

The effectiveness of Jack Welch's leadership qualities



Group presentation: Leadership and Management: Theory and Practice

Agenda

Transformational Leadership style.

Paulina Kostova – 2008000

Jack Welch – Visionary Style.

Irina Nacheva - 1918702

Democratic leadership style of Jack Welch.

Rumyana Rekarska - 2008344

Pace-setting leadership style of Jack Welch CEO of GE.

Vanya Dragneva - 2010312

Affiliative Leadership Style.

Tsvetelina Marinova - 1812790

Introduction

Jack Welch is the Chief Executive Officer of the General Electric Corporation from the early 1980s up until his retirement. He was successful in implementing some of the most innovative and broad changes to modern business history during his tenure. Welch took GE to the top of the list of the world's most important businesses by increasing its income, market value, and assets. In this presentation, we'll reflect on some of the leadership concepts that Welch used to completely transform GE's culture, management, and performance behaviour.

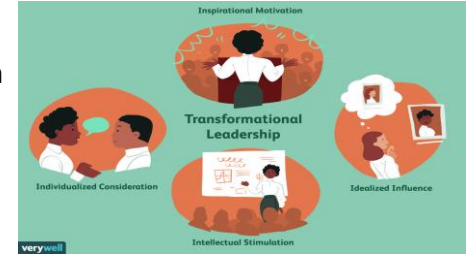
TRANSFORMATIONAL LEADERSHIP STYLE

"If you don't have a competitive advantage, don't compete."

JACK WELCH
legendary CEO



- Transformational leadership is defined as a method that brings about a change in individuals and social organizations. In its model system, it creates valuable and positive change in its followers with the aim of turning supporters into leaders.
- Good transformational leaders recognise the change in business aspects and are continuously discovering innovative ways to stay ahead of the curve. They're fearless to modify traditional approaches that have worked in the past as they look towards the future.
- Jack Welch is a clear example of using a transformational leadership style. Jack Welch was an American business executive. He was Chairman and CEO of General Electric also known as GE between 1981 and 2001.



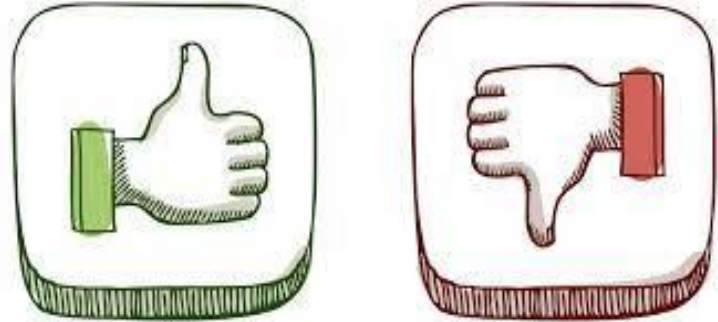
ADVANTAGES AND DISADVANTAGES TRANSFORMATIONAL LEADERSHIP

Advantages

- Reduces Turnover Costs.
- Creates and Manages Change .
- Gives employees more freedom.
- Sets clear and consistent goals.

Disadvantages

- Can be risky at times.
- Carries a high potential for abuse.
- Leaders lose power if employees disagree with them.



TRANSFORMATIONAL LEADERSHIP - JACK WELCH

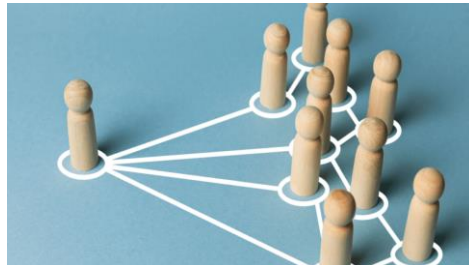
“Good leaders are open. They go up, down, and around their organization to reach people. They don’t stick to the established channels. They’re informal. They’re straight with people. They make a religion out of being accessible. They never get bored telling their story.” (Welch, 1989). This is an interview with Jack Welch recorded by a magazine in the late 80s.



Jack Welch had an unusual way to show his management skills. He was known for his inspiration and demanding leadership style. “Jack Welch gave team leadership new meaning as he took an industrial giant and turned it into an industrial colossus with a heart and soul and a brain.” (Jack – Straight from the gut, 2003).



The above opinion it is not just from anyone but from the CEO of Walt Disney (Michael D. Eisner).



“LEADERS AREN’T JUST BORN...
THEY’RE MADE.” - *John C. Maxwell*



To start with we are going to introduce you to what is transformation leadership style. Transformational leadership is defined as a leadership method that causes modification in individuals and social organisations. In its model system, it makes valuable and positive change in the followers with the end aim of emerging supporters into leaders.

