Behavioral dilemmas of the leadership in the successory process and family conflicts: evidence of entrepreneurs Brazilian descendants of german

Succession and professionalization in a family business is a complicated process, several issues beyond business issues come into play, and if the process is not completed and conducted efficiently, one or more families may face serious problems. Condor SA, a company based in São Bento do Sul, SC, underwent a process of professionalization of all its management in the 90's, this change in the structure of the organization was successful, after this change the company has been growing year after year. After conducting interviews with 4 managers who were present in the organization that had the transition and succession, it was verified that this process had the participation of a leader, who was able to see the need to professionalize the company, this leader was also responsible for to lead the entire process of professionalization, mainly managing conflicts between the families that were members of the company, which today are only part of the company board.

Keywords: Leadership; Business Succession; Conflict Management.

Dilemas comportamentais da liderança no processo de sucessão e conflitos familiares: evidências de empresários descendentes de alemães no Brasil

A sucessão e a profissionalização numa empresa familiar é um processo complicado, várias questões para além das questões empresariais entram em jogo, e se o processo não for concluído e conduzido de forma eficiente, uma ou mais famílias podem enfrentar graves problemas. A Condor SA, empresa sediada em São Bento do Sul, SC, passou por um processo de profissionalização de toda a sua gestão nos anos 90, esta mudança na estrutura da organização foi um sucesso, após esta mudança a empresa tem vindo a crescer ano após ano. Após a realização de entrevistas com 4 gestores presentes na organização que teve a transição e sucessão, verificou-se que este processo contou com a participação de um líder, que conseguiu ver a necessidade de profissionalizar a empresa, este líder foi também responsável por liderar todo o processo de profissionalização, gerindo principalmente os conflitos entre as famílias que eram membros da empresa, que hoje fazem apenas parte da administração da empresa.

Palavras-chave: Liderança; Sucessão Empresarial; Gestão de Conflitos.

Ruan Carlos dos Santos (iD)
Universidade do Vale do Itajaí, Brasil
http://lattes.cnpq.br/8733116080978836
http://orcid.org/0000-0001-7396-8774
ruan_santos1984@hotmail.com

Mário Nenevê (iD)
Universidade da Região de Joinville, Brasil
http://lattes.cnpq.br/6653171812871008
http://orcid.org/0000-0002-8375-5489
mneneve@uol.com.br

Lidinei Éder Orso (iD)
Universidade do Vale do Itajaí, Brasil
http://lattes.cnpq.br/5517032024535671
http://orcid.org/0000-0002-8128-4337
lidinei.orso@yahoo.com.br

Henrique de Campos Melo (iD)
Universidade do Vale do Itajaí, Brasil
http://lattes.cnpq.br/3163543086402829
http://orcid.org/0000-0001-7435-5355
henri29@gmail.com

INTRODUCTION

Most businesses are born small and become familiar as soon as the heirs of the founder become capable of occupying functions within the organization. It is natural that at this stage the company is larger than in its foundation, therefore, the amount of family members within the organization increases as well, this occurs at all hierarchical levels, according to Bammens et al. (2008); Westhead et al. (2006), functions are often created within companies to be able to allocate the people in the family who are wanting to join, this ends up swelling all sectors.

In addition, some works have been developed with the intention of identifying different leadership styles or models management systems that best adapt to diferente organizational culture (HOUSE et al., 2004; QUINN et al., 2006; MASOOD et al., 2006). For example, Masood et al. (2006) believe that different behaviors can be associated with differences in organizations. Organizational variables such as size, organizational environment, type of strategy, technology, and business formats can impose different demands and, consequently, diferente behaviors.

In the service sector, in particular, human capital influence on organizational performance. In this sense, the concept of leadership is very important, since it is mainly the leader who transmits vision, values and principles, directing the behavior of people to organizational goals (BASS et al., 2003).

The theory and practice of contemporary leadership describes the authenticity of a person's self-consciousness. Core values and purposes, attributes the motivational effects of leadership to the consistency of the leader and the concordance of their values with those of the followers, this makes them often confront the personal conflict of having a cultural and having their investment in a country with different values and policies, bringing the dilemma culture (values), Lider (independent of function) and country (born in Brazil, but decentene of Germans or other cultures) (SPARROWE, 2005).

In this case, in addition to generating unnecessary expenses, the interests of the organization are often neglected, and the concern with the family is greater, in the long run this has negative effects in both the economic and emotional spheres. The family relationship within the company can become so strong that it becomes difficult to disconnect these people later, even in case of difficulties on the part of the company, which causes an even greater crisis.

One way out for family businesses is to professionalize them, remove people from the family who are in the operation, and put professionals with no ties to the family, so the tendency is for conflicts within the organization to diminish.

Usually a board of directors is created for the company, where the members of the family and other members are present, the rest of the management of the company is made by other professionals. Fama et al. (1983), through agency theory, assert that board of directors is a good way of reducing conflicts and disrupting the structure of the company, so that it becomes healthier.

However, the process of transition from family management to professional management is very complex, Oliveira (2006) states that this transition process must be done with care, so that the company is

not affected. Usually people are not prepared for change, and in the case of a family business it is difficult for people to leave the post occupied by them, given that they own the company, so it is necessary that someone in the family has the ability to conduct this process.

After these contributions, we arrive at the objective of this research, which is through the studies on Agency Theory, Corporate Governance and the Board of Directors, to analyze the influence of a Leader unifying family interests to conduct the process of succession and professionalization in a company with the assistance of the Board of Directors.

It is understood that the process of succession and professionalization of the company Condor SA was successful, from the moment of these changes there were significant improvements for the company, but it is understood that for this success there was an influence of a leader of the family, who made with that the company could achieve this goal, in this way the problem that will guide this article, which is: *Analyzing the Context of Condor SA, there was a family leadership capable of conducting the process of professionalization and succession of the company in an efficient way, minimizing the conflicts generated among family members in this process*?

It is necessary to study more deeply the impacts of the leadership of a family member, in the process of succession and professionalization of the companies, the case study Condor SA, will provide more information on this subject in order to answer the research problem and contribute to the studies of the area.

