

INTEGRATED BUSINESS TRANSFORMATION

Maximizing Value by
Connecting Strategy to
Key Capabilities

Personally, as general manager and president of several companies, the support of Wilson Learning Andina and its Integrated Business Transformation approach have been of great value for my professional development. Since the mid 90s, I have been supported by the integrated consulting of Alberto Pérez and his consultancy. The integrated transformation approach, which brought great results and significant benefits to my companies and their customers, is now available to readers. This book, by Alberto Pérez, collects the theoretical foundation, method and success stories that show the application of his approach in different countries and different industries. I am confident that the Integrated Business Transformation approach will be, as it has been for me, of great value for any manager who wishes to apply it.

—Nelson Echeverría, president and executive of a
global chemical company

Passion, service, forcefulness and discipline are characteristics that differentiate regular companies from great companies, which stand out by truly being high-performers. In 2012, we faced a reality: we were a company that was growing and meeting its goals, but we were far away from being a high-performing company; each division and each individual lacked that last mile to become extraordinary. We knew that our main effort had to be directed towards our biggest asset: our human talent. We selected Wilson Learning Andina as our strategic partner to undertake this transformation. Today, we can proudly say that we have transformed our tendency and that we have solidly

transformed our company into one that not only meets its objectives, but that has, in its DNA, the ability to focus its activities on that extra mile and to positively surprise all its stakeholders.

—Enrique Türk, president of 3M Colombia

This book will effectively show you a way to support organizations with different needs; and we have witnessed firsthand the power of this consulting. It was our privilege—one that only a few have had—to know that there is someone out there who understands and interprets you and who can help you implement your strategic intent. At the end of the day, it was a great success to reach all of our stakeholders, modifying their behaviors and transforming the paradigms that for years were unchangeable in the industry. Only those who lead the industry today and who witnessed how this method works and how it is sustainable through time know that we went ahead of our time thanks to the support of this method.

—Miguel Múnica, former CEO of Roche Mexico

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Connecting Strategy to
Key Capabilities

BY

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United Kingdom – North America – Japan
India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2018

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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78769-052-3 (Print)

ISBN: 978-1-78769-049-3 (Online)

ISBN: 978-1-78769-051-6 (EPub)



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INVESTOR IN PEOPLE

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FOREWORD

As we go through life, we meet and work with many different people. Do you ever get the feeling that there are some people you are just meant to meet and to work together? I believe that about Alberto Pérez and me. One of the highlights of my career at Wilson Learning Worldwide is my long and fulfilling professional and personal relationship with Alberto.

In 1970, Alberto graduated with a BS in Psychology from Javeriana University in his native Colombia, and then went on to receive his masters and PhD from Leiden University in the Netherlands in 1977. Following graduation, Alberto went to work for Dow Chemical, eventually becoming the development manager for Latin America. Alberto's first contact with Wilson Learning was in the 1980s. He already had a vision of individual and organizational transformation when he selected us to help him impact behavior change within the Dow organization in Latin America. Working with Wilson Learning provided Alberto with exposure to our industry and the unique opportunity to understand, as a customer, what works and what doesn't work in his efforts to transform the business. That experience in combination with his academic background became the seeds of a vision to form his own organization and follow his calling.

Alberto left Dow Chemical and formed his own organization, Alberto Pérez and Associates. In 1990, Alberto became Wilson Learning's business partner in Colombia. Since then

he has overseen the growth of his business, now called Wilson Learning Andina, to other parts of South America, Latin America, and Mexico. I met Alberto in the early 1990s when I was assigned to support the growth of his business. What started off as just an assignment, quickly became a life-long partnership based on a shared vision, mutual respect, and trust. Alberto brought me to Colombia to work with the executive team of his best customer at that time. While I was initially drawn by the passion with which he attacked his work, the project gave me the opportunity to listen to and understand his vision for the work he personally wanted to do, and for his business.

I learned that Alberto was very interested in the impact change was having on an organization's ability to adapt and succeed, as well as the impact of change on an individual's behavior. Alberto shared that his personal vision was to contribute to the growth, freedom, and transformation of people and organizations. He didn't think of it as his job, but as his vocation – what he was called to do. An important part of that vision was the belief that the only way to transform organizations was having individuals first transform themselves. The core philosophy of his organization became “to impact the transformation of the individual and the organization integrally in order to add value to growth and sustainability.”

Another part of the vision was related to what kind of an organization he wanted to have to achieve individual and organizational transformation. At that time, our industry was primarily training focused. The primary work with customers was centered on the learning event itself. He understood very early that it is not just about what you learn, but it is about what you use and apply that transforms individuals and organizations. Expanding the focus to include both the learning and the application required a more consultative approach.

Alberto's vision was an organization that integrated the best of the training industry with the best of the consulting industry. It is through that integration that he and his team have been able to impact individual's lives and deliver measurable results for their customers' organization.

