

# Talent Training and Development

Academic Development Office

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# Management Skills



Good leaders set direction.

Great leaders enroll people to go somewhere worthwhile.

What does it take?

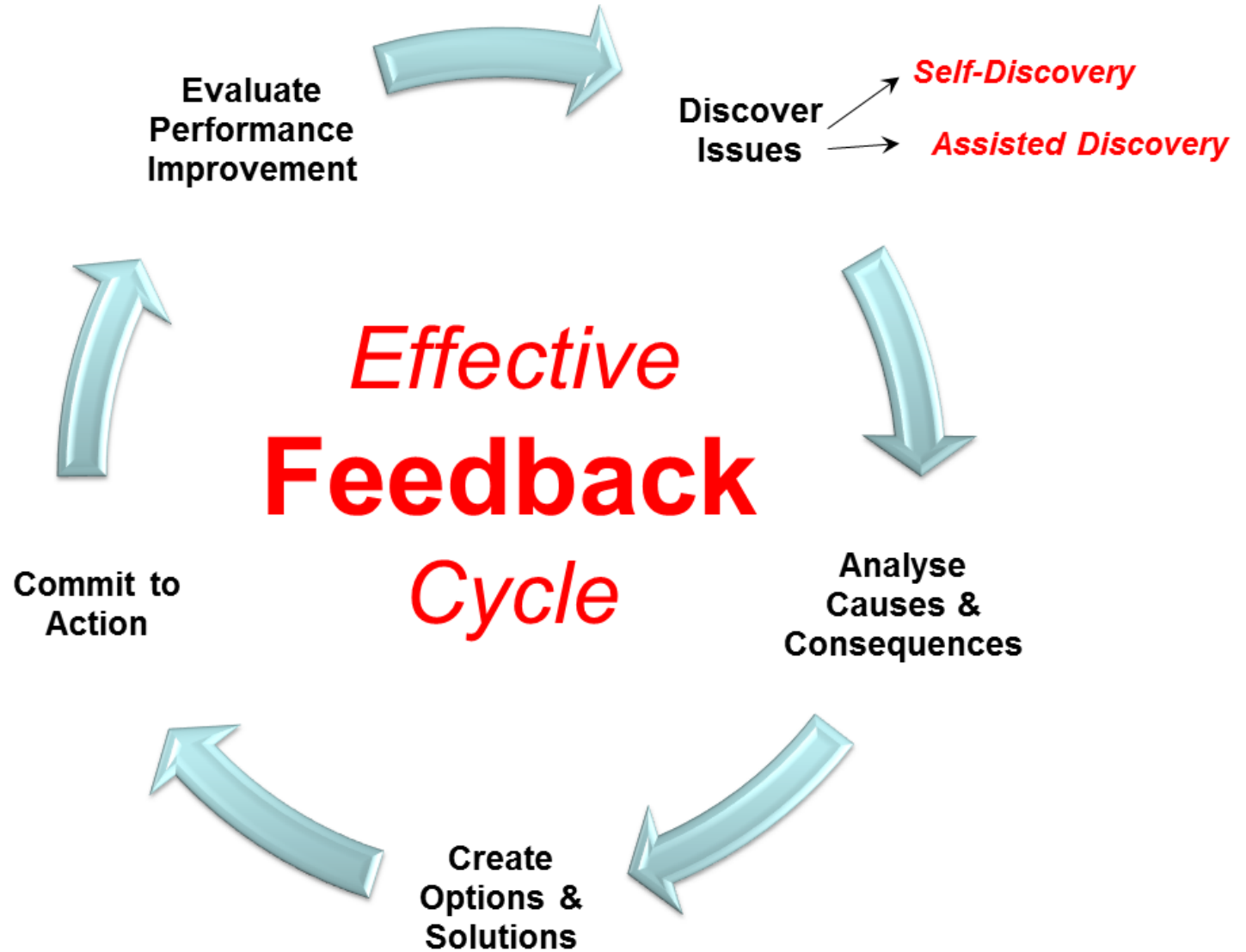


Set direction  
by setting  
SMART goals  
for your team

**S M A R T**



# Increase Team Effectiveness by Improving the practice of Feedback



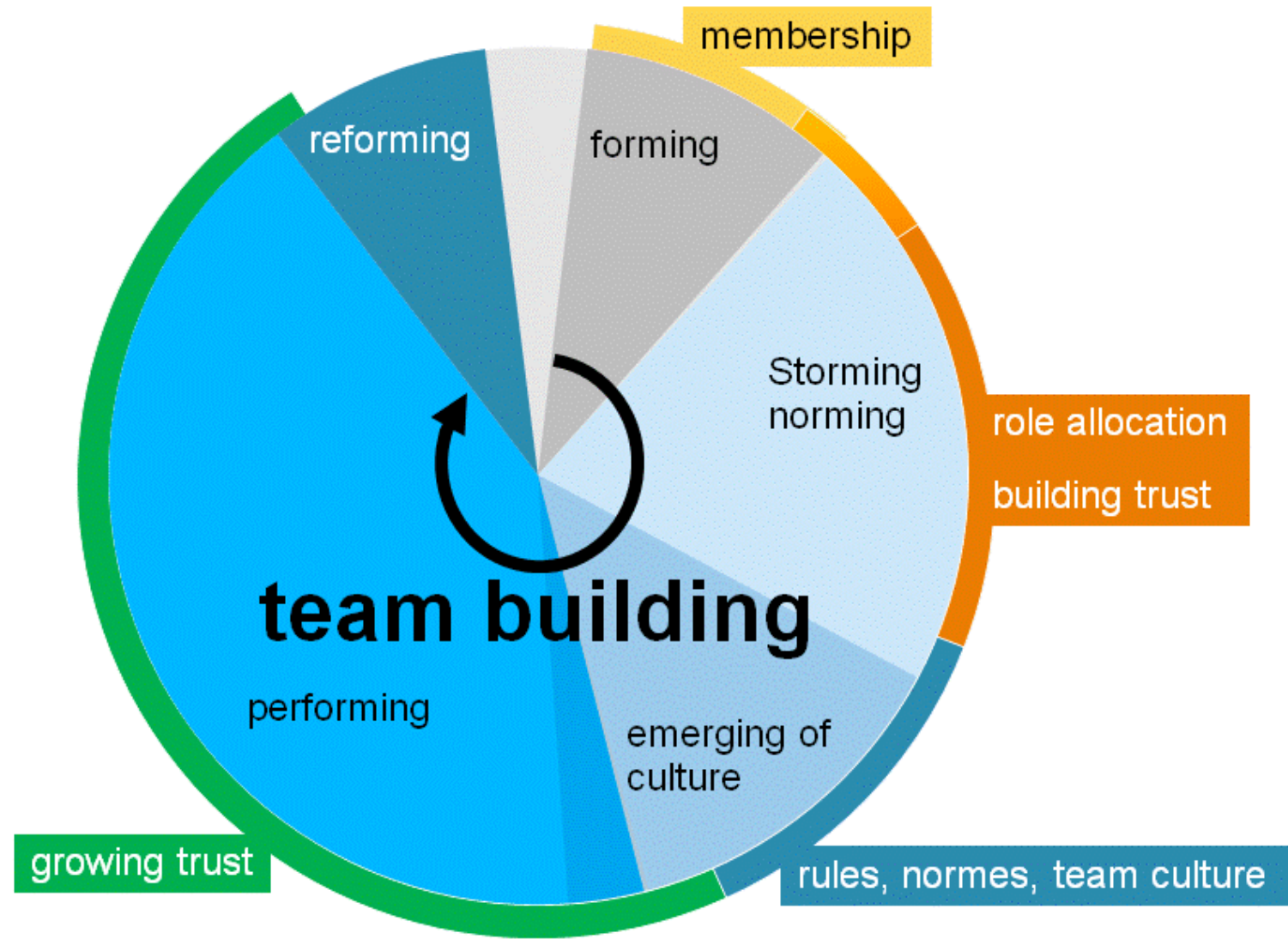


Feedback should motivate, not alienate the receiver.

