



A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

Consulting Lab for Biovilla:

Rethinking **Biovilla's** Human Resources Structure

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Abstract

Biovilla is a sustainable cooperative that focuses on regenerative and sustainable development. Due to its recent and rapid growth, it is apparent that Biovilla's human resource structure is insufficient to meet the new daily demands. This project aims to assess the current situation of Biovilla's human resources and identify the core problems of current practices that may prevent the organisation from leveraging its potential growth. Recommendations are therefore made to improve current human resource practices in order to enhance the organisation's performance. These include creating job descriptions, an organigram and recommendations on leadership, recruitment, onboarding, internal communication and performance evaluation strategy. To define these recommendations, data on Biovilla's internal and external environment was collected and then analysed and interpreted using thematic pattern analysis for better contextualisation.

Keywords: Human Resource Management, Human Resource Strategy, Organisational Development, Corporate Culture, Change Management

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01

Project Overview

- 1.1 Company Overview
- 1.2 Problem Statement
- 1.3 Methodology



Biovilla's nature and company development has led to a need to improve human resource management, which this work project will establish

Biovilla is a “**Sustainability and Permaculture project**” located in **Setúbal** with the goal to develop a place in which people can experiment with technology, management models, and a holistic sustainable design.



Eco-Tourism cooperative

In **practice**, Biovilla is an **Eco-Tourism cooperative**, that also encompasses sustainable agriculture and sustainability education. Sustainable development is at the core of Biovilla, and to achieve it they focus on living differently.



Serra da Arrábida Natural Park

Biovilla is located in the mountains of Arrábida national park in Setúbal. The site is 55 hectares and consists of 2 buildings, with **4 guest rooms**, a **restaurant** and **shop**, a dome for events, bike station, agroforest, organic **vegetable garden**, solar panels, a grey water recycler and a rainwater harvesting tank (Biovilla 2021b).



Environmental Educator

The holistic design for sustainability aims to encompass national and international **best practices** from various organisations, as well as other communities/ ecovillages, yet not necessarily fitting into one of these categories but rather combining and balancing the benefits of each.

Due to the **team growth** and **change in management** that Biovilla has experienced, the **need for improved human resource management (HRM) and structure arises**, so that they can achieve their mission successfully. This work project thesis will aid in the **development of improved HRM management**.

Biovilla encourages living in a regenerative way through their mission and vision, applying these through their operations



Mission

Promote a culture of regeneration that makes the **ecosystem** more **healthy, harmonious and fair** (Biovilla 2021b).



Vision

Achieve the full **regeneration** of the **ecological, social and economic** landscape with a living, indigenous and edible forest, a strong and resilient local **learning community** and a thriving, real and sustained economy that serves as a **model** for the creation and sharing of social value around the world (Biovilla 2021b).



Values

Biovilla is based on the values **Trust, Commitment, Cooperation** and **Resilience** (Biovilla 2021b).

Biovilla's **mission, vision, and values** are key to what set up their programme and the personnel involved, as well as the stakeholders it attracts, such as guests, clients, and investors. The aim is to show an **alternative way of living**, which centres around living in a more sustainable way and **passing on the know-how to do so**, through masterclasses, workshops, and the educational program VER (Viveiro de Emprego Regenerador) . For this reason Biovilla's **HRM is critical to their long-term success** as it is expected that Biovilla's personnel upholds the mission, vision and values to guests, and exemplifies "living in a regenerative way" (Biovilla 2021b).

Biovilla offers guest rooms, which are the main source of income, and tries to increase the environmental awareness of its customers in every service



Nature Tourism

- 4 private or shared double rooms with shared bathroom and kitchen;
- 3750 visitors per year;
- Family and pet friendly;
- Seasonal business.



Events

- Space rental e.g., workshop space, dome, pool;
- Up to 30 participants per activity;
- Examples: Trainings, retreats, weddings, and other events.



Restaurant

- Organic meals;
- Made with products from 100% organic vegetable garden;
- 20 new seats;
- 5500 meals sold per year.



Market

- 30 m2 for selling 100 organic, fair and local products;
- First in-bulk mini market in Palmela;
- In bulk food, personal hygiene and household products.
- Online market soon.



Services

- Weekly or single Yoga classes
- Massages (Ayurveda Yoga, Balinese, Champi, Shirodhara);
- Psychotherapy in nature and workshops for groups or individuals.

(Biovilla 2021a)

Biovilla offers a **diverse product range** to its predominantly national customers and plans to expand this significantly by 2025 to increase their income (Biovilla 2021a). The unique customer experience is particularly important and is intended to leave a lasting impression. Biovilla strives to share best practices in regeneration to inform, empower, raise awareness and **educate citizens about sustainability**.

While facing adversity and challenges, so far Biovilla has been able to learn and adapt through the years



2010

Biovilla is born

While Biovilla **already existed in the minds of the founders**, they were finally able to find and acquire the land. Biovilla finds **first few partnerships** and entities to **believe in** their purpose.

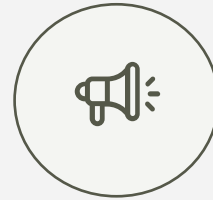
(Biovilla 2021a)



2012

First challenges

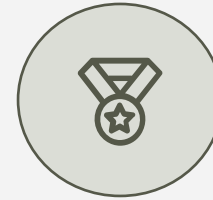
After receiving the construction certificate, Biovilla **loses a large amount of their funding due to the crisis**. Biovilla becomes one of the first to receive **Community Bonds**.



2014

Official inauguration

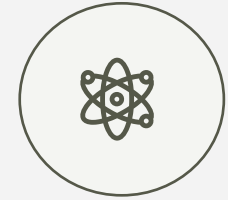
With the **finished construction**, Biovilla finally opens their doors. Banco Montepio publicly recognises their effort in **impact entrepreneurship** and **social innovation**.



2016-2018

Public recognition

The garden turns certified organic. Pamela city council grants a **medal of merit on sustainable tourism**, and APEE recognises **best practices** in sustainable consumption and production.



2020

New challenges

Biovilla is mentioned by the **European Commission** as a **Rising Star** and becomes a winner of the **Green Project Awards** in Tourism. **Covid-19** leads to temporal closing and major losses.

Biovilla aims to achieve sustainable development through the incorporation of a wide range of activities

The **mandala** represents the practices by Biovilla implemented to fulfil their mission (Biovilla 2021a). The wide array of activities make a great impact towards the Sustainable Development Goals (SDG's): 2) Zero hunger, 12) Responsible consumption and production, 13) Climate action, 15) Life on land and 17) Partnerships for the goals (Biovilla 2021a).

Biovilla's **activities** focus on:

Cultivating relationships between all and nature

- Cooperation
- Human development

Meeting fundamental needs in a regenerative way

- Providing housing opportunities
- Utilising renewable energies
- Organic nutrition

Giving back as much as you receive

- Water-management
- Promotion of biodiversity

Creating no waste

- Bulk-selling, composting, and evading plastic waste



Through the VER program Biovilla aims to inspire, encourage, and educate others to follow their mission

Viveiro de Emprego Regenerador – VER Program

A 3-year educational program about regeneration with 3 rounds of 8 months that will help a **total of 105 people overcome unemployment** (Biovilla 2021c). The participants learn through theoretical and practical sessions, masterclasses, co-creation, mentoring, individual development and exploring the “good business model”. Currently VER is entering the second edition of the program, aiding even more people towards employment (Biovilla 2021c).

The **purpose and goal of the program** is to empower participants and equip them with the necessary skills required to create and succeed as an entrepreneur in their own business, as well as to **carry on Biovilla’s mission** (Biovilla 2021c).

The four areas of VER

1. Seeds, autoctonos forest, and organic garden

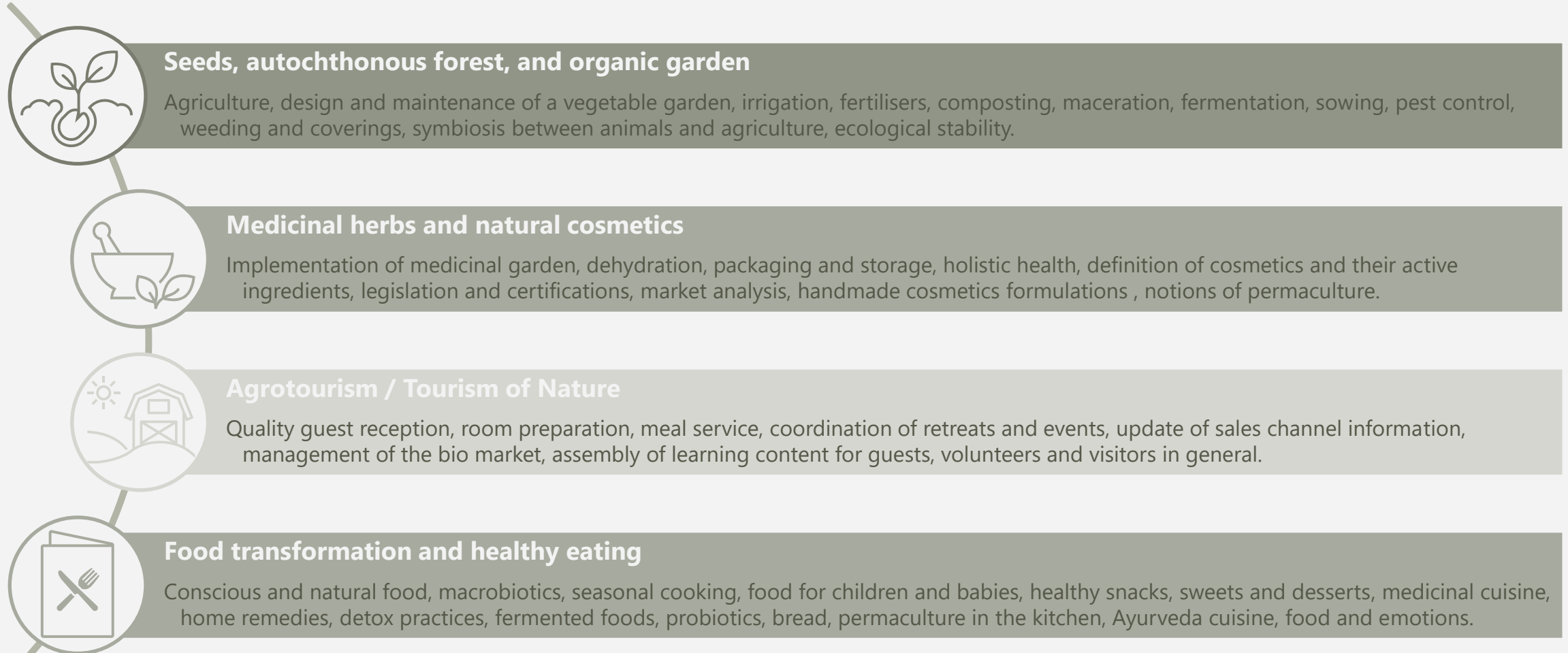
2. Medicinal herbs and natural cosmetic

3. Agrotourism / Tourism of Nature

4. Food transformation and healthy eating



Participants benefit from the four VER areas and the possibility to learn various skills in each of them



(Biovilla 2021c)

After facing several substantial challenges in 2021, Biovilla has asked us to advise them on how to improve their Human Resource Management

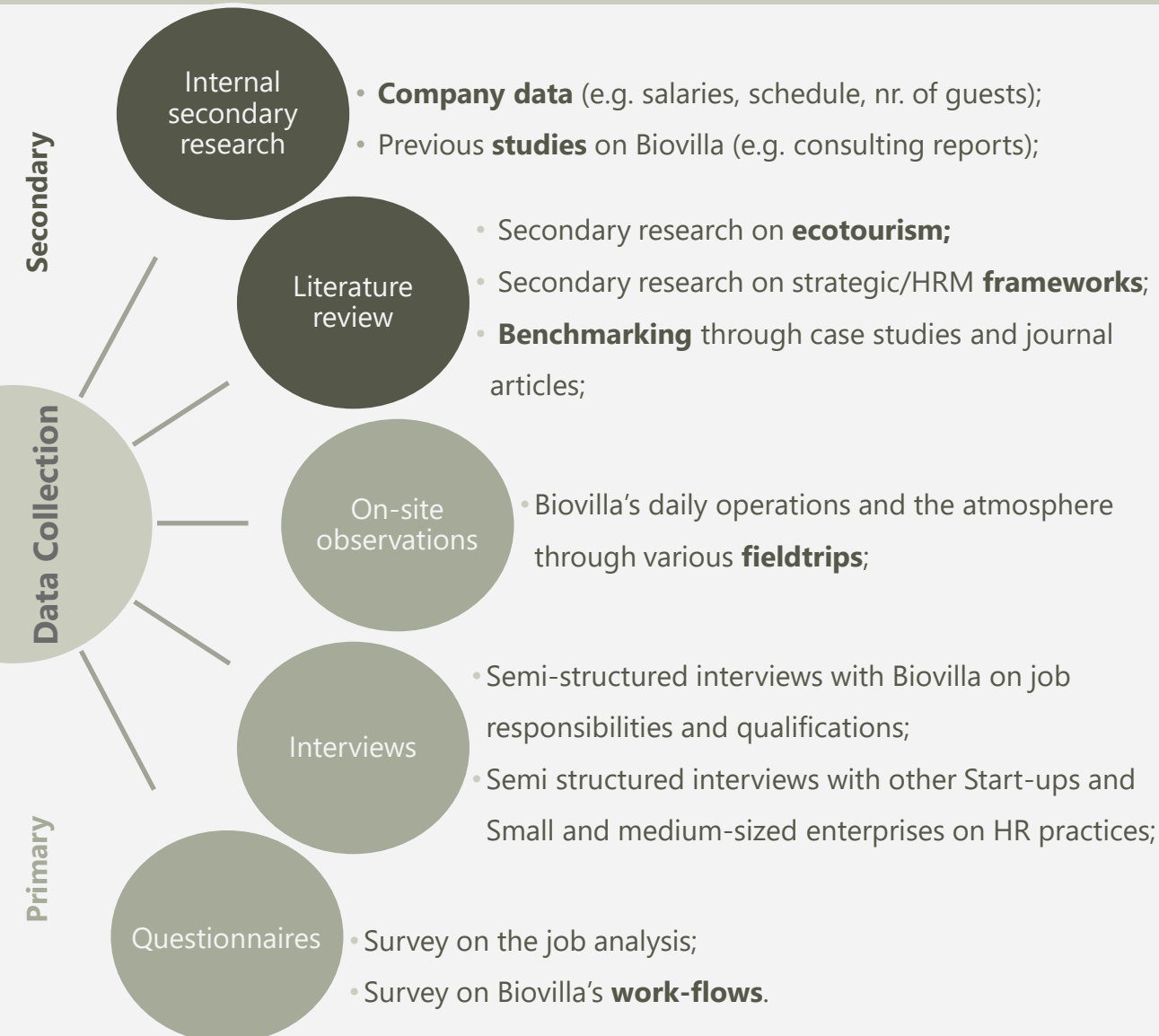
Problem Statement

Biovilla has experienced an intense growth in their business development. With the beginning of the VER program in 2021, there was a need to hire 6 more employees full-time, combining in a transformation in the human resources (HR) structure of the cooperative. Furthermore, in the beginning of 2021, the general management also changed, respecting Biovilla's bylaws, which also contributes to an added challenge, with the adaptation of the new management.

