

TENEMOS QUE HABLAR SOBRE

Culturas de transformación

JUEVES 20 DE ABRIL

LIMA



Hola, soy Eduardo 🖐️

ig: @piscosourgram

tw: @piscosour



Hola, soy Eduardo 🖐️



Trabajo con organizaciones que están 
pasando por una crisis existencial...



Trabajo con organizaciones que están pasando por una crisis existencial...

...porque el mundo está cambiando 
y no saben qué hacer al respecto





2020
ONG SEASON

공연 최대 40% 할인 받고
문화생활을 계속하세요!
(수) 오후 5시 티켓 판매 마감

서울시예술단 패키지

서울시예술단의 2020년 주요 공연

- 서울시국악연방단
- 서울시합스넵국악단
- 서울시오케라단
- 서울시합창단
- 서울시청소년합창단
- 서울시무용단
- 서울시무지단



MUTACIONES

¿QUÉ HISTORIA QUIERES
CONTAR MAÑANA?

**NO
VOLVEREMOS
A LA
NORMALIDAD
PORQUE LA
NORMALIDAD
ERA EL
PROBLEMA**









RSIONES
IAD

AMARILLA
PERIANA
KL. 2.00

HUAYRO
HARINOSA
KL. 2.00

PAPA
NATIVA
KL. 2.00

AMARILLA
LEGITIMA
KL. 2.00

CHAUINA
MARINOSA
KL. 2.00

HUAYRO
NATIVA
KL. 2.00

MARIVA
CUBA AMARILLA
5.6
CANOTILO
NATIVA
KL. 2.00

HUAYRO
NATIVA
KL. 2.00

AMARILLA
PERIANA
KL. 1.50

CHAUINA
KL. 1.50







Estamos al inicio de
un largo invierno



Latest World Economic Outlook Growth Projections

(real GDP, annual percent change)	PROJECTIONS		
	2021	2022	2023
World Output	6.0	3.2	2.7
Advanced Economies	5.2	2.4	1.1
United States	5.7	1.6	1.0
Euro Area	5.2	3.1	0.5
Germany	2.6	1.5	-0.3
France	6.8	2.5	0.7
Italy	6.6	3.2	-0.2
Spain	5.1	4.3	1.2
Japan	1.7	1.7	1.6
United Kingdom	7.4	3.6	0.3
Canada	4.5	3.3	1.5
Other Advanced Economies	5.3	2.8	2.3
Emerging Market and Developing Economies	6.6	3.7	3.7
Emerging and Developing Asia	7.2	4.4	4.9
China	8.1	3.2	4.4
India	8.7	6.8	6.1
ASEAN-5	3.4	5.3	4.9
Emerging and Developing Europe	6.8	0.0	0.6
Russia	4.7	-3.4	-2.3
Latin America and the Caribbean	6.9	3.5	1.7
Brazil	4.6	2.8	1.0
Mexico	4.8	2.1	1.2
Middle East and Central Asia	4.5	5.0	3.6
Saudi Arabia	3.2	7.6	3.7
Sub-Saharan Africa	4.7	3.6	3.7
Nigeria	3.6	3.2	3.0
South Africa	4.9	2.1	1.1
<i>Memorandum</i>			
Emerging Market and Middle-Income Economies	6.8	3.6	3.6
Low-Income Developing Countries	4.1	4.8	4.9

Source: IMF, *World Economic Outlook*, October 2022

Note: For India, data and forecasts are presented on a fiscal year basis, with FY 2021/2022 starting in April 2021. For the October 2022 WEO, India's growth projections are 6.9 percent in 2022 and 5.4 percent in 2023 based on calendar year.

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2021

2022

2023

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3.2

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Las personas tienen
menos dinero para gastar

