The Leadership Evolution of Apple Computer, Inc.

Master Major Comprehensive Project

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Submitted By

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Abstract

Leadership inspires vision and creates the roadmap to reach that destination. In 1976 Steven Paul Jobs, together with Steve Wozniak, founded Apple Computers in his (Steve Jobs) parent’s garage in Los Altos, California” (Razin & Kark, 2013, p. 243). This was the beginning of a vision which inspired a cultural change in how normal business is accomplished on a daily basis, how everyday people communicate, and voided the concept of global distances by merely pushing a button. Apple’s evolution from the garage in Los Altos California to becoming “the world’s most valuable company” (Markowitz, 2012) was impacted by the company’s leadership throughout its existence. In the end, Steve Jobs returned to Apple as the Chief Executive Officer (CEO); his return restored the company and its consumers’ faith for purchasing the most innovative products from a company that places quality first; this was achieved through Jobs’ leadership vision, strategic planning, and his ability to create an environment that challenged his personnel to think beyond their success and fostered creativity.
Introduction

In 1976 Steven Paul Jobs and Steve Wozniak created Apple Computers, Inc. which started in the garage of Jobs parent’s home in Los Altos, California; this company would later become “the world’s most valuable company” (Markowitz, 2012). “Wozniak ended his employment with Apple in 1987” (Wozniak, 2013). The leadership evolution of Apple Computer, Inc. has taken the company from the leading edge that introduced the world to the personal computer through devastation that brought the company near complete failure; however, through a leader’s vision and guidance the company returned as “the world’s most valuable company” (Markowitz, 2012). Each Apple CEO and their ability to lead impacted the organization, its personnel and the company’s success. Understanding that both leadership and personnel must adapt and use foresight to remain ahead of their competitors is critical for continued success. More importantly creating a work environment that embraces innovation and challenges its personnel to achieve new products requires leadership, vision, and the ability to create strategic plans that emphasize innovation and quality products and services.


Apple’s humble origins started in Los Altos, California. In researching Apple, the Book *Exploring Distance in Leader-Follower Relationships: When Near is Far and Far is Near* by Michelle C. Bligh and Ronald E. Riggio, where chapter nine, *The Apple does not Fall Far from the Tree: Steve Job's Leadership as Simultaneously Distant and Close*, by Moran Anisman Razin and Ronit Kark discussed Steve Jobs in his early years with the company. Razin and Kark stated “in 1976 Steven Paul Jobs, together with Steve Wozniak, founded Apple Computers in his (Steve Jobs) parents’ garage in Los Altos, California” (Razin & Kark, 2013, p. 243). Additional; Razin and Kark discussed how together Jobs and Wozniak took over the computer industry when the
created what is now known as the first personal computer (PC); these first computers included the Apple I, Apple II, and Macintosh PCs. Despite dropping out of college Jobs also “founded another computer company call NeXT, bought the then failing Pixar Studios (named The Graphics Group at the time), which under his management became one of the leading animation studios in the world” (Razin & Kark, 2013).

Apple’s first CEO was Michael Scott, CEO from 1977-1981 (Sexton, 2011); according to the article *The History of Apple CEOs* by Koka Sexton “Scott was a visionary who set the example for businesses when he got rid of all typewriters at the company” (Sexton, 2011). In February 1981 Scott was not willing to tolerate dead weight within the company and in an event coined as “Black Wednesday” fired approximately 40 of the Apple II engineers. Shortly thereafter Scott was moved to vice chairman, which gave him very little power within the company. In 1981 Mike Markkula became the Apple CEO. According to the article “*Apple, Rising* 1976-1985” by Jack Doyle, Markkula aided in Apple’s financing in 1977 and helped get the company started. Furthermore, the article stated that “by November 1976, the two young entrepreneurs (Jobs and Wozniak) received some help from a chip industry veteran and ex-Intel manager…who helped Jobs write a business plan. Markkula’s plan predicted sales of $500 million…in ten years” (Doyle, 2010). Making the decision to retire Markkula turned over the company to John Sculley in 1983.

