

Leadership for Impact Knowledge Center

2020 ANNUAL REPORT

February, 2021



> **LEADERSHIP FOR IMPACT KC (LFI)**

> **LFI IN NUMBERS IN 2020**

> **RESEARCH OVERVIEW**

> **PROJECTS OVERVIEW**

> **STUDENT ENGAGEMENT**

> **MEDIA IN 2020**

> **LFI TEAM**



Foreword

The Nova SBE Leadership for Impact Knowledge Center was imagined as an interdisciplinary platform to articulate ideas and projects, theory and application, the university and society. This report reflects the journey we are undertaking. In 2020 our faculty published in some of the most prestigious research outlets. Our work encompassed topics related to social innovation, sustainability, leadership, talent development, and others, aligned with UN's Sustainable Development Goals.

As defined by the mission of our school "To be a community dedicated to the development of talent and knowledge that impacts the world" we also engaged in applying our ideas in socially impactful projects.

We aim, in summary, to serve the world with research that is rigorous, education programs that are relevant and action projects that are impactful. Welcome to LFI.



Miguel Pina e Cunha
Academic Director of LFI
Full Professor in Leadership



2020 in review

Dear Nova SBE community,

We are happy to share with you our first public report, a summary portrait of who we are and what we have accomplished in the year 2020, the 3rd year of existence of our Knowledge Center.

Looking back, this was a year of change and consolidation of our team and business model and, as for many organizations, a year of adaptations due to the pandemic that has made us stronger and that has stressed the importance of our role to play as a school and as multiplier of impact.

In 2020 we started our journey to improve our communication and our accountability - from our first advisory board meeting in June 2020 to this report.

Besides the many successes of our projects, this year we have increased our collaboration with the students, which has culminated with the creation of the LFI Student club and the new field lab for master thesis Impact Lab.

This and many other achievements wouldn't be possible without our main differentiator that is our team. A combination of different academic and executive profiles that make concrete research and action projects that contribute to making the vision 'empower for progress' come true.

I also want to thank our partners for their trust and engagement with Nova SBE and this center. Without them, it would have been impossible to bring our projects to life in such a dynamic way.

Thank you again to all the members of Leadership for Impact, I am humbled and grateful to work with such an amazing team!

Looking forward to continue to pair action and academic understanding to co-create societal progress in 2021.



Joana Castro e Costa
Executive Director of LFI

Leadership for Impact KC

“EMPOWER FOR PROGRESS”

The **Leadership for Impact (LFI)** is a Nova SBE’s Knowledge Center where stakeholders converge to co-create transdisciplinary solutions for societal challenges and contribute to the Sustainable Development Goals. LFI was **born in December 2017** from the fusion of two complementary Knowledge Centers – *Leadership & Society* and *Social Impact*.

Our **mission** is to pair action and academic understanding to foster societal progress and organizational performance through co-creation. Our **vision** is to empower for progress.

LFI’s strength is to bring together a series of players to collaborate in the creation of solutions that address societal issues.



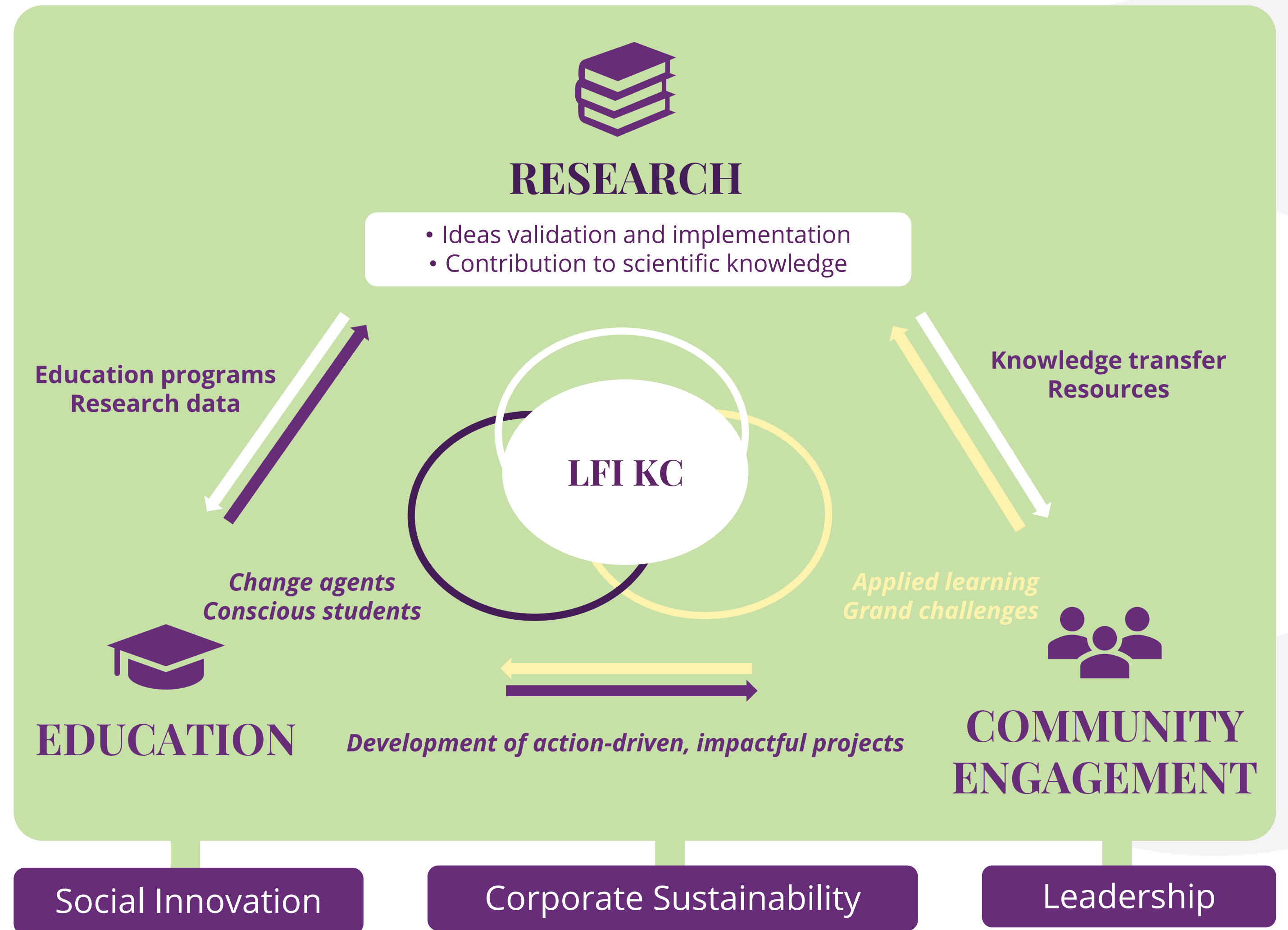
In the next 5 years, we aim to address **5 societal problems**:

- **Inclusion and Diversity**, namely of people with disabilities
- **Strengthening the Social Sector**, with business instruments
- **Education** for the future
- **Well-being** and Health Prevention
- **Active ageing**

Leadership for Impact

OUR UNIQUENESS

Our uniqueness comes from a strong combination of **top-level scientific research, impactful projects and relevant education programs**, around three main areas – **social innovation, corporate sustainability and leadership**.



