**QUESTION 1: Who was responsible for the mess at Uber? What are your key Kalanick take-aways? Why does Kalanick wield so much power? What is your assessment of the board members? Why did Kalanick choose Thain and Burns as appointees of the board?**

The situation at Uber in the past was indeed marked by a series of controversies and conflicts, particularly between the company's founding CEO, Travis Kalanick, and some of the venture investors and board members.

**Responsibility for the Mess at Uber:** The mess at Uber can be attributed to various factors. Travis Kalanick's leadership style, portrayed by forceful expansion and disregard for guidelines, added to the organization's turbulent environment. The organization confronted charges of harassment and discrimination, regulatory battles in different markets, and disputes with drivers. A few investors and board members likewise assumed a part in empowering or resolving these issues. The responsibility regarding the mess is shared between different stakeholders, yet Kalanick's leadership played a huge part.

**Key Travis Kalanick Takeaways:**

* Kalanick was a profoundly ambitious and aggressive leader who assumed a vital part in Uber's rapid development.
* His leadership style was polarizing, prompting a progression of scandals and public relations issues.
* His possible departure from Uber denoted a critical defining moment for the organization.
* Travis Kalanick played a key part in disturbing the transportation business with Uber's ride-sharing model.
* His inheritance is set apart by controversies and challenges yet additionally by the enduring effect of Uber on the transportation sector.
* He had a visionary viewpoint, perceiving the capability of the sharing economy and innovation in changing transportation.

**Kalanick’s power:**

* Travis Kalanick used significant power at Uber because of his role as the co-founder and CEO. He was instrumental in developing the organization from the beginning and had a strong vision for its future. Moreover, he had control over a substantial number of voting shares in the organization, which further set his impact.
* Travis Kalanick kept up significant power because of his command over a significant number of voting shares partakes in Uber. This permitted him to impact key decisions and keep a solid grasp on the organization's direction, making it challenging for different stakeholders to override his choices without his consent.

**Assessment of board members:**

* The appraisal of Uber's board members fluctuates. A few individuals supported Kalanick's vision and leadership style, while others were critical of his management. The dynamics on the board were affected by personal relationships, financial interests, and differing views on how the organization ought to be run.
* Uber's board included people with diverse professional backgrounds and experiences, ranging from technology and transportation to finance and governance. This diversity considered an expansive scope of perspectives and expertise, which could be both an asset and a source of dispute.

**Appointment of Thain and burns:** Kalanick might have chosen Thain and Consumes for their profound industry knowledge and insights. Both Thain and Consumes had prominent professions in finance and corporate leadership, which might have been viewed as significant in exploring the complex financial and operational challenges that Uber looked during its development stage. Kalanick could have accepted that their monetary astuteness and strategic thinking could help the organization.

**QUESTION 2: Why is Kalanick valuable as a driver of Uber’s growth?**

Travis Kalanick was important as a driver of Uber's development for a few key reasons. First and foremost, his visionary leadership perceived the colossal expected in the sharing economy and the transformative impact technology could have on the transportation industry. Under his guidance, Uber presented the idea of ridesharing, which disturbed conventional taxi services and revolutionized the way in which individuals contemplate transportation. This innovative approach  not just fulfilled a developing demand for more convenient and efficient transportation but also created economic opportunities for countless drivers.

Kalanick's willingness to face huge risks played a critical part in Uber's rapid extension. He was unafraid to challenge established norms and guidelines, which prompted the organization's aggressive global expansion. This extension, however fraught with legal and regulatory challenges, assisted Uber with laying out a huge presence in various business sectors.

Furthermore, Kalanick's resilience as a leader was remarkable. Even with various controversies and opposition, he wildly secured and extended Uber's market share. His determination to defeat obstacles and continue pushing the company forward was instrumental in keeping up with Uber's situation as a key part in the global transportation industry.

Kalanick’s vision, risk-taking mentality, and unwavering commitment to development were critical in Uber's excursion from a startup to a transportation giant, setting his role as a significant driver of the organization's development.

**QUESTION 3:  What are the challenges to good governance in this case?  Are there differences in the governance practices between private and public companies?  Gurley leaves the board in 2017 and then his venture firm, Benchmark sues.  Why?**

**In the case of Uber, there were several challenges to good governance:**

* **Leadership and founder dominance**: Travis Kalanick, as a founder and the CEO, held a lot of control and influence over the organization. His leadership style was frequently viewed as hostile, which created challenges for the board in keeping up with effective governance.
* **Regulatory and Legal challenges:**Uber confronted various legal and regulatory challenges in various markets, which could strain governance practices. Dealing with these complex and frequently antagonistic regulatory issues required viable board oversight.
* **Ethical concerns:**Uber confronted charges of harassment, discrimination, and a questionable corporate culture, which raised ethical concerns. Guaranteeing that the organization stuck to ethical and legal standards was a governance challenge.
* **Board dynamics:**The composition and dynamics of the board were complicated. Board members had diverse backgrounds, interests, and relationships with the CEO, which occasionally prompted conflicts of interest and differences in viewpoints.
* **Crisis management:**Uber confronted a series of public relations crises, which strained its governance practices. Taking care of these crises really while keeping up with transparency and trust with stakeholders was a significant challenge.
* **Cultural issues:** The organization's corporate culture was generally scrutinized for encouraging a toxic and hostile work environment. Resolving cultural issues and guaranteeing a positive and inclusive working environment presented challenges to governance.
* **Stakeholder Interests:** Uber had a different arrangement of partners, including drivers, passengers, investors, employees, and regulators, each with distinct interests. Adjusting these interests and guaranteeing that governance decisions were lined up with the broader stakeholder community was a challenge.

**Regarding the differences between governance practices in private and public companies, there are some distinctions:**

* **Regulatory Oversight:**Public companies are dependent upon regulatory oversight by the Securities and Exchange Commission (SEC) and other regulatory bodies, which adds an extra layer of scrutiny to their governance practices.
* **Shareholder Rights:**Public organizations frequently have a broader base of shareholders, each with different rights and interests. Governance in the public organizations frequently includes addressing the needs and concerns of a diverse group of shareholders.
* **Disclosure and Transparency:**Public organizations are normally dependent upon more stringent reporting and disclosure requirements. They should comply with specific regulations, like the Sarbanes-Oxley Act, that command transparency in financial reporting and governance.
* **Board composition:**Public organizations frequently have greater board necessities and panels,  including audit committees, compensation committees, and governance committees. Privately owned businesses may not be dependent upon a similar degree of regulatory governance oversight.
* **Market expectations:** Public organizations are under consistent scrutiny by investors and analysts. They are supposed to meet quarterly profit targets and provide regular guidance. Privately owned businesses might have more scope in setting and achieving long-term strategic goals.

As for Bill Gurley and Benchmark's lawsuit, the dispute originated from a complicated web of issues including Uber's governance and leadership. Benchmark, a major investor in Uber, blamed Travis Kalanick for deceitfully expanding the size of the board to weaken Benchmark's voting power and diminish its  influence within the company. The lawsuit affirmed that Kalanick's activities were not to the greatest advantage of Uber and its shareholders. The legal action reflected the internal power struggles and governance challenges within the organization at that point, and Benchmark looked to protect its investment and influence over Uber's future direction.