



CAMBIO

INTRODUCCIÓN AL CAMBIO Y A LA GESTIÓN DEL CAMBIO

FACTORES DE CAMBIO

- ◆ SOCIALES
- ◆ TECNOLÓGICOS
- ◆ ECONÓMICOS
- ◆ POLÍTICOS
- ◆ COMERCIALES

¿PUNTOS DE VISTA?

- ◆ TRANQUILIDAD
 - CAMBIO ESPORÁDICO
- ◆ CAMBIO
 - TRANQUILIDAD ESPORÁDICA

CAMBIO

- ◆ ADAPTACIÓN => el cambio ocurre y la persona / organización debe adaptarse
- ◆ PLANIFICACIÓN => el cambio es el resultado de un plan que viene a su vez de una estrategia.

¿CAMBIAR?... no

- ◆ ¿De qué manera se expresa esa resistencia?
 - ◆ Abiertamente
 - ◆ Implícitamente
- ◆ ¿Cuándo se expresa la falta de voluntad de aceptar el cambio?
 - ◆ De inmediato
 - ◆ “Después” (Diferida en el tiempo)

¿Qué es mejor?

	ABIERTAMENTE	IMPLÍCITAMENTE
AHORA	X	
DESPUÉS		X

RESISTENCIA INDIVIDUAL

- ◆ Hábito
- ◆ Miedo a lo desconocido
- ◆ Seguridad (temor a la incertidumbre)
- ◆ Factores económicos
- ◆ Procesamiento selectivo de la información
- ◆ Malos entendidos

RESISTENCIA ORGANIZACIONAL

- ◆ Inercia
- ◆ Alcance limitado del cambio
- ◆ Incompatibilidad organizacional
- ◆ Rechazo a extraños
- ◆ Falta de apoyo y compromiso de la alta dirección
- ◆ Alteración social

RESISTENCIA ORGANIZACIONAL

- ◆ Alteración social
 - Amenaza a destrezas (“gurúes” internos)
 - Amenaza a las relaciones de poder establecido
 - Amenaza a la asignación de recursos

ENFOQUES GRADUALES DE SUPERACIÓN DE RESISTENCIA AL CAMBIO

- ◆ Educación
- ◆ Comunicación
- ◆ Participación
- ◆ Facilidades / Apoyo / Respaldo
- ◆ Negociación
- ◆ Manipulación (?)
- ◆ Coerción

CAMBIAR LA ORGANIZACIÓN

◆ “DESARROLLO ORGANIZACIONAL”

Es un sistema de intervenciones planeadas diseñado para cambiar la estructura y/o los procesos de una organización para lograr un nivel superior de conocimiento.

Paul M. Muchinsky, “Psicología aplicada al trabajo”, p. 270

DESARROLLO ORGANIZACIONAL

◆ ESTRUCTURA

- Reorganización estructural
- Nuevos sistemas de recompensa (desempeño)
- Cambio de la cultura organizacional

◆ TAREAS / TECNOLOGÍA

- Rediseño de puestos
- Socioeconómicos
- Calidad de vida laboral



DESARROLLO ORGANIZACIONAL

◆ PERSONAS

- Grupos de capacitación
- Retroalimentación de encuestas
- Consultoría de procesos
- Integración de equipos

Etapas para transformar una organización

J. Kotter – HBR – Mar/Apr 1995

- ◆ **Crear una sensación de urgencia**
 - Examinar la realidad del mercado y de la competencia.
 - Identificar y debatir las crisis, las crisis potenciales o las principales oportunidades
- ◆ **Formar una poderosa coalición directiva**
 - Organizar un grupo con poder suficiente para encabezar los esfuerzos de cambio. Animar al grupo para que se transforme en un equipo enfocado.
- ◆ **Crear una visión**
 - La visión ayuda a dirigir los esfuerzos de cambio.
 - Desarrollar estrategias para alcanzar esta visión
- ◆ **Comunicar la visión y la estrategia**
 - Usar todos los vehículos posibles. Es fundamental el comportamiento del grupo directivo como ejemplo.

Etapas para transformar la organización (cont.)

