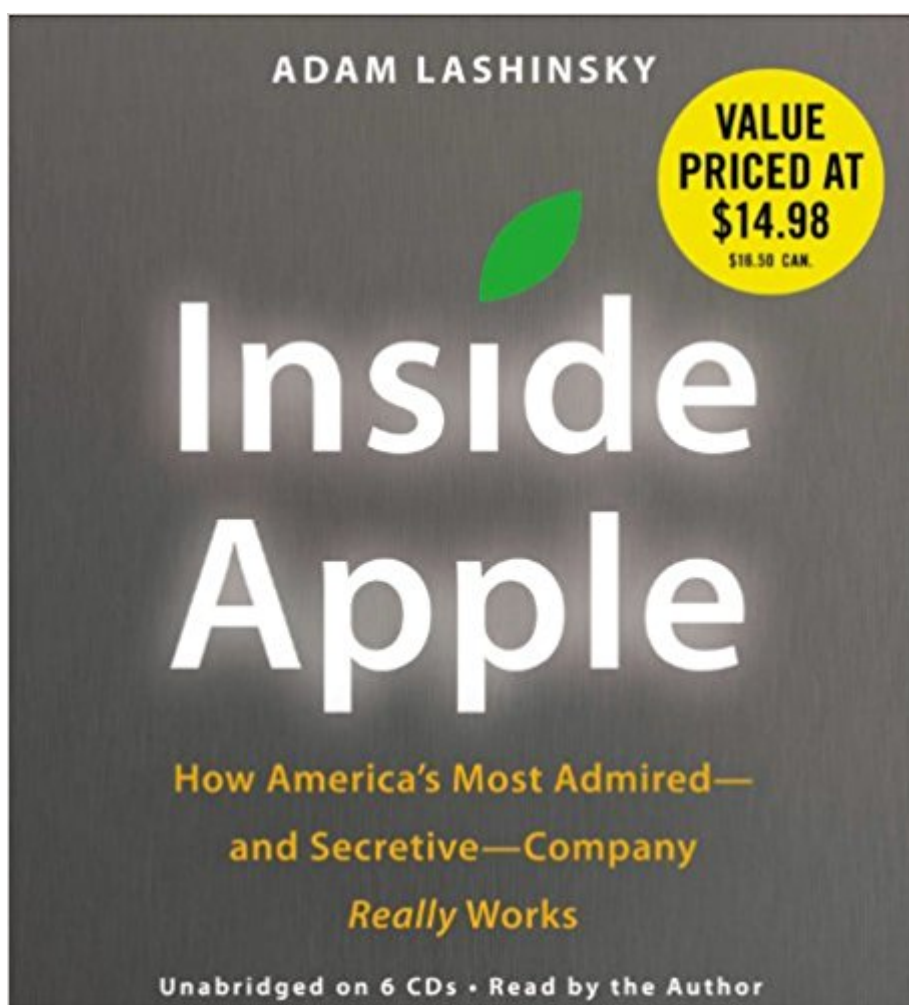


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# Inside Apple: How America's Most Admired--and Secretive--Company Really Works



## Synopsis

INSIDE APPLE reveals the secret systems, tactics and leadership strategies that allowed Steve Jobs and his company to churn out hit after hit and inspire a cult-like following for its products. If Apple is Silicon Valley's answer to Willy Wonka's Chocolate Factory, then author Adam Lashinsky provides readers with a golden ticket to step inside. In this primer on leadership and innovation, the author will introduce readers to concepts like the "DRI" (Apple's practice of assigning a Directly Responsible Individual to every task) and the Top 100 (an annual ritual in which 100 up-and-coming executives are tapped a la Skull & Bones for a secret retreat with company founder Steve Jobs). Based on numerous interviews, the audiobook offers exclusive new information about how Apple innovates, deals with its suppliers and is handling the transition into the Post Jobs Era. Lashinsky, a Senior Editor at Large for Fortune, knows the subject cold: In a 2008 cover story for the magazine entitled The Genius Behind Steve: Could Operations Whiz Tim Cook Run The Company Someday he predicted that Tim Cook, then an unknown, would eventually succeed Steve Jobs as CEO. While Inside Apple is ostensibly a deep dive into one, unique company (and its ecosystem of suppliers, investors, employees and competitors), the lessons about Jobs, leadership, product design and marketing are universal. They should appeal to anyone hoping to bring some of that Apple magic to their own company, career, or creative endeavor.