Biovilla has then asked for **help developing and improving their current human resource structure**, upon facing these last challenges.



Interviews and questionnaires were the main method of data collection used to formulate hypotheses and develop recommendations



Project Question

How can Biovilla restructure the Human Resources?

Qualitative Research

The aim of this report is to restructure Biovilla's human resources, as the company lacks experience and knowledge. Specific HR practices and behaviours of the organisation were identified and subsequently grouped into five themes using a thematic pattern analysis to better contextualise and interpret the data collected. The main question was decomposed into several sub-questions through inductive reasoning. These hypotheses were analysed to formulate the recommendations. The outcome of this study is the organigram and all job descriptions as well as concrete recommendations for the individual areas of improvement.

Different methods of primary research were chosen to diagnose and analyse the problem and to make recommendations

Biovilla - General manager

- Aligned expectations and identified first HR problems during first client meeting.
- Got to know some team members and company tour during the field trip.

Biovilla - Employees and volunteers

- Collected information on background, key responsibilities and qualifications.
- Creation of first draft of an organigram and job descriptions.

Biovilla- Employees and volunteers

- Analysed responsibilities, qualifications and level of satisfaction of each team member.
- Semi-structured to allow for follow up questions for a deeper understanding and more comfortable setting.

21.09.2021



Kick off
Biovilla, Setúbal



1 Survey
Job analysis



11 Interviews
Job analysis
online



1 Survey
Work flows



3 Interviews
Human Resources Practices
online



1 Test
Personality traits



1 Survey
Corporate culture

06.12.2021



Last meeting
Biovilla, Setúbal

Ecovillages & Non-profits

- Analysed Human Resources practices in organisations comparable to Biovilla through 3 interviews, in several areas.

Biovilla - Employees and volunteers

- Analysed work relationship between each of 14 different stakeholders (e.g. employees, volunteers, cooperants, VER).
- Analysed Biovilla's workflows and areas of improvement to define targeted solutions.

Biovilla - Employees and volunteers

- Analysed different personality traits of the team members according to the Big-5 personality traits.

Biovilla – General manager

- Observed team during weekly team meeting and work.
- Discussed findings and recommendations with general manager.

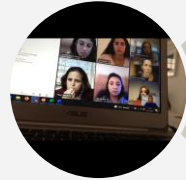
Biovilla - General manager

- Further investigated the corporate culture to recommend a suitable leadership style.

The difficult communication was one of the biggest constraint during the consulting project

Project limitations

This project, however, is subject to several limitations. Limitations can appear due to constraints on **methodology** or research and might have impacted the application and **interpretation** of the results. To fill the gaps in this study, future researchers are recommended to define the **scope** of the study more precisely at the beginning, to use alternative methods such as **quantitative research** (e.g., guest and stakeholder surveys) and to further develop benchmarking.



Communication issues

As not all staff could speak **English** equally well, there was possibly a loss of information. In addition, communication may have suffered from the many **online** sessions due to Covid and the **distance** and rather infrequent face-to-face meetings.



Time constraints

The time available to investigate the research problem was limited to 4 months. It therefore only allowed a limited insight into Biovilla's operations, which was further complicated by the extended absence of the management. The ongoing **construction work** further hampered the assessment of the situation as Biovilla was closed for guests.



Formulation of research aims and objectives

The research aims and objectives might have been formulated too **broadly**. The level of focus of the study could have been increased through narrowing HRM down to certain areas in the beginning.



Lack of reliable data

The lack of available information in the literature review and for benchmarking was a major obstacle in identifying trends and challenges for human resource management in small-scale ecovillages. The lack of reliable internal data from Biovilla also made it difficult to find meaningful relationships.



Subjectivity

In qualitative analysis, the research does not stand objectively alongside the data in the way information was collected and assessed. The researcher plays an essential role in the **interpretation** of the data. possible cultural bias, small sample size reinforced this effect.

02

Situation Analysis

- 2.1 External Analysis
- 2.2 Internal Analysis
- 2.3 SWOT and TOWS Analysis
- 2.4 Issue Analysis



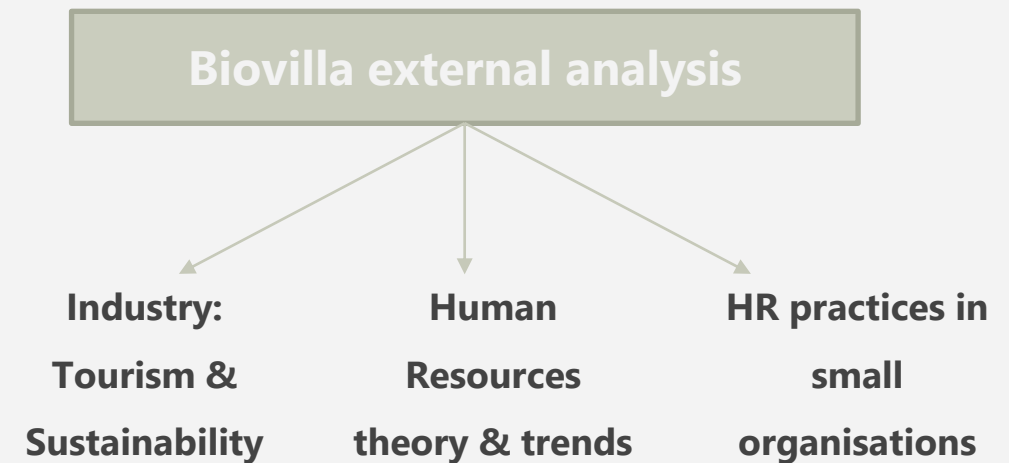
An external analysis is fundamental to understand how Biovilla can develop their human resources according to the industry developments and HR trends

Importance of the External Analysis

The examination of the external environment becomes crucial for the development of the strategy of an organisation. Conducting an external analysis, will improve the strategic development by (Milan et al. 2013):

-  Assessing **opportunities** and **challenges** for the organisation;
-  **Forecasting and predicting** of future trends within the industry;
-  Investigating the **competitive landscape** of the industry;
-  Acquiring the knowledge to **adapt to different scenarios**, initiating appropriate action when needed.

Regarding the examination of the **Human Resources structure of Biovilla**, the external analysis conducted will focus on the key and strategic areas regarding the **HR development**, which allow to predict future advancements in the industry and the current HR trends.



The pandemic affected severely the tourism industry in Portugal, however it gave room to new growth opportunities such as sustainability friendly tourism

Current State 2020

Portugal

10.5M

Guests

-61.3% VS 2019

26M

Overnight stays

-63% VS 2019

€7753M

Tourism Revenues

-57.6% VS 2019

8.8M

Arrived passengers

-70,8% VS 2019

€1457M

Tourism Profits

-66.1% VS 2019

Source: INE 2021

Trends



Preference for Shorter Stays

53% of travellers prefer (Booking.com 2020)



Safety and Cleanliness

66% of respondents consider it an important factor (Jong, Antony, Walia and Hsi 2020)



Preference for outdoor experiences in nature

(Jong, Antony, Walia and Hsi 2020)



Greater attention to environmental & social sustainability

(Booking.com 2020)



Domestic Travel

only 18% of consumers intended to take an international flight in next trip (Jong, Antony, Walia and Hsi 2020)

Challenges



Restoring traveller confidence post-Pandemic



Economic impact of Pandemic in Businesses



Labour Market Impact

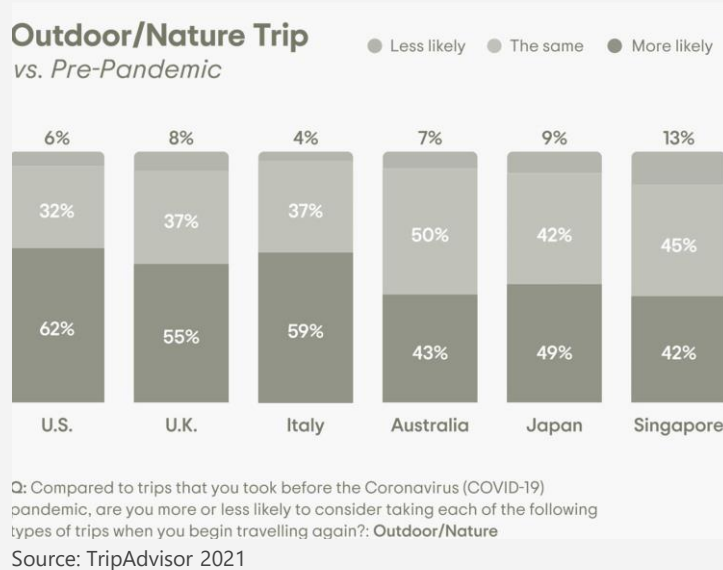


Government Policies

Source: OECD 2020

The increasing demand for nature experiences and more sustainable options comes as an opportunity to the eco-conscious tourism area

Preference for outdoor experiences in nature



Through the survey conducted by TripAdvisor, it is visible that respondents are more likely to **consider outdoor activities**, after the pandemic, in different regions.

Greater attention to sustainability

According to **Booking.com (2020)**:

- **53%** of travelers want to travel in a **more sustainable way**.
- **69%** of them expect the travel industry to offer **more sustainable travel options**.
- **53%** of travelers feel more inspired to **reduce waste and/or recycling their plastic** when travelling.
- **55%** of respondents want to see their **money going back to the community**.

Consumers show a **more eco-conscious mindset** in 2021, showing more awareness on their **impact on the environment and local communities**, expecting the travel industry to do the same.

According to **"A Year in Travel" 2020 by TripAdvisor (2020)**:

- **69%** of consumers surveyed say that avoiding crowded places when travelling is now a more important element in their choice of destination than before the pandemic.
- **52%** say they are more likely to take an outdoor/nature trip than pre-pandemic.

Concerning about sustainability is increasing among industries and consumers. Being a sustainable corporate means to focus on the environment, social and governance

Corporate sustainability

"Corporate sustainability is a **growing concern among investors** who seek not only economic profit but also social good." (Beattie 2021)

3 Pillars of sustainable investing (Beattie 2021):



Environment: Reducing their overall environmental impact. A beneficial impact on the environment also has a positive financial impact.

Social: Treating employees fairly and being a good neighbor and community member. Investing and creating positive impact in the community.

Governance: Also known as economic pillar. To have a sustainable business it must be profitable too, meaning having a good and transparent corporate governance.

Sustainability trends

"Consumers are using their spending power to affect the change they want to see" (Nielsen 2018).

"Consumers say they're willing to **pay a little or even a lot more** if they know that those products have been **sustainably sourced and produced ...** It is not simply climate change; it is also social aspects, as well as the way companies do business, that matter to consumers" (Alldredge and Grimmelt 2021).

The sustainable trend in numbers, by McKinsey & Company (2021):

- **33%** of millennials and genZ consumers say they choose to buy a brand from a company that has their values.
- **25%** of consumers say they are planning to focus more on environmental issues and will pay more attention to social aspects in their shopping behaviour.
- **65%** of the world economy is committed to becoming carbon neutral.

Human Resources Management aggregates a set of activities that can increase organisational performance, while making it unique from competitors

Human Resources Management is responsible for managing all matters related to the employees of an organisation and their development. The primary purpose of HRM is to maximise employee performance in support of the strategic objectives of their business (Rihan n.d). Therefore, it is focused on a set of major areas, including:



Research focusing on the importance of Human Resources Management as a strategic partner of an organisation in the decision-making, has growing importance (Wright, Gardner, Moynihan and Allen, 2021).

HR is responsible for creating value for others, managing talent , and leadership and culture , the three areas that make an organisation unique. In this sense, Human Resources can be seen as a source of sustained competitive advantage (Ramlall and Melton 2018).	Strategic HRM practices impact both individual and organisational performance. Talent management and development leads to employee engagement , enhancing commitment and willingness to make extra effort to achieve superior performance (Ramlall and Melton 2018).	Increasing research relating strategic HR practices and performance has supported HR as variable of organisational outcomes . The unique HR system of each organisation can increase efficiency and achieve competitive advantage (Ramlall and Melton 2018).
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The Human Resources Value Chain helps depict the impact that HR activities have on the organisational outcomes

The Human Resources Value Chain is a framework that shows how HR adds value to the organisational goals (Vulpen 2021).

Because every organisation is unique, with its own human capital resources, human resources departments have had difficulties in showing its added value.

HR Value Chain shows that the set of HR activities & processes (input variable) of an organisation leads to HR outcomes (mediator variable) which in turn leads to Organisational objectives/outcomes (output variable).



HR ACTIVITIES

- Employee Relations
- Recruitment and Selection
- Compensation & Benefits
- Talent Management
- Coaching

These activities lead to HR outcomes which are measured as KPIs.



HR OUTCOMES

KPI's:

- Employee Engagement and Retention
- Turnover
- Individual and Team Performance
- Quality of Hire

These metrics give useful insight into how the workforce is doing.



ORGANISATIONAL OUTCOMES

HR outcomes are not sufficient, the activities need to make an impact on the strategic organisational goals. These add value to the business and make it profitable in the long-run

- Productivity
- Profit
- Customer Satisfaction
- Market Share

Small Businesses and Start-ups should not leave human resources management behind, as it does not harm flexibility but improves business well-being

Start-ups and Small and Medium Businesses

Flexible Business Culture

There is a predominant belief in small businesses that structured Human Resources are “culture-killers”, threatening innovation and flexibility (Gulati and Desantola 2008).

However, experience and research show that, unstructured HR can foster toxic work environments and negatively impact employee engagement and retention (Gruman and Sacks 2011).

Companies that develop a strong HR function, show that they value the employees and the business, being better at:

Hiring
Employees

Developing
Employees

Retaining
Employees

Main challenges for small businesses are HR main roles

- **Legal Protection:** Compliance with the country’s laws and regulations – protect from potential lawsuits.
- **Talent Acquisition:** Procedures to hire the right employees, aligned with the company values and goals.
- **Record Keeping:** Resumes, sensitive information, and performance evaluations, sick time, vacation time, and workplace accidents.
- **Policy Creation:** Structure the work environment. Create policies on tardiness, benefits, employee evaluation, discipline, holiday leave, among others.
- **Employee Training:** Major factor in employee retention. According to the 2018 Workplace Learning Report, 94% would stay with an employer if invested more in career development.
- **Company Culture Development:** Companies need to honor its values, hiring people aligned with the company’s vision.

Source: Perucci 2021

The way people work is shifting rapidly and HR is crucial to help organisations to adapt to the new digital economy

Before Covid-19, the world of work and job market were already changing fast. Agility and adaptability were seen as key factors of a business success. Jacob Morgan (2017) pointed **5 trends that were shaping the future of work**:

New Behaviours	Technologies	Millennial Workforce	Mobility	Globalisation
Social Media and the increasing digitisation, created new daily activities that shaped people's personal experiences. Organisations must make changes to adapt to these new behaviours.	New technologies like the cloud, robots, software, big data, collaboration platforms, among others, make companies rethink their work structure.	By 2025, it is projected that Millennials account for 75% of the workforce. This generation comes with new approaches, values and styles of working that organisations must adapt their environment to.	As long as there is internet connection, one can access as much information as in the office building. The employee's location is becoming less important in job performance.	Organisations must have the agility and ability necessary to work in a world with no boundaries.

