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RESEARCH ARTICLE

Reevaluating the Trait Approach of Leadership Across Industries

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ARTICLE INFO	ABSTRACT
	The trait of leadership is one of the essential approaches to leadership. While the trait approach is considered somewhat historic and rather empowering, it is the classic outlook on how leaders should appear. It is still present in the dynamic settings of different industries. The research explores the applicability of the trait approach, addressing how traits can be constructed to strengthen leadership effectiveness and meet industry demands. This research used NVivo 14 for comparative analyses, visual representation, and cross-comparisons. The data was sourced from corporate reports, case studies, and leadership frameworks spanning industries such as finance, technology, and other domains, such as consulting. Despite comprehensive evaluation, the research demonstrates the gap in recognizing unrepresentative traits such as tolerance, which can be a vital trait to boost operational functions. The results show that traits such as responsibility, sociability, and problem-solving continue to be significant in maintaining decision-making effectiveness. However, it is essential to acknowledge situational factors and concerns inherent to the industry. This paper recognizes that professional development schemes are needed to cultivate and foster traits that synchronize with industry causalities. This study concludes that the trait approach, though rooted in traditional theories, remains highly relevant in modern organizational contexts. It calls for future research to explore its application in smaller enterprises and culturally diverse settings, offering a broader perspective on leadership's role in navigating complex business landscapes.

1. INTRODUCTION

Leadership stands as a vital force in bringing success to companies. Since leadership focuses on humans, capturing their personalities and traits is vital to the company's success. Leadership highlights the importance of genuine bonds among coworkers. Luedi mentions that leadership is multidimensional in interactive relationships, individuality, Collectivism, processes, and trust in themselves and others. It is more than business; it is an entire ecosystem of interactions between the leader and followers. (Luedi, 2022). It is notable to state that the character of a leader is transformed into the organization. The interaction between the development of a business and the leader's traits points out the importance of advancing research on this leadership theory. Traits like motivation highlight the importance of strengthening the need for communication, for instance. The authors reinforce the statement that efficient communication is only a start to motivating followers (Chen et al., 2018; Piwowar-Sulej and Iqbal, 2023).

Many authors describe the trait approach as a prolonged process that requires many interventions to develop further. They argue that Since processes evolve, intellectual ability, as a trait, needs to

develop further (Bardach et al., 2023, 2024; Bergold et al., 2023; Bergold & Steinmayr, 2016; Wettstein et al., 2017).

Although extensive research has explored leadership traits, a critical gap remains regarding the relevance and adaptability of these traits in today's dynamic business environments. Past studies have examined how traits impact leadership, yet few have addressed how evolving industry demands might require leaders to adjust or develop specific traits to remain effective (Ryan & Tipu, 2021; Khan et al., 2022). This paper evaluates the gap in assessing the relevance of the trait approach in changing industries. The intention is to asses if certain traits should be trained through targeted training by pushing towards environments not typical for the leader's accustomed settings.

This paper has brought up some research questions:

1.   Is the trait leadership approach still relevant and noticeable in companies, and does it increase effectiveness?

The trait approach of leadership has long been a pillar of leadership study, proposing that certain qualities make leaders effective. Due to evolving circumstances such as technological advances and managerial and structural changes in organizations, it is essential to obtain knowledge on how to increase effectiveness and acknowledge the role of the traits of leaders. This paper explores the reason for identifying traits in terms of distinguishing one leader from another and choosing the most suitable leader for a particular role.

1)   To what extent must leaders strengthen specific traits to enhance organizational success?

This research question resonates with the ability of the leader to develop further, impacting the company's success. However, as organizations have to adjust to changes, whether they are external or internal factors, fostering important traits such as tolerance is essential.

This question aims to uncover which traits most significantly contribute to a leader's ability to drive success, especially in today's dynamic business environment, and whether strengthening these traits can enhance organizational outcomes measurably.

The presence of the trait approach is undeniable even today and in the future. It is an essential topic for researchers to develop further since managing members of a group toward a common goal will prevail over time. The trait of leadership helps us understand the actions of leaders, as Ryan Gottfredson and S. Reina point out, to understand why leaders do what they do in different settings (Gottfredson and Reina, 2020).

This paper is to bring the conversation flowing on how important it is to identify leaders' traits and how to develop these traits. Increasing effectiveness by strengthening traits like motivation, influence, and integrity in leaders is problematic since it is part of the leader's personality. However, we should not deny the situation's influence on changing industries that make us develop and strengthen certain traits of leaders. The structure of our paper includes the literature review on crucial leadership traits and the methodology using Nvivo, including data analysis on the main traits, concluding with results linking traits to different industries and ending with a conclusion with implications and future research.