I have had the good fortune to stay connected to Alberto and his team as they have been executing the vision calling over the last 26 years and watching the vision unfold. Alberto understood that in order to move from theory to application, he not only needed a strategy of business transformation, but also a methodology to guide the transformation process. The consulting model that he developed, and you will learn more about in the book, is a synthesis of Alberto's academic studies, preparation, and the years of experience drawn from his personal approach to the business practice. The model has not only been used to create impactful results for his customers, but also as a source of attracting others with a similar vision to join the organization, execute the strategy, and to grow and perpetuate the business. Alberto and his team have stayed true to their vision and purpose by the way they communicate and act consistent with their values of integrity, courage, growth, fairness, generosity, and meaningfulness.

This book has been 40 years in the making. In the last 26 years that I have been involved, I have seen the growth and evolution of Alberto and his team. The professionalism and capability with which Alberto and the consultants in Wilson Learning Andina approach their customers, and consistently produce measurable results. Wilson Learning Corporation has an annual global sales meeting. We always have sessions focused on customer success stories, intended to inspire others to strive for such excellence with their customers. Over the years, Alberto and his consultants have been frequent presenters in those sessions. Also at the global sales meeting, we

periodically have a customer panel where actual customers attend and discuss the impact Wilson Learning has had on their organization. Multiple times, customers of Wilson Learning Andina have been part of the panel, and have shared the power of the work that was done with them.

Alberto laughing recently reminded me with a laugh that when he and I first discussed his vision, I responded by saying, “I like it!” I liked the vision then and I still like it today. Alberto has reached a level of professional maturity where he has demonstrated he can deliver value to people, organizations, and society, and has something important to say about how to do it. The vision, the philosophy, the values, and the methodology of what Alberto has implemented has aged and matured like a fine wine. It is now time to uncork the story. I know that on both a personal and professional level, this book represents the realization of a dream for Alberto, by being able to share his philosophy and approach with others. If your interest is to understand the philosophy behind, and the approach to, individual and organizational transformation, then you have the right book in your hands.

Tom Roth
Chief Operating Officer
Wilson Learning Worldwide
September 20, 2016
Orlando, FL

PREFACE

Ulu Ka Hoy (The Hoi Vine Grows)

*All life is **connected**, same as is all circumstances.*

*Understand your intentions **before acting**, as
actions plant the seed of the future.*

*Your **focus** becomes your reality.*

—Hawaiian proverb

It has become commonplace to say that in today's world, "the only constant is change." But, what does this really mean?

As it is readily verifiable, the whole universe is, in fact, in constant dynamism, transforming itself continuously and in close interdependence. The human being does not escape this phenomenon, where his own self is ever changing.

The business context has also changed dramatically in recent years. Technology's transformation rate grows exponentially and it is expected to take a stronger leap in the next 10 years than it did in the last 100. Business models are consequently transformed: today's largest worldwide transportation company has no vehicles, the largest hospitality company does not have a single room, and trade transactions are made with virtual money all around the world.

Nevertheless, all of this does not make sense if we forget that in the center of all is the human being, who struggles for

a sense of stability, sometimes losing sight that change allows for growth, as long as individuals are able to adapt themselves to a new context.

Therefore, after more than 40 years of maturation, this book emerges in response to the question: How can organizations stay competitive in a sustainable way in today's complex world of business? Directly associated with this question arises an additional, may be more important and profound, question: What can each human being do to transform himself or herself and grow in one's own context including both to achieve high performance and personal fulfillment?

In this book, you will find a powerful proposal addressing these questions that will allow you to understand a transformation theory in a clear, profound, and inspiring way. Also, you will learn the importance and practicality of the proposed approach from real-world examples of its application in diverse industries and countries.

The methodological rigor of such an approach is based on general systems theory, which understands both the person and the organization as open systems, that is, as a set of inter-related parts that receives, processes, and emits energy and information. As it is known, an open system works optimally and sustainably when the constituent elements are harmonically integrated; that is, they communicate and interrelate with each other exchanging energy and information with their environment in the interest of generating joint solutions.

Consequently, the fundamental objective of the proposed transformation process is to rearticulate the system in response to context changes, in order to generate a new connectivity among its elements that allow the greatest possible value creation. Connectivity is, in fact, a key concept of this transformation and a clear imperative of the modern world, where technology, human development, and the business world converge in the search for patterns that allow a greater

connection between people, systems, processes, companies, and even countries.

In this way, the book you hold in your hands has the fundamental merit of masterfully reconciling a profound philosophy of the meaning of human life with a practical way of creating value in the business sphere.

Given the universality of the aforementioned growth challenge, this book is aimed at anyone interested in the transformation process, from both a personal and professional point of view; thus it is relevant to business from all industries; to researchers and students from diverse disciplines from business management, psychology, and philosophy to technology and science; to executives and employees of all levels; and to business consultants. In brief, this book is valuable to everyone, regardless of their profession or occupation, who feels the need to grow and is interested in understanding the dynamics of personal and organizational transformation.

