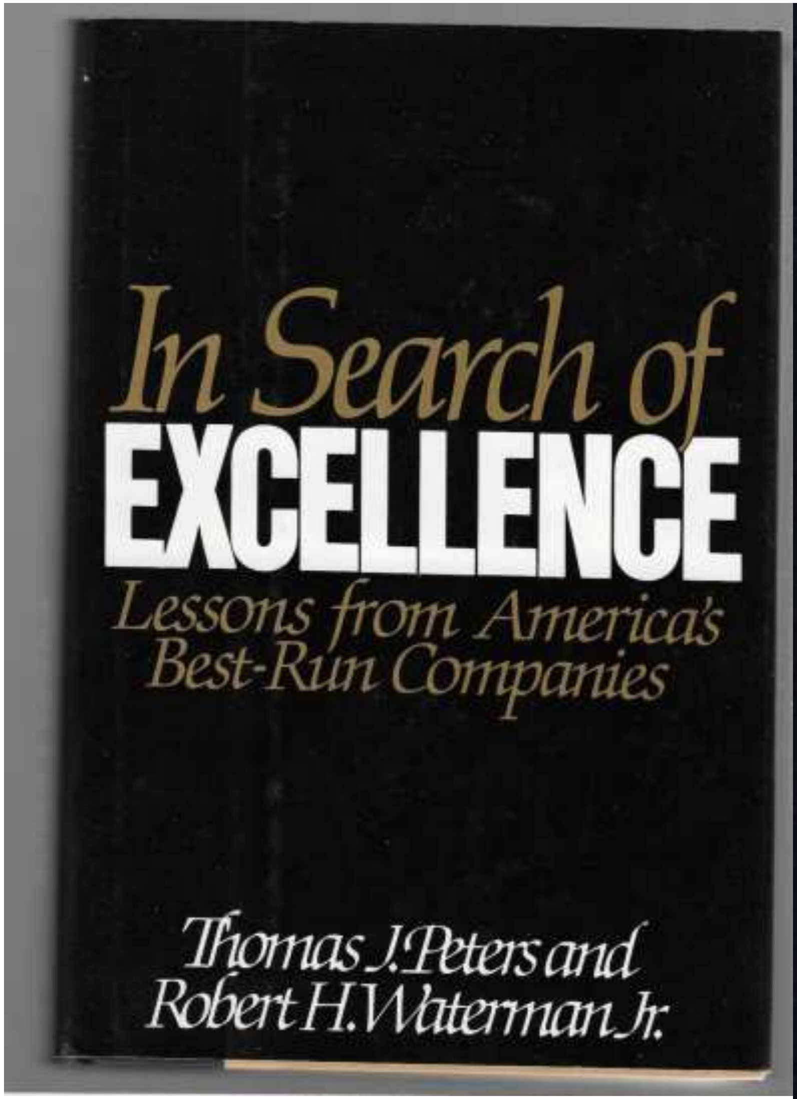
apdo
Asociación Profesional para el Desarrollo Organizacional

Compitiendo a través del compromiso y la cultura

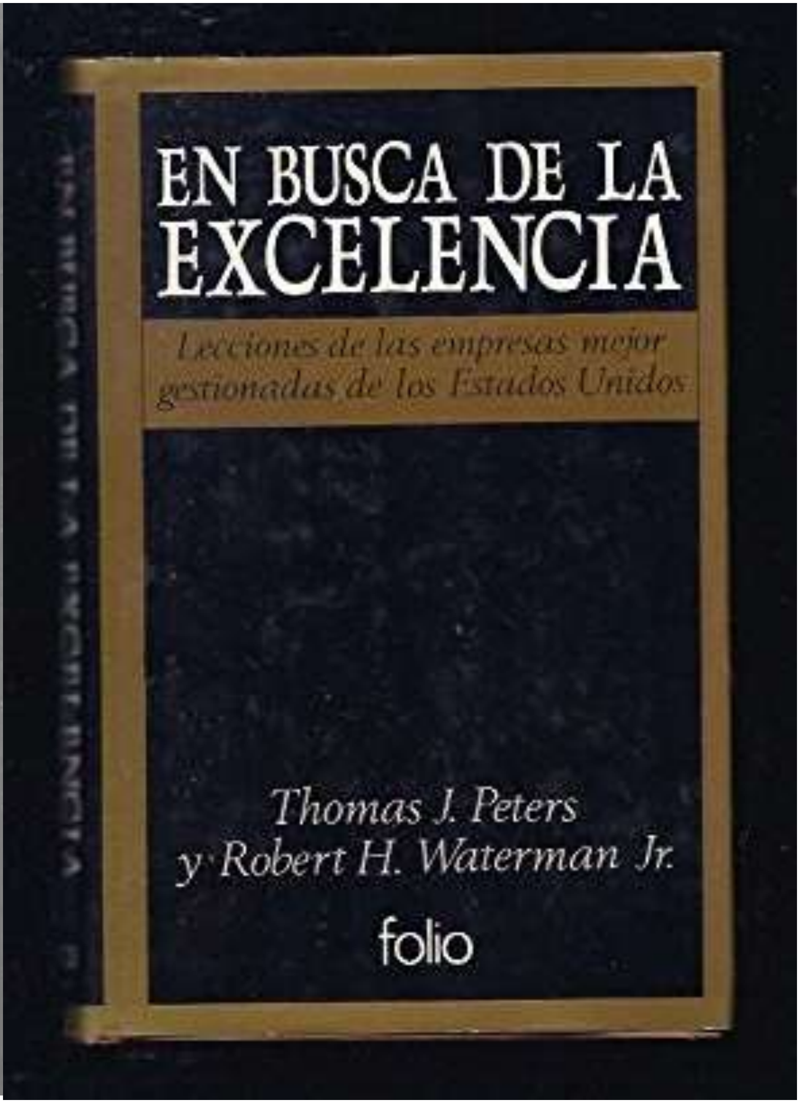
Josep Albet

ja
People Management Solutions



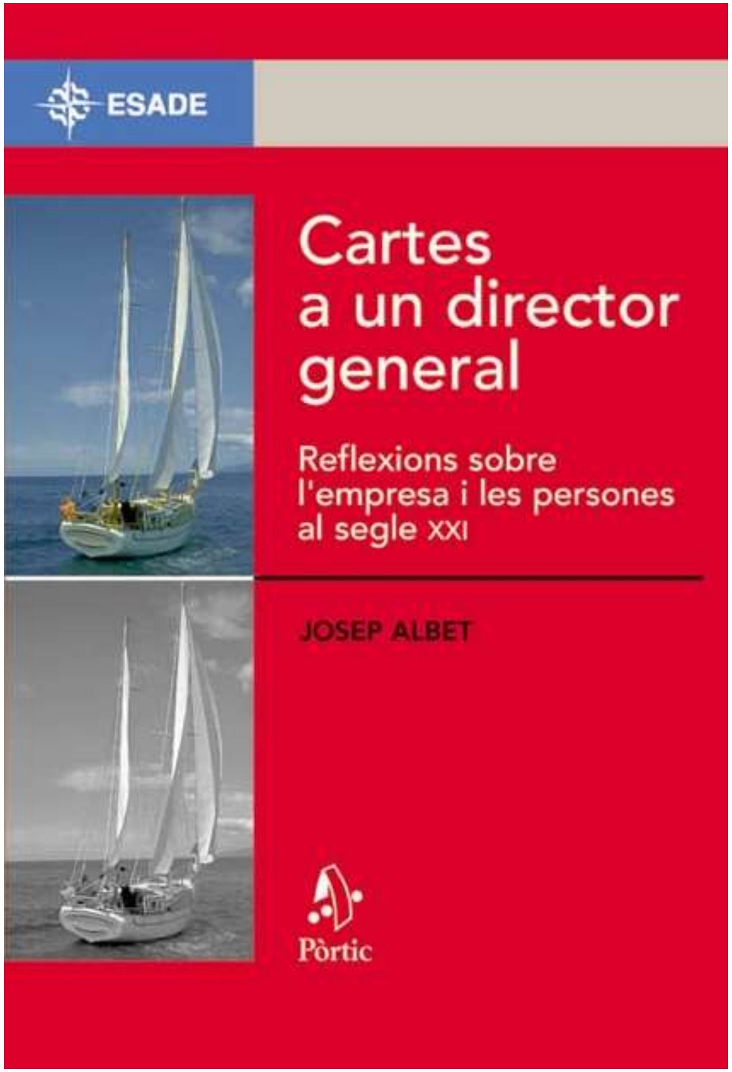
In Search of
EXCELLENCE
Lessons from America's
Best-Run Companies

Thomas J. Peters and
Robert H. Waterman Jr.



EN BUSCA DE LA
EXCELENCIA
Lecciones de las empresas mejor
gestionadas de los Estados Unidos

Thomas J. Peters
y Robert H. Waterman Jr.
folio



ESADE

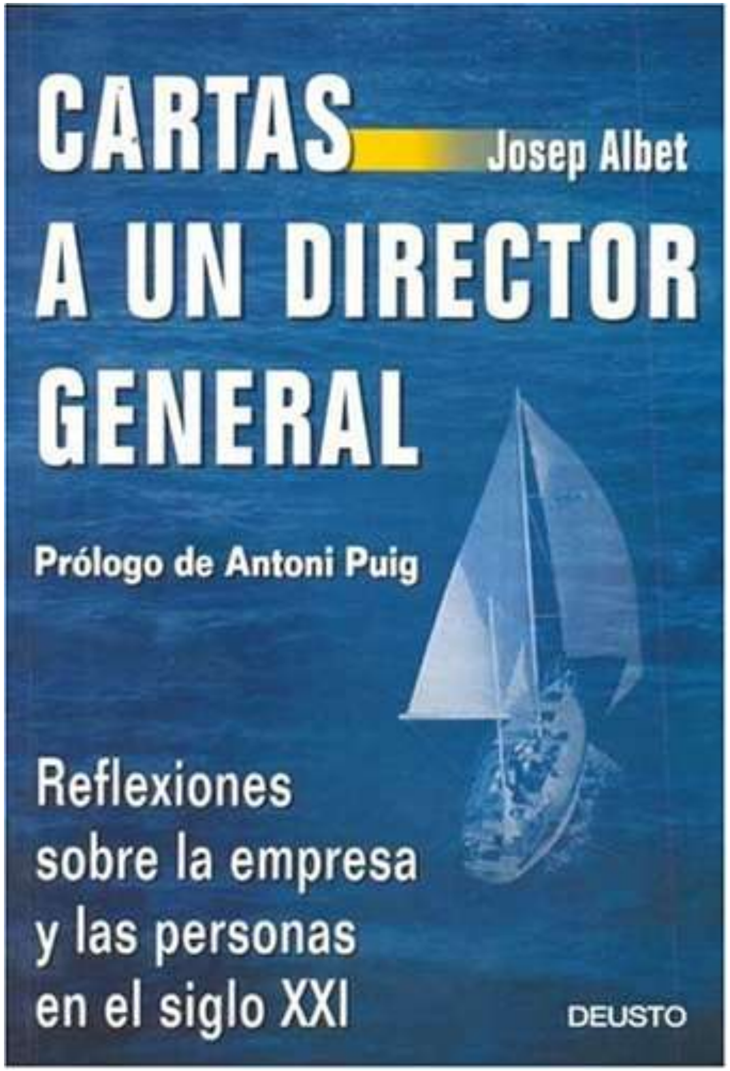
Cartes a un director general

Reflexions sobre l'empresa i les persones al segle XXI

JOSEP ALBET

Pòrtic

2002



CARTAS A UN DIRECTOR GENERAL

Josep Albet

Prólogo de Antoni Puig

Reflexiones sobre la empresa y las personas en el siglo XXI

DEUSTO

2004

apdo
Asociación
Profesional para el
Desarrollo
Organizacional

Compitiendo a través del compromiso y la cultura

Josep Albet

ja
People Management Solutions

- ¿Quién dispone del conocimiento?
- ¿Cómo puede ayudar el conocimiento a mejorar la competitividad y productividad de las empresas?
- ¿Cómo han conseguido las empresas pioneras hacer del conocimiento una ventaja competitiva?

- ¿Quién dispone del conocimiento?

- ¿Cómo puede ayudar el conocimiento a mejorar la competitividad y productividad de las empresas?

- ¿Cómo han conseguido las empresas pioneras hacer del conocimiento una ventaja competitiva?

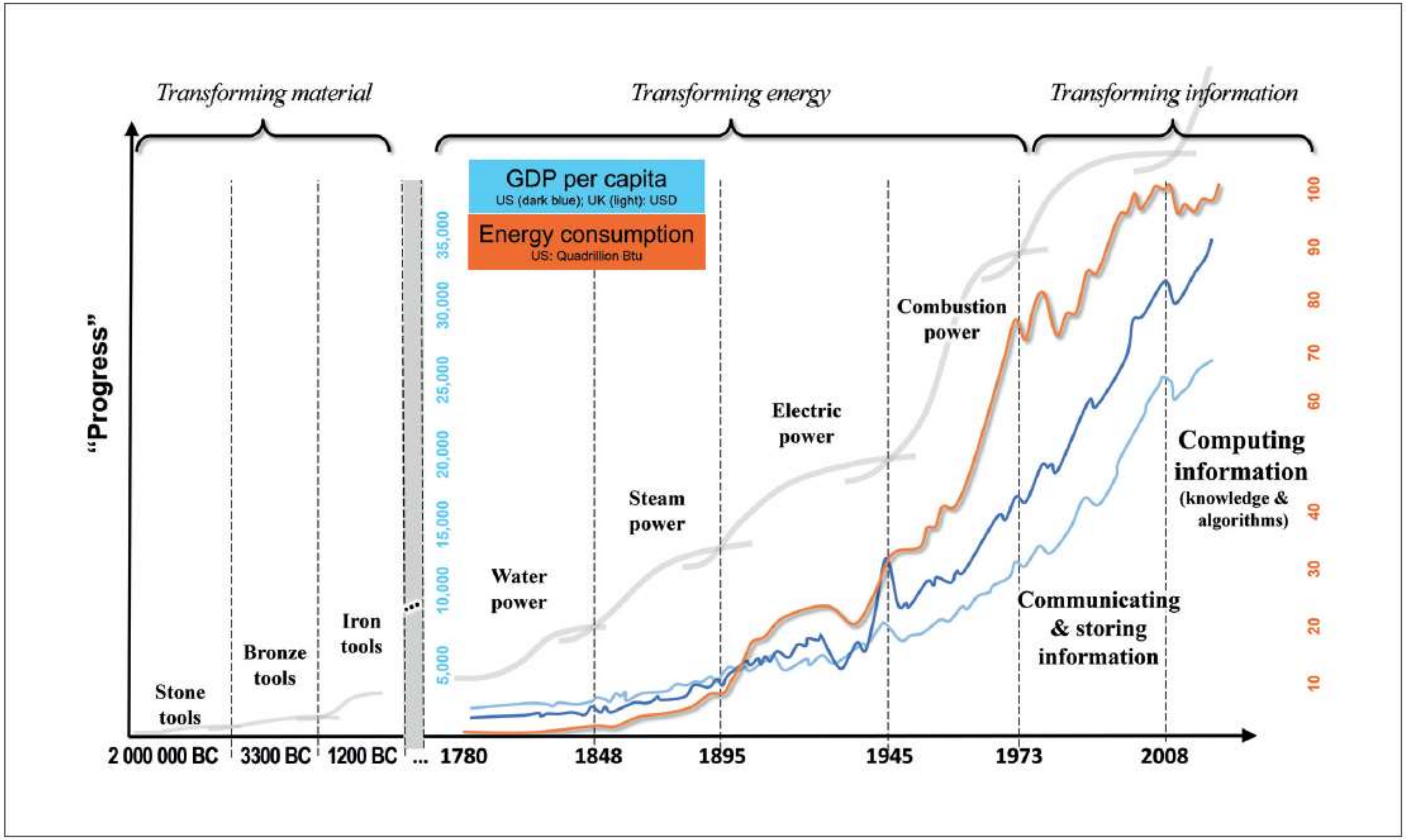


Figure 1. Schematic presentation of Schumpeterian long waves.
GDP, gross domestic product

