



Group PPT

Jack Welch Leadership



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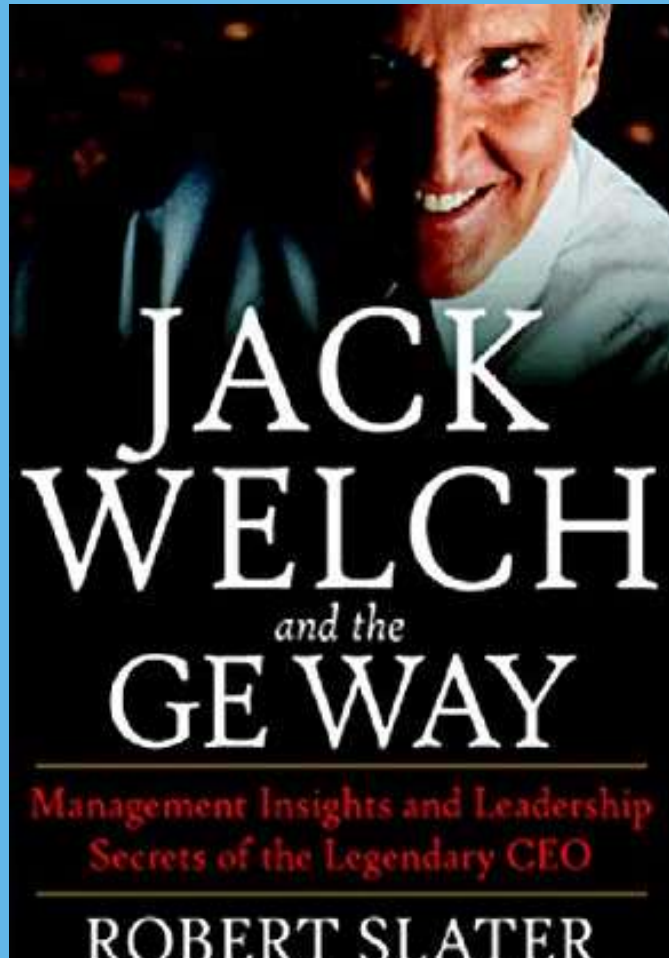
A style of leadership assumed by any leader is generally a mixture of their experiences in life, personality alongside emotional intelligence level and thinking ways..



In becoming an effectual leader, it is key to develop as well as improve such skill in constant manner.



Leader

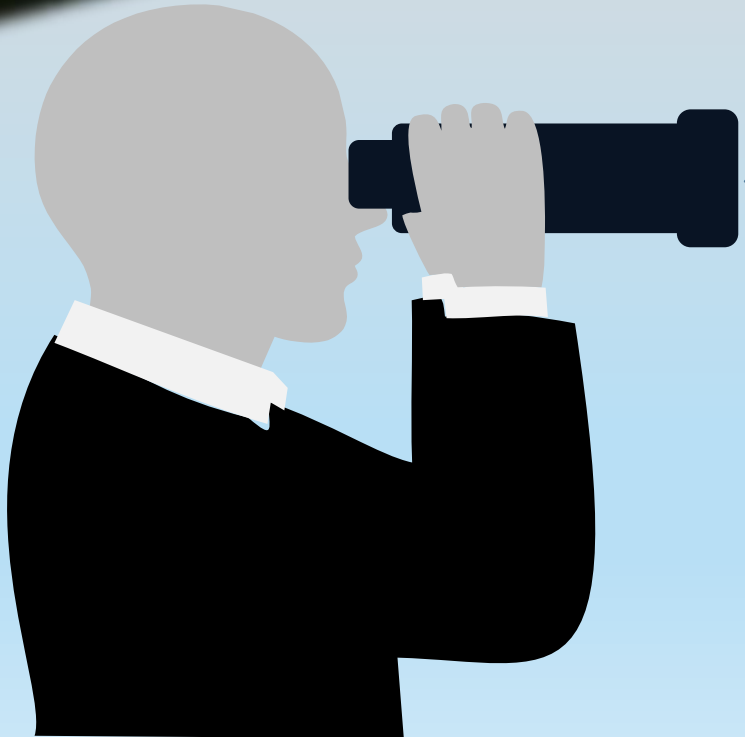


- ❑ This PPT presentation is based on Jack Welch, a man who served as the CEO of General Electric for 2 decades and was quite instrumental in making GE a success story.
- ❑ Welch on his part closed a lot of factories, laying-off workers and presenting a dream or growing speedily within an economy experiencing slow growth.

Leadership Perspectives



Transformational
Leadership



The transformational theory highlights leaders who share a good connection with their group members. transformational leaders greatly stimulate their groups as well as focus on attaining business objectives via inspiration and influence.

They also make sure that the goals of the team are aligned with the objective of the business for avoiding issues. Within the present business environment, the theory of transactional leadership can be exercised in pursuing a positive change within the business.



Followers tend to experience enhanced satisfaction, well-being as well as motivation, whilst the organizational learning and innovation are heightened.



Transformational leadership can lead to bigger organizational effectuality, adaptability alongside sustainability.



On the flip side, there is possibility of abuse of power, exploitation alongside manipulation, alongside risk of generating expectations in unrealistic manner.



It can be tough in measuring and assessing the impact and effectuality of transformational leadership, as it needs higher degree of emotional intelligence, communication skills and charisma

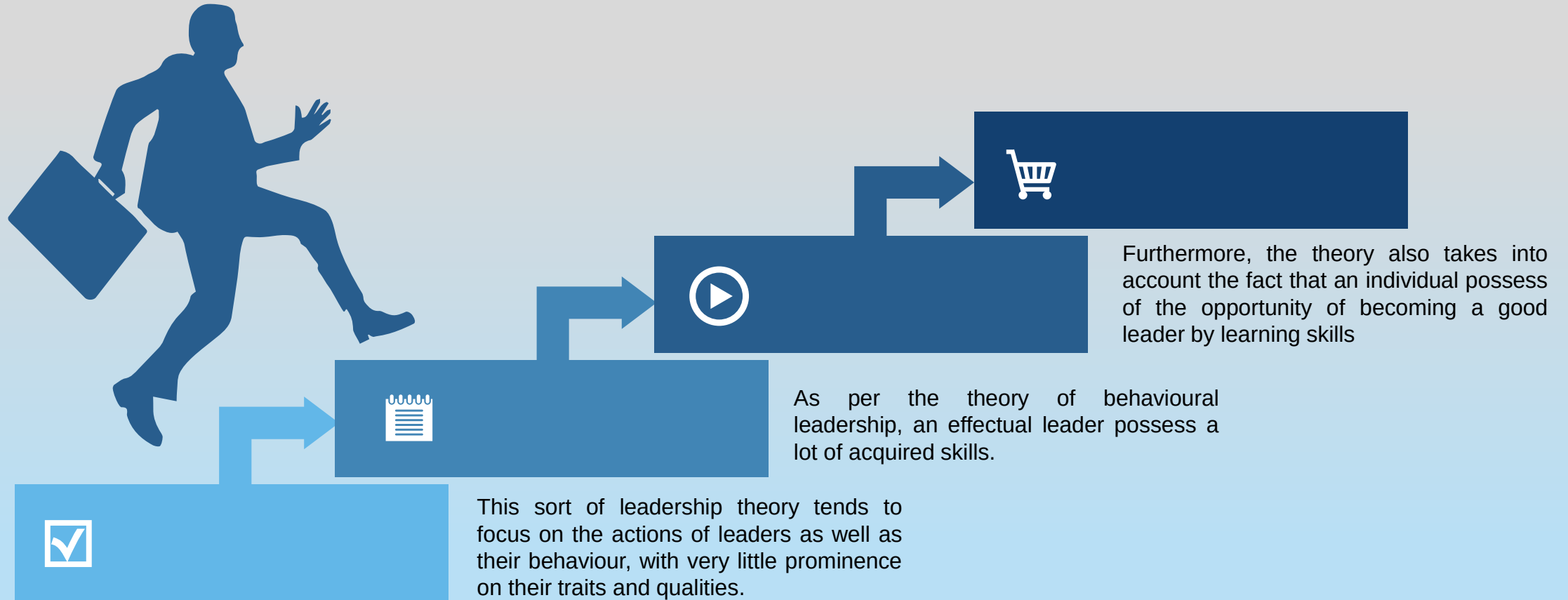
- ❑ This sort of leadership theory has a basic structure which revolves around the aspects of punishment and reward. So, whenever a member of the team attains the target set off by the leader, they get rewarded and vice-versa.
- ❑ Certain staffs feel like they are being treated in unfair manner, or their coworkers are being contented with simply because the manager tends to like them better (Aksenichik, 2018).

