

Construindo *frameworks* teóricos a partir de revisões integrativas de literatura

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O que é teoria?



Elemento	Definição	Exemplo
Conceito	Serve como unidade básica de pensamento, ajudando a definir e descrever aspectos fundamentais de um fenômeno.	"Recursos", "Valor", "Vantagem Competitiva"
Framework Teórico	Estrutura intermediária que organiza e relaciona conceitos de maneira sistemática para formular hipóteses e organizar pensamentos para entender um fenômeno.	RBV
Teoria	Conjunto concreto de proposições e relações que buscam explicar, prever e interpretar fenômenos de forma estruturada e empírica.	Teoria das capacidades dinâmicas



Desafio:
**Como construir *frameworks*
conceituais/teóricos?**



Métodos de Sistematização da Literatura

Um dos passos iniciais no processo de geração de conhecimento científico consiste na realização de **pesquisa bibliográfica**.

A busca e leitura de artigos acadêmicos permite aos **pesquisadores identificar e organizar conceitos chave** em um campo de saber possibilitando a proposição de **modelos analíticos** e **hipóteses** de pesquisa (Snyder, 2019).

Ainda, possibilita identificar **lacunas de pesquisa** a serem exploradas em novos estudos posicionando a contribuição do pesquisador em relação ao debate acadêmico vigente.



Métodos de Sistematização da Literatura

Problema revisões de literatura: subjetividade.

A adoção de métodos de sistematização aporta maior **rigor**, **profundidade** e **transparência** ao processo de pesquisa bibliográfica.

Os métodos de sistematização de literatura buscam **identificar**, **selecionar**, **avaliar** e **sintetizar** uma amostra de estudos científicos produzidos em um campo de conhecimento num determinado período.

Diferente da revisão de literatura, a sistematização de literatura tem por objetivo **diminuir os vieses** na seleção e análise crítica de artigos, os quais podem ocorrer em revisões não-sistemáticas. Esses elementos aumentam o nível de confiança dos estudos realizados e possibilitam sua **replicabilidade**.



Métodos de Sistematização da Literatura

Podemos classificar os métodos de sistematização de literatura em duas abordagens elementares:

- (i) **Abordagem quantitativa:** Bibliometria e a Meta-análise.

- (ii) **Abordagem qualitativa:** Revisão Integrativa de Literatura.



Revisão **integrativa** de literatura

Busca analisar uma **quantidade menor de artigos**, porém com **maior profundidade analítica** sem necessariamente usar análises estatísticas.

O objetivo principal deste método consiste em **analisar, criticar e sintetizar** um corpo representativo de **artigos sobre um tema específico visando integrar os achados por meio da proposição de modelos analíticos os quais buscam contrastar e convergir diferentes perspectivas teóricas** (Torraco, 2005).



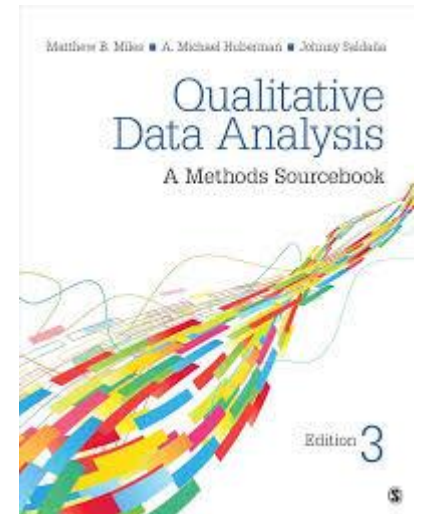
Como começar?



1. Elaborar o Protocolo de pesquisa

(a) Elaborar o protocolo de pesquisa estabelecendo as **perguntas que deverão ser respondidas a partir da leitura sistemática de artigos.**

(b) Estabelecer os *outputs* ou *displays* que serão apresentados no artigo.