Digital technology and social change: The digital transformation of society from a historical perspective
Hilbert, M. Dialogues in Clinical Neuroscience Volume: 22 Issue 2 (2020)

Daniel Bell

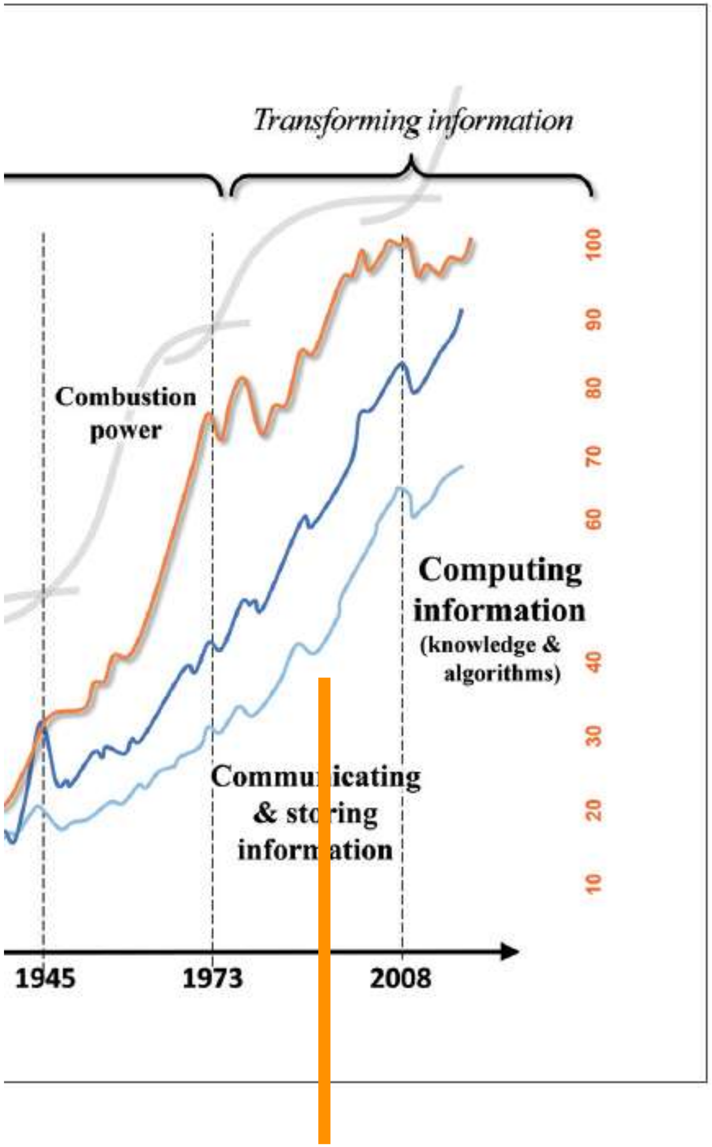
The Coming of Post-Industrial Society

(1973)

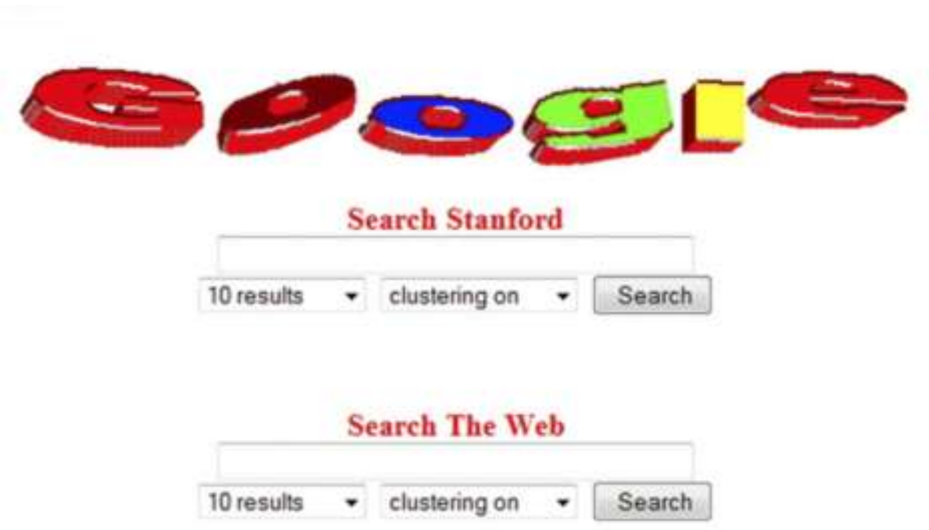
Peter Drucker

Post-Capitalist Society

(1993)



90’s Internet


Google

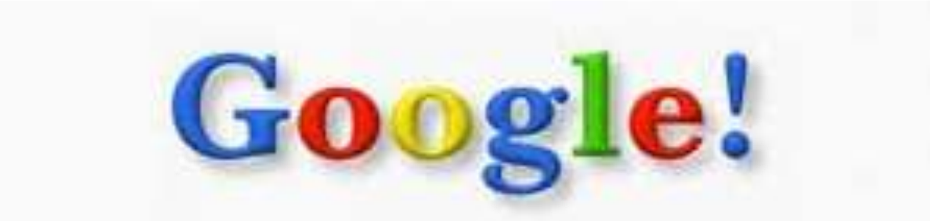
Search Stanford

10 results
clustering on
Search

Search The Web

10 results
clustering on
Search

1997



1998

“The war of Talent”

1998 McKinsey

Tres ideas principales:

1. Elevar la gestión del talento a prioridad de la empresa.
2. Para atraer y retener a las personas que necesitas, debes crear y refinar constantemente una **propuesta de valor** para los empleados: la respuesta de la dirección al por qué una persona inteligente, enérgica y ambiciosa querría trabajar con nosotros en lugar de irse con el equipo de la esquina.
3. Centrar la atención en cómo se debe reclutar a los grandes talentos.

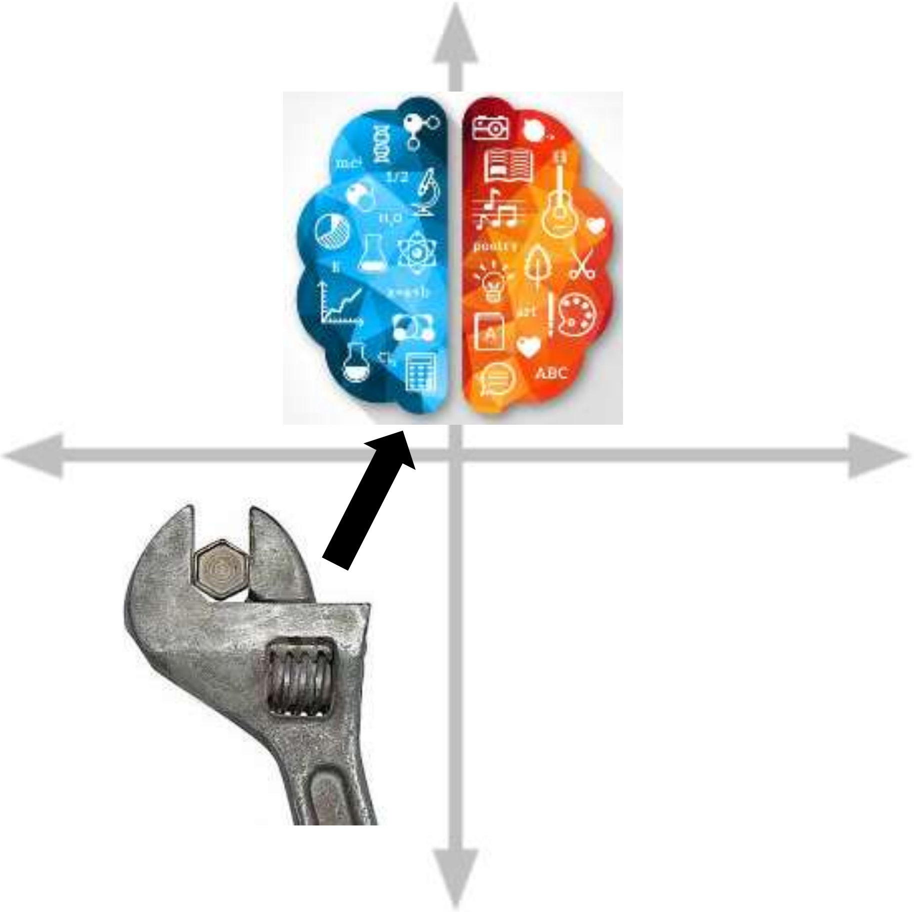
“The war of Talent, part II”

2001 McKinsey

Insiste en las ideas principales:

1. Los líderes deben hacer del talento una prioridad a todos los niveles de la organización.
2. Deben crear motivos para que los mejores talentos elijan sus empresas.
3. Rediseñar sus estrategias de reclutamiento.
4. Crear muchas oportunidades de desarrollo.
5. Aprender a identificar los mejores e invertir de manera adecuada.

Trabajo Cognitivo



Trabajo
Rutinario

Trabajo No
Rutinario

Trabajo Manual

Oscar Berg thecontenteconomy.com

La economía industrial se basaba en dos factores de producción, propiedad del empresario ...

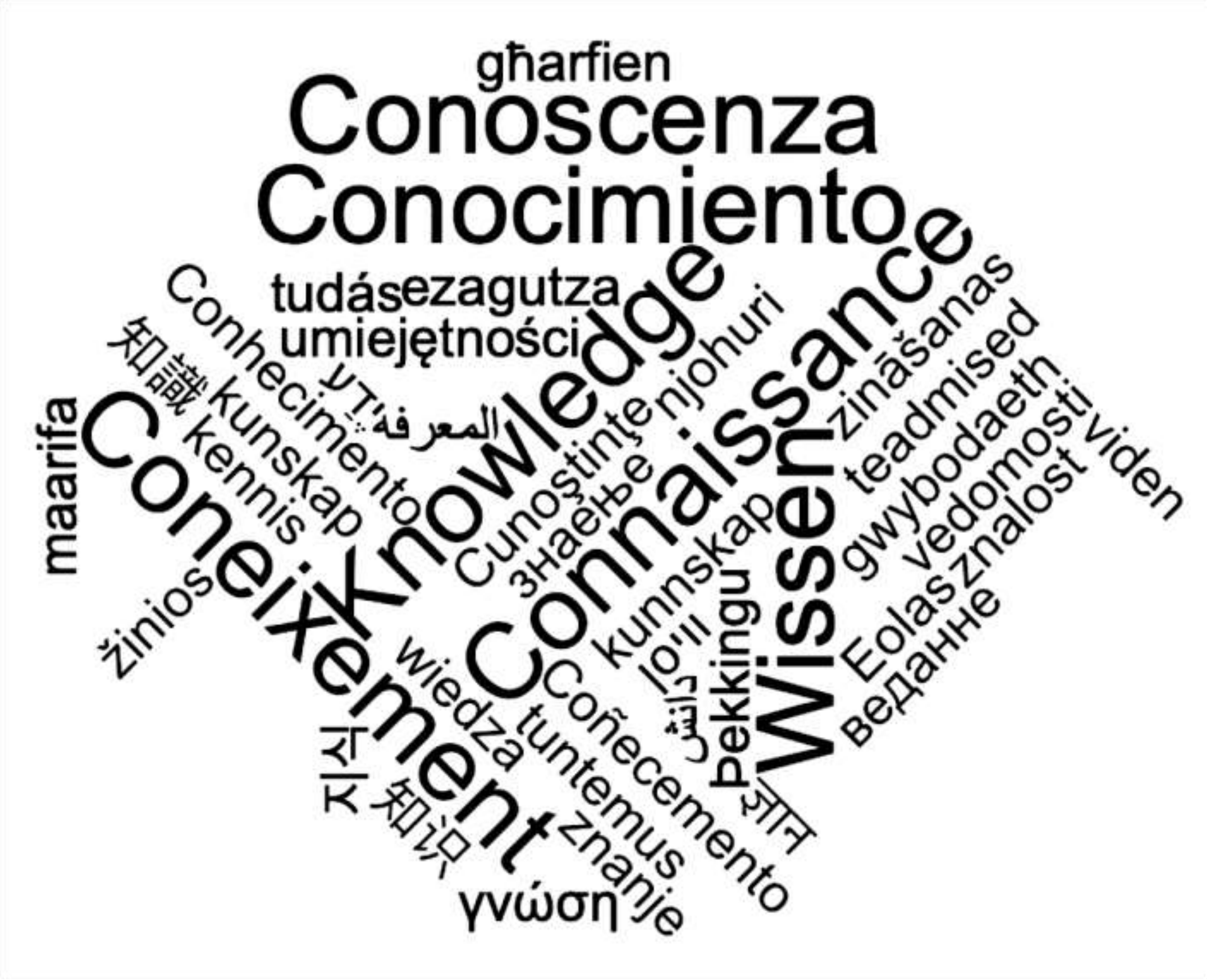
CAPITAL

TRABAJO

La economía del conocimiento sigue teniendo dos factores de producción, el capital, que lo tienen los inversores,…

Y el otro ha pasado a ser el conocimiento y que lo tienen los individuos, ...

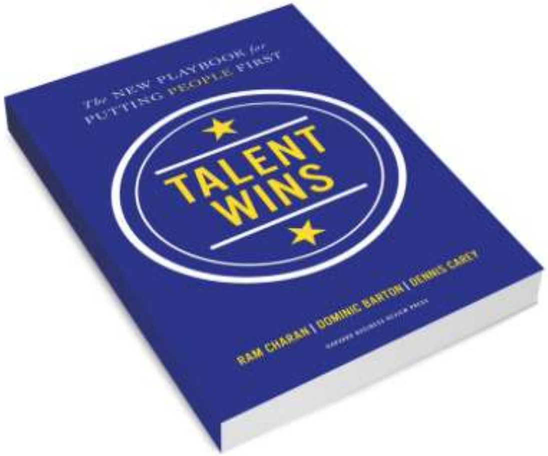
CONOCIMIENTO


għarfien
Conoscenza
Conocimiento
tudás
ezagutza
umiejętności
Conhecimento
知識
kunskap
kennis
maarifa
Coneixement
ידע
المعرفة
Knowledge
Cunoştinţe
знаење
njohuri
Connaissance
Wissen
zināšanas
teadmised
gwybodaeth
vedomosti
znalost
viden
Eolas
веданне
kunnskap
Þekkingu
دانش
ज्ञान
žinios
wiedza
지식
知识
tuntemus
Coñecemento
znanje
γνώση

ELLAS/ELLOS

VOSOTROS

NOSOTROS


The NEW PLAYBOOK for PUTTING PEOPLE FIRST
TALENT WINS
RAM CHARAN | DOMINIC BARTON | DENNIS CAREY
HARVARD BUSINESS REVIEW PRESS

Talent Wins:

The New Playbook for Putting People First

(2018)

Dominic Barton **Ram Charan** **Dennis Carey**

Dedication's Dominic Barton, Global Managing Partner of McKinsey & Company

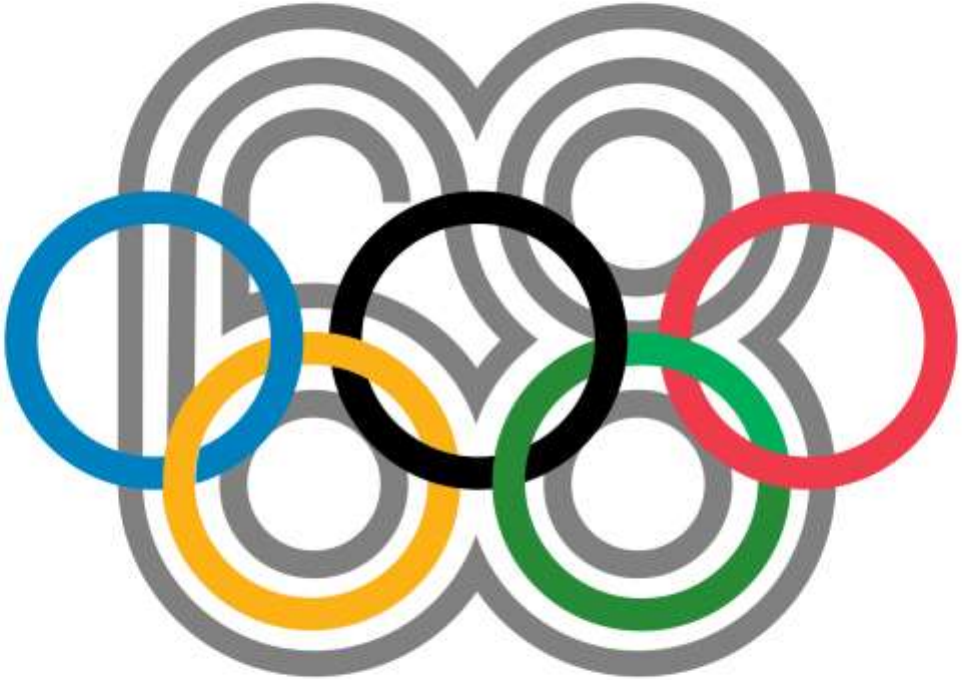
To all the HR leaders who've been banging the table on the importance of the talent agenda for years – thanks. You were right!

