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Traducción del libro “La Organización Inteligente” de Fabián Amir Ortiz. págs. 1-50

Proyecto final de graduación presentado como requisito para optar por el título de
Licenciatura en inglés con énfasis en Traducción

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Dedication

I dedicate this project, first of all, to God, for being my constant guide, my refuge in difficult moments and my silent companion every step of the way. He has never left me alone, and in his love I have found the strength to move forward.

To my mom, the strongest pillar of my life, who with her example, unconditional love and tireless support has been fundamental in each of my achievements. None of this would have been possible without her.

To my little sister, the most beautiful gift that life and my mother gave me. Her tenderness, joy and company have been light and motivation in the grayest days.

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And to my cat Ozzy, who although no longer with me, was a faithful companion who accompanied me in silences full of peace and affection. He will always live in my heart.

Thank you all for being part of my journey. This thesis is also yours.

Introduction

Translation plays a key role in allowing communication between people who speak different languages. It makes it possible to share ideas, emotions, and culture beyond geographical borders. Without translation, we wouldn't have access to global literature, films, or scientific discoveries. This process also encourages collaboration and understanding among diverse cultures. It builds bridges between perspectives and helps eliminate language barriers. Thanks to translation, we can connect more meaningfully in a globalized world.

Translation techniques are tools that help transmit a message accurately from one language to another. Their main goal is to preserve the original meaning, even when the languages differ in structure or culture. Techniques such as modulation, transposition, and equivalence make it possible to adapt expressions naturally. These strategies help solve problems when literal translation would confuse or distort the message. They also improve fluency so the final text reads smoothly in the target language. Good use of these techniques reflects not just the words but the intentions behind them.

The purpose statement of this final project is to translate at least fifty pages of the book *La Organización Inteligente*, written by Fabián Amir Ortiz while applying various translation techniques that will determine our knowledge on how to implement them properly and functionally. In this project, we will try to answer the following question: how does the implementation of certain translation techniques reflect the meaning and content of the book *La Organización Inteligente* written by Fabián Amir Ortiz?

In the first chapter of this translation work, we discuss the theoretical foundation of translation and introduce essential concepts and techniques.

In the second chapter of this final project, we translate fifty pages from the source text Spanish to the target language English in two columns. This chapter highlights how these strategies help convey the author's message.

In the third chapter of this translation, we propose some conclusions and recommendations as well as the challenges we face, and a glossary of the key terminology of this translation. Finally, a bibliography and an annex are presented.

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First Chapter

1.1 Antecedents

The translation of books is essential for the dissemination of knowledge across different cultures and languages. Thanks to translation, works such as *La Organización Inteligente* by Fabián Amir Ortíz can reach readers around the world. Translation not only allows ideas to be shared but also fosters the understanding of work and organizational contexts in other regions. In the case of this book, its practical content on leadership and management can be applied in international companies. Translation also contributes to personal enrichment by exposing readers to new perspectives and ways of thinking.

Fabián Amir Ortíz is a Panamanian professional born in Isla Colon, Bocas del Toro, Panama. He has dedicated much of his life to promoting personal and professional growth in organizations. In addition to being an author, he has worked as a consultant and trainer in areas of human resources and leadership. His educational background includes studies in business management and human development. Ortíz has shared his experiences and knowledge through workshops, talks, and training sessions in various companies and institutions. His career reflects a strong commitment to improving workplace environments and developing human talent.

Ortíz has built a reputation for his practical approach to organizational challenges. He is known for his emphasis on ethical leadership and personal integrity. Throughout his professional career, he has advocated for empathy and respect in the workplace. His work aims to inspire individuals to become proactive and responsible leaders. Outside of his professional life, Ortíz has contributed to his community through social and educational initiatives. His dedication and passion for human well-being are central to his personal and professional identity.

The book is titled *La Organización Inteligente* and written by Fabián Amir Ortíz. It was self-published in 2021 in Chiriquí, Panama. The cover was designed by Héctor A. Montes. It has over 150 pages with practical guidance and reflections on leadership. The ISBN is 978-9962-13-698-9, ensuring its availability in libraries and bookstores. The book offers a blend of theory, real-life examples, and tools for all organizations.

La Organización Inteligente is a guide for improving workplace dynamics. It covers leadership, human resources, and emotional well-being. Each chapter provides practical advice for real work situations. The author encourages respect, communication, and empathy. It also addresses work-life balance and creativity in the workplace. The book helps leaders and employees create healthier work environments.

The book invites readers to reflect on their roles in the workplace. It offers tools to manage autocratic leadership and foster equity. Ortíz stresses the importance of valuing human talent over material resources. He highlights ethical, empathetic, and responsible leadership. The book includes real examples and actionable advice. It inspires readers to make humane and effective decisions.

The purpose of *La Organización Inteligente* is to promote positive change in organizations. It emphasizes human-centered and conscious leadership. Ortíz encourages leaders and employees to focus on well-being and teamwork. The book is a guide to improving workplace climate and reducing conflicts. It shows that success is not just financial but also human. The message is to lead with heart and vision.

1.2 Justification

Translating *La Organización Inteligente* is important for Fabián Amir Ortíz because it expands the reach of his message. The book shares his ideas about leadership, human resources, and personal growth. Through translation, his practical strategies can benefit more organizations and readers worldwide. Ortíz emphasizes empathy and respect, values that resonate across cultures. Making his work accessible in another language increases his impact as an author. It helps him contribute to global conversations about workplace well-being and effectiveness.

This translation is important for me as a student of translation because it allows me to apply my skills to a real-world text. It gives me the opportunity to practice with professional content in the area of human resources. Working on this translation helps me understand workplace terminology and cultural nuances. It also enhances my ability to communicate ideas clearly and accurately in English. Translating a book from a Panamanian author strengthens my connection to local culture. This project helps me grow as a future professional in the translation field.

The translation of *La Organización Inteligente* will benefit professionals, students, and organizations looking to improve their workplace culture. Leaders who want to foster ethical and empathetic leadership will find valuable guidance in the translated version. Employees seeking strategies to navigate challenging work environments will also gain insights. Educational institutions can use the translation as a resource for teaching management and leadership principles. The translation ensures that Ortíz's ideas are accessible to a broader global audience, not just Spanish speakers. It also benefits the field of translation by providing a high-quality example of how cultural and organizational concepts can cross linguistic borders

1.3 Objectives of the Project

1.3.1 General Objective:

To translate from Spanish into English the pages 1 to 50 from the book “La Organización Inteligente” written by Fabian Amir Ortiz.

1.3.2 Specific Objectives:

- To implement 7 translation techniques from the source language of the book La Organización Inteligente written by Fabian Amir Ortiz into the target language, in this case is English providing two examples per technique.
- To demonstrate effective use of the mechanics of writing in the target language: punctuation, capitalization, coherence, and unity.
- To analyze the structure of the target language so the syntax, semantics, and pragmatics of both languages are identified and translated.
- To interpret the cultural and sociological aspects of the source language that may determine a fluid translation that also reflects an awareness of the culture of the target language.

1.4 Methodology

Translation has existed for centuries, connecting cultures and spreading knowledge. Ancient examples include the Epic of Gilgamesh and the Septuagint. In Rome, Cicero discussed how to balance literal and sense-based translation. During the Middle Ages, Arabic scholars translated Greek texts, which later reached Europe. The Renaissance revived interest in translating classical works. Translation has always played a key role in communication and education across civilizations.

Translation is a sub-discipline of Applied Linguistics because it applies linguistic knowledge to real-world tasks. It draws from fields like syntax, semantics, and pragmatics to analyze and reproduce meaning in another language. Translation studies also explore how culture, context, and audience affect language. Applied Linguistics supports translators in solving problems such as ambiguity, idioms, and tone. It also contributes to translator training and the development of reliable strategies.

Translation techniques are essential tools that help translators convey meaning accurately and naturally. They provide methods to deal with differences in grammar, structure, and culture between languages. Techniques like modulation, transposition, and equivalence allow for flexibility and adaptation. Using the right technique helps maintain the original message's intent and emotional tone. These strategies are especially helpful when translating idioms, metaphors, and culturally specific content. Without techniques, translations may sound awkward or lose meaning. Therefore, mastering these tools is key for producing clear, fluent, and faithful translations.

With the rise of Artificial Intelligence, translation techniques are more important than ever. Although machine translation tools like Google Translate are fast, they often lack cultural sensitivity and contextual understanding. Human translators must rely on techniques to fix awkward phrasing, unnatural expressions, and inaccuracies. These techniques allow for better post-editing and improve the overall quality of machine-generated texts. In a world where speed matters, translators must combine human judgment with strategic methods. Proper use of techniques ensures that translations remain clear, expressive, and meaningful.

1.4.1 Translation Techniques Implemented

Translation Technique: Equivalence

Definition: Equivalence refers to a translation technique where the translator uses a completely different expression or structure in the target language to convey the same meaning or effect as the source language. This technique is especially useful for idioms, proverbs, or culturally specific phrases, and it ensures that the message sounds natural and retains its intended impact in the target language. (Vinay & Darbelnet, 1995)

Example #1: (p. 11)

SL: Pudiésemos pensar que es algo imposible desarrollar una relación laboral de forma amena y productiva.

TL: We might think that it is impossible to develop a pleasant and productive working relationship.