THEORETICAL REVIEW

Leadership

The importance and value of a leader is felt practically in all directions within the organizations and not only by the group of collaborators. According to Bennis (1996):

> Leaders are important for three reasons: first, they are responsible for the effectiveness of organizations. The success or failure of any organization. Second, the adversities we encounter Sometimes they lead us astray, so weway, a safe haven. And third, the leader is the one who know the problem, but it is not about the context, be it the volatile administrative scenarios or mergers and acquisitions or demographic factors.

Therefore, leadership is becoming increasingly important, as it is through a leader that a team is motivated to perform its functions successfully, and consequently, generate satisfactory results for the organization.

Around the late 1940s and early 1950s, studies at the University of Michigan to determine which characteristics resulted in effective leadership. Following interviews with supervisors and subordinates of high and low productivity groups in a number of organizations, the results of the studies suggested that there are two fundamental types of behavior of the leader: one focused on work (closely follows the activities of his subordinates; effective) and employee-centered (creates effective working groups with high performance). In light of the findings, "Michigan researchers have suggested that employee-centered behavior is more likely to lead to effective performance than work-centered behavior" (GRIFFIN et al., 2006).

Driven at around the same time research from Michigan, studies conducted by Ohio University also aimed to identify behavioral characteristics of leaders with effective performance (GRIFFIN et al., 2006). The researchers in this study identified two more significant: behavior of consideration (there is interest in the feelings of the subordinates and respect for their ideas) and orientation behavior (the leader clearly defines his or her subordinates' roles so that they know what is expected of them). According to Griffin et al. (2006) results indicated that:

> [...] there is no simple explanation for what constitutes a behavior of effective leadership - the leader's effectiveness varies from one performance to another [...] major shortcoming of the two studies was not achieving their first goal: identify universal leadership behavior, response and the relationships of their followers.

Due to some flaws presented in both theories, other scholars behavioral perceived that to reach different approaches it was necessary to focus on contingency theories because they would better explain leadership, since "these theories assume that the behavior of the appropriate leader varies from environment to environment. Its focus is on understanding how different situations require different types of leadership "(GRIFFIN et al., 2006).

In the field of studies of "contingency theories", the theory of Fielder's contingency, developed by Fred Fielder around 1960. For this theory "group performance is a function of the combination of a leader's style and the various relevant characteristics of the situation" (VECCHIO, 2009).

Fred Fielder found terms for tracing the personality of a leader: motivation by task (work-centered behavior) x motivation for relationship (employee-centered behavior). For Fielder, the great difference between the two is that they are grounded in the personality. That is: Task-oriented leaders will succeed in situations that merely require persistence.

> [...] Leaders with interpersonal orientation, however, can take advantage of scenarios that emit varied signals because they can apply their social skills to overcome the more manageable obstacles to performance. (VECCHIO, 2009)

It is notorious that it is imperative for the leader to analyze the organizational appropriate to it, in order to obtain effective results. Vecchio (2009) concludes that "the effective leader in one organization may be ineffective in another. Managers need to recognize this fact and understand the limitations that a given situation can impose on them.

Already the theory of the Goal and the Way, developed by Martin Evans and Robert House, "Indicates that leaders can influence, in various ways, the satisfaction, motivation and performance of group members" (VECCHIO, 2009). Another strength of this theory is the leader's influence on his subordinates, as the leader with his or her power of influence affects the performance of his or her subordinates, making clear the behaviors that lead to the desired rewards (goals).

According to the level of the task performed by the subordinate, for example, the direct leadership is less necessary. Thus, according to Griffin et al. (2006), "it is assumed that how the leader combines people and environment in a given situation influences the subordinates to perform their tasks."

One knows the importance of a leader's behavior for the success of his or her team, but according to theory, situational factors influence the attitudes and the way of acting of its leaders. In addition, the Vroom

Decision Tree approach refers to subordinate participation in decision making (GRIFFIN et al., 2006). According to such an approach, the leader evaluates the degree of significance of the decision suggested by the subordinate and this evaluation will guide him through the paths of the decision tree until he reaches the recommended course of action.

Two types of trees are mentioned: one with a focus on time (recommended when time is a key factor) and the other is focused on development (recommended when the leader is more interested in employee development than in decision agility). For Vecchio (2009), this approach is useful for diagnosing a situation. Through from the analysis made, the leader faces the problem to be faced. It is a reliable and efficient tool to find specific problems, and consequently make the appropriate decision.

Another theory about leadership is known as the leader and member. "This theory was created by George Graen and Fred Dansereau and aims at the good relationship of the leader with each subordinate, that is, "the model proposes that each relationship between the leader and a subordinate has the possibility to differ in quality" (VECCHIO, 2009). The model calls the group inside - it is about subordinates that the leader has more affinity and trust - and the outside group - which is composed of subordinates that the leader has less attention. Vecchio (2009) concludes that: "initial impressions of subordinate capacity may lead to classification as members of the near or distant group, which may affect subsequent performance and turnover".

For companies to succeed, there must be good leadership, responsible for making all decisions in the company, this will guide all the people who are below this leader and will centralize most of the decisions, invoking an article on Leadership in organizations, Benevides (2010) emphasizes that leadership is a controversial concept and difficult to define (SOBRAL et al., 2008). For Kouzes et al. (1991), leadership is an art. The mastery of this art of leadership comes with self-mastery, that is, the development of leadership is a process of self-development.

Bass (1990) cites leaders as agents of change, whose acts affect others more than others affect their actions. Leading means conquering people, engaging them to put their minds, hearts, creativity and excellence at the service of a goal, making them do their best in this mission. According to this author, "You do not manage people, you lead people".

According to Burns (1978), the leadership process is characterized by leaders inducing followers to action for certain goals, goals that represent the values and motivations, desires and needs, aspirations and expectations of both leader and of the led. For Bergamini (1994) the term leadership has been used for at least two hundred years in the English language and for being investigated for so long it is natural that it presents different conceptions.

