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## Tips for mad bullets game

If you're a fan of college basketball, you have some ways to stay on top of March Madness, that week beatings and brackets on long series of bawled brackets otherwise known as the NCAA Division I basketball tournament. The first stop is always television, of course. For the past eight years, we've been able to watch every single tournament game live on TV, thanks to the guys at CBS and Turner Sports, who are shelling out more than \$10 million a year for us for endless ads and peek right with Charles Barkley Bromide. Advertising is the Internet. (There's always the internet.) and radio. And those newspaper thingies. But for those at the cutting edge, early adoption, there's also this: virtual reality. It's real. Absolutely now. Albeit in itself, sometimes still-clunky exits. Turner, cbs and the NCAA teamed up with Intel True VR to give the tournament a bunch of sports VR treatment. It takes a little hardware, and an app. But it's not hard to do. You'll need a VR headset — because VR works like this — either Samsung Gear VR or Google Dream View. You'll need a smartphone to stick in those headsets (a high-end Samsung phone, of course, in gear, or one of a dozen or so high-end phones that run into the dream). You'll need the NCAA March Madness Live VR app, which you can download (for free!) in the Oculus Store (for Gear) and the Google Play Store (for Daydream). And, oh, yes. You will also need money. The app is free to download, but games are \$2.99 each, or \$19.99, for the rest of the VR tournament. That includes the Sweet 16, Elite 8, The Final Four and the National Championship. Last year's VR technology used seven Intel pods with 12 cameras each. Camera pods were placed under both baskets, each free throw pointed across the line and along the edge; A high pod covered the entire courtroom. The results of all that technology gave VR viewers an immersive — if not really 360-degree — March madness experience. Users can also choose their approach from different angles (mid-court, under the basket, etc.) with the controller of their headset. This year's VR experience is likely to be similar, if not better. If you haven't used VR, it works like this: after making sure you're connected to the Internet, make the app work correctly, strap the heavy headset in front of your face and choose your game, you wait for tipoff, select an angle and take your head. It's that simple. You want to follow the players, you move your head. You want to check the southmouth in the second row, you stare at it. During a timeout, you want to see coaches or cheerleaders... Your choice. You want to change your approach - in effect, switching VR seats - you click on your controller. You want to watch your watch? Not that easy. Your hand isn't there. Again, that's how VR works. VR games are totally just produced for this - they're damning versions of what's on TV are — and arena sounds are complete with Commentary from announcers dedicated to VR broadcasting, including Spero Deades, Steve Smith, Rich Waltz and Steve Lavin. The game includes highlights (in 2-D and VR) and recaps, plus behind-the-scenes access, and coach and player interviews. The end result of this still fledgling technology may or may not be the future of sports broadcasting. With billions being spent and billions to be built, though, Turner and CBS aim to explore. Groups of nervous people got about the green room, behind the soundstage of the Oprah Winfrey show. They were waiting to snatch a nanosecond of fame as guests on a program about overcoming setbacks. Paul Stoltz, 39, an author and organizational consultant with 19 years of experience in studying the emotional and neuroscience dynamics of combat, was an expert on the show. Hoping to keep a fellow guest at rest, he walked up to her and extended her hand: my name is Paul Stoltz. She said, It was nice to meet you. And you are...? Stoltz was prompting for a name — but what he got was a title. My boyfriend broke up with me two years ago, and I couldn't get over it, she said. Six months later, Stoltz recalls the incident as still incredulous. On the show, he says, he may have been described as 'dumped by boyfriends.' But that label didn't come off when he left the studio. 'Dumped by boyfriend' had become his identity - because, by his own admission, he couldn't end up being dumped. Flagstaff, president and CEO of Peak Learning Inc., is based in Arizona, helps people at companies like Deloitte and Touche, Hewlett Packard, and Abbott Labs end up having inevitable rounds of bad news on the job. He says he often meets various workplace versions of that talk-show guest: missed promotion, downsized, lost big account. But he's also met resilient people — people who know how to bounce back from workaday adversity. People who cope have evolved what I call a high 'quotient of adversity,' says Stoltz. AQ is the subconscious, underlying script that we rely on as we try to think through any difficult situation. Stoltz says that unlike your intellect your AQ, can be easily improved: instead of giving in a knee-jerk reaction to bad news, you can learn to slow down, get a grip, and decide consciously on the best way to move forward. To see how this process plays into practice, we tracked three high-AQ businessmen. These high achievements have trained their brains to train to spot the things that they can (and can't) control whenever a hurricane force problem blows through their lives. As a result, they have radically improved their ability to get on setbacks — and get on with their work. Coordinates: Paul Stoltz, at paul@peaklearning.comGet: The crisis you inherited was late last September when Chris Powell, 31, had a work emergency from was blindfolded. Powell, director of employment strategy for Marriott International, got a call asking why the hotel chain dropped the ball on its side of the upcoming Black MBA Association