Example #2: (p. 24)

SL: En otras palabras, establecen un equilibrio entre lo que es justo y lo que no lo es.

TL: In other words, they establish a balance between what is fair and what is not.

Analysis: In the first example, an idiomatic expression in English (“pleasant and productive”) is used that conveys the same meaning as “in an enjoyable and productive way,” although with a different structure.

In the second example, the connector “en otras palabras” is translated as “in other words,” a direct equivalent that sounds natural in English. Both cases show how the translator adapts the language to maintain the original communicative impact.

2. Translation Technique: Transposition

Definition: Transposition involves changing the grammatical category of a word or phrase during translation. This technique allows the translator to adapt the structure of the sentence to fit the norms of the target language while maintaining the original meaning. (Vinay & Darbelnet, 1995)

Example #1: (p. 24)

SL: La equidad laboral prevé de igual manera que los colaboradores puedan percibir un salario digno.

TL: Labor equity also provides that collaborators may receive a decent salary.

Example #2: (p. 23)

SL: La equidad permite desarrollar los procesos internos de selección, ascenso, remuneración.

TL: Equity allows the development of internal processes of selection, promotion, and remuneration.

Analysis: In the first example, the verb “percibir” becomes the modal structure “may receive,” which implies a grammatical change to adapt to the English style.

In the second example, the verb “desarrollar” is transformed into the noun “development.” Both cases reflect how the translator modifies the grammatical category to achieve a more natural construction in the target language.

3. Translation Technique: Modulation

Definition: Modulation is a translation technique that involves changing the point of view, focus, or cognitive category of the source text to make it more natural or logical in the target language. It often helps avoid awkward or overly literal translations. (Vinay & Darbelnet, 1995)

Example #1: (p. 25)

SL: Muy poco se hace, aunque ya se han gestionado avances importantes.

TL: Very little is being done, although important advances have already been made.

Example #2: (p. 23)

SL: Que pudiesen violentar los derechos humanos de aquellos a quien no se les aplica.

TL: Which could violate the human rights of those to whom it does not apply.

Analysis: In the first example, the focus shifts from the action of “gestionar” to the results obtained (“have already been made”), which improves the logic of the message in English.

In the second example, a passive construction is rephrased to make it more direct and understandable. In both cases, the translator modifies the point of view to facilitate reading and comprehension in the target language.

4. Translation Technique: Free Translation

Free translation refers to a technique where the translator conveys the general meaning of the source text without adhering strictly to its form, syntax, or structure. It allows for creative adaptation to ensure fluency, naturalness, and cultural relevance in the target

language. This approach is especially useful in literary, marketing, or educational contexts where tone and impact matter more than literal accuracy. (*Idea Translations, 2024*)

Example #1: (p. 14)

SL: Hoy en día no solo basta con adoptar la tradicional actitud de jefe...

TL: Nowadays, it is not enough to adopt the traditional attitude of a boss...

Example #2: (p. 16)

SL: El mal llamado “líder dictador” fuerza sus ideas en el grupo...

TL: The so-called “dictator leader” forces his ideas on the group....

Analysis: In the first example, the sentence is reorganized so that it flows naturally in English.

In the second example, the expression “mal llamado” is adapted as “so-called,” which conveys the implicit judgment of the original without following its literal structure.

5. Translation Technique: Calque

Definition: Calque is a type of borrowing where an expression is translated literally, component by component, resulting in a phrase that mirrors the source language but is acceptable in the target language. (Vinay & Darbelnet, 1995)

Example #1: (p. 13)

SL: Clima laboral.

TL: Work environment.

Example #2: (p. 15)

SL: Relaciones interpersonales.

TL: Interpersonal relationships.

Analysis: In the first example, a technical expression that already exists in English is translated literally.

In the second example, “clima laboral” becomes “work environment,” an accepted calque that preserves the organizational meaning.

6. Translation Technique: Reduction

Definition: Reduction is a technique where redundant or culturally unnecessary elements from the source text are omitted in the target language without losing essential meaning. (Vinay & Darbelnet, 1995)

Example #1: (p. 47)

SL: Desarrolla un clima laboral agradable y adecuado.

TL: Develop a pleasant work environment.

Example #2

SL (p. 46): Inclemente tráfico y estancamiento de nuestras vías de acceso.

TL: Heavy traffic and road congestion.

Analysis: In the first example, “adecuado” is omitted because it is considered implicit in “pleasant.”

In the second example, the description is reduced to avoid redundancy, demonstrating how reduction improves fluency without sacrificing accuracy.

7. Translation Technique: Adaptation

Definition: Adaptation is a translation technique where a cultural reference in the source language is replaced with one that is more familiar or appropriate in the target language, preserving the intended effect. (Vinay & Darbelnet, 1995)

Example #1: (p.47)

SL: Torneos de pesca recreativa.

TL: Recreational fishing tournaments.

Example #2: (p.47)

SL: Clases de zumba, yoga.

TL: Zumba and yoga classes.

Analysis: In the first example, a cultural activity is replaced by its English equivalent, maintaining the recreational purpose.

In the second example, the names of the disciplines are retained, allowing for direct adaptation without losing familiarity for the English-speaking reader.

Second Chapter

Página 1

La organización inteligente

*Potenciando el
crecimiento personal,
profesional y laboral.*

Fabián Amir Ortíz

*Famiro14
Chiriquí - Panamá*

Page 1

La organización inteligente

*Enhancing personal,
professional and professional
growth.*

Fabián Amir Ortíz

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La organización inteligente

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La organizacion inteligente

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Página 3

Esta obra a la cual he titulado “La organización Inteligente” es un enfoque analítico de diferentes situaciones que tienen su origen y materialización dentro de nuestras organizaciones, sin dejar de lado algunas experiencias que me han sido compartidas por un gran número de compañeros de trabajo, colegas, amistades y allegados. Es un aporte desde el ser, como responsables del dinamismo interno de nuestras organizaciones, enfocado en el recurso humano más que en los componentes tecnológicos o recursos materiales que, aunque también forman parte de estas, no constituyen lo más importante.

No pretendo ser un erudito en la dinámica organizacional ni mucho menos, pero queremos aportar con este libro una visión organizacional diferente, desde su interior hacia afuera con el ánimo de potenciar el crecimiento personal, profesional y laboral de cada uno de sus miembros.

Page 3

This work, which I have entitled “La organización inteligente” is an analytical approach to different situations that have their origin and materialization within our organizations, without leaving aside some experiences that have been shared with me by a large number of co-workers, colleagues, friends and relatives. It is a contribution from our being, as those responsible for the internal dynamism of our organizations, focused on human resources rather than on technological components or material resources which, although they are also part of them, are not the most important.

I do not claim to be a scholar in organizational dynamics, far from it, but we want to contribute with this book a different organizational vision, from the inside out, with the aim of promoting the personal, professional and labor growth of each of its members.

Página 4

Dedico este libro a mis familiares, a mis amigos sinceros, mis compañeros de trabajo, a todas aquellas personas que a lo largo de mi vida han contribuido con mi

crecimiento personal y profesional, a quienes me dieron ese empujón que me faltaba para emprender cada uno de mis proyectos y mis planes, ayudándome a clarificar mis ideas y materializar mis sueños.

De manera muy especial a todos aquellos que contribuyeron con sus experiencias y vivencias, abriendo su corazón y permitiéndome conocer sus anécdotas y vivencias, los que me colaboraron con el cuestionario que les envié para conocer sus puntos de vista respecto su crecimiento dentro de las organizaciones para las cuales trabajan o trabajaron, lo cual me ayudó enormemente a focalizarme para encontrar las palabras, pensamientos e ideas que hoy les comparto a través de esta obra, y que espero pueda servir para potenciar el crecimiento personal, profesional y laboral a lo interno de nuestras organizaciones.

Page 4

I dedicate this book to my family, my sincere friends, my co-workers, to all those people who throughout my life have contributed to my personal and professional growth

, to those who gave me the push I needed to undertake each of my projects and plans, helping me to clarify my ideas and realize my dreams.

In a very special way to all those who contributed with their experiences and experiences, opening their hearts and allowing me to know their anecdotes and experiences, those who collaborated with the questionnaire that I sent them to know their views regarding their growth within the organizations for which they work or worked, which helped me greatly to focus to find the words, thoughts and ideas that today I share with you through this work, and that I hope can serve to enhance personal, professional and labor growth within our organizations.

INTRODUCCIÓN

En el entorno laboral no existe nada más agradable y satisfactorio que trabajar en un lugar donde se nos respete, valore y tome en cuenta como parte importante dentro del engranaje funcional que dinamiza el devenir de nuestras organizaciones.

Es pertinente resaltar la importancia que poseen cada uno de los miembros que componen el tan apreciado capital humano a lo interno de nuestros centros de trabajo, resaltando y entendiendo que tanto las maquinarias, la tecnología y los procedimientos adquieren vida y tienen razón de ser solo cuando éste entra en su papel protagónico como gestor de cambio, que dinamiza cada uno de los procesos que se llevan a cabo a lo interno de nuestras organizaciones.

INTRODUCTION

In the work environment, there is nothing more pleasant and satisfying than working in a place where we are respected, valued and taken into account as an important part of the functional gear that energizes the evolution of our organizations.

