



CHARACTERISTICS AND BEHAVIOR OF ENTREPRENEURS IN THE STATE OF SANTA CATARINA

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SUMMARY

The entrepreneur differs from an ordinary individual by his behavior, attitudes and actions. Therefore, its characteristics are striking, because in a visionary way it creates and develops actions with freedom, personal satisfaction and overcoming the new challenges, continuously, without losing focus on obtaining financial profit. Because it differs from ordinary citizens, it acts in the same way in the most diverse areas of activity. This article addresses an assessment of the characteristics and behaviors of entrepreneurs in the state of Santa Catarina, in which the Collective Subject Discourse methodology was used to collect, organize and tabulate qualitative data, obtained from statements of open questions. After the study was given this treatment, it was concluded that the respondents have several characteristics and behaviors in common even though each one acts in his own way. It was also found that the knowledge resulting from the experience of the research subjects in the face of new situations, their negotiation skills and their needs for independence and personal development require the differentiated profile of the Santa Catarina businessman.

Key words: Entrepreneurship. Characteristics and Entrepreneurial Behavior.

INTRODUCTION

Nowadays, man experiences the new Revolution, called the “Knowledge Age”, and brings with it the need for an entrepreneurial vision. The appreciation of human capital has become the great differential of companies, recognizing the individual as a character that generates knowledge and agent of the innovation process, interacting and sharing his knowledge with the other members of the group in which he is inserted.

Entrepreneurship refers to the search for opportunities and innovation, where the entrepreneur with his peculiar characteristics drives actions for personal and professional success. In this scenario, the figure of the Santa Catarina entrepreneur stands out, who

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increasingly improves his talents in benefit of his needs, desires and aspirations and commitment to his target audience.

Based on the foundations of Cooley (1990), who proposes the characteristics and behaviors of entrepreneurs, this study sought to identify the similarities in the life stories of Santa Catarina's entrepreneurs in order to characterize them as entrepreneurs according to the adopted framework. To this end, the research subjects were interviewed based on this theoretical framework and making a subsequent collection of testimonies, verifying what permeates individual activities for a collective discourse.

THEORETICAL FOUNDATION

The action of entrepreneurship has as its conceptual background the ability of an individual to solve problems, to “put into execution” projects or ideas, that is, entrepreneurship is a concept strictly linked to practice and its theoretical study has a unique function to support its understanding , aiming to stimulate concrete actions and dissemination practices.

According to Brockhaus and Horwitz (1982), the psychological approach to the concept of entrepreneurship began in 1942 with Cole who proposed the need to study the motivational forces and other characteristics of the entrepreneurs' personality. This was enough for a series of researchers to start looking, in the “entrepreneurial personality”, for their characteristics (profile) and the form of validate instruments that identify subjects with high potential for business success.

Lachman (1980, p. 114) states that: “people who have the same characteristics as entrepreneurs will have a high (or potential) tendency to develop entrepreneurial actions, more than people who do not have such characteristics.”

To achieve high performance in a given market, some competencies may be more important than others, but in general all of them must be present for an entrepreneurial action to generate the expected results. David McClelland, David Winter and John William Atkinson have devoted themselves to studying the relationship between the needs for achievement, power, defending failure and affiliation and human behavior. McClelland (1962, 1967, 2000) identified that the need for achievement is particularly high among entrepreneurs with excellent results. The author also found that in this degree, it causes some characteristics to appear more frequently: preference for analyzing the risks; interest in immediate assessment of decisions taken; and lack of interest in work with little creativity, repetitive or routine.

In an entrepreneurial educational process, Cooley (1990) proposes characteristics and behaviors (operational definitions) that, once practiced systematically, can develop competencies. Are they:

Setting goals

- It sets goals and objectives that are challenging and have personal meaning.
- It has a long-term, clear and specific vision.
- Establishes measurable short-term goals.

Systematic planning and monitoring

- Plans to divide large tasks into subtasks with defined deadlines.
- Constantly reviews its plans taking into account results obtained and circumstantial changes.
- Keeps financial records and used to make decisions.

