

Annual Report 2021

Nova SBE Leadership for Impact
Knowledge Center



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Foreword

Dear Nova SBE community,

We are happy to share our second impact report offering a portrait of who we are and what we have accomplished in 2021. As you are probably aware 2021 was the 4th year of full LFI operations. By sharing our activities and understanding of how we are contributing to the school we aim to offer important reflections .

In 2021, the “new normal” year:

- We adapted well to the challenges of the pandemic, but change was difficult across the board;
- We learned to make the best of distance, of change and unpredictability. We learned to value more proximity, agility and flexibility.
- We strengthened the relationship with partners who continued to commit resources to our long term projects
- It showed new opportunities to expand our work and enhance the role we play at Nova and in the Portuguese impact ecosystem

Let me tell you a story that summarises this year: I recently received a phone call from the leader of a social organization that, after a huge personal health struggle, called to say hi and to thank us for the continued support provided to them. He shared with great excitement the latest news on projects and partnerships that were born from our efforts and our program. If it wasn't for our work, your work, these projects wouldn't have been possible. Within his challenging context, that gesture was deeply humbling and rewarding, and this relationship is one of those impacts that we cannot fully measure but which has unforeseen ripple effects.

Despite its additional challenges, 2021 was an exceptional year where we were even more committed to improving our communication as a knowledge center. I want to thank the executive team and our colleagues of the communication team of Nova SBE for their amazing dedication in reaching this together.

If 2021 was the communication year, 2022 will be dedicated reinforcing the long-term sustainability of our projects. Looking at the pipeline, I am confident that new members, new projects and networks will emerge in 2022.

I want to finish by thanking all our members for caring for each other and making this knowledge center a great place to work.

Hope to see you on our campus soon!
Joana



Joana Castro e Costa
Executive Director of LFI



1. The Leadership for Impact

1.1. 2021 in Review



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

In 2021 the LFI continued working towards its mission of fostering societal progress and organizational performance, and to do so embracing paradoxes is key. The Twinning project on Paradox and Plurality encompasses this topic, exploring the role of tensions in organizations, especially in the case of social organizations due to their hybrid nature. As outcomes of the project this year we started a collection of case studies, wrote two different books on paradoxes and a children's book, *Perguntas no Ar*, to guide the future generations into developing a paradoxical way of thinking.

To the current generation of leaders the LFI had two editions of the innovative Social Leadership for Managers programs. In it, professionals from the private sector learned about the social sector, and after the classes they were allocated in social organizations, using their experiences and skills to generate impact. It is again the power of co-creation and cooperation that represents the LFI so well. In 2022 we will continue these activities, contributing to a pluralist view of organizations and society.

As I joined NOVA SBE as ERA Chaired professor in Social Innovation in September 2021, I also have the pleasure to join the LFI community. It's great to collaborate with a group of passionate social innovators in order to achieve our ambitious goal: to become a reference for Social Innovation research in Europe.

In only a few months, thanks to the LFI ongoing support, I was able to build a research team, launch the Design for Social Innovation and Sustainability (DESIS) Lab at NOVA, continue the Design Thinking Roundtable Podcast in partnership with the Design Lab at NYU MakerSpace and plan several research projects for 2022: on inclusion (with the support of the Inclusion Community Forum), co-creation for social innovation, and open social innovation. Several exciting events (a Qualitative Methods workshop, an international research group on open social innovation, etc.) are also in the making.



Anne-Laure Fayard
Full Professor in Social
Innovation



Pedro Oliveira
Full Professor in Innovation
and Operations

To shift society towards a sustainable future we need to bring all stakeholders on board. Needless to say, companies have an important role in that transition, which requires knowledge, effort and a true mindset shift. That is why social entrepreneurship and social innovation are so important. For example, in 2021 we conducted a Patient Innovation Bootcamp inside Nova SBE, offering mentoring and training to teams with ideas for fixing healthcare issues.

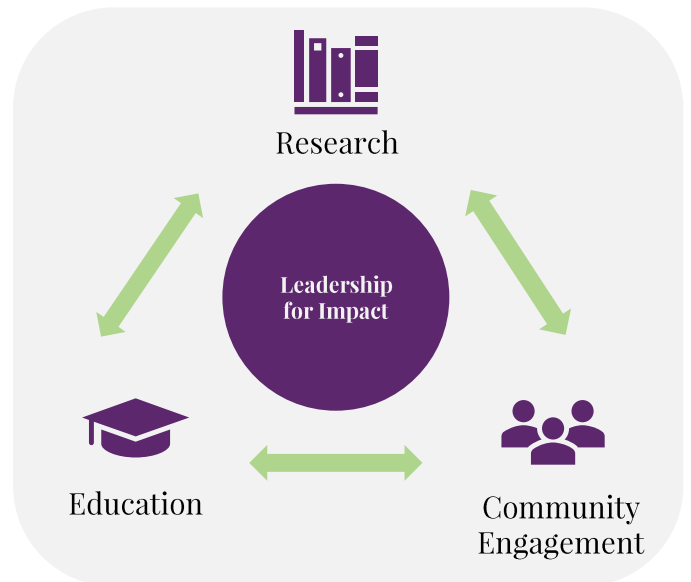
Moreover, we launched the new Master's in Impact Entrepreneurship & Innovation which embodies the belief that students, the future leaders, need to acquire skills to manage and to create companies that will be an active part of societal progress. And I believe the new generations are aware of their roles and looking for their purpose, which is demonstrated by the success of the program launch, with a class twice the expected size, and expected to grow even more in 2022. It is a pioneer program that represents the pioneering spirit of the LFI.

1.2. Overview

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

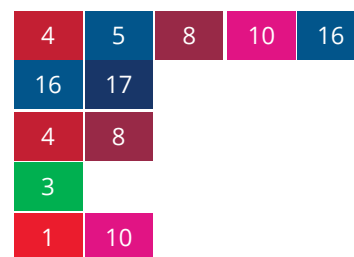


Societal Problems

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
- Poverty Traps in Developed Countries

Sustainable Development Goals related:



1.3. The Leadership for Impact in numbers

Since	4	Years of existence	Merger of 2 complementary Knowledge Centers: Leadership & Society and Social Impact
	50	Members	14 academics, 10 adjunct professors, 12 members in the executive team, 11 PhD students, 3 leaders in residence
With who	+	Advisory board	12 members
	+	Student club	49 members and 11 projects in 2021
	14	Partners	Amélia de Mello Foundation, “la Caixa” Foundation and BPI, Calouste Gulbenkian Foundation, European Commission, Haddad Foundation, and 9 ICF Donors.
Results	53	Publications in 2021	Total peer-reviewed publications by our members
	4	Awards in 2021	<p>Miguel Pina e Cunha</p> <ul style="list-style-type: none"> • “Professor Gisela Alves Best Conference Paper Award” in the 14th Annual Conference of the EuroMed Academy of Business (EMAB). • The European Academy of Management – EURAM 2020 Best Paper award • Best Professor Award in the scope of the Lisbon MBA Católica Nova. Patient Innovation (Pedro Oliveira) • Caixa Social Award 2021 for the “Patient Innovation for COVID-19” project
	9	Projects in 2021	Divided into 3 main areas: leadership, social innovation and corporate sustainability

1.4. Business Model & Financial Overview

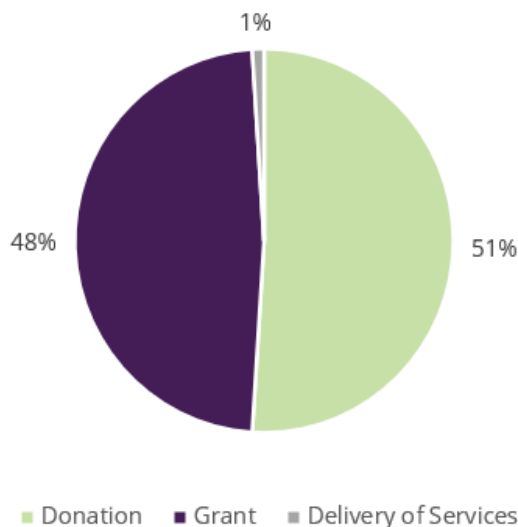
Our business model is composed of partnerships that fund investigation and action projects, and research funding from European and national public entities.

