



# TAM Digitalization

Experiences from University of Barcelona

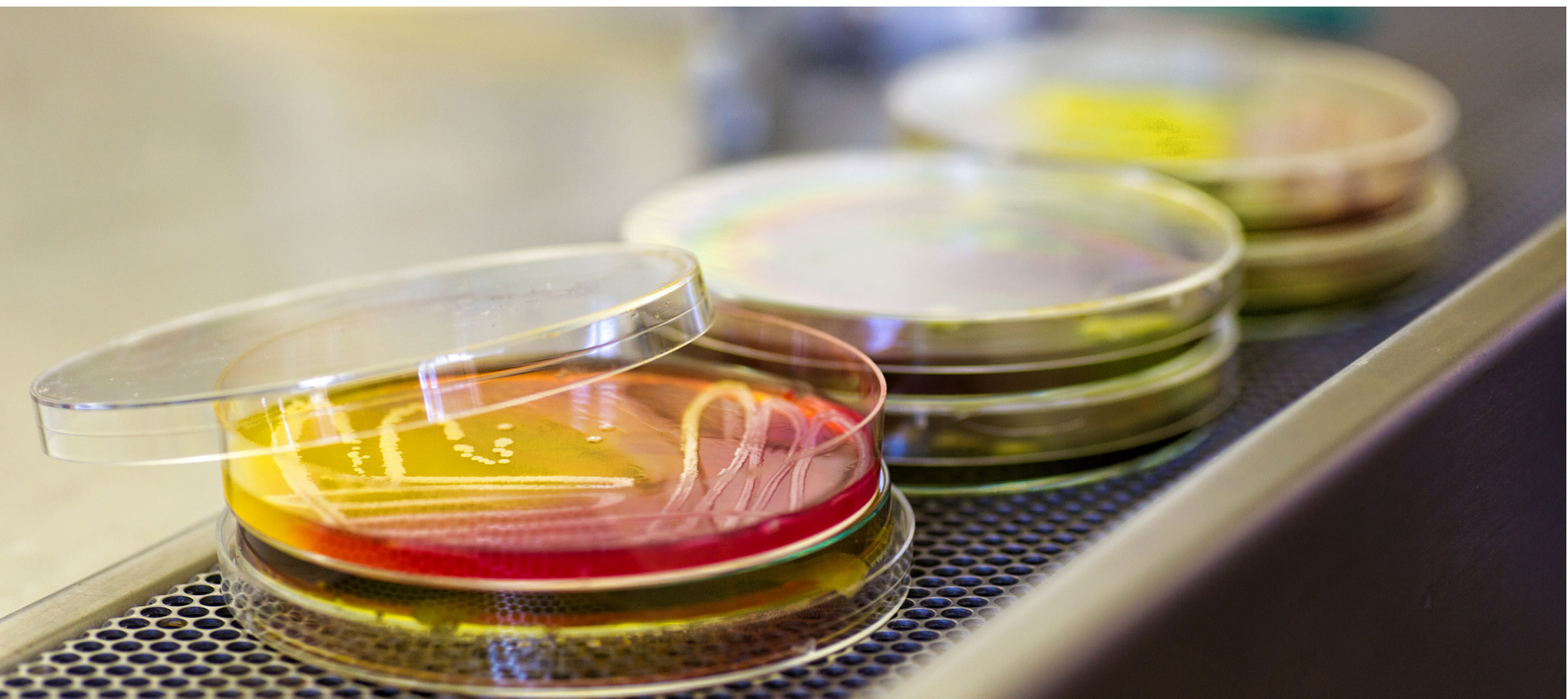


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# CONTRIBUTION

## Part 2

### Digitalization & Adaptation in Higher Education



Institut de Desenvolupament  
Professional  
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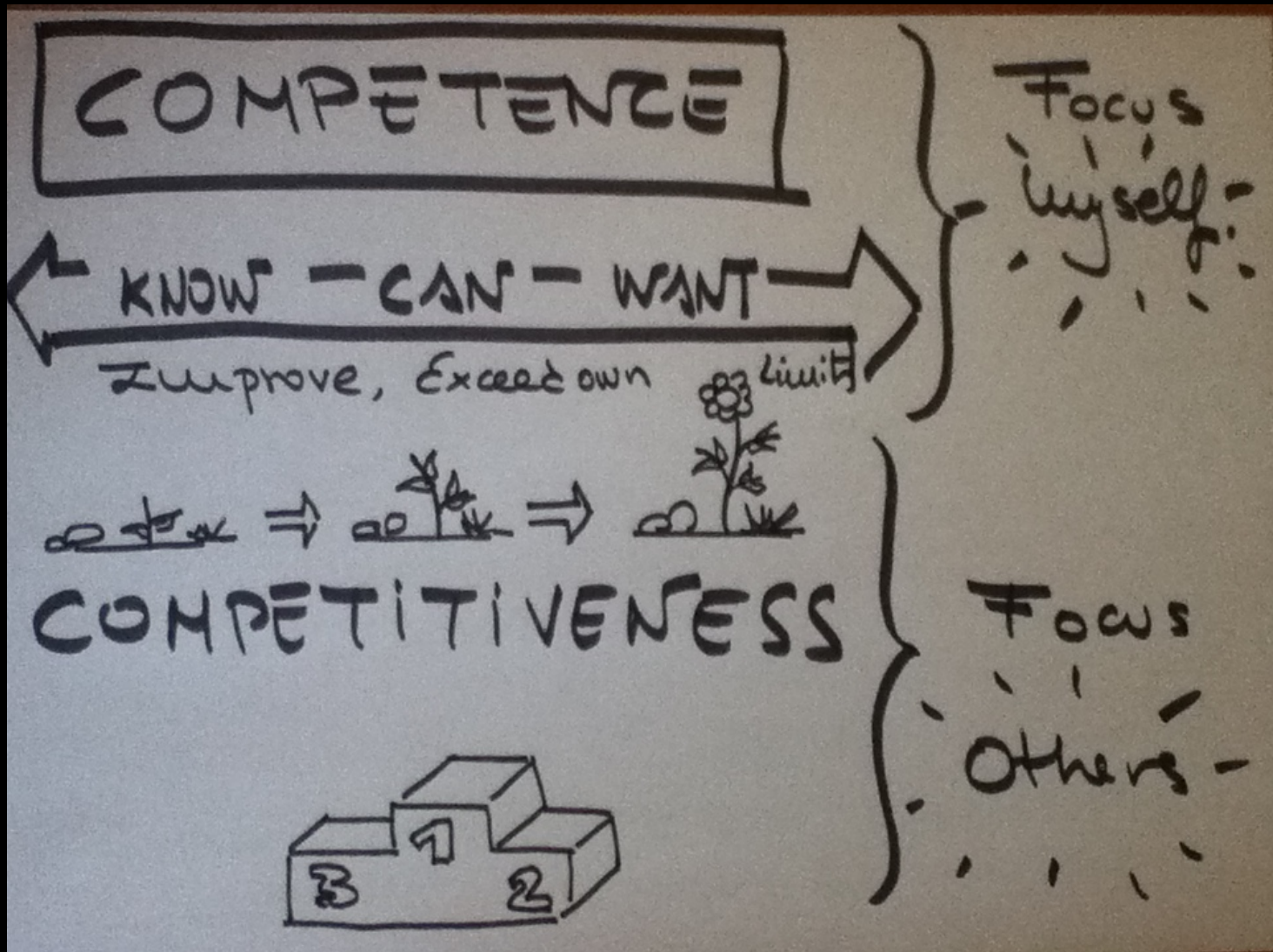


Pere Xavier Juárez  
[pjuarez@ub.edu](mailto:pjuarez@ub.edu)



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## Competence vs Competitiveness





# Tutto Fellini !

Rétrospective  
Federico Fellini

Intégrale des films d'Octobre à Décembre 2003  
Week-end spécial 9 - 10 - 11 Novembre

Institut Lumière  
Cinecittà Holding

*È la curiosità  
che mi fa  
svegliare alla  
mattina !!!*

È la curiosità  
che mi fa  
svegliare alla  
mattina!!

Curiosity is  
that makes me  
wake up  
every morning !!





# SELF TEST





## El qüestionari d'autodiagnòstic dels comportaments emprenedors

Una de les maneres de comprovar si una persona emprenedora té incorporats els hàbits i comportaments que mostren aquelles persones emprenedores d'èxit és a través d'un qüestionari d'autodiagnòstic. Mitjançant un conjunt de preguntes, es pot determinar quin tipus de perfil es presenta i quina és la seva posició davant cadascun dels hàbits i comportaments emprenedors.

### *Instruccions*

Aquest qüestionari consta de 55 declaracions breus. Llegeix amb compte cada declaració i decideix quina el descriu més correctament. Sigues honest amb tu mateix. Recorda que ningú ho fa tot bé, i ni tan sols és quelcom desitjable saber fer de tot.

Selecciona el número que correspongui per indicar la mesura en què la declaració et descriu:

- 1 = MAI ÉS CERT
- 2 = RARES VEGADES ÉS CERT
- 3 = ALGUNES VEGADES ÉS CERT
- 4 = USUALMENT ÉS CERT
- 5 = SEMPRE ÉS CERT

Marca amb una aspa (X) l'alternativa que hagi escollit, per cada pregunta, com en el següent exemple:

9	Treballo fins tard	1	2	3	X	5
---	--------------------	---	---	---	---	---

En aquest cas es va respondre l'alternativa 4: "Usualment és cert". És a dir, la persona que va contestar el qüestionari considera que "Usualment és cert" que treballa fins tard.