These trends were greatly enhanced by the Covid-19 pandemic, which put human resources at the heart of global economies and businesses disruption. HR has been crucial in the post-pandemic recovery of organisations, enabling their adaptability to the new digital economy. After this shift, the role of human resources management will now be centered in: **Redefining the Organisation**, towards a more agile and people-centric workplace, **Driving People Transformation** through rewarding and promoting skills development and **Enabling Change**, focusing on data-driven decision-making and accelerating digital transformation (PWC 2020).

Through structured interviews, the compilation of HR practices of comparable organisations to Biovilla, upon defined criteria, will be gathered

Human Resources practices define the organisation culture and the relationship between employees and the employer, varying from organisation to organisation.

In order to understand which HR practices are present in small organisations, a collection of HR policies was done through **interviews** conducted with the HR responsible of each organisation. The organisations interviewed complied with **defined criteria** to make them as comparable as possible to Biovilla.

Criteria for chosen organisations



Small Organisations: less than 25 hired effective employees;



Social Mission Organisations: which have a socially positive impact;



Growth stage: have experienced growth in the last years in HR;



Industry: not compulsory but the organisation could be in the sustainable tourism industry, such as an eco-village.

Organisations



The analysed organisations differ in terms of dimension which ultimately changes their practices in terms of organisational structure and how the HR function is fulfilled

		 Associação Salvador	 Just a Change	 Moinhos do Dão
Context		Non-profit organisation founded in 2003 by Salvador Mendes de Almeida. Their mission is to promote the integration of physically disabled people in society and improve their quality of life.	Non-profit association that rebuilds homes of people in need in Portugal. They rehabilitate homes as they believe that living conditions have an important impact on reducing poverty and crime in the population.	Moinhos do Dão hosts a small eco-tourism business, a residency program for artists and ecologists, and organises activities such as hiking weeks, writing workshops and yoga sessions. There is a focus on living in harmony with nature.
Organisational Structure	Employees	Composed by 20 full-time hired and 6 not effective employees. Also have long-term volunteers and interns.	Composed by 10 hired employees and 3 seasonal employees.	There are 2 hosts, the manager and the one in charge of maintenance, as per full-time employees.
	Organigram	Divided by the Board, General Management, Project coordination, Communication & Financials.	Divided by the Board and 3 teams: Operations, Commercial/Communication, Management & Development.	No formal structure, but there are 3 owners. They accept 1-3 volunteers and have some interns too.
	HR function	The general management is in charge of HR, there is not an HR department.	The board is who manages the HR.	Manager takes care of HR management.

Generally, the organisations don't have a formal onboarding system and recruitment process always comprises at least an interview

Onboarding		 Associação Salvador	 Just a Change	 Moinhos do Dão
		When there is a new volunteer, the person responsible for the area gives induction. There is 1 full-day to introduce the association, its mission and projects, and also their functions and responsibilities.	There is a volunteer manifesto , but for the team there is not formal documentation. For the volunteers, there is a full-day of workshops.	There is a book for every new volunteer with all the rules, insurance information, security, conditions, cleaning and all necessary information. On the first day, the volunteer gets a guided tour visit of the farm.
Recruitment	Sourcing channels	• Employment websites;  • Universities; • Recruitment companies; • Website & Social media.	• Social Media; • Share in WhatsApp Groups; • Linkedin, when necessary.	• Volunteer platforms:   
	Recruitment Process	• CV screening; • Phone Interview; • Presential interview with management, Salvador or the responsible for the area.	• Analyse CV and cover letter; • If it is a good fit, a meeting/interview is done.	• Application through volunteer platforms with cover letter; • Virtual interview/ talk to check motivations.

Each organisation shows a particular culture, which relates to their preferred ways of working. Many channels are used for communication, normally with free subscriptions

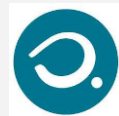
Culture		Associação Salvador	Just a Change	Moinhos do Dão
Brainstorm and idea sharing from different areas. There are meetings between coordinators to think about the future, including employees in the final decisions. There is an open culture , availability and it is give/received feedback culture.			There is a clear task definition, each employee knows their role and function. They have the autonomy on decisions. There is a clear hierarchy on decision-making, but there are no barriers. The executive delegates tasks to the coordinators.	The culture is about learning and social experience . For the host it is important that volunteers have the full work and social experience. There are social moments and board games night.
Communication	Channels	• Email, WhastApp groups, Facebook Messenger; • Skype, Zoom (free subscription), Webex.	• Email, WhastApp groups; • Teams; • Weekly meetings.	• There are not WhastApp groups, just 1-on-1 conversations via call or text messages.
	Document sharing	• Google Drive; • Cemapa network.	• Google Drive (some more sensitive information is not accessible for everyone).	• Google Drive, just for the owners and some interns. Not shared with volunteers.

Even though these organisations are of small dimensions, performance evaluation is quite formal with defined objectives and with some benefits being associated with it

Performance Evaluation		 Associação Salvador	 Just a Change	 Moinhos do Dão
Benefits		Evaluation process carried out throughout the year with 2 formal feedback moments (intermediary and final). Evaluation comprises Soft skills (40%) and goals/KPI's (60%), by supervisor. There is also an auto evaluation .	There are clear goals for everyone and there are monthly meetings to evaluate KPI's performance. Objectives are related to financials and costs, to give more motivation to increase revenues.	In the platform used to recruit volunteers, the host and volunteer can give feedback to each other. There is not any formal feedback between the hosts and volunteers.
	Remuneration	Try to offer competitive market salaries. Annual reward is related to performance evaluation (1.5 / 2 salaries).	There is a compensation committee , external to the association. Try to offer competitive market salaries. The profits/reserves are distributed as rewards.	No remuneration , only volunteers. Some part-time volunteers even pay €7 daily to contribute to the costs in the farm.
	Other Benefits	• 4.5 work-week (40h); • 2 day per week remote work; • Christmas basket and dinner.	• 2 day per week remote work; • Schedule freedom and autonomy.	• Lunch everyday for volunteers; • Work flexibility, in terms of hours, depending on the involvement

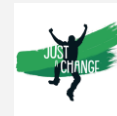
The analysis done through the interviews has its limitations, nevertheless people management and part-time recruitment are key challenges to consider

Challenges



Associação
Salvador

To guarantee a sustainable growth. **Members' management** is also a challenge, as each person has their own motivations and issues. Recruiting for short term and seasonal jobs is hard to do.



Just a
Change

The major challenge is to manage people. **Manage motivation** and read signs of demotivation. Also is hard to manage conflicts because of the flat hierarchy and they are from the same generation and have a friendship relationship.



Moinhos
do Dão

They want to employ someone else for Management (a couple or 2 employees), however hiring full-time is not financially viable and **hiring part-time is challenging** in Portugal.

MAIN TAKEAWAYS

- Most of the organisations interviewed are heavily reliant on **volunteers**, to perform operational tasks.
- The **HR function** is performed by a general manager or the executive board, there is not anyone only responsible for HR, due to the small size of the organisation.
- Recruitment and onboarding is done in an **organic way**, there are not exactly very formal and strict processes.
- Even though these are socially positive mission organisations, **performance evaluation** is taken seriously, with defined objectives and KPI's being evaluated.
- The **benefits** package is not only the remuneration but also the work conditions, flexibility and the **sense of purpose** associated with working with an impactful mission.

Even though the analysis done through the interviews is valuable to understand the HR practices in organisations comparable to Biovilla, it is **not comprehensive enough** to characterise the HR processes in an exhaustive manner, as the number of organisations analysed is quite small.

The survey conducted by the Catholic University of Lisbon reveals clear similarities between NGOs and Biovilla, and shared challenges

The Catholic University of Lisbon, in partnership with Fundação Calouste Gulbenkian (2015), conducted a survey on 153 Portuguese Non-Governmental Organisations (NGOs) and studied their current practices and challenges. This study on Portuguese NGO’s is a relevant reference point, even though Biovilla is not a NGO, as it has some clear similarities to these type of organisations, such as the positive social mission, financial dependency on external funds and heavy dependency on volunteers.

Corporate Culture	NGOs have a strong corporate culture and employees identify themselves with the organisations’ value and sense of purpose .
Human Resources Structure	NGOs account for both paid-workers and volunteers . However, many NGOs report having insufficient employees .
Recruitment	NGOs revealed the need to structure how to attract, recruit and develop employees . For this purpose, it is important to structure a process that allows the recruitment of technical and human skills required and publicise it.
Performance Evaluation	40% of the surveyed NGOs have performance evaluation systems , which is a good indicator that performance is being monitored.
Benefits	Employees are paid low wages . Organisations have financial difficulties employing human resources that can work exclusively in core business areas.

CHALLENGES

The Survey shows that NGOs show awareness of **lack of management and marketing skills** – which are the most important fields for this type of organisation.

In addition, these organisations reveal high risk of employee **burnout** due to the accumulation of responsibilities.

The managing director leads a team of 7 employees working in 4 business areas and 2 long-term volunteers



Various areas of improvements were identified in the analysis of work processes and cooperation of employees

The interviews and surveys showed that all employees are generally very **satisfied** with the collaboration. It is obvious that some team members have more to do with each other than others. This is partly due to the field of work, the working hours (e.g. shift work) or the way of working (e.g. remote working finance volunteer). However, there are also different opinions on the **intensity** and frequency of the same collaboration. In addition, there is a lack of clarity about responsibilities and certain differences in levels are not seen. On the one hand, the open corporate culture is praised, on the other hand, many report that there is too much **reliance** on others and that some people have to be micromanaged, which takes a lot of time and energy. Further problems are caused by the different **prioritisation** of tasks among the employees, especially with regard to the VER programme. Moreover, it was said that short term volunteers often do not add much value.



Analysis in excel and Appendix 2

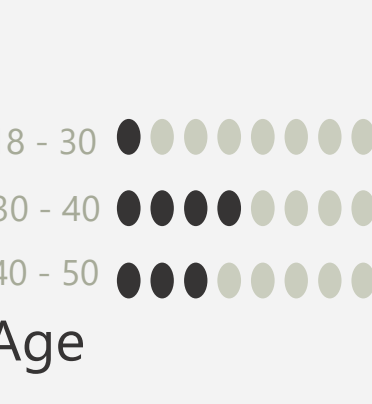
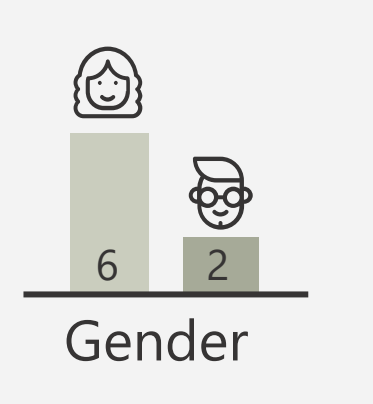
Biovilla hired six more employees since 2021 which reflects a higher organisational growth, however it lacks staff with management experience



Volunteering

Volunteers usually come from abroad, stay for 1 month and support the team where needed. They are an essential part of the team and are fully integrated into the schedule. Volunteers are recruited through online platforms (e.g., workaway) and the home page.

Vacancies: 1-2 volunteers
Working hours: 4 days
Compensation: No salary, free housing

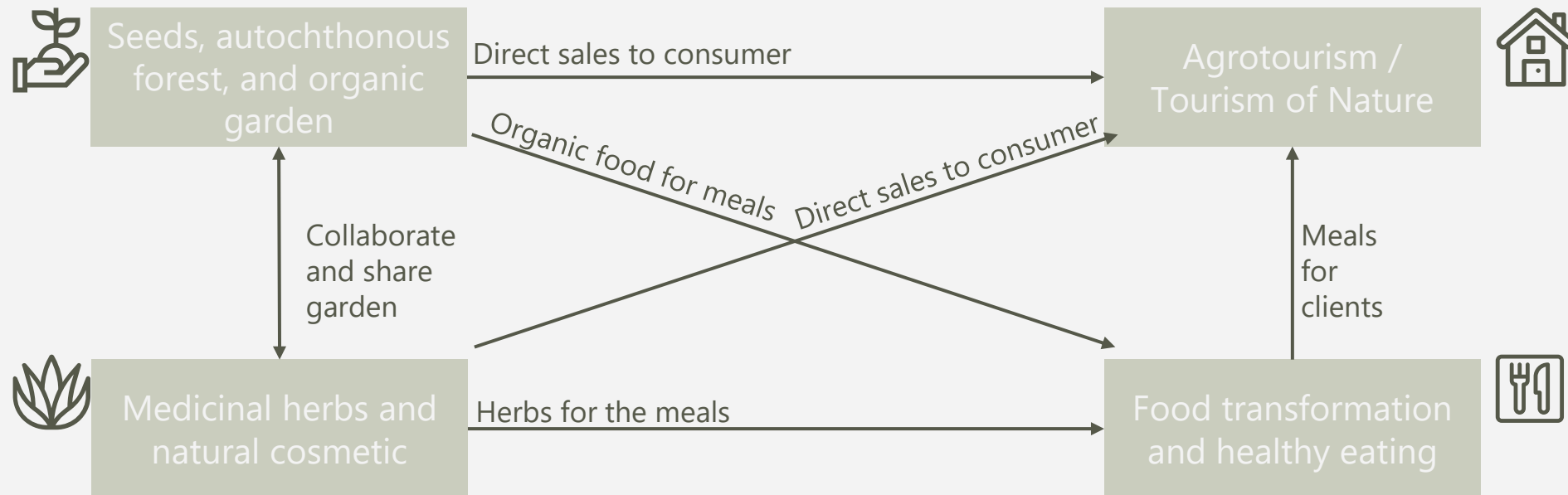


Biovilla has recruited **6 new employees** in 2021. No employee has a **management background**. Most of the team is **Portuguese**, lives nearby and stays overnight when they work. The average age is 39. Biovilla has **4 full-time** employees and 4 people working 4 days a week. However, the actual working hours vary greatly. Pay is lower than the Portuguese average. Biovilla relies heavily on external help from **volunteers** as well as **VER participants** who are seen as potential employees. However, the number of additional workers varies depending on the season and the timing of the VER programme (Biovilla 2021c).

The 4 VER areas are responsible for their own operations, yet they depend on each other to make Biovilla successful

At Biovilla the different areas operate individually, however they are still united as one team. Therefore, it is key to ensure efficient smooth-running of the daily operations and an aligned strategy between the areas.

While the **areas work independently**, they **are interdependent on each other** as shown in the graph below.



The sociocratic governance structure is crucial to Biovilla and is also perceived positively by visitors

Biovilla's leadership structure is defined as sociocratic. Sociocracy, also called dynamic governance, developed by Endenburg 1970, aims to create psychologically safe environments and productive organisations. Decisions are made jointly not by majority voting. The self organising governance should enhance organisational learning by critical reflection. Small groups in semi-autonomous circles work towards Biovilla's goals. The governance structure is based on (Owen and Buck 2020):

1. Consent governs decision-making.
2. Egalitarian selection of persons for leadership and functional tasks.
3. Circles around the 4 business areas.
4. Double linking of circles through Biovilla's Mandala (Eckstein 2016)



- Biovilla is led by a general manager, a fiscal council, a general assembly and the cooperants.
- The organisation is very dependent on the general manager.
- It has a centralised organisational structure.
- Biovilla is obliged to report to the funders every 2 months.
- A strong network of partners, organisations and private entities supports the business.
- The firm is very reliant on volunteers and VER participants that are not financially compensated.

