Timely Payments

The principle of timely payment seems basic to the life of any responsible company, but unfortunately, due to the crisis and a culture of permissiveness, it is not respected by the majority, what is worse is that it is widely accepted by the market as something common that is bound to happen. This is an issue that has a heavy influence in the life and dynamism of the economy, in particular the SME`s everyday lives that see themselves pitted against unfair competitive practices and have their own survival threaten. A reality that can be altered!

WHY IS IT IMPORTANT

Paying within the established timeframe constitutes a rudimentary principle of social responsibility and an ethical *must* that any responsible leader should abide by: paying what is owed at the appropriate time.

Timely payment constitutes a virtuous cycle, capable of congregating many other companies and effectively influencing the financial flux amongst companies thus assisting in the recuperation of the Portuguese economy and the life of each individual company.

The **Timely Payment Commitment** helps creating this positive dynamic as well as transforming this rudimentary principle into reality.

STEP BY STEP IMPLEMENTATION

1. First, appropriately determine with the head of your accounting department what payments need to be done and which payments are expected;
2. If you do determine that you are indeed ready to guarantee the payment of your commitments with your employees, suppliers and State, within the appropriate time-frame, do honor them. Do not wait for any complaints, and join the Timely Payment Commitment for a renewable period of 6 months. In the event of you not meeting the requirements to guarantee said commitments, talk over with your bank or specialized companies about ways of assuring the necessary liquidity to fulfil those commitments, or alternatively, contact your suppliers proposing new payment deadlines with the respective interest rates for tardily payment agreed by both parties.

3. To join the Timely Payment Commitment you should visit the following website: www.pagamentospontuais.com.pt, download the sign up letter template and fill it out with the appropriate society`s sheet of paper with your personal data, it will need to be signed by the president and the person responsible for the accounts and sent to the Executive Committee for the "Timely Payment Commitment" (Rua Julieta Ferrão nº 10 - 8, 1600-131 Lisboa).
4. After the letter is sent, you should communicate your accession to this commitment to your regular employees and suppliers, so that they become aware of this reality.

Prompt Payments

ACCOMPANY AND EVALUATE

Establish a bimonthly meeting with the person responsible for the company`s finances/accounting to make sure that the payments are being executed on time. If at any point during these meetings you realize that you cannot honor the commitment you pledged yourself to, you should warn the Program`s management, which will remove your name from the public website without any notice or reference to the fact.

1. At the end of each year if you which to receive the **certification of companies that abide by the timely payment commitment**, you should promptly request your major suppliers to fill out a declaration made available on the program`s website and have it sent to the program`s management team, which will grant your request after receiving a relevant number of declarations from the aforementioned suppliers in accordance with the value inherent to third party services provided.

2. The certified companies will yearly be invited and paid homage to in a public session and be referenced in the general and financial press.

ADDITIONAL KNOWLEDGE

If at any point throughout this process you have any questions, feel free to contact the program by e-mail:

pagamentospontuais@acege.pt.

Information regarding the program in: www.pagamentospontuais.com.pt

Further data in: www.ver.pt

BY ACEGE Jorge Líbano Monteiro

j.libano@acege.pt

GOOD PRACTICES WHEN SELECTING SUPPLIERS

Selecting and evaluating suppliers based on economic, social and environmental criteria could result in multiple competitive advantages for the organization. Offering superior quality products and services as well as involving the employees are some of the benefits from this kind of strategies.

WHY IS IT IMPORTANT

Currently the consumer is increasingly aware and concerned around environmental and social issues, often questioning the organizations about their behavior and becoming increasingly predisposed to acquire products and/or services that meet certain social standards that do not harm the environment. Considering that the materials and services provided by the suppliers or service providers is a critical element in ensuring the quality of the final product/service that reaches the client, it becomes essential to select these entities based on a responsibility criteria, as well as creating a partnership among them. This process can be called **"Responsible Shopping"** that aims to accomplish the following goals:

To integrate economic, social and environmental goals when selecting suppliers and service providers as well as to sensitize them when adopting good environmental and social practices;

To Create differentiating factors as far as competitors are concerned through the offering of a product or service of greater added value for the client (ex.: safer products, healthier, environmental friendly, local ones);

To support suppliers that have a strong social and environmental responsibility commitment; To obtain the consumer`s recognition, and society in general, as being a responsible organization;

STEP BY STEP IMPLEMENTATION

•In order for the Responsible Shopping process to be correctly broadcasted and implemented byy the entire organization it is fundamental that five major steps to be respected:

| 1. Choose a Responsible Shopping Policy | → | 2. Engage the entire organization | → | 3. Set the Suppliers evaluation criteria | → | 4. Divulge and explain the Suppliers that selection criteria | → | 5. Monitor the Supplier`s opinion and satisfaction levels |

Establish a Responsible Shopping policy

The commitment around implementing a Responsible Shopping process should be initiated by the top management. This way, it becomes essential for them to define a Responsible Shopping policy that is in accordance with the organization`s short and long term strategy, making sure to comply with the applicable legal requisites, and to include the organization`s commitment to being in agreement with the voluntary social and environmental criteria thus showing their globally acknowledged responsibility sense. For it to be consistent, the aspects referenced by the policy should meet the theme and the most relevant challenges of the sector, the organization`s strategic priorities as well as the different stakeholders' expectations.

Involve the entire Organization

Make sure that every employee is familiar and understands the importance of the Responsible Shopping`s policy as well as how to implement it. To that end:

• Set up a multidisciplinary team responsible for elaborating and implementing the shopping policy;

• Promote brief internal training sessions, in which the appointed team would explain their organizational basis and application to the other employees, in order to assure that each employee knows what is his personal contribution to this process;

• Promote idea and suggestion sharing amongst the employees, and allow for the policy itself to be changed if need be;

• Report the small achievements to the employees and the suppliers involved with the Responsible Shopping program, as recognition is fundamental to enhance the involvement of the different parties:

Establish Supplier`s evaluation criteria

As a starting point to establish evaluation criteria and supplier`s selection, the multidisciplinary team can begin by listing and evaluating the major acquired products and services (those that represent costs, risks or have a significant impact in the organization), taking in consideration criteria such as:

• Acquisition frequency, purpose and cost;

• Health and safety risk level towards the clients and/or employees;

• The business, environment and community level of impact.

Suppliers

Since it is not viable to simultaneously change the organization`s operations, a list of priorities should be established based on the list above.

Divulge and explain the Suppliers the selection criteria

It is essential for the different suppliers and service providers to learn and understand the organization's Responsible Shopping Policy in order to adequately respond to what is solicited, or in order to implement measures that progressively adapt to the required criteria. Make sure that there is transparency and equality when providing information concerning the selection criteria, the evaluation, selecting suppliers and service providers as well as when divulging results.

Monitor the suppliers' satisfaction

For a strategy to be successful being aware and sensitive to the needs and opinions of one`s suppliers and service providers is of the utmost importance. With that in mind, creating an annual satisfaction survey can help the organization in identifying strengths and improvement opportunities on that matter.

ACCOMPANY AND EVALUATE

In order to obtain a realistic impact and benefit perception around the responsible supplier and service providers` selection, establish measurable performance indicators directly connected to the pre-established goals and resulting benefits.

ADDITIONAL KNOWLEDGE

Guidelines Global Reporting Initiative – GRI G3

ISO 26000

BY: SUSTENTARE

CORPORATE VOLUNTEERING

Volunteering is defined by a set of actions performed by companies, or any sort of assistance or incentive from those same companies, that aim to develop their employees, using their time, knowledge and skills in voluntary community work, contextualized with their professional activities and during the work hours.

WHY IS IT IMPORTANT

The way a company manages their economic, social and environmental relationships, and the way that it behaves with society has a decisive impact on its success. Companies started looking at their community interventions not only as a social and moral obligation that has been strictly tied to patronal and philanthropic related deeds to start looking at them with a strategically mindset and long term sustainability goals.

