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**INSPIRATIONAL
LEADERSHIP: HOW
TO INNOVATE
THE STRATEGY OF
ORGANIZATIONS
INSPIRING NEW
LEADERS**

Rios, H. M

UNIFSJ

Itaperuna – RJ

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Abstract: Leadership is essential within a company, as it needs to rethink the organizational concept at all times, to perform the work efficiently, aiming to achieve goals. This study sought in the literature to understand how leadership inspires its followers and new leaders through the ability to innovate that influences companies' strategy. With this in mind, the present study aims to review discussions described by authors about leadership, analyzing the essential functions that leaders perform in an organization, emphasizing their importance for the success of business activity and the development of new leaders within the organization. This study's relevant point is to address the role of the leader as an articulator of business strategy through innovation and trainer of new leaders. Therefore, in addition to the literature review, a questionnaire was developed and administered online and answered by 62 professionals, 67.7% of whom were in leadership positions. The results indicated, for this specific sample, a lack of understanding about the role of the leader, as many do not even recognize themselves as such, they carry out leadership activities, but they are not leaders and employees do not understand what an innovative company actually is, as well as the role of the manager in the process of stimulating innovation.

Keywords: leadership, strategy, inspiring leadership, innovation.

INTRODUCTION

The present study is justified by the importance of leadership in companies, as it is through leadership that influences the actions of subjects in determining and achieving business strategies. To achieve this, leadership performance must be effective and inspiring, where they, together with their followers, work focusing on a single path, achieving common objectives, playing a relevant role in

the processes of formation, transmission and organizational change (OLIVEIRA, 2007).

For Bergamini (2009a), inspiring leadership stimulates innovation within a company. Innovation in an organization can be related to the stimuli of good leadership performance. The leader's role is to cultivate it, providing an environment where the idea can flourish. This relationship is the focus of this study.

In times of financial crisis, innovation is no longer seen as an essential part of supporting a company and the focus becomes only short-term business profitability. Innovation must be seen as a central factor in a company's performance and growth, as it permeates the construction of business strategy, taking advantage of new value-creating ideas from its employees, customers, suppliers and partners (PORTER, 1985).

In this study, leadership is researched to understand how it influences the construction of business strategy through innovation and the performance of its subordinates and new leaders.

O'Toole (1998) stated that HR professionals in several countries around the world say they are concerned about how the organizations in which they work would develop their future leadership.

But after all, how to qualify professionals for leadership positions? For Indian consultant Ram Charan (2009), the answer lies in the model he proposed, named the Leadership Pipeline Theory, which will be described in the content of this study. This theory forms a model that allows identifying the potential of the leadership profile to be developed in a company's professionals. Using this model, it is possible for professionals to build and develop career plans and prepare their successors with planning and maximum use of each person's talents and skills.

For Carnegie (2003), leadership is a skill

that can be evolved and always improved. The discussion seeks to move beyond looking for associations between types of leadership and their outcomes, to begin focusing on how the effects of this association occur.

With this in mind, the present study aims to review discussions described by authors about leadership, analyzing the essential functions that leaders perform in an organization, emphasizing their importance for the success of business activity and the development of new leaders. This study's relevant point is to address the role of the leader as an articulator of business strategy through innovation and trainer of new leaders. Through this study, the aim is to offer a contribution to studies on the topic of leadership.

The literature review presented in this study and the questionnaire applied to a group of professionals seeks to understand how a leader has an articulating role in business strategy, encouraging innovation and developing new leaders, as the implementation of a strategy is the responsibility of the leader who must inspire through innovation. It is the leader's role to develop an innovative spirit in their followers and new leaders.

LEADERSHIP ARTICULATING BUSINESS STRATEGY THROUGH INNOVATION

For Christensen (2011), innovation is the ability to transform low performance into a technology that transforms the services and products offered by the company to its customers, to a performance of greater value.

Yukl (1998) defined leadership as the act of influencing the work of an organized team to achieve business strategy.

Innovation is an essential factor in formulating business strategy. A bureaucratic, fearful and hierarchical work environment causes employees' innovative spirit to become inhibited. However, it is the leader's role to

understand that this innovation process is gradual and not short-term, as it is developed by breaking the resistance of the company's employees (KOTTER, 1995).