Sociocracy

"Welcoming"

"Positive energy"

"Supportive"

"Inclusive environment"

"It feels like family"

"No voice is ignored"

(Biovilla Employees 2021)

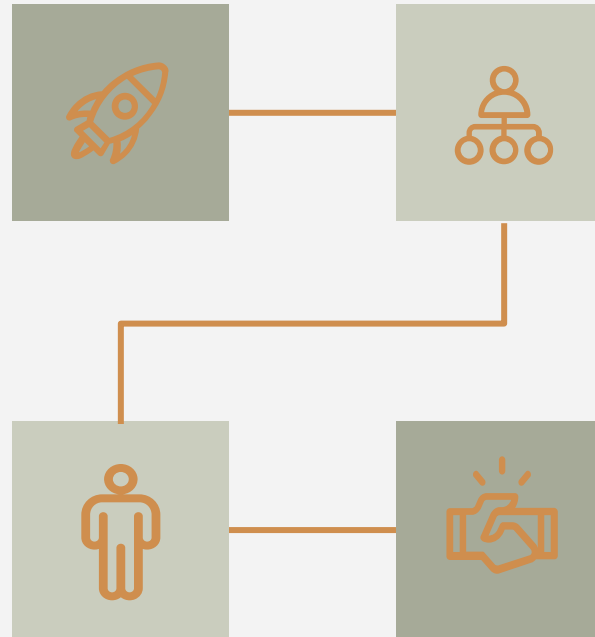
HR management is gaining importance as Biovilla grows and is becoming one of the main business challenges

Business Growth

Biovilla has grown steadily since 2010. It now consists of 4 areas, and reaches local and international attention through an increased focus on marketing. It has many external partners who support the project financially and in an advisory capacity. The trend towards sustainable tourism has increased the potential of Biovilla.

6 New Hires

To cope with the rapid growth, Biovilla has hired 6 new staff members. Some of them are already familiar with the organisation, having gained experience in other positions (e.g. as volunteers). Everyone needs to be trained and understand and help build the organisational structure.



New Management

According to its statutes, the leadership changes every 4 years. One of the 5 founders was in charge until the end of 2021 and is still available as an advisor. The current manager had already been working in operations for 3 years without pay and is now taking on the new challenge without management experience but with a lot of passion.

Corporate Culture

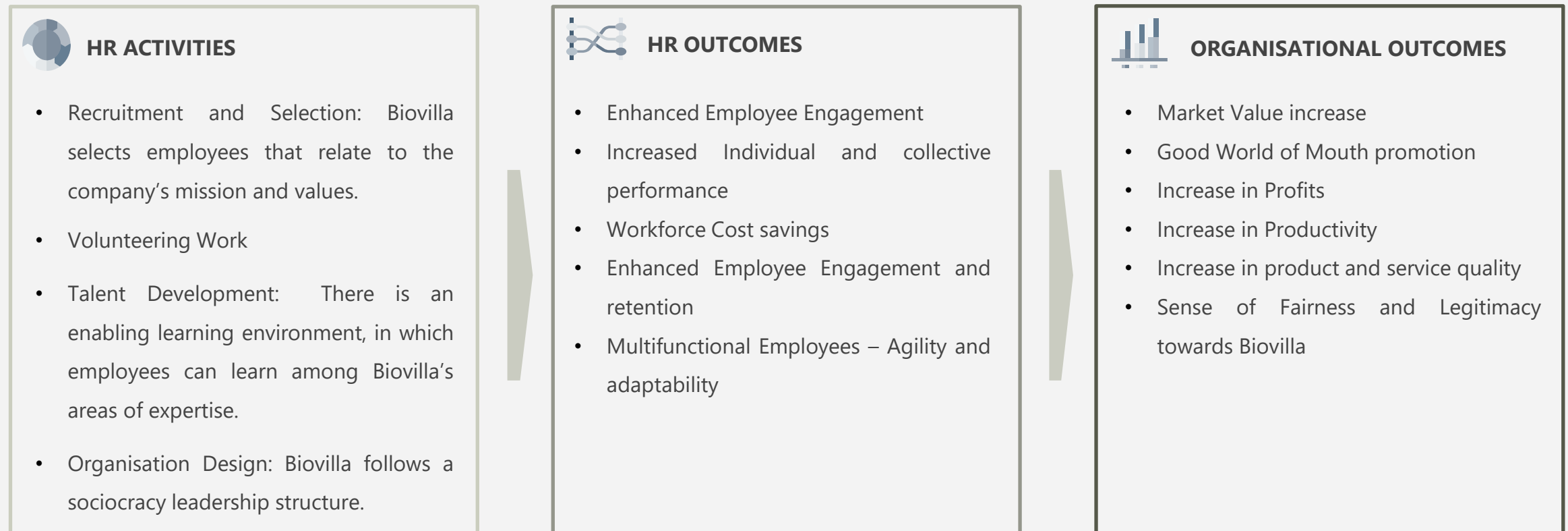
Biovilla is in the expansion phase between the start-up and the maturity phase (Salamzadeh and Kesaim 2015). In a fast-growing company, the culture often changes with it. Biovilla needs to be aware of the culture and may need to take measures to preserve the unique culture but still allow for change.

Lack of HR practices and procedures

Guarantee the entry of high-quality individuals, develop them and retain them (Komm, et al. 2021).

The HR Value Chain model can demonstrate how Biovilla's HR activities affect business outcomes, allowing the company to adjust its future strategic practices accordingly

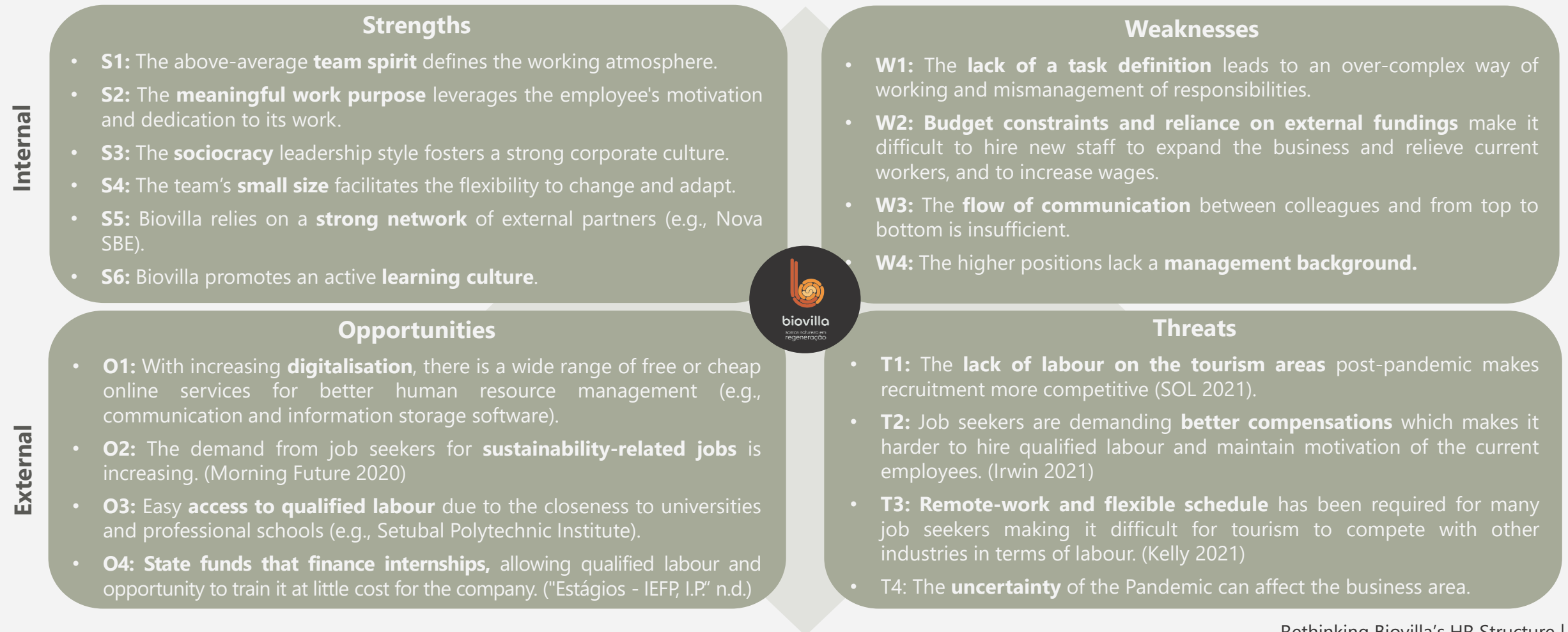
Below, the framework presented in the external analysis is applied, hypothetically, to Biovilla. As the organisation does not have the storage of information and analytic tools required to perform the linkage between the three levels of the chain, a theoretical version was developed in order to illustrate the practicability of the framework and its potential impact on the business analysis and decision-making.



The culture and purpose of the work is one of Biovilla's main strengths, but budget constraints make it difficult to maintain staff sustainability

The goal of the SWOT analysis is to monitor the internal strengths and weaknesses, and the opportunities and threats related to the external environment (Kotler and Keller 2012)

Biovilla's Human Resources Management SWOT Analysis:



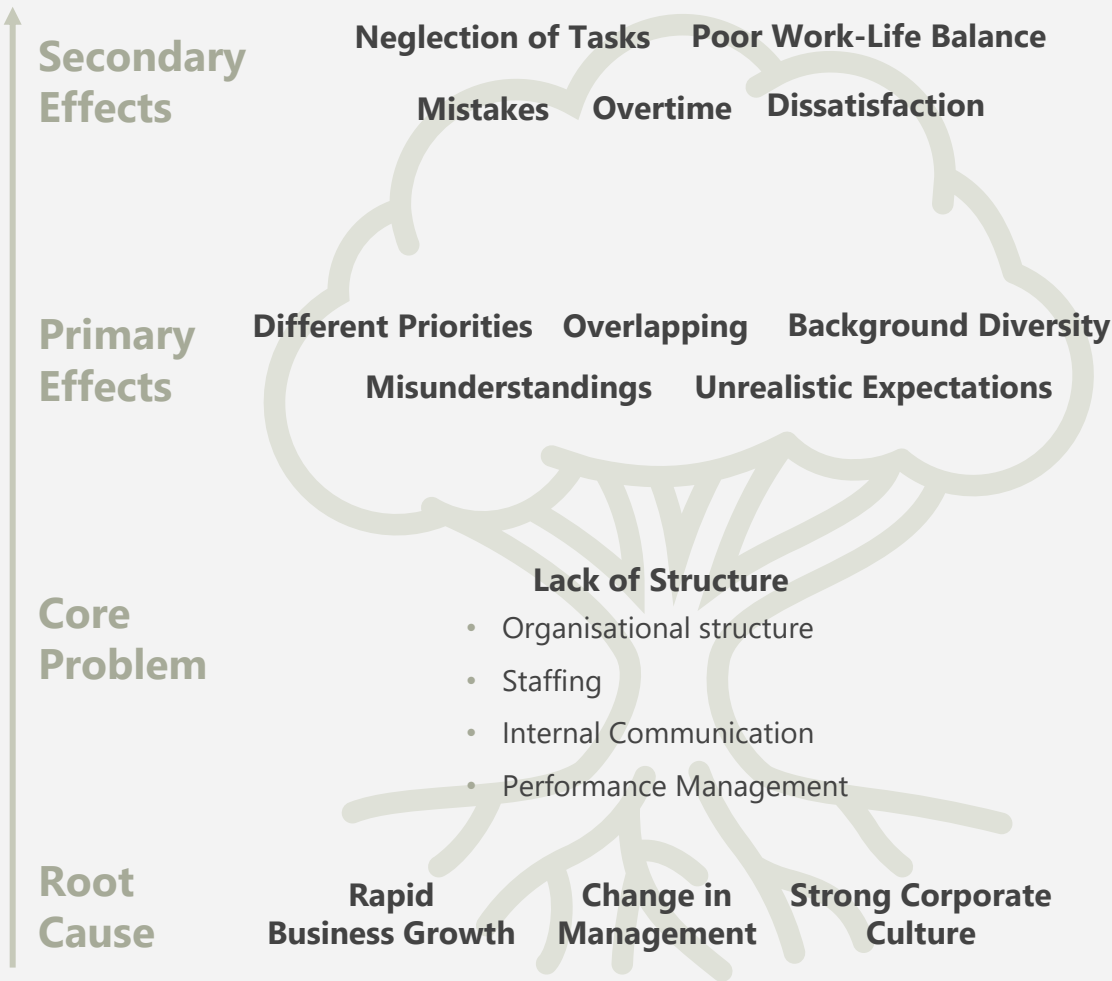
Biovilla can leverage its unique culture and work purpose to attract qualified labour while financing it with state funding

TOWS matrix is SWOT analysis' modification to explore how organisation's strengths and weaknesses can benefit with the market threats and opportunities (Weihrich 1982).

Biovilla's Human Resources Management TOWS Analysis:



Biovilla's efficiency and productivity suffers from the lack of personnel structures which causes several negative consequences on the management of human resources

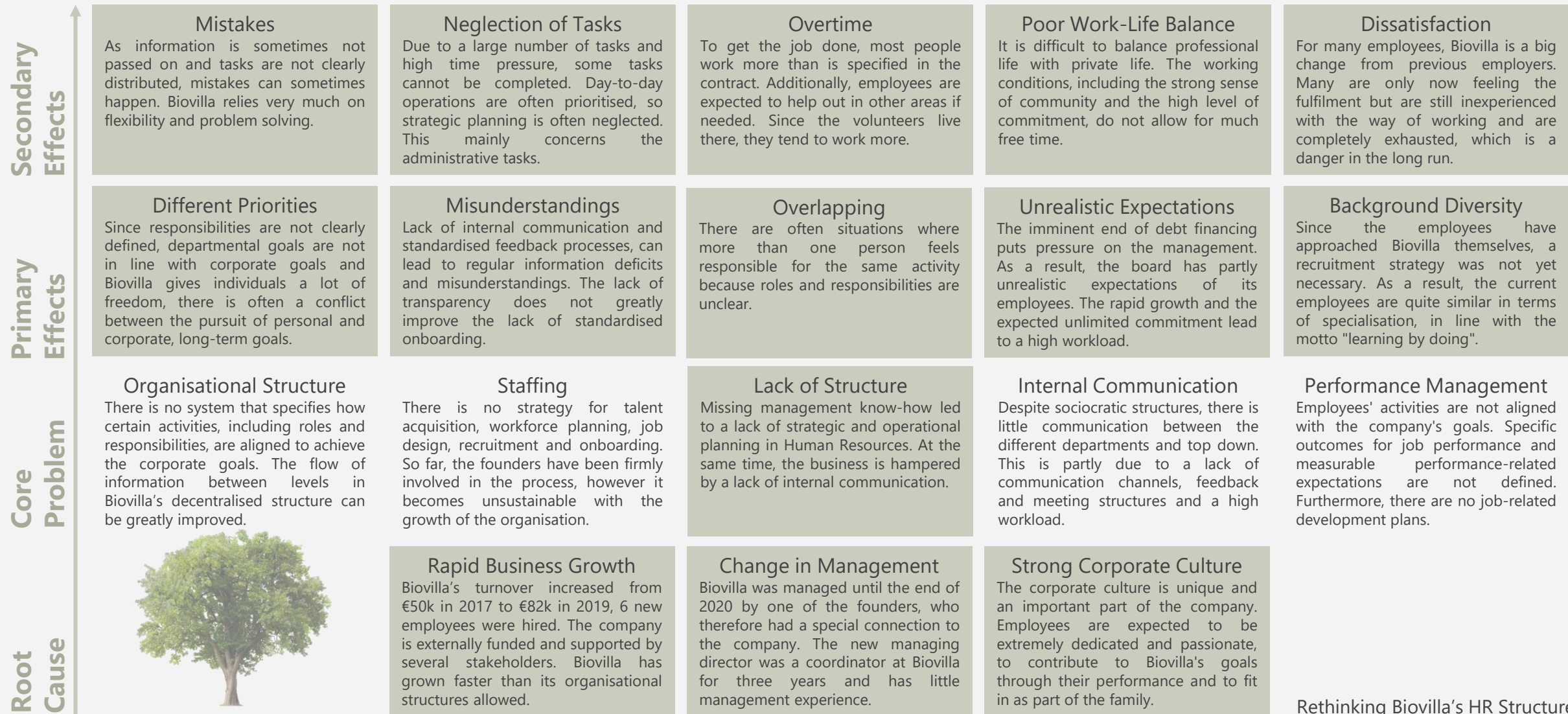


In order to develop appropriate solutions to the existing problems, the current situation was analysed through interviews, surveys and observations. Therefore, a **problem tree** was used to represent the existing problem, its causes and effects, with the aim of obtaining a clear and common understanding of the problem (Chevallier 2016).