Research Questions


1. What factors have influenced the evolution of HRD since its origin in the post–World War II period?
2. How has HRD responded to these factors and changes in its environment?
3. What dilemmas, challenges, and criticisms exist of how well HRD meets the needs of those it is intended to serve?
4. What are the implications of these dilemmas, challenges, and criticisms for change in HRD (the transformation of HRD)?
5. What are the implications of the study for further research in HRD? For HRD practice?

Integrative Literature Reviews

**What HRD Is Doing—What
HRD Should be Doing: The
Case for Transforming HRD**

Human Resource Development Review
2020, Vol. 19(1) 39–65
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	Psycho-Social Conditions						Implementation Plan				
	Relevant Prior Experience	Commitment	Understanding	Skills	School Admin. Support	Central Admin. Support	Materials	Front-End Training	Ongoing In-Service	Planning, Coordination Time	Etc.
Users 1 2											
Building Administrator (Principal) 1 2											
Central Office Administrator 1 2											
Other Central Office Staff											

Source: Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Thousand Oaks, CA: Sage Publications.



2. Identificar os estudos mais relevantes

Realizar uma busca ampla em diferentes **bases de dados** e/ou **periódicos** para identificar artigos de interesse.

Deverão ser criados os **critérios de inclusão e exclusão** de artigos. Esses critérios de busca devem estar alinhados à pergunta de pesquisa e debate acadêmico.

JOURNAL QUALITY LIST

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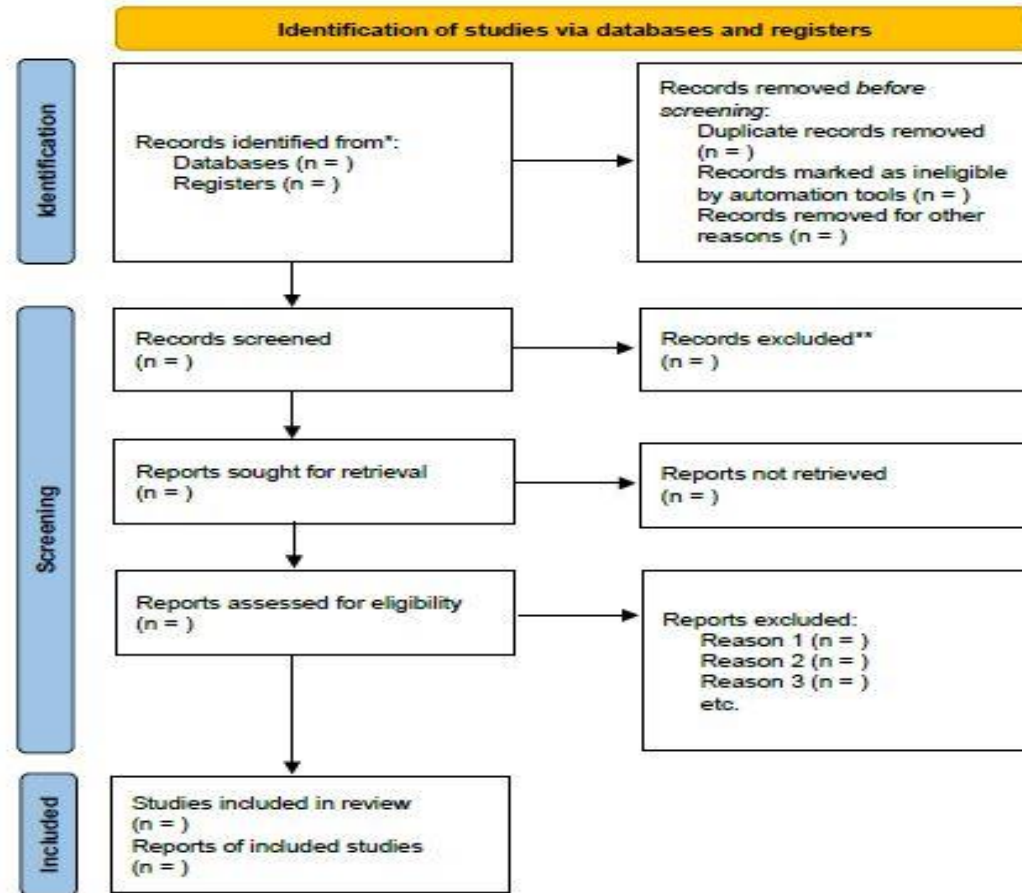
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Twenty-third Edition, 12 October 2006
Twenty-second Edition, 6 August 2006
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Twentieth Edition, 7 May 2006
Nineteenth Edition, 7 March 2006
Eighteenth Edition, 6 January 2006
Seventeenth Edition, 4 December 2005
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*Consider, if feasible to do so, reporting the number of records identified from each database or register searched (rather than the total number across all databases/registers).

