A modest proposal pdf questions and answers

Picture: valentinrussanov/E+/Getty Images First comes love, then marriage comes and let's stop in a carriage in front of the baby. We assume that you are in love; Otherwise, you don't want to know when the man you've been with will decide to ask you to be forever. It really is one of the sweetest and most romantic gestures a man can make. And if you're the kind of person who believes in marriage, you probably can't wait to be asked: Do you want to marry me? Now, while some take the brazen approach and ask their friend when he will fall to one knee, others believe in a more subtle approach. As subtle as relying on an online HowStuffWorks quiz to tell you how long you should be willing to wait to be asked one of the most important questions of your life. So, come, tell us about this man of you. Tell us why you fell for him, what you love about him, and also two youthful little things you can't bear about him. When you're done with our questions, we'll give you the answer you've been waiting for - even if you may not necessarily want to. PERSONALITY are planning an elaborate wedding and we will advise when he finally suggest 5 minutes of quiz 5 Min PERSONALITY Take this quiz and we will guess how long you and your friend stay together! 6 Minute Quiz 6 Min PERSONALITY How to dissolve with your friend? 5 Minute Quiz 5 min. PERSONALITY What color is your aura when you are really in love? 5 Minute Quiz 5 Min PERSONALITY When will you meet your first friend? 5 Minute Quiz 5 Min PERSONALITY What % Friend Material Are You? 5 Minute Quiz 5 Min PERSONALITY Is your friend good for you? 5 Minute Quiz 5 Min PERSONALITY Say I do or I do not do to these wedding traditions and we will advise if you marry 5 minutes quiz 5 min PERSONALITY Are you ready for your first friend? 6 Minute Quiz 6 Min PERSONALITY Can we guess if you hit your significant other? 5 Minutes Quiz 5 Min How much do you know about dinosaurs? What is an octane number? And how do you use a real nostun? Luckily for you, HowStuffWorks Play is here to help. Our award-winning website provides reliable, easy-to-understand explanations of how the world works. From funny quiz questions that bring joy to your day, to captivating photographs and fascinating lists, HowStuffWorks Play offers something for everyone. Sometimes we explain how things work, other times we ask them, but we always explore in the name of fun! Because learning is fun, so stay with us! Playing Quiz is free! We send quizzes and personality tests every week your inbox. By clicking Sign up, you agree to our Privacy Policy and confirm that you are 13 years or older. In a detailed interview we asked Collins about the implications of his research and ideas for the economy, economy, and the nature of leadership qualities. The well-to-do companies you have all written about have achieved remarkable stock market results over a period of 15 years. But today the stock market is down. Does this mean that we will not see good to large companies today? Firstly, I would like to correct a major misunderstanding. The stock market is not in negative territory. What does the stock market look like compared to 1985? The stock market is not in negative territory. What is the situation compared to 1990? The stock market is not in negative territory. The market was irrationally out of control – we didn't have a stock market; we had a speculative casino. The tech bubble was not the new economy – there is a new economy that has been running at a deeper level for years. But the brutal fact is that the companies that were at the top of the tech bubble had no results. You can't make profits and claim that you have results. In the case of companies that had big results before the bubble burst, they are now in a downward phase, but what? The bottom line is that a company like Cisco hasn't yet determined the answer. It could be that these companies are currently in a very difficult period of 6 to 12 months. Let me use an analogy. Let's say you have a great basketball dynasty like the UCLA Bruins under John Wooden. This is a team that will win 10 NCAA championships in 12 years. They are a team that has gone from good to great. But in 1970 they lost three games. Does that mean we're writing them off and saying they're not a great team? We need to look over a longer period of time. The same goes for companies trapped in the bubble. It was too short a period of time. It will take more time to say which companies that are now in trouble will simply go through a short period of time and have the resilience to come back. But for many business people, the current economic slowdown is a sign of the decline of the new economy. This is one of the most beautiful times in history. What was the main complaint we heard two or three years ago? It's so hard to get good people! Whine, whine, whine! Today, we have the greatest opportunity we will have in decades to get a boatload – not a busload, but a boatload – of great people. And big companies always start with who, not what. We can finally get to the right side of the Packard law. Packard's law is like a law of physics for large companies. It says that no company can become or stay big if it allows its growth rate in revenues to be to find the right people in a sustainable way. It is one of those timeless truths that goes beyond technology and economics. Instead of trying to accumulate capital now, we can amass people. If I