Consequences

Ultimately, the **lack of HR structures** leads to **inefficiencies** in the operational business, a resulting lower **productivity** of Biovilla, which can cause **uncertainty** of the future economic situation, especially after external financing, and a potentially poor **reputation**. In addition to the negative consequences for the business, the rapid growth of Biovilla which increases pressure and strain, has an impact on the **well-being** of all employees and may result in increased **dissatisfaction** of all employees, possibly leading to high **psychological stress**.

The fast Biovilla's business growth led to an organisation lack of structure that, if not improved in a due time, can lead to employees dissatisfaction



Biovilla should redefine its internal communication, organisation structure, performance evaluation and staffing in order to improve its HR structure

How should Biovilla rethink its Human Resources structure?	How can Biovilla redefine its organisational structure ?	Should Biovilla reorganise its employees' schedule? Should Biovilla redefine its HR strategy?	• Improve the leadership strategy; • Find tool for scheduling and management holidays; • Define HR goals/objectives (KPI's); • Develop an organigram;
	How can Biovilla redefine its staffing ?	Should Biovilla introduce an onboarding strategy? Should Biovilla delegate clear responsibilities? Should Biovilla improve the recruitment's communication and process?	• Define a recruitment strategy; • Develop employee onboarding system; • Provide talent development opportunities; • Redefine job descriptions;
	How can Biovilla improve its internal communication ?	Should Biovilla improve its communication channels? Should Biovilla improve communication from top to bottom? Should Biovilla improve communication across areas?	• Improve current utilisation of channels, • Create guidelines, rules and templates • Create a template, and assess digital channels
	How can Biovilla improve its performance management ?	Should Biovilla redefine its performance evaluation system? Should Biovilla set clear goals and standards?	• Define performance evaluation system (including feedback and performance criteria);

03

Recommendations

- 3.1 Job Descriptions
- 3.2 Organigram
- 3.3 Leadership Strategy



Several recommendations will be developed in order to improve the Human Resources structure of Biovilla

After carefully evaluating the issues which Biovilla is facing in their Human Resources development, some recommendations will be further analysed and proposed:

Job descriptions	• The development of job descriptions for all current positions at Biovilla and proposal of guidelines to construct new ones for future positions.
Organigram	• The creation of an proposal organisational chart of Biovilla, showing the current organisational structure and the relationships between the individual positions.
Improve leadership Strategy	• The leadership style that best suits Biovilla’s organisational culture that will enable a sustainable and an effective organisational growth and how to develop the necessary leadership competencies.
Redefine recruitment Strategy	• The proposal of an effective recruitment and selection strategy with clear recommendations on the different stages of the process and the comprehensive application of the strategy to in an administrator intern position.
Develop employee onboarding system	• The development of an onboarding checklist to assist in the implementation of a formal onboarding strategy, taking into account talent management, change management, organisational learning and other aspects relevant to Biovilla.
Improve internal Communication	• The advice on communication management issues and recommendations on internal communication, the use of digital channels and internal communication tools, taking into account change management and personality traits.
Define a performance evaluation system	• The importance of performance evaluation integrated in a performance management process. The recommendation of an appropriate performance appraisal system, taking into account Biovilla’s characteristics.

These recommendations were developed based on priority in terms of HR development for Biovilla, being the ones that will represent the biggest improvements when implemented.

Job descriptions summarise the role, and to write them effectively, it is needed to be concise with the job summary and specify the job duties and responsibilities

Job description (JD)



A job description (JD) summarises the major responsibilities, activities, essential functions, qualifications and skills, necessary to classify a position.

Job descriptions set the foundation for recruiting, developing and retaining talent, as well as it sets the standard for optimum work performance by clarifying responsibilities, expected results and performance evaluation (Writing an Effective Job Description 2021).

52% of job seekers say the quality of a JD is very or extremely influential on their decision to apply (Indeed 2021).

How to write an effective job description?



Job descriptions should be prepared so that all components are accurately stated to create a clear understanding of the role (Writing an Effective Job Description 2021).

In terms of language, **job descriptions should:**

- Be written in a concise and direct style;
- Stick to simple wording;
- Use descriptive action verbs in the present tense;
- Avoid abbreviations and acronyms;
- Be gender neutral, avoiding using "He/She" pronouns;
- Use the right terminology;
- Not display negative language.

To showcase accurate job descriptions, several elements should be specified, such as a summary, duties and skills. These guidelines were used to design Biovilla’s new JD

Components of a job description

Job title	Describe level of responsibility and role (not vague, but not very specific).
Job summary (incl. role objective)	1-3 paragraphs about key responsibilities, functions, education and experience. Why is the company hiring for this position?
Job duties and responsibilities	3-5 key accountabilitites, 2-3 consise duty statements each (begin with action verb).
Required qualifications	Education and experience Hard skills Soft skills
Preferred qualifications	Would be a plus but are not essential (education, experience, knowledge, skills and abilities).
Benefits	Benefits to employees by Biovilla

Source: Writing an Effective Job Description, 2021

One of the key issues identified in Biovilla’s human resources structure was the **unclear task definition and responsibilities** of the employees. Using Biovilla’s internal documents and the analysis retrieved from the conducted interviews and from the questionnaires done to the employees, more accurate job descriptions were developed, taking into consideration the previous guidelines, such as for the **Social Mission and Program VER Coordinator** (next slides example). The other developed JD are in the [Appendix 3](#).

Job descriptions to all existing Biovilla’s positions were written as a suggestion to clarify the job responsibilities

Social Mission and Program VER Coordinator:

Job summary (including role objective)	Social Mission and Program VER Coordinator is responsible for the coordination between the four VER areas, the oversight of their strategic development. The coordinator is also responsible of ensuring that the social mission is met, by evaluating and reporting on Biovilla's operations.
Job duties and responsibilities	Coordination of Biovilla's learning projects, in particular Program VER: • Responsible on HR management of VER; • Responsible for communication of VER (press release, webpage, review online platform); Coordination of the 4 VER’s areas in terms of program structure and capacitation program: • Coordinate with VER’s managers on capacitation, evaluation, improvement and communication of their respective areas; • Coordinate the VER’s managers to ensure smooth teamwork and operations for the day-to-day; Coordination of social mission and impact evaluation: • Development of impact measurement tools to consolidate the results of cooperative activities delivered to the region and surrounding community; • Oversee the evaluation regulations, make improvements to the tools, and consolidate findings in clear reports; Coordination and communication with some of the partners, such as EDP. • Advise the general coordinator on the management of partnerships (e.g. Municipality, universities); • Assess internal financial information and be capable to fulfil tasks related to the financing of the learning projects (e.g. research funding, report on impact);

Job descriptions to all existing Biovilla’s positions were written as a suggestion to clarify the job responsibilities

Social Mission and Program VER Coordinator:

Required qualification	Education and experience Academic background in Management/Business/Human Resources Management. Professional experience in project management and/or impact measurement. Experience in evaluation and reporting practices; Soft skills Leadership, Adaptability, Strategic vision, Critical thinking, Decision-making, Planning, Efficient communication, Teamwork, and Interpersonal skills; Hard Skills Language skills (English and Portuguese), and Impact evaluation skills are essential. Key to have good working knowledge in Microsoft Office (Excel, Word), Computer skills, and Management skills;
Preferred qualifications	Any other additional language skills. Drivers license could be important, but not strictly necessary.
Benefits	Opportunity to improve project management and impact evaluation knowledge, as well as be responsible for Biovilla achieving their social mission. Part of a driven team with a great purpose, which are able to educate one in various other topics; Homemade meals on a vegetarian/vegan diet; Compensation: €1000 provided by COESO fund; Working conditions: 5-day work-week and option to work from home.

An organigram is essential to ensure a sustainable growth and to improve performance and efficacy by clearly showing the reporting flows of an organisation

An **organigram** is the **visual representation of the organisation's structure**. It depicts the **relationships and interactions between departments and members**, and shows **who to report to** and who is responsible for what, in order to avoid unclear lines of responsibility. This is a human resources management tool that helps **improve team performance and efficiency** by clarifying the **flow of communication, information, and responsibilities** while preventing mismanagement conflicts. (Ahmady, Mehrpour, and Nikooravesh 2016)

There are many advantages of having structured organisation chart:

Manage the growth and facilitate reorganisation

An organigram supports management to delegate tasks and responsibilities and ensure that the activities are been performed and who is doing it, as well as ensure the possibility to manage the employees' performance appraisal. Besides, with the growth of an organisation, new management positions sets below others to whom members should report to, averting overwhelming the top management of having a wide range of members doing it.

Support on the organisation long-term strategy

Having an organisation chart help to create contingencies plans in case the initial plan decline due to unforeseen circumstances as, employees illness, labour dismissal, among other circumstances. It also facilitates the visualisation of which areas of the organisation need to be improved, check which staff is being overloaded and foresee hiring necessities.

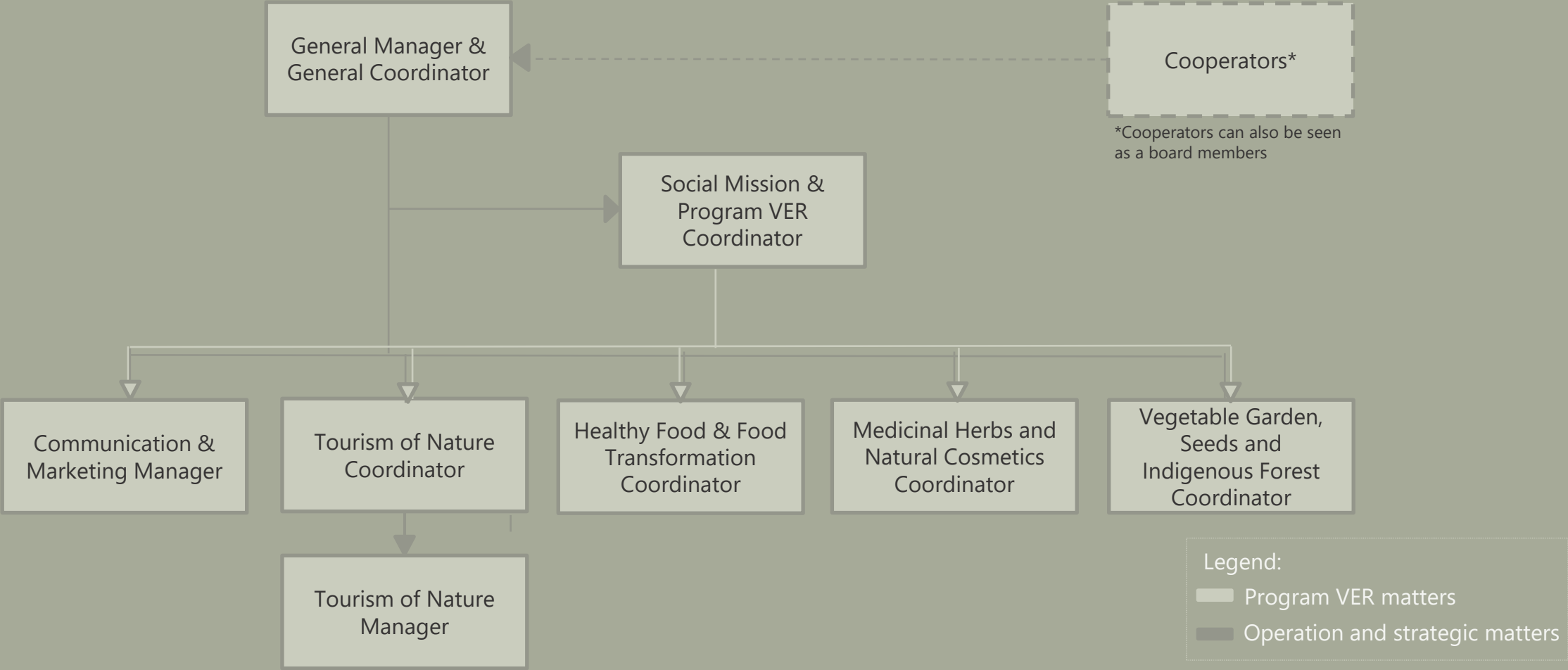
Improve internal communication

An organigram shows reporting structures improving in this way the flow of information. Additionally, it minimise wasted time by helping members, when a situation arises, to visualise who they should ask for assistance.

For a harmonised communication it is important to understand the organigram structure of a organisation in order to avoid the overlap of information

An organigram was developed in accordance with the organisation’s identified structure.

Recommended Organigram of Biovilla:



A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

Consulting Lab for Biovilla:

Rethinking Biovilla's Human Resources Structure: The Importance of Leadership Management in the Organisation Growth



Mariana Martins Pacheco | 44020

Work project carried out under the supervision of: Filipa Castanheira
In cooperation with Biovilla Sustentabilidade and the Social Leapfrog Program
17-12-2021

Abstract

Biovilla is facing natural organisational growth. In a year, it has grown from two to eight employees, plus volunteers, and it has plans to expand further. Changes in the organisation structure and strategy begin to occur as the firm grows. It is crucial to have a well-defined culture and a leadership style that complement one another. Based on the Organisational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn, Biovilla's culture was characterised as a clan/collaborative culture. Studies have demonstrated that the efficacy of this type of culture requires a transformational and participative leadership style. Several guidelines on how to develop leadership competencies, such as effective leader's traits and leadership formal training, were given.

Keywords: Human Resources Management, Leadership, Management, Culture

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Even if the definition is not fully consensual, leadership has a significant influence in the organisation performance and human resource management

What is leadership?

Leadership, as well as all social science constructs, have not yet found a consensual definition. Depending on the researcher's interest in leadership, it can be defined differently and give more emphasis to some aspects than others. What is consensual about leadership is that it “involves a process whereby intentional influence is exerted over other people to guide, structure, and facilitate activities and relationships in a group or organisation.” (Yukl 2013, 2)

Why is leadership so important?

