and his senior management team hosted a town hall for all staff in the wake of the annual meetings in Lima. Noting that the chaos and confusion in international markets presents an opportunity for the IFC, Cai reassured staff that success was within reach as long as they maximize profits . . . and focus on quality . . . and volume . . . and take risks, but not too much risk . . . just the right amount of risk. Oh, and lots of knowledge sharing . . . as long as it doesn't get in the way of investment, mind you.



IFC staff listen with rapt attention to Jin Yong's post-Annual Meetings Town Hall



you can and find your way back to your office.

The Locke Lord Investigation Continues Unabated

Fresh from its successful mission of unearthing the leak of minor emails and travel schedules, Locke Lord is renewing its investigation into the leak of confidential documents and, you know, other bad stuff. Nobody, absolutely nobody, could be reached for official comment, but sources who wish to remain unnamed, said that everyone is a suspect.

If you see the Locke Lord team in your building, don't make eye contact. Just take the first turn



July 1st, 12:01:01, 12th Floor

corridor—Stephanie Von Friedeberg and Pedro Alba have been summoned to World Bank HQ by the SMT. Like lambs to the slaughter they navigate the Ikea-inspired open space, flanked by two of Jim's burly boys.

"What have we done?" Stephanie whispers. Pedro replies, *sotto voce*, "Where is Francis when you need him?" He crosses himself discreetly.

Mama Tsikata, the consummate good witch and the "diffuser of discord", leads them into the unventilated, oak-clad conference room with the oversized leather chairs. Like a scene from *Mad Men*, but regrettably, there's no bar cart in sight, and no one even approximating Don Draper or Joan Harris.

12:15:22, President's conference room—Stephanie, with her trademark collegiality, tries to break the ice by suggesting a downgrade from the ridiculous 70 inch screen and an upgrade to 4KHD (Best Buy would have recommended 60 inches given the room size). Pedro nervously jokes about keeping costs down with just one full-time waiter assigned to JYK. Any effort at light banter was extinguished by the glare from the ten or so attendees, excluding the waiter and John Donnelly, the closest thing to a Cromwell we'll ever see in our time . . . aside from Anshul at IFC, of course.

Clearly they mean business. This meeting will not be rushed, superficial, and inconclusive like those on capital increases, expenditure reviews, operating models and the like. It was clear they are in it for the long haul and won't let up until they get answers.

12:15:22, still in the President's conference room—Sanjay cracks a smile, so affable. Mahmoud scrolls to the Cairo Chronicle on his iPhone to see if it's safe to return home. Bertrand glares through his bifocals, galled that two of his direct reports are keeping him from bidding on that latest vintage Tintin comic, since he can no longer scour the "les marchés auxpuces" in Paris now that his stopovers are curtailed.

Sean, dispassionate as an executioner, twirls his HR4HR pen like a bayonet, reminiscent of his military days. Anne Marie looking like an older Maleficent, sits lost in legal thought, pondering how best to retaliate against these "junior VPs" who dare to upstage the Senior league. Keiko's sneer is reminiscent of the evil stepmother, waiting to pounce on any niceness in the room. Even Sri Mulyani manages to rustle up a scowl, although this may have been due to her meandering thoughts on why Indonesia had become such a hotbed of, well, hotbeds. Kyle shifts nervously, like a pugilist boxing above his weight, somewhat to be expected after juicing for 6 months. Kaushik rustles his papers nervously, seeking comfort from his numbers and words rather than the people around him. Completing this miserable mob is Fionna, who looks like she'd rather be locked in a dungeon than witness the scene that will play out.

Jim-Yong, too disinterested to bother walking down the street, beams in from the F building, his face (thanks to yet another glitch) covers a scary 40 inches of the screen. This is the SMT in all its splendor, minus the Doctor who was running late, again, getting back from center court with Djokovic.

Sri Mulyani takes the lead. "Welcome. We don't have much time – just 6 months until the next one, so let's get down to business. How did you do it?"

"Do what?" responded Stephanie.

"Get those almost decent scores on the engagement survey," Keiko glowers, shaking a couture-clad finger at the only person in the room who could track her spending online.

"Retreats? Lunches? Promotions?" said Kaushik, exposing his own failed efforts, "What is your secret?"

"We weren't the only ones – Makhtar did okay, and so did Jindong at IFC"—sputters Pedro, shifting almost imperceptibly in his seat.

"We're dealing with him separately" the 40 inch face mutters ominously.

"Makhtar plays the sax—it helps" Kyle sighs.

