



LAS COMPETENCIAS DEL SIGLO XXI

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Madrid, 9 de marzo de 2016

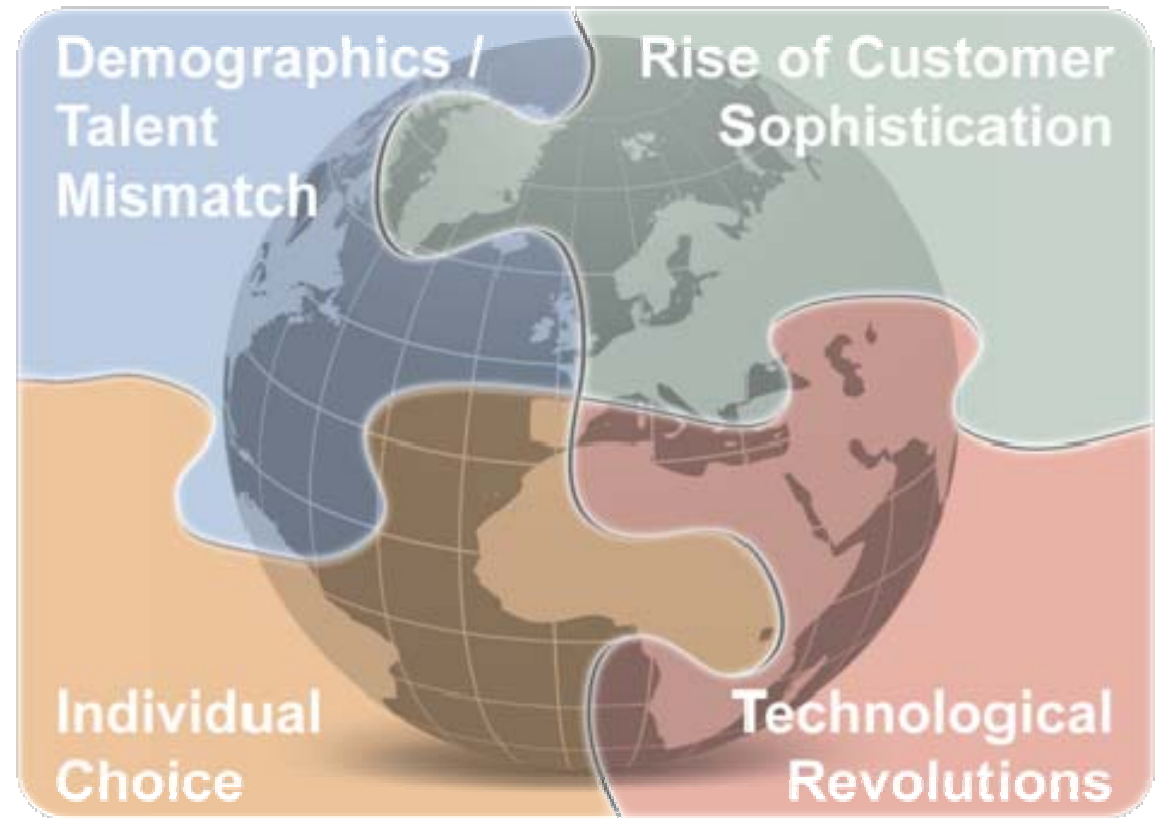
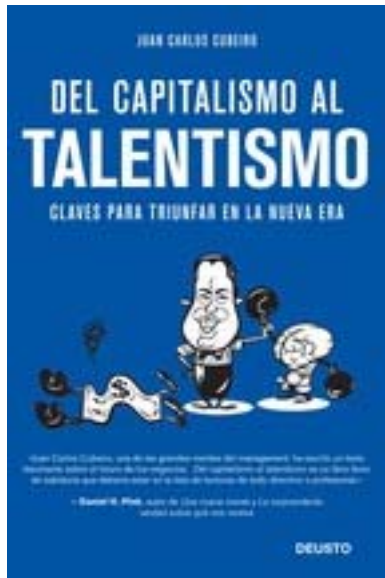