I met Alberto Pérez, the author of this book, almost 20 years ago when he invited me to share the possibility of transformation to Mexican companies in order to grow through the consulting approach now presented in his book. Since then, I have had the privilege of accompanying Alberto Pérez in perfecting and applying his proposed approach and method. For hours, we have discussed how to apply the method in specific cases to help our clients – in Mexico and other countries of Latin America – grow and transform themselves, with a consistent approach, within their own reality. Together we have also attempted to inspire our consultants and clients to make their dreams of becoming better human beings and growing personally and professionally a reality. As a result of the consulting projects that I have lead and implemented together with our team of consultants, I have been able to confirm the power of the Integrated Business Transformation that allows our consultants and

clients to enlarge their spirits and to reach more freedom by broadening their possibilities of choosing how to lead teams, relate to other people, and add value to clients, generating a differentiated experience.

I have no doubt that sharing this journey of the Integrated Business Transformation has allowed me to transform myself and grow through different cycles of my life, has given a transcendent meaning to my work as an entrepreneur and as a consultant, and, even more, has allowed me to generate new possibilities in my personal life.

To clearly and strongly share the consulting approach and method that we have applied, this book has two parts. Part I, “Consulting Approach,” comprises the philosophical and methodological foundation of the Integrated Business Transformation and it consists of three chapters.

In chapter “Alberto Pérez La Rotta: ‘My Life and My Philosophy,’” the author shares, from a deeply personal perspective, the origins and the most profound motivation for writing this book. For that reason, he narrates from his academic studies and business career – the intellectual influence that allowed him to build his thinking, which includes: books, professors, and learning during his graduate studies – to the key philosophies that support his proposed approach for transformation consulting.

Chapter “Integrated Business Transformation: Consulting Foundation and Approach” shows the conceptual basis of the consulting approach that we have applied during the last 30 years. A model that was developed from the synthesis of Alberto’s preparation, experience, and personal and consulting approach, which we have applied together in our business practice.

Chapter “How Do We Do It? Our Consulting Method” illustrates the Integrated Business Transformation consulting method and gives a practical guide for the transformation

process through key strategy questions. Therefore, in this book, the approach – the way to address the reality of the organization and its clients – differs from the method – the steps to follow in the transformation’s implementation.

Part II, “Success Stories – Integrated Business Transformation,” shows the application of the approach and method in five real-world business cases, that have had important results in different countries and industries: pharmaceutical, chemical, industrial equipment, and consumer products. These success stories have a dual intention: on the one hand, to demonstrate the approach’s effectiveness in the transformation of organizations by impacting the individuals through an integrated process; and, on the other, to go deeper into the presented conceptual model by understanding its practical implications in today’s business world.

I sincerely hope that you enjoy reading this great book and, like me, have the opportunity to discover the innumerable fields of application the ideas presented here have for mastery in your business, your work, and especially in your own life. I am confident that after reading this book, your perspective on the world will broaden. And you will discover a greater sense of fulfillment in everything you do, based on our powerful capacity as humans to bring or establish value exchange relationships with other human beings and with their context, with the intention of contributing to others and thus improving their own quality of life.

Laura Campos Herrera
Founder & CEO of Soluciones Estratégicas de
Transformación, S.C.
Latin America VP Sales & Customer Solutions
September 29, 2016
Mexico City, Mexico

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PART I



CONSULTING APPROACH

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CHAPTER 1

ALBERTO PÉREZ LA ROTTA: "MY LIFE AND MY PHILOSOPHY"

From an early age, I felt a calling to contribute to mankind, not just helping the sick or defending their freedom, but contributing to man as a whole; a calling to devote myself essentially to human fulfillment and growth, and thus respecting the course and order of nature, which was established in the universe by an Absolute Being. My intellectual interests at that time were directed toward the understanding of this challenge and the search of its personal and social implications, namely, to contribute to man's and society transformation.

These personal and intellectual interests were "weird" in a time when young people like me were preparing just for doing: to practice a profession and earn a living. In my case, I learned early from my parents to respect an order that goes beyond just doing. I learned first to focus on the being, that is, on who do I want *to be*; secondly, on what I need *to do*, and finally on what I want *to have*.

Over the years, I deeply understood that this order is necessary to accomplish true personal and professional fulfillment. This order connects our emotional energy to a mission:

the purpose that feeds the meaning of being and existing, and gives the necessary sense of direction and energy to achieve the vision. Sharing these insights with others has been my way of giving back to society. Consulting for diverse organizations as my professional practice has been the means to make it happen.

Following this belief, I chose psychology as my profession, and social and organizational psychology as my area of specialization. These human and social sciences gave me the basis and vision to be able to broadly and effectively impact the context where the human being spends the majority of his life: his job, his organization.

In this way, I realized that my calling to contribute to mankind, to share that fundamental order of being—doing—having, was also a way to add value to society, as it receives the value that both the individual and the organization generate, regardless of the nature of the organization. In the forthcoming paragraphs, I hope to describe the intellectual and, in a way, emotional and spiritual path that I have traveled guided by this vocation, and to share the elements of what I call my philosophy of life, which is at the same time the foundation that guides my professional practice.

