











Foro Sostenibilidad Asobancaria

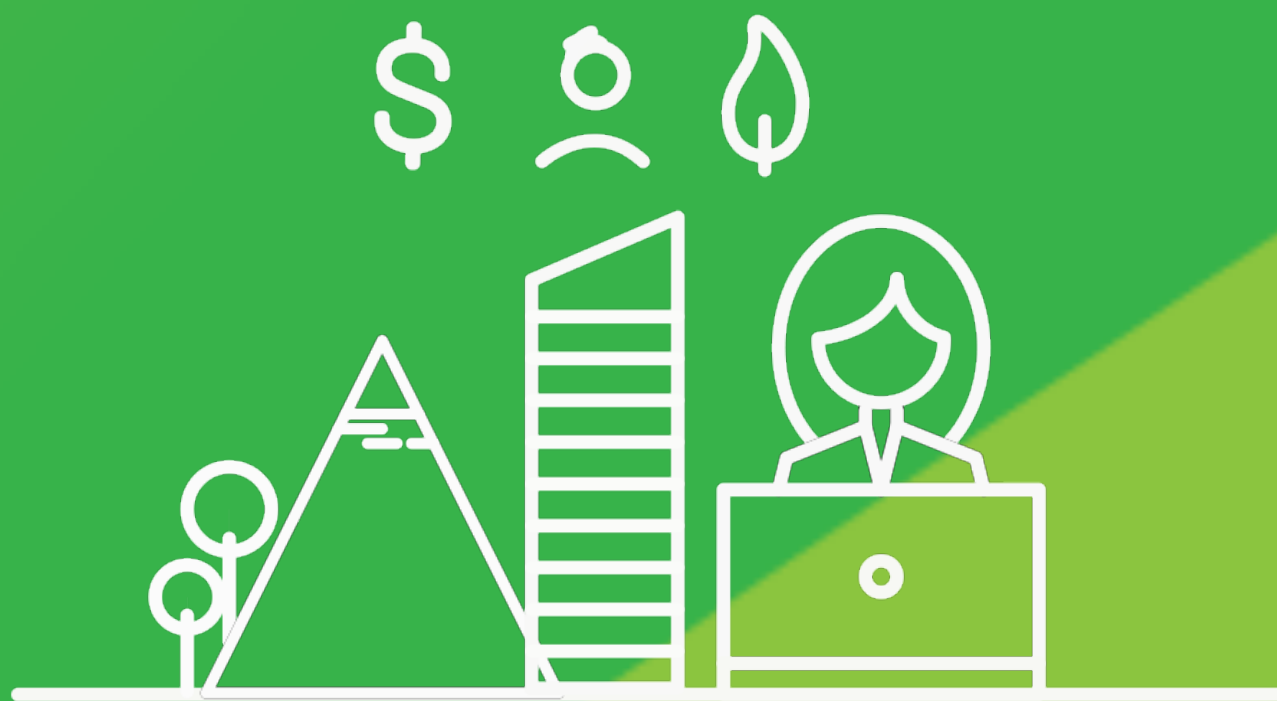
*“El **ADN** de impacto como motor de competitividad”*

Club	MP	W	D	L	GF	GA	GD	Pts
1  Brazil	18	12	5	1	41	11	30	41
2  Uruguay	18	9	4	5	32	20	12	31
3  Argentina	18	7	7	4	19	16	3	28
4  Colombia	18	7	6	5	21	19	2	27
5  Peru	18	7	5	6	27	26	1	26
6  Chile	18	8	2	8	26	27	-1	26
7  Paraguay	18	7	3	8	19	25	-6	24
8  Ecuador	18	6	2	10	26	29	-3	20
9  Bolivia	18	4	2	12	16	38	-22	14
10  Venezuela	18	2	6	10	19	35	-16	12

Razón de ser

Atracción y gestión de **talento** para las organizaciones que están **cambiando el mundo**

¿Para qué?



Para que organizaciones y profesionales con propósito de impacto se encuentren

¿Cómo?



De manera humana, propositiva, muy profesional y a precio justo

¿Qué?



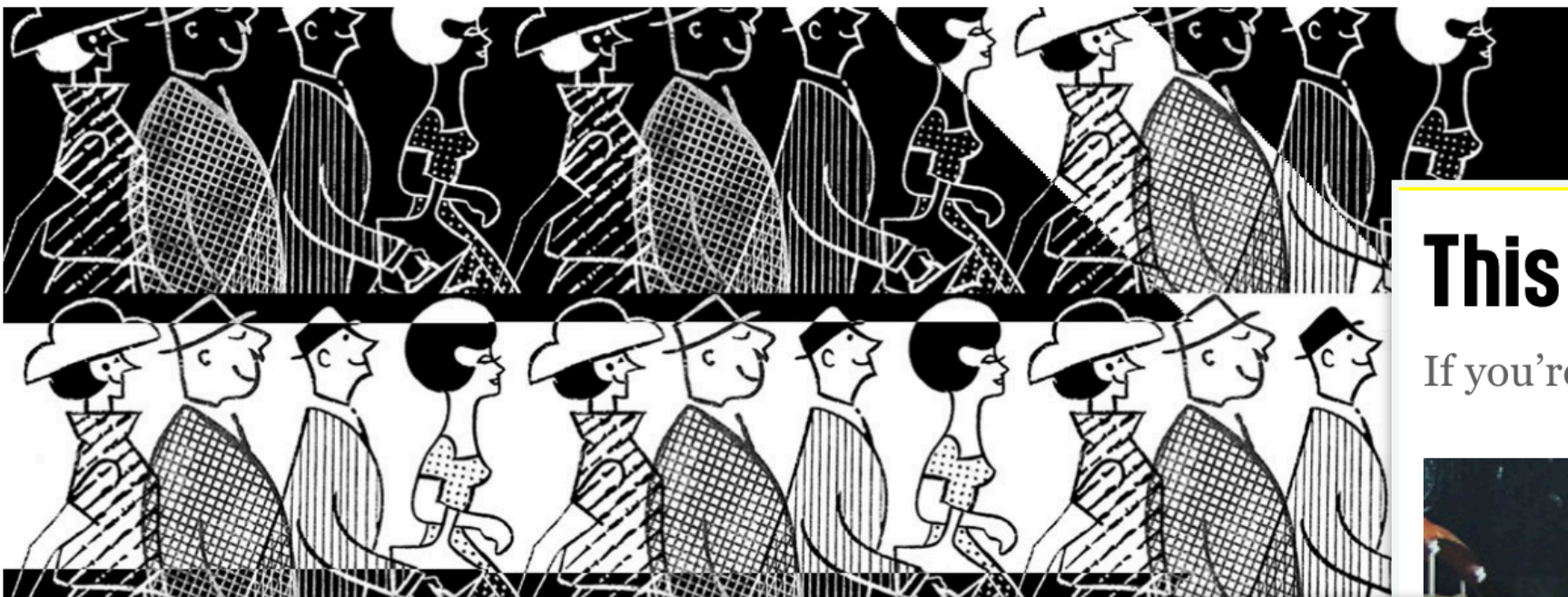
- › Headhunting
- › Publicación y difusión de vacantes
- › Filtro de perfiles
- › Evaluación de perfiles
- › Consultoría en ADN Organizacional

The Case for Investing More in People

by Eric Garton

SEPTEMBER 04, 2017

SUMMARY SAVE SHARE COMMENT 0 TEXT SIZE PRINT



What If Companies Managed People as Carefully as They Manage Money?

by Eric Garton

MAY 24, 2017

SUMMARY SAVE SHARE COMMENT 20 TEXT SIZE PRINT \$8.95 BUY COPIES



NO EXCUSES

Companies with more women directors generate a 36% higher return on equity



This Is Why Your Startup Plan Needs To Include HR

If you're only thinking about it when there's a team conflict, it's probably too late.

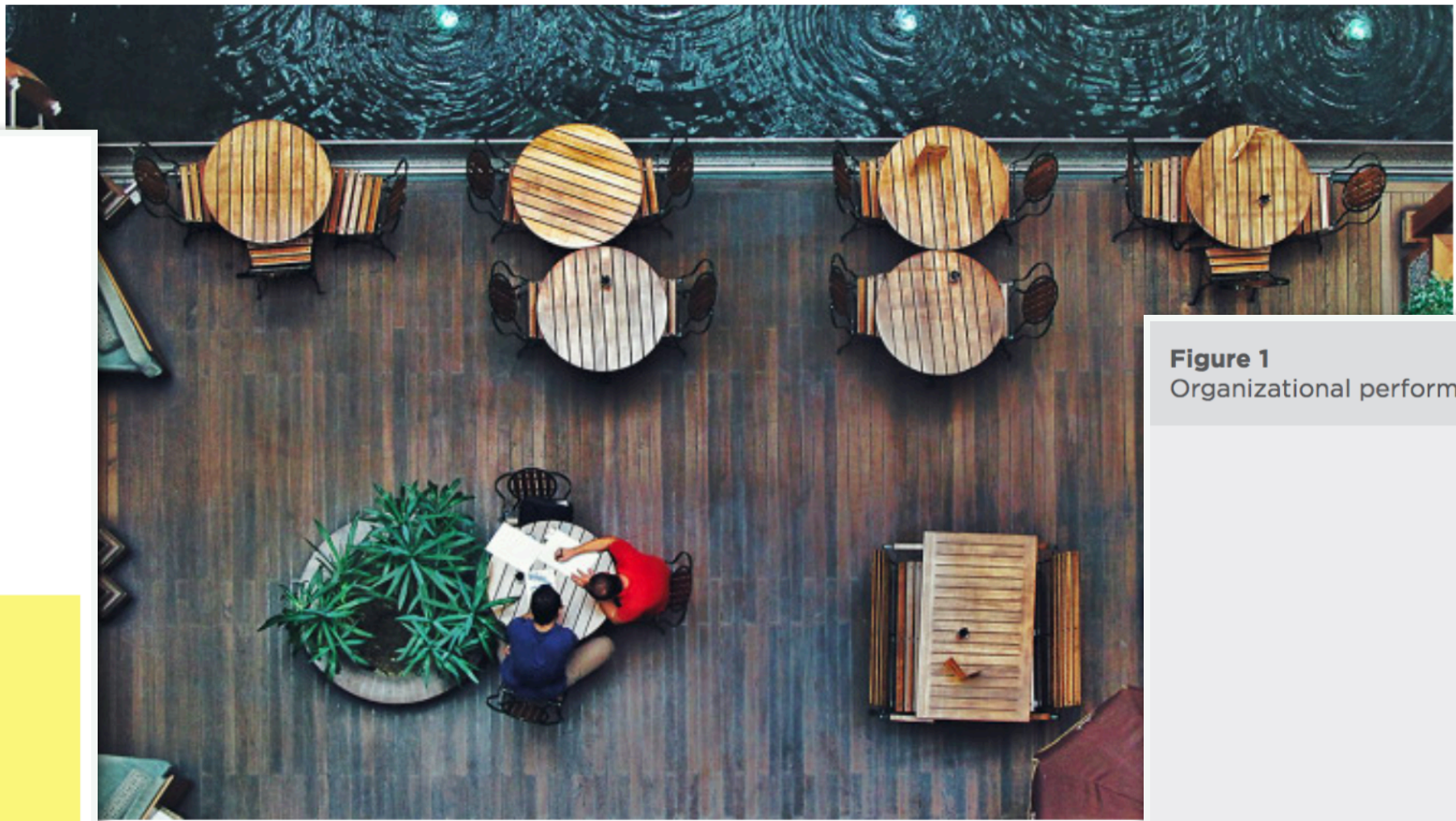


Figure 1
Organizational performance emerges from alignment.



Alignment drives engagement, performance, competitiveness, and results.

