

Founders At Work Stories Of Startups Early Days

The author examines issues such as the rightness of web-based applications, the programming language renaissance, spam filtering, the Open Source Movement, Internet startups and more. He also tells important stories about the kinds of people behind technical innovations, revealing their character and their craft.

“Deeply reported and bracingly written, this book is an indispensable guide to modern innovation and entrepreneurship.” —Walter Isaacson, New York Times bestselling author of *Code Breaker* A definitive, deeply reported look at the origin of PayPal and its founding team, including Elon Musk, Peter Thiel, Reid Hoffman, Max Levchin, and others whose stories have never before been told. They have defined the modern world. This experience defined them. Today, PayPal’s founders and earliest employees are considered the technology industry’s most powerful network. Since leaving PayPal, they have formed, funded, and advised the leading companies of our era, including Tesla, Facebook, YouTube, SpaceX, Yelp, Palantir, LinkedIn, Pinterest, and Airbnb, among many others. They defined 21st-century innovation and entrepreneurship—and still shape that template today. Their names stir passions; they’re as

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controversial as they are admired. Yet for all their influence, the story of how they first connected and cut their start-up teeth has gone untold. Before igniting the commercial space race or jumpstarting social media's rise, they were the unknown creators of a scrappy online payment company called PayPal. It would grow to become one of the world's foremost companies, but that success was anything but certain. From the outset, the team faced industry skeptics, bruising competition, internal strife, the emergence of widespread online fraud, and the devastating dot-com bust of the 2000s. In *The Founders: The Story of PayPal and the Entrepreneurs Who Shaped Silicon Valley*, award-winning author and biographer Jimmy Soni pulls back the curtain on PayPal's turbulent early days. With hundreds of interviews and unprecedented access to thousands of pages of internal material, Soni shows how the seeds of so much of what shapes our world today—fast-scaling digital start-ups, cashless currency concepts, mobile money transfer—were planted two decades ago. He also reveals the countless individuals whose stories never made the front pages nor earned banner headlines—but whose contributions were vital to PayPal's success. *The Founders* is a story of iteration and inventiveness, one that casts a long and powerful shadow over modern life. Jimmy Soni's narrative offers deep insight into how this

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once-in-a-generation assemblage of talent came to work together and how that collaboration changed our world forever.

From New York Times bestselling historian H. W. Brands comes the riveting story of how, in nineteenth-century America, a new set of political giants battled to complete the unfinished work of the Founding Fathers and decide the future of our democracy. In the early 1800s, three young men strode onto the national stage, elected to Congress at a moment when the Founding Fathers were beginning to retire to their farms. Daniel Webster of Massachusetts, a champion orator known for his eloquence, spoke for the North and its business class. Henry Clay of Kentucky, as dashing as he was ambitious, embodied the hopes of the rising West. South Carolina's John Calhoun, with piercing eyes and an even more piercing intellect, defended the South and slavery. Together these heirs of Washington, Jefferson and Adams took the country to war, battled one another for the presidency and set themselves the task of finishing the work the Founders had left undone. Their rise was marked by dramatic duels, fierce debates, scandal and political betrayal. Yet each in his own way sought to remedy the two glaring flaws in the Constitution- its refusal to specify where authority ultimately rested, with the states or the nation, and its unwillingness to address the essential incompatibility of republicanism and

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slavery. They wrestled with these issues for four decades, arguing bitterly and hammering out political compromises that held the Union together, but only just. Then, in 1850, when California moved to join the Union as a free state, "the immortal trio" had one last chance to save the country from the real risk of civil war. But, by that point, they had never been further apart. Thrillingly and authoritatively, H. W. Brands narrates an epic American rivalry and the little-known drama of the dangerous early years of our democracy.

Number of teams that applied to Y Combinator's summer 2011 batch: 2,089 Teams interviewed: 170 Minutes per interview: 10 Teams accepted and funded: 64 Months to build a viable startup: 3 Possibilities: BOUNDLESS Investment firm Y Combinator is the most sought-after home for startups in Silicon Valley. Twice a year, it funds dozens of just-founded startups and provides three months of guidance from Paul Graham, YC's impresario, and his partners, also entrepreneurs and mostly YC alumni. The list of YC-funded success stories includes Dropbox (now valued at \$5 billion) and Airbnb (\$1.3 billion). Receiving an offer from YC creates the opportunity of a lifetime — it's like American Idol for budding entrepreneurs. Acclaimed journalist Randall Stross was granted unprecedented access to Y Combinator's summer 2011 batch of young companies, offering a unique inside tour of

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the world of software startups. Most of the founders were male programmers in their mid-twenties or younger. Over the course of the summer, they scrambled to heed Graham's seemingly simple advice: make something people want. We watch the founders work round-the-clock, developing and retooling products as diverse as a Web site that can teach anyone programming, to a Wikipedia-like site for rap lyrics, to software written by a pair of attorneys who seek to "make attorneys obsolete." Founders are guided by Graham's notoriously direct form of tough-love feedback. "Here, we don't fire you," he says. "The market fires you. If you're sucking, I'm not going to run along behind you, saying, 'You're sucking, you're sucking, c'mon, stop sucking.'" Some teams would even abandon their initial idea midsummer and scramble to begin anew. The program culminated in "Demo Day," when founders pitched their startup to several hundred top angel investors and venture capitalists. A lucky few attracted capital that gave their startup a valuation of multiple millions of dollars. Others went back to the drawing board. This is the definitive story of a seismic shift that's occurred in the business world, in which coding skill trumps employment experience, pairs of undergraduates confidently take on Goliaths, tiny startups working out of an apartment scale fast, and investors fall in love.

