

MASTERCLASSES

MARCH - APRIL 2018

**Porto
Business
School**

/ University of Porto

MASTERCLASS

What is leadership?

RICARDO MONTEIRO

3rd OF MARCH 3pm – 6.30pm (30 min break)



Intended learning outcomes

Style shapes leadership as much as its purpose and substance. can leadership be conceived as a discipline that can be learned by all? Is leadership about the leader or about the aims he seeks to achieve? And is leadership always singular or can it be a collective endeavor? This master class will focus on how leadership impacts business and how different styles of leadership can produce different results even when all other factors remain equal.

Students should be able to walk away knowing which style of leadership better fits their particular personality, how to style their relationship with others within the collective in such way that achieving business objectives becomes second nature to their behavior and the business they are called to lead.



RICARDO MONTEIRO

Ricardo Monteiro has a degree in public administration and international relations from the Université Catholique de Louvain, Belgium, and has completed numerous senior management seminars in various institutions around the world, namely IMD in Switzerland and four acres, with professors from Columbia and Notre Dame.

Ricardo Monteiro joined Unilever when he was 24, as a Management Trainee. In fourteen years he worked his way up through various positions to become Managing Director of a business unit, Elida Gibbs, in Lisbon. At age 31, he became one of the youngest people ever to achieve a senior management position at the sprawling multinational. In 1994, he left to join BBDO, an ad agency, as partner and CEO. He sold his shoes five years later successfully turning the agency around. in 1999, he joined Eurorscg, later to become Havas* worldwide, as CEO of the portuguese operation. Within havas he held positions as Vice-President Europe, CEO Latin America and Iberia, Global Vice-President, Global President, and Global Chairman. He retired from business in january 2017.

(*Havas is the world’s sixth largest comms group, with more than 20.000 employees in almost 100 countries and 300 operating units. It has clients such as Reckitt Benckiser, Peugeot Citroen, Sanofi, Hersheys, Santander among others, and Sonae, Santa Casa da Misericordia, CGD, NOS, UNICER and many others in Portugal)

He is the father of four and twice grandfather. he has had homes in Portugal, Spain, Belgium, France, Brazil, and Uruguay and has spent extensive periods of time in the US.

MASTERCLASS

The Rise of Private Equity Firms: Strategy and Process

JEFFREY KERR

10th OF MARCH 3pm – 6.30pm (30 min break)



JEFFREY KERR

Professor Jeffrey Kerr received his MBA and Ph.D. degrees from the Pennsylvania State University. He now teaches Strategic Management at the University of Miami School of Business where he serves as chairman of the Department of Management. His research has focused primarily on the areas of strategy implementation, organization design, and executive reward and evaluation systems. He has served as a member of the editorial review board of Human Resource Management, and as Chairman of the Management Consulting Division of the National Academy of Management.



Intended learning outcomes

If you follow business at all today, you are probably aware of the growing importance of private equity (PE) firms in most developed economies. The remarkable returns that PE firms have earned for their investors (in some years double and even triple the returns earned by investing in publically traded companies) have attracted massive amounts of investment capital to PE. One estimate puts the aggregate assets managed by PE firms in 2016 at US\$2.6 trillion (with a t!). Whereas capital constraints limited the early PE firms to acquiring 'distressed assets' or smaller companies, the huge war chests of today's PE firms allows them to bid on pretty much any target that interests them, even large, publically traded corporations.

Despite the prominence and success of PE firms (for example, Warren Buffet's Berkshire Hathaway), many business people are not well acquainted with this unique corporate form. The purpose of this master class is to examine how private equity firms work, how they are structured, why they have become one of the most successful forms of corporate organization, and what you can expect when a PE firm acquires your company or one of your competitors.

Learning Objectives:

1. Examine the strategies and processes that underlie the performance of PE firms.
2. Compare these processes with those of conventional (publically traded) corporations.
3. Become familiar with some of the vocabulary and metrics used within the PE industry.
4. Understand both the unique strengths and vulnerabilities of the Private Equity business model.



Language: English

MASTERCLASS

In search of High Potential Employees (HIPOs): Challenges and Promises

JOSEPH SANTORA

17th OF MARCH 3pm – 6.30pm (30 min break)



JOSEPH SANTORA

Joseph C. Santora is Distinguished Visiting Professor of Management and Director of Research and E-DBA Doctoral program at École des Pont Business School.

Prior to this appointment, he was Dean and Director of doctoral studies at a Business School where he led the DBA and PhD research and taught at leadership in the MBA, IEMBA (Leadership) and DBA and PhD (Qualitative Research) programs.

