

Steve Jobs: The Man Who Thought Different Study Guide

Steve Jobs: The Man Who Thought Different by Karen Blumenthal

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Summary

Steve Jobs: The Man Who Thought Different by Karen Blumenthal is a biography of the celebrated technology leader who put a cell phone, computer and the Internet all in your pocket in the form of the iPhone. There were many other innovations that the high-tech rock star and face of the personal computer developed over the years. Although he had many gifts, he was at times his own worst enemy.

There were two things that were obvious to Paul and Clara Jobs about their son, Steve, from the time he was a little toddler: he was very bright and he hated to listen or obey anyone. Those traits followed him throughout his life and career. As a young man living in the heart of the technological age that was on the verge of exploding, Jobs felt right at home. From a young boy on, Steve loved electronics and devices. He took them apart and put them back together with great joy and excitement.

As he matured, he became friends with a number of other young boys in the neighborhood who had a similar love of technology. One of these boys was a few years older and worked at Hewlett-Packard that was located in the Santa Clara Valley where they lived. Steve Wozniak was a true technology nerd who just instinctively knew how to create electronic devices and make them work. He was a brilliant inventor and computer whiz. Steve Jobs had dropped out of college after one semester and had no real technology background. However, he had a bearing about him that impressed people. He was hired by Atari with other college drop-outs like himself. The president of the company noticed him and asked him to develop a new game for the company. Since Jobs didn't have the expertise to create the game, he snuck Wozniak in who developed the game.

Jobs and Wozniak formed Apple Computer Company in Jobs's garage. Wozniak created the technology, they both assembled them, and Jobs sold them. Sales and marketing the electronic devices that Jobs loved was his strength. Wozniak later recognized that while he did the majority of creative work, he could have never sold them like Jobs did. They needed each other. The little company grew when an investor saw its potential and invested in it. The company was the pioneer in the personal computer. As the company grew and they moved to an actual office building, Jobs was always on patrol criticizing his employees and driving them to work harder and faster. He would ridicule the jobs programmers were doing although he didn't know the first thing about it.

Jobs was a man who did think and behave "different." He was obsessed with food and diet and with the appearance of the computers and devices that his company made. While he wanted them to perform, he would select style and appearance over functionality.

Apple Computer became Apple, Inc. and became one of the biggest forces in the advancement of technology. It created the world that everyone lives in now – personal computers, iPhones, iPods, iTunes, iMacs and iPads. Steve Jobs's goal had always

been to change the world. He met that goal and then some and made a tidy \$7 billion dollars along the way.



Part 1: Chapters 1, 2, and 3

Summary

Steven Jobs's biological mother was named Joanne Schieble. She was twenty-three when she became pregnant. Her father didn't approve of her relationship with a Syrian graduate student. It was scandalous to have a baby outside of marriage in the 1950s so she moved from her home in Wisconsin to have her baby in San Francisco. A lawyer and his wife were going to adopt the baby but changed their minds. The baby was born on February 24, 1955, and was adopted by Clara and Paul Jobs of San Francisco. Joanne was upset that the couple weren't college graduates and almost changed her mind. But finally she signed the papers and gave the baby boy up to Clara and Paul Jobs. They named the baby boy Steven Paul.

Steven was a handful when he was a toddler, always curious and always getting into mischief. The couple adopted a little girl, Patty, a few years later. The family moved to Palo Alto when Paul was transferred. He worked as a debt collector and fixed up used cars for extra money. Paul set up a workshop in his garage and set aside part of it for Steve, telling him it was his workbench. Paul spent a lot of time with Steve, showing him how to build things and take them apart. Steve learned from his father that anything he built should have quality and beauty throughout.

Clara also paid Steve a lot of attention. She babysat to save money for his swimming lessons. She read to him a lot and taught him to read before he started school. He loved to read and be outside. What he didn't like to do was follow instructions. He didn't like the structure of school and was bored in his classes. He always felt different from his classmates.

Steve learned that he was adopted when he was seven from a neighbor kid. Some felt he was driven by a sense of abandonment because his biological parents had given him up. But Steven himself said he never felt abandoned. In fact, he always felt special. His teachers saw him as a troublemaker. One day he and a friend let a snake loose in the classroom. He was sent home on more than one occasion for misbehaving. A special teacher, Imogene "Teddy" Hill recognized that he was very bright and took an interest in him when he was in the fourth grade. Years later, Steve referred to Mrs. Hill as one of the saints in his life. Without her he would have wound up in jail.

Paul earned his real estate license but the timing was bad; the housing market was slumping when he entered the business. Clara had to take a part-time job to make ends meet. Money was very tight in the Jobs household. Steve scored so high on an IQ test that the school recommended that he skip two grades. His parents let him skip one. He was still a disciplinary problem and found the rough crowd of classmates in seventh grade unbearable. The family moved to Los Altos where Steve could go to a top school.



Steve acquired a great interest for electronics. He was in the right place; the Santa Clara Valley was full of engineers and tinkerers like him. Steve became friendly with a neighbor, Larry Lang, who was an engineer at Hewlett-Packard. He was fascinated with Larry's gizmos and loved to put things together. Larry got Steve involved in a Hewlett-Packard Explorers Club. He got a summer job at Hewlett-Packard. Steve was in heaven living in the area where advancements were being made into semiconductor technology.

Paul worked for a company that made lasers and electronics. He'd bring home spare parts that Steve would revel in. At thirteen Jobs quit the Lutheran church where he'd been raised. He confronted his pastor with a story about starving kids in Africa. How could a just God let these children starve and die? He and a friend, Bill Fernandez, were very close sharing an interest in electronics and in spiritual matters.

Steve attended the conservative Homestead High School and lived in an isolated and protective world. He was considering bright, extremely confident and a bit cold. Bill Fernandez and his neighbor, Steve Wozniak, were building a computer in Wozniak's garage. Wozniak was obsessed with electronics. The computer only had enough memory to hold 256 characters. Wozniak wrote a few small programs for it. Bill introduced Wozniak to Steve Jobs. They hit it off immediately.

Steve worked as a stock clerk at an electronics store where he learned about a large variety of electronics parts. Steve grew his hair long and began experimenting with marijuana. He became interested in literature during his junior year. He helped create a laser show for a student's rock band.

Wozniak and Steve developed a "blue box," a device that could intercept phone lines using high frequencies enabling the user to make free phone calls anywhere in the world. They placed calls all over the world. One night Wozniak called the Vatican. Jobs used it to make a call from a pay phone at school to Great Britain. They sold them for \$150 to students and \$300 to others. They made a good-sized profit.

In his senior year, Jobs invented an unblinking stare that intimidated people. He also experimented with fad diets and LSD. He told Chrisann Brennan, his girlfriend at the time that he would be a millionaire someday. He and Chrisann spent the summer together in a cabin overlooking the valley.

Analysis

This first section of Part 1 describes Steve Jobs's birth and childhood and that he was adopted by a couple who lived in the Santa Clara Valley, known better by its nickname, Silicon Valley. His biological parents were both graduate students. His father was Syrian and his mother's father was against his daughter marrying a Syrian.

Early on it was obvious that the precocious little boy was brilliant and unruly. He hated doing what others wanted him to do and he hated orders and obeying them. His teachers, save one, had the same experience with him. The author provides this



background information on Jobs and the signs of his intelligence and avante garde personality that were integral in the development of Apple, Inc. Those early signs were those of someone who did “think different” as the title suggests.

Steve’s early interest in electronics was another sign of things to come. His father nurtured that interest and told him that whatever he made should work but should also be beautiful – something that stayed with Steve the rest of his life and which drove employees and colleagues crazy. His mother nurtured his natural interest in literature. His pursuit of spiritual peace and tranquility was something innate that also drove him to excellence.

This portion ends with Jobs meeting up with Steve Wozniak a young computer whiz who was working on creating a small compact computer, the precursor of the personal computer.

Vocabulary

aesthetic, precocious, havoc, conglomeration, hallucinogenic, synthesizer

Part 1: Chapters 4, 5, 6, and 7

Summary

Although Steve could have gone to a public university in California very inexpensively, he chose to attend Reed College, a small liberal arts school in Portland, Oregon. His parents said the tuition was too high but Steve, as usual, got his way and his parents scraped together enough for the first semester. Steve was upset with the curriculum; he was made to take too many classes. He was notorious for going barefoot all the time, only wearing sandals when it snowed. He practiced mediation with a friend and became a vegetarian. He became friendly with Robert Friedland who had served time for possessing LSD which he also provided to Steve. Friedland was glib and personable, traits the shy and reserved Steve Jobs began to emulate. Jobs paid very little attention to his classes which showed up in his grades. He dropped out of Reed at the end of the first semester but had impressed the dean of students who allowed him to hang around the school and audit classes.

Once back home, he interviewed to be a technician for Atari, the early video gaming company. Nineteen-year-old Jobs fit in at Atari that had many other long-haired college drop-outs. He lectured co-workers on diet and offered strong opinions on everything. He was led to believe that eating yogurt and fruit which was all he ate at the time meant he didn't have to shower. That was another problem his co-workers had with him.

After spending a short time on a spiritual quest in India, Steve resumed work at Atari, audited a physics class at Stanford and studied at the Zen center. He sought information about his birth parents and learned they had been unwed graduate students. He also participated in primal-scream therapy. Nolan Bushnell, the founder of Atari, gave Jobs a special assignment. He asked him to design a game called Breakout in which the players have to break down a brick wall with a bouncing ball.

