

# The Intel Trinity How Robert Noyce Gordon Moore And Andy Grove Built Worlds Most Important Company Michael S Malone

We are at the dawn of the Autonomous Revolution, a technological revolution as decisive as the Agricultural and Industrial Revolutions. Autonomous machines are capable of learning and adapting faster than humans and entirely on their own. And for the first time in human history we no longer require physical locations to work, play, shop, socialize, or be entertained. William Davidow and Michael Malone, authors of the seminal book *The Virtual Corporation*, explore the enormous implications of these developments. They show why increases in productivity no longer translate into increases in the GDP, how invisible algorithms control what you see and hear, and much more. Many of the book's recommendations—such as monetizing internet usage and making companies pay for personal information—are likely to be controversial, but this debate needs to begin now, before the Autonomous Revolution overcomes us.

'Simple can be harder than complex. You have to work hard to get your thinking clean to make it simple. But it's worth it in the end, because once you get there, you can move mountains' Steve Jobs, *BusinessWeek*, May 25, 1998 To Steve Jobs, Simplicity wasn't just a design principle. It was a religion and a weapon. The obsession with Simplicity is what separates Apple from other technology companies. It's what helped Apple recover from near death in 1997 to become the most valuable company on Earth in 2011, and guides the way Apple is organized, how it designs products, and how it connects with customers. It's by crushing the forces of Complexity that the company remains on its stellar trajectory. As creative director, Ken Segall played a key role in Apple's resurrection, helping to create such critical campaigns as 'Think Different' and naming the iMac. *Insanely Simple* is his insider's view of Jobs' world. It reveals the ten elements of Simplicity that have driven Apple's success - which you can use to propel your own organisation. Reading *Insanely Simple*, you'll be a fly on the wall inside a conference room with Steve Jobs, and on the receiving end of his midnight phone calls. You'll understand how his obsession with Simplicity helped Apple perform better and faster. So says Hall of Fame quarterback and hugely successful serial entrepreneur Fran Tarkenton. Don't get him wrong—there's no one more competitive or keener on winning than Fran. But in his inspiring and insightful new book, *The Power of Failure*, Tarkenton illustrates with hard, real-life examples why the most successful entrepreneurs are those with the courage, the resilience, the intelligence, and the competitive spirit to fail often, fail faster, and fail better—to achieve ultimate success. Candid, concise, quotable, and realistic, Fran Tarkenton is the best possible guide to finding success through the power of failure.

IBM is in trouble in 2014. The iconic computer company has mismanaged itself into a rut it may be unable to get out of. Technology journalist Robert X. Cringely explains how Big Blue got to where it is today and what can still be done to save the company before it is too late.

On 8 December 2003 the British public voted Sir Steven Redgrave the Golden Sports Personality of the last fifty years. A fitting award for Britains most successful Olympian ever, who on 23 September 2000 entered the record books as the only athlete ever to have won five consecutive Olympic gold medals. Steves fascinating autobiography tells the story of an outstanding sporting career, from his first contact with rowing as a 13-year-old schoolboy, through his battle with diabetes and colitis. He discusses his rowing partnership with Matthew Pinsent and describes the extreme pressures and emotional conflicts that can cement or destroy a team. He speaks too of his struggle to preserve a balanced family life in the face of an extraordinarily intensive training programme and reveals both the mental and physical pain that go hand in hand with being a world champion. Updated with an additional chapter for

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2004, *A Golden Age* is a spellbinding insight into the lifestyle and history of one of the world's most motivated and illustrious sportsmen.

*What Does it Take to Get Ahead Now—And Stay There?* High performance has always required shrewd strategy and superb execution. These factors remain critical, especially given today's unprecedented business climate. But Rich Karlgaard—Forbes publisher, entrepreneur, investor, and board director—takes a surprising turn and argues that there is now a third element that's required for competitive advantage. It fosters innovation, it accelerates strategy and execution, and it cannot be copied or bought. It is found in a perhaps surprising place—your company's values. Karlgaard examined a variety of enduring companies and found that they have one thing in common; all have leveraged their deepest values alongside strategy and execution, allowing them to fuel growth as well as weather hard times. Karlgaard shares these stories and identifies the five key variables that make up every organization's "soft edge": Trust:

**Northwestern Mutual** has built a \$25 billion revenue juggernaut on trust, the foundation of lasting success. Learn how to create an environment that engenders trust and propels high performance. **Smarts:** In most technical fields your formal education quickly becomes out of date. How do you keep up? Learn how the Mayo Clinic, Stanford University women's basketball team, and others stay on top by relentlessly pursuing an advantage through smarts. **Teamwork:** Since collaboration and innovation are a must in the global economy, effective teamwork is vital. Learn how global giant FedEx stays focused and how nimble Nest Labs relies on lean teams with cognitive diversity. **Taste:** Clever product design and integration are proxies for intelligence because they make customers feel smart. But taste goes further into deep emotional engagement. Specialized Bicycles calls it "the elusive spot between data truth and human truth." How can you consistently make products or services that trigger these emotional touch points? **Story:** Companies that achieve lasting success have an enduring and emotionally appealing story. What's your company's story? How do you tell it your way? Gain the ability to create a powerful narrative in a world where outsiders often exercise the louder voice.

