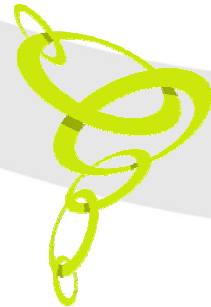


Workshop on Result-Oriented Intensive Management of Strategic Projects

Management System of Strategic Projects



Rio de Janeiro, August 9th 2006





Contents

A brief analysis on the
critical success factors in
the introduction of strategic projects, according
to the principles of result-oriented
management



Initiatives of the Result-Oriented Management of Strategic Projects

- **1996-99, Federal Government**
42 projects
- **2000-2002, Federal Government**
365 projects
- **2003, Government of Minas Gerais**
31 projects
- **2003-2006, SEBRAE PYMES Agency**
992 projects
- **2005-2006, APEX Export Promotion Agency**
140 projects
- **2005, Government of São Paulo**
46 projects



Critical Success Factors

- **Political support**
- **Manager's intervention**
- **Strategic monitoring**
- **Cooperation environment**
- **Financial resources flow**
- **Restriction management**
- **Communication**



Political Support

The **explicit** support from the highest-level authorities is essential to achieve:

- **Cooperation** among the entities involved in the implementation of the project
- **Priority** regarding the assignment of resources

Political support is not a concession. **It is a conquest.**



Manager's Intervention

It is the key factor, with the following characteristics:

- **Enterprising attitude** (not bureaucratic)
- Capacity to **solve problems**
- Capacity to develop a **collaborators' network** in the different entities that participate in the project
- Continuous **communication** effort oriented to all the parties interested in the project
- Continuous **motivation** of the staff



Missão do Gerente

- **Fazer fazer**
- **Fazer acontecer**
- **Fazer crer**



Strategic Monitoring

- **Monitoring is not follow-up**
- Monitoring is the **identification of problems**, either existing or potential, and the articulation of actions and people that lead to their **solution**
- Spreading of strategic information, updated and selective, in real time, to **make decisions**
- Managers' "solitude syndrome"



Cooperation Environment

- Cooperation **beyond the bureaucratic and formal limits** among leaders, coordinators, managers and the people responsible for monitoring
- Contribution to problem-solving is the reference for the coordination of the different members of the management staff. **How can I help?**



Financial Flow

The availability of financial resources is not the main restriction. **The most frequent obstacle is the insufficient capacity for management.**

- Financial flow as a leading factor for the satisfactory physical execution of the project
- Link between the resources flow and the physical progress of the project (on a monthly basis)
- Competition among projects



Restriction Management

Restriction management is the most efficient way of reducing the risks that threaten the project

- **Prospective focus**
- Overcoming restrictions according to the **new paradigm** of the result-oriented management: less bureaucracy, less formality, more cooperation



Communication

- **Communication is part of the project management**
- It is either the way to achieve and keep support from the **interested parties** – *stakeholders* – for the fulfillment of the project or to mitigate resistance
- Identification of the **demand for information** from the main interested parties
- **Constant communication effort through all the life cycle of the project**



Result-oriented public management – **New Public Management** – is replacing, in the most developed countries of our region, the **bureaucratic management**, which is characterized by **slow and formal processes and the lack of communication and cooperation among functions of the same organization** as well as a well-known series of problems that prevent from achieving relevant results and that also increase costs