## Book Information

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## Customer Reviews

Adam Lashinsky, one of America's best and most diligent technology reporters, has produced a fascinating glimpse inside Apple as it makes its transition into the post-Jobs era. It's filled with

colorful reporting and smart analysis that offer lessons not just about Apple but about creative business leadership in general. (Walter Isaacson, author of *Steve Jobs*) Frankly, a business book hasn't grabbed me like that in a long-time. (Bob Sutton, author of *Good Boss, Bad Boss* and *The No Asshole Rule*.) I'm not a heavy reader. It's extremely rare that I'll read a book in one sitting. This one kept me hooked start to finish - I could not put it down. (John Tokash, co-founder at Kartoffl.ly) Apple, Inc. could teach the Chinese a few tricks about secrecy. In this crisply written, engrossing book, Adam Lashinsky lifts the veil on how Apple really works and why it has been such an astonishing success. That is yesterday. What this book also does is explore tomorrow, including the challenges confronting a gifted group of executives trained by Steve Jobs but bereft of his leadership. I devoured this book in one sitting. (Ken Auletta, columnist for *The New Yorker* and the author of *Googled: The End of the World As We Know It*) Much more than Isaacson's, this is the one I've been waiting to read. (John Lilly, Partner at Greylock, former CEO at Mozilla.) Lashinsky's book, then, is an important rebuttal of today's Silicon Valley orthodoxy that a successful 21st century company needs to be organizationally flat and open. Lashinsky may indeed be telling a truth that most of us don't want to hear. Apple, rather than Google, is the future of corporate America. And that future will be defined by secrets and lies, rather than by transparency and truth.

(TechCrunch) This book's real strength - besides lots of insight from people who knew and worked with Jobs, Cook and the rest of the executive team - is the way it frames different scenarios that could result from Apple sans Jobs... You get the feeling when reading this that people inside the company will be just as keen to pick up a copy as those of us on the outside. (Erica Ogg, GigaOm) "Inside Apple" makes a worthwhile companion to last year's best-selling "Steve Jobs," by Walter Isaacson. If Isaacson's book was the definitive biography of Apple's chief visionary, who died in October, then "Inside Apple" is a revealing guided tour of his greatest creation." (San Francisco Chronicle) Essential reading for anyone interested in management... (Steve Dennings, Forbes.com) --This text refers to the Hardcover edition.

Lashinsky is the Senior Editor At Large for *Fortune*. As the magazine's lead correspondent in Silicon Valley, he has interviewed all of Apple's top executives and many of its board members. He is also a Fox News contributor. Prior to joining *Fortune Magazine*, Lashinsky was the Silicon Valley columnist for *TheStreet.com*. He is married to Ruth Kirschner, a senior executive at Doubleclick.

It is tough writing a book on a secretive organisation run by a charismatic leader whose personal identity is deeply enmeshed with the reality of that organisation. This is a book written by a journalist

and not a business historian, however, Adam makes a strong attempt at extracting some theories. The book lacks structure and often feels like a ramble ; However, this book complements the content on the biography by Walter Isaacson, you can connect the dots and arrive at some understanding of how Apple has evolved as an enterprise with its roots in Steve Jobs but branches that are waiting to spin-off when the founder is no longer around. I must give full points to Adam for not making this book a case for or against the Apple operating model. In the end, the book makes you feel like a passerby who tries to peek a little into someone's house by walking around their doors and windows and talking to their guests - Sometimes you get a peek at something brilliant, sometimes you get just about the door and sometimes you feel like you are hallucinating in theories that you've made up based on what you saw in the last 3 instances.

