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The Steve Jobs Way

iLeadership for a New Generation

THE SUMMARY IN BRIEF

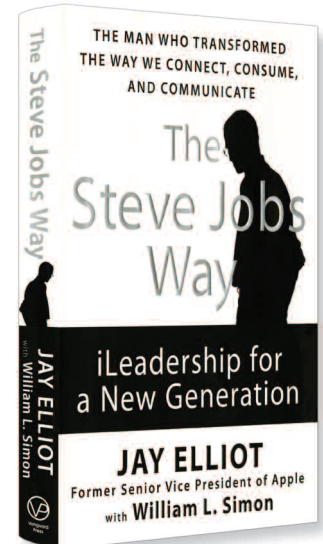
In *The Steve Jobs Way*, Jay Elliot, former senior vice president of Apple Computer and close colleague of Steve Jobs throughout his tenure, takes readers on a remarkable tour through Jobs' astonishing career. From the inception of game-changing products like the Apple II and the Macintosh, to the development of the iPod, iPhone, iPad and much more, this summary presents real-life examples of Jobs' leadership challenges and triumphs, showing readers how to apply these principles to their own lives and careers.

Packed with exclusive interviews from key figures in Apple Computer's history, *The Steve Jobs Way* provides a rarely seen, intimate glimpse into the Steve Jobs you won't see on stage at one of his legendary presentations at Macworld. It also thoroughly explores his management and leadership principles. From product development meetings to design labs to the world outside of Silicon Valley, readers will see the *real* Steve Jobs, the "Boy Genius" who forever transformed technology and the way we work, play, consume and communicate.

The Steve Jobs Way is the "how to be like Steve" book that readers have been waiting for.

IN THIS SUMMARY, YOU WILL LEARN:

- Why Steve Jobs is in a class by himself.
- How Steve Jobs runs an organization that brings such convenience, time-saving and pleasure to so many people around the world.
- How Steve Jobs' unique leadership style has forever changed our everyday lives and the world around us.
- How to shift your paradigm and get your organization to shift with you.



by Jay Elliot with
William L. Simon

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THE COMPLETE SUMMARY: THE STEVE JOBS WAY

by Jay Elliot with William L. Simon

The authors: Jay Elliot served as the senior vice president of Apple Computer, responsible for all corporate operations, reporting directly to Chairman of the Board Steve Jobs. He also helped Jobs create the Macintosh computer from development to introduction. Elliot's articles and interviews have been published in *The Wall Street Journal*, *The New York Times*, *Time Magazine* and *Fortune*. He is also the CEO and founder of the software company Nuvel, Inc.

William L. Simon is the author of two *New York Times* bestsellers, including *iCon*, which is currently the best-selling Steve Jobs biography.

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PART I: PRODUCT CZAR

Steve Jobs is the *world's greatest consumer*. I saw it from the day I joined Apple. He breathed life into the Macintosh as “the computer for the rest of us.” He stirred the iTunes Store and the iPod into being out of his love for music and the desire to take music everywhere with him. He loved the convenience of the cell phone but hated the heavy, clumsy, ugly, hard-to-use phones on the market, and that dissatisfaction led to his giving himself and the rest of us the iPhone.

Steve Jobs survives, thrives and changes society by following his own passions.

“I could be doing a lot of other things with my life,” he said. “But the Macintosh is going to change the world. I believe that, and I've chosen people for the team who believe it, too.”

This product passion goes through the entire Apple corporation — from the receptionists to the engineers to the members of the board of directors. If the employees of any company do not feel this passion as passed on from the leaders, then the leaders need to be asking, “Why not?”

From the Drawing Board to Delivery

As his own product czar, Steve wore a dazzling number of hats in the Macintosh team, starting with product conceiver-in-chief. From the drawing board to delivery, he *inhabited* the product, living every detail of what it would experience as if it were a living, breathing organism.

He knew he had to be surrounded by people as invested in achieving excellence in the products as he himself was. His passion is one of the great underlying secrets of Steve's success. He is exacting, demanding and, yes, at times, inconsiderate. It's all a reflection of the fiery passion that drives him. ●

Success Is in the Details

Steve Jobs understood something that a lot of companies try to do, but are rarely successful at. The more he advanced, the simpler his products became. In some instances, it's less about the product and more about the user.

