

Projects Delevopment and Management

Demand Driven Strategic Planning

Chapter 12

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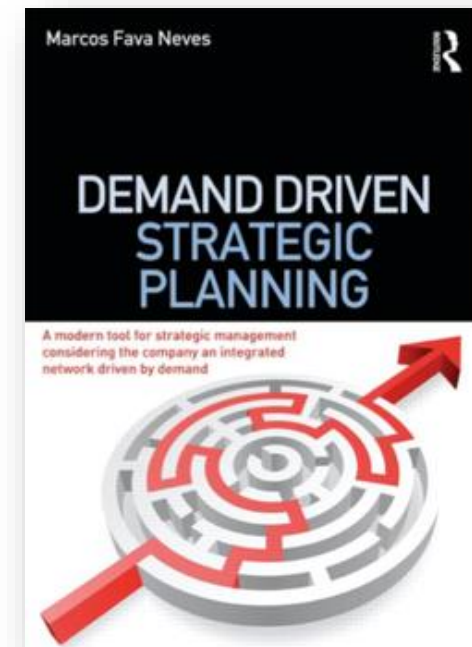
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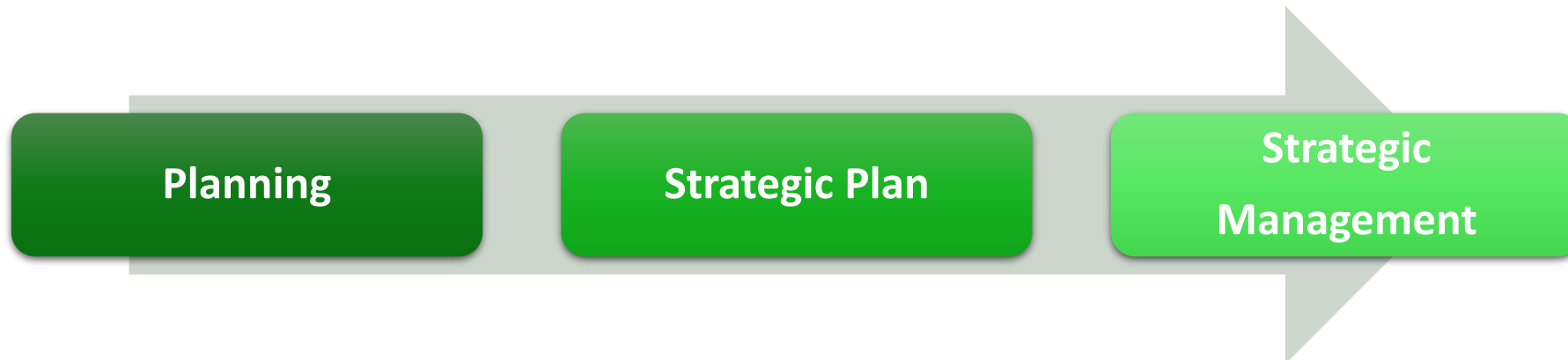
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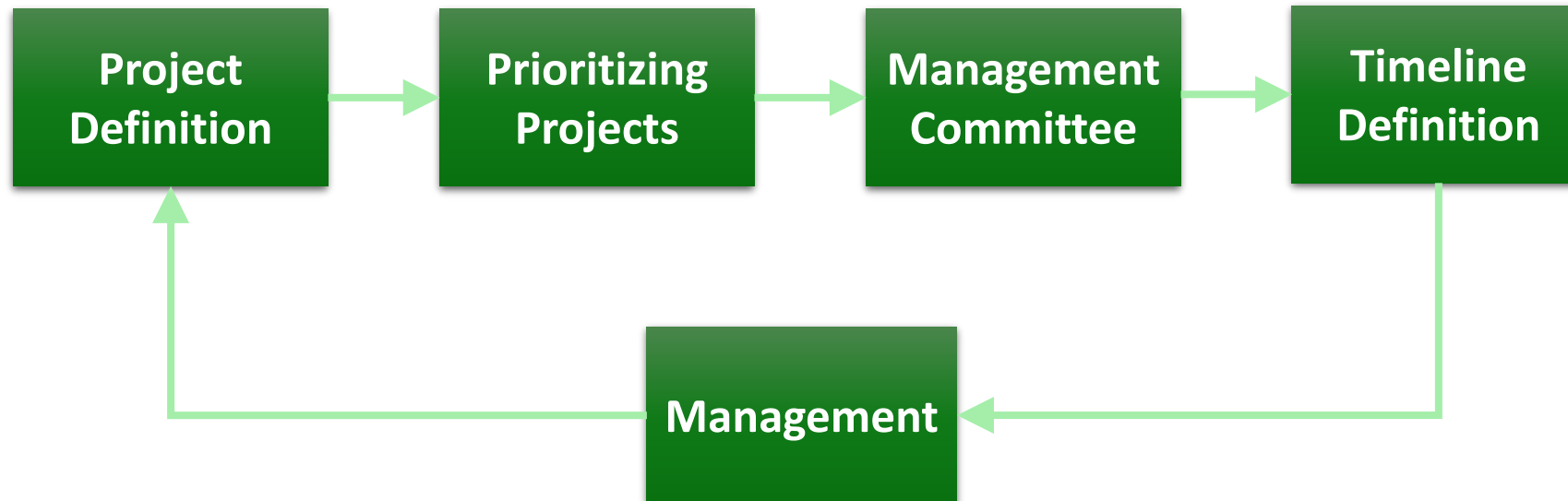


What is the Difference?

Strategic Plan
X
Strategic Planning
X
Strategic Management

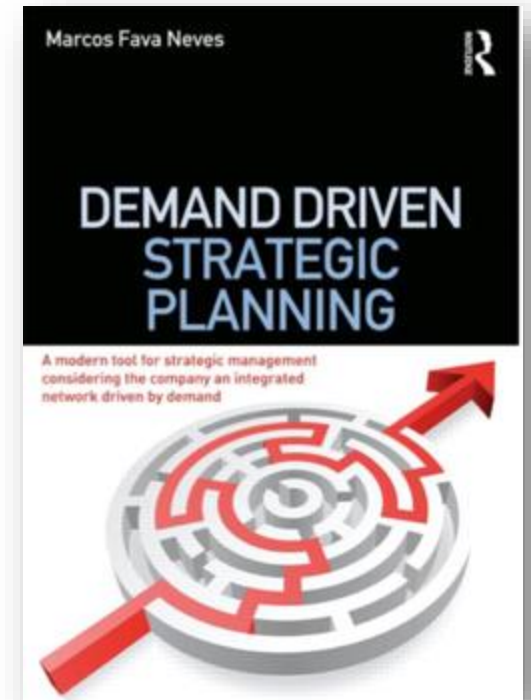


What are the Main Steps for Management and Control of Strategic Planning Process?



Main Steps for Management and Control of Strategic Planning Process

1. Identification and Detailing the Strategic Projects
2. Prioritization of Strategic Projects and Team Definition
3. Structuring a Management Committee
4. Structuring the Selected Projects Management with Prevention of Possibles Problems
5. Project Management and Make Possible Adjustments

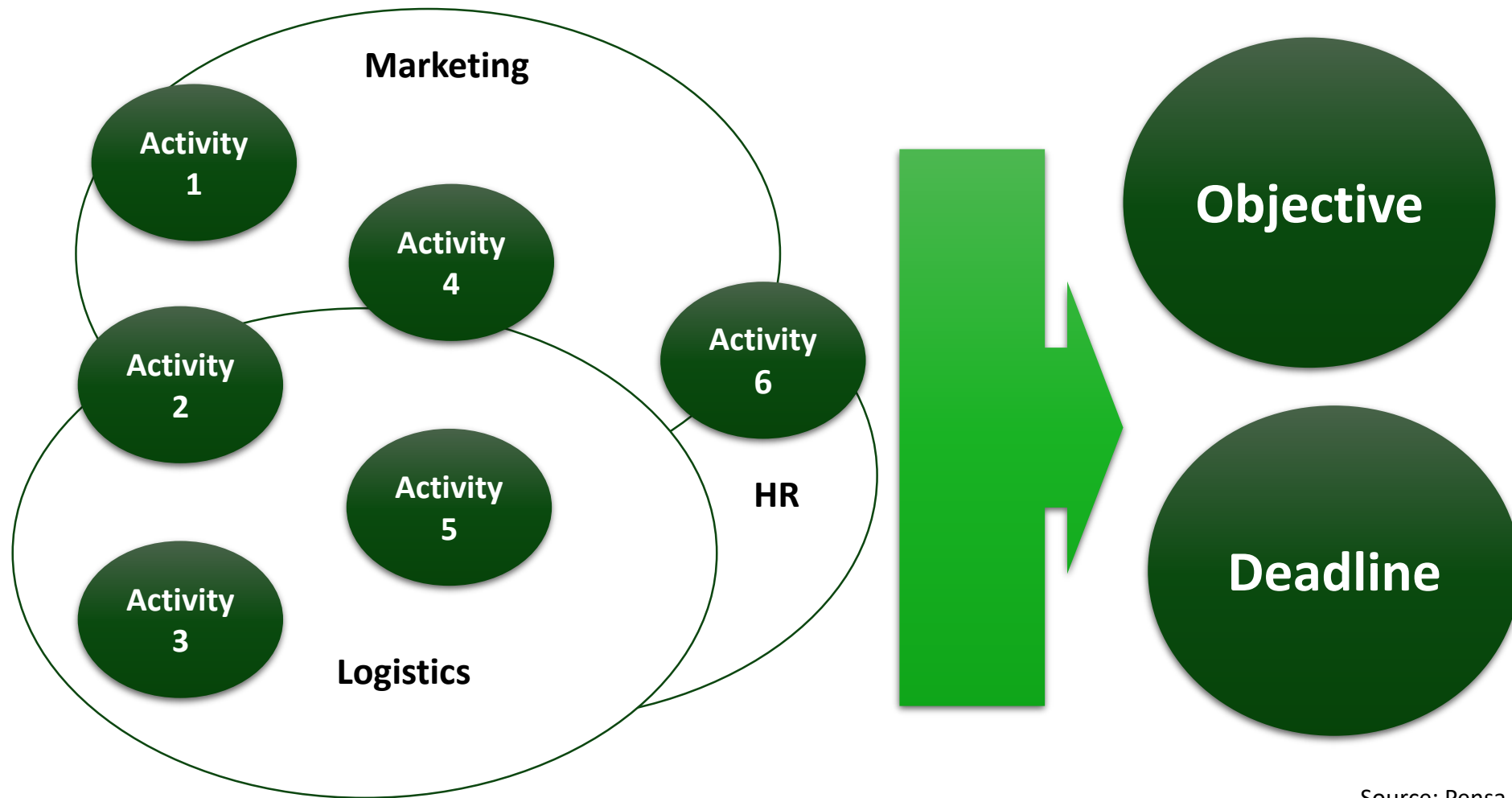


1. Project

A project is a set of coordinated **activities** with established **objectives and timeline**, with a finite and transient duration. The project involves **several functional areas** and **hierarchical levels** while extrapolates the routine.



