

Stop adapting Starting new models

Research Organizations in a institutional divide

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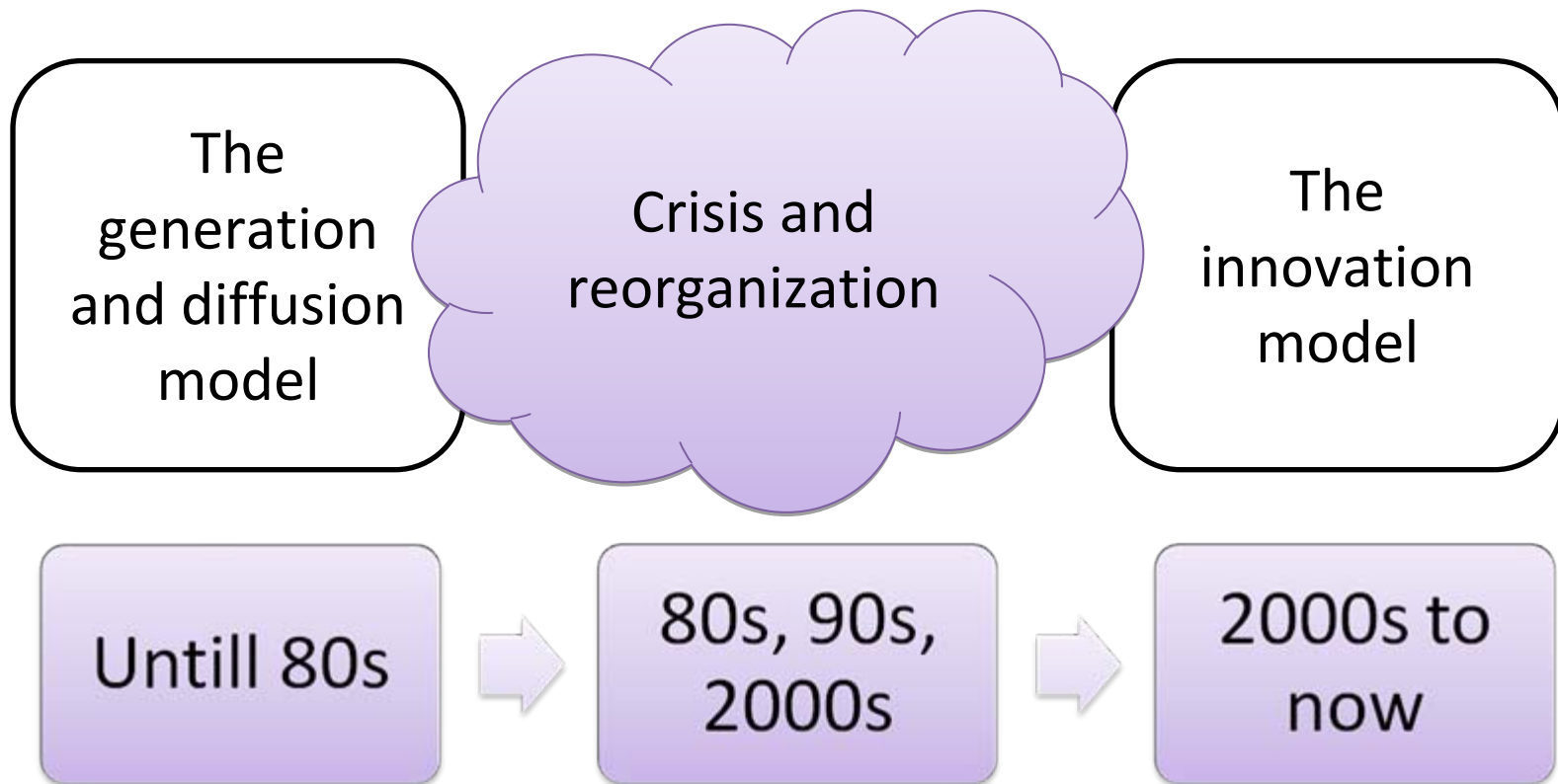
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Some questions to discuss

- Are Research Organizations facing a new institutional divide?
 - What is emerging in the global scenario?
- Do the traditional organizational and managerial models survive?
 - Which are the possibilities?

