

# PAULO NUNO LOPES

## Overview of my work, abridged CV, and testimonials

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### INDEX

*Note: Use hyperlinks below to move to the section of interest:  
Ctrl + Click on section heading in index below.*

<b>CONTACTS AND WEB PAGES</b>	<b>2</b>
<b>OVERVIEW OF MY WORK</b>	<b>2</b>
<b>ABRIDGED CV</b>	<b>3</b>
<i>EDUCATION</i>	3
<i>FURTHER EDUCATION AND TRAINING</i>	3
<i>ACADEMIC APPOINTMENTS</i>	3
<i>UNIVERSITY ADMINISTRATION</i>	4
<i>TEACHING AND TRAINING - EXPERIENCE AND COURSE DEVELOPMENT</i>	4
<i>SELECTED KEYNOTE ADDRESSES AND INVITED TALKS</i>	6
<i>ARTICLES PUBLISHED IN INTERNATIONAL PEER-REVIEWED SCIENTIFIC JOURNALS</i>	7
<i>BOOKS, BOOK CHAPTERS AND OTHER PUBLICATIONS</i>	8
<i>DOCUMENTARY FILM AND PROJECTS</i>	9
<i>HONORS, FELLOWSHIPS AND GRANTS</i>	9
<i>SCIENTIFIC COMMITTEES, ADVISORY BOARDS AND EVALUATION PANELS</i>	9
<i>MEMBERSHIP OF PROFESSIONAL ORGANIZATIONS</i>	9
<i>LANGUAGES</i>	10
<b>INNOVATIVE TEACHING STRATEGIES</b>	<b>11</b>
<b>TESTIMONIALS ABOUT MY WORK</b>	<b>12</b>
<i>EXECUTIVE EDUCATION WORKSHOPS AND MODULES</i>	12
<i>EXECUTIVE EDUCATION PROGRAMS</i>	14

## PAULO NUNO LOPES

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### CONTACTS AND WEB PAGES

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[Web page at Católica-Lisbon](#)  
[LinkedIn page](#)

### OVERVIEW OF MY WORK

I undertake **consulting, program development, workshop facilitation, executive education, public speaking and research**. My work integrates three areas: **leadership development, innovation, and change management**.

I collaborate with organizations to **engage the collective intelligence, creativity and experience of their people in order to foster innovation and facilitate change**. This way, we address key challenges, drive results and develop people - simultaneously. The issues I address include:

- Developing innovative products, services and solutions
- Building a culture of innovation, entrepreneurship, continuous learning and agility
- Engaging people in organizational change processes
- Creating high-commitment and high-performance teams and organizations
- Developing collective leadership
- Developing emotional intelligence
- Fostering collaboration across areas
- Sharing best practices and facilitating learning from experience

I earned a **B.A. in Economics and Ph.D. in Psychology**, both from **Yale University**. Currently, I **teach in Executive Education, MBA and Executive Masters programs** at the Católica-Lisbon School of Business and Economics. I have given **keynote speeches and invited talks in English, Spanish, French and Portuguese**.

My **research** encompasses emotional intelligence, leadership development, education, change, innovation, and interpersonal interaction.

Formerly, I was Senior **Lecturer in Psychology** at the University of Surrey, worked in **business and journalism**, and co-directed an award-winning documentary film.

## ABRIDGED CV

### EDUCATION

- Ph.D.**      **Yale University, Psychology**      May 2004  
Dissertation: *Emotional abilities and interpersonal interaction*  
Dean's Commendation of Distinction  
Equivalence granted by the Catholic University of Portugal
- B.A.**      **Yale University, Economics, Magna Cum Laude**      May 1986  
Equivalence granted by Universidade Nova de Lisboa:  
"Licenciatura em Economia com classificação de 17 valores"

### FURTHER EDUCATION AND TRAINING

- University of Surrey**, Postgraduate Certificate in Academic Practice      January 2007  
(teacher training)

### ACADEMIC APPOINTMENTS

**Assistant Professor, Católica-Lisbon School of Business and Economics**, Catholic University of Portugal, since September 2009.

Teaching in open-enrollment and in-house executive education, executive masters, MBA and pre-experience masters programs (see "Teaching and training" section below).

*Leadership lab* co-coordinator, 2009-2014 (see below).

Consultant customized executive education program development, particularly programs integrating organizational and leadership development, since 2014.

(Note: Católica-Lisbon was ranked among the top 20 European business schools by the Financial Times in 2014 and received the "triple crown" of international business school accreditations: AACSB, EFMB, and AMBA. Its research center was rated "excellent" by the Portuguese Foundation for Science and Technology.)

