

Steve Jobs Study Guide

Steve Jobs

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Summary

This guide was created using the following version of this novel: Isaacson, Walter. *Steve Jobs*. New York: Simon & Schuster, 2011. Print (First Hardcover Edition, September 2011).

“Steve Jobs” begins where many biographies begin: the early life of the subject. Jobs was born to two graduate students who gave him up for adoption. His biological parents wanted the adopted parents to be college graduates, but after learning about Paul and Clara Jobs, they relented after the couple promised to fund Steve’s college education. It was Paul Jobs who, while Steve was growing up, taught Jobs about craftsmanship and caring about the insides of products. Steve grew up in Silicon Valley, which influenced his later career choice.

When it was time for Jobs to go to college, he chose one of the most expensive choices, Reed College. It was here where Jobs met Steve Wozniak. Jobs eventually dropped out of Reed college, but dropped in on classes that interested him. He went on to work for Atari and go to India for a time. Together with Wozniak, Jobs created Apple Computer and their first computer, the Apple I. Thanks to angel investor Mark Markkula, Apple became a successful company.

The early 1980s was a successful time for Apple and Jobs. The Apple II sold incredibly well. During this time, Jobs began work on the Macintosh while other Apple employees worked on the Lisa computer, which was named after a child that Jobs fathered but initially would not claim responsibility for. The Macintosh launched to great success and was credited with making computers consumer products. However, during the Macintosh development process, Apple and Jobs recruited a new CEO (as they would not let Jobs be the CEO), John Sculley formerly of Pepsi Co. After many clashes with other Apple executives and employees, John Sculley revoked Jobs’ positions and Jobs resigned from the company that he helped found.

However, Jobs did not stay idle for long. He started a new (and also relatively unsuccessful) educational computer company, NeXT, and purchased what would become Pixar from Star Wars creator George Lucas. After Jobs’ management and funding, Pixar eventually made a film deal with Disney and created incredibly successful movies like “Toy Story” and “Finding Nemo.” In 1997, Apple, in dire financial straits, purchased NeXT and put Jobs on the board. By this point, Jobs also had a wife and children.

While Jobs started as an adviser, he eventually became CEO and revitalized the company by cutting down the company’s products and introducing new ones. During the late 1990s and early 2000s, Jobs and Jony Ive designed and introduced revolutionary products such as the iMac, iPod, iPhone, and iPad.

In 2003, Jobs was diagnosed with pancreatic cancer. As he did not want to have an operation, Jobs attempted to cure it using alternative medicines that he learned from his

time in India. These treatments did not help. After a Whipple procedure and, later, a liver transplant, Jobs health was looking up. However, around 2010, his health deteriorated. Jobs died in 2011, very worried about the legacy that he left behind.



Introduction: How This Book Came to Be

Summary

The author explains that the beginnings of this book originated from a 2004 phone call from Jobs. He told Isaacson that he wanted him to write his biography. The author had recently finished a Benjamin Franklin biography and was working on Einstein's, which made him wonder if Jobs assumed that he was the logical next subject. Isaacson had met Jobs several times before, starting in 1984, when the Macintosh launched and Jobs met with Time Magazine (Isaacson worked there at the time). The author also recalls the time when Time put Jobs on the cover during his return to Apple, decades later. The author initially put the biography idea on the back burner, until Jobs' wife, after Jobs went on his second stint of medical leave, said that if he was ever going to write the book, he should right then.

Isaacson began writing the book. Both Jobs and his wife wanted to have no input and requested that they not be able to read the text in advanced. Isaacson then informs the reader that the book's content originates from around 40 interviews with Jobs, and many from those who had been around him. The author continues, but begins speaking about Jobs as a person. We are told that he was not a model boss or person, but he revolutionized many fields of technology (phones, music, tablets, PCs etc.). Isaacson finishes the chapter, explaining that the story of Steve Jobs began with two sets of parents and a valley that "was learning to turn silicon into gold" (xxi).

Analysis

The introduction to this biography primarily exists to inform the reader about the circumstances that initiated the creation of the book. The author accomplishes this by elaborating on the relationship between the author and the subject. The introduction also makes it very clear that Jobs' desire to have his biography written was not thought of on a whim. Instead, it seemed like he realized his mortality after his two cancer diagnosis and wanted someone to document his legacy. However, as we will learn later, Jobs may have wanted his biography written for his own ego's sake.

Here, the reader is also prepared for the fact that the book is not a simple book of praise. Instead, the book shows both the good and bad sides of Jobs. It is possible that the book would have turned out this way even if Jobs had wanted to have input in its creation, as Isaacson is an accomplished biographer who is known to include both positive and negative aspects of the subject. The final line on xxi foreshadows the coming chapters, and the fact that he had two sets of parents.

Vocabulary

oscillating, humanities, exhortation



Chapter 1: Childhood

Summary

The chapter opens with an explanation that Paul Jobs was a member of the U.S. Coast Guard in World War II, and that he met his future wife Clara after making a bet with a fellow seaman that he could find a wife within two weeks. Clara was the daughter of Armenian refugees who fled the Turkish. She had also been previously married (her husband died in the conflict) which she kept secret. In 1952, they moved to San Francisco, and Paul became a repo man.

The narrative then shifts to Joanne Schieble, a Catholic woman, who fell in love with a Muslim, Abdulfattah "John" Jandali. She became pregnant but could not wed John due to her father's commanders. She also could not have an abortion due to the small Catholic town in which she lived. She decided to give the baby up for adoption, but explained that he could only be adopted by college graduates. However, Clara and Paul, high school dropouts, adopted the baby after pledging to fund his college education. Later, Joanne and John had another child who grew up to become the famous writer Mona Simpson.

The Jobs named the child Steve and were very transparent with the fact that he was adopted. The author theorizes that this most likely created abandonment issues that later influenced his behavior, including his abandonment of his daughter. Steve's exposure to technology originated with Paul's rebuilding of cars and other objects and when he gave Steve his own workbench. Paul taught him that he must design the backs and insides of objects well even though most people do not see it.

The author then gives a summary of the history of Silicon Valley. It originally thrived through military contractors and factories and was later the homes of Hewlett and Packard, the creators of the modern brand HP. Jobs cited these things (and Moores' Law) as his inspiration. The chapter then includes a quote from Steve Jobs about the time when Paul was wrong about the mechanics of his neighbor's intercom, leading Steve to realize that he was smarter than his parents, but he felt rather ashamed about it.

When Steve went to school, he spent most of his time playing pranks (like switching peoples' bike locks). After getting in trouble, Paul blamed it on the school's lack of ability to keep Steve stimulated. However, he improved after one of his teachers began bribing him with candy and hobby kits. Eventually, the school wanted him to skip two grades, but his parents only allowed him to skip one. He was bullied due to this and the fact that he was a loner. The Jobs also brought Steve to school, which quickly ceased after Steve brought in a Time Magazine about starving children in Africa and questioning God's ambivalence to the issues.



Later, he joined the Hewlett-Packard Explorer Club, where he met many of the company's engineers. After actually calling Hewlett for some parts (he simply looked his name up in the phone book), he was offered a job assembling things. During this time, he began experimenting with marijuana, LSD, and hash. The author also notes that he only took his high school's electronics class for one year, even though it was offered for three.

Analysis

The main focus of this chapter, other than summarizing Steve Jobs' early life, is to explain his very early influences.

The first is his father's philosophy about designing the backs and insides of object well even though most people do not really see them. Not only is it clear that Jobs took this to heart by his own words, but as Isaacson will later explain, it is obvious in his products. The insides of objects like the Apple II, Lisa, Macintosh, and iPhone are very neatly designed. Like the back of cabinets, most people would not notice these details, but regardless, the details exist and are intentional.

The second is the history of Silicon Valley. Isaacson and Jobs cite Hewlett, Packard, and Edwin Land of Polaroid. All of these individuals thrived in Silicon Valley due to the history of the area. They were brought in due to prosperity and jobs, but later set off on their own and created their own successful companies. Later in the book, Isaacson makes it clear that Jobs does something very similar.

The author also gives the reader an inkling that Steve Jobs may not be as arrogant and cruel as many may think. Regardless of the fact that we will later see Jobs be incredibly cruel and unfair to those important to him, he does sometimes feel bad about it. Even after arguing with his parents, Jobs felt bad when he internally stated that it was clear that he was smarter than both of his parents. This will not be the only time we will see Jobs look back and feel bad about his prior actions.

Vocabulary

decommissioned, ectopic, salt-of-the-earth



Chapter 2: The Odd Couple

Summary

This chapter summarized the early relationship between Steve Jobs and Steve Wozniak (Woz). The two met through Jobs' electronics class. Wozniak, four years Jobs' senior and a graduate of the high school and not yet interested in girls, hit it off and began comparing the different pranks and projects they had worked on. The author then quotes Wozniak, and he states that his father told him to always be honest and to be in the middle of the power structure (not at the high-end like Jobs).

The author then summarizes a story of Wozniak's about the time that he had to spend a night in a juvenile detention center because he made a fake ticking bomb. Wozniak also told the author that he made an agreement that he could spend one year of college at the University of Colorado and then move back to the local community college. This was not an issue, as Wozniak did not really focus on classes and failed most of them.

The two Steves had other common ground as well, as they were both heavily into the music of Bob Dylan and spent much time collecting bootleg recordings. Not long into their friendship, the Steves learned that a type of hacker named Captain Crunch had figured out that the top in boxes of the Captain Crunch cereal simulates the AT&T long distance dial tones. Captain Crunch then made objects called Blue Boxes that used this technology to allow users to make long-distance calls for free. The Steves then began building these boxes, and Jobs decided to sell them. However, this stopped after the Steves were held up at gunpoint for one of the boxes.

Analysis

While the main focus of this chapter is to summarize the two Steves' friendship, it also allows the reader to draw comparisons between the two.

The first comparison lies in Wozniak's honesty and philosophy about power. Due to the fact that Woz's father taught him to not seek much power, he later tended to stay within the engineering side of Apple and did not appreciate having authority. This also foreshadows some of the reasons why Woz later left Apple, as some of Jobs' behavior did not coincide with Woz's definition of honesty. Unfortunately, Woz eventually learns that he was not safe either.

The second comparison is regarding Jobs and Woz's roles in projects. While both Jobs and Woz did help build the Blue Boxes, it was Jobs who focused on actually selling the Boxes to consumers. This reflects their later roles. Once Apple was formed, Wozniak tended to stay on the hardware side of things, engineering products and parts, while Jobs was the charismatic salesman, who sold the collaborative product to market. This type of relationship also foreshadows the relationship between Jonny Ive and Steve Jobs.

Vocabulary

boolean, transistor, scrupulous



Chapter 3: The Dropout

Summary

The chapter opens by explaining the happenings in Steve's life starting in 1972. In that year, Jobs met Chrisann Brennan, who became his first serious girlfriend. During this period, Jobs was experimenting with strange vegetarian-esque diets and LSD. Steve explained to the author about a time when he was on LSD and he thought a wheat field was playing Bach (this can be seen in the movie "Jobs"). Around this time, Woz, Jobs, and Brennan were working as costumed "Alice in Wonderland" characters for children's parties.

Also in 1972, Jobs went to college. His parents tried to talk him into going to the cheaper Stanford or Berkley, but he demanded that he attend Reed College, which was vastly more expensive. Even after they let him, Jobs did not allow his parents to come on the campus (another thing that he later felt ashamed of). While going to Reed, he began visiting Hare Krishna and Buddhist temples while continuing his diet of LSD and vegetarian foods (mostly Rome cereal).

At college, Jobs met a similarly minded man named Robert Friedland, who was on parole for being caught with \$125,000 worth of LSD. Brennan, Jobs, and Friedland lived in a commune for a while, until it became too materialistic for Jobs and he left. The author explains that many people believe that Jobs learned many behaviors from Friedland, such as the reality distortion field (which is explained later in the book). The author did interview Friedland after Jobs warned him not to, as Friedland (now a billionaire) wanted Jobs to talk to President Clinton about some legal trouble involving Friedland's mining enterprise.

Soon after leaving the commune, Jobs dropped out of Reed college, began living in a garage, and only took classes he was interested in (this story can be heard in Jobs' famous Stanford Commencement Address). At this time, he took a calligraphy class, which Jobs cites as the reason that computers have consistent and high quality fonts (he explains that this is true for not just Macs, but Windows PCs as well, because Windows copied Apple). Jobs also told the author that drugs helped enlighten him, directly affecting the quality of his later products.

Analysis

Like the previous chapter, this chapter is used to explain what influenced Jobs to become his future self. One of the biggest things was his attitude towards Zen Buddhism. According to Jobs, being Zen and attempting to become enlightened affected his life in drastic and beneficial ways.

However, we do learn that not all of Steve Jobs' beliefs and behaviors were beneficial to him. During this time, he began trying extreme diets, some of which included eating



nothing but cereal and purging. He began doing this because many of the popular counterculture books of the time involved alternative diets and medicines. This may be partially responsible for Jobs' later death, as after being diagnosed with cancer, he again started strange diets and took alternative medicine. His belief in these alternative treatments wasted valuable time that could have been used to treat him with scientifically valid treatments.

Isaacson's inclusion of Jobs' line about calligraphy and Microsoft's "plagiarism" of Apple's operating system foreshadow later conflict. Later, we do learn that one of the Mac's highlighted features was its high quality fonts. Microsoft's operating system, Windows, also had this feature, but Jobs seems to deny that Microsoft could have developed this feature independently. This is not the first time Jobs will state that he revolutionized something even when other products have independently developed similar technologies. The other piece of foreshadowing is Jobs vs. Gates rivalry that occurs later in Jobs' life.

