

## QUALITY BASED ASSESSMENT FOR CONTEMPORARY LEADERSHIP – THE CASE OF STEVE JOBS

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### ABSTRACT

In this paper, the authors discuss different reasons for the choice of Steve Jobs as a leader. It summarizes several primary concepts that shape matter about who is a leader? In addition, it attempts to provide collaborative evidence into argument about Leadership. Overall, it is about an exhibition of leadership. The methodology is to present, evaluate and analyze several qualities of a Leader that have been identified by some scholars. Conclusively, it asserts that it is expedient to concentrate on lessons learnt from various leaders and apply such lessons in a subsequent engagement with the subject of leadership.

**Keywords:** Quality, Assessment, Choice, followership, Leadership, Steve Jobs

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### 1. INTRODUCTION

The choice of a leader to admire and write on could be a subject to inflame many innate causes. One could have many reasons for making decision about the leader to respect. The reasons include: Considerable number of achievements reported about the leader. Appreciably number of commentaries and academic works available about the leader. Practical wisdom being exhibited by the leader if still alive. And the ability of a leader in solving real life problems and overcoming challenges even in time of crisis, etcetera. Nonetheless, having many themes to write about of a leader will provide a wider scope for justifying one's choices. It could also be a further aspiration into exploring the underscoring values of the leader in consideration.

Apparently, various reasons could make a leader a subject of admiration and authorship. Adducing to the reasons of general admiration of Steve Jobs over the years, reported narratives of post-Jobs' emphatic value in many management articles and leaders extracts. The choice to admire and write about Steve Jobs as a leader provides opportunity to explore on the subject of what makes a good leader. In a period of prevailing business discontinuity, individuals may add to the knowledge of narrowing the gap between understanding the subject of management and leadership (Ikujiro N., and Hirotaka T. 2011). Steve Jobs being the preferred choice, as an exhibit of leadership or 'as an example of a leader.'

Many have chosen to write of him for different reasons. The need to explore further on those values created by Steve Jobs in his lifetime as well as the urge to promote those values could provide an avenue for a paradigm shift. The cynical of providing solutions to many managerial performance shortfalls could also be something of a problem solved as well as furthering the solution insightfully. The interchangeableness within the use of titles of leadership, entrepreneurship, 'managerialship', and the likes, is of attraction. Considering a multidisciplinary context and multifaceted venture approach into the subject of choice could be viewed both as an academic exercise and a managerial pentose.

Mackenzie (2011) Provided, what could be assumed to be a template of assessing or perhaps the gauge of Jobs' trend of admiration. He claimed that Steve Jobs earned his recognition in an exceptional gold of uniqueness for different reasons. Steve Jobs was an exceptionally noticeable, fascinating and distinctive leader. He provided points that attract attitudinal discussions; purportedly useful for today's active consideration in managerial performance of the CEOs or any aspiring leaders or managers.

Steve Jobs was sure of what he wanted even before he wanted it. The emphasis is all about being a leader who knows what he wants before declaring what he wanted. In value creation, this is an innate power of innovation. Steve Jobs was a rare conventional admirer of market research or that of ideal's market testing. He once said, "You can't just ask customers what they want then try to give that to them. By the time you get it built, they'll want something new." In other words, customers are always evolving, and a static approach into supplying will not work for the business of today.

## 2. SPECIAL ABILITIES

Rigby (2011) once blew out a request, "Do you know Steve Jobs?" He claimed that on the subject of personifying Silicon Valley, among several competitors, Steve Jobs would excel. He presented an argument to depict the uniqueness of Steve Jobs and why admirers will shout for him. Jobs; an embodiment of the chilly nerd, who combined the passion for lighting the equation of technology into an affluent implementation of what consumers want even before the aspiration was declared. Mackenzie (2011), however, agreed and viewed this trait of Steve Jobs, as unique and primary to his design successes. Undoubtedly, this afforded Steve Jobs, a cognitive affluence according to Giovanni Gavetti. Today's leaders would succeed within the reference of confidently embracing and shedding fresh light on what it takes to be inventive.

