COVER PAGE AND DECLARATION

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Introduction:

The leadership of a firm is one of the most crucial factors of its success. Leaders as key decision makers determine the acquisition, creation, and execution of organizational capital, as well as the translation of these resources into useable goods and services and the distribution of value to organizational stakeholders. As a result, they can provide significant management and long-term competitive advantages (Rowe, 2001).

The goal of any corporation is to increase efficiency in order to succeed and stay in business. Companies should improve their manufacturing to meet the demands of increasingly competitive marketplaces, according to (Arslan & Staub (2013). According to previous research, such as (Peterson, et al., 2003), the leadership position is critical for organizational performance. Organizational efficiency, employee job satisfaction, and employee emotional commitment, on the other hand, are regarded to be critical determinants in a company's growth (Drucker, 2007). According to several surveys, effective leadership styles can help leaders motivate and aid their employees (Luftman, et al., 2004).

As a result, the leader must take proactive steps to support high levels of excellence in the organization's employees' professional development. Leadership styles have a favorable impact on organizational success, according to a range of publications on leadership styles (Yukl, 2009).

Leadership helps firms achieve their existing goals more effectively by linking job performance to valued rewards and providing staff have the tools they need to get the job done. Leaders create a conceptual vision, articulate it through rhetoric and symbolism, model it through faithful behavior, and cultivate adherence to the vision (Bass, et al., 2003)

According to prior longitudinal studies and Meta analyses, leadership has a positive impact on personal success and organizational outcomes. Many recent longitudinal studies have found that transformative leadership enhances business results and follower success (Bass, et al., 2003).

1. Apple leadership practices:

Apple is largely recognized as one of the most innovative and disruptive companies in the world. Under Steve Jobs' leadership, Apple Inc.'s market valuation increased from $2 billion to $741 billion.

In less than two decades, the company has grown by 37,000 percent (Heracleous & Papachroni, 2016). By 2015, the company has outperformed nearly every "KPI" indicator used by the world's largest technology companies, including revenue, earnings, and assets. Apple's extraordinary success was maintained by producing breakthrough serial goods and cultivating a loyal client base that no competitor could match. When Tim Cook became CEO in 2011, the company's meteoric rise continued; in April 2015, it announced revenues of more than $200 billion and a net profit of $45 billion (Heracleous & Papachroni, 2016).

Despite Apple's phenomenal development and popularity, the business has faced its share of obstacles since Steve Jobs' departure. Due to an internal conflict among Apple management, Jobs quit Apple in 1985 to pursue his new venture (NeXT Inc). Following Jobs' departure, Apple upped its interest rates, causing the stock market to plummet. Losses continued to accumulate as a result of a succession of leadership failures and plummeting earnings, resulting in a considerable loss of market share. By early 1997, Apple had only 3.3 percent of the personal computer market, and its stock had plunged to $14 per share (Rose, 2011). The company has had three CEOs in less than a decade, despite a $1 billion annual deficit. Jobs returned to Apple in 1997 to take on the task of rebuilding a business on the edge of bankruptcy. He was able to restore Apple's shattered leadership and lead the business to new heights of success. New product growth was slashed by more than half, and money was reallocated to programmers with game-changing potential (Heracleous & Papachroni, 2016).

a. Maintaining an innovative culture through leadership

Steve Jobs was the driving force behind Apple's success, and he recognized that the company required an energizing and long-term culture that drew employees' attention and abilities. Apple is known for its "no-compromise" work ethic and uncompromising commitment to perfection. All of this was made possible by Jobs' great leadership, who set clear priorities and cultivated a work culture based on the apple values. According to Jobs, everything Apple did revolved around the company's core value: producing the finest products possible. He was confident that this would be the firm's greatest lasting legacy, and his attitude penetrated the entire corporation (Brandculture, 2019).

By enhancing both its devices and business model, Apple maintains its position as the preferred innovator. Apple is always seeking for ways to improve its inventive processes so that it can tap into its employees' creativity, produce new ideas, streamline the design process, and introduce new products.

Products that are widely used and profitable (Nary, 2008). Apple has done a better job than many of its competitors at incorporating new features and technical solutions into its products while still making them appealing to a wide variety of customers. Although their competitors may claim to be the first to announce or invent a product or feature, Apple was almost always the first to commercialize it successfully (Nary, 2008). For example, the Diamond Rio PMP300 portable music player was a major hit three years before the first iPod was released. With the popularity of the iPod, however, Apple appeared to have single-handedly conquered the music industry. Apple's strategy defined markets and won them with products that were easier to make, build, and market (Murphy, 2017).

