



RESEARCH ARTICLE

FEMALE LEADERSHIP: A CASE STUDY IN A COSMETICS COMPANY

<sup>1</sup>Flavia Fernandes Silveira Cupini, <sup>2</sup>Flavia Camargo Bernardi, <sup>3</sup>Daniela Bonassina,  
<sup>4</sup>Silvana Cargino Biegelmeyer, <sup>5</sup>Uiliam Hann Biegelmeyer, <sup>\*</sup><sup>5</sup>Maria Emilia Camargo,  
<sup>5</sup>Ademar Galelli and <sup>5</sup>Marta Elisete Ventura da Motta

<sup>1</sup>Uniritter Laureate International Universities, Porto Alegre, Brazil

<sup>2</sup>MKF Soluções, Caxias do Sul, Brazil

<sup>3</sup>Postgraduated in Business Logistics-FSG, Caxias do Sul, Brazil

<sup>4</sup>Multidisciplinary Research group in Administration, CNPq, Caxias do Sul, Brazil

<sup>5</sup>Graduate Program in Business Administration, UCS, Caxias do Sul, Brazil

ARTICLE INFO

Article History:

Received 23<sup>rd</sup> June, 2017

Received in revised form

15<sup>th</sup> July, 2017

Accepted 09<sup>th</sup> August, 2017

Published online 29<sup>th</sup> September, 2017

Key words:

Leadership,  
Female leadership,  
Leadership styles.

ABSTRACT

Leadership has been studied extensively due to the important role it plays in the management of organizations, especially in a rather competitive market. In this context, leaders play a crucial role in the growth of companies. Thus, the aim of this study is to determine the influence of female leadership in the development of the people under their leadership in a multinational company operating in the segment of cosmetics. To this end, the methodology that has been used in this study was the exploratory survey through a case study with a qualitative approach. The survey was conducted through interviews based on a structured guide and participant observation. The interviews were carried out with five female leaders of the company that have become directors in less than two years and lead teams of at least 30 people. Observation, on the other hand, was made during a few meetings of the interviewed female leaders with those they lead. The survey has shown that the respondents exercise leadership through example and that the prevalent leadership styles are the charismatic and the transformational styles.

Copyright©2017, Flavia Fernandes de Souza Cupini et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Citation: Flavia Fernandes de Souza Cupini, Flavia Camargo Bernardi, Daniela Bonassina et al. 2017. "Female leadership: A case study in a cosmetics company", *International Journal of Current Research*, 9, (09), 57331-57339.

INTRODUCTION

The organizations inserted in a context of successive changes must continuously adapt and renew themselves in order to survive and to keep competitive on the market. In this context, the leadership has been one of the subjects more debated in relation to the company management (Mello; Ortega, 2012). The leader has the competency to do the people exercise their abilities for get the results of the biggest and common objective to all. For to exercise their paper, the leaders need to adapt in line with each situation (Maximiano, 2008). It is understood that the part of conduct a group of people, the leaders need to incentive the group interaction, becoming it with the objectives well defined and the understanding easy of all, that will mean in positive results, both to the team and the company. So, the leader act as a coach that seek the Best situation for the team (Mello; Ortega, 2012). For that all be achieve the corporate results and the team cooperate actively, the leadership in all of levels needs to be performed with competence and efficacy (Drucker, 2006). For Drucker (1992,

p.76) "the base of efficacy leadership is to understand the mission of the organization, define it and establish it in a clear and visible way". The author claims that "the efficacy leadership doesn't base in be intelligent; It bases main in to be consistent" (Drucker, 2006). With base in this statement, it is understood that for efficacy leadership, the leader must know clearly the organization's principles and transfer to their lead in a convince way and real arguments. The leader is that do with the people evolve themselves in a cause and unfold to solve it. For get this, the leader needs to have one of the leadership qualities main, that is legitimacy, in other words, absence of distance between the practice and speech (Cortella; Mussak, 2010). Complementing, the values' consistence helps the leaders to act in a way that their position and actions are clear who watch. Competent leaders act in a way that the others been inclined to believe and follow them, so without a confidence base and credibility, can't wait that the lead follow them. In syntax, the leader, must be a model, an example, able to motivate, excite and recognize the team, value, reward the people, allowing the increase and the continue development (Mello; Ortega, 2012; Ulrich; Smallwood, 2014). As the authors' approach, presume that the leader can conquer the

\*Corresponding author: Maria Emilia Camargo,  
Graduate Program in Business Administration, UCS, Caxias do Sul, Brazil.

confidence of the team and bring it to close, you need to do what says, transparent and legitimate way. In relation to legitimacy, fit highlight that the authentic leaders are sincere people about themselves and their belief, inspiring trust and developing sincere relations with another. The authentic leader doesn't born ready, recognize his limitations and seeks to overcome them (George, 2008; George, 2009).

So as the leaders, the teams are compound with different personalities, principles and ways to understand and administer the situations. This adversity of personalities requires from the leader, among another features, empathy, resilience and respect with particularity of each person from his team (Goleman, 2002). In turn Boyatzis (2006, p. 3) describes that "the big leaders are intelligent emotionally and have regards for other people [...]". The author (2006) also highlight that big leaders face the difficulties, challenges and opportunities with empathy and compassion for people who lead. As this premise understand it that a leadership exercised with sensibility, contributes to the leader knows best their managed, as well the qualities and weakness of the people. However, the theory of emotional intelligence, suggests that for this, the leader must first recognize his own feelings, potentialities and limitations (Goleman, 2002). The exemplary leadership involves at least five practices: trace the way, inspire a shared vision, challenge the process, enable others to act, encourage the mind (Kouzes; Posner, 2008). In this context, men and women are equally effective as leaders, but there are some characteristics that differ and became them more competent in some acting areas than others. The men aspire to count more with de formal authority, since the women tend to use more the charisma, the interpersonal skills and the personal contacts in the practices of leadership (Rosenerapud Bateman; Snell, 2007).

