

The Hard Thing About Hard Things Building A

NEW YORK TIMES AND WALL STREET JOURNAL BESTSELLER • Winner of CMI Management Book of the Year 2019 Based on an in-depth analysis of over 2,600 leaders drawn from a database of more than 17,000 CEOs and C-suite executives, as well 13,000 hours of interviews, and two decades of experience advising CEOs and executive boards, Elena L. Botelho and Kim R. Powell overturn the myths about what it takes to get to the top and succeed. Their groundbreaking research was the featured cover story in the May-June 2017 issue of Harvard Business Review. It reveals the common attributes and counterintuitive choices that set apart successful CEOs—lessons that we can apply to our own careers. Much of what we hear about who gets to the top, and how, is wrong. Those who become chief executives set their sights on the C-suite at an early age. In fact, over 70 percent of the CEOs didn't have designs on the corner office until later in their careers. You must graduate from an elite college. In fact, only 7 percent of CEOs in the dataset are Ivy League graduates--and 8 percent didn't graduate from college at all. To become a CEO you need a flawless résumé. The reality: 45 percent of CEO candidates had at least one major career blowup. What those who reach the top do share are four key behaviors that anyone can master: they are decisive; they are reliable, delivering what they promised when the promise it, without exception; they adapt boldly, and they engage with stakeholders without shying away from conflict. Based on this breakthrough study of the most successful people in business, Botelho and Powell offer career advice for everyone who aspires to get ahead. Based on research insights illustrated by real life stories from CEOs and boardrooms, they tell us how to: - Fast-track our career by deploying the career catapults used by those who get to the top quickly - Overcome the hidden handicaps to getting the job we want. - Avoid the 5 hazards that most commonly derail those promoted into a new role. For everyone who aspires to rise up through the organization and achieve their full potential, The CEO Next Door is an essential guide.

Bestselling author Sherman Alexie tells the story of Junior, a budding cartoonist growing up on the Spokane Indian Reservation. Determined to take his future into his own hands, Junior leaves his troubled school on the rez to attend an all-white farm town high school where the only other Indian is the school mascot. Heartbreaking, funny, and beautifully written, The Absolutely True Diary of a Part-Time Indian, which is based on the author's own experiences, coupled with poignant drawings by Ellen Forney that reflect the character's art, chronicles the contemporary adolescence of one Native American boy as he attempts to break away from the life he was destined to live. With a forward by Markus Zusak, interviews with Sherman Alexie and Ellen Forney, and four-color interior art throughout, this edition is perfect for fans and collectors alike.

Andy Grove, founder and former CEO of Intel shares his strategy for success as he takes the reader deep inside the workings of a major company in Only the Paranoid Survive. Under Andy Grove's leadership, Intel became the world's largest chip maker and one of the most admired companies in the world. In Only the Paranoid Survive, Grove reveals his strategy for measuring the nightmare moment every leader dreads--when massive change occurs and a company must, virtually overnight, adapt or fall by the wayside--in a new way. Grove calls such a moment a Strategic Inflection Point, which can be set off by almost anything: mega-competition, a change in regulations, or a seemingly modest change in technology. When a Strategic Inflection Point hits, the ordinary rules of business go out the

window. Yet, managed right, a Strategic Inflection Point can be an opportunity to win in the marketplace and emerge stronger than ever. Grove underscores his message by examining his own record of success and failure, including how he navigated the events of the Pentium flaw, which threatened Intel's reputation in 1994, and how he has dealt with the explosions in growth of the Internet. The work of a lifetime, *Only the Paranoid Survive* is a classic of managerial and leadership skills.

Honest communication is a scarcity. We spend our time talking, posting, assuming, and reacting while spending very little time listening and understanding ourselves and others. We communicate in ways we have learned in our lives ignoring negative patterns and stuffing our feelings. In this revealing, fun, and easy-to-read book, Lara Currie explores how we are triggered in our everyday interactions which lead to over-stimulation that has us feeling anxious, stressed out, and depressed. Lara gives you a categorical breakdown of the What, Who, Why, and When of common triggers as well as what you can do to recognize them, how to resist "just reacting," and how to establish clear and protective boundaries so you can thrive! With strategies to clearly define, and if necessary, defend your intentions in a way that is both respectful and firm. As you follow these steps, your relationships, confidence, and self-esteem will improve, and you will find joy in increasingly drama free and honest relationships. Drawing from her work in high conflict positions, her own personal journey, and some of the leading thinkers of our time, Lara leads the reader to an increased self-awareness, an understanding of what that "knot" in the pit of your stomach is trying to tell you, and skills you can implement today to become the person you were meant to be.

What Really Determines Success

The Lean Startup

The Absolutely True Diary of a Part-Time Indian

Georges Doriot and the Birth of Venture Capital

The Science Behind Why 90% of Companies Fail--and How You Can Avoid It

Do the Hard Thing

The Start-Up J Curve

Notes on Startups, or How to Build the Future

Silicon Valley visionary John Chambers shares the lessons that transformed a dyslexic kid from West Virginia into one of the world's best business leaders and turned a simple router company into a global tech titan. When Chambers joined Cisco in 1991, it was a company with 400 employees, a single product, and about \$70 million in revenue. When he stepped down as CEO in 2015, he left a \$47 billion tech giant that was the backbone of the internet and a leader in areas from cybersecurity to data center convergence. Along the way, he had acquired 180 companies and turned more than 10,000 employees into millionaires. Widely recognized as an innovator, an industry leader, and one of the world's best CEOs, Chambers has outlasted and outmaneuvered practically every rival that ever tried to take Cisco on--Nortel, Lucent, Alcatel, IBM, Dell, and Hewlett-Packard, to name a few. Now Chambers is sharing his unique strategies for winning in a digital world. From his early lessons and struggles with dyslexia in West Virginia to his bold bets and battles with some of the

biggest names in tech, Chambers gives readers a playbook on how to act before the market shifts, tap customers for strategy, partner for growth, build teams, and disrupt themselves. He also adapted those lessons to transform government, helping global leaders like French President Emmanuel Macron and Indian Prime Minister Narendra Modi to create new models for growth. As CEO of JC2 Ventures, he's now investing in a new generation of game-changing startups by helping founders become great leaders and scale their companies. Connecting the Dots is destined to become a business classic, providing hard-won insights and critical tools to thrive during the accelerating disruption of the digital age.