The background of the image is composed of two shades of red. A dark red area occupies the bottom-left and top-left portions, while a lighter red area covers the top-right and bottom-right portions. The boundary between the two shades is a smooth, curved line that starts near the top center and curves down towards the right side. The logo text is white and positioned on the dark red background.

materia
ADN DE IMPACTO

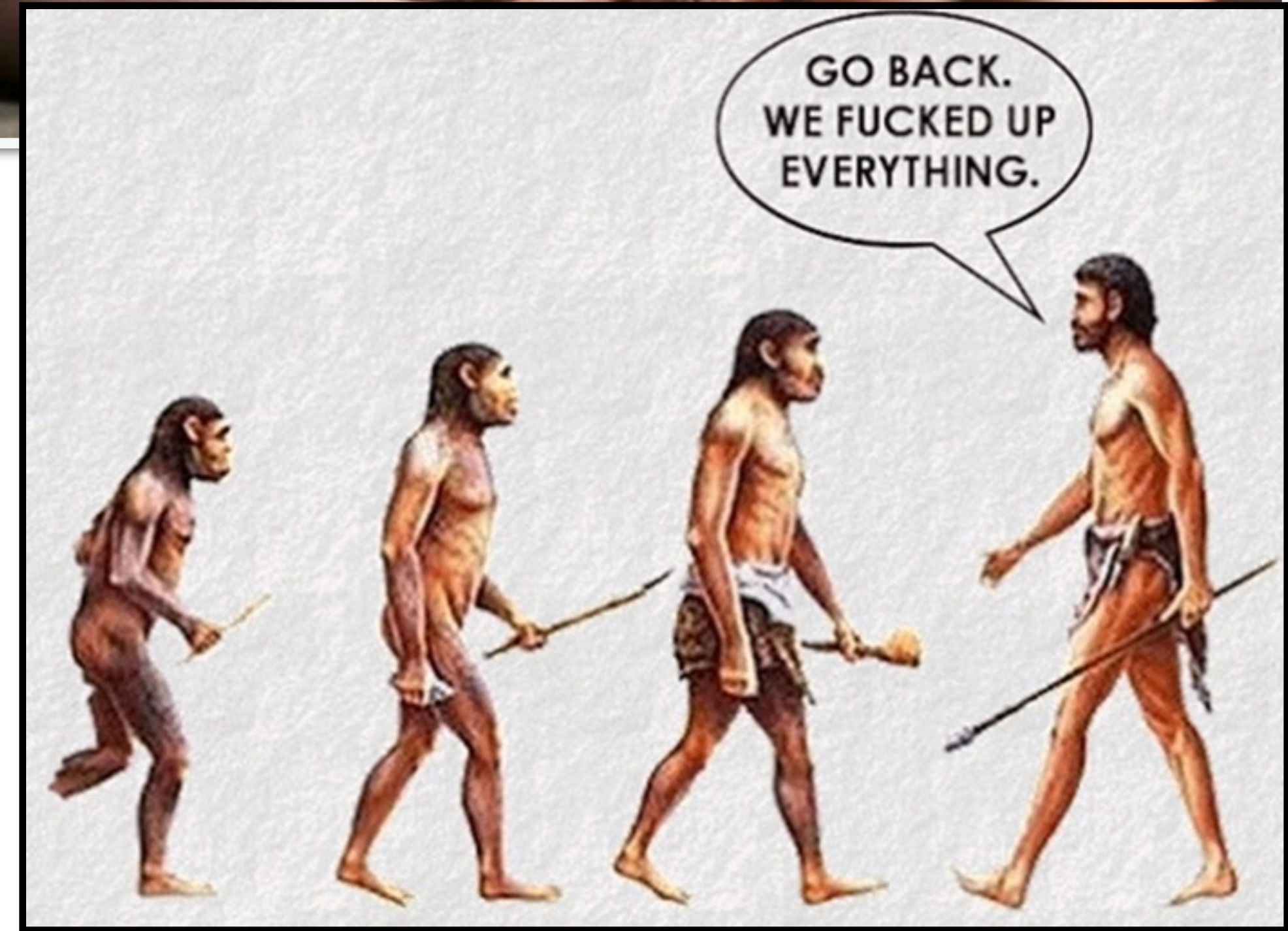
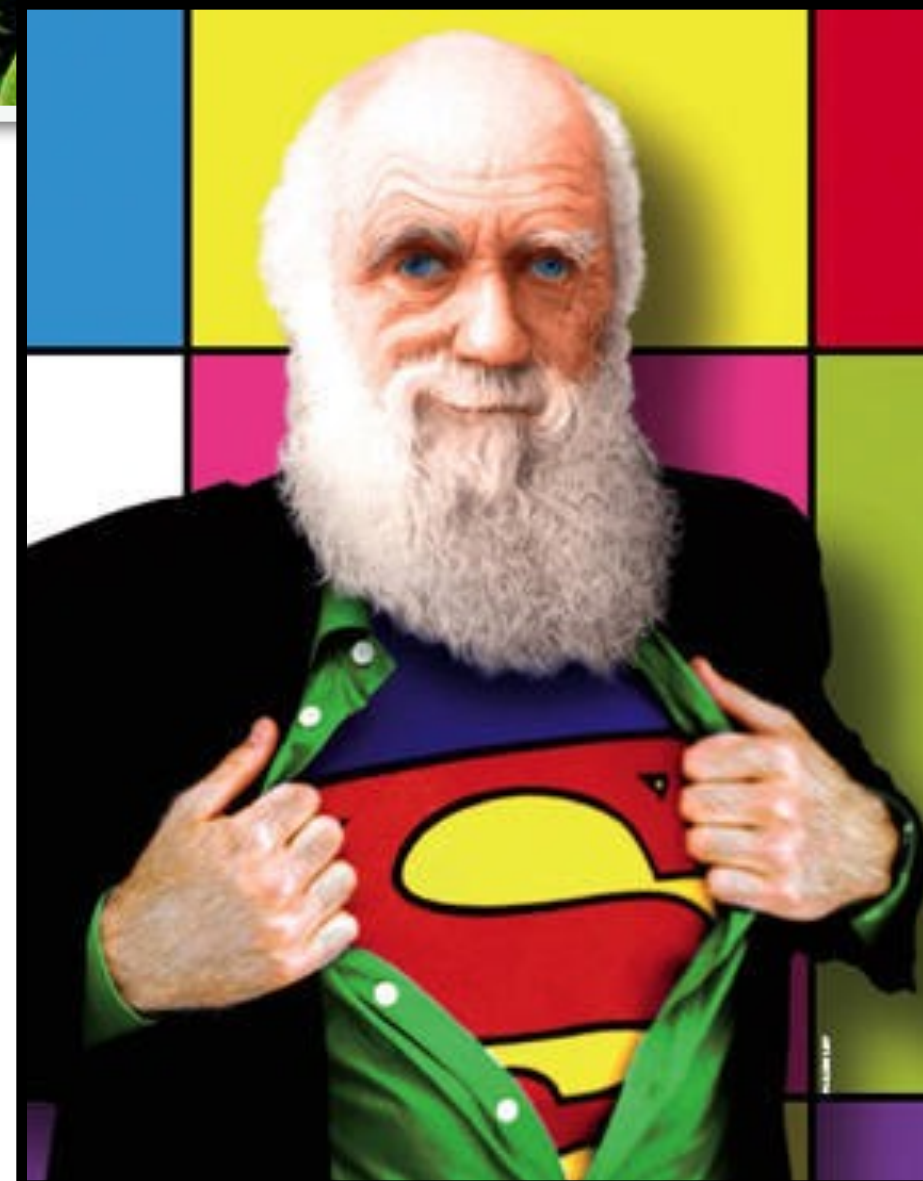
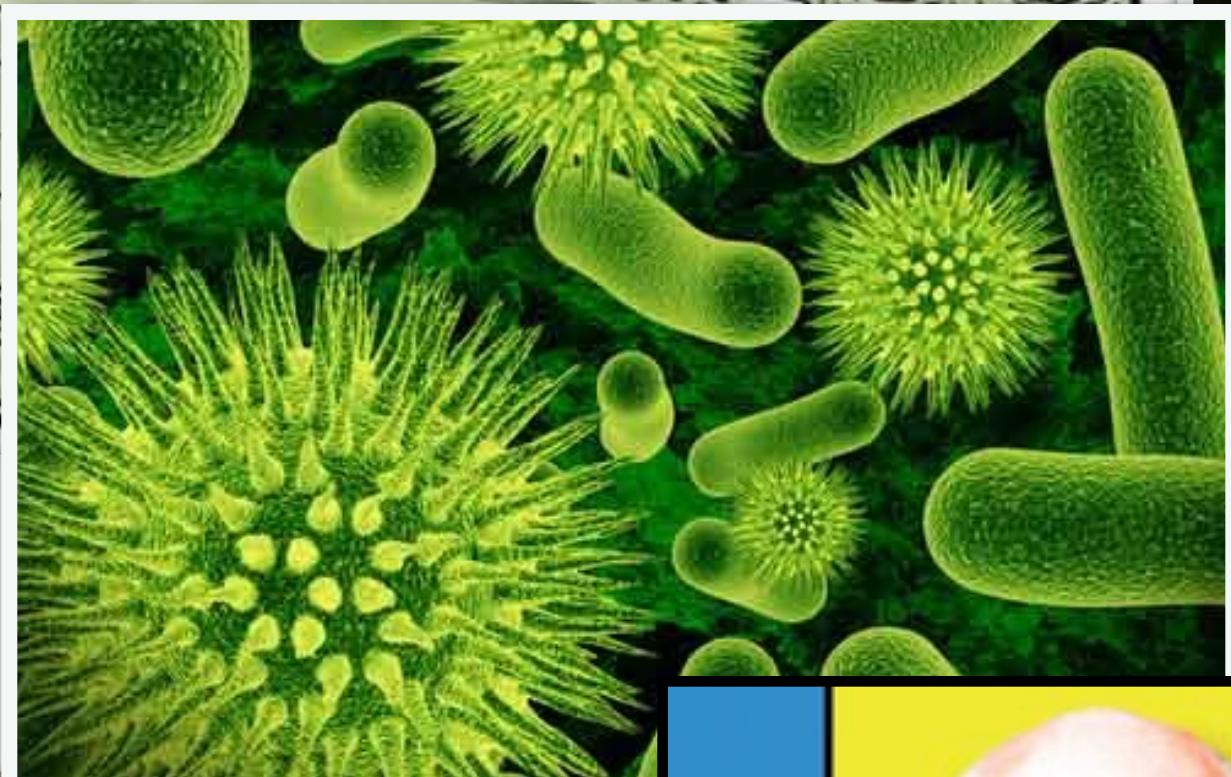
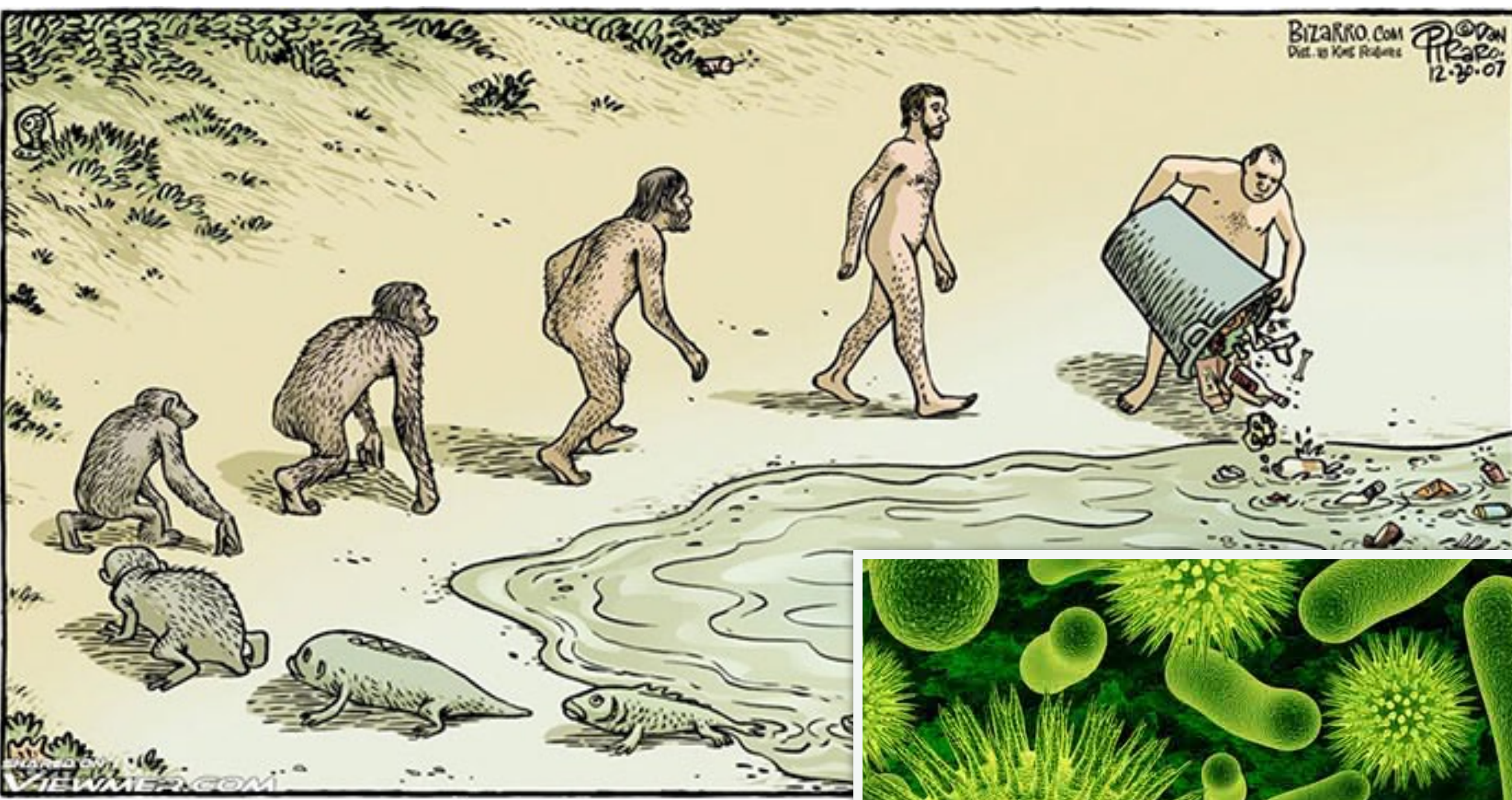