Good transformational leaders recognise the change in business aspects and are continuously discovering innovative ways to stay ahead of the curve. They're fearless to modify traditional approaches that have worked in the past as they look towards the future.

Jack Welch is a clear example of using a transformational leadership style. Jack Welch was an American business executive. He was Chairman and CEO of General Electric also known as GE between 1981 and 2001.

On this slide we will talk about the advantages and disadvantages of transformational leadership. First point is Reducing Turnover costs, as we are aware, employees come and go. This is either to join another company or they are not interested in the industry anymore. This will of course mean that it will cost the organisation a lot in terms of finding and training a replacement. Transformational leadership gets to lower staff turnover by making people feel more engaged and included in the organisation, the style makes people feel they fit in the organisation.

Next, we will talk about creating and making a change. For companies to grow, they must be willing to embrace change. With transformational style it focuses on the positive impact of the change "for the greater good" and tells people how they can participate into it.

And the last two might be simple but are important when working in organisation. Giving employees freedom and setting them clear and consistent goals, not only motivates them, but makes them confident and happier.

We can now move into the disadvantages. We will start with risk. Using transformational leadership can be risky sometimes. This is due to the leader attempting to change things too frequently if something is successful. This leads to confusion within the employees. Secondly, the style can lead to a high potential for abuse. Sometimes, a charismatic leader will stridently follow a vision that is not a force for good. We have had in the past leaders that are using the dark side of transformational leadership. Not of course to mention names.

And lastly, we will finish off with leaders losing power due to employees disagreeing with their decisions.

The last slide will be mainly focus on Jack Welch. To start with we will evaluate his interview by the Magazine in the late 80s. Good leaders are open. They go up, down, and around their organisation to reach people. They don't stick to the established channels. They're informal. They're straight with people. They make a religion out of being accessible. They never get bored telling their story." This is showings us that he was willing to experiment with different ideas, not just using a plan that is secure. Going out of your comfort zone can give you a beneficial experience.

Jack Welch gave team leadership new meaning as he took an industrial giant and turned it into an industrial colossus with a heart and soul and a brain. This was the unusual way Jack Welch applied and for this reason, he was so popular in his management tactics. This was recognised by not just someone, but the CEO of Walt Disney at the time.



Jack Welch - Visionary Style

Visionary style is considered as one of the best leadership styles where the leaders create an engaging future vision and motivate others to follow and join. (www.linkedin.com, n.d.) Everyone who leads has a vision. Employees must, above all, enjoy coming to work, and this can only be achieved by providing something to look forward to at the workplace. A visionary leader like Jack Welch steps in at this point and offers a clear course for the future.

According to Welch's vision, such a business would break down divisions between typical roles, between national and global operations, and "ignore or eliminate group identifiers such as "management," "salaried," or "hourly," which limit teamwork."(GradesFixer, 2020)

Boundaryless organization – Jack Welch's new organizational model

- Boundaryless organizations are those that operate without formal organizational boundaries and rely on the free exchange of ideas and information to promote innovation, efficiency, and growth in a dynamic environment. Jack Welch, developed the idea in an effort to remove existing barriers between various segments. (HRZone, 2013)
- Boundaryless organizations aim to eliminate internal, external, and vertical boundaries so that staff members, managers, clients, and suppliers can collaborate, exchange ideas, and decide on the best course of action for the company. Boundaryless enterprises usually use the most recent tools and technologies (Doug Thorpe - Executive Coach - Business Advisor, 2017)
- Jack Welch believed and then proved that boundaryless behavior will bring more productivity, turnover to GE by motivating people and empowering the employee which will increase their productivity

Advantages and Disadvantages of Boundaryless organization

Advantages

Increased adaptability, teamwork, and enjoyment

Employs skills effectively

Encourages creativity.

