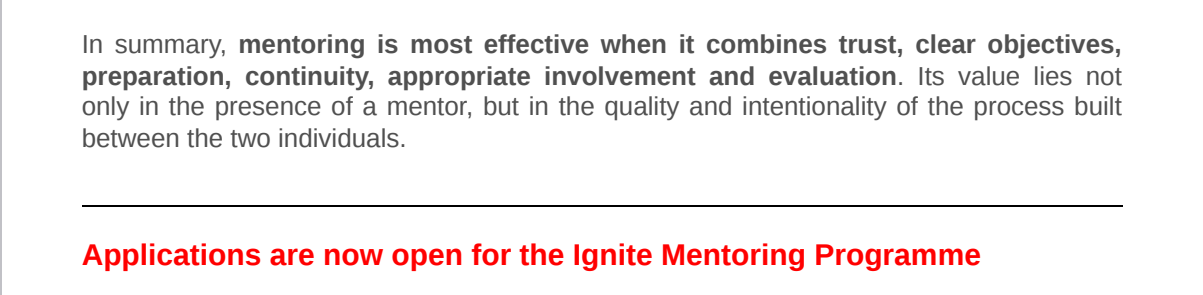




In this week's edition of the newsletter, these are the main highlights:

- Editorial | What determines the effectiveness of mentoring?
- Applications are now open for the Ignite Mentoring Programme
- Let's help Frederico! A gesture that could save lives
- Introducing Wellbeing@ISEG
- Associations Week
- Painting workshop
- Piano Recital | Gregorian Institute of Lisbon
- ISEG Executive Education announces new Board of Directors
- Discovery of the Month #6 | The Library, Chapter by Chapter
- Conference on 'The First Republic', with Professor Fernando Catroga
- ISEG Alumni Económicas Charity Gala
- Agora Dez – Charity Concert
- Gulbenkian Merit Scholarships | Applications open until 30 October
- Unite! Volunteers Week 2026 – Sustainability @ the University Stadium



Sandra Alvarez
Chair of the Board of ISEG Alumni Económicas

What determines the effectiveness of mentoring?

Mentoring can contribute to learning, performance, well-being and career progression. However, the outcomes do not depend solely on pairing an experienced person with a less experienced one. Recent research shows that effectiveness stems from a combination of the quality of the relationship, the programme structure, the suitability of the mentor, engagement and the context in which the mentoring takes place.

The first factor is the quality of the relationship. In order to learn, the mentee needs to feel confident enough to voice their doubts, difficulties and goals that may not yet be clearly defined. After analysing 24 studies, Cuning, Hoffman, Biles and Vardon concluded in 2026 that trust, compatibility and ongoing engagement are central components of an effective mentoring process. The authors emphasise, however, that these elements depend on organisational support, particularly training, supervision and preparation for the conclusion of the relationship.

The second factor is clarity of objectives and roles. In 2023, Nuis, Segers and Beausaert analysed 106 studies on mentoring in higher education. They identified recurring behaviours among mentors, such as supporting goal-setting, encouraging reflection, challenging the mentee, developing skills and facilitating access to networks. These findings suggest that participants need to understand the purpose of the relationship and how each meeting contributes to the desired outcomes.