It is noticed that there are characteristics common to the leaders, some with characteristics stronger than others, but they have several points of convergence, what differentiates each leader is the context in which he is inserted, the difficulties that he will face in the day to day, possessing the aforementioned characteristics, the leader will know how to deal with adversities, according to Schein (1985; 1999); Senge et al. (2009), it is the leader's task to act as a link between people, structure, vision, culture, knowledge, and

finally, acting at the intersection between all the elements present in an organization's life. The leader must be able to see and lead other people to the changes that occur within organizations, and in the case of the family business, object of this study, a process that is adopted by the company is the question of succession and professionalization.

The influence of the leader in succession

Managers have formal authority, create rules, exercise control, risks, that is, present a more 'cold' position with the subordinates, seeking to meet the objectives of the organization. The leaders present a more 'human' position with their leaders, because they prioritize, listen, converse, finally, value the individual characteristics promoting the development of the group and transforming it into a work team.

Covey (2004) reports that the difference between manager and leader lies in how they see the situations and the objectives. Management is the vision of methods, it looks at how best to achieve certain things. While leadership deals with goals and goals by focusing on achieving desired things.

Complementing such statements, for leadership expert Bennis (1996), there are many differences between leaders and managers. Among the differences, Bennis points out that while the manager manages, copies and maintains, the leader innovates, is unique and develops. Leaders know how to identify problems and develop the skills needed to solve them.

In short, managers and leaders are not the same, but working together, can play important roles for the future of an organization. In fact, management and leadership are not competing but complementary. The role of manager seeks the interests of the organization and the role of leader seeks the interest of the people, maintaining the necessary balance to the organization.

There are several types of leadership. One of them is the "leadership transformational". Transformational leadership highlights the goals of subordinates and increases their self-confidence to achieve higher goals. It is a leadership of extreme importance - especially in times of change and crisis - because it implies transforming, changing strategies of an entire organization. And change within an organization is essential to avoid stagnation. A leader with high power of influence is able to play this transformative role effectively (VECCHIO, 2009).

On the other hand, charismatic leaders are self-confident and can influence their effectively, since they are already likely to accept it. A dot This negative leadership takes place when the leader encourages devotion to the ego. On the other hand, the positive point is when charismatic leaders seek to increase commitment led with ideological principles. Thus, leaders who have such have a differential in their favor in relation to the influence and good your team because they inspire trust and acceptance. However, care must be taken to ensure that this does not intentionally create among its people devotion to its people (VECCHIO, 2009).

A third type is called strategic leadership. A definition of leadership is presented by Chiavaneto et al. (2010) according to:

> The ability to anticipate, envision and maintain flexibility, and know delegate powers to

create strategic change whenever necessary. Strategic leadership involves managing people through organization's resources [...] strategic leaders must learn how to influencing people's behavior in an uncertain environment and many times unpredictable. In other words, strategic leadership meanslead leaders of leaders.

Contextualizing this concept, Chiavaneto et al. (2010), pollowing multifunctional aspects of strategic leadership: Determining strategic direction: means creating a long-term vision of the intention strategy of the organization, motivating the employees through the organization; Exploitation and development of core competencies: means exploring and skills in many different functional áreas implement organizational strategies. Strategic leaders assess whether core competencies are emphasized in strategic implementation efforts; Development of human capital: human capital represents the knowledge, skills and competencies of the organization's workforce, which requires investment in terms of training, training and development. Know how to locate, tal talent, building effective teams is a need to possess in a high degree; Supporting an effective organizational culture: organizational culture is a complex of ideologies, symbols and core values that is shared throughout the organization that powerfully influences the way in which it conducts business. Hence the need for a driving and entrepreneurial orientation that people protagonists of the action; Emphasis on ethical practices: Strategic leaders should practice actions that increase probability of making an ethical culture prevail in their organizations. This involves: a) Create and develop a code of conduct for the organization; b) Review and continuously update the code of conduct; c) Disseminate the code of conduct to all persons; d) Develop and implement internal audit methods, procedures and practices; e) Create and develop rewards systems that reward excellent performance; f) Create a work environment that makes the organization the best place to work. Balance balanced organizational controls: controls are needed to help ensure that the organization achieves its desired results of strategic competitiveness and above-average returns.

Given the six aspects described by Chiavenato and Sapiro, it is well known that the leader that presenting these sets of characteristics - and essential preparation to put them into practice - will have the ideal competence to lead a motivated team to deliver high performance in the organization.

Characteristics professional and professional of success leader

For Chiavaneto et al. (2010), the leadership applied today, presentes differences in relation to the performance of the former leaders, and this is perceptible both in the treatment of their leaders and in the performance of the organization, as shown in Table 1.

Table 1: Leadership of past and present (future).

Traditional leadership traits	Quality of strategic leadership
Conformity	Creative and innovative spirit
Authoritarianism	Assimilator, apprentice and choreographer
Heroic - Attention Center	Shares power and attention
Delegate and hierarchical	Driver and leverage
Specialization in traditional areas	Expertise in various areas
Extensive Industry Knowledge	Experience in many industries
Possession of a long-term position	Portfolio of various knowledge
High control and control	Empowerment and Sponsor
Domestic and internalized guidance	Global and systemic perspective

Creates consortium when needed	Creates coalitions and fosters collaboration
Intimate knowledge of the organization	Intimate customer knowledge
Attention on competitors	Knowledge of competitors
Isolated, separated, indifferent	Affordable, Close, Supporter

Source: Chiavaneto et al. (2010).

Comparing the characteristics of Table 1, it can be seen that the leader presenting "Quality leadership strategy" is a changeable, more cultured, flexible leader and, above all, seeking to maintain a closer and humane relationship with the people around him. In this way, the leader conquers those led by the confidence that is able to convey before the adopted position and not only because it has authority, as it was in the traditional model of leadership (NAQUIN et al., 2017).