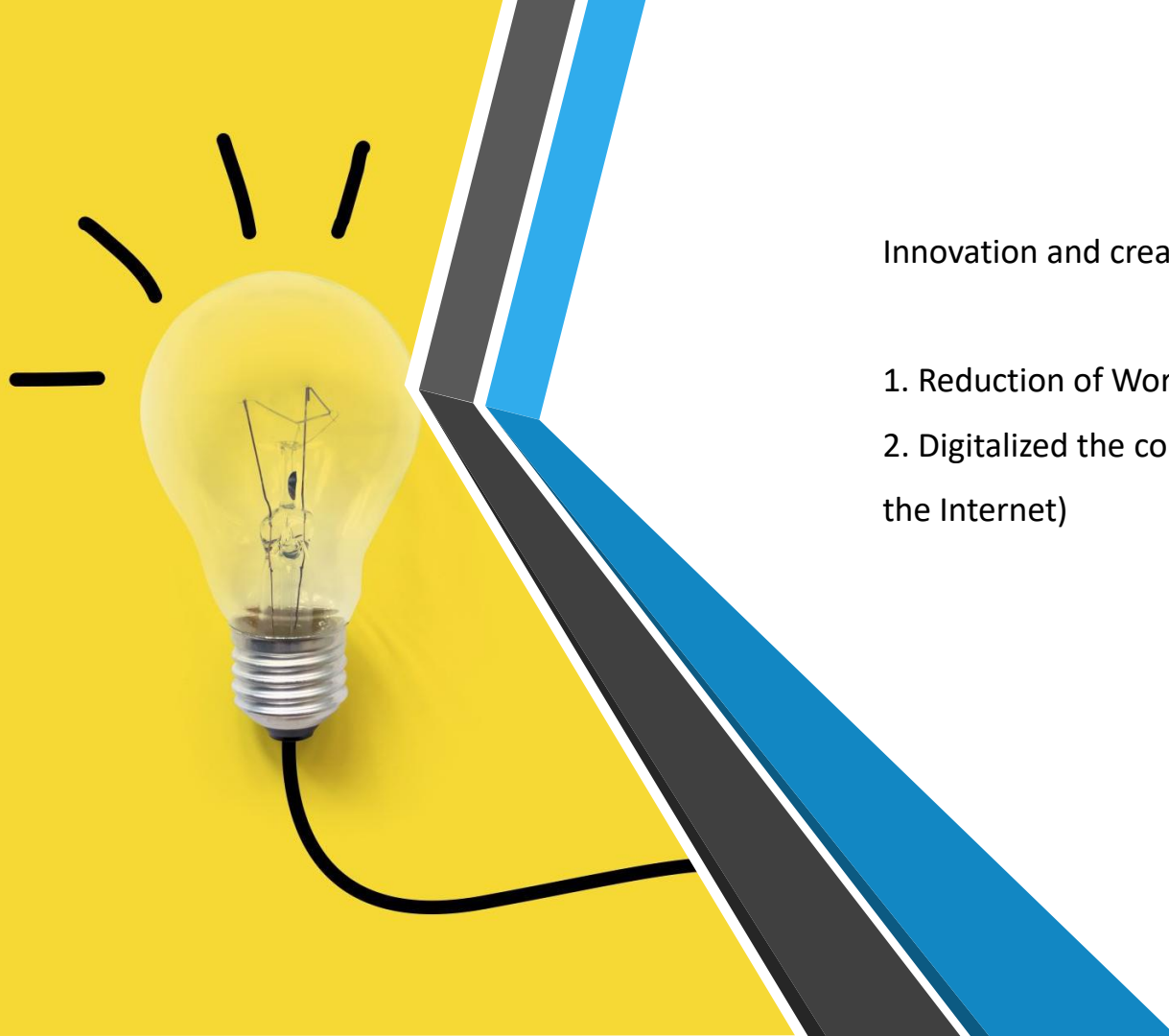
Disadvantages

No real organizational structure

limited control because each person must complete duties in their own way

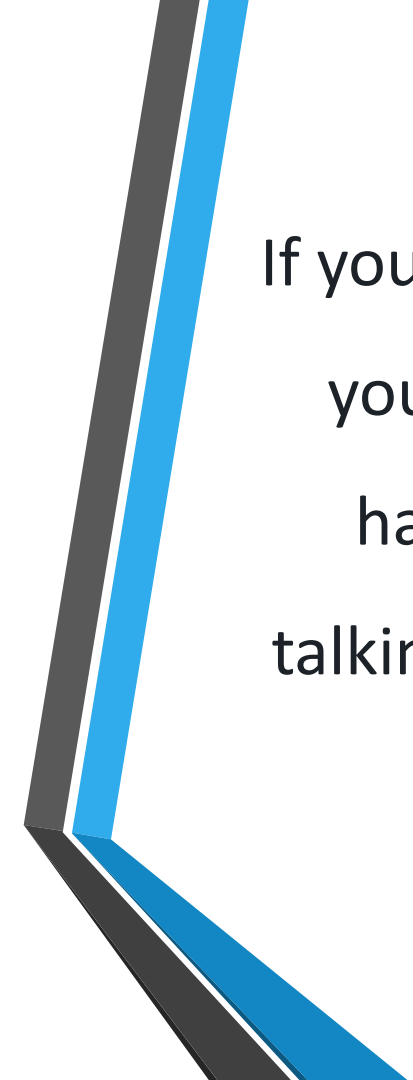
Task confusion





Innovation and creativity

1. Reduction of Workforce
2. Digitalized the company (Power and opportunity of the Internet)



If you are a leader and you are a manager, shame on you if people don't know where they stand. You have a moral obligation leading people's lives, talking about their future and ... telling them where they stand." (BrainyQuote, n.d.)