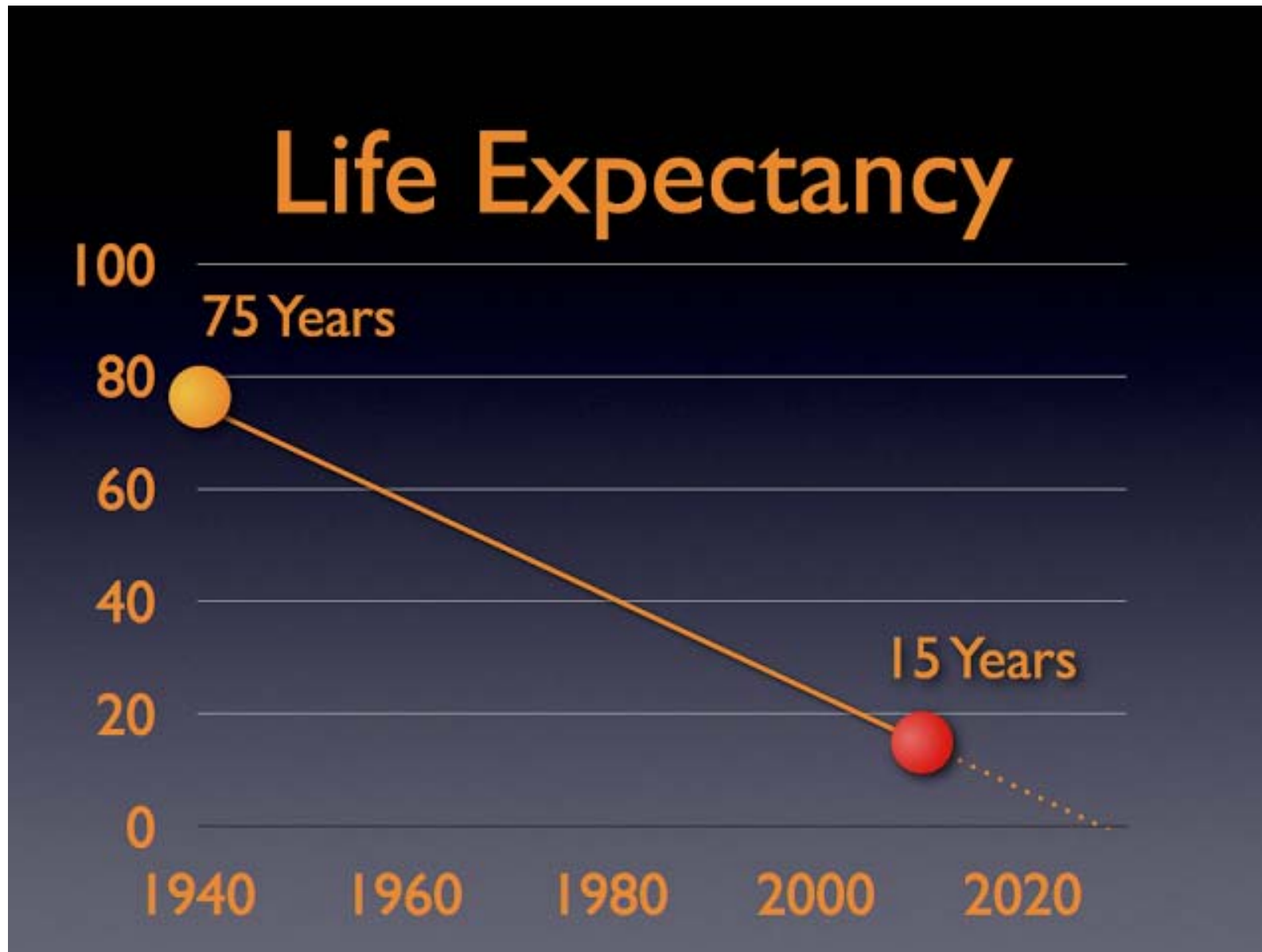
1

UNA NUEVA ERA, EL TALENTISMO

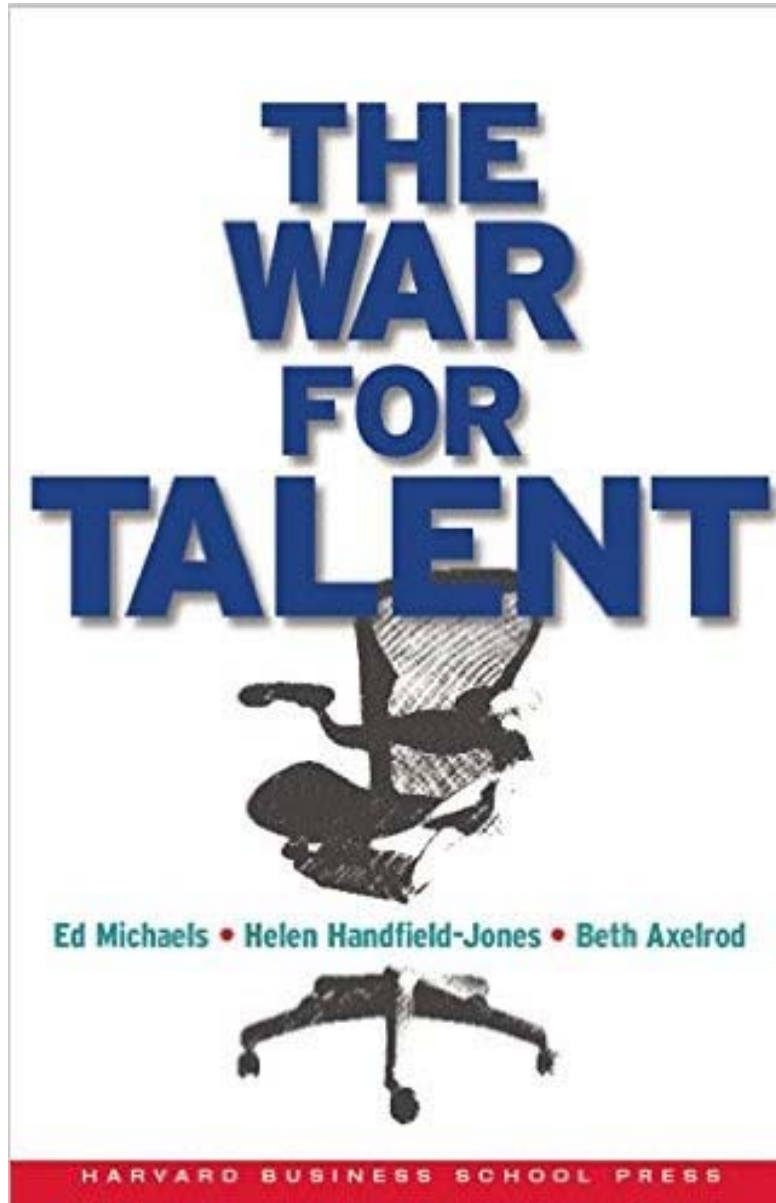
La era del Talentismo



LO QUE NOS JUGAMOS ES LA SUPERVIVENCIA



¿Esto es realmente nuevo?



José Antonio
Marina

**Objetivo:
Generar talento**

Cómo poner en
acción la inteligencia



VUCA

VOLATILITY

Equity, bond and currency market volatility; the lack of stability and predictability.

UNCERTAINTY

The potential change in the inflation index calculation, the potential switch to "smoothing" for pension funds calculating their recovery plan; the lack of ability to foresee what major changes might come.

COMPLEXITY

In understanding these financial markets in the era of the "new normal". The proliferation and increasing complexity of new financial instruments and regulation to deal with increasingly complex markets, moving in ways experts have never seen before.

AMBIGUITY