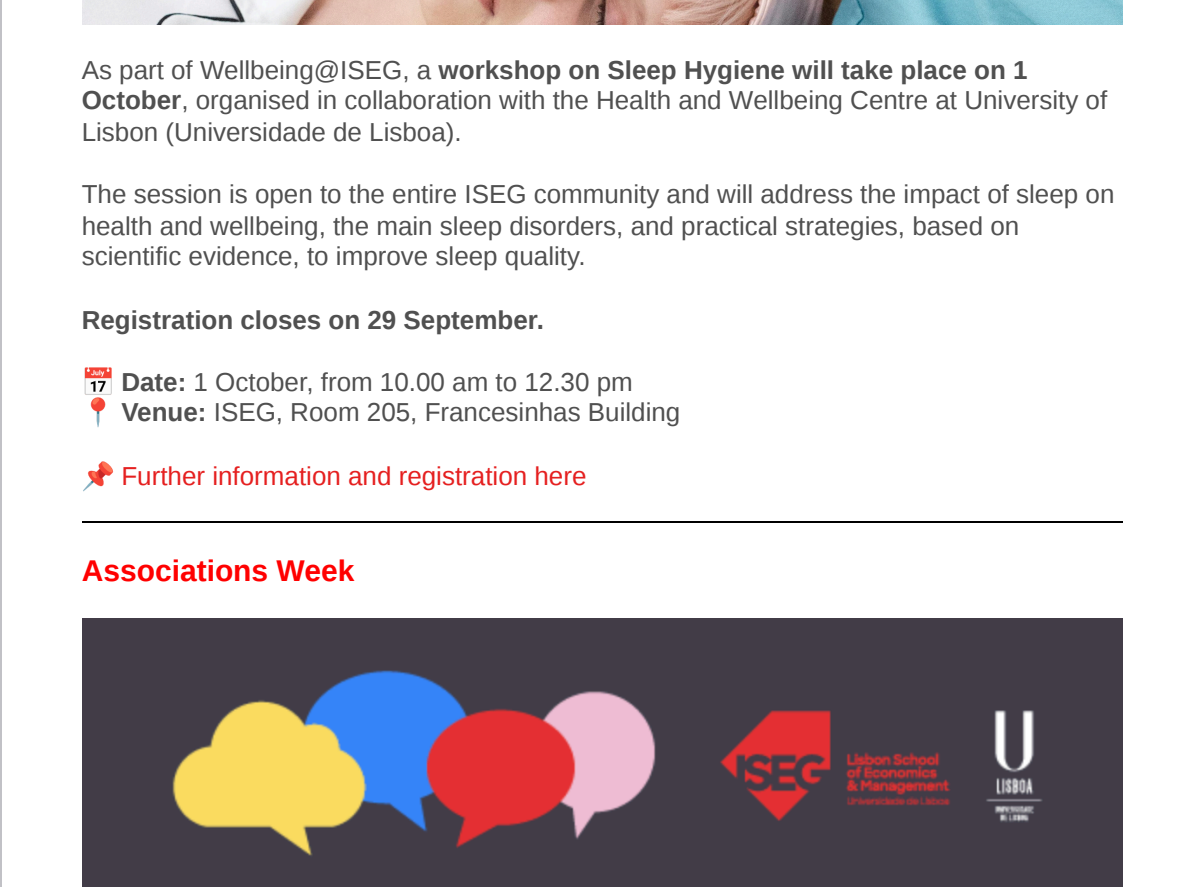
The preparation and support of mentors are also crucial. The analysis by Nuis, Segers and Beausaert shows that many programmes include initial training, follow-up sessions and forums where mentors can discuss their experiences and difficulties. This preparation reduces reliance on individual intuition. Having professional experience does not automatically mean knowing how to listen, ask questions, give feedback or support another person's autonomy.

Another important factor is how participants are selected. In 2024, Sandvik, Saouma, Seeger and Stanton conducted an experiment in a sales organisation, comparing a compulsory version of a programme with a voluntary one. In the mandatory format, mentoring increased new employees' daily sales by around 19 per cent in the first two months. The authors also found that the least productive employees – who stood to benefit the most – were among the least likely to participate voluntarily. A programme reliant on voluntary participation may therefore fail to reach those who need it most.

Finally, it is necessary to define outcomes that are consistent with the programme's purpose. In 2023, Herrera et al. followed 654 young people who participated in, or were eligible to participate in, a community mentoring programme. After 13 months, they found benefits in terms of depressive symptoms, emotional difficulties, peer relationships and behavioural problems. The study demonstrates that mentoring can influence different dimensions, but also that each requires its own set of indicators.

In summary, mentoring is most effective when it combines trust, clear objectives, preparation, continuity, appropriate involvement and evaluation. Its value lies not only in the presence of a mentor, but in the quality and intentionality of the process built between the two individuals.