Jack Welch's goal is the intention to liberate the workers rather than control them. His vision for more productivity company is to empower the employers.

He wants to give all works voice and involved them in dissection making process.

After assuming the position of leader, he worked to implement the management systems to deal with the problems the company was experiencing with detachment, low employee morale, and negative attitudes toward the workplace. Welch encouraged a mentality he started calling "planful opportunism," where staff at GE were given an impossible goal and allowed to take any actions essential to produce it happen.

Welch employed the same method in an attempt to improve the quality of their products.

Boundaryless organization – Jack Welch new organization model

Welch had a vision for GE when he took over: he wanted to create a business where workers are responsible for their job role and eventually make decisions that would advance their placement.

According to Welch, this means creating a boundary-less organization with empowered employees that are motivated and inspired to achieve their goals. This issue was handled by Welch, who eliminated complete levels of management, merged related jobs and economic organizations, and demanded that employees to take more responsibility for their work.. The necessity for inspectors was reduced in the facility as equipment operators took ownership of the calibre of their own work. Employees were essentially given the option to remove tasks from their jobs that were unneeded and inefficient.

As thousands of GE employees have the opportunity to come together and share their ideas, thoughts, and knowledge, a more creative and team-oriented environment is formed and fostered.

“He encourages communication and accountability with the ultimate goal of encouraging above-average team performance. By allowing each team member the opportunity to contribute his opinions to the decision-making process, Welch hoped to inspire workers to openly challenge their superiors and create a more motivated work environment. Understanding how to utilise this resource can increase employee motivation and provide the organisation a competitive edge by making each worker feel more significant in the manufacturing process.”

Innovation and creativity

“Reduction of Workforce” - He did this by firing thousands of employees and removing additional layers of middle management. He reduced the number of staff by over 100,000 by 1984 in order to streamline operations and increase output. The bottom 10% of his managers would be fired by him each year. But he would give bonuses and stock options to the top 20%.

Digitalized company -He advised that all processes be digitalized. Purchasing and selling are accelerating, becoming more worldwide.

DEMOCRATIC LEADERSHIP STYLE OF JACK WELCH



Democratic leadership, commonly referred to as participative management, allows for the delegation of authority to certain individuals. Democratic leaders tend to request input and suggestions from others. The audience is actively encouraged to engage in debate and contribute to the decision-making process. (Western, 2008).

Jack Welch - a model of an unbiased democratic corporate executive of General Electric

- He focuses on people.
- He develops success.
- He inspires trust.

BENEFITS OF JACK WELCH DEMOCRATIC LEADERSHIP

Jack Welch's approach is a win-win for his team and his company.

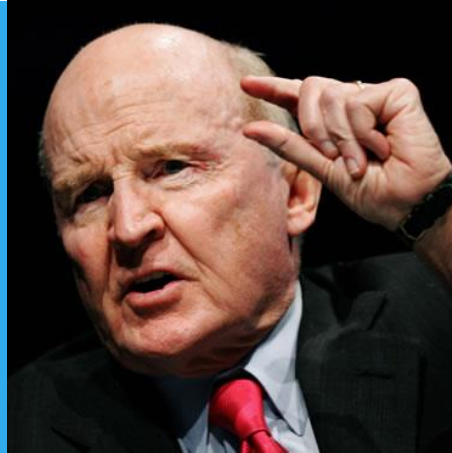
- Improved working conditions and morale.
- Improved people's performance and confidence.
- Improve future leaders.



ADVANTAGES AND DISADVANTAGES OF JACK WELCH DEMOCRATIC LEADERSHIP STYLE

The democratic approach of Jack Welch has positives but also some drawbacks

- Improved cooperation.
- Upskilling teams.
- Assisting and supporting staff.



