

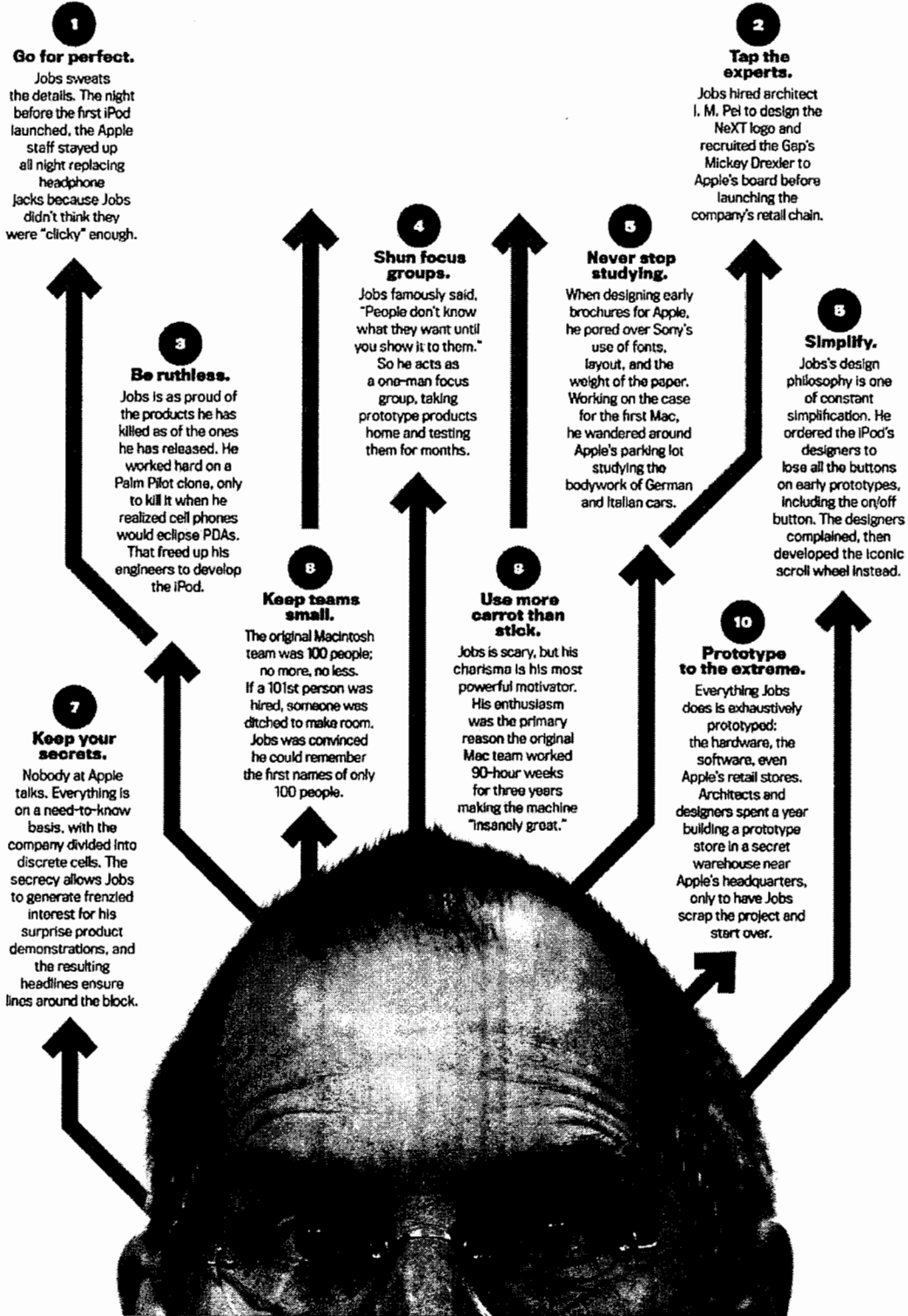
Read the articles below and write a 2-3 page essay answering the following questions:

1. What made Steve Jobs such an unorthodox leader? How did his style of leadership violate all mainstream expectations of the corporate world?
2. Despite his unconventional approach, Steve Jobs was a very successful business leader. Why?
3. On the basis of all four sources, what do you think were Steve Jobs' biggest strengths as a leader (give specific examples)?
4. How did Steve Jobs' leadership style affect the culture of Apple?

