

LAS COMPETENCIAS DEL SIGLO XXI

Juan Carlos Cubeiro
Head of Talent de ManpowerGroup y
CEO de Right Management

Barcelona, 26 de abril de 2016

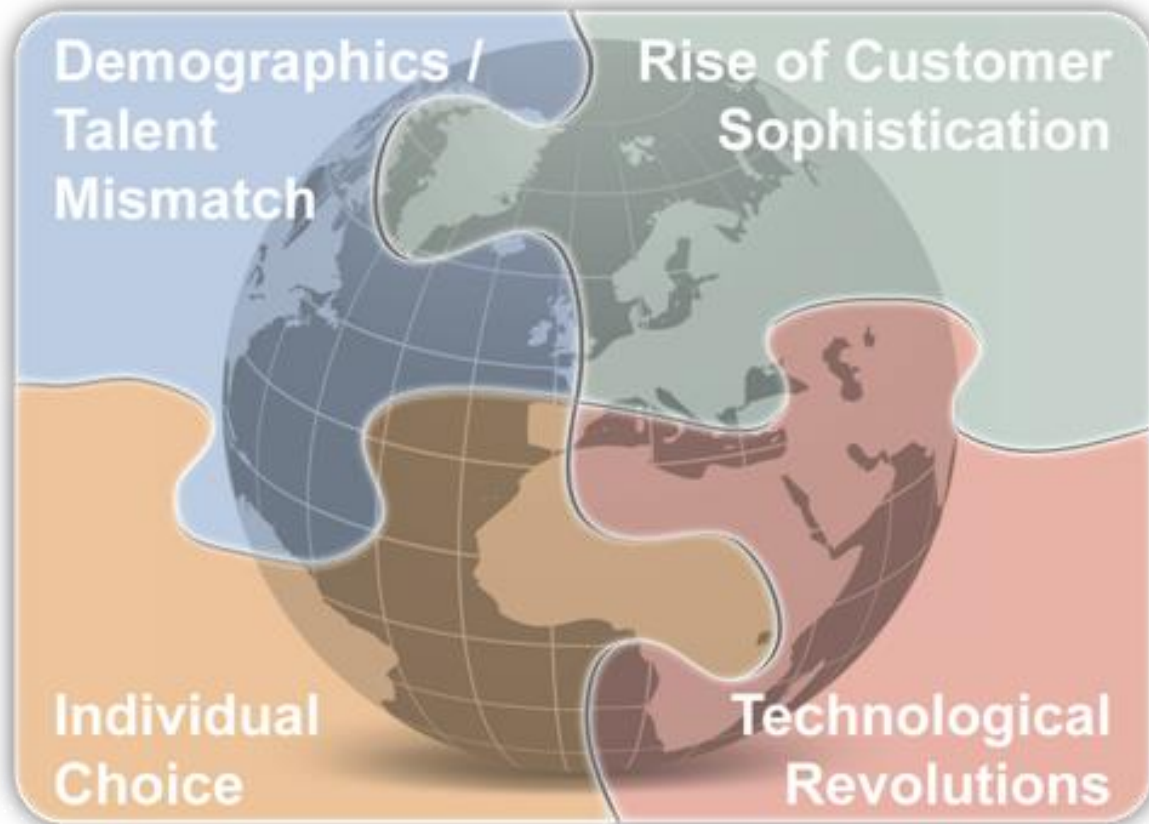




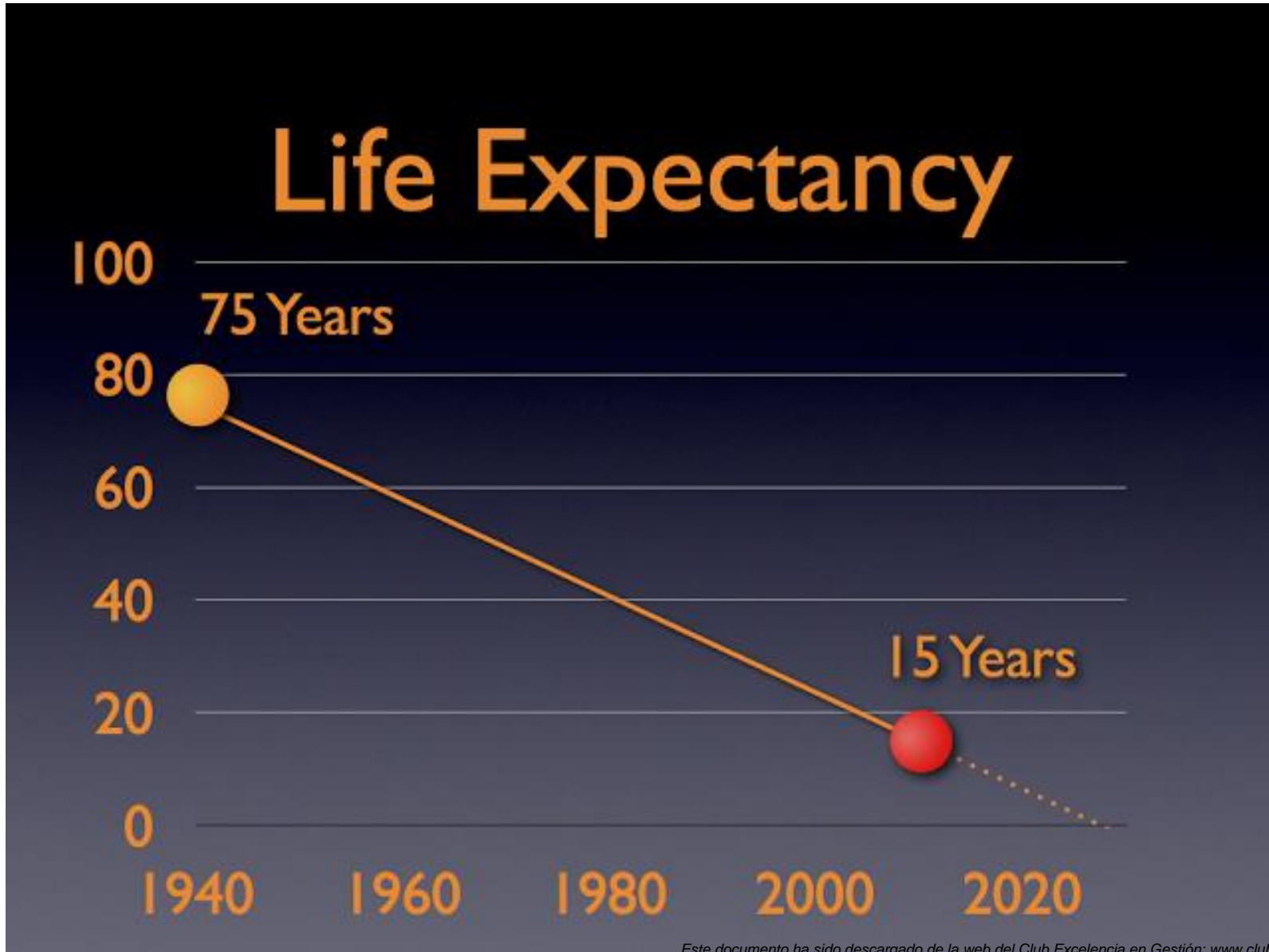
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UNA NUEVA ERA, EL TALENTISMO

