

Steve Jobs at the D: All Things Digital Conference

There's lots of video of the late Steve Jobs, primarily from his famous introductions of Apple products over the years, and his oft-quoted Stanford commencement address.

But, by far, the largest trove of video of the legendary innovator candidly answering unrehearsed questions and explaining his views on technology and business comes from his six lengthy appearances at our *D: All Things Digital Conference*, from 2003 to 2010.

In these onstage conversations, he explained his, and Apple's, evolving philosophy of where the digital world was heading, and of business itself. He discussed competitors, controversies, and his own sense of what matters most. He stressed the importance of building products for their actual users, not "orifices," like corporate IT departments or cell phone carriers. He explained why it was often more important to decide what products and features *not* to build than to pick the ones that *were* built. He even appeared jointly in a historic conversation with his lifelong rival, Bill Gates.

So, as a memorial to a great man, and, in the spirit of sharing a priceless piece of history, we are making all six of these appearances available free, in high quality. We thank Apple for its cooperation in making these videos available for all.

-- Walt Mossberg and Kara Swisher

All Things Digital

Mossblog: Essay: Jobs's Departure as CEO of Apple Is the End of an Extraordinary Era

Published on August 24, 2011 by **Walt Mossberg**

Steve Jobs's resignation as chief executive officer of Apple is the end of an extraordinary era, not just for Apple, but for the global technology industry in general. Jobs is a historic business figure whose impact was deeply felt far beyond the company's Cupertino, Calif., headquarters, and who was widely emulated at other companies.

And now, for the first time since 1997, he won't be the company's chief executive.

To be very clear, Jobs, while

seriously ill, is very much alive. Extremely well-informed sources at <u>Apple</u> say he intends to remain involved in developing major future products and strategy and intends to be an active chairman of the board, even while new CEO Tim Cook runs the company day to day.

So, this is not an obituary. But his health is reported to be up and down, and even an active chairman isn't the same as a CEO.

CEOs resign every day, so why is this departure so meaningful?

Most people are lucky if they can change the world in one important way, but Jobs, in multiple stages of his business career, changed global technology, media and lifestyles in multiple ways on multiple occasions.

He did it because he was willing to take big risks on new ideas, and not be satisfied with small innovations fed by market research. He also insisted on high quality and had the guts to leave out features others found essential and to kill technologies, like the floppy drive and the removable battery, he decided were no longer needed. And he has been a brilliant marketer, personally passionate about his products.



In his first act at Apple, the company he co-founded in 1976, he helped envision and catalyze the personal computer revolution. The Apple II computer he developed with Steve Wozniak wasn't the only mass-market PC released in 1977, but it was the one that had the most enduring impact.

In 1984, he again upended computing by leading the development of the Macintosh, the first commercially successful computer to use a mouse and graphical user interface. It cemented the template for how every computer works today, even though Apple was handily bested in the PC sales wars by archrival Microsoft.

After being forced out of Apple in 1985, it's well known that Jobs ran an unsuccessful computer firm called NeXT. But he also did a couple of game-changing things during that exile. First, NeXT developed an operating system that later morphed into the excellent Macintosh operating system, called OS X, and also the operating system that drives Apple's mobile devices, called iOS.

In addition, he purchased Pixar, a small computer animation firm which he was able, over years, to turn into one of the world's most successful movie studios and later sell to Disney for billions. It changed animation forever.

In his most recent act, he returned in 1997 to take over as CEO of Apple as part of that company's purchase of NeXT. What he found was a diminished company which was reputedly only months from bankruptcy and saddled with mediocre products.

Fourteen years later, the company is a highly profitable behemoth, the most financially valuable and influential technology company in the world, whose every product is eagerly anticipated, snapped up quickly by consumers, and aped by competitors, even though they are often priced higher than rival devices.

While CEO of the revived Apple, he introduced the dominant digital music player, the iPod, and created the most successful digital media service, iTunes. He introduced the first super-smartphone, the iPhone, and the only truly successful tablet computer, the <u>iPad</u>, which is in the process of replacing the laptop, at least in part. And he built the world's largest app store.

One almost forgets that he built a phenomenally successful chain of retail stores, too.

Apple's devices and software services have dramatically changed the mobile phone industry, the music industry, the film and TV industries, the publishing industry and others.

Meanwhile, even while declaring that we are in the "post-PC era," Jobs resuscitated his early baby, the Mac. While it may never become the world's biggest selling computer, it is lusted after worldwide, and its sales have outgrown those of the overall PC industry for five years running. Plus, with models like the sleek, solid-state MacBook Air, he's actually merging the tablet and the PC.



Now, rumors are rife that Apple is working on re-inventing another common device: the TV. The secretive company won't say a word about that, but nobody should be surprised if it happens, just based on Jobs's track record.

And that's why the day <u>Steve Jobs</u> resigns as CEO of Apple isn't like the day a typical CEO resigns.

Digital.

Mossblog: The Steve Jobs I Knew

Published on October 05, 2011 by Walt Mossberg

That Steve Jobs was a genius, a giant influence on multiple industries and billions of lives, has been written many times since he retired as Apple's CEO in August. He was a historical figure on the scale of a Thomas Edison or a Henry Ford, and set the mold for many other corporate leaders in many other industries.

