



How to Castrate a Bull: Unexpected Lessons on Risk, Growth, and Success in Business

Dave Hitz

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Dave Hitz likes to solve fun problems. He didn't set out to be a Silicon Valley icon, a business visionary, or even a billionaire. But he became all three. It turns out that business is a mosaic of interesting puzzles like managing risk, developing and reversing strategies, and looking into the future by deconstructing the past.

As a founder of NetApp, a data storage firm that began as an idea scribbled on a placemat and now takes in \$4 billion a year, Hitz has seen his company go through every major cycle in business—from the Jack-of-All-Trades mentality of a start-up, through the tumultuous period of the IPO and the dot-com bust, and finally to a mature enterprise company. NetApp is one of the fastest-growing computer companies ever, and for six years in a row it has been on *Fortune* magazine's list of Best Companies to Work For. Not bad for a high school dropout who began his business career selling his blood for money and typing the names of diseases onto index cards.

With colorful examples and anecdotes, *How to Castrate a Bull* is a story for everyone interested in understanding business, the reasons why companies succeed and fail, and how powerful lessons often come from strange and unexpected places.

Dave Hitz co-founded NetApp in 1992 with James Lau and Michael Malcolm. He served as a programmer, marketing evangelist, technical architect, and vice president of engineering. Presently, he is responsible for future strategy and direction for the company. Before his career in Silicon Valley, Dave worked as a cowboy, where he got valuable management experience by herding, branding, and castrating cattle.

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