



When the CEO is Ill: Keeping Quiet or Going Public? Case Study Solution

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Class: Leadership : Management of Human Resources

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Topic : As Apple experienced a change in the leadership position of CEO, what are the consequences that follow ? Are these consequences positive or negative?

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Introduction

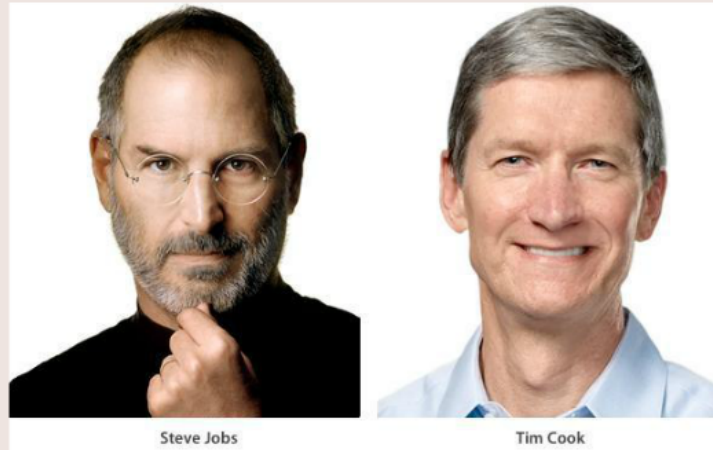
Change is inevitable . Throughout every organization is an opportunity to introduce a new change. It is the only constant for organizations/businesses that hope to have a full lifespan. Change can have a positive or negative impact on the surrounding environment, both internally and externally.

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In 2011, Apple, was faced with the challenge of replacing its terminally ill CEO and co- founder, Steve Jobs with the most qualified person to maintain the company's momentum at the world's largest and most famous technology company, following a decade -long period of turn-around and innovation with few parallels in corporate history.



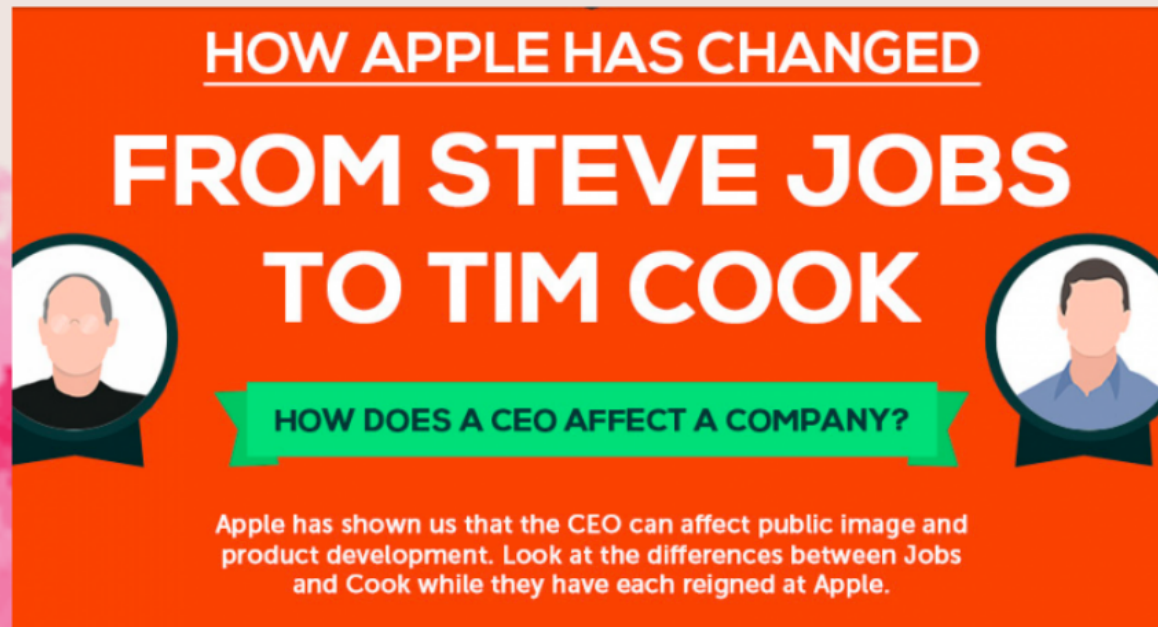
Apple's Big Move



In August, 2011 , Steve Jobs handpicked his successor. His choice was Tim Cook. Tim Cook was handed an unenviable task of taking the helm of the company .

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The Prevailing Questions






Is Tim Cook expanding and improving the legacy of Steve Jobs or are the firm's greatest days in the past?

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Overview

How Tim Thinks Different

On many major issues Cook has followed a different program from his old boss.

	STEVE JOBS	TIM COOK
	Disdained "the enterprise," a.k.a. selling to corporate IT departments.	Emphasizes the opportunity to sell to enterprises.
	Pooh-poohed corporate philanthropy.	Trumpets philanthropy and encourages employee giving.
	Hogged the limelight.	Shares the limelight with top lieutenants.
	Opposed dividends and buybacks.	Accommodates Wall Street with dividends and buybacks.
	Eschewed big acquisitions.	Bought audio company Beats for \$3 billion.

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Leadership Style: Steve Jobs



JOBS' LEADERSHIP & MANAGEMENT STYLE

JOBS' LEADERSHIP STYLE CAN BE DESCRIBED AS ENTREPRENEURIAL

- Focus on creating an innovation- and product driven company
- Direct Control & Deep Involvement in everything at Apple
- Motivation through Inspiration & Fear
- Steve Jobs ➔ Product & Marketing Genius behind Apple's success.



"...the passion, intensity, and extreme emotionalism he brought to everyday life were things he also poured into the products he made."
(Walter Isaacson, 2012)

Sources: (Siltanen, 2011; Perenson, 2011; Friedman, 2011; Markoff, 2011)

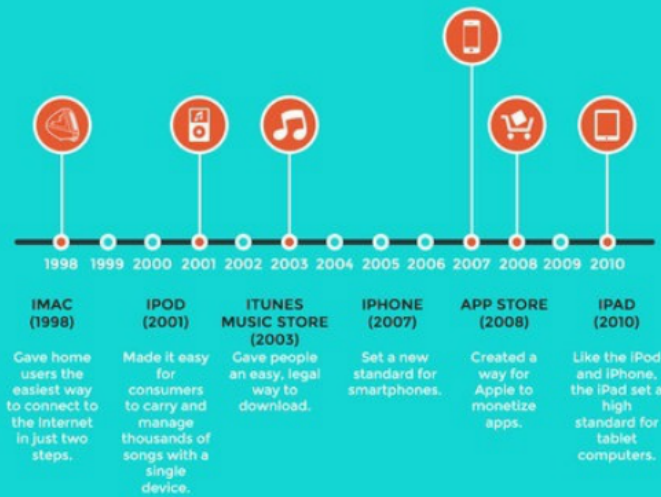
Entrepreneurial Leadership : leadership aimed at achieving a common goal using proactive entrepreneurial behavior by optimizing risk, innovating to take advantage of opportunities, taking personal responsibility and managing change within a dynamic environment for the benefit of an organization.

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ICONIC APPLE RELEASES

Why Everyone Knows the Apple Brand

UNDER JOBS



UNDER COOK



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