He did what a CEO should: Hired and inspired great people; managed for the long term, not the



quarter or the short-term stock price; made big bets and took big risks. He insisted on the highest product quality and on building things to delight and empower actual users, not intermediaries like corporate IT directors or wireless carriers. And he could sell. Man, he could sell.

As he liked to say, he lived at the intersection of technology and liberal arts.

But there was a more personal side of Steve Jobs, of course, and I was fortunate enough to see a bit of it, because I spent hours in conversation with him, over the 14 years he ran Apple. Since I am a product reviewer, and not a news reporter charged with covering the company's business, he felt a bit more comfortable talking to me about things he might not have said to most other journalists.

Even in his death, I won't violate the privacy of those conversations. But here are a few stories that illustrate the man as I knew him.

The Phone Calls

I never knew Steve when he was first at Apple. I wasn't covering technology then. And I only met him once, briefly, between his stints at the company. But, within days of his return, in 1997, he began calling my house, on Sunday nights, for four or five straight weekends. As a veteran reporter, I

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understood that part of this was an attempt to flatter me, to get me on the side of a teetering company whose products I had once recommended, but had, more recently, advised readers to avoid.

Yet there was more to the calls than that. They turned into marathon, 90-minute, wide-ranging, offthe-record discussions that revealed to me the stunning breadth of the man. One minute he'd be talking about sweeping ideas for the digital revolution. The next about why Apple's current products were awful, and how a color, or angle, or curve, or icon was embarrassing.

After the second such call, my wife became annoyed at the intrusion he was making in our weekend. I didn't.

Later, he'd sometimes call to complain about some reviews, or parts of reviews — though, in truth, I felt very comfortable recommending most of his products for the average, non-techie consumers at whom I aim my columns. (That may have been because they were his target, too.) I knew he would be complaining because he'd start every call by saying "Hi, Walt. I'm not calling to complain about today's column, but I have some comments, if that's okay." I usually disagreed with his comments, but that was okay, too.

The Product Unveilings

Sometimes, not always, he'd invite me in to see certain big products before he unveiled them to the world. He may have done the same with other journalists. We'd meet in a giant boardroom, with just a few of his aides present, and he'd insist — even in private — on covering the new gadgets with cloths and then uncovering them like the showman he was, a gleam in his eye and passion in his voice. We'd then often sit down for a long, long discussion of the present, the future, and general industry gossip.

I still remember the day he showed me the first iPod. I was amazed that a computer company would branch off into music players, but he explained, without giving any specifics away, that he saw Apple as a digital products company, not a computer company. It was the same with the iPhone, the iTunes music store, and later the iPad, which he asked me to his home to see, because he was too ill at the time to go to the office.

The Slides

To my knowledge, the only tech conference Steve Jobs regularly appeared at, the only event he didn't somehow control, was our **D**: All Things Digital conference, where he appeared repeatedly for unrehearsed, onstage interviews. We had one rule that really bothered him: We never allowed slides, which were his main presentation tool.

One year, about an hour before his appearance, I was informed that he was backstage preparing dozens of slides, even though I had reminded him a week earlier of the no-slides policy. I asked two of his top aides to tell him he couldn't use the slides, but they each said they couldn't do it, that I had to. So, I went backstage and told him the slides were out. Famously prickly, he could have stormed out,



refused to go on. And he did try to argue with me. But, when I insisted, he just said "Okay." And he went on stage without them, and was, as usual, the audience's favorite speaker.

Ice Water in Hell

For our fifth **D** conference, both Steve and his longtime rival, the brilliant Bill Gates, surprisingly agreed to a joint appearance, their first extended onstage joint interview ever. But it almost got derailed.

Earlier in the day, before Gates arrived, I did a solo onstage interview with Jobs, and asked him what it was like to be a major Windows developer, since Apple's iTunes program was by then installed on hundreds of millions of Windows PCs.

He quipped: "It's like giving a glass of ice water to someone in Hell." When Gates later arrived and heard about the comment, he was, naturally, enraged, because my partner Kara Swisher and I had assured both men that we hoped to keep the joint session on a high plane.

In a pre-interview meeting, Gates said to Jobs: "So I guess I'm the representative from Hell." Jobs merely handed Gates a cold bottle of water he was carrying. The tension was broken, and the interview was a triumph, with both men acting like statesmen. When it was over, the audience rose in a standing ovation, some of them in tears.

The Optimist

I have no way of knowing how Steve talked to his team during Apple's darkest days in 1997 and 1998, when the company was on the brink and he was forced to turn to archrival Microsoft for a rescue. He certainly had a nasty, mercurial side to him, and I expect that, then and later, it emerged inside the company and in dealings with partners and vendors, who tell believable stories about how hard he was to deal with.

But I can honestly say that, in my many conversations with him, the dominant tone he struck was optimism and certainty, both for Apple and for the digital revolution as a whole. Even when he was telling me about his struggles to get the music industry to let him sell digital songs, or griping about competitors, at least in my presence, his tone was always marked by patience and a long-term view. This may have been for my benefit, knowing that I was a journalist, but it was striking nonetheless.