For Steve, nothing is wasted, nothing is unnecessary. It doesn't happen by cramming in more, it happens through creativity and innovation, with a relentless pursuit of perfection. It means thinking through everything with the laser-focused goal of making it intuitive to the user. The irony is that this takes more work, more detail-oriented planning.

You probably know a few people — or perhaps more than a few — who consider themselves “detail oriented.” Maybe you'd even put yourself in that category. Steve's level of focus on details is one of the most crucial aspects of his success and the success of his products.

As Simple and Uncomplicated as Possible

When Steve Jobs had his best engineers working on the top-secret project to develop the iPhone, he had to wage a battle. Trying to create a cell phone product was a monumental effort for a company with no background



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in the field. One of his big reasons for taking on this unlikely challenge was that every cell phone he had ever seen was, in his view, far too complicated to use: a perfect challenge for a man so dedicated to detail and to its companion quality, simplicity.

So Steve had decided early on that the cell phone being developed at Apple would have only a *single* button.

His engineers kept telling him over and over in their once-or-twice-a-week review meetings that it was not possible for a cell phone to have only one button. You could not turn it on and off, control the volume, switch between functions, go to the Internet and use all the other features the phone was to have, if you had only a single control button.

Steve was deaf to their complaints. He kept demanding, in effect, “The phone will have only one button. Figure it out.”

Though he has, through the years, been an incredible solver of problems and originator of clever ideas on all the products developed under him, Steve didn’t know how the phone could be designed so it would need only one button. But as the ultimate consumer, he knew that’s what he wanted. He kept sending the engineers back with the demand that they figure out the necessary solutions.

You know the end of the story: The original iPhone had only one control button. ●

PART II: TALENT RULES

I should have known it would hardly be your typical business product retreat. The oversized glass windows in the second-floor restaurant of the Carmel Inn gave everyone in the room a perfect view of the sparkling blue swimming pool. A bunch of young guys and a couple of young women were happily cavorting in the water below — stark naked. At 8:00 in the morning, no less. Most of the diners didn’t know where to look. Two dignified, gray-haired old ladies lingering over their coffee appeared to be in shock. I was almost as surprised as they were. Those kids out there splashing and hooting were members of the Macintosh team.

Forming a Team Culture

Every leader and every manager wants his or her people to work together; all pulling in the same direction, supporting each other, everybody pitching in to do their part in achieving the goal of the group. Yes, the business of the swimming pool was way over the top, not exactly the best example of what a leader should be striving for ...

Encouraging the ‘Artist’ in Everyone

Steve took advantage of the artist sensibility in his engineers. Always in hyper-mode about having new products ready to show, he whips the troops into shape like a lion tamer with lines like, “Real artists ship on time.”

Andy Hertzfeld, a key member of the original Mac design team, put it this way: “The Mac team had a complicated set of motivations, but the most unique ingredient was a strong dose of artistic values. The goal was never to beat the competition or to make a lot of money; it was to do the greatest thing possible, or even a little greater.”

but it certainly did show that Steve had indeed created a sense of community among the Macintosh group.

By this time, the Mac team had grown from the original core group of five people formed to create a break-away computer, to about 30, including the newbies Steve had been adding to the teams. He had planned this offsite to make sure everybody was on the same wavelength and moving in the same direction.

These folks, mostly 20-somethings, were being challenged to come up with completely fresh, original ideas in what could be called a near-hostile setting: within the confines of a company thriving on a product line that Steve now saw as dated and no longer relevant. The skinny-dipping should have come as no surprise. He had scoured the halls of Apple and elsewhere for people with the courage to be different, to be unconventional, to go beyond. I saw the naked swimming as a sign he was succeeding.

Elements of Team Building

As everyone walked into the opening session of the business retreat in Carmel, guys and gals were standing by with handouts: Each arriving team member was handed a T-shirt imprinted with what was to become the iconic logo of the Mac team: Pirates! Not the Navy!

I never did ask Steve where that line came from. I now think it may have been a line made up by the late Jay Chiat, the incredibly talented co-founder of Chiat/Day, the ad agency that, through the years, was to work such magic for Steve and Apple. But it was Steve who took it up as a catchphrase that would stir the troops. He recognized it as a rallying cry that would help build a cohesive team, a team of people who would bond and rely on one another. ●

Tapping Talent

If you were starting a new school, you would want to hire the very best teachers you could get. If you were starting a Web site aimed at people who compete in horse shows, you'd hope to staff up with fine riders who were or had been medal-class winners and had won Best of Show trophies. And so on.