Still for Kotter (1995), employees need to participate in the business innovation process gradually so that there is corporate learning for them. However, when this participation process is not well established, there will be a lack of confidence among these employees in achieving the innovative spirit that the company needs.

A leader needs to analyze how employees interact with each other and with the organization, and how they react to the company's processes, changes and policies. For Bennis (1996), although change programs to encourage business innovation are often frightening, long and have little impact among employees. Companies can innovate without relying on such programs to progress. And, in this sense, the leader can better utilize the existing talents for a company's innovation, defining conditions that allow dynamic innovation networks to emerge and grow, without the need to implement change programs. It first needs to define the type of innovation that helps to obtain strategic results and that drive business growth (BERGAMINI, 2009a).

In such a business environment, the leader values the ideas of his followers, giving them confidence to express themselves without taking risks. Such consideration must encourage workers, and if there are failures, they will not be punished, as the company learns and grows from these failures. The author states that if the organization destroys this trust, in addition to losing important information resulting from learning from its own employees, innovative behavior among its employees may also be lost (TOZZI, 2010).

Encouraging participation in innovation makes employees believe that their ideas are

valued and that they can show them and act according to what they believe. They may fail, but failures can be turned into learnings. The role of the leader becomes fundamental in this process by developing this innovative spirit in their followers, so that they realize that their decisions are important for the company as a whole (MARIOTTO, 2003).

The leader experiments with leadership approaches to creating project teams and analyzes innovative topics and ideas. Leadership that aggregates learning and collective knowledge is necessary to achieve strategic results (YUKL, 1994).

Leaders identify possible impacts on events and ways to solve problems, structure innovation for change within an organization and develop new leaders. It is the leader's duty to motivate and inspire those they lead in order to execute processes and actions (KOTTER, 2001).

Innovation can be led, measured and tracked, not just encouraged by the leader, as a central factor in an organization's growth aspirations. It must be the responsibility of the leader, as he must provide an environment where the idea can flourish. Therefore, innovation becomes natural. Therefore, the leader needs to carry out actions to change the company's strategy, inspiring an innovative spirit in his followers, so that they participate. The definition of business strategy comes from *feedback* on processes and products, as it takes advantage of new value-creating ideas from its employees, customers, suppliers and partners (VOLBERDA, 2004).

LEADERSHIP THAT INSPIRES ITS LEADERS AND NEW LEADERS

Understanding the effects of leadership on organizational performance requires examining several levels of leadership simultaneously (HUNTER et al., 2007).

In organizations of any size, organizational performance is likely to be related to the aggregate effects of leaders at different hierarchical levels. Most previous leadership studies have focused on the effectiveness of senior leaders, but leaders at different organizational levels are clearly important as well (Hunt, 1991).

Grant (1991) in his studies pointed out that it was notable that in fact senior leaders have difficulty transmitting knowledge between generations of new leaders, since there is a lack of communication and competence for this transmission of information.

In order to program new innovative initiatives, leaders at higher levels must reinforce them to lower-level leaders; that is, they must seek to effectively deal with the possible resistance of these lower-level leaders to these innovative initiatives. From this, these leaders will seek to understand the interests of the company's other workers, so that they can support and convince other employees that the new initiatives are important (KOUZES, 2003).

For Ansoff et al. (1990) lower-level leaders, when they are more involved in formulating their organization's strategy, contribute more effectively to business performance. However, when these leaders do not support the strategy, they are sometimes able to sabotage it. This suggests that realizing performance gains from a strategic change requires both leaders, superiors and subordinates, to communicate effectively so that the strategy is applied smoothly; because if subordinate leaders are not committed to the strategy, implementation is at risk (KRAUSZ, 2005).

Hitt (2002) states that companies have difficulty increasing the productivity of their employees and developing their present and future leadership. Among the difficulties in training these leaders is the connection of management tools and the passing of knowledge between generations of managers; inadequacies to organizational change; resentment from former employees who wanted or hoped to get positions; High levels of networking *and* new employees more focused on the next promotion than on the work itself are some of the problems.

