Strategic Leadership Program
ISEG + Columbia

ISEG EXECUTIVE EDUCATION

Columbia Business School
Executive Education

The Leader's Agenda
IMMERSE

Lisbon
May 20nd to 23rd
2024

OPINIÃO

U LISBOA | UNIVERSIDADE DE LISBOA

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

Leadership is a Choice

Strategic thinking is closely linked to leadership effectiveness. Strategic leadership answers two fundamental questions for any organisation:

What? - informing the company's vision and direction, and;

How? - demonstrating the path required to achieve the objectives through the allocation of resources and the development of actions that contribute to the organisation's success.

Leadership is also a choice, as it requires a conscious decision regarding which style to adopt that best suits the context and nature of the company's challenges. A good leader is capable of guiding and inspiring others in pursuit of the organisation's ambition. The more uncertain the context, the greater the challenges and the more important the leadership skills. A good leader can anticipate, interpret, decide, align, and learn.

Joana Santos Silva

Director of Innovation
of ISEG Executive Education

With regards learning, nowadays we recognise that there is no single most effective leadership style. In reality, the most effective leaders master four or more leadership styles and know how to adapt their leadership style to the challenge and environment in which they operate. This ability to interpret the environment and have the capacity to regulate behaviour in a fluid and organic way is something that is learned and can be trained. To do this, an effective leader needs to be able to diagnose which style to adopt in each situation and adjust their own behaviour accordingly.

During the Strategic Leadership Program ISEG + Columbia Program – which is operated as a partnership between **ISEG Executive Education and Columbia Business School** – top executives take part in a series of reflection and diagnostic sessions regarding their leadership styles and business challenges, in order to identify the approach that best guarantees the results desired by the organisation. When strategy and leadership competences are used together, leaders are better able to navigate unfamiliar and complex contexts and achieve better results.

Leadership is therefore a strategic choice, and leadership style has a positive impact on strategic decision-making, team behaviour, and company performance. Similar to investment or business development decisions, leadership style and its effectiveness depend on the leader's ability to decide on the best approach and be able to adapt their style to the difficulties they face.

A new edition of the SLP starts in May

The next edition of the **Strategic Leadership Program ISEG+Columbia**, an exclusive programme designed for the Top Management of companies and other national and international organisations, will start next May.

The learning journey for 2024 is based on the following three different sessions on leadership: **The Leader's Agenda**; **The Leader's Journey**; and **The Faces of Leadership**. The first session will take place in Lisbon from the **20th to the 23rd May** and will reflect on today's toughest business challenges.

This session will examine in depth what's new and what's changing on leaders' agendas in the 21st century and analyses the impacts of flexible working solutions and, in particular, the four-day working week that so many fear and others aspire to.

Get inspired and discover how to be a top leader.

Find out more **HERE**!

In today's issue, we highlight the next session of the ISEG+Columbia Strategic Leadership Program in May, the CIP/ISEG Economic Climate Barometer for February 2024, the 2nd Phase of applications for 2024/2025 International Mobility, the opening of the application period for the Primus Inter Pares Prize and the Explorer Investments Scholarships. We also highlight the ISEG Management Challenge, ISEG i2030, and the ISEG Research Seminars'24, the conference on 'Women and Labour - 50 Years of Freedom and the Fight for Equality', and the 'Warm Up' talk at the Impacto Festival, which will be moderated by ISEG, as well as the news in the Research, Students, and Alumni sections.

The following are cited in this number: **Carolina Afonso, Joanna Krywalski Santiago, João Duque, Oriana Brás, Paulo Trigo Pereira, Pedro Castro e Almeida, Ricardo Alcobia Rodrigues, Rui Cartaxo** and **Sara Falcão Casaca.**

What are the requisites of a good leader?

>> **Sara Falcão Casaca** states in Expresso that "We would be in a much worse situation if we hadn't invested in State schools as we did".

Expresso **see more ›**

>> **Carolina Afonso** explains the challenges and opportunities that the adoption of intelligence brings to the consumer and retail sector.

Expresso **see more ›**

>> **Paulo Trigo Pereira's** article in Expresso: "I learnt a lot about human nature in Parliament".

Expresso **see more ›**

>> **João Duque** agrees with the PS: lowering the tax burden is dangerous, as "there's no more money for parallel airports and for bankrupt TAPs and Efacecs".

see more ›

>> **Ricardo Alcobia Rodrigues** coordinated the health economic evaluation of the Portuguese XR2ESILIENCE project, which was recently approved by the EU's Horizon Europe Programme.

see more ›

>> Link to Leaders' recommends reading the book entitled 'Liderar - Gerir vida pessoal, carreira e criar valor' (Leading - Managing one's personal life, career, and the creation of value), which is co-authored by **Carolina Afonso**.

see more ›

>> **Joanna Krywalski Santiago** argues that the integration of Artificial Intelligence into CRM has triggered a shift of paradigms.

see more ›

>> **Rui Cartaxo** signs the foreword to 'The Endless World', by Jean-Marc Jancovici and Christophe Blain.