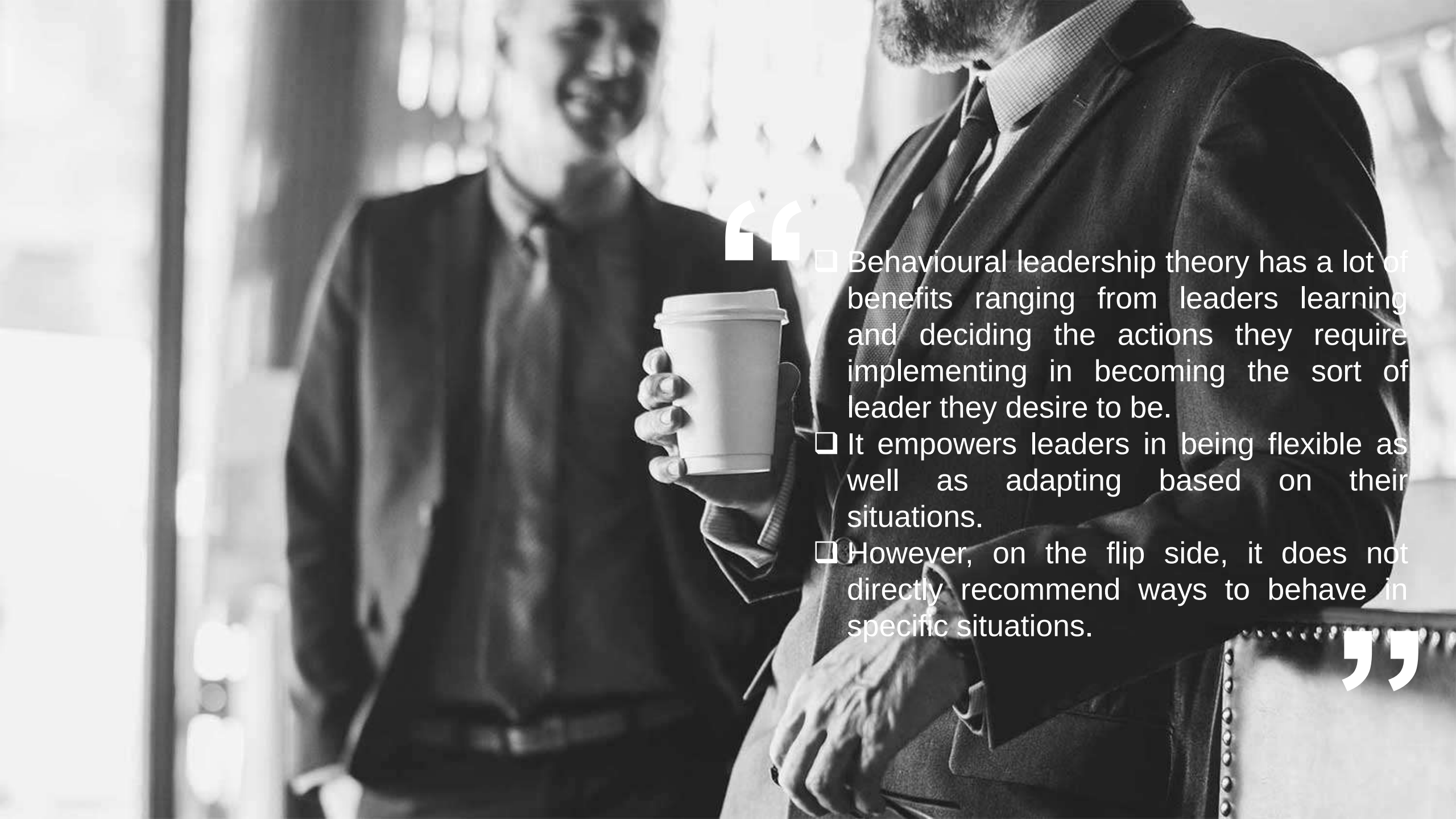


- ❑ With transactional leadership, the feedback remains fair and grounded on metrics, instead of the opinions and feelings coming from the manager.
- ❑ Under this tactic, all employees are measured as well as rewarded in same manner. Managers tend to exercise this data for deciding on who to offer projects and who to promote. However, on the flip side, transactional managers do not focus on constructing relationships.
- ❑ They do not focus on the conditions of working, like employee's association with their manager that can be crucial drivers of satisfaction and engagement.



Behavioural Leadership



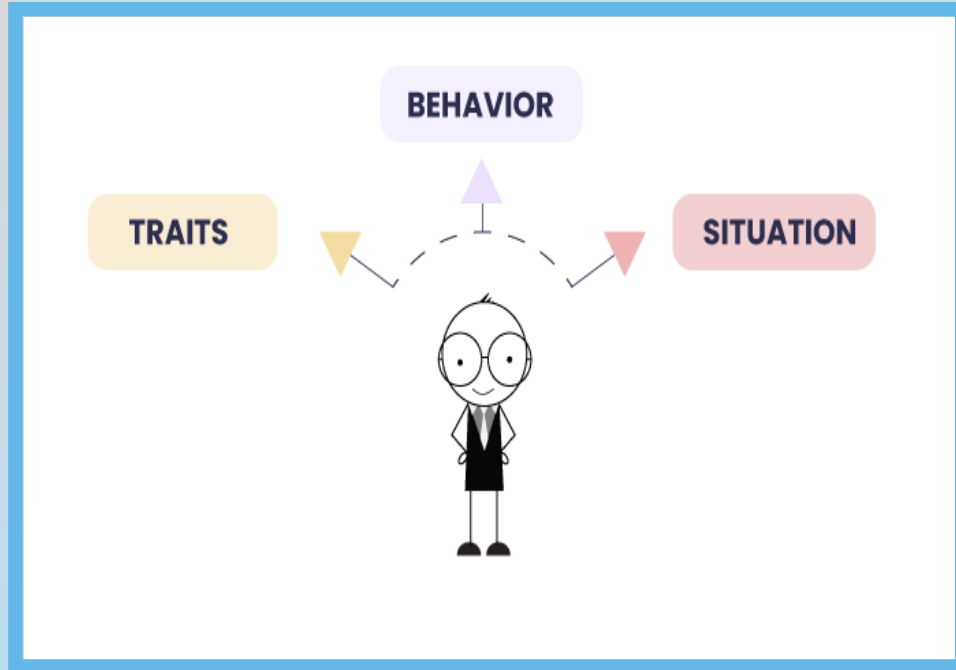
A black and white photograph of two men in business suits. The man in the foreground is holding a white disposable coffee cup and looking down at it. The man in the background is smiling and looking towards the camera. A large white quote mark is positioned to the left of the text.

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- ❑ Behavioural leadership theory has a lot of benefits ranging from leaders learning and deciding the actions they require implementing in becoming the sort of leader they desire to be.
- ❑ It empowers leaders in being flexible as well as adapting based on their situations.
- ❑ However, on the flip side, it does not directly recommend ways to behave in specific situations.

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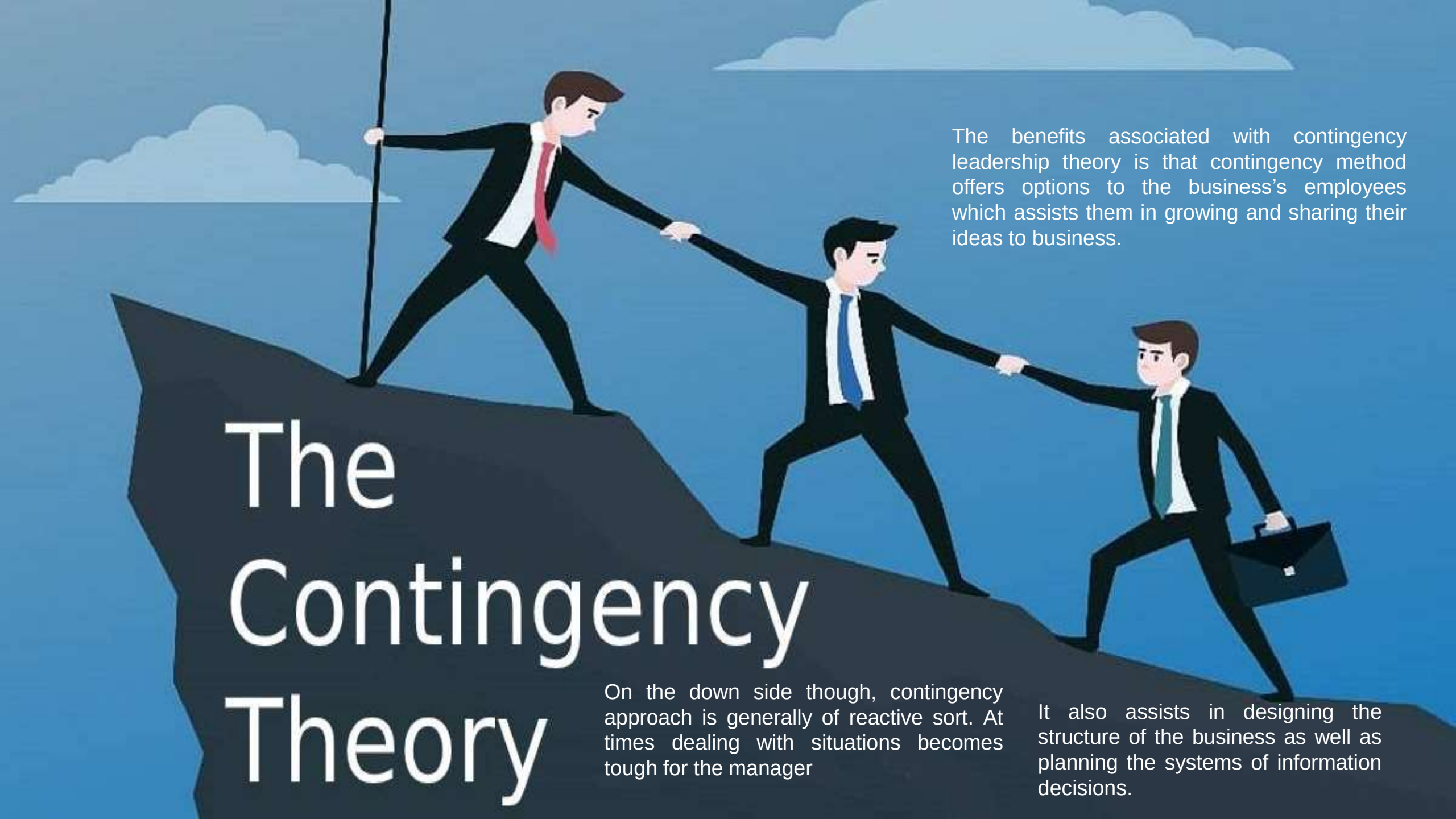
Contingency Theory of Leadership



The contingency leadership theory places the idea that a leader's success hinges on the particular situation at hand. Specific aspects come into play which outline whether a certain leader or style of leadership will be effectual for the given circumstance.