Applications are now open for the Ignite Mentoring Programme



Applications are open until 30 September for Ignite Mentoring 2026/27: an initiative by the Lisbon School of Economics and Management (ISEG) Alumni Económicas which aims to support students in their transition into the labour market.

The programme enables final-year students and recent graduates to be mentored by a former student of the ISEG with over five years' professional experience, benefiting from clear and personalised guidance.

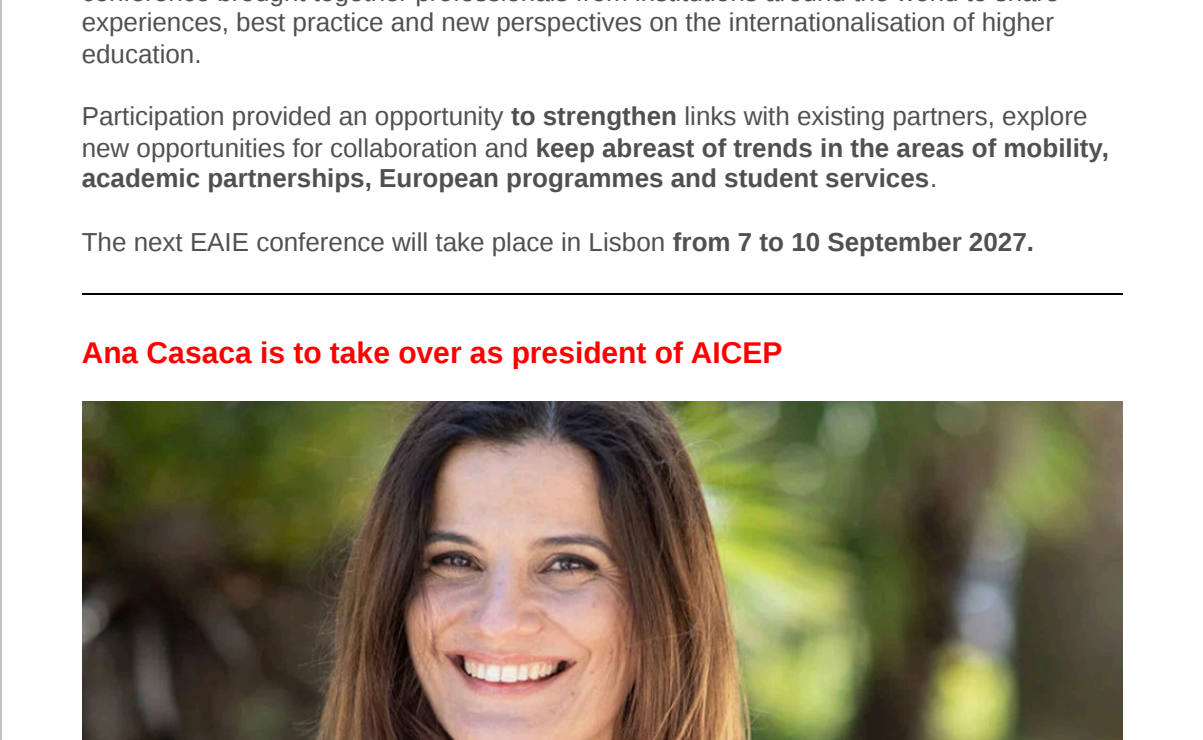
Final-year undergraduates, students on the Master's degree or postgraduation programmes, and those who graduated from ISEG less than a year ago are eligible to apply.

Applications for mentors are open until 9 October: all you need is more than five years' professional experience and the desire to be the mentor you've always wanted to be.

➤ [Further information and registration here](#)

What's Up @ ISEG

Let's help Frederico! A gesture that could save lives



The ISEG community is uniting in a call for solidarity to support Frederico Martins, a former pupil of the ISEG, who has been diagnosed with acute myeloid leukaemia and needs a bone marrow transplant.

Finding a compatible donor can make all the difference. With this in mind, ISEG is calling on everyone who meets the necessary criteria to consider registering as a potential bone marrow donor.

