



UNIVERSIDADE CATÓLICA PORTUGUESA

# Leadership characteristics in recruitment and selection processes.

A study developed in a consultancy firm  
specialised in human resources.

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Economics

by

José Miguel de Barbosa Mendonça de Morais Sarmiento

under the guidance of  
Professor Camilo Valverde

Universidade Católica do Porto, Católica do Porto Business School  
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# Resumo

O principal objetivo deste estudo consiste em procurar entender a importância das características de liderança, em processos de recrutamento e seleção, que são mais valorizados pelos clientes de uma empresa de recursos humanos – Pessoas e Sistemas (doravante PeS) - e refletir em que medida essas avaliações são semelhantes entre consultores e clientes da empresa.

Para atingir esse objetivo, foi feita uma caracterização da empresa e uma descrição das suas práticas, além de uma revisão da literatura sobre perfis de liderança nos processos de recrutamento e seleção, que incluem as características e comportamentos dos líderes atuais e como eles podem contribuir positivamente para o desempenho das suas empresas. Este trabalho foi orientado por uma metodologia baseada em ferramentas de análise quantitativa, envolvendo um questionário, com 4 grupos diferentes, aplicado tanto aos clientes da Pessoas e Sistemas como aos consultores que trabalham na empresa.

Os resultados obtidos de uma amostra de 40 participantes permitiram obter uma visão geral dos temas objeto de análise e estabelecer as diferenças e semelhanças entre a perspectiva dos clientes e a dos consultores. As principais limitações deste estudo também foram apresentadas.

Em conclusão, foi possível concluir que a Pessoas e Sistemas enquanto organização, valoriza os perfis de liderança em contexto de recrutamento e seleção de forma semelhante aos seus clientes, com algumas ligeiras diferenças que serão aprofundadas neste estudo.

**Palavras - chave:** Consultoria de Recursos Humanos, Características de Liderança, Perfis de Liderança, Desempenho, Recrutamento e Seleção

# Abstract

The main goal of this study is to try to understand the importance of leadership characteristics and behaviours in a recruitment and selection process that are more valuable to the clients of a human resources company – Pessoas e Sistemas (hereafter, PeS) – and reflect on how similar are those valuations from those of the firm consultants.

In order to reach this objective, the firm characterization and a description of the organization practices was made in addition to a literature review on leadership profiles in recruitment and selection processes, that include the characteristics and behaviours of leaders and how they can positively contribute for performance increases in their companies. This work was oriented by a methodology based on quantitative analysis tools, in which involved a questionnaire applied to both the PeS' clients and consultants with 4 different groups.

The results obtained from a sample of 40 participants allowed to get an overview of the topics subject to analysis and to establish the differences and similarities between the perspective of the clients and the consultants. The main limitations of this study were also presented.

In conclusion, it was possible to conclude that Pessoas e Sistemas, as an organization, values leadership profiles in the context of recruitment and selection in a similar way to their clients, with some slightly differences that will be deepened in this study.

**Keywords:** Human Resources Consulting, Leadership Characteristics, Leadership profile, Performance, Recruitment and Selection



# Glossary

CEO – Chief Executive Officer

HR – Human Resources

IT – Information Technology

P&O – Planning and Organization

PeS – Pessoas e Sistemas

R&S - Recruitment and Selection



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# Introduction

This following study is about a human resources consultancy firm and it was developed taking into consideration what leadership profile with its characteristics, behaviours and attitudes is predictive of higher performance and most valuable to the clients of the firm. In addition, one of the goals of the study, is to evaluate the accuracy and efficiency of the recruitment and selection processes of the firm, when its clients delegate the job of hiring leaders for their teams.

The concept of “leader” that is considered in this study doesn’t apply for CEO’s and the board of directors. The main purpose is to evaluate the leaders that have, indeed, a very important role in their organization but have an inferior position compared to the chief executive officer. The latter can be enlightened taking into consideration that the human resources company covered in this study hasn’t, in its core activity, the recruitment and selection of CEO’s.

Thus, this study is subdivided into four chapters that cover a complex and evolutive topic such as leadership and the profile of leaders that are correlated with making organizations greater.

The first chapter addresses the contribution of diverse authors to the mentioned topics. The structure of this chapter provides a reflexion on the recruitment and selection of leaders procedures and challenges, the leadership characteristics/leaders profile that induce higher performance, the utility of relying on human resources consulting firms and even a gender overview regarding leadership positions. The chapter ends with a summary of the

contents comprehending the authors' contributions to the aforementioned topics.

The second chapter is devoted to the methodology and the procedures chosen to perform the study. The option was to rely on a quantitative method through the elaboration of a questionnaire in order to gather data out of Pessoas e Sistemas' clients, which would be much more difficult with any other qualitative method. Still in chapter two, it is embodied a narrative of the process of preparing the questionnaire, including the reason behind choosing transformational leadership, the explanation of the sample - particularly the inclusion of both Pessoas e Sistemas' consultants and customers as respondents. Also, a detailed description of the recruitment and selection processes of the firm is presented. The chapter ends with a description of the formulated hypothesis.

In chapter three, there's a description and analysis of the data collected and all the formulated hypothesis are properly addressed. At the end, some comparisons are made regarding the results found in the consultant's answers and the client's answers linking to what was found in the literature. Also, some suggestions are made to the organization based on the results.

In the last chapter, the conclusions are presented together with a critical reflection on the work developed. Additionally, some limitations found in the study are outlined. The annexes provide additional information, such as the complete reproduction of the questionnaire, both in Portuguese and English versions.



# Chapter 1

## Literature Review

In the present chapter, the main purpose was to look with devotion to the literature and understand what the scientific community thought about the big question that is emergent in this study: “What characteristics, attitudes and/or behaviours in leadership profiles lead to higher performance?” From this bigger question, some smaller ones arose and are addressed in this literature review, for instance, “What are the recruitment and selection practices used to identify this type of talent? Why are those practices useful?”.

Furthermore, taking into account the today’s digital world reality, one of the questions this investigation attempts to answer is “What is the impact and usefulness of innovation and technology in leadership and in identifying these types of profiles?”

Moreover, since this study is about a consultancy firm, seemed relevant to find out what literature has to say about consultancy firms and more specifically, the reason why should organizations outsource this type of service. Previous research on gender in leadership positions was also investigated, which is particularly interesting since the sample of this study (presented in chapter two) denoted a clear dominance of women in total number of responses.

# 1. Recruiting and Selecting Leaders

All organizations are made up of human resources, and the way in which they contribute to positively influence results is a major challenge. Some more recent approaches to the thematic suggest that the increased challenge of leadership is facing a business environment characterized by the constant change brought by globalization, technological *boom*, diminishing resources and increasing costs. Contemporaneous leaders must engage in empowering initiatives that embrace employee's participation as is not realistic for leaders to have all the answers. Thus, encouraging employees, giving them confidence, and ask for their suggestions before making their own decisions, becomes extremely important for leaders inserted in the digital era (Sharma & Kirkman, 2015).

It's somehow intuitive to assume that the difference between a good company and a great one can be explained by a substantial number of factors, but one shall not forget the importance of one in particular: Who sits in the executive office (Zaccaro, S. J., 2010). Statistics point to the fact that the turnover of leaders is growing fast. Zaccaro (2010) denotes one common cause which is the fact that most companies don't follow the best practices at each step. The leadership positions are sensitive positions and there are inherent difficulties when defining leadership qualities that suit the best interests of companies. First, one must account for the numerous people that are responsible for taking that decision, which might be controversial. This creates a challenging scenario that doesn't apply for lower levels of recruitment. One-third of that kind of decision turn out to be right, leaving much room for wrong choices.

In the face of such complexity, a careful planning of how to acquire the best talent for the companies must be made.

Collins (2001) states that good to great companies – the ones that were once performing well but after some continuous practices presented outstanding

results - put their emphasis not on what companies did to become great, but focused primarily on what not to do. Therefore, the importance of choosing the right individuals for leadership positions is discussed. Collins studied the features responsible for making good companies turn into great companies and what distinguished them among other organizations that are currently good but failing into turning great. One of the issues covered in his piece of work concerns leadership and the type of individuals that push firms to achieve higher performance. One of the key aspects according to Collins, (2001) is to look first for the “Who” and only afterwards to the “What”.

Most leaders are finally realizing that go fast and go together is not possible, so they must embrace a common path together with co-workers and partners. (Mcewan & Bradbury, 2015).

The leadership field is being developed fiercely on the new millennium and expectations are that in the future decades, it will continue to grow (Dinh. J *et al.* 2014).

But how do firms recruit and select those leaders?

Recruiting and selecting leaders, and particularly the right ones is an increasingly complicated process (McEntire & Greene-Shortridge, 2011). If one accounts for the changing and more demanding environments, it's easily understandable that leading is becoming more challenging than ever before. Leaders are not scarce in the market and the entire process of identifying the right leader will have several costs both in terms of money and time.

Research on the topic suggests that innovative tools used to recruit and select leaders in the changing environment that we face, as a society, especially into an organization with a culture that supports innovation, is predictor of organizational success (Sarros, Cooper, & Santora, 2008).

The responsibility of HR individuals is even greater and their effectiveness in R&S processes may have a direct impact on firm performance (McEntire & Greene-Shortridge, 2011).

Gardner and Schermerhorn, (2004) developed their study on the basis that identifying talent is one of the most difficult tasks in charge of HR professionals and the reason behind its importance. According to the authors, most of these leaders are currently employed which makes the job of HR professionals even more challenging and time-consuming.

Some of the recruiting choices rely on peer referrals, social media networking and “alumni lists”. Although peer referrals may seem at first likely to be more productive for gathering a nice list of fitted candidates, it may put much effort on the referral side and complicate things.

According to Doherty (2010), recruitment and selection through social media networking is also a great alternative and is becoming trending, denoting a remarkable return on investment (ROI) value, so remarkable that there aren't enough studies on the measures for that.

Gruman and Saks (2011) emphasize the importance of performance management and recognize in the HR individuals and firms an important target group in providing this type of behaviour and recognition in the individuals they recruit and select.

To guarantee a good recruitment, the leader attributes need to be perfectly aligned with the leadership position requirements, as organizations want someone to guide the firm in the dimensions it needs guidance. If those variables are not aligned, a firm may indeed hire a competent, professional and ethical leader but chances are that leader is not the leader the firm is looking for (Zaccaro 2010).

It is expected that, for achieving higher results, the first thing to do is to get the right people on the bus and take the wrong people out of it, and once the

right people are on the bus, allocate them in the right seats. Collins (2001) suggested that the popular sentence “People are your most important asset” must give raise to “The right people are your most important asset” (p. 13).

Kampf (2012) shares the opinion that from most recruitments, trouble begins at day one. This happens because this is the first impression new employees get from the firm and evaluate whether the firm culture meets their personal expectations. “After all the work that goes into attracting star talent from diverse backgrounds, it’s worth the effort to retain and engage these employees. Nearly all companies need to do a better job at engagement” (Kampf, 2012, p.91).

This alignment of stakeholders and board of directors is a crucial point to get the right talent and fulfil the need the firm is sensing. They need to be on the same “page” concerning what kind of characteristics they are looking for when hiring human capital. There are some points of concern that should be debated at any shareholders meeting. For instance, understanding the nature of the executive work; the current challenges that the firm is facing; the direction to go and the phase of development of the firm.

In the real world, there are very few companies who do this kind of alignment and sooner or later they face the consequences. Usually, a poor definition of position requirements drops the base of the pyramid and compromises sustained growth. Lack of effort and resources in choosing the right requirements, may, therefore, force companies to waste money in human capital they don’t need because they weren’t rigorous enough to assure that the right person is on board (Zaccaro, 2010). Even worse, is the case of a sudden need that is tremendous pressured to be fulfilled immediately. To deal effectively with those scenarios, any organization must articulate shareholder’s opinions and desires on a regular basis. Additionally, the profile the firm is looking for may vary depending on the momentum of the company (Zaccaro,

2010). The upcoming developments in organizations and the business environments they face and deal with, create a lot of new challenges to HR activities, such as personal selection and recruitment. The problem is in part elucidated by a poor definition of jobs. Nowadays, employees work on different teams and on different projects and frequently change their work roles and follow a complete unpredictable career path (Lievens, Dam & Anderson 2002).

Also, whether the firm is growing or running losses is likely to change the type of skills needed when looking for a leader. For instance, when the firm is looking for someone to fight inferior performance it might make sense to include innovative personal characteristics in the criteria of the search. *Per contra*, when the firm is doing well, innovation becomes relatively less important. Also, if the firm has been restructured recently and changed in terms of strategy makes sense to search for a profile linked to the new direction of the company rather than looking for the leader prototype that was followed before the restructuration. It remains particularly important that the organization follow the same path and jointly analyze the profile required when looking for the right leader. External factors are also a big deal and should be accounted. Those types of challenges will increase the need for flexibility and a brand-new perspective over the business. For example, instability, environmental issues, and technology *boom* are just some of them to consider. Understanding the organizational strategy is mandatory to select a team and, more importantly, the leader(s) that guides the/those team(s) (Zaccaro 2010). Therefore, it's critical to define clearly the strategy to chase and based on those requirements, find the right person to implement that strategy. If an organization lacks a shared perspective of the requirements that guide the selection process, a lot of harm may be caused even before the hire occurs. Furthermore, understanding the key human inherent characteristics that may lead to performance increases and meet the challenges of the organizations is fundamental. Zaccaro (2010), points

out the carefulness needed when hiring an executive in the sense that many recruiters look for talents like their own. This is a misleading way of recruiting and it's not even a good strategy as organizations must look for a distinct set of skills than the ones that already exists.

One critical issue to consider is whether an organization should seek internal candidates or outsiders. While some organizations prefer to hire *home* candidates who are deeply aware of the organization mission, vision and values, some other prefer outside candidates (Collins, 2001). The firm size may determine whether it chooses an internal or external candidate. For instance, for a small firm might be harder to find qualified people to fill the available position.

On the other hand, if there's qualified human capital in the firm with strong senior management competences there is enough room to fill the need with an internal candidate. Also, if an organization is performing well and showing positive returns, a committee may feel that doesn't make sense to incur on significant changes and hire an external candidate. The opposite is also a solid conclusion. A low performance firm may sense the need of changing the way things are going and the people they have on board. Likewise, when inside executives have a power over decisions by being on the board of directors they can jump forward and challenge the actual CEO and position themselves. Collins (2001) says that hiring inside is correlated with better performance even in the cases of startups when changing environments are a constant and the firm size is small, showing surprising results compared to what was expected in these situations.

Regardless of the origin of the candidate, the recruitment process should be as effective as possible. To do so, some procedures should take place.

For instance,

- Make sure that the organization understands what type of attributes it is looking for depending on the position available and the job description of that position;
- The importance of character, integrity, and ethics (which may be hard, if not impossible, to assess in the recruitment process but should be properly evaluated in the selection process);
- Seek for attributes related to learning and responding to the dynamic environment;
- Incorporate skills that appear in recent studies on the field like collaboration; managing change; effective team building; exercising influence without authority and driving innovation.

### 1.1. Innovation and Technology relevance

One of the goals of this study, considering the digital world in which we, as a society, are inserted, is to investigate the extent to which literature considers this a significant topic. Later in this document, it will be clear that PeS' customers and consultants are not indifferent to this reality either.

