

## Leadership of the Serralves Foundation

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**ABSTRACT:** The objectives of carrying out this work are to make known an extremely important place for anyone visiting the city of Porto. The Serralves garden is one of the most visited places, as is the entire Foundation, whether for the various events throughout the year, or for the contemporary art museum, Casa Cor-de-Rosa. We will analyze the leader and the main decisions that had been taken.

**KEYWORDS:** Serralves, Leadership, culture, Egos

### INTRODUCTION

This document is organized into six parts, the first of which is about making known the chosen organization; the second part refers to the profile of the leader; then the strategy / main decisions in the organization; the ego-map, and, finally, the respective conclusions.

### PRESENTATION OF THE ORGANIZATION

At this point, the history of the Serralves Foundation will be briefly presented, referring to its location, among other information, without forgetting the mission, vision and values that are elements of great importance for any entity.

### SERRALVES FOUNDATION

The Serralves Foundation is now considered one of the most successful cultural projects in the country. It was created in 1989, being the result of a partnership between the Portuguese government and a group of private entities.

Serralves is an independent Foundation, which is governed by private law, but which has public utility status. It is an operative Foundation, as it develops its own programming.

Located in the city of Porto, it has a valuable historical/cultural heritage.

It comprises a Museum of Contemporary Art, designed by the architect Álvaro Siza Vieira, which includes an Auditorium; the Pink House (a unique example of Art Deco architecture) and a Park with a total area of 18 hectares, designed by Jacques Gréber. In the outdoor spaces, you can find the Prado, the Quinta, the Tea House, Tennis Court, Gardens, the CCMO and the most current Treetop Walk.

The origin of Parque de Serralves dates back to 1923, when Carlos Alberto Cabral, 2nd Count of Vizela, inherited Quinta de Lordelo.

“One of the qualities of Serralves Park is the diversity of its arboreal and shrubby heritage, made up of native and exotic vegetation and which includes more than 8000 specimens of woody plants, representing roughly 230 species and varieties.” (Serralves Foundation)

In 2012, the Serralves heritage complex was classified as "Monument National", this classification came to recognize the cultural, architectural and landscape value, as well as all the investment that has been applied in its enhancement, animation and dissemination.

The following photographs were used in the creation of a budget proposal for the provision of spaces and services, for photographic sessions, in the various spaces available for this purpose, in the said Foundation.

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Figure 2 - House of Serralves



Figure 1 - Casa Cinema Manoel de Oliveira



Figure 4 - Lake



Figure 3 - Treetop Walk



Figure 6 - Tea House/Tennis Court



Figure 5 - Meadow/Farm



Figure 7 - Aromatic



Figure 8 -Liquidambers Avenue

Source: FS Event Management

### GEOGRAPHIC LOCATION

The Serralves Foundation is located in the parish of Lordelo do Ouro, in the city and district of Porto, in Portugal.

The website provides information on how to get to the Foundation by car, train, bus and metro, in order to facilitate the arrival of visitors.

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Figure 9 - How to get to Serralves

Source: <https://mapcarta.com/N9560987799>

### MISSION

The Serralves Foundation defines its mission through several pillars, including education, knowledge, society, architecture and contemporary art.

According to the entity's website, Serralves undertakes to develop its work to "stimulate the interest and knowledge of audiences of different origins and ages, in Contemporary Art, Architecture, Landscape and critical themes for society and its future, doing so in an integrated manner based on an exceptional set of assets." (Serralves Foundation)

### Founders Council

The Board of Founders is made up of all entities identified in the Foundation's Statutes, by the State and also by all those to whom the respective Board attributes such quality, taking into account the services provided to the Foundation.

The contribution of the Founders is crucial for the Foundation to fulfill its mission of continuously strengthening the collection of works of art and interventions to improve its spaces. These initiatives have only been possible thanks to the support it has received and continues to receive. In addition, these entities have discounts, for example, on the rental of spaces, free entrance to exhibitions, among other benefits.