Vocabulary

ultimatum, impose, Hare Krishna



Chapter 4: Atari and India

Summary

In February of 1974, Steve Jobs left Reed College and began looking for jobs. He eventually found a job at Atari by barging in and demanding they hire him. They eventually had to assign him to the night shift because he smelled due to his diet and lack of bathing (and the fact that no one wanted to work with him, as he was arrogant). At Atari, Jobs was inspired by the simplistic directions of Atari's Star Trek game, "Insert Coin, Avoid Klingons" (44). During his time at Atari, he met Ron Wayne, who became a friend and the first homosexual that Jobs ever met.

Not long after, Jobs went to India to find Zen. Very shortly after arriving in New Delhi, he contracted dysentery and was bedridden. He was soon joined by his friend Daniel Kottke, whom Jobs gave the rest of his own money to when Kottke decided to leave. When he returned to California, Jobs began participating in Primal Scream Therapy (also used by John Lennon) as a way to deal with his adoption. During this time, he also first demonstrated his Reality Distortion Field (RDF) when he told Elizabeth Holmes that she could drive a standard transmission car.

He returned to Atari, and his boss gave him the assignment to design a game (which would become Breakout), but design it to have the fewest number of chips. Jobs enlisted Woz to help him and offered to split the profit. Jobs did not tell Woz that there was a bonus for every less chip than 50 they used. They completed the project in four days; a task that would have taken an engineer months to do. When Isaacson asked him about it Jobs did not recall this, but both Woz and the workers at Atari confirmed this to the author.

Analysis

This chapter, like those before it, directly tells the reader about the experiences that shaped Jobs' later self. One of the most interesting is the minimalist directions for Atari's Star Trek game. Jobs and his company (while Jobs was involved) would become a company obsessed with minimalism and neatness. This becomes very apparent in later chapters as this minimalism seemed to disappear when Jobs was no longer involved in Apple's operations.

The author uses the Breakout incident in a way that forces the reader to question Jobs' conscience and behavior. The author seems to be quite interested in this story, as he asked a variety of people about it. Jobs claimed to have no recollection of basically scamming Wozniak out of a significant payday. However, the author notes that Jobs was quite quiet about it, alluding that he may be lying or feels bad about it. Regardless, this is not the last time that Jobs will seem to scam people.



The author seems to draw a comparison between Jobs and the Beatle member John Lennon. The parallels Isaacson draws are very consistent. Like Jobs, Lennon did not have parents during the majority of his life (his father abandoned him, and his mother died when he was a teenager). They also both used Primal Scream Therapy. Lastly, they were both innovators in their field. Isaacson uses this to draw the conclusion that many people who are considered geniuses tend to have certain experiences in common.

Vocabulary

cajole, fruitarian, dysentery



Chapter 5: The Apple I

Summary

The author begins this chapter by elaborating on the cultural climate on the early-mid 1970s. Bill Gates and Paul Allen were writing their versions of the BASIC programming language, Timothy Leary stated that PCs are the new LSD, and the rise of the Grateful Dead took place. This period was also the origin of a catalog known as the Whole Earth Catalog, which sold educational equipment and materials. Jobs was a fan of this catalog, and their motto “Stay Hungry, Stay Foolish” stuck with him during his life.

In 1975, Jobs and Wozniak saw the Altair computer at a computer club meeting. That night, Wozniak drew the design and hand-wrote the code of what would become the Apple I computer. On June 29th, 1975, Jobs and Wozniak built the first Apple I. Jobs immediately wanted to sell it for profit while Wozniak wanted to sell it at cost. Jobs eventually won this argument and they sold their belongings to buy parts to make more, as a local computer shop decided to order some. They came up with the name Apple because of Jobs' experience with apple orchards, and the fact that they would appear in the phone book before Atari.

Jobs, afraid of further disagreements with Woz, brought Wayne in as a 10% stock holder. He eventually backed out (his stock would have been worth \$2.6 billion at the time of the book's publication). Jobs' garage became a computer factory, enlisting help from his sister and equipment from his father. After they built more computers, they brought the Apple I to a computer fair along with Woz's prototype of what would become the Apple II computer.

Analysis

This chapter heavily foreshadows later disagreements between Jobs and Wozniak. Wozniak is clearly not a business man, as the author characterizes him more as a hacker or prankster than corporate chair member, which makes his philosophy quite different. The author alludes that this frightened Jobs to the point where he had to think of a solution if further disagreements were to occur. This is the reason why Jobs brought Wayne in, as he must have known that if a decision making tie occurred, Wayne would agree with Jobs over Wozniak.

Two other pieces of foreshadowing occur in this chapter. The first is the mentioning of the project that Gates and Allen were working on. This project was their version of BASIC which would later become parts of MSDOS and early Windows operating systems. Gates and Allen were doing this at the same time Jobs and Wozniak were designing Apple computers. This makes it clear that a rivalry will form between the companies; one that persists even today.



The last piece of foreshadowing is told when Wayne pulls his equity from Apple. It is not fair to fault him for this, as there is no way that he could have foreseen the success that Apple would become. However, if he would have kept his stock, Wayne would eventually become a billionaire. The foreshadowing is that this is not the first time that someone will misjudge the potential of Apple Computers and be affected negatively because of it.

Vocabulary

cyberpunk, phreaker, deprivation



Chapter 6: The Apple II

Summary

Before the computer faire, the employees of Apple tested the Apple II computer on a color projector, and it worked. Jobs began pitching the Apple II around, while he also had a running disagreement with Woz's father, as he disagreed that Jobs should have the same equity as his son. Apple eventually brought in Rod Holt to design a revolutionary power supply and Mark Mikkula to design their business plan (and who also invested in the company). Mikkula suggested that Apple would be a Fortune 500 company in two years, he was mistaken, as it would take them seven years to reach that status. During this time, Woz refused to leave Hewlett-Packard until he showed their board the Apple II (he created it on company time). Luckily for Jobs, HP did not want anything to do with the computer, and Woz left Hewlett-Packard for Apple.

Mikkula began becoming a father figure for Jobs, as he taught him marketing and some PR skills. Not long after, Apple brought on Regis Mckenna, a former PR man for Intel. The company also decided to bring on Mike Scott as the company's president (as they saw Jobs too young and abrasive for the role). Jobs did not get along with Scott, and Jobs stated that he had never argued with someone so much in his life. Afterwards, they launched the Apple II at the West Coast Computer Faire and sold many units.

The chapter ends with an explanation of Jobs throwing a tantrum when Scott marked him as employee #2 (Woz was #1), but eventually got his way and became employee #0. The final paragraphs consist of Woz's opinion of Jobs as too tough on people, and Jobs opinion of Woz as too childlike and without focus. The author also explains that the Apple II would be sold (in various models) for the next 16 years, selling six million units, ushering in a PC revolution.

Analysis

While this chapter does seem to highlight Apple's early rise to power, it also shows a darker side of the company's structure. There seemed to be a great amount of distrust in the company's ranks. Jobs did not trust Scott, and Scott (and others) did not trust Jobs. Jobs seemed to be the initiator of most of the company's conflicts. Jobs would continue this behavior until it finally gets him thrown out of his own company years later.

Isaacson also claims that the Apple II ushered in a computer-based revolution. While this is true, this cannot be said without acknowledging that fact that other computer companies were contributing to this (which Isaacson briefly mentions). It is also clear that Jobs agrees with this analysis. As stated in a previous Analysis section, taking this type of credit is not a one-time thing for Jobs, as he will later take responsibility for the creation of the smartphone, usable tablet computing, and graphical user interfaces, which all already existed when Jobs revolutionized them.

Vocabulary

transformers, schematic, embodiment



Chapter 7: Chrisann and Lisa

Summary

In 1975, Chrissann Brennan started a relationship with Greg Calhoun after having a multiple year long, off and on again relationship with Jobs. They went to India together, even after Jobs warned Calhoun that she would impede his spiritual quest. Abroad, the two broke up, and Brennan began living with Jobs and Kottke. During this period, Chrisann became pregnant, and Jobs denied that he was the father and refused to marry her, all while painting Chirsann as a whore to the media.

In 1978, the child was born, and with Jobs' help, was named Lisa. Not long afterwards, the county sued Jobs for child support and forced him to take a paternity test, and it proved that he was Lisa's father. Due to this, he provided a house for Chrisann and Brennan. Isaacson explains that Steve later looked back at this period of his life with shame and admitted that he should have handled it better. After Lisa's birth, Jobs started a relationship with another woman.

Analysis

This chapter continues a recurring trend of this biography. This trend is the inclusion of several instances that Jobs later looked back to and felt ashamed. However, the author does seem to question his initial motives when Jobs finally admitted that Lisa was his daughter. It is not clear whether Jobs actually felt the need to support Brennan and Lisa or he did it because he was forced to by the government. However, overtime, it is clear that Jobs eventually forms great affection for his daughter, as he eventually names one of Apples' products after her.

Isaacson also makes very clear parallels between his behavior towards Lisa and the fact that he was abandoned and adopted. The author seems to theorize that he behaved in such a way when confronted with responsibility because of the psychic damage that he developed after realizing he had been abandoned by his biological parents. The subtitle of the chapter also implies this.

Vocabulary

stint, commune, barren

Chapter 8: Xerox and Lisa

Summary

In the late 1970s, Steve Jobs became bored with the development of the Apple III, so he began working on a different project. He first looked at a touch screen project and rejected it, he then moved to a different Apple project that he named Lisa. This Lisa computer was being developed at the same time as the Apple III and the early stages of a computer, developed by an engineer named Raskin, that would eventually be called the Macintosh.

During the development of the Lisa, Jobs let Xerox invest in Apple if he could look at their technology. After strong-arming them, Jobs witnessed their mouse and Graphical User Interface Technology (GUI) (the type of technology that modern computers use, think mouse use and drag-and-drop instead of command prompt).

Citing Picasso, Jobs reverse engineered the technology and attempted to use it in the Lisa. Jobs and his engineers were also able to construct a mouse that was cheaper than Xerox's and the technology to let windows on the GUI sit on top of each other. However, after fighting with the engineers of the Lisa division, Jobs was removed from the project and lost his title as VP of Research and Development.

Analysis

The author uses this chapter to highlight Jobs' ruthless qualities. The first time this quality is shown is when Jobs basically steals the GUI and mouse technology from Xerox. Perhaps, he could have stated that he developed this technologically at Apple concurrently, this fact could have been hidden, however, Jobs had no issue admitting it. He only got access to the technology by offering stock and later disrespecting the Xerox engineers and forcing their bosses to show him every single aspect of their technology.

Jobs was also ruthless when he attempted to usurp the Lisa project from the actual people who started the project. Jobs simply barged into the project and insisted on changing their vision of the product from a lean corporate workhorse, to a type of computer of the people (an engineer used the term VolksLisa) (100).

Vocabulary

graphical interface, phosphor, bitmapped

Chapter 9: Going Public

Summary

Apple became the most oversubscribed public offering since the Ford Motor Company. By December of 1980, Apple would be worth \$1.79 billion. Unfortunately, Kottke was given no options as he was considered an hourly worker instead of an engineer. One of the employees, Holt offered to match the stocks that Jobs gave Kottke, but Steve offered him “zero” (103). Woz was very generous with his shares and gave them out to workers who were given no shares.

The author makes it clear that Jobs made his child support deal with Chrisann before the company’s valuation. By the age of 25, Steve Jobs was worth \$256 million. With this money, he built a sparsely furnished house, a BMW motorcycle, but did not really donate any of it to charity. The chapter ends with a statement from Jobs stating that young people’s idealism is gone.

Analysis

This chapter continues the previous chapter’s highlight of Jobs’ cold demeanor towards many of Apple’s people. It also contrasts the giving nature of Wozniak with Jobs’ inverse behavior (another detail that supports this is the author’s inclusion of the detail that Jobs did not initially contribute to charity). This behavior is also shown towards Chrisann, as Isaacson makes it clear that Jobs purposely made the child support deal with Brennan before the company was valued. Finally, the author uses the conclusion of this chapter to allude to a conflict within Jobs’ ideology. Jobs always considered himself as a child of the United States counterculture, but in 1980, he became part of the American corporate culture.

Vocabulary

valuation, IPO, precedence



Chapter 10: The Mac is Born

Summary

During the Apple II's development cycle, Jobs hired a man named Jef Raskin to write the manual for the product. He eventually became part of the company and started working on a concept for a \$1,000 singular unit computer called the Macintosh. After being almost killed off every few months, Jobs entered into the project. The two fought over what should come first, the ability of the computer or the price. Jobs even went as far as secretly having the engineers change the processor in the prototype to boost its power. It was then that Jobs decided the computer would be a smaller and better version of the Lisa.

Eventually, Raskin complained to Scott about Jobs trying to usurp him. Because Scott sided with the Lisa the time before, he decided to side with Jobs this time. Raskin eventually left the company and built his dream computer for Canon, which flopped. Jobs then tried to recruit a variety of people to the project, including Woz who had been injured in a plane crash, who refused and decided to go back to school. Eventually, Scott was ousted from his position due to a series of health problems, and Markkula acted as an interim and passive executive. This gave Jobs much more freedom.

Analysis

This chapter makes Jobs' priorities regarding future products quite apparent. When Jobs entered the Macintosh project, he clashed with Raskin, stating that the computer's ability was much more important than keeping the price low. While Jobs was eventually right, as the Macintosh did not stay under \$1000 but still sold very well, this thought process would not always help him.

The author seems to allude that the freedom that was given to Jobs helped further his priorities. Much later, when Jobs was developing the NEXT computer, he primarily focused on the functionality rather than the price. This caused the computer to come with an incredibly high price tag, which caused the product to sell rather poorly. However, this philosophy would later work for Jobs again during the era of iPhones and iPads.