To be successful in the complex world and economy, organizations face rising competitive challenges that they need to cope with (Shanker et al., 2012). The delivery of their products and services need to be distributed with new ways and criteria's, and this is where the word "innovation" stands out. This may be achieved if organizations understand their capabilities with respect to effective innovation practices, and here, leaders have a tremendous importance. The flow of innovation must be steady and not occasional. It's no longer about establishing innovation procedures, it's also about keeping them.

To do so, staying competitive and create value is critical and, therefore, support innovative leadership is a key factor to be successful (McEntire & Greene-Shortridge, 2011).

In what concerns the leader's role to support innovation practices, those who define group goals and have a severe control for resources are the ones able to create environments where innovation is possible (Shanker et al. 2012).

Sustained innovation depends largely on the ability to create an organizational climate that points directly to the need of being innovative. And here, leaders have a central, if not the key role. Encouraging an environment where innovation is propitious to take place is a key differential and competitive advantage indicator for any organization that wants to achieve higher performance and to reach greatness. Employees barely innovate if their leaders don't encourage that type of behavior and therefore leaders must be careful to do so. According to Sarros, Cooper, and Santora (2008), successful innovative leaders who spread innovative ideas and support an innovative organizational culture, impact directly the likelihood that organizations keep improving to sustain their market position or even increase it.

Thus, creative outcomes are dependent of the likelihood that managers provide an appropriate leadership. According to Shanker et al. (2012), organizations that recognize innovation as directly linked to their leaders, structure and culture achieve a competitive advantage.

Summing up, leaders must understand how the characteristics of their leadership potentially impact the existent climate for innovation. Then, leaders must embrace an open attitude towards the importance of innovation and fight any signs of apathy.

Considering the study developed by Hadass (2004), job seekers are increasingly applying to job offers through the Internet. The author developed a study that focused on online recruiting and found out that recruiting through

the Internet has two opposite effects. First, it is much more comfortable and reduces the costs for job seekers, while is less time consuming. On the other hand, the match quality between the recruiter need and the applicant is reduced. In the second place, technology improves firms' ability on screening applicants. The ultimate impact, according to Hadass (2004) is seen by weighting the two magnitudes.

To McEntire and Greene-Shortridge (2011), identifying leaders that are innovative can be facilitated by keeping contact with current leadership style and instil them a future innovation focused leadership style, and create a propitious environment for HR- management practices that may distinguish the innovative leaders from the remaining leaders, and providing high returns on investment for organizations. McEntire and Greene-Shortridge (2011), emphasize the importance of HR professionals become members of social networks to expand their own network and, consequently, be closer to find innovative leaders. Li, V, Mitchell and Boyle, (2015) also considered innovation as a crucial tool and challenge that nowadays leaders must embrace to gain competitive advantage and stay alive in the industries they operation, with no exception to HR consultancy firms.

To complicate things, there are some positions, specially more senior positions, whereas there is no precedent nor history as technology keeps providing more diverse types of jobs and consequently different types of required skills (Lievens, Dam & Anderson, 2002). As a direct consequence, the task for the HR professional in charge of the recruitment and selection procedures is difficulted since no traditional methods for job analysis are useful. In other words, and according to Lievens, Dam and Anderson (2002), there was instilled somehow the assumption in the recruitment and selection traditional processes that enterprises could choose from a diverse agglomerate of candidates and basically reach and, eventually, hire the best candidates and that

those candidates would easily accept the terms and conditions and take the offer, which is not a reality in the present days. With a similar approach of acknowledging that nowadays HR organizations have to deal with increased complexity and technology developments is Bartram, D (2001) that considers the usefulness of the Internet in recruitment and selection processes a game changer in the world of R&S, with incremental speed and reduced costs.

Leaders, and specially, the right leaders are more important nowadays than ever before because they need to cope with increasing competition from other organizations. Therefore, the concept of innovative leadership rises, in the form of people that touch diverse areas of the organization while instilling creativity in others and taking the organization to a superior level (McEntire & Greene-Shortridge, 2011).

Lievens, Dam and Anderson (2002) considered that Internet-based applications provide the opportunity for applicants to apply online for a specific job in either a structured or unstructured way. In the case of the latter, organizations typically receive large amounts of resumes in totally different formats which complicates the screening of those resumes and is usually very time consuming. *Per contra*, structured platforms for resumes submission are less demanding for recruiters to screen candidates. Apart from screening resumes, Internet also shifted the way interviews were conducted as nowadays some of them are possible to conduct online, by video conference. According to Straus et al. (2001), although there are typically some technical problems in videoconference interviews, for instance, with the audio or the display quality, interviewees are evaluated in the same way in comparison to face to face interviews.

Lievens, Dam and Anderson (2002) go further in asserting the usefulness of the Internet based recruitment and selection processes, claiming that investing

in marketing principles through the Internet may increase the attraction of applicants both in quality and quantity.

## 1.2. Assessing and Evaluating candidates

One of the most important things to do is to make sure the organization evaluates correctly its candidates, whether they are external or internal to the firm (Zaccaro, 2010).

One of the ways to do it is assessing the psychological attributes of the applicants. Those types of procedures, like cognitive tests, are helpful in the sense that they measure important characteristics like intelligence and cognitive ability because somehow, they are predictive of a superior performance in a sensitive position like leadership is. Perhaps the most common screening methods consist in analyzing resumes and references which are useful for identifying misfits from the desired profile the firm is looking for. Furthermore, phone calls or informal meetings are also initial strategies pursued by organizations to differentiate poor performers from potential candidates. (Pulakos, 2005). While these initial screening practices are, indeed, useful, assessment methods provide a more accurate evaluation of professional competences as candidates are asked to complete a series of exercises that simulate real working situations, problems, and tasks that they would face on the job for which they are being considered (Pulakos, 2005). Literature goes further in uttering that intelligence and cognitive ability are connected to an effective leadership and remains crucial for measurement of candidates in higher levels when compared with less demanding positions, in which those characteristics are not a majestic predictor. However, there are some limitations

in pursuing this approach of assessing candidates. An obvious limitation is the probability that most candidates for these high-level positions share similar levels of intelligence and cognitive ability, so a possible solution would be, for instance, to evaluate the candidates on their ability to build cognitive maps and assess the conceptual capacity (Zaccaro, 2010).

Personality assessments shouldn't be ignored as well. By assessing personality traits one cannot guarantee that any individual meet all the requirements but it's an indicator that would be foolish not to consider. Moreover, integrity tests for higher positions are becoming more popular as scandals of great magnitude such as Enron, keep occurring in society.

Resumes and references are the most common selection procedures to use. They aim to reflect professional experience, skills and academic background and are likely to be used as a way to evaluate a certain candidate is valid in terms of the position that need fulfilment. However, there are also some limitations with this approach. For instance, some important job specific notes may be left out merely because the candidate wasn't aware that the company was looking for that specific skill or attribute even if they put it in the job offer description. This specific limitation could be mitigated if candidates updated their resumes for each position they apply to, but often they don't. Additionally, there's a strong tendency to inflate the successes and minimize the failures. Consequently, the outcome of every resume tends to be artificially positive and misleading in some cases (Zaccaro, 2010).

Going back to assessment centres, they are a possible solution for a more rigorous and precise selection of a leader. They consist in simulating a real scenario of work in a dynamic environment with diverse kind of tasks that are asked to the candidate to complete while assigned investigators are taking notes on the skills they want to measure. This approach makes total sense for more high-level positions but not so much for lower level positions because they take

more time and generally are more expensive. However, facilitates the selection process in the sense that it involves a deeper analysis of the candidate and stronger conclusions can be taken off from the behaviour demonstrated by the candidate. Consequently, a more accurate decision can be made from this selection procedure.

Taylor (2007) considers that assessment centres are the combination of several selection methods to evaluate if the candidate has the necessary requirements to fulfil the function, and they last at least a day, or even more (Pulakos, 2005). The most used techniques are the structured interviews of the competencies evaluation, group exercises, psycho-technical and personality tests.

The combinations of methods vary according to the parameters to be evaluated. Its application requires several observers, who meet periodically with the participants, to analyse the results obtained after each exercise. This technique can also be used for the evaluation of already active employees. According to Robertson and Smith (2001), the fact that this method requires a great deal of material and human resources can be considered as an obstacle to its use. Pulakos (2005) considers that assessment centres are becoming a reality rather than an exception as “organizations compete fiercely in the war for talent”. Many organizations are currently investing resources such as money and time in efforts to attract and retain the best candidates in the market. The latter confirms what has been the recent trend, which is that today’s executives understand that human resources are the most important asset of any organization.

According to Gomes et al. (2008), we can categorize the selection interviews according to the way they are performed, taking into account the structure and the number of people involved. Interviews are the most common selection

method for executive's selection and widely used in firms. The two most common types of interviews (Robertson & Smith, 2001):

- Structured interviews
- Unstructured interviews

Structured interviews denote a planned and rigorous set of questions and focus on particular situations. They are generally applied to every candidate. It is planned in advance and meets a number of questions previously defined, in order to adapt to the characteristics of the function in question. Its main purpose is to confirm and collect additional information contained in the candidate's resume. This method is one of the most used in R&S processes, obtaining good predictive validity levels (Robertson and Smith, 2001). Being made by a jury panel, coincident evaluations make decisions more reliable than done by a single interviewer.

On the other hand, unstructured interviews denote an open set of questions that may vary from candidate to candidate and this is a choice of the interviewer.

It is done without any type of initial planning, can be face-to-face or made by phone, has an informal character. It has a great advantage which is the speed of implementation, since it does not need an anticipated planning. Its main disadvantage is that the interviewer neglects principal elements for the performance of the function. For Robertson and Smith (2001), this method has a low index of predictive validity.

Considering Zaccaro (2010) point of view, structured interviews evaluate candidate's job knowledge and experience and are better predictors of future performance compared to unstructured interviews. On the other hand, the latter despite being not as much of predictors of performance, are more typically used by human resources managers and consultants. Often, this

happens because HR consultants feel the need to be more active and participative in the interview and they don't easily sacrifice their autonomy and spontaneity, or sometimes firms see unstructured interviews more favourable than the structured interviews and exert pressure on the HR responsible for using that type of interview.

Robertson and Smith (2001) also saw in group interviews a possible solution which consists in interviewing a group of candidates simultaneously, allowing a great saving of time. They allow candidates in a context that requires a high degree of social interaction and to test their oral expression. More introverted people may feel intimidated and embarrassed by this type of interview.

### 1.3. Consultancy Firms

"Competition in the consulting industry has been growing since many companies have entered the market. Economic growth, increasing internationalizing, and the complexity of today's management have also affected the accelerated growth of the industry" (McKenna, 2006, p.9).

HR consultancy firm's characteristics and the image they pass to the market, like the size of the organization or even the recruiter's characteristics has direct implications regarding applicant's attractiveness to the job offer. Moreover, the applicants would rate (unconsciously or not) the reliability of the HR firm and that would have a direct impact on the willingness of candidates to take interviews and enrol in the selection process. (Lievens, Dam & Anderson 2002)

The act of outsourcing the human resources roles ranges from developing non-core activities to external suppliers (such as payroll) to the more complex tasks that characterize the human resources field, such as recruitment and selection activities, training activities and HR strategic planning (Çiçek & Ozer,

2011). HR managers of many organizations are recognizing the utility of outsourcing that type of activities to consultancy firms of human resources as a way of freeing their own agendas and guarantee a professional supply that meets the organization demand concerning human resources (Çiçec & Ozer, 2011).

It's vital to understand that one cannot make a perfectly informed decision regarding on who to hire. There will always have room to some omitted information not captured by the firms. Sometimes, even if the information at their disposal, managers lack the use of that necessary information. This might happen because some firms chose to outsource their executive search, leaving the care to consultancy firms to make the recruitment and selection of candidates and present a short list of presumably valid candidates to the firms make their final choice, picking the one they like the most. Most of the times this happens because firms are too busy to participate in these processes but the inconvenient is that in this case, firms don't have total access to all the information of candidates. This is even compounded when there is misleading information in the contacts of the outsourced firms with the needed firm. It can happen that the consultant firm interprets in the wrong way what it is supposed to recruit and then the organization stays in a position that chooses the one who can make a decent job but it's not the ideal candidate. From times to times, it's reasonable to assume that one or other suited candidate stays out of the recruitment process because the consultancy firm didn't include him/her in the recruitment process (Zaccaro 2010).

Additionally, one issue to take into consideration is the fact that the decision makers tend to see a full resume and neglect the advantages of comparing specific parts or skills from candidate to candidate. Therefore, it is advisable that they are encouraged to systematically evaluate the attributes of candidates. There are studies that prove that executives that did not make the best choice of

candidates for a position spent much more time on interview data than did those who did choose the best candidate (Zaccaro, 2010). For reasons of accuracy in choosing the best candidates, it's also recommendable that decision makers consider the scores in diverse tests and don't rely solely on one or two. The literature states that those who made the right choices in terms of choosing the right candidate for the position available focused more on human resources specialized firms reports and their information.

According to Norman, (2009) outsourcing the recruitment and selection processes to consultancy firms happens for two main reasons: the expertise of those firms and lowering costs (including time) and it's growing fast, as organizations increasingly understand the advantages and effectiveness of consultancy firms when dealing with this type of situations.

Çiğec and Ozer (2011), considered that one of the main reasons behind outsourcing recruitment and selection processes relies on the partnership transparency and seeking the development of less bureaucratic human resources departments, which often are obstacles to the operations smoothness.

Suomi (2008) concluded that the main goal for HR professionals is to become strategic value providers in the relationships with their customers and, therefore, fulfil their needs. However, literature claims that this strategic path is typically not facilitated from the higher hierarchical levels of the organizations. Similarly to the HR professionals, the HR consultants also share the need of adding value to the organization which makes the HR individuals equal in general, since in the end, both groups (HR consultants and organizational HR employees) want to add value to the organization they represent and they typically are customer oriented.

In general, clients are becoming more and more demanding as the environment around the consulting market is becoming much more saturated and competitive. The latter shifts client's expectations regarding the

consultancy service they may afford, and the increasingly number of firms to choose from. Thus, they demand greater experience, abilities, and skills from the consultants they hire (McKenna, 2006).

As for the study developed by Nolan and Benningson (2005), some trends are impacting client's increased expectations over consultancy firm's performance. Thus, the consultancy firms they will hire for human resources (among others) services are the ones that:

- Keep up with the pace of change
- Continuously reduce costs
- Accelerate product/service and market development
- Keep up with the technology evolution
- Establish strong network organization
- Develop niche opportunities

## 2. Leadership in Organizations

### 2.1. Considerations

Mcewan and Bradbury (2015), assume that many factors contribute to the failure or success of an organization but one common detail differentiates what is a good firm from what is a great firm – the leaders.

Leaders, nowadays, face more complex roles than ever. The problem begins with their individualistic approach and fulfillment of self-ego. Truth is that despite a substantial portion of leaders is achieving their personal performance targets, the organization's performance doesn't necessarily follow that positive pattern in terms of numbers. A leader must adopt a *helicopter view* of the

organization rather than rely solely on a certain business unit (Mcewan and Bradbury 2015). Besides the aforementioned, changes in workplaces on different levels make it even harder for superiors to manage the performance of their subordinates, so the leaders must take this into account (Bunchner, 2007).