A heartbreaking and hilarious memoir by iCarly and Sam & Cat star Jennette McCurdy about her struggles as a former child actor—including eating disorders, addiction, and a complicated relationship with her overbearing mother—and how she retook control of her life. Jennette McCurdy was six years old when she had her first acting audition. Her mother's dream was for her only daughter to become a star, and Jennette would do anything to make her mother happy. So she went along with what Mom called "calorie restriction," eating little and weighing herself five times a day. She endured extensive at-home makeovers while Mom chided, "Your eyelashes are invisible, okay? You think Dakota Fanning doesn't tint hers?" She was even showered by Mom until age sixteen while sharing her diaries, email, and all her income. In I'm Glad My Mom Died, Jennette recounts all this in unflinching detail—just as she chronicles what happens when the dream finally comes true. Cast in a new Nickelodeon series called iCarly, she is thrust into fame. Though Mom is ecstatic, emailing fan club moderators and getting on a first-name basis with the paparazzi ("Hi Gale!"), Jennette is riddled with anxiety, shame, and self-loathing, which manifest into eating disorders, addiction, and a series of unhealthy relationships. These issues only get worse when, soon after taking the lead in the iCarly spinoff Sam & Cat alongside Ariana Grande, her mother dies of cancer. Finally, after discovering therapy and quitting acting, Jennette embarks on recovery and decides for the first time in her life what she really wants. Told with refreshing candor and dark humor, I'm Glad My Mom Died is an inspiring story of resilience, independence, and the joy of shampooing your own hair.

Get into the best schools. Land your next big promotion. Dress for success. Run faster. Play tougher. Work harder. Keep score. And whatever you do—make sure you win. Competition runs through every aspect of our lives today. From the cubicle to the race track, in business and love, religion and science, what matters now is to be the biggest, fastest, meanest, toughest, richest. The upshot of all these contests? As Margaret Heffernan shows in this eye-opening book, competition regularly backfires, producing an explosion of cheating, corruption, inequality, and risk. The

demolition derby of modern life has damaged our ability to work together. But it doesn't have to be this way. CEOs, scientists, engineers, investors, and inventors around the world are pioneering better ways to create great products, build enduring businesses, and grow relationships. Their secret? Generosity. Trust. Time. Theater. From the cranberry bogs of Massachusetts to the classrooms of Singapore and Finland, from tiny start-ups to global engineering firms and beloved American organizations—like Ocean Spray, Eileen Fisher, Gore, and Boston Scientific—Heffernan discovers ways of living and working that foster creativity, spark innovation, reinforce our social fabric, and feel so much better than winning.

Venture capitalists are the handmaidens of innovation. Operating in the background, they provide the fuel needed to get fledgling companies off the ground--and the advice and guidance that helps growing companies survive their adolescence. In Creative Capital, Spencer Ante tells the compelling story of the enigmatic and quirky man--Georges Doriot--who created the venture capital industry. The author traces the pivotal events in Doriot's life, including his experience as a decorated brigadier general during World War II; as a maverick professor at Harvard Business School; and as the architect and founder of the first venture capital firm, American Research and Development. It artfully chronicles Doriot's business philosophy and his stewardship in startups, such as the important role he played in the formation of Digital Equipment Corporation and many other new companies that later grew to be influential and successful. An award-winning Business Week journalist, Ante gives us a rare look at a man who overturned conventional wisdom by proving that there is big money to be made by investing in small and risky businesses. This vivid portrait of Georges Doriot reveals the rewards that come from relentlessly pursuing what-if possibilities--and offers valuable lessons for business managers and investors alike.

*The Revolutionary Book That Will Change the Way You Do Business
Netflix and the Culture of Reinvention*

*Tackle Every Challenge in Your Life with Enthusiasm to Become the
Successful Version of You*

The CEO Next Door

The Great Mental Models: General Thinking Concepts

The Start-up of You

Ctrl Alt Delete

Work from Home, Remote Work, and the Hard Choices We All Face

An incendiary examination of burnout in millennials--the cultural shifts that got us here, the pressures that sustain it, and the need for drastic change

The New York Times bestseller Shortlisted for the 2020 Financial

Times & McKinsey Business Book of the Year Netflix cofounder Reed Hastings reveals for the first time the unorthodox culture behind one of the world's most innovative, imaginative, and successful companies. There has never before been a company like Netflix. It has led nothing short of a revolution in the entertainment industries, generating billions of dollars in annual revenue while capturing the imaginations of hundreds of millions of people in over 190 countries. But to reach these great heights, Netflix, which launched in 1998 as an online DVD rental service, has had to reinvent itself over and over again. This type of unprecedented flexibility would have been impossible without the counterintuitive and radical management principles that cofounder Reed Hastings established from the very beginning. Hastings rejected the conventional wisdom under which other companies operate and defied tradition to instead build a culture focused on freedom and responsibility, one that has allowed Netflix to adapt and innovate as the needs of its members and the world have simultaneously transformed. Hastings set new standards, valuing people over process, emphasizing innovation over efficiency, and giving employees context, not controls. At Netflix, there are no vacation or expense policies. At Netflix, adequate performance gets a generous severance, and hard work is irrelevant. At Netflix, you don't try to please your boss, you give candid feedback instead. At Netflix, employees don't need approval, and the company pays top of market. When Hastings and his team first devised these unorthodox principles, the implications were unknown and untested. But in just a short period, their methods led to unparalleled speed and boldness, as Netflix quickly became one of the most loved brands in the world. Here for the first time, Hastings and Erin Meyer, bestselling author of The Culture Map and one of the world's most influential business thinkers, dive deep into the controversial ideologies at the heart of the Netflix psyche, which have generated results that are the envy of the business world. Drawing on hundreds of interviews with current and past Netflix employees from around the globe and never-before-told stories of trial and error from Hastings's own career, No Rules Rules is the fascinating and untold account of the philosophy behind one of the world's most innovative, imaginative, and successful companies.

