

I'm not a bot



computer scientists I know are all musicians. The key thing that comes true is that they had a variety of experiences which they could draw upon, in order to solve a problem or to attack a particular dilemma in a kind of unique way.Leonardo da Vinci was a great artist and a great scientist.Michelangelo knew a tremendous amount about how to cut stone at the quarry.The finest dozen computer scientists I know are all musicians. Some are better than others, but they all consider that an important part of their life. I dont believe that the best people in any of these fields see themselves as one branch of a forked tree. I just dont see that. People bring these things together dont.Anyway, one of our biggest challenges, and the one I think John Sculley and I should be judged on in five to ten years, is making Apple an incredibly great 10 or 20 billion-dollar company. Will it still have the spirit it does today? Were charting new territory.If Apple becomes a place where computers are a commodity item, where the romance is done, and where people forget that computers are the most incredible invention that man has ever invented, Ill feel I have lost Apple. But if Im a million miles away, and all those people still feel those things then I will feel that my genes are still there.You know, Dr. Edwin Land was a troublemaker. He dropped out of Harvard and founded Polaroid.On Dr. Edwin Land: Not only was he one of the great inventors of our time but, more important, he saw the intersection of art and science and business and built an organization to reflect that.You need a very product-oriented culture, even in a technology company. Lots of companies have tons of great engineers and smart people. But ultimately, there needs to be some gravitational force that pulls it all together. Otherwise, you can get great pieces of technology all floating around the universe. But it doesnt add up to much.We did iTunes because we all love music. We made what we thought was the best jukebox in iTunes. Then we all wanted to carry our whole music libraries around with us. The team worked really hard. And the reason that they worked so hard is because we all wanted one. You know? I mean, the first few hundred customers were us.What are we, anyway? Most of what we think we are is just a collection of likes and dislikes, habits, patterns. At the core of what we are is our values, and what decisions and actions we make reflect those values.Steve Jobs On Learning, Education, MeditationGo to table of contentsWell, I was thrown out of school a few times.Invest time in yourself to have great experiences that are going to enrich you.I didnt see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything. It freed me to enter one of the most creative periods of my life.Much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on.The key thing to remember about me is that Im still a student. Im still in boot camp. If anyone is reading any of my thoughts, Id keep that in mind.I think if you do something and it turns out pretty good, then you should go do something else wonderful, not dwell on it for too long. Just figure out whats next.Reed College at that time offered perhaps the best calligraphy instruction in the country I decided to take a calligraphy class to learn how to do this. It was beautiful, historical, artistically subtle in a way that science cant capture, and I found it fascinating. None of this had even a hope of any practical application in my life. But ten years later, when we were designing the first Macintosh computer, it all came back to me.We wanted to more richly experience why were we were alive, not just make a better life, and so people went in search of things. The great thing that came from that time was to realize that there was definitely more to life than the materialism of the late 50s and early sixties. We were going in search of something deeper.Between my sophomore and junior years, I got stoned for the first time; I discovered Shakespeare, Dylan Thomas, and all that classic stuff. I read Moby Dick and went back as a junior taking creative-writing classes.You could get LSD fresh made from Stanford. You could sleep on the beach at night with your girlfriend. California has a sense of experimentation and a sense of openness about me is that Im still a student. Im still in boot camp. I make a dent.The most important thing is a person. A person who incites and feeds your curiosity; and machines cannot do that in the same way that people can.One of the saints in my life is this woman named Imogene Hill, who was a fourth-grade teacher who taught this advanced class. She got hip to my whole situation in about a month and kindled a passion in me for learning things. I learned more that year than I think I learned in any year in school.I was pretty bored in school, and I turned into a little terror. You should have seen us in third grade. We basically destroyed our teacher. We would let snakes loose in the classroom and explode bombs.School was pretty hard for me at the beginning.My mother taught me how to read before I got to school and so when I got there I really just wanted to do two things. I wanted to read books because I loved reading books and I wanted to go outside and chase butterflies. You know, do the things that five-year-olds like to do. I encountered authority of a different kind than I had ever encountered before, and I did not like it. And they really almost got me. They came close to really beating any curiosity out of me.Obviously, one of the great challenges of an education is to teach us how to think. What were finding is that computers are actually going to affect the quality of thinking as more and more of our children have these tools available to them.I know from my own education that if I hadnt encountered