Wozniak was working at Hewlett Packard designing calculators. He was obsessed with Atari games. Jobs would let him in the offices at night so he could play the latest games. In return, Wozniak helped Jobs design the new game. Bushnell was so pleased with the game that he gave Jobs a \$5,000 bonus. Jobs only gave Wozniak \$350 which was the initial agreed-to amount. Years later, when Wozniak found out about the \$5,000, Jobs denied that he'd gotten it. He told others that if he got the bonus, he was sure he gave Wozniak half.

Jobs attended some Homebrew Computer club meetings with Wozniak but found the people uninspiring and nerdy. Wozniak developed a small, compact computer the first iteration of the personal computer. Jobs encouraged Wozniak not to share the specifics of his discovery with other club members. Jobs suggested they sell printed circuit boards based on Wozniak's design to other club members and form a company. They scraped together enough money for the initial investment of making the circuit boards.



One day after Jobs had been at the apple orchard at the All One Farm, the commune, Jobs suggested they call their company Apple Computer. Jobs was on one of his fruit diets and besides, he reasoned, Apple started with an “A” and would be at the top of the phone book and ahead of Atari. They both liked the name but worried about the Beatles who owned the Apple record label. Apple Computer was founded on April 1, 1976.

Steve got an order from Paul Terrell one of the Homebrew Computer Club members and owner of the Byte shop for fifty computers at \$500 for each. Wozniak got a small loan and Jobs got a line of credit at a chip distributor to pay for parts they needed to make the computers. They used Steve’s bedroom and his sister’s old room to assemble the computers. After making and delivering all fifty computers to Terrell, they made enough profit to invest in making more computers which Steve was sure he could sell. They got their first mention in Interface magazine which referred to Steve as the director of marketing and Wozniak as the director of engineering. Despite everything that was going on, Jobs was still seeking deeper meaning in his life. He visited the Zen Center on a regular basis. His spiritual advisor was Kobun Chino who remained close to Steve.

While Jobs was trying to find himself, Wozniak devised a way to display color on a computer and created a game controller. He also built a BASIC language into the computer. Jobs and Wozniak disagreed on the number of ports that the computers would have. Wozniak wanted eight while Jobs wanted to keep things simple and only wanted two. Wozniak won in the end. Apple I was for hobbyists; Apple II was for people who wanted to accomplish something on a computer.

Commodore offered to buy the company but in the end decided to build its own computer. The Wozniak family had never fully trusted Steve Jobs and thought he was taking advantage of their brilliant son. Jerry Wozniak, Steve Wozniak’s father, told Jobs that he hadn’t contributed anything to the company. His son had done everything. But Wozniak knew that while he could design and create, it was Jobs who could market and sell it.

Jobs was connected to A. C. “Mike” Markkula who was only in his thirties but already a millionaire. He’d been with Intel and made his money on stock options. He visited the garage and was blown away by the Apple II. He guaranteed a credit line of \$250,000 to launch Apple II. His one requirement was that Wozniak quit Hewlett-Packard so that he could give 100 percent to Apple.

Analysis

Steve was just as bad a student in college as he was in grade school. The author describes his odd obsession with diets and fasting and not bathing. Again, the author is emphasizing the personal characteristics and odd traits that Jobs possessed. It all goes into how he was so different and the inference is that it took someone like Steve Jobs who was so different in almost every way to think way outside the box and come up with so many devices that changed the way everyone lives.



Steve Jobs was rude to his adoptive parents who adored him and would do anything for him. When they dropped him off at college he barely told them goodbye. He cheated his friend and business partner out of bonus money that he should have shared. These were just examples of a young man who was really odd and even offensive but everyone reading it now knows that he was a man of great destiny. While his preoccupation with whatever was going on in his mind is no excuse for the way he treated his parents and others, it may at some level explain his behavior.

The author is a reporter and does not try to make excuses for him. She is just relating the stories that she learned about him. She is trying to put it together, maybe for herself as much as anyone else, and solve the puzzle that is Steve Jobs.

This chapter also describes the founding of Apple Computer Company that was operated in Steve's garage and its rocky start. And how his partner, Steve Wozniak, who was the inventor and computer whiz and how Jobs was the salesman, marketer and visionary.

Vocabulary

staid, aghast, proponent, tacitly, bulimic, dysentery, juxtaposition, prototype, conceptualizing, quandary



Part 1: Chapters 8, 9, 10 and 11

Summary

Markkula instantly recognized the potential of Apple II. He predicted that Apple would make the Fortune 500 in a matter of a year. Wozniak did not want to give up the security of his job at Hewlett-Packard and neither did his young wife. Besides, he wasn't the management type; he was a designer. Jobs put on the full court press to change his mind. He called on Wozniak's friends and family to get Wozniak to leave H-P. Finally, the pressure got to Wozniak and he agreed. The Apple Company was officially created in January 1977. Jobs, Wozniak and Markkula had equal shares. Mike Scott, Markkula's former coworker, was brought in as president. Part of his job was to keep Jobs in line but that was pretty much impossible.

Jobs had an opinion about everything. He ridiculed young coders even though he didn't know what they were doing. Mike Scott was growing weary of him. He felt he was constantly being sabotaged by Jobs. He was still on his odd diets and didn't bathe regularly. Apple pulled no stops and spared no costs for the West Coast computer show. Jobs bought and wore his first suit. He amassed orders for one hundred \$1,298 computers. Sales increased over the year and continued to climb.

As Apple grew by leaps and bounds, it needed more of everything – money, personnel, space, parts and equipment. As Apple's value began to climb, there were new investors wanting to buy company shares. By the time Jobs was 23, he was worth \$1 million; by the time he was 24, he was worth \$10 million. Xerox invested in Apple which allowed Jobs to get a look at their technology. They were already using email messaging long before it became common and had developed a mouse to navigate the pages. Jobs saw the potential wanted Apple to adapt these technologies. Later, Apple was accused of ripping off Xerox's ideas. The truth was Xerox had the ideas but hadn't developed them. Apple did.

Mike Scott was concerned when Jobs seemed to be taking over the Lisa team which was tasked with developing an advanced version of the Apple II. He had no confidence that Jobs could manage a division due to his volatile nature. Scott named Jobs chairman of the company which rendered him effectively a figurehead. Jobs was angry and hurt over losing the Lisa project. With the obvious success of Apple and other companies, IBM decided to get into the PC business and would certainly be a viable contender for market share.

In 1981 Jobs was working on a secret project – the design of the Macintosh, a simple inexpensive computer for everyone. He pushed for a menu that would allow users to select from a long list of fonts that they could use. At the time, computers came with only one font. His interest in having a variety of fonts came from his interest in calligraphy. In addition to choosing fonts for documents and letters, users would be able to make signs and flyers.



Markkula took over as president when Mike Scott was forced out. Jobs completely took over the Macintosh project and formed his own team. The three-year project saw the best and worst of Jobs. He could be charming but displayed a cutting criticism and arrogance. He had developed a vision that allowed him to see the potential of the ordinary to become the extraordinary. He didn't want just "great" he wanted "insanely great."

Once IBM entered the PC market, Jobs had was confident that IBM would present no real competition for Apple. But Apple had dismissed IBM's size and sales force. Even though the IBM computer wasn't great, it was good and they were selling it to their business clientele. By 1982, Apple racked up sales of \$583 million and made the Fortune 500 List just as Markkula had predicted. Two years after launching their PC, IBM was out selling Apple. There was more software available for the IBM PC than for the Apple. The Lisa computer was launched in 1983 but at \$10,000 retail was too expensive and was not a success.

John Sculley, leader of Pepsi-Cola, was brought on board in the spring of 1983 to add new leadership to the company. Sculley told Jobs that he could not charge only \$2,000 for the Mac and expect a huge advertising budget to market it. Sculley told Jobs the Mac should sell for \$2,495. Jobs, of course, disagreed. A Superbowl ad announcing the Mac was a huge hit among viewers and the Mac flew off the shelves but sales slipped. Jobs had insisted on the minimums that he found so irresistible. But that was what customers didn't like. It didn't have enough ports and was missing cursor keys. Its low memory capacity was the biggest problem. When Jobs turned thirty, Apple stocks which had peaked at \$63.50 a share had fallen. In an interview, Jobs promised that things would be changing.

Wozniak took a leave of absence to work on another project. Jobs and Sculley began to bicker about the Mac. Sculley, like others before him, felt that Jobs meddled too much in the process. Sculley was told by the board that he was hired as the CEO and that he needed to keep Jobs in check. The board also asked Sculley to remove Jobs from the Mac and Lisa divisions and replace him with someone more experienced and knowledgeable of the technology.

Sculley removed Jobs from the Macintosh Division and named him the global visionary of the company. He was moved to an off-campus building that Jobs referred to as Siberia. Jobs was devastated. Apple was all he knew. He traveled in Europe and Russia that summer trying to figure out what his future held.

Analysis

In this section, Jobs and Wozniak are kept afloat by Mark Markkula, another young millionaire who made his fortune in Intel stock. He immediately sees the potential in Wozniak the young computer whiz and the charismatic Jobs who had a way about him that appealed to Markkula. This episode is like much of Jobs's life. He did have a magical quality that many saw despite the tirades that he would spew and the abuse he



inflicted on his staff and colleagues. There was a dangerous quality about him like the beauty and grace of the leopard who might attack at any moment.