On the other hand, the leaders that failed greatness, used to look to anywhere but themselves when comes to blaming for bad results and credit themselves when it comes to present satisfactory results. That type of leaders is described as not being able to subjugate their ego and self needs to build something larger and more lasting than their management period. For this type of people, work is about what they can take out of it, like money, fame and power, instead of being whatever they bring to society and the world, what they create, how they contribute (Collins, 2001).

Considering the opinion of Bass, Avolio, Jung and Berson (2003), besides acknowledging a specific type of leadership, one must consider that leaders who are adaptive to changes, circumstances and different environments, are more able to provide appropriate responses to the different types of needs, and, therefore, be more successful. Remains straightforward to assume that a person who has an overview of different industries and environments and even large professional networks has an edge over the ones who stick to industry specific knowledge and network (Zaccaro 2010).

## 2.2. Leadership characteristics that lead to higher performance

McEntire and Greene-Shortridge (2011) claim that the leader's first task is to transmit confidence and self-efficacy to subordinates, while instil optimism in them and make them believe they're capable of doing remarkable things, which, in other words, we may say as empower employees while also training and developing them. While technical skills are crucial at the lower levels of

organizations, cognitive skills are the most important at the highest level, such as in leadership positions. It's consensual that interpersonal skills, because of the increasing complexity at more senior levels, is also tremendously important (Zaccaro, 2010).

Keeping in mind the greatness of leaders, those who are resilient and encourage innovation can be seen as adversity managers. They need to instill these characteristics in their subordinates and be alert to opportunities go intact when change affects business (Gardner & Schermerhorn, 2004).

According to Ceitil (2006), skills can be divided into two categories:

- Transversal / soft skills are applicable and transferable in various professional contexts. They are not directly associated with a profession, place of work or function. They emphasize characteristics of an individual that are not quantifiable, such as the ability to communicate, lead, and motivate the performance of a function.
- Specific / hard competencies are directly related to the technical abilities an individual possesses to perform a particular function, associated with school qualifications and professional experience.

To Gruman and Saks (2011) performance is linked with employee engagement and without the latter, performance is hardly optimal.

Bunchner (2007) defended that increasing challenges organizations face making it necessary to refocus the attention on performance management, and consequently, on employee performance. The fact that employee performance is not neglected by leaders, facilitate employee engagement.

Furthermore, more recent debates on literature have been raising the importance of emotional intelligence. Emotional intelligent managers are said to be good at identifying colleague's emotions and manage those emotions for overall gains in the workplace. On the other hand, several studies have pointed

out that failing in recognizing and managing emotions may be the end of the line for many leaders (Zaccaro, 2010).

Although leaders must cope with a dynamic environment like the one described above, the importance of traits remain important for many authors and gathers some supporters. Lowder (2006), emphasizes the importance of traits in determining the potential for an effective leadership in firms, making followers share the leader's vision and go on the same direction. Some of the mentioned are intelligence (to identify change); integrity (and instil it others) and sociability (to generate true followership).

Erhard, Jensen and Zaffron (2016) claim integrity to be a decisive characteristic of leaders and a factor of production as important as knowledge. However, the role of integrity in performance remains largely unnoticed. The authors defined integrity as honouring one's word and the condition to be whole and complete and asserted it to be a necessary condition for achieving superior performance. Therefore, a decrease in integrity is followed by a decrease in performance, regardless the definition one gives to performance. A given level of performance doesn't allow the absence of a given level of integrity.

Emotional intelligence is another characteristic literature emphasizes. In fact, great leaders understand that emotional factors influence their co-workers. Behaviours that exhibit a "well-being" state are the most practiced by leaders in several industries (Web, 2011). Attributes such as happiness, optimism and healthy self-esteem are the primary sources of well-being and leaders who exhibit these characteristics are more likely to have satisfied employees.

In addition, one of the main concerns for a good leader is to articulate the role of leadership in fostering team effectiveness (Morgeson, Derue & Karam, 2010). Team leadership is oriented around the needs of the team and seeks superior performance by enhancing team effectiveness. Therefore team-

building skills are of major importance. Team performance and behaviour are reflected by its members and the number one task is to ensure that the team's mission is clear and compelling and, most of all, shared among team members. Defining the mission and guaranteeing that all team members understand it is extremely important, which makes communication skills essential for a leader.

Refocusing on the individual, Collins (2001) defined a leader as someone that builds greatness that lasts in time, through humility and will. That type of leaders put aside their own ego into the ultimate goal of building a great company. They are tremendous ambitious but that ambition is directed to the institution wellbeing and not themselves. The ideal leader is a mix of humility and will, denoting some duality: While they are modest and humble, they're at the same time fearless. The good to great leaders were proven to have such characteristics and the type of industry or welfare of the company didn't matter at all. Empirical findings suggested that great results with this type of leader were always achieved. A definition of the two characteristics that were assumed mandatory for a good to great leader was described by Collins on the table below:

*Table 1- Jim Collins (2001) – Humility vs Professional Will*

Professional Will	Personal Humility
Creates superb results, a clear catalyst in the transition from good to great	Demonstrates a compelling modesty, shunning public adulation; never boastful
Demonstrates an unwavering resolve to do whatever must be done to produce the best long term results, no matter how difficult.	Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.
Sets the standard of building an enduring great company; will settle for nothing less.	Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.
Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.	Looks out the window, not in the mirror, to apportion credit for the success of the company – to other people, external factors, and good luck.

Collins goes further with the mixture of humility and will, stating that leaders outline things or people besides them when things go well (and if they cannot find a specific person or event to give credit to, they credit good luck). At the same time, they take responsibility when things go wrong, never blaming bad luck or someone else.

However, one must ask what is the needed portion of ambition, that is often seen as crucial to achieve high positions, compared to the portion of humility mentioned above. The conclusions of Collin's study, tell us that the personal ambition stands far away from the necessary humility required for achieving a high degree of leadership. There is no doubt in assuring that great leaders are ambitious. They are indeed. What separates them from the remaining leaders is that they canalize that ambition for the sake of the organization and not themselves. Also, these types of leaders are obstinate in the sense they seek for sustained growth at all costs. They understand the long-term concept and they practice it on a daily basis. No great leader is concerned primarily with his management period but with the long-term firm success. They understand that the ultimate goal is to thrive as a team rather than individually. To difficult things, a board of directors often operate under the false belief that they need to find an unmeasurable ambition and egocentric person to make an organization great. This fact, is appointed was one of the greatest causes for having a tiny number of great leaders out there. Stepping aside, there is a group of people that may have what it takes to achieve this level of leadership but they're not in that spot yet. Therefore, under some circumstances – such as self-reflection, a good teacher, mentors, life experience – it is possible to achieve a higher leadership degree.

Dinh. J et al., (2014) state that the emerging leadership theories tell us that team leadership has increased its importance in the recent quantity of research

which is quite the opposite to what was happened in the previous millennium that used to combine the formation of teams with other established theories. That can be explained by the amount of strategy formation occurring within top management teams that managed to give team discussion relevance. The latter is a predictor that researchers, in general, are giving more and more emphasis to the “social context” in which the leader lives in and the importance he/she has on the team. Contextual, complexity, social network and integrative approaches attempt at capturing several aspects in which the leadership topic falls, suggesting that, perhaps, the context of leadership is not, at least not anymore, forgotten. An increasing topic of debate is also innovation, creativity and change with remarkably increased importance. Linking it with the team topic arisen, research suggests that teams and systems adapt to different periods of time and different dynamic environments. The latter is a predictor that leadership is indeed a never-ending topic of research and discussion and never goes out of time. The study of leadership keeps advancing. Thus, attention given to team, context and overall organizational effects of leadership are no longer neglected. Leadership emergence research, like research on leadership development, is also concerned with traits and experiences that predict a certain person to emerge as a leader. The latter suggests that researchers are taking a larger view on the subject emergence, investigating the behaviours, traits and experiences in different types of contexts.

Flanagan (2016) states that great leadership comes with a deep understanding of oneself. Before knowing employees and evaluate properly their competences, leaders must know who they are. The author, establishes what a great leader has that others don't. Thus, a great leader sees the positive aspects in others and encourage them to develop those aspects. They share the opinion that by encouraging employees to share ideas and suggestions they are somehow contributing to the wellbeing of everyone, while also embracing

diversity. They deeply know their weaknesses and strengths and are constantly seeking for new opportunities and alert to potential threats. Additionally, they only quit a task when it is completed and the job is well performed. They're typically lovers of challenges and creative persons.

Most of all, they challenge the *status quo*.

Collins (2001), describes leaders as being self-aware, process positive and negative ego-relevant information and are guided by ethical values. Although attributes such as honesty, trust and integrity are not new concepts within the leadership topic, ethical leadership theory remains actual in the sense that it embodies such behaviours in leaders, reinforcing these values in order to set the tone of the organization values. Some types of leaders, convey an organizational vision that motivates followers and develops a certain culture of "care, appreciation and support for co-workers that inspires a sense of belonging" (Collins, 2001). These theories have been received quite a lot of attention from researchers and are present in the new millennium. Emotions are also an emergent topic on the study of leadership under the research of the relationship between leader and follower emotions. Research into "toxic leadership", with too much authority that may cause harm to employees and the organization by harsh treatment given to them is becoming increasingly important and can be characterized as an emergent research on leadership.

Nowadays, leaders need to think and act on behalf the organizations best interests. The most successful leaders, called Enterprise Leaders, are the ones that have shifted their mindsets from individual results to organizational results. Thus, enterprise leaders have a significant impact on the company performance. That type of leaders understands that they don't achieve success by their personal strength and effort but from their subordinate's ideas which are applied to the business (Dinh. J et al., 2014). Additionally, they keep finding innovations that are happening within the organization and aim to spread them

across the whole firm. Instead of telling employees how to do things and what direction to go, they aim to connect with them and encourage the formation of teams and the joint creation of common goals. Human Resources experts play an important role in making leaders understand that overall performance comes first than individual goals. They need to shift their mindsets into more collaborative approaches.

### 2.3. The influence of leaders in their followers

Researchers when studying leadership, firstly focused on investigating the leadership itself (Morinaga et al, 2015). They were interested in studying the traits that predicted higher performance and common behaviours of successful executives. Even today, those two approaches have implications for the research of leadership. Little later, the emphasis became to be pointed to the relationships between the leaders and the followers. Recent researchers examining leadership assume that is in organizations hands to develop their leader's skills through training programs.

Junker and Dick (2014) claim that in the past, leadership has always been studied from the perspective of the leader and not from the perspective of the follower. However, literature tells us that understanding the follower side and not neglecting its relevance may contribute a deeper understanding of the leadership topic. While focusing on the leader side, literature tells us that the context is decisive when explaining the leadership variance. Therefore, contexts that are similar tend to give rise to similar patterns of leadership. By their study

of the correlation between leaders and followers, Junker and Dick (2014) concluded that followers denote higher levels of satisfaction with their jobs – which is by the belongings of this study a predictor of performance - , if their leaders fit the concept they have in their minds on how leaders supposed to be.

Thus, creating an environment where trust is present is likely to promote a jointly perceived success and properly motivate employees. Further research must be used to understand “ideal prototypes” rather than performance based prototypes. In fact, if a leader is only focused on performance related goals, chances are that he will be closer to be the only one having that goal.

Mcewan and Bradbury, (2015) provide a great interpretation about leaders importance to followers: “HR professionals must look beyond simply measuring leaders on their past performance and traditional leadership competencies, like strategic vision and communication, to directly measure and cultivate leader’s ability to build, activate and leverage networks in support of their own and their teams’ work”.

Flanagan (2016) assume that leaders can focus on the efforts of others rather than their self-achievements as they don’t need to boost their ego, their confidence is usually high enough. Thus, when leaders value and respect the people that directly report to them, high levels of retention of human capital are expected to appear. “People generally and employees in particular, gravitate towards leaders that have an identity they can count on, they know what to expect from them and the performance that is expected of them” (Flanagan, 2016, p.30).

## 2.4. Leadership according to gender

Gender in leadership and specifically the style of leadership that comes with it, has been debated over time, despite the evidence found in many studies that men are typically more efficient than women in this type of position. (Paustian-Underdahl, Walker & Woehr, 2014). Moreover, for Maznevski and Schneider (2010) the research began with the simple question of why there are fewer women in leadership positions than men in organizations. Their study, focused on searching potential differences in the way both groups work but found no clear evidence.

However, as Paustian-Underdahl, Walker and Woehr (2014) claim it, male and female managers were likely selected by firms according to the organizationally relevant criteria, decreasing the likelihood that the men and women who occupy these roles differ substantially. One interesting finding by Paustian-Underdahl, Walker and Woehr (2014) is that men in leadership positions tend to be more task oriented than women when the leadership role was more appropriate to men and that the other way around was also true when the leadership role was more appropriate to women. Furthermore, findings suggest that when the interpersonal ability is considered, women tended to be more effective than men (Paustian-Underdahl, Walker & Woehr, 2014) which is congruent with the study developed by Eagly and Johnson, (1990). In addition, the latter mentioned authors, found that interpersonal ability superiority in women, is not relevant or visible for the cases where the leadership role was more appropriate to men, which is congruent to what Junker and Dick (2014) found in their study, which is that leaders are most successful if their sex is the sex that dominates the office.

Paustian-Underdahl, Walker and Woehr (2014) highlighted that when all the dimensions of leadership are considered together there are no evidences of significant differences in the leadership effectiveness whether men or women are in-charge.

According to Patel (2013), women still experience a strong gender discrimination when being considered for promotions on both their performance indicators as well as their potential. However, they claim that “Women react to situations with greater emotional intensities than men do” and that “Women are better at recognizing subtle facial expressions”.

A great and intuitive comparison between women and men regarding leadership positions by Patel (2013) can be found in the table below:

*Table 2 - Patel (2013) – Women vs Men Personal Characteristics*

Women	Men
Generally more risk-averse	More overconfident
Great risk takers in social situations	More optimistic
Higher social sensitivity	React by action
React by feeling	More individualistic decision making
Creating an atmosphere where everyone joins	More to take corrective actions when performance lacks
Clear expectations and responsibilities and rewards for achievements	More assertiveness
People development: teaching, mentoring, listening to needs and concerns	More preference for competitive environments

## 2.5. Literature Review Summary

While developing this case study, the literature review helped to acknowledge the fact that manage change and the different environments that come with it are the heart of nowadays discussion on leadership.

Addressing the questions raised at the beginning of the chapter, it is possible to take some conclusions:

**1: What are the characteristics, attitudes and/or behaviours in leadership profiles that lead to higher performance?**

- Gardner and Schermerhorn (2004), mentioned that great leaders achieve success by being resilient and encourage innovation, while being constantly alert to new opportunities.
- Sharma and Kirkman (2015), found that leaders must engage in empowering initiatives to provide confidence to subordinates, which would supposedly boost organizational performance.
- Bass, Avolio, Jung and Berson (2003) consider that successful leaders must be adaptive to changes, circumstances and different environments.
- Gruman and Saks (2011) emphasize the importance of performance management and that performance is linked to employee engagement, which is also predictive of employee performance (Bunchner, T., 2007).
- For McEntire and Greene-Shortridge (2011), leaders must transmit confidence and instill optimism towards subordinates.
- For Flannagan (2016) successful leaders are the ones who are capable of thinking about their followers first and in themselves secondly.
- Lowder (2011) and Dinh. J et al. (2014), consider that a certain type of traits is inevitable to achieve higher performance, such as integrity, intelligence and sociability.