The next electrifying novel from the #1 New York Times bestselling author duo behind The Wife Between Us. "Propulsive and thrilling....A page-turner that will keep you guessing until the very end." --Taylor Jenkins Reid, author of Malibu Rising Wealthy Washington suburbanites Marissa and Matthew Bishop seem to have it all—until Marissa is unfaithful. Beneath their veneer of perfection is a

relationship riven by work and a lack of intimacy. She wants to repair things for the sake of their eight-year-old son and because she loves her husband. Enter Avery Chambers. Avery is a therapist who lost her professional license. Still, it doesn't stop her from counseling those in crisis, though they have to adhere to her unorthodox methods. And the Bishops are desperate. When they glide through Avery's door and Marissa reveals her infidelity, all three are set on a collision course. Because the biggest secrets in the room are still hidden, and it's no longer simply a marriage that's in danger. "An utterly compelling, spellbinding read." --Lisa Jewell, author of *Then She Was Gone* and *Invisible Girl*

A WALL STREET JOURNAL BESTSELLER Do you know the best way to drive your company's growth? If not, it's time to boost your Growth IQ. Trying to find the one right move that will improve your business's performance can feel overwhelming. But, as you'll discover in *Growth IQ*, there are just ten simple--but easily misunderstood--paths to growth, and every successful growth strategy can be boiled down to picking the right combination and sequence of these paths for your current context. Tiffani Bova travels around the world helping companies solve their most vexing problem: how to keep growing in the face of stiff competition and a fast-changing business environment. Whether she's presenting to a Fortune 500 board of directors or brainstorming over coffee with a startup founder, Bova cuts through the clutter and confusion that surround growth. Now, she draws on her decades of experience and more than thirty fascinating, in-depth business stories to demonstrate the opportunities--and pitfalls--of each of the ten growth paths, how they work together, and how they apply to business today. You'll see how, for instance: * Red Bull broke Coca-Cola and PepsiCo's stranglehold on the soft drink market by taking the Customer Base Penetration path to establish a foothold with adventure sports junkies and expand into the mainstream. * Marvel transformed itself from a struggling comic book publisher into a global entertainment behemoth by using a Customer and Product Diversification strategy and shifting their focus from comic books to comic book characters in movies. * Starbucks suffered a brand crisis when they overwhelmed their customers with a Product Expansion strategy, and brought back CEO Howard Schultz to course-correct by returning to the Customer Experience path. Through Bova's insightful analyses of these and many other case studies, you'll see why it can be a mistake to imitate strategies that worked for your competitors, or rely on strategies that worked for you in the past. To grow your company with confidence, you first need to grow your Growth IQ.

Zero to One

Secrets of Sand Hill Road

The Triple Package

The Future of the Office

A Handbook of Agile Software Craftsmanship

The Women Upstarts who Took on Silicon Valley's Male Culture and Made the Deals of a Lifetime

Connecting the Dots

The Six Steps to Entrepreneurial Success

"There are no silver bullets, only lead bullets." - Ben Horowitz "Take care of the people, the products, and the profits-in that order." - Ben Horowitz

"Often any decision, even the wrong decision, is better than no decision." - Ben Horowitz

"You can't worry about the mistakes, because you're going to make a lot of them. You've got to be thinking about your next move." - Ben Horowitz

"The first rule of the C.E.O. psychological meltdown is 'Don't talk about the psychological meltdown.'" - Ben Horowitz *A**

Silicon Valley bestseller, The Hard Thing About Hard Things is a business, startup, and management book unlike any other. Learn how to build a business when there are no easy answers...purchase your copy of FastReads' Summary with Analysis & Key Takeaways today! Quickly soak up the essence of Ben Horowitz's deep wisdom.* Book Summary**

Overview: This book is different from other management books because it addresses problems that other books don't. It teaches you how to deal with the hard things. So, what are the hard things? Setting a big goal and getting your employees to achieve it is not a hard thing; the hard thing is when you miss that goal and have to lay people off. Hiring great people or designing an organizational chart is not a hard thing. The hard thing is to deal with people that are difficult to deal with it. The hard thing is to get people to communicate what you have designed within the company. Other management books try to present a recipe for dealing with situations that have no recipes. There are no recipes for building a start-up or composing a hit single, or running for the president of the United States. That's the thing about hard things, there are no recipes, formulas, or how-to guides for dealing with them. In this book, entrepreneur, CEO, and venture capitalist, Ben Horowitz gives away some useful lessons from his professional life that will help you deal with the hard things. This book serves as an inspiration for people who are struggling to build a technology startup. Click Buy Now to Own your copy today!

