



IMPROVEMENT21
Improving your Agility

Liderazgo Para la Transformación Digital

Primeros pasos en un viaje de 2.000 millas



Septiembre 2017

¡Encantado!



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- Founder & Head Consultant en **Proyectalis / Improvement21**
- Autor: **"Agile Management"** & **"Agile Kaizen"** (Springer)
- Conferenciante internacional - Keynote Speaker en CAS 2013, Agiles 2014, Agile Tour London 2014, Agile Practitioners Israel 2015. Invited Speaker en Estados Unidos, Belgica, Alemania, Colombia, Ecuador, República Checa, Israel, Eslovenia, Serbia, Croacia, Rumanía, Polonia, Francia, Argentina, Uruguay, Grecia...
- **Management 3.0 Licensed Trainer, Certified SAFe Program Consultant (SPC)**
- **Certified ScrumMaster**



¿Transformación Ágil? ¿Transformación Digital?





The New Big 4 Of The Auto World: Tesla, Google, Apple And Uber

Active on Twitter



European Entrepreneurs Are Coming To The U.S., Bringing Threats And Opportunities

Active on Twitter



Yahoo Gets Hacked, Microsoft Is Curing Cancer And Other Small Business Technology News This Week

Active on Twitter



How Much Money Do You Really Need To Build An Inbound Marketing Strategy?

The New Big 4 Of The Auto World: Tesla, Google, Apple And Uber



Mike Montgomery, CONTRIBUTOR

I write about the many issues technology entrepreneurs confront. [FULL BIO](#) ✓

Opinions expressed by Forbes Contributors are their own.

By 2030, the market for automation in cars will be **\$102 billion**. To put that into some perspective, that's close to today's domestic vehicle-manufacturing market, which **IBISWorld** estimates at \$127 billion in revenues.

According to Boston-based Lux Research, software and apps will account for 53% of that \$102 billion.

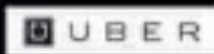
That's because as we move toward driverless cars, things like car bodies and engines are on their way to becoming commodities, while the real differentiators will be software-based. And as the big car companies struggle to keep up with Silicon Valley, many believe that the big four of the auto world in the coming years will be Tesla, Google, Apple and Uber.

*The Cosmograph Daytona.
It doesn't just tell time.
It tells history.*

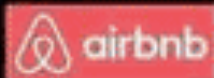
[DISCOVER MORE](#)



<http://www.forbes.com/sites/mikemontgomery/2015/11/18/meet-the-new-big-4-of-the-auto-world-tesla-google-apple-and-uber/#42bf7d7f35a6>



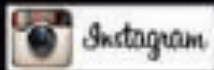
The world's largest taxi company owns no vehicles



The largest accommodation provider owns no real estate



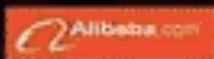
The most popular media provider creates no content



