

## Steve Jobs in Exile Endnotes

### A Note on Sources

I documented and verified every fact in this book with care. I drew primarily on my own interviews, archival materials from Carnegie Mellon University, Yale, Stanford, and the Computer History Museum, as well as press reports and computer science journal articles from the period. My fact checker, Benjamin Kalin, and I conducted three rounds of fact-checking and spent four months verifying every endnote and claim.

Because 25 to 40 years have passed since many of these events, I treated memory with caution. Interviews offered insight and reflection, but I never relied on recollection alone. I corroborated memories with documentary evidence—memos, letters, board minutes, financial statements, court records, video recordings, stock ledgers, business registration documents—and cross-checked them with multiple participants. When a memory seemed unreliable or distorted by time, I left it out.

Factual accuracy is paramount. I made this book truthful and precise, and I take full responsibility for any errors.

## **Interviews**

Stephan Adams, William Adams, John Anderson, Gregor Bailar, Susan Barnes, Jason Beaver, David Bessemer, Kathryn Bessemer, Greg Brandeau, Gordon Bruce, Tim Bucher, Laura Bushnell, Jim Cannavino, Tim Carlin, Michael Carter, Ed Catmull, Eric Celeste, Kevin Compton, Cathy Cook, Peter Cooperstein, George Crow, Burt Cummings, Allen Denison, Ralph Derrickson, Jim Diamond, Joshua Doenias, Rakesh Dubey, Jay Elliot, Hartmut Esslinger, Kent Foster, Bob Fraik, Marcel Gani, Simson Garfinkel, Blaine Garst, Jean-Louis Gassée, Tom Hardy, Brian Hawkins, Mark Hayes, Adam Hertz, Stefanie Herzer, Leo Hourvitz, Greg Kellogg, Adam Kimball, Karl “Charly” Kleissner, Kevin Koym, Cindy Labuda, Dave LaDuke, George Lange, Dan'l Lewin, Peter Licursi, Gretchen Lium, Bob Longo, Lisa Magnuson, Deac Manross, Gary Moore, Steve Naroff, John Nathan, Charles Oei, Rich Page, Chris Palermo, William Parkhurst, George Pavlov, Herb Philpott, Nico Popp, Phyllis Quinn, Glenn Reid, Frank Rimalovski, Marty Ringle, Todd Rulon-Miller, Jon Rubinstein, Dan Ruby, Pito Salas, Bertrand Serlet, Nina Serpiello, Julie Shenkman, Joel Smith, Julius Smith, Larry Sonsini, Randall Sosnick, David Spitzler, Greg Stein, Paul Strassman, Steve Strassman, Jay Tannenbaum, Jesse Tayler, Allison Thomas, Dominique Trempont, Bud Tribble, Paul Vais, Andy van Dam, Loren Warburg, Bruce Webster, Warren Weiss, Ron Weissman, David Wertheimer, Phillip Wilson, Lynda Woolard, Patrick Wootan.

## Chapter 1. Siberia

Interviews with Susan Barnes, Jay Elliot, Jean-Louis Gassée, Dan'l Lewin, and Bud Tribble.

- 3     **“I’m asking Steve to step down”**: John Sculley with John A. Byrne, *Odyssey: Pepsi to Apple...A Journey of Adventure, Ideas, and the Future* (New York: Harper & Row, 1987), 242.
- 3     **“adult supervision”**: Jay Elliot, email to author, November 3, 2025.
- 4     **“I am the board”**: Frank Rose, *West of Eden: The End of Innocence at Apple Computer* (New York: Stuyvesant Street Press, 1989), 261.
- 3     **John’s working relationship with Steve**: Elliot, email to author, November 3, 2025.
- 4     **they dressed down both John**: Rose, *West of Eden*, 237–38.
- 4     **Now John wanted Steve out**: Rose, *West of Eden*, 262.
- 4     **“I had given Steve”**: Michael S. Malone, *Infinite Loop: How Apple, the World’s Most Insanely Great Computer Company, Went Insane* (New York: Doubleday, 1999), 349.
- 4     **For the first one hundred days**: “Apple Shipments of Macintosh,” *New York Times*, May 3, 1984, <https://www.nytimes.com/1984/05/03/business/apple-shipments-of-macintosh.html>.
- 4     **Mac inventory piled up**: John Sculley, speech to financial analysts, Palo Alto, CA, July 24, 1985, Apple Computer, Inc. Records, M1007, Dept. of Special Collections, Stanford University Libraries, Stanford, CA.
- 4     **By 1985, IBM**: Jeremy Reimer, “Total share: 30 years of personal computer market share figures,” *Ars Technica*, December 14, 2005, <https://arstechnica.com/features/2005/12/total-share/>.
- 5     **Things got so bad that**: Rose, *West of Eden*, 237–38.
- 5     **In the end, GE decided**: “G.E.-Apple Deal,” *New York Times*, December 14, 1984, <https://www.nytimes.com/1984/12/14/business/ge-apple-deal.html>.
- 5     **To fix the problem, Steve**: Donald Woutat, “Apple’s Computer Will Soon Talk With IBM’s,” *Los Angeles Times*, January 24, 1985, <https://www.latimes.com/archives/la-xpm-1985-01-24-fi-11417-story.html>.
- 5     **He thought Steve’s plans**: David Coursey, “John Sculley Tells the Real Story of Steve Jobs’ ‘Firing,’” *Forbes*, January 13, 2012, <https://www.forbes.com/sites/davidcoursey/2012/01/13/john-sculley-tells-the-real-story-of-steve-jobs-firing/>.
- 5     **Even engineers in Steve’s**: Rose, *West of Eden*, 181.
- 6     **Chiat/Day’s concept: convince business**: Ibid., 207.
- 6     **On Super Bowl Sunday**: Rose, *West of Eden*, 234–37.
- 6     **The ad, titled “Lemmings”**: “Apple: Lemmings (1985),” AdAge Super Bowl Commercial Archive, <https://adage.com/video/apple-lemmings-1985-2/>.
- 6     **Apple’s top duo began**: Denis Collins and Evelyn Richards, “1987: With Apple crumbling, Sculley wanted out,” *San Jose Mercury News*, August 17, 2016, <https://www.siliconvalley.com/2014/08/29/1987-with-apple-crumbling-sculley-wanted-out/>.
- 6     **The bad sales numbers drove**: Interviews with eight former Apple employees, May 2023–January 2024.
- 6     **In response, John—the Wharton-trained**: Paul B. Finney, “Apple Gets Down to Business: An Interview with CEO John Sculley,” *Management Technology*, January 1985, 30–38.
- 7     **On the back side of**: Rose, *West of Eden*, 139.
- 7     **Steve wasn’t having it**: Interviews with eight former Apple employees, May 2023–January 2024.
- 7     **On February 7, when an**: FBI Records: The Vault, “Steven Paul Jobs,” February 21, 1991, <https://vault.fbi.gov/steve-jobs>. Additional details about the bomb threat were from the author’s interview with Jay Elliot on June 12, 2024. In an interview with *Der Spiegel* in September 1987, John Sculley stated: “It’s hard to explain what things were like. It was almost impossible to lead any private life during that crisis. We had to build a wall around our entire property. There were attempted kidnappings and bomb attacks. Guards with rifles were sleeping on our sofa.” The full article is not available online, but an English transcript of the interview is available at the Apple archive at Stanford University. See Michael Schmidt-Klingenberg and Peter Bölke, “Ich möchte Kathedralen bauen” [interview], *Der Spiegel*, September 1987, Apple Computer, Inc. Records, M1007, Stanford.
- 7     **Two weeks later, Steve threw**: David Bunnell, “Ella Fitzgerald Sings Happy Birthday to Steve [Recollections],” *Cult of Mac*, May 5, 2010, <https://www.cultofmac.com/news/ella-fitzgerald-sings-happy-birthday-to-steve-recollections>.
- 7     **As Steve wrote in the**: Steve Jobs 30th birthday celebration table card, February 23, 1985, RR Auction, lot 345563206328028, “The Steve Jobs Revolution: Engelbart, Atari, and Apple,” auction closed March 17, 2022, <https://www.rrauction.com/auctions/lot-detail/345563206328028-steve-jobs-30th-birthday-celebration-table-card/>.
- 7     **Steve arrived an hour into**: Bunnell, “Ella Fitzgerald Sings Happy Birthday to Steve [Recollections].”

- 8 **The next month, March 1985:** Interviews with five former Apple employees, May 2023–January 2024. Also see Walter Isaacson, *Steve Jobs*, (New York: Simon & Schuster, 2011), 194–96.
- 8 **Steve started shouting back:** Rose, *West of Eden*, 255.
- 8 **A few weeks later, the:** Sculley with Byrne, *Odyssey*, 242–43.
- 9 **Exhausted, the board backed:** Interviews with four former Apple employees, May 2023–January 2024. Also see Rose, *West of Eden*, 262.
- 9 **Steve left the room:** Rose, *West of Eden*, 262.
- 9 **“I can’t believe this”:** Sculley with Byrne, *Odyssey*, 243–45.
- 9 **“reality distortion field”:** Rose, *West of Eden*, 274.
- 9 **“Why did John do this”:** Sculley with Byrne, *Odyssey*, 243–245.
- 9 **On May 7, 1985, John:** Jay Elliot, “Jean-Louis decides to become an American,” *Bandley Shuffle*, Apple Computer, Inc., ca. late 1985, Apple Computer, Inc. Records, M1007, Stanford.
- 9 **He wore leather jackets:** “Apple’s New Foreign Touch,” *Newsweek*, January 27, 1986, 42–43. The article is not available online. It is in the author’s possession. Also see Jim Carlton, *Apple: The Inside Story of Intrigue, Egomania, and Business Blunders* (New York: Times Books, 1997), 22–23.
- 10 **“At Apple,” he wrote:** Jean-Louis Gassée, *The Third Apple: Personal Computers and the Cultural Revolution*, trans. Isabel A. Leonard (New York: Harcourt Brace Jovanovich, 1987), 195. Originally published as *La Troisième Pomme* (Paris: Hachette, 1985).
- 10 **joined Hewlett-Packard’s French division:** “Jean-Louis Gassée,” Computer History Museum, <https://computerhistory.org/profile/jean-louis-gassee/>. Also see Carlton, *Apple*, 22–23.
- 10 **Under Jean-Louis’s leadership:** David Diamond, “Geek Cheek,” *Wired*, May 1, 1996, <https://www.wired.com/1996/05/gassee/>.
- 10 **But Jean-Louis was hesitant:** “Apple’s New Foreign Touch,” *Newsweek*, January 27, 1986, 42–43. The article is not available online; in the author’s possession.
- 10 **“that handsome and tragic character”:** Gassée, *The Third Apple*, 112–13.
- 10 **When John first proposed:** Rose, *West of Eden*, 256.
- 10 **When Steve found out:** Rose, *West of Eden*, 267.
- 10 **He wanted control of his:** Rose, *West of Eden*, 275–79.
- 11 **The week before John’s trip:** Rose, *West of Eden*, 277–79.
- 11 **The people who heard Steve’s:** Rose, *West of Eden*, 278–79.
- 11 **That night, during a dinner:** Sculley with Byrne, *Odyssey*, 249–53.
- 11 **It was an ambush:** Isaacson, *Steve Jobs*, 200.
- 11 **When Steve entered the room:** Sculley with Byrne, *Odyssey*, 249–53.
- 12 **One by one, Apple’s six:** Rose, *West of Eden*, 280–81.
- 12 **“Well,” he said, voice trembling:** Sculley with Byrne, *Odyssey*, 253.
- 12 **“They leased a little building”:** “Jobs Talks About His Rise and Fall,” *Newsweek*, September 30, 1985, 52.
- 13 **“There was nobody really there”:** Ibid.

## Chapter 2. Into the Wilderness

Interviews with Susan Barnes, George Crow, Jay Elliot, Jean-Louis Gassée, Dan'l Lewin, Rich Page, Larry Sonsini, Bud Tribble, and Andy van Dam.

