

## OPENING CASE Application

### Mark Zuckerberg—Facebook Founder and CEO

In 2010, Zuckerberg was named *Time* magazine's Person of the Year. Since then, much has changed in terms of his leadership performance. The company's stock hit an all-time high (above \$50) in October 2013 after falling to just \$18 a year ago. This has been due to strong 2013 quarterly earnings reports in which the company has steadily beaten analysts' estimates.

According to its latest survey, career site Glassdoor, named Mark Zuckerberg No. 1 on its list of Top 50 CEOs in 2013. Facebook employees gave Mark Zuckerberg a 99 percent approval rating for his role as CEO of the company. Zuckerberg replaced Apple's Tim Cook, who came in first in 2012. Zuckerberg's ratings rose from 85 percent last year, while Cook's dropped to 93 percent from 97 percent. According to Glassdoor, CEO approval ratings are calculated similar to Presidential approval ratings; employees are asked: "Do you approve or disapprove of the way your CEO is leading the company?" Current and former employees described Facebook as an "intense and fun," "awesome," "amazing," and "fantastic" place to work—this in keeping with the way Zuckerberg relates with his staff. He does not have one of those plush executive suites typical of corporate CEOs. His desk is near the middle of the office, within arm's length of his most senior employees. He is said to be a hands-on-type leader. His best friends are his staff; there are no separate offices. Zuckerberg, it is said, loves being around people—a far cry from the shy recluse that he has been portrayed to be.

Facebook has been able to recruit and hire some of the best minds in the industry. According to one analyst, everyone at Facebook was a star in their previous employment. "You don't get a lot of shy, retiring types at Facebook," said one writer. These are intelligent, experienced, productive and highly sought-after talents, "power nerds" for sure. Debate is the hallmark of staff meetings at Facebook and employees describe what an intense listener Zuckerberg is during these debates. It is said that he is often one of the last persons to leave the office.<sup>1</sup>

### OPENING CASE QUESTIONS:

1. Describe the quality of the LMX relationship between Mark Zuckerberg and his followers?
2. What leadership qualities does Mark Zuckerberg possess, and how have these qualities influenced the quality of LMX relationships at Facebook?
3. According to the followership model of follower types, what types of followers has Facebook generally attracted?
4. The text discusses factors that can determine follower influence; when applied to Facebook employees, which factor(s) in your opinion stands out?

Can you answer any of these questions? You'll find answers to these questions and learn more about Mark Zuckerberg and his leadership approach throughout the chapter.

To learn more about Mark Zuckerberg and Facebook, visit the company's Web site at <http://www.facebook.com>.