

# CASE STUDY:

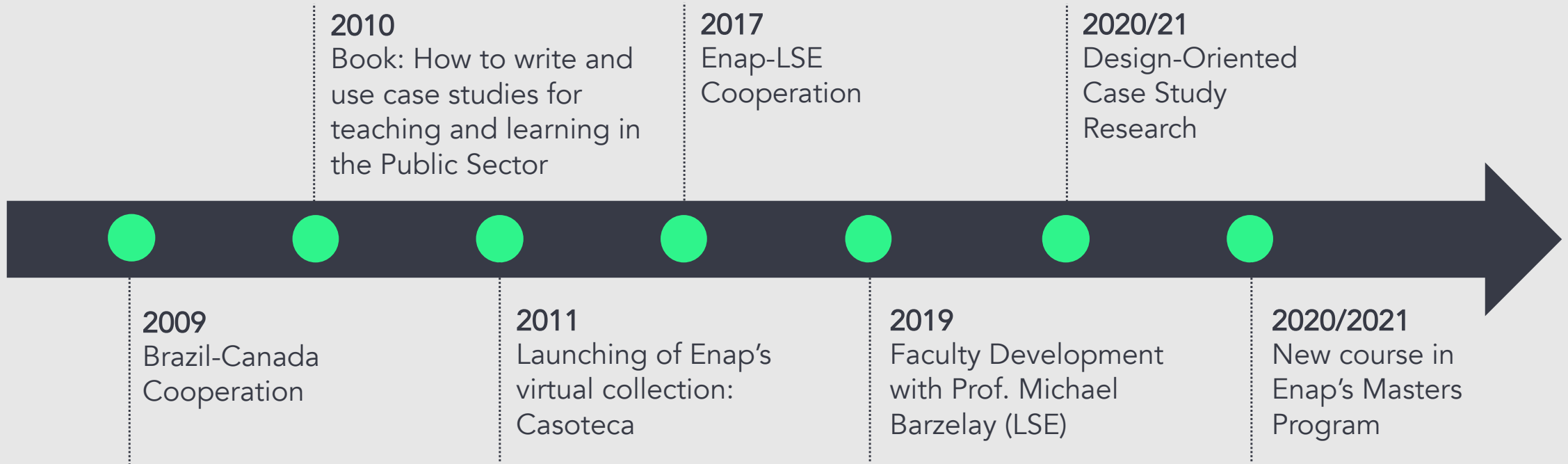
## An Overview of Enap's Experience

October 2021



# Case Study Timeline at Enap

|Enap



# |2009: Brazil-Canada Cooperation

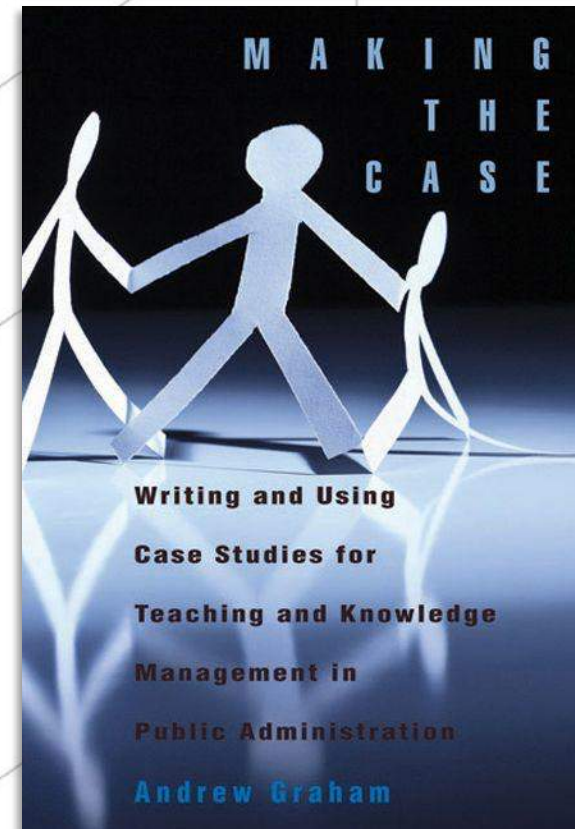


## Making the Case

Writing and Using Case Studies for Teaching and Knowledge Management in Public Administration