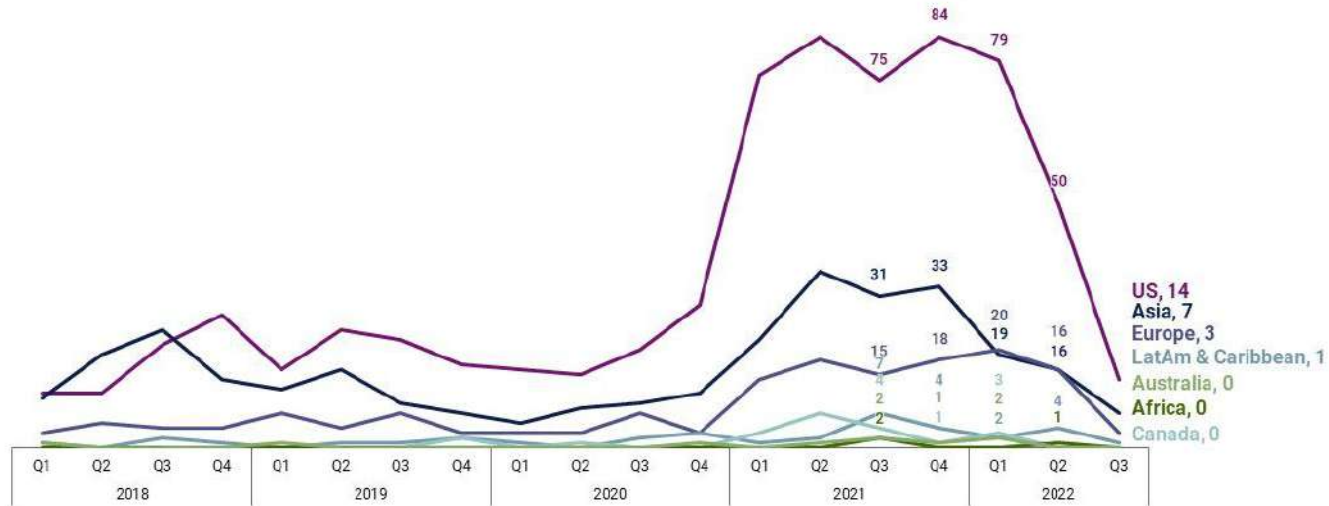


Las personas tienen
menos dinero para gastar

**El capital es más
costoso de conseguir**



Unicorn births continue to drop across regions





A close-up shot of Jon Snow from the TV series Game of Thrones. He has long, dark, curly hair and a beard, looking directly at the camera with a somber expression. He is wearing a dark, fur-lined cloak. The background is a blurred, snowy mountain landscape under a pale sky.

El largo invierno

La calle está dura.



La calle está dura.

Pero el mundo no deja de cambiar.

**Así que una cultura de transformación
es más necesaria que nunca antes.**

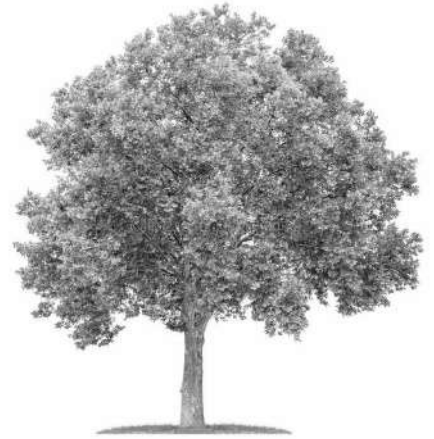
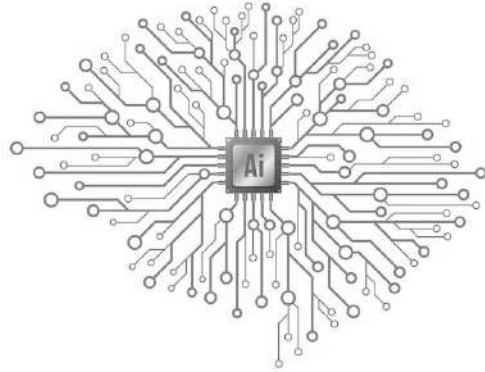


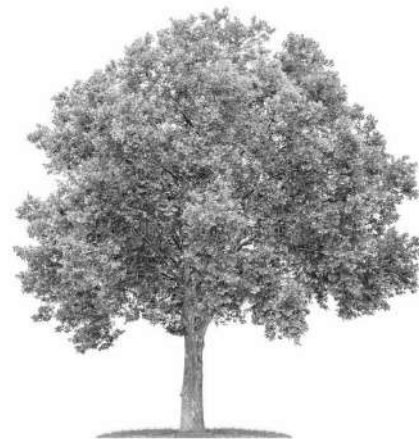
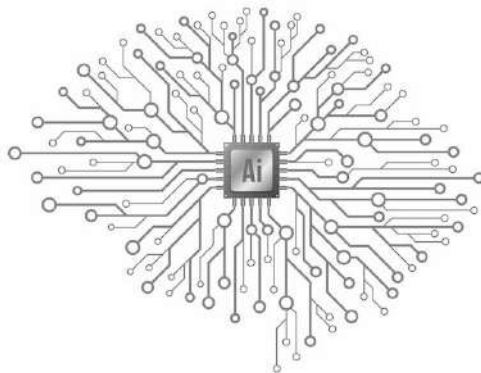
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**“Tenemos que
transformarnos digitalmente”**