- 15 **“You’ve probably had somebody”:** “Jobs Talks About His Rise and Fall,” *Newsweek*, September 30, 1985, 52.
- 15 **Throughout the summer of 1985:** Ibid., 52. Also see Isaacson, *Steve Jobs*, 208.
- 15 **down to the gray-blue sandstone:** Isaacson, *Steve Jobs*, 208.
- 16 **“We were on a bridge”:** Isaacson, *Steve Jobs*, 264.
- 16 **In early July 1985:** Department of Defense, Defense Investigative Service, “Jobs Steven Paul,” July 8, 1988, <https://www.scribd.com/doc/96666247/Steve-Jobs-DoD-File>. Also see Isaacson, *Steve Jobs*, 208.
- 16 **Two days later:** Carl Schreck, “The Soviet Adventures of Steve Jobs,” *Radio Free Europe/Radio Liberty*, April 1, 2016, <https://www.rferl.org/a/steve-jobs-goes-to-soviet-union-apple/27648378.html>.
- 16 **he pondered entering politics:** Rose, *West of Eden*, 307.
- 16 **“I’ve got too much hair”:** “Jobs Talks About His Rise and Fall,” *Newsweek*, September 30, 1985, 57.
- 17 **And Steve’s practice of parking:** “Apple’s New Foreign Touch,” *Newsweek*, January 27, 1986, 43.
- 17 **“We obviously recognize that”:** “Apple Gets Down to Business,” *Management Technology*, January 1985, 33.
- 18 **He began listing out:** Rose, *West of Eden*, 308.
- 18 **Dan’l and Steve worked well:** Dan’l Lewin, interviews with author, September 20 and November 15, 2023; May 29, August 12, and November 18, 2024; March 18, May 20, June 23, June 25, July 18, July 31, and September 12, 2025.
- 18 **“stinky, with holes”:** Dan’l Lewin, oral history, interview by John Markoff, June 1, 2015, Computer History Museum, Mountain View, CA, CHM Reference no. X7515.2015, <https://www.computerhistory.org/collections/catalog/102740097/>.
- 19 **They remained in touch:** Lewin, interviews with author.
- 19 **The leading laboratories:** Thomas A. Wadlow, “The Xerox Alto Computer,” *BYTE* 6, no. 9 (September 1981): 58–68. Vaughan Pratt et al., *The SUN Workstation Architecture, CSL-TR-82-229* (Stanford University Computer Systems Laboratory, March 1982). Andries Bechtolsheim and Forest Baskett, “High-performance raster graphics for microcomputer systems,” in *Proceedings of ACM SIGGRAPH* (July 1980).
- 19 **no more than \$10,000:** John H. Morris, Michael Satyanarayanan, et al., “Andrew: A Distributed Personal Computing Environment,” *Communications of the ACM* 29, no. 3 (March 1986), 186.
- 20 **It led him to begin:** Lewin, interviews with author.
- 20 **On June 14, Apple employees:** John Sculley, “Apple Announces Consolidations,” Apple Computer, Inc. Records, M1007, Stanford.
- 20 **more than one fifth:** David E. Sanger, “Apple Cuts 1,200; Loss Seen,” *New York Times*, June 15, 1985, <https://www.nytimes.com/1985/06/15/business/apple-cuts-1200-loss-seen.html>.
- 20 **Then, four days later:** “Third quarter results announced,” Apple Bulletin, Apple Computer, Inc., July 18, 1985, Apple Computer, Inc. Records, M1007, Stanford.
- 20 **“The research showed”:** The quote is from the author’s interview with Dan’l Lewin. Apple CEO John Sculley substantiated Dan’l’s statement. John wrote in his June 14, 1985, layoff announcement to employees: “In the meantime, our sales to education continue to be strong and we remain a debt-free company with over \$200 million in cash reserves.”
- 20 **But their success didn’t save:** Lewin, interviews with author.
- 21 **Steve first met Paul Berg:** Rose, *West of Eden*, 307–8. Also see “Showdown in Silicon Valley,” *Newsweek*, September 30, 1985, 47. Also see Joseph Nocera, “The Second Coming of Steven Jobs,” *Esquire*, December 1986, 100.
- 21 **Steve began grilling Paul:** “Showdown in Silicon Valley,” *Newsweek*, September 30, 1985.
- 21 **He loved the Silicon Valley:** Paul Berg, video interview, ca. mid-1980s, in the author’s possession.
- 21 **“And gradually,” Steve said:** Lubenow and Rogers, “Jobs Talks About His Rise and Fall,” *Newsweek*, September 30, 1985.
- 22 **Not long after, Rich Page:** Rich Page and Lewin, interviews with author. Also see Rose, *West of Eden*, 309.
- 22 **Two years earlier, before the:** Andy van Dam, interview with author, June 1, 2025.
- 23 **Steve would need a world-class:** Susan Barnes, George Crow, Dan’l Lewin, Rich Page, and Bud Tribble, interviews with author.
- 23 **“We want our Jobs back”:** Rose, *West of Eden*, 221.
- 23 **Steve first pitched the idea:** Susan Barnes, George Crow, Dan’l Lewin, Rich Page, and Bud Tribble, interviews with author.
- 25 **as recommended by Apple’s own:** Rose, *West of Eden*, 313.

25    **“Apple wasn’t going to be”**: Larry Sonsini, interview with author, December 9, 2025.

### Chapter 3. Jumping Ship

Interviews with Susan Barnes, George Crow, Jay Elliot, Jean-Louis Gassée, Dan'l Lewin, Rich Page, Larry Sonsini, Tom Suiter, and Bud Tribble.

- 27 **“I’ve been thinking”**: Sculley with Byrne, *Odyssey*, 313.
- 28 **Apple would agree to purchase**: Ibid., 314.
- 28 **That night, Steve returned home**: Susan Barnes, George Crow, Dan'l Lewin, Rich Page, and Bud Tribble, interviews with author. Also see Rose, *West of Eden*, 312–14.
- 28 **thirty rooms spread across**: Henry K. Lee, “Steve Jobs’ historic Woodside mansion is torn down,” *San Francisco Chronicle*, February 15, 2011, <https://www.sfgate.com/bayarea/article/steve-jobs-historic-woodside-mansion-is-torn-down-2474921.php>. The detail of “two floors” comes from photographs of the Jackling House in the author’s possession.
- 29 **Steve would take 70 percent**: NeXT financial statements, 1985–1989, John Patrick Crecine Papers, 1948–2008, 2012.05, Carnegie Mellon University Archives, Pittsburgh, PA. These numbers are recounted by Dan'l Lewin and other NeXT cofounders from the company’s early planning stages. The ownership split evolved over the next two years with new investors, eventually reaching 63 percent for Steve Jobs, 16 percent for investor Ross Perot, 0.5 percent for Stanford University and Carnegie Mellon University, and 20 percent for NeXT employees. These stock splits are detailed in NeXT financial statements from 1985 to 1989 in the Crecine Papers, CMU Archives.
- 29 **Early the next morning**: Sculley with Byrne, *Odyssey*, 314–15.
- 29 **Susan was financial controller**: Susan Barnes, George Crow, Dan'l Lewin, Rich Page, and Bud Tribble, interviews with author.
- 30 **At 7:30, John delivered**: Rose, *West of Eden*, 314–15. Five former Apple executives and senior employees recounted these events in interviews with the author. They had either witnessed most of the events themselves or listened to Steve recount them shortly after.
- 30 **One and a half hours later**: Lewin, interviews with author. Most recollections came from Dan'l Lewin, but others came from the author’s interviews with Susan Barnes, George Crow, Rich Page, and Bud Tribble.
- 31 **“I bought a few Eames chairs”**: “Jobs Talks About His Rise and Fall,” *Newsweek*, September 30, 1985, 57.
- 31 **when his furniture consisted of**: Photographs of Steve in the Jackling House in the author’s possession.
- 31 **Everyone gathered in Steve’s living**: Susan Barnes, George Crow, Dan'l Lewin, Rich Page, and Bud Tribble, interviews with author.
- 31 **Steve’s confidence began to falter**: Lewin, interviews with author. Also see Lee Butcher, *Accidental Millionaire: The Rise and Fall of Steve Jobs at Apple Computer* (New York: Paragon House Publishers, 1988), 212–13.
- 31 **“misleading” and “unfair”**: Steve Jobs, letter to Mike Markkula, September 17, 1985, in the author’s possession.
- 31 **“I think it is fair”**: “Jobs Talks About His Rise and Fall,” *Newsweek*, September 30, 1985, 57.
- 31 **Reporters camped outside Steve’s**: Butcher, *Accidental Millionaire*, 212.
- 31 **“I’m not bitter”**: Ibid., 212.
- 31 **“He was not a happy”**: Lewin, interview with author.
- 31 **Ten days into the new**: “Steve Jobs’ Silent Summer,” *Newsweek*, September 23, 1985, <https://www.newsweek.com/new-iphone-how-30-year-old-steve-jobs-overcame-failure-and-made-apple-663522>.
- 31 **invested \$7 million**: Randall E. Stross, *Steve Jobs & the NeXT Big Thing* (New York: Atheneum, 1993), 93.
- 31 **It was the fifth time**: Malone, *Infinite Loop* (New York: Doubleday, 1999), 376–77. The first four SEC filings were July 22, July 23, July 25, and late August 1985.
- 32 **Within five months, he sold**: Isaacson, *Steve Jobs*, 216.
- 33 **On September 19, 1985, he registered**: “Articles of Incorporation of NEXT, Inc.,” filed September 19, 1985, California Secretary of State.
- 33 **“After long and careful deliberation”**: John Sculley, “Apple to file lawsuit against Jobs,” Apple Computer, Inc., September 23, 1985, Apple Computer, Inc. Records, M1007, Stanford.
- 33 **staff members broke into tears**: Carlton, *Apple*, 20.
- 33 **Later that afternoon, at 3:35 p.m.**: *Apple Computer, Inc. v. Steven P. Jobs and Richard A. Page*, summons and complaint, Case No. 584898, Superior Court of California, Santa Clara County, filed September 23, 1985.
- 33 **Reading through the documents**: Rich Page, interview with author. Also see *Apple Computer, Inc. v. Steven P. Jobs and Richard A. Page*, summons and complaint, Case No. 584898, Superior Court of California, Santa Clara County, filed September 23, 1985.

- 33 **the team quickly found:** Susan Barnes, George Crow, Dan'l Lewin, Rich Page, and Bud Tribble, interviews with author.
- 34 **"They said they're going":** Susan Barnes, interview with author and follow-up emails, June 23, 2025.

#### Chapter 4. The Crucible of Dreams and Depositions

Interviews with Susan Barnes, Michael Carter, Ed Catmull, George Crow, Brian Hawkins, Leo Hourvitz, Dan'l Lewin, Gary Moore, John Nathan, Rich Page, Larry Sonsini, Bud Tribble, and Andy van Dam.

