LEADERSHIP STYLES

APPLE INC.

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Abstract

In this report, we are covering Apple Inc. and their Leadership styles of all time. As apple was started in a small garage and now it is one of the most valuable company of the world. This report is to show how leadership styles are important for any company. It can lead to success and if not followed can produce a destructive results. Apple Inc. was firstly started by Steve Jobs, Ronald Wayne and Steve Wozniak. But later on it become a multinational company which products are widely used all over the world. The reason of Apple success is hardworking and right leadership styles which were implemented on right times. Nobody is perfect and every company have some weaknesses but apple overcame their weakness were positively and show there strength. They changed their approach when needed. Many C.E.Os lead apple but one of the most successful era of Apple was from (1997 to 2011) when Steve Jobs become the C.E.O of Apple he lead the company with his brilliant mind and his extraordinary leadership style. As he was one of the Co-Founder of Apple and was very much devoted to company he work really hard to take apple out of crisis and take it to the peak. SWOT analysis of Leadership styles shows that which leadership style was feasible for Apple and which make them to loss. History of Apple Inc. show's that Apple was continuously producing good products. But there were less sales as expected, because there were wrong leadership styles. Steve Jobs was a perfect leader for Apple as he have some vision, he was skillful, hardworking and devoted to the company that is the reason in his era of leadership Apple Inc. starts progress. Apple in Steve Jobs leadership produces high profits. Now, how leadership styles

are important? Yes it important because right leadership style creates a positive impact on your employees who work hard for company. It gives them motivation, courage and to bring innovations. Apple widely used Charismatic and Innovative leadership style. Other styles were also used but these two were the mostly used and become the reason of success. As we compare Apple before 1997 and after 2011 so there is a great change in this as Steve Jobs was the key factor for the success of Apple.

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INTRODUCTION TO LEADERSHIP STYLES AT APPLE

History of Apple

Apple Inc. was discovered in a garage. Three friends Steve Jobs, Steve Wozniak and Ronald Wayne started this company. Steve Jobs and Steve Wozniak both were working on gaming company in Silicon Valley (Jobs for Atari and Wozniak for Hewlett-Packard). Wozniak had been dabbling in computer-design for some time when, in 1976, he designed what would become the Apple I. So here on 1-April-1976 apple was born with two peoples because Ronald Wayne sold his shares for just $800. Founders Steve Jobs and Steve Wozniak created Apple Computer on April 1, 1976, and incorporated the company on January 3, 1977, in Cupertino, California.

When his friend Ronald Wayne left Apple Computers, Steve jobs worked hard to control the financial issues of the company.

The first Apple Computer Apple I was sold on $666.66. After seeing this great efforts multimillionaire Mike Markulla invested $92000 on Apple Computers. So Apple Computers was incorporated now and Mike Scotts become first President of Apple Computers. In June 1977 Apple II was on sale. In 1980, they invented the (PARC OS) which was unsuccessful.

In 1980 they started working on a Project name "Macintosh" and Apple goes public. Later Apple was in financial crises and had to lay off 40 employees and Wozniak was injured in a plane crash and was on leave. In March, Steve Jobs become the new Chairman. After unstoppable efforts Apple becomes the fastest

growing industry in 1983. Later on in 1985 Wozniak decided to resign from Apple. And Jobs was alone with vision now he was working with Suclley. And thinks that Suclley don't know anything about Computer Industry and planned to Stage their latest researched alone by sending him to China for meeting falsely. But on last time someone leaked information and both of them started arguing results Steve Jobs to resign from Apple Computers.

Steve Jobs decided to discover new company name NEXT Inc. and was hiring Apple employees in it. As new company was looking for funds and it was a start slowly.

In 1986, Apple introduces MAC SE and MAC II. From 1987 to 1996 there was continuous rise and fall in Apple Computers. In this era they created Newton Message Pad but was unsuccessful New CEO Michael Spindler. In 1994, Apple releases it first power Macintosh Desktop and Start licensing MAC OS.