The most valuable photo company sells no cameras

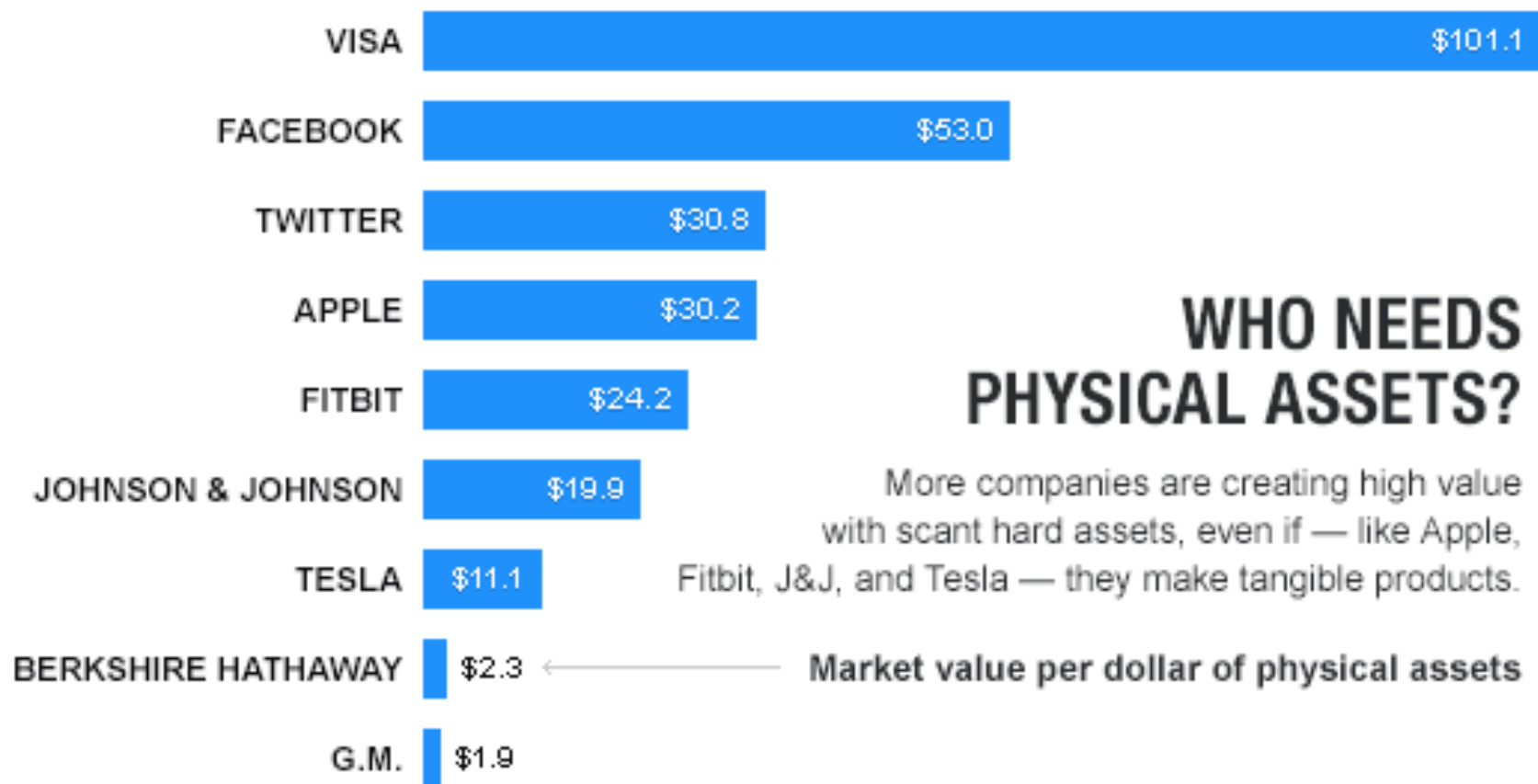


The fastest growing television network lays no cables



The most valuable retailer has no inventory

None of these six companies existed twenty years ago



Source: Fortune

GREATEST CHALLENGE?

Technology was chosen as either the greatest, or one of the three or four greatest, challenges facing their companies by 72% of CEOs.



Source: SurveyMonkey

“57% of the companies on the 1995 Fortune 500 list aren’t there today.”

<http://fortune.com/2015/06/04/fortune-500-facts/>

COMPANY NAME	VALUATION/ MARKET CAP (\$Billion)	TOTAL EMPLOYEES	VALUATION (\$Million) PER EMPLOYEE
Snapchat	16	330	48
Facebook	265	10955	24
WeWork	10	550	19
Pinterest	11	600	18
Airbnb	26	1600	16
Uber	52	3500	15
Palantir	20	2000	10
Google	444	57148	8
Xiaomi	46	8000	6
Twitter	20	4100	5
Workday	16	4100	4
ServiceNow	12	3187	4
Didi Kuaidi	15	4000	4
Intuit <small>INTU -0.77%</small>	29	8000	4
DJI	10	3000	3
Adobe	42	12499	3
Microsoft <small>MSFT -0.83%</small>	379	118000	3
PayPal	48	15800	3
salesforce.com	47	16000	3
SpaceX	10	4000	3
Flipkart	15	20000	1

ECI: 0.125
 Whatsapp: 345

<http://www.forbes.com/sites/liyanchen/2015/08/11/the-most-valuable-employees-snapchat-doubles-facebook/#328e6feb754>

¿Os asusta u os anima?



