

Case study chapter 3

[Business, Management](#)



This case talked about the difference a good personality could make in being an effective manager. In the case Wallace was a manager whom had a horrible personality. Apparently self centered he found a way to blame every problem on someone or something else other than himself. When trying to improve Wallace's success boss a former store manager, Sutterwhite observed his interactions with customers and decided to inform him of the things she observed and put fire under his butt by saying that he has three months to improve or he will be replaced.

1. What type of personality characteristics should you expect to find in a successful store manager? Why are each important to the manager's success? Compare them to the personality traits exhibited by Wallace.

- Emotional Intelligence is a personality characteristic that is expected to be found in a successful store manager. " In a growing number of successful firms, managers now are being trained to help their people develop these basic emotional and social (EI) competencies. In particular these include : self-awareness, self-regulation, motivation, empathy, and social skills" (108). Each are important because naturally personalities are " shaped with a focus of values not vital to success in the workplace. They put highest emphasis on the tools and techniques needed to do their jobs, but they overlook the importance of building strong social skills" (108).
- Self-awareness- instead of acknowledging his part in the declining sales Wallace pinpointed everything else that could be apart of the problem.
- Self-regulation- Wallace is more of a his way or the highway type person and disregards the feelings of others.
- Motivation- I assume he was a tad motivated otherwise he wouldn't try to keep his job.
- Empathy- Instead of listening to the customer's complaint he chose to blame

her for the malfunctions of the merl would . Social skills- Wallace's social skills sucked. He failed to acknowledge the feelings of his employees causing them not to care very much about him. 2. How is Wallace's personality affecting the attitude of the workers? What does he need to do to build a better working relationship with his employees? What are his chances of changing in three months? · From Sutterwhite's brief conversations with the employees, " she learned they did not care much for Wallace as a store manager. One of the workers referred to him as " uncaring" while another said he had " the personality of an army drill sergeant" (126). Wallace needs to become more caring toward his employees to build a better working relationship with them. Wallace's chances of changing in three months are not likely because he doesn't even agree with the simple store policies. 3. Using what you know about EI competencies, describe how you would advise Wallace about being more effective. · The capacity for recognizing one's own feelings and those of others, for motivating oneself and ones relationships is emotional intelligence (EI)" (107). Knowing that definition I wouls advise Wallace to pay more attention to the needs of his employees I would tell him to put aside his pride and respect the store's policies to regain the respect of his employees and customers. 4. Do you think he can succeed? Or do you feel he will be fired? Explain. · " We dont sell damaged goods," he told the woman. " It must have been damaged after you took it from the store" (126). Unable to put the needs of his customers before his own beliefs, I believe Wallace will be fired. 5. Describe Sutterwhite's behavior. What personality characteristics did she display and how did she use them in the case? · Sutterwhite's behavior was very professional. The characteristics she

displayed were genuine concern for the well-being of others. She also displayed leadership by trying to inform Wallace on what it was that she did to become so successful at managing the store. She used those characteristics by acknowledging the problem and by trying to find the root to the problem. She gave Wallace what he needed to succeed and enough time to do it, if he is incapable of change she will replace him. 6. What have you learned about personality and its role in managing effectively? ·

Personality " is a relatively stable set of characteristics and tendencies that help to describe individual behavior" (124). I learned that personality has a big role in managing effectively. If the manager has a personality as referenced on page 126 by an employee " the personality of a drill sergeant," not that many employees will care about you as a manager.