Persistence

- It acts in the face of a significant obstacle.
- Act repeatedly or switch to an alternative strategy in order to face a challenge or overcome an obstacle.
- Make a personal sacrifice or make an extraordinary effort to complete a task.

Commitment

- He attributes himself and his behavior to the causes of his successes or failures and takes personal responsibility for the results obtained.
- Collaborate with employees or put yourself in their shoes, if necessary, to complete a task.
- It strives to keep customers happy and puts long-term goodwill above short-term profit.

Information search

- It is personally dedicated to obtaining information from customers, suppliers and competitors.
- Personally investigate how to manufacture a product or provide a service.
- Consult specialists for technical or commercial advice.

Search for opportunities and initiative

- Do things before you are asked or forced by circumstances.
- Acts to expand the business to new areas, products or services.
- Take advantage of unusual opportunities to start a new business, obtain financing, equipment, land, the workplace or assistance.

Quality and efficiency requirements

- Find ways to do things better, faster or cheaper.
- Acts in ways that do things that meet or exceed standards of excellence.
- Develops or uses procedures to ensure that work is completed on time or that work meets previously agreed quality standards

Take calculated risks

Entrepreneurial Characteristics and Behaviors in the State of Santa Catarina.

- It deliberately assesses alternatives and calculates risks.
- It acts to reduce risks or control results.
- He puts himself in situations that involve challenges with moderate risks.

Persuasion and network

- Uses deliberate strategies to influence or persuade others.
- It uses key people as agents to achieve its goals.
- Acts to develop and maintain business relationships

Independence and self-confidence

- It seeks autonomy in relation to the rules and controls of others. He maintains his point of view even in the face of opposition or discouraging results.
- Expresses confidence in your own ability to complete a difficult task or to face a challenge.

Table 1- Model of entrepreneurial characteristics and behaviors for a training process

CHARACTERISTICS	BEHAVIOR (OPERATIONAL DEFINITIONS)
Setting goals	It sets goals and objectives that are challenging and have personal meaning.
	It has a long-term, clear and specific vision.
	Establishes measurable short-term goals.
Systematic planning and monitoring	Plan by dividing large tasks into sub-tasks with defined deadlines.
	Constantly reviews its plans taking into account results obtained and circumstantial changes.
	Keeps financial records and uses them to make decisions.
Persistence	It acts in the face of a significant obstacle.
	Act repeatedly or switch to an alternative strategy in order to face a challenge or overcome an obstacle.
	Make a personal sacrifice or make an extraordinary effort to complete a task.
Commitment	He attributes himself and his behavior to the causes of his success or failure and takes personal responsibility for the results obtained.
	Collaborate with employees or put yourself in their shoes, if necessary, to complete a task.
	It strives to keep customers happy and puts long-term goodwill above short-term profit.
Information search	It is personally dedicated to obtaining information from customers, suppliers and competitors.
	Personally investigate how to manufacture a product or provide a service.
	Consult specialists for technical or commercial advice.
Search for opportunities and initiative	Do things before you are asked or forced by circumstances.
	Acts to expand the business to new areas, products or services.
	Take advantage of unusual opportunities to start a new business, obtain financing, equipment, land, the workplace or assistance.
Quality and efficiency requirements	Find ways to do things better, faster or cheaper.
	Acts in ways that do things that meet or exceed standards of excellence.
	It develops or uses procedures to ensure that the job is completed on time or that the job meets previously agreed quality standards.
Take calculated risks	Evaluates alternatives and deliberately calculates risks.
	It acts to reduce risk or control results.
	He puts himself in situations that involve challenges with moderate risks.
Persuasion and networks	Uses deliberate strategies to influence or persuade others.
	It uses key people as agents to achieve its goals.
	Acts to develop and maintain business relationships.

Independence and self-confidence	It seeks autonomy in relation to norms and control of others.
	He maintains his point of view even in the face of opposition or discouraging results.
	Expresses confidence in your own ability to complete a difficult task or to face a challenge.

Source: adapted from Cooley (1990).