A long transition



A painful transition

- Science and technology push phase
 - or the supply-side culture
- Demand pull phase
 - or the client driven culture



A painful transition

- Innovation: the collective game
 - The logic of complex and auto regulated systems
 - The art of combination
 - The art of managing fuzzy and moving boundaries
 - The art of cooperate to compete

Towards a new paradigm

1- Going to shopping

The multinationalization of research

The web based headquarter

2- Multimission oriented

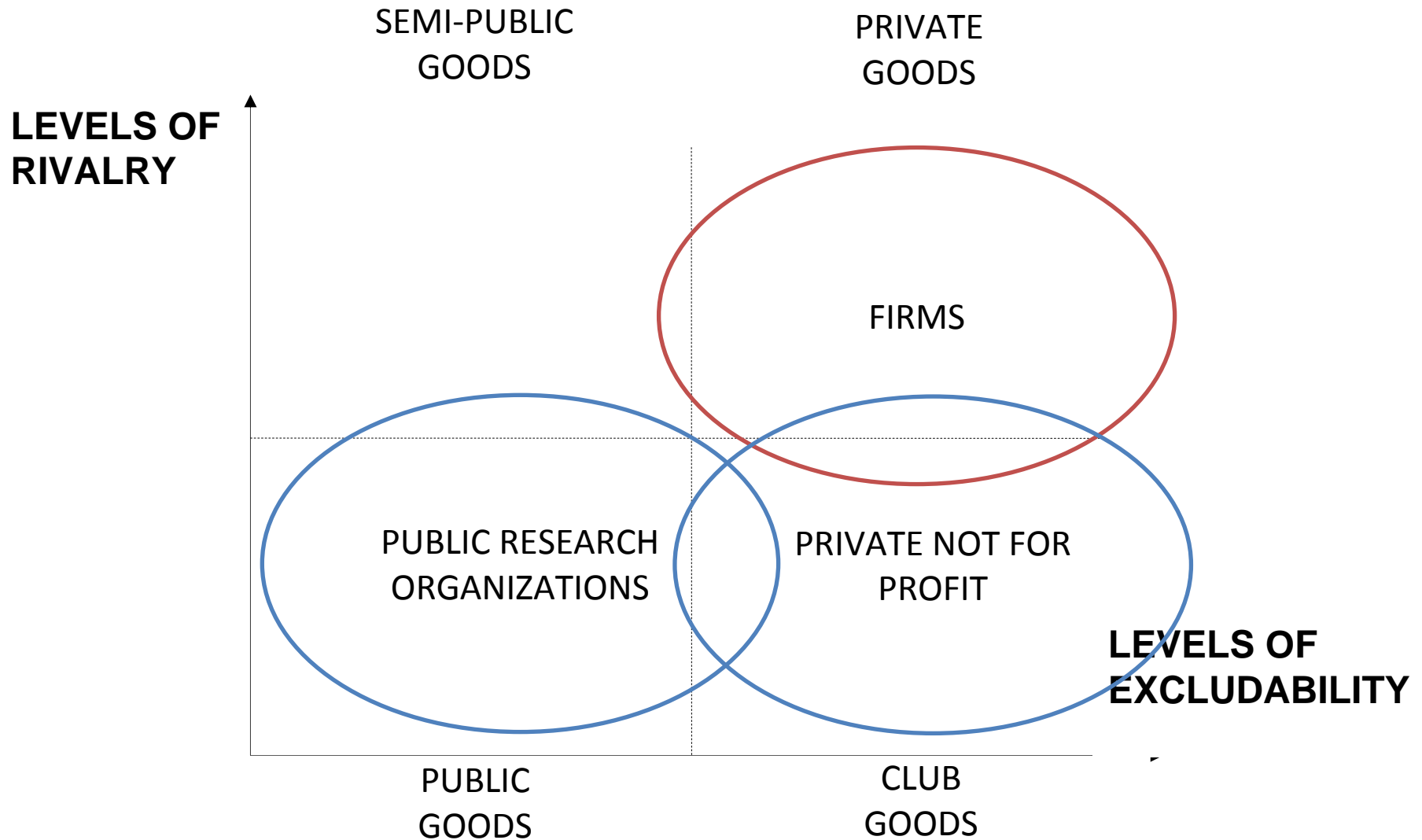
Broader missions, broader
opportunities

3- The club-good trend

How to be associate without being
rival

A new competitive environment

Research and Development for Club Goods



4- The “researvice” model

The difficult balance between
research and services

5- the convergence between ROs and Universities

Will they stop competing?

consequences

The basic conditions

- Autonomy Flexibility Awareness

The basic capabilities

- Governance of hybrid hierarchies
- Big data intelligence
- Contractual skills
- Relational skills
- Rewarding models
- Specific tools of project and networking management
- Flexible internal environments
- A new elite of managers

Thank you

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