Una organización Ágil

“Ahora estamos todos en el negocio del software”, independientemente del servicio o producto que proporcionamos. Esto nos obliga a re-examinar cómo estructuramos y gestionamos nuestras organizaciones. [...] Conforme la naturaleza de la entrega de software se hace más continua, somos capaces de crear un nuevo tipo de conversación con el mercado - una más continua. [...] **Las decisiones se deben tomar rápidamente - las directivas cambian de la noche a la mañana.** Para dar soporte a esta optimización rápida e iterativa de nuestro producto, la organización que financia, gestiona, provee y lidera a nuestras personas debe mostrar el mismo nivel de Agilidad. **“Así es como se ha hecho siempre” es algo que pone a la gestión de la empresa en conflicto directo con la capacidad de ejecución de sus equipos”**

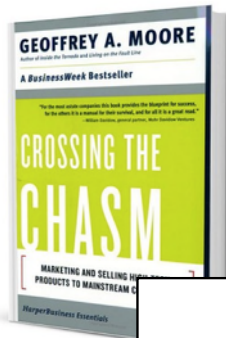
Jeff Gothelf - Harvard Business Review.
<https://hbr.org/2014/11/bring-agile-to-the-whole-organization>



¿Como gestionar la transformación?



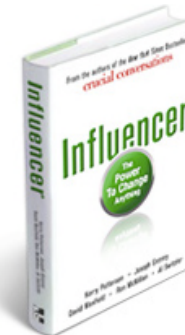
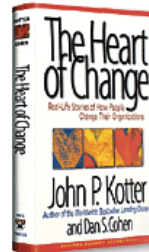
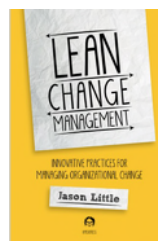
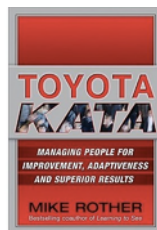
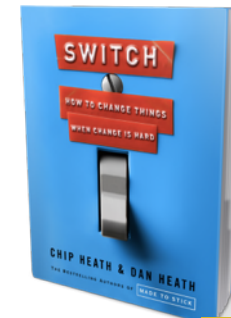
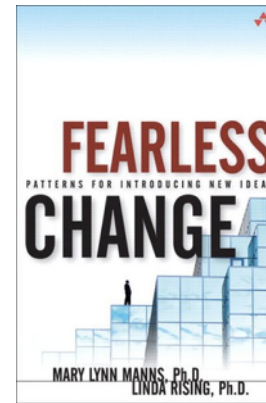
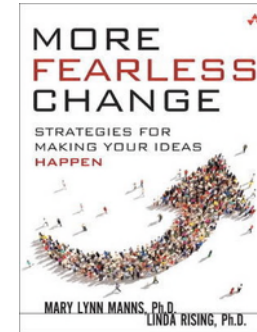
1) Abraza la complejidad y el cambio



Culture Hacking:
changing human organizations

proyectalis.

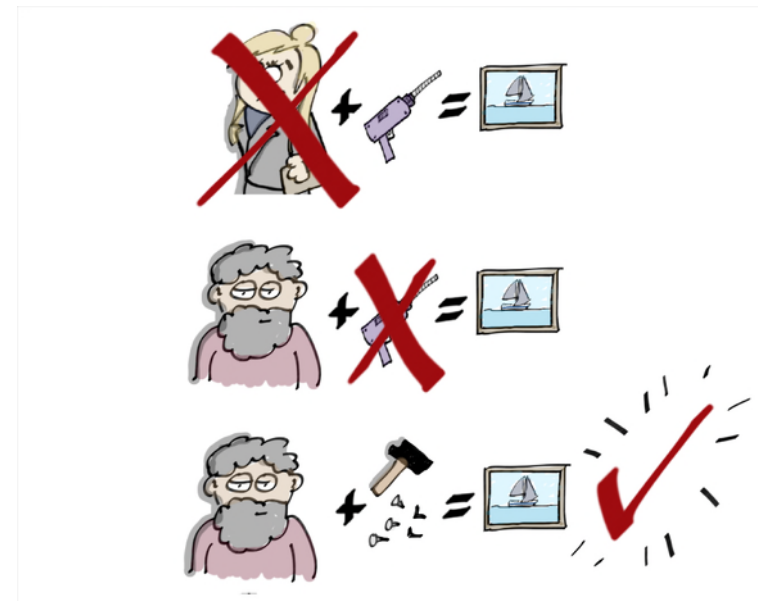
Improvement21.com - We help people and companies create continuous improvement habits