Algunes de les frases poden ser semblants o similars, però cap és exactament igual. Tracta de marcar una alternativa en totes les frases.

1	Em preocupo per cercar coses que necessiten fer-se	1	2	3	4	5
2	Quan m'enfronto a un problema difícil, inverteixo molt temps en trobar una solució.	1	2	3	4	5
3	Finalitzo el meu treball a temps	1	2	3	4	5
4	És molest quan les coses no es fan correctament	1	2	3	4	5
5	Prefereixo situacions en les quals puc controlar al màxim el resultat final	1	2	3	4	5

Hàbit	Puntuació Original	—	Factor de Correcció	=	Total Corregit
Recerca d'Oportunitats i Iniciativa	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>
Persistència	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>
Compliment	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>
Exigir Eficàcia i Qualitat	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>
Córrer Riscos Calculats	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>
Fixar Metes	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>
Recerca d'Informació	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>
Planificació Sistemàtica i Seguiment	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>
Persuasó i Xarxes de Suport	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>
Autoconfiança i Independència	<input type="text"/>	—	<input type="text"/>	=	<input type="text"/>

Trasllada aquestes puntuacions a la següent taula, i dibuixa el teu perfil. En cas d'obtenir per a algun dels comportaments una puntuació inferior a 10, considerar 10 com a la puntuació.

#### PERFIL

Recerca d'oportunitats i iniciativa  
 Persistència  
 Compliment  
 Exigir eficiència i qualitat  
 Córrer riscos calculats  
 Fixar metes  
 Recerca d'informació  
 Planificació sistemàtica i seguiment  
 Persuasó i xarxes de suport  
 Autoconfiança i independència


10

15

20

25

PUNTUACIONS



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http://www.lifee...

Life Entrepreneurs--Leaders... x

Fitxer Edició Visualització Preferits Eines Ajuda

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Pàgina

Seguretat

Eines

?

HOMEBOOKMEDIA & EVENTSAUTHORSTOOLS & TRAININGBLOGCONTACT

LIFE ENTREPRENEURS

BY CHRISTOPHER GERGEN & GREGG VANOUREK

LIFE ENTREPRENEURS PERSONAL ASSESSMENT<sup>©</sup>

Welcome to the **Life Entrepreneurs** Personal Assessment. Please read the instructions below and then answer all the questions in the assessment. After submitting your responses, you will be directed to a page that will provide you with explanations of the results of your Personal Assessment. Your answers will be saved for future reference.

Instructions:

1. Please indicate the extent to which you agree or disagree with the following statements (and how strongly) by selecting a number on the scale between 1 and 10 (with 1 indicating that you strongly disagree and 10 indicating that you strongly agree).

2. It's essential that you answer every question.

3. When you get to the bottom of the page, click **Continue** to take you to the next page of questions (there are five pages altogether).

4. If you have questions or suggestions for improvement, please [Contact Us](#).

PERSONAL ASSESSMENT, PAGE 1 OF 5

CHRISTOPHER GERGEN  
GREGG VANOUREK

LIFE  
ENTREPRENEURS

ORDINARY PEOPLE  
CREATING EXTRAORDINARY LIVES

Written and Illustrated by Christopher Gergen, Gregg Vanourek

BUY THE BOOK

“Our work and life can be a great adventure, an opportunity serve people in compelling and meaningful ways. In this book, we gain powerful insights on how to realize those important possibilities.”

— Linda Mason, chairman and co-founder  
Bright Horizons Family Solutions

Welcome Pere!

[Update Profile](#)

[Personal Assessment History](#)

[Exercises History](#)

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disagree strongly << >> strongly agree

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15/02/2014

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http://www.lifee...

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Life Entrepreneurs--Leaders... ✕

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Pàgina

Seguretat

Eines

?

3. When you get to the bottom of the page, click **Continue** to take you to the next page of questions (there are five pages altogether).

4. If you have questions or suggestions for improvement, please [Contact Us](#).

PERSONAL ASSESSMENT, PAGE 1 OF 5

disagreestrongly << >> strongly agree

I know where I want to head with my life	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My relationships are built on mutual trust	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the motivation to go after what I want	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My support network is diverse across multiple dimensions (outlook, geography, industry, experience, age, gender, race/ethnicity, religion)	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I lead my life in a way that is true to who I am (my authentic self)	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly meet new and interesting people	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a clear sense of who I am	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Welcome Pere!