People aged between 18 and 35 can register via the Portuguese Institute of Blood and Transplantation (IPST) platform.

Registering as a potential donor could help Frederico or someone else in need of a bone marrow transplant.

Those who do not meet the eligibility criteria can also contribute to this cause by sharing this appeal, helping to ensure it reaches as many people as possible.

We are counting on the strength and solidarity of the ISEG community.

➤ [Further information here](#)

Introducing Wellbeing@ISEG



ISEG presents Wellbeing@ISEG, a service provided by the Student Services Division dedicated to promoting the wellbeing and mental health of the entire academic community.

We believe that academic success goes hand in hand with physical, emotional and social balance. That is why Wellbeing@ISEG aims to be a space for support, connection and sharing, where everyone can find resources and strategies to look after themselves and enjoy their academic experience in a healthier and more balanced way.

We know that academic life can bring challenges, pressure and moments of uncertainty. You don't have to go through these times alone.

What do we offer?

- Free individual counselling for students, academic staff and non-academic staff;
- Group sessions and activities on various topics related to wellbeing;
- Content and initiatives on mental health literacy;
- Resources and strategies for dealing with challenges such as stress, anxiety, adapting to academic life and other situations that may affect your wellbeing.

Find out more about the service, the psychological support available, the planned activities and how you can access them: [Discover Wellbeing@ISEG](#)

Looking after yourself is also part of your journey.

The Wellbeing@ISEG team is on hand to guide and support the ISEG community. Further information: wellbeing@iseg.ulisboa.pt

Workshop | Sleep Hygiene



As part of Wellbeing@ISEG, a **workshop on Sleep Hygiene will take place on 1 October**, organised in collaboration with the Health and Wellbeing Centre at University of Lisbon (Universidade de Lisboa).

The session is open to the entire ISEG community and will address the impact of sleep on health and wellbeing, the main sleep disorders, and practical strategies, based on scientific evidence, to improve sleep quality.

Registration closes on 29 September.

📅 **Date:** 1 October, from 10.00 am to 12.30 pm
📍 **Venue:** ISEG, Room 205, Francesinhas Building

➤ [Further information and registration here](#)

Associations Week



From 28 to 30 September, ISEG is organising Associations Week 2026, an initiative showcasing 16 student associations and clubs and their role in academic and extracurricular life.

Over the course of the three days, students will be able to take part in the Associations Fair, learn about projects and activities linked to the business world, volunteering, innovation and culture, listen to former members share their experiences, and speak directly with association representatives. Some events require prior registration.

📅 **Date:** 28-30 September, from 11.00 am to 4.30 pm
📍 **Venue:** ISEG

➤ [Further information and registration here](#)

ISEG at EAIE 2026 in Glasgow



ISEG took part in the EAIE 2026 Conference and Exhibition, which took place from 8 to 11 September in Glasgow, Scotland, with Sónia Domingues and Rita Jordão in attendance.

Organised by the European Association for International Education (EAIE), the conference brought together professionals from institutions around the world to share experiences, best practice and new perspectives on the internationalisation of higher education.

Participation provided an opportunity to strengthen links with existing partners, explore new opportunities for collaboration and keep abreast of trends in the areas of mobility, academic partnerships, European programmes and student services.

The next EAIE conference will take place in Lisbon from 7 to 10 September 2027.

