Its perfectly normal pdf

Friday, March 13, our norm changed forever. One thing that became very clear during COVID-19 and look forward, to our new normal or the next normal is moms like Swiss Army Knife - mom, cook, teacher, therapist, trainer - all trying to make it through this self-isolation without losing the camper, body part or our sanity A few ideas on these roles, from my point of view the first 45 days : Mom - Toilet paper, paper towels and Clorox Wipes - Our years of preparation for Black Friday purchases prepared us well for that that was in the future. Cook - It's good to have a husband and son who love to cook ☺ Teacher - a virtual school run by moms and dads who only know how to multiply by bearing one and never once sounded a word or learned to write a red word is a challenge. Coach - Old school activities like hula-hooping, basketball, croquet and street hockey can burn a lot of energy and teach you about your family's competitive spirit as the days go by. I may have missed my calling as a hockey player. Therapist - In this role, I'm trying to remember things, which we should be grateful for this time and started the list as a reminder for ourselves and our family: Healthy family and friends Safe Home and Food so we can take shelter at homeAll the teachers and their patience and dedicationOur amazing medical workers who are on the front line are fighting for usMy sneakers and miles I can still go out and run theAfternoon family funNighttime snuggles Of The HugsMy Julri coffee and my trot to catch youVirtual happy hours to stay in touch Our nonprofit organization making sure that our neighbors need it helpedspending time with my family compared to sitting in Atlanta trafficAmazing customers who realize mom time comes first Knowing that we get out of this.... For all the moms out there, keep up the hard work, use these Swiss army knife skills and give yourself a lot of grace! This post comes from the TODAY parent team community, where all members can post and discuss parenting decisions. Find out more and join us! Because we're all in this together. April 21, 2020 4 min. Read the opinions expressed by entrepreneurs savers are their own. As the dust settles on the grueling sorting of our business, we begin, slowly at first glance, to see a longer line of sight. We work for a short period of time - making decisions critical to the day, week or, at best, the coming quarter. How long will our cash last? When are we going to have to fire the workers? And maybe the most important thing we can do to find a new income today? Soon we will have the luxury of looking a little further. Instead of looking at today's cash balance, we would forecast for the next quarter, and maybe even before the end of the year. Recovery will be a new word, and we can't all wait to get back to Ways to grow the customer base organically But what if a normal step backwards? Huge innovations have taken place in the last few weeks. Everything changed, started and the ground was broken. While there are elements of normal thirst, such as sleep and reduced anxiety, I'm not sure that normal is the right goal. In fact, the new normal just might be better than the old normal. Here are three areas in your organization that shouldn't go back to the old-time thinking: 1. Innovation Last week I heard the CEO say that his team has been tasking a group working the last three years to create a digital strategy; once this crisis took hold, they started it in just 10 days. New, exciting innovations are all around us. We had to look for better, faster, cheaper and more relevant options. Take a look at what has happened in your organization over the past few weeks to make this happen. How do we nurture and encourage and reward this innovation in the future? How many more new ideas, products and dollars are there if you stay - at least mentally - in this era of innovation?2. Urgently, the usual task forces and approval processes have been suspended. Write an offer and submit it for consideration has been replaced by Can it live tomorrow? Of course, there were some missteps. Some copies may not have been fully proven, or there were some things to iron out as well as deployment. But what have we learned? It wasn't a disaster. Related: How to overcome a burnout without Netflix Marathon So many organizations are working under the fear of failure. But to think through all possible scenarios is an urgent killer. We don't want to be reckless, but we can't go back to work as usual. We need to maintain the urgency that makes things happen. It is very important to survive next year3. Responsibility There is something about the crisis that pushes us back to our mission. We all want to help take care of each other and our customers. We feel a great responsibility to do something. I'm afraid this will be the first thing we lose as we return to normal. But that may be the most important thing. Your team will be hurting for a while. They lost colleagues; their spouses are unemployed; they were forced into isolation; and they will suffer from PTSD uncertainty. Is my job safe? Will my company be able to do that? Are we safe? The only thing that will restore morale and trust is the commitment - true and true commitment - to your mission. Show your team that your care and responsibility was not a fleeting knee-jerk reaction, but rather a new responsibility that will lead the way. This is a new norm that team members will want to support. They will work hard for this. They will be innovative, and