It is pertinent to highlight the importance of each one of the members that compose the so much appreciated human capital to the internal of our work centers, highlighting and understanding that as much the machineries, the technology and the procedures acquire life and have reason to exist only when it enters its protagonist role as a manager of change, which energizes each of the processes that take place within our organizations.

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CAPÍTULO 1

¿Cómo lidiar con un líder intermedio autocrático?

En el entorno laboral es de vital importancia la presencia de la figura del líder, ya que se ha demostrado que esta persona puede guiar a un determinado grupo de colaboradores, para facilitar la consecución de los objetivos de manera más rápida y efectiva que si cada una de estas personas lo hiciera por sí sola.

Lamentablemente con mucha frecuencia nos encontramos en la necesidad de trabajar con personas que poseen estilos de liderazgo difíciles o que no son fáciles de sobrellevar. Dentro de estos estilos, uno de los que más problemas acarrea a lo interno de las organizaciones es el de tipo autocrático.

Este estilo de liderazgo se caracteriza por que las responsabilidades y las decisiones recaen sobre una sola persona, la cual se encarga de impartir las órdenes a los demás colaboradores que se encuentran bajo su mando; es decir, el poder se encuentra centralizado en una sola persona y los subordinados no son considerados competentes al momento de tomar las decisiones, ya que este tipo de líder cree que él es el único capaz de hacerlo de manera correcta.

Contrario a lo que muchos pudiesen creer, el uso del liderazgo autocrático es frecuente aún en muchas organizaciones, con

CHAPTER 1

How to deal with an autocratic middle leader?

In the work environment, the presence of the figure of the leader is of vital importance, since it has been demonstrated that this person can guide a certain group of collaborators, to facilitate the achievement of the objectives in a faster and more effective way than if each one of these people would do it alone.

Unfortunately, we often find ourselves having to work with people who have leadership styles that are difficult or not easy to cope with. Among these styles, one of the ones that causes the most problems within organizations is the autocratic type.

This style of leadership is characterized by the fact that responsibilities and decisions fall on a single person, who is in charge of giving orders to the other collaborators under his command; that is, power is centralized in a single person and subordinates are not considered competent when making decisions, since this type of leader believes that he is the only one capable of doing it correctly.

Contrary to what many may believe, the use of autocratic leadership is still frequent in many organizations, regardless of the fact that nowadays leadership based on fear or superiority does not work as it used to do in the past, because, although results are achieved, maximum productivity will never be obtained and resistance is generated as well as disagreement at

<p>independencia de que en la actualidad el liderazgo basado en el miedo o superioridad no funciona como solía hacerlo tiempo atrás, debido a que, aunque se consiguen resultados, nunca llegará a obtenerse la máxima productividad y se genera resistencia al igual que disconformidad en</p>	
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los trabajadores. En las “Organizaciones Modernas” funcionan mucho mejor los tipos de liderazgo democrático, carismático, cooperativo, situacional o cualquier otro que no solo se base en el miedo.

“El líder no solo debe tener la capacidad de dar

órdenes, también debe tener en cuenta las inquietudes y opiniones que las personas que se encuentran bajo su cargo puedan ofrecer”.

Las nuevas tendencias organizacionales apuntan a promover una valoración significativa de nuestro talento humano, propiciando la preocupación por ellos como un activo importante de la empresa. Aunque esto es decisión de cada empresa y lo que pretende conseguir con la clase de liderazgo utilizada; tal cual siempre digo:

“las empresas deben tener líderes que tomen decisiones porque tienen la inteligencia y capacidad para hacerlo y no simples jefes que toman decisión porque solo tienen el poder para hacerlo”.

Famiro14

Tomando como referencia estas cualidades que distinguen al líder autocrático y que en la mayoría de los casos se contraponen con la forma de

workers. In “Modern Organizations”, democratic, charismatic, cooperative, situational or any other type of leadership that is not only based on fear works much better.

“The leader must not only have the ability to give

orders, he must also take into account the concerns and opinions that the people under his charge can offer.”

The new organizational trends aim to promote a significant valuation of our human talent, promoting the concern for them as an important asset of the company. Although this is a decision of each company and what it intends to achieve with the kind of leadership used; as I always say:

“companies must have leaders who make decisions because they have the intelligence and capacity to do so and not simple bosses who make decisions because they only have the power to do so”..

Famiro14

Taking as a reference these qualities that distinguish the autocratic leader and that in most cases are opposed to the way of thinking and acting of their subordinates, which results in poor performance, lack of real commitment on the part of employees, low productivity, increased stress levels, fear of collaborators, talent drain, absenteeism and

pensar y actuar de sus subordinados, lo que trae como consecuencia, deficiencias en el rendimiento, falta de compromiso real por parte de los colaboradores, baja productividad, incremento de los niveles de estrés, temor de los colaboradores, fuga de talentos, ausentismo y absentismo, entre otros. Pudiésemos pensar que es algo imposible desarrollar una relación laboral de forma amena y productiva.

absenteeism, among others. We might think that it is impossible to develop a pleasant and productive working relationship.

Ahora bien, en respuesta a la pregunta *¿Cómo lidiar con un líder intermedio autocrático?* podemos responder que, en primer lugar se debe programar una conversación crucial con este líder en la cual se permita clarificar todos los asuntos divergentes, definir objetivos y metas comunes, establecer un plan de trabajo que se adecúe a las características del puesto y el perfil de cada colaborador, las cuales no estén en contraposición con los objetivos y metas de la organización, solicitar que las instrucciones sean dadas de manera clara, establecer reuniones periódicas de seguimiento al cumplimiento de la programación, objetivos y metas.

En segundo lugar, es necesario alinear las prioridades y los criterios de ponderación que puedan permitir el establecimiento de políticas de evaluación 360°, que contribuyan a realimentar la organización y generar alertas tempranas, que faciliten la reorientación de los aspectos que puedan estarse saliendo de su contexto práctico, y de lo que queremos proyectar tanto a lo interno como a lo externo de nuestras organizaciones.

Para concluir, *aunque a veces resulta un tanto complicado*

lidiar con un líder intermedio autoritario debido al conflicto existente entre las diferencias individuales y el estilo de liderazgo, siempre se puede sobrellevar la situación más allá

Now, in response to the question *“How to deal with an autocratic middle leader?”* we can answer that, first of all, a crucial conversation must be scheduled with this leader in which all divergent issues are clarified, common objectives and goals are defined, a work plan is established that is adapted to the characteristics of the position and the profile of each collaborator, which are not in opposition to the objectives and goals of the organization, instructions are given in a clear manner, and periodic meetings are established to follow up on the fulfillment of programming, objectives and goals.

Secondly, it is necessary to align the priorities and weighting criteria that may allow the establishment of 360° evaluation policies, which contribute to feedback the organization and generate early warnings that facilitate the reorientation of the aspects that may be going out of their practical context, and of what we want to project both internally and externally of our organizations.

To conclude, *Although sometimes it is somewhat complicated*

to deal with an authoritarian middle leader due to the conflict between individual differences and leadership style, it is always possible to overcome the situation beyond what is expected if a relationship of respect and communication is established between the parties, analyzing all the opportunities for improvement that may contribute to the achievement of the proposed objectives and goals, where the feedback of the criteria on which the actions, activities and functions to be

de lo previsto si se establece una relación de respeto y comunicación entre las partes, analizando todas las oportunidades de mejora que puedan contribuir al logro de los objetivos y metas propuestas, en donde se propicie la realimentación de los criterios sobre los cuales se fundamentan las actuaciones, actividades y funciones que deben ser desarrolladas.

developed are based is encouraged.

CAPÍTULO 2

Cuando el recurso humano se vuelve inhumano

Solemos pensar que dentro de las empresas inteligentes y aquellas sólidamente estructuradas, la probabilidad de que se registren situaciones conflictivas es reducida o que, si estas aparecen, serán fácilmente atendidas o analizadas para que no incidan sobre el clima laboral.

Actualmente en casi todas las empresas existe un departamento de recursos humanos, encargado no solamente de las labores de reclutamiento, selección y contratación del personal, o de aplicar las sanciones que correspondan a las violaciones que se cometan contra el reglamento interno; sino también, de velar por la armonía y equilibrio a lo interno de la organización, procurando en todo momento la promoción de un excelente clima laboral. Pero: *¿Qué pasa cuando las arbitrariedades, malos tratos, irrespeto o violación de los derechos de los trabajadores es generado por personas con mando y jurisdicción dentro de este mismo departamento?*

“Indudablemente que, para ejercer las funciones de recursos humanos, ya sea como operador, administrador, supervisor o gerente, debe contarse con las competencias adecuadas al cargo; aquellas que van más allá de la parte cognitiva de la persona o el simple deseo de querer ser”.

En la mayoría de las empresas se establecen o crean perfiles de puesto, en donde se listan las competencias mínimas que debe

CHAPTER 2

When human resources become inhuman

We tend to think that in intelligent companies and those that are solidly structured, the probability of conflict situations arising is reduced or that, if they do arise, they will be easily dealt with or analyzed so that they do not affect the work environment.

Nowadays, almost all companies have a human resources department, in charge not only of recruiting, selecting and hiring personnel, or of applying the corresponding sanctions for violations of internal regulations, but also of ensuring harmony and balance within the organization, striving at all times to promote an excellent working environment. But: *What happens when arbitrariness, mistreatment, disrespect or violation of workers' rights is generated by people with command and jurisdiction within this same department?*

“Undoubtedly, to exercise human resources functions, whether as an operator, administrator, supervisor or manager, one must have the appropriate competencies for the position; those that go beyond the cognitive part of the person or the simple desire to want to be.”