1.   LITERATURE REVIEW

Trait approach of leadership

Leadership is a constant flow of movement, interactions between the leader, the followers, and situational factors. The trait approach focuses on the characteristics of individuals. It suggests that leaders have qualities or traits that make them different from others, unique in a sense. Some leaders are more robust in some traits than others, and they have natural traits that followers feel the need to follow. (Ramosaj, 2017). Defining the trait approach has evolved as authors attempt to span observations on leaders' behaviour and design linear approaches. Ongoing research provides only an essential glimpse of how complicated this process of identifying main traits is (Doornenbal et al., 2022). Leadership can be a strategic mechanism.

Authors such as Pitelis and Wagnerc interpret leadership strategically in organizational terms by structuring tasks towards a common goal (Fernandes et al., 2022).

Traits such as Influence in Leadership are very present. Leaders use a pivotal tool to fulfil the team's objective (Mai et al., 2022). Researchers using the trait approach have constantly tried to narrow down a list of essential traits for leaders that make them influential and relevant (DeChurch et al., 2010). Most authors mention that the main traits are intelligence, confidence, integrity, and sociability (Northouse, 2013a). Personal traits like intelligence, integrity, and problem-solving skills bring personalized leadership to each leader (Northouse, 2013; Zaccaro et al., 2004). If we explain each of those traits briefly, according to Zaccaro et al. and Northouse, intelligence is a specific trait that links leadership to effectiveness. It is an essential trait, even crucial, for followers to perceive the leader as able to lead. We can identify intelligence among students. Studies show that intelligence is related to performance in academic evaluations (Chamorro-Premuzic et al., 2010; Lotz et al., 2018; Odermatt et al., 2024). Intelligence has many forms, such as emotional intelligence. Researchers have increased the value of this type of intelligence, giving it more importance than IQ (Coronado-Maldonado & Benítez-Márquez, 2023).

Another suitable trait for identifying leaders is confidence. Confidence is truly believing in one's ability to thrive in any situation. Leaders' confidence veritably resolves doubts in followers when possible outcomes are risky (Northouse, 2013). The level of confidence needed in the trading and investment sector is dynamic. As the authors Singh, Malik Aruna and Jha pointed out, overconfidence makes it evident that it leads to diminished returns and can lower progression (Singh, 2024).

Integrity is having honesty, morals, ethics, and especially trustworthiness regarding the relationship between the leader and followers (Northouse, 2013). Integrity is a tool to establish trust and respect towards followers (Lawrence P. Carvajal et al., 2023). Sociability is another trait that is very important in social interactions. A leader with an enduring trait of sociability contributes significantly to directing the narrative of high interactions in a group (Jiang et al., 2023; Xie et al., 2019).

Stogdill has listed several actions leaders take, which are listed below. Ramosaj strengthens and agrees to specific actions that demonstrate the ability to identify a leader, which are the following:

1. Give passion and energy to initiate tasks

2. Is original and creative in finding solutions

3. Shows confidence and an original personality

4. Manages stress and keeps situations in the right direction

5. Influences others for the common good

6. Show tolerance and patience toward their followers (Ramosaj, 2017; Stogdill, 1974).

On the other hand, Stogdill mentions in his studies that identifying leaders based on traits is much more complicated, so he suggests other factors contributing to leadership. Decision-making and influencing others require traits, but situational aspects and skills obtained should also be considered (Stogdill, 1948). Therefore, situations pose additional challenges; Nair Subramanian and Banihashemi highlight that in industries like engineering, where employees possess specialized skills and often work independently, leaders frequently encounter more significant challenges in motivating them collectively (Nair et al., 2024).

Other researchers, such as Kirkpatick and Locke, mention that a leader's character differs from the rest since it is a part of their personality (Kirkpatick and Locke, 1991). Zaccaro mentions that certain factors and skills are necessary for effectiveness (Zaccaro, 2007).

As we analyze the trait approach, mentioning the grand man theory is essential (Hunt and Fedynich, 2018; Malakyan, 2014). The great man theory identifies leadership as an inherited quality of a great man, given that male leaders possess traits since birth. This theory rose to fame during the late 19th and early 20th centuries when privileged class leaders, predominantly male, had the so-called born talent to lead (Kirkpatick and Locke, 1991). So, it means having a born set of traits rather than the opportunity to practise certain traits and learn. The great man theory suggests that born leaders with certain qualities shape the world. However, authors such as Judge et al. and Sorensen et al., unlike

the great man theory, as the trait approach continues to develop, questioned the assumption of that time (Judge et al., 2002; Sorensen et al., 2013). They contradict and suggest that the trait theory does not make any assumptions about whether leadership traits are innate or learned. The trait approach is relevant in many studies for many reasons. Identifying a leader through traits will continuously earn recognition. It provides the search for talent regarding leadership that specific individuals have. Many identify leadership through personality assessments (Ramosaj, 2017).