2) Enamora al cliente

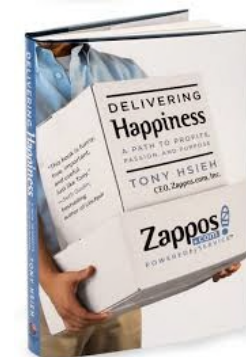
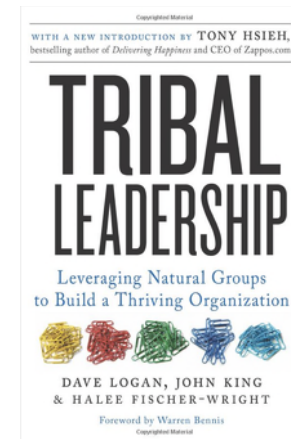
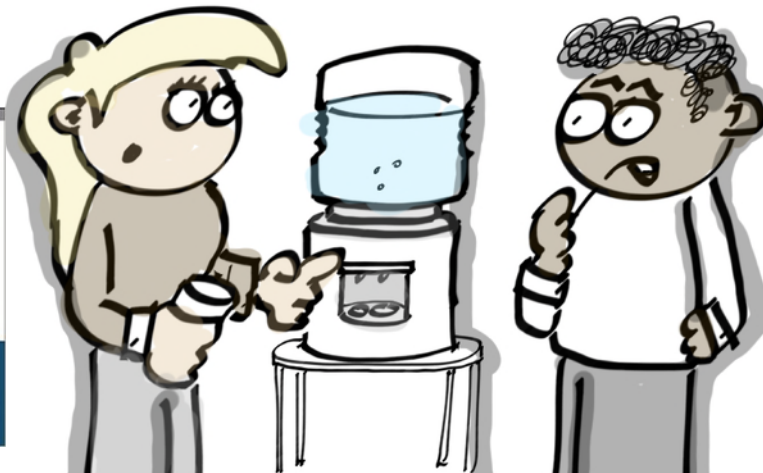
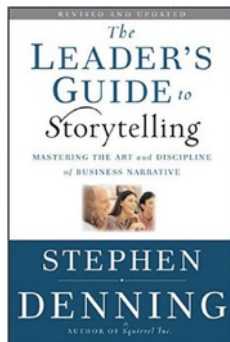
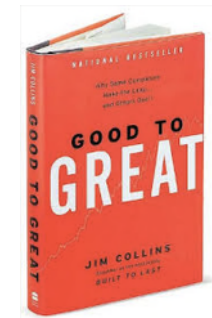
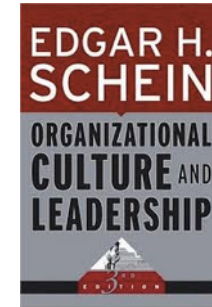
Customer Centricity
Maximizar el Valor

¡Clientes felices requieren empleados felices!