In most companies, job profiles are established or created, where the minimum competencies that a person must possess to aspire to a position within the human resources department are listed. However, many times these requirements are not

<p>poseer una persona para aspirar a una posición dentro del departamento de recursos humanos. Sin embargo, muchas veces estos requisitos no</p>	

son atendidos con la profundidad debida y acabamos contratando o promoviendo de forma caprichosa, a personas que posteriormente no cumplen con la verdadera razón de esta área tan importante dentro de la organización y terminan perjudicándola.

“Tener poder, pero carecer de humildad o don de gente, es peor que tener cabeza y carecer de cerebro o inteligencia”.

Famiro 14

Los administradores del recurso humano más allá de las competencias cognitivas que exige el puesto, deben estar revestidos de una gran capacidad conciliadora, humildad y don de gente. Deben estar dispuestos a escuchar atentamente y sin parcializarse, para poder ofrecer la alternativa más adecuada de solución ante el conflicto o situación adversa que se presente.

Deben ser personas con carácter, pero sencillas a la vez, amables y carismática; deben predicar con el ejemplo y siempre, pero siempre, estar abiertos a escuchar las opiniones, dudas o quejas de otros sin ofuscarse ni entrar en conflicto con aquellos que acuden a su auxilio, tratando de encontrar una respuesta o una guía que los conduzca a la solución de su problema.

Hoy en día no solo basta con adoptar la tradicional actitud de jefe, se requiere cultivar y desarrollar las habilidades de un buen líder, capacitarse de manera continua, desarrollar y potenciar la

taken care of with the due depth and we end up hiring or promoting in a capricious way, people who later do not comply with the real reason for this important area within the organization and end up damaging it.

“Having power, but lacking humility or people skills, is worse than having a head and lacking brains or intelligence.”

Famiro 14

Human resource managers, beyond the cognitive competencies required by the position, must have a great capacity for conciliation, humility and people skills. They must be willing to listen attentively and without bias, to be able to offer the most appropriate alternative solution to the conflict or adverse situation that arises.

They must be people with character, but simple at the same time, kind and charismatic; they must lead by example and always, but always, be open to listen to the opinions, doubts or complaints of others without being obfuscated or entering into conflict with those who come to their aid, trying to find an answer or a guide that will lead them to the solution of their problem.

Nowadays, it is not enough to adopt the traditional attitude of a boss; it is necessary to cultivate and develop the skills of a good leader, to train continuously, to develop and enhance emotional intelligence and, above all, to learn to listen before speaking.

inteligencia emocional y sobre todo aprender a escuchar antes de hablar.

CAPÍTULO 3

¿Dictador o Líder...?

En el plano actual de convivencia y relación interpersonal, comúnmente pretendemos identificar a quienes tienen la capacidad de influir sobre las personas otorgándoles la designación de líder. Sin embargo, tomando en cuenta que existen distintos estilos de liderazgo, unos más marcados o funcionales que otros y que pueden contribuir de forma positiva o negativa al desarrollo y evolución de nuestras organizaciones, es importante saber distinguir cuanto estamos frente a un verdadero líder, o simplemente cuando estamos bajo la opresión de una figura dictatorial.

Aun cuando muchos autores consideran el “*ser dictador*” como uno de los estilos de liderazgo, desde mi óptica personal y muy particular los conceptos líder y dictador son antagónicos, dado que en su esencia o contexto práctico ambos impactan de manera diferente sobre el sujeto que recibe la acción. Dicho de otra manera, ambos influyen de forma distinta sobre la persona que es liderada.

“No puede haber liderazgo sin visión, empatía y respeto hacia el otro” ...

Famiro14

El verdadero líder no solo debe tener la capacidad de convencer o hacer que las personas hagan lo que él dictamina, sino también debe lograr que las personas se sientan convencidas, identificadas y comprometidas a seguirle por voluntad propia.

En el campo administrativo y de manejo

CHAPTER 3

Dictator or Leader...?

In today's world of coexistence and interpersonal relationships, we commonly try to identify those who have the ability to influence people by giving them the designation of leader. However, taking into account that there are different styles of leadership, some more marked or functional than others and that can contribute positively or negatively to the development and evolution of our organizations, it is important to know how to distinguish when we are in front of a true leader, or simply when we are under the oppression of a dictatorial figure.

Even though many authors consider “*being a dictator*” as one of the leadership styles, from my personal and very particular point of view, the concepts of leader and dictator are antagonistic, given that in their essence or practical context both have a different impact on the subject who receives the action. In other words, both have a different influence on the person being led.

“There can be no leadership without vision, empathy and respect for the other” ...

Famiro14

The true leader must not only have the ability to convince or make people do what he dictates, but must also make people feel convinced, identified and committed to follow him of their own free will.

In the administrative and personnel management field, we often observe people with command and direction who

de personal, en muchas ocasiones
solemos observar personas con mando y
dirección que

más que asumir la posición de líder adoptan la de un dictador, generando desmotivación de los colaboradores, destrucción de la creatividad, poco o ningún sentimiento de pertenencia, falta de comunicación y un pésimo clima laboral.

El mal llamado “*líder dictador*” fuerza sus ideas en el grupo en lugar de permitirles a los demás integrantes hacerse responsables de sus propias conductas, y no permitiéndoles ser independientes. Este tipo de personas por lo general son inflexibles y les gusta ordenar, son unos verdaderos destructores de la creatividad de los demás componentes del equipo.

Una de las características más sobresalientes y que permiten darnos cuenta de que se está ante una figura dictatorial, es el hecho de que las personas que poseen este mal llamado “*estilo de liderazgo*”, suelen tener un carácter duro; llegando a gritar, ofender o menospreciar a sus colaboradores si lo creen conveniente. Las emociones predominantes en sus equipos de trabajo son el miedo y la frustración; buscan la motivación de sus colaboradores a base de un sistema de recompensas y castigos.

Un líder verdadero debe estar abierto a escuchar y aceptar sugerencias, debe tener la capacidad tanto intelectual como cognitiva e intrapersonal, de entender el contexto en torno al cual se desarrolla su influencia como líder. Debe procurar el crecimiento y la motivación de su equipo de trabajo, su convivencia

rather than assuming the position of a leader, they adopt that of a dictator, generating demotivation of the collaborators, destruction of creativity, little or no sense of belonging, lack of communication and a bad working environment.

The so-called “*dictator leader*” forces his ideas on the group instead of allowing the other members to be responsible for their own behavior, and not allowing them to be independent. This type of person is usually inflexible and likes to order, they are real destroyers of the creativity of the other team members.

One of the most outstanding characteristics that allow us to realize that we are facing a dictatorial figure, is the fact that people who have this misnamed “*leadership style*”, usually have a hard character; shouting, offending or belittling their collaborators if they deem it convenient. The predominant emotions in their work teams are fear and frustration; they seek to motivate their collaborators based on a system of rewards and punishments.

A true leader must be open to listen and accept suggestions, must have the intellectual, cognitive and intrapersonal capacity to understand the context around which his influence as a leader develops. He must seek the growth and motivation of his work team, their peaceful and functional coexistence, as well as the balance between his internal self and the work environment in which he develops his activity.

pacífica y funcional, así como también el equilibrio entre su yo interno y el ambiente laboral en el cual desarrolla su actividad.

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Los buenos líderes propician satisfacción laboral no solo para sí mismos sino también para su equipo de trabajo. En el ámbito empresarial, un buen líder logra adaptar y entender las necesidades que tienen cada uno de sus seguidores dentro del entorno organizacional.

Los líderes deben generar cambios en aquellos que tengan todo para dar, pero que son aplastados por la inadecuada dinámica organizacional...

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Good leaders foster job satisfaction not only for themselves but also for their work team. In the business environment, a good leader is able to adapt and understand the needs of each of his followers within the organizational environment.

Leaders must generate changes in those who have everything to give, but who are crushed by inadequate organizational dynamics...

CAPÍTULO 4

El líder del Siglo XXI

Cuando hablamos de liderazgo, instintivamente se nos vienen a la cabeza esas trilladas imágenes que solemos ver en el internet sobre las diferencias existentes entre un líder y un jefe. Más allá de eso, pocas veces recordamos o interiorizamos sobre su importancia, las características que lo distinguen, y aquellas que lo hacen sobresalir del resto de las personas.

Muchas personas suelen pensar erróneamente que un líder es aquel que tiene a un gran número de personas bajo su cargo a las cuales puede administrar, orientar y guiar para lograr un objetivo. Sin embargo, cuando nos referimos al líder, debemos tener presente que es aquella persona que gracias a su personalidad y cualidades posee la capacidad de dirigir a un grupo social, promoviendo la participación de todos los involucrados, propiciando la realización de las tareas y actividades propuestas para el logro de los objetivos.

El líder debe tener la capacidad de influenciar a las personas de manera positiva y voluntaria, de forma tal que éstas se esfuercen para lograr cumplir con los objetivos y metas trazadas.

