

# Introdução à Administração e Economia 2024

## **Caps 10 a 18**

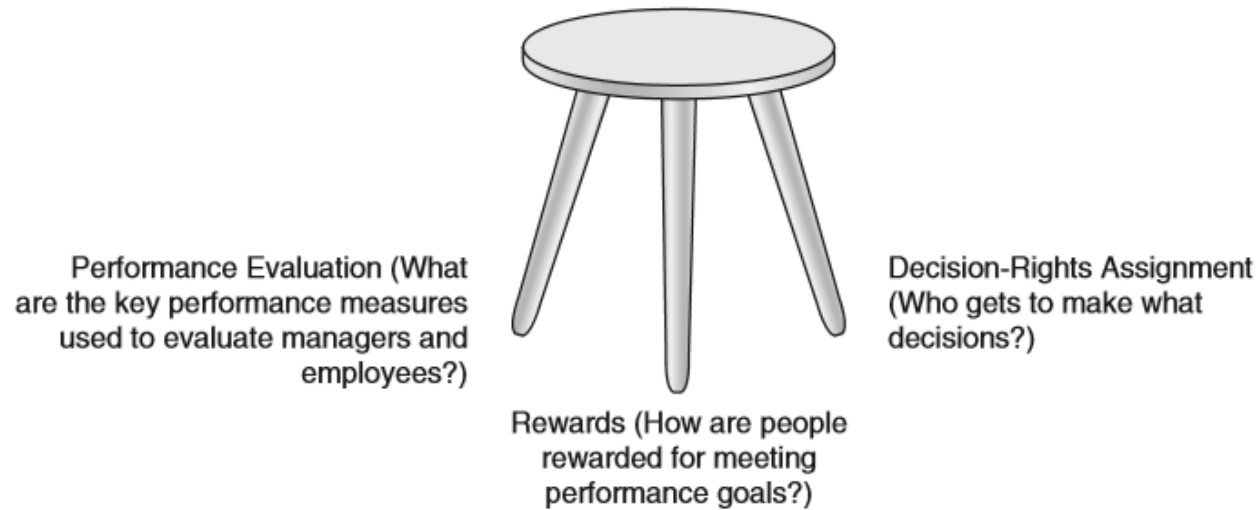
do livro Managerial Economics & Organizational Architecture  
de James Brickley, Clifford Smith e Jerold Zimmerman

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**2ª parte da disciplina**

# Organizational Architecture – How?



*Survival of the Fittest!!*

*Alinhamento entre  
context e estratégia  
(potencial para  
criação de valor)*

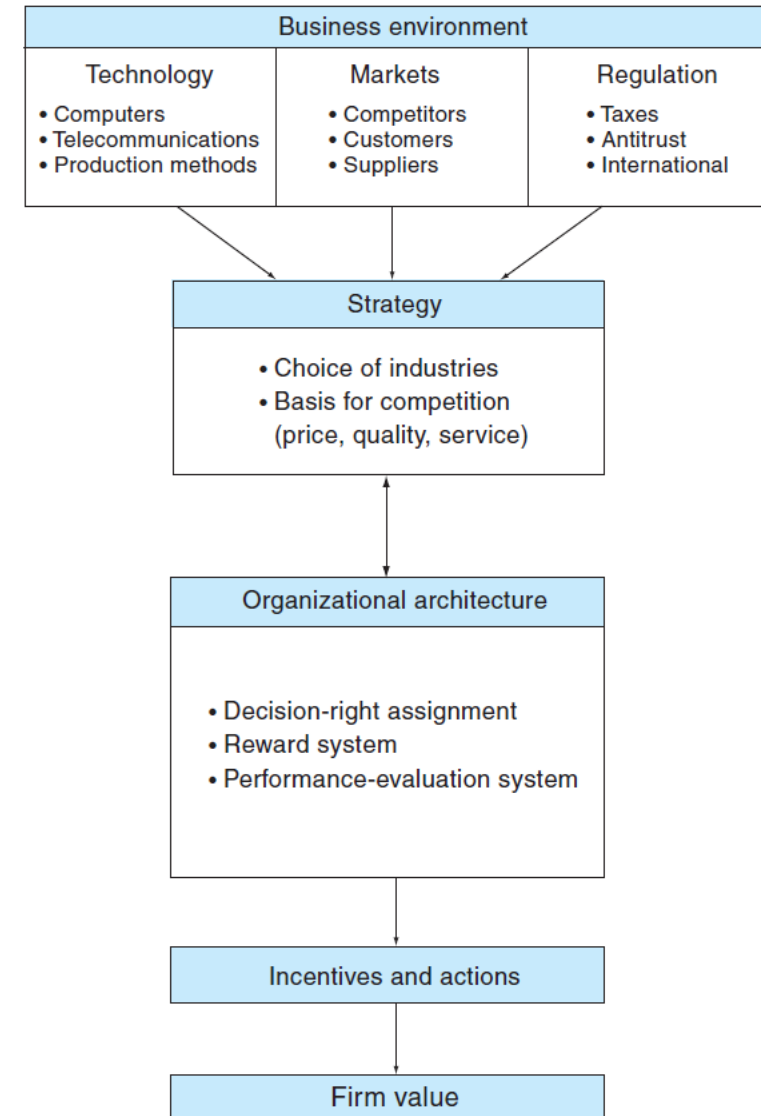
*Quem cria a arquitetura?*

*- Executivos!!! E nem  
sempre acertam*

*Processo de remendo,  
recuperação, ajustes..  
Raramente by design!*

**Figure 11.1 The Determinants of Strategy, Organizational Architecture, and Firm Value**

Market conditions, technology, and government regulation are important determinants of strategy, which in turn helps determine organizational architecture. Two-way arrows are drawn to show important feedback effects. Both strategy and architecture affect the incentives and actions of employees within the firm and thus help determine the firm's value.



## Determinantes

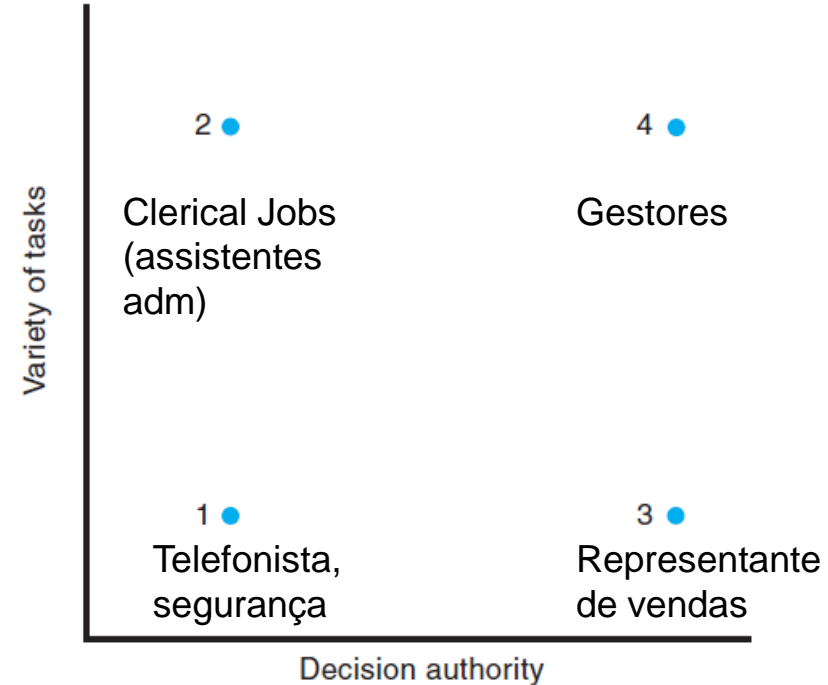
Termo “Arquitetura” dos autores, é muito similar a “cultura corporativa”, mas este também inclui a parte “soft” como folclore, regras informais, mitos, crenças, símbolos.

# Decision Rights

## Como alocar tarefas e nível de autonomia (decisão)

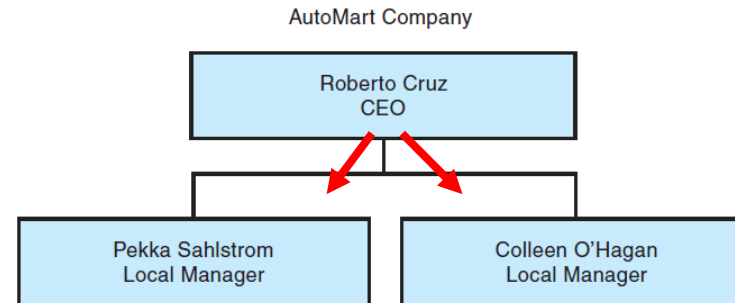
**Figure 12.1** Dimensions of Job Design

Two important dimensions of job design are the variety of tasks and scope of decision authority. This figure illustrates four possible combinations. Traditionally, many firms have created jobs like Point 1, which involve few tasks and limited decision authority. Lately, there has been a trend toward jobs like Point 4, which involve many tasks and broad decision authority. However, it is easy to give examples of jobs like Point 2, which involve many tasks and limited decision authority—for instance, certain clerical jobs. Similarly, it is easy to point to examples of jobs like Point 3, which involve few tasks and broad authority—for instance, certain sales jobs.



# Decision Rights

Como saber o nível de descentralização? >>  
trade-offs



Decisão de preço deveria ser descentralizada para gerentes locais em cada área?

## The Benefits and Costs of Decentralized Decision Making

### Benefits

- More effective use of local knowledge
- Conservation of senior management time
- Training and motivation for local managers

### Costs

- Incentive problems
- Coordination costs and failures
- Less effective use of central information
- Forgone scale economies

# Desenhando cargos: tecnologia de alocação de tarefas

## Cargos genéricos vs especializados

Quantas possibilidades de cargos no exemplo abaixo?

**Figure 13.1** Tasks at FinWare

FinWare is a distributor of financial software. Its customers include individual consumers and businesses. Within FinWare, there are two primary activities or functions, selling software and after-sales service (helping customers install the software on their systems and interfacing it with other programs, for instance). As displayed in the figure, FinWare must perform four basic tasks in sales and service for each of the two customer groups.

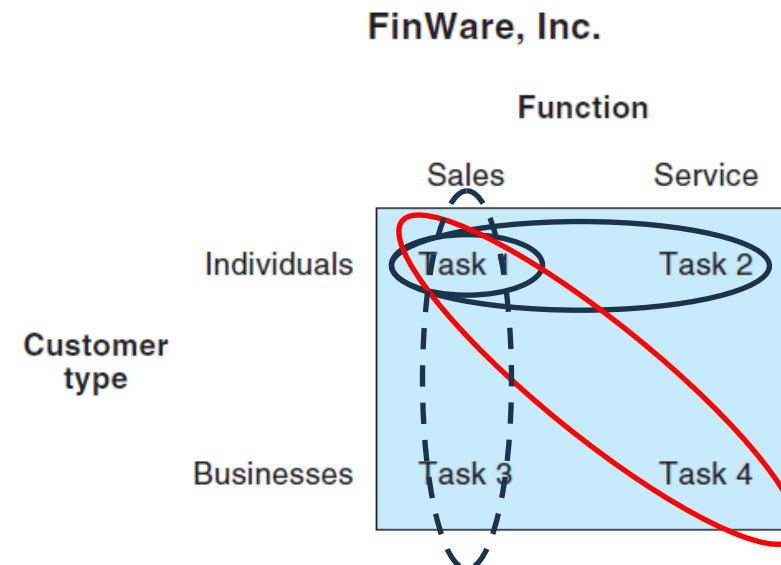
FinWare, Inc.		
Customer type	Function	
	Sales	Service
	Task 1	Task 2
Businesses	Task 3	Task 4

# Desenhando cargos: tecnologia de alocação de tarefas

## Generalização vs especialização

**Figure 13.1** Tasks at FinWare

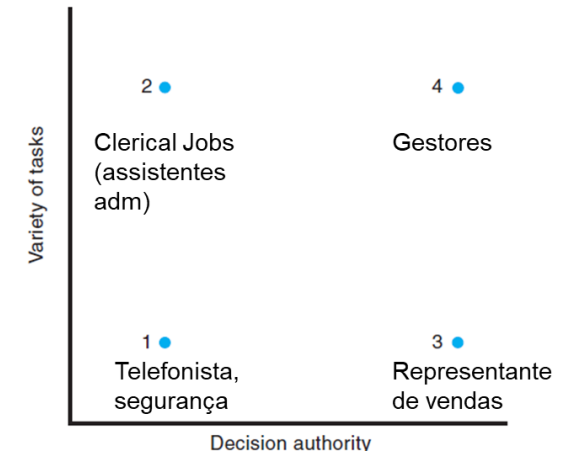
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# Decision Rights: criação de cargos especializado vs genéricos

