



# The Leadership of James E. Burke

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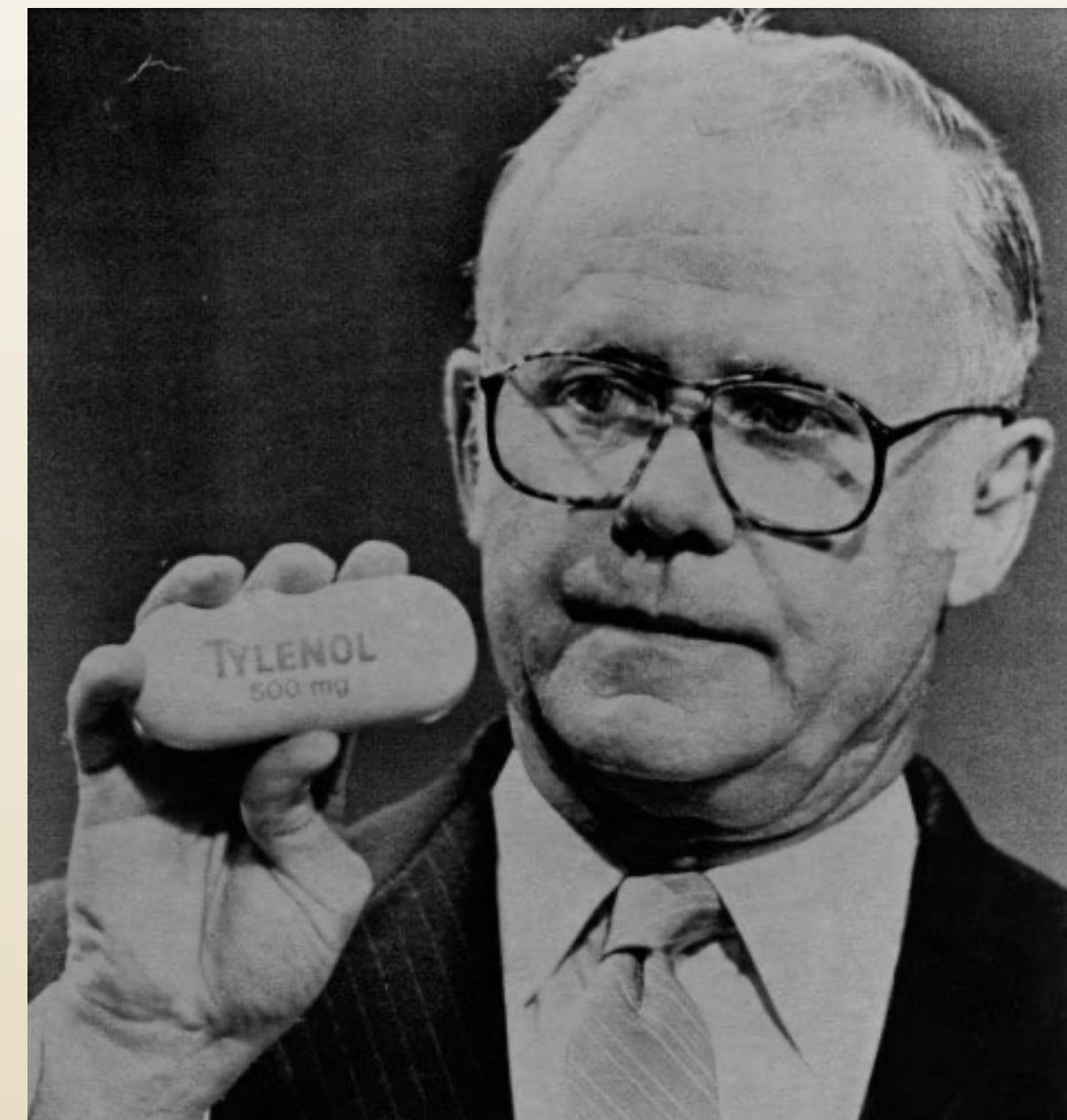


## Abstract

James E. Burke is considered one of the greatest CEOs of all time. He was the CEO of Johnson & Johnson from 1976 to 1989. He then became chairman of the Partnership for a Drug-Free America from 1989 to 2005. The work he did for Johnson & Johnson and Partnership for a Drug-Free America earned him the presidential medal of freedom in 2000. The research presented in this project evaluates why Mr. Burke is referred to as one of the best leaders of all time. The project addresses leadership traits and behaviors and leadership styles. The project also dives into the personal side of leadership, the leader as a relationship builder, and the leader as a social architect. The goal of this research is to utilize leadership analysis techniques and models to gain an understanding of why Mr. Burke has garnered this reputation of being a great leader. The results provide the reader with examples and explanations of positive leadership qualities and techniques. The purpose of this project is to provide the readers with leadership knowledge they can apply in their own lives.

## Life Overview

- Born in 1924 and died in 2012.
- Career at Johnson & Johnson
  - Product Director 1953 - 1973
  - President in 1973 - 1976
  - CEO from 1976 - 1989
- After Johnson & Johnson
  - Chairman of the Partnership for a Drug-Free America from 1989 - 2005
- Received the Presidential Medal of Freedom in 2000
- Received the Bower Award for Business Leadership in 1990 and the S. Roger Horchow Award for Greatest Public Service by a Private Citizen in 1993
- Was named one of the ten greatest CEOs of all time by Fortune Magazine in 2003



## Ethical Leadership

- Extra-Strength Tylenol laced with cyanide killed 7 people in 1982
- Acted transparently by holding press conferences and setting up a 24-hour hotline operated by medical and health experts
- Although the FBI and the FDA opposed a wholesale recall, Burke recalled 31 million bottles (worth more than \$100 million)
- After a few months, capsule Tylenol returned to the shelves with new, tamper-resistant packaging
- Regained their 35% market share for over-the-counter pain relievers after the incident caused them to drop to only 7%
- Industry analysts consider his response a model for corporate ethics and responsibility

## Evaluation Methods

- Literature Review
- Leader's Self-Insight Evaluations from The Leadership Experience 7<sup>th</sup> Edition by Richard L. Daft
- 4-D Organization of Leadership Model
- The Big Five Personality Dimensions
- McClelland's Acquired Needs Theory

## Results

- Leadership Types: Democratic Leadership, Servant Leadership, Strategic Leadership
- Traits: ethical, empathetic, innovative, courageous, confident, honest, trustworthy, communicator, listener, risk taker, team player
- Challenge culture supporter
- 4-D Organization of Leadership: Including Category
- Big Five Personality Dimensions: high agreeableness, high conscientiousness, high emotional stability, high openness to experience, and moderate (yet slightly above average) levels of extroversion
- McClelland's Acquired Needs Theory: Motivated by Need for Achievement
- Value Balancing: high personal initiative (masculine values) and high capacity for collaboration (feminine values). Feminine values dominate. He values relationships and quality of life over the desire for achievements.

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