According Fleury (2013) there are some skills that differentiate the female management style, as a process capacity of multiple information and situations that propitiate a systemic vision, greater flexibility and ability to perceive the people as a whole and not only the professional scope. Against of above exposed, this study seeks to answer the following of research problem: In what way the characteristics of female leadership influence in the development of led, in a cosmetic company? Therefore, this article has the main objective to identify the influence of female leadership in the development of led in a cosmetic company. The study seek also, as specific goals, identify the main leadership styles present in the analyzed company; and verify in what way are developed new leadership. The company contemplated in this study was founded in 1963, in a small store in Dallas, Texas. The company started its activities in Brazil, in July 1998. Today, it has 3,5 millions of independent beauty consultants and act in more than 35 countries. The Brazilian operation of the company is the third largest in the world, losing just for china and the United States. The study shows as the methodology an exploratory research with qualitative approach, by mean structured interviews from a script, applied at parcipants-keys, that is, five professional that act as leaders in the company referenced. This study is organized as follow way: initially has the theoretical framework, following the research methodology used, after data analysis the data finally the final considerations.

### Theoretical framework

On theoretical substantiation Will be approach about the leadership concept, leadership characteristics and styles of

leadership. Among the leadership styles will be presented the charismatic leadership style, transactional, transformational and coaching. Will be approach also the female leadership.

### Concepts of leadership

The leadership theme has been discussed inside the organizations, because of the importance of the performance of the leaders for achieve the company results and permanence of these on the market that operate. Robbins, Timothy and Sobral (2011) define the leadership as capacity of influence a group of people to achieve goals and objectives. The same authors (2011), emphasizes also that the leaders need to inspire employees to crave the reach these targets and goals. In turn, Hunter (2006, p. 18), defines leadership as "ability to influence people for work enthusiastically, aiming to achieve common goals, inspiring confidence through the character force way". From adicional form, Gil (2001, p. 220), states that, "[...] the managers need to act constantly as leaders, so leadership is nothing more than a form based on personal prestige and acceptance of subordinates". The influence exercised between leader and subordinate, is not only generated the profile of the leader and their competencies, so also is related to the profile of the team and the organizational context which is Inserted. This way, for the leader to be expression way of the leadership, he must to direct efforts in the sense of make converge the interests of organization and his team (Novo; Chernicharo; Barradas, 2008). New, Chernicharo and Barradas (2008, p. 19), highlight that leading a team is how to conduct an orchestra, is a process of synchronism and fine tuning of instruments. The accord of them, the leadership view this way, understand much come and back and acceptance of mistakes, providing learning and possibility to increase to the leader as to their subordinates.

Hunter (2006, p. 20) evidences that "lead means to conquer people, involve them in a way that put your heart, mind, spirit, creativity and excellence in the service of a goal". The same author (2006) emphasize that is not necessary to have a placing of lead for be a leader and enthusiasm others to have more spirit and effort. The leadership is an ability that can be developed, that is, is a competence that can be acquired through education and training (Hunter, 2006). Additionally, new, Chernicharo and Barradas (2008, p. 10) claim that the leadership ability can be learned through provision and life experience. To the authors quoted previously, the leadership is a method susceptible to be developed. Before the concept of some authors regarding the leadership theme, can understand that the main idea is to influence people in sense to motivate them to do their job with enthusiasm and dedication, so that, committed to the goals of the organization and recognize the rule that realize in business. For the Leadership to be exercised in a effective way are need three requirements: work, responsibility and confidence. Before this requirements, the effective leaders don't accuse others when there are problems, and yes, take responsibility for the mistakes of their subordinates, so for the achievements. According to the last requirement, the confidence is a conviction that the leader acts according what utter; it's to believe in his honesty (Drucker, 2001). About trust Cortella and Mussak (2010, p. 31) say that "[...] the idea of trust, the reciprocal faith, present in the relation between leader and led, with all dialectic that he carries". The authors explain that there is trust from led in the leader's convictions, when the leader experiment in their attitudes that which ensures that it is true. Kouzes and Posner (2008) describe that to increase the confidence is a necessary

step to strengthen the other. And to lead accordingly with the events, situations and people put the leaders in a position to experiment the leadership with confidence, so these attempt actions that reinforce the self esteem of their subordinates. Confidence and ethic are premises for effective leadership. This way, “the authentic leaders know who they are, what they believe and what they value and act according to their values and their beliefs, this way openly and honestly” (Bateman; Snell, 2007).

According to Hunter (2006) there are eight leadership qualities, which not just define leadership, but also represent the character. These qualities are: be patience demonstrating have self control; be kind appreciating and encourage others; be humble demonstrating absence of proud; have respect with the people giving due importance that they deserve; be altruistic renouncing his own needs for the benefit others; know forgive people without resentment; be honest with people, and have commitment being loyal to his choice. To Collins (2001) there are five levels in the leadership competencies hierarchy and, to be the leader reach the top of this pyramid, are necessary two essential characteristics: personal humility and professional will. According Collins (2001), leaders this kind are found in companies made to win, in transition from good to excellent. The leaders of level five are modest, they attribute the most part of his success to external factors and luck. Besides that, prepare successors for that these achieve the result also better in the following generation, differently of the egocentric leaders who prepare their successors to the failure. Bateman e Snell (2007) corroborate that the level five leadership involve a combination of Professional will deep and personal humility, that generate a lasting greatness. Complementing this approach Cortella and Mussak (2010, p. 134) highlight that “a part of lead admiration appears when he sees the leader with humility, seeking also knowledge”. Continuing with Cortella and Mussak (2010), the three fundamental components for the bases of relations in the leadership are admiration, respect and trust.