Cambio de paradigma



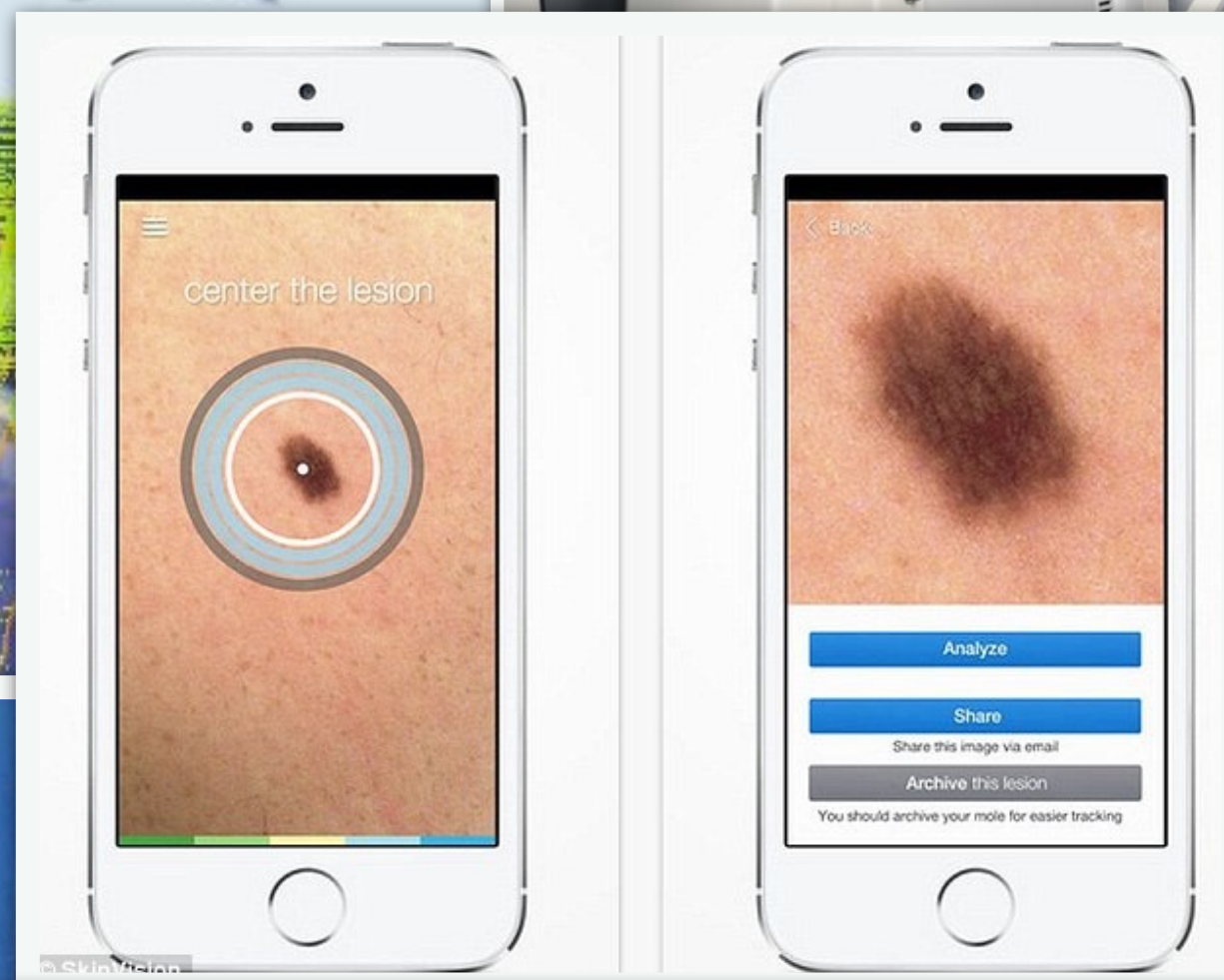
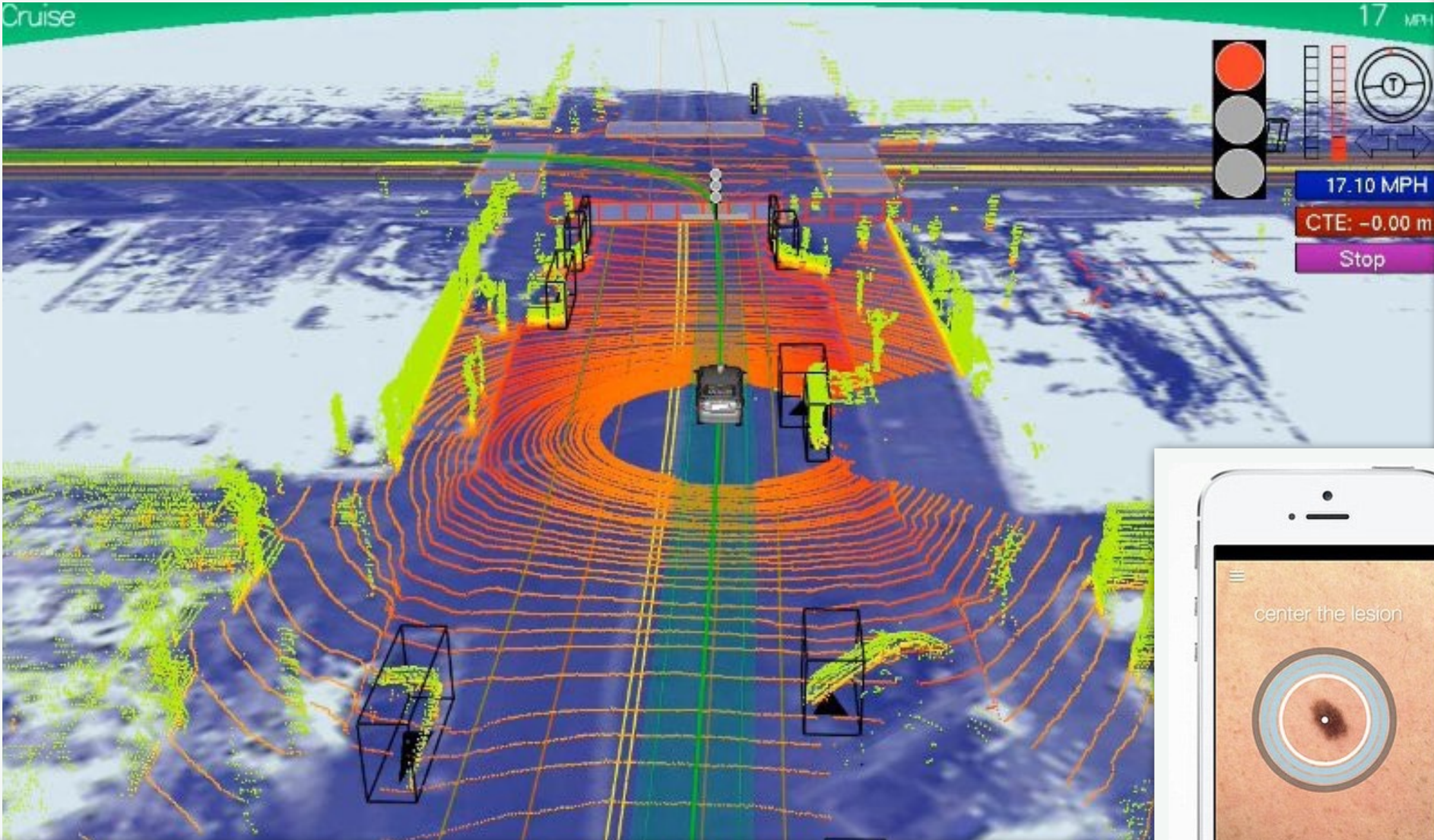


¿De qué estamos hechos?





Desafío evolutivo



LEGAL ROBOT

Search

Employment Offer Letter

View/Edit Document

Report

Sign Document

Employment Offer Letter

No summary available

Dear Megan:

Legal Robot (the "Company") is pleased to offer you employment on the following terms:

1. Position.

Your initial title will be Vice President, Operations, and you will initially report to the Company's CEO. This is a part-time position. While you render services to the Company, you are free to engage in other employment, consulting, or other business activity as long as it does not create a conflict of interest with the Company. By signing this letter agreement, you confirm to the Company that you have no contractual commitments or other legal obligations that would prohibit you from performing your duties for the Company.

2. Cash Compensation.

The Company will pay hourly at a rate of \$ __, payable in accordance with the Company's standard payroll schedule. This wage will be subject to adjustment pursuant to the Company's employee compensation policies in effect from time to time.

3. Employee Benefits.

As a part-time employee of the Company, you will not be eligible for Company-sponsored benefits or paid vacation.

4. Proprietary Information and Inventions Agreement.

Like all Company employees, you will be required, as a condition of your employment with the Company, to sign the Company's standard Proprietary Information and Inventions Agreement, a copy of which is attached hereto as Exhibit A.