**Senior Lecturer, Department of Psychology, University of Surrey**, UK, April 2008 – August 2009.

**Lecturer, Department of Psychology, University of Surrey**, UK, June 2004 – March 2008.

(Note: The Department of Psychology at the University of Surrey had a rating of 5 – a top rating – in the UK nationwide research assessment exercise at the time.)

**Visiting Assistant Professor, School of Economics and Management**, Catholic University of Portugal, September 2005 – August 2009.

**Adjunct Professor of Organizational Behavior, INSEAD**, France, Fall 2004 – Spring 2005.

## **UNIVERSITY ADMINISTRATION**

**Leadership Lab Co -coordinator**, Católica-Lisbon School of Business and Economics, 2009-2014. Co-created and co-coordinated an innovative program aimed at enhancing communication, teamwork, and leadership skills among Masters students.

**Coordinator of open-enrollment executive education programs**, Católica-Lisbon School of Business and Economics: *Leading change* (2009-2013); and *Energizing teams for performance* (since 2013).

**Professional Training Representative on the Faculty Learning and Teaching Committee**, University of Surrey, Faculty of Arts and Human Sciences, October 2007 – December 2008.

## **TEACHING AND TRAINING - EXPERIENCE AND COURSE DEVELOPMENT**

### **Catholic University of Portugal, since 2005**

#### **Courses developed and taught in degree-granting programs**

*Emotional intelligence and management*, MBA elective course (18 hours), 2005-2012. This course was part of The Lisbon MBA program offered jointly by Católica-Lisbon and Universidade Nova since 2008.

*Conflict and emotions in organizations*, MSc elective course (18 hours), since 2010.

*Change management*, Executive Masters in Management required course (16 hours), since 2014.

*Change management*, The Lisbon MBA program, elective course (18 hours), starting 2014.

Average student evaluations above 6.0 on a 1-7 scale.

#### **Executive education program development, coordination and teaching**

*Leading change*, open-enrollment and customized programs, program coordinator and lecturer, 8 editions, since 2009.

*Energizing teams for performance*, executive education program (49 hours), program coordinator and lecturer, 3 editions, since 2013.

*Entrepreneurship, innovation and change*, customized program for managers of Crioestaminal, Portugal, 2012.

*Energizing teams in difficult times*: 3 editions of a 14-hour workshop for senior managers of the Portuguese public health administration (ACES), 2012-13.

*Building a great place to work*, 1-day appreciative inquiry summit for managers of AstraZeneca Portugal, 2013.

*Leading and developing a change initiative*: 40 editions of a 1-day workshop designed to help multi-functional teams from over 170 health centers in Portugal to plan and manage change initiatives, 2012-14.

Average participant evaluations: above 6.0 on a 1-7 scale.

#### **Executive education modules and seminars taught since 2005**

*Managing people with emotional intelligence; Managing conflict and difficult conversations; Fostering creativity and innovation; Emotion and reason in communication; Communicating to motivate and manage people; Intrinsic motivation and positive emotions at work; Positive emotions and transformational leadership; Energizing teams; Leading change; Managing people in organizational change processes; Developing an organizational change initiative.*

*Emotional intelligence* module offered in the Kellogg|Católica Advancement Management Program, a flagship education program.

Average participant evaluations above 6.0 on a 1-7 scale.

**Online training program developed**

Lopes, P. N., & Svetieva, E. (2015). *Training managers and supervisors to give positive feedback so as to foster motivation and enhance performance.*

**Selected in-house executive education and other seminars, workshops and conferences**

*In-house workshops, modules and seminars for senior managers:* Abbott Portugal, Accenture, Águas de Cascais, ANA (Airports of Portugal), ANACOM (Portugal's telecommunications regulation authority), Beiersdorf Portugal, Cadbury Portugal, Deco Proteste, Cafés Delta, Deutsche Bank (Portugal), Ensul/Meci, Entrepasto, EPAL, Ernst & Young, GALP, Hovione, HSBC, Luságua, Portugal Telecom, PT Pro, Portuguese public health administration (managers of ACES), Sonae, Transportes de Lisboa.

*Other in-house executive education workshops and seminars:* Banco Angolano de Investimentos (Luanda), Banco Santander Totta, Banco Espírito Santo, Bayer, Cafés Delta, CEPISA, Deco Proteste, Deutsche Bank, FEGIME, Fujitsu, Grupo Jerónimo Martins, Grupo José de Mello, Henkel, Intermarché/Os Mosqueteiros, Mota-Engil, Nestlé, OGMA, Price Waterhouse Coopers, Somague.