LFI in numbers in 2020

3

Years of existence

3

Areas of Research and Impact: Social Innovation, Corporate Sustainability and Leadership

12

Projects

7

Partners: Amélia de Mello Foundation, BPI and “la Caixa” Foundation, Calouste Gulbenkian Foundation, European Commission, Fidelidade, Haddad Foundation, Randstad and Rui Diniz.

3

Chairs, in Leadership, Impact Economy and Social Innovation

1

Student Club, composed by 7 student members

27

Working Papers

28

Publications by our faculty members

38

Members, from which: 11 academics, 6 adjunct professors, 11 members in the executive team, 7 PhD students, 3 leaders in residence

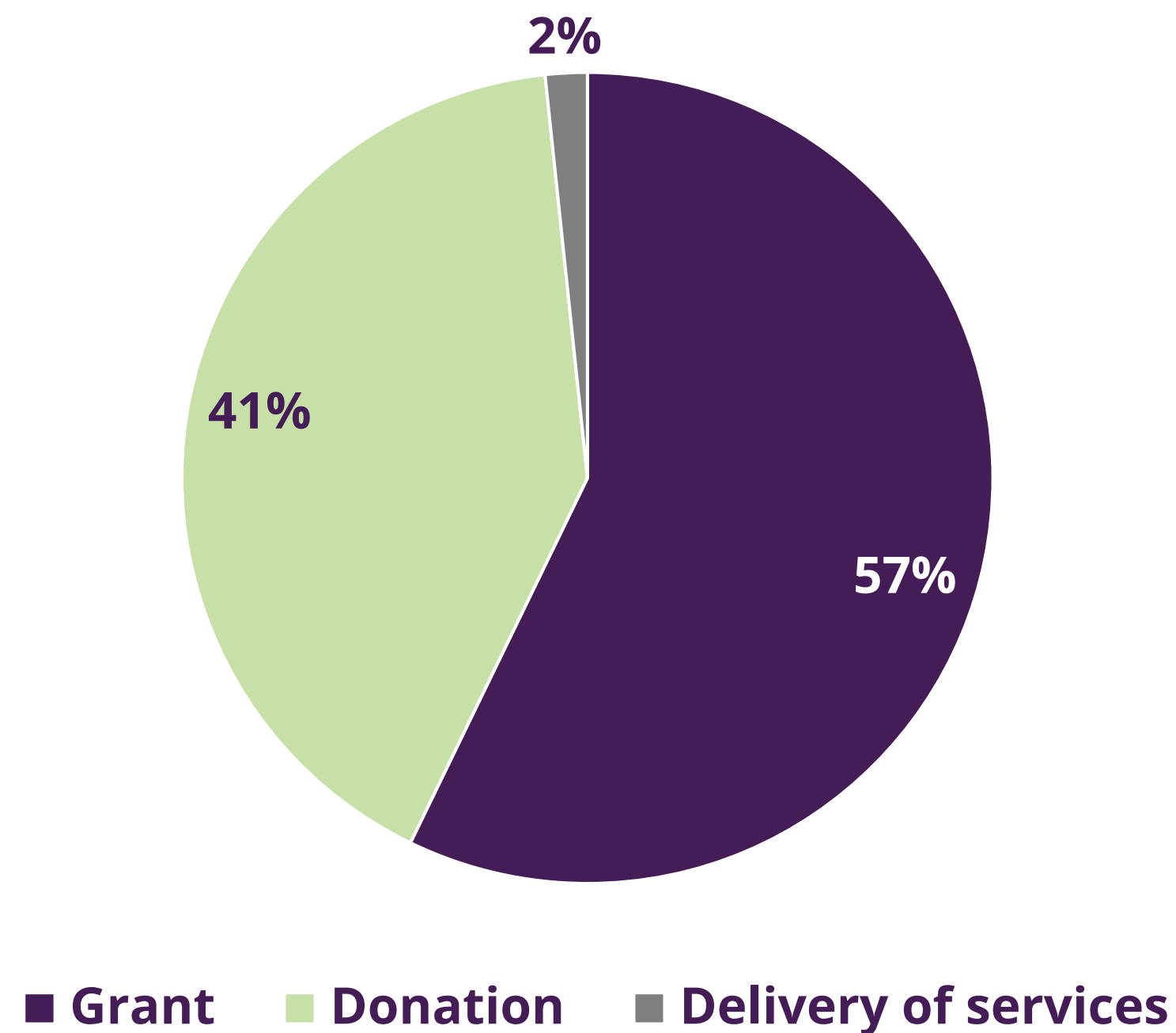
1

Advisory Board, composed by 12 members

LFI Business Model and financial overview

- Since 2017 the LFI has secured a **total of €5.3M in revenue**, including projects that will be active until 2026
- From 2019 to 2020 our **activity grew 28%**
- Our business model is supported in **partnerships** that fund investigation and action projects, and **research funding** from European and national public entities. The split of type of revenue is represented in the graph.
- The ERA Chair EU funding SOCIALinNOVA-HUB (page 17) won in 2020, represents close to **47% of the total of funding**

> TYPE OF FUNDING



> THANK YOU TO:



ICF Donors



HADDAD FOUNDATION

Our Research - Publications

In **2020** our members published **13 articles in journals** including:

- International Journal of Environmental Research and Public Health
- Management and Organization Review
- International Journal of Nursing Studies
- Journal of Business Ethics
- Journal of Vocational Behavior
- Journal of Managerial Psychology
- Human Resource Management Review
- Psicologia
- Global Perspectives
- International Journal of Business Environment
- Personnel Review



CARMEN LAGES
Associate Professor

"At LFI, faculty together with students' talent (at bachelor, master and PhD levels) finds the opportunity to align its research and teaching with the SDGs through transformative projects. In these projects we work directly with several social organizations, in partnership with leading companies and supported by impactful Foundations and other influential social actors, in order to transfer knowledge and develop skills and in order to receive first hand insights about what drives and hinders leaders and organizations ability to be a part of the solution for significant and persistent societal problems. We work with hybrid organizations sustainability, positive leadership and organizational paradoxes, social entrepreneurs and their societal impact. We develop in ourselves a social and entrepreneurial mindset and we witness it develop in our students, future leaders in management and economics."



LILIANA DINIS
PhD student in
Management

"Through the Leadership for Impact Center, I have access to international and interdisciplinary researchers, allowing me and its members to conduct high quality research which will impact the organizations' practices."