5. Employment Relationship.

Employment with the Company is for no specific period of time. Your employment with the Company will be "at will," meaning that either you or the Company may terminate your employment at any time and for any reason, with or without cause. Any contrary representations that may have been made to you are superseded by this letter

Surprise

Surprise

Neutral:

Happiness:

Surprise:

Sadness:

Anger:

Disgust:

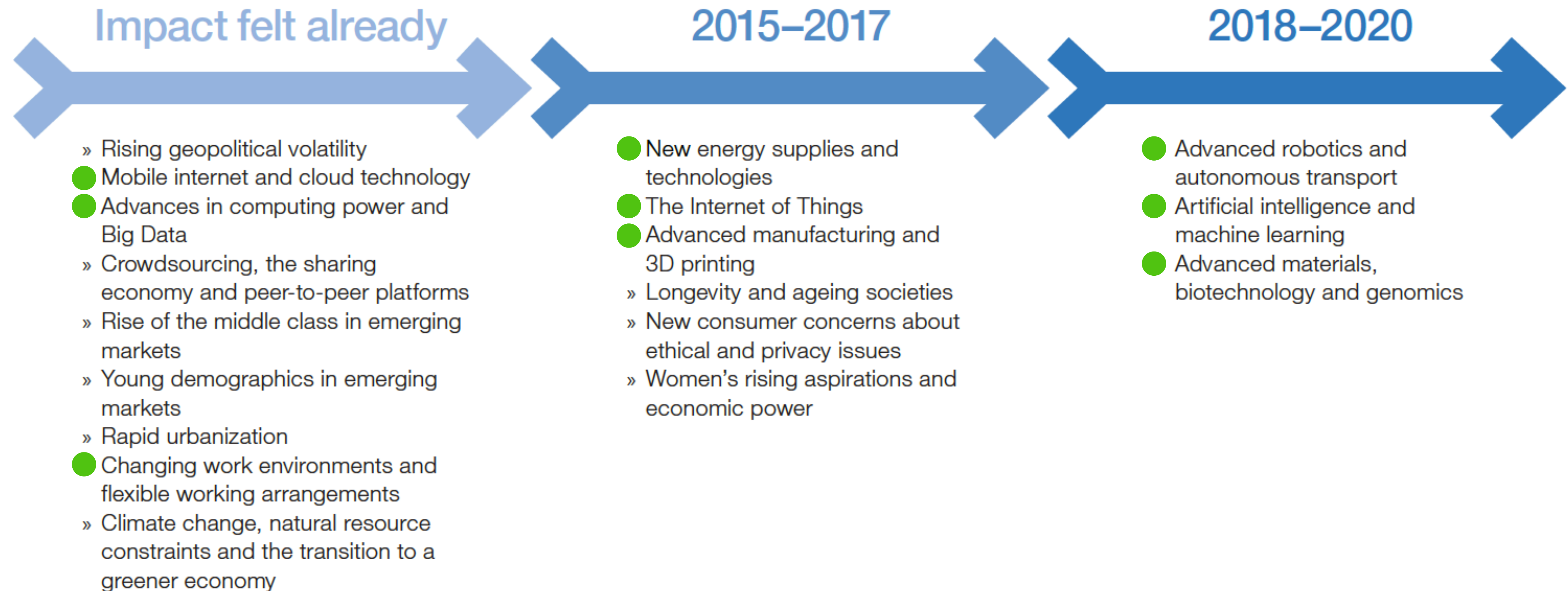
Fear:

Contempt:

Microsoft

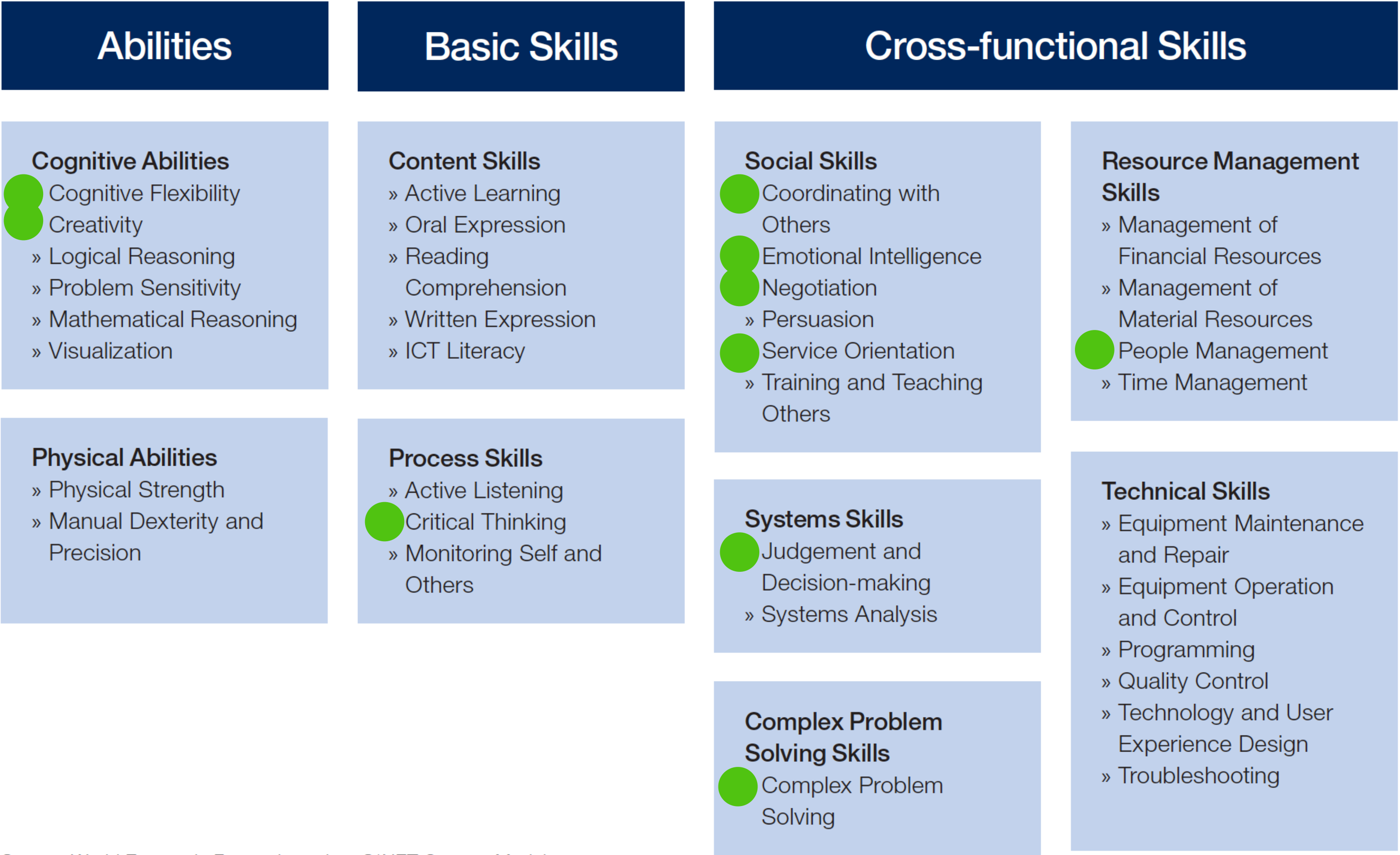
Mundo cambiante

A velocidad exponencial



Ser más humanos

Es lo que nos mantiene competitivos



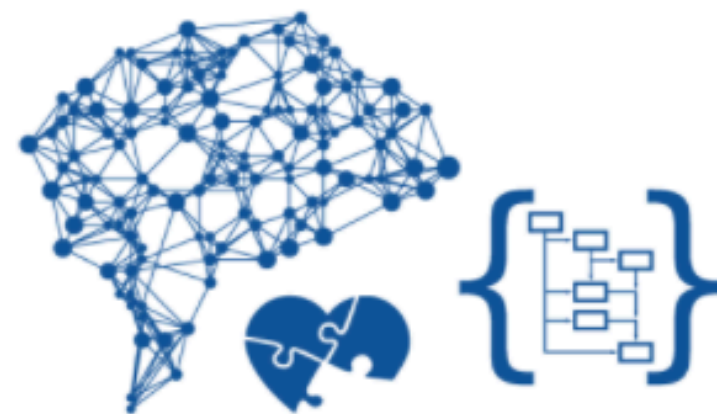
Source: World Economic Forum, based on O*NET Content Model.
Note: See Appendix A for further details.