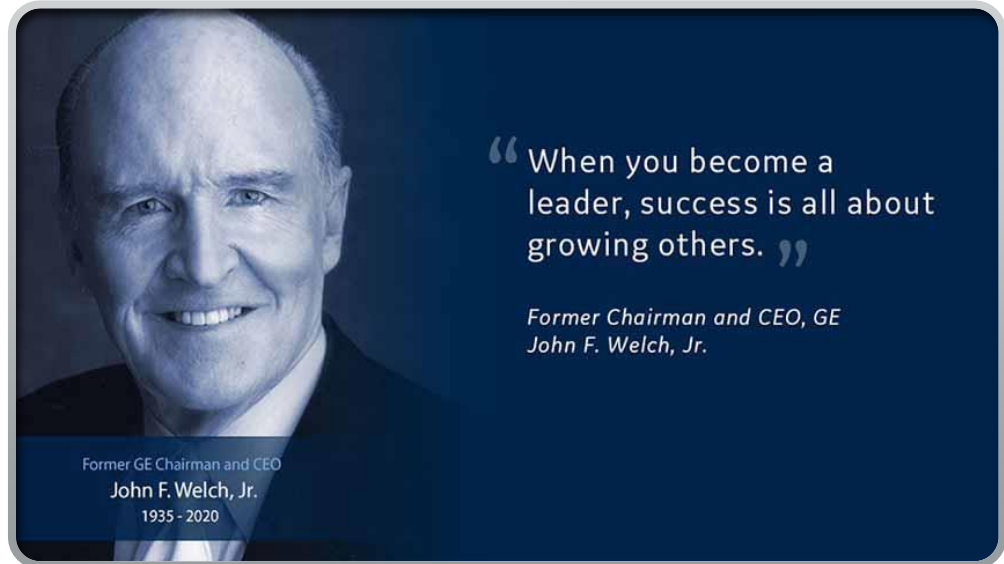
- Slower decision-making.
- Not the option in emergency situations.
- Employees may experience dissatisfaction.

The only combination of Jack Welch's democratic leadership with fostering other concepts of leadership philosophies is what makes him effective.

DEMOCRATIC LEADERSHIP TRAITS AND PERSPECTIVES

As a Manager and Leader, Jack Welch employs the form of Leadership which refers to a set of unique traits that prepare him for future perspectives

- Integrity
- Confidence
- Determination



Democratic leadership, commonly referred to as participative management, allows for the delegation of authority to certain individuals. Democratic leaders tend to request input and suggestions from others. The audience is actively encouraged to engage in debate and contribute to the decision-making process. (Western, 2008).

Jack Welch is a model of an unbiased corporate executive with a democratic approach. Jack Welch utilised the reflections and concepts of GE employees across every department with the objectives of restructuring and optimising the company's operations, enabling it to develop into the powerful institution that it was for these days (Wilson, 2022).

- He focuses on people, where the value of creativity is recognised and honoured.
- He develops through Increasing enthusiasm and good corporate behaviour.
- He inspires trust by encouraging all to contribute their thoughts and ideas and not be afraid to take risks.

Jack has a leadership style that benefits his team and the company as a whole. He believes in the power of decentralisation and introduced a policy of settled formality that let all workers gain experience running a modest area while working for a major organisation (FPG, 2023). According to his views, individuals should benefit from the confidence of participating and evolving in the wide contribution. This highlights the importance of recognition and employee satisfaction and retention.

Adopting a democratic collaborative leadership approach, he demonstrates the following benefits (Lohr, 2020).

- Improves working conditions and morale. Workers' opinions are more respected, and they are more likely to offer original ideas for improving the company.
- Improves performance and people's confidence. He fosters informal culture among workers, groups, and supervisors, all of which contribute to a successful and resilient staff.
- Improves future leaders. He believed in nurturing the next generation of leaders. According to Welch, "Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others" (Tschohl, 2014)

In some circumstances, this type of leadership can be highly effective.

- Improved cooperation. Deeper connections are the result of Jack Welch's leading approach which he achieved by fostering mutual respect and trust.
- Upskilling teams. He incorporates experiences such as careful analysis and timely problem-solving.
- Assisting and supporting staff. He promotes people who express their thoughts and views. He shows where the people stand for, what they can achieve and what they can find in there.

It's essential to remember that there are some drawbacks, though.

- Slower decision-making. Using various ideas and views to reach an option or an answer can be a lengthy procedure.
- Not effective in the long run. It leads to a lack of consensus building and the erosion of the leader's power.
- Employees may experience dissatisfaction when forced to choose between competing options.

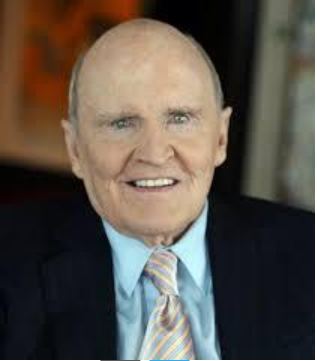
But only the combination of Jack Welch's democratic leadership with other leadership philosophies is what makes him effective .

Peter Northouse (2021), in his book, *Leadership: Theory and Practice*, identifies a handful of characteristics shared by exceptional leaders.

Jack Welch's most prominent traits include:

- Integrity.
- Confidence.
- Determination.

A good leader should be able, to be honest with his subordinates and at the same time be confident to inspire and determined for growth, so that they can work with candour, be empowered and step into situations that create success (Lohr, 2020). It can be argued that an important difference between organizations that succeed, such as General Electric, and those that are unsuccessful is the emphasis on these traits of leaders and of the organizational versatility creating opportunities for future leaders to grow.