"Straight Talk for Startups memorializes age-old best practices and empowers both experienced and new investment professionals to beat the odds."—David Krane, CEO, Google Ventures "Straight Talk for Startups is filled with real, raw, and fact-based 'rules of the road' that you need to know when diving into our ultra-competitive startup world. A must read and a re-read!"—Tony Fadell, Coinventor of the iPod/iPhone & Founder of Nest Labs Veteran venture capitalist Randy Komisar and finance executive Jantoon Reigersman share no-nonsense, counterintuitive guidelines to help anyone build a successful startup. Over the course of their careers, Randy Komisar and Jantoon Reigersman

continue to see startups crash and burn because they forget the timeless lessons of entrepreneurship. But, as Komisar and Reigersman show, you can beat the odds if you quickly learn what insiders know about what it takes to build a healthy foundation for a thriving venture. In *Straight Talk for Startups* they walk budding entrepreneurs through 100 essential rules—from pitching your idea to selecting investors to managing your board to deciding how and when to achieve liquidity. Culled from their own decades of experience, as well as the experiences of their many successful colleagues and friends, the rules are organized under broad topics, from "Mastering the Fundamentals" and "Selecting the Right Investors," to "The Ideal Fundraise," "Building and Managing Effective Boards," and "Achieving Liquidity." Vital rules you'll find in *Straight Talk for Startups* include: The best ideas originate from founders who are users Create two business plans: an execution plan and an aspirational plan Net income is an option, but cash flow is a fact Don't accept money from strangers Personal wealth doesn't equal good investing Small boards are better than big ones Add independent board members for expertise and objectivity Too many unanimous board decisions are a sign of trouble Choose an acquirer, don't wait to be chosen Learn the rules by heart so you know when to break them Filled with helpful real-life examples and specific, actionable advice, *Straight Talk for Startups* is the ideal handbook for anyone running, working for, or thinking about creating a startup, or just curious about what makes high-potential ventures tick.

Bringing hard data to the way we think about entrepreneurial success, this bold call to action draws on the latest scientific evidence to dispel the most pervasive startup myths and light a path to entrepreneurship for those eclipsed by the hype. When you think of a successful entrepreneur, who comes to mind? Bill Gates? Mark Zuckerberg? Or maybe even Jesse Eisenberg, the man who played Zuckerberg in *The Social Network*? It may surprise you that most successful founders look very different from Zuckerberg or Gates. In fact, most startup origin stories are very different from the famous "unicorns" that have achieved valuations of over \$1 billion, from Facebook to Google to Uber. In *The Unicorn's Shadow: Combating the Dangerous Myths that Hold Back Startups, Founders, and Investors*, Wharton School professor Ethan Mollick takes us to the forefront of an empirical revolution in entrepreneurship. New data and better research methods have overturned the conventional wisdom behind what a successful founder looks like, how they succeed, and how the startup ecosystem works. Among the issues he examines: Which founders are most likely to succeed? Where do the best startup ideas come from? What's the most foolproof way of securing the funding needed to take a company to the next level? Should your sales pitch really be something out of Hollywood? What's the best way to grow and scale your company and create a thriving culture that won't hinder expansion? Mollick argues that entrepreneurship is too important, both for society and for the individuals who start companies, to be eclipsed by the shadows of unicorns. He shows we can democratize entrepreneurship—but only by following an evidence-based approach that puts to rest the false

narratives that surround it.

"Alpha Girls is reporter Julian Guthrie's powerful account of five women pioneers in the field of venture capital who bucked the system and found ways to survive and thrive in the cutthroat, high-stakes, male-dominated world of Silicon Valley"--Provided by publisher.

Lessons for Leadership in a Startup World

The Effective Manager

The 4 Behaviors that Transform Ordinary People into World-Class Leaders

Crying in H Mart

Alpha Girls

Creative Capital

Includes Key Takeaways & Analysis

High-Output Management

*No matter how busy you are, find quiet reflective moments in your life—and reduce your stress levels drastically—with this classic bestselling guide from a mindfulness expert. When *Wherever You Go, There You Are* was first published in 1994, no one could have predicted that the book would launch itself onto bestseller lists nationwide and sell over 750,000 copies to date. Ten years later, the book continues to change lives. In honor of the book's 10th anniversary, Hyperion is proud to be releasing the book with a new afterword by the author, and to share this wonderful book with an even larger audience. Life doesn't come with a manual but this illustrated guide to navigating its ups, downs and WTFs is the next best thing. With her trademark humour and engaging frankness, artist Veronica Dearly guides us on a visual journey into the parts of life that often leave us floundering. Taking inspiration from the popular *Wheel of Life* coaching tool, *How To Do Hard Things* explores key areas in turn, from mental health, mindset and the dangers of overthinking, through fitness and body image, career, love, spirituality, family, money, fun and friends, to finding your direction, setting your own goals and preparing for change. Veronica combines accessible guidance with uplifting pockets of inspiration and simple on-the-page activities throughout to encourage self-reflection, provide instant pick-me-ups and help you realise that you really can do hard things. While acknowledging that real life is never perfect, this relatable, down-to-earth ebook shows how it is still possible to find the positives and make it a little bit better every day.*

Business Models for Transforming Customer Relationships What if there were a way to turn occasional, sporadic transactions with customers into long-term, continuous relationships--while simultaneously driving dramatic improvements in operational efficiency? What if you could break your existing trade-offs between superior customer experience and low cost? This is the promise of a connected strategy. New forms of connectivity--involving frequent, low-friction, customized interactions--mean that companies can now anticipate customer needs as they arise, or even before. Simultaneously, enabled by these technologies, companies can create new business models that deliver more value to customers. Connected strategies are win-win: Customers get a dramatically improved experience, while companies boost operational efficiency. In this book, strategy and operations experts Nicolaj Siggelkow and Christian Terwiesch reveal the emergence of connected strategies as a new source of competitive advantage. With in-depth examples from companies operating in industries such as healthcare, financial services, mobility, retail, entertainment, nonprofit, and education, *Connected Strategy* identifies the four pathways--respond-to-desire, curated offering,

coach behavior, and automatic execution--for turning episodic interactions into continuous relationships. The authors show how each pathway creates a competitive advantage, then guide you through the critical decisions for creating and implementing your own connected strategies. Whether you're trying to revitalize strategy in an established company or disrupt an industry as a startup, this book will help you:

- Reshape your connections with your customers
- Find new ways to connect with existing suppliers while also activating new sources of capacity
- Create the right revenue model
- Make the best technology choices to support your strategy

Integrating rich examples, how-to advice, and practical tools in the form of "workshop chapters" throughout, this book is the ultimate resource for creating competitive advantage through connected relationships with your customers and redefined connections in your industry.