see more ›

>> **Oriana Brás** explains the history and concept of ISEG's Mini-Forest on RTP2's 'Biosfera' programme.

see more ›

>> **Pedro Castro e Almeida** reflects on the challenges of leadership in a special episode of the 'The CEO is the limit podcast.

see more ›

What's Up @ ISEG

The CIP/ISEG Economic Outlook Barometer – February, 2024

Barómetro da Conjuntura Económica

Fevereiro/2024

In the latest monthly barometer on Portugal's economic outlook compiled by the Confederation of Portuguese Businesses (CIP) and ISEG's Research Centre on the Portuguese Economy (CISEP), the group of specialists highlight that "The data available for the beginning of this year is very scarce," but "it doesn't rule out a downward trend."

Read the CIP/ISEG Economic Outlook Barometer for February 2024 **HERE.**

Applications for International Mobility 2024/2025 - 2nd Phase

The 2nd Phase of Applications for International Mobility runs from the 26th February to the 4th March (23:59).

Applications are made via the "FENIX" Portal → Applicant Tab → Outgoing Mobility.

The list of vacancies is published on the International Mobility Office page **HERE**.

For further information, please consult our FAQ (Frequently Asked Questions), or contact us.

Primus Inter Pares Practical Award | Application period now open

Do you think you have what it takes to be a leader? Then Primus Inter Pares is for you!

This award is a joint initiative between **Santander** and **Expresso**, which is destined for all **2nd Year Master's students**, who are Portuguese nationals and are graduates of a 1st Cycle degree in any area of knowledge.

The **top three Master's finalists** will be awarded a **MBA** or a **Master in Management** at a leading Portuguese or international university. The **fourth-classified applicant** will be awarded a **Postgraduation** at a Portuguese university.

Apply by the 27th March, 2024 HERE!

Explorer Investments scholarships for undergraduate students

These scholarships are designed to support ISEG undergraduate students who demonstrate special characteristics of initiative, motivation and commitment.

To find out whether you qualify, see the scholarships' rules and regulations **HERE**.

The applications period is open until the **15th March, 2024**, **on this link.**

Further information, send an email to: imo@iseg.ulisboa.pt.

Are we really a soft country? | The Impacto Festival

The debate entitled 'Are we really a country of soft customs?' **moderated by ISEG** will be held at the Fnac Chiado Forum in Lisbon on the **14th March**, at 18:20.

The conversation takes place as part of the first edition of Festival Impacto and is part of a series of warm up sessions that aim to challenge and deconstruct prejudices through the exchange of ideas, information and the cultivation of a culture of respect and tolerance.

Further information about the festival can be found on **festivalimpacto.org**

Colloquium | The Justice We Have and the Justice We Need To Have

The colloquium on '***The Justice We Have and the Justice We Must Have'*** will take place at ISEG on the **6th March**, in the Salão Nobre Great Hall, at 18.00, which is organised by SOCIUS - Centre for Research in Economic and Organisational Sociology and the Lisbon Regional Chapter of the Portuguese Bar Association.

The event will feature keynote speakers Professor **António Garcia Pereira**, Eurico Barros (a retired judge), and Margarida Davim (a journalist).

Free admission.

Briefing Session and Presentation of the ISEG Management Challenge Competition

The Briefing Session and Competition Presentation will take place on the **6th March**, at

14.00.

The competition places you in the boardroom of a company, where you'll have to put your management skills to the test to gain a competitive edge over the competition.

Consult the Regulations **HERE** and **enrol you team by the 7th March**.

Don't miss this opportunity and accept our challenge!

The ISEG Research Seminars'24 | Icko Suzuki

Icko Suzuki (Waseda University) will present the study entitled '**Does Paying Passive Managers to Engage Improve ESG Performance?**' on **the 6th March**, at 13.00, in ISEG's Novo Banco Lecture Theatre.

The paper studied an investment experiment conducted by the Japanese Government Pension Investment Fund (GPIF).

Free admission.

ISEG i2030 Seminar | A Systemic Design for Strategy and Future Fit Organisations

A new ISEG i2030 seminar will be held on the **6th March**, with the topic of '**A Systemic Design for Strategy and Future Fit Organisations**'. The speaker will be **Bernd Herbert** (a Business Coach for Strategic Business Design & Systemic Sustainability).

The seminar is part of ISEG's Masters in Management and Industrial Strategy and will be delivered in English.

All sessions are **open to the general public** and will take place at 18.30 in ISEG's Auditorium 5 (Novo Quelhas).

Full programme **HERE**.

Conference | Women and Work - 50 Years of Freedom and the Fight for Equality

To mark **International Women's Day**, and as part of the celebrations for the 50th anniversary of the 25th April, the Commission for Labour and Employment Equality - CITE, is organising the conference on 'W**omen and Work - 50 Years of Freedom and the Fight for Equality**', with the support of ISEG.

The conference will take place on the **8th March**, from 09.30 to 16.30, in ISEG's CGD Auditorium.