Today's markets have splintered into millions of powerful consumer communities—how can businesses adapt? It's no secret that traditional mass marketing—network television, newspapers, direct mail—is dying. Consumer markets are increasingly fragmented, even as they become more connected, transparent, and global. The future of business is about penetrating self-forming niches, from affinity groups on Facebook to thousands of satellite channels and millions of private online communities. So how can businesses reach new customers, win their trust, and earn their loyalty? Tom Hayes and Michael S. Malone urge an entirely new approach, embracing small, trust-based online groups as powerful vehicles for creating customers and gathering invaluable feedback. But what they call "marketing 3.0" isn't as simple as setting up a YouTube channel. Drawing on many case studies, the authors offer a new set of tools for a world where attention is harder than ever to capture, but even more lucrative to hold. They explain how to use social media for a new kind of marketing—bottom-up instead of top-down, personal rather than public, subtle rather than full frontal. The payoff is a return to the power of old-fashioned handselling—turbocharged by bleeding-edge technology.

A groundbreaking book that sheds new light on the vital importance of teams as the fundamental unit of organization and competition in the global economy. Teams—we depend on them for both our professional success and our personal happiness. But isn't it odd how little scrutiny we give them? The teams that make up our lives are created mostly by luck, happenstance, or circumstance—but rarely by design. In trivial matters—say, a bowling team, the leadership of a neighborhood group, or a holiday party committee—success by serendipity is already risky enough. But when it comes to actions by fast-moving start-ups, major corporations, nonprofit institutions, and governments, leaving things to chance can be

downright dangerous. Offering vivid reports of the latest scientific research, compelling case studies, and great storytelling, Team Genius shows managers and executives that the planning, design, and management of great teams no longer have to be a black art. It explores solutions to essential questions that could spell the difference between success and obsolescence. Do you know how to reorganize your subpar teams to turn them into top performers? Can you identify which of the top-performing teams in your company are reaching the end of their life span? Do you have the courage to shut them down? Do you know how to create a replacement team that will be just as effective—without losing time or damaging morale? And, most important, are your teams the right size for the job? Throughout, Rich Karlgaard and Michael S. Malone share insights and real-life examples gleaned from their careers as journalists, analysts, investors, and globetrotting entrepreneurs, meeting successful teams and team leaders to reveal some "new truths": The right team size is usually one fewer person than what managers think they need. The greatest question facing good teams is not how to succeed, but how to die. Good "chemistry" often makes for the least effective teams. Cognitive diversity yields the highest performance gains—but only if you understand what it is. How to find the "bliss point" in team intimacy—and become three times more productive. How to identify destructive team members before they do harm. Why small teams are 40 percent more likely to create a successful breakthrough than a solo genius is. Why groups of 7 ( $\pm 2$ ), 150, and 1,500 are magic sizes for teams. Eye-opening, grounded, and essential, Team Genius is the next big idea to revolutionize business.

CHERUB agents are all seventeen and under. They wear skate tees and hemp, and look like regular kids. But they're not. They are trained professionals who are sent out on missions to spy on terrorists and international drug dealers. CHERUB agents hack into computers, bug entire houses, and download crucial documents. It is a highly dangerous job. For their safety, these agents DO NOT EXIST. Leona is a small-time crook with big money. When the cops call in CHERUB, James's mission looks entirely routine: make nice with Leon's kids, dig up some leads, and infiltrate his home. But when James suddenly unravels a much larger plot, the mission becomes anything but ordinary. Unfortunately, the only person who might know the truth is a reclusive eighteen-year-old boy -- who happens to have died more than a year ago. Learn leadership from the best—proven insights from the power elite in business, government, and beyond View from the Top brings readers inside the corridors of power and relates the personal stories and powerful findings from the Platinum Study, a groundbreaking study of 550 elite American CEOs, senior government leaders, and nonprofit executives based on ten years of research. The largest study of its kind, the Platinum Study delves into the domains of the elite with stories that illustrate both the use and misuse of power across the landscape of prominent American institutions such as AT&T, Harvard University, Under Armour, JP Morgan Chase, Bain & Company, and the White House. The book explores not only how leaders wield power, but it also provides readers with insight into applying the strategies of the successful in their own lives. In the United States, only a few thousand individuals make the decisions that influence the lives of over 300 million people. Whether in the government, business, higher education, or the arts, these individuals direct policy and set the terms of national debates, yet remain virtually unknown. View from the Top explores the real lives of the elite and the social worlds they inhabit, revealing lessons about influence at the top, and the seven principles that shape those in power. The results of the Platinum Study include unexpected truths such as: Being born into wealth is a poor predictor of leadership success One program can set you on the path to leadership It doesn't matter what college you attend A leader's best work never sees the light of day Time-crushed