- 35 **On October 2, Dan'l received:** Paul F. Eckstein, "Partial List of Trade Secrets and Confidential Information Known by Dan'l Lewin," letter to Dan'l Lewin, October 2, 1985, and Dan'l Lewin, letter to Paul F. Eckstein, October 7, 1985, in the author's possession.
- 35 **Dan'l was going into the:** Lewin, interviews with author.
- 36 **For counsel, Steve turned to:** Susan Barnes, Dan'l Lewin, Gary Moore, Rich Page, interviews with author.
- 36 **More thick envelopes landed:** *Apple Computer, Inc. v. Steven P. Jobs and Richard A. Page*, Case No. 584898, Superior Court of California, Santa Clara County, 1985. The case file shows that the court served papers to the defendants Steve Jobs and Rich Page on September 24, 1985, and October 16, 17, 25, and 29, 1985.
- 36 **Apple had retained almost every:** Gary Moore, interview with author.
- 37 **The classic case involved milkmen:** *Gloria Ice Cream etc. Co. v. Cowan*, 2 Cal. 2d 460 (Cal. 1935), <https://socal.stanford.edu/opinion/gloria-ice-cream-etc-co-v-cowan-32329>.
- 37 **"nefarious scheme":** *Apple Computer, Inc. v. Steven P. Jobs and Richard A. Page*, complaint, Case No. 584898, Superior Court of California, Santa Clara County, 1985, 5–6.
- 37 **Directory of Computing Facilities:** Charles H. Warlick, ed., *1985 Directory of Computer Facilities in Higher Education* (Austin: University of Texas at Austin Computation Center, 1985).
- 38 **"I wasn't aware that Apple":** "Jobs Talks About His Rise and Fall," *Newsweek*, September 30, 1985, 57.
- 38 **Privately, the suit hit:** The fact that the suit hit Steve hard is recounted in interviews with the NeXT cofounders. His public statements on the shock are also documented in Andrew Pollack, "Jobs Calls Apple Suit 'a Shock,'" *New York Times*, September 25, 1985, <https://www.nytimes.com/1985/09/25/business/jobs-calls-apple-suit-a-shock.html>.
- 38 **"Now, you might say":** "Jobs Talks About His Rise and Fall," *Newsweek*, September 30, 1985, 57.
- 38 **They haunted electronics shops:** Lewin, interviews with author.
- 39 **The software available on the:** "Harvard College Harry Lewis, Head of Computer Sciences" [memo], NeXT Inc., 1985, Crecine Papers, CMU Archives.
- 39 **He'd toured the Mac assembly:** Harry Lewis, "A bit of nuance on Steve Jobs," Bits and Pieces (blog), October 9, 2011, <https://harry-lewis.blogspot.com/2011/10/bit-of-nuance-on-steve-jobs.html>.
- 39 **At Brown, Andy van Dam:** "Andy Van Dam, Director of Computer Sciences" [memo], NeXT Inc., 1985, Crecine Papers, CMU Archives. The author also interviewed Andy van Dam about his early meetings with Apple and Next Inc.
- 39 **Michael Carter, who directed Stanford's:** "Stanford Michael Carter, Director FAD" [memo], NeXT Inc., ca. 1985, Crecine Papers, CMU Archives. The author also interviewed Michael Carter about his early meetings with Apple and Next Inc.
- 40 **On the chilly morning of:** Chris R. Ottenweller, letter to Gary H. Moore regarding deposition schedule, November 21, 1985, *Apple Computer, Inc. v. Steven P. Jobs and Richard A. Page*, Case No. 584898, Superior Court of California, Santa Clara County. The reference to the "chilly morning" is from historical weather data at <https://www.wunderground.com/history/daily/us/ca/palo-alto>, which shows the temperature at 54–56 degrees Fahrenheit.
- 40 **"[They] did absolutely everything":** Crow, interview with author, January 10, 2025.
- 40 **"Did you use this at":** Page, interview with author, August 27, 2024.
- 40 **long hair, muttonchops:** "Hon. Peter G. Stone," obituary, *San Jose Mercury News*, May 30, 2015, <https://www.mercurynews.com/obituaries/peter-g-stone/>.
- 40 **Once in the room, he:** Page, interview with author, August 27, 2024.
- 40 **Over the next three weeks:** Susan Barnes, George Crow, Dan'l Lewin, Rich Page, and Bud Tribble, interviews with author.
- 41 **producing more than six thousand:** Plaintiff's Memorandum of Points and Authorities in Support of Its Motion for Order Compelling Production of Documents, *Apple Computer, Inc. v. Steven P. Jobs and Richard A. Page*, No. 584898 (Superior Court of California, County of Santa Clara, November 1, 1985), 3.
- 41 **"Apple can't have discovery":** Moore interview, with author, June 20, 2025.
- 41 **"The judge clearly thought":** Page, interview with author, August 27, 2024.
- 41 **In the end, he tossed:** "Defendants' Memorandum to Special Master Re Protective Order," *Apple Computer, Inc. v. Steven P. Jobs and Richard A. Page*, Case No. 584898, Superior Court of California, Santa Clara County, November 14, 1985, 5–6.
- 41 **Amid the fighting, the Next:** Susan Barnes, George Crow, Dan'l Lewin, Rich Page, Bud Tribble, interviews with author.

- 42 **John had previously made:** John Nathan, interview with author, April 18, 2023. Also see John Nathan, *Living Carelessly in Tokyo and Elsewhere: A Memoir* (New York: Free Press, 2008), 227–28.
- 42 **“More important than building”:** *The Entrepreneurs*, directed by John Nathan (Nathan/Tyler Productions, 1986), <https://www.youtube.com/watch?v=Udi0rk3jZYM>.
- 43 **Over the next two days:** Ibid.
- 43 **But, George asked, would any:** Ibid.
- 44 **Some, including Joanna, still felt:** Joanna Hoffman, oral history, part 2 of 3, interview by Marc Weber, Hansen Hsu, and Marguerite Gong Hancock, March 9, 2018, 17, Computer History Museum, CHM Reference no. 102738754, <https://www.computerhistory.org/collections/catalog/102738754/>.
- 44 **Susan described the initial team:** Barnes, interviews with author.
- 44 **He might say, “Are you”:** Almost every NeXT alumnus interviewed by the author described Steve’s interview questioning along these lines.
- 44 **Susan accompanied him to George:** Barnes, interviews with author.
- 44 **\$35 million divorce settlement:** Contemporaneous reporting placed the community-property division at \$35 million (“Star Wars producer getting divorced,” UPI, June 15, 1983, <https://www.upi.com/Archives/1983/06/15/Star-Wars-producer-getting-divorced/5263424497600/>). Later retrospectives commonly claim this number was about \$50 million, but the divorce records were not publicly detailed. See David S. Cohen, “The History of Pixar: Lucas Left the Party Early, Disney Came Late,” *Variety*, March 13, 2006, <https://variety.com/2006/film/news/the-history-of-pixar-lucas-left-the-party-early-disney-came-late-1117939585/>.
- 44 **was threatening to fire:** Barnes, interviews with author.
- 45 **Besides, Ed Catmull:** Ed Catmull, interview with author, September 15, 2025.
- 45 **In February 1986, Steve bought:** Donna K. H. Walters, “Jobs Acquires Lucasfilm’s Graphics Unit,” *Los Angeles Times*, February 8, 1986, <https://www.latimes.com/archives/la-xpm-1986-02-08-fi-5742-story.html>. Ed Catmull clarified in his interview with the author that the widely reported \$10 million acquisition price conflates two separate transactions. Steve Jobs paid George Lucas \$5 million to purchase the division that would become Pixar from Lucasfilm in February 1986. Steve then invested an additional \$5 million as operating capital to fund the newly formed company’s ongoing expenses—salaries, equipment, and operations. According to Ed, “Steve put 10 [percent] in, but the other five [percent] was for the company itself to fund,” meaning the actual purchase price paid to Lucas was \$5 million, not \$10 million. Ed said it took “two years for that incorrect number to be sort of cleaned away” in public reporting. For context, George Lucas’s original asking price had been far higher: \$15 million for the division, plus 15% equity in the acquiring company, plus another \$15 million in funding.
- 45 **More importantly, he set terms:** Susan Barnes and Ed Catmull, interviews with author.
- 46 **Sticking with Steve demanded:** Leo Hourvitz, interview with author, May 20, 2025.
- 46 **The culture was so intensely:** Ibid.
- 46 **For example, through radical pay:** The salary structure is documented in a dozen internal company reports, in the author’s possession.
- 46 **“We thought we had more”:** NeXT finance executive, interview with author, June 5, 2025.
- 46 **Toward the beginning of 1986:** Interviewees recounted the process of moving from the Jackling House to the Palo Alto headquarters over two to three months in early 1986. The first reference the author could locate in written documentation of Next’s Palo Alto address was in a letter from Paul Berg to Steve Jobs. See Paul Berg, letter to Steve Jobs, January 2, 1986, Paul Berg Papers (SC0358), Dept. of Special Collections and University Archives, Stanford University Libraries, Stanford, CA.
- 47 **Throughout the ordeal, Steve, Rich:** Rich Page, email correspondence with author, May 2, 2025.
- 47 **Four months into the lawsuit:** Settlement agreement, *Apple Computer, Inc. v. Steven P. Jobs and Richard A. Page*, Case No. 584898, Superior Court of California, Santa Clara County, January 17, 1986, in the author’s possession.
- 47 **For Steve, this was perfect:** Dan’l Lewin and Bud Tribble, interview with author.
- 47 **According to Apple’s terms:** Settlement agreement, *Apple Computer, Inc. v. Steven P. Jobs and Richard A. Page*, Case No. 584898, Superior Court of California, Santa Clara County, January 17, 1986, in the author’s possession.

## Chapter 5: The Hero-Shithead Rollercoaster

Interviews with Susan Barnes, Gordon Bruce, Bob Burns, Michael Carter, Jon Craine, George Crow, Hartmut Esslinger, Tom Hardy, Eddie Lee, Dan'l Lewin, John Nathan, Rich Page, Jay Tannenbaum, and Bud Tribble.

- 49 **After the team's legal victory:** Michael Carter, interview with author, June 28, 2023.
- 50 **But Steve's monk followed:** The account is from the interview with Michael Carter. Other NeXT sources gave more detail about Kobun Otagawa's occasional penchant for smoking and drinking and his relatively relaxed religious beliefs.
- 50 **Steve's dedication to Japanese Zen:** Brent Schlender and Rick Tetzeli, *Becoming Steve Jobs: The Evolution of a Reckless Upstart into a Visionary Leader* (New York: Crown Business, 2015), 32.
- 50 **The machine was the brainchild:** W. Daniel Hillis, "The Connection Machine" (PhD diss., MIT, 1985), published as *The Connection Machine* (Cambridge, MA: MIT Press, 1989), 1.
- 50 **eight smaller cubes fused into:** Photographs of the Connection Machine in the author's possession.
- 50 **by connecting sixty-four thousand processors:** Danny Hillis, "Richard Feynman and The Connection Machine," Long Now Foundation, February 8, 2017, <https://longnow.org/ideas/richard-feynman-and-the-connection-machine/>.
- 50 **Working with designer Tamiko Thiel:** Katharine Schwab, "The Female Supercomputer Designer Who Inspired Steve Jobs," Fast Company, November 16, 2017, <https://www.fastcompany.com/90151279/the-woman-supercomputer-designer-who-inspired-steve-jobs>.
- 51 **Steve asked Joanna to find out:** Joanna Hoffman, "How Steve Jobs was inspired by the Connection Machine," posted by Tamiko Thiel, YouTube video, November 7, 2017, [https://www.youtube.com/watch?v=luADgSQp1\\_Q](https://www.youtube.com/watch?v=luADgSQp1_Q).
- 51 **"They called us and said":** Steve Jobs, "Steve Jobs Unveils the NeXT Computer - October 12, 1988," posted by The ReDiscovered Future, YouTube video, January 29, 2016, 49:50, <https://www.youtube.com/watch?v=92NNyd3m79I>.
- 51 **His mantra: form follows emotion:** Edward O. Welles, "The Frog Prince," *San Jose Mercury News*, March 30, 1988. The article is not available online. It is in the author's possession.
- 51 **The collaboration began with:** Sean Nye, "Hartmut Esslinger (1944-)," Immigrant Entrepreneurship: German-American Business Biographies, 1720 to the Present, <https://www.immigrantentrepreneurship.org/entries/hartmut-esslinger/>.
- 51 **"We chose six designers":** Welles, "The Frog Prince," *San Jose Mercury News*, March 30, 1988.
- 52 **"Hartmut rescued us":** Steve Jobs, "Steve Jobs Unveils the NeXT Computer," YouTube, October 12, 1988, posted by The ReDiscovered Future. 50:34, <https://www.youtube.com/watch?v=92NNyd3m79I>.
- 52 **"by far the most efficient":** Ibid., 2:37:40.
- 52 **By 1986, Hartmut had become:** Hartmut Esslinger, interview with author, October 9, 2023.
- 53 **"help revolutionize learning":** Steve Jobs, NeXT Inc. Business Plan, n.d., 3, Crecine Papers, CMU Archives.
- 53 **Four graphic designers had pitched:** Phil Patton, "Steve Jobs: Out for Revenge," *New York Times Magazine*, August 6, 1989, 23.
- 53 **"He's one of the most articulate":** Susan Kare, interview by Alex Soojung-Kim Pang, September 8, 2000, transcript, "Making the Macintosh: Technology and Culture in Silicon Valley," <http://web.stanford.edu/dept/SUL/sites/mac/primary/interviews/kare/trans.html>.
- 53 **"Simplicity implies not only an":** Paul Rand, *A Designer's Art* (New Haven and London: Yale University Press, 1985), 34.
- 53 **At seventy-two, Paul was stout:** Gordon Bruce, Bob Burns, Jon Craine, Tom Hardy, Eddie Lee, interviews with author.
- 54 **"the worst work shown in IBM":** Jonas Klein, memorandum to L. H. Gruettke, "Graphic Design Operations," IBM, September 30, 1983, Paul Rand papers, AOB 126, Robert B. Haas Family Arts Library Special Collections, Yale University.
- 54 **"[Paul's] work for me is":** Steve Jobs, interview about Paul Rand, directed by Doug Evans and Alan Pottasch, 1993, posted by youareworthy, YouTube video, January 7, 2007, <https://www.youtube.com/watch?v=xb8idEf-lak>.
- 54 **"I will solve your problem":** Isaacson, *Steve Jobs*, 219.
- 54 **"Our challenge was that":** Steve Jobs, interview about Paul Rand, 1993.
- 54 **Paul told his own design:** Gordon Bruce, Bob Burns, Jon Craine, and Tom Hardy, interviews with author.
- 54 **Steve called IBM CEO John:** Isaacson, *Steve Jobs*, 218.
- 55 **Paul flew out to meet:** Gordon Bruce, Bob Burns, Jon Craine, and Tom Hardy, interviews with author.
- 55 **Steve's big logo spend sparked:** Crow and Page, interviews with author.
- 55 **Steve wanted every facet of:** Susan Barnes, George Crow, Dan'l Lewin, John Nathan, Rich Page, and Bud Tribble, interviews with author.
- 55 **It even spawned an inside:** Susan Barnes, George Crow, and Rich Page, interviews with author.
- 56 **Steve's extravagance wasn't pure:** Barnes, interviews with author.

