



Beyond Dreams

编著 / 潘敏等

超越梦想
(英文版)

你最想了解的
商界奇才

ARCTIME
时代出版

时代出版传媒股份有限公司
安徽科学技术出版社

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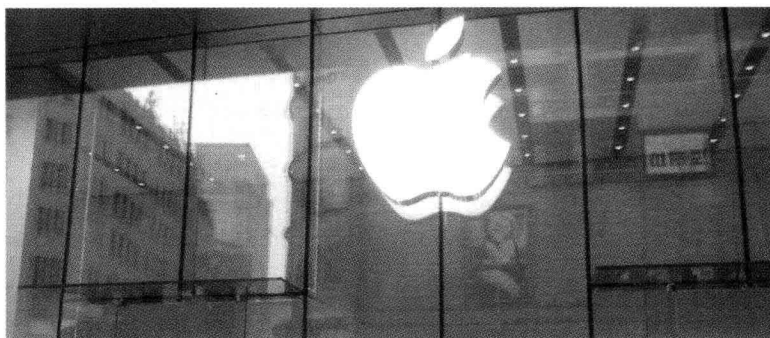
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Chapter 1

Steven Paul Jobs

第一章

史蒂夫·保罗·乔布斯



The only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it.

—Steven Paul Jobs

“成就一番伟业的唯一途径就是热爱自己的事业。如果你还没能找到自己热爱的事业,继续寻找,不要放弃。跟随自己的心,总有一天你会找到的。”

2011年8月25日,苹果董事会宣布乔布斯卸任CEO,这或许也意味着“一个时代的结束”。同年10月5日,他因病去世,留给我们太多的遗憾和叹息。

在硅谷,没有人比史蒂夫·保罗·乔布斯更具有传奇色彩了,他只读了半年大学,又旁听了一段时间的美学课程,然后就彻底离开了学校。辍学之后的乔布斯一直梦想有一台自己的计算机,而当时市场上卖的商用电脑都体积庞大,且极其昂贵,于是他和好朋友沃兹一起,经常在自家的小车库里研究电脑。1976年,他们俩终于组装成功了一台个人电脑,这一年的愚人节,乔布斯决定成立一家电脑公司,因为喜欢吃苹果,所以他把公司起名为苹果,还注册了那个著名的商标:一个被人咬了一口的苹果。

乔布斯是iPod、iPhone、iPad等数字产品的缔造者,更是计算机业与娱乐业的标志性人物。他推崇美学至上的设计理念,不断改变着流行风潮和人们的生活方式。如今,拥有一部苹果公司的最新产品,在年轻人中已经成为一种时尚的体现,一个人时尚的标志。

Biography

Steven Jobs was born on February 24, 1955, in San Francisco (旧金山), California (加利福尼亚州), and was adopted (收养) by Paul and Clara Jobs. Clara worked as an accountant and Paul was a Coast Guard veteran (退伍军人) and machinist. The family lived in Mountain View within California's Silicone Valley. As a boy, Jobs and his father would work on electronics in the family garage (车库). Paul would show his son how to take apart and reconstruct electronics, a hobby which instilled (逐渐灌输) confidence, tenacity (顽强、坚韧), and mechanical prowess (非凡的技能; 造诣) in young Jobs.

While Jobs has always been an intelligent and innovative thinker, his youth was riddled (迷惑) with frustrations over formal schooling. In elementary school he was a prankster (顽皮的人) whose fourth grade teacher needed to bribe (贿赂) him to study. Jobs tested so well, however, that administrators wanted to skip (跳级) him ahead to high school—a proposal his parents declined.

After he did enrol in high school, Jobs spent his free time at Hewlett-Packard (惠普公司). It was there that he befriended (以朋友的方式对待) computer club guru (会长、领袖) Steve Wozniak. Wozniak was a brilliant computer engineer, and the two developed great respect for one another.