The objective is to discuss the role of women in the labour market before and after the 25th Abril and to share testimonials, experiences, and knowledge, as well as reflect on the future and the challenges that still lie ahead.

The programme will soon be made available on this **LINK**.

Free admission.

Research News

Carlos Lourenço presents paper at the IPRA Annual Conference in Paris

At the 9th Annual Conference of the International Pension Research Association (IPRA) in Paris, on the 12 June, **Carlos Lourenço**, an ISEG professor, was invited to present the paper entitled **"**Whose Algorithm Says So: The Relationships Between Type of Firm, Perceptions of Trust and Expertise, and the Acceptance of Financial Robo Advice", which he co-authored together with Professors Benedict Dellaert and Bas Donkers (from the Erasmus School of Economics, Holland).

IPRA is a conference which is co-organised by the OECD, the International Organisation of Pension Supervisors (IOPS), the Pension Research Council da Wharton School, University of Pennsylvania (USA), Netspar at Tilburg University (Netherlands), and CEPAR in Australia.

The paper will be presented during the session on **'The role of technology and AI in pensions'**.

The programme for the **2023 Conference** is available **HERE**.

Highlights | Portuguese Economic Journal (PEJ)

Paper published in the PEJ and available online first:

"Application of empirical wavelet transform, particle swarm optimization, gravitational search algorithm and long short-term memory neural network to copper price forecasting", by Yong-Hyong Kim, Song-Jun Ham, Chong-Sim Ri, Won-Hyok Kim & Wi-Song Ri.

>> The February Newsletter:

A retrospective of the last two years of the PEJ

>> New posts on the Portuguese Economy Research Report blog, the PEJ blog dedicated to sharing research on the Portuguese Economy:

- The effects of R&D tax credits (SIFIDE scheme) on small and large firms in Portugal
- Labor-market power and its wage effects

Highlights | SOCIUS – Centre for Research in Economic and Organisational Sociology

Call for Papers | Special Issue - The Role of Political Economy in Innovation and Green Development

Call for Papers

The Role of Political Economy in Innovation and Green Development

Short title: **VSI: Political Economy**

A Special Issue of **Innovation and Green Development (Elsevier)**

Following on from the **7th Annual Meeting of Political Economy**, held at ISEG on the 25-27 January 2024, a special issue of the Innovation and Green Development journal (Elsevier) is to be published on the topic of 'The Role of Political Economy in Innovation and Green Development'.

The deadline for submitting articles is the **30th June 2024**, in accordance with the call to papers **HERE**.

Professor **Mariya Gubareva** (SOCIUS/CSG) is the editor responsible for the issue.

SustInAfrica Newsletter #1

Newsletter

SustInAfrica

The first newsletter of the **SustInAfrica** project is now available and can be consulted **HERE**. In this inaugural edition one can read about some of its progress, such as the transformative advances in African agriculture presented at the Annual Interdisciplinary Conference on Research in Tropical and Subtropical Agriculture, Natural Resource Management and Rural Development – known as **Tropentag** – which took place in Berlin in September last year.

The newsletter will continue to be published regularly with news about the project's progress.

SustInAfrica is an EU-funded Horizon 2020 research project whose objective is to empower smallholder farmers and small and medium-sized enterprises in West and North Africa to facilitate the sustainable intensification of African agricultural systems and to develop and implement a reference framework on best agricultural practices and technologies.

Student News

ISEG student wins 3rd Place in the national final of the Global Management Challenge

Top: presentation of the participation certificate to the Accenture team, which came 3rd in the national GMC final. Bottom left: The Accenture team during the decision-making process. Bottom right: Filomena Ferreira, Advisor to the Dean's Office and ISEG Student Ombudsman, and Filipa Pereira.

Filipa Pereira, a 3rd Year MAEG student and an intern in the risk area at Banco Montepio, took part in the 44th edition of the Global Management Challenge (GMC). Her team, called 'Accenture', came 3rd out of 488 teams in the competition!

The **Global Management Challenge** is the largest international strategy and management competition, which originated in Portugal and is present in more than 30 countries. It consists of an interactive business simulation in which each team manages a company to obtain the best investment performance for their company in the market in which it operates.

The awards ceremony was attended by the Vice-Dean of ISEG, Professor **José Veríssimo**, and the Advisor to the Dean's Office, **Filomena Ferreira.**

Find out more **HERE.**

Alumni in the Spotlight

Isaura Costa de Andrade takes over as Head of Marketing and Communications at Inditex

Before taking on this new challenge in her career as Head of Marketing and Communications at Inditex, **Isaura Costa de Andrade** participated in the Luxury Brand Management executive programme of ISEG Executive Education.

Read the news **HERE**.

Interview with Ricardo Pina Noronha, F&B Marketing Manager of SANA Hotels

With a **Postgraduation in Marketing Management** from ISEG, **Ricardo Pina Noronha** spoke to Ambitur as part of a series of interviews with professionals who work in the hotel industry in Portugal.

Read the conversation **HERE**.

OPEN MINDS. GRAB THE FUTURE!

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