In the perception of de Kouzes and Posner (2008), the only way to solve the conflicts and contradictions of leadership is humility. The authors emphasize that only is possible to avoid excess of proud when the leader recognize as a human and such, he needs others help. Kouzes and Posner (2008, p. 319) claim that “the search for the leadership starts with an internal search to find who you are”. According to the same authors (2008), with self development conquer self confidence, which is indispensable to lead. To lead others, first it is necessary to lead yourself and for this the leaders need to recognize their limitations and weakness, as well as their strengths and abilities. Maxwell (2011) exposes to lead are necessary three characteristics: initiative, sacrifice and maturity. The same author (2011, p. 16) says that “the credibility of a leader starts with the personal success and confirm in the initiative to help others to achieve the success too”. For Joiner e Josephs (2009) agility is a vital competence to the success of leadership in the scenario actual of turbulent economy. Agility in the leadership, in essence, is a process that allows to take decisions wiser through the self reflexion and resilience. In turn, Drucker (1996) confirms that the leaders must be proactive, honest, have a vision of the future, capacity of incentive and represent the collective will. This way, the behavior of the leader, his actions and the way to administrate his own life, determine if the people will want to follow it or not.

In summary, presented in the Figure 1, the main characteristics presented by studios of leadership.

**Figure 1. Main leadership characteristics**

Author	Characteristics
Bateman e Snell (2007)	Confidence, etc, honesty, humility and will.
Collins (2001)	Humility, modesty and will.
Cortella e Mussak (2010)	Admiration, confidence, humility and respect.
Drucker (2001)	Confidence, honesty, proactivity and responsibility.
Hunter (2006)	Patience, kindness, humility, respect, altruism, pardon, honesty and commitment.
Joiner e Josephs (2009)	Agility, self reflexion e resilience.
Kouzes e Posner (2008)	Self-confidence and self-development.
Maxwell (2011)	Initiative, sacrifice, maturity and credibility.

Source: the authors

Considering the various explanations about the leadership theme, it is supposed to lead effectively, the leader needs to perform his function according with what utters, so that to gain credibility for his team. And also, understood that leadership requires, among others qualities, respect, empathy, commitment and power of persuasion with his subordinates to achieve the common goal based on a trust relationship.

### Leadership styles

There are many leadership styles to be followed and each leader has his own style to manager people, for each leader has his personality and his way to administer the situations. The people differ for the behavior flexibility, some adapt to external factors and situational, others, however are more consistent, and this define the leadership style (ROBBINS, 2008). In sequence refers to some of the main leadership styles and their characteristics.

There are three traditional approaches to the study of leadership according Figure 2:

**Figure 2. Tradicional leadership approaches**

Approaches of draw	Leadership perspective that attempt to determine the personal characteristics that the great leaders share.
Comportamental approaches	Leadership perspective that attempts to identify what the good leader does, that is, what behaviors he shows.
Situacional approaches	Leadership perspective that suggests the traces and important behaviors not exist and that the effective leadership behavior varies according to the situation.

Source: adapted from Bateman e Snell (2007).

Will be approaches following the definitions about the charismatic leadership styles, transactional leadership, transformational leadership and coaching.

### Charismatic leadership

According to Robbins (2008), the charismatic leadership “[...] means that the followers do assignments of heroic leadership skills or extraordinary when observe determinates behaviors”. The charismatic leaders idealize and involved on the goal that wanted to achieve, they are unconventional, assertive, self-confident and authors of radical change (Robbins, 2008). The charismatic leader receives other denomination as inspiring leader, transformer leader, revolutionary leader and agent of

change. He charismatic leader is someone who take the followers and work exceptionally to concretize a goal. Charisma means to cause impression on followers, usually refers the heroes and extraordinary personalities. However, the personal characteristics are associated with the idea of charisma are human and relatively well distributed, the leadership study point to be an important segment of behavioral aspect (Maximiano, 2008). In turn Bateman and Snell (2007) describe the charismatic leaders are controllers and self-confidence. And that self-confidence inspire in their followers trust, credibility, consent, obedience, emotional involvement, affection, admiration and high performance. According to it, Robbins (2008) claims that the fundamental characteristics of charismatic leaders are self-confidence, vision, articulation skills, strong conviction, unusual behavior, change agents and sensibility to the environmental. For the author aforementioned (2008), there is a correlation between. Charismatic leadership, increased performance and the satisfaction of followers. This way, the followers that work for the charismatic leaders strive more because like their leader and respect him. The charismatic leaders influence their subordinates through emotions, showing courageous behavior so that transmit and convince about his vision. This way, some people are more receptive to this style of leadership in moments of crisis and insecurity, others are naturally susceptible to charismatic leadership. However, there is an important relation with self-esteem of followers, people with low self-esteem tend to demonstrate more acceptance of charismatic leadership style (Robbins; Timothy; SOBRAL, 2011).

