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CTE 632

Unit 5

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## I. Introduction

Steve Jobs had always had his eye looking to the future. From a young boy, Steve was always interested in technology and the way it integrated into our lives. Jobs learned the craftsmanship that he poured into his products from his father who was a cabinet maker. These early lessons paved the way for Apples products in the future. During Jobs' career he did not fluctuate much past being a dictator in both his personal and professional life. The driving force for Jobs' management style is in large part due to his obsession with perfectionism and complex simplicity. During Jobs' career he did not exhibit many of the habits that were presented in the book 7 Habits of Highly Effective People. The habits that Steve did practice were the habits that pertained to self-growth. Armed with intense focus and a vision for the future Jobs had managed to transform the computer, movie, music, and phone industries.

## II. Review of Steve Jobs

There are many attributes that Steve Jobs possessed that had contributed to his astounding success that had transformed four different industries. Jobs believed in craftsmanship, acute attention to detail, and ran his company in a true dictator leadership fashion. These attributes combined together led to both great triumphs and great failures.

Early on in Jobs' career he had his eye on business in respect to marketing products to the masses. Jobs' marketing brilliance first showed through with the telephone device that would fake long distance codes so a person could call long distance without being charged. This is the first instance that has showed Jobs capable of being a deceitful character. Jobs would later use Steve Wozniak to help engineer parts for Atari while Jobs kept the monetary bonuses not telling Steve Wozniak about them. At this point in Jobs' life he seemed to be largely driven by money and he did not care about his actions so long as they benefited him. These actions stayed with Jobs throughout his time spent at Apple through the 1980's. While at Apple in the 1980's the board of directors thought Jobs was still too immature to manage the company. This led Jobs to search for a CEO that he felt he could mold and manipulate. He found this through John Sculley who was then CEO of PepsiCo. Jobs convinced Sculley that he was teaching Jobs how to grow as a business professional and run a company, however Jobs was actually manipulating Sculley to conform to Jobs' will. The manipulation of Sculley became more evident when Jobs eventually plotted to have a hostile takeover making him the CEO of Apple. The hostile takeover plan did not come without its consequences. When Sculley and the board of directors caught word of this takeover Jobs was stripped of all authoritative power, which began Jobs' exodus from Apple.

Despite Jobs' personality quirks and his manipulative nature, through his reality distortion field, there was a spark of genius that dominated his decisions. Because Jobs always had a vision for where he saw technology in the future, he had a strong personality that led him to use the dictator style of leadership. This lessened later in his life, but Jobs saw everything as either good or bad. The idea of everything being either good or bad in his eyes was led mostly by his acute attention to detail from component to every icon on the first Macintosh operating system. This caused most of Jobs' project groups to work over budget and as a result made the Macintosh computer cost more than Jobs wanted to offer them to the public. Jobs' dictatorship later showed through with the release of the first Macintosh, there were two different groups. One was the Macintosh group and the other the Lisa. Jobs was kicked out of the Lisa project, for being too controlling, which created strong feelings toward Lisa project. At the Macintosh release, within the company, Jobs stood in front of the company and said "A players like to work with other "A" players. When B players join the group this opens the door for "C" players to join. So at this point we are laying off all the "B" and "C" players." Jobs was referring to the Lisa project at this time and laid most of that team off that day. This example is just an insight of how cruel Jobs could be through his dictator leadership style.

Despite the imperfections that Jobs held, there is always room for an individual to grow and learn from their past mistakes. After Jobs was ousted from Apple he went on to form the NeXT computer company, and bought Pixar animation studios. These two new business endeavors had helped Jobs grow into the CEO that is remembered today. Many theorists believe that NeXT computers is what catapulted the professional growth. Though it can be argued that Pixar truly shaped Jobs into the CEO he became. Because Jobs did not know about animation he learned to trust the animation engineers. Jobs' role as Pixar's CEO was mainly to facilitate contracts, the biggest being a contract with Disney Animation Studios.