Competencias relevantes

2015 -2020

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility



in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum

La especie dominante



GOAL 1

NO POVERTY

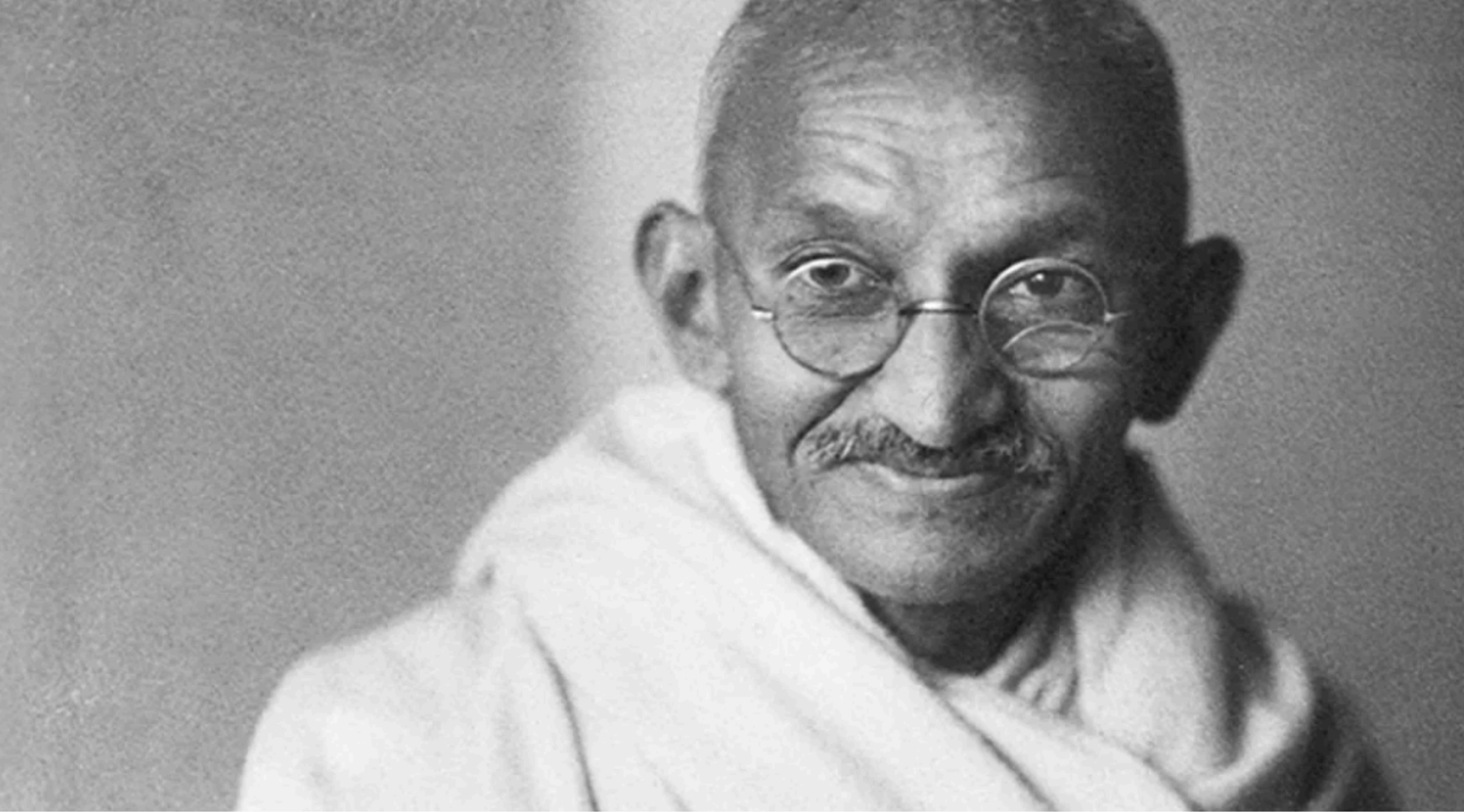


GOAL 1

NO POVERTY



Colaboración = Historias





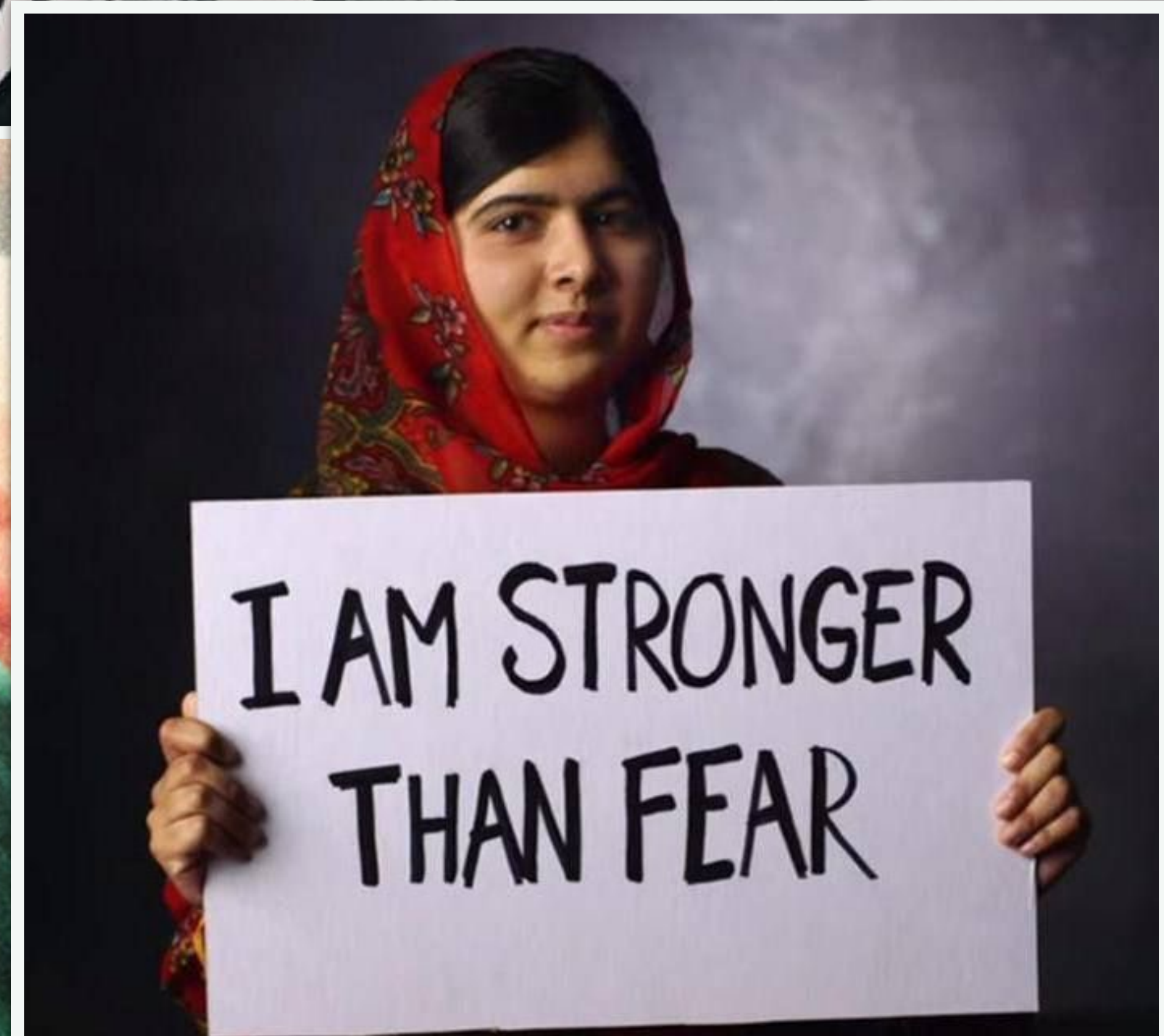
Nos encantan las historias



Buscamos otro tipo de **historias**



Historias con propósito

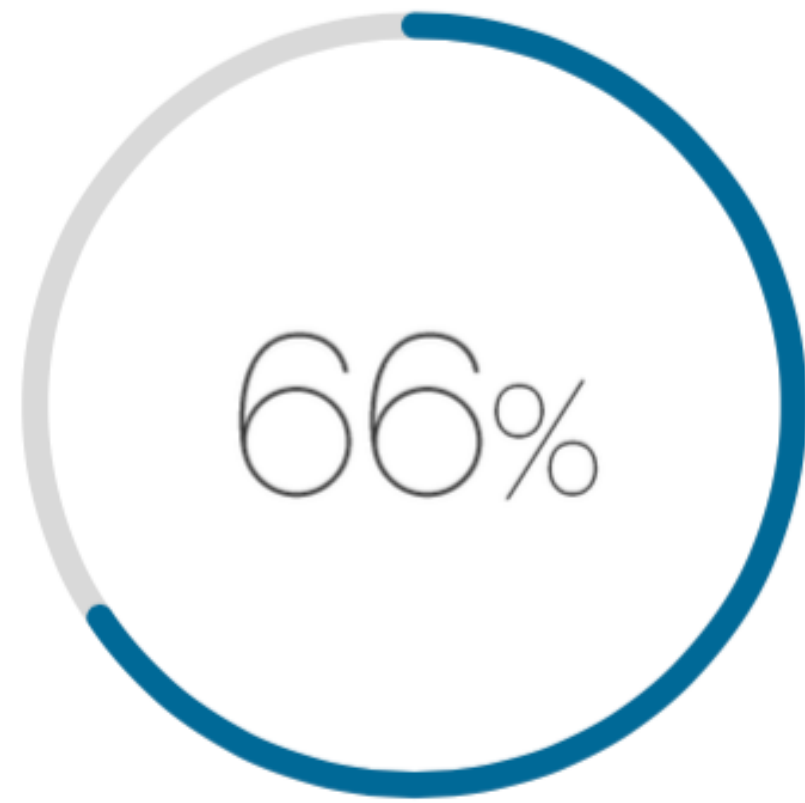




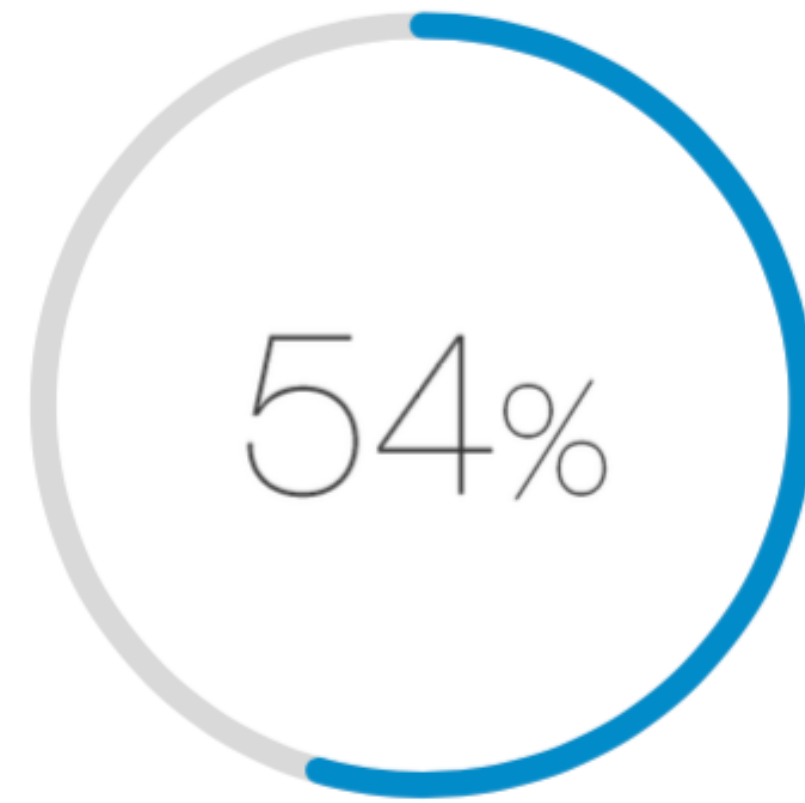
Liderazgo: Comprender el contexto

En qué se fijan

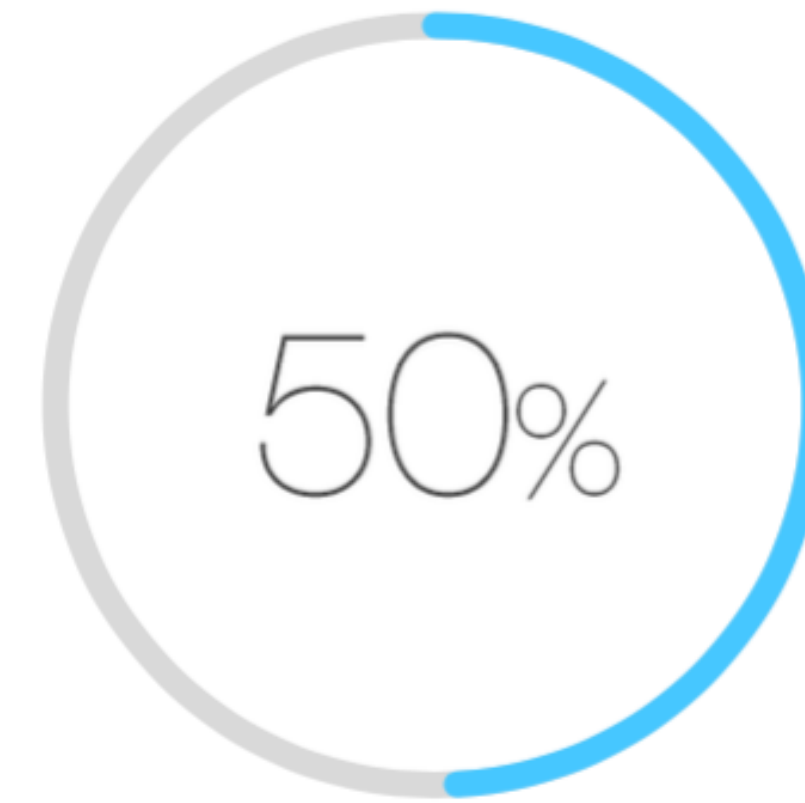
a la hora de buscar empleo



Cultura y Valores



Beneficios



Misión y Visión

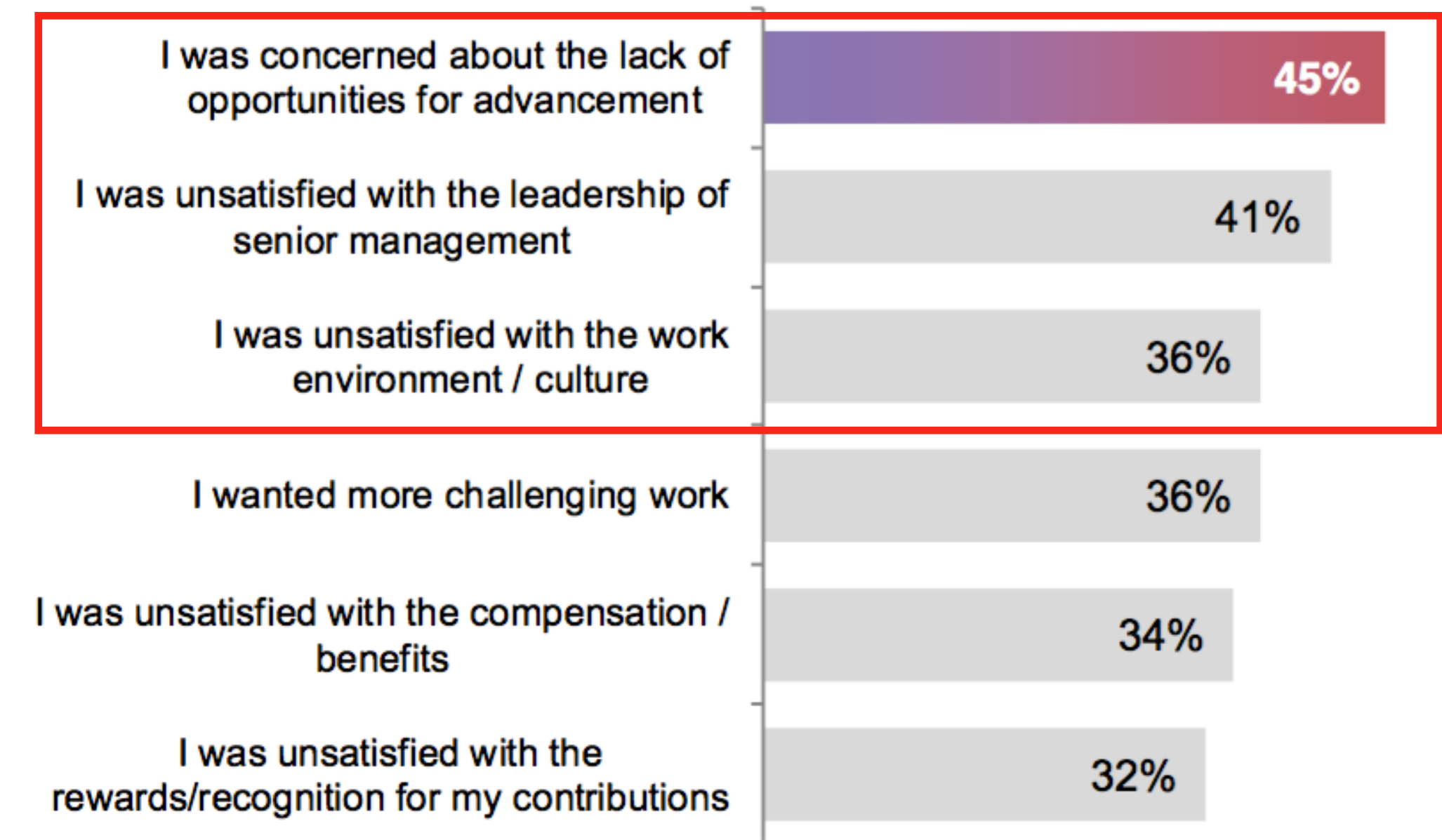
Rotación

Por qué llegan y por qué se van

¿Por qué se van?