Founders at WorkStories of Startups' Early

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Founders at Work (2007) is a behind-the-scenes exploration at what went on in the early days of the United States' 30 most successful startups. Telling their stories in the founders' own words, Jessica Livingston explores the triumphs and tribulations which characterized the early days of companies like Hotmail and Blogger.com to chart their journey from fledgling startup to global corporations.

The #1 international best seller In Lean In, Sheryl Sandberg reignited the conversation around women in the workplace. Sandberg is chief operating officer of Facebook and coauthor of Option B with Adam Grant. In 2010, she gave an electrifying TED talk in which she described how women unintentionally hold themselves back in their careers. Her talk, which has been viewed more than six million times, encouraged women to "sit at the table," seek challenges, take risks, and pursue their goals with gusto. Lean In continues that conversation, combining personal anecdotes, hard data, and compelling research to change the conversation from what women can't do to what they can.

Sandberg provides practical advice on negotiation techniques, mentorship, and building a satisfying

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career. She describes specific steps women can take to combine professional achievement with personal fulfillment, and demonstrates how men can benefit by supporting women both in the workplace and at home. Written with humor and wisdom, *Lean In* is a revelatory, inspiring call to action and a blueprint for individual growth that will empower women around the world to achieve their full potential.

Now available in paperback—with a new preface and interview with Jessica Livingston about Y Combinator! *Founders at Work: Stories of Startups' Early Days* is a collection of interviews with founders of famous technology companies about what happened in the very earliest days. These people are celebrities now. What was it like when they were just a couple friends with an idea? Founders like Steve Wozniak (Apple), Caterina Fake (Flickr), Mitch Kapor (Lotus), Max Levchin (PayPal), and Sabeer Bhatia (Hotmail) tell you in their own words about their surprising and often very funny discoveries as they learned how to build a company. Where did they get the ideas that made them rich? How did they convince investors to back them? What went wrong, and how did they recover? Nearly all technical people have thought of one day starting or working for a startup. For them, this book is the closest you can come to being a fly on the wall at a successful startup, to learn how it's done. But

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ultimately these interviews are required reading for anyone who wants to understand business, because startups are business reduced to its essence. The reason their founders become rich is that startups do what businesses do—create value—more intensively than almost any other part of the economy. How? What are the secrets that make successful startups so insanely productive? Read this book, and let the founders themselves tell you.

Rand Fishkin, the founder and former CEO of Moz, reveals how traditional Silicon Valley "wisdom" leads far too many startups astray, with the transparency and humor that his hundreds of thousands of blog readers have come to love. Everyone knows how a startup story is supposed to go: A young, brilliant entrepreneur has a cool idea, drops out of college, defies the doubters, overcomes all odds, makes billions, and becomes the envy of the technology world. This is not that story. It's not that things went badly for Rand Fishkin; they just weren't quite so Zuckerberg-esque. His company, Moz, maker of marketing software, is now a \$45 million/year business, and he's one of the world's leading experts on SEO. But his business and reputation took fifteen years to grow, and his startup began not in a Harvard dorm room but as a mother-and-son family business that fell deeply into debt. Now Fishkin pulls back the curtain on tech startup mythology, exposing the ups and downs of startup life that most CEOs would rather keep secret. For instance: A minimally viable product can be destructive if you launch at the wrong moment. Growth hacking may be the buzzword du jour, but initiatives can fizzle quickly. Revenue and growth won't protect you from layoffs. And venture capital always comes with strings attached. Fishkin's hard-won lessons are

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applicable to any kind of business environment. Up or down the chain of command, at both early stage startups and mature companies, whether your trajectory is riding high or down in the dumps: this book can help solve your problems, and make you feel less alone for having them.

