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### **Management of Training and Workforce Diversity**

In general, Apple's training and development program is above par. Apple's immense success today can be attributed to its talented and skilled employees that are products of this curriculum. Mutualistically, the research and development and marketing departments of Apple also greatly benefit from their company trainings, as these departments hone their potentials and make them better at their fields. As such, Apple is not only attractive in the consumer perspective, but also in the employee perspective. These healthy and mutualistic relationship between Apple and its employees lead to the company's greatness, where the employees' learning and achievement of results also mean innovations and improvements for the company.

According to Apple (2012), while the company acknowledges that looking for solutions for problems is a good way to succeed, it is merely not an all-encompassing strategy to success. Suffice to this, it is also essential to educate the employees and suppliers about the laws, the code of conduct and their rights as workers. In an attempt to assess the company's performance, Apple partners with Verité and the Fair Labor Association - human rights organizations that continually evaluate the quality of Apple's trainings. The results of the assessments prove that the trainings conducted by Apple are indeed successful in increasing employee knowledge and awareness of their rights.

Apple also gives ample attention to the trainings of its leaders. For instance, Apple (2012) notes that supervisors and managers are in fact usually required to attend international workshops. The company had also upped its development strategy by offering SEED, or the Supplier Employee Education and Development program, wherein the employees are trained in fields such as finance, computers and the English language. Apple (2012) adds that the SEED

program further partners with universities in giving Apple employees the opportunity to earn associate degrees.

The abovementioned training and development strategies of Apple are convincing proof of Apple's unwavering dedication in sustaining a competitive advantage for its employees. Sullivan (2011) emphasizes that Apple employs a strategy of investing in its workers as their expertise is required in the different industries the company delves in. In order to make its employees reliant on themselves, Apple in fact does not prescribe its trainings. For example, Steve Jobs established Apple University as means of educating and immersing the company's employees to the business culture and history - with only recommended, rather than required, courses (Chen, 2014). Apple firmly believes that employee ownership of his or her own development is much more effective in facilitating learning.

With regards to its workforce diversity, Apple takes pride in its "inclusion inspires innovation" campaign, wherein it claims that it relies on its employees' diversity in perspectives and backgrounds in sparking the innovation that the company needs. In an official message, Apple's CEO Tim Cook highlights the importance of diversity in Apple's future. Cook (2015) emphasizes the company's commitment in advancing inclusion, with a goal of making a generation of employees that is "as diverse as the world around us." As a matter of fact, the company had spent over \$650 million in 2014 for women and minority-owned ventures. It was the same year when Apple first reported their employee demographics, hiring more than 11,000 women, 2,200 Black employees and 2,700 Hispanic employees - more than fifty percent increase in its total hiring of underrepresented groups from 2013's statistics.

Cook (2015) closes his message by declaring that the company is working hard to diversify its recruitment, as it supports education programs of underrepresented groups too. In

addition, the company also hosts students from all walks of life in programs where they can learn about technology. Apple takes pride in its progress and commitment, as it celebrates differences and the impressive benefits the company and its consumers get from this workforce diversity.

### **Leadership Styles**

The fourteen-year CEO of Apple, Steve Jobs, ended his reign as the company's leader in 2011. Jobs' leadership style was largely autocratic. However, the leadership practices in the company had dramatically changed since the advent of a new CEO in the person of Tim Cook. Jobs' time was a time of micro-management, with everything going by him. It was the peak of entrepreneurial fervor, and Jobs seemed to hold such high regard for creativity. Cook's leadership, on the converse, is considered as rather "collaborative" (Yarrow, 2013). He is a rational leader that esteems in values the most. This seems to be a great thing, as *Fortune Magazine*, in 2015, had given Tim Cook the title as the "World's Greatest Leader," with the introduction of the Apple Watch as his most famous feat. Lashinky (2015) gives hard statistics on Cook's success, as the newly-appointed leader raised the stock price of Apple from a mere \$54 to \$126, marking an approximately \$700B market capitalization of the company. In Bort (2015), ample light is shed on the appreciation of Apple employees for Cook's "inspirational leadership," that make them "better human beings." This now poses a question of what kind of managerial style Cook employs in order to garner such praise.

Investopedia (2015) outright declares Tim Cook's style as democratic. While critics say that Cook lacks Jobs' vision, he definitely proved himself as he compensated with his charisma and passion. Cook's tenure has not exactly been a plethora of innovations. On the converse, greater focus was made on existing products and improving the quality of relationships Apple has with its business partners and employees (Investopedia, 2015). Cook did not emulate the

autocratic leadership of Jobs, but instead used his strengths in advancing cooperation among Apple's most talented leaders. Such gesture is highly indicative of a democratic managerial style that values consensus-building among company leaders, prior to making decisions. In addition, much deviation had been made from Apple's former micro-management. Cook is less involved with operations, such as product engineering, and instead, delegates these to his executive cabinet - thus, characterizing his leadership as definitely less vigorous. The massive shift from Job's approach has done well for the company, as it has enhanced industriousness and goodwill among employees.

Dicob (2016) shares an alternative characterization of Cook's leadership style as chiefly situational, an approach that asserts leadership as comprising of direction and support applied appropriately in each unique situation. In this article, Cook is likened to a coach that leads a team and hones the members' skills, but trusts the team to work on the goals by themselves. Cook's situational leadership was especially manifested when he strongly opposed and did not submit to the FBI's demand to create a phone that to him, violated security measures and simply put users in danger. Cook effectively addressed the issue by speaking his mind, with sufficient support from legislation regarding his stance.

Yet, Galloway (2013) characterizes Cook as a transactional manager, who values management by exception and employs active participation in conflict resolution. Shifting away from Jobs' approach, Cook acknowledges the flaws in Apple's products and surprisingly even encourages customers to also look into its rivals, such as Google and Microsoft, so as they can make an informed choice in consuming Apple products. While Jobs' vision and inspiration made him mostly transformational in nature, Cook gives most focus to gaining its employees' trust and

its customers' satisfaction. His transactional nature makes him generally less inclined to concentrate on breakthroughs and instead, eagerly work on the company's existing structure.



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