executives are better situated than most to manage their family lives Crisis is the quickest way for a leader to shape an institution Working longer does not mean working better The book examines the different paths to power and describes the essence of leadership and the fundamental traits that distinguish a leader from the pack. For anyone seeking sharpen their leadership skills and impact the world around them, View from the Top: An Inside Look at How People in Power See and Shape the World provides the roadmap to taking charge and inspiring change.

Praise for DRIVING EXCELLENCE "A well-organized compendium of immense common sense. [The authors'] values-based, walk-the-talk approach recognizes the fast-changing environment we live in. It shows the importance of aggregating and integrating knowledge and experience on a continuing basis. Finally, it demonstrates the significance of creating a culture that reinforces those values and takes pride in thriving on the complexity." —John E. Abele, founder and Director, Boston Scientific Corporation

"The Aggregate System is a powerful blend of strategic formula, exceptional culture, and human systems combined into a complete self-perpetuating system to produce exceptional performance. Anyone interested in improving the performance of his or her company should read this book." —Jerry Colangelo, CEO and Chairman, Phoenix Suns

"This is not another 'silver bullet' piece of academic advice on how to do a quick fix to some imaginary business. Driving Excellence is a serious and detailed insight into how a real CEO, Steve Sanghi, has transformed a real company, Microchip, into a world-class enterprise. Anyone interested in understanding the realities of implementing and sustaining an enterprise-wide constant improvement plan should read this book." —Dean Kamen, founder and President, DEKA Research & Development Corporation, inventor of the Segway HT, National Inventors Hall of Fame inductee

"Driving Excellence is the first book to deal with the integration of all the core elements that are essential to running a business. It should be required reading for all executives and venture firms looking to boost return on invested capital and add some consistency to their growth. High praise is due to Michael Jones and Steve Sanghi for developing a blueprint that works in the real world." —Ed Sperling, Editor in Chief, Electronic News

"This book provides a nicely developed framework to understand organizational effectiveness and performance, drawing upon Sanghi's managerial skills, perfected in his significant turnaround performance at Microchip. Importantly, the reader benefits from insight and experience about building an organizational culture productive to performance and competitiveness." —Steven Stralser, PhD, author of MBA in a Day

In the bestselling tradition of *The Soul of a New Machine*, *Dealers of Lightning* is a fascinating journey of intellectual creation. In the 1970s and '80s, Xerox Corporation brought together a brain-trust of engineering geniuses, a group of computer eccentrics dubbed PARC. This brilliant group created several monumental innovations that triggered a technological revolution, including the first personal computer, the laser printer, and the graphical interface (one of the main precursors of the Internet), only to see these breakthroughs rejected by the corporation. Yet, instead of giving up, these determined inventors turned their ideas into empires that radically altered contemporary life and changed the world. Based on extensive interviews with the scientists, engineers, administrators, and executives who lived the story, this riveting chronicle details PARC's humble beginnings through its triumph as a hothouse for ideas, and shows why Xerox was never able to grasp, and ultimately exploit, the cutting-edge

innovations PARC delivered. Dealers of Lightning offers an unprecedented look at the ideas, the inventions, and the individuals that propelled Xerox PARC to the frontier of technohistory--and the corporate machinations that almost prevented it from achieving greatness.

From the New York Times bestselling author of *The Accidental Billionaires* and *Bringing Down the House*—the sources for the films *The Social Network* and *21*—comes the larger-than-life true tale of a group of American college buddies who brilliantly built a billion-dollar online poker colossus based out of the hedonistic paradise of Costa Rica. One problem: the U.S. Department of Justice was gunning for them. . . . Based on extensive insider interviews and participation, acclaimed author Ben Mezrich's *Straight Flush* tells the captivating rags-to-riches tale of a group of University of Montana frat brothers who turned a weekly poker game in the basement of a local dive bar into AbsolutePoker.com, one of the largest online companies in the world, on par with some of the behemoths of the Internet. At its height, Absolute Poker was an online empire earning more than a million dollars a day, following savvy business strategy and even better luck. Its founders set up their operations in the exotic jungle paradise of Costa Rica, embracing an outrageous lifestyle of girls, parties, and money. Meanwhile, the gray area of U.S. and international law in which the company operated was becoming a lot more risky, and soon the U.S. Department of Justice had placed a bull's-eye on Absolute Poker. Should they fold—or double down and ride their hot hand? Impossible to put down, *Straight Flush* is an exclusive, never-before-seen look behind the headlines of one of the wildest business stories of the past decade.