- 56 **He spent the next few days:** Paul Rand, NeXT logo sketches, 1986, Rand papers, AOB 126, Yale. Many napkins are from the Stanford Court Hotel and have the hotel logo on them. Former colleagues and students of Paul Rand described the order of the logo design process.
- 57 **“Lower case ‘e’ is good”:** Ibid.
- 57 **“It is preferable to keep”:** Paul Rand, napkin notes on NeXT logo and corporate identity, 1986, Rand papers, AOB 126, Yale.
- 57 **“study in contrasts”:** Paul Rand, *Design, Form, and Chaos* (New Haven and London: Yale University Press, 1993), 87.
- 57 **Paul sent proofs to his:** Bob Burns, interview with author, July 13, 2023. The receipts from Mossberg & Co. from 1986 are in Paul Rand’s archive. See Rand papers, AOB 126, Yale.
- 57 **The logo’s 28-degree tilt:** Esslinger, interview with author.
- 58 **Paul flew back to California:** Phil Patton, “Steve Jobs: Out for Revenge,” *New York Times*, August 6, 1989, sec. 6, 23, <https://www.nytimes.com/1989/08/06/magazine/steve-jobs-out-for-revenge.html>. [Paul Rand’s former colleagues recounted this happening “a few weeks later.” The NeXT logo booklet is in the author’s possession.](#)
- 58 **As Steve turned the pages:** Patton, “Steve Jobs: Out for Revenge,” *New York Times Magazine*, August 6, 1989, 23. Additional details, such as Steve’s smile, came from interviews with former colleagues of Paul Rand.
- 58 **he had trouble matching:** Rand, NeXT logo sketches. Pantone 115 is listed as the exact yellow on documents in the Paul Rand archive, as well as in his logo booklet.
- 58 **“Steve hates the yellow”:** Susan Kare, letter to Paul Rand, June 30, 1986, Rand papers, AOB 126, Yale.
- 58 **He wanted the phone:** The perfectionist details of NeXT graphic design came from interviews with a dozen former NeXT designers, such as from Nina Serpiello, July 26, 2024.
- 58 **“However, SJ wants them heavier”:** Susan Kare, letter to Paul Rand, June 30, 1986, Rand papers, AOB 126, Yale.
- 59 **Partway through an ad:** John Nathan, interview with author, April 18, 2023.
- 59 **“hero-shithead rollercoaster”:** Almost every former NeXT executive and employee brought up the “hero-shithead rollercoaster” in interviews with the author.
- 59 **After listening to Steve rant:** Lewin, interviews with author.
- 59 **“The Honeymoon is Over”:** *The Entrepreneurs*, directed by Nathan.
- 61 **Apple’s \$50 million ad budget:** Don Clark, “Apple’s Ousted Chairman Praises Fired Ad Agency,” *San Francisco Chronicle*, May 28, 1986.
- 61 **“Congratulations, Chiat/Day”:** Ibid.
- 61 **As always, Steve’s spending reflected:** Barnes and Lewin, interviews with author.
- 61 **an “unusually talented and experienced” team:** “NEXT, Inc.” [memorandum to Investment Subcommittee], Carnegie Mellon University, May 14, 1986, Crecine Papers, CMU Archives.
- 61 **\$40 million valuation:** “Summary of Principal Terms of Series B Convertible Preferred Stock Financing,” NeXT Inc., 1986, Crecine Papers, CMU Archives.
- 61 **They faced consistent rejections:** Barnes, interviews with author.

## Chapter 6. The Magical Monitor Stand

Interviews with Susan Barnes, Ed Catmull, Leo Hourvitz, Dan'l Lewin, Morton Meyerson, William Parkhurst, Todd Rulon-Miller, Greg Stein, and Bud Tribble.

- 63 **Carnegie Mellon University's (CMU) Investment Subcommittee:** "NEXT, Inc." [memorandum to Investment Subcommittee], Carnegie Mellon University, May 14, 1986, Crecine Papers, CMU Archives.
- 63 **higher education was a \$60 billion:** Jobs, NeXT Inc. Business Plan, 11.
- 64 **"This valuation seems a little high":** John P. Crecine, letter to Steve Jobs, May 28, 1986, Crecine Papers, CMU Archives.
- 64 **Pat was a heavyweight in the:** Lewin, interviews with author. Many emails from Pat Crecine to his colleagues at CMU, talking about interactions with Lewin and Steve Jobs while at Apple, are also contained in CMU Archives.
- 64 **Steve specified that he:** Barnes, interviews with author. Also see John P. Crecine, letter to Steve Jobs, May 28, 1986.
- 64 **"Based on the track":** John P. Crecine, letter to Steve Jobs, May 28, 1986.
- 64 **total investment of \$1.3 million:** NeXT Inc. investment announcement, financial advisor Alex. Brown & Sons Incorporated, February 3, 1987, in the author's possession. Also see Mark Potts, "Computer Industry Wary of Jobs-Perot Alliance," *Washington Post*, February 7, 1987, <https://www.washingtonpost.com/archive/business/1987/02/08/computer-industry-wary-of-jobs-perot-alliance/723d012c-c810-4788-90bd-d5f5abc54727/>.
- 65 **Avie, the son of an Armenian machinist:** Avadis Tevanian, oral history, interview by Hansen Hsu, David C. Brock, and John Markoff, February 21, 2017, Computer History Museum, CHM Reference no. 102706885, <https://www.computerhistory.org/collections/catalog/102706885/>.
- 65 **On a muddy walk to:** Ibid.
- 66 **as its nineteenth employee:** William Parkhurst, interview with author, August 8, 2024. Additional details are from Joe Hutsko, "Frequent Flyer," *NeXTWORLD* 2, no. 4 (Winter 1992): 11–12, [https://ia600809.us.archive.org/12/items/NeXTWORLDVol.2No.4Winter1992/NeXTWORLD%20Vol.%202%20No.%204%20Winter%201992\\_text.pdf](https://ia600809.us.archive.org/12/items/NeXTWORLDVol.2No.4Winter1992/NeXTWORLD%20Vol.%202%20No.%204%20Winter%201992_text.pdf).
- 67 **Engineers had to write out:** Bud Tribble, interview with author, February 14, 2025.
- 68 **He called it "AppKit":** Ibid.
- 68 **Steve immediately saw the power:** Ibid.
- 69 **At this point, NeXT wasn't:** Lewin, interviews with author.
- 69 **"WARNING. The sharp ears":** Photograph by Doug Menuz, c. mid-1980s, in the author's possession.
- 69 **"Choreograph, don't chase":** Dan'l Lewin, "Investment PR," memorandum, NeXT Inc., January 27, 1987, in the author's possession.
- 70 **"Whenever you do any one":** Nocera, "The Second Coming of Steven Jobs," *Esquire*, December 1986.
- 70 **Just like Ferrari customers fly:** Leander Kahney, "A brief history of Steve Jobs' automated factory at NeXT [Cook book leftovers]," *Cult of Mac*, April 7, 2019, <https://www.cultofmac.com/news/a-brief-history-of-steve-jobs-automated-factory-at-next-cook-book-leftovers>. The details about Steve's vision for customers flying out to the Fremont factory were confirmed in interviews with NeXT employees.
- 70 **Its six-and-a-half-year lease:** "NeXT Board of Directors February Report," NeXT Inc., March 20, 1987, Crecine Papers, CMU Archives.
- 71 **At the same time, NeXT's:** Barnes, interviews with author.
- 71 **Steve was "Mr. Electricity":** "The World According to Ross Perot," *Life*, February 1988, 70. The article is not available online. It is in the author's possession.
- 71 **Steve didn't want to look:** Author's interviews with 12 former NeXT employees.
- 71 **Ross dispatched:** Morton Meyerson, interview with author, May 25, 2023.
- 72 **Seven years earlier, Ross had:** Paul Andrews and Stephen Manes, "I Blew It, Perot Says -- He Didn't Buy Up Microsoft When He Had a Chance in '79," *Seattle Times*, June 14, 1992, <https://archive.seattletimes.com/archive/19920614/1497096/i-blew-it-perot-says---he-didnt-buy-up-microsoft-when-he-had-a-chance-in-79>. Additional details are from the author's interview with Morton Meyerson.
- 72 **He decided to invest \$20 million:** "Perot Reportedly Invests in Next," *New York Times*, January 30, 1987, sec. D, 4, <https://www.nytimes.com/1987/01/30/business/company-news-perot-reportedly-invests-in-next.html>.
- 72 **"I bet on the jockeys":** Todd Rulon-Miller, internal sales presentation, NeXT Inc., undated, video recording in the author's possession.
- 72 **But Ross required that:** Lewin, interviews with author.

- 72 **Steve invited Ross to join:** Internal NeXT memos in the author's possession.
- 72 **But Ross's \$20 million wasn't:** Lewin, interviews with author.
- 73 **The Pixar Image Computer had been:** Alan Deutschman, *The Second Coming of Steve Jobs* (New York: Broadway, 2000), 15.
- 73 **Pixar cofounder Ed Catmull explained:** Catmull, interview with author, September 15, 2025.
- 73 **It sold fewer than three hundred units:** Interviews with four former Pixar employees.
- 73 **Dan'l gathered information from Pixar's:** Lewin, interviews with author.
- 74 **"I can feel it":** Steven P. Jobs, "The Future of Computing in Higher Education," remarks delivered to the EDUCOM '86 Conference, November 12, 1986, Crecine Papers, CMU Archives.
- 74 **November 1986, when Clara Jobs:** The probate documents of Clara Jobs and Paul Jobs, which list the details of their last wills and testament, including Paul Jobs's marriage to Marilyn Chovanec, as well as dates of death, are public record in the archives of the Santa Clara County Superior Court. They are in the author's possession.
- 75 **Steve felt he was running:** Jim Diamond, interview with author, July 24, 2025.

## Chapter 7. Deep Shit List

Interviews with Susan Barnes, Michael Carter, George Crow, Brian Hawkins, Dan'l Lewin, Doug Menez, Morton Meyerson, Todd Rulon-Miller, Rich Page, Herb Philpott, Marty Ringle, Julius Smith, Bud Tribble, and Phil Wilson.

