**ABSTRACT**

**Objective:** This study is based on the analysis of three fundamental aspects of company and managerial life: the culture of organizations, the style of leadership and financial performance. Its focus was to question the connection between these and to devise a strategy that could be applied in Portugal, during 2017 and 2019, in industrial sector companies.

**Methodology:** To do so, it was decided to start methodological analysis of the behaviour of managers and organizations operating in this environment, considering several classifications: multinational companies operating in Portugal and Portuguese companies with a strategy for and in the process of internationalization. On this basis the study problem was set at the level of managerial behaviour, bearing in mind that this varies depending on the type of organization in which managers’ work. The problem involves scientific, methodological, and cultural aspects that have already been demonstrated by several authors, whose considerations have been incorporated. The study was conducted in 16 companies operating in Portugal.

**Findings:** The characteristics of leadership in the multinationals tend towards greater balance between the four roles of each of the corresponding quadrants, while in the national companies it tends to be more internally focused.

**Value Added:** This difference could be related to what R. Quinn calls the Normal State of Leadership, which is focused on the comfort zone that the internal processes seem to generate; the multinational companies are more focused on external aspects and future development – Fundamental State of Leadership – centred on strategic dedication to clients and flexibility**Recommendations:** Dedication to clients and flexibility, that we intend to link with Internal Marketing strategy drivers, considering the investigation ideas for this paper, as the demonstration if some different Leadership Styles influence the Financial Performance of the Companies or not.