### **Transformational and transactional leadership**

The transactional leaders conduct and motivate their followers to the goals established through the requirement of each function and assignment. The transformational leaders inspire their subordinates to overcome the own interests for the good of the organization or the group (Robbins; Timothy; Sobral, 2011). The transformational and transactional leadership are not opposing styles, are complementary to each other. The transactional leadership is the base of transformational leadership, being that this last results levels of effort and performance beyond the obtained in transactional leadership. However, a transactional leader need to be transformational qualities to be an effective leader completely (Robbins; Timothy; Sobral, 2011). The transactional leader perceives the management as a chain of transactions which reward power and coercion to command and reward his followers. The transformational leader generates enthusiasm, is charismatic, revitalizes the organization and motivates people to transcend their interest on behalf of the group (Bateman; Snell, 2007). Robbins, Timothy and Sobral (2011, p. 377) claim that "the transformational leaders or charismatic may have a visions and communicate it persuasively, but, sometimes this visions is wrong or the leader is more concerned with his own need and pleasures [...]". This way, it appears that this leadership style, the leader can to influence both positive as negatively on the performance of the team.

### **Coaching leadership**

Coaching is a process that contributes to the people become and reflect about their worldview, their values and beliefs, as well as deepen their learning, incorporate new skills and aptitude. This process when property conducted, active the self

discover and the utilization of a potential until not used by the individual to his personal and professional overcoming (Krausz, 2007). The coaching propitiates individual to find and access the best of itself, through assertive questions that take them to think in a way that he wouldn't think, so as to assume responsibility for their mistakes and successes, failures and successes. Thus, the coaching must takes his team to discover and access his potential, teasing personal development and co responsible the team for the results obtained (Vieira, 2011). Ventura (2011) complements saying that no leader can lead other people if can't leader himself. After the self-knowledge, the leader is ready to develop the learning with their subordinates. Krausz (2007), claim that "the coaching presuppose a coluntary mutual interaction which the coach has not authority about, or condition to assume alone the responsibility for results of the coachee". To Ventura (2011), the coaching process increase in a fast way the performance and benefits the development of a communication leaders and led. The leadership coach is a proposal where the leader uses techniques and conducts as a style of leadership aiming potentiate the performance of people.

Leadership coaching is a process in which the leader directs his led to development of his performance, using clear guidelines to create measurable goals (Porche; Niederer, 2002). Lima (2011) claims that coaching is a way of leadership more actual, that facility the positive change, supporting the led to achieve the desired result. And what reinforces confidence in the leadership exercised by a leader coach is coherence among the factors thought, emotion and action. A leadership style of coaching means to offer guidance and support in tricky situations that require changes of attitude. Therefore, no matter the people function, the focus of coaching is self-responsibility, which encourages to make decisions, be objectives and in line with the team's goals and the organization (Blanchard, 2011). For Blanchard (2011) there are five common applications at the organizations: performance coaching is used to the performance of the individual return to acceptable standards; development coaching is used when the individual has hight performance and is able to assume new responsibilities; career coaching is used when the individual is ready to career transition; Support coaching to learning is used when the individual needs to maintenance of recent trainings; internal coaching, used when the leaders make use the process to develop team members. According Ulrich e Smallwood (2014) the most important resources for a leader are the people and when the behaviors are reinforced by coaching and institutionalized by human resources practices, the tendency that the leadership actions holds up is much larger. For integration well-developed leadership coaching, there are seven main components: reasonable time to reflexion; high-quality feedback, judicious and wide-ranging; critical influence the process of coaching and small groups; the profile and competence of leadership coach; a variety of process to accompaniment; integration of coaching with the general organizational context and strategic; and different coaching themes in different leadership transitions (Poel, 2009). Against of premises aforementioned, it presupposes that the style of coaching leadership is a process by coach leader stimulates their led cochees to auto discover, develop self and self blame for their actions and choices.

### **Female leadership**

The woman have demonstrate so competent and effective as men to assume important positions and strategic within the

organizations. With there are gaining more marketplace and achieving recognition of their ability and good business performance. But the number of woman occupying leadership positions is still lower in relation to men (Fleury, 2013). The interest for female leadership has been growing. The woman are occupying higher functions of command and power in business management, in Government and in society in general. The female personality or male can characterize certain style of leadership, that can be recognized to headship as a mother or executioner father (Moscovici, 2011). To Fleury (2013) there is a positive relation between the female participation in positions of leadership and company's performance, so is possible to identify some skills that differ the style of female leadership, such as a systemic vision of the business. The feeling of being recognized and appreciated raises self-esteem and easy the success. To recognize the contributions of led, the leaders are encouraging the hearts and spurring an internal change in each one (Kouzes; Posner, 2008). The leadership style can be attached to the genre, but cannot be generalized, so the function requires conduct similar to men and women. Therefore, the women can assume with domain the leadership roles, even that they continue to face barriers because of preconception linked to the genre. Because in general, regardless of gender, the leaders must be sensitive to the situations and the followers, adapting to reality and the necessary conditions to the success of their role. Before this, the woman are occupying the leadership positions independent the style adopted. Their qualities, are learned or innate, allow race leadership positions with the opposite sex. And despite the obstacles, the woman can seeks to overcome and go in direction to the continuous growth (Rodrigues; Silva, 2015). The women with less formation and more instructed are more interesting, better mothers and best community members. However, even overcoming in numbers the men who attend colleges, the women's salary is still considerably lower than the men. However, the women have a different way to thinking of the men, have a special intuitive quality, that does not translate in inferiority or incompatibility, but in a great advantage (Ash, 1994). To women to be a successful leader it is needed to do with the things happen. This women need to be differentiated by their personality, goals and abilities, for this the characteristics necessary are: enthusiasm, discipline, will, determination and consideration for others. Complementing, there isn't reason in absolute for a woman does not be successful in business. All she needs is: intuition, long-term vision, knowledge of business and market, and critical sense. Counterpart, same attitudes are necessary: not complain, never to be late, don't be afraid of positioned; and don't lose control (Ash, 1994).

