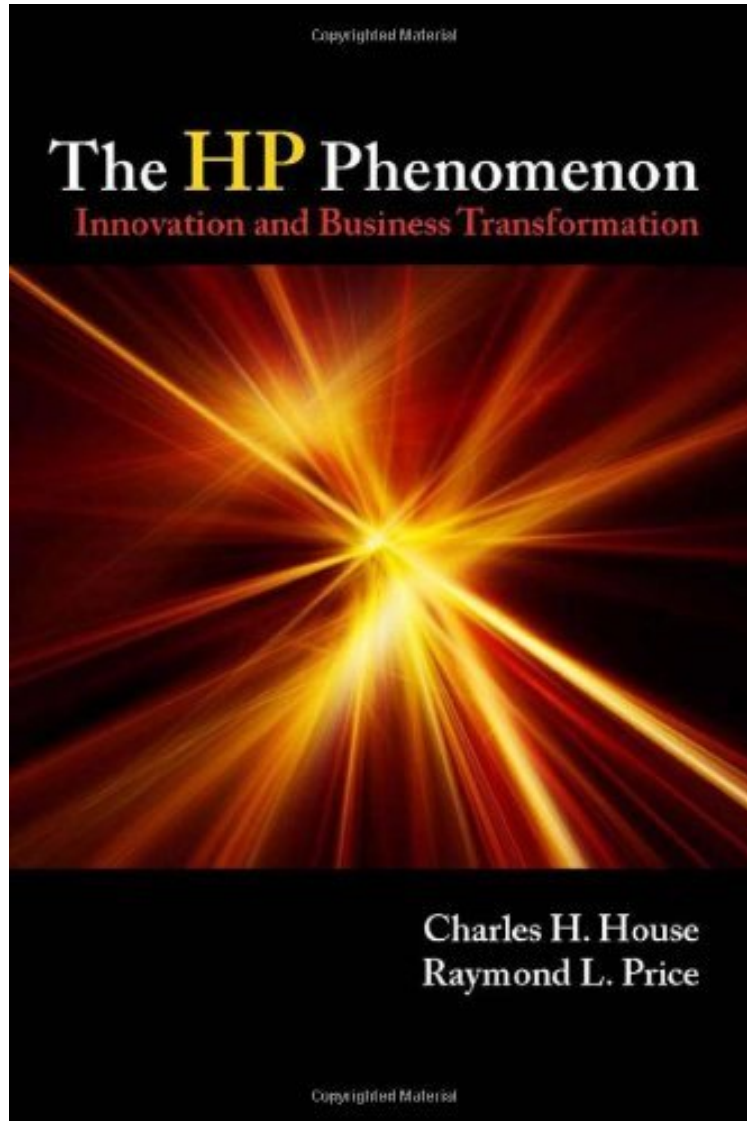


## The HP Phenomenon: Innovation and Business Transformation

*Charles H. House, Raymond L. Price*  
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**Charles H. House, Raymond L. Price : The HP Phenomenon: Innovation and Business Transformation** before purchasing it in order to gage whether or not it would be worth my time, and all praised The HP Phenomenon: Innovation and Business Transformation:

0 of 0 people found the following review helpful. Encyclopedic (dry and factual)By Scott L. CollinsI was hoping for another stellar book like "The Idea Factory: Bell Labs and the Great Age of American Innovation" (Jon Gertner), but instead got a much, much drier story. The book reads like a text book. Feels very well researched with great detail on the people of HP, the philosophies ("The HP Way") of its founders, the general business strategies employed, and the ways in which HP was able to consistently reinvent itself through new lines of business. Strangely, though, it fails to

capture the excitement of the products, discoveries, and triumphs along the way. It is as if you purchased a book about one of your favorite athletes, hoping to witness the adventure and the emotions of their career, but instead were presented with pages of raw statistics, detailed travel schedules, equipment used, endorsement deals, and a thorough list of television appearances. Dry facts upon facts. I still gave it 3 stars, however, because I did enjoy learning more about the company as a whole. It's tough not to rank it lower, but to punish the book for what it might have been or what I hoped it to be just does not seem fair to the author(s). 5 of 5 people found the following review helpful. An awesome book