Provides the inside story of the rise and fall of IBM, offering a devastating study of corporate bureaucracy, lack of foresight, and decline. Reprint. 75,000 first printing. Tour.

Originally published in 1997 and now available as an ebook. The first book on 'the most profitable company on earth', by the bestselling author of *Virgin King*. This edition does not include illustrations.

Barely fifty years ago a computer was a gargantuan, vastly expensive thing that only a handful of scientists had ever seen. The world's brightest engineers were stymied in their quest to make these machines small and affordable until the solution finally came from two ingenious young Americans. Jack Kilby and Robert Noyce hit upon the stunning discovery that would make possible the silicon microchip, a work that would ultimately earn Kilby the Nobel Prize for physics in 2000. In this completely revised and updated edition of *The Chip*, T.R. Reid tells the gripping adventure story of their invention and of its growth into a global information industry. This is the story of how the digital age began.

The triumphs and setbacks of inventor and entrepreneur Robert Noyce are illuminated in a biography that describes his colorful life in context of the evolution of the high-tech industry and the complex interrelationships among technology, business, big money, politics, and culture in Silicon Valley.

Reveals the behind-the-scenes story of the downfall of Apple Computer, a tale of incredible technological inventiveness undercut by corporate ineptitude and internal competition featuring a bruising portrait of the company's co-founder, Steve Jobs. Former Wall Street Journal technology reporter Yukari Iwatani Kane delves deep inside Apple in the two years since Steve Jobs's death, revealing the tensions and challenges CEO Tim

Cook and his team face as they try to sustain Jobs's vision and keep the company moving forward. Steve Jobs's death raised one of the most pressing questions in the tech and business worlds: Could Apple stay great without its iconic leader? Many inside the company were eager to prove that Apple could be just as innovative as it had been under Jobs. Others were painfully aware of the immense challenge ahead. As its business has become more complex and global, Apple has come under intense scrutiny, much of it critical. Maintaining market leadership has become crucial as it tries to conquer new frontiers and satisfy the public's insatiable appetite for "insanely great" products. Based on over two hundred interviews with current and former executives, business partners, Apple watchers and others, *Haunted Empire* is an illuminating portrait of Apple today that offers clues to its future. With nuanced insights and colorful details that only a seasoned journalist could glean, Kane goes beyond the myths and headlines. She explores Tim Cook's leadership and its impact on Jobs's loyal lieutenants, new product development, and Apple's relationships with Wall Street, the government, tech rivals, suppliers, the media, and consumers. Hard-hitting yet fair, *Haunted Empire* reveals the perils and opportunities an iconic company faces when it loses its visionary leader.

The definitive history of the Intel Corporation—the essential company of the digital age—told through the lives of its three preeminent figures: Robert Noyce, Gordon Moore, and Andy Grove Intel has often been hailed as the most important company in the world, and with good reason: While technology companies come and go, Intel remains, more than four decades after its inception, a defining company of the global digital economy. The legendary inventor of the microprocessor—the single most significant product in the modern world—Intel today builds the tiny "engines" that power almost every intelligent electronic device on the planet. But the true story of Intel is the human story of the three geniuses behind it. In *The Intel Trinity*, Michael S. Malone takes an unflinching look at the strengths and weaknesses each member of the trio has brought to Intel, and how, without the perfect balance, the company would never have reached its current level of success. Robert Noyce, the most respected high-tech figure of his generation, brought credibility (and money) to the company's founding; Gordon Moore made Intel the world's technological leader; and Andy Grove relentlessly drove the company to ever-higher levels of success and competitiveness. Without any one of these figures, Intel would never have achieved its historic success; with them, Intel made possible the personal computer, the Internet, telecommunications, and the personal electronics revolution. Based on unprecedented access to corporate archives, *The Intel Trinity* reveals the fascinating stories behind the company's ubiquitous products and the unique business practices—including a willingness to commit to new ideas, an initiative to make bold investments in lean times, and a devotion to upholding Gordon Moore's namesake law—that led Intel to consistent success unheard of elsewhere in the tech world. *The Intel Trinity* is not just the story of Intel's legendary past; it is also an analysis of the formidable challenges that lie ahead as the company struggles to maintain its dominance, its culture, and its legacy.