The time at Pixar was hard for Jobs because he normally demanded creative control. Jobs, however, could not have creative control because he didn't know about the animation process. This allowed Jobs to start trusting his engineers' creative design. What Jobs learned at Pixar really showed through when Jobs came back to Apple in the late 1990's as their CEO. This second round with Apple Jobs had more focus and came in with a more directed plan for the future. At the time Apple had too many iterations of the Macintosh on the market and decided to cut them down to four products. With more focused Apple products, a new marketing campaign, and the implementation of "just in time" shipping, Jobs took the company from almost bankrupt to being profitable again. The result was the new iMac designed by Jony Ive. From this point forward Jobs played a much different role in Apple that focused more on collaboration. Jobs still remained the creative mind behind new products that would soon change the music, movie, and the phone industry, but he was no longer entrenched in every project detail as he was with the first Macintosh.

### III. Review of 7 Habits of Highly Effective People

The 7 Habits of Highly Effective people is a book that teaches a process that will help a person to be successful in both their personal and professional lives. This book is set up on the principal that a person cannot achieve the next step without first fulfilling the prior habit. The

habits are set up with the first three habits teaching personal development and the last three showing how to improve interpersonal relations or exterior development. The 7<sup>th</sup> habit is sharpening the saw, which is the continual process of learning and revising the prior six habits.

Out of the seven habits there is a handful of them that are more useful than the others in terms of personal and professional development. The most beneficial habits come from the personal development tier which focuses on personal development. Being proactive, beginning with the end in mind, and putting first things first all focus personal development. These are the habits that make people effective in their lives, relationships, and their environments. These three habits help a person to become more focused on their end goal in life. This not only incorporates beginning with the end in mind, but focuses on the individual's goals they have set up. The second set of habits contain less effective personal management strategies.

In this second set of habits the most important takeaway is a person is better off if they think win/win, not focus on the negative, and to be constantly reviewing and learning through self-growth. While habits four, five, and six are focused on a person's exterior center of focus. It is important to remember that these are focusing on a person's interpersonal relationships with those that surround them, so these cannot be discounted as not necessary on the road to personal growth. The author helps with this by instilling the seventh habit of sharpen the saw. This is the habit that is meant as a review process for the other six. Without the seventh habit a person would arrive at habit six and be stuck with no further growth. So the last habit is a self-check to look for ways to improve one's personal life and their interpersonal daily interactions.

#### IV. Leadership Analysis

Although Steve Jobs did not possess many of the positive qualities that people would say make a great leader, he did possess charisma, passion, and a vision for the future. This was the sole driving force that has made his companies so great and successful today. What Steve envisioned in the early 1980's is where the computer industry is today. In the early eighties he sat down with his team and described to them that the notebook he was holding is what Apple will be producing by the end of the eighties. Technology though, did not move as fast as Steve thought it would. It was the end result goal that inspired his teams to produce the products they did. Yes, Apple employees bought into his "reality distortion field" but this seemed to be a necessity for the engineers to accomplish what they did. These engineers were proud of their work with Apple no matter how stressful it was to work alongside Steve Jobs.

Jobs did not possess many of the habits that are outlined in the 7 habits of highly effective people. This clearly shows that a person does not need to follow every habit to be a successful in business. The few that Jobs did exhibit were being proactive, beginning with the end in mind, and sharpening the saw. These three do seem to be the most important habits to have to be successful in their professional life.

Jobs demonstrated time and time again that he was proactive when it came to making new products. Steven Covey describes being proactive as more than taking initiative. It means that as human beings we are responsible for our own lives. This definition is saying that we have to the initiative and take the responsibility to make things happen. Jobs demonstrated this time and time

again. The most prominent example is when he first envisioned the personal computer. He knew that he could make this computer for everyone and saw everyone having a personal computer. Jobs then acted on this vision creating the Macintosh, which was deemed the computer for everyone. Beginning with the end in mind is defined as “to begin today with the image, picture, or paradigm of the end of your life as your frame of reference”. This habit can take on many different circumstances according to Steven Covey. Jobs did not follow this habit exactly but Apple computer was created on technology that the world had not seen or conceptualized yet. The Macintosh computer was the first computer with a user interface. Jobs then took this concept a step further by having the computer introduce itself during its product launch. Jobs created the Macintosh thinking about what consumers would want their computer be able to perform. A popular phrase coined by Jobs further shows how Jobs began with the end in mind, “consumers don’t know what they want until we tell them”. Finally Jobs demonstrated through his life that he was in tune with Habit 7 sharpening the saw. In this habit there are four dimensions physical, mental, social/emotional and spiritual. Jobs was obsessed with his nutrition being a vegan he often went on some extreme diets in a quest for the best diet. Jobs was spiritual throughout his whole life, this resulted in a journey to India to find his Zen guru. The mental dimension was probably the most influential aspect of Jobs’ life. Jobs was always visualizing and planning for new products to introduce to the market. The social/emotional dimension is the dimension that was always a constant rework for Jobs. Jobs had a hard time exhibiting synergy and empathy with his interactions with others. Many examples of Jobs working with people was described as him berating others and bullying people to get his way. Later in his life this quality had improved where he was no longer screaming at people to get his way and was more tactful with his interactions with others.