Professor Santora has been an Adjunct Senior Research Fellow at Monash University (Australia) and a liaison and doctoral dissertation examiner. During the course of his academic tenure, he held several administrative and faculty posts including Business Dean and Assistant Dean, Director of Graduate Management Research, College Administrator, Visiting Fellow in a Leadership Center, and tenured full professor of Business and Management. He has also taught as a visiting professor in several Business Schools EMBA, MBA, and DBA programs in Australia, the Balkans, Europe, Georgia, Russia, Taiwan, the UK and the US. Professor Santora’s research focuses on coaching, leadership, executive succession and leadership transition in nonprofit organizations, family businesses, managing and leading change, and teams.



Intended learning outcomes

The focus of this interactive master class centers on the challenges and promises of high potential employees (HIPOs) in organizational settings. We present findings from recent research and from the experiences various types of organizations have encountered regarding HIPOs. Further, answers to several burning questions about HIPOs will be discussed. For example: Who are HIPOs? Do HIPOs possess a particular profile including unique traits and backgrounds? What recruitment, selection and retention strategies do organizations have regarding HIPOs? Are HIPOs always needed in organizations? If so, why? Do HIPOs always measure up to expectations and what are their ROIs for organizations? Participants will discuss their organizations’ HIPO programs to view commonalities and differences. Finally, participants benefit from a case study analysis about a decision to hire HIPOs in an organization.

MASTERCLASS

What is People Analytics?

TIAGO FORJAZ

4th OF APRIL 6.30pm – 10pm (30 min break)



Intended learning outcomes

The most important part of this transformation is the strong emergence of analytics to support the shift in modern enterprises from a process-centric viewpoint to one that is more data-centric and data-driven. The data that surrounds the enterprise is being harnessed into information that informs, supports and drives decision that impacts people.



TIAGO FORJAZ

Tiago Forjaz is the Chief Dream Officer of MighT - Talent Strategists and The Star Tracker (a mashable-award-winning social network of Global Portuguese Talents that connects over 35,000 talented Portuguese citizens in over 250 cities of 135 countries of the world).

Tiago is the also the founding member of Fundação Talento – The Portuguese Talent Foundation.

From 2004 to 2010, Tiago founded and led Jason Associates, an innovative Talent Advisory firm (www.jasonasociates.com) and previously worked as an executive-search consultant at Heidrick & Struggles and Michael Page International.

Tiago Forjaz is an invited teacher and frequent keynote speaker on topics related to Talent, Collaboration, Social Networking, Entrepreneurship and Future Trends of Work.

He holds a degree in Economics.

Tiago was born and lived in South Africa until he was 13 years old and currently lives in Portugal. Tiago speaks fluent English, Portuguese and Spanish.

MASTERCLASS

How to make growth happen?

COSTAS PAPAICONOMOU

11th OF APRIL 6.30pm – 10pm (30 min break)



COSTAS PAPAICONOMOU

Costas is one of the founding partners of the Happen Group and since 1996 has worked across the globe in many areas of innovation, from strategy to design, from commercialization to manufacturing. He has continuously pursued the balance between technology, consumer need and business relevance, driving for the innovative leap to achieve all three. He earned his Master of Science in Industrial Design Engineering degree with a perfect score at the University of Delft, the Netherlands.

Costas has led insight-led projects across cultures and categories on all continents (including the Antarctic), for clients such as Mondelez, Sanofi, DanoneWave, Nestlé, Affinity, SC Johnson, Heineken, Reckitt Benckiser and many, many more – helping them create evolutionary and revolutionary breakthroughs that grow revenue through smart execution.

He is an acclaimed satirist and author on the topic of business & innovation.



Intended learning outcomes

Methodologies developed, tested and proven in the field.

1. Starting with the right Innovation Challenge
Clarity of what the business objective is, which the innovation is required to deliver in market. Too often, the product/service is defined without a clear business objective. E.g. “We need a game changer!”. Well... no, you probably don’t if all you want is to grow revenue.
2. Uncover insights that you can act upon
Revealing real, unmet consumer/user needs. Not generic category ‘needstates’, not human truths. The frustrations you can resolve, which will allow your innovations to be truly differentiating and bring consumers across from competing brands and categories.
3. Create winners that can be commercially exploited
Leverage your capabilities across the marketing mix, without defaulting to the same types of solutions over and over. Work from your operational strengths, rather than creating everything from scratch. Be aware you’re transforming your organization as much as the market.
4. Energize the business into action
Keep the project momentum through all layers of decision making, without letting fear get in the way of success.

MASTERCLASS

An optimist's tour of the future

ANDRÉ FONSECA FERREIRA

18th OF APRIL 6.30pm – 10pm (30 min break)



Intended learning outcomes

To provide a deep understanding of the disruption phenomena by putting trends of tomorrow's world into perspective with a quizzical, fast-paced, quick-witted tour of transformation horizons.