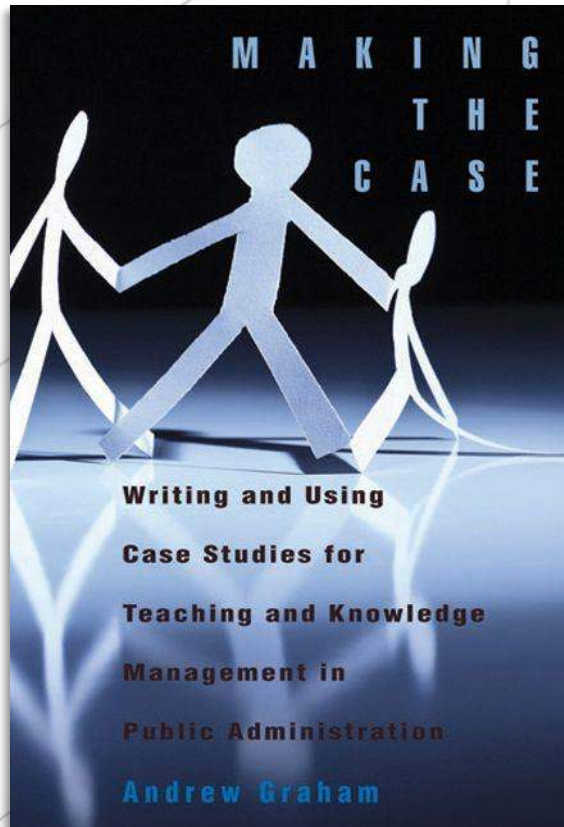
Access  
here



<https://repositorio.enap.gov.br/handle/1/515>

# Making the Case

Writing and Using Case Studies for Teaching and Knowledge  
Management in Public Administration



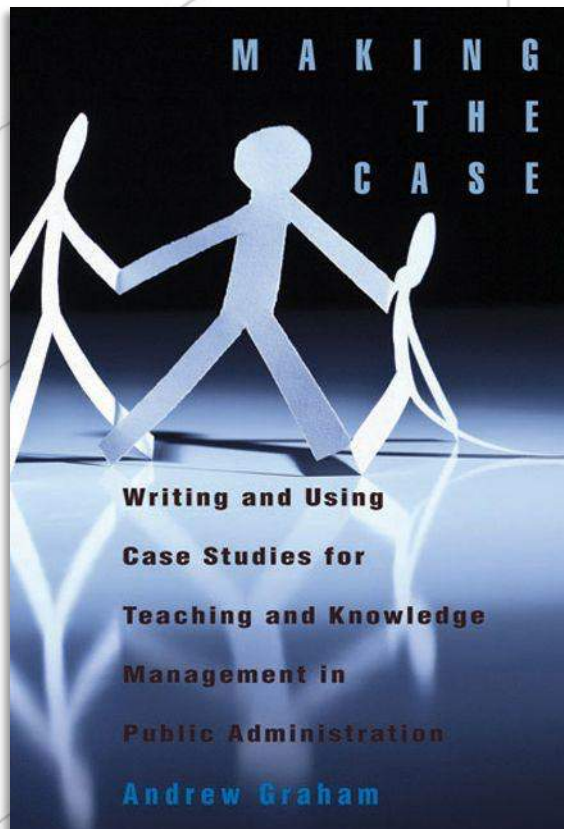
## Table of Contents

|   |    |
|---|----|
| Preface.....  | xi |
| <b>PART 1. USING, WRITING, AND TEACHING CASE STUDIES IN PUBLIC ADMINISTRATION</b> |    |
| Chapter 1. Introduction: Why Case Studies? Why Now?.....                          | 1  |
| Chapter 2. Case Studies: Definitions, Uses, Resources, and Potential.....         | 11 |
| Chapter 3. Teaching Cases.....  | 23 |
| Chapter 4. A User's Guide: Case Studies from the Learner's                        |    |
| Chapter 5. Sharing Experience: Using Case Studies for                             |    |