The science of adapting an analytical approach into following the movement of the market without exhibiting an apparent interest in conducting market research, add a unique element into evaluating the dominance acumen of Steve Jobs. Notably, the question emboldens within the psychology of leadership underlines clearly that Steve Jobs is an unbelievable businessman. He paved an outlet for unifying a feel affection for, and understanding of technology with a little option in real life of his designs. Undeniably Apple, which Jobs embodied, was not so much an organisation on the side of civilizing experience. Events launched as well as noted customers' commitment in high expectation that, arguably attracted the ability of Steve Jobs adequately to match the worldview of consumers with his interest in contemporary designs. Gavetti (2011) provided an argument in support of this trait as a useful synergy. It helps in promoting a strategy with leadership ability to discover opportunities from distance. Maccoby (2000) classified this attribute of Steve Jobs as a functional quality that distinctively differentiates a leader from a manager. In perception, it is an up to date approach, which primarily positions business leaders beyond the cadre of business administrators. This trait provides a spontaneous indulgent of design and user interface that arguably, according to Aquilar (2010) promoted the finest value of Apple as a Company.

In media profiling, Steve Jobs was not an admirer of market research but he believed religiously on his intuition for enlightening active techniques, that is, making ongoing technologies better today for the market of the future. He enjoyed building new products in an incremental attitude of packaging them in a manner that strongly appeal to the needs of consumers. Nonetheless, the public would want to use the packaged of Jobs. For example, prior to the iPod in 2001, there was comparatively petite attention for MP3 music players. The existing products looked chubby and less attractive by the market, often awkward in usage, and were widely purchased by foremost adopter tech enthusiasts. On the other hands, the more exotic technologies were the new innovative iPod, iPhone, and iPad that, people rapidly occupied themselves with, and with great interest. It was a provision made available by Steve Jobs, although he was not an obvious advocate of market research, but his ability as a salesperson was never in doubt. The illumination of his products simplified how unique indisputable they were. They were exemplars in clarifying the use of the products. His attachment to the frequently used terms by consumers was nearly the best.

In an era of uncertainty, Steve Jobs fluently communicated the peculiarities of his products to his business audiences. Emphatically, the real meaning behind the design is habitually tough to communicate in real time. Mainly, when opinions remain divided amidst debates. Notwithstanding, the models provided by Jobs, undoubtedly, connected with diverse interest groups. Gallo (2009) Indicated that the approach adopted by Steve Jobs in communication is more of conveying his experience than delivering a presentation. He gained a unique status for stimulating his listeners with the presentations. He did not just communicate information; he illustrated his designs achievement by telling stories, he painted pictures and shared his visions. It is synonymous with leaders ability to use metaphors and stories effectively. Wise leaders use stories and metaphors to express the relationship between one thing and the understanding of the viewpoints and emotions of another. (Ikujiro, N. and Hirotsuka, T. 2011). It depicts how to manage the relationship between leaders and their followers, bring together designers and consumers, through everyday verbal and nonverbal or between the present and either the past or the process of communication. Using the framework presented by Jobs, communications-skills coach Carmine Gallo extends a configuration to help others to develop and refine their skills to deliver a winning presentation. The notion that provided an explanation why modern buyers' want, and prone to buy the products of Apple.

Giannantonia & Hurley-Hanson (2013) Argued that by connotation the trait of knowing what you want before declaring it; provides evidence for some valuable leadership lessons. Attitudinally, leaders and team members would work with strength of motivating themselves, having the capability to re-examine customers' requirements even at the preconception stage. It adds values in a swiftly varying state of affairs when the nature of market mission becomes increasingly uncertain. Practically, this helps the pattern in fathoming acceptable design. However, this could be an enormously complicated concept to follow and implement. Mainly, when those involved in designs, significantly engage with investing emotionally and materially on a preconceived ideology, without an individual evidence that the marketplace would accept such an envisaged design' longing.