In addition to leadership changes in relation to the past, Chiavaneto et al. (2010) leadership hierarchy, because, according to them, leadership goes through deep differences when carried out at the institutional level (by the president and principals) and at the tactical level (managers), compared to the typical leadership at the operational level (supervisors), as indicated in Table 2.

Table 2: Hierarchy Leadership.

Leader	Features	Organizational Level
Strategic (Director)	He is a global thinker.	**Institutional**
	He is a strategist.	
	Drives change and renewal	
	He is "missionary" and "visionary"	
	Lawyer and defender of talents	
	Highly enterprising spirit	
	Guardian of the business	
	Captivating	
Tactical (Manager)	Boosts strategy execution	**Management**
	Boosts achievement of goals	
	It's a tactic	
	Identifies and selects talents	
	Mobilizes people to change	
	Trains and develops leaders and teams	
	Caring for a business unit	
Operational (Supervisor)	Leads to work execution	**Operational**
	Boosts excellent performance	
	It is an operational	
	Partnerships across teams	
	Manages day-to-day work	
	Influence by your personal power	
	Inspire loyalty and trust	

Source: Chiavaneto et al. (2010).

According to Table 2, for each organizational level there is a type of leader, with specific characteristics, since each of them needs to have the language and the ideal posture to get the message across and lead the people to carry out their tasks successfully.

It is noted that one organizational level depends on the other so that the goals set by the leaders are achieved. Regardless of the organizational level that the leader performs, Chiavaneto et al. (2010) point out some characteristics that should be adopted: Be a master at managing ambiguity in unclear situations; Inspire confidence and belief in the future; Have a passion for goals and results; Possessing unquestionable integrity to gain trustworthiness of the people; Prepare and develop people for success; Have a strong ego and not just a great ego; and Have the courage to make decisions, even if difficult.

The need for a leader to present such characteristics is due to the fact that the following imperatives, as pointed out by Chiavaneto et al. (2010): Lead people to results: the leader achieves results through the people who with him works. Must be able to prepare and empower people to achieve group results; Drive performance: the leader is responsible for achieving goals and results, both personally as through your work team. Must know how to performance and help people reliably achieve results; Partnering between and among teams: A critical role of the leader is to be effective as a leader. Whether it is a formal or informal leader of a group that requires strong team spirit, know how to create and maintain a high performance team and other teams; Manage daily work: involving resources, time, budget and everything needs to be effectively deployed to achieve group work goals; Influence through personal power: leaders need things done only using their personal power of influence and their strength to gain reliability without appeal to your hierarchical position; Have a lighthouse to locate and develop talents: the leader must know how to identify, evaluate and select internal or external talents. Know how to build your team with better people that it. Make the team your tool to achieve collective success. This is a essential skill for leadership; Inspire loyalty and trust: by attracting and retaining talents, the leader must seek satisfaction at work, which is a key aspect for retaining the best. Good leaders create a environment where people can maximize their talents and expectations.

It is well known that the well-prepared leader is able to lead his their functions, through their motivational power and their reliability. In this way, you can create a pleasant work environment with a cohesive and talented team.

For O'Toole (1998), leadership effectiveness has little to do with what to do and how to make. Contrary to the wisdom conveyed, when leaders fail to bring about change, guilt seldom falls upon a wrong choice of manuals on how to do "... those who succeed in promoting change, in an effective and moral way, act on the conviction of inherent dignity to those under his leadership" (O'TOOLE, 1998).

However, when business leaders understand that changes must be based on the existing culture of that organization and when demonstrate patience to involve in the process of change all this same organization, then it is possible to transform the company (O'TOOLE, 1998).

In the same line of reasoning, Chiavaneto et al. (2010) affirm that strategy implies movement - and movement means change - and the leader is the main agent of organizational change.

According to Chiavaneto (2010), cultural change - unlike the change in products, services, processes, technologies - is usually slow and time-consuming. It suffers resistance and barriers and of all kinds. But we must change because:

> Changing organizational culture is not only possible and desirable as well as indispensable and fundamental for organizational success, taking into account that the organization operates in highly dynamic, changeable, unstable, volatile and constantly changing. (CHIAVANETO et al., 2010)

Thus, strategic leadership implies dealing with ever-changing change and deep that characterizes the current competitive scenario. Because of this complexity and mutability, strategic leaders must learn how to influence people's behavior in an uncertain and often unpredictable environment.

Succession family and leadership intercultural of the organization

It can be said that there is an interrelationship between culture and leadership. Leaders create mechanisms for development culture and the reinforcement of norms and behaviors expressed within the borders of culture. Cultural norms emerge and change because of where leaders focus their atten- how they react to crises, what their behavior models are and who they attract to their organizations. And then, the characteristics and qualities of an organizational culture are taught by their leaders and eventually adopted by his followers (BASS et al., 1993).

Schein (1992) emphasizes the role of leadership in articulating the strengthening of culture, the role of the founders and the choice of leaders as mechanisms relevant to their support. It lists primary mechanisms by which leaders reinforce aspects of culture, such as attention, reaction crisis management, role modeling, rewards allocation, criteria for selecting and firing. It also mentions mechanisms organizational design, systems and procedures design, stories-legends-myths, formal definitions (values, mission, etc.).

Trice et al. (1991) sought to understand what the different roles played by leaders in maintaining or organizational culture change. In general lines, have concluded the following: in maintenance - the main challenges for the leader are keep the existing culture alive (strengthen the culture) and conciliate interests of subcultures (to integrate culture). In the first case, the leader catalyzes renewal rites (for organizational development activities); at the second, rites of conflict reduction; in change - the challenges are to attract led to unite them (create) or rearrange elements of the old culture with new (to change). In the first case, the leader employs his qualities (such as self-confidence, conviction, ability to communication etc.) and integration rites; in the second, too is based on his personal qualities and still on rites of degradation, demission or change of managers, for example (BEYER et al., 1987).