Elegant and concise, this childhood memoir of Andy Grove, one of the pioneers of Silicon Valley, begins in Budapest, Hungary where the author was born into a secular Jewish family in 1936. As a small child, Andris Grof was told, "Jesus Christ was killed by the Jews, and because of that, all of the Jews will be thrown into the Danube." Grof's school years were marked by such anti-semitism and interrupted first by the Nazi occupation and then by the post-war Communist regime. He was a good student who excelled at chemistry which he was studying at the University of Budapest when the Hungarian uprising of 1956 persuaded him to "swim across" the border and emigrate to the West. Grove provides an interesting sketch of a boy's coming of age in a deeply dangerous 20th century Budapest under the control of Nazis and then Communists and concludes the memoir with an account of his escape and eventual resumption of his studies at the City College of New York. "Haunting and inspirational. It

should be required reading in schools.” — Tom Brokaw “A poignant memoir... a moving reminder of the meaning of America and the grit and courage of a remarkable young man who became one of America’s phenomenal success stories.” — Henry Kissinger “This honest and riveting account gives a fascinating insight into the man who wrote *Only the Paranoid Survive*.” — George Soros “Andy Grove is a tremendous role model, and his book sheds light on his amazing journey. I would choose him as my doubles partner any day!” — Monica Seles “Combines a unique and often harrowing personal experience with the virtues of fiction at its most engrossing — vivid scenes, sharply delineated characters, and an utterly compelling narrative... a wonderful reading experience.” — Richard North Patterson “A poignant tale leading to human courage and hope.” — Elie Wiesel “Grove, the founder and chairman of Intel Corporation, does not whine about his hardships. Instead he recalls ordinary events and matter-of-factly juxtaposes these against the turmoil of midcentury Hungary, creating a subtle though compelling commentary on the power to endure.” — Diane Scharper, *The New York Times* “Swimming Across tells the childhood stories [Grove] has guarded since first entering the public eye four decades ago... [It] is driven not by executives battling for money and power, but the experiences — some mundane, some extraordinary — of a nonobservant Jewish boy growing up in Hungary through a fascist regime, a Nazi invasion and a Soviet occupation.” — Chris Gaither, *The New York Times* “The intelligence, dedication and ingenuity that earned him fame and fortune (he was *Time*’s Man of the Year in 1997) are evident early on... Grove’s story stands smartly amid inspirational literature by self-made Americans” — *Publishers Weekly* “A tight, simply told, extremely intimate memoir... a polished, solid portrait of a particular time and place.” — *Kirkus* “[A] moving and inspiring memoir... Grove’s account of life in Hungary in the 1950s is a vivid picture of a tumultuous period in world history.” — *Booklist*

A history of electricity and electronics, and how the electron at first bothered mankind, then gradually became useful, and now dominates our lives.

This volume celebrates the can-do, risk-taking, creative pioneers of Texas Instruments from its inception in the 1930s as a tiny geophysical exploration company working out of the back of a truck in the oilfields of the Southwest, to its status in the world today as one of the world’s leading electronics companies. From the determination of its founders--Eugene McDermott, Erik Jonsson, Cecil Green, and Pat Haggerty--to the genius of its inventors such as Nobel prizewinner Jack Kilby, TI has transformed the world in seven and a half decades. In photographs and anecdotes, the book tells TI’s history of innovation in products and technologies, including the development of the first commercial silicon transistors, the first integrated circuits, and the first electronic hand-held calculators. Today, this Fortune 500 company is at the forefront of digital signal processing and analog technologies--the semiconductor engines of the Internet age. TIers are currently working on solutions for large global markets such as wireless and broadband access, and for a variety of emerging markets such as digital projection systems and digital audio. The seventy-five vignettes making up this history paint a picture of TI and its people, providing a window into a corporate culture that fosters the creativity and mental toughness to compete in the world semiconductor market. The stories, in addition, show TI’s staunch sense of fiscal responsibility, civic mindedness, and high ethical standards in its business practices.

Who really runs the global economy? Who benefits most from it? The answer is a triad of 'governance institutions' - The IMF, the World Bank and the WTO. Globalization massively increased the power of these institutions and they drastically affected the livelihoods of peoples across the world. Yet they operate undemocratically and aggressively promote a particular kind of neoliberal capitalism. Under the 'Washington Consensus' they proposed, poverty was to be ended by increasing inequality. This new edition of *Unholy Trinity*, completely updated and revised, argues that neoliberal global capitalism has now entered a period of crisis so severe that governance will become impossible. Huge incomes for a small number of super-rich

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people produced an unstable global economy, rife with speculation and structurally prone to crises. The IMF is in disgrace, the WTO can hardly meet anymore and the World Bank survives as a global philanthropist. Is this the end for the Unholy Trinity?

