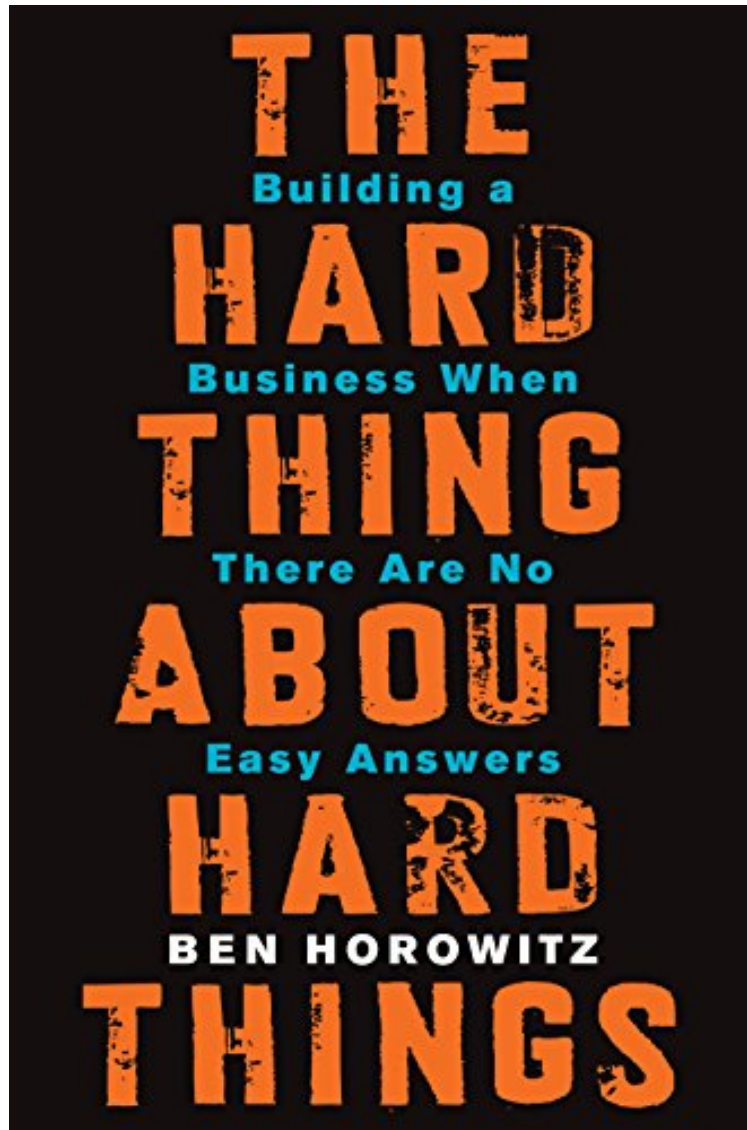


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The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers

Ben Horowitz

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Ben Horowitz : The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers:

0 of 0 people found the following review helpful. You really can learn a lot from this honest bookBy AJLeeIn this book, it really seems like Ben is sincere and honest about the difficult lessons he learned and the hard problems he

faced. There are so many gems in this book, such as how to deal with demoting your loyal co-founder who has been hardworking and also a personal friend, and how to manage your own psychology when you're a CEO. It's also incredibly inspiring, as Ben encourages bravery and relates to The Struggles you go through as a founder. This book really feels different from a lot of the generic business books out there that always feel oversimplified and very cookie-cutter-ish.

0 of 0 people found the following review helpful. Ben Horowitz is an amazing guy who succeeded over the hardest odds. By D. Stephens Ben Horowitz is an amazing guy who succeeded over the hardest odds, lifting himself out of poverty by his own bootstraps, and triumphed in business by making the correct decisions by gut feel when information was too scarce to truly know the correct path.

1 of 1 people found the following review helpful. Hard things do not have to make hard people - they can make real people for others to rely upon. By Curt Rhodes Excellent, pithy, straightforward from gut to gut. A strong dose of reality re the ideas of entrepreneurship and leadership (which are separate, and sometimes not complementary, human drivers). It underscores the old saw, "Nothing ventured, nothing gained." There are no answers, only clarity of the struggle to stick to the path of "aloneness," and yet to have a network of "others" who believe in you, challenge you, push you, and cover your rear. Reflecting about the lessons I took/take from this exposure to hard reality is harder than I would have imagined - to go from reflection to action.