Our Research - Publications

Zenk, L., Steiner, G., Cunha, M. P. E., Laubichler, M. D., Bertau, M., Kainz, M. J., Jäger, C., & Schernhammer, E. S. (2020). Fast response to superspreading: uncertainty and complexity in the context of COVID-19. *International Journal of Environmental Research and Public Health*, 17(21), 1-13. [7884]. <https://doi.org/10.3390/ijerph17217884>

Giustiniano, L., Cunha, M. P. E., Simpson, A. V., Rego, A., & Clegg, S. (2020). Resilient leadership as paradox work: notes from COVID-19. *Management and Organization Review*, 1-5. <https://doi.org/10.1017/mor.2020.57>

Santos, A., Chambel, M. J., & Castanheira, F. (2020). Wellbeing among hospital nurses: a cross-sectional study of the contributions of relational job characteristics. *International Journal of Nursing Studies*, 105, [103438]. <https://doi.org/10.1016/j.ijnurstu.2019.103438>

Carradus, A., Zozimo, R., & Discua Cruz, A. (2020). Exploring a faith-led open-systems perspective of stewardship in family businesses. *Journal of Business Ethics*, 163(4), 701-714. <https://doi.org/10.1007/s10551-019-04387-2>

Rodrigues, F. R., Cunha, M. P. E., Castanheira, F., Bal, P. M., & Jansen, P. G. W. (2020). Person-job fit across the work lifespan: the case of classical ballet dancers. *Journal of Vocational Behavior*, 118, [103400]. <https://doi.org/10.1016/j.jvb.2020.103400>

Karagonlar, G., & Neves, P. (2020). No more Mr. Nice Guy: social value orientation and abusive supervision. *Journal of Managerial Psychology*, 35(2), 85-99. <https://doi.org/10.1108/JMP-10-2018-0481>

Neves, P., & Karagonlar, G. (2020). Does leader humor style matter and to whom? *Journal of Managerial Psychology*, 35(2), 115-128. <https://doi.org/10.1108/JMP-12-2018-0552>

Abrantes, A. C. M., Passos, A. M., Cunha, M. P. E., & Miner, A. S. (2020). Managing the unforeseen when time is scarce: how temporal personality and team improvised adaptation can foster team performance. *GROUP DYNAMICS-THEORY RESEARCH AND PRACTICE*, 24(1), 42-58. <https://doi.org/10.1037/gdn0000113>

Cunha, M. P. E., Gomes, E., Mellahi, K., Miner, A. S., & Rego, A. (2020). Strategic agility through improvisational capabilities: implications for a paradox-sensitive HRM. *Human Resource Management Review*, 30(11), [100695]. <https://doi.org/10.1016/j.hrmr.2019.100695>

Rego, A., Sobral, F., Simões, A., Duarte, C., Reis, F., Quaresma, I., Guimarães, M., Teixeira, M., & Cunha, M. P. E. (2020). Garra dos líderes e capital psicológico dos liderados: uma exploração concetual de condições moderadoras. *Psicologia*, 34(1), 1-12. <https://doi.org/10.17575/psicologia.v34i1.1435>

Zejniliovic, L., Lavado, S., Martinez, I., Sim, S., & Bell, A. (2020). Algorithmic long-term unemployment risk assessment in use: counselors' perceptions and use and practices. *Global Perspectives*, 1(1), [12908]. <https://doi.org/10.1525/gp.2020.12908>

Cunha, M. P. E., & Bednarek, R. (2020). A source of novelty and/or absurdity: the paradoxes of management. *INTERNATIONAL JOURNAL OF BUSINESS ENVIRONMENT*, 11(1), 69-79.

Sobral, F., Ng, E. S., Castanheira, F., Chambel, M. J., & Koene, B. (2020). Dealing with temporariness: generational effects on temporary agency workers' employment relationships. *Personnel Review*, 49(2), 406-424. <https://doi.org/10.1108/PR-02-2018-0071>

Our research projects in 2020

2 HIGHLIGHTS

Centralized decentralization, or distributed leadership as paradox:

The case of the Patient Innovation's COVID-19 Portal

Patients with rare diseases, as well as their caregivers, sometimes develop new solutions to deal with their health conditions but only a small fraction share the solution with their doctor or other health professionals. When the value of patient developed solutions is considered, the evidence is that these solutions consistently help improve the overall quality of life. Patient-developed innovations are very heterogeneous in nature, level of quality, sophistication and cost; nonetheless, the majority are frugal in cost and design. In this paper we explore the organizational lessons of the patient innovation platform and community, and its leadership expressions, in the context of the COVID-19 pandemic. We consider this theme in terms of our understanding of when leadership is distributed and when it is not. Distributed leadership can be considered as a paradox, a process in which leadership is retained and dispersed. Multi-sided online platforms for collecting, curating and distributing those innovations can help in the fight against the pandemic by centralizing and decentralizing.

Miguel Pina e Cunha
Pedro Oliveira



Technostress

The past years have witnessed an unprecedented rise in the use of mobile information and communication technologies (ICTs) to work, and in this large research project we want to explore the potential dark-side of digitalization and the maladaptive use of ICTs to work, particularly the interplay between technostress, addiction to mobile ICTs, and the (in)ability to recover. Technostress is an illness caused by one's inability to cope with ICT use in a healthy manner and addiction to mobile ICTs is a negative psychological state exhibited by a maladaptive and obsessive dependency on the use of mobile devices; both of which harm psychological and physical health, and decrease performance at work. Within this topic we study: the contextual and personal antecedents of technostress, the consequences in terms of health and productivity; and the interplay between family and work domains because one consequence of the use of ICTs is the blurring of work-life boundaries.

Filipa Castanheira
Pedro Neves

Research is included in the
Leadership & Wellbeing Observatory project



Research Achievements in 2020

- **Alexandre Dias Cunha** was awarded the Best teaching Case: "From a family enterprise to an enterprising family: Logoplaste & the Botton family."
- **Álvaro Ferreira da Silva** was elected to the Board of the European Association of Business History, by nominal voting from the group of European Historians
- **Miguel Pina e Cunha** received the FAE 2020 Case study Award
- **Miguel Pina e Cunha** received the EURAM 2020 Best Conference Paper Award
- **Pedro Neves** is a member of the Editorial Board of Group & Organization Management
- **Pedro Neves** became Associate Editor of Journal of Applied Behavioural Science
- **Pedro Neves** was a member of the jury of 2020 ISPA Award in Psychology and Behaviour Sciences
- **Pedro Neves** was elected Secretary-General of the International Association of Applied Psychology
- **Pedro Oliveira** was Nominated "Commissioner of CIÊNCIA 2020" by the Minister of Science, Technology & Higher Education
- **Pedro Oliveira** won the [Planetiers Awards](#) with Patient Innovation for its contribution to the SDGs
- **Pedro Oliveira** won FCT Call SR&TD Project Grants 2020 in Management Innovation and Entrepreneurship for Health Impact: Creating a Resilient System
- **Pedro Oliveira** won a Norwegian Research Council Grant for "Releasing the power of users – articulating user interests to accelerate new innovative pathways in digital health and welfare sector"
- **Pedro Oliveira** won EIT Health funding for "Patient Innovation Bootcamp"

EURAM 2020 Best Conference Paper - Awardees



From theory to theorizing: framing and assessing the vitality of management and organization studies, **Stewart Clegg**, University of Technology Sydney, **Miguel Cunha**, Nova School of Business and Economics, **Marco Berti**, University of Technology Sydney

SIG Research Methods and Research Practice



08/12/2020

1

Our 3 Chairs

ENDOWED CHAIRS, SUPPORTING OUR RESEARCH



The **Fundação Calouste Gulbenkian Chair Professor in Impact Economy** aims to prospect the field of Impact Economy in Portugal through research in areas such as User Innovation, Leadership for Impact, Entrepreneurial Learning and System Change.

