

The Founders Dilemmas

A thought-provoking analysis of the new business paradigm shows how firms that do "everything right" can nevertheless fail because of new technologies and disruptions in the market structure. Reprint.

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

A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In *The Innovator's DNA*, authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (*The Innovator's Dilemma*, *The Innovator's Solution*, *How Will You Measure Your Life?*) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world's best innovators—from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group—the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking, and Experimenting. Once you master these competencies (the authors provide a self-assessment for rating your own innovator's DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company's stock price—an innovation premium—which is possible only by building the code for innovation right into your organization's people, processes, and guiding philosophies. Practical and provocative, *The Innovator's DNA* is an essential resource for individuals and teams who want to strengthen their innovative prowess.

The best entrepreneurs balance brilliant business ideas with a rigorous commitment to serving their customers' needs. If you read nothing else on entrepreneurship and startups, read these 10 articles by experts in the field. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you build your company for enduring success. Leading experts and practitioners such as Clayton Christensen, Marc Andreessen, and Reid Hoffman provide the insights and advice that will inspire you to: Understand what makes entrepreneurial leaders tick Know what matters in a great business plan Adopt lean startup practices such as business model experimentation Be prepared for the race for scale in Silicon Valley Better understand the world of venture capital--and know what you'll get along with VC funding Take an alternative approach to entrepreneurship: buy an existing business and run it as CEO This collection of articles includes "Hiring an Entrepreneurial Leader," by Timothy Butler; "How to Write a Great Business Plan," by William A. Sahlman; "Why the Lean Start-Up Changes Everything," by Steve Blank; "The President of SRI Ventures on Bringing Siri to Life," by Norman Winarsky; "In Search of the Next Big Thing," an interview with Marc Andreessen by Adi Ignatius; "Six Myths About Venture Capitalists," by Diane Mulcahy; "Chobani's Founder on Growing a Start-Up Without Outside Investors," by Hamdi Ulukaya; "Network Effects Aren't Enough," by Andrei Hagiu and Simon Rothman; "Blitzscaling," an interview with Reid Hoffman by Tim Sullivan; "Buying Your Way into

Entrepreneurship," by Richard S. Ruback and Royce Yudkoff; and "The Founder's Dilemma," by Noam Wasserman.

A Wall Street Journal Bestseller Are You a Driver, an Explorer, a Crusader, or a Captain? Many factors shape the success or failure of a new business, whether it's a stand-alone startup or a venture inside a larger corporation. But the most important and least understood of these factors is the personality of the entrepreneur—the particular combination of beliefs and preferences that drives his or her motivation, decision making, and leadership style. And your builder personality is the one resource you can directly control in growing a business that wins. Simply put, who you are shapes how you build for growth. Built for Growth decodes the interplay between builder personality and new business success. Using a patented analytic methodology, authors Chris Kuenne and John Danner discovered four distinct types of highly successful entrepreneurial personalities—the Driver, the Explorer, the Crusader, and the Captain. Each is motivated, makes decisions, manages, and leads their businesses differently. Kuenne and Danner blend pioneering research and exclusive personal interviews to illustrate how each type handles the five dynamic challenges in building a business of lasting value: converting ideas into products, galvanizing individual talent for collaborative impact, transforming buyers into partners, aligning financial and other supporters, and scaling the business. With assessments and tools, including a brief Builder Personality quiz and in-depth profiles of each builder type, Built for Growth is the ultimate guide for how to play to your strengths, complement and compensate for your gaps, and build a successful business—from startup to scale-up. Its vivid stories and practical advice show how you can unlock the potential of your builder personality to shape your business, your team, and your ability to win in the marketplace. Please visit builtforgrowthbook.com to learn more and access the Builder Personality Discovery tool.

The award-winning author of *Founding Brothers* and *The Quartet* now gives us a deeply insightful examination of the relevance of the views of George Washington, Thomas Jefferson, James Madison, and John Adams to some of the most divisive issues in America today. The story of history is a ceaseless conversation between past and present, and in *American Dialogue* Joseph J. Ellis focuses the conversation on the often-asked question "What would the Founding Fathers think?" He examines four of our most seminal historical figures through the prism of particular topics, using the perspective of the present to shed light on their views and, in turn, to make clear how their now centuries-old ideas illuminate the disturbing impasse of today's political conflicts. He discusses Jefferson and the issue of racism, Adams and the specter of economic inequality, Washington and American imperialism, Madison and the doctrine of original intent. Through these juxtapositions--and in his hallmark dramatic and compelling narrative voice--Ellis illuminates the obstacles and pitfalls paralyzing contemporary discussions of these fundamentally important issues.

