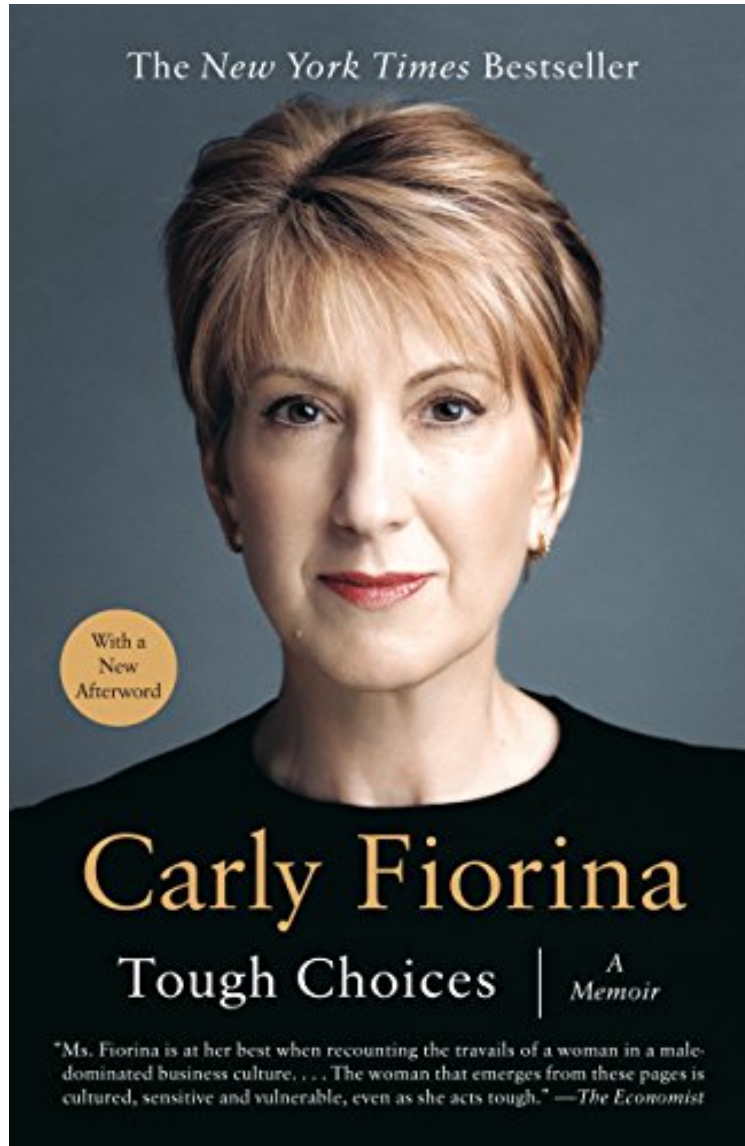


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## Tough Choices: A Memoir

Carly Fiorina

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**Carly Fiorina : Tough Choices: A Memoir** before purchasing it in order to gage whether or not it would be worth my time, and all praised Tough Choices: A Memoir:

0 of 0 people found the following review helpful. Carly got a bum deal!By Barbara McArthurDespite what Carly says, the firing by HP did leave a big mark in her life, and she does tend to go over and over it. I think those who aspire to work and succeed with a large coporation will learn a great deal from this book. It's not only one woman's tough climb that's informative, it's also how the corporation, HP, works - which may be similar to other corporations. It's obvious to me that HP didn't give Carly the credit she deserved for bringing the company to a new level. Essentially, they handed

her the reins and said, save HP, and when she put the machinery in motion to do just that, they criticized her for going ahead without consulting the Board as much as they wished. She got a bum deal, but it's time to put that aside and put all energies into the new task at hand! I like her, and enjoyed reading her story. 0 of 0 people found the following review helpful. Great book By Jacob I really really admire this woman. Didn't hear much about her until the 2016 presidential race but once I started hearing her speak at the debates and reading up on who she is I became fascinated. She is clearly one of the most capable and efficient human beings to ever enter the world of politics, and if ppl in this country had the brains to elect her she would cut out and solve a lot of the problems we are dealing with. Her story is inspiring and empowering for anyone who thinks they "can't do it". She came from the bottom of the employment world and climbed to the top using determination and courage. 0 of 0 people found the following review helpful. Defining Moments By Edward J. Barton It took me 10 years to get around to reading a book I got back in 2007 - and time makes the book better. With the 20/20 hindsight of both history and my own business experience, Fiorina's memoirs bring the challenges of corporate transformation and governance to light. Sometimes bogging down a bit, Fiorina tells a familiar story of expectations, corporate politics and the challenges of business combinations. An informative look into some of the most professionally and personally defining moments of a woman now running for president. You will appreciate her more after reading the book.