* * * * *

My life begins in the warmth of my nuclear family in Bogota, Colombia, a family in which we learned early to live and respect – in a fundamental way – the human being. As a family, we also learned about true love, integrity, and essential values. I learned the importance of having a great purpose to accomplish in life in order to meaningfully contribute to others: to our own family, society in general, our country, and the present and future world.

My paternal grandparents were Julio A. Pérez, born in San Antonio de Táchira, Venezuela, and who became an

Army General during the War of a Thousand Days, and Slenia Rojas, born in Boyacá, Colombia. My maternal parents were Francisco de Paula La Rotta, descendent of Italian immigrants, and Irene Salgado, from Bogota, Colombia. My father Alberto Pérez Rojas, who was Director of the Economic Research Department at Banco de la República (Central Bank of Colombia), and my mother Inés La Rotta Salgado met while working as school teachers at Colegio Antonio Nariño, a vocation that I would inherit as my first job was as a professor. I have fond memories of my mother's musical penchant and of the literary, historical, and philosophical richness of my father's library.

Respect for freedom, including respect for self-determination and for free personal and professional choice, is one of the essential values that my family gave me and that I embraced from an early age: being responsible for your own personal and professional path and, of course, of the consequences, which were always cautioned and discussed. That is, the decision of being is eminently personal and should be respected as such. However, we can accept and respect guidance, discussion, and companion along the way in each personal and professional growth stage: we decide, but we are not alone.

During my childhood and adolescence I used to ask myself "What is my calling?" in regard to vocation, and "What do I want to be and why?," in regard to purpose. When I would ask my father, his answer always was: "Choose freely what you want to be and then think what professions would be related and why; in doing so you can achieve greater fulfillment. This will take you far."

He also maintained: "You are called for something special; you will have to study and work hard, but you have to understand and accept that ingratitude, envy and deception could be present; anyway, you must accept your loneliness to be able to transcend!"

In addition to my father's wise advice, I always heard an inner voice that told me that, once found, I could not betray my fundamental purpose. In those years of the 1960s, this kind of reflection and commitment were what mattered the least to most of my peers but, for me, they were the most important.

When graduating from Liceo de La Salle, a Catholic high school, my classmates found it ridiculous that I chose to pursue a bachelor's degree in psychology; a profession that, at the time, was mostly studied by members of religious orders, as a complement to their theology education, or by high-class women passing time before starting a family. Beyond the prejudice from immature and ignorant teenagers, I had a vision of greatness and personal fulfillment by serving others and contributing to their being and self-realization. This vision generated in me a great passion and I felt in my heart great freedom. I also felt the support of my parents' love and passion, who were always an inspiration of generosity, nobility, emotional intensity, love, and the pursuit of truth. I learned by their example the highest standards of work, responsibility, and emotional—spiritual constitution.

Nevertheless, I must confess that this profound sense of freedom was accompanied by the fear of being: making mistakes, losing, worthless efforts, not being recognized, and losing face. We know that something represents our own truth, that it has basic and transcendental implications, although sometimes we face others' skepticism about our own truth. With time, I have learned that this truth is something that we must accept as our own and that we must be emotionally ready to overcome fears, which greatly depends on the conversation that we have with ourselves and is the main source of our successes or our failures. We must ask if what we are telling ourselves is true or not, because it can be influenced by our beliefs and emotional fears. Beliefs fixed by our fears

work against us; our inner conversation ultimately determines our behavior and our emotional and spiritual growth, and it requires courage to take risks to accomplish something big and meaningful that makes sense for our growth, that will only be seen [...] with time.

I felt a great force pushing me forward through a path where – as cautioned by my father – I should be willing to live not without financial difficulties, these can always exist, but with the emotional pain that others can cause. It was a wake-up call from my father so that I could understand I could help, forgive, and love with all my strength and could give the best of me to others [...] that I would cause a significant impact in others if I followed my calling, my vocation.

My undergraduate studies in psychology, at Universidad Javeriana in Bogota, helped me to deeply understand the permanent dilemma of growing or dying, which requires personal transformation and the courage to grow, to be the architect of our own personal fulfillment. In addition to the psychological theories about human constitution and behavior, I received from my university a solid education in natural sciences, social sciences, and humanities that allowed me to reach a profound understanding of human nature and society in general. The integration between biology, philosophy, history, and psychology fortified my character and my comprehension of human reality.

The study of anthropology helped me understand the different human cultures, their similarities and their differences, and recognize the power of what is believed as truth for me on human behavior, which is also valid for societies and organizations. A realize that a truth for me could become a dogma when it prevents us from seeing a changing reality and making adjustments to our vision of the world.

Thanks to my undergraduate education, I learned to recognize the human being as an integral being where his

biological, psychological, philosophical, spiritual, and social dimensions are integrated and connected. Like in every organism, this integration results in a unity that is neither disconnected nor isolated; it is impacted by its family, organizational, and social contexts. As this integral being assimilates and understands this reality, he is able to give an answer that facilitates his growth and personal fulfillment. Taking the risk of appearing simplistic or reductionist, I can summarize all this learning, which took me years and hours of study, in the words of Ortega y Gasset: "I am I plus my circumstances."