Aspects involve the task, the leader's personality alongside the group's composition which is destined to be led. Its elementary assumption is that leadership-whether be it failure or success- is situational.



The Contingency Theory

The benefits associated with contingency leadership theory is that contingency method offers options to the business's employees which assists them in growing and sharing their ideas to business.

On the down side though, contingency approach is generally of reactive sort. At times dealing with situations becomes tough for the manager

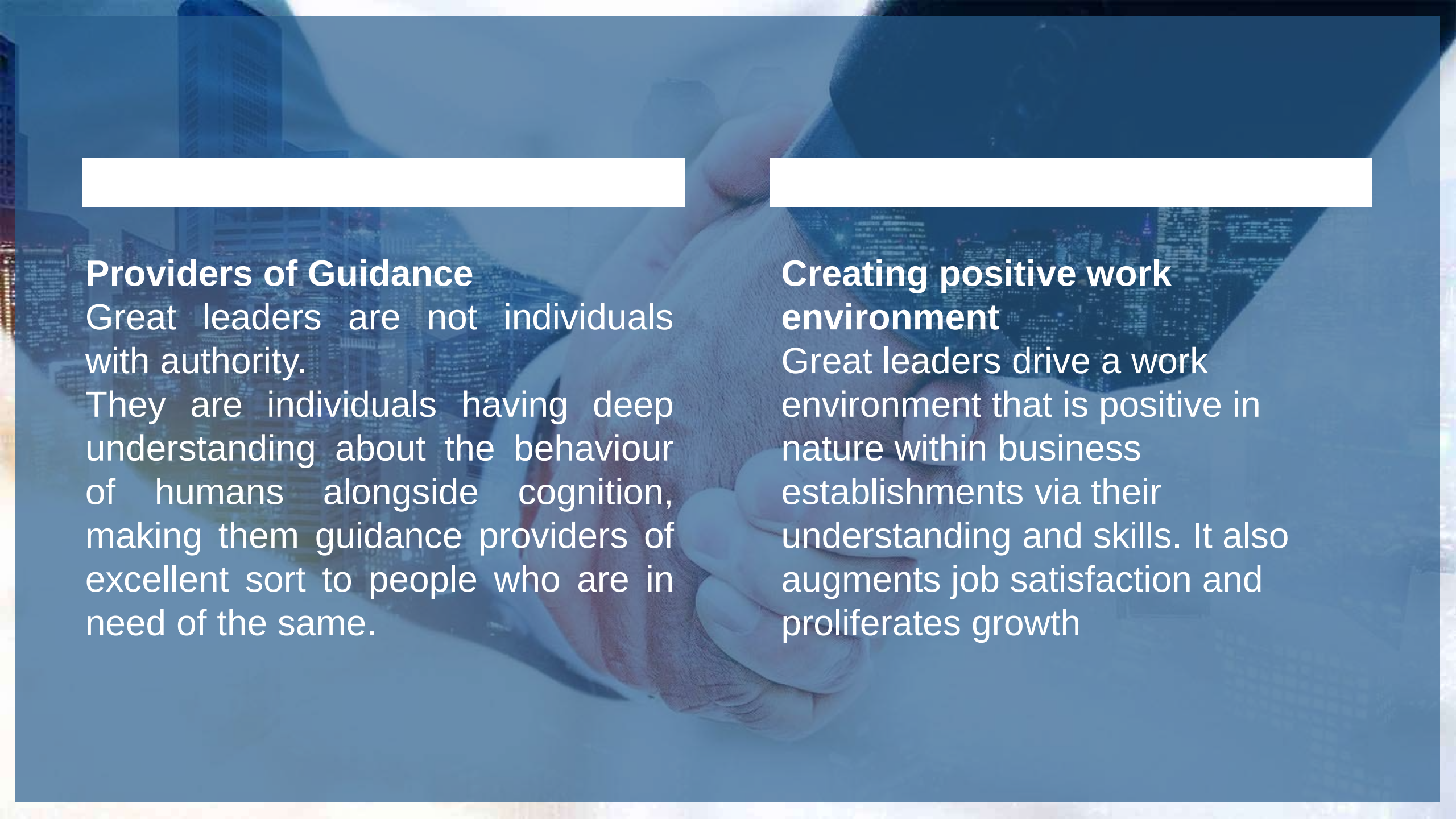
It also assists in designing the structure of the business as well as planning the systems of information decisions.

Attributes of Leadership in Present Milieu



The difficulty as well as uncertainty subsisting within the present business environment have forced businesses in shifting their focus to engaging leaders deemed effective. The reasons behind leadership being a key aspect within the present business milieu.

Leaders tend to exercise their skills as well as knowledge in accommodating the change within business. As the process of change does not take place naturally, leaders tend to facilitate change within a business enterprise



Providers of Guidance

Great leaders are not individuals with authority.

They are individuals having deep understanding about the behaviour of humans alongside cognition, making them guidance providers of excellent sort to people who are in need of the same.

Creating positive work environment

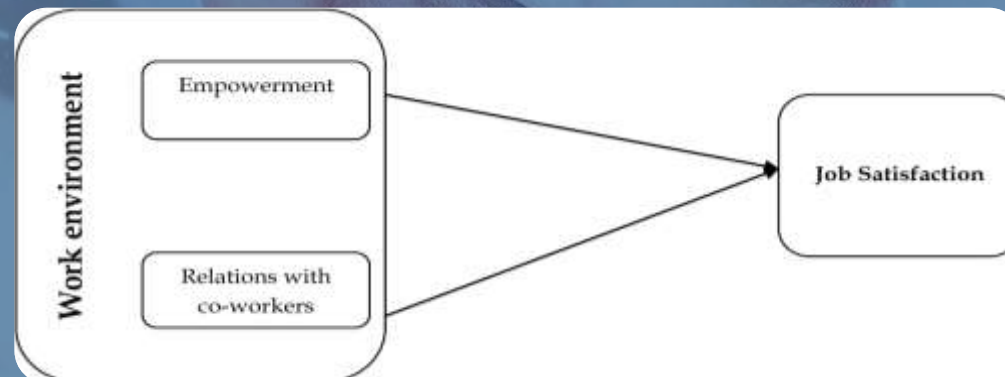
Great leaders drive a work environment that is positive in nature within business establishments via their understanding and skills. It also augments job satisfaction and proliferates growth

Resolves conflicts

Effectual leaders are known for their skills of problem-solving. They are armed with skills which help them in settling issues as well as creating a work environment of positive sort.

Increases job satisfaction

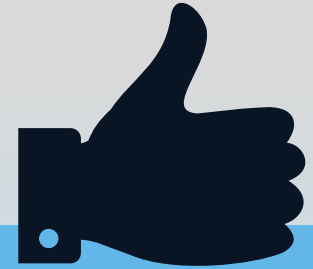
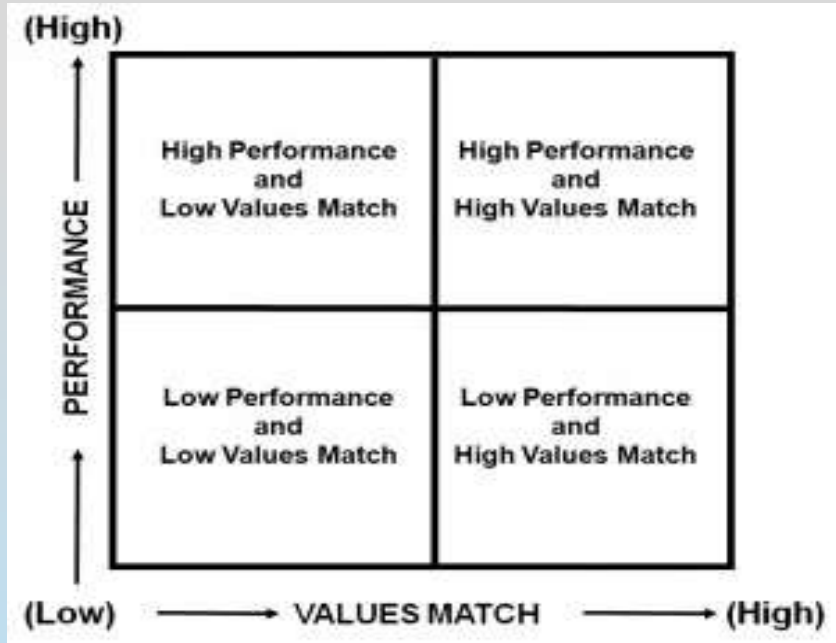
Effectual leadership creates a personal connection between the leaders and the members of the team that instigates growth in career for the workers. Adding to that, it also augments satisfaction in job



- ❑ Jack Welch discovered smart incentives in being the most key component within the success of a business.
- ❑ Devoid of that, people will just stop tracking an individual's vision as they no longer share the same.
- ❑ Jack Welch fostered loyalty within GE via energizing efforts which transformed their work-related passion. It was a combination of happiness as well as money, alongside a big goal for running towards (Baum and Conti, 2019).