were to run a business today, I would have one priority over everyone else: to attract as many of the best people as possible. I would do anything else if I could – buildings, new projects, R&D – to fill my bus. Because things will come back. My flywheel will start to spin. And the biggest limitation to the growth and success of my organization is not markets, is not technology, is not an opportunity, is not the stock market. If you want to be a great company, the biggest limitation of your ability to grow is the ability to get enough of the right people and hang out. This is also a great time to force yourself to look back. If you broke the law of Packard, you probably let many of the wrong people on the bus. This is a good time to get them. In fact, it is a little easier to do that now. We can credit them to the circumstances. What else would you do to capitalize on this period of revaluation? This is also a great time to ask some really tough questions. At a time of irrational prosperity, when the market would give you money, whether you delivered or not, many companies had not answered any of the questions in the three circles (What can we be the best in the world? What is the economic denominator that best drives our economic engine? And what are our core people deeply passionate about?). They had no idea what they could do better than any other company in the world that was sustainable, they didn't have a profit- and the only thing they were passionate about was turning the company around. Now we can no longer live in this fantasy land. We need to look closely at all the things we are doing and put them all on the three-circle test. Anything that does not passes the test, we must stop doing today. I see many companies that have found themselves with a lot of capital. So they moved into all kinds of acquisitions or new ventures or new directions simply because they could. But they didn't necessarily fit into the three circles. Today it is the task for them to run away. Whoever clarifies his three circles comes out of this question well. Those who do not deserve to die. CEOs today have little time to prove themselves. What advice would you give a CEO in the hot seat? If I were a CEO in the hot seat taking over a company that I wanted to move from good to great, here's what I would do. I would take this good-to-great stock chart, and I would put it before my directors. I would say: we are on the left side of this curve. We want to be on the right side of the curve. Right? If we all want that, we know what it will take to get it. You can't lurk from CEO to CEO. If you do, you will be in the Doom Loop – and then we will end up as one of the compute companies, not as one of the large companies. I don't think all directors are stupid. Most of them are intelligent, but they operate out of ignorance and not out of lack of good intentions. We must topple them head with empirical results. Our task is to beat the market sustainably over time. We need to think about the share price over a period of five years. And we need to start doing everything we need to turn the flywheel. Finally, if I am the CEO, I want the board to give me the following assurance: However long or short my tenure as CEO may be, whoever you choose as my successor must pick up this flywheel in the middle run and continue to push in a consistent direction. I can only turn the flywheel at 16 rotary wheel. But my successor has to bring it to 100 RpMs. His successor must bring it to 500 RpM, his successor of 1,000 RpM. It's not about me as CEO - it's about a commitment to a consistent program. We're not going to do a doom loop. The CEOs who brought their businesses from good to big were largely anonymous – far from the celebrity CEOs we read about. Is this an accident? Or is it cause and effect? I think it is more a question of cause and effect than an accident. There is something directly related to the absence of celebrity and the presence of good to great results. Why? First, if you have a celebrity, the company turns into the only genius with 1,000 helpers. It creates the feeling that the whole thing is really about the CEO. And that leads to all sorts of problems – if the person leaves or if it turns out that the person is not a genius after all. On a deeper level, we have found that for executives to do something big, their ambition must be for the size of the work and the company, not for themselves. That doesn't mean they don't have an ego. It does not mean that they have no self-need. It means that at the decision point after the decision point – at the critical points where Choice A would favour their ego and Choice B would favour the company and its work – these leaders will always choose Choice B. Celebrity CEOs, at the same decision-making points, are more willing to favor self and ego over business and work. Like the anonymous CEOs, most companies that have made the transition from good to big are unannounced. What does that tell us? The truth is that most people don't work in the most glamorous things in the world. They do real work – which means that most of the time they do a lot of Drudgery with just a few points of excitement. Some people exhibit baked bread. Some are building retail stores. The real work of the economy is done by people who make cars, who sell real estate, who run grocery stores and banks. One of the great This study is that you can be in a great company and you can do it in steel, in