The real story of what it takes to risk it all and go for broke. Conventional wisdom says most startups need to be in Silicon Valley, started by young engineers around a sexy new idea, and backed by VC funding. But as Mikkel Svane reveals in *Startupland*, the story of founding Zendesk was anything but conventional. Founded in a Copenhagen loft by three thirty-something friends looking to break free from corporate doldrums, Zendesk Inc. is now one of the hottest enterprise software companies, still rapidly growing with customers in 150 countries. But its success was anything but predestined. With revealing stories both funny and frank, Mikkel shares how he and his friends bravely left secure jobs to start something on their own, how he almost went broke several times, how they picked up themselves and their families to travel across the world to California and the unknown, and how the three friends were miraculously still together for Zendesk's IPO and (still growing) success. Much like Zendesk's mission itself—to remove friction, barriers, and mystery in order to make customer service easier and more approachable—*Startupland* removes some of the myths about startups and startup founders. Mikkel's advice, hard-won through experience, often bucks conventional wisdom and entrepreneurial tropes. He shares why failure (whether fast or slow) is awful, why a seemingly boring product or idea can be the most exciting, why giving back to the community is as important as the bottom line. From how to hire right (look for people who aren't offended by swearing) to which personas generate the highest response rates, Mikkel answers the most pressing questions from the perspective of someone still in the trenches and willing to share the hard truth, warts and all. While there are books by consultants who tell you how to build businesses, or by entrepreneurs now running billion-dollar businesses, there are few books from people still in the trenches who acutely remember the difficult daily decisions, the thrill (and fears) of the early days, the problems that scale with growing a business, and the reason why they all went on the adventure in the first place. *Startupland* is indispensable reading for all entrepreneurs who want to make their ideas the next big thing. The book will inspire and empower you to follow your own dream and create your own story.

A Bigger Prize

100 Insider Rules for Beating the Odds--From Mastering the Fundamentals to Selecting Investors, Fundraising, Managing Boards, and Achieving Liquidity

Only the Paranoid Survive

Managing in the Gray

Can't Even

The Unicorn's Shadow

How to Do Hard Things

Building a Business When There Are No Easy Answers

In this offbeat approach to leadership, college president Steven B. Sample—the man who turned the University of Southern California into one of the most respected and highly rated universities in the country—challenges many conventional teachings on the subject. Here, Sample outlines an iconoclastic style of leadership that flies in the face of current leadership thought, but a style that unquestionably works, nevertheless. Sample urges leaders and aspiring leaders to focus on some key counterintuitive truths. He offers his own down-to-earth, homespun, and often provocative advice on some complex and thoughtful issues. And he provides many practical, if controversial, tactics for successful leadership, suggesting, among other things, that leaders should sometimes compromise their principles, not read everything that comes across their desks, and always put off decisions.

Ben Horowitz, cofounder of Andreessen Horowitz and one of Silicon Valley's most respected and experienced entrepreneurs, offers essential advice on building and running a startup—practical wisdom for managing the toughest problems business school doesn't cover, based on his popular *ben's* blog. While many people talk about how great it is to start a business, very few are honest about how difficult it is to run one. Ben Horowitz analyzes the problems that confront leaders every day, sharing the insights he's gained developing, managing, selling, buying, investing in, and supervising technology companies. A lifelong rap fanatic, he amplifies business lessons with lyrics from his favorite songs, telling it straight about everything from firing friends to poaching competitors, cultivating and sustaining a CEO mentality to knowing the right time to cash in. Filled with his trademark humor and straight talk, *The Hard Thing About Hard Things* is invaluable for veteran entrepreneurs as well as those aspiring to their own new ventures, drawing from Horowitz's personal and often humbling experiences.

The Effective Manager is a hands-on practical guide to great management at every level. Written by the man behind *Manager Tools*, the world's number-one business podcast, this book distills the author's 25 years of management training expertise into clear, actionable steps to start taking today.

The Hard Thing About Hard Things Building a Business When There Are No Easy Answers Harper Collins

Actual Real Life Advice on Friends, Love, Career, Wellbeing, Mindset, and More.