My first years as a professional were dedicated to teaching at the Universidad Javeriana; I started working as an assistant professor during my senior year, before graduating as a psychologist. Subsequently, I focused on working in organizations, which helped me see and understand the old dilemma of growing or dying in a new way, no longer in the context of personal life but now applied to the organization: growth and transformation is needed for the organization to deliver value to its employees, its customers, and to the community in general. The start of my professional career in organizational psychology opened the way for my vocation's fulfillment; now I could impact society on a bigger scale, through the organization.

The diverse environment of the multinational corporations and the university where I worked during the first years made me conscious of the need to deepen my knowledge and understanding of human and organizational realities, now surrounded by a different culture, exposed to new ideas, and in the light of new professors. As I also wanted to expand my knowledge of the old world, its beliefs, customs, history, and also its life philosophy, freedom's conception, and social and organizational development, I applied for a scholarship to Leiden University, founded in 1575 in Holland and one of Europe's oldest and most prominent universities.

I was granted a scholarship to pursue a master's degree in social and organizational psychology. I was happy and proud of becoming a student at Leiden University, where great philosophers, such as Descartes and Spinoza, and scientists, such as Einstein and Enrico Fermi, attended. In those years of the 1970s, the subjects of organizational psychology and management were bustling and the concept of organizations seen as sociotechnical systems was spreading in Europe, thanks to social researchers who brought new ideas from all over the world. In Leiden, I had the good fortune of having Hans van Beinum, Director of the Foundation for Business Administration, as my intellectual mentor; he was leading an international and multidisciplinary research team on the Quality of Working Life, an approach that sought to improve employees' capabilities and innovation, according to which the success of the organization depends not only on leadership and management, but also on every employee's ability to anticipate and respond to the changing environment. Hans van Beinum was my professor, my mentor, and my master's thesis supervisor.

When I moved to the Netherlands, my marriage was in its first growth cycle. My wife, Julia "Julita" Vergara, was 22 years old and had just earned her bachelor's degree in business administration from Universidad Javeriana. We met at the university when we were looking with whom to share our cherished dreams come true. Our union was based on a shared vision of growing together by giving our best to each other, to make our dream of having our own consulting firm happen, with the vision of helping others grow and transform themselves. We knew from the beginning that we should together take a long journey of professional development. Moreover, we were starting the constitution of our family, founded on the principles of true love, mutual growth, the realization of the gifts, and the calling of our children.

Once I earned my master's degree, some of my professors suggested I stay at Leiden University to continue my education in a doctoral program in organizational psychology. Of course, I accepted the invitation, as well as a new scholarship that allowed me to stay in the Netherlands with my young family for another two years. At that time, my eldest daughter, Catalina, was two-and-a-half years old; we had brought her to the Netherlands when she was only two months old. We lived in Leiden and enjoyed this college town full of history, culture, and kind people. Moreover, we enjoyed visiting different places in Europe that enriched our historical, artistic, and musical culture. We then moved to Nijmegen, on the border with Germany, where we found new friends who gave us a new and different vision of how to grow and develop oneself with great freedom and true personal fulfillment. This was an important stage of my life, at 28 years old; my family were experiencing a new and enriching life dimension, and for Catalina it was a strong foundation during her first years of life.

In summary, since the beginning of our marriage, we recognized and accepted the challenge to truly grow personally in order to love one another and enjoy interdependent growth. This has been the foundation and strength that have taken us forward during 44 years of marriage and has allowed us to fulfill our shared dreams with our family, our business partners in the United States and Latin America, our friends in Europe, and our customers in Latin America.

* * * * *

In the 1970s, behavioral sciences started to apply and adapt general systems theory (developed from the synthesis of biological sciences, philosophical concepts of process and purpose, and cybernetic models) to better understand the organization as a whole organism and opposed to the idea of

Taylorism which had prevailed since the late nineteenth century. Taylorism emphasized that organizations were mechanisms that could be synchronized to improve their efficiency through scientific and rational management.

The contributions of biology (by Jennings, Cannon, and Henderson), the early psychological theory of *Gestalt*, and the social systems sociology (by Talcott Parsons) were integrated into new interpretations of the organization as a socio-technical system that interacts with the environment. So, according to Bertalanffy's general systems theory, a living being survives by incorporating within itself elements from its environment (matter or energy), it transforms them and, then, gives them back to its environment. Thanks to this process, it obtains additional energy that allows it to have a certain condition of equilibrium and autonomy, which is a condition to adapt to changes in its environment.

In other words, the organization that succeeds in integrating knowledge about its environment and its customers generates a change in its behavior allowing it to give back and add outward value. Understanding that this premise applies and extends to the fields of organizational psychology and management confirmed to me that I was on the right path, that impacting the organization's systems was the best way for me to contribute to society, to help add value, to increase freedom, and, consequently, to increase the happiness and personal fulfillment of human beings.