In this landmark effort to understand African American people in the New World, Gunnar Myrdal provides deep insight into the contradictions of American democracy as well as a study of a people within a people. The title of the book, 'An American Dilemma', refers to the moral contradiction of a nation torn between allegiance to its highest ideals and awareness of the base realities of racial discrimination. The touchstone of this classic is the jarring discrepancy between the American creed of respect for

the inalienable rights to freedom, justice, and opportunity for all and the pervasive violations of the dignity of blacks. The appendices are a gold mine of information, theory, and methodology. Indeed, two of the appendices were issued as a separate work given their importance for systematic theory in social research. The new introduction by Sissela Bok offers a remarkably intimate yet rigorously objective appraisal of Myrdal—a social scientist who wanted to see himself as an analytic intellectual, yet had an unbending desire to bring about change. 'An American Dilemma' is testimonial to the man as well as the ideas he espoused. When it first appeared 'An American Dilemma' was called "the most penetrating and important book on contemporary American civilization" by Robert S. Lynd; "One of the best political commentaries on American life that has ever been written" in The American Political Science Review; and a book with "a novelty and a courage seldom found in American discussions either of our total society or of the part which the Negro plays in it" in 'The American Sociological Review'. It is a foundation work for all those concerned with the history and current status of race relations in the United States.

* Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. *As you read this summary, you will see that the founding decisions of a young company define its entire future. *You will also discover that : a large part of a company's challenges are related to its team and its internal structure; the first decisions should not be taken lightly, because it is very difficult to go back on them afterwards; the choice of the actors to be involved and the role that will be reserved for them determine the resources that the company will have at its disposal; two main motivations influence decision-making: the search for control or profitability. *The creation of a company is an adventure with many unknowns. Numerous studies have been conducted to judge the most productive business strategies, but external factors are not the only agents of success or failure. A company is not just an offer, it is above all a team and a structure. Each of the first decisions, affecting employees, represents a turning point for a young start-up. They must therefore be well thought out and coherent. *Buy now the summary of this book for the modest price of a cup of coffee!

This book analyzes the causes of five dilemmas that are shaping European integration— populism, migration, the Euro, Brexit, and enlargement. While critical of the responses of European Union actors in handling these crises, the author outlines avenues which might avoid the potential collapse of Europe.

Where are you in your business journey? Most entrepreneurs are looking for ways to push their companies to grow and get bigger. But they struggle with decisions about how big they want to become, how much money to keep investing in their company, and how to even go about it. They want more, but they're not sure how to think about the problems, obligations, and risk that come with growth. This is the growth dilemma. In The Growth Dilemma, Ami Kassir, author and nationally renowned expert on access to capital for entrepreneurs, shows you how to sort through your choices to build your business to the size and complexity that makes the most sense for you. He'll walk you through exercises that help you:

- Answer the crucial million-dollar question
- Figure out what entrepreneurial stage you're in
- Determine your

personal risk profile • Identify your own growth aspirations ?Knowing these parts of your puzzle will not only influence how you think about your growth dilemma but also allow you to discover your financing comfort zone. Through the profiles of fifteen real entrepreneurs and companies, you'll also be able to see, throughout the book, examples of how different financing decisions affect every kind of business. As you apply the strategies you learn, you'll find the financing structure that will help you reach your goals.

In the past few years, a number of well-known firms have failed; think of Blockbuster, Kodak, or RadioShack. When we read about their demise, it often seems inevitable—a natural part of "creative destruction." But closer examination reveals a disturbing truth: Companies large and small are shuttering more quickly than ever. What does it take to buck this trend? The simple answer is: ambidexterity. Firms must remain competitive in their core markets, while also winning in new domains. Innovation guru Clayton M. Christensen has been pessimistic about whether established companies can prevail in the face of disruption, but Charles A. O'Reilly III and Michael L. Tushman know they can! The authors explain how shrewd organizations have used an ambidextrous approach to solve their own innovator's dilemma. They contrast these luminaries with companies which—often trapped by their own successes—have been unable to adapt and grow. Drawing on a vast research program and over a decade of helping companies to innovate, the authors present a set of practices to guide firms as they adopt ambidexterity. Top-down and bottom-up leaders are key to this process—a fact too often overlooked in the heated debate about innovation. But not in this case. Readers will come away with a new understanding of how to improve their existing businesses through efficiency, control, and incremental change, while also seizing new markets where flexibility, autonomy, and experimentation rule the day.

A Washington Post Bestseller Three Principles for Managing—and Avoiding—the Problems of Growth Why is profitable growth so hard to achieve and sustain? Most executives manage their companies as if the solution to that problem lies in the external environment: find an attractive market, formulate the right strategy, win new customers. But when Bain & Company's Chris Zook and James Allen, authors of the bestselling Profit from the Core, researched this question, they found that when companies fail to achieve their growth targets, 90 percent of the time the root causes are internal, not external—increasing distance from the front lines, loss of accountability, proliferating processes and bureaucracy, to name only a few. What's more, companies experience a set of predictable internal crises, at predictable stages, as they grow. Even for healthy companies, these crises, if not managed properly, stifle the ability to grow further—and can actively lead to decline. The key insight from Zook and Allen's research is that managing these choke points requires a "founder's mentality"—behaviors typically embodied by a bold, ambitious founder—to restore speed, focus, and connection to customers: • An insurgent's clear mission and purpose • An unambiguous owner mindset • A relentless obsession with