Jack Welch Leadership Style



The structure that has been delineated above recompenses the top performers with incentives deemed financial.



These are the employees receiving highest raises within pay, bonuses alongside other financial rewards.

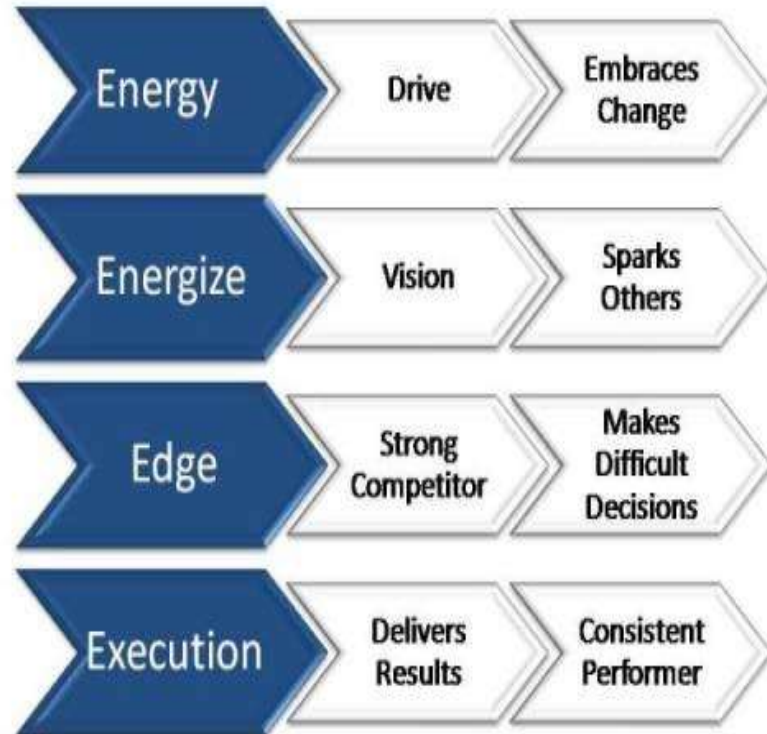


Welch nurtured an environment of fun around him and was personally devoted towards the personal happiness of his employees.



Jack Welch Leadership Style

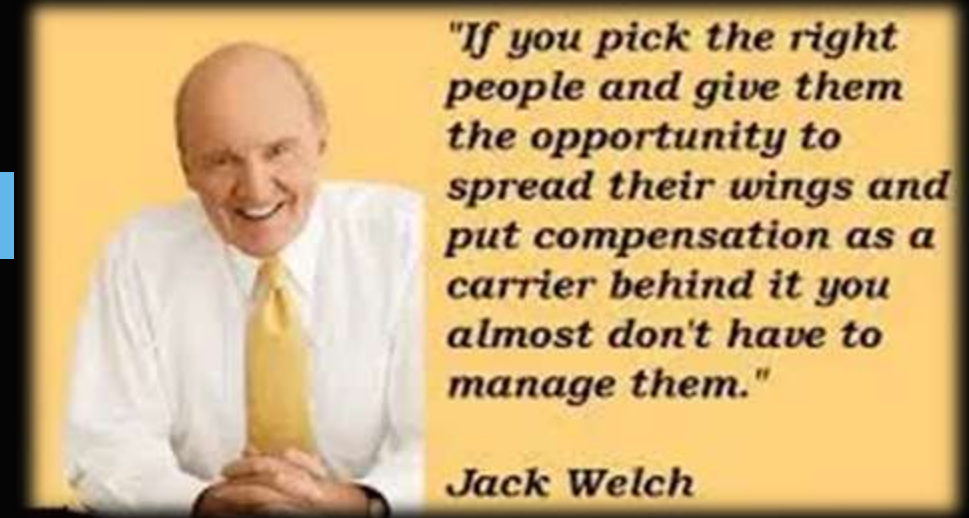
Jack Welch 4E's of Leadership



Welch did much more than simply growing GE- he was able to transform the business from a leader within its niche segment into one of the largest and most competitive enterprises operating globally.



- ❑ Welch has been capable of breaking transformational leadership into 4 steps- working by yourself; encouraging initiative; utilizing the brains of everyone and letting workers speak.
- ❑ He always believed that it tends to boil down to evolving emotional intelligence.
- ❑ When a leader is capable of understanding his/her employees as well as treat them like people, they will actually contribute as humans to the extent feasible.
- ❑ And Jack Welch was able to pull the best out of people via his unique style of leadership (Vasilescu, 2019).



- ❑ Jack Welch outlined his own leadership style as being 'boundaryless', something that has been pointed out in the given case study as well.
- ❑ He was not the kind to generate bureaucracy layers. As a matter of fact, his objective as well as goal was always to remove boundaries together with limits within corporate America.
- ❑ The modern-day's open door policy was something that was pioneered by Welch, and the man always favoured in inspiring individuals to perform over leading them via micromanagement.
- ❑ This is the style of leadership which made Silicon Valley of what it is in present times. Prior to Facebook and Googles of the world taking the ideas of Welch to extreme, the offices were quite boring and dull places (dos Santos Pires, 2021).

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Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.

— JACK WELCH

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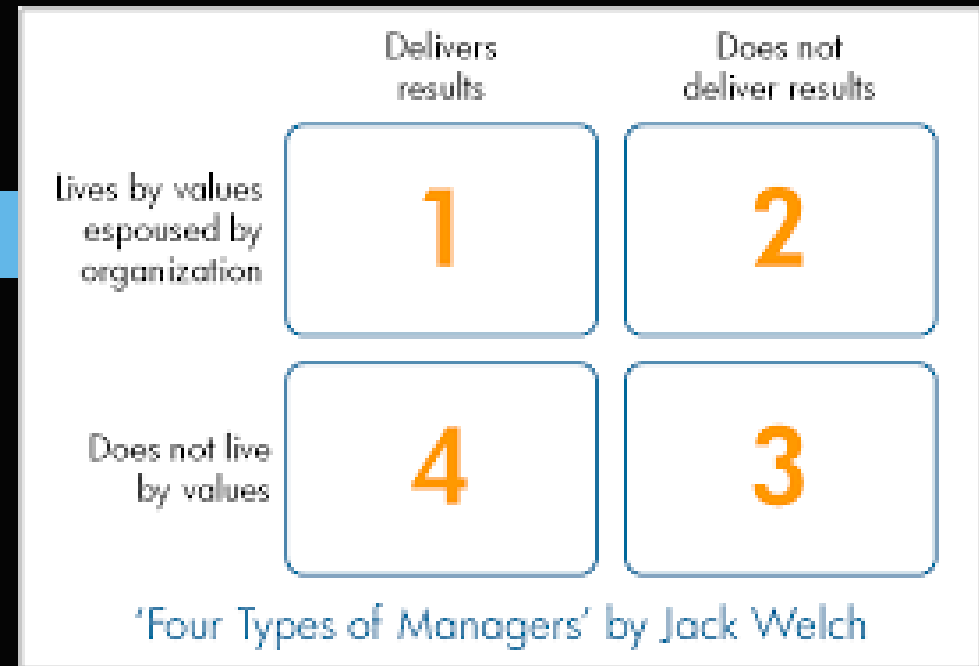
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- ❑ With the move towards virtual work during Covid-19 pandemic, it would not be shocking to see even more businesses transform the office.
 - ❑ It has been observed that when people are more relaxed and feel heard, they in all likelihood will be speaking up. And this is the manner in which one crowdsource the best thoughts and notions from the workforce for building a better future.
 - ❑ This confidence is part of Welch's legacy which has outlived the man himself (Landis et al., 2019).

*"A leader's job is
to look into the future
and see the organization,
not as it is,
but as it should be."*

— Jack Welch



- ❑ The transformational leader that Welch was, he helped in leading a renaissance within the economy, though at the end of the day, the man cared more concerning financial than the industrial performance, with the economy of America following suit.
- ❑ Jack Welch's success came at a heavy price, as the man draconian tactic made GE a fearful workplace (Slater and Prichard, 2019).





**BE BRUTALLY
HONEST
WITH
EVERYONE!**

“

Even notwithstanding the massive layoffs that he was part of, people working in GE were frequently under intense stress. The workout consultants developed into a parallel business, almost equivalent to secret police investigating managers, and all of that had an effect that is unintended demoralizing.