(A todos los líderes de recursos humanos que han estado golpeando la mesa sobre la importancia de la agenda del talento durante años, gracias. ¡Usted tenía razón!)

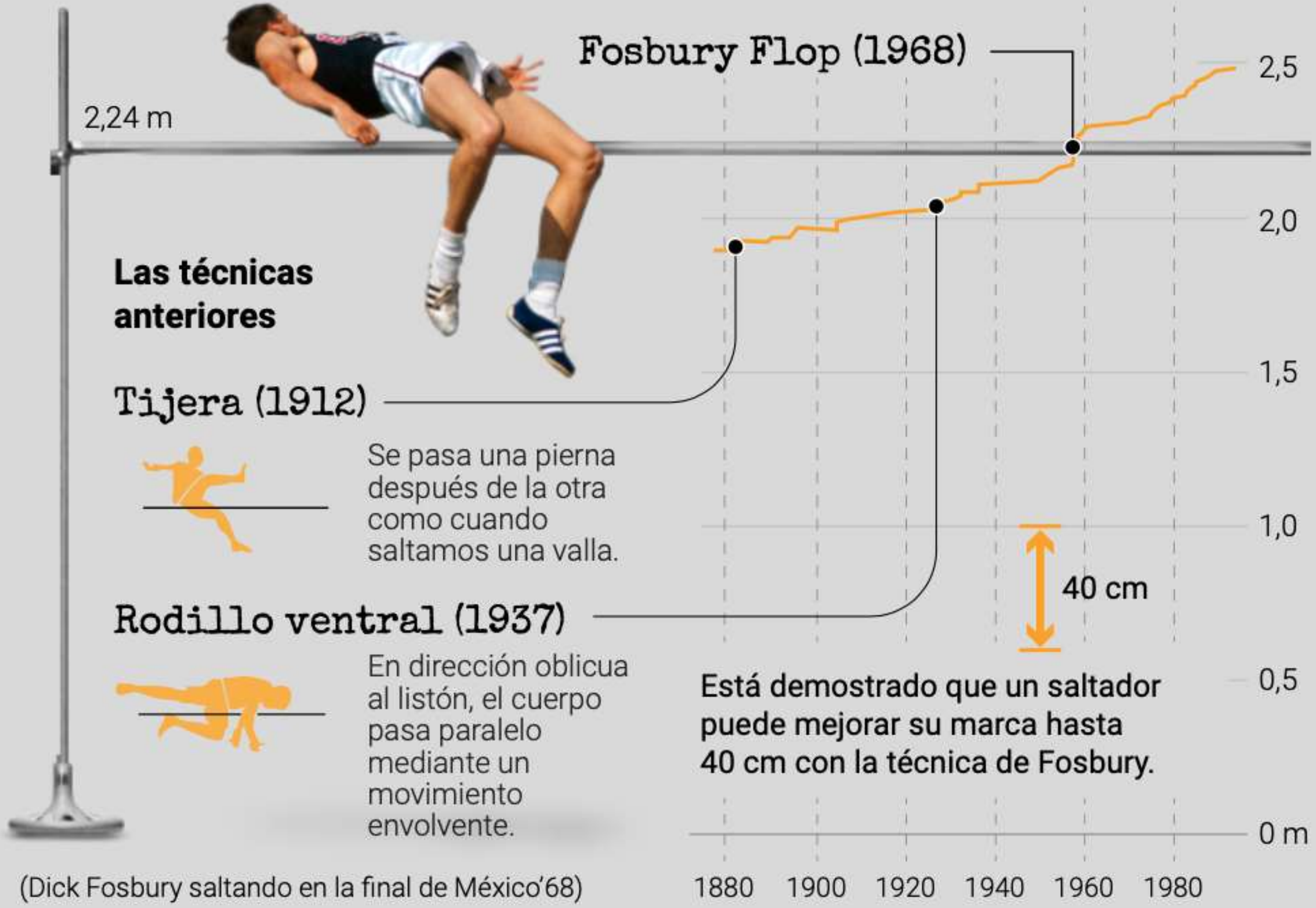
- El talento es el rey. El talento, más que la estrategia, es lo que crea valor.
- ¿Quién es la clave del futuro de su empresa y qué está haciendo para liberar su potencial?
- De hecho, el talento debe liderar la estrategia.
- En nuestra opinión, poner el talento en primer lugar significa **una transformación completa de la forma en que la mayoría de las empresas han hecho negocios durante décadas.**

¡Las personas son fundamentales para competir!

- ¿Quién dispone del conocimiento?
- ¿Cómo puede ayudar el conocimiento a mejorar la competitividad y productividad de las empresas?
- ¿Cómo han conseguido las empresas pioneras hacer del conocimiento una ventaja competitiva?



www.sporting-heroes.net



Fosbury Flop (1968)

Las técnicas anteriores

Tijera (1912)

Se pasa una pierna después de la otra como cuando saltamos una valla.

Rodillo ventral (1937)

En dirección oblicua al listón, el cuerpo pasa paralelo mediante un movimiento envolvente.

Está demostrado que un saltador puede mejorar su marca hasta 40 cm con la técnica de Fosbury.

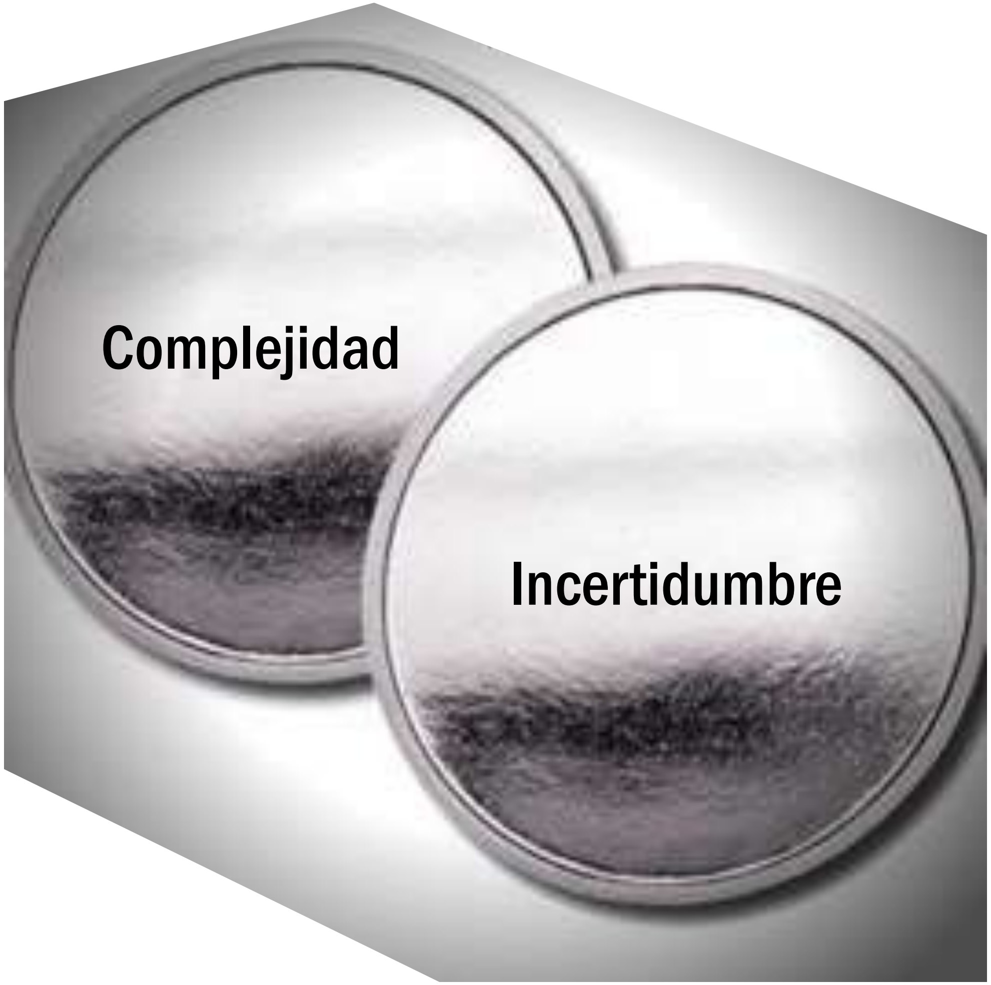
(Dick Fosbury saltando en la final de México'68)

Josep Albet 2021 ©

Fuente: https://www.marca.com/deporte/polideportivo/50-aniversario-olimpiadas-mexico-1968/salto-fosbury.html

Innovación para competir

4ª Revolución Industrial

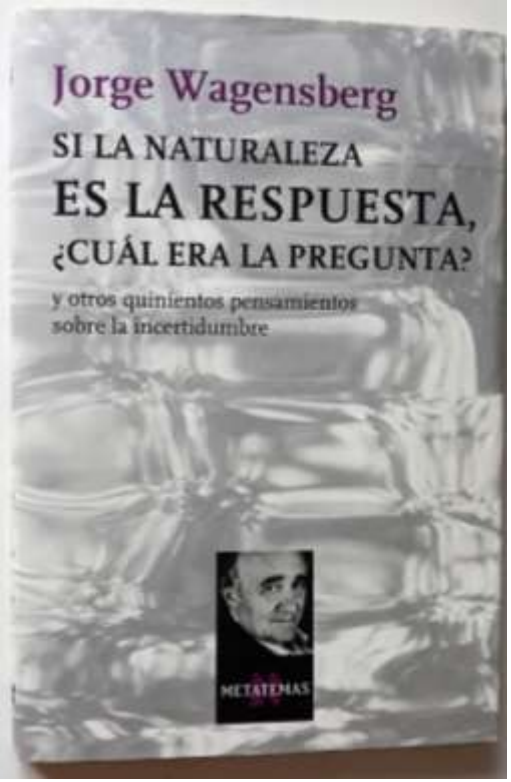


Complejidad

Incertidumbre

Jorge Wagensberg

1948 - 2018



Jorge Wagensberg

SI LA NATURALEZA
ES LA RESPUESTA,
¿CUÁL ERA LA PREGUNTA?

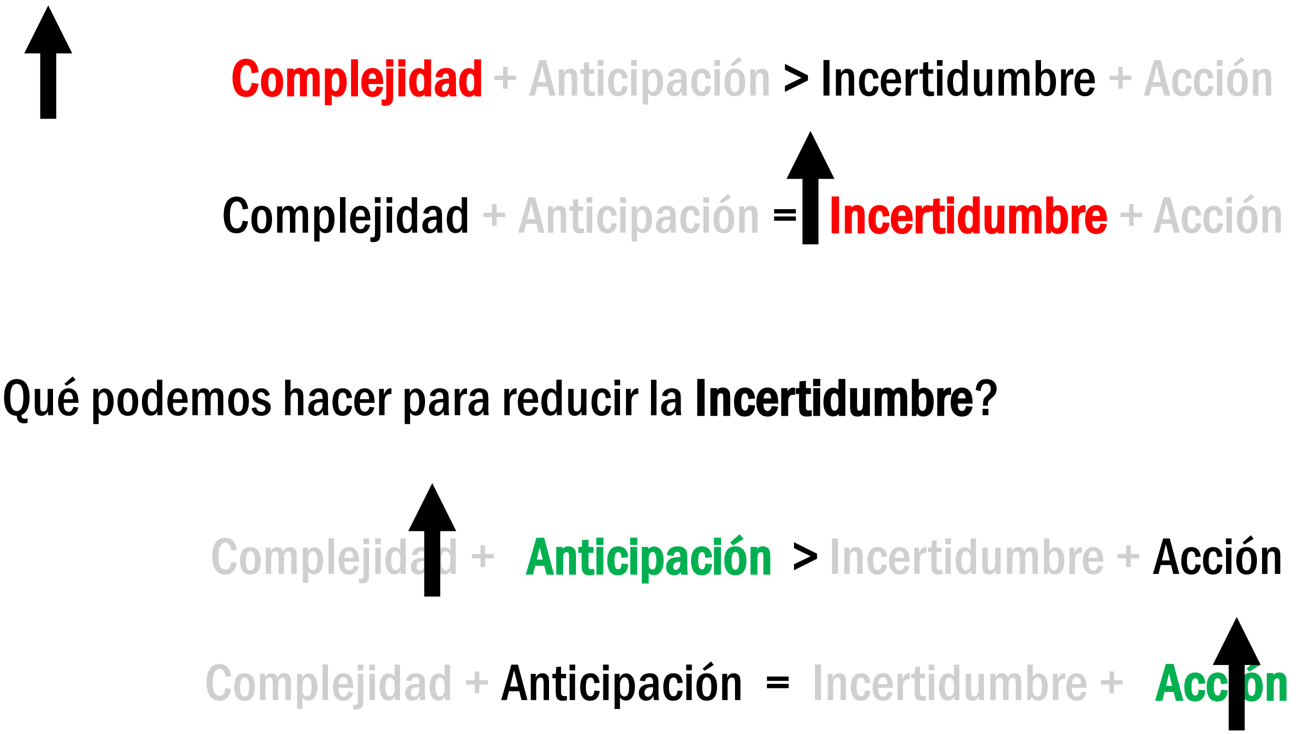
y otros quinientos pensamientos
sobre la incertidumbre

METATEMAS

2002

“Complejidad más Anticipación es igual a incertidumbre más Acción”