Combating the Dangerous Myths that Hold Back Startups, Founders, and Investors

Clean Code

Difficult Happens

Five Timeless Questions for Resolving Your Toughest Problems at Work

How We Can Do Better than the Competition

Wherever You Go, There You Are

Mindfulness Meditation In Everyday Life

If you are anything like me you may think you have no willpower and have had a REALLY hard time sticking to any self-improvement programme. I totally get it because that was me for so many years until one day I had an insight that changed everything for me. It was this... That everything I wanted to do was hard! There was an inner resistance that would rise up inside that would stop me doing even the things I wanted to do like plan more social events or do daily Yoga. I would make a plan of what I wanted to achieve and be really good for a few days or weeks at a time and then it would all fade away. There was no consistency because I would only do things when I felt like it, and without consistency none of my self improvement programs could work. Then i had my wake-up call if everything i wanted to do was hard then my goals should be to always doTHE HARD THING. IMMEDIATELY I WAS ABLE TO START DOING THINGS THAT I HAD BEEN AVOIDING FOR YEARS, Such as doing an hours

exercise daily instead of just 15 minutes sporadically. I also changed on a minute by minute basis, because i stopped doing things that i would normally been automatic, such as eating chocolate in the evening while watching tv. so what is the big secret to success? if everything is hard then increasing the amount of hard things you do on a daily basis will lead to success. Just imagine how your life would change if every day you did 20 hard things. If you chose to do the hard thing rather than the easy thing. How would your self esteem improve if you always chose the harder thing, the more effective thing, the wiser thing? you would become the person you always wanted to be and start fulfilling your unique potential. This tracker/journal was created for myself and other people with no will-power to always choose to do the most effective things on an hourly and daily basis so you can achieve the life of your dreams. So go on pick it up today and start creating your dream life now!

A predictable pattern of success Entrepreneurs who have read early drafts of The Start-Up J Curve responded, "I wish I had this book years ago." A start-up unfolds in a predictable pattern; the more aware entrepreneurs are of this pattern, the better able they will be to capitalize on it. Author Howard Love calls this pattern the start-up J Curve: The toughest part of the endeavor is the time between the actual start of a new business and when the product and model are firmly established. The Start-Up J Curve gives entrepreneurs the tools they need to get through the early challenges so they can reach the primary value creation that lies beyond. Love brings thirty-five years of start-up experience to this comprehensive guide to starting a business. He outlines the six predictable stages of start-up growth and details the activities that should be undertaken at each stage to ensure success and to avoid common pitfalls. Instead of feeling lost and confused after a setback, start-up founders and investors can anticipate the challenges, overcome the obstacles, and ride the curve to the top.

A Wall Street Journal Bestseller! What are venture capitalists saying about your startup behind closed doors? And what can you do to influence that conversation? If Silicon Valley is the greatest wealth-generating machine in the world, Sand Hill Road is its humming engine. That's where you'll find the biggest names in venture capital, including famed VC firm Andreessen Horowitz, where lawyer-turned-entrepreneur-turned-VC Scott Kupor serves as managing partner. Whether you're trying to get a new company off the ground or scale an existing business to the next level, you need to understand how VCs think. In Secrets of Sand Hill Road, Kupor explains exactly how VCs decide where and how much to invest, and how entrepreneurs can get the best possible deal and make the most of their relationships with VCs. Kupor explains, for instance:

- Why most VCs typically invest in only one startup in a given business category.*
- Why the skill you need most when raising venture capital is the ability to tell a compelling story.*
- How to handle a "down round," when startups have to raise funds at a lower valuation than in the previous round.*
- What to do when VCs get too entangled in the day-to-day operations of the business.*
- Why you need to build relationships with potential acquirers long before you decide to sell.*

Filled with Kupor's firsthand experiences, insider advice, and practical takeaways, Secrets of Sand Hill Road is the guide every entrepreneur needs to turn their startup into the next unicorn.

The DNA of business has changed. Forever. You can blame technology, smartphones, social media, online shopping and everything else, but nothing changes this reality: we are in a moment of business purgatory. So, what are you going to do about it? Mitch Joel, one of the world's leading experts in new media, warns that the time has come to CTRL ALT DELETE. To reboot and to start re-building your business model. If you don't, Joel warns, not only will your company begin to slide backwards, but you may find yourself unemployable within five years.

That's a very strong warning, but in his new book, CTRL ALT DELETE, Joel explains the convergence of five key movements that have changed business forever. The movements have already taken place, but few businesses have acted on them. He outlines what you need to know to adapt right now. He also points to the seven triggers that will help you take advantage of these game-changing factors to keep you employable as this new world of business unfolds. Along the way, Joel introduces his novel concept of "squiggle" which explains how you can learn to adapt your personal approach to your career, as new technology becomes the norm. In short, this is not a book about "change management" but rather a book about "changing both you AND your business model."

A Novel

No Rules Rules

Growth IQ

How Three Guys Risked Everything to Turn an Idea into a Global Business

Connected Strategy

How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses

Reboot Your Business. Reboot Your Life. Your Future Depends on It.

Get Smarter About the Choices that Will Make or Break Your Business

How to Resolve the Really Hard Problems Every manager makes tough calls—it comes with the job. And the hardest decisions are the “gray areas”—situations where you and your team have worked hard to find an answer, you’ve done the best analysis you can, and you still don’t know what to do. But you have to make a decision. You have to choose, commit, act, and live with the consequences and persuade others to follow your lead. Gray areas test your skills as a manager, your judgment, and even your humanity. How do you get these decisions right? In *Managing in the Gray*, Joseph Badaracco offers a powerful, practical, and even radical way to resolve these problems. Picking up where conventional tools of analysis leave off, this book provides tools for judgment in the form of five revealing questions. Asking yourself these five questions provides a simple yet profound way to broaden your thinking, sharpen your judgment, and develop a fresh perspective. What makes these questions so valuable is that they have truly stood the test of time—they’ve guided countless men and women, across many centuries and cultures, to resolve the hardest questions of work, responsibility, and life. You can use the five-question framework on your own or with others on your team to help you cut through complexities, understand critical trade-offs, and develop workable solutions for even the grayest issues.

Why do Jews win so many Nobel Prizes and Pulitzer Prizes? Why are Mormons running the business and finance sectors? Why do the children of even impoverished and poorly educated Chinese immigrants excel so remarkably at school? It may be taboo to say it, but some cultural groups starkly outperform others. The bestselling husband and wife team Amy Chua, author of *Battle Hymn of the Tiger Mother*, and Jed Rubenfeld, author of *The Interpretation of Murder*, reveal the three essential components of success - its hidden spurs, inner dynamics and its potentially damaging costs - showing how, ultimately, when

properly understood and harnessed, the Triple Package can put anyone on their chosen path to success.