That's easy to say but obviously not so easy to do. Yet it's one of the keys to the success of Steve Jobs. Each time he has been faced with the challenge, he has managed to come up with extraordinary people.

Discovering a Pirate Where You Least Expected

Steve doesn't hesitate or waste time once he's made up his mind about somebody.

Although he operates from the gut level when hiring, he's also very thorough. Before an interview with attorney Nancy Heinen — who later became the company's general counsel — Steve asked to see some contracts she had written so he could evaluate the “aesthetics” of her work.

Sometimes after an interview by Steve, I'd talk to the candidate myself. Most of the people I talked with didn't even feel the time with Steve had been an interview; in their eyes, it was more like a college lecture or a VC pitch on Apple products, followed by a final exam of you explaining how you were going to contribute to Mac and the team.

In searching for talent, you mustn't be put off by first impressions. You must find the real person, sometimes discovering a pirate where you least expected. ●

Rewards for the Pirates

Most corporations acknowledge employees by holding a little celebration for birthdays, employment anniversaries and so on. But for a product-centric company like Apple, celebrations, rewards and recognitions are focused around the company's stars: its talent and its products.

Steve truly cherishes his people. It's not just that he knows he couldn't be doing all these great things without them: He lets his people *know* he knows. The lengths Steve goes to shower recognition, appreciation and reward on his people often left me in awe.

The most memorable example came when he told me, “Artists sign their work,” and decided that the signatures of the original engineering team members would be etched on the inside of the cases of the first Macs.

The signing party was held after a weekly staff meeting on Feb. 10, 1982, with each person on the engineering team putting his or her signature on a big piece of drafting paper, including Steve Wozniak, using his familiar nickname, Woz.

Mac buyers would never see the signatures inside the case or even know they were there. But the engineers knew it, and that meant a lot to them. Even to this day, every time they see a classic Mac in someone's garage or in a computer museum, they have the satisfaction of knowing their names are inside. For most of us, there are few greater satisfactions than knowing we were part of a great product. ●

PART III: TEAM SPORTS

The product-driven organization has the product as the most important element in everything it does. Steve is a towering example of being the face of your product wherever you go. The most obvious place to witness this is when he is about to make a presentation at a press conference or Mac Expo. Steve often pays little attention to the prepared remarks. At the same time, he is always fiercely demanding about the smallest detail — down to the exact placement on stage of the key product being introduced, exactly how it will be lighted and on exactly what cue it will be revealed.

To watch him on stage at one of these presentations was to see a consummate actor; no, in fact, he was better than a great actor, because actors mouth words written by others, while Steve would speak *impromptu*, knowing in advance, of course, precisely what messages he wanted to get across, yet not following any script. He could hold a huge audience spellbound like this for an hour or even two.

Unparalleled Confidence in the Product

He is always in hyper-mode about having new products ready to show. No matter what the product, his confidence in it is unparalleled. And he is remarkably imperturbable. When he was introducing Apple's first laser printer, the LaserWriter, he went through his lengthy build-up, finally pressed the button on the computer keyboard to give the print command ... and nothing happened. Steve went right on talking as if this was the way he had planned it while a gaggle of white-coated techies flocked to the stage, found a loose cable, plugged it in and vanished.

Steve returned to the computer, pressed the button and the pages began pouring out. He was not the least bit flustered.

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When he introduced the iPhone 4 and could not get a signal, he simply requested that the audience turn off their iPhones and, voilà, with the interference problem solved, he got the signal. ●

Maintaining Momentum

In the fall of 1985, Steve Jobs, the ultimate product guy who didn't want to bounce from company to company, was in crisis mode. Being worth \$200 million didn't take away the sting that he was no longer with the company he co-founded. The Macintosh project he so deeply believed would change the nature of computing had been suddenly snatched away from him.

Staying in the Game

For a time, it looked as if Steve had indeed quit the game. That surprised me — it didn't seem like what I expected from the Steve I knew.

But he hadn't quit. He turned out to be the model of how to act in a time of crisis: Keep charging ahead until you find that new road. He was to show the guts and gumption that marks the product-inspired person.

Steve started NeXT Computer, Inc. — at first spelled Next — and set to work creating what was for all practical purposes the next generation Macintosh he had wanted to do at Apple. He would show he could do what he told everyone he could: build a great product even outside of Apple's protective umbrella.