Según John P. Kotter, en su obra “El factor del liderazgo” (1988), el liderazgo se caracteriza por lo siguiente:

- Concebir una visión de lo que debe ser la Organización y generar las estrategias necesarias para llevar a cabo la visión.

CHAPTER 4

The 21st Century Leader

When we talk about leadership, we instinctively think of those trite images we usually see on the Internet about the differences between a leader and a boss. Beyond that, we rarely remember or internalize its importance, the characteristics that distinguish it, and those that make it stand out from the rest of the people.

Many people mistakenly think that a leader is someone who has a large number of people under his charge whom he can manage, orient and guide to achieve an objective. However, when we refer to the leader, we must keep in mind that he is the person who, thanks to his personality and qualities, has the ability to lead a social group, promoting the participation of all those involved, encouraging the completion of the tasks and activities proposed for the achievement of the objectives.

The leader must have the ability to influence people in a positive and voluntary way, so that they strive to achieve the objectives and goals set.

According to John P. Kotter, in his work “The Leadership Factor” (1988), leadership is characterized by the following:

- Conceiving a vision of what the Organization should be and generating the necessary strategies to carry out the vision.

- Lograr un “Network” cooperativo de los recursos humanos, lo cual implica un grupo de personas altamente motivadas y comprometidas para convertir la visión en realidad.

El líder del siglo XXI debe estar investido de algunas cualidades fundamentales que le permitan influenciar a aquellos que están dentro de su área de interés. Un buen líder debe además ser un buen motivador, tener habilidades como coach, poseer conocimientos en programación neurolingüística, debe tener habilidades y conocimientos en el área de mediación y conciliación, debe estar capacitado para identificar las interdependencias específicas de cada uno de los miembros del equipo, de forma tal que le permita ofrecerles lo necesario para desarrollar su trabajo de manera eficaz.

Si bien es cierto que existen muchos estilos de liderazgo, tampoco deja de ser cierto que un buen líder tiene la responsabilidad de impulsar y promover el talento, la salud y el bienestar de todas las personas de su equipo de trabajo, tomar decisiones con inteligencia que lleven al logro de los objetivos. El líder del Siglo XXI debe tener visión, empatía y respeto con todas las personas que lidera; debe estar abierto a las posibilidades de cambio que puedan ir surgiendo durante el proceso, al igual que tener la capacidad de actuar rápidamente para adaptar las estrategias planteadas, para poder seguir adelante sin afectar el desenvolvimiento del su equipo de trabajo ni crear confusión o rechazo en ellos.

To achieve a cooperative “Network” of human resources, which implies a group of highly motivated and committed people to turn the vision into reality.

The 21st century leader must be endowed with some fundamental qualities that allow him/her to influence those within his/her area of interest. A good leader must also be a good motivator, have skills as a coach, have knowledge in neurolinguistic programming, must have skills and knowledge in the area of mediation and conciliation, must be able to identify the specific interdependencies of each of the team members, so as to offer them what they need to develop their work effectively.

While it is true that there are many styles of leadership, it is also true that a good leader has the responsibility to encourage and promote the talent, health and well-being of all the people in his or her work team, and to make intelligent decisions that lead to the achievement of objectives. The 21st Century leader must have vision, empathy and respect for all the people he leads; he must be open to the possibilities of change that may arise during the process, as well as have the ability to act quickly to adapt the strategies proposed, in order to move forward without affecting the development of his work team or creating confusion or rejection in them.

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CAPÍTULO 5

Introspección de la administración organizacional.

Hace unos días mientras participaba de una conferencia para nuevos líderes empresariales escuché que, *“El futuro organizacional es el resultado del pasado administrativo de su talento humano”*.

Al principio la frase me resultó tan solo una más entre otras tantas que fueron expresadas durante el desarrollo de la conferencia; sin embargo, conforme transcurrían las horas e iban avanzando los diferentes conferencistas, esta frase empezó a hacer eco en mi cabeza, retumbando una y otra vez como las campanas del reloj del palacio municipal de mi amada Isla Colón.

Poco a poco y sin pensarlo, cada intervención de aquel día que magistralmente nos ofrecían los diferentes conferencistas, me llevó a entender que ciertamente las empresas modernas, son el resultado de la buena o mala administración que de ellas hayan tenido quienes en su momento estaban a cargo de su gerenciamiento.

Como bien se planteó en aquella ocasión, muchos gerentes tienden a administrar las empresas como un negocio familiar o propio, que en cierto grado no es del todo malo; sin embargo, esto más que coadyuvar en el crecimiento y efectivo posicionamiento de la organización, muchas veces entorpece y desdeña la correcta evolución y reinención del negocio, generando en diversas ocasiones que dichas empresas experimenten problemas en su clima laboral, ausentismo, fuga de talentos, malos

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CHAPTER 5

Introspection of organizational management.

A few days ago, while participating in a conference for new business leaders, I heard that, *“The future of an organization is the result of the administrative past of its human talent”*.

At first the phrase seemed to me to be just one of many others that were expressed during the development of the conference; however, as the hours passed and the different speakers progressed, this phrase began to echo in my head, ringing over and over again like the bells of the clock of the municipal palace of my beloved Isla Colón.

Little by little and without thinking about it, each intervention that day, masterfully offered by the different speakers, led me to understand that modern companies are certainly the result of the good or bad administration of those who were in charge of their management at the time.

As was well stated on that occasion, many managers tend to manage companies as a family or proprietary business, which to a certain degree is not all bad; however, rather than contributing to the growth and effective positioning of the organization, this often hinders and disdains the correct evolution and reinvention of the business, generating on several occasions that many companies experience problems in their work environment, absenteeism, talent drain, misunderstandings, internal conflicts, ineffectiveness, etc., which can lead to a lack of management skills

entendidos, conflictos internos, inefi-

cacias en el cumplimiento de órdenes y tareas, estrés entre otros; situaciones estas que a la larga pueden ocasionar que la empresa baje su productividad, se disuelva o se vaya a la quiebra.

Las empresas modernas han reconocido que el recurso más valioso dentro de la organización corresponde al talento humano, y que la buena o mala gestión que al respecto se haga de este, garantiza el éxito o fracaso a lo interno y externo de la misma. Con mucha frecuencia se tiende a nombrar en puestos de jefatura o alta responsabilidad, a algunas personas por vínculos de amistad, favoritismos o méritos no ganados, desconociendo el esfuerzo o preparación con la que cuentan los demás colaboradores que conforman la organización.

Muchas veces estos favorecidos son ajenos al trabajo que se debe realizar y corresponde a sus subalternos instruirlos desde cero. Otras veces ni se preocupan en asimilar cuál es su responsabilidad en el nuevo cargo que ostentan, o de qué manera pueden contribuir con el crecimiento organizacional, lo que genera confusiones, sobrecarga de trabajo en los demás miembros, y tropiezos a lo largo del camino para lograr las metas departamentales propuestas.

Irónicamente la mayor parte de las empresas que poseen más de quince años de existencia, poseen jefes o simples administradores que no han querido actualizarse con las nuevas tendencias administrativas para afrontar los retos del milenio ante un futuro globalizado.

Las empresas modernas por su parte, han entendido que más que jefes de secciones o departamentos requieren tener líderes dentro de su organización, capaces de alimentar el espíritu de crecimiento y

The company's performance of orders and tasks, stress, among others, can eventually cause the company to lose productivity, dissolve or go bankrupt.

Modern companies have recognized that the most valuable resource within the organization is human talent, and that the good or bad management of this resource guarantees success or failure both internally and externally.

Very often there is a tendency to appoint some people to positions of leadership or high responsibility, due to friendship, favoritism or unearned merits, ignoring the effort or preparation of the other collaborators that make up the organization. Many times these favored ones are alien to the work to be done and it is up to their subordinates to instruct them from scratch. Other times they do not even bother to assimilate what is their responsibility in the new position they hold, or how they can contribute to the organizational growth, which generates confusion, work overload in the other members, and stumbling blocks along the way to achieve the proposed departmental goals.

Ironically, most of the companies that have been in existence for more than fifteen years, have managers or simple administrators who have not wanted to update themselves with the new administrative trends to face the challenges of the millennium in a globalized future.

Modern companies, on the other hand, have understood that more than heads of sections or departments, they need to have leaders within their organization, capable of nurturing the spirit of growth and

cooperación entre los diferentes miembros de su departamento, capaces de escuchar con atención antes de hablar para promover la acción desafiando los procesos internos, con el compromiso real de modelar con el ejemplo, inspirando al logro de las políticas empresariales, su misión y visión, los cuales entienden que el trabajo es de equipo y deben aprender a delegar funciones, otorgando poder de libertad a sus colaboradores, y apostando por el talento interno.

Un buen administrador debe tener una excelente inteligencia interpersonal, en donde no exista lugar a la duda de su destreza para relacionarse con los demás ni de su empatía.

cooperation among the different members of their department, able to listen carefully before speaking to promote action by challenging internal processes, with a real commitment to model by example, inspiring the achievement of corporate policies, mission and vision, who understand that work is a team effort and must learn to delegate functions, giving power of freedom to their collaborators.

A good manager must have excellent interpersonal intelligence, where there is no room for doubt about his or her ability to relate to others or his or her empathy.

CAPÍTULO 6

La equidad laboral en el entorno organizacional

Tradicionalmente solemos equiparar el término “*equidad*” con el “*igualdad*”, lo cual no deja de ser cierto en la mayoría de los casos prácticos.