Consequentially, the nature of this attribute, perhaps, may contradict the conventional needs for leaders, to cultivate a shared intelligence of duty-bound for a collective team's performance. Accepting an option of this nature at design level arguably makes things functionally acceptable. Nevertheless, the trait gives enormous rooms for self-development based on how effective a leader could be when providing leadership in a highly emotional circumstance. Acquiring a basic knowledge of a preconceived decisive move of the market acceptability in itself remains a commanding fact in knowledge and understanding of how to manage the whole design process in creating a superior competitive advantage.

### 3. PUT PRODUCT BEFORE PROFIT

According to Walter Isaacson, this mainly explains an excelling mind of Steve Jobs, Putting Products Before Profits. For example, in the early 1980s, Jobs and his small teams designed the original Macintosh, which, to him was all about excellent design, acceptable to the people. Jobs wanted an insanely human-friendly enormous product without any emphasis on earnings maximization or cost trade-offs. By implication, this accelerated in a way, the home computer revolution, and impact on leaders the need to put first, the needs of end users first at the design stage. Consequently, strengthen the contribution of innovation, bringing about several innovative products that characterised the second coming of Steve Jobs. On his second return, he re-engineered Apple's products, provide insight to producing innovative technologies, in likes of iMac, the PowerBook, the iPods, the iPhone, and the iPads. Following a plan account of putting products before profits. A great lesson for leaders. Jobs turned Apple to a learning organisation where design stage had been afforded the ability for managing collective actions; providing evidential views of the subject matter, as a process of organizational learning. Ikujiro & Hirota (2011) claimed that abilities of this nature classified phronetic leaders from others.

Mackenzie (2011) furthered his admiration of Steve Jobs on the subject of Reality distortion field. He indicated how Jobs used this as a template for motivating his teams. In Mackenzie's words, "Steve Jobs knew how to work a crowd." He suggested that Jobs could put together an enthusiasm around technologies that, sometimes, were neither new nor world changing. At the launching of the iPad 2, a considerable portion of Jobs' presentation was devoted to the strategy; promoting a stylish in design devices - a quadrangle of record with attractive pivots. Dotlich, Cairo, and Rhinesmith (2009) emphasised, by comparison to Lafley A. G., the need for leaders to build an atmosphere for innovation. Deductively, Steve Jobs in his priority on products rather than initially on profit has prevented the trickling of weakened products and created several opportunities for new products that were and will continue to be commercially flourishing. As pricing keeps pressuring on priority, making change an enterprise becomes significant. Amongst many, making marketable the so called, 'an early selling and functional models' remains a challenge. A modern view of motivating the teams on focussing their innovative efforts on product and service delivery models pull the strings successfully.

A paradigm shift from exciting an old business and applicable models conventionally, to an iconic wave of pulling the team together by an innovation champion, always keeps innovation approaches sustainable. Steve Jobs promoted a competent view of innovation disciple when compared to several views on building an amiable atmosphere for completing an innovation process, in a sustainable manner. Dotlich et al. (2009) agreed with the foundational layout of Coyne et al. (2007) that openhandedly offers people a considerate approach into understanding innovation. Accordingly, should be a priority in promoting a successful commercialization.

A further view of this creative ability could be linked to an enterprising acumen doing something that depicts ability to initiate innovative idea with a skilful inventiveness. In one hand, it could be a definitive approach into opening a purposeful or productive activity, particularly one that entails an attempt for high, but not premeditated profitability. On the other hand, it often promotes an action; that is, skilfully associated with promptness for thriving development of ideas. Thinly, it's becoming interestingly visible, how innovation and enterprising skills tend to climax when leading in a difficult or crisis time. Apparently, Jobs advocated the transparency of information. He claimed that this could favorable impact on driven the whole innovation process. He practically connected with Jonathan Ive to produce market-enduring devices. To Jobs, this should not be inevitably an original idea itself, but should promote diversification. For example, after Jobs returned to Apple in 1997, he came up with a refocusing agenda, which entailed a full diversification. He abandoned some projects; such as the Newton Handheld and, in parallel, he concentrated on the iMac. The diversification permitted the idea of Jobs, turning Apple into such a company of passion for consumer electronics, as well as a computer trade.