On the reinforcement of culture, Bass et al. (1993) believe models of leadership behavior begin and are encouraged at successive lower levels. The behaviors of upper-level leaders become, then, symbols of the new organizational culture. Stories are created about the leader and mechanisms are created to improve the communication with higher levels. Block (2003) warns, however, that the organizational distance (between leaders and as a consequence of the multiplication of hierarchical levels), weakens the influence of leadership on culture. It is worth noting that the ways in which leaders react problems, solve crises, reward and punish followers are all relevant to an organizational culture, as well as how the leader is seen both internally by the followers and externally by the customers (BASS et al., 1993).

Changes organizational are well leaders need to be alert to conservatism. Reflected in beliefs, values, presuppositions, rituals and ceremonials impregnated with culture, which may disrupt efforts to change the organization. They need, in certain circumstances, to modify key aspects of culture when this is possible, so that they adjust to the new desired directions by the leadership and the set of members of the organization (BASS et al., 1993).

In studying the relation between the dimensions of values cultural aspects of Hofstede (1991) and

aspects of transformational leadership of Ergeneli et al. (2007) found negative correlations between the uncertainty avoidance dimension and some leadership factors transformation, such as inspiration for the construction of a shared vision and modeling the path. According to the authors, Hofstede (1991) links these factors to innovation and its consequent risk of the future of the organization, which makes negatively related to the avoidance dimension of uncertainty.

Analyzing the results of some studies on the relationship between between leadership, culture and performance, Ogbonna et al. (2000) contribute to the understanding of the mechanics of complex relationship between leadership and culture. They identified that the style of leadership exerts influences on the culture and that it influences organizational performance. These relationships are, however, catalyzed in their movement and pressure from the internal and external environment of the organization. Krishnan (2001) believes that obtaining performance is only possible through leadership transformational, in which the leader encourages his followers to results. For the author, the high performance can be achieved by transforming values, attitudes and the motives of his followers.

House et al. (2004) investigated the issue of leadership and culture in 62 countries, seeking specificities leadership in different cultures/societies. These authors emphasize the complex dynamics of interconnection and between national culture, organizational culture, organizational practices and leadership. The authors, study participants GLOBE (*Global Leadership and Organizational Behavior Effectiv*eness), define leadership as

> The ability of a person to influence, motivate and enable others to contribute to the effectiveness and success of the organization to which they belong. (HOUSE et al., 2004)

For the comparative, cross-cultural analysis, they were based on the following cultural dimensions: avoidance of uncertainty, distance of power, social collectivism, group collectivism, equality between gender, assertiveness, orientation towards the future, for performance, humanistic orientation. This study allowed to analyze, in different cultures, the implicit theories of leadership: attributes and behaviors perceived by the people as leaders. As a result, they a set of six dimensions of leadership universally leadership dimensions that are endorsed by cultures. They are influenced by the culture (social and organizational) and imply acceptance and subsequent effectiveness of the leader.

Succession and professionalization in a family business

In order to elaborate this study, a familiar company is characterized according to, Donneley (1967), this author affirms that a familiar company is any company that has been linked to a family for at least two generations. In this parameter the Condor S.A, which, after previous research, was found to be in the third and fourth generations.

Massis et al. (2008) encompass the causes that prevent an efficient succession in the process of succession, and this process is often not very effective. Three categories: a) the descendants are not willing to manage the company; b) current managers of the company reject successors as new business leaders; c) successor management can be rejected because of the financial difficulty of the company to maintain more

successors, the authors still define five factors that can impact on this process of succession are: individual factors; relational; contextual; financial and procedural.

It is up to the leader to analyze all these factors and the situation of the company, so that he can manage this entire process of succession, and decide if the company's management will continue with the family or if it will be professionalized, after that decision it is necessary to prepare the future leaders of the company business. When the company has only one founder the management of succession becomes easier, as the number of founding families is greater the difficulty of succession also increases, therefore, the number of candidates for leadership increases. That is why it is important that there be strong leadership to make these decisions.

The process of succession has become the object of study in various places in the world, due to its complexity, which occurs according to the expectations and individual desires of its owners, especially the second to third generation. The process of succession becomes so complex because of the interests around an organizational culture formed throughout history, in addition succession affects a difficult process of renunciation on the part of the owners.

Gersick et al. (1997) believe that family-owned and managed enterprises constitute a peculiar organizational form whose special character has positive and negative consequences. These quirks can work against the professionalism of business behavior. Old stories and family dynamics can get in the way of business relationships. It may be more difficult to exercise authority with relatives. Family and business roles can become confusing. Company pressures can overwhelm and destroy family relationships. When work loses efficiency, tension, anger, confusion, and desperation are created that can destroy surprisingly quickly good businesses and healthy families.

The existing conflicts in the family business have three dimensions: family, property and management, from which the theoretical formulation of the concept of three-dimensional family business development takes place. This concept is present in several studies such as Bernhoeft (1989), Cohn (1991), Lodi (1989), its formalization appears in Gersick et al. (1997), which comprehensively provide tools for understanding the functioning mechanisms of a family entrepreneur, these conflicts end up being more common when there is a process of succession in the company, because there is the conflict of generations in these processes.

Oliveira (2006) and Leone (2005), affirm that there are two types of succession processes: one related to family succession and another related to professional succession. Family succession happens when one generation changes to another, that is, when one member of the family occupies the position left for the next generation. For Oliveira (2006), family succession takes into account the family's reality, values, attitudes, personal behaviors and life expectancy of the most influential members.

Casillas et al. (2007) emphasize that in family businesses, both ownership and management is a process that organizes and mitigates the impact of the peculiar aspects of these organizations that hinder not only their competitiveness, but also the their own survival. If you had to choose up to five key points related to the continuity of family businesses over time, there would certainly be professionalization among

them.

The process of professionalization includes, among other things, one of the main problems of family businesses: the succession process. According to Bernhoeft (1989), this process is directly related to the survival and expansion of the business itself. Another important point is the separation of ownership, management and family, one of the fundamental concepts of family governance and an evolution of corporate governance to the specifics identified in this type of company.

With this theoretical support it is realized that the process of succession of a company is not a simple process, it is a very big range of interests. In the Condor case the number of family members present in the company was considerable, which could have hampered this succession process. Besides the succession itself, as mentioned by Bernhoeft (1989), the process of professionalization is also important for the survival of the company.