1.1 - Scheme for Structuring a Project



Source: Pensa.
Figure 12.1 Scheme for structuring a project.

1.2 - Fundamental Topics in Project Management

Detailed Description of the Plan Developed in the Concept Phase	
1- Coordinator and team	Definition of a coordinator for the project. Appoint a team or someone committed to getting the project going.
2 - Objectives	The project must have clear objectives. In the same way the objectives of the strategic plan were made, the project (operational) objectives must be defined.
3 - Scope	Define the outline (project boundaries). List the actions that are part of the project. Clarify what is not a part of the project (in cases where boundaries are not very clear).
4 - Results	The results expected from the actions to be developed must be clear and well defined; it is the expectation at the end of the project.
5 - Expected Schedule	Make a time matrix scheduling the project's activities. Define activities in an analytical structure which successively decomposes the project's final result into stages and sub stages, until a level is reached where activities are sufficiently small for deadline estimates to be defined.

Table 12.3 Fundamental topics in project management.

1.2 - Fundamental Topics in Project Management

Detailed Description of the Plan Developed in the Concept Phase	
6 - Points of Control (indicators)	<p>Indicate the important points for the committee to follow up on the project. For example, the end of an economical analysis, a technical essay, the opinion of a specialist, etc.</p> <p>Indicators: Point out items that will evaluate the efficacy of the project's result. For example:</p> <p>Cost: Reduce ABCD's production cost by x%.</p> <p>Margin: Increase the EFGH's product line margin by y%.</p> <p>Quality: Reduce the contamination index to z%.</p> <p>Image: Change to w% the positive image evaluation index of products, according to perception research.</p>
7 - Budget / Resource Balance	<p>A large percentage of all projects will involve expenses in order to implement defined actions. Therefore, the budget of what will be spent should be discussed by the committee and the expenses approved.</p>
8 - Contingency Plan	<p>Actions to be taken can be highlighted, where there are unexpected or undesirable events.</p>

Table 12.3 Fundamental topics in project management.

Source: Developed by the author, based on Pensa Projects and contributions from Roberto Waack.

Project X

OBJECTIVES

XXXX

ACTIONS

- X
- X
- X
- X
- X
- X
- X

TEAM

Coordinator:

Fulano

Participants:

Ciclano

Beltrano

RESULTS

Main KPIs

8. Strategic Intelligence

Objectives

Develop a strategic intelligence system, incorporating strategic issues for the development of the industry as well as improvements in monitoring systems.

Actions

- Map international NGOs that attacks GMOs and create a dialogue.
- Constant update AgroBio's database (IT).
- Include in AgroBio's database information and tracking of laws and IP decisions.
- Strategic management of data to generate information and support decision making.
- Create an environment in which associated organizations may share trends and information about new technologies being developed.
- Monitor possible topics impacting the industry.
- Work together with CIB to avoid duplicity.
- Catalyst position in partnerships with research companies and funding organizations.

Source: elaborated by Markestrat.

Example

8. Strategic Intelligence

Indicators	KPIs	Unity	Goals
Map NGOs against GMOs	NGOs mapped	%	100%
Relationship with these NGOs	Meetings and communications with NGOs	number	2 per year
Improvements in AgroBio's database	Tracking of laws and IP decisions	-	-
Proximity with CIB	# of meetings with CIB	number	Increase of 20%
Foster partnerships with research and funding companies	# of meetings	number	Increase of 20%
New technologies	Answering to tech changes	Time (days)	Reduce by 10%

TEAM

Coordinator:
Mário
Participants:
Alessandra
Adriana
Eliane
Companies Representatives

SINERGY

Legislative and Executive Issues (3)

Industry Representation and Relationship (4)

PRIORITIZATION

Final: 4th (7,2)

Relevance: 7,4
Urgency: 7,1
Easiness: 7,1

Source: elaborated by Markestrat.

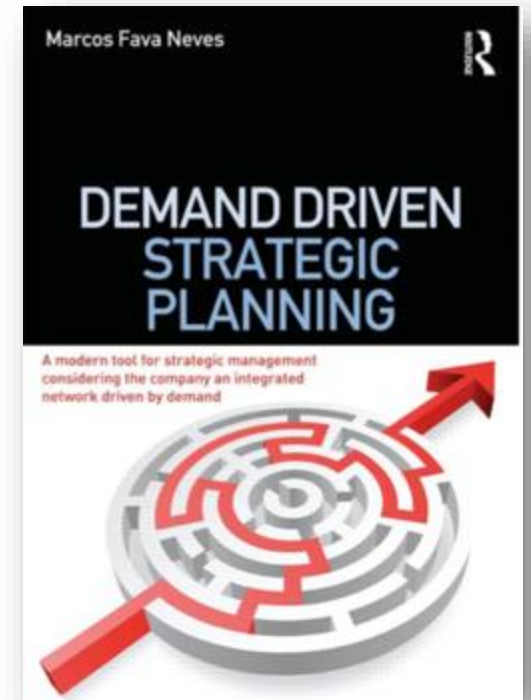
1.4 - Inter-Relationships Between the Projects

Projects	1	2	3	4	5	6	7	8	9	10
1	O	X					X			
2	X	O			X		X	X	X	
3		X	O			X	X		X	X
4		X		O	X	X	X		X	
5	X	X		X	O		X	X	X	
6	X		X			O	X		X	X
7	X	X	X	X	X	X	O	X	X	X
8	X	X			X		X	O		
9		X		X	X	X	X		O	
10		X	X			X	X		X	O

Source: Developed by the author.
Table 12.4 Interrelationships between the projects.

Main Steps for Management and Control of Strategic Planning Process

1. Identification and Detailing the Strategic Projects
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2.1 - Project Prioritization Tool

Resources (time and money) are finite and limiting for an organization. Actions must be prioritized accordingly with the current objective and long term planning of organizations.

Project/Actions	Urgency (need for rapid Implementation)	Relevance (impact on company results)	Investment Needed (\$\$)	A x B x C
Project A	8	3	8	
Project B	9	7	7	
Project C	4	10	6	
Project D	5	1	9	
Project Z	7	7	3	

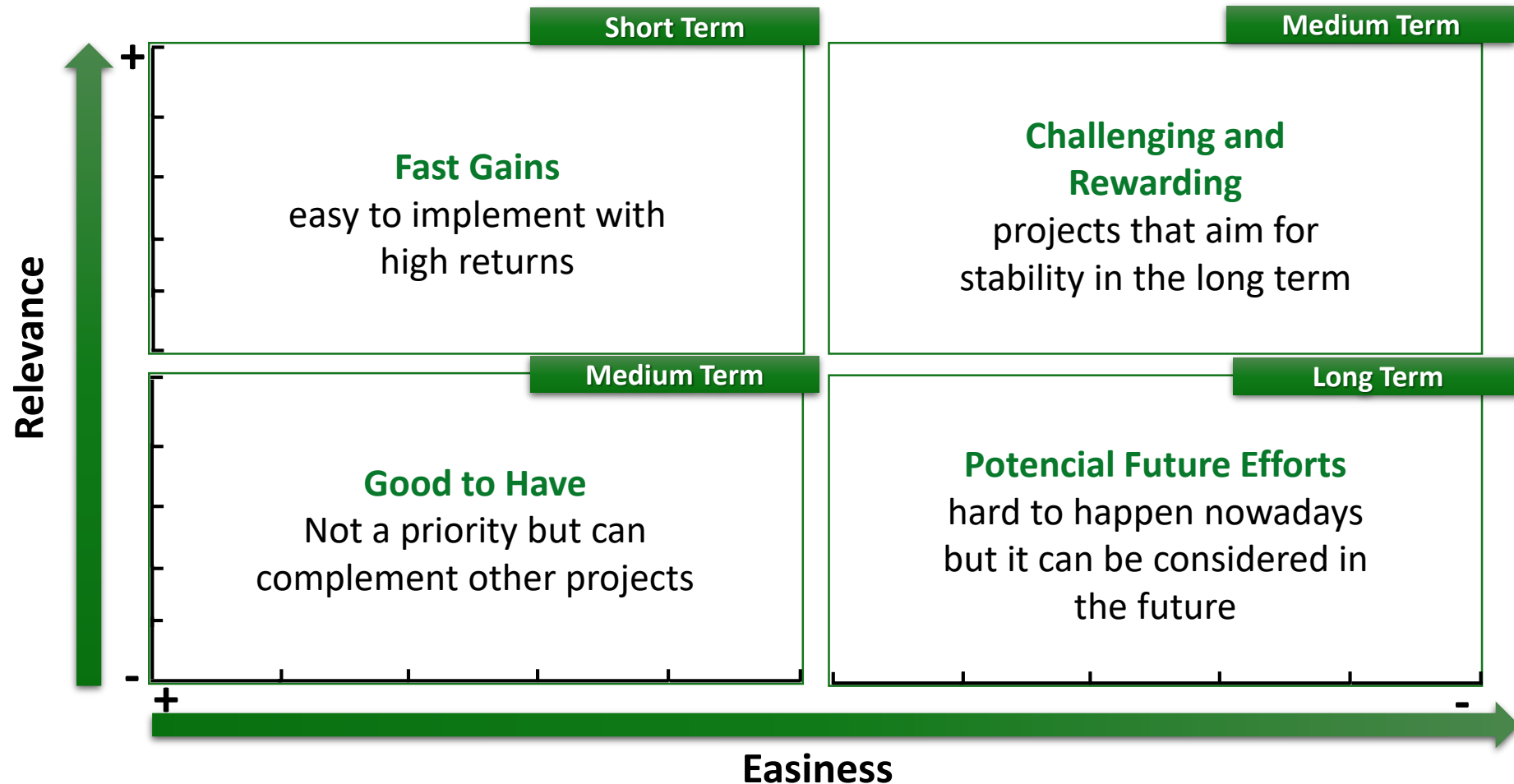
Source: Developed by the author.
Table 12.2 Project priority tool.

