Unprecedented Context

The current VUCA context poses a constant challenge on the adaptative capabilities of companies and executives. Transforming to survive and grow is no longer an option, it is a must.

1. The global change logics, dynamics, and pace is dramatically different compared to 10 years ago.

2. For the first time in human history, the causal link between social and technical factors might be reverted.

3. More than 70% of executives worldwide currently agree on the decisive role that behavior, capabilities, and culture have on their business sustainable performance.

4. The success rate of organizational transformation initiatives is below 55%, and this increases employees suspicion towards these kind of initiatives.

5. In this new environment, organizational change management approach and managerial skills become outdated.

Source: Asertys, Perspective © 2013
Effectiveness and transformation consulting

As a management consulting firm, we collaborate with executive teams to successfully solve complex effectiveness and organizational change issues, both comprehensively or working on five specific challenges.

**Coupling with your competitive environment**
Does the company have a sense of purpose and a strategy adapted to its *stakeholders* requirements?

**Strategic consistency**
Are the vision and strategy updated and correctly articulated for all the members of the organization?

**Distinctive customer experience**
Do work teams stick to their promise in a consistent and innovative way towards their customers?

**Sustainable development**
Do organizational design, talent strategy, and people development practices support strategy and performance?

**Leadership distribution**
Do management leadership behavior, skills, and practices provide the “critical mass” required to lead the organization towards improvement?
Five services for an effective transformation

Our consultancy approach is based on an integrated practice system involving major company teams. Collective leadership plays a key role in each practice: there is no effective change without adequate leadership.

We work at the inter-organizational, organizational, group, and individual level, leading mutual learning: our purpose is that our customers learn to develop and adapt to new contexts beyond our intervention.
We design the change strategy together with our customers. The definition of transformation priorities (3) may arise both from the future (1) as from the current situation (2). The sequence of steps 4 through 6 emphasizes planning, planning leadership, and change improvement and consolidation actions.

1. **Future**
   - Define who you want to be and what you want to achieve

2. **Present**
   - Acknowledge who you are and identify current strengths and needs

3. **Growth and transformation Priorities**

4. **Plan**
   - Determine the best approach and design an action plan

5. **Leadership**
   - Co-lead implementation of the transformation plan

6. **Achievement and improvement**
   - Assess and improve execution, and consolidate change
Strategy and organizational alignment

We help you renew your long-term vision and develop an innovative and well-articulated competitive strategy for implementation purposes. In addition, we strengthen the strategic consistency of executive teams and the commitment by all the staff to give their best to achieve the proposed goal.

THE PROBLEM
Companies strategy rapidly gets outdated and loses effectiveness due to high social and business environment volatility. Management teams and their members may get caught in short-termism, unaligned action, and sense loss.

OUR SOLUTION: RESULTS
• Recovering long-term vision: strategy direction, sense, and framework.
• Renewing competitive strategy and strategic leadership practices.
• Having an integrated operating and transformation plan that provides focus, articulation, and orientation for actions.
• Achieving company-oriented consistency, commitment, and performance.
Customer Centricity
Companies devoted to their customers

We collaborate with companies to take advantage of the endless value that arises from knowing and serving their customers. This just requires making the decision to become a Customer Centricity company. What is important is diagnosing in which evolution level the organization is, and following the roadmap to achieve mastery in developing loyal customers.

THE PROBLEM
Focusing on the customer is no longer an option for companies and teams. Customers put pressure on the companies and rapidly switch in search of reliable proposals; at the same time, companies move away from them because they only think about their finances and products, and workers only think about “keeping” their jobs.

OUR SOLUTION: RESULTS
• Placing the customer at the center of sustainable value creation for major stakeholders.
• Increasing differentiation, customer loyalty, and reputation.
• Taking more value throughout the customer journey.
• Innovating from market perspective.
• Renewing people commitment and sense with broader horizontal coordination capabilities.
Effective Organization

We help you revitalize your accountability structure and system during organizational mergers, strategic changes, performance loss, or climate and trust decline. We accompany you through careful implementation of new organizational design. We strengthen the management system, and we guide leaders throughout improvement of team generating capabilities.

