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Question 1

What do you think Bill Gate's personality traits are for each of the Big Five dimensions?

First dimension of Big Five is surgency which refers to dominance. Bill Gates has the leadership traits and he tends to be in charge. Bill Gates is known as a demanding boss. He would be in charge for the "Bill" meetings and dominant in the meetings. He carries the extraversion traits whereas he is has positive emotions and full of energy. His character of interrupting presentation and questioning the presenter to provide him with logical answers shows that he is an action oriented person with full of energy.

Second is the openness to experience where he carries willingness to try new things traits. He is full of ideas and imaginary visions on what he expect to see in future and changes that he want to see. He opens his mind to new possibilities such as the idea of bridging all home entertainment into one single access and control. Besides this, he also encourages the employees to be creative and recognizes their achievements as well.

Third is conscientiousness where he carries responsibility and achievement traits. Bill Gates founded Microsoft as a partnership in 1981. He convinced IBM to include his operating systems into their PCs and in 2004 Microsoft was the world's third largest public company ahead of IBM itself. This proves his achievement over the time in growing the business stronger and solid.

Fourth is agreeableness. Although Bill Gates is not recorded for being friendly, he does carry the sociable traits whereas he founded Bill & Melinda Gates Foundation and had spend millions of dollars to charity worldwide regardless on race and religion or ethnic groups. It shows his sympathy and caring on others. At the same time, from the text, he is mentioned that several of his early employees are now millionaires which ensure that Bill Gates is not a greedy boss, he care for his fellow employees and willing to share the piece of the cake and succeed together.

Fifth is adjustment. Bill Gates has emotional stability traits whereas he does not release his stress toward his employees and him never express being moody in any situation. He is a happening person who knows what he does and always in control. He has self-control. He is calm and good under pressures.

Question 2

Which of the nine traits of effective leaders would you say has had the greatest impact on Bill Gates's success?

First is dominance. Bill Gates is dominance in his management whereas he led the team and he takes the full charge over the team. Even the meeting that conducted with Bill Gates is named as "Bill" Meetings proves that he is dominance. He also interrupts the meeting and questions the meeting members. This shows that he is dominance in his management.

Second is high energy. Bill Gates is high energy person who actively participate in the firm's primary activities. Besides the management activities, he also participates in software development. Even he participates in and coordinates business units although he is no longer hold Chief Executive Officer Post in the Microsoft firm.

Third is self-confidence. Bill Gates has serious self confidence which was highly contribute to his success. Even from his young age, Bill Gates self-confidence was visible whereas he, who was in his 20s, handling small Microsoft Company, convinced the giant IBM firm to include his newly written Operating System. This wouldn't be possible if he did not present himself with full of self-confidence.

Fourth is intelligence. Bill Gates is of course intelligence from his early age itself. This statement is based on his history whereas he developed a version of programming language BASIC for the first microcomputer. Microcomputer wasn't popular that time and developing a programming language for the new born machines aren't easy but yet he made it possible through his intelligence.

Fifth is flexibility. Bill Gates was quite reasonable and flexible in his management. Although he is dominant, he still encouraged the employees and team members to think creativity and all their inputs are welcome and never limited. A good product would be born from good idea regardless on how ridicules the idea is. Therefore he was quite flexible and this trait had resulted Microsoft to continuously grow with new innovations including several business units. Further to this, according to the text, Bill Gates delegates authority to managers to run their independent departments and proves he is flexible

Sixth is internal locus of control. Bill Gates was dedicated and focused on his target and he brought the firm in that right direction. He had never blamed any other parties over his decision and he was strict on his decision. The key point is, he does know what he intended to do and he did so. This leads to his success at young age and drastic growth of Microsoft.

Seventh is integrity. Bill Gates is honest to himself and the firm. He had never cheated or misleads any team players and he worked with numbers of employees with less conflict. Although there was argument arise in his meeting, his integrity never changed and what ever he promised the employees has been execute. For instance, some of the earlier employees of Microsoft's are millionaires today because he promised them the benefit and as the firm grow, the employees also grow and they are fulfilled with what he promised. Emphasize his honesty in business.

Eighth is stability. Bill Gates is emotionally in control. He had never let his emotions to take over or influence his decisions. He is always positive in his decisions. His management was effectiveness and very successful since he ran the management.

Question 3

Which motivation would McClelland say was the major need driving Bill Gates to continue to work so hard despite being worth many billions of dollars?