Feedback  
is a Gift 



Understand  
teams evolve  
over time &  
Conflicts are  
sometimes  
unavoidable



Remember:  
Empathy is  
different from  
Sympathy

EMPATHY



Just listen

SYMPATHY



Give unasked advice

© Lifehack



# Managing Self

Self Awareness



Sensitivity Towards others

**Empathy.**

**We must  
understand before  
we Judge**

Leaders also  
have to deal  
with adversity,  
and build  
Resilient  
Teams



Your integrity, as an individual will be measured by the congruence between what you think, feel and act

# WHAT WE THINK, WE ARE..



**You can't live a positive life with negative mind.**

# Emotional Contagion Phenomena

“Leaders influence the team’s emotions. The team’s emotions drive the overall performance”

Robert G. Jerus



## THE EMOTIONAL GUIDANCE SCALE

### UPWARD SPIRAL HPF

1. Joy / Knowledge  
Empowerment  
Freedom / Love  
Appreciation

2. Passion

3. Enthusiasm

4. Positive Expectation  
Belief

5. Optimism

6. Hopefulness

7. Contentment

### DOWNWARD SPIRAL LNF

8. Boredom

9. Pessimism

10. Frustration /  
Irritation / Impatience

11. "Overwhelm"

12. Disappointment

13. Doubt

14. Worry

15. Blame

16. Discouragement

17. Anger

18. Revenge

19. Hatred / Rage

20. Jealousy

21. Insecurity / Guilt  
Unworthiness

22. Fear / Grief / Depression  
Powerlessness/  
Victim



Non Verbal Communication makes all the difference in the acceptance and credibility of your message

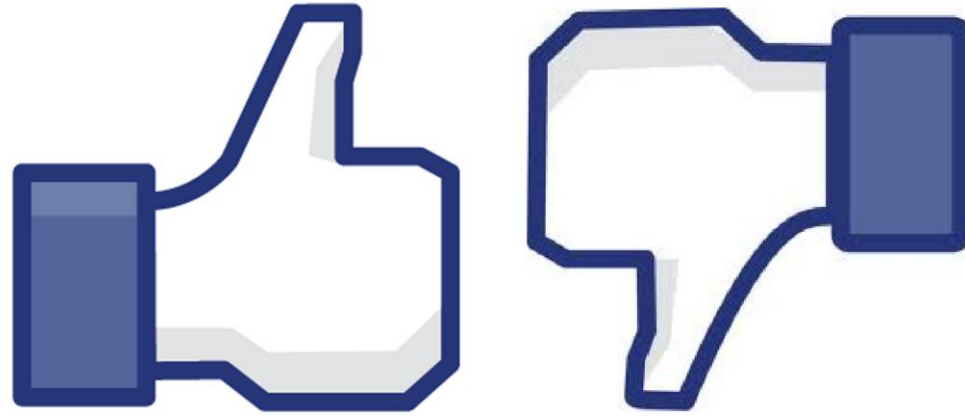
## IT'S WHAT YOU **DON'T SAY** THAT COUNTS!