The old saying goes, "To the man with a hammer, everything looks like a nail." But anyone who has done any kind of project knows a hammer often isn't enough. The more tools you have at your disposal, the more likely you'll use the right tool for the job - and get it done right. The same is true when it comes to your thinking. The quality of your outcomes depends on the mental models in your head. And most people are going through life with little more than a hammer. Until now. The Great Mental Models: General Thinking Concepts is the first book in The Great Mental Models series designed to upgrade your thinking with the best, most useful and powerful tools so you always have the right one on hand. This volume details nine of the most versatile, all-purpose mental models you can use right away to improve your decision making, productivity, and how clearly you see the world. You will discover what forces govern the universe and how to focus your efforts so you can harness them to your advantage, rather than fight with them or worse yet- ignore them. Upgrade your mental toolbox and get the first volume today. AUTHOR BIOGRAPHY Farnam Street (FS) is one of the world's fastest growing websites, dedicated to helping our readers master the best of what other people have already figured out. We curate, examine and explore the timeless ideas and mental models that history's brightest minds have used to live lives of purpose. Our readers include students, teachers, CEOs, coaches, athletes, artists, leaders, followers, politicians and more. They're not defined by gender, age, income, or politics but rather by a shared passion for avoiding problems, making better decisions, and lifelong learning. AUTHOR HOME Ottawa, Ontario, Canada

The founder of LinkedIn demonstrates how to apply effective entrepreneurial strategies to an individual career, explaining how to navigate modern challenges by becoming more innovative, self-reliant and networked. 60,000 first printing.

The Innovator's Dilemma

Summary of the Hard Thing About Hard Things

Startupland

How to F*ck Up Your Startup

I'm Glad My Mom Died

How to Create Your Business Culture

The Hard Thing About Hard Things

How Millennials Became the Burnout Generation

WALL STREET JOURNAL BESTSELLER Every business owner dreams of success, but the majority of businesses are doomed to fail. This book offers a journey through the pitfalls that cause 90% of companies to crash—and the crucial remedies entrepreneurs can use to avoid (or fix) them. Kim Hvidkjær was 29 years old when he became a millionaire. Two years later, after a cluster of disasters, he found himself basically broke. Now, having rebuilt his fortune as the founder of several successful enterprises and studied thousands of failed startups, Hvidkjær has become an expert in failure: what it means, what it looks like, and the strategies that business owners can use to prevent it. In *How to F*ck Up Your Startup*, he takes us on an entertaining and enlightening journey through the complex patterns of failure in the life cycle of a

*business, covering: Attitude mistakes Business model missteps Market research snafus Funding and financial blunders Product development errors Organization oversights Sales slip-ups Growing pains Most important, he tackles what to do when your business has gone wrong. Hvidkjær fleshes out a tangible, usable blueprint for entrepreneurs looking to learn (the easy way) from the mistakes of businesses gone before. Chock-full of easy-to-follow business lessons that will keep you from f*cking up your startup, this down-to-earth guide offers crucial, actionable advice for seasoned business owners and startup founders alike. A masterclass in failure, How to F*ck Up Your Startup is required reading for reaching success.*

In this revolutionary bestseller, innovation expert Clayton M. Christensen says outstanding companies can do everything right and still lose their market leadership—or worse, disappear altogether. And not only does he prove what he says, but he tells others how to avoid a similar fate. Focusing on “disruptive technology,” Christensen shows why most companies miss out on new waves of innovation. Whether in electronics or retailing, a successful company with established products will get pushed aside unless managers know when to abandon traditional business practices. Using the lessons of successes and failures from leading companies, The Innovator’s Dilemma presents a set of rules for capitalizing on the phenomenon of disruptive innovation. Find out: When it is right not to listen to customers. When to invest in developing lower-performance products that promise lower margins. When to pursue small markets at the expense of seemingly larger and more lucrative ones. Sharp, cogent, and provocative, The Innovator’s Dilemma is one of the most talked-about books of our time—and one no savvy manager or entrepreneur should be without. The COVID-19 pandemic forced an unprecedented experiment that reshaped white-collar work and turned remote work into a kind of “new normal.” Now comes the hard part. Many employees want to continue that normal and keep working remotely, and most at least want the ability to work occasionally from home. But for employers, the benefits of employees working from home or hybrid approaches are not so obvious.

What should both groups do? In a prescient new book, The Future of the Office: Work from Home, Remote Work, and the Hard Choices We All Face, Wharton professor Peter Cappelli lays out the facts in an effort to provide both employees and employers with a vision of their futures. Cappelli unveils the surprising tradeoffs both may have to accept to get what they want. Cappelli illustrates the challenges we face by in drawing lessons from the pandemic and deciding what to do moving forward. Do we allow some workers to be permanently remote? Do we let others choose when to work from home? Do we get rid of their offices? What else has to change, depending on the approach we choose? His research reveals there is no consensus among business leaders. Even the most high-profile and forward-thinking companies are taking divergent approaches: --Facebook, Twitter, and other tech companies say many employees can work remotely on a permanent basis. --Goldman Sachs, JP Morgan, and others say it is important for everyone to come back to the office. --Ford is redoing its office space so that most employees can work from home at least part of the time, and --GM is planning to let local managers work out arrangements on an ad-hoc basis. As Cappelli examines, earlier research on other types of remote work, including telecommuting offers some guidance as to what to expect when some people will be in the office and others work at home, and also what happened when employers tried to take back offices. Neither worked as expected. In a call to action for both employers and employees, Cappelli explores how we should think about the choices going forward as well as who wins and who loses. As he implores, we have to choose soon.