## Costs and Benefits of Specialized Task Assignment\*

Benefits	Costs
Comparative advantage/economies of scale Lower cross-training expenses	Forgone complementarities across tasks Coordination costs Functional myopia Reduced flexibility

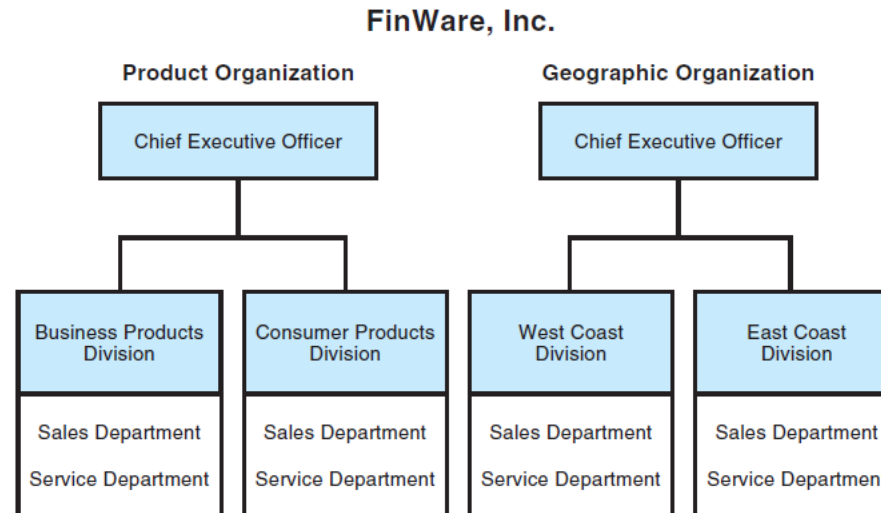




# Agrupando tarefas/cargos em subunidades

**Figure 13.3** FinWare as a Product and Geographic Organization

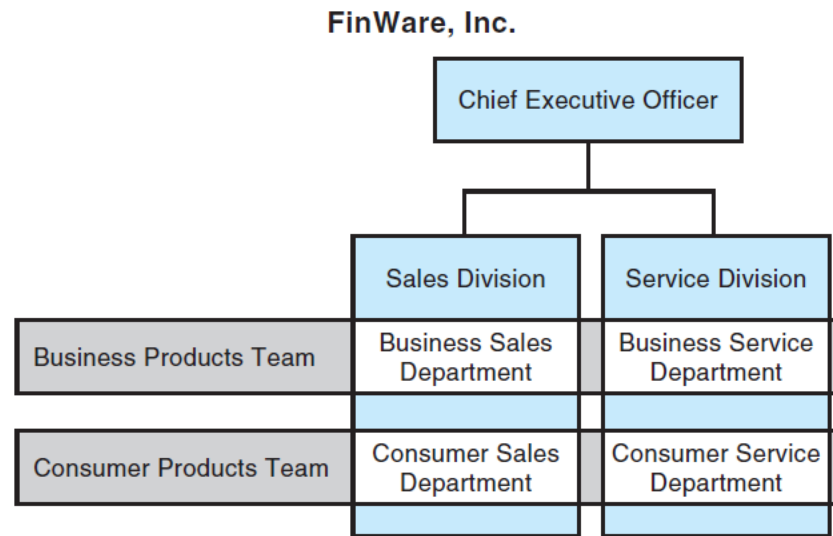
This figure shows how FinWare would look organized around product or geography. In the first case, the company is divided into a business products division and a consumer products division. Each of these divisions has its own sales and service departments that focus on the particular products of the division. (Often, jobs within the business units are grouped by functional area.) Organized geographically, the company is divided into a West Coast division and an East Coast division. In this case, the sales and service departments within each business unit serve both individual and business customers within their geographic areas.



# Agrupando tarefas/cargo: Matricial

**Figure 13.4** FinWare as a Matrix Organization

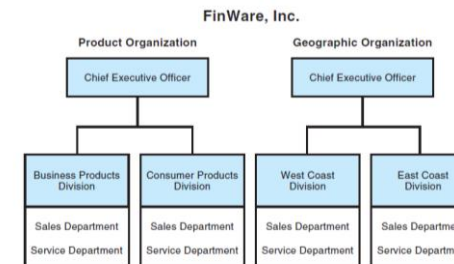
This figure shows how FinWare might look organized as a matrix organization. The firm maintains functional divisions of sales and service. Individuals from these divisions simultaneously are assigned to either the business-products or consumer-products subunits (teams). These teams are indicated by the shaded rectangles. The functional managers focus on managing the particular function across both products, while the product managers focus on managing particular products across functions.



# Organização por geografia ou produto

## Benefits and Costs of Functional Organization as Opposed to Product or Geographic Organization

Benefits	Costs
Improved coordination among functional specialists	Less effective use of local product or geographic information
Promotes functional expertise	Opportunity cost of senior management time
Provides a well-defined promotion path	Coordination problems among subunits
Captures economies of scale	Functional focus: It is difficult to design compensation plans that promote a focus on profits and customers



# Retendo talentos: pressupostos

## Pressupostos do modelo teórico

- The labor market is *competitive*. Firms have no discretion over the wages they pay to employees; rather, wages are determined by supply and demand in the marketplace.
- Market wage rates are costlessly observable.
- Individuals are identical in their training and skills.
- All jobs are identical. They do not vary in their risk, location, level of intellectual challenge, travel opportunities, and so on.
- There are no long-term contracts. Rather, all labor is hired in the “spot” market for a single period.
- All compensation comes from monetary compensation. The firm provides no fringe benefits such as vacation pay or health insurance.

Mas.. Alguns mercados não são competitivos, existem falhas de informação, cargos não são idênticos, organizações dificultam comparações (mudando nomes, e cesta de benefícios), novas formas de trabalho (ex. ‘digital nomads’), e trilhas de carreiras são multi-organizações ou vocações

# Retendo talentos: tipos de remuneração

## **Considerar incentivos básicos:**

- Salário base (analisar Efficiency Wages para garantir desempenho na dificuldade de monitoramento)
- Capacidade e motivações do indivíduo (e seleção adversa)
- Criar mercados internos
- Forma de remuneração que retenham senioridade (job seniority)

## **Incentivos adicionais**

- Promoções (por desempenho)
- Benefícios indiretos - Mix of Fringe Benefits (plano de saúde, complemento de previdência privada, reembolso de despesas de habitação)
- Empresas às vezes permitem que empregado escolha (cafeteria style)

# Comparação nas big-techs: ref May/24 (<https://www.payscale.com/>)

## By the Numbers: Comparing Tech Employee Salary, Age, Stress and More

Employer Name	Early Career Median Pay	Mid-Career Median Pay	Median Age	Years of Experience	Years with Company	% Female	% High Job Satisfaction	% High Job Meaning	% High Job Stress
HP	\$65,400	\$104,200	38	7.7	6.3	32%	64%	41%	56%
Oracle	\$71,400	\$126,400	37	9.0	5.3	29%	64%	32%	56%
IBM	\$72,700	\$112,700	36	7.4	7.1	25%	59%	40%	62%
Microsoft	\$102,500	\$139,700	33	6.4	4.8	27%	72%	59%	58%
Qualcomm	\$94,400	\$132,500	33	7.7	4.3	20%	69%	50%	62%
Cisco	\$83,800	\$134,700	33	6.7	4.0	23%	76%	60%	52%
eBay	\$88,900	\$136,000	33	6.9	2.7	43%	78%	55%	66%
Samsung	\$ 65,900	\$143,000	33	6.0	2.3	37%	64%	36%	69%
Intel	\$85,800	\$129,400	32	5.5	5.0	25%	72%	66%	61%
Adobe	\$91,900	\$141,900	31	5.2	3.3	28%	84%	24%	47%
Apple	\$91,300	\$145,400	31	6.0	2.7	31%	73%	74%	66%
Amazon	\$81,900	\$130,400	30	5.2	2.0	26%	69%	42%	66%
Google	\$106,900	\$151,600	30	5.2	2.0	30%	89%	72%	53%
Salesforce	\$84,800	\$154,600	30	5.3	1.8	30%	89%	54%	55%
Tesla	\$81,400	\$118,500	30	5.6	1.6	20%	70%	89%	70%
LinkedIn	\$110,800	\$159,600	29	5.0	NA	42%	NA	NA	NA
SpaceX	\$78,500	NA	29	6.1	2.3	14%	73%	92%	88%
Facebook	\$116,800	\$149,300	29	4.3	1.1	32%	96%	78%	44%

# 2024

## Compensation Best Practices Report

Data insights to cultivate a best-in-class pay strategy and prepare for future growth.

payscale | www.payscale.com

### Readiness for the future

50% ↓

of orgs say compensation is more challenging in 2024, but investment in comp has dropped.

### Readiness for the future

59% ↓

of orgs have a dedicated, in-house compensation professional or team.



### Pay increases and fair pay

79% ↓

of orgs plan to give pay increases in 2024, which is a drop from 88 percent in 2023.

### Readiness for the future

25%

of orgs use purpose-built comp technology, which is most associated with comp maturity.

### Hot topics and trends

21% ↓

is the reported voluntary turnover in 2023, down 4 percent from last year's report.

### Hot topics and trends

62%

of all participants view unions positively compared to 38 percent of executives.

### Pay increases and fair pay

4.5% ↓

is the average base pay increase predicted for 2024, compared to 4.8 percent given in 2023.



### Hot topics and trends

34%

of orgs say they have removed degree requirements for salaried positions.

### Hot topics and trends

23% ↓

of orgs use geographic differentials to manage pay for employees in distributed locations or pay zones.

### Pay increases and fair pay

54% ↓

of orgs consider pay compression an issue, though only a quarter say it is a big concern.

### Hot topics and trends

49%

of participants are optimistic about AI, but only 7 percent are totally on board with using it to make pay decisions.

### Hot topics and trends

27%

of orgs say that minimum wage increases have impacted their compensation strategy.



### Pay increases and fair pay

27%

of orgs admit that they address severely underpaid employees only reactively.

Key



Number up from 2023



Number up/very similar from 2023



Number down from 2023




Number down/very similar from 2023



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 [www.payscale.com](https://www.payscale.com)

### Pay transparency and communications

**60%** 

of orgs are publishing pay ranges in job ads compared to 45 percent last year.

### Pay transparency and communications

**14%**

of orgs say that employees have left their organization over published pay ranges.

### Salary data and market pricing

**45%** 

of orgs use HR-reported aggregate market data, which is also the second most trusted source.

### Salary data and market pricing

**56%** 

of orgs use two to four data sources, with orgs of over 5,000 FTEs likely to use more than five.

### Pay transparency and communications

**51%** 

of orgs train managers on pay communications, up from 49 percent in 2023.

### Pay transparency and communications

**58%** 

of orgs provide a total rewards statement to employees; 16 percent do so using a module within purpose-built compensation technology.

### Salary data and market pricing

**58%**

of orgs say they are investing in dynamic market data or would like to.

### Salary data and market pricing

**51%**

of orgs say that data being specific to their industry is most important when assessing quality.



### Compensation strategy and structure

**83%** 

of orgs either have a formal pay structure or are working on one.

### Specialized areas of compensation

**57%** 

of orgs use a centralized system for job description management.

### Specialized areas of compensation

**62%** 

of orgs say that pay equity analysis is a planned or current initiative.

### Compensation strategy and structure

**82%** 

of orgs either have a compensation strategy or are working on one, which is similar to last year.

### Compensation strategy and structure

**62%**

of orgs either have or are targeting market-based pay structures (job-based or grade-based).

### Specialized areas of compensation

**55%**

of orgs are either fairly confident or very confident in their total rewards strategy.

## Participate in next year's Compensation Best Practices Survey.

For the past 15 years, Payscale's Compensation Best Practices Survey has collected data from compensation professionals, HR leaders, and executives who make compensation decisions for their organizations. By participating, you'll receive an early copy of the results. Sign up to receive notifications to participate next year when the survey opens.