Ana Casaca is to take over as president of AICEP



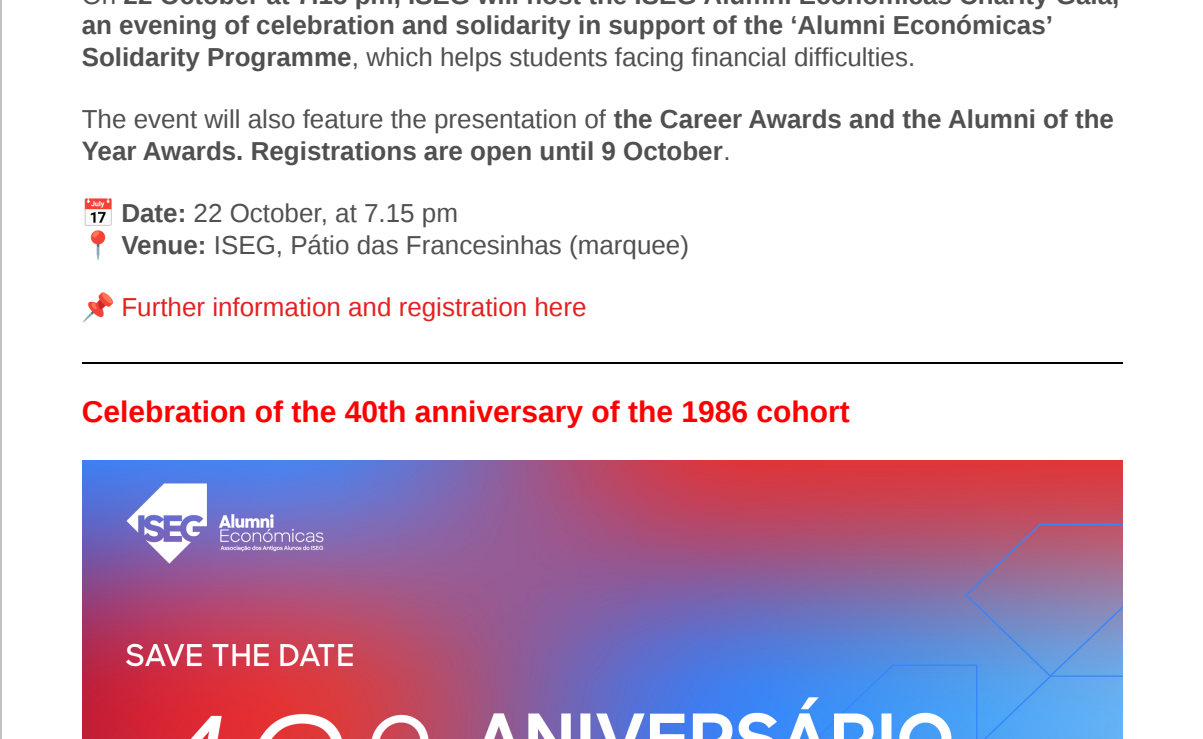
Ana Casaca, a visiting associate professor at ISEG, is to take over as president of AICEP – the Portuguese Agency for Investment and Foreign Trade – with effect from 1 October.

Currently Global Director of Innovation at Galp, Ana Casaca has experience in the fields of innovation, management and academia.

At AICEP, she will be responsible for leading the agency dedicated to promoting investment and the internationalisation of the Portuguese economy.

➤ [Further information here](#)

Painting workshop



ISEG is now accepting enrolments for another session of the **Painting Workshop**, coordinated by Anabela Mota and open to anyone interested, with or without prior experience.

Sessions take place on Tuesdays, with two time slots available, and the monthly fee is 35 euros, covering four classes per month. Registrations can be made in person or by telephone.

➤ [Further information and registration here](#)

