

Management skills as a strategic factor in the management of local public projects

Lina María Otálora Gómez¹, Jenny Edith Parada Camargo², Jorge Alberto Garzón Ortíz³

¹Universidad de Boyacá, lmotalora@uniboyaca.edu.co. ORCID: 0000-0002-2656-2269

²Universidad Pedagógica y tecnológica de Colombia (UPTC),
Jenny.parada@uptc.edu.co. ORCID: 0000-0002-0015-0346

³Universidad de Boyacá, jorgarzon@uniboyaca.edu.co ORCID: 0009-0009-8284-9350

ABSTRACT

Some municipal entities face problems in the execution of their projects, affecting the development of objectives, admiration and well-being of their community, based on this situation the managerial skills of municipal cabinet leaders were analyzed, and their impact on project management within the local public administration. The study was developed using a mixed explanatory approach with a quantitative predominance, integrating structured questionnaires, semi-structured interviews and review of projects executed by the different municipal agencies. The population was made up of secretaries of office and officials attached to the municipal cabinet. The instrument assessed five managerial dimensions: leadership, communication, self-awareness, teamwork, and search for results, using a five-point Likert scale. The results showed strengths in collaborative work and achievement orientation, while leadership presented the lowest score, reflecting limitations related to team motivation, strategic communication and organizational leadership.

KEYWORDS: skills, project management, public administration, management

1. INTRODUCTION

Efficiency in local public management has been relevant in the last decade, since the role of government is fundamental for the fulfillment of sustainable development policies, provision of services and execution of projects. Therefore, mayors' offices and municipal administrations are strategic spaces where not only regulatory guidelines are made, but also projects are developed that strengthen the development of the environment, citizenship, and community (Contreras & Quispe, 2023). In this sense, the managerial skills of officials who work in the public management of municipalities ensure efficiency in the use of public resources and the satisfaction of community demands.

Managerial skills understood as a set of intrapersonal, interpersonal, and cognitive skills allow us to enhance work and develop the coordination of people and resources to achieve objectives in companies (Whetten & Cameron, 2020). These competencies have transcended in the field of public administration because they are not developed and limit leadership and the fulfillment of goals, affecting local governance, trust in the community, and the perception of institutional legitimacy (Martínez-Olivera et al, 2023).

It was also noted that the ability of local governments to respond to the Sustainable Development Goals depends on the training and updating of their management teams (Organisation for Economic Co-operation and Development, 2021). Taking into account that these teams have a limited work period, which must be adjusted and efficient in their management, since the project leader directs the work team and resolves the difficulties and conflicts that develop during the project.

Local public management tends to have complex and changing environments, in this sense, the development of projects requires not only technical knowledge in planning and control but also in skills to strengthen work teams, communicate correctly with the actors that are part of the projects and manage conflicts in a constructive way, evidencing the need to design specific methodologies that strengthen managerial competencies in the sector public (Gómez-Miranda, 2018).

Some entities have shown that municipal governments face structural limitations in terms of financing, infrastructure and personnel, which generates a significant gap between the objectives formulated in the development plans and the results obtained in their period of governance, as well as a high turnover of officials and pressure from social or political actors makes it necessary to develop skills that enhance competencies strategic strategies of the leaders of public management projects and develop the objectives set in an articulated manner (Economic Commission for Latin America and the Caribbean, 2023). A new challenge for the management of public projects is the incorporation of international standards where projects are required to depend on a balance between the technical, managerial and leadership because they are differentiating factors in highly complex contexts such as those faced by local governments and the absence of these translates into risks of non-compliance on costs and loss of legitimacy in the eyes of citizens (Project Management Institute, 2021).

The study by Bashir et al (2023) evidenced the importance of managerial skills in local public management, identifying that emotional self-awareness, empathy, and teamwork are key sources of municipal administration efficiency. This was concluded in the research carried out in Colombia where municipalities with strategic development and efficiency in skills are positively correlated in citizen satisfaction (Rodríguez & Sánchez, 2020).

The municipality of this research faces the challenge of managing infrastructure projects, social programs and territorial development policies with limited resources and under the attentive gaze of the community. Faced with this panorama, it is intended to analyze the managerial skills of the municipal cabinet and to be able to propose tactics to strengthen the management of public projects.