- Collins (2001) states that a combination of will and humility is crucial for achieving higher performance.
- Erhard, Jensen and Zaffron (2016) also claim integrity as one of a crucial characteristic for a leader in order to succeed and get respect by subordinates.
- Morgeson, Derue and Karam (2010) and Dinh. J et al., (2014) considered that promoting team work among the organization is a key factor to success.

**2: What are the recruitment and selection practices used to identify this type of talent? And why are they useful?**

- Collins (2001) and Zaccaro (2010) found out that for the recruitment and selection purposes, stakeholders and managers must be aligned with the needs they need to fulfil in order to reach the right people. Some of their suggestions are to make sure that the consultancy organization understands what type of attributes it is looking for, considering the job description, and to assess the character, integrity and ethics of candidates.
- Zaccaro (2010), warns for the fact that is dangerous for recruiters to recruit candidates similar to their own principles and values.
- Doherty (2010) highlights social media networking as trending and a magnificent source of a great return on investment.
- Taylor (2007) considers assessment centers a great selection method, although is considerably expensive and time consuming.
- Gomes et al., (2008) enlightens that interviews are the most common selection method and divide them into structured interviews and unstructured interviews.

- Robertson and Smith (2001) besides the referred interviews included in their study group interviews.

### **3: What is the impact and usefulness of innovation and technology in leadership and in identifying these types of profiles?**

- Sarros, Cooper and Santora (2008) concluded that remaining competitive and gaining an edge over rivals is directly linked to leaders that embrace innovation in their daily routines.
- McEntire and Greene-Shortridge (2011), and Li, V et al., (2015) and Lievens, Dum and Anderson (2002) share the same perspective on innovation and its relevance for performance increases. In their opinion, Internet-based applications provide the opportunity for candidates to apply online for a specific job in a structured or unstructured way.
- Hadass (2004) considers that recruitment is mainly Internet-based and job seekers are increasingly used to it.
- Bartram, D. (2001) considers that recruitment and selection using the Internet is a totally disruptive and a way of reducing costs and increment speed.

### **4: Why should organizations outsource recruitment and selection to consultancy firms?**

- Çiçec and Ozer (2011) concluded that HR managers are recognizing more and more the utility of outsourcing recruitment and selection practices to consultancy firms. Those allow the organizations and consultancy customers to “clean” their agendas and wait for a suited supply of human capital.

- Norman (2009) claims that organizations outsource these services due to the expertise of those firms and the lowering costs that come with it (including time).
- Clients are becoming more and more demanding in what concerns the human capital activities they outsource to consultancy firms, in part because they know they can extract great value from this type of firms. (McKenna, 2006). According to McKenna (2006) economic growth, internationalization and the complexity of management contributed decisively to the growth of the consultancy industry.
- Zaccaro (2010) argues that organizations are in general too busy to deal with demanding and time consuming recruitment and selection processes.
- Lievens, Dam and Anderson (2002) attribute great utility to HR consulting firms despite alerting for the fact that reliability and image of the consultancy firm plays an important part in the receptivity of the candidates in applying.

##### **5: What is the impact of gender in leadership positions?**

- Paustian-Underdahl, Walker and Woehr (2014) revealed that there are no evidences of significant differences in the leadership effectiveness whether a man or a woman is in command of an organization.
- Paustian-Underdahl, Walker and Woehr (2014) and Ealgy and Johnson (1990) considered that whenever the interpersonal ability is considered, women tend to be more effective than men.
- Junker and Dick (2014), concluded that leaders are most successful if their sex is the sex that dominates the office.
- Patel (2013) claims that women are generally more risk-averse than men, despite the fact that they're greater risk takers when facing a

social situation. Women react by feeling and denote higher social sensitivity. Men, in their turn, are generally more overconfident, optimistic and more reactive to action.

## Chapter 2

# Methodology

The present chapter attempts at covering the methodology used under the development of the empirical study.

The methodologic processes will be properly evaluated and its utilization will be explained in order to understand the scientific purpose of this study composed with guaranteeing reliability.

Thus, in this chapter, it's possible to find the explanation of the recruitment and selection methods used in *Pessoas e Sistemas*, the methodology used for the investigation, the sample and the categorization of its participants, the explanation of the techniques used and the explanation for addressing transformational leadership on the basis of the questionnaire used; the formulation of the hypothesis and the explanation of the pertinence in formulating them and, finally, the demonstration of all the procedures.

In order to analyze the results, in the next chapter, the statistical tool SPSS - Statistical Package for Social Sciences was used.

## 1. Investigation Context

The curricular internship, which arose from a partnership between Universidade Católica do Porto and the company, took place between September of 2016 and mid February of 2017, in a total of more than 500 hours, in the firm *Pessoas e Sistemas – Consultoria e Gestão de Recursos Humanos Lda* in Porto.

*Pessoas e Sistemas (PeS)* is a small company founded in 2005 in Lisbon, under the direction of Eng. Carlos Valente and Dr. Ana Paula Alves. He works in the area of consulting and services in Integrated Management of Human Resources, with specialization in the following areas: Recruitment and Selection, Assessment Center, Training, Consulting and Management.

PeS has as its target audience the companies and people who have an active role in the various functions, always with the goal of evaluating and developing

competences in order to generate adjusted behaviours to the needs of the organization.

Its clients include, among others, the Universidade Católica do Porto, PwC, NORIS Auto Sueco, Banco de Portugal, ESEIG, Grupo RAR, Fricon, Carglass, FREZITE, Grupo JAP, Centrocar.

In 2013, the Porto delegation, was created to cover the needs of the companies in the northern region of the country and managed by Dr. Alexandra Pinto and Dr. Filipa Pires with the presence of three other collaborators. The delegation has been growing and having more and more customers, which translates into a greater workload, hence the need to grow the team, so as to improve processes and increase the productivity of the company.

The internship aimed at accompanying the daily activities of the company but, above all, to contribute to the continuous growing process of the firm.

For the purposes of this study, and taking into account that the number of customers is increasing at a considerable pace, becomes especially important to understand if the procedures that Pessoas e Sistemas' consultants are applying in the recruitment and selection processes are relatively in accordance (or not) with what the customers value the most in the leadership profiles they are recruiting.

Thus, the contribution of this study, relies on identifying common perspectives between clients and consultants over the characteristics of leaders, but more importantly, to identify some of the characteristics that are valuable to customers and less valuable to the HR consultants and vice versa, which will constitute a priceless information at disposal of Pessoas e Sistemas, to reflect and possibly adapt.

In addition, the recruitment and selection practices implanted at Pessoas e Sistemas, which will be discussed further in this document, will be confronted

with the literature in order to evaluate what kind of procedures may be upgraded.

### 1.1. Pessoas e Sistemas' Practices – Recruitment and Selection

Despite the core business of the firm is not only recruitment and selection activities, for the purposes of this study, only the tasks related to the recruitment and selection activities were included.

The recruitment and selection of leaders in Pessoas e Sistemas have the following stages:

#### **Recruitment:**

- 1- Job Advertisements – The creation of job advertisements and the act of spreading them in the online platforms such as net empregos, sapo empregos, itjobs and LinkedIn is the first step and the beginning of the recruitment and selection process.
- 2- Curricular Screening – In this phase, the selection of the candidates is made according to certain pre-defined criteria and to the technical skills necessary for the job in question.
- 3- LinkedIn Search – LinkedIn is a powerful professional network that allows recruiters to reach potential candidates for all kinds of available positions. This is a fundamental tool for any recruitment and selection firm and specially important when the other sources of recruitment aren't sufficient to fulfil the positions.

### **Selection (and Assessment):**

- 4- Biographical interview – Is the first contact between the candidates and the consultant. In this interview, the candidates are asked about their academic and professional background. It also presents the function for which the customer is recruiting and may or may not include the identity of the customer. Usually, the candidate is asked about the duties he performed in the previous professional experience and the match is made in technical terms. That is to say, to what extent, and through the evaluation of the tasks that the candidate previously performed, he or she is technically fitted to perform the job for which the customer is recruiting. It is relatively common to ask applicants why they left the previous companies and realize to what extent the candidate's salary expectations are compatible with the boundaries set by the client and whether the geographical issue is equally compatible. However, some of these issues may quickly be solved by telephone. The availability of the candidate (in number of days) is also checked. In addition to assessing the technical part, the HR consultant also must seek to realize to what extent the candidate is truly motivated to integrate a new project, especially the one that the client has in perspective.
  
- 5- Interview Based on Competencies– This type of interview is the second step of the selection process, with a different objective compared to the biographical interview. At this stage, what is sought is the extent to which the candidate has a behavioural posture consistent with the posture desired in a leadership profile. Thus, candidates are asked about difficulties they have encountered in the past, in the course of an earlier professional experience and how they have solved it. Through these types of questions, which are asked for concrete examples, it is possible to

gauge the level of resourcefulness of the candidates and to what extent they show signs of resilience in the face of difficulties. Another of the issues usually used is examples where the candidate has already had to help a colleague who was having difficulty in performing his or her tasks, or simply too busy with the accumulation of tasks to be performed. Through the examples advanced by the candidates, or in cases where it has more difficulty in advancing with examples, it is possible to measure the interpersonal sensitivity and team spirit of the candidate. Another of the commonly used questions is to see if the candidate, by giving real examples, is capable of contributing to something unforeseen that arises at work and that forces him/her to work more than contractually stipulated. Here it is possible to see the level of commitment of the candidate.

- 6- Role-play – If the candidate has passed the previous two phases, he is presented with a roleplay. A roleplay is a scenario of a real working context where both consultant and candidate are, during the exercise time, actors. In this exercise, it is explained to the candidate beforehand how it works and is given a script with the instructions of what will be simulated when the exercise starts. For about 20 minutes the candidate is left alone to read the exercise instructions and to plan how his course of action will be. After the determined time for the candidate to properly interpret the exercise, the consultant enters the room already representing the work simulation. Usually, in these exercises the consultant plays an angry worker with his / her working conditions in terms of career stagnation, disappointing working conditions, poor relation with other co-workers, lack of support from superiors and relationship with superiors. It is up to the candidate, after the exhibited posture of the

consultant, to move forward with measures that mitigate the dissatisfaction of the worker, taking care of all the issues that annoy the worker with concrete measures. Usually, the characteristics of the roleplay varies according to the performance of the candidate, and if he has an excellent performance in the exercise, the consultant moves from an aggressive posture to a more calm and reassuring posture, and, on the contrary, if the performance of the candidate is not so good, the consultant can simulate a worker who already enters the meeting somewhat aggressively and still becomes more annoyed. Through this exercise it is possible to evaluate several leadership skills.

- 7- Analysis Exercise – In the analysis exercise the candidate is confronted with a script where he/she is exposed to a particular situation, usually a work context, with several tasks that are pending and where the candidate plays a worker of the company in charge of following up these tasks. The candidate performs this exercise without needing to go to PeS' offices, only needing to be in front of a computer for 80 minutes. The goal is to see to what extent the candidate takes care of the needs of the company described in the script, measuring characteristics such as problem analysis, planning and organization and time management.
  
- 8- Group Dynamic - This group exercise requires that the participants analyse information until reaching a series of group decisions. All participants have access to the same information to review and discuss. They've worked together in order to reach the recommendations. 45 minutes are given to the participants to prepare and discuss the situation. The ones that stand out with more valid contributions are higher rated.

More than one consultant is constantly writing down what is being discussed.

## 2. Methodological Choices

The investigation methodology allows defining a structure that may be compared to what literature says about a given topic. This study looked for testing the hypothesis regarding the dimension's object of study: Leadership in a context of recruitment.

The methodological development considered was through structured questionnaires that are relevant in the sense that they are, in the first place, easy to implement, which means that they allow obtaining reliable data. Second, the application of the questionnaire to PeS' clients in higher positions, such as the directors of the Human Resources department and, in some cases, the CEO's of these companies would be extremely difficult if any other method was used. The latter, is explained in the sense that traveling to customer locations is an almost impossible task due to the geographic distance from Porto to these client's locations, along with the difficulty of adapting the schedules of these people and ensuring that there is availability to receive the PeS' collaborators. This explanation also justifies the difficulty in performing a qualitative rather than merely quantitative method. Although it hypothetically provides more solid and profound testimony about any topic, it would be impractical. Therefore, relying on a quantitative method such as a questionnaire, allows customers to spend no more than a few minutes filling it out and

contributing to the study. Thirdly, the relevance of the use of a questionnaire is supported by the review carried out.

The questionnaire was developed with the aim of systematizing the data collection process by formalizing questions that were prepared in a predetermined way, thus making the process much more direct and objective. With the scope of standardizing the data collection process, it was decided to place closed or semi-closed questions, allowing gains in objectivity in the analysis of the questions, and making the questionnaire less dense. Thus, the questionnaire was divided into four parts, seeking to analyze leadership profiles from different angles in which the first three groups encompass open and semi-open questions and the last group involves an open question that throws the topic of leadership into a long-term perspective. Additionally, the survey was developed based on a scientifically validated questionnaire about transformational leadership, which will be discussed in the following chapter.

Hill (2012), considers that there are advantages and disadvantages to open and closed questions. In addition, the authors consider that a questionnaire containing open questions and closed questions is especially useful when qualitative information is sought to complement the quantitative information obtained by the other variables.

And that is exactly what was proposed, to study as best as possible the PeS' customer's perceptions about leadership profiles, getting the best possible answers and leaving one last question that would allow to gather more information without, at the same time, making the questionnaire too "heavy", discouraging respondents from completing it.

Table 1 - Hill (2012) Open and Closed Questions

Type of Question	Advantages	Disadvantages
Open Questions	<p>Provide more information;</p> <p>Provide more detailed and rich information;</p> <p>Sometimes provides unexpected information</p>	<p>Often the answers have to be interpreted;</p> <p>It takes a lot of time to encode the answers;</p> <p>Usually at least two evaluators must be used in the interpretation and coding of responses;</p> <p>Answers are more difficult to analyze in a statistically sophisticated way, and analysis takes a long time</p>
Closed Questions	<p>It is easy to apply statistical analysis to analyze the answers;</p> <p>It is often possible to analyze data in a sophisticated way</p>	<p>Sometimes response information is poorly;</p> <p>Sometimes the answers lead to too simple conclusions</p>

## 2.1. Transformational Leadership

In the first place, the purpose of this study was not to cover and analyze deeply all the different approaches to leadership, which is the reason for this sub-chapter not be included in the literature review. Despite the latter, the option was to rely on a transformational leadership type of questionnaire for the reasons described below.

