Менеджмент

UDC 005.95/.96:159.9

Tanklevska Nataliya
Doctor of Science in Economics, Professor,
Professor of the Department of Economics and Finance of Enterprise
State University of Trade and Economics
Танклевська Наталія Станіславівна
доктор економічних наук, професор,
професор кафедри економіки та фінансів підприємства
Державний торговельно-економічний університет
ORCID: 0000-0003-2906-4051

Barabash Lesya
Candidate of Economic Sciences,
Associate Professor of the Department of Finance, Banking and Insurance
Uman National University
Барабаш Леся Віталіївна
кандидат економічних наук,
доцент кафедри фінансів, банківської справи та страхування
Уманський національний університет
ORCID: 0000-0002-4836-8950

METHODOLOGICAL APPROACHES TO ENTREPRENEURIAL PSYCHOLOGICAL AND LEADERSHIP PROFILES
МЕТОДОЛОГІЧНІ ПІДХОДИ ДО ВИЗНАЧЕННЯ ПСИХОЛОГІЧНОГО ТА ЛІДЕРСЬКОГО ПРОФІЛЮ ПІДПРИЄМЦЯ

Summary. *Introduction. The psychological and leadership traits of entrepreneurs are increasingly significant in the contemporary business landscape, as these qualities substantially influence the ability to successfully initiate, develop, and expand entrepreneurial ventures amid considerable uncertainty. Contemporary conditions, marked by economic instability, heightened international competition, and the ongoing effects of the war in Ukraine, demand a thorough examination of the psychological traits and leadership competencies essential for entrepreneurs. For effective operation in this complex landscape, increasing importance is placed on emotional intelligence, resilience, achievement drive, collaborative abilities, and strategic decision-making capacity.*

Purpose. The purpose of this article is to theoretically substantiate and develop a methodological approach to defining the psychological and leadership profiles of effective entrepreneurs.

Materials and methods. The research employed methods of analysis, synthesis, comparison, systematization, as well as a thematic review to identify the structural components of the psychological and leadership profiles of entrepreneurs and to generalize modern diagnostic techniques and testing instruments.

Results. It has been established that an entrepreneur's psychological profile comprises a set of personal characteristics, including personality type, emotional regulation, creativity, achievement orientation, and behavioural tendencies. The study demonstrates that assessing emotional intelligence is crucial for predicting the effectiveness of managerial decisions and for promoting positive team dynamics. Particular attention is devoted to leadership potential, which encompasses both traditional leadership styles and contemporary concepts such as self-leadership and relational leadership.

The article proposes a comprehensive methodology for assessing the psychological and leadership profiles of entrepreneurs, which integrates

psychodiagnostic testing (EI assessment, MLQ, self-leadership scales, creativity and stress-resilience tests), behavioral observations, self-evaluation, and 360-degree feedback. This approach fosters a thorough understanding of an entrepreneur's individual resources and highlights areas that can be developed further. It is suggested that the integration of diverse methods and information sources leads to the establishment of an objective entrepreneurial profile, which is vital for forecasting business performance, enhancing the effectiveness of incubation programs, and crafting personalized development pathways.

The findings confirm that a comprehensive analysis of entrepreneurs' psychological and leadership characteristics is a crucial component of contemporary entrepreneurship research, with significant practical value for developing support programs, educational initiatives, and consulting tools. It has been determined that the approach to assessing the psychological and leadership profile of an entrepreneur should include an integrated combination of methods aimed at comprehensively measuring characteristics such as emotional intelligence, self-leadership, stress resistance, motivation for success, creativity, communication, and leadership skills, which together provide an objective understanding of the determinants of his entrepreneurial effectiveness.

Further research in this area. Prospects for further research include the development of integrated diagnostic models that combine psychological, behavioural, and leadership indicators to enhance the precision of entrepreneurial profiling. Future studies may also focus on longitudinal analyses to track how psychological and leadership characteristics evolve throughout different stages of entrepreneurial activity and how these changes influence business performance.