**If automation tools were used, indicate how many records were excluded by a human and how many were excluded by automation tools.



Tabela de sinônimos

Variables	Sinónimos/Términos relacionados/Palabras clave	Keywords	Wildcards
Variable 1: Emprendimiento académico	"Emprendimeinto académico"	"Academic entrepreneurship"	"Academ* entrepreneur*"
Variable 2: Emprendimiento	Emprendimiento, empendedor	Entrepreneurship, Entrepreneur, Entrepreneurial, Entrepreneurialism	Entrepreneur*
Variable 3: Académico	Académico, Academia	Academic, Academy	Academ*

("project portfolio" OR "product portfolio" OR "multiproject") AND ("sustainable" OR "sustainability").



3. Avaliar a qualidade dos estudos levantados

Criar uma ficha de avaliação de artigos com os critérios que vão caracterizar se o artigo vai ou não constituir o corpo de artigos que serão analisados de forma exaustiva.



PAPER ANALYSIS

Title:

The **perceived relevance** of **design thinking** in achieving **innovation goals**: The individual **microfoundations perspective**

Research question / investigation problem:

How managers differently perceive the relevance of design thinking in achieving innovation goals?

- Design Thinking definition: formal method of leveraging creativity in problem solving with the intent of fostering innovation based on user-centeredness (Brown, 2008; Kolko, 2015; Liedtka, 2015; Martin, 2009).
- Innovation goals definition: product or service development, competitive strategy, organizational culture.



Why is this paper is relevant?

Recent review articles highlighting the value of design thinking and the need to better understand and study it (Magistretti, Ardito, & Messeni Petruzzelli, 2021; Magistretti, Bianchi, et al., 2021; Micheli et al., 2019).

Assumptions:

- Design as a driver of innovation.
- Design thinking is gaining a new strategic role: from designing novel products and services to delivering innovative strategies and supporting organizational transformations.
- Individual perceptions of the role of design thinking can lead to different mental models and hence issues in dealing with innovation challenges.
- Mental models positively affect the performance of individuals facing a common task: they not only better anticipate their colleagues' behaviour, but also communicate more effectively.
- The growing debate around design thinking has shown how this approach can be differently interpreted and adopted to address various innovation goals: (i) to foster product and service innovation, (ii) to identify new market opportunities, (iii) renew the organizational culture and (iv) define new strategies.



Findings:

- **Organizational function** (e.g. marketing professionals consider design thinking more relevant compared with designers for strategic direction; 1.13**),
- **Organizational hierarchy** (e.g. managers see market innovation as less relevant than leaders: 70**),
- **Organizational experience** (e.g. low-experienced individuals see more value in adopting design thinking to pursue a strategic direction compared with high-experienced individuals; 0.57**)

A possible explanation is that marketing and sales see a new reason to adopt design thinking

Contributions to the academic debate:

- The study unveils different factors that influence the perceptions of an innovation approach, thus affecting the potential impact at the corporate level.
- The study complements an emerging innovation management research stream (e.g. Cautela et al., 2022; Dong et al., 2016; Magistretti, Ardito, & Messeni Petruzzelli, 2021) revealing that corporate design thinking behaviour tends to be explained at the micro-level of analysis.
- Regarding organizational hierarchy, our study shows that leaders, on average, have a higher consideration of the relevance of design thinking elevating design thinking to a more strategic level (new business models, new brands...).