*Conferences:* Intervet Schering Plough, 2010; Banco Espírito Santo, 2012.

*Other groups:* medical doctors (with Astra Zeneca Academy, Lisbon, 2006); health center teams in Portugal (2012-13); heads of department of Newcastle and Durham Universities (with the Leadership Foundation for Higher Education, UK, 2006); doctoral students in educational psychology, University of Cadiz, Spain, 2003.

## **SELECTED KEYNOTE ADDRESSES AND INVITED TALKS**

*Developing collective leadership and emotional intelligence.* Keynote address delivered to the annual meeting of human resource managers of Mondragon Corporation, San Sebastian, Spain, December 2015 (in Spanish).

*Reinventing leadership development in an era of innovation and change.* Keynote address at the 27<sup>th</sup> Congress of the European Association for People Management (EAPM) and 49<sup>th</sup> Congress of AEDIPE (Spanish association of human resource managers), Valencia, Spain, October 2015 (Q&A in Spanish).

*Developing leaders to foster innovation and change.* Keynote address delivered at the 8<sup>th</sup> Symposium on Organizational Behavior of the Portuguese Psychology Association, Lisbon, Portugal, November 2015.

*Creativity and innovation.* Invited seminar for the annual meeting of managers from Grupo Pragosa, Lisbon, July 2015.

Lopes, P. N., Hipólito, J., & Brito de Sá, A. (2015, March). *Intelligence, emotions and human relations in medicine.* Plenary session roundtable (two speakers) at the 32nd Congress of the Portuguese Association of General and Family Medicine, Estoril, Portugal.

*Helping people to develop emotional intelligence in the workplace: Training for flexibility.* Keynote address delivered at the 2<sup>nd</sup> Congress on Emotional Intelligence in Organizations, Lleida, Spain, April 2013.

*Revvig up: Expressing and managing emotions to motivate people in organizations.* Keynote address delivered at the 7<sup>th</sup> Symposium of the Motivation and Emotion Association, Cádiz, Spain, May 2012.

*Spotting the right sort of chameleon: Emotional and interpersonal response flexibility.* Keynote address delivered at the 21st Kravis-de Roulet Conference on "Understanding and Assessing 'Soft' Leader Skills", Claremont, California, February 2012.

*Emotional intelligence at work.* Keynote address delivered at the Second International Congress on Happiness in the Workplace, organized by AEDIPE (Spanish association of human resource managers), in A Coruña, Spain, October 2011.

*Helping people to develop emotional intelligence in the workplace: Challenges and opportunities.* Keynote address delivered at the Third International Congress of Emotional Intelligence, in Opatija, Croatia, September 2011.

*Emotional intelligence in organizations.* Keynote address delivered at a 2-day symposium on emotional intelligence organized by Spain's Fundación MM and the University of Málaga, in Madrid, Spain, February 6, 2009.

*Is there a future for emotional intelligence? Implications for education: Enhancing emotional and interpersonal skills.* Plenary session address delivered at the 2nd International Emotions Conference: "The future of feelings", in Guildford, U.K., June 14, 2008.

*Emotional intelligence: Findings and implications for education, training and management.* The Annual Lecture of the Faculty of Arts and Human Sciences, University of Surrey, in Guildford, U.K., February 20, 2008.

*Emotional intelligence and social interaction: Findings and implications for assessment and training.* Keynote address delivered at the First International Congress of Emotional Intelligence, in Málaga, Spain, September 20, 2007.