Vocabulary

ponderous, detested, ARPA net



Chapter 11: The Reality Distortion Field

Summary

While the author previously commented on the RDF, here he goes into it more fully. The RDF was essentially Jobs' way of willing something into existence. The author explains that he used it on Woz to make him think he could finish Breakout in four days. In essence, Jobs told people that seemingly impossible things were possible in order to actually make them possible. Jobs used this to make the Macintosh better.

The author also goes into detail about how Jobs treated the Mac team. Many times, an employee would tell Jobs an idea and Jobs would brush it off, and only a week later Jobs would come into a meeting acting like the idea was great and that he thought of it. This and his sometimes immature behavior angered many of his employees. Eventually, Apple brought in a former Intel HR manager to control Jobs, and they became a surrogate family for Jobs. At some points, employees would stand up to Jobs and get their way, leading the team to give out a yearly award based on confronting Jobs (he actually approved).

Jobs once had a conflict with an engineer named Adam Osborne. Jobs complained that the Mac booted up too slowly and that it needed to be sped up. Osborne disagreed, causing Jobs to calculate the millions of hours that would be spent waiting for the computer to boot up if it was not changed. Osborne eventually made it boot up faster than Jobs' expectations. The chapter concludes with a statement from Woz stating that if Apple had combined Jobs' harsh management style with Woz's family-esque style, Apple may have turned out better.

Analysis

The author uses this chapter as a primer for explaining to the reader how exactly Jobs got his employees to do seemingly impossible things. However, the author leaves it up to interpretation regarding exactly why he developed the RDF, and the motivations behind pushing his employees the way that he did.

It may simply be Jobs' perfectionist nature. As we will learn in the next chapter, Jobs was incredibly particular with minute aspects of design and functionality. The product needed to be as close as "possible" to the way that he wanted. While this does seem incredibly demanding and rather bratty, it accomplished great things. The design and functionality of the Mac are arguably the things that made it sell so well. Due to this, Jobs seems to continue his use of RDF throughout his entire life.

This chapter is also the first time that we see Apple attempt to reign Jobs in. It is quite unusual for a company to bring on an employee while having one of their expressed duties being to control a particular executive. While this did not cause Jobs to lose any



of his control, this foreshadows Apple's later actions that attempted to give Jobs less influence.

Vocabulary

malleable, mélange, Uberman

Chapter 12: The Design

Summary

The chapter begins by explaining Jobs' early aesthetic taste. Initially, he loved the dark and industrial design of Sony products, but towards the inception of the Mac, Jobs began preferring a minimalist Bauhaus aesthetic. Jobs decided to include this type of design into the Mac while also keeping the product seemingly playful and Zen-like. This was quite the departure from the Mac's original manager, Raskin's, idea of a foldable, briefcase sized, computer. Jobs once argued that the Mac should be less like a Ferrari and more like a Porsche, as the design is minimalist yet sleek.

The Mac then went through many iterations, each attempting to improve on what Jobs critiqued. At one point, Jobs rejected an engineer's design of the Mac calculator program. Due to this, the engineer designed a customizable calculator design so Jobs could have it look the way he wanted it to. Jobs also insisted that the Mac include great fonts, thanks to his time auditing a calligraphy class at Reed.

Finally, when the Mac was finally finished, Jobs had the entire team sign the organized interior of the computer, paralleling the teachings Jobs' father taught him about caring about the parts of the product that most people would not see.

Analysis

The author utilizes this chapter for two purposes. The first is to summarize to the reader some of Jobs' actions towards the end of the design phase of the original Macintosh. It is no coincidence that the author positioned this chapter after The Reality Distortion Field, even though the following chapter has some discussion of the Mac design as well. Throughout this chapter, it becomes clear that many of the design decisions for the Mac were accomplished through Jobs' reality distortion field.

The second purpose of this chapter is to show how Jobs' design influences influenced the look of the Macintosh. The author gives examples about how Jobs tried to make the Mac parallel Bauhaus-like products. It is also important to note that one of the most important parts of the Mac to Jobs was the inside. He made sure that the engineers laid out the chips in an organized and visually pleasing way, even though the average customer would not see it and not care. This influence is also seen when Jobs made the employees sign the computer. When the Mac was finally manufactured, the engineers would know that their names were inside the computer, regardless of the fact that most would not see it.

Vocabulary

bauhaus, aesthetic, serif



Chapter 13: Building the Mac

Summary

In 1981, IBM introduced their first major consumer computer, The IBM PC. Jobs made Apple buy one to dissect, and Jobs decided that it was awful because it did not have a GUI. During this time, the Apple executives were very worried that no one would buy the Lisa if they knew the Macintosh was coming. Jobs did not help this, as several times when he spoke to the press, he began mentioning the Mac.

Other things that did not help Apple's Lisa team nor the Lisa in general was the fact that the Macintosh was not compatible with the Lisa or Apple II (the Lisa was compatible with the Apple II). It is also interesting to note that Jobs decided to construct the Mac in such a way that only Apple employees could open the shell and that it would have no accessory ports (unlike the Apple II, which had eight). Apple executives also attempted to get Jobs to agree to license the Mac OS, but he refused and made sure that it was not compatible on any other hardware. Before the Mac's launch Apple also had trouble finding a supplier for the new three and a half inch floppy drives. Sony (who created the technology) charged a lot much for the drives, but Apple had to choose Sony anyway due to the fact that third party manufacturers were not yet ready to produce the new part.

Putting the Mac itself aside, Jobs was convinced that he was going to be the Time Man of the Year, but was disappointed when it was given to the PC. This and Jobs' rebellious ideology caused him to create the idea that it was better for Apple to be the pirates than part of the navy.

Analysis

Jobs' actions during both the previous chapter and this one portray Jobs clashing with the Apple executives. Isaacson theorizes that Jobs may have put the nail in the Lisa's coffin by promoting the Mac when he should have been promoting the Lisa. Jobs reasons for ruining the Lisa's chances of success seem to lie in Jobs' relationship with the project. It is important to note that Jobs was once part of the Lisa team and was removed when he clashed with other team members. This probably made Jobs rather spiteful towards the product, thus explaining his actions. Jobs' clashes with the Apple executives do not stop with this chapter, but his actions here clearly did not help him.

In this chapter, both Jobs and Isaacson use the idea of the pirate in a very interesting way. The two men both make it clear that the pirate is an allegory for Jobs' attitudes towards his competition and the other Apple teams. In a way, Jobs seemed to be portraying both of the aforementioned parties as part of "the navy" or part of the system/man etc. This type of attitude is in line with his previous rebellious actions both



at Apple and before. Interestingly enough, not longer after this, Apple seems to morph into something that this chapter's Jobs may have considered part of "the navy."

Vocabulary

hackneyed, widget, volatile



Chapter 14: Enter Sculley

Summary

Before the Macintosh's launch Markkula's wife forced him to step down from the post of Apple's interim president. This initiated a search for a replacement, as they refused to choose Jobs because they thought he was not yet mature enough for the position. Their first pick was an IBM executive whom was not the right fit. The next pick was John Sculley, president of the PepsiCola division of Pepsi. Jobs liked this choice and began courting him so he would take the job. They got along well, and Jobs appreciated his design tastes (based on his house's doors).

Later, Jobs was ready to show Sculley the Macintosh to possibly convince him to come onboard. The engineers designed a program involving an anthropomorphic Pepsi can. He seemed to like the product. Steve also showed him a sketch of a foldable computer. Sculley ended up taking the job and introduced Jobs to different ways of looking at problems. However, they soon clashed when Sculley insisted raising the price of the Mac to \$2495 instead of \$1995. Jobs fought this decision until Sculley told him that either the Mac could have the lower price or the Mac could have a marketing budget. Jobs chose the latter.

Analysis

In this chapter, Jobs once again loses control. By this point, it is clear that this is a theme of Jobs time at Apple prior to his initial departure. However, as the narrative progresses, the author alludes to the fact that Jobs experiences a subtle regression regarding his power level. First, he simply lost his role on the Lisa team which eventually led to his loss of titles. While Markkula was interim president, Jobs basically had free reign to do whatever he pleaded regarding his projects. Sculley did not give him this type of freedom, and the power loss only grew over time.

This chapter also advances a trend regarding those closest to Jobs. It seems that many people who later became Jobs' enemies started as his friends. Prior to this chapter, we have seen this happen with many of the early employees of Apple. We see a glimpse of this, in this chapter, with John Sculley, and we will see it again with Bill Gates.

Vocabulary

substantive, bipolarity, tandem



Chapter 15: The Launch

Summary

Prior to the Mac's launch in 1984, Apple had been losing in sales compared to IBM, who had been selling a great number of computers to corporations. A week before the Mac was supposed to launch, the engineers stated that they needed an extra two weeks for coding purposes, Jobs convinced them that they could finish before the launch, and they did.

When thinking about commercials for the Mac, Jobs stated that he wanted “a thunderclap” (162). Eventually, Apple went with Chiat/Day who then produced the famous 1984 Superbowl Macintosh Superbowl commercial directed by Ridley Scott. Initially, the Apple board rejected the advertisement and threatened to sell their commercial slot. They did sell one 30-minute slot, but they left a 60-minute spot untouched. The commercial aired and is now considered one of the greatest commercials of all time.

On Jan. 24th 1984, Jobs introduced the Mac to a crowded room by having it write in script and audibly speak (using speech synthesizing) to the audience. The crowd erupted. This would be the first product launch for Jobs that would land him on the cover of a major magazine. From this point on, any product that Jobs launched ended up on a cover of a magazine.

Analysis

This chapter basically makes it clear that the Macintosh would not have been as successful without Jobs' input. The author also uses this chapter to imply that if Jobs had not been present, the product launch would have been much different.

The author implies this in two ways. The first is by explaining that Jobs fought to air the 1984 commercial. According to Isaacson, the board was almost completely against the commercial. However, Jobs fought incredibly hard to assure its airing (he even offered to put up some of his money to secure the commercial slot).

The second and final way that Isaacson implies that without Jobs, the Mac's launch would have been drastically different is by mentioning his reality distortion field. Right before the Mac's launch, Jobs used his field in order to convince his engineers that they could finish coding before the launch. If he would have not done this, the Mac's software may have been subpar. It also seems like Jobs used his distortion field while introducing the Macintosh. His charisma and showmanship coupled with the RDF seemed to convince that crowd that the Macintosh is the catalyst for the computer revolution. The crowd believed this all without touching the computer. However, the field would wear out due to the fact that, as we will learn later, the Macintosh was not quite revolutionary on the hardware side.

Vocabulary

Orwellian, emblazoned, blitz



Chapter 16: Gates and Jobs

Summary

The chapter opens with a brief summary of Bill Gates' life up until the launch of the Macintosh. Gates dropped out of Harvard to start the software company Microsoft. Gates knew Jobs, as Microsoft had been developing software for the Apple II. Jobs wanted Microsoft to write programs for the Macintosh, and they eventually developed a deal where new Microsoft programs such as Word and Excel would come bundled with the Macintosh (as well as develop a version of floating point BASIC for Mac). With this deal, Microsoft would make money on each copy of the programs shipped with the machines. During this time, Jobs and Gates also became relatively friendly, even though each one thought he was smarter than the other.

Due to delays, Microsoft's programs were not able to ship with the Mac. This actually ended up helping Microsoft in the long-run, as it allowed the company to sell the programs to consumers themselves. In 1983, Gates announced that they were developing an operating system with a GUI. Jobs was furious, claiming that Gates stole the idea from Apple. Gates later explained to the author that he did not steal from Apple, but he stole from Xerox, just as Apple had done. The chapter ends with Jobs' contemporary thoughts about Gates, claiming that he was a thief with no taste.

Analysis

The author uses this chapter to set up the long-standing rivalry between Jobs and Gates (as well as Apple and Microsoft). Regardless of the fact that this book is about Jobs, the author seems to stay relatively unbiased regarding this subject. The author includes Gates' claim that both companies stole the idea of a graphical user interface from Xerox, meaning Microsoft did not steal from Apple. However, this does not leave either of them innocent and Gates acknowledges this. He compares the GUI conflict to someone (Microsoft) going to steal their neighbor's (Xerox) TV, but then realizing that someone else (Apple) had already stolen it.

Isaacson does also include Jobs' views on the conflict. According to his wording, at the time this book was being written, Jobs seemed still quite bitter about the whole incident. Perhaps he is justified in this, but the author does not say one way or the other. However, it must be said that it is not crazy for Jobs to still hold his grudge against Gates, because the rivalry between the two and their companies never really stopped.

Vocabulary

analogous, Asperger's, philanthropy



Chapter 17: Icarus

Summary

1984 was mostly a good year for Steve Jobs. He opened the Mac factory (even though some of the robots did not work due to his design requirements) and he became a minor celebrity. However, Mac sales began to taper off in the second half of 1984, as the Macintosh had little RAM and was prone to overheat. Jobs attempted to solve this by using leftover Lisa shells to sell the Mac XL. The sales of the Macintosh XL were average and the fact that Jobs and the Apple executives could not agree on marketing strategies simply did not help.

Jobs began frustrating those around him. He refused bonuses to Macintosh engineers that were on vacation and he made Apple's design firm blacklist Woz's new TV remote product. This came to a head when John Sculley approached Jobs and explained that he was going to find a replacement for Jobs. Jobs did not take this well, and it started a month's long battle between the two men. When Sculley approached the Apple board about this decision, Sculley informed them that they could either replace Jobs on the Macintosh team or replace Sculley as CEO. They went with Sculley's idea, making Jobs feel betrayed, as he was friendly with a couple board members.

Jobs attempted to stage a coup when Sculley was scheduled to go on a trip to China. Sculley caught wind of this and confronted Jobs. During the final decision meeting with the board, Sculley and the board offered to let Jobs continue as a spokesman and be head of a lab for Apple. Jobs reluctantly agreed. After Jobs was fired from his position, Sculley wanted to quit. Jobs was also given the title of global visionary, and he attempted to use this title, going to places like the Soviet Union to talk about Apple. The Apple board seemed to think that this arrangement was going to work, but they would soon find that they were wrong.