On the contrary, many authors also have controversial opinions about it. One criticism is that this trait approach needs to include creating a list of traits Fundamental to leadership. It also does not consider the situational aspects of the leader's environment (Northouse, 2013; Ramosaj, 2017).

The search for leadership development continues, and its relevance remains steady. Research highlights effectiveness and the ability to identify traits that result in relevant actions (Northouse, 2013a). These actions are what deliver effective leadership or not. That is why it is a relevant and present topic. Many authors Recognize the influence of emotions, attitudes, and behaviour that quickly change the direction of success (Elfenbein, 2007; Joseph et al., 2015; Kanfer and Klimoski, 2002).

2. METHODOLOGY

This study incorporates a comparative analysis of leadership traits across diverse organizational settings, implementing a systematic cross-comparative approach. This paper analyzed different reports focusing on leadership and organizational settings, including case studies, corporate reports of academic research, and leadership frameworks. This paper also reviews a different category of reports because of the nature of corporate and ESG (environmental, Social and Governance) reports. The respective documents are from several businesses as follows: Accenture (Accenture, 2022), Cisco (Hammond, 2015), Natural (McFetridge and Williamson, 2011), Johnson and Johnson (Best Practice Institute, Inc., 2007), Mercedes (Mercedes-Benz Group, 2022), Prudential (Prudential et al., 2021), Tesla (Tesla Group, 2020), Apple (M. et al., 2020), Intel (Pandya et al., 2004), Wipro (Wipro Limited, 2003), Nestle (Nestle Ltd, 2011), Microsoft (Schögel and Gotsch, 2020), IBM (IBM, 2022), Google (Tran, 2017), Ernst and Young (Ernst and Young LLP, 2023), Deloitte (Deloitte et al., 2017), Capgemini (Capgemini Consulting, 2012), Alliance (Movement Strategy Center, 2013), Tata Consultancy (Tata et al., 2021) and Amazon (Solanki, 2019). The paper highlights variations and recurring leadership parallels across different industries. We applied Nvivo14 software to ensure a rigorous and replicable process, allowing for the systematic coding and visual interpretation of data.

The decision to use a comparative analysis approach, implementing cross-comparisons, is to challenge the impact of leadership traits on the influence of the organizations in this paper. Cross-comparison of leadership traits enables a broad understanding by securing the focus of companies in their leadership by assessing their leadership through time. The comparative helps us analyze leadership traits and see their impact on the company's daily challenges.

The findings in this study strengthen our approach to highlighting organizations' executional factors in terms of success and effectiveness. They also help stakeholders from different industries demonstrate how leaders are productive with different personality traits, which can vary in different environments. The selection process involved several conclusive criteria. The first criteria concerned the organization's global impact and industry reputation. The concept behind these companies was to select industries such as technology, finance, and consulting to ensure analysis of high-impact settings where leadership is indispensable.

The second criterion focuses on organizational growth. The decision to select the companies in this paper reflects their adaptability to a changing environment. Companies like Mercedes and Google continue to change the industry, giving valuable insights into the dynamic context.

We conducted an evident two-phase procedure for choosing traits such as tolerance, sociability, responsibility, problem-solving skills, openness, motivation, intelligence and integrity.

The first procedure revolved around the criteria: trait identification and justification. The procedure's dynamic reflected choosing the traits most commonly aligned with exemplary leadership. Intelligence and tolerance were among the traits seen as essential to genuine leadership. The second procedure is a literature review and framework Analysis. The literature

review confirmed that these traits are recognized across disciplines as essential to effective leadership, supporting our finding's applicability.

Nvivo 14, as a comprehensive data analysis platform, ensured that the coding is reflected by coding the traits in the literature. After identifying the codes, we implemented axial coding and thematic cluster mapping. Using nvivo14 allowed us to group codes into thematic clusters, ensuring interaction between the organization's leadership categories. This approach ensured the identification of visual patterns across organizations. We show the transparency of our data through raw and precise data and original visualization through nvivo14. Although selecting these companies may be biased, these organizations may only partially embody some operational functions, especially for smaller companies and industries. These limitations could define our findings as global results rather than those of smaller firms and industries.