The resulting feeling. Is this the great rotation from bonds to equities? Or will bond yields stay low for longer? What is the best course of action?



Respuestas a un mundo VUCA

| | |
|----------|---|
| V | Volatility Fast change without a clear predictable trend or pattern. |
| U | Uncertainty Frequently disruptive changes; past is not a predictor of the future. |
| C | Complexity Multiple, interdependent causes. |
| A | Ambiguity Little clarity about what is 'real' or 'true'. |

VISIÓN

UNIÓN

COMPROMISO

AGILIDAD

Respuestas a un mundo VUCA

80%

| | |
|----------|---|
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VISIÓN

VACILACIÓN

UNIÓN

USABILIDAD

COMPROMISO

CUMPLIMIENTO

AGILIDAD

ABURRIMIENTO

A hand holding a pencil, with a city skyline and a rocket in the background. The background is dark with white line art of a city and a rocket. A hand is holding a pencil, and a dark brown horizontal band is overlaid across the middle of the image.

2

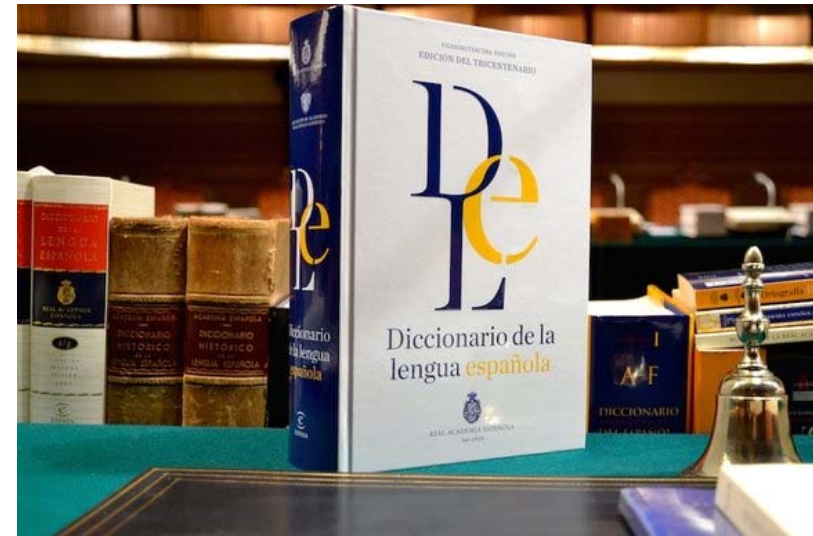
¿QUÉ ES REALMENTE EL TALENTO?