**LEARN TO READ AND INFLUENCE PEOPLE THROUGH NONVERBAL COMMUNICATION.**



# Managing Communication: Assertiveness



# Managing Communication: Active Listening



Pay attention



Look at who is  
talking



Do not talk

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## ACTIVE LISTENING

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Ask questions



Follow  
directions



Visualise what  
is being said

*@rlj1981*

# Managing Communication: Oral Presentation Skills

## PRESENTATION SKILLS

**CONVEY 2 THINGS**

1. YOUR MESSAGE
2. YOUR PERSONALITY

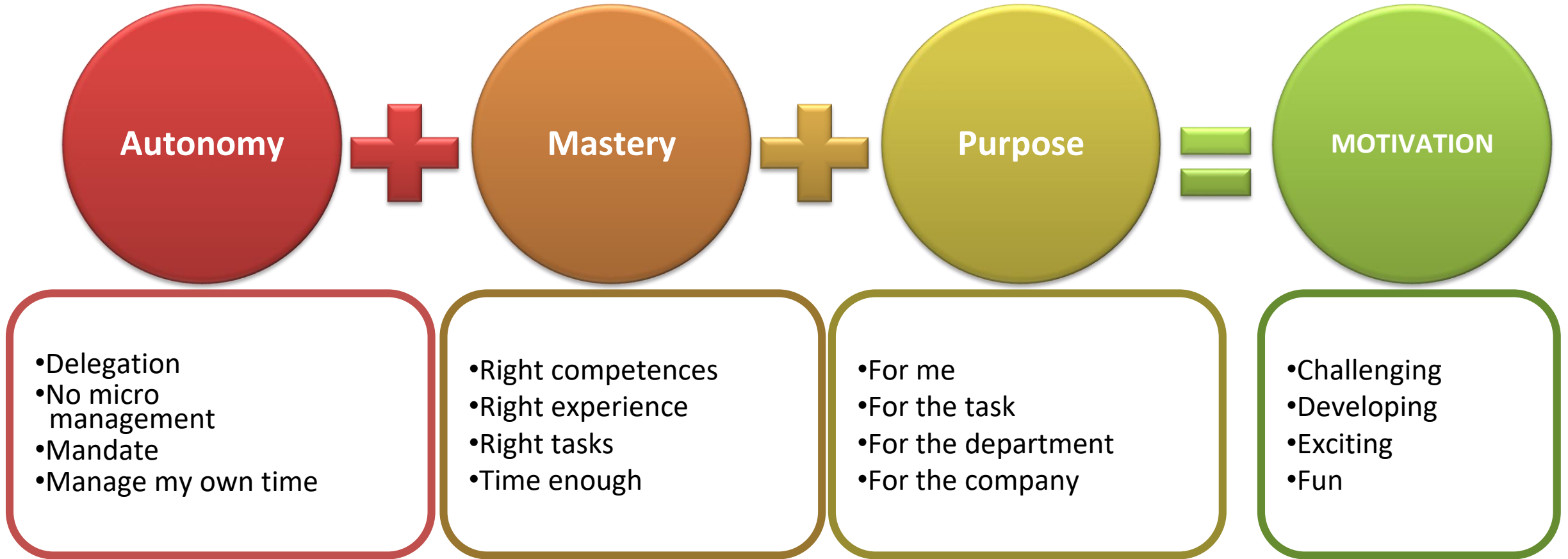
**9 WORDS TO GUIDE YOU**

TELL A STORY  
KEEP IT SIMPLE  
MANAGE YOUR FLOW

**3 PRINCIPLES**

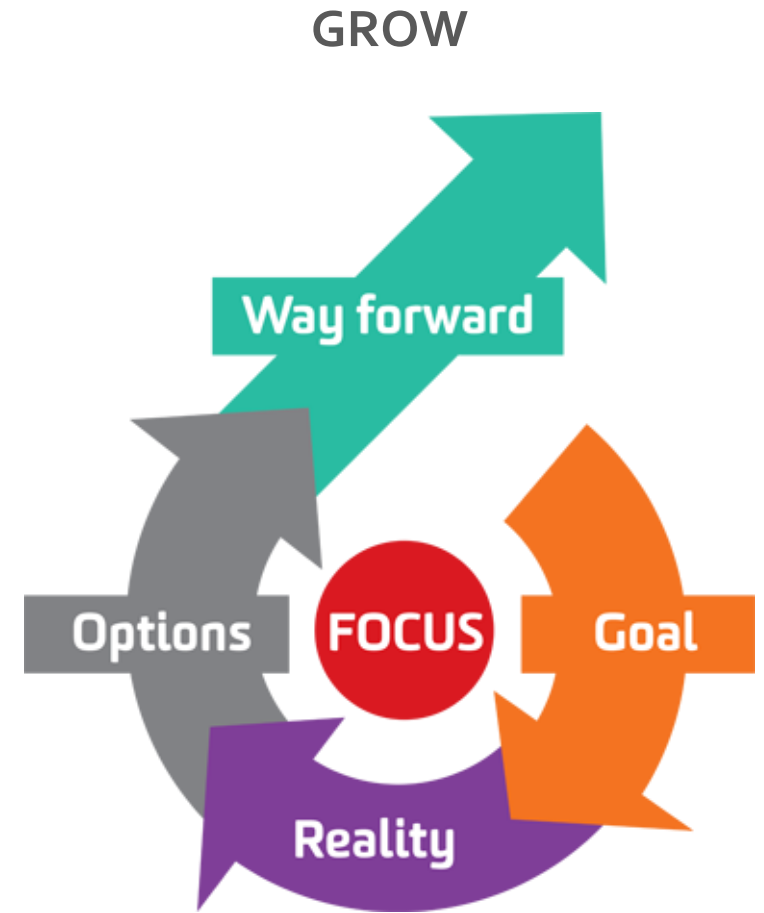
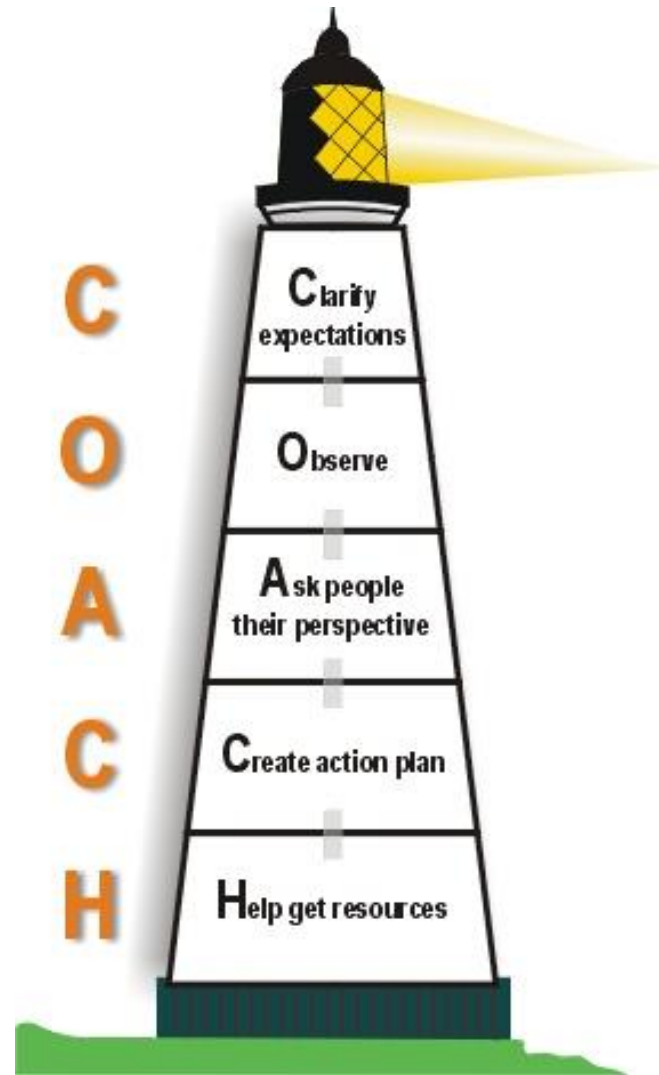
1. PEOPLE CANNOT LISTEN AND THINK AT THE SAME TIME
2. PEOPLE CANNOT READ AND LISTEN AT THE SAME TIME
3. LESS IS MORE