En términos organizacionales, dentro de un entorno laboral utilizamos el concepto de “*equidad laboral*”, el cual hace referencia a las igualdades de condiciones que deben imperar dentro del área de trabajo, sin criterios sesgados que obedezcan a condiciones sociales, raciales, de género, filiales o de otra índole, que pudiesen violentar los derechos humanos de aquellos a quien no se les aplica.

Haciendo referencia a la conceptualización misma del término y su alta relevancia, debemos tener en claro que la equidad laboral permite desarrollar los procesos internos de selección, ascenso, remuneración, entre otros, dentro de un marco ético y justo, sin que existan desequilibrios en la proporcionalidad que puedan generar inseguridades a lo interno de las organizaciones, que a la larga no hacen más que perjudicarla o deteriorar su clima laboral.

En materia laboral, el termino equidad es más aplicable al trato que tenemos con nuestros colaboradores. Las organizaciones que desarrollan sus procesos internos con equidad aportan un valor de justicia a la búsqueda de la igualdad; en otras palabras, establecen un equilibrio entre lo que es justo y lo que no lo es, y no se limitan a emplearlo como una mera cuestión de proporcionalidad.

CHAPTER 6

Work equity in the organizational environment

Traditionally, we tend to equate the term “equity” with “equality”, which is true in most practical cases.

In organizational terms, within a work environment we use the concept of “labor equity”, which refers to the equality of conditions that should prevail within the work area, without biased criteria that obey social, racial, gender, filial or other conditions, which could violate the human rights of those to whom it does not apply.

Referring to the conceptualization of the term itself and its high relevance, we must be clear that labor equity allows the development of internal processes of selection, promotion, remuneration, among others, within an ethical and fair framework, without any imbalances in proportionality that may generate insecurities within the organizations, which in the long run do nothing but harm it or deteriorate its working environment.

In labor matters, the term equity is more applicable to the treatment we have with our collaborators. Organizations that develop their internal processes with equity bring a value of justice to the search for equality; in other words, they establish a balance between what is fair and what is not, and do not limit themselves to using it as a mere question of proportionality.

Según la Real Academia Española, la equidad puede ser definida como *“justicia natural, por oposición a la letra de la ley positiva”*, remarcando la idea de la equidad como algo fundamentado en los derechos del hombre, que a su vez se fundamentan en los valores superiores y universales de la naturaleza humana, los cuales hoy en día forman parte de los principios constituyentes de cualquier sociedad democrática y moderna.

Tal cual lo hemos podido visualizar, al referirnos a la equidad laboral estamos enfatizando en todas las disposiciones que deben ser tomadas en cuenta dentro de las organizaciones, para alcanzar la *“igualdad en las condiciones laborales”*. Así por ejemplo, nos referimos al término equidad de género en el entorno laboral para destacar que tanto los hombres como las mujeres, deben gozar de las mismas posibilidades de aspirar a cualquier cargo dentro de una organización, de ser evaluados en iguales condiciones, sin que prevalezcan condiciones de amiguismo, discriminación, filiaciones, favoritismos, u otras que pudiesen ir en contra de los derechos humanos de la persona, influyendo negativamente en la decisión de tomarlo en cuenta o no.

La equidad laboral prevé de igual manera que los

colaboradores puedan percibir un salario digno por su trabajo, realizado en iguales condiciones con independencia de género,

According to the Royal Spanish Academy, equity can be defined as “natural justice, as opposed to the letter of positive law”, emphasizing the idea of equity as something based on the rights of man, which in turn are based on the superior and universal values of human nature, which today are part of the constituent principles of any modern democratic society.

As we have been able to visualize, when we refer to labor equity we are emphasizing all the provisions that must be taken into account within the organizations, to achieve *“equality in working conditions”*. Thus, for example, we refer to the term gender equity in the work environment to emphasize that both men and women should enjoy the same possibilities to aspire to any position within an organization, to be evaluated under equal conditions, without prevailing conditions of cronyism, discrimination, affiliations, favoritism, or others that could go against the human rights of the person, negatively influencing the decision to be taken into account or not.

Labor equity also provides that

collaborators may receive a decent salary for their work, performed under equal conditions regardless of gender, race, religion or social status.

In other words, the ultimate goal is that any employee can have the same rights within an organization regardless of his or her origin, beliefs, or gender/sexuality.

raza, religión o condición social.

En otras palabras, el objetivo final es que cualquier colaborador pueda tener los mismos derechos dentro de una organización sin importar cuál sea su origen, sus creencias, o su sexo/ sexualidad.

Página 25

En síntesis, la equidad laboral es un principio fundamental que debiese prevalecer al considerar la designación o selección de los candidatos de los puestos de trabajo en las organizaciones de todas las sociedades modernas y democráticas. Por desgracia aún en nuestros días muy poco se hace, aunque ya se han gestionado avances importantes en este sentido y muchos países se están abocando a establecer normativas internas, que permiten regular de alguna manera que no se den estas situaciones de abusos, que tanto daño nos hacen como sociedad.

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In synthesis, labor equity is a fundamental principle that should prevail when considering the designation or selection of job candidates in the organizations of all modern and democratic societies. Unfortunately, even today very little is being done, although important advances have already been made in this regard and many countries are working to establish internal regulations to prevent these abusive situations, which are so damaging to us as a society, from occurring.

CAPÍTULO 7

La imagen como valor corporativo

En reiteradas ocasiones he tenido la oportunidad de conversar con algunos empleadores, dueños de negocios y trabajadores, sobre el valor e importancia que les representa la imagen del negocio o la compañía para la cual laboran.

Sorprendentemente, en la mayoría de los casos suelen relacionar la imagen de su organización con el uniforme que utilizan, con el logo o distintivo de su marca, o con la forma en la que se proyectan dentro ambiente laboral en el cual desarrollan su actividad.

La mayoría de los entrevistados consideran que ellos representan a la empresa, y por lo tanto deben portar de manera correcta el uniforme que esta les provee para desarrollar sus actividades laborales; otros por su parte, manifiestan que la forma como ellos tratan a los clientes puede incidir tanto positiva como negativamente en la imagen de la organización.

Dentro de las cosas que más llamaron mi atención, estaba la manera en la cual los dueños de empresa y algunos empleadores percibían el valor que posee la imagen corporativa. Muchos consideran más importante la percepción que tiene el público en general sobre su operación, y la forma en como realizan las diversas actividades.

Otros por su parte, hacen referencia a la proyección de su empresa hacia las comunidades cercanas a su zona

CHAPTER 7

Image as a corporate value

On several occasions I have had the opportunity to talk to some employers, business owners and workers about the value and importance of the image of the business or company they work for.

Surprisingly, in most cases they tend to relate the image of their organization with the uniform they wear, with the logo or distinctive of their brand, or with the way in which they project themselves within the work environment in which they develop their activity.

Most of the interviewees consider that they represent the company, and therefore must wear the uniform provided by the company to carry out their work activities in the correct manner; others, on the other hand, state that the way they treat customers can have both a positive and negative impact on the image of the organization.

Among the things that most caught my attention was the way in which business owners and some employers perceived the value of corporate image. Many consider more important the perception that the general public has of their operation, and the way in which they carry out their various activities.

Others, on the other hand, refer to the projection of their company towards the communities near their direct area of influence and the different impacts generated.

In general terms, most of them associate and assign value to the image of the organization taking "the carcass" as a reference;

de influencia directa y los diferentes impactos que se generan. En términos generales, la mayoría asocia y asigna valor a la imagen de la organización tomando como referencia “*la carcasa*”;

es decir, aquello que permitimos que se note a simple vista como el uniforme, el logo, el edificio en donde se ubica el negocio, y la manera en la cual tratamos a los diversos usuarios de nuestra actividad.

Sin desmeritar las diferentes opiniones y aportes relacionados con la imagen como valor corporativo, es importante entender que su valor trasciende más allá del uniforme, el logo, o lo hermosa que pudiese resultar la arquitectura del edificio en el cual se desarrolla nuestra actividad.

La imagen se relaciona además con la manera en la cual tratamos a nuestros clientes internos y externos, a la proyección que realicemos hacia afuera de las paredes de nuestra compañía, a la forma en la cual nos perciben y valoran no solo nuestros clientes o usuarios, sino también a la de los familiares de nuestros colaboradores, y los habitantes del lugar en el cual se encuentre ubicada físicamente nuestra organización.

Un cliente no satisfecho; un colaborador mal remunerado, acosado o mal tratado, tiene el potencial de generar un resquebrajamiento en la imagen de la organización, el cual muchas veces resulta imperceptible pero que, de no atenderse de manera correcta, pudiese acarrear numerosos problemas, desde pérdidas económicas, conflictos laborales, deterioro del clima laboral, fuga de talentos entre otros más.

Famiro14.

En la medida que tratemos con respeto, dignidad y humanidad a nuestros clientes externos e internos, estos serán nuestros mejores referentes y hablarán bien de nosotros como empresa, lo cual resulta

that is to say, that which we allow to be noticed at first sight, such as the uniform, the logo, the building where the business is located, and the way in which we treat the different users of our activity.

Without detracting from the different opinions and contributions related to image as a corporate value, it is important to understand that its value transcends beyond the uniform, the logo, or how beautiful the architecture of the building where our activity is developed.