Piano Recital | Gregorian Institute of Lisbon

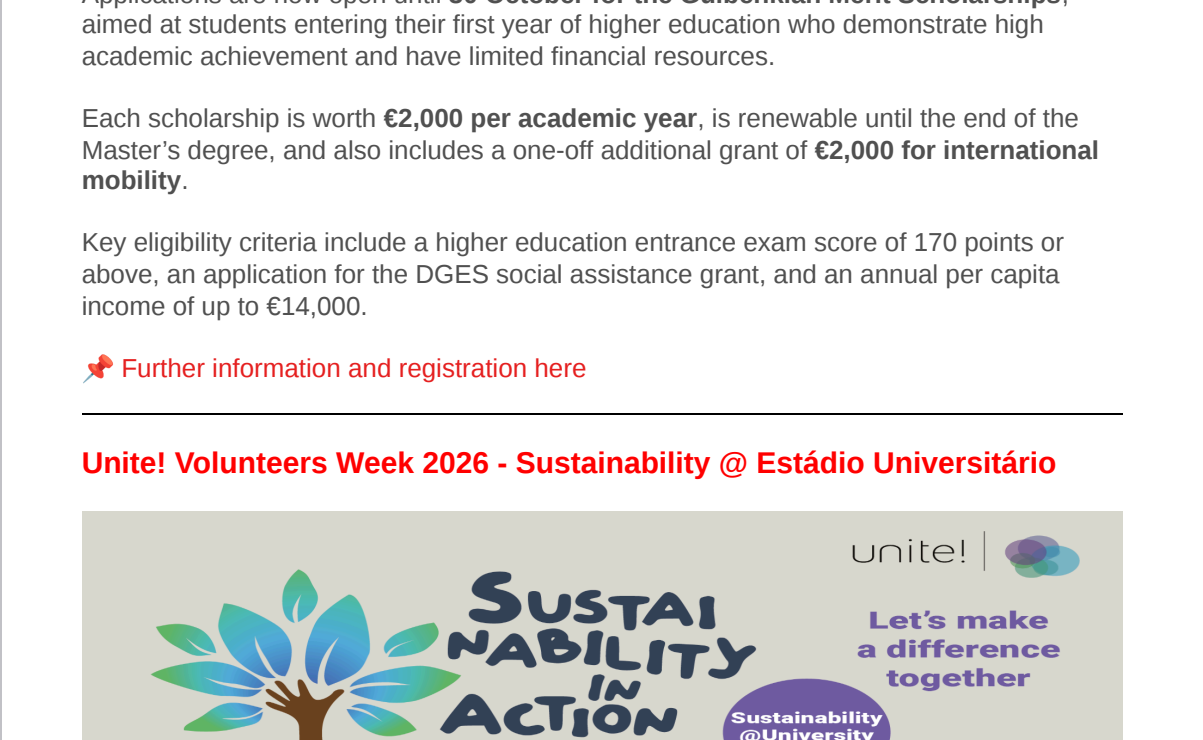


On 1 October at 9.00 pm, the Lisbon Gregorian Institute (ISEG) will host the "Minuturas" concert at the CGD Auditorium, as part of the celebrations marking the 50th anniversary of the Lisbon Gregorian Institute.

The recital will be given by pianist Eurico Rosado, with a programme featuring works by Robert Schumann, Alexander Scriabin and Frédéric Chopin. Admission is free, subject to seating availability.

📅 **Date:** 1 October, at 9.00 pm
📍 **Venue:** ISEG, CGD Auditorium

➤ [Further information here](#)



ISEG in the media



>> **Mário Caldeira** notes: "Executive education is a strategic aspect of ISEG's links with businesses and society. This new Board of Directors brings together academic and business experience that will enable us to deepen this relationship and strengthen the position of ISEG Executive Education". (**Human**)

>> **Paulo Trigo Pereira** analyses the challenges of strengthening European defence and advocates for more integrated funding at European Union level, warning of the risk that increased military spending could put pressure on sectors such as health, education and social protection. (**Observador**)

>> **Sara Falcão Casaca** warns that it is not enough simply to pass legislation to combat the pay gap; it is necessary to ensure its effective implementation and to address structural factors, such as occupational segregation and the difficulties women face in career progression. (**Executive Digest**)

>> **Luís Vaz Henriques** advocates executive training that is more closely aligned with the needs of businesses, capable of mobilising lecturers, researchers, students and alumni to address the specific challenges faced by organisations. (**ECO**)

>> **David Carvalho Martins** explains what will change under the new pay transparency rules, analysing the impact on jobseekers, employees and companies, particularly in terms of the disclosure of pay and pay equality. (**SAPO**)

>> **João Duque** states that "public transport lacks the capacity to cope with regular users, let alone with the extra numbers on an unusual day". (**Renascença**)

>> **João Tovar Jalles** believes that "In Portugal, what is lacking is not further attempts at a general price freeze, but more construction, faster planning permission and stable regulations". (**ECO**)