Conference. The annual event, which draws more than 10,0 people, is a prime recruiting opportunity for Marriott. In fact, Powell didn't even know the ball had been dropped. The sales department, not his department, was usually responsible for planning the event. Worse, Marriott usually spent six months getting ready for it. Powell had just five days. There's no way we can pull it together in time, Powell thought. He wanted to unload his anger at the sales department, but he investigated that fully used human impulse and tight deadlines to help him focus. The more you vent, the more you waste time, he says. I had more important things to do. Although he didn't cause the problem, Powell was responsible for solving it, because his department would suffer most from the repercussions. He stopped thinking about the difficulty of the task and instead focused on what he could do. He made a list. Someone had to write and shoot a video that would run during the awards dinner at the conference. He also had to find a senior executive who would speak at the event and who would present the scholarship — a difficult request, especially at such short notice. The next day, Powell flew a prop plane to Detroit, where the conference will be held. He wrote a script and took the lead in producing the video and found the Marriott manager to hand him a scholarship. He also made improvements with the Black MBA Association, which was more baffled by Marriott's performance. I was very pleased with what we accomplished in such a short period of time, Powell says. Backstage, it was completely chaotic. But when the curtain went up, we were calm and stable. Stoltz says taking ownership is one of the key steps toward getting on a blow. Powell recalls that he once realized that the crisis was indeed an opportunity for him to prove himself. It's like getting a chance to play Superman, he says. You fly in and save the day. The problem became a high adrenaline project that tested my resolve. Coordinates: Chris Powell, at chris.powell@marriott.comGet: A lost cause fighting Melissa Giovagnoli, 43, can't believe it. A much sought-after speaker and management trainer, he had agreed to deliver the keynote address to a conference on customer attention at a subsidiary of Canon. But just four days before the program, the company canceled her speech after discovering that it needed to cut back on spending. Giovagnoli, author of six books, calculated a slow burn as he calculated the number of hours that he had spent preparing for the client: I would eat over 20 hours of prep time, he thought. And I turned down another job for it! Her first instinct was to fight for what she felt was rightfully hers. The company had reneged on a deal; He should at least get compensation for the time that he had put in but where would he lead? He was crazy. Will be crazy, and he'll kiss any future job with that employer goodbye. He realized he was fretting over one thing that he couldn't control — the company's decision. Giovagnoli decided that what really mattered to him was it wasn't a project: His ultimate goal was to establish a relationship with this company, which is based near his hometown of Schaumburg, Illinois. Giovanni called the company's training director and put the ball in his court and asked how the relationship could be saved. The director, who was keenly impressed by Giovanni's eagerly influenced to focus on the long term, renegotiated the deal at a lower fee with an additional provision for follow-up consultation. Today Giovagnoli believes the blow really helped him build a stronger relationship with key people at a new customer company. If I had pointed a finger at them and said, 'You would have done this to me,' I would have put them on the defensive, says Giovanni. I had to focus on the long-term relationship — because that's the thing I could say in one. But he's not always easy to do, he admits. Most of us, Stoltz explains, have a hard time letting go of things that we can't control. The trick, he says, is to re-prepare the situation in your mind and focus on things that you can control. Coordinates: Melissa Giovagnoli, at megnetwork@aol.comGet: That terror attackMary Rodino, 44, had worked hard to build a new sales department at AT&T during the mid-1990s. As general manager of global voice and data services for the Chicago market, he and a visionary vice president had to come back to a crack sales team, whose job was to have millions of dollars of corporate clients that had left AT&T and persuaded them to come back. Not an easy task at all. The team was hugely successful — so much so that senior executives started poking around to see why this band of fanatics was racking up such stellar numbers. Officials discovered that the team's commission structure gave its representative a larger slice of sales than corporate rules usually allowed. Jealous began to brew in other sales divisions, and the company decided to engage Rodino's team in a planned corporate restructuring. Meanwhile, Rodino's owner — visionary vice president — took on a new role within the company. When the VP moved forward, we no longer had the same air cover, says Rodino. And the bullets started to penetrate our security. Rodino's team was reorganized according to skill characteristics rather than customers. He was asked to scale back his team and trim each member's bonus and commission plans. Her account officials were told they had re-interviewed for their new, replanned jobs. Rodino's first response to this obvious corporate madness was understandable: He thought, we built this amazing team, and not only doesn't appreciate the company, but this restructuring is going to destroy it. The future seemed dim. short Means to longer hours. She won't get to The same time with his daughters as he did now. He'll fire about the people he cares about. The morale of the team would reach the tank. As the situation was bleak, the conversation in his head became more