In 1996, Apples 20th Anniversary it took over Job's NEXT Inc. for $430 and due to deal Jobs have to come back to Apple Computers Inc. But the problem for Apple was remain there, as they were working hard and on innovations but sales was not up to mark or to expectation. Steve was working hard to solve this problems and become iCEO of Apple in 1997.

In past 5 years Apple stocks was very lower and there were a lot of decisions to be made with in short time. Jobs started changing the Structure of The Company. Including the cancelation of some projects, And in ground breaking news session he announced Alliance with Microsoft for $150 in return they will provide Internet Explorer and Office 98 in there MAC OS. Microsoft agrees to this because of GUI problem as they stolen Apple idea and to hide this news they deal with Apple

which gave Apple a new life. Sharp mind of Jobs started rise of Apple. To stay away from clones he bought license of MAC OS from IBM and Motorolla. Later he announced the new innovations in Apple and latest technologies which was PowerMac G3, and the PowerBook G3. The Apple Store was a runaway success, and within a week was the third-largest E-Commerce site on the web. And had two successful quarters of $44 Million and $57 Million most profitable ever. In May, he announced a Educational App Store and new design for Mac called iMac. Now Apple was on right path and scored another consecutive successful quarter of $101. In year 1999 he announced iTools which turn to be profitable for APPLE.

In 2001, there was slow industry for computers, Jobs took advantage of it and announced that there will be electronic devices such as, Digital camera, Mp3 player on Apple Stores now. And try to retain their profits.

Jobs was behind the iPod, the release of the iTunes music service and the iPhone. Not satisfied with innovating the mobile phone, Jobs helped create the iPad tablet and began making the Mac brand of computers sleeker and smaller.

The word "I" becomes specific for all Apples devices such as iPhones, iMac, Itunes etc. And the company name was reduced to Apple Inc. because now it was more than a computer. Now Apple was expanding in computers and electronic gadgets also as day by day new innovations were made App Store, iPhone , iPad , iPod Touch, iTunes and many more.

Jobs announced his retirement on August 24 2011, stating that he believed he was unable to fulfil the role that was expected of him. That was not true , because he made Apple the Successful brand in the world.

Taking over from Steve Jobs as of today, Tim Cook is known for being a calm, collected and quiet man, quite unlike the very animated style of his predecessor. Although his work style is fairly intensive to the point that he is often described as a "workaholic". Launches iPhone 5, 5s, 6, 6s and Macbook Air 2 which is being a great success so far.

SIGNIFICANCE OF LEADERSHIP STYLES:

Selection of right Leadership styles on right time is very important. A leaderless organization is like Army without Generals. Leader is not only important to put them in one direction but also to guide them on right way.

Leaders use different leadership styles to control different situations. Without these leadership styles a company or an organization cannot progress to success.

1**. Charismatic**

In this leader style, Influences others through power of personality and motivate others to work for team and believe in team.

When to use: To raise team morale and in expanding organization.

Impact: Increases risk

2. **Innovative**

In this leader style, the leader can see what is not working and brings new thinking and action into play.

When to Use: It is used to create working climate and to motivate them to bring new ideas and innovations.

Impact: Risk taking is increased for all but Failures don't impede progress.Team enjoys there work and it was there demanded and everyone got chane to share their ideas.

3. **Command and Control**

In this leader style, Follows the rules and expects others to do the same

When to Use: In situations of real urgency with no time for discussion and When safety is at stake. In critical situations , involving financial, legal, or HR issues. Especially, In meetings inflexible deadlines as it demands immediate compliance

Impact: If used too much, feels restrictive and limits others' ability to develop their own leadership skills.

4. **Laissez-Faire**

In this leader style, Monitors everyone indirectly and check their performance regularly.

When to Use: When team is working on a project and they have to complete it by specific date.

Impact: Team become skilled and able to handle pressure. And good results lead to job satisfaction.

5. **Pace Setter**

In this leader style, the pace is set for the team to work in specific time with specific resources.

When to Use: When staff are self-motivated and highly skilled, able to embrace new projects and move with speed. When results are critical and much work is needed in little time.