There were so many times when it appeared that all was lost when something would happen to save Jobs and his projects. In this incident, Jobs and Wozniak had no funds to finance the development of their computers. Markkula stepped by and saves the day with a \$275,000 investment. When Pixar was ready to implode, the Toy Story project was resumed making \$400 million in box office sales.

After Jobs was given the lift that this investment gave him, there was no looking back. The author outlines all the aggressive steps he took to make Apple into a real success. For Jobs, life had been a series of trial and error. He usually won. But his real success was that he wasn't afraid to fail. He felt failure was just a stop along the path to success. Mike Scott who was president had been removed. He hadn't gotten along with Jobs. The new president, John Sculley, eventually wound up on Jobs's blacklist too. It was obvious that he wanted to run his company but nobody would let him.

Vocabulary

apocalyptic, jerry-rigged, swath, malleable, repertoire, mesmerizing

Part 2: Chapters 12, 13, 14

Summary

By 2005, Jobs had grown Apple sales to \$2 billion in just ten years. Jobs had still been chairman when he suggested that Apple should pursue sales at universities where scientists and others needed to run multiple simulations. The board was open to his starting a new company under the Apple umbrella until they learned that he was stealing Apple personnel. Jobs resigned claiming in writing that the company's reorganization had left him without work and with no access to routine management reports. He was only thirty, he wrote, and still had a lot to give.

Apple sued him for taking company secrets with him. It was settled with Jobs agreeing not to target Apple's market. He sold his stock and made over \$100 million. He kept one share so he could still attend shareholders' meetings. Taking advantage of the ideas that Jobs had for Mac, it was improved and became the top desktop publisher on the market. By 1993, Apple sales would top \$8 billion a year under Sculley's leadership.

Jobs formed a new computer company called Next with a \$7 million investment. He invested \$5 million to purchase a manufacturer of computer graphics equipment called Pixar from George Lucas, creator of the Star Wars film series. He paid \$100,000 for the company logo, spelled purposely with a small "e" – NeXT. Ross Perot, Texas billionaire, invested \$20 million in the company for 16 percent ownership. Jobs planned to work harder than ever and prove that Apple wasn't a fluke. He'd have great success with NeXT.

Jobs was his usual difficult and demanding himself, giving his employees a hard time. Jobs continued to make demands for more bells and whistles on the computer making the price rise steadily. The new computer was a year late in coming out. It was launched in October 1988 before an audience of educators and software developers. Jobs was on stage demonstrating the features of his new computer. The cost of the computer was \$6,500 but with essential add-ons it was closer to \$10,000. There was no software available yet for the computer and it was not compatible with software already on the market. The computer container was a square black box which he refused to mess up with a slot for a floppy disc. It only displayed black and white, no color. The Japanese company, Canon, was impressed however and invested \$100 million.

Despite his investments and sales, NeXT was still a start-up and in competition with companies with virtually unlimited funds. Jobs was named "Entrepreneur of the Decade" by Inc. magazine in 1989 for his part in creating the personal computer era. NeXT shipped out only one thousand computers in 1989 and those were on a test basis. The company was failing. The software developed at NeXT was considered extraordinary. Many suggested he focus on software and forget the hardware. By 1992, only 50,000 NeXT computers had been sold in total which is the amount Apple was selling per week.



Pixar was not doing much better. The engineers at Pixar had created a super computer that cost \$125,000 that could create fantastic special effects on film. Jobs opened Pixar sales offices in several cities trying to stimulate interest in the computer. But there was no interest even after he lowered the price to \$50,000. The biggest company was Disney which used the computer to fill in color and layers on their animated films. The Little Mermaid was the first film in which the Pixar computer was used. Disney bought a dozen of the supercomputers and used them for special effects on subsequent films. In 1990, Jobs sold the hardware part of the business. He retained the 3-D software division and tried to develop it for a larger market. He closed that division and fired most of his employees, giving them no notice or no severance pay.

The animation division was the only piece of Pixar that Jobs still owned. Pixar began making TV ads that used animation. Jobs offered to keep Pixar afloat only if all executives and employees gave up their stocks and stock options. Disney became interested in financing a full-length animated feature that Pixar would make. It was called Toy Story.

In 1991, when NeXT and Pixar were collapsing, thirty-six year-old Jobs learned that his girlfriend, Laurene Powell, was pregnant. After some hesitation on his part, they were married on March 18, 1991, by his spiritual advisor Kobun Chino. After Clara Jobs passed away from a battle with lung cancer, Paul gave Jobs the go ahead to look up his birth parents. He tracked down Joanne Schieble in Los Angeles. He learned that his biological father was Abdulfattah "John" Jandali, a Syrian political science professor. After Joanne's father died, she married John and they had another child, Mona. He made contact with his mother and sister. He became close with Mona who was a successful author.

There were ups and downs with Pixar. For a while Disney shut the project down and Jobs had to keep paying the Pixar employees hoping that Disney would resume production. Problems were ironed out and Disney did resume Toy Story which went on to have the highest box office for an animated film pulling in nearly \$400 million worldwide. Despite the success and plans to make more movies, a day didn't go by that Jobs didn't think of Apple which was having its own problems. Microsoft finally had advanced past Apple which had grown flat. In an interview, Jobs said he had a plan that would rescue Apple.

Analysis

Steve Jobs meddled too much in projects and the work process. He was uncontrollable and it was felt detrimental to advancing the company and its projects. While he was still chairman, actually a figurehead position, he proposed forming a new company under the Apple umbrella which the board approved. But when the board saw that he was stealing away good employees from other important projects that was the end.

This section demonstrates the dangerous side of Jobs. Surely he knew that his actions would be discovered and that it would make the board none too happy. He was thirty,



young but should have been mature enough to not play games with such high stakes in the balance. Just as he pushed his parents and his teachers when he was a child, he pushed the board - but he pushed them too far. He was through with Apple and though they allowed him to resign, he was really pushed out – shipped to Siberia as he put it with nothing to do and no access to company reports.

He later understood that being pushed out of Apple was one of the best things that could have happened to him. It tempered him, but only to a degree, and it gave him the chance to prove to himself and to the world that there was a second act for him. He was able to catch lightning in the bottle once again – not in computers the NeXT venture failed – but in animated pictures something he would have never dreamed of.

While he was enjoying new successes, Apple was failing and he had the remedy to save it. Apple was his first love and he would never get over it.

Vocabulary

berate, entrepreneur, resilient, narcissistic, abomination, chutzpah

Part 2: Chapters 15, 16, 17, 18

Summary

Jobs was initially deeply hurt when he was fired from Apple. But later came to believe it was the best thing that could have happened to him. He founded a new company, bought another and met his wife. In 1996, Apple needed help. It had too many projects and they'd spent millions on a new operating system that was still not developed. After a visit from Jobs, they agreed to purchase NeXT for \$400 million and to name Jobs an advisor to the new Apple CEO, Gil Amelio.

When Jobs appeared at a computer convention in San Francisco, the audience leaped to its feet when he came on stage. He was still a star. The board eventually removed Amelio and gave Jobs a larger responsibility making him the interim CEO. Jobs could still be his old self but he was more laid back and not so quick to criticize. He had gained understanding and had shed some of his hubris at NeXT where he failed to replicate his success at Apple. Jobs needed Microsoft's Excel and Word programs so he put his differences with Bill Gates aside.

Jobs replaced the board members including original investor Mike Markkula with people who saw things his way including Larry Ellison who was head of software giant Oracle. He cut costs wherever he could and ditched some projects that were going nowhere. He limited Apple's products to just four: the desktop and laptop for business and the desktop and laptop for consumers. He tasked marketing with renewing interest in the Mac. He wanted the message to be focused on values not products. Marketing came up with the slogan, "Think Different."

Jobs worked harder and longer hours than he ever had during the last part of 1997. He was deeply involved of the activities of both Apple and Pixar. He took a salary of only \$1 a year so his family could qualify for health care. He maintained only one share of stock. There wasn't much hope for Apple. When Jobs returned it was heading for bankruptcy. There were scores of personal and laptop computers that were available at low costs. Jobs wanted to target people not corporations. He turned to his design team to reboot the Mac and make it easier to use and equipped with all the popular features that users had become accustomed to. He wanted the cost to come in under \$2,000. Jobs was thrilled with the new Mac which was renamed the iMac.

Jobs was able to tell the next Macworld convention that the new iMac had improvements and that the software was being developed by Microsoft. He saved the best news for the last. Apple would be showing a profit in the next quarter. The colorful iMac was launched in May 1998 at a cost of \$1,299. It was a smash; Apple sold 300,000 in the first six weeks. Market research told Jobs that new customers were switching from PCs with Windows to the iMac. In the first year, two million iMacs were sold following by the launch of the iBook. A selling point was that Apple had figured out how to make wireless connections to the Internet.

Things were going quite well for Jobs. Pixar was rolling out the hits and bringing in huge box office. The Apple board wanted him to take charge and offered him an \$88 million Gulfstream V jet as a perk. He was also granted a stock option package that would ultimately net him \$381 million.

The iMac began to fade in popularity. The economy began to slow in 2001 and Apple began to lose money again. He thought that going retail was the answer and brought on the Target and Gap presidents to get some expert advice. Two test stores were designed and opened in Virginia and California. Without a hot project to work on, Jobs was idle again.

Mac customers wanted to make their own music playlists. The iMac didn't have CD player because Jobs didn't like the appearance of the CD trays. Jobs hadn't paid attention to the big trends toward playing music on computers. Napster was turning the music on its head. Jobs realized he had to catch Apple up. He created design and development and tasked them with doing just that. Apple introduced iDVD and iTunes software that would come with the iMac. Jobs also wanted users to have the ability to be mobile while listening to their music.

