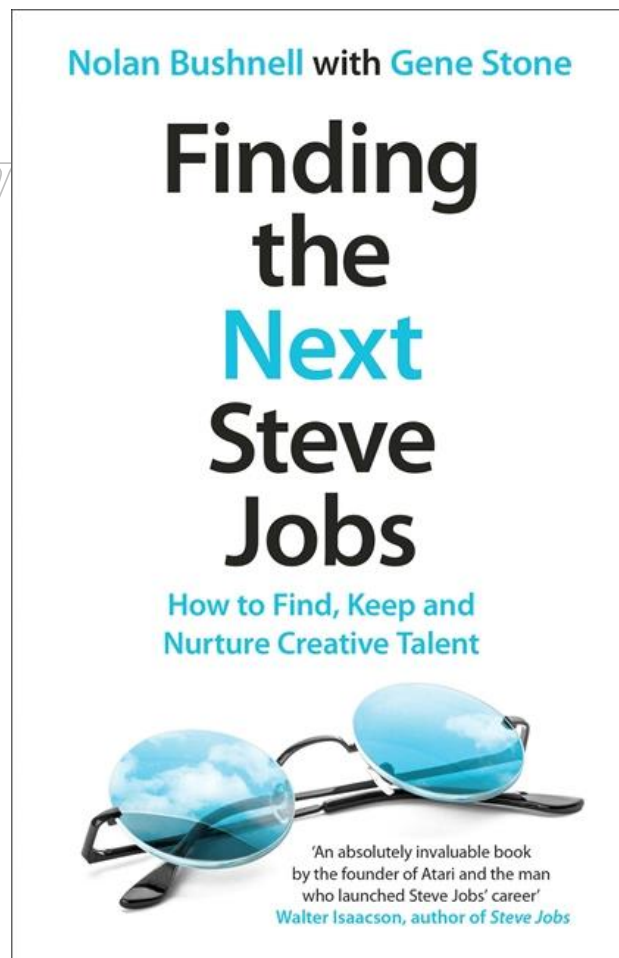


DR. ALVIN'S PUBLICATIONS

FINDING THE NEXT STEVE JOBS BY NOLAN BUSHNELL

A SUMMARY BY DR. ALVIN ANG



FINDING THE NEXT STEVE JOBS BY NOLAN BUSHNELL

A SUMMARY BY DR ALVIN ANG

WHAT THIS BOOK IS ABOUT

- ✓ This is a book about finding, keeping, and developing highly creative people.
- ✓ The author, Nolan Bushnell, was Steve Jobs' first boss.
- ✓ This book's basic readership are people who want their company to be more creative.
- ✓ The premise of the book is that no matter what your company does, you must be creative to thrive in today's extremely competitive business environment.
- ✓ This means finding, hiring, and nurturing creative talent—something few organizations know how to do.
- ✓ Many successful companies went out of business because they were not able to change with the times.
- ✓ Other companies, however, have been able to completely reinvent themselves—and prosper as a result.
- ✓ For example, jeweller Tiffany & Co. started out as a stationery store.
- ✓ Telephone maker Nokia was once a paper mill.
- ✓ Conglomerate-holding company Berkshire Hathaway began as a textile manufacturer.

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PART I

HOW TO FIND AND HIRE THE NEXT STEVE JOBS

MAKE YOUR WORKPLACE AN ADVERTISEMENT FOR YOUR COMPANY

- ✓ Your company image is either a recruitment ad or a piece of negative PR.
- ✓ Atari didn't find Steve Jobs.
- ✓ We made it easy for him to find us.
- ✓ A good company is a 24/7 advertisement for itself.

ADAPT FLEXIBLE PONGS

- ✓ A pong is a piece of advice.
- ✓ It applies only where the advice is helpful or needed, unlike a rule, which thinks of itself as applicable to every situation.
- ✓ Situations vary.
- ✓ Flexibility is necessary.
- ✓ If you try to apply the same rules to every person or circumstance, you will find that in that environment creativity will wither and die.
- ✓ The constant application of inflexible rules stifles the imagination.

ADVERTISE CREATIVELY

- ✓ You need to create a unique look, feel, and tag line.
- ✓ Bad tagline:
 - Wanted: middle manager for boring job.
 - Low pay.