THE PROBLEM
New business models and new workers expectations require more effective organizational “designs”. Deepening of historical issues: mixed-up accountabilities, competitive “silos”, wasted human potential, and distributed suspicion.

OUR SOLUTION: RESULTS
• Reducing time-to-market. Increasing organizational productivity and health.
• Improving responsible performance, meritocracy, and motivation.
• Releasing people potential and strengthening core business capabilities.
• Renewing coordination, collaboration, and trust.
Human potential and organizational capabilities

We embrace updated talent, executive maturity cycles, and capabilities strategic management. We help mapping, projecting, and developing key company talent. Thus, line managers and Human Resources executives can make correct decisions through their companies organic or inorganic growth processes.

THE PROBLEM
Talent requirements in Latin America for the upcoming years cannot be met, and this adds to the aggravating circumstance that current management models limit deployment of human potential. Even though companies are more aware of the problem, capabilities development does not yet hold a privileged position in our leaders’ agenda.

OUR SOLUTION: RESULTS
• Providing a precise talent map and potential for reorganization or development decisions.
• Providing a talent development strategy that accompanies competitive strategy.
• Making this a priority in the agenda of all company leaders.
• Developing a high development culture, with appropriate managerial practices.
Culture and organizational change

This solution encompasses effective administration of specific management changes up to and including successful mergers or deep corporate culture changes. Our practice allows you to get a precise culture and change diagnosis, including a program that is integrated both into the operating plan and into the leaders agenda.

THE PROBLEM
The current environment forces us to change our DNA to relearn how to compete, to recreate corporate responsibility or to integrate four generations working together. Corporate culture renewal, integration, and consolidation affect the implementation of any strategy.

OUR SOLUTION: RESULTS
- Achieving alignment and performance in organizational change processes.
- Integrating diverse cultures in one company.
- Revitalizing the business culture, ending replication and self-satisfaction.
- Strengthening the character and capabilities of action of leaders at all levels.
- Increasing consideration of long-term perspective, trust, and collaboration.
Transformational and distributed leadership

Effectiveness and transformation must be led to occur. We connect leadership to solution of specific problems as a collective process in an agreed-upon management system. Executives develop themselves based on leading implementation of transformation actions.

THE PROBLEM
We expect too much from the individual actions of our leaders, and we waste lots of resources in developing skills unrelated to the business priorities and required management functions. We must understand leadership as a collective, systemic, and distributed process, as the unique condition to lead deep changes with sustained development.

OUR SOLUTION: RESULTS
• Expanding the leadership critical mass when leading deep changes.
• Increasing strategic and action consistency of executive teams at all levels.
• Developing strategic and systemic vision and the ability to lead in unforeseeable environments.
• Strengthening management organization and common management practices.
Who we are

We are a team of experts with diverse vocational training allowing us to better understand the complexity of companies and their environments. We integrate into our intervention capabilities of other professionals and organizations collaborating with us according to specific conditions posed by each project.

- **Mariano Barusso**
  Founder and Managing Partner
  *Strategy and comprehensive transformation*

- **Fernanda González Telmo**
  Associate Consultant
  *Organizational change and executive coaching*

- **Valeria Torino**
  Associate Consultant
  *Customer Centricity and leadership*

- **Mariano Qualeta**
  Associate Consultant
  *Executive teams, organizational change, and executive coaching*

- **Adolfo Rodríguez Hertz**
  Associate Consultant
  *Strategy and organization*

- **Anabella Sterin**
  Associate Consultant
  *Talent, organizational culture, and leadership*

- **Ignacio Bottari**
  Consulting Assistant and PMO
# Our customers (*)

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*Active projects during the past three years*