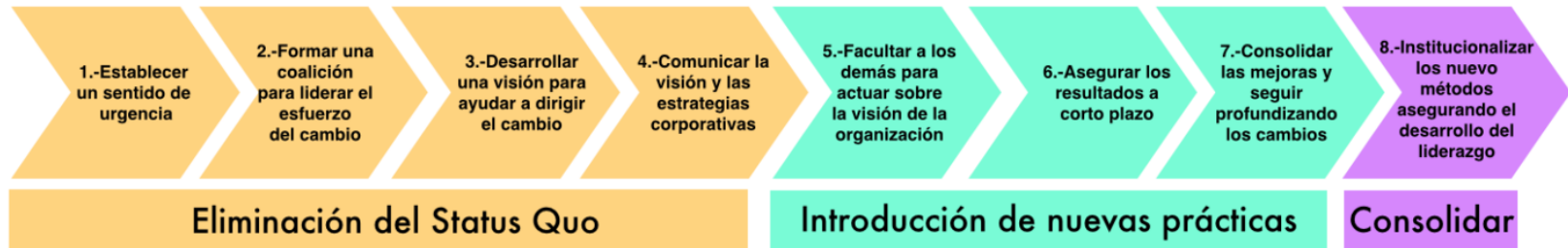
- ◆ Potenciar a otros para poner en práctica la visión
 - Quitar los obstáculos para el cambio
 - Cambiar los sistemas o estructuras que obstaculicen seriamente la visión
 - Promover la toma de riesgos. También las ideas, actividades y acciones no tradicionales.
- ◆ Planificar la obtención de éxitos a corto plazo
 - Planificar mejoras visibles de los resultados
 - Obtener dichas mejoras
 - Reconocer y retribuir a los empleados involucrados en las mismas.

Etapas para transformar la organización (cont.)

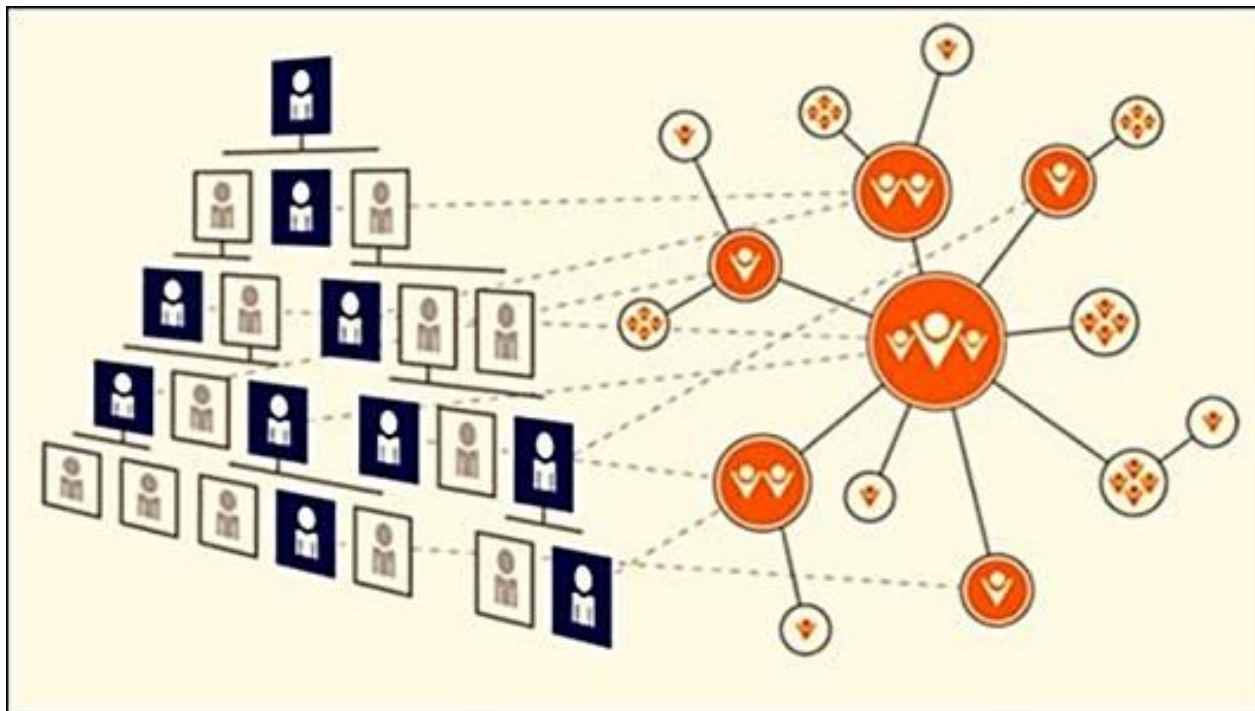
- ◆ Consolidar las mejoras y producir más cambios todavía
 - Aprovechar el aumento de la credibilidad para cambiar los sistemas, estructuras y políticas que no se ajustan a la visión.
 - Contratar, ascender y formar empleados que puedan poner en práctica esta visión.
 - Reforzar el proceso con nuevos proyectos, temas y agentes de cambio.
- ◆ Institucionalizar nuevos métodos
 - Articular las conexiones entre los nuevos comportamientos y los éxitos de la empresa.
 - Desarrollar los medios para asegurar el desarrollo del liderazgo y su sucesión.