## 3.   EMPIRICAL DATA

4.1 Tolerance

Tolerance is a trait of leadership mentioned by most authors as an essential trait. Tolerance in leadership means respecting different opinions, accepting different perspectives of decision-making, and being able to accept different perspectives towards a broad spectrum of open-mindedness. Tolerance provides peace and clarity within the group, promoting forgiveness and comprehension in tense situations. A leader with this trait creates that environment. In the reports analyzed in this paper, Mercedes stands out as the only one out of the twenty companies analyzed to identify the trait leadership with 65 words coded to promote the trait approach.

Table 1: NVivo 14- Coded references and the number of words coded – Tolerance

Item	Number of coding references	Number of words coded
Files\\MERCEDES	1	65
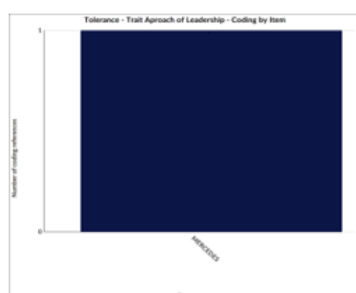
Graph 1: Coded references -Tolerance
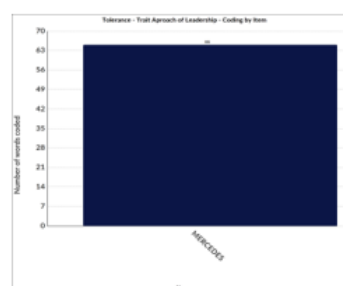
Graph 1a: Number of words coded – Tolerance
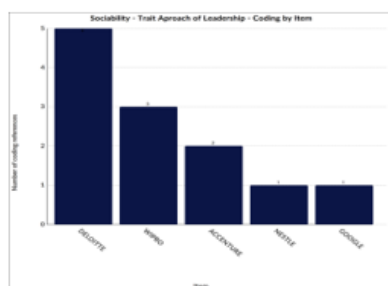
4.2 Sociability

Sociability is crucial in a changing world, as connections and the ability to socialize help the leader and the company adapt to the hierarchical business era.

The results show that a significantly higher number of companies detect social ability traits. Of the twenty companies, Deloitte, Wipro, Accenture, Nestle, and Google generated sociability. Deloitte has five references from 125 words coded. Wipro has one less, so two references out of the 64-word code. The last two companies, Nestle and Google, each have one reference to the respective reports with 44 and 53 words coded.
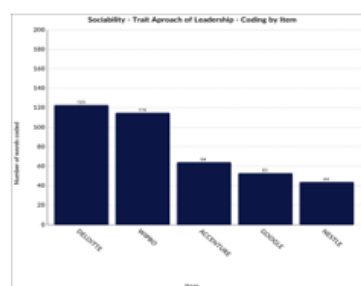
Table 2: NVivo 14- Coded references and the number of words coded – Sociability

Item	Number of coding references	Number of words coded
Files\\WIPRO	3	64
Files\\NESTLE	1	123
Files\\GOOGLE	1	53
Files\\DELOITTE	5	44

Files\\ACCENTURE	2	115

Graph 2: Coded references - Sociability


Graph 2a: Words coded – Sociability

4.3 Responsibility

This trait of a leader who pays attention to responsibility for their actions is well respected by followers. Making decisions takes much courage, especially in complex and unpredictable situations. However, what differentiates a leader is the ability to acknowledge mistakes and be responsible for any consequence.
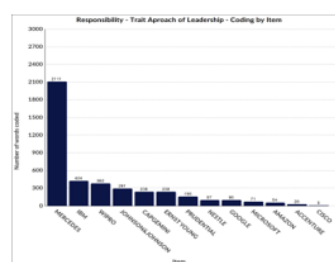
This trait was found in companies such as Mercedes, which had 41 references, a significant number with 2,111 coded references. Next up is IBM, second on the trait of responsibility, with eight references out of 424 words coded. Johnson and Johnson and Wipro have seven reference codes, with each 291 and 239 words coded. Capgemini's results have shown five references with 239 words coded. Four references were detected at Nestle and Ernst and Young, with 97 and 238 coded references each. Prudential with three references shows fewer references with 156 words coded. The lowest number of references coded are from Cisco, Accenture, Microsoft and Amazon, with 5, 28, 71 and 54 words coded respectfully.