高中毕业以后, 乔布斯就读于俄勒冈州的里德学院, 只念了一学期就因为经济原因而休学, 但他仍在学校里旁听美术等课程, 正是因为书法、美术的熏陶, 使他对电脑软件的美学处理特别重视。

After high school, Jobs enrolled at Reed College in Portland (波特兰), Oregon (俄勒冈州). Lacking direction, he dropped out of college after six months and spent the next 18 months dropping in on creative classes. Jobs later recounted how one course in calligraphy (书法、美术字体) developed his love of typography (印刷术).

In 1974, Jobs took a position as a video game designer with Atari (雅达利电视游戏机公司). Several months later he left Atari to find spiritual enlightenment in India, travelling the continent and experimenting with psychedelic drugs. In 1976, when Jobs was just 21, he and Wozniak started Apple Computers. The duo (一对搭档) started in

the Jobs family garage, and funded their entrepreneurial venture after Jobs sold his Volkswagen(德国大众)bus and Wozniak sold his beloved scientific calculator.

Jobs and Wozniak are credited with revolutionizing the computer industry by democratizing the technology and making the machines smaller, cheaper, intuitive, and accessible to everyday consumers. The two conceived (构思) a series of user-friendly personal computers that they initially marketed for \$666.66 each. Their first model, the Apple I, earned them \$774,000. Three years after the release of their second model, the Apple II, sales increased 700 percent to \$139 million dollars. In 1980, Apple Computer became a publically traded company with a market value of \$1.2 billion on the very first day of trading. Jobs looked to marketing expert John Scully of Pepsi-Cola to help fill the role of Apple's President.

However, the next several products from Apple suffered significant design flaws resulting in recalls and consumer disappointment. IBM suddenly surpassed Apple sales, and Apple had to compete with an IBM/PC dominated business world. In 1984 Apple released the Macintosh, marketing the computer as a piece of a counter culture lifestyle; romantic, youthful, creative. But despite positive sales and performance superior to IBM's PCs, the Macintosh was still not IBM compatible. Scully(斯卡利,苹果公司前CEO)believed Jobs was hurting Apple, and executives began to phase him out.

1985年,苹果公司高层之间产生了矛盾,在权力斗争中,乔布斯不得不离开苹果,成立了NeXT公司。1986年,他花1 000万美元从乔治·卢卡斯手中收购了一家电脑动画效果工作室,成立了独立公司皮克斯动画(Pixar),并在1995年推出了全球首部全3D动画电影《玩具总动员》(*Toy Story*)。2006年,迪斯尼收购了Pixar公司,乔布斯也因此成为迪斯尼的最大股东。

In 1985, Jobs resigned as Apple's CEO to begin a new hardware and software company called NeXT, Inc. The following year Jobs purchased an animation company from George Lucas, which later became Pixar Animation Studios. Believing in Pixar's potential, Jobs initially invested \$50 million of his own money into the company. Pixar Studios went on to produce wildly popular animation films such as *Toy Story*(《玩具总动员》), *Finding Nemo*(《海底总动员》) and *The Incredibles*(《超人总动员》). Pixar's films have netted \$4 billion. The studio merged with Walt Disney in 2006, making Steve

Jobs Disney's largest shareholder.

1997年苹果以4.29亿美元收购了NeXT电脑公司，同时乔布斯也回到了苹果，接任首席执行官。此前的苹果经营状况每况愈下，财务收入开始萎缩。乔布斯重掌大权以后，对奄奄一息的苹果进行了大刀阔斧的改革。

Despite Pixar's success, NeXT, Inc. Floundered (挣扎) in its attempts to sell its specialized operating system to mainstream America. Apple eventually bought the company in 1997 for \$429 million. That same year, Jobs returned to his post as Apple's CEO.

Much like Steve Jobs instigated Apple's success in the 1970s, he is credited with revitalizing (使具有新的活力) the company in the 1990s. With a new management team, altered stock options, and a self-imposed (自愿接受的) annual salary of \$1 a year, Jobs put Apple back on track. His ingenious (设计独特的) products such as the iMac, effective branding campaigns, and stylish designs caught the attention of consumers once again.