Although, nowadays one cannot say that there is a dominant trend in the research conducted on leadership, the new research has been trying to overcome the limitations of the previous approaches to leadership, putting emphasis on the relation between the leaders and the employees. The transformational leadership can be, therefore, seen as an upgrade to the transactional leadership. The latter can be defined as “the process of influence which the effects are reflected to the motivational level of the followers, with the intention of pursuing their own goals” Thus, the workers work collaboratively with their leader on the exchange for knowledge, rewards and resources or to avoid disciplinary sanctions, (Dimas et al. 2016).

On the other hand, the transformational approach, “transforms” attitudes and employee’s values on behalf of the organization and develops an enforced commitment of the subordinates with their leaders and the ultimate goals of the organization. On the contrary with the remaining approaches to leadership, the transformational approach values the existence of emotions rather than pursuing a more rational approach to leadership. Moreover, it gives emphasis to the importance of symbolic behaviors and the role of the leader in turning happenings significant to their employees. This theory contributes to the comprehension on how the leader manages his/her subordinates to create overall gains for the organization (Dimas et al. 2016).

But why select a questionnaire based specifically on Transformational Leadership?

The completeness of the transformational theory provides useful tools for understanding leadership as a whole and its emphasis on relationships and emotions, is coincident with the focus of this study. The purpose was to conduct the research with a deeper inclination towards the transformational theory and its utility regarding the understanding of the characteristics of leadership that the decision makers value the most. Additionally, the focus on the relationship between the employees and the employers that the theory rises, makes the perfect match to the relation leader-subordinate which is particularly relevant for this study. According to Bass and Riggio (2006) the adoption of transformational leadership is linked and a predictor of higher organizational performance, because it is assumed not only to be inspirational and motivate subordinates, but also to represent attributes such as integrity, charisma, and intellectual stimulation.

Relying on the work developed by Geier (2016), transformational leadership is the more predictive approach to leadership on employee followership than any other type of leadership.

Li, V. et al., (2015) found a correlation in transformational leadership and innovation which is somehow interesting as technology evolution and innovative leadership are some of the covered topics in the literature review section. According to Li, V. et al., (2015), it was found a “positive relationship between group-level transformational leadership and group innovation, and an inverse relationship between individual innovation”. The logic behind their conclusions is that at the individual level, the transformational leaders are able to develop individual motivation and instill creativity in others while developing their subordinates skills and

making them more fruitful in a working context but when transformation leadership is taking into consideration on a group level, the team as a whole benefits in terms of identity, shared vision and the prosecution of the same goals, but shows some setbacks in the cases of individual innovation. Either way, the fact that there are evidences in the linkages between transformation leadership and innovation, makes it interesting to embrace this type of leadership in this explanatory study.

To sum up, since the finality of this study is in part understanding the consultant's role in the acquisition of great leaders, it's realistic to assume that the selection process is not merely based on rational attributes but also emotional attributes which transformational leadership theory highlights. During the research made for this work, a transformational leadership questionnaire scientifically validated (Dimas et al., 2016) was seen as a great possibility to address the type of questions that suited the needs of the investigator and for that reason it was chosen.

## 2.2. Participants

Regarding the sample of this study, as mentioned, the questionnaire was made available online and sent through e-mail Pessoas e Sistemas' customers. By denomination of customers, it was understood to restrict for the purposes of "customers" all companies that have already used the services of Pessoas e Sistemas and from which the company billed. The questionnaire was made available through a link that invited the

participation of the company's customers, where the content and purpose of the questionnaire were explained in the email body.

The sample of this study consisted of the following 46 companies:

*Table 2 - Pessoas e Sistemas'Customers*

ACS	Carglass	Fraunhofer	JP Sá Couto	Safira	Universidade do Porto
CEIIA	Centrocar	Frezite	Junta de Freguesia de Paredes	Sampaio & Sampaio	UCP
Argon	CIM TS	Fricon	Multicargo	SAPA	Valpi
Associação Nacional de Farmácias	CINTRA	Gepoil	Petratex	SEW Eurodrive	Valsousa
Banco de Portugal	Camara Municipal de Amarante	Gestamp	PWC	STET	Vianas
Cerealis	Desfo	InterRisco	Quantal	SOFI	Yeldify
BorgWarner	EcoRede	JAP	RAR	Tensai	
Cardan	EDP	JIMO	Redicom	Udream	

For the purposes of this study, it was decided not to include companies that have some kind of relationship with Pessoas e Sistemas but that cannot be called "customers" for the reason that they have not paid for any services of the company. Although Pessoas e Sistemas' partner companies may in the future become its customers, it was also decided not to include these companies in the study due to the unpredictability in relation to hiring PeS for this type of services.

In addition, although the target clients of this study were only 46, the questionnaire was sent by email to 84 individuals, which is the effective number of the sample. The latter is explained by the fact that in some of the clients, several people are responsible for the processes of recruiting leadership profiles. Often, in the larger companies, the human resources department is involved in the recruitment processes, together with the CEO of the company, thus justifying the pertinence of listening to both Human Resources collaborators and CEOs.

As an example, PwC, one of the “Big four” financial advisory firms, given its size, has 3 people responsible for the recruitment processes at PwC, so the questionnaire was applied to these three people.

The size of the companies justifies largely sending the questionnaire to one / more than one person. While the above is true, it is also valid that smaller companies do not have HR departments, or if they do, it will be at most one person. Usually, it is not just HR people who are present in the recruitment processes of leadership profiles.

At the same time, the same questionnaire was applied to the *Pessoas e Sistemas*’ consultants, where the only change made in the questionnaire was the inclusion of a sentence in the text of the presentation of the questionnaire to indicate that the survey would be applied exclusively to *PeS*’ consultants. Thus, taking into account that the *PeS*’ team has 6 people + an external consultant, 7 responses were collected for the purpose of the study in question.

Thus, gathering the answers collected from the *PeS*’ customers with the answers collected by the consultants, it was possible to collect 33 client responses and 7 responses from the company's consultants, totalizing 40 responses.

### 2.3. The inclusion of PeS' consultants

The questionnaire, as said previously, was applied to the PeS' consultants, which are 7, since they are professionally capable to properly conduct the selection process of leaders. The latter can be deducted based on the great number of processes they have received from their customers. Many clients rely on the knowledge of Pessoas e Sistemas to handle recruitment and selection processes. As the literature says, and PeS really confirms it in practice, many companies that do not have the time nor resources to conduct a rigorous selection process, look for alternative solutions and, in this case, PeS is frequently considered. In addition, leaders are often associated with more senior positions and the more difficult and sensitive a choice usually is, the more companies delegate specialized entities, such as a PeS, as much as to have a second opinion and reach more people.

There may be cases where clients want to perform interviews in the consultancy firm to avoid suspicion, for instance, in cases where they have someone who still works at the company and it's about to be replaced.

In addition, makes special sense to include PeS' consultants in the process because there are procedures in PeS, depending on the needs of the business partners, that may guarantee a more complete and reliable selection process. Moreover, the latter is relatively common for companies that have recruited leaders and not very common for lower levels of recruitment, in which case one, maximum two interviews is sufficient. In such processes, leadership characteristics are usually not so relevant to what the customer needs in terms of human capital.

### 2.4. Investigation Question and Hypothesis Formulation

Any study should have as its starting point a research question that would support all the research developed. From that point, some hypotheses were decomposed from the bigger question to study particular patterns and contribute to the improvement of the knowledge of the firm in respect to its clients. Although hypothesis number one and four were developed taking into account the contribution of the literature review, the remaining hypothesis were developed considering the importance they represent to Pessoas e Sistemas.

The investigation question of this study is:

“What is the most valuable leadership profile/characteristics for PeS’ clients?”

From that point, some hypothesis were proposed to be studied in order to deeper understand the underlying’s of this study:

**H1:** Pessoas e Sistemas’ consultants denote more concerns with the transformational leadership characteristics than the clients.

**Justification:** Since the questionnaire used in this study is based on transformational leadership, the first hypothesis is to evaluate whether there are statistically significant differences between consultants and clients regarding transformational leadership (see pp 63-64 for transformational leadership definition)

**H2:** Planning and Organization is the most valued competence in the PeS’ consultants perspective and the most valued compared to the other groups.

**Justification:** One of the fields of expertise of Pessoas e Sistemas is the evaluation of competences. Planning and Organization is one of the competences that the consultants value the most and the firm wanted to

know if this competence is also valuable for its customers (see Planning and Organization definition on page 80).

**H3:** There are statistically significant differences concerning the responses of men and women regarding Planning and Organization competence.

**Justification:** H3 was conceived based on the confirmation of the literature review that women and men may have different perceptions on what they value the most in leadership profiles (Patel, 2013); (Paustian-Underdahm Walker & Woehr, 2014), even though those differences are not significant (Paustian-Underdahm Walker & Woehr, 2014). The inclusion of Planning and Organization competence in H3 has the same justification as H2.

**H4:** The leader of the future is perceived by the inquiries as someone who denotes a high ability to manage change.

**Justification:** H4, which is a qualitative question, (see group 4 of the questionnaire in the annexes) was conceived to provide more in depth information about the future trends of leadership profiles. The latter, will be particularly important for PeS to reflect on its customer's opinions.

## Chapter 3

# Results Analysis and Discussion

In the following chapter, the information analysis is subdivided into different parts. In the first part, it will be possible to analyze the sample characterization, namely, the biographical/sociodemographic profile of the inquiries, the test of the hypothesis outlined in the previous chapter, descriptive analysis and the analysis of the differences found when studying the desired leadership profile for the clients and for Pessoas e Sistemas' consultants.

## 1. Sample Characterization

The sample is constituted by 40 inquiries in which 7 of them are Pessoas e Sistemas' consultants and the rest of the 33 are Pessoas e Sistemas' clients.

From table 3, it's possible to see that 70 per cent of the participants is female, while 30 per cent is male. To this results we must acknowledge that the human resources department of PeS clients is mainly constituted by women.

*Table 3 – SPSS Sample Analysis - Gender*

	Frequency	Percent
Female	28	70,0

Male	12	30,0
Total	40	100,0

Regarding the firm dimension in terms of the number of workers, we can see for table 4 that 16 firms of the 40 inquiries (with 40% representation) have between 50 to 250 employees. Also, 10 firms (25%) have more than 250 employees, making the sample constituted mainly for relatively big firms.

*Table 4- SPSS Sample Analysis - Number of Workers*

	Frequency	Percent
0 -10 workers	8	20,0
11 - 49	6	15,0
50 - 249	16	40,0
250 or + workers	10	25,0
Total	40	100,0

In what concerns the academic background of the respondents, we can see that 45% of them (18) is graduated while only 5% (2 of 40) only completed the high school.

*Table 5- SPSS Sample Analysis - Academic Background*

	Frequency	Percent
High School	2	5,0
Degree	18	45,0
Master Degree	11	27,5
Graduation	9	22,5
Total	40	100,0

From table 6, presented below, we can declare that the average years of working among the inquiries is 12,10 years. The average age of the participants is 34.03, and the minimum recorded age is 20 while the maximum recorded age was 53 years old.

*Table 6 - SPSS Sample Analysis - Descriptive Statistics*

	Minimum	Maximum	Mean	Std. Deviation
Firm Dimension (in nº of workers)	0 - 10	+250	171,45	108,181
Age (in years)	20	53	34,03	8,900
Years of work (so far)	0- 5	+20	12,10	6,994

Considering the type of firms that answered the questionnaire, the table below denotes a greater amount of IT, Social and Counties firms (13) making it 32,5% of the sample; 8 respondents belong to firms that provide services; only 2 respondents belong to construction firms and 7 respondents are PeS' consultants, representing 17.5% of the sample.

*Table 7- SPSS Sample Analysis - Type of Firm*

	Frequency	Percent
Pessoas e Sistemas	7	17,5
Industry	10	25,0
Construction	2	5,0
Services	7	18,0

Others (Social, Counties, IT)	14	34,5
Total	40	100,0

## 2. Leadership Characteristics: Clients vs Consultants

Concerning the Group 3 of the questionnaire, the general goal was to understand what leadership characteristics were seen as more valuable for a leader to have according to the 360 degrees' model (Center for Creative Leadership, 2013). As before, a comparison between the clients and the PeS' consultants was made. In contrary to what was seen above, the data was analyzed separately and not in an aggregated way, and the clients weren't divided by groups. Additionally, the respondents were asked to choose at most 3 sentences/characteristics that they considered to be more relevant and 3 less relevant while leaving the remain sentences unselected. The latter justifies why some of the sentences have less response percentage than others.

Regarding the PeS' customers, the results can be seen in the table below:

*Table 8 - PeS'customers responses*

Clients	More Relevant	Less Relevant	% Response	% More Relevant	% Less Relevant	n=3 3
<b>To adapt to different cultures</b>	7	16	69,7%	21,2%	48,5%	
<b>Being able to get the best out of collaborators</b>	23	3	78,8%	69,7%	9,1%	
<b>Respect the differences</b>	3	7	30,3%	9,1%	21,2%	
<b>Make decisions</b>	18	2	60,6%	54,5%	6,1%	

<b>Set Goals</b>	9	8	51,5%	27,3%	24,2%
<b>Be visionary</b>	4	18	66,7%	12,1%	54,5%
<b>Be committed</b>	8	8	48,5%	24,2%	24,2%
<b>Promoting innovation and change</b>	13	6	57,6%	39,4%	18,2%
<b>Demonstrate openness to learn from others</b>	6	9	45,5%	18,2%	27,3%
<b>Demonstrate guidance for results</b>	13	8	63,6%	39,4%	24,2%
<b>Create good relationships with subordinates</b>	3	12	45,5%	9,1%	36,4%
<b>Be whole</b>	11	1	36,4%	33,3%	3,0%

The majority of the inquiries, 69.7%, considered the sentence “being able to get the best out of collaborators” the most relevant from all, closely followed by “Make decisions” (54,5%). On the other hand, 54.5% inquiries considered “Be visionary” as the less relevant sentence, closely followed by “To adapt to different cultures” with 48.5%.

Additionally, the respondents seemed to be relatively indifferent to the sentences “Respect the differences” and “Be committed” with a total of 30.3% and 48,5% tax of response, respectively.

As to the PeS’ consultants, the results can be found in the table below:

*Table 9- PeS' consultants responses*

Pessoas e Sistemas	More Relevant	Less Relevant	% Response	% More Relevant	% Less Relevant	n=7
<b>To adapt to different cultures</b>	1	4	71,4%	14,3%	57,1%	
<b>Being able to get the best out of collaborators</b>	3	1	57,1%	42,9%	14,3%	
<b>Respect the differences</b>	2	0	28,6%	28,6%	0,0%	
<b>Make decisions</b>	4	1	71,4%	57,1%	14,3%	

<b>Set Goals</b>	2	3	71,4%	28,6%	42,9%
<b>Be visionary</b>	1	6	100,0%	14,3%	85,7%
<b>Be committed</b>	2	1	42,9%	28,6%	14,3%
<b>Promoting innovation and change</b>	1	3	57,1%	14,3%	42,9%
<b>Demonstrate openness to learn from others</b>	2	0	28,6%	28,6%	0,0%
<b>Demonstrate guidance for results</b>	1	1	28,6%	14,3%	14,3%
<b>Create good relationships with subordinates</b>	1	0	14,3%	14,3%	0,0%
<b>Be whole</b>	1	1	28,6%	14,3%	14,3%

According to the results, the sentence “Be visionary” was addressed by all the 7 consultants and most of them (85.7%) considered it to be the less relevant sentence/characteristic. In what concerns the most relevant sentence considered, it was “Make Decisions” with 57.1% of the inquiries considering it. From here, we can find similarities between the results from the consultants and the clients.