2.1 - Prioritization of Projects

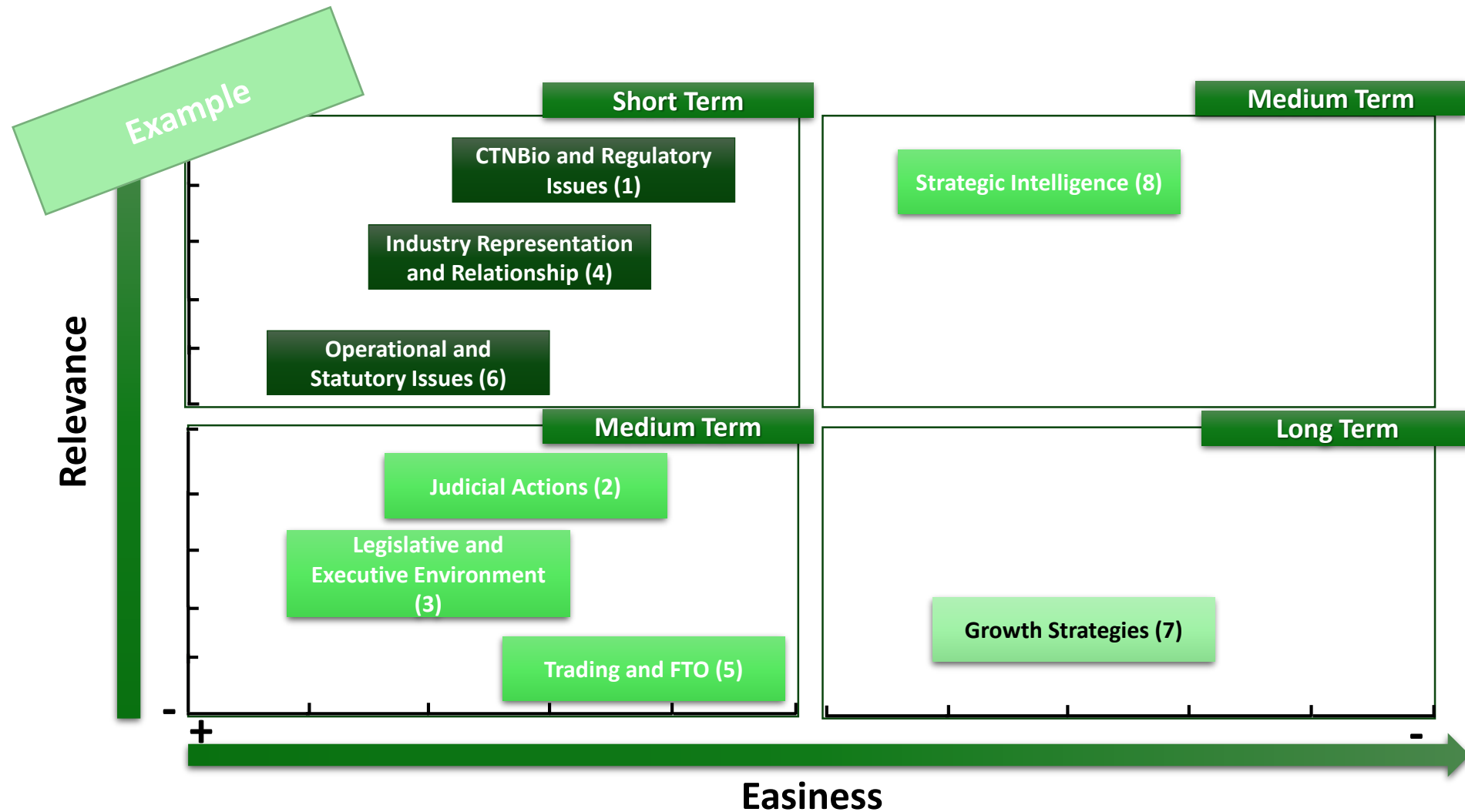
Example

Projects	Relevance (0 to 10)	Urgency (0 to 10)	Easiness (0 to 10)	Final Score	Prioritization
CTNBio e Questões Regulatórias	10,0	10,0	7,6	9,2	Short Term
Questões Operacionais e Estatutárias	8,0	9,4	8,6	8,7	Short Term
Representação Setorial e Relacionamento	8,8	8,4	8,1	8,4	Short Term
Inteligência Estratégica	7,4	7,1	7,1	7,2	Medium Term
Ações judiciais	8,0	7,5	5,4	7,0	Medium Term
Ambiente Legislativo e Executivo	7,4	7,1	5,9	6,8	Medium Term
Trading e FTO	7,0	7,9	5,1	6,7	Medium Term
Estratégia de Fortalecimento	6,8	6,0	6,1	6,3	Long Term

2.1 - Prioritization of Projects Matrix

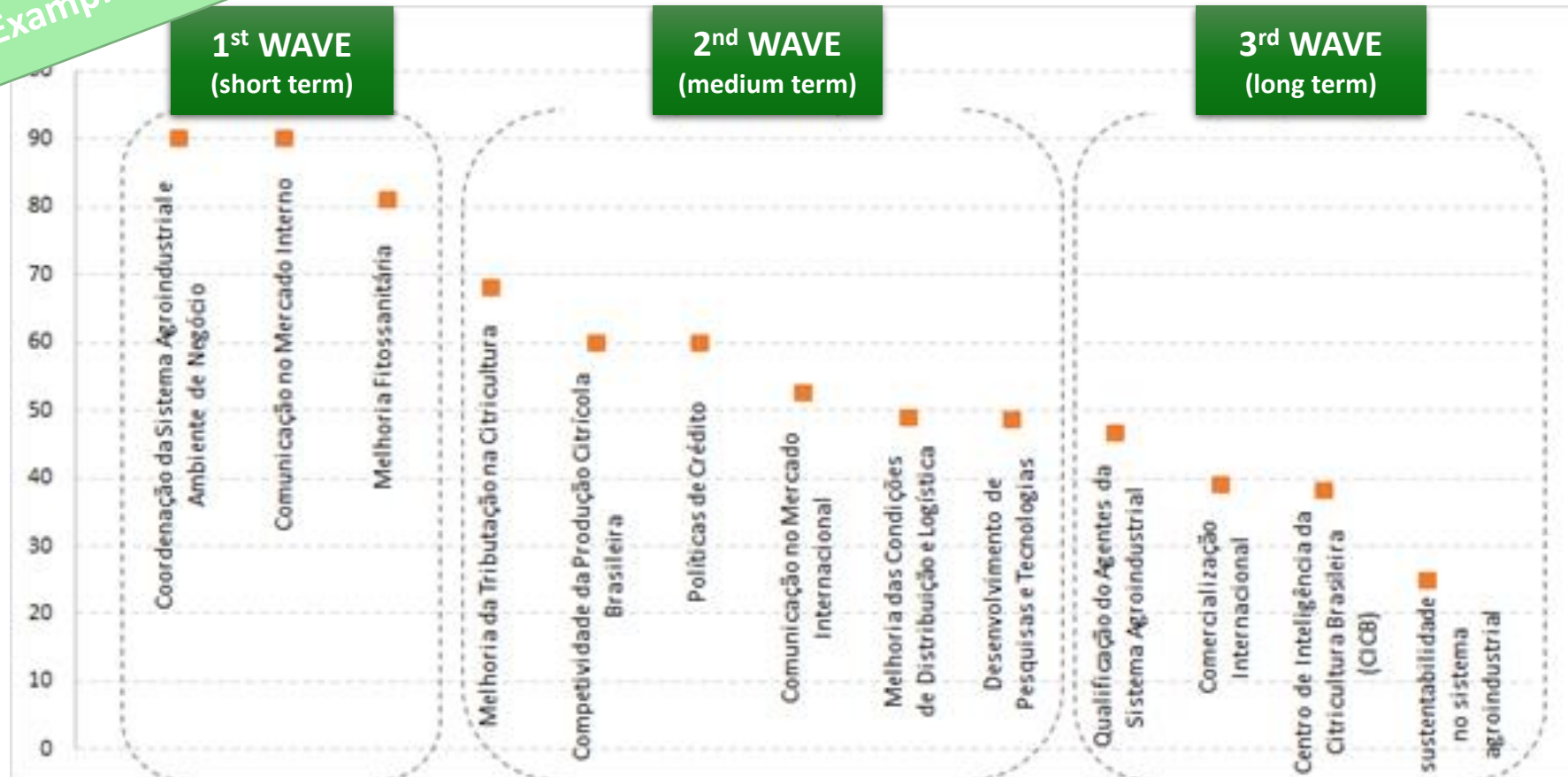


2.1 - Prioritization of Projects Matrix



2.1 - Prioritization of Projects

Example





COPLANA - Cooperativa Agroindustrial

Highly Selected Peanuts



Início



Contato

Coplana

Coopecredi

Credicoplana

Socicana

Empresa

Filiais

Serviços

Trabalhe conosco

Acesso

Apoio ao
Cooperado/Cliente

Invoice Tracking

Cotações B2B

Caderno de
campo

Plano de Negócios • Contabilidade • Contas a Pagar, a Receber, Tesouraria
Administração do Tempo • Gestão da Mudança
Custos e Orçamento • Negociação • Liderança • Inteligência Emocional

AMENDOIM
COPLANA



COMUNICADO
IMPORTANTE

Produtores de
amendoim, soja e milho

Clique Aqui

Cooperado,
seus créditos
de ICMS
valem
produtos na
Coplana!



