

**MARINA ANTUNES**

**ISCAL - Instituto Superior de Contabilidade e Administração de Lisboa, Portugal**

**PEDRO MUCHARREIRA**

**ISCE - Instituto Superior de Ciências Educativas | UIDEF, Instituto de Educação, Universidade de Lisboa, Portugal**

**MARIA DO ROSÁRIO JUSTINO**

**ISCAL - Instituto Superior de Contabilidade e Administração de Lisboa, Portugal**

**JOAQUÍN TEXEIRA QUIRÓS**

**Universidad de Extremadura, Spain**

## **ARE THE PERSONALITY TRAITS RELATED TO LEADERSHIP STYLES AND INNOVATIVE STRATEGIES? - A RESEARCH MODEL PROPOSAL**

### **Abstract:**

Nowadays, companies and their managers are increasingly pressured to achieve certain results and levels of performance in order to ensure the financial sustainability of their companies and to remain competitive in the markets. Sometimes these goals are somewhat ambitious and difficult to achieve, which means that decision-makers must have certain personality traits in order to show resistance in dealing with obstacles and strengthen their capacity to solve problems in the adversities that arise in the day to day business, considering both the internal and external constraints inherent in the business world. This research proposal assumes that the personality traits of managers, namely extroversion, pleasantness, neuroticism, conscientiousness, and openness to experience, will have a relevant impact on decision making, which will be reflected in the company's performance. In another perspective, this research proposal also aims to analyze what characteristics of managers are underlying to the different leadership styles, with respect to their personality traits, and also their relationship with the adoption of innovative strategies.

More attention has been given to the study of managers' behaviors and how their attitudes and decision-making can define the achievement of the strategic objectives of organizations. Undoubtedly, the relationship between behavioral analysis of managers, defined by their personality traits and their emotional states, and the indicators of value creation for organizations cannot be ignored at all. Following this point of view, this research proposal links two scientific areas of enormous importance, namely Management and Psychology, and presents itself as an extremely innovative approach, providing a new line of research that is expected to be extremely useful for the knowledge of the performance of companies and the decision-making process.

Regarding the methodology, the data will be collected through the application of a questionnaire to evaluate the different dimensions of the proposed conceptual model. In the treatment of quantitative data, a model of structural equations (SEM) will be used, to investigate the possible relations between the different dimensions incorporated in the model.

### **Keywords:**

Personality traits; Company's performance; Leadership styles; Managers behaviors.

**JEL Classification:** L21, L26, O31