The Apple CEO John Sculley was recruited by Steve Jobs while Sculley was still the CEO for Pepsi Cola Company. Sculley was a very successful CEO and according to the article *Former Apple & Pepsi CEO John Sculley to Keynote at ITEXPO’s StartupCamp7* by Tom Keating; Keating stated:
By age 30, he (John Sculley) was Pepsi’s youngest vice president of marketing and in 1977, Sculley was named the youngest president to-date of Pepsi-Cola—(Sculley) is known as the man behind the original Pepsi Challenge. By the time Sculley left Pepsi in 1983, before moving on to become CEO of Apple, the Pepsi brand had become the largest-selling consumer packaged goods brand in America, surpassing Coca-Cola in market share (Keating, 2013).

Sculley was appointed as the Apple CEO in 1983.

Jobs was the leader for the Macintosh Division in 1985 and this is when his relationship with Sculley became strained. Jobs’ personality had already been described as “egotistical and destructive behavior” (Forbes Leadership Forum, 2013); his anger and aggressiveness peaked when the Macintosh computers sales did not meet the company’s expectations. Jobs’ tantrums concerned both Sculley and the board members. According to an IMT 581: Case Study Analysis: Sculley and Jobs – A Difference in Apple Leadership by Jeroen Van Den Eijkhof; according to Jeroen Jobs was “a perfectionist that would drive others to work in unethical circumstances and no mercy on work that was under par for him… not someone you might readily want to work for” (Jeroen, 2010). According to the article When Steve Jobs Got Fired By Apple written by Joel Sigel “A power struggle erupted between Sculley and Jobs…in the spring of 1985 Apple's board sided with the CEO, removing Jobs from his command of the Macintosh group” (Siegel, 2011) essentially removing Jobs’ from any decision making authority.

Both Scott and Markkula were ideal CEOs for this new company; both men had backgrounds in the computer industry and their understanding of marketing strategies and production enabled Jobs and Wozniak to continue creating the next generation of PCs that Apple would later market. Still working towards finding their place within the computer industry’s
market leadership failed to include the necessary checks and balances that could have alleviated poor quality products. Additionally, because Scott and Markkula were involved with the inception of Apple which only had a few employees they failed to establish clear lines of communication, formal leadership responsibilities, and decision making. These lines of communication, responsibility and decision making etiquettes would need to be established as the company grew. Finally, the decision making authority between the company’s leadership and its founders should have been established to ensure leadership was not undermined by the cofounders’ vision and expectations. Sculley’s experiences may have initially led to Apple’s success and increased the company’s finances; however, his lack of experience in the computer industry prevented Sculley from creating a strategic plan that was realistic for the engineers to create and market the company’s products. The poor quality of Apple’s products would have a negative affect the company’s market shares and its reputation.

**Apple Computers, Inc. and Its Leadership from 1985 – 1996**

Apple’s CEOs for the period from 1985 thru 1996 were John Sculley from 1983-1993, Michael Spindler from 1993-1996, and Gilbert Frank Amelio from 1996-1997. These three CEOs were challenged and failed to place Apple at the top of the computer industry during their respective tenure as an Apple CEO.

John Sculley remained as the Apple CEO until 1993; the overall view of Sculley and his tenure as the Apple CEO was that Apple faced a lot of changes within the organization as the company was restructured, there were very expensive projects that failed when products hit the market, and the internal struggle between executives or managers prevented the company from introducing new products and staying ahead of their competitors. Sculley failed to provide
direction and while he was successful at first his marketing strategies eventually failed since these plans were not properly created for the type of products which Apple needed to market.

