

bill gates

by Danielle Amber Tooze

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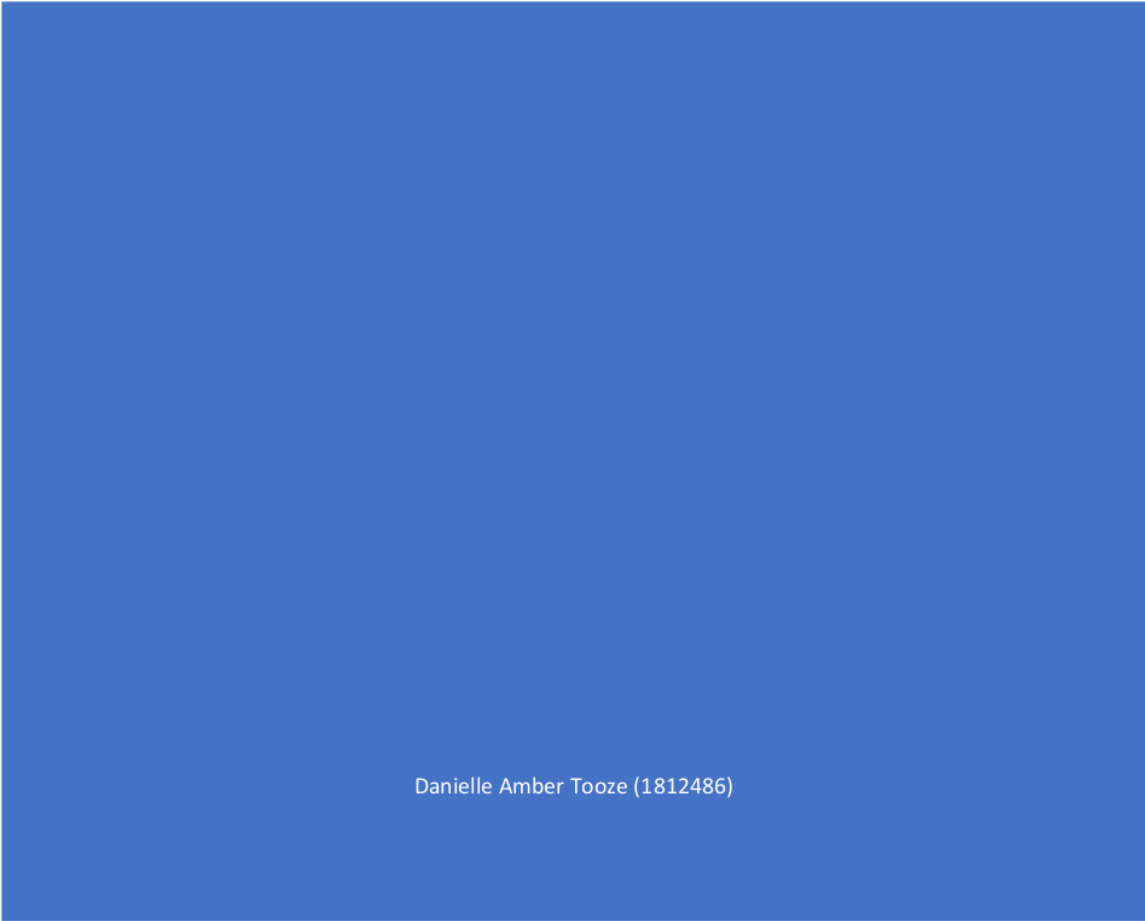
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WHAT MAKES A GREAT LEADER?



Danielle Amber Tooze (1812486)

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Executive summary

The report is to identify 'What makes a great leader?'. The assessment is an extensive study based on Microsoft's Bill Gates and how he is different from other entrepreneurs. Software companies all over the world are very interested in how Bill Gates is so successful and what his leadership style is. The study will be segmented into eight sections. Firstly, there will be background information on Mr Bill Gates, with ten key points from his life. Secondly, will be an explanation of how Mr Gates has impacted the technological world today.

Furthermore, why did the writer choose this leader to research and what did she find out. Thirdly, there will be three leadership models and theories included within the assignment, Kurt Lewin's four style model, John Adair's three step power model and French and Raven is five forms of power model. Fourthly, a critical analyse will be undertaken on bill's leadership styles with explanations given, including the good and bad points of leadership, what the advantages and disadvantages of using certain leadership styles and what impact it will have on employees and the organisation. Who will be affected by this leadership style, for example employees, the organisation, team members and suppliers. Furthermore, Different leadership styles will be shown with diagrams and models showing positive and negative elements of them. Also included is a critical evaluation of the writer's leadership style and what skills she must be a competent leader within an organisation. The student will put her conclusion at the end on her overall thoughts on the research that has been found.