2. THEORETICAL FRAMEWORK

2.1 Managerial Skills

For the referents, managerial skills constitute a set of knowledge, competencies and techniques that allow managers to coordinate, guide and achieve organizational objectives in an efficient way. These competencies become very important in the public

sector due to the need to ensure transparent, efficient administrative processes aimed at collective well-being (Yukl & Gardner, 2020).

Whetten and Cameron (2020) defined managerial skills as a set of actions that lead to the result of effective and competitive organizations, in this sense, managerial skills can be developed through training and experience processes, making them a key point for each organization.

Managerial skills were grouped into three categories, first in technical skills related to specialized knowledge, second with human skills that lead to developing relationships and promoting cooperation and, finally, conceptual skills that allow understanding and facilitating decision-making and the strategic part (Aagaard, 2022; Abadzhiev et al., 2024; Katz, 1974; Pérez et al., 2015).

Among the competencies that are related to managerial skills is first, teamwork, which is related to the ability that people have to collaborate or work with others in order to achieve a common goal, second, the ability to seek results, which refers to the orientation towards the fulfillment of goals through processes such as planning and decision-making, third, communication, which is a skill that manages to transmit ideas, argue and establish effective relationships. Fourth, self-awareness, which is another competence that allows us to recognize emotions, strengths, and limitations in which managers can self-regulate and improve them, and finally, leadership, which is understood as the ability to guide, motivate, and positively influence others to achieve growth in companies (Yukl & Gardner, 2020).

2.2 Public Management

It is the set of processes, policies, and actions aimed at the efficient administration of State resources and the needs of the Community (Alfaro-Ramos & Ferreras-Méndez, 2022). Public management incorporates principles of transparency, efficiency, citizen participation and accountability, promoting results-oriented models and the generation of public value (Abou-Ali et al., 2025; Albayraktaroglu, 2024; Ammirato et al., 2022). Every government requires managerial skills that allow coordinating resources, leading teams and executing projects efficiently that meet the needs of citizens (Organization for Economic Cooperation and Development, 2023).

2.3 Project management

It is a strategic area aimed at planning, executing and controlling resources in order to achieve specific objectives. According to the Project Management Institute (2021), project management integrates knowledge, skills, tools, and techniques that generate value in the company through proper coordination of teams and processes. The Project Management Body of Knowledge 7 (PMBOK7) highlights competencies related to leadership, emotional intelligence, negotiation, adaptation, and strategic thinking as essential elements for consolidating good work teams (Sanches et al., 2023; Santana & Fialho, 2023; Subban & Vyas-Doorgapersad, 2014; Tavares & Pedro Filho, 2023).

From the above, project management has evolved towards points where it focuses on the generation of value, adaptability and people management, recognizing that the successes of projects depend on factors, both technical and competencies related to leadership, since through this orientation is given to planning, organization, direction, and control of project resources (Kerzner, 2022).

2.4 High-performance teams

They are work groups characterized by high levels of coordination, commitment, trust and orientation to results, this type of group tends to achieve high performance standards due to its integration of skills, collaborative leadership or effective communication among its members, favoring the development of projects and the fulfillment of goals (Cook & Milburn-Curtis, 2023). In the public sector, high-performance teams are directly related to the quality of administrative management and efficiency in the development of projects, achieving a good organizational climate, managerial skills, inter-institutional coordination, and citizen satisfaction (Rodríguez & Sánchez, 2020; Alves et al., 2023; D'Angelo et al., 2023; de Oliveira et al., 2023).

These concepts can be identified as common threads that when joined become strategic points for the fulfillment of the objectives of public administrations, achieving convergence of managerial skills, project management and high-performance teams, as a potentializer that leads to high-level management for any type of project, taking into account that local governments manage urban areas, economic and social.

3. METHODOLOGY

The research was developed with a mixed explanatory approach, with quantitative predominance, non-experimental design and cross-section, through a case study. With this approach, quantitative and qualitative data were integrated in order to comprehensively understand the managerial skills present in the secretaries of the municipal cabinet and their impact on project management.