The measurement of these competences in an individual, at a given moment, allows the comparison with an “ideal profile” or entrepreneur, in which the evaluated person would have the highest score in all the required ones. On the other hand, although studies have shown a low correlation between competences (MORALES, 2004; LOPES, 2000), the literature makes it possible to establish a relationship between them. The combination of its intensity and its relationship with another generates a new profile, which allows foreseeing obstacles in entrepreneurial action.

A graphical representation of the model is presented in Figure 1, seeking to explain more effectively the chain and the logic of articulation between competencies.

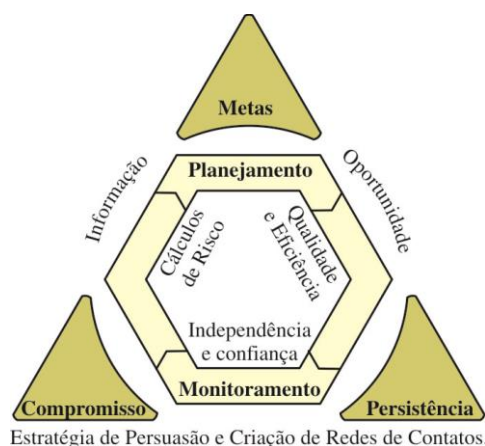


Figure 1: Graphic model of logic / articulation between entrepreneurial skills / behaviors
Source: Elaborated by Rosa and Lapolli (2010).

Goal Setting can be considered that goal that makes all the others go into action. It mobilizes all the others, even because it is the first question asked for those who venture to set up their own business. It seems quite clear to imagine that successful entrepreneurs is a simple matter, but in practice it is not: several entrepreneurs see the company as a vehicle to solve needs present in deep points of their personality, without the entrepreneur being aware of it (KETS DE VRIES, 1977, 1985, 1996; MCCLELLAND, 1975).

Immediately the competence to set goals requires the second one, within a logic of conducting learning, Planning and Systematic Monitoring. This would answer the second key question: what to do to make it possible to achieve the established goals? The actions linked to planning allow us to foresee the path of the enterprise, difficulties that may arise,

precautions to be taken and advantages to be undertaken, among many others. In this graphic arrangement, competence linked to planning occupies a central environment, serving as a connection point between the others. In fact, it is the one that articulates directly with all the others. Planning behaviors articulate Information and process it in order to seek Opportunity. Planning continues in the Risk Calculation process based on the information obtained, in the Persistence necessary to pursue Quality and Efficiency. Likewise, the planning will seek the forms of Persuasion necessary to bring new individuals to the entrepreneurial projects and to increase the confidence of the action agent in his initiative and in obtaining the designed goal.

Having the “do, control and record” behaviors as support, the cyclical continuity of planning and monitoring takes the action agent to another stage in the process of undertaking, which is to identify an opportunity that meets, in principle, material goals and personal information of the entrepreneur.

The competences related to the Search for Information and, in a more elaborated way, the Search for Opportunity will allow access to data packages to be processed, and that are sufficient to justify the decision for the action, an initiative to take advantage of opportunity. In fact, it is the search for information that enables an entrepreneur to consistently assess the risks involved in each business opportunity and provides inputs for planning. As a result, in the graphic arrangement the Search for Information (external to the subject) appears next to Taking Calculated Risks (processed internally and according to the risk perception of each subject).

The continuous “search” process that keeps the entrepreneur alert to the needs of customers (and challenges them to improve their products, services and processes) will be linked to the persistence of regularly seeking to challenge themselves internally and pursuing a minimum improvement relentlessly, punctual, but constant.

For this reason, Persistence is a key competence to trigger the self-demand for Quality and Efficiency that characterizes the behavior of a talented entrepreneur.

In practice, the information search process depends, in many cases, on the goodwill of the people who have access to it. For the entrepreneur, the possibility of contacting them and convincing them to support him in data collection can mean the difference between obtaining reliable information and of great use for decision making or not. Via information search planning, individuals in a contact network will be activated through deliberate strategies, becoming key people in the entrepreneurial process.

In the model, the basis of the entrepreneurial process is in Persuasion and Network, because it is the plural people who make enterprises grow, and convince them to adopt their

goals it is the challenge that most motivates results entrepreneurs. Motivation for power is at the origin of the competence to persuade and to set up and maintain networks of contacts. Internally articulating with the Independence and Confidence that the entrepreneur has in himself, these competencies form the basis for supporting entrepreneurial action.