During my years of study in Leiden, in parallel to my doctoral studies, I continued reading the works of great thinkers, a habit that I had started since my years at Universidad Javeriana. By reading Teilhard de Chardin, I discovered that his particular education as geologist, paleontologist, and theologian allowed him not only to know the world's structure and evolution, but also to link mankind with the rest of the universe in a coherent and intelligible whole. Without

doubt, after Hans van Beinum, my other great intellectual influence was Dr George Land's *Grow or Die*, a scientific work – originally published in 1973 – on the principles of growth.

According to Land, every organism's growth through time can be described by an S-shaped curve with two inflection points: the first, when the organism changes from a stage of invention and environmental exploration to a stage of improvement and adaptation; the second, when it changes to a third stage of obsolescence due to competition and scarcity of resources. Each stage requires creativity to challenge the existing state and find new rules of success; nevertheless, creativity plays an essential role at the second inflection point. If the organism is not capable of managing uncertainty and risk, which should lead to a reinvention of its rules of success, and continues growing in more complex ways, the organism faces the risk of dying. When applied to organizations, this transformation theory – which integrates the principles of creativity, growth, and change – allows the development of innovative processes and new strategic thinking that have been successful in countless organizations worldwide.

Land's basic idea that both unicellular organisms and human beings are capable of modifying their behavior based on the feedback they receive from the environment allowed me to understand that in the organization as in the organism, growth cannot happen independently, that the exchange and quality of information about the environment – or the competition – are essential in order to incorporate creative answers that allow us to grow to more complex organizational levels, in a context of meaningful relationships.

Years later, I found a successful example of how these ideas on growth and innovation are applied to the management of organizations in Jim Collins and Jerry I. Porras' *Built to Last*, published in 1994. Thanks to an extensive research

comparing the performance of what they call “visionary companies” to their competitors over the years, Collin and Porras show in their book that a corporation, when facing the challenges of a changing environment, must be willing and prepared to change and transform everything necessary with the exception of its basic beliefs, its core – its basic philosophy on the way it does business. This core represents the essence of the principles that give identity and direction to the organization, its “being.”

This type of empiric research on organizations, along with other books on change management and innovation, confirms the idea that I had kept in mind since my youth: the need to preserve fundamental values and the sense of purpose. As in those visionary companies, values and mission – the answers to the questions I used to ask my father – do not change in personal life either; they prevail as we grow and adapt ourselves in creative ways to the changing conditions of the environment.

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In the late 1970s, my family and I returned to Colombia and were blessed with the birth of my son, Alejandro. I started working in the local offices of a global chemical and pharmaceutical corporation where I was involved in advising projects focused on transforming or implementing changes – in line with the organizational thinking that I had learned from van Beinum and his team – in the manufacture and production areas of such industries. The management teams and employees truly welcomed these changes, which were successful in improving both the work environment and productivity. In those years, my professional practice managed to impact not just the culture and leadership style, but also labor relationships and the work structure of the production system.

In the case of Dow’s production plant in Colombia, productivity improved in unforeseen levels when compared to

other plants of the company worldwide. There, I designed and implemented a transformation process to develop new labor relationships based on a redefined work structure: this would allow employees to progress thanks to the possibility of performing different roles of increasing complexity, in a context of collaboration and shared responsibility resulting in higher production's level and quality, and having a direct impact on compensation. I later implemented projects in Mexico, in Dow's industrial and pharmaceutical plants, which impacted labor relationships by moving from an environment of distrust and control to one of collaboration and shared responsibility for results, thus generating a significant change in leadership and productivity.

In both cases, in the chemical and pharmaceutical industry, my responsibilities included setting the direction of human resources, its development, and advising other members of the leadership team on issues related to manufacture and other organizational areas; that is, I had the opportunity of integrally impacting the organization.

Later in Dow, I was assigned to the United States where I had the responsibility for the human resources' development for the Latin America region, covering different countries with emphasis on manufacturing.

This work mobility was culturally enriching for my family as the new surroundings, customs, friends, and schools allowed us to understand diversity in different ways. Living in different cultures and learning and studying in a different language gave our children great opportunities to adaptation to the United States, customs where they went to college and began their careers, nowadays significantly and successfully expanded.

As I consolidated my work experience, which allowed me to apply in a real-world context the many ideas learned in Europe, I began to articulate my own approach to organizational

learning and transformation. During this period, an almost 20 years period, from my studies in Leiden to the years of professional success, I had been in the middle of a paradigm shift concerning the discipline of organizational psychology and I have had the privilege of being a direct witness to that change. My approach was strongly influenced by this new paradigm.

In the old paradigm, man was seen as a machine's extension; bureaucracy and work division in basic abilities make organizations rigid, autocratic, and centered on control and supervision. Under the new paradigm, teamwork, joint optimization, collaboration, and commitment made organizations "flat" and open to innovation and growth.