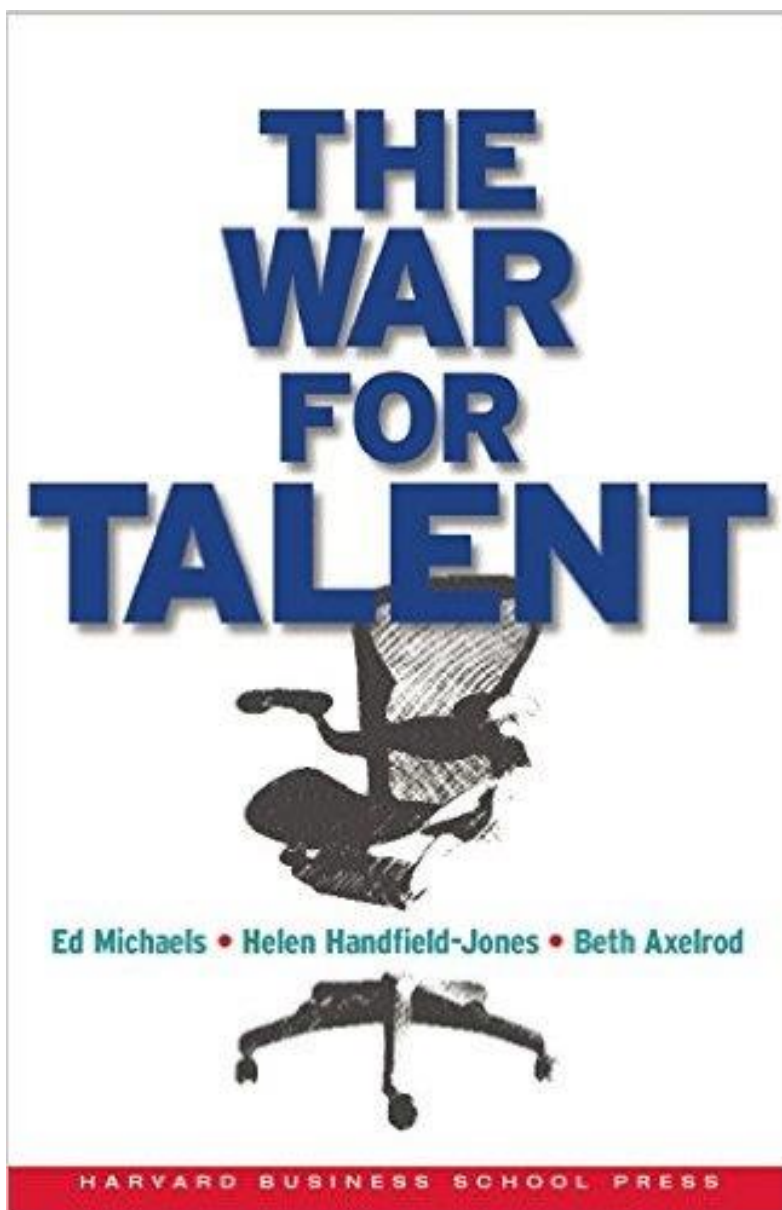
La era del Talentismo



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.

VISIÓN

U Uncertainty

Frequently disruptive changes; past is not a predictor of the future.

UNIÓN

C Complexity

Multiple, interdependent causes.

COMPROMISO

A Ambiguity

Little clarity about what is 'real' or 'true'.

AGILIDAD

Respuestas a un mundo VUCA

80%

V Volatility

Fast change without a clear predictable trend or pattern.

VISION

VACILACIÓN

U Uncertainty

Frequently disruptive changes; past is not a predictor of the future.

UNIÓN

USABILIDAD

C Complexity

Multiple, interdependent causes.

COMPROMISO

CUMPLIMIENTO

A Ambiguity

Little clarity about what is 'real' or 'true'.