# The 10 Commandments of Steve

By Leander Kahne

<http://www.thedailybeast.com/newsweek/2011/08/28/steve-jobs-his-10-commandments.html>



## Faculty Insight: The Leadership of Steve Jobs

TUESDAY, NOVEMBER 1, 2011

*By Ramon Henson, Instructor, Management & Global Business*

By now, many of us have read, watched, and listened to many accounts of Steve Jobs' many contributions and achievements. There is a passion from consumers about Apple and Steve Jobs that is rare in the corporate world. Not long ago, I walked past an Apple store in Soho and saw hundreds of Post-It notes and flowers from so many thanking Steve Jobs. As his biographer Walter Isaacson and others have pointed out, however, Steve Jobs was far from perfect. I'd like to comment in particular on his leadership and management style. It is well-known that Steve Jobs could be arrogant, dictatorial, and mean-spirited. Yet he was a great leader. So does this invalidate the claims of some management writers and thought leaders today that effective business leaders today need to be nice, kind, humble, and practice "servant leadership?" Does this mean that executive leaders should now not worry about being ruthless, imperial and aloof?

Not at all. I think this apparent contradiction can be explained by two sets of factors. One, we have to recognize that leadership style is situational. A style that might work under some circumstances might not work in others. Of course this concept has been around for years, but I am still surprised at the claims being made about "universal" leadership characteristics and behavior. Those of you who have worked overseas and led cross-functional global teams will surely recognize that your leadership needs to be adapted to specific cultures. I believe that Mr. Jobs' leadership style (not to mention his genius in design) was a key ingredient in Apple's success; had he used a different style, he might not have achieved the same spectacular results at Apple.

Two, despite the observations of some about Mr. Jobs' arrogant style, I believe that he had at least three qualities that great executive leaders have: a clear vision, a passion for the company and its people, and an ability to inspire trust. This is what I would consider his leadership character. In fact, Mr. Jobs not only had a vision, he made sure that everyone in the company bought into that vision, and this created a "higher purpose" for the company that really excited Apple employees. Of course, his passion for the company and its products is legendary. And employees trusted Mr. Jobs – not because he founded the company but because he showed time and again his competence in many areas, especially product design and marketing. And because employees saw - through his behavior - that Mr. Jobs was not driven by his own ego or by some self-interested needs (like the outrageous pay packages of some executives), they trusted him. So if Mr. Jobs was at times arrogant, even nasty, employees viewed these behaviors in the context of these underlying qualities.

I think the lessons for executives today are clear. Leadership style is situational – your behavior can and should vary depending on circumstances. What is important to consider is the character of your leadership. Do you have a clear vision for your team or your company? Do your team members believe in that vision, and are they excited enough to become part of the journey towards achieving that vision? And do they trust you to do what is ultimately best for the company, the stakeholders, the customers, and employees – not what's best for you?

<http://business.rutgers.edu/news/faculty-insight-leadership-steve-jobs>

## Five Leadership Lessons from Steve Jobs

Michael Hyatt

Whether you're a "Mac or PC," the recent passing of Apple co-founder Steve Jobs at the age of fifty-six from pancreatic cancer provides a salient moment of reflection for any organizational leader.

Jobs' legacy and impact on the world is likely to stretch far into the future compared to the brief thirty-five years of his professional career, which took seed in his family's garage when the idea of Apple was planted with Stephen Wozniak in 1976.

Beyond his cultural and technological contributions, Jobs offers leadership lessons that can be gleaned from his own words. Below are five lessons from his quotes. They provide insight into the Steve Jobs' "operating system" for life.

- **The Risk Lesson.** "Innovation distinguishes between a leader and a follower." The very nature of innovation requires a stark departure from the status quo and deviation from the norm. The best leaders have the vision to understand that fact and the tenacity to lead an organization to that future state despite organizational inertia and resistance. Jobs did this time and again as evidenced by the introduction of the Macintosh home computer in 1984, his subsequent departure and return to the company, right up to the latest iteration of the iPhone.
- **The Succession Lesson.** "...Some people say, 'Oh, God, if [Jobs] got run over by a bus, Apple would be in trouble.' And, you know, I think it wouldn't be a party, but there are really capable people at Apple. My job is to make the whole executive team good enough to be successors, so that's what I try to do." Succession planning is one of the most important roles that senior leadership takes to ensure the long-term viability of an organization. The best companies and leaders strive to achieve this internally by ongoing talent assessment and pushing that planning below the executive level to ensure a funnel full of high potential individuals. Apple's current CEO Tim Cook went through a similar grooming process since joining the company in 1998, collaborating with Jobs ever since in preparation to lead.
- **The Mission Lesson.** "Almost everything—all external expectations, all pride, all fear of embarrassment or failure—these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart." Many leaders are more inclined to lead with their head or their gut instincts, rather than their heart. Such an emotive mission simply seems too soft and may even be considered a weakness to traditional, hard-nosed leadership sensibilities. However, Jobs' illness forced him to live from his passion and creativity, which produced revolutionary product innovations, growth and profits for the organization.
- **The Team Lesson.** "So when a good idea comes, part of my job is to move it around, just see what different people think, get people talking about it, argue with people about it, get ideas moving among that group of 100 people, get different people together to explore different aspects of it quietly, and—just explore things." In virtually every area of life, teams make better decisions than individuals. While Jobs

had a reputation of being difficult to work for, he routinely admitted to only hiring senior executives who were competent, smart, and “loved” Apple—so that they would put the interests of the organization ahead of their individual interests. The company’s success, high employee retention and consistent recognition as one of “best places to work” are proof of his team-centric philosophy.