## Managing Relationships: Motivating Others

Managing Relationships:  
Developing Talent -  
Coaching is an attitude and also a way to help people GROW





# Managing Relationships

## Connecting Individuals



## Serving Stakeholders



# Management Skills & Emotional Intelligence

“Emotional Intelligence is not the opposite of intelligence, it is not the triumph of heart over head – it is the unique intersection of both.”

David Caruso

Recognition

## Self Awareness

### Self- Confidence

Emotional Self Awareness

Accurate Self Assessment

## Social Awareness

### Empathy

Organisational Awareness

Understanding the environment

Regulation

## Self Management

### Self- Control

Trustworthiness

Conscientiousness

Adaptability

Drive and motivation

## Social Skills

### Influence

Inspirational Leadership

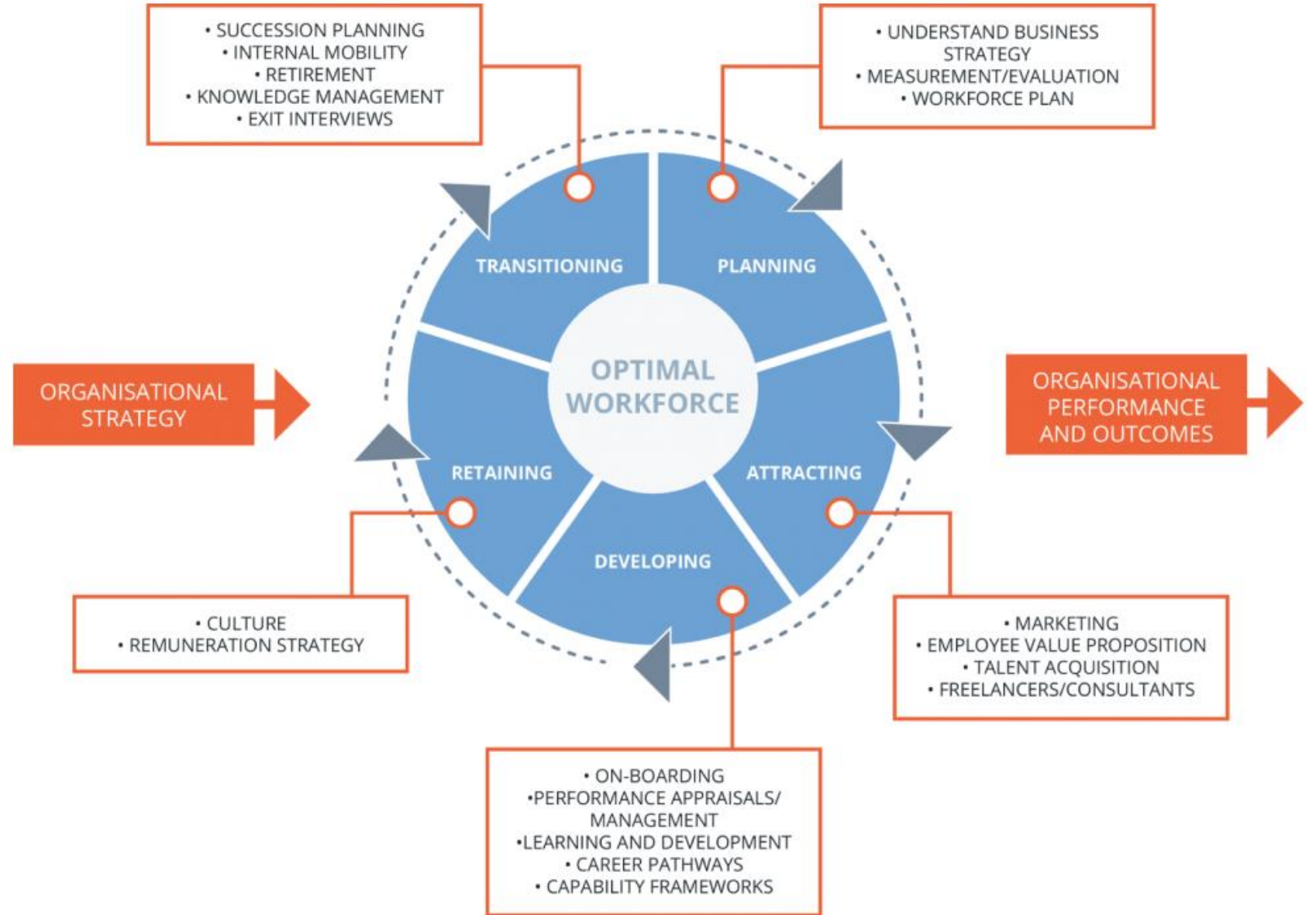
Developing others

Influence

Building bonds

# An Integrated Approach in Higher Education

Shaping the Future – IST's Example







*SHAPING THE FUTURE* – PROMOTES THE  
INTEGRATION AND ADAPTATION OF  
JUNIOR FACULTY AND RESEARCHERS  
TO IST'S CULTURE

Isabel Gonçalves (Academic Development  
Office)

<http://shapingthefuture.tecnico.ulisboa.pt/en/>

Promote Scientific Autonomy & the  
Development of a Relevant Scientific  
Career

International Impact/Visibility

Coach New Faculty and New  
Researchers in order to Maximize  
their Potential regarding Leadership  
of Research Teams, Pedagogical  
Quality of their Classes and Research

Faculty/Researchers  
Career Development

Share the culture, ethical values and  
IST institutional practices, integrating  
and welcoming new Faculty and New  
Researchers

Support the establishment of  
international partnerships

## OBJECTIVES ALIGNED WITH IST'S STRATEGIC PLAN





**3 days starter  
immersive  
workshop**

**1 mentor (full  
professor) for each  
new faculty;  
mentors from  
different  
departments + an  
assessment committee  
reviewing annual  
reports**

**observation of  
classes + feedback  
from the academic  
development office  
(2 each year) +  
final report from  
pedagogical council**

**workshops run by  
the academic  
development office  
(according to  
identified needs)**

**Start-Up Funds**

**International  
sabbaticals (4th year)  
promoting the  
networking of  
young researchers**

# SHAPING THE FUTURE INTEGRATED ACTIVITIES

5 years of refining the intervention & increasingly involving IST community and leadership



Co-funded by the Erasmus+ Programme of the European Union



Thank You

Obrigada



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