Sign up



Key



Number up from 2023



Number up/very similar from 2023



Number down from 2023



Number down/very similar from 2023

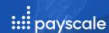
[payscale.com](https://www.payscale.com) 3



# 2024

## Compensation Best Practices Report

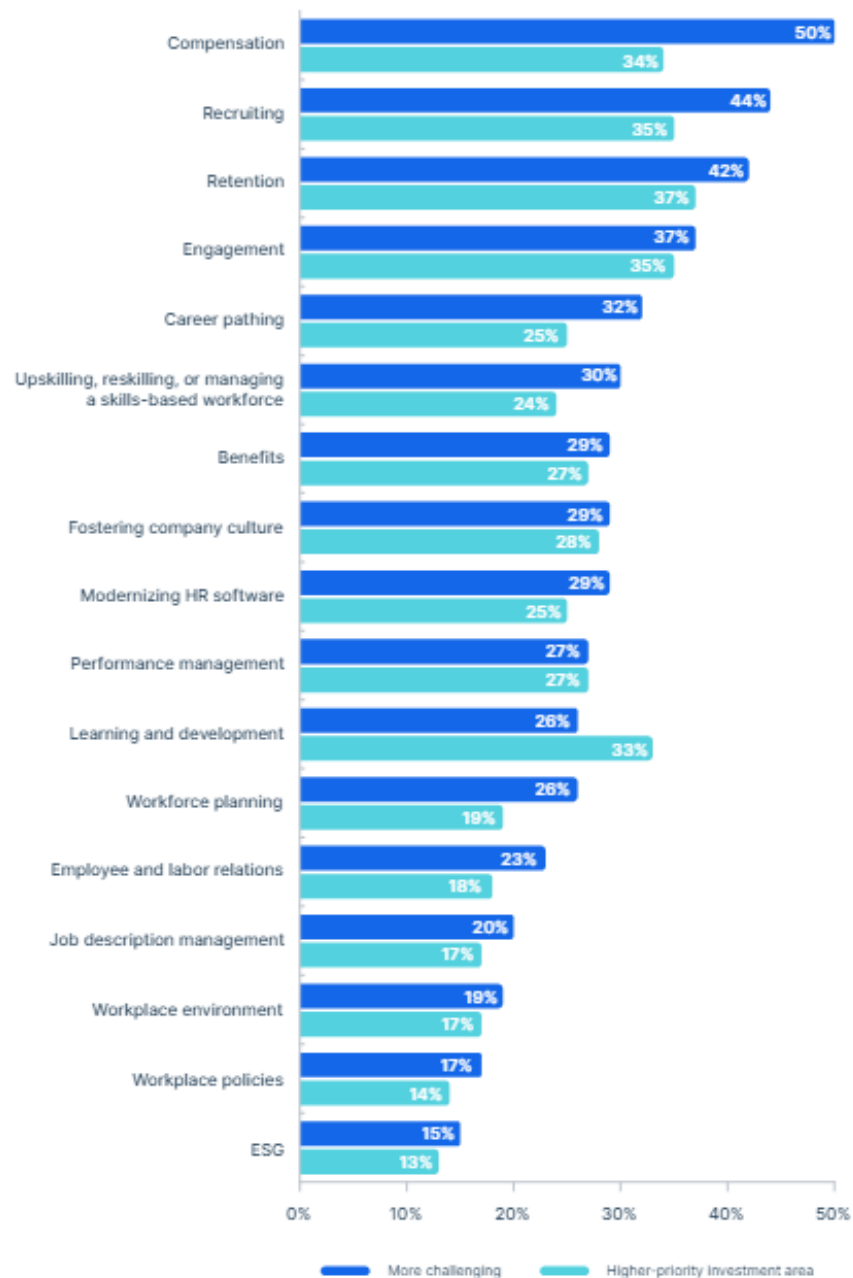
Data insights to cultivate a best-in-class pay strategy and prepare for future growth.



www.payscale.com

## Challenges

### Most challenging and highest priorities for HR in 2024



# 2024

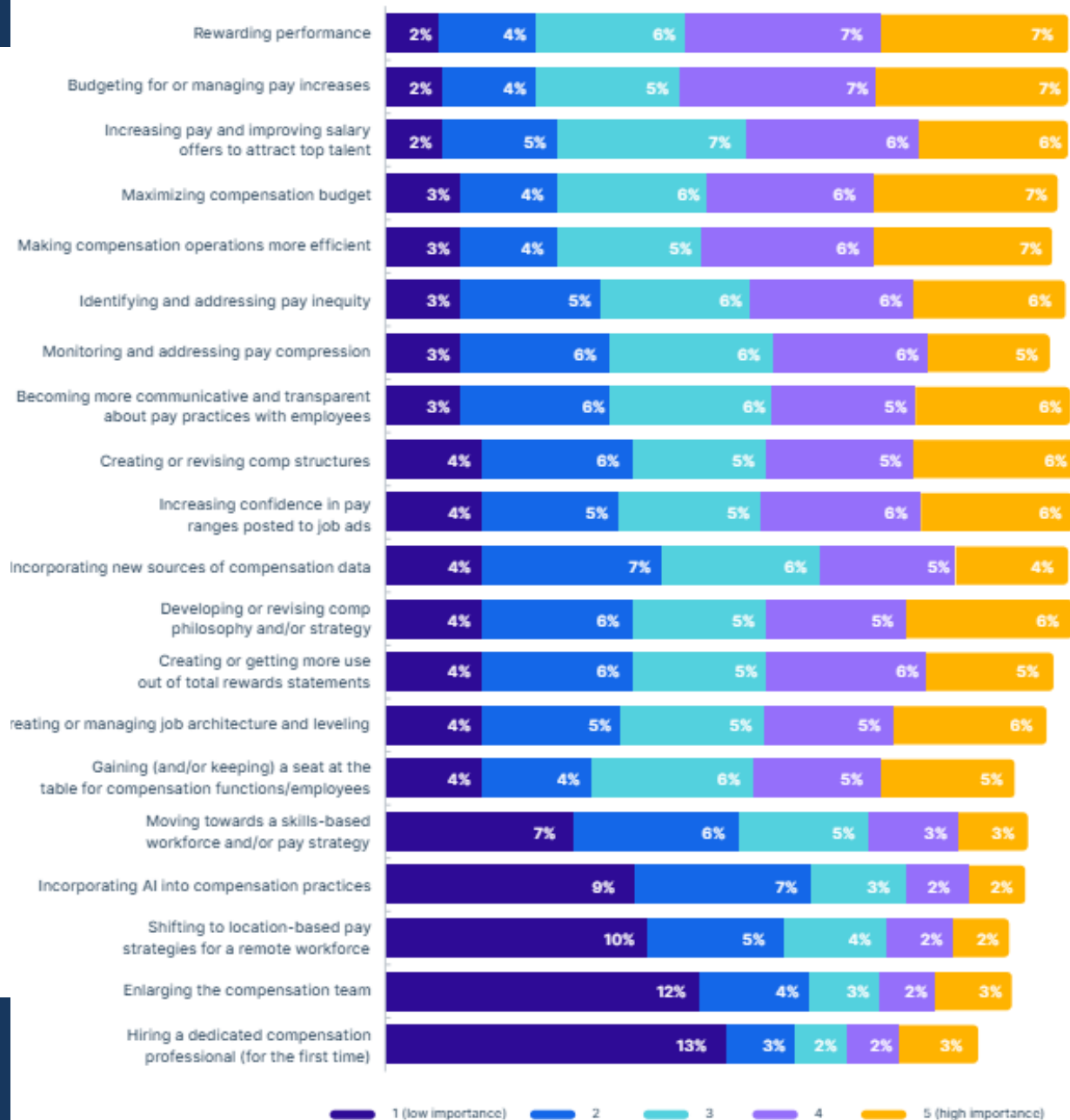
## Compensation Best Practices Report

Data insights to cultivate a best-in-class pay strategy and prepare for future growth.

payscale | www.payscale.com

## Priorities

Ranked importance of compensation activities in 2024



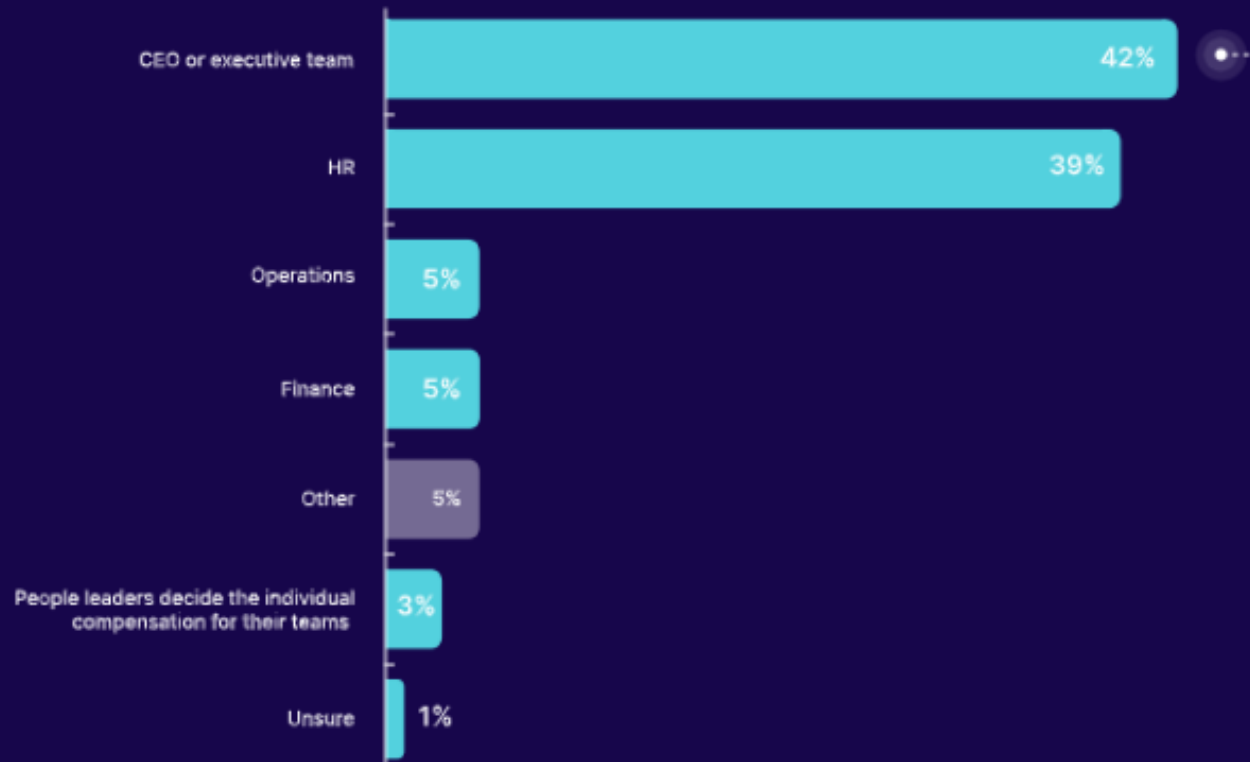
# 2024

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In the absence of a dedicated compensation professional, who leads compensation decision-making in your organization?