**ARTICLES PUBLISHED IN INTERNATIONAL PEER-REVIEWED SCIENTIFIC JOURNALS**

- Peralta, C. F., **Lopes, P. N.**, Gilson, L., Lourenço, P. R., & Pais, L. (2015). [Innovation processes and team effectiveness: The role of goal clarity and commitment, and team affective tone](#). *Journal of Occupational and Organizational Psychology*, *88* (1), 80-107. doi:10.1111/joop.12079
- Strack, J., **Lopes, P. N.**, & Esteves, F. (2014). [Will you thrive under pressure or burn out? Linking anxiety motivation and emotional exhaustion](#). *Cognition and Emotion*, *29* (4), 578-591. doi:10.1080/02699931.2014.922934
- Ramos, N. S., Jiménez, O., & **Lopes, P. N.** (2014). [The role of mindfulness in coping with recollections of acute stressors: A laboratory study](#). *Psicothema*, *26* (4), 505-510. doi: 10.7334/psicothema2014.71
- Fernández-Berrocal, P., Extremera, N., **Lopes, P. N.**, & Ruiz-Aranda, D. (2014). [When to cooperate and when to compete: Emotional intelligence in interpersonal decision making](#). *Journal of Research in Personality*, *49*, 21-24. doi:10.1016/j.jrp.2013.12.005
- Nizielski, S., Hallum, S., Schütz, A., & **Lopes, P. N.** (2013). A note on emotion appraisal and burnout: The mediating role of antecedent-focused coping strategies. *Journal of Occupational Health Psychology*, *18* (3), 363-369. doi:10.1037/a0033043
- Lopes, P. N.**, Mestre, J. M., Guil, R., Kremenitzer, J. P., & Salovey, P. (2012). The role of knowledge and skills for managing emotions in adaptation to school: Social behavior and misconduct in the classroom. *American Educational Research Journal*, *49* (4), 710-742. doi:10.3102/0002831212443077
- Nizielski, S., Hallum, S., **Lopes, P. N.**, & Schütz, A. (2012). Attention to student needs mediates the relationship between teacher emotional intelligence and student misconduct in the classroom. *Journal of Psychoeducational Assessment*, *30* (4), 320-329. doi: 10.1177/0734282912449439
- Lopes, P. N.**, Nezlek, J. B., Extremera, N., Hertel, J., Fernández-Berrocal, P., Schütz, A., & Salovey, P. (2011). Emotion regulation and the quality of social interaction: Does the ability to evaluate emotional situations and identify effective responses matter? *Journal of Personality*, *79* (2), 429-467. doi: 10.1111/j.1467-6494.2010.00689.x
- Murtagh, N. M., **Lopes, P. N.**, & Lyons, E. (2011). Decision making in voluntary career change: An other-than-rational perspective. *Career Development Quarterly*, *59* (3), 249-263. doi: 10.1002/j.2161-0045.2011.tb00067.x
- Côté, S., **Lopes, P. N.**, Salovey, P., & Miners, C. T. H. (2010). Emotional intelligence and leadership emergence in small groups. *The Leadership Quarterly*, *21* (3), 496-508. doi:10.1016/j.leaqua.2010.03.012
- Strack, J., **Lopes, P. N.**, & Gaspar, M. (2010). Reappraising cancer: Life priorities and growth. *Onkologie*, *33*, 369-374. doi: 10.1159/000315768
- Lopes, P. N.**, Grewal, D., Kadis, J., Gall, M., & Salovey, P. (2006). Evidence that emotional intelligence is related to job performance and affect and attitudes at work. *Psicothema*, *18*, 132-138.
- Mestre, J. M., Guil, R., **Lopes, P. N.**, Salovey, P., & Gil-Olarte, P. (2006). Emotional intelligence and social and academic adaptation to school. *Psicothema*, *18*, 112-117.
- Lopes, P. N.**, Salovey, P., Côté, S., & Beers, M. (2005). Emotion regulation ability and the quality of social interaction. *Emotion*, *5*, 113-118. doi:10.1111/j.1467-6494.2010.00689.x

- Lopes**, P. N., Brackett, M. A., Nezlek, J. B., Schütz, A., Sellin, I., & Salovey, P. (2004). Emotional intelligence and social interaction. *Personality and Social Psychology Bulletin*, *30*, 1018-1034. doi:10.1177/0146167204264762
- Lopes**, P. N., Salovey, P., & Straus, R. (2003). Emotional intelligence, personality, and the perceived quality of social relationships. *Personality and Individual Differences*, *35*, 641-658. doi:10.1016/s0191-8869(02)00242-8