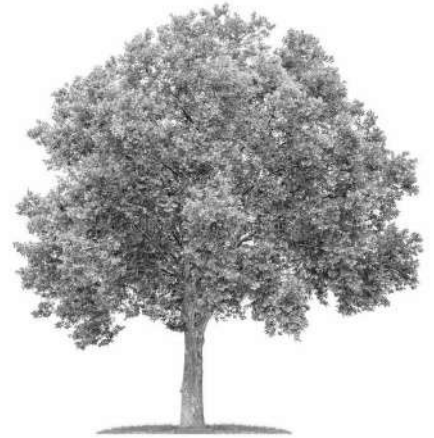
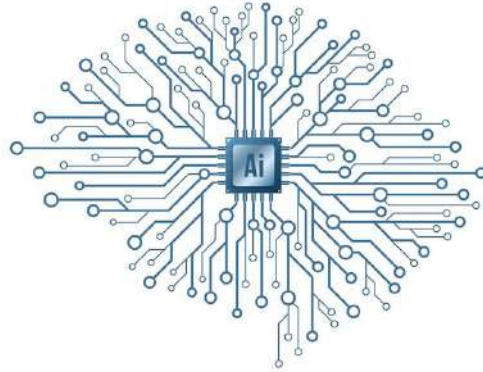
“Tenemos que transformarnos digitalmente” 













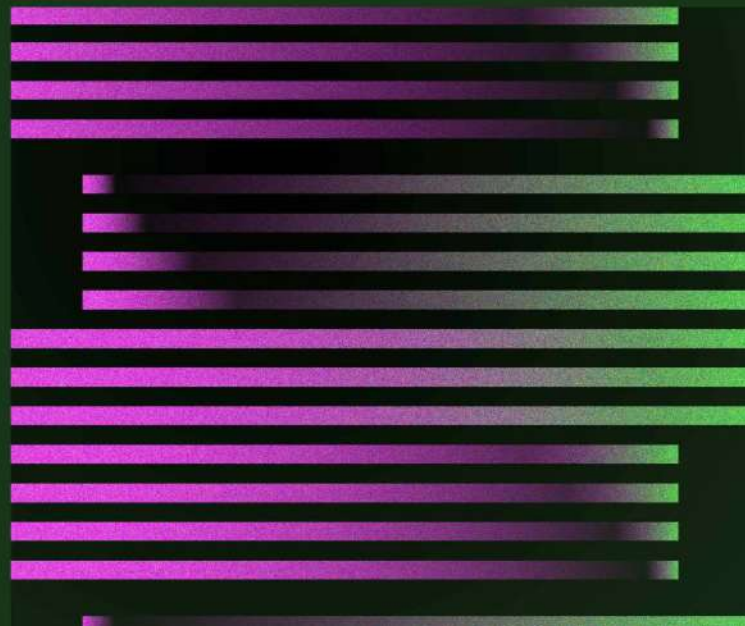
EL MUNDO SIGUE CAMBIANDO

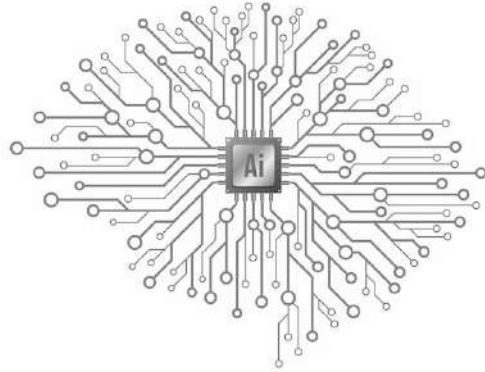
Stable Diffusion



ChatGPT: Optimizing Language Models for Dialogue

We've trained a model called ChatGPT which interacts in a conversational way. The dialogue format makes it possible for ChatGPT to answer followup questions, admit its mistakes, challenge incorrect premises, and reject inappropriate requests. ChatGPT is a sibling model to InstructGPT, which is trained to follow an instruction in a prompt and provide a detailed response.

[TRY CHATGPT ↗](#)













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Pero el mundo no deja de cambiar.

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Digitalización sin transformación



Contratamos desarrolladores

Tenemos APIs

Hacemos rituales Scrum

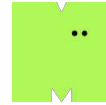
Lanzamos un app móvil

Remodelamos nuestras oficinas





**...pero seguimos tomando las
decisiones de la misma manera**



“Estoy harto de tener que estar buscando data para refutar los *hunches* del directorio.”