### CEO or executive team makes comp decisions

**56%**

1-99 employees

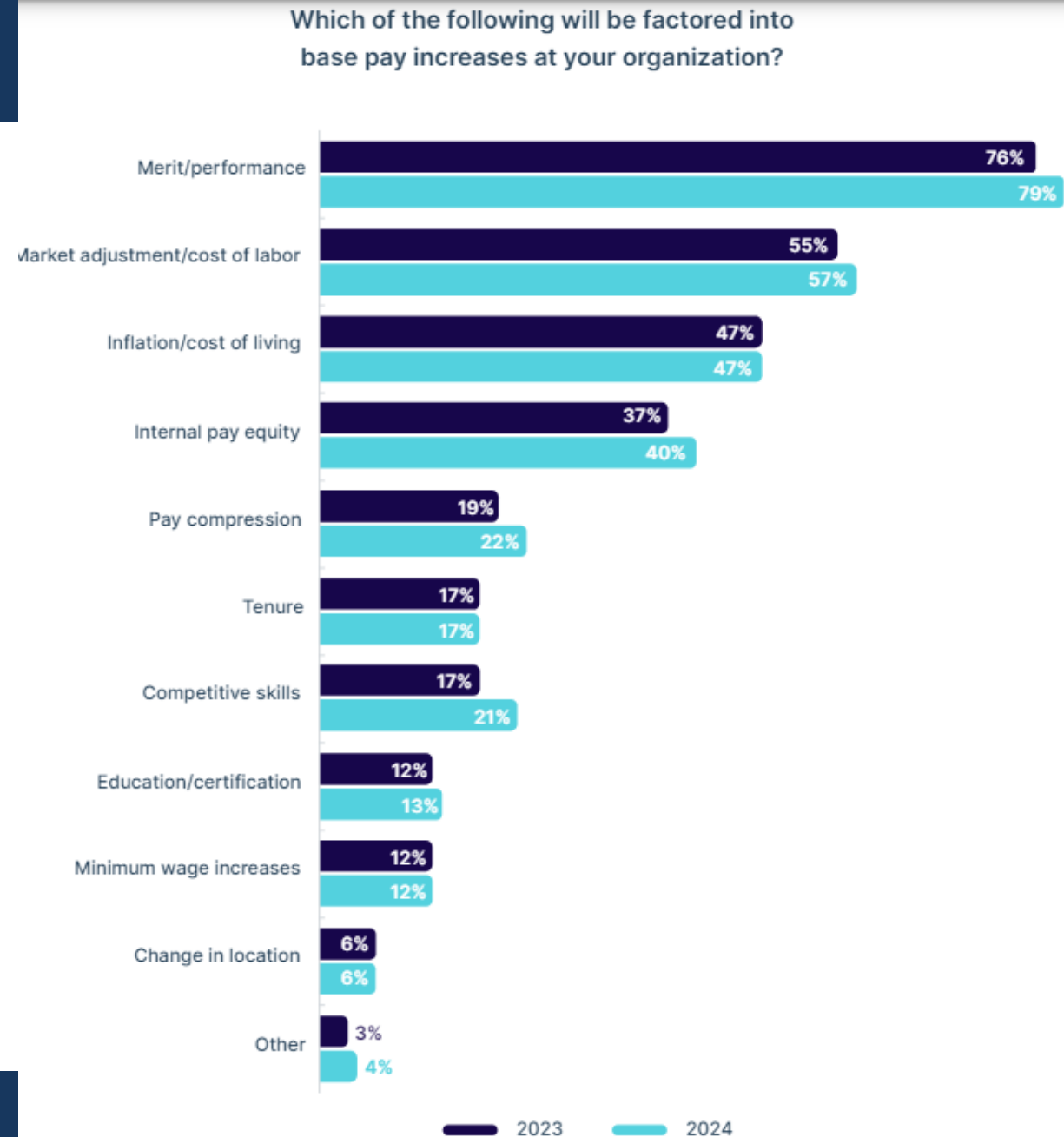
**28%**

100-749 employees

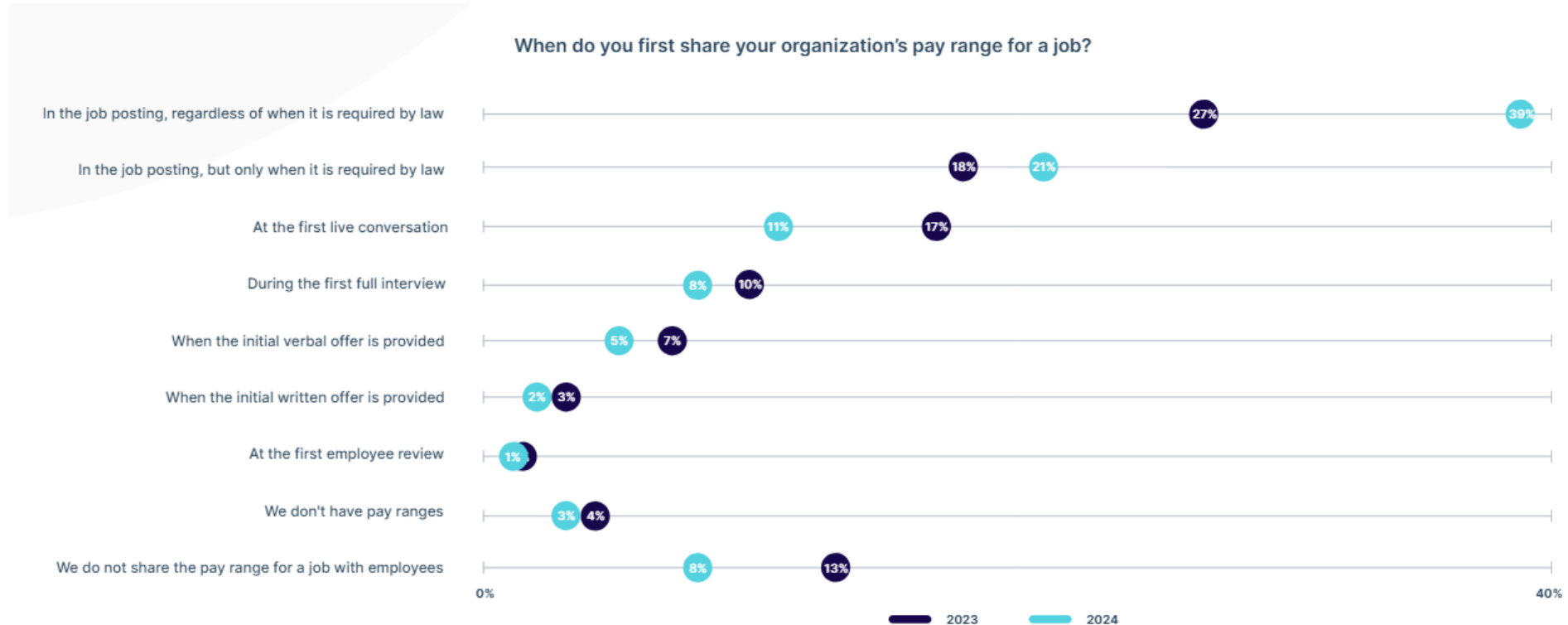
**16%**

750-4,999 employees

## Base pay increases



# Transparency



# 2024

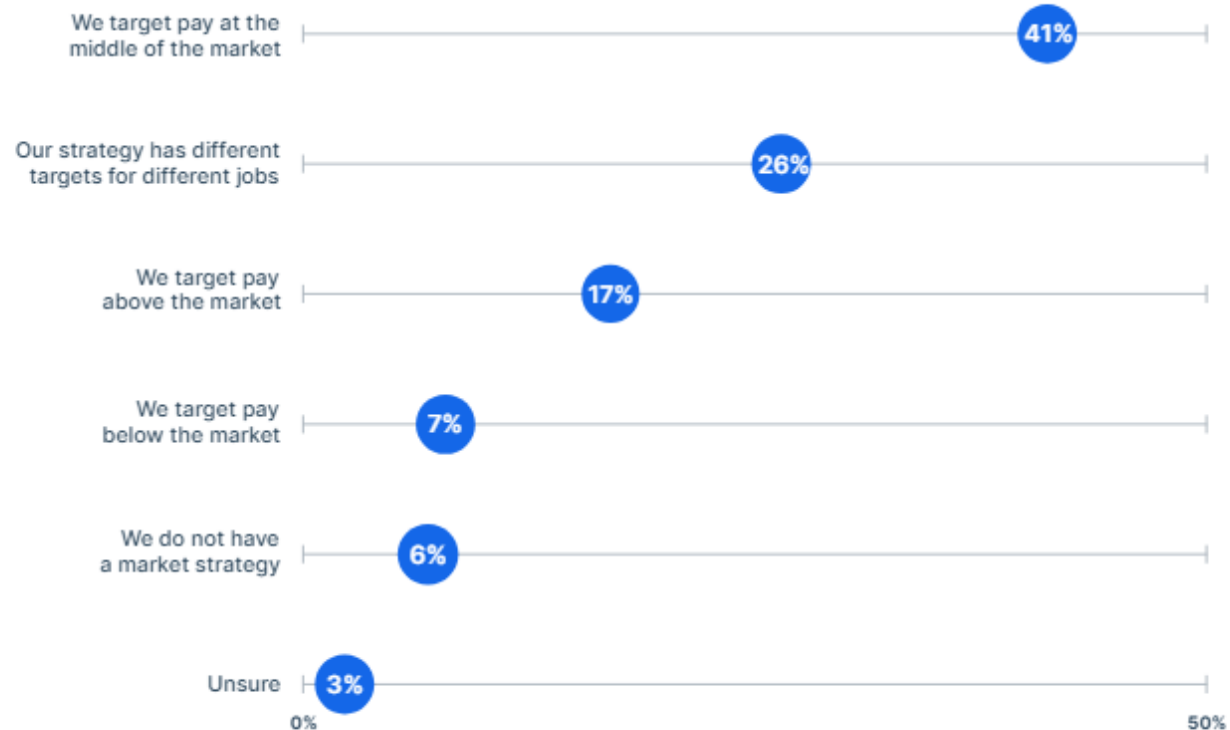
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## Market strategy

Which of the following best describes your organization's market strategy?



# Benefits



Which of the following benefits, perks, or rewards will your organization offer most or all employees in 2024?

	2023	2024	Growth		2023	2024	Growth
Unlimited PTO	12%	13%	↑ 1%	Charitable contribution matching	12%	11%	↓ -1%
Mental health or total wellness program	55%	56%	↑ 1%	Short-term disability	67%	66%	↓ -1%
Student loan repayment	7%	8%	↑ 1%	Employee assistance	63%	63%	↓ -1%
Travel benefits/perks for frequent travelers	7%	6%	↑ 1%	Accrued or granted PTO	62%	61%	↓ -1%
Other	4%	4%	→ 0%	Paid lunch, snacks, or food allowance	15%	14%	↓ -1%
Extended paid family leave	18%	18%	→ 0%	Extended family leave	21%	20%	↓ -1%
Paid or subsidized childcare	5%	5%	→ 0%	Fertility or family planning services	11%	10%	↓ -1%
Menopause leave	1%	1%	→ 0%	Vision insurance	79%	78%	↓ -1%
Long-term disability	68%	68%	→ 0%	Commuter allowance	10%	9%	↓ -1%
Life insurance	76%	76%	→ 0%	Accrued or granted sick days	49%	48%	↓ -1%
Pet insurance	18%	18%	→ 0%	Employer-paid medical insurance	76%	75%	↓ -1%
Financial advisor/debt services	16%	16%	→ 0%	Dental insurance	82%	80%	↓ -2%
Gym membership or reimbursement	20%	20%	→ 0%	Ability to work fully remote	32%	30%	↓ -2%
Stock/equity	18%	18%	→ 0%	Paid vacation (reimbursed)	34%	32%	↓ -2%
Menstrual leave	1%	1%	→ 0%	Flextime	24%	21%	↓ -3%
4-day work week	8%	8%	→ 0%	401k, 403b, or other retirement contributions	72%	69%	↓ -3%
Paid sabbatical	6%	6%	→ 0%	Education or tuition reimbursement	45%	41%	↓ -4%
Work-from-home stipend	9%	9%	→ 0%	Ability to work from home	57%	53%	↓ -4%
Unpaid sabbatical	6%	6%	↓ -1%	Fixed holiday schedule	63%	57%	↓ -6%
Pension	14%	13%	↓ -1%				

# 2024

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## Pay Equity

Is pay equity analysis a planned or current initiative at your organization?