In his typical style, Jobs stayed involved and informed of every aspect of the project. He always had a list of improvements he wanted made. Someone suggested that it be called Pod after the pod bay door in 2001: A Space Odyssey. It was ultimately named the iPod. The timing of the launch couldn't have been more unfortunate. On October 23, 2001, the country was still in shock and mourning over the 911 terrorist attacks resulting in a subdued reception of the iPod. But Jobs persisted and marketed as best he could. The price tag of \$399 was considered too high by most of those interested in the device. After some tweaking with unpopular features of the device, sales took off.

Apple predicted that they would sell one million songs in six months. They were wrong; they sold a million in six days. Everyone was on board. By April 2004, they had sold 100 million songs; two years later, one billion. Since the music lovers had to have a device to download their songs to and listen to them on, the sales of iPods zoomed to 10 million by January 2005. Total sales of iPods reach 58 million by mid-2006.

Analysis

Jobs had come to believe that leaving Apple was the best thing that could have happened to him. He learned a lot and he came to appreciate life and family more and put career in a different perspective. But when he returned, he returned triumphantly. He had been obsessed with Apple since its inception. When he was away, he ran other businesses and found a wife and had a son. Still he thought of Apple every day. He missed it. Could he have been happy that the business he loved failed and needed him back? He surely wouldn't want to see his beloved Apple in tatters. Perhaps it was a co-dependent relationship. He couldn't do without Apple and apparently Apple couldn't do without him.



Although he was gone for years, he returned as though he'd been in a time warp and that no time had actually elapsed. The fact that the Apple board was desperate for him to return and even bought his software business for the ridiculous price of \$400 million which it wasn't worth to lure him back. They didn't know that all they had to do was ask. He would have been there, expecting nothing and feeling blessed to be back.

Jobs hadn't totally mellowed out although he was a tad bit more laid back. He was still demanding, overly critical and unrealistic in his demands. But his return marked the turnaround of Apple that was heading for bankruptcy. He drove the people, the products and the company to new heights. His return brought about the iPod, iPad and the iPhone – all devices that have changed everyone's life.

Vocabulary

succinct, charismatic, ashram, abstentia, nondescript, concierge, prototypes, svelte, widget



Part 3: Chapters 19, 20, 21, 22

Summary

Jobs had promised the 2005 Stanford graduating class that he would tell three stories: the first about connecting the dots; the second about love and loss; and, the third about death. He told the students that he was warned to live each day as if it were his last because someday it would be his last. He felt that the specter of death, of it all being over, drove him to achieve and to do it quickly. He shared something very personal with the students. The year before, a tumor had been discovered on his pancreas. He at first was told he had only a few months to live. But the doctors discovered it was a rare form of pancreatic cancer that could be treated with surgery. He had the surgery, he told the stunned audience, and he was cured.

In the late 1990s, he had developed kidney stones. In an image of his kidneys, his doctor spotted a tumor on his pancreas. Pancreatic cancer is usually fast-moving and fatal. Jobs had a slow-growing form of the disease that could be arrested with surgery. Initially he rejected the surgery but pressure from his family and his deteriorating health convinced him to have it.

Jobs assured his employees he'd be back in a month. However, cancer cells were found on his liver and he had to undergo chemotherapy. He was also told he had to eat protein to build his strength. He was a vegan most of his life and refused to change his diet. He began losing weight and could not regain it. By the time he became sick, Steve Jobs was worth \$3 billion. Not satisfied with the status quo Jobs focused on a new concept: a phone that could encompass the features of a cell phone, computer, email and the Internet. His efforts led to the development of the iPhone which, as he told fans, put the phone, computer and Internet in "your pocket."

Jobs proved that the Apple II wasn't fluke. He saved Apple from the abyss and created new and innovative products – the iMac, iPod and iPhone. He also had his hand in the most profitable animated movies up until that time ever made. Apple's sales tripled to \$19 billion with a \$2 billion profit. It's stock was trading at \$80 after falling all the way down to \$7. Apple Computer was changed to Apple, Inc. He didn't want people to think of the iPhone as a computer – it was the reinvention of the phone.

By 2007, people lined up on the street outside the Apple store to willingly pay \$500 or \$600 for the phone. Apple sold 2.4 million of them in the first three months it was available. Jobs opened an App store a year later because of the demand by users for different functions. Over eight million iPhones were sold in 2008. Company sales totaled \$37.5 billion with profits of \$6 billion.

In 2008, his health was in decline. He was in pain and was losing more weight. He didn't stop working, concentrating on a new version of the Mac. Jobs held the philosophy that it was okay to try and fail. He also had learned that out of 100 great ideas to choose and

pursue only a few and make the most of them. He lost forty pounds in the first half of 2008 on an already slender frame. The pancreatic cancer he had caused the body to consume itself. His liver was diseased. He continued the targeted therapy that his physicians had devised.

Jobs needed a liver transplant and was given that opportunity when a young man died in an accident in Tennessee and Jobs was next on the waiting list. After the surgery Jobs had to become mobile to strengthen himself. He walked around by pushing a chair in front of himself. He became stronger and returned home and began holding meetings at his home the next month. By the end of the month, he returned to the office and picked up where he left off, tantrums and all.

In November 2009, Jobs was named CEO of the Decade. He began work on the tablet which he introduced as the iPad in 2010. It initially was not received well but interest grew. It was a device that opened up the possibility of electronic books. Apple sold 7.5 million iPads between April and September of 2010. Sales were at \$65 billion with profits of \$14 billion. In May 2010, Apple became the most valuable technology company in the world. It was valued at \$222 billion beating out Microsoft at \$219 billion. By 2011 Apple was valued at \$376 billion.

Employees and associates came to visit him at home. Bill Gates came and spent three hours with him. Jobs was near death several times over the summer but survived. He was too ill to sit up when Isaacson came to see him. He told Isaacson he did the book because he wanted his kids to know him. In August he resigned as CEO. He wanted to resign in person and attended the board meeting in a wheelchair. He recommended that Tim Cook take his position. Jobs died on October 5, 2011.

There was an outpouring of grief from across the globe. It was a shock even though most everyone knew he was very ill. Flowers, candles, balloons and messages were left in front of his home and in front of Apple headquarters. Apple was in high gear when he died, selling more of the devices he helped design and cherished. He was worth an estimated \$7 billion when he died. He had been the face of the PC revolution. He put our phones in our pockets and the Internet on our phones. He did what he loved and followed his heart. He lived each day as though it were his last.

Analysis

Even before Steve Jobs was diagnosed with pancreatic cancer and probably knew that the end was near, he had always been spurred on by death. He recalled that someone told him to live every day like it was his last day because one day it would be his last day. That was why he drove himself and his employees so hard. He didn't want to miss doing anything, being part of important projects and his biggest goal creating devices that would change the world.

Steve was never one to give up and after being diagnosed, he put great effort into surviving. He did hesitate about having surgery and there is speculation that had he



acted earlier he might have been saved. But that is something no one will ever know. He stubbornly held on to his beliefs about diets and fasting. When he was told to eat protein to add weight and strength, he refused because he was a vegetarian. He lived and died the way he wanted.

Jobs had achieved so much. He'd hurt people along the way including himself and those he cared about but he never lost sight of his goals. He also never lost his obsession with Apple. He had founded the company with a friend and started operations in his garage. He was able to grow that company to the biggest and most valuable company in the world. His legacy will live forever. He has inspired millions and has changed the world.

Vocabulary

poignant, pancreatic, philanthropy, stylus, succumbing

Important People

Steve Jobs

Steve Jobs was the son of an unmarried woman named Joanne Schieble. She was twenty-three and a graduate student in Wisconsin when she became pregnant by a fellow graduate student who was a Syrian. Joanne's father didn't want her to marry the Syrian so she moved out of town and had the baby in California. Originally, a lawyer and his wife were going to adopt the baby boy but they changed their mind. Instead, Paul and Clara Jobs, a middle-class working couple who were childless adopted him. The one caveat that Joanne maintained was that the couple had to promise to send the boy to college.

Jobs was precocious as a toddler and very bright. But he was next to impossible to control. He wouldn't obey his parents and continued that tradition when he went to school. Jobs became interested in electronics as a young boy. His father gave him his own work bench in the garage and encouraged him to tear things apart and see what made them tick. Jobs's father always told him to make sure that whatever he made was beautiful as well as functional, something that stayed with Jobs for the rest of his life.

Jobs insisted on going to Reed College in Oregon, a private college with a steep tuition. His parents scraped his tuition for the first semester and took him to school. Jobs immediately hated his classes and rarely attended which was reflected in his grades. He quit before the first semester was up and that was the end of his formal education. He had impressed a dean who allowed him to audit classes. Jobs collected soft drink bottles for the deposits to buy food. He stayed with friends or in cleared out dorm rooms. He and friends got one free meal a week at the Hare Krishna temple. He experimented with fasts and diets and delved into literature. He stayed in a commune on some weekends. He would feast on vegetables and then purge himself. Some thought he was bulimic. He took care of lab animals for pay and was obsessed with learning calligraphy. He rented a room with no heat for \$25 a month. Eighteen months after arriving at Reed he was ready to move on.