INSUMOS
COPLANA

Eventos



Coplana - Cooperativa Agroindustrial



markestrat
Agribusiness

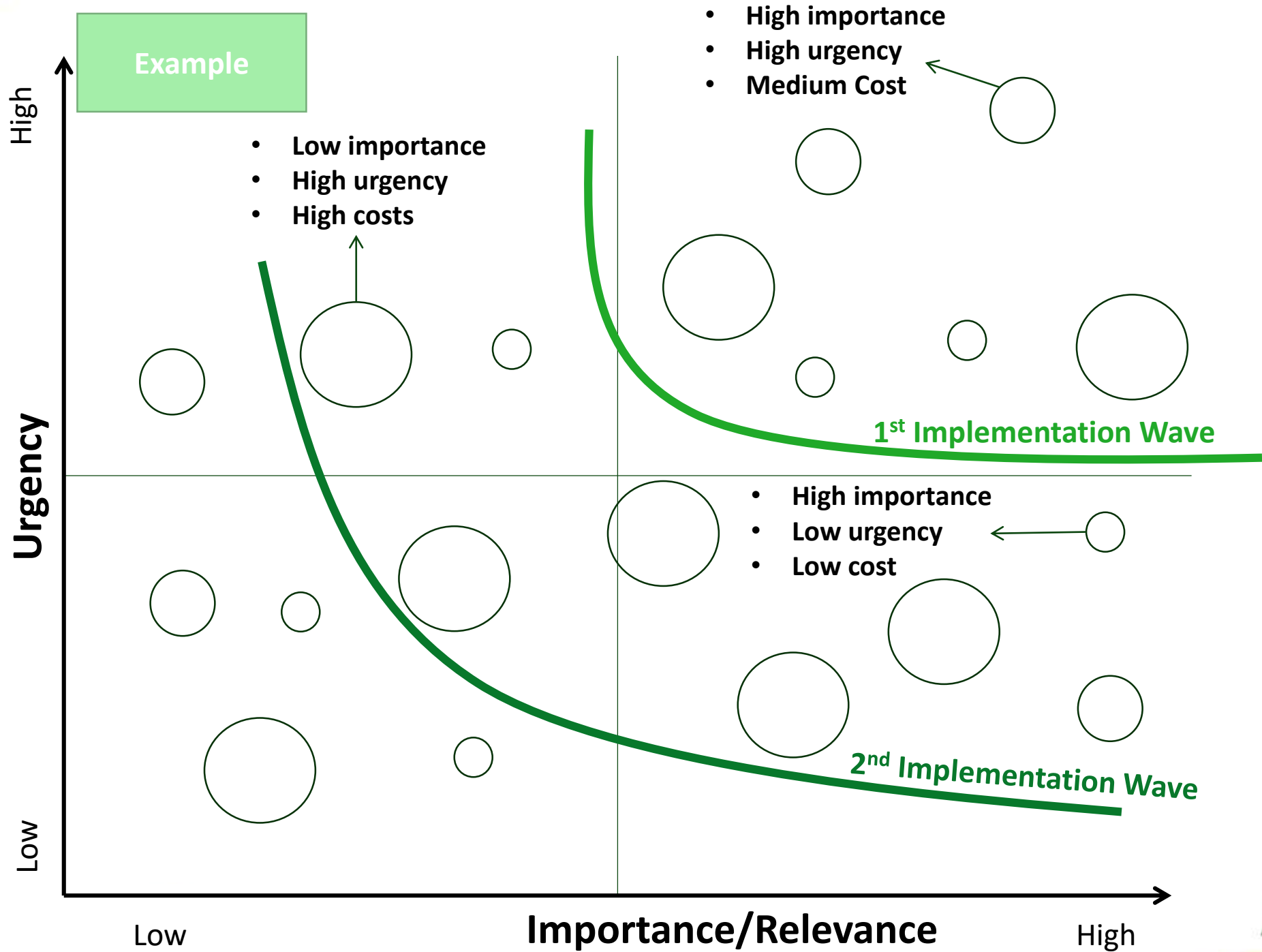


FGV EAESP

fearP

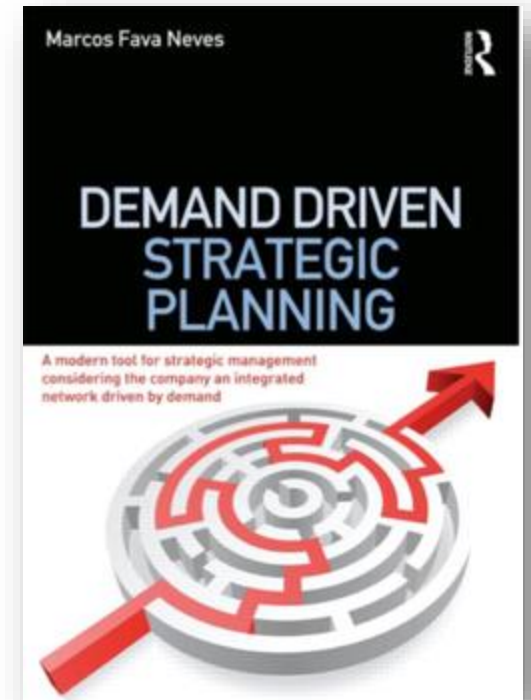
Doutor
Agro

LISTA DE PROJETOS ESTRATÉGICOS COPLANA 2017									
TOTAL	MEDIA					LIDER	EQUIPE		
200	10.00	GRÃOS 01 - Aumento da Capacidade de Pré-Limpeza (TIR)				Paulo Bortolin	Vicente, Mineiro e Matheus		
200	10.00	GRÃOS 02- Sistema de Armazenamento para Produto Acabado (TIR)				Paulo Bortolin	Vicente, Mineiro, Faverton, Jarbas		
189.5	9.48	GRÃOS 04- Nova Unidade de Tratamento de Sementes (TIR)				Mineiro	Paulo, Paulo, Anselmo, Ednel		
187.4	9.37	GRÃOS 09 - Planta de Extração de Óleo (TIR)				Paulo Bortolin	Vicente, Mineiro e Anselmo		
182	9.10	GRÃOS 07- Fomento de Áreas de Produção de Amendoim				Paulo Henn	Marta, Ednel, Dedé		
180.5	9.03	GRÃOS 08- Programa de Pesquisa de Amendoim (Estação Exp.)				Paulo Henn	Marta, Amauri, Pablo		
177	8.85	GRÃOS 12- Projeto de Redução de Custos de Produção no Campo				Amauri	Paulo Henn, Ednel e Guilherme		
167	8.35	GRÃOS 03 - Novo Armazem a Granel para Amendoim Casca (TIR)				Vicente	Mineiro, Paulo Bortolin, Jarbas e Matheus		
151.5	7.58	GRÃOS 06- Adequação do Regime de Trabalho (TIR)				Gustavo	Marta, Mineiro, Mirela, Fernando e Almir		
106.5	5.33	GRÃOS 05- Aumento da Capacidade de Blanchamento (TIR)				**Chico	Cesar, Vicente, Rafael Peixinho, Mineiro e Paulo Bortolin		
100.5	5.03	GRÃOS 11 - Fabricação de Pasta de Amendoim (TIR)				**Chico	Cesar, Vicente, Rafael Peixinho, Mineiro e Paulo Bortolin		
70	3.50	GRÃOS 10 - Projeto de Geração de Energia com a Casca (TIR)				**Paulo Bortolin	Vicente, Mineiro e Anselmo		
TOTAL	MEDIA					LIDER	EQUIPE		
200	10.00	SILOS 02 - Troca do Secador de Soja por Novo com Capacidade 60t/h				Vicente	Paulo Bortolin, Paulo Henn, Dedé		
200	10.00	SILOS 03- Reforma Geral do Secador de Milho com Peças da Soja				Vicente	Paulo Bortolin, Paulo Henn, Dedé		
199	9.95	SILOS 01 - Prospecção de Novos Produtores, Tradings e Armazenadores				Paulo Henn	Fernando e Dedé		
TOTAL	MEDIA					LIDER	EQUIPE		
194.5	9.73	COMERCIAL 05 - Projeto Nova Loja da Filial de Jaboticabal (TIR)				Luiz Torquato	Ednel, Mirela, Cesar e Dagmar		
183.5	9.18	COMERCIAL 01 - Projeto Filial de Minas Gerais (TIR)				Ricardo	Luiz Torquato, Ednel, Mirela e Marcos Minari		
180.5	9.03	COMERCIAL 07 - Projeto de Segmentação Estratégica				Luciana	Juliana, Ednel e Marcelo, Fião e Mirela		
180.5	9.03	COMERCIAL 08 - Projeto de Grandes Grupos e Empresas de Insumos				Ednel	Rodolfo, Luciana e Marcelo		
180.5	9.03	COMERCIAL 09 - Projeto Conhecimento de Fidelização de Cooperados				Juliana	Marta, Luciana, Regiane, Fião, Mirela e Ednel		
180	9.00	COMERCIAL 04 - Projeto Filial de Insumos Pecuários (TIR)				Gustavo Vilela	Luciano, Luiz Torquato, Cesar		
178	8.90	COMERCIAL 06 - Projeto Centro de Educação Socio Ambiental				Amauri	Igor, Marta, Regiane e Pedro Sgarbosa		
176.5	8.83	COMERCIAL 02 - Projeto Filial de Monte Aprazível (TIR)				João Lourenção	Ednel, Luiz Torquato e Eduardo Pacifico		
159.4	7.97	COMERCIAL 03 - Projeto Filial de Batatais (TIR)				Marcelo	Edvaldo, Marquinhos		
TOTAL	MEDIA					LIDER	EQUIPE		
200	10.00	ADMFIN 02 - Programa de Desenvolvimento de Lideranças, Sucessão				Gustavo Chioda	Mirela, Tamiris		
200	10.00	ADMFIN 03 - Melhoria da Gestão Orçamentária				Dirson	Rafael, Mirela e Stella		
199	9.95	ADMFIN 04 - Escrever Normas e Procedimentos, Políticas e Manual				Rafael	Dirson e Comitê Gestor		
178.5	8.93	ADMFIN 05 - Inteligência Analítica de Informações				Flávio	Fião, Junior, Mirela, Chico e Ednel		
177	8.60	ADMFIN 01 - Programa de Adequação do Site Coplana				Juliana Morato	Dedé, Regiane, Fião e Mirela		