Since 2017 the Leadership for Impact has secured a total of **€6.3M in revenue**, including projects that will be active until 2026.

The split of type of revenue is represented in the graph.

From 2020 to 2021 our activity decreased 6%, a natural result of the closure of some projects and the pandemic.

Type of Funding:



Thank you to our funders and partners:



Associação de São Bartolomeu dos Alemães em Lisboa



THE CLAUDE & SOFIA MARION FOUNDATION

Carmo & Rui Diniz

Pedro de Mello

Maria João & Luiz Godinho Lopes

Rita e João Bento

Pedro Castro e Almeida

2 Private Donors



2. Research Overview

2.1. Research Highlights

Awards and Recognitions

Miguel Pina e Cunha, Arménio Rego, Ace Volkmann Simpson and Eduardo Oliveira were awarded the “Professor Gisela Alves Best Conference Paper Award” in the 14th Annual Conference of the EuroMed Academy of Business (EMAB). The title of the paper is “Compassionate love in leaders and team performance”.

Miguel Pinha e Cunha, in co-authorship with Marco Berti and Stewart Clegg from University of Technology Sydney, won [The European Academy of Management – EURAM 2020 Best Paper award](#) for the study “From theory to theorizing: framing and assessing the vitality of management and organization studies”.

Miguel Pinha e Cunha (International MBA 2020) and Luís Almeida Costa (Executive MBA 2018/2020) won the Best Professor Award in the scope of the Lisbon MBA Católica | Nova. Best Professor award is a distinction based on the vote of students.

Pedro Neves and **Miguel Pina e Cunha** were included in the most cited scientists in 2020 list of [“World’s Top 2% Scientist List”](#).

Patient Innovation was awarded the Caixa Social Award 2021 for the “Patient Innovation for COVID-19” project. The Caixa Social Awards are an initiative of Caixa Geral de Depósitos to distinguish and financially support the work carried out by third sector entities, focused on valuing people.

Anne-Laure Fayard work was mentioned on the [Economist Impact](#), an online publication of the business unit from the Economist Group that partners with leading corporations, governments and nonprofits to deliver positive societal change.

Research Events

Carmen Lages led the organizing committee for the Marketing with Purpose International Colloquium that took place in partnership with the Amélia de Mello Foundation and the Marketing Group at Nova SBE. This event that brought together academics, practitioners and society at large in discussing Marketing’s role in tackling today’s challenges of consumption and production, hosted Michael Norton - Harvard Business School - as a keynote speaker.

Miguel Pina e Cunha, **Álvaro Ferreira da Silva** and **Aníbal Lopez** organized the Special Paradox & Plurality International Meeting. Under the theme “Organizations in time: Paradox and history”, this annual event organized by the Fundação Amélia de Mello and the Center of Paradox and Organization aims at discussing organizational and societal problems from a paradox perspective.

Roundtable on the theme “**Knowing History to Lead the Future**”. Our members Miguel Pina e Cunha, Álvaro Ferreira da Silva and Lílina Dinis participated in this event that launched a collection of biographies of remarkable Portuguese corporate leaders entitled “Leadership Stories”, as well as the Nova SBE’s Business Memory Initiative with our long-standing partner Fundação Amélia de Mello.

Anne-Claire Pache, from ESSEC Business School was at Nova SBE for a Management Seminar to present “Attention Allocation in the Context of Institutional Pluralism: How Boards Manage Attentional Challenges in Hybrid Organizations”.

Dirk Van Dierendonck, from Rotterdam School of Management, Erasmus University, spoke with our Faculty and management researchers at Nova SBE about the challenges of Servant Leadership and its paradoxes.

Congratulations!



Álvaro Ferreira da Silva



Aníbal Lopex



Anne-Laure Fayard



Carmen Lages



Miguel Pina e Cunha



Pedro Neves



Pedro Oliveira



Patient Innovation

SHARING SOLUTIONS, IMPROVING LIFE

2.2. Our Chairs



ENDOWED CHAIR SINCE 2017:
Miguel Pina e Cunha

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 SINCE 2019:
Pedro Oliveira

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 SINCE 2021:
Anne-Laure Fayard

The **SOCIALinNOVA-HUB ERA Chair Professor in Social Innovation** addresses 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.



2.3. Journals and Testimonies

Publications in

30 Journals

Some examples:

Organization Studies

- [Rethinking resistance as an act of improvisation](#)
- [Managing impressions rather than emissions](#)

Journal of Management

- [Gritty leaders promoting employees' thriving at work](#)

British Journal of Management

- [Empowering to reduce intentions to resist future change](#)
- [Organizational Politics and its Impact on Performance and Deviance Through Authenticity and Emotional Exhaustion](#)

Organizational Behavior and Human Decision Processes

- [Going far together by being here now](#)

Testimonials

Tomé Salgueiro – PhD Student



“The Leadership for Impact Knowledge Center works at the interception of research and practice, granting me access to hybrid organizations and the professionals that lead them, opening up unique opportunities to develop my PhD project. One example is the work developed at the Leadership and Well-being Observatory: it resulted in the development of our “Paradoxical Management Challenges” Report and is a proof of this engagement with society and the exploration of crucial societal progress challenges within businesses.”

Milton de Sousa – Professor



“Leadership for Impact is the theme of our days. Never before have we observed such a shift in the necessary mindset and skills of leaders. When we look at the three main challenges of organizations today, notably sustainability, agility, and well-being, they all revolve around an approach to leadership that is inclusive, collaborative, and purposeful. In essence, a leadership driven by impact, aware of the responsibility of organizations towards society and the environment. The Leadership for Impact Knowledge Centre at Nova SBE plays a pivotal role in facilitating that transition through sound scientific research, education, knowledge transfer, and system change facilitation. We are catalysts of transformation towards a more sustainable future.”



2.4. Highlighted Publications (1/2)

53

Peer-reviewed publications

28

of which contribute to the topics central to the center

Arménio, R., Pina, M., & Giustiniano, L. (2021). Are relationally transparent leaders more receptive to the relational transparency of others? An authentic dialogue perspective.

Bednarek, R., e Cunha, M. P., Schad, J., & Smith, W. K. (Eds.). (2021). *Interdisciplinary Dialogues on Organizational Paradox: Learning from Belief and Science*. Emerald Group Publishing.

Castanheira, F. V. D. S., Sguera, F., & Story, J. (2021). Organizational Politics and its Impact on Performance and Deviance Through Authenticity and Emotional Exhaustion. *British Journal of Management*.

Clegg, S., Cunha, M. P. E., Rego, A., & Berti, M. (2021). Speaking truth to power: The academic as jester stimulating management learning. *Management Learning*, 13505076211038080.

Clegg, S., Cunha, M. P. E., Rego, A., & Santos, F. (2021). 'Open Purpose': Embracing Organizations as Expressive Systems. *Organization Theory*, 2(4), 26317877211054860.

Costa, S., Daher, P., Neves, P., & Velez, M. J. (2021). The interplay between ethical leadership and supervisor organizational embodiment on organizational identification and extra-role performance. *European Journal of Work and Organizational Psychology*, 1-12.

Cunha, M. P. E., Simpson, A. V., Rego, A., & Clegg, S. (2021). Non-naïve organizational positivity through a generative paradox pedagogy. *Management Learning*, 13505076211045217.

e Cunha, M. P., Clegg, S. R., Rego, A., & Berti, M. (2021). *Paradoxes of Power and Leadership*. Routledge.

Gaim, M., Clegg, S., & Cunha, M. P. E. (2021). Managing impressions rather than emissions: Volkswagen and the false mastery of paradox. *Organization Studies*, 42(6), 949-970.

Knoll, M., Neves, P., Schyns, B., & Meyer, B. (2021). A multi-level approach to direct and indirect relationships between organizational voice climate, team manager openness, implicit voice theories, and silence. *Applied Psychology*, 70(2), 606-642.

