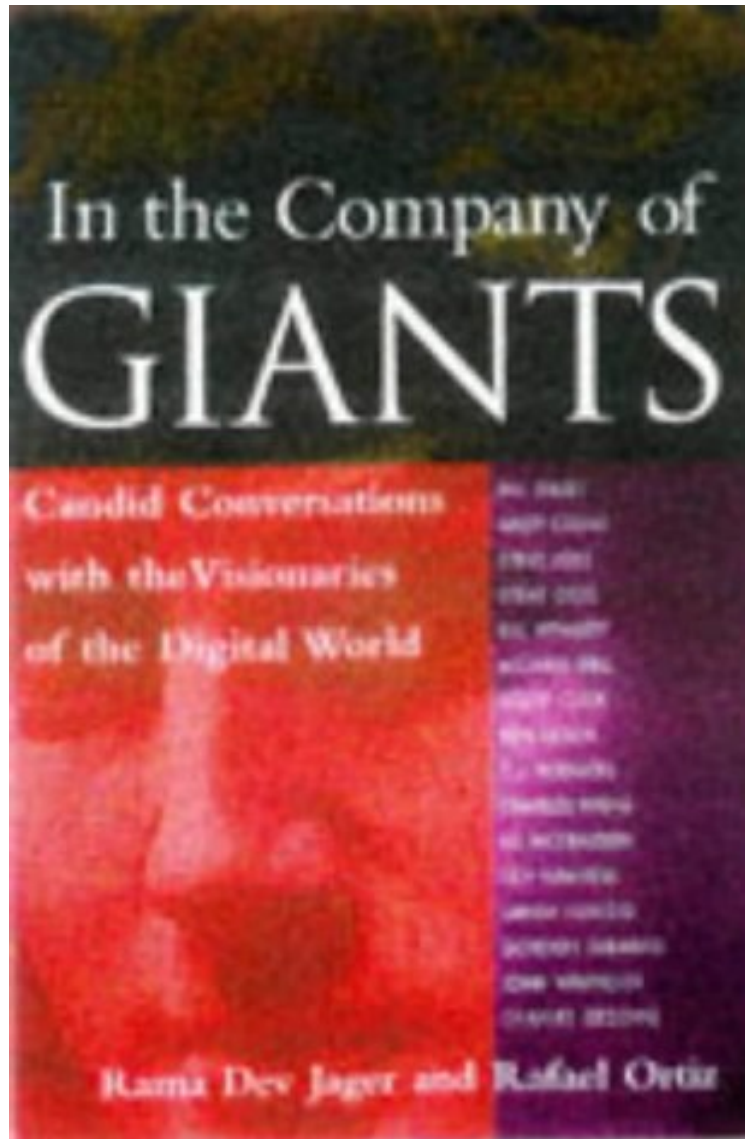


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In the Company of Giants: Candid Conversations with the Visionaries of the Digital World

Rama Dev Jager, Rafael Ortiz

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Rama Dev Jager, Rafael Ortiz : In the Company of Giants: Candid Conversations with the Visionaries of the Digital World before purchasing it in order to gauge whether or not it would be worth my time, and all praised In the Company of Giants: Candid Conversations with the Visionaries of the Digital World:

1 of 1 people found the following review helpful. Another great source of what high-tech entrepreneurship is about By Herve Lebreton I had read In the Company of Giants in 1997 just before becoming a venture capitalist. Then when I began to read again about entrepreneurs, I just could not find it anymore and had to buy it through the reseller network

