

# From Perception to Action: The Adoption and use of Digital Technologies by Pre-School and Primary School

Rita Brito<sup>1\*</sup>, Joao Silva<sup>2</sup> and Patricia Dias<sup>3</sup>

<sup>1</sup>EEDH - School of Education and Human Development, ISEC Lisbon; CRC-W - Catolica Research Center for Psychological, Family and Social Wellbeing, Catholic University of Portugal, Lisbon, Portugal.

<sup>2</sup>ISCTE-IUL - University Institute of Lisbon, Research Center for Information Sciences, Technologies and Architecture, Lisbon, Portugal.

<sup>3</sup>ECC - Center for Communication and Culture Studies and CRC-W - Catolica Research Center for Psychological, Family and Social Wellbeing, Catholic University of Portugal, Lisbon, Portugal.

\*Corresponding author email id: [Rita.brito@iseclisboa.pt](mailto:Rita.brito@iseclisboa.pt)

Date of publication (dd/mm/yyyy): 15/04/2023

**Abstract** – The data that will be presented in this article is part of an international project involving Portugal, Denmark, Norway, Poland, United Kingdom and Slovakia. In this article, only Portuguese data are presented. Research has shown that digital technologies (DT) can be a valuable educational tool for children's learning and development, including the youngest. However, its integration into the educational practices of kindergarten and primary teachers has not been widely found in many countries. Thus, this project aims to know the attitudes and intentions of future kindergarten teachers and primary teachers in initial training, regarding the use of digital technologies (DT) in their future professional practice. To this end, a questionnaire constructed by the research teams of the mentioned countries was elaborated. In Portugal, the questionnaire was distributed to 93 students from a private university, future kindergarten teachers, and 95 students, future primary school teachers. Data was analyzed using SPSS software. The results show that future teachers see DT as relevant to children's development, enhancing their learning. However, especially future primary teachers seem not so sure that DT leads to more effective learning. By reading the data there are also doubts whether the DT really add some value to the professional practice of teachers. Are DTs losing their initial charm? As teachers, are the very positive reflections on the use of DTs in pedagogical practice changing their course?

**Keywords** – Digital Technologies, Perceptions, Attitudes, Preschool Teachers, Primary School Teachers.

## I. INTRODUCTION

Children grow up familiar with technologies such as computers, the Internet, video games, tablets and mobile phones, using them to play, learn and communicate. Digital language is part of the lives of these digital natives, and may even change their thinking patterns and the way they learn [1]. Consequently, teachers in initial training are expected to support the use of digital technologies (DT) by children, with the aim of their learning and holistic development. It will be the teacher's role to provide activities with materials adapted to the children's interests, such as digital games, support, intervening in some tasks, and gradually let the child be more autonomous in the use of technologies. You can also prepare questions, encourage critical thinking, reflection and experimentation, and observe the child, to understand their learning process and the development of their thinking when using technology [2].

If pre-service teachers do not perceive digital technologies as beneficial to younger children, they will not be motivated to use them in educational settings. Thus, this article aims to know the attitudes and intentions of a group of future kindergarten and primary teachers in initial training, regarding their intentions in using DT with children. To this end, a questionnaire was distributed to these students at a private higher education institution in

the Lisbon region. In this article we will analyze and discuss the data collected through the questionnaire, as well as present some conclusions.

## **II. THEORETICAL FRAMEWORK**

### *2.1. The Pedagogical Value of Digital Technologies*

There are several studies that reveal that digital technologies (DT) prove to be a valuable educational tool for the learning and development of children, including the youngest [3] [4]. Research has also shown that teachers' ability to use DT can improve children's learning [5], promote motivation and their use by children [6]. Consequently, research and scientific literature have focused on the factors that determine and hinder the integration of DT by teachers in initial training [7] [8]. Among these factors, attitudes, self-efficacy, experience in DT and skills in the use of DT were identified as significant and relevant elements [9] [10]. As a result, many education policies have come to emphasize the importance of integrating them into early childhood settings and primary school (e.g. [11]).

However, despite the use of DT by younger children is of growing interest to policy makers, pre-school and primary teachers, its effective integration into educational practices has not been widely found in many countries [12] [13] [14] [15] [16]. Although considerable efforts have been made to identify the determinants and barriers to the integration of DTs and thus support teachers in their integration into practice in a pedagogical environment [17], research shows that the teachers still use DT infrequently [18]. It was also revealed that teachers use DT mainly for administrative purposes, not to promote learning [19]. In addition, future initial training teachers report feeling insufficiently prepared to effectively integrate DT into their practice [20].