Note that, in the sentence “Create good relationships with subordinates” the consultants were somehow indifferent to it with 14.3% response rate, while the clients addressed the sentence with 45,5% response rate.

### 3. Statistical Inferences

With the purpose of determining the right tests (parametric or non-parametric) to apply for each of the variables, it was made a test that assesses the normality of the variables – the Kolmogorov-Smirnov test. Note that for this case, the null hypothesis is the following:

H0: *The sample follows a normal distribution*

Table 10 – SPSS - Normality Test

		Kolmogorov-Smirnov <sup>a</sup>		
		Statistic	df	Sig.
Planning and Organization		,176	40	,003
Customer Service		,225	40	,000
People Development		,177	40	,003
Persuasive Oral Communication		,133	40	,072
Creativity		,128	40	,095
Decision Making		,168	40	,006
Initiative		,150	40	,024
Interpersonal Sensivity		,136	40	,062
Team Work		,146	40	,031
Transformational Leadership		,143	40	,040

As for the cases where the sig value of the variables  $<0.05$  I reject H0 and I conclude that they don't follow a normal distribution. This happens, for instance, with the variables Planning and Organization (sig= 0.003), Customer Service (sig=0.000), People Development (sig=0.003), Decision Making ( sig= 0.024), Initiative (sig=0.024), Team Work ( and the variable Transformational Leadership (sig=0.040). On the other hand, the variables Creativity (sig=0.095), Persuasive Oral Communication (sig=0.072) and Interpersonal Sensitivity (sig=0.062) all denote a sig value  $>0.05$ , which implies that the outside option has to be accepted and those variables are normal distributed (Gliem J. & Gliem R., 2013).

Since most variables don't follow a normal distribution, the choice was to conduct non parametric tests on every distribution, where the hypothesis do not require conditions about the data distribution (Gliem J. & Gliem R., 2013).

### 3.1. Transformational Leadership: Consultants vs Clients

Regarding the attribution of valuation to the transformational leadership, the results of the first group of the questionnaire were analyzed in a specific way. Thus, it was created, using SPSS, a variable named Transformational Leadership. That variable, includes the mean values of the results of the sentences that belong to the scientifically validated questionnaire used in the group 1 of the questionnaire which are:

- Communicate a clear and positive vision of the future;
- Treat your employees in an individualized way, supporting and encouraging their development;
- Promote trust, involvement and cooperation among team members;
- Stimulate members to think about new ways of solving problems and question the preconceived ideas;
- Encourage and recognize the merit of its collaborators;
- Be clear about the values and practices they support;
- Instill pride and respect in others and inspire others by being highly competent

Therefore, it was performed a Mann-Whitney U test to evaluate the possibility of having statistically significant differences on transformational leadership category whether we are considering Pessoas e Sistemas' consultants or clients.

The results can be found in the table below:

Table 11 – SPSS - Transformational Leadership

	Mean	Std. Deviation	Std. Error
Pessoas e Sistemas	4,5510	,40765	,15408
Clients	4,5195	,34777	,06054
Total	4,5250	,35348	,05589

Transformational Leadership	
Mann-Whitney U	107,500
Wilcoxon W	668,500
Z	-,288
Asymp. Sig. (2-tailed)	,773
Exact Sig. [2*(1-tailed Sig.)]	,781 <sup>b</sup>

From the resultant Mann-Whitney U Test, as pvalue = .781 which is greater than 0.05, one must declare that there are no significant evidences to assume that Pessoas e Sistemas group values more the transformational leadership characteristic than any other group, even though that the mean value (M=4.5510) is slightly higher than the mean value for the clients (M=4.5195).

Therefore, the H1: Pessoas e Sistemas' consultants denote more concerns with the transformational leadership characteristics than the clients cannot be confirmed.

### 3.2. Competencies Valuation: Consultants vs Clients

The Group 2 of the questionnaire had the goal of understanding in which manner the competences that PeS uses in a daily basis, in cases where it evaluates people, are valuable (and how valuable they are) to customers. Those competences (and their meaning) were developed by the firm consultants and they are applied on a daily basis on the evaluation of people competences, and, consequently, reported to the clients. Afterwards, it was applied a statistic test in order to see if there are significant differences between the valuation of the customers and the clients regarding those competences.

Thus, the competences and their meaning are the following:

**Planning and Organization** - Capacity to establish an appropriate action plan for him and/ or for the others in order to reach a goal

**Customer Service** - Exceeds customer expectations showing a total commitment to identify and provide solutions of the highest possible standards targeted to customer needs.

**People Development** - Develops the abilities and skills of others through training and other development activities related to current and future models. Sensitivity to the other's position.

**Persuasive Oral Communication** - Skills to express ideas or facts in a clear and convincing way. Is able to convince others to adopt their point of view.

**Creativity** - Ability to generate original and innovative ideas in order to provide imaginative perspectives on organizational issues.

**Decision Making** - Have readiness in decision-making, enunciation of opinions, taking action or commitments.

**Initiative** - Actively influence events instead of accepting them passively, see the opportunities and act on them. To originate action.

**Interpersonal Sensitivity** - Taking into account the existence of the other, the environment and its impact on both. The actions indicate consideration by the feelings and the needs of the others.

**Team Work** - Show availability to participate as a member of a team in which he/her is not necessarily a leader. Effective collaborator even when the team is work on something that does not have a direct personal interest.

Therefore, it was applied an Mann Witney U Test test to capture eventual significant differences between Pessoas e Sistemas' consultants and Pessoas e Sistemas' clients.

Regarding this group of the questionnaire, the scale used ranged from 1 to 9 and the respondents had to rank the competences in a way that the number one is the preferred and the number nine corresponds to the least preferred. In that sense, higher means correspond to lower valuation of the competences and lower mean values correspond to higher valuation of these competences.

Below, are presented the tables for the descriptive statistics and the used test.

*Table 12 – SPSS - Descriptive Statistics for Clients and Consultants*

		N	M ean	Std. Deviation
Planning and Organization	Consultants	7	2, 86	2,193
	Clients	3	4, 64	2,935
	Total	4 0	4, 33	2,877
Customer Service	Consultants	7	6, 14	2,734

		Clients	3	5,	3,042
			3	55	
		Total	4	5,	2,966
			0	65	
People Development		Consultants	7	3,	3,047
				43	
		Clients	3	4,	2,948
			3	76	
		Total	4	4,	2,970
			0	53	
Persuasive Communication	Oral	Consultants	7	4,	2,380
				00	
		Clients	3	5,	2,437
			3	76	
		Total	4	5,	2,490
			0	45	
Creativity		Consultants	7	4,	3,436
				86	
		Clients	3	5,	2,659
			3	48	
		Total	4	5,	2,771
			0	38	
Decision Making		Consultants	7	3,	2,440
				57	
		Clients	3	4,	2,729
			3	52	
		Total	4	4,	2,675
			0	35	
Initiative		Consultants	7	4,	1,915
				00	
		Clients	3	5,	2,640
			3	03	
		Total	4	4,	2,537
			0	85	
Interpersonal Sensitivity		Consultants	7	3,	2,507
				43	
		Clients	3	5,	2,861
			3	06	
		Total	4	4,	2,842
			0	78	

Team Work	Consultants	7	5, 86	2,854
	Clients	3	5, 61	2,621
	Total	4	5, 0 65	2,627

Regarding the competences described in this study, and based on the descriptive table provided by SPSS, some interesting conclusions may be outlined. First, *Pessoas e Sistemas'* consultants value more the *Planning and Organization* competence than the firm clients, even though they are not statistically significantly different. The same happens with the competence *Interpersonal Sensitivity*. Both the categories denote lower mean values, which, as described above, is a signal of higher valuation. *People Development* also confirms higher valuation for the consultants compared with the clients.

On the other hand, while the unmentioned categories yield very similar results, the category *Customer Service* (surprisingly or not) is apparently more valuable for the clients. As said previously, although some of the results are relatively clear, it is not possible to allege that there are statistically significant differences, due to the small sample size of this study.

Table 15 – SPSS - Mann-Whitney U test

	Planning and Organization	Customer Service	People Development	Persuasive Oral Communication	Creativity	Decision Making	Initiative	Interpersonal Sensitivity	Team Work
Mann-Whitney U	76,500	112,000	85,500	68,000	101,500	92,500	85,500	77,000	108,500
Wilcoxon W	104,500	673,000	113,500	96,000	129,500	120,500	113,500	105,000	669,500
Z	-1,414	-0,127	-1,080	-1,705	-0,502	-0,827	-1,077	-1,383	-0,251
Asymp. Sig. (2-tailed)	0,157	0,899	0,280	0,088	0,615	0,408	0,282	0,167	0,802
Exact Sig. [2*(1-tailed Sig.)]	,169 <sup>b</sup>	,917 <sup>b</sup>	,293 <sup>b</sup>	,095 <sup>b</sup>	,626 <sup>b</sup>	,421 <sup>b</sup>	,293 <sup>b</sup>	,180 <sup>b</sup>	,807 <sup>b</sup>
a. Grouping Variable: Clients									
b. Not corrected for ties.									

Regarding the hypothesis formulation that PeS' consultants value more the Planning and Organization competence, although it has a relatively low mean value of 2.86, the pvalue = 0.169 which is greater than 0.05, meaning that although it may seem a small pvalue and that there are some conclusions to take from that value, it is not statistically significant to verify H2. The latter, shows up front the limitations of any investigator that faces a small sample size. Clearly, there are some differences even though those differences aren't strong enough, considering the sample size, to consider that the *Planning and Organization* competence is more valuable to PeS' consultants rather than PeS' clients.

Therefore, H2: "Planning and Organization is the most valued competence in the PeS' consultants perspective and the most valued compared to the other groups" can not be verified.

### 3.3. Planning and Organization: Gender Relation

As referred previously, *Planning and Organization* is a particularly important competence for PeS' consultants (even though not statistically significant as seen above). Thus, the H3 aimed at understanding whether it was possible to find statistically significant differences between the valuation of men and women regarding Planning and Organization. In order to reach this purpose, it was conducted a Mann-Whitney U on SPSS, over the P&O competence taking gender in consideration. The results can be found in the table below:

Table 16- SPSS - Planning and Organization

Planning and Organization	Gender	N	Mean	Std.	Std. Error
				Deviation	Mean
	Female	28	4,32	2,790	,527
	Male	12	4,33	3,200	,924

	Planning and Organization
Mann-Whitney U	164,000
Wilcoxon W	242,000

Z	-,120
Asymp. Sig. (2-tailed)	,904
Exact Sig. [2*(1-tailed Sig.)]	,919 <sup>b</sup>

a. Grouping Variable: Gender

b. Not corrected for ties.

As seen from the test, the pvalue provides a value of .919 which is way greater than 0.05 and, therefore, the hypothesis that are significant differences in the valuation of Planning and Organization from male to female is not verified. Again, the size of the sample consists on an important limitation for interpreting the results.

#### 4. Assessing Reliability

In order to properly use the data to perform tests, one must account for the reliability of the variables used, which are Transformational Leadership, Planning and Organization, Customer Service, People Development, Persuasive Oral Communication, Creativity, Decision Making, Initiative, Interpersonal Sensitivity and Team Work.

The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale, and the greater the reliability of the variables at use (Gliem et al., 2013).

Gliem et al., (2013) consider Cronbach's Alpha values to have the following interpretation:

- > 0.9 Excellent
- > 0.8 Good
- > 0.7 Acceptable
- > 0.6 Questionable
- > 0.5 Poor
- < 0.5 Unacceptable

*Table 17- SPSS - Cronbach's Alpha*

	Cronbach's Alpha
Transformational Leadership	,775
Planning and Organization	,740
Customer Service	,757
People Development	,739
Persuasive Oral Communication	,750
Creativity	,746
Decision Making	,721
Initiative	,728
Interpersonal Sensitivity	,745
Team Work	,750

The results in the table above denote that the variables used to perform the statistical tests allows the investigator to be comfortable regarding their reliability, as all of them denote a value superior to 0.7, falling in the "Acceptable" category.

## 5. The Leader of the Future

The analysis of the 4th group of the questionnaire involves a more cautious approach as one cannot treat the data in a quantitative way. It was asked to the clients and consultants to write at least 5 sentences that predicted the leadership profile that will be most valued in the future in the selection processes of their organizations.

The answers were considered individually and even though some of them allowed very different considerations, there was a clear pattern in the responses.

The logic behind interpreting the data collected was to split the sentences into categories and see how relevant they are in terms of the number of appearances. The latter, is explained based on the number of times that the same sentence actually appears, which was significant in some cases.

Therefore, the categories for the clients and consultants are the following:

- **Motivate the team/Empower Collaborators– Total: 28 (Clients=21 Consultants=7)**

Clients/Consultants answers regarding team motivation and empower collaborators:

“A Leader must properly motivate the team. That is everything”

“The leader of the future has the capacity to mobilize, manage and properly motivate teams”

“A Great leader is someone who gives power to his/her collaborators, and by doing so, gets the best out of them because they feel they count and they’re valuable to the firm”

“The leader of the future perceives the importance of having everyone committed and oriented to a certain goal. Only motivated teams are able to do it.”

“A great leader understands that one demotivated employee may compromise the motivation of everyone else”

“A leader must empower the employees and develop them in both their technical and soft skills”

“A true leader puts the collaborators first and the clients second. With the inverse order, who will adequately deal with the clients?”