Key words: *psychological profile, leadership, entrepreneurship, management, stress resistance, self-leadership, managerial decision, team building, potential.*

Анотація. *Вступ. Психологічний та лідерський профіль підприємця сьогодні набуває особливої значущості, оскільки саме ці характеристики визначають здатність успішно розпочинати, розвивати та масштабувати підприємницьку діяльність в умовах високої невизначеності. Сучасні виклики, спричинені економічною нестабільністю, посиленою глобальною конкуренцією та наслідками повномасштабної війни в Україні, вимагають глибшого розуміння психологічних і лідерських якостей, що детермінують ефективність підприємця. Зростає увага до таких факторів, як емоційний інтелект, стресостійкість, мотивація до досягнення, уміння працювати в команді та здатність приймати стратегічні рішення, адже саме вони формують основу підприємницької успішності.*

Мета. Метою статті є теоретичне обґрунтування та уточнення методологічних підходів до визначення психологічного й лідерського профілю ефективного підприємця.

Матеріали і методи. У процесі дослідження було використано методи аналізу, синтезу, порівняння, систематизації, а також тематичний огляд для визначення структури психологічного та лідерського профілю підприємця, узагальнення сучасних методик і тестових інструментів.

Результати. Визначено, що психологічний профіль підприємця складається з комплексу особистісних характеристик, включно з типом особистості, емоційною регуляцією, креативністю, установками на досягнення та поведінковими особливостями. Доведено, що оцінка емоційного інтелекту є критично важливою для прогнозування ефективності управлінських рішень та формування позитивного впливу на команду. Окрема увага приділена лідерському потенціалу, який охоплює як традиційні стилі керівництва, так і сучасні концепції самолідерства та реляційного лідерства.

У статті запропоновано комплексну методологію оцінювання психологічного та лідерського профілю підприємця, що передбачає використання поєднання психодіагностичних тестів (оцінка EI, MLQ, методики self-leadership, тести креативності й стресостійкості), поведінкових спостережень, самооцінювання та 360-градусного опитування. Такий підхід дає можливість отримати цілісну картину індивідуальних ресурсів підприємця та визначити напрями його подальшого розвитку. Обґрунтовано, що інтеграція різних методів і джерел інформації дозволяє сформувати об'єктивний профіль підприємця, що є важливим для прогнозування успішності бізнес-проєктів, підвищення ефективності інкубаційних програм і створення персоналізованих траєкторій розвитку.

Доведено, що комплексний аналіз психологічних і лідерських характеристик підприємців є важливим елементом сучасних досліджень підприємництва та має високу практичну цінність для формування підтримувальних програм, освітніх ініціатив і консультаційних інструментів. Визначено, що підхід до оцінювання психологічного та лідерського профілю підприємця має передбачати інтегровану комбінацію методів, спрямованих на всебічне вимірювання таких характеристик, як емоційний інтелект, самолідерство, стійкість до стресу, мотивація до успіху, креативність, комунікативні та лідерські навички, що у своїй сукупності забезпечує глибоке й об'єктивне розуміння детермінант його підприємницької ефективності.

Перспективи. Перспективи подальших досліджень передбачають розроблення інтегрованих діагностичних моделей, що поєднують психологічні, поведінкові та лідерські індикатори з метою підвищення точності підприємницького профілювання. Крім цього, подальші наукові дослідження можуть бути зосереджені на лонгітюдному аналізі для відстеження того, як психологічні та лідерські характеристики

змінюються на різних етапах підприємницької діяльності та яким чином ці зміни впливають на результативність бізнесу.