This book sets out the principles of engineering practice, knowledge that has come to light through more than a decade of research by the author and his students studying engineers at work. Until now, this knowledge has been almost entirely unwritten, passed on invisibly from one generation of engineers to the next, what engineers refer to as *sexpe*. Based on unprecedented access to the corporation's archives, *The Intel Trinity* is the first full history of Intel Corporation—the essential company of the digital age—told through the lives of the three most important figures in the company's history: Robert Noyce, Gordon Moore, and Andy Grove. Often hailed the “most important company in the world,” Intel remains, more than four decades after its inception, a defining company of the global digital economy. The legendary inventors of the microprocessor—the single most important product in the modern world—Intel today builds the tiny “engines” that power almost every intelligent electronic device on the planet. But the true story of Intel is the human story of the trio of geniuses behind it. Michael S. Malone reveals how each brought different things to Intel, and at different times. Noyce, the most respected high tech figure of his generation, brought credibility (and money) to the company's founding; Moore made Intel the world's technological leader; and Grove, has relentlessly driven the company to ever-higher levels of success and competitiveness. Without any one of these figures, Intel would never have achieved its historic success; with them, Intel made possible the personal computer, Internet, telecommunications, and the personal electronics revolutions. *The Intel Trinity* is not just the story of Intel's legendary past; it also offers an analysis of the formidable challenges that lie ahead as the company struggles to maintain its dominance, its culture, and its legacy. With eight pages of black-and-white photos.

Our world today -- from the phone in your pocket to the car that you drive, the allure of social media to the strategy of the Pentagon -- has been shaped irrevocably by the technology of silicon transistors. Year after year, for half a century, these tiny switches have enabled ever-more startling capabilities. Their incredible proliferation has altered the course of human history as dramatically as any political or social revolution. At the heart of it all has been one quiet Californian: Gordon Moore. At Fairchild Semiconductor, his seminal Silicon Valley startup, Moore -- a young chemist turned electronics entrepreneur -- had the defining insight: silicon transistors, and microchips made of them, could make electronics profoundly cheap and immensely powerful. Microchips could double in power, then redouble again in clockwork fashion. History has borne out this insight, which we now call "Moore's Law", and Moore himself, having recognized it, worked endlessly to realize his vision. With Moore's technological leadership at Fairchild and then at his second start-up, the Intel Corporation, the law has held for fifty years. The result is profound: from the days of enormous, clunky computers of limited capability to our new era, in which computers are placed everywhere from inside of our bodies to the surface of Mars. Moore led nothing short of a revolution. In *Moore's Law*, Arnold Thackray, David C. Brock, and Rachel Jones give the authoritative account of Gordon Moore's life and his role in the development both of Silicon Valley and the transformative technologies developed there. Told by a team of writers with unparalleled access to Moore, his family, and his contemporaries, this is the human story of man and a career that have had almost superhuman effects. The history of twentieth-century technology is littered with overblown "revolutions." *Moore's Law* is essential reading for anyone seeking to learn what a real revolution looks like.

"The detailed, nuanced, gripping account of that strange and complex journey offered in Robert Draper's *To Start a War: How the Bush Administration Took America Into Iraq* is essential reading--now, especially now . . . Draper's account [is] one for the ages . . . A

must-read for all who care about presidential power." --The Washington Post From the author of the New York Times bestseller *Dead Certain* comes the definitive, revelatory reckoning with arguably the most consequential decision in the history of American foreign policy--the decision to invade Iraq. Even now, after more than fifteen years, it is hard to see the invasion of Iraq through the cool, considered gaze of history. For too many people, the damage is still too palpable, and still unfolding. Most of the major players in that decision are still with us, and few of them are not haunted by it, in one way or another. Perhaps it's that combination, the passage of the years and the still unresolved trauma, that explains why so many protagonists opened up so fully for the first time to Robert Draper. Draper's prodigious reporting has yielded scores of consequential new revelations, from the important to the merely absurd. As a whole, the book paints a vivid and indelible picture of a decision-making process that was fatally compromised by a combination of post-9/11 fear and paranoia, rank naïveté, craven groupthink, and a set of actors with *idées fixes* who gamed the process relentlessly. Everything was believed; nothing was true. The intelligence failure was comprehensive. Draper's fair-mindedness and deep understanding of the principal actors suffuse his account, as does a storytelling genius that is close to sorcery. There are no cheap shots here, which makes the ultimate conclusion all the more damning. In the spirit of Barbara Tuchman's *The Guns of August* and Marc Bloch's *Strange Defeat*, *To Start A War* will stand as the definitive account of a collective process that arrived at evidence that would prove to be not just dubious but entirely false, driven by imagination rather than a quest for truth--evidence that was then used to justify a verdict that led to hundreds of thousands of deaths and a flood tide of chaos in the Middle East that shows no signs of ebbing.

Traces the life and career of the enigmatic former CEO of Intel, drawing on private papers and interviews with his closest friends and associates to discuss such topics as the persecution he survived as a Hungarian Jew in the 1930s, his relationships with such figures as Gordon Moore and Robert Noyce, and his management talents. Reprint. 50,000 first printing.