Michael Spindler’s biggest decisions as CEO were to cut Apple’s employees by reducing over 2,500 jobs and restructuring the company. Spindler spent 16 years with apple and accomplished the following:

Michael Spindler established Apple's international operations, which now account for more than 50% of the Company's business…in 1990, was appointed Chief Operating Officer…appointed CEO in 1993, Spindler led Apple's efforts during a difficult time for the company and guided Apple through important milestones. His (Spindler) tenure included some of the company’s most significant achievements, such as the development of its RISC-based technology and the smooth transition of the entire Macintosh product line to the PowerPC microprocessor (PR Newswire Association LLC, 1996).

Despite his contributions to the company Spindler would eventually be fired as CEO by Mike Markkula, the company’s chairman, due to Apple’s poor financial results during Spindler’s tenure as CEO.

Gilbert Frank Amelio had the shortest tenure as any Apple CEO. According to the press “Dr. Amelio joined Apple's Board in November 1994, and has a first-hand working knowledge of Apple” (PR Newswire Association LLC, 1996); prior to accepting the position as Apple CEO Amelio held management roles at National Semiconductor. The press further stated “the transformation at National Semiconductor under Dr. Amelio's leadership resulted in company becoming highly focused on specific lines of business while achieving record financial results for the past two years” (PR Newswire Association LLC, 1996). While Amelio’s tenure as CEO
was during the worst period of Apple’s existence, his tenure was ultimately cut short by Steve Jobs ability to “convince the board that Amelio was not the man for job” (Berlin, 2011).

Of the different leadership styles and practices within Apple during 1993-1996 I noted that none of the CEOs followed any structure change implementation plans. According to the book *A System’s Approach to Small Group Interaction 9th Edition*, by Stewart L. Tubbs, which has been a great source for me to use when preparing to introduce change to my work environment or when training new supervisors on how to introduce or deal with change. None-the-less, Tubbs “The Ten Commandments of Implementing Changes” from the book *Managing Change* by Todd D. Jick; these 10 Commandments are:

- Analyze the organization and its need for change;
- Create a shared vision and common direction;
- Separate from the past;
- Create a sense of urgency;
- Support a strong leader role;
- Line up political sponsorship;
- Craft an implementation plan;
- Develop enabling structures;
- Communicate, involve people, and be honest;

While each CEO may have used several of these commandments each failed, in their own way, to analyze what changes were best suited for the organization especially since Apple was at the top of the computer industry when it started; to create a shared vision and communicate this vision with the stakeholders and employees; to define the leadership roles and clarify each leader’s area of responsibility from the CEO down to the supervisors; to gather support from everyone involved; to craft plans and determine if the strategies used were right for the ground breaking products which were developed and entering the market; and finally the most critical area where these CEOs failed was in their ability to commutate and involve the right people within the company to analyze the strategies for marking their new products. A good mix for
analyzing their marketing strategies would have been to include the engineers; having the engineers input along with the marketing strategies would have provided realistic capabilities for products, production timelines, and customer support needs and could have averted poor quality products which were released for marketing which led to quality control issues for the company.

With the constant changes in technology and innovative ideas, products, and testing requirements Apple was an organization that remained in a constant state of flux; as change occurs within an organization the leaders must also adapt their styles and practices to enable the organization to absorb and accept the changes. In my opinion, the Apple CEOs came in to their respective positions with the intent of changing Apple’s culture or operations to adapt to the CEOs method or standard of doing business versus adapting their leadership style and practices for the unique business environment. The problem throughout Apple’s existence from the first CEO in 1977 through 1997 were these individuals lacked structure in the organization and defining the leadership roles within an organization that was growing at light speed and how to manage the new computer industry market with regards to marketing quality products and the timelines necessary for production. Apple would not see its return to the status as one of the most innovative product lines which used superior technology within the industry until Steve Jobs’ returned as the Apple CEO in 1997.