“Talento es un término de
la psicología popular”
José Antonio Marina

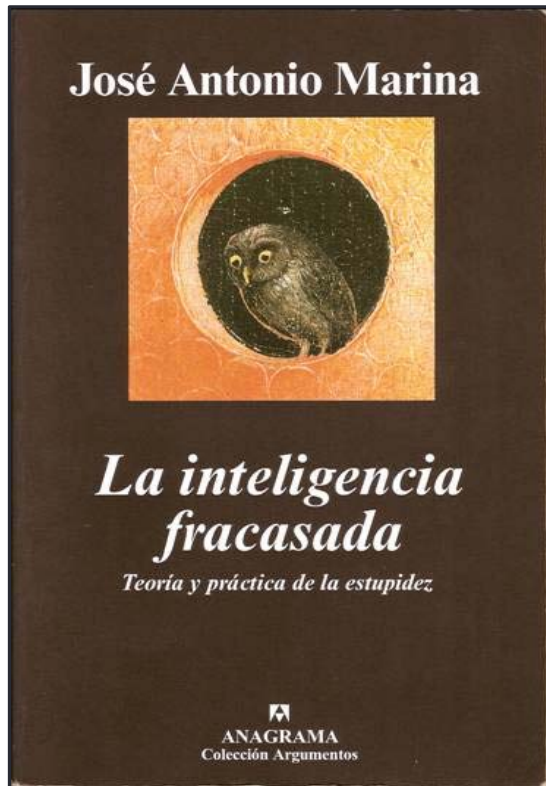


EL TALENTO COMO INTELIGENCIA

- Talento.** m. Inteligencia (capacidad intelectual).
2. aptitud (capacidad para el desempeño o ejercicio de una ocupación).
3. Persona inteligente o apta para determinada ocupación.
4. Moneda de cuenta de los griegos y de los romanos (23^a ed. 2014)



EL TALENTO ES INTELIGENCIA TRIUNFANTE (J. A. MARINA)



... que dirige el **comportamiento** hacia la libertad, la dignidad y la felicidad.

TALENTO ES PONER EN VALOR...



... lo que un@ sabe, puede, quiere hacer.

LA ECUACIÓN DEL TALENTO



**Capacidad por
Compromiso**



en un Contexto adecuado



PERFILES DE TALENTO

Capacidad

Aptitud: Conocimientos, habilidades

Actitud: Comportamientos

Compromiso (Energía)

Física

Mental

Emocional

Valores

Contexto

Cultura

Clima

Compensación

Cooperación



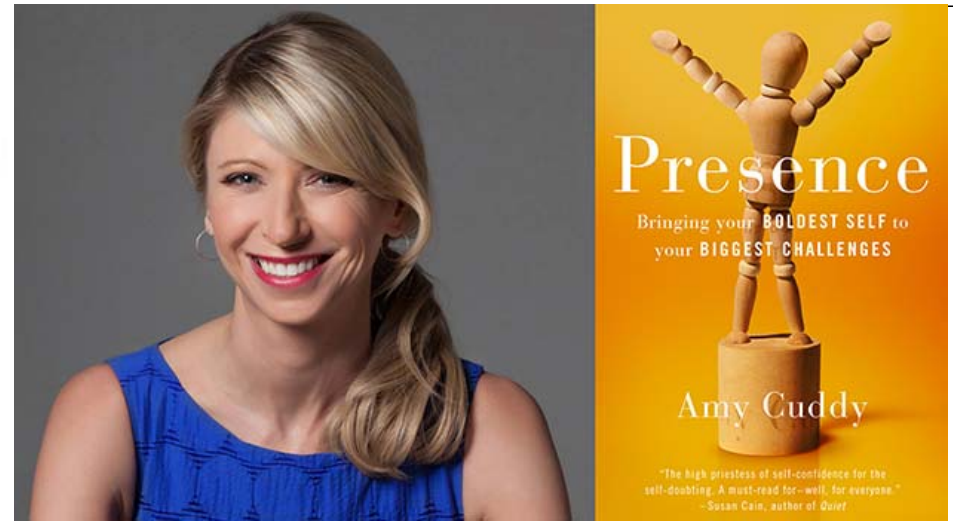
A black and white photograph of an astronaut in a full spacesuit floating in space. The astronaut is positioned diagonally across the frame, with their right arm extended. The background is a dark, star-filled space with a view of Earth's horizon at the bottom. Several thin, white, curved lines representing orbital paths or trajectories are overlaid on the image. In the lower-left quadrant, there is a large orange circle containing the white number '3'.