Beyond an internal change, it was also a change in understanding the relationship between the organization and the rest of the society. Inside the organizations, it was recognized that modify the work structure – and its impact on the organizational system – was crucial to respond creatively to a turbulent environment. It was taught earlier by the Quality of Working Life theory, when stressing the ability to meet society's demands by adding value from the organization to its clients. This leap from competition to collaboration allowed organizations to establish new labor–social relationships. The keep core ideology (its values and purpose) serves as a guide and inspiration not just to its permanence through time, but also to its mission of adding value to society. The organization has the weak and ephemeral purpose of solely generating revenue to stakeholders, but now it can also improve society through innovation and effective solutions.

Thanks to the awareness of a new paradigm's effect on the understanding of the organization, the necessity of preserving the core, and the importance of incorporating knowledge about the environment in the creative response, I articulated a new consulting approach for every level of the organization – based

on the organizational learning – that I call Integrated Business Transformation.

A key premise of this approach is that organizational learning involves a change in the frame of reference we use to see and interpret the organization's reality as an integrated system, now connected to its environment. This learning requires knowledge about what is happening within the organization and about changes in the environment. Incorporating this knowledge in a new vision of reality is not always easy as sometimes it requires abandoning of what meant it has been the truth for me or the truth for my organization. Therefore, organizational learning is a fundamental condition to facilitate a change in behavior that promotes providing value throughout the different growth cycles.

The challenge of integrated transformation, to anticipate and respond to a highly competitive environment and to impact the organization's sustainability and growth, involves:

An approach that truly connects the organizational and business system and impacts the key capabilities of that system to consciously generate the change and innovation needed while, growing, in order to reach sustainability.

Achieving this integral transformation, in addition to reconnecting the system, requires:

An internal clarification exercise that includes the planning strategy, leadership and decision making, work structure, technology, processes and the key capabilities that must be impacted to transform behavior.

That is, an internal clarification exercise about all the variables that allow easing the organization's connected

functioning, knowing its present condition and anticipating necessary changes to generate a greater value response to the environment, makes viable its growth and sustainability.

This clarification also includes reviewing the values and purpose – the organization’s core – to determine if their original formulation should remain or should be adjusted to the new organizational design in order to achieve its vision. These two elements give origin to the strength of forward movement and growth to connect with the employees’ emotional energy and to generate a value proposition that, at the same time, benefits the connection with the customers’ emotional energy and society in general.

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Convinced of the importance and viability of my Integrated Business Transformation approach, on April 5, 1990, I founded our own consulting company in Bogota, Colombia. The more than 20 years of local and international professional experience provided a solid foundation as to apply and learn about the implications of organizational and business transformation.

At that time, I was able to express and incorporate into the core of my new company my personal purpose, the vocation I had looked for since my youth, one contributing to the improvement and enrichment of mankind. Consequently, my purpose also became my company’s purpose and it has been ever since: advising great corporations and organizations providing a variety of product and services to help them to provide value to society as they continue to grow.

While living in the United States, I became familiarized with several companies that specialized in impacting the different key organizational capabilities through programs on: leadership, sales, collaborative teams, effective interactions, customer service, and strategy; I was certified in several of

their programs. Thanks to these certifications, I learned to recognize and measure the real impact of these programs on organizational and business variables that generate change in key capabilities.

During this period, we met Wilson Learning Corporation, with whom we decided to associate. Wilson Learning was founded 50 years ago in Minneapolis, Minnesota, by Larry Wilson. This leading global company has differentiated itself by its ability to develop specific technologies that impact different areas of behavior: sales, leadership, teamwork, interpersonal effectiveness, customer service, measurement and evaluation of abilities, and impact measurement.

In the beginning, our area of influence was focused on organizations in Colombia. After four years of operations, we had the capacity to expand our consulting services to all Latin America. In order to do this, we created a new company, Wilson Learning Andina, with offices in Colombia, Mexico, Argentina, Chile, Ecuador, and Brazil. This regional presence has allowed us to impact global and local companies of different industries.

Currently, I have 47 years of professional experience focused on helping individuals and organizations to integrally grow and transform; we have teams in different countries that are all consistently oriented to the same purpose and vision, sharing our core.

In the solutions we offer to our clients, we focus on the whole system where the individual performs, himself. This includes his customers, his coworkers, his organization, and his team. That is, our focus starts on being, then doing, and, finally, having; the solutions are always connected and contextualized to our client's personal, professional, and organizational realities. The changes and the learnings are transferable to the quality improvement of the relationships he has with himself, his team, his customers, and his organization.

During the consulting process, we and our clients jointly identify the strategic challenges and their implications on the organizational and business system, involving key players and helping them to clarify those implications. Thus, we create unrestricted and objective knowledge, which generates in our clients a feeling of ownership and control of their own destiny. The same occurs when a behavior that produces more control over oneself is changed, as it allows a more valuable exchange:

When we connect the strategic challenges to the transformational solution and to the key capabilities, we expand that feeling of ownership and control to the different organizational levels. We generate – freely – competent consciousness of the implications, as well as clarity of the required changes in behavior so it shapes a new truth for me. This then connects the strategy, my individual role, my team, my organization, my clients. That is, our present and future realities of growth and sustainability.