The mixed approach is relevant in public management research because it responds to the needs of capturing data that allows analyzing the current state of management skills and interpretation of perceptions, experiences, and dynamics (Creswell & Creswell, 2018). From the quantitative part, the level of development of managerial skills was evaluated by means of a validated instrument. In the qualitative framework, interviews were implemented to deepen leadership, communication, and decision-making practices. On the other hand, a non-experimental design was carried out so that the variables of the study were not manipulated, but observed in a natural environment, allowing to verify the relationship between managerial skills and project management in the public sphere. The study population of this research was made up of the officials that make up the municipal cabinet, including secretaries of office and their respective work teams. The sample corresponds to a non-probabilistic sampling for convenience selecting the officials with direct participation in the administrative processes and in the management of the projects, that is, the instrument was applied to the 7 secretaries that make up the municipal cabinet, allowing to diagnose the current state of their managerial skills and 65 officials who are part of the teams of the office.

Within the methodological design, a systematic review of literature related to managerial skills, leadership in the public sector, project management and high-performance teams was developed, managing to identify a conceptual framework with categories of analysis based on scientific references. Then the quantitative instrument of Rubio (2021) was applied, this instrument was selected according to the criteria of validity, reliability, relevance to the objectives.

The instrument was subjected to the reliability test using Cronbach's Alpha coefficient, obtaining values between 0.84 and 0.848, considered adequate. In addition, it achieved a Nagelkerke coefficient of 0.65, indicating a high level of explanation between managerial skills and organizational development, giving support for the validity of the instrument. The questionnaire was made up of 20 items, distributed in 5 dimensions, self-awareness, leadership, communication, teamwork and search for results, with a 5-point Likert scale with 1 strongly disagree to 5 strongly agree.

Subsequently, semi-structured interviews were conducted with the secretaries of the municipal cabinet to identify perceptions, experiences and needs related to the exercise of their managerial skills. Allowing to deepen aspects associated with public management. This interview guide was prepared taking as a reference the dimensions and categories proposed in Rubio's (2021) managerial skills instrument.

As a complement to the diagnosis, an evaluation of the projects executed by the different secretariats of the municipal cabinet was carried out, taking as a reference the Project Management Maturity Model (PMMM) proposed by Kerzner (2022), this model develops the maturity of project management and can be analyzed from associated variables such as planning, control, leadership, Fulfillment of objectives and organizational capacity. Based on this, the times, cost control, quality of execution, team coordination and satisfaction of the beneficiaries were reviewed, strengthening the methodological triangulation of the study by complementing the information obtained from the structured interviews and the questionnaire.

For the data analysis, descriptive statistics and a comparative analysis were used between the dimensions and correlations of the variables associated with leadership, teamwork, communication and results orientation. The qualitative information from the interviews was analyzed through thematic categories, through open and axial decoding, allowing the identification of patterns associated with leadership practices, organizational management, and organizational performance. Afterwards, a process of triangulation was developed between the quantitative and qualitative results and the theoretical references consulted, strengthening the interpretative validity of the research.

4. RESULTS

The research was developed with a diagnosis of managerial skills presented by the secretaries of the municipality and its incidence in the management of public projects was analyzed through a mixed explanatory approach, the results integrated the quantitative part derived from the structured questionnaire and the qualitative part obtained through semi-structured interviews and review of projects executed by the municipal secretariats. then triangulation was implemented, which allowed a comprehensive understanding of the managerial competencies present in the public administration.

The participating population was made up of officials assigned to the different dependencies of the municipal cabinet including the Secretariat of Works, Legal Office, Ministry of Finance, Administrative Management, Secretariat of Agriculture, General

Secretariat of Government, Advisory Office of Planning and Secretariat of Economic and Social Development. In addition, the sample was made up of 65 officials assigned to the different administrative units.

4.1 General diagnosis of managerial skills

In order to identify the current state of the managerial skills present in the cabinet, a structured questionnaire based on Rubio's (2021) instrument was applied, which evaluated the five dimensions: self-awareness, search for results, leadership, communication, and teamwork, this instrument was applied to both secretaries and officials who belong to the work teams.