The image is also related to the way in which we treat our internal and external clients, to the projection we make outside the walls of our company, to the way in which we are perceived and valued not only by our clients or users, but also by the relatives of our collaborators, and the inhabitants of the place where our organization is physically located.

A dissatisfied customer; a poorly paid, harassed or badly treated employee, has the potential to generate a crack in the image of the organization, which is often imperceptible but, if not properly addressed, could lead to numerous problems, from economic losses, labor conflicts, deterioration of the working environment, talent drain and more.

Famiro14.

To the extent that we treat our external and internal customers with respect, dignity and humanity, they will be our best referents and will speak well of us as a company, which results in

<p>Página 28</p> <p>favorable para ayudar a potenciar la imagen de la organización, permitiendo atraer a nuevos clientes, o conservar los ya existentes, mejorando de igual manera nuestras ganancias.</p> <p>Las organizaciones exitosas han entendido que la imagen debe</p> <p>construirse desde adentro hacia afuera y no al contrario, si nuestros</p> <p>clientes internos se sienten satisfechos, a gusto y comprometidos con</p> <p>nuestras políticas internas, ya se tiene una ganancia del 80% en la</p> <p>tarea, el 20% restante dependerá de cómo nos proyectemos hacia</p> <p>nuestros clientes externos y las áreas de influencia directa en donde</p> <p>ejerzamos nuestra actividad.</p> <p>Una imagen corporativa mal manejada, puede llevar a incurrir en gastos innecesarios o incluso al cierre de las operaciones.</p>	<p>Page 28</p> <p>The image of the organization is favorable to help enhance the image of the organization, allowing us to attract new customers, or retain existing ones, improving our profits in the same way.</p> <p>Successful organizations have understood that the image should</p> <p>be built from the inside out and not the other way around, if our internal customers feel satisfied, comfortable and committed to</p> <p>our internal policies, we already have an 80% gain in the</p> <p>task, the remaining 20% will depend on how we project ourselves to</p> <p>our external customers and the areas of direct influence where</p> <p>we exercise our activity.</p> <p>A poorly managed corporate image can lead to unnecessary expenses or even to the closure of operations.</p>
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CAPITULO 8

Humanicemos los procedimientos

Todas las empresas serias y bien consolidadas poseen procedimientos internos que contribuyen a regular la dinámica empresarial de forma ordenada y sostenible en el tiempo. Sin embargo, en muchas ocasiones estos procedimientos se enfocan en los parámetros restrictivos que deben cumplir los trabajadores, más que en las ventajas que representa tener un punto de partida y un rumbo a seguir.

Los procedimientos, deben estar enfocados en el hacer y no en el ser; no deben constituirse en una camisa de fuerza que restrinja el crecimiento de nuestros colaboradores, ni su correcto desenvolvimiento a lo interno de nuestras organizaciones.

Lo que resulta aún más lesivo y perjudicial o que muchas veces pasamos por alto es que, muchos de estos procedimientos no se encuentran actualizados para adecuarse a la realidad del entorno, las normativas que nos regulan, ni las nuevas tendencias en el ámbito empresarial y administrativo, en el cual se encuentra inmersa nuestra actividad. Humanizar los procedimientos no se trata de ser permisivos ni complacientes con las malas conductas de algunos colaboradores, ni mucho menos de permitir que estos hagan las cosas como creen o mejor les parece. Se trata más bien de ofrecerles una mayor participación dentro de los procesos de toma de decisión que pueden afectarle positiva o negativamente, de no violentar sus derechos individuales ni colectivos, de propiciar acciones que

CHAPTER 8

Let's humanize the procedures

All serious and well-established companies have internal procedures that contribute to regulate the business dynamics in an orderly and sustainable manner over time. However, on many occasions these procedures focus on the restrictive parameters that workers must comply with, rather than on the advantages of having a starting point and a course to follow.

Procedures should be focused on doing and not on being; they should not become a straitjacket that restricts the growth of our collaborators, nor their correct development within our organizations.

What is even more harmful and damaging, or what we often overlook, is that many of these procedures are not updated to adapt to the reality of the environment, the regulations that govern us, or the new trends in the business and administrative environment, in which our activity is immersed.

Humanizing procedures is not about being permissive or complacent with the misconduct of some collaborators, much less allowing them to do things as they believe or as they see fit. It is rather a matter of offering them greater participation in the decision-making processes that may affect them positively or negatively, of not violating their individual or collective rights, and of promoting actions that

contribuyan a garantizar un correcto y adecuado clima laboral, en donde la convivencia

contribute to guaranteeing a correct and adequate work environment, where coexistence

entre sus pares y con el personal de mayor jerarquía, no conlleva a incrementar los niveles de estrés o de disconformidad.

Muchas veces nos enfocamos en establecer los parámetros limítrofes de cómo conceptualizamos que debe desenvolverse la gestión empresarial de nuestras organizaciones; otras veces, de manera irresponsable y totalmente desapegado con la realidad de nuestro entorno laboral, emulamos o copiamos algunos procedimientos de empresas similares a las nuestras, pretendiendo que se ajustarán como una camisa hecha a la medida.

Cada procedimiento, plan o estrategia de gestión que incida directamente sobre los colaboradores de nuestras organizaciones, debe ser confeccionado no solamente con la finalidad de darle vida a la dinámica comercial sobre la cual se sustenta nuestra actividad, sino también tomando como referencia el ambiente dentro del cual esta será realizada y las diferencias individuales de los actores principales dentro del engranaje operativo que impulsa hacia adelante nuestra actividad.

No es desconocido que las diferencias culturales, religiosas, políticas e ideológicas, juegan un papel fundamental en la aceptación, entendimiento y puesta en marcha de estos instrumentos de gestión empresarial y que muchas veces si no son tomados en cuenta dentro de la planificación y confección de estos, pueden propiciar un desequilibrio en el clima laboral y el

the management of the company's employees, both among their peers and with senior staff, does not lead to increased levels of stress or dissatisfaction.

Many times we focus on establishing the borderline parameters of how we conceptualize that the business management of our organizations should develop; other times, irresponsibly and totally detached from the reality of our work environment, we emulate or copy some procedures of companies similar to ours, pretending that they will fit like a tailor-made shirt.

Every management procedure, plan or strategy that has a direct impact on the employees of our organizations must be designed not only to give life to the commercial dynamics on which our activity is based, but also taking into account the environment in which it will be carried out and the individual differences of the main actors within the operational gear that drives our activity forward.

It is not unknown that cultural, religious, political and ideological differences play a fundamental role in the acceptance, understanding and implementation of these instruments of business management and that many times if they are not taken into account in the planning and preparation of these instruments, they can lead to a lack of balance in the work environment and the proper functioning of organizations.

<p>correcto funcionamiento de las organizaciones.</p>	
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CAPÍTULO 9

Sondea frecuentemente tu clima laboral

A lo largo de mi vida laboral y en las diferentes organizaciones en las que he tenido el privilegio de trabajar, he podido apreciar que entre departamentos o entre compañeros, se generan competencias absurdas e insanas, que a corto o mediano plazo desencadenan conflictos interpersonales que no benefician en nada a la organización.

Muchas veces estos conflictos obedecen a malentendidos o a la propagación de comentarios sin fundamentos ni validez, otras veces se generan por sentimientos de envidia, acoso u hostigamiento que un miembro de la organización esgrime contra otro.

Lamentablemente en la mayoría de los casos, lo que empezó como una tenue chispa, se convierte en un fuego que quema y carcome desde lo interno de nuestra actividad, propiciando la aplicación de sanciones disciplinarias o la desvinculación de valiosos talentos.

Tanto la sección administrativa como el gestor de recursos humanos deben tener la suficiente empatía, confianza, respeto, credibilidad, y capacidad para detectar de manera oportuna estos focos de conflictos; los cuales deterioran el clima laboral y generan pérdidas muchas veces intangibles, o propician la implementación de soluciones cosméticas que poco o nada benefician a la organización, y que a la larga no resuelven el problema desde su raíz.

Famiro14.

Es importante que esporádicamente se esté

CHAPTER 9

Frequently survey your work environment

Throughout my working life and in the different organizations in which I have had the privilege of working, I have been able to appreciate that between departments or between colleagues, absurd and unhealthy competitions are generated, which in the short or medium term trigger interpersonal conflicts that do not benefit the organization at all.

Many times these conflicts are due to misunderstandings or the propagation of unfounded and invalid comments, other times they are generated by feelings of envy, harassment or harassment that a member of the organization wields against another. Unfortunately, in most cases, what began as a faint spark, becomes a fire that burns and eats away at the core of our business, leading to disciplinary sanctions or the dismissal of valuable talent.

Both the administrative section and the human resources manager must have sufficient empathy, trust, respect, credibility and capacity to detect in a timely manner these sources of conflict, which deteriorate the work environment and often generate intangible losses, or lead to the implementation of cosmetic solutions that do little or nothing to benefit the organization, and that in the long run do not solve the problem at its root.

Famiro14.

It is important to sporadically monitor the

monitoreando el clima laboral dentro de nuestras organizaciones, para poder detectar de manera oportuna esos focos de conflicto o disconformidad antes de que trasciendan y puedan generar un perjuicio mayor.

work environment within our organizations in order to be able to detect these sources of conflict or disagreement in a timely manner before they can transcend and generate greater damage.