# Making the Case

## Writing and Using Case Studies for Teaching and Knowledge Management in Public Administration



### PART 2. Case Samplers

Case Sampler #1. Reading into History..... 71

Case Sampler #2. Case Study Sample: Straightforward or Lively?..... 76

Version A..... 76

Version B..... 76

Case Sampler #3. Ethical Challenges: Simple but Complex..... 78

The Ministerial Directive, or Was That a Suggestion?..... 78

Case Sampler #4. Cases That Create Group Discussion and

Analytical Challenges.....80

Competing Business Cases: The Budget of the Metro Police  
Service.....80

Case Sampler #5. Cases with Complex Narratives.....86

Problem Employee or Problem Boss? Change, Resistance,  
Performance, and Leadership.....86

Case Sampler #6. Sample Open-Ended Teaching Case..... 92

Values and Hard Decisions, by Lynne Siemens and Reg Toews..... 92

Case Sampler #7. Short Problem-Solving Cases with Closed

Alternatives.....98

To Contract or Not to Contract.....98

Case Sampler #8. Complex Case with Teaching Note:

The Vancouver Agreement..... 102

Case Study: The Vancouver Agreement..... 102

Case Sampler #9. Complex Case with Teaching Note:

The Air Transport Case.....119

The Air Transport Crisis in Brazil: 2006 and 2007,  
by Amâncio Jorge de Oliveira, Janina Onuki, and  
Sônia Naves David Amorim.....119

Case Sampler #10. An Organizational Learning Case: The Tale of

Two Contracts..... 136

A Tale of Two Contracts or, How to Minimize the Risk of  
Forming an Employment Contract while Acquiring Goods,  
Services, or Construction, by Cathryn Kallwitz..... 136

Appendix. Inventory of Public Administration Case Study Sites..... 153

Bibliography..... 165

Author's Biography..... 169

# |2011: Virtual Collection Casoteca

|Enap

[https://repositorio.enap.gov.br/handle/1/123?subject\\_page=2](https://repositorio.enap.gov.br/handle/1/123?subject_page=2)

Enap

INÍCIO

COMUNIDADES

NAVEGAR

SOBRE A  
BIBLIOTECA  
DIGITAL

Comunidades > Casoteca de Gestão Pública

## Página inicial da comunidade

Casoteca de Gestão Pública: [153]

Visualizar estatísticas

Buscar em: Casoteca de Gestão Pública



### Explore a Comunidade

Título

Autor

Assunto

Data

Tipo

Idioma

Classificação Temática

Público-alvo

ODS

### Coleções desta comunidade

Casos SEGES:  
renovando a  
gestão pública  
(renovando la  
gestión pública)