The combined ideas of innovation and entrepreneurship actively open an increasing opportunity for more products. In addition, the agenda of diversification that Jobs promoted, worked well with other synergies to afford Apple a unique competitive advantage. In 2001, iPod music player, initiated to the marketplace, and in 2007; the iPhone, was launched in a unique market debut. The same idea prevailed in Apple for its mobiles products and services. In 2010, for example, Apple launched the iPad tablet. Associatively, one could be allowed, in perception to rely on the idea of a transformational kind of leadership. This approach, in addition to spotting a distant opportunity in product design, also, focuses on the transformation and motivation of employees so that they will perform beyond expectations. The style aims at increasing involvement of employees with organisational goals. It relays to clear vision, to charismatic and inspiring leaders, and they set challenging goals. Therefore, it's strongly related to movement and change.

Research output over the years provided diverse explanations to the various types of leadership and evaluated tools for determining how each is effective as compared to others. For example, contextually, materials provide a consistent view of how leaders operate in terms of difficulties and uncertainty but research works have not been deficient as well. Research findings have shown that Laissez-faire leadership is always ineffective; transformational leadership is very often useful. Notably, the combination of hard and soft behaviours, also, is quite useful. The effectiveness of leadership depends upon the situation, and this situation or context, is defined by several characteristics. Jobs demonstrated a different style, depending on his definition of complexity. For instance, for Jobs, the definition of complexity is simplicity; in working with Jonathan Ive, Jobs assailed the superficial simplicity of design, and went for a deeper demonstration and application of design tools. Jobs practically influenced Jonathan Ive to accept, and implement a plan that attracted a working definition of simplicity that transcended means of simplicity that was not purely an unfussy technique or the elimination of untidiness. It demonstrates how an individual level of leadership could positively deal with a particular reluctance in design process. This trait of a leader usually motivates employees to exceed expectations.

It could be a weak understanding of leadership, but undoubtedly a view into developing a business idea of leadership. Jobs in refocusing Apple demonstrated the concept of an enterprise leadership. Hitt, Black, and Porter (2012) indicated that, in developing new products, leaders must exhibit sufficient entrepreneurial proficiency. Dotlich et al. (2009) gave a global view of an enterprise leadership. They noted that, in a large organisation, a converging inter-dependency, particularly, when evaluating the roles of a multidisciplinary approach in the assessment. The authors suggested that when developing a company leader, many organisations move personnel across the business units, enabling them to work in a different culture of unrelated complexity from their source unit. Through a competent handling of the diversification mindset, leaders could effectively align business talents, attempting to plot a course of business strategy to overcome business difficulties. It provides strategic leadership the aptitude to foresee the company's future and provide the resources required in implementing it. Obviously, this is an ability that enables both strategic and operational skills to combine in one.

#### **4. TAKEN OVER IN TIME OF CRISIS**

Literatures reveal that it was not an incidence to be ignored that Steve Jobs in September 16, 1985 departed from the company he co-founded after he lost a boardroom fight for the control of Apple. He lost the battle to the then CEO- John Sculley, the man he helped to recruit from Pepsi-Cole. There was an indication of good performance by Apple until the mid-1990s when it was reported by various authors of the negative dropping of its share in a precipitous demur. Upon Jobs resignation in 1985, he incorporated the NeXT Computer with the California Secretary of State. It could be termed as an immediate response by Jobs to his apparent humiliation by the board of the company he co-founded with his hacker friend- Steve Wozniak according to (Isaacson Walter, 2012).