AGILIDAD

ABURRIMIENTO



2

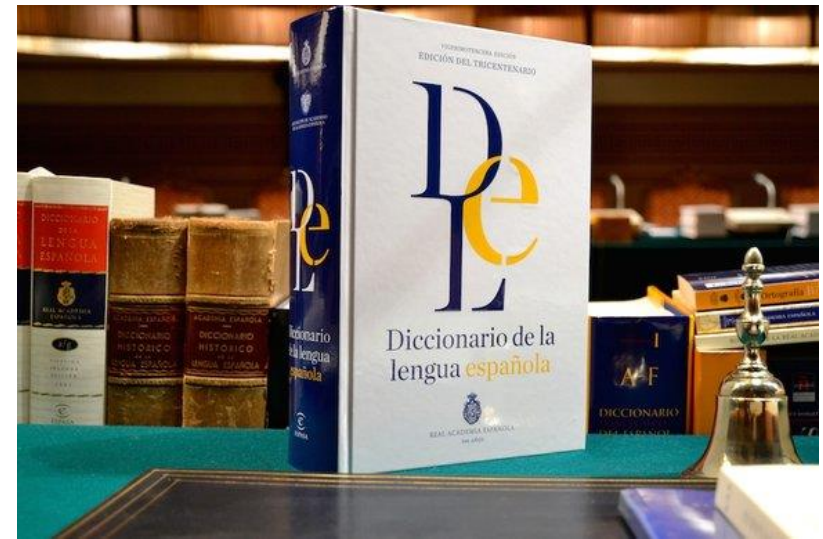
¿QUÉ ES REALMENTE EL TALENTO?

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

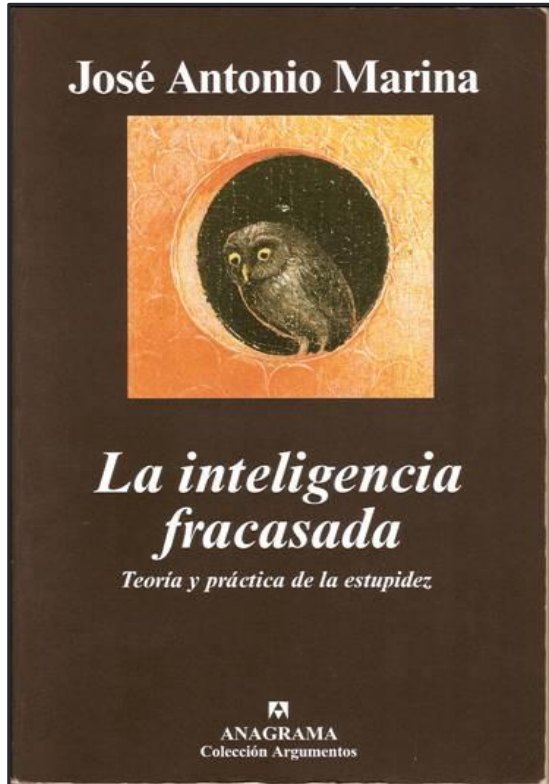


EL TALENTO COMO INTELIGENCIA

- 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...



HBR.ORG

Harvard Business Review

JUNE 2014

SPOTLIGHT
ARE INVESTORS BAD FOR BUSINESS?
The Capitalist's Dilemma
Clayton M. Christensen and
Derek van Bever 60

The Price of Wall Street's Power
Gautam Mukunda 70

Managing Investors
An Interview with Sam Palmisano 80



How to Spot Talent
(Hint: Experience Is Overrated)

PAGE 46

... 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



An astronaut in a white spacesuit is floating in space, holding a long, thin, white ribbon that trails behind them. The background is a dark, starry space with a view of Earth at the bottom. The astronaut is positioned in the upper right quadrant of the frame. The overall scene is a high-quality, realistic depiction of space exploration.

3

LAS COMPETENCIAS Y EL DESARROLLO DEL TALENTO

Conocimientos (Aptitud)



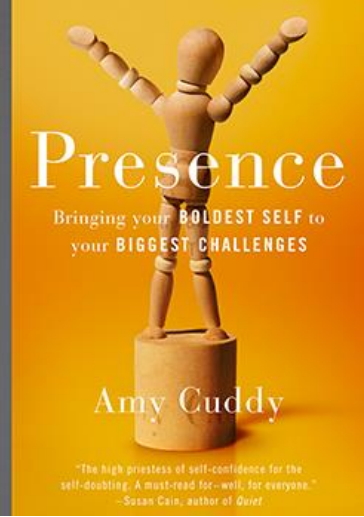
- SILVIA LEAL -

e-RENOVARSE O MORIR

The book cover features a futuristic scene with a woman in a black suit, a man in a blue surgical cap, a man in a black tank top, and a child looking at a tablet. A drone with a red cross is flying in the sky. The background shows a cityscape with a large screen displaying 'DATA'. At the bottom, there is a QR code on a tablet.