16

Casoteca:  
Atendimento ao  
Cidadão

4

Casoteca: Estado,  
Governos e  
Sociedade

Casoteca: Gestão  
da Logística  
Pública

9

Casoteca: Gestão  
de Crise e Gestão  
de Riscos

7

Casoteca: Gestão  
de Parcerias

4

Casoteca: Gestão  
de Pessoas

19

Casoteca: Gestão  
de Programas e  
Projetos

9

Casoteca:  
Inovação

18

Casoteca:  
Liderança e  
Negociação

13

Casoteca:  
Planejamento,  
Orçamento e  
Gestão

11

Casoteca:  
Políticas Públicas

35

Idioma::Espanhol:español:es 25

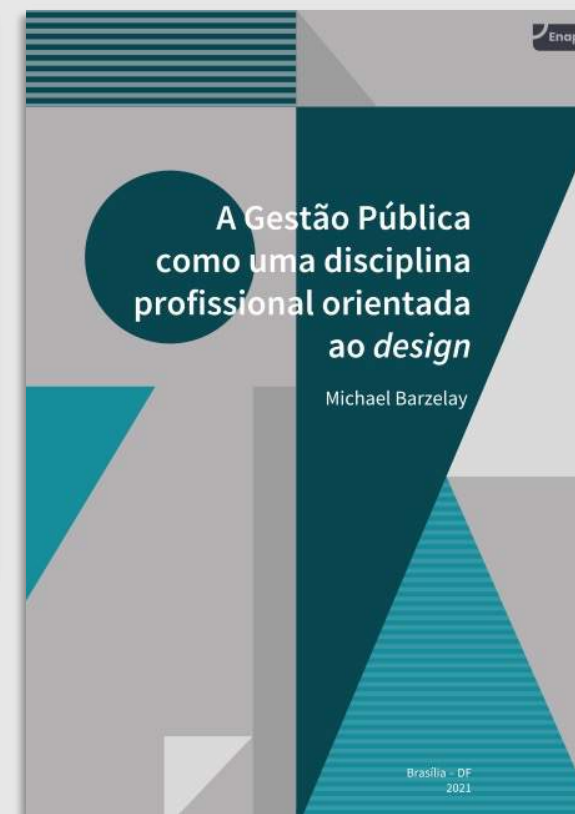
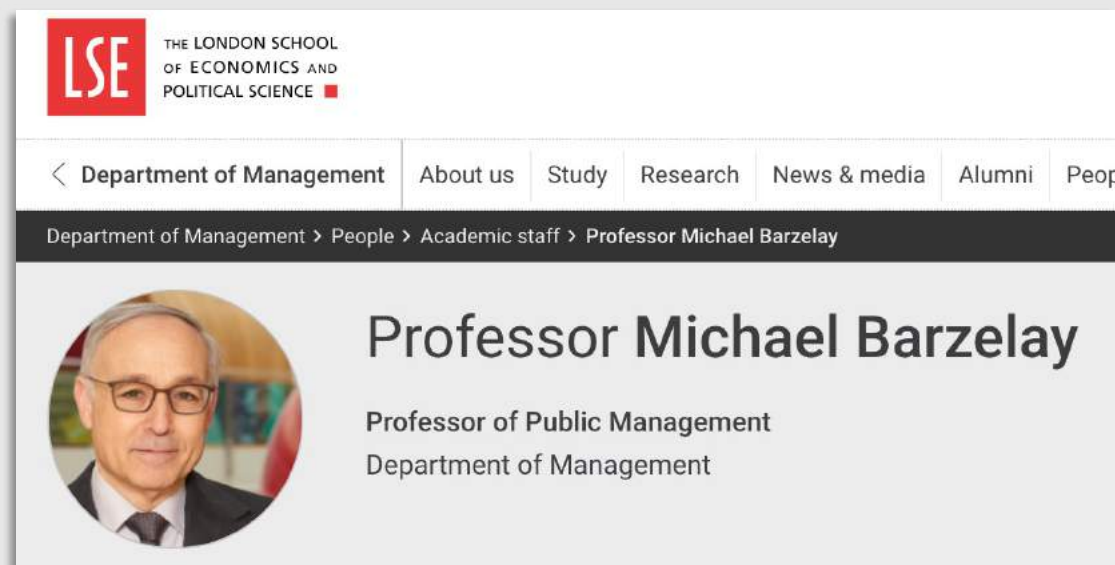
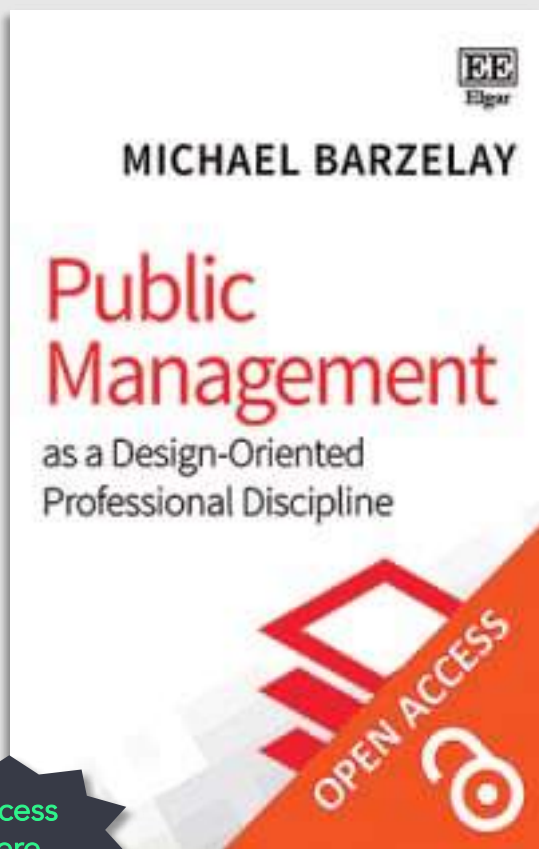
Idioma::Francês:français:fr 5