Ключові слова: *психологічний профіль, лідерство, підприємництво, управління, стресостійкість, самолідерство, управлінське рішення, командоутворення, потенціал.*

Statement of the problem. Modern management principles focus on identifying the key qualities, knowledge, and skills necessary for success in the business world. By applying these management techniques, today's entrepreneur can effectively guide the achievement of specific objectives through all operational phases: planning, organization, motivation, and control. While entrepreneurs are commonly perceived as outgoing, self-assured, and highly disciplined individuals, it is essential to consider psychological research on how personal traits influence professional outcomes. The recommendations and criteria concerning the ideal entrepreneurial profile, including personality characteristics, knowledge, and abilities, are continually evolving. The question of which psychological features enhance an entrepreneur's effectiveness and whether such traits can be cultivated is still a relevant one. This concern is especially important for Ukraine today, as entrepreneurship acts as a key engine for the nation's economic progress, particularly during the difficulties posed by a full-scale war.

Analysis of recent sources and publications. Contemporary scholarly inquiry within the fields of psychology and business management is increasingly directed towards delineating the specific personal characteristics, specialized knowledge, and competencies that correlate with entrepreneurial efficacy. Scholar Alex Srbinovski identifies extroversion, self-assurance, and leadership capabilities as pivotal determinants of success. Diverging from this perspective, Mick Allan emphasizes the utility of established psychometric instruments like the MBTI and DISC assessments for evaluating thinking styles and work

approaches. Complementing these views, Travis Howell identifies a calibrated tolerance for risk and profound intrinsic motivation as essential psychological underpinnings for the entrepreneurial launch phase. The assessment of entrepreneurial leadership potential is addressed by De Esteban Escobar D., De Pablos Heredero C., Montes Botella J. L., Blanco Jiménez, García-Vidal G., Guzmán-Vilar L., Gerhardt K., Bauwens R., Rauch A., Frese M., Furtner M., Taylor S.N., Corbett A. and others. Recent research confirms the effectiveness of a comprehensive approach that combines the assessment of psychological attributes, creativity, stress resilience, and leadership abilities to thoroughly define the traits of a thriving entrepreneur. This topic's significance stems from the belief that nurturing entrepreneurship is vital for promoting economic growth, especially in light of contemporary issues like warfare and economic uncertainty in Ukraine.

The purpose of this article is to provide a theoretical basis for methodological strategies that assess the psychological and leadership traits of an effective entrepreneur.

Materials and methods. It seeks to examine contemporary psychological methods and assessments that can evaluate personal characteristics, motivation, resilience to stress, creativity, and entrepreneurial leadership skills, and to identify their significance in promoting successful entrepreneurial endeavors. In line with the objective, the following tasks were established and addressed: to uncover the fundamental aspects of an entrepreneur's psychological and leadership profile; to examine contemporary methods and psychological assessments utilized in evaluating personal traits and professional suitability of entrepreneurs (such as MBTI, Big Five, Torrance Tests, DISC, etc.); to pinpoint the essential psychological and leadership traits that impact the effectiveness of entrepreneurial endeavors; to support the validity of a comprehensive approach to defining an entrepreneur's psychological profile for the purpose of forecasting their success. The research applied modern scientific techniques, namely

analysis, synthesis, and generalization, to ascertain the psychological traits of entrepreneurs. Furthermore, it employed psychological assessments and comparative analysis to deliver an all-encompassing evaluation of their psychological and leadership profiles.

Presentation of the main research material. Determining the psychological profile of a manager (middle or senior) requires a systematic, multi-level approach that combines psychometric techniques, behavioural indicators and contextual interpretation of results. The current scientific paradigm in entrepreneurship and leadership research emphasises that a single technique or personality trait cannot adequately predict professional effectiveness in complex, unstable conditions; therefore, it is recommended to combine several validated tools and qualitative interpretation methods, taking into account the organisational context and expected job requirements [1].

The approach to psychological profiling should start with a conceptual framework: a combination of stable personality factors (e.g., the Big Five model), cognitive abilities (analytical thinking, creativity, cognitive flexibility), social-emotional competencies (emotional intelligence, communication skills), motivational-volitional characteristics (achievement motivation, risk tolerance, autonomy) and adaptive mechanisms (stress resistance, learning ability). Recent review and meta-analytical studies confirm the predictive power of such a multidimensional model for explaining entrepreneurial behaviour and leadership effectiveness [2].