By Robert L. Devries I just finished reading The HP Phenomenon book. I am speechless. Anything I write here will fall short of the merited justice and compliments it deserves, but I'll try. I've been looking forward to the publication of this book for several years. "What's taking them so long", I wondered. Several years ago I was interviewed by Ray Price for this HP book. Fewer years ago I asked Chuck if he was still working on it. I was anxious to see the results of their efforts. This book about HP is not like any that I had imagined. It is awesome. In it there are far more details, references, interviews, individual history, product history, project history, division history, corporate history and HP history than seems possible. There were names listed that I've long forgotten but seeing them referenced brought back many memories. I had visions of when and where I was working as another name appeared on the pages. I was in the scope lab in Bldg. 7B working on the 130C oscilloscope with John Strathman when I first met Chuck House. He was a new kid on the block at that time and assigned to work as a circuit designer for new oscilloscopes. About the same time Ned Barnholt joined our lab as a circuit designer. I was always quite focused on the task at hand that I didn't pay too much attention to all the various people, company activities and problems around me. My lab bench and drawing board was in the middle of the lab, right on the isle and I'd see Bob Brunner, Dick Alberding, Bill Terry, John Young, Barney Oliver and others frequently pass my drawing board to see Norm Schrock or Cort Van Rensselaer. Rod Carlson and Kay Magleby were at the far end of the lab working on the sampling scope. There are so many names and millions of memories. I'm sure The HP Phenomenon means more to those of us that worked at HP during some of the period covered by it. Knowing many of the folks that are written about makes it all the more precious. I noticed, while reading each page, every line and sentence has detailed meaningful information. It surprised me how much detail is included about our competition, their history, products, and successes (or failures). I won't kid you, but, like most books that I read and especially technical books or books on software... I fell asleep in the middle of the page more than once. But, while reading it I experienced several emotions. I was very thankful that Ray and Chuck took on this enormous task of documenting the thousands of details of HP, the many employees and their history. I was thankful that Ray and Chuck covered areas of which I had no knowledge. It's a fine reference book. I was thankful that they covered many events, meetings, and quotes of many of our managers at HP. And when I read the last page I found I had tears in my eyes because their book was a good read and sincerely appreciated. Really, all I want to say is that The HP Phenomenon book is precious and thanks to Ray and Chuck for writing it. I worked as a product designer for hp for 34+ years and retired in 1990. 3 of 3 people found the following review helpful. A great work from the only recipient of the HP Award for Meritorious Defiance

By Tom Christian This book brought back a lot of memories, and proved to be an education. Even after many years at HP, I was unaware how desperate some of the desperate times had been - including some that I had lived through. The authors have presented a fair and balanced picture that captures the strengths and weaknesses of every HP leader, including Hewlett and Packard. Looking at a more recent example, while Carly's failings have received considerable press, it's rare that anyone mentions the things she did for HP: Carly put "Invent" on the HP logo and pushed to reinvigorate invention within HP; Mark has extraordinary operational excellence, but he has taken "Invent" away. In closing, the authors present two possible future scenarios for HP: one good, one bad. I believe HP's record of renewal is a tribute to the strength of its core values. As HP separates from these values, whether through policy or necessity, it approaches a crossroads that will determine which of these future scenarios will come to pass. I was particularly encouraged to read about the glowing embers of the HP Way discovered during the interviews for this book. I'm now surprised to find myself in a graybeard role, perhaps engaged in my final project for HP. Whatever comes to pass, I know that when I finally say "Yes" to that fishing guide job I will always be grateful for the opportunity to work with the exceptional people at HP, a quality that distinguishes this company to this day. Chuck House and Ray Price have captured the essence of HP in a very readable work. I recommend this book without reservation.