The major need that drives Bill Gates throughout the success is the 'need for achievement'. Since the day he started with Microsoft, he had never been stopped from setting his targets or goals and walking proactively toward achieving it. Since his younger age, he had come across much achievement and he still did not stop his eager for achievements. This was further encouraged by his effective leadership traits. Such as internal locus on control, he would not be turned down easily with failure but he tends to keep focused on his wish to achieve what he wanted.

Bill Gates had self-confidence in presenting his product. Even when he was 20's, he did manage to present his Microsoft Operating System to giant IBM and was accepted as well. Although Microsoft had come across many lawsuit against the firm, he still confident that he is doing the right decision for himself and the firm.

On the other hand, Bill Gates are vision and goals oriented. He isn't dreaming in his own world but he is demanding for what can be made possible today for current trend. These goals are realistic and within the margin of achievement. This continuous need for achievement drives his through all his days. Even from the text, we can conclude that Bill Gates did not stop setting his goals. This is because it is clear from the text that he has a vision to merge the home entertainment into one single box. The Microsoft already released its Media Center PC which competing directly with TiVo in European market. Now he had vision to make the Media Center PC to provide the total access to digital media, with every screen in the house being a portable device. With just one single remote control, the whole in-house entertainment can be controlled.

These achievements are the one keep driving his. If we drew something out of the history; first he achieved in computer operating system industry with Windows Clients, second he achieved software industry with Information Worker completes software suite,

third he achieved in hardware by introducing server tools and embedded devices including mobile devices with Windows Business Solutions, fourth achieved in Internet Service Provider (ISP) industry with MSN, fifth achieved in gaming industry with Xbox products, and finally entering home entertainment industry which he had set the goal and would be achieved in time to come. There are many of his achievement missed in this short list as we intended to only focus on his big achievement.

Nearly all the goals set by his was achieved by him and the firm because of his realistic thinking. Together with that he does take moderate risk when entering each of new industry. He set himself and the firm in a competitive environment because in every industry that Microsoft entered, they are competing against rivals. Including the recent gaming industry whereas they competing with Nintendo and Sony, and Home Entertainment industry competing with TiVo.

These are brave steps and his need for achievement drives him on the right direction and he would continue his success stories in time to come.

Question 4:

Does a bill gate have an LMP?

Firstly, LMP stands for Leader Motive Profile. LMP is the set of traits that match up to the “typical” effective leader. They tend to have a high need for power, a moderate need for achievement, and a lesser need for affiliation. But it varies significantly from leader to leader. In my opinion, Bill Gates doesn't have LMP. The reason I say this is because according to this case study, Gates doesn't have a high need for power, because Gates gave his CEO position to Steve Ballmer. And Bill Gates still runs Microsoft with his current title of chairman and chief software architect. Gates still provides strong leadership but now focuses more on software development, with Ballmer focusing on managing Microsoft. If Bill Gates is a LMP, for sure he wants the power more than everything and he won't give his CEO title to anyone. Gates actively participates in and coordinates business units, and holds Microsoft together, but he delegates authority to managers to run their independent departments.

Leader Motive Profile Theory attempts to explain and predict leadership success based on a person's need for achievement, power, and affiliation motive profile. McClelland found that effective leaders consistently have the same motive profile, and that Leader Motive Profile (LMP) has been found to be a reliable predictor of leader effectiveness. Bill Gates is not a moderate need for achievement, and a lesser need for affiliation. He fully focuses on achievement. Gates is known as a demanding boss who encourages creativity and recognizes employee achievements. Several of his early employees are now millionaires. It clearly shows that under his leadership, they are able to achieve that level as well. Bill Gates is not a lesser need for affiliation. He mixes well with his employees. His employees are expected to be well informed, logical, vocal, and thick-skinned. Bill Gates expects best performances from their employees. Overall, Bill Gates wants the best solutions from their working team.

QUESTION 5:

What type of self-concept does Bill Gates have, and how does it affect his business success?

Self concept is really important to a leader. It drives them to be wiser in their leadership. The self-concept is the accumulation of knowledge about the self, such as beliefs regarding personality traits, physical characteristics, abilities, values, goals, and role. Bill gates have high self esteem. That means Gates has a positive view of himself and the business. This tends to lead him to confidence in his own abilities.

