Ambiente de Negócios no Brasil e *Desenvolvimento de Talentos Globais*
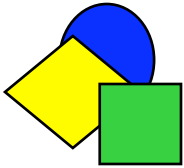
Edgard Cornachione, Ph.D.
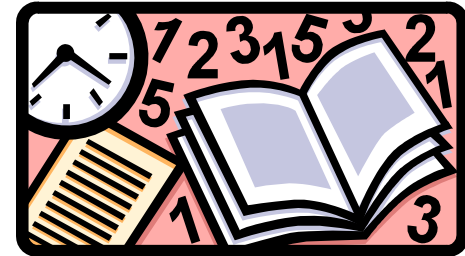
Topic 8

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But first...

Tarefas:
- -Leitura prévia (Learning Agility)
- -Projeto

Atividade (postar no Moodle):
A1) Reflexão crítica (SURVEY)
A2) Surprise me!

Projeto Final

Configuração

Grupos...
&
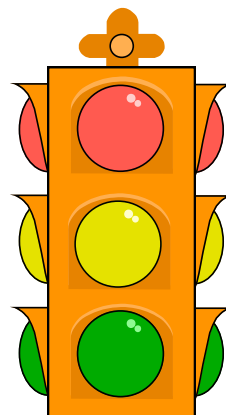Organizações

O Que é?
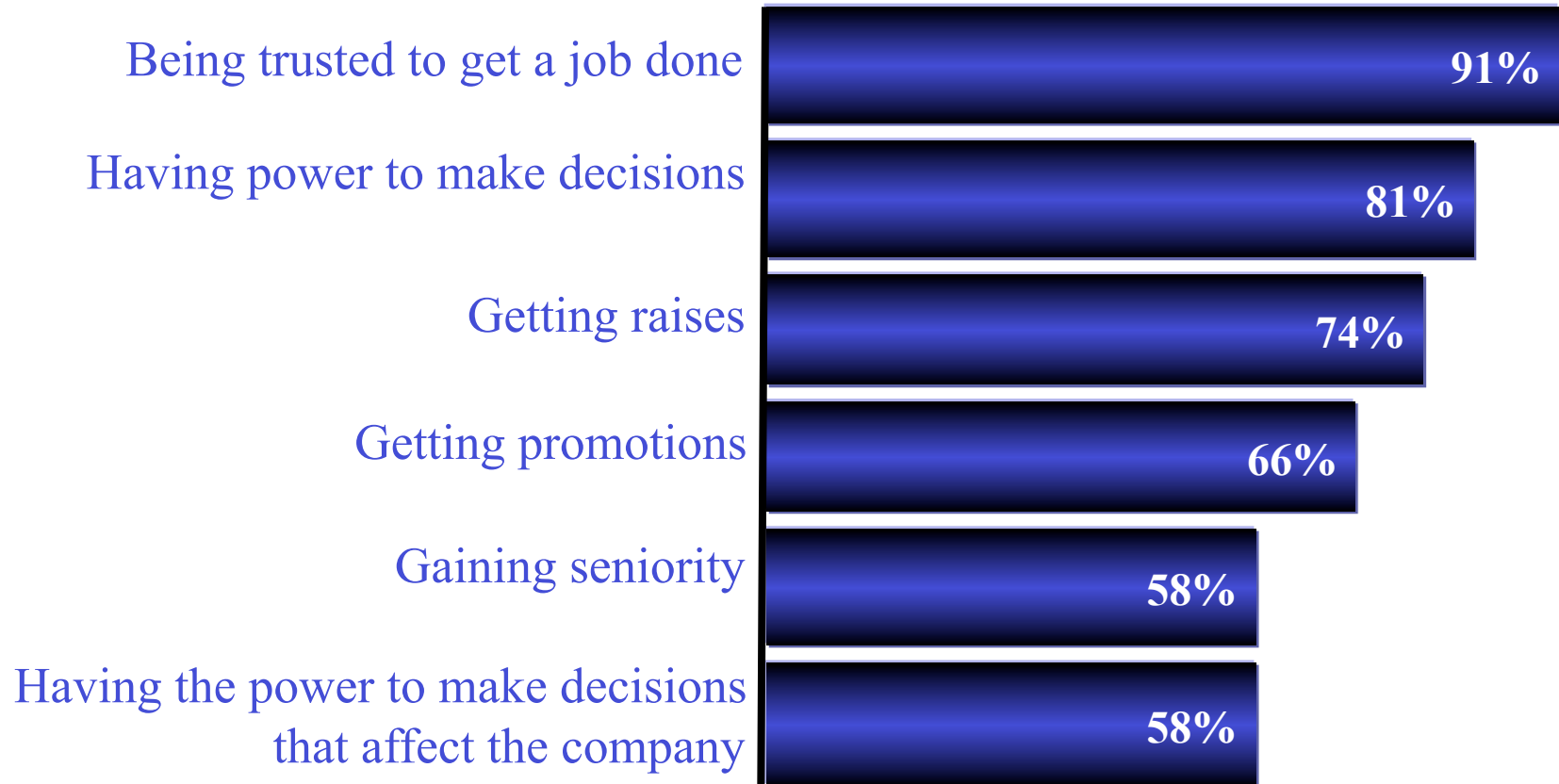
- *O que não é?*

Warming up...

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Temas

