



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

By Ben Horowitz

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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 ben's 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.

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Editorial Review

From [Booklist](#)

Starred Review 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

Review

"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.

Users Review

From reader reviews:

Araceli Burns:

In this 21st millennium, people become competitive in every way. By being competitive at this point, people have to do something to make them survive, being in the middle of the crowded place and notice by simply surrounding. One thing that sometimes many people have underestimated the idea for a while is reading. Yeah, by reading a guide your ability to survive increase then having chance to stay than other is high. To suit your needs who want to start reading any book, we give you this specific *The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers* book as beginning and daily reading guide. Why, because this book is more than just a book.

Evelyn Rodrigue:

Nowadays reading books be a little more than want or need but also get a life style. This reading habit give you lot of advantages. Advantages you got of course the knowledge even the information inside the book this improve your knowledge and information. The data you get based on what kind of publication you read, if you want get more knowledge just go with schooling books but if you want truly feel happy read one using theme for entertaining like comic or novel. The *The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers* is kind of publication which is giving the reader unstable experience.

William Devine:

Information is provisions for folks to get better life, information currently can get by anyone on everywhere. The information can be a knowledge or any news even a huge concern. What people must be consider any time those information which is inside former life are hard to be find than now's taking seriously which one is appropriate to believe or which one often the resource are convinced. If you obtain the unstable resource then you understand it as your main information it will have huge disadvantage for you. All those possibilities will not happen throughout you if you take *The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers* as your daily resource information.

Bessie Kraft:

A lot of people always spent their particular free time to vacation as well as go to the outside with them household or their friend. Do you know? Many a lot of people spent that they free time just watching TV, or maybe playing video games all day long. If you would like try to find a new activity honestly, that is look different you can read a new book. It is really fun for you personally. If you enjoy the book that you just read you can spent all day long to reading a reserve. The book *The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers* it is rather good to read. There are a lot of people that recommended this book. These folks were enjoying reading this book. In the event you did not have enough space bringing this book you can buy the particular e-book. You can m0ore simply to read this book from your smart phone. The price is not very costly but this book possesses high quality.

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