

Lisbon School of Economics & Management
Universidade de Lisboa

OPINIÃO

Outdoor Leadership Training

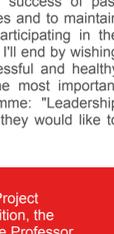
ISEG has been educating leaders of thought and action since 1911. Today, at a time when society recognises the importance of good economic management more than ever, we are here to build solutions: ISEG - 112 years of a School of Firsts

In a period of countless organisational transformations, many of which are driven by the incorporation of artificial intelligence into internal processes, many factors currently cause discomfort and destabilisation for human capital, and it is crucial to value and motivate them. It's within this context that the role of managers in organisations and their leadership skills gain particular importance. As a military higher education organisation, the Air Force Academy (AFA) continues to invest in and excel in an area which it considers to be fundamental for the training of its students: leadership. The ability to foresee and anticipate, as well as the capacity to proactively influence change are all key attributes for valuing managers as leaders, and consequently organisations as benchmarks.

Although various theories of leadership exist, concepts such as objective, influence and the group can be considered to cut across the various approaches. It is along this line of thinking that we teach our students that the "whole is greater than the sum of the parts", promoting teamwork as the main tool for achieving the proposed objectives and exerting influence on the group, with the pretence of "treating others as they would like to be treated".

It's within the spirit of this vision and the knowledge acquired in this area that we welcome ISEG MBA students every year.

Major João Pina
Coordinator of the Department of Economics and Management of the Air Force Academy / Alumnus ISEG MBA



The *Outdoor Leadership Training* is a two-day mutual learning programme that forms an integral part of an extensive partnership between the AFA and ISEG. The objective of this programme is to enhance the leadership skills of MBA students and provide tools for the better management of their organisations' human capital. Although there is no universal formula for exercising leadership, the work environment is a major factor for valuing and motivating employees. Variables such as stress, time, level of information, competition, or tiredness are introduced in this immersive experience, with the aim of making all students aware that leading people starts with the simplest actions and gestures, and can vary depending on the context, objective or group.

This learning experience has proved not to be a one-way direction, and it is important for the military institution to understand a completely different reality from the one that it faces on a daily basis. Consequently, the points of view shared during the feedback sessions – which are a critical moment in the learning process – enable AFA instructors to broaden their knowledge by perceiving other realities and different ways of interpreting the various moments experienced.

Our expectation is to maintain the success of past *Outdoor Leadership Trainings* courses and to maintain the considerable responsibility of participating in the training of the "leaders of tomorrow". I'll end by wishing all ISEG students and staff a successful and healthy 2024, and by reinforcing one of the most important rules conveyed during the programme: "Leadership begins with treating others the way they would like to be treated themselves".

In today's issue, we highlight the clarification session on the FCT 2024 Project Competitions, the inauguration of the AFID Diferença Foundation Exhibition, the 'Psychosocial Risks and Labour Rights' Thematic Cycle, the award of the Professor Jacinto Nunes Prize, the return of the 'A School of 1sts' section, as well as also the news in the Research, Student, and Alumni sections.

The following are cited in this number: **Agnieszka Bergel, António Garcia Pereira, Carolina Afonso, João Duque, Paulo Trigo Pereira, and Onofre Alves Simões.**



Are you prepared for the ISEG Masters Open Week?!

>> **Carolina Afonso** writes about Artificial Intelligence "beyond" ChatGPT in *Jornal Económico*  [see more](#)

>> The opinion of **Paulo Trigo Pereira** – "Democracy: CTT and political negotiations".  [see more](#)

>> **João Duque** discusses the Liberal Initiative recommendation rejected by the government, which emphasised financial literacy in schools in *Expresso*.  [see more](#)

>> **Agnieszka Bergel** and **Onofre Alves Simões** are part of the board that will head up the Institute of Portuguese Actuaries (IAP).  [see more](#)

>> **António Garcia Pereira** writes about the "ongoing tsunami" at Global Media, the group that owns several Portuguese media organisations (Diário de Notícias, Jornal de Notícias, and TSF radio, among others).  [see more](#)

>> The **Masters Open Week 2024** is featured in *Executive Digest*.  [see more](#)

What's Up @ ISEG

The formal inauguration of the AFID Diferença Foundation Exhibition

The ISEG Cultural Commission and the **AFID Diferença Foundation**, will formally inaugurate the exhibition of artistic works in the Convento das Inglesinhas cloisters of the **18th January**, at 18.00. The exhibition will be open at ISEG from the 13th December up until the **31st January, 2024**.