- Don't bother.
- ✓ Good tagline:
 - Make games that make money; keep some of it.
 - Confusing work with play every day.
 - Work harder at having fun than ever before
- ✓ Fact: Funny people tend to be more creative than unfunny people.

HIRE FOR PASSION AND INTENSITY

- ✓ Steve Jobs had passionate enthusiasm.
 - People with intensity can build an entire department.
 - To be successful, always look for, and hire passionate people.
 - In the long run, people with enthusiasm are going to contribute the most to your enterprise.
- ✓ How do you find passion?
 - The first place you see it is in the eyes.
 - Steve Jobs used to look other people straight in the eye totally focused and in the present.
 - When passionate people talk at that interview, they've done some research, and they know what they want to discuss.
 - They enter prepared to talk.
- ✓ You can take that passion and meld it to your goal—but you can't create passion if it's not there.

IGNORE CREDENTIALS

- ✓ A college degree is a fairly meaningless credential.

- It tells you that someone managed to get through school.
- It does not tell you much else.
- Graduating from college is not a sign of intelligence.
- Many of the best creatives did not graduate from college.
- Steve Jobs dropped out, so did Microsoft's Bill Gate, Facebook's Mark Zuckerberg, haute couture designer Coco Chanel.
- ✓ College can be a wonderful experience, in terms of both education and socializing.
 - But Insisting that all job applicants have a college degree is foolish.
 - Many creative people have a difficult time putting up with the silly busy work involved in obtaining a degree.

LOOK FOR HOBBIES

- ✓ Legendary innovators all possess some common intellectual qualities—a certain quickness of mind, unbounded curiosity—but they also share one other defining attribute.
 - They have a lot of hobbies.
 - They always have a range of interests and a broad base of knowledge in many disparate fields and subjects.
- ✓ Hobbies aren't just a sign of passion and creativity.
 - When you have a hobby, you're constantly expanding your knowledge.
 - What unites creative people is their passion for diverse knowledge.

USE EMPLOYEES AS RESOURCES

- ✓ Use your current employees as resources to locate people with whom they have previously worked with.

- ✓ Everyone has a short list of the cool people they'd love to work with again.
- ✓ Get those lists out of people.

AVOID CLONES

- ✓ Most companies seek homogeneity.
- ✓ But homogeneity does not breed creativity.
- ✓ You don't want a homogenous company where everyone is interchangeable.
- ✓ You want a company that has great singularities; singularities are the exceptional people.
- ✓ Corporate culture, however, tries to get rid of the unconventional thinkers who could make their company successful.

HIRE THE OBNOXIOUS (EXTREMELY UNPLEASANT/ARROGANT)

- ✓ A common truism is that pleasant employees are good employees.
- ✓ However, unpleasant employees can be even better ones.
- ✓ Only the arrogant are self-confident enough to press their creative ideas on others.
- ✓ Steve believed he was always right, and was willing to push harder and longer than other people who might have had equally good ideas but who caved under pressure.
- ✓ Hiring a creative is about embracing risk, not mitigating it.

HIRE THE CRAZY

- ✓ The problem most companies have is that the crazier the ideas their creatives present, the less likely they are to endorse and promote them.
- ✓ Crazy has to come at the right time.
- ✓ All creative ideas can sound crazy when first presented.

- Most people don't have creative imaginations, so most people don't get what the creative is saying.
- And people tend to be fearful of things they don't understand.
- That further exacerbates the problem.
- ✓ Steve Jobs himself had crazy ideas.
 - Consider the iPod.
 - At the time of its conception, Apple was having serious issues with its computers.
 - Plenty of work could have been devoted to improving its operating system.
 - Yet instead, Steve ploughed his energy and resources into developing a music player rather than a computer product.
 - I know that many people at Apple thought Steve was crazy as a loon when they heard his plans.
 - It worked out.

- Big time.

Some crazy ideas that were criticized:

1. "I think there is a market for about five computers." – By Thomas J. Watson, chairman of the Board of IBM, 1943
2. "The world potential market for copying machines is 5,000 at most." – IBM, to the eventual founders of Xerox, explaining why the photocopier market was not large enough to justify production, 1959.
3. "There is no reason for any individual to have a computer in their home." – Ken Olsen, president of Digital Equipment Corporation at the Convention of the World Future Society, 1977.
4. "Heavier than air flying machines are impossible." – Lord Kelvin, president of the British Royal Society, 1895.