- Contexto Sócio-econômico e Cultural Brasileiro

- Ambiente de Negócios no Brasil
- Aspectos Legais e Formais

- Economia e Mercados
- Setores Agrícola, Industrial, e de Serviços
- Inflação Juros e Câmbio

- Planejamento e Controle nas Organizações

- *Gestão de Pessoas e Desenvolvimento de Talentos*

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Success ?!

Being trusted to get a job done — **91%**

Having power to make decisions — **81%**

Getting raises — **74%**

Getting promotions — **66%**

Gaining seniority — **58%**

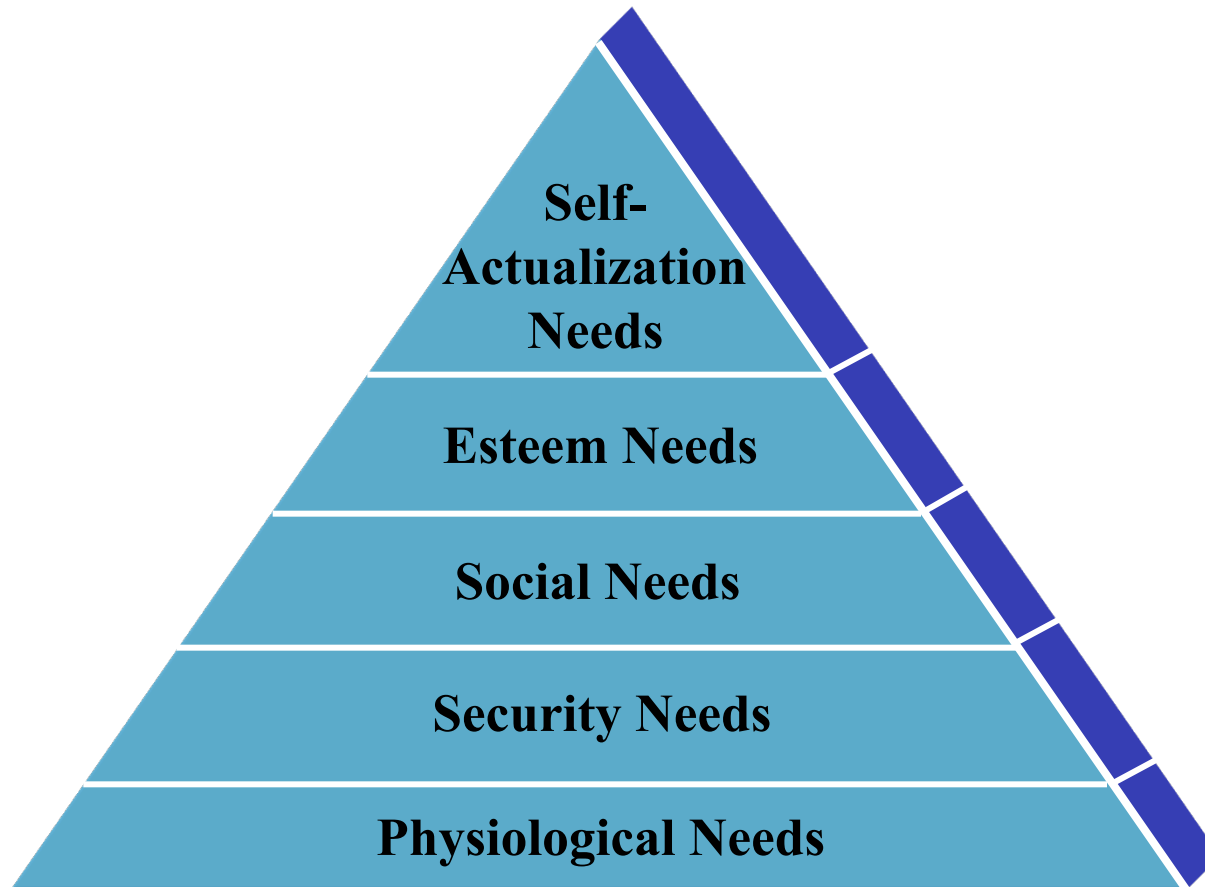Having the power to make decisions that affect the company — **58%**