Corporate volunteering adopted by the strategic management, results in advantages for the community, the company and its employees. Socially, it allows the reduction of problems that could truly disturb the community, assisting by helping to build a healthier society. In the business sphere, the company`s volunteering programs contribute to the personal and profession skill development, helping in attracting and retaining qualified employees as well as to sensitize the remaining interested elements, i.e. stakeholders. It can also contribute in a way that the company promotes its good citizen self-image or even to improve its products reputation.

STEP BY STEP IMPLEMENTATION

1. **Start a corporate volunteering program**

Make sure that the company`s culture and values include and are coherent with the principals of volunteering. If they are not, set up foundations so that it can become a reality.  A corporate volunteering program will only reach it`s goals and will only be successful, if it is adopted by the entire company and if it is aligned with the company`s corporate responsibility policy. It is fundamental to involve everyone, starting from the top management, in order for everyone to feel integrated and responsible in and for the process.

2. **Develop your volunteering**

Each person is a volunteer in its own way and it is the sum of every individual`s different way of doing volunteer work that makes this proposal of a group action so rich. The best way to define how to act is to identify each individual`s collaboration potential, find out what type of needs does the community have and come up with an imaginative answer. The volunteering action does not dismiss the State of its obligations and should not be seen as free labor force- the voluntary work adds value.

3. **Build your volunteering program**

The building process of a volunteering program depends a lot of each company`s cultural identity, in its field of business, its strategy and the way that it performs. Therefore, one

cannot only suggest a single unique model of application, but instead a set of recommendations or guidance in how to proceed. In that regard we will enunciate a list of steps that surely will assist in enlightening the path towards creating this program.

1. Encourage a reflection around the company`s culture;

2. Create a work team;

3. Definition throughout the process;

4. Identify ways for employees to contribute;

5. Identify what needs does the community or an institution;

6. Turning ideas into proposals;

7. The volunteering program in action.

ACCOMPANY AND EVALUATE

8. Appreciation, Recognition and Communication as key elements for success;

9. Advantages of working in a partnership.

10 Suggestions for the implementation of corporate volunteering programs

1. Ensure the right to perform voluntary labour to all employees during their weekly working hours;

2. Support and supervise voluntary employees throughout their respective volunteering "jobs" of choice;

3. Create incentives and ways to motivate employees that actively participate in social projects, such as recognition for taking part in volunteering initiatives;

4. Develop well-structured and organized actions to involve employees with the initiatives and ensure their success;

5. Suit the Human Resource management policy to the volunteering program to allow its feasibility;

6. Make sure that whomever is responsible for managing human resources and the volunteering programs has the appropriate qualifications in order to ensure that the programs meet the communities necessities, the company`s goals and that the programs contribute to the learning experience of the employees;

7. Sensitize the volunteering employee`s managers for matters directly related to volunteering work, to avoid conflicts of interest;

8. Implement mechanisms that allow taking advantage of the knowledge and training acquired by the employees while doing volunteering work;

9. Provide information regarding the volunteering programs during the process of recruiting new employees;

10. Duplicate the good internal atmosphere created by the employees that participated in these programs that becomes self-evident as to how helpful and favorable it is for personal development and knowledge expansion.

ADDITIONAL KNOWLEDGE

"Como implementar projectos de voluntariado empresarial", GRACE

- http://grace.staging.sapo.pt/outros_docs/c3102ad532d37986539bc27955797e69grace_mvoluntariado.pdf

BY: GRACE

Being able to innovate

Innovation, in the business world, can be defined as the process that transforms ideas, concepts or knowledge into initiatives capable of impacting the market and generating added value (i.e., in the last case scenario, added value for the partner or shareholder).

From a business perspective, two elements have to take place in order for a particular initiative to be considered "innovative":

1. The idea, concept or knowledge has to materialize into something that impacts the market itself. This doesn`t mean however that it has to be a new product or service, it could be a new market approach, a new methodology or method, a new model of distribution or a new business process.

2. The idea, concept or knowledge has to generate added value for the stakeholders, and ultimately for the shareholder. Innovation is fundamentally execution. From this comes forth the imperative of approaching innovation in the same way that any other industrial process is approached: subjecting the raw materials to a rigorous and structured process, managing it effectively and, in the end, obtaining a result with a particular degree of predictability.

A common mistake is to believe that the innovation`s raw materials are an idea in themselves. They are not. The innovation begins when an innovation strategy is defined (in other words, it is required for a corporative strategy, which is born from Vision and Mission, to be compatible with an analysis to the external context.

It is from this point that general guidelines for innovation arise (for example, growth through new clients, new products/services, new geographic markets or a mix of these elements). The Innovation process can be summarized through the illustrated model bellow.
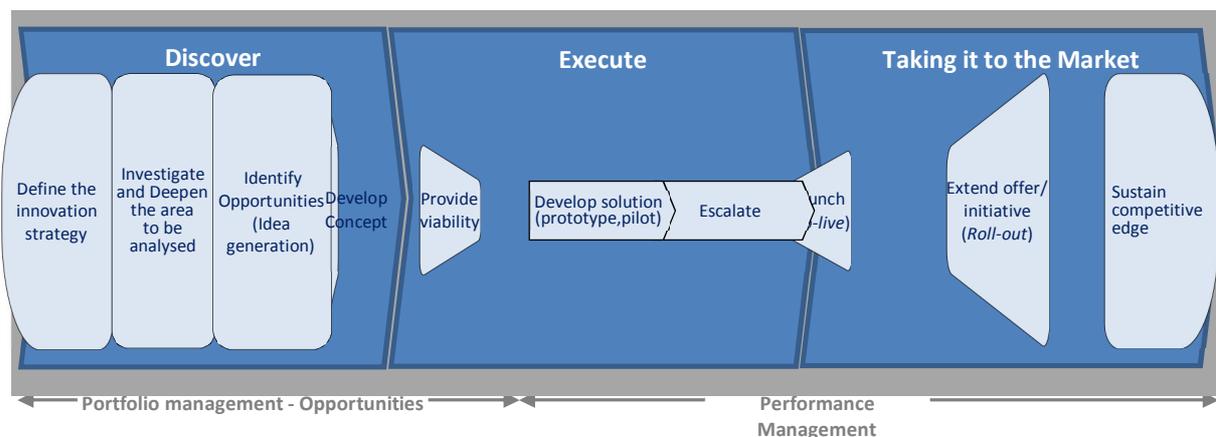
WHY IS IT IMPORTANT

Innovation is the most important way of creating sustainable growth in the sense that the consumers see in the new proposal unique and differentiating benefits. This recognition initiates more demand, which in itself generates growth. It is relevant to mention an inherent cyclicality of this concept – there is growth (sustained by this model), as long as the company keeps on innovating.

What happens if the company does not innovate? Companies that act in competitive markets and that do not innovate continuously their operation, will be extinguished due to impacting external elements existing within the market in which they do business in. These elements are, for example: more mature market saturation; new technology introduction, more knowledgeable and sophisticated consumers with increased choice options; shorter product life spans; technology convergence and, above all else, a swift competition copying ability (or surpassing). The premise is that sooner or later, the competition will innovate, making their value proposal a lot more interesting for the consumer.

STEP BY STEP IMPLEMENTATION

There isn`t a single method of implementing an innovation process. It is dependable upon many factors, such as the company`s culture and size, the business model`s maturity and even the business imperatives associated with the innovation strategy itself. However, it will be presented shortly, the most acknowledged operating methods that have shown proof of successful implementation by other companies, separated by 3 innovation process phases: Discovering, Executing and to bring it to the Market.

Uncover/Learn

- Name an area or person responsible for the innovation and formally decide the process and the respective management model;

- Approach from the outside in (make sure to perform a wide market analysis and clients/non clients inputs – Voice-of-Costumer, suppliers and academics);

- Define multi-functional teams that provide a broad thought diversity (I&D is not the major nor the only intervenient);

- Resort to crowd-sourcing approaches to capture and enhance the best ideas (Crowd-Sourcing are collaborative ways of doing things that add value to former proposals)

- Use brainstorming techniques to encourage participation and self-confidence (for example, the harmonium approach, in which idea creation and evaluation are completely separated and recurrent activities.