- 77 **In early 1987, Steve, Ross:** Randall E. Stross, *Steve Jobs & the NeXT Big Thing* (New York: Atheneum, 1993), 114–15.
- 77 **“hell on the oyster”:** “Perot and Jobs: Who’s Next?” *Newsweek*, February 9, 1987, 48. Though the *Newsweek* article doesn’t say where Ross made this statement, the NeXT employees at the dinner recounted Ross as stating the oyster line to everyone at the event.
- 78 **NeXT’s strategy was to run:** Lewin, interviews with author.
- 78 **“If you want to make a revolution”:** Steve Jobs, internal sales presentation, NeXT Inc., undated, video recording in the author’s possession.
- 78 **he calmly told his team:** Ibid.
- 78 **“An interesting thing happens”:** Ibid.
- 79 **Knowing this, most CEOs:** Dozens of NeXT alumni recounted Steve talking about this strategy.
- 79 **“The most important thing you’re”:** Steve Jobs, internal sales presentation, NeXT Inc., undated, video recording in the author’s possession.
- 79 **Steve’s solution to this:** Ibid.
- 79 **“Deep Shit List”:** Photograph by Doug Menez, NeXT Inc., c. mid-late 1980s, in the author’s possession. Numerous interviewees also described the Deep Shit List to the author.
- 79 **“If we don’t solve them”:** Twelve former NeXT employees recounted Steve stating variations of “If we don’t solve them [the Deep Shit List], we’re going out of business.”
- 80 **Designing the circuit board:** Declaration of Michael P. Smith in Support of Subpoena Duces Tecum, *Linda Wilkin v. Steven P. Jobs, et al.*, Case No. 641354, Superior Court of California, Santa Clara County, 1989. Rich Page gave further details about the technology in an interview with the author.
- 80 **Steve, on the other hand:** Ibid.
- 80 **With no firm decision:** Ibid. Linda Wilkin did not respond to an email request for an interview.
- 80 **When NeXT’s factory schedule:** Correspondence between Linda Wilkin and Steve Jobs, March–April 1987, *Linda Wilkin v. NeXT, Inc.*, Case No. 641354, Superior Court of California, Santa Clara County.
- 80 **he forced her to sell:** “Supplemental Memorandum of Points and Authorities in Support of Motion in Limine to Exclude Evidence Concerning Damages for Stock Repurchased by NeXT,” *Linda Wilkin v. NeXT, Inc.*, Case No. 641354, Superior Court of California, Santa Clara County, November 6, 1989.
- 80 **case was ultimately thrown out:** Order of dismissal, *Linda Wilkin v. Steven P. Jobs, et al.*, No. H006664, Court of Appeal of California, Sixth Appellate District, April 18, 1990.
- 80 **“We had five or six”:** Page, interview with author, August 27, 2024.
- 81 **“While competitors’ computers ran”:** Steve Jobs, internal sales presentation, NeXT Inc., video recording.
- 81 **“Every computer we ship”:** Ibid.
- 81 **When it came time to deliver:** Lewin, interviews with author.
- 81 **Steve wanted to consolidate everything:** Steve called this chip design the “mainframe on a chip.”
- 81 **When Steve asked how long:** Stross, *Steve Jobs & the NeXT Big Thing*, 128–29. Dan'l Lewin recounted the story with additional detail in interviews with the author.
- 81 **The bit worked until it didn’t:** Lewin, interviews with author.
- 82 **For a material, the design:** Esslinger, interview with author, October 9, 2023.
- 82 **NeXT leaned on the fact:** For detail on the Cube magnesium, its paint, and flammability properties, see Simson L. Garfinkel, email to Dan Ruby, “NeXTCube Serial Number AA001032,” March 24, 1993, <https://simson.net/ref/1993/cubefire.html>; Simson L. Garfinkel, “Pyromania!” *NeXTWORLD* 3, no. 3 (June/July 1993): 38–39, <https://archive.org/details/NeXTWORLDVol.3No.3JuneJuly1993>.
- 82 **The team planned for each:** Esslinger and Lewin, interviews with author.
- 82 **NeXT searched the country:** Stross, *Steve Jobs & the NeXT Big Thing*, 119–20.
- 83 **bought a \$150,000 machine:** Ibid.
- 83 **One engineer brought up:** Doug Menez, interview with author, May 17, 2023.
- 83 **Inspired by his love:** Julius Smith, interview with author, October 26, 2024.
- 84 **“Not a lot of you”:** Rulon-Miller, internal sales presentation.

84 **Julius Smith, a Stanford music:** Smith, interview with author; Rulon-Miller, internal sales presentation.

84 **When the music filled:** Rulon-Miller, internal sales presentation.

84 **The chip Julius championed:** Smith, interview with author.

85 **“I want you to come”:** Rulon-Miller, internal sales presentation.

85 **Canon wanted Steve walking:** Ibid.

85 **that could store 256 megabytes:** NeXT technical documentation, NeXT Inc., in the author’s possession.

85 **“We know Steve will”:** Ibid.

85 **“Floppies were the seventies”:** Steve Jobs, internal sales presentation, NeXT Inc., video recording.

85 **In April 1987, Steve flew:** “Presidents [sic] Report,” NeXT Inc., May 15, 1987, 2–3, Crecine Papers, CMU Archives.

85 **Canon's engineers admitted:** Interviews with six former NeXT hardware engineers.

86 **“NeXT is the only company”:** “Presidents Report,” NeXT Inc., May 15, 1987, 3.

86 **After returning from Japan:** “Presidents Report,” NeXT Inc., May 15, 1987, 4. According to the document, 13 of the 16 advisory board members attended the meeting.

86 **NeXT colleagues called:** Michael Carter, interview with author, June 28, 2023. Former NeXT employees also used variations of the phrase “silver-tongued” or “diplomat” to describe Dan’s character.

86 **Instead, he gave a demonstration:** Carter, interview with author.

87 **“The advisory board was unanimously”:** “Presidents Report,” NeXT Inc., May 15, 1987, 4.

87 **But a few members:** Michael Carter, Brian Hawkins, and Marty Ringle, interviews with author. These pricing conversations with the advisory board are also documented in numerous internal NeXT memos from the 1980s, in the author’s possession.

87 **On July 14, Steve gathered:** “Board of Directors,” NeXT Inc., July 14, 1987, 1, Crecine Papers, CMU Archives. According to the document, also at the meeting were J. Thomas Walter, Jr., Susan Barnes, and Gregory M. Gallo of Ware & Freidenrich, counsel to NeXT.

87 **NeXT’s corporate bylaws required:** NeXT corporate bylaws, in the author’s possession.

87 **burning through \$1 million:** “Presidents Report,” NeXT Inc., May 15, 1987, 5.

88 **Pat told Steve it was:** John P. Crecine, letter to Steve Jobs, July 16, 1987, Crecine Papers, CMU Archives.

88 **Steve imposed a de facto:** Phil Wilson, interview with author, January 5, 2024.

88 **“The bad news is we’re late”:** “Presidents Report,” NeXT Inc., September 17, 1987, 1, Crecine Papers, CMU Archives.

88 **The chips were supposed to:** Ibid.

89 **In autumn 1987, Steve gathered:** Rulon-Miller, internal sales presentation. Additional details of this and other advisory board meetings in 1987 came from Michael Carter, Brian Hawkins, and Marty Ringle, interviews with author.

89 **It featured sleek white:** Stross, *Steve Jobs & the NeXT Big Thing*, 124–25. NeXT manufacturing employees recounted to the author that Steve tore down the lobby because he didn’t like the colors.

89 **When one arrived in a:** Page, interview with author, August 27, 2024, and email correspondence throughout 2024 and 2025.

89 **Steve choreographed the tour:** Michael Carter and Marty Ringle, interviews with author.

89 **As part of his legal settlement:** Steve Jobs, letter to Albert Eisenstat, November 11, 1987, in the author’s possession. Additional detail is available in Todd Rulon-Miller, internal sales presentation, presented by Deac Manross, NeXT Inc., ca. 1988–1989, video recording in the author’s possession.

90 **six hundred luminaries gathered:** Victoria Dawson and Mike McIntyre, “Feting a 70th Edition: Katharine Graham’s Birthday Party,” *Washington Post*, June 30, 1987, <https://www.washingtonpost.com/archive/lifestyle/1987/07/01/feting-a-70th-edition/03d03b53-81cb-4c69-a23c-5154815f34cb/>.

90 **At the party, Steve found himself:** Brent Schlender, “How Steve Jobs linked up with IBM,” *Fortune*, October 9, 1989, <https://fortune.com/article/how-steve-jobs-linked-up-with-ibm/>. Jon Akers joined IBM in 1960, making his tenure up to then 27 years.

91 **Five years earlier, Bill had:** Ibid. The Microsoft unit to make software for Apple was set up in 1982.

91 **Then, in 1983, the partnership:** Andy Hertzfeld, “A Rich Neighbor Named Xerox,” *folklore.org*, November 1983, [https://www.folklore.org/A\\_Rich\\_Neighbor\\_Named\\_Xerox.html](https://www.folklore.org/A_Rich_Neighbor_Named_Xerox.html).

91 **And that’s exactly what:** Lewin, interviews with author. The author is also in possession of the emails, memos, draft contracts, and final contracts between NeXT and IBM.

91 **The NeXT team started referring:** NeXT internal emails and meeting plans refer to each executive on the IBM team with the term “Cousin,” and this was confirmed in the author’s interviews with Dan’s Lewin.

- 91 **Over the course of eleven:** “A Biased History of Unfolding Events,” memorandum, NeXT Inc., 1987, in the author’s possession. The “biased history” was an internal joke drafted by NeXT employees who were poking fun at what they saw as IBM’s bureaucratic tendencies. According to NeXT interviews, the dates and discussions of each meeting in the document are accurate, but written in a comical way.
- 92 **Todd Rulon-Miller, Dan’s vice president:** Rulon-Miller, internal presentation video.
- 92 **“It’s IBM, and I”:** Herb Philpott, interview with author, September 11, 2024.
- 92 **In September, Steve pushed:** “A Biased History of Unfolding Events.”
- 92 **a breathtaking \$500 per copy:** Ibid; additional details in IBM term sheet 2.0, NeXT Inc., October 27, 1987, in the author’s possession.
- 92 **Any workable deal would:** Patton, “Steve Jobs: Out for Revenge,” *New York Times Magazine*, August 6, 1989, 23.
- 92 **IBM’s flagship personal computer:** “The PS/2,” IBM, <https://www.ibm.com/history/ps-2>.
- 92 **Steve grew impatient and decided:** Phil Patton, “Steve Jobs: Out for Revenge,” *New York Times Magazine*, August 6, 1989, 23, <https://www.nytimes.com/1989/08/06/magazine/steve-jobs-out-for-revenge.html>.
- 92 **ten o’clock the night before:** Lewin, interviews with author.
- 92 **Finally, the fax machine fell:** Lewin and Moore, interviews with author. The fact that the contract was 125 pages is mentioned in the “Steve Jobs: Out for Revenge,” *New York Times Magazine*.
- 93 **“Brain-damaged”:** “A Biased History of Unfolding Events,” NeXT Inc., 1987.
- 93 **Steve wanted a deal:** Moore, interview with author, June 20, 2025.
- 93 **It demanded \$100 million:** Steve Jobs, “Term Sheet 2.0,” letter to William M. Spaller, October 27, 1987, in the author’s possession.
- 93 **The negotiations dragged on:** “A Biased History of Unfolding Events” NeXT Inc., 1987.
- 93 **Then, in April 1988:** Schlender, “How Steve Jobs linked up with IBM.”
- 94 **“\$30 million on signing”:** Steve Jobs, internal sales presentation, NeXT Inc., video recording.
- 94 **Cousin Bill flew to Seattle:** Schlender, “How Steve Jobs linked up with IBM.”
- 94 **When he learned about:** Ibid.
- 94 **“I hear you guys are”:** Lewin, interviews with author.
- 95 **Days later, he sent:** Bill Gates to Steve Jobs, August 3, 1988, letter in the author’s possession.
- 95 **That left NeXT and IBM:** Lewin, interviews with author.

## Chapter 8. “You Should Know Everything’s Broken”

Interviews with Susan Barnes, George Crow, Bob Fraik, Leo Hourvitz, Dan’l Lewin, Deac Manross, Gary Moore, Rich Page, William Parkhurst, Todd Rulon-Miller, Pito Salas, Larry Sonsini, and Bud Tribble.