Entrepreneurs nurture their confidence based on data and records made constantly in the Planning and Monitoring process. Every action generates results, and actions registered systematically generate an inventory of cause and effect that can be useful for the crystallization of tried, tested and validated knowledge. Experiences that worked out teach a lot, and what didn't work teaches even more.

Finally, the skills Persistence and Self-confidence are articulated as a foundation of the entrepreneurial process, because persistence makes an entrepreneur look for ways to overcome obstacles that, perhaps, allow him to find alternative ways to achieve the established goals. In turn, overcoming obstacles and reaching goals in the past serve as a source of power for an entrepreneur's self-confidence, making him believe in his ability to do things based on data from past facts. Thus, a virtuous circle is formed: Self-confidence keeps an entrepreneur persisting and Persistence with positive results reinforces self-confidence.

These and countless other articulations of entrepreneurial processes, actions taken, critical incidents reported by publicly recognized results entrepreneurs, attest to the model's ability to explain what Cooley (1990) had identified as a set of basic, minimal and indispensable skills to be dominated for high-performance entrepreneurial action.

METHODOLOGY

To assess the characteristics and behaviors of entrepreneurs in the state of Santa Catarina / Brazil according to Cooley's (1990) concept, the Collective Subject Discourse (DSC) methodology.

The DSC according to Lefèvre and Lefèvre (2000, p. 19) is:

a methodology that establishes a systematic way to identify these patterns, or social representations, of specific groups in relation to certain themes. It seeks, through it, to reconstruct, with parts of individual speeches, like a puzzle, as many speeches - synthesis as it deems necessary to express a certain figure or theme.

The DSC technique according to Lefèvre and Lefèvre (2012, p. 17) is a methodological resource that:

it consists of a series of operations on the raw material of individual testimonials or other types of verbal material (newspaper articles, magazines, group discussions, etc.), operations that result in collective statements at the

end of the process, that is, , constructs made with literal extracts of the most significant content of the different statements that have similar meanings.

Therefore, the research is configured as a case study with a qualitative approach. As for its referral, it is classified as exploratory and descriptive and, in relation to the means, it is characterized as a bibliographic and field research.

Data collection took place through semi-structured interviews with six entrepreneurs from Santa Catarina.

Such methodological resource allowed the organization and tabulation of qualitative data of a verbal nature, from the testimonies obtained from open questions, sent through five proposals.

Thus, the speeches of each interviewee were selected and grouped as key expressions. Afterwards, verbal material was grouped by central ideas and then left for the anchors. It is important to emphasize that, with the anchors, it was possible to express the feeling of each participant in an impersonal way and consequently the collective understanding about the theme in question.

The first proposal to be made was: Describe a situation in which you did something for yourself, that is, in which you had a remarkable attitude towards yourself. As a result of DSC 1, we obtained:

So today it is a new building, which serves cancer patients from all Brazilian states and other countries. He always slept with uncertainties and woke up with impossibilities. When faced with a situation, I always had a family or community question, to make it work, I always took action. I'm going to build, I'm going to get my hands dirty. I love looking for new challenges, opening stores in promising places, envisioning business opportunities and committing myself to make this happen successfully. I sacrificed many weekends, nights, in short, for many years my leisure was working, there was a lot of intuition in our business.

In view of the speech previously presented, it can be said that the enterprise today manages to enchant as a whole. There are uncertainties and impossibilities. Faced with a situation, presented to work, there is always a need to take action. Searching for new challenges, envisioning business opportunities and commitment favors success. Having a dream requires sacrifice and intuition in the business.

Considering what was answered in question 1, it is clear that the collective thinking of the research subjects reveals that in entrepreneurship there are uncertainties, but that in the face of a dream, the search for Opportunities and Initiatives and the Search for information are necessary, a fact which meets the characteristics and behaviors cited by Cooley (1990).

Thus, they seek through personal dedication to obtain information and new knowledge for the success of their business.