Leaders have a significant impact on the organisation's performance as they have the main power to decide the organisation's structure, the human resources management, the organisation strategy and management, and the organisation change. Those are all variables that influence the efficiency of an organisation (Yukl 2013). Given this, having a leadership style aligned with the organisation culture is essential for organisational growth.

Due to the mission and purpose of Biovilla, **performance efficiency is strongly reliant on human capital management**, such as having talented and motivated members that are completely connected with the organisation's vision and culture. This is achievable when the leader has the right capacity to implement human resources programs and systems, such as: (Becker and Huselid 1998)



Careful recruiting selection that are aligned with the organisation's goals;



Training and performance management that is consistent with the organisation's mission;



Fair compensation and reward systems.

With the natural organisational growth, changes in the organisation arise, becoming important to adopt a leadership behaviour that is aligned with the culture

Changes in the organisational strategy and structure are inevitable as a result of the **organisation’s natural growth** (Cameron and Quinn 2006). The role of the leaders in small organisations as they grows, it is to set a vision and mission to guide current staff towards the new goals of the organisation (Valdiserri 2009).

During the organisation’s growth, numerous changes might occur. There are two major approaches in terms of **organisation’s change** (Eisenstat, Spector, and Beer 1990):

Attitude-centred approach	Role-centred approach
Changes in terms of attitudes and values or organisational culture.	Changes related to the normal growth of an organisation such as reorganisation of the workflow, job redesign, changing performance criteria, among other changes.

Biovilla is currently facing **human resources management role-centred changes**. In this case, it is crucial as a leader to help current employees cope with the stress and challenges of the transition.

For a **successful implementation of change**, several leadership behaviours are required, such as motivating, supporting and leading members while taking into account the **organisational culture**. The effectiveness of change will depend on how successfully leaders communicate the reasons why change is necessary and important. Success is more likely when leaders present a compelling vision of a better future that justifies the sacrifices (Yukl 2013).

When analysing leadership, it is crucial to consider the organisational culture and ensure that the leadership style is in line with the culture's values

Organisational Culture

Organisational culture is the shared assumptions and beliefs of an organisation that help solve problems, set core values and integration into the internal and external environment. It is taught to the new members **to help them pattern their behaviour** and understand how they should respond to the organisation's issues, reducing confusion and ambiguity. Normally, leaders are influenced by the organisational culture, although the opposite can sometimes happen (Schein 2010).

Why is it important to consider organisational culture when talking about leadership?

Understanding the company culture helps the leader to guide the employees on how to deal with the external environment. Leaders can thus make the mission of the company more understandable and explain what specific goals need to be achieved and how these can be reached and measured. Having a defined culture also plays a major role in internal situations by reflecting the type of profile a member should have, the organisation rules and the rewarding criteria. As a result, members understand what is and not is acceptable behaviour in the organisation, which serves as the basis to perform the expected role (Yukl 2013). **The leader actions and concerns should communicate the culture's values and** serve as member's role model by demonstrating empathy, loyalty and by making decisions and having attitudes that are consistent with the culture. Before discussing leadership effectiveness, it is critical to first analyse the organisation's culture.

Biovilla's organisational culture

Biovilla describes its culture as **sociocratic**. By including all the organisation's members in the decision-making process, the diversity of perspectives and transformative learning is encouraged. In this culture, hierarchical structures are only considered for efficient daily operations. However, a non-hierarchical structure is used in the decision-making process to promote reflective thinking and critical dialogue. In this way, the organisation has the **benefits of a hierarchy without sacrificing equality** (Owen and Buck 2020).

The Competing Values Framework depicts the four major types of organisational culture based on the six dimensions of culture studied by Cameron and Quinn

Measuring culture through Organisational Culture Assessment Instrument (OCAI):

Due to the lack of studies on sociocractic culture and leadership style, Biovilla’s culture will be assessed using **Cameron and Quinn’s Organisational Culture Assessment Instrument**. The OCAI is an instrument that has been used by numerous researchers in different types of organisations and is considered reliable and valid by the social science community (Cameron and Quinn 2006). It measures the most **important characteristics of the corporate culture** based on a questionnaire divided into 6 cultural dimensions, each of which contains 4 statements to be rated by the members of the organisation with up to 100 points. The aim is to present the perception of the corporate culture and place it in the **competing values framework** (CVF). ([check appendix 4.1 and 4.2 for the detailed questionnaire](#)):

The six measured dimensions of culture (Cameron and Quinn 2006):

Organisation dominant characteristics	Management of employees	Strategic emphases that drives the organisation’s strategy
Organisational glue that hold the organisation together	Organisational leadership style	Criteria of success and what gets rewarded and celebrated

The Competing Values Framework (CVF) (Cameron and Quinn 2006)



Based on the OCAI results from Biovilla, the dominance of the clan culture could be demonstrated, which is characterised similarly to the sociocratic culture

Biovilla's culture based on OCAI results:

As shown previously, the CVF is divided into two different dimensions: The first dimension measures effectiveness criteria such as flexibility and dynamism versus stability and order, while the second dimension emphasises the organisation's inward or outward orientation.

Figure 1 shows the plotted **OCAI's results of Biovilla** based on the general manager of Biovilla answers₁. The score given to each dimension determines the strength of a culture.

As expected, Biovilla has a dominant **clan/collaborative culture** with 66,67 points. A clan organisation is characterised by shared ideals, collaboration, cohesiveness and the sense of "we-ness". Sometimes employees perceive the organisation as an extended family and see the leader as a parental figure. **Teamwork, employee involvement programs** and **open communication** are one of the core values of this culture. Internal flexibility and quality circles empower members to offer recommendations on how to improve the organisation performance and their work, leveraging the organisation efficiency (Cameron and Quinn 2006). This is **aligned** with the description of **sociocratic culture**.

Note₁: It would be interesting and relevant to have other Biovilla members' OCAI's questionnaire answers, however due to the constraints mentioned in the methodology, it was difficult to have access to the remaining team and therefore it was not possible to have it in due-time.

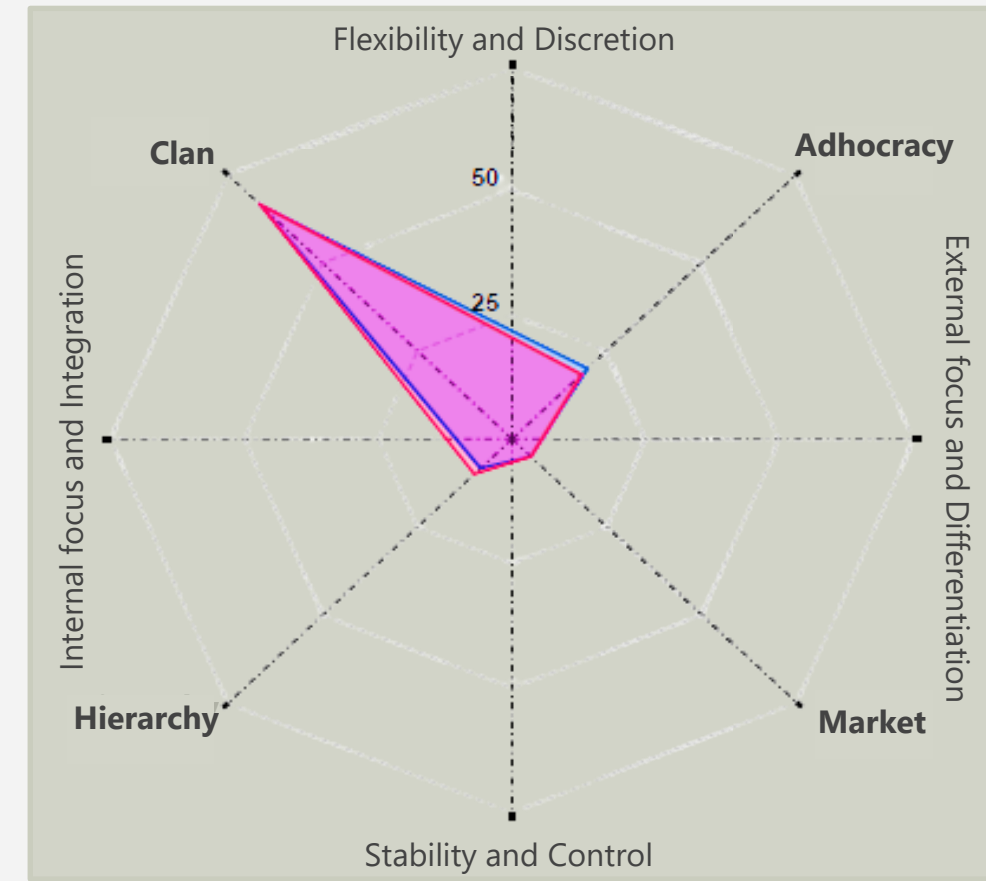


Fig.1 Biovilla OCAI Results

Transformational leadership is positively correlated to effective clan culture performance

Pennington, Townsend and Cummins (2003) found that different cultures require distinct leadership styles. In the study, they correlated leadership with Cameron and Quinn’s culture and found that **transformational leadership had a positive correlation with clan culture**.

Burn’s transformative leadership concept was further explored by Bass (1996). According to the author:

“**Transformational leaders** motivate others to do more than they originally intended and often even more than they thought possible. They set more challenging expectations and typically achieve higher performance” (Bass 1996, 4).

Because leaders provide an inspirational purpose and give them identity, followers of a transformational leader feel trust, appreciation, loyalty and respect for them, encouraging the followers to challenge themselves. This type of leadership boosts members’ motivation and performance more than transactional leadership, although effective leaders combine the two (Bass 1996).

Yukl (2013) developed some guidelines for managers who seek transformational leadership:	Articulate a clear and appealing vision of the organisation’s purpose and objectives and explaining how these can be attained to the members, creating indirect action and decision guidelines.
	Act confident and optimistic with the organisation’s vision, leading by example and spreading that emotion to other members.
	Express confidence in the organisational members. Employees perform better when leaders have high expectations for them and show confidence about their abilities.

Participative leadership has many benefits when talking about organisational efficiency, however the level of participation has to be weighted to avoid wasting time

Biovilla is considered a small organisation. **Supportive and participative leadership is the most frequent and effective leadership style in small organisations** (Pedraja-Rejas, Rodríguez-Ponce, and Rodríguez-Ponce 2006).

Participative leadership, what are the benefits and the challenges?

Involving employees in the decision-making process of the organisation is the main purpose of **participative leadership**. According to Yukl (2013) participative leadership combines “consultation, joint decision making, power-sharing, decentralisation, empowerment and democratic management” (Yukl 2013, 106). Including the employees in the decision-making process during change provides several benefits, such as **high decision quality, acceptance and satisfaction**. Employees sometimes have the information and knowledge about a problem that the leader does not have, which improves the quality of the decision. Besides, member’s participation in such decisions increases the likelihood of acceptance and motivation, and incentive to implement it successfully. In addition, encouraging workers to think strategically about the problem, brainstorming what is causing it, discussing solutions and planning the implementation helps to **develop members’ skills and confidence**. Participative leadership, conversely, **might make a leader loose a lot of time consulting everyone** or scheduling a meeting. The **participative involvement in the decision has to be weighted** by asking the following questions (Yukl 2013):

	How important is the decision?	Who are the members that have the relevant expertise and knowledge for this decision?
	Is it feasible to hold a decision-making meeting?	What are the chances that the members would accept the decision if they were not consulted?

Leadership effectiveness is hard to measure due to some subjective and non-measurable variables, yet there are some traits connected with effective leadership

Leadership effectiveness can be seen as the level to which the organisation's performance is improved, and goal attainment is facilitated. The effectiveness can be evaluated in two ways: **objective measures** such as profit, productivity and, **subjective measures** such as ratings obtained from the team (Yukl 2013). Since the economic indicators are not the primary focus of **Biovilla**, **subjective measures** are the best way to assess effectiveness. However, measuring it is highly challenging due to the numerous and non-numeric variables that must be evaluated.

Some common indicators to assess leadership effectiveness, according to Yukl (2013):

Staff attitudes and perception of the leader which can be assessed by questionnaires and interviews:

- Staff expectations, admiration and trustiness in the leader;
- Commitment to carry out the leader's request;
- Staff work-life balance and self-confidence;
- Skill improvement and psychological development.

Contribution of the leader to the good process of the organisation perceived by the team and the outside observers:

- Enhance group cohesion, cooperation, and commitment;
- Promote problem-solving, and conflict resolution.

These criteria should be used carefully since it is not clear which measure is more important. It also should be adequately weighted and tailored to the organisation and leadership objectives.

Traits associated with Leadership Effectiveness (Yukl 2013):

- **High energy level and emotional intelligence:** to cope with the workload, stress and high demand of the position;
- **Internal locus of control orientation:** leaders that believe that events happen because of their own action and they can influence the organisational performance;
- **Emotional maturity and personal integrity:** leaders that have self-awareness of their weakness and strengths and are honest and trustworthy;
- **Self-confidence:** it is important to be able to confidently influence members and deal with difficult problems.

There are several formal ways to develop leadership skills, however one of the most effective ones are learning from experience and implement feedback from members

Why is it important to develop leadership competencies?

A **system for developing leadership** skills is as strategically **important** as other business investments for the long-term efficiency of an organisation (McCall 1992).

The leadership development should be adequate for the type of organisation and culture and should be aligned with the organisation's strategic goals.

Leadership skills can be developed through (Yukl 2013):

-  **Formal training:** usually takes place outside of the workplace for a set length of time, such as a workshop or a university executive management course.
-  **Developmental activities:** like coaching/ mentoring from someone at a higher level in the organisation or an outside consultant.
-  **Self-help activities:** activities that individuals look for on their own to develop themselves, such as reading a book, listening to a podcast, watching videos or documentaries, or doing online courses.

The **effectiveness** of leadership training **is determined by the organisational availability of conditions** such as time and resources to facilitate the learning, as well as the feasibility to implement what has been learned in the organisation.

However, the majority of the leadership skills required, are only possible to be **learned from experience** rather than through formal training programs. The implementation of a 360-degree feedback system (London and Smither 1995) is also important to assess what other members of the organisation would improve about the leader's behaviour. It is easier for outsiders to identify the leader's strengths and weaknesses than for the leader him/herself.

It is essential to invest in informal and formal leadership training to develop the human resources management of Biovilla

Recommendation to develop the leadership strategy of Biovilla

After a careful analysis, it is plausible to conclude that **leadership management plays an important role in the growth of the organisation. Aligning the leadership style with Biovilla's organisational culture** is crucial for achieving effective organisation strategy change and successful human resources restructuring.

The **current** leadership style of Biovilla could be inferred throughout the Biovilla members' interviews, as **friendly, supportive and familiar**, where sometimes the employees see the leader as a "parent". However, some members complain about the **lack of guidance and strategic freedom** to develop other projects, as well as the **mismatch of expectations**. The importance of team retreats to assess these opinions were discovered recently by Biovilla, giving the opportunity to the leader to improve their fragilities, which is very aligned with the **360-degree feedback**.

However, **formal training**, such as leadership and management courses or short workshops, is still required to tackle the leader's management weaknesses. In addition, as **transformational and participative leadership** styles were found the most effective leadership style in **clan cultures**, it is essential for Biovilla's leader to study the required traits in more detail in order to improve human resources management performance.