3

LAS COMPETENCIAS Y EL DESARROLLO DEL TALENTO

Conocimientos (Aptitud)





Comportamientos (Actitud)



Compromiso

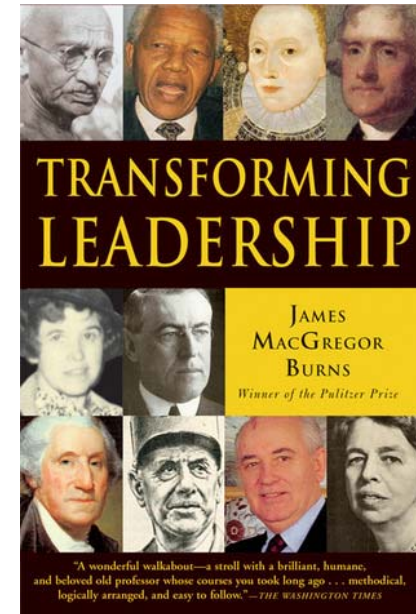
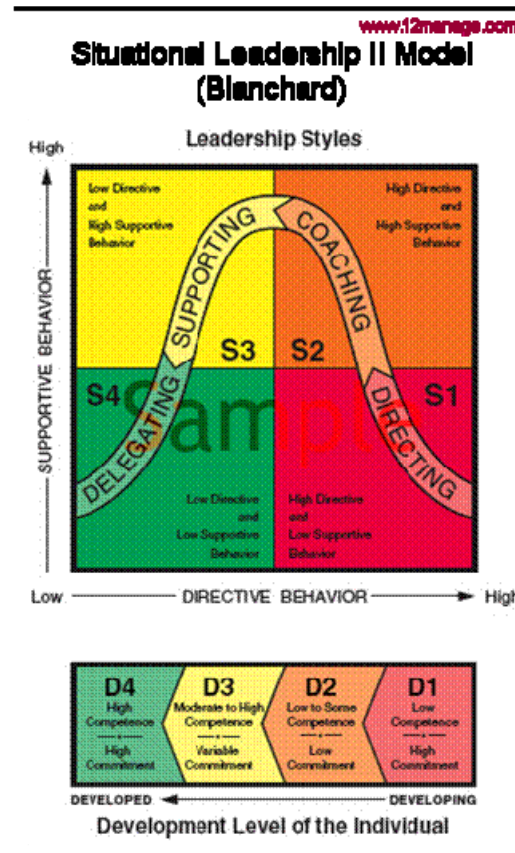
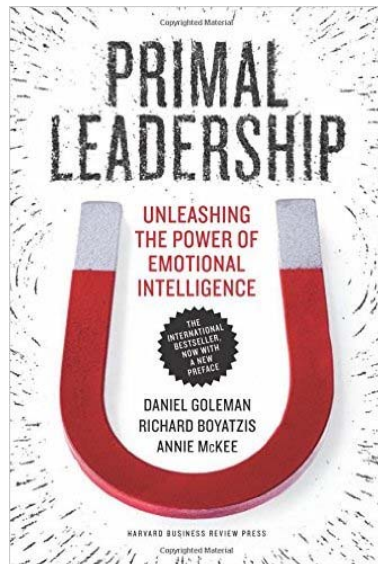
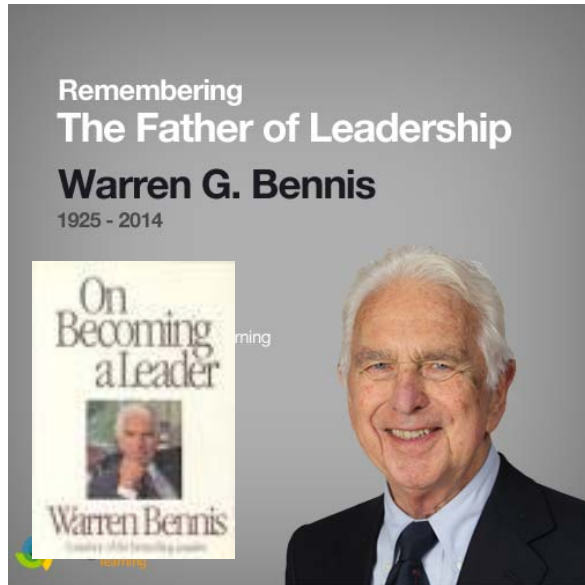


A black and white photograph of a construction site. Two large tower cranes are visible against a grey sky. In the foreground, a complex structure of steel beams and scaffolding is under construction. A worker is visible on one of the upper levels. An orange horizontal band is overlaid across the middle of the image, containing a white circle with the number 4 and the text 'COMPETENCIAS DE LIDERAZGO'.