## METHODOLOGY

This study was used as methods the exploratory research and the case study, with a qualitative approach. The research was realized through interviews with a group of leaders at a multinational company, the segment of cosmetics, on the North Zone of Porto Alegre. According Yin (2010), the case study is used in many situations, to contribute to our knowledge of individual phenomenon, group or organizational. The method of case study allows the investigators retain significant characteristics of the facts of real life, like behavior of small groups, as well organizational and administrative process. Roesch (2005) claim that the techniques main of data collect are the interview, questionnaire, testing and observation. So, to collect data was realized the interview technique. Gil (2008)

define interview as "[...] the technique in which the investigator introduces himself in front of the investigated and formulates questions, with the goal of getting the data of interest to investigation". According Gil (2008), the interview is a form of conversation, in which one of the parts seek to collect data and other offered as a source of information. For the data collect was used the technique of structured interview from a script constructed with base in author's theory Kouzes e Posner (2008) about the theme of leadership. Prodanov e Freitas (2013), claim the structured interview "[...] it is when the interviewer follows predetermined script". The script of the interview through review of a professor specializes in the area of management. Besides that, was realized a pré-test to ensure the understanding of the issues. According Prodanov e Freitas (2013) every instrument of interview must be tested with a small part of population or sample, before applied in research, in order to make possible adjustments necessary. To achieve the objectives of the study, were interviewed five leaders, these being women, age between 33 and 38 years, active in a organization of cosmetic segment. The interviews were realized through previously scheduled meetings in locals where the conferences are held with their teams. The interviews were recorded, and later, transcribed to ensure the credibility of the study. The criteria for choice of interviewed selected were: to be team leader with more than 30 people and have conquered the position of director in a period less than two years in carrier in business. The Figure 3 presents the profile of the interviewees, their characteristics, such as age, marital status and previous profession. The interviewees were designed by letters to ensure the confidentiality of information.

**Figure 3. Profile of Interviewees**

Interviewee	Profile (age, marital status, previous profession)
A	36 years old, married, accountant.
B	36 years old, married, commercial representant.
C	38 years old, married, import analyst.
D	33 years old, married, accountant.
E	33 years old, married, financial assistant.

Source: the authors

For execution of the survey were interviewed five directors of the company. The interviewees were conducted in the period of 07 to 06/17/2016, and had length of time of 22 to 36 minutes, which is according to Malhotra (2009), whose theory points that interviews usually last about 30 minutes. Besides the realization of the interviews, were realized field note in meetings developed by the company. The note is a technique that involves registration of behavioral patterns of people to get information about the phenomenon of interest (Malhotra, 2009). The researcher participated in three meetings of the unit as an objective to understand better working in the company and the leadership style: the first meeting involved the presentation of products; the second meeting constituted at the close of the month and team recognition; in turn, the third meeting was related to perfumes and the way to realize the commercialization. This step of observation was realized during the month of June 2016.

## Data analysis

From the interviews realized, considered six topics, in which are presented some passage of the interviews listed below. Tried to group, according to analysis of contents, highlighting aspects that were repeated in interviews and demonstrate in fact the style and the leadership predominant characteristics.

The leaders interviewed are identified with letters according to the order of achievement of the interviews (A to E). Initially all the interviewed performed other Professional activities, were consumers of cosmetics and joined at the company through their consultants. The interviewed A and D were working in a multinational company in the field of agricultural implements as accountants, joined the company and when formed as directors, resigned to act exclusively in the new profession. In turn the interviewed B, worked as a sales representative for a pharmaceutical laboratory. And one day, she was visiting doctors in Center Mother of God and there was an event of the directors at the hotel that called her attention, because they were all well dressed, makeup and happy, so she asked to them what it was necessary to become a director. She started to work at the cosmetics company and two month later she was fired from the lab. So she began her qualification to become director and discovered that she was pregnant. She graduated one year latter her initiation and two days before to born her second daughter. Stand out in the worlds the interviewed B “[...] you need to believe much, if only what others say, it’s no use, it has to be your will even”. The interviewed C worked in a logistics company, began the carrer to gain extra income and after graduating as director, began to exercise only the profession in the cosmetics company.

The interviewed E had a car rental company with her husband and was researching options for coaching courses. Then she saw her consultant at the time to post that the cosmetic company was offer a coaching course and asked if she could take, because it was so cheap in relation to prices in the market. However to make need to be consultant, so she made her inscription and after the first dates and the she had facility to sell the products, decided to close the car rental and dedicate herself only to her career. The interviewed E emphasized: “Actually I started quite by chance [...] because if someone offer to me to be a consultant I would never accept, because I thought that I wasn’t to sell no way”. Stands out in the worlds of interviewed A “[...] it certainly changed my life in every way [...]”. For the interviewed B “today I have a quality of life that a working on the books doesn’t give me”. In turn, the interviewed E “I went to the first day of the course and I loved that energy [...] Were some 300 women gathered and was a good energy, an energy so inexplicable”. During the interviews it was observed in participates a strong passion for what they do, a feeling of professional realization and high self-esteem. Also, the question of the gain of quality of life, according to highlight reports. In syntax, the interviews show that the main factors to start the career in the company were: professional changes, need to improve the quality of life, identification with the products and brands, wishes related to personal life, such as conciliate motherhood with the professional career, improving time managing, independence and reducing the pressure of corporate environment.