7 TENDENCIAS TECNOLÓGICAS PARA CONVERTIRTE EN UN LÍDER DIGITAL
REALIC

The logo for LID (Liderazgo en Innovación y Desarrollo) featuring a stylized figure and the letters 'LID' in a box.



Comportamientos (Actitud)



Compromiso

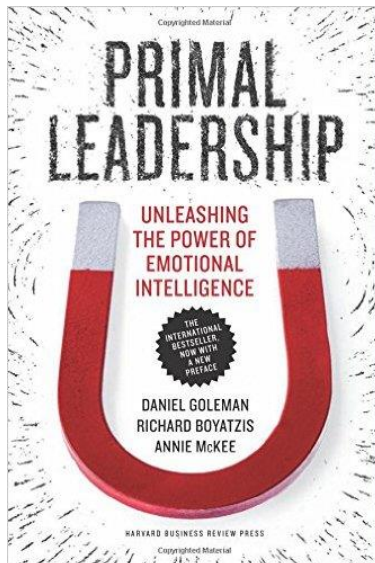
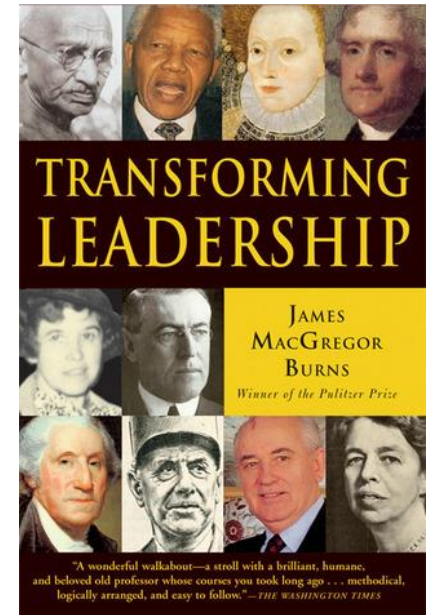
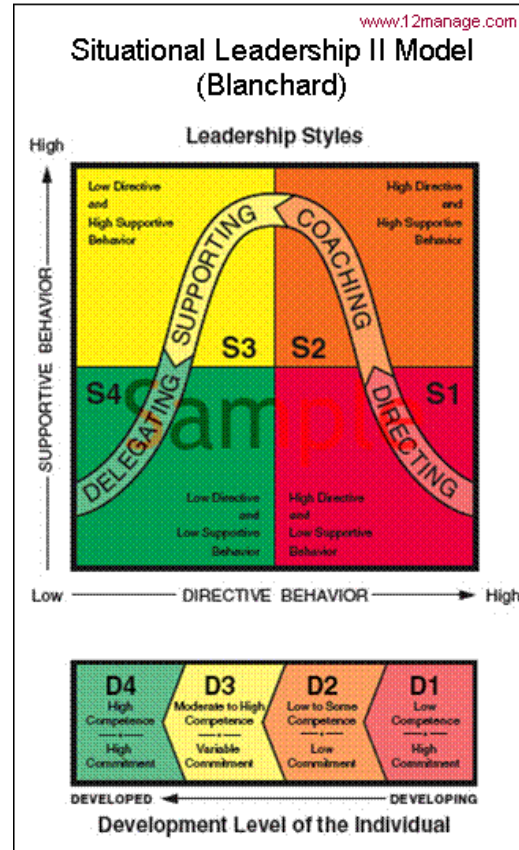
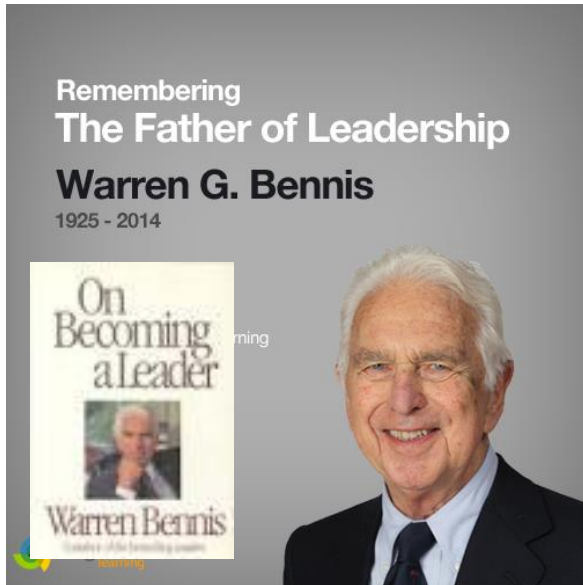




