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1.INTRODUCTION

In this report I will be analysing a company called Apple and looking into how they have used critical thinking in delivering their business. I will investigate the theories that apply to the way in which they applied systems of thinking into their business, and how they were able to solve problems using those systems. I will assess the importance of critical thinking in the organisation and how it impacts decision making a leadership. I will highlight the relevance and application of workplace critical thinking using relevant management theories. The examples that I will give will be directly aiming to evaluate Apple in particular. I will explain how Apple deals with issues that they face and how these skills and theories can and are used by the company to solve problems that they face as a business.

2.APPLE HISTORY

Apple started out as an idea by Steve Jobs and his friend Steve Wozniak, the two worked very close and had very intelligent minds. They both teamed up to work for Hewlett Packard to start what now known as Apple. Together they created the very first Apple computer on the firsts of April 1976. History of Apple (Santa Clara Historical Society, 2012).

Apples vision has been noted on their website as the following: "Apple is committed to bringing the best personal computing experience to students, educators, creative professionals and consumers around the world through its innovative hardware and internet offerings". History of Apple (Santa Clara Historical Society, 2012).

The company website also states that apple believes that they are on the face of Earth to make great products that are simple not complex. They state that they need to own control the primary technologies behind the products they make. History of Apple (Santa Clara Historical Society, 2012).

Apple also notes that they participate only in markets where they can make a significant contribution, they believe in deep collaboration and cross-pollination of groups which allows them to innovate in a way their competitors cannot. History of Apple (Santa Clara Historical Society, 2012).

The company has a clear strategy and set of systems in place that help their visions for the company and values. The strategy includes bringing the best users experience to its customers by introducing software that is superior and easy to use, the software would include iTunes store, Mac App and iBook store. History of Apple (Santa Clara Historical Society, 2012).

Apple always has the customer in mind when expanding its distribution network effectively, they work on providing their customers with high-quality sales and post-sales support. Apple has been very successful at listening to their customers wants and needs by critically thinking about how they can simplify the customers experience when using their products. History of Apple (Santa Clara Historical Society, 2012).

Apple has a company vision which is: "To make a contribution to the world by making tools for the mind that advance humankind". The vision the company has set allows the employers to track the teams progress. When they manufacture a product, they made sure to produce it based on this vision because the customer understands the vision customers will think of the product as a reliable gadget. Apple has invented the computerized multi-tasking system that the human being can completely depend on. They have created a brand that helps with multitasking and something that

can help the average person be more organized and completely day to day to day, things such as apps and the easy to use screen makes Apple gadgets stand out. History of Apple (Santa Clara Historical Society, 2012).

3. WHAT IS CRITICAL THINKING

The process of thinking is created unconsciously in a person, it can be from everyday activities. Thinking is used to solve problems that are faced by people in the everyday life. The way in which a person speaks determines what results are obtained later, if the thinking process is done successfully and full of consideration the result will be good. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

The purpose of critical thinking in business is not something to be taken for granted but to provide full understanding and meaningful understanding of the company. Problems occur all the time in business and so there has to be systems that are put in place for businesses to follow in order for them to solve problems. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

Developing critical thinking skills can help successfully meet goals in business, one of the goals of critical thinking is to improve the mindset related to learning that develops critical thinking skills. In the development of critical thinking skill, it is important to highlight the fundamental problem of critical thinking. Critical thinking is often interpreted in terms of process or as a skill. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).



3.1 Analysis

Critical thinking requires analytical skills which are useful in the workplace. Part of the process involves examining information or a problem carefully, the fact will always remain that close analytics is key. In this instance the manager or employee must have the ability to ask relevant questions, analyse data, interpret its meaning, question the evidence and be sceptical when necessary. This skill normally comes first when looking at solving a problem in the workplace. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

3.2 Problem-Solving

This skill goes hand in hand with analytics but involves thinking of ways to solve the highlighted issue based on findings. In the workplace, employers want candidates capable of not only thinking about an issue critically but also finding a reasonable solution. Great problem-solving involves evaluation, decision making and attention to the slightest detail, among other things. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

3.3 Reflective Judgement

The reason for critical thinking is to set aside all bias and investigate the basic facts. It also involves looking into data to make a reasoned judgment while also stating that there may be important information unavailable to the investigation. As managements and employees' skills improve, they become more confident in reaching conclusions because they know details are based on solid findings. Within time the employees create a foundation on how to resolve the issue. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

3.4 Creativity

A good critical thinker can make difficult decisions and reaches conclusions no one else has thought of, they do this by thinking 'outside of the box'. This ability is what allows the manager or employee to think of unique ideas that can possibly solve the problem in more ways than one. Most times that companies think outside of the box, they create new inventions that have never been done before. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

3.5 Communication

Managers and employees are encouraged by the company to have good communication, an employee can be the best in the room when it comes to problem solving but if they cannot communicate well, articulate their thought and ideas effectively, that can be a major problem. Good communication includes active listening, asking questions, assessing the situation and working well as part of a team. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

4. APPLE CRITICAL THINKING

The most innovative and ingenious technology companies of last ten years cannot be spoken of without mentioning Apple. No one can argue with the influence that Apple has to sway millions of people to think and stand for hours in the bitter cold just so they can have an iPhone. How did a company manage to get so many people to believe so much in their brand so much as to make them think exactly what Apple wants them to think?