Ben Horowitz, cofounder of Andreessen Horowitz and one of Silicon Valley's most respected and experienced entrepreneurs, offers essential advice on building and running a startup—practical wisdom for managing the toughest problems business school doesn't cover, based on his popular blog. While many people talk about how great it is to start a business, very few are honest about how difficult it is to run one. Ben Horowitz analyzes the problems that confront leaders every day, sharing the insights he's gained developing, managing, selling, buying, investing in, and supervising technology companies. A lifelong rap fanatic, he amplifies business lessons with lyrics from his favorite songs, telling it straight about everything from firing friends to poaching competitors, cultivating and sustaining a CEO mentality to knowing the right time to cash in. Filled with his trademark humor and straight talk, *The Hard Thing About Hard Things* is invaluable for veteran entrepreneurs as well as those aspiring to their own new ventures, drawing from Horowitz's personal and often humbling experiences.

From Booklist *Starred * It's fairly evident that this is a collection of blogs, loosely strung together, united in their varied perspectives on start-ups, CEO-dom, and business in general. Though Horowitz is a cofounder of Andreessen Horowitz and his credentials reside mainly in Silicon Valley, he's imparted some valuable insight on hard lessons learned that apply to any manager, whether in the executive suite or not. As with most experiential books, it is all about him—but it's written in such an engaging and universally acceptable manner that no one could object. Leave aside his background, for the moment. Who would realize, for instance, that executives worry about things like initiating layoffs, hiring the right people, training, and minimizing politics, among others? It's a refreshingly honest take, and his colorful (and, yes, profanity-laced) language breaks down any other misperceptions about the role and the person. Plus, his imagination is compelling, such as the comparisons between peacetime and wartime CEOs: Peacetime CEO always has a contingency plan. Wartime CEO knows that sometimes you gotta roll a hard six. After all, the success equation is easy: the hard thing is getting it done. --Barbara Jacobs

More than any other business book released this year, *Hard Things* gives an insider's perspective on what it's like to lead and scale a startup. (Business Insider's Best Business Books of 2014)

This is easily one of the essential books every business leader should read if they're looking for proven and honest management advice. (Entrepreneur's 25 Amazing Business Books from 2014)

The most valuable book on startup management hands down. (PandoDaily)

There is more than enough substance in Mr. Horowitz's impressive tome to turn it into a leadership classic. (The Economist)

From the Back Cover A lot of people talk about how great it is to start a business, but only Ben Horowitz is brutally honest about how hard it is to run one. In *The Hard Thing About Hard Things*, Ben Horowitz, cofounder of Andreessen Horowitz and one of Silicon Valley's most respected and experienced entrepreneurs, draws on his own story of founding, running, selling, buying, managing, and investing in technology companies to offer essential advice and practical wisdom for navigating the toughest problems business schools don't cover. His blog has garnered a devoted following of millions of readers who have come to rely on him to help them run their businesses. A lifelong rap fan, Horowitz amplifies business lessons with lyrics from his favorite songs and tells it straight about everything from firing friends to poaching competitors, from cultivating and sustaining a CEO mentality to knowing the right time to cash in. His advice is grounded in anecdotes from his own hard-earned rise—from cofounding the early cloud service provider Loudcloud to building the phenomenally successful Andreessen Horowitz venture capital firm, both with fellow tech superstar Marc Andreessen (inventor of Mosaic, the Internet's first popular Web browser). This is no polished victory lap; he analyzes issues with no easy answers through his trials, including demoting (or firing) a loyal friend; whether you should incorporate titles and promotions, and how to handle them; if it's OK to hire people from your friend's company; how to manage your own psychology, while the whole company is relying on you; what to do when smart people are bad employees; why Andreessen Horowitz prefers founder CEOs, and how to become one; whether you should sell your

company, and how to do it. Filled with Horowitz's trademark humor and straight talk, and drawing from his personal and often humbling experiences, *The Hard Thing About Hard Things* is invaluable for veteran entrepreneurs as well as those aspiring to their own new ventures.