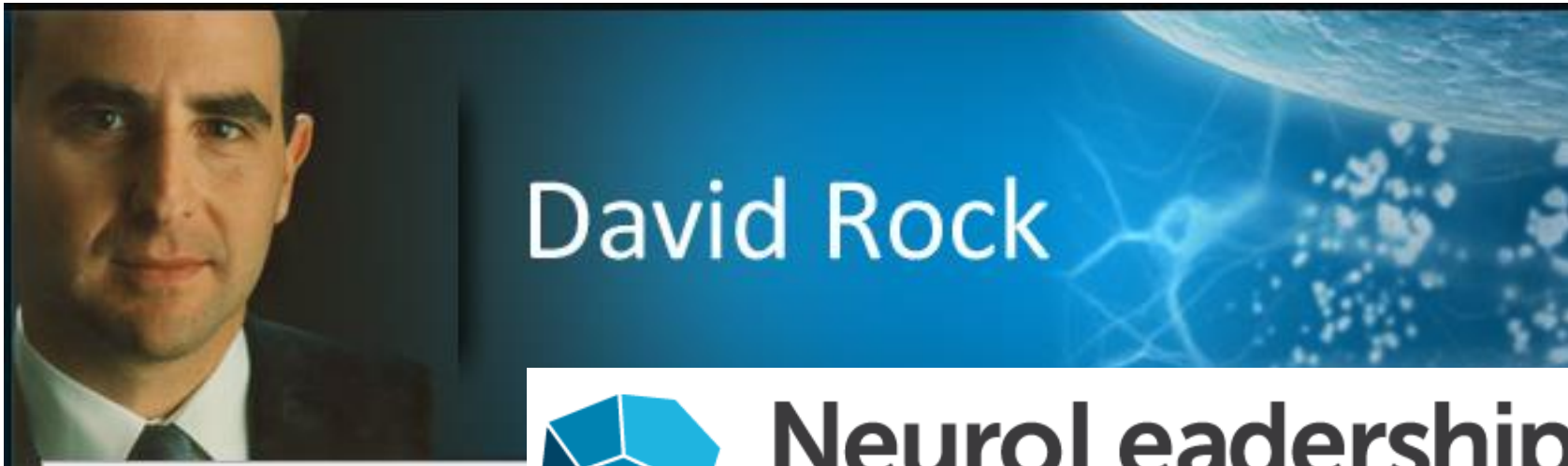
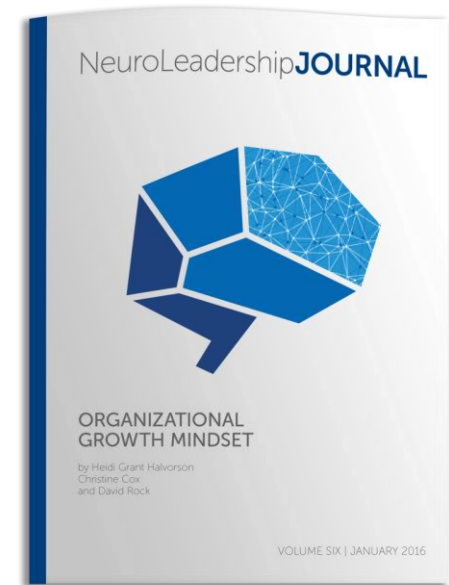
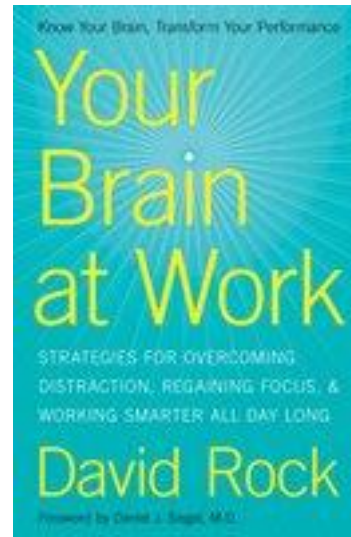
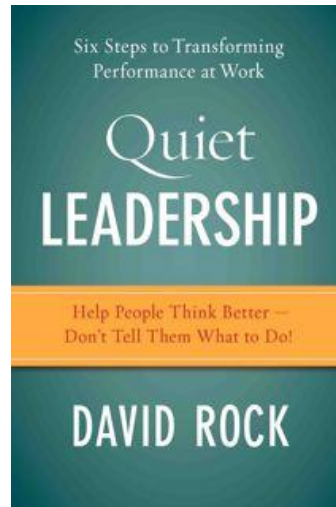
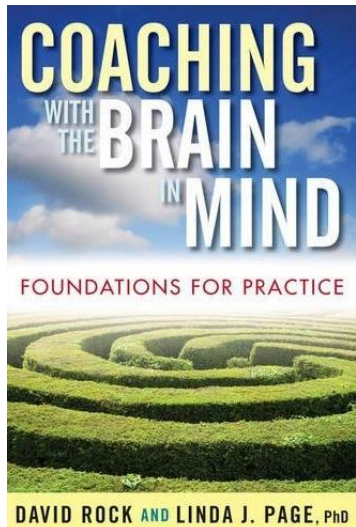
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COMPETENCIAS DE LIDERAZGO