Execute

Define standard work practices amongst teams in order to diminish the set-up time and assure the result`s consistency;

Chose non-conventional approaches to the career progression model (including incentives and rewards);

Foster networking at all levels within the company, to share knowledge and experience;

Taking it to the Market

Define and communicate early on what will be the innovation initiative's performance indicators;

Perform a continuous market prospection (gather and analyze important data, consider Voice-of-Costumer – i.e. market sensing). Promote a culture based upon change and improvement – never a complacent one.

ACCOMPANY AND EVALUATE

The most important metrics to measure innovation is the invested capital`s profitability or return on invested capital = (ROIC = Net Operating Income/invested capital).

In order for the innovation to be considered a success, this measure has to exceed the capital cost (in other words, the company`s opportunity cost, for having been pursuing a particular initiative vs. an alternative capital application). However it turns up that ROIC is insufficient, since it cannot capture effectiveness/efficiency of all the phases inherent to the innovation process. Consequently other indicators will be necessary, for example the ones illustrated in the box.

Opportunity portfolio management	Performance management
• # of conducted surveys; • # of ideas/concepts that passed through the 1st sieve; • # of ideas/concepts that passed through the last sieve; • % of employees that were involved with innovation; • Operational costs allocated to the development of the innovation process;	• "speed-to-market" (elapsed time until it is brought to the market); • Residence time in each execution phase; • Average residence deviation time in each execution phase; • Expected return`s deviation vs. Actual confirmed return; • Launched initiative`s success rate; • Failed initiative's associated cost; • Invested capital`s profitability;

ADDITIONAL KNOWLEDGE

The Discipline of Innovation, Peter Drucker, Harvard Business Review;

Making Innovation Work: How to Manage It, Measure It, and Profit from It, Tony Davila, Marc J. Epstein and Robert Shelton, **Upper Saddle River: Wharton School Publishing**;

Clients & Consumers

Energy Efficiency and Reduction of CO2 emissions.

Energy consumption is an important component for most companies, potentially representing a substantial portion of the fixed costs with a tendency to increase. However, aside from the financial cost, energy consumption has significant environmental impacts that should carefully be looked at by a responsible management.

WHY IS IT IMPORTANT

The fact that our company is consuming electrical energy means that companies that produce electricity are consuming coal and oil. This electricity production process translates into CO2 emissions into the atmosphere wish represent a relevant environmental and financial impact for the country.

According to the Environment Institute "…climatic changes are, nowadays considered one of the most serious environmental threats at a global scale, with heavy impacts in the ecosystems, human health and economical activities", which means it is up to the citizens and companies to act voluntarily in a proactive fashion in order to reduce CO2 emissions.

In the year 2000, the European Commission in March, aware of the importance of this subject, launched the European Climate Change Programme. With this program, there were set limits for CO2 emissions per country, which implied that in case of some sectors of activity, were to emit more CO2 than the established numbers they would have to pay a fine or alternatively they would have to purchase a license in a special market created for this particular matter. Regardless of its complexity, that meant that in the future, increasingly sectors of activity will have CO2 emission ceilings with additional costs for those that generate it the most.

This card`s proposal`s is to encourage the reduction of your company`s energy consumption, and in this way, to reduce the use of fossil fuel and CO2 emissions.

Energy consumption actions and their CO2 emissions

According to the practical guide to Energy Efficiency published by EDP, Portugal produces only 15% of its consumed energy, which makes it one of the most dependable countries on imported fossil energies, coal and oil for instance. This is why people have been turning to renewable energies.

If we take a broaden approach on the matter, and consider the various indirect forms in which we emit CO2 through energy consumption, the impact of our actions becomes clearer. All of the following actions consume energy and emit CO2:

Riding a car and the way in which we drive it;

Switching on the computer;

Heating microwaved lunch;

Eco - Efficiency

Leaving the air conditioning on during lunch break;

Etc.

If we wish to increase the energetic efficiency and reduce CO2 emissions and as a consequence reduce financial costs for companies and the country itself, we should develop some of the specific and simple proposals contained in this card.

STEP BY STEP IMPLEMENTATION

Engage the entire organization

- Improving energetic efficiency depends, above all else, on the employee`s behavior. For this reason, it is essential to unite them for a group assignment where the next project "ambassadors" will be elected amongst their peers.

Identify the areas which consume the most energy

Create an inventory, along with your employees, contemplating the major energy consumptions areas (office equipment, factory machinery, transportation, etc).

Identify existing equipment and practices

Identify the individual sector habits;

Identify the habits that if changed could reduce CO2 emissions;

Identify per area of activity, if possible, the energy consumption`s total value in KWh as well as the monthly financial cost.

Build a list of actions for your company to implement

Jointly with the work group and it`s "environmental ambassadors", build a list of actions for potential implementation*:

- Report to every employee about the necessity of changing habits, for instance:

✓ Reduce the laptops` screen lightning intensity to save batter life.

✓ Turn the lights and the machines off before heading out (computer, printer and photocopier).

✓ Do not leave any equipment on stand-by to avoid needlessly spending energy.

✓ Do not print drafts or make direct amendments to your texts sitting at the computer.

✓ Recycle paper; use an appropriate recipient to separate the used paper.

✓ Avoid using the air conditioning or other similar devices.

- Plan new investments and new shopping criteria, for instance:

✓ Replace the incandescent bulbs with saving light bulbs;

✓ Install motion detectors that trigger the bulbs only when there are people around;

✓ Chose to work with laptops rather than desktops since they are energetically more efficient and can reduce the energy consumption cost by up to 90%;

✓ Look for the "energy star" logo on the electronic devices that you might purchase;

✓ Effectively insulate doors, windows, walls , ceiling and pavement;

*The above list was taken from a practical guide entitled "Energetic Efficiency" published by EDP.

ACCOMPANY AND EVALUATE

Monitor results and share them with the organization

Monthly assign a random employee with the responsibility of taking notes of the energetic consumption in KWh, as well as its financial cost. Analyze the results of the implemented actions. Divulge it with your employees.

ADDITIONAL KNOWLEDGE

http://www.eco.edp.pt; http://ws.cgd.pt/blog/pdf/guia_edp.pdf

BY:

SOFIA SANTOS, Economist

VISION, MISSION AND VALUES

"If we do not know where we are heading, we can follow any path".

It is **Vision** that will forge the company`s final destination. **Mission** reveals its purpose, in other words, what is the company going to do, and how is it going to do it, in order to reach that final destination. **Values** are guiding principles that support behavior and decision-making.

WHY IS IT IMPORTANT

A company`s Vision, Mission and Values are inspiring statements, clear and concise, chosen to transmit a sense of guidance and belonging, shared by those that can influence a company`s performance and success. Simply put, they are statements directed at the management team, the employees, the shareholders, the costumers and at other business partners.

If well-structured and properly integrated in a systematic planning process, these elements will act as guidance beacons for the strategic and operational development of the company. They will ensure that the decisions, especially those that impact the company`s strategic direction, are taken in accordance with a clear orientation line, conducive to a properly established purpose.

The following tables summarize the goals associated with Vision, Mission and Values.

VISION	MISSION	VALUES
• Keeps the company focused on what is important – guides the management`s way of thinking in regard to strategic matter (particularly relevant in times of constant change); • Provides every company level with the same purpose; • Inspires, galvanizes and promotes management, employee and shareholders commitment; • Fosters productivity by setting a	• Delimits the company`s area of activity and defines its own purpose (i.e. intention); • Helps defining performance standards; • Guides employees (of all levels) through the decision-making process; • Promotes a more intimately relationship with the clients, suppliers, shareholders and other partners; • Focused outwards and generates	• Establishes a common framework for ethical behavior; • Establishes a common framework in what concerns relating and communicating amongst employees (internally) and amongst clients, suppliers and partners (externally); • Assessment/data Based decision-making; • Prioritizes employee time management; • Provides a guideline as to how

STEP BY STEP SUGGESTIONS TO IMPLEMENT

Begin with and endgame in mind

Promote an open reflection around the company`s ultimate goal and its ambitions. You can mention aspects concerning its performance or the impact that you hope to have on your clients. Always include external inputs in that reflection (ex. Clients, suppliers and partners) since more than experienced, Vision has to be perceived. The end result should be a short

Company

statement (the best sentences are the shorter ones); powerful (ex. Disney: "Making people happy"); and should urge action. It can be corporative or aimed a business unity.