...which is saying something. I haven't done that since I was a teenager and I'm in my forties. To compare this book to Isaacson's biography of Steve Jobs, which is arguably the best biography I've ever read, would not be fair; although everyone is going to do that. I struggled with the comparison myself. Bottom Line: These are two very different books, and this is a great compliment to Job's biography. Did I learn anything groundbreaking? I had hoped to, but I'm not sure I did. (Especially in the "Secrecy chapter - I wanted more!) Still, I did learn a LOT of small things that, added together, made the book feel groundbreaking. I've highlighted several passages in my kindle edition, but I feel like it would be cheating to share more than one with you. My personal favorite has to do with Apple's seeming lack of career paths for their employees; it goes like this: "...what if it turns out that all that thinking is wrong? What if companies encouraged employees to be satisfied where they are, because they're good at what they do, not to mention because that might be what's best for shareholders?" Well, what if? The Peter Principle is hard to fight against; even more difficult to compete with are the ambitions of people. Adam mentions a saying that I've heard before, "Everyone inside Apple is trying to get out, and everyone outside is trying to get in." Well, I'm both of those. After reading this book, I still would love to work for Apple; and I'd hate it too. What an exquisite company! Most revealing to me is that while employees who are entrepreneurs "typically don't stick around for more than a couple of years," the company still manages to thrive in an oddly entrepreneurial way. At the same time, these entrepreneurs had "rich, productive experiences at Apple, where there ... was room for only one..." Last, there is some speculation and discussion about the struggles Apple will have in keeping its culture. The consequences of Steve Job's intense involvement followed by his rapid second departure will only really be understood over time - a lot of time. Yet, I found this discussion to be better than any I've read on the web. At the same time,

what human could possibly read all that has been written about Apple since late last year? Despite my desire not to succumb to comparing this book with Isaacson's, I'll end with that comparison: The biography was bigger and the best in its class, and while this book is a quick, easy read, it is the first real book in its class. I probably won't read the biography again, except for reference; I see myself reading Lashinsky's book again and again, cogitating on the philosophies and learning more during each read. If I could, I'd give the book 4.8 stars, but since I have to round, I don't begrudge it the five stars that I expect most will give. You did a decent job with this book, Mr. Lashinsky, and I'm happy to recommend it.

I would recommend reading the book "Start with Why" by Simon Sinek first before reading this book. This "Inside Apple" book actually says a lot about the HOW of Jobs and Apple, but very little of the WHY. As such, this is not a groundbreaking or revolutionary book. It is the WHY (the purpose or cause of Jobs and Apple) that this book fails to investigate. In other words, unless the WHY is fully understood, learning or imitating the HOW is not going to make a leader or a company as successful as Apple. The first half of the book reads like a thrill novel, but the second half of the book reads like a thrill-deprived novel. This is how I would rate the book: 1) The first three chapters (Rethink Leadership, Embrace Secrecy, Focus Obsessively) all deserve 5 stars. They are good and insightful. 2) Fourth chapter (Stay Start-Up Hungry) gets a 4-star. I don't think everything described in this chapter is about how Apple keeps its start-up mentality. 3) Chapter 6 (Own Your Message) deserves 4 stars because it is just an extension of Apple's obsessive nature in controlling and rehearsing every detail. 4) Chapters 5 as well as 7 through 10 deserve 2 to 3 stars. They are boring and do not provide much insight. The blemishes in this book do not distract from the excellent job done by this author in giving us the precious views of how Apple works inside -- albeit just the HOW and not the WHY. A worthwhile read -- could be better! One very interesting point mentioned in this book: Jobs identified himself as an entrepreneur. (His death certificate listed "entrepreneur" as his occupation.) ... In that light, it's shocking that not one member of today's executive team is an entrepreneur. This lack in the top management level is worrisome. I genuinely want Apple to continue to be insanely great! This BIG gap must be filled!

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