Complejidad + Anticipación = Incertidumbre + Acción



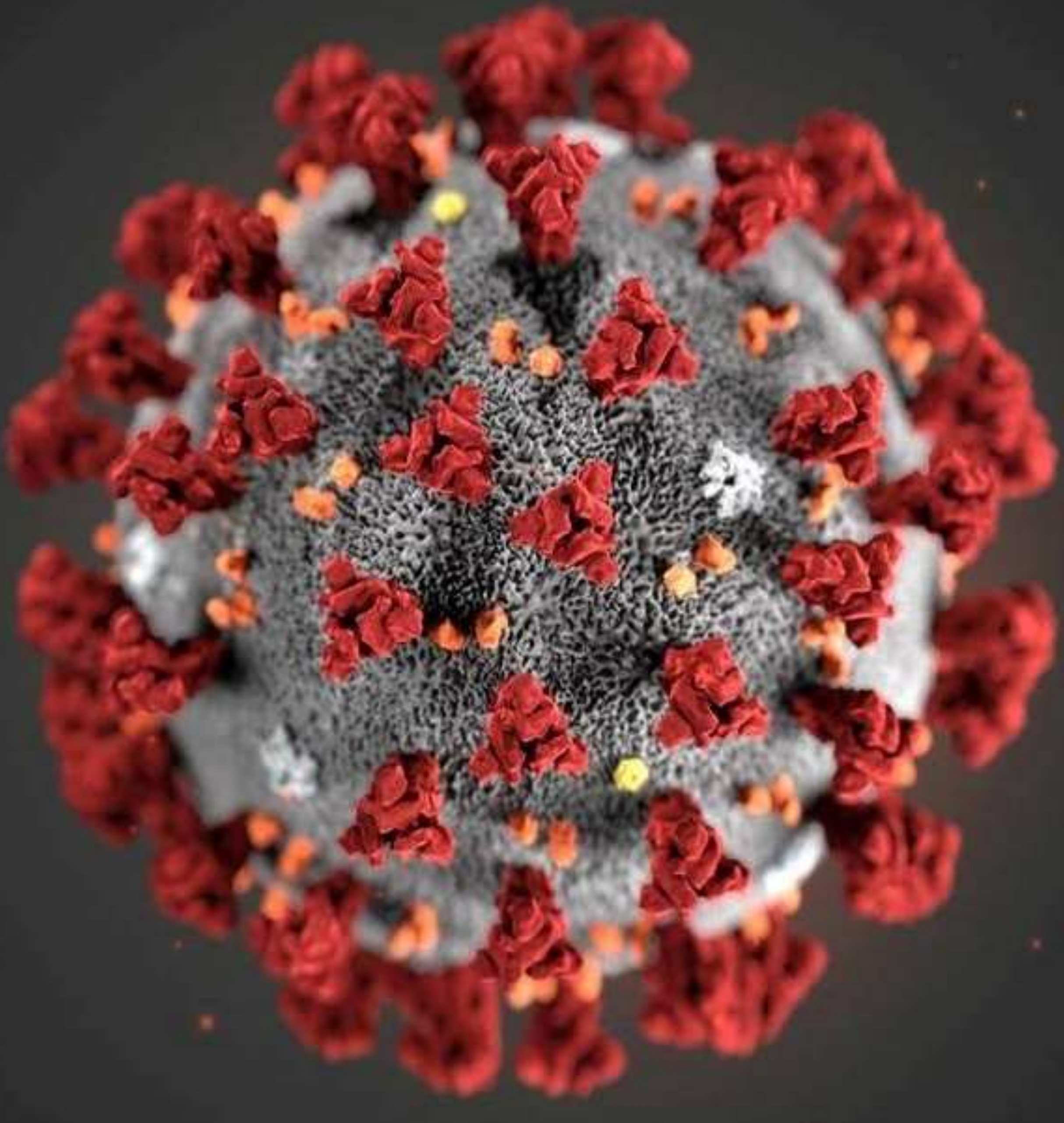
Complejidad + Anticipación > Incertidumbre + Acción

Complejidad + Anticipación = **Incertidumbre** + Acción

¿Qué podemos hacer para reducir la **Incertidumbre**?

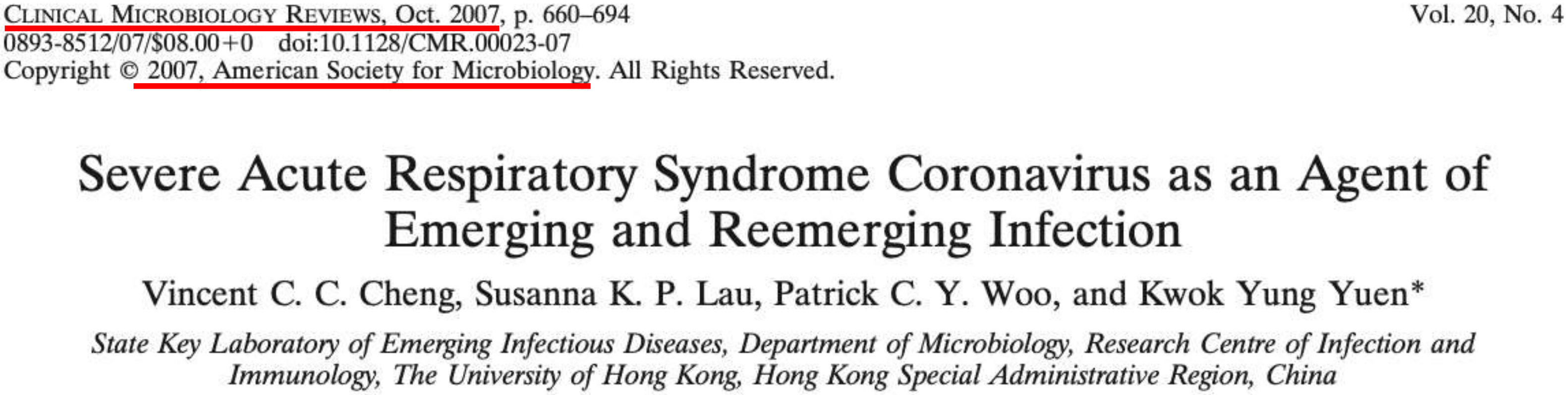
Complejidad + **Anticipación** > Incertidumbre + Acción

Complejidad + Anticipación = Incertidumbre + **Acción**



2020

Si la anticipación es la fórmula que permite reducir la incertidumbre y actuar, ¿por qué la practicamos tan poco? Un ejemplo, ...



Revista científica número 65 de 15.194, según su Impact Factor (2019)

Clinical Microbiology Reviews, Oct. 2007, p. 660–694
0893-8512/07/$08.00+0 doi:10.1128/CMR.00023-07
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Vol. 20, No. 4

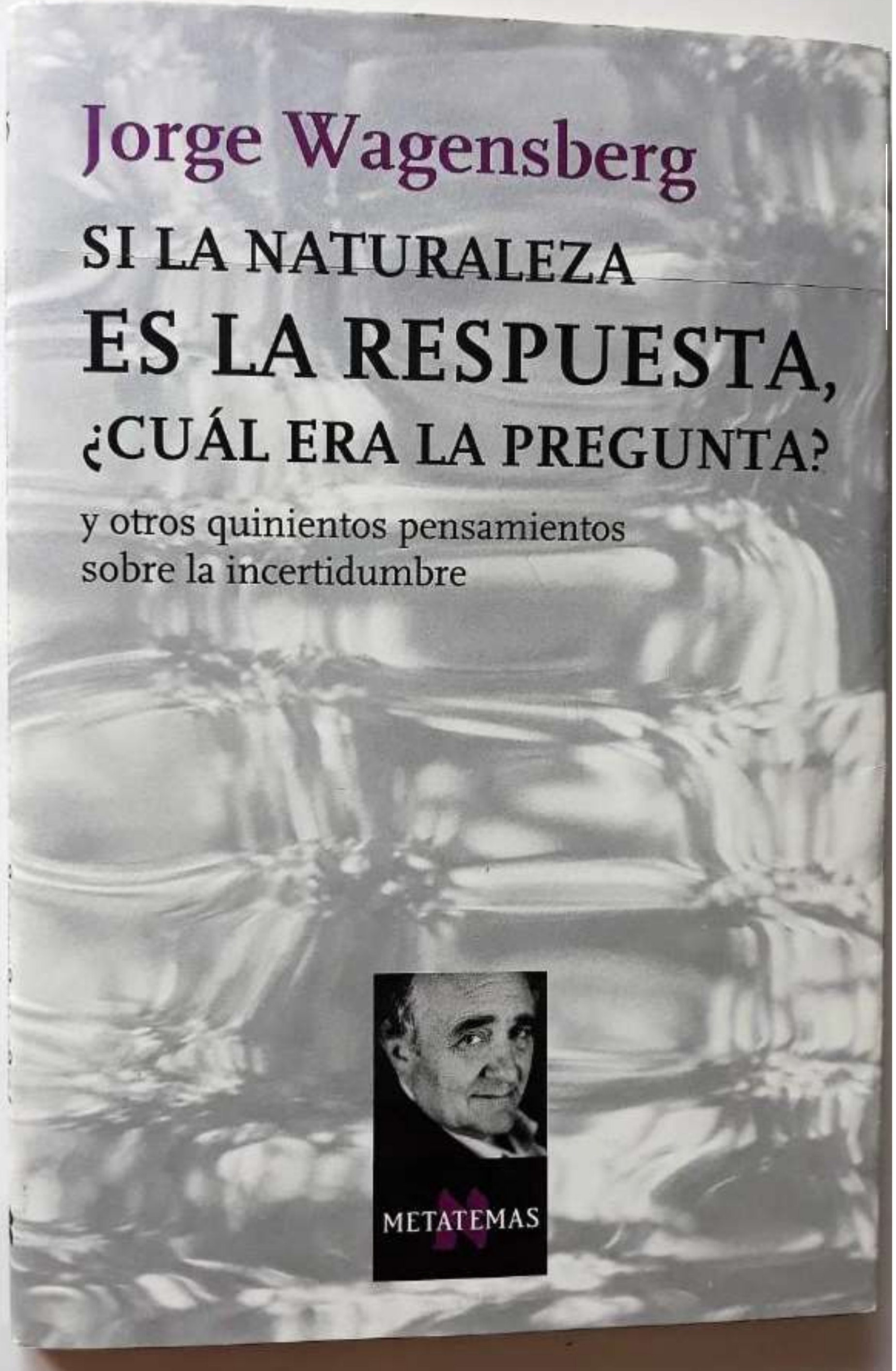
Severe Acute Respiratory Syndrome Coronavirus as an Agent of Emerging and Reemerging Infection

Vincent C. C. Cheng, Susanna K. P. Lau, Patrick C. Y. Woo, and Kwok Yung Yuen*

State Key Laboratory of Emerging Infectious Diseases, Department of Microbiology, Research Centre of Infection and Immunology, The University of Hong Kong, Hong Kong Special Administrative Region, China

Traducción del título:

Síndrome respiratorio agudo severo. El Coronavirus como agente de infección emergente y reemergente



Jorge Wagensberg

SI LA NATURALEZA
ES LA RESPUESTA,
¿CUÁL ERA LA PREGUNTA?
y otros quinientos pensamientos
sobre la incertidumbre

METATEMAS

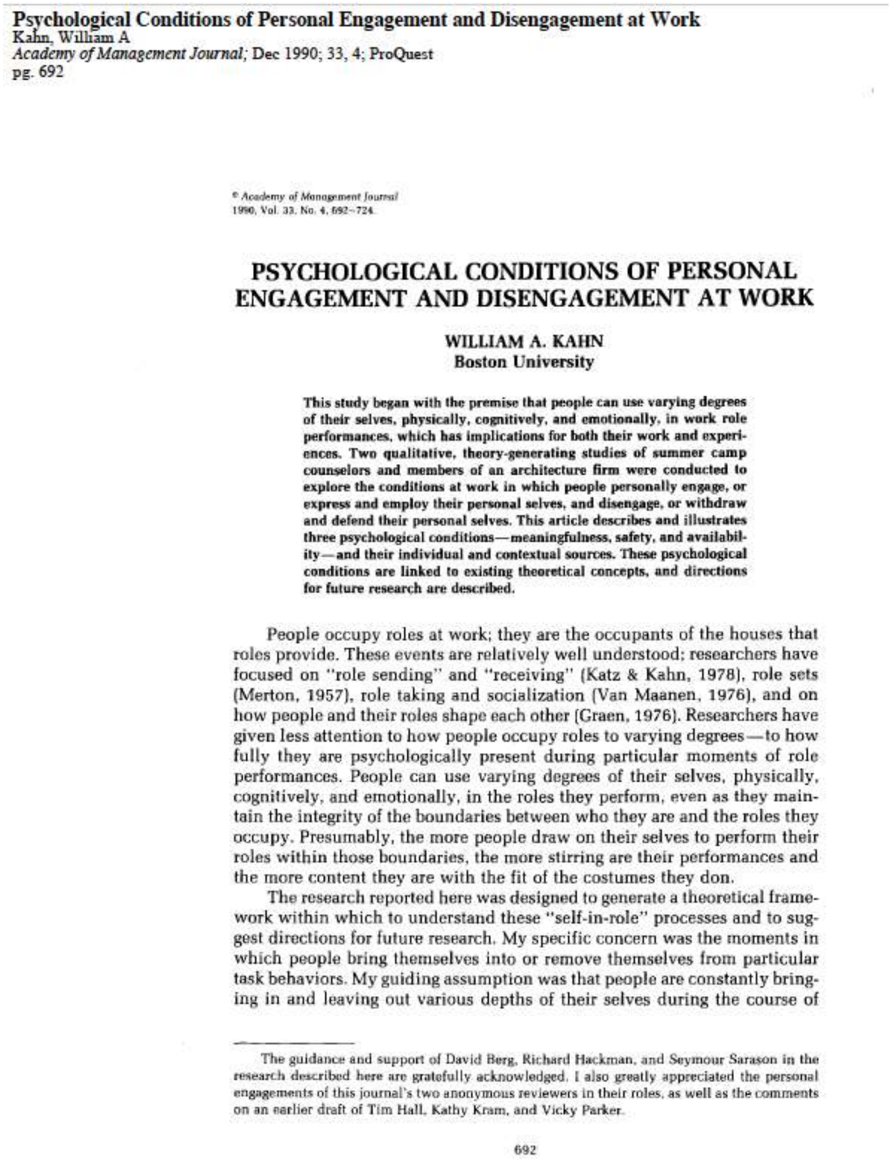
"El conocimiento es la prestación más prestigiosa del cerebro para anticipar la incertidumbre del entorno"

- ¿Quién dispone del conocimiento?
- ¿Cómo puede ayudar el conocimiento a mejorar la competitividad y productividad de las empresas?
- **¿Cómo han conseguido las empresas pioneras hacer del conocimiento una ventaja competitiva?**

engagement
culture

Incorporación de la Generación Y (Millennials) al mercado laboral

Josep Albet 2021 ©



Psychological Conditions of Personal Engagement and Disengagement at Work
Kahn, William A
Academy of Management Journal; Dec 1990; 33, 4; ProQuest
pg. 692

© *Academy of Management Journal*
1990, Vol. 33, No. 4, 692–724.

PSYCHOLOGICAL CONDITIONS OF PERSONAL ENGAGEMENT AND DISENGAGEMENT AT WORK

WILLIAM A. KAHN
Boston University

This study began with the premise that people can use varying degrees of their selves, physically, cognitively, and emotionally, in work role performances, which has implications for both their work and experiences. Two qualitative, theory-generating studies of summer camp counselors and members of an architecture firm were conducted to explore the conditions at work in which people personally engage, or express and employ their personal selves, and disengage, or withdraw and defend their personal selves. This article describes and illustrates three psychological conditions—meaningfulness, safety, and availability—and their individual and contextual sources. These psychological conditions are linked to existing theoretical concepts, and directions for future research are described.

People occupy roles at work; they are the occupants of the houses that roles provide. These events are relatively well understood; researchers have focused on "role sending" and "receiving" (Katz & Kahn, 1978), role sets (Merton, 1957), role taking and socialization (Van Maanen, 1976), and on how people and their roles shape each other (Graen, 1976). Researchers have given less attention to how people occupy roles to varying degrees—to how fully they are psychologically present during particular moments of role performances. People can use varying degrees of their selves, physically, cognitively, and emotionally, in the roles they perform, even as they maintain the integrity of the boundaries between who they are and the roles they occupy. Presumably, the more people draw on their selves to perform their roles within those boundaries, the more stirring are their performances and the more content they are with the fit of the costumes they don.

The research reported here was designed to generate a theoretical framework within which to understand these "self-in-role" processes and to suggest directions for future research. My specific concern was the moments in which people bring themselves into or remove themselves from particular task behaviors. My guiding assumption was that people are constantly bringing in and leaving out various depths of their selves during the course of

---

The guidance and support of David Berg, Richard Hackman, and Seymour Sarason in the research described here are gratefully acknowledged. I also greatly appreciated the personal engagements of this journal's two anonymous reviewers in their roles, as well as the comments on an earlier draft of Tim Hall, Kathy Kram, and Vicky Parker.