ENDOWED CHAIR:
Pedro Oliveira



The **Fundação Amélia de Mello Chair Professor in Leadership** supports the emergent study of a new social and organizational model as a consequence of confluent forces in technology, demography, organization and leadership. These forces present a challenge to traditional management practices and stimulate the creation of new models of social and business organization, which outlines are still to be defined.

ENDOWED CHAIR:
Miguel Pina e Cunha



The **SOCIALinNOVA-HUB ERA Chair Professor in Social Innovation** will address the complexity of today's societal grand challenges and the transformative power of innovative ideas, by establishing a new research, education and practice area in Social Innovation within the school. This program is part of the European Union's Horizon 2020 research and innovation program.

ENDOWED CHAIR:
To be attributed

Our 3 areas for research & impact

AND 12 PROJECTS & PROGRAMS IN 2020

Social Innovation

System change

Social Entrepreneurship

Inclusive Community Forum (ICF)

SOCIALinNova-Hub

Master's in Impact Entrepreneurship & Innovation

"Prémios BPI" Impact Retrospect

System Change Lab

In design

Corporate Sustainability

Business in transition

Hybrid organizations

Social Leapfrog Program

Paradigm shift

Sustainable Business models

Leadership

Paradox & Plurality

Well-being

Leadership and Well-being Observatory

European Forum on Paradox & Pluralism

Social Leadership for Managers

Leadership & Society

Academy of Purpose

CUF Family Business Archive

Testimonies

“What brought me to HR4Inclusion was my belief in the enormous potential of the most vulnerable people and the added value that they can bring to the community, giving everyone a voice and enabling them to develop their superpowers. All this through a pioneering project that guarantees equal opportunities in the job market for all people who are in a vulnerable situation through awareness-raising, training, and job integration.”



Sónia Gonçalves, Randstad

In collaboration with the
Inclusive Community Forum

“(…) we didn't see it simply as a "job" but also as a way of helping others, and it also encouraged us to give our best. We believe this project made us more conscious citizens, who are more aware of those around us and their needs. For our journey at Nova, we can say it was the perfect ending, allowing us to have a more practical experience, working on real business problems, and applying a wide range of knowledge acquired during the different courses we attended.”

Group of Nova SBE master students who did their thesis for the Social Leapfrog program, advised by Miguel Pita.

“The program is very diverse. It has many contents, many experiences, many participants with very rich perspectives and contributions. The main message I take away is the issue of measuring impact and producing impact.”



**Paula Carneiro, Corporate
HR Director @ EDP**

Participant in the 1st edition of
the Paradigm Shift.

1 | Inclusive Community Forum (ICF)

OVERVIEW

Area: *Social Innovation*

Short description: ICF promotes a more inclusive community for people with disabilities, challenging all those who play a role in these people's lives to actively participate in co-creating solutions.

Founder: Rui Diniz

Board of Directors: [link](#).

Website: www.icf.novasbe.pt

Team:



**ISABEL
ALMEIDA E
BRITO**

Coordinator



**MARGARIDA
CASTRO CALDAS**

Manager



**MARIA CASTRO
E ALMEIDA**

Consultant



**FREDERICO
OLIVEIRA PINTO**

Analyst

**Academic
Director:**



**SILVIA LOPEZ
HERRERO**

SDGs addressed:



2020 IN REVIEW

- **Main Activities:** **a)** Follow-up to the Employability initiatives: signatures of the Commitment to Inclusion, spread of the Inclusive Recruitment, replica of Peer2Peer postponed due to COVID-19; **b)** Ideation and Pilot Projects Development for Education: implementation of a Systems Change methodology, development of the Inclusion LABs; **c)** Validation & Counselling: meetings with the Board of Directors, Families Council, Institutions Council, and Inclusive Talks sessions.
- **Main Milestones:** **a)** 4 new companies signed the Commitment to Inclusion, 1 new partner recruitment company, executive education program in Diversity and Inclusion created and launched, testimony videos of companies that signed the Commitment to Inclusion; **b)** Inclusion LABs involving +40 people, implemented along 10 months and adapting to online, Collective Agenda created which includes 7 pilot projects proposed; **c)** Updated ICF's vision of success.
- **# People engaged:** +260 total, throughout the different activities.
- **Check our 2020 in review newsletter [here](#).**



2 | SOCIALinNOVA-HUB

OVERVIEW

Area: *Social Innovation*

Short description: The SOCIALinNOVA-HUB ERA Chair is part of the European Union's Horizon 2020 research and innovation program. It aims to build a knowledge-driven European Hub to address the complexity of today's societal grand challenges and the transformative power of innovative ideas, by establishing a new research, education and practice area in Social Innovation within the school.

Website: <https://cordis.europa.eu/project/id/951735>

Team:



RITA NASCIMENTO

Project Manager



Academic Director:



ERA CHAIR HOLDER

SDGs addressed (main):



2020 IN REVIEW

- **Main Activities:** **a)** Project management in coordination with Project Coordinator and European's Commission Project Officer; **b)** Preparation of ERA Chair holder's recruitment process and management of the selection process; **c)** Benchmarking and promotion of the project within national and international networks; **d)** Development of draft communication plan and ongoing implementation.
- **Main Milestones:** **a)** Project Manager recruitment; ; **b)** Setup of International Advisory Board, Steering Committee and Recruitment Committee; **c)** Submission of the first deliverable to the European Commission; **d)** Launch of applications for the ERA Chair Holder role.
- **# People engaged:** Around 30 people involved in the project's kick-off and ERA Chair holder recruitment, both Nova SBE community and external stakeholders.



3 | Master's in Impact Entrepreneurship & Innovation

OVERVIEW

Area: *Social Innovation*

Short description: A program designed for students who wish to create their own social enterprise or develop a social innovation project within the organization they work for, using a hands-on approach to better to prepare future agents of change for the growing challenges of society.

