



The Steve jobs
Magic-4

THE LESSONS

1. APPLE IS BRUTAL AND UNFORGIVING
2. THE BOSS IS CLEARLY IN CHARGE HERE
3. NO EXCUSES
4. PERSON RESPONSIBLE ALWAYS CLEAR
5. SIMPLE ORGANISATION STRUCTURE
6. NO P&L FIXATION
7. CONSTANT COURSE CORRECTION
8. THE TOP 100 CLUB
9. DO MORE WITH LESS
10. LOW EMPLOYEE TURNOVER
11. APPLE UNIVERSITY – TRAINING IN THE APPLEWAY

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Apple is brutal and unforgiving

When MobileMe failed this is what Steve jobs told the team:

“You have tarnished Apple’s reputation. You should hate each other for having let each other down.”

Apple has a ruthless culture where accountability is strictly enforced, decisions are swift and communication from the top is crystal clear.

The boss is clearly in charge here

Every critical decision is made by Steve Jobs

Also many mundane decisions like design of staff buses and what food will be served in the cafeteria.

He is compared metaphorically to Jesus Christ.

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No excuses

This is called “Difference between the Janitor and the Vice President”.

The Janitor gets a chance to explain why something went wrong –like he could not clean as he did not have the key to a room.

The reason matters to a janitor

At a Veep level reasons no longer matter.

(Apple has 70 VPs)

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Person responsible always clear

The accountability mindset extends down the ranks.

Internal Applespeak for 'who is responsible' is –DRI- Directly responsible individual.

Any effective meeting will have an action list

Next to each action item will be the DRI.

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Simple organisation structure

Simplicity is the key to Apple's Organisation structure and it helps it to move nimbly despite its size.

Steve says the General manager structure is bull shit as it creates fiefdoms.

The org chart is deceptively straightforward.

There are no dotted lines or matrixed responsibilities.

Jobs often contrasts Apple's approach with its competitors.

Sony he says has too many divisions to create an Ipod!

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No P&L fixation

Apple labels P&L a distraction , while most companies view P&L as the ultimate proof of a manager's accountability

The CFO is the only person who has P&L responsibility

Specialisation is the norm and as a result

Apple employees are not exposed to functions outside of their area of expertise

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Constant course correction

Constant course correction

They change course instantaneously

They have changed pricing 48 hours before a product launch

It focuses on a few things at a time and communicates well all the way down

If you ask anyone in the company what Steve wants, you will get the right answer.

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Top 100 club

Top 100 is the elite small secretive group which is the Company's think tank

All are not Veeps

If Steve has to recreate the company these 100 are the people he would bring along.

To be selected for Top 100 is to be anointed by Steve

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Do more with less

Apple has the do-more-with-less mentality

Even with \$66B in bank it behaves like a scrappy upstart

One has to fight for the resources and Steve has to be sure you need what you are asking for.

However once it moves, it spends whatever it takes.

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Low employee turnover

Employee turnover is very low

For diehard Apple geek, it is magical to work for Apple

It is tough place to work but people join and stay because they believe in the mission of the company.

Apple's attitude is "You have the privilege of working for the Company that's making the coolest products in the world".

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Apple university

Apple has its own university

Apple University is headed by Joel Podolny, ex dean of Yale school of management

The team of professors hired by him including Harvard's Richard Tedlow are writing a series of internal case studies on doing business the Apple way.

The goal is to expose next layer of management to the executive team's thought process.

This is Steve's method of ensuring the culture developed by him stays alive in his absence too.

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Source:

INSIDE APPLE – FORTUNE 23 MAY 11



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