Identify the company`s distinct skills.

These should be, simultaneously, crucial for the company`s success and distinctive when compared to its competition. It is not necessary for the company to have prematurely acquired such skills, it is only necessary for the company to be aware of how critical they are for its differentiation. Management tools such as "Supply Chain Analysis", "SWOT Analysis" or "Resource-Based View" can and should be used.

Design the Mission

The Mission mirrors what the company does distinctively, what type of clients is it willing to serve and in what way, simply put it is a oriented inside out. The declaration`s wordings should be in the infinitive and be valid for a period of 3 to 5 years. It should contain one or two sentences and refrain from using generic concepts; those can make a company seem indistinguishable (ex. "the most innovative"). It shouldn`t be too inflexible in a way that prevents the company from being versatile towards new markets, products or services. On the other hand, nor should it be too lax, it needs to still be able to be useful to develop a strategy. Much like Vision, it can be corporative or aim at a business unit.

Design the company`s Values

Values are principals that guide the company`s internal conduct and its relationship with the external environment. A reflection involving executive members, employees and eternal elements like clients, partners and shareholders should be encouraged. The question that should be made is: "Which behaviors do we wish to encourage for us to reach our Mission goals?"

Revisit your Mission and make it Operational

Sheer statement creation is not a guarantee for success. The next step is defining the indicators that translate the missions 'statement in what respects it`s performance and respective goals establishment (for the company as a whole and the individual business units).

Afterword the strategies need to be set. In other words, the actions and initiatives that needs to be implemented to allow the goals to be accomplished. This exercise should be repeated at the beginning of each year and monitored until it ends. Ultimately, everyone (starting with the top tier positions), should live the company`s values personally: for they represent the path to take in order to accomplish the Mission and, consequently, reach high performance.

ACCOMPANY AND EVALUATE

What is measurable is the objectives 'performance (corporative and from each single business unit), vs. the established targets, for those indicators that were chosen to reflect the Mission. The following examples include: margin growth, market shares, and perceived product quality,

competitive placement in regards to the cost, equity return, and return on capital investment, among other.

GLOSSARY AND ADDITIONAL KNOWLEDGE

Supply Chain Analysis – It represents a set of activities performed by the company from the perspective of the added value that each one represents in succession to a product or service. From the point in which the resources enter the company up until the after sale service. Analyzing the Supply Chain helps us locate the revenue/cost elements (and underlying assets) associated with each activity, and to determine where the right key skills should be enhanced in order to generate added value to the costumer.

SWOT Analysis - *Strengths, Weaknesses, Opportunities and Threats.* Correlates the company`s internal variables (strengths and weaknesses) with the external variable (opportunities and threats) through a 2x2 Matrix. It is used to evaluate the company`s competitive position in the marketplace.

Resource-Based View – Is a method that analysis the company from the inside with the purpose of identifying resources (tangible assets or otherwise) that are capable of generating a sustainable competitive edge.

Developing the strategy; Vision, Value Gaps and Analysis, Robert S. Kaplan and David P. Norton, with Edward A. Barrows Jr., Harvard Business School Publishing;

Strategic Management: Concepts and Cases, Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, South-Western; **: Competitiveness and Globalization**

Build a Strategic Framework: Mission Statement, Vision, Values … Strategy and Vision Statements, Susan M. Heathfield, About.com Guide.

BY: Maria Ana Castello Branco, Manager, Accenture – ana.c.branco@accenture.com

LEADING BRAND

A leader that knows himself well, makes better decisions and inspires positively the other stakeholders, by practicing a more consistent leadership and generating more efficient interpersonal relationships.

WHY IS IT IMPORTANT

There isn`t an ideal leadership style. We are all unique and each one of us can make use of different assets and leading strategies. However, it is an unavoidable fact that the employees expectations in regards to their leaders changed. They expect vision, communication, transparency and concern with their growth and well-being. They expect them to be leaders, coaches and not just managers.

In order to be capable of performing your double role as Business Driver and People Booster, to be able to amplify your ability to anticipate, question, innovate, inspire , take chances and make *it* happen...the leader has to know himself quite well and be very aware of his own personal characteristics. This is the only way in order for him to know how to apply those characteristics (or take control of them) in each individual context and to make them work for himself when needed to be able to grow along with the organization in which he is inserted in.

In fact, self-knowledge generates better choices and potentiates a more efficient empowerment, which in itself generates acknowledgment, resulting in happiness – for the leader and his teams.

STEP BY STEP IMPLEMENTATION

1. THINK: DO YOU WISH TO BE A LEADER OR A MANAGER?

It has always been heard that managing is crucial, but to go the extra mile one needs to know how to lead. We have also always heard and read that the manager creates order and that the leader questions that order. That the manager thinks in the short term and the leader sees in the long term. That the manager focuses on the processes and that the leader invests in people. That the manager takes great concern in solving problems and that the leader inspires teams.

We have alerted to the importance of the leader not stopping being a manager. A leader that loses his ground might become a disruptive, megalomaniac, inconsequent figure and ultimately a threat to the organizations.

Playing these two records in the same place at the same time is the great challenge of a leader.

2. PERFORM AN AUTO REVIEW: WHICH POWERS DO YOU POSSESS?

Build your profile. Find out about your strengths, your skills, your attributes/adjectives that define you. You can chose to do IQ/EQ tests, preferences and personal style examinations.

Refer to your colleagues, friends, mentors to help you identify honestly and impartially which are your major talents, powers and which aspects could you work on.

Afterword, identify your responsibilities and figure out in what way can you make better use of your new found potential, to amplify your performance as a professional and leader.

Consider also what do you do that makes you happier and in what way, in your current capacities can you do them or begin doing them.

CREATE YOUR OWN LEADING BRAND

We are unique! A leading brand lets everyone know what is distinctive about us as leaders and communicates what we have to offer, what added value we can bring.

It is not enough to seem like – we must be. Show results!

It is not enough to be – we must seem like. Own an impacting brand!

REFLECT ON THIS AND CREATE YOUR LEADING BRAND:

- For what do I want to be known for?

What are my strengths? Which characteristics are critical while performing my mission? What is expected of me? (You can use auto and hetero analyses exercises above).

-Which targets do I want to meet (within the next 12 months)?

Setup actions/practices that I wish to implement to add value and reinforce the brand that I want to create (take into consideration the most relevant interlocutors: clients, collaborators, investors, organization)

- You can sum up your Leading Brand, you should use as a reminder a sentence such as: "I want to be known for… therefore I will do the following…".

Above all else, take periodic breaks to reflect about yourself and PICK YOUR CHOICES **IN A SUSTAINABLE FASHION IN ACCORDANCE TO YOUR PREFERENCES AND MOTIVATIONS**, as to what will make you happier.

You will see how inspiring you will become!

IDENTIFY HOW CAN I POTENTIATE MY LEADING BRAND

How do i create **VALUE** as leader

What can i **DO** as leader

What do i **ENJOY** doing as leader
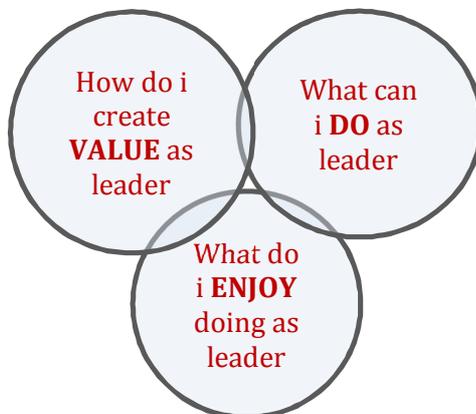
ACCOMPANY AND EVALUATE

Some Learning tools available: Teste MBTI (Myers-Briggs Type Indicator); Fórmula da Felicidade Corporativa.