Jobs returned home and got a job at Atari a gaming company. Jobs wanted to go to India on a spiritual mission but couldn't convince Atari to pay for it. But his boss did get him part way. He was sent to Germany on a technical problem they were having. He fixed the problem and managed to offend most of the employees there with his manner and body odor. Once in India he quickly came down with dysentery. His friend from school, Daniel Kottke joined him, in India. Jobs was searching for spiritual awareness but he could not connect the extreme poverty in India with the people's religious fervor. They traveled around India picking up scabbies, lice and fleas on their journey. They decided that perhaps becoming part of the technology world would be a more satisfying life.



Jobs went on to become a leader in the technology era. He was considered to be the face and voice of the personal computer. Just like every other challenge in his life, when Jobs fell ill with pancreatic cancer he had his own opinions about what would cure him. When that didn't work he agreed to the treatments the doctor recommended. He struggled to live and was intimately involved with the activities at Apple until he died. Apple had been his obsession. He wanted two things in life: to make every minute count and to change the world.

Steve Wozniak

Steve Wozniak was intrigued with the concept of creating a computer in a small box. Much advancement had been made in the electronics and semiconductor industries in the years during which Wozniak was developing calculators at Hewlett-Packard. Wozniak was a member of the Homebrew Computer Club in Menlo Park, California, that was held in a member's garage. The Altair computer, a small computer made with a kit, was the rage even though it didn't work very well.

Wozniak was determined to develop a small compact personal computer. However, to get started he would have to purchase a microchip which would set him back \$400 the same amount as his rent. He would also need to buy other equipment to develop his concept. He bought less expensive versions of the equipment he needed. Using off-brand parts was a risky step because Intel's microchip was virtually in every other computer that existed. His computer wouldn't be able to communicate with them. Wozniak wanted to be honest with Hewlett Packard and told them about his computer design. They met with him but were not interested in pursuing it for H-P.

Wozniak teamed up with another young boy in the neighborhood, Steve Jobs. Jobs had no technology background but he had a charm and charisma, when he wanted to, and was an excellent marketer and salesman. Wozniak began making the personal computers and Jobs began taking orders and selling them. They formed the Apple Computer Company together working out of Jobs's garage. The company, of course, grew to be one of the giants in the industry. The very popular Apple II computer was the company's early bestseller and put them on the map. The relationship between Wozniak and Jobs was rocky and up and down just like all of Jobs's relationships were.

Laurene Powell

Jobs had a series of girlfriends after his break-up with Chrisann Brennan. There were some serious and long-term relationships but they all ended. Laurene Powell impressed Jobs with her striking appearance, intelligence and resume. But like all his relationships, it had its ups and downs. He had proposed to her several times but always got cold feet. When she announced she was pregnant, Jobs decided it was time for him to have a family. They were married and Powell gave birth to Reed Paul Jobs in September 1991. The family lived in a new house but Jobs would only allow a few pieces of furniture. Even buying a washing machine was an ordeal for him.



Jobs Children

After Jobs left Apple, he began to establish a relationship with his daughter, Lisa. He took her to Tokyo on a business trip. She moved in with Jobs and Powell while she attended high school. Over the years, their relationship was always on and off. He would pay her a lot of attention and be generous with her and then she wouldn't see him for a year. In addition to Reed, Laurene and Steve had two more children, daughters Eve and Erin. Jobs was closest to his son Reed and wanted to live to see him graduate from high school but he didn't quite make it.

Mona Simpson

Mona Simpson was Steve's biological sister and a very successful author. Mona looked up her father, Abdulfattah John Jandali, who was also Steve's biological father. After Joanne's father died, she married Jandali and they had Mona. But the marriage didn't last. Steve didn't want to meet him. He was afraid he'd be after his money. He told Mona not to mention him. Mona located her father in San Jose where he was running a restaurant business. He told her that a boy was born before her but that they'd never see him. He mentioned how the high tech people frequented his restaurant including Steve Jobs who was a big tipper. Mona had to restrain herself from blurting out that Steve was his son. Mona told Steve about the meeting; Jobs recalled meeting John. They shook hands. Jandali never met Steve but found out that Steve was his son after Jobs died. Mona and Steve met when they were adults but stayed close until his death.

Joanne Schieble

Joanne Schieble was Steve's biological mother. She had been a twenty-three year-old graduate student in Wisconsin when she learned she was pregnant. The father was a fellow graduate student, Abdulfattah John Jandali, a Syrian. Joanne's father didn't want her to marry Jandali. She gave the baby boy up to Paul and Clara Jobs. She made them promise that they would send the little boy to college.

Bill Gates

Bill Gates rivals Steve Jobs as the leader of the pack as far as technological advances and computers are concerned. The Altair computer was one of the first attempts to create a personal computer. He was one of the "Harvard kids" who wrote the BASIC language for the computer. Steve Jobs contacted Gates early on in 1981 to have a commitment that Microsoft would provide software for Apple computers. Bill Gates and his partner Paul Allen had founded Microsoft, the software company.

Gates and Jobs had different life views despite they were the same exact age and leaders in the same industry. Gates saw the business utility of the personal computer



while Jobs saw it for everyman. Gates was right initially but it was the visionary Jobs who looked beyond the near future.

Ron Wayne

Jobs and Wozniak formed the company and invited Ron Wayne, Jobs's former boss at Atari, to join their company. Jobs and Wozniak would each get 45 percent of the profits and Wayne would get 10 percent. Wayne got cold feet. He was afraid the company would fail and he'd be liable for losses. He pulled out and was given \$800 for his share. Had he stayed on he would have become a billionaire.

Paul and Clara Jobs

Paul and Clara Jobs were Steve's adoptive parents. They were crazy about their new son. It wasn't long before they realized that he was bright, precocious and didn't like rules or to be restrained. He was a difficult child but was adored and loved. Paul and Clara didn't have much money but spoiled Steve as much as they could. Clara read to him and taught Steve to read before he went to school. Paul was into electronics and fooled around with them in his garage. He made a special work bench for little Steve so he could learn to take apart and put together devices that Paul brought homes to him. Paul worked as a debt collector and fixed up cars on the side. Jobs refused to go to a California university which offered low tuitions to state residents. He insisted on going to Reed College, a private school in Oregon. His parents couldn't tell him no and scraped together enough for the first semester. Jobs loved his adoptive parents although as with everyone else in his life he had his ups and downs with them.

Patty Jobs

A few years after Paul and Clara Jobs adopted Steve they adopted a daughter and named her Patty. Steve was never close to his sister Patty. When he met his biological sister, Mona, later in life, he was immediately drawn to her and had a close relationship with her until his death.

Imogene "Teddy" Hill

The vast majority of young Steve's teachers couldn't stand the undisciplined trouble-maker. He and a friend released a snake in one of his classes. He was considered a menace and a bad student because he paid no attention in class. Finally one of his teachers, Imogene "Teddy" Hill, who was his fourth grade teacher, looked past the bad-boy exterior and saw a brilliant young man. She reached out to Steve and took him under her wing. He referred to her as one of the angels in his life and felt he would have wound up in jail if it wasn't for her.



Bill Hewlett

Bill Hewlett was the founder of Hewlett-Packard which was one of the pioneers of the technology age. One day he got a call from twenty-year-old Steve Jobs who was looking for some parts for a computer he and his friend were trying to build. He had no qualms about going directly to the top for parts! Hewlett was impressed with the young man who had so much chutzpah and got him the parts he needed and gave him a summer job on the H-P manufacturing line.

Mike Markkula

Mike Markkula had made a lot of money at Intel. He was a millionaire by the time he was in his early thirties. He visited the Apple Company in Steve's garage and liked what he saw. He thought their computers and technology held great promise. When they were operating in a garage and dead broke he invested \$275,000 in the company and took ownership of a third of it. He was made even richer when Apple zoomed to being one of the top tech companies in the world. He was ultimately forced out when Jobs wanted new blood on the board of directors.

Chrisann and Lisa

Chrisann Brennan had been a girlfriend of Steve's in high school. In his early twenties, they were reunited. She eventually moved in with him in a house he was renting with another friend. Soon after moving in, Chrisann became pregnant. Jobs immediately denied that the baby was his. He had no interest in getting married but discouraged Chrisann from giving the baby up for adoption.

Jobs began ignoring Chrisann and, feeling unwanted, she moved to a commune. She had a baby girl on May 17, 1978. He helped her name the baby, Lisa Nicole Brennan, but then had nothing to do with either one of them for many years. He was a millionaire by then but offered no help to Chrisann who had to work several jobs and go on welfare to make it. He continued to deny that he was the father. Steve was forced to take a paternity test and there was 94.41 percent chance that he was the father but he still refused to acknowledge it. He was ordered to pay \$385 a month child support and repay the welfare payments that Chrisann was forced to take.

Jobs later regretted his behavior. He bought Chrisann a house and paid for Lisa's schooling. Steve finally acknowledged that Lisa was his daughter and had a rocky, on-and-off relationship with her the rest of his life. He would be generous and attentive for a while then have nothing to do with her for months or years.

John Sculley

John Sculley was seduced by Apple, particularly by Steve Jobs, to leave his position as Pepsi's CEO and join Apple as CEO. He was resistant at first but Jobs didn't give up and finally convinced him to make the change. Sculley and Jobs got along for a while but it didn't last and Jobs concluded that Sculley was a "bozo", his favorite word for incompetent people. For his part, Sculley confided to Wall Street analysts that there was really no role for Jobs then or in the future.