According to this, the results show that there is an intermediate managerial performance in the set of employees, although the dimensions presented scores higher than the average value of the scale, none reached the optimal performance standard defined in 4.0, which indicated the existence of strengths in the functions, but also of relevant gaps in terms of strategic direction and organizational management.

Table 1 Average managerial skills perceived by office secretaries

Dimension	Average	Interpretation
Teamwork	3.56	Relative strength
Search results	3.47	Medium-high level
Communication	3.39	Intermediate level
Self-awareness	3.37	Intermediate level
Leadership	3.28	Main gap

Source: Own elaboration

Within the results, it is shown that the best valued dimension is teamwork with an average of 3.56, which reflects a favorable perception of cooperation, interpersonal relationships and the ability to articulate between dependencies, these findings showed that employees maintain an environment of collaboration within their environment, which is an advantage in the management of public projects since they support each other to be able to solve problems or accelerate strengths.

The results-seeking dimension obtained an average of 3.47, which places it as the second best-valued competency, this reflects an organizational orientation focused on meeting goals, solving problems and executing activities correctly. From the local public management, this suggested that the officials are committed to the institutional obligations and to the objectives established in the municipal development plan, however, it shows that it is not at the corresponding level, so work must be done to increase this dimension.

In relation to the communication dimension, the average was 3.39, placing it at an intermediate level, this showed that there are still limitations in active listening and openness to divergent opinions, which must be worked on in strategic communication and assertive communication because these difficulties can affect articulation and

coordination within teams. which makes the processes for developing the corresponding projects more complex, in addition to being able to reach a collective consensus in the face of some decision-making.

On the other hand, the self-awareness dimension presented an average of 3.37 participants, who manifested behaviors associated with professionalism and learning derived from experiences, however, they were identified as weak in critical reflection and in the ability to self-evaluate, which is a process that must be carried out for the leaders of work teams. This situation limits the development of processes of continuous improvement and organizational adaptation within the public administration.

Finally, the leadership dimension was analyzed, which scores with the lowest average with 3.28, configuring itself as the main managerial gap identified in the municipal administration, the results showed difficulties related to team motivation, conflict management, strategic management and strengthening of commitment, although the officials adequately perform administrative and operational functions, the results showed limitations in their leadership by identify that they do not develop transformational leadership, which empowers and moves teams to have high performance.

The analysis of the managerial skills of the municipal cabinet secretaries made it possible to comprehensively articulate the specific objectives of the research and the revised theoretical framework. The results show that there are significant strengths in the dimensions of teamwork and search for results.

4.2 Results of each dimension

• Teamwork

As mentioned above, the work dimension presents a high average of the general diagnosis of managerial skills and was consolidated as the main organizational strength, having an articulation between dependencies and a collective construction.

Within the quantitative results, they show items associated with "working well in a team", "providing constructive opinions", "treating others respectfully" and "adopting an open attitude to change and innovation", obtained higher scores within the dimensions evaluated, this suggests that workers perceive efficient interpersonal relationships and acceptable work environments, generating collaboration and mutual support.

Narratives associated with institutional solidarity, adaptability and collective construction of solutions emerged, especially in situations with the formulation of projects, community care and response to administrative requirements, this means that they are also adaptive strategies built from daily organizational experience. It was also identified that officials pursue teamwork as a necessity rather than an organizational policy, this shows that collaborative dynamics have been strengthened in response to institutional limitations and the need to optimize human and administrative resources within the municipality.

From a theoretical point of view, this coincides with what Rivera and Rivera (2023) have argued, who considered that teamwork is one of the most representative managerial skills, as it guarantees organizational effectiveness, especially in places where interpersonal interaction and coordination are required.

The review of the projects executed by the different agencies corroborated the above, since the secretariats presented better results in collaborative work and also greater levels of articulation in operational compliance and response capacity in the face of community problems. The projects developed jointly between planning, economic development and government showed higher levels of coordination and administrative monitoring, however, although teamwork is configured as a strength, it also allows the identification of limitations, because in several interviews the officials pointed out that cooperation between agencies depends on the existing risks when there are administrative changes or rotation of officials. something that is commonly generated in the public sector.