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15/02/2014



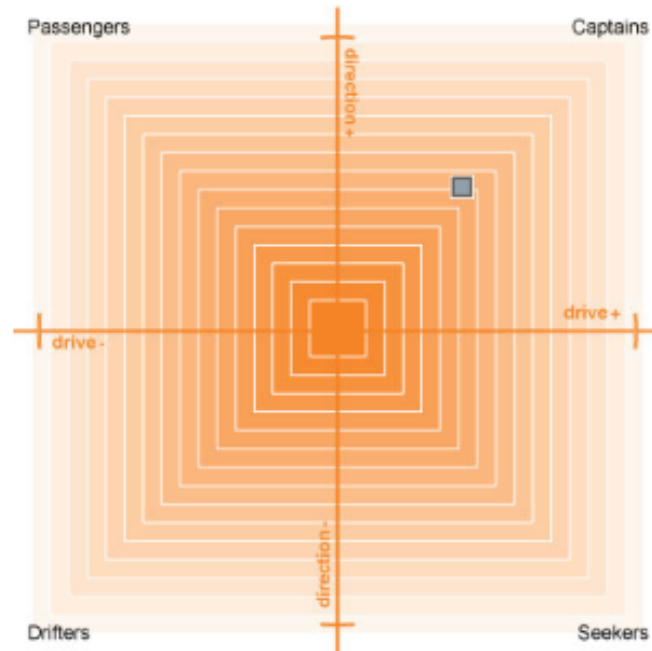
[illegible]

<i>Entrepreneurial Path Elements</i>	<i>Indicators</i>	<i>Relevant Book Sections</i>
<b>Core Identity (overall):</b>	<b>75%</b>	<b>See Chapter 3</b>
Personal History	90%	See Chapter 3
Current Circumstances	80%	See Chapter 3
Relationships	90%	See Chapter 3
Needs	100%	See Chapter 3
Strengths	60%	See Chapter 3
Passions	70%	See Chapter 3
Values	70%	See Chapter 3
Purpose	90%	See Chapter 3
Authentic Integrity	70%	See Chapter 3
<b>Opportunity Recognition:</b>	<b>67%</b>	<b>See Chapter 4</b>
Breakthrough Innovation	80%	See Chapter 4
<b>Vision:</b>	<b>87%</b>	<b>See Chapter 5</b>
<b>Goals &amp; Strategy:</b>	<b>68%</b>	<b>See Chapter 6</b>
<b>Support Systems:</b>	<b>57%</b>	<b>See Chapter 7</b>
<b>Action (overall):</b>	<b>67%</b>	<b>See Chapter 8</b>
Courage to Try	100%	See Chapter 8
Purposeful Spontaneity	70%	See Chapter 8
Pervasive Service	100%	See Chapter 8
Adaptive Persistence	15%	See Chapter 8
Avoiding the Pitfalls	33%	See Chapter 8
Risk Tolerance	75%	See Chapter 8
<b>Renewal and Reinvention:</b>	<b>100%</b>	<b>See Chapter 9</b>



### "Patterns of Living" Matrix

Below, your Drive and Direction Orientation scores are plotted on a matrix to show how you fit into what we call the four "patterns of living." An explanation of each pattern appears below.



#### Patterns of Living Definitions:

*Seekers* are looking for something more in life and find themselves wandering, yet are not quite sure where they want to end up.  
(*high drive; low direction*)

*Captains* have reflected deeply on where they want to go in life and have the drive to get there, actively steering in that direction.  
(*high drive; high direction*)

*Drifters* let the wind and waves take them where they will, going along for the ride.  
(*low drive; low direction*)

*Passengers* know where they wish to go in life but have not taken the action to get there.  
(*low drive; high direction*)

Alice: How long is **forever** ?