Steve Jobs at Pixar

While Steve was trying to make the NeXT computer into his dream machine, he came across another powerful computer for a specialty use. And the man who had been paying the bills was looking to unload the whole package: the whole team of people plus the computer technology and the software they had created.

This was the digital graphics animation unit of Lucasfilm, George Lucas' film studio in Marin County, Calif. That unit was, of course, what would come to be known as Pixar.

It took some five years from contract-signing to premiere for *Toy Story*, but for everyone involved, it had been well worth the struggle and the wait. Many people had been skeptical that a company headed by Steve Jobs, the technologist, could produce a praiseworthy work of art.

After its premiere during Thanksgiving week 1995, the film won great accolades from critics, parents, children — viewers of all kinds, all around the world. A film that eventually cost some \$30 million went on to

earn \$190 million in the United States and a total of more than \$300 million globally. It established the production company, Pixar, as a star in the Hollywood firmament. ●

Recovery

In 1996, with both NeXT and Pixar still draining money, the happy chance that would save Steve's neck and set him up for all the great things he was to do came from the least likely source, the last place he could possibly have expected.

Apple Computer desperately needed a new operating system.

The company was then in the hands of a skilled Ph.D. technologist, Gil Amelio, who had engineered a remarkable turnaround at chip-maker National Semiconductor and been brought in to Apple to provide technology leadership and solve the financial problems. When it was clear that the Apple engineers were not going to come up with a viable new operating system, Gil began looking outside the walls of Apple's headquarters at One Infinite Loop.

In the end, Apple didn't contract with NeXT for the development of a new Macintosh operating system; instead, Apple purchased Steve's entire company, gaining all rights to NeXTStep, many of NeXT's best talent ... and Steve Jobs, in the role of consultant to the CEO. People warned Gil that if he allowed Steve back into Apple, Steve would soon take the company away from him. Gil's answer was that he had made the decision that was best for the company.

Back in Full Command

In 1997, Steve Jobs was back and he was, for the first time in the history of the company, in full command. *Fortune* editor-at-large Peter Elkind beautifully described the New Steve, the Takeover/Business Manager Steve: "Right away, Jobs dug into the mucky details of the business, creating a sense of urgency, radically reducing Apple's product line and accelerating a wholesale cost cutting that would shrink the company back to profitability. Jobs had become a far better leader, less of a go-to-hell aesthete who cared only about making beautiful objects. Now he was a go-to-hell aesthete who cared about making beautiful objects that made money. No engineering spec, no design flourish was too small for his scrutiny."

The observation was only partly correct. For Steve, it's never really been about making money, but the first order of business called for remaking Apple in some

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painful ways to save it from the dust heap of failed technology companies. He began taking a hard-eyed look at every product and project in the company.

As Steve became more visible, it generated a mixture of excitement and trepidation, somewhat typical in any transformation, but, at the same time, software engineer Winston Hendrickson remembers, also unique with an uncomfortable air of “what’s next?” Decisions and changes were finally happening — and at an unprecedented pace for Apple in that era. This generated a high level of excitement, in part from the fact that “the scale and velocity of the actions made it progressively more clear there was a new sheriff in town.” ●

Holistic Product Development

Today, most products of any complexity — as well as a lot of very simple ones — include components or ingredients not created on-site but purchased elsewhere, from some other company.

It’s why the rim at the top of the can of Gillette shaving cream always turns rusty: Gillette makes the shaving cream but buys the cans from a supplier — a nameless manufacturing company that doesn’t have to take any flak from Gillette customers. (And one wonders whether Gillette’s top managers aren’t using their own product; if they were, wouldn’t they have corrected the problem a long time ago?)

A Fundamental, Essential Question

By the time of his return to Apple, Steve had begun to understand what he would come to consider a fundamental, essential question: How is it possible to produce a product that works well if the group creating the software and the group creating the hardware work entirely independently of each other?

His answer: It’s not possible.

But if you think that question only applies to companies in high-tech, you’re in for a surprise. We are rapidly reaching a time when many mundane, everyday products will have a computer chip in them, and these products will communicate with one another in ways we’re only just beginning to conceive.

Many home washing machines have been controlled by computer chips for years. And have you noticed how a Prius or Lexus owner unlocks his or her car and starts it? Not with a key, but with a “keyless” gadget containing a computer chip. Electronics in the car recognize a signal being emitted by the gadget and unlock the car as the driver approaches, then allow him or her to start the car just by pressing the ignition button.

That’s a foretaste of the future.