This dimension managed to present that the cabinet has a favorable organizational base for the strengthening of high-performance teams, particularly due to the existence of collaborative dynamics and mutual support mechanisms between dependencies, the consolidation of these capacities requires moving towards more structured processes of leadership, communication and institutional coordination, which allow working on current collaborative practices in organizational competencies sustainable.

- **Search results**

This dimension presented one of the highest averages within the study, reflecting compliance with administrative goals and the execution of activities associated with public management. In the quantitative part, it was observed that the officials perceive that their leaders have a high concern for responding to the needs of the community and fulfilling the obligations established in the Municipal Development Plan, this is shown in the items related to "the needs of those requested are centered" and "solves problems efficiently". which coincides with authors such as Paredes-Zempual et al. (2023).

Within the semi-structure interviews, it was possible to deepen the understanding of this dimension, highlighting that there were high levels of compliance due to institutional requirements, community pressure towards the execution of projects and budgetary limitations. In several interventions, it was mentioned that the agencies constantly work under dynamics of immediate response to administrative requests and territorial problems.

In particular, the dependencies related to finance planning and public works showed higher levels of operational monitoring and administrative performance in the projects reviewed, however, although the results show a favorable orientation, weaknesses related to the quality of the planning, strategic monitoring and impact evaluation processes are also identified. In other projects, limitations associated with comprehensive control were observed, without systematization of results and evaluation mechanisms.

In general terms, the results led to the conclusion that the cabinet has a relative operational capacity to respond to demands, but the consolidation of effective public management processes requires strengthening aspects related to strategic planning, monitoring and evaluation so that the current orientation towards results can be transformed into a more sustainable and articulated capacity.

- **Communication**

This dimension presented an intermediate average, reflecting a moderate performance within the cabinet, although the results show the existence of functional relationships

and interaction between the dependencies, they also show weaknesses related to assertive communication.

The items associated with: "communicates frankly", "shows an open and receptive attitude to opinions" and "communicates efficiently with others", obtained intermediate assessments, evidencing important differences between the dependencies and the management style, which suggests that there is communication to respond to daily administrative needs but there are still limitations in the strategic transmission of information and in an assertive communication that articulates the messages in order to understand them correctly.

From the theoretical approach, these findings coincided with what was stated by Rodríguez and Sánchez, (2020) who pointed out that communication is an essential transversal managerial skill to strengthen administrative management and team performance, likewise Zempual et al., (2022) presented that communication problems within organizations directly affect decision-making, group cohesion and institutional effectiveness, especially in complex administrative structures.

The interviews delved into the quantitative results where they stated that a good part of the difficulties are related to fragmented processes of transmission of information between dependencies, a situation that affects the projects in several interventions. They commented that information is often concentrated in certain offices or officials, making it difficult to build collaborative processes and make shared decisions.

It was also possible to identify that immediate responses are prioritized in the face of operational needs, reducing the spaces for feedback processes, organizational dialogue and strategic construction, generating difficulties in the coordination of projects and limiting the consolidation of efficient monitoring mechanisms.

On the other hand, some members recognized the existence of a willingness to dialogue and openness within some dependencies, especially in processes related to project formulation, attention to the community and responses to administrative contingencies, although there are limitations, capacities are also identified that can be further strengthened. In this sense, strengthening this dimension is essential to achieve efficiency in public management, project coordination and the construction of high-performance teams.

- **Self-awareness**

The self-perceptions of the secretaries presented intermediate levels of recognition of strengths, mistakes, personal capacities and improvement processes. The items associated with "demonstrate ethical behavior", "act professionally" and "learn their mistakes" presented positive responses within the instrument. In particular, the officials recognized that leaders have the capacities for institutional responsibility and fulfillment of functions, however, they must improve in critical analysis, performance and the transformation of experiences into organizational learning processes.

From a theoretical point of view, these findings coincide with what was stated by Baquero (2023), who argued that self-awareness is a fundamental competence of effective leadership, since it allows recognizing strengths, limitations, and patterns that affect organizational performance. Likewise, Ferrando Perea and Callohuanca Aceituno (2020) pointed out that self-awareness strengthens adaptive leadership and learning processes,

particularly in changing environments where officials must constantly respond to new demands. On the other hand, Canossa Montes de Oca (2022) argues that learning and self-reflection processes allow for strengthening organizational resilience and adaptability, especially in public institutions since they are constantly changing.