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

An engaging guide to excelling in today's venture capital arena Beginning in 2005, Brad Feld and Jason Mendelson, managing directors at Foundry Group, wrote a long series of blog posts describing all the parts of a typical venture capital Term Sheet: a document which outlines key financial and other terms of a proposed investment. Since this time, they've seen the series used as the basis for a number of college courses, and have been thanked by thousands of people who have used the information to gain a better understanding of the venture capital field. Drawn from the past work Feld and Mendelson have written about in their blog and augmented with newer material, *Venture Capital Financings* puts this discipline in perspective and lays out the strategies that allow entrepreneurs to excel in their start-up companies. Page by page, this book discusses all facets of the venture capital fundraising process. Along the way, Feld and Mendelson touch on everything from how valuations are set to what externalities venture capitalists face that factor into entrepreneurs' businesses. Includes a breakdown analysis of the mechanics of a Term Sheet and the tactics needed to negotiate Details the different stages of the venture capital process, from starting a venture and seeing it through to the later stages Explores the entire venture capital ecosystem including those who invest in venture capitalist Contain standard documents that are used in these transactions Written by two highly regarded experts in the world of venture capital The venture capital arena is a complex and competitive place, but with this book as your guide, you'll discover what it takes to make your way through it.

For the want-to-be entrepreneur thinking about taking the leap, the boot-strapped entrepreneur trying to energize a business three or four years in, and the venture-backed entrepreneur trying to scale, *Why Startups Fail* shows you the key mistakes new ventures make—and how to avoid them. Nearly everyone has an idea for a product they could build or a company they could start. But eight out of 10 new businesses fail within the first three years. Even only one in ten venture-backed startups succeeds, and venture capitalists turn down some 99% of the business plans they see. The odds appear to be stacked against you! But entrepreneurs often make the same avoidable mistakes over and over. *Why Startups Fail* can help you beat the odds and avoid the pitfalls and traps that lead to early startup death. It's easy to point to successes like Apple, Google, and Facebook. But the biggest lessons can come from failure. What decisions were made, and why? What would the founders have done differently? How did one company become a billion-dollar success

while another—with a better product and in the same market—fail? Drawing on personal experience as well as the wisdom of the Silicon Valley startup community, serial entrepreneur, venture capitalist, and blogger Dave Feinleib analyzes companies that have come and gone. In short, powerful chapters, he reveals the keys to successful entrepreneurship: Excellent product/market fit, passion, superb execution, the ability to pivot, stellar team, good funding, and wise spending. In *Why Startups Fail*, you'll learn from the mistakes Feinleib has seen made over and over and find out how to position your startup for success. *Why Startups Fail*: Shows venture-backed startups and boot-strappers alike how to succeed where others fail. Is equally valuable for companies still on the drawing board as well as young firms taking their first steps. Takes you through the key decisions and pitfalls that caused startups to fail and what you can learn from their failures. Covers the critical elements of entrepreneurial success.

Find the roadmap to the heart of the conflict *The Conflict Paradox* is a guide to taking conflict to a more productive place. Written by one of the founders of the professional conflict management field and co-published with the American Bar Association, this book outlines seven major dilemmas that conflict practitioners face every day. Readers will find expert guidance toward getting to the heart of the conflict and will be challenged to adopt a new way to think about the choices disputants face,. They will also be offered practical tools and techniques for more successful intervention. Using stories, experiences, and reflective exercises to bring these concepts to life, the author provides actionable advice for overcoming roadblocks to effective conflict work. Disputants and interveners alike are often stymied by what appear to be unacceptable alternatives,. *The Conflict Paradox* offers a new way of understanding and working with these so that they become not obstacles but opportunities for helping people move through conflict successfully.. Examine the contradictions at the center of almost all conflicts Learn how to bring competition and cooperation, avoidance and engagement, optimism and realism together to make for more power conflict intervention Deal effectively with the tensions between emotions, and logic, principles and compromise, neutrality and advocacy, community and autonomy Discover the tools and techniques that make conflicts less of a hurdle to overcome and more of an opportunity to pursue Conflict is everywhere, and conflict intervention skills are valuable far beyond the professional and legal realms. With insight and creativity, solutions are almost always possible. For conflict interveners and disputants looking for an effective and creative approach to understanding and working with conflict , *The Conflict Paradox* provides a powerful and important roadmap for conflict intervention.