Why they left: Concern for career advancement

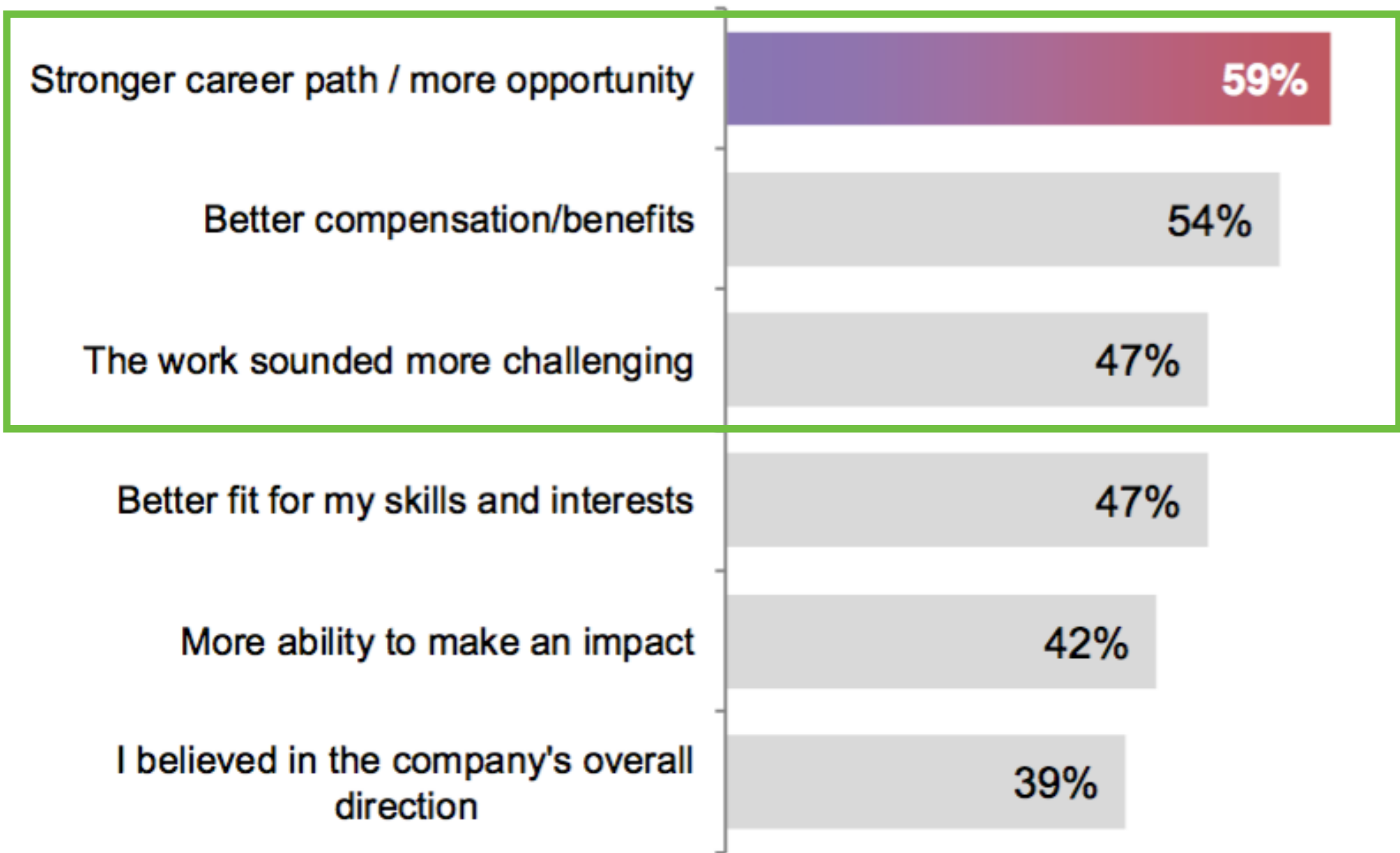
Top reasons people left their old job (global average)



¿Por qué llegan?

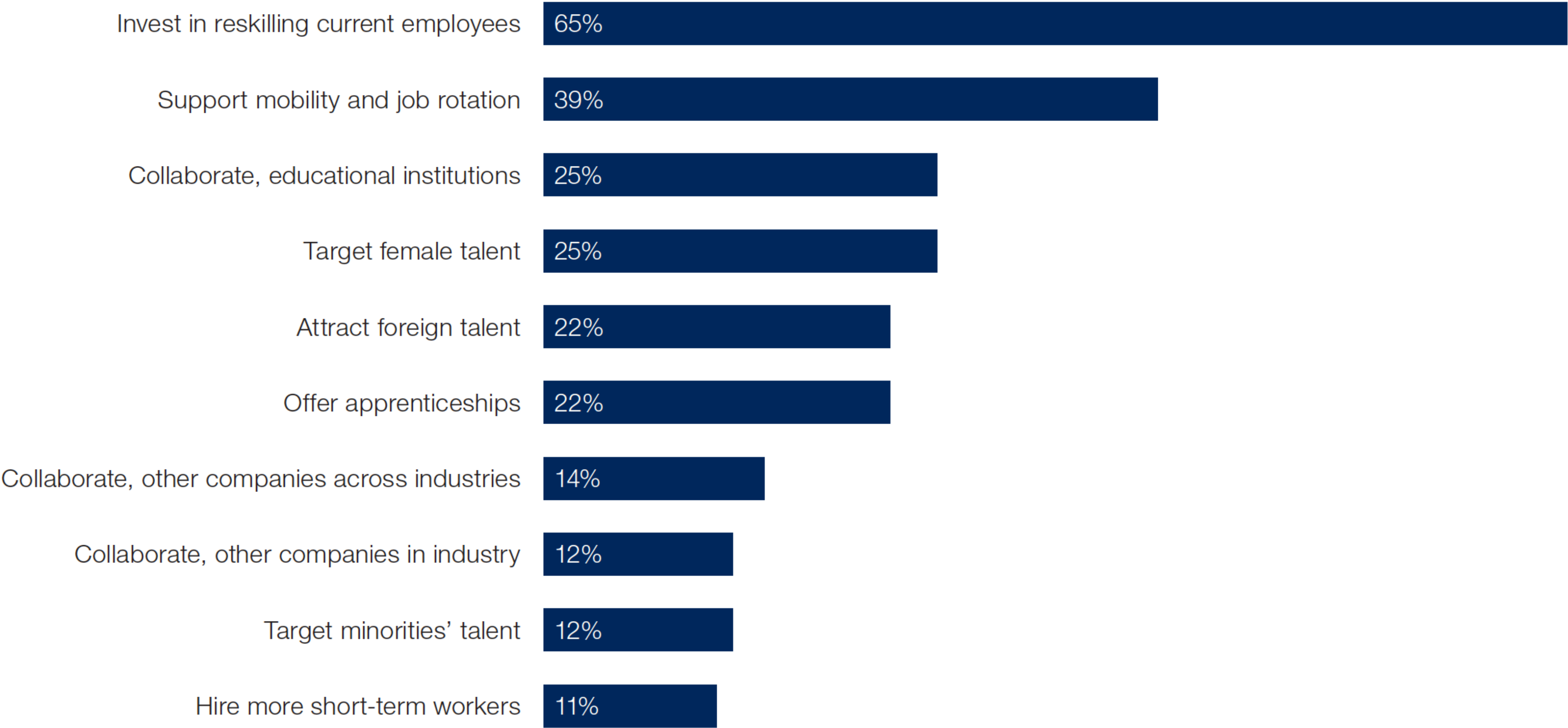
Why they joined: Hope for career opportunity

Top reasons people joined their new job (global average)



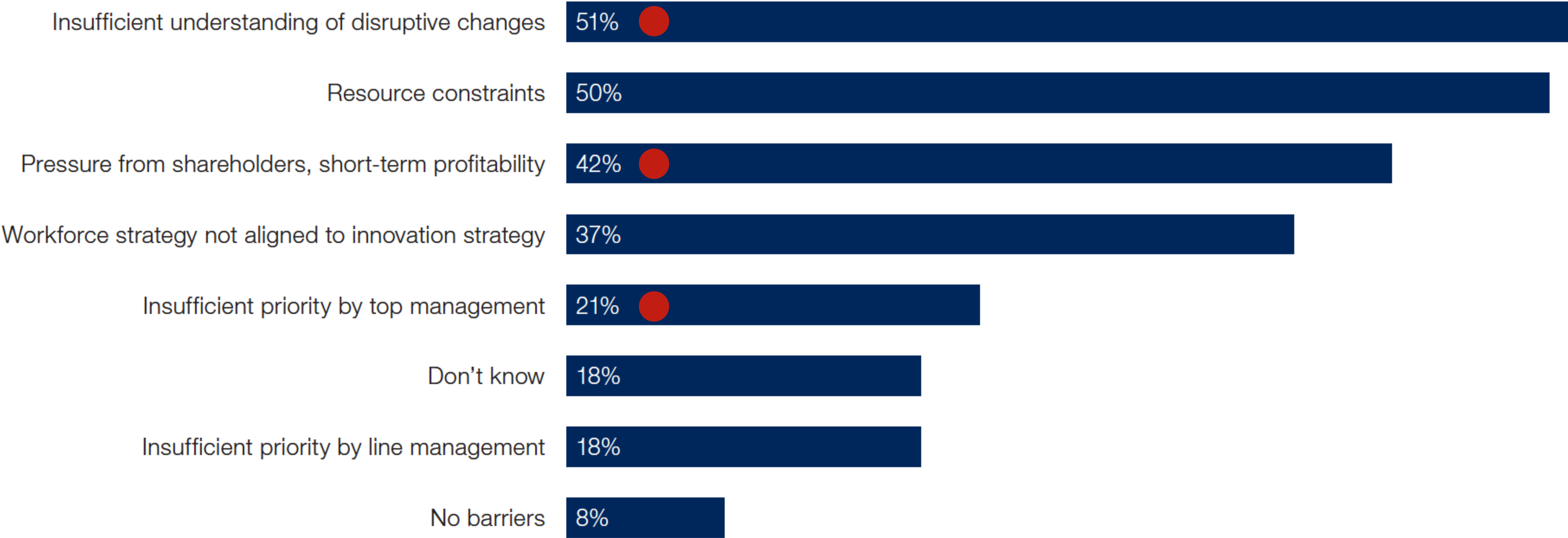
Cómo nos estamos adaptando hoy

en las empresas a los cambios en gestión de talento



Aversión al cambio

Razones por las que no estamos avanzando más rápido



Recomendaciones

(Corto plazo)

Re-Inventar

la función de Gestión Humana



ADN Organizacional

Definición materia

Se refiere a:

- **Comportamientos** y acciones
- La **forma** en que aquí “hacemos” las cosas
- Las suposiciones y **creencias** que sostienen las personas y que conducen sus **comportamientos**
- Canales de **comunicación** y colaboración