- 97 **One late evening in April:** Tevanian, oral history, 54–55, <https://www.computerhistory.org/collections/catalog/102706885/>.
- 98 **Steve had decreed a new deadline:** Dan’l Lewin, “S&M Update,” memorandum to Steve Jobs et al., NeXT Inc., June 2, 1988, in the author’s possession. Also “Background Information,” memorandum, NeXT Inc., July 1988, in the author’s possession. The “Background Information” document is a draft of a memo that planned on a NeXT product launch of July 27, 1988.
- 98 **Twenty-five young software engineers:** Tevanian, oral history, 52.
- 98 **NeXT had to redesign its:** Dan’l Lewin and NeXT hardware engineers, interviews with author.
- 98 **Canon had finally delivered:** Page, interview with author, and internal NeXT board documents.
- 99 **As the team trudged along:** Lewin and Page, interviews with author.
- 99 **By May 1988, NeXT’s financial:** NeXT, Inc., Financial Statements, June 30, 1988, reviewed by KPMG Peat Marwick (unaudited), in the author’s possession.
- 100 **As the company approached a hundred:** Ibid.
- 100 **Ross and Pat reviewed the lease:** “Executive Summary of Lease for NeXT’s Headquarters at Seaport Centre,” NeXT Inc., November 1988, in the author’s possession.
- 100 **Steve opted to scrap:** Stross, *Steve Jobs & the NeXT Big Thing*, 244–45.
- 100 **The NeXT building itself:** Seven former NeXT software engineers, interviews with author.
- 101 **Jonathan loved the computer:** Cathy Cook, email to Dan’l Lewin and Jeff Bork, “Jonathan Seybold Meeting of 5/12,” NeXT Inc., 1988, in the author’s possession.
- 101 **pursue software partnerships:** NeXT technical documentation, software developer guides, and software developer press releases from Lotus, FrameMaker, Allegro, Adobe, and others, NeXT Inc., 1988, in the author’s possession.
- 101 **He started by going after:** Pito Salas, interview with author, April 28, 2023. Additional details are in correspondence between Lotus President and CEO Jim Manzi to Steve Jobs, January 28, 1988, and Mitch Kapor to Steve Jobs, February 1, 1988, letters in the author’s possession.
- 102 **including Adobe, Frame Technology Corporation:** NeXT technical documentation, software developer guides, and software developer press releases from Lotus, FrameMaker, Allegro, Adobe, and others, NeXT Inc., 1988.
- 102 **Adobe brought the technology:** Ibid., and author’s interviews with NeXT cofounders.
- 102 **what they called “AI Winter”:** Thomas Haigh, “How the AI Boom Went Bust: Fallout from an exploding bubble of hype triggered the real AI Winter in the late 1980s,” *Communications of the ACM*, January 26, 2024, <https://cacm.acm.org/opinion/how-the-ai-boom-went-bust/>.
- 102 **Lisp, an exotic programming language:** Guy L. Steele Jr. and Richard P. Gabriel, “The Evolution of Lisp,” in *ACM SIGPLAN History of Programming Languages Conference (HOPL-II)*, Cambridge, Massachusetts, April 1993, *ACM SIGPLAN Notices* 28, no. 3 (March 1993): 231–70, <https://www.cs.unm.edu/~williams/cs491/Evolution-of-Lisp.pdf>.
- 102 **Steve made a decision that:** NeXT technical documentation, software developer guides, and software developer press releases from Lotus, FrameMaker, Allegro, Adobe, and others, NeXT Inc., 1988, in the author’s possession.
- 103 **In June 1988, Dan’l wrote:** Lewin, “S&M Update,” June 2, 1988.
- 103 **Just over two years earlier:** *The Entrepreneurs*, directed by Nathan.
- 103 **“The computer takes several”:** Steve Jobs, email to software team and senior staff, “My experiences with a NeXT computer,” NeXT Inc., 1988, in the author’s possession.
- 103 **“spending enough time”:** Dan’l Lewin, email to Steve Jobs, “Re: My experiences with a NeXT computer,” NeXT Inc., 1988, in the author’s possession.
- 103 **“Go North”:** Page, interview with author.
- 103 **Bob Fraik, a software manager, offered:** Bob Fraik, interview with author, August 28, 2024.
- 104 **“That was probably not”:** Barnes, interview with author, March 18, 2025.
- 104 **“Unfortunately, the NeXT computer”:** Philip Elmer-Dewitt, “Technology: The Case of the Missing Machine,” *Time*, June 20, 1988, 55, <https://time.com/archive/6712570/technology-the-case-of-the-missing-machine/>.
- 104 **“You shouldn’t introduce a”:** Barnes, interview with author.
- 105 **“Rossy Perot-Man is a”:** Deac Manross, “Rossy Perot-Man,” satirical song, NeXT Inc., n.d., in the author’s possession.

- 105 **\$400,000 to \$600,000 a year:** Lewin and Rulon-Miller, interviews with author; “NeXT Sales Compensation Overview,” NeXT Inc., December 18, 1987, updated March 31, 1988, in the author’s possession.
- 106 **“zero BS quotient”:** “NeXT Sales Compensation Overview,” NeXT Inc., December 18, 1987, updated March 31, 1988, in the author’s possession.
- 106 **“You’re talking to people”:** Rulon-Miller, interview with author, September 23, 2024.
- 106 **“The longer we take”:** Lewin, “S&M Update,” June 2, 1988.
- 106 **IBM began to grow impatient too:** Lewin, interviews; internal NeXT memos on IBM, 1988.
- 106 **Sun, which commanded the:** Internal NeXT memos and emails, by Dan’l Lewin, Todd Rulon-Miller, and others, 1988.
- 106 **In August, Steve walked into:** Mark Wieland, “Meeting at Pebble Beach,” memorandum, IBM, July 27, 1988, in the author’s possession. Also Susan Leinberger, “Brief Instructions,” memorandum to Pebble Beach attendees, NeXT Inc., July 27, 1988, in the author’s possession.
- 107 **It turned into an eight-hour showdown:** Ibid.
- 107 **IBM needed an opportunity:** Dan’l Lewin, email to Steve Jobs et al., “cousins,” NeXT Inc., 1988, in the author’s possession.
- 107 **The software’s name, NeXTSTEP:** Gary Moore, “NextStep and IBM,” memorandum to Steve Jobs, Dan’l Lewin, and Jeff Bork, NeXT Inc., September 13, 1988, in the author’s possession. Also Steve Jobs, email to Dan’l Lewin and Gary Moore, “Cousin Bill,” NeXT Inc., September 14, 1988, in the author’s possession.
- 107 **On September 13, a report:** John Markoff, “I.B.M. Deal With Steve Jobs Seen,” *New York Times*, September 13, 1988, sec. D, 1, <https://www.nytimes.com/1988/09/13/business/ibm-deal-with-steve-jobs-seen.html>.
- 107 **From IBM’s perspective:** Schlender, “How Steve Jobs linked up with IBM.” Numerous interviewees from NeXT and IBM with the author further detailed IBM’s strategy.
- 107 **He’d played chicken:** Moore, interview with author.

## Chapter 9. When Reality Distorts Back

Interviews with Gregor Bailar, Michael Carter, Curt Cummings, Brian Hawkins, Eddie Lee, Dan'l Lewin, Marty Ringle, Julius Smith, Bud Tribble, and Paul Vais.

- 109 **To make matters worse, \$6,500:** Steve Jobs, “Steve Jobs Unveils the NeXT Computer - October 12, 1988.”
- 110 **In 1988, that was more:** Melanie Hanson, “Average Cost of College by Year,” Education Data Initiative, last updated September 23, 2025, <https://educationdata.org/average-cost-of-college-by-year>.
- 110 **“You’re gonna be right there”:** Burt Cummings, interview with author, June 9, 2023.
- 110 **“You need to drop the price”:** Marty Ringle, interview with author, June 27, 2023.
- 110 **Brian Hawkins from Brown University:** Burt Cummings and members of the academic advisory board, interviews with author; Brian Hawkins, email correspondence with author, June 12, 2025. An account of the advisory board meeting is also in Stross, *Steve Jobs & the NeXT Big Thing*, 139–40.
- 110 **“Where were the applications?”** “Advisory Board Summary Update,” memorandum, NeXT Inc., 1988, in the author’s possession.
- 111 **To direct the presentation:** Eddie Lee, interview with author, July 20, 2023. George Coates did not respond to an email request for an interview.
- 111 **George agreed to stage:** Lee, interview with author; Isaacson, *Steve Jobs*, 233.
- 112 **Julius had grim news:** Julius Smith, email to software, Steve Jobs, marketing, sales, and dsp-users, “Music, Sound, and Signal Processing Offsite Meeting Summary,” NeXT Inc., September 9, 1988, in the author’s possession; Julius Smith, interview with author, August 26, 2024.
- 112 **Making everything more difficult:** Lewin, interviews with author.
- 113 **Steve spent the two days:** John Schwartz, “Steve Jobs Comes Back,” *Newsweek*, October 24, 1988, <https://www.newsweek.com/steve-jobs-comes-back-207006>. The detail of “two days” comes from Steve Jobs’s NeXT calendar from October 1988 provided by Dan'l Lewin; it shows the rehearsals on the Monday and Tuesday before the Wednesday event.
- 113 **As Steve demonstrated software:** Dan'l Lewin, Julius Smith, Bud Tribble, Paul Vais, and other NeXT team members at the event, interviews with author.
- 114 **Three thousand invitations:** Schwartz, “Steve Jobs Comes Back.”
- 114 **Burt, who was six feet:** Cummings, interview with author.
- 114 **Inside, digital music pulsed:** Steve Jobs, “Steve Jobs Unveils the NeXT Computer - October 12, 1988.” The quotes, music, and visual details of the launch event are taken from a video recording of this.
- 114 **Then, at 9:30 a.m.:** Invitation, NeXT product launch; Steve’s NeXT calendar.
- 115 **The molecule viewer had been:** Gregor Bailar, interview with author, July 3, 2023.
- 116 **Burt turned to his marketing:** Cummings, interview with author.
- 116 **More than a year later, HP would:** “Driver Gives Mac Access to Low-Cost HP Printer,” *MacWorld*, December 1989, [https://archive.org/details/MacWorld\\_8912\\_December\\_1989/mode/2up](https://archive.org/details/MacWorld_8912_December_1989/mode/2up).
- 117 **cost more than a Honda Civic:** “1988 Honda Civic: Prices, Reviews & Pictures,” CarGurus, <https://www.cargurus.ca/research/1988-Honda-Civic-c4673>.
- 118 **“I can’t tell you how”:** Jobs, “Steve Jobs Unveils the NeXT Computer – October 12, 1988.”
- 118 **“Steve Jobs Puts the ‘Wow’”:** “Mr. Chips,” *Newsweek*, October 24, 1988; Andrew Pollack; “Can He Do It Again?” Bloomberg, October 24, 1988; “The Return of a Computer Star,” *New York Times*, October 13, 1988; “Steve Jobs Is Back,” *Macworld*, January 1989.
- 118 **“There was kind of an illusion”:** Vais, interview with author.
- 118 **Julius came home to a voicemail:** Smith, interview with author.

## Chapter 10. Steve on a Stick

Interviews with Stephan Adams, William Adams, Gregor Bailar, Susan Barnes, Kevin Compton, Burt Cummings, Brian Hawkins, Mark Hayes, Dan'l Lewin, Todd Rulon-Miller, Greg Stein, Bud Tribble, Paul Vais, Phil Wilson, and Patrick Wootan.

