

## 9.2: Introduction

### Learning Objectives

1. What are mechanistic versus organic organizational structures?
2. What are the fundamental dimensions of change?
3. How do managers deal with change?

### Case Study: Steve Jobs

#### Steve Job's Views on Organizational Structure

Steve Jobs is best known for co-founding the technology company Apple Inc. Much of Jobs's success as the founder of Apple was Jobs's perspective on leadership and organizational structure. Jobs understood that micromanagement can be a significant hindrance to progress. Steve Jobs said, "It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do." He strongly believed in promoting a culture of trust and empowerment. Jobs understood that top-performing professionals took pride in creating exceptional products and services. They were also fervent about advancing their career and exploring new opportunities. In Apple, Jobs focused on redistributing decision-making power. He agreed with the famed management theorist Peter Drucker's view that "knowledge workers must manage themselves. They have to have autonomy."

It is also important that leaders establish solid relationships with other leaders. By fostering strong relationships, leaders can promote great collaboration, which is critical for creating effective teams. Jobs intensely advocated that leaders should value their workers. Jobs relied on collective insight, not using the traditional top-down decision-making process.

Ultimately, ensuring a strong team approach requires leaders to set aside their views and rely on the team's collective insights. It is critical to ensure employees' views are heard. This involves where leaders listen to their employees' opinions and sincerely engage employees in the direction of the company. Jobs believed listening to the ideas and insights of people at all levels of the organization is part of strategic management and should be embedded in the organizational structure. This approach requires time, patience, and a belief in others' power and capacity. Job shared that the practice of active listening is often a game changer.



Marcel Schwantes, (2023). Years ago, Steve Jobs said, There's 1 simple choice that separates leaders from bosses. *INC.* <https://www.inc.com/marcel-schwantes...rom-bosses.htm>

This chapter will cover several concepts that deal with how leaders develop and shape organizations. An understanding of the concepts in this chapter is essential for leaders who need to pull people together to accomplish the essential work of a business in a consistent process over time. We will address the essential ideas.

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