### Vision

The Serralves website aggregates all the information regarding its internal communication. The vision they share is to want "to be a point of reference and a center of knowledge in Portugal and in the world, in the fields of Contemporary Art, Architecture, Landscape and critical themes for society and its future, promoting the diversity of the cultural offer through of an innovative intervention that, in a sustained way, attracts diversified publics and induces the support of the Community." (Serralves Foundation)

### Values

The entity is governed by values such as "independence, institutional excellence, cooperation with the State in achieving the objectives of cultural, educational and environmental policies. Valuing the role of the Founders as Sponsors, Patrons and partners, programming autonomy, rigor and efficiency in resource management." (Serralves Foundation)

The values illustrated here correspond to reality. This can be seen through the initiatives developed year after year, such as Bioblitz, where contact with culture and education is valued, these events being free and open to the community.

### Leader profile presentation

Ana Pinho is the current President of the Board of Directors and Executive Committee of the Serralves Foundation since January 2016, and a director of the same Foundation since January 2010. She is also a director of TAP SGPS (June 2017), a director of REN SGPS (May 2019), joins the Board of the Porto Tourism Association (September 2017) and is an administrator of the Oporto British School (April 2014).

She was born in Porto on December 21, 1967, and grew up in Vale de Cambra, a town, now a city, where his paternal grandfather, Arlindo Soares de Pinho, founded Arsopi in 1942. Arsopi now belongs to Armando Pinho, father of manager.

Ana Pinho was CEO of UBS Portugal and member of the Executive Committee of UBS España, having previously held several other positions at UBS AG. Previously, she was an Equity Analyst at Schroder Securities, in London, and a Financial Analyst at Banco Português de Investimentos, in Porto. She was also on the board of the Associação Comercial do Porto for 10 years.

She has a degree in Economics from the Faculty of Economics of the University of Porto, an MBA with a specialization in Finance from Cass Business School and a Corporate Finance Executive Program from the London Business School.

He attended several art history courses at Fundação de Serralves, at Sociedade Nacional de Belas Artes Lisboa, at Christie's Education London and at Sotheby's Institute London.

Based on Dr. Ana Pinho's interview with Dr. Francisco Pinto Balsemão, we can see that she is a determined, hard-working, committed, proactive person, who works to achieve all the goals she sets herself. Although, during the internship at the Foundation,

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there was no direct contact with the president, it was possible to get an idea of her work and commitment, through all the members with whom there was direct contact.

Ana Pinho: "I work without pay [at Serralves], just like the presidents who preceded me" From this sentence we can see that she really has passion for her job.

## STRATEGY AND MAIN DECISIONS IN THE COMPANY

### Foundation strategy

The foundation's strategy refers to the development of an exhibition program for both the most important national and foreign artists, and an initiative with young creators. To promote, so that they can enhance programming from a multidisciplinary perspective, initiatives in the field of architecture, music, performing arts and cinema, as well as debates with great impact involving the participation of important personalities, both nationally and internationally.

In order for there to be greater recognition of Serralves' heritage, FS also has a strategy of joining partnerships with other international institutions. The promotion of social involvement and inclusion, through initiatives aimed at underprivileged audiences and those with special needs, facilitating their access to Serralves programming.

One of the great strategies also involves organizing events that have a great public impact, in order to reinforce the visibility and notoriety of the FS in Portugal through an effective communication policy of its objectives and activities, which also contributes to deepening the degree of involvement and loyalty of audiences as well as its Founders, Patrons and Patrons. Reinforce the relationship between the Museum and the Park as a way of enhancing the impact of this heritage complex.

Contribute to the development of an environment favorable to creativity, which induces the creation and growth of new companies in the field of creative industries with significant potential for the creation of wealth and employment.

And finally, its strategy is to raise community funds that contribute to the viability of the annual activity plan.

In short, what we can see is that these strategies are aimed at the internationalization of the Serralves Foundation.