William Khan

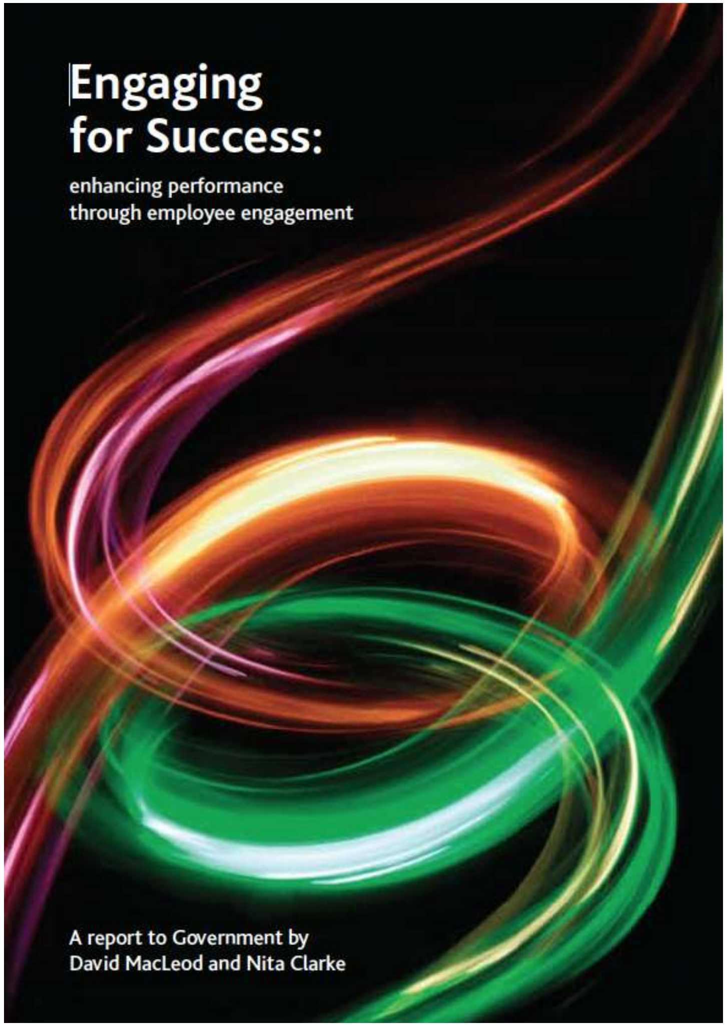
“Engagement is a word that suggests betrothal – the decision to commit to a role, an identity and a relationship that offers fulfillment.”

Workforce December, 2015

Betrothal: a formal promise to marry someone.

Cambridge Dictionary

UK



Engaging for Success:

enhancing performance through employee engagement

A report to Government by
David MacLeod and Nita Clarke

2009

Employee Engagement
A review of current thinking

Gemma Robertson-Smith and Carl Markwick

REPORT 469

HRN IES HR Network

ies

2009

Consultoras

Deloitte Review
ISSUE 16 | 2015

Complimentary article reprint

Becoming irresistible
A new model for employee engagement

BY JOSH BERSIN
> PHOTOGRAPHY BY DAVID CLUGSTON

Deloitte.

2015

Aon Hewitt
Talent, Rewards & Performance

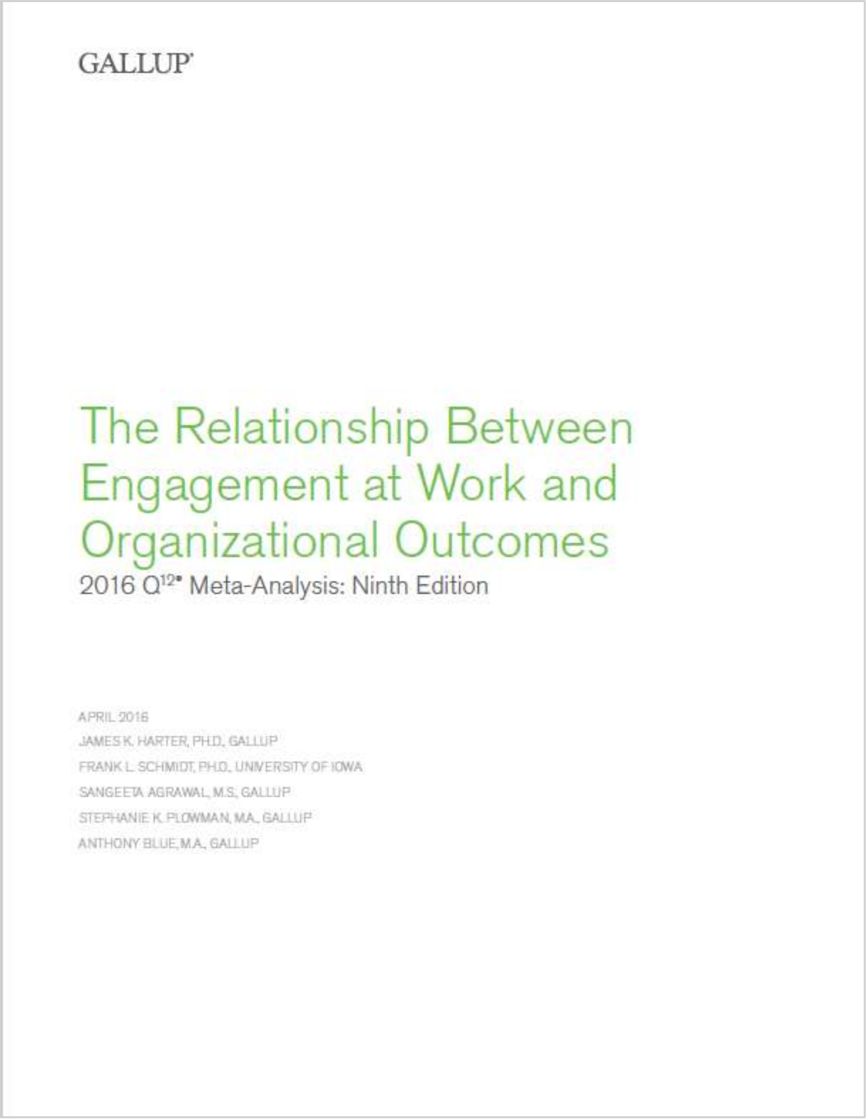
2017 Trends in Global Employee Engagement

Global anxiety erodes employee engagement gains

Risk. Reinsurance. Human Resources.

AON
Empower Results®

2017

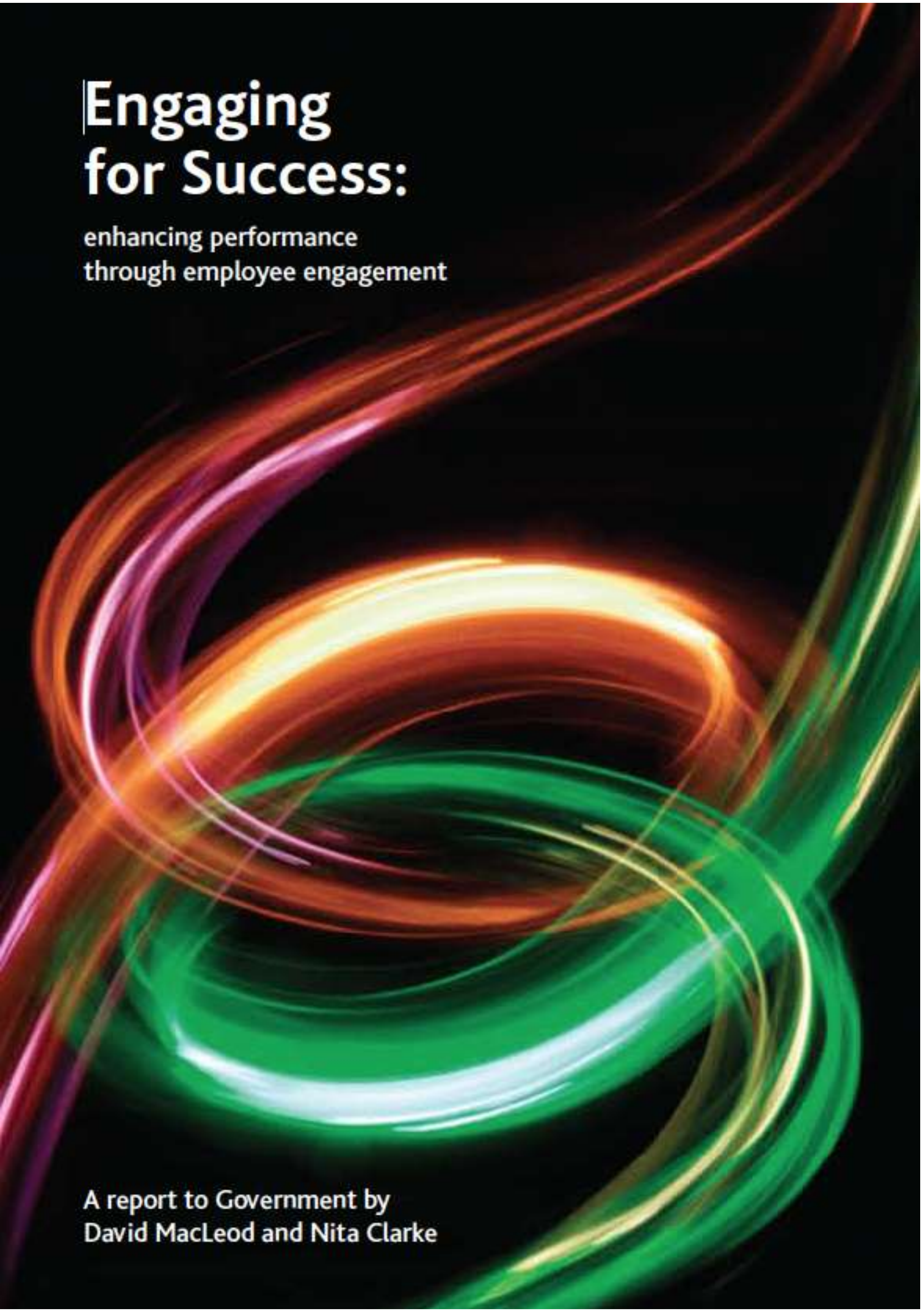


GALLUP®

The Relationship Between Engagement at Work and Organizational Outcomes

2016 Q^{12}® Meta-Analysis: Ninth Edition

APRIL 2016
JAMES K. HARTER, PH.D., GALLUP
FRANK L. SCHMIDT, PH.D., UNIVERSITY OF IOWA
SANGEETA AGRAWAL, M.S., GALLUP
STEPHANIE K. PLOWMAN, M.A., GALLUP
ANTHONY BLUE, M.A., GALLUP



Engaging
for Success:

enhancing performance
through employee engagement

A report to Government by
David MacLeod and Nita Clarke

"It is about retaining and building on the commitment, energy and desire to do a good job that characterizes most people, that 'first day at work' feeling, to maximize individual and organizational performance".

A definition that implies attitude, behaviors and results.

"Se trata de retener y construir sobre la fidelidad, la energía y el deseo de hacer un buen trabajo que caracteriza a la mayoría de las personas, ese sentimiento de 'primer día de trabajo', para maximizar el desempeño individual y organizacional".

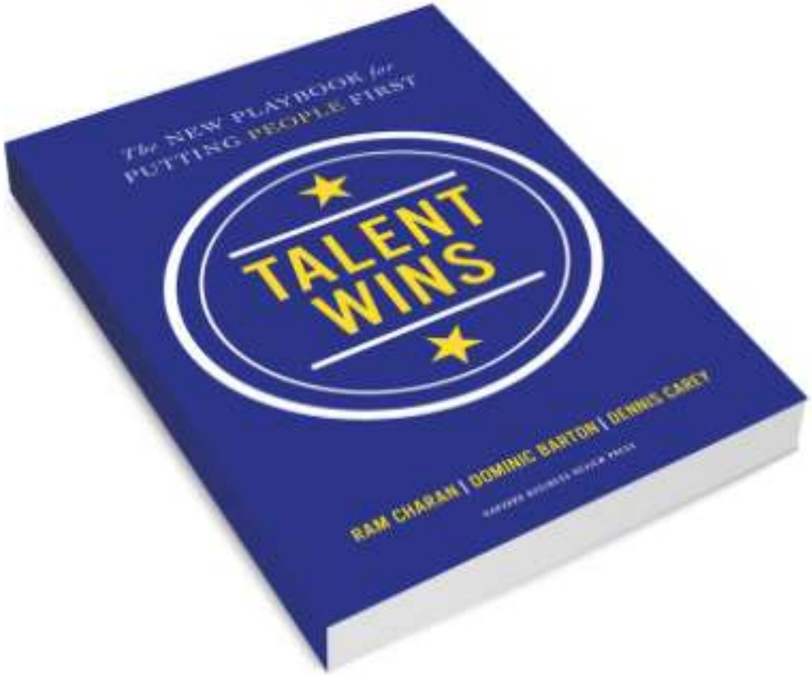
Una definición que implica actitud, comportamientos y resultados.

même si nous perdons
anche se perdiamo
但失去
しかし失う
SEMPER FIDELIS
Но теряют
baina galtz
manque perde
RBB
RBB
even if we lose
MANQUEPIERDA

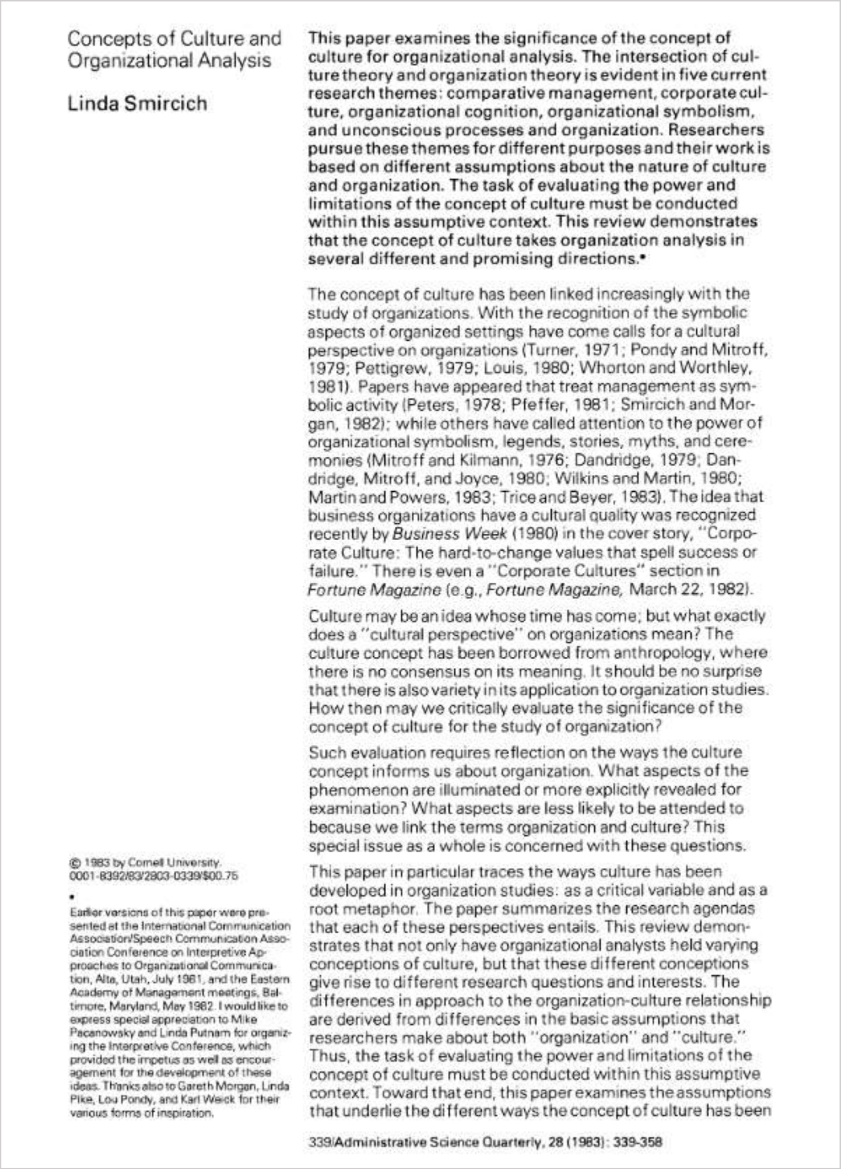
Pero …

¡¡¡El compromiso no se pide, el compromiso se consigue!!!