TECH LEAD



**Las organizaciones están rompiendo
sus promesas de transformación.**



Las organizaciones están rompiendo sus promesas de transformación.

Y eso está creando mucha 
frustración con el talento.



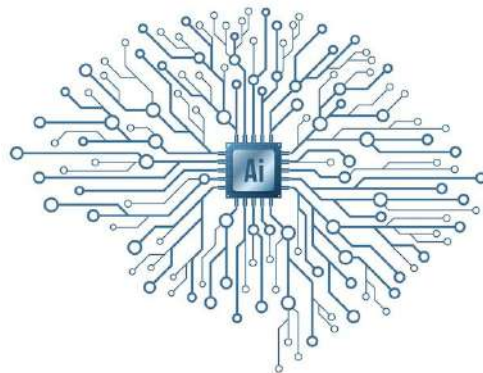
EXIT



THE GREAT
RESIGNATION



Cuando por fin
renuncias a tu
trabajo tóxico



**Explorar estas transformaciones
no se trata (solo) de tecnología.**



**Se trata de comportarse
de manera diferente.**



ORGANIZATION CHART

BOARD OF DIRECTORS - C-T-R-CO.

Alfred DeBuys
George W. Fairchild
Charles R. Flint
A. Ward Ford
Oscar L. Gubelman
Samuel M. Hastings
John W. Herbert
Joel S. Coffin
Clarence P. King
Stacy C. Richmond
Joseph E. Rogers
Christopher D. Smithers
Thomas J. Watson
George I. Wilber
Rollin S. Woodruff

OFFICERS-C-T-R-CO.

Thomas J. Watson - Pres & Genl. Mgr
George W. Fairchild - Vice-President
James S. Ogsbury - Secy & Treasurer

COMPUTING-TABULATING-RECORDING CO.
Offices - 50 Broad St. - New York City

THE TABULATING MACHINE CO.

General Offices - 50 Broad St.
New York City

DIRECTORS

George M. Bond
George W. Fairchild
James S. Ogsbury
Gershom Smith
Thomas J. Watson

FACTORIES - WASHINGTON, D. C.
- ENDICOTT, N. Y.
- DAYTON, O.

THOMAS J. WATSON - President
R. L. Houston - General Manager

OFFICERS

Thomas J. Watson - President
Gershom Smith - Vice-President
R. L. Houston - Treasurer
W. D. Jones - Asst. Treasurer
James S. Ogsbury - Secretary
O. E. Braitmayer - Asst. Secretary

MANUFACTURING

O. E. Braitmayer
Swift Boykin - Chief Clerk

SYSTEMS

Gershom Smith
Pierre Bontecou

SALES

G. W. Spahr

OFFICE

W. D. Jones
Wm. MacLardy

ADMINISTRATION

R. L. Houston
O. Braitmayer

Production
Operating
Machines
Production
Cards
Maintenance
Machines
Part
Maintenance
Purchasing

J. L. O'Brien
Elmer Oidroyd
J. E. Braitmayer
Taylor Garrett
J. E. Braitmayer
O. E. Braitmayer

INVESTIGATION and RESEARCH

Survey and study of
industries not
using machines
at present.
Study of present
uses of machines.
Distribution of
information to
field force.

SCHOOLS

Training of new
men in classes

GENERAL EDUCATION

BOSTON DISTRICT

Boston Office
Springfield Office
Worcester Office
Providence Office

NEW YORK DISTRICT

J. L. Hyde
New York Office
Syracuse Office
Buffalo Office
Hartford Office
Bridgeport Office
Rochester Office

PHILADELPHIA DISTRICT

J. T. Wilson
Philadelphia Office
Salem Office
Allentown Office

CLEVELAND DISTRICT

P. D. Merrill
Cleveland Office
Detroit Office
Cincinnati Office
Pittsburgh Office

ADVERTISING

General Publicity
House Organs
Booklets
Pamphlets
Circulars
Catalogs
Layouts
Copy
Cuts
Illustrations

ACCOUNTING

Billing
Cost Accts.
Collections
Accts. Payable
Cashier
General Books
Financial Reports