Bill gates

1.0 Introduction



(Gecko and Fly,2021)



(XenForo LTD,2021)

The report will be based on what makes a great leader within an organisation. What leadership styles Mr Bill Gates uses, how he applies them and what effects it has on the organisation.

Who is Bill Gates?

⁵ Bill Gates is one of the greatest leaders in the business world, he is also one of the richest men in the world. Mr Gates is well known American programmer and entrepreneur, that cofounded, the Microsoft cooperation, the world's largest computer software company. Mr Gates was born 28 October 1955 in Seattle, Washington, USA. Currently his net worth is 126.1 billion dollars.

⁴³ Gates wrote his first software programme at just age 13, then in 1975, ³⁹ Gates was a sophomore at Harvard University, there he decided to team up with hometown friend Paul G Allen to develop software for the first micro-computers. This was when Microsoft was formed. This creation was a huge success within the software world and by 1986 Bill Gates was a paper billionaire.

Gates has had a huge impact on the world with two of his greatest achievements, the first one being Microsoft this was a huge breakthrough that changed the world of

technology. He created a software which has evolved and technological innovation through the years, for example almost every household has a games console or iPad, which runs on Microsoft software which is created by Bill Gates.

10 key dates in Bill Gates life.

- 1955 Bill was born as William Henry Gates the 3rd (October 28th)
- 1975 Gates created his first software programme just age 13.
- 1973 Bill Gates enrolls in Harvard University.
- 1975 He drops out of school, starts Microsoft with Paul G Allen.
- 1980 Signs a deal with IBM.
- 1986 Bill Gates become a paper billionaire.
- 2000 Bill starts Bill and Melinda Gates foundation.
- 2005 Gates made an Honorary Knight Commander of the order of the British Empire (KBE) by Queen Elizabeth the 2nd.
- 2007 Bill gets an honorary degree from Harvard.
- 2008 Gates steps down from chief executive of Microsoft.

1.1 Why this chosen leader?

The writer has chosen Bill Gates, as she believes he is an inspiration to all entrepreneurs and business owners alike. Mr Gates is a very successful businessman and inspires her to become a great leader in the future. She also believes that Bill Gates has developed his own leadership skills by using his personal qualities. Bill had a persuasive personality as he was extremely passionate about what he does.

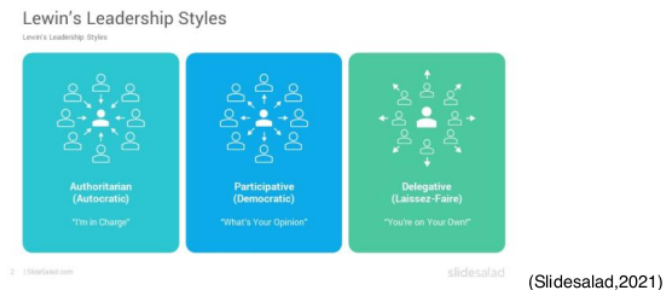
Bill is a very driven person with strong will power, who had a vision in what he wanted to achieve, he is extremely committed, good judgement in what he wants, all his knowledge is done with extensive research to ensure he can be the best version of himself. Bill also has a softer side, this helps when it comes to employees, sensitivity to others within the organisation will help create management relationships.

2.0 Findings

2.1 Leadership styles

Kurt Lewin leadership styles has four styles, the four styles are as follows, Autocratic, Democratic, laissez-faire, and paternalistic. Bill poses two of these styles within the business world, these are autocratic and participative, as shown below in figure one, will be explained in more detail below.

Figure 1:



Research shows, Bill Gates uses two types of leadership styles, firstly, being participative, he believes in the value of input from his employees, for the overall company success. The driving force behind the success of Microsoft is the enthusiastic and hardworking attitude of Bill Gates. He understands that the business will have to fluctuate, and changes must be made to succeed. Through delegation of tasks, Gates was able to develop a company that utilises the skills of his team members to the fullest.

Participative leaders such as Bill Gates use a six step method shown below in figure two, this starts by facilitating a conversation between team members, the second step is to openly share information and knowledge with one and another in the team, to ensure everyone is on the same wave length, the third step is to encourage team members to share their ideas, the fourth step is to synthesize the information found during research, the fifth step is to come up with the best possible decision when

moving forward and the final step is to communicate their decisions back to the group for the final time.