Rigby (2011) reported that, Jobs return to Apple in earlier 1997. It was preceded by a crisis characterised by financial declining and an apparent misjudging of the markets. It led to failing in corporate decision of Apple. The narrative was that of crisis, ridden of an unprecedented landscape in the Company. The situation required the touch of a leader who can lead apparently in time of crisis. (Rigby, 2011), detailed how Jobs in 1996 sold NeXT to Apple for \$430 million in share acquisition. Apple reported; it had made a loss of \$816 million the same year Jobs sold NeXT Computer to the organisation. Persistent Newsweek story of July of the same year and few months thereafter predicted the bankruptcy of Apple and its ultimate death. The demise of Apple was widely reported not by Newsweek only, but others communications outfits predicted the same.

Consequently, Apple needed a strategist to lead it out of the crisis, and in 1997, Jobs returned to Apple and spontaneously put NeXT personnel in important strategic position. It was reported that NeXT was the embodiment of synergy used by Jobs in reviving the fortune of Apple. According to Rigby, in spite of the apparent commercial weakness of NeXT, Jobs exerted his influence on every aspect of activities within Apple. Initially, NeXT signified a significant jump forward particularly in terms of graphical interfaces. In addition, the organisation culture created by Jobs at NeXT seemed to have provided a solution to the crippling bureaucracy that had characterised the culture of Apple. In September 16, 1997, Apple announced that Jobs had been confirmed as the interim CEO and two years later, the arrangement was made permanent.

Heifetz, Grashow & Linsky (2009) claimed that, it was a strategy of right judgment and that of continuity that enabled leaders to thrive in times of crisis. Although, Apple was in crisis, Jobs was able to abandon bureaucratic culture for a flexible approach in making both design and marketing decisions. Tichy & Bennis (2007) noted that brilliant judgments do not often happen, and would never have happened by coincidence, whenever they do. Ikujiro & Hirotaka (2011) commented that, wise leaders consistently provide occasions for higher-ranking executives and employees to involve with collaborative thinking in order to advance the goals of the organisation. They suggested an interactive and flexible way of engaging with their employees. In making effective decisions, leaders must create contexts that sometimes elicit insights or providing solutions. (Charan Ram, 2009)

Moreover, it is wise for a leader to nurture a practical approach into engaging with their employees- eradicating the sophisticated approach of the bureaucratic nature. The setting must enable the employees to interact with their seniors. In addition, it helped them to focus on the fundamentals, engaged freely with the acts of what Ikujiro & Hirotaka (2011) called, a 'first-rate intelligence.' Although, Maccoby (2000) reported the needs for managers to engage with the problem-solving by scheduling meetings in a conventional bureaucratic manners, but the context must in itself enables interactions. Ultimately, in making rational decisions, leaders balance imagination and vision in a variety of ways.

Strategically, Jobs differentiated and integrated the design and market approach in Apple. Isaacson (2012) reported that when Jobs returned in 1997, his strategy was, to be focussed, on the production of an unsystematic range of computers and peripherals. Focus on included multiple and various types of the Macintosh. Jobs backed up his random approach in production with a weekly production review carried out by both technical and the marketing staff, and he fully engaged with the whole process. Finally, the plan of production adopted by Job, blended with digital marketing style, culminated into a robust, focused idea, which led Apple to focus, ultimately on making just four varieties of computers.

Isaacson argued that focus was an inbuilt virtue in both the personality of Job and the manner he conducted himself in daily activities. He claimed that this attribute influenced greatly on the communication style adopted by him even in time of crisis. Effective communication handles the planning approach for the looked-for response, particularly when staff morale was low and built an effective climate for innovation, inevitably of an urgent need.