ORDERS

Examination
of specifications
Recording of
orders
Filing of
contracts

COSTS

Producing
Machines
Maintaining
machines
Producing cards
Selling cards

SALES RECORDS

Statements
Comparisons

MAILING & FILING

Mailing
filing
Inquiries
Messengers
Advertisers Lists
Users Lists

FINANCIAL

C. D. Lake
F. M. Carroll
A. Knistrom

ENGINEERING

Legal
Patents

CHICAGO DISTRICT

C. L. Hayes
Chicago Office
Des Moines Office
Indianapolis Office
Milwaukee Office
Minneapolis Office

WASHINGTON DISTRICT

M. W. Sheldon
Washington Office
Baltimore Office
Atlanta Office

ST. LOUIS DISTRICT

E. C. Richter
St. Louis Office
Houston Office
Kansas City Office
Dallas Office

SAN FRANCISCO DISTRICT

C. W. Stoddard
San Francisco Office
Los Angeles Office
Seattle Office

SPECIAL

H. D. Coates
C. I. Quackenbush

AUDITING MACHINE CO. Thos. J. Watson - President

DIRECTORS

Geo. W. Fairchild
Herman Hollerith
Thos. J. Watson
Geo. O. Leavitt
Jas. S. Ogsbury

OFFICERS

Thos. J. Watson - President
Gershom Smith - Vice-President

FOREIGN

The Canadian
T.M. Co., Ltd.
The British
T.M. Co., Ltd.
The I.T.R. Co.
of Delaware
Foreign
Switzerland
Denmark
Norway
Sweden
Canada
United Kingdom
of Great Britain
and all colonies
(except Canada)
France
Belgium
Portugal
Spain
South America
Central America
Russia



Spotify Engineering Culture

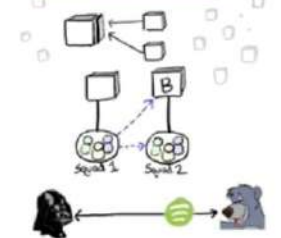
Part 1 of 2

Hank Leberg
Jan 2016

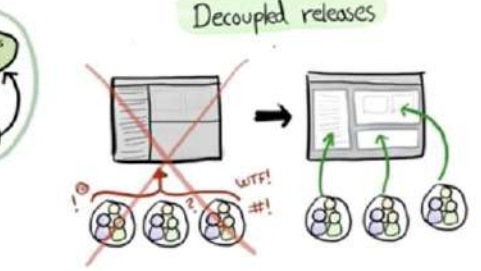
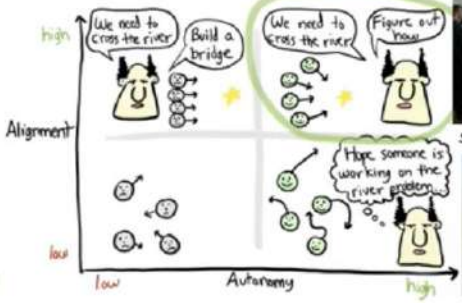
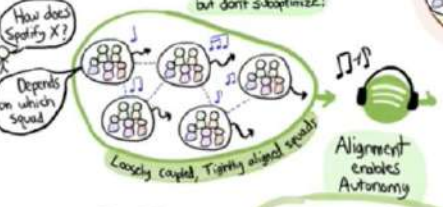
Cross-pollination > Standardization



Internal Open-source model



Small + frequent releases

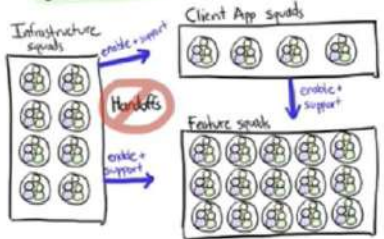


Leader's job: Communicate what problem needs to be solved. And why.

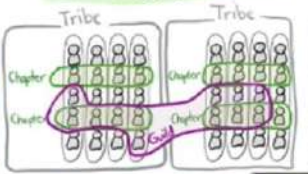
Squads' job: Collaborate with each other to find the best solution.



Self-service model enable > serve



Community > Structure



If you need to know exactly who is making decisions, you are in the wrong place.

Focus on Motivation

Hi everyone,
Our employee satisfaction survey says 91% enjoy working here, and 4% don't.

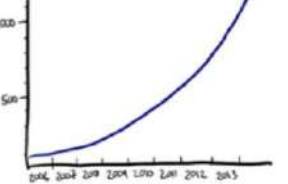
This is of course not satisfactory, and we want to fix it.

If you're one of those unhappy 4%, please contact us. We're here for your sake, and nothing else.

People > *

My colleagues are awesome!