Rockford Lhotka is a very influential speaker and author in this area Lhotka's previous editions have established his own market position Lhotka continues to present these books as his flagship IP in his speaking career

Experience is making a comeback. Learn how to repurpose your wisdom. At age 52, after selling the company he founded and ran as CEO for 24 years, rebel boutique hotelier Chip Conley was looking at an open horizon in midlife. Then he received a call from the young founders of Airbnb, asking him to help grow their disruptive start-up into a global hospitality giant. He had the industry experience, but Conley was lacking in the digital fluency of his 20-something colleagues. He didn't write code, or have an Uber or Lyft app on his phone, was twice the age of the average Airbnb employee, and would be reporting to a CEO young enough to be his son. Conley quickly discovered that while he'd been hired as a teacher and mentor, he was also in many ways a student and intern. What emerged is the secret to thriving as a mid-life worker: learning to marry wisdom and experience with curiosity, a beginner's mind, and a willingness to evolve, all hallmarks of the "Modern Elder." In a world that venerates the new, bright, and shiny, many of us are left feeling invisible, undervalued, and threatened by the "digital natives" nipping at our heels. But Conley argues that experience is on the brink of a comeback. Because at a time when power is shifting younger, companies are finally waking up to the value of the humility, emotional intelligence, and wisdom that come with age. And while digital skills might have only the shelf life of the latest fad or gadget, the human skills that mid-career

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workers possess--like good judgment, specialized knowledge, and the ability to collaborate and coach - never expire. Part manifesto and part playbook, Wisdom@Work ignites an urgent conversation about ageism in the workplace, calling on us to treat age as we would other type of diversity. In the process, Conley liberates the term "elder" from the stigma of "elderly," and inspires us to embrace wisdom as a path to growing whole, not old. Whether you've been forced to make a mid-career change, are choosing to work past retirement age, or are struggling to keep up with the millennials rising up the ranks, Wisdom@Work will help you write your next chapter.

Ranked 100th among 190 countries for ease of doing business, India is not the choicest place for start-ups. Only a handful of founders have been able to beat the odds. What's in their journey that can be dissected and emulated? This curiosity led Nistha Tripathi to pursue these founders, including a couple of them from Silicon Valley, who rose from humble beginnings yet made a dent in the Indian start-up universe, including a couple of founders from the Silicon Valley. This book is a record of her 18-month odyssey. In her incisive one-on-one interviews with 15 ambitious founders from India, including Girish Mathrubootham, Nithin Kamath, Jaydeep Barman, Gaurav Munjal and Tarun Mehta among others, Nistha uncovers the decisions and insights that led these start-up founders to find their unique roadmap to success. One thing underlined all the stories—the founders' belief in 'No Shortcuts'. Read the never-heard stories of Freshworks, Faasos, Unacademy, Zerodha, Slideshare, Pulse, Aspiring Minds, Madhouse/Morpheus, Akosha, Ather Energy, Instablogs, Greyb, LikeaLittle, Wingify and Fashiate. In the past ten years, countless promising new startups have raised hordes of venture capital, leading business publications around the world to declare these companies'

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founders to be the entrepreneurial world's next Mark Zuckerberg or Steve Jobs. But then, time and time again ... reality hits. All of a sudden, or so it seems, the very same ventures that once seemed so poised to make their marks begin missing their stated milestones. Their clients and users fly the coop. Brand new competitors begin eating up their market share. And more often than not, they quietly declare bankruptcy or submit to a sale that results in their eventual closure. If you're an entrepreneur, an investor, or even just a casual observer of startups, you no doubt know that startup failures are not the exceptions; they are the rules. You might even have a few opinions as to what alternate plans of action would have saved certain startups from their eventual demise. What you most likely do not know, however, is what, exactly, the founders of failed startups were thinking when their previously successful ventures turned into sinking ships. That's why, in *When Founders Fail*, Pedro Gairifo Santos sits down with 15 former founders of some of the world's most visible startup failures to learn from their perspective why their exhausted attempts at startup success just didn't work. What led Gowalla to be surpassed by Foursquare? Why did Iridium spend millions of development dollars to build a mobile phone that was four times larger and many times more expensive than the mobile phones that are available through every major cellular carrier? Why did Friendster fall into oblivion while Facebook became the social networking sites of choice? And why was Mint able to succeed in the personal financial management space while Wesabe was forced to close? Santos asks all of these questions and more in *When Founders Fail*. In doing so, he reveals insider insights on the lessons that some of the world's most auspicious entrepreneurial wunderkinds learned as they watched their previously successful companies disintegrate before their very eyes. Fascinating, compelling, and filled with never-

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before-told stories from the trenches of the entrepreneurial world, *When Founders Fail* is required reading for anyone who sees the value in avoiding and learning from the same traps that have ensnared countless entrepreneurs before them.

Why did so many intelligent people—from venture capitalists to Wall Street elite—fall for the hype? And how did WeWork go so wrong? In little more than a decade, Neumann transformed himself from a struggling baby clothes salesman into the charismatic, hard-partying CEO of a company worth \$47 billion—on paper. With his long hair and feel-good mantras, the six-foot-five Israeli transplant looked the part of a messianic truth teller. Investors swooned, and billions poured in.

Neumann dined with the CEOs of JPMorgan and Goldman Sachs, entertaining a parade of power brokers desperate to get a slice of what he was selling: the country's most valuable startup, a once-in-a-lifetime opportunity and a generation-defining moment. Soon, however, WeWork was burning through cash faster than Neumann could bring it in. From his private jet, sometimes clouded with marijuana smoke, he scoured the globe for more capital. Then, as WeWork readied a Hail Mary IPO, it all fell apart. .