### **BOOKS, BOOK CHAPTERS AND OTHER PUBLICATIONS**

- Lopes**, P. N. Emotional intelligence. In S. J. Lopez, L. M. Edwards, & S. C. Marques (Eds.), *The Oxford Handbook of Positive Psychology (3rd ed.)*. Westport, CT: Praeger. Manuscript in preparation.
- Lopes**, P. N., & Salovey, P. (2008). Emotional intelligence and leadership: Implications for leader development. In C. L. Hoyt, G. R. Goethals, & D. R. Forsyth (Eds.), *Leadership at the crossroads (Vol. 1): Psychology and leadership* (pp. 78-98). Westport, CT: Praeger.
- Murtagh, N., **Lopes**, P. N., & Lyons, E. (2007). What makes a career barrier a barrier? *Industrial and Commercial Training*, *39*, 332-339.
- Nezlek, J. B., Schütz, A., **Lopes**, P. N., & Smith, C. V. (2007). Naturally occurring variability in state empathy. In T. F. D. Farrow & P. W. R. Woodruff (Eds.), *Empathy in mental illness and health* (pp. 187-200). Cambridge: Cambridge University Press.
- Lopes**, P. N., Côté, S., & Salovey, P. (2006). An ability model of emotional intelligence: Implications for assessment and training. In V. U. Druskat, F. Sala, & G. Mount (Eds.), *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups* (pp. 53-80). Mahwah, NJ: Lawrence Erlbaum Associates.
- Lopes**, P. N., & Salovey, P. (2004). Toward a broader education: Social, emotional, and practical skills. In J. E. Zins, R. P. Weissberg, M. C. Wang, & H. J. Walberg (Eds.), *Building academic success on social and emotional learning* (pp. 76-93). New York: Teachers College Press.
- Brackett, M., **Lopes**, P. N., Ivcevic, Z., Mayer, J. D., & Salovey, P. (2004). Integrating emotion and cognition: The role of emotional intelligence. In D. Dai & R. J. Sternberg (Eds.), *Motivation, emotion, and cognition: Integrating perspectives on intellectual functioning* (pp. 175-194). Mahwah, NJ: Erlbaum.
- Salovey, P., Kokkonen, M., **Lopes**, P. N., & Mayer, J. D. (2004). Emotional intelligence: What do we know? In A. S. R. Manstead, N. H. Frijda, & A. H. Fischer (Eds.), *Feelings and emotions: The Amsterdam symposium* (pp. 319-338). New York: Cambridge University Press.
- Lopes**, P. N. (2004). *Emotional intelligence and interpersonal interaction - Doctoral dissertation, Yale University*. Ann Arbor, MI: UMI Dissertation Publishing / ProQuest Digital Dissertations.
- Salovey, P. N., Mayer, J. D., Caruso, D., & **Lopes**, P. N. (2003). Measuring emotional intelligence as a set of abilities with the Mayer-Salovey-Caruso Emotional Intelligence Test. In S. J. Lopez & C. R. Snyder (Eds.), *Handbook of positive psychology assessment: A handbook of models and measures* (pp. 251-265). Washington, DC: American Psychological Association.
- Salovey, P., & **Lopes**, P. N. (2003). Emotional intelligence. In J. W. Guthrie (Ed.), *Encyclopedia of education* (2nd edition, Volume 4, pp. 1191-1194). New York: Macmillan Reference USA.
- Lopes**, P. N. (2002). Emotions at work: How far can they take us? [Review of the book *Emotions in the workplace – Research, theory, and practice*]. *Contemporary Psychology*, *47*, 165-167.
- Lopes**, P. N., & Salovey, P. (2001). Emotional intelligence and social-emotional learning. *The CEIC Review*, *10*, 12-13.



Lopes, H. & Lopes, P. N. (1996). *A safra* [The fishing season]. Lisbon, Portugal: Livros Horizonte. (Book based on an ethnographically-inspired case study of resilience in a traditional fishing community.)

### **DOCUMENTARY FILM AND PROJECTS**

Lopes, P. N., & Lopes, H. (Direction and co-production). (1998). *The fishing season* [Original title: *A Companhia do João da Murtosa*]. **Documentary film** about the ups and downs of a group of beach-seine fishermen on Portugal's northern coast - an ethnographically-inspired case study of resilience in a traditional fishing community. Winner of **six awards** and honorable mentions in international festivals. An Azul/Trapézio co-production; 50 minutes.

Lopes, P. N., & Lopes, H. (Commissioners). (1997). *Arte xávega – A pesca do grande areal* [Beach-seine fishing on Portugal's sandy coast]. **Itinerant exhibition** with photographs from 60 archives. Shown at the Expo'98 international fair on the oceans, in Lisbon, this exhibition traveled around Portugal for two years through INATEL, a public institute.

### **HONORS, FELLOWSHIPS AND GRANTS**

Foundation for Science and Technology (Portugal), Research Project Grant, Principal investigator: *Triggering positive spirals at work: Emotional expression and positive feedback*, 2014-2015.

Consortium for Research on Emotional Intelligence in Organizations, Member since 2012.

CIS-IUL Research Center (Centro de Investigação e Intervenção Social do Instituto Universitário de Lisboa, classified "excellent" by FCT), Associate Member since 2010.

Surrey Centre for Excellence in Professional Training and Education (SCEPTre) Fellowship, 2008: *Preparing students to manage challenging interpersonal situations at work*.

University of Surrey, Nomination for Outstanding Teaching Award, 2005 and 2006.

James B. Grossman Prize for outstanding doctoral dissertation in psychology, Yale University, 2004.

Fulbright Commission, Doctoral Fellowship, 1999-2004.