Formal diagnostics should combine standardized psychometric instruments with a 360° assessment procedure, structured interviews, and, if necessary, behavioral/situational simulations (assessment center). This combination provides retrospective and projective information: test data provide an interpretation of stable traits; 360° assessments reflect real manifestations in the work environment; simulations model reactions in critical or strategic situations.

When introducing individual methodologies into this integrated framework, it is worth considering their theoretical foundations, practical application procedures, psychometric properties and limitations in detail. The following sections provide a more detailed explanation of these aspects. The Big Five framework forms the theoretical foundation for evaluating the key traits: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism [3]. Utilizing standardized tools (such as the NEO-PI-R, NEO-FFI, or their shorter versions) yields consistent and comparable information for both group and individual assessment [4]. Regarding the prediction of job performance, recent research has demonstrated that conscientiousness consistently correlates with task effectiveness and organizational dependability, whereas openness is linked to innovative efforts and the capability to develop strategic concepts, a conclusion supported by recent studies involving managers in high-tech industries. In the practice of assessment, it is crucial to examine not only the overall scales but also the lower-level facets, as they offer a more comprehensive diagnostic view when choosing management candidates [5, 6].

Cognitive tests and creativity assessment methods measure various aspects of thinking: speed and awareness of decision-making, cognitive flexibility, divergent thinking, and convergent thinking. To assess creative potential, standardised test tasks (Torrance Tests of Creative Thinking - for divergent productivity), Remote Associates Test (for associative ability) and questionnaires on actual achievements in creative fields (Creative Achievement Questionnaire) are used in practice, Each tool has its strengths and weaknesses: the Torrance test is better at capturing idea generation in laboratory conditions, the RAT is better at capturing the associative component of creativity, and the CAQ is better at capturing real practical achievements. Recent studies show that in an entrepreneurial context, combining potential measurements (TTCT, RAT) with indicators of actual achievements provides the best prediction of innovative behaviour [5, 7].

The assessment of emotional intelligence (EI) should take into account different levels of measurement: productive/ability-based approaches, in particular MSCEIT, are focused on objective tasks of recognising and managing emotions; subjective/self-report instruments (EQ-i, etc.) are convenient for rapid screening and development. It is essential to integrate these approaches with behavioral indicators, such as observations in team interactions or 360° feedback results, as self-reports can be susceptible to socially desirable responses. Recent reviews point to the growing role of EI in the contexts of remote work, cross-cultural interaction, and crisis management (growth in evidence base after 2020), so the inclusion of EI in manager profiling has practical and predictive justification [2].

Motivational tools enable you to identify internal drivers (the need for achievement, the need for autonomy, and the need for power) and better align your personal inclinations with the requirements of a managerial role. Methods such as the Reiss Motivation Profile or other standardized motivational questionnaires are useful for long-term development planning, as they provide information about a candidate's sources of energy, tolerance for uncertainty, desire for results, and reward priorities. Recent research over the past five years has shown that motivational profiles can modify the influence of traits (such as conscientiousness or openness) on behavioral outcomes, so interpretation should take into account moderators and mediators in structural models.

Assessing stress resistance and psychological flexibility involves both subjective questionnaires (such as the Perceived Stress Scale and the CD-RISC for resilience) and behavioral/biophysiological markers in experimental or simulation tasks. It is important to measure the components of hardiness (engagement, control, acceptance of challenge), as these components show predictive power for performance in crisis and changing conditions. Recent studies confirm that interventions aimed at developing leadership resilience yield tangible results in increasing organisational adaptability [3].

Leadership competencies (e.g., using the MLQ and related tools) are best assessed using a multi-source analysis format, which includes self-assessment, subordinate/colleague assessment, objective performance indicators, and behavioral indicators during simulations. Recent empirical studies show a consistent positive relationship between transformational leadership and organisational innovation and employee engagement; however, these relationships can be modulated by cultural and situational factors (e.g., market uncertainty, digital transformation). Therefore, the interpretation of MLQ results should take into account the context of use [1, 8].

