

Andy Grove: The Life and Times of an American

By Richard S. Tedlow

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Andy Grove survived both the Nazis and the Communists to become the quintessential American capitalist. Even more important, he is the best role model we have for doing business in the twenty-first century.

Any short list of the world's most admired business people would include Andy Grove, the chairman and CEO of Intel in its years of explosive growth. During his career, Intel became the model for Silicon Valley. Silicon Valley became the model for the world. And Grove became *Time*'s Man of the Year-an icon of the promise of the American life.

The simple facts of Grove's career are the stuff of legend. Born in Hungary of Jewish origin in 1936, he survived the Holocaust only to face the Soviet invasion. He escaped to New York, penniless, at age twenty, and embraced America, transforming himself from Andr‡s Istv‡n Gr—f into Andrew Stephen Grove. After putting himself through college and graduate school, he arrived in Silicon Valley at the perfect time for an ambitious young engineer. He joined Intel at its founding in 1968, rose to CEO in 1987, then led the company into the stratosphere, with compound annual profit growth at 34 percent for the next *eleven* years.

Despite decades of media scrutiny and six of Grove's own books, there remains a powerful element of mystery about him. This definitive biography, by a Harvard Business School professor with unprecedented access, finally cracks the code of who Andy Grove really is, how his mind works, how he attacks impossible problems, and how he leads others to exceed their own expectations of themselves.

After extensive and meticulous research, Richard S. Tedlow has produced the most complete picture ever of this fascinating, colorful, often brilliant but sometimes maddening business genius.

The most consistent and important theme of Grove's life is how he responds to change: boldly, quickly, with every scrap of his intelligence but no respect for conventional wisdom. As Tedlow observes, "Grove has escaped natural selection by doing the evolving himself. Forcibly adapting himself to a succession of new

realities, he has left a trail of discarded assumptions in his wake. When reality has changed, he has found a way to let go and embrace the new."

Some of the insights in *Andy Grove* include:
* How Grove's traumatic youth shaped both his personality and his approach to business and led to his signature phrase-"Only the Paranoid Survive."
* How he studied human dynamics and taught himself to become a great manager, developing such formulations as "strategic inflection point," "knowledge power trumps position power," "constructive confrontation," and others.
* How his complex relationships evolved with the legendary cofounders of Intel, Gordon Moore and Bob Noyce.
* Why he stumbled during the Pentium crisis of 1994, and how he parlayed it into a reinvigorated concept of ingredient branding ("Intel Inside").

Tedlow, an acclaimed business historian, interviewed dozens of people and examined mountains of documents, with Grove's total cooperation. Yet Grove exercised no editorial control and did not see even one page of the manuscript. This is an unauthorized biography that uniquely illuminates Grove's life, Intel's history, and the rise of Silicon Valley.

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Editorial Review

From Publishers Weekly
In this highly readable but deliberately paced biography, Harvard professor and historian Tedlow (*Giants of Enterprise*) makes a case for Andy Grove (b. 1936) taking a place alongside Benjamin Franklin as a quintessential American businessman and citizen. Indeed, Grove rose from being a penniless Hungarian refugee to an engineer hired as Intel's third employee, eventually heading the corporation—"one of the most profitable companies in all of business history." Tedlow builds the book around a year-by-year, blow-by-blow account of Intel's ups and downs, punctuated by Grove's contemporaneous musings, drawn from his private notebooks. Following the company over the rocky patches in its trajectory from semiconductors to microprocessors, Tedlow situates Intel among its industry partners and competitors. Sometimes, there's too much context: the author conveys a good deal about Hungary's modern political history and scrutinizes every available scrap of information about his subject's childhood. There are also 20 pages on the 1994 Pentium "floating point flaw" debacle and 15 pages on Grove's battle with prostate cancer. But as a biography of Intel as well as a primer on Grove's writings and management philosophy, the book is truly illuminating. In offering a closeup portrait of this prickly but gifted executive, Tedlow helps us understand why Grove's tenure as Intel's CEO "was so spectacularly successful." *(Nov.)*
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From Booklist
Tedlow, a business historian and academic, presents the story of Andy Grove, a penniless Hungarian immigrant who became an icon of twentieth-century corporate America. Grove joined Intel in 1968 at its founding, and while he was CEO from 1987 to 1998, "market capitalization increased from $4.3 billion to $197.6 billion, a compound annual growth rate of 42% and a total increase of almost 4,500%." Grove led the company with Intel's 386 microprocessor, which became the industry standard. Tedlow describes Grove, *Time* magazine's 1997 man of the year, as an extraordinary manager, author, and significant player in the fights against prostate cancer and Parkinson's disease. With unique access to Grove and Intel's internal resources and documents, Tedlow claims objectivity, telling the truth as he sees it in this laudatory narrative, although he also confirms his close ties to the subject. In comparing Grove to Benjamin Franklin (among other notables), Tedlow tells us that the two share the traits of "care and skill at image management." *Mary Whaley*
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From the Back Cover
Advanced Praise :

"Andy Grove is everything Richard Tedlow describes in this definitive biography. Andy defines leadership in the modern age and Tedlow captures it perfectly."
-ERIC SCHMIDT, CEO, Google Inc.

"Tedlow's Andy Grove is a tour de force. You must read this. It's the extraordinary, warm, and detailed story of Andy Grove -immigration, innovation, and leadership."
-JOHN DOERR, one of the nation's leading venture capitalists

"Andy recognized the future and helped make it happen. I have benefited from his insight and skills over the years as have millions of consumers throughout the world."

-MICHAEL DELL, chairman, Dell, Inc.

"Like Astaire and Rogers, Lennon and McCartney, or Tracy and Hepburn, Grove and Tedlow are the perfect match. Tedlow is a master craftsman-great words, great wit. This book transcends the 'learn from the successful CEO' genre just as Intel's performance under Grove transcended the normal corporate landscape."
-ROBERT J. DOLAN, dean, Ross School of Business, University of Michigan

"Andy Grove's story will resonate with anyone who has dreamed of a better life. Through sheer hard work and a willingness to embrace the future, be it a new country or a new technology, he helped build a company that made computers a part of our everyday life."
-FRANK LOWY, chairman, The Westfield Group

"This page-turning drama, told by a master biographer, combines both the grand narrative and the fascinating details of Andy Grove's life. Perhaps many already know that Grove is the greatest American business leader of his generation, but everyone will be enthralled by the twists, turns, surprises, and triumphs of Tedlow's true story."
-REED HUNDT, former chairman, Federal Communications Commission

Users Review

From reader reviews:

Michael Bradley:

Why don't make it to be your habit? Right now, try to ready your time to do the important work, like looking for your favorite e-book and reading a publication. Beside you can solve your condition; you can add your knowledge by the e-book entitled Andy Grove: The Life and Times of an American. Try to make book Andy Grove: The Life and Times of an American as your friend. It means that it can to become your friend when you truly feel alone and beside regarding course make you smarter than ever. Yeah, it is very fortuned for you. The book makes you much more confidence because you can know every little thing by the book. So , let us make new experience and knowledge with this book.

Sonya Ewing:

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