

Individual's traits

Business



Research and development skills not mentioned. Creative Good marketing skills Insightful Good experience Persistence Good reputation Determination Kelsey Meets 2 new product lines (research) Low experience. Intelligence Educated Sociability Influence Thomas Santiago 3 new product lines.

(development) drive Enough experience integrity High development skills responsibility Ability to manage strategic changes Well-developed corporate strategy consistent

Based on the information provided about the trait approach in Table 2. 1 and 2. 2, if you were Sandra, who would you select? We would select Thomas.

The case outlines Thomas as having integrity, honesty and respect of upper management. His tenure has lasted 10 years, and he has contributed to the release of 3 new products to the market. We think Thomas' skills and assets depict that of a leader more so than Alex or Kelsey.

All three seem to be worthy candidates, but the skills and assets of Alex and Kelsey seem to focus more on elements of comfort and creativity.

Thomas seems to have shown these same attributes through his achievements at GOLF, and has the tenure and the respect of his colleagues to support it. In what ways is the trait approach helpful in this type of selection? By focusing exclusively on the leader traits, the organization can be provided with a deeper and more intricate understanding of how the leader's personalities are related to the leadership process. In such a way, it is possible to identify the leaders on the ground of his or her personal traits of character.

Also the traits are measurable in the trait approach, so this makes evaluating possible candidates for the position (director of research) easier. The trait approach chart is a weakness because it's a broad sense of traits and most candidates have these traits.

Two individuals may have same traits but still vary from person to another in strength and weakness. The traits approach failed to determine certain traits deemed important for this position (director of research). Failed to take situations in account. So, more than just an individual's traits need to be taken into account.