In summary, leadership development should be aligned with Biovilla's strategy and collaborative culture. Leadership development has been shown to be more successful when the leader considers responsibilities and strategic decisions related to human resources practices like **recruitment, selection, staffing, performance appraisal and other management systems** (Yukl 2013).

04

Conclusion & Implementation

- 4.1 Summary of the Recommendations
- 4.2 Implementation Plan
- 4.3 Conclusion



Following the recommendations proposed in the different human resources dimensions, the main takeaways are presented as a summary

Concluding the recommendations above explored, the **main takeaways** from each area are as follows:

- To make the organisational structure and the responsibilities' definition clear, **job descriptions** for the existing positions were written and it an **organigram** was suggested.
- To reach an **effective leadership strategy** during the organisation's growth, Biovilla should invest in leadership training that is aligned with the organisational culture.
- Regarding the **recruitment and selection strategy**, Biovilla should better prepare for tomorrow's workforce by understanding what their future Human Resources needs will be. Furthermore, Biovilla has to conduct a more formal recruitment process, with the construction of job profiles for new positions, a defined and diversified sourcing strategy and including culture into their selection process, as an introduction to Biovilla's environment to candidates.
- To improve the **onboarding experience**, Biovilla is recommended to define an onboarding strategy. It is suggested to create a formal plan that includes a timeline, goals, tasks and stakeholders, and to communicate and apply it consistently. To successfully help new employees acquire knowledge, skills and abilities, Biovilla first needs to clearly define the responsibilities of previous positions and all work processes should be written down.
- The main recommendations for the **communication management** section involve creating guidelines for the "meeting minutes" as well as a template to assess each digital IC tool. It is also recommended to discuss the Big-5 personality traits' team's results as a team-building exercise, in addition to focus on improving current utilisation of IC channels.
- To be effective, Biovilla should develop its **performance appraisal system** focusing on employee development. For that purpose, it is key that the objectives are clear, expectations are aligned and that feedback is given in a constructive way, leading to employee engagement.

A suggested implementation plan with clear recommendations will be presented.

An Implementation Plan is presented, describing an actionable plan of the tasks to perform and achieve the recommendations suggested, according to the timeframe

RECOMMENDATION	TASKS	TIMELINE		
		Short-term (within 1 month)	Medium-term (within 6 months)	Long-term (1 year or more)
Job Descriptions	Update Job Descriptions on contracts			
Organigram	Display new organigram on website & internally			
Leadership Strategy	Offer formal leadership training to Biovilla's management			
Recruitment Strategy	Define the Administrator Internship Program			
	Conduct Recruitment & Selection process			
Onboarding	Define an onboarding strategy			
	Create an onboarding plan			
	Keep a written record of processes			
Internal Communication	Create guidelines for the "meeting minutes"			
	Improve current utilisation of channels			
	Discuss the team's traits			
	Create a template, and assess the digital tools			
Performance Evaluation	Define individual and collective objectives			
	Define Evaluation criteria and create an assessment form			
	Take corrective actions and provide individual and team talent development			

In this project, the current HR structure of Biovilla was analysed, identifying core problems and providing recommendations, considering the limitations encountered

Throughout the course of the work project, we have been able to thoroughly analyse the reasons behind the shortcomings and of Biovilla's current human resource structure. We looked at the company itself and the problems they encounter, and through various methodologies we examined the external and internal factors, concluding with an issue analysis and consequently relevant recommendations.

While we found the root causes to be the rapid business growth, the change in management, as well as Biovilla's strong corporate culture, the identified problems were organisational structure, staffing, internal communication, and performance management. In order to better advise on each of these topics, they were further developed on. Hereby, Biovilla should be able to have a better understanding of the width and depth of each area, and how to combat the arising problems.

This work project was concluded systematically to ensure correct understanding of the problems and thorough investigation of the situation. Nevertheless, it is necessary to consider the limitations encountered, such as the mentioned communication issues, time constraints, broadness of the research aims, lack of reliable data and subjectivity, in addition to how they might have affected the outcomes of the work project.

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1. Benchmark - Interview Guide

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1. Organisational Structure

- How many employees do you have?
- How do you divide your organisational structure? Do you have an organigram?
- Do you have a person that is only in charge of HR, or is it the responsibility of a person with other responsibilities of the organisation?

2. Recruitment

- How is the process of understanding the need to hire someone, how do you plan for it?
- Which channels do you use to recruit candidates? Ex. LinkedIn, platforms, universities
- How is your selection process? Which stages does it have?

3. Culture

- How would you describe the culture in your organisation?
- How do you cultivate your culture?
- Do you have internal documents on your code of conduct?

4. Communication

- What communication channels do you use in your organisation?
- How is the communication done from top to bottom, bottom to top and across departments?

5. Performance Evaluation

- Do you have any formal process of performance evaluation? If so, how does it work?
- How is the feedback process?

6. Challenges

- What are the biggest challenges that you face in HR in your organisation?
- How do you plan on overcoming those challenges?

2.1 Job Analysis - Survey

[Go back to slide 13](#)

1. Current name of the position in Biovilla.
2. When did you start working in Biovilla in this position?
3. What did you do before this job?
4. Are you doing something besides Biovilla? Are you currently part of other projects/jobs?
5. What are the key responsibilities that you take care of on an operational/day-to-day level?
6. What are long-term responsibilities that your position entails?
7. What key qualifications are necessary to fulfil your position?
8. What personal capabilities/skills are beneficial/ useful in this role?
9. What personal capabilities/skills are beneficial/ useful in this role?
10. Are there any tools you use for your job? (Calculations, schedule, software)

2.2 Job Analysis - Interview Guide

[Go back to slide 13](#)

1. Orienting

As you know we are looking into the company structure to create more defined job positions.

- When did you start this position?
- What did you do before this job?
- Did you face any difficulties when facing the change into your position at Biovilla?
- Are you doing something besides Biovilla? Are you currently part of other projects/jobs?

2. Initial

Responsibilities and Duties (Job description)

First, we would like to understand the responsibilities, so:

- What are the key responsibilities that you take care of on an operational/day-to-day level? Describe a typical day in Biovilla.
- What are long-term responsibilities that your position entails?
- Could you describe some time-dependent tasks of your position? (Daily, weekly, monthly, etc.)
- Do your responsibilities change depending on the time of the week? Are you busier on one day?
- How do you collaborate with other team members?
- How do you see your position changing/growing in terms of the company's future?

2.2 Job Analysis - Interview Guide

[Go back to slide 13](#)

2. Initial

Qualification and skills (Job specification)

We would also like to learn more about what is necessary to be successful in this position.

- What key qualifications are necessary to fulfil your position?
- What personal capabilities/skills are beneficial/useful in this role? E.g., Adaptability

Salary and Benefit

We are looking to define the benefits of this position for the job holder, so:

- How do you hope and/or expect to grow while in this position?
- How do you personally benefit from the job? (What have you learned so far?)
- What are your thoughts on the current wage?

2.2 Job Analysis - Interview Guide

[Go back to slide 13](#)

3. Deeper

We are hoping to learn more about the personal impact of your job position.

- What motivates you to work at Biovilla?
- How do you think you are performing in terms of the expectations that there are for you?
- How satisfied are you with the current position? With Biovilla and their management?
- Is there anything you would change in the current structure/operations?
- How do you perceive the current team atmosphere at the workplace?
- How do you feel with the current company growth expectations?
- Are there any tools you use for your job? (Calculations, schedule, software)

4. Wrap up

We have almost concluded our questions, so before we go,

- Is there anything you believe is important for us to know, that we have not asked you about?
- Do you have any final thoughts/feelings on how this interview has been for you?

+ Specific questions for certain positions

2.3 Job Analysis – Workflow Survey

[Go back to slide 33](#)

The research aimed to investigate the work processes within Biovilla including the kind of operation, collaboration and personal relationship.

Click [here](#) to see the survey.

Comment: Risk of inadequate interpretation of the answers of Biovilla's employees due to missing data, unreliable information, translation errors.

1. What is your name?
2. What meetings do you have? With whom and how often? Please list only meetings that are with more than one colleague. (e.g., Status update, Team building, Performance)
3. Please tell us now about your professional relationship with each of your colleagues. We would like to know:
 1. Task (What do you do together?)
 2. Frequency (How often do you work together? How often do you talk to each other? Do you have regular meetings?)
 3. Areas for improvement (What would you improve about the cooperation?)

Patricia, Ana Pina, Alexandre, Mariana, Marta, Nuno Belchior, Jaqueline, Nuno Arez, Beatriz, Isilda, Josimeia, Ver participants, Volunteers, Cooperants

2.3 Job Analysis – Workflow Survey

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Column1	Patricia	Column2	Ana Pina	Column3	Alexandre	Column4	Mariana	Column5	Marta	Column6	Nuno B	Column7	Jaqueline
Main Stakeholder	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?
Patricia	Green - Intense collaboration Light green - Much collaboration Grey - no/ very rare cooperation												
Ana Pina			HRM & Strategy together, helps reporting of VER	3x per week	Gives orientation and support		Gives orientation and support for management of the area (incl. Finance, strategy)		Gives orientation and support (communicates events + needs every Monday)	Daily (+Monday meeting)	Gives orientation and support for outside area	Daily	Gives orientation and support on herbs area (sets goal + objectives)
Alexandre					Define area goals and plan 2nd VER class	every 2 weeks	(organisation + focus) + include in preparation for VER (incl. Attendance)	every 2 weeks	Define area goals and plan 2nd VER class	every 2 weeks	Define area goals and plan 2nd VER class	every 2 weeks	Define area goals and plan 2nd VER class
Mariana							Responsible for Tourism together, direct coworker	2x per week	Asks to cook to meet needs of tourism and events	Daily		Not often	Tourism + VER classes
Marta									Help meal prep for weekends (+ grocery shopping)	1x per week	Coordinate sales of garden products	If necessary	Get support for retreats (cooking, cleaning, organizing) + mercadinho
Nuno B											Plan production of veg garden acc. To kitchen needs	1x per week	Gets support for kitchen + coordination of VER classes
Jaqueline													VER classes
Nuno A													
Beatriz													
Isilda													
Josimeia													
VER participants													
Volunteers													
Cooperants													

2.3 Job Analysis – Workflow Survey

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Column1	Column8	Nuno A	Column9	Beatriz	Column10	Isilda	Column11	Josimeia	Column12	VER participants	Column13	Volunteers	Column14	Cooperants	Column15
Main Stakeholder	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?
Patricia	Green - Intense collaboration			Gives orientation and support		Gives orientation and support if coordinaters not available	Occasionally	Gives orientation and support on logistics of house (guests needs and events)	Daily	Support		Gives orientation and support		Link btw Biovilla and cooperatns	
Ana Pi	Light green - Much collaboration						Occasionally	Gets informed about logistics during VER process, operational tasks	1 - 2x per week	1st point of contact for questions	Constantly	No	No	Work depends on Barbara, Occasionally with Ines Besugo and Filipe Alves	
Alexandre	Grey - no/ very rare cooperation	(Daily?) reporting for funds	Irregular	Communication of VER	Daily	No		Operational area of tourism (logistics and maintenace of house)	3 x per week	Teaches theoretical class + practical class	1x per week				
Mariana		Finance	Occasionally		Rarely	Gets help with tourism	Often								
Marta		Ask to make transfers and receipts	If necessary	Gets help to communicate tourism promotions/ ideas and mercainho products	Occasionally	Gets help with cleaning	y (not same working days)	Cook, serve, clean and entertain together	2x per week	Gets help for tourism	Summer	Gets help for Tourism		No	
Nuno B		No	No	Provides material on food for communication	If necessary	Gets help with kitchen	Daily	Gets help with everything	2x per week	Teaches theoretical class + practical class	1x per week	Gets help with everything	Daily	No	
Jaqueline		No	No	Provides material on activities/events related to garden for communication	If necessary	Gets help with kitchen	Occasionally	No	No	Teaches theoretical class + practical class	1x per week				
Nuno A		No	No	Provides material of area, VER classes	If necessary	Operational area of tourism	Daily	(housekeeping) + VER classes (Josi supports with Holistic health classes and tincture	1x per week	Teaches theoretical class + practical class	1x per week	Operational area of tourism	Daily	No	random visits
Beatriz				No	No	No	No	No	No	No	No				
Isilda						Gets help for communication	If necessary	No	No						
Josimeia								Operational area of tourism together (housekeeping...)	Often (no shifts together)	?	Often	Accompanies when on duty together	Daily	No	No
VER participants										and counselling, logistical support, workshops with themes related to holistic	Regularly	Coordinate tasks and present housekeeping procedures		No	No
Volunteers															
Cooperants															

2.3 Job Analysis – Workflow Survey – Meeting's schedule

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Kind	Purpose	Frequency	Participants
Team meeting	To discuss tasks for the week	Weekly (Monday)	Everyone
Team meeting	To coordinate the VER Program	Bi-weekly	Ana, Area coordinators
Team Retreat	To improve the work environment and enhance productivity	2 x per year	Everyone
Emotional Circle	To strengthen the team	Monthly	Everyone
Financial meeting	To coordinate finance and accounting	Monthly (+if necessary)	Patricia, Nuno Arez, Ana Pina
RD		Every 3 month	Management, Cooperants
Operational/ logistics meeting	To discuss business operations	If necessary	Team members (depending on subject)
General Assemblies	To discuss goals and align expectations	2 x per year	Management, Cooperants
Partners meetings		If necessary	Patricia, Ana pina, partner
Suppliers meeting		If necessary	Patricia, Area coordinators, supplier
Institutional meetings	To discuss cooperation	If necessary	Palmela municipality, Setubal municipality, Nova SBE, IPS, IEFP, Turismo de Portugal

2.4 Job Analysis – Typical day of tourism manager

Time	Task
9AM	Open door
	Prepare breakfast
	Serve breakfast
9AM-10AM	Clean kitchen (Marta arrives at 10AM to prepare lunch)
	Administrative tasks (emails, reservations, payments, accounting)
	Serve lunch
	Go to supermarket
	Laundry service
	Post office
10AM-2PM	
2PM-6PM	Break
6PM	Check in
7:30PM (8:30PM summer)	Serve dinner
9PM-10PM	Clean and close POS

3.1 Job Description - General Manager

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Job summary (incl. role objective)	The General Manager is responsible for coordinating all areas of Biovilla and its employees and volunteers. He/she is also responsible for Public Relations and bureaucratic duties.
Job duties and responsibilities	Create and develop the strategic vision of Biovilla: • Define the short and long term objectives of Biovilla; • Create the necessary conditions to achieve the defined goals; Manage the Recruitment and talent development: • Understand which personnel is missing and select the employees; • Onboard the new employees, explaining their responsibilities and tasks; • Provide the employees the necessary training to improve their work and its impact in Biovilla; Establish new partnerships and maintain current ones: • Establish partnerships with companies for possible sponsorships, of any kind; • Establish partnerships with Universities and other Education institutes for recruitment purposes; • Maintain the network created; Overseeing daily operations • Delegate tasks between the managers of each area; • Ensure an efficient communication and collaboration between departments;

3.1 Job Description - General Manager

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Required qualification	Education and experience Degree/ Professional courses in Management/ Sustainable Tourism/ Hospitality/ Business Studies is not absolutely necessary but can be a valuable qualification; Experience in the Management/Tourism/ Sustainable Tourism/ Hospitality/ Customer Service areas is a plus; Experience in managing people and supervision; Soft skills People and resources management skills, creativity, strategic vision and communication skills; Hard Skills Language skills (English and Portuguese). Good working knowledge Word, Excel, Gmail, Calendar.
Preferred qualifications	Any additional language skills; Driver's licence is important, in order to visit partners when necessary;
Benefits	Lead a team with great spirit, motivated and passionate about the company's values and mission; Opportunity to learn from other employees on their specialised areas (ex: program VER areas); Opportunity to do workshops and training on necessary skills; Compensation: 1200€ provided by Biovilla; Working conditions: 5-day work-week.