Impact: Cannot be sustained too long, as staff may "burn out" from demanding pace

6. **Servant**

In this leader style, Puts service to others before self-interest and Includes the whole team in decision making. Provides tools to get the job done

When to Use: When leader is elected to a team, organization, committee, or community

Impact: Organizations with these leaders often seen on "best places to work" list. Can create a positive culture and lead to high morale

7. **Situational**

In this leader style, Includes being directing and supportive, while empowering and coaching

When to Use: Where ongoing procedures need refinement, reinvention, or retirement

Impact: Can reduce uncertainty as leader adapts behavior appropriately

8. **Transformational**

In this leader style, The leader has to be transformational and have to transform team when needed. Should be the ideal or role model for team.

When to Use: To encourage the group to pursue innovative and creative ideas and actions, motivate the group by strengthening team optimism, enthusiasm, and commitment

Impact: Can lead to high productivity and engagement from all team members

9. **Autocratic**

An autocratic leader take all the power and make decisions on his own without consulting others.

When to use: when your organizations needs immediate decisions and you have the ability to do so.

Impact: If the leader is not aware of all the circumstances, the results would be destructing. Otherwise it will be productive.

PRACTICAL STUDY OF APPLE INC. WRT LEADERSHIP STYLES

1977 to 1981 – Michael Scott

Personal Profile

Michael Scott came to Apple from National Semiconductor after being persuaded by Apple's third employee Mike Markkula (more on him later) to take the position as the company's first CEO as both Steve Jobs and Steve Wozniak were seen to be too inexperienced for the role.

Autocratic Leadership Style:

After getting into power, he fired 40 employees which make half team of apple 2. This action is refered to the context of autocratic style, that leader makes decision himself without consultation of his employees.

He was quoted stating that he would quit Apple when being the CEO was no longer fun, but he changed his mind stating that when it was no longer fun he would fire more people until it was fun again (Brian, 2011). This simply deduce his autocratic style.

1981 to 1983 – Mike Markkula

Personal Profile

Mike Markkula became an investor in Apple – providing it with $250,000 ($80,000 as an equity investment in the company and $170,000 as a loan) – also becoming its third employee in 1977.

As CEO, he helped to market the first two Apple computers, providing the company with credit and venture capital. He originally said that he would remain at Apple for four years but stayed longer, serving as chairman from 1985 until 1997, when a new board was formed after Jobs returned to the company.

Autocratic Leadership Style

Like Michael Scott, Markkula also attained autocratic style. Actually, Apple needed this leadership style at that time due to weak startup. As a CEO he has to take control of powers since Jobs and Woz were too inexperienced for running efficient business.

Democratic leadership Style

Markkula, after getting Sculley as new CEO, get himself in board of directors. Now he has to change his attitude towards democratic which was that need of situation. A democratic manager has to share the work load in order to get things

accomplished (Jackson, 2013). As Apple grew, managers had to start delegating and Markkula was good example of this.

1983 to 1993 – John Sculley

Personal Profile

Sculley, former CEO PepsiCo was hired as CEO at Apple to grow their market. Being a marketing expert, high results were expected under his leadership but unfortunately results were disappointing. He had very little knowledge in technology and was unable to understand the meetings. He had given freedom to employees to do whatever is in favor of company.

However his strategy as CEO saw Apple incur in high engineering, manufacturing, and marketing costs, with its products causing market confusion.

Lassiez Faire management

John Sculley's business style was also different from those that he followed as CEO and those that he worked with in Steve Jobs. Scully had very little technology experience and had to defer to Jobs and other engineers because he had very little understanding of what they were doing (Hormby, 2006). This type of management is considered a Lassiez Faire management. Lassiez Faire Management style is when the manager gives their employees the freedom to do what they believe should be done without interference (Jackson, 2013).