Analysis

The author uses a two-pronged approach to portray the greater meaning of this chapter. These prongs involve the actions leading to Jobs losing his position, Jobs' reaction to the decision, and the confirmation of previous foreshadowing.

The description of the happenings leading up to Jobs' removal are relatively straightforward. At the point, the author has explained numerous times that Jobs was not the easiest person to work with and that many people at the company did not like him (including executives). If Jobs' story up until this point was a novel, these events would be the rising action that leads up to the climax. In a way, everything after this point happens because Jobs was removed and he learns from his past mistakes (Isaacson uses a play metaphor in the next chapter which also fits).



The author alludes that Jobs did not stay at Apple for long. This was due to Jobs' reaction to his removal. He felt betrayed as most people would. But, the way he was spurned eventually fulfills his own prophetic words from when the Mac was first released. Jobs explained that he would not always be at Apple. Jobs' removal confirms this part of the prophecy. During this time, he also stated that he would eventually return different than he was before, foreshadowing the events after his removal. In essence, this chapter is just the first part of Jobs' own prophecy about his relationship with the company that he helped found.

Vocabulary

quizzical, hues, dogmatic

Chapter 18: NeXT

Summary

After Jobs was removed from his role in the Macintosh division, Jobs became inspired after learning that professionals in higher education could not simulate experiments due to the lack of power in modern computers. This led to Jobs making a decision to start a new company called NeXT. Prior to announcing the company's creation, Jobs recruited some Apple employees that were ready to resign. Jobs claimed that this would not be a problem because he did not take any high level staff. Apple did not see it this way (as some of these employees had insider knowledge about Apple's future products) and sued Jobs. During this time, Jobs also sold all of his Apple stock except for one share, so he could still come to stockholder meetings, and essentially left the company. Around this time, Jobs also got the famous Paul Rand (who designed the logos of ABC, UPS, and IBM) to design NeXT's logo.

Jobs and Apple began fighting in the press. Even Wozniak spoke out against Jobs and his unfair business practices, specifically his prior blacklisting of Woz's remote product. The design for the NeXT computer also came to fruition during this time. The computer was an exact square (causing the creation of \$650,000 molds) and had the ability to read books (they made a deal with Oxford to include their new edition of Shakespeare's works). Eventually, they ran low on money but were saved by Ross Perot who was still reeling from passing on investing in Microsoft (who were just valued at \$1 billion). Gates did not like Jobs' new product and stated that he would rather urinate on it than design software for it because it was incompatible with any other computer.

Uncharacteristically for Jobs, he licensed the NeXT operating to IBM for a time, but that deal eventually expired. The computer launched with a price tag of \$6,500, much higher than what the higher education sector was expecting (\$2-3,000). The press also did not help the computer's launch, as Jobs foolishly offered three different newspapers an "exclusive" interview.

Analysis

This chapter, while explaining the formation of NeXT, shows the two sides of letting Jobs have authority over a company. As the author tells us, the NeXT computer was not an average computer. It was meticulously designed to Jobs' specifications and contained great looking internal components and chipset. The operating system of the computer also was well crafted, which can be seen as IBM licensed it. All in all, the machine and operating system were well designed, but not everything went well for NeXT.

Unfortunately, Jobs did not improve his behavior towards his employees during this time. The author explains that he was still relatively rude towards others, who clearly did not appreciate it. Also, due to Jobs having essentially unlimited power over the project,



the NeXT computer's price tag did not come anywhere close to their target or what universities and colleges were expecting. In turn, this caused the computer to not sell particularly well. Perhaps if Jobs had someone to keep him in check at NeXT, the product may have turned out a bit more successful.

One last thing to note is that this chapter continues to demonstrate Jobs' obsession with not allowing consumers to modify his products. This started with the Macintosh, when Jobs did not include any ports for third party accessories or components. Jobs does this again with the NeXT, except this time, he also accomplishes it on a software level. The NeXT computer was incompatible with any other computer, angering users and Bill Gates. One of the reasons that Microsoft did not develop software for the NeXT was because the software would not be compatible with any other machine. As stated before, the concept of restricting access to Jobs' hardware does not cease.

Vocabulary

venture, dignified, amicable



Chapter 19: Pixar

Summary

In 1985, George Lucas tasked Ed Catmull with selling Lucasfilm's computer animation wing. Steve Jobs, while at NeXT brought it for \$5 million and used another \$5 million to assure that it would be its own company. The company's name, Pixar, came from their primary product, the Pixar Image Computer. However, Pixar did not just make hardware, but they created animation software as well. However, the company was not profitable, as the Pixar computer was too expensive for consumers, even after Jobs had the company create a more affordable model. One of Pixar's employees, John Lasseter who used to work for Disney, became fast friends with Jobs. Jobs loved the short animations that Lasseter created. One of Lasseter's films, "Luxo Jr." (deriving from the Luxo lamp, which is Pixar's logo to this day) was nominated for an Academy Award but did not win.

As Pixar's funding started to dry up, Lasseter asked Jobs to assure funding for his next film, "Tin Toy." Jobs was wary, but after Lasseter showed him some storyboards, Jobs funded the project. This time was also a period of lay-offs for Pixar. Jobs handled the lay-offs in cruel ways, like firing employees without severance. After "Tin Toy" premiered, it won the Academy Award for Best Animated Film, the first computer animation to do so. After this, Disney signed on for a production deal with Pixar.

Analysis

The author uses this chapter as a sort of inverse for the prior chapter about NeXT. From the mid-1980s to the early-1990s, NeXT was a commercial failure, causing Jobs to lose a great amount of money. For some consumers and periodicals that Jobs had lost his touch after leaving Apple. However, his purchase of Pixar and his ongoing investments in the company eventually paid off. This chapter foreshadows greater things for Pixar by ending the chapter by touching on the production deal that Disney signed with Pixar. The subject that is being foreshadowed is Pixar's continued success into the mid-late 1990s, which are covered later in the book.

This chapter also seems to clash with Jobs' self-prophecy regarding what would happen after he left Apple. By this, I mean primarily the section about Jobs being changed after he left Apple. If we analyze the way that Jobs treated some of the employees at Pixar, this seems to not be true. He was just as cruel to his new employees as he was to those at Apple. However, Jobs still has time before he inevitably returns to Apple, so there is still time for Jobs to change.

Vocabulary

perfidies, severance, unabashedly



Chapter 20: A Regular Guy

Summary

This chapter is primarily about the wide variety of relationships that Jobs had during the 1980s-90s. In the early 1980s, Jobs dated the folk musician Joan Baez, who also dated Bob Dylan. She recalls a time when Jobs insisted that, in the future, computer would make better sounding music than humans, which upset her. Not long after this, the relationship ended. While all of this was happening, Jobs began searching for his biological parents. He got in touch with the doctor who delivered him but told him nothing. However, he did write a letter that revealed Jobs' parentage and marked it to be delivered to Jobs when the doctor died.

Jobs waited until his adopted mother died to get in touch with his biological mother. He met his mother, who had changed her name to Joanne Simpson, in Los Angeles. It was at this point when Simpson revealed to Jobs that he had a full biological sister. He then met his sister, Mona Simpson, an aspiring novelist. Mona eventually sought out their mutual father, but was told not to speak to him about Jobs. Interestingly, when Mona spoke with her father, he mentioned that Jobs visited the restaurant that he used to manage in San Jose. Mona would later write the novel "A Regular Guy" which is loosely based on Jobs.

Around the same time, Jobs began seeing Lisa more often, as he had more time after leaving the Macintosh division. Before eventually meeting his wife, Jobs had a few girlfriends, including Tina Reise, one of the only women that Jobs ever loved. They broke up after Jobs refused to settle down with her in Paris (25 years later, Reise wrote a letter to him, theorizing what their life would have been like). She went on to be a mental health worker and claimed that Jobs suffered from narcissistic personality disorder.

Analysis

This chapter alludes to the fact that Jobs may have been changing in the 1980s after all (as his self-prophecy suggested). Most notably, he seemed to be getting over the issues associated with his adoption. In the first couple chapters of the book, Jobs suggested to his parents that it did not matter who his biological parents were, because his adopted parents were fully and absolutely his parents. However, during the time covered in this chapter, Jobs does not seem to follow this train of thought any longer. It is interesting that Jobs only sought out his biological parents after his adopted mother died, as that would allude that Jobs was attempting to fill in the void. But, Paul Jobs was still alive at this time.

While the author uses the descriptions of Jobs' romantic relationships in order to lead to next chapter involving the meeting and courting of his future wife, the author includes



Lisa in this chapter for a separate reason. The author includes Lisa in order to make this change clearer. Prior to Jobs leaving the Macintosh division, he hardly saw his daughter. He did send money to Lisa's mother, but he saw her rather sparingly. However, after he left the division, the change became apparent, as Jobs began to interact with her more often. This change is further elaborated upon in the next chapter.

Vocabulary

fetching, innuendo, cadence

Chapter 21: Family Man

Summary

Jobs met his future wife, Laurene Powell while he was giving a speech to some Stanford Business School students. Laurene came to the speech at one of her friend's behest and ended up having dinner with Jobs that night. After a while of tumultuous dating, Jobs proposed to her on New Year's Eve of 1989, which she accepted on January 1st, 1990. They did not speak of marriage for a while after that until he proposed again at the end of 1990. On March 18th, 1991, Jobs and Laurene married (their wedding cake was completely vegan, many of the guests disapproved of the taste). The couple moved to Palo Alto where they would eventually become neighbors to Google co-founder Larry Page and Facebook CEO Mark Zuckerberg. Jobs' eye for detail continued into the selection of the family's appliance, selecting a German-made washing machine. Jobs had three children with Laurene, Reed in 1991, Erin in 1995, and Eve in 1998.

When Lisa was in the 8th grade, she moved in with Jobs, as she was having difficulties with her mother. Brennan told the author that it was due to Jobs neglecting her. The relationship between Lisa and her father was rocky at first and contained periods in which the two did not speak to each other.

Analysis

The author seems to use this chapter for a singular purpose which the title suggests. Its purpose is to show that Steve had changed, which led to him becoming a family man. In order to understand this, we must look at some of Jobs' previous actions. When confronted with commitment and fatherhood, Jobs ran and did not become involved with his daughter. However, in this chapter, Steve willingly became completely committed to Laurene.

Steve also showed his commitment when he let his daughter, Lisa, move in to the family home. It is possible that Jobs did this to make up for his prior behavior towards Lisa. Even though their relationship was not the most stable, it is much better than not acknowledging her at all.

If we look at this chapter's Jobs in this chapter compared to the Jobs of the early 1980s, it is clear that his priorities had changed. In a way, Jobs was beginning to fulfill his self-prophecy, and it seems possible that he may actually return to Apple a changed man.

Vocabulary

ethereal, compartmentalized, incense



Chapter 22: Toy Story

Summary

Disney eventually decided to consider a production deal with Pixar. Eventually, after much back-and-forth negotiating, Jobs and Jeffrey Katzenberg from Disney decided that Disney would fund a film if Disney retained the rights of the characters and sequels, however, Pixar would receive 12% of the ticket revenue. After this deal was in place, John Lasseter pitched “Toy Story.” As Disney did have some creative control over the film, Pixar was forced to follow Katzenberg’s notes, which included making the character Woody a sort of antagonist. However, this idea was scraped when the first half of the film was shown to Disney and they disapproved. Katzenberg then decided to follow Lasseter’s vision.

On Nov. 9th 1995, “Toy Story” premiered (one premiere hosted by Disney, one by Jobs). The film ended up making \$192 million domestically and \$362 million worldwide. During the press for “Toy Story” jobs repeatedly told the press that the film was a Pixar film and not a Disney film, which Disney did not appreciate. After an extremely successful IPO, Jobs renegotiated the deal with Disney. Pixar would fund half of the film and would receive half of the profits.

Analysis

This author uses this chapter to show an interesting change in Jobs. In all other instances, Jobs was incredibly involved with whatever product his company was working on. However, for “Toy Story,” it was different. Jobs basically let Lasseter manage the movie while Jobs took care of the majority of the business dealings. In a way, it seems that Isaacson is using this to show that Jobs had learned to trust others regarding his company’s products. Years ago, Jobs would have never voluntarily let the Macintosh project fall into someone else’s hands. From this point on, we will see this happen more, especially involving Jonny Ive.

This shows a character change that works well with the literal interpretation of Jobs’ self-prophecy. This chapter shows another way in which Jobs had changed, proving that he would be a changed man before returning to Apple.

Vocabulary

domestically, outright, belligerent



Chapter 23: The Second Coming

Summary

After the NeXT computer in 1988 was met with very mediocre sales. This caused (much to Jobs' dismay) NeXT to license its operating system to IBM. This had to be done, as NeXT was being crushed by the competition of Microsoft. At this time, Apple was facing the possibility of bankruptcy. Jobs told the author that this was due to the executives only focusing on profit. At one point, Larry Ellison, the CEO of Oracle, considered buying a majority stake in Apple and inserting Jobs as the CEO.

In order to survive, Apple needed an object based UNIX operating system. They had two options, Apple could either buy a small company called Be or purchase NeXT, as they both had UNIX based operating systems. NeXT was purchased by Apple due to the fact that NeXT had both hardware and software. Jobs decided to title himself advisor to the chairman.

Analysis

In this chapter, the author alludes that Jobs was not happy just to be the advisor the chairman. It seems like Jobs thought of this as a steppingstone to his final goal to become the CEO of Apple. However, he had competition, Gil Amelio, the then CEO. This unhappiness, along with Jobs' history of manipulation and power-plays, foreshadows that Jobs might later try to subtly position himself to be the CEO.