For Grant (1991), what differentiates the best companies from others is the development of future leadership, as it is the way of leading that must be linked to the company's daily activities, for this the development of leadership must be interconnected with the strategies business.

Robbins (2002) states that for leadership development, it is necessary to have performance evaluation, training and variable remuneration programs together. Leadership incentive initiatives must be reinforced by senior leadership practices, along with lower leader promotions aligned with the company innovation speech.

It is necessary to help these newly arrived leaders to understand the values and skills required at each management level, to increase the chances of success of these professionals in the company (CHARAN et al., 2009).

To develop effective leaders at all levels, organizations need to identify leader candidates early, offer them tasks for their growth, give them useful *feedback*, and counsel them. Without a process that helps these leaders enable time management and values appropriate to each level of leadership, no type of training or coaching will have a great impact (CHARAN et al., 2009).

With this in mind, Charan (2009), an Indian consultant, argued that the answer

lies in a model for identifying leadership called the Leadership Pipeline Theory. This theory forms a model that allows identifying the potential of the leadership profile to be developed in a company's professionals. Using this model, it is possible for professionals to build and develop career plans and prepare their successors with planning and maximum use of each person's talents and skills.

By adopting this model, instead of looking for talent, which is not always available on the market, it is possible to develop leaders within organizations through the participation of leaders who will inspire these new leaders.

Ram Charan 's Pipeline (2009) has six passages in which he demonstrates how to empower a new leader through leadership teachings. Each passage shows how a new leader will, through learning from other company leaders, reach higher leadership levels in stages.

The first step is to go from managing oneself to managing others, the individual contributor becomes a first-line leader. The future leader needs to stop having an exclusive focus on his work within the company and start looking at the work of his subordinates.

The second step is to move from managing only subordinates to managing other leaders. In this passage, the leader needs to leave individual tasks to learn how to manage other leaders who are subordinate to him. Leaders who are coordinating teams and projects, aiming for the organization's results.

The third step is to go from managing managers to becoming a functional manager. In this passage, the leader learns to be functional and manage leaders who are in the first and second passage of the pipeline.

The fourth step is to move from being a functional manager to becoming a business manager. In this transition, it is necessary to have more knowledge of the company's strategy and analyze the proposals and plans

to achieve greater financial results.

In the fifth step, you stop being a business manager and become a group manager. In this process, the leader develops business managers, values and motivates the work of teams from all units of the organization.

The sixth and final step is to go from being a group manager to being a corporate manager. In this passage, the leader needs to fully understand the company and its essence, the importance of values, mission and organizational culture. He needs to be focused on the entire company, much more on its values than on its skills, as it develops operational mechanisms and needs to be in tune with the organization's strategy.

The Pipeline engages future leaders at every level, demonstrating how to provide a constant flow of ideas and how to better solve organizational problems with a predictable flow of innovations that will drive business strategies.

When all these leaders are articulating concepts and analyzing that their ideas can actually drive business strategies, the entire organization will truly be engaged in innovation.

In this Pipeline process, the leader together with HR needs to capture the necessary information to identify current and future talents. HR has the role of capturing the growth of talent within the company and enabling leaders to observe the gaps that the professionals on their team have and carry out the necessary training for them (ROBBINS, 2002).

At Pipeline, at each level advanced, leaders need to master different operating styles, cultural nuances and other new areas. It is necessary to develop and evaluate these leaders with these specialties. Without the Pipeline model, this is not done because the HR development model alone does not provide for learning and new evaluation criteria that

vary as job levels change (BARCELLOS, 2002).

The six pathways to leadership mentioned by Ram Charan (2009) in his Leadership Pipeline Theory facilitate the processes of succession planning, development and selection of professionals. Leaders and HR are clear about the requirements, understanding what they need to develop and who is ready for promotions, even minimizing frustrations and stress; in addition to reducing the development time of leaders, who would not go through the same stage twice (CHARAN et al., 2009).

The Pipeline Theory by Ram Charam (2009) can serve as a basis for structuring the company's leadership training, anticipating the development needs for each Pipeline level, thinking about developing its internal talents, aiming for success in the new position and ensuring the company's succession process.