frantic. Suddenly he broke out of his dark reverie. I'm responsible for the people in this department, he thought, and it's up to me to protect them. This realization galvanized Rodino. She concluded that the best way to help people was to encourage them to sell like hell. We couldn't stop the storm, but our sales goals had our best shot at weathering it. Rodino did what he could to keep his team's attention focused on the market rather than internal politics. Still, about a third of her employees resigned within a third of the year. Rodino tried to find other opportunities within the company for Joe Remained, and several members of his original team were promoted. But he had let too many people go. Rodino himself eventually left AT&T to join Chicago-based internet-service provider Onepoint Communications, where he is a vice president and general manager. Some people couldn't stay focused, rodino says. They got caught up in rumors in what was going to happen and how terrible the TALK about AT&T, as opposed to putting their energy in the job. It was a mistake. Stoltz refers to this mistake as catastrophic - allowing a negative reaction pattern to spread like an emotional wildfire. The best way to do this is to knock your brain off your neurological path by giving it some kind of physical blow. Stoltz recommends snapping a rubber band that you wear around your wrist or smacking a table with your hand. Think of this technique as the zen slap of awakening: distraction will force you to look at your negative spiral for whatever it is, helping you focus on your work again. Snapping a rubber band? Stoltz admits that at first, some of his tactics will feel compelled, or even silly. But over time, he says, you'll progress from

unconscious incompetence (you don't even know you're bad at getting over it) to the unconscious super capacity (you recover and move on without even trying). After all, would you rather be a master koper than a talk show guest with a whining label? Coordinates: Mary Rodino, mary.rodino@onepointcom.com You probably know whether you have nerves of steel — or rubber veins. But do you understand why? This quick quiz, adapted from the one developed by Paul Stoltz, will help you uncover which part of the combat is harder for you. Consider each of the following scenarios. Then circle the number that best represents your answer to the question. [1] Your investment in Surf's UP Inc. declines by 50%. How much control do you have over this situation? No controls: 1 2 3 4 5: Full Control [2] Your request for promotion has been turned down. To what extent are you responsible for dealing with this setback? Not responsible at all: 1 2 3 4 5: fully responsible [3] Have completed your assignment - but yours unhappy with the result. To what extent does criticism of your boss affect your overall approach? Much affects it: 1 2 3 4 5: It doesn't affect at all [4] You decide not to help a colleague who is preparing a presentation for the CEO of your company. How long will the reason that you continue to exist not helped? Always Present: 1 2 3 4 5: Never Exist again [5] Your company kills the project you're working on. How much control do you have over this situation? No control: 1 2 3 4 5: Full Control [6] Your new boss replays your efforts to discuss your revenue projections for the fourth quarter – without telling you why. To what extent do you feel responsible for dealing with this problem? Not responsible at all: 1 2 3 4 5: Fully responsible [7] Your teammates say your pitch is the worst proposition they've ever heard. How does their rejection affect your overall outlook? Much affects it: 1 2 3 4 5: It doesn't affect at all [8] You're too busy to take the vacation you've planned. How long will the reason that you are unable to go continue to exist? Always Present: 1 2 3 4 5: Never exists Instructions 1 and a high total score for 5 questions (8 to 10) indicates that you are likely to take a proactive approach towards dealing with adverse events. If you've scored less (2 to 5), think about whether bad news controls you. A high score (8 to 10) for questions 2 and 6 shows that you can hold yourself accountable for solving a problem. A low score (2 to 5) can mean that you rarely learn from your mistakes. A high score (8 to 10) on questions 3 and 7 shows that you are good at isolating a problem. A low score (2 to 5) reflects the trend of horrors. A high score (8 to 10) on questions 4 and 8 shows that you see each problem as fleeting and unlikely to happen again. If you scored low (2 to 5), then watch out — you probably believe that a blow will keep you back. Coordinates: Find a full, 40-question quiz on the Peak Learning web site, www.peaklearning.com in her book Why So Slow?, Virginia Valian draws on studies in behavioral sciences to show that women experience a kind of under-the-radar adversity that they fail to identify — and therefore rarely know. Here's how it works. How do gender-based failings manifest themselves? Consider this general scenario: A woman makes a suggestion in a meeting, but neither men nor other women in the group seriously consider it. After a short time, a man makes a similar suggestion. This time, the rest of the group listens closely. Why does this matter? In your example, there is no overt discrimination. The truth. But the woman still lost. And over the long run, even small amounts of bias add to a significant disadvantage. How should women respond to such subtle shocks? seat Afterwards, the woman may ask the group leader for advice on how to present their ideas effectively. In this way, he could indicate that there is a problem — without complaining about And at the next meeting, the leader will be more likely to listen to him — and get others to listen to him as well. Coordinates: \$30. Why so slow? Women's Advancement, 617-253-5646, Dahle (cdahle@fastcompany.com) is a senior writer at Fast Company. Guest.

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