In 2003, Jobs discovered he had a neuroendocrine (神经内分泌的) tumor (肿瘤), a rare but operable form of pancreatic cancer (胰腺癌). Instead of immediately opting for surgery, Jobs chose to alter his pescovegetarian diet while weighing Eastern treatment options. For nine months Jobs postponed (推迟) surgery, making Apple's board of directors nervous. Executives feared that shareholders would pull their stocks if word got out that their CEO was ill. But in the end, Job's confidentiality (机密) took precedence over shareholder disclosure. In 2004, he had a successful surgery to remove the pancreatic tumour. True to form (一如既往), in subsequent years Jobs has disclosed little about his health.

In recent years, Apple has introduced such revolutionary products as the Macbook Air, iPod, and iPhone, all of which have dictated the evolution of modern technology. Almost immediately after Apple releases a new product, competitors scramble to produce comparable technologies. In 2007, Apple's quarterly reports were the company's most impressive statistics to date. Stocks were worth a record-breaking \$199.99 a share, and the company boasted a staggering (令人惊愕的) \$1.58 billion dollar profit, an \$18 billion dollar surplus in the bank, and zero debt.

In 2008,iTunes became the second biggest music retailer,second only to Wal-Mart.Half of Apple's current revenue comes from iTunes and iPod sales,with 200 million iPods sold and six billion songs downloaded (下载).For these reasons,Apple has been rated No.1 in America's Most Admired Companies,and No.1 amongst Fortune 500 companies for returns to shareholders.

Early in 2009,reports circulated about Jobs' weight loss,some predicting his health issues had returned,which included a liver transplant (肝脏移植).Jobs had responded to these concerns by stating he is dealing with a hormone(激素)imbalance. After nearly a year out of the spotlight Steve Jobs delivered a keynote address (政策主题演讲)at an invite-only Apple event September 9,2009.

In respect to his personal life,Steve Jobs remains a private man who rarely discloses information about his family.What is known is Jobs fathered a daughter with girlfriend Chrisann Brennan when he was 23.Jobs denied paternity of his daughter Lisa in court documents,claiming he was sterile(不育的).Jobs did not initiate a relationship with his daughter until she was seven but,when she was a teenager,she came to live with her father.

In the early 1990s,Jobs met Laurene Powell (劳伦·帕维尔,乔布斯的妻子)at Stanford business school,where Powell was an MBA student.They married on March 18,1991,and currently live in Palo Alto (帕罗奥多市),California,with their three children.

从音乐播放器iPod的横空出世,到iPhone4手机和iPad平板电脑的上市,这些引领时代潮流的科技产品,在全球掀起了一股苹果旋风,令整个世界为之惊叹和痴迷。乔布斯就像一个魔法师,正是他的不断创新和完美追求,使得苹果公司的股价在十年内一飞冲天。

然而,乔布斯的身体状况令人担忧,2011年1月,史蒂夫·乔布斯向5万名苹果员工发出内部邮件,宣布因病再次休假。虽然乔布斯表示,在病休期间还将继续参与公司重大决策,但受此消息影响,苹果公司的股价大跌。

Steve Jobs is undeniably an extraordinary man by any standard.He has left his mark on no less than five industries:personal computers with Apple II and Macintosh,

music with iPod and iTunes, phone with iPhone, and animation with Pixar. The middle-class hippie (嬉皮士) kid with no college education—he built a computer empire and became a multi-millionaire in a few years, was fired from his own company before coming back a decade later to save it and turn it into one of the world's most influential corporations, with millions of fans around the world. He has also contributed to the creation of the new leader in animated movies for decades to come. He has been called a fluke (侥幸成功) for years, but is now widely acknowledged as one of the world's most eminent (知名的、受人尊崇的) business executives and an unrivaled visionary (有远见卓识者). He has changed millions of lives by making technology easy-to-use, exciting and beautiful... And you know what the best part is? He's not done yet.

Speech

这是史蒂夫·乔布斯在斯坦福大学2005年毕业典礼上的演讲，
他向大家讲述了他人生的3个重要故事，包括他的身世。

(This is the text of the Commencement address by Steve Jobs, CEO of Apple Computer and of Pixar Animation Studios, delivered on June 12, 2005.)