For Khurana (2002), leaders began to understand that, if they wanted innovative teams for their companies, it would not be possible to create innovative behavior through rewards. They would have to do much more to encourage innovation, it would be necessary to create structured teams, encouraging personal autonomy, through training, support and notions of risk.

An innovative environment encourages decisions to stop being centralized, opening space for solutions and ideas to emerge. In these environments, ideas do not only need to come from the company's senior leaders, but also from those they lead.

In an innovative environment, new leaders contribute and are encouraged to do so by their senior leaders. If a company does not have an environment conducive to the development of new leaders, it will be difficult to identify a horizon for innovation.

FIELD RESEARCH: INSPIRATIONAL LEADERSHIP – HOW TO INNOVATE THE STRATEGY OF ORGANIZATIONS INSPIRING NEW LEADERS

METHODOLOGICAL PROCEDURES

Regarding its objective, this research can be classified as exploratory and descriptive. Exploratory because it aims to provide “greater familiarity with the problem, with a view to making it more explicit” (GIL, 2002, p. 41) and descriptive, with the intention of describing “characteristics of a given population or phenomenon”, using standardized techniques of data collection such as the questionnaire (GIL, 2002, p. 42).

Google Forms platform and the link was sent to workers from different companies holding different positions, located in cities in the state of RJ – Brazil.

The questionnaire was online, therefore, there is no possibility of measuring the total population that accessed the survey link. Therefore, the sample, that is, the total number of respondents, is limited to 62. 62 responses were collected and 41.9% have worked in their companies for more than five years, which is very useful for the analysis of the study, as they are workers who possibly have a lot of knowledge of their companies.

The questionnaire questions, which are located in the Appendix of this study, were assembled with the aim of carrying out a descriptive analysis of the responses to correlate the issue of leadership with innovation and business strategy, through the understanding and experience of employees from different organizations and also their different approaches and perspectives on the issue.

RESULTS ANALYSIS

PROFILE OF RESPONDENTS

The professionals come from different areas of activity, including HR assistant, HR Analyst, Machine Operator, IT Manager, Administrative Assistant, Commercial Manager, Financial Director, Administrative Assistant, Business Analyst, Engineer, Financial Assistant, Commercial Coordinator, Partner, HR Consultant, Business Manager, Accounting Analyst, Company Founder, General Services, Marketing Manager, Accountant, Inventory Manager, Project Manager.

The professionals come from different age groups, from 18 to 25 years old (11.3%), from 26 to 30 years old (21%), from 31 to 35 (21%), from 36 to 40 (14.5%), from 45 to 50 (11.3%), from 41 to 44, from 51 to 60 and over 61 years old had a very low percentage. It is noted that the majority are between 26 and 35 years old (42%). It is notable that young people are increasingly reaching leadership positions. In this age group, 50% said they were in leadership positions.

The transition to the first stint as a leader is marked by numerous challenges, which can be greater when the new leader is young and has little professional and life experience (CHARAN et al., 2009).

Yukl (1998) defined leadership as the act of influencing the work of an organized team to achieve business strategy. Analyzing the samples, 67.7% stated that they play a leader role within their organizations. It is noted that despite this high percentage, there is a lack of identification with self-designation as leader, as there were nominations such as “partner” and “I am the founder of the company”, but no employee called themselves with the word leader.

For Ferreira (2008), leadership is a skill that can be evolved and always optimized.

It is necessary to understand what a leader is and their role, as well as understanding their importance in an organization so that identification as such and before those they lead is validated.

INDIVIDUAL ANALYSIS OF THE RESPONDENT: "I AM THE FOUNDER OF THE COMPANY"

Analyzing some individual questionnaires, mainly one in which the employee called himself "I am the founder of the company". Refers to a young person up to 25 years old, with a company that is less than two years old.

For Yukl (1998), in order to identify the potential of the leadership profile to be developed in a company's professionals, it is necessary to prepare their successors with planning and maximum use of the talents and skills of each one.

When asked whether or not your company makes you feel comfortable expressing your ideas and whether there would be consequences for your company if your idea didn't work out, he said yes, as it would waste time and money.