Cinco Oleadas de Liderazgo



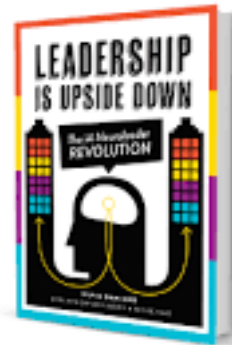
NEUROLIDERAZGO



NeuroLeadership
INSTITUTE

Este documento ha sido descargado de la web del Club Excelencia en Gestión: www.clubexcelencia.org

¡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

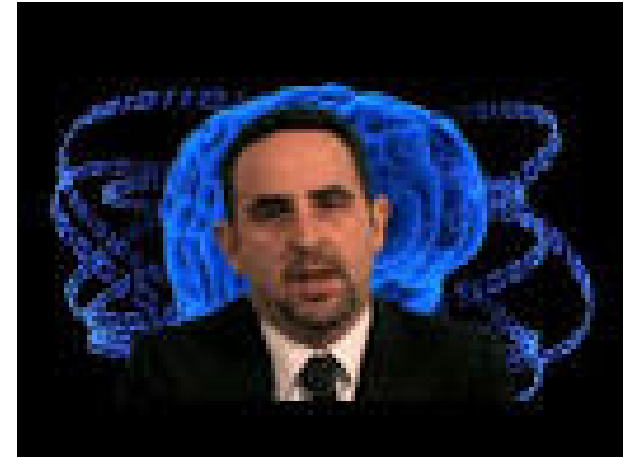
Ideas = Power

Who knows?