- 119 **“Develop for it?”**: Robert X. Cringley, *Accidental Empires: How the Boys of Silicon Valley Make Their Millions, Battle Foreign Competition, and Still Can't Get a Date* (Penguin, 1993), 311.
- 119 **“[Steve] put a microprocessor”**: Schwartz, “Steve Jobs Comes Back,” *Newsweek*, October 24, 1988. Three days later, Bill Gates privately apologized to Steve for his criticism of the NeXT Cube in the press. “I should have anticipated that saying the machine was not revolutionary would cast me in a contrarian role,” he wrote in a letter addressed to Steve. But he added, “I don’t agree with all of your choices.”
- 119 **“If you want black”**: Glenn Rifkin, “Writing the Book of Jobs,” *Computerworld*, December 11, 1989, 107, [https://archive.org/details/sim\\_computerworld\\_1989-12-11\\_23\\_50/mode/2up](https://archive.org/details/sim_computerworld_1989-12-11_23_50/mode/2up).
- 120 **Microsoft was “in the business”**: Ibid.
- 120 **“I’m very pleased to announce that”**: John Sculley, “Apple reports strongest year ever; Profit sharing is 14.9 percent,” Apple Computer, Inc., October 19, 1988, Apple Computer, Inc. Records, M1007, Stanford.
- 120 **“spoiled brats”**: “Apple Offends,” HotLinks discussion, Apple Computer, Inc., March 21–23, 1989, Apple Computer, Inc. Records, M1007, Stanford. Also see “Apple Manners Discussion: Taking Customer Satisfaction a step further, but not a step too soon,” AppleLink message by Bill (AppleLink: SEALE2), Apple Computer, Inc., September 28, 1988, Apple Computer, Inc. Records, M1007, Stanford.
- 120 **“complexity, unaddressed, breeds bureaucracy”**: John Sculley, “Apple creates four internal operating divisions,” message to Apple employees, Apple Computer, Inc., August 22, 1988, Apple Computer, Inc. Records, M1007, Stanford.
- 121 **One internal parody newsletter**: “The Nextketeer” [satirical newsletter], Apple Computer, Inc., n.d., Apple Computer, Inc. Records, M1007, Stanford.
- 121 **“I haven’t had a conversation”**: John Sculley, interview on *Larry King Show*, October 14, 1989], audio recording, Apple Computer, Inc. Records, M1007, Stanford.
- 121 **John had sent Steve**: Schwartz, “Steve Jobs Comes Back,” *Newsweek*, October 24, 1988.
- 121 **In fact, he was galled**: Mark Potts, “Steve Jobs’ Quiet Odyssey Doesn’t Include Publicity,” *Washington Post*, October 17, 1987, <https://www.washingtonpost.com/archive/business/1987/10/18/steve-jobs-quiet-odyssey-doesnt-include-publicity/3718611f-713a-4c8a-9623-f5791d179264/>.
- 121 **“I thought it was a gentlemanly”**: Schwartz, “Steve Jobs Comes Back,” *Newsweek*, October 24, 1988.
- 121 **By the end of the year**: Anne Patterson, email to NeXT staff, “December Results,” NeXT Inc., December 22, 1988, in the author’s possession.
- 121 **Until NeXT was ready**: Dan'l Lewin, email to Steve Jobs, “re: re: Staff follow-up,” NeXT Inc., December 8, 1988, in the author’s possession; author’s interviews with NeXT cofounders and additional NeXT memos cite the 2,000 number.
- 121 **According to distribution manager**: Greg Stein, interview with author, September 3, 2024.
- 122 **“You know those twelve”**: Cummings, interview with author.
- 122 **Developers called the unfinished**: Richard Crandall, email to Dan'l Lewin, “The 0.8 Dilemma,” NeXT Inc., March 17, 1989, in the author’s possession.
- 122 **Customers were also coming**: Untitled memorandum, Sales and Marketing, NeXT Inc., December 1, 1988, in the author’s possession; author’s interviews with NeXT cofounders and software developers.
- 122 **NeXT’s lagging timeline meant**: Dan'l Lewin and Todd Rulon-Miller, NeXT emails, November 1988 to January 1989.
- 122 **Steve set the ambitious goal**: Steve Jobs, email to senior staff and George Pavlov, “1989 Goals,” NeXT Inc., October 22, 1988, in the author’s possession.
- 122 **At that moment, the company**: Untitled memorandum, Sales and Marketing, NeXT Inc., December 1, 1988.
- 123 **When Dan'l told Steve**: Email chain: Steve Jobs to Dan'l Lewin, “re: Staff follow-up,” December 7, 1988; George Crow to Dan'l Lewin, “re: Staff follow-up,” December 7, 1988; Dan'l Lewin to George Crow, December 7, 1988; NeXT Inc., in the author’s possession.
- 123 **“To find out we’ve”**: Email chain: Todd Rulon-Miller to Steve Jobs, “re: Staff follow-up,” December 8, 1988; Steve Jobs to Todd Rulon-Miller, “re: re: Staff follow-up,” December 8, 1988, NeXT Inc., in the author’s possession.
- 123 **In choosing to do his blockbuster**: Untitled memorandum, Sales and Marketing, NeXT Inc., December 1, 1988.
- 123 **As it stood, Sun was moving**: Steve Jobs, email to Todd Rulon-Miller, “re: re: Staff follow-up,” NeXT Inc., December 8, 1988, and additional email correspondence between Steve Jobs, Dan'l Lewin, and Todd Rulon-Miller.

- 124 **One day Steve appeared:** Cummings, interview with author.
- 124 **“So you mean you sent”:** Mark Hayes, interview with author, November 13, 2023.
- 124 **Ross and Steve had shaken:** Untitled memorandum, Sales and Marketing, NeXT Inc., December 1, 1988; Lewin, interviews with author.
- 124 **“The NeXT Computer has the”:** [Author name redacted by the NSA], “Defining a new standard for workstation computing: The NeXT Computer,” *CRYPTOLOG*, 1989, no. 3, 28, declassified report, National Security Archive, George Washington University, Washington, D.C., <https://nsarchive.gwu.edu/document/22866-document-04-author-name-redacted-hardware-review>.
- 125 **represented a company called ESL:** “One Officer’s Perspective: The Decline of the National Reconnaissance Office.” *National Reconnaissance: Journal of the Discipline and Practice*, Issue 2005-U1, published by the National Reconnaissance Office (NRO) / Center for the Study of National Reconnaissance (CSNR), <https://www.nro.gov/Portals/65/documents/history/csnr/articles/docs/journal-01.pdf>. Robert Kohler, “Letter to the Editors,” *Studies in Intelligence* 69, no. 1 (March 2025): 1–2, <https://www.cia.gov/resources/csi/studies-in-intelligence/studies-in-intelligence-69-no-1-extracts-march-2025/letter-to-the-editors/>.
- 125 **His office had overseen the:** Lewin, interviews with author.
- 125 **Steve was supposed to join:** Lewin, interviews with author.
- 126 **Ross’s executives included the same:** Ken Follett, *On Wings of Eagles* (New York: William Morrow, 1983).
- 126 **One night, NeXT assembled:** Stephan and William Adams, interview with author, July 23, 2025.
- 126 **That month, Compaq dumped Businessland:** John Markoff, “Compaq to End Dealings With Businessland,” *New York Times*, February 22, 1989, sec. D, 1, <https://www.nytimes.com/1989/02/22/business/compaq-to-end-dealings-with-businessland.html>.
- 127 **Its 112 stores all had:** Carla Lazzareschi, “Next Inc. to Shift Strategy, Pursue Corporate Clients,” *Los Angeles Times*, March 24, 1989, <https://www.latimes.com/archives/la-xpm-1989-03-24-fi-279-story.html>. In the author’s interview Kevin Compton recounted the importance of the national field service force of technicians who could help clients with their computers.
- 127 **“We needed computers with margin”:** Kevin Compton, interview with author, February 27, 2025.
- 127 **mattress salesmen:** Hayes, interview with author.
- 127 **After weeks of negotiation:** Stross, *Steve Jobs & the NeXT Big Thing*, 209–10.
- 127 **“I am pleased (very pleased!!)”:** Steve Jobs, email to NeXT staff, “Plucking a Big One,” NeXT Inc., February 23, 1989, in the author’s possession.
- 127 **NeXT had won very favorable:** Draft Reseller Agreement between NeXT, Inc. and Businessland, Limited, February 4, 1990, in the author’s possession. This is a draft agreement for a NeXT distribution deal with Businessland in the UK; Kevin Compton confirmed that the terms of this UK agreement were the same as the original Businessland-NeXT deal in the US.
- 128 **wrote a missive to Businessland:** Compton, interview with author.
- 129 **“Are you buying IBM”:** Patrick Wootan, interview with author, September 5, 2024.
- 129 **As had been negotiated:** Untitled memorandum, Sales and Marketing, NeXT Inc., December 1, 1988.
- 129 **You don’t know how:** Compton, interview with author.
- 130 **In May, Steve proclaimed:** Steve Jobs, email to NeXT staff, “May Update,” NeXT Inc., May 19, 1989, in the author’s possession.
- 130 **“the well-worn path”:** Ibid.
- 130 **On June 5, 1989, Hisashi Sakamaki:** Minutes of Meeting of the Board of Directors of NeXT, Inc., October 27, 1989, in the author’s possession. Additional details about Canon’s desire to invest in NeXT are in mailed correspondence between Canon executive vice president Keizo Yamaji and Steve Jobs, dated January 13, January 26, and March 9, 1989.
- 130 **Steve had leveraged every angle:** NeXT cofounders, interviews with author.
- 130 **“How much do you need?”:** Lewin, interviews with author.
- 131 **“The scale of this Canon”:** Patrick Hickey, email to Steve Jobs, “from my perspective,” NeXT Inc., June 9, 1989, in the author’s possession.
- 131 **“A reasonable fraction of what”:** “Canon Deal Values Next Group at \$US600M,” *Australian Financial Review*, June 14, 1989, <https://www.afr.com/politics/canon-deal-values-next-group-at-us600m-19890614-k3fu7>.
- 131 **Employees revolted at a company:** Wilson, interview with author, January 5, 2024.
- 132 **“bosses do the thinking while”:** Steve Jobs, email to NeXT staff, “Wisdom,” NeXT Inc., February 27, 1989, in the author’s possession.
- 132 **Steve pitched the job:** Wilson, interview with author.

- 133 **For example, Steve insisted on:** Email chain: Phil Wilson to Steve Jobs, “Headcount/Staff Planning & Offer Letters,” August 10, 1989; Dan’l Lewin to Phil Wilson, “Headcount/Staff Planning & Offer Letters,” August 28, 1989, NeXT Inc., in the author’s possession.
- 134 **“We have a problem in”:** Lewin, interviews with author. Additional details from NeXT email correspondence between Steve Jobs, Dan’l Lewin, Todd Rulon-Miller, and other staff, summer 1989.
- 135 **At 10:20 p.m. on July 18:** Steve Jobs, email to NeXT staff, “Focus on Sales,” NeXT Inc., July 18, 1989, in the author’s possession.
- 135 **“such an utterly ridiculous”:** Patrick Hickey, email to Dan’l Lewin, “prayer for the security of our mail system,” NeXT Inc., July 20, 1989, in the author’s possession.
- 135 **“how we are going to sell”:** Bruce Blumberg, email to Dan’l Lewin, “thanks,” NeXT Inc., July 26, 1989, in the author’s possession.
- 135 **“tapped himself to run marketing”:** G. Pascal Zachary, “Next Inc.’s Jobs Adds Marketing to His Duties,” *Wall Street Journal*, July 21, 1989.
- 136 **“Picture Steve Jobs”:** Louis Trager, “Temp Jobs,” *San Francisco Examiner*, July 23, 1989.
- 136 **“I believe that this is”:** Dan’l Lewin, email to sales staff, “FYI,” NeXT Inc., July 27, 1989, in the author’s possession.
- 136 **“I will be happy to tell”:** Dan’l Lewin, email to Patrick Hickey, “Truth & Justice,” NeXT Inc., July 20, 1989, in the author’s possession.

## Chapter 11. Last Day of My Life

Interviews with Stephan Adams, William Adams, Eric Celeste, Allen Denison, Jim Diamond, Mark Hayes, Cindy Labuda, Dan'l Lewin, Bob Longo, Deac Manross, Bud Tribble, and David Wertheimer.

