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**Introduction: What the World Needs Now is More Jobs—Steve Jobs**

In an open letter to President Barack Obama, *New York Times* columnist Thomas Friedman challenged Obama to create more Jobs—Steve Jobs. “We need to get millions of American kids, not just the geniuses, excited about innovation and entrepreneurship again.”[[1](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn1)] If you want more good jobs, Friedman argued, the nation must do a better job of fostering an environment where innovation is encouraged and allowed to flourish. In short, the country needs more people like Apple cofounder and CEO Steve Jobs. After all, thanks in large part to the revolutionary iPhone, one of the most innovative devices of the decade, Apple surpassed Microsoft in 2010 to become the most valuable technology company in the world. That’s a stunning achievement for any company and especially remarkable for one that was started in a spare bedroom.

America faces a host of problems as it enters the second decade of the new millennium. Millions of people are out of work or losing their homes, often both. One in six Americans lives on food stamps, public education is in desperate need of a radical overhaul, and businesses in every corner of the country are struggling to keep their doors open. “Bookended by 9/11 at the start and a financial wipeout at the end, the first 10 years of this century will very likely go down as the most dispiriting and disillusioning decade Americans have lived through in the post–World War II era”; calling it “the Decade from Hell,” *Time* noted that the best thing we could say about the decade was that it was over.[[2](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn2)]

The Great Recession spread to many parts of the globe, infecting countries that were already struggling with weak economies, strained infrastructures, environmental problems, and unimaginable poverty. Real progress in the decade ahead will require fresh, creative, and innovative ideas. The key is to keep innovating, said Microsoft cofounder Bill Gates. “During the past two centuries, innovation has more than doubled our life span and given us cheap energy and more food. If we project what the world will be like 10 years from now without continuing innovation in health, energy or food, the picture is dark,” he said.[[3](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn3)] In the next decade, businesses and individuals must embrace the twin pillars of creativity and innovation. Failure to do so will stifle progress at a period in history when progress is vital.

The good news is that recessions often act as catalysts for innovation. According to IBM general manager Adalio Sanchez, “When you’re in a situation where you’ve really got to be judicious, to do more with less, that really drives a need for innovation and a level of creativity that you might not otherwise have in normal times. Increased innovation doesn’t always have to be about more dollars. It’s about how you use those dollars.”[[4](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn4)]

History shows that the greatest innovations have been introduced in periods of severe economic stress. A 2009 Booz & Company report noted, “Television, xerography, electric razors, FM radio, and scores of other advances were produced during the Great Depression. Companies such as DuPont, which in 1937 was generating 40 percent of its revenues from products introduced after 1930, pursued innovation not only to survive the Depression but also to set the stage for decades of sustained profitable growth.”[[5](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn5)] The Booz & Company study found that legendary innovators were molded in times of stress. In the face of adversity, successful innovators played to their strengths and took bold actions as they sought new opportunities to create value.

Indeed, stress, conflict, and necessity seem to be nature’s way of saying, “Find a new way.” During a visit to Paso Robles, California, acclaimed as one of the chief up-and-coming wine-growing regions in the world, I entered a winery with a display of rocks on the bar. “What are the rocks for?” I asked. “Those are limestone samples that make up the soil around here,” the woman said proudly as she poured samples of the winery’s award-winning zinfandel. “To survive in this gravelly soil, the vine roots have to work extra hard to reach the water. As a result, the fruit clusters have more intense flavors, and as any winemaker knows, great wine begins with great fruit.”

Stress isn’t comfortable, but I’m convinced the same force that acts on vines is also working its magic on an entire generation of business professionals. Over the past two years, I have received hundreds of e-mails from men and women who have lost their jobs but who see the situation as an opportunity to follow their passion and create something new and innovative. The *Wall Street Journal* noted that a growing number of college graduates, faced with an unforgiving job market, have decided to forgo the corporate route entirely to start their own companies. It turns out that members of the Millennial Generation—often described as brash, spoiled, and impetuous—are creating meaningful start-ups at an unprecedented rate. I would not be surprised if ten years from now we discover that the “Decade from Hell” was actually the decade that inspired countless new products, services, methods, and ideas. In every corner of the world, tucked in garages, cubicles, labs, and classrooms, a new wave of innovators is working on breakthroughs in technology, health, science, and the environment.

“Our fright may be our salvation,” wrote Rick Hampson in a piece for *USA Today*. “Americans often suspect they face the worst of times and, as a result, try harder to make the best of them. Whether it’s the launch of Sputnik in 1957, the fall of Saigon in 1975, or the economic challenge from Japan in the 1980s, there’s this persistent conviction that our best days are behind us … yet Americans’ assumptions that they’re at the brink is what save us from going over. Instead of underestimating challenges, we over-react. In a competitive world, it’s a key to our success.”[[6](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn6)]

Innovation is needed to lift the country from the doldrums— big, bold, and creative ideas to revive and rejuvenate desperate countries, struggling companies, and stagnant careers. Who better to provide a road map than *Fortune*’s “CEO of the Decade,” Steve Jobs?