University start-ups are unique in the world of business and entrepreneurship, translating research conducted at and owned by universities into market-ready products--a complex process that requires a combination of scientific, technical, legal, business, and financial skills to be successful. Start-ups have the potential to generate revenue for universities,

enhance faculty recruitment and retention, create jobs, and create investment opportunities for venture capitalists and entrepreneurs. Research to Revenue presents the first-ever comprehensive guide to understanding, starting, and managing university startups. By systematically describing the process of translating academic research into commercial enterprises, Don Rose and Cam Patterson give a thorough, process-oriented, and practical set of guidelines that cover not only best practices but also common--and avoidable--mistakes. They detail the key factors and components that contribute to a successful start-up, explain what makes university start-ups unique, delineate the steps of building and managing them, and describe how to foster and maintain start-ups at a university. Written for faculty and staff working on campus, tech-transfer officers, university administrators, and venture capitalists unfamiliar with university structures, Research to Revenue ensures that any reader unfamiliar with technology commercialization and entrepreneurship will understand the fundamentals of the process, including intellectual property rights, fund-raising, and business models. This work is an invaluable resource for the successful formation and well-managed operation of university start-ups. “Deeply reported and bracingly written, this book is an indispensable guide to modern innovation and entrepreneurship.” —Walter Isaacson, New York Times bestselling author of Code Breaker A definitive, deeply reported look at the origin of PayPal and its founding team, including Elon Musk, Peter Thiel, Reid Hoffman, Max Levchin, and others whose stories have never before been told. They have defined the modern world. This experience defined them. Today, PayPal’s founders and earliest employees are considered the technology industry’s most powerful network. Since leaving PayPal, they have formed, funded, and advised the leading companies of our era, including Tesla, Facebook, YouTube, SpaceX, Yelp, Palantir, LinkedIn, Pinterest, and Airbnb, among many others. They defined 21st-century innovation and entrepreneurship—and still shape that template today. Their names stir passions; they’re as controversial as they are admired. Yet for all their influence, the story of how they first connected and cut their start-up teeth has gone untold. Before igniting the commercial space race or jumpstarting social media’s rise, they were the unknown creators of a scrappy online payment company called PayPal. It would grow to become one of the world’s foremost companies, but that success was anything but certain. From the outset, the team faced industry skeptics, bruising competition, internal strife, the emergence of widespread online fraud, and the devastating dot-com bust of the 2000s. In *The Founders: The Story of PayPal and the Entrepreneurs Who Shaped Silicon Valley*, award-winning author and biographer Jimmy Soni pulls back the curtain on PayPal’s turbulent early days. With hundreds of interviews and unprecedented access to thousands of pages of internal material, Soni shows how the seeds of so much of what shapes our world today—fast-scaling digital start-ups, cashless currency concepts, mobile money transfer—were planted two decades ago. He also reveals the countless individuals whose stories never made the front pages nor earned banner headlines—but whose contributions were vital to PayPal’s success. *The Founders* is a story of iteration and inventiveness, one that casts a long and powerful shadow over modern life. Jimmy Soni’s narrative offers deep insight into how this once-in-a-generation assemblage of talent came to work together and how that collaboration

changed our world forever.

The Founder's Dilemmas examines how early decisions by entrepreneurs can make or break a startup and its team. Drawing on a decade of research, including quantitative data on almost ten thousand founders as well as inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, Noam Wasserman reveals the common pitfalls founders face and how to avoid them.

Fully revised and expanded for the first time in a decade, this is Guy Kawasaki's classic, bestselling guide to launching and making your new product, service, or idea a success. Whether you're an aspiring entrepreneur, small-business owner, intrapreneur, or not-for-profit leader, there's no shortage of advice on topics such as innovating, recruiting, fund raising, and branding. In fact, there are so many books, articles, websites, blogs, webinars, and conferences that many startups get paralyzed, or they focus on the wrong priorities and go broke before they succeed. The Art of the Start 2.0 solves that problem by distilling Guy Kawasaki's decades of experience as one of the most hardworking and irreverent strategists in the business world. Guy has totally overhauled this iconic, essential guide for anyone starting anything. It's 64 percent longer than version 1.0 and features his latest insights and practical advice about social media, crowdfunding, cloud computing, and many other topics. Guy understands the seismic changes in business over the last decade: Once-invulnerable market leaders are struggling. Many of the basics of getting established have become easier, cheaper, and more democratic. Business plans are no longer necessary. Social media has replaced PR and advertising as the key method of promotion. Crowdfunding is now a viable alternative to investors. The cloud makes basic infrastructure affordable for almost any new venture. The Art of the Start 2.0 will show you how to effectively deploy all these new tools. And it will help you master the fundamental challenges that have not changed: building a strong team, creating an awesome product or service, and facing down your competition. As Guy likes to say, "Entrepreneur is a state of mind, not a job title." His book will help you make your crazy ideas stick, through an adventure that's more art than science – the art of the start.