López, A., Neves, P., & González-Morales, M. G. What does it take to start a business? Constraint appraisal as predictor of taking entrepreneurial action among nascent entrepreneurs. *Applied Psychology*.

Masters-Waage, T. C., Nai, J., Reb, J., Sim, S., Narayanan, J., & Tan, N. (2021). Going far together by being here now: Mindfulness increases cooperation in negotiations. *Organizational Behavior and Human Decision Processes*, 167, 189-205.

Mastio, E. A., Clegg, S. R., Pina e Cunha, M., & Dovey, K. (2021). Leadership Ignoring Paradox to Maintain Inertial Order. *Journal of Change Management*, 1-19.

Neves, P., Pires, D., & Costa, S. (2021). Empowering to Reduce Intentions to Resist Future Change: Organization-Based Self-esteem as a Boundary Condition. *British Journal of Management*, 32(3), 872-891.

Oliva, F. L., Teberga, P. M. F., Testi, L. I. O., Kotabe, M., Del Giudice, M., Kelle, P., & Cunha, M. P. (2021). Risks and critical success factors in the internationalization of born global startups of industry 4.0: A social, environmental, economic, and institutional analysis. *Technological Forecasting and Social Change*, 121346.

Oliveira, P., & e Cunha, M. P. (2021). Centralized decentralization, or distributed leadership as paradox: The case of the Patient Innovation's COVID-19 Portal. *Journal of Change Management*, 21(2), 203-221.

2.4. Highlighted Publications (2/2)

Pierides, D., Clegg, S., & e Cunha, M. P. (2021). The historical embeddedness of organizational paradoxes: Risk-related rituals and realities in emergency management. In *Interdisciplinary Dialogues on Organizational Paradox: Investigating Social Structures and Human Expression, Part B*. Emerald Publishing Limited.

Pradies, C., Aust, I., Bednarek, R., Brandl, J., Carmine, S., Cheal, J., ... & Keller, J. (2021). The lived experience of paradox: How individuals navigate tensions during the pandemic crisis. *Journal of Management Inquiry*, 30(2), 154-167.

Rego, A., Cavazotte, F., Cunha, M. P. E., Valverde, C., Meyer, M., & Giustiniano, L. (2021). Gritty leaders promoting employees' thriving at work. *Journal of Management*, 47(5), 1155-1184.

Rego, A., Melo, A. I., Bluhm, D. J., & Júnior, D. R. (2021). Leader-expressed humility predicting team psychological safety: a personality dynamics lens. *Journal of Business Ethics*, 174(3), 669-686.

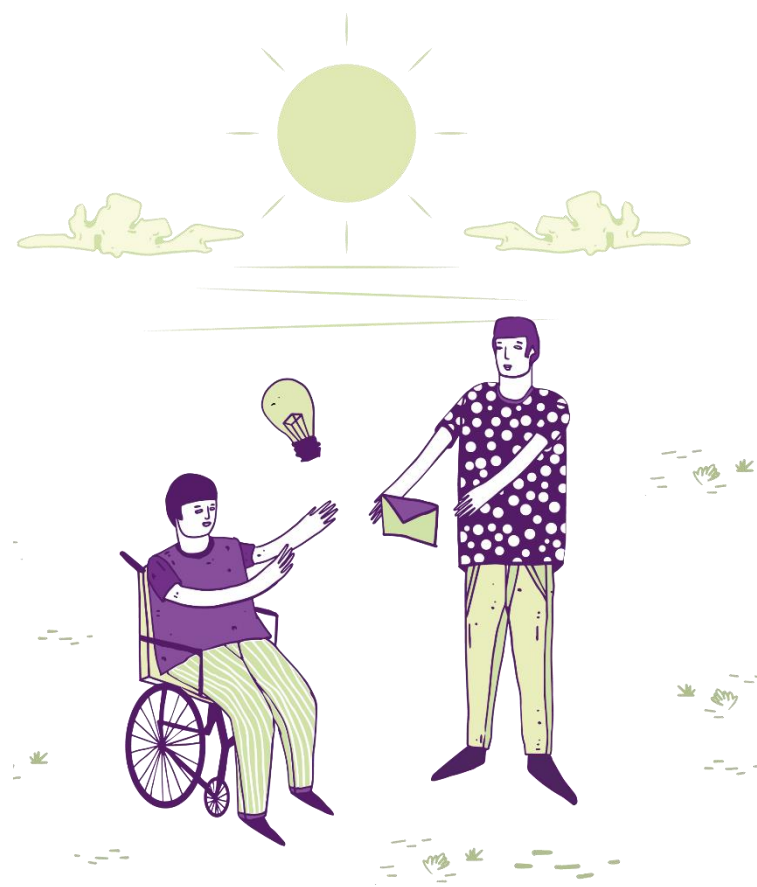
Simpson, A. V., Berti, M., Cunha, M. P. E., & Clegg, S. (2021). Art, culture and paradox pedagogy in management learning: The case of Portuguese fado. *Management Learning*, 52(5), 630-651.

Sousa, M., & van Dierendonck, D. (2021). Serving the need of people: the case for servant leadership against populism. *Journal of Change Management*, 21(2), 222-241.

Sousa, T., & Neves, P. (2021). Two tales of rumination and burnout: Examining the effects of boredom and overload. *Applied Psychology*, 70(3), 1018-1044.

van Dick, R., Cordes, B. L., Lemoine, J. E., Steffens, N. K., Haslam, S. A., Akfirat, S. A., ... & Kerschreiter, R. (2021). Identity leadership, Employee burnout and the mediating role of team identification: evidence from the Global Identity Leadership Development Project. *International journal of environmental research and public health*, 18(22), 12081.

Wiedeman, N. J., Cunha, M. P., & Clegg, S. (2021). Rethinking resistance as an act of improvisation. *Organization Studies*, 42(4), 615-635.





3. Projects Overview



3.1. Focus Areas

Types of projects

Research

Creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate concepts, methodologies and clearer understanding of a given phenomenon. This can include synthesis and analysis of previous research or systematic inquiry to describe, explain or control the studied phenomenon.

Action projects


Solving a specific problem or providing innovative solutions to issues affecting an individual, group or society. It usually involves the participation of different stakeholders.


Educational programs

Coherent educational activities designed to achieve pre-determined learning objectives. Our programs are planned to teach about impact and innovation and ignite change on participants.

Focus Areas

Leadership

 Business Memory Initiative


 European Forum on Paradox & Pluralism


 Leadership & Well-being Observatory

 Social Leadership for Managers


Social Innovation

 Inclusive Community Forum (ICF)

 Master Impact Entrepreneurship & Innovation

 SOCIALinNova-Hub

Corporate Sustainability

 Marketing with Purpose International Colloquium

 Paradigm Shift

 Social Leapfrog

3.2. Sustainable Development Goals

Sustainable development is defined by the United Nations as “development which meets the needs of the present without compromising the ability of future generations to meet their own needs”. The 2030 Agenda for Sustainable Development (2015) provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

The 17 Sustainable Development Goals (SDGs) are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that strategies that improve health and education, reduce inequality, and spur economic growth must to hand-in-hand to face some of the complex challenges of our society and of our world.

Inside the Leadership for Impact Knowledge Center we have been using the SDGs as a tool to guide our actions towards the impact we want to reach and to communicate how we are contributing to sustainable development.

In 2021 we worked on deepening our analysis of how we tackle the different SDGs, using its different targets to do so. For 2022 we hope to incorporate it more clearly in our communication and to guide the decision-making process when selecting new projects, research and educational programs that are relevant for the world.

		3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Leadership	Leadership & Well-being Observatory	✓		✓	✓			
	Center of Paradox & Organizations		✓		✓		✓	
	Social Leadership for Managers		✓					✓
Social Innovation	Inclusive Community Forum (ICF)		✓	✓	✓		✓	
	SOCIALinNova-Hub							
	Master's in Impact Entrepreneurship & Innovation		✓					✓
Corporate Sustainability	Paradigm shift		✓	✓		✓		✓
	Social Leapfrog			✓			✓	✓

3.3. Testimonials



Rui Barros
Managing Director
Accenture Portugal

Rui was part of the Journey to Inclusion, the path proposed for companies that want to be more inclusive concerning people with disabilities and are therefore willing to sign the "Commitment to Inclusion." This journey arose as a response to a market need – the creation of a collection of clear steps towards achieving inclusive recruitment.