Portuguese Foundation for Science and Technology, Doctoral Fellowship (FCT Praxis XXI), 1999-2003.

Bush Center for Child Development and Social Policy Fellowship, 2001-2003.

### **SCIENTIFIC COMMITTEES, ADVISORY BOARDS AND EVALUATION PANELS**

Member of the evaluation panel selected by the Portuguese Foundation for Science and Technology (FCT) to evaluate nationwide doctoral fellowship and postdoctoral grant applications in 2011 and 2012.

Member of the Scientific Committee of the 7<sup>th</sup> Symposium on Organizational Behavior, organized by the Portuguese Psychology Association and ISCTE-IUL, held in Lisbon, September 2012.

Member of the Scientific Committee of the 3rd International Congress of Emotional Intelligence, Opatija, Croatia, 2011.

Member of the Advisory Board, Emotion Regulation of Others and Self (EROS) project, an ESRC-funded collaboration between psychology researchers from five universities in the UK, since 2009.

Member of the Scientific Committee of the 2nd International Congress of Emotional Intelligence, Santander, Spain, 2009.

### **MEMBERSHIP OF PROFESSIONAL ORGANIZATIONS**

Academy of Management (AoM), since 2007.

Society for Industrial and Organizational Psychology (SIOP), since 2011.  
European Association of Work and Organisational Psychology (EAWOP), since 2010.  
Consortium for Research on Emotional Intelligence in Organizations, since 2012.  
Society for Personality and Social Psychology (SPSP), 2002-2006.

## **LANGUAGES**

**English** Native or bilingual proficiency

**Portuguese** Native or bilingual proficiency

**French** Full professional proficiency

**Spanish** Full professional proficiency

Some knowledge of Italian and German.

## **INNOVATIVE TEACHING STRATEGIES**

I have developed innovative strategies to enhance the impact of organizational development initiatives and executive education programs, and facilitate the transfer and consolidation of learning and best practices:

### **INTEGRATED INDIVIDUAL AND ORGANIZATIONAL DEVELOPMENT**

I integrate **executive education, group facilitation/coaching and collaborative consulting** or process consultation in working with organizations and managers to drive change and address the challenges they face in the realms of organizational development and managing people.

In the classroom, I invite managers to share some of the challenges they face and help them to think these through. This entails drawing on a broad base of knowledge of psychology, organizational behavior, management and innovation to understand and manage complex problems and systemic change. In addressing these challenges, I also train managers to involve others in creative problem solving, to foster open communication, collaboration, and empowerment.

Here, executive education and training is viewed as an integral part of an organizational change initiative targeting behavioral change, with meaningful impact on results. Involving members of the top management team helps to ensure organizational support and commitment for these initiatives.

### **LEARNING FROM EXPERIENCE**

I **facilitate learning from experience** by encouraging managers and professionals to share and discuss cases based on their own personal and professional experiences, and helping them to reflect upon these.

This involves identifying important principles and practical recommendations, analyzing the pros and cons of different ways to manage complex challenges, and enriching mental models to hone intuitive decision making.

### **LEADERSHIP IN PRACTICE**

I help managers and others to **develop leadership, communication and emotional skills** by giving them **immediate feedback** about the way they communicate and interact with others **in group work, debate, and one-on-one interactions**.

This works for action learning and team coaching on the job as well as for group projects, experiential exercises and simulations in executive education programs. Often I simulate challenging situations that allow participants to experience, observe and reflect on emotional, interpersonal and group dynamics in real time. This helps participants to realize how their behavior impacts others and how they can influence others more effectively.

## TESTIMONIALS ABOUT MY WORK

### EXECUTIVE EDUCATION WORKSHOPS AND MODULES

developed, taught and facilitated by Paulo N. Lopes



"ENGAGE AND MOTIVATE PEOPLE TO REINVENT THE ORGANIZATION, CREATE VALUE AND DRIVE RESULTS!"

**Diogo Pinto Gonçalves**  
Selecta, Board member

*(General Management Program, José de Mello Group, "Change Management" module)*

"Changing people's habits in organizations is not easy, as habits tend to solidify and any attempts to change them engender strong resistance. We need to engage and motivate people, to reinvent the organization, create value and drive results! Everyone working together! Creating a sense of urgency, without undue alarm, to get the whole organization aligned, working towards the same goals. Meaningful change, to build the future!

The change management tools taught by Paulo Lopes at Católica-Lisbon are crucial to help us lead the change needed in organizations.

Today, to react rapidly is not enough. We need to be proactive and get the organization to evolve and adapt to the market continuously , involving everyone, with masterful execution to ensure success."