In October 2009, McGraw-Hill released [*The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience*](http://www.books24x7.com/assetviewer.aspx?bkid=33504&destid=0#0). It quickly became an international bestseller. But a funny thing happened on the way to the top. The title began landing on bestseller lists alongside legendary success and self-help books such as Rhonda Byrnes’s *The Secret* and Stephen R. Covey’s *The 7 Habits of Highly Successful People*. Readers began sharing stories of how they changed their approaches to their businesses and their careers as a result of what they learned in the book. In an article for *Java World*, a reporter wrote that she picked up the book to improve her presentation skills but discovered nuggets of wisdom that could help IT managers and CIOs become better leaders. I was gratified by the feedback. Clearly the book had impacted readers who were searching for success tools that went beyond giving better presentations. You’re reading its companion. Although this book addresses the importance of communication (innovation means nothing if you can’t get people excited about it), the content delves much more deeply into the principles that have guided Steve Jobs for much of his life—lessons that will help you unleash your potential in business and life.

Before we explore the principles that make Steve Jobs one of the world’s most successful innovators, we must agree on a definition of innovation that applies to everyone, regardless of title or function: CEOs, managers, employees, scientists, teachers, entrepreneurs, and students. In a sentence: *Innovation is a new way of doing things that results in positive change*. It makes life better.

“There is wide agreement that innovation is the best way to sustain economic prosperity,” economist Tapan Munroe told me. “Innovation increases productivity, and productivity increases the possibility of higher income, higher profits, new jobs, new products, and a prosperous economy. Once you open the curtains to the world economy, you see the sunlight. It’s not all cloudy. We need to transform smart ideas that tackle and address real problems into products and services that everybody wants.”[[7](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn7)] Munroe, along with Gates and Friedman, believes that innovation needs to be our new mantra.

“Innovation is a broad concept,” says Munroe. “There’s innovation with a ‘small *i*’ and innovation with a ‘big *I*.’ The ‘big *I*’ involves things such as building the Internet, the internal combustion engine, and the bar code. But innovation also includes small, continuous improvements that help you run your life better, help your small business grow, or improve your company’s product or productivity.”[[8](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn8)] These small innovations take place every day and make life better for everyone.

“Business as usual is a recipe for disaster,” writes Curtis Carlson in *Innovation*. “Traditional professional training is not enough if you are to adapt and thrive in this tumultuous business world; you must also have new innovation skills. If you know how to create customer value, regardless of your particular enterprise, you have a much greater chance to succeed and remain employable over your full working years. Otherwise, you may become obsolete.”[[9](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn9)] Carlson says it doesn’t matter if you have an advanced degree in aerospace or if you’re trained as a financial analyst, an accountant, or an insurance professional; your expertise must adapt to the new world. And adapting means new, creative ways of looking at existing and potential problems.

Creativity takes work. “Innovation isn’t something you do once and then sit back and relax,” said Munroe. Innovation is a commitment to continuous improvement on everyone’s part. He offers the following example: “Let’s take a small consulting business that offers economic forecasting. The first thing I would do if I wanted to be truly innovative would be to offer services that play to my greatest strengths. If my service was similar to five other firms in my region, I would innovate by setting myself apart in the following areas: providing better customer service, a higher quality of research, more unique offerings, better communication, clearer communication, and more user-friendly material that clients can use to take action.” Munroe says one question will set you apart: *How can I help my clients or customers do better?* “Discovering an answer to that question is innovation,” says Munroe.[[10](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn10)]

For many companies and individuals, repeating the same processes that triggered the global financial meltdown would simply lead to the same result. Making innovation part of your DNA means applying the Apple mantra to your business, your career, and your life—”Think Different.” If your products fail to excite buyers, you need to think differently about reinvigorating your offerings. If your sales are plummeting, you need to think differently about improving the customer experience. If you spent the 2000s shuffling from job to job, you need to think differently about managing your career.

Thinking more like Steve Jobs might help businesses and educators. “Education in America could use a big dose of innovation,” wrote *Rich Dad* author Robert Kiyosaki. “America’s schools need to take a page from the businesses that have been created by entrepreneurs like Henry Ford and Steve Jobs. They’ve given us a road map. America’s education system needs an injection of innovation— which is just what entrepreneurs do. We need two different public school programs: one for employees and one for entrepreneurs … training entrepreneurs is different from training people to be employees.”[[11](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn11)]

This book will avoid the discussion of arcane and complex theories of innovation that are relegated to the dusty bookshelves of academia. “Most Ph.D. papers on the topic of innovation are dense and complex because they are not written for most people,” one economist told me. “The papers are written by Ph.D.s for Ph.D.s. In many cases, the more obtuse the theory, the more esteemed the authors become in the eyes of their peers. I played that game for years.”

Coming out of a global recession, we don’t have time for games. What we need are practical tools and principles to help unleash the creative potential that lies within each of us. The principles you are about to learn are simple, meaningful, and attainable for any professional in any field of endeavor: CEO, manager, entrepreneur, consultant, creative professional, small business owner, teacher, doctor, lawyer, Realtor, consultant, stay-at-home mom, and yes, Ph.D.s who truly believe in using their research to better the human condition.

Innovation is often confused with invention. The two notions are complementary but different. The act of inventing means to design, create, and build new products or processes. Innovation starts with creative ideas that ultimately are translated into inventions, services, processes, and methods. Not everyone can be an inventor, but anyone can be an innovator. Are you a small business owner who came up with a new idea to convert visitors into buyers? You’re an innovator. Are you a manager who created a fresh way to motivate your employees? You’re an innovator. Are you an entrepreneur who reinvented your career after losing one too many jobs? You’re an innovator. Are you a stay-at-home mom who discovered a way to revitalize your neighborhood pubic school? You’re an innovator.

Innovation is something that average people do every day to live extraordinary lives. You will meet many of them in the pages to follow—men and women who are transforming businesses, communities, and lives by innovating the Steve Jobs way.