**Apple Computers, Inc. and Its Leadership from 1997 – 2011**

Apple’s CEO for the period from 1997 thru 2011 was Steve Jobs (Berlin, 2011); having a unique leadership style Job’s was able to ensure Apple’s success during his tenure as Apple’s CEO. According the article *Steve Jobs and Tim Cook: Does Apple Still Have the Leadership It Needs* by Sydney Finkelstein, Job’s leadership style and practices normally would not work within an organization. Finkelstein went on to state:
The lesson: just because you can find one prominent example of a particular leadership style, doesn’t mean everyone should do the same. Steve Jobs was an exception to all the rules on effective leadership. Let’s make it clearer: almost anyone who adopts the Steve Jobs approach to leadership will fail (Finkelstein, 2013).

Another article in the Harvard Business Review, The Real Leadership Lessons of Steve Jobs, by Walter Isaacson stated that despite Job’s rough edges and his break all the rules type of personality his leadership worked for Apple. Isaacson also stated:

The essence of Jobs, I think, is that his personality was integral to his way of doing business. He acted as if the normal rules didn’t apply to him, and the passion, intensity, and extreme emotionalism he brought to everyday life were things he also poured into the products he made. His petulance and impatience were part and parcel of his perfectionism…So I think the real lessons from Steve Jobs have to be drawn from looking at what he actually accomplished (Isaacson, 2012).

Isaacson wrote the biography of Steve Jobs so I believe that he was able to capture and understand a lot about the man that few people could dare or hope to understand. Isaacson quoted Jobs statement that his (Jobs) greatest accomplishment was creating Apple; Jobs went on to say “Making an enduring company, he (Jobs) said, was both far harder and more important than making a great product” (Isaacson, 2012).

Jobs focused on the simplicity in his leadership and products; making things easier for both the consumer and his employees. Do not confuse simplicity with his expectation for perfection; perfection was needed to reach the consumer with simplistic products for anyone to use at home. Jobs’ leadership lessons could be summed up as the following:
Simplify; Take Responsibility End to End; When Behind, Leapfrog; Put Products Before Profits; Don’t Be a Slave To Focus Groups; Bend Reality; Impute; Push for Perfection; Tolerate Only “A” Players; Engage Face-to-Face; Know Both the Big Picture and the Details; Combine the Humanities with the Sciences; and Stay Hungry, Stay Foolish (Isaacson, 2012).

Through a turbulent life as the cofounder of Apple, ousted from the company he cofounded in 1985, and to his return as the Apple CEO; Jobs’ amazing and unique leadership style and practices are what prevented Apple’s failure to thrive and returned the company to its position as the most successful computer companies that remains successful on a global scale.

Jobs’ leadership style was volatile and his personality demanded perfection; however, this personality trait made him very successful in his lifetime. Isaacson listed several of Jobs’ successful ventures and discussed where he felt Jobs’ innovations placed him compared to historical greats; here is Isaacson’s statement:

Along the way he (Jobs) helped to transform seven industries: personal computing, animated movies, music, phones, tablet computing, retail stores, and digital publishing. He thus belongs in the pantheon of America’s great innovators, along with Thomas Edison, Henry Ford, and Walt Disney. None of these men was a saint, but long after their personalities are forgotten, history will remember how they applied imagination to technology and business (Isaacson, 2012).

I have to agree with Isaacson, the legacy of Jobs’ and his innovative ideas will be what is remembered and those personality quirks that people cannot seem to overlook during his lifetime will fade away over time.
Jobs’ return to Apple was successful because instead of reorganizing the company he reorganized the company’s focus. Through his continued vision that focused on quality products for the everyday consumer Jobs achieved far more in his lifetime than any other computer company could hope to achieve; his legacy started with the personal computer but his vision propelled Apple into the next generation of music media, cell phones, and portable computing tablets. As Isaacson stated Jobs will be remembered as one of “America’s great innovators along with Thomas Edison, Henry Ford, and Walt Disney” (Isaacson, 2012) and it all started in his parent’s garage.