Conclusion:

Sculley's leadership style afforded in individuals the opportunity to do what needed to be done, however because he became more and more detached as

time went on it hurt Apple from making the decisions that needed to be made in order to continue to be profitabe (Fatsis, 1993). Although subordinates do enjoy the freedom to make decisions, Apple lacked the strong leadership from the CEO position to make the appropriate decisions to change with the market (Hormby, 2006).

1993 to 1996 – Michael Spindler

Personal Profile

Michael Spindler worked his way up through the ranks in Apple's European operations, becoming Apple Europe's President, replacing John Sculley as CEO in 1993.

Spindler was a great strategist. He reorganize the company structure and had to fire more than 2500 employees.

Autocratic Leadership Style

He worked to recover the profit loss made by Sculley. In this reference he made some cost cutting policies, firing people. This caused a decline in the morale of employees. This can be referenced to autocratic style since he took all power in hand and make frequent decisions.

Failure

Although he made a growth of 15% in apple market share but failed with the launch of windows 97. This caused Markkula to ask for his resignation.

1996 to 1997 – Gil Amelio

Personal Profile

Gil Amelio was the CEO of National Semiconductor before joining Apple in 1996, despite already being on the company's Board of Directors.

Amelio helped to overturn the company's low quality products and introduced Mac OS 8, buying Steve Jobs' NeXT for $429 million. Within a year, Apple's stock slumped to a 12 year low, leading to Amelio losing his job, after Steve Jobs convinced directors to cut the CEO.

Hands-On leadership Style

He was a hands-on type manager as he took the quality issues of Macintosh. In a 1 year period, he did much to cut cost, improve quality and bring revenue. He was behind merging Job's neXT.

, however he was never able to turn around Apple's financial issues of to gain consumer confidence. The major issue with Amelio was that Apple computers continued to decline in popularity (Bray, 1997).

This was the cause of his resignation.

STEVE JOBS 1997-2011

Personal Profile:

In the long development history of Apple, Steve Jobs's creativity and personalized charisma, great passion and strong vision had contributed greatly to the success that Apple has today.

Since his cancer diagnosis, he become more matured as leader and said that "I will live each day as the last day and focus on what is truly important because almost everything-all the external expectations, all pride, and fear of embarrassment or failure will fall away in the face of death" (Murphy 2009, p.79).

Leadership style analysis of Steve Jobs

Trait leadership theory

- **Literature review**

Trait leadership theory, together with attitudinal and situational leadership theories are considered as the three basic approaches in leadership theories (Hersey, Blanchard & Johnson 2001).

Bennis (1994, p.39) proposed that there are five ingredients of leadership (guiding vision, passion, integrity, curiosity and daring) and by possessing which one could be a successful leader.

- **Leadership traits of Steve Jobs**

  o **Risk taking and daring**

As one of the five ingredients of leadership, daring or risk taking is essential for a leader especially in today's disruptive environments that demand the need for flexibility to respond to such environments which means changes and the leadership trait of risk taking to perform the changes is very important. As in the case of Steve Jobs, he has been long been famous for taking risks in term of pursuing innovative products that is in his vision.

Highest compliments ever extended to him was given in 2007 by Bill Gates, the founder of Microsoft that "He has pursued that with incredible taste and elegance, and it has had a huge impact on the industry, innovation and risk taking" (Gallo 2011, p.221).

Passion

As for Steve Jobs, he is not simply work as a CEO of Apple; he always has great passion and love for the personal computer products.

It is reported that after the conference of the launch of the MacBook Air, John Markoff from the New York Times described Steve Jobs that his passion for personal computing came across even more so than it did when he was

performing on the stage as he told Markoff in exciting that "I am going to be the first one in line to buy one of the these. I've been lusting after this" (Gallo 2011, p.31).

And the passion that Steve Jobs has for the PC industry provides him with sufficient to him even after he had made a lot of fortune out the business.

o **Visionary**

Steve Jobs's innovative mind and idea not only come from his risk taking characteristic also comes from his brand vision. It is believed that "Great entrepreneurs are focused on today while the most innovative have a road map of where they will be tomorrow" (Gallo 2011, p.221). As complimented by Bill Gates, the founder of Microsoft, that Steve Jobs always dreams about and anticipate what the customers would expect in the future.

