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# If You Really Want To Change The World: A Guide To Creating, Building, And Sustaining Breakthrough Ventures



## Synopsis

Silicon Valley's latest trend for creating new ventures is based on trial and error: test market needs with new product concepts and a minimum amount of capital, expect that the product may not meet the market need, so fail fast and try another product with the hope that a product-market fit will eventually emerge. But this fail fast, step-and-pivot philosophy is like taking a random walk in the forest without a compass. *If You Really Want to Change the World* is about helping entrepreneurs find true north. Henry Kressel and Norman Winarsky, technologists, inventors, and investors with stellar track records, provide a guide for those who wish to create a market-leading company that will have a real impact: a disciplined and staged approach they have used to launch, invest in, and develop scores of highly successful companies. *If You Really Want to Change the World* leads entrepreneurs through the critical stages of venture development, from concept to acquisition or public offering to maintaining a rich culture of innovation in the company. It is a guide by innovators for innovators, with approaches that are practical and timeless. Drawing on the authors' experiences as well as those of their partners from around the world, Kressel and Winarsky share the stories of their triumphs and misses, demonstrate their method in action, and inspire their readers in the process. There are more opportunities now than ever before to build breakthrough companies that touch millions of lives. If this is your goal, let this book be your guide to creating world-changing ventures.

## Book Information

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## Customer Reviews

2016 Axiom Business Book Bronze Award in ENTREPRENEURSHIP; This book is a breath of fresh air; If You Really Want to Change the World is a practical guide to creating and expanding a business. If you are embarking on a venture, pack this book. Financial Times; Kressel and Winarsky give the reader a wealth of examples to illustrate what works and what doesn't; a standard reference work for business-school courses on entrepreneurship for some years to come. Asia Times; insight and concrete steps the hopeful can take to advance their dreams of building something meaningful and long-lasting. VentureBeat Advance Praise for If You Really Want to Change the World: Kathleen M. Eisenhardt, Stanford W. Ascherman MD Professor, School of Engineering, Stanford University; Kressel and Winarsky have created the definitive road map that injects sanity, creativity, and boldness into the venturing process. This is the book for serious entrepreneurs, innovators, and investors who want to use their time and resources most effectively to create truly breakthrough companies. Vinod Khosla, founder, Khosla Ventures; An essential guide to all the stages of a company's growth. Michael Moritz, Chairman, Sequoia Capital; Ever wonder where Siri was born? Or from where Nuance, Fair Isaac, and Intuitive Surgical derive their pedigrees? It is SRI, one of Silicon Valley's best-kept secrets. If You Really Want to Change the World introduces the purposeful and careful method that SRI and others have used to spawn these and similar companies, and helped turn them into forces that now touch millions of people. Alfred Chuang, founder and CEO, Magnet Systems; cofounder and former CEO, BEA Systems; If You Really Want to Change the World is mandatory reading for any entrepreneur who wants to start a company or any investor who wants to invest in one. It will change the way you think about entrepreneurship and what you must endure to become successful."

Henry Kressel served as a senior partner and managing director at Warburg Pincus, a leading global private equity firm, for more than thirty years. During his tenure, he successfully led and managed investments, both domestic and international, in diverse fields of technology and services. Collectively, these investments generated many billions of dollars in enterprise value. Norman Winarsky was President of SRI Ventures at SRI International, a world-renowned research institute. He cofounded and led SRI's venture strategy and process, which has resulted in more than sixty ventures worth over \$20 billion, including companies such as Nuance, Intuitive Surgical, and Siri. For more information visit [ifyoureallywanttochangetheworld.com](http://ifyoureallywanttochangetheworld.com)

When I was starting out this is the book that I most needed, but didn't have. There are hundreds of books written about "how I did it" or "here is what you should do" or "here are my provocative quips" but there are very few business books that go from the "what" to the "how." Collectively the authors have helped start around the world over a hundred new innovations and companies plus every kind of M&A and licensing transaction one could imagine. Their insights come from both extensive study and from a lifetime of practice. Their focus is on creating major innovations -- ones that exemplify what Steve Jobs said, "Make a dent in the universe." In that way the book is profoundly different from the popular movement to Agile, Scrum, and Lean. Kressel is a managing partner at Warburg Pincus, one of the world's leading private equity investing firms. SRI International, where Winarsky is President of Ventures, created with its partners Siri, Intuitive Surgical, Nuance, HDTV, and many other innovations. Those innovations have created well over \$50 billion in new marketplace value. That kind of record achievement from a 2,000 person enterprise doesn't happen over and over again by accident. The book goes through, step by step, the lifetime of new innovations and ventures and describes the objectives and practices required at each step. The writing is clean, practical, and to the point. I particularly enjoyed the sections on entrepreneurs and how they find major opportunities and develop them. It is by far the most insightful description about that aspect of creating major innovations I have read. I have a bit of advice for all would be innovators and entrepreneurs. I would buy this book along with a copy for all my friends. Then I would meet every week to discuss one chapter at a time to deeply understand the book's lessons from multiple perspectives. That new understanding will help separate you from almost all your colleagues. Then I would find an opportunity to put that knowledge to work. As the authors make clear, having these skills and practicing them with great colleagues around the world is one of the most interesting and meaningful things a person can do in their professional life.

For the past 12 years I have been an investor in early stage companies, having been an active investor in private companies for over 30 years. This book is truly valuable. A straight forward, easy to read presentation of decades with of hard won, world class experience from the 2 authors. The simple, clear prose encapsulates a concise, powerful group of lessons. Lessons which can be easily carried in your mind, for use in multiple future settings, in various contextual circumstances. As I am in business meetings I have found myself regularly thinking through their flow charts, and templates of progress, and definitions of critical success factors -- and I keep getting surprised as I realize "that was all in Norman's book." I highly recommend this book to anyone interested in starting a new venture, joining an early stage company, investing into a startup, driving growth in a mature

company -- and anyone who wants to read some interesting stories written by two superb gentlemen. They have taken their central message to heart, creating substantial value for their customers. By sharing their life's worth of lessons learned, they are each doing their part to really change the world. Kurt Buseck

I was not impressed with this book. The authors' approach seems predicated on having large financial resources and access to a team of brilliant people to vet and develop business ideas before they launch. They have simply moved the exploratory "pivoting" phase from after the declared start of the business to before it, and from the venture's balance sheet to someone else's. They have not eliminated this phase, so their's is essentially a semantic shift rather than a new insight into how to get to product - market fit faster. Nice if you have access to these sort of resources, but not an applicable insight for the rest of us.

I found a couple quotes of interest in the book and the content is clearly presented. But the book had a few too many see spot run views of the world of building a business and making a venture successful. As a result I felt that it wasted time educating on basics when a more advanced and nuanced perspective with insights would be more useful. I measure these type of books by what new insights I learn and overall I didn't find enough for my tastes. It is possible that the audience would be more appropriate for a kid trying to figure out this venture stuff. If so then great. I am comparing thus to books like "the hard thing about hard things" which talk about the things often not clear or talked about and focusing on how to survive near failure vs. lauding great decisions and paint by numbers VC presentations.

There is wisdom in this book. It tells what you must do to design and build a successful venture that will change the world. The language is simple and the writing is direct. The message is deep and meaningful. It reflects the widely practical experience of Kressel and Winarsky. They argue that success does not result from luck. It comes from doing the right thing. There is no better guide to the right things than this book.

A great read for anyone in startups and trying to become a great entrepreneur! The authors go through the steps of sustaining a great venture and give inside to how SIRI was created.

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