Now available in paperback, Steve Kaplan's Bag the Elephant, is the New York Times, Wall Street Journal, USA Today, and Business Week bestseller that has received praise from around the business community: "Steve Kaplan's elephant strategy is right on the money, as long as you're willing to roll up your sleeves and go to work." Daniel M. Snyder, Owner, Chairman of the Board, The Washington Redskins. "Kaplan shows you how to think BIG, act BIG, and win BIG." Jeffrey Gitomer, author of The Little Red Book of Selling. "A terrific read! From now on, when I think about building business and sales, there's no way I'll ever forget the Elephant." Harvey Mackay, author of Swim with the Sharks Without Being Eaten Alive. Bag the Elephant is all about how smart businesspeople can woo and keep those all-important elephants – the big, make-or-break customers. Like its companion, the New York Times bestseller Be the Elephant, it is filled with dynamic advice and real-life examples, delivered in an energetic, straight-shooting fashion that gets right to the core of its powerful idea: how to land the account that will put you over the top. Here are six keys to achieving the elephant mindset and understanding the big customer. How to map and use a big company's red tape to your advantage. Why the elephant needs you as much as you need it. Preparing yourself and your pitch. How to negotiate with

elephants without losing your profit margins. And how to avoid the five killer mistakes, from mismanaging client expectations to losing sight of the numbers. For small business owners, entrepreneurs, executives, and sales people, stalking and landing an elephant can be the most profitable adventure of your life, and Kaplan explains everything you need to know.

The Founder's Dilemmas Anticipating and Avoiding the Pitfalls That Can Sink a Startup Princeton University Press

Now available in paperback—with a new preface and interview with Jessica Livingston about Y Combinator! *Founders at Work: Stories of Startups' Early Days* is a collection of interviews with founders of famous technology companies about what happened in the very earliest days. These people are celebrities now. What was it like when they were just a couple friends with an idea? Founders like Steve Wozniak (Apple), Caterina Fake (Flickr), Mitch Kapor (Lotus), Max Levchin (PayPal), and Sabeer Bhatia (Hotmail) tell you in their own words about their surprising and often very funny discoveries as they learned how to build a company. Where did they get the ideas that made them rich? How did they convince investors to back them? What went wrong, and how did they recover? Nearly all technical people have thought of one day starting or working for a startup. For them, this book is the closest you can come to being a fly on the wall at a successful startup, to learn how it's done. But ultimately these interviews are required reading for anyone who wants to understand business, because startups are business reduced to its essence. The reason their founders become rich is that startups do what businesses do—create value—more intensively than almost any other part of the economy. How? What are the secrets that make successful startups so insanely productive? Read this book, and let the founders themselves tell you.

A new product, a new service, a new company, a new division, a new anything - where there's a will, Kawasaki shows the way with his essential steps to launching one's dreams.

"Become Your Own Boss is a must-read if you're thinking of launching a business of your own." --Jean Chatzky, bestselling author of *Money 911* and Financial Editor, NBC Today Create a successful business this year! Written by America's #1 Small Business Expert, this essential handbook shows you how to launch your own business in just twelve months. Using her years of experience in business development, Melinda Emerson guides you through the process with step-by-step instructions for developing an effective marketing plan, setting a budget, and maintaining your business once it's up and running. She also offers brand-new strategies for obtaining financing through means like crowdsourcing as well as social media techniques that help build your business--all of which has been updated for today's market. With Emerson's expert business advice, you will finally follow your dreams and become your own boss!

A definitive book for any CEO—first time or otherwise—of a high-growth company While big company CEOs are usually groomed for the job for years, startup CEOs aren't—and they're often young and relatively inexperienced in business in general. Author Matt Blumberg, a technology and marketing entrepreneur, knows this all too well. Back in 1999, he started a company called Return Path, which later became the driving force behind the creation of his blog, OnlyOnce—because "you're only a first time CEO once." Now, more than a decade later, he's written *Startup CEO*. As the fifth book in the *StartUp Revolution* series, this reliable resource

is based on Blumberg's experience as a startup CEO and covers a number of issues he's faced over the dozen years he's been a CEO. Offers valuable insights into how the CEO sets the overall vision and strategy of the company and communicates it to all stakeholders Discusses how to build a company's human capital by recruiting, hiring, and retaining the very best talent Examines how a CEO must align available resources with the company's strategy in order to ensure success Addresses what it takes to master the "How" of being a CEO—from leading an executive team to managing in any type of market Engaging and informative, this book is essential reading for any, and every, CEO.