ADDITIONAL KNOWLEDGE

Jason Associates – www.jasonassociates.com

His friends, family and collegues– these are the people that know him best

www.ver.pt

BY:

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CLEANER PRODUCTION

With the unstoppable market globalization, of knowledge, human and natural resources and its social and ecological impacts, it is inevitable that the current evolution to a new development paradigm supported by a profound yet phased attitude and behavior change at all levels, in particular within companies should be conducive to sustainable value. It is relevant to develop new skills in order to be able to fight against the huge challenges brought on by this new paradigm, as well as take advantage of its enormous opportunities. In this context, cleaner production can be looked at as one of the norms of business management with strategic sense and vision of the future within this new model.

WHY IS IT IMPORTANT

From the businesses point of view it makes perfect sense, since a cleaner production strategy can stimulate highly relevant benefits such as consumption rationing, generate savings and encourage social responsibility that surrounds the company's activities, regardless of where they are located. Reducing costs and improve input resources productivity is extremely useful.

STEP BY STEP IMPLEMENTATION

Our experience has showed that a - **Cleaner Production** - strategy is an expeditiously route to take for companies to become Eco-efficient, its methodology is based upon **the PrePol Manual** that has been developed for companies for years, where it has been put into practice and thoroughly tested.

–Implementation phases/sequence:

1. Establish your work team (if possible involve one element from each different departments) and their supervisor.

2. Create a global inventory: Identify the process`s eco-inefficiencies based on mass balance methods and energy from the several unitary operations, and elaborate a quantifiable flowchart of the aforementioned process, in physics and financial terms of the respective influxes and outflows.

3. Identify and select the cleanest technology options available in order to prevent or reduce the eco-efficiencies on your own place of origin.

4. Create a specific inventory; compiling the detailed information regarding the selected options in the previous step, in order to allow the technical, environmental and economic viability analyses of each one to be performed.

Eco - Efficiency

5. Analyze the technical, environmental and economic viability of the different technological options selected via matrices and excel sheets, and establish a course of action.

6. Implement the identified options that during this primary cycle, better satisfy the company`s goals towards improving its performance of progressive materialization of its own Eco-efficiency.

7. Monitor results.

8. Prepare a new cycle of improvement to be able to accomplish pending goals and/or new ones raised by the work produced thus far.

PRESOL`s manual describes a phased and systematic process in implementing PML`s strategy in companies through successive cycles of continuous performance improvement according to Deming`s cycle pattern (Plan – Implement – Evaluate – Review) In order to render a company Eco-efficient.  The work team supervisor, capable of developing the strategy, provides his team members with the appropriate training and also explains to the company`s HR what is at stake, what the strategy involves, their targets and goals, and what degree of contribute is to be expected from each department responsible in aiding the implementation process.

The Manual`s specific sheets for each strategic phase will be sequentially written by the work team, what will be written constitutes in itself an indicator that the company is committed to the subject. After each phase the supervisor meets with the respective heads of department and, through brainstorming, involves them further into what has been done so far as well as what targets have been met, its strength points and weaknesses, and ultimately the preparation for the following step.

ACCOMPANY AND EVALUATE

Accordingly to the goals set in the beginning, the supervisor regularly accompanies the PML`s team work,  particularly if the aforementioned sheets are being filled one after the other as intended, without this detail it would not be able to operate, consecutively, the company`s Eco-efficiency concept.

It is essential to adequately quantify all the fluxes in both physics and financial terms that run through the various unitary operations, these values serve as the company`s performance indicators in "eco..nomical" and" eco..logical terms".

The outcome stands upon the comparison between the company`s situation in terms of eco-efficiency before implementing the PML/situation T0 strategy, and the resulting benefits of the 1st cycle of the PML/situation T1 implementation.

It is now expected for the company to increase its productivity and improve its production quality while using less input resources, making the most –productivity wise of the natural resources, also, human resources are now aware of what is at stake and why they should be interested and motivated in contributing, in order for "their" company to become healthier, more competitive and socially responsible, thus Eco-efficient.

ADDITIONAL KNOWLEDGE

"Manual PREPOL", 2001 (3ª ed.), Constança Peneda & col. Cadernos INETI, nº 4.

" Driving eco-inovation", Claude Fussler & Peter James, 1996, ISBN 0 273 62207 2

"Encourage Business Sustainability", Constança Peneda, 2008, ISBN 976 989 95794 O 8

"Business Sustainability. Concepts and some managing tools", 2010/2011, Sebenta de Licenciatura/FE-UCP

BY

Constança Peneda – Professora Catedrática

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Eco - Efficiency

PERFORMANCE ASSESSMENT

Knowing your employee`s talents and investing in them is essential for your company to be successful. If you assure the individuals 'goals, if submit them to a rigorous performance and individual potential analysis, always showing interest in their motivations you will be strengthening their commitment with the company`s goals.

WHY IS IT IMPORTANT

Assessing performance is a structural process in the human resource management of any company. If performed in a systematic and rigorous fashion it contributes greatly in increasing peak performance as well as keeping the employee committed and motivated, considerably boosting the organization`s results.

This process allows the organization to evaluate and learn the real contribute given by each employee to the company based on his personal goals (performance), it also allows the identification and amplification of their individual talents/potentials. These are the two elements that should determine the offered opportunities and benefits within a company,

STEP BY STEP IMPLEMENTATION

Perform a list of descriptive functional operations and a list of competences

Begin by listing a description of the various responsibilities associated with every role within the company, as well as the technical and behavioral skills that each employee needs to have in order to excel at his job – this will be the evaluators` dictionary/standards reference tool. It is also very important for the behavioral skills to translate into observable behaviors in order to be thoroughly evaluated. You can find several different examples proposed in this card on the following website: www.ver.pt.

Establish your goals

Ideally, at the beginning of the year, each administrator should conduct a meeting with his employee in which they both agree on three to five quantitate and/or qualitative goals to pursue throughout the year, as well as the weight that each one will have on the evaluation accordingly to its importance in relation to the company´s or department's results. The employee should also be informed or come to an agreement with his supervisor or boss about the various skill elements in which he will be evaluated.

Promote an intermediate meeting

By the middle of the year, independently of any consistent monitoring and feedback that ought to take place, there should also be a formal meeting to discuss the individuals, in which the supervisor and the employee analyze the latter's overall performance to date, but also to understand how said employee feels about any particular subject, his struggles and desires. More than a quantitative evaluation, this is opportune moment for a qualitative sharing

between the two, which is very appreciated by the employee; it also allows any adjustments to be made in accordance to the annual goals.

Perform evaluations

The evaluations should take place somewhere by the end of the year. Depending on the company`s system, they can be completed in a digital format or paper, their registration should be assured to remain confidential. This is the moment where the various intervenients reflect upon the employee`s performance by examining the individual`s questionnaire that contains his own goals and competences set at the beginning of the year. At this point, depending on the company`s culture and system, many elements can participate in order to collect a more substantial view of his performance, elements like the employee himself (auto) o even some of his peers (360 º). When analyzing each individual it is very important to beware of personal factors that can help distort the evaluation making it less objective than intended, like prejudice, peer comparison or relationships.

Perform an evaluation interview

The interview is a critical moment in the relationship between the employee and his boss. It is necessary to assure the appropriate timeframe of commitment towards this moment given the fact that it deals with the development of the employee itself. For this reason, the interview should be properly prepared by both parties and take in consideration the analysis and accompaniment of the individual´s performance throughout the year. Specifically, both parties should come prepared with all the essential facts in order to make the most out of the evaluation when analyzing each and every target and skill. Generally, the conversation should be constructive and directed towards the future, focusing both the areas that need improvement as well as the individual employee`s skill improvement.