### Key decisions in the organization

The Foundation is concerned with offering a program of excellence, namely exhibiting renowned and emerging Portuguese and foreign artists at the Museum/Casa de Serralves. Strengthening national and international notoriety and image, Serralves is recommended by national and international tourist agents as a must-visit point.

The Park is part of Phaidon's book "The gardener's garden" a selection of 250 most notable gardens in the world.

FS values heritage, encourages environmental education and biodiversity. It seeks to promote the awareness and training of audiences of different origins and ages through contemporary art and other themes, such as visits in Portuguese sign language.

Throughout the year, major events are held, such as Serralves em Festa, Festa do Outono, Bioblitz and Serralves em luz.

With this type of event, it seeks to guarantee the economic and financial sustainability of the Foundation.

In addition, FS presents an out-of-doors program, which includes 25 exhibitions in Portugal and also abroad.

"Serralves out of doors", is a program of itinerant exhibitions, with the aim of making Serralves' contemporary art collection accessible beyond the Museum's doors. These itinerancies promoted by the Foundation are intended to allow for the expansion of the network of access and approximation of populations to art and culture.

### Map Egos

The EGOS map is an innovative personality model with solid foundations in psychology, biology, sociology and business management that provides a better understanding of ourselves and the world around us.

The EGOS Map has a huge impact on people's lives, by providing a much clearer and more complete view of themselves, helping to improve their personal and professional lives. In this way, it allows them to discover who they really are, and from there to transform themselves into who they want to be.

Each person integrates in his own way characteristics of all the EGOS profiles into his personality. However, due to its biological and psychological nature, it tends to assume, above all, the characteristics of certain profiles throughout life (natural personality).

Even so, in specific situations, the person may need to accentuate other characteristics, thus temporarily adopting personalities more suited to those contexts (adapted personalities).

The map is composed of four personality profiles, in the case of companies it is called organizational culture, it is subdivided into:

- Entrepreneurial Culture, characterized by assertive, enterprising people, people who like to take initiative, take risks, think they can overcome the challenges ahead, a lot of internal competence. Private companies are more connected to this culture.

- Governing Culture, governors are people who follow the rules, who are more concerned with principles, with the correct way of doing work (Kaizen), with obeying hierarchical superiors. It is a more structured culture, more applied to the entire secondary sector industry, that is, pharmacies, car construction, etc.

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- Operational Culture, characterized by a profile more focused on decision-making and execution, is usually the most used profile in companies. The operational profile is normally calm people. More directed towards the primary sector, in this case agriculture. There is no internal competition.

- Social Culture, characterized by people who are more “intelligent” from an emotional point of view, are captivating people and who manage to interact better with others, have great communication.

With regard to FS, we can say that the present cultures are entrepreneurial and social cultures. The entrepreneurial culture is very much in line with Dr. Ana Pinho's way of leadership, she is a person who, if necessary, takes risks to achieve a certain objective, is extremely focused and concerned about the future of the Foundation. There is a lot of internal competence, for the proper functioning of the departments there is constant monitoring and help from the leader. As for the social culture, the leader is very captivating, charismatic and has a good relationship with all the founders. This can be confirmed by the fact that all companies that organize events at FS always want the president to be present and, if for some reason she cannot be present, they are even able to change the date.

This culture applies a lot in FS. There is great creativity, from the concern with the decoration of the events, to the concern with the smallest details of the activities.

Social culture plays a prominent role in the tourism sector and with tourists who come to Portugal. In addition to being a rich country in terms of history and culture, we are a very welcoming people. In the case of the Foundation, as we have already said, it is a very strong social culture. The Serralves Gardens are nowadays a very important place for anyone visiting Porto.

## CONCLUSION

In this work, as already mentioned in the introduction, we approach the Serralves Foundation, where we observe that the President Ana Pinho is very cherished and has been president since 2016. We conclude that the Serralves Foundation is about a social and entrepreneurial culture, through the Mapa-Egos.

The Serralves Foundation is a European cultural institution whose mission is to promote contemporary art.

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