Assessing the potential of a modern entrepreneur requires the use of multidimensional diagnostic models that combine self-report questionnaires, behavioural tasks, and analysis of actual achievements in the field of entrepreneurship. Self-reports reveal characteristics such as entrepreneurial intentions, risk tolerance, autonomy, and proactivity. Behavioral techniques, on the other hand, include analyzing the ability to build a business model, test market hypotheses, adapt quickly to change, and solve problems in uncertain conditions. Importantly, the results of these methods are reinforced by objective data on the individual's actual practical achievements, such as participation in start-ups, innovative projects, product creation, patenting, or experience working in entrepreneurial teams.

Contemporary empirical research confirms that the multi-component approach provides the highest predictive validity for long-term entrepreneurial success. For example, longitudinal analyses conducted by Obschonka and Audretsch demonstrate that combining personal characteristics with behavioural indicators significantly improves the accuracy of predicting the creation of one's own business and the viability of entrepreneurial projects [9]. Similar results have been obtained in studies of incubator programs: Markowska and Wyrwich showed that structured assessment models, which include tests for entrepreneurial orientation, motivational questionnaires, and tasks focused on practical business

modeling, are the best predictors of startup survival in the medium term [10]. The advantage of such comprehensive profiles is also confirmed by a review by Rauch & Frese, which states that combinations of personality, motivational, and behavioural indicators significantly outperform traditional one-dimensional psychodiagnostic tools [7].

The final interpretation should be carried out through a multi-level report: descriptive results (scales, scores), interpretation of the fit profile with job requirements (competency mapping), development recommendations (targeted training, coaching, learning trajectories) and, in the case of selection, recommendations on the type of position (e.g., strategic role, operational management, innovative product path). This approach reduces the risks of understandable testing biases (such as language/cultural bias, or faking good) and increases the practical usefulness of diagnostics. The integration of classical psychometric approaches with modern, empirically proven tools enables the creation of a scientifically based psychological profile of a manager that accurately represents real job requirements. The synthesis of psychodiagnostic data, 360° feedback, and behavioural simulations increases the predictive accuracy and practical value of conclusions, which is critically important for the selection, development, and placement of management personnel in today's dynamic economy.

The methodology for determining an entrepreneur's leadership potential involves a comprehensive approach that combines quantitative and qualitative methods of personality assessment. One of the key elements is the use of psychological tests that allow for assessing aspects such as leadership style, ability to delegate, communication skills, and management abilities. These methods include the Leadership Assessment Test, Interpersonal Relationships Test, Communication Skills Assessment, and DISC Personality Test, which allow you to determine the predominant behaviour style of a manager and their effectiveness in interacting with the team. Additionally, self-assessment and

questionnaire methods are employed to help identify subjective perceptions of one's own leadership qualities and level of motivation for management activities. Observation and analysis of behaviour in work situations enable the assessment of the practical implementation of leadership skills and decision-making strategies. It is important to consider psychological factors that influence decision-making, such as stress resistance, emotional intelligence, and the ability to interact constructively within a team.

The methodology involves integrating the results of tests, observations, and questionnaires to obtain a comprehensive picture of an entrepreneur's leadership potential, allowing them to identify their strengths as well as areas for development and improvement. Additionally, the assessment of leadership potential encompasses an analysis of strategic thinking, planning, and resource management skills. This approach not only enables the prediction of management activity effectiveness but also facilitates the development of individual programs to enhance leadership competencies. As a result, entrepreneurs have the opportunity to enhance the effectiveness of their own management, improve interaction with their team, and achieve better business results.

