

ALWAYS DAY ONE

How the Tech Titans Plan To Stay On Top Forever

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MAIN IDEA

Amazon founder Jeff Bezos is well-known for signing all his shareholder letters with the same phrase: "It's always Day One". At Amazon, that's code for you have to keep inventing like a startup all the time, with little or no regard for legacy. The alternative is a Day Two mentality, which in Bezos's own words is "stasis, followed by irrelevance, followed by excruciating, painful decline, followed by death".



The reality is most companies today are set up for Day Two, not Day One. The tech giants like Amazon, Google, Facebook, and Microsoft are not. They willingly take new products and spin them up into major new revenue lines in the blink of an eye – even if that renders their existing products and services obsolete. They operate like startups day-in and day-out, and their results show.

So how do you do something similar? You have to adopt an Engineer's Mindset. It has three elements:

- 1 Practice democratic invention
- 2 Constraint-free hierarchies
- 3 Collaborate to invent


The key to the Day One mindset is to harness the brainpower and the very best ideas of all your people, not just those at the top. If you can follow the lead of the tech titans who do exactly that, you're in the game.

The Day One Mindset – Introduction Page 2

"Day One" at Amazon is code for keep inventing and acting like a startup. It's a healthy acknowledgment competitors can create new products at the speed of light so you'd better build for the future, even at the expense of your present products and services. If you look at all the big tech companies of today, all of them have survived by going back to Day One multiple times. It's the only way to stay on top.

The Day One Mindset – Three Rules Pages 3 - 5

The Day One mindset is to create a culture of building, creating and inventing. It's the way an engineer typically approaches work as opposed to a professional manager. It's not so much a matter of technical aptitude, but is more a distinctive way of thinking. The Day One mindset has three main elements:

The Day One Mindset		1 Practice democratic invention
		2 Constraint-free hierarchies
		3 Collaborate to invent

The Day One Mindset – Case Studies. Pages 6 - 7

Two great case studies for the benefits of the Day One mindset are Apple and Microsoft. Apple is a good example of a company which was built for a visionary, but today lacks democratic invention, constraint-free hierarchy and free-flowing collaboration. As a result, it's currently stuck in Day Two. Microsoft, by contrast, went through an extended period in Day Two but is now led by a CEO who applies the Day One mindset and it shows. Microsoft is undergoing a new era of internal invention.

The Day One Mindset – Leaders of the future Page 8

Once you learn the Day One mindset and see it in action, the first question which always comes to mind is what will this mean for the leaders of the future? As the economy enters an era that prioritizes invention and innovation, leaders are going to need to evolve from being dogmatic decision makers into highly collaborative facilitators. The era of not only capturing but executing on the best ideas from everyone in the organization is about to arrive. Leaders as facilitators – that's got to be a good thing.