62%

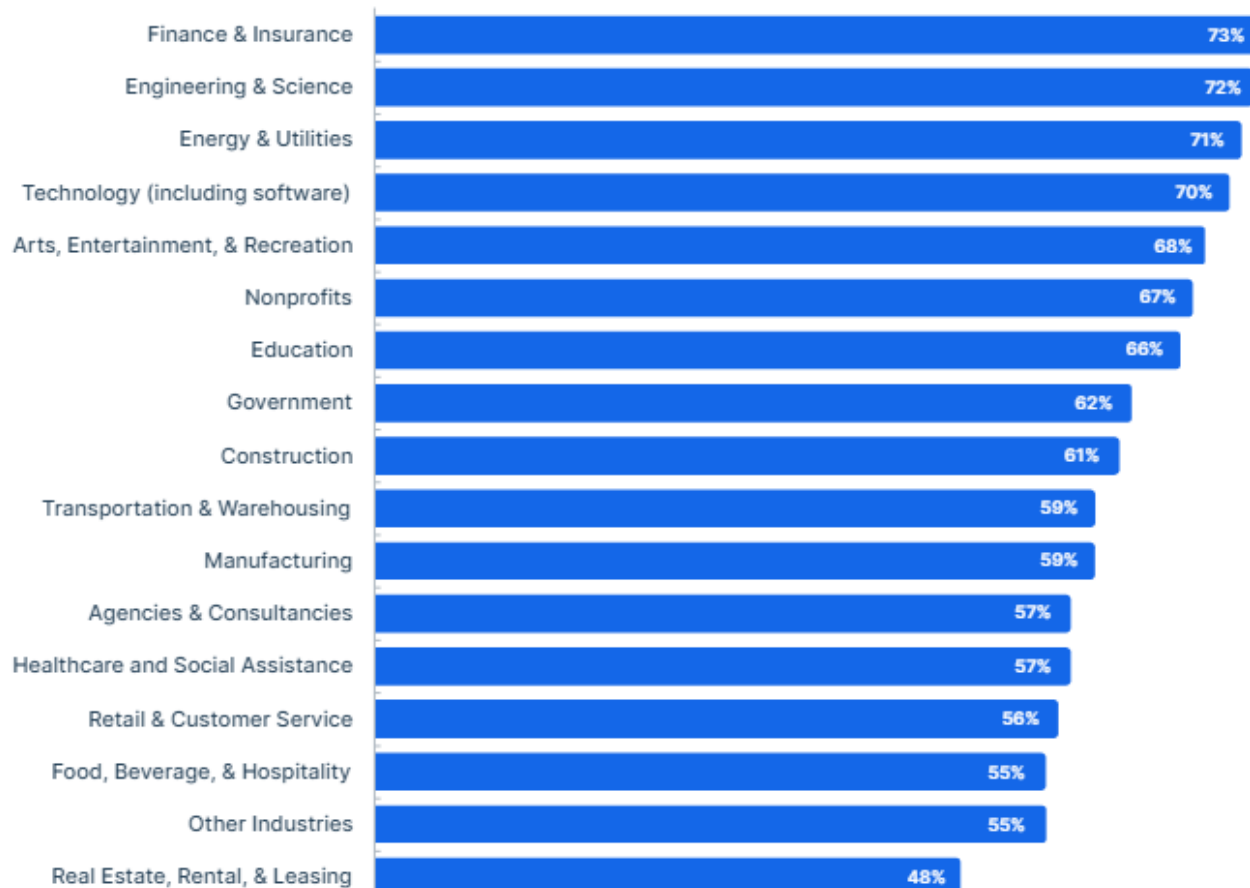
Yes

26%

No

12%

Unsure

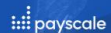




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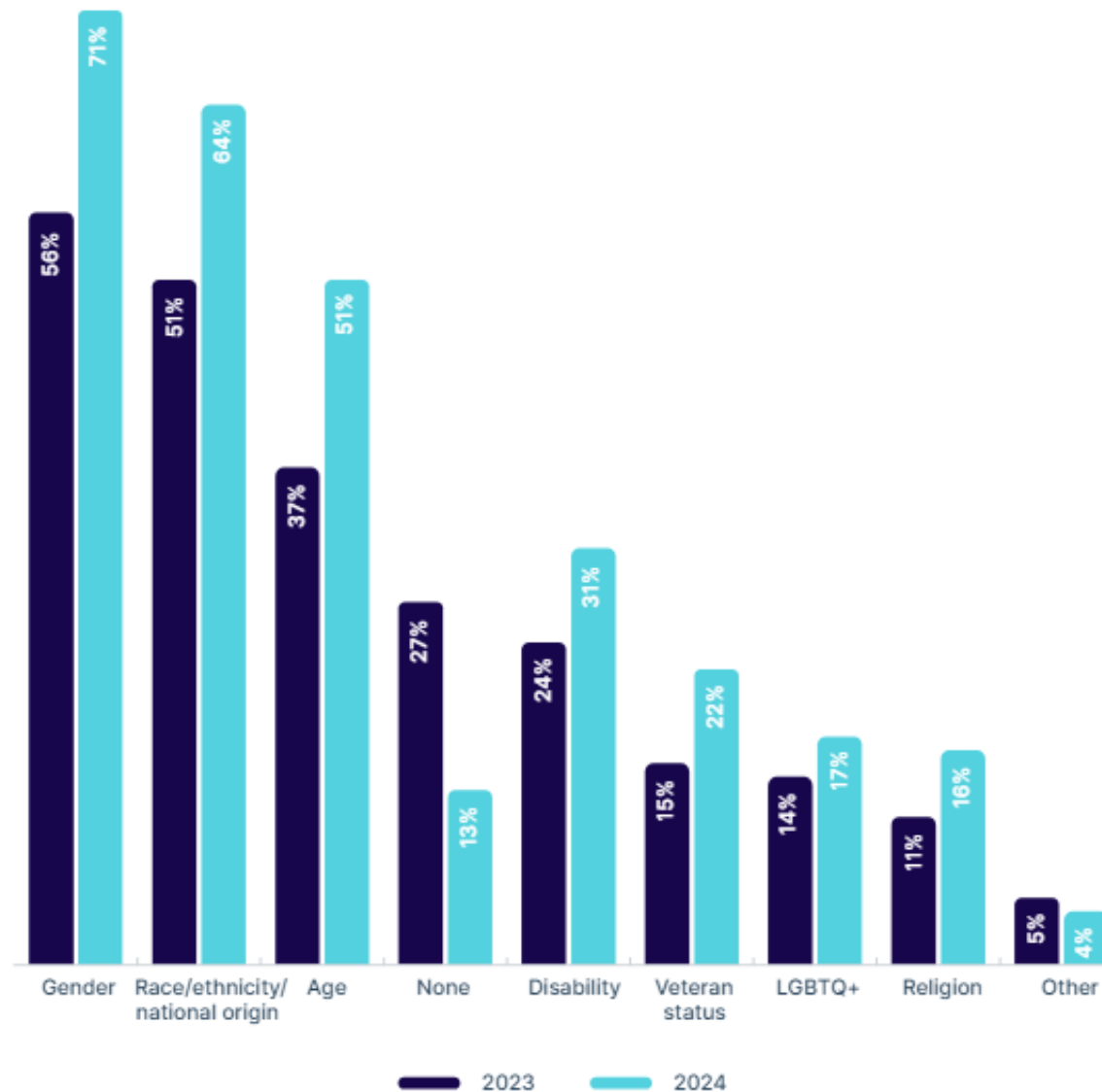


www.payscale.com

## Pay Equity

### What protected classes do you analyze for pay equity?

(Multiple answer choices allowed)

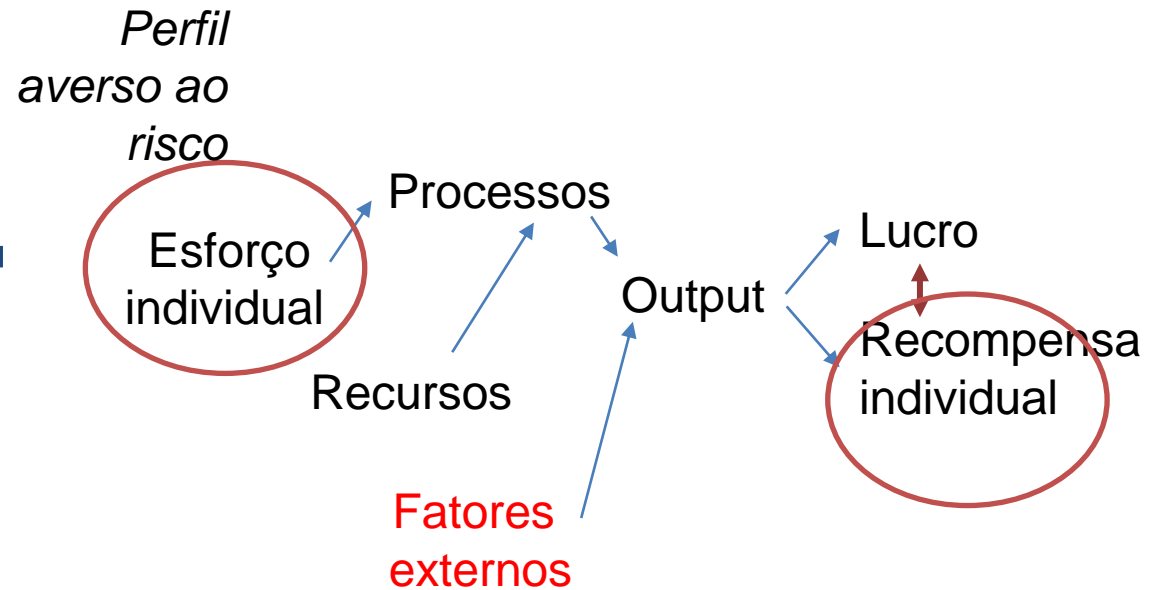


# Incentivos

- Caso DuPont 1990
- Proprietários de ativos (risk taking) vs empregados (aversos ao risco, propensos a salário fixo, difícil observar esforço)
- Exemplo de 'buyout', transformar empregados em proprietários (comum últimos anos ex. usinas siderúrgicas com equipes de manutenção que passa a ser prestador de serviço) ou franquias.
- Questão é substituir pagamento fixo por variável (associado ao output - decorrente do esforço)
- Trade offs (em que condições pagar por output traz bons resultados?)

## Factors That Favor High Incentive Pay

1. The value of output is sensitive to the employee's effort.
2. The employee is not very risk-averse.
3. The level of risk, that is, beyond the employee's control is low.
4. The employee's response to increased incentives is high (the employee exerts substantially more effort).
5. The employee's output can be measured at low cost.



# Incentivos

- Quando o esforço individual é difícil captar (ex. para muitas funções administrativas e operacionais), pagamento por “grupo” é mais comum.
- Multitasking – problema é se o incentivo estiver mais forte em uma das funções.

# Tipos de Incentivos (usuais)

- **Base salary/fringes**

Pagamento por desempenho

- **Piece rates and commissions**
- **Bonuses** for good performance
- **Prizes** for winning contests (e.g., vacations)
- **Salary revisions** based on performance
- **Promotions** and titles for good performance
- **Preferred office** assignments for good performance
- **Stock ownership** and profit-sharing plans

Penalização/perdas

- **Firings** and other penalties for poor performance
- Deferred compensation and unvested pensions that are forfeited on dismissal

# Problemas e distorções de pagamento de C-levels

- Em 1980 – CEO recebia 42x o salário médio da empresa, em 2013 já era 331x.
- Problemas:
  - Percepção de injustiça pelos empregados
  - Percepção de gasto desnecessário pelos acionistas e investidores
  - Percepção de que o pagamento de CEO não está associado ao desempenho, às metas das empresas.

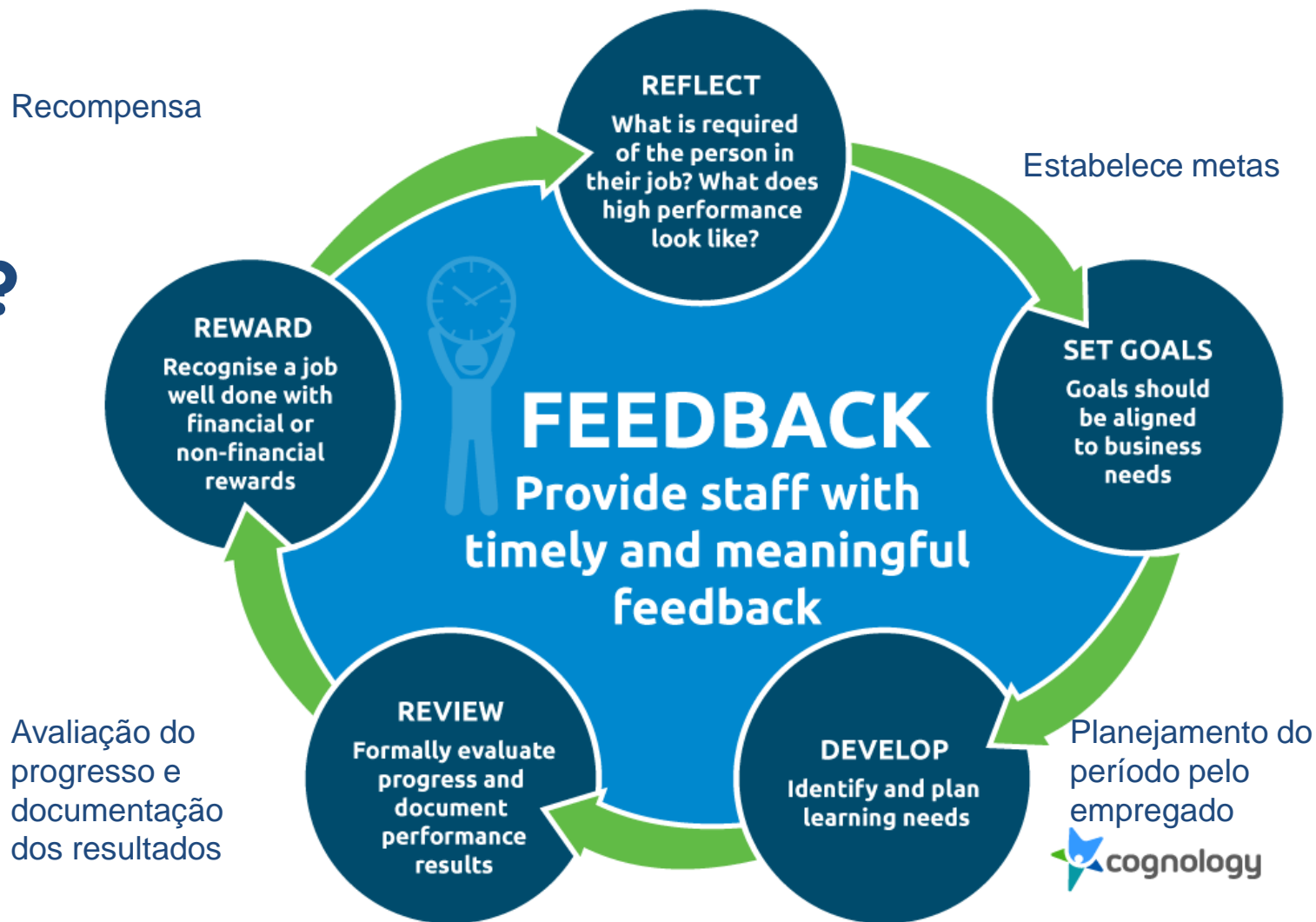


# Avaliação de desempenho

- Exemplo Lincoln Electric Company (piece rate + 100% da remuneração anual em bônus associada a avaliação subjetiva), problemas na expansão para outros países.
- Fatores a serem considerados:
  - Base de desempenho:
    - Padrão da tarefa: Tempos e movimentos
    - Desempenho passado (risco de Ratchet Effect)
    - KPI
    - OKR
  - Custo de mensuração do desempenho individual e risco de gaming
  - Desempenho comparativo (dentro da empresa e entre empresas)