Kotter - Lewin

LOS 8 PASOS DEL CAMBIO EFECTIVO ORGANIZACIONAL DE JOHN KOTTER



Kotter – Sistema dual



Kotter – XLR8 – Sistema dual



XLR8 Principios de un sistema operativo dual

- ◆ Motor de cambios importantes:
 - Convergencia de muchas personas y de diversas áreas
 - Más velocidad, más agilidad=> más ojos y oídos, diferentes formas de ver el mundo
 - Más iniciativa, pero dentro de conceptos probados
 - ◆ Evita caos, conflictos, duplicación de esfuerzos y pérdida de dinero.

XLR8 Principios de un sistema operativo dual

◆ Mentalidad

- Agentes de cambio con capacidad de elección y con licencia para actuar.
- Trabajar con otros en pos de un propósito importante e interesante es clave
 - No es necesario cambiar a la gente. Suele estar.
 - Darle el sentido de tener el privilegio de participar en una actividad importante.

XLR8 Principios de un sistema operativo dual

- ◆ Acción desde la cabeza y el corazón
 - No sólo desde la cabeza
 - Apelar al sentimiento además de la lógica, las cifras y los argumentos.
 - Hablarle al sentimiento universal de contribuir a una causa superior, hacia un futuro mejor

XLR8 Principios de un sistema operativo dual

- ◆ Más liderazgo, no sólo gestión.
 - La gestión es imprescindible
 - El liderazgo es clave para aprovechar las ventanas de oportunidad y reconocer –y evitar- las amenazas .
 - Visión, oportunidad, agilidad, inspiración, pasión, innovación y celebración.

XLR8 Principios de un sistema operativo dual

- ◆ Alianza imparabile entre la jerarquía y la red,
 - No solamente una jerarquía mejorada.
 - Los dos sistemas, red y jerarquía, funcionan como uno sólo, con un flujo constante de información y actividad conjunta.
 - Los que se ofrecen para trabajar en la red ya tienen funciones dentro de la jerarquía



FIN



APENDICES

INFORMACION DE RESPALDO DE LA PRESENTACION

GM

NYTimes, June 3rd, 2009

Overview

For most of the 20th century, General Motors was the biggest company in the most important industry in the world. It not only led in automotive innovations, but helped define the new breed of massive, bureaucratic multinational corporations that shaped the post-war economy. It was the world's largest car maker from 1931 to 2008, when it was surpassed by Toyota.

By the time it lost that distinction, such figures were the least of its worries — **by the fall of 2008, despite two years of steep cutbacks, G.M. found itself on the brink, reduced to begging the federal government for the cash it needed to stay afloat.** Its chairman, Rick Wagoner, calculated that G.M. would need \$18 billion from the federal government to pay its bills and restructure. The company's situation did not improve over the next several months, and Mr. Wagoner resigned on March 29, 2009 at the request of the White House.

But by the end of May 2009, the company had received more than \$20 billion in federal aid and estimated that it would need tens of billions more. It declared bankruptcy on June 1, 2009.

The company that will emerge from bankruptcy will not only be a sliver of its former self, but be owned mainly by the government -- which plans to take a stake that would initially be as large as 60 percent, in return for \$50 billion in bankruptcy financing. Most of the rest will be owned by bondholders and the United Auto Workers, which will receive its shares as financing for a health-care plan whose costs were formerly borne by G.M.

G.M. Bankruptcy Loomed for Years

What drove [General Motors](#) into bankruptcy? It's tempting to blame the broader [financial crisis](#), which torpedoed the United States economy, dragged down car sales and shut carmakers out of the capital markets. That overriding factor certainly precipitated the demise of America's largest carmaker, but it was not the ultimate cause.

Insolvency has, in fact, been looming over G.M. for several years. In April 2005, for example, while markets were worrying about rating agencies downgrading the carmaker's debt, G.M.'s onerous unfunded health care and pension liabilities looked to have punched a multibillion-dollar hole in its balance sheet. Even then, some suggested that a filing for Chapter 11 protection might be the only way to get G.M. back on track.

That's not to say G.M.'s executives sat back and did nothing. In the last four years they have halved the union work force in the United States; laid off white-collar employees in droves; renegotiated labor contracts and health care expenses; and sold businesses like Allison Transmission and [GMAC](#), the financial services arm, to raise cash.