The methodology for determining an entrepreneur's leadership potential involves a multi-component approach that combines classic psychological tests and modern methods for assessing emotional intelligence, self-leadership, and management styles. One of the key tools is the Multifactor Leadership Questionnaire (MLQ), which enables the assessment of transformational, transactional, and passive leadership through self-assessment and evaluations by colleagues and subordinates [11].

An important component is the assessment of emotional intelligence (EI), which, as Gerhardt shows, has a critical impact on leadership effectiveness, team performance, and decision-making [12]. Research by De-Esteban-Escobar and co-authors demonstrates that developing emotional intelligence through business incubator training programmes enhances entrepreneurs' leadership abilities and

contributes to the success of start-ups [11]. Self-leadership is also an important factor in the lives of entrepreneurs, as it enables them to motivate themselves, set goals, organize their own activities, and adapt to change [13]. Taylor emphasises that the development of self-leadership contributes to increased resilience, reduced stress levels, and the promotion of innovation in the entrepreneurial process [14].

The methodology includes observing behaviour in the workplace, which allows for the assessment of practical leadership skills — decision-making, delegation, team management, and response to crisis situations. Questionnaires and self-assessments are also used for comprehensive assessments, including 360-degree surveys, where colleagues and subordinates provide feedback on leadership style. Integrating the results of the MLQ, EI assessment, self-assessment, and observation allows us to create a comprehensive portrait of an entrepreneur's leadership potential, identify strengths and areas for development, such as emotional regulation, delegation, or strategic thinking. Taylor and his co-authors propose a relational model of leadership, where motivational interaction between the leader and the team creates conditions for the joint creation of innovative ideas and business opportunities [8].

The study by García-Vidal et al. emphasises the importance of collaborative resilience, where positive interpersonal relationships and trust promote team cohesion and innovation [15]. The methodology involves building individual leadership potential profiles that can be used for further development through EI training, self-leadership coaching, and transformational leadership development programmes. This integrated approach allows not only to diagnose the entrepreneur's existing leadership resources, but also to develop individual development programmes to strengthen weaknesses and maximise potential. This is especially important for entrepreneurs, as well as for incubators and accelerators that support the development of early-stage leaders. Given the multifaceted nature of entrepreneurial leadership (encompassing emotional,

cognitive, and strategic components), an integrated approach is the most suitable and scientifically sound method for assessing leadership potential.

Conclusions and prospects for further research. A comprehensive evaluation of an entrepreneur's psychological and leadership profile is both highly relevant and advantageous. This methodology yields valuable insights that enhance our understanding of the key traits that influence entrepreneurial effectiveness, while also supporting the development of leadership capacities. An effective approach should employ a combination of methods to assess a range of psychological characteristics, including emotional intelligence, self-leadership, stress resilience, motivation for success, creativity, and communication and leadership skills. Such a multifaceted strategy allows for a more thorough and objective understanding of the factors that determine an entrepreneur's effectiveness. Given the intricate nature of entrepreneurship, the availability of diverse psychological tests and assessment techniques enables researchers to tailor their methodologies to specific contexts and objectives. By integrating results from various assessments, observations, and feedback instruments, we can formulate a holistic picture of an entrepreneur's potential, identifying both strengths and areas for improvement. This comprehensive approach is essential for psychological analysis in entrepreneurship, as it contributes to predicting successful business performance, designing targeted development programs, and fostering sustainable growth in entrepreneurial ventures.

Prospects for further research include the development of integrated diagnostic models that combine psychological, behavioural, and leadership indicators to enhance the precision of entrepreneurial profiling. Future studies may also focus on longitudinal analyses to track how psychological and leadership characteristics evolve throughout different stages of entrepreneurial activity and how these changes influence business performance.