Looks at the principles and clean code, includes case studies showcasing the practices of writing clean code, and contains a list of heuristics and “smells” accumulated from the process of writing clean code.

A Memoir

The Golden Couple

Building Continuous Customer Relationships for Competitive Advantage

What You Do Is Who You Are

The Contrarian's Guide to Leadership

Venture Capital and How to Get It

Straight Talk for Startups

#1 NEW YORK TIMES BESTSELLER • “This book delivers completely new and refreshing ideas on how to create value in the world.”—Mark Zuckerberg, CEO of

Meta “Peter Thiel has built multiple breakthrough companies, and Zero to One shows how.”—Elon Musk, CEO of SpaceX and Tesla The great secret of our time is that there are still uncharted frontiers to explore and new inventions to create. In Zero to One, legendary entrepreneur and investor Peter Thiel shows how we can find singular ways to create those new things. Thiel begins with the contrarian premise that we live in an age of technological stagnation, even if we’re too distracted by shiny mobile devices to notice. Information technology has improved rapidly, but there is no reason why progress should be limited to computers or Silicon Valley. Progress can be achieved in any industry or area of business. It comes from the most important skill that every leader must master: learning to think for yourself. Doing what someone else already knows how to do takes the world from 1 to n, adding more of something familiar. But when you do something new, you go from 0 to 1. The next Bill Gates will not build an operating system. The next Larry Page or Sergey Brin won’t make a search engine. Tomorrow’s champions will not win by competing ruthlessly in today’s marketplace. They will escape competition altogether, because their businesses will be unique. Zero to One presents at once an optimistic view of the future of progress in America and a new way of thinking about innovation: it starts by learning to ask the questions that lead you to find value in unexpected places.

A NEW YORK TIMES NOTABLE BOOK OF THE YEAR • NEW YORK TIMES BEST SELLER • From the indie rockstar of Japanese Breakfast fame, one of TIME's Most Influential People of 2022, and author of the viral 2018 New Yorker essay that shares the title of this book, an unflinching, powerful memoir about growing up Korean American, losing her mother, and forging her own identity. In this exquisite story of family, food, grief, and endurance, Michelle Zauner proves herself far more than a dazzling singer, songwriter, and guitarist. With humor and heart, she tells of growing up one of the few Asian American kids at her school in Eugene, Oregon; of struggling with her mother's particular, high expectations of her; of a painful adolescence; of treasured months spent in her grandmother's tiny apartment in Seoul, where she and her mother would bond, late at night, over heaping plates of food. As she grew up, moving to the East Coast for college, finding work in the restaurant industry, and performing gigs with her fledgling band--and meeting the man who would become her husband--her Koreanness began to feel ever more distant, even as she found the life she wanted to live. It was her mother's diagnosis of terminal cancer, when Michelle was twenty-five, that forced a reckoning with her identity and brought her to reclaim the gifts of taste, language, and history her mother had given her. Vivacious and plainspoken, lyrical and honest, Zauner's voice is as radiantly alive on the page as it is onstage. Rich with intimate anecdotes that will resonate widely, and complete with family photos, Crying in H Mart is a book to cherish, share, and reread.

Ben Horowitz, a leading venture capitalist, modern management expert, and New York Times bestselling author, combines lessons both from history and from modern organizational practice with practical and often surprising advice to help executives build cultures that can weather both good and bad times. Ben Horowitz has long been fascinated by history, and particularly by how people behave differently than you’d expect. The time and circumstances in which they were raised often shapes them—yet a few leaders have managed to shape their times. In What You Do Is Who You Are, he turns his attention to a question crucial to every organization: how do you create and sustain the culture you want? To Horowitz, culture is how a company makes decisions. It is the set of assumptions

employees use to resolve everyday problems: should I stay at the Red Roof Inn, or the Four Seasons? Should we discuss the color of this product for five minutes or thirty hours? If culture is not purposeful, it will be an accident or a mistake. What You Do Is Who You Are explains how to make your culture purposeful by spotlighting four models of leadership and culture-building—the leader of the only successful slave revolt, Haiti's Toussaint Louverture; the Samurai, who ruled Japan for seven hundred years and shaped modern Japanese culture; Genghis Khan, who built the world's largest empire; and Shaka Senghor, a man convicted of murder who ran the most formidable prison gang in the yard and ultimately transformed prison culture. Horowitz connects these leadership examples to modern case-studies, including how Louverture's cultural techniques were applied (or should have been) by Reed Hastings at Netflix, Travis Kalanick at Uber, and Hillary Clinton, and how Genghis Khan's vision of cultural inclusiveness has parallels in the work of Don Thompson, the first African-American CEO of McDonalds, and of Maggie Wilderotter, the CEO who led Frontier Communications. Horowitz then offers guidance to help any company understand its own strategy and build a successful culture. What You Do Is Who You Are is a journey through culture, from ancient to modern. Along the way, it answers a question fundamental to any organization: who are we? How do people talk about us when we're not around? How do we treat our customers? Are we there for people in a pinch? Can we be trusted? Who you are is not the values you list on the wall. It's not what you say in company-wide meeting. It's not your marketing campaign. It's not even what you believe. Who you are is what you do. This book aims to help you do the things you need to become the kind of leader you want to be—and others want to follow. Outlines a revisionist approach to management while arguing against common perceptions about the inevitability of startup failures, explaining the importance of providing genuinely needed products and services as well as organizing a business that can adapt to continuous customer feedback.

How Triggers Boundaries and Emotions Impact You Every Day

How to Exploit the Crisis Points That Challenge Every Company