But none of that was enough. G.M. was losing market share faster than it could shrink its operations, even before the precipitous declines of the more recent credit crisis. Other measures were slow to materialize, like a cut in its the dividend. And other options were shunned as taboo by its then-chief, [Rick Wagoner](#), including the closing or sale of some of G.M.'s crowd of eight brands.

While on government life support and under imminent threat of bankruptcy this last year, G.M. executives moved too slowly. Twice they had to revise rosy assumptions for their restructuring plan.

By ANTONY CURRIE, ROB COX and MARTIN HUTCHINSON Published: June 1, 2009

[VOLVER](#)

BUSINESS WEEK.

Technology February 20, 2008, 12:01AM EST

Social Media Will Change Your Business

Look past the yakkers, hobbyists, and political mobs. Your customers and rivals are figuring blogs out.

Our advice: Catch up...or catch you later

http://www.businessweek.com/bwdaily/dnflash/content/feb2008/db20080219_908252.htm

By [Stephen Baker](#) and [Heather Green](#)

Editor's note: When we published "Blogs Will Change Your Business" in May, 2005, Twittering was an activity dominated by small birds. Truth is, we didn't see MySpace coming. Facebook was still an Ivy League sensation. Despite the onrush of technology, however, thousands of visitors are still downloading the original cover story.

So we decided to update it. Over the past month, we've been calling many of the original sources and asking the [Blogspotting](#) community to help revise the 2005 report. We've placed fixes and updates into more than 20 notes; to view them, click on the blue icons. If you see more details to fix, please leave comments. The role of [blogs in business](#) is clearly an ongoing story.

First, the headline. Blogs were the heart of the story in 2005. But they're just one of the tools millions can use today to lift their voices in electronic communities and create their own media. [Social networks](#) like [Facebook](#) and [MySpace](#), video sites like [YouTube](#), [mini blog engines](#) like [Twitter](#)—they've all emerged in the last three years, and all are nourished by users. Social Media: It's clunkier language than blogs, but we're not putting it on the cover anyway. We're just fixing it.

BUSINESS WEEK.

Technology February 20, 2008, 12:01AM EST

Monday 9:30 a.m. It's time for a frank talk. And no, it can't wait. We know, we know: Most of you are sick to death of blogs. Don't even want to hear about these millions of online journals that link together into a vast network. And yes, there's plenty out there not to like. Self-obsession, politics of hate, and the same hunger for fame that has people lining up to trade punches on *The Jerry Springer Show*. Name just about anything that's sick in our society today, and it's on parade in the blogs. On lots of them, even the writing stinks.

Go ahead and bellyache about blogs. But you cannot afford to close your eyes to them, because they're simply the most explosive outbreak in the information world since the Internet itself. And they're going to shake up just about every business—including yours. It doesn't matter whether you're shipping paper clips, pork bellies, or videos of Britney in a bikini, blogs are a phenomenon that you cannot ignore, postpone, or delegate. Given the changes barreling down upon us, blogs are not a business elective. They're a prerequisite. (And yes, that goes for us, too.)

There's a little problem, though. Many of you don't visit blogs—or haven't since blogs became a sensation in last year's Presidential race. According to a Pew Research Center Survey, only 27% of online adults in the U.S. publish a blog at least once a month. Of the same group, 24.8% read a blog and 13.7% comment on a blog at least once a month. The numbers are higher for youths. Of online youths, 20.8% publish a blog, 36.6% read a blog, and 26.4% comment on a blog at least once a month. But I suspect the numbers are unreliable because many mainstream sites with millions of readers—celebrity site TMZ and gadget sites like Gizmodo—are actually blogs. But are all the readers aware of this? I doubt it. This is the blurring of the blog/mainstream divide, a theme we'll see again and again in these revisions. of Internet users in America now bother to read them. So we're going to take you into the world of blogs by delivering this story—call it Blogs 101 for businesses—in the style of a blog. We're even sprinkling it with links. These are underlined words that, when clicked, carry readers of this story's online version to another Web page. This all may make for a strange experience, but it's the closest we can come to reaching out from the page, grabbing you by the collar, and shaking you into action.