Idioma::Inglês:English:en 20

Idioma::Português:português:pt 103

Over 200k  
downloads

# | 2017: Enap-LSE Cooperation



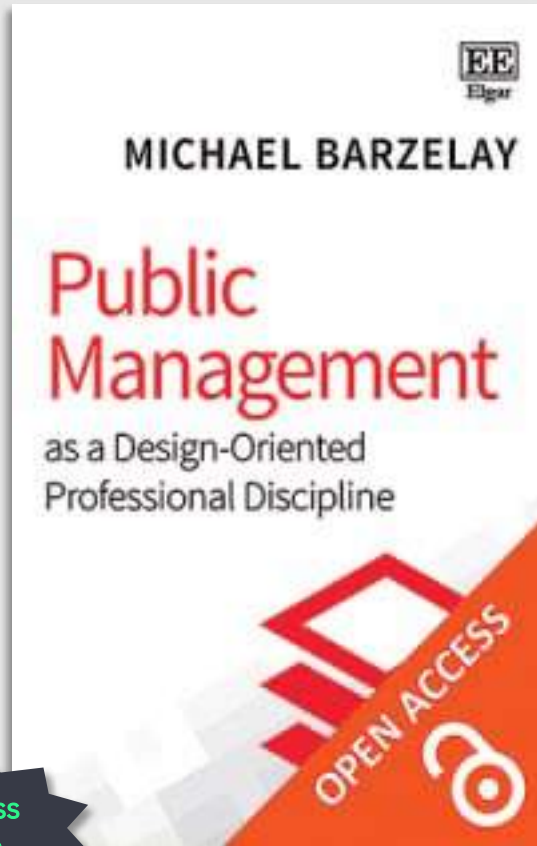
Access  
here

<https://www.e-elgar.com/shop/usd/public-management-as-a-design-oriented-professional-discipline-9781788119115.html>



# | 2017: Enap-LSE Cooperation

|Enap



Access  
here

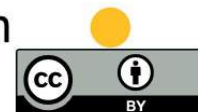
<https://www.e-elgar.com/shop/usd/public-management-as-a-design-oriented-professional-discipline-9781788119115.html>

Decision-  
Oriented

Vs.

Design-  
Oriented

Chapter 6: Design-focused case studies in  
the professional discipline of public  
management



# |2019: Faculty Development



The faculty development workshop had the purpose of:

- Providing **practical-conceptual discussions** on the perspective of teaching Public Management as a professional practice oriented to design and problem solving in public organizations
- Providing **methodological tools** that use cases as a way for actively engaging students

# |2019: Faculty Development



“ The group work was very important for applying the contents. **Dramatization exercises were very interesting**, both from the point of view of classroom dynamics and as an additional tool to the repertoire of public managers. ”

# |2019: Faculty Development



“

The course was very satisfactory, bringing relevant contributions to our professional activity. One aspect I would like to highlight for improving the course is a better contextualization of the cases in Brazil.

”



# 2020/21: Design-Oriented Case Study Research

## The case of Jovem de Futuro

### Managing Transitions in Systems Leadership Organizations: A Case Study of Instituto Unibanco and “Education Management” in Brazil

Michael Barzelay\* and Yifei Yan  
London School of Economics and Political Science (LSE)

Pedro Vilela and Diana Coutinho  
Escola Nacional de Administração Pública (Enap)

Patricia Vieira da Costa  
Universidade de Brasília

**Abstract:** Systems leadership is an emerging domain of professional practice within schools of public policy, public administration, and management (including the UN System Staff College). Within this domain lies systems-change initiatives, i.e., multi-organization campaign-like undertakings directed at living systems (such as global food supply and institutional systems (such as mass education) that are implicated in the quest for human dignity and sustainable development. In accord with recent lines of purposive theorizing about systems leadership, systems-change-initiatives are generated, executed, and adapted through systems leadership practice. Such purposive theorizing provides a starting point for furnishing practical knowledge about systems leadership. In exploring ways to advance this agenda, the present paper presents a narrative case study where the systems-change-initiative is the Youth for the Future (Jovem de Futuro) program in Brazil and the institutional systems-domain is secondary-school-management. The case focuses on Instituto Unibanco, the organization that has been generating, executing, and adapting this secondary-school-management systems-change-initiative. The case narrative's main episode is framed as a managerial intervention that has played a practical role in achieving a realignment transition for Instituto Unibanco and has thereby reconfigured an existing systems-change initiative for secondary-school-management. In addition to presenting a preliminary case narrative, the paper indicates lines of case analysis for elaborating purposive theorizing about systems leadership (by recruiting ideas from the management field) and for defining an agenda for instrumental (and design-oriented) case study research about this emerging area of professional knowledge and practice.