The reason why this question is so interesting is because Apple was not the first to come up with these products, they do not design the MP3 player, the first tablet or the first smart phone. Despite the competition Apple has understood how to use critical thinking skills to master and sway their

customer to believe that they are the best, they have set values and standards that mould the way a customer sees them. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

4.1 Analyse

Apple analysed their perfect customer and used their creative side to create products that will appeal to their perfect customer. Apple's marketing and their product development is controlled by their understanding of their consumer. There is an evaluation of ideas that are pitched within the team and the discussed with higher management, the team would debate on the best designs and creative direction they are to take before deciding on the final design.

Apple is not a single mind but a team of highly intelligent critical thinkers and designers who take the crucial steps to discuss and analyse ideas and issues.

When looking for a company that is recognised for its excellence look no further than apply, everything from their packaging to their intuitive product design comes around full circle to demonstrate a company that is on the cutting edge of creativity and innovation.

As Apple grew, they came to understand how excited their customers were for their new releases, so they decided to hold huge release dates. Fans would get so excited that they would stand outside for hours so they can be the first to get their hand on the newest Apple gadget, this has all been possible because of the company's ability to analyse what the customer needs and create a device that meets customer's needs. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

4.2 Apple Communication

As a company Apple must reach early adopters and make sure that they spread the word to the majority, thus requires for them to use the communication skill. Apple has become a household name because of the marketing team that they have in place but not only that, the company has created a conversation among their employees that has spread across to their customers and that conversation is Apple is the best quality and worth the price, but how did the company do this?

The company gatherers highly skilled marketing strategists and discusses between themselves through conversation. In doing so, they start with why they do what they do. Why does the organisation exist and why does the CEO get out of the bed every morning? Until the organisation concludes and identifies a central belief and message the will most likely continue to communicate until they come to an agreement. The simple skill of communication is the most important of all this company as it allows team members to spread ideas and share solutions in problem solving.

In understanding the vision for the company, the leader or manager must map out a vision in which the company is following, this means that communication is necessary at all times when running a company such as Apple. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

4.3 Apple Creativity

Apple encountered resistance, until the last decade owning an Apple product was more of a hinderance than a genuine statement of being cool and tech-savvy. Coders would stay away from it

and most customers found it a nuisance since apple products were only compatible with apple products. Because Apple were creative in marketing their product as not just a luxury product but product that has a high level of security and entertaining app such as iPlayer, customers started to embrace it. Apple had the MAC which had an in-built virus cover which helped society and programmers open to using Apple as their everyday product.

Apple was creative in solving their issues and before their success macs failed to catch on in a PC-dominated industry, mac developers and engineers thought they knew what people wanted. Most engineer companies created computers that were creative and easy to use but lacked flat-lined in terms of computer power and compact designs that were easy to carry. Apple created slim compact designs that were adored by their consumers and added to the luxury look. Critical Thinking (Stanford Encyclopedia of Philosophy 2018).

5. APPLE PROBLEM SOLVING

By learning from their customers complaints and experience Apple innovated their new products. Before they plan to market a new product, first they study the errors on their previous products first. This allows the, to focus the reparation of the errors as a result, the new product is better than the previous one so they will reach their yearly aim because they have targeted based on what a customer complained about. Steve jobs did a good job in creating solutions for problems and that included inventing an electronic album which is easier for the customer to keep their song date in the computer rather than bring them anywhere without feeling overwhelmed or losing the album.

Another example of how Steve jobs and his team created solutions for problems is that they made a survey about customer satisfaction of using iPhone 3Gs, this helped them fix the errors of the iPhone 3Gs and as a result, four million units of iPhone 4 were sold in the first three days of launching. Tanimoto (2017) was useful source of information.

5.1 Apple 'Think Different' Campaign

In 1996 the late Steve Jobs had a dramatic return to Apple; media had lost interest and Apples sales had drastically decreased. With the world of technology changing, consumers were interested in a new order online store, a first major computer industry player Umax's updated S900 Mac clone that was cheaper than a Powe Mac and much faster. The Apple brand was tarnished, it was no longer attracting the attention of the press as it did before, normally TV studios and the press would have been so excited but not this time. Tanimoto (2017) was useful source of information.