Pace-setting leadership style of Jack Welch CEO of GE

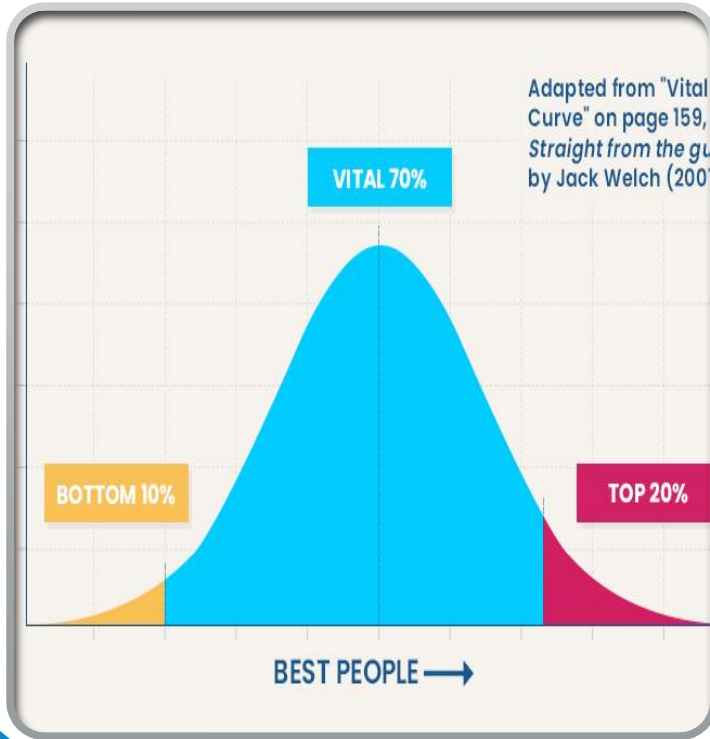
Pace-setting leadership puts a lot of focus on the outcome. It's an extremely goal-oriented, emotional style that motivates high team performance and obsessiveness with getting things done quickly and effectively. Pacesetters are the people who "set the pace" for the other runners in a race.

- Demanding and pushing employees
- Encouraging subordinates to take risks
- Rigorous management style
- Rank and yank system (vitality curve)

**"CHANGE
BEFORE YOU
HAVE TO."
-JACK WELCH**

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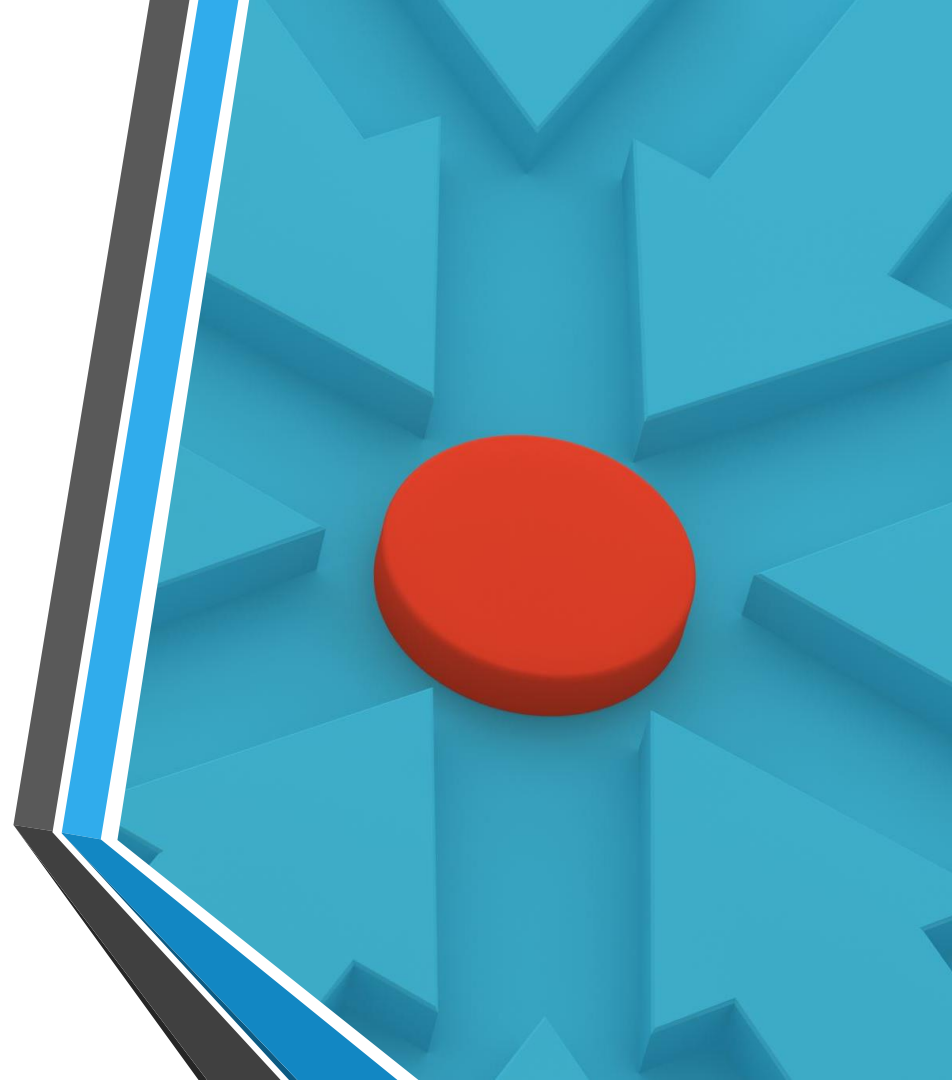
Advantages and disadvantages



