

FUCAPE PESQUISA E ENSINO S/A

FRANCIS GOMES FERRARI TRANCOSO

**ANALISANDO AS RESPOSTAS DE ENFRENTAMENTO DE
LÍDERES A RESISTÊNCIAS À LIDERANÇA PARADOXAL**

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Dissertação apresentada ao Programa de Pós-Graduação em Administração, da Fucape Pesquisa e Ensino S/A, como requisito final para obtenção do título de Mestre em Administração – Nível Profissionalizante.

Orientador: Prof. Dr. Bruno Felix Guilherme de Araujo

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RESUMO

Este estudo tem como objetivo compreender as respostas de enfrentamento que os líderes adotam para lidar com ameaças à sua liderança paradoxal e as condições em que as respostas são adotadas. Foi desenvolvido um estudo qualitativo fundamentado na teoria da identidade com 43 funcionários em cargos de liderança em uma universidade brasileira em que os líderes lidam com um paradoxo entre qualidade e crescimento. As entrevistas foram analisadas por meio da análise de conteúdo. As respostas de enfrentamento foram classificadas em dois tipos: proteção de identidade e reestruturação de identidade. As respostas de proteção de identidade envolviam “desacreditar o único quem ameaça”, “minimizar a ameaça” e “persuadir os outros”. Essas estratégias permitiram que os indivíduos mantivessem a liderança paradoxal como parte de seu autoconceito. Em contraste, as respostas de reestruturação da identidade envolveram “mudar a identidade” e “ressignificar a identidade”. Ao usar essas estratégias, os indivíduos deixaram de se definir como líderes paradoxais. Também apresenta as condições sob as quais essas respostas de enfrentamento são mais prováveis de serem adotadas. Esta pesquisa representa um esforço inédito para entender como os indivíduos lidam com um possível efeito negativo da Liderança Paradoxal: o sentimento de invalidação (ameaça à identidade) que os líderes podem experimentar ao lidar com seguidores com uma mentalidade de dilema que resistem à sua abordagem ambidestra.

Palavras-chave: liderança paradoxal; ameaça à identidade; self; ambidestria; respostas de enfrentamento.

ABSTRACT

This study aims to understand the coping responses that leaders adopt to deal with threats to their paradoxical leadership and the conditions under which responses are adopted. We developed a qualitative study grounded in identity theory with 43 employees in leadership positions at a Brazilian university in which leaders handle a paradox between quality and growth. The interviews were analyzed using content analysis. We classified the coping responses into two types: identity-protecting and identity-restructuring. The identity-protecting responses involved “discrediting the one who threatens”, “downplaying the threat” and “persuading others”. These strategies allowed individuals to maintain paradoxical leadership as part of their self-concept. In contrast, the identity-restructuring responses involved “changing the identity” and “resignifying the identity”. By using these strategies, the individuals no longer defined themselves as paradoxical leaders. We also present the conditions under which these coping responses are most likely to be adopted. This research represents an unprecedented effort to understand how individuals deal with a possible negative effect of Paradoxical Leadership: the feeling of invalidation (identity threat) that leaders can experience when dealing with followers with a dilemma mindset who resist their ambidextrous approach.

Keywords: paradoxical leadership; identity threat; self; ambidexterity; coping responses.

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