Despite not exhibiting many of the habits of effective people, Jobs did have a clear management style that he demonstrated. The management styles were dictator and authoritarian styles. Under most organizational systems this style would not last long and should not be duplicated in the future. The dictator/authoritarian leadership also does not agree with the Seven Habits. The Seven Habits are mainly focused on improving relationships with others. Steve Jobs, the dictator, did not think about those relationships. A dictator also does not think in terms of habit four: think win/win. This seemed to produce a hostile work environment for many employees. This worked for Apple, though, because the conditions were ripe and the industry was young enough. Apple’s employees truly believed they were advancing the technology of the time. The employees wanted to be a part of the technology revolution. This caused Apple’s employees to be bullied into working under Jobs and his hostility. Being hostile toward employees is just one example of how Jobs did not follow Habit six: to synergize Jobs created negative working environments. The bottom line is that working environment would not be able to continue today. Employees would most likely be happy to pick up their work and go to another company. Jobs may have been a dictator as a leader, but he was still transformational in how he practiced. This is what ultimately set Apple up for their overwhelming success that we see today. Jobs was able to envision the future and act upon those visions. That is what is important to being a leader in today’s market.

While reading these two books it is easy to envision how to apply the principals in our professional lives. Steve Jobs transformed the technology industry while the principles of the Seven Habits has changed the approach to daily interactions. Trying to lead by principles that both books have laid out turns out to be a dichotomist relationship making the thought process come to a futile end. What can be taken away is that one has to think beyond the short-term and start thinking about the long-term. This thought process is exemplified in both books. Once we have our long term goals, the short-term goals will align with the long-term to produce the desired results. This is the foundation of being a transformational leader. Neither of the books fully demonstrate this type of leader, but it's what's being said between the lines. Yes, Jobs was a dictator by nature but he envisioned the future where everyone had a personal computer and wanted to be the cause of that. In the 7 Habits the first two habits are to be proactive and to begin with the end in mind. These are first two because they are the foundation of molding one's self to where they want to be in the future. Without these first two habits a person cannot proceed to define the rest of their interactions. This is the soul of being a transformational leader.

## V. Conclusion

Steve Jobs taught us that creativity and innovation can be successful, but this alone does not determine how well a company will perform. Throughout Apple's history Jobs was not the CEO because he did not know how to run a company. There was a burning desire to run the company, but this didn't happen until the late 1990's when he was more mature. Jobs did not follow conventional management principles of running a company he was only armed with his vision of the computer industry. Because of this when he came back to Apple in the late 1990's he came back more focused than ever. Up until then he never fully understood the principles that were laid out by the 7 habits of Highly Effective People. When Jobs took back Apple he demonstrated these with his "Think Different" campaign, being proactive with the new iMac, then the iPod that eventually skyrocketed Apple to being the world's most profitable company. Looking at the life of Steve Jobs and armed with the knowledge contained from the 7 habits there are very powerful messages being taught. 1. Dictator leadership can work, but it comes with great sacrifices in one's personal and business life. 2. The 7 habits teachings are the complete opposite of dictator leadership. These principles focus more on servant leadership. The 7 habits teaches a person to be methodical in their daily interactions and that is the real success. Jobs did not discover this until later in his life, and he still did not utilize all of the 7 habits. Toward the end of his life Jobs no longer was thinking the "win" scenario he was moving toward the win/win as exhibited with iTunes and the contracts with the record companies. Life is a constant learning process and we have to be willing to learn with life. Jobs realized later that he needed to grow which is part of being interdependent. Without the ability to grow we will stagnate as the rest of the world leaps forward.

## VI. References

Covey, S. R. (1989). *The 7 habits of highly effective people*. New York: Free Press.

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