An investigative, behind-the-scenes report on the semiconductor/computer industry traces the history of Silicon Valley and the electronics industry, and the entrepreneurs, innovations, industrial espionage, drug scene, and other realities of Silicon Valle In the 1970s, while their contemporaries were protesting the computer as a tool of dehumanization and oppression, a motley collection of college dropouts, hippies, and electronics fanatics were engaged in something much more subversive. Obsessed with the idea of getting computer power into their own hands, they launched from their garages a hobbyist movement that grew into an industry, and ultimately a social and technological revolution. What they did was invent the personal computer: not just a new device, but a watershed in the relationship between man and machine. This is their story. *Fire in the Valley* is the definitive history of the personal computer, drawn from interviews with the people who made it happen, written by two veteran computer writers who were there from the start. Working at InfoWorld in the early 1980s, Swaine and Freiburger daily rubbed elbows with people like Steve Jobs and Bill Gates when they were creating the personal computer revolution. A rich story of colorful individuals, *Fire in the Valley* profiles these unlikely revolutionaries and entrepreneurs, such as Ed Roberts of MITS, Lee Felsenstein at Processor Technology, and Jack Tramiel of

Commodore, as well as Jobs and Gates in all the innocence of their formative years. This completely revised and expanded third edition brings the story to its completion, chronicling the end of the personal computer revolution and the beginning of the post-PC era. It covers the departure from the stage of major players with the deaths of Steve Jobs and Douglas Engelbart and the retirements of Bill Gates and Steve Ballmer; the shift away from the PC to the cloud and portable devices; and what the end of the PC era means for issues such as personal freedom and power, and open source vs. proprietary software.

As the widely-admired CEO of Tyco International, Dennis Kozlowski grew a little-known New Hampshire conglomerate into a global giant. In a stunning series of events, Kozlowski suddenly lost his job along with his favored public status when he was indicted by legendary Manhattan DA Robert Morgenthau—it was an inglorious end to an otherwise brilliant career. Kozlowski was the face of corporate excess in the turbulent post-Enron environment; he was pictured under headlines that read "Oink Oink," and publicly castigated for his extravagant lifestyle. "Deal-a-Day Dennis" was transformed into the "poster child for corporate greed." Kozlowski was ultimately convicted of grand larceny and other crimes that, in sum, found the former CEO guilty of wrongfully taking \$100 million from Tyco. Taking Down the Lion shines a bright light on former CEO Dennis Kozlowski and the Tyco corporate scandal—it is the definitive telling of a largely misunderstood episode in U.S. business history. In an unfiltered view of corporate America, Catherine Neal pulls back the curtain to reveal a world of big business, ambition, money, and an epidemic of questionable ethics that infected not only business dealings but extended to attorneys, journalists, politicians, and the criminal justice system. When the ugly truth is told, it's clear the "good guys" were not all good and the "bad guys" not all bad. And there were absolutely no heroes.

How the King of Beers collapsed without a fight and what it means for America's place in the post-Recession world How did InBev, a Belgian company controlled by Brazilians, takeover one of America's most beloved brands with scarcely a whimper of opposition? Chalk it up to perfect timing—and some unexpected help from powerful members of the Busch dynasty, the very family that had run the company for more than a century. In Dethroning the King, Julie MacIntosh, the award-winning financial journalist who led coverage of the takeover for the Financial Times, details how the drama that unfolded at Anheuser-Busch in 2008 went largely unreported as the world tumbled into a global economic crisis second only to the Great Depression. Today, as the dust settles, questions are being asked about how the "King of Beers" was so easily captured by a foreign corporation, and whether the company's fall mirrors America's dwindling financial and political dominance as a nation. Discusses how the takeover of Anheuser-Busch will be seen as a defining moment in U.S. business history Reveals the critical missteps taken by the Busch family and the Anheuser-Busch board Argues that Anheuser-Busch had a chance to save itself from InBev's clutches, but infighting and dysfunctionality behind the scenes forced it to capitulate From America's heartland to the European continent to Brazil, Dethroning the King is the ultimate corporate caper and a fascinating case study that's both wide reaching and profound.

Venture capitalists are the handmaidens of innovation. Operating in the background, they provide the fuel needed to get fledgling companies off the ground--and the advice and guidance that helps growing companies survive their adolescence. In Creative

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

A history of Hewlett-Packard chronicles the efforts of its Stanford graduate founders to build their first product in a small California garage through its rise to a legendary Silicon Valley company, in an account that credits the company's objectives, employee trust, and firm self-appraisals with enabling its successes.