White Rabbit: Sometimes, just **one second**





# Personal Development Plan

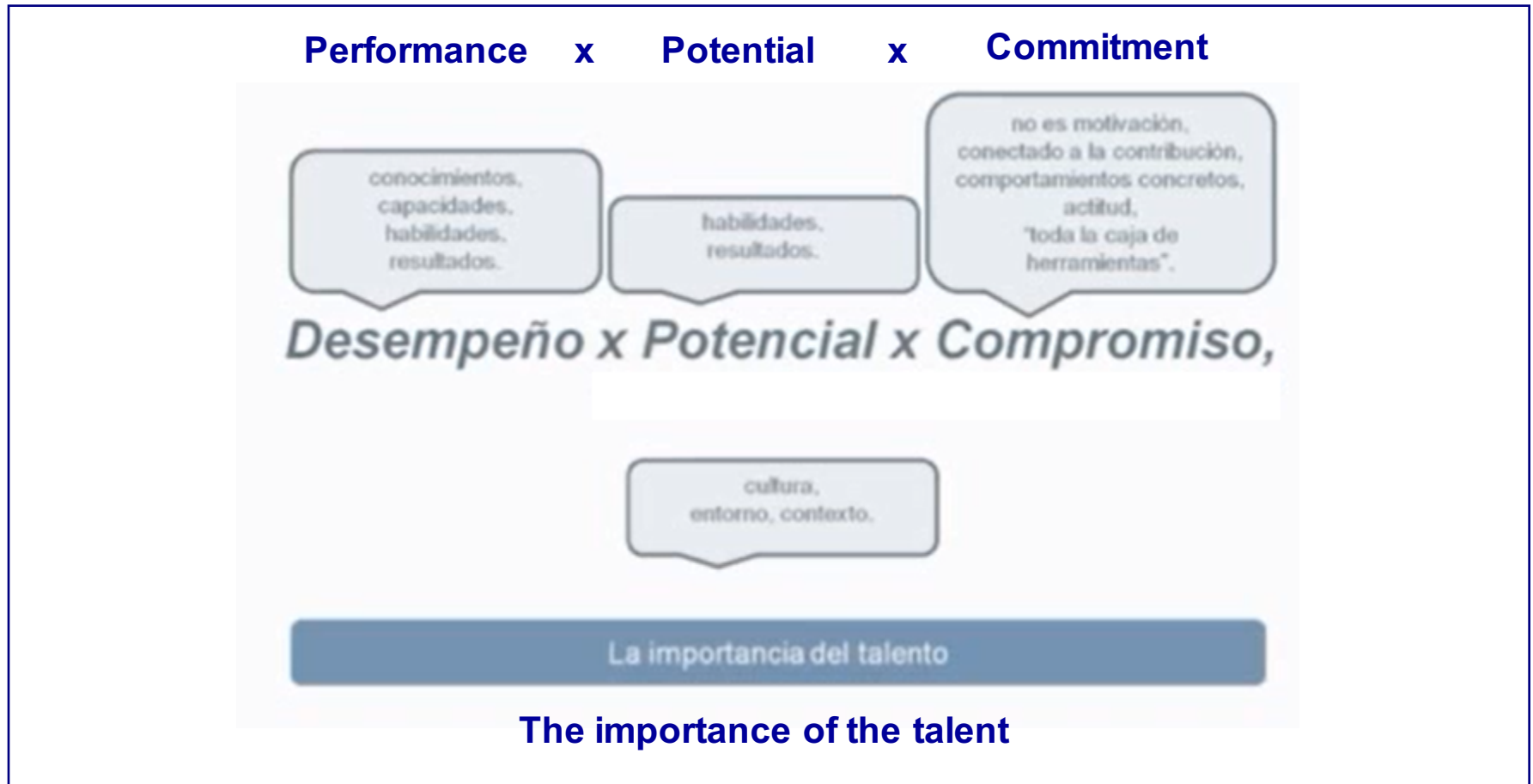
PDP



# “Bridging the Gap”



# Being competitive ....



# “Bridging the Gap”



# About PDP

## 1 Professional career as a long distance race

I.

**La carrera profesional es una carrera de fondo** (lo importante no es llegar primero, sino mejor)

- en el momento adecuado (autoevaluación)
- renunciar al corto en beneficio del largo