FIND THE BULLIED

- ✓ Many creatives were pushed around and mocked for being different, for having odd ideas.
- ✓ In future, they will say, “I don’t want to go through that again,” they think. “I’ll play it safe this time.”
- ✓ These creatives need to find a job where they can be who they truly are.
- ✓ Some of these best employees have come from companies where their talents were totally wasted.

ASK ABOUT BOOKS

- ✓ People who are curious and passionate read.
- ✓ People who are apathetic and indifferent don’t.
- ✓ Tip for interviewers: Be ready to ask potential employees for a list of their ten favorite books.
- ✓ Tip for job seekers: Be ready to volunteer the titles of your ten favorite books.

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LOOK FOR THE LURKERS

(PEOPLE WHO STAY BACK AFTER PRESENTATIONS TO ASK QUESTIONS)

- ✓ One of Steve Jobs’ best traits was that he was an absolutely mesmerizing speaker—people swooned when they heard him.
 - The reason lurkers appear is because the speaker, like Steve, has called them up there by virtue of his charisma.
 - Basically, no matter what the topic, every speech from your company’s designated speaker is all about selling faith in the brand.
- ✓ Some of the best hires are actually from lurkers.

HIRE UNDER YOUR NOSE

- ✓ Creative people aren't necessarily working in creative jobs.
 - Being passionate doesn't pay the rent, so passionate people often work at dull jobs because no one else wants to hire them.
- ✓ Creative people are all around you.
 - You may not need to leave the office to find creatives hiding in ordinary jobs.
 - One of the best ways to find them is to practice Management by Walking Around.
 - This means go talk to the receptionist, talk to the woman in accounting, talk to the guy in sales.
 - Often, you'll get a new perspective on the problem from someone who knows your business well.
- ✓ Attention job seekers: No matter what type of job you are currently holding, as long as one other person is watching you, you are on stage.
 - You never know when someone will come along who may offer you your next job.

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COMB THROUGH TWEETS

- ✓ Randomly read Twitter feeds.
- ✓ A lot of these people are creatives yearning to be free, and they are using Twitter.
- ✓ They may be stuck in a bad job, or unemployed.

ATTEND CREATIVE COMMUNITIES

- ✓ Whether it's formal, planned gatherings or off-the-cuff get-togethers, groups that range from a few people meeting to talk about science fiction to large numbers of people convening to build fantastical projects - if you find these communities, you'll find potential employees.

BEWARE OF POSEURS

- ✓ The poseur's fundamental skill is the bluff.
- ✓ Poseurs are generally fluent in surface jargon.
- ✓ Ask second and third questions about a topic after they've responded and Get them to go into greater depth about a subject and you may well find them starting to lose that verbal acuity.

ASK ODD QUESTIONS

- ✓ Don't ask boring questions.
 - These questions do not help you find creative people.
 - E.g. "Where did you go to school?", "What experience do you have in the field?", "Do you have good references?"
- ✓ Ask interesting questions.
 - Odd ones, weird ones, random ones, ones that help you see how someone's mind works.
 - E.g. Three women are standing next to each other in bathing suits.
 - Two of them are sad.
 - The other one is happy.
 - The happy one is crying.
 - The sad ones are smiling.
 - Why?
 - Answer: The three women are beauty-contest finalists just after the winner has been announced.
 - What is the order of these numbers: 8, 5, 4, 9, 1, 7, 6, 3, and 2?

- Answer: The numbers are in alphabetical order.
- Peter was 15 years old in 1990 and he was 10 years old in 1995—how can that be?
 - Answer: The dates are B.C., not A.D.
- ✓ The questions don't have to be answerable.

CONDUCT DEEP INTERVIEWS

- ✓ The goal is to ignore the résumé and use the interview to ask as many probing questions as possible.
- ✓ Don't be looking to find a round employee to fit into a round hole.
- ✓ Find a talented person and then create a position that fits her.
- ✓ What you want is a collection of amazing people.
- ✓ And they will accomplish amazing things.

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PART II

HOW TO KEEP AND NURTURE THE NEXT STEVE JOBS

- ✓ Too many times employers struggle to find creative people but, once they have them, don't let them flourish.
- ✓ Sooner or later, these creatives will escape and find places that nourish them.