Devise a development plan

During the evaluation interview, it is important to define with one another an individual development plan for the employee, within the realistic possibilities of the individual and the company`s. This strategy should be able to enhance his talents and develop the individual`s areas that need the most work so both himself and the company can benefit from. The strategy should be realistic in both its realization and execution, it should not be shelved, it can involve simple matters like handling internal projects suited to the individual`s profile, or more complex matters such as external training. It is very important for the evaluation to show direct results and consequences, that is and equitable foundation that exists for the purpose of offering opportunities and benefits to every employee.

Monitor performance

Throughout the year, management should worry about monitoring their employee`s performance, motivation and commitment levels, providing regular constructive feedback, both negative and positive, as well as genuinely care about their wellbeing. It is also important for management to ask for feedback on their own performance as leaders.

This is the ideal global performance evaluation model, since it assures the employee to be co-responsible for his own development and to be aware at all times what is expected of him, the state of is development and his levels of performance, thus promoting his own motivation and commitment. However, if it is not possible to implement every step, **the most critical ones are step nº2,4th and 5th.**

ACCOMPANY AND EVALUATE

The performance evaluation process runs throughout the year, with special emphasis on the evaluation moment. Ideally these evaluations are supported by a digital questionnaire, promoted and handled independently by Human Resources. It is recommended for the duration of each individual`s annual questionnaire, to last a minimum of one hour to complete.

ADDITIONAL KNOWLEDGE

www.jasonassociates.comUse Performance

Ready-to-Use Performance Appraisals - William S. Swan PhD (Author),

BY:

 Jason Associates –

Sonia Nunes

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Relationship with the Tertiary Sector

The involvement of these high priority stakeholders and listening to them is essential to perceive what awaits the social economy of business intervention, and in what way the operations performed by lucrative organizations can contribute in order to support the civil society`s structures in the pursuit of its solidarity driven goals.

WHY IS IT IMPORTANT

For companies, straightening out their relationships with social solidarity focused institutions can constitute an enormous asset, impacting their external self-image, as well internally – in the way they operate. Externally, being connected to a non-profitable organization or a noble charitable cause taken upon by some non-governmental organization can facilitate the interaction with the community, making it more receptive to their business activity, it can also help to improve the opinion of the clients, the shareholders, the suppliers and the population in general in regards to the company`s activity and products. In the internal sphere, bonds between the company and the organized civil society` structures can bolster a stronger recognition amongst employees and between them and the organization, stimulating their sense of belonging, their brand pride and internal cohesion, all the while raising their awareness for a more caring and generous attitude.

The Tertiary sector operates in a vast area that involves many different stakeholders. The idea where that world rotates merely around needs and that it is not possible to find potential consumers is reductive and deeply mistaken. It is in fact, an area filled with potential, where many benefactors do coexist, of different age groups and economic backgrounds, employees and managers, many of which constitute powerful opinion makers, making them important to acquire and retain.

Goal and methodology clarity should be the foundation in which the relationship between companies and non-profitable organizations stand upon. It is important that the motivation from each party is transmitted and that all possible conflicting questions are equated. The company should not use the organization as a means to clean its slate, and the organization should not look at a company as mere means of obtaining revenue or resources.

STEP BY STEP IMPLEMENTATION

1. **Establish your organizational goals**

   • Align the company`s operation with its mission;

   • Select the responsible organic unit;

   • Set budget limits;

   • Understand the company`s social representation within the community;

2. Identify the best practices

In Portugal there are thousands of entities that operate within the Social Economy Sector, yet their quality and size are quite different, which begs from companies a very careful choice decision. If it is very important for a company to align themselves with charitable organizations or a credible NGO, the opposite option can be disastrous. In order to reduce the risk margin when picking which organization to support, some routine procedures should be adopted; one should **gather data, perform a market research and conduct visitations**, utilizing internal resources or external entities in order to **choose the type of support** the company is willing to **concede**.

3. Set a decision process

Whether it is the company that chooses for itself the entities it is willing to cooperate with, or whether it ends up selecting a single one from the many offered proposals, what is important is that an objective and transparent decision process needs to be established. This clarification is not only fundamental internally, but it is indispensable towards the exterior as well, when facing other potential benefiting organizations, the stakeholders or the general community,

- Establishing priorities and selection criteria;

- Defining circuits;

- Deciding

- Reveal the decision;

4. Establish partnerships and make them official

Gradually, the companies will be altering their operative process, evolving from granting occasional donations to establishing cooperation or longer lasting relationships, this translates into challenges for the organizations that aspire to be consistent partners and to develop more ambitious projects. The business behavior evolution in this sense allows the institutions to develop those increasingly ambitious projects, since it confers them with more security. When selecting partners it is important to take the following into consideration:

- An existing stable commercial relationship;

- the existence of an activity or innovative project;

- the activity or project`s sustainability in the long-term;

- the target audience to be acquired by the activity or project;

- "returnability" as far as the social responsibility domain is concerned (offered support to other Tertiary Sector entities, advantages for associates, clients or employees);

Formalizing more stable partnerships, it is also recommended to celebrate cooperation protocols that clearly state the rights and duties of both parties.

ACCOMPANY AND EVALUATE

As far as the cooperative relationship monitoring is concerned, there should be involved, aside from the specific organic unit, other services that maintain contact with the institutions, in order to add value to an integrated approach that allows eventual deviations to be corrected and ensure continuous improvement. It is essential to evaluate the outcome of the conceded support not only in regards to the directly beneficiated structures and individuals, but also to the collateral impacted areas as well as the community itself.

The cooperation established with the Tertiary Sector is important and should be fostered and embraced as part an integrated global strategy of market affirmation. It is important for the whole Business Sector that the partnership operation is not done in a concealed fashion, it would end up promoting its dissemination not only within the organization`s context but within the Portuguese corporate world`s context as well.

ADDITIONAL KNOWLEDGE *"Construir Pontes – Guia Metodológico para a Cooperação com o Terceiro Sector", Montepio*

http://www.montepio.pt/imagens/34/Construir%20Pontes_net.pdf

BY: GRACE

Community

COLLECTION MANAGEMENT

Managing our companies' treasury is an increasingly complex task, given the current economical conjuncture, banking wise or merely cash collection. One of the biggest problems is related to the issue of unpaid invoice deadlines.

WHY IS IT IMPORTANT

The European Commission estimates that payments that are overdue explain around 25% of the confirmed bankruptcies inside the EU. In Portugal, according to Intrum Justitia`s study, 90% of the companies experience a late payment in their commercial transactions it was also found that the average payment deadline between companies is 81 days and 141 days for public entities. European Commission analysis also indicate that 44% of the payments made in Portugal exceed the deadline, which means that annually approximately 57 thousand million euros are paid with delay (is it noticeable that the Troika`s aid totals 78 thousand million euros). These delays cost companies around 5 million euros, and force them to turn to banks for credit to cover those financial gaps caused by the payment delays.

This reality is particularly harsher during an economic recession, it is necessary for companies to be organized and carefully manage the financial processes associated with client debt collection.

The Portuguese business fabric is constituted by roughly 99.6% of small and medium sized (SME). A lot of these companies are family businesses, they are not in the custom of creating internal procedures policies, quite often there just isn't enough time to consider such matters, or simply just isn't their mode of operation. In other words, collection management is a subject that should be looked at with the utmost attention, it has to be made systematic, in order to reduce what it is not collectable and increase the company`s cash-flow. In today`s economy where payments are increasingly difficult to obtain and accessing escrowed accounts is increasingly restricted, companies have to impose their own internal rules to their clients.

Strange as this approach may seem to most SME`s, these practices have been encouraged by Governments from various countries. For example, in the United Kingdom, the Institute of Credit Management developed a series of practical guides that mention the type of information that companies should look into obtaining, in order to be able to do a risk analysis on whether a certain person or group is capable or not of honoring their debts, and what internal procedures should be set in motion.