### Company values

According related by the interviewed, the company’s philosophy are based on the values: “God, family and career”. In first place Gog, in second family and third the career. The directors claim that these three values are very strong in the company and are preached and following full. In relation to the values transmitted by the company, were emphasized in the answers of the interviewees: A “and this philosophy enchants me because is much more than a business, is very gratifying to see that many times you really change the lives of the people

[...]”; D “having the balance of values in your life is what we women need, much of the balance these values”. E “ this was one of the things that caught may attention also in the beginning [...]”; E “[...] God, God, they talk in God, so much I was a person that didn’t have much faith and today I am a person with a lot of faith [...]”. During the visits realized in the unit meetings of directors with their teams, it was observed that the values transmitted by company are mentioned in all the meetings even, the start of each event is realized a company’s prayer, where are referred to the three values in order to importance. This practice to evidence the company’s values are aligned with the Kouzes and Posner studies (2008), that which report the importance of clarifying the values and claim common ideals. The authors emphasize that clarify the values is one of the main commitments of the leader. This commitment can be realized by means of authentic communication. To become a trust leader, is need to have a comprehensive understanding of their own beliefs, values that drive your life, express with frankly and communicating with authenticity. The values establish the parameter for the decisions that we need to take in our daily. Therefore, to transmit the values of the company is need to believe and follow them (Kouzes; Posner, 2008).

### Meaning of leadership and female leadership

The interviews show that the company teaches to lead by example. For the interviewed this is the working methodology adopted with the teams. On the answers, is possible to verify that all, even after to be directors, continue be consultants, selling, doing demonstrations, in order to teach their led by example. About the meaning of leadership, highlights the words of interviewed D “is to inspire, make other women want to be where they are and show as it works, so we have to lead by example [...]”, which meets with the literature, the leader must be a model, an example, able to motivate, thrill and recognize the team. In general, the interviewed emphasize the meaning to lead by example through the words: Interviewed E “I lead by example, because I do the job of a consultant even, going to the street, making contacts, making beauty session, giving attention”. For my customers [...]”; interviewed A “[...] all that I say to them do, I do first, I do demonstration, I sell well, I recruit new people, I give myself”; interviewed C “I think that I have to be an example for the people, you don’t have to be a leader for the people do, I think that first you have to do”. Lead by the example is according to the ten commitments of the five leadership practices according Kouzes and Posner (2008, p. 71, “giving example is all much important that can do. Is to make with your acts speak louder than your words”. The interviewed emphasized that are very close and committed to their led. According to the reports, the female leadership is developed through the capacity, which the directors receive training in leadership from their elite executive directors, called national directors, that are one level above them. The interviewed minister training to their consultants who are in career development. They aren’t all that make career, some of them despite the potential, don’t have intention to forming a team and this is respected. For those wish to be leader, are proportionate specific training. Besides that, is realized accompaniment and after are formed, will be their directors descendants. The interviewed defined as their main characteristics of leadership: A “I am a lerder very present, I listening a lot and I always try to qualify myself, improve and share with them”. “[...] focused, I don’t lose my personality and determination”. C “[...] my characteristics are

vision, direction and initiative”; I consider myself very optimistic, I am a good listener and very observant”; E “[...] I lead by example, I guide and do a good follow-up and I respect them, regardless of performance”.

In summary, present in Figure 4 the main characteristics of leadership of leaders interviewed.

**Figure 4. Main characteristics of leadership of the interviewed**

Interviewed	Characteristics of leadership
A	Committed, updated and always share information.
B	Focus, authenticity and determination.
C	Vision, proactivity and initiative.
D	Optimism, good listener and observer.
E	Give example, track performance and respect the led.

Source: the authors

According analysis of leadership characteristics of interviewed, it was found that they agree with the literature on leadership. Be a good listener, according Ventura (2011), the essence of coaching leader is stance on to put fully as a listener of their subordinates. About vision, Drucker (1996) emphasizes that the leader need to be a vision of the future. Kouzes and Posner (2008) submit among five practices of leadership, which the leader has to inspire a shared vision, which to meet with the characteristics of leader A, sharing information with the team. The proactivity submitted by interviewed C, is according to one of the characteristics of leadership displayed by Drucker (2001). The interviewed B brought the characteristics of authenticity as explained by George (2008) the authentic leaders are sincere people themselves and inspire confidence. On the characteristic respect is one of the qualities brought by the interviewed E, and she is in line with the vision of Hunter (2006), where respect is one of the qualities that represent the true denotation of the character of the leader. Finally, the characteristic of initiative is according to Maxwell (2011) that claim that the success of a leader is confirmed in the initiative to help others achieve success too. Among the leadership styles presented, most interviewees identified themselves with the charismatic and transformational. A and D: Charismatic leadership, B and C: transformational leadership and E: leadership coaching. Some interviewed justified their choices: B “I think I am transformational, I work a lot with the girls and with the will and desire of them”; D “I believe that I am a mix of charismatic leadership with coaching [...] I try to discover the dream to then work the mental reinforcement of each one of them [...]”; E “[...] Know how to handle with people is emotion, so you have to know how to deal with the emotional of people that are being led”. The placement of interviewed E come in encounter with literature, in this case, with the charismatic leadership style. Leader who convinces his led through the emotions, showing courage and self-confidence (Bateman; Snell, 2007). Discover the dream, above mentioned words of interviewed E, are according with the literature, “[...] the leaders must know intimately the dreams, hopes, the aspirations, visions and values of the people”. (Kouzes; Posner, 2008). During the realizing of the interviews, highlight the phrase of interviewed B “I not ensure, they ensure” also she is according with the premise of coaching leader. According to Vieira (2011) the coaching leader co-responsible the team for the results obtained. As the report interviewed, the company works with many goals, but the individual goal for each one participates who wants, both to the directors, as the consultants. The interviewed D emphasizes that “[...] each one

Will work for how much want to gain, there are charges, just stimulus thought the awards”. The leaders claim that put in first place the desire of the led. In this context, highlight the words of leader E” [...] the career plan of the company is perfect, so the team growing I grow, I growing the team grows. So my interest is the growth of the other and that is perfect”.The interviewed claimed that they put in first place the desire of led follow the transformational leadership, as Bateman and Snell (2007) the transformational leader transcends their interests in the interests of the group.