The semi-structured interviews allowed us to obtain an analysis of this dimension because they mentioned that their managerial skills are formed from everyday experience and practical problem solving. Others pointed out that the administrative dynamics of the municipality limit the spaces for processes of reflection, critical evaluation and strengthening of soft skills. Operational pressure, multiple responsibilities and demands reduce the possibility of developing self-evaluation and organizational learning exercises. The review of executed projects corroborated this situation, in several cases improvement processes derived from experience and learning during the execution of the activity were identified, however, there is an absence of formal mechanisms of systematization, feedback or self-criticism.

- **Leadership**

This dimension reached the lowest average, evidencing a significant weakness in team motivation, conflict management, decision-making and strategic management. The items associated with "inspires growth and continuous learning in others", "handles conflicts in an appropriate way", "takes the initiative to solve problems" and "motivates others to achieve their goals" obtained the lowest scores. Although leaders have the capabilities to be in office, there are limitations in aspects related to their management and their way of leading.

From the authors' approach, this coincides with what is stated by Fareed et al. (2023), Northouse (2022), Vasconcelos & Pedro Filho (2023), who argue that leadership is not limited only to management and compliance, but involves the ability to influence, motivate and guide teams. On the other hand, Yukl and Gardner (2020) pointed out that organizations with low levels of effective leadership have greater difficulties in consolidating organizational cultures oriented towards learning, innovation, and institutional adaptation.

In the qualitative results, it was possible to recognize administrative pressure, political rotation and operational overload, factors that affect the consolidation of leadership. In addition, leaders must respond to multiple administrative responsibilities by reducing the spaces to be able to accompany, motivate and strengthen their teams.

The review of the projects allowed corroborating several cases where there is an efficient operational execution and administrative compliance, however, the skills associated with strategic management, organizational monitoring and leadership are limited, therefore it does not generate innovation processes, nor strengthen cultures oriented to continuous learning. Consequently, leadership represents the main weakness and officials have limitations related to the competence to lead, highlighting the need to implement processes that help strengthen the dimension.

4.3 Strategic findings for local public management

Although the municipal administration has operational strengths related to collaborative work and results-orientation, there are still limits associated with leadership, human strengthening, assertive communication and organizational change management.

Likewise, the triangulation of the results, including quantitative, interviews and project review, made it possible to identify the administrative dynamics, prioritizing the responses to the demands of the community and the Municipal Development Plan, limiting the consolidation of organizational learning processes, strategic evaluation and strengthening of managerial capacities.

Therefore, the local public administration needs to move towards more comprehensive management models capable of articulating leadership, communication, teamwork and project management within permanent processes of institutional strengthening. The need to implement mechanisms for the development and managerial competencies that allow transforming and enhancing the competencies of current leaders was also presented. With the above, the implementation of training proposals that strengthen each of the dimensions is suggested.

Strengthening the skills of leaders in public administration requires comprehensive processes aimed at development and technical, strategic, and human capacities. that allow for improved management and effective direction of projects. This would imply promoting continuous training programs in leadership, communication and team management, as well as strengthening spaces for learning, feedback and evaluation that allow them to identify real in general performance.

5. DISCUSSION

According to the results, it can be observed that managerial skills play an important role in the effectiveness of public management and in the execution of institutional projects to achieve maturity in the municipal cabinet. The dimensions of teamwork and result orientation are those that present high levels of valuation, indicating a favorable disposition towards the fulfillment of goals and cooperation, this coincides with authors such as Whetten and Cameron (2020) who stated that interpersonal skills and coordination capacity are important factors to strengthen the performance of leaders and effectiveness in public or private organizations.

The dimensions of leadership and self-awareness presented low levels of assessment, demonstrating limitations in team management, emotional management and the ability to influence the municipal administration, these results are related to what was stated by Boyatzis (2008), who argued that emotional and social competencies are important for managerial performance and the achievement of collaborative environments in work environments.