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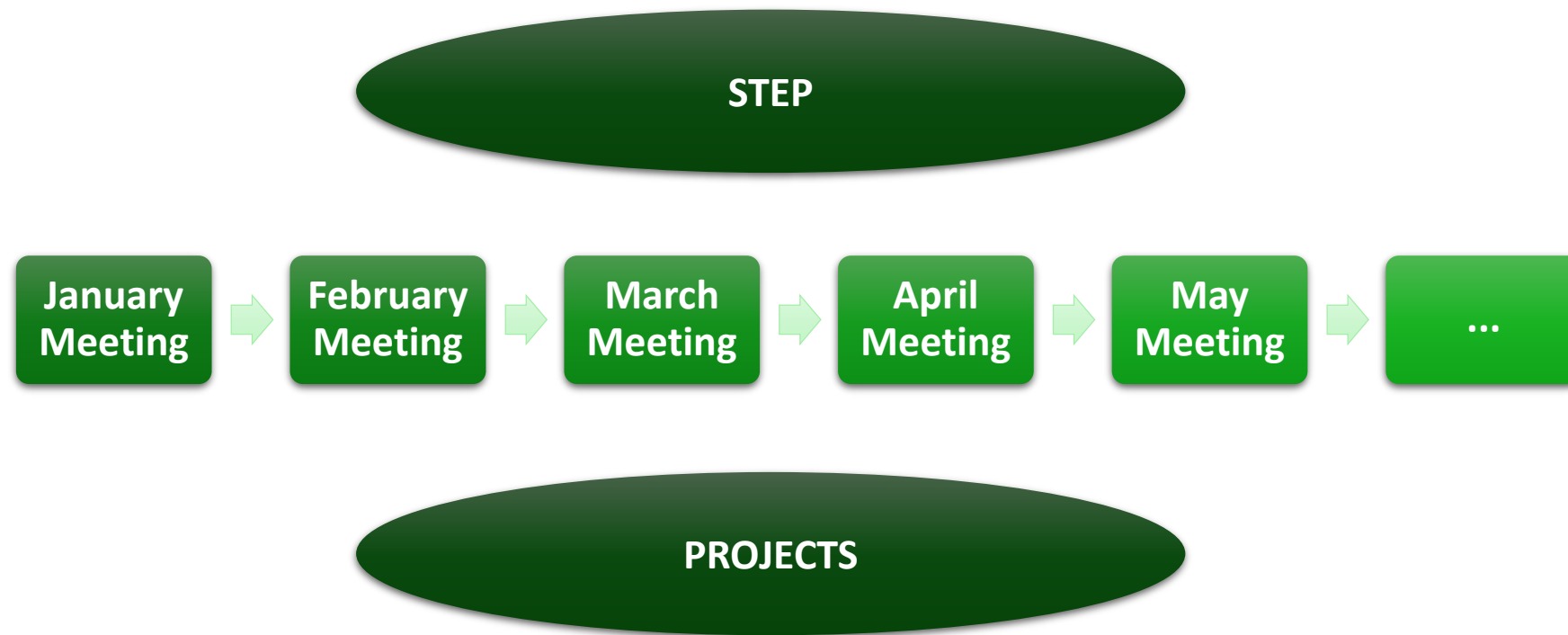


3.1 - Implementation Method: Committee

- Who are they: organization members and possible external agents
- Definition of responsibilities of the Steering Committee and of the Project Coordinator.
- **Management/Steering Committee:**
 - Defined by the controllers
 - Small decision-maker group
 - Project's evaluation and adjustments forum
 - Monthly meetings
 - Company management routine

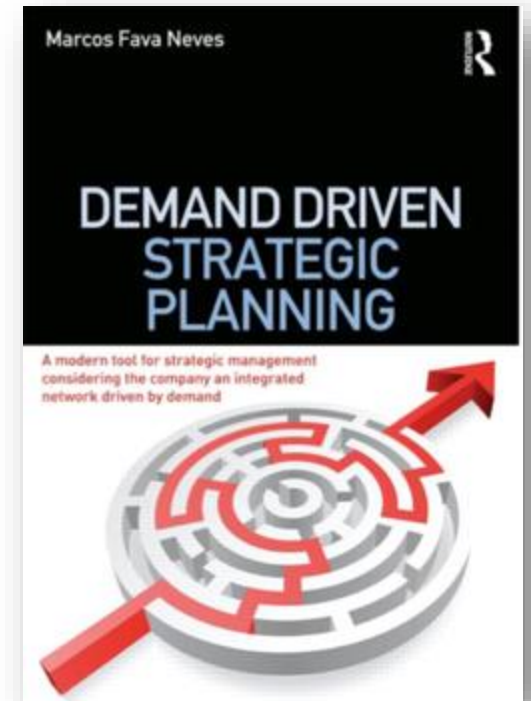


3.2 - Strategic Management Meetings

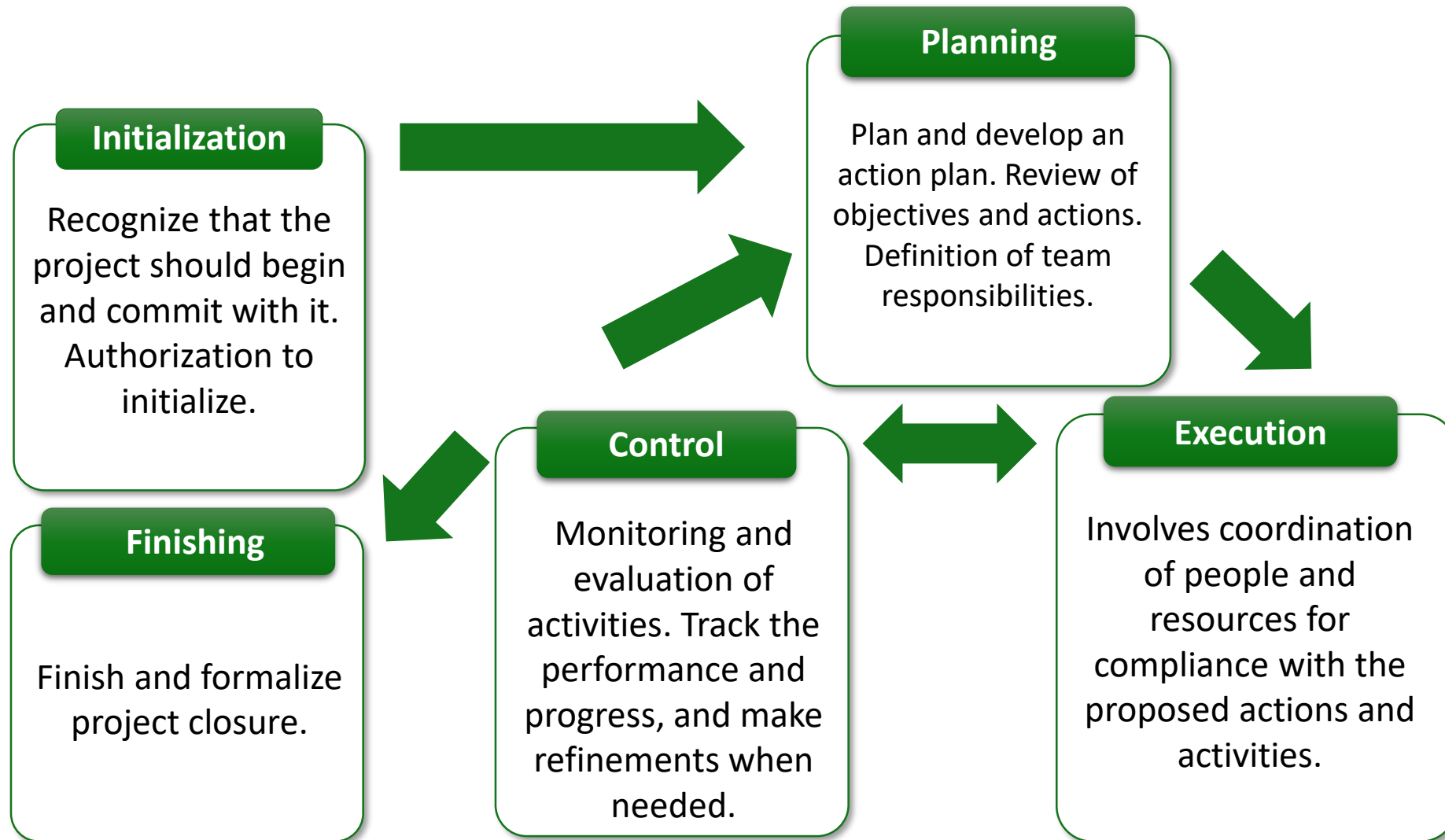


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4.1 - Implementation Process



4.2 - Project Management Control Tool


Project actions	Responsible person	Deadline

Source: Developed by the author.