## 5. WINNING THE DESIRED GOALS

Noel & Warren (2007) could not stop to fathom how winning leaders would always make excellent decisions. They emphasised the compartment of winning attributes of effective communication and that of critical ability of making decisions in difficulty. Connectively, (Hitt et al. 2012) strongly suggested that both managers and leaders in crisis time must develop judgement skills as well as engage thoroughly in communicating their decisions in gaining the desired goals. It would promote the calls for a high level of judgement and even, intuition. Undoubtedly, after the return of Jobs in 1997, he combined the high level of judgement with the inclusion of skills to cope enduringly with ambiguity and uncertainty.

Notably, Jobs' diversification agenda and his ability to remain focussed rescued Apple. In addition, his judgement skill, combined in no small measure to afford him the success accorded to him. At the helm of Apple's affairs, he got most of the moves right. The company became concentrated and profitable again. Naturally, businesses are designed for enduring stability. It should possess established organisational values for continuing profitability. Mark & George (2012) proposed an understanding that; organisation must remain stable and fortified against disruptive changes in the business environment. Contextually, they enumerated the needs for leaders to be executive in their decisions and exert proportional influences to maintain the operational and the administrative hierarchy of the organisation.

Jobs adapted a leadership style well suited to sort out some of the contradictions that existed all over the company before his returned in 1997. It should be noted that Jobs had never claimed to be an original inventor of any of the Apple's products, but the strategy of innovation distinguished him from the inventors and the followers. The position the company to be viewed as an outsider directed over seventy percent of the MP3 player market and more than fifty percent of the mobile phone competitive market. He strategically locked-in consumers to the products of the company through apparent design openness and provided keen competition for companies like Microsoft. Retrospectively, Apple, under the leadership of Jobs, hardly was the originator of any one of its products. Notably, beginning from the Xerox Alto to the iPod and then the iPhone; someone else has always been the first. Rigby (2011, p. 13) claimed that in the entire products outcome, Apple's strategy had always been 'brilliant second' rather than the actual modernizer.

Critically, the title of the 2004 book "Fast Second: How smart companies bypass radical innovation to enter and dominate new markets" (Rigby, 2011). It could not provide further evidence than the reality. It was a no nose drop in predicting that the first habitually becomes unsuccessful and the second, ultimately harvesting the booty of the new market that the first had invented. However, it is always gainful to be second in entering the market, having learnt from the mistakes of the markets, of the competitors provided, significantly by those that entered the market first.

For example, Korea's SaeHan Information Systems, notably produced the first MP3 player in the market- the MPMan F10. It was three years in the market in 1998 before Apple, in 2001 launched the iPod. The inherent difficulties of interfaces and fiddly attributes of the MPMan F10 explained why it was not as popular as the iPod, which was more accessible. Consequently, for the functionalities and increased accessibility, the iPod dominated the market, and six years thereafter, the iPhone repeated the gimmick with an improved commercialization. Repeatedly, on a 'brilliant second,' Apple would always make something functionally beautiful with a convincing ease of use. For Jobs, it was not about radical innovation; rather, it was a practical promotion of the combined creativity in design, mental agility, and balanced learning habits and skill, of a robust incremental innovation. The provision of this trait, provide the ability to concentrate on the fundamentals in an attempt to formulate a working synergy to eradicate complications in earlier designs. It could provide an outlet to the connection between managerial performance and leadership style. Robert (2013) argued that proposing a model to correlate the willingness of technical designers of technology products with the vision of a transformational leader could be a challenging one. Notwithstanding, the approach adopted by Jobs exemplified the importance of understanding the correlation that existed.

## 6. EFFECTIVE HANDLING OF CHANGE

Steve Jobs advocacy for transparency in transmitting information within organisations provides apparent evidence for his openness to change. Brown (2009) underscored the endless need for leaders to be open-minded and frequently engaged with the values of change. He emphasised that leaders should open to change. Isaacson (2012) indicated that Jobs took responsibility end-to-end in handling every unit if change made in Apple. Change dynamics required for transforming company is to entirely, engage with the organization, adopting an eye to recuperating practices and growing efficiency. Connolly (cited in Brown T., 2009) claimed that for companies to win in the future, it all depends on their ability to benefit from the present difficulty challenges the organisations currently faced.