The second question was: Describe a situation where you had to get someone to do something you wanted to do (that you had to persuade someone to do something you wanted to be done).

As a response to DSC 2, it was obtained: I had the objective of building a complex. I surrounded myself with professionals who were key people, and I found that I was persuading him. I had a belief I won them. Convincing the change in behavior and habits is complicated within your business. I made the defense and we won the sale, they said it was sincerity, the transparent way in which I presented our proposal, where I had to appeal to the emotional of our customers. I had to put together a strategy to get, finally, three years talking and I got a land plot of 26 thousand square meters and a construction with 2 thousand and 600 square meters at zero cost with the federation. I had an idea and even convinced friends. I did a briefing of what I thought the company should be, I understand that nobody is enough for himself. We depend on each other and those who have a good network will not find a closed door anywhere. I have always tried to surround myself with more capable people than myself in order to help develop the business. The secret to success is to seek to understand people, accepting them as they are.

At this point, it can be confirmed that for the entrepreneur to have his goals achieved, he must have the capacity for persuasion. Often convincing changes in behavior and habits is complicated; complex within your business. However, seeking opinions, gathering information, building a knowledge base and reinforcing most strategies are actions that can favor the necessary changes. The entrepreneur defends his product, in a sincere and transparent way and appeals to the emotional of his clients. Build strategies to achieve your goals, and when you have an idea, you even convince friends. He understands that people depend on each other and the network is important for the development and success of the business.

Analyzing DSC 2, it is observed that the interviewees have the characteristics and behaviors of Persuasion and network of contacts Cooley (1990) because they use deliberate strategies to influence or persuade others. It is also evident that they use key people as agents to achieve their own goals, as well as, they act to develop and maintain commercial relationships. It is also observed that the Commitment indicated by Cooley (1990) is implicit in the interviewees' statements when they attribute to themselves and their behavior the causes

of their successes and failures, taking personal responsibility for the results obtained, as well as striving to maintain their long-term satisfied customers above profit.

Proposal 3 was: Describe a situation where you had a hard time achieving something.

As an answer, DSC 3 was obtained: It was necessary to build and I had many more needs. I had to have something tangible in my hands to start working and managing. I had to run a lot. Prove to myself that I was able to do something and go further. I lost money. It took me a long time to settle debts, pay interest and approximately a few more years to pay everything. The most difficult decision of my life was to want to study abroad, leave home. I thought about giving up everything, but the will to win kept me going.

Given the above, it can be said that the entrepreneur needs to have something tangible to start working and managing his business quickly. You need to prove to yourself that you are capable and go beyond your limitations. It is persistent to equate presented difficulties. Faced with a problem, he doesn't give up, because his will to win overcomes obstacles. As a dreamer, he invests in his experiments looking for his realization. The entrepreneur is persevering and is always ready to review his plans demanded by the changes.

Analyzing the DSC 3, it is clear that the characteristic Persistence, enunciated by Cooley (1990), is evidenced in the interviewees' testimonies because everyone expresses that they act in the face of a significant obstacle, that is, they act repeatedly or change strategies in order to face a challenge or overcome an obstacle. Persistence is also perceived when they declare that they make a personal sacrifice or extraordinary effort to complete a task. The characteristic of Independence and Self-confidence cited by Cooley (1990) is also observed when they express confidence in their own ability to complete a difficult task or to face a challenge and with autonomy and determination seeks to realize their dreams even though, initially, be discouraging.

In the fourth question, it was asked: Describe a situation in which you had an outstanding attitude in your work, research, project, management (you did something that caused a sense of personal fulfillment).

In response to DSC 4, there was: I arrived at the president and spent about four hours talking with him about the importance of beds. It was an exchange I had to make, and fast. I think that constantly there has to be an investment in new equipment, new structures. I wanted to do it differently. I established the goals I wanted to achieve, always making plans. It added two hours a day of reading to get over it. It was a challenge that I self-imposed and achieved the expected results.