It must also be noted that Jobs does something in this chapter that he probably thought he would never have to do: work with IBM. However, Jobs decided that he had to do whatever it took to save the company, and that was to license the NeXT operating system to IBM. During the launch of the Macintosh, Jobs proclaimed that IBM was an evil Big Brother figure, but now he was working with them. This may have happened due to Jobs' growing maturity of his disillusionment regarding the computer business.

Vocabulary

UNIX, proclamations, vaporware



Chapter 24: The Restoration

Summary

In 1996, Steve Jobs told Larry Ellison that he planned to let Apple buy NeXT, become elected to the board, and eventually insert himself as CEO. This did not go quite according to plan. In Jan. 1997, Jobs became a part-time advisor for Apple. This was followed by Gil Amelio delivering a disastrous speech at that year's MacWorld. Jobs then began inserting NeXT employees into important roles in Apple and attempted to remove the Apple Newton (their PDA and one of Sculley's few innovations) from the product line. All of this was happening while Jobs was bad-mouthing Amelio to the Apple board and the company was losing massive amounts of money. The board then decided that they would have a better chance of becoming financially stable if they elected Jobs to the board and fired Amelio.

They did this and attempted to get Jobs to take the CEO position, but he refused, citing that he was content with being the CEO of Pixar and a father. Regardless of this, Jobs essentially began playing the CEO role without the title. He required that the board remove all of their members except for two (including Markkula). After this, Jobs spoke at the 1997 MacWorld. He announced that Apple had made a deal with Microsoft meaning that Microsoft would make software for the Mac and that Internet Explorer would be the computer's default web browser. At the press conference, Jobs had Gates speak to the audience on a giant projector via satellite phone. This was a huge mistake in regards to imagery, as Jobs later admitted.

Analysis

This chapter is used to highlight the initial happenings during Jobs' initial return to Apple. As foreshadowed, Jobs became quite manipulative during his return. He badmouthed Amelio, threw out the entire board, and inserted his own people into high positions within Apple. Without saying it, Jobs was doing what is generally known as a hostile takeover. Essentially, he used his power to take control away from the CEO without his consent. This fits quite well with Jobs' character, as he is often portrayed as a manipulative person. However, the manipulation in question actually turned out to help Apple, unlike the time when he tried to oust John Sculley.

The reason that Jobs cited Gates' appearance at MacWorld as a mistake regarding imagery derives all the way back to 1983-4. In the Macintosh Superbowl commercial, Big Brother is shown on a large screen dwarfing the onlookers. Unintentionally, Jobs included similar imagery at MacWorld. Bill Gates was projected onto a large screen, dwarfing both the audience and Jobs himself. If believed to be intentional, this could have implied that Apple was accepting Big Brother. It is also clear that Gates did not do this intentionally either, as he did not know that he was going to be projected.

Vocabulary

raucous, pantheon, keynote



Chapter 25: Think Different

Summary

As Apple was approaching the release of their new desktop computer, Jobs approached Chiat/Day and asked for them to pitch a marketing strategy. They agreed, even though the company no longer did pitches. This touched Jobs as he thought that Chiat/Day really loved Apple. The marketing company decided that they should approach on the creativity of the product and of the user. They came up with the phrase “Think Different” and with Jobs’ help, wrote up a monologue. After approaching people like Robin Williams to narrate it, they eventually hired Richard Dreyfuss. The commercial included the monologue as well as pictures and video of famous people such as John Lennon, Bob Dylan, and Gandhi (the print ads also included these people with the phrase “Think Different”).

Jobs also recorded his own narration of the monologue. The Dreyfuss version was released first, followed by Jobs’ narration. Soon, Jobs adopted the position of iCEO (the “i” initially stood for interim, but eventually stood for indefinite). With his new position, he removed 70% of the products from the product line, finally killed the Newton, and decided that there would be only two versions of their desktop and two versions of their laptop, one consumer version and one professional version. In 1998, Apple made a profit, after many years of losing money.

Analysis

It seems that the author theorizes that the “Think Different” campaign does not just describe Apple but Jobs as well. Even though Jobs originally did not want to read the monologue due to the fact that it may have sounded like the words were about him, it does not mean that the words do not actually describe him. In a way, throughout the whole book, the author has been describing to the reader that Jobs was successful because he did, in fact, think differently than other people. He thought differently leading Apple to be a success in the early 1980s and Pixar to be successful in the 1990s. In this chapter, it is clear that Jobs’ different thinking had something to do with the resurgence of Apple as a company and as an iconic brand.

Jobs’ minimalism is also on display during this chapter. Once Jobs had amassed enough power, he cut the vast majority of products that Apple sold. He then decided to sell only two versions of each computer product, one consumer version and one professional version. This approach was quite minimalistic compared to many other computer manufacturers who sold many different versions of both professional and consumer hardware. This approach persisted into the 2000s with the Macbook/Macbook Pro and the iMac/Mac Pro.

Vocabulary

streak, captioned, cannibalized

Chapter 26: Design Principles

Summary

In 1997, Jobs gave a pep talk to the Apple executives and managers. One of the employees in attendance was Jony Ive, a London born and educated designer and the head of the hardware design team. Interestingly enough, Ive was about to resign (he disagreed with the company's primary motive: profit), but Jobs' speech motivated him to stay with the company. Jobs and Ive became friends as they both cared about design, especially minimalism. Ive particularly appreciated Jobs' philosophy that design comes first. Together, Ive and Jobs filed 212 patents together, most originating from Jobs' visits to the design studio and giving his feedback to Ive based on foam mockups.

Analysis

The author uses this chapter for a very specific purpose, and that purpose becomes clear when its position in the book is realized. This chapter about Ive and Jobs' relationship is positioned right before the chapter about the creation of the original iMac, even though the beginning of this chapter is not exactly temporally right before it. This chapter is placed where it is because Ive had a great deal to do with the design of the iMac, and afterwards, every piece of Apple hardware from that point on.

Vocabulary

epiphany, convoluted, décor



Chapter 27: The iMac

Summary

In May 1998, the iMac was introduced. This was the first major collaboration between Jobs and Ive. On Jobs' request, Ive designed the iMac to be colorful yet translucent, while having a handle, and lacking a floppy-disk drive. Ive and Jobs agreed on the handle because they thought that having a tactile experience with the computer would make it seem more friendly and less intimidating. The iMac was put into a rounded shell and made a color named Bondi Blue (this shell was 3x more expensive to produce than a traditional desktop shell).

Right before Jobs was to introduce the iMac, he noticed a button that ejected a CD tray, this made Jobs furious as he believed that he requested a CD slot instead. The team agreed to include a slot in future models, but this had a downside. Burning and ripping functions in disk drives were introduced to disk trays first and slots much later, setting Apple up to be a good deal behind in CD technology. Overall, the iMac went on to be sold in many other colors and made quite the profit.

Analysis

While this chapter marks the first true success for Apple since Jobs once again took over, Jobs' feedback for the iMac had lasting negative effects. For years afterwards, Apple was very behind the curve in CD ripping and burning technology, essentially meaning that burning and ripping could not be done on iMacs. Apple received complaints for this, but it also set-up the need for Apple to get into the music industry. If you could not upload your music collection to your iMac through the CD, users would have to get their music another way. This foreshadows the eventual development of Apple's iPod and iTunes platform.

However, the decision to include a disk slot set up a trend for Apple. Even today, Apple is criticized for being late to the game regarding function introduction. But, when Apple does introduce a feature, it is usually refined. This foreshadows future products like the iPhone, which was not the first touchscreen phone, yet was deemed more refined than its predecessors.

Vocabulary

robust, slab, translucent



Chapter 28: CEO

Summary

After the iMac's release, Jobs met Tim Cook, a rising star in the technology field. While working at Apple, Cook drastically reduced the amount of warehouses that Apple had to pay for by efficiently managing the company's inventory. He also worked with some suppliers because Jobs was prone to outbursts when speaking to them.

On a trip to Japan, Jobs noticed that the Sony employees wore uniforms. Jobs liked this idea so he pitched it to the company. The employees did not go along with the idea. Instead, Jobs asked Sony's uniform provider to create him a uniform, which was the origin of Jobs' iconic black turtleneck. This period of time was great for Apple and Jobs accomplished this by only allowing the best people to work on his products (like he did with the Macintosh). The board eventually offered Jobs immense stock options, which he denied and asked for a plane instead (Jobs had made about \$2.50 since returning to Apple). However, later, Jobs and the board negotiated his stock package. Around this time, Jobs dropped the "I" in iCEO and finally became the CEO of Apple.

Analysis

The section of this chapter about Tim Cook is more relevant today than it was when the book was first written. The chapter described the development of Jobs and Cook's friendship and the trust they had in each other. They played off of each other's strengths and weaknesses for maximum efficiency. But today, Tim Cook is Apple's CEO due to the fact that Jobs died in 2011. The details about Cook that the author pointed out may be part of the reason that Apple is still successful today; Cook must have been a good executive for Jobs to trust him fully.

This chapter also implies that Jobs cared more about Apple's image than his own. The author mentions that Jobs only took about \$1 a year in salary while at Apple. Isaacson mentions that Jobs explained this decision as one based on the fact that it would seem like Apple's and Jobs' motives were based on profit. Jobs wanted it to be clear that he did not try to make money by going back to Apple, but instead he returned because Apple was that great of a company.

Vocabulary

extraneous, shelf-life, integrated



Chapter 29: Apple Stores

Summary

Jobs was obsessed with controlling his customer's experience with his products, but there was one aspect that he did not yet control: the actual purchasing of the product. To remedy this, Jobs decided that he was going to create Apple stores. The board was nervous about this, as Gateway had tried something similar and failed. Jobs had also recruited Millard Drexlar, the former CEO of GAP to the board. Jobs admired GAP as it was an end-to-end experience; a customer had to go into the GAP store to purchase a GAP product.

Drexlar recommended that Jobs build a test store, so he did. He rented out a warehouse and over several months, collaborated with his other executives to create the layout of the store. One of the most important parts of the store was the layout of the products, which Ron Johnson decided should be based on the functions of the product. For example, a video editing section would include the iMac and the Powerbook running iMovie. The store also included the Genius Bar, where customers could come for technical help for their products. Jobs eventually built his dream store on 5th Avenue in NYC. The store was a glass cube with a sandstone floor. At the time of publication, this store made more money per square foot than any other store in the world and was the most profitable store in NYC.

Analysis

This chapter is essentially used to introduce the reader to the period in which Apple becomes more than just a computer manufacturer. The author specifically includes the fact that at this point, Gateway had tried to create their own retail locations and lost a large amount of money due to their lack of success. Apple very well could have suffered the same fate. However, the author mentions Gateway for not just informative purposes. The author is attempting to force the reader to compare Gateway and Apple.

Where Gateway failed miserably, Apple had a massive amount of success. This leads to the question of what the difference is between the two companies. The answer is simple and is the entire subject of the book. Steve Jobs. If the stores had not followed Jobs' vision, there would either be no Apple stores or Apple may not be where they are today. Jobs' vision and uncompromising attitude led to Apple's success in this area, and the author makes this very clear.

Vocabulary

panes, end-to-end, hub



Chapter 30: The Digital Hub

Summary

In the early 2000s, computer sales were down. Due to this, Jobs decided that Apple would have to make the computer a digital hub. Apple was in the position to begin making new software, as Adobe had refused to make software for Mac due to its low market share. Around this time, MP3 technology had been invented for use in a device called the Rio. However, it did not natively work with Mac, so Jobs had software developers develop software to make it compatible. This became iTunes, which was introduced around the same time that Macs shipped with CD burn and ripping technology. This allowed consumers to rip music from CDs and manage their songs within iTunes.

Not long after, Apple began work on an MP3 player of their own. After securing small LCD screens, rechargeable batteries, and 1.8 in 5GB hard drives, they began designing what would end up being the iPod. Phil Schiller pitched a model with a scroll wheel, which Jobs included in the device. He also insisted that iPod to be white with white headphones, the ability to get anywhere in the menus within 3 clicks, and have no on/off switch. His marketing team came up with the iconic silhouettes dancing with iPod headphones marketing blast (which Jobs took credit for).

The iPod was introduced on Oct. 23rd 2001. The press showed the device to Bill Gates and Gates seemed concerned as the iPod would only work with Macs.

Analysis

This chapter, along with the last chapter, begins the period that would later be called the Apple Renaissance. Many consider the Apple Renaissance the period in which Apple began producing revolutionary hardware that would lead them to be the world's most valuable company. The iPod was the first piece of Apple hardware. Regardless of the fact that iTunes was the catalyst for the iPod, the iPod would eventually lead to the iTunes Store and a variety of iPod models, securely inserting Apple into the music business. The author positions most of the chapter's about the hardware (and software in regards to the iTunes store) of the Apple Renaissance are not separated by extraneous chapters in order make this string and progression of innovation very clear.

Gates' concern with the issue of the iPod and Windows' compatibility is placed at the end of the chapter in order to foreshadow Apple and Microsoft's eventual collaboration. The book has set up the rivalry between Gates and Jobs to be rather heated and Gates has not been mentioned in quite a while. By mentioning him here, the author seems to be showing that even Gates begins to believe that Apple is back on its feet and better than before.

Vocabulary

playlist, hard disc, LCD

Chapter 31: The iTunes Store

Summary

In 2002, internet piracy ran rampant due to programs such as Napster and Kazaa, causing CD sales to drop by 9%. To remedy this, record companies like AOL Time Warner, and Sony went to Jobs for help. Jobs explained that people were pirating music because there was no easy alternative to buy music online. Jobs suggested an online music store. However, Sony and AOL Time Warner disagreed, and developed their own subscription based music sites (meaning that the consumer did not own the music). These websites did not do well because they were clunky and not very intuitive.