I am honored to be with you today at your commencement (毕业典礼) from one of the finest universities in the world. I never graduated from college. Truth be told (说实话), this is the closest I've ever gotten to a college graduation. Today I want to tell you three stories from my life. That's it. No big deal. Just three stories.

The first story is about connecting the dots.

I dropped out of Reed College after the first 6 months, but then stayed around as a drop-in for another 18 months or so before I really quit. So why did I drop out?

It started before I was born. My biological mother was a young, unwed (未婚的) college graduate student, and she decided to put me up for adoption. She felt very strongly that I should be adopted by college graduates, so everything was all set for me to be adopted at birth by a lawyer and his wife. Except that when I popped out (出生) they decided at the last minute that they really wanted a girl. So my parents, who were on a waiting list, got a call in the middle of the night asking: "We have an unexpected

baby boy;do you want him?” They said: “Of course.”My biological mother later found out that my mother had never graduated from college and that my father had never graduated from high school.She refused to sign the final adoption papers.She only relented a few months later when my parents promised that I would someday go to college.

And 17 years later I did go to college.But I naively (天真地)chose a college that was almost as expensive as Stanford,and all of my working-class parents' savings were being spent on my college tuition (学费).After six months,I couldn't see the value in it.I had no idea what I wanted to do with my life and no idea how college was going to help me figure it out.And here I was spending all of the money my parents had saved their entire life.So I decided to drop out and trust that it would all work out OK.It was pretty scary (引起惊慌的)at the time,but looking back it was one of the best decisions I ever made.The minute I dropped out I could stop taking the required classes that didn't interest me,and begin dropping in on the ones that looked interesting.

It wasn't all romantic.I didn't have a dorm room,so I slept on the floor in friends' rooms,I returned coke bottles for the five-cent deposits to buy food with,and I would walk the 7 miles across town every Sunday night to get one good meal a week at the Hare Krishna temple(克利须那神庙).I loved it.And much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on.Let me give you one example:

Reed College at that time offered perhaps the best calligraphy instruction in the country.Throughout the campus every poster,every label on every drawer,was beautifully hand calligraphed.Because I had dropped out and didn't have to take the normal classes,I decided to take a calligraphy class to learn how to do this.I learned about serif (衬线)and san serif typefaces(字体),about varying the amount of space between different letter combinations,about what makes great typography great.It was beautiful,historical,artistically subtle in a way that science can't capture,and I found it fascinating.

从里德学院退学以后,乔布斯又学习了大学的美学课程,在当时,这些东西好像没有实际应用的可能。但是十年之后,当第一台Macintosh电脑问世的时候,乔布斯把当时学的那些东西全都设计进了Mac,那是第一台使用了漂亮美术字体的电脑。

在大学的时候，我们也许还不能完全应用学会的技能，但是十年以后，我们能豁然开朗。从前的点点滴滴会在未来的某一天串连起来，让我们的生命与众不同。

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. And we designed it all into the Mac. It was the first computer with beautiful typography. If I had never dropped in on that single course in college, the Mac would have never had multiple typefaces or proportionally spaced fonts (字体). And since Windows just copied the Mac, it's likely that no personal computer would have them. If I had never dropped out, I would have never dropped in on this calligraphy class, and personal computers might not have the wonderful typography that they do. Of course it was impossible to connect the dots looking forward when I was in college. But it was very, very clear looking backwards ten years later.

Again, 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. You have to trust in something—your gut, destiny, life, karma (因果报应), whatever. This approach has never let me down, and it has made all the difference in my life.

My second story is about love and loss.

I was lucky—I found what I loved to do early in life. Woz and I started Apple in my parents' garage when I was 20. We worked hard, and in 10 years Apple had grown from just the two of us in a garage into a \$2 billion company with over 4,000 employees. We had just released our finest creation—the Macintosh—a year earlier, and I had just turned 30. And then I got fired. How can you get fired from a company you started? Well, as Apple grew we hired someone who I thought was very talented to run the company with me, and for the first year or so things went well. But then our visions of the future began to diverge (分叉) and eventually we had a falling out. When we did, our Board of Directors sided with him. So at 30 I was out. And very publicly out. What had been the focus of my entire adult life was gone, and it was devastating.