- High energy and outstanding performance in the team
- Leaders exemplify themselves and motivate others to overperform
- Clarity-outlines deadlines, responsibilities, establish standards of performance
- Employees can be overwhelmed by the speed and demands placed on them
- Trust is lost because of the tendency of micromanaging
- High stress, burnout and tension
- Employee engagement is low and job satisfaction is declining

Outcomes and perspectives of the pace-setting leadership style

- Pace-setting style helps employees reach high levels of success since it clearly focuses on those goals.
- Workers can produce excellent work if the standards are set high.
- It's perfect for accomplishing deadlines and completing extensive tasks on schedule.
- Suitable using when the team is already decidedly motivated and competent.



Jack Welch is recognized as one of the most successful and legendary CEOs in business history. With his innovative initiatives and multiple business leadership techniques, GE has become the benchmark for labour productivity and efficiency.

Pace-setting leadership places a lot of emphasis on the result. It's a very goal-oriented, emotional leadership style that encourages high performance on teams to work as quickly as they can. In a race, pacesetters are the individuals who literally "set the pace".

Some of the characteristics of this style are challenging and pushing employees to get the best outcomes as fast as they can. He also encouraged employees and managers to take risks, express ideas and search elsewhere for the best options to run a business. (Slater 1999, p.6). Welch was aware that great ideas might originate from unexpected places, therefore, he promoted the exploration of new concepts.

This leadership style is also known for its strictness, always meeting the final goals on time. The leader sets the tone by leading from the front and setting an example. Welch encouraged managers to not fear changes because they are options for something better.

Vitality curve

A "20-70-10" method has been used to define the vitality model of Jack Welch. The "top 20%" (A players) of the workforce produce the most and are rewarded with bonuses and promotions. The remaining 70% (called B players) do enough job. They are offered training and development programs to enhance their performance. The remaining 10%, (the C players") are non-producers who ought to be sacked.

According to him, promoting a culture of learning is essential to build a successful company and a team member's greatest chance to learn is from another team member.

This style has its advantages such as outstanding performance and high energy. All responsibilities, standards and deadlines are set up and communicated to the team members. The huge positive part is that the leaders exemplify themselves and this motivates others to overperform.

However, there are disadvantages to implementing this style as well. Employees can be overwhelmed by the speed and demands placed on them. There is a change of adopting micromanagement which leads to a loss of trust and is demotivating the team. High stress, burnout and tension are often seen as disadvantages among employees. Their loyalty and employee engagement may decrease as well as the work environment and morale could be harmed because of difficulty to maintain pace and pressure. The need for immediate results could limit innovation and creativity.

This style helps employees to achieve excellent levels of performance and great outcomes. It is highly useful when a big project needs to be completed on time and the team is highly skilled and internally driven. The team finds the pressure to perform at a very high level and the quick pace of work to be hard, however, it is perceived as a challenge to be met.

The pace-setting leadership style is one of the most challenging, nevertheless one of the most productive.

Affiliative Leadership Style

- Definition
- Characteristics :

Δ People-first approach

The leader focuses on people, and it is usually referred to as the “the carer”.

Δ Team-building

The goal is to make a peaceful and harmonious working environment.

Δ Good communication

The leader focuses on the emotional needs of the employees.