they adapt, perhaps even thrive, in a new urgency that gets things done. Here's how we're going to recover better and and And that's the new norm to celebrate. Related: 4 Tips to keep your business afloat in recession after 36 months of fixes, recession and scandal, we are ready to break. The good news is that the worst is over (the war and its consequences despite). The bad news is that the end of the bear does not signal the beginning of the next bull. Somewhere between January 1, 2002 and January 1, 2003, the world realized that this recession was not a surge in an otherwise unrestricted march toward unspeakable prosperity, said veteran technology investor Roger McNamee, who has seen his share booms and busts (and managed to extract stellar returns for both). People are faced with the fact that we will never return. The '90s are over. McNamee has a message for businessmen tormented in the recent past (moon over boom and counting of its losses from the bust) or frozen fear of the future (terror, war, double recession). Forget about the next big thing, he says. The next thing that started. It is called the New Normal, and 2003 will be the first full year of it. The new norm is not where you're waiting for the next boom. It's about the rest of your life. McNamee spent most of his professional life as a technology investor, and he produced a brilliant record in his 21-year career. Not only was he ahead of the curve on an array of investments (including venture deals with tech superstars such as Electronic Arts, Flextronics, and Intuit), he also pioneered new ways of investing. After a stint as a portfolio fund manager at T. Rowe Price Associates (where his Science and Technology Fund delivered a stunning profit during his three-year tenure), McNamee co-founded Integral Capital Partners around a new category of crossover investing: a combination of public-sector investment and late-stage venture capital. Integral, which relies on legendary venture capital firm Kleiner, Perkins, Caufield and shares of Menlo Park, California offices with this firm, surpassed the venture capital category throughout the early 1990s. The firm's first $85 million fund received a yield of 168% at a time when the S'P index was up 43.5 percent. Even more impressive than Integral's return is the restraint that McNamee and his partners showed when they returned $1.5 billion to investors at the height of the network boom. In a month when nasdaq peaked and Cisco Systems was briefly the most valuable company on earth, McNamee returned 60% of its stock because we saw rampant speculation and prepared with our version of duct tape and plastic film. Back in 1997 he said: I realized that we had escaped the gravitational pull of the Earth - that we were in the midst of a true mania. The next question was, what are you after the accident and burn? You need a strategy to invest in the long term Market. So, along with a set of superstar partners, McNamee has assembled the first large-scale private equity fund focused on technology. Silver Lake Partners, which began in May 1999, raised $2.3 billion in a matter of months, attracting a who's who from Silicon Valley and Wall Street, including Bill Gates, Michael Dell, Larry Ellison, major investment banks, and major institutions such as CalPERS and the World Bank. In the four years since its launch, Silver Lake has invested about $1.6 billion from the fund in nine mega-shares, including its $20 billion buyout of legendary disc producer Seagate in late 2000 and its IPO two years later. To say that Roger McNamee's career is a triumph of smart money means to say that Jerry Garcia (to summon one of his heroes) was a worthy following. While the world is making excuses, McNamee calls the moment - and maps out a productive path forward. In the case of the new rule, this means weeding out most of the principles of the last decade. Forget everything you've learned about time (faster, the better), money (capital is free), and leadership (no experience required). Everything takes longer in the new norm, McNamee says. More than ever, but it requires a different countdown system. Wealth is no longer a right. Vision is not a template in PowerPoint. Patience will once again become a virtue of great consequences. In the new norm, the trick is to get real about the new set of challenges we face and what you need to win in an environment where there are no shortcuts. You have two options, McNamee says. You can say: I. I'm never going to do it again. Or, if you're a lifer, you say, 'OK, what lessons have I learned?' Because I have to do it again, regardless of the circumstances in the market. I'm just going to be a lot smarter this time. If you're willing to do some homework, and if you're willing to be a little different from everyone else, there are countless opportunities worth pursuing. This is what the new rule is all about. In a series of conversations with Fast Company, McNamee explained how the new rule redefines our relationship with time, our understanding of money, and leadership practices - and what it takes to invest, compete and win in this environment. In the late 1990s, the business world was fascinated by the idea that the Internet changes everything. Does the new normal change it back? The problem with this line is that people have used it as a license to put off profitability forever to build a really big foothold against the complete transformation of the economy. The rules were: Create your own metrics - eyeballs, page views, it doesn't