Given this young man's statement, it is notable that he does not highlight the value of his employees' participation in the innovation of his company nor does he view his team as having potential for new leaders, as he does not mention his speech to his employees nor his company as a whole, since it only highlights possible personal losses resulting from the company when it states about loss of time and money.

For Porter (1999), innovation must be seen as a central factor in the performance and growth of a company, as it permeates the construction of business strategy, as it takes advantage of new value-creating ideas from its employees, customers, suppliers and partners.

LEADERSHIP DEVELOPMENT PROGRAMS

As already shown, despite 67.7% of employees identifying themselves as leaders, 50% stated that there are no leadership development programs in the company where they work.

Bryant (2003) stated that HR professionals in several countries around the world say they are concerned about how the organizations in which they work would develop their future leaders.

It is clear that there is still little engagement and possibly little concern in future leader development programs.

Half of the respondents to the questionnaire, that is, 50% of respondents, stated that their companies have leadership development programs, stating that it is through training, courses and programs. They also stated that it is through more experienced leaders that they transmit their knowledge and experiences to new leaders, through leaders' meetings.

The responses that stated that they do not have such programs showed that leaders are appointed by substitutes, that there is external training for leaders, but there are no internal programs and that there is not even this type of concern in their company.

INDIVIDUAL ANALYSIS OF THE RESPONDENT: "PARTNER"

Analyzing another individual form, in which the employee called himself a "partner", he stated that there are leadership programs in his company through meritocracy, until he becomes a partner and that leaders encourage innovation through the distribution of semi-annual bonuses.

There is a lack of understanding in what leadership programs actually are and also what innovation and an innovative company are, as again it reduces it to a question of own profit through bonuses, possibly due to

meritocracy as he stated.

In times of crisis in the current market, innovation is often left aside or even misunderstood and encouraged. Many companies try to encourage their employees to have a more profitable return on work through financial incentives. Innovation is no longer seen as an essential part of sustaining a company and the focus becomes solely on business profitability (PORTER, 1999).

ENCOURAGING INNOVATION FROM LEADERS / WHAT IS AN INNOVATIVE COMPANY?

Of the total respondents, 72.6% stated that their leaders encourage innovation in the company; 69.4% believe their company is innovative; 68.6% believe that their company makes them feel uncomfortable expressing their ideas and 65.7% believe that if their ideas do not work, there will be no consequences for them within the company.

These numbers are close, but there are forms with discrepancies in employees' responses regarding their understanding of whether or not their companies are innovative and how their leaders encourage innovation.

The attention goes to two respondents who responded that their companies are innovative, but the answers are contradictory:

- "Seeking opportunities for improvement lacks employee training."
- "Always wanting to innovate, and having a lot of employee turnover."

The counterpoint is noted when analyzing through authors such as Kotter (1995), who stated that employees need to participate in the business innovation process gradually so that there is corporate learning for them, it is through this that there will be differences in the construction of the capabilities and confidence of these employees to achieve the innovative spirit that the company needs.

Respondents who mentioned that their

companies are not innovative stated that the focus is on the financial and administrative sector and that the company does not seem to be concerned with innovation.

This again confirms what was said in the study, that in times of market crisis, as the country has been experiencing lately, innovation is not seen as a priority. The priority becomes the profitability that the company has and the value of its employees to the organization, how much profit they generate or do not generate for the company (PORTER, 1985).

There was one respondent who stated that there is no competition that forces him to innovate. It is interesting to refute that the author Bergamini (2009b) stated that innovation is not a business obligation but a purpose that, in fact, has a lot to do with competitiveness in the market.

Another respondent stated that his company is not innovative and that its leaders do not encourage innovation and that this causes frustration.

Although 68.6% of employees stated that they felt comfortable expressing their ideas in the company, what caught attention was a response that stated that there is openness to presenting ideas, but there is no incentive or space to put them into practice. practice.

Encouraging participation in innovation makes employees believe that their ideas are valued and that they can show them and act according to what they believe. The leader's role is to develop this innovative spirit in his followers, so that they realize that their decisions are important for the company as a whole (MARIOTTO, 2003).

Respondents (31.4%) who stated that they could not express their ideas in the company mentioned that they did not have a communication channel and that their companies did not view innovation as something profitable.