Jobs was interfering in projects and driving everyone up the wall. The board ordered Sculley to take all responsibility away from Jobs. Steve was devastated and pleaded with Sculley not to make the change. He cried and tried to get other executives on his side but Jobs had burned a lot of bridges in his time and got no support. Jobs left Apple and Sculley was ultimately removed from his position.



Objects/Places

Santa Clara Valley

Steve Jobs spent his first years in Los Alto in the Santa Clara Valley in Northern California. High tech companies and electronics manufacturers were converging on the Valley that was rapidly becoming the heart and soul of the technology age. It would one day unofficially be called the Silicon Valley as a shout out to the tech industries there that had led the world into the high-tech era. Steve went to high school in Palo Alto where Stanford was located and worked a summer job at Hewlett-Packard, one of the pioneers of the technology age.

Homebrew Computer Club

Steve Wozniak was a member of the Homebrew Computer Club. The meetings were held in the garage of one of the members. All the members were computer nerds. Wozniak became inspired to develop a personal computer when he saw the Altair a rough version of a small computer. He was driven to develop his own, one that would have more functionality and more memory. Steve Jobs came to a few meetings. He thought the members were a bunch of nerds.

Reed College

Although Jobs could have done his parents a huge favor by attending a low-tuition public university in California, he insisted on going to Reed College in Portland. The school was a private college with a steep tuition that Paul and Clara Jobs had a hard time paying. They scraped together enough to pay for Steve's first semester. He rarely attended class which were reflected in his grades that completed devastated his parents. He didn't last one semester but stayed around the school for a time sleeping in empty dorm rooms or on the floors of friends.

Atari

Atari was a gaming company that was located in the Santa Clara Valley when Jobs was a nineteen-year-old college drop-out looking for a job. Atari was one of the first successful gaming companies and have created a came called Ping Pong that was quite popular. The president of Atari was impressed with Jobs and asked him to develop a game called Breakout. Jobs had no technological skills and snuck his friend Steve Wozniak into the Atari building at night to help him develop it. The Atari president was thrilled with the game and gave Jobs \$5,000 as a bonus. Jobs didn't tell Wozniak about the bonus and paid him only the agreed to price of \$350.

The Beatles

When word got to Apple Corps, the Beatles Company, that there was an American computer company named Apple, a long-term feud began. In 1981, Apples Corps sued Apple Computer which agreed to stick to computers and stay out of music. In the late 1980s, George Harrison discovered that the Macintosh computer made by Apple could compose music. Apple Corps sued again. Apple Computer was forced to pay \$26.5 in the settlement. In 2003, when iTunes was created, Apple Corps sued once again. Beatles music wasn't available on iTunes until 2010 because of this legal wrangling.

The Superbowl Ad

Apple brought on Hollywood director Ridley Scott (The Gladiator) to make a commercial announcing the launching of the Mac that would be shown during the 1984 Superbowl. It was a complete fantasy and totally avante garde. Jobs loved it but the board of directors hated it. They tried to get out of it but the network was unable to sell the ad time to anyone else. The ad ran and it garnered more interest than the football game. The Mac flew off the shelves after the ad ran.

NeXT

After Jobs was forced out at Apple, he wanted to prove that his success there was not a fluke. He purchased a computer company named NeXT. Just as he did at Apple, Jobs inserted himself into the development project for NeXT and drove everyone crazy. Jobs insisted on a cube design, in only black, for the exterior. He also didn't want any slots for discs and only wanted a minimum of ports. The NeXT was not a success and eventually he sold the hardware part of the business and kept the software end of it but had the Japanese company Canon run that. When he returned to Apple, Apple bought what was left of NeXT as an inducement for him to return and because they wanted to venture into the software sector.

The Macintosh

Jef Raskin was the project manager for the Macintosh which Raskin named purposely misspelling his favorite apple. Raskin had the same vision for the Mac as Jobs. He wanted the computer to be as useful as a kitchen appliance. When Jobs inserted himself into the project, as usual he ruffled feathers. Raskin complained to Mike Scott about Jobs and the negative impact he was having on the Macintosh project. Jef was forced to meet with Jobs and after they could not come to agreeable terms, Jef was asked to take a leave of absence. The Mac team came up with a triangular design that encased the computer and keyboard in see-through plastic. They chose a greenish-blue for the first version although later other pastel colors would also be used. Jobs was thrilled with the design that encompassed style and utility. Apple engineers submitted 38 reasons why the design didn't work. But Jobs had his way, of course. The iMac (the "i"



for Internet) was perfect in Jobs's eyes. It went on to be a huge seller after he introduced it at a gathering of Apple fans.

Think Different

Teachers were bothered by the slogan that the Apple marketing division had come up with – “Think Different” to regenerate Apple after Jobs returned. The phrase, “Think Different” was grammatically incorrect. It should be “Think Differently,” teachers wrote in letters of complaint to Jobs and Apple. But after Jobs explained that in the iPod marketing program “Different” was being used as a noun, the protests died down. One teacher gave him an A+ for trying to get people to think on a higher intellectual level. The ad focused less on the product and more on people – living and dead – who had passion to change the world. Images of Albert Einstein, Pablo Picasso, Martin Luther King, Jr., Thomas Edison and others were used to convey that message. The TV ad that resulted from this project won an Emmy. Jobs was emotionally moved by the ad campaign because he had always did “think different.”

Apple and Steve Jobs's Health

Apple was concerned about its CEO but also about its shareholders. Jobs was the face of Apple. What would his health problems do to Apple stock? Apple did not reveal that the cancer had spread and that Jobs had put off his surgery and possibly allowed his condition to worsen. It is a public company's fiduciary duty to inform stockholders of any matter they made impact business and, therefore, the value of their stocks. Lawyers concluded that Jobs had the right to keep his health status private which trumped the right of the shareholders to know about it.



Themes

Semiconductor Industry

When Steve Jobs looked back on his life he realized that he was lucky to find what he wanted to do with his life at a very young age and that he lived in the region where technology and the semiconductor industry was really taking off. When Jobs was just twenty-years old, he and his partner Steve Wozniak were trying to develop what would become an early version of the personal computer. It was difficult to find parts in those early days so he contacted Bill Hewlett, president and founder of Hewlett-Packard directly, asking him for parts. Hewlett was gracious enough to listen to the youngster and was impressed enough to arrange for him to get the parts he needed and to give him a summer job on the manufacturing line. Jobs was in heaven having the opportunity to become familiar with computer parts during that summer.

Hewlett and other early high-tech pioneers had made the Santa Clara Valley a real draw for engineers and other technology specialists. The Hewlett-Packard Company in Palo Alto was a major force in the industry and was enjoying strong growth. Also in the area was the missile division of the Lockheed Corporation, a NASA research center and Fairchild Semiconductor in nearby San Jose. The world was on the verge of the technology era and jobs and opportunities were opening up for youngsters like Jobs who was mesmerized by technology and electronics although he had no formal training in any related field. Stanford University was also part of the Palo Alto technology and science surge as was the University of California at Berkeley.

It was in the 1940s that three scientists – John Bardeen, Walter Brattain and William Schokley – working for ATT's Bell Labs invented the transistor, which was a tiny device that directed and amplified electrons. It was the device that launched the era of technology. The transistor was positioned around semiconductor material that sent electric currents in only one direction – which explains its name – it was a semiconductor of energy. As advancements in the technology were made over the years, silicon was the most common material used to make semi-conductors. The Santa Clara Valley in present times is more well-known by its nickname, the Silicon Valley. The semiconductor industry exploded creating integrated circuits, also known as microchips that had the huge memory capacities. Circuits were hardwired into the microchips that were programmed to perform specific tasks.

The electronics and technology hubs were right there in Jobs's backyard. He recognized later in life that had he not lived in Palo Alto his life may have gone in a very different direction.



The Volatile and Eccentric Nature of Steve Jobs

Steve Jobs had been a handful for his parents from the time he was a baby. He was often distant and even rude to them. The day they drove him to his first day of college, he brushed them off with a “thank you” and nothing more. He later regretted that he’d been rude and hurt them that day. He did love them but he had a Jekyll and Hyde characteristic about him and no one could be certain when the ugly side would manifest itself.

When Jobs became obsessed with something or when he made a decision he wanted to do something there was no talking him out of it. This became a plus any many instances during his celebrated career. He was so intense and focused on achieving his goals that he held on like a dog to a bone. But on his way to success, he burned many bridges and hurt people who he loved and who were trying to do the best they could for him. He was a technology giant who had no training in computer programming or electronics or computer networking yet he would ride his programmers and ridicule their work. He couldn’t have done their work and probably didn’t know whether what they were doing was wrong or right. He could not resist criticizing his staff and crew and prodding them to do more and go faster. His standard was not “good” or “great” but “insanely great” and he would settle for nothing less.

His behavior was often inexplicable, so odd that he probably couldn’t explain it better than anyone else. He needed investment money for his fledgling Apple Computer Company. He had worked at Atari and had impressed Atari’s president and was given a meeting with him to ask for funding. But he totally blew his chance when he plopped his bare feet up on the president’s desk. That was the end of that. He often did go barefoot. When Apple moved from his garage to an office, he was always barefooted.

When Apple began to grow, Mike Scott the president wanted more organization and instructed the payroll clerk to issue employee numbers. Jobs was hurt and upset because the payroll clerk, Chris Espinosa, gave Wozniak number 1 and Jobs number 2. He was furious. Mike Scott refused to change the payroll number although he allowed Steve to wear “0” on his badge.