“A true leader even facilitates the allocation of his/her human capital to other enterprises if that corresponds to life quality increases. That is how far a leader should go”

“Nowadays, more than technical skills, leaders must through their behavior and persuasion, function as a motivator”

“Being a good motivator” Appeared 5 times

“Motivate the team” Appeared 7 times

“Empower Employees” Appeared 7 times

- **Deal/manage change – Total: 22 (Clients=19 / Consultants=3)**

Clients/Consultants answers regarding change:

“A leader must communicate clearly the upcoming changes and create favorable conditions for the team to adapt to those changes”

“The leader of the future is aware of the environmental changes”

“A great leader is always on step ahead and prepared for any sort of change”

“A true leader accepts and deals effectively with change”

“A great leader is able to identify changes and avoid crisis”

“Manage change” – Appeared 10 times

“Deal with change” – Appeared 7 times

- **Be Humble and Communicative / Establish a good work place– Total: 20 (Clients=16 Consultants=4)**

Clients/Consultants answers regarding being humble and Communicative and establishing a good work place:

“The leader of the future is humble and has the ability to step down if necessary”

“The future leader is a great communicator, and has a open door policy”

“A great leader is focused primarily in establishing a good work place”

“Communication must be the center of everything. The worst that can happen is a leader that is unable to communicate with his collaborators”

“A great leader is always thinking about on how to make the conditions of his employees the best ever, in order for them to produce great output”

“An arrogant self-centered leader is the beginning of the end. Being humble in such an important position is very important now and in the future”

“A leader must be humble and communicative”

“A great leader must know that he/she doesn’t have all the answers and must be willing to learn from others”

“A good leader seeks the best results ever, a great one understands that best results come with providing the perfect tools and environment to his/her employees”

“A leader must work hard and play harder. Relaxation and instill calm in others is crucial for a good workplace. And a good workplace is everything”

“Being humble” Appeared 3 times

“Be a great Communicator” Appeared 3 times

“Provide a great work place” Appeared 4 times

- **Teach by Doing/Give the example – Total: 15 (Clients=11 Consultants=4)**

Clients/Consultants answers regarding teach by doing:

“A Leader must teach by doing and to perceive the inherent differences between people, in order to enable them to achieve great success, instead of merely command”

“A true leader must take action instead of position and properly teach his/her employees”

“A good leader is the one who is humble enough to teach his collaborators in practice instead of just telling them to get things done”

“The leader of the future is able to work with the team every time. He/She needs to see himself/herself has only one more team member that produces a certain output”

“A great leader doesn't tell the team to do this or that. He/She understands that must take part of the operations”

“When someone fails, the leader must perceive that maybe that person failed because he/she wasn't properly guided by him”

“The best leaders encourage their subordinates by example”  
Appeared 2 times

“Teach in practice, not by words” Appeared 3 times

“Teach by doing” Appeared 4 times

- **Time Management/Set priorities/Organization– Total: 10 (Clients= 6, Consultants=4)**

Clients/Consultants answers regarding time management:

“A great leader is always in time and organized. Nothing is left out of control”

“A great manager and leader, must manage in first place is own time. Set his priorities right”

“Time management is key in the future and why many organizations aren’t where they could be in the present”

“The future leader is highly organized”

“A great leader fails if he is not organized and carefully plans his tasks”

“A great leader knows where to go, and manages his time and priorities in order to get there”

“The leader of the future has more control over what’s going on than the leader of the present. Otherwise, without organization, time management and proper planning he/she will eventually fail”

“Time management” Appeared 3 times

- **Be innovative/Creative/ Support digital world– Total: 7 (Clients=6 Consultants=1 )**

Clients/Consultants answers regarding innovation and the digital world:

“He/She must embrace the so called “stupid” ideas that turn out to be game changers”

“The leader that keeps thinking inside the box is condemned to fail. Nowadays, with the frenetic digital evolution if you stand still, you’re over in a blink of an eye”

“A great leader understands that he/she can’t ignore the digital opportunities that keep coming, The consumer is changing, the world is changing. He/She must change accordingly”

“Innovation, creativity, openness to new ideas, new products, new ways of doing things”

“Support the digital era, change the mentality and turn it into something that provides competitive advantages”

“Be innovative”

“Being creative”

- **Ability to retain and identify talent– Total: 2: (Clients=0 Consultants=2)**

Clients/Consultants answers regarding ability to retain talent:

“A great leader is capable of retaining the best talent in the organization”

“The leader of the future has the ability of identifying the best talent in the market and not letting it go away”

- **Multidisciplinary Domain– Total: 1 (Clients=0 Consultants=1 )**

Clients/Consultants answers regarding multidisciplinary domain:

“A good leader is honest and has a multidisciplinary domain while having synthesis capability”

- **Rely on performance evaluation systems– Total: 1: (Clients=0 Consultants=1)**

Clients/Consultants answers regarding performance evaluation systems:

“The future leader understands the importance of guidance through performance evaluation systems”

- **Promote horizontal and informal hierarchies– Total: 1: (Clients=1 Consultants=0)**

Clients/Consultants answers regarding hierarchies:

“The future leader promotes horizontal and informal hierarchies”

- **Interpersonal Sensitivity– Total: 1: (Clients=0 Consultants=1)**

Clients/Consultants answers regarding interpersonal sensitivity:

“A great leader is not only a leader capable of understanding the presence of others but also their needs and wants”

- **Helicopter view of the organization– Total: 1: (Clients=0 Consultants=1)**

Clients/Consultants answers regarding the view of the organization:

“A leader is able to have the vision of the organization as a whole. Like in helicopter view”

- **Work and personal life balance– Total: 1: (Clients=0 Consultants=1)**

Clients/Consultants answers regarding the balance between work and personal life:

“The future leader has the power to distinguish and separate work and personal life”

- **Work by projects– Total: 1: (Clients=0 Consultants=1)**

Clients/Consultants answers regarding working by project:

“A great leader has the ability to work by projects and go on project to project, continuously”

- **Allocate workers to tasks considering their best competences– Total: 1: (Clients=0 Consultants=1)**

Clients/Consultants answers regarding human capital allocation:

“In the future the specialization will be very important in order to obtain competitive advantages. If someone is the best in the team doing a given activity, he/she must be doing it instead of someone not so good at it. Therefore, allocate workers to tasks considering their best competences is crucial”

- **Younger Leadership– Total: 1: (Clients=0 Consultants=1)**

Clients/Consultants answers regarding leadership age:

“Fresh blood will be crucial in the future for the simple reason that younger leaders will be more able to bring new, innovative and fresh ideas”

After the treatment given to the data collected, the table for the clients and the consultants is presented below:

**Clients (n=33)**

**Consultants (n=7)**

*Table 18 – Leader of the Future: Customers vs Consultants*

<b>Categories</b>	<b>Nº of appearances</b>	<b>% Weight of the category</b>	<b>Nº of appearances</b>	<b>% Weight of the category</b>
Motivate the team/Empower Collaborators	21	26.2%	7	21%
Deal/manage change	19	23.7%	3	9%
Be Humble and Communicative / Establish a good work place	16	20%	4	12%
Teach by Doing/Give the example	11	13.7%	4	12%
Time Management/Set priorities/Organization	6	7.5%	4	12%

Be innovative/Creative/ Support digital world	6	7.5%	1	3%
Ability to retain and identify talent	0	0%	2	6%
Multidisciplinary Domain	0	0%	1	3%
Rely on performance evaluation systems	0	0%	1	3%
Promote horizontal and informal hierarchies	1	1.2%	0	0%
Interpersonal Sensitivity	0	0%	1	3%
“Helicopter” view of the organization	0	0%	1	3%
Work and personal life balance	0	0%	1	3%
Work by projects	0	0%	1	3%
Allocate workers to tasks considering their best competences	0	0%	1	3%
Younger Leadership	0	0%	1	3%
<b>Total</b>	80	100%	33	100%

Regarding the clients, as  $n=33$  it would be expected to collect  $33*5=162$  different answers. However, some of the respondents did not answer all the 5 sentences and some of them didn't address the question at all. However, it was possible to collect an amount of 80 answers.

Not surprisingly, the PeS consultants, due to proximity to the investigator, almost all of them answered the question with the 5 sentences, as required. Note that it was expected to collect  $5*7 = 35$  answers and it was possible to collect 33 of them. That implies that all consultants properly addressed the question, with the exception of one, who only answered 3 of the 5, making the number of sentences collected = 33.

Although it was a possibility to turn the question into mandatory, the option was to prioritize the number of respondents and not give them reasons to give up on the questionnaire with a more demanding question.

Regarding PeS' clients, there was an amount of 21 sentences related to motivate the team and empower the collaborators, representing a weight of 26.2% considering all the categories. Interestingly, on the consultant's side, the same category had a weight of 21% considering all the categories, making the two groups equivalent in terms of importance given to that category.

Regarding the category Deal/Manage Change the story is a little bit different, as the clients value it way more than the consultants do (23.7% vs 9% weight of the category)

One interesting conclusion to take from the analysis of the question, is that the consultants denote much more dispersed answers than the clients, which concentrated much of their answers on the same categories, particularly the categories *Motivate the team/Empower Collaborators; Deal/manage change; Be Humble and Communicative / Establish a good work place; Teach by Doing/Give the example*. Note that considering these 4 categories together, while the clients denote a massive category weight of  $26.2\% + 23.7\% + 20\% + 13.7\% = 83.6\%$ , the consultants denote a weight of  $21\% + 9\% + 12\% + 12\% = 64\%$  which constitutes a considerable difference between the two groups.

Regarding the hypothesis 4 formulation, H4: "The leader of the future is perceived by the respondents as someone who denotes a high ability to manage change" and based on the results provided for the firm consultants and clients, from those who have answered the question, a total of 19 clients (out of 33) and 3 consultants (out of 7), considered it to be of major importance when considering how is the leader of the future is supposed to be.

Gathering the data, we have that 23 out of 40 respondents, equivalent to 57,5%, considers it to be a challenge for every leader in the future.

## 6. Results Interpretation and Suggestions

In this part of the study, the results provided by the questionnaire are analyzed and a match between the answers from the consultants and the clients is made.

Additionally, one of the biggest objectives is to sustain the results found in the questionnaire with the literature review.

But before going deeper on the questionnaire analysis, it is possible to conclude that the recruitment and selection practices mentioned in the literature are aligned with PeS' practices described in the beginning of the methodology chapter. Proving that, is Gomes et al., (2008) considering that interviews are the most common selection method and can be either structured or unstructured, which is consistent with the biographical interviews and behavioral interviews used at Pessoas e Sistemas (see pp 56-60). Additionally, Robertson and Smith (2001) emphasize the importance of group interviews, which, again, is consistent with the procedures used at Pessoas e Sistemas (pp 56-60). Doherty (2010) referred social networks as a trend in recruitment, which is also coincident to the organization procedures on recruitment. Taylor (2007)

considered assessment centers a great selection method and, again, it's a typical procedure at Pessoas e Sistemas when evaluating leaders (pp 56-60).

The first group of the questionnaire (see annexes for further information) consisted of several sentences (19) that the respondents had to rank between 1 and 5. The first seven sentences were taken from a scientifically validated questionnaire about transformational leadership and applied to the consultants and clients of the firm (Dimas et al., 2016). The results, despite not being statistically significant, denoted that consultants exhibit a slightly higher valuation over transformational leadership indicators than clients did (see page 79). Regarding literature, almost all authors consulted considered that transformational leadership is associated with an enforced commitment of the subordinates with their leaders and with the organization in general, through emotions, integrity and charisma (Dimas et al., 2016), (Geier, 2016), (Bass & Riggio, 2016). Literature goes further, declaring that the adoption of a transformational type of leadership is associated with higher performance (Bass & Riggio, 2016). However, even if consultants denote higher valuation for transformational leadership, the difference is almost unnoticeable, which allows concluding that both consultants and clients are aligned with literature in what concerns transformational leadership (see page 79).

Considering the group two of the questionnaire where both clients and consultants were asked to rate the importance they attributed to the mentioned competences (see group 2 of the survey for further details), the clients denoted a sort of equilibrium along the competences, valuing almost equally all of them. On the other hand, the consultants were clearly persuaded for the competence "Planning and Organization" immediately followed by "People Development" and "Interpersonal Sensitivity". These results, and comparing with the literature, suggest that while there are many authors mentioned in this study that cover the importance of empowering employees and establish peaceful

interpersonal relationships, none of them is particularly focused on actions of planning and organization as predictors of higher performance.

That being said, remains reasonable to assume that Planning and Organization might be, indeed, an important competence, but literature and clients considered that other competences are as/more valuable.

Secondly, taking into consideration the responses to the questionnaire, when clients were asked to consider the most valuable characteristics in a leader they didn't seem to hesitate in claiming that "Being able to get the best out of collaborators" is the most important one. Considering the opinion of PeS' consultants the most valuable characteristic they identify in a leader during recruitment and selection processes is "Make Decisions", despite 3 out of 7 consultants also considered that "being able to get the best out of collaborators" is the most relevant characteristic of a leader.

On the other hand, when clients were asked to identify the least relevant characteristic they identify on a leader (from the listed options of the survey) they indicated "Be visionary" and "To adapt to different cultures". Interestingly, consultants also attributed less relevance to these characteristics. A possible explanation for this scenario, is that the listed options were reflective of positive attributes, which presumably make the respondents believe that there were more important attributes than these two. The latter, is a limitation of the questionnaire.

From literature, we see a relative accord between authors over characteristics such as empowering employees, giving them initiative and by developing them, achieve greater results (Sharma & Kirkman, 2015), (Gruman & Saks, 2011), (McEntire & Greene-Shorridge, 2011) which is aligned to what PeS' clients and consultants value in a leader (see pp 75-76).

Remarkably, while plenty of authors along this study referred innovation and adaptation to new realities as mandatory to enhance performance,

(Lievens, Dum & Anderson, 2002), (Li. V et al., 2016), (Bartram D, 2001) both PeS' consultants and clients when faced with a list of different options (see pp. 75-76) seemed somehow indifferent to the option "Promoting innovation and change". Moreover, in the case of PeS consultants, the results are even more surprising as 3 out of 7 considered "Promoting innovation and change" the least relevant option and one of them considered it the most relevant. The disparities are less surprising in the case of clients, since only 6 (out of 33) considered it the least relevant option and 13 out of 33 considered it the most relevant option. Either way, according to the importance that literature raises for innovation and promoting change the results must give place to serious reflections by Pessoas e Sistemas' consultants.

However, and jumping directly to the last group of the questionnaire, where the respondents were asked to think about the leader of the future, the clients seemed to be aware of the importance of managing change in the future, while consultants kept skeptical with its importance. On the other hand, statements about innovation, creativity and support for the digital world denoted relatively low importance from both clients and consultants. Thus, these groups seem to understand the importance of recognizing and manage change (specially the clients) but not so much in terms of implanting that change by innovating, which should be reflected and taking into account.

Still in the last group of the questionnaire, motivate the team and empower the collaborators was (by far) the most recurrent answers recorded (see page 96) which is totally aligned to what literature declares about the importance of doing so nowadays (Sharma & Kirkman, 2015), (Gruman & Saks, 2011) , (McEntire & Greene-Shortridge, 2011).

Regarding the investigator personal suggestions for Pessoas e Sistemas, they are a result of analyzing the differences verified from the organization to the customers to the literature.

Therefore:

- Assuming that the results found are good predictors of reality, the firm could focus equally on all competences besides giving, apparently, more importance to Planning and Organization.
- Assuming that the results found are good predictors of reality, the firm must take into account innovations practices as literature and customers highlight its importance.
- Although 3 out of 7 consultants devoted their attentions to the importance of dealing and managing change, the rest of them didn't mentioned it as a key factor to succeed which is against literature and also against the clients' opinion, as 19 out of 33 referred to it as crucial.
- A possible suggestion arises from the fact that the company doesn't focus only on leadership type of profiles (it also considers lower positons) which makes it harder to properly make a leadership profile evaluation and to perform a more in-depth analysis. More time to evaluate these profiles would be worthwhile.
- The time elapsed between the entry of a recruitment and selection process and its completion is significant. From the analysis of the requirements of the function to be performed, to the recruitment of motivated candidates whose profile is in agreement with the one sought by the client, to the moment of evaluation of the candidates, to the sending of the candidates and to the client feedback goes an enormity of time. In this sense, the "learning" on what the client found of the candidates sent is a lengthy process which complicates any study that seeks to match the profile valued by clients and consultants. As a suggestion, for this type of profiles, the communication with the client could be more constant.

- There are asymmetries of information regarding the consultants' understanding of what the feedback of the company's customers is and what they think about the submitted candidates. That is, the feedback given is often incomplete and in some cases, it is only mentioned that the candidate "did not advance in the process" instead of having a complete feedback. It would be recommendable to search for more detailed information.