**The Perseverance Lesson.** “I’m convinced that about half of what separates the successful entrepreneurs from the non-successful ones is pure perseverance.” Jobs is often referred to as both a genius and modern-day Thomas Edison. Interestingly, Edison’s driving perseverance is exemplified in his famous quote, “Genius is one percent inspiration, 99 percent perspiration.” Few would disagree that Jobs embodied Edison’s quote, and perseverance is a requisite skill of all effective leaders.

<http://michaelhyatt.com/five-leadership-lessons-from-steve-jobs.html>

## **The New York Times**

August 26, 2011

### **What Makes Steve Jobs Great**

By JOE NOCERA

“I think I have five more great products in me,” Steve Jobs said a very long time ago.

He was 31 at the time and barreling up Route 101 in Silicon Valley, en route to a meeting in San Francisco. Having been kicked out of Apple, which he’d co-founded a decade before, Jobs was wholly engaged in the act of starting up a new company, which he had named — of course! — NeXT.

As it happens, I was in the passenger seat, interviewing him for Esquire magazine. I was never one of the journalists who was close to Jobs. But that long-ago assignment came at a time in his life when he must have wanted to unburden himself.

For nearly a week, he allowed me to sit in on meetings and engaged in long, introspective conversations over dinner. And he took me to his house, where we leafed through a photo album with pictures of the team that created the Macintosh computer, his last big accomplishment before his exile from Apple.

Wednesday’s sad, but unsurprising, news that Jobs was resigning as Apple’s chief executive — presumably because of his deteriorating health — got me thinking about that old encounter. The businessman I met 25 years ago violated every rule of management. He was not a consensus-builder but a dictator who listened mainly to his own intuition. He was a maniacal micromanager. He had an astonishing aesthetic sense, which businesspeople almost always lack. He could be absolutely brutal in meetings: I watched him eviscerate staff members for their “bozo ideas.”

The Steve Jobs I watched that week was arrogant, sarcastic, thoughtful, learned, paranoid

and “insanely” (to use one of his favorite words) charismatic.

The Steve Jobs the rest of the world has gotten to know in the nearly 15 years since he returned to Apple is no different. He never mellowed, never let up on Apple employees, never stopped relying on his singular instincts in making decisions about how Apple products should look and how they should work. Just a few months ago, Fortune published an article about life inside Apple; it opened with an anecdote in which Jobs cut his staff to ribbons for putting out a product that failed to meet his standards. But his instincts have been so unerringly good — and his charisma so powerful — that Apple employees were willing to follow him wherever he led. Apple will miss those instincts.

Most of the articles written in the past few days about Jobs’s resignation have tended to focus on the iPhone and the iPad. But if you take the long view, they’re just the icing on the cake.

Have we forgotten already that Jobs virtually invented the personal computer, with the introduction of the Apple II, when he was barely 21? That a few years later he saved Apple from near-disaster by creating the Macintosh — the first commercially successful machine with a mouse and windows, and all the other features we associate with modern computing? That the NeXT operating system was critical to the next generation of Macintosh computers after Jobs returned from a 12-year exile in 1997? And, yes, then came the iPod, the iPhone and iPad — all of them so elegant in their look and feel that they became more than devices. They were objects of lust.

There’s more, of course. Steve Jobs persuaded the recording industry to use his iTunes to give consumers an easy alternative to stealing music online. The iPhone completely upended two industries: computing and cellphones. The iPad is in the process of doing the same to the written word. And let’s not forget Pixar, which Jobs bought at the same time he was starting NeXT, and which has become the greatest maker of animated films in modern times, steeped in Jobs’s aesthetic and attention to detail.

Five more great products, he said 25 years ago? When you look at the list, you realize that he sold himself short. It is almost not believable that one person could have affected such a large swath of American culture and industry.

In recent days, Jobs has been routinely called a business genius, and who can disagree? I’ve been a critic at times of some of Apple’s practices, starting with its excessive secrecy, but there is no denying that Jobs is on a very short list of greatest American businessmen ever.

In many of the recent articles, he’s been mentioned as a modern-day Henry Ford, who, of course, built the first automobile the middle class could afford. On that ride to San Francisco all those years ago, Jobs himself compared the still-young computer industry to Henry Ford’s automobile industry, when anything still seemed possible. “It must have been the most incredible feeling to know that this was going to change America,” he said. “And it did!”

As he steps down as Apple’s leader, at the too-young age of 56, Steve Jobs has known that feeling more than anyone else alive.