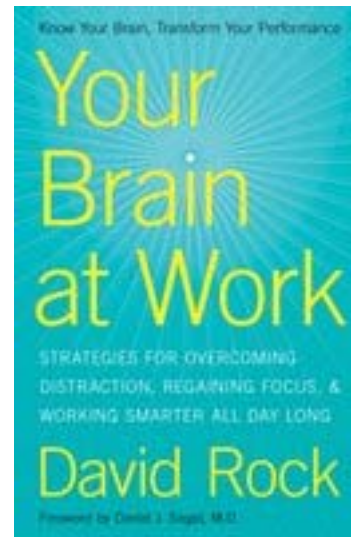
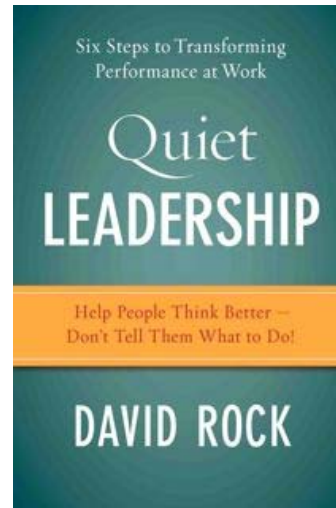
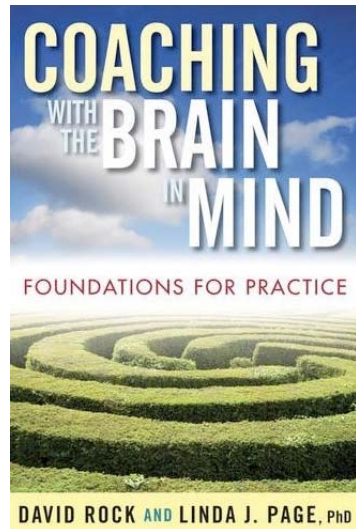
4

COMPETENCIAS DE LIDERAZGO

Cinco Oleadas de Liderazgo



NEUROLIDERAZGO

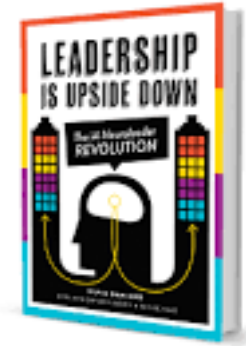


David Rock



NeuroLeadership
INSTITUTE

¡CÓMO HEMOS CAMBIADO!



INDUSTRIAL AGE

Task focused

Measured

Control = Power

I know

No feedback

Systematic



INFORMATION AGE

People focused

Courageous

Knowledge = Power

We know

One-way feedback

Visionary



IMAGINATION AGE

Brain focused

Vulnerable

Ideas = Power

Who knows?