"We have been investing quite a lot in inclusive recruitment. It has been important to send the message out that this is possible. We've been having successful hirings, with productivity and impact in the motivation of people, teams and in the people they work with. Having said this, we'll keep on investing in it. We have to contribute to the society and the inclusion of people with disability is a differentiating factor to our teams but also to our clients."

"What I love most is the hands-on mentality, which is both reflected in our course work and industry experience of our professors and guest speakers, as well as the diversity of students.

The ambition and essence of the program is to match our passions with real opportunities in order to have as many successful impact-driven startups come out of the program as possible - from ideation to pitches in front of real investors, we receive incredible support in kickstarting our founding stories that reaches way beyond lectures.

Thanks to this, a team of fellow students and myself recently founded a startup as part of one of our mandatory classes, which tackles food waste by turning it into ice cream popsicles. After only one semester, we are already working together with Portugal's biggest supermarket chain and one of its best artisanal ice cream producers and are excited to see what is ahead. I strongly believe the graduates of this Master will be equipped to change the world for the better a step at a time and I can't wait to see how we make it happen!"



Jacqueline Pöppe
Student
Master's in Impact
Entrepreneurship &
Innovation



Hélder Nogueira
Executive Director
Centro Social de Soutelo

"The participation in the program has been a big challenge. In a growing moment of our action, the Leapfrog came to allow an analysis of our structure, procedures and to guide our action to a sustainability path. Being on the Leapfrog allowed us to get to know new working methodologies and create structures that are capable of looking at the future with news strategies and more services that really go hand to hand with the local needs, and are able to create richness in the institution to continue developing our social action.

Today, and after 1 year of participation in the program, we are a different institution, capable of looking to the future with more trust, less dependent on state supports and with more strategy to take the leap towards sustainability."

3.4. Dive into Project

During 2021 we worked on 8 different projects that mix action and academic understanding. In the following pages you can understand each one of them better, learning about their main activities, milestones, and how they support the Sustainable Development Goals.

If you have questions about our projects or want to establish a partnership you can contact us at: lfi@novasbe.pt

➔ Click on the project you want to learn more about to go to its page.

Business Memory Initiative

European Forum on Paradox & Pluralism

Leadership & Well-being Observatory

Social Leadership for Managers

Inclusive Community Forum (ICF)

Master Impact Entrepreneurship & Innovation

SOCIALinNova-Hub

Marketing with Purpose International Colloquium

Social Leapfrog



3.4.1. Business Memory Initiative

Area: *Leadership*

4.000 meters of bookshelves had their documents archived

1 Published Book

318 Views of the online event

General Description

Short description:

Learning from the past is essential for leaders of today when facing their own challenges and crisis. That is why preserving the business memory of the CUF group, the largest national industrial group of the 20th century, was an appealing project to both Nova SBE and their partner – Fundação Amélia de Mello. Together they organized, classified and archived documents that filled 4 kilometres of bookshelves, during a period of 3 years. The archive opened for public consultation in 2021.

Partner: Fundação Amélia de Mello

Team



**ÁLVARO FERREIRA
DA SILVA**

Academic
Coordinator

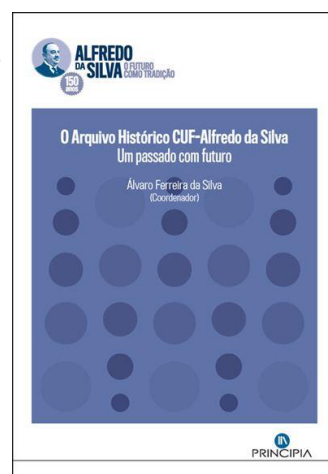


**INÊS DIAS
DA SILVA**

Project
Manager

A photo that represents our 2021

In **2021** the 3-year long project opened to the public the largest Portuguese business archive. An important output was released with the launch of the book "The CUF – Alfredo da Silva Historical Archive. A past with a future."



2021 in Review

Main Activities:

a) Research project that aimed at archiving historical corporate documentation from the CUF group.

Main Milestones:

a) 4 km worth of archived documentation, open to the public and academia.

b) Kick-off of the Nova SBE's Business Memory Initiative

c) Published Book on the the CUF-Alfredo da Silva Corporate Archive in celebration of the 150th birth anniversary of Alfredo da Silva.

Interesting links:

[Publicações - Alfredo da Silva - 150 Anos \(alfredodasilva150anos.pt\)](https://alfredodasilva150anos.pt)

[Apresentação e Debate sobre Arquivos e Memória – YouTube](#)

SDGs



Learning from past history we improve the quality of leadership, economics and management education.

3.4.2. European Forum on Paradox & Pluralism

Area: *Leadership*

90 Researchers involved

2 Books

2 Events

General Description

Short description:

The European Forum on Paradox & Pluralism (EUFORPP) is a Forum that leverages on the academic expertise of five European business schools (NOVA SBE/ Portugal; CASS/UK; UNIGE/Switzerland; LUISS/Italy, and RSM/Netherlands) and a wider network of international experts, to foster ground-breaking research with paradoxical and pluralistic perspectives, and to create social and organizational impact by opening the Forum to policy-makers, regulators, business ecosystems, and the society at large.

Founder/Partner: European Commission

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

Team



MIGUEL PINHA E CUNHA

Academic Director

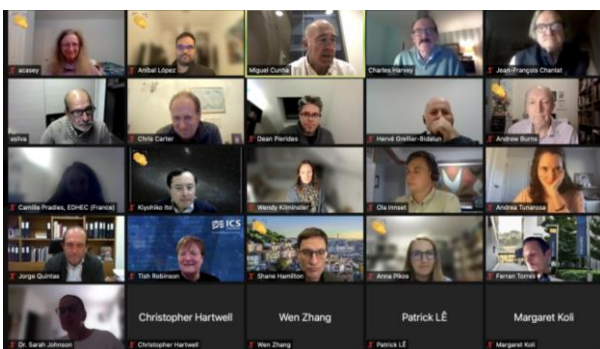


ANÍBAL LÓPEZ

Project Manager

A photo that represents our 2021

Annual Meeting - Paradox and History, november 2021.



2021 in Review

Main Activities:

- a) Dissemination of paradox mindset in society
- b) Creation of knowledge on Paradox and Plurality

Main Milestones:

- a) International Annual Meeting "[Paradoxes of the Changing Nature of Work](#)"
- b) International Annual Meeting "[Paradoxes of History](#)"
- c) Book for children "[Perguntas no Ar](#)"
- d) Case studies "[Paradoxes of Management and Organization](#)"
- e) Cartoon Pluralism For Kids ("[What is a paradox?](#)")

SDGs



Teach learners the knowledge and skills needed to promote sustainable development, including, among others, paradoxal thinking, promotion of a culture of empathy, peace and non-violence, global citizenship and appreciation of cultural diversity.



Empower and promote the social, economic and political inclusion of all, by fomenting a society that protects pluralism, and diversity.



Transfer knowledge that promote more responsive, inclusive, participatory and representative decision-making at all levels. Ultimately developing more effective, accountable and transparent institutions at all levels.

3.4.3. Leadership & Well-being Observatory

Area: Leadership

1 Research Report

4 Master Thesis supervision

4 Mainstream Media publications

200 Student's engaged

General Description

Short description:

The leadership and wellbeing observatory (LWO) aims to bring breakthrough research in the areas of leadership and wellbeing emphasising topics such as digital transformation, organisational change, flexible workplace arrangements, work-life integration, among others.

Partner: Haddad Foundation

Website: www.lwo.novasbe.pt

Team



PEDRO NEVES

Academic Coordinator



FILIPA CASTANHEIRA

Academic Coordinator



INÊS DIAS DA SILVA

Project Manager

2021 in Review

Main Activities:

- a) Research Reporting
- b) Master Thesis supervision
- c) Participation in the Technical Committee of Wellbeing and Organizational Happiness from [APEE](#) - Portuguese Association of Corporate Ethics

Main Milestones:

- a) Advancing the knowledge of Technostress – occupational stress from technology use – and raising awareness to the dark-side of technology.
- b) Student engagement with the research lines of the Observatory, through data collection, analysis and academic thesis submission.