The personal stories of the founder of Patagonia, Inc. describes his underprivileged childhood as an immigrant in southern California, early fame as a successful mountain climber, and company's dedication to quality and environmental responsibility. Reprint. 75,000 first printing. In *European Founders at Work*, several of the top European startup founders and venture capitalists are interviewed to explain their respective paths to building a successful company. It takes a similar approach to *Venture Capitalists at Work* and other books in Apress' elite *At Work* series but with a focus on the differences between building a successful company in Europe versus the U.S. These insightful

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interviews are presented in a way that will help readers understand the founders local or a global views, how they competed on the global scale, if and how they got funding and their main challenges and opportunities. The companies chosen to be interviewed are a mix of unique worldwide ventures: European-only ventures and even a few copycats of already-proven concepts. As such, it provides a balanced view on the European scene. This mix also includes companies that started in Europe and moved to the U.S., companies who went IPO in their country of origin, companies with European venture capital backing, and companies that bootstrapped their way to success. Foreword by Saul Klein, Founder of LOVEFiLM and The Accelerator Group. Other books in the Apress At Work Series: Coders at Work, Seibel, 978-1-4302-1948-4 Venture Capitalists at Work, Shah & Shah, 978-1-4302-3837-9 CIOs at Work, Yourdon, 978-1-4302-3554-5 CTOs at Work, Donaldson, Seigel, & Donaldson, 978-1-4302-3593-4 Founders at Work, Livingston, 978-1-4302-1078-8 Women Leaders at Work, Ghaffari, 978-1-4302-3729-7 Advertisers at Work, Tuten, 978-1-4302-3828-7 Gamers at Work, Ramsay. 978-1-4302-3351-0

Chronicles how one of the worst mass shootings in American history lead to the one of the largest youth-led movements in global history.

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stay loyal to you, your company, and your cause Add a halo to your product, grow your geographic reach, innovate for “the next big thing,” engage Boomers to Gen Z, and much more! This is your blueprint for living by your personal values, achieving career success, and changing the world. Purpose and profit are the greatest human motivators. This is the definitive roadmap for bringing the power of both forces together—achieving purpose with profit in your career, company, and changing the world. Do you crave more meaning in your job? This book will give you the roadmap. Are you seeking to inspire employees? CEOs are discovering that purpose is the secret to increasing productivity and retaining top workers. If you’re in sales, unleash the power of purpose to inspire customers to be passionate brand ambassadors. Everyone wants more meaning. We all inherently know that purpose is powerful, but this is the ground-breaking book to unleashing the purpose within your career, company, and life goals. This book will show you how to profit with purpose, whether you’re the one calling the shots or a junior employee looking to advance. Get paid to change the world – who wouldn’t want to be the person doing that?

Practical advice from some of today's top early stage investors and entrepreneurs TechStars is a mentorship-driven startup accelerator with operations in three U.S. cities. Once a year in each

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city, it funds about ten Internet startups with a small amount of capital and surrounds them with around fifty top Internet entrepreneurs and investors. Historically, about seventy-five percent of the companies that go through TechStars raise a meaningful amount of angel or venture capital. *Do More Faster: TechStars Lessons to Accelerate Your Startup* is a collection of advice that comes from individuals who have passed through, or are part of, this proven program. Each vignette is an exploration of information often heard during the TechStars program and provides practical insights into early stage entrepreneurship. Contains seven sections, each focusing on a major theme within the TechStars program, including idea and vision, fundraising, legal and structure, and work/life balance Created by two highly regarded experts in the world of early stage investing Essays in each section come from the experienced author team as well as TechStar mentors, entrepreneurs, and founders of companies While you'll ultimately have to make your own decisions about what's right for your business, *Do More Faster: TechStars Lessons to Accelerate Your Startup* can get your entrepreneurial endeavor headed in the right direction.

Founders and Organizational Development: The Etiology and Theory of Founder's Syndrome is designed to help today's researchers, faculty, students and practitioners become familiar with the

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etiology and dynamics of Founder's Syndrome as an organizational condition challenging nonprofit/nongovernmental, social enterprise, and for-profit and publicly traded organizations. The book uses applied social and psychological theories and concepts to peel away the layers of an organizational enigma, revealing three causes of Founder's Syndrome and insight into the power and privileges assumed by founders who engage in undesirable and self-destructive behaviors leading to their termination; going from hero status to antihero. Researchers, instructors, students, and practitioners will find thought-provoking case studies from the real world of organization development practice. Segments from interviews during interventions reveal the type of emotional turmoil experienced in organizations where founder's syndrome is present. Insight is provided into accounts of well-known founders who were terminated or forced to resign. The unique features of this book include: integrating theory into practice, describing a new theory about the psychological reaction of founder's syndrome victims, prevention ideas when designing new organizations, strategies for intervention, using content based on research and organization development consultation experiences, and, integrating feedback from students who have launched organizations.