The leading adventuresome design of a touch-screen computer without a keyboard which was introduced in 2001 in iPod, and in the iPhone in 2007 was only due to Job's vision.

Situational leadership

• **Literature review**

Herbert Spencerclaimed that different situation call for different leadership characteristics which means that there is no single optimal psychographic profile

of a leader (Mehta 2009, p.161). An early situational leadership theory is Kurt Lewin's studies, from which and he claimed that there are three leadership styles related to forces within the leader, within the group members and within the situation: autocratic, democratic and laissez-faire.

- **Leadership behaviors of Steve Jobs**

In the early time before Steve Jobs left Apple, he led the company using a laissez-faire leadership style that was believed to contribute the creation of the technology-based products and many of which proved to be quite successful because of the environment brought by the laissez-faire leadership style and such environment did encourage the creativity of the employees (Pride, Hughes & Kapoor 2011, p.170).

But there are also constrains of using laissez-faire leadership such as that it is confirmed as being connected with the reason for low productivity (Bass, B. M., Bass, R. & Bass, R. R. 2008, p.451). As for Apple, the laissez-faire leadership style of Steve Jobs become to some extent ineffective and had made the company in disadvantage when competing with IBM after IBM's entry into the PC market. And this was one of the key reasons why Jobs was replaced by the tough John Scully who was known as a top-down decision maker (Clemens & Meyer 1987).

And after his return to Apple in 1996, Steve Jobs came with the leadership with some differences. He still requested for perfection and he was manipulative and demanding which his employees described as "autocratic" he said "My job is to not be easy on people. My job is to make them better. My job is to pull things together from different parts of the company and clear the ways and get the

resources for the key projects" (Kramer 201). Though laissez-faire leadership style and autocratic leadership behavior seems to be contradicting, they do co-exist in Steve Jobs's management practices as the CEO of Apple.

<u>Charismatic leadership</u>

- **Literature review**

Charisma could be defined as a person's ability to influence others based on a sort supernatural gift and attractive powers (Bertocci, D. I. & Bertocci, D. L. 2009, p.44). Accordingly, charismatic leadership is a relationship between a leader and one or more followers based on leader behaviors and attributes combined with favorable attributions on the part of followers (Pablo & Javidan 2004, p.196). The most significant difference between charismatic leadership and other leadership styles is that under a charismatic leadership the followers are actually enjoying being with such a charismatic leadership, which is usually a set of characteristic traits, rather than a position power.

<u>Conclusions</u>

From the above literature review and in-depth analysis of the leadership of Steve Jobs some conclusions could be made. Firstly, Steve Jobs's obvious leadership traits (passions, vision, risk taking) have greatly contributed his business success as the CEO of Apple Inc, and his leadership style which is a mixture of laissez-faire

and autocratic which has to a high extent shape the organization's performance and effectiveness.

we can see that Steve Jobs still need to improve his leadership in other three frames such as dealing with the political conflicts and meeting the need of the human sources management.

TIM COOK (CEO 2009-Present)

Personal Profile

Named on Fortune's World's Fifty Greatest Leaders list, Tim Cook offers a less common but highly effective leadership style in the modern business world. What makes his style unique? His focus on operations, lack of interest in the limelight and humility. Despite being the highest paid CEO, Cook seems to be down to Earth and focused on reaching important goals. He is the kind of leader who cares. These are the qualities that helps him stand out from the crowd and lead successfully.

LEADERSHIP STYLES:

•Visionary

Tim Cook, as a leader of a company that is founded on innovation, understands he needs thinkers who can offer a different insight. "We want diversity of thought," he said in a recent interview with Businessweek.

During a Q & A at Duke University, Tim Cook mentioned you must "write your own rules". If you do everything in a formulated manner, then the best you can

do is reach the same position as everybody else. It is a strong lesson in leadership, knowing when to follow the rules and when to throw them away.

•**Risk taker**

Tim Cook understands he must take risks in order to succeed. He believes that "we take risks knowing that risks will sometimes result in failure, but without the possibility of failure there is no possibility of success."