A photo that represents our 2021

In **2021** we focused on the theme of Technostress which found a new relevance with mandatory lockdowns and prescribed remote work settings due to the covid-19 pandemic.

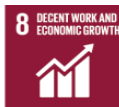
The finished Report is now ready to be disseminated in 2022.



SDGs



We promote knowledge that assists in the early warning, risk reduction and management of national and global health risks. We also promote mental health and well-being.



Through our research we contribute to achieve full and productive employment and decent work for all women and men and equal pay for work of equal value.



Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

3.4.4. Social Leadership for Managers

Area: Leadership

2 Editions of the program in 2021

44 Executives trained

23 Executives who became Advisors

8 Social Organizations benefited from the program

General Description

Short description:

Executive education program to prepare managers to support social organizations in non-executive roles. This program presents a learning journey divided into several phases that provide participants with the possibility to acquire a transversal experience – Learn - Apply - Engaged. Participants will have the possibility of becoming advisors in Social Organizations. This program is part of the Social Equity Initiative.

Founder/Partner: BPI and *La Caixa Foundation*

Website: <https://www.novasbe.unl.pt/en/about-us/projects-for-a-better-future/social-equity-initiative/social-leadership>

Team



MIGUEL PINA E CUNHA

Academic Director



RITA ARAGÃO

Project Manager



RITA DINIZ

Consultant

A photo that represents our 2021

3rd edition of program Social Leadership for Managers



2021 in Review

Main Activities:

a) Organization and delivery of the **2nd and 3rd** Edition of the three and half-days program. In it, topics such as useful frameworks of the Social Sector, legal and governance structures, impact control, fundraising, and leadership were approached. The participants also learned from best practices presented, testimonials and group work.

b) 8 New Advisory boards created in 8 social organization with the participation of 23 counselors

Main Milestones:

a) The program was renewed and therefore will have 2 more editions - the 4th and 5th Edition of the program in the Nova SBE Campus

b) **Empower** 8 new Social Organizations to create their Advisory Boards.

SDGs



Help Social Organizations and program participants to acquire the knowledge and skills needed to promote sustainable development.



Through training and knowledge transfer, social organizations can become more accountable and transparent institutions. With the Advisory Boards we also promote responsive, inclusive, participatory and representative decision-making.



Enhance partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources.

3.4.5. Inclusive Community Forum

Area: *Social Innovation*

4 Years of existence

9 Donors

+400 Participants on the Inclusive Talks 2021

+180 Participants on the Families Council and Institutions Council

General Description

Short description: Inclusive Community Forum (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: Clara Streit, Isabel Almeida e Brito, João Bento, Maria Castro e Almeida, Joana Castro e Costa, Miguel Carvalho, Miguel Pinto Luz, Pedro Mota Soares, Pedro Santa Clara, Rosa Neto and Rui Diniz.

Website: www.icf.novasbe.pt

Team



Isabel Almeida e Brito

Coordinator



Margarida Castro Caldas

Manager



Maria Castro e Almeida

Consultant



Frederico Oliveira Pinto

Analyst

A photo that represents our 2021

Photo of the first **Donors Council** meeting. Learn more [on our website](#).



2021 in Review

Main Activities: **a)** Follow-up to the Employability initiatives: signatures of the Commitment to Inclusion, design of the Journey to Inclusion, spread of the Inclusive Recruitment; **b)** Development of the Journey to Empowerment - Learning while Teaching, ComPIT, Empowering in Higher Education, and Empower to Employ; **c)** Validation & Counselling: meetings with the Board of Directors, Donors Council, Families Council, Institutions Council, and Inclusive Talks dedicated sessions; **d)** Inclusive Talks 2021, ICF's third annual event, in which the team presented the main results and milestones achieved. [Available on YouTube](#).

Main Milestones: **a)** 10 new companies signed the Commitment to Inclusion, 1 new partner recruitment company, testimony videos of companies that signed the Commitment to Inclusion, 5 new Inclusive Future videos, nomination of 2 National Coordinators of Peer2Peer; **b)** Implementation of Pilot Project of the Journey to Empowerment; **c)** Strengthened ICF's communication.

[Check ICF's 2021 in review newsletter](#).

SDGs



Eliminate disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities.



Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value



Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, or other status.



Ensure responsive, inclusive, participatory and representative decision-making at all levels.

3.4.6. Master's in Impact Entrepreneurship & Innovation

Area: *Social Innovation*

89 Students

17 Nationalities

56%
SDGs
related-
courses

20 Projects developed in
the first semester

General Description

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 prepare future agents of change for the growing challenges of society.

Partner: Calouste Gulbenkian Foundation

Webpage:

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

Team



**Pedro
Oliveira**

Academic
Director



**Rita
Nascimento**

Program
Coordinator

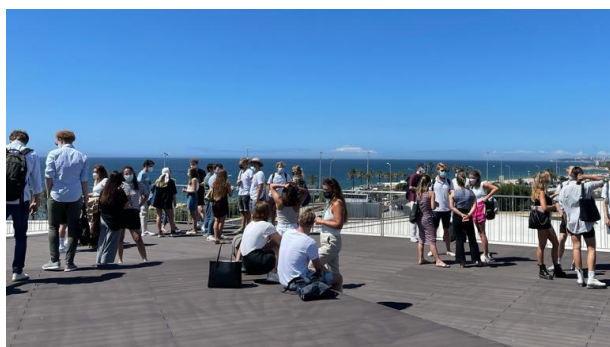


**Rita
Aragão**

Partnership
Manager

A photo that represents our 2021

Kick-off event of the edition that started in September with attendance of students, staff, faculty and Calouste Gulbenkian Foundation team.



2021 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; **f)** Start of admissions process.

Main Milestones:

a) 141 applications received; **b)** 100 people attended promotion webinars with guest speakers; **c)** More than 30 people involved within the school and different external stakeholders; **d)** Kick-off event of 1st edition in September with attendance of students, staff, faculty and Calouste Gulbenkian Foundation; **e)** 20 pilot projects were developed during the first semester; **f)** 1st pitch day in December with panel composed by stakeholders from Nova SBE ecosystem.

SDGs



Through the Master's Program we increase the number of young adults who have relevant skills for employment, decent jobs and entrepreneurship. We also ensure that their training includes knowledge and skills that promote sustainable development

Notes:

56% of classes in the Master's Program have at least one SDG clearly connected to its Syllabus.

The students develop projects during their program that address all the SDGs.



3.4.7. SOCIALinNOVA-Hub

Area: Social Innovation

6 Team members hired

+10 Research, education and community focused activities ongoing

General Description

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.

Founder: European Union's Horizon 2020

Webpage: <https://www.novasbe.unl.pt/en/faculty-research/socialinnova-hub-era-chair>

Team



Anne-Laure Fayard

ERA Chair Holder



Rita Nascimento

Project Manager

A photo that represents our 2021

The definition of our brand identity symbolizes the official setup of the project.



SOCIALinNOVA-HUB
Nova SBE ERA Chair

2021 in Review

Main Activities: **a)** Project management in coordination with Project Coordinator and European's Commission Project Officer; **b)** Arrival of ERA Chair holder in September; **c)** Recruitment process and management of the selection process for the rest of the team; **d)** Benchmarking and promotion of the project within national and international networks; **e)** Development of strategy and plan for the project; **f)** Setup of different initiatives for last semester of 2021 and year 2022 (research, education, community); **g)** Search for funding opportunities.

Main Milestones: **a)** Arrival of ERA Chair holder; **b)** Submission of 9 deliverables to the European Commission; **c)** First International Advisory Board meeting; **d)** 3 episodes of Design Thinking Roundtable podcast released; **e)** Recruitment of 4 team members to support EC holder; **f)** Application and approval to become a member of the international network DESIS (social innovation and sustainability lab); **g)** Engagement of different international researchers.



SDGs



Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries.