Studying innovation may keep your brain sharp, too. Scientists are finding that as we age, the stuff we know in our brains doesn’t disappear; it simply gets lost in the folds of our neurons. As the brain ages, it gets better at seeing the big picture. Scientists say the trick is to keep those connections firing. Experts contend that the best way to jiggle the synapses is to expose yourself to people and ideas that are different, who challenge your way of thinking. Maybe a nineteen-year-old Steve Jobs had the right idea when he left the leafy suburbs of California to backpack around India with his pal Daniel Kottke. The trip made Jobs question many of the illusions he had about the exotic land: “It was one of the first times I started thinking that maybe Thomas Edison did a lot more to improve the world than Karl Marx and Neem Karolie Baba put together.”[[12](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn12)]

Failing to find spiritual enlightenment on his journey, Jobs returned to his parents’ house in Los Altos, California, determined to blaze a trail of his own. Jobs’s path over the next three decades would lead to astonishing highs and spectacular lows, both in his personal life and in his professional life. He has experienced success, failure, and redemption, and, beginning in 2004, the man who once went to India for answers to life’s most puzzling riddles found uncommon wisdom after surviving not one but two life-threatening illnesses. “Remembering that I’ll be dead soon is the most important tool I’ve ever encountered to help me make the big choices in life,” Jobs said.[[13](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=817757022&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.pref02bn13)]

If, as Thomas Friedman believes, America needs more leaders like Steve Jobs, then we must look to “Steve” for guidance. Jobs is intensely private, but he has dropped many clues on his path to breakthrough success. All you have to do is look.

**Innovation distinguishes between a leader and a follower.**

Innovation is Apple’s secret sauce, but cofounder and CEO Steven P. Jobs does not believe in “systems” to create innovation. Apple employees do not attend workshops to exercise their innovation muscles. You will not find Legos strewn about the Apple campus to spark innovation, nor will you see employees scouring the halls for items in a scavenger hunt as an “innovation consultant” leads them in a contrived team-building activity. In fact, Steve Jobs disdains trite exercises. “We don’t think, let’s take a class! Here are the five rules of innovation; let’s put them up all over the company!” Jobs once told Rob Walker for the *New York Times*. Walker pressed Jobs during the interview and suggested that many people do try to create systems—or methods—to ignite innovation. “Of course they do,” Jobs said. “It’s like somebody who’s not cool trying to be cool. It’s painful to watch … It’s like watching Michael Dell try to dance. Painful.”[[1](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=751816035&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch01bn1)]

This book takes the pain out of innovation. It is not intended to create a rigid, step-by-step method for innovation, since that’s the last thing Jobs would recommend. It *is* intended to reveal the general principles that have guided Steve Jobs in achieving his breakthrough success, principles that can spark your imagination, enhance your creativity, help you develop fresh ideas to grow your business and career, and inspire you to change the world.

Although the principles are based on the model of legendary technology icon Steve Jobs, innovation isn’t just about technology; it’s about creating new ideas to solve problems. Famous French designer Philippe Starck, who is a fan of Jobs (and Jobs is a fan of his), once said that a “good” product is one that will help you lead a better life. In addition to designing stunning hotel lobbies in some of the world’s most desirable locations, Starck has “democratized design” by designing common items with uncommon style, elegance, and simplicity, including bathroom scales, baby monitors, and dozens of other everyday products for retailers such as Target. If we use Starck’s definition of “good,” then Steve Jobs has been making good—very good—products for more than three decades. The same ethos that drives Starck inspires Jobs, who makes existing products (computers, MP3 players, and smartphones) more accessible, enjoyable, and pleasing to use. If the ideas in this book inspire you to build the next great gadget, that’s wonderful, but more broadly, these principles will provide a framework to ignite your business and your career, ideas that will propel you further than you ever thought possible.

*When an organization sends its executives down a river in a raft to learn teamwork or has them build brightly colored paper airplanes to learn creativity, something is profoundly wrong.[**[2](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=751816035&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch01bn2)]*

* - **CURTIS CARLSON AND WILLIAM WILMOT, *INNOVATION***

## A World Without Steve Jobs

Jobs has spearheaded the development of some of the sexiest products on the planet: iMacs, MacBooks, iPhones, iPods, and most recently, iPad. “But the hardware isn’t even the start of what Apple has done in the last 12 years,” writes Arrington. “They’ve accelerated the pace of change in the music, film, and television industries and they’ve redefined the mobile phone.” Had Jobs not returned, Arrington doubts that another CEO would have entered an already saturated MP3 market with the iPod. He questions whether anyone else would have launched the iPhone or the iPad. Even if you do not own these products, Arrington submits, your world would look a lot different had Jobs not been in it: “We’d likely still be in mobile phone hell. Chances are we still wouldn’t have a decent browsing experience on the phone, and we certainly wouldn’t be enjoying third-party apps like Pandora or Skype on whatever clunker the carriers handed us. Steve Jobs was also the man who nearly single-handedly disrupted the entire music industry. And it’s amazing how many laptops and desktops today mimic the look and feel of MacBooks and iMacs. Without Steve Jobs, the world would be a less colorful place. The man is a living legend and deserves his place in history.”[[6](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=673329077&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch01bn6)]

Apple’s influence was evident all across the exhibit floors of the Barcelona Mobile World Congress in February 2010, even though Apple was not an exhibitor. Competitors such as Samsung, Nokia, LG, and Research in Motion all introduced devices with touch screens and app stores, two innovations popularized by the iPhone.

