

# Driving Change in São Paulo

## *Practitioner Guide*

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### Overview

A case study is a story about how a person or group of people faced and dealt with challenges or opportunities. It is based on desk research and interviews with key actors but does not provide analysis or conclusions. Written from the perspective of the protagonist(s), it is designed to raise questions and generate discussion about the issues they faced. Cases are meant to help participants develop analytic reasoning, listening, and judgment skills to strengthen their decision-making ability in other contexts.

A case-based conversation is a way to anchor a conceptual discussion to concrete examples. It can bring a case to life and allow participants to place themselves in the shoes of the case protagonist(s), while also allowing a variety of perspectives to surface. This guide is designed to help you lead a conversation about the case, “Driving Change in São Paulo.”

### Role of Facilitator

The facilitator leads the conversation with a clear beginning and end, ensures that everyone is heard, and keeps the group focused. The conversation can be broken into three distinct segments: exploring the case, applying the central questions of the case to your organization’s challenges, and formulating takeaway lessons. Some facilitation tips and tricks to keep in mind are below.

#### **BEFORE the discussion**

Make sure everyone takes the time to read the case. Participants also have the option to fill out the attached worksheet to prepare themselves for the case discussion. If you choose to use the worksheet, make sure you bring enough printouts for all. When setting up the room, think about situating participants where they can see you and each other. Designate a note taker as well as a place where you can take notes on a flipchart or white board. Plan for at least sixty to seventy-five minutes to discuss the case and takeaways and have a clock in the room and/or an assigned timekeeper. Mention that you may interrupt participants in the interest of progressing the conversation.

#### **DURING the discussion**

Encourage participants to debate and share opinions. State very clearly that there is no right or wrong “answer” to the case; cases are written so that reasonable people can disagree and debate different ideas and approaches. Be careful not to allow yourself or others to dominate the discussion. If the conversation is getting heated or bogged down on a particular issue, consider allowing participants to

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talk in pairs for a few minutes before returning to a full group discussion. Do not worry about reaching consensus, just make the most of this opportunity to practice thinking and learning together!

## Case Synopsis

In 2016, after many months of negotiation, the city of São Paulo approved a new ordinance regulating Transportation Network Companies (TNC). The new regulation allowed citizens to take advantage of innovative services and enabled city leaders to manage the fleet with significant savings as well as unprecedented transparency and data. São Paulo, the first Brazilian city to adopt this model, faced internal responses ranging from vehement opposition to overwhelming support.

The case chronicles the road to implementation, including lessons learned from the TNC ordinance process and the previous pilots. It examines the efforts of key players—including Administration Secretary Paulo Spencer Uebel—to fulfill Mayor João Doria’s public commitment to fix the transportation model, consider public opinion, and minimize disruption during Doria’s first year in office. The case also explores strategies for implementing innovative practices in government as well as dealing with resistance to change in organizations, especially in the public sector.

## Conversation Plan

### Part 1: Exploring the Case (30 minutes)

Begin by asking if someone will volunteer to summarize the facts of the case and the questions facing the reader, without stating their opinions. The goal of this part of the conversation is to review the case from the point of view of the people involved. Suggested questions:

- *When Mayor Doria took office, what options were available for the team responsible for implementing the new model? What was lacking?*
- *What strategy options were available with respect to the speed and extent of implementation?*
- *What strategy options were available with respect to the participation of city departments?*
- *What were the main stakeholders’ perspectives on gain, loss, and source of power?*

Introduce the general questions raised by the case:

- *What is the appropriate pace of implementation?*
- *What tactics can city leaders use to simultaneously design and manage a process of adaptation?*
- *How should city leaders pave the way for sustainable success and create conditions for consolidation and institutionalization?*

### Part 2a: Diagnosis (15-20 minutes)

This part of the discussion allows participants to analyze the challenges and strategies for implementing and sustaining change. Suggested questions:

- *What strategy was chosen and how did it impact the initiative’s implementation?*
- *What were the challenges for sustaining change?*
- *How did data on savings and efficiency impact decision-making?*
- *What was the impact of a change in legislation?*

**Part 2b: Application** (15-20 minutes)

Invite participants to break into pairs or work as a group applying the central questions of the case to the challenges and choices they face in their own professional lives. Suggested question:

- *What changes are you promoting in your career? How can you improve your strategy?*

**Part 3: Formulating Lessons** (15–20 minutes)

This part of the conversation focuses on the lessons of the case that participants will continue to reflect on and apply to challenges in their work. High-level takeaways to review after a productive discussion might include:

- When implementing a significant change, city leaders must examine stakeholder interests and positions in order to assess potential sources of support and resistance.
- While swift action may be necessary to effect change, so is the ability to respond and adapt to the needs and realities of different departments and civil servants.
- Savings and efficiency in the provision of city services are important, but so is ensuring the continued feasibility and quality of government services.
- Collaboration and cultivating allies within different departments can enhance a leader's understanding of the problem and ability to implement sustainable change.
- A strong and effective leader recognizes the importance of collaboration and political support but also understands that resistance is sometimes borne of fear of change.
- Press scrutiny, even when seemingly one-sided or unfair, can provide the necessary impetus for faster, more transparent implementation.

## Appendix

### Optional Worksheet Pre-Discussion Questions

1. *Who were the stakeholders? Examine their interests and positions with respect to implementing the TNC platform.*
2. *When Mayor Doria took office, what strategy options were available for implementing the new model? Consider the options in terms of the speed and extension of implementation, as well as the participation of different departments.*
3. *If you were Uebel at the time of this study, would you have identified that moment as one poised for change? If so, at what rate would you have implemented the changes? What would you have done similarly or differently?*
4. *How did the team adapt during the implementation process? What could they have done better? Would you have any concerns regarding the sustainability of the new system going forward?*
5. *Think about changes you effected or are currently promoting in your professional life. What tactics have been effective? How can you improve?*