Without the confidence to take calculated risks, it will be almost impossible to have the full support of those around you.

•**Affiliative Leadership Styles**

Tim Cook is known as a leader who will trust the opinions and voices of the team he surrounds himself with.

He is fortunate to have many top executives that can help share the workload of the business. He understands these individuals are successful people with innovative and brilliant ideas, and will often allow these executives to take the lead. Philip W. Schiller, the senior vice president of marketing at Apple, has turned the image and sales around during his 14 year tenure with Apple. Mr Schiller made an impact on the company because Mr. Cook allowed him to do so.

Part of being a leader is understanding that you don't know everything, and handing some of the workload to others on your team will go a long way in helping you become a successful leader.

•**Passionate and Self-Believing Leadership style**

Passionate and Self-Believing Leadership style is one of the five ingredients of the trait leadership theory. To truly be a great leader you must believe in yourself and trust that you are making the right decisions. Your actions also must reflect the belief you have in yourself and this is a key attribute of Tim Cook.

According to Fox Business, when Apple's stock was tanking, Mr. Cook chose to forfeit up to one third of his stock-based compensation (nearly $130 million over 8 years) if the stock under-performed the S&P 500. There was no fine print; he chose to lead by example and put his money where his mouth is.

Conclusion:

All eyes were on Apple CEO Tim Cook after he took over from the iconic and masterful Steve Jobs. People did not believe he possessed the necessary leadership qualities required to help Apple continue as a tech powerhouse. We have quickly realized that this is not the case and Tim Cook is more than capable of taking Apple to the next level.

DATA COLLECTION METHODS :

HUMAN RESOURCE DEPARTMENT OF THE COMPANY:

As the department is set to keep total records of the employees from the top to the lower level workers at the company so it also keeps the details of the leading members. Also the HR keeps knowledge of how the leaders are dealing with the company and what specific styles they are following to run a company. In the same way Apple's HR department keeps all the analysis of how the CEO and the directors are leading and what are their styles.

Media, Conferences and interviews:

The media has always been the source of information and details of what is happening in the company. The conferences and personal interviews conducted is also a part of media which has a suitable amount of data that helps in creating the analysis of what special leadership qualities a particular leader is having. These analysis helps big time to conclude what a leader is like.

Customer and Fan base feedback:

The response of the customers using the products of the company really matters because it is highly preferred way to conclude what the people feel about your company. Now a days it is really easy to collect the fan feedback as social media, like Facebook, twitter, LinkedIn, is very vast. Apple have a huge fan base and they are collecting their data from there so that they evaluate the how the company is working and most importantly how leaders are conducting their jobs and what are their styles.

Company surveying team:

Usually in every company there comes a time when a group of people arrive to survey the company and they work on each and every aspect of the company and talk to the leaders. After the survey they note their observations and compile them under various parts. One of which is the survey about the leaders and how they lead the company which become the source of extracting their leadership styles.

SWOT Analysis APPLE Inc.

Strengths

Steve Wozniak (1976 – 1981)

- Great understanding between the mangers of the company.
- Development of APPLE II first computer to come with colored graphics and plastic case.
- Stable and Autocratic Leader Ship.
- Visionary Leader with good management skills.
- Creative and Self improved leader. This ability of Woz attracted new investors for the company

John Sculley (1985 – 1993)

- Prior knowledge and experience about managing and organizing an organization.
- Great collaboration skills
- Good Business knowledge and passion for the company.
- Providing a pathway to the company
- Made the company strong by providing legal advisory and copyrigths.

Michael Spindler (1993 – 1996).

- Saving company's reputation by non-licensing the company's products to competitors.
- Later Licensed the MacOS of greater profit
- Gill Amelio
- Financial expertise which led Apple out of a Loss of $740 million to a profit of $30 million.
- Dividing the company into seven parts with self profit and loss.
- His Leader Ship made Apple a Hugh profit.