Competitors chasing Apple's new upgrade are falling behind, as Apple has only recently launched its latest and best device. Despite the fact that many businesses conduct extensive market research to determine what their customers want, Jobs said that you can't rely on your customers to tell you what they want because their knowledge is limited to what they already know (Kawasaki, 2019). Under Jobs' leadership, Apple developed a completely new line of businesses by anticipating industry trends. Whether you believe Apple has lost its way since Tim Cook took over as CEO from Steve Jobs, the policy has stayed consistent. Apple will launch a tablet if Microsoft and Samsung do. Apple will release huge smartphones and compact tablets if Samsung and other companies do so. Apple's perfectionist approach will only make things better.

b. Sustainability under competitive pressure

Despite Apple's clear interest in its future, the company faces numerous hurdles. Apple has been criticized in recent years for falling behind in developing technologies such as artificial intelligence, augmented reality, virtual reality, and self-driving cars (Murphy, 2017). Despite some important AI acquisitions and the first introduction of (Siri), Apple has fallen behind Google and Amazon in machine learning and natural language processing (CB Insights, n.d.). Apple also faces stiff competition in the advertising and film industries, as well as a shortage of

unique content. Apple is late to the game when it comes to original content, compared to Netflix, Amazon, and even Hulu, who are all ahead of the pack (CB Insights, n.d.).
However, the company is aggressively investing in emerging platforms and acquiring various aspects of the supply chain in order to create its parts. Cook's strategy suggests that he is thinking ahead.

The foreseeable future Apple's present concentration on iPhone revenues appears to be posing a challenge to the company, as the iPhone generates more than half of the company's revenue and gross profit. Cook is fully aware that something will arise to destabilize the mobile sector, much like Apple did with the launch of the iPhone in 2007. (2017, Wharton). Cook's leadership is looking for a strategy to maintain and distinguish Apple's brands while staying true to Jobs' legacy. To stay up with the market's rapid expansion, the corporation can continue to develop software solutions in new areas like augmented reality and self-driving cars. Apple's Wearable's, Home, and Accessories division, according to Business Insider, is gaining traction and helping to offset iPhone sales declines (Business Insider Intelligence, 2019). Apple can focus on improving the spectrum of health options in the Apple Watch to continue growing this area, as health is a primary driving force in purchasing decisions.

2. Critique for Apple leadership style:

Steve Jobs has the capacity to persuade people to share his passion and belief in their own potential to achieve the seemingly unattainable (Isaacson, 2012). Regardless of ethnicity, gender, background, social level, or educational attainment, California was a hotspot of individuality, with increasing numbers of people contributing to society in unique ways. As Steve returned to Apple, his countercultural radical outlook sparked a wave of free thinkers who believed they could change the world, as shown in his "Think Different" campaign. "This is for the crazies." The outcasts. The insurgents. They're the troublemakers. The square hold with the round pegs. While others regard them as insane, we regard them as brilliant. Because those who are insane enough to believe they can alter the world are the ones who succeed." (2012) (Isaacson).

He was viewed as autocratic, as he oversaw every stage of the product design process and publicly chastised and humiliated staff (de Silva, 2011). However, he saw himself as a chief rather than a boss, owner, or CEO (Arlen, 2011). Jobs was known for his "tough love" approach to leadership. He was stern with his employees, but when they provided what he wanted, he showered them with praise. According to a 2011 study by Cornell University, Notre Dame University, and the University of Western Ontario, difficult leaders are more recognized and paid more than agreeable leaders (Badass-Boss, 2014). Others who have attempted to emulate his "tough love" approach have frequently failed because they do not grasp the importance of loyalty.

In order for such a strategy to operate, several conditions must be met (Isaacson, 2012). I'll try to analyses Steve Jobs' leadership approach and the positive and negative parts of it using many common theories of trait, behavioral, and situational theories.

a. Trait Leadership

According to North house, emotional intelligence can be utilized to assess the efficacy of trait leadership. Many researchers feel it is a combination of personal and social qualities. Personal competencies include self-awareness, self-confidence, self-regulation, conscientiousness, and inspiration. We've already demonstrated that Jobs was attentive and inspired to a degree, but evidence of his frequently violent and compulsive behavior implies he lacked self-awareness and self-control. Furthermore, despite expressing a lot of confidence in public, he has a lot of insecurities, and he often "broke down and cried when he thought he hadn't been treated correctly," according to him (Evans, 2012).

Trait theory has the strongest scientific backing, but it can be difficult to put into practice because it is an intuitive approach and qualities are typically inherited rather than taught. "His perfectionism was famous, but so were his betrayal, abrasiveness, brutality, and lack of financial and other charity," Evans added (2012). Many of his dissenting opinions certainly contributed to his first Apple ejection. Because the company was in financial trouble, he was never summoned. One has to question if Jobs could have done a lot better if he had treated people with greater respect. He admitted that he could have, but that concealing his undesirable personality qualities would have betrayed his true nature (Isaacson, 2012).

b. Behavioral Leadership

According to Doyle and Smith, behavioral leadership dominated the 1950s and 1960s, with the focus shifting from traits to how leaders acted. In this area, there are four basic leadership paradigms (2001): 2) People Concern – Priority in Follower Wants, Interests, and Preferences, 1) Job Concern – Priority in Competitiveness and Ways to Achieve Goals 3) Directive leadership, in which the leader makes decisions and expects followers to follow them; and 4) Participative leadership, in which the leader makes decisions in collaboration with others. Doyle and Smith (Doyle & Smith, 2001).