Ego



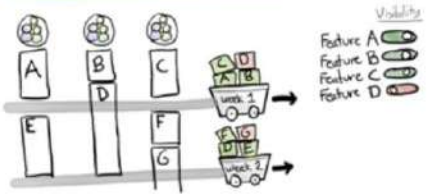
Trust > Control

Agile at scale requires Trust at scale

Politics

Fear

Release Trains + Feature Toggles



Spotify Engineering Culture

Part 1 of 2

Mark Loberg
June 2016

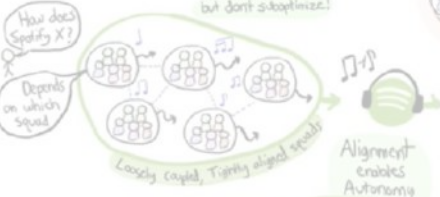
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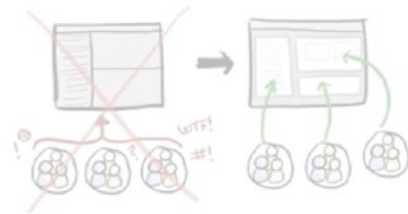
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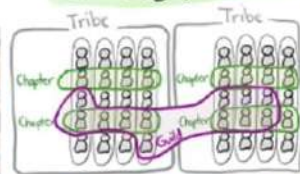
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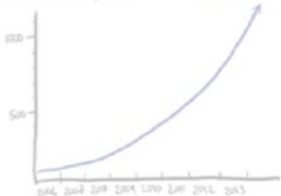
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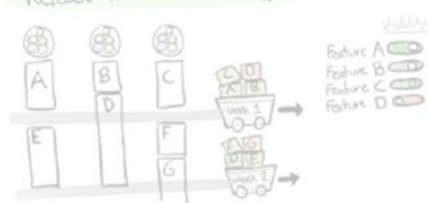
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Release Trains + Feature Toggles



Spotify Engineering Culture

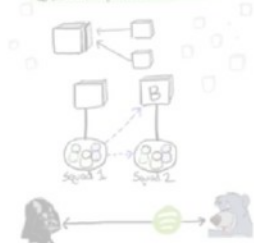
Part 1 of 2

Mark Linters
Sep 2016

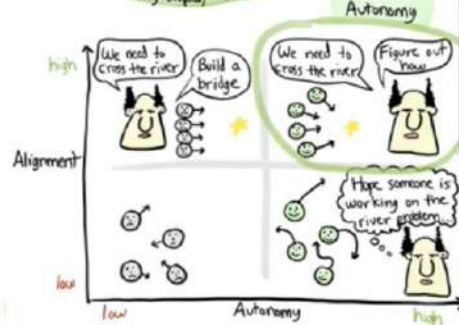
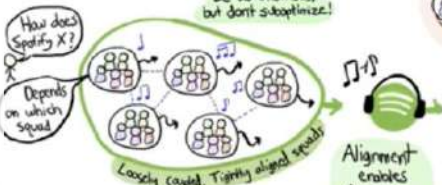
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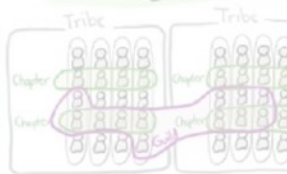
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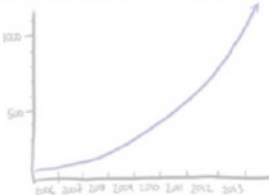
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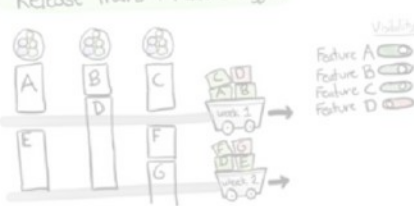
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Release Trains + Feature Toggles



Spotify Engineering Culture

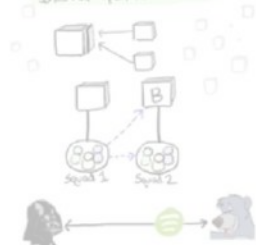
Part 1 of 2

Mark Linters
Sep 2016

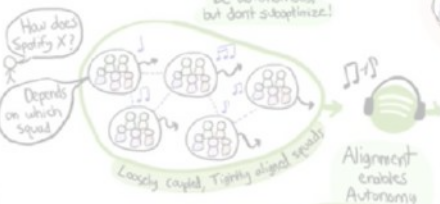
Cross-pollination > Standardization



Internal Open-source model



Small + frequent releases



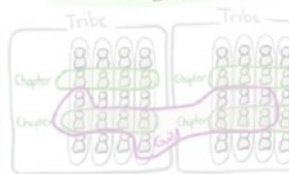
Leader's job: Communicate what problem needs to be solved. And why.



Squads' job: Collaborate with each other to find the best solution.



Community > Structure

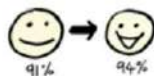


Focus on Motivation

Hi everyone, Our employee satisfaction survey says 91% enjoy working here, and 4% don't.