# About PDP

## 2 Clear professional objectives from the beginning

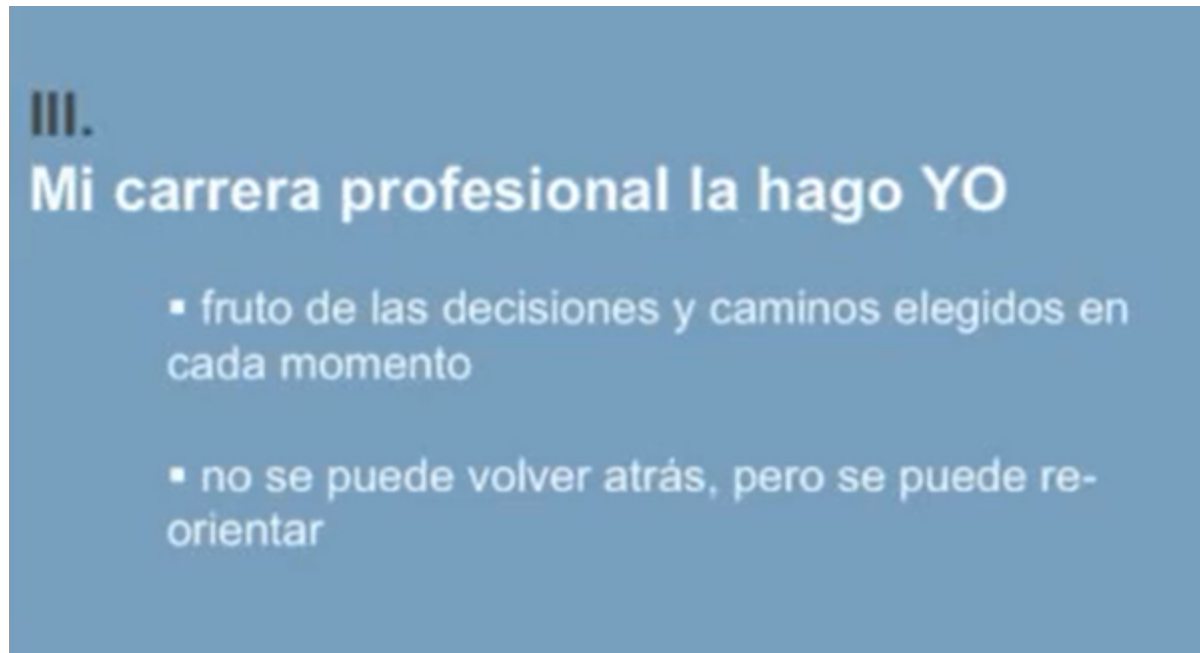
**II.**

**Mis objetivos profesionales deben estar claros desde el principio**

- adaptación en función de mis inquietudes
- decisiones coherentes con este objetivo
- formación + habilidades + experiencia + estilo, también orientadas

# About PDP

## 3 My professional career is **MADE BY ME**



III.

### Mi carrera profesional la hago YO

- fruto de las decisiones y caminos elegidos en cada momento
- no se puede volver atrás, pero se puede re-orientar

# Entrepreneurial Profile





## Four steps process Change Thinking

Idealization

Visualization

Verbalization

Materialization





## Idealization

Imagine gigantic, all encompassing dreams for creating the ideal world

## Visualization

Picture the ideal world as a reality and begin to clarify this vision on a daily basis, filling in details each day

## Verbalization

Begin to put words to the dream and talk of it as if was already happening. Talk about it to others as if it were real and continue to have a personal dialog with the ideal to make it come true

## Materialization

Because the effort and intention of designing and believing in the ideal and the dream, things begins to fall into place and happen in a natural and automatic way. The idea becomes a real and tangible fact



**A dozen essential characteristics of an entrepreneur**

# Confident

Confidence is a hallmark of the entrepreneur. Not all of us are born with confidence, but that does not mean we are not capable of it. Many confident women and men gain their sense of self esteem and faith in their ability to greet challenges by **acting** – even when they lack the confidence – and then **gaining strength and belief in themselves** by seeing the results and gaining the praise and respect of others.



# Feels a sense of Ownership

Taking responsibility for getting things done – and doing them with care and attention – means to act like an **owner**.

Rather than viewing a problem as someone else's, the entrepreneur sees it as his or her own and takes pride in finding a solution, leaving things in better shape than they were before encountering them, and improving upon situations rather than leaving them unattended. While a sense of ownership makes for a stellar employee, the entrepreneur knows that the goal is not to be owned by the enslavement of too much responsibility.

Rather than controlling situations in an attempt to possess them, **the entrepreneur teaches other people how to take charge**.

In that way the clever entrepreneur uses individual accountability in the ultimate pursuit of profitability, teamwork, and overall success.



# Able to Communicate

Entrepreneurs recognize that the most important part of any business is the **human element**. Human resources – whether in the form of clients, employees, or strategic partners – are what makes or breaks a business, and communication is the key to successful relationships with people.

**The entrepreneur works to hone communication skills**, whether those are written, spoken, or non-verbal messages conveyed through body language.

And to support communication, he or she will take advantage of all available tools and resources.

Those might include foreign language or public speaking classes, computer and telecom technology, search engine optimization or neurolinguistic programming as it relates to sales and marketing, or specialized writing such as that needed for grants, business proposals, mission statements, or policy manuals.

Above all, the entrepreneur develops a keen **ability to listen and hear** what others are trying to say, because the best communicators got that way by first being the best listeners.

# Passionate about Learning

Entrepreneurs are often “autodidactic” learners, which means that much of what they know they learned not in a formal classroom setting but instead on their own by seeking out information, asking questions, and doing personal reading and research.

They also are quick to learn from their own mistakes, which means they are less prone to keep repeating them due to arrogance, ego, or a blindness to one’s own faults, shortcomings, or errors in judgement. To teach is to learn.



# Team Player

Those who go into business for themselves but do not utilize teamwork wind up without the team but still have all the work to get done.

They shoulder the whole burden for themselves, and wind up just trading their old job for a new and more demanding one – in an attempt to be self-employed. But the new venture carries greater personal and financial risks.

On the other hand, team players know how to succeed by employing the physics of interpersonal synergy and dynamic relationships.