So that this does not escape the control of the company and the managers that seek the professionalization, it is necessary that there is a leadership committed to the organization, that seeks neutrality in the decision making and also has the capacity to manage conflicts in the process of succession, for this is based on the agency theory, which seeks to separate management and property issues, preventing family conflicts from hampering the company's progress.

Theory of the Agency to manage conflicts of succession and professionalization

Berle et al. (1932) were the first scholars to address the principles of Agency Theory and discuss the benefits and costs of the separation of ownership and management, which is directly linked to the evolutionary historical process of corporations during the last century and more strongly with the movement of internationalization of the ownership structure of the organizations, dispersion of the number of shareholders, pulverization of the property and the occurrence of greater turnover of stock ownership with the trading of the shares in the stock exchanges.

The authors emphasize agency theory as capable of discussing agency costs, agency conflicts, and information asymmetry between agents and principals (owners), such as Andrade et al. (2000) e Ecco et al. (2010). Berle et al. (1932) were the forerunners of studies on changes in the ownership structure of corporations and the move away from ownership and control, thus outlining corporate governance as an instrument capable of leading to a better alignment of the interests of the manager with the interests of the owner. For Alchian et al. (1972); Jensen et al. (1976); Fama (1980) and Eisenhardt (1989) "this relationship between owners and business managers is also known as the agency problem".

Eisenhardt (1989) emphasizes that Agency Theory seeks to solve two problems that can occur in agency relationships: when the desires or goals between the principal and the agent are different and when it is difficult or expensive for the principal to verify what activities the agent is developing.

In the following table a summary of the theory of agency pointing out its main points is demonstrated.

Table 3: Theory agency - theoretical element and description.

Theoretical Element	Description
Key-Idea	Agent-principal relationships should reflect the efficient organization of information and the costs entailing risks
Unit of analysis	Contract between principal and agent
Human Assumptions	Self interest, limited rationality, risk aversion.
Organizational assumptions	Partial conflict between participants, efficiency as a criterion of effectiveness, asymmetry of information between principal and agent.
Information	Information as a good commodity
Contracting Problem	Agency (moral hazard and adverse selection) risk sharing
Contracting Problem	Relationships in which the principal and the agent have partially different risk objectives and preferences (eg remuneration, regulation, leadership, print management, demarcation, vertical integration, transfer pricing).

Source: Eisenhardt (1989).

In sum, the above table provides pointers to the theory by the seminal author of Agency Theory, important, to objectively understand Agency Theory, in the context of conflict studies between Principal and Agent.

The studies carried out on the theory of the agency point out that there is a cost to the companies when there is a conflict between the owners of the company and the managers, which provides more evidence for the need to have a leader capable of managing these conflicts, for this he can use tools presented by agency theory. The leader responsible for succession and professionalization should be able to see the potential conflicts, and take steps to avoid them, so the company is not affected by problems generated in this process.

Based on the theory presented so far, the methodology adopted for the execution of this article is developed.

METHODOLOGY

After a first observation to Condor SA, realized that had different characteristics throughout Its history these characteristics were also noted by the proximity of the researcher with members of the organization, this contact showed that the company is well structured and has undergone a series of successions , some not very successful and others very successful, today the company is one of the most successful in the city and this has aroused the researcher's interest in finding out what were, and what are the strategies of succession within the company, especially with regard to question of leadership in the process of succession and professionalization, these initial observations led to the search problem is: Analyzing the context Condor SA, there was a family leadership capable of leading the process of professionalization and succession of a company effectively, minimizing conflicts between family members and outside professionals in this process?.

Defined the research problem is exposed the methodology used to solve it, through this was sought relevant data that could contribute scientifically with the field of leadership and conflict management in the process of succession and professionalization.

The first step in solving the research problem was to seek theoretical support regarding leadership, family succession, and conflict management using agency theory. This theoretical support directed to the

Revista Brasileira de Administração Científica
v.11 - n.4 • Out a Dez 2020
P a g e | **70**

themes that had already been approached by other authors, and provided the definition of a subject not much approached in the academic field.

This research is characterized as a case study evaluated the influence of a leader within the organization, especially in conflict management in the process of succession and professionalization in Condor SA, so the data in the survey refer to this company, as described the theoretical support the organization's conditions influence the decision making of leaders who are in it, this way the study will bring new data organization for the leading field of study, and through it we obtained relevant data to the scientific field.

The instrument used for data collection was the directed interview, the researchers used an orientation questionnaire, and throughout the interview there were some directions of the questions to which respondents contribute to the data needed to complete and best solution of the problem.

The research problem refers specifically to the process of succession and professionalization of Condor SA, and the family leadership that existed at this time, for this reason were interviewed four people who were present at the time that there was this transition from family business to professional company, these people occupy positions at higher hierarchical levels that have gained positions within the company and that today have great responsibility within the organization and are part of the professional management of the company, these people have no relation with the family or the board of directors of the company. Company in relation to family ties.

Each interview lasted an average of 40 minutes. After the interview, they were transcribed into Word documents and yielded an average of five pages each, about 20 pages in total. This material was very important and valuable for clarifying some issues, as well as for the search of the solution of the developed research problem, the most important data collected are shown below.

RESULTS

In this chapter the main data obtained in the interview with the managers of Condor SA will be presented, the data presented are linked to the leadership of Mr. Heinz, who through the interviews realized that he was responsible for conducting the succession process of the company, and also contributes to conflict management among family members who were in the company at the time.

Four interviews were conducted with some Condor managers, who were present at the time the professionalization and succession process was carried out and could contribute to the development of this research, the Author will be identified in the dialogues as a researcher, and the other interviewees as interviewee 1, 2, 3 and 4, in order to maintain the confidentiality of these people, the following is the results obtained in the questions made to these people.