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Note: Different SDGs will be addressed throughout the project, both in research outputs and initiatives related to education and community engagement.

3.4.8. Marketing with Purpose International Colloquium

Area: Corporate Sustainability

700

Online registrations

2.000

Views on youtube

12

guest speakers

30

Press outlets

General Description

Short Description:

The Marketing with Purpose International Colloquium aimed at bringing together researchers, practitioners and society at large to discuss the role of marketing in the global efforts to such as responsible production, responsible consumption, the reduction of poverty, the reduction of inequalities and climate change.

Partner: Fundação Amélia de Mello

Website: [Marketing with Purpose - YouTube](#)

Team



Carmen Lages

Organizing Committee Leader



Pedro Gardete

Marketing Chair



Inês Dias da Silva

Project Manager

2021 in Review

The Marketing with Purpose International Colloquium marked the 150th anniversary of our partners founder – Alfredo da Silva – one of the most relevant Portuguese entrepreneurs of the 20th century.

In celebrating this date, the Amélia de Mello Foundation and Nova SBE partnered to contribute for corporations and consumers to reflect on their role in the construction of a Marketing with Purpose.

Opening and closing remarks were given by:

Daniel Traça, Dean of Nova School of Business and Economics

Vasco de Mello, President Amélia de Mello Foundation

Carlos Moedas, former EU Commissioner

Several internationally renowned researchers shared their insights:

Michal Norton, Harvard Business School, EUA

Margaret Campbell, Leeds School of Business, U. Colorado, EUA

Nicole Mead, Schuling School of Business, York University, Canada

Irene Consiglio, Nova School of Business and Economics, Portugal

Eduardo Cintra Torres, Faculdade de Ciências Humanas, UCP, Portugal

This event also showcased some of the corporate best practices from: **Patagonia, Unilever, Brisa, and CUF.**

A photo that represents our 2021

Short description: The Marketing with Purpose International Colloquium was held online due to mandatory lockdowns from the covid-19 pandemic.



Marketing with Purpose

2303 visualizações...



41

NÃO GOSTO



PARTILHAR



GUARDAR



SDGs



Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Promote public procurement practices that are sustainable, in accordance with national policies and priorities

3.4.9. Social Leapfrog Program

Area: *Corporate Sustainability*

500+ People Involved

12 Consulting projects with students

8 Workshops with NOVA Faculty

37 Mentoring & Coaching projects developed

General Description

Short description: 3-year pioneer and customized reflection and capacitation program for hybrid social organizations counting on the support of the Nova SBE Community, with the main goal of reaching higher impact and financial sustainability. This program is part of the Social Equity Initiative.

Founder/Partner: BPI and “la Caixa” Foundation

Website: check [here](#)

Team



Carmen Lages

Academic Director



Talita Feliciano

Coordinator & 2nd edition Program Manager



Inês Rola Pereira

1st edition Program Manager



Catarina Rooseboom

3rd edition Program Manager

A photo that represents our 2021

Short description: Entrepreneurial Learning Workshop with Ricardo Zóximo, LFI member, for the 2nd edition of the program.



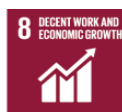
2021 in Review

Main Activities: **a)** Matchmaking between the main management problems of each participating organization and the appropriate resources of the Nova SBE Community needed to solve them; **b)** The school's regular training offer (master's courses and executive education); **c)** Workshops in the different topics related to the organizations' journey in the program; **d)** Online moments of knowledge sharing and mutual help by the participants in the different topics of their interest (*Juntar para Transformar*); **e)** Mentoring and Coaching process. **f)** Internship and Volunteer programs;

Main Milestones: **a)** Renewal of the Social Equity Initiative partnership for two more editions (3rd and 4th); **b)** Selective process for the program's 3rd edition; **c)** Last semester of the 1st edition (pilot);

Check the Social Leapfrog Editions [here](#)

SDGs



Promote sustained, inclusive and sustainable economic growth of the participant hybrid organizations, by giving them support to entrepreneurship, creativity and innovation, and assisting their professionalization and growth.



Promote inclusive societies for sustainable development, building effective, accountable and inclusive institutions.



Strengthen the knowledge sharing and cooperation for access to science and innovation. We also encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.






4. Student Engagement

4.1. Types of Projects

The Nova SBE students can interact with the Leadership for Impact and our projects through various activities, described below. They vary in terms of level of involvement, how long a project may last and what is the learning that students will get from it. We are always open for new ideas on how to engage with students, so if you have suggestions send us an email to: lfi@novasbe.pt

Classes with our faculty




-  Time span: 2-4 months
-  Level of Involvement: Low
-  Learning type: Theory / Applied Theory

4 in the Bachelors
33 in the Masters
4 in the PhD

Example given:

- Communication, Leadership & Ethics
- Entrepreneurship with Impact
- Leadership and Change Management
- Management of Non-Profit Organizations
- Sustainable Operations
- System Change
- Data Science and Innovation for Impact
- Social Marketing
- Management in the Public Sector




Leadership for Impact Student Club

-  Time span: 3 months – 1 year
-  Level of Involvement: Medium
-  Learning type: Applied Theory / Practical

The Leadership for Impact Student Club was created to support the activities and projects of the Knowledge Center, bringing students closer to our faculty and to our impact

- The projects vary according to semester and to demand
- More information on [page 31](#).




Internships

-  Time span: 3 months on average
-  Level of Involvement: Medium/High
-  Learning type: Applied Theory / Practical

Students can work as interns in the supported hybrid organizations. It can be a pro bono or paid internship, the paid format is advertised through the Nova SBE Role to Play platform.



Master Thesis and CEMS Business Projects with our faculty

-  Time span: 1 semester
-  Level of Involvement: High
-  Learning type: Applied Theory / Practical

Leadership & Well-being Observatory with Filipa Castanheira and Pedro Neves

Impact Field Lab – coordinated by Anibal Lopez and Miguel Pita, advised by any LFI faculty depending on the project and topic

- Opportunities from the Social Leapfrog, Inclusive Community Forum, Paradoxes, SDGs, amongst others.
- Other Field Labs or Direct Research opportunities with LFI faculty

More information on [page 30](#).

4.2. Master Thesis

12 Thesis developed in 2021

54 Students Involved

3 Direct Research

9 Organizations involved

The **Impact Field Lab** aims to be the focal point for all master thesis related to the area of Social Impact at the Leadership for Impact Knowledge Center. The 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. Students are offered different opportunities that will depend on the projects that are being developed. In 2021 they were:

- Work directly with social hybrid organizations from the **Social Leapfrog Program**. Here the projects usually focus on a specific real-life challenge that the organizations face.
- Together with the **Inclusive Community Forum** contribute to increase the inclusion of people with disabilities. The topics would be developed with the perspective of employment or education of people with disabilities.
- Research with the **Center of Paradox and Organization**. This is focused on the fact that Individuals and organizations constantly face paradoxical challenges, built from contradictory yet related interests of pluralistic stakeholders.
- MIMO project, a network of companies working towards the common good. Using the slack resources at each step of the value chain, this network applies business ideas to solving problems of social organizations. The focus of this project is to understand what makes this unusual network of companies cooperate and how can its sustainability be ensured.

The **Leadership and Well-being Observatory** aims to develop evidence-based research to inform organization leaders and policy makers.

Two particular areas of research have been the focus of the Observatory's team in 2021:

- **Tecnhostress during covid-19**
- **Identity Leadership**

Inline with these areas of research, several master thesis projects were conducted under the supervision of the academic directors for the Observatory, where students had the opportunity to develop applied knowledge in these fields.



4.3. Leadership for Impact Student Club

12 Projects developed

62 Students involved



Follow LFI Student Club on LinkedIn

General Description

Short description: The Nova SBE Leadership for Impact Student Club is essentially a group of multidisciplinary students focused on impacting the civil society sector with the knowledge and skills developed at Nova SBE. While working in close partnership with the Nova SBE Leadership for Impact Knowledge Center, the club's focus is to promote the sustainable development of knowledge and reduce social inequity by stimulating initiatives that inspire the creation of more articulated and efficient responses to societal issues.

