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**Gestão de pessoas: uma função em mudança**

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**THEME**

**Organizational behavior**

*Leadership, Motivation, Job Satisfaction, Engagement, Emotional Intelligence, Organizational Climate and Culture, Conflict, Negotiation, High-Income Teams*

**Title**

**Leadership of teams in social and solidarity economy organizations**

**Keywords:**

**Leadership. Macro-team. Micro-team. Social and solidarity economy.**

In the present work, we discuss how the leadership in socially entrepreneurial organizations is represented collectively, both at the level of the macro-team (the organization as a whole) and the micro-team (the operational team) (Pais, 2012). The use of the concept of social entrepreneurship applied to organizations of the social and solidarity economy is related to the migration of characteristics, associated with the business world, to organizations that are not intended for profit and are intended to be efficient and effective. Social entrepreneurs incorporate the qualities of the classical entrepreneurs of the economic field, distinguishing themselves by the social character of their mission, by the nature of the value they aspire to create, as well as by the vision of social transformation that they propose. Some currents of social entrepreneurship, especially the School of Social Innovation of North American origin, tend to overestimate the individual's role and capacity and the intrinsic qualities of the social entrepreneur. According to Dees (2001), the social entrepreneur, from a challenging context, adopts a social mission that seeks to tackle the causes of problems and produce fundamental changes in the social sector.

Our research consisted of the study of seven organizations that present socially entrepreneurial characteristics in the field of social and solidarity economy. The multiple case study we presented focused on 7 of the 89 Portuguese organizations that underwent a questionnaire survey within the scope of the extensive / quantitative approach of the research project on social

entrepreneurship in Portugal<sup>1</sup>. The research part that we have reported has adopted a qualitative methodology, using direct observation and semi-structured interviews, both individual and collective, respectively with top leaders, technicians with and without leadership roles, and grassroots workers.

The inductive analysis of the collected data allows to highlight in the scope of macro-leadership a set of fundamental attitudes of the leader, that focus on the appeal to the sense of responsibility of the workers, on the transmission of a message of organizational union and on the mobilization of the subordinates around a strategic vision. At the behavioral level, the behaviors of the leader of the macro-team undergo constant enlightenment, the yield of autonomy and the generation of ideas together. At the relational level, the actors interviewed highly value the effective relationship of the leader with subordinates, based on informality, honesty and mutual respect. However, there is usually an indication of disruption in the relationship with subordinates, when top leaders are far from the operational field of teams (micro-teams).

Regarding the effective leadership of micro-teams, the representations captured account for the importance attributed to facilitating behaviors, which are considered to be factors that favor the development of team members. Also valued are those conduits of democratic interest, such as consulting the opinion of the members of the team on operational matters. The thorough elucidation of subordinates and the promotion of responsible autonomy are other behaviors valued in the effective leader of a micro-team.

In a conclusive way, we can highlight the valorization of democratic behaviors, simultaneously in the leaders of the macro-team and the micro-teams, but in the first case the manifestation of attitudes rooted in the concerns of strategic management and in the respective disclosure to the members of the organization.

## References

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<sup>1</sup> The project "Social Entrepreneurship in Portugal: policies, organizations and practices of education / training (PTDC / CS-SOC / 100186/2008) has three analytical axes: political / legislative, organizational and educational / formative. The second of these axes - directed to the study of organizational structures, management models and models of intervention in organizations - is the one where the present investigation fits. For a more in-depth look see Parente (2014), pp. 47-74.