Anne Marie looks up, with the expression of someone who smells something rotten . . . "Why . . . do they . . . like . . . you? she asks with an air of desperation. You must tell us your secrets before the next survey!"

To Be Continued



Friday 10/30/2015 2:15 PM

Kyle Peters

RE: New TOR for Senior Practice Directors

To Sean McGrath
Cc

Dear Sean:

Given the alarming number of Senior Practice Director vacancies, we have revised slightly the selection criteria to ensure that we get a pool of suitable candidates. Can you kindly revise the selection criteria as follows:

- ~~Passion for the WBG mission~~
- ~~Exemplification of WBG managerial and core competencies~~
- ~~Deep technical knowledge and experience in one or more of the following areas: fragility/conflict, governance, procurement, and macroeconomic policy.~~
- ~~Proven ability to effectively implement complex change management initiatives~~
- ~~Nobel prize winners preferred~~
- ~~Latinos strongly encouraged to apply~~
- Ability to survive in a hostile work environment
- Ready to provide leadership to a global team that you'll rarely see
- Track record of managing upward
- Willingness to show up most of the time, or at least connect by audio
- A pulse
- Diversity a "plus"

Best,
Kyle

Kyle Peters
Senior Vice President
Operations

T +1 (202) 473-3556
E Rpeters@worldbank.org
W www.worldbank.org
1818 H Street, N.W., Washington, DC 20433



BANKFLIX



How to Get Away with Murder	Rachel Kyte lands a cushy new job, taking her climate toys with her.
Scandal	Bertrand Badré's thirteen Paris "stopovers" in FY14-15 come to light in a random travel audit that he quickly tries to bury, along with the audit of the Expenditure Review.
The Affair	A casual encounter on mission leads to a full-blown web of deception until one little text goes astray.
Mad Men	Dimitris and Ethiopis consider setting up a "D and E" investment operation before IFC's asset base is stripped bare by JYC and his Chinese interests.
Once Upon a Time	1818 Society members regale net plan participants with tales of defined benefits and separation grants in the good old days under McNamara.
House of Cards	Allegiances shift overnight as new Practice Managers are announced. They then re-shift as Senior Directors suddenly vanish.
House of Lies	Sr. Management Action plan is unveiled, promising to focus on the bottom 51 managers, none of whom are SMT members.
Shark Tank	Country Directors strip away TTLs' will to live, even though they don't have any money to invest in anything more than the new lopsided logos on the front door.
Orange is the New Black	An unfortunate programming mistake in Peoplesoft means staff are invited to self-identify, for diversity purposes, as Black, White, Beige or Orange. Regrettably, John "The Weeping Cheeto" Boehner is not a member of staff (yet).
Game of Thrones	First there were three, then there were two ... now there are three again. GP staff get a strong dose of déjà vu with the return of networks.
Bloodlines	EBC investigates allegations of misconduct that Rene Redzepi, chef/owner of Noma, voted best restaurant in the world, hosted the selection committee for the new ECR VP for dinner prior to the selection of the new VP, Ms. Sheila Redzepi. Team flies to Copenhagen to investigate further (and to try the sea urchin and hazelnuts).
Real Housewives of Country Offices	World Bank Family Network doubles up on spouse counseling support following a string of indiscretions in South and East Asia.
Survivor	Yvonne Tsikata celebrates her 2 year anniversary in the President's Office.
Big Brother	Cameras are installed in every rest room to catch the yellow flier posters. Staff protest that putting them in the stalls is a little overly-intrusive.
Empire	In spite of a whittling waist, Kyle becomes "big daddy" to anyone and everyone who works in operations.
American Horror Story	Visiting Country Office staff thank their lucky stars they don't work in Washington where all people do is moan and go to meetings.
Better Call Paul	Jim Kim reaches out to a popular past president for tips on improving his survey scores.



HallowWorldly Cineplex

Don't miss the latest block-buster!

51 ACS. 51 managers. Coincidence? Find out for yourself in this chilling thrill ride! What fate befalls those who **find themselves** on a list of 51?

"It scared the bejeezus out of me! I'm going to go work on my CV."

—staff member who wishes to remain nameless

"I joined my mafia and thought I was safe. Now I have wonder . . . it's chilling."

—manager who wishes to remain nameless

★★★★★ **THE MOVIE EVENT OF THE YEAR!!!**

—ECR staff who wishes to remain nameless

Now showing through October 31, 2015
Check your local listing for show times.

