# **W01 Reflection Write-Up: Ricardo Semler**

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BUS 321: Organizational Leadership

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In the different articles, the question raised was about which leadership is the most

effective. Indeed, we often think of a leader as someone who stands out and leads with

authority and assurance. Even though these are some necessary qualities, they might not

always be the ones that would work the best.

Ricardo Semler experienced some health problem due to overstress. He also said that he

did not have enough time to consecrate to his wife and children. His time was entirely

dedicated to his business and managing the huge amount of people therein. Because this

situation wasn’t possible in a long time without suffering pain and stress, he decided to

change his leadership style in trusting his employees and giving them more freedom.

Semler’s leadership style was a coercive style leadership. The article states that

“Ricardo’s autocratic leadership style was wreaking havoc on his employees and the

company. […] Two very different philosophical camps had formed: those who felt the

controlling culture was necessary to get people to do their work; and those who found

Semco’s environment suffocating.”

The definition of a coercive leadership is given in “Leadership get Results” as: This “Do

what I say” approach can be very effective in a turnaround situation, a natural disaster, or

when working with problem employees. But in most situations, coercive leadership

inhibits the organization’s flexibility and dampens employees’ motivation. “Which is

exactly how the employees of Semco felt.

My leadership style according to leadership gets results would be the affiliative style. I

am someone that naturally is turned to others. I can understand their problems and help

them in becoming better. Thanks to that, I have a great relationship with people, but the

drawback is the lack of performances in the task we are performing.

I would rather have as my boss the later Ricardo Semler, I feel that when I am working in

a pleasant environment and my boss trust me, I have a greater desire to come to

work and perform well my work. I appreciate the fact that my ideas are considered, and I

am a part of a company and have an importance in it.

In the same instance, I love when people are self-disciplined and know what to do. It

gives them more importance and a greater responsibility. Because they are responsible of

their acts and doings, they can grow as a person and lift their family and community. I

would then rather have the later Ricardo Semler to have work for me.

As mentioned in the article titled: Leader That Gets Results; “The best leaders don’t

know just one style of leadership – they’re skilled at several and have flexibility to switch

between styles as the circumstances dictate.” Semler had a mix of an affiliative and

democrative style. This style works very well on a well develop business, but I don’t

think that this style would have been highly effective if a new business was created, and

people weren’t united. I also would not think that it would have worked if the business

would have shut down and they were trying to come back into where they were once.

Love is a greater motivation than fear. The scriptures states that perfect loves banish fear

and that what greater sacrifice than greater love hath no man that lay down his life for his

friend. I believe that when people are very united in the objectives and the trust in there.

Even employees would be ready to sacrifice themselves to achieve the envisioned goals.

But I am also aware that fear is also a very powerful way to make people do the things

that should be done, it might even be efficient in a short term but not in a long-term

thinking.

We have to understand that even though the results are very important, and this is mainly

the reason why leaders are hired. We are working with people and not objects, therefore,

I believe that the ends do not justify the means. In all work field, having a strong ethic is

primordial, without ethic no progress can be made.

## References

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