An Essential Part of Steve Jobs’ Product Philosophy

I’ve come to call this marriage of software and hardware the “Holistic Product Development” concept; it has become an essential part of Steve’s product philosophy, and of mine. And even if you’re not in high-tech, it will need to become part of yours sooner than you imagine. ●

Evangelizing Innovation

In Steve Jobs’ world, products are not created by one or two or three product idea-people supported by a flock of hands-on engineers or artisans who turn the ideas into working products. That’s not the Steve Jobs way and it never has been.

This isn’t something he thought on for a while and finally had a bright idea about. He works from the gut, intuitively, and knew from the first that if he assembled the right team, they would together provide enough creative horsepower to turn his dreams into real-life products.

Steve understood, without having to think about it, that innovation is not only a team sport, it needs to be evangelized — both internally and for outside partners. When you have opened up innovation to outside resources, they need to operate as part of your team. The Mac group practiced it in the early days, when a team of “evangelists” was out beating the drum with developers to create applications.

The Whole-Product Theory

From day one, Steve has lived a philosophy that is an extension of the holistic product development concept. This one says that you cannot produce successful technology products — products that work well and live up to expectations — unless the company that created the hardware also created the software. I came to call his stance on this “the Whole-Product Theory.”

For a time, I argued with Steve about the notion. I thought that if we sold our software, as Microsoft does, we could have a better product and control the software market.

He convinced me I was wrong, and he did that not just with his reasoned explanations but, over time, by my witnessing the success of Apple’s products and the deficiencies of just about everybody else’s. In order to get the best performance of the software running on the hardware, you need to control the total system. The principle isn’t just for technology companies: If Steve

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made mattresses, he wouldn't just design the frame and then buy the springs from the lowest bidder. ●

PART IV: BECOMING COOL: A DIFFERENT VIEW OF SELLING

When studying Steve Jobs for lessons in the art of branding, you soon realize he has a master craftsman's ability to create a consistent, positive product image in the minds of his customers. He combines stick-to-itiveness with an intuitive sense of exactly what it takes to get the public enthralled with a product. He understands that this isn't just a question of how well the product is designed and how smoothly it works — although these are critical factors — but of how it is perceived by the user, which, of course, is the key to product success.

When Steve introduced the Apple II in 1976, he made well-known television talk-show host Dick Cavett the company's first celebrity spokesperson; Cavett had tremendous credibility among the educated Apple II target market. By 1980, the Apple II had an 80 percent market share and was so strong a product that developers had created more than 1,000 applications to run on it.

In fact, the overwhelming success in branding the Apple II — the glory that the press showered on Apple (as well as on Steve) — was what drove IBM to the decision that they needed to enter the PC market. They weren't exactly a newcomer to the arena: I had seen personal computer products in the IBM labs as early as 1976. But they were in the business of leasing main-frame computers to large companies and didn't understand the consumer marketplace. Having IBM as a competitor made Steve nervous at first, but IBM never figured out the things that, for Steve, were second nature. The first IBM PC was introduced in 1981; IBM closed down its PC business nine years later.

Meanwhile, upstart Apple ascended to the hallowed ranks of the Fortune 500 in shorter time than any other company in history.

Getting the Equation Right

Apple is a prime example of the rewards that come when you get the equation right: products that people truly want and great branding, which is the door opener for waking people up to the products. ●

Riding the Retail Juggernaut

Steve was on a tear when he relaunched his ascen-

dancy — and Apple's — after his return in 1996. With his left hand, he was using his now-honed business experience to reshape the product line and trim the corporation to a survivable size, while with his right, he began laying the groundwork for what a few would consider visionary and many would consider foolish: a move into retail.

Launch Time

On May 15, 2001, at Steve's invitation, a gaggle of reporters toured the first Apple Store located in the Tysons Corner Center, in McLean, Va. — the early locations chosen to be somewhat off the beaten path. Despite all the elaborate designing and planning, if Steve was hoping the event would come off like one of his ecstatically popular annual presentations at Macworld, he was quite disappointed. The location was hardly one of the mall's retail anchors. After trooping up to the second level and being given a peek at the store, located next to an L.L. Bean, many of the unimpressed journalists remained skeptical. For a time, it looked like their negative impressions might be right.

A sister outlet located in another upscale mall, the Galleria, in Glendale, Calif., opened four days later.