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Attributes of Jack Welch Leadership

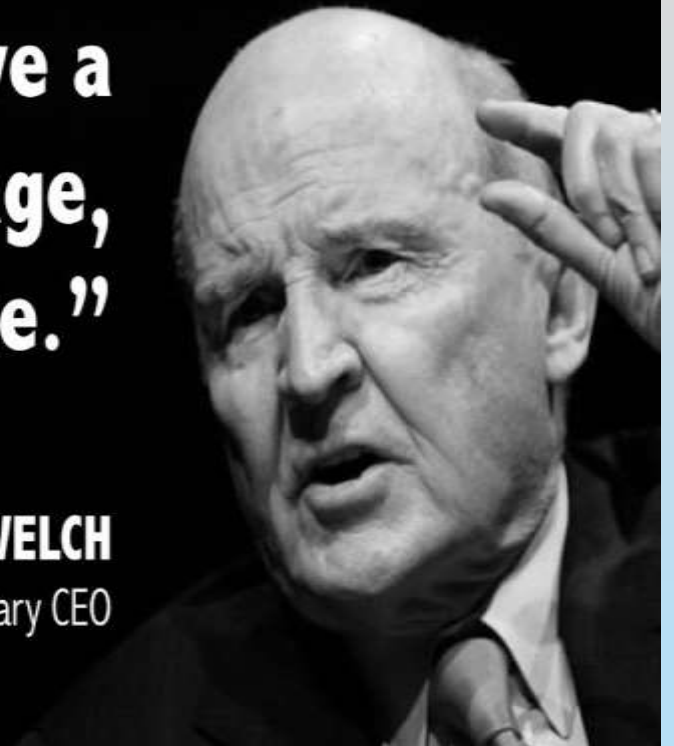
It was not simply Welch's personality which got him recognized by the HBR (Harvard Business Review) as his era's greatest leader.

The man was able to transform General Electric (GE) from a light bulb and appliance organization to a multinational corporation

GE serves as a model pursued by many of the largest companies of modern tech.

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

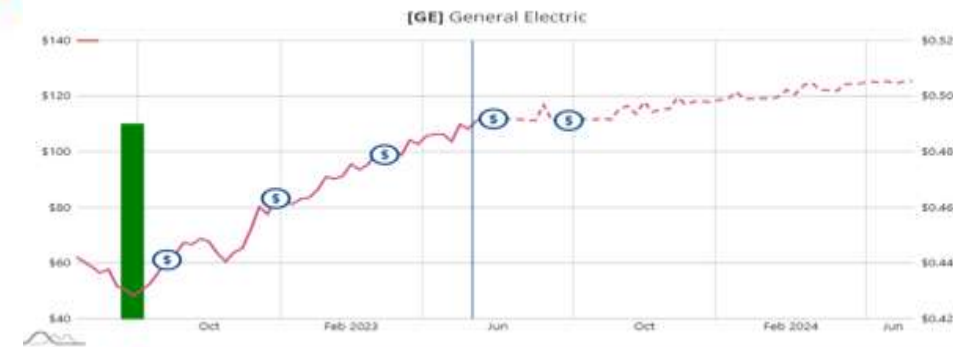
JACK WELCH
legendary CEO





«Control your own destiny
or someone else will»

Jack Welch



As it extended across the verticals, it generated new streams of revenue whilst also restricting expenses via a smaller staff. He thrived by drilling into effectual hiring and as the case study indicates Welch has been a firm believer of the fact that having right people within right jobs serves the purpose of big companies like GE (Strohmeier, 2019).



- ❑ The 20% of employees deemed to be top performers were rewarded, the middle 70% stayed stagnant wherein the bottom 10% were either let go, as mentioned within the given case study or coached to improve.
- ❑ This is stated being a key component of the manner in which he motivated employees for staying productive (Oke et al., 2019).

Why Listening to your Employees is most important to the success of your Organization?



- ❑ Having a transformational leader's mindset led Welch to think it is terrible in running a business when managers rule and staffs only had the scope to listen and carry out what the managers had to say.
- ❑ For a transformational leader like Welch, it tends to avert good ideas alongside creative solutions for issues (Nawaz and Khan, 2016).

GENERAL ELECTRIC STOCK UNDER WELCH AND IMMELT

▶ Jeff Immelt will step down as CEO of GE in August after 16 years at the helm. He took over for Jack Welch in September 2001, leading the company through the wake of September 11th and the financial crisis (shaded in gray) during his tenure.



Source: BLOOMBERG
GRACE DONNELLY/FORTUNE

- ❑ It was actually believed by Welch that business is all about apprehending intellect and that the business require encouraging individuals in articulating their ideas as well as solutions.
- ❑ In doing the same, Welch turned General Electric into a learning body wherein intellect and ideas rule over hierarchy and practice (Galli, 2017).

Benefits of Jack Welch Leadership Style

3 Benefits of Effective Leadership



EMPLOYEE RETENTION

When employees feel valued by their organizations' leaders, they're more likely to stay at their jobs.



CUSTOMER SATISFACTION

Leaders can delight customers by understanding them and creating products and services that satisfy their needs.



IMPROVED PRODUCTIVITY

Effective leaders motivate their employees to get work done and align on vision and direction.

- ❑ As per Jack Welch, there exists eight leadership rules, and anyone can pursue them for success.
- ❑ Nonetheless, they are not simply steps- rather, they are things which will emerge regularly within many forms and shapes. Sticking to such rules eventually keeps an individual on the leadership path (Strohmeier, 2019).

Leaders tend to use every learning opportunity



- ❑ One cannot always win, though if the individual learns from the losses and persists on improving, he will be winning in the long-run. Welch alleged that every prospect is an opportunity to learn.

Leaders radiate positive energy



RADIATE POSITIVITY

- ❑ It is key to walk in the shoes of others and find means of staying optimistic from their viewpoint at all times.
- ❑ Everyone beneath the leader may possess doubts during tough times or during struggles, and they require seeing their leader having the confidence within their decisions and choices (Slater and Prichard, 2019).

Leaders having courage in making choices deemed unpopular

How to Fire an Employee Legally?



- ❑ At times a leader may have to stop being everyone's friend and perform what may seem right for the business.
- ❑ There are certain things which needs to be performed, like firing a staff, which are for the bigger good. Leaders cannot hesitate in doing what is right (Nawaz and Khan, 2016).

Leaders influence people in living and breathing their vision

- ❑ Anyone can hold a vision. A true leader tends to motivate other people in taking their vision on.



Trust happens when leaders are transparent.

— Jack Welch —

Leaders create trust with transparency and candour

- ❑ It is essential in being as honest and open with people so that they are able to return the favour to their leader.



“

Leaders establish trust with candor, transparency, and credit.

– Jack Welch

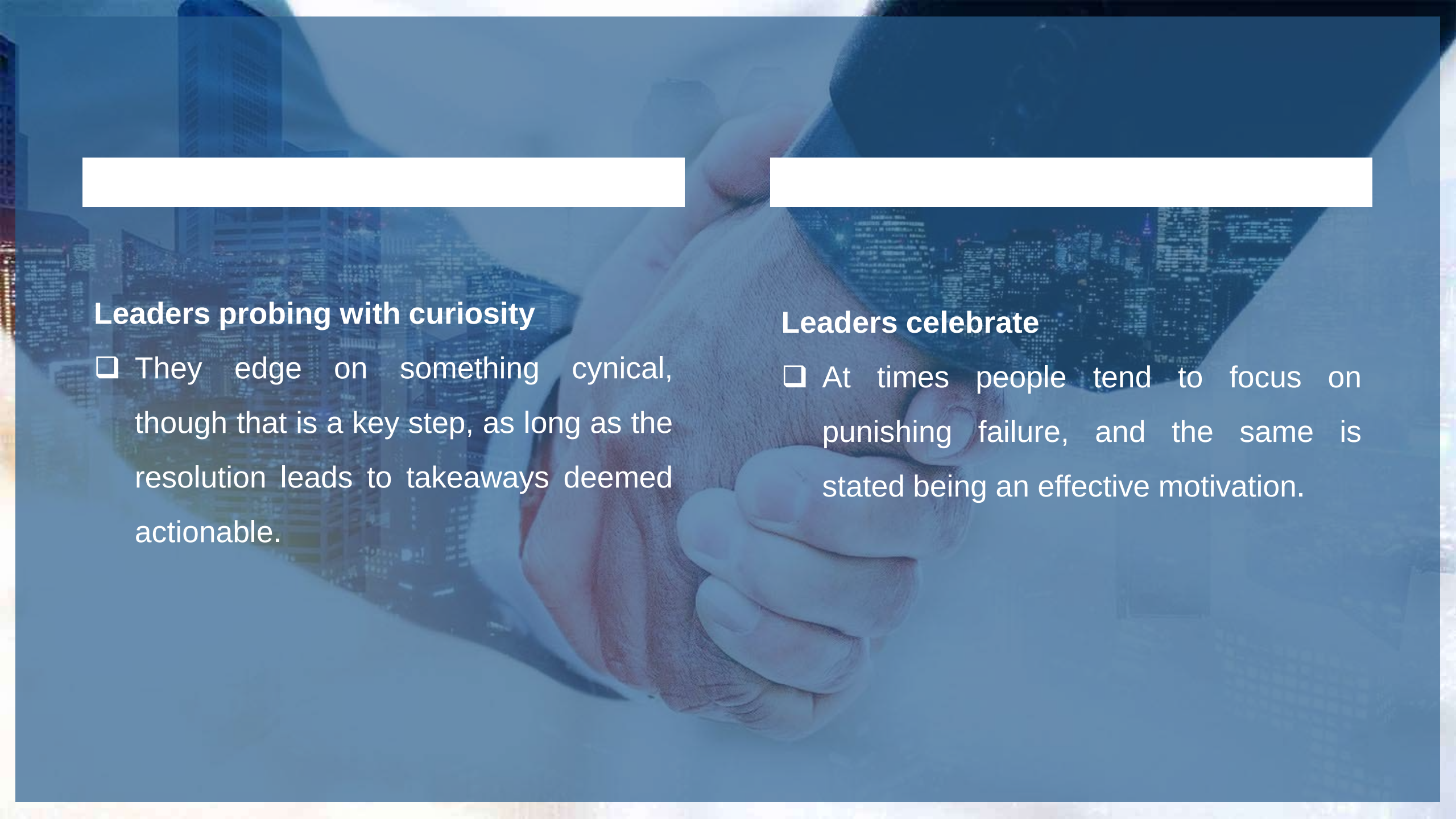
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Leaders setting examples for inspiring risk