>> **João Tovar Jalles** considers that, to tackle the housing problem in Portugal, it is more important to increase construction, speed up the licensing process and ensure stable regulations than to resort to blanket rent control measures. (**ECO**)

>> **Nuno Crato** argues that the decline in Portugal's PISA results is linked to a decade of education policies which, in his view, have lowered curricular standards and diminished the importance of external assessment. (**Público**)

>> **Adam Standing** believes that the link between science and politics within the IPCC can be positive, pointing out that the organisation was set up precisely to build that bridge. (**Visão**)

>> **António Mendonça** states that the international perception of Portugal has improved significantly over the last decade, thanks to the reduction in the deficit and public debt, the improvement in the external accounts, the greater stability of the financial system and the ability to maintain positive growth in an adverse environment. (**SAPO**)

ISEG Executive Education

ISEG Executive Education announces new Board of Directors

The new leadership strengthens ISEG's links with businesses and is committed to executive training focused on skills, transformation and impact.

ISEG Executive Education announces that the IDEFE Board of Directors, chaired by Luís Vaz Henriques, has taken office, marking the start of a new chapter in executive education at ISEG – Lisbon School of Economics and Management.

The new Board of Directors also includes Ana Isabel Morais, José Veríssimo, Mário Caldeira and Sandra Alvarez, bringing together academic, executive and business experience. Mário Caldeira serves as Dean of ISEG, whilst Sandra Alvarez is Chair of the Board of ISEG Alumni Económicas, thereby strengthening the links between the School, its executive training programmes and the alumni community.

➤ [Further information here](#)

The 38th edition of the Financial Analysis Postgraduation has begun

The 38th edition of the Postgraduate Course in Financial Analysis at ISEG Executive Education has begun; this programme continues to establish itself as a benchmark for professionals seeking to strengthen their skills in financial analysis, valuation and decision-making.

Throughout this course, participants will have the opportunity to deepen their knowledge and develop essential tools for interpreting financial information and supporting strategic business decisions.

➤ [Further information on the next intake here](#)

Research at ISEG

Discovery of the Month #6 | The Library, Chapter by Chapter

This September, 'Discovery of the Month' invites you to explore the history of the ISEG Library, on a journey spanning over a century of transformation.

The Library began operations in 1914, in Room 31, with a collection of 650 books. For over 50 years it operated in the Great Hall, where, in 1918, a small balcony was built for consulting periodicals.

In December 1972, Room 8 – known as the Green Room – was opened on the upper floor of the Quelhas building. In the 1980s, the periodicals were moved to the Bento de Jesus Caraça Building on Rua Miguel Lupi; this was also the period when the first steps towards the computerisation of the Library were taken.

In 1998, the Library moved into its current five-storey building, designed by Gonçalo Byrne.

Today, the Francisco Pereira de Moura Library combines its spaces, books and collections with databases, journals, e-books and other online resources, supporting teaching, learning and research.

More than a century later, the story continues to unfold – preserving memory and opening up new paths to knowledge

Alessandro Gavazza takes part in the ISEG Research Seminars

On 30 September, ISEG will welcome Alessandro Gavazza from the London School of Economics for another session of the ISEG Research Seminars.

The session will take place between 1.00 pm and 2.00 pm in Lecture theatre 4 of the Quelhas Building, and will be dedicated to the topic 'Bank Default Pricing in the Euro Area'.

📅 **Date:** 30 September, from 1.00 pm to 2.00 pm
📍 **Venue:** ISEG, Lecture theatre 4, Quelhas Building

➤ [Further information here](#)

Workshop on Statistics and Applications

On 4 and 5 December, ISEG will host the **Workshop on Statistics and Applications**, an international scientific conference bringing together leading researchers in the fields of statistics and related disciplines.

Organised by ISEG Research, in collaboration with research centres at Universidade do Minho, Universidade do Porto and Universidade de Coimbra, and with CITMaga, the event will bring together leading researchers in the fields of statistics and related disciplines, with the aim of presenting and discussing recent methodological advances and their applications across a wide range of scientific fields.