References

1. Frese M., Gielnik M. M. The psychology of entrepreneurship: Action and process. *Annual Review of Organizational Psychology and Organizational Behavior*. 2023. 10. P. 137–164. DOI: https://doi.org/10.1146/annurev-orgpsych-120920-055646

2. Coronado-Maldonado I., Benítez-Márquez M., et al. Emotional intelligence, leadership, and work teams: A hybrid literature review. *Heliyon / Frontiers*. 2023. DOI: 10.1016/j.heliyon.2023.e20356

3. Танклевська Н.С., Танасійчук О.М. Індивідуально-психологічні якості підприємця, який веде бізнес на деокупованих територіях. *Науковий вісник Херсонського державного університету. Серія Психологічні науки.* 2024; 1: 29-36. DOI: https://doi.org/10.32999/ksu2312-3206/2024-1-4

4. Costa P. T., McCrae R. R. Revised NEO Personality Inventory (NEO PI-R) and NEO Five-Factor Inventory (NEO-FFI) Professional Manual. *Psychological Assessment Resources.* 1992.

5. Anni K., Vainik U., Mõttus R. Personality profiles of 263 occupations. *Journal of Applied Psychology.* 2025. 110(4). P. 481–511. DOI: https://doi.org/10.1037/apl0001249

6. Mu W., Kan S., Liu J., Cai L. Openness and entrepreneurial strategic decision-making in small and medium-sized enterprises: The roles of decision comprehensiveness and decision speed. *Frontiers in Psychology.* 2022. 13. URL: https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2021.806756/full (date of access: 18.10.2025).

7. Rauch A., Frese M. Psychological approaches to entrepreneurial success: A general model and an overview of findings. *Annual Review of Organizational Psychology and Organizational Behavior*. 2020. 15. P. 101–141. URL: https://surl.li/pzxgzq (date of access: 19.10.2025).

8. Rodrigues N. J. P., Matos C. I. V. The relationship between managers' emotional competence and decision-making effectiveness. *Governance/Business*

journal (MDPI). 2024. 14 (12). P. 318. DOI: https://doi.org/10.3390/admsci14120318

9. Obschonka M., Audretsch D. B. Entrepreneurial development: Person-level and ecosystem-level insights from longitudinal data. *Small Business Economics.* 2020. 55. P. 901–927.

10. Markowska M., Wyrwich,M. Entrepreneurial potential assessment in incubation programs: Behavioral and personality predictors of startup survival. *Small Business Economics*. 2024. 62(2). P. 501–528.

11. De Esteban Escobar D., De Pablos Heredero C., Montes Botella J. L., Blanco Jiménez F. J. Impact of emotional intelligence on the success of startups in business incubators. *Frontiers in Organizational Psychology*. 2025. 3. DOI: https://doi.org/10.3389/forgp.2025.1491792

12. Gerhardt K., Bauwens R., van Woerkom M. Emotional intelligence and leader outcomes: A comprehensive review and roadmap for future inquiry. *Human Resource Development Review*. 2025. DOI: https://doi.org/10.1177/15344843251342689

13. Furtner M., Liegl S., Klösel K. Self-leadership: The essential drive for entrepreneurs. *Journal of the International Council for Small Business.* 2024. 6(2). P. 200–205. DOI: https://doi.org/10.1080/26437015.2024.2402412

14. Taylor S.N., Corbett A., Greenberg D. et al. A conceptual model of entrepreneurial leadership: how entrepreneurial leaders enable entrepreneurial opportunity. *International Entrepreneurship and Management Journal.* 2025. 21. P. 58. DOI: https://doi.org/10.1007/s11365-025-01074-9

15. García-Vidal G., Guzmán-Vilar L., Martínez-Vivar R., Sánchez-Rodríguez A., Pérez-Campdesuñer R. Entrepreneurial Leadership and Collaborative Resilience: How Positive Relational Dynamics Shape Entrepreneurial Cognition in Emerging Economies. *Administrative Sciences*. 2025. 15(11). P. 444. DOI: https://doi.org/10.3390/admsci15110444

References

1. Frese, M. and Gielnik, M.M. (2023) 'The psychology of entrepreneurship: Action and process', Annual Review of Organizational Psychology and Organizational Behavior, 10, pp. 137–164. Available at: https://doi.org/10.1146/annurev-orgpsych-120920-055646