With the Apple Stores, Steve Jobs was taking one more giant step on the path of selling directly to the consumer. It was a direction plenty of product companies had tried, most with little success. A lot of people were watching to see if Apple's esteemed leader would take a belly flop this time.

Despite the dire predictions by experts in the retail field and others, the Virginia store racked up more than 7,000 sales on its first day. And that was just the beginning.

In the fall of 2010, Apple had more than 300 stores, including in China. The showcase store on Fifth Avenue in Manhattan is open 24 hours a day, every day of the year. And you won't be surprised to learn that design awards have been heaped on the stores. ●

Achieving the Definition of Cool

There is nothing more cool in the world of business than creating a product that millions of people immediately want, and many who don't have are envious of those who do.

And there is, as well, nothing more cool than being a person who can imagine and create a product like that.

Add one more element: creating a series of these way-cool products not as separate and isolated efforts but all parts of a high-level overriding concept.

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Finding an Overriding Theme

Steve's Macworld keynote speech in 2001, delivered to a live audience of thousands at the Moscone Center in San Francisco and to an untold satellite audience around the world, took me completely by surprise. He laid out a vision that would cover the next five or more years of Apple's development, and I could see where it was leading: to a media center you could hold in your hand. Many people found the strategy a brilliant view of where the world was likely to be going.

Steve recognized that only a PC was smart enough to run complex applications, that its large screen provided a broad canvas for users, and its cheap storage far surpassed what any of these devices could offer on their own. And he was transparent about Apple's road map.

Any of his competitors could have emulated this blueprint. No one did, which gave Apple a lead for years: Mac as a Digital Hub — the nucleus of the cell, a powerful computer able to integrate the range of devices from television sets to phones so that they became a seamless part of our everyday lives. ●

PART V: ON BECOMING STEVIAN

Can you really follow in the footsteps of Steve Jobs — applying the principles explained in these pages to improve your way of doing business and forever improve the products you create?

My answer is yes, and my evidence is that I've done it myself, repeatedly.

In 1987, I was invited to speak about employee entrepreneurship at a Fortune 100 CEO conference in Williamsburg. About a week later General Electric's (GE's) vice president of human resources got in touch. The company was developing a program to promote more employee input and was I interested in taking part?

I went to New York to meet with the team that was building the new program, and Jack Welch came in to address the group. Jack was seen as a very strong-willed businessman who had a reputation for a tough attitude and not listening well. I didn't see him that way. He wanted to create an environment where GE employees could feel they were part of the business and would participate in solving its problems.

The program aimed at capturing and implementing the good ideas employees had for improving the company's operations — with something more inviting and more effective than a suggestion box. In other words, give GE employees something like the experience of being pirates at a startup.

More Steve Jobs Principles

Here are some other Steve Jobs principles that served me well:

- Be passionate about each project you work on.
- Be driven by an opportunity and create a product for it.
- Always be open to talent who can help.
- Do your best to make the product intuitive, so a user's manual isn't needed.
- Be really honest with yourself about your products.
- Ensure that the products represent you and your traits as a person.
- Work through your people and celebrate as a unit with every success.
- Keep innovating to get closer and closer to your ideal, your vision of perfection that goes beyond the currently achievable reality.
- Don't listen to people who say it can't be done.

'Work Out' at General Electric

Working with a Boston consulting firm, we created a program called "Work Out" to achieve these goals. We tested it at a GE plant in Buffalo that had a reputation for being one of the company's most bureaucratic operations.

Work Out proved to be an overwhelming success. Jack himself said, "Work Out is meant to help people stop wrestling with the boundaries, the absurdities that grow in large organizations. We're all familiar with those absurdities: too many approvals, duplication, pomposity, waste." He also said the program "turned the company upside down, so that the workers told the bosses what to do. That forever changed the way people at the company behaved."

For me, the experience was one more proof that the principles of iLeadership can be applied by people at every level, and can make a profound and lasting difference. ●

RECOMMENDED READING LIST

If you liked *The Steve Jobs Way*, you'll also like:

1. ***Leading Outside the Lines* by Jon Katzenbach and Zia Khan.** The authors examine how to merge the more defined "formal" organization of a company and the best aspects of the "informal" organization.
2. ***The Search* by John Battelle.** This summary provides a revealing look at one of the most influential companies of the 21st century. Learn the insights of how Google evolved and changed the face of technology.
3. ***Winning* by Jack Welch.** Welch provides an overview of cultural values, delves into hiring to explore what winners are made of and shares advice on crisis management.