* Our summary is short, simple and pragmatic. It

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allows you to have the essential ideas of a big book in less than 30 minutes. By reading this summary, you will discover how the groups of web giants were built, and how their success, based on innovative ideas, took place from the very first years. You will also discover that : success does not necessarily depend on a grandiose project and substantial funds; the simplest ideas are often the best; it is necessary to know your product well: success is more often achieved when a technician founds a company than when he is a salesman; you need to know how to surround yourself with the right people and be lucky to create an efficient network. Based on interviews with the founders of some of the most popular startups on the web, Jessica Livingston reveals their common characteristics: an unwavering determination to create a project that works, an unflinching perseverance, an adaptability that requires a great flexibility of mind and a real motivation, residing more in the love of a job well done and the desire to change the world than in the desire to make a lot of money. In a large company, the time spent on looking efficient is less and less time spent on productivity. Startups, on the other hand, prefer working methods that leave less room for appearances and focus on efficiency. This book proposes to explore what, according to their creators, has made the greatest successes on the web. *Buy now the summary of this book for the

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modest price of a cup of coffee!

How much do you really know about Google's founders, Larry Page and Sergey Brin? The Google Guys skips past the general Google story and focuses on what really drives the company's founders. Richard L. Brandt shows the company as the brainchild of two brilliant individuals and looks at Google's business decisions in light of its founders' ambition and beliefs. Larry is the main strategist, with business acumen and practical drive, while Sergey is the primary technologist and idealist, with brilliant ideas and strong moral positions. But they work closely together, almost like complementary halves of a single brain. Through interviews with current and former employees, competitors, partners, and senior Google management, plus conversations with the founders themselves, Brandt demystifies the company while clarifying a number of misconceptions.

Peter Seibel interviews 15 of the most interesting computer programmers alive today in *Coders at Work*, offering a companion volume to Apress's highly acclaimed best-seller *Founders at Work* by Jessica Livingston. As the words "at work" suggest, Peter Seibel focuses on how his interviewees tackle the day-to-day work of programming, while revealing much more, like how they became great programmers, how they recognize programming talent in others, and what kinds of problems they find

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most interesting. Hundreds of people have suggested names of programmers to interview on the Coders at Work web site: www.codersatwork.com. The complete list was 284 names. Having digested everyone's feedback, we selected 15 folks who've been kind enough to agree to be interviewed: Frances Allen: Pioneer in optimizing compilers, first woman to win the Turing Award (2006) and first female IBM fellow Joe Armstrong: Inventor of Erlang Joshua Bloch: Author of the Java collections framework, now at Google Bernie Cosell: One of the main software guys behind the original ARPANET IMPs and a master debugger Douglas Crockford: JSON founder, JavaScript architect at Yahoo! L. Peter Deutsch: Author of Ghostscript, implementer of Smalltalk-80 at Xerox PARC and Lisp 1.5 on PDP-1 Brendan Eich: Inventor of JavaScript, CTO of the Mozilla Corporation Brad Fitzpatrick: Writer of LiveJournal, OpenID, memcached, and Perlbal Dan Ingalls: Smalltalk implementor and designer Simon Peyton Jones: Coinventor of Haskell and lead designer of Glasgow Haskell Compiler Donald Knuth: Author of The Art of Computer Programming and creator of TeX Peter Norvig: Director of Research at Google and author of the standard text on AI Guy Steele: Coinventor of Scheme and part of the Common Lisp Gang of Five, currently working on Fortress Ken Thompson: Inventor of UNIX Jamie Zawinski: Author

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of XEmacs and early Netscape/Mozilla hacker
Despite popular belief to the contrary, entrepreneurship in the United States is dying. It has been since before the Great Recession of 2008, and the negative trend in American entrepreneurship has been accelerated by the Covid pandemic. New firms are being started at a slower rate, are employing fewer workers, and are being formed disproportionately in just a few major cities in the U.S. At the same time, large chains are opening more locations. Companies such as Amazon with their "deliver everything and anything" are rapidly displacing Main Street businesses. In *The New Builders*, we tell the stories of the next generation of entrepreneurs -- and argue for the future of American entrepreneurship. That future lies in surprising places -- and will in particular rely on the success of women, black and brown entrepreneurs. Our country hasn't yet even recognized the identities of the New Builders, let alone developed strategies to support them. Our misunderstanding is driven by a core misperception. Consider a "typical" American entrepreneur. Think about the entrepreneur who appears on TV, the business leader making headlines during the pandemic. Think of the type of businesses she or he is building, the college or business school they attended, the place they grew up. The image you probably conjured is that of a young, white male starting a technology business.