The Hallowe'en Absurder, by Boris Summor

Ever since my favorite nephew, Ryan, joined the Bank Group as a YP—the one last there will ever be I think—Muffy has been pressing me to give up my chairmanship of the 1818 SoMuchHaveWe thematic group on transport so we will have more time to travel. I had told the SoMuchHaveWe leadership (sic) that there was absolutely no demand for free retiree services, none, but, no, they didn't believe me, thinking that the market tests and classical economics had such a timeless quality—like Explorer and Lotus

Notes—that practice leaders would beat a path to our door. "Not!" as they used to say on *Saturday Night Live*. 90s retirees' talents for free are like AOL diskettes we used to get in the mailbox, which were useful as coasters in the family room but for little else.

Over bespoke sushi in the IFC Cafeteria, Ryan, who'd joined GPSOS (an unfortunate acronym, however accurate, that sounds like a cheating Australian or some livelihood improvement Roma chefs decided to take up with EU subsidies laundered through an unsupervised

trust fund, to compete with Siriacha), poured out his heart. Since he joined, he'd been having recurring nightmares, unrelated—he claims—to his weekend 14th and U partying. It sounded very serious.

"It starts," Ryan began, "with that KoreanAir commercial "it's all about you" except the flight attendants, initially all women, gradually all become identical men, in blue outfits, whose face I thought I recognized."

Hmmm," I replied, remembering that even flying the whole ACS team in from Manila couldn't quite hide the

angst at Van's farewell party, where—third time lucky because the weather finally cooperated and Jim was out of town—the food was excellent and the liquor flowed like the water through Grand Inga.

But I digress.

“Do go on, Ryan.” He continued, “Well, I was standing at the bar as one of these blue-attired, cross-dressing identical flight attendants was pouring me another vodka-and- tonic, when a burly Irishman clutching two empty beer mugs crashed the line and loudly demanded another round of Guinness. Or else”

“Then, as the second roast suckling ‘pig’ snack, even tastier than the first, was brought out, there was so much noise that I could scarcely make out the *maître de cabine*'s announcement, which had a vaguely French intonation, that there would be no food in coach for anyone who'd had breakfast, and that 56 coach class passengers would have to deplane, volunteers first.”

“Hmmm,” I replied, thinking that getting rid of one ‘passed over’ GI or two retiree 190 day STCs in IEG would save as much as the cost of the entire ACS cadre in the Delhi office.

“Over in the corner,” Ryan continued, “various Bank retirees, looking fit and rested, all, air-kissed and discussed Safeguards with someone who looked and talked loudly like Chris Christie, but wearing a Bank ID.” I leaned forward with interest, though, when Ryan showed me the business card from my old friend Liqun,” which gave Ryan's story an *Inception* quality, as Ryan continued his nightmare account. “The loud man spoke to me as if we'd met in the AIIB cafeteria, which is like the Panda Express on New York Avenue but oxygen masks drop from the ceiling. Then, to the visible dismay of

the cross-dressing flight attendant who by this time sounded more and more like a Midwestern football player, hoarse from a football game or a Bernie rally, AIIB allows mission travel in business class on any Star Alliance carrier as long as it's Air China, pays for university education through a master's degree at BeiDa, and has reintroduced concubine points.” This was getting interesting, particularly when Ryan said that the inflight movie was a remake of *The Color of Money*, with the plot changed to have the ‘Demi Moore’ heroine's sweateder purse dog organize a China/IFC/IDA “loan”, that even the two former tee-totaling Bank treasurers in the bulkhead row (True fiction!) couldn't explain (in Korean) other than “more an investment bank transaction than a development bank transaction,” which the bartender didn't find at all funny or, as far as Ryan suspected, maybe didn't understand.

“Hmmm,” I said. Too bad *Willful Blindness* wasn't among the video offerings, which might work for some of the Bank staff involved, but that's usually reserved for Audit Committee members commenting on the Expenditure Review progress report.

“At that point, some expensive lawyers emerged from the cockpit and chased a small Frenchman to the aft toilets, carrying what looked like some small part of the plane. It must have been: we hit turbulence and went into a nosedive, the over-refreshed Irishman turned green, and the flight attendant strapped on his (or her) parachute, opened the 4L door, and parachuted out. I woke up.” “Will plane crash, Uncle Boris?”

Telling me all this seemed to make him feel better, like putting it on Facebook or speaking on the record to the *FT*, so Ryan (just then Instagrammed by Muffy) pressed me

again for career advice, not wanting to get involved in the generational wars between the SMT and nearly everyone else. I thought long and hard: not calling a Bank secretary a secretary, how on my own device I can download anything now, thank you, and dressing so it's not an issue.