In nature and business, change is the prevailing constant. This booklet, *Escape the Change Dilemma – Transformation to a Smart Data-Driven World*, draws attention to the continual change in the world of data, the underlying foundation for the larger-scale digital business transformation. The JiVS Information Management Platform sits front and center, setting the stage for company leaders such as the CEO, the CFO, the CIO, and the COO. Furthermore, the leaders' specific dilemmas they have to overcome are described. This publication offers so-called *Escape Routes* from all these exposed dilemmas, and as such, it provides a hands-on cookbook for digital data transformation scenarios. The chief roles of corporate leadership and business and IT leaders of smaller companies, decision-makers, and program leaders tasked with the digital data transformation topic gain significant insight. The digital transformation challenges in large and complex organizations are multifold. The biggest challenge, however, is the legacy challenge. Often preserving the past, many large corporations go in small incremental change steps rather than dramatically change and potentially disrupt business execution's status quo. Considering the massive, gathered data across all the legacy systems, wouldn't it be wishful thinking to consolidate all the data into one central source of truth and getting rid of the old systems? No, it's not wishful thinking. This booklet will explain how corporations can quickly transform data reliably and securely at the push of a button. Numerous *Dilemmas of Change* exist that Graesser explains and breaks down for the most senior leadership roles within companies. As the corporation's overall leader, the CEO needs to decide business matters every day, despite sometimes facing significant knowledge gaps in certain areas. The booklet describes the CEO's five most significant dilemmas along with its *Escape Routes* that guide the way out of the challenges. The CFO's digital data journey's viewpoints center around the compelling business case to decommission old IT systems. And when it comes to Information Technology, the CIO has to escape several dilemmas, too. A compelling hands-on implementation framework for Digital Transformation allows the CIO to conquer the driver's seat in no time. *Escape the Change Dilemma* concludes with hands-on advice to implement data transformation and presents the JiVS Implementation Methodology called 'From Vision to Operation.' In summary, *Escape the Change Dilemma* provides how-to-guides for getting out of digital dilemmas, written for companies' top managers and business leaders. The readers learn about data platforms such as JiVS IMP to kickstart larger corporations' digital journeys and smaller and medium-sized companies.

Note from the Author Hi, my name is Dharmesh, and I'm a startup addict. And, chances are, if you're reading this, you have at least a mild obsession as well. This book is based on content from the OnStartups.com blog. The story behind how the blog got

started is sort of interesting—but before I tell you that story, it'll help to understand my earlier story. As a professional programmer, I used to work in a reasonably fun job doing what I liked to do (write code). Eventually, I got a little frustrated with it all, so at the ripe old age of 24, I started my first software company. It did pretty well. It was on the Inc. 500 list of fastest growing companies three times. It reached millions of dollars of sales and was ultimately acquired. I ran that first company for over 10 years working the typical startup hours. When I sold that company, I went back to school to get a master's degree at MIT. I've always enjoyed academics, and I figured this would be a nice “soft landing” and give me some time to figure out what I wanted to do with my life. As part of my degree requirements, I had to write a graduate thesis. I titled my thesis “On Startups: Patterns and Practices of Contemporary Software Entrepreneurs.” And, as part of that thesis work, I wanted to get some feedback from some entrepreneurs. So, I figured I'd start a blog. I took the first two words of the thesis title, “On Startups,” discovered that the domain name OnStartups.com was available, and was then off to the races. The blog was launched on November 5, 2005. Since then, the blog and associated community have grown quite large. Across Facebook, LinkedIn, and email subscribers, there are over 300,000 people in the OnStartups.com audience. This book is a collection of some of the best articles from over 7 years of OnStartups.com. The articles have been topically organized and edited. I hope you enjoy them.

Dyson has become a byword for high-performing products, technology, design, and invention. Now, James Dyson, the inventor and entrepreneur who made it all happen, tells his remarkable and inspirational story in *Invention: A Life*. Famously, over a four-year period, James Dyson made 5,127 prototypes of the cyclonic vacuum cleaner that would transform the way houses are cleaned around the world. In devoting all his resources to iteratively developing the technology, he risked it all, but out of many failures and setbacks came hard-fought success. His products—including vacuum cleaners, hair dryers and hair stylers, and fans and purifiers—are not only revolutionary technologies, but design classics. This was a legacy of his time studying at the Royal College of Art in the 1960s, when he was inspired by some of the most famous artists, designers, and inventors of the era, as well as his engineering heroes such as Frank Whittle and Alex Issigonis. In *Invention: A Life*, Dyson reveals how he came to set up his own company and led it to become one of the most inventive technology companies in the world. It is a compelling and dramatic tale, with many obstacles overcome. Dyson has always looked to the future, even setting up his own university to help provide the next generation of engineers and designers. For, as he says, “everything changes all the time, so experience is of little use.” Whether you are someone who has an idea for a better product, an aspiring entrepreneur, whether you appreciate great design or a page-turning read, *Invention: A Life* offers you inspiration, hope, and much more.

An in-depth study of American social movements after the Civil War and their lessons for today by a prizewinning historian *The Civil War* unleashed a torrent of claims for equality—in the chaotic years following the war, former slaves, women's rights activists, farmhands, and factory workers all engaged in the pursuit of the meaning of equality in America. This contest resulted in experiments in collective action, as millions joined leagues and unions. In *Equality: An American Dilemma, 1866–1886*, Charles Postel demonstrates how taking stock of these movements forces us to rethink some of the central myths of American history.