Find out more at www.afid.pt



Thematic Cycle | Psychosocial Risks and Labour Rights



ISEG is organising a Health and Safety at Work Thematic Cycle on 'Psychosocial Risks and Labour Rights', on the **24th, 25th, and 26th January, 2024**, in lecture Theatre 3 (Quelhas). This Cycle consists of three modules covering, respectively, Mental Health and Health and Safety Law at Work (Module 1), Psychosocial Risks at Work (Module 2), and Moral Harassment at Work and Labour Law (Module 3).

Further information and enrolment [HERE](#).

Research News

Clarification Session | FCT 2024 Call for Projects



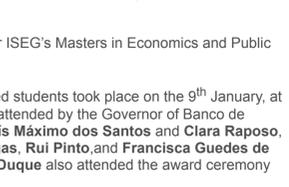
A clarification session on the Foundation for Science and Technology (FCT) call for projects on the **15th January**, at 15.00, in Auditorium 2 (Quelhas).

FCT recently published two Calls for Projects - IC&DT and Exploratory projects - both with a **deadline on the 16th February**:

- *Call for IC&DT projects in All Scientific Fields*
- *Exploratory Projects Competition in All Scientific Fields*

Although these are simultaneous calls for proposals, both have different characteristics, and applications are submitted on different platforms: Balcão dos Fundos (IC&DT) and MyFCT (EXPL).

PEJ Highlights - Portuguese Economic Journal



Papers published in the PEJ are available online first:

- "CBDC, cash, and financial intermediary in HANK", by Yujie Yang, Chenxing Zhang & Wenwen Hou.

- "Re-examining the real interest rate parity hypothesis under temporary gradual breaks and nonlinear convergence", by Mübariz Hasanov, Tolga Omay & Vasif Abioglu.

- "Evaluating ensemble learning techniques for stock index trend prediction: a case of China", by Xiaolu Wei, Yubo Tian, Na Li & Huanxin Peng.

- "Normal-beta exponential stochastic frontier model: Maximum simulated likelihood approach", by Misgan Desale Nigusie.

November Newsletter:

- *17th Annual Meeting of the Portuguese Economic Journal*

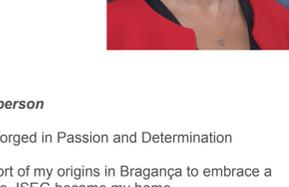
The PEJ new YouTube video channel:

- *PEJ Conferences | Introducing the 17th Annual Meeting of PEJ @ University of Algarve*

New posts in the Portuguese Economy Research Report, the PEJ blog dedicated to research on the Portuguese economy:

- *Loss given default in residential mortgage loans in Portugal*

Highlights | UECE - Complexity and Economics Study Unit



Seminar & Workshop - PISA maths results, and what do they mean for our economies?

ISEG and Nova SBE are organising a seminar prior to the **Biannual Conference on Economics and Statistics in Education (LESE)** on the **17th January**.

The seminar will count with the presence of **Harry Patrinos** (World Bank) and **Maciej Jakubowski** (University of Warsaw).

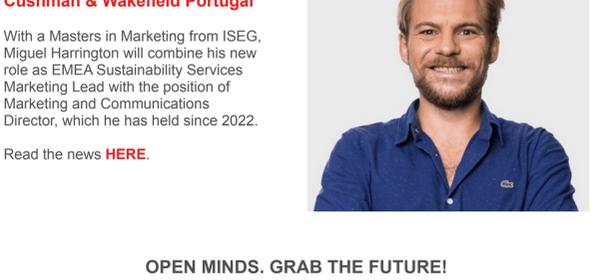
Before the seminar, Maciej Jakubowski and **Tomasz Gajderowski** (University of Warsaw) will give a short workshop on techniques for analysing PISA data, from 14.00 to 17.00. The workshop will take place in the Santander Room (ISEG, Quelhas, 3rd Floor).