CELEBRATE

- ✓ Throw an inexpensive party.
 - Create an environment where interesting people want to work—and play.
 - The celebration creates informal lines of communication.
 - Having a party lessens seriousness, and people talk to each other more freely than while in their cubicles.
 - Ideas that might never be mentioned in the office because people were self-conscious were often brought up at parties.
 - You never know when creativity was going to strike.
- ✓ When you're constantly working on a specific problem, originality often stops flowing.
 - When you relax, some of those otherwise not-so-accessible thoughts rush to the surface; therein may lie the solution to the problem you couldn't force your brain to uncover.

INSTITUTE A DEGREE OF ANARCHY

- ✓ The more horizontal the company's chain of command, the fewer steps from creator to CEO, the better off the company is, creatively speaking.
 - Hierarchy means having managers, and sub-managers, and sub-sub-managers.

- Basically, when you give people the title of manager, you are enabling them to say no.
- ✓ The better model is the horizontal company at which everyone shows up to work, no one tells them what to do, and all the works gets done.
 - This model is called directed anarchy, and it's the best way to ensure creativity.
 - When your company establishes that anyone can and should contribute, you will end up hearing some very good suggestions coming from unlikely places.

PROMOTE PRANKSTERISM

- ✓ Humour is necessary in the workplace, and pranks help people learn to laugh at themselves.
- ✓ A prankster culture loosens up employees.
- ✓ Good pranks are fun, distracting, make people laugh, and if they're really inventive, they expose someone's folly and help correct it.

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- ✓ As companies grow (when a company reaches about 150 employees) sclerosis sets in.
 - They shrink in creativity and originality.
 - They balloon in terms of paperwork, logistics, and hierarchies.
 - Pennies start being watched, speed to market slows down, and entrepreneurship disappears, because the natural tendency is to pull in as many resources as possible to resolve the main money maker- because the money maker is core to the business.
 - But if all of your people are fighting internal battles, nothing else happens.
- ✓ Businesses tend to suffer because it's often hard for many people to understand that the future is also core to the business.
 - People think now trumps later. But if there is no later, now won't do you much good.

- ✓ Rent another site and let people work there, away from the bureaucracy, away from the stagnation.
 - You don't want creative projects to get sucked into that day-to-day morass

FOSTER FAIRNESS

- ✓ Seldom is one concept ever imagined, presented, executed, and realized by a single individual.
 - Scores of decisions still have to be made, starting with developing the initial idea and culminating in the debut of the product or service. If the original creator takes too much ownership of his idea, he may well try to exert too much control over it.
- ✓ A good corporate culture allows the corporation's identity to meld with the individual employee's.
 - You want your company's services or products to be known as those of your company, rather than tagged to a specific creative employee.
 - The more these ideas stay in the family, the more prosperous, and happy, everyone in the family becomes.

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ISOLATE

- ✓ A healthy company always engenders communication between employees.
- ✓ One of the best ways to promote communication is to force/isolate employees to spend time together, whether they want to or not.
- ✓ People who wouldn't normally listen to others do so when they're stuck together.
- ✓ Almost anyone can maintain a façade for an hour in a conference room, but few people can do that for three days in a different and isolated environment.
- ✓ The mask falls off and you discover who people really are.

CHAMPION THE BAD IDEAS

- ✓ One of the problems with today's educational system is that it often turns the most creative people into the least creative.
 - Over and over, the process teaches kids to self-edit, to conform, and to blend in.
 - For e.g., a good question to champion bad ideas is to ask "let's suppose we were restricted for the next few months to work just on six terrible projects.
 - How do we make them work?"
- ✓ This process reverse people's normal mental dynamic.
 - Instead of trying to figure out what's wrong with something, which triggers people's critical instincts, here they had to figure out what was right with something, which triggers people's creative instincts.
- ✓ The goal for a successful company is to do the opposite: Encourage the odd, the unusual, and the remarkable.
 - It might be the biggest driver of success your company will ever know.