This was the reason Steve Jobs created the 'Think Different' campaign. This campaign was made to infuse the vision and direction of the brand and allow inspiration and consumers to feel a part of their brand, the campaign was Apples most successful campaign and it caused consumers to go crazy for the brand again. In the campaign Steve Jobs said:

'Here's to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently.

They're not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them.

About the only thing you can't do is ignore them. Because they change things. They invent. They imagine. They heal. They explore. They create. They inspire. They push the human race forward.

Maybe they are crazy. How else can you stare at an empty canvas and see a work of art? Or sit in silence and hear a song that's never been written. Or gaze at a red planet and see laboratory on wheels?

We make tools for these kinds of people. While some see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do.' (Jobs.S 1997)

6. APPLE CULTURE

In terms of organizational culture, Apple's culture is a key in the continuing success of the business. A company's organizational or corporate culture establishes and maintains the company philosophy, values, beliefs and related behaviours among employees. Apple has a corporate culture among its workers, it also has corporate culture that enables human resources to support several strategic objectives. Apple's company's traits are aligned with the drive for innovation, which is a major influence that determines business competitiveness in the information technology, online services and consumer electronics industries. Apples corporate mission is fulfilled by these conditions, the company continues to enhance its cultural creative direction to maximize human resource support for business relevance in several different markets around the world. Apple moulds its corporate culture and uses it as a tool for strategic management and success. Dudovskiy (2019) was useful source of information.

6.1 Organizational Culture for creative Innovation

Apple's cultural features rely on maintaining a high level of innovation that involves creativity and a mindset that challenges conventions and quality. The business depends on cultural support and coherence, which are determinants of the comparable nature and industry leadership. This relates especially in addressing aggressive and rapid technological innovation and product development. These are the following main characteristics of Apples corporate culture:

1. High level of excellence
2. Cultural Creativity
3. Innovation
4. Secrecy

6.2 High Level Excellence

This policy that helps Apple in their organizational culture because they hire the best in the labour market. Steve Jobs was known to fire employees who did not meet his expectations, this is something that helped create discipline in the company. This is a tradition that continues under Tim

Cook and such tradition maintains and reinforces a corporate culture that promotes, appreciates and expects high level of excellence in the workplace.

This is a cultural trait that is embedded in Apple's organization, the company has programs that recognize and rewards excellence among workers. Excellence is communicated and is emphasised as a critical success factor in the business, product design and development, which is a major growth strategy. Dudovskiy (2019) was useful source of information.

6.3 Cultural Creativity

This characteristic relates to new ideas that help improve the business and its products. Steve Jobs has allowed workers to exercise knowledge, skills and abilities that encourage creativity. This characteristic of the corporate culture enables the company to ensure enough creativity, especially among workers involved in product design and development processes. This type of creativity is observable in the design and features of iPhones, Macs and iPads among other products that Apples has. Dudovskiy (2019) was useful source of information.

6.4 Innovation

Innovation is important to Apple, so their organizational culture supports rapid innovation. The company is frequently appraised as one of the most innovative companies in the world. The reason that is the case is because Apple trains and motivates its employees to innovate in terms of individual work performance and contributions top product development processes. Rapid innovation is very important to Apple and so culture facilitates rapid innovation which ensures that the company continues to introduce new products, these products must be profitable and attractive to targeted customers. Dudovskiy (2019) was useful source of information.

6.5 Secrecy

Secrecy is part of Apple's strategy to minimize theft of proprietary information or intellectual property. Steve Job decided to create this in order to create a bond between the managers and employees and ensure they share their ideas amongst each other instead of outsiders. This cultural characteristic continues to define the company's human resource development. This tactic also enables Apple to maximise its leading edge against competitors. Because of the secrecy employees are encouraged and expected to keep business information within the company. The company makes sure to reinforce this company cultural trait through the company policies, rules and employment contracts. In this context, Apple's organizational culture helps protect the business from the negative effects of employee poaching. Dudovskiy (2019) was useful source of information.

7. BELIEFS AND VALUES

A belief is having hope and acceptance that one claims is true. Beliefs can develop quickly depending on the circumstances and the individuals involved. When looking at the workplace, employees can develop a belief system depending on the experience and what role they play in the company.

Employees working for a manager with an establishment track record of providing clear direction and holding employees accountable for their work are much more likely to believe what their manager says than those who work for a manager who does not set a good example. A leader or manager of the company must lead by example for the employees to believe. Individual beliefs can be changed by the introduction of new facts, changing circumstances and evolving experience.