### *2.2. Factors that Influence the Integration of DT with Younger Children*

The factors that influence the integration of DT with children can be varied and complex. More recent research has shown that the key to the effective use of DTs in education depends a lot on the success with which teachers integrate them into teaching and learning [21] [22]. In particular, their attitudes towards DT use and practices strongly influence the outcome of DT integration in the early years [23] [24]. Teachers in initial training are expected to support the use of DT by younger children for meaningful learning in educational environments. However, if future teachers do not believe in the potential of DT for learning taking into account the development of children, they will not be motivated or will be unable to encourage and support the use of DT by younger children. Teachers' positive attitudes towards DT use by younger children and their strong intentions to support children's DT activities are essential for DT to be successfully incorporated into an educational environment [24].

Attitudes can be defined as "a learned predisposition or tendency to respond positively or negatively to a specific object, situation, institution, concept, idea or person" [25]. Attitudes towards the use of DT by younger children, in this article, refer to the perceptions of teachers in initial training about the role of DT for children's learning and development.

Research on the attitudes of teachers in initial training towards DT reveals that they have generally positive opinions about this use and recognize the important role that DT play in their personal lives [26] [22], as well as in an educational environment [23]. However, they show some reticence in this use by younger children, as they

are of the opinion that it can be a threat to real communication or other traditional practices, such as play-based learning [12] [26]. As a consequence, there is some reluctance to encourage the use of DT by younger children, not using pedagogical strategies to encourage this use.

A comparative research focusing on Norway, Portugal, Greece, United Kingdom and Japan confirmed the existence of a close relationship between kindergarten teachers' perceptions regarding TD and their use in a nursery or kindergarten context. Teachers intend to make a positive contribution to the healthy development and well-being of the children they care for. If they believe that DTs can bring more benefits than risks, they tend to integrate them into their pedagogical practices, and the opposite also occurs [27]. It is also interesting the holistic view expressed by some kindergarten teachers in the specific case of Portugal, in which they explain that they avoid using DT, although they recognize that these have an enormous potential for learning, because they observe that children already use them excessively in context household, and therefore feel responsible for preventing excessive use [28].

On the other hand, negative views regarding DT use by younger children have raised many responses and disagreements over the most recent decades, which has also led to more empirical investigations in this field [3] [4]. Consequently, researchers have demonstrated investigations that highlight the potential of DT in the areas of language and communication, creativity, mathematical thinking and problem solving, cooperation and literacy to refute opposition criticisms [29] [30] [31].

It appears that research has focused more on the integration of teachers' DTs [32], presenting limited evidence on the attitudes and intentions of early childhood educators in relation to the use of DT by younger children, despite of their important role in harnessing the potential of DT for early learning and development as future teachers.

### **III. METHODOLOGY**

The research presented here is part of a larger European project, involving Portugal, Denmark, Norway, Poland, the United Kingdom and Slovenia. In this article, only Portuguese data are presented.

The objective of the project is to know the attitudes and intentions of future kindergarten teachers and future teachers of the 1st CEB, in initial training, regarding the use of digital technologies (DT) in their future professional practice. To this end, research teams from different countries constructed a questionnaire. This presents three construct variables, composed of a five-point Likert scale (1 - Strongly Disagree to 5 - Strongly Agree). The construct variables are: (1) Attitude - comprising 8 variables, (2) Digital skills and knowledge - comprising 8 variables, and (3) Expected future use of digital technology by kindergarten teachers and teachers - comprising 17 variables. In this article we will explore the variables related to attitudes and expected future use.

The questionnaire was extensively tested by research teams from the countries participating in the study, proving to be a valid tool for constructing these variables. An English version of the questionnaire was used as a common framework for translation into the different languages required. The translations were done by the researchers in each country, ensuring a high level of accuracy.

To prepare the questionnaire in Portuguese, the Portuguese research team used the "translation-retroversion" [33]. This process is divided into three steps: initially, the questionnaire was translated from English into Portuguese by two people, one of whom was Portuguese and knew English and the other person was English

and knew Portuguese; then this translation was verified, and a third person was asked, in this case an English person who knew the Portuguese language well, to translate the Portuguese version into English; finally, the original version of the protocols (in English) was compared with the third-person version (also in English), verifying that these were very similar, therefore the Portuguese version being adequate [33].