Despite a nationwide push for equality, egalitarian impulses oftentimes clashed with one another. These dynamics get to the heart of the great paradox of the fifty years following the Civil War and of American history at large: Waves of agricultural, labor, and women's rights movements were accompanied by the deepening of racial discrimination and oppression. Herculean efforts to overcome the economic inequality of the first Gilded Age and the sexual inequality of the late-Victorian social order emerged alongside Native American dispossession, Chinese exclusion, Jim Crow segregation, and lynch law. Now, as Postel argues, the twenty-first century has ushered in a second Gilded Age of savage socioeconomic inequalities. Convincing and learned, *Equality* explores the roots of these social fissures and speaks urgently to the need for expansive strides toward equality to meet our contemporary crisis.

From New York Times bestselling historian H. W. Brands comes the riveting story of how, in nineteenth-century America, a new set of political giants battled to complete the unfinished work of the Founding Fathers and decide the future of our democracy. In the early 1800s, three young men strode onto the national stage, elected to Congress at a moment when the Founding Fathers were beginning to retire to their farms. Daniel Webster of Massachusetts, a champion orator known for his eloquence, spoke for the North and its business class. Henry Clay of Kentucky, as dashing as he was ambitious, embodied the hopes of the rising West. South Carolina's John Calhoun, with piercing eyes and an even more piercing intellect, defended the South and slavery. Together these heirs of Washington, Jefferson and Adams took the country to war, battled one another for the presidency and set themselves the task of finishing the work the Founders had left undone. Their rise was marked by dramatic duels, fierce debates, scandal and political betrayal. Yet each in his own way sought to remedy the two glaring flaws in the Constitution- its refusal to specify where authority ultimately rested, with the states or the nation, and its unwillingness to address the essential incompatibility of republicanism and slavery. They wrestled with these issues for four decades, arguing bitterly and hammering out political compromises that held the Union together, but only just. Then, in 1850, when California moved to join the Union as a free state, "the immortal trio" had one last chance to save the country from the real risk of civil war. But, by that point, they had never been further apart. Thrillingly and authoritatively, H. W. Brands narrates an epic American rivalry and the little-known drama of the dangerous early years of our democracy.

The definitive career guide for grad students, adjuncts, post-docs and anyone else eager to get tenure or turn their Ph.D. into their ideal job. Each year tens of thousands of students will, after years of hard work and enormous amounts of money, earn their Ph.D. And each year only a small percentage of them will land a job that justifies and rewards their investment. For every comfortably tenured professor or well-paid former academic, there are countless underpaid and overworked adjuncts, and many more who simply give up in frustration. Those who do make it share an important asset that separates them from the pack: they have a plan. They understand exactly what they need to do to set themselves up for success. They know what really moves the needle in academic job searches, how to avoid the all-too-common mistakes that sink so many of their peers, and how to decide when to point their Ph.D. toward other, non-academic options. Karen Kelsky has made it her mission to help readers join the select few

who get the most out of their Ph.D. As a former tenured professor and department head who oversaw numerous academic job searches, she knows from experience exactly what gets an academic applicant a job. And as the creator of the popular and widely respected advice site The Professor is In, she has helped countless Ph.D.'s turn themselves into stronger applicants and land their dream careers. Now, for the first time ever, Karen has poured all her best advice into a single handy guide that addresses the most important issues facing any Ph.D., including: -When, where, and what to publish -Writing a foolproof grant application -Cultivating references and crafting the perfect CV -Acing the job talk and campus interview -Avoiding the adjunct trap -Making the leap to nonacademic work, when the time is right The Professor Is In addresses all of these issues, and many more.

After two decades of research on founders, a best-selling book on the subject, and experience teaching and mentoring thousands of students in this field, Noam Wasserman is a prominent authority on startups. Hearing from countless readers and students that his insights helped them with important life decisions, beyond the incubator and boardroom, Wasserman brings us a new book that applies to everyday life his research on the methods of successful startup founders. Like entrepreneurs, we all deal with uncertainty, tough decision-making, and necessary problem-solving. Whether we freelance or work for large organizations, whether we're married or single, have kids or not, we must be able to think on our feet, assess risks and opportunities, and recruit others to help us navigate them. This book offers important advice for envisioning change in our lives—from contemplating the next step in a relationship to making a radical career move—and managing changes to which we've already committed. We can learn to recognize our own well-worn patterns and keep our tendencies and habits in check, recruit a personal taskforce—our own board of directors—to advise us, and plan ahead for growth. With his extensive database of entrepreneurship case studies—from Pandora to Twitter to Nike—complemented with data on 20,000 founders, Wasserman is able to go deeply into the entrepreneurial mindset and show us how startups provide specific lessons for crafting our most successful lives.

In this moving and eloquent portrait, Heilbron describes how the founder of quantum theory rose to the pinnacle of German science. He shows how Planck suffered morally and intellectually as his lifelong habit of service to his country and to physics was confronted by the realities of World War I and the brutalities of the Third Reich.