Asked about the importance of his Heinz leadership in the process of succession and professionalization of the company the interviewee two, stated that Heinz's presence was key at this stage, he said 'for the family the impact is very great', having to leave the company, to give up the management of the business, this reaffirms what had already been verified in the theoretical support. Respondent four also

contributes in this sense, 'in the family business did not have this definition very clear perhaps', at this point the interviewee refers to delegation of task between the family, there was a clear definition of the role of each family member in the company and the direction which the company wanted to follow.

The interviewee two reaffirms what was sought in theoretical support regarding the choice of qualified professionals for the vacancy, and also in relation to swelling the management structure of the company, where he mentions that not always the person was qualified to fill a position, '[...] Also in the sense of preparation I think, the person who is family and is occupying a position within the company, maybe she is there because it is family, but not because she is the best person to fill that position', proves, in this case that in the family business sometimes questions of skills to occupy a certain position are left aside, because of family ties.

In this way it was necessary that there was change in the company, questioned the interviewee 2 if it was really important Heinz to take the lead and to gradually make the professionalization of the company, and he affirms 'exactly, today condor is where it is because of the change in 1997, which was the decision to professionalize the company', which demonstrates the assertiveness of the leader in wanting to transform it.

According to the interviewee two, Heinz was primarily responsible for realizing that Condor needed to be professionalized; moreover, he was responsible for conducting this process effectively, 'the leadership of His Heinz who led this, who saw that it was to grow and walk in a healthy way, he realized this, [...] he was stitching it up with families, and constructing this perception by alerting families that it was healthier for the business to be done the way they did. was made, and this leadership was fundamental'. It is clear that there was a firm leadership role in the succession of the company, both in the organization of the company and in the management of conflicts between the family.

The interviewee two further emphasizes Heinz's importance in conducting this process, and what could have happened had there not been such leadership, if one of the shareholders does not have the attitude to refer the company to it, it most likely does not happen, conflict is settled and comes to a point almost unsustainable, so it is fundamental, especially after the family goes to the council, the council must have a president who can manage conflicts, who can create a consensus that can converge interests.

The process of professionalization is not always easy, the interviewee four provided important information about Heinz's attitude at the time, '[...] Heinz always stood with the administration that was below him at the time, which was another, but certainly that administration has contributed and supported a lot for this change to take place, because it was a paradigm shift within the company, and often the families go against it, because it implies the exit of these people from the positions that they are occupying in the company, on the day, today there is an agreement among shareholders where he foresees that there is no person of the family working here in the company, neither grandson nor son, nobody, have grandchildren of shareholders who work in other companies, maybe in the past would work here, then it is a change of culture and strategy'.

With the creation of the board of directors and with this breakdown of paradigms many things had

to change, and many conflicts had to be managed by Heinz, who stood out as leader of this process, as mentioned he was the one who made the decisions but supported by the others Members of the Board.

As Heinz's leadership also remained on the board, on the issue of minimizing conflicts, interviewee four was also questioned about the role of council and council chairman in conflict management brought about by professionalization, the respondent contributed in this sense, 'the that we can see is that today the boards are much closer to the board than in the past, with this professionalization, with the coming of these external advisors, [...] this all makes management closer to the board, and absorbs a little more of the needs that the board and shareholders have, I think this is very clear. Today condor has six advisers. And there are three outsiders, who have no direct connection to the family'.

Asked about the transition process and the first moments of professionalized company, Interviewee One also stressed the importance of Heinz, 'the transition of this process was quite serious, because in the early years there was still one or other of the family within the corporation as well , then it did not have a 'sudden' migration, this was not the decision taken, the decision was made in the sense that there was a certain transition and I think this made the company succeed in the process', he still comments that there were people leaving the company's family, who had been working for Condor for years, but that the leader's presence was necessary to drive them away.

The interviewee further states that, '[t] he fact that they created the board and removed all family members from the company's operation makes the work of the managers, both the directors, the chairman and the managers, a more professional job in the sense of having a clear goal, to have a definite clear objective, which is a goal designed by the board of directors, in this council today, we have a representative of each of these families and there are three external professionals, who are CEO's of other big companies that are now part of this board, so there are goals set clear goals, work gets easier there is a more defined north [...], when you have an executive board as it happens today, we have a well-defined hierarchy so I have someone to report to me so my work is tied to this board, which will consequently be tied to the board of the presidency, which is going I respond to the advice, so the day-to-day work makes it much easier, who is in operation the fact that you do not have the family inside, it facilitates a lot of work and understanding and makes us able to develop the job very well, with which we achieve these objectives with great clarity, and with as much dedication and commitment as always'.

The process of transition and succession in the company was difficult, but with the figure of a leader things were well underway, according to the interviewee two, '[...] as Heinz began the process of professionalizing the company, he was the captain and was the ambassador of this whole process, when he knew of some difficulty that was occurring in the process of professionalization, he would come and ask us managers, what was happening and if we were satisfied, he interfered in the process when the thing was not very good , he made this connection between the directors and managers and clarified the situation for both sides, he acted as a mediator between the parties. He was always a born leader and the ambassador of this process of professionalization; I would say he was the key person for the professionalization of the condor'.

The researcher asked the interviewee three to list the main characteristics of Heinz that made him a

differentiated leader, according to the interviewee three: 'He is a born leader because of the seriousness, objectivity, courage, how to decide things, was convinced in his decisions and assumed his responsibilities in the decision making in the company, he is a resilient leader who could recognize the suggestions of other people. He was clear transparent and accepted the things proposed by the other hierarchical levels, he questioned much the things that were being done [...]' These were the main characteristics listed by the interviewee, who functioned in managing the changes that occurred in Condor.

In addition to these characteristics, interviewee three points out that a leader like Heinz '[...] has a passion for the company, that makes all the difference in the company, and that his way of doing business made all the difference, he was able to transfer part of these characteristics also for the internal CEO, the house silver, in addition to making the external CEO's do they have the company DNA, they have the blood Condor running in the veins', important part in a succession process is to do with that the company does not lose its main characteristics during this process.