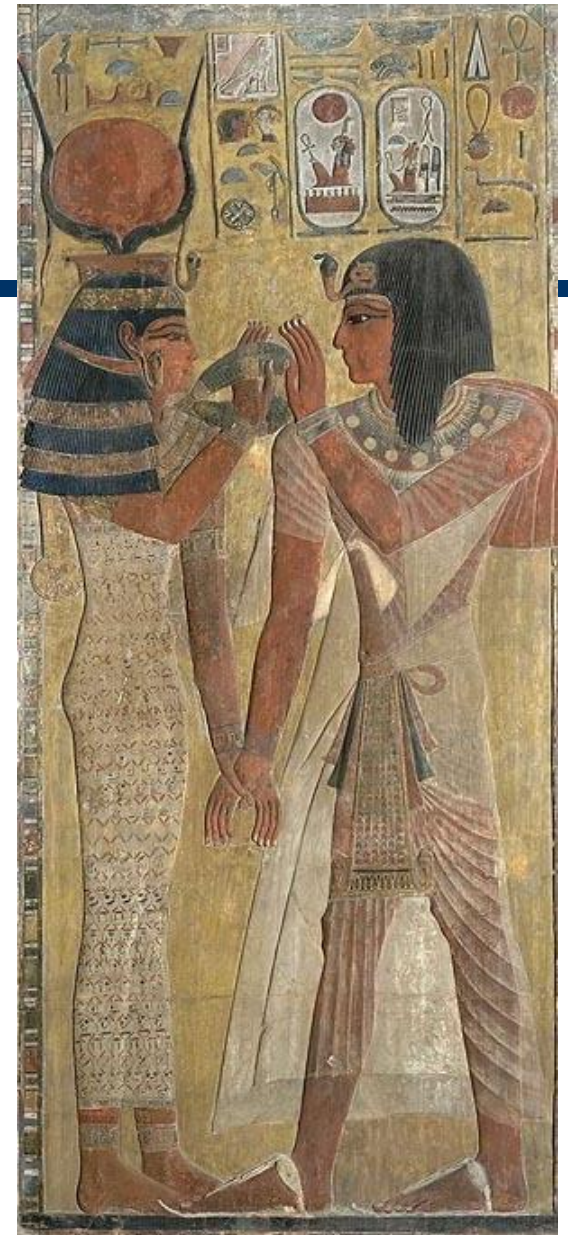
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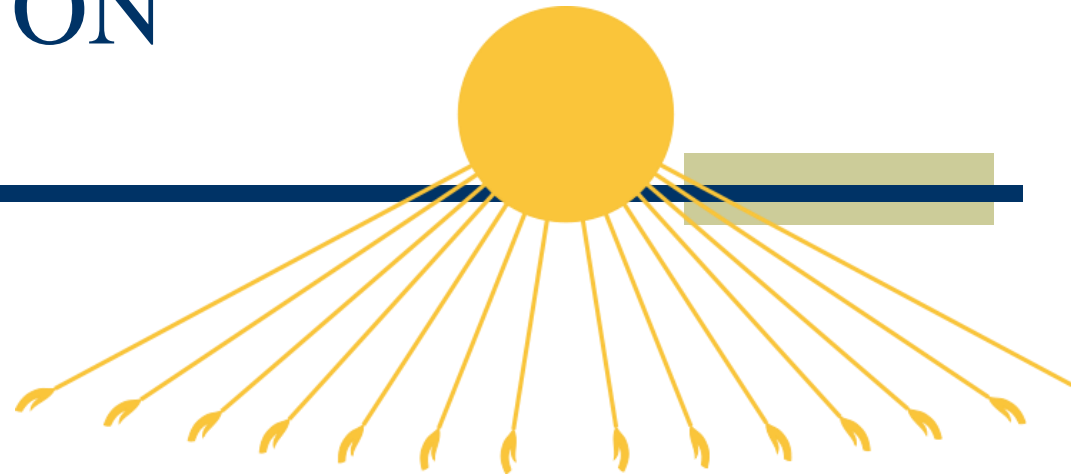
First, a few numbers. There are some 9 million blogs out there, Yes, there were 9 million, but how many of them were active? Probably only a fraction. In early 2008, says Technorati Chairman David Sifry, the search company indexes 112 million blogs, with 120,000 new ones popping up each day. But only 11% of these blogs, he says, have posted within the past two months. That means the active universe is closer to 13 million blogs. Kevin Burton, CEO of FeedBlog, argues that the number should be lower, from 2 million to 4 million blogs. with 40,000 new ones popping up each day. Some discuss poetry, others constitutional law. And, yes, many are plain silly. "Mommy tells me it may rain today. Oh Yucky Dee Doo," reads only one April Posting. Let's assume that 99.9% are equally off point. What we didn't see in early 2005 was the advent of the spam blog. These blogs, produced automatically, are designed to show up in search results and to attract Google advertisements known as Adsense. Sifry estimates that fully 99% of the blog posts reaching search engines are spam. So what? That leaves some 40 new ones every day that could be talking about your business, engaging your employees, or leaking those merger discussions you thought were hush-hush.

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