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“Participative leadership is a great style for managers interested in whole-team contributions and decision-making. In this article, we discuss what participative leadership is and its four types, as well as the advantages and disadvantages of participative leadership.” (Indeed,2021)

Figure 2:



Figure 3:

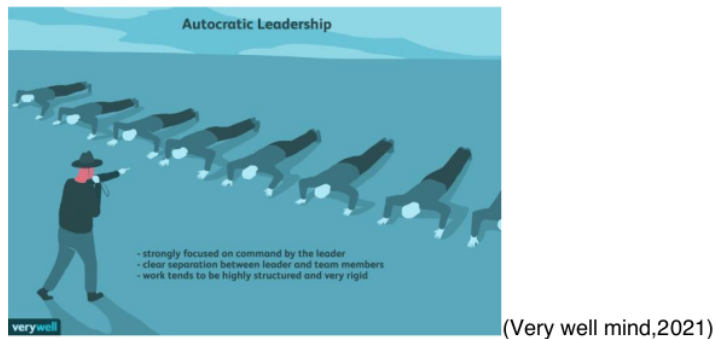


(Creating by Danielle Tooze,2021)

Secondly, Bill Gates is also an autocratic style leader, also known as an autocratic leader, for example as shown below, the model shows how an autocratic leader operates, this can be defined as a leader who is strongly focused on command by the leader, clear separation between leader and employees, highly structured, strict environment and is very rigid.

Leaders such as Gates will use the autocratic style for control purposes, he will take authority, making most of the decision processes himself, this has good and bad points as employees can feel under-valued and trapped but there are some advantages to being a more autocratic leader, there will be cooperate decisions which were made more efficiently, clear separation between leader and team members, work tends to be very structured and done efficiently.

Figure 4:



2.2 Bill Gates strategy

Gates uses this style to detach himself from employees, the workforce is encouraged to think for themselves, this can create new ideas and better strategies within the organisation and make employees feel more appreciated in the workplace. Bill believes in quality not quantity, for example he believes, by having a couple of competent employees is better, than having loads of incompetent employees. Decisions should be made by one person which sometimes is not always a good thing. When decisions are made by employees, Bill Gates will always insist that he must overlook this, to be sure it is the right decision being made. Decisions will also be made very quickly within the organisation.

"Entrepreneur and businessman **Bill Gates** and his business partner Paul Allen founded and built the world's largest software business, **Microsoft**, through technological innovation, keen business strategy and aggressive business tactics. In the process, **Gates** became one of the richest men in the world." (Biography,2021)

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“**Autocratic leadership** leads to low engagement and sometimes to a toxic work environment. **Autocratic leadership** can be a good option in crisis times when control, clarity, and fast decisions are crucial. **Autocratic leadership** has many **disadvantages** and is very unpopular among employees.” (Leadership Ahoy,2021)

The factors that will affect leadership styles, leadership styles will shape around personal characteristics, the history of the business, jobs or tasks that need to be completed may need a different leadership style, the attitude of the workforce plays a big part and markets in which the business operates in. All these factors will contribute to what leadership style is needed in different situations.

For example, Bill Gates has a diverse role to play within the organisation, a spider diagram is shown below, leaders have to be competent, self-motivated and motivate their team, they have to pose the correct skills such as strong communication skills when sharing information with the group, having extensive knowledge and management skills, they have to be responsible for the teams decisions and have power over the team, they have to also support team members and be a counsellor when employees go through hard times or in other instances.

Figure 5:



(AIESEC,2021)

John Adair is an action centered leadership style, as shown below in figure 6, the model has a three-power step when completing a task within the organisation, this includes using three points called task, team and individual. For example, by completing various tasks, with help from the leader and build synergy with teamwork.

He also uses one message to his workforce, and one message to the public, so everyone is on the same wavelength. Furthermore, the needs of his employees need to satisfy and its very important to find a clear balance within the workplace.

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“The Action Centered Leadership™ model can make this difficult juggling act a little easier. It identifies three key areas that leaders need to focus on and offers a framework for keeping them in balance. And it may even help you to avoid dropping any balls along the way!” (Mindtools,2021)

Figure 6:



(Management training and development LTD,2021)

2.3 Forms of power. French and Raven, 1959

Figure 7:



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According to John French and Bertram Raven, (1959) Power can be divided into 5 bases of power within organisations. Model above shows, Firstly, reward power, coercive power, legitimate power, referent power and lastly expert power.