At times in our conversations, when I would criticize the decisions of record labels or phone carriers, he'd surprise me by forcefully disagreeing, explaining how the world looked from their point of view, how hard their jobs were in a time of digital disruption, and how they would come around.

This quality was on display when Apple opened its first retail store. It happened to be in the Washington, D.C., suburbs, near my home. He conducted a press tour for journalists, as proud of the store as a father is of his first child. I commented that, surely, there'd only be a few stores, and asked what Apple knew about retailing.



He looked at me like I was crazy, said there'd be many, many stores, and that the company had spent a year tweaking the layout of the stores, using a mockup at a secret location. I teased him by asking if he, personally, despite his hard duties as CEO, had approved tiny details like the translucency of the glass and the color of the wood.

He said he had, of course.

The Walk

After his liver transplant, while he was recuperating at home in Palo Alto, California, Steve invited me over to catch up on industry events that had transpired during his illness. It turned into a three-hour visit, punctuated by a walk to a nearby park that he insisted we take, despite my nervousness about his frail condition.

He explained that he walked each day, and that each day he set a farther goal for himself, and that, today, the neighborhood park was his goal. As we were walking and talking, he suddenly stopped, not looking well. I begged him to return to the house, noting that I didn't know CPR and could visualize the headline: "Helpless Reporter Lets Steve Jobs Die on the Sidewalk."

But he laughed, and refused, and, after a pause, kept heading for the park. We sat on a bench there, talking about life, our families, and our respective illnesses (I had had a heart attack some years earlier). He lectured me about staying healthy. And then we walked back.

Steve Jobs didn't die that day, to my everlasting relief. But now he really is gone, much too young, and it is the world's loss.

Bill Gates: "I Will Miss Steve Immensely"

Published on October 05, 2011 by **Ina Fried**

Bill Gates, who during his long career at Microsoft was both a partner and rival to Steve Jobs, called working with Jobs "an insanely great honor" and said he would miss the Apple founder "immensely."

Shortly after <u>the announcement of</u> <u>Jobs's death</u>, Gates sent a statement to **AllThingsD**, offering his condolences to Jobs's family and friends and praising Jobs's impact.



The pair appeared together in a

memorable joint interview at **D5** in 2007, in which each praised the other's accomplishments and reminisced together about their long careers.

Asked what the biggest misunderstanding about their relationship was, Jobs quipped that it was the fact that the two had kept their marriage secret for so long. Then things turned serious, with Jobs noting how the two men — once the youngest men in the room — were now the old men of technology.

"And, you know, I think of most things in life as either a Bob Dylan or a Beatles song, but there's that one line in that one Beatles song: 'You and I have memories longer than the road that stretches out ahead," Jobs said. "And that's clearly true here."

For his part, Gates reflected on Jobs's sense of the consumer and his willingness to take big risks, including Apple's bold bet with the Mac.

Bill Gates:

I'm truly saddened to learn of Steve Jobs' death. Melinda and I extend our sincere condolences to his family and friends, and to everyone Steve has touched through his work.

Steve and I first met nearly 30 years ago, and have been colleagues, competitors and friends over the course of more than half our lives.



The world rarely sees someone who has had the profound impact Steve has had, the effects of which will be felt for many generations to come.

For those of us lucky enough to get to work with him, it's been an insanely great honor. I will miss Steve immensely.

The Three Irreplaceable Qualities of Steve Jobs

Published on October 05, 2011 by **Ina Fried**

Apple's offices are filled with brilliant, talented and creative people. The company's products are great because of the contributions of thousands of people, not just because of the vision of Steve Jobs.

The company also has in place long roadmaps and the strategies on how to execute them. Doubtless, there are products we've never heard of in categories in which we didn't know Apple had designs.



That said, there are three key qualities (at

least) of <u>Steve Jobs</u> that will be hard - if not impossible - to duplicate.

1) The consummate salesman

The most visible element of Jobs's success was his ability to convince people that they absolutely had to have whatever it was that he had to offer.

There is a reason that his keynotes were said to be surrounded by a "reality distortion field." When Jobs showed something, one was convinced that nothing like it had ever before existed and nothing else could be its substitute.

In fact, Jobs was so good at selling things, that it was often initially hard to tell the hits from the rare misses. That's because throngs rushed to buy almost every product the day it went on sale. It was only if sales dipped the second quarter that it was clear that the product was more Cube than iPad.

2) The incredible judge of consumer behavior

Other companies do focus groups to ask what customers want. That never worked for Steve Jobs, because he knew what people wanted long before they themselves knew.



Computers came in one color before the iMac. There were digital music players before the iPod, but none that the masses wanted. One need only look at the face of the smartphone industry before the iPhone and after to see his vision and impact there.

3) The perfectionist

Attention to detail has long been a hallmark of Apple's products and much of that can be attributed to the relentless focus of Steve Jobs. Jobs pushed himself hard and everyone around him hard. The result was that workers were pushed to deliver things that they themselves didn't think possible.