These guides expand on the following subjects, indicating the right course of action that a company should adopt:

- It is imperative to be intimately familiar with the client`s details;

- To understand the importance of the agreed payment terms and to have it determined that in case the deadline is not respected it is legally allowed to start charging interests;

- The need to correctly issue the invoice;

- The importance of paying the suppliers on time;

- Being able to anticipate any factoring necessities, escrowed accounts, or other financial instruments, as well as to predict it´s financial cost;

- Ability to pressure the client into paying what he owes;

- Ability to anticipate the future cash flow needs in order to pay possible operational costs;

- Know what to do when a costumer bankrupts;

Available English guides at: http://www.creditmanagement.org.uk/bisguides.htm

STEP BY STEP IMPLEMENTATION

(Adapted from "Sugestões para reduzir os incobráveis", da Intrum Justitia)

Know what to do as far as collection managements and develop a Credit Insurance

Develop a Credit Insurance: write an internal memorandum so your employees learn how to answer the following questions:

- Do you know what to do when a client doesn´t pay an expired invoice? Do you deliver the product anyway? Do you apply interests? Are you aware of the ideal average payment deadline for your company?

Evaluate your client's credit limit

It is important to know each client and try to understand the economic situation that he is dealing with, in order to figure out the most adequate attitude to have when trying to deal with the situation. Specifically, we should answer the following questions:

- Do we know on average how much time it takes for each client to pay us? Does it make sense to consent two payments that are overdue and then halting the supplies until the payment is dealt with? Does it make sense for a credit limit to exist for each individual customer?

Clients & Consumers

Keep the information up to date

Something that is apparently so simple such as having your clients details up to date can help avoid a major setback with severe financial consequences. For this reason it is necessary to learn the following:

- Are the company`s contacts as well the individual(s) responsible for invoicing, kept up to date? When were those details last updated?

Know your client`s situation and it`s financial evolution

Being able to adjudicate is not synonymous with a guaranteed issue of the sales receipt. For this reason it is necessary to know how to answer every single one of the following questions:

- Do we know if our client is having financial difficulties? Is he in the process becoming insolvent? Was it asked to raise the credit limits? Does the client bicker with the invoices only to delay paying his debt? Did any client`s checks bounced back? Do you know of any other company that is also having difficulties in being paid by the very same client?

Create some conditions to accommodate flexible payments

While analyzing these issues it is important to take into consideration each individual client record. The company should ponder if the following would make sense:

- Benefiting the clients with extended deadlines every time that they renew their orders and if they prove to fulfill their payment obligations on time.

Act immediately after the deadline expires

As soon as there is a delay, the company must react. It is important to know if:

- Is there a monitoring over the exact day in which the invoices expire? Is there a specific method to learn when it is the time to make the phone call? Or do you only act after months have gone by?

Charge interests for delayed payments

The law allows interests to be charged for delayed payments. Are you familiar with the Decree law – *Directiva 2000/35/CE e Decreto-Lei 32/2003* – which allows the application of an interest rate of 8 percentage points above ECB`s reference rate?

ADDITIONAL KNOWLEDGE

http://www.creditmanagement.org.uk/bisguides.htm ; https://payontime.co.uk/

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Clients & Consumers

ORGANIZATIONAL COMMITMENT

Organizational commitment strategies can increase the business volume per employee by 28% in the first year. This happens because it is proven that happier people perform their work better, longer and in higher volume.

WHY IS IT IMPORTANT

People that feel inspired, infatuated, energized and that prove to be proactive at work are normally committed to the company`s targets and goals.

These people proactively seek solutions and go the extra mile just because they feel they are part of a special group on a special assignment, and are therefore thrilled by the every day's challenge.

It is up to the company`s leadership to make sure the right initiatives are implemented to promote happiness, sense of belonging and employee development opportunities, in order to enhance their motivation and commitment.

Factually speaking: the organization`s commitment strategies generate a value growth 2.9 times higher for the shareholder. In fact, 70% of the company`s results, new product creation, problem solving and customer satisfaction are assured by committed employees.

STEP BY STEP IMPLEMENTATION

Here are a few reasons that affect the level of organizational commitment and should therefore be taken in consideration when coming up with an individual or a group`s strategy commitment: the relationship quality with their direct supervisor or team members; the coherence between their talent should match the type of task they are performing; transparent internal communication; their business and family life balance; development opportunities promoted by the company; the sense of belonging that their job does make a difference and it fits the cause; the culture, the reward process and recognition. Below are yet some other examples:

CORPORATE INITIATIVES

To promote the corporate DNA – Being infatuated and identifying oneself with the organization, the brand and it`s values and culture.

Ex: Initiatives that promote the company`s values, much like a company`s book of stories, written by their own colleagues with personal stories or otherwise, that divulges good practices that it is desirable to try and replicate within the organization, all the while giving public visibility and more recognition to its protagonists;

Employees

Promoting a SENSE OF COMMUNITY – A feeling of belonging and collaboration. People should feel good and integrated within the team, that their role is appreciated. Ex: Initiatives that promote collaboration, shared decision making in special projects and team work action promotions that nurture and strengthen relationships;

To promote the INDIVIDUAL`S DEVELOPMENT – People should feel that the company gives them opportunities to diversify and evolve.

The organization`s leaders should genuinely be concerned with the wellbeing and development of their employees, they should always try to potentiate that in which an employee is good at or even explore an area that he would like to develop, because there is where he will find his biggest contribution margin for the company. The development opportunities can present themselves in many ways: participating in a special project, being handed more responsibilities, a promotion, a functional mobility inwards or outwards the department, internalization, etc.

SIX CHAT EXAMPLES – 1 MINUTE EACH - TO COMMIT YOUR EMPLOYEE

There are very quick and simple chats with immediate impact that you can use to keep your employee committed:

- **"CARE" CHAT>** Ex: "I have noticed you looked distressed after the meeting. Can I know what happened there so I can try and help you out?"

- **"WHY IS IT IMPORTANT TO YOU" CHAT >** Ex: "This new project you are going to get involved with is very important for your own professional development, particularly within the project management area".

- **"CHANGE" CHAT >** Ex: "The other day I noticed your conversation with Jorge from Marketing. It got a little bit heated which made Jorge to become defensive, and that could affect his work in our department. Next time, under similar circumstances, could you please try and discuss things in calmer and more assertive fashion? If you had acted this way, Jorge would surely show a superior availability."

- **"DEVELOPING" CHAT>** Ex: "Could you come up with improvement suggestions for project x? We will talk about them in the next meeting, do you agree?"

- **"RECOGNITION" CHAT>** Ex: "João, you did very well with the meeting`s presentation. It would be great if you could train your colleagues on this subject"

- **"OBJECTIVE MONITORING" CHAT>** Ex: "Last month we fell slightly short of our targets. Are you having any difficulty? How can I help you?"

ACCOMPANY AND EVALUTATE

One of the tools that make the most sense to implement regarding the commitment promotion program, is a **commitment measurement questionnaire** submitted to the employees before and after subjecting them to the program in order to evaluate its impact.

The campaigns should be short-lived and oriented towards specific pressing organization goals, exerting caution regarding former precedence's. As far as costs are concerned, quite often **very simple initiatives** such as birthday cards have a tremendous motivational effect amongst the employees, and can go a long way to promote peer recognition.

ADDITIONAL KNOWLEDGE

www.jasonassociates.com

http://www.gallup.com/consulting/52/employee-engagement.aspx

BY:

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Raquel Lemos

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Employees

Schedule Flexibility

Schedule flexibleness implies delegating, at least partially, the responsibility of managing and organizing one's own time and responsibilities. This action promotes employee performance, a bigger level of self-control around their own time and their work; it also potentiates a more effective management and evaluation based on results rather than the number of hours spent at the office.

Why is it important?

