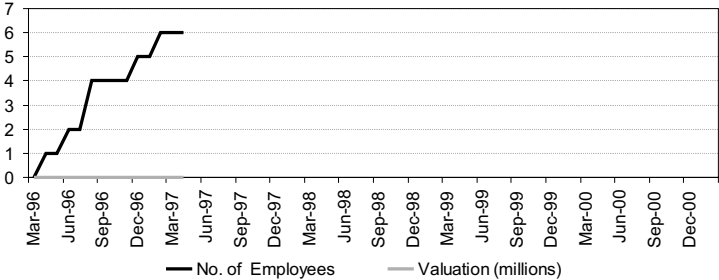


April 1997



The Mentor



When we entered this new society—the world of the technology start-up—we felt quite lost in some ways. It was difficult to know how to navigate the many established, yet unfamiliar channels of communication without a guide. Jeff and I were lucky.

We were referred to Jack by the large law firm he had left to start his own practice. We didn't think that a relationship with an attorney was a big deal. We just wanted someone who could help us set up a new corporation and negotiate a good agreement with Varian, that was all.

Jack didn't work that way. He was a big, warm man with eyes that expressed enthusiasm for any challenge—a man full of charming eccentricities, eternally late for meetings, always sliding into the room with apologies, offering drinks and food left over from his previous meetings.

At our first meeting with him, Jack's eagerness and respect for innovation quickly put us at ease. He asked good questions, about us and about our business. He paid attention to what we said, but I felt him probing us with his eyes more than with his ears. I could see that he was making a quick decision about Jeff and me—not about the company we were forming. He was someone who relied on his intuition. We liked him very much.

After a half-hour of questions, he began to brainstorm ideas on how we could expand our business. Some suggestions were laser sharp, others wildly off course, but all were welcome. He suggested that we should get some investment money to grow our ideas. We hadn't thought about that possibility. We figured we would have enough money to get us through to profitability. So Jeff said, "No, we don't think we'll need any money."

But it *was* reassuring to know someone familiar with raising money, if for some reason we were to need extra money someday.