Clients

6 Social Organizations

4 Nova SBE Internal Clients

In 2021

In 2021, the Leadership for Impact Student Club initiated its activity, motivated to promote a continuous construction of knowledge in the civil society sector and to inspire the creation of a more articulated and efficient response to societal issues. Throughout the year, the club focused on raising awareness to the whole Nova SBE community and on providing unique learning opportunities for the members, through the organization of internal events and development of pro bono projects to several organizations.



Nova SBE Leadership for Impact
Student Club

Next steps...

As for the future, Leadership for Impact Student Club will continue to work on its mission, without ever forgetting about the Club's values of integrity, cooperation, and competency. Consistent growth for the club is the main focus, as well as to keep promoting the growth of Club's members and community (including our different stakeholders - students, faculty, staff, and external partners).

SDGs



Eliminate disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities.



Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value



Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, or other status.



Ensure responsive, inclusive, participatory and representative decision-making at all levels.



Enhance partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources



5. Communication



5.1. Our Communication

Our 2021

Our year in terms of communication had a goal: **increase awareness about the Leadership for Impact and its different projects.**

That is why we created our LinkedIn page, to share with people interested in leadership, social innovation and corporate sustainability the updates on our research, educational programs and action projects.



1.7k followers achieved in one year
3 posts per week on average

Want to know more from us?

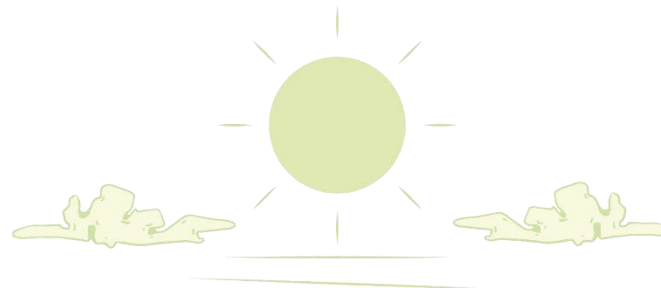
We are creating a database to share

- News about impact projects
- Innovative research
- Opportunities to intensify your transformation journey

Want to join? Click [here](#).

Upcoming in 2022

During 2022 we want to develop the Leadership for Impact Brand Identity, strengthening the way we communicate and engage with the community around us. That will be done with the help of a group of students from the Leadership for Impact Student Club and from it we will also define new types of content and ways to engage with students, scholars, and changemakers from different sectors.

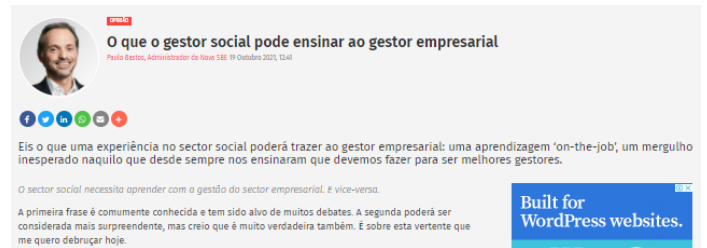


5.2. Our presence in the Media (1/2)

Master's In Impact Entrepreneurship & Innovation



Leadership for Social Managers



ERA Chair



Leadership and Well-being Observatory



Inclusive Community Forum



A pessoa com deficiência e o trabalho: três exemplos de inclusão

Marketing With Purpose



5.2. Our presence in the Media (2/2)

Center of Paradox & Organization

Nova SBE lança livro "Perguntas no Ar"



Our Members



Miguel Pina e Cunha



Pedro Neves

Vice-almirante deixa registo de "lições aprendidas" e texto na wikipédia

Na hora de despedida, pentas nacionais em liderança das organizações mostram-se "impressionados" com o estilo do vice-almirante e lembram que a liderança não depende só de uma pessoa, nem de ter o "herói certo"

Voluntária Marcelino
28 Agosto 2021 — 00:30



TOPICOS

COVID-19

permanência

plano de investigação

Sociologia

viacção

Henrique Gomes e Melo

Centro Nacional de Saúde

Leadership



Social Leapfrog Program

How were the Portuguese non-profit organizations really affected by Covid-19?

Understand how social organizations are dealing with the pandemic.



by Talita Feliciano,
Coordinator of the Social Leapfrog Program at Nova SBE



by Inês Rolo Pereira,
Manager of the Social Leapfrog Program at Nova SBE

77% show a significant drop in revenues, with this decrease representing more than 30% of revenues in almost half of the organizations. This could be explained due to the decrease in the provision of services, the lower donations and fundraising activities, and the lower monthly fees or quotas. Simultaneously, 45% of these organizations suffered an increase in costs, recognizing the acquisition of protective, disinfection and safety equipment as the main responsible (40%). More than half of the responding organizations were forced to close the totality or part of their facilities and only 20% at the time of the study were able to ensure the provision of remote services, significantly compromising their intervention with the beneficiaries.

In a certainly simplistic version, the social sector exists to tackle societal problems to which the government fails to respond either due to lack of resources or political will.

LIDER
REVISTA DE PENSAMENTO



Milton Sousa

NOTÍCIAS ARTIGOS ENTREVISTAS ACADÉMICO LEADING LIFE LIDER CORNER EVENTOS LIVROS E REVISTAS LIDER MAGAZINE LEADERSHIP SUMMIT '21

O líder empático e humilde – os novos modelos de liderança no contexto remoto

06.07.2021 em ARTIGOS



Anne-Laure Fayard

Making hybrid work human

Making hybrid work human is a multi-phased research programme, conducted by Economist Impact and sponsored by Google Workspace, studying emerging models of work.

Download Executive Summary





6. Leadership for Impact Team



6.1. New members

The Leadership for Impact Knowledge Center embraced **11 new members** in 2021. Welcome!

And 4 members at the date of the writing this report are no longer part of our team. We thank **Inês Rola Pereira, Constança Santos, Patrícia Carvalho and Laurinda Alves** for their contribution to our mission and wish them success in their new challenges!

Faculty



Anne-Laure Fayard
Professor in Social Innovation



Loïc Pedras
Professor in
Social Entrepreneurship

Executive Team



Catarina Rooseboom
Manager 3rd edition
Social Leapfrog



Luciana Pires
Consultant



Rita Aragão
Corporate Sustainability and
Gulbenkian Partnership



Rita Diniz
Manager Social
Leadership for Managers

Members



Bárbara Leão
Postdoc in Regenerative
Marketing



Miguel Fernandes
PhD in Organizational
Behavior



Isabel Carvalho
PhD in social business hybrids
and paradoxes



Teresa Mannebach
Teaching Assistant
PhD on Green Innovation



Radek Oros
PhD in innovative education,
organizational behaviour and
positive psychology