# Como é o ciclo de avaliação/recompensa?

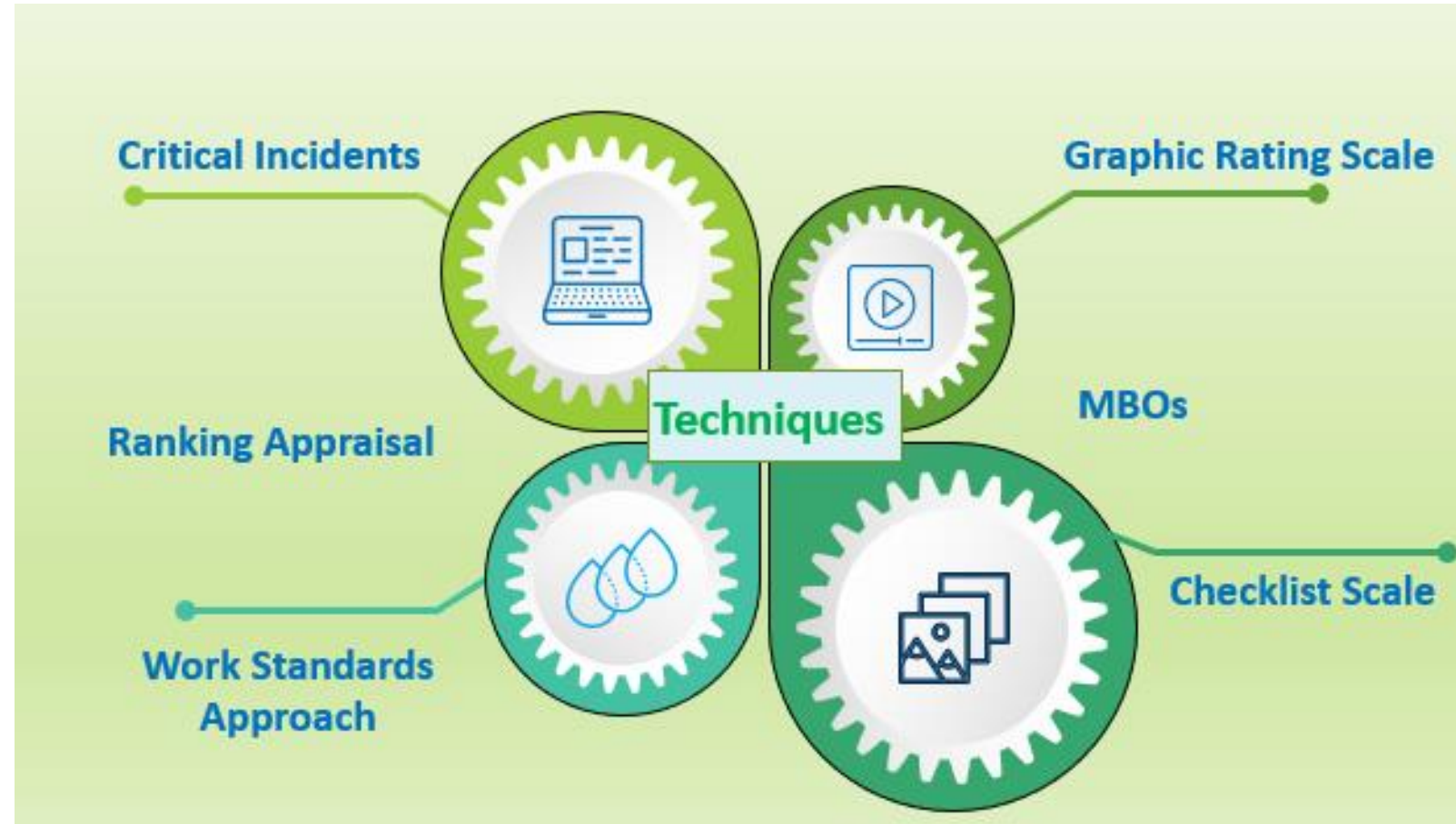
(segundo provedores de serviços)





# Técnicas de avaliação individual

- 1 The 360-Degree Appraisal
- 2 General Performance Appraisal
- 3 Manager Performance Appraisal
- 4 Technological Performance Appraisal
- 5 Employee Self-Assessment
- 6 Project Evaluation Review
- 7 Sales Performance Appraisal





# Subjetividade na escala

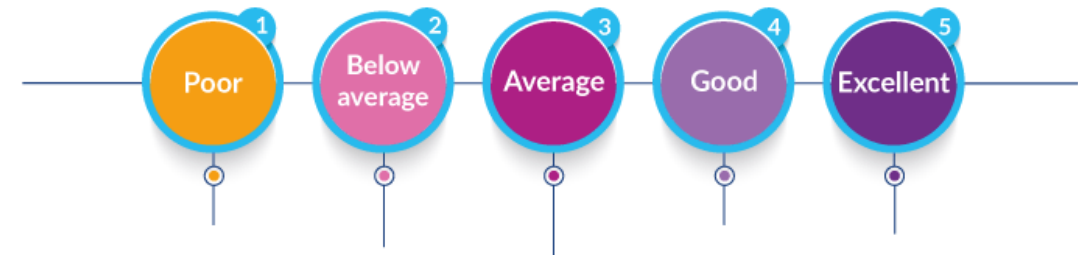
Solução:

- Alterar marcadores para questões mais objetivas
- Oferecer parâmetros para cada ponto da escala (próximo slide)
- Usar avaliação comparada pelo mesmo supervisor (múltiplos supervisores, subjetividade continua

## Graphic Rating Scale **Formats**

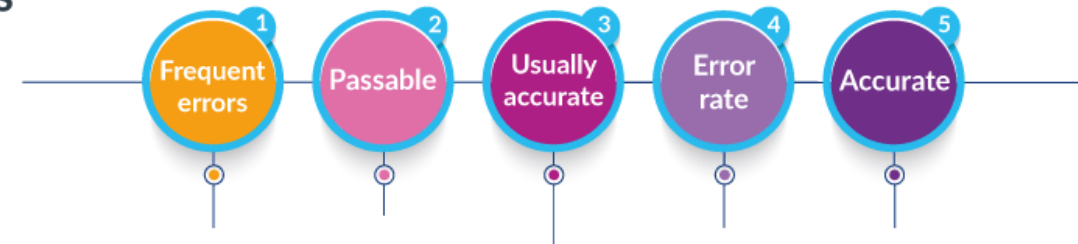
Graphic Rating Scale

*Quality of work*



Graphic Rating Scale  
clearer anchors

*Quality of work*



# Subjetividade na escala

Parâmetros para medida de atendimento, em cada ponto da escala  
Ex. Posição de “atendimento ao consumidor em uma loja física”

Please rate the employee's <i>Customer Service</i> using the following scale.		
<i>Exceeds Acceptable Level of Performance</i>	7	Could be expected to explain the items on the menu and offer recommendations based on customers' stated tastes.
	6	Could be expected to say to customers "how is your day?" and wish them a happy day when they leave the store.
<i>Meets Acceptable Levels of Performance</i>	5	Could be expected to ask customers if they want napkins with their meals.
	4	Could be expected to make eye contact with customers during transactions.
	3	Could be expected to say "here's your order" when handing them to customers.
<i>Fails to Meet Acceptable Levels of Performance</i>	2	Could be expected to talk on the phone while taking customers' orders.
	1	Could be expected to yell obscenities at customers.

# Subjetividade na escala

Parâmetros para medida de **comportamento**, em cada ponto da escala

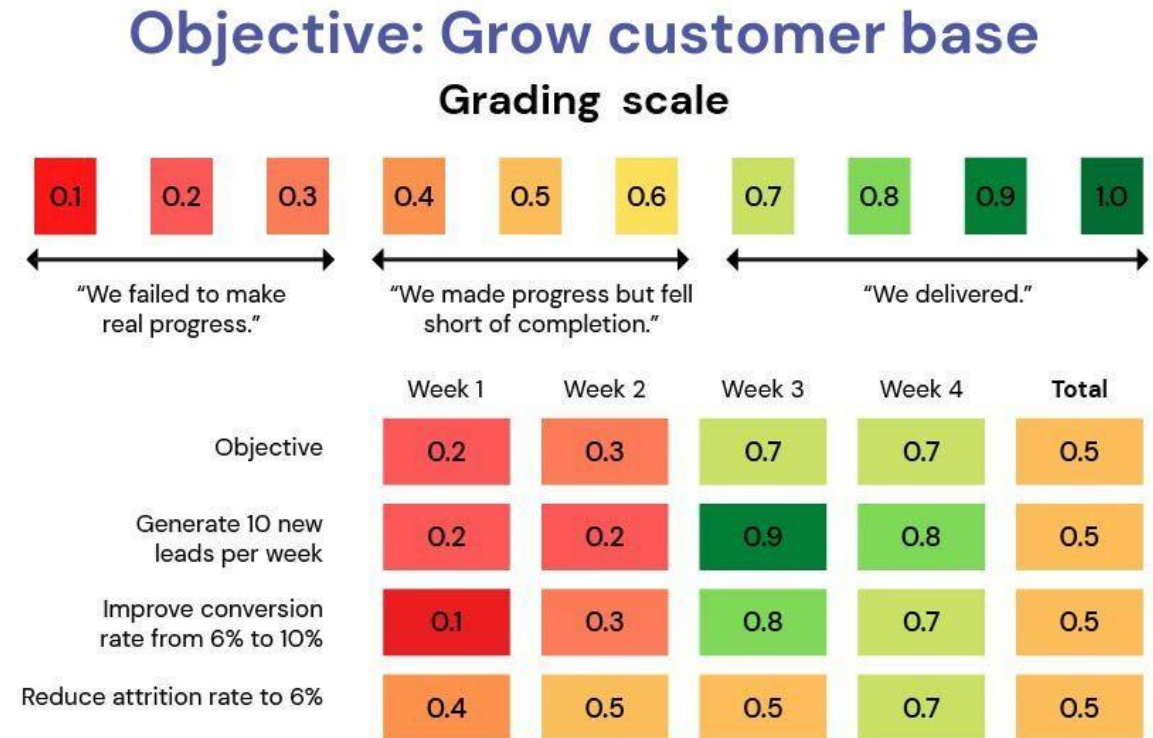
Ex. Exemplo que poderia ser aplicado a diversas funções.

BEHAVIORAL ANCHORED RATING SCALES		
Performance	Points	Behavior
Extremely good	7	Can expect trainee to make valuable suggestions for increased sales and to have positive relationships with customers all over the country.
Good	6	Can expect to initiate creative ideas for improved sales.
Above average	5	Can expect to keep in touch with the customers throughout the year.
Average	4	Can manage, with difficulty, to deliver the goods in time.
Below average	3	Can expect to unload the trucks when asked by the supervisor.
Poor	2	Can expect to inform only a part of the customers.
Extremely poor	1	Can expect to take extended coffee breaks & roam around purposelessly.