- 137 **The agency had first learned:** Stephan and William Adams, interview with author, July 23, 2025.
- 137 **Sales manager Mark Hayes knew:** Hayes, interviews with author. Additional details came from Jim Diamond, July 24, 2025.
- 138 **“In our business, to make”:** “New Computer For The William Morris Agency,” *ShowBiz Today*, CNN, May 9, 1990, posted by Dan Moore, YouTube video, February 13, 2007, <https://www.youtube.com/watch?v=jRi-wMQQzL>.
- 138 **“Those machines looked sexy”:** Allen Denison, interview with author, June 29, 2023.
- 138 **William Morris hoped the computer:** Ibid.
- 138 **CNN reported that director Tim Burton:** “New Computer for the William Morris Agency,” *ShowBiz Today*.
- 139 **He bent over backward:** Six NeXT software engineers and salespeople, interviews with author. Additional details in Stross, *Steve Jobs & the NeXT Big Thing*, 226–28.
- 139 **NeXT proposed contracting out:** Stephan and William Adams, interview with author.
- 139 **“We used to joke we’d”:** Hayes, interview with author.
- 139 **Though the deal was announced:** Carla Lazzareschi, “William Morris Buys 250 Next Workstations: Technology,” *Los Angeles Times*, May 1, 1990, <https://www.latimes.com/archives/la-xpm-1990-05-01-fi-244-story.html>.
- 139 **“You can’t talk about our”:** Stephan and William Adams, interview with author.
- 139 **The first thirty computers arrived:** Stross, *Steve Jobs & the NeXT Big Thing*, 226.
- 139 **the agency’s paranoia about:** Stross, *Steve Jobs & the NeXT Big Thing*, 227–28.
- 140 **He never blamed them publicly:** Stephan and William Adams, interview with author.
- 140 **At 10:00 p.m. on Sunday:** Bud Tribble, email to NeXT staff, “Release 1.0,” NeXT Inc., September 10, 1989, in the author’s possession.
- 140 **“IT’S SOUP!!!”:** Julie Welch, email to sales staff, “IT’S SOUP!!! (Release 1.0),” NeXT Inc., September 13, 1989, in the author’s possession.
- 140 **“Is it soup yet?”:** Tribble, interview with author.
- 141 **There is no looking back”:** Dan'l Lewin, email to NeXT staff, “Release 1.0,” NeXT Inc., September 14, 1989, in the author’s possession.
- 141 **An Alice in Wonderland text meme:** Michael Hawley, email to Dan'l Lewin, “funny,” October 11, 1989, in the author’s possession.
- 141 **“Who cares about what operating”:** “Jobs: Poised for NeXT Success,” *MacWeek* 3, no. 33 (September 19, 1989): S20, <https://archive.org/details/mac-week-v-3-n-33>.
- 141 **The rivals had been invited:** Evelyn Richards, “Computer Moguls’ Gathering Resembles Potshot Video Game,” *Washington Post*, September 26, 1989, <https://www.washingtonpost.com/archive/business/1989/09/27/computer-moguls-gathering-resembles-potshot-video-game/cfa66a27-9d78-4dbb-8b5d-f6360f09898f/>.
- 142 **Despite his knack for:** Eight NeXT marketing and sales employees, interviews with author.
- 142 **Steve had a fan:** Deac Manross and Eric Celeste, interviews with author.
- 142 **On October 17, the day:** The account is from the author’s interviews with Deac Manross, Dan'l Lewin, and Eric Celeste. Additional detail is available at Eric Celeste, email, “Remembering Steve’s Visit,” July 12, 2006, <https://eric.clst.org/mystery/2011/10/11/remembering-steves-visit/>.
- 143 **“our usual fairly chaotic bunch”:** Eric Celeste, “Goodbye, Steve,” October 5, 2011, <https://eric.clst.org/mystery/2011/10/05/goodbye-steve/>. Additional details from the author’s interview with Celeste, Manross, and Bob Longo.
- 143 **“Bob, I just had the”:** Manross, interview with author.
- 144 **Steve had recently proposed:** Aside from the material from published texts, all additional details in this section about Steve meeting Laurene are from Lewin and Wertheimer, interviews with author.
- 144 **“[Steve] was working at NeXT”:** Isaacson, *Steve Jobs*, 269.
- 144 **“I knew something was up”:** Steve Jobs, email, “You can’t plan to meet the people who will change your life,” June 7, 2005, in *Make Something Wonderful: Steve Jobs in his own words*, Steve Jobs Archive, <https://book.stevejobsarchive.com/>.
- 144 **Steve found Laurene in:** Ibid.
- 144 **“As I was walking to”:** Ibid.

- 145 **Laurene grew up in West:** Robert Sullivan, “How Laurene Powell Jobs Is Reimagining the Future of Education,” *Vogue*, February 19, 2016, <https://www.vogue.com/article/laurene-powell-jobs-xq-super-school-project>.
- 145 **“You can’t plan to meet”:** Jobs, email, “You can’t plan to meet the people who will change your life.”

## Chapter 12. Beakers and Believers

Interviews with Susan Barnes, Jim Cannavino, Ed Catmull, George Crow, Jim Diamond, Mark Hayes, Leo Hourvitz, Dan'l Lewin, Rich Page, Todd Rulon-Miller, Bud Tribble, and David Wertheimer.

- 147 **85 percent of returned drives:** Jerry Lee, email to Desiree Richmond et al., “OD reliabiltiy,” [sic] NeXT Inc., December 1, 1989, in the author’s possession. More than a dozen former NeXT engineers recounted to the author that the optical drive was the single greatest source of complaints and returns, and that it frequently broke down.
- 147 **“very few [Canon] optical”:** M. Landry, email to Joe, “Re: Help w/ OD & fsck [sic],” NeXT Inc., November 24, 1989, in the author’s possession.
- 147 **In response, NeXT implemented:** Lee, email to Desiree Richmond et al., “OD reliabiltiy [sic],” NeXT Inc., December 1, 1989.
- 148 **“subtle disinformation campaign”:** Landry, email to Joe, “Re: Help w/ OD & fsck,” NeXT Inc., November 24, 1989.
- 148 **He’d been devoted to Steve:** David Wertheimer, interview with author, September 24, 2024.
- 148 **In November 1989, David worked:** David Wertheimer, email to Max Henry, “Novell – The Whole Story,” NeXT Inc., December 15, 1989, in the author’s possession.
- 149 **“didn’t want to hear that”:** Wertheimer, interview with author.
- 149 **Steve mocked David:** Steve Jobs, email to Dan’l Lewin et al., “Re: Novell – The Whole Story,” NeXT Inc., December 17, 1989, in the author’s possession.
- 149 **“I need all the help”:** Dan’l Lewin, email to Steve Jobs, “Novell – The Whole Story,” NeXT Inc., December 18, 1989, in the author’s possession.
- 149 **When Steve called you:** Wertheimer, interview with author.
- 149 **When Steve ran an ad:** Email chain: Todd Rulon-Miller to Dan’l Lewin, “Plan - ad campaign \$\$,” December 18, 1989; Sergio Deacha to Kathy Kilcoyne et al., “Envelopes with brochures,” December 13, 1989, NeXT Inc., in the author’s possession.
- 149 **By December, the sales force:** Hayes, interviews with author.
- 150 **NeXT, desperat to book sales:** Stross, *Steve Jobs & the NeXT Big Thing*, 252–53.
- 150 **In January 1990, NeXT held:** Lewin, interviews with author.
- 151 **Dan’l pushed for triage:** Lewin, interviews with author. Lewin also made similar statements in earlier emails to the NeXT cofounders, in 1988 and 1989.
- 151 **They looked at the alternatives:** Pamela Worsnop, “Finance Board of Directors Meeting Presentation,” memorandum, NeXT Inc., February 12, 1990, in the author’s possession. Though this document is from a board meeting one month later, interviewees recounted that it summarized the topics NeXT executives discussed at the Quadrus Conference Center offsite. Also recounted in Lewin, interviews with author.
- 151 **The leadership team posed:** Lewin, interviews with author.
- 151 **Susan Barnes, the CFO:** Stross, *Steve Jobs & the NeXT Big Thing*, 254.
- 151 **Steve insisted on using a:** More than a dozen NeXT hardware engineers recounted the problem of using magnesium.
- 151 **plastic bodywork on the exterior:** NeXTstation tech specs, 1990, in the author’s possession.
- 152 **IBM committed to:** John Schneidawind, “IBM backs Jobs’ NextStep,” *USA Today*, February 6, 1990.; Carla Lazzareschi, “Steven Jobs Tells of Accord Between Next Inc. and IBM,” *Los Angeles Times*, February 6, 1990, <https://www.latimes.com/archives/la-xpm-1990-02-06-fi-151-story.html>.
- 152 **In exchange for another \$30 million:** “Key Amendments to IBM Agreement,” memorandum, NeXT Inc., February 9, 1990, in the author’s possession.
- 154 **Years later, he confided in:** Ed Catmull with Amy Wallace, *Creativity, Inc: Overcoming the Unseen Forces That Stand in the Way of True Inspiration* (New York: Random House, 2014), 410–11.
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## Part 2

### Chapter 13. Commerce and Art

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## Chapter 17. Spooks and Deadheads

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## Chapter 18. Rock Bottom

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## Chapter 19. Burned

Interviews with Simson Garfinkel, Dan Ruby, and Ron Weissman.

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### Part 3

#### Chapter 20. Eating Crow

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- 237 **He had spent more than thirteen years:** Dominique Trempont, LinkedIn profile, <https://www.linkedin.com/in/dominiquetrempont/>.
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- 238 **Steve needed Dominique so badly:** Warren Weiss, interview with author, August 26, 2024.
- 238 **Laurene also dropped off:** Trempont, email correspondence with author.
- 238 **He developed a top:** Trempont, interview with author.
- 239 **Canon, which had once dreamed:** Interview with former Canon executive who asked to remain anonymous. The executive clarified that Canon disposed the former NeXT hardware assets it acquired in the 1993 restructuring, while remaining a minority investor in NeXT as a software company. Rubinstein confirms that Canon retained only ‘a small ownership piece’ of the software company. (Oral History of Jon Rubinstein, Computer History Museum, CHM Ref: X9139.2020, 2019, p. 53.)
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- 241 **engineering director Karl “Charly”:** Karl “Charly” Kleissner, interview with author, August 21, 2024.
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- 241 **As the company pivoted:** Trempont, interview with author.
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## Chapter 21. Foundation

Interviews with Leo Hourvitz, Tom Suiter, Dominique Trempont, Paul Vais, and Warren Weiss.

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- 245 **He had a window into the problems:** Tom Suiter, interview with author, August 28, 2024.
- 245 **“a version of Siri”:** Weiss interview with author, August 26, 2024.
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## Chapter 22. Beginner's Mind

Interviews with Greg Brandeau, Garrett Rice, Bertrand Serlet, Dominique Trempont, and Warren Weiss.

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- 251 **At NeXT, Steve had created:** Greg Brandeau, Nico Popp, Bertrand Serlet, and Dominique Trempont, interviews with author.
- 252 **One morning, Steve appeared:** Trempont, interview with author.
- 252 **Steve had been doing his:** Trempont and Popp, interviews with author. The section on the creation of WebObjects comes from interviews with both people, and many other interviews with NeXT software engineers recounted similar early stories about the origins of WebObjects.
- 252 **They spent the weekend:** Popp, interview with author. Steve Jobs showed the online car dealership demonstration at product launches such as Steve Jobs, “Object World 1995,” product presentation, August 14, 1995, video, [https://allaboutstevejobs.com/videos/keynotes/objectworld\\_1995](https://allaboutstevejobs.com/videos/keynotes/objectworld_1995).
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- 253 **The demonstration triggered a cascade:** Trempont, Popp, and a dozen other NeXT software engineers talked about Steve’s epiphany on the importance of WebObjects.
- 253 **“This is typical Steve Jobs:** Trempont, interview with author.
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- 254 **So that he could visualize:** Brandeau, interview with author, May 1, 2024.
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- 255 **“We have this new technology”:** Garrett Rice, interview with author, July 13, 2023.
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## Chapter 23. Hero's Journey

Interviews with Ed Catmull, Jim Diamond, Chris Palermo, Larry Sonsini, Tom Suiter, Dominique Trempont, and Paul Vais.

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- 283 **Gil's mandate for Ellen:** Ibid.
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## Chapter 26. Shoot-Out.

Interviews with Jean-Louis Gassée, Chris Palermo, Garrett Rice, Jon Rubinstein, and Dominique Trempont.

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- 294 **Steve still left open:** Trempont and NeXT executives, interviews with author.
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- 296 **Dominique, who had prepared:** Trempont, interview with author.
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- 299 **He demanded a consultant’s fee:** Ibid.
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- 300 **At 9:24 that night:** Steve Jobs, email to Pixar employees, December 20, 1996, in *Make Something Wonderful: Steve Jobs in His Own Words* (Palo Alto, CA: Steve Jobs Archive, 2023), <https://book.stevejobsarchive.com/>.
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## Chapter 27. One Foot In

Interviews with Jon Rubinstein, Dominique Trempont, and Lynda Woolard.

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- 306 **Gil pinned the poor performance:** Amelio and Simon, *On the Firing Line*, 209–10.
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- 306 **“I said, ‘Steve, I’ll never’”:** Heilemann, “The Perceptionist.”
- 307 **Gil wanted Avie to report:** Amelio and Simon, *On the Firing Line*, 240–42.
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- 307 **Steve “wasn’t around that much”:** Rubinstein, interview with author.
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- 311 **Steve told the *San Francisco Chronicle*:** David Einstein, “New Episode in Apple ‘Soap’: Jobs Denies He’s in Cahoots with Ellison; Amelio Tries to Ignore Latest Takeover Twist,” *San Francisco Chronicle*, March 29, 1997, <https://www.sfgate.com/business/article/new-episode-in-apple-soap-jobs-denies-he-s-in-2848157.php>.
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- 311 **But Larry’s vision for the company:** “Save Apple Computer: Mission Statement,” April 24, 1997, Apple Computer, Inc. Records, M1007, Stanford.
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- 313 **“Steve’s the only one who”:** Schlender, “Something’s Rotten in Cupertino.”
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## Chapter 28. Comeback Kid

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