One twig can be easily snapped, but a bundle of those small twigs becomes stronger than the sum of its individual parts and can be impossible to bend, much less break.

The same goes for businesses, and successful entrepreneurs leverage teamwork to get the heavy lifting done without breaking stride.

# System Oriented

Entrepreneurs rely upon systems before they rely upon people, and they look for systembased solutions before searching for human resource solutions. If the person gets the job done but falls sick or leaves, the job is threatened.

But if a system is created to get the job done, anyone can step in and follow the blueprint to get the desired result. Similarly, when troubleshooting and problem solving, the entrepreneur will first examine and study the system – because a flaw in the system will produce a flawed outcome each and every time.

Designing, implementing, and perfecting systems is one of the most useful and rewarding skills of an entrepreneur.



# Dedicated

Entrepreneurs dedicate themselves to the fulfillment of their plans, visions, and dreams, and that tenacity of purpose generates electricity throughout the whole organization.

One of the biggest reasons that companies fail is because they lose focus.

Target a goal, clarify the objective, refine the brand, and narrow the margin of error.

Regardless of what the effort might involve, an entrepreneur brings a single-minded dedication to the task by being committed to a positive outcome and ready and willing to do the needful.

No matter what that might mean in terms of rising to meet a challenge or acting above and beyond the call of duty, the entrepreneur shows steadfast dedication.



# Grateful

Being grateful for what we have opens us up to receive more, and one reason that is true is because those who are grateful appreciate what they are given.

They respect it and nurture it.

They do their best to make it grow instead of allowing it to dwindle away due to neglect.

Entrepreneurs learn to take nothing for granted in this world.

That gives them the **agility and flexibility to adapt to changes and demands**, while it also invests in them a thankfulness that reminds them that riches and wealth are not about “stuff”, but are about fulfillment, satisfaction, and the pleasure that comes from one’s accomplishments and contributions.

# Optimistic

A positive outlook is essential for the entrepreneur, who learns to see setbacks as bargain priced tuition for the valuable business lessons gained through firsthand experience.

Past shortcomings, failures, or disappointments are relegated to the past so that they cannot continue to haunt the present or obstruct the future.

And when things go right and business prospers, this further fuels the optimism and positive mindset of an entrepreneur, helping to give impetus and momentum for greater accomplishments and increased hopefulness.

# Gregarious

Because business is all about people, entrepreneurs tend to be socially outgoing.

They get excited about sharing ideas, products, and services, and that excitement is contagious to their employees, clients, friends, and other contacts both within and beyond the business sphere.

But women and men who work hard as entrepreneurs also relish the unique opportunity to have fun doing something that they love as their primary vocation. Human resource experts, career counselors, and business psychologists all agree that those who do jobs they enjoy and are good at have higher rates of success and broader measures of satisfaction.

Entrepreneurs know that firsthand, from their own experience, and they tend to be a fun-loving group of people both on and off the job.

# A leader by Example

Entrepreneurs not only lead themselves through self-motivation as self-starters who jump into tasks with enthusiasm, but they are also skilled at leading others.

They know the importance of teamwork, and they understand the need to appreciate others, support them, and reward them accordingly. True leaders do not become indispensable, otherwise things fall apart in their absence and they can never rise to the highest level of entrepreneurial freedom and prosperity.

Neither do they squander the potential of those working under their guidance.

“Leaders who share their power and their time can accomplish extraordinary things. The best leaders understand that leadership is the liberation of talent; hence they gain power not only by constantly giving it away, but also by not grabbing it back.”

# Not afraid of Risk or Success

Many people could be successful if they only took chances.

And many people who do take chances and become somewhat successful find the realization of their dreams an overwhelming possibility, so they sabotage their continued success by retreating back into a comfort zone of smallness. As discussed earlier, the employee mindset is preoccupied with a need for security.

Those who cling to what is familiar to them – even if it means the denial of their dreams – lack the perseverance and ambition that the real entrepreneur exhibits.

Entrepreneurs are not immune to fear.

But they prioritize their approach to life so that the fear of failure, frustration, boredom, drudgery, and dissatisfaction far outweighs the lingering fear of success.



# The habits of successful bioentrepreneurs

John Hodgson & Mike Ward

## Habits to kick

- Ignoring advice
- Being insular
- Following trends
- Not delegating
- Staying on too long
- Working too hard and not balancing your life
- Making promises you can't deliver on

# The habits of successful bioentrepreneurs

John Hodgson & Mike Ward

## Best Behaviours


- Recognizing the limits of your knowledge and competence
- Raising money opportunistically
- Hiring good people and then looking after them
- Communicating honestly
- Experimenting and acting decisively
- Shifting to industrial mode and executing the business plan effectively
- Reassessing habits frequently



## The rise of the European bioentrepreneur

<http://www.nature.com/bioent/2003/030101/full/nbt0602supp-BE3.html>

# Examples of start-up companies in the biotech sector

European Bio-entrepreneurs					
Foreword	Introduction	»» Choose your start-up			
Examples of start-up companies in the biotech sector					
					

Presentation of 12 young European companies working in biotechnology.  
Examples of different business models and fields of research.  
All companies have in one way or another benefitted from EC funded projects.