Table 12.5 Project management control tool.

4.3 - Tools for Plan Management

- For management and tracking of plan's execution, several tools may be used, varying with the complexity of the plan, number of projects, resources that the organization owns, the team knowledge on project management tools, and the level of control wanted.
- Some tools that can be used vary from simple or customized Excel spreadsheets to project management softwares (online and offline).
- Some examples of softwares that are used for managing projects:
 - ✓ Oracle Primavera
 - ✓ Microsoft Project
 - ✓ Deskaway
 - ✓ jxProject
 - ✓ GanttProject
 - ✓ OpenProj
 - ✓ Project Planner
 - ✓ Project Engine Personal
 - ✓ Streber
 - ✓ Eventor
 - ✓ Go Plan
 - ✓ Wrike
 - ✓ Project2Manage
 - ✓ Task Juggler
 - ✓ Open Workbench
 - ✓ Planner
 - ✓ NB Projet
 - ✓ Tutos
 - ✓ OmniPlan
 - ✓ Planner
 - ✓ DotProject

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5	Plano Estratégico "Empresa X"																																			
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8																																				
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10	OBJETIVOS							COORDENADOR(A)																												
11	Objetivos							Coordenador do projeto																												
12																																				
13																																				
14	ESCOPO							INDICADORES DE DESEMPENHO quais os principais indicadores de performance do projeto																												
15	Até onde o projeto vai																																			
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19	quais os principais produtos que surgirão deste projeto																																			
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CRONOGRAMA - DETALHAMENTO DO PLANO DE PROJETO

Referente ao Projeto 1

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4.4 - Management and Control

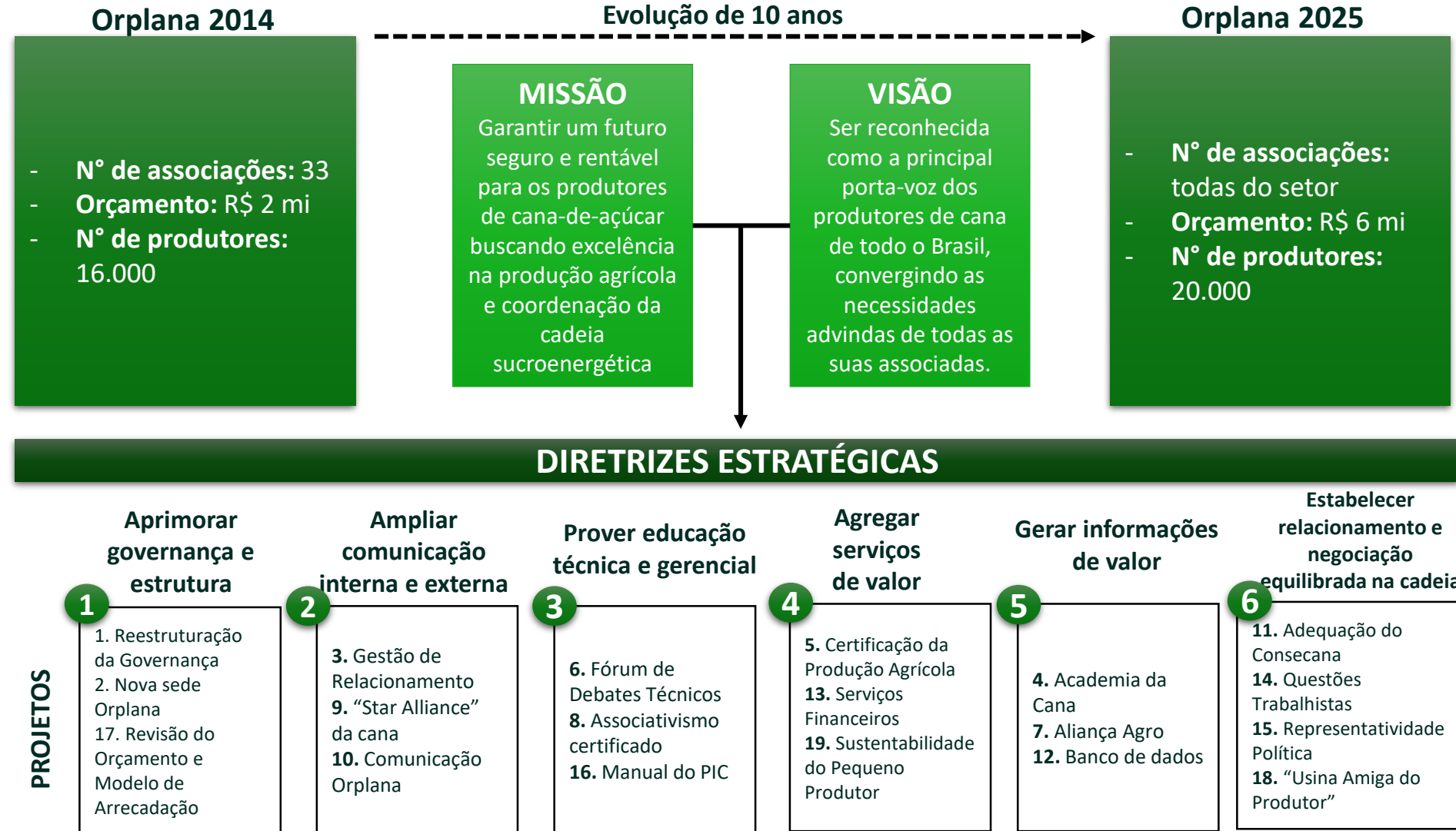
Questions:

- ✓ Company is heading the right direction?
- ✓ The main resources are allocated where it should?
- ✓ External environment variables and trends are still valid or should be reviewed?
- ✓ Critical activities are being developed?
- ✓ Strategic guidelines need to be adjusted or rebuild?
- ✓ Progress has been made until now?
- ✓ Objectives and timelines are being fulfilled?
- ✓ Method adjustments are necessary?

Strategic control

- ✓ Preliminary: prevent possible mistakes and deviations;
- ✓ Simultaneous: events and process monitoring according to its development, problem correction when it appears;
- ✓ *Feedback*: disclosure of achieved results and performance indicators of strategic projects and objectives.

Orplana - Objetivos e Posicionamento Estratégico



2016-2018 Strategic Map

VISION

Be a world reference in industry representation, defending the biotechnology development on production chain and in value generation in Brazilian agribusiness.

OBJECTIVES

Acting in the development and defense of biotechnology applied to agribusiness, representing its associates in legal and regulatory issues, providing a legally safe environment.

To act in the improvement of the legal and regulatory environment maintaining interface with regulatory governmental bodies

Strengthen relationships with other entities related to the sector aiming at the defense of biotechnology in Brazilian and world agribusiness

Communicate in an efficient and educative way in order to raise the awareness of the public on issues related to biotech in agribusiness

Improve the association's internal environment for better results and performance

Acting internationally, coordinating approvals and maintaining good relationships with international agents in biotechnology

MISSION

To act in the improvement of a functional regulatory structure and in obtaining a legally safe environment for the development of biotechnology applied to the sustainable production of food, bioenergy, wood and fiber.

STRATEGIC GUIDELINES

PROJETCS

Regulatory and Legislative



1. CTNBio and Regulatory Issues
2. Judicial Actions
3. Legislative and Executive Environment

Relationship



4. Industry Representation and Relationship
5. Trading and FTO

Internal Environment



6. Operational and Statutory Issues
7. Growth Strategies

Strategic Issues

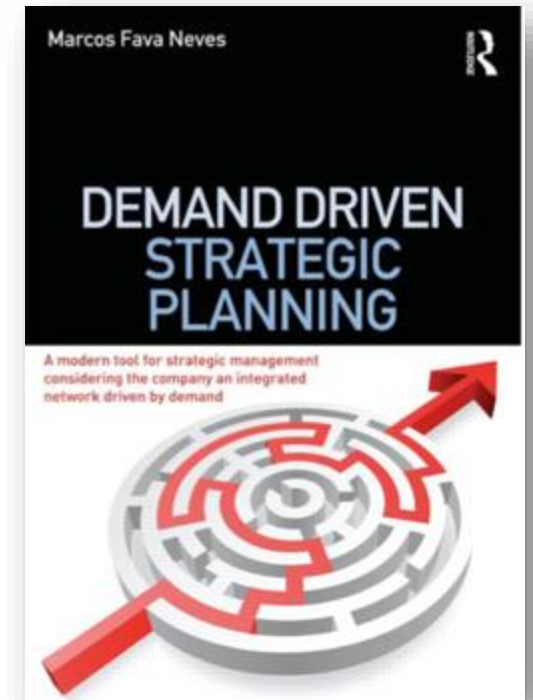


8. Strategic Intelligence



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Difficulties in Planning Implementation	Mitigation (how to reduce?) (source: Prof. Marcos Fava Neves)
1. Insufficient human resources	• Hire people, outsource
2. Political and cultural issues (oppositions)	• Ability to recognize and change it (lobbying and politics); Create status positions.
3. Divergent goals, lack of focus and short term vision	• Understand, seek for common ground; Listen to everyone.
4. Perception of a “top/down” process	• Since the beginning, promote participation (questionnaire, suggestion boxes, intranet, breakfasts) – They all should feel they are “parents” of the plan.
5. Losing motivation over time	• Stimulating monthly meetings, rewards and incentives.
6. Lack of environmental analysis (PEST)	• Always update STEP analysis, keep the integrated vision
7. Lack of discipline and monitoring	• Implement strategic management meetings
8. Arrogance and lack of leadership	• Choose wisely the project leader; train people.
9. Lack of standards	• Create chart, tables and slides templates.
10. Poor governance and controls	• Ethical standards; consensus and clear rules.
11. Poor communication and integration	• Constantly communicate the entire organization, involve different departments
12. Low will/importance given and accommodation	• Stimulus; gather those who make it happen.
13. Lack of resources and knowledge	• IPO, financing, credit, training, hiring.
14. Risk aversion and conservatism	• Broad process of convincing, testimonials.
15. Lack of technologies and other resources	• Internal development and resource’s flexibility.