A guide to the early decisions that can make or break startup ventures Often downplayed in the excitement of starting up a new business venture is one of the most important decisions entrepreneurs will face: should they go it alone, or bring in cofounders, hires, and investors to help build the business? More than just financial rewards are at stake. Friendships and relationships can suffer. Bad decisions at the inception of a promising venture lay the foundations for its eventual ruin. The Founder's Dilemmas is the first book to examine the early decisions by entrepreneurs that can make or break a startup and its team. Drawing on a decade of research, Noam Wasserman reveals the common pitfalls founders face and how to avoid them. He looks at whether it is a good idea to cofound with friends or relatives, how and when to split the equity within the founding team, and how to recognize when a successful founder-CEO should exit or be fired.

Wasserman explains how to anticipate, avoid, or recover from disastrous mistakes that can splinter a founding team, strip founders of control, and leave founders without a financial payoff for their hard work and innovative ideas. He highlights the need at each step to strike a careful balance between controlling the startup and attracting the best resources to grow it, and demonstrates why the easy short-term choice is often the most perilous in the long term. *The Founder's Dilemmas* draws on the inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, while mining quantitative data on almost ten thousand founders. People problems are the leading cause of failure in startups. This book offers solutions.

In their startling new book, authors Brown and Eisenhardt contend that to prosper in today's fiercely competitive business environments, a new paradigm--competing on the edge--must be implemented as a new survival strategy. This book focuses on specific management dilemmas and illustrates solutions that work when the name of the game is change. *Slicing Pie* outlines a simple process for making sure that the founders and early employees of a start-up company get their fair share of the equity. You will learn: How to value the time and resources an individual brings to the company relative to the contributions of others ; The right way to value intangible things like ideas and relationships ; What to do when a founder leaves your company ; How to handle equity when you have to fire someone. (4e de couv.).

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

false narratives that surround it.

What avoidable problem destroys more young startups than any other? Why is it a mistake to ask for introductions to investors? When do you play the CEO card? Should you sell out? Author and four-time founder/CEO Dan Shapiro tells the stories of dozens of startups whose companies lived and died by the advice in these pages. From inception to destruction and triumph to despair, this rollercoaster read takes aspiring entrepreneurs from the highs of billion-dollar payouts and market-smashing success to the depths of impostor syndrome and bankruptcy. *Hot Seat* is divided into the five phases of the startup CEO experience: **Founding** explains how to formulate your idea, allocate equity, and not argue yourself to death **Funding** provides the keys to venture capital, angels, and crowdfunding, plus clear advice on which approach to choose **Leadership** lays out a path to build a strategy and culture for your team that will survive good times and bad **Management** reveals how to manage your board, argue with your team, and play the CEO card **Endgame** explains how to finish a company's existence with grace, wealth, and minimal litigation

Often downplayed in the excitement of starting up a new business venture is one of the most important decisions entrepreneurs will face: should they go it alone, or bring in cofounders, hires, and investors to help build the business? More than just financial rewards are at stake. Friendships and relationships can suffer. Bad decisions at the inception of a promising venture lay the foundations for its eventual ruin. *The Founder's Dilemmas* is the first book to examine the early decisions by entrepreneurs that can make or break a startup and its team. Drawing on a decade of research, Noam Wasserman reveals the common pitfalls founders face and how to avoid them. He looks at whether it is a good idea to cofound with friends or relatives, how and when to split the equity within the founding team, and how to recognize when a successful founder-CEO should exit or be fired. Wasserman explains how to anticipate, avoid, or recover from disastrous mistakes that can splinter a founding team, strip founders of control, and leave founders without a financial payoff for their hard work and innovative ideas. He highlights the need at each step to strike a careful balance between controlling the startup and attracting the best resources to grow it, and demonstrates why the easy short-term choice is often the most perilous in the long term. *The Founder's Dilemmas* draws on the inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, while mining quantitative data on almost ten thousand founders. People problems are the leading cause of failure in startups. This book offers solutions.

You're only a startup CEO once. Do it well with *Startup CEO*, a "master class in building a business." —Dick Costolo, Former CEO, Twitter Being a startup CEO is a job like no other: it's difficult, risky, stressful, lonely, and often learned through trial and error. As a startup CEO seeing things for the first time, you're likely to make mistakes, fail, get things wrong, and feel like you don't have any control over outcomes. Author Matt Blumberg has been there, and in *Startup*

CEO he shares his experience, mistakes, and lessons learned as he guided Return Path from a handful of employees and no revenues to over \$100 million in revenues and 500 employees. Startup CEO is not a memoir of Return Path's 20-year journey but a thoughtful CEO-focused book that provides first-time CEOs with advice, tools, and approaches for the situations that startup CEOs will face. You'll learn: How to tell your story to new hires, investors, and customers for greater alignment How to create a values-based culture for speed and engagement How to create business and personal operating systems so that you can balance your life and grow your company at the same time How to develop, lead, and leverage your board of directors for greater impact How to ensure that your company is bought, not sold, when you exit Startup CEO is the field guide every CEO needs throughout the growth of their company.

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