The New York Times bestseller by the most talked about woman in American business. For five and a half years, Carly Fiorina led Hewlett-Packard through major internal changes, the worst technology slump in decades, and the most controversial merger in high-tech history. Yet just as things were about to turn around, she was abruptly fired, making front-page news around the world. Fiorina has been the subject of endless debate and speculation. But she has never spoken publicly about crucial details of her time at HP, about the mysterious circumstances of her firing, or about many other aspects of her landmark career. Until now. In this extraordinarily candid memoir, she reveals the private person behind the public persona. She shares her triumphs and failures, her deepest fears and most painful confrontations. She shows us what it was like to be an ambitious young woman at stodgy old ATT and then a fast-track executive during the spin-off of Lucent Technologies. Above all, she describes how she drove the transformation of legendary but deeply troubled HP, in the face of fierce opposition. One of Fiorina's big themes is that in the end business isn't just about numbers; it's about people. This book goes beyond the caricature of the powerful woman executive to show who she really is and what the rest of us male or female, in business or not can learn from the tough choices she made along the way. From the Trade Paperback edition.

.com For her six years as CEO of technology giant Hewlett-Packard, Carly Fiorina was one of the most public faces in business, consistently chosen as the most powerful woman in corporate America. But after being ousted by the HP board of directors in early 2005, she stepped away from the spotlight. She returns to the public eye with her new memoir, *Tough Choices*, the story of her tenure at HP and of her unprecedented--and unexpected--rise to the top. While much of the early attention to the book will no doubt focus on her battles with the HP board and her dismissal--and she lays out her side of that story in full detail--what is more likely to give her book a wide and lasting readership is her account of the choices she made to get to that point. As she says, she never expected to become a captain of industry; she never planned to go into business at all. But what she found, as she tells in a straightforward, personal style, was that she had a talent and a taste for working with people and making the kinds of decisions that business leadership requires. In a series of "tough choices" that give her book its name, she gravitated toward the most challenging paths that were offered her. Those choices, which many around her told her not to make, were what led her to the top in record time. She visited the .com offices to give a talk to our employees about the book before it was published, and we were so impressed with what she had to say--and the open and focused way she said it--that we wanted to share some of her visit with you. Click on the image below to watch a section of her talk that explains what fear and choice have to do with leadership: Watch Carly Fiorina talk about *Tough Choices* Two Tough Choices We also asked her to tell us here about two of the many tough choices she writes about in the book: .com: Why did you decide to drop out of law school, and why was that a hard decision? Fiorina: I went to UCLA Law School mainly because my father was a lawyer and he encouraged me to follow in his footsteps. From the very first day it left me cold. Although I could respect the law, I felt no passion for it. I had terrible headaches every day and barely slept for months. When my father came to visit, I told him I hated it. He was concerned, but he didn't want me to quit. He had always taught me that quitting was the same as failure--you stuck it out, even in a tough situation. And so, although I had planned to tell him I'd decided to leave law school, I didn't. I went back and stuck it out for another month. Then I came home one weekend to visit. I was in turmoil. As dramatic as it sounds, I had an epiphany while taking a shower on Sunday morning. My body had been trying to tell me something with all those months of headaches. I suddenly realized I had no idea why I was in law school at all. At twenty-two, at that moment, it finally dawned on me that my life couldn't be about pleasing my parents. I think of that as the day I grew up. I had made a truly difficult decision on my own. .com: Tell us about the time when you were a junior sales person at ATT, and you had to choose whether or not to attend a meeting at a strip club. Fiorina: One day my senior colleague, David, let me know that the two of our

most important customers were coming to town for a meeting. I was delighted. It would be great to have my first introduction to these customers come from a veteran like him. The day before the meeting, David came to my cubicle. "You know, Carly, I'm really sorry. I know we'd planned to have you meet the two directors. The thing is, they have a favorite restaurant here in D.C., and they've requested that we meet there. It's the Board Room. So I don't think you'll be able to join us." This didn't make any sense to me, until someone else explained that the Board Room was an upscale strip club for businessmen. Between acts, the young women who worked there would dress in see-through baby-doll negligees and dance on top of the tables while the patrons ate lunch. I was both very embarrassed and very anxious. I sat in the ladies' room to think about it in private, and worked myself into a state of near panic. I had no idea what I was supposed to do in this situation. I couldn't tell myself it didn't matter--it clearly was important to meet these clients and to convince David that I should be taken seriously. It never occurred to me to be outraged and demand that they not go--and that wouldn't have worked anyway. Finally, I went to David's desk and said, "You know, I hope it won't make you too uncomfortable, but I think I'm going to go to lunch anyway. I'll meet you all there." You could have heard a pin drop in the office as everyone watched this scenario unfold. What happened the next day at the strip club is a funny story, but I'll save that one for the book.

