Zero to One

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    - FOUNDATIONS
      - there are a few things that every business must get right at the begining
      - Thiel's law": a startup messed up at its foundation cannot be fixed
      - As a founder, your first job is to get the first things right, because you cannot build a great company on a flawed foundation
        - 基础：格局，切入，核心技术，架构，核心用户
        - 合伙人
    - FOUNDING MAIRMONY
      - 与谁合作
        - the first and most crucial decision you make is whom to start it with
          - Choosing a co-founder is like getting married, and founder conflict is just as ugly as divorce
          - 他也看Founders是怎么认识的
            - Now when I consider investing in a startup, I study the founding teams. Technical abilities and complementary skill sets matter, but how well the founders know each other and how well they work together matter just as much.
    - OWNERSHIIP、POSSESSION、AND CONTROL
      - You need good people who get along, but you also need a structure to help keep everyone aligned for the long term.
        - 人们不是天使 — James Madison
      - it's useful to distinguish between ree concepts
        - 所有者
          - Ownership: who legally owns a company's equity
            - 所有者
        - 运营
          - Possession: who actually runs the company on a day-to-day basis?
            - means they can get S fective posession motivates and empowers founders and employees-it uff done
            - Oversight from the board places managers' plans in a broader perspective
            - 要比董事会更加深谋远虑
            - 不要给运营股票奖励
              - Misalignment can creep in even if he receives stock compensation in the name of"shareholder value. If that stock comes as a reward for short-term performance, he will find it more lucrative and much easier to cut costs instead of investing in a plan that might create more value for all shareholders far in the future
        - 掌控
          - Control: who formally governs the company's affairs?
      - Most conflicts in a startup erupt between ownership and control-that is between founders and investors on the board
        - The potential for conflict increases over time as interests diverge: a board member might want to take a company public as soon as possible to score a win for his venture firm, while the founders would prefer to stay private and grow the business
        - 不同的成员可能想法不一样
      - he smaller the board. the easier it is for the directors to communicate, to reach consensus, and to exercise effective oversight
        - every single member of your board matters
        - A board of three is idea
    - ON THIE BUS OR OFF THIE BUS
      - everyone you involve with your company should be involved full-time
        - Sometimes you'ii have to break this rule; it usually makes sense to hire outside lawyers and accountants
      - Part-time employees don' t work. Even working remotely should be avoided, because misalignment can creep in whenever colleagues arent together full-time, in the same place, every day.
      - 避免Misalignment
        - 要不上车要不下车。果断点，对公司和个人都没有好处
    - CASHIS NOT KING
      - For people to be fully committed, they should be properly compensated
        - In no case should a CEO of an early-stage, venture-backed startup receive more than $150,000 per year in salary
        - High pay incentivizes him to defend the status quo along with his salary, not to work with everyone else to surface problems and fix them aggressively
        - ow CEO pay also sets the standard for everyone else
          - Aaron Levie, the CEO of Box, was always careful to pay himself less than everyone else in the company-four years after he started Box, he was still living two blocks away from HQ in a one-bedroom apartment with no furniture except a mattress
          - If a CEO doesn't set an example by taking the lowest salary in the company, he can do the same thing by drawing the highest salary.
            - So long as that figure is still modest, it sets an effective ceiling on cash compensation
      - CEO要么拿最高工资要么最低
      - However, high cash compensation teaches workers to claim value from the company as it already exists instead of investing their time to create new value in the future
        - A cash bonus is slightly better than a cash salary-at least it's contingent on a job well done
        - Any kind of cash is more about the present than the future
        - 但是你别忘了将来是现在的延伸。别想着要求员工去想那么远，那是你的事情。
    - VESTED INTERESTS
      - Startups don t need to pay high salaries because they can offer something better: part ownership of the company itself.
        - 一部分原因是因为你没有筹码啊，没钱啊
        - you must allocate it very carefully.
      - Giving everyone equal shares is usually a mistake
        - every individual has different talents and responsibilities as well as different opportunity costs, so equal amounts will seem arbitrary and unfair from the start
      - granting different amounts up front is just as sure to seem unfair
        - Resentment at this stage can kill a company, but there's no ownership formula to perfectly avoid it
      - people often find equity unattractive
        - It's not liquid like cash.
        - It's tied to one specific company
        - if that company doesn't succeed, it's worthless
    - EXTENDING THIE FOUNDING
      - founding moment of a company, however, really does happen just once: only at the very start do you have the opportunity to set the rules that will align people toward the creation of value in the future
      - The most valuable kind of company maintains an openness to invention that is most characteristic of beginnings
        - a second, less obvious understanding of the founding: it lasts as long as company is creating new things, and it ends when creation stops
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