In the early days of Apple, company president Mike Scott focused on production, Markkula oversaw marketing and finance, Wozniak headed the technical end and Jobs took over everything else. Jobs was fastidious about everything. He wanted white work benches not gray. The office phones were the wrong shade of beige so he sent them back. The lines weren’t straight in the circuit boards so they had to be redone even though no one would ever see them. Jobs designed a plastic instead of metal case for the computer. He couldn’t choose between dozens of shades of beige.

When a company goes public, it has more room for growth. However, there are more responsibilities as far as financial reporting and regular press releases to keep the investors informed. Employees who were considered hourly which included his longtime college friend, Daniel Kottke, had not received stock shares like salaried people. Kottke appealed to Jobs to change his status but he refused. When a colleague offered to give



Kottke – Steve Jobs’s friend – some stocks if Jobs would match it. Steve said, “Okay, match zero.” Kottke never got any shares.

Jobs liked minimal keys and buttons sometimes to the detriment of the device and user. He refused to allow an on-off button on the iPod. He didn’t allow buttons on the elevator in the Apple store in Tokyo – the elevator just stopped automatically on every floor. That’s why he liked turtle necks – no buttons. He envisioned a phone with no buttons, just operated by touch. He told his designers to scrap plans to use a stylus on the tablet they were designing. He wanted the user to use his fingers. The designers developed “multi-touch” which allowed users to pinch in or open up an image on the screen.

He pushed his team so hard that sometimes the impossible became possible. Jobs was most concerned with how elements of the computer looked or how images appeared on the screen. He focused on what would be faster and easier to use. Jobs was a tweaker of what other people built. He pushed and pulled the device and made it into what he envisioned.

The “i” Generation

When Steve Jobs returned from his hiatus after being pushed out, he was filled with new ideas for new products. He quickly put a team on bringing the next version of the iMac up to speed. He made sure that it contained the features that users demanded and expected and that it looked cool. Jobs saw that Apple had fallen behind in the demand that users had to create their own music playlists. He saw an opportunity and, as usual, plunged ahead on all gears. The result was the iPod, a personal music player that could download the favorite tunes of users. Everyone thought the iPod was cool but it didn’t fly off the shelves. A million were sold the first year and a half. One reason there weren’t higher sales was that there wasn’t legal or easy ways to download music. Napster was history. Apple acquired a small company that had been formed by former Apple employees called SoundJam. The company was working on developing music software. Contact was made with Toshiba that had developed a tiny disk drive that could store a thousand digital songs. Jobs made an offer of \$10 million for Apple to have exclusive rights to purchase all the disc drives Toshiba made.

In 2002 the music industry was beginning to take off. Jobs went about assuring the music industry that he could create a system where music lovers would pay for music as opposed to pirate it. There was resistance at first to breaking up albums and selling songs separately but that ship had already sailed. The music industry begrudgingly listened to Jobs. Safeguards would be made part of the system so that music could not be shared with others or emailed. iTunes was established on the Internet a site that allowed users to purchase music and download on their computers. The artist, the music label and Apple each got a share of the price.

Jobs worked with Motorola and added iPod features to their RAZR phone resulting in the Motorola ROKR which Jobs introduced in 2005. It was clunky and awkward and was a flop. Jobs began working with wireless phone companies on a deal that they would



sell whatever Apple invented. The iPhone was almost ready for launching when Jobs decided he didn't like the plastic cover. He brought Corning in to create a nearly unbreakable glass called "Gorilla Glass" for the iPhone cover. Jobs made a deal with AT&T to sell the phones and create the sign-up system. He refused to allow the AT&T logo to be imprinted on the iPhone. He introduced the iPhone at the next gathering of Mac users. He told the audience that the iPhone was a revolutionary product that combined the cell phone, iPod and Internet – all in "your pocket."

Jobs's last introduction of a new product was the iPad, a lightweight tablet that could play music, display the Internet and email messages. Due to user demand, Apps were created that would make the iPad more versatile. The iPad had tremendous sales and put Apple light years ahead of other companies with tablets.

iMac, the iPod, iPad, iTunes and the iPad were products that Steve Jobs envisioned, drove, designed, tweaked and introduced to the world. These products changed the way people live their daily lives.

Jobs v. Gates

To compete with other computer companies, Jobs knew he needed help from Microsoft. Jobs met with Bill Gates and Paul Allen, the founders of the Microsoft to have software developed for the Mac who agreed to develop the software. Jobs and Gates had a different view of where the personal computer was heading. Jobs saw it as a good fit for home offices, students and intellectuals. Gates viewed it as a way to make business more efficient. Gates was right initially but in the end it was Jobs that had the long-term vision. The PC was named Time's Machine of the Year in 1982. The article profiled only Steve Jobs as the voice and face of the PC revolution which had to rile Gates.

An advanced version of the Apple II had cost \$50 million to develop. It had a large memory and was the first computer to use a mouse. It was well-known that Steve had "borrowed" some ideas from Xerox when he had been given a tour of the new technologies they were developing. There were serious downsides to the computer: the retail cost was \$10,000 and there was no additional software available for it on the market. In 1983, Microsoft announced the development of Windows for the IBM system. At a large gathering that Jobs had invited Gates to, he accused Gates of stealing the windows ideas from Apple but Gates reminded him that he, Jobs, had stolen the idea from Xerox intimating that if he, Gates, stole it, he stole it from a thief.

Through the years the two technology giants had their ups and downs, although they were mainly downs. Ultimately Jobs knew that he needed to put his differences with Bill Gates aside. It was business. They had so much in common; they were even born in the same year. They were peers, colleagues, partners for years but they were also competitors, rivals and enemies over that same time. In the late 1990s, Mac sales were down and Microsoft was balking at making Excel and Word programs for the Mac. Microsoft could do without that business; Apple would sink further without the software.



Jobs asked for help from Gates. Microsoft agreed to make the software, pay to settle patent disputes and buy \$150 million in Apple stock. At a Macworld convention in Boston, Jobs announced the collaboration. There was a bitterness among Mac users and supporters that still lingered because of the perceived mistreatment of Apple and Jobs. They booed and jeered when a large image of Gates was flashed before the crowd on the presentation screen. Despite the reaction from the crowd and the poor presentation, Apple's stocks rose immediately. When Jobs was failing and near death, Gates came and visited for three hours.

In Exile

Steve Jobs succeeded even when he didn't particularly like what he was doing. Although Steve Jobs formally resigned from Apple, he was actually forced out. All responsibilities were taken from him. He was seen as a trouble-maker, just like he was in grade school, and exhibited behaviors that were detrimental to the operations of the company and to the morale of the projects and staff. He sent a letter of resignation to the board of directors. He was sued by Apple for taking secrets with him. It was settled quickly. He agreed that he would not target Apple customers in the promotion of whatever new devices or products he would manufacture and sell.

Steve had been obsessed with Apple since its formation in his garage. He remained obsessed with it until his death. When he was shoved out, he didn't know where to turn or what to do. He missed Apple and still thought about the projects that he was forced to abandon. But Jobs was not one to sit idle and feel sorry for himself. He was wealthy beyond anything he'd ever imagined. He formed a new company called NeXT making a \$7 million investment. He wanted to branch out a bit and bought another company, Pixar, from George Lucas of Star Wars fame for \$5 million. He convinced Ross Perot, the Texas billionaire, to invest \$20 million in NeXT which gave him a 16 percent split. Jobs really wasn't interested in these companies - at least not at the same intensity level that he had for Apple. Steve was on a mission to prove that Apple hadn't just been a fluke. He wanted to prove that he could achieve that same level of success again.

When Steve bought the company, Pixar had been working on Toy Story for two years. They decided that the main character, Woody, was a jerk. When John Lasseter, head of Walt Disney animation, saw a rough cut, he ordered that the production be shut down. It could only continue with a new script that Disney approved. Jobs had to keep paying his staff in hopes that the project would resume. NeXT never did do well and was in a struggle for survival. Finally in 1993, Jobs abandoned his hopes of building another computer company like Apple. NeXT was basically turned over to Canon to allow it to run the software end of the business. Steve began getting bad press. He was called a "flameout" and someone who was no longer relevant to the computer industry. There was also press about his tirades.

The script for Toy Story was revised to Disney's satisfaction. Yet Jobs was only interested in getting rid of Pixar – trying to sell all or part of it but with no luck. The animated feature was distributed during the 1995 Christmas season. Both Burger King

and Frito-Lay marketed the movie. The movie was a marvel and a huge hit. It was the top box office hit of the year making \$192 million in the U.S. and as much again overseas. Pixar went on to have two more huge hits while Jobs owned it – A Bug’s Life and Toy Story 2 with a combined box office of \$800 million. Despite these successes and huge profits, Jobs still wanted to get rid of it. The new head of Disney, Robert Iger, offered Jobs \$7.4 billion to buy Pixar and a stock option deal that made him Disney’s largest single shareholder. His seven percent stock holdings were worth over \$3 billion.

While Steve Jobs was in exile, he proved that his success at Apple had not been random or just lucky. He had great success with Pixar, but Pixar wasn’t Apple so success wasn’t as sweet.

Styles

Structure

Steve Jobs: The Man Who Thought Different is divided into three main parts. Part one has eleven chapters. This part covers Steve's early years, his semester at college, his friendship with Steve Wozniak who became his founding partner in the Apple Computer Company. It also describes a longing that he had for spiritual discovery. However, his trip to India was filled with lice and fleas and he decided he'd rather make money in the technology world. The section sees the founding of Apple, its early successes and the powerful place that he established in the high-tech world. Steve Jobs became a celebrity, the face and voice of the personal computer. But then he was ousted because no one could stand to work with him and it was felt that he meddled in projects and slowed progress.