Source: Survey of 2,000 adults by Randstad North America, Atlanta as reported ;in Kemba J. Dunham, "The Jungle/Focus on Recruitment, Pay and Getting Ahead," *Wall Street Journal*, May 23, 2001, p. B12.

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Maslow's Hierarchy of Needs

Self-Actualization Needs

Esteem Needs

Social Needs

Security Needs

Physiological Needs

Source: adapted from Abraham H. Maslow, "A Theory of Human Motivation," *Psychology Review* 50 (1943): 370-396.

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Myers-Briggs Type Indicator
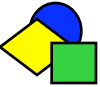
Extroversion/Introversion

Determines the source of mental energy. Extroverts (E) rely on others (peers and supervisors). Introverts (I) rely on themselves.

Sensing/Intuiting

Explains how information is absorbed. Sensing (S) types tend to be literal and methodical. Intuitive (N) types rely on patterns and relationships and are bored by details.

Thinking/Feeling

Refers to how decisions are made. Thinkers (T) are logical and objective. Feelers (F) deal more with emotions and tend to be empathic.

Judging/Perceiving

Refers to how quickly decisions are made. Judging (J) types need closure. Perceivers (P) make decisions slowly.

Source: Christopher Caggiano, "Psycho Path," *Inc.,* July 1998, p. 81. Reprinted with permission of *Inc.* Magazine, Goldhirsh Group, Inc. Reproduced by permission of the publisher via Copyright Clearance Center, Inc.

Talents

Learning Agility

Lominger Leadership Architect®

Mental agility

People agility

Change agility

Results agility

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Mental Agility

- Fresh thinker.
- Comfortable with complexity, ambiguity, and explaining own ideas.
- Gets to the root causes of problems.

- Finds parallels and contrasts.
- Questions conventional wisdom.
- Finds solutions to tough problems.
- Curious.

(Lombardo & Eichinger)

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People Agility

- Open-minded.
- Has a light touch.
- Cool and resilient under pressure.
- Self-aware.
- Personal improver.
- Likes to help others succeed.

- Comfortable with diversity.
- Can play many roles.
- Deals with conflict constructively.
- Skilled communicator.
- Understands others.
- Politically agile.