Jobs later suggested that Apple launch a music store for the record companies and stated that it was a trial run since Macintosh only controlled 5% of the PC market. There was much negotiation as originally the companies objected to the idea that consumers could buy individual songs instead of one album, and that the companies did not then receive a cut of the iPod profits. At launch, Apple theorized that they would sell 6 million songs in six months, they instead sold 6 million songs in 6 days. Microsoft then panicked and initiated development of their own device, the Zune, as at this point Apple had end-to-end support from the iPod to iTunes to the iTunes store. The Zune did not do well and iTunes was eventually released on Windows. Apple eventually clashed with RealNetworks after the company reverse engineered Apple's music copy-protection, allowing iTunes songs to be played on other devices. Apple fixed this issue with the next version of the iPod. The next few versions of the iPod included the iPod Mini and the iPod shuffle, which boosted Apple's MP3 player market share to more than 70%.

Analysis

Isaacson uses this chapter's subject of Apple's approach towards music retailing as an explanation of Jobs' controlling nature. During this chapter, Apple creates an end-to-end user experience in terms of online music retailing. This is very similar to what Jobs strived to do with the Apple store, which was eliminate the need of leaving the Apple ecosystem in order to purchase something. For the Apple store, it was Apple hardware, but with the iTunes store, it is music. In each case, the idea for this type of user experience came from Jobs. In a way, it is just an extension of his controlling nature. We have already seen similar behaviors with his controlling of the Mac team and many divisions of Apple after his return.

This chapter also alludes to the fact that Jobs still had a rather large grudge towards Bill Gates and Microsoft. This is shown through Apple's hesitation to port the iTunes store over to Windows computers. At this point, the only person who was against the idea was Jobs. In the end, this actually ended up working out well for Apple, as it allowed more people to use their service and buy songs. It is possible that Jobs was also hesitant about the port because it would disrupt the Apple end-to-end experience.

Vocabulary

foray, proprietary, royalties

Chapter 32: Music Man

Summary

The iPod started a craze of people asking others what was on their iPod. Isaacson asked this question to Jobs and learned that the artists on his device ranged from the likes of Dylan, the Beatles, Joan Baez, and the Rolling Stones, to more contemporary artists like The Black Eyed Peas and Coldplay. Not long after the iPods release, Jobs had the idea of packaging every single one of Dylan's songs into a \$199 digital package. Sony did not approve, but after some negotiating and an Apple commercial featuring Dylan and his new album, the collection was created.

Jobs also wanted the Beatles to be on the iTunes store. This did not happen until 2010. This was mostly due to the contentious relationship that Apple Records had with Apple Computers. There were many legal battles over the use of the word Apple, which was eventually settled with the clause that Apple would not enter the music business. Thanks to iTunes, the problems persisted. iTunes was good for artists like U2, who for the first time licensed their music for a commercial to Apple. They also created a special black U2 iPod. A similar deal would happen with Bono's Project Red program, even though Jobs refused to follow their parenthetical format.

The author ends the chapter with Jobs relationship with the cellist YoYo Ma. Jobs wanted Ma to play during his wedding, but Ma could not. Eventually they met, and Ma played him the Bach piece that he would have played at the wedding. After this, Jobs asked Ma to play at his funeral.

Analysis

The author uses this chapter for two particular purposes. The first is to characterize Jobs during this certain point in his life. As the author states, one can learn a lot about someone by looking at what is on their music playing device. The author utilizes this concept with Jobs, telling the reader that his passion for creative classic musicians like Dylan and the Beatles never waned. It is also mentioned that Jobs enjoyed bootlegs of the Beatles recording "Sgt. Pepper's Lonely Hearts Club Band." This is mentioned in order to force the reader to make a comparison between the Beatles progression when recording the song to Jobs progression in developing a product. Isaacson insists that both the Beatles and Jobs had a passion for perfection.

Clear foreshadowing is used at the very end of this chapter. In the section discussing the relationship between Jobs and Yo Yo Ma, it becomes clear that Jobs very much appreciated Ma's music and skill. By this point, it is very clear that Jobs only accepted things that were relatively perfect in his eyes. This means that Jobs believed that Ma's music was perfect. Because of this, Jobs asked Ma to perform during his funeral. This



very clearly foreshadows to Jobs untimely death directly before this book was published (which the author later discusses).

Vocabulary

concerto, disaggregated, ruminating



Chapter 33: Pixar's Friends

Summary

The chapter opens with conflict. Katzenberg, now at Dreamworks, heard about Pixar's "Bug's Life" and was attempting to make a similar movie, "Antz." Lasseter and Jobs attempted to stop them or move the release date of "Antz," but was unsuccessful. Regardless, "Bug's Life" made significantly more money than "Antz." After Pixar released "Toy Story 2," Jobs designed the new Pixar office, designing it in such a way as to promote random employee encounters. Lasseter loved this idea.

However, the honeymoon phase was over between Pixar and Disney. Disney was angry regarding Apple's use of the word "rip" in their iTunes advertising (they thought that this promoted stealing). They began to renegotiate their deal, and Eisner thought he had leverage because he believed that Pixar's next movie, "Finding Nemo," was not as good as their previous work. Disney also threatened Pixar by possibly deciding to make a Disney produced "Toy Story 3." Eventually, the Disney CEO, Eisner, was replaced with Bob Iger, whom Jobs liked. As an olive branch, Iger allowed ABC shows on the iTunes Store and the new iPod Video. Iger eventually decided to have Disney purchase Pixar and eventually did.

Analysis

This chapter is used as an example of Jobs facing off against someone who had a similar negotiating style. Eisner thought that they could live without Pixar, and Jobs thought that Pixar could live without Disney. Eisner, just like Jobs, fought tooth-and-nail to create the best deal for his company, but like Jobs' renegotiations regarding renewing the IBM/NeXT deal, he failed.

The negotiations were basically at a stalemate until Bob Iger became the Disney CEO. This makes it very clear that the author is attempting to show that Jobs just cannot simply argue against someone so similar to himself. Unlike Eisner, Iger realized that the company could not make successful animated films without Pixar, as their recent releases like "Treasure Planet" had failed. Only after this, was a deal made.

This chapter is also necessary to accurately explain the Apple Renaissance. The iPod video ended up being vital to Apple's future success. As it expanded the Apple store, began the trend of video playback in their mobile devices, and setting Apple up for the creation of the iPhone.

Vocabulary

refract, virtuosity, conformist



Chapter 34: Twenty-First-Century Macs

Summary

After Jobs' return to Apple and prior to the early 2000s, Apple had released some interesting examples of product design, such as the clamshell laptop. This did not always work out well however, as the Power Mac G4 cube sold poorly, regardless of the fact that its design was worthy enough to be housed at the New York Museum of Art.

After Apple killed the Mac clones, including Motorola's clone, Jobs decided to distance Apple from Motorola and develop computers that would run on Intel chipsets rather than the Motorola-IBM PowerPC chipsets. Jobs succeeded, even impressing Bill Gates. However, not everything went well for Apple during this time. In the early 2000s, after Apple modified Jobs' stock options by backdating them (by Jobs' request), they came under fire by the SEC, as they had been cracking down on unfair stock practices. Apple and many of its executives were found guilty in participating in these practices and were forced to pay fines. However, Jobs was not found at fault. Isaacson notes that this whole ordeal clashes with Jobs' counterculture self-image.

Analysis

One of the most important points in this chapter is the author's alluded comparison between the Jobs of the early 2000s to his much younger self. This is not the first time that the author has mentioned this type of comparison, as he made it once before when Jobs was becoming more corporate-esque. The key in this particular instance of the comparison lies in the stock options. Prior to this point, Jobs had been paid about a dollar or two every year. However, as Apple succeeded into the early 2000s, he demanded to be paid in very valuable stock options. A point could be made from this in claiming that at this point, Jobs had begun being part of the corporate machine, while some would argue that this happened long before this.

In a way, this point causes the reader to think about what the 1984 era Jobs would have thought about his post-millennium counterpart. The younger Jobs may have been proud of himself, or perhaps disgusted, but the distinction between these two eras of his life are clear.

Vocabulary

ostentatious, profusion, freewheeling



Chapter 35: Round One

Summary

In 2003, Jobs, through a CAT scan, discovered that he had a pancreatic tumor. According to Isaacson, Jobs blamed this on the stress of 1997, when he was concurrently running both Apple and Pixar. Jobs attempted to combat the cancer with fruit diets, acupuncture, and herbal remedies. He wanted to stay away from surgery, as he did not want to be opened up. Eventually, the cancer spread, and Jobs underwent a modified Whipple procedure.

After the surgery and chemotherapy, his energy eventually recovered and he returned to Apple (he had left Tim Cook in charge). At this time, he assigned Tim Cook the title of COO. In 2005, he gave his famous Stanford Commencement speech. He attempted to get Aaron Sorkin to help write his speech, but after failing, he wrote it himself. This speech involved one story about his cancer treatment and how the possibility of dying motivated him.

When he fully returned to Apple, Jobs seemed less hostile. It was at this time that Jony Ive theorized that Jobs had been hostile throughout his life due to his immense sensitivity. In 2007, Jobs sat down with Gates for the All Things Digital Conference, where the two were mutually respectful and rather friendly.

Analysis

Isaacson uses his description of Jobs' initial rather unconventional cancer treatments in order to foreshadow the end of Jobs' life. Jobs was lucky that they caught the pancreatic tumor early, but what did not help was his insistence that he use homeopathic and unproven medical treatments. By the time Jobs had finally decided to undergo surgery, the cancer had metastasized, making it much worse. In a way, the author implies that Jobs was using his reality distortion field on himself. He was utterly convinced that he could beat the cancer with the methods he was trying. Jobs had the ability to research the medical risks of not having surgery, but he avoided surgery anyway.

This will not be the last instance of Jobs having such behaviors towards his illness. Even though, by the end of this chapter, it seems like Jobs' health was on the rebound, but as those in the present time know, Jobs' cancer returned and he eventually succumbed to it. It is possible that this could have been avoided if he used better judgment regarding his medical treatment.

Vocabulary

metastasized, Whipple, regimen

Chapter 36: The iPhone

Summary

Around 2005, Jobs began to worry that if companies began putting MP3 functionality into phones, it would eliminate the need for the iPod. So, Apple teamed up with Motorola to create the ROKR, an unsuccessful phone with MP3 capabilities. As this was not a success, Jobs decided that Apple had to make the phone itself. Jobs determined that he wanted the phone to have multi-touch capabilities, no keyboard (which worried the board, as the Blackberry was popular at the time), and a large glass screen. Also during this time, Apple was working on a tablet computer, but Jobs put it on hold, as he believed that if he could get the iPhone functionality to work, it would also work in a tablet.

The phone design came down to two possible designs: one with an iPod-like click wheel, and one with a glass display. Jobs decided on the glass display model and worked with Corning to quickly manufacture their long dead product, Gorilla Glass. In Jan. 2007, Steve Jobs introduced the iPhone: a phone, MP3 device, and Internet device, all in one. By 2010, Apple sold 90 million phones, contrary to Microsoft's Steve Ballmer's prediction that it would not sell well because the phone was too expensive.

Analysis

A very important aspect of this chapter to note is Jobs' incredible foresight. Somehow, Jobs managed to avoid making all of the design mistakes that technology companies had made before and after the release of the iPhone. For example, he refused to include a physical keyboard on the phone, something that eventually fell out of use (however, this may have been due to the iPhone's lack of one). Jobs also passed on the iPod-like click wheel design. While this may have been a very innovative and different design, Jobs foresaw that the wheel was not intuitive even in navigating menus.

Jobs also foresaw that phones would eventually have MP3 playing capabilities within them. It is very possible that if Apple had not gotten into the phone market, another company would have made a similar realization and created an innovative smartphone such as the iPhone. Jobs was not even the first person to think of a device such as this. As noted before, the iPhone was not the first touch-sensitive smartphone, but the iPhone refined the concepts into an extremely functional package. This continues the pattern of Apple using already existing ideas and refining them for maximum efficiency and profit.

Vocabulary

burnishing, base station, Byzantine



Chapter 37: Round Two

Summary

In 2008, Jobs learned that his cancer had spread. During this time, Jobs lost an immense amount of weight due to his reduced pancreas, and his medications that reduced his appetite. The press had a field day with rumors that Jobs was concealing his health status. Jobs wrote an open letter stating that he was simply a victim of a hormone imbalance. In January 2007, Jobs took medical leave. He needed a liver transplant but the estimated time when a liver would be available in California was after his liver was thought to fail. Because of this, Jobs also registered from the transplant list in Tennessee, and received a live transplant in April.

During his recovery, Jobs still acted in a very picky fashion. When the medical staff attempted to use an oxygen mask on Jobs, he refused it because the design was ugly. He demanded that the staff bring him five different masks so he could pick the best design. While Jobs was in the hospital, Cook stated to the board that the company could live without Jobs. Jobs returned to Apple in 2010 with renewed vigor.

Analysis

The most notable thing that Isaacson reveals in this chapter is Jobs' attitudes when he was faced with death. One of the attitudes is one regarding his privacy. Jobs did not particularly like it when the press decided to write and theorize about his health. Jobs' reasons behind his anger towards this was probably two-fold. The first reason was most likely to keep Apple's stock safe. If the press learned that Jobs' cancer had returned, Apple's stock would most likely face a dramatic drop. The second reason is that Jobs did not like his privacy invaded. This can be seen as far back as when the press learned of Jobs' initial abandonment of Lisa. It is also very important to realize that even when Jobs was on the brink of death, his perfectionist tendencies were present (ex. Jobs' rejection of the first oxygen mask). This is just another piece of evidence that Jobs was a perfectionist to a fault.