[http://ec.europa.eu/research/biotechnology/bio-entrepreneurs/index\\_en.html](http://ec.europa.eu/research/biotechnology/bio-entrepreneurs/index_en.html)

# Challenge: Pizzeria Gorizia

Execution and Adaptation as strategies to achieve Innovation

- Scrum - Kanban -



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**PEANUTS.**

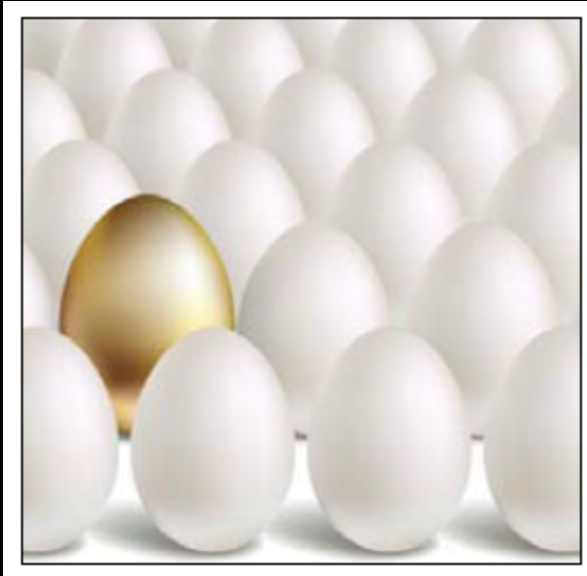
by  
SCHULZ



## 5 “Must Have” Qualities of Tech Entrepreneurs

From Benchtop to Boardroom  
A Bird's-eye view of BioEntrepreneurship  
[www.briworldwide.com](http://www.briworldwide.com) 2013

# Vision



The most successful biotech entrepreneurs tend to have unusual foresight;

But it isn't enough.

Successful biotech entrepreneurs also need to have the driving desire and discipline to follow through on their vision

# Self Awareness



Even the most gifted individuals do not possess all of the skills necessary to run a biotech company

Successful entrepreneurs constantly look for ways to get honest feedback from mentors, colleagues, and employees, and they work with other team members who can compensate for their weaknesses

# Cross-Cultural Communication Networking



Successful biotech entrepreneurs can communicate what they do to non-experts in a clear manner

Importance of sharing Knowledge

# Non Linear Thinking

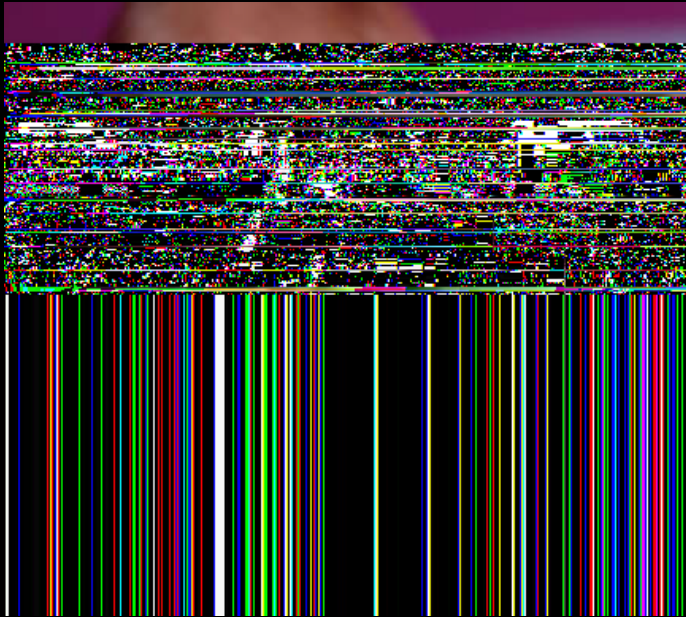
Running a business is a heuristic endeavor

Successful biotech entrepreneurs are able to jump forward, backward, and from side-to-side through the steps of any project while keeping their eyes focused on the goal.





# Constant Learning



To be successful in your entrepreneurial endeavors, you have to constantly learn and evolve yourself.

# **Moltes Gràcies !!!!!**

**pjuarez@ub.edu**

**+34 647162 237**

# And repeat your “self polaroid” next year !



**pjuarez@ub.edu**