

manager. He was a strong believer in the potential of computer technology, and he loved the idea of Apple. But Markkula had one stipulation. If he was going to back Apple with his own funds, the fledgling company with its one underdeveloped product needed to be led by someone with the ability to create and execute a brilliant business blueprint. Both Steves agreed.

Markkula happened to know the perfect person for the job—Mike Scott. Scott oversaw a large team at a company named National Semiconductor, the largest maker of semiconductors in the world. He managed hundreds of people. He understood complex systems. He understood the chip manufacturing processes. He also had important relationships with chip and parts producers. The three men pitched Mike Scott on the vision of Apple. Mike Scott listened to their idea, quit his job, and took a large pay cut to become Apple's first CEO. Apple now had four principal owners, two Mikes and two Steves. To avoid confusion, Mike Scott went by "Scotty" and Wozniak was called "Woz."

Scotty was Apple's pragmatic leader. One central value of Scotty's initial idea for Apple's success was his belief that creating a positive company culture and growing a staff were as important as making a product. Scotty put his plan in motion, and Apple quickly grew its team into the hundreds. Sales increased, and the processes for scaling were formed. For the next four years, Apple's size doubled every three months. The media would quickly depict Steve Jobs as the genius mind behind this early success of Apple. In reality, as Mike Scott set his ideas into action, Jobs was more a thorn in his side.

There are many stories about friction in the early days of Apple. One of the funnier ones occurred when Scotty created simple workplace badges. Each badge included a unique company employee number. Since Woz had designed and engineered the Apple I, Scotty gave him employee number 1. Jobs threw a fit. He whined and complained. To appease Jobs, Scotty made him a badge that read employee number 0. Jobs was thrilled. Scotty gave himself badge number 007.

Scotty's plan was direct and deliberate. But Steve Jobs desired to be recognized and his need for control slowed down progress. Scotty agreed on prices with manufacturers he had friendships with. Steve renegotiated, haggling relentlessly, to the detriment of these relationships. Then the production of the Apple II was delayed by a simple color choice. Jobs demanded that the Apple II be green and beige. There were over a thousand beige colors to choose from, but none of these were good enough for Jobs. So, Apple spent time and resources designing a brand-new color of beige called "Apple beige." The demands did not end there. Jobs was adamant that the case of the Apple II have a rounded edge. The debate about how round the edge of the case would be continued for over six weeks, delaying production even more. Despite these challenges, Scotty stayed true to his plan. Apple continued to grow.

Mike Scott captained Apple from 1977-1981. During that time, Apple released the Apple II and the Apple III, as well as the first 5 3/4" floppy disk. The Apple II went on to sell over six million units, and Apple became the third largest manufacturer of home computers. In 1980, Apple went public. At