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He's likely in Silicon Valley. Possibly New York or Boston. He's self-confident, versed in the ins and outs of business funding and has an extensive (Ivy League?) network of peers and mentors eager to help his business thrive, grow and make millions, if not billions. You'd think entrepreneurship is thriving, and helping the United States maintain its economic power. You'd be almost completely wrong. The dominant image of an entrepreneur as a young white man starting a tech business on the coasts isn't correct at all. Today's American entrepreneurs, the people who drive critical parts of our economy, are more likely to be female and non-white. In fact, the number of women-owned businesses has increased 31 times between 1972 and 2018 according to the Kauffman Foundation (in 1972, women-owned businesses accounted for just 4.6% of all firms; in 2018 that figure was 40%). The fastest-growing group of female entrepreneurs are women of color, who are responsible for 64% of new women-owned businesses being created. In a few years, we believe women will make up more than half of the entrepreneurs in America. The age of the average American entrepreneur also belies conventional wisdom: It's 42. The average age of the most successful entrepreneurs -- those in the top .01% in terms of their company's growth in the first five years -- is 45. These are the New Builders. Women, people of color, immigrants and people over 40.

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We're failing them. And by doing so, we are failing ourselves. In this book, you'll learn: How the definition of business success in America today has grown corporate and around the concepts of growth, size, and consumption. Why and how our collective understanding of "entrepreneurship" has dangerously narrowed. Once a broad term including people starting businesses of all types, entrepreneurship has come to describe only the brash technology founders on the way to becoming big. Who are the fastest growing groups of entrepreneurs? What are they working on? What drives them? The real engine that drove Silicon Valley's entrepreneurs. The government had a much bigger role than is widely known The extent to which entrepreneurs and small businesses are woven through our history, and the ways we have forgotten women and people of color who owned small businesses in the past. How we're increasingly afraid to fail The role small businesses are playing saving the wilderness, small

Presents information how to spot and sidestep roadblocks on the entrepreneurial journey and sets readers on a path to startup success.

A Washington Post Bestseller Three Principles for Managing—and Avoiding—the Problems of Growth Why is profitable growth so hard to achieve and sustain? Most executives manage their companies as if the solution to that problem lies in the external environment: find an

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attractive market, formulate the right strategy, win new customers. But when Bain & Company's Chris Zook and James Allen, authors of the bestselling *Profit from the Core*, researched this question, they found that when companies fail to achieve their growth targets, 90 percent of the time the root causes are internal, not external—increasing distance from the front lines, loss of accountability, proliferating processes and bureaucracy, to name only a few. What's more, companies experience a set of predictable internal crises, at predictable stages, as they grow. Even for healthy companies, these crises, if not managed properly, stifle the ability to grow further—and can actively lead to decline. The key insight from Zook and Allen's research is that managing these choke points requires a “founder's mentality”—behaviors typically embodied by a bold, ambitious founder—to restore speed, focus, and connection to customers:

- An insurgent's clear mission and purpose
- An unambiguous owner mindset
- A relentless obsession with the front line

Based on the authors' decade-long study of companies in more than forty countries, *The Founder's Mentality* demonstrates the strong relationship between these three traits in companies of all kinds—not just start-ups—and their ability to sustain performance. Through rich analysis and inspiring examples, this book shows how any leader—not only a founder—can instill and leverage a founder's mentality throughout their organization and find lasting, profitable growth.

In *Don't Mess It Up: How Founders and Their Successors Can Avoid the Clichés That Inhibit Growth*,

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author and six-time second CEO Les Trachtman offers his expertise on the most effective ways to successfully hand off your company to a worthy successor. He also has advice for those who are inheriting a business and want to take it to the next level, as well as for boards who are dealing with these leadership transitions. In his direct, no-nonsense approach, Les shows readers how seemingly harmless business clichés such as “get it right” and “be careful” can have a detrimental effect on a company’s future by conveying that such imperative ingredients such as risk and innovation are things to now be avoided. Readers will learn how to:

- Understand the metamorphosis required to transition from great founder to great CEO
- Know when, and if, it’s time to replace yourself
- Pick the right successor
- Prepare yourself and your company for the fragile transition
- Create a successful CEO transition
- Separate yourself from the company

There is likely no one more experienced in founder transitions than Les Trachtman. He has been an innovative and respected successor at six different companies; let his hard-won advice guide you through your transition and toward success.

The authoritative account of the rise of Amazon and its intensely driven founder, Jeff Bezos, praised by the *Seattle Times* as "the definitive account of how a tech icon came to life." Amazon.com started off delivering books through the mail. But its visionary founder, Jeff Bezos, wasn't content with being a bookseller. He wanted Amazon to become the everything store, offering limitless selection and seductive convenience at disruptively low prices. To do so, he developed a

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corporate culture of relentless ambition and secrecy that's never been cracked. Until now. Brad Stone enjoyed unprecedented access to current and former Amazon employees and Bezos family members, giving readers the first in-depth, fly-on-the-wall account of life at Amazon. Compared to tech's other elite innovators -- Jobs, Gates, Zuckerberg -- Bezos is a private man. But he stands out for his restless pursuit of new markets, leading Amazon into risky new ventures like the Kindle and cloud computing, and transforming retail in the same way Henry Ford revolutionized manufacturing. The Everything Store is the revealing, definitive biography of the company that placed one of the first and largest bets on the Internet and forever changed the way we shop and read.