Risk-Taking Starts at the Top



- ❑ It is tough in leading people from back. Rather, a leader should be capable of fostering a risk culture by taking own risks. This adopts an environment where employees are not scared of failing and are more expected in speaking up (Galli, 2017).



Leaders probing with curiosity

- ❑ They edge on something cynical, though that is a key step, as long as the resolution leads to takeaways deemed actionable.

Leaders celebrate

- ❑ At times people tend to focus on punishing failure, and the same is stated being an effective motivation.

A black and white photograph of two men in business suits. The man in the foreground is on the right, looking down, holding a white coffee cup. The man in the background is on the left, smiling. A large white quote mark is on the left, and a large white closing quote mark is on the right. A text box in the top left corner contains the text 'Promote the three "S's": speed, simplicity, and self-confidence'.

Promote the three "S's": speed, simplicity, and self-confidence

“

The leadership style of Jack Welch focused on the aspects of simplicity, speed along with self-confidence. Such concepts drove Welch's laser focus on turning profits quickly as well as restructuring operations by cutting down the number of employees although such tactics and approaches were found to be quite unpopular with the workers (Cruz, 2019).

”

8 Rules of Leadership of Jack Welch

Welch has been a complex figure. It can be tough in parsing via this legacy alongside figuring out what will be working within workplaces of modern times and what will not.

1. Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach, and build self-confidence.
2. Leaders make sure people not only see vision, they live and breathe it.
3. Leaders get into everyone's skin, exuding positive energy and optimism.
4. Leaders establish trust with candor, transparency, and credit.
5. Leaders have the courage to make unpopular decisions and gut calls.
6. Leaders probe and push with a curiosity that borders on skepticism, making sure their questions are answered with action.
7. Leaders inspire risk taking and learning by setting an example.
8. Leaders celebrate.



Even though bulk of his theories wreaked mayhem on GE, as well as bigger businesses in general, most of them can still be convenient in present times when they are being implemented in sustainable manner

"When you were made a leader you weren't given a crown, you were given the responsibility to bring out the best in others."

- Jack Welch



- ❑ Every encounter is a prospect of assessing, coaching and building self-confidence for GE's team leaders engaging within conversations with team.
- ❑ Employees require being guided towards living and breathing the vision of the business- not simply seeing it. Leaders tend to share their vision



Pessimism is a losing strategy. Leadership demands both confidence and optimism in abundance.

- ❑ Positivity alongside optimism are stimulated by leaders who exhibit positive energy as well as optimism themselves. Leaders commonly fight against pessimism and rather infuse communications with positive energy.
- ❑ Leaders require acting as cheerleaders by improving the morale and keeping engaged every team member (Aksenchik, 2018).

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Leadership, very simply, is about two things: 1. Truth and trust. 2. Ceaselessly seeking the former, relentlessly building the latter.

JACK WELCH

SPAC READS THE F.B.I. COME

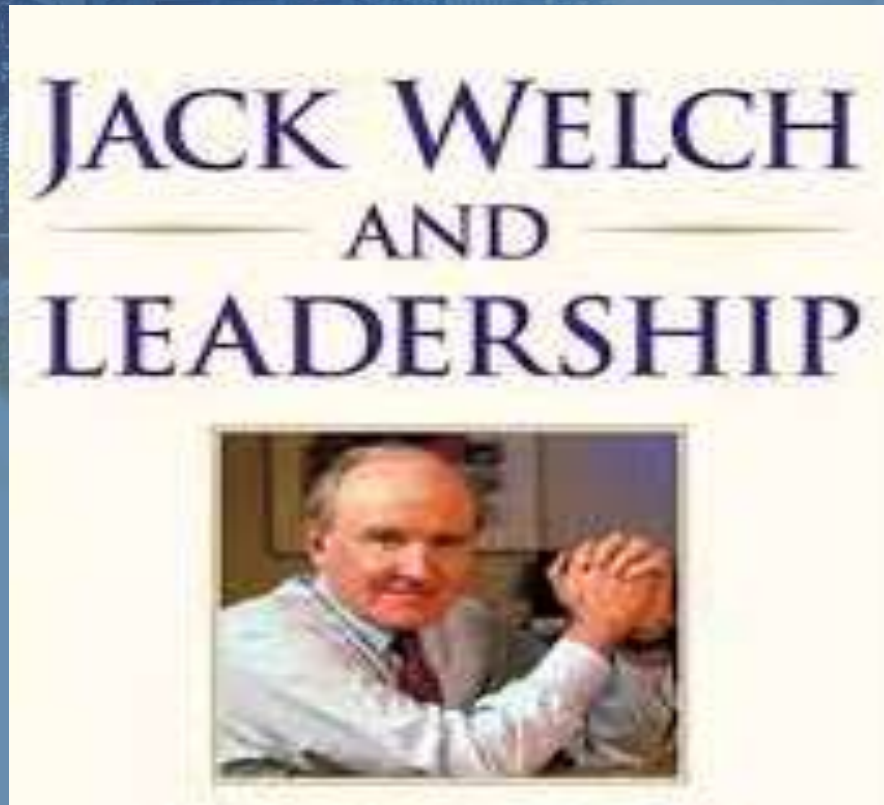
- ❑ Trust is created between the leaders as well as employees as leaders tend to exemplify candour as well as transparency.
- ❑ Hard calls as well as gusty decisions are made even when such decisions are found to be disliked.



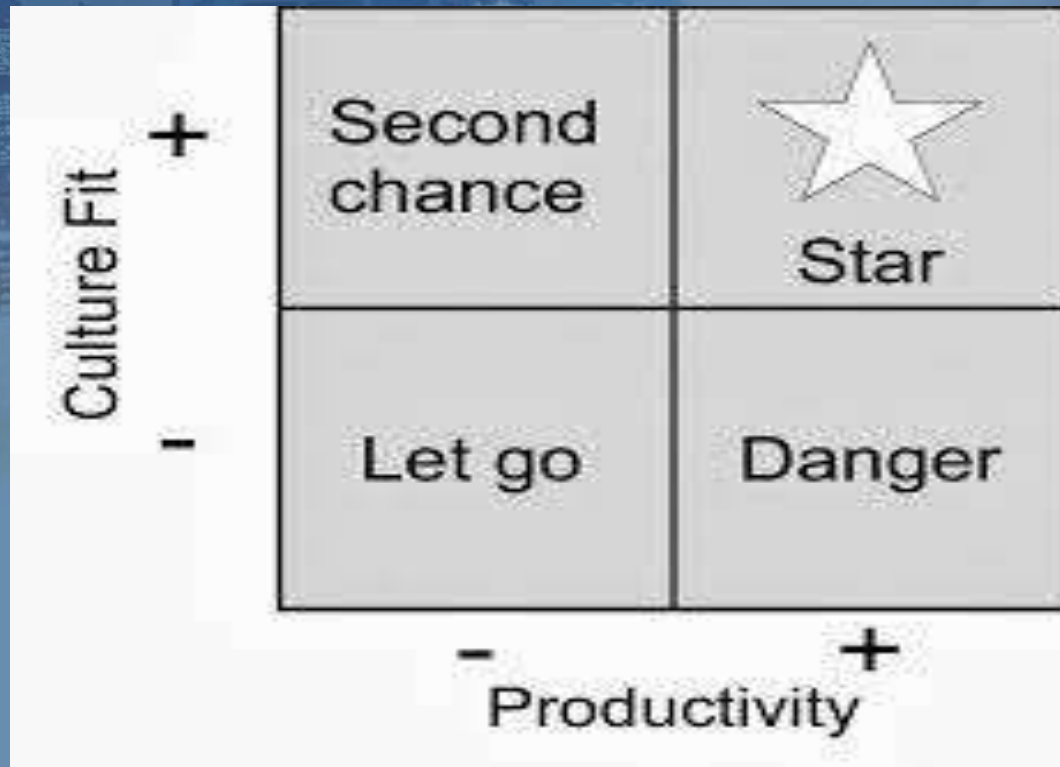
**THE MAN WHO
BROKE CAPITALISM**

- ❑ Debates deemed healthy are encouraged by inquisitive leaders asking questions which probes deep
- ❑ Others actually sense safe while taking risks as leaders tend to set examples besides inspiring them in doing the same
- ❑ All kind of wins, even the smaller ones actually deserve to be distinguished