Every direction feedback

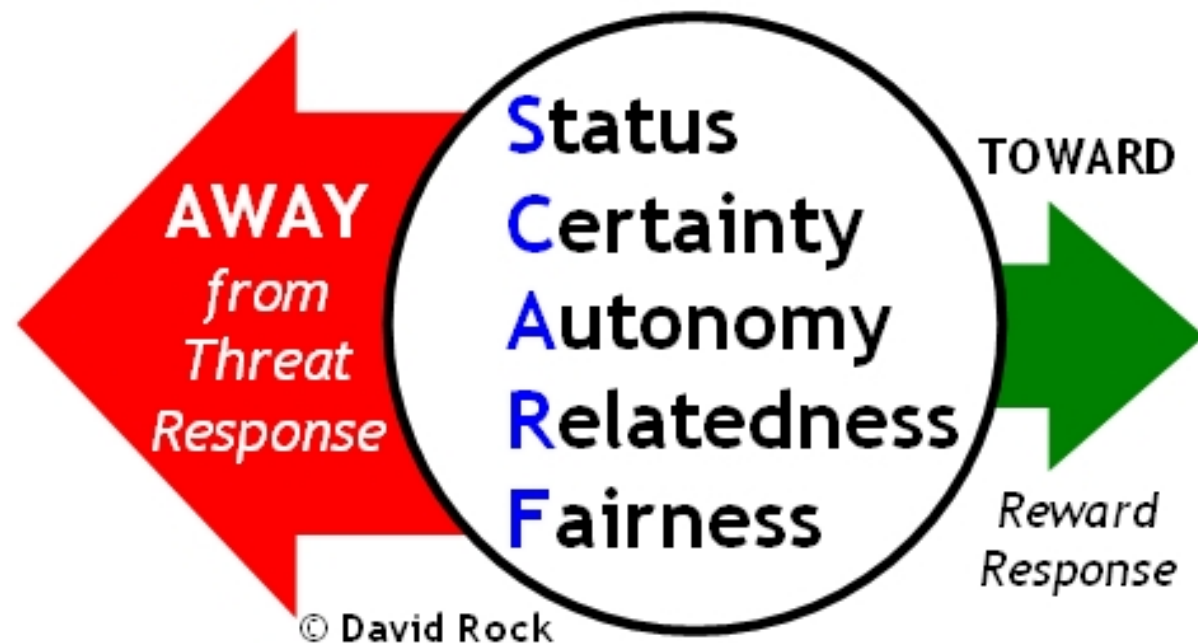
Creator

© 2014 SILVIA DAMIANO

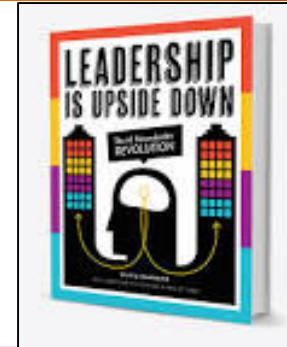
LA “BUFANDA” DEL LIDERAZGO



SCARF Model of Social Threats and Rewards



I4 MODEL



| PERFORMANCE | COLLABORATION | INNOVATION | AGILITY |
|--------------------|-----------------|---------------|----------------|
| | | | |
| ○ INTEGRATION | ○ INSPIRATION | ○ IMAGINATION | ○ INTUITION |
| ○ BALANCE | ○ COMMUNICATION | ○ DRIVE | ○ AWARENESS |
| ○ ETHICS | ○ GENEROSITY | ○ CURIOSITY | ○ INFLUENCE |
| ○ MENTAL READINESS | ○ COURAGE | ○ ATTITUDE | ○ ADAPTABILITY |

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SIETE DIFERENCIAS DE LIDERAZGO

1. La Dirección como ejemplo de Transformación

Unos piensan, otros obedecen **vs**

Tod@s piensan y se comprometen



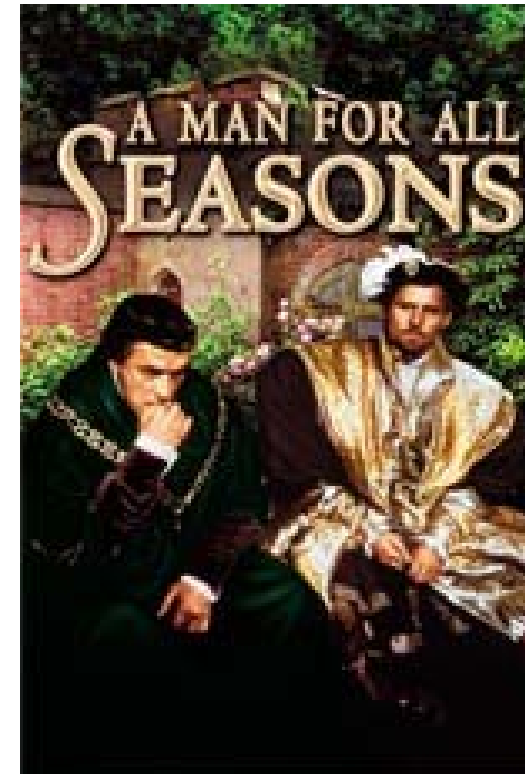
2. Definir el Perfil de Liderazgo propio

Adecuad@s

LEA MODEL

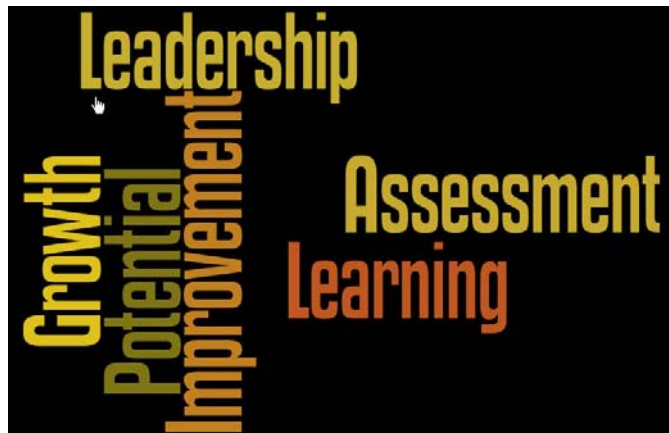
- **Creating a Vision**
 - Conservative
 - Innovative
 - Technical
 - Self
 - Strategic
- **Developing Followers**
 - Persuasive
 - Outgoing
 - Excitement
 - Restraint
- **Implementing the Vision**
 - Structuring
 - Tactical
 - Communication
 - Feedback
- **Following Through**
 - Control
 - Feedback
- **Achieving Results**
 - Management Focus
 - Dominant
 - Production
- **Team Playing**
 - Cooperation
 - Consensual
 - Authority
 - Empathy