During the application of the transformation process, we provide support to the client and measure the impact of the implemented changes in order to confirm the validity and reality of the changes in behavior. As a result, a new cycle of value exchange is discovered, tested and verified; a cycle that produces growth among the shareholders – individuals, organizations, and society as a whole.

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My personal vision – which became my company's vision and my purpose – has been to leave a transcendental mark as transformation consultants, thanks to our contribution to the growth, freedom, and enrichment of individuals, organizations,

and societies where we operate. This has been the fulfillment of my vocation, my calling to serve man as a whole and as an individual, in organizations and society.

This vision originates from the importance of impacting, through knowledge, the individual's consciousness, in both his personal and organizational environment. Whereas that our concepts and consulting solutions impact individual's behavior, beliefs, and ability to establish a better balance between himself and his environment, they also increase his ability to deliver value. This has important implications on the establishment of interactions and relationships that facilitate an exchange of greater value and mutual growth.

This reflection on the experiences and influences in my leadership formation and constitution has allowed me to recognize – and be once again grateful – to those who have surrounded and supported me to grow and persevere in the fulfillment of my vocation. First, my mother and my father, who were utterly loving and understanding, who were always opened to dialog and discussion, and who taught me to believe in my inner wisdom. They told me I should be “myself” and taught me to take risks to achieve what I wanted to be, with the self-effort and self-sacrifice that no one can do for you.

Second, I specially thank my wife Julita for being the great companion and brilliant strategist of the constitution of relationships inside and outside our organization, the founder and exemplary mother of our family, loving and wise confident and adviser; for being the leader that inspires emotional commitment and unconditional following, thanks to her integrity, vision, passion, and love toward the purpose of helping others grow and transform them; for her simplicity, tranquility, and depth; for her ability to always and in every circumstance, accompany; and for her wisdom.

Third, I thank my children, Catalina and Alejandro, for their spiritual essence and gratitude; for being an example of

our values, especially the love and integrity that guide their lives and that they give in everything they do; for their courage to believe in the great and sublime and to give it to everyone who surrounds them; for the true care they give to their children and spouses; and for having chosen the vocation and path of the biggest and most beautiful: helping and facilitating the transformation and growth in human beings and organizations.

Thanks to my different leadership roles and my company, I have been able – guided by the values of integrity, courage, justice, generosity, growth, and love – to help create conditions of growth and transformation to challenge the beliefs that blind us and block change and to facilitate changes in behavior that enable a greater value interaction inward and outward, so each individual can live with authenticity and freedom.

In the journey of life, I have maintained purpose; I have learned to continue and persevere at difficult times; I have learned to cross my own inflection points to grow and not be obsolete; and I have discovered new rules of success, but always preserving what it must prevail: the basic philosophy, the fundamental purpose, the essential values, the personal strengths, and the vision. What I used to ask my father is what I have shared all my life.

Specially, I thank the consultants of our organization who constituted, led, and implemented the success stories we share in this book: Laura Campos, Veronica Zappalá, Eduardo Chias, Alejandro Pérez, and María Teresa de Vergara. We have had a significant success record with all of them thanks to: the courage to grow jointly in a vision and a mission and making it happen in their professional life; the discipline, depth, and highest professionalism; and the vocation of concertededly helping transform their clients and their organization and business over several years. And, above all, I thank them for leaving an indelible mark on people, the organization,

their business, their customers, and society; and for having contributed to their freedom, personal fulfillment, growth, and sustainability.

I am especially grateful to the editorial committee of this book, made up of Laura Campos, our manager, director, and leader in Mexico, who always surprised us with her suggestions and teachings on how to communicate our intentions better in the manuscript; in addition, she has been the consultant and managing leader for her country, great adviser, and role model for the entire team of consultants. Alejandro Pérez, Regional Director of Wilson Learning Latin America, who represents the strength and passion of the younger generation; the scientific rigor of his work and his vocation as a consultant, who is always willing to help the client, his organization, and society, are a true inspiration. Moreover, his contribution in the good use of the language will undoubtedly make the reading of this book a pleasant experience. Julia Vergara de Pérez, our Corporate Business Director, is the wise and loving coach for our entire organization (consultants, leaders, and support teams). And Edison Torres, our editor, for the Spanish version, who always listens beyond words and surprises us with his depth and critical thinking.

For this English version, we are also especially grateful to Steve Buchholz, who has been our teacher, consultant and coach, great counselor, and recognized writer in leadership and organization and business change. Steve has been walking the path with us and has also been an inspiration to us, in the area of leadership, as well as in the processes of organizational and personal transformation.

Without this team and their emotional and intellectual companionship, it would have been very difficult to get here. They have, generously and profoundly, accompanied and guided me with their wisdom, enthusiasm, and passion, impacting my own rediscovery in my personal and professional life. It has

been an educational and liberating dialog in which we have found ourselves again, in this magnificent moment of our history, looking at a horizon strengthened with the powerful realization of our shared dream for 30 years, and we are rediscovering it in a new and challenging phase, with great passion and the refoundation of our relationship.