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CELEBRATE FAILURE

- ✓ Your company must make failure a tenable option.
 - You have to fail to succeed.
 - You can learn a great deal from failure.
 - The goal for a successful company is to do the opposite: Encourage the odd, the unusual, and the remarkable.
 - Plenty of entrepreneurs started off as failures only to find success.
 - Even people in the middle of great success can have great failures and learn from them.
- ✓ Failure is useful, but too many failures can cause you to fail for good.

- Never bet more than a small portion of your assets on any one idea.
- That way, the project can be a total failure and yet allow you not just to survive but also to learn a great deal of valuable information.

REQUIRE RISK

- ✓ Today's business environment changes so rapidly that at any moment another company can come along and take away your customers.
 - Many companies today have survived only because their founders were willing to take risks.
- ✓ But risk terrifies most people because they dread uncertainty and failure.
 - Too many companies have become so risk-averse that when quick, decisive, powerful action becomes imperative, they can't take it.
 - If your company doesn't have a culture of risk-taking, you won't know how to do it when the need arises-and it will.

- ✓ Simply put, risk taking is compulsory because it is the best way to ensure a successful future.

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MENTOR

- ✓ All companies must make sure that someone is supporting their creatives.
 - This is the role of the mentor:
 - Someone who is reassuring, clear, and who can help them stay on track.
 - Someone who stops the creatives from feeling so rejected and lonely that their work suffers.
 - Someone who offers to fight the bureaucracy, even if the mentor doesn't understand the product.
 - Someone who doesn't always have to understand exactly what the protégés are doing.

- ✓ Creatives are often poor communicators.
 - So the important task of a manager is to communicate for them—to recognize the good in their project and then become their in-house public-relations director.
 - If the mentor does her job well, the company will profit immensely.
 - If done poorly, competitors will take over the market.
- ✓ This is because to be creative is to go through a tremendous and constant amount of rejection.
 - The creatives are always working on something that's different, innovative, and new.
 - Yet most of the people around them aren't going to understand what they're doing, why they're doing it, or where they're going with it.
 - They may have no idea what "it" even is.
- ✓ But these kinds of projects drive the company.
 - If properly developed and overseen, could make the company a fortune.
- ✓ Most companies don't know how to mentor their own creatives, so they can find external mentors.
 - For example, Steve Jobs didn't go over to Nolan's house to get ideas.
 - He wanted to bounce around some of his own ideas and pick up some courage when Nolan supported them.
 - Nolan often didn't completely understand these ideas, but would tell him that he seemed to have a clear vision, and that if he could foresee a positive outcome, he should stay the course even if no one around him understood his goals.
- ✓ "If the other guy's business looks easy, it means you don't know enough about it."
- ✓ "Examples of failed products or projects are hard to find. Successes are easy."

TREAT EMPLOYEES AS ADULTS

- ✓ What is most management about?
 - Acting as though creatives are children, and stopping them from putting their interesting, risky, and potentially valuable ideas into practice.
- ✓ What should management be about?
 - Treating creatives like adults, and helping them put their interesting, risky, and potentially valuable ideas into practice.

CREATE A CREATIVE CHAIN

- ✓ A lot of people, including the executives of many companies, have it in their minds that they embrace innovation, but when it comes to specifics, they become powerful naysayers.
- ✓ Creative ideas, products or services are not produced by lightning strikes.
 - They evolve in these gradual, step-by-step processes of analysis and solution.
 - To allow that progression to happen, you must have in place a chain of command (ideally as short a chain as possible) that does everything it can to promote a good idea and help it see fruition rather than stifle it.
- ✓ If your management system is composed of many steps, and each step must first be approved, and approval must come from a doubting management, creativity will wither.

DESIGNATE A DEMO DAY

- ✓ The problem: Creatives often go down their own personal rabbit holes and fail to finish their projects on time.
- ✓ The solution: demo day

ENCOURAGE ADHD

- ✓ Creatives and attention deficit hyperactivity disorder (ADHD) go together.

- Creatives' brains tend to be so active that if it were literally possible to open them up and watch the ideas, you'd see hundreds of them jumping up and down.
- ✓ Assign your creatives several projects at the same time—something you wouldn't do with the average person.
 - When you give creatives multiple tasks, they tend to feel less limited and can often complete several of them.
 - These people have tremendous bandwidth.
 - Take advantage of it.
 - They want you to.
 - Keep them productive by giving them what others would think of as an impossible workload.