The Portuguese team's questionnaires were distributed to kindergarten teachers and primary school teachers at a private university in Lisbon, Portugal. The groups of students invited to participate were in the first year of the master's degree. One of the researchers in the Portuguese team is a professor at that institution. The questionnaire was completed by students during their classes, in November 2021. Data was collected through the use of online research tools, mainly through Nettskjema. Nettskjema is a Norwegian origin tool for research design and implementation and secure online data collection, designed to be used at all levels of compulsory education and for higher education.

All participants were informed about the content of the study, this being voluntary and the data collected anonymous. The groups of students invited to participate were in the first year of the master's degree.

The measurement model was evaluated by confirmatory factor analysis [34]. Convergent and divergent validity and overall fit of the measurement model were examined.

#### IV. PARTICIPANTS

Ninety-three students, pre-service pre-school teachers, and 95 students, pre-service primary teachers, participated in this research. From the group of 93 pre-service kindergarten teachers, 90 respondents are female and 3 are male. Of the group of 95 pre-service teachers, 33 are male and 62 are female.

Regarding the ages of pre-service pre-school teachers, 43 were between 21-23 years old, 32 were between 24-27 years old, 12 between 28-30 years old and 6 over 31 years old. With regard to pre-service primary teachers, 49 were between 21-23 years old, 30 between 24-27 years old, 6 aged between 28-30 years old and 1 over 31 years old.

#### V. DATA ANALYSIS

All statistical analyses were carried out in AMOS [35]. Incomplete records were removed from the dataset. Convergent validity was assessed using the composite reliability (CR) and average variance extracted (AVE). Both the CR and AVE are deemed to be adequate since they equal or exceed .50 [36].

All items were examined for their mean, standard deviation, skewness, and kurtosis. The standard deviations reflect a moderate to high spread of participants' responses. Skewness and kurtosis indices were within the recommended value of |3.00| and |10.00| respectively.

#### VI. DISCUSSION

With regard to the effective use of DT, both pre-service teachers refer that they use DT in internships because they conceive it to be an asset for children, they manage to use DT appropriate to the subjects they are teaching, and this use corresponded to their expectations. Research also moves in this direction, in which it states that DT can be a valuable educational tool in the learning and development of younger children [4] [37], promoting their learning [5].

Regarding the perceptions of the two groups of pre-service teachers about the use of DT in their professional practice, they are of the opinion, namely the pre-service pre-school teachers, that society's expectations regarding the impact of DT are positive. Furthermore, studies show that teachers intend to use DT with children [27].

Both also agree that this use is essential for good professional practice, not interfering in the pedagogical relationship between child and teacher, and intend to frequently use digital technologies in their future professional practice with children.

This idea contradicts some of the data revealed in this research, in which pre-service teachers, especially primary teachers, seem not to be so sure that the use of DT leads to better learning and greater interest in children.

With regard to their confidence in using DT, both groups of pre-service teacher's report being familiar with DT that can help to diversify their future professional practice, they feel confident when using them and it is easy for them to learn to use them. This confident attitude in the use of DT with children is also mentioned in several other research [26] [22], where future professionals show considerable levels of confidence in the use of DT, recognizing its important role in the environment educational, but safeguarding the importance of playing outdoors [12] [26].

However, when asked whether they like to try out new DTs in practice, the answers are mixed, particularly in the pre-service pre-school group. There are also some uncertainties regarding the value that DT add in professional practice, namely on the part of pre-service primary teachers.

Pre-service primary teachers seem to have an easier time using DT than pre-service pre-school teachers. Regarding the purchase of digital equipment, pre-service- pre-school teachers refer more difficulty in this purchase to use in kindergartens than future pre-service primary teachers.

## VII. CONCLUSIONS

The pedagogical integration of DT can support learning processes and improve the quality of education [37] [38], depending on how it is implemented with children [39]. Thus, teachers play a crucial role in the effective incorporation of DT with children [40].

Our findings highlight contradictions in Portuguese Pre-School and Primary teachers' perceptions about DT. On the one hand, our respondents confirm that they have experienced using DT during their internships, and express positive perceptions regarding their value for learning and for the development of young children. In addition, they believe that older colleagues, teachers, parents and society in general expects them to integrate DT in their professional practice, in the same way that they are integrated in daily life. Thus, they manifest intentions to do so, and claim feeling confident about their competences with DT and their ability to apply them for pedagogical purposes. However, some express doubts about to what extent DT can actually contribute to better learning and enhance the interest and focus of young children, and also express concern about how DT may act as a barrier in their relationship with the children. Pre-school teachers are slightly more reluctant regarding the integration of DT in their professional practices, expressing resistance in adopting new digital solutions or activities.