Generar compromiso es una forma de gestionar organizaciones. Es la voluntad de poner a las personas (empleados) en el centro. Es ”Putting People First” (Poner a las personas primero).


The NEW PLAYBOOK for PUTTING PEOPLE FIRST
TALENT WINS
RAM CHARAN | DOMINIC BARTON | DENNIS CAREY
HARVARD BUSINESS REVIEW PRESS

engagement
culture



Concepts of Culture and Organizational Analysis

Linda Smircich

This paper examines the significance of the concept of culture for organizational analysis. The intersection of culture theory and organization theory is evident in five current research themes: comparative management, corporate culture, organizational cognition, organizational symbolism, and unconscious processes and organization. Researchers pursue these themes for different purposes and their work is based on different assumptions about the nature of culture and organization. The task of evaluating the power and limitations of the concept of culture must be conducted within this assumptive context. This review demonstrates that the concept of culture takes organization analysis in several different and promising directions.•

The concept of culture has been linked increasingly with the study of organizations. With the recognition of the symbolic aspects of organized settings have come calls for a cultural perspective on organizations (Turner, 1971; Pondy and Mitroff, 1979; Pettigrew, 1979; Louis, 1980; Whorton and Worthley, 1981). Papers have appeared that treat management as symbolic activity (Peters, 1978; Pfeffer, 1981; Smircich and Morgan, 1982); while others have called attention to the power of organizational symbolism, legends, stories, myths, and ceremonies (Mitroff and Kilmann, 1976; Dandridge, 1979; Dandridge, Mitroff, and Joyce, 1980; Wilkins and Martin, 1980; Martin and Powers, 1983; Trice and Beyer, 1983). The idea that business organizations have a cultural quality was recognized recently by *Business Week* (1980) in the cover story, "Corporate Culture: The hard-to-change values that spell success or failure." There is even a "Corporate Cultures" section in *Fortune Magazine* (e.g., *Fortune Magazine,* March 22, 1982).

Culture may be an idea whose time has come; but what exactly does a "cultural perspective" on organizations mean? The culture concept has been borrowed from anthropology, where there is no consensus on its meaning. It should be no surprise that there is also variety in its application to organization studies. How then may we critically evaluate the significance of the concept of culture for the study of organization?

Such evaluation requires reflection on the ways the culture concept informs us about organization. What aspects of the phenomenon are illuminated or more explicitly revealed for examination? What aspects are less likely to be attended to because we link the terms organization and culture? This special issue as a whole is concerned with these questions.

This paper in particular traces the ways culture has been developed in organization studies: as a critical variable and as a root metaphor. The paper summarizes the research agendas that each of these perspectives entails. This review demonstrates that not only have organizational analysts held varying conceptions of culture, but that these different conceptions give rise to different research questions and interests. The differences in approach to the organization-culture relationship are derived from differences in the basic assumptions that researchers make about both "organization" and "culture." Thus, the task of evaluating the power and limitations of the concept of culture must be conducted within this assumptive context. Toward that end, this paper examines the assumptions that underlie the different ways the concept of culture has been

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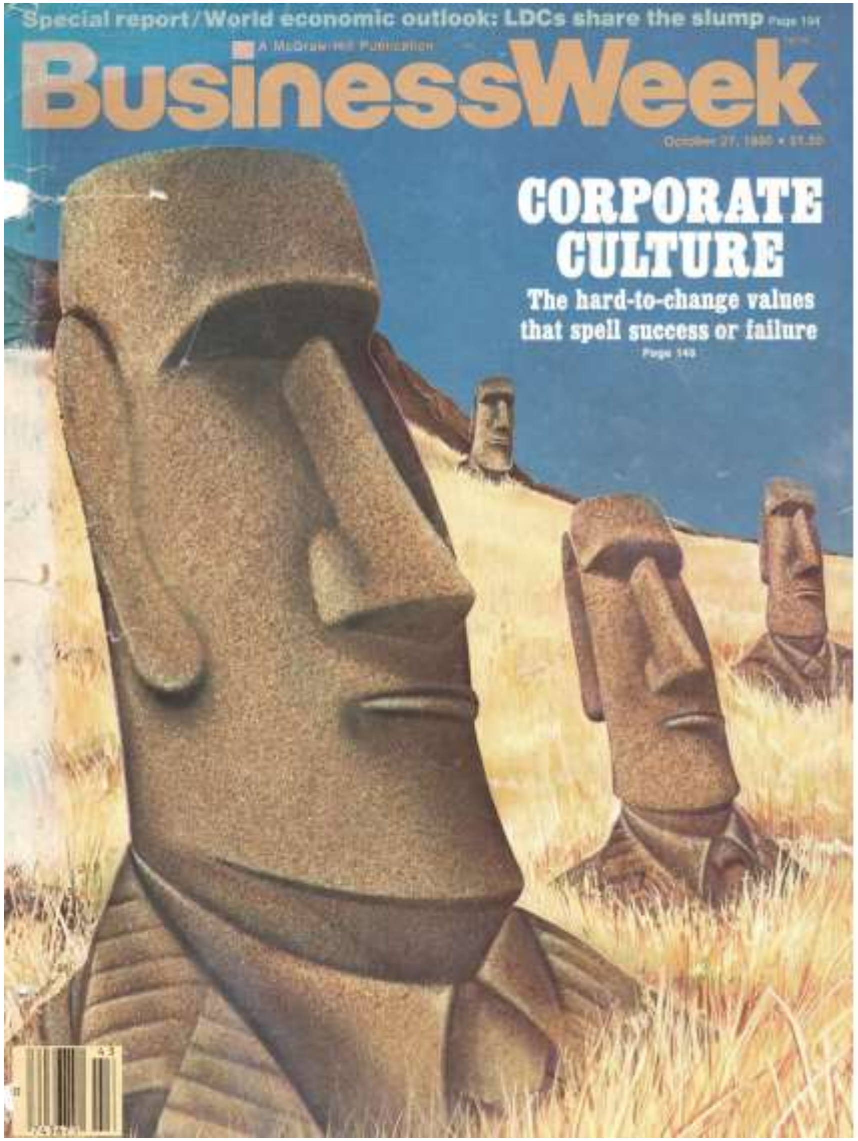
0001-8392/83/2803-0339/$00.75

•

Earlier versions of this paper were presented at the International Communication Association/Speech Communication Association Conference on Interpretive Approaches to Organizational Communication, Alta, Utah, July 1981, and the Eastern Academy of Management meetings, Baltimore, Maryland, May 1982. I would like to express special appreciation to Mike Pacanowsky and Linda Putnam for organizing the Interpretive Conference, which provided the impetus as well as encouragement for the development of these ideas. Thanks also to Gareth Morgan, Linda Pike, Lou Pondy, and Karl Weick for their various forms of inspiration.



Special report/World economic outlook: LDCs share the slump Page 194

A McGraw-Hill Publication

BusinessWeek

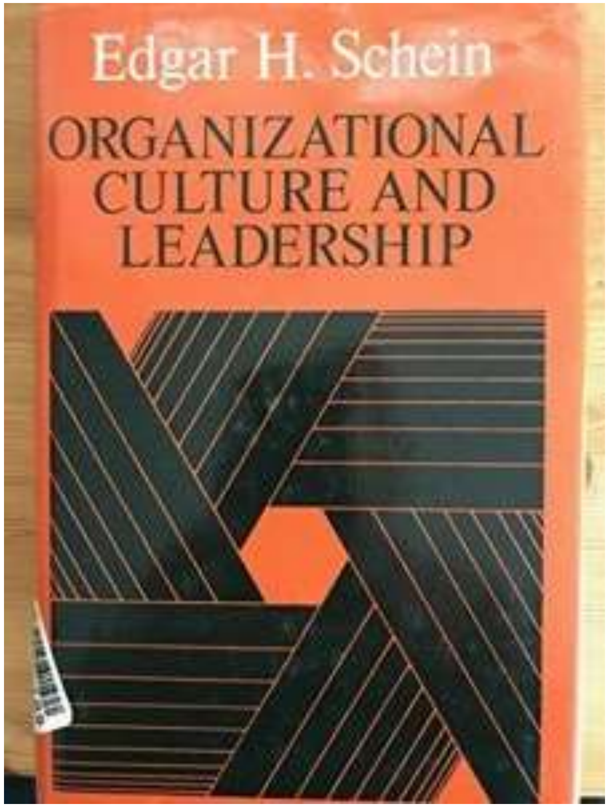
October 27, 1980 • $1.50

CORPORATE CULTURE

The hard-to-change values that spell success or failure

Page 148

1980



1985

Emeritus professor of the Sloan School of Management at MIT

Un patrón de supuestos básicos compartidos / aprendidos por un grupo / a medida que resolvía sus problemas de adaptación externa / e integración interna (…) Producto del aprendizaje conjunto.

Schein identifica 3 niveles de cultura: **artefactos** (visibles), **creencias y valores adoptados** (pueden aparecer a través de encuestas) y **supuestos básicos subyacentes** (creencias y valores inconscientes que se dan por sentados: estos no son visibles).

SPOTLIGHT THE LEADER'S GUIDE TO CORPORATE CULTURE

The Leader's Guide to Corporate Culture

HOW TO MANAGE THE EIGHT CRITICAL ELEMENTS OF ORGANIZATIONAL LIFE

BY BORIS GROYSBERG, JEREMIAH LEE, JESSE PRICE, AND J. YO-JUD CHENG

2018. The Leader's Guide to Corporate Culture.

By Boris Groysberg, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng

HBR JANUARY–FEBRUARY 2018

¿Qué es la cultura?

"La cultura es el orden social tácito de una organización: da forma a las actitudes y comportamientos de manera amplia y duradera. Las normas culturales definen lo que se anima, desalienta, acepta o rechaza dentro de un grupo.

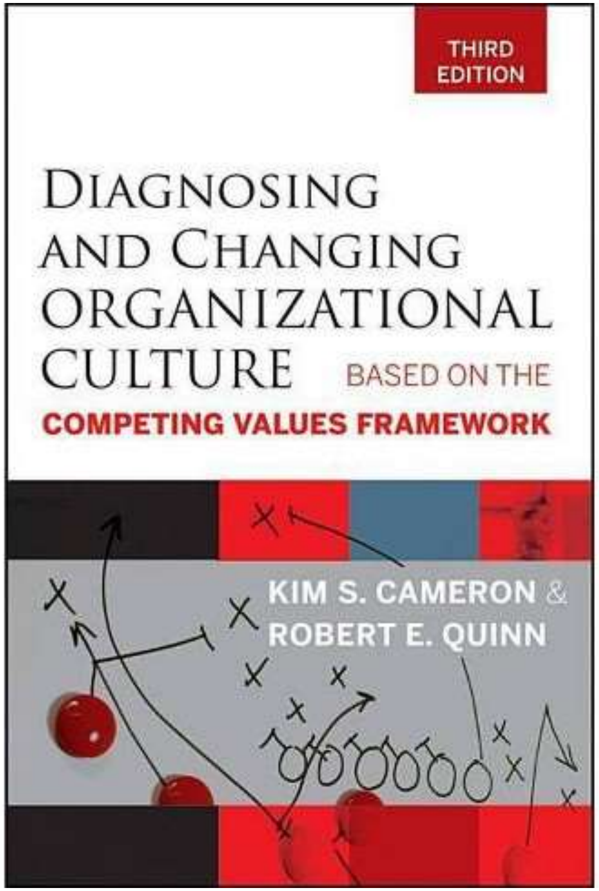
Cuando se alinea adecuadamente con los valores, motivaciones y necesidades personales, la cultura puede desatar una enorme cantidad de energía hacia un propósito compartido y fomentar la capacidad de una organización para prosperar."

(Cuando no lo es, la cultura puede destruir organizaciones)

Las normas culturales definen lo que se anima, desalienta, acepta o rechaza dentro de un grupo.

- Innovación
- Agilidad
- Diversidad e Inclusión
- Emprendedora
- Creativa
- Aprendizaje
- …

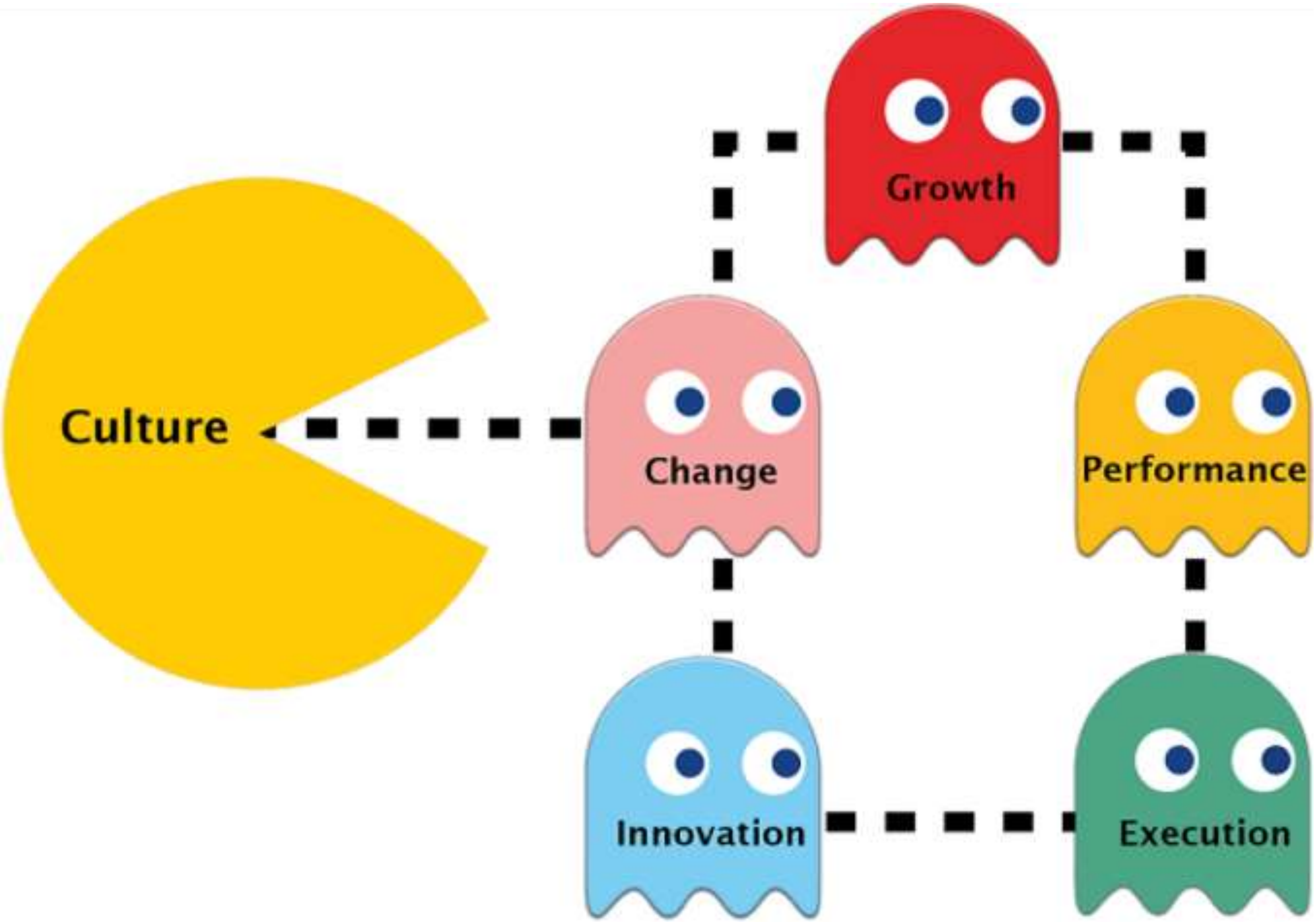
¿Hay culturas mejores o peores?