ANDRÉ FONSECA FERREIRA

When a left brain..
All my professional experience was dedicated to the design, imagine, facilitate and delivering radical ideas and provide new lenses to critical business issues. solving game changing problems, launching new businesses, activating people's creative confidence and acting as a management innovation consultant across many different industries and across the globe. I managed several innovation projects that aimed to transform ideas into market offerings, incubate and integrate start-ups in complex and big organizations portfolios and develop disruptive prototypes that aimed to transform incumbent business models. My goal is to act as a key agent of change and disruption to help companies navigate and reinvent themselves in this new world and as promoter of the entrepreneurship ecosystem and the intrapreneurship top of mind. my consulting and facilitation experience (since 2004) is in strategic and transformation change, developing projects in seven main disciplines: strategic foresight, strategic innovation, disruptive innovation, strategic sales activation, service design thinking, change management and digital transformation.

Meets the right brain..
I backpacked 3 continents, know all the angolian provinces and felt in love from Russia to Chile. My favourite cities in the world are Toronto (the most innovation-led city), Lisbon (for letting your senses flow) and Riga (I would rather not say why). I played basketball for 15 years and have 4 amazing little kids: Madalena, Santiago, Martim and Concha. I ride UBER, rent airbnb, mine bitcoins, play with drones but at the same time I love to read tangible books, do daily swims on the ocean and embrace all my human connection style mood. I love to inspire people, rule breaking and blend people smiles with creativity and gin tonic. I am creative, passionate, rulebreaker and love to unleash people's potential and ideas.

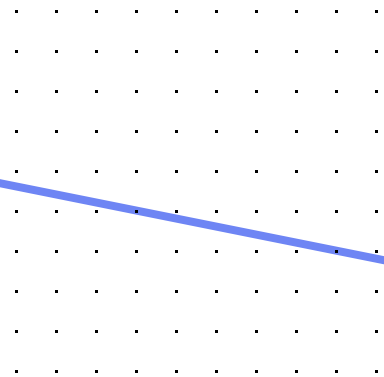


Language: Master Class delivered in Portuguese or English, depending on the participants nationalities

MASTERCLASSES

Terms and Conditions

By applying, all participants give their consent to Porto Business School, its affiliates and agents, without expectation of compensation or other remuneration, now or in the future, to record the Masterclass and use their image and/or any interview statements from them, in its publications, advertising and/or other media activities (including the Internet).



MASTERCLASSES

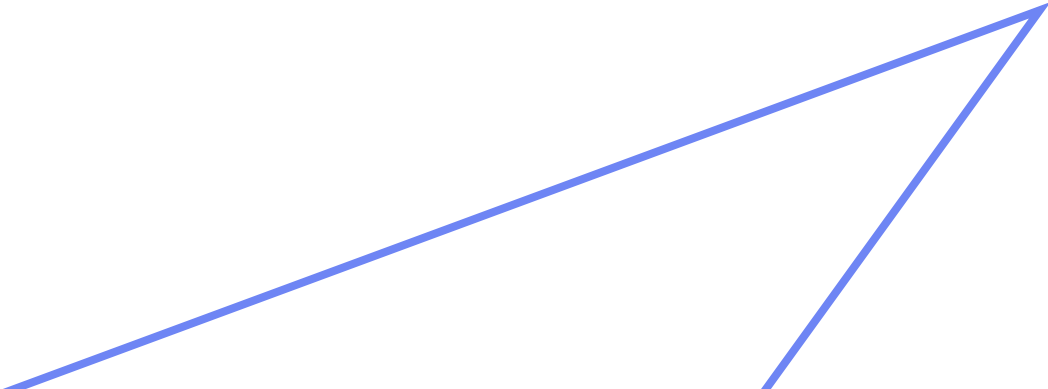
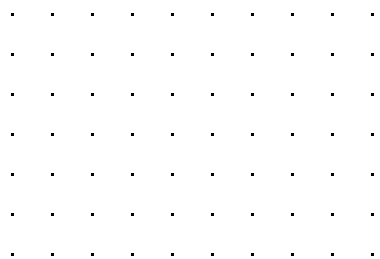
Pricing and Registration

Free for current Post-Graduate and Curso Geral de Gestão participants.
These students receive an email from their Programme Manager to register since the Masterclasses are part of the Curricula.

50 Euro for Alumni and other Porto Business School community members, only online attendance of the Masterclass is available.

75 Euro for the general public, only online attendance of the Masterclass is available.

Please contact **Paula Mourão Ribeiro: pbs4me@pbs.up.pt**, for more information and registration in the Masterclasses of your choice.



A long-exposure photograph of a multi-lane highway at night. The image captures the motion of vehicles as continuous streaks of red and white light, indicating taillights and headlights respectively. The road is bordered by a metal guardrail on the left side. The overall scene is dark, with the primary light sources being the vehicles themselves. The text "Make change happen" is overlaid in the center of the image.

Make change happen