Important Aspects for the Effective Implementation of the Strategic Plan

Component	Specific Tasks
Build an organization that is capable of executing the strategy	<ul style="list-style-type: none"> ➤ Create an organizational structure of support for the strategy. ➤ Develop abilities and distinct competencies on which strategy is based. ➤ Select people for key positions.
Establish a budgetary support strategy	<ul style="list-style-type: none"> ➤ See that each organizational unit has a budget to conduct its part of the strategic plan. ➤ Make sure that resources are being used efficiently.
Construct internal management support systems	<ul style="list-style-type: none"> ➤ Establish and administrate policies and procedures which facilitate the strategy. ➤ Develop management and operational systems to provide critical capacities to the organization's strategy.
Distribute prizes and incentives that are strongly connected to the objectives and strategy	<ul style="list-style-type: none"> ➤ Motivate organizational units and individuals to carry out the strategy. ➤ Designate prizes and incentives that lead to the employee's desired performance. ➤ Promote orientation to results.
Mold corporate culture to adjust to the strategy	<ul style="list-style-type: none"> ➤ Establish shared values. ➤ Define ethic standards. ➤ Create a work environment that supports the strategy.
Exercise strategic leadership	<ul style="list-style-type: none"> ➤ Lead the process of creating values, modeling culture and motivating the creation of the strategy. ➤ Keep the organization innovative, responsive and alert to market opportunities. ➤ Lead strategy policies, creating consensus. ➤ Reinforce ethical and behavioral standards. ➤ Initiate corrective actions to improve the strategy's execution.

Table 12.1 Important aspects for the effective implementation of the strategic marketing plan and the planning process as a whole.

Source: Thompson and Strickland, 1990.



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The Global Competition for Talented People

Industry Speaks

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Abstract

This article discusses “people challenges,” and is gathered from the authors own research working with both public and private sector businesses. It is divided in two sections: the first addresses the new environment of “doing more with less” and how this affects labor. The second part focuses on the personal and professional characteristics valued by public and private organizations. These characteristics include: tuned, simplified, adaptive, innovative, investor, related, broad, dreamer, results-driven and communicative. A brief description follows.

Keywords: talents, labor, self-improvement, education



Talent (Human Resources) Challenges

1 - TUNED TALENTS

Stay tuned to the macro-environment (politics, economics, socio-cultural and technology), reading, watching paying attention and listening. Develop a global view, with cultural sensitivity.

2- SIMPLIFIED TALENTS

Learn how to simplify things, being practical, searching for basic and faster solutions and solving the problems given.

3- ADDAPTIVE TALENTS

The capacity to adapt in a fast changing environment is one of the most important characteristics.

4 - INNOVATIVE TALENTS

Innovate and create own business, own solutions, differentiating, getting away from the basic.

5 - INVESTOR TALENTS

Never stop studying, progressing and wishing to learn. Zero accommodation

Talent (Human Resources) Challenges

6 - RELATED TALENTS

The capacity to relate with others, to build teams, work in groups and share knowledge and solutions. Respect the differences and allocate people at their best positions. Motivate and be competitive and try to include and give value to people, improving their confidence.

7 - BROAD TALENTS

Give opinions and respect different opinions, to have good arguments and to think also why the opinions are different. Read editorials, opinion articles and learn always to see the facts with different lens, balancing the points and arguments in equilibrium.

8 - DREAMING TALENTS

Keep dreaming that the targets, results and wishes will be possible. Search for more, for excellence, wish more. People that don't dream tend also to accommodate.

9 - RESULT DRIVEN TALENTS

A human resource has to deliver results. Personal discipline is important, managing the head, the health and the happiness. Develop a passion for efficient planning and measurement of results, being present and available.

10 - COMMUNICATIVE TALENTS

Communicate not in excess, trying to sell yourself, but not silent to what is being achieved and searching for equilibrium and elegance to share with the team the major achievements.

What Are the Soft Skills Companies Are Looking for Most in 2019?

1. CREATIVITY

Recommended Courses: [Creativity Bootcamp](#), [The Five-Step Creative Process](#), [Creativity: Generate Ideas in Greater Quantity and Quality](#)

Why it matters, in one sentence: While robots are great at optimizing old ideas, [organizations most need creative employees](#) who can conceive the solutions of tomorrow.

2. PERSUASION

Recommended Courses: [Persuading Others](#), [Becoming A Thought Leader](#), [Advanced Consumer Behavior](#)

Why it matters, in one sentence: Having a great product, a great platform or a great concept is one thing, but the key is persuading people to buy into it.

3. COLLABORATION

Recommended Courses: [Collaboration Principles and Process](#), [Being an Effective Team Member](#), [Business Collaboration in the Modern Workplace](#)

Why it matters, in one sentence: As projects grow increasingly more complex and global in the age of AI, effective collaboration only grows more important.

4. ADAPTABILITY

Recommended Courses: [Strategic Agility](#), [Developing Adaptable Employees](#), [Developing Adaptability as a Manager](#)

Why it matters, in one sentence: An adaptable mind is an essential tool for navigating today's ever-changing world, as yesterday's solutions won't solve tomorrow's problems.

5. TIME MANAGEMENT

Recommended Courses: [Tony Schwartz on Managing Your Energy for Sustainable High Performance](#), [Finding Your Time Management Style](#), [Time Management for Managers](#)

Why it matters, in one sentence: A timeless skill, mastering time management today will serve you the rest of your career.

The Hard Skills Companies Need Most in 2019

1. CLOUD COMPUTING

Recommended Courses: [Learning Cloud Computing: Networking](#), [Learning Amazon Web Services \(AWS\) for Developers](#), [AWS for Architects: Advanced Security](#)

Why it matters, in one sentence: As the world rushes toward the cloud, companies are desperately searching for engineers who have the skills to accommodate this demand.

2. ARTIFICIAL INTELLIGENCE

Recommended Courses: [Artificial Intelligence Foundations: Neural Networks](#), [Artificial Intelligence Foundations: Machine Learning](#), [Machine Learning and AI Foundations: Classification Modeling](#)

Why it matters, in one sentence: Its official — the [Age of AI](#) is here.

3. ANALYTICAL REASONING

Recommended Courses: [Making Decisions](#), [Decision Making Strategies](#), [Executive Decision Making](#)

Why it matters, in one sentence: As they collect more data than ever before, companies are hungry for professionals who can make smart decisions based off of it.

4. PEOPLE MANAGEMENT

Recommended Courses: [Motivating and Engaging Employees](#), [Managing Team Conflict](#), [Leading with Purpose](#)

Why it matters, in one sentence: The world has changed from a “command-and-control” model toward leaders who can coach and empower, a difficult skillset few professionals possess.

5. UX DESIGN

Recommended Courses: [UX Foundations: Multidevice Design](#), [UX Design: 01 Overview](#), [UX Research for Agile Teams](#)

Why it matters, in one sentence: UX design is the key to making a digital world work for humans.

The Hard Skills Companies Need Most in 2019

6. MOBILE APPLICATION DEVELOPMENT

Recommended Courses: [React Native Essential Training](#), [iOS 12 Development Essential Training: 1 Fundamental, UI, and Architecture](#), [iOS 12 Development Essential Training: 2 Web Content, Views, and Distribution](#)

Why it matters, in one sentence: A skill that's been in-demand for several years as companies continue to design mobile-first platforms.

7. VIDEO PRODUCTION

Recommended Courses: [Foundations of Video: The Art of Editing](#), [Video Foundations: Cameras and Shooting](#), [Web Video for Business: Creating a Web Series](#)

Why it matters, in one sentence: Demand for video production is spiking as video streaming represents 70 percent of all consumer Internet traffic.

8. SALES LEADERSHIP

Recommended Courses: [Sales Coaching](#), [Sales Management Foundations](#), [Sales: Data-Driven Sales Management](#)

Why it matters, in one sentence: Sales is one of those skills that's always in-demand, and great sales leaders are only becoming harder and harder to find.

9. TRANSLATION

Recommended Courses: [Communicating Across Cultures](#), [Developing Cross-Cultural Intelligence](#), [InDesign: Multilingual Publishing Strategies](#)

Why it matters, in one sentence: We are more connected globally than ever before, with translation skills breaking down one of the last remaining barriers: language.

10. AUDIO PRODUCTION

Recommended Courses: [Digital Audio Foundations](#), [Audio Recording Techniques](#), [Tips & Tricks for Modern Producers](#)

Why it matters, in one sentence: Similar to video, there's been a spike in interest in podcasts and other audio digital formats recently, leading to increased demand for this skill.

The Hard Skills Companies Need Most in 2019

11. NATURAL LANGUAGE PROCESSING

Recommended Courses: [Artificial Intelligence Foundations: Thinking Machines](#), [Creating Bots with the Microsoft Bot Framework, Part 2](#), [NLP with Python for Machine Learning Essential Training](#)

Why it matters, in one sentence: The technology behind Alexa and Google Home, everything from our cars to our light bulbs are now becoming voice-activated.

12. SCIENTIFIC COMPUTING

Recommended Courses: [Matlab Essential Training](#), [Scala Essential Training for Data Science](#), [Data Science Foundations: Python Scientific Stack](#)

Why it matters, in one sentence: Scientific computing is generally used to solve problems with massive amounts of data to consider – a need as companies continue to collect more and more data.