Table 3: NVivo 14- Coded references and the number of words coded – Responsibility

| Item	Number of coding references	Number of words coded
Files\\ACCENTURE	1	28
Files\\AMAZON	1	54
Files\\CAPGEMINI	5	239
Files\\CISCO	1	5
Files\\ERNST YOUNG	4	238
Files\\GOOGLE	2	96
Files\\IBM	8	424
Files\\JOHNSON&JOHNSON	7	291
Files\\MERCEDES	41	2111
Files\\MICROSOFT	1	71
Files\\NESTLE	4	97
Files\\PRUDENTIAL	3	156
Files\\WIPRO	7	382
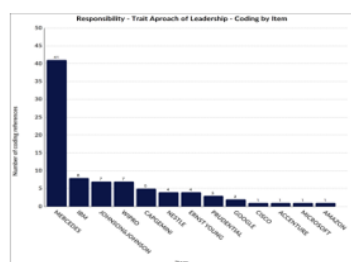
Graph 3: Coded references - Responsibility.   Graph 3a: Words coded – Responsibility
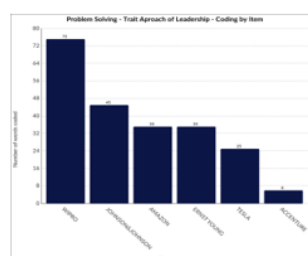
4.4 Problem-solving

It is a leader's natural habitat, and solving daily problems is no surprise. Leaders and followers constantly face situations where instant solutions are essential. Our paper identified this trait with each coding reference in Johnson and Johnson, Tesla, Wipro, Accenture, Amazon, and Ernst and Young. The number of words coded was 45, 25, 75, 6,35 for the last two companies mentioned.

Table 4: NVivo 14- Coded references and the number of words coded – Problem-solving

Item	Number of coding references	Number of words coded
Files\\ACCENTURE	1	6
Files\\AMAZON	1	35
Files\\ERNST YOUNG	1	35
Files\\JOHNSON&JOHNSON	1	45
Files\\TESLA	1	25
Files\\WIPRO	1	75
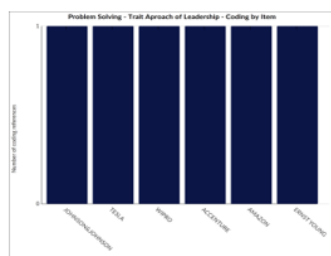
Graph 4: Coded references - Problem Solving.   Graph 4a: Words coded - Problem Solving

4.5 Openness

Openness is another trait a leader should have by having an alliance and creating a relationship with followers. Usually, successful leaders have an open mind regarding new opinions. This is because leaders generate new ideas and stay in different opinions or mindsets. Leaders stay open to individual proposals yet also accept and have values that are true to their opinions. In our study, Companies such as Capgemini, Mercedes, Nestle, Johnson and Johnson, Wipro, and Tata Consultancy have this trait, according to the data collected. Capgemini has a total of 6 coded references and a total of 175 words coded. Mercedes and Nestle have three coded references with 177 and 144 words coded. Johnson and Johnson, Wipro, and Tata Consultancy have one coded reference with 16, 30 and 61 words identified that represent this trait. Usually, successful leaders have an open mind regarding new opinions. This is because leaders generate new ideas and do not have the same opinion or mindset. Leaders stay open to individual proposals yet also accept and have values that are true to their opinions.
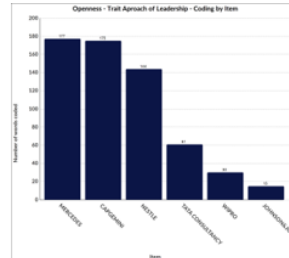
Table 5: NVivo 14- Coded references and the number of words coded – Openness

Item	Number of coding references	Number of words coded

Files\\CAPGEMINI	6	175
Files\\JOHNSON&JOHNSON	1	15
Files\\MERCEDES	3	177
Files\\NESTLE	3	144
Files\\TATA CONSULTANCY	1	61
Files\\WIPRO	1	30
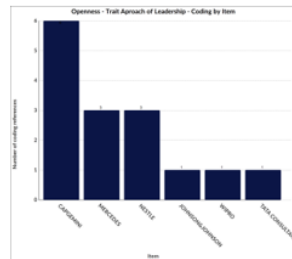
Graph 5: Coded references - Openness.   Graph 5a: Words coded - Openness