drugstores, in grocery stores. It's just not that if you're not in Silicon Valley, you're not cool. It doesn't matter where you are. So no one has the right to moan, to moan about their company, to complain, Industry or the kind of business in which they set out – over and over again. Did the 11 companies making the change benefit from their anonymity? One of the great advantages these companies had was, no one cared! Kroger began his transition; Nucor began its transition; Nobody expected much. They were able to promise too little and deliver too much. If I were to take over a company and try to make it great, I would tell my Vice-President for Communications that his job was to make the whole world believe that we were constantly on the verge of doom. As part of our study, we printed out the transcripts of the CEO presentations to the analysts of the well-to-large companies and the comparison companies. We read all this. And it's striking. The good people always talk about the challenges they face, about the programs they're building, about the things they're worried about. They go to the comparison companies, they are constantly hypnotising themselves, they are selling the future – but they never deliver results. If I'm not a CEO, how do the good lessons apply to me? The good to large concepts apply to every situation – as long as they can select the people around you. That is the crucial point. But basically we really do – we have a lot of discretion about the people in our lives, the people we want to put on our bus, whether in our department at work or in our personal lives. But the basic message is: Build your own flywheel. You can do it. You can start building momentum into something you have responsibility for. You can build a great department. You can build a large church community. You can take any of the good ideas with you and apply them to your own work or your own life. What did your studies teach you about changes in the economy in general? Is it essentially a message to return to the basics? Very rarely do significant changes ever lead to results in a sustainable way. This is one of the really important findings of the book. We started with 1,435 companies. And 11 companies have done it. Let's just look at this fact for a moment. The fact is that it doesn't happen very often. Why not? Because we don't know what we're doing! And because we don't know what we're doing, we're starting into all sorts of things that don't produce results. We end up like a bunch of primitives dancing around the campfire and singing on the moon. What I'm strong about is that we need some science to understand what it really takes to change things. Is it back to basics? No, it is first to be Why get back to the bottom of saying that CEOs need to be ambitious for their companies, not for themselves? Why is it back to the essentials to question who and the people first and what and where secondly? Since when is it to start again on the foundations for a company a question such as: Why have we sucked for 100 years, and what are the brutal facts that we have to deal with? Why is it back to the bottom of saying that stop-doing lists are more important than to-do lists? And since when is it time to get back to the bottom of saying that technology is just an accelerator and not a creator of anything? I do not believe that these concepts fall back on the essentials. Because if that's the reason, we should be able to go back in time and see that people have used these ideas. People haven't done that, so there are only 11 out of 1,435. So, no, it's not back to the basics. It's about understanding. How do you view the new economy? We've seen a lot of change, and we've seen a lot of backlash against change. How do you make sense of this? The huge changes taking place around us make it the most exciting time in history to be alive. It's really fun. All these changes – technological change, globalization – are brutal facts that must be integrated into all the decisions we make. People at Walgreens didn't ignore the Internet because they focused only on the essentials. They confronted the brutal fact of the Internet and then asked: How does it fit into our three circles, and how can we use it to turn our flywheel faster? You never ignore change – you meet them head-on as brutal facts, or you come to them with a great sense of joy and excitement. This change, this new technology, opens up a way for you to assert yourself as a company to be even better. All good companies took changes and used them to their advantage, often with great pleasure. When new pianos came, Mozart did not hang up his music. He did not say: there are these new pianos! The harpsichord is out of the way, so I'm washed up as a composer! He thought: That's so cool! I can do it loudly with Piano forte! That's really neat! He retained the discipline of writing great music and at the same time embraced the invention of pianos with great joy and excitement. With all the change around us, we have to be just like Mozart. We have a great discipline in terms of our music, but at the same time we accept things that allow us to make even more music. Alan M. Webber (awebber@fastcompany.com) is the founding editor of Fast Company. Jim Collins (jimcollins@aol.com) wrote the essay Built to Flip in the March 2000 issue of Fast Company. His new book Good to Great: Why some companies are making the leap... And Others Don't, will be available in October. October.