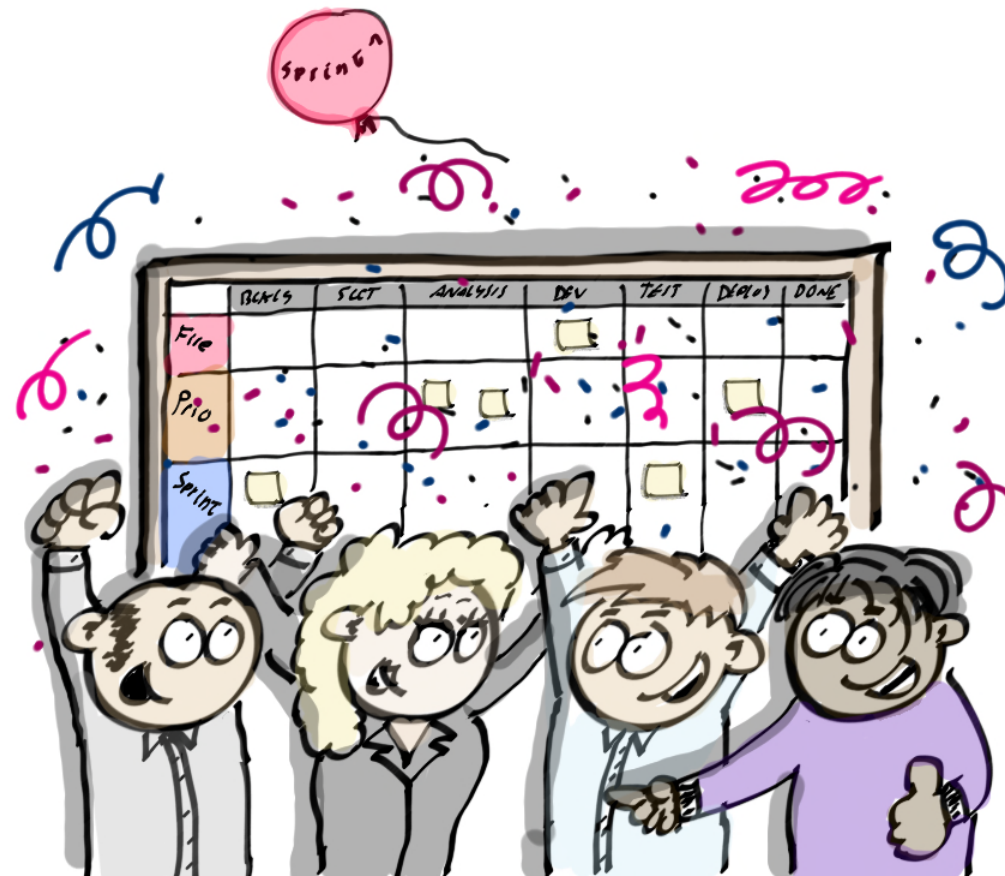
3) Cultiva la Cultura

Atraer el Talento
Proporcionar un propósito
Desarrollar a los individuos
Promover la auto-organización



4) Desarrolla modelos colaborativos

Invierte en equipos de Alto Rendimiento



Let's Make Work Better.

Practices, research, and ideas from Google and other organizations to put people first.

Join our [LinkedIn](#) community.

From the Blog

Why psychological safety matters and what to do about it

AMY EDMONDSON AND JEFF POLZER, HARVARD BUSINESS SCHOOL | SEPTEMBER 06, 2016

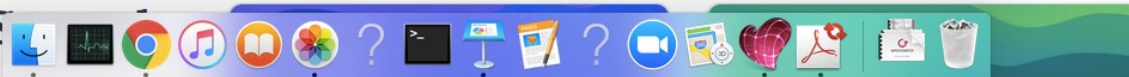
What makes one team smarter than another?

RE:WORK EDITORS | SEPTEMBER 02, 2016

What this Empire writer learned from Tim Burton about creativity

RE:WORK EDITORS | AUGUST 27, 2016

Get S

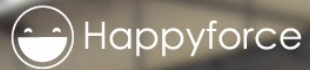


5) Introduce diversas perspectivas



6) Reduce el ciclo de feedback





Connect with your employees

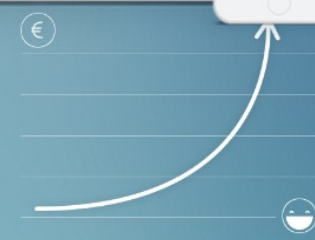
Start measuring your employees' Happiness now

[ASK FOR A FREE DEMO](#)