\*Corresponding author: [M.Barzelay@lse.ac.uk](mailto:M.Barzelay@lse.ac.uk)

Paper presented at the 5<sup>th</sup> International Conference on Public Policy Research, International Public Policy Association, Panel on Studying Policy Interventions and Reform Initiatives as Campaigns, July 8, 2021. (Research funding provided by Instituto Unibanco to London School of Economics; in-kind research support provided by Escola Nacional de Administração Pública.)

**Abstract:** Systems leadership is an emerging domain of professional practice within schools of public policy, public administration, and management. Within this domain lies systems-change initiatives. In accord with recent lines of purposive theorizing about systems leadership, systems-change-initiatives are generated, executed, and adapted through systems leadership practice.

The present paper presents a narrative case study where the systems-change-initiative is the *Jovem de Futuro* program in Brazil, and the focus is on Instituto Unibanco, the organization that has been generating, executing, and adapting this secondary-school-management systems-change-initiative. The case narrative's main episode is framed as a managerial intervention that has played a practical role in achieving a realignment transition for Instituto Unibanco and has thereby reconfigured an existing systems-change initiative for secondary-school-management. In addition to presenting a preliminary case narrative, the paper indicates lines of case analysis for elaborating purposive theorizing about systems leadership, by recruiting ideas from the management field.

Research funding provided  
by Instituto Unibanco to the  
London School of Economics