4. Sintetizar os dados coletados

Consiste na fase de tabulação dos resultados, qualificando e explorando as contradições e afinidades entre estudos.

Table 1. Dilemmas, Challenges, and Criticisms of HRD and the Implications for Change (the Transformation of HRD).

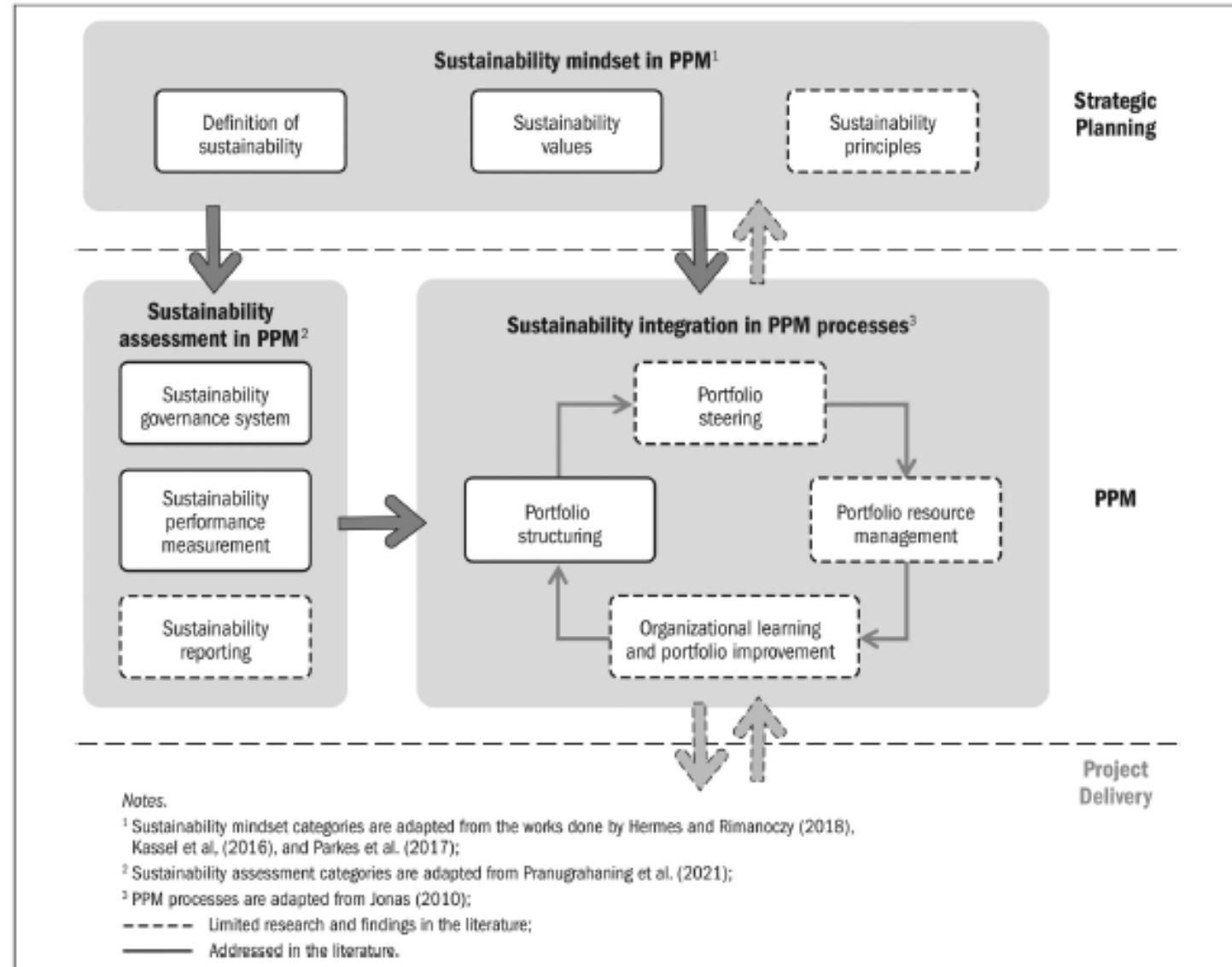
Dilemmas, challenges, and criticisms of HRD	Implications for change (the transformation of HRD)
<p>1. Lacking strategic alignment HRD is criticized for not being aligned with the organization's strategy and for offering programs that lack a performance orientation.</p>	<p>To create strategic alignment, HRD should</p> <ul style="list-style-type: none"> • Contribute directly to strategic business growth and development. • Develop a deeper understanding of the operations and dynamics of the business and of work performance and how it is measured. • Participate in strategic planning (including the costs and benefits of implementation decisions): <ul style="list-style-type: none"> ⇒ Develop employees for desired skills ⇒ Hire new employees with desired skills ⇒ Automate (replace employees with machines) ⇒ Outsource for desired skills
<p>2. Failing to demonstrate effectiveness and ROI Despite having the means to do so, HRD has been criticized for not demonstrating its effectiveness and ROI.</p>	<p>To demonstrate effectiveness and ROI, HRD needs to</p> <ul style="list-style-type: none"> • Constantly collect quantifiable and anecdotal evidence of HRD's effectiveness. • Adopt data-driven HRD decision-making. • Develop partnerships with institutions that offer employees cost-effective continuing education and training.
<p>3. Focusing on marginal programs HRD offers programs of marginal value at the expense of those that address important business and workforce needs.</p>	<p>To refocus on learning and development initiatives that are meaningful for employees and their organization, HRD should</p> <ul style="list-style-type: none"> • Prioritize programs and support for initiatives that help the organization to meet key business needs and to address challenges in today's changing work environment. • Provide support for programs based on learning paths that shift the emphasis away from formal HRD and the HRD practitioner toward more reliance on employee reflection, self-direction, and experience-based learning.