The HP Phenomenon tells the story of how Hewlett-Packard innovated and transformed itself six times while most of its competitors were unable to make even one significant transformation. It describes those transformations, how they started, how they prevailed, and how the challenges along the way were overcome; reinforcing David Packard's observation that "change and conflict are the only real constants." The book also details the philosophies, practices, and organizational principles that enabled this unprecedented sequence of innovations and transformations. In so doing, the authors capture the elusive "spirit of innovation" required to fuel growth and transformation in all companies: innovation that is customer-centered, contribution-driven, and growth-focused. The corporate ethos described in this book; with its emphasis on bottom-up innovation and sufficient flexibility to see results brought to the marketplace and brought alive inside the company; is radically different from current management "best

practice." Thus, while primarily a history of Hewlett-Packard, *The HP Phenomenon* also holds profound lessons for engineers, managers, and organizational leaders hoping to transform their own organizations."At last! The 'HP Way', that most famous of all corporate philosophies, has taken on an almost mythical status. But how did it really work? How did it make Hewlett-Packard the fastest growing, most admired, large company of the last half-century? Now, two important figures in HP's history, Chuck House and Raymond Price, have finally given us the whole story. *The HP Phenomenon* is the book we've been waiting for: the definitive treatise on how Bill and Dave ran their legendary company, day to day and year to year. It should be a core text for generations of young entrepreneurs and managers, a roadmap to building a great enterprise."—Michael S. Malone, author of *Bill Dave: How Hewlett and Packard Built the World's Greatest Company*

"The authors have then woven the wealth of all gathered as well as richly experienced information into a systematic revelation of six successful paradigm shifts that have kept this company young and afloat. The book is alive with countless intimate details of internal conflicts and their resolutions, which lead to important direction shifts. It also provides an insight into the management style that assured the cooperation of all employees of the company during the transition phases." (Midwest Book)"This magnificent book is so rich with detail and stimulation, so dense with data and opinion. It's not a book to be skimmed or cherry picked. There are just too many purported lessons to take away. It's a tour-de-force." (Bruce Abell Santa Fe Associates International)"This is important history, compellingly told. House gives us a rare look into how Silicon Valley innovates, making this book a must-read for historian and entrepreneur alike." (Paul Saffo)"This book is exceptional in its content, research, and strategic depth. The authors have lived the HP Culture, and the insights they bring to the super complex matter of product and business strategies in the late 1900s is amazing. The period of John Young had some of the most elusive decisions on computer operating systems one could ever imagine. They all become clear in this book." (John Minck HP retired 1995 and author of *Inside HP: A Narrative History of Hewlett-Packard from 1939-1990*)"At last! The 'HP Way', that most famous of all corporate philosophies, has taken on an almost mythical status. But how did it really work? How did it make Hewlett-Packard the fastest growing, most admired, large company of the last half-century? Now, two important figures in HP's history, Chuck House and Raymond Price, have finally given us the whole story. *The HP Phenomenon* is the book we've been waiting for: the definitive treatise on how Bill and Dave ran their legendary company, day to day and year to year. It should be a core text for generations of young entrepreneurs and managers, a roadmap to building a great enterprise." (Michael S. Malone)"Chuck House has written one for the ages....Literally the Book of Genesis on Silicon Valley. *The HP Phenomenon* is both important and highly entertaining." (Michael Moe Silicon Valley Entrepreneur and Investor, author of *Finding the Next Starbucks*)"The HP Phenomenon might well be the most important management book of the 21st century because it will stand alone as a testament to another way in a management world increasingly taken over by CPAs, MBAs, and financial administrators." (Don Hammond Retired HP Laboratories Director)About the AuthorCharles (Chuck) House is Chancellor of Cogswell College. House is deeply involved with questions of technology's effect on society, particularly distance learning and collaboration using multi-mediated Web networking. Previously, he served as Executive Director for Media X, and Senior Research Scholar in the Human Sciences and Technologies Advanced Research Institute at Stanford University, and he led the Research Collaboratory and served as director of Societal Impact of Technology for Intel Corporation. House has also held executive management positions at Dialogic, Spectron Microsystems, Veritas, Informix, and Hewlett-Packard. Raymond L. Price is the Professor and Severns Chair for Human Behavior in Engineering at the University of Illinois at Urbana-Champaign. He has had a long career in industry working in Management and Organization Development and Human Resources. Most recently he was Vice President of Human Resources at Allergan, Inc. Prior to that he was the Director of Employee Training and Development for Boeing Commercial Airplane Group. He also held various management positions with Hewlett-Packard, including Manager of Engineering Education.