

Zero to One

Chapter 11: If You Build It, Will They Come

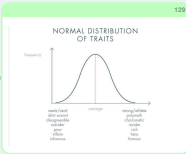
- Preface  
Preface. Zero to One
- Chapter 1  
The Challenge of the Future
- Chapter 2  
Party Like It's 1999
- Chapter 3  
All Happy Companies Are Different
- Chapter 4  
The Ideology of Competition
- Chapter 5  
Last Mover Advantage
- Chapter 6  
You Are Not a Lottery Ticket
- Chapter 7  
Follow the Money
- Chapter 8  
Secrets
- Chapter 9  
Foundations
- Chapter 10  
The Mechanics of Mafia
- Chapter 11  
If You Build It, Will They Come
- Chapter 12  
Man and Machine
- Chapter 13  
Seeing Green

Five were just 23 years old or younger. Four of us had been born outside the United States. Three had escaped here from communist countries: Yu Pan from China, Luke Nosek from Poland, and Max Levchin from Soviet Ukraine

This chapt is about why it's more powerful but at the same time more dangerous for a company to be led by a distinctive individual instead of an interchangeable manager

Conclusion  
Conclusion Stagnation or Singularity

THE DIFFERENCE ENGINE



Normally we expect opposite traits to be mutually exclusive

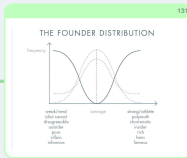
a normal person can't be both rich and poor at the same time

Bi it happens all the time to founders

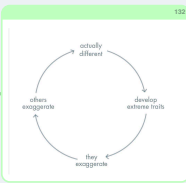
startup CEOs can be cash poor but millionaires on paper

The may oscillate between sullen jerkiness and appealing charisma

founders traits appear to follow an inverse normal distribution



They could be present from birth nature) or acquired from an individual's environment( nurture



The famous and infamous have always served as vessels for public sentiment

they re praised amid prosperity and blamed for misfortu

Primitive societies faced one fundamental problem above all

they would be torn apart by conflict if they didnt have a way to stop it

whenever plagues disasters, or violent rivalries threatened the peace, it was beneficial for the society to place the entire blame on a single person, someone everybody could agree on: a scapegoat

These are the roots of monarchy: every king was a living god, and every god a murdered king

Perhaps every modern king is just a scapegoat who has managed to delay his own execution.

这种形容好吓人啊

WAIERE KINGS COME FROM

Perhaps the only way to be a rock god forever is to die an early death

AMERICAN ROYALTY

More recently, Bill Gates has shown how highly visible success can attract highly focused attacks

The U. S. Department of Justice didn't limit itself to rhetorical questions; they opened an investigation and sued Microsoft for anticompetitive conduct. In June 2000 a court ordered that Microsoft be broken apart

Gates had stepped down as CEO of Microsoft six months earlier, having been forced to spend most of his time responding to legal threats instead of building new technology.

A court of appeals later overturned the breakup order, and Microsoft reached a settlement with the government In 2001

But by then Gates's enemies had already deprived his company of the full engagement of its founder, and Microsoft entered an era of relative stagnation.

Today Gates is better known as a philanthropist than a technologist.

THE RETURN OF THE KING

Steve Jobs' s return to Apple demonstrated the irreplaceable value of a company's founder

Jobs's return to Apple 12 years later shows how the most important task in business-the creation of new value-cannot be reduced to a formula and applied by professionals

Apple's value crucially depended on the singular vision of a particular person.

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This hints at th strange way in which the companies that create new technology often resemble feudal monarchies rather than organizations that are supposedly more' modern

The lesson for founders is that individual prominence and adulation can never be enjoyed except on the condition that it may be exchanged for individual notoriety and demonization at any moment- so be careful

The single greatest danger for a founder is to become so certain of his own myth that he loses his mind But an equally insidious danger for every business is to lose all sense of myth and mistake disenchantment for wisdom.