Apple innovations touch your life every day. Perhaps you’ve never owned a Mac but you’ve upgraded to a PC with Windows 7. Upon the introduction of Windows 7, a Microsoft group manager caught some flak by announcing that the new operating system (OS) was inspired by Apple’s OS X. Microsoft stripped out code to streamline the system and make it more efficient and stable—a very Apple-like thing to do. In addition, the manager said that what Microsoft attempted to do with its new operating system was to create a graphical look and feel similar to that of the Mac. Whether you’re a Mac or a PC, Apple’s innovations are all around you.

Someone suggested that matching Steve Jobs’s success would be unattainable for most people. I will not insult your intelligence by claiming this book will turn you into a billionaire many times over like Steve Jobs, nor do I promise that it will help you invent the next iPod. A promise like that is akin to a high school coach claiming that he can teach a young athlete to shoot baskets like Michael Jordan. The odds that the kid will be the next Jordan are slim. That said, it is doubtless his skills will improve, and maybe that young athlete will go on to be a star in high school and college and, if he works hard enough, even get a contract worth millions of dollars to play in the NBA. He may never have the influence that Jordan had over the game, but he will have a far more successful sports career than the vast majority of high school athletes could ever hope to achieve.


## Seven Principles That Drive Steve Jobs

I believe it is possible to replicate the Steve Jobs experience in your business, career, and life, if you understand the seven principles that drive him. The same principles are at work behind other successful individuals and organizations. In the following pages you will learn how the world’s most famous sushi chef, Nobuyuki Matsuhisa, applies the same principles to his award-winning recipes as Steve Jobs does to his award-winning creations. You will discover the one principle of innovation that sparked Jobs to create the Mac and sparked Rachael Ray to create thirty-minute meals. You will learn how John F. Kennedy applied a secret of innovation to inspire human’s landing on the moon and how the same principle inspired the creation of the Mac. You will meet a group of stay-at-home moms who applied the same principle Jobs uses to inspire his team and made it work in revitalizing a deteriorating neighborhood school, and you will hear from former Apple employees who have started their own companies by tapping into the success principles they learned from their former boss.

I once heard the story of a grandmother who was trying to decide what to give her grandkids for Christmas. She wanted to give them something that would demonstrate her love and empower them long after she was gone. She bought four green apples and wrapped each in a gift box—one for each grandchild. The kids opened their gifts and found the apples. Tucked under the apple was a note offering a brand-new Apple computer. The note explained that like the real apple, each grandchild had, at his or her core, the seeds of greatness and that the new Apple computer would help them capture their true wealth. Their grandmother passed away, but the kids kept the accompanying note, referring to the gift as the “Apple experience.”[[12](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=145361943&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch01bn12)] Whether or not you own an Apple product, you can benefit from the gift that Steve Jobs has given the world: the secrets to innovation. Many business leaders, entrepreneurs, and former Apple employees have discovered the secrets and applied them to achieve breakthrough success. It’s fine to ask yourself, “What would Steve do?”—but you will fail to get a good answer without first understanding the seven principles that guide his approach to business and to life.

The seven principles featured in this book will force you to think differently about your career, company, customers, and products. They appear in this order:

* [**Principle 1: “Do What You Love.”**](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=61#61) Steve Jobs has followed his heart his entire life, and that, he says, has made all the difference.
* [**Principle 2: “Put a Dent in the Universe.”**](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=144#144) Jobs attracts like-minded people who share his vision and who help turn his ideas into world-changing innovations. Passion fuels Apple’s rocket, and Jobs’s vision creates the destination.
* [**Principle 3: “Kick-Start Your Brain.”**](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=248#248) Innovation does not exist without creativity, and for Steve Jobs, creativity is the act of connecting things. Jobs believes that a broad set of experiences broadens our understanding of the human experience.
* [**Principle 4: “Sell Dreams, Not Products.”**](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=318#318) To Jobs, people who buy Apple products are not “consumers.” They are people with dreams, hopes, and ambitions. Jobs builds products to help them fulfill their dreams.
* [**Principle 5: “Say No to 1,000 Things.”**](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=406#406) Simplicity is the ultimate sophistication, according to Jobs. From the designs of the iPod to the iPhone, from the packaging of Apple’s products to the functionality of the Apple website, innovation means eliminating the unnecessary so that the necessary may speak.
* [**Principle 6: “Create Insanely Great Experiences.”**](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=511#511) Jobs has made Apple Stores the gold standard in customer service. The Apple Store has become the world’s best retailer by introducing simple innovations any business can adopt to make deep, lasting emotional connections with its customers.
* [**Principle 7: “Master the Message.”**](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=571#571) Jobs is the world’s preeminent corporate storyteller, turning product launches into an art form. You can have the most innovative idea in the world, but if you cannot get people excited about it, your innovation doesn’t matter.

