The Hard Thing About Hard Things Building A Business When There Are No Easy Answers

???? ??????????????????? ??"????"??

??? ?????MRT
??……????????????????????? ?????elish
??? ???????
??? ???????
??? ?????MRW
??? ?????vernier
??? ??????? ???
??????? ??? ???????
??? ?????Astraes
??? ???????
??? ???????
??? ???????
??? ?????Heero
??? ????????
??? ?????Enzozach
????????????????????????????????????,?????????,????????,?????????????????,?????????
3??????1??? ——????????? ????????????????????????????????????? ?????????????????????????? ?????????????
??

??Soledad O'Brien?????????Starfish Media Group????
??Arianna Huffington????????The Huffington Post???? ????????????????????????????????
??Tory Burch??????CEO???? ????……??Robert D. Putnam????????????
??Amy Cuddy????????? ??Sonja Lyubomirsky???????????? ??Barbara Fredrickson????????????
??Joel Klein???????????? ??Ed Viesturs???????????? ????……??

dad then became the editor of the famous New Left magazine, Ramparts. When Ben was five, his family moved to Bonita Avenue, a middle-class Berkeley neighborhood. One day, a friend of Ben’s older brother, Roger, pointed to an African American kid down the block who happened to be riding in a red wagon. Roger dared Ben to go tell the kid to give him his wagon, and if he refused,to spit in his face and call him a racial epithet. Roger wasn’t a racist and did not come from a bad family. Ben later found out that he had schizophrenia. He had wanted to see a fight. Ben was afraid of Roger, and his demand put him in a very tough situation. He thought Roger would beat him up if he didn’t do what he told him to do. He was also afraid to ask for the wagon. He walked toward the boy and when he got near enough, he said, “Can I ride in your wagon?” The boy, Joel Clark Jr., said, “Sure.” Ben turned to look at Roger and saw that he was gone. Ben went on to play with Joel all day, and they have been best friends ever since. That experience taught Ben that being scared didn’t mean he was gutless. He learned that what he did mattered and determined whether he would be a hero or a coward. If he had completely followed Roger’s order, he would have never met his best friend. He also learned not to judge things by appearance alone. If a...

????????????? ?????????????????????? ????????????? ????????????? ————????????????????????????————
????????——????????????????????? ????????????????????????????????????? ????????????????????????????????????? ?????????? ?????????????????????????????????????

???? ? ????????20??????????????????????? ? ??????????????????????260?????????? StarZ ??????????? ?
??40??????????????2500??? ? ??? ? ????20??????????1? ? NPR????20???????????? ?
??????????????????????1? ? RITA??????????? ? ??????????? ? ?????????????? ? ??Corine????????????????????? ?
Goodreads????20?????????????1? ? Goodreads???????????????3? ? ?????????????????? ? ????????????????????
??????????????????????????????????????? ????????150??? ?? ???????? ????? ????????????
???? ?????? ? ????????????????????????????????
??
??
??……. ? ?2013~2014???????? ?
??1?????????????????????????5.5??????????????????2013?????????????????????2014?????
??2014?10?????????150??
??This Beautiful
Life??????????Helen Schulman?? ??