Affiliative Leadership Style

- ADVANTAGES

- Δ Focus on positive deeds

- Δ Quicker emotional recovery

- DISADVANTAGES

- Δ Overlooked underperformance

- Δ Absence of constructive criticism



Team Orientated

Affiliative leaders tend to
lead through relationships



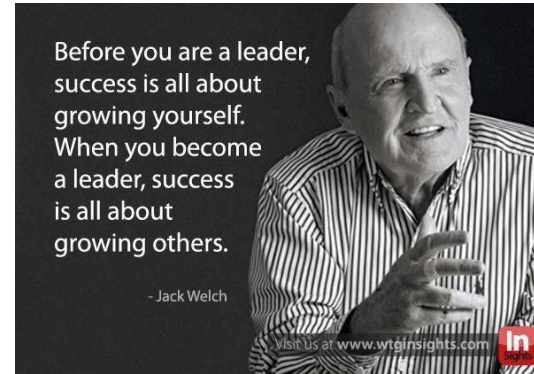
Jack Welch, the CEO of GE

Jack Welch, the chair and chief executive of General Electric from 1981 to 2001, was considered as one of the best leaders because of his vision of quick growth during times of economic slowdown.

- Affiliative leader
- Transformational leader.
- “Charismatic” business leader.

The six rules of Jack Welch's life :

- If you don't control your destiny, someone else will do.
- You should face reality as it is, not as it was or as you wish it were.
- You should be frank with everyone.
- You shouldn't manage, you should lead.
- You should change before you have to.
- If you don't have a competitive advantage, then don't compete.



Jack Welch embodied his legendary “3 S's” maxim:
Speed, Simplicity and Self-Confidence.

In my part of the presentation, I will talk about the Affiliative leadership style, and its characteristics, advantages and disadvantages. I will also focus on one of the greatest business leaders of the 20th century, Jack Welch – the C.E.O of GE.

Introduction of the topic – Leadership and Leadership styles definitions.

Leadership is the action of leading a group of people or an organization and influencing their activities in an effort to achieve the goals in a given situation. There are different leadership styles. I will speak about the Affiliative Leadership style.

Affiliative Leadership Style and its characteristics

This Leadership style focuses on people. The affiliative leaders use a **people-first approach** focusing on team-building. Their goal is to make a peaceful and harmonious working environment. The affiliative leaders face **conflict resolution** and try to build a sense of community and trust. They build **resilience** to overcome stressful or impactful events.

An affiliative leader is a **good communicator** in different situations. He creates harmony and focuses on the emotional needs of others. He encourages creativity and innovation.

Advantages of Affiliative Leadership style.

The affiliative leader doesn't dwell on the shortcomings or failures of the team, but always **focuses on the positive deeds** and this improves the atmosphere in the team. There is **quicker emotional recovery**. The employees can freely express their emotions and feelings. They feel that their leader cares about their well-being and happiness. This creates a strong team, working in a trustful atmosphere.

Disadvantages of affiliate leadership

Avoiding creating a conflict with a team member who doesn't work well and misses deadlines, such a leader allows the employee to **underperform** and bring the rest of the team down. Also, **animosity** is caused within the team.

Constructive criticism is avoided by this leader which results in unsolved problems in the team. Such type of a leader also avoids uncomfortable situations and negative energy.

Jack Welch, the C.E.O of General Electric

Jack Welch was the chair and chief executive of General Electric from 1981 to 2001 and was considered as one of the best leaders of the 20th century, because of his vision of quick growth during times of economic slowdown.

Using drastic measures such as closing factories, laying off workers, and presenting a vision of growing fast in a slow-growth economy, he had turned GE from a niche player into one of the largest and most competitive enterprises in the world. He dramatically increased the market value of GE from \$14 billion to \$410 billion.

Jack Welch had the quality of an **affiliative leader** with his interest in people, their performance, potential and career aspirations. He was absolutely committed to advancing people. He made a lot of reconstructions and changes trying to eliminate bureaucracy and increase growth. So, he is also a **transformational leader**.

Jack Welch is often said to be the **archetype of the successful "charismatic"** business leader. He embodied his legendary "3 S's" maxim: Speed, Simplicity and Self-Confidence.

I was strongly impressed by Jack Welch's six rules in life:

- If you don't control your destiny, someone else will do.
- You should face reality as it is, not as it was or as you wish it were.
- You should be frank with everyone.
- You shouldn't manage, you should lead.
- You should change before you have to.
- If you don't have a competitive advantage, then don't compete.

Jack Welch retired from GE in 2011 but he continued to be active as a public speaker and writer. Welch died on March 1, 2020, at the age of 84. After his death, his leadership at GE remains his greatest legacy.

Conclusion

This presentation has only briefly discussed a small number of Jack Welch's leadership qualities and concepts employed to effect the transformation of GE into its current state, which is widely considered to be the most influential enterprise in the world. Location may play a role, but it requires a unique personality to thrive in an environment rich with opportunities. Jack was conveying a message to the entire organization, for the transformation that needs to be adapted, the inspiration that shows the way, the democratic philosophy that should be used to encourage rather than criticize, the pace that set the tone of success, the harmony of articulation of all creative thoughts. Jack Welch used this as his final example of a motivating management style which brought GE to one of the top leading, successful companies in the world.



Thank you

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