This is of course not satisfactory, and we want to fix it.

If you're one of those unhappy 4%, please contact us. We're here for your sake, and nothing else.



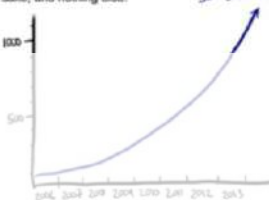
Trust > Control

Agile at scale requires Trust at scale

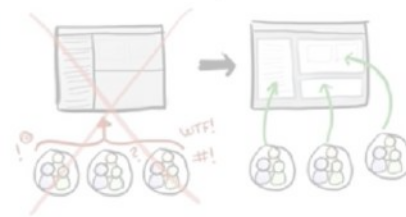


People > *

My colleagues are awesome!



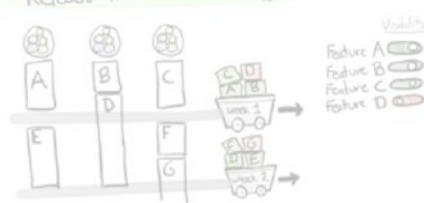
Decoupled releases



Self-service model enable > serve



Release Trains + Feature Toggles







“Son muchas las situaciones en las que un oficial debe actuar a partir de su propia perspectiva de la situación. Sería equivocado que tuviera que esperar por órdenes cuando las órdenes no pueden ser dadas. Sus acciones serán más productivas cuando actúe dentro de su entendimiento de la intención del comandante.”