<p>4. Providing content without needs analysis With the proliferation of online content, HRD is criticized for making online learning content available without providing the needs analysis that links each content area to a corresponding learning need, thus side-stepping its responsibility for matching L&D with employee learning needs.</p>	<p>To ensure that learning offerings meet learning needs, HRD needs to</p> <ul style="list-style-type: none"> • Assure that online learning content is accompanied by the needs analysis that links each content area to a corresponding learning need. • Support the development of human capabilities such as systems thinking, creativity, collaboration, and resilience that cannot be replaced or duplicated by technology, artificial intelligence, automation, and decision-making algorithms.
<p>5. Bringing in insufficient firsthand knowledge of work and the world As firsthand knowledge of the work itself has diminished in importance to HRD, it has been criticized for not taking advantage of the developmental opportunities of work experience as HRD is unaware of what the work itself entails.</p> <p>Beyond HRD research on knowledge work and workforce development, little attention has been given to this area.</p>	<p>Rather than waiting for the results of work redesign projects completed by others, HRD needs to</p> <ul style="list-style-type: none"> • Be an active participant in work redesign so that new work processes take advantage of employee strengths and skill sets. • Revitalize interest in, and acquire firsthand knowledge of, the work itself (its origins, and engagement in workplace studies as the basis of authentic work-based learning).

Note: HRD = human resource development; ROI = return on investment.



5. Integrar os resultados obtidos

Gerar análises comparando e contrastando os dados. Deve-se buscar responder à pergunta de pesquisa e apontar novos rumos para pesquisas futuras.





Critérios de qualidade



Critérios de qualidade

- *Tamanho da amostra de artigos,*
- *Falta de alinhamento entre o método escolhido e pergunta de pesquisa,*
- *Escolha das bases de dados/journals,*
- *Escolha das palavras-chave,*
- *Abrangência temporal da coleta de dados,*
- *Inferências,*
- *Apoio tecnológico.*



Referencias

Métodos de sistematización de literatura em estudos científicos:
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