When Jobs was ousted from Apple the company resembled a dingy floating out in the open ocean; prior to 1997 when Jobs returned as the Apple CEO, Apple did not resemble a company name that defined innovation or quality products. Upon Jobs’ return the company focused its products for professional and personal use; once this was established, Apple focused on producing quality products which eventually overcame the consumers’ perception of poor quality products with unreasonable prices. As I said earlier Jobs and Apple were destined for one another and his return as the CEO established the solid foundation which returned Apple’s name to be synonymous with quality products and innovative technology.

Steve Jobs’ leadership is hard to understand and does not follow in the traditional sense which leaders’ operate to ensure a cohesive work environment that fosters everyone’s success. Jobs’ was a genius whose vision was forging a new path in the world of computers; his methods did not need to foster an environment for innovative ideas, he was already there. Jobs has been said to have “only tolerated the best” (Isaacson, 2012) and he would not settle for anything that was not, in his mind, the best and that he “strived for perfection” (Isaacson, 2012). In my opinion, Jobs probably felt that anyone who was not striving for perfection then reflected they
accepted mediocrity; I truly believe that Jobs expected, and wanted, more from the people who
worked with him and those who settled for mediocrity were not going to like working with or for
him.

**Apple Computers, Inc. and Its Leadership from 2011 - Present**

In August 2011 Steve Jobs submitted his letter of resignation to the Apple Board of Directors. In his letter of resignation he also recommended that Tim Cook, “who was recruited by Jobs to lead Apple’s Worldwide operations” (Sexton, 2011) be appointed as the next Apple CEO; additionally, Cook had been “the interim CEO for Apple during Job’s leave of absence for pancreatic cancer and again while Jobs had a liver transplant” (Sexton, 2011).

In the article *5 Essential Leadership Lessons from Tim Cook* by Eric Markowitz, Cook shares a few mottos from his leadership style:

1) Diversity of leadership is massively important; 2) Transparency is the key; 3) Read customer emails. (If anything, it humbles you.); 4) You can only do a few things great; and 5) Admit you're wrong (Markowitz, 2012).

Stepping in as the CEO for a company that returned from the brink of failure to becoming “the world’s most valuable company” (Markowitz, 2012) Cook has stepped in and continues to lead the company towards success. Cook is not anything like Jobs but he learned from Jobs and does what’s right for Apple and its employees. The new Apple CEO’s leadership is very different from Jobs’ leadership; however, during his tenure as the interim CEO Cook had the opportunity to work with Jobs’ guidance and coaching. While Cook’s leadership style is different from Jobs, Jobs did ensure Apple would continue to thrive and grow long after his death on October 5, 2011.
Tim Cook’s greatest strengths appear to be his humility, his communication skills, his loyalty and passion for and to the company and its people; as the Apple CEO, Cook is known for his calm demeanor but who is also quite demanding. Despite this Cook is well liked and gets high ratings from Apple employees. During his tenure as interim Apple CEO, Cook had the privilege of working directly with Steve Jobs and benefitted from Jobs’ insight and experiences.

Cook’s greatest weakness is…he is not Steve Jobs. Cook is not the iconic man who’s visionary and innovative ideas placed a personal computer in every home and enabled everyday people to have technology at their fingertips. Despite Cook’s stepping onboard after Jobs’ resignation Al Gore praised his leadership in the article Al Gore praises Apple CEO Tim Cook as one of Time's '100 Most Influential' by the AppleInsider staff; Gore described Cook as a soft-spoken, genuinely humble and quietly intense son of an Alabama shipyard worker and a homemaker." He (Gore) acknowledges the difficulty anyone would have following Steve Jobs as chief executive of Apple…He (Cook) has indelibly imprinted his leadership on all areas of Apple — from managing its complex inner workings to identifying and shepherding new 'insanely great' technology and design breakthroughs into the product pipeline…Cook was also identified by Time as one of the magazine's "People Who Mattered in 2011, while Jobs was given a "Fond Farewell" from the publication (AppleInsider Staff, 2012).