Steve Jobs

- With Jobs came the era of Charismatic Leader Ship Style for Apple Inc.
- The founder was a highly blessed Leader with compatible management skill.
- Jobs led Apple into the golden era of the company.
- His high knowledge of the industry and the products made it easy for the company to grow faster.
- Steve Jobs saved the company from heavy losses from its product The Newton by discontinuing the product and cancelling the later coming mods.
- He made changes in the Board of Directors and attracted investors to the company
- His decision for alliance with Microsoft corporations expanded the income and reduced the problems for Apple Inc. by making a deal of $150 million

- He canceled and Bought out the licensing previously laid by Michael Spindler which cause the company to regain its state in the computer market.

- Brought new ideas and ways to Sell Apples products which increased the sale and purchase of Apple products.

- His efficiency, vision, possession, passion, for his company led to the ground breaking profits out the pervious 5 year

- Creativity was a gift to Jobs from GOD. He launched several new products which were at the peak of the success at the startup.

- Established and rearranged Apple Corporate strategy which led Apple to its most profitable era.

- Stabilized the company from falling.

- Apple started market monopoly in the period of Steve Jobs in 2004 which was the first time in several Decades.

Weaknesses

Michael Scott (1977-1981):

- Leadership Styles of Scott: Commanding, Dictatorship

- He was behind a ban on typewriters.

- He fired 40 employees just for fun.

- He fired half of the Apple-II team because of his dictator style.

- His commanding nature became the first problem for Apple and which made the employees hostile. This weakened the company's in-house environment.

- Thus in 1981 he was relieved of his duties.

- He was quoted saying, "I used to say that when being CEO at Apple wasn't fun anymore, I'd quit. But now I've changed my mind — when it isn't fun anymore, I'll fire people until it's fun again."

John Sculley (1983-1993):

- He was unaware of the technology Apple was working on and didn't had a technical understanding.

- Due to these reasons under his era Apple became weak in the tech market, they made loose decisions like they opted for PowerPC chips instead of INTEL processors which more popular at that time.

- Under his guidance the company only cared for money, as he had a marketing background.

- His strategy as CEO saw Apple incur in high engineering, manufacturing and marketing costs, with its products causing market confusion.

- This came up as a weakness in Apple's portfolio as they were considered to be the company who always came up with best quality products.

- One example of it is that he boosted the price of Macintosh when prices of personal computers were falling which resulted in decrease in selling rate of Apple.

- Sculley era is also considered to be the one with worst products. Newton was one of those products.

- His behavior and the way he dealt with his team and board members often resulted in serious actions. In his early years he ousted Steve Jobs and in 1993 the ex-com of Apple kicked him out. These series of actions created problems within the company which became its weakness.

Michael Spindler (1993-1996)

- He after becoming CEO of Apple he cut over 2,500 jobs, 15% of the workforce, and the company was totally reconstructed. Instead of lumping all of the product development in one division the company would now be grouped by market. This flattened structure of the company further weakened the sinking ship of Apple.

- This strategy of his backfired and the company's financial position weakened.

Gil Amelio (1996-1997)

- He helped the company in overturning their low quality products, and also bought Jobs' company NeXT for $429 million.
- This further weakened the financial position of Apple and Apple's stock slumped to a 12-year low.

Steve Jobs (1997-2011):

- Due to his high visions and pacesetting leadership style people found it difficult to work under him.
- He set very high standards and goals and pushed his team very hard due to which there occurred a rebellion and he was kicked from his own company before.
- He made blunt criticism.
- Under his era Apple strengthened more than ever although company got a little weak due to in-house problems which were caused by his leadership styles.

Opportunities

Steve Wozniak (1976 – 1981)

- Development of new devices such as APPLE I.
- Attract new investors as the company was newly born.

- Generate high profit in less time.

John Sculley (1985 – 1993)

- Setup an organizational system as Suclley was previous the CEO of Coca Cola and had organizational knowledge.
- Transformation of Self product manufacturing to market based product manufacturing
- Legal advisory of Apple Inc.
- Generating good relations with competitors
- New ideas which could profit Apple Inc.