THIRD EDITION
DIAGNOSING AND CHANGING ORGANIZATIONAL CULTURE BASED ON THE COMPETING VALUES FRAMEWORK
KIM S. CAMERON & ROBERT E. QUINN

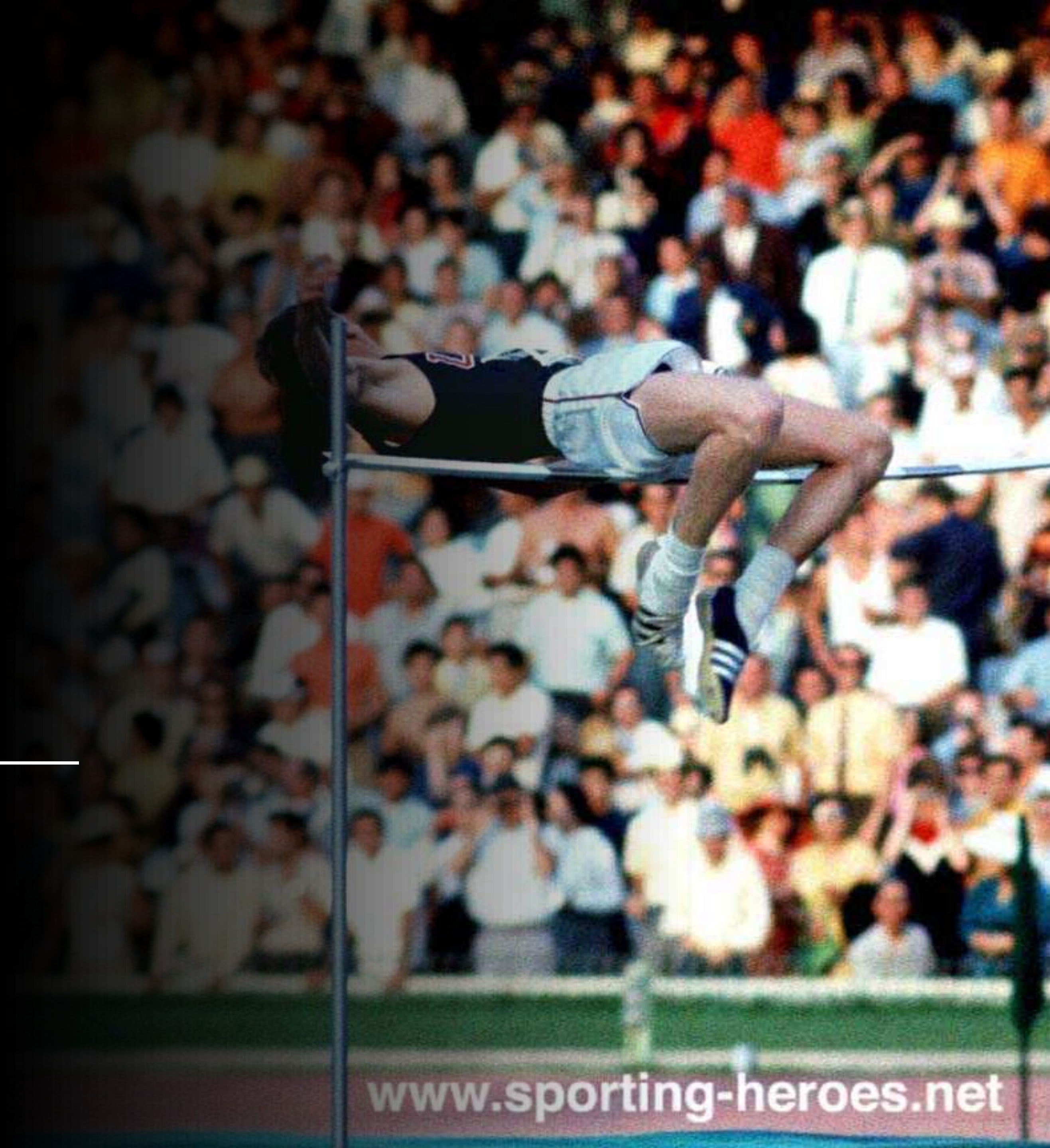
2011

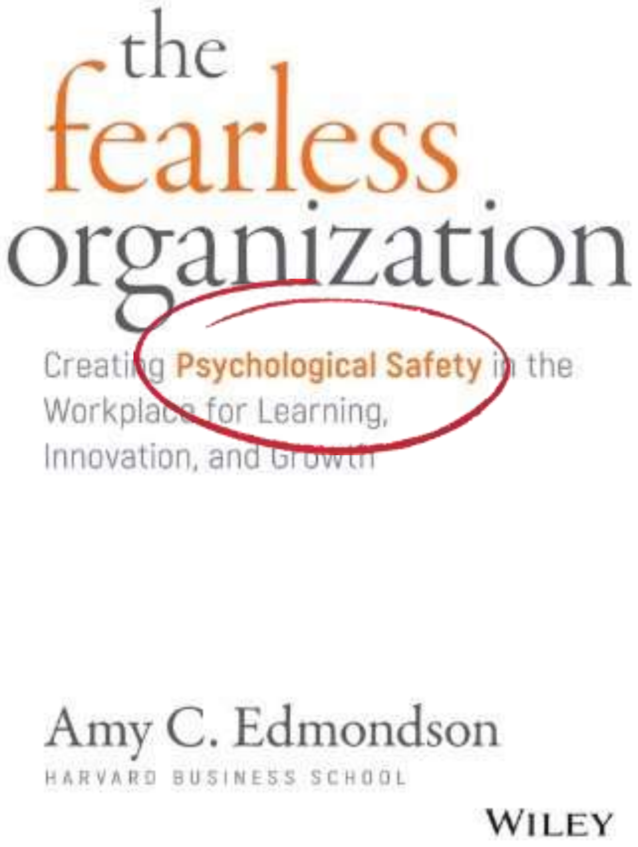
Organizational Culture Assessment Instrument (OCAI)

"Culture eats strategy for breakfast"


Growth
Culture
Change
Performance
Innovation
Execution

Innovación para competir


www.sporting-heroes.net



the fearless organization

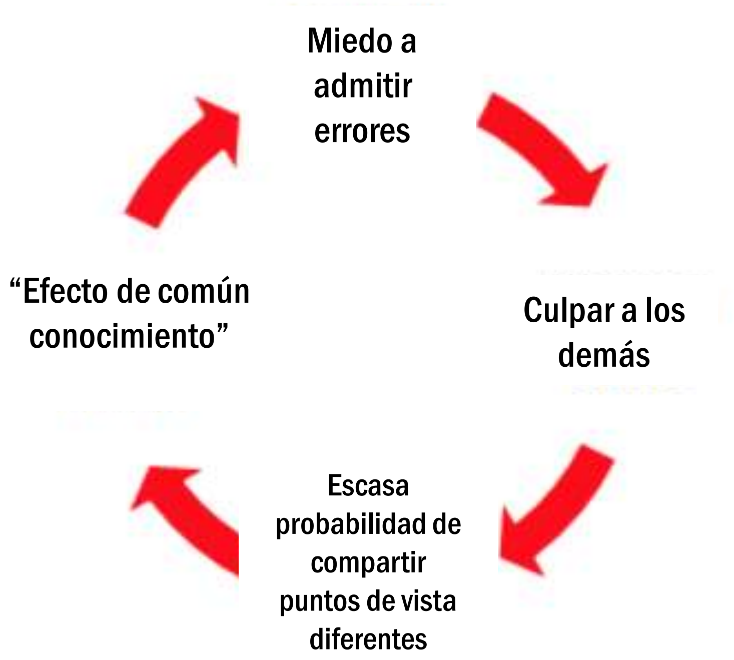
Creating **Psychological Safety** in the Workplace for Learning, Innovation, and Growth

Amy C. Edmondson

HARVARD BUSINESS SCHOOL

WILEY

Peligro Psicológico



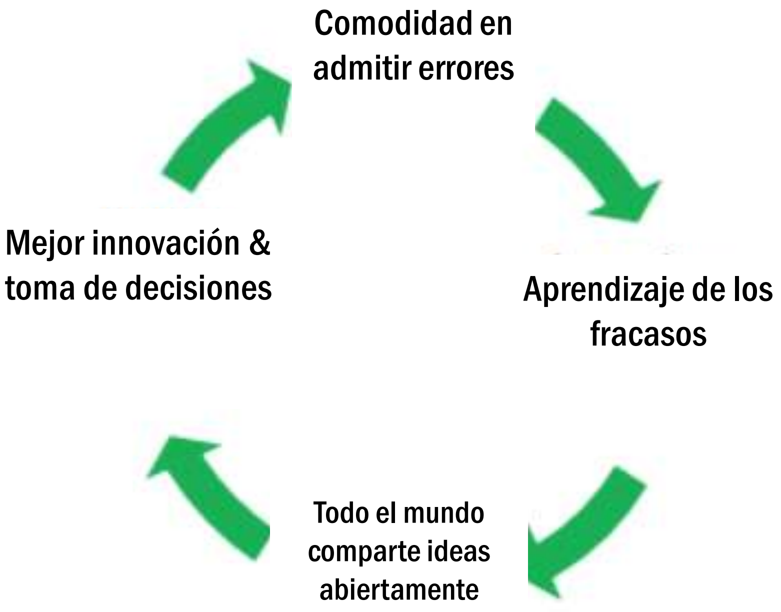
Miedo a admitir errores

Culpar a los demás

Escasa probabilidad de compartir puntos de vista diferentes

“Efecto de común conocimiento”

Seguridad Psicológica

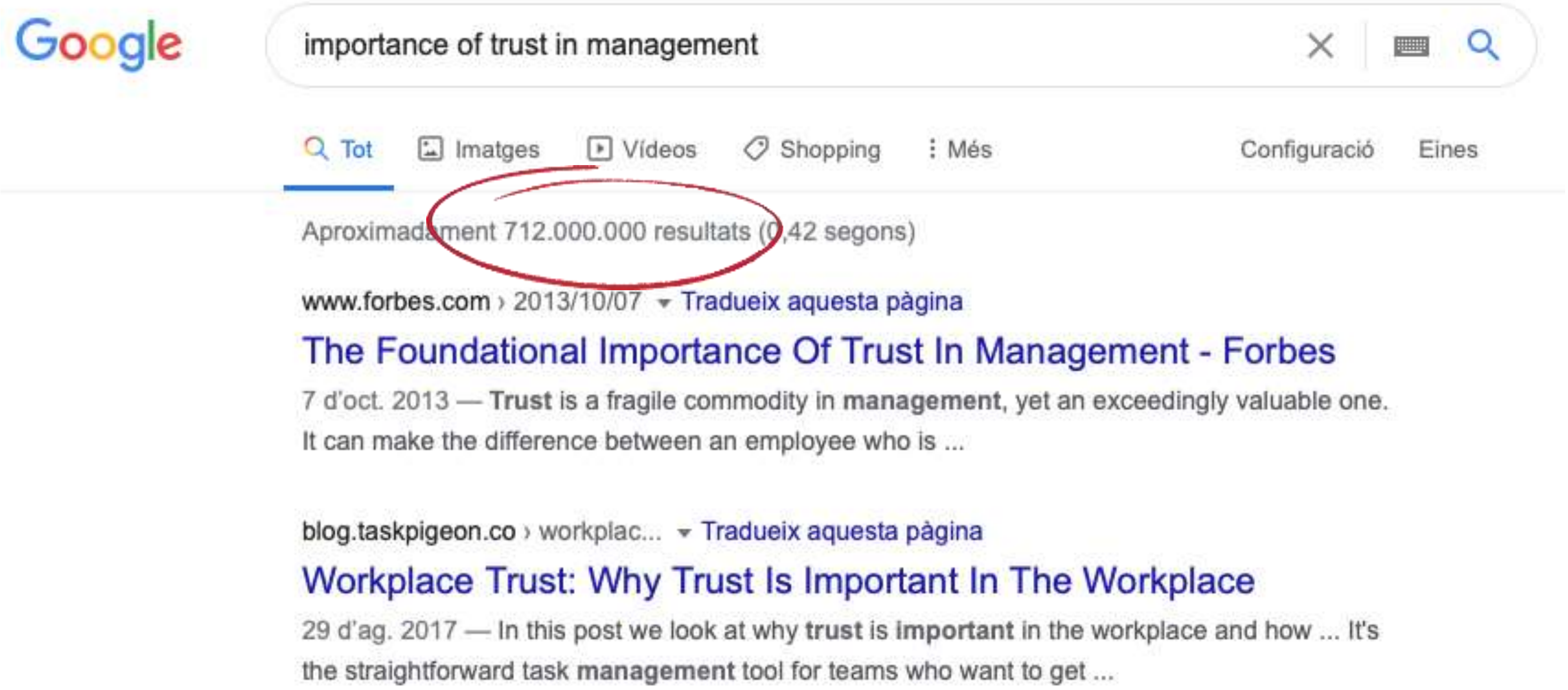


Comodidad en admitir errores

Aprendizaje de los fracasos

Todo el mundo comparte ideas abiertamente

Mejor innovación & toma de decisiones



importance of trust in management

Aproximadament 712.000.000 resultats (0,42 segons)

www.forbes.com › 2013/10/07 ▾ Tradueix aquesta pàgina

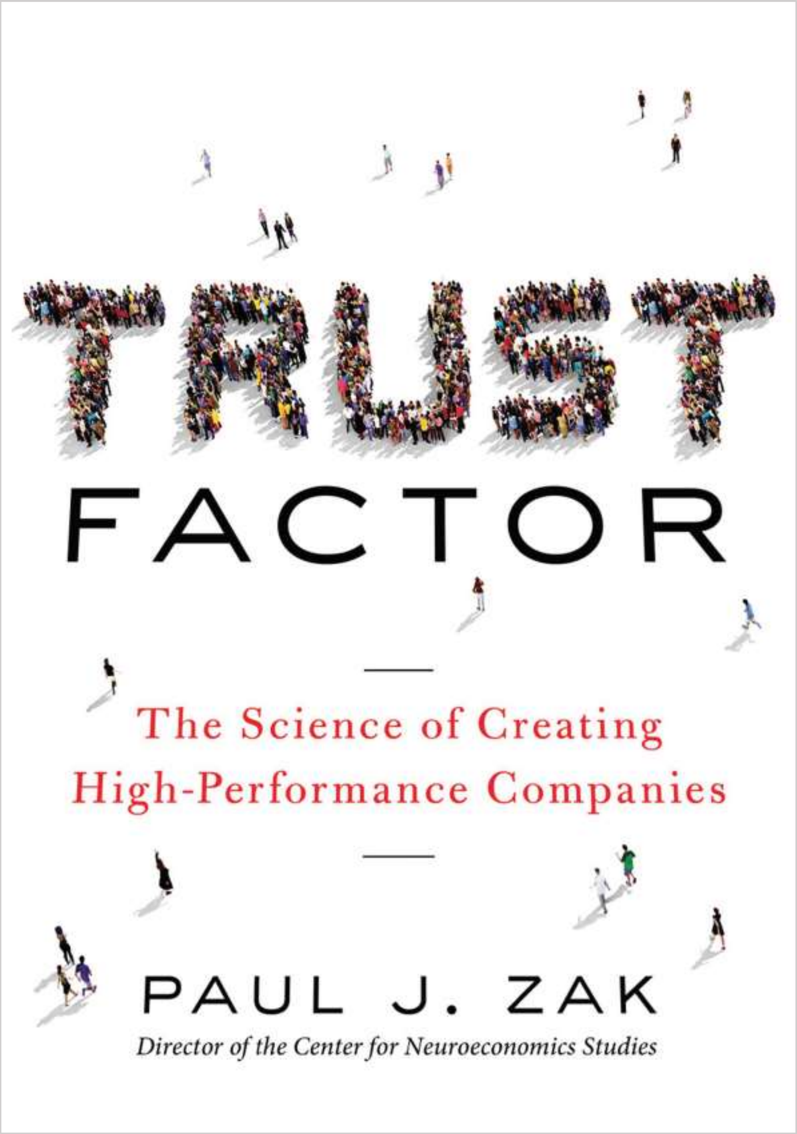
The Foundational Importance Of Trust In Management - Forbes

7 d'oct. 2013 — **Trust** is a fragile commodity in **management**, yet an exceedingly valuable one. It can make the difference between an employee who is ...

blog.taskpigeon.co › workplac... ▾ Tradueix aquesta pàgina

Workplace Trust: Why Trust Is Important In The Workplace

29 d'ag. 2017 — In this post we look at why **trust** is **important** in the workplace and how ... It's the straightforward task **management** tool for teams who want to get ...