You will find that two chapters have been dedicated to each of the seven principles. The first chapter within each principle reveals how that principle has driven Jobs’s successful innovations, and the second chapter within each principle demonstrates how other professionals, leaders, and entrepreneurs have used the same principle to think differently in their personal and professional lives, enabling them to create and innovate in an impactful way. In these supporting chapters, the individuals and brands featured will challenge you to “think differently” about the following aspects of your life:

* Career ([**Principle 1**: “Do What You Love”](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=61#61))
* Vision ([**Principle 2**: “Put a Dent in the Universe”](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=144#144))
* Thoughts ([**Principle 3**: “Kick-Start Your Brain”](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=248#248))
* Customers ([**Principle 4**: “Sell Dreams, Not Products”](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=318#318))
* Design ([**Principle 5**: “Say No to 1,000 Things”](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=406#406))
* Experience ([**Principle 6**: “Create Insanely Great Experiences”](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=511#511))
* Story ([**Principle 7**: “Master the Message”](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=571#571))

These seven insanely different principles for breakthrough success will work only if, regardless of your title or job function, you see yourself as a brand. Whether you are an entrepreneur working out of a spare bedroom, a twenty-year veteran of an industry undergoing fundamental changes, a college graduate interviewing for that first job, or a small business owner looking for ideas to improve your enterprise, you represent the most important brand of all—yourself. How you talk, walk, and act reflects on that brand. Most important, how you *think* about yourself and your business will have the greatest impact on the creation of new ideas that will grow your business and improve the lives of your customers.

Steve Jobs is the CEO of two legendary brands—Apple and Pixar. But that’s the Steve Jobs of today. Thirty-five years ago, he was assembling computers in his parents’ house. Nobody viewed Jobs as a “brand” in 1976, but he did. Even at the age of twenty-one when Jobs and his pal Steve Wozniak were assembling printed circuit boards in the bedroom, kitchen, and garage of the home owned by Paul and Clara Jobs, young Steve saw himself as a brand. Jobs arranged for a corporate address by renting a mail-drop box in Palo Alto. He even hired an answering service so customers and vendors would think he was the owner of a legitimate business and not a young guy competing with his mom for access to the kitchen table. He wanted to “appear” bigger than he was because, in his own mind, he already was.[[13](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=145361943&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch01bn13)]

Michelangelo is quoted as saying, “The greater danger for most of us lies not in setting our aim too high and falling short, but in setting our aim too low, and achieving our mark.” Michelangelo, as with Jobs, could see things that others could not. Michelangelo looked at a marble block and saw David; Steve Jobs looked at a computer and saw a tool to unleash human potential.

## A Noble Purpose Sparks Innovation

Apple has thousands of inspired employees—evangelists—who, instead of saying, “We can’t do that,” say, “We may not know how we’re going to do it, but we will figure it out.” Steve Jobs has cultivated such an attitude from the beginning. According to Gary Hamel, author of [*The Future of Management*](http://www.books24x7.com/assetviewer.aspx?bkid=23568&destid=0#0), “A noble purpose inspires sacrifice, stimulates innovation and encourages perseverance. In doing so, it transforms great talent into exceptional accomplishment.”[[9](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=843306507&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch05bn9)]

In August 2005, one of the deadliest hurricanes in U.S. history, Hurricane Katrina, barreled down on Louisiana. Entergy, the power company that serves the region, scrambled to keep the lights on. One million customers had lost power, and fifteen hundred Entergy employees had lost their homes or had to be evacuated. Wayne Leonard, Entergy’s CEO, told employees to deal with their own personal crises. Take as much time as you need before returning to work, he said. One day, one week, one month—no questions would be asked. Their jobs were guaranteed. What happened next was astonishing. Well, astonishing to anybody who does not understand the power of a noble purpose. Despite their own circumstances, just about every Entergy employee returned to work immediately. It wasn’t unusual to find them working sixteen hours a day for seven straight days.

*Here’s what you find at a lot of companies. You know how you see a show car, and it’s really cool, and then four years later you see the production car, and it sucks? And you go, what happened? They had it! They had it in the palm of their hands! They grabbed defeat from the jaws of victory! What happened was, the designers came up with this really great idea. Then they take it to the engineers, and the engineers go, “Nah, we can’t do that. That’s impossible.” And so it gets a lot worse. Then they take it to the manufacturing people, and they go, “We can’t build that!”And it gets a lot worse.*

- **STEVE JOBS**

By the end of the first week, power was restored to more than half a million Entergy customers, a remarkable achievement by all accounts. None of the affected employees *had* to return to work. They *wanted* to. And they wanted to because Leonard had cultivated a culture of service, a workplace based on one simple vision: to leave the world a better place than how they found it. In other words, for Entergy employees, their work always represented more than a paycheck. “Our employees know that what they do makes a real difference in people’s lives,” Leonard told me. “We don’t just provide electricity. We cool homes in the summer and warm them in the winter. We allow people to cook their food, clean the environment, and educate their children.” If Entergy’s displaced employees had viewed their roles as “just another job,” instead of providing hope to those who lost power, its customers might have remained in the dark a lot longer. In one of the most inspiring e-mails I’ve ever read, Leonard told his employees:

In every man and woman’s life, there is a defining moment. It is a brief intersection of circumstances and choices that define a person for better or worse, a life of unfilled potential or a life that mattered, that made a difference. It is true of individuals and it is true of business. We have great passion for the difference we make in others’ lives. We provide a commodity that sustains life. But, more importantly, we provide the most precious commodity of all—hope.

Entergy provides electricity, but its employees believe in the company’s bigger vision, which is to make a positive impact on people’s lives. Apple makes computers, but its employees believe in the company’s bigger vision, which is to make tools to improve people’s lives. When exceptional leaders paint a compelling vision of the future, and when they expect excellence from their teams, it inspires people to achieve results they never thought possible.