two or three individuals that spent extra time with me, Im sure I would have been in jail.When youre young, a little bit of course correction goes a long way. I think it takes pretty talented people to do that.By the way,did you know that Steve also practiced meditation?Heres what he had to say about it:If you just sit and observe, you will see how restless your mind is. If you try to calm it, but over time it does calm, and when it does, theres room to have more subtle things that when your intuition starts to blossom and you start to see things more clearly and be in the present more. Your mind just slows down, and you see a tremendous expanse in the moment. You see so much more than you could see before.Steve Jobs On SimplicityGo to table of contentsFocusing is about saying no.Just get rid of the crappy stuff and focus on the good stuff.We try to focus and do very few things well. And focusing is hard because focusing doesnt mean saying yes, it means saying no. So we decide not to do a lot of things so we can focus on a handful of things and do them well.Simple can be harder than complex: You have to work hard to get your thinking clean to make it simple. But its worth it in the end because once you get there, you can move mountains.I have a very simple life. I have my family and I have Apple and Pixar. And I dont do much else.My favorite things in life dont cost any money.Well, my favorite things in life are books, sushi and My favorite things in life dont cost any money. Its really clear that the most precious resource we all have is time. As it is, I pay a price by not having much of a personal life. I dont have the time to pursue love affairs or to tour small towns in Italy and sit in cafes and eat tomato-and-mozzarella salad.I end up not buying a lot of things, because I find them ridiculous.The way were running the company, the product design, the advertising, it all comes down to this: Lets make it simple. Really simple.Look at the design of a lot of consumer products theyre really complicated surfaces. We tried to make something much more holistic and simple.When you first start off trying to solve a problem, the first solutions you come up with are very complex, and most people stop there. But if you keep going, and live with the problem and peel more layers of the onion off, you can oftentimes arrive at some very elegant and simple solutions. Most people just dont put in the time or energy to get there.We believe that customers are smart and want objects which are well thought through.What I found when I got here was a zillion and one products. It was amazing. And I started to ask people, now why would I recommend a 3400 over a 4400? When should somebody jump up to a 6500, but not a 7300? And after three weeks, I couldnt figure this out. If I couldnt figure this out how could our customers figure this out?Apple is a \$30 billion company, yet weve got less than 30 major products. I dont know if thats ever been done before. Certainly the great consumer electronics companies of the past had thousands of products. We tend to focus much more.People think focus means saying yes to the thing youre got to focus on. But thats not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully.Were always thinking about new markets we could enter, but its only by saying no that you can concentrate on the things that are really important.Steve Jobs On QualityGo to table of contentsQuality is more important than quantity. One home run is much better than two doubles.We had a fundamental belief that doing it right the first time was going to be easier than having to go back and fix it. And I cannot say strongly enough that the repercussions of that attitude are staggering. Ive seen them again and again throughout my business life.Were not going to be the first to this party, but were going to be the best.Theres some stuff in our industry that we wouldnt be proud to ship.If they are working in an environment where excellence is expected, then they will do excellent work without anything but self-motivation. Im talking about an environment in which excellence is noticed and respected and is in the culture. If you have that, you dont have to tell people to do excellent work. They understand it from their surroundings.I have to tell you theres some stuff in our industry that we wouldnt be proud to ship, that we wouldnt be proud to recommend to our family and friends. And we cant do it, we just cant ship junk.We think the Mac will sell zillions, but we didnt build the Mac for anybody else. We built it for ourselves.We were the group of people who were going to judge whether it was great or not. We werent going to go out and do market research. We just wanted to build the best thing we could build.Part 5. And One More Thing Steve Jobs Quotes On Microsoft And Bill GatesGo to table of contentsThe only problem with Microsoft is they just have no taste. They have absolutely no taste. And I dont mean that in a small way, I mean that in a big way, in the sense that they dont think of original ideas, and they dont bring much culture into their products.The older I get, the more I see how much motivations matter. The Zune was crappy because the people at Microsoft dont really love music or art the way we do. We won because we personally love music.I am saddened, not by Microsoft success, I have no problem with their success. Theyve earned their success, for the most part. I have a problem with the fact that they just make really third-rate products. Their products have no spirit of enlightenment about them, they are very pedestrian. The sad part is that customers dont have a lot of that spirit either, but the way that were going to ratchet up our species is to take the best and to spread it around everybody so that everybody grows up with better things