matter what they were, as long as they grew exponentially - and capital would be freely available for Idea. Everything was determined in terms of market capitalization. People built business not so much as participated in some arbitration. Investing was about the thrill of winning. Everyone, from venture capitalists to cabbies, has become a compulsive trader. And while the Internet has touched everything, it has only transformed three industries: travel, brokerage and retail (books, videos and music). When the music stopped, there were only three chairs for tens of thousands of people. The rules have changed again, but no one told you what the new rules were. Suddenly, if you haven't been profitable yet, you'll never get a chance to become profitable. As unreal as it was on the way up, the consequences of this were inevitably real. You know? It's a textbook definition of mania. And that's what the late 90s were. Here's how it works: When new technologies come in, everyone wants a piece of the action. Speculation tends to go hand in hand with entrepreneurship. Capital is pouring indiscriminately into the industry. This is funding a huge surge of creativity - followed by the Darwinian process that streamlines the industry. The bad news is that speculators lose a lot of money at the end. The good news is that as much as we lose in the short term, there is more to gain in the long run. Every great industry in America has been built on the back of mania, from railways and cars to PCs. We are not talking about tulips; we're talking about industries that have become central to our economy. So let's be clear: the 90s weren't normal. What I most believe in this world is that the technology of the universe will not see that 90s-type growth explosion again - not in our lives. This is the New Norm, and it's about the rest of your life. So, the first tip: let's move on. No doubt there is a lot of adjustments still to be made. There are three-legged deer running all over the place and we have to dilute the herd. The first stage of the New Norm is each company that looks at its own cost structure. Fast hits to head the count and IT budget. For the first time in history, IT people have found that it's good for their careers to spend less than their budget. As a result, we are in the midst of a kind of truce where the entire economy has decided that we are not going to invest in technology until we figure out what went wrong. But it would be dangerous to forget that technology is still the main weapon in terms of creating a competitive advantage. There is another key question here. To focus solely on negative reverb is to miss a moment. We may not go back to the boom times, but we won't go back to the normal 80s. This is a new part of the New Norm. Many years ago, technology was a non-core activity for businesses, and it barely touched individuals. Measured in days, weeks, and dog years (for business cycle). Absolutely everything has been accelerated, from hiring to going public. Eighteen months have been a magic number for big businesses, from launch to ship, from financing to IPO. The bumper sticker was: Stop for lunch and you dine. Says McNamee: It was a kind of hormonal reaction. There was so much urgency that every standard - for due diligence, leadership, hiring and investment - was relaxed. The new norm, McNamee says, is about real life - and in real time. Getting everything right from the first time is more important than getting things done quickly. This is the opposite of the mantra of the late 90s: You can't succeed faster. Everything - whether it's building companies or hiring the best talent - takes longer in the new norm. More importantly in the new time frame: don't waste your time. Dedicate it to what you really enjoy doing. And because Moore's Law pushed down prices, almost every new consumer device is priced in line with the discretionary spending limit of the average family. Cell phone penetration is staggering: more than 400 million phones were sold last year. DVD players are the fastest penetration ever of a consumer electronics device. You can buy a good one for $200. My favorite new Roomba product, the $200 little robot that vacuums your entire house without any human intervention. I gave 10 of them for Christmas. It will be cheaper and it does something really useful. We will never again have to worry about down cycles where no one buys this stuff because they don't understand it. It's a very solid foundation for work. Of course, the cost of marketing is high because markets are now massive markets. But there are many things in life worse than mass markets. Some of these markets are too big for venture deals. So what? This simply means that there will be interesting opportunities for large companies. This is a positive reality. For those who think there is no room for innovation, I point to Google. It's one of the five most compelling private companies I've seen in my career. This material will continue to happen. If we can't expect another startup revolution soon, how will all this growth and innovation happen? Here's a normal part of the New Norm. If there is something you need to understand about this environment, it is that the timeline has returned to a more rational level. Internet time is measured by everything in days or weeks. The new normal time is measured in years (probably not 3; more like 5 to 7, or even 10). Time doesn't really change the nature of time; it's this a kind of hormonal reaction. There was so much urgency