“But I don’t have a noble purpose,” you may say to yourself. “I’m not sending people to the moon or building a computer that will change the world.” Perhaps not, but most likely you do have ideas, products, or services that improve the lives of your customers and that, even in a small way, make the world a better place. You may not be exploring outer space, but you’re making someone’s life here on Earth a little better, and that’s a noble goal.

## Tell More Stories

As Steve Jobs did at the end of his presentation in 1997, you’ll want to find ways to remind your employees about who your customers are. One effective means is through the sharing of stories.

Cranium’s Richard Tait told me he read customer e-mails every night before he went to bed, about one hundred per day. Each night, he would forward several stories to his employees so they would have them in their in-boxes the next morning. For example, “The woman who wrote me at 11:30 one night—she has four kids of her own and three foster children. Instead of kicking her feet up at the end of a long day and enjoying a glass of wine, she’s writing to tell me about the sense of togetherness our games bring to her family; a family previously fragmented and separated by age, ethnicities, and backgrounds. This woman is writing at 11:30 at night to thank me for creating these products. When is the last time you wrote to a company, thanking them for creating a product? I don’t know about you, but I’ve never done it in my life. One of our core values as a company is to delight our customers at every turn. Those moments of delight inspire me every day and I use it as fuel to inspire my team.”[[7](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=920756126&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch09bn7)]

Tait took the storytelling a step further. He would post stories around the office environment. E-mails, letters, and photographs were framed or laminated and placed everywhere—in the hallway, on countertops in the kitchen, and in the lobby. Stories helped Cranium employees see the difference they were making in people’s lives. The stories also inspired employees to develop creative ideas of their own, which evolved into new games, books, and toys that delighted their customers.

Every member of your team is looking to be a part of something special. As we’ve discussed, innovation rarely happens as a result of one person’s idea. It takes a team to commercialize that idea, and those players need continuous inspiration to overcome the hurdles that will inevitably arise on the journey. Stories are powerful motivators. Tell more of them.

The first three principles set the stage for innovation to happen—passion, vision, and kick-starting the creative process. However, innovation is more than an idea. Innovation occurs when an idea is turned into an actual product, service, company, initiative, or action that moves society forward. Getting to know your customers—really *knowing* them, including their hopes, dreams, and goals—will make you more likely to turn your ideas into successful products. And for that to happen, you must see genius in their craziness.

iLessons

1. When it comes to your customer, it’s not about you; it’s about them. Your customers don’t care about you; they care about their dreams. They are asking themselves, “How will this product or service make my life better?” Help them fulfill their dreams and watch your sales soar.
2. Be your own focus group. No outside focus group will give you the green light to develop breakthrough innovation.
3. Listening to your customer is not as valuable as *knowing* your customer. Maintain a “pixel-level” obsession with every aspect of the customer experience.

## Seven Guidelines for Selling Your Ideas the Steve Jobs Way

Since the release of *The Presentation Secrets of Steve Jobs*, companies and individuals around the world have changed the way they present the vision and the benefits behind their brand, product, services, or ideas. I’ve heard directly from executives in virtually every industry: automobiles, health care, manufacturing, pharmaceuticals, technology—even nuclear weapons! If you have an idea, you will stand a far greater likelihood of persuading others to embrace that idea if you adopt just some of the techniques that have made Steve Jobs a master storyteller. Now here are seven techniques that you can use today to sell your ideas the Steve Jobs way.

### Add a note here1. Create A “Holy Smokes” Moment

Every Steve Jobs presentation has one moment that leaves people in awe—the holy smokes moment. These bits are scripted ahead of time to complement his slides, the Apple website, press releases, and advertisements. Often these moments occur as adjuncts to the formal product presentation. For example, in 2008, Jobs pulled the MacBook Air out of a manila interoffice envelope to show everyone just how thin it was. Bloggers went nuts, and the image of Jobs and the envelope turned out be the most popular photograph of the event.

On September 9, 2009, the subject of the holy smokes moment wasn’t a product at all. It was Steve Jobs himself walking onstage after a long, health-related absence for a liver transplant. He told the audience he now had the liver of a mid-twenties person who died in a car crash and was generous enough to donate vital organs. “I wouldn’t be here if it wasn’t for such generosity,” he said.

Whether you use Microsoft PowerPoint or Apple Keynote presentation software, script the “holy smokes” moment ahead of time, before you even open the software tool. For example, I was working with scientists at a well-known weapons lab. They were creating presentations to seek funding for “focused lethality munitions”—more advanced weaponry that can pinpoint targets with increased accuracy, saving the lives of innocent people in war zones. (The information is public, so I’m comfortable documenting it, although I will leave out the name of the organization and its participants.) One such weapon would wipe out enemy combatants in a small area while leaving the family next door unharmed. We decided to create a memorable moment outside of the PowerPoint slides by placing a circle of brightly colored tape on the floor and another circle of tape in a second color several yards farther out. At a key juncture in the presentation, the speaker would point to the tape and announce that anyone sitting within the first circle of tape would have been killed by the bomb, while anyone outside the second circle of tape would be unharmed. What do you think the audience will remember—the slides or the tape?

Think outside the slide. Ask yourself, “How do I make this content jump off the page (or the slide)?” Create emotionally charged events to persuade your listeners to take up your cause.