Values are much more rooted than beliefs as values reflect what one feels is important in their life. At a personal level, values could include concepts such as, empathy, caring or trust among others. At an organizational level other examples include, accountability, customer service and safety. Because of this it is certainly possible that personal and organizational values overlap or become very similar. When looking at organization's culture, ultimately values are what define a person's standards of behaviour. Values and culture are closely related because culture is the collection of expectations and norms that determine how a group behaves. Dudovskiy (2019) was useful source of information.

7.1 CHANGING BEHAVIOURS

Consequences and behaviours are birthed by beliefs. Consequences effect results and in return result in behaviour, this can either cause a healthy workplace or a toxic workplace. The limitation with this approach to moulding behaviour is that people only believe consequences will impact on them to affect their behaviour. A company that has a uniform dress code policy designed to promote an image of professionalism and modesty by its employees, may have a bad consequence if one does not agree on being told what to wear, this example can have a bad consequence depending of the employees behaviour.

Relying primarily on consequences to shape behaviour can constantly enforce management and supervisors to have an eye on employees, as the say when the cat is away the mice will play." If a manager always feels like they have to constantly correct their employees on simple policies like a dress code, it is likely not going to show a good example on the employees who are adopting the correct behaviour. Dudovskiy (2019) was useful source of information.

7.2 HOW BELIFS AND VALUES RELATE TO CULTURE

Culture is the collection of expectations and norms that determine how a group behaves. Beliefs determine behaviours but so do values, a manager whose employees follow procedures only when eyes are on them face uphill battle because the employees don't value what the manager wants them to do. The result is that they only do right because they think that they will get in trouble.

But a leader who can change the mind of a company can also change the culture of their company, this means that they must focus on the values they are trying to instil in the employees so they can create a lasting change. There are many cases of when a leader moves on and a highly visible change and effort falls by the wayside and things revert to the way of the previous behaviours. This is usually because the focus of efforts is on changing people's behaviours not their values, at times it also means that not enough times was devoted to the effort for it to become fully utilized.

Changing what someone values and the things that are important to them can be successful if the leader can focus on showing the employees why the changes are important. The way to show the employees why something is important is if the vision presented add values to them as much as they will add value to the thing. This can be very time consuming for the manager but once effective the

team and company will add more value to the company. Dudovskiy (2019) was useful source of information.

8. CRITICAL ASSESMENT

BUREAUCRATIC MANAGMENT THEORY BY MAX WEBER (1905)

Max Weber created the bureaucratic theory which states that an organisation is most efficient if it uses a bureaucratic structure. Weber's ideal business uses standard rules and system to organize itself. He believed this strategy was especially effective for large operations. This means that a theory like this would be perfect for a company such as Apple. Max Weber (Stanford Encyclopedia of Philosophy 2017).

The theory includes the following principles:

- **Task specialization-** Weber stressed the importance of each employee fulfilling a specific role in the company
- **Hierarchy-** Weber wanted each company to have clear hierarchy within the organisation.
- **Formal selection-** When selecting leaders, businesses view a person's qualifications, they should be appointed to certain roles based on qualifications which means they won't be elected to vote.
- **Rules and requirements-** These ensure everyone knows what is expected of them. Weber wanted business to have uniform standards and rules are essential to achieve this goal.
- **Impersonal-** The rules and regulations make a business structure impersonal. Promotions are not about emotions or personal ties, but rather performance.

If this particular theory was introduced to a workplace, this is the problems that could occur. An employee with different beliefs, attitudes and values would not be comfortable with the performance not being about emotions as some employees like their emotions to be considered when working passionately. Also basing the roles given to employees based on qualification only would be a problem to some employees as some may have more experience than qualification, therefore some employees may be offended by not being picked for those reasons.

9. CONCLUTION

After looking at my findings I have evaluated that Apple has a very structured business in place that believes in innovation, customer value, creativity and most importantly it allows the works that it has to have more discipline. Apple has worked on creating a vision that has echoed excellence. The brand that was created by Steve jobs has birthed consumers that are excited for its every move therefore creating its own culture amongst its competitors. In the world of fast paced technology, Apple has managed to secure its part in the market and excelled into becoming one of the most luxury brands on the market.

Apple has put in place a system in which employees feel valued and appreciated because they are given opportunities to excel in the company. The secrecy that Apple has put in place between the worker and consumer adds a pinch of exclusivity when employees work there. There is important information that Apple keeps to itself and the employers to avoid competitors duplicating their ideas. The best thing about Apple is the vision that has been installed by one of their most successful campaigns 'Think different'. This particular campaign was so creative, and it gave Apple's employees and consumers a chance to understand the vision and the inspiration behind that brand, therefore creating trust and loyalty between the company and the customer.

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