One important barrier that must be mentioned when considering the Portuguese context in particular is the lack of adequate equipment in kindergartens and Primary schools, in spite of several efforts from the Portuguese government to implement digital transformation in schools, these initiatives reach different parts of the country at diverse times and with varied intensity.

Our study contributes to reinforce the strand of research that attests the weight of perceptions about DT on the actual adoption and use of DT on the part of Pre-school and Primary teachers. In addition, it clarifies that, although the perceptions of these professionals are generally positive, there is a gap between the perceptions they express and what they do, as DT are far from being integrated in kindergartens and Primary schools in a seamless way. When we dig deeper on such perceptions, we uncover concerns underneath the generally positive view expressed, concerns that stem from doubts about the real effectiveness and value of DT as pedagogical assets. The best way to clear doubts is by experience, so our research points to the importance of reinforcing this topic during the initial training of these professionals, and particularly in their practical experiences, namely the internships.

## REFERENCES

- [1] Prensky, M. (2001). Digital natives, digital immigrants. On the Horizon MCB University Press, 9(5), 1-6. <http://www.emeraldinsight.com/doi/pdfplus/10.1108/10748120110424816>
- [2] Sarama, J., & Clements, D. H. (2002). Building Blocks for young children's mathematical development. *Journal of Educational Computing Research*, 27(1-2), 93-110. doi:10.2190/F85E-QQXB-UAX4-BMBJ
- [3] Clements, D. H., & Sarama, J. (2003). Young children and technology: What does the research say? *Young Children*, 58(6), 34-35.
- [4] Siraj-Blatchford, J., & Whitebread, D. (2003). Supporting ICT in the early years. Open University Press.
- [5] OECD. (2010). Are the new millennium learners making the grade? Technology use and educational performance in PISA. Derby: Centre for Educational Research and Innovation.
- [6] UNESCO. (2011). Transforming education: The power of ICT policies. UNESCO.
- [7] Haamalain, R., Nissinen, K., Mannonen, J., Lämsä, J., Leino, K., & Taajamo, M. (2021). Understanding teaching professionals' digital competence: What do PIAAC and TALIS reveal about technology-related skills, attitudes, and knowledge? *Computers in Human Behavior*, 117, 106672. <https://doi.org/10.1016/j.chb.2020.106672>.
- [8] Tondeur, J., Petko, D., Christensen, R., Drossel, K., Starkey, L., & Knezek, G., & Schmidt-Crawford, D. (2020). Quality criteria for conceptual technology integration models in education: Bridging research and practice. *Educational Technology Research and Development*. <https://doi.org/10.1007/s11423-020-09911-0>
- [9] Knezek, G., & Christensen, R. (2016). Extending the will, skill, tool model of technology integration: Adding pedagogy as a new model construct. *Journal of Computing in Higher Education*, 28(3), 307-325. <https://doi.org/10.1007/s12528-016-9120-2>
- [10] Spiteri, M., & Rundgren, S.-N. (2020). Literature review on the factors affecting primary teachers' use of digital technology. *Technology, Knowledge and Learning*. <https://doi.org/10.1007/s10758-018-9376-x>
- [11] Learning and Teaching Scotland. (2003). Early learning, forward thinking: The policy framework for ICT in early years. Dundee. Retrieved from <http://www.ioe.stir.ac.uk/research/projects/interplay/docs/early-learning-forward.pdf>
- [12] Aldhafeeri, F., Palaologou, I., & Folorunsho, A. (2016). Integration of digital technologies into play-based pedagogy in Kuwaiti early childhood education: Teachers' views, attitudes and aptitudes. *International Journal of Early Years Education*, 24(3), 342-360. doi:10.1080/09669760.2016.1172477
- [13] Dias, P., & Brito, R. (2018). Aplicações seguras e benéficas para crianças felizes. Perspetivas de famílias. Centro de Estudos em Comunicação e Cultura, Universidade Católica Portuguesa (Safe and beneficial apps for happy children. Families perspectives. Center for Studies in Communication and Culture, Catholic University of Portugal).
- [14] Edwards, S. (2005). The reasoning behind the scene: Why do early childhood educators use computers in their classrooms? *Australian Journal of Early Childhood*, 30(4), 25-33. Retrieved from <http://search.informit.com.au/fullText;res=AEIPT;dn=146598>
- [15] Kerckaert, S., Vanderlinde, R., & Braak, J. (2015). The role of ICT in early childhood education: Scale development and research on ICT use and influencing factors. *European Early Childhood Education Research Journal*, 23(2), 183-199. doi:10.1080/1350293X.2015.1016804
- [16] Weng, J., & Li, H. (2018). Early technology education in China: A case study of Shanghai. *Early Child Development and Care*, 1-12. doi:10.1080/03004430.2018.1542383
- [17] Baturay, M., Gökçeşlan, Ş., & Ke, F. (2017). The relationship among pre-service teachers' computer competence, attitudes towards computer-assisted education and intention of technology acceptance. *International Journal of Technology Enhanced Learning*, 9(1), 1-13.
- [18] Uerz, D., Volman, M., & Kral, M. (2018). Teacher educators' competences in fostering student teachers' proficiency in teaching and learning with technology: An overview of relevant research literature. *Teaching and Teacher Education*, 70, 12-23. <https://doi.org/10.1016/j.tate.2017.11.005>
- [19] Krause, M., Pietzner, V., Dori, Y. J., & Eilks, I. (2017). Differences and developments in attitudes and self-efficacy of prospective chemistry teachers concerning the use of ICT in education. *EURASIA Journal of Mathematics Science and Technology Education*. <https://doi.org/10.12973/eurasia.2017.00935a>
- [20] Tondeur, J., Aesaert, K., Pynoo, B., van Braak, J., Fraeyman, N., & Erstad, O. (2017). Developing a validated instrument to measure preservice teachers' ICT competencies: Meeting the demands of the 21st century. *British Journal of Educational Technology*, 48(2). <https://doi.org/10.1111/bjet.12380>.
- [21] Nikolopoulou, K., & Galamas, V. (2015). ICT and play in preschool: Early childhood teachers' beliefs and confidence. *International Journal of Early Years Education*, 23(4), 409-425. doi:10.1080/09669760.2015.10787272.