Vocabulary

genome, dubious, indistinguishable

Chapter 38: The iPad

Summary

In 2003, Jobs stated that Apple was not actively working on a tablet computer. He lied. Apple and Jobs were working on a computer that Jobs demanded to be friendly and have no physical keyboard (like most other tablet computers were at the time). Jobs and Ive worked with more than 20 different models until they picked the screen size for the device. For the processor, Apple licensed Intel's ARM processor technology and modified it into their own processing and graphics chip known as the A4. The iPad was announced in January 2010 to a lukewarm reception. The press thought it was an unnecessary device with a name that alluded to feminine hygiene products. However, once the iPad launched on April 5th, it sold very well, partially due to an advertising campaign known as the Manifesto campaign.

After this, the narrative shifts to the subject of apps. Initially, Jobs did not want the iPhone to have a App Store, and at first, it did not. However, the other executives eventually talked him into it. In July 2011, the 15 billionth iOS application was downloaded. Jobs also wanted journalism and books to be on iOS, so he came up with the iBook Store. He attempted to get journalistic publications to be in the store (after Apple took a 30% cut of the subscription fee), but they refused after Apple refused to allow them to have access to the subscriber's information. However, Rupert Murdoch, head of News Corp. gave in and allowed his publications to be in the store and other companies eventually followed suit. Jobs also wanted textbooks to be on the store as well, and he succeeded.

Analysis

This chapter highlights an aspect of Jobs and Apple that has been at play throughout the entire book. Apple and Jobs' ability to successfully sell a product to people that they never thought that they needed. The first time this really happened was in 1984 with the release of the original Macintosh computer. Prior to this period, the average consumer did not believe that they needed a personal computer, but the Macintosh created an entire consumer PC revolution. This happened again with the iPhone. Consumers did not know that they needed a multifunction, multi-touch cell phone. Finally, this happened one last time with the iPad.

Before the iPad's announcement, there was two main classes of consumer computer devices: smartphones and computers. Apple used the iPad to inform consumers that they actually needed something that was in between these two classes: a tablet computer. The author implies that Apple and Jobs did this by making the device more approachable than their keyboard and stylus-based counterparts. With the iPad, Apple revolutionized the tablet industry just as it did the computer and smartphone industries before it.

Vocabulary

aspect ratio, multi-touch, percolating



Chapter 39: New Battles

Summary

During the iPhone's development, Google CEO Eric Schmidt was on the Apple board. Not long after this, Google released their mobile operating system, Android. Jobs only spoke out about this, but after an HTC (brand) phone included multi-touch functionality into the operating system, Jobs threatened to sue. Beyond the fact that Jobs thought that Google stole from Apple, he also did not like Android because it was an open platform. Bill Gates spoke out about this, saying that it was foolish for Apple to continue with their closed digital ecosystem.

Jobs also created guidelines for iOS. For example, applications using Adobe's flash were not allowed, nor were viruses or pornography. Jobs would often rebuttal against angry customer emails complaining about these restrictions. Apple also ran into a few business hiccups after a Gizmodo reporter found and reported on a lost iPhone 4 prototype (Apple had his apartment raided), and later after this, Apple released the iPhone 4 but it had an antennae reception problem when users held the device in a certain way (because Ive and Jobs insisted that a metal band be near the phone's antennae).

To remedy this, Apple allowed their customers to either trade the phone in (there were less iPhone 4 trade-ins than any other iPhone) or be given a free bumper case that fixed this issue. The chapter ends with an explanation that in 2010, The Beatles' music finally became available in the iTunes Store. This was followed with a Beatles themed advertising campaign and a \$149 digital collection of all of the band's music.

Analysis

As alluded to in the subtitle of this chapter ("And Echoes of Old Ones"), the author uses the content of the chapter to draw parallels between the included conflicts and those of Apple's past. The main parallel is between Apple's historic conflict with Microsoft and its more recent issues with Google.

Like Microsoft, Google did use aspects that are included in Apple's operating system and used it in their own products. Also like Microsoft, Google received a slew of statements from Jobs condemning their behavior and their products. Finally, like the Microsoft conflict, the author stays very neutral regarding the situation. Isaacson refrains from agreeing with Jobs that either Microsoft or Google directly stole from Apple. Regardless of the fact that Jobs seemed to truly believe that these companies ripped off Apple's intellectual property, the author does not use language that implies that Jobs' statements are true.

A final parallel regarding the conflicts is that within the situations, Apple is against an open system. As Jobs truly believed that a closed ecosystem was the best choice for



products, both Google and Microsoft condemned closed ecosystems and opened their products up to consumers and developers.

Vocabulary

transformative, wrought, pronouncement



Chapter 40: To Infinity

Summary

Not long after the iPad came the iPad 2. Jobs decided that the end-to-end integration of the iPad should also extend to the case (as he thought the current cases ruined the design of the device). Because of this, Apple developed a Smart Case that was sleek and used magnets to connect to the device. This was not the only thing Jobs decided to have designed. Jobs' favorite vacation was one he had with his family to the Mediterranean, so he decided to design a yacht, but the development almost ceased when he fell ill. Jobs told Isaacson that he decided not to halt the design because that would mean that he had to admit that he was going to die.

Jobs also decided to revamp the Apple service known as MobileMe, which was supposed to sync all of your information across devices. This did not work very well, so he and his software engineers designed iCloud. Jobs decided that the digital hub would no longer be ones' computer, but the cloud. He also had Apple buy a piece of land in Palo Alto that HP had sold, and he decided to design a new Apple campus on it. At first, the design consisted of three circles, but after Reed Jobs commented that it looked like male genitals, Jobs decided on one circle. He also decided that 80% of the land would consist of orchards.

In June 2011, Jobs met with Ann Bowers, the HR employee that was tasked with controlling Jobs in the early 1980s. He asked her what he was like when he was younger. After she told him that he was difficult, Jobs remarked that he definitely learned some things along the way.

Analysis

This chapter marks the beginning of the reflective period of Jobs' life. Prior to this point, Jobs seemed to not care what others thought of him, but as he inched closer to death, he seemed to want to know more about his behavior during his early years. The Jobs of the 1980s never would have consulted an employee about his behavior, let alone one tasked with controlling it. However, even though he was being reflective, he was also trying to extend his legacy.

Toward the end of the first decade of the twenty-first century, Jobs' health was failing and Jobs probably realized that he could not outrun his cancer for long. Regardless of this, he kept developing products even though they most likely would not be realized until after his death. For example, the Apple campus mentioned in this chapter (known as "The Spaceship") was not completed before Jobs' death and is still not complete at the date of this guide's creation (five years after Jobs' death). As we see later in the next couple chapters, Jobs becomes aware of his legacy.



Vocabulary

detracted, jaunty, unblemished



Chapter 41: Round Three

Summary

The chapter begins with a story about Jobs watching his son, Reed, compete on a local quiz show and later give Reed one of his bikes. He was much less active with his daughters, sometimes giving them much less attention than he gave Reed. According to the author, his youngest daughter, Eve, is quite hot-headed and focused like her father. It is also mentioned that Jobs met with President Barack Obama on occasion to discuss education and the economy. Jobs did not think that President Obama was doing well in these areas.

In 2001, Jobs' health worsened. Jobs' life was being extended by carefully chosen drugs, which could be determined because Jobs had both his and his cancer's genome sequenced. At this time, the press had taken pictures of a particularly gaunt Jobs and was gossiping about his health. Jobs mentioned that he was either going to be one of the first to beat this type of pancreatic cancer or one of the last to die from it. While Jobs was very ill, he was visited by Bill Clinton, Larry Page, and Bill Gates. Gates and Jobs complimented each other's approach to technology but later gave caveats to the author. On Aug. 24th 2011, after his cancer had spread to his bones, Jobs resigned and recommended Tim Cook as CEO. During this time, Jobs mentioned that HP had left a tragic and dismembered legacy and that he hoped that he would leave a stronger one.

Analysis

As mentioned in the last Analysis section, Jobs continues to become more reflective in this chapter. This is particularly obvious in his interaction with his long-time rival, Bill Gates. Both Gates and Jobs admitted that both of their approaches had succeeded and that both of them were right in a way. However, after this, both Jobs and Gates' arrogance and vitriol reappear in caveats such as when Jobs told Isaacson that Microsoft did succeed, but that their product was subpar compared to Apple's.

Even the fact that Jobs' requested to have all of the aforementioned people visit him is evidence of the mindset that he was in. He invited members of the two of Apple's biggest rival companies, Google and Microsoft, to meet with him. This may be in part Jobs wanting to leave a stronger legacy by tying up loose ends with his prior enemies, but the author does not make this clear.

Vocabulary

sequence (verb), demonstrably, antiquated



Chapter 42: Legacy

Summary

This chapter opens with the narrator discussing Jobs' legacy on the industries that he participated in. He revolutionized the industries of: personal computing, smartphones, animated films, and tablet computing, arguably more industries than any other man. The narrator then mentions that while his passion for integration and perfection helped him, but they also hindered him. The narrator states that Jobs will be placed next to Edison and Ford in terms of innovation. The chapter ends with a statement from Jobs claiming that he thinks there is a 50% chance that God exists, but it is also possible that once you die, your life is turned off. Jobs mentions that this is possibly why he never wanted an on/off switch on any of Apple's products.

Analysis

It must be recognized that this chapter was completed before Jobs' death, but is contained within the book that was published after his death. In a way, this chapter foreshadows something that does not even happen in the book: Jobs' death. The author must have known that the end was near for his subject and decided that this was the best way to end the biography. In talking about one's legacy, the words within the chapter sometimes seem like that of a eulogy. The author does this to both create a conclusion for the book but to also insist that the reader focus on what Jobs did in his life and not focus on the end of it.

Vocabulary

platform (computing), sensibilities, resonate



Important People

Steve Jobs

Jobs is the subject of the book. He was an adopted child, which caused abandonment issues. He would later abandon his own child, Lisa, for a time.

Jobs and Steve Wozniak revolutionized the personal computing industry. Jobs would go on to revolutionize many other industries such as that of smartphones and tablet computing.

Jobs was not necessarily a nice person, but he was very focused and passionate. His opinions were very binary in nature. The author states that he will be remembered among the likes of Edison and Ford.

Steve Wozniak

Jobs' former business partner and co-founder of Apple. Wozniak differs from Jobs as he was more of a hardware engineer or hacker. He differed with Jobs' focus on the profit motive and did not approve of some of Jobs' more hostile behavior. Wozniak left Apple before Jobs' ejection.

Lisa Brennan-Jobs

Lisa was the daughter of Steve Jobs and his girlfriend, Chrisann Brennan. Jobs initially exclaimed that he was not her father. However, he claimed responsibility for her and the two became closer for a time. Unfortunately, up until Jobs' death, their relationship was sporadic and sometimes strained.

Laurene Powell

Powell was Jobs' wife and mother of his youngest four children. The two met at one of Jobs' speaking engagements. They dated for a few years until Jobs proposed to her for the third time. Powell was one of the decision makers in Jobs' cancer treatments and stayed with Jobs until his death.

John Sculley

John Sculley, former President of Pepsi's cola division, was the CEO of Apple during the early 1980s. Sculley and Jobs' relationship was friendly and mutually respectful at first, but after the company became annoyed with Jobs' erratic behavior, Sculley forced him out of the company. Jobs never forgave Sculley for this.



Jony Ive

Jony Ive was the executive hardware designer at Apple starting in the 1990s. After Jobs' return in 1997, the two became friends due to their design tastes. Ive and Jobs worked very close together on the design of every product from the original iMac to the iPad.

Paul Jobs

Paul Jobs was Steve Jobs' adopted father. Paul's teachings caused Jobs to appreciate minimalist design. Paul was the reason that Jobs cared as much about the inside of a product as the outside.

Mark Markkula

Marrkula was one of the original angel investors in Apple. Without Marrkula's support, Apple may not have had adequate funding to revolutionize the computer industry. Markkula and Jobs remained friendly until he voted in favor of Jobs' leaving his post at Apple.

John Lasseter

Lasseter was Jobs' friend and lead animator at Pixar. Jobs fully respected Lasseter's vision and, at some points, personally funded some of his projects. The two collaborated together, and after their work on "Toy Story," lead Pixar to financial success.

Tim Cook

Tim Cook was Jobs' main lieutenant after his return to Apple in 1997. While Jobs was CEO Cook was tasked with financial and logistic duties. After Jobs fell ill, he made Cook COO of the company. As Jobs' condition worsened, causing Jobs to resign, Cook took over as CEO of Apple.



Objects/Places

Silicon Valley

Silicon Valley is the setting for the vast majority of the biography. Silicon Valley was where companies such as Hewlett-Packard established themselves, which later influenced Jobs. Jobs started Apple in Palo Alto and eventually housed the company in Cupertino.

Apple I

The Apple I computer was Apple's first official product. The majority of the computer was designed by Steve Wozniak but was pitched by Jobs. While not as revolutionary as the Apple II, the Apple I put Apple on the map.

Apple II

The Apple II was Apple's best selling computer of the 1980s. The Apple II was designed by Wozniak and the engineering team at Apple. The computer sold incredibly well and spawned a variety of variations. The Apple II is known as the computer that started the trend of targeting computers to normal consumers.

Macintosh

Released in 1984, the Macintosh was a successful computer that, like the Apple II was aimed at normal consumers. Jobs thought that the Macintosh would make the computer more of a household appliance than a hobby device. The Macintosh was faster than the Apple II but was prone to heat issues.