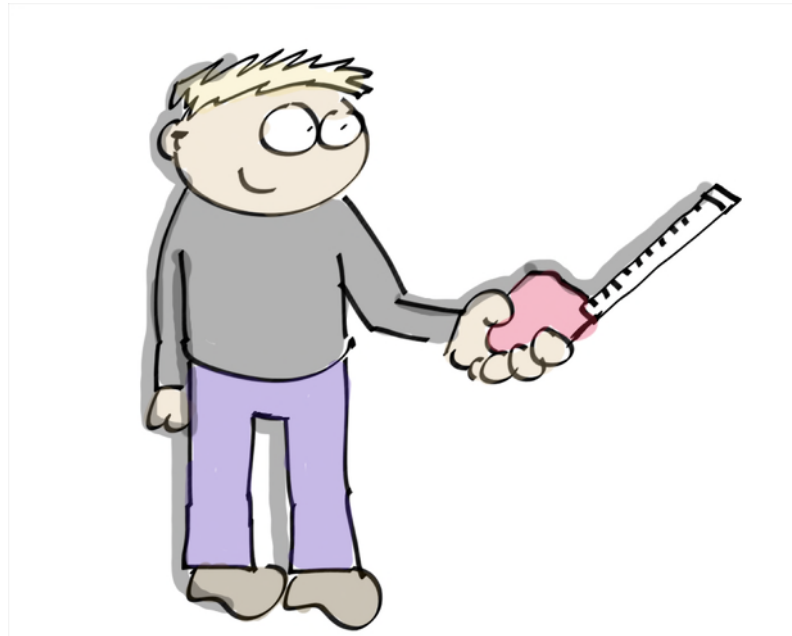
Happiness boosts employee productivity

Your employees are the greatest asset of your company
Happyforce helps you to understand how they feel at work every day



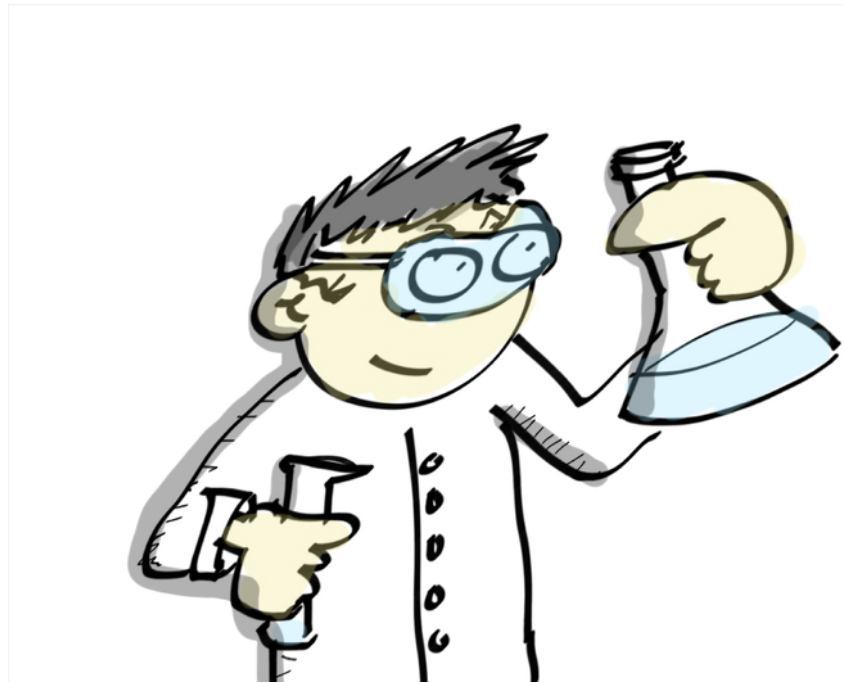
7) Subjetividad y co-evolución

Backlog	Selected	Define	Design	Code	Test	Deploy	Done!
4	3	1	2	5			2



8) Innova, Experimenta, Aprende

Roba y Modifica
Asume dependencia del Contexto
Build Slack into the System



Bono: ¿Qué es lo contrario?