Jobs adopted a simplified approach into integrating every aspect of the Apple ecosystem. For example, it was seemingly obvious to appreciate that hardware, software, and other peripherals in an iPods-Mac-iTunes well, integrated. He fostered models of integrating theories into his strategy of designs. He nurtured successful approaches into the business. Subsequently, devices become reduced and synchronizing them become smoother. In addition, anomalies fast disappeared, and models become compact. Isaacson (2012) reported that the attitude of Jobs to change helped him to retreat totally from being, traditionally locked-in to what he referred to as "Slave to focus groups." Jobs applied practical wisdom and distributed the same among his teams. He differentiated between large changes and small ones. He radically cut the large advertising budget, turned apple to a learning organisation and arguably, he relied on a self-fulfilling approach in promoting the products of Apple.

## 7. STEVE JOBS'S CORPORATE THEORY OF VALUE CREATION

Zenger (2013) articulated the idea of organizational theory and value creation. It is purported that leaders need to demonstrate that their organisations can continually find competitive advantages. In addition, the target also needs to be about growth and how to create value. In order to achieve this, Zenger argued for the idea of formulating corporate theory. He claimed that an organizational theory is essential to the sustainability of the business. It provides for a combination of foresight, insight and cross-sight. The example of the Walt Disney Company is held up as an exemplar of introducing organizational theory, looking at a combination of company capability and assets as accountable to its success. The notion of 'bargain hunting' with a regulatory approach is considered in addition, citing the example of Mittal and Steel as a success story in this regard. Steve Jobs's corporate theory of value creation is included, and Zenger argued that all the achievements of Jobs was possible because of his professional way he applied his corporate theory of value creation.

Steve Jobs's Corporate Theory of Value Creation is viewed as providing an explanation for the success recorded by Steve Jobs. For example, On August 10, 2011, Apple bettered ExxonMobil to become the world's most valuable business—an extraordinary accomplishment for an organisation left for demise in 1997. Walter Isaacson, Jobs's biographer, wrote, "He got hives, or worse, when contemplating great Apple software running on another company's crappy hardware, and he likewise was allergic to the thought of unapproved apps or content polluting the perfection of an Apple device." (Isaacson, 2012) In trailing Jobs's focus on design, he claimed that, Apple invested heavily on Research and Development (R&D), much larger in percentage terms than any of its contemporary in contention for competitive advantages.

Moreover, Jobs's theory also provided cross-sight that helped Jobs to identify external assets through, which value could be created. It included a graphical user interface (GUI) technology that Apple obtained from Xerox. Apple has shown that Jobs's theory has broad application beyond computing. It includes industries and product categories ranging from TV, video systems, home entertainment, portable readers, information delivery, and even automotive systems as possible targets. Comparatively, like Walt Disney's, Jobs's greatest contribution was not a product, a plan, or a managerial attribute; it was a corporate theory of value creation; one that nearly every purported industry or strategy expert consistently encouraged him and his successors at Apple to abandon. (Zenger, 2013). Notably, Jobs's inner workings strategies were the brainchild of Apple's co-founder, Steve Wozniak, he was responsible for the friendly packaging, the shiny casing, and the marketing-focused business that brought the product to consumers with tremendous fanfare.

Montgomery (2008) commented that Jobs's style is more of putting leadership back into strategy. She maintained that over the last twenty-five years of a methodical thoughtfulness of applying different strategies in leading business, it has been significantly successful. It draws on fundamentals from economics, uses a range of tools and techniques, and has focused on the search for sustainable competitive advantage. Whilst this approach has had positive benefits, Montgomery believes that the role of leadership in strategy development has been overshadowed. She further the argument that the role of the chief executive in developing a purpose-driven strategy is paramount to the overall deliverables. For examples, she noted how business leaders such as Lou Gerstner at IBM and Steve Jobs at Apple Computer had great achievements undoubtedly. Obviously, the basics that should be at the heart of the strategy is company purpose and identity - what the company exists to achieve and what it is willing to do to achieve it.