Mejor uso de **análisis de datos**



Flexibilidad + Plataformas de talento



PANTONE 101-5 C



PANTONE 76-6 C



PANTONE 99-6 C



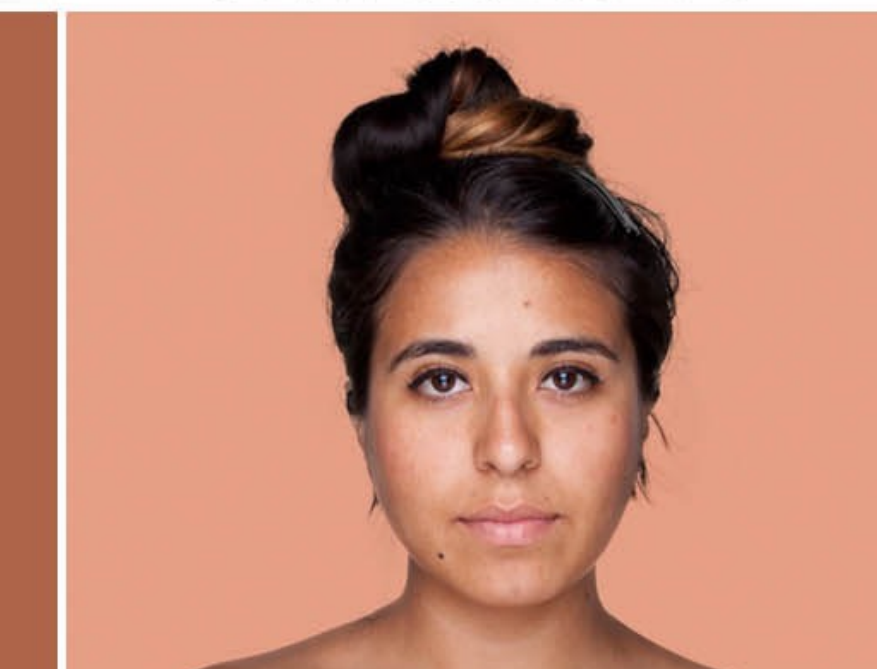
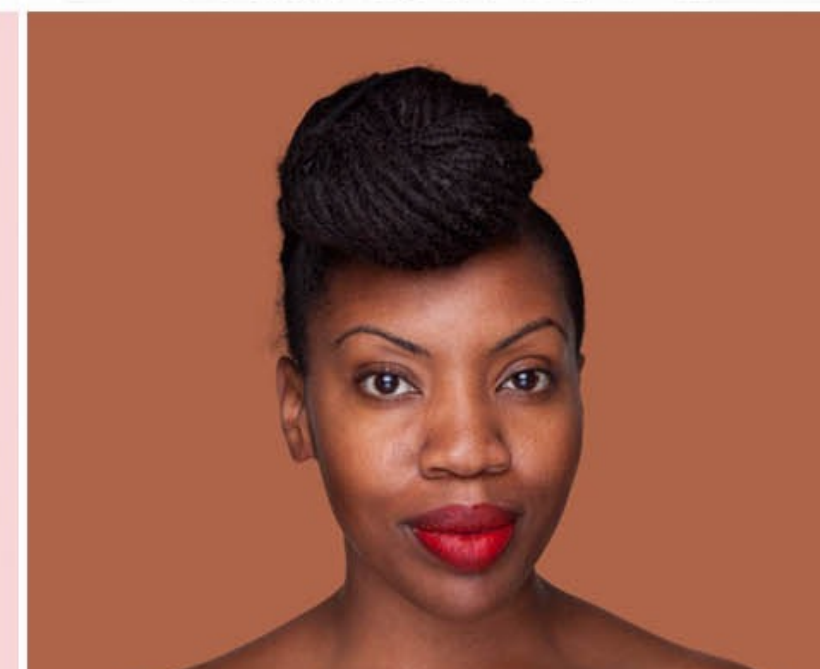
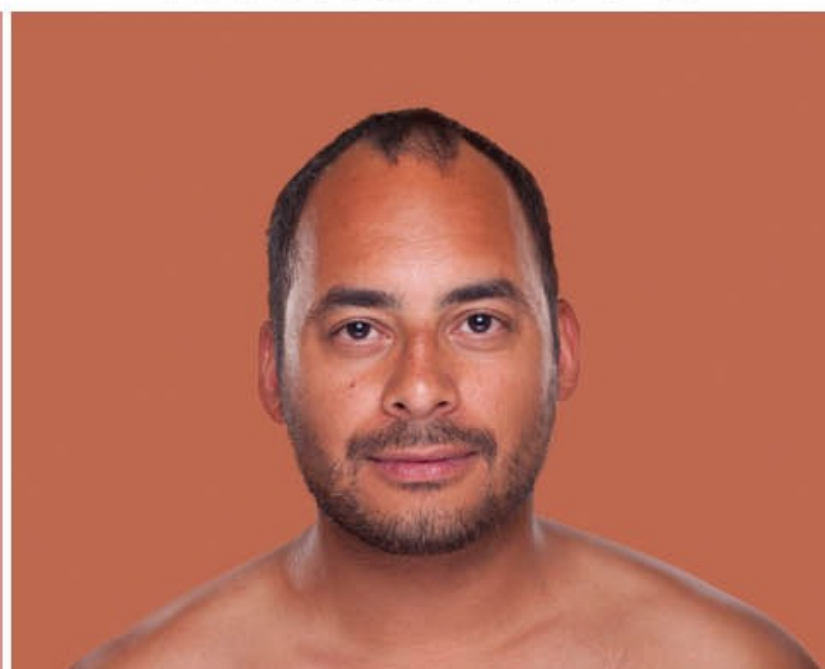
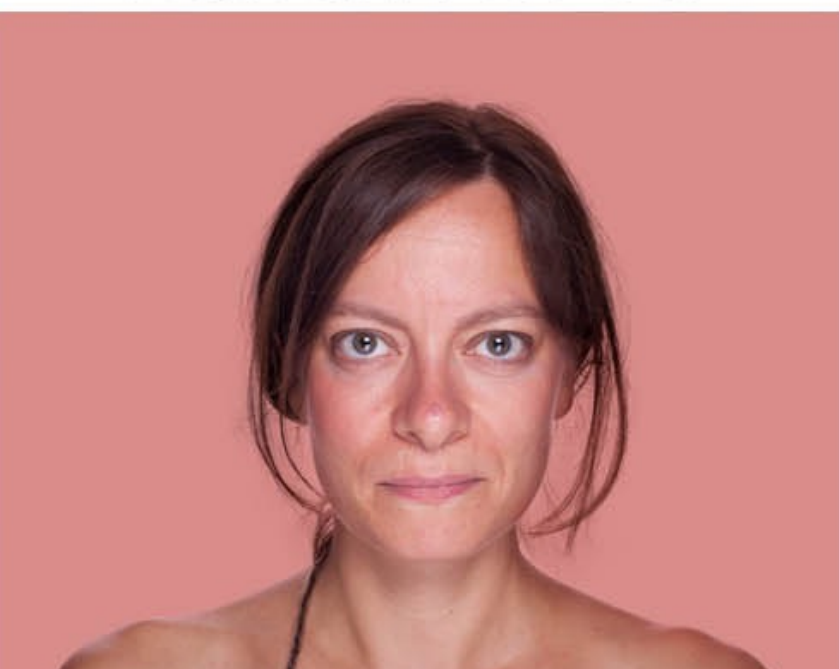
PANTONE 61-7 C