Firstly, Legitimate power within the organisation gives leaders the right to exercise power because of the leader's position. For example, Bill Gates is in charge like a teacher, he knows what power he has over his employees and uses it to his advantage to increase productivity and profit.

Secondly, Reward power are privileges for those employees who comply, this could include a verbal praise, a pay rise or promotion, or recognition for the team member's hard work. When the company profits from an idea such the Xbox live that Bill Gates employee created, the employee with obtain a pay rise or promotion to reward that person for their great achievement.

Thirdly, Coercive power is the ability to punish or bring out the undesirable outcomes for example withdrawing promotions and pay rises, formal reprimands and withdrawing friendships. For example, when employees make numerous mistakes within the organisation benefits and pay rises will be cut, to show the employee to prevent this happening again.

Fourthly, Expert power is the leader who has superior knowledge in the field, the one that is a competent leader with specialist experience in the given field. For example, Mr Gates is a software genius and is self-taught, this gives Bill the upper hand on other companies who are newer and have less experience in the technology world.

Lastly, Referent power also known as personal power is what attracts employees to the job or keeps them wanting to stay in the job. For example, Bill Gates is one of the best leaders in the world and to work for him would be a privilege for anyone so reputation is key, which is why Mr Gates will never have any problems getting new employees.

2.4 Leadership – who it effects

When Bill Gates chooses a leadership style, he must examine all factors including the environment, the organisation, the team, the individuals, the tasks, and wider environment. By using theorists and models, will help Bill examine his leadership moving forward. Bill already possesses the following characteristics, honesty, truthfulness, trust, personal, group and individual development, concern, inclusivity, values, ethics, humility, and adaptability. Figure 8 below shows what managers like Bill Gates need to have to be a competent leader. Mr Gates has all these traits which makes him a great leader and highly successful.

Figure 8 -



2.5 Critical analysis – The good and the bad

Bill Gates was an angry boss according to Washington post, he took out his stress on employees, causing the workplace environment to be highly stressful. Employees felt controlled and anxious when working within the organisation which led to an unproductive workforce. He drove his employees insane by 'prowling' the parking lot on weekends, saving number plates to see who was working and who was not, this was irrational behaviour which is unacceptable. Bill is well known for his knowledge on software and has the upper hand on every other company with his success, but this power is obviously giving him an ego, which is not pleasant for his workforce.

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"Allen, the Microsoft co-founder, described the early days of the company as a "high-stress environment," where Gates "drove others as hard as he drove himself." Allen referred to his former partner as a "taskmaster" who would "prowl" the parking lot on weekends to document who had arrived at work." (The Washington post, 2021)

Years on and Bill Gates openly admits he acted irrational, and regrets how hard he was on his employees, years on Mr Gates uses better techniques and different approaches to create a productive and happy workforce. He is changed his way leadership style (slightly) to be more lenient on employees, treating them fairer, giving realistic timelines for tasks and a less stressful workplace. by encouraging personal creativity in oneself and the rest of the team, creates higher performance within the organisation. Bill supports and encourages on an individual level instead of focusing his resources on a team-based perspective. Motivation is an individualised with clear communication coming from the leader to promote a specific path towards the result.

1

"Bill Gates is known for using the most effective and efficient leadership style. Whenever quick decisions are to be made, this leadership comes in handy. It saves time.

- It always keeps things under the CEO's direct control.
 - A lot of Bill Gates' success can be linked to his quick decision-making tendencies and the result is in front of us.
 - A leader's control helps through a company crisis.
 - Inexperienced and fresh workers work better when directed better."
- (The Global Hues,2021)

Overall, Bill Gates changed his leadership style to create a more positive and productive workforce. By making the changes research has shown from various sources, employees are happier and do not feel pressured by Mr Gates. That is a great improvement as employees should be treated fairly and be fully supported within the organisation. Bill is a very dominate character who loves to be in charge but there are certain ways of doing this to be fair to employees. If Bill Gates had not changed his leadership style its very unlikely, he would be this successful, as stated by Leadership & development.com. He is one of the richest men in the world, all he needs to continue to work on, is a more relaxed leadership style.

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"It is unlikely that Gates would have been as successful as he was if he only ever adopted an authoritarian style. The authoritarian style tends to not be conducive to innovation as the controlling aspect of it hinders a follower's ability to be creative." (Leadership & Development,2021)

2.6 Positives and negatives of three leadership theories

Leadership styles have positive and negative aspects when using them within the organisation.