From Publishers Weekly [Signature] ed by Robin Wolaner

Fiorina may have had tough choices, but readers have an easy one: start at page 150 and read the Hewlett-Packard story first. As Carly Fiorina, the famously fired CEO of HP, vividly dissects the company's business, board and structural problems, her management views and talents are clearly visible. She also makes a compelling case for why she deserves some credit for the 2005-2006 turnaround. Less compelling are her claims that her introduction as CEO of HP was marred because "the one question we didn't prepare for was the question most frequently asked... about my gender." (Uh-huh.) When Fiorina dishes the board members, it's delish, especially when citing George "Jay" Keyworth's stated belief that "anyone who had leaked confidential Board conversations to the press shouldn't be allowed in the boardroom." (A wonderful irony since he initially refused to resign during the recent HP scandal when he was revealed as the source of confidential leaks.) Much of what Fiorina writes about the board will be in the news around this book's release, but her revelations are valuable beyond gossip--because shareholders are demanding accountability from boards, it's fascinating to be inside a deeply dysfunctional boardroom. And it's just plain fun to see her settle some scores. The start of her memoir, however, is a tedious telling of her rise through the corporate ranks at ATT and Lucent. It's not clear exactly what the business challenges were--the main thing she emphasizes about Lucent is her fondness for the "bold, red logo." These early chapters are filled with numbing passages: "In other words, our value-add would be to get everyone on the same page. Any organization is stronger when people are aligned to act together, instead of working at cross-purposes." While I didn't come away with a sense of Carly Fiorina's personality--much of what she writes about herself is unconvincing--her book does shed light on the complexities of running a giant corporation. I also learned that I'd bought into media coverage of Carly Fiorina that was superficial at best and misleading at worst. I owe her an apology for that, and she owes her readers one for not hiring (or heeding) a good editor to make her message more riveting. (Oct. 9)

Robin Wolaner is the founder of Parenting magazine, former CEO of Sunset Publishing and author of *Naked in the Boardroom: A CEO Bares Her Secrets So You Can Transform Your Career* (Fireside, 2005). Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. A very engaging read.... Many readers will identify with Fiorina as she describes her rise from a solid middle-class background and her life as a loving and dutiful daughter.... Chapters dealing with her meteoric rise through Lucent are excellent: Women will find them particularly interesting as she lays to rest the myth of the glass ceiling.... Not unexpectedly, half of *Tough Choices* deals with HP, and it will surely be a must-read for employees and friends of the company. -- Business Week

Fiorina wrote the book herself, without a ghostwriter, and it's well-written.... When she talks about her own life and how she dealt with the challenges that she faced, we get a glimpse of the human behind the PowerPoint presentations. Readers who buy the book hoping to learn more about her personal life won't be disappointed. Nor will those who want to understand how her childhood and family life influenced her choices. But this is a book about work, written by a business leader whose work was her life. -- Forbes

Most executive memoirs--even the good ones--are sunny to a fault. In their retrospective accounts, heroes like GE's Jack Welch or IBM's Lou Gerstner win most of their battles, thank the many subordinates who helped and offer sage advice along the way. But what if a former boss decided instead to write a really snarky book, sharing all the nastiness--the back-stabbing, grudge-holding and rival-bashing--that must be part of life at the top? What would it be like? We no longer have to imagine. Carly Fiorina has written exactly such a memoir. -- The Wall Street Journal

Ms. Fiorina is at her best when recounting the travails of a woman in a male-dominated business culture.... [She] is also good in her psychological descriptions of the constant betrayals that occur in corporate bureaucracies. The woman that emerges from these pages is cultured, sensitive and vulnerable, even as she acts tough. -- The Economist

Much of what Fiorina writes about the board will be in the news around this book's release, but her revelations are valuable beyond gossip--because shareholders are demanding accountability from boards, it's fascinating to be inside a deeply dysfunctional boardroom. And it's just plain fun to see her settle some scores. -- Publishers Weekly

The memoir of fallen HP leader Carly Fiorina, once America's most powerful woman chief executive, paints an unsparring picture of internal power struggles and gender politics.... The book breaks with the

anodyne genre of corporate autobiography that is typically long on management philosophy and short on personal revelation. She pulls no punches criticising former colleagues, board members, and underlings. -- Reuters[It] reads like a business soap opera, with Fiorina casting herself as the misunderstood, embattled but earnest heroine.... But Tough Choices also dishes. It is part Kitty Kelley tell-all, part CEO autobiography. The book casts fresh light on the personalities currently embroiled in the scandal over HP's investigation into boardroom leaks, which has resulted in criminal charges. -- San Jose Mercury News