Free admission, subject to prior registration [on this link](#).



Student News

Student Tiago Ricardo wins the Professor Jacinto Nunes Prize



The **Professor Jacinto Nunes Award** is an initiative of Bank of Portugal which rewards on an annual basis those students who achieve the highest marks in their degree in Economics at the various universities in the country. With this prize, which is worth 3,000 euros, Banco de Portugal aims to contribute to the recognition of merit in an area of study that is central to its mission.

Student **Tiago Miguel Gaudêncio Dias Ricardo** completed his degree in 2022/2023, with a grade of 18. Congratulations!

He is currently in the 1st year of his studies for ISEG's Masters in Economics and Public Policy.

The prize-giving ceremony for the distinguished students took place on the 9th January, at Banco de Portugal's Oporto branch, and was attended by the Governor of Banco de Portugal, **Mário Centeno**, Vice-Governors **Luis Máximo dos Santos** and **Clara Raposo**, and Directors **Hélder Rosalino**, **Helena Adegas**, **Rui Pinto**, and **Francisca Guedes de Oliveira**. The Dean of ISEG, Professor **João Duque** also attended the award ceremony on behalf of ISEG.

João Duque, Dean of ISEG (left), Tiago Ricardo (centre), Clara Raposo, Vice-Governor of Banco de Portugal (right).

Alumni in the spotlight

A School of 1sts: the testimonial of Paula Francisca Fernandes

Paula Francisca Fernandes

*Bachelors in Economics, 2001
Managing Director, Accenture Technology at Accenture Portugal*

Paula Francisca Fernandes's ISEG in first person

"ISEG and Accenture Technology: A Journey forged in Passion and Determination"

When I arrived at ISEG, I left behind the comfort of my origins in Bragança to embrace a new destination. More than an academic space, ISEG became my home.

I immersed myself in lecture rooms full of knowledge, however it was in the corridors, in the adventures of the Students' Association, and in the friendships built that I found fertile ground for my growth, not only intellectually, but also personally.

The knowledge acquired during lectures was invaluable, yet it was the social skills, the friendships made, and the challenges faced in the Students' Association that became the pillar of my future success.

With this background, I entered the labour market. The values of flexibility, perseverance, and dedication developed at ISEG became key allies. Every challenge overcome and every obstacle circumvented was an echo of the lessons learnt during my university days.

These have been 23 years of exciting projects, continuous learning, and constant challenges. Flexibility and adaptability acted as a compass which guided my path to the leadership of technology at Accenture in Portugal. A passion for innovation and the ability to adapt to technological advances were the foundations on which my career has been built.

The meeting of economics and technology, which at first seem so far apart, proved to be a powerful synergy. Macroeconomic vision combined with technological agility brought a strategic edge to leadership. The ability to analyse, combined with a passion for innovation, drove my performance in the technology scenario.

As a wife and mother of two, as well as being an economist and having recently been appointed to the position of Head of Technology in Portugal, I feel a mixture of pride and gratitude. Pride in overcoming barriers, reconciling multiple roles, and attaining previously unimaginable heights, and gratitude to ISEG for giving me not only an academic education, but also a solid foundation for life and for my career.

The journey from ISEG to the role of being the Technology Lead at Accenture was not just a professional evolution, but rather a journey of self-discovery. The values and skills gained at ISEG were the foundations that supported my trajectory".

Left, nowadays. Right, as an undergraduate at ISEG during the initiation rites.

Miguel Harrington is one of the new European Heads of Sustainability and ESG at Cushman & Wakefield Portugal

Miguel Harrington in Marketing from ISEG, will be Harrington will combine his new role as EMEA Sustainability Services Marketing Lead with the position of Marketing and Communications Director, which he has held since 2022.

Read the news [HERE](#).

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