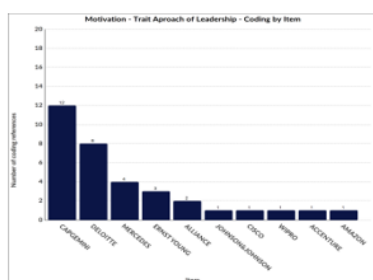## 4.6 Motivation

Leaders who have this trait have the most success due to its importance. Motivating others is one of the most challenging tasks followers need help to maintain on daily tasks. It is interesting to find some companies in this paper that use motivation to maintain success and cooperation. Motivation One company that stands out is Capgemini, with a total of 12 coded references and a total of 676 words coded. Deloitte takes the second place with a total of 8 references out of 291 words coded. Mercedes is next, with four references out of 264 words coded. Ernst and Young and Alliance are near Mercedes, with 3 and 2 references out of 151 and 104 words coded. Accenture, Amazon, Cisco, Johnson and Johnson, and Wipro have one reference out of 36, 114, 75, 42 and 13 words coded.
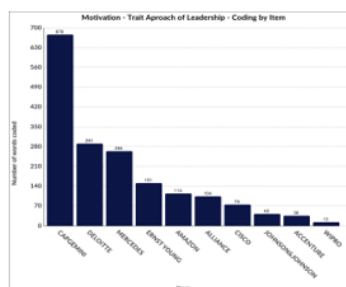
Table 6: NVivo 14- Coded references and the number of words coded – Motivation

| Item	Number of coding references	Number of words coded
Files\\ACCENTURE	1	36
Files\\ALLIANCE	2	104
Files\\AMAZON	1	114
Files\\CAPGEMINI	12	676
Files\\CISCO	1	75
Files\\DELOITTE	8	291
Files\\ERNST YOUNG	3	151
Files\\JOHNSON&JOHNSON	1	42
Files\\MERCEDES	4	264
Files\\WIPRO	1	13

Graph 6: Coded references - Motivation.

Graph 6a: Words coded – Motivation

4.7 Intelligence

If we mention leadership traits, intelligence is among the most important ones. The reason is that leaders or even people who show intelligence are usually seen as capable and knowledgeable of upholding specific responsibilities. Motivation and intelligence play a role, which is seen as an essential trait for leaders to have or obtain. Intelligence Surprisingly, we identified only three companies in our paper. Apple is one of them, with four coded references out of 383 words. Google follows with two references with 144 words coded, and Ernst and Young with one out of 37 words coded.

Table 7: NVivo 14- Coded references and the number of words coded – Intelligence

Item	Number of coding references	Number of words coded
Files\\APPLE	4	383
Files\\ERNST YOUNG	1	37
Files\\GOOGLE	2	144
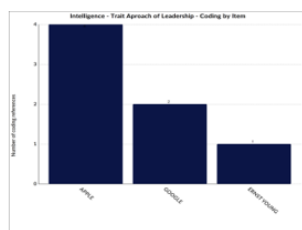
Graph 7: Coded references - Intelligence


Graph 7a: Words coded - Intelligence

4.8 Integrity

Integrity defines a leader, whereas ethics and morals differentiate a company from another. In our paper, the trait of integrity is found in many reports from companies. Mercedes is a company where we found outstanding coding regarding the trait with 47 references out of 2,598-word codes. Ernst, Young, and Wipro have a significantly lower number of references, counting each 5 of 206 and 472 words coded. Intel and Accenture also have the same number of 2 references, with 137 and 76 words coded. The remaining companies associated with this trait are Johnson and Johnson, Nestle and Amazon, with 43, 22 and 35 words coded.
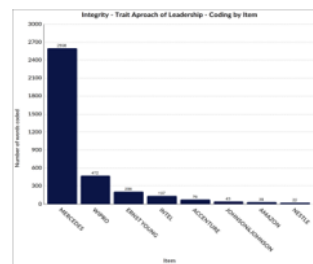
Table 8: NVivo 14- Coded references and the number of words coded – Integrity

Item	Number of coding references	Number of words coded
Files\\ACCENTURE	2	76
Files\\AMAZON	1	35
Files\\ERNST YOUNG	5	206
Files\\INTEL	2	137
Files\\JOHNSON&JOHNSON	1	43

Files\\MERCEDES	47	2598
Files\\NESTLE	1	22
Files\\WIPRO	5	472
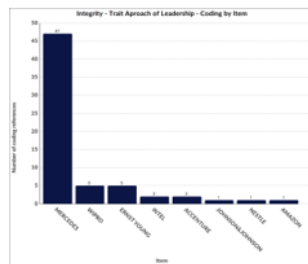
Graph 8: Coded references - Integrity.
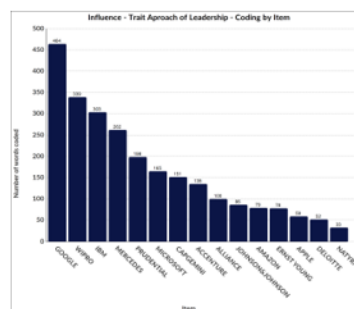

Graph 8a: Words coded - Integrity.