### Add a note here2. Stick to the Rule of Three

The rule of three is one of the most powerful concepts in writing. It’s the reason Goldilocks saw three bears. It’s the reason most plays are written in three acts. The human mind, as previously noted, can retain only three or four “chunks” of information, and Jobs is well aware of this principle. A Steve Jobs presentation is typically divided into three parts. On September 9, 2009, Jobs walked onstage and told his audience he would cover three product categories: iPhone, iTunes, and iPod. Jobs has even been known to have fun with the principle. At Macworld 2007, he introduced “three revolutionary products”: an MP3 player, a phone, and an Internet communicator. After repeating the three products several times, he disclosed the big reveal—all three would be wrapped up in one product, the iPhone. The rule of three turned into the “holy smokes” moment.

Ask yourself, “What are the three things I want my audience to know?” Not twenty things, just three. You can get away with more points in written form (such as an article or a book), but stick to three in public presentations and oral conversations.

### Add a note here3. Share the Stage

Jobs rarely gives an entire presentation himself. Usually he surrounds himself with a supporting cast. He had a large supporting cast at the iPad presentation in January 2010. After Jobs took the audience for a tour of the product’s features, he introduced several Apple executives to discuss other elements of the new products, including Scott Forstall, Apple senior VP of iPhone software, and Phil Schiller, Apple senior VP of product marketing. Apple executives then introduced non-Apple speakers such as game developers. In all, Jobs shared the stage with seven others for a one-and-a-half-hour presentation. If you can share your presentation with a team member (or customer), by all means, do so. Remember, though, as with any type of performance, presenters need to practice when they tag-team to ensure they get all the transitions and “scene changes” executed seamlessly.

### Add a note here4. Introduce Heroes and Villains

Every great drama has a hero and a villain. As illustrated in the preceding chapter with the discussion of the iPad introduction, Steve Jobs is a master at creating drama. We see this technique as far back as 1984 when Apple introduced the Macintosh. Jobs set up the product launch by painting a picture of IBM—”big blue”—bent on “world domination.” Apple, he said, would be the only company to stand in its way. The crowd went nuts. One can also interpret the well-known “I’m a Mac, I’m a PC” ads as hero-versus-villain vignettes played out in thirty-second installments. Stellar presentations have an antagonist—a common enemy—so the audience can rally around the hero. Your brand and your product play the role of the hero.

### 5. Think Visually

Apple presentations are strikingly simple and visual. As we also discussed in the previous chapter, there is very little text on a Steve Jobs slide, and there are no bullet points. This technique puts to use what psychologists call “picture superiority,” which simply means that ideas are more easily recalled when presented in both text and images rather than in text alone. This concept has profound implications for your presentations. Do not clutter your slides with extraneous information that distracts from your message. Sometimes all you need is one word or one photograph to make your point. Remember that the slides themselves are meant to complement your message. Your story should take center stage. Do not use your slides as notes to read from. If you want further insight into creating more visually engaging presentations, read [*The Presentation Secrets of Steve Jobs*](http://www.books24x7.com/assetviewer.aspx?bkid=33504&destid=0#0) and books by design experts Nancy Duarte, Garr Reynolds, and Cliff Atkinson.

### 6. Create Twitter-Friendly Headlines

Apple makes it simple for its customers to talk about its products— the company writes the headlines for them. What’s the MacBook Air? “The world’s thinnest notebook.” If you can’t describe your company, product, service, or idea in one sentence that fits within a Twitter post, go back to the drawing board. Don’t announce it until you can.

### 7. Sell Dreams, Not Products

Steve Jobs is passionately committed to changing the world, and his passion shows in every presentation. Anyone can learn the specific techniques he uses to come up with visually creative slides, but those slides will fall flat if delivered without passion and enthusiasm. When Jobs introduced the iPod in 2001, he said that music was a transformative experience and that in its own small way, Apple was changing the world. Where most observers saw a music player, Jobs saw an opportunity to create a better world for his customers. That’s the difference between Jobs and the vast majority of mediocre leaders—Jobs is genuinely committed to changing the world, and he’s not afraid to say it.

None of your ideas will turn into world-changing innovations if they remain confined to the inside of your head. At some point you will have to persuade someone else to invest, buy, participate, join, or evangelize. You would be surprised at how many people fail to understand the importance of this step. These individuals seem to believe that their ideas will change the world regardless of how hard they are to comprehend. Unfortunately, you will never hear about most of them. I often wonder how many truly revolutionary ideas are never given a chance to succeed because the brilliant mind that produced the idea could not tell the story behind it.

You have extraordinary ideas to share. Don’t let poor communication sabotage the ultimate success of those ideas. A great presentation can transform minds, start movements, and grow companies. Start building your empire today. Let Steve Jobs show you how.

iLessons

1. Tell your story early and often. Make communication a cornerstone of your brand every day.
2. Make your brand story consistent across all platforms: presentations, website, advertising, marketing materials, social media.
3. Think differently about your presentation style. Study Steve Jobs, read design books, and pay attention to awe-inspiring presentations and what makes them different from the average PowerPoint show. Everyone has room to raise the bar on delivering presentations, but rising to the challenge requires a dedicated commitment to improve and an open mind.