and starts to understand the subtlety of these better things.I wish him the best. I really do. I just think he and Microsoft are a bit narrow. Hed be a broader guy if he had dropped acid once or gone off to an ashram when he was younger.Their products have no spirit to them.Microsoft has had two goals in the last 10 years. One was to copy the Mac, and the other was to copy Lotus success in the spreadsheet basically, the applications business. And over the course of the last 10 years, Microsoft accomplished both of those goals. And now they are completely lost.With our technology, with objects, literally three people in a garage can blow away what 200 people at Microsoft can do.Our friends up north spend over five billion dollars on research and development and all they seem to do is copy Google and Apple.Steve Jobs Last WordsOh wow. Oh wow. Oh wow.ConclusionTheres lots of ways to be as a person. And some people express their deep appreciation in different ways. But one of the ways that I believe people express their appreciation to the rest of humanity is to make something wonderful and put it out there. And you never meet the people, you never hear their story or tell yours, but somehow, they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them. About the only thing you can't do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do. Steve Jobs Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart. Steve Jobs Being the richest man in the cemetery doesnt matter to me. Going to bed at night saying we've done something wonderful... that's what matters to me. Steve Jobs Your time is limited, so dont waste it living someone else's life. Dont be trapped by dogma - which is living with the results of other people's thinking. Dont let the noise of other's opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary. Steve Jobs 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.Almost everything--all external expectations, all pride, all fear of embarrassment or failure--these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart. No one wants to die. Even people who want to go to heaven dont want to die to get there. And yet, death is the destination we all share. No one has ever escaped it, and that is how it should be, because death is very likely the single best invention of life. It's life's change agent. It clears out the old to make way for the new. Steve Jobs You have to be burning with an idea, or a problem, or a wrong that you want to right. If you're not passionate enough from the start, you'll never stick it out. Steve Jobs Have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary. Steve Jobs Simple can be harder than complex: You have to work hard to get your thinking clean to make it simple. But its worth it in the end because once you get there, you can move mountains. Steve Jobs You can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. Steve Jobs If you haven't found it yet, keep looking. Dont settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. Steve Jobs Sometimes life's going to hit you in the head with a brick. Dont lose faith. I'm convinced that the only thing that kept me going was that I loved what I did. Steve Jobs I have looked in the mirror every morning and asked myself: "If today were the last day of my life, would I want to do what I am about to do today?" And whenever the answer has been "No" for too many days in a row, I know I need to change something. Steve Jobs You have to trust in something - your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life. Steve Jobs Taking LSD was a profound experience, one of the most important things in my life. LSD shows you that theres another side to the coin, and you cant remember it when it wears off, but you know it. It reinforced my sense of what was importantreating great things instead of making money, putting things back into the stream of history and of human consciousness as much as I could. Steve Jobs People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully. I'm actually as proud of the things we haven't done as the things I have done. Innovation is saying no to 1,000 things. Steve Jobs The only way to do great work is to love what you do. If you haven't found it yet, keep looking. Dont settle. Steve Jobs I've been rejected, but I am still in love. Steve Jobs Focusing is about saying No. Steve Jobs No one wants to die. Even people who want to go to heaven dont want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because Death is very likely the single best invention of Life. It is Lifes change agent. It clears out the old to make way for the new. Right now the new is you, but someday not too long from now, you will gradually become the old and be cleared away. Sorry to be so dramatic, but it is quite true. Your time is limited, so dont waste it living someone elses life. Dont be trapped by dogma which is living with the results of other peoples thinking. Dont let the noise of others opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary Steve Jobs Creativity is just connecting things. Steve Jobs Think Different Steve Jobs Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Dont settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. Steve Jobs Some people say, "Give the customers what they want." But that's not my approach. Our job is to figure out what they're going to want before they do. I think Henry Ford once said, "If I'd asked customers what they wanted, they would have told me, 'A faster horse!'" People don't know what they want until you show it to them. That's why I never rely on market research. Our task is to read things that are not yet on the page. Steve Jobs previous 1 2 3 4 5 6 7 8 9 12 13 next Ask the publishers to restore access to 500,000+ books.

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