* The Definitive Guide to Apache, Third Edition is a new revision of Peter Wainwright's best-selling (actually, the highest-selling) book on Apache configuration and administration. * Provides multiple methods and examples of how to solve a particular problem; compares and contrasts the methods rather than recommending a single, "best" solution. * Demonstrates how to use many of the most-popular scripting languages such as PHP, Perl, and Python to create dynamic web sites.

#1 New York Times Bestseller Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest

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investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In *Measure What Matters*, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus,

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agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

"The Story Engine provides your with everything you need to reap the benefits of content marketing. You'll learn how to plan content marketing success early, and how to avoid common pitfalls. We will explore how to build a team to handle time-consuming parts of creation and still feel secure knowing that your content fits your unique brand. All this without breaking your budget"--Back cover.

Do you have the key to building a billion-dollar business in an emerging economy? The entrepreneurs in this book do. *Unlocking Unicorns* features diverse stories from successful billion-dollar startup founders in Africa, Asia, and the Middle East. Learn about how the internet is revolutionizing non-Western countries and corporations through stories that touch on: Philosophies such as "Guanxi" and mental models such as the "Regret Minimization Framework" The journeys of ten diverse entrepreneurs including Jack Ma (founder of AliBaba), Kiran Mazumdar-Shaw (founder of Biocon), Mudassir Sheikh (founder of Careem), Bang Si-Hyuk (producer behind BTS), Cher Wang (founder of HTC), Mitchell Elegbe (founder of Africa's first billion-dollar FinTech company), and more Michael Bervell's three-part framework that can be applied within any industry focused on exploration, refinement, and execution. Discover the mental models and characteristics that enabled founders in Africa, Asia, and the Middle East to overcome and adapt to brain drain, leapfrogging

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technologies, location-based discrimination, and government unrest. Unlocking Unicorns is the key to success for aspiring global founders or emerging economy investors who want to do business in the international, interconnected 21st century.

Outlines the managerial decisions and leadership goals that guide a startup business to success, and provides tips and advice from the founders of such companies as Spanx, Zipcar, Flickr, Honest Tea, and LinkedIn.

What does it take to successfully launch and scale a startup in Asia? While much of modern business literature covers Silicon Valley and its founders, building a company in Asia—a world center of technology and innovation—is a vastly different journey, and not nearly as widely covered. This book aims to change that. *Asian Founders at Work* is an essential compilation of in-depth, incisive interviews with over 20 top technopreneurs from the region. Authors Ezra Ferraz and Gracy Fernandez have gathered their exclusive conversations with business leaders: Min-Liang Tan (Razer), Maria Ressa (Rappler), Chatri Sityodtong (ONE Championship), Patrick Grove (iflix), and Khailee Ng (500 Startups) are just a few. Questions about early difficulties, fundraising, business pivots, strategic partnerships, exits via acquisition or IPO, and more are answered in great detail to shine a light on the founders' unique experiences. Learn directly from game-changers in their own voice. By documenting these stories, the authors have created the largest and most comprehensive record of successes to date. Whether you are an aspiring entrepreneur yourself, a business student wanting to become well-versed in

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international practices, or an owner looking to expand to the area, this book provides a thorough guide to the startup culture in Asia from the most knowledgeable sources possible. What You Will Learn Gain business knowledge of practices that are localized to Asia Become familiar with essential startup topics, including product development, user acquisition, recruiting, and fundraising Study individual companies and founders, and an overview of startup culture Who This Book Is For Those in the tech ecosystem in East, Southeast, and South Asia, including aspiring founders or current founders who have started their entrepreneurial journey. This book is also for people outside of Asia who have an interest in the region. Entrepreneurs or businesspeople can refer to this book as they consider expansion into the area. Researchers and readers can pick up this book if they are curious about the business landscape of Asia and want to hear directly from game-changing founders. The Founder's Dilemmas examines how early decisions by entrepreneurs can make or break a startup and its team. Drawing on a decade of research, including quantitative data on almost ten thousand founders as well as inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, Noam Wasserman reveals the common pitfalls founders face and how to avoid them.

"Every VC is chasing a unicorn-those billion dollar companies that fundamentally change their industries, and every entrepreneur certainly wants to become one. For Super Founders, author Ali Tamaseb gathered and analyzed 40,000 data points about the 200+ unicorns

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founded since 2005 and found out what these billion dollar companies and their founders actually looked like. And you'll be surprised by what he discovered. Half of unicorn founders are over 35. Most founders don't have any directly relevant work experience in the industry they're disrupting. There's no disadvantage to being a solo founder. Sixty percent of billion dollar companies are started by repeat entrepreneurs, many of whom already have at least one \$50M+ exit under their belt. And over half of unicorns were competing with multiple incumbents at the time of their founding. What we thought we knew about these companies doesn't turn out to be true, which has serious implications for both the kinds of startups that get funding and the for the kinds of people who decide to start companies in the first place. Super Founders gives readers an unprecedented look not just at what the data tells us about the world's most successful startups and the people who create them, but also at those companies and founders themselves, many of which are not well-known among the general public. A blend of data, analysis, stories and exclusive interviews, the book is a paradigm-shifting guide for entrepreneurs and the investment community. You may look more like a Super Founder than you think!"--