## A Business Plan That Ignited a Board’s Enthusiasm

In addition to the IBM ad, 1981 saw Apple’s first real business plan, which Jobs himself had written. In the plan, Jobs introduced the metaphor of Macintosh as the “crankless computer,” as discussed in [Chapter 6](http://www.books24x7.com/assetviewer.aspx?bkid=40053&destid=250#250). The following description appeared in Apple’s business plan, and according to Young, the language “caught fire” in the boardroom when Jobs presented it; the excerpt demonstrates Jobs’s mastery at telling a story:

Personal computers are now at the stage where cars were when they needed to be cranked by hand to get started … Personal computers are simply not complete, as cars were not at the crank stage. The crank for personal computers is the awkward human interface. Users need to learn a host of unnatural commands and operations in order to make the computer do what they want it to do. The turn of this decade saw a lot of manufacturers, some very big ones, jump on the personal computer bandwagon. Some personal computers have more memory than others, some have more mass storage, some have color, others have more columns, but they all need to be hand cranked.[[4](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=228792777&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch14bn4)]

Effective communication is a key ingredient behind the commercialization of successful innovations. Steve Jobs had an idea for an approachable computer that would replace the command-line interface with icons and a mouse, but he had to “sell” the idea to the Apple board. According to Young, the power of Jobs’s vision carried the day, and the executive staff and company board gave the project the green light. It’s intriguing to ask: would Steve Jobs’s ideas have been translated into world-changing innovations had it not been for his ability to persuasively communicate the vision behind those ideas? Of course, we’ll never really know the answer, but I would argue that those ideas would have been less likely to see the light of day without an extraordinary storyteller.

## And We’re Calling It … iPad

On the foggy January morning of Steve Jobs’s iPad presentation at San Francisco’s Yerba Buena Events Center, I was standing outside the building waiting for the presentation to begin and sharing my insights live for viewers of Fox Business News. Few outsiders knew exactly what Jobs would unveil that morning (although a tablet had been long rumored), and I did not have any inside information to share with the television reporter, despite her best efforts to get a scoop. But I could, and did, predict exactly how Jobs would present the new product, regardless of what it might be. I could predict the presentation accurately because Jobs’s previous presentations have given us a crystal ball that reveals his approach. The following sections highlight several ingredients that Steve Jobs incorporated to bring the iPad to life. In doing so, he sold his audience on the vision, the benefits, and the excitement behind Apple’s latest innovation. And if I had to bet, I would say Jobs will include these very same elements in future product launches.

### A Twitter-Friendly Headline

As described at the beginning of this chapter, Steve Jobs positioned the iPad in one sentence, calling it a “magical and revolutionary” product. He said the phrase twice. It was one of the first things he said as he walked onstage and the last message he left with his audience. Innovative ideas are, by definition, new. Customers typically require some help to understand where the product fits into their lives. Steve Jobs always provides a one-sentence description that is so concise that it easily fits within a 140-character Twitter post. What’s an iPod? “It’s one thousand songs in your pocket.” What’s a MacBook Air? “It’s the world’s thinnest notebook.” One sentence speaks volumes.

### An Antagonist

Every Steve Jobs presentation has a hero and a villain, an antagonist as well as a protagonist. The iPad presentation was no different. Although IBM played the role of the antagonist in the early 1980s, a villain need not be a competitor. It’s often not. In many cases, Jobs will introduce the villain as a problem in need of a solution. Of course, in the Jobs narrative, Apple always plays the hero.

During the iPad presentation, a category of devices called “net-books” played the role of the villain. Jobs showed a slide with two images: an iPhone on the left side and a notebook computer on the right side. A question mark appeared in between them. Jobs introduced the problem like this:

In order to create a new category of devices, those devices are going to have to be far better at doing some key tasks. Better than the laptop, better than the smartphone. What kind of tasks? Well, things like browsing the Web. Doing e-mail. Enjoying and sharing photographs. Watching videos. Enjoying your music collection. Playing games. Reading e-books. If there’s going to be a third category of device it’s got to be better at these kinds of tasks than either a laptop or a smartphone. Otherwise, it has no reason for being. Now, some people have thought, that’s a netbook. The problem is that netbooks aren’t better at anything. They’re slow, low-quality displays and run clunky old PC software. They’re just cheap laptops. We don’t think they are a third category of device. But we think we’ve got something that is and we’d like to show it to you today for the first time. We call it the iPad.[[5](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=549144935&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch14bn5)]

### Add a note hereThe Rule of Three

Neuroscientists are finding that humans can process only three or four chunks of information in short-term memory. If that’s the case, why deliver ten message points when three is likely all your audience can absorb in one sitting? Jobs will often explain new products and ideas by focusing on three key points and no more. He used this approach during the iPad presentation, as illustrated in Table 14.1.

| Table 14.1: iPad Presentation Content Divided into Three Key Points[[a](http://www.books24x7.com/assetviewer.aspx?bookid=40053&chunkid=549144935&noteMenuToggle=0&hitSectionMenuToggle=0&leftMenuState=1" \l "ftn.ch14bn6)]  |
| --- |
| **iPAD PRESENTATION CONTENT** | **1** | **2** | **3** |
| Apple gets its revenue from three product lines: | iPhones | iPods | Macs |
| Apple has three competitors in the mobile devices category: | Nokia | Samsung | Sony |
| Netbooks have three problems: | Slow | Low-Quality Displays | Clunky PC Software |
| Customers will have access to three stores in the iPad: | iTunes | App | iBookstore |
| The iPad will come bundled with the choice of three data plans and price points: | 16GB ($499) | 32GB ($599) | 64GB ($699) |
|  |

### Visual Simplicity

Steve Jobs understands that his audiences retain information more effectively when ideas are presented in words and pictures instead of words alone. For example, there were no bullet points on any of the slides in the iPad presentation. There were words and pictures— plenty of pictures—but no bullet points. Take a look at Table 14.2. In the first column, you will read what Jobs actually said during one portion of the iPad presentation. The second column describes the slide that accompanied his words.