In relation to organizational communication, the results show weaknesses with the articulation between dependencies and feedback processes, this evidence is important in public management where coordination is a key factor for the efficient execution of projects and the presentation of services from this analysis, the Project Management

Institute (2021) emphasizes that communication must be effective since it is an essential element to strengthen the teams of high performance and the correct management of projects.

By evaluating the projects, it was possible to identify a relationship between managerial skills and public results. The secretariats presented higher levels of leadership, collaborative work and orientation to results, evidencing better levels of compliance in terms of coordination, execution. and satisfaction of the authors integrated in the project. This coincides with Kerzner (2022), who stated that maturity in project management depends on technical, organizational, and managerial capabilities.

The results of this research can also be compared with research such as that of Contreras and Quispe (2022) who conducted their study in the local government of Peru, finding deficits in communication and leadership, achieving a 40% impact on social infrastructure projects. Another study conducted by Johnson (2018) in the municipalities of Mexico concluded that the low self-awareness of secretaries limited the ability to adapt, affecting the government and increasing political and financial crises. Confirming that these weaknesses detected in the municipality are part of a regional problem, which reinforces the relevance of strengthening managerial skills to develop and potentiate the projects of local municipalities.

According to the study, from this point on, training can be implemented for leaders with a strategic approach so that from the beginning they manage the teams correctly and guide them to achieve the objectives with the estimated resources and times, giving professional growth to each one and an enrichment in their work skills.

Therefore, the article contributed to the construction of a diagnosis that integrates managerial skills through the articulation between self-perception and organizational perception associated with public management, unlike other studies, which only focus on individual evaluations or exclusively quantitative approaches. The research allowed the identification of the gaps of the 5 dimensions, as well as strengths associated with collaborative work, providing relevant empirical evidence for the strengthening of high-performance teams and the improvement of project management processes.

The results showed that managerial skills represent a strategic component to strengthen capacity and effective improvement within the municipal public administration. Likewise, the triangulation between questionnaires, interviews and project evaluation allowed obtaining an understanding of the phenomenon studied, strengthening the consistency of the results.

6. CONCLUSIONS

Public management faces challenges in its administration and must respond effectively to the needs of the community, in this sense managerial skills have been consolidated as a strategic factor to strengthen performance in the public sphere and guarantee the fulfillment of projects.

Within this research, the current state of managerial skills in municipal cabinet secretaries was diagnosed, identifying strengths such as results orientation and teamwork and also

associated weaknesses in their leadership, self-awareness and organizational communication. It was evidenced that managerial skills directly influence the effectiveness of public management and the performance of projects, particularly related to leadership, team coordination and communication that showed a high relationship with the levels of compliance and organizational articulation within the public administration of the municipality.

The mixed approach allowed the integration of quantitative and qualitative information, managing to understand the administrative dynamics of the municipal cabinet and achieved the incorporation of criteria in relation to project management, strengthening the relationship and analysis between general managerial competencies and project management in the public sector.

The strengthening of skills such as leadership, emotional intelligence, communication and decision-making is a strategic need to improve administrative capacity and consolidate high-performance teams in local governments. The research provides empirical evidence on the importance of managerial skills in public and municipal management and contributes to the development of studies aimed at organizational strengthening and effective project management in the public sector.

The development of managerial capacities in local governments is an important objective to meet the sustainable development goals, leading to the development of leadership, communication and self-awareness in the municipal cabinet not only impacting the affectivity of the projects but also the community.

However, the research has limitations as it has a non-experimental cross-sectional approach, shortening the analysis of evolutionary changes over time and the possibility of establishing causal relationships between the variables, in addition, it only focused on a single case and on a small population characteristics of public administration studies. which restricts the generalization of the results.

Therefore, it is recommended to implement strategies to improve the articulation between actors and the standardization of project management processes, including tools and models that facilitate decision-making and institutional monitoring. It is suggested to strengthen the processes of training and development of managerial skills in the municipal administration, especially in competencies related to leadership, communication and emotional intelligence due to their impact on the effectiveness and execution of public projects. It is recommended that for future research they expand the scope of the study to other municipalities or territorial entities in order to carry out comparative analyses and deepen the relationship between the variables.

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