13. GAME DEVELOPMENT

Recommended Courses: [2D Game Design and Development Essential Training](#), [Careers in the Game Industry](#), [C# for Unity Game Development](#)

Why it matters, in one sentence: In yet another sign of providing a better experience for digital users, the demand for those who can develop compelling online games remains strong.

14. SOCIAL MEDIA MARKETING

Recommended Courses: [B2B Foundations: Social Media Marketing](#), [Marketing on Instagram](#), [Social Media Marketing: Social CRM](#)

Why it matters, in one sentence: Social media continues to be a popular way to communicate with others digitally, as new platforms disrupt the market.

15. ANIMATION

Recommended Courses: [Animation Foundations: Fundamentals](#), [Animation Foundations: Gesture](#), [Maya 2018: Bifröst Fluids](#)

Why it matters, in one sentence: No surprise to see animation on the list, considering the surge of video traffic and the increasing prevalence of the GIF.

The Hard Skills Companies Need Most in 2019

16. BUSINESS ANALYSIS

Recommended Courses: [Business Analysis Foundations](#), [Agile Requirements Foundations](#), [Learning Digital Business Analysis](#)

Why it matters, in one sentence: Similar to data-driven decision making, more and more companies are relying on analysts to help them guide strategic investments.

17. JOURNALISM

Recommended Courses: [Ninja Writing: The Four Levels of Writing Mastery](#), [Shane Snow on Storytelling](#), [Editing Mastery: How to Edit Writing to Perfection](#)

Why it matters, in one sentence: Once a dwindling skill, journalism isn't just for journalists anymore as marketing and content teams alike vie for people who can tell compelling stories.

18. DIGITAL MARKETING

Recommended Courses: [Marketing Tips](#), [Brand and Marketing Integration](#), [Marketing Foundations: Growth Hacking](#)

Why it matters, in one sentence: With the rise of digital, it's no surprise to see digital marketing as the most in-demand marketing skill on the list.

19. INDUSTRIAL DESIGN

Recommended Courses: [Industrial Design Foundations](#), [Design Foundations: Prototyping and Manufacturing](#), [Product Design: From Sketch to CAD](#)

Why it matters, in one sentence: The demand for those who can design something that is both practical and eloquent will never go away.

20. COMPETITIVE STRATEGIES

Recommended Courses: [Developing a Competitive Strategy](#), [Business Development Foundations: Researching Market and Customer Needs](#), [Business Development Foundations](#)

Why it matters, in one sentence: Virtually all companies are facing increased competition, with organizations starved for people who can help them stay abreast and ahead of their competitors.

The Hard Skills Companies Need Most in 2019

21. CUSTOMER SERVICE SYSTEMS

Recommended Courses: [Handling Abusive Customers](#), [Customer Service in Your First Retail Job](#), [Building Rapport with Customers](#)

Why it matters, in one sentence: In a world where one bad experience can lead to a tweet the whole world sees, consistent customer service is increasingly paramount.

22. SOFTWARE TESTING

Recommended Courses: [Test Automation Foundations](#), [Behavior-Driven Development](#), [Scripting for Testers](#)

Why it matters, in one sentence: New softwares are hitting the market at record-numbers – requiring more and more people who can ensure they actually work.

23. DATA SCIENCE

Recommended Courses: [Data Analytics for Pricing Analysts in Excel](#), [Data Science Tools of the Trade: First Steps](#), [Data Science Foundations: Data Engineering](#)

Why it matters, in one sentence: An in-demand skill for the past several years, there is still a strong need for those who can make sense of a magnitude of data.

24. COMPUTER GRAPHICS

Recommended Courses: [Learning OpenGL](#), [AutoCAD Mechanical Essential Training](#), [AutoCAD: Advanced 3D Modeling](#)

Why it matters, in one sentence: As a sizeable part of our digital world goes from 2D to 3D, companies are looking for people who can foster that transition.

25. CORPORATE COMMUNICATIONS

Recommended Courses: [Crisis Communication](#), [Writing a Press Release](#), [Public Relations Foundations: Media Training](#)

Why it matters, in one sentence: With social media, local mistakes can lead to global outrages, requiring people who can manage difficult situations.

Talent Management Aligned to Business Strategy



What Are the Six Work Climate Dimensions?

Team members' perceptions that:

FLEXIBILITY

There are no unnecessary rules, procedures, policies or practices.

RESPONSIBILITY

They are given authority to accomplish tasks without having to constantly check for approval.

STANDARDS

Challenging but attainable goals are set for the team and its employees.

REWARDS

They are recognized and rewarded for good performance.

CLARITY

Everyone in the team knows what is expected of them.

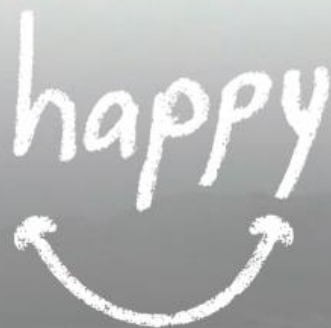
TEAM COMMITMENT

People are proud to belong to the team.

NETFLIX

SÉRIES E FILMES ILIMITADOS

ASSISTA UM MÊS GRÁTIS



Happy

2011 | 12 | 1h 15min | Documentários socioculturais

Embarque em uma jornada pelos pântanos da Louisiana às favelas de Calcutá em busca do segredo da verdadeira felicidade.

Estrelando: Marci Shimoff, Gregory Berns, Richard Davidson



Assista o quanto quiser sem pagar nada.

ASSISTA UM MÊS GRÁTIS



markestrat
Agribusiness

FGV EAESP

fea-RP

Doutor
Agro

Learning from “Happy”

- ✓ Observation and experience (bees).
- ✓ Stimulate fun, the exotic, the "vintage".
- ✓ What does life have to be worth? Good moments, the moment that I would like you to repeat: happiness.
- ✓ Joy requires daily innovation.
- ✓ Happiness is the freedom to decide, to choose. Freedom!
- ✓ Joy: 50% genetic, 10% work, 40% intentional activity (interaction and teaching).
- ✓ Joy - intrinsic factors: personal goals, relationships and feelings of community.
- ✓ Joy - extrinsic factors: awards, money, image and status.
- ✓ Nature and peace.
- ✓ Have time.
- ✓ Thieves of time: digital locking and selectivity.

Learning from “Happy”

- ✓ Quality of life.
- ✓ Sensitivity.
- ✓ Inspiration.
- ✓ Excellence, love, joy, freedom.
- ✓ Strengthen values.
- ✓ Technical knowledge and person.
- ✓ Overcoming limits. Self-confidence, believe.
- ✓ Intellectual and emotional balance
- ✓ Simplicity of the little things.
- ✓ Enjoy.
- ✓ Accessible.
- ✓ Accept rejection, learn from adversity.
- ✓ Exercise compassion.
- ✓ Cooperation.
- ✓ Stories (sticks).

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- ❑ Marcos Fava Neves is an *international expert* on global agribusiness issues and a part-time professor of planning and strategy at the School of Business (FEARP) of the University of São Paulo (USP) and FGV Business School, both in Brazil. He graduated as an agronomic engineer from ESALQ/USP - Piracicaba in 1991. He earned his master's degree in 1995 and his doctorate in management in 1999 from the FEA/USP School of Economics and Business – São Paulo. Marcos completed postgraduate studies in European agribusiness at ESSEC-IGIA in France in 1995 and in chains/networks at Wageningen University, in the Netherlands (1998-1999). In 2013 he spent the year as a visiting international professor at Purdue University (Indiana, USA) where he maintains the linkage as a permanent International Adjunct Professor. Since 2006 he is an international professor at the University of Buenos Aires, Argentina.
- ❑ He has *specialized in strategic-planning* processes for companies and food chains and works as a board member of both public and private organizations, being member of more than 10 international boards since 2004. Also in 2004, he created the Markestrat think tank with other partners, today employing around 60 people and doing international projects, studies and research in strategic planning and management for more than 250 agri-food business organizations. Some of these projects were very important in suggesting public policies for food chains that were implemented in Brazil with economic and social impacts.
- ❑ Also as an experience in the private sector, from 1992 to 1993 he worked in citrus juice exporter and from 1994 to 1995 in a veterinarian company. In 2008, he became CEO of Brazil's second-largest biofuel holding company, a position he occupied until 2009, when he returned to the University of São Paulo (USP) and Markestrat.
- ❑ At the academic side, since 1995 (when he was hired by USP), Marcos has advised more than 30 doctorate dissertations and master's theses and helped to form around 1200 Bachelors in Business Administration in Brazil with around 120 courses taught to undergraduates at USP.
- ❑ His writings are strongly focused on supplying simple and effective methods for business. He has published more than 100 articles in international journals and has been author and editor of 63 books by 10 different publishers in Brazil, Uruguay, Argentina, South Africa, Singapore, Netherlands, China, the United Kingdom and the United States. He is also a regular contributor for China Daily Newspaper and has written two case studies for Harvard Business School (2009/2010), one for Purdue (2013) and five for Pensa/USP in the nineties. Recognized as the Brazilian academic with the largest number of international publications about orange juice and sugar cane chain and one of the top 3 most cited Brazilian authors in the area of food and agribusiness. He has reached more than 4000 citations in Google Scholar index.
- ❑ Marcos is one of the most active Brazilian speakers, having done more than 1050 lectures and presentations in 25 countries. He received around 150 recognitions from Brazilian and international organizations, and is considered a "Fellow" of the IFAMA (International Food and Agribusiness Management Association), title received in Minneapolis - 2015.
- ❑ Coming from a family of farmers, he is a worldwide defender of agriculture and farmer's role in the development of the society. In the social side, together with his parents, Marcos is one of the creators and maintainers of Mucapp, a NGO that in 20 years has built more than 450 houses for families in Brazil that face very unfavorable conditions.