6.2. Faculty members



Álvaro Ferreira da Silva
Associate Professor
Business History



Aníbal Lopez
Assistant Professor
Entrepreneurship



Anne-Laure Fayard
Full Professor
Social Innovation



Claire Bright
Assistant Professor in Private Law
Nova Law School



Carmen Lages
Associate Professor
Social Marketing



Filipa Castanheira
Associate Professor
Human Resource Management



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



Milton de Sousa
Associate Professor (Adjunct)
Servant Leadership



Pedro Neves
Associate Professor
Organizational Behavior



Pedro Oliveira
Full Professor in Innovation
and Operations



Ricardo Zózimo
Assistant Professor
Social Entrepreneurship



Rita Cunha
Associate Professor
Human Resources Management



Samantha Sim
Assistant Professor
Social Psychology



Sofia Kousi
Assistant Professor
Marketing



Utku Serhatli
Assistant Professor
Sustainable Operations

6.3. Invited Faculty members



Alexandre Dias da Cunha
Family Business



Filipe Alfaiate
Impact and Sustainability



Loïc Pedras
Social Entrepreneurship



Laurinda Alves
Communication and Ethics



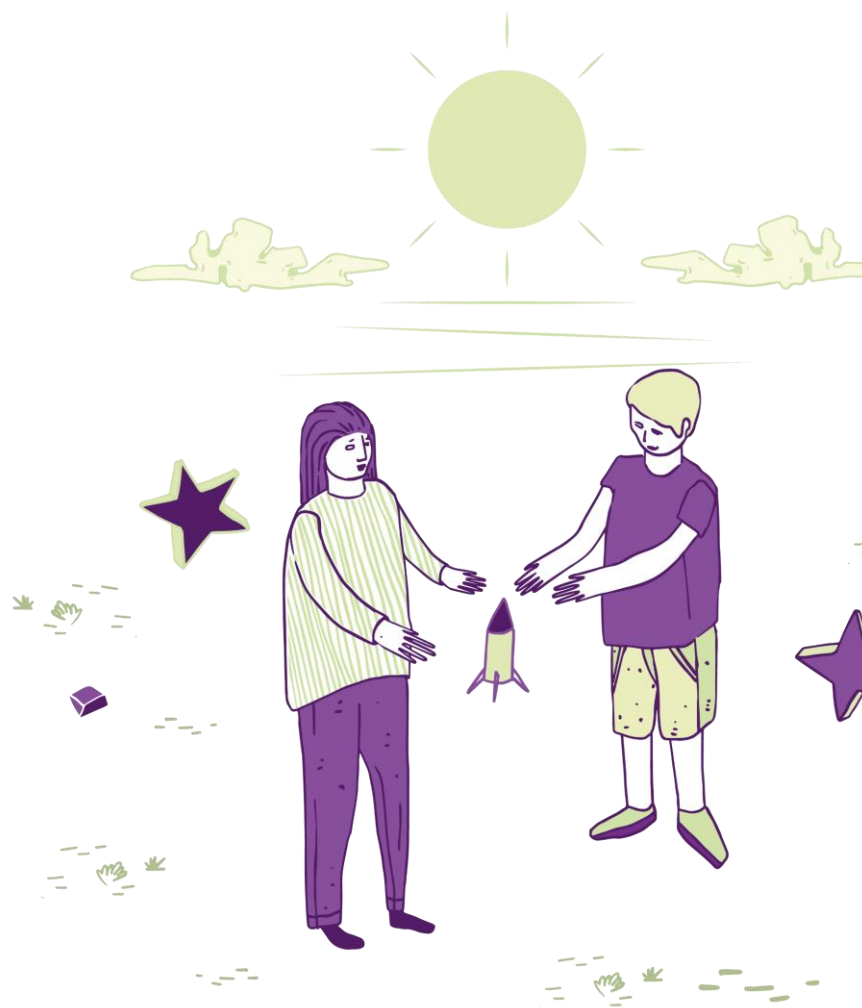
Miguel Alves Martins
Social Entrepreneurship



Miguel Pita
Strategy



Silvia Lopez Herrero
Management of Non-profit
Organizations



6.4. Executive Team members



Aníbal Lopez
Twinning Project Manager



Catarina Rooseboom
Manager 3rd edition Social Leapfrog



Constança Santos
Portfolio Manager



Frederico Oliveira Pinto
Consultant ICF



Inês Dias da Silva
Program Coordinator FAM



Inês Rola Pereira
Manager 1st edition Social Leapfrog



Isabel Almeida e Brito
Program Coordinator ICF



Joana Castro e Costa
Executive Director



Luciana Pires
Consultant



Margarida Castro Caldas
Project Manager ICF



Maria Castro e Almeida
Consultant ICF



Patrícia Carvalho
Grant manager



Rita Aragão Ramos
Corporate Sustainability and Gulbenkian Partnership



Rita Diniz
Consultant Social Leadership for Managers



Rita Nascimento
Era Chair Project Manager



Talita Feliciano
Social Leapfrog Project Manager

6.5. Members

LEADERS IN RESIDENCE



Alexandra Machado
Founder of Girl MOVE



Miguel Pinto Luz
VP Municipality of Cascais



Miguel Neiva
Founder of ColorADD

POSTDOC



Bárbara Leão
Postdoc in Regenerative
Marketing



Filipa Lancastre
Teaching Assistant
PhD in Social Entrepreneurship



Patrícia Pedrosa
Invited Teaching Assistant
Coaching

PHD STUDENTS



Amélia Monteiro
PhD in Organizational Behavior
and Job Crafting



Isabel Carvalho
PhD in social business hybrids and
paradoxes



Liliana Dinis
PhD in Family Business



Miguel Fernandes
PhD in Organizational Behavior



Pedro Sena Dias
Invited Teaching Assistant
Leadership



Radek Oros
PhD in innovative education,
organizational behaviour
and positive psychology



Rita Nascimento
PhD in Hybrid Organizations



Teresa Mannebach
Teaching Assistant
PhD on Green Innovation



Tomé Salgueiro
PhD in Leadership and
Sustainability

6.6. Advisory Board



Alexandra Machado
Founder of Girl MOVE
LFI Leader in Residence



Lars Bo Jeppesen
Professor at Copenhagen Business
School



Andreas Heinecke
CEO & Founder of Dialogue Social
Enterprise



Luís De Melo Jerónimo
Director of Sustainable Development
Program at Calouste Gulbenkian Foundation



João Gunther Amaral
Chief Development Officer at SONAE



Rui Diniz
Vice-President at José de Mello Saúde



Johanna Mair
Professor at Hertie School



Ursula Muehle
Senior Health, Innovation & Education
Professional



Jorge Quintas
General Secretary at Amélia de Mello
Foundation



Wendy Smith
Professor at University of Delaware



José Pena Do Amaral
Member of BPI's Executive Committee
of the Board of Directors



Zoltan Syposs
Vice President QSE at The Coca-Cola
Company

6.7. Our Close Community

Partners

BPI | **Fundação "la Caixa"**

FUNDAÇÃO AMÉLIA DE MELLO desde 1964
FUNDAÇÃO CALOUSTE GULBENKIAN
HADDAD FOUNDATION
 Associação de São Bartolomeu dos Alemães em Lisboa
 THE CLAUDE & SOFIA MARION FOUNDATION
 Carmo & Rui Diniz | Rita e João Bento
 Maria João & Luiz Godinho Lopes | Pedro de Mello
 Pedro Castro e Almeida | 2 Private Donors
V&A | **pwc** | **SANTA CASA** Misericórdia de Lisboa
ASHOKA | **IES** SOCIAL BUSINESS SCHOOL | **maze**
IMPACT HUB Lisbon
apee | **CASCAIS**
Associação Portuguesa de Ética Empresarial

Academic Partners

UNIVERSITÉ DE GENÈVE
BAYES BUSINESS SCHOOL CITY UNIVERSITY OF LONDON
RSM Erasmus | **LUISS**

Student Clubs

Nova SBE Leadership for Impact Student Club | **Green Nova**
NJC NOVA JUNIOR CONSULTING | **NOVA SOCIAL CONSULTING**
NOVA TECH CLUB | **NOVA MARKETING CLUB**

Networks

Network for Business Sustainability BUSINESS. THINKING. AHEAD. | The Wellbeing Project | **DESIS NETWORK** Design for Social Innovation and Sustainability



7. Upcoming in 2022

7.1. Don't miss in 2022

MARCH

Leadership and Wellbeing Observatory
Report on Technostress

Frog Tank – Marking the end of the 1st edition of the Social Leapfrog Program, this event will have the supported social organizations making pitches to social impact investors.

Graduation of the 1st edition of the Social Leapfrog Program, and official **kick-off of the 3rd edition** of the program.

Social Innovator in residence will bring **Lisbeth Sheperd** from MIT to Nova SBE



APRIL

4th Edition of the **Social Leadership for Managers** Program
26, 27, 28th of April and 9th of May.

JUNE

BALAS 2022 – Hybrid Conference, will happen from the 11th for the 13th of June, 2022.,

3rd Paradox & Plurality Annual Meeting

Leadership and Wellbeing Observatory
Report on Identity Leadership



SEPTEMBER

Launch of a **new cohort of the Master's in Impact Entrepreneurship & Innovation**

NOVEMBER

5th Edition of the **Social Leadership for Managers** Program

Leadership and Wellbeing Observatory
Report on Remote Work



Annual Report 2021

Nova SBE Leadership for Impact Knowledge Center

Follow us on:



Contact:

lfi@novasbe.pt