# 2020/21: Design-Oriented Case Study Research

## The case of Colombia's accession to the OECD

|Enap

### JOINING THE CLUB

The management of public policy campaigns

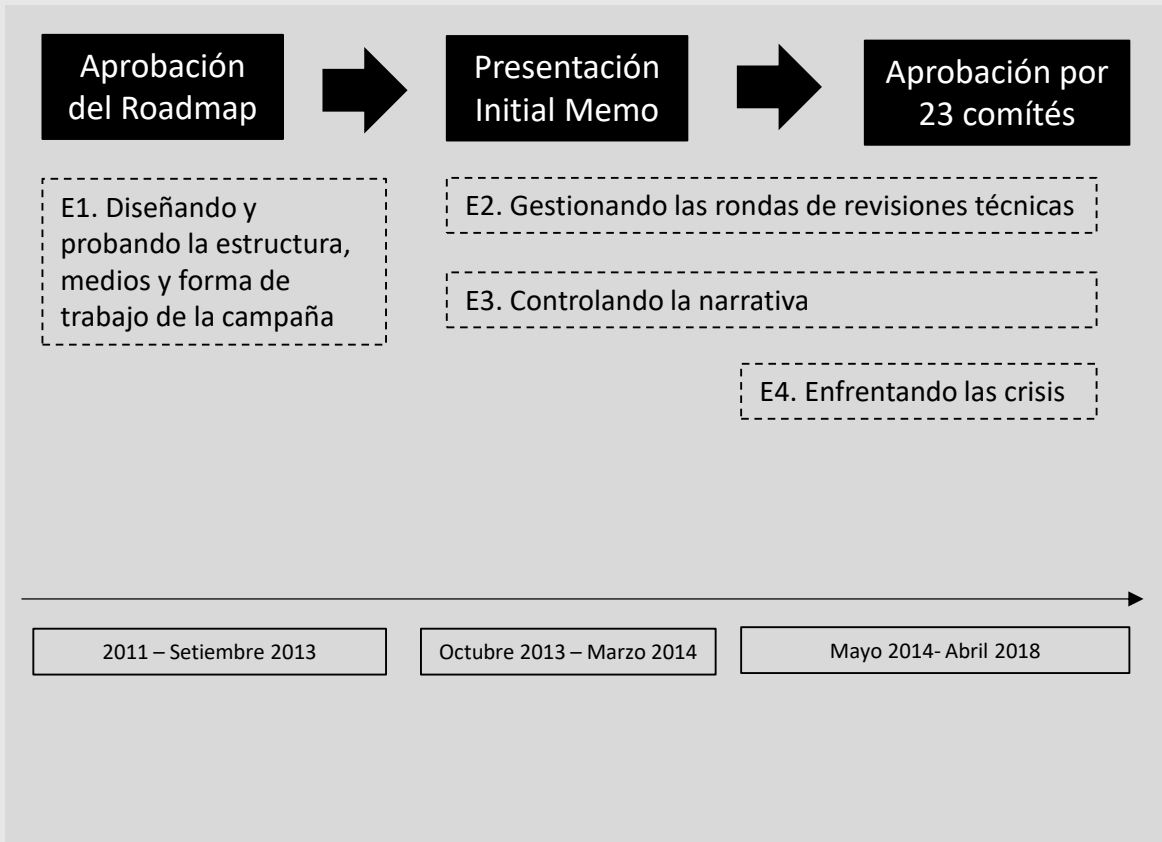


# 2020/21: Design-Oriented Case Study Research

## The case of Colombia's accession to the OECD

### A persuasion campaign

- The ultimate goal: achieve a formal invitation to become a member before the end of the President Santos administration
- The effort consisted in getting other actors (OECD countries) to make a decision: to influence the judgments and actions of others (to convince)
- A metaphor: "join the club of good practices"



# 2020/21: Design-Oriented Case Study Research

## The case of Colombia's accession to the OECD

| Vulnerabilidades   | Problemas            | Contramedidas   |
|--|----------------------|---|
| Negativa staff técnico OCDE a aprobar posiciones COL                                     | Demora               | <ul style="list-style-type: none"><li>• Focalización en la audiencia (adaptación)</li><li>• Control de la narrativa</li></ul>                       |
| Negativa países OCDE a aprobar posiciones COL  | Demora               | <ul style="list-style-type: none"><li>• “Regateo político” (canales negociación alternativa)</li><li>• Control de la narrativa</li></ul>            |
| Debilitamiento impulso político presidencial   | Demora               | <ul style="list-style-type: none"><li>• Sistema operativo que incluye enlace lateral y supervisión vertical</li><li>• Gestión de la culpa</li></ul> |
| Dispersión del esfuerzo técnico (disenso en equipos con escasa formalización jerárquica) | Desviación<br>Demora | <ul style="list-style-type: none"><li>• Supervisión vertical</li><li>• Control de la narrativa</li></ul>  |
| Resistencia interna y oportunismo estratégico (político o burocrático)                   | Desviación           | <ul style="list-style-type: none"><li>• Sistema operativo que incluye enlace lateral y supervisión vertical</li></ul>                               |



# I2021: New course in Enap's Masters Programa

## COURSE PLAN

### 1. Identification

|   |  |
|---|--|
| <b><u>Course:</u></b><br>MASTER'S DEGREE IN GOVERNANCE AND DEVELOPMENT;   | <b><u>Term:</u></b> 2nd                      |
| <b><u>Discipline:</u></b> DESIGN ORIENTED PUBLIC MANAGEMENT RESEARCH AND PRACTICE   | <b>Elective Discipline</b>                   |
| <b><u>Elaborated by:</u></b><br><br><u>Professor Michael Barzelay</u><br><br>E-mail: <a href="mailto:m.barzelay@lse.ac.uk">m.barzelay@lse.ac.uk</a> | <b><u>Total teaching hours:</u></b> 45 hours |

### 2. COURSE CONTENT (EMENTA)

1. Introduction: public management as a design-oriented professional discipline; purposeful theories of public organizations and public management, design projects of innovative changes, and skillful professional abilities; public organization as mechanism to furnish an enterprise capability to create public value. 2. Purposeful theories for the performance of enterprise functions and for design projects of innovative changes. 3. Skillful professional abilities in public management: sensemaking, designing, argumentation and dramatization. 4. Professional practice oriented to designing: structuring problems and solutions; 5 - **Case studies as an archetype of social science research**; 6 - **The novel archetype of a design-focused case study of public management research**; 7 - **Planning for the upstream stage of case study: getting information about the case**. 8 - **Planning for the downstream stage: case analysis**; 9 - **Gaining insights from the analysis of case study of public management: reverse engineering and precedents for designing**.

# Thank you

diana.coutinho@enap.gov.br  
Director of Advanced Studies