4.9 Influence

Influence is the last trait that we examine in this paper. It sure is not the least important one. If we could find a synonym for leadership, it would be an influencer because the leader has to influence others to follow the leader. This trait is another crucial step to success. Google is the company where we identified this trait with eight references out of 464 words coded. Next is Mercedes and IBM, with two references out of 262 and 303 words coded. Wipro and Capgemini have each four references out of 339 and 151 words coded. Accenture and Microsoft with three reference codes follow with each 135 and 165 words coded. Johnson and Johnson, Prudential, Alliance, Deloitte and Ernst and Young have every two references out of 86, 198, 100, 52 and 78 words coded. Lastly, we have Apple, Natural, and Amazon, with each reference out of 59, 33, and 79 words coded.

Item	Number of coding references	Number of words coded
Files\\ACCENTURE	3	135
Files\\ALLIANCE	2	100
Files\\AMAZON	1	79
Files\\APPLE	1	59
Files\\CAPGEMINI	4	151
Files\\DELOITTE	2	52
Files\\ERNST YOUNG	2	78
Files\\GOOGLE	8	464
Files\\IBM	5	303
Files\\JOHNSON&JOHNSON	2	86
Files\\MERCEDES	5	262
Files\\MICROSOFT	3	165
Files\\NATYRAL	1	33
Files\\PRUDENTIAL	2	198
Files\\WIPRO	4	339
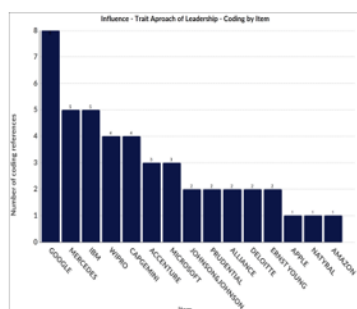
Graph 9: Coded references - Influence.   Graph 9a: Words coded - Influence.

RESULTS AND DISCUSSION

The results prove the continued relevance of leadership traits likely to impact the leader's success. This paper gives us essential insight into leadership traits in different industries, such as consulting and advisory services, consumer goods and food, insurance and finance and technology. According to the results in the consulting and advisory services sector, Deloitte stands out in its emphasis on sociability. Next up are Wipro and Accenture, which accentuate the traits of problem-solving skills and responsibility. In the consumer goods and food industry, Nestle prevails in openness and responsibility and Johnson and Johnson and Mercedes follow, giving importance to integrity and tolerance.

In the Insurance and financial corporations analyzed in this paper, Ernst and Young excel in integrity and responsibility, as reflected in other companies such as Capgemini and Wipro. Apple acknowledges intelligence as the most relevant trait in Technology and its sector, and the government is drawing attention to opportunities and sociability. Amazon and Microsoft pay attention to the traits of influence and integrity. If we review the trait of tolerance, an essential characteristic of a leader, we can find its implication only in Mercedes, as the results have shown. This implies an economic gap in promoting this trait in global companies. The benefit of creating a space where tolerance is promoted is that it creates the most satisfaction in the workplace, and the leader will create a much more open atmosphere for followers. Regarding industries such as consulting and advisory services, firms such as Accenture, Wipro and Deloitte illuminate the trait of sociability. This trait is indispensable as the industry requires creating solid relationships with clients. The trait of social ability creates this space of collaboration, often blending private and non-private conversations to build that connection with clients and teams. Another trait essential for this type of industry is the trait of responsibility, where the balance between decision-making and taking reasonability for making decisions is preserved.

Leaders with responsibility promote credibility towards clients, as well as maintain the reputation of a company. In our paper, Wipro and Accenture give significant value to this trait. Another trait that facilitates the success of the advisory and consulting services industry is problem-solving skills, considering that direct interaction with clients is substantial, as Accenture has. Another industry research is consumer goods and food, where we can see the traits of sociability, responsibility, and opponents. In Nestle, one of the global brands known worldwide, sociability is genuinely notable in their products. Creating an environment where the employees have genuine social interaction also shows how to interact with clients. Understanding clients' needs creates innovative products that fulfil clients' needs. For instance, in accordance to present research we find that responsibility towards offering qualitative and desirable products consumed by clients of different ages, plays a crucial role in taking ethical action (Jasrotia et al., 2023). Openness is another trait important in this industry. Leaders with two have this trait and are open to consumer tastes and needs changes. The importance of staying relevant in today's business environment is facilitated only by being open to innovation and researching consumer desires regarding product development. Another industry is Insurance and Finance. In this industry, two traits stand out: Integrity and influence. Risk management is essential in this industry, where Integrity promotes ethics and morals toward clients. The stakeholder's trust is only given by having leadership traits, such as responsibility in leaders in such a setting. Financial performance is imposed to influence productivity and reliance. The last industry analyzed is technology and IT companies such as Google, Apple and Tesla. This type of

