**Student 1**

Executive Summary

|  |
| --- |
| **Super Bowl winning teams have been lead in many different ways, from Authoritarian, to Positive leadership, and by using a transformational leadership.  Why is that not one way to get to the Super Bowl that works for all players?  Times have changed since NFL coaches have led their teams to the Super Bowl championship game.  When Vince Lombardi coached the Green Bay Packers, they needed a drastic change to get the Packers back to winning ways.  He brought a personality that expected excellence and a fight to win.  He brought a winning attitude, because he believed winning was everything.  During this time period, war was prevalent on the news from The Cold war to Vietnam War periods.  Americans wanted hard work and commitment to win at all costs.****Tony Dungy brought a much different leadership style than did Vince Lombardi did in the 1960s era.  He brought a Transformational leadership style to the Indianapolis Colts to help them win in the Super Bowl.  He stressed that coaches were teachers to the players of the team.  He taught his defensive, special teams and offensive coaches this same style.  Lovie Smith took kindly to his teachings and became an NFL coach later. He expected them to use this style of teaching to motivate the players of all walks of life, by keeping calm and collected during good and bad plays.  This time period of 2000s was an era of change, because media was really a part of looking at many coaches’ styles and magnifying their bad habits, like when Coach Bobby Knight was accused of grabbing his players and demeaning them during practice or games.** **Pete Carroll was a Positive leader who didn’t talk about the negatives in a players play and stress to them that they are part of a team, the Seattle Seahawks team.  He brought an attitude of competitiveness and teamwork above all.  Not one person is better than the rest of us and to protect the team atmosphere.  This leadership style was not invented by Pete Carroll, but he wanted change when he was a young college coach.  He had read a book “A Lifetime of Observations and Reflections On and off the court” whom was authored by John Wooden the great UCLA basketball coach.  This book changed Pete Carroll way of coaching and how he led his team to winning ways.  He got to know his players inside and out.  His leadership style is what the Seattle Seahawks needed to get them over the top and win a Super Bowl.****Leadership styles can be affected by the people you lead, or the people that surround you.  It could also be affected by the community you live also.  Not one style works better than the rest.  You have to study your followers to find out what will work for them and what won’t work for them.** |
|  |

**Response:**

**Student 2**

Executive Summary

There are many different types of leadership styles that exist in the workplace environments.  With each leadership style, there are advantages, as well as, disadvantages and these differences is what makes a culture work or not work for the individual leader.  The three leaders I chose are Ursula Burns, CEO of the Xerox Corporation; Robert L. Johnson, Founder and ex-CEO of Black Entertainment Television (“BET”) and Sam Walton, Founder of The Walmart Corporation.

Ursula Burns’ leadership style would be classified as that of a visionary.  Ursula Burns started her career at the Xerox Corporation as an intern and she has worked her way up the ladder to her current position as the first African American CEO of a Fortune 500 corporation.  As a visionary leader, Ms. Burns saw to it that he company transactional into a company that provide services and not just producing copy machines.  In 1980, Ms. Burns’s objective was to keep Xerox as the leader in the photocopying market worldwide.  However, by 2000, Ms. Burns was not only in charge of the color copying aspect of the company but several other businesses, including office network printing business (Kolakowski, N. 2012).  Ms. Burns’s leadership provided her to progress through the ranks of the company at a fairly great speed and she kept her morals and ethics along the way.  She strived to continue to incorporate her staff with her vision of keeping Xerox moving in the right direction.

Robert L. Johnson is a self-made millionaire who built the empire of BET from $15,000 of start-up money.  According to Brett Pulley (2001), Mr. Johnson turned BET into a premium television cable network for black consumers.  Mr. Johnson took his company public in 1991, only to make it private again when its value reached $1.3 billion.  Shortly thereafter, Mr. Johnson decided he would sell BET to Viacom Corporation for an amount that doubled its worth and which made him the first African American billionaire.  Mr. Johnson became number 172 on the Forbes 400 list of the richest Americans (Forbes, 2001).  Mr. Johnson’s leadership style is that of an autocratic.  He was the boss of BET and despite what his employees and other felt about his decisions, no one challenged his decisions and he made sure that he handled everything himself.  Although he was very successful with his empire, he did face many obstacles along the way but none of them stopped his vision of what he wanted to do with his company.  Mr. Johnson, chose to have an editorial staff who was made-up of African Americans because he felt that they could relate to the viewers issues in the community (Lapchick, 2004).

Sam Walton is the founder of the Wal-Mart Corporation.  As a young boy growing up, Sam Walton’s vision was to open his very own department store.  Mr. Walton has shown leadership since high school when he created a newspaper route.  Upon driving to the University of Missouri, he took his newspaper route a lot further by hiring a few of his friends and earning $4-5million annually from his newspaper sales, which was a great task in the Depression Era.  During which Mr. Walton paid his college tuition 100% by himself.  After graduating from college, Mr. Walton entered the military and married his wife, instead of going to graduate school.  He decided to work at JC Penney’s department store so that he could learn everything that he needed to learn about the business, their competitors and retailing as a whole.  By 1945, he and a friend, Tom Bates purchased a department store.

Mr. Walton’s leadership style is that of a visionary.  He first decided at a very young age that his mission was to open a department store and he did.

Reference

Andrea, R. (2015). Visionary Sam Walton, The Wall of Wal-Mart. Investor Business Daily. P.A03.  Retrieved from EBSCOhost.

Kolakowski, N. (2012).  Ursula Burns: Focused on the Core. (Cover story). Eweek, 29(3), 10-13.

Lapchick, R. (2004). Robert L. Johnson, founder/chairman/CEO of Black Entertainment Television (BET) and majority owner of the NBA’s Charlotte Bobcats, on leading talented people.  Academy of Management Executive, 18(1), 113-119.

**Response:**