- [22] Palaologou, I. (2016). Teachers' dispositions towards the role of digital devices in play-based pedagogy in early childhood education. *Early Years*, 36(3), 305–321. doi:10.1080/09575146.2016.1174816
- [23] Mertala, P. (2017). Wag the dog-The nature and foundations of preschool educators' positive ICT pedagogical beliefs. *Computers in Human Behavior*, 69, 197–206. doi:10.1016/j.chb.2016.12.037
- [24] Nikolopou, K., & Gialamas, V. (2009). Investigating pre-service early childhood teachers' views and intentions about integrating and using computers in early childhood settings compilation of an instrument. *Technology, Pedagogy and Education*, 18(2), 201–219. doi:10.1080/14759390903003837
- [25] Aiken, L. R. (1996). Rating scales and checklists: evaluating behavior, personality, and attitudes. John Wiley & Sons.
- [26] Brito, R., Tomás, C., & Rosa, M. (2017). Percecoes e intencoes de futuras educadoras de infância na utilizacao de tecnologias digitais na prática pedagógica (Perceptions and intentions of future kindergarten teachers in the use of digital technologies in pedagogical practice). XIX Simposio Internacional de Informática Educativa, VIII Encontro do CIED-III Encontro Internacional, SIIIE CIED 2017 (XIX International Symposium on Educational Informatics, VIII CIED Meeting-III International Meeting, SIIIE CIED 2017). Escola Superior de Educação de Lisboa, 9 a 11 de novembro (Higher School of Education in Lisbon, 9th to 11th of November). ISBN: 978-989-96733-9-0.
- [27] Dardanou, M., Unstad, T., Dias, P., & Brito, R. (2020). Use of touchscreen technology by 0-3-year-old children: Parents' practices and perspectives in Norway, Portugal and Japan. *Journal of Early Childhood Literacy*, 20(2). doi: https://doi.org/10.1177/1468798420938445
- [28] Brito, R., Dias, P., Barqueira, A., & Silva, J. (2021). A utilização de tecnologias digitais por educadores de infância e crianças que frequentam a educação pré-escolar (The use of digital technologies by kindergarten teachers and children who attend preschool education), em Portugal. ISEC Lisboa. ISBN: 978-989-54813-2-3
- [29] Aubrey, C., & Dahl, S. (2008). A review of the evidence on the use of ICT in the early years foundation stage. Retrieved from University of Warwick, Coventry: <http://www.becta.org.uk>
- [30] Hsin, C.-T., Li, M.-C., & Tsai, C.-C. (2014). The influence of young children's use of technology on their learning: A review. *Educational Technology & Society*, 17(4), 85–99.
- [31] Stephen, C., & Plowman, L. (2008). Enhancing learning with information and communication technologies in pre-school. *Early Child Development & Care*, 178(6), 637–654. doi:10.1080/03004430600869571.
- [32] Mertala, P. (2018). Two worlds collide? Mapping the third space of ICT integration in early childhood education. (Doctoral dissertation). University of Oulu, Linnanmaa.
- [33] Hill, M. & Hill, A. (2008). Investigação por questionário. Edições Sílabo.
- [34] Brown, T. A. (2006). Confirmatory factor analysis for applied research. Guilford Press.
- [35] IBM. (2012). Amos (Version 21.0) [Computer Program]. IBM SPSS.
- [36] Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- [37] Drossel, B., Eickelmann, B., & Gerick, J. (2016). Predictors of teachers' use of ICT in school - the relevance of school characteristics, teachers' attitudes and teacher collaboration. *Educational and Information Technologies*, 22 (551-573). <https://doi.org/10.1007/s10639-016-9476-y>
- [38] Pacurar, E., & Abbas, N. (2015). Analysis of French secondary school teachers' intention to integrate digital work environments into their teaching practices. *Education and Information Technologies*, 20(3), 537–557.
- [39] Seufert, S., Guggemos, J., & Sailer, M. (2021). Technology-related knowledge, skills and attitudes of pre- and in-service teachers: The current situation and emerging trends. *Computers in Human Behaviour*. <https://doi.org/10.1016/j.chb.2020.106552>.
- [40] Fraillon, J., Ainley, J., Schulz, W., Friedman, T., & Duckworth, D. (Eds). (2019). Preparing for life in a digital age: IEA international computer and information literacy study 2018 international report. International Energy Agency.