在苹果快速成长的时候，乔布斯雇用了很有天分的约翰·斯库

利来管理公司,在最初的几年,公司运转得很好。但是后来他们产生了分歧,当争吵进行得不可开交的时候,董事会站在了斯库利那一边,于是在而立之年,乔布斯被炒了鱿鱼。

在最初的几个月里,乔布斯不知道该做些什么,但是他渐渐发现了曙光,因为他仍然喜爱自己从事的那些东西,所以决定从头再来。在终有所获之前,他不会停下寻觅的脚步。

I really didn't know what to do for a few months.I felt that I had let the previous generation of entrepreneurs down—that I had dropped the baton (指挥棒) as it was being passed to me.I met with David Packard (普惠的创办人之一) and Bob Noyce (英特尔的创办人之一) and tried to apologize for screwing up so badly.I was a very public failure, and I even thought about running away from the valley. But something slowly began to dawn on me—I still loved what I did. The turn of events at Apple had not changed that one bit. I had been rejected, but I was still in love. And so I decided to start over.

I didn't 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.

During the next five years, I started a company named NeXT, another company named Pixar, and fell in love with an amazing woman who would become my wife. Pixar went on to create the world's first computer animated feature film, *Toy Story*, and is now the most successful animation studio in the world. In a remarkable turn of events, Apple bought NeXT, I returned to Apple, and the technology we developed at NeXT is at the heart of Apple's current renaissance (复兴). And Laurene and I have a wonderful family together.

I'm pretty sure none of this would have happened if I hadn't been fired from Apple. It was awful tasting medicine, but I guess the patient needed it. Sometimes life hits you in the head with a brick. Don't lose faith. I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love. And that is as true for your work as it is for your lovers. 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. Don't settle (不要停下来). 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. So keep looking until you find it. Don't settle.

My third story is about death.

When I was 17, I read a quote that went something like: "If you live each day as if it was your last, someday you'll most certainly be right." It made an impression on me, and since then, for the past 33 years, 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.

“记住你即将死去”，这是一句箴言，因为几乎所有的东西，包括所有的荣誉、所有的骄傲、所有对难堪和失败的恐惧，在死亡面前都会消失。

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. Because 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 (赤裸的). There is no reason not to follow your heart.

About a year ago I was diagnosed with cancer. I had a scan (扫描) at 7:30 in the morning, and it clearly showed a tumor on my pancreas. I didn't even know what a pancreas was. The doctors told me this was almost certainly a type of cancer that is incurable, and that I should expect to live no longer than three to six months. My doctor advised me to go home and get my affairs in order, which is doctor's code for prepare to die. It means to try to tell your kids everything you thought you'd have the next 10 years to tell them in just a few months. It means to make sure everything is buttoned up (顺利完成) so that it will be as easy as possible for your family. It means to say your goodbyes.

I lived with that diagnosis all day. Later that evening I had a biopsy (活组织检

查), where they stuck an endoscope (内镜) down my throat, through my stomach and into my intestines (肠), put a needle into my pancreas and got a few cells from the tumor. I was sedated (给……服镇静剂的), but my wife, who was there, told me that when they viewed the cells under a microscope the doctors started crying because it turned out to be a very rare form of pancreatic cancer that is curable with surgery. I had the surgery and I'm fine now.

This was the closest I've been to facing death, and I hope it's the closest I get for a few more decades. Having lived through it, I can now say this to you with a bit more certainty than when death was a useful but purely intellectual concept.

No one wants to die. Even people who want to go to heaven don't 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 Life's 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 don't waste it living someone else's life. Don't be trapped by dogma (教条)— which is living with the results of other people's thinking. Don't 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.

When I was young, there was an amazing publication called *The Whole Earth Catalog* (《全球目录》), which was one of the bibles of my generation. It was created by a fellow named Stewart Brand not far from here in Menlo Park (门罗帕克市), and he brought it to life with his poetic touch (富有诗意的笔触). This was in the late 1960's, before personal computers and desktop publishing, so it was all made with typewriters, scissors, and polaroid cameras (一次成像照相机). It was sort of like Google in paperback form, 35 years before Google came along; it was idealistic, and overflowing with neat tools and great notions (想法).