The NeXT Computer

The NeXT computer was Jobs' first product after leaving Apple and starting NeXT. While the computer was well designed, it was a commercial failure. However, the operating system of the machine was one of the reasons that Apple bought NeXT.

iMac

The iMac was the first major collaboration between Jobs and Ive. Released after Jobs returned to Apple, the iMac was a commercial success and included a friendly handle and a well designed operating system. The iMac was one of the products that financially saved Apple.

iPod

The iPod was one of the most successful products ever released. The iPod was revolutionary as it was better designed and held more songs than any other MP3 player. The functionality of the device and the product's advertisements lead to financial success and the creation of the iTunes store.

iPhone

The iPhone was one of the first successful smartphones. The device included the ability to make phone calls, surf the web, and listen to music. The device's easy to use operating system and design made it one of Apple's most successful products ever. The iPhone is known as the phone that revolutionized the cell phone industry.

iPad

The iPad was the successor to the iPhone. The iPad was actually in development prior to the iPhone's conception, but Jobs decided to put the iPad on the back-burner, as he thought that if he could get the technology to work in a phone, he could get it to work in a tablet. One of the biggest features of the iPad was its lack of stylus and multi-touch support. The iPad kick-started the rather stagnant tablet computing industry.

India

India is the origin of much of Jobs' philosophy. In India, he learned the nature of Zen and how to (according to certain gurus) live life. However, India was also the source of many of Jobs' strange diets and alternative medicines. Due to this, India may have influenced Jobs to try alternative cancer medication instead of traditional treatment. This may have also lead to Jobs' death, as he turned to traditional medical treatment rather late in his condition.



Themes

Abandonment

The author, Isaacson, makes it clear that he believes that Jobs' initial abandonment by his biological parents greatly affected his later thoughts and actions. Isaacson is not the only person who makes this clear, as Jobs also claims that this abandonment negatively affected him. The author also implies that Jobs' abandonment led him to abandon his first child for a time.

Both Isaacson and Jobs imply that the main recurring thought that Jobs had about his abandonment was the idea that his biological parents gave him up because they did not want him. This is not unusual, as many who have been put up for adoption tend to have similar thoughts. The main feeling that Jobs felt due to this was anger, but luckily it was not anger towards his adopted parents. It is possible that this is the main cause for Jobs' erratic and sometimes overly hostile behavior.

It is also made very clear that Jobs' initial abandonment led him to seemingly abandon his first daughter, Lisa. Even Jobs admits this, as he believed that his thoughts regarding his abandonment led to his initial refusal to believe that Lisa was his child and refusal to take a paternity test. However, Isaacson makes it very clear that this does not excuse Jobs' behavior and that abandoning one's child because they themselves were abandoned creates a very negative mindset for both the abandoner and the abandoned.

Innovation

In the book, Isaacson examines the nature of innovation and the way in which Apple and Jobs innovated in different ways. Towards the beginning of the biography, Hewlett-Packard's products are discussed, and these innovative products are what later inspired Jobs' own innovations. Essentially, prior innovation inspires later innovation. Jobs wanted to innovate and transcend even the legendary IBM and Hewlett-Packard.

In the final chapter of the book, a transcript of a monologue given to Isaacson by Jobs explains the nature of Apple and Jobs' innovations. Essentially, Jobs made people want/need things before they even knew it. An example of this was during the mid-2000s with the introduction and launch of the first iPad. At the introduction, when the device was actually not yet available for purchase, it was rather panned in the press. However, once the device launched, everyone, even the naysayers, admitted that they desperately wanted to use an iPad. At the time, tablet computers were a very niche market, but by making regular consumers want the products, tablet computers became a mainstream product.

This can be seen in almost every product that Jobs worked on. In the early 1980s, no one thought they needed a personal computer in their home. But thanks to Apple's



products and Jobs' charisma, computers became viewed as a sort of household appliance rather than a hobbyist's toy. Also, no one thought they wanted to watch computer animated films until Jobs' vitalized Pixar. The explanation of this type of innovation runs all throughout the book, but is finally explicitly discussed in the final chapter.

Reality Distortion

Isaacson intertwines the theme of reality distortion with the theme of innovation. In short, Jobs' reality distortion field is part of what caused him to be such a great (albeit also rather short tempered) leader and CEO.

According to the author and those that had been around Jobs, Jobs had a way of basically willing something into existence. For example, during the final development days of the Macintosh, the Apple engineers wanted to delay the launch in order to fix some bugs within the operating system. The engineers stated that they needed at least two weeks to accomplish this. In response, Jobs' just told the engineers that they could fix the operating system within the time allotted and they did. Many of those who have been witness to the reality distortion field state that by telling someone that something is possible, Jobs was able to make the impossible possible.

However, Jobs' reality distortion field did not always work out in Jobs' favor. Toward the end of his life, (according to Isaacson) Jobs tried to will his pancreatic tumors out of existence. Clearly, this did not work, so Jobs then used the reality distortion field on himself to convince himself that alternative treatments would help him. This did not work either. It is possible that this behavior caused Jobs to wait too long for traditional medical treatment, which made it more difficult to save his life. Regardless of his fate, Isaacson shows that reality distortion was very common in Jobs' life, but it was not always helpful.

Counterculture vs. Corporate Culture

Isaacson uses the adversarial nature of the relationship between the 1960s-70s counterculture and modern corporate culture in order to show the complexities of Jobs as a person. It is safe to say that many of Jobs' beliefs and attitudes do not align with any real mainstream culture, such as his strange diets and bathing habits. This is due to Jobs' exposure to Indian and alternative philosophies. However, once Apple became successful, Jobs had to intertwine both being a man of the counterculture and being a man of business.

In his 20s, after the release of the Apple II and the Apple IPO, Steve Jobs became a multimillionaire. With this money he bought fast cars and large houses, but also interspersed his Zen philosophy within his now rather extravagant life. For example, after the IPO, Jobs bought a very big house, but due to his Zen teachings (and minimalist tendencies) he filled it with very little furniture.



After he returned to Apple in the late 1990s, Jobs lost many of his counterculture-based behaviors due to the fact that he had a family. He lessened his strange eating habits and actually bought furniture. Many people criticized Jobs for this, but his counterculture philosophy stayed the same. These philosophies did not help him very much towards the end of his life, as his belief in alternative medicines may have lessened his life expectancy.

Genius

Towards the end of the book, Isaacson deals with the nature of genius and what it really means to be a genius. Throughout the entire book, the author quotes many people who called Jobs a genius or used words alluding to this. However, the question remains, what exactly is a genius?

Isaacson rules out that being a genius automatically means a person is incredibly smart. In fact, he admits that Jobs was not extremely intelligent. But, Jobs did know how to get people to work and make great products. According to Isaacson, this is where the genius of Steve Jobs lies. As mentioned in the section on "Innovation," Jobs knew how to make people want something without having the person ever really think about it.

In a way, Isaacson argues that Jobs was not a traditional genius. However, he was a genius of marketing and business. This type of genius, Isaacson argues, is what will put Jobs in the history books next to Edison and Ford.

Styles

Structure

This biography was written while the subject, Steve Jobs, was still alive. Due to this, the author does sometimes use present tense when referring to Jobs prior to his death in 2011.

The book is split into semi-chronological chapters. In short, most of the major events in the book are placed in chronological order. However, there are exceptions. In chapters that have very specific subject, like "Chapter 21: Family Man," discusses things that happen during the time frame of previous chapters, like the births of Jobs' children. The prose of the book is briefly interrupted by a handful of pictures showing Jobs' and his family.

Perspective

The perspective of this biography is one of friendliness and fairness. As Jobs did particularly pick Isaacson to write his biography, the two developed a close relationship over the years when the book was being written. However, this does not detract from the impartiality of the book. Isaacson very clearly states when Jobs did something wrong or something particularly cruel. He does not leave this information out for the sake of their friendship. Jobs wanted it this way, as Jobs decided that he did not want to see drafts and never got to read the final version.

It must be noted, however, that there are a handful of paragraphs within the chapters that are word-for-word transcripts of what Jobs told Isaacson about a particular subject. These small sections shift the perspective to Jobs looking back at previous events, which differs from the rest of the book.

Tone

The friendliness and fairness mentioned in the "Perspective" section translates to the book's tone as well. While the author is clearly friendly with his subject, he is analytical and attempts to determine why Jobs performed certain actions. There is a large shift in tone during the final chapters of the novel. These chapters deal with Jobs' illness, including his failing health during the creation of the book. It becomes clear that the author is very sad and reflective towards the subject. The author shows this by highlighting the pain that Jobs was in and how he tended to reflect on his legacy and the life that he had lived.



Quotes

If you act like you can do something, then it will work.

-- Nolan Bushnell (Chapter 4: Atari and India paragraph 38)

Importance: This quote possibly reveals the origin of Jobs' reality distortion field. Jobs acted like something was possible in order to force people to make it possible.

Jobs fights with Mike Scott, who was the first CEO of Apple from February 1977 to March 1981. But the fight was for naught: According to the book, "Scott relented, at least for the purpose of the badge, but the Bank of America required a positive integer for its payroll system and Jobs's remained #2."

-- Narrator (Chapter 6: The Apple II paragraph 37)

Importance: This quote highlights Jobs' arrogance. The numbering of employees is rather arbitrary, but Jobs insisted that he not be #2.

Picasso had a saying - 'good artists copy, great artists steal' - and we have always been shameless about stealing great ideas."

-- Steve Jobs (Chapter 8: Xerox and Lisa paragraph 20)

Importance: This is one of Jobs' mantras. He would use concepts of others' ideas or products in order to refine them and insert them into Apple's own products.

Did Alexander Graham Bell do any market research before he invented the telephone?"

-- Steve Jobs (Chapter 15: The Launch paragraph 33)

Importance: This shows how seriously Jobs took his products. Here, he is essentially comparing the Apple II to the telephone, in terms of innovation.

In the first 30 years of your life, you make your habits. For the last 30 years of your life, your habits make you."

-- Steve Jobs (Chapter 17: Icarus paragraph 25)

Importance: This quote forces the reader to analyze the habits that Isaacson has highlighted in Jobs' early life in order to determine how they affected Jobs in the last years of his life.

Steve Jobs had a tendency to see things in a binary way: A person was either a hero or a bozo, a product was either amazing or shit.

-- Narrator (Chapter 24: The Restoration paragraph 35)

Importance: This is clearly part of Jobs' perfectionism. There was literally no middle ground between a fantastic product and an awful one. This drove Jobs to make sure that Apple's products were always as perfect as possible.



The older I get, the more I see how much motivations matter. The Zune was crappy because the people at Microsoft don't really love music or art the way we do. We won because we personally love music."

-- Steve Jobs (Chapter 31: The iTunes Store paragraph 48)

Importance: This shows Jobs' opinion of why the Zune failed. This reasoning also shown when he describes other Microsoft products; they simply were not creative or passionate regarding their products.

Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart."

-- Steve Jobs (Chapter 34: Round One paragraph 18)

Importance: This was Jobs' mantra towards the end of his life. This attitude assured further innovation from Jobs until right before his death.

Sometimes I believe in God, sometimes I don't. I think it's 50/50, maybe. But ever since I've had cancer, I've been thinking about it more, and I find myself believing a bit more, maybe it's because I want to believe in an afterlife, that when you die, it doesn't just all disappear. The wisdom you've accumulated, somehow it lives on. ... Yeah, but sometimes, I think it's just like an On-Off switch. Click. And you're gone." And then he paused again and said, "And that's why I don't like putting On-Off switches on Apple devices."

-- Steve Jobs (Chapter 42: Legacy paragraph 37)

Importance: These words are simply Jobs' theories about the afterlife. It also cleverly ties into some of Jobs' design tendencies.

Was he smart? No, not exceptionally. Instead, he was a genius."

-- Narrator (Chapter 42: Legacy paragraph 20)

Importance: This is Isaacson's opinion of Jobs as a visionary. Simply, his IQ was not outstanding, but he knew how to make things great.

Steve Jobs thus became the greatest business executive of our era, the one most certain to be remembered a century from now. History will place him in the pantheon right next to Edison and Ford.

-- Narrator (Chapter 42: Legacy paragraph 20)

Importance: This is Isaacson's opinion of Jobs' status as a businessman. Isaacson states that Jobs was so great that he will be remembered like the above innovators.

Some people say, 'Give the customers what they want.' But that's not my approach. Our job is to figure out what they're going to want before they do. I think Henry Ford once said, "If I'd asked customers what they wanted, they would have told me, 'A faster horse!'"



-- Steve Jobs (Chapter: 42: Legacy paragraph 24)

Importance: This quote accurately describes Apple's business practices. Apple made products that customers did not know they needed until they saw it.



Topics for Discussion

Jobs' Family Life

Jobs was similar and different in his family life and in his business life. What aspects of his business practices translated into his family life? Was Jobs a good father?

The Jobs/Gates Rivalry

The rivalry between Steve Jobs and Bill Gates is one of the most well known in the technology world. Was this rivalry warranted? Was one person right while the other was wrong?

Counterculture in Business

Until his last day, Jobs believed that he was a man of the counterculture. How did Jobs incorporate his counterculture philosophy in his corporate life and dealings?

Jobs and Wozniak's Friendship

Wozniak and Jobs started Apple together. Was Jobs completely fair to Wozniak during this time? Was he fair to Wozniak after Apple became a successful company?

Jobs and his Employees

Jobs used his reality distortion field to get his employees to do almost impossible things. Does this make up for his hostile behavior towards them? Does the final product excuse his behavior?

Minimalism

It is very clear that Jobs' aesthetic preferences were based on minimalism. How did Jobs incorporate this into Apple and NEXT's products?

Jobs and Pixar

What would have happened if Jobs had not become involved in Pixar? Was Jobs' input in Pixar's early projects helpful?



Jobs and Zen

Jobs described himself as a follower of some concepts involved in Zen Buddhism. How did he incorporate this in his life?

Jobs and Death

What was Jobs attitude towards death? Did this behavior help him while he was suffering from cancer?

Legacy

Jobs described that he wanted to leave a better legacy than Hewlett-Packard. Did he? How so?