PRELOAD

- ✓ When tasking a group of creative people, give them a heads up on their next projects.
 - Their endlessly functioning, hyperactive minds will immediately start thinking about the future, even as they are still working on their current projects.
- ✓ Most creatives want to drink steadily from the knowledge fire hose.
 - The more you can satisfy that thirst, the happier they will be, and their outcomes will reflect their happiness.

LEARN TO TALK CREATIVE

- ✓ The point is to help these people create like crazy for you.
- ✓ The best ways to achieve this:
 - Learn as much as you can about them.
 - Learn what they do.

- Learn to speak their language.
- ✓ You will never be as good at whatever it is these people are doing.
- ✓ But to show some curiosity and some knowledge elevates you in their eyes from a moron to a fellow traveller in the knowledge space.

THINK TOYS

- ✓ Too many of us have had our creativity trained out of us.
 - Adults tell us when we are young, "it's too unruly, and it doesn't conform. Edit yourselves".
 - And so we do, so much so that most of us don't even realize we are doing it.
- ✓ Let your employees self-curate their own toy collection.
 - Begin with a basket of LEGO blocks on the conference table.
 - Next, add some Plasticine or Play-Doh—in other words, include toys that are clean and easy to manipulate and throw back into the box.

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EXTERMINATE THE NAYSAYERS

- ✓ Do not let naysayers enter your company.
 - If they're already infesting your company, you need to find them and neutralize them.
 - They create obstacles to creativity and throw the good ideas away.
- ✓ Traits of naysayers:
 - They've gained power and prestige by being the company curmudgeon.
 - They pretend that they're doing this or that for the company's good.

- They're saying no all the time because it's all they know how to do, and because they have no ideas of their own.
- They never stick their neck out and thus exist in the glow of their perfect record.

NEUTRALIZE THE TOXICS

- ✓ Naysayers reject before analysing.
 - They don't want to say yes.
 - They love to say no.
 - They do not want to change it.
 - Change is dangerous.
 - The best way to stop change from happening is to say no as many times as possible.
- ✓ Toxics are more dangerous—and often harder to recognize.
 - They constantly reframe every possible new development at the company into one that is good for them—without any interest in whether or not it's good for the company.
 - If the company tanks, they can always get a new job, since they're constantly working on their résumés and their contacts.
 - They don't care.
 - They don't work for the company.
 - They work for themselves.
 - Exterminate them.

TAKE CREATIVES TO CREATIVE PLACES

- ✓ Don't force your creatives to spend all day at a desk.
 - The more interesting and creative environments you place them in, the more likely they are to come up with interesting and creative ideas.
 - Gestalt psychologist Wolfgang Köhler gave a famous lecture in which he discussed the three Bs of creativity—"the bus, the bath, and the bed"—the environments where creative insights often appear.
- ✓ Move people around, getting them to work in different environments.
 - This will enable them to come up with many creative new ideas

MAKE SOMETHING FOR THE RICH

- ✓ The rich were the only people able to afford the first telephones, the first airplanes, the first cars, the first computers, and so on.
 - Create something that allows the middle class to act like the rich, and you may have a hit.
 - Build only for rich people, who have money to burn.
- ✓ If you think that way, you free up one of the major self-constraints people place on creativity.
 - The fact is, the project may or may not end up costing consumers as much as you might first assume.
 - Often ideas that initially seem cost-prohibitive end up being cost-advantageous because the more the team learns about a project the more cost savings it can inject into it.
 - But even if the project does end up being pricey, keep in mind that the road to innovation often travels through the wealthiest neighbourhoods.

CHANGE EVERY DAY EVERY HOUR

- ✓ The habits of highly effective people are seldom creative; highly habitual people don't tend to have original ideas.
 - When all you want is execution, consistency can be an excellent thing.
 - But when you want wild, off-the-wall, uninhibited creativity, it is a spoiler.
- ✓ Design an environment for your creatives that makes their brains work harder, think differently, invent interestingly.
 - The greater the uniformity, the greater the sameness.
 - The greater the change, the greater the difference.
 - Find as many ways as possible to keep their minds active and flexible.