Part two covers his exile from Apple, the company he loved and missed every day he was gone. But he didn't feel sorry for himself and wouldn't stand for being idle. He was richer than he could have ever imagined and bought two companies to keep himself busy – NeXT Computers, which failed, and Pixar, which was a huge success. However, he wasn't interested in making animated films and the company for a huge profit. While he was gone from Apple, he met his wife, married and had a son. Later he had two daughters. He also reconciled with his daughter from a prior relationship, a child he never acknowledged until he left Apple. Apple was failing and needed Steve Jobs back. He roared back and this time took over completely. He inspired and badgered just like his old self and led his company to develop the iPod, iTunes, iPhone and iPad in addition to the iMac which he ordered a reboot for.

The last section focuses on his last years. He was stricken with pancreatic cancer. He fought to live because he had so much more to give but finally he succumbed to the disease and died at the age of fifty-six. His legacy include his family and Apple, Inc. and the joy he had in changing the world.

Woven throughout the book is the narrative of a speech he gave before the Stanford graduating class of 2005. He talks about his life and philosophy with the hope of sending the new graduates of to a life of adventure, discovery and joy. There are also a number of news articles reprints that appear in support of the subject matter being discussed.

Following the last section is a time-line of Steve's life and his accomplishments.

Perspective

Steve Jobs: The Man Who Thought Different by Karen Blumenthal is a biography of Jobs and is written in the third person with Blumenthal as narrator. Blumenthal has had a long-term interest in the tech industry and its impact on business. She had been a



business-high tech reporter for many years having written about the advancements of technology and the personal computer for the Dallas Morning News beginning in the early 1980s.

Blumenthal's knowledge of the semiconductor and technology industries is obvious from history and background that she shares with the reader. She describes the Santa Clara Valley at the time when Jobs was growing up there. The world was nearing the technological boom and it was in the Valley that so much was happening. The area was so closely associated with the semiconductor industry that used silicon for its microchips that the Valley is better known as the Silicon Valley.

With the author's reporting and writing skills along with her knowledge of electronics and technology, Blumenthal was able to provide a realistic view of the era of Steve Jobs and his abilities and talents as well as his limitations. Blumenthal stresses that Steve Jobs was not a technological expert but was someone who could tweak to perfection what others developed and designed. Despite his lack of technological training, the author recognizes that Jobs was a major player in the world of computers and technology and elevated it places that were never imagined.

Tone

The overall tone in *Steve Jobs: The Man Who Thought Different* is one of simplicity and candor. Simple storytelling is applied to what sometimes is a complex biography. There are several areas which bring complexity to the story. There is a degree of "technical" speak with mention of microchips, semiconductors, circuitry and other electronic and technical terms. The author has been a business reporter with a focus on technology and it is obviously a subject with which the author has a comfort level. She does not overdo the technical language for the non-technical reader.

The second complex topic is Steve Jobs himself. While the author provides the facts as she found them about his tirades, odd habits and mistreatment of others, she makes no judgment. Her job is to present what she has gathered in her research in writing the story and not editorialize about it. There is no sign that she has drawn any personal conclusions about Steve Jobs; she is allowing the reader to do that.

The rise and fall and rise of Apple, Inc. is also an involved issue with a trajectory which is at times difficult to follow. The twists and turns and break-neck u-turns are fast-moving and unpredictable. However, the author provides as much simplicity to the process so that a reader can grasp the essences of the roller coaster ride that was and probably still is Apple, Inc.

The author effectively weaves the story of Jobs's obsession with Apple, his exile to other companies, his complex family connections and relationships and finally his illness and death. The death is tragic but it is not demagogued. Jobs always aspired to live each day of his life as if it were his last day and to change the world. He achieved both those goals.



Quotes

For you to sleep well at night, the aesthetic, the quality, has to be carried all the way through.”

-- Steve Jobs (chapter 1 paragraph 10)

Importance: Steve learned to care for the quality and the beauty of something he built from his father who told him you can't build a beautiful wooden chest of drawers made of fine wood that has a plywood backing.

Years later, Jobs said that his experience in India taught him 'the power of intuition and experiential wisdom,' of relying on your experience and common sense, as opposed to Western intellect and rational thinking – a difference of approach that influenced his life's work.”

-- Author (chapter 5 paragraph 13)

Importance: This passage demonstrates that no matter what experiences one has, they are valuable, teach something and can be applied in other areas and times of one's life and career.

It was as if my whole life had been leading up to this point. That night, the night of that first meeting, this whole vision of a kind of personal computer just popped into my head. All at once Just like that.”

-- Steve Wozniak (chapter 6 paragraph 7)

Importance: Steve Wozniak attended a meeting of the Homebrew Computer Club in the early 70s and was struck with the idea of a personal computer. He felt all the experience he had up to that point had led him there.

I had already learned what gave me indigestion. If Apple had failed, I would have had bruises on top of bruises. Steve Jobs was an absolute whirlwind and I had lost the energy you need to ride whirlwinds.”

-- Ron Wayne (chapter 6 paragraph 25)

Importance: Ron Wayne was offered ten percent of Apple Computer when it was first formed by Steve Jobs and Steve Wozniak. Wayne had already been in failed businesses and he feared that he be stuck with some losses if Apple failed. He thought it would be an additional risk to get involved with Steve Jobs because of his unpredictable nature.

Simplicity is the ultimate sophistication.”

-- Slogan (chapter 8 paragraph 22)

Importance: This was the first slogan for the Apple II computer. It reflected Steve Jobs's near obsession with simplicity of use and sleek design.



I figure happiness is the most important thing in life, just how much you laugh. That's who I am, who I want to be, and have always wanted to be."

-- Steve Wozniak (chapter 9 paragraph 32)

Importance: This quote captures a fundamental difference between Wozniak, the creative force at Apple, and Jobs who was focused on making money and getting to the top of the heap.

Because we can't see what's ahead, 'you have to trust that the dots will somehow connect in your future."

-- Steve Jobs (chapter 10 paragraph 7)

Importance: Jobs felt that every experience contributed to who a person was and that it would not necessarily be apparent at the time but later its importance would become clearer.

Well, Steve, I think there's more than one way of looking at it. I think it's more like we both had this rich neighbor named Xerox and I broke into his house to steal the TV set and found that you had already stolen it."

-- Bill Gates (chapter 10 paragraph 52)

Importance: Jobs tried to embarrass Bill Gates at a meeting at Apple by accusing him of stealing his ideas for a windows operating system. Bill Gates put Jobs in his place by reminding him that it was he, Jobs, who had stolen the idea from Xerox.

We all have a short period of time on earth. We probably only have the opportunity to do a few things really great and do them really well.... My feeling is I've got to accomplish a lot of these things while I'm young."

-- Steve Jobs (chapter 11 paragraph 8)

Importance: This quote may capture what drove Steve Jobs to be in such a hurry to get things done and why he pushed his staff so relentlessly. With his life ending while he was still young and vital the statement almost seems like a prophecy.

You know, the goal is not to be the richest man in the cemetery. It's not my goal anyway."

-- Steve Jobs (chapter 15 paragraph 7)

Importance: When asked in an interview by Rolling Stone what he thought of Gates being named the richest man in America, Jobs responded with the above statement. There was resentment between the two men for years. Anyone who knew Jobs knew that he would have preferred it had he had become the wealthiest man in the nation.

Every once in a while, I find myself in the presence of purity – purity of spirit and love – and I always cry. It always just reaches in and grabs me. There was a purity about that I will never forget."

-- Steve Jobs (chapter 15 paragraph 31)



Importance: Jobs was referring to the “Think Different” Apple ad campaign that lasted five years and won an Emmy. It focused not on Apple products but on the passion to change the world and features images of icons like Einstein, Edison, Picasso and others.

Somebody told me when I was seventeen to live each day as if it were my last, and that one day I’d be right.”

-- Steve Jobs (chapter 19 paragraph 3)

Importance: Steve Jobs always had death on his mind. It drove him to achieve more and to do it as quickly as possible.



Topics for Discussion

1

How much did Steve Jobs receive for co-designing “Breakthrough” the Atari game? How much did he give Steve Wozniak? What portion of the game did each of them design?

2

What traits did Steve Jobs exhibit in his relationships with Daniel Kottke, Steve Wozniak and Chrisann Brennan?

3

What were some of the physical traits that Steve Jobs was known for? How did they impact his co-workers? Why was Steve Jobs obsessed with diet and fasting?

4

How did Steve Jobs contribute to Apple? How did Steve Wozniak contribute?

5

What problems did Apple have with the Beatles? How were those problems resolved?

6

What kind of relationship did Steve Jobs have with his subordinates? How was he a positive force in the Macintosh project and how was his presence a negative?

7

What were the differing views held by Steve Jobs and Bill Gates about the future of the personal computer? Who was right? How did Bill Gates ultimately put Steve Jobs in his place?

8

Who did Steve Jobs consider his heroes and why? How did he emulate them in his own life and career?



9

What were Steve's goals at NeXT? What was the three-time rule he instituted at his new company?

10

What happened to the Napster music website? How did Apple's music download system work and how did Jobs convince the music industry that it was the best option they had if they wanted to keep making money on their music?