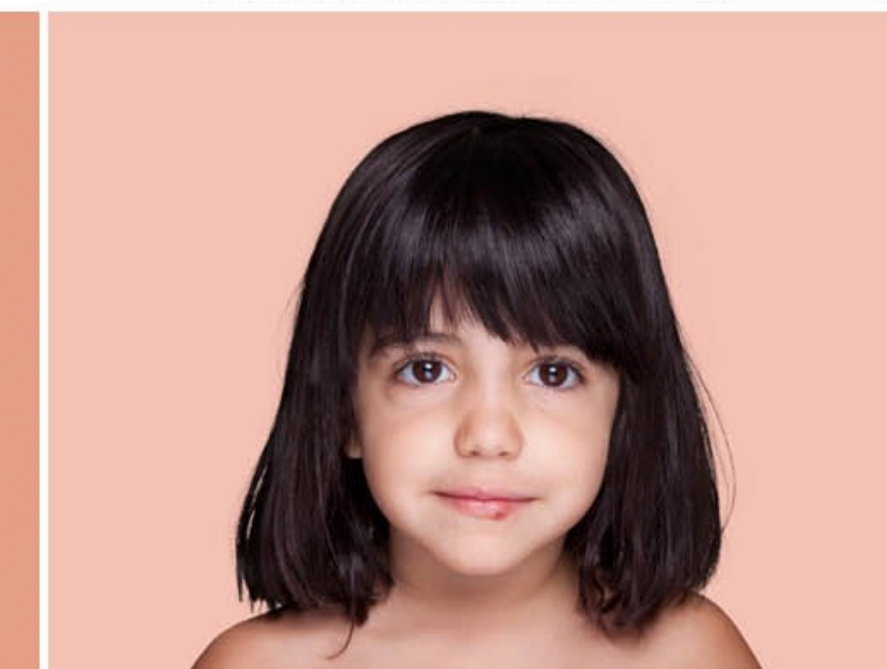
PANTONE 76-6 C



PANTONE 88-9 C



PANTONE 77-6 C



PANTONE 91-8 C

Diversidad como motor de competitividad



PANTONE 116-5 C



PANTONE 88-8 C



PANTONE 122-7 C



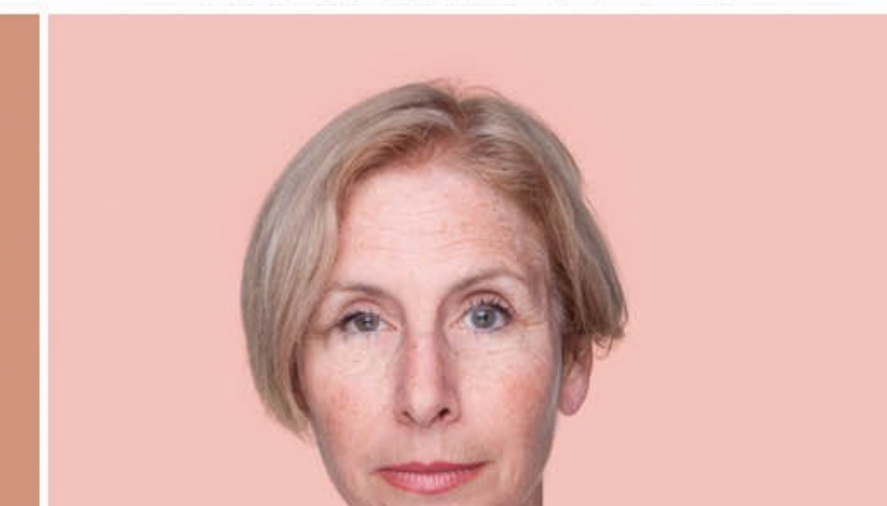
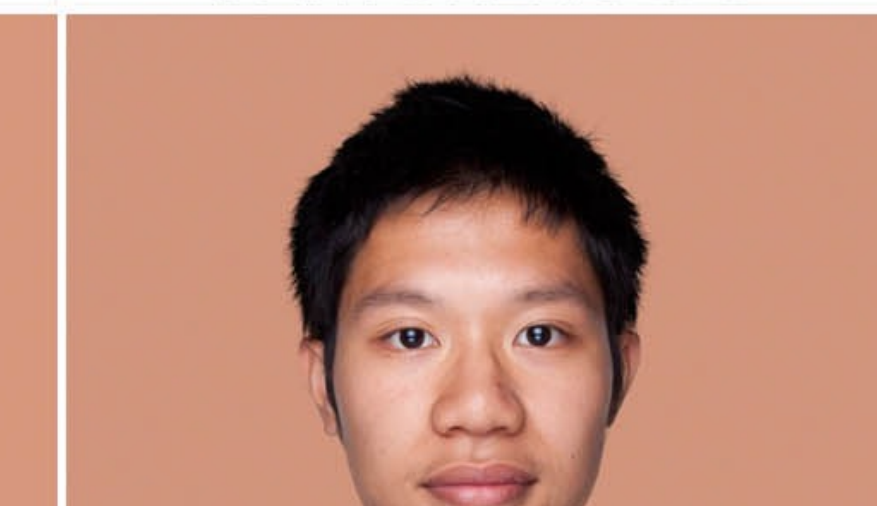
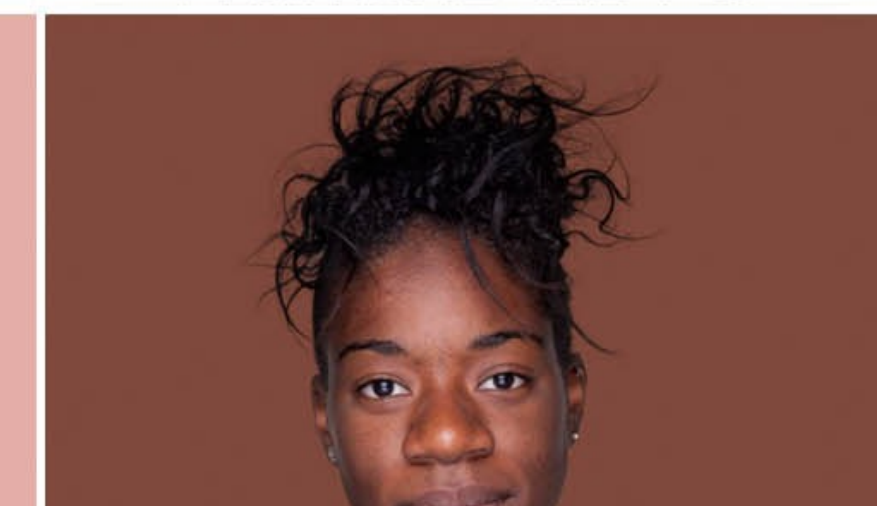
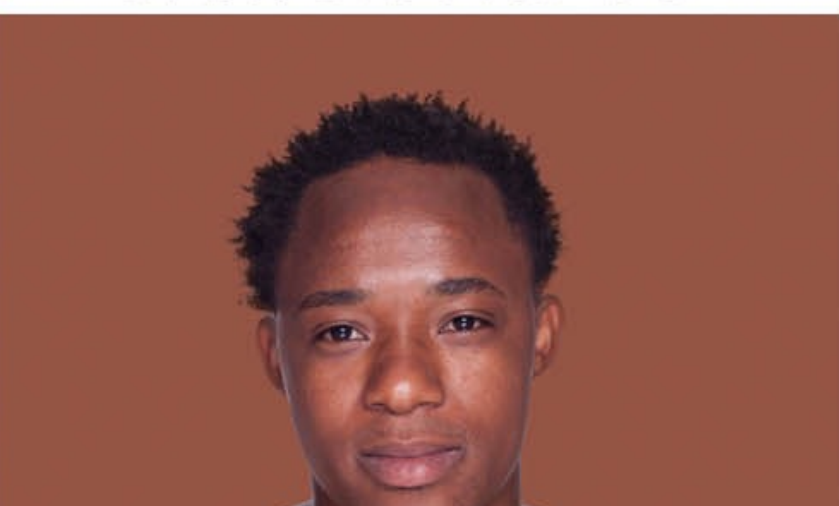
PANTONE 67-5 C



PANTONE 78-5 C



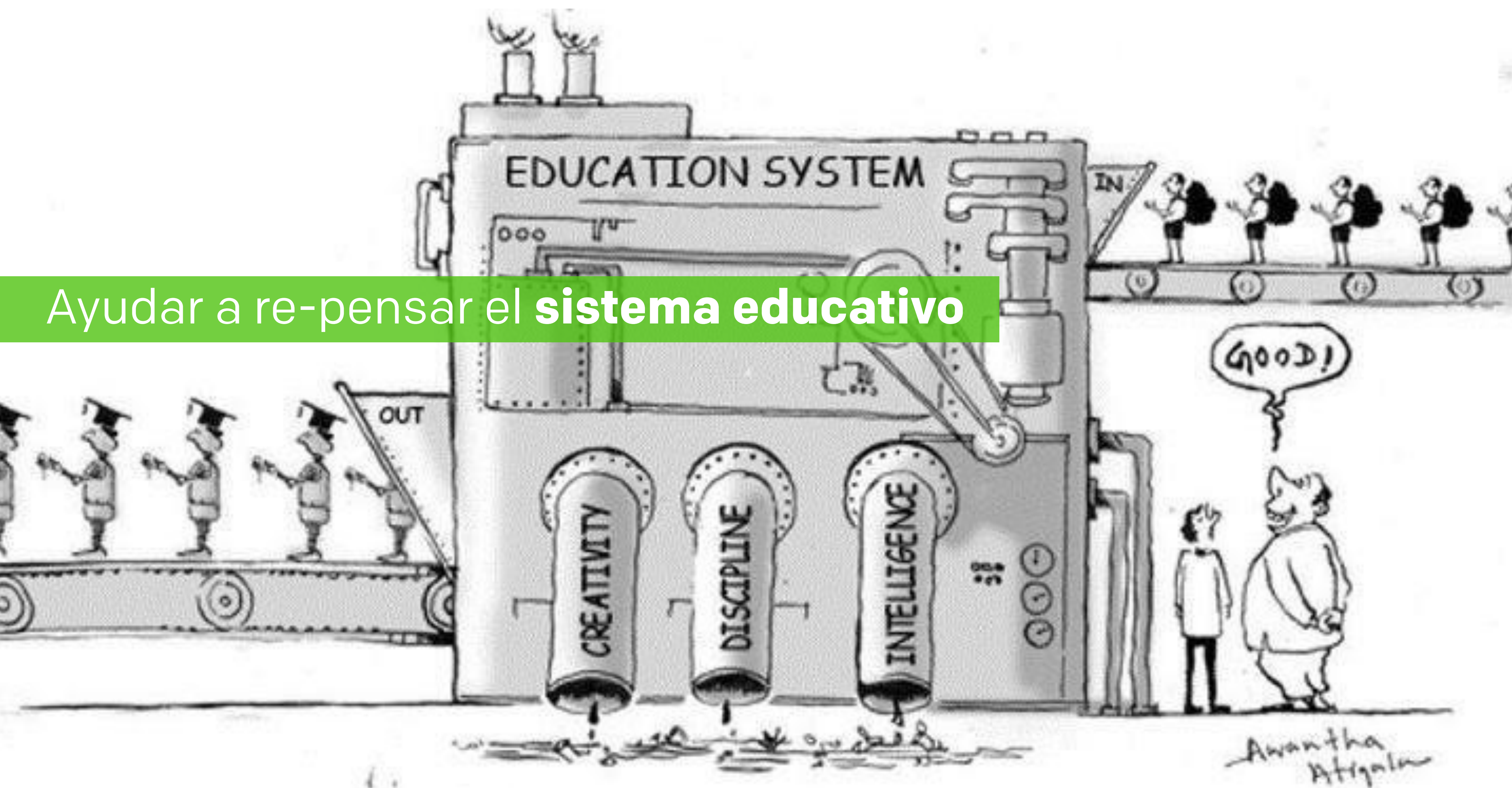
PANTONE 94-7 C



Recomendaciones

(Largo plazo)

Ayudar a re-pensar el **sistema educativo**





Incentivar el **Aprendizaje Permanente**

A low-angle photograph of a massive concrete bridge structure under construction. The bridge features large, curved, box-like supports and spans. Scaffolding and construction equipment are visible on the bridge's surface. In the foreground, a construction site is visible with orange safety barriers, a red excavator, and various construction materials. In the background, there are industrial buildings and a clear blue sky with some clouds. A green banner with white text is overlaid across the middle of the image.

Colaboración **Inter-industria** y **Público-Privada**

En este contexto

¿Qué **historia** quiere contar **la banca**?



Una **economía** basada en la **confianza**



Propósito



Relatarlo bien



Humanos = Únicos

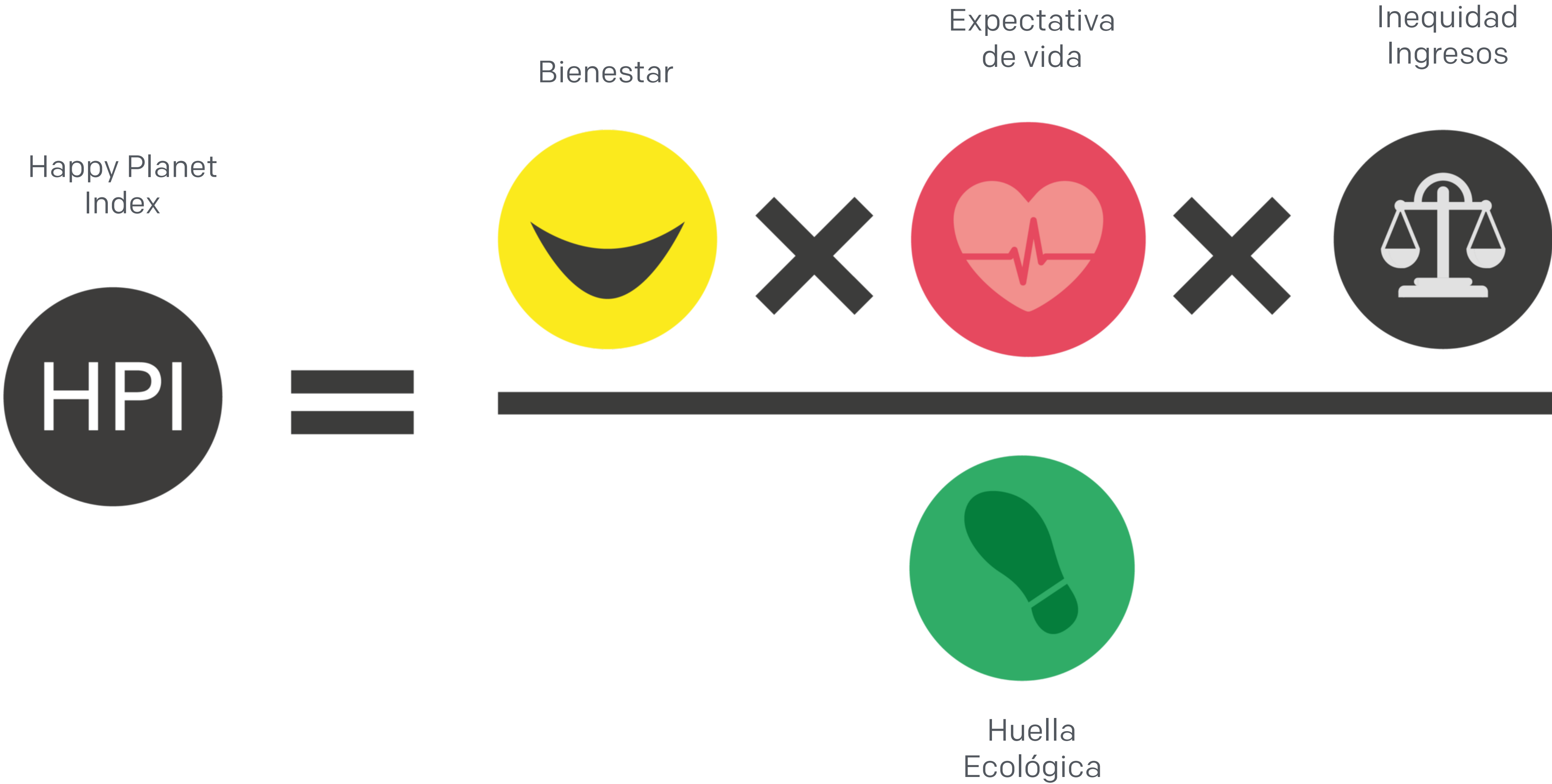


Complemento AI

PIB vs FIB

FIB

(Felicidad Interna Bruta)



FIB

(Felicidad Interna Bruta)



=

Bienestar



Expectativa
de vida



Inequidad
Ingresos



Huella
Ecológica



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