### Development team

As the report interviewed, the development of skills in the team is done from the identification of each profile. All of them receive training focused on the profile and where each wants to get. The trainings are weekly, fortnightly and monthly, where are addressed several issues since product until the financial aspects. They explain through the feature words: A “[...] There isn’t to be director without being good consultant, because the base of the business is Sales”. B “showing to them that all can be leaders, you just want [...]”; E “[...] the 20% the team that produce the 80 %, I have to see each one, the personality of each one, the competence of each one that can worked more”.To occur this development excepted the commitment and dedication of the led. Were words of interviewed “[...] if I AM director is because all week I was at the meeting, is because I followed the example of someone to get here [...]”; D “What I expect of them is more focus, more commitment to their dreams [...]”; E “I hope commitment, respect and help spirit among them and good customer service[...].To gain this commitment, the interviewed seek to transmit confidence to their led deliver what is promise, seek to create a closer relationship, keep well informed and updated about the company and the cosmetics market. What is according to the literature, so George (2008) to the leader can gain the confidence of his team and bring it close, you have to do what it is says. Among the words of interviewed B about confidence, stands out: “[...] is to show what I am not a chef, I am not going to fire and I do it for you, for you help”. You can also highlight in speech of interviewed B: “[...] I show to my husband their messages: Director you are my everything!” “director how I lived without you until now! “so this things are without price, is trust, affection and is a freebie”. Show trust to get trust. The leader must be the first to trust, is the leader show that is prepared to trust, his led are more inclined to believe that brings their interests in their heart (Kouzes; Posner, 2008). The moments of listening with the led happens through individual meetings, mark a coffee, a lunch, where the led can feel comfortable to share the difficulties and points to improve. The moments of listening also occur by whatsapp, where can access them at any time.To ensure the self-development of the led, the leaders interviewed provide training, are available to clarify doubts, share career examples of other directors, showing other leadership styles that work. The interviewed B emphasizes that “I don’t assure, they assure. They go after. The only thing that I can show is the way, is show what can be done”. The words of interviewed are according to one of five practices of example leadership, according Kouzes e Posner (2008), which is pave the way.

### Final considerations

The result of this study on the guiding question of your identify the influence of female leadership in a cosmetics

company, revealed that there is a common feature used as the company's leadership methodology, which is to lead by example. It was also verified that this influence is linked directly to self-esteem and the confidence to transmit to their led in order to both parties achieve success and realization of your dreams.

**The survey identified the main leadership styles present in the analyzed company:** charismatic leadership and transformational leadership, and these two styles have some common characteristics as present courage, self-confidence, enthusiasm and motivation to led. And finally, it was found that the manner in which the new leadership are developed through the identification and implementation of trainings focused on leadership provided by the company, as well as the monitoring of consultants in qualification to make up your training directors. The results show that the objectives of this research were achieved. The methodology used in this study provided an understanding of leadership applied in the enterprise, and the observation technique assisted in the identification of details like the enthusiasm and motivation transmitted to the team, practice leadership methods reported in the interviews as well as the strong belief in the values transmitted by the company. And also the high esteem and professional fulfilment of these women. Although the study has been carried out under rules of scientific research, the same presents some methodological limitations that should be considered, for example, the sample of the survey. It is understood that a greater number of respondents would provide breadth of information on the characteristics and styles of lead used in the company. For future research, it is suggested that an ethnographic study of the daily life of the directors with their teams and clients. And also, a quantitative research on the perception of the led relative to their leaders. In view of the relevance of the theme leadership, aims that this study can provide future research.