"GREATER COMMITMENT AND ENGAGEMENT FROM ALL TEAM MEMBERS, AND THE ACCELERATION OF CHANGE"

**Hugo Correia**  
Banco Best, Commercial Director

*(Executive Masters in Management, "Change Management" course)*

"In the change management module taught by Paulo Lopes, I had the opportunity to participate in some exercises aimed at preparing leaders to involve their teams in implementing organizational change.

From this experience, which I applied to the team that I lead, I highlight the strong positive impact of really involving all team members in the process of change.

The main benefits that I have witnessed from this method are the creative solutions that arise and otherwise would be lost if the team were not involved, greater commitment and engagement from all members, and the acceleration of change, felt from the very first team meeting."



"A TORRENT OF ENTHUSIASM, WITH REAL IMPACT ON BUSINESS RESULTS..."

**Hugo Andrade**

Sonae MC, Operations Manager

*("Leadership Transition" program developed for senior managers of Sonae group, "Leading change" module)*

"The approach to involving teams in managing change and developing solutions to real organizational challenges - that we practiced in the classroom - is very practical and effective. More than incremental change, involving teams engenders a major transformation. The approach that we followed forces us to identify key issues where we can really make a difference, and focus efforts. It unleashes a torrent of enthusiasm, increases trust within the team and leads to sound decisions, with real impact on business results. The people involved recover their vitality and the inner motivation of great managers."



"CHANGES US AND PREPARES US FOR THE CHALLENGES WE FACE...."

**João Serra Amaral**

Unicre S.A., Subdiretor Redunigre

*("Energizing Teams for Performance " program, modules on "Team creativity and innovation" and "Motivation")*

"What impressed me most was seeing results appear consistently upon applying what we learned. The way that we discussed real challenges and the practical recommendations received take us to a higher level of performance in working with others. And leads to higher personal standards. This changes us and prepares us for the challenges we face."



"LEVAR AS NOSSAS EQUIPAS A SUPERAREM-SE A SI PRÓPRIAS"

**Faizal Ali**

Deutsche Bank AG (Portugal), Vice President, Head of Distribution - Center Region

*(Leadership development program for Deutsche Bank managers in Portugal, module "Managing people with emotional intelligence")*

"In an extremely challenging economic context, where companies focus on improving very-short-term results and all are under pressure to meet goals and deadlines, sales managers play a crucial role. Only through our engagement and daily dedication can we make all the difference in driving results for the organization of which we are stakeholders!

More than ever, it is crucial to take ownership of our role and lead our teams to surpass themselves.

Learning to manage with emotional intelligence (with Paulo Lopes), enhanced my capacity to take people to a higher level. We all have that potential within us. It may still be awake or not - and if it is not, one of our main challenges as team leaders is to reawaken it!"

## **EXECUTIVE EDUCATION PROGRAMS**

### **"Change Management" - Executive Education Program**

coordinated, facilitated and taught by Paulo N. Lopes<sup>1</sup>



"AN INVALUABLE PRACTICAL SENSE FOR WHAT REALLY MAKES THE DIFFERENCE"

**Luís Pinto**

DGITA (Tax Authority Information Technology General Directorate), Director-General

"This program on change management does more than help us understand how change can be planned and managed. Through the facilitation of case discussions and other interactions in class, it helps us develop an invaluable practical sense for what really makes the difference - method and focus."



"HIS KNOWLEDGE AND SKILLS MAKE THIS PROGRAM A TRULY REWARDING EXPERIENCE"

**Vera Roquette**

RTP (public television), Sub-Director of the Audiences and Market Testing Studies Office

"This is undoubtedly one of the most relevant tools for addressing the challenges faced by companies adapting to the changes that the global marketplace and technological innovation demand. Beside their usefulness, it is a tremendous pleasure to participate in Paulo Lopes' classes. The generous way in which he shares his knowledge and skills make this program a truly rewarding experience."



"THE KNOWLEDGE ACQUIRED ENABLED ME TO MANAGE CHANGE MUCH BETTER"

**Júlio Esteves**

3S Solvay Shared Service Centre, Technical and Operations Manager

"The areas in which I have worked for the last 20 years have major and lasting impact on our organization and on people's security and comfort. As the results of "change" are not always visible or felt right away, this generates resistance. The knowledge acquired in this program is very useful for my work, enabling me to manage change and its impact much better. It was a pleasure to participate in this program and attend Paulo Lopes' classes."