Cambio: Mantén tus procesos inamovibles

Cliente: Céntrate en aumentar los beneficios

Cultura: Decide tú por todos - defiende la jerarquía

Colaboración: cubículos y tareas individuales

Perspectivas: Departamentos

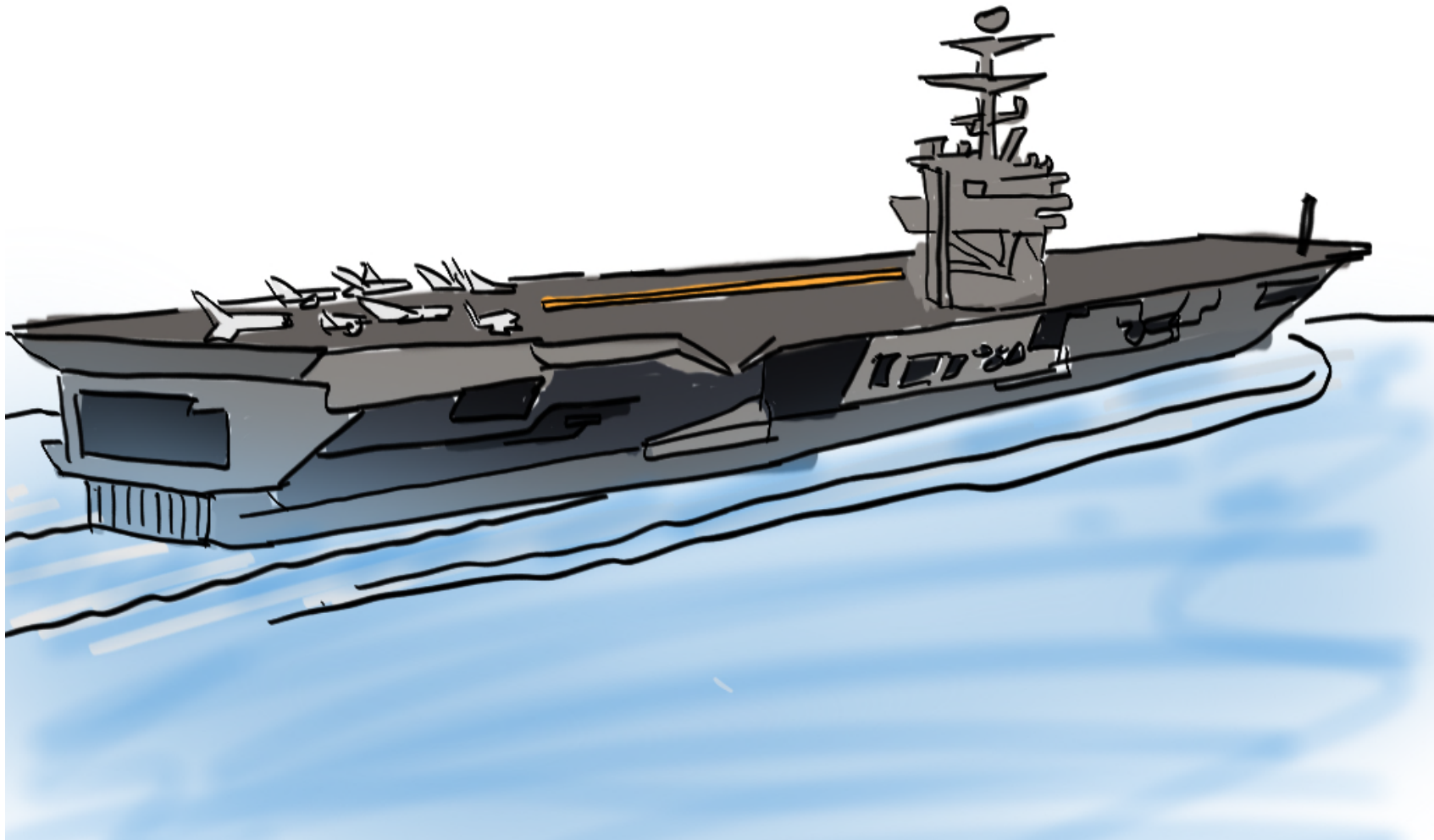
Feedback: planes anuales, proyectos “todo o nada”