Heinz's leadership becomes important because he is in the company to this day, and he continues to influence people and that makes him so important, according to the interviewee two, '[...] today he (Heinz) has a family representative, who is his son and has a chair on the board, then they monitor the business, but through the board, the board does exactly this role, taking care of the business, managing the business for the shareholders'.

Heinz is no longer in the day-to-day running of the company, but his leadership is still perceived by the people in the company, according to the interviewee two 'his Heinz walks a lot for the company because he has a true passion for the company [...] the interviewee three reinforces, [...] Mr. Heinz still exercises this leadership he is a very respected person within the company, he is respected on the factory floor, people who know him respect him a lot, the people who have been for longer respect he, as well as he respects these people, as well as all supervisors, directors and managers, we respect him a lot and he also respects us a lot. Even if he is away from the company, and no longer on the board, who he represents today is his son, he still has all the information of the company, his son makes him informed, and even today when he sees that there are some something that needs interference from him, he interferes, he contributes, he often questions whether the decisions that are being made are on the right track, and he still asks the managers and directors how things are in the company, his Heinz was and still is a born leader'.

In this chapter we present the main data obtained in the interviews with four Condor managers, which have relation with the object of the research. After presenting these questions, one starts with the discussion of the results that is demonstrated next.

DISCUSSION

After conducting the interviews and demonstrating the main findings, we start with the discussion of the results, in this chapter we will address questions related to the findings made in the interviews conducted at Condor S.A.

It was observed that there was a fundamental leadership role in Condor, which was performed by

Heinz, especially regarding the issues of conducting the succession process of the company, this could be perceived through the questioning of the four interviewees, all of them mentioned the role of this leader in the company.

It was also confirmed what had been researched in the theoretical support, that often family matters end up having a strong impact on the company's decisions, it was verified through the statements of the interviewees that often the family member did not have the necessary skills to occupy certain positions, which can harm the organization. Another injury that can be caused by a lack of professionalization is the lack of direction of the company, as there are several people within the company there is no exact direction to be followed, there are many people who are in charge of the company.

One of the outputs for the company is to professionalize, ie, take people from the family's management and put market professionals to manage the business, as was verified in the theoretical support this can not be applied in all enterprises, because of some resources necessary for this transition, which may be insufficient in the case of smaller companies. In this case study the company was able to professionalize and did so.

Once again the issue of leadership appears, at the moment when the decision is made for professionalization it is necessary that all the people who are involved with the company, especially the family members, agree with the changes that will be made, for that the leader must know how to lead this process. The study found that this is one of the most difficult steps. This difficulty had already been verified in theory, and could be proven through the study, people are emotionally attached to the company, so it becomes difficult to leave a company in which she was a partner, and the role played by Heinz in this sense was very importantly, he took responsibility and was able to carry out this process very well, reducing the conflicts that could arise due to this professionalization.

Another point verified in the research was that Heinz was responsible for thinking about the professionalization of the company and conducting this process to the end, if he had not fulfilled this task until the end, the company would not be able to execute it, this leadership already existed prior to the creation of a council, and after Heinz took over the presidency of the council, this leadership role became even more important decisions were made, all the family members left the management of the company, and, in addition, pacts were established that determined that no person with family ties could manage the company, all these conflicts were managed with firm pulse and brought good results to the company.

With the creation of the board and professionalization of the company, it was noticed that the directors and managers could play their roles within the company in a more efficient way, there was no longer a familiar bond among the people who were acting in the organization, and this more efficient management, which also resulted in a decrease in managerial positions. Just as there was a reduction in the number of people in the council, there is now a representative of each family and three people from outside, in the council this also directs more decisions, these reductions that were made were also thought by Heinz, who always sought the best both for families and for the company.

CONCLUSIONS

This process of succession and professionalization of condor was not easy to manage, people were very attached to the company to simply leave their functions, but Heinz was successful and always sought to soften the conflicts that arose in this process, and knew how to negotiate with both sides and kept things under control, as mentioned by one respondent he was the key person in this process.

Heinz was also responsible for managing the conflicts between professional management and people who were already in the company, the managers of other companies have a different culture, and this in the first moment causes a conflict with the organization, this leader was responsible in managing these conflicts of culture that arose in this process of professionalization, he prized in maintaining the culture of the company.

Following the findings of this study, it was verified that it possessed some unique characteristics, these characteristics and behaviors also influenced in the progress of the decisions and in the way that it led the changes in the company, the characteristics pointed out by the interviewees were: seriousness; objectivity; courage; conviction; assumed their responsibilities in decision-making; resilience, recognized the suggestions of others; transparency; vision of the macro environment and above all passion for the company, these characteristics made him a unique and differentiated leader in Condor, who was able to perfectly lead the process of professionalization of the company.

In addition to succeeding in professionalizing the company, he was an example to all. After some CEOs who came from other companies, Condor started to promote people from the company to high-impact positions, so-called "house tarps", it is noted that these people have characteristics similar to the characteristics of Heinz and have a direct link with the way he led these changes in the company. Bringing people from the company to higher positions allows the strengthening of the culture, as well as maintaining the characteristics of one of the great leaders who have passed through Condor S.A. This ends up bringing the board of directors together and reduces the conflicts that may occur.

After conducting the process of professionalization of the company, Heinz still exerts influence on the other people who are in the organization, and frequently he appears in the company, this reaffirms his passion to lead the organization and makes all the difference for Condor S.A.

After analyzing the context of the Condor SA, there was a family leadership capable of conducting the process of professionalization and succession of the company in an efficient way, minimizing the conflicts generated among family members in this process?.

Based on the research carried out and data processed and analyzed, there was an effective family leadership in the professionalization process of Condor SA, which was able to conduct this process until its conclusion, and through its abilities and strengths managed to minimize the conflicts that could have arisen in this process.

It was verified with this study that a process of professionalization of a company is not a simple process, the organization must be well prepared for this process to work and does not generate conflicts

between the company's partner families, at Condor SA, the presence of a was essential for this process to be successful. As it is a case study, it is indicated the application of the same research procedures in other organizations that also became professionalized, in order to broaden the data referring to this field of research.

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