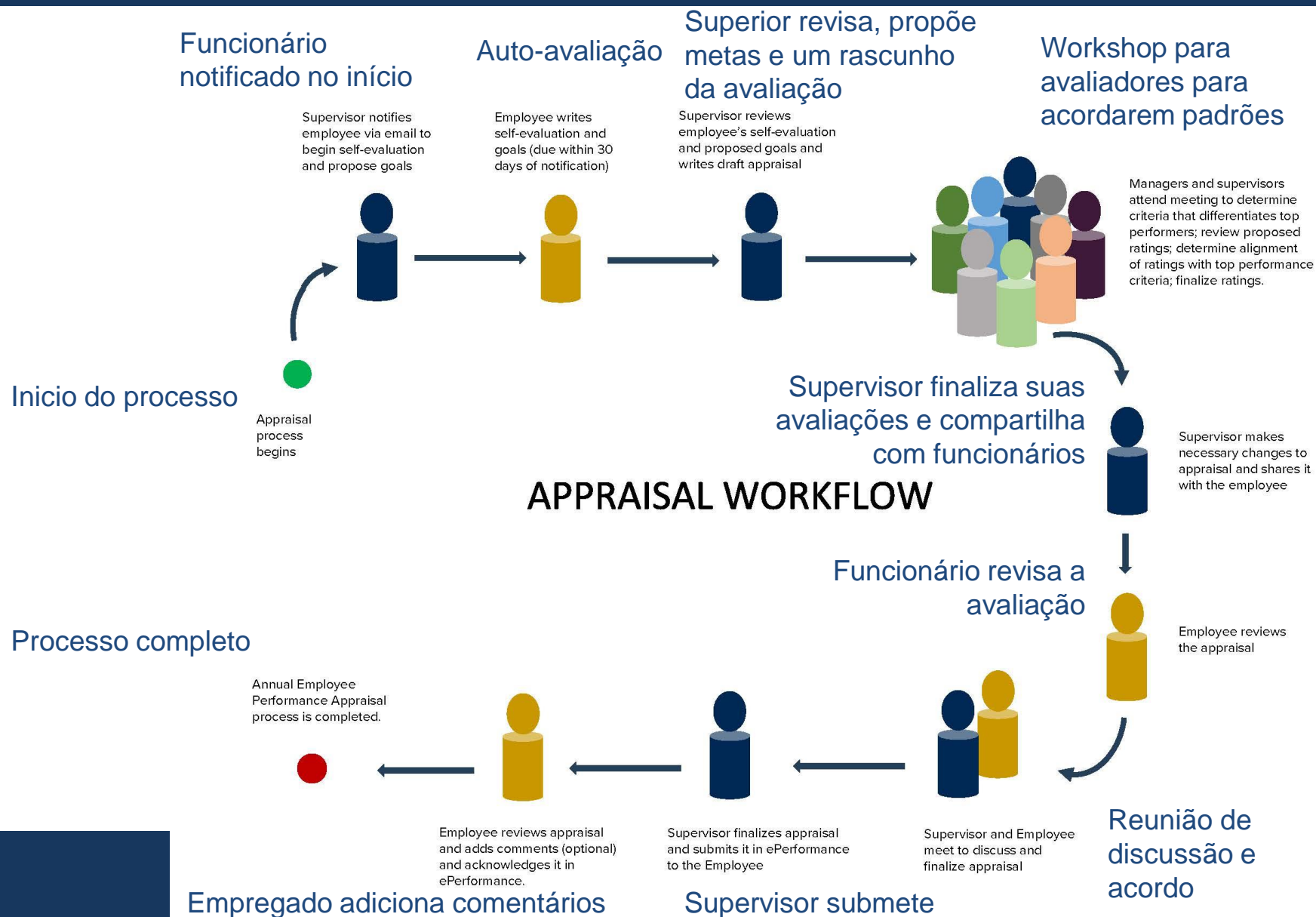
# Ligando a OKR

Criar parâmetros associados ao progresso no objetivo.

Exemplo no caso é semanal, mas o c poderia ser anual ou mensal.



# Exemplo de Workflow de 1 ciclo avaliativo anual



# Instrumentos objetivos e subjetivos

- Baseado em meta (goals-based)
- Standard-Rating-Scale Systems (Fatores de desempenho)
  - Achieves forecasts, budgets, objectives
  - Organizes effective performance through oral and written communications
  - Sets and attains high performance goals for self and group
  - Updates knowledge of job-related skills
  - Emphasizes teamwork among subordinates
  - Identifies and resolves problems
  - Evaluates subordinates objectively
  - Ensures equal opportunities for all subordinates
- Subjetivos (risco de influência e shirking)

# Disivional performance evaluation

Unit Type	Performance Measures	Decision Rights	Typically Used When				
Cost center	Minimize total cost for a fixed output Maximize output for a fixed budget Minimize average cost	Input mix (labor, material, supplies)	Central manager can measure output, knows the cost functions, and can set the optimal quantity and appropriate rewards. Central manager can observe the quality of the cost center's output. Cost center manager has knowledge of the optimal input mix.				
Expense center	Minimize total cost for a fixed level of services Maximize service for a fixed budget	Input mix (labor, material, supplies)	Output is difficult to observe and measure.	Profit center	Actual profits Actual profits compared to budgeted profits	Input mix Product mix Selling prices (or output quantities)	Profit center manager has the knowledge to select the correct price/quantity. Profit center manager has the knowledge to select the optimal product mix.
Revenue center	Maximize revenues for a given price (or quantity) and operating budget	Input mix (labor, material, supplies)	Central manager has the knowledge to select the optimal product mix. Central manager has the knowledge to select the correct price or quantity. Revenue center managers have knowledge of the demand curves of the customers in their sales districts.	Investment center	Return on investment Residual income EVA	Input mix Product mix Selling prices (or output quantities) Capital invested in center	Investment center manager has the knowledge to select the correct price/quantity. Investment center manager has the knowledge to select the optimal product mix. Investment center manager has knowledge about investment opportunities.

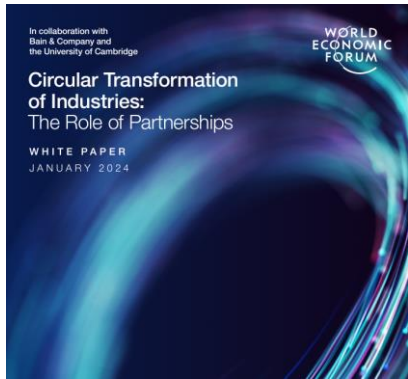


# Governança corporativa

- O que ocorre quando separamos propriedade (do resíduo) do controle (direitos de decisão)?
- Conflito de interesse (blockholders) e pouco incentivo para exercer o controle (shareholders minoritários)
- Crises após escândalos e fraudes da década de 90 e anos 2000. Sarbanes-Oxley em 2002, e crise do setor de Auditoria contábil (falência da Arthur Andersen), imposição de rodizio de auditorias.
- Surgimento da discussão de “compliance” e Governança Corporativa.
- GC é a discussão da arquitetura de alto nível das organizações, sobretudo de capital aberto e listadas em mercado.
- Mas também valorização para empresas familiares de capital fechado, pequenas empresas e startups.

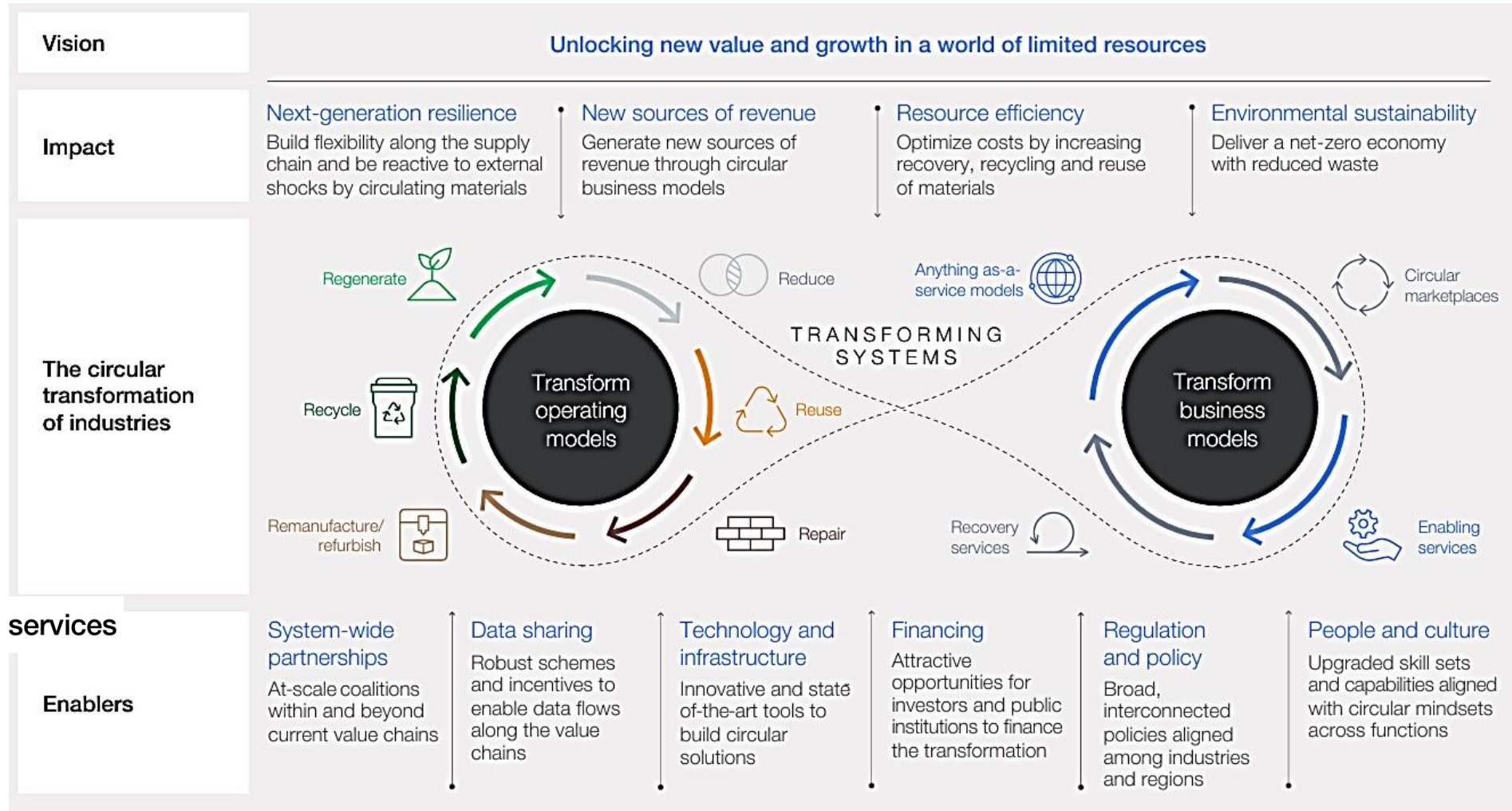


# Capitalismo de Stakeholder: novos valores



## Three archetypes for circular value creation

- Archetype 1** | Circular feedstock
- Archetype 2** | Lifespan extension
- Archetype 3** | Circular platforms and services



# Liderança para novos valores

- **Papel do líder:** Goal setting (traçar uma visão, caminho) e Motivating (orientar equipes a seguir este caminho, motivando)
- Diversas teorias de liderança (área de conhecimento específico), campo amplo de “Mudança organizacional”
- Maior desafio: “promover mudanças”, para isso irá enfrentar resistências
- Resistências de pessoas ou grupos vêm da percepção de que a Utilidade será reduzida
- **Solução:** tratar estrategicamente a “proposta” em questão.
  - Flexibilidade da proposta (deixar aberturas para ajustes no caminho, para tratar resistências)
  - Comprometimento (confiança de que os esforços individuais não serão desperdiçados)
  - Consequências distribuídas (alguns ganham com a mudança, que sejam os que possuem maior poder de influência na trajetória, alguns perdem, reduzir tais impactos)
  - Cuidados com o marketing da proposta (pessoas devem conseguir entender a mudança, suas consequências, e aderir a ela)
  - Aproveitar janelas de oportunidade (ex. crises)

# Ética e novos valores em organizações

- Além da visão normativa (discussão do que é certo e errado, justo, ideal, “Bem e Mal”, Belo, discussão de campo da filosofia)
- Regras formais e informais regulam o que é “desejável”, o comportamento que é aceito ou não (independente se é bom ou não para sociedade, se é ‘Humano’ ou não).
- Tema de “*Corporate Social Responsibility*”, a organização se adapta em certa medida ao que é imposto pelo stakeholders (capitalismo de stakeholder)
- Exemplos:
  - Uso de animais para testes laboratoriais
  - Uso de conhecimento de povos originários, patenteados para fins comerciais (ex. [biopirataria/Priprioca/Natura](#))
  - Uso de mão-de-obra análoga à escravidão ([3,1 mil no Brasil em 2023, redução de custos/outsourcing na Zara; fazendas de arroz no RS;](#) )
  - Linguagem não violenta, Assédio moral e sexual ([aumento de casos em 2023](#)), racismo ([Relatório Ethos](#)).
- Uma das soluções: hotlines e canais de denúncias (ex. solução [KPMG](#)), contra ataques a defensores do clima (guia [Ethos](#)).