While he is not Steve Jobs, Cook’s leadership is moving Apple forward with momentum.

The Future of Apple Computers, Inc.

After studying Apple over the last five weeks; I believe that its history reflects its future. Apple was thriving at its inception and upon its loss of its cofounder, Steve Jobs; the company went into turmoil and almost complete failure with little hope for regaining its momentum. It
took the return of Steve Jobs to return the failing company to a platform that established Apple
as “the world’s most valuable company” (Markowitz, 2012). Steven Snyder stated “At the core
of his (Jobs) later success was the reinvention of his own leadership. He (Jobs) would cease
being his own worst enemy and began to channel his energies more adaptively (Snyder, 2013)”. 
Through this new reinvention of his leadership; Jobs stated he wanted to “build an enduring
company where people were motivated to make great products” and he also adopted “what True 
North author Bill George calls moving from I to we.” (Snyder, 2013). Snyder went on to state:

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\begin{align*} 
\text{Jobs developed close partnerships with the likes of retailing Guru Ron Johnson,} \\
\text{designer Jony Ive, and operational efficiency expert Tim Cook. Through these} \\
\text{collaborative efforts, he transcended his powerful self-centeredness to foster a} \\
\text{rich, vibrant, and creative climate that fully tapped the potential of all (Snyder,} \\
\text{2013).} \\
\end{align*}
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Bill George’s leadership concept centers on “1) Make your vision inclusive and long term; 2)
Examine your actions; 3) Invert the pyramid; and 4) Institutionalize we-oriented thinking”
(Snyder, 2013). In my research I can visualize where Jobs made a concerted effort to reach these
four leadership concepts; this includes working with Tim Cook and recommending his selection
as the Apple CEO to replace him upon his announcement that he was stepping down.

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\begin{align*} 
\text{I image that through his period as the interim Apple CEO, Cook had a lot of} \\
\text{conversations with Jobs and he most likely relied on and still uses the advice that Jobs shared} \\
\text{with him before his death on October 5, 2011. Despite all this there is a part of me that believes} \\
\text{Apple has lost its heart and soul; with Jobs no longer at the helm using all his passion to ignite} \\
\text{the company’s vision and revolutionary products it is likely that Apple will slowly fade back into} \\
\text{the turmoil which it faced before Jobs returned in 1987. Since Jobs’ death the Apple CEO has} \\
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issued an apology for failed mapping software and there have been no innovative product releases. In my opinion, Apple may remain as one of the top selling global computer, digital music, and mobile phone companies; but with Jobs no longer leading the charge I expect the company to struggle before it finds its niche within the industry and market.

**My Personal Leadership Lessons Learned**

What I learned from studying Apple and its leadership is that an organization must stay ahead of its competitors and this requires strong leadership with an obtainable vision. Leaders must communicate with their executives, managers, supervisors and employees; the leader must challenge and charge its personnel to be better than the status quo. Additionally, creating work environments that foster innovative ideas and quality control measures is necessary to stay ahead of the company’s competitors. Most importantly I have learned that as a leader it is important to understand the company’s culture and how that company does business. Throughout my research I noted that with exception to Jobs, Scott, and Markkula, the other Apple CEOs did not get into the weeds to understand how the company was organized, how each division operated, nor did I find anything that expressed these CEOs were talking to the company’s employees. Getting the information from the people doing the work is the most critical communication needed before creating strategic plans, tactical plans, and executing the company's mission statement.