of . It is as interesting as *Once You're Lucky, Betting it All, Founders at Work*. Here are some examples: Steve Jobs: "In the early days, we were just trying to hire people that knew more than we did about anything and that wasn't hard because we didn't know a lot. Then your perspectives are changing monthly as you learn more. People have to be able to change." T. J. Rodgers (Cypress Semiconductor): "the standard entrepreneurial answer is frustration. You see a company running poorly, you see that it could be a whole better. Intel and AMD were arrogant. If you think about it, any billion dollar company, that has so much money to spend on RD should be unassailable. But the large companies routinely cannot crunch little companies so something's got to be wrong." Gordon Eubanks (Symantec): "What makes a company successful is people, process, product, and passion. You must have great people and product and passion balanced by process." Steve Case (AOL): "Do something you really love, you are passionate about. Take a long-term view, be really patient. There are going to be bumps on the road." Scott Cook (Intuit): "People [customers] won't tell you what they want. Often they can't verbalize it because they don't understand things they've not seen. You must understand fundamental motivations and attitudes." Sandy Kurtzig (ASK): "I did not see it as incredible risk. Many entrepreneurs would tell you why it was obvious to do what they did. When you have nothing, you have nothing to lose. That's why so few entrepreneurs can do it a second time. Even Jim Clark did not really start Netscape or Jobs did not really start Pixar. They funded it. You need other people to be hungry... Believe in yourself, surround yourself with good people, be willing to make mistakes, don't get wrapped up in your success. You are still the same person you were when you started." John Warnock and Charles Geschke (Adobe): "Actually there was the very first business plan, then there was the second business plan, and then the third business plan; we never actually wrote the third business plan." Michael Dell: "It did not seem risky to leave school because I was already earning obscene amounts. The worst thing that could happen is I would return to school. The greater risk was to stay at school." Charles Wang (Computer Associates): "Managing is not just telling people what to do, but it is leading by doing. Know your strengths and weaknesses and complement yourself. Be realistic and objective. Surround yourself with great people." Bill Gates: "It's mostly about hiring great people. We are [in 1997] 18,000 people and still the key constraint is bringing in great people. We naively thought there were guys who could tell us we weren't doing things the best way." Andy Grove: "I can't look at a startup as an end result. A startup to me is a means to achieve an end." Trip Hawkins (Electronic Arts): "You don't have an objective, rational process. You need a certain amount of confidence. There are many things that you don't know will go wrong. If you knew in advance all the things that could go wrong, as a rational person, you wouldn't go into business in the first place." Ed McCracken (Silicon Graphics): "My venture capital friends tell me that many of the ideas they're seeing for new businesses are coming from people under 26 years old." Ken Olsen: "Business school's goal today is to teach people to become entrepreneurs. I think it's a serious mistake. You learn first how to be a team member, then a leader." Bill Hewlett: "It was 1939 and it was no time to start a company. It was probably the supreme optimism of youth." and "It's not all due to luck, but certainly a large percentage of success is. We were in the right place at the right time. We were lucky and we had wonderful teachers and mentors. HP didn't start in a vacuum."

0 of 0 people found the following review helpful. Five Stars
By John F. Mahoney
Great look into the minds of these technology titans!
1 of 1 people found the following review helpful. Secrets of the Successful
By Stephen Lee
In the Company of Giants - Candid Conversations with the Visionaries of the Digital World
By Rama D. Jager
Rafael Ortiz
McGraw-Hill Book Co
Besides their bank accounts, what is the X-factor that distinguishes individuals like Bill Gates as juggernauts in the digital industry? Is it their IQ, business acumen, or luck? It's hard to say, but one thing for sure is that every one of them has a battle story to tell and scars to show. In the Company of Giants cuts through the ills of wordiness and brings to you, unfiltered, the ideas, insights and strategies of the movers and shakers of the digital world. Remember the movie Phenomenon starring John Travolta? Travolta's average Joe character went from small-town mechanic to genius in a bolt of lightning. Now don't we all appreciate a blast of genius now and then; we all fall prey to the overnight success stories churned out by the Hollywood movie-making machine, but there will be none of that in this book. Everyone interviewed in this book is riddled with battle scars from clamouring to the top. In the Company of Giants is written in a question-and-answer format preceded by a short introduction that reads kind of like a resume of the interviewee. A parade of clear thinkers and visionaries like Steve Jobs (Apple), Bill Gates (Microsoft) and Charles Wang (Computer Associates) pack the pages with their visions, business philosophies, and predictions. Although the QA format is highly effective in presenting the ideas of these top guns in an unfiltered manner, I have reservations about the information and responses being too well-prepared and sometimes reeking of public-relations hype. Nonetheless, the interviewers did an excellent job of asking probing and exploratory questions in true journalistic fashion. Success, as these individuals have experienced it, stems from an ambiguous mix of genius, perseverance and luck; however, that doesn't preclude the fact that there are some lessons that transcend the boundaries and is applicable in any industry - you will personally realise certain traits (be it work ethics or philosophical perspective) that fuel the success of people like Bill Hewlett of Hewlett-Packard. In the Company of Giants isn't a feel-good book that will give you the false impression that you can make it big too. Rather, it's a conglomeration of right moves that you are obligated to filter through yourself and decide which is applicable. So, don't expect life-altering advice about whether to start your own business because, as Michael Dell puts it, "If I have to tell you, then you don't know." But as a reference to the fundamentals of good marketing and human resource

management from those who have been there, this book is invaluable.

In remarkably honest and unrestrained one-on-one interviews, sixteen titans of the digital world share wisdom and advice on how they founded and built their empires...what they think about business, technology, and each other...and where it's all going. You'll find tough, straight, controversial, profound, and instructive conversations with: Steve Jobs (Apple, NeXT, Pixar), T. J. Rodgers (Cypress), Gordon Eubanks (Symantec), Steve Case (America Online), Scott Cook (Intuit), Sandy Kurtzig (ASK), John Warnock and Charles Geschke (Adobe), Michael Dell (Dell), Charles Wang (Computer Associates), Bill Gates (Microsoft), Andy Grove (Intel), Trip Hawkins (Electronic Arts/3DO), Ed McCracken (Silicon Graphics), Ken Olsen (DEC), and Bill Hewlett (Hewlett-Packard).