## REFERENCES

- \_\_\_\_\_. Administração: mudanças e perspectivas. São Paulo: Saraiva, 2008.
- \_\_\_\_\_. Administrando para o futuro: os anos 90 e a virada do século. São Paulo: Pioneira, 1992.
- \_\_\_\_\_. Como elaborar projetos de pesquisa. 4.ed. São Paulo: Atlas, 2002.
- \_\_\_\_\_. Gestão de pessoas: enfoque nos papéis profissionais. São Paulo: Atlas, 2001.
- \_\_\_\_\_. Liderança autêntica: resgate os valores fundamentais e construa organizações duradouras. São Paulo: Editora Gente, 2009.
- \_\_\_\_\_. O Líder do Futuro: visões, estratégias e práticas para uma nova era. 8.ed. São Paulo: Futura, 1996.
- \_\_\_\_\_. O melhor de Peter Drucker: o homem. São Paulo: Nobel, 2001.
- Ash, Mary Kay. Milagres que acontecem. 3.ed. [S.l.]: Mary Kay Inc., 1994.
- Bateman, Thomas S; SNELL, Scott A. Administração: liderança e colaboração no mundo competitivo. São Paulo: McGrawHill, 2007.
- Blanchard, Ken. Liderança de alto nível: como criar e liderar organizações de alto desempenho. Porto Alegre: Bookman, 2011.
- Boyatzis, Richard E. O poder da liderança emocional: liderança vibrante com empatia, esperança e compaixão. Rio de Janeiro: Elsevier, 2006.
- Collins, Jim. Empresas feitas para vencer: por que apenas algumas empresas brilham. 9.ed. Rio de Janeiro: Elsevier, 2001.
- Cortella, Mario Sergio; Mussak, Eugenio. Liderança em foco. 5.ed. Campinas: Papyrus, 2010.
- Drucker, Peter Ferdinand. Administrando em tempos de grandes mudanças. São Paulo: Thomson, 2006.
- Fleury, Maria Tereza Leme. Liderança feminina no mercado de trabalho. [S.l.]: GVEXECUTIVO, 2013. v.12.
- George, Bill. Confie em você: sua história de vida define sua liderança. São Paulo: Saraiva: Versar, 2008.
- Gil, Antônio Carlos. Métodos e técnicas de pesquisa social. 6.ed. São Paulo: Atlas, 2008.
- Goleman, Daniel; BOYATZIS, Richard; MCKEE, Annie. O poder da inteligência emocional: a experiência de liderar com sensibilidade e eficácia. Rio de Janeiro: Campus, 2002.
- Hunter, James C. Como se tornar um líder servidor: os princípios de liderança de o monge e o executivo. Tradução de A. B. Pinheiro de Lemos. 2.ed. Rio de Janeiro: Sextante, 2006.
- Joiner, Bill; Josephs, Stephen. Agilidade na liderança: cinco níveis de maestria para antecipar e iniciar mudanças. Rio de Janeiro: Rocco, 2009.
- Kouzes, James M.; Posner, Barry Z. O novo desafio da liderança: a fonte mais confiável para quem deseja aperfeiçoar sua capacidade de liderança. Rio de Janeiro: Elsevier, 2008.
- Krausz, Rosa R. Coaching executivo: a conquista da liderança. São Paulo: Nobel, 2007.
- Lima, Madailda de. O líder coach não diz aos outros o que fazer, ensina-os a pensar. In: PERCIA, André; SITA, Maurício. Manual completo de coaching: grandes especialistas apresentam estudos e métodos para a excelência na prática de suas técnicas. São Paulo: Editora Ser Mais, 2011. 337 – 342.
- Malhotra, Naresh K. Introdução à pesquisa de marketing. São Paulo: Pearson Prentice Hall, 2009.
- Maximiano, Antonio Cesar Amaru. Teoria Geral da Administração: da revolução urbana a revolução digital. 6.ed. São Paulo: Atlas, 2008.
- Maxwell, John, C. O livro de ouro da liderança: o maior treinador de líderes da atualidade apresenta grandes lições de liderança que aprendeu na vida. 2.ed. Rio de Janeiro: Thomas Nelson Brasil, 2011.
- Mello, Joamel Bruno de; Ortega, Marlene. Práticas de gestão de pessoas. São Paulo: Alaúde Nova Cultural, 2012.
- Moscovici, Fela. Líder-mulher ou Líder-homem. Revista ESPM, São Paulo, mar./abr. 2011. Disponível em: <<https://www.yumpu.com/pt/document/view/12493513/lider-mulher-ou-lider-homem-espm>>. Acesso em: 07 jun. 2016. p.128-133.
- Novo, Damaris Vieira; Chernicharo, Edna de Assunção Melo; BARRADAS, Mary Suely Souza. Liderança de Equipes. Rio de Janeiro: FGV, 2008.
- Poel; Martine Van Den. Desenvolvimento de executivos e coaching de lideranças: In: Kets de vries, Manfred F. R.; Korotov, Konstantin; Florent-Treacy, Elisabeth. Experiências e técnicas de coaching: a formação de líderes na prática. Porto Alegre: Bookman, 2009. 155-174.
- Porche, Germaine; Niederer, Jed. Coaching: o apoio que faz as pessoas brilharem. Rio de Janeiro: Campus, 2002.
- Prodanov, Cleber Cristiano; Freitas, Ernani Cesar. Metodologia do trabalho científico: métodos e técnicas da



- pesquisa e do trabalho acadêmico. 2.ed. Novo Hamburgo: Feevale, 2013.
- Robbins, Stephen P.; Timothy, A. Judge; SOBRAL, Filipe. Comportamento Organizacional: teoria e prática no contexto brasileiro. 14.ed. São Paulo: Pearson Prentice Hall, 2011.
- Rodrigues, Stephane Carvalho; SILVA, Gleiciane Rosa da. A liderança feminina no mercado de trabalho. Revista digital de Administração FACIPLAC. Gama-DF, v. 1, n. 4, 2015. Disponível em: <<http://revista.faciplac.edu.br/index.php/REAF/article/view/77/54>>. Acesso em 06 jun. 2016.
- Roesch, S. M. A. Projetos de Estágio e de Pesquisa em Administração. 3.ed. São Paulo: Atlas, 2005.
- Rosener, J.B. Ways women lead. Harvard Business Review, n. 68, maio/jun. 1990. p.103-111.
- Sobre Mary Kay - Fundadora da Empresa. Mary Kay. 2016. Disponível em: <<https://www.marykay.com.br/pt-br/about-mary-kay/company-and-founder>>. Acesso em: 06 jun. 2016.
- Ulrich, David; Smallwood, Norm. Sustentabilidade da Liderança: 7 disciplinas para transformar intenções em ações eficientes. São Paulo: HSM Editora, 2014.
- Ventura, Gregório. Liderança coach: o poder da comunicação que transforma in: PERCIA, André; SITA, Maurício. Manual completo de coaching: grandes especialistas apresentam estudos e métodos para a excelência na prática de suas técnicas. São Paulo: Editora Ser Mais, 2011. 167-172.
- Vieira, Nelson. Coaching como estratégia de liderança. In: PERCIA, André; SITA, Maurício. Manual completo de coaching: grandes especialistas apresentam estudos e métodos para a excelência na prática de suas técnicas. São Paulo: Editora Ser Mais, 2011. 69 -74.
- Yin, Roberto K. Estudo de caso: planejamento e métodos. Porto Alegre: Bookman, 2010.

\*\*\*\*\*