As shown below, figure 9 shows the most common used leadership styles.

The first chosen leadership style will be Autocratic, this style tends to sound quite negative, sometimes it is used in the wrong groups or situations and is always result focused. Autocratic style is not always a good way of leading as it can be over-used and applied in the wrong way. However, this style can be very successful in some instances such as when quick decisions need to be made without consulting with a large group of people.

Second style that is chosen will be laissez-faire, this style has its advantages which creates a more laid-back approach, with managers letting team members take the lead. This strategy encourages personal growth, will also make room for development and manager do not need to bark orders to employees. Furthermore, the disadvantages of this style, is overtime employees can become lazy and unproductive, they must make decisions for themselves which could, be the wrong one and employees may feel unappreciated within the organisation.

Third choice of leadership style is democratic, this innovative style has advantages, for example it can be use in almost all types of businesses, as the style facilitates a healthy engagement among the team member, it also encourages a creative workforce (with plenty of time for new ideas) and it has problem solving abilities for complex issues such as collaborating with other to examine problems within the organisation.

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"The democratic leadership style can be one of the most effective styles of leadership. This leadership style values collaboration and affirmation of followers." (LinkedIn,2021)

When comparing the above leadership styles, research shows that the democratic style can be used in any time of business, this will create an innovative organisation with creative employees, which can boost productivity and profits.

Organisations of all sizes, can use the 3c's theory when planning change of leadership style within the organisation, using theories such as the 3C's of effective change, leaders must have three good traits including competence, commitment, and character. Leaders must know their business and be confident to show authority. The three c's are separated into three pillars, the first one is providing organisational clarity, all employees should have clarity on their roles, knowing the 'why' behind things and the 'what' those things are. What the decision-making process is and what are your expectations from me and why? All employees need to know what

something needs to change and why. Leaders are responsible to provide them with organisational clarity.

The second pillar is culture. Creating and managing culture is central to your role. It directly influences your team members motivation. Leadership is not about number or getting stuff delivered, its about caring for others. Your product is nothing without your team is a very true saying for example, without your team members working hard within the organisation your product would not exist, team members deserve a lot of praise.

"The leaders who get the most out of their people are the leaders who care most about their people." (Treasure quotes,2021)

So, consider the culture you want and deliberate about it, you need to be transparent about it like Bill Gates is, he preaches numerous times everyday to ingrain it into his employees' minds, so they live it and believe in it. Bill pins them on walls and sticks them on laptops as a constant reminder. By having constant reminder all over the wall stating 'play as a team' it reminds you, that you are not alone doing this I can work with my peers, this is a strategic way of reminding employees that they are part of a team. Culture is not about saying what we do in business it is about showing, and Mr Gates has certainly done that, he made sure he was in the public eye and created a reputation for his software creation Microsoft. He is now tackling global health and now working with W.H.O (World health organisation), drug makers and non-profit organisations to vaccinate the whole world to defeat the Covid19 virus.

The third and final pillar, is to coach your people, it is your duty towards growing people. Often leaders talk about employees, saying they are lacking skills which often leads to a fire and hire approach which is bad for business. Mr Gates takes a different approach he identifies an employee that is lacking a skill and trains them on that skill or barrier they have, he sees them as a reflection of them as leaders, if your employees are missing a certain skill to do their job, that is not on them it is on you.

The skills the employees have are not just based on the role they are in, it should be on their entire development plan, where do they want to go? What role would they like to grow into next? Bill always keeps his people skilled and happy, but this also benefits him as a leader, for example, when looking at the succession plan, what do I want to achieve next? Does he have single points of dependencies to remove? If only one team member possesses these skills when they go off sick or leave who will take their place? This is often referred to as 'The bus factor' how many people need to be hit by a bus before the team falls over? Brutal but true! This means that if only one employee is skilled once one person gets hit by the bus the whole operation comes to a halt. So basically, the more team members you spend time training, the more skilled team members you have and that way the business can still operate if anyone goes off sick or leaves.

It does not mean you have to professionally coach employees but a large portion of Bill's role as a leader is to help mentor and provide the conditions for your people to grow. This could be as simple as providing the budget training for them or having 1:1 coffee catches up to run over things, it is the little things that go along way.