“An eye-opening look into the story of Knight before his multibillion dollar company.” —School Library Journal “A great story about how an ambition turned into a business...serves as a guide for accomplishing great things.” —VOYA In this young reader’s edition of the New York Times bestseller, Nike founder and board chairman Phil Knight “offers a rare and revealing look at

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the notoriously media-shy man behind the swoosh” (Booklist, starred review), opening up about how he went from being a track star at an Oregon high school to the founder of a brand and company that changed everything. You must forget your limits. It was only when Nike founder Phil Knight got cut from the baseball team as a high school freshman that his mother suggested he try out for track instead. Knight made the track team and found that not only could he run fast but also, more importantly, he liked it. Ten years later, young and searching, Knight borrowed fifty dollars from his father and launched a company with one simple mission: import high quality running shoes from Japan. Selling the shoes from the trunk of his car to start, he and his gang of friends and runners built one of the most successful brands ever. Phil Knight encountered risks and setbacks along the way, but always followed his own advice. Just keep going. Don’t stop. Whatever comes up, don’t stop. Filled with wisdom, humanity, humor, and heart, the young readers edition of the bestselling *Shoe Dog* is a story of determination that inspires all who read it. The Young Readers Edition is an abridged version of the internationally bestselling adult book and it features original front matter and back matter, including a new introduction and “A Letter to the Young Reader” containing advice from Phil Knight for budding entrepreneurs.

Have a startup idea? Want to launch it fast? People often spend years on working on startup ideas that fail—and they could have known long before, had they asked the hard questions earlier. Five-time tech founder Dave

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Parker has been there, and in *Trajectory: Startup* he offers a path to get you from ideation to launch and revenue in just six months. With a track record of starting companies from scratch, raising both angel and venture capital, and participating in eight exits as founder, operator, and board member, Parker's experience is practical and actionable. Having sold three of his own startups and closed two, Parker learned just as much from his failures as from his successes, and he brings this wit and wisdom into his writing in a transparent way. Parker shares advice on:

- What makes a good idea that makes money
- Recruiting and working with cofounders
- Asking customers what product they want (customer development)
- How to build a tech product even as a non-tech founder
- How to get out of your head, ship a product, and make your first sale

Trajectory: Startup removes the mystery from the startup process and outlines a roadmap of tasks and timeframes, with monthly milestones and resources. This pre-accelerator program will help you get the momentum you need. Skip the Executive MBA and go make money! This guide makes starting a company accessible to a broad range of founders, investors, and employees who have the spark of innovation and drive to follow their dreams. In the tradition of Phil Knight's *Shoe Dog* comes the incredible untold story of how Netflix went from concept to company—all revealed by co-founder and first CEO Marc Randolph. Once upon a time, brick-and-mortar video stores were king. Late fees were ubiquitous, video-streaming unheard of, and widespread DVD adoption seemed about as imminent as flying cars.

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Indeed, these were the widely accepted laws of the land in 1997, when Marc Randolph had an idea. It was a simple thought-leveraging the internet to rent movies-and was just one of many more and far worse proposals, like personalized baseball bats and a shampoo delivery service, that Randolph would pitch to his business partner, Reed Hastings, on their commute to work each morning. But Hastings was intrigued, and the pair-with Hastings as the primary investor and Randolph as the CEO-founded a company. Now with over 150 million subscribers, Netflix's triumph feels inevitable, but the twenty first century's most disruptive start up began with few believers and calamity at every turn. From having to pitch his own mother on being an early investor, to the motel conference room that served as a first office, to server crashes on launch day, to the now-infamous meeting when Netflix brass pitched Blockbuster to acquire them, Marc Randolph's transformational journey exemplifies how anyone with grit, gut instincts and determination can change the world-even with an idea that many think will never work. What emerges, though, isn't just the inside story of one of the world's most iconic companies. Full of counter-intuitive concepts and written in binge-worthy prose, it answers some of our most fundamental questions about taking that leap of faith in business or in life: How do you begin? How do you weather disappointment and failure? How do you deal with success? What even is success? From idea generation to team building to knowing when it's time to let go, *That Will Never Work* is not only the ultimate follow-your-dreams parable, but also one of the most

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dramatic and insightful entrepreneurial stories of our time.

Black Founders at Work: Journeys to Innovation is a collection of firsthand insights and lived experiences of entrepreneurs and investors building high-growth technology companies. It recounts the stories of modern tech innovation directly from the Black founders and investors driving it. From military veterans to non-technical founders to chance encounters and multi-million dollar exits, **Black Founders at Work: Journeys to Innovation** captures the varied paths of Black excellence and innovation to, through and beyond Silicon Valley. By telling our own stories, we expand and inspire the next generation of invention.

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