Work Schedule flexibleness, even though it is not possible to implement in all business sectors, is very important due to the following elements:

- Being based upon a trust relationship in what concerns the performance and accountability of the employees, essential for the companies development;

- It strengthens employee productivity in the sense that it emphasizes the achieved results and allows less dispersion and more focus when performing the actual tasks;

- It favors the management between work and family life, allowing the employee to be able to make the most out of the time he spends with each party, considering they are both very important, thus living a fuller life;

- It favors gender equality, by allowing a better management of the work and family life the individual can focus on either side whenever situations arise without neglecting the other;

- It diminishes the feeling of being incapable of doing something, an element that more often than not affects the self-confidence of the employee and directly his ability to focus and perform at his job.

For the company, the expectable impacts and benefits are as follows:

- By allowing a shorter duration capital amortization to take place, that money can be invested elsewhere to reduce other costs, such as storing costs, lower electricity taxes at nighttime, etc. Thus improving the business performance.

It improves the social well-being, since the amount of services offered is increased in all sectors that allow the hours of operation to be increased, and therefore adapting that offer to the necessities of every client, in regards of schedule or other type of personalized service

It improves employment opportunities, since new time-tables can be arranged.

It facilitates a possible work hour reduction, since that the earnings resulted through productivity, cost reduction can absorb the costs generated by reducing the work hours. In many cases reducing the work hours is considered as a mechanism that allows a company to

re-design their activity to a more flexible way of operating, and even results in creating additional jobs.

Some possible proposals:

Temporal Flexibility: Measures and Policies aimed directly at work hours distribution and organization.

Schedule Flexibility, punch in punch out: It is possible to choose one`s punch in and out hours , always respecting a pre-determined time frame and taking in consideration the number of hours worked a day and the ones necessary to production.

Banking work hours: It consists in accumulating overtime hours spend working on a tab that can be used to prolong the holiday period (taking in consideration the company's calendar) or to benefit from extra days off.

Compressed work week: Consists in accumulating more work hours in fewer days with the purpose of having work free afternoons on that very same week.

Intensive season during the summer months: Consists of introducing consecutive shifts to match the school holidays.

Free Work shift choice: Consists on choosing shifts with the option of changing them willingly if necessary, along with the flexibility of picking one`s holidays.

Summing up, the term Temporal Flexibility is the possibility of distributing along the time the volume of work agreed upon, independently of his contractual situation, whether he is working full time, part time, fixed-term contracted or otherwise.

STEP BY STEP IMPLEMENTATION

When implementing this system it is important to take the following into consideration:

1. Write down the flexibility options and the criteria that need to be followed, assuring that everyone agrees with the labor legislation

2. Inform your employees about the existence of this system within your company, explaining clearly the conditions, criteria and limitations to its use. It is important that the employees understand that this is a perk offered by the company and that it can be removed if the goals are not met. On this topic there should be, at least, a fixed time-table of a 2/3 of a day's work, mandatory presence, and a variable schedule of 1/3, in order to guarantee the internal unity of the employees.

3. Identify the impact that changed can have on the workplace

4. Accept, considering each individual case, the time-tables proposed by your aspiring flexible work hour's employee and choose on that moment, the targets that need to be met.

5. Warn them about a very imminent evaluation regarding their achieved targets, make sure the work is being done and that there are no conflicts with the production goals.

6. Create a plan of regular communication to be used internally.

ACCOMPANY AND EVALUATE

A regular accompaniment should be done in order for the company to evaluate each individual, and to monitor if the goals are being met.

ADDITIONAL KNOWLEDGE

ARHOE **Manifesto por uns horários racionais** http://www.horariosenespana.es/index.php?module=inicio

El observatorio de RRHH http://www.observatoriorh.com/obs-rrhh-y-rrll/hemeroteca.html

LA FLEXIBILIDAD EN LA EMPRESA ESPAÑOLA, Yolanda de Diego, consultora de Comunicación de

Valor   Añadido.
BY:

Esther Adrada - Mais Família Foundation

Promoting Ethics

Ethics is not a set of theories, rules and prohibitions directed at business life whose purpose is to hinder business deals and increase costs.

Ethics is an essential condition for each individual`s self-accomplishment, the entrepreneurs and managers that claim to be honorable, truthfully and men of character know that the common good path is the right one to follow. They understand that it humanizes everyone engaged with the same notion and principles within the companies regardless of them working directly or indirectly for them.

It is a path forged from decision making and objective options chosen while in tune with one`s life goal, holding on to one`s personal and professional beliefs.

WHY IS IT IMPORTANT

The existence of a framework built with ethical intentions, code, manual or letter of intentions is important due to the following:

- To boost and strengthen the performance of each employee, helping them to solve their individual dilemmas concerned with particular conflict of interests among the company`s bodies or the company`s own dilemmas with society and the market where it operates in;

- To reduce or at least handicap fraudulent or unwanted employee behavior, that go against the company`s culture;

- To be a useful tool in defining the company`s operating values, and to bolster the concept of "internal culture" that serves the purpose of strengthening the sustainable bond amongst employees;

- To promote self-regulation within the companies, thus avoiding any pressured to be applied by the public opinion that could demand the public powers to impose a legislation compelling a stricter course of action;

- To create an image of responsibility, honesty and excellence to be perceived both internally and externally;

- To be able to juggle the personal goals with the company`s, in order to be able to reap profits from the multiple talents, their differences and specific skillsets.

At heart, the Ethical Code has as an objective, the creation of a trust capital that allows the internal coherence of the decisions made, the reduction of the transactions fee and the creation of proper conditions in order to facilitate the human relationships within the company, bestowed of their commercial dynamism. Experience shows that companies whose employees behave in an ethical way have more success in the medium/long term.

STEP BY STEP IMPLEMENTATION

1. Make sure you have gathered the required preconditions to successfully elaborate a code of Ethics,

- **Conception of the human being`s dignity.** Managers and shareholders in order to construct this code should be aware of this conception, more or less explicit, as well as how it fits in a company. A minimalist conception of the human being that doesn't take in account it`s most essential elements and it`s dignity will result in a weak and dangerous foundation to build a code upon.

- **The example should be set at the top.** It is essential for leaders to have or to aspire having a consistent performance according to the business principles that will be approved. The example set at the top, or lack of it, will be the confirmation subordinates need to understand if chosen principles are to be implemented and followed or not.

2. A small committee should be created to begin the first sketches, make sure to determine the appropriate mechanisms of participation and consultation to reach the aforementioned target, oversee its introduction in real life and in the future accompany it`s practical application and the definition of criteria.

3. Create an internal questionnaire submitted to all the company`s employees to find out which great principles they feel are in tune with what the company stands for and which ideas do they personally stand by.

4. Gather every result and aim to identify, in preliminary document, the principles and practices that match your code. Beware that the Ethics Code can`t be tangled or even brought down to the level of the current business culture (which can be unhealthy and unwise), it should consist instead of normative principles, that do not express how the majority acts, this is as you can imagine Sociology.

5. Provide this document to be analyzed by every one of your company`s official, so the final document can be produced.

6. When the final document is approved, arrange an internal meeting to present it and if possible deliver a copy to each employee after it being individually signed, in order to solidify your commitment.

7. Publish the code on the company`s website, make sure it is in a visible and accessible place so every person that visits it can access it, not just the employees but the multiple organizations that interact regularly with your company.

ACCOMPANY AND EVALUATE

1. Schedule periodic meetings with the board of direction and/or the employees, in order to discuss the ethical issues and assist in raising awareness, commitment and criteria creation, you can whenever it is possible to use real and personal real life situations. Promote programs (internally or otherwise) that aim to educate about Ethics in general or Business Ethics.

2. Reward those that abide by the code, such reward should be handled publicly and fairly. Ethics is a practical science that, principles aside, demands its continuous application in order for it to ingrain itself and evolve: one does not study to know, one studies to act.

ADITIONAL KNOWLEDGE

ACEGE`S managers and entrepreneurs Code of Ethics www.acege.pt

João César das Neves, Business Ethics introduction, Principia, September 2008

Arménio Rego, Miguel Pina e Cunha, Nuno Guimarães da Costa, Helena Gonçalves e Carlos Cabral-Cardoso, Ethical and Socially Responsible Management: Theoretical and practical, Publisher Rh, 2006

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