Partner: Calouste Gulbenkian Foundation

Website: <https://www2.novasbe.unl.pt/en/programs/masters/impact-entrepreneurship-innovation/overview>

Team:



RITA
NASCIMENTO

**Academic
Director:**



PEDRO
OLIVEIRA

SDGs addressed:



(depending on projects developed by students)

2020 IN REVIEW

- **Main Activities:** **a)** Project management in coordination with Master's and Admissions office; **b)** Design of entrepreneurial learning journey; **c)** Partnerships' development; **d)** Definition of exchange, extra-curricular and personal & career development offer; **e)** Creation of communication plan, content and materials namely website and brochure; **f)** definition of admissions criteria, process and timeline.
- **Main Milestones:** **a)** Official approval of the Master's by the accreditation body A3Es; **b)** Design of FCG scholarship attribution criteria, process and rules; **c)** First promotion webinar with 53 people registered and 25 attending; **d)** Official launch of the Master's and online promotion.
- **# People engaged:** +30 people involved within the school and different external stakeholders.



4 | “Prémios BPI” Impact Retrospect

OVERVIEW

Area: *Social Innovation*

Short description: This study provided a systematic map of impact assessment methodologies and a retrospective analysis of the history and stakeholder impact of the “Prémios de Solidariedade BPI” between 2010 and 2018

Partner: BPI | “la Caixa Foundation”

Team:



JOÃO LOUREIRO RODRIGUES



MARIANA CABRAL

Academic Director:



MILTON DE SOUSA

SDGs addressed:



2020 IN REVIEW

- **Main Activities:**
 - Mapping of existing impact assessment methodologies
 - Interviews to key stakeholders of “Prémios de Solidariedade BPI” and to nine social organizations that served as case studies
 - Three questionnaires to 388 awarded social projects of “Prémios de Solidariedade BPI” in the past nine years
- **Main Milestones:**
 - Delivery of the 1st retrospect report on “Prémios de Solidariedade BPI” and their impact on key stakeholders
 - Training session to master students and to the 1st edition of the Leapfrog Program
- **# People engaged:** 16 interviews to managers, stakeholders and social organizations, 213 respondents (social organizations, direct and indirect beneficiaries and BPI volunteers), 48 students from master and 7 from the Leapfrog

5 | Social Leapfrog Program



OVERVIEW

Area: *Corporate Sustainability*

Short description: 3-year pioneer capacitation program for hybrid social organizations using the school's services and community, with the main goal of reaching higher impact and financial sustainability.

Partner: BPI and "la Caixa" Foundation

Website: check [here](#)

Team:



**JOANA CASTRO
E COSTA**

Coordinator



**INÊS ROLA
PEREIRA**

1st Edition Program
Manager



**TALITA
FELICIANO**

2nd Edition Program
Manager

**Academic
Director:**



**CARMEN
LAGES**

SDGs addressed:



2020 IN REVIEW

- **Main Activities:** more than 50 activities were organized in 2020, such as 10 master's thesis (involving a total of 37 students), 6 projects with student clubs (Nova Junior Consulting, Nova Social Consulting, NOMA Marketing Consulting and Nova Tech Club), 6 workshops with faculty and partners of the school, 5 members of the organizations attended executive education programs and 2 members attended master courses, 14 Leapfroggers in mentoring and coaching processes, among others.
- **Main Milestones:** kicked-off the 2nd edition in September with the successful completion of the diagnosis stage for 10 organizations in December, which counted with close to 100 people.
- **# People engaged:** around 300 people involved in 2020, including members from the participating social organizations, students, alumni, faculty, staff, and partners of the Nova SBE community.
- **Check our 2020 in review newsletter [here](#).**



6 | Paradigm Shift

OVERVIEW

Area: *Corporate Sustainability*

Short description: Executive education program to support C-Level executives in transforming their businesses into more sustainable ones. Calouste Gulbenkian Foundation offered scholarships to SMEs and social organizations.

Partner: Calouste Gulbenkian Foundation

Team:



CONSTANÇA
SANTOS

**Academic
Director:**



PEDRO
OLIVEIRA

SDGs addressed:



2020 IN REVIEW

- **Main Activities:** [online conference](#) and 3-day executive education program
- **Main Milestones:** 33 participants in the program from 14 organizations; 9 Calouste Gulbenkian Foundation scholarships attributed; 19 hours of training
- **# People engaged:** 281 participants in the online conference; 283 youtube views of the conference; 21 scholarship applications to the executive education program



7 | Leadership & Well-being Observatory

OVERVIEW

Area: *Leadership*

Short description: Identifies, studies and reports leaders' behaviours, opinions and practices, while following and highlighting leadership and well-being trends, best practices and risks.

Partner: Haddad Foundation

Website: *in design*

Team:



MARGARIDA
TRUNINGER



TOMÉ
SALGUEIRO

**Academic
Directors:**



FILIPA
CASTANHEIRA



PEDRO
NEVES

SDGs addressed:



2020 IN REVIEW

- **Main Activities:**

- Qualitative study involving 25 Portuguese Leaders
- On-going development of a set of studies regarding Technostress, including 6 master thesis focusing on 3 topics:
 - the contextual and personal antecedents of technostress,
 - the consequences in terms of health and productivity;
 - the interplay between family and work domains because one consequence of the use of ICTs is the blurring of work-life boundaries.
- On-going development of studies regarding Leader Humility

- **Main Milestones:** Release of the [Paradoxical Management Challenges Report 2020](#)

- **# People engaged:** 100



8 | European Forum on Paradox & Pluralism

OVERVIEW

Area: Leadership

Short description: Forum to foster ground-breaking research with paradoxical and pluralistic perspectives, and to create social and organizational impact. This project is a consortium in partnership with Rotterdam School of Management, CITY Business School, LUISS Business School and University of Geneva. Nova SBE is the leading partner.

Partner: European Commission

Website: <https://www.paradoxandorganization.com/>

Team:



ANÍBAL
LÓPEZ

Academic Director:



MIGUEL PINA E
CUNHA

SDGs addressed:



2020 IN REVIEW

- **Main Activities:**
 - Annual Conference "Paradox in Family Firms" *
 - Participation in international events (EGOS; BALAS);
 - Case studies "Managing Paradoxes", 1st Edition;
 - Community of practice "Paradox in Family Firms"*
- **Main Milestones:** Annual International Conference in May 2020 (summary [here](#)) ; EGOS sub-theme event available [here](#) and BALAS [event here](#) ; Case studies "Managing Paradoxes", available [here](#); Community of Practice in (November 2020 – summary [here](#).)
- **# People engaged:** 200

*This event is organized in partnership with Leadership & Society (see previous page)

9 | Social Leadership for Managers



OVERVIEW

Area: *Leadership*

Short description: Executive education program to prepare managers to support social organizations in non-executive roles

Partner: BPI and “la Caixa” Foundation

Website: <http://www2.novasbe.unl.pt/social-equity-initiative>

Team:



CONSTANÇA SANTOS



PEDRO FURTADO MENDONÇA

Academic Director:



MIGUEL ALVES MARTINS

SDGs addressed:



2020 IN REVIEW

- **Main Activities:** 5 half-day executive education program
- **Main Milestones;** 1st edition with 15 hours of training in June 2021. Click [here](#) for a sneak peek.
- **# People engaged:** 25 participants; 9 faculty members



10 | Leadership & Society

OVERVIEW

Area: *Leadership*

Short description: In connection with the Leadership Chair, we organize an Annual Conference that aims to bring research and practice together for the advancement of the field of organizational tensions, paradoxes and plurality. Additionally, Miguel Pina e Cunha contributes to a new collection of biographies, drawing conclusions from inspiring Portuguese leaders of the 20th century.