Subjetividad: mide horarios y costes

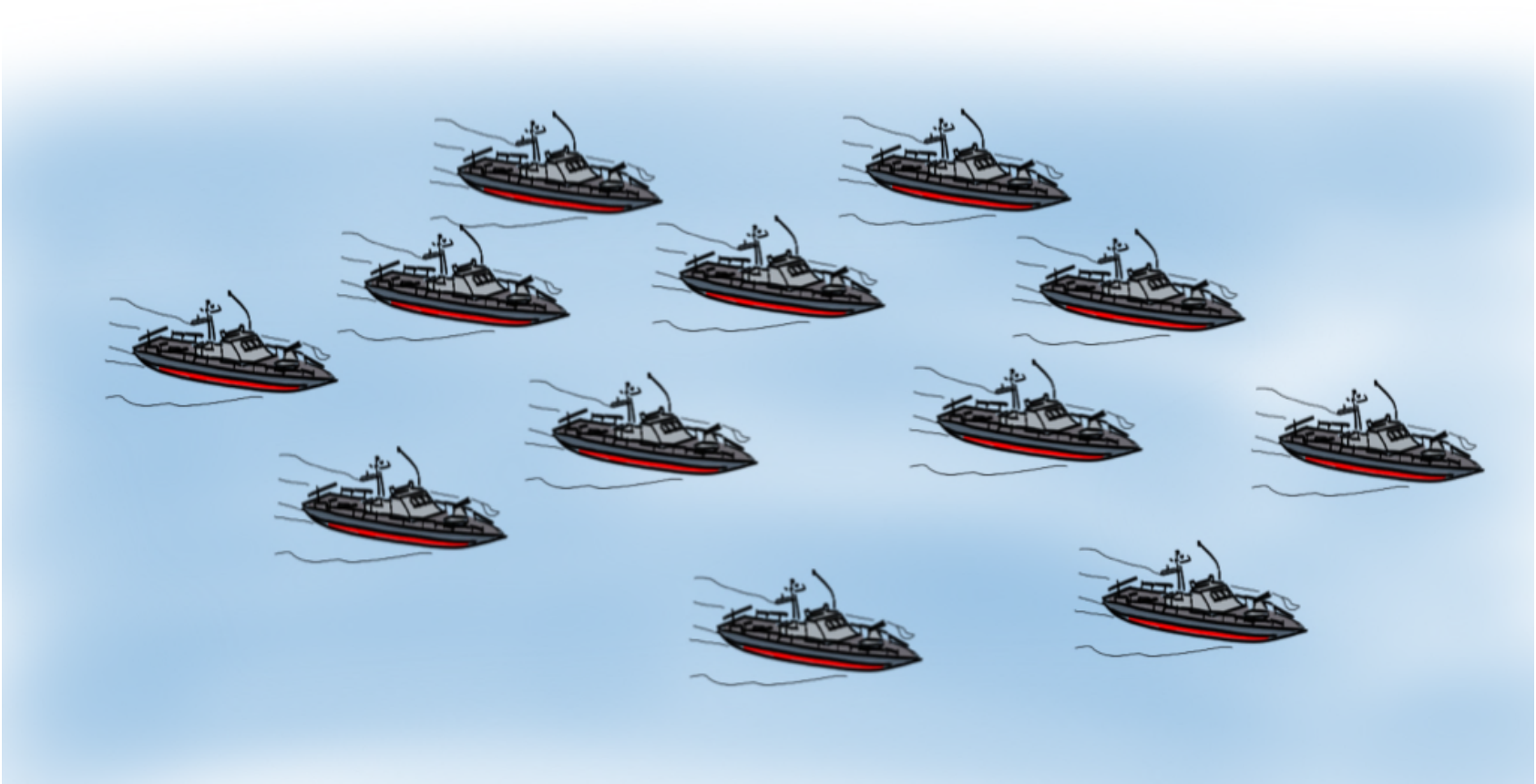
Aprende: ien tu tiempo libre!



El reto es pasar de esto...



... a esto:





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¡Gracias!



Septiembre 2017