3.2 Job Description - Communication and Marketing Manager

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Job summary	Communication and Marketing Manager is responsible for bringing visibility to the Biovilla project, increase the flow of guests to tourism while there is a long-term awareness work through communication about regenerative practices. Moreover, the manager is responsible for the communication, content creation, and customer relationship management.
Job duties and responsibilities	Create Biovilla's communication plan: • Develop and fulfil communication strategy for Biovilla's news/events/programs; • Create a communication plan to increase efficiency and independence from top management; Create and manage content for social media, website and Moodle: • Creation and management of content for social networks, creation and management of website content, content management in Moodle; • In charge of photography and videography, as well as of the sound of events; Manage customer relationships management: • In charge of email communication with customers; • Collaboration with Tourism of Nature Coordinator regarding bookings and guest attraction strategies;
Required qualifications	Education and experience Academic background in Communication or Marketing. Background and/or experience in Communication, Marketing and Social media management. Experience in web design; Soft skills Creativity, Critical eye and refined aesthetics, Critical thinking, Multi-tasking ability, Communication and analytical skills; Hard Skills Language skills (English and Portuguese). Social media management and some design skills are essential; Key to have good working knowledge In adobe XD, Word, Excel, Gmail, Calendar;

3.2 Job Description - Communication and Marketing Manager

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Preferred qualifications	Any other additional language skills; Drivers license could be important, but not strictly necessary; Photography and videography experience is valued;
Benefits	Close collaboration with General Coordinator and Social Mission and Program VER Coordinator; Part of a driven team with a great purpose, which are able to educate one in various other topics; Homemade meals on a vegetarian/vegan diet; Compensation: 800€ provided by COESO fund; Working conditions: 4-day work-week and option to work from home.

3.3 Job Description - Healthy Food and Food Transformation Coordinator

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Job summary (incl. role objective)	The Healthy Food and Food Transformation Manager is responsible for providing healthy and nutritious meals to clients and the Biovilla team, as well as developing and capacitating the respective VER area.
Job duties and responsibilities	Essentially Biovilla's Chef: • Provide daily meals; • Creating seasonal menus; • Providing meals for the retreats and events; • Preparing meals for when absent; Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Food transformation and healthy eating": • Prepare classes for VER Program, taking into consideration the established syllabus; • Deliver the classes, whether online or presencially, to VER participants; • Make all necessary materials available through Moodle platform to the participants.
Required qualifications	Education and experience Professional formation/courses in cooking with a focus on healthy and nutritious meals; Some years of experience in cooking healthy and nutritious meals, also in cooking for larger groups of people; Soft skills Enjoying teaching and transmitting knowledge, creativity for menu creation, flexibility and ability to improvise, kitchen organisation, team oriented; Hard Skills Language skills (English and Portuguese), and technical cooking skills are essential; Key to have good working knowledge in Microsoft Office (Excel, Word), Computer skills, and Management skills;

3.3 Job Description - Healthy Food and Food Transformation Coordinator

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Preferred qualifications	Knowledge of food preservation; Any other additional language skills; Drivers license could be important, but not strictly necessary;
Benefits Salary range	Close collaboration with General Coordinator and Social Mission and Program VER Coordinator; Opportunity to create a repertoire of meals for Biovilla and its guests, as well as educate and have an impact on VER participants; Part of a driven team with a great purpose, which are able to educate one in various other topics; Homemade meals on a vegetarian/vegan diet; Compensation: €686 provided by VER; Working conditions: 4-day work week on site;

3.4 Job Description - Vegetable Garden, Seeds and Indigenous Forest Coordinator

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Job summary (incl. role objective)	Vegetable Garden, Seeds and Indigenous Forest Manager is responsible for the organic garden, the forest, and generally the permaculture on Biovilla's land, as well as developing and capacitating the respective VER area.
Job duties and responsibilities	Develop and maintain Biovilla's permaculture: • Manage the vegetable garden and efficiently plan future planning on garden needs; • Create an efficient plan to work with the limited water supply; Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Vegetable Garden, Seeds and Indigenous Forest": • Prepare classes for VER Program, taking into consideration the established syllabus; • Deliver the classes, whether online or presential, to VER participants; • Make all necessary materials available through Moodle platform to the participants; Provide general gardening and landscaping of the area: • Manage indigenous flora, look after the compost, and make sure the areas for clients are in a good shape and well-taken care of;
Required qualifications	Education and experience Academic formation/Training in organic farming, and experience in permaculture development; Few years experience in organic farming; Soft skills Ability to work in a structured manner and plan ahead. Rational thinking for planning; Hard Skills Language skills (English and Portuguese), and social media and some design skills are essential; Farming management skills.

3.4 Job Description - Vegetable Garden, Seeds and Indigenous Forest Coordinator

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Preferred qualifications	Permaculture knowledge of Serra da Arrábida; Any other additional language skills; Drivers license could be important, but not strictly necessary;
Benefits	Opportunity to grow the organic garden for Biovilla and its guests, as well as educate and have an impact on VER participants; Close collaboration with General Coordinator and Social Mission and Program VER Coordinator; Part of a driven team with a great purpose, which are able to educate one in various other topics; Homemade meals on a vegetarian/vegan diet; Compensation: €922 from VER; Working conditions: 4-day work week on site;

3.5 Job Description - Tourism of Nature Coordinator

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Job summary (incl. role objective)	The Tourism of Nature Coordinator is responsible for the operational tasks and the strategic development of the Tourism of Nature area at Biovilla. Moreover, is responsible for the VER program in the area of "Agrotourism/ Tourism of Nature".
Job duties and responsibilities	Coordinate, manage and assure all operational activities of the area of Tourism of Nature: • Delegate daily tasks within team of Tourism of Nature and volunteers/trainees; • Execute operational tasks within the tourism area at Biovilla such as the preparation/serving of breakfast, support in the cleaning of facilities (rooms, bathroom, kitchen, pool), conduct check-in and check-out processes; • Perform errands outside Biovilla within Tourism area such as taking care of laundry, going to the post office, acquisition of supplies and other deemed necessary; • Conduct back-office management such as emails and manage reservations; Develop and implement strategies for growth in the business area of Tourism of Nature: • Develop a Business Plan of the Tourism of Nature business area, formulating strategies for future growth and an action plan, which should be presented and discussed with Management; • Program external initiatives within the area of Tourism, such as tourism fairs, including developing a calendar and logistics of such events; • Implement methods for improving workflow and productivity in the Tourism of Nature area; Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Agrotourism/ Tourism of Nature": • Prepare classes for VER Program, taking into consideration the established syllabus; • Deliver the classes, whether online or presencially, to VER participants; • Make all necessary materials available through Moodle platform to the participants;

3.5 Job Description - Tourism of Nature Coordinator

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Required qualification	Education and experience Degree/ Professional courses in Tourism/ Sustainable Tourism/ Hospitality/ Management/ Business Studies is not absolutely necessary, but can be a valuable qualification; Experience in the Tourism/ Sustainable Tourism/ Hospitality/ Customer Service areas; Experience in managing people and supervision; Soft skills Leadership, Adaptability, Decision-making, Problem solving, Teamwork, Effective Communication, Interpersonal skills. Hard Skills Language skills (English and Portuguese are essential), good working knowledge in Microsoft Office (Excel, Word), Computer skills, Management skills.
Preferred qualifications	Drivers license could be important, but not strictly necessary; Any other additional language skills;
Benefits	Close collaboration with General Coordinator and Social Mission and Program VER Coordinator; Opportunity to improve knowledge on tourism area; Integration in a purposeful project and team with a clear social mission; Homemade meals on a vegetarian/vegan diet; Compensation: €1000 provided by COESO fund; Working conditions: 5-day work-week on site;

3.6 Job Description - Tourism of Nature Manager

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Job summary (incl. role objective)	The Tourism of Nature Manager is responsible for assuring and supporting the operational activities and strategic development of the area of Tourism of Nature area at Biovilla, supporting the coordinator. Moreover, is responsible for supporting the VER program in the area of "Agrotourism/ Tourism of Nature". The development and management of the "Mercadinho" is also one of their responsibilities.
Job duties and responsibilities	Assure all operational activities of the area of Tourism of Nature: • Delegate daily tasks to volunteers/trainees in the area of Tourism of Nature; • Execute operational tasks within the tourism area at Biovilla such as the preparation/serving of breakfast, support in the cleaning of facilities (rooms, bathroom, kitchen, pool), conduct check-in and check-out processes; • Perform errands outside Biovilla within Tourism area such as taking care of laundry, going to the post office, acquisition of supplies and other deemed necessary; • Conduct back-office management such as emails, manage reservations, benchmarking of competitors and manage Biovilla's online presence, such as campaigns on Instagram; Support the development and implementation of growth strategies for the business area of Tourism of Nature: • Support the development of a Business Plan of the Tourism of Nature business area, with strategies for future growth and an action plan; Support the coordination of VER Program in the area of "Agrotourism/ Tourism of Nature": • Assist in the preparation, development and delivery of VER program classes to the participants in the area of "Agrotourism/ Tourism of Nature", under the supervision of the Tourism of Nature Coordinator; Develop, implement and manage the area of "Mercadinho Bio": • Responsible for developing and implement online and offline strategies to leverage the business area of Mercadinho Bio (Little Bio Market), regarding invoicing, as well as increase of the supply of range of products and reach of potential consumers; • Organise and manage all logistic needs inherent to Mercadinho Bio, online and offline;

3.6 Job Description - Tourism of Nature Manager

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Required qualification	Education and experience Degree/ Professional courses in Tourism/ Sustainable Tourism/ Hospitality/ Management/ Business Studies is not necessary, but can be a valuable qualification; Experience in the Tourism/ Sustainable Tourism/ Hospitality/ Customer Service areas; Experience in Sales management; Soft skills Adaptability, Decision-making, Problem solving, Teamwork, Effective Communication, Interpersonal skills; Hard Skills Language skills (English and Portuguese are essential), good working knowledge in Microsoft Office (Excel, Word), Computer skills, Management skills.
Preferred qualifications	Any other additional language skills; Drivers license could be important, but not strictly necessary;
Benefits	Opportunity to improve knowledge on tourism area and in sales/business management Integration in a purposeful project and team with a clear social mission Homemade meals on a vegetarian/vegan diet Compensation: €686 from VER Working conditions: 3.5 day work week on site

3.7 Job Description - Medicinal Herbs and Natural Cosmetics Coordinator

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Job summary (incl. role objective)	The Medicinal Herbs and Natural Cosmetics Manager has the responsibility of oversight of the whole process regarding Medicinal Herbs, from plantation to the packaging of the final product. Moreover, he/she is also responsible for coordinate this area in the VER Program.
Job duties and responsibilities	Develop, implement and manage all operational activities of the area of Aromatic and Medicinal Herbs: • Plan, develop and produce a "Biovilla"s range of products of natural cosmetic and essential oils, upon water conditions; • Manage maintenance needs throughout aromatic and medicinal herbs cycle, such as watering and dehydration; • Prepare, package and label all products to be sold at "Mercadinho". Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Medicinal Herbs and Natural Cosmetic": • Prepare classes for VER Program, taking into consideration the established syllabus; • Deliver the classes, whether online or presentially, to VER participants; • Make all necessary materials available through Moodle platform to the participants.

3.7 Job Description - Medicinal Herbs and Natural Cosmetics Coordinator

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Required qualification	Education and experience Academic formation/ Training in Medicinal and Aromatic Herbs; Experience in cultivating and dehydration of Medicinal and Aromatic Herbs; Soft skills Resilience, adaptability, decision-making, willingness to learn, communication skills; Hard Skills Technical skills.
Preferred qualifications	Any other additional language skills;
Benefits	Integration in a purposeful project and team with a clear social mission; Homemade meals on a vegetarian/vegan diet; Accommodation on site; Compensation: €686 from VER; Working conditions: 4-day work week on site.

3.8 Job Description - Head of Volunteers and Maintenance

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Job summary (incl. role objective)	The Head of Volunteers and Maintenance is in charge of coordinating the volunteers and of the maintenance of spaces at Biovilla.
Job duties and responsibilities	Coordination of volunteers: • Responsible for guiding, supporting and training the volunteers, explaining the tasks, routines and processes at Biovilla; Maintenance of spaces and facilities: • Responsible for cleaning and organising the structure of the facilities at Biovilla, such as pool, rooms, kitchen; • Identify and manage all maintenance needs at Biovilla spaces, such as machinery;
Required qualification	Education and experience No specific education required. No specific experience is required. Soft skills Resilience, adaptability, willingness to learn, communication skills; Hard skills Technical skills, Maintenance skills;
Preferred qualifications	None required;
Benefits	Integration in a purposeful project and team with a clear social mission; Homemade meals on a vegetarian/vegan diet; Accommodation on-site; Compensation: €200; Working conditions: 4-day work week.

4.1 Leadership Strategy - OCAI Questionnaire

Organisational Culture Assessment Instrument (OCAI) questionnaire (Cameron and Quinn 2006):

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Dominant Characteristics

- a.** The organisation is a very personal place. It is like an extended family. People seem to share a lot of personal information and features.
- b.** The organisation is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks.
- c.** The organisation is very result oriented. A major concern is getting the job done. People are very competitive and achievement oriented.
- d.** The organisation is a very controlled and structured place. Formal procedures generally govern what people do.

Organisational Leadership

- a.** The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing.
- b.** The leadership in the organisation is generally considered to exemplify entrepreneurship, innovation, or risk taking.
- c.** The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.
- d.** The leadership in the organisation is generally considered to exemplify coordinating, organising, or smooth-running efficiency.

Management of Employees

- a.** The management style in the organisation is characterised by teamwork, consensus, and participation.
- b.** The management style in the organisation is characterised by individual risk taking, innovation, freedom, and uniqueness.
- c.** The management style in the organisation is characterised by hard-driving competitiveness, high demands, and achievement.
- d.** The management style in the organisation is characterised by security of employment, conformity, predictability, and stability in relationships.

4.1 Leadership Strategy - OCAI Questionnaire

Organisational Culture Assessment Instrument (OCAI) questionnaire (Cameron and Quinn 2006):

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Organisational Glue

- a.** The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high.
- b.** The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge.
- c.** The glue that holds the organisation together is an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.
- d.** The glue that holds the organisation together is formal rules and policies. Maintaining a smooth-running organisation is important.

Strategic Emphasis

- a.** The organisation emphasises human development. High trust, openness, and participation persist.
- b.** The organisation emphasises acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.
- c.** The organisation emphasises competitive actions and achievement. Attaining targets and winning in the marketplace are dominant.
- d.** The organisation emphasises permanence and stability. Efficiency, control and smooth operations are important.

Criteria of Success

- a.** The organisation defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.
- b.** The organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator.
- c.** The organisation defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.
- d.** The organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.