(Lombardo & Eichinger)

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Change Agility

- Passionate about ideas.

- Likes to engage in skill building activities.

- Likes to tinker.

- Can take the heat.
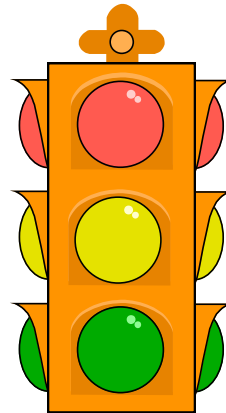
- Introduces new perspectives.

(Lombardo & Eichinger)

Results Agility

- Gets results under tough conditions.

- Inspires others.

- Exhibits presence that builds confidence in others.

- Builds high-performing teams.

- Can pull off things against the odds.

- Has drive and personal presence.

- Very flexible and adaptable.

(Lombardo & Eichinger)

How Learning Agile are you?

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Mental Agility

- High:
  - Oriented toward newness and complexity; mentally quick; seen as curious and inquisitive; delves deeply into problems

- Low:
  - May be caught in present paradigms; uncomfortable with change; unable to see problems from a fresh perspective; probably focuses on what, not why and how

- Some Causes:
  - Arrogant; not listening; impatient; mentally lazy; inconsistent; narrow background; opinionated; too focused; too rigid; too specialized

People Agility

- High:
  - Know themselves well; seek feedback; seen as helpful, constructive, and open to diversity; clear in presenting viewpoints; relates well to others

- Low:
  - Over- or underestimate themselves; don't know their limits; lack insight into self; might not handle conflict well; misread or mishandle situations

- Some Causes:
  - Doesn't care about others; doesn't listen; gets frustrated and has a temper; gets stressed or overwhelmed easily; impatient; narrow perspective; not observant; overly serious; resists feedback; self-centered; stuck in the past; withdrawn or shy

Change Agility

- High:
  - Likes to tinker with ideas; likely to be highly interested in continuous improvements; cool under pressure

- Low:
  - Likes things ordered and as usual; uncomfortable with experimentation; may appear resistant or disinterested in innovation; perfectionists

- Some Causes:
  - Avoids conflict; doesn't want to lead; fears criticism, failing, and uncertainty; not experimental; prefers predictability

Results Agility

- High:
  - Pulls things off under difficult conditions; builds high-performing teams; personally driven and adaptable

- Low:
  - Trouble with first-time or difficult situations; may have problems inspiring others; may lack drive

- Some Causes:
  - Does the minimum to get by; doesn't like to lead; gets easily upset; lacks intensity and edge; last to try what's new; not ambitious; not resourceful; not well networked; too comfortable with what is

Group Activity

- Gather in groups according to the area you assume you would have the highest score.
  - Mental
  - People
  - Change
  - Results

- In groups discuss:
  - Why do you think you are high in this area?
  - What characteristics do you share?
  - Does your group have more or less people than the other groups? Why?

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Improvement Strategies

1. Determine your strengths and take advantage of them.
   - Example: If you excel at team building, leverage that strength when you are in team situations.

2. Neutralize your weaknesses.
   - Example: If it is difficult to see problems differently, your first goal should be to neutralize or minimize this negative.

3. Seek feedback.
   - Poll people you work with about what you should keep doing, stop doing, start doing, etc.

Improvement Strategies

4. Build experience in those areas that are untested.
   - Maybe you don't deal with change well, but have never led a change effort.

5. GAG—Go Against your Grain.
   - Stretch yourself into uncomfortable areas.

6. You don't have to be good at everything.
   - Most successful leaders have 4 to 6 major strengths, but tend to lack glaring weaknesses.

Projeto Final

Andamento...

Learning Agility

Andamento...

Próxima aula...

Tarefas:
- -Leitura prévia (próxima aula)
- -Projeto

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