Stewart and his team put out several issues of *The Whole Earth Catalog*, and then when it had run its course, they put out a final issue. It was the mid-1970s, and I was your age. On the back cover of their final issue was a photograph of an early morning country road, the kind you might find yourself hitchhiking (搭便车) on if you were so adventurous. Beneath it were the words: "Stay Hungry (求知若饥). Stay Foolish (虚心

若愚)。”It was their farewell message as they signed off (结束).Stay Hungry.Stay Foolish.And I have always wished that for myself.And now,as you graduate to begin anew,I wish that for you.

Stay Hungry.Stay Foolish.

Thank you all very much.

Interview

1983年,乔布斯从百事可乐把约翰·斯库利请来担任苹果的CEO,当时乔布斯对他说了句非常经典的商业名言:“你是希望一辈子卖糖水呢?还是希望抓住一个改变世界的机会呢?”于是斯库利和乔布斯作为公司共同的CEO一起运营苹果,然而双方的合作并未持续太长时间,1985年,苹果的经营出现了问题,斯库利认为乔布斯是公司各种问题的根源,于是和董事会一起,把乔布斯赶出了苹果。当乔布斯回到苹果取得成功以后,斯库利又会如何评论乔布斯?

John Sculley: The Secrets of Steve Jobs' Success

By Leander Kahney(Oct.14,2010)

In 1983,Steve Jobs wooed (争取)Pepsi (百事可乐)executive John Sculley to Apple with one of the most famous lines in business:“Do you want to spend the rest of your life selling sugared water or do you want a chance to change the world?”

Jobs and Sculley ran Apple together as co-CEOs,blending cutting edge technology (the first Mac)with cutting edge advertising (the famous 1984 ad)and world-class design.But it soon soured,and Sculley is best-known today for forcing Jobs' resignation after a boardroom battle for control of the company.

Now,for the first time,Sculley talks publicly about Steve Jobs and the secrets of his success.It's the first interview Sculley has given on the subject of Steve Jobs since he was forced out of the company in 1993.

“There are many product development and marketing lessons I learned working with Steve in the early days,” says Sculley.“It's impressive how he still sticks to his same first principles years later.”

He adds,“I don't see any change in Steve's first principles—except he's gotten

better and better at it.”

I met with Sculley in a hotel lobby near Oakland airport. Sculley had been taking meetings for his investment fund and was waiting for a flight back home on the east coast.

Sculley was initially reluctant to talk about Steve Jobs, his former partner at Apple, who had been both his protégé and mentor.

“I don’t have any contact with Steve these days,” Sculley said in one of our initial emails setting up the meeting. “He’s still mad he got pushed out of Apple 22 years ago...I have no interest to piss him off...My Apple experience is now ancient history and I have gone on with my life and I’m not looking for any publicity or have any axe to grind.”

I persuaded Sculley that I was a big fan of Jobs, and had no interest in digging dirt. What I wanted to know was: How does he do it?

During the resulting 90-minute conversation, Sculley divulged (吐露、泄露) Jobs’s first principles. Here, in Sculley’s words, is Steve Jobs’ methodology for building great products:

1. Beautiful design—We both believed in beautiful design and Steve in particular felt that you had to begin design from the vantage point (有利形势) of the experience of the user.

2. Customer experience—He always looked at things from the perspective of the user’s experience.

3. Perfectionism—He was also a person that believed in the precise detail of every step. He was methodical (有条理的) and careful about everything—a perfectionist to the end.

4. Minimalism (极简主义)—What makes Steve’s methodology different from everyone else’s is that he always believed the most important decisions you make are not the things you do—but the things that you decide not to do. He’s a minimalist (极简抽象派艺术家).

5. Hire the best—Steve had this ability to reach out to find the absolute best, smartest people he felt were out there. He was extremely charismatic (有魅力的、有感召力的) and extremely compelling (不可抗拒的、令人信服的) in getting people to join up with him and he got people to believe in his visions even before the products existed.