This book constitutes the refereed proceedings of the 4th International Workshop, PMBS 2013 in Denver, CO, USA in November 2013. The 14 papers presented in this volume were carefully reviewed and selected from 37 submissions. The selected articles broadly cover topics on massively parallel and high-performance simulations, modeling and simulation, model development and analysis, performance optimization, power estimation and optimization, high performance computing, reliability, performance analysis, and network simulations.

Highlights achievements of Bell Labs as a leading innovator, exploring the role of its highly educated employees in developing new technologies while considering the qualities of companies where innovation and development are most successful.

When Hector Ruiz joined AMD, quickly ascending to the CEO's suite, he took the helm of a dynamic company that was nonetheless struggling against perceptions that it could not contend with Intel, the Goliath of the microchip industry. Though AMD's technology, products, and pricing were keeping pace with or outstripping Intel's, the market wasn't responding. Why? Ruiz found deals unaccountably collapsing, his executives stonewalled by business partners, and promising innovations thwarted. As Intel made it almost impossible for its customers to use competitors' chips, rumors floated that the only reason Intel "allowed" AMD to exist was to stave off antitrust investigations by the Federal Trade Commission. As government investigations began to reveal the truth about Intel's predatory business practices, Ruiz realized that AMD's only option was to become David to Intel's Goliath. Recruiting a team of renowned strategists and industry leaders, Ruiz developed tactics based on superior technology and innovative alliances. And when he finally made the decision to file a historic lawsuit against Intel, the battle between the two rivals escalated, enveloping the entire personal computer industry and bringing to a head a conflict that had been

building for more than a decade. This unprecedented inside account of the microchip industry at war offers lessons to all readers interested in the thrust and parry of the high-technology sector—or who face daunting competitive challenges of their own.

The Intel Trinity How Robert Noyce, Gordon Moore, and Andy Grove Built the World's Most Important Company HarperBusiness

Lunch is reserved for meetings, technology makes us available anytime, anywhere—and somewhere along the way 9-to-5 morphed into 24/7, and technology makes us available anytime, anywhere. Our demanding schedules crowd out what matters most: family, friends, even our faith. Although it may feel like you're living under the Big Top, take heart. You don't have to be a circus professional to keep all the plates spinning. Pat Gelsinger understands this challenge. As a prominent executive in the Silicon Valley, Pat struggled to juggle\* a thriving career with his family. Pat's pursuit of balance led him to dynamic truths that revolutionized his approach to life. The Juggling Act shares Pat's time-tested wisdom for keeping your life in perspective. This updated and expanded revision (formerly *Balancing Your Family, Faith & Work*) details the guidelines for balanced living, with insights on:

- Prioritizing your work, family, and God
- Developing a personal mission statement
- Becoming an effective employee
- Creating a support system
- Sharing your faith in the workplace

Take a meeting with *The Juggling Act*. And get your professional-and personal-life on the fast track to success.

**#1 NEW YORK TIMES BESTSELLER • ONE OF ESSENCE'S 50 MOST IMPACTFUL BLACK BOOKS OF THE PAST 50 YEARS** In this iconic memoir of his early days, Barack Obama “guides us straight to the intersection of the most serious questions of identity, class, and race” (*The Washington Post Book World*). “Quite extraordinary.”—Toni Morrison In this lyrical, unsentimental, and compelling memoir, the son of a black African father and a white American mother searches for a workable meaning to his life as a black American. It begins in New York, where Barack Obama learns that his father—a figure he knows more as a myth than as a man—has been killed in a car accident. This sudden death inspires an emotional odyssey—first to a small town in Kansas, from which he retraces the migration of his mother’s family to Hawaii, and then to Kenya, where he meets the African side of his family, confronts the bitter truth of his father’s life, and at last reconciles his divided inheritance. Praise for *Dreams from My Father* “Beautifully crafted . . . moving and candid . . . This book belongs on the shelf beside works like James McBride’s *The Color of Water* and Gregory Howard Williams’s *Life on the Color Line* as a tale of living astride America’s racial categories.”—Scott Turow “Provocative . . . Persuasively describes the phenomenon of belonging to two different worlds, and thus belonging to neither.”—*The New York Times Book Review* “Obama’s writing is incisive yet forgiving. This is a book worth savoring.”—Alex Kotlowitz, author of *There Are No Children Here* “One of the most powerful books of self-discovery I’ve ever read,

all the more so for its illuminating insights into the problems not only of race, class, and color, but of culture and ethnicity. It is also beautifully written, skillfully layered, and paced like a good novel.”—Charlayne Hunter-Gault, author of *In My Place* “*Dreams from My Father* is an exquisite, sensitive study of this wonderful young author’s journey into adulthood, his search for community and his place in it, his quest for an understanding of his roots, and his discovery of the poetry of human life. Perceptive and wise, this book will tell you something about yourself whether you are black or white.”—Marian Wright Edelman

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