## AUTHOR'S PROFILE



### First Author

**Rita Brito**, [Rita Brito is an early childhood educator, with a PhD in educational technologies, having completed a post-doctorate on the use of technologies by families and children up to 6 years of age. She worked as a kindergarten teacher and in recent years has dedicated herself to the initial training of kindergarten teachers, teaching in the master's degree in preschool education. His research focuses on the use of digital technologies in a teaching environment, with children up to 6 years old, in the initial training of kindergarten teachers and teachers of the 1st CEB. He has articles published in magazines and chapters in national and international books. Participates in several national and international conferences as well as in several research projects.



### Second Author

**Patrícia Dias**, PhD in Communication Sciences from the Catholic University of Portugal, she is coordinator of the Social Brands postgraduate course-Communication and Marketing in a Digital Environment. In 2019 she was a visiting researcher at the Arctic University of Norway. Researcher at CECC and CRC-W, she currently coordinates the project "0-3 DigiKids - Use of Technologies with Touch Screen by Children up to 3 years old" and leads the Portuguese team of the study "Use of Digital Technologies by Children and Young People during the pandemic COVID-19", coordinated by the JRC-European Commission. Her main research areas are the use of digital technologies by children and young people and also in the field of brand communication. She is the author of several publications on the social impact of digital technologies and smartphone use. [email id: pdias@ucp.pt](mailto:pdias@ucp.pt)



### Third Author

**Joao Carlos Silva**, received the BSc and MSc degree for Aerospace Engineering from Instituto Superior Técnico (IST) – Lisbon Technical University, (1995-2000). From 2000-2002 he worked as a business consultant in strategic management in McKinsey & Company. From 2002 to 2006 he undertook his PhD in telecommunications at IST, integrated in 3 EU projects (Seacorn, B-Bone e C-Mobile), having been the representative of the university. Since 2006, he has been working on computer networks, as an assistant professor in Instituto Superior das Ciências do Trabalho e da Empresa (Higher Institute of Labor and Business Sciences) (ISCTE-IUL). In 2016, he finished his master's in business management at ISEG (Instituto Superior de Economia e Gestao (Higher Institute of Economics and Management)), and redirected his work towards management and Artificial Intelligence. [email id: joao.silva@iscte.pt](mailto:joao.silva@iscte.pt)