Jobs' ability to exert total control over practically every aspect of architecture landed him in the position of exception-active management under transactional leadership (Harzell, n.d.). He used micromanagement to swiftly fix problems, and he didn't think twice about criticizing staff in front of everyone. He was described as obsessive, arrogant, impatient, and rough by people who knew him (Isaacson, 2012). In actuality, he preferred to work with people who shared his vision and intellect, and with these fans, he was able to develop a deep sense of trust in many people, which may have blurred their impression of his aggressive personality.

c. *Situational Leadership*

According to Defrock, Jobs could have led just as well in another organization that valued character above talent (2012). In situational leadership, the leader must take into account the talent and willingness of followers and adjust their leadership style accordingly. They will frequently shift from guiding to counselling, assisting, and delegating based on the wants of a follower. Jobs may have suffered in another company as a result of his harsh treatment and refusal to modify his ways. As a result, he didn't adopt the situational solution and instead sought out like-minded individuals who were both highly competent and ready to work with him. Jobs should have taken the delegation method to situational leadership based on these follower characteristics, but he didn't because he was too controlling of projects.

Steve Jobs' leadership style was marked by strong transactional and transformational elements, both of which were powered by his personality traits. It's comprehensible that his tactic was mostly effective because both transactional and transformational strategies have been linked to follower happiness with their leader and work. He was fired from Apple for being difficult to work with, but when he returned, he effectively saved the firm and was never forgotten. This transactional / transformational strategy allowed him to show divisive, disagreeable personality traits without risking his leadership position.

3. New leadership style strategy

a. Evaluation of the current leadership style

In 2011, Steve Jobs, Apple's CEO for fourteen years, announced his retirement. Jobs' management style was largely autocratic. However, the company's fortunes have improved since the appointment of a new CEO, Tim Cook.

The way people lead has changed dramatically. Jobs' era was marked by micromanagement, with him in charge of everything. It was the zenith of creative fervor, and Jobs appeared to place a high priority on innovation. Cook, on the other hand, is described as having a "collaborative" managerial style (Yarrow, 2013). He is a knowledgeable leader who values ideals above all else. This appears to be a good thing, as Tim Cook was voted the "World's Greatest Leader" by Fortune Magazine in 2015, with the debut of the Apple Watch cited as his most remarkable achievement. According to Lashinky (2015), Cook's popularity lifted Apple's stock price from $54 to $126, resulting in a $700 billion market capitalization. Bort (2015) delves into Apple employees' thankfulness for Cook's "inspirational leadership," which helps them become "better human beings." This begs the question of what kind of leadership style Cook use to achieve such high accolades.

Investopedia describes Tim Cook's leadership style as democratic (2015). Cook has established himself by his charm and energy, despite some claims that he lacks Jobs' vision. Cook's term hasn't been characterized by a flurry of innovative ideas. On the other hand, a greater focus was placed on Apple's corporate partners and employees maintaining continuity in their relationships. Cook did not adopt Jobs' autocratic leadership style, instead emphasizing the importance of teamwork among Apple's top executives. Such an act shows a democratic management style that stresses business leaders' unity before making decisions. In addition, this is a substantial change from Apple's previous micromanagement. Cook lost interest in procedures like product engineering and instead delegated them to his executive cabinet, resulting in a significantly less authoritative leadership style. The company has profited from the significant shift away from Job's strategy, which has enhanced employee productivity and morale.

Cook's leadership style is mostly situational, according to Dicob (2016), a method that argues leadership as consisting of direction and aid applied appropriately in each situation. In this article, Cook is compared to a coach who leads a team and develops their talents while allowing them to focus on their own objectives. Cook's situational leadership was on display when he refused to cooperate with the FBI's demand that he produce a phone that he believed violated security measures and put users at risk. Cook was able to address the issue by speaking his views, aided by legislation that supported him.