No jeans or flipflops if you want to be taken seriously in the office, on an airplane that's landing in Halifax in snow, and especially if you want the United gate agent to override the algorithm that determines who gets upgraded. “And tuck in both sides of your shirt, even under that J.Crew sweater, Ryan; you're a YP, not a model.” Take notes, but in a ring notebook you buy yourself so INT can't demand it if you're asked to ‘assist in their inquiries’, and no scanning on the shared machine outside your office: “share”, not “leak” is the principle of knowledge-based organizations, after all. “Dr Kim” not “President Kim” so it's clear which one you mean. Stay at the most expensive hotel on mission, where you can pay separately for the buffet breakfast, which is normally far less than Chennai expects you to deduct from your per diem. But of course, my favorite—which puzzled Ryan—comes from Keith, who once told an onboarding session, “Never work for a jerk.” Even Keith makes exceptions.

Diversity + Halloween Costumes = Endless Options for Management Teams!

Managers, do you have that perfect white male candidate, but can't hire or promote him because he's not "diverse?" Well, fret no more!

Information leaked from the Diversity and Inclusion Office (thanks, Alison!) reveals that a new program will soon offer a full line of costumes and passports to turn your average European or North American male into a candidate who hits all the targets.

Just make sure he voluntarily self-identifies as diverse in PeopleSoft. And please consider our new "Nationality of Focus" line - low, low prices thanks to generous funding by the Governments of China, Austria, Switzerland, Korea, Chile, Kuwait, Switzerland, Japan, Sweden, Norway, Brazil, Russian Federation, Belgium, Mexico, Spain, Poland and Saudi Arabia.



"It's GREAT!" says World Bank Group President Jim Yong Kim. "I was able to transform the diversity of my Senior Management Team overnight!"

Bertrand really rocks a dashiki, and I think we can all agree that Kyle looks better in a burka. In fact, I'm thinking of raiding Christine's closet myself!"

"I've been doing it for years," says OPCS VP, Hart Schafer. "It really improved my career prospects!"



Why stick to pumpkins? Any food can be entertaining!

This Jack-o-Lemon is healthy, high value, and a great crop for small farmers!

Another innovation brought to you by the Global Food and Agriculture Practice



STAFF ASSOCIATION

update

What do we want? Everything! When do we want it? NOW!

October 31, 2015

Thank God for the Staff Engagement Survey, without which we would be fumbling in the dark for a raison d'être. If we're strategic enough, we could string this out for the entire (2 year) term! And it gives us the opportunity to take monthly votes of no-confidence in the President, the SMT, the Bored, the Clients and Donald Trump (who might well be nominating our next President).

We're rather proud of our 25-point Manifesto for Action, including the call for action on the recommendations which are being drafted by the STC Task Force. We don't quite know what those recommendations are, but we're sure they'll be good. We're also proud that we managed to piggy-back our Manifesto onto Senior Management's Action Plan, although our bearded leader hit the "send" button a little early and ours came out before theirs. But then again, the SA is usually way ahead of Management... just sayin'.

Speaking of our bearded leader, Daniel's doing a great job of putting in public appearances. Last week alone he was the voice of "youth" on the 1818 Society panel, then he hosted that wonderful part-ay in the Atrium (ostensibly to vote on our Manifesto) AND he gave a fascinating talk on work, life, writing and balance (remember, there's an SA member discount on "Adventures in Dystopia").

As for those pesky Yellow Flyer folk, we're all one big happy family, taking our cues from the role modeling from the SMT. As to that motley crew, we wish they'd leave us alone to get on with our important work, and stop dropping in to "engage" us with their entourages in tow. Fair's fair – why can't we all go up to the SMT with Daniel?! In fact, that'll be point 26 on our Manifesto. We want it NOW!!!

A few of us were thinking of going down to Lima to lobby the Governors for our 25-point Manifesto, but then when we discovered that the Macchu Picchu tour was oversubscribed, and that we'd have to travel economy, we decided not to go. As for the Governors (and the Bored), they seem to be asleep at the wheel. Not one of them has stepped in to protect us from the Expenditure Review or the Change Initiative or Anne-Marie Leroy's reign of terror, which despite Management assurances to the contrary are still ongoing.

We've set up yet another STC working group since, as short-termers, they never seem to stick around long enough to get anything done. We expect 5 more unofficial STC working groups to spring up outside of the SA – including an 1818 chapter, for those who want to stay active during their cooling off period.

Since we know that Management is lying about the number of staff on board, we've ordered 50,000 "I want it NOW" badges. Come pick yours up in the SA Office on Monday.



STILL NOT A MEMBER?