One respondent stated that family businesses do not open up ideas to employees, as the children themselves help their father in developing new ideas.

Another respondent stated that managers do not accept the ideas and that in two or three days they return talking about the same idea as if it were their own.

Again, the lack of understanding of the importance of innovation in companies is something that is well highlighted in this study and the lack of communication between leaders and employees means that employees do not participate in new ideas and do not adhere to corporate learning, as one of the difficulties is connecting tools. management and passing on knowledge between generations (HITT, 2002). (QUESTION 12 AND 13)

Of the total respondents, 65.7% said that if their ideas do not work out, they will not be harmed, as their companies understand mistakes as learning.

However, one respondent stated that companies in small towns do not accept that their subordinates make mistakes.

In such a business environment, the leader must value the ideas of his followers and give them confidence to express themselves without taking risks, as these risks will be supervised by the leader. Such consideration must encourage workers and if there are failures, they will not be punished, as the company learns and grows from these failures (TOZZI, 2010). (QUESTION 12)

INDIVIDUAL ANALYSIS OF THE RESPONDENT: "GENERAL SERVICES"

Finally, the last individual form analyzed was from the employee who called himself "general services". All of his answers were negative to the questions in the questionnaire, however, when stating what he considered an innovative company, he stated that an

innovative company is one that provides improvement courses and raises the level of employees' functions according to their development.

In response to this employee's question, another answer from another employee to the same question will be highlighted, that is, which defines what an innovative company is:

- "The world moves based on new ideas and a company is always ahead in the market, if it gives its employees the opportunity, with respect and at the right times, to express themselves with the aim of improvement."

CONCLUSION

It is in the globalized scenario of the current market that there is a need to make people committed to achieving business goals. Leadership develops work to help the company improve its performance and survive in this market, inspiring potential subjects to carry out the company's strategies.

In view of this, it is clear that one way is to develop future leaders in organizations so that they can act in an integrated manner with the company's daily activities, aligning them with business strategies.

Each passage of the Pipeline shows how a new leader will, through learning from other leaders in the company, reach higher leadership levels in stages. With the pipeline, leaders have clarity of requirements, understanding what they need to develop and who is ready for promotions.

It is understood that it is not the isolated effectiveness of one that affects organizational performance, but the alignment of leaders at all hierarchical levels that are associated with the successful implementation of a strategy. When a department has a leader, who supports a new strategy, the greater the likelihood that the new strategy will be implemented in that department.

The implementation of a new strategy is the responsibility of the leader who must inspire through innovation. Innovation must also be led, it is the leader's role to develop the innovative spirit of their followers and new leaders.

Today, there is no doubt that companies need to explore their potential to create knowledge, focusing on employee interaction, as innovative companies need to respond to environmental changes.

Organizations and their leaders must provide their employees with opportunities to exchange knowledge, giving them freedom to express themselves and, thus, feel like an integral part of the company.

The bibliographic studies presented in this study can be used in an integrated way to review discussions described by authors about leadership, analyzing the essential functions that leaders perform in an organization, emphasizing their importance for the success of business activity and the development of new leaders within of the organization.

One of the most challenging and difficult roles for leaders is the role in the innovation process in their team of leaders and in the organization as a whole, as this role is to sustain and create spaces that have purpose and are full of energy, where people Employees feel like they can do things they never thought they could do.

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APPENDICES

COMPLETE QUESTIONNAIRE: INSPIRATIONAL LEADERSHIP – HOW TO INNOVATE THE STRATEGY OF ORGANIZATIONS BY INSPIRING NEW LEADERS

- What is your age?
- What position do you hold at the company you work for?
- How long have you worked at this company?
- Do you hold a leadership role in your company?
- Are there leadership development programs at the company where you work?
- If 'yes' to the previous answer, how do these programs work?
- Do leaders in your company encourage innovation?
- If 'yes' to the previous answer, tell us how this incentive is provided.
- Do you believe your company is innovative?
- Do you believe that your company makes you feel comfortable expressing your ideas?
- If your idea doesn't work out, do you believe the company could suffer as a result?
- Justify your previous answer.
- For you, what is an innovative company?