# Inovações em ferramentas de gestão: novos valores

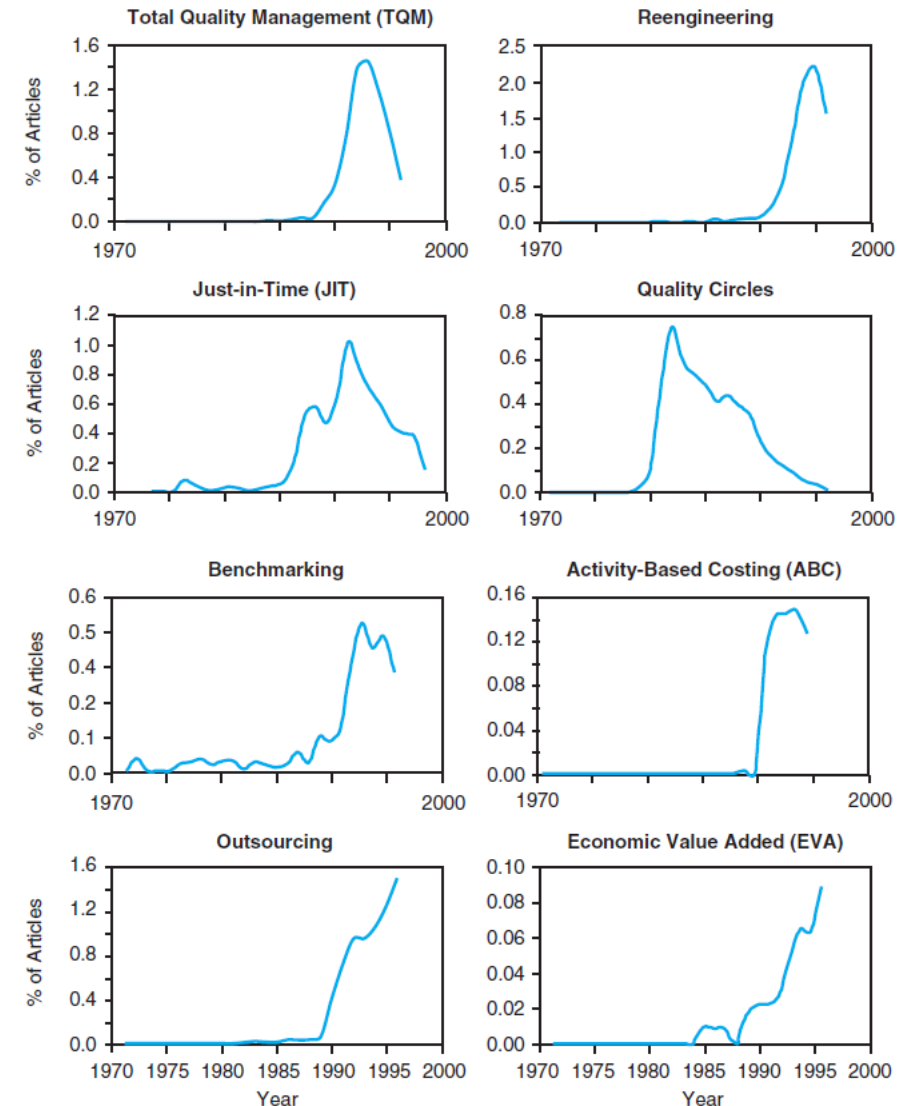
Exemplos de ferramentas/conceitos que surgiram na academia e foram adotados nas organizações.

Darwnismo econômico explica porque deixam de ser a solução preferida. O foco em eficiência da revolução industrial deixa de ser o único, surge capitalismo de stakeholder nas últimas décadas. Foco em meio ambiente/crise climática.

Sociedade e mercado mudam, organizações aprendem outras formas de gerenciar organizações.

**Figure 23.1** The Percentage of Business Articles Mentioning Various Management Techniques by Year

Among ABI/Inform articles that contain the words *business*, *management*, *firm*, or *managers*, the percentage of articles that mention selected management techniques between 1970 and 1998.



# Inovações na gestão

Porque falham?

Novas formas de gestão, em geral alteram pilares da arquitetura organizacional.

Afetam a Utilidade das pessoas (expectativa sobre benefícios/custo), dada suas preferências individuais.

Alguém que vê valor estar no controle de uma ação, tem utilidade reduzida quando o direito de decisão é transferido ou reduzido.

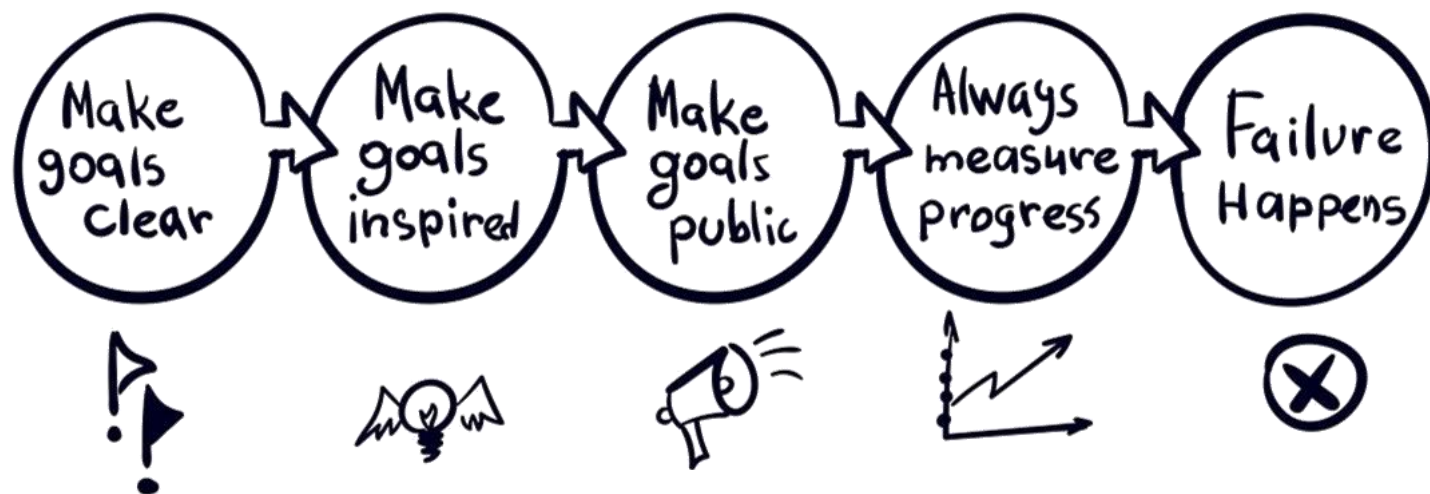
	Assignment of Decision Rights	Performance Evaluation	Reward System
Total quality management	X	X	
Reengineering	X		
Outsourcing	X		
Just-in-time production	X		
Quality circles	X	X	
Benchmarking*	X	X	X
Activity-based costing		X	
Economic value added		X	X
Empowerment	X		
Self-directed teams	X	X	
Venturing	X		
Incentive compensation			X
Cycle-time reduction	X		
Strategic alliances	X		
Management by objectives		X	
360° performance reviews		X	
Matrix organizations	X		

\*Any corporate policy can be benchmarked; thus benchmarking can be applied to all parts of the organization's architecture. However, in practice, firms often benchmark only one facet of the organization.

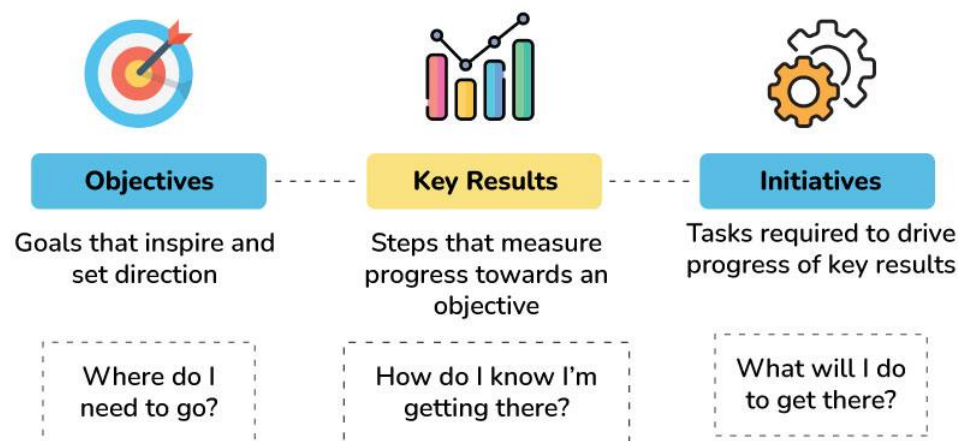
## OKR/KPIs e compromissos (alguns públicos)







## OKR MODEL AS A TOOL FOR STRATEGIC PLANNING



A avaliação de desempenho está associada a comunicar/negociar foco no esforço colocado, e como competências de pessoas serão valorizadas.

OKR é uma “goal-setting methodology”

Erros mais comuns: muitos objetivos de baixo valor!

<https://www.weforum.org/publications/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation/>

<https://www.synergita.com/blog/how-to-configure-okr-for-your-business/>

## Tipos de indicadores

OKRs ( 'Objectives and Key Results') podem ser 'lead metrics' ou 'lag metrics', e variar em relação ao compromisso com o atendimento. Ex. Integridade básica deveria ser do tipo 'Committed'

<https://okrframework.org/en/okr-blog/okr-metrics>

<https://www.whatmatters.com/resources/difference-between-okr-kpi>

<https://www.whatmatters.com/faqs/committed-aspirational-okrs-examples-difference>

## The 3 Types of OKRs











OKR estão além dos KPIs em geral focados em dimensões de desempenho comuns a diversos negócios e indústrias.

OKR é orientado pela missão da organização, e capta a entrega de ações, que não trazem impacto financeiro mensurável necessariamente, mas mostram se a missão está sendo valorizada e seguida.

KPI capta a rotina, números de operação, geração de caixa, número de clientes atendidos, com frequência mensal ou diária, não ligado a ações específicas, mas à rotina da empresa.

## KPIs vs OKRs: What's the Difference?

		Key Performance Indicators (KPIs)	Objectives and Key Results (OKRs)
WHAT		Numbers that track the operation of your business	Action-orientated goals and measures
FOUNDATION		Based on past results or future goals	Mission-based, aspirational and directional
DIRECTION		Monitors the “steady-state” and benchmarks	Audacious and bold, tied to mission
TRIGGERS		Actions are prompted when numbers are off track	Actions are taken as issues arise
DURATION		Measured on an ongoing basis	Time-bound, often quarterly
LIFESPAN		May be the same from quarter to quarter, year to year	Change from quarter to quarter, year to year

# Softwares OKR

Alguns aplicativos como Click-up, Airtable e Monday, permitem: gestão de projetos/ task management / OKR ao mesmo tempo.

Mas existe sugestões de outros, e o que considerar quando formos escolher entre eles.

<https://quantive.com/resources/articles/okr-software>

<https://clickup.com/blog/best-okr-software/>

<https://www.airtable.com/articles/product/best-okr-tools>

O OKRI Institute tem um aplicativo de IA para gerar indicadores.

<https://okrinstitute.org/okr-generator>

Fiz um teste com “*academic research*”, e a IA reproduz o senso comum da lógica de uma equipe de pesquisa. E que queremos mudar! Resultado:

## Objective #1

Increase the number of published research papers.

### Key Results

- Submit a minimum of 10 research papers to reputable academic journals.
- Have at least 5 research papers accepted for publication.
- Achieve a minimum average impact factor of 3 for published papers.

## Objective #2

Enhance collaboration and knowledge sharing within the team.

### Key Results

- Organize monthly research seminars to share ongoing work and insights.
- Establish a team collaboration platform for easy information sharing and communication.
- Increase the number of joint publications with other academic teams by 30%.

## Objective #3

Improve research funding acquisition.

### Key Results

- Apply for at least 5 research grants or funding opportunities.
- Secure funding for a minimum of 2 research projects.
- Increase the total research funding acquired by 20% compared to the previous year.

## DRAFT OKRS EA

Takes the guesswork out of drafting OKRs. In seconds, you can create OKRs for success. This AI tool doesn't replace a well-planned OKR implementation.

OKR Type: Team  
OKR Focus: academic research

### Objective #1

Increase the number of published research papers.

#### Key Results

1. Submit a minimum of 10 research papers to reputable academic journals.
2. Have at least 5 research papers accepted for publication.
3. Achieve a minimum average impact factor of 3 for published papers.

and knowledge sharing within the team.