industry is prone to enhance problem-solving skills, intelligence, integrity, and opportunities to promote success with technology and the characteristics of a leader.

The results confirm that the trait approach remains integral in modern leadership contexts. Traits such as sociability, responsibility, and problem-solving are consistently linked to effectiveness, especially in client-facing industries like consulting and advisory services. However, the limited emphasis on tolerance across companies underscores a gap that could hinder workplace collaboration and satisfaction. For example, Mercedes is the only company in the study to prioritize this trait. Promoting tolerance could lead to more inclusive leadership styles, fostering better team dynamics and workplace outcomes. The results highlight that strengthening trait like responsibility, sociability, and integrity is vital for achieving organizational goals. In industries such as insurance and finance, where stakeholder trust is paramount, integrity plays a crucial role. In contrast, sociability and openness are more critical in consumer goods and food sectors, where understanding and responding to consumer preferences drive innovation. The underrepresentation of motivation and tolerance suggests areas where organizations could invest in leadership development to adapt to dynamic business environments.
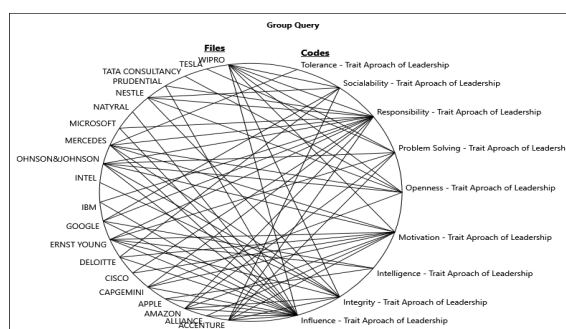
Graph 10: A summary of result on the group compound of codes and files.

Figure 1: Word frequency analysis of leadership reports

The figure showcases the word frequency of the reports analyzed in this paper. It is an original visual, produced with Nvivo14.

CONCLUSIONS

The trait approach significantly impacts the company success, and it has been largely supported. Companies like Apple and Capgemini have demonstrated that they give importance to the traits. The result in our paper synchronises with previous research, affirming that traits are more accentuated in different industries, but also in considering industry demands towards strengthening traits needed for the specific industry (Aabo et al., 2024). On the other hand, the study emphasizes that other traits, such as intelligence in Ernst and Young and Google, may not be specifically prioritized but still remain relevant to effective leadership. According to the result, we can suggest that while conclusive traits are pivotal, their recognition changes in different companies.

This paper aims to provide noteworthy contributions to ascertain the importance of traits like tolerance, intelligence, and problem-solving skills in advancing impactful leadership. The analysis reveals that traits shape the team's continuance and interactive properties. Substantially, it recommends that leadership is not simple and that there is no given formula to define it. It is more a proportion of personality and situational factors. Nevertheless, there are some limitations in terms of global and high-profile companies reviewed in this paper. Targeting big companies may limit the findings in smaller companies with significantly fewer employees. Furthermore, classifying

leadership traits based on referential material might not fully credit or reflect the depth of the implications of the trait.

Future Research should focus on smaller companies where traits are predominantly showcased. The impact of culture is not considered in this paper, which can result in relevant and impactful results. Future research should focus on how leadership traits impact smaller Businesses, evaluating the influence these traits have and how they are distributed in terms of importance based on which companies' cultures prioritizes them. In addition to size, the number of businesses and industries to be examined should be larger. Institutions moving in this changing world need to understand how important it is to incorporate leadership programs into relevant training. The economic benefit is tremendous. The theory examined in these papers gave as a loophole to truly understanding that traits of leaders can be learned and intensified in trainings, workshops and seminars. Traits such as motivation, responsibility, tolerance, intelligence, sociability and other traits are stronger in one leader to another. These traits of a leader play a significant role in the success of a company. Also, situational factors are what make it intriguing for future academic analyses. Finding a formula or creating policies that help leaders be powerful in different settings is important. This can be done by enhancing important to different traits in different situations.

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