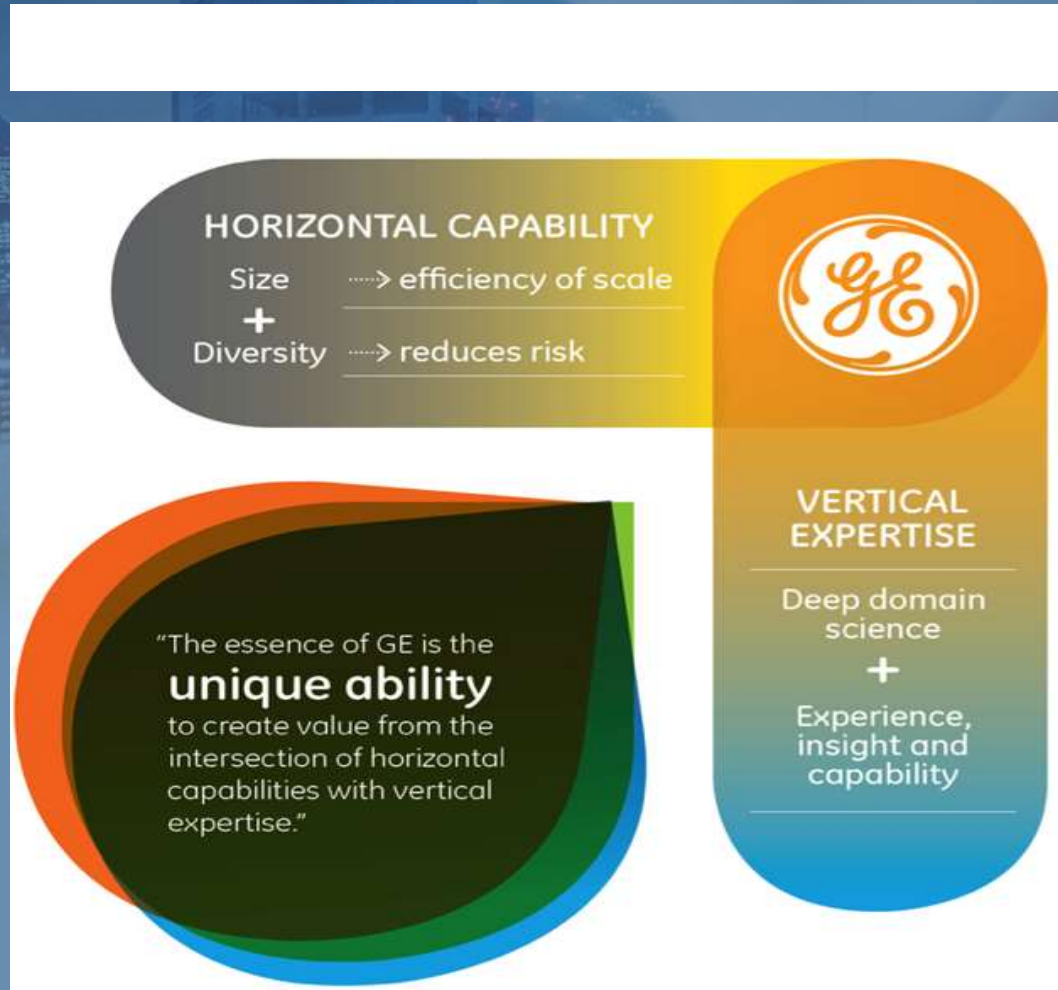
Principles of Jack Welch's Leadership



- ❑ A lot of people relate the candour of Jack with his desire to differentiate, which as has been mentioned before called for employees to be separated into as top performers (20%), in the middle (70%) and at the bottom (10%), wherein the bottom ones got no sugar coating.
- ❑ He was of the opinion that the underperformers should be made known about their low performance as it is important to provide them with an opportunity to improve



Jack Welch used a 2-by-2 matrix for evaluating employees on both the metrics. If his employees were not attaining top marks within both the categories, he would let them know and if they failed to improve, he let them go.



- ❑ Jack Welch asked more questions than possibly any of the leaders going around, and the same was not to show off his own significance or intellect.
- ❑ His intent was to sponge up as much information as possible. Welch may have led GE 2 decades ago, though his wish to learn is something that the executives require even more within present day's progressively dynamic environment.

BECOME A LEADER

"Before you're a leader,
success is all about growing
YOURSELF.

When you become a leader,
success is all about growing
OTHERS."

- Jack Welch

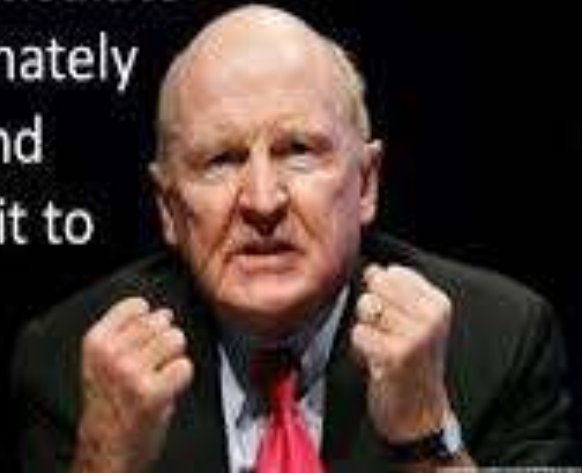
Jack Welch, the former CEO may not be seen as a perfect leader, though his candour, curiosity and the focus he had on undertaking right people decisions made sure he stayed a role model



Management Qualities of Jack Welch

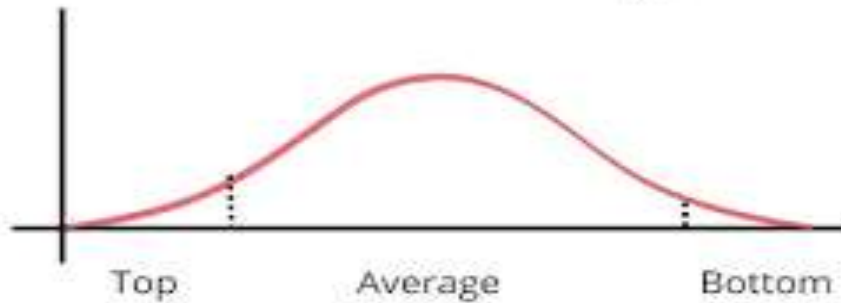
“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”

- Jack Welch

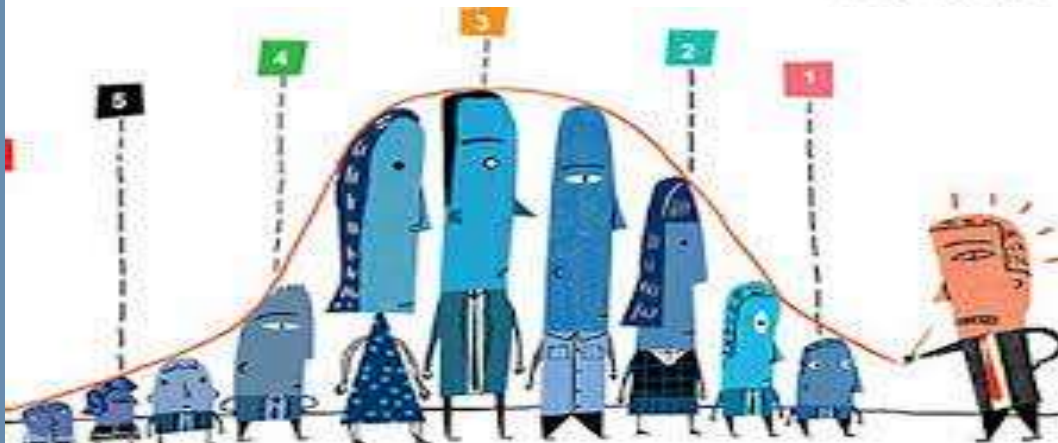


- ❑ During the 1980s as well as 90s alongside the new millennium, Jack Welch was the ultimate CEO.
- ❑ Most of the young workers alongside everyday individuals may not identify him as well, as with time his legacy has been tarnished.

Stack ranking

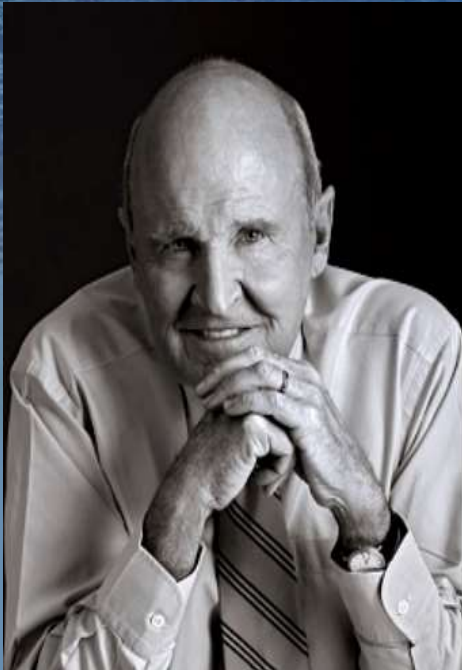


BetterUp



- ❑ The 4 E's of leadership published by Jack Welch is mostly on his own style of management.
- ❑ It outlines how the managers can bring in positive energy to their groups besides energizing employees in a manner which makes them desiring to work for you

Jack Welch Management Style



"Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion."