"A PARTILHA DE IDEIAS E DAS SITUAÇÕES REAIS VIVIDAS POR CADA UM"

**Maria João Botelho**

Calouste Gulbenkian Foundation, Deputy Director

"The Change Management program allowed us to confirm for ourselves the importance of managing and planning change proactively in any area of endeavor, in the professional or personal sphere, transforming threats into opportunities. I congratulate Paulo Lopes for the way that he guided reflection and discussions in his carefully prepared classes, encouraging fruitful debate along with the sharing of ideas and real-life experiences. This set the stage for participants to take on a more active role in the development of their organizations."

## "Leading and Energizing Teams for Performance" - Executive Education Program

coordinated and facilitated by Paulo Nuno Lopes and Teresa Oliveira<sup>2</sup>



"A WHIRLPOOL OF IDEAS... WITH IMMEDIATE APPLICATION"

**Mário Jordão**  
Lusomapei SA, General Manager

"I had high expectations to start with and the actual experience exceeded my hopes. We were absorbed in a whirlpool of ideas. The program became an excellent challenge and I was able to apply the learning to my work immediately. The fact that we were learning in teams and then trying out and applying concepts and tools right away boosted the impact of the training sessions."



"ONE OF THE MOST ENRICHING EXPERIENCES..."

**Susana Piteira Santos**  
Multi Development Portugal, Legal Department Manager

"This was one of the most enriching experiences I have had. Each session brings about a new way of seeing things, and fuels the motivation to share this learning with your team. The group lives through the experience of being both the key actor and spectator of the process of 'energizing teams' - in real time."



"THE SHARING OF WORK EXPERIENCES... AND REAL CHALLENGES"

**Sérgio Lopes**  
Mercedes Benz Comercial, Sales Manager

"My investment in this program was intended to develop skills that would be truly useful to enhance the performance of the teams that I lead and belong to. In class, we practiced techniques that we could experience and analyze in real time, with immediate application to our work. The sharing of work experiences among participants was also key. The faculty's knowledge and skills, their involvement and the energy they devoted to addressing participants' real challenges led us to surpass ourselves individually and as a group in this program."

## **"Entrepreneurship, Innovation and Change" - Customized Executive Education Program**

developed for Crioestaminal by Paulo Nuno Lopes<sup>3</sup>



"THE COMPANY SEIZED THE INITIATIVE, REVVED UP INNOVATION AND EMBRACED THE CHANGES NEEDED TO BE COMPETITIVE ONCE AGAIN."

**Miguel Martí**

Crioestaminal, CEO (at the time)

Boyden Executive Search, Partner (afterwards)

"The program was developed collaboratively and customized to address the specific needs of our organization. I believe that was the key to its success. It was extremely well received by all participants. And the results were also visible to all: the company seized the initiative again, with a better aligned and more motivated team. We revved up innovation and embraced the changes needed to be competitive in the marketplace once again."

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## **Leadership Lab - Programs for the Health Sector**

"Leading and developing a change initiative "

"Leading and motivating teams in difficult times"

Program development, coordination and facilitation by Paulo Nuno Lopes<sup>45</sup>



"INVOLVE THE WHOLE TEAM IN PROBLEM SOLVING, IN A SPIRIT OF OPEN AND CONSTRUCTIVE COMMUNICATION AND COLLABORATION"

MORE THAN 130 PRIMARY CARE UNITS AND 60 HEALTH DISTRICT MANAGERS

**José Brás**

MSD Portugal, Business Unit Diretor, Primary Care

"In partnership with Católica-Lisbon, MSD Portugal organized a leadership development and change management training program for health sector managers and professionals, titled 'Leadership Lab'. To date, more than 130 primary care units and 60 managers of health center districts (ACES) have participated in this program, coordinated and taught by Paulo N. Lopes (in collaboration with Joana Domingues, in one of its dimensions).

The success of the program exceeded our expectations. From the beginning, we collaborated with Católica Lisbon to conceive and implement this project. Average participant evaluations exceeded 6.5 on a 1-to-7 scale. After the training, participants consistently reported how useful it had been and how it engendered the motivation to foster change in their teams.

These results are largely due to the fact that the teachers/facilitators simultaneously helped participants to: solve the organizational challenges they were struggling with; develop leadership, communication and teamwork skills; and involve the whole team in problem solving, in a spirit of open and constructive communication and collaboration."



## Notes

I thank the signatories sincerely for their generous testimonials.

Positions refer to the time when they gave their testimonial or participated in the program.

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<sup>1</sup> In collaboration with João Matos

<sup>2</sup> David Patient and Joana Domingues teach on this program as well

<sup>3</sup> Taught by Paulo Lopes, Pedro Oliveira and Andrei Villarroel

<sup>4</sup> In collaboration with Joana Domingues, in one of the programs