Applying the lessons learned from my research regarding leadership’s responsibility to adapt their leadership style to their work environment versus expecting the personnel to adapt how they do business to my leadership style is not difficult for me to visualize. My current supervisor was in a similar situation and provided me with an example of how to communicate and get all the facts before creating the strategic plan for any given work environment. My
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supervisor has been working in my unit for almost two years now and his background was not fleet management; however, when he arrived the first thing he did was get to know all of the personnel in our unit, observe how the personnel made decisions, whether fiscally or for customer support, and he learned how we processed the workload, our priorities, and everything else that we do on a normal basis and the extra stuff that got thrown our way. From day one my supervisor said “I am not going to change how you guys do business; however, if you guys know the areas where things can be improved I’m open to discuss your input on how to improve those areas but I will not make any changes immediately unless there are violations with public law and federal guidance” (Efimenco, 2011). The bottom line…don’t complain about a process without having a solution to resolve the problem or your complaint about the process.

I had to explain my supervisor’s actions when he entered our unit to clarify what I realized when researching the Apple CEOs and the impact they had on the company. At some point during my research I realized that the Apple CEOs did not take the time to understand how the company worked from the top to bottom. My supervisor observed the work environment, listen to a lot of input from people doing the work, and through the coordination with the section leaders he made changes that improve our unit’s effectiveness; furthermore, he involved everyone when he created his strategic plans this ensured everyone’s input was considered and enable every section to work more efficiently. With open communication and input from people outside of our sections, we were better able to “think outside the box” and create effective and efficient processes to provide both our internal and external customers with the necessary support and ensured our organization’s success. Steve Jobs understood the entire process from the bottom to the top, and like my supervisor, Jobs understood that the quality of a product or service will define the organization, its leadership, and its personnel. My supervisor has been and
continues to be the best example for me on how leaders can make a positive impact or improve an organization despite not being the technical expert. It would have been easy for my supervisor to just reorganize how we do business and realign the areas that intersect to reduce personnel and funding requirements; instead, my supervisor learned why each section was established and consolidated areas that did not impact the our sections’ ability to ensure the organization’s success.

The results of applying this lesson within my organization provided for an environment with open lines of communication within my section and throughout the unit; the end result was each sections’ improvements have ensure its effectiveness and efficiency for achieving the organization's vision and mission. Had each and every Apple CEO gotten into the weeds to better understand the “whys” of each section and the necessary processes required to ensure quality products and services, I believe that the CEOs might have made adjustments to their strategic plans to ensure the production timelines, quality control requirements, and marketing of Apple products were plausible for everyone involved. Had the strategic plans to get products for production to market timelines been realistic for engineers and established the necessary quality control measures to ensure the quality of the Apple products; in my opinion, the company might have averted the poor quality of its products, which were most likely marketed too early, and directly impacted Apple’s declining position in the personal computer market. Furthermore, the company might not have suffered the loss in profits or marketed poor quality products if the Apple CEOs would have stopped to look at what was going wrong within the organization; unfortunately, I have the advantage of hindsight and the Apple CEOs did not but I have witnessed how a leader can be successful when they better understand the company’s culture and why they were organized in the manner which they operate.
Conclusion

In 1976 Apple Computers, Inc. was created by Steven Paul Jobs and Steve Wozniak; “the world’s most valuable company” (Markowitz, 2012) started in the garage of Jobs parents’ home in Los Altos, California. Apple Computer, Inc. has stared deep into the chasm of obliteration and through his extraordinary leadership Steven Jobs re-invented the company he cofounded into a globally successful organization. Jobs’ vision and guidance changed the world as we know it; from the introduction of the PC to the innovative products that include digital music, mobile phones, and computer pads as a society we communicate globally through the products which Jobs envisioned. Each Apple CEO before Jobs had the ability to create an organization that impacted everyday people in the same fashion; their leadership styles failed to adapt to the company and recognize what their people needed to achieve great success. Understanding that both leadership and personnel must adapt and use foresight to remain ahead of their competitors is critical for continued success. Most importantly, any organization’s leadership has the responsibility to create an environment that embraces innovation and challenges its personnel to achieve success; great leadership creates vision and inspires their personnel to be better than normal, they inspire their personnel to be perfect.
References

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