Figure 9 -



2.7 Critical evaluation of the readers leadership style

The leadership style that the writer poses is laissez faire, she is a laid-back leader, she likes to encourage employees to take the lead and use their own initiative without interfering, when completing tasks. Change leadership is to work together and to create an understanding of what the change is and how best to make it happen. She effectively communicates the goals and inspires employees. The leader is comfortable with persuading, promoting, and delegating within the organisation, she is very aware of her behaviours and how they affect the company and lastly, she knows when to change course and encourages others to do so too.

In a fast-changing world, change management needs to happen for the business to grow and become more successful, but some businesses do fail as organisations do not employ changeable managers.

The 3 C's is a great model to use. This model (as shown below), the leader always uses when evaluating change management, within her management role for the city and county of Swansea, she uses clear communication with the "What" and "Why"

when she explains to the employees, what the purpose of change is. This benefits the organisations values and creates more engaged employees that want to make the change happen.

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By working through boundaries, firstly bringing all employees together to plan and execute the change that is happening, the leader must strengthen those relationships and not tolerating unhealthy competition very early on.

Change within the organisation is always difficult, the leaders' beliefs and behaviours should be supported. For example, the leader likes to step outside her comfort zone, extract new ideas from employees and devote her time to focusing on change effort and focus on the bigger picture.



(Twitter,2021)

2.8 How Bill Gates empowers team members and what difference it has made.

³ Bill Gates understood what it took to motivate his employees so all of them were engaged, enthusiastic and excited about their work. Bill is a very flexible person, and he recognised his role to be the visionary of the company back in 1975. He is a task motivated leader and role model to all his co-workers in which his enthusiasm and hard-working nature will motivate his staff and involve his friends to work with him.

² Besides that, Bill's employees benefit from great rewards, for example, inclusion of health benefits, transportation, food availability, childcare benefits, and other essential discounts. He believes that employee ownership was critical in increasing employee motivation hence why he offered his employees rewards such as higher salaries and equity. With all these benefits done to impress the employees of Microsoft, Gates realised this will keep employees motivated to do their work. His leadership is not all about control, its about trusting and respecting others, which makes employees feel more appreciated and loyalty which would motivate the employees to work better at the workplace.

Bills leadership tactics have always been positively affected employees' productivity, he has always encouraged his employees to think outside the box and always provided adequate training and resources to become smarter and more intelligent. By doing this, Bill Gates has really encouraged personal power within more employees. By working at Microsoft, Bill has done a tremendous job helping employees engage in training groups within Microsoft for example 'Personal Power' is an expert power group who influences others through specialised knowledge, skills, or abilities. A component of expert power is having information widely possessed by others, such as being an accurate predictor of commodity prices. Bill Gates wants his employees to succeed to he makes time and provides training to encourage competent employees within the organisation. he is a proven leader that is positively portrayed by his employees and associates.

All employees have a voice and are allowed a positive culture organisation. a company is only as strong as the sum parts of its parts, and it is refreshing to see that Bill Gates is willing to credit Microsoft's success on his co-workers and employees. Bill values his employees and their intelligence; this shows through which makes Mr Bill Gates a great leader.

3.0 Conclusion

After conducting extensive research regarding 'what makes a great leader?' The writer believes, Mr Bill Gates is most definitely a great leader, with his extensive knowledge in software, Mr Gates has raised the bar and has become an inspiration to all. He believed he could do anything if he put his mind to it, and he certainly did that. He is a self-taught leader who uses different styles to fit in with the type of organisation or task that needs to be completed. The writer believes that Mr Gates customises his leadership style to the situation, according to he uses an autocratic style within Microsoft to control his employees and make decisions for them, the work environment is very toxic, controlling and Mr Gates monitors the employees by taking notes of whose cars enter and leave the carpark, this is very abnormal and is completely unacceptable, he was very unpopular among his employees. Furthermore, he admitted he was acting irrational and needed to change, he regrets how hard he's been on his employees and vowed to change, as time went on, Mr Gates become more fair to his employees, he stopped prowling the carpark and created a happy more productive workplace and used a different approach which made him an even better leader, now he is more involved in making decisions, he is more lenient, his employees have more realistic timelines for tasks and he encourages on an individual level not a group one now. The writer believes Bill Gates is the greatest leader there is with all his success up to date, he has proved he has goals and will do anything to pursue them, he always stays focused, continues to absorb new knowledge, he stays ahead of the game and will never give up and he always takes risk, that in the readers eyes is what makes him so successful to date.



(Crazy media labs,2021)

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