Cook, on the other hand, is described by Galloway (2013) as a transactional boss who likes management by exception and engages in constructive dispute resolution. Moving away from Jobs' approach, Cook acknowledges Apple's weaknesses and, interestingly, recommends customers to look at its competitors, such as Google and Microsoft, in order to make an informed decision when purchasing Apple products. Cook is more concerned with garnering the loyalty and satisfaction of his staff and consumers, whereas Jobs' vision and motivation led him to be transformational. His transactional inclination makes him less likely to focus on breakthroughs and more likely to work diligently on the company's existing structure.

b. Transactional leadership for Apple:

The sharing of information between the leader and the followers is the foundation of transactional leadership. Followers carry out their government's wishes and directives, and their contributions are rewarded positively. The baseline is reward, which can be negative, such as disciplinary punishment, if followers fail to obey, or positive, such as praise and acknowledgment, if subordinates follow the leader's goal and advice and succeed. Transactional leadership seeks to retain unity rather than encourage development within an organization by engaging in frequent economic and social exchanges that achieve specific goals for both the leaders and their supporters.

According to Robbin (2008), transactional leadership creates a strong link between job performance and incentives by offering either positive rewards for meeting defined goals or negative consequences for failing to meet them. As more positive incentives are presented for out-performance, employees see tangible results in terms of job progression and boss satisfaction. They drive people using incentives and threats, effectively transforming the leader-follower dynamic into a business transaction. According to Premack (2009), a critical leadership role is to seek out opportunities to promote target engagement, which may be accomplished through improving individuals' outcome expectations and self-efficacy.

Transactional leadership is a viable means of reinforcing Apple subordinates' goal commitment by providing the necessary clarifications for Apple workers about how to achieve job goals and what intrinsic and extrinsic benefits they will earn upon goal achievement, thereby encouraging them to make significant contributions to improving corporate efficiency.

c. *Departmental communication plan*

Technology and communication are not mutually exclusive. With the development of digital communication, technology can also aid communication skills by allowing people to study written communication for a range of audiences. Since technology is now widespread in most office work environments, employees and supervisors must learn how to communicate in person at meetings and through ordinary job activities while also remaining up to speed on any business news via email or digitally uploaded. Printed memos are now frequently replaced by public blog posts on the company's website or an employee newsletter. People must understand the importance of emailing, as it is frequently seen as just as important as telephones as a form of communication.

In 2021, it's time to implement new tactics that will aid in the development of your internal relations plan as well as the communication, engagement, and inspiration of your staff. Apple will achieve this goal with the help of the internal communication best practices listed below.

1. Visualize, strategize, and plan your communications
2. Using enterprise chat tools such as Slack, Microsoft Teams, or Google Hangouts
3. Whenever possible, use cloud technology such as Google Drive.
4. Using a single platform to manage all of your email, calendars, papers, and other tasks (e.g. Google, Apple, and Microsoft)
5. Use digital signage to avoid email overload by using visual communications.

d. *Leadership and networking*

Most people think that networking—building a web of personal relationships who can provide guidance, information, insight, and resources—is a crucial skill for aspiring executives. It is, in fact, a must even for individuals who are only concerned with performing well in their existing positions. For others, this is a depressing fact. They believe that while working across networks, focusing on "who you know" rather than "what you know" is a hypocritical and potentially dishonest way to get things done. Those who acknowledge that networking is a valid and necessary part of their careers may be discouraged by the payoff if they are not doing so effectively.

A competent leader understands the value of networking. As a result, every strategy for leadership development should incorporate the creation, management, and engagement of a professional network.

Professional networks are one of the most valuable resources available to a leader since they aid in the search for new opportunities, the building of a cohesive team, the prediction of cultural shifts, and keeping up with market trends.
The following are some of the reasons why a leader might want to use networks (Harvard, 2019):

• Identifying Career Opportunities
• Developing Their Teams
• Anticipating Strategic Change within Their Organization
• Keeping a Hand on the Pulse of Their Industry

Conclusion:

One particular leadership approach that Jobs employed for his staff struck me as something I could apply to my own workplace. I believe the company's capacity to produce wonderful things was built on the ability of the core leadership to work together synergistically on a simple idea in an environment that I would suppose was similar to a "think tank" that is hyper inventive and eccentric. In a 2004 interview with Brent Slender, Jobs elaborated on his management style, saying, "My model of management is the Beatles." The reason for this, I believe, is that one of the Beatles' key members prevented the others from succumbing to their negative inclinations... in a sense, they kept each other in line. Until they broke up, they never did anything as good." He goes on to claim that the energy was sustained by the chemistry of a small, well-functioning community, which was more than the sum of its parts, according to him (Schlender, B., 2012).

This simple process can be included into one's leadership brand. The "Beatles Business Model" was founded on the core notion of working together and balancing each other. Having a team that knows this model for operations and interpersonal professional partnerships sets the stage with a simple, yet powerful brand that is easy to grasp, works as a business metaphor, and can be implemented with little further support with minimal preparation. I believe that employing a simple and relevant model will result in a team dynamic that is driven, respectful of one another, and capable of proactive problem-solving without fear of retaliation; when a team has these elements, development and improvements are Infinite.

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