Ikujiro & Hirota (2011) however, maintained that, leaders should apply strategy to benefit both the business and society. They explain why leaders should concentrate on the basics, repeatedly going back to them in order to exceed the target of growth. Moreover, wise leaders create shared contexts as well as phronetic leaders continually create opportunities for senior managerial and workforce to learn from one another.

### **7.1 Steve Jobs's: Uniform, Attention to Detail, Philosophy and 'One More Thing'**

For more than a decade, Steve Jobs was always observed to wear the same outfit. From the top to bottom, it was a black St. Croix teal décolletage jersey, blue Levi 501 jeans, and New Balance 991 trainers. Mackenzie (2011) indicated that the items may reflect his simple tastes, or possibly his finesse for individual as well as company branding. Notably, Jobs rarely spoke in the public about his preference of outfits, although he is said to have told friends that he did not bother concerning his outward show. (Isaacson, 2012) This was not always the case. During the 1980s, he would habitually make public appearances in ostentatious Italian ensembles and was even branded to dress in a dazzling bow tie. Mackenzie noted that Jobs's distinctive appearance was often travestied by comics.

Jobs's attention to detail was very significant. Apple is so reserved that little is known about its internal design procedures. However, information does leak out, and most of that tell of Steve Jobs' passionate concentration on procedural details. Isaacson (2012) reported that Google executive Vic Gundotra recalled an experience when his company was partnering with Apple to put Google Maps on the iPhone. He received an individual call from Steve Jobs on a weekend, expressing unhappiness that 'the second letter "o" was the wrong shade of yellow.' Nevertheless, whilst British designer Jonathan Ive is responsible for the generally look and feel of products such as the iMac, iPod and iPhone, various of the Apple's patents bear both Jonathan Ive and Steve Jobs' names.

The philosophy of Steve Jobs was undoubtedly linked to that of the counter-culture California thought of 1960s and 1970s. (Mackenzie, 2011), reported that, as a young man, Jobs travelled to India to stay in an ashram. Eastern viewpoint evidently continues to be a part of his life, and he remained a Buddhist for the rest of his life. Jobs quoted to have been admitted to taking LSD, "one of the two or three most important things I have done in my life," according to John Markoff (2006). However, wealth accumulation appeared an offline idea for Jobs with emphasis that money matter less. He told the Wall Street Journal: "Being the richest man in the cemetery doesn't matter to me... Going to bed at night saying we've done something wonderful... that's what matters to me." (Mackenzie, 2011).

Notably, Steve Jobs recurrently utter the words "One more thing..." particularly when launching his products. A mischievous smile usually followed, whenever he uttered the words. It was part of his brilliance as a presenter. The one more thing calling has included the PowerBooks G4, iPod touch and Facetime video calling. (Mackenzie, 2011). Since the demise of Steve Jobs, his successor- Tim Cook, has abandoned the utterance 'one more thing' at the launch. For instance, there was no mention of the words, 'one more thing' at the launch of the iPhone 4S in October 2011. It is obvious that the folklore has discontinued, up till date, after Steve Jobs, it appears followers of Apple, have seen the last ever of 'one more thing'.

## **8. CONCLUSION**

Having considered various reasons for the choice of Steve Jobs as a Leader, the authors have identified reasons to explore leadership practice for an improved business outcome by integrating appropriate theories into strategy. It is far appreciably to imbibe the lessons learnt from a leader. Given too much thought into accomplishing different definitions for the subject of 'who is a leader', and 'the meaning of leadership.' could be counter-productive. Steve Jobs exhibited several exemplary attitudes of leadership and provided leaders of today with great lessons to learn.

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