Partner: Amélia de Mello Foundation

Team:



INÊS DIAS
DA SILVA

Academic Director:



MIGUEL PINA E
CUNHA

SDGs addressed: Varies according to the theme of the conference and the books published.

2020 IN REVIEW

- **Main Activities:**
 - Annual Conference on Organizational Paradoxes brought the theme of Family Business in two separate sessions: Research Webinars in May and an online Practitioners session in November.
 - [Link to Research Webinars Summary](#), with 13 papers presented
 - [Link to Practitioners Session Summary](#)
 - 5 biographies are ready for publishing.
- **# People engaged:** 45 researchers from all over the world attended the research webinars. More than 100 people attended the Practitioners Session online.

*This event is organized in partnership with the European Forum on Paradox & Pluralism (see next page)



11 | Academy of Purpose

OVERVIEW

Area: *Leadership*

Short description: Series of events and talks that aim to promote a purposeful mindset in people's lives and careers.

Partner: Fidelidade and Randstad

Team:



PEDRO
FURTADO
MENDONÇA

**Academic
Director:**



LAURINDA
ALVES

SDGs addressed:



2020 IN REVIEW

- **Main Activities:**
 - Purpose Takeovers: aimed at Nova students and Nova community. Inspirational speakers shared with the audience how having a clear life purpose helped them guide their lives.
 - On Purpose podcast episodes: with speakers such as Daniel Traça, Pedro Tânger, José Pedro Cobra, among others. Available [on Spotify](#).
 - Resilient Leaders talks: delivered to the Randstad community. A set of speakers who have faced strong adversities in their lives were invited to share how they have overcome them.
- **Main milestones:** 4 Purpose Takeovers; 10 On Purpose podcast episodes; 5 Resilient Leaders talks;
- **# People engaged:** 3000



12 | CUF family business archive

OVERVIEW

Area: *Leadership*

Short description: Business Memory dives into the history of work, organizations and economy. From the corporate archives of the largest Portuguese economic group of the 20th century there are important lessons to help pave the way for future organizations, workplace and economies. The aim of this project is to bring these lessons to light and allow access to academia, practitioners and society as a whole.

Partner: Fundação Amélia de Mello

Team:



INÊS DIAS
DA SILVA

**Academic
Director:**



ÁLVARO FERREIRA
DA SILVA

SDGs addressed:



2020 IN REVIEW

- **Main Activities:** Group CUF archive – 4 linear km of company records
- **Main Milestones:** Opening academic access to the archive
- **# People engaged:** 15

Student Engagement

MASTER THESIS IN 2020

Some examples

*The impact of communication overload overtime: exploring moderated mediation effects of burnout and recovery, advised by **Filipa Castanheira***

*Measuring impact inside emergent organizations - An in-depth case study of adopting the Sustainable Development Goals, advised by **Ricardo Zózimo***

*The phenomenon of “greenwashing” in European Business Schools: an exploratory study of students’ perceptions, advised by **Milton de Sousa***

24

Master thesis advised in the **Spring Semester 19/20** by:

- Alexandre Dias da Cunha
- Carmen Lages
- Filipa Castanheira
- Miguel Alves Martins
- Ricardo Zózimo
- Samantha Sim
- Sofia Kousi

49

Master thesis advised in the **Fall Semester 20/21** by:

- Alexandre Dias da Cunha
- Carmen Lages
- Filipa Castanheira
- Miguel Alves Martins
- Miguel Pita
- Miguel Pina e Cunha
- Milton de Sousa
- Pedro Neves
- Ricardo Zózimo
- Rita Cunha
- Samantha Sim
- Sofia Kousi

A total of **106 students** were advised by our faculty **in 2020**

Student Engagement

OTHER PROJECTS IN 2020

Projects with student clubs

Example: Nova Social Consulting – a team of students did an international benchmark on training models for the Mezze Restaurant new school format (Leapfrog)

9 benchmarking categories to perform a status-quo analysis about social initiatives

23 Initiatives that help integrate min

- General Management & Funding**
 - General Information**
Analysis of the legal and organizational structure of the respective initiative with deeper focus on purpose and target group
 - Funding & Financing**
Analysis of private (foundations, private persons) as well as public (governmental and intergovernmental) funding / financing options
 - Crisis Response Management**
Analysis of measures to cope with the consequences of extraordinary crisis situations and establishment of preventive measures

Thank you

Project Team

- Max Schwarzkopf
- Hannah Christiansen
- [Soufiane Benmansour](#)
- [Marieke Hagelberg](#)
- [Duarte Igreja](#)

Nova SBE Social Consulting Student Club

2/18/2021 NOVA SBE SOCIAL CONSULTING 31

Pro bono Internships & Volunteering w/ Impact Experience

Example: Keep Thriving program, Impact Experience – a student together with mentors from Fundação Ageas reformulated the whole Biovilla's website and online market (Leapfrog)



Student Engagement

THE LFI STUDENT CLUB WAS BORN IN 2020

As a result of the Covid-19 pandemic and consequent lockdown, there was an urging need to support the social sector organizations in Portugal surviving past these rough times.