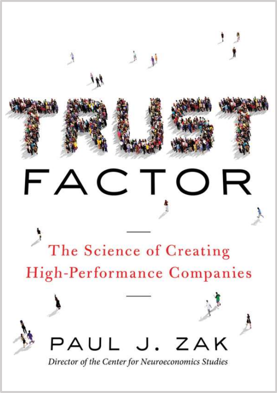
TRUST FACTOR

The Science of Creating High-Performance Companies

PAUL J. ZAK

Director of the Center for Neuroeconomics Studies

2017



TRUST FACTOR

The Science of Creating High-Performance Companies

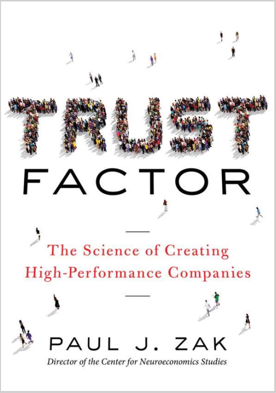
PAUL J. ZAK

Director of the Center for Neuroeconomics Studies

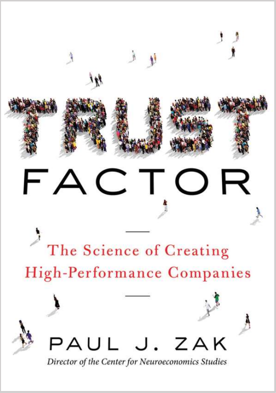
Los empleados:

- Son más productivos
- Tienen más energía en el trabajo
- Colaboran mejor con sus colegas
- Permanecen más tiempo con sus empleadores
- Sufren menos estrés crónico
- Están más felices con sus vidas ...
- Y estos factores impulsan un desempeño más sólido

Cómo gestionar la confianza


TRUST FACTOR
The Science of Creating High-Performance Companies
PAUL J. ZAK
Director of the Center for Neuroeconomics Studies

1. Reconocer la excelencia.
2. Inducir el "estrés de desafío".
3. Dar a las personas discreción sobre cómo hacen su trabajo.
4. Permitir confeccionar los puestos de trabajo (self organization)
5. Compartir información de manera amplia.
6. Construir relaciones intencionadamente.
7. Facilitar el crecimiento integral de la persona.
8. Mostrar vulnerabilidad.



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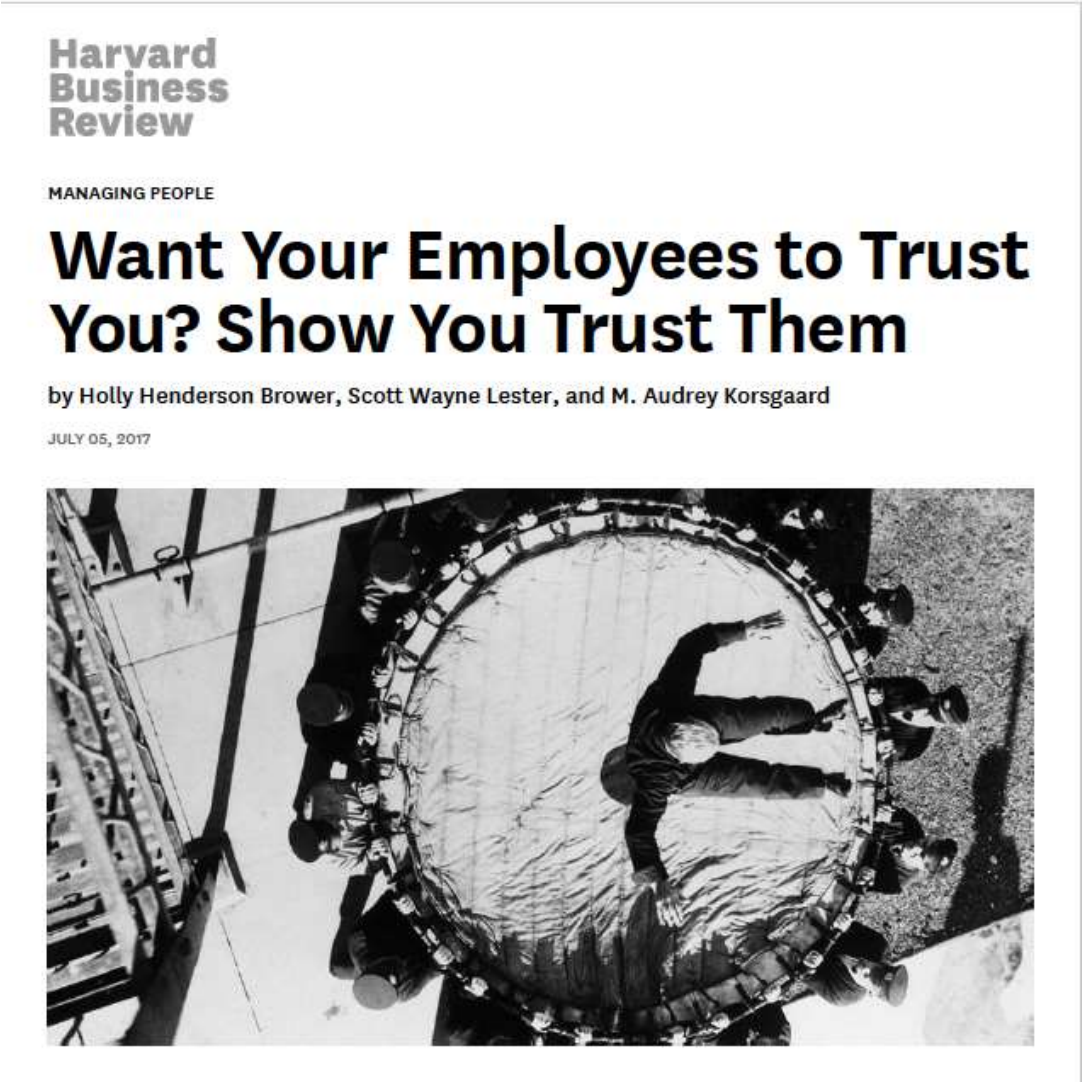
PAUL J. ZAK

Director of the Center for Neuroeconomics Studies

Un 70% más de compromiso (engagement) con su empresa



Harvard
Business
Review

MANAGING PEOPLE

Want Your Employees to Trust You? Show You Trust Them

by Holly Henderson Brower, Scott Wayne Lester, and M. Audrey Korsgaard

JULY 05, 2017

LEADERSHIP

The 3 Elements of Trust

by Jack Zenger and Joseph Folkman

FEBRUARY 05, 2019

BEN WELSH/GETTY IMAGES

¿Qué empresas compiten a través del compromiso y la cultura?

GREAT PLACE TO WORK®

1981

top® EMPLOYERS INSTITUTE

1991

glassdoor®

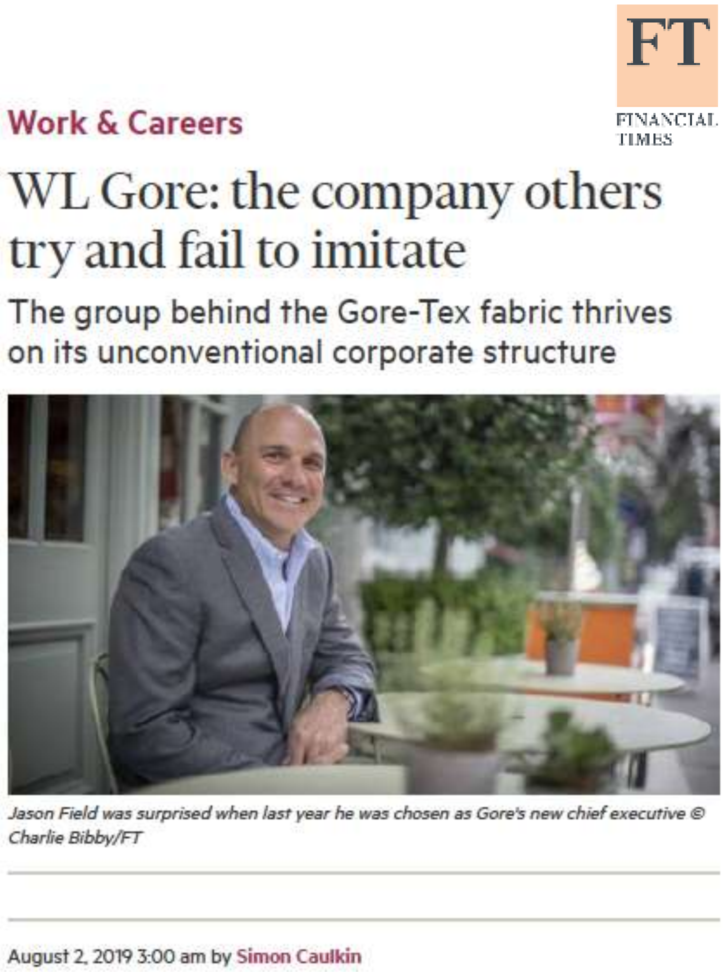
2007

COMPARABLY

2015

GORE
Creative Technologies Worldwide

1958



FT
FINANCIAL TIMES

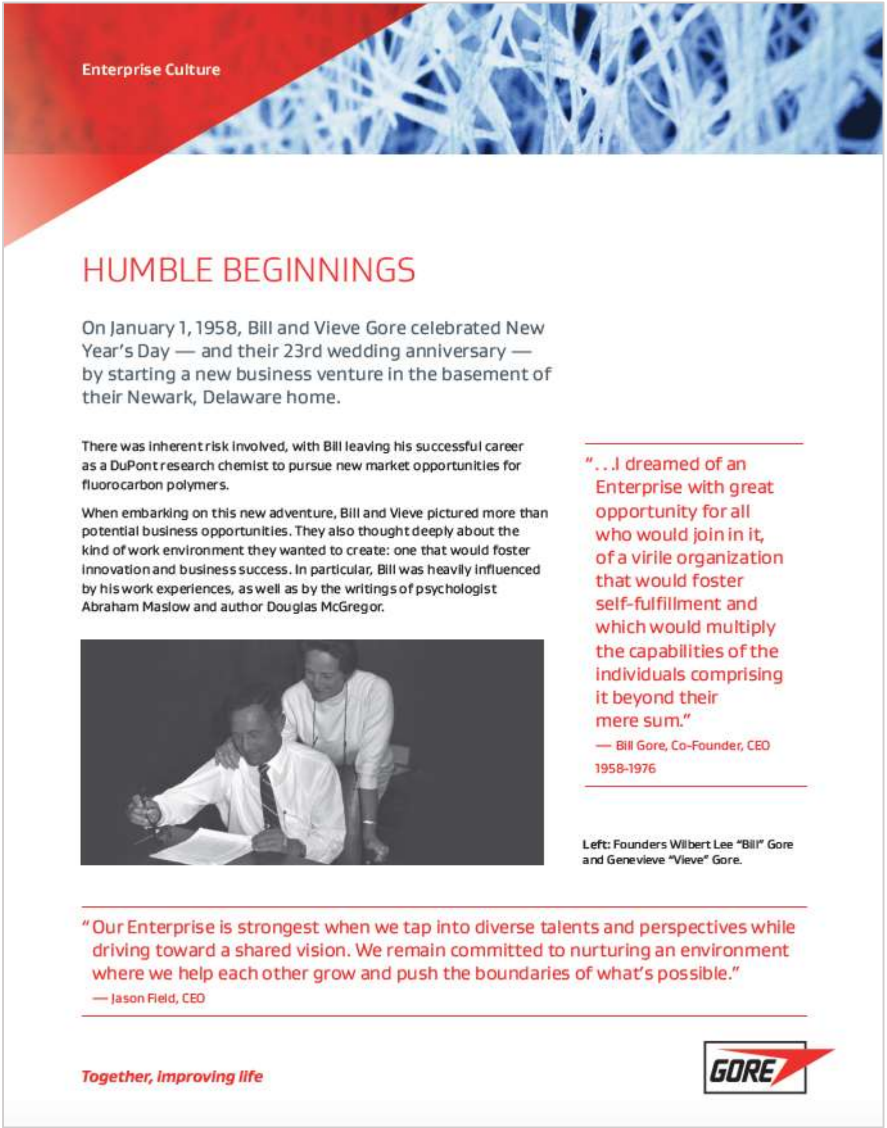
Work & Careers

WL Gore: the company others try and fail to imitate

The group behind the Gore-Tex fabric thrives on its unconventional corporate structure

Jason Field was surprised when last year he was chosen as Gore's new chief executive © Charlie Bibby/FT

August 2, 2019 3:00 am by Simon Caulkin



Enterprise Culture

HUMBLE BEGINNINGS

On January 1, 1958, Bill and Vieve Gore celebrated New Year's Day — and their 23rd wedding anniversary — by starting a new business venture in the basement of their Newark, Delaware home.

There was inherent risk involved, with Bill leaving his successful career as a DuPont research chemist to pursue new market opportunities for fluorocarbon polymers.

When embarking on this new adventure, Bill and Vieve pictured more than potential business opportunities. They also thought deeply about the kind of work environment they wanted to create: one that would foster innovation and business success. In particular, Bill was heavily influenced by his work experiences, as well as by the writings of psychologist Abraham Maslow and author Douglas McGregor.

"…I dreamed of an Enterprise with great opportunity for all who would join in it, of a virile organization that would foster self-fulfillment and which would multiply the capabilities of the individuals comprising it beyond their mere sum."

— Bill Gore, Co-Founder, CEO 1958-1976

Left: Founders Wilbert Lee "Bill" Gore and Genevieve "Vieve" Gore.

"Our Enterprise is strongest when we tap into diverse talents and perspectives while driving toward a shared vision. We remain committed to nurturing an environment where we help each other grow and push the boundaries of what's possible."

— Jason Field, CEO

Together, improving life

GORE

"… Soñé con una empresa que fuese una gran oportunidad para todos los que quisieran unirse ella, con una organización fuerte que fomentaría la autorrealización y que multiplicaría las capacidades de los individuos que la componen más allá de su mera suma".

Goals
Motivation
Success
Contribution
Support
Teamwork
Leadership

- ¿Quién dispone del conocimiento?
- ¿Cómo puede ayudar el conocimiento a mejorar la competitividad y productividad de las empresas?
- ¿Cómo han conseguido las empresas pioneras hacer del conocimiento una ventaja competitiva?

- ¿Quién dispone del conocimiento?

Las personas

- ¿Cómo puede ayudar el conocimiento a mejorar la competitividad y productividad de las empresas?

Putting People First

- ¿Cómo han conseguido las empresas pioneras hacer del conocimiento una ventaja competitiva?

Compromiso y Cultura

Asociación Profesional para el Desarrollo Organizacional

People Management Solutions

Muchas gracias,

apdo Asociación Profesional para el Desarrollo Organizacional

Compitiendo a través del compromiso y la cultura

Josep Albet

ja
People Management Solutions