Gates started his knowledge in his career when he was just in his earlier age of 13. Because of his self-confidence, he believes that he got the ability to success in future. Other than that, Bill Gates has the thought that he is not worrying about what others think. He believes in himself, and makes him not bothering about what others says or thinks about him. Nevertheless, he won't be the worlds popular.

Another self-concept of Bill Gates is; he is more to discipline. Even with his employees he practices discipline. For an example, he wants his employees to be on time to his meeting which is called "Bill Meetings" as well. Other than that, to maintain his productivity level and to get a good output from his employees, during the meeting, Gates often interrupts presentations to question facts and assumptions. Team members are expected to stand up to gates and give logical answers to his questions. Other than this self-concept, Bill Gates also has a willingness to adopt and learn new things, which is making him very wise to this world. Bill Gates always keep on trying new software in his own PC, which make him come up with new ideas for his software world.

Bill Gates has patient to learn new things. It shows one of his self confidences. And he was willing to adopt new things and make it into reality. In the other hand, Gates have patience. That's the most common self-concept that all should have for succeed in life. As Bill Gates has more patience. Along the way he learns the new things about software, his patience helps him a lot. For example; if he doesn't have patience, for sure he won't

be able to sit for long hours in front his computers and keep on trying on the software. That is the plus point for Gates to succeed in life as well. And Gates self-concept makes him a world's wealth person and also a great leader as well.

QUESTION 6:

Is Bill Gates ethical in business? Which level of moral developments is he on?

It merely impossible for a man to grow that fast if he tends to be only ethical. At some scenes, they need to go down to earth and more realistic, so the unethical practices might come in as well. Same as in Bill Gates life, he is much more ethical in term of handling employees. He gives them what they needs and he gives them their part as well. Bill Gates gives a small part of his shares in tends of bonus to his employees, so that they will work more hard to increase the share price which will help them to increase their income too. In such ways Bill Gates can be said is an ethical person. Bill Gates is an undisputed leader and pioneer of the "information age".

Now he seems to lead businesses and individuals in taking take social responsibility and philanthropy to a new level. His example of providing a major portion of his personal wealth to start the Gates Foundation has not gone unnoticed. Other business leaders are such as Warren Buffet who the money and investment world considers a great leader have stepped forward and contributed billions of dollars to help the foundation.

A lot of people say that Bill Gates is wrong in his ways of getting rich with a monopoly. He sells large quantities of products cheaply so that everyone is "hooked" and then raises the prices. If a competitor comes along he just lowers them until they are gone. He has always been smarter than his competition. When Microsoft was created, his dream was "to have a computer on every desk and home, all running windows and Microsoft software." He is very close to reaching that goal. It was ruled that Microsoft was a monopoly and was supposed to divide into two companies. Nothing ever happened, though, and no restrictions were set. Really, he is not doing anything illegal, but his way

of business is seems to be slightly unethical when the question of “is monopoly right?” arises among the players in the industry as well as the Department of Justice.

Rather than debating he is ethical or unethical, we can roll the ball to the other end first whereas Microsoft started as a small firm, but when they grow larger, Microsoft never ignored any industry players and they had collaboration with their partners. Microsoft had been the firm that shadowed and helped the small players in the software industry which they players are allowed to develop their software application for Microsoft’s Operating System. Among them are the Adobe who had grow in Microsoft’s shadow developing products for Microsoft Operating System and now Adobe firm itself is a giant in the software industry by holding the prestige of ‘king of designing application’ as they have large numbers of product focusing on graphics and designing.

Rolling back the ball to the text, Microsoft was blamed of trying to be Monopoly and tied down the competition in “World Wide Web” (WWW). Yes and absolutely yes, Bill Gates admitted and accepted the statement as well. After all, that is what business is all about. He intended to take the advance of the WWW which of course he as a smart entrepreneur and understood on how WWW would make evolution in the industry. Why not make it as a factor of Microsoft’s success? But when ethical issues questioned on him regarding the subject, he admitted things changed again. He did not pretend to be innocent in any way; he does have self control and conscious in each of his actions.

When we analyze his moral development level using Kohlberg's six stages, we could identify Bill Gates is in Level 1 which is known as Pre-Conventional. He is in stage 2 which concludes his morality as Self-interest orientation. This means nothing much else Bill Gates moral point of view will always lay on question ‘what do I have in it?’ Typical question that every investors and entrepreneurs will ask themselves before venturing into a business. Basically, Bill Gates is a typical entrepreneur who thinks about ‘what is in the business to gain’ rather than thinking about ‘what is in the business to give’.