2. Coronado-Maldonado, I., Benítez-Márquez, M. et al. (2023) 'Emotional intelligence, leadership, and work teams: A hybrid literature review', Heliyon. https://doi.org/10.1016/j.heliyon.2023.e20356

3. Tanklevs′ka, N.S., & Tanasiychuk, O.M. (2024) 'Indyvidual′no-psykholohichni yakosti pidpryyemtsya, yakyy vede biznes na deokupovanykh terytoriyakh', Naukovyy visnyk Khersons′koho derzhavnoho universytetu. Seriya Psykholohichni nauky, Vyp. 1. pp. 29–36. https://doi.org/10.32999/ksu2312-3206/2024-1-4

4. Costa, P.T. and McCrae, R.R. (1992) Revised NEO Personality Inventory (NEO PI-R) and NEO Five-Factor Inventory (NEO-FFI) Professional Manual. Odessa, FL: Psychological Assessment Resources.

5. Anni, K., Vainik, U. and Mõttus, R. (2025) 'Personality profiles of 263 occupations', Journal of Applied Psychology, 110(4), pp. 481–511. https://doi.org/10.1037/apl0001249

6. Mu, W., Kan, S., Liu, J. and Cai, L. (2022) 'Openness and entrepreneurial strategic decision-making in small and medium-sized enterprises: The roles of decision comprehensiveness and decision speed', Frontiers in Psychology, 13. Available at: https://www.frontiersin.org/articles/10.3389/fpsyg.2021.806756

7. Rauch, A. and Frese, M. (2020) 'Psychological approaches to entrepreneurial success: A general model and an overview of findings', Annual Review of Organizational Psychology and Organizational Behavior, 15, pp. 101–141. Available at: https://surl.li/pzxgzq

8. Rodrigues, N.J.P. and Matos, C.I.V. (2024) 'The relationship between managers' emotional competence and decision-making effectiveness', Administrative Sciences, 14(12), 318. https://doi.org/10.3390/admsci14120318

9. Obschonka, M. and Audretsch, D.B. (2020) 'Entrepreneurial development: Person-level and ecosystem-level insights from longitudinal data', Small Business Economics, 55, pp. 901–927

10. Markowska, M. and Wyrwich, M. (2024) 'Entrepreneurial potential assessment in incubation programs: Behavioral and personality predictors of startup survival', Small Business Economics, 62(2), pp. 501–528

11. De Esteban Escobar, D., De Pablos Heredero, C., Montes Botella, J.L. and Blanco Jiménez, F.J. (2025) 'Impact of emotional intelligence on the success of startups in business incubators', Frontiers in Organizational Psychology, 3. https://doi.org/10.3389/forgp.2025.1491792

12. Gerhardt, K., Bauwens, R. and van Woerkom, M. (2025) 'Emotional intelligence and leader outcomes: A comprehensive review and roadmap for future inquiry', Human Resource Development Review. https://doi.org/10.1177/15344843251342689

13. Furtner, M., Liegl, S. and Klösel, K. (2024) 'Self-leadership: The essential drive for entrepreneurs', Journal of the International Council for Small Business, 6(2), pp. 200–205. https://doi.org/10.1080/26437015.2024.2402412

14. Taylor, S.N., Corbett, A. and Greenberg, D. et al. (2025) 'A conceptual model of entrepreneurial leadership: How entrepreneurial leaders enable entrepreneurial opportunity', International Entrepreneurship and Management Journal, 21, 58. https://doi.org/10.1007/s11365-025-01074-9

15. García-Vidal, G., Guzmán-Vilar, L., Martínez-Vivar, R., Sánchez-Rodríguez, A. and Pérez-Campdesuñer, R. (2025) 'Entrepreneurial leadership and collaborative resilience: How positive relational dynamics shape entrepreneurial cognition in emerging economies', Administrative Sciences, 15(11), 444. https://doi.org/10.3390/admsci15110444