Gill Amelio

- Generating profit by collaborating with competitors.
- Division of Company into several parts in order the overcome expense and reduce the loss.

Steve Jobs

- Steve Jobs self-founded company NeXT to provide assistance to Apple Inc.
- Making hard decision but with good management peers.
- Collaborating with peer company's in order to generate revenue
- Reestablishing the management structure of the company to a new one.
- Launching Web based Stores
- Launching certain products (iPod, PowerMac) which were the need of the market

- Dramatic change in the worlds computer market by launching new products

- Launching Customer services

- Launching Web based stores to satisfy the needs of the customers

- Leading the Computer market with best product service

- Establishing Customer , Developer and Company relations

Threats

Michael Scott (1977-1981):

- Apple's biggest threat at that time were other tech-companies.

- These threats became more of value under Scott's era because of the positioned he weakened of Apple.

- If this problem would have continued Apple would have been shut down before they even got started.

John Sculley (1983-1993):

- The threat under his era was that Apple was losing its value and status as the company with best products and its rivals IBM and Microsoft (Bill Gates) were moving ahead due to the bad leadership of John Sculley.

Michael Spindler (1993-1996) and Gil Amelio (1996-1997)

- The threat at the time of these both CEOs was same. The company's financial position was weakening due to which they were unable to launch any major projects unlike its rivals and even if they did try to do there was a serious threat of getting bankrupt.

Steve Jobs (1997-2011):

- The threat at his time was only his rival companies. Although Apple's products offered excellence but they came at a relatively higher price than its competitors.
- The environment set in the office by him due to his pacesetting leadership also posed him a threat as he was well aware of why he was previously ousted out by the then CEO, John Sculley.

CONCLUSION

"Leadership is the capacity to translate vision into reality." –Warren Bennis

In our project report on leadership styles we have discussed what leadership is and discussed various leadership styles. We chose Apple inc. as an example and showed how different leadership styles are implemented there and also did a SWOT analysis on different leadership styles implemented there by various CEOs at their respective times.

Leadership is one of the most important aspect in management. There cannot be a team without a captain, a governance without a governor, a ministry without a minister, and a kingdom without a king. Hence whenever there is management required ultimately at some point there'll be a strong need of a manager or a leader who must lead the way. As said by John C. Maxwell,

"A leader is one who knows the way, goes the way and shows the way."

A leader is the most important part of a team. A good leader is the final piece of jigsaw for any group. He is the one who pushes the team in their hard times and cherish them and gives credit to them when they achieve their goal. The performance of a certain group or team is totally reliant on the leader, therefore it is necessary for the leader to execute the finest leadership style that is appropriate for that group subject to the environment and goal(s) of that group. Hence leader's performance is entirely based on how he leads his team. It is a leadership style selected by the leader which decides the team's performance. We have seen how Michael Scott's and John Sculley's erroneous leadership styles took down Apple's performance and how Steve Jobs' and Tim Cook's correct

leadership styles uplifted Apple's status in the global market as the best tech company. One must remember that when he is leading a group he must not 'boss' with them instead he/she must be able to teach the whole group as they are all in the same ship and each and every one has to be effective. As said by E. M. Kellen,

"Remember the difference between a boss and a leader:

 A boss says go – a leader says, let's go!"

Hence one must have a deep knowledge about leadership and leadership styles because at some point in his/her life he/she will be made accountable of some group.

"Leaders become great, not because of their power,

but because of their ability to empower others" –John Maxwell

RECOMMENDATIONS:

The mostly used leadership style of the APPLE Company is the autocratic leadership style. In this style the power is completely in the hand of one person and all the decisions are taken by one authority due to which the opinions of the other members are excluded. This results in a lack of diversity of thinking and may let a single idea to flow continuously without caring if a better opinion is left unnoticed.

It Is better for the other leaders to have a democratic leadership style like Tim Cook have so that there can more possibility that the company's atmosphere will be more affiliated. This will value the employee's skills and motivate them to give their best and work for the company like their own.

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