that every standard - for due diligence, leadership, hiring and investment - was relaxed. Things moved so fast that even stupid ideas were successful. The new norm is all about real life - and real-time. Now everything takes a lot longer. If the time of the Internet has reduced every standard, today the system has compensatory selectivity. People are not sure what the correct metrics are, so they choose arbitrary, and at this point, the metrics are arbitrarily conservative. This also applies to investing. This also applies to recruitment. This also applies to IT spending. The 90s were all about quick money. Capital was quickly available and virtually free for businesses growing exponentially. (And it didn't matter what was growing. Any metric would do: eyeballs, page views, or click through.) The logic was, spend to grow. Today it's all about smart money. Capital is expensive, but it is available to truly dedicated entrepreneurs who have carefully developed business plans that demonstrate real positives in the near future. In the late 90's customers received free travel, and the capital all were recorded. The new logic is to pay as you go. Investors and businessmen must adapt to this new time horizon. Cisco is a great example of smart thinking in this context. The company may have lost 80% of its exchange value, but it has a net balance, a ton of cash, no debt and respectable growth rates. One thing that Cisco is doing today is that it reflects the five-year time horizon of using its balance as a weapon. Whenever Cisco competes with Lucent or Nortel for big business, it offers to fund these top-tier customers. That's smart. Even more important than adjusting the length of your time horizon is adjusting your expectations as to what is the end point. If the animated win of the 90s was an exit strategy that would be included in the Forbes 400 to 40s list, then a new normal expectation: Make your life a little better. In the late 90's, people were doing what they hated for short periods of time because they could make a lot of money by making them. When everything takes longer, it's really important to enjoy what you're doing. The question in your opinion should not be: What is my exit strategy? Why am I here? What am I good at? What job is best for me? What the new normal time horizon tells us about where smart money goes today? In the future, who will fund growth? The new norm is a big shift is to focus on growing market capitalization and focus on creating a real economic The logic of the late 90s was. You could lose 100 million dollars today because at the end of the rainbow, you're going to make a trillion. The logic of the New Norm is to pay as you go. And and A what? Technology works great this way. It turns out that in order to build a great company, you do not need 200 million dollars of venture capital. The two venture deals that I am most proud of in my career were based in the teeth of the latest mania - the PC Revolution in the early 80's - and survived. One of them was electronic art. The other was intuitive. None of these companies had any of these companies. They emerged from very crowded fields and developed business models that didn't require much external capital. They believed in their categories, and they had patient, dedicated teams. And now they are two of the most successful and interesting companies in the world. This is living proof of what people who work big business models can do. Technology is not about night success. It's about doing it every day for years. The central problem with the business model of the late 90's was that customers received free travel. In the balance between clients and capital, capital will prepare everything. Today, the best business plans are those where customers pay for their share of the cost. This is a very simple test. Customers pay either by purchasing a large number of products or by underwriting development. If customers don't want your product now, why are you doing it now? I don't care what customers want in the future. Don't tell me about a new, new thing. The fact is that the issues in the new norm, What do people buy today? What are they likely to buy more of tomorrow? What this means for entrepreneurs is that not only is it not enough to have a great product or service idea, it is also not enough to have a rigorous, detailed plan, a deep understanding of the customer, market entry strategy, and a team that can do so. You should also have paid customers signed up. That's why I always tell entrepreneurs, if you can't imagine doing anything else, doing your bargain. But if you can imagine doing something else, do it because entrepreneurship has to be left to actually be committed. What about average investors? How do they gain an advantage in the age of the new norm? You have to distinguish between the technology economy and the technology market. The tech economy will be increasingly productive from now on, while technology equity markets will be very selective in how they reward. Darwinism has returned with a vengeance to investment in technology. The average yield will be low, but the standard deviation will be huge. The losers will be much more than the winners, but some of the winners will be great. When Darwinian forces rule, you have to be a stock collector. You're not focused on sectors or what's hot. There are winners and losers in each category. And because there is no wind for the technology industry (and there is even a small headwind), the momentum is enough and you