With regard to DCS 4, it can be considered that the Entrepreneurs take initiatives in the face of difficulties, with no time limit and convincing power. They do not settle for little and therefore invest constantly. They are always looking for the fulfillment of their dreams. And nothing prevents them from achieving their goals even if it is individually. They like to carry out their projects in a different way. Establish your goals with planning. They face challenges as goals and satisfy their desires by taking action to achieve their ideals.

In view of the interviewees' testimonies, it is observed that for the entrepreneur the Goal Setting pointed out by Cooley (1990) is inherent to his being where he will always do something that causes him a sense of personal fulfillment. Therefore, it defines goals clearly and its measurable objectives, and the goals and objectives must be challenging and have personal meaning. Another characteristic identified in the testimonials is the finding that they demand quality and efficiency in their ventures, as they find ways to do things better, faster or at a lower cost, and that meet standards of excellence.

The fifth required question: Tell me about a situation in which you took a risk (disastrous or failure and a successful one).

As a response to DSC 5, we had: We did everything that had to be done: we took all the data, took samples of materials and plants, in short, the responsibility for this risk was really heavy for me. He slept peacefully every night, as he used to make a report. I took a big and conscious risk, I was young, I had the money I had raised, but I had no time. I gave autonomy and freedom, but with responsibility, so that people could actually undertake within the company.

In DSC 5, it can be seen that the entrepreneur goes in search of his needs, assuming all the responsibility and calculated risks. Plans and monitors your business through reports. Face risks consciously and with a challenging character. Taking risks, he accomplishes his goals, but he is also concerned with the commitments that guide his daily life. Faced with an obstacle, he is optimistic and seeks to organize himself to succeed in the enterprise. Because he is attentive to financial challenges, he prefers to change the focus of his enterprise, often reducing the number of his clientele. A knowledgeable person who takes risks, but believes in the potential of his employees, giving them responsibilities to undertake within the company.

It can be seen in the testimonies of the interviewees that in their ventures, both in business and in their personal lives, they run risks calculated in the conception of Cooley (1990), because they evaluate alternatives and deliberately calculate risks. It is evident that they act to reduce risks and / or control the results, put themselves in situations that imply moderate challenges or risks. It is considered that Planning and Monitoring, a characteristic

expressed in Cooley (1990), are evidenced in the interviewees' statements, which characterize them in this behavior, as they plan in order to divide large tasks into subtasks with defined deadlines. They constantly review their plans taking into account the results obtained and circumstantial changes, maintaining financial records to make decisions.

FINAL CONSIDERATIONS

Being an entrepreneur means, above all, having the ability to do new things, put your own ideas into practice, thus being a complex phenomenon that involves the entrepreneur, the company and the environment in which the process takes place.

Entrepreneurs are people who have a unique motivation, like challenges, are self-confident and change the society where they live. Responsible for personal and society development, they call attention to their results.

A great diversity of competences is attributed to entrepreneurs, but they are hardly concentrated entirely in a single person. That is why cases are the sources of data that help to understand this concept in order to disseminate it.

The universe of a collective perception research offers numerous directions of analysis. However, it was sought, for the final analysis of the data, to take into account considerations that could account for the main objective of the research: to investigate characteristics and behaviors of entrepreneurs in the state of Santa Catarina.

With the synthesis of the central ideas, in their entirety, it was possible to compose a collective discourse of six entrepreneurs. The DSC was built by the authors, using qualitative methodology in order to abstract, detect and capture subjective experiences, thus being able to directly express the social representation of a given social subject, using three methodological figures, also called DSC operators, that is, the key expressions, central ideas and anchors.

In view of the speeches presented, some points become quite evident even though they are entrepreneurs from diversified areas, they have entrepreneurial characteristics according to Cooley's theory (1990), showing the need for decision making, seeking and facing new challenges, envisioning business opportunities and commitment, thereby contributing to its success. It was also found that for the entrepreneur to achieve his goals, he needs to be able to persuade, use appropriate strategies, and be persistent to address the difficulties that arise. The research subjects showed that they like to carry out their projects in a different way, despite encountering possible obstacles, are optimistic and try to organize themselves to be successful at the enterprise. In addition, they constantly review their plans taking into account

the results obtained and circumstantial changes, as well as maintaining financial records to make decisions.

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