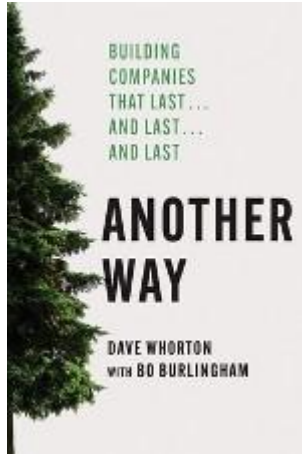


## PM WORLD BOOK REVIEW <sup>1</sup>



Book Title: ***Another Way: Building Companies That Last... and Last... and Last***

Author: **Dave Whorton with Bo Burlingham**

Publisher: HBR Press - Boston, Massachusetts

List Price: \$32.00

Format: Hardcover, 202 pages

Publication Date: May 2025 ISBN: 979-8-89279-113-7

Reviewer: **Gauranga Deka, PMP**

Review Date: August 2025

### Introduction

The book “Another Way: Building Companies That Last...and Last...and Last” is a thoughtful attempt by the authors Dave Whorton and Bo Burlingham to explore an alternative way to conceptualize, build and sustain high value companies rather than to follow a “Get-Big-Fast” principle each time. This book describes seven principles that defines an evergreen company. It also gives the founders and the business leaders, some level of realistic confidence that, though difficult, it is possible to build and run successful organization that can sustain for a very long time following a rather traditional approach.

### Overview of Book’s Structure

This book is divided into three distinct parts having to total of thirteen chapters. Each chapter represents a set of distinct principles and thoughts with solid explanation and citing appropriate examples.

#### PART ONE - GET BIG FAST

- Chapter 1 - The Education of a Silicon Valley VC
- Chapter 2 - Two Roads Diverged
- Chapter 3 - To the Valley

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<sup>1</sup> How to cite this work: Deka, G. (2025). Another Way: Building Companies That Last... and Last... and Last, book review, *PM World Journal*, Vol. XIV, Issue IV, April.

## PART TWO- A LEARNING JOURNEY

- Chapter 4 - Gathering in Sun Valley
- Chapter 5 - Launch
- Chapter 6 - Exemplar
- Chapter 7 - Valley of Doubt
- Chapter 8 - A Great Game
- Chapter 9 - Breakthrough

## PART THREE- THE EVERGREEN ADVANTAGE

- Chapter 10 - A Forest of Evergreens
- Chapter 11 - Big Evergreens
- Chapter 12 - Evergreens' Nine Rules of Innovation
- Chapter 13 - It's about Time

### Highlights

In the book “Another Way: Building Companies That Last...and Last...and Last” (Harvard Business Review Press - Boston, Massachusetts, 2025), the authors brought up an idea of “Evergreen Companies”. The primary author Dave Whorton was a former venture capitalist. He, along with Bo Burlingham made a commendable attempt to establish that there's a better way to build valuable companies than the current Silicon Valley model of “Get-Big-Fast”.

The book elaborates what it calls the “Evergreen model” using the 7Ps Principles. Seven Defining Characteristics of Evergreen Companies are –

- **Purpose:**  
To have a compelling reason for existence (like a North STAR)
- **Perseverance:**  
Having the ambition and the determination to overcome difficulties and keep pursuing the goal
- **People First:**  
Building a “people first” culture by developing an engaged workforce. The workforce must be motivated by a sense of purpose, culture as well as by total compensation, in the belief that by taking care of them, they will take care of the customers, suppliers, partners, communities and their families in return.
- **Private:**  
To take advantages of private companies in order to have a long-term view around strategies and to have operational flexibility
- **Profit:**  
Not mistaking profit as the sole purpose of the business but still recognizing it as an essential component to run a business.

- **Paced Growth:**  
Having the discipline to focus on long-term mission, vision & strategy, for consistent and steady growth
- **Pragmatic Innovation:**  
Encouraging innovation at all levels. Embracing a culture of continuous-improvement. Strive for excellence with calculated risk tolerance.

### **Highlights: What I liked!**

I liked the concept of “Evergreen Companies”. The authors skillfully described how the evergreen companies operate in alignment with the seven principles. These 7P’s work together as a system. Like all systems, it is just not feasible to optimize one or another, it must be looked into from a holistic perspective. In my mind capitalism is not about wealth generation for the investors’ alone. It’s also about building enterprises that benefits all sections of a society and sustaining it for a long period of time.

### **Who might benefit from the Book**

This book will be useful for different segments of people in the business. The first set of audiences are entrepreneurs & venture capitalists (VCs) who can explore alternative ideas to build high-value companies instead of using only the “get-big-fast” approach. This book also likely to help those who either already or wanting to build companies that would last for generations. Finally, this book would also help practicing mid/senior level executives in re-navigating organizational mission, vision, building multi-year roadmaps and sustainable teams. This book can also be used as a reference material in curriculum of integrated project management courses in any engineering or management institution.

### **Conclusion**

The book “Another Way: Building Companies That Last...and Last...and Last” by Dave Whorton & Bo Burlingham contains thoughtful yet pragmatic analysis and suggestions of alternative options for building/running companies that survives several generations. The authors skillfully described how the evergreen companies operate in alignment with the seven principles (7P’s). These 7P’s work together as a system. This book will be useful for different segments of people in the business, including entrepreneurs, venture capitalists (VCs), mid or senior level executives. It can also be used as a reference material in curriculum of integrated project management courses. This book also makes an effort to provide a social perspective that is reflective and practical.

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For more about this book, go to: <https://store.hbr.org/product/another-way-building-companies-that-last-and-last-and-last/10811>

## About the Reviewer



### Gauranga Dekka

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**Gauranga Dekka**, PMP, PMI-ACP, SAFe SPC4 is an IT Project Manager with expertise in building complex software solutions. Currently, he is a member of Project Management Institute & PMI Dallas Chapter. In last 20+ years, he has been leading critical roles in the development of very large, complex, mission critical software applications in Banking/Financial Services Domain. He is well versed in Data Engineering & Analytics, AI, Information Security, Agile, Scaled Agile framework (SAFe) & Water fall model of software development process. Mr. Dekka has authored & published scholarly articles on software project management topics. He regularly reviews articles on the project management area, some of which are published on PM World Journals periodically. As a mentor specialist of PMI Dallas Chapter, he guides young project managers/agile practitioners in the Dallas-Fort Worth Metropolitan Area & also participates on expert panel to discuss important topics that influences contemporary project management processes in the PM Symposium at the University of Texas at Dallas TX.

Gauranga Dekka received his B.S. in Mechanical Engineering from MANIT, Bhopal & Executive MBA from Indian Institute of Management, Bangalore.

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