have to take it where it comes. Look for a really good product cycle, an excellent management team and strong positioning. You don't want to own the average. A fully diversified technology portfolio will always be unsatisfactory assets. This also applies to companies. Companies that are too diversified are not going to perform, as well as those that are narrowly focused and have a large product cycle. In the era of Biz Dev, PowerPoint was confused with vision and exit strategies were mistaken for actual strategies. Relevance was about marketing communications, not creating real value. Leadership was more about looking good on CNBC than in the trenches of management. Now there is a premium to the management team ready to commit in the long run. Serial entrepreneurs from the boom as generals of world war I adapt to the conditions of World War II. Success has less to do with looking good than developing a changing world (or at least improving the world) ideas and fulfilling them every day. Finally, don't underestimate the endurance of the tech franchise - and the fact that the things that work often keep working. Large companies have some advantages. They're too important to just walk away. Another thing is that the technology markets are developing within 15-20 years. And the way this complex interest works is a big part of the money that investors have been making in the last five years. You don't have to hurry. As hard as it is to get excited about the return on investment these days, it's even harder to run a business or manage a team in an environment where there are more requirements and fewer resources than ever before. What are your lessons for leaders in the new norm? What's challenging about the new norm isn't so much that it's weird or brand new. This is what so many people running companies were trained in the late 90s. The analogy I would use is that the military in World War I. Between the U.S. Civil War and World War I, weapons technology has progressed rapidly, and the military strategy has not moved at all. In Europe, there were almost no lessons learned from the AMERICAN civil war. Result: Generals on both sides continue to have outdated strategies in the face of mass destruction. The incredible tragedy of the First World War is that no one understood it. Up until 1940, the French insisted that the Magino line would protect them from Germany. And during World War II, various armies made progress in direct proportion to how quickly they incorporated new technologies. At the same time, what made people successful in the late 90's is not particularly relevant now. In the late 90's were all about people who looked good in the spotlight. I call it CNBC's CEO. Now it's about that get things done. The question is not, what is your vision for the future? The question is, what is do today? You still need a vision, but that can't replace a realistic plan. No doubt, it's harder now, and you're getting paid a lot less. But on the battlefield, the action goes to people who are ready to take the world for what it is and make the best of it. It means two things. First, the management team should want to invest in itself. Leaders should be buyers, not sellers. In the first two years of Silver Lake's work - 1999 and 2000 - almost every meeting that we had with company executives whose shares went from $100 to $2. They realized in their heads that if they could get stock up to $4 they could save the plane and home in Hawaii. And they'll spend the whole meeting trying to figure out how to sell the business to us for $4. Obviously, we were more interested in leaders like Steve Luzzo of Seagate, who was not only interested in owning a part of the business, but was also committed to implementing an exciting business development strategy, a strategy that had nothing to do with the priorities of public markets. Secondly, we need more leaders who are not afraid to act in the face of uncertainty. The problem with the New Norm is that there is no obvious universal strategy. And in the absence of an obvious strategy, most people like to change as few things as possible. People are paralyzed when it comes to establishing a meaningful strategy. That is why flexibility and responsiveness are the most important skills of a new normal leader. Take Eric Schmidt, GOOGLE CEO. Eric has completely changed his behavior to play a new game. When you've been as successful as Eric was, you have the right to think you know a thing or two. He could have been forgiven if he had appeared on Google and said, hey, you young whippersnappers, let me show you how it's done. Instead he listened. He was watching. He knew what the business was. He realized what parts of what he did well would make him better and what parts of what the original team did was going to make him better. That's the essence of management. For all the success of Google, Eric is less visible today than he was a few years ago. He spends time on business, not in the spotlight. Polly LaBarre (plabarre@fastcompany.com) is a senior editor of fast company based in New York City. Her last cover was How to Lead a Rich Life (March 2003). Learn more about Roger McNamee's online businesses (www.slpartners.com and www.integralcapital.com). www.integralcapital.com). it's all perfectly normal. it's perfectly normal book. it's perfectly normal pdf. it's perfectly normal robie harris. it's perfectly normal book read online free. it's perfectly normal minnesota. it's perfectly normal full book. it's perfectly normal book pdf