THROW THE DICE

- ✓ It is likely that you will unconsciously follow the same patterns you do in response to that to-do list.
 - Whatever you choose, it reflects a pattern that has dictated your life.
 - We all tend to make the same choices over and over.
- ✓ Create a list of possible agendas, and then number the items to correspond with the sides of the dice.
 - Roll, and if the dice tell me to do number 1, I have to do number 1.

DUCK PROCESSES

- ✓ Process isn't bad.
 - Process that hinders growth is bad.
 - It is far more common for people to want to install processes than to loosen them up.

- When you hire managers from outside the company, their first instinct is to emulate the process at their old company.
- But well-meaning, purposeful actions can often result in completely unexpected result.
- ✓ Today's markets demand speed.
 - It doesn't matter whether you're in marketing, manufacturing, a service industry, or any other business.
 - If you're not focused on speed, you're dead in the water.
 - Every company develops a balancing act between process and outcome.
 - There has to be a sensible balance maintained between the needs of the creatives and the necessity of process.
 - The more you create organizational structure, the more likely it is your processes will become counterproductive.

TAKE A RANDOM WALK THROUGH WIKIPEDIA

- ✓ Let your creatives open up the clouds of possibilities around any project by encouraging them to walk randomly through Wikipedia
- ✓ Creativity is seldom quantifiable the way numbers are.
 - Multiple factors enter into any product or project, many of which are obvious but many more are not.
 - Sometimes it's the oblique possibilities, the ones on the outer edges of the cloud rather than in the center, that can be most illuminating.
 - You get a new perspective, see the project from different angles, and suddenly paths to completion that had been invisible are now in sight.

DON'T COUNT ON ACCOUNTING

- ✓ Accounting people are genuinely hostile to creativity.
 - People who start their careers in finance are often toxic to innovation.
 - And too often, when a company has problems, the board elevates its CFOs.
 - This is usually not a good solution.
 - If everything is about reducing cost, all new ideas are stillborn.
- ✓ Make sure that accountants do their work while the creatives do theirs.
 - Let these two streams run side by side rather than crossing.
 - If accounting plugs up creativity, you've dammed your future.

INVENT HAPHAZARD HOLIDAYS

- ✓ Success often creates a culture where people feel driven to create even more success, and more, and more, and then, as the company becomes increasingly known for hiring hard workers, even more.
 - This might not sound like a problem but it is.
- ✓ When people work too hard, they become tired, they make mistakes, and they lose their equanimity.
 - They lose their perspective.
 - You don't want your creatives to lose judgment.
 - Because what distinguishes creatives from other people is their extraordinary judgment.
 - Judgment is a delicate tool and works best when accompanied by sleep, food, and tranquillity.
- ✓ Invent holidays whenever the spirit strikes you.
 - Make them specific to your business.

- Let everyone share the joy.

MIX IT UP

- ✓ Get your creatives out in the field with the salespeople.
- ✓ Invite your accountants into a creative meeting.
- ✓ Fly your managers to a distant distributor or an underperforming outpost.
- ✓ Get staff from different departments to work together, or rotate their positions.
- ✓ This will make everyone gain respect for everyone else, and creativity will soar.

GO TO SLEEP

- ✓ The idea that humans are supposed to stay up all day and then sleep for eight hours through the night is a modern one, invented with the advent of accurate timekeeping, clock-watching bosses, and the mattress industry.
 - But creative employees perform best when allowed to sleep as their bodies desired, rather than as the workday required.
- ✓ Steve Jobs brought a futon to work, and is often found sleeping under his bench.

CONCLUSION

- ✓ “The best way to predict the future is to invent it” – Computer scientist Alan Kay
- ✓ You must be of the future, not the past.
 - If you’re really creative, you can actually help dictate that future.
 - You and your company are in a daily battle with the future—blink, and your competitor may suddenly take a giant step forward, leaving you wondering what happened.
- ✓ All the companies that are known for being innovative act.
 - If you want to be successful, act on as many ideas as you can.
 - Some will fail and the world will quickly forget about them, but the ones that succeed can change the trajectory of your business and transport you to new heights.
- ✓ This is one of the things about Steve Jobs.

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- He acted.
- He never stopped acting

ABOUT NOLAN BUSHNELL

Nolan Bushnell is a technology pioneer, entrepreneur and engineer. He founded Atari, the ground breaking gaming company. He also launched Steve Job's career. More about him at www.NolanBushnell.com.

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