For this reason, LFI conducted several initiatives, some of which involving Nova SBE students, leveraging on their talents and expertise, that ended up being a **trigger for the creation of the LFI student club in 2020:**

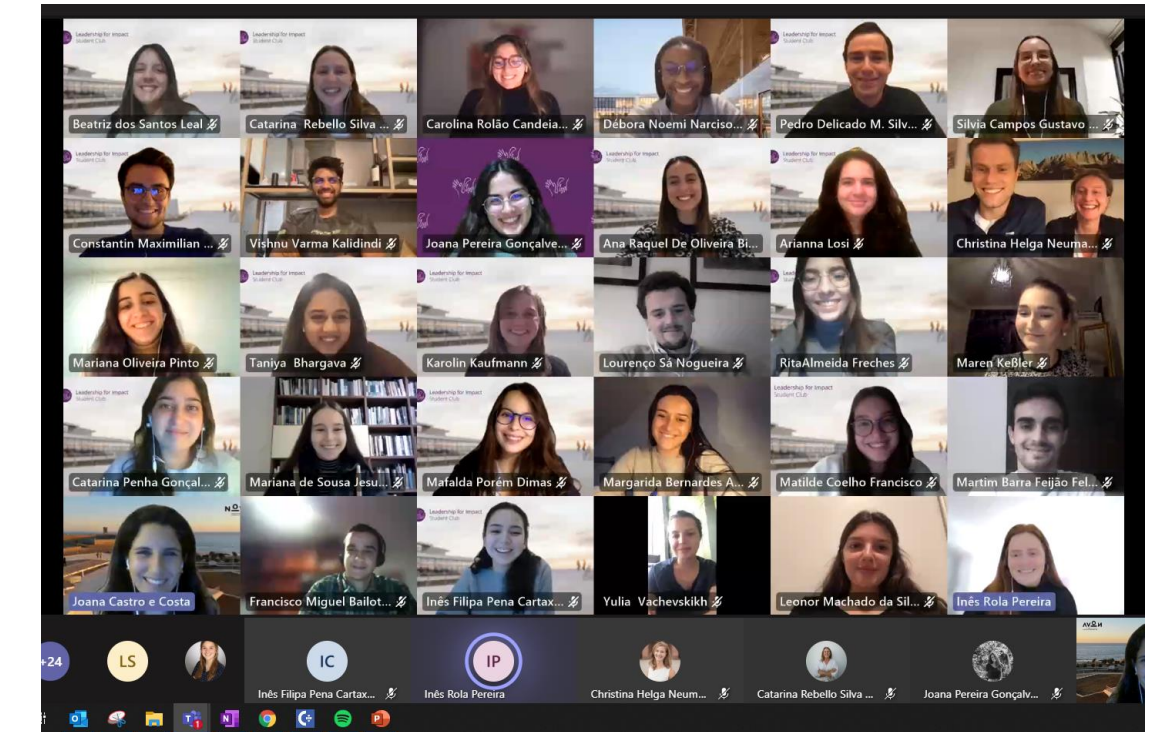
> **SOCIAL IDEATION BOOTCAMP** | An intensive 2-day digital bootcamp that took place in June 2020 in which students and mentors came together to solve specific management challenges faced by the participant social organizations as a result of the pandemic. It counted with the participation of 28 students, 7 mentors, 7 social organizations and 2 faculty members. [This event](#) was organized by the Role to Play, the Impact Experience and the Social Leapfrog program with the support of two master students and one alumni.

> **MAPPING THE IMPACT ECOSYSTEM IN PORTUGAL** | A [public database](#) mapping the impact ecosystem in Portugal was created in June 2020 covering several dimensions: organizations (social sector, start ups, b-corps); projects (Nova SBE, Covid-19); funding opportunities and awards; events; among others. This was done by a group of three master students mentored by one of the LFI members.



Nova SBE Leadership for Impact

Student Club



*We are “powered by the Leadership For Impact Knowledge Center”, working as an **extension of its mission** – “To cocreate societal progress and organizational performance by pairing action and academic understanding”. We will work together in a continuous partnership.*

- Created in **2020** by **7 student members**
- **Visit their social media:** [LinkedIn](#) and [Instagram](#)
- **Contact them:** lfistudents.club@novasbe.pt

Student Engagement

THE CREATION OF THE IMPACT FIELD LAB, LED BY MIGUEL PITA

Responsible professor: Miguel Pita

The **Impact Lab** was created in September of 2020 with the aim of being **the focal point** for all master thesis related to the area of **Social Impact** at Nova SBE.

In its first semester the offer of projects was focused on social organizations integrated in the Social Leapfrog program but there are already plans to expand the Lab in 2021 to other LFI projects such as the Inclusive Community Forum and the Twinning.

Students, divided in groups, have the opportunity to experience a **consulting approach** to **concrete challenges** faced by **real clients**, either for- or not-for-profit organizations, related to social impact.

Topics range from designing a Strategic Plan up to an Implementation Plan (and everything in between: e.g. Marketing Plan, Governance Model, Costing System, Balance Scorecard, ...)



SINCE SEPTEMBER 2020

- 9 master thesis**
- 32 students**
- 5 different advisors:**
 - Carmen Lages
 - Filipa Castanheira
 - Marta Almeida
 - Miguel Pita
 - Susana Peralta

Student Engagement

TESTIMONIES FROM PAST COLLABORATIONS

Check our [website](#), in the *Opportunities* tab, and get inspired by the testimonies from students who collaborated with the LFI in the past – [click the image on the right](#).



Presence on Media (1/3)

Social Leapfrog 2nd Edition: call for organizations (May)

- [Nova SBE](#)
- [Nova SBE II](#)
- [Nova SBE III](#)



Social Leapfrog Program second edition already started. Ten new social organization began their journey as "Leapfroggers". The program is part of the **Social Equity Initiative**, a partnership between Nova SBE, BPI, and the "la Caixa" Foundation, which aims to promote Portugal's social sector in the long run. (Sept)

- [Nova SBE](#)
- [mais superior](#), [Link to Leaders](#), [Fleed](#) and [Executive Digest](#)

Leadership and work during times of Covid

This survey is part of an international study on the perception of employees regarding leadership and work practices during this context of Covid19.

Be a part of this project!



Paradigm Shift (Sept)

- [Nova SBE](#)
- [PME Magazine](#)
- [Eco Pessoas](#)



"**Pedro Neves** is conducting an international study coordinated by Professor Rolf Van Dick regarding perceptions of leadership and work practices during these times of pandemic." More [here](#). (Jun)



Constança Santos: A Sustentabilidade não é romântica (Oct)

- [Ver](#)

Presence on Media (2/3)

More than half (55%) of social organizations continue to record declines in their revenues due to the Covid-19 pandemic, still below the 77% recorded in the emergency period, revealed the 2nd edition of the study Impact of Covid-19 on Social Organizations in Portugal, carried out by **Nova SBE Data Science Knowledge Center** and **Nova SBE Leadership for Impact Knowledge Center**. The study was on the news in [Antena1](#), [SIC](#), [Observador](#), [TVI](#), [RTP](#), [Dinheiro Vivo](#), [Diário de Notícias](#), [Jornal Económico](#) and [Marketeer](#). (Oct)

Antena Aberta: o impacto da pandemia nas organizações de cariz social. Convidados: **Joana Castro e Costa**; Tiago Abalroado, Presidente da Associação de Desenvolvimento de economia social; Rita Mendes, Secretária de Estado da Ação Social; Eleutério Alves, Vice-Presidente da Confederação Nacional das Instituições de Solidariedade (Oct)



ICF Sponsored Webinar on *The Rights of People with Disabilities – from integration to inclusion* (Oct)

- [Nova SBE](#)

Companies are more willing to take chances (Dec)

- [PME Maganize](#)

On September 30, **BPI** signed the Commitment to Inclusion, through which it reinforces its commitment to promote the employability of people with disabilities, in the Bank and in society. The commitment comes in the context of the [Inclusive Community Forum \(ICF\)](#), of the Nova SBE. [Read more >](#)



Filipa Castanheira for Gabinete de Crise (Rádio Observador) about [teleworking](#).