JOIN NOW

Your SA: "Fighting management with passion and professionalism"

T 202.473.9000

E staffassociation@worldbank.org

sa.worldbank.org

Bidding You a Fond Farewell

It seems like just yesterday that I joined this institution and after 15 years I feel I've grown up here. Others might say I've not yet grown up but at least I've got the savvy to be leaving on my terms, unlike the "ladies who lunch no more" although my package was apparently less padded thanks to that ridiculous Frenchman and his antics on the expenditure review. I was probably doubly penalized because I'm a Brit and Sean hasn't forgotten the famine and thinks I had something to do with it.

So what's the buzz? Pretty straightforward, actually. I've had a good run, I've been able to get attention around the things that matter to me and it's time to get out before the whole place goes to hell. That whole CCSA\GP thing was never really my gig (so I just stayed with VP) and when I got the same title as Mahmoud, I knew it was time to start looking.

And even though I'll miss the biking and the camaraderie of GLOBE, I won't miss the plonkers who still think the polar ice cap is something you wear when it's cold and that logging is something you do when you switch your computer on. And that's more of the leadership team than you might imagine. As for IFC, I won't miss those choreographed townhalls where putting your question on an index card means you "engaged" the IFC way.

I know I've had a few bumpy moments and some of the welts haven't yet healed on some of you. But at least I've been an equal opportunity screamer and I'm testimony that she who shouts loudest has the last laugh—even if Jim did double up on security after that scene with Laura F. in the open space.

Thank you for giving me a platform to do good stuff - for our clients, the institution, my friends, my wonderful partner on this journey, Ilyse, and our great kids who have taught me more than all the talent at the Bank Group. I'm leaving the GLOBE baton to Sanjay to carry - i hope he doesn't bloody drop it because we fought hard to get where we are today. And if you're ever in Vienna and are looking for a fun time, you're in the wrong city.



Like to live life on the edge? Have a keen eye for idiocy in all its forms? Ready to lampoon with impunity . . . at least till EBC tracks us down, or we're outsourced to Chennai?

Join the Other Worldly team of irreverent, over-privileged, entitled, inflexible, staff by sending your statement of interest to thegreatow@gmail.com.

Diversity a "plus"! Applicants from COs and IFC particularly encouraged to apply.

The Path to Conversion Opening Soon!

The Path to Conversion!



HR is proud to announce that the path to conversion will open very soon! Are you ready? Probably not! Management teams have received guidance on how to select staff for conversion, approve conversion proposals, and how to put the conversion in the system.

It's simple!

If the position (or "Chair") is one that will be needed for a long time;

and

If there is sufficient medium-term budget;

and

If the candidate has received at least a 3 for the past 2-3 OPEs,

Then Presto! Chango! They can be converted.

Stop laughing! This is for real, people. The well-run strategic staffing exercise and the

expenditure review have cleared the path for us to make honest men and women of all those fixed term staff.

We at Hallo-Wordly expect a smooth transition process, free from obfuscation, nepotism, and angst. Everyone staff member converted gets an automatic Free Hug from the SMT.

HallOWordly Word Search

Can you find all of the SMT members? Not sure how many there are?
Neither are we!



H	U	T	N	S	A	E	P	L	P	W	C	J	Y	E
Z	Q	C	E	A	N	E	X	E	M	N	I	I	A	I
J	G	A	A	N	M	M	I	D	D	N	I	N	J	N
T	N	Y	O	T	A	F	N	R	V	R	B	Y	N	A
H	P	V	L	H	N	A	L	I	A	M	O	O	A	H
N	Y	P	M	Q	R	T	S	O	C	M	O	N	S	P
P	L	O	J	T	A	I	U	P	W	Q	E	G	J	E
Y	U	K	R	C	B	E	L	Y	K	P	I	N	Z	T
D	D	E	H	L	D	R	J	E	K	Y	L	L	N	S
I	B	R	E	I	N	A	Y	L	U	M	I	R	S	A
R	T	M	A	K	I	H	S	U	A	K	I	R	H	T
N	A	Y	B	C	K	E	I	K	O	K	L	J	S	A
N	Q	Q	O	I	U	X	K	N	W	N	K	K	S	N
P	I	E	V	A	C	L	H	W	I	D	H	R	M	D
F	F	G	Z	Q	K	J	A	R	M	M	T	Y	P	M

Key

BERTRAND, DRACULA, JIN YONG, DR JEKYLL, INVISIBLE MAN, ANNEMARIE, KAUSHIK, SRI
MULYANI, KEIKO, SATAN, SANJAY, KYLE, MAHMOUD, STEPHANIE, WOLFMAN, SEAN, YVONNE