Jack Welch

Leaving in the past

- ❑ The no-nonsense approach of Jack Welch to business alongside his insistent pursuit in being the best empowered him in boosting augmented profits and helping GE grow. In 1993 he was able to built the most valuable business on the stock market

"In real life, strategy is very straightforward: You pick a general direction and implement like hell"

— JACK WELCH — GE



GE HealthCare



GE VERNOVA



GE Aerospace

❑ Listing short-term gains led to the demise of GE, as the business fell off the down and declared it would be fragmented into 3 different business in the year 2022.

❑ The fall of GE was in part due to the techniques of management best left in the past, such as- managers' forced ranking, ranking growth over sustainability.

Forced ranking of managers

- ❑ As stated by Gelles, (2022) the leadership quotes of Jack Welch best highlighted his approach towards leadership.
- ❑ Welch stated that business is like a game and as happens with most of the games, the team which places the best individual on the field as well as gets them playing collectively wins.
- ❑ Welch labelled the same as 'vitality curve'.
- ❑ The ones at the bottom, as has been witnessed in the given case study as well, a whopping ten percent got fired by Welch.



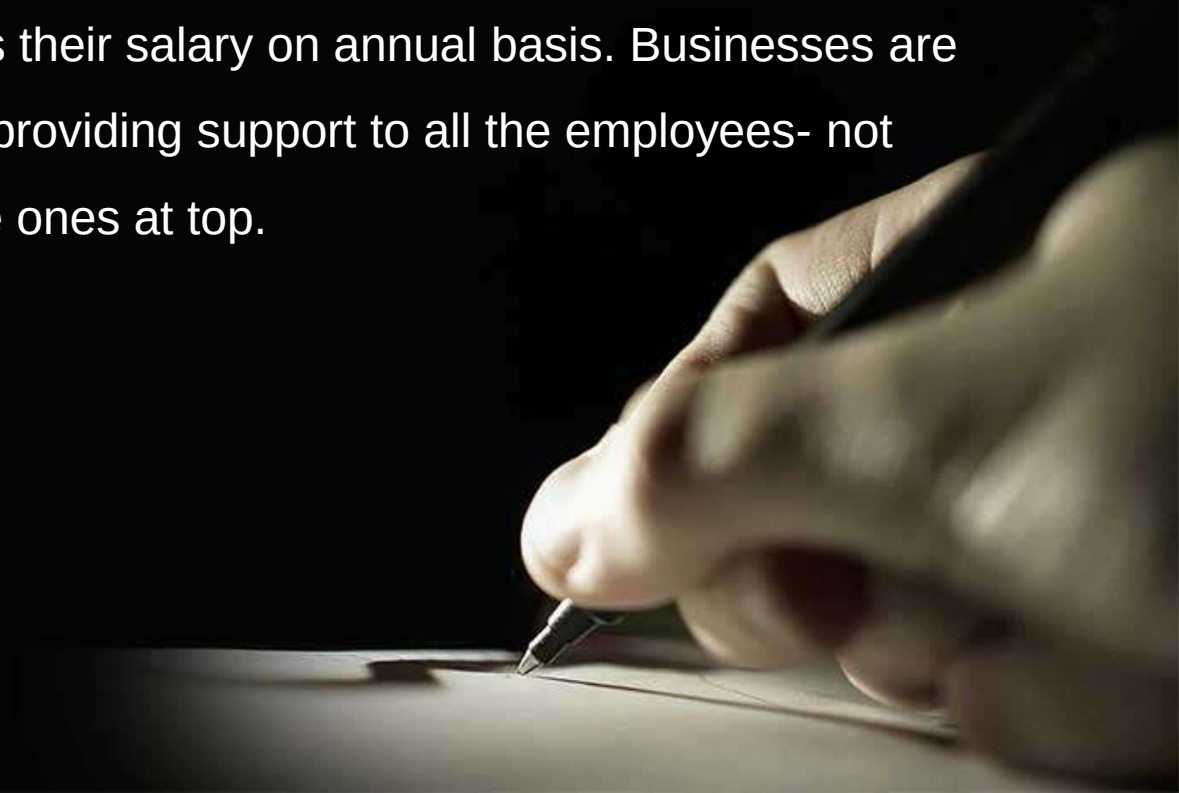
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- A close-up, low-angle shot of a hand holding a pen, writing on a document. The lighting is dramatic, with the hand and pen highlighted against a dark background. The pen is a dark color, and the hand is positioned as if in the middle of writing.
- ❑ Nonetheless, the question remains what if such employees are doing their job simply fine, as someone has to eventually land at the bell curve's bottom half, even if there are just a few points between the ones at the bottom and the ones enjoying top positions.
 - ❑ It also accept the fact that those employees are to be blamed for their uninspiring performance, when the same could be due to lack of support or training.



“There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: employee engagement, customer satisfaction, and cash flow...It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.”

~ JACK WELCH

- ❑ It also accepts that the employees are to be blamed for their dull performance, when as a matter of fact, it could be lack of support or training.
- ❑ Substituting an individual employees can cost as much as 2 times their salary on annual basis. Businesses are better off providing support to all the employees- not simply the ones at top.



Focusing on business values

- ❑ As stated by Aliekperova and Aliekperov, (2023) Jack Welch emerged as a merciless firer.
- ❑ Welch did not simply get rid of individuals who were not been able to hit their numbers.
- ❑ Welch was of the opinion that no company, irrespective of their size- big or small can win over the long-run devoid of energised employees who have confidence in the mission of the business alongside understanding ways of attaining the same.



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- A close-up, low-angle shot of a hand holding a pen, writing on a document. The lighting is dramatic, with the hand and pen highlighted against a dark background. The pen is a dark color, and the hand is positioned as if in the middle of writing.
- ❑ Jack Welch believed in placing values first without keeping too much focus on the numbers.
 - ❑ Jack Welch may have gone about the same in wrong manner by firing the ones who did not obey or conform, though he was onto something.
 - ❑ Employees who are affiliated to the values of the company are in all likelihood to acclaim or commend their employer as a great place to operate or function.

Celebrating wins

- ❑ Welch had a reputation for ruthlessness, though he spent a lot of time for celebrating wins.
- ❑ He alleged that leaders should be making out a big deal of the smaller wins.
- ❑ Celebrating wins irrespective of their size within the business held key for Jack Welch.



What other leadership style could have been employed by Jack Welch?

- ❑ According to Denning, (2020) Jack Welch should have been more flexible regarding the leadership style he wanted to adopt and apply within GE.
- ❑ If Jack Welch would have adopted a transactional leadership style, GE's position within the market would have very stable even after his retirement.
- ❑ As transactional leadership style demands compliance of system.



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- A close-up, low-angle shot of a hand holding a pen, writing on a document. The lighting is dramatic, with the hand and pen highlighted against a dark background. The pen is a dark color, and the hand is positioned as if in the middle of writing.
- ❑ Jack Welch's explosive tempers made matters worse for the ones who were not being able to live up to the expectation.
 - ❑ The application of transactional leadership style would have allowed Jack Welch in better understanding his employees, managing GE much efficiently and using various reward schemes for encouraging the low performers rather than terrorising them more (Gelles, 2022).

- 
- ❑ The application of transactional leadership style would have allowed Jack Welch in developing the structure of GE in more purposeful manner, giving absolute guidance and supervision in encouraging subordinates for performing tasks as well as jobs.
 - ❑ Subordinates are better driven by extrinsic motivation like rewards and recognition and with the same the benchmarks for good performance are stated in clear manner.

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- A close-up, low-angle shot of a hand holding a pen, writing on a document. The lighting is dramatic, with the hand and pen highlighted against a dark background. The pen is a dark color, and the hand is positioned as if in the middle of writing.
- ❑ It can be stated herein that applying a transactional leadership style would not have allowed Jack Welch in bringing out innovation as well as creativity from his employees.
 - ❑ Apart from that, the transactional leadership style would not have allowed GE in being flexible or being adaptive to change as transactional leaders are found to be highly resistant to change.
 - ❑ Leaders all the time require thinking within boxes for solving problems.

Conclusion

- ❑ From the discussion that has been carried out in the above section it can be stated that Jack Welch may have done wonders for GE but the way he presented himself in from of his employees and subordinates kind of terrorised them during his entire tenure.
- ❑ The man, as can be observed from the above discussion did apply transformational leadership style which allowed him in doing much more than just growing GE- he was capable of transforming the business from a leader within its niche section into of the largest and most competitive business functioning at the global scale.
- ❑ And such incidents were not one-off but rather evidence of Welch's ability in repeatedly seeking more.
- ❑ It has also been stated herein that Jack Welch could have applied the transactional leadership style as that would have allowed him to maintain a better a relationship with his subordinates, and the same would have served the purpose of the business in long-term.
- ❑ But every leadership style has benefits and limitations and it is upto the leader in overcoming the limitations of his style by going from strength to strength.

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THANK YOU