Presence on Media (3/3)

Miguel Pina e Cunha, Fundação Amélia de Melo Chair Professor in Leadership, participated in the 3rd virtual conversation about the Education of the Future, by Observador, with the theme "The best school in the world is the one that evaluates the student as a whole".



Also:

- Nova SBE
- Expresso: 'Teleworking: out of sight, out of progression' ; 'Are Portuguese companies prepared for teleworking?' ; '7 answers to Covid-19';
- Others: Líder Magazine; Education of the Future; Notícias Magazine; Porque não lideramos mais positivamente?



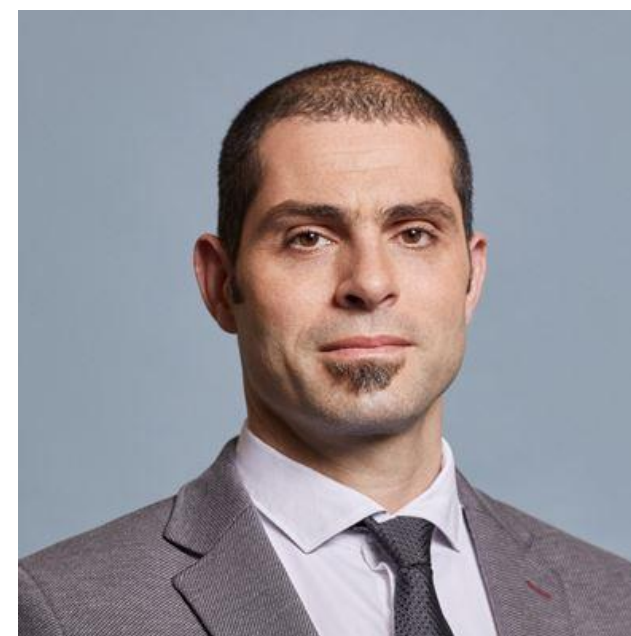
Pedro Oliveira:
Patient Innovation won the EIT Health Pitch Competition, held in November in Delft, Netherlands, with the project Biel Glasses.
 Others: Dinheiro Vivo ; RDP Internacional, Expresso; Rádio Renascença

Filipa Castanheira & Pedro Neves: Techno-Stress in Portugal (Oct)

- Nova SBE
- Expresso
- Eco



Pedro Neves, investigador da Nova SBE: "É natural que o techno-stress tenha disparado com a pandemia"



Pedro Neves:

- Confiança em tempos de fake news, in Revista Líder, novembro 2020
- In Forbes: Investments and Biases (Jan); Challenges for the future (March); And after Corona? (May);
- Líder magazine: Confiança em tempos de fake news

Our team - Faculty



Álvaro Ferreira da Silva
Associate Professor
Business History



Carmen Lages
Associate Professor
Social Marketing
Founding Member of the LFI



Claire Bright
Assistant Professor in Private Law
Nova Law School



Filipa Castanheira
Associate Professor
Human Resource Management



Miguel Pina e Cunha
Academic Director of LFI
Full Professor in Leadership
Founding Member of the LFI



Milton de Sousa
Associate Professor (Adjunct)
Leadership and Social Innovation
Founding Member of the LFI



Pedro Neves
Full Professor
Organizational Behavior



Pedro Oliveira
Full Professor
Innovation and Operations



Ricardo Zózimo
Assistant Professor
Social Entrepreneurship



Rita Cunha
Full Professor
Human Resources Management



Samantha Sim
Assistant Professor
Social Psychology



Sofia Kousi
Assistant Professor
Marketing



Utku Serhatli
Assistant Professor
Sustainable Operations

Our team - Invited Faculty



Alexandre Dias da Cunha
Family Business



Miguel Alves Martins
Social Entrepreneurship
Founding Member of the LFI



Filipe Alfaiate
Impact and Sustainability



Miguel Pita
Strategy



Laurinda Alves
Communication and Ethics



Silvia Lopez Herrero
Management of Non-profit
Organizations



Our team - Executive Team



Aníbal Lopez
Twinning Project Manager



Constança Santos
Associate Director &
Portfolio Manager



Frederico Oliveira Pinto
Project Manager ICF



Inês Dias da Silva
Project Manager FAM



Inês Rola Pereira
Social Leapfrog
Program Manager



Isabel Almeida e Brito
Program Coordinator ICF



Joana Castro e Costa
Executive Director



João Rodrigues
Project manager



Margarida Castro Caldas
Project Manager ICF



Margarida Truninger
Post Doc
Project Manager



Maria Castro e Almeida
Consultant ICF



Patrícia Carvalho
Grant manager



Pedro Furtado Mendonça
Project Manager



Rita Nascimento
ERA Chair
Project Manager



Talita Feliciano
Social Leapfrog
Program Manager

Our team - Members

> PHD STUDENTS



Amélia Monteiro
PhD in Organizational Behavior
and Job Crafting



Liliana Dinis
PhD in Family Business



Filipa Lancastre
Teaching Assistant
PhD in Social Entrepreneurship



Patrícia Pedrosa
Invited Teaching Assistant
Coaching



Pedro Sena Dias
Invited Teaching Assistant
Leadership



Rita Nascimento
PhD in Education
for Sustainability



Tomé Salgueiro
PhD in Leadership and
Sustainability

> LEADERS IN RESIDENCE



Alexandra Machado
Founder of Girl MOVE



Miguel Pinto Luz
VP Municipality of Cascais



Miguel Neiva
Founder of ColorADD

Our team - Advisory Board

12 MEMBERS



ALEXANDRA MACHADO
Founder of Girl MOVE
LFI Leader in Residence



JORGE QUINTAS
General Secretary at Amélia
de Mello Foundation



RUI DINIZ
CEO at CUF



ANDREAS HEINECKE
CEO & Founder of Dialogue
Social Enterprise



JOSÉ PENA DO AMARAL
Member of BPI's Executive
Committee of the Board of Directors



URSULA MUEHLE
Senior Health, Innovation &
Education Professional



JOÃO GUNTHER AMARAL
Chief Development Officer at
SONAE



LARS BO JEPPESEN
Professor at Copenhagen
Business School



WENDY SMITH
Professor at University of
Delaware



JOHANNA MAIR
Professor at Hertie School



LUÍS DE MELO JERÓNIMO
Director of Sustainable
Development Program at
Calouste Gulbenkian Foundation



ZOLTAN SYPOSS
Vice President QSE at The
Coca-Cola Company

Our close community

> PARTNERS



> STUDENT CLUBS



> ACADEMIC PARTNERS



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Illustration by Paulo Albuquerque