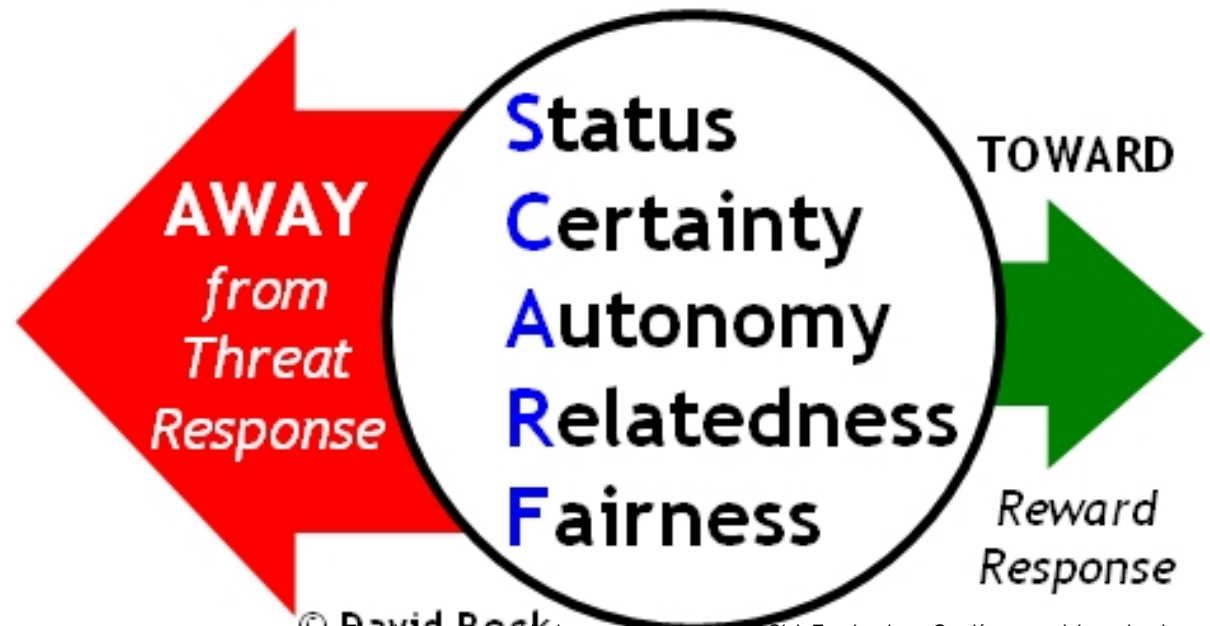
Every direction feedback

Creator

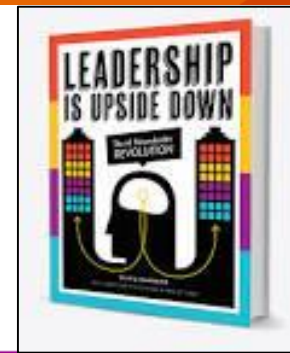
LA “BUFANDA” DEL LIDERAZGO



SCARF Model of Social Threats and Rewards



I4 MODEL



PERFORMANCE	COLLABORATION	INNOVATION	AGILITY
<ul style="list-style-type: none">○ INTEGRATION	<ul style="list-style-type: none">○ INSPIRATION	<ul style="list-style-type: none">○ IMAGINATION	<ul style="list-style-type: none">○ INTUITION
<ul style="list-style-type: none">○ BALANCE	<ul style="list-style-type: none">○ COMMUNICATION	<ul style="list-style-type: none">○ DRIVE	<ul style="list-style-type: none">○ AWARENESS
<ul style="list-style-type: none">○ ETHICS	<ul style="list-style-type: none">○ GENEROSITY	<ul style="list-style-type: none">○ CURIOSITY	<ul style="list-style-type: none">○ INFLUENCE
<ul style="list-style-type: none">○ MENTAL READINESS	<ul style="list-style-type: none">○ COURAGE	<ul style="list-style-type: none">○ ATTITUDE	<ul style="list-style-type: none">○ ADAPTABILITY

© SILVIA DAMIANO



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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



7. La Dirección debe ser Visible: Imán de Talento

Anonimato



