



**ONLINE**

*Free of charge  
upon registration*

26th March 2026 | 14:00h  
**INTERNATIONAL SEMINAR**

# CROSS-BOUNDARY THINKING FOR ORGANIZATIONAL RESILIENCE

Organizing Committee: **Teresa Cotrim and Rui Melo**

PARCEIROS:

With the International Seminar "Cross-Boundary Thinking for Organizational Resilience" the launch of the 5th edition of the "Post-Graduation Course in Ergonomics in the Resilience of Labor Organizations" is held.

This event brings together systems perspectives, resilience engineering, and organizational learning to challenge siloed approaches and foster collective adaptive capacity. The keynote presentation of Professor Michael Rayo, "Systems Health Engineering: Reducing harm, sustaining capability, preserving adaptive capacity", will highlight how focusing on system health enables safer, more resilient performance over time. The approach centered on ergonomics and human factors associated with a systemic view of work systems is of the utmost importance in the management of occupational risks in complex systems.

Participants will gain insights into managing trade-offs, strengthening interdependencies, and supporting human and organizational adaptability. This seminar is designed for leaders, practitioners, and researchers committed to building resilient organizations across boundaries.

The seminar takes place online, free of charge, upon registration.  
The seminar will be presented in English.

## Programme

### 14:00 h - Opening Session

- **Dean of FMH**  
Prof. Dr. Pedro Passos
- **Coordinator of the Ergonomics Section**  
Prof<sup>a</sup> Dr<sup>a</sup> Teresa Patrone Cotrim
- **Secretary of APERGO**  
Dr. João Carmo
- **Coordinator of the Occupational Health Programme of DGS**  
Dr. José Manuel Rocha Nogueira
- **General Inspector of ACT**  
Dr<sup>a</sup> Maria Fernanda Campos

### 14:30 h - Michael Rayo (University of Ohio)

"Systems Health Engineering: Reducing harm, sustaining capability, preserving adaptive capacity"

### 15:20 h - Questions and Answers

- **Chairs**  
Teresa Cotrim & Rui Melo (FMH-ULisboa)

### 16:00 h - Closing

## Academic Bio

**Mike Rayo, PhD** focuses on infusing complex systems with the capabilities necessary to thrive amidst the formidable challenges they will face. This requires the ability to withstand known challenges and adapt to new, unforeseen challenges. His work in designing and evaluating for joint human-machine activity facilitates both of these qualities in systems from small teams to societal-scale communities. His work in proactive safety devises methods to engage everyone in an organization to work together in order to keep their systems running effectively and safely. His work in societal scale resilience brings these concepts together to reimagine community-scale collaborations as a more symmetric, inclusive form of teamwork. He is an Associate Professor in the Department of Integrated Systems Engineering, Distinguished Faculty Fellow in the Translational Data Analytics Institute and Director of the Cognitive Systems Engineering Laboratory and CoEngage Laboratory at The Ohio State University. He is also a Patient Safety scientific advisor at The Ohio State University Wexner Medical Center. His work has been funded by the Air Force Research Laboratory, National Geospatial Intelligence Agency, Agency for

Healthcare Research and Quality, Federal Aviation Administration, Systems Engineering Research Center, Ohio Department of Health, Eurocontrol, American Nurses Foundation, Advanced Research Projects Agency for Health, and the National Center for Advancing Translational Sciences. He has published numerous papers on human-machine systems, systems safety, and societal-scale resilience, and serves on multiple patient safety committees and advisory groups. He also currently serves as the Chair of the Cognitive Engineering and Decision-Making Technical Group, the Outreach Chair for the Black, Indigenous, and Persons of Color Affinity Group of the Human Factors and Engineering Society and the Secretary of the Resilience Engineering Association. He was also the Case Western Reserve University Dance Champion in 1997.



## Registration

<https://forms.gle/MajmfPp8ggeWpSuK9>