## Chapter 4

# Critical Reflection and Limitations

Today's business environment is strongly marked by competition and uncertainty about tomorrow. For this reason, researchers' interest in a topic such as leadership has increased considerably, being considered for many a topic that simply does not go out of style. More and more, a great leader shapes the performance of its business and must keep pace with the changing environment.

Despite obtaining results that show a relative consistency and a certain experimental validation, I am forced to recognize that there are some theoretical limitations that would raise the demand for seeking other lines of research. One of the main limitations detected is the dimension and the representativeness of the collected sample, which, if it was more extensive, would certainly lead to more statistically consistent relations. Still, it should be acknowledged that in the sample *versus* universe relation, the results obtained were interesting, especially considering that all the respondents belong to high positions in their companies and their agendas are certainly very fulfilled.

Throughout the more than 450 hours of the internship that gave rise to this report, several activities, already described in this document, have been developed and have allowed for greater assimilation on what the company's consultants value the most in recruiting and selecting leadership profiles. However, besides the already mentioned sample size limitation, there are some other limitations to consider.

In the first place, although this study focuses on the analysis of leadership profiles in recruitment and selection processes, it should be clear that Pessoas e Sistemas is a Human Resources Management company that does not have R&S in its single expertise area. As noted earlier, the company has more in its value

proposition, making work time dispersed across these different areas which complicates any study that is focused on recruitment and selection.

In the second place, the questionnaire applied to the respondents has some problems in what concerns the layout of the questions (the option was to use google forms), leaving the investigator with limited options.

Still regarding the questionnaire, some of the closed questions reflect positive attributes and respondents had to choose among those. Although it was intentionally conceived in that way to highlight the attributes that respondents really value the most, also implies that they denote low valuation on some items which don't necessarily reflect their real valuation of those attributes.

Despite the aforementioned limitations, this experience allowed the development of the researcher's personal and technical skills in the areas of human resources and consulting, and the integration in the labor market.

A possible subsequent investigation regarding Pessoas e Sistemas and the valuation that its customers give to leadership profiles is advisable and could take the form of a qualitative method, for instance interviewing the customers of the firms. The latter would allow the access to more comprehensible information and, consequently, stronger conclusions.

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# Annexes

## Questionnaire – Portuguese Version

### Caraterísticas de liderança valorizadas em processos de recrutamento

Exmo. Sr.(a),

No âmbito de um estudo levado a cabo pela Pessoas e Sistemas, servindo igualmente os fins de uma dissertação de mestrado de um colaborador, propomo-nos

a estudar as caraterísticas que os

clientes da Pessoas e Sistemas valorizam quando estão em contexto de recrutamento para funções/cargos que solicitam competências de liderança.

Este estudo respeitará os requisitos inerentes aos processos de investigação, garantindo-se

O anonimato e a confidencialidade dos dados obtidos, sendo os resultados agregados estatisticamente de forma impessoal, alvo de divulgação reservada apenas a fins académicos e científicos. A sua participação é totalmente voluntária e poderá desistir

a qualquer momento.

Neste questionário não existem respostas certas ou erradas, o único objetivo é conhecer a sua opinião sincera.

Este questionário demorará apenas alguns minutos a responder.

A sua participação é muito importante. Obrigado

**\*Obrigatório**

### Dados Biográficos

1. Dimensão da sua empresa \*

*Marcar apenas uma oval.*

0 – 10 trabalhadores

11 – 49 trabalhadores

50 – 249 trabalhadores

+ 250 trabalhadores

2. Setor em que a sua empresa atua \*

*Marcar apenas uma oval.*

Indústria  
Construção Civil  
Obras Públicas  
Transportes  
Banca  
Serviços  
Outra:

3. Género \*

*Marcar apenas uma oval.*

Masculino  
Feminino

5. Formação \*

*Marcar apenas uma oval.*

12 ano  
Licenciatura  
Mestrado  
Pós Graduação

6. Há quantos anos exerce a sua atividade \*

*Marcar apenas uma oval.*

0 5  
anos  
6 – 10 anos  
11 – 20 anos  
+ 20 anos

## Grupo 1

Pense em situações concretas em que está ou esteve responsável na sua empresa por processos de seleção de perfis funcionais que solicitarão o desempenho de atividades de liderança. De acordo com a escala em baixo, por favor classifique as seguintes afirmações de acordo com as suas preferências no que respeita aos candidatos a funções de liderança.

Escala:

1 – Quase não se aplica  
2 – Aplica-se pouco  
3 – Aplica-se moderadamente  
4 – Aplica-se muito  
5 – Aplica-se quase totalmente

Analise as afirmações considerando que “Os candidatos a funções de liderança devem (...)”

1. Comunicar uma visão clara e positiva do futuro \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

2. Tratar os seus colaboradores de forma individualizada, apoiando e encorajando o seu desenvolvimento \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

3. Promover a confiança, o envolvimento e a cooperação entre os membros da equipa \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

4. Estimular os membros a pensarem de novas formas nos problemas e questionar as ideias feitas \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

5. Encorajar e atribuir reconhecimento aos seus colaboradores \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

6. Ser claros acerca dos seus valores e práticas que defendem \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

7. Inculcar orgulho e respeito nos outros e inspirar os outros por serem altamente competentes \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

8. Ser capazes de empenhar as pessoas nos seus sonhos \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

9. Estabelecer uma imagem atraente do futuro para o seu grupo \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

10. Ser um bom exemplo para os outros seguirem \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

11. Liderar "fazendo" em vez de, simplesmente, "dizendo" \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

18. 12. Levar o grupo a trabalhar para o mesmo objetivo \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

19. 13. Desenvolver as atitudes e espírito de equipa entre os empregados \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

20. 14. Realçar que não interessa ser o segundo melhor (mas sim o primeiro) \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

21. 15. Enfatizar que só interessa o melhor desempenho \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

22. 16. Mostrar respeito pelos sentimentos das pessoas \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

23. 17. Comportar-se

tendo em conta as necessidades das pessoas \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

18. Estimular as pessoas a refletir sobre o modo como costumam fazer as coisas \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

19. Desafiar as pessoas a pensar os velhos problemas de modo inovador \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

## Grupo 2

Pense em situações concretas em que está ou esteve responsável na sua empresa por processos

de seleção de perfis funcionais que solicitarão o desempenho de atividades de liderança.

Encontrará neste grupo nove afirmações que dizem respeito a diferentes competências. É esperado

que classifique as afirmações de acordo com a importância que atribui a cada uma delas, numerando-as de 1 (a mais importante) a 9 (a menos importante).

Note que cada afirmação deve ter uma (e só uma) pontuação. É esperado que não atribua a mesma pontuação a afirmações diferentes.

Estabelecer um plano de ação apropriado para si e/ou para os outros para atingir um objetivo. – Planeamento e Organização \*

Exceder as expectativas do cliente exibindo um compromisso total para identificar e providenciar soluções dos mais altos padrões possíveis direcionados para as necessidades do cliente. – Serviço ao Cliente \*

Desenvolver as capacidades e competências dos outros através de exercitação e formação e outras atividades de desenvolvimento relacionadas com modelos atuais e futuros. Sensibilidade para com a posição dos outros. – Desenvolvimento de Pessoas \*

Expressar ideias ou factos de uma forma clara e persuasiva. Convencer os outros a adotarem o seu ponto de vista – Comunicação Oral Persuasiva \*

Gerar ideias originais e inovadoras a fim de providenciar perspectivas imaginativas sobre assuntos organizacionais – Criatividade \*

Ter prontidão na tomada de decisões, na enunciação de opiniões, na tomada de ação ou no comprometimento – Tomada de Decisão \*

Influenciar ativamente os acontecimentos em vez de os aceitar passivamente, ver as oportunidades e agir sobre elas. Originar ação – Iniciativa \*

Ter em consideração a existência do outro, do ambiente e do seu impacto em ambos. As ações indicam consideração pelos sentimentos e pelas necessidades dos outros. – Sensibilidade Interpessoal \*

Mostrar disponibilidade para participar enquanto membro de uma equipa na qual não é necessariamente líder; colaborador eficaz mesmo quando a equipa está a trabalhar em algo que não possui um interesse pessoal direto. – Trabalho em Equipa \*

### Grupo 3

Continue a considerar situações concretas em que está ou esteve responsável na sua empresa por processos de seleção de perfis funcionais que solicitarão o desempenho de atividades de liderança. Neste grupo ser-lhe-ão apresentadas doze afirmações que remetem para características de liderança.

É esperado que selecione as 3 afirmações que considere como mais relevantes nas decisões sobre perfis de liderança nos processos de seleção da sua empresa e as 3 afirmações que considere como as menos relevantes. Deixe sem qualquer preenchimento as restantes frases não selecionadas

*Marcar apenas uma oval por linha.*

Mais Relevantes      Menos Relevantes

Adaptar-se  
a diferentes culturas  
Ser capaz de retirar o melhor dos  
colaboradores  
Respeitar as diferenças  
Tomar decisões  
Definir objetivos  
Ser visionário  
Ser comprometido  
Promover a inovação e mudança  
Demonstrar abertura para  
aprender com os outros  
Demonstrar orientação para os  
resultados  
Criar boas relações com os

subordinados  
Ser íntegro

## Grupo 4

Pense agora no impacto que as atuais dinâmicas do mercado laboral e o crescente avanço tecnológico poderão ter nos perfis de liderança futuros.

Escreva pelo menos 5 frases que, nos processos de seleção da sua empresa, reflitam a sua previsão acerca do perfil

## Questionnaire – English Version

# Valuable leadership characteristics in recruitment processes

Exmo. Mr /Miss,

In the context of a study carried out by People and Systems, also serving the purposes of a dissertation of a collaborator, we propose to study the characteristics that People and Systems customers value when they are in the context of recruitment to roles / positions that require leadership skills.

This study will respect the requirements inherent in the investigation processes, ensuring the anonymity and confidentiality of the data obtained, with the aggregated results being statistically treated in an impersonal way. The subject of disclosure is reserved exclusively for academic and scientific purposes. Your participation is entirely voluntary and you may quit any time.

In this questionnaire, there are no right or wrong answers, the main goal is to know your sincere opinion.

This questionnaire will only take a few minutes to complete.

Your participation is very important. Thank you

## Biographic Data

### Firm Dimension \*

*Marcar apenas uma oval.*

0 – 10 workers

11 – 49 workers

50 – 249 workers

+ 250 workers

### Type of Firm \*

*Marcar apenas uma oval.*

Industry

Construction

Services

Other (IT, Counties, Social enterprises):

### Gender \*

*Marcar apenas uma oval.*

Male

Female

### Academic Background \*

*Marcar apenas uma oval.*

High School

Degree

Master

Graduation

### Number of years working \*

*Marcar apenas uma oval.*

0 – 5 years

6 – 10 years

11 – 20 years

+ 20 years

## Group 1

Think about concrete situations in which you are or have been responsible in your company for the selection of functional profiles processes that will require the performance of leadership activities.

According to the scale below, please rate the following statements according to your preferences in what concerns the candidates for leadership roles.

Scale:

- 1 - Almost not applicable
- 2 – Applies little
- 3 – Applies Moderately
- 4 – Applies much
- 5 – Applies Almost totally

Analyze the statements considering the following sentence “The candidates to leadership roles should(...)”

1. Communicate a clear and positive vision of the future\*

*Marcar apenas uma oval.*

1 2 3 4 5

Almost not applicable Applies almost totally

2. Treat your employees in an individualized way, supporting and encouraging their development \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplicase  
quase totalmente

3. Promote trust, involvement and cooperation among team members \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplicase  
quase totalmente

4. Stimulate members to think about new ways of solving problems and question the preconceived ideas\*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplicase  
quase totalmente

5. Encourage and recognize the merit of its collaborators \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplicase  
quase totalmente

6. Be clear about the values and practices they support\*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplicase  
quase totalmente

7. Instill pride and respect in others and inspire others by being highly competent \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

8. Being able to engage people in their dreams \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

9. Establish a compelling future image for your group \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

10. Being a good example for others to follow \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

11 Leading "doing" instead of simply "saying"\*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

18. 12. Bring the group to work towards the same goal \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

19. 13. Develop the behaviors and team spirit between the team and the employees \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

20. 14. Highlight that it does not matter to be the second best (but the first)\*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

21. 15. Emphasize that it only matters the best performance \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

22. 16. Respect people feelings\*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se

quase totalmente

23. 17. Behave according to people needs \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

18. Stimulate people to reflect about the way they usually do things \*

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

19. Challenge people to think about the old problems in an innovative way

*Marcar apenas uma oval.*

1 2 3 4 5

Quase não se aplica Aplica-se  
quase totalmente

## Group 2

Think about concrete situations in which you are or have been responsible in your company for selection processes of functional profiles that will require the performance of leadership activities.

You will find in this group nine statements that relate to different competencies. It is expected that you classify the statements according to the importance you assign to each, numbering from 1 (the most important) to 9 (the least important).

Note that each statement must have one (and only one) score. It is expected that you will not assign the same score to different statements.

26. Capacity to establish an appropriate action plan for him and/ or for the others in order to reach a goal – Planning and Organization \*

27. Exceeds customer expectations showing a total commitment to identify and provide solutions of the highest possible standards targeted to customer needs. – Customer Service \*

28. Develops the abilities and skills of others through training and other development activities related to current and future models. Sensitivity to the other's position.. – People Development\*

29. Skills to express ideas or facts in a clear and convincing way. Is able to convince others to adopt their point of view. – Persuasive Oral Communication \*

Ability to generate original and innovative ideas in order to provide imaginative perspectives on organizational issues – Creativity \*

31. Have readiness in decision-making, enunciation of opinions, taking action or commitments – Decision Making \*

32. Actively influence events instead of accepting them passively, see the opportunities and act on them. To originate action - Initiative \*

33. Taking into account the existence of the other,  
the environment and its impact on both.  
The actions indicate consideration by the  
feelings and the needs of the  
others. – Interpersonal Sensivity \*

34 Show availability to participate  
as a member of a team in which  
He/her is not necessarily a leader;  
Effective collaborator even when the team is work on something that does not have a  
direct personal interest. – Team Work

## Group 3

Continue to consider specific situations in which you are or were responsible in your  
company for processes that will require the performance of leadership activities.  
In this group it will be presented 12 statements that refer to leadership characteristics.

You are expected to select the 3 affirmations that you consider to be most relevant in  
decisions on leadership profiles in your company selection processes and the 3  
Statements that you consider to be the least relevant.  
Leave without any padding the remaining unselected phrases  
*Marcar apenas uma oval por linha.*

More Relevant    Least Relevant

To adapt to different cultures  
Being able to get the best out of  
collaborators  
Respect the differences  
Make decisions  
Set Goals  
Be visionary  
Be committed  
Promoting innovation and change  
Demonstrate openness to learn from others  
Demonstrate guidance for results  
Create good relationships with subordinates  
Be whole

## Grupo 4

Think now about the impact that the current labor market dynamics and the growing  
development of technologies may have in the future leadership profiles.

Write at least 5 sentences that in the selection process of your company reflect your

prediction about the leadership profile that will be most valued in the future