VS



“Intocables”

3. Vulnerabilidad



Soberbia

vs

Humildad



4. Liderazgo con o sin Coaching

El Talento que no se aprecia,



se deprecia

5. La Dirección debe ser Equipo



Silos

vs

Integración



6. La Dirección cubre puestos o gestiona carreras

Gestión del Desempeño



vs



Diálogo de Crecimiento

7. La Dirección debe ser Visible: Imán de Talento

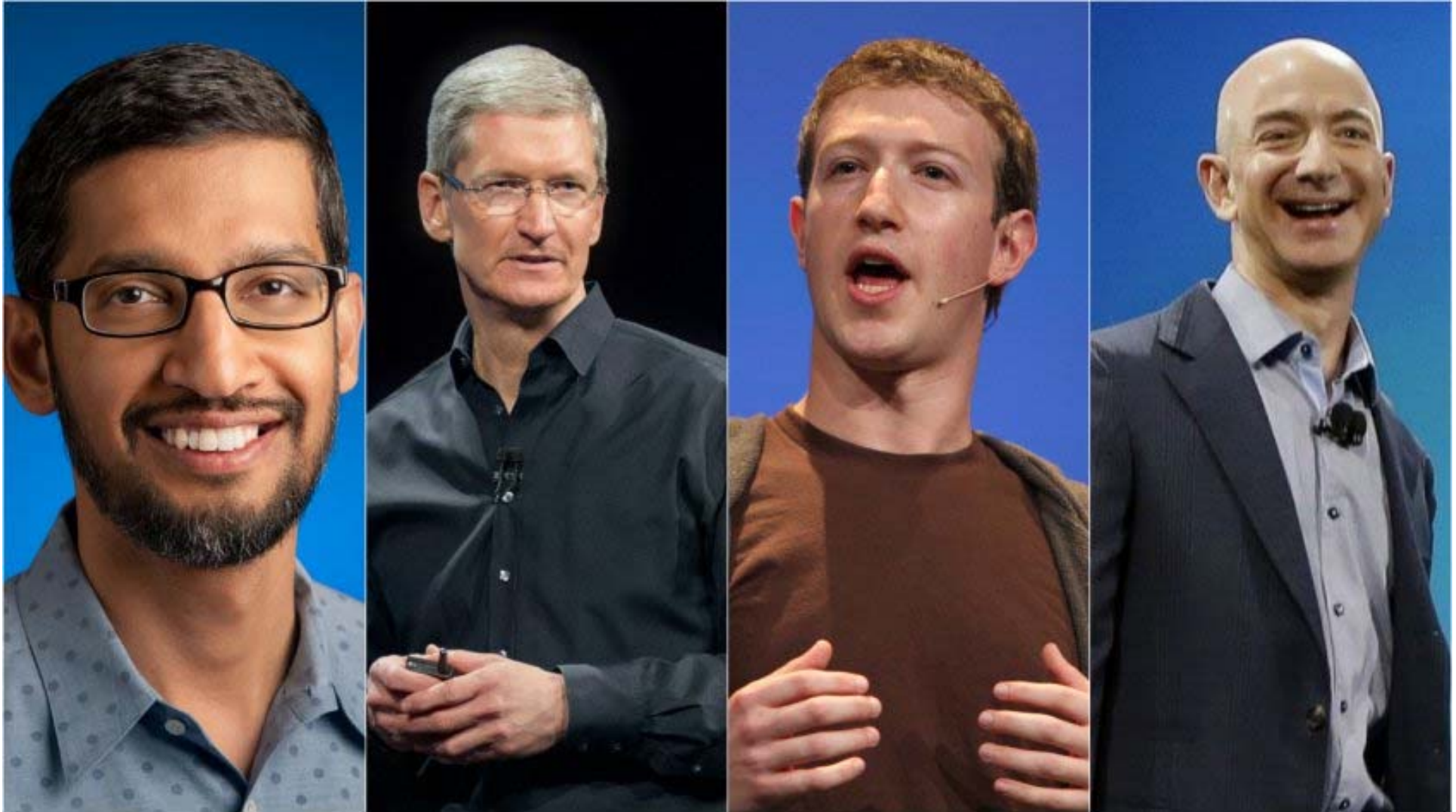
Anonimato



Responsabilidad

7. La Dirección debe ser Visible: Imán de Talento

Anonimato



Responsabilidad