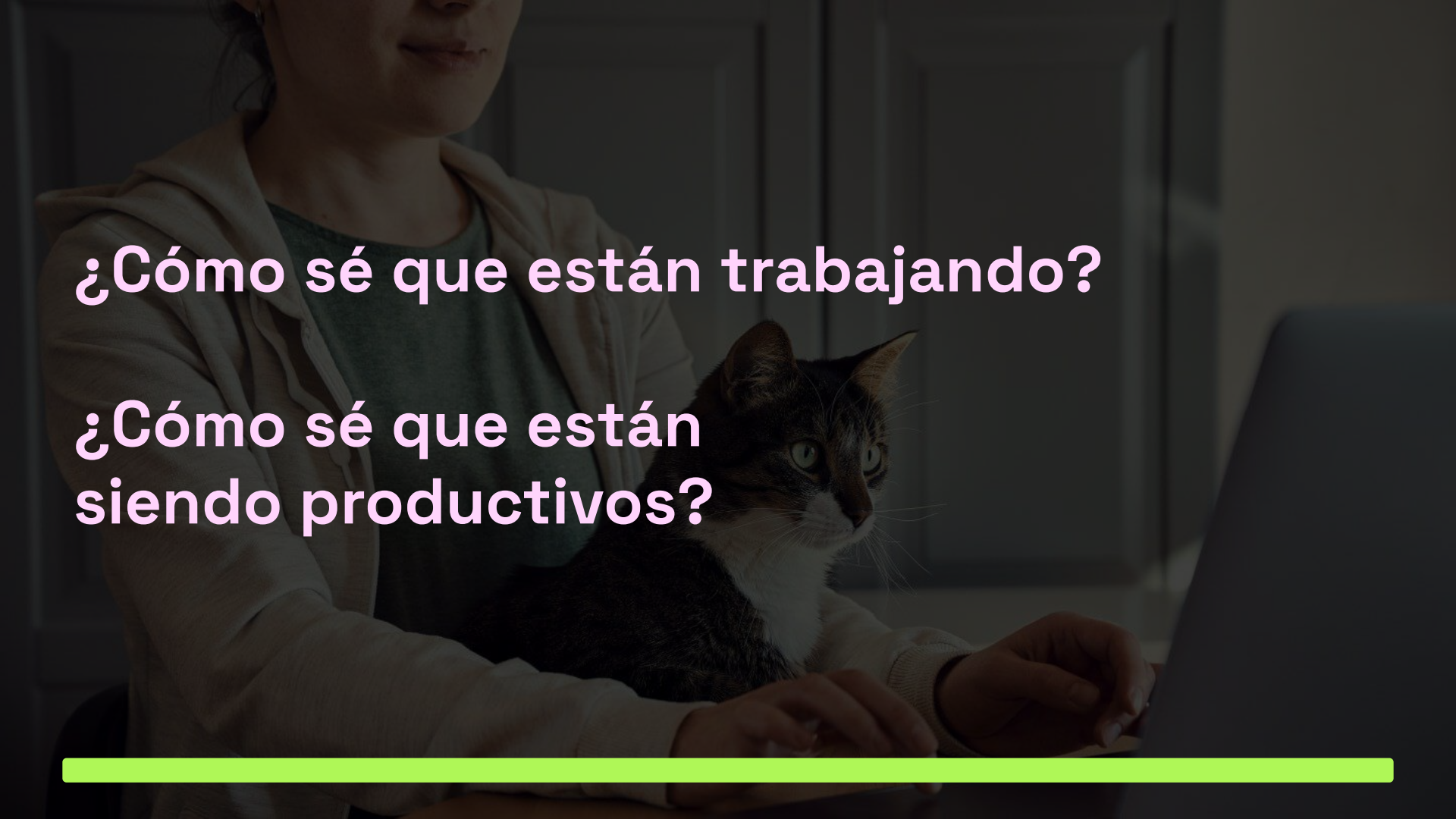
HELMUTH VON MOLTKE









A person is sitting at a desk, working on a laptop. A cat is sitting on their lap, looking at the laptop screen. The person is wearing a light-colored hoodie over a dark green shirt. The background is a blurred office or home workspace.

¿Cómo sé que están trabajando?

¿Cómo sé que están
siendo productivos?





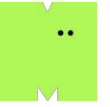
Necesitamos organizaciones que sepan transformarse continuamente.



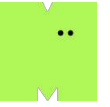
Necesitamos organizaciones que sepan 
 aprender continuamente.



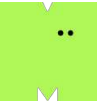
Necesitamos organizaciones que sepan **experimentar** continuamente.



**Necesitamos organizaciones que sepan
aprender de sus errores.**



**Necesitamos organizaciones que sepan
explorar el cambio.**



**Necesitamos organizaciones que sepan
explorar el cambio.**

No negarlo. 



“Nuestros usuarios no son digitales.”

“Nosotros trabajamos de otra manera.”

“Eso no pasará en nuestro mercado.”

“No sabemos cuál será el retorno.”

“Siempre lo hemos hecho así.”



“No hicimos nada mal.

Pero de alguna manera,
perdimos.”

STEPHEN ELOP, CEO NOKIA



“Nuestros usuarios no son digitales.”

“Nosotros trabajamos de otra manera.”

“Eso no pasará en nuestro mercado.”

“No sabemos cuál será el retorno.”

“Siempre lo hemos hecho así.”



“Las personas no nos resistimos al cambio cuando lo vemos como un beneficio.

Lo que resistimos no es el cambio. Es la percepción de que **estamos perdiendo algo.**”

BREE GROFF, SY PARTNERS



**Es más fácil innovar en
tiempos de prosperidad.**

**Pero es más necesario
innovar en tiempos difíciles.**



La calle está dura.

Pero el mundo no deja de cambiar.

**Así que una cultura de transformación
es más necesaria que nunca antes.**

¿Y ahora qué hago?



Tenemos que abandonar la idea 
de que la transformación tiene
un punto de llegada





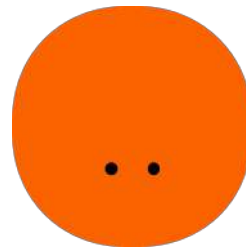
Tres recomendaciones y una provocación



Tres recomen- daciones

La transformación cansa

Cuiden de su talento de transformación.
Porque está cansado. Y se va a ir.



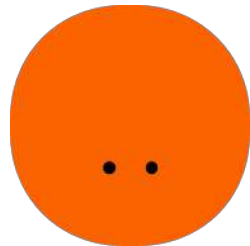
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Cuidado con el teatro de la agilidad

La transformación cultural no se puede tercerizar.
No hay bala de plata. No hay camino corto.



Tres recomen- daciones

La transformación cansa

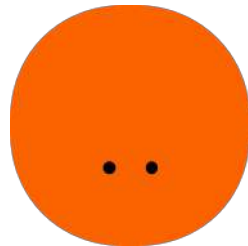
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Las capacidades existen en ecosistemas

Tenemos que dejar de pensar en el
desarrollo de capacidades como un
problema de organizaciones individuales.

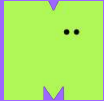


Pero:

Innovación y transformación
no son lo mismo.

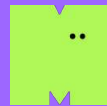


Pero:
Innovación y transformación
no son lo mismo.

Y hemos abandonado el
espacio de la innovación. 



**El futuro tiene que ser
la responsabilidad de alguien**



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Y RECUERDEN:

Todo va a estar bien

JUEVES 20 DE ABRIL

LIMA