📅 **Date:** 4 and 5 December, from 09.00 to 18.00
📍 **Venue:** ISEG

➤ [Further information and registration here](#)

Alumni in the Spotlight

Conference on 'The First Republic', with Professor Fernando Catroga

Conferência
"A PRIMEIRA REPÚBLICA"
Em conversa com Prof. Doutor Fernando Catroga

Professor Catedrático Jubilado da Faculdade de Letras da Universidade de Coimbra

ISEG – Auditório 2
1 outubro de 2026
18h00 às 20h00

The Cultural Centre of ISEG Alumni Económicas is organising, on 1 October, the lecture "The First Republic", featuring Fernando Catroga, Professor Emeritus Professor at the School of Humanities, Universidade de Coimbra.

The event will take place between 6.00 pm and 8.00 pm in Auditorium 2 of the Quelhas Building and will be dedicated to reflection and debate on the First Portuguese Republic. Admission is free, subject to prior registration.

📅 **Date:** 1 October, from 6.00 pm to 8.00 pm
📍 **Venue:** ISEG, Auditorium 2 in the Quelhas Building

➤ [Further information here](#)

ISEG Alumni Económicas Charity Gala

On 22 October at 7.15 pm, ISEG will host the ISEG Alumni Económicas Charity Gala, an evening of celebration and solidarity in support of the 'Alumni Económicas' Solidarity Programme, which helps students facing financial difficulties.

The event will also feature the presentation of the Career Awards and the Alumni of the Year Awards. Registrations are open until 9 October.

📅 **Date:** 22 October, at 7.15 pm
📍 **Venue:** ISEG, Pátio das Francesinhas (marquee)

➤ [Further information and registration here](#)

Celebration of the 40th anniversary of the 1986 cohort

On 31 October, the ISEG will once again bring together alumni from the 1986 Bachelor's degree programmes to celebrate 40 years of stories, friendships and shared memories.

The celebrations will include a welcome reception at ISEG, a tour of the campus, a group photograph, the unveiling of a commemorative plaque and a dinner in the Salão Nobre.

It is a reunion designed to look back on the journey experienced at ISEG and to celebrate four decades of connection with the School.

📅 **Date:** 31 October
📍 **Venue:** ISEG

➤ [Further information and registration here](#)

Universidade de Lisboa

Agora Dez - Charity Concert

Universidade de Lisboa, on 1 October, will mark the 10th anniversary of the Alumni Association with the charity concert "Agora Dez" in the Aula Magna.

The show combines music and literature and features artists such as Carolina Deslandes, B Fachada and Ana Bacalhau, accompanied by the Universidade de Lisboa Academic Orchestra.

The event will also feature readings by Joana Bértholo, Madalena Tamen, Teolinda Gersão and Lídia Jorge. All proceeds from ticket sales will go towards the Alumni Solidarity Scholarships, designed to support first-cycle students at U. Lisboa.

📅 **Date:** 1 October at 9.00 pm
📍 **Venue:** Aula Magna

➤ [Further information here](#)

Gulbenkian Merit Scholarships | Applications open until 30 October

Applications are now open until 30 October for the Gulbenkian Merit Scholarships, aimed at students entering their first year of higher education who demonstrate high academic achievement and have limited financial resources.

Each scholarship is worth €2,000 per academic year, is renewable until the end of the Master's degree, and also includes a one-off additional grant of €2,000 for international mobility.

Key eligibility criteria include a higher education entrance exam score of 170 points or above, an application for the DGES social assistance grant, and an annual per capita income of up to €14,000.

➤ [Further information and registration here](#)

Unite! Volunteers Week 2026 - Sustainability @ Estádio Universitário

As part of **Unite! Volunteers Week 2026**, the 'Universidade de Lisboa' is organising an afternoon dedicated to sustainability and volunteering at the University Stadium in Lisbon on 28 September.

Under the theme "Sustainability in Action", the initiative invites students and members of the university community to take part in various hands-on activities such as removing invasive species, a Swap Fair, building insect hotels, an Escape Room, plogging and urban gardening.

➤ [Further information and registration here](#)

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