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Por otro lado, también se hace necesario capacitar a los líderes de grupo (*gerentes, superintendentes y supervisores*), en temas relacionados con habilidades administrativas, solución de conflictos, derecho laboral, coaching y manejo de personal; brindándoles las herramientas necesarias para poder realizar una gestión más positiva del puesto y el cargo que ostentan, beneficiando así a toda la organización, reduciendo las pérdidas, y propiciando mejoras significativas en el entorno laboral que se desarrolla a lo interno de nuestras organizaciones.

Cuando hablamos de sondear de manera frecuente nuestro clima laboral, hacemos referencia a la necesidad de evaluar nuestro ambiente interno de trabajo, para tratar de detectar todas las posibles situaciones que pongan en riesgo el correcto desarrollo de nuestra actividad.

Deben ser tomados en cuenta factores como conflictos interpersonales, niveles de estrés, ambientación, distribución de los espacios, entre otros que puedan influenciar la conducta de nuestros colaboradores. Pueden ser empleadas diferentes técnicas que permitan recolectar la información para el diagnóstico y posterior toma de decisión.

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On the other hand, it is also necessary to train group leaders (*managers, superintendents and supervisors*), in topics related to administrative skills, conflict resolution, labor law, coaching and personnel management; providing them with the necessary tools to be able to perform a more positive management of the position and the position they hold, thus benefiting the entire organization, reducing losses, and promoting significant improvements in the work environment that develops within our organizations.

When we talk about frequently probing our work environment, we refer to the need to evaluate our internal work environment, in order to try to detect all possible situations that may jeopardize the correct development of our activity.

Factors such as interpersonal conflicts, stress levels, atmosphere, space distribution, among others that may influence the behavior of our collaborators must be taken into account. Different techniques can be used to collect information for diagnosis and subsequent decision making.

CAPÍTULO 10

Valora los esfuerzos individuales y colectivos.

No hay nada que provoque más alegría en un colaborador que sentirse valorado, y que se le reconozcan sus contribuciones dentro de la organización. Más allá de la remuneración económica propia que se genera por la realización del trabajo, muchos colaboradores sustentan que desean ser valorados, que se les reconozca por su trabajo cuando superan las expectativas, o cuando dan esa milla extra que contribuye al desarrollo y crecimiento de la organización.

Conversando con unos compañeros de trabajo de otro departamento distinto al mío, sobre cómo se sentían actualmente dentro de la organización y que cosas según su criterio deberían ser mejoradas para propiciar un clima laboral ameno, participativo, en igualdad de condiciones, y donde ser tratado bien no sea una excepción sino más bien la regla.

Luego de un preocupante silencio, uno de los presentes levanta su mano para solicitar su turno para opinar diciendo; *“Para mí lo más significativo no es tanto o tan importante que a cada rato se nos recuerden los beneficios que tenemos como trabajadores de esta empresa, o lo privilegiados que debiésemos sentirnos de trabajar aquí, sino más bien que el reconocimiento o la motivación que nos ofrezcan por la labor cumplida se haga de manera oportuna, de corazón, en congruencia e igualdad”*.

CHAPTER 10

Values individual and collective efforts.

There is nothing that brings more joy to an employee than to feel valued, and to be recognized for his or her contributions within the organization. Beyond the economic remuneration generated by the job, many employees say they want to be valued, to be recognized for their work when they exceed expectations, or when they go that extra mile that contributes to the development and growth of the organization.

Talking with some co-workers from another department different from mine, about how they currently felt within the organization and what things, in their opinion, should be improved in order to foster a pleasant, participative and equal work environment, where being treated well is not an exception but rather the rule.

After a disturbing silence, one of those present raised his hand to ask for his turn to give his opinion, saying;

“For me the most significant thing is not so much or so important that we are reminded every now and then of the benefits we have as workers of this company, or how privileged we should feel to work here, but rather that the recognition or motivation we are offered for the work we have done is done in a timely manner, from the heart, in congruence and equality”.

Para muchos empleadores resulta más fácil condenar, castigar, regañar, o aplicar cualquiera de las sanciones disciplinarias contenidas en su reglamento interno, que tomarse unos minutos para dar una palmadita en la espalda del trabajador, felicitándolo por haber dado un poquito más, por hacer más allá de sus funciones, por ser proactivo, o por ser colaborativo.

Otro de los compañeros que se encontraba en la reunión, al escuchar la intervención manifestó que; *“Muchas veces el sentir general de nosotros los trabajadores es que solamente somos como fichas que nuestros jefes utilizan mecanizadamente para cumplir con sus objetivos, sin importar nuestras opiniones ni si podemos o no realizar el trabajo, muchas veces fuera de nuestros horarios normales de trabajo, ya que si nos negamos entonces somos objeto de sanciones o represalias”*.

Es prioritario que los empleadores y aquellas personas que estos designen dentro de las organizaciones para ocupar posiciones de jefatura entiendan que, dentro del proceso de planificación de las actividades, debe tomarse en cuenta la disponibilidad objetiva de todos los actores, de forma tal que no se incurra en excesos o violaciones del horario establecido dentro del contrato de trabajo.

Si bien es cierto que las horas adicionales son retribuidas como tiempo extra, muchas veces los colaboradores se ven prácticamente obligados a permitir una extensión de su jornada regular de trabajo por una mala planificación, sin que se tomen en cuenta sus proyectos

For many employers it is easier to condemn, punish, scold, or apply any of the disciplinary sanctions contained in their internal regulations, than to take a few minutes to pat the worker on the back, congratulating him for having given a little more, for going beyond his duties, for being proactive, or for being collaborative.

Another of the colleagues who was at the meeting, during the intervention, stated that: *“Many times the general feeling of us workers is that we are only like tokens that our bosses use mechanically to meet their objectives, regardless of our opinions or whether or not we can do the work, often outside our normal working hours, because if we refuse then we are subject to sanctions or reprisals”*.

It is a priority for employers and the people they appoint within the organizations to occupy management positions to understand that, within the activity planning process, the objective availability of all the actors must be taken into account, so as not to incur in excesses or violations of the hours established in the work contract.

Although it is true that additional hours are paid as overtime, many times employees are practically forced to allow an extension of their regular workday due to poor planning, without their projects being taken into account.

o actividades personales fuera de su horario de trabajo, y este pequeño sacrificio, aunque remunerado, no es tomado en cuenta al momento de realizarle una evaluación, promoción, o una sanción.

Es importante que entendamos que el mundo ha cambiado mucho desde la revolución industrial hasta nuestros días, que nuestros colaboradores son moldeados y afectados positiva o negativamente por el clima interno y externo de nuestras organizaciones, que cada persona posee un cúmulo de características individuales que lo hacen diferente a los demás, que nuestras acciones y decisiones pueden incidir de manera positiva o negativa sobre su desempeño, y sobre su estabilidad mental, anímica o conductual.

No se trata de apadrinar o promover actitudes no deseadas, ni de ser extremadamente complacientes con nuestros colaboradores para evitar confrontaciones o malentendidos. Se trata más bien de apoyarlos durante su permanencia en nuestras organizaciones, hacerlos sentir que para nosotros son importantes; que su trabajo, su esfuerzo, y el aporte adicional, son de mucha importancia para el correcto funcionamiento de la empresa.

Se trata de hacerlos partícipes dentro del proceso de planeación y ejecución de las diferentes tareas, que se sientan identificados y comprometidos con nuestras metas y objetivos.

or personal activities outside their working hours, and this small sacrifice, although paid, is not taken into account at the time of evaluation, promotion, or sanction.

It is important that we understand that the world has changed a lot since the industrial revolution until today, that our employees are molded and affected positively or negatively by the internal and external climate of our organizations, that each person has an accumulation of individual characteristics that make them different from others, that our actions and decisions can have a positive or negative impact on their performance, and on their mental, emotional or behavioral stability.

It is not a matter of sponsoring or promoting undesired attitudes, nor of being extremely complacent with our collaborators to avoid confrontations or misunderstandings. Rather, it is about supporting them during their stay in our organizations, making them feel that they are important to us; that their work, their effort and their additional contribution are of great importance for the correct functioning of the company.

It is about making them participate in the process of planning and execution of the different tasks, making them feel identified and committed to our goals and objectives.

CAPÍTULO 11

Los nuevos desafíos de la administración de personal dentro de un mundo globalizado.

Contrario a lo que muchas organizaciones consideran correcto, la administración de personal en tiempos modernos se encamina más hacia el mejoramiento del clima laboral y la satisfacción del cliente interno, que a la jerarquización de los puestos de trabajo.

Con mucha frecuencia podemos observar cómo erróneamente algunas organizaciones desarrollan la selección de personal para puestos de jefatura, sin tomar en cuenta las deficiencias cognitivas en materia de administración de personal que posee el candidato y peor aún, habiéndolo seleccionado, no desarrollan una política o plan de equiparación que permita solventar dichas deficiencias para adecuarlo al perfil del puesto y procurar para sí un personal de calidad, que contribuya a cumplir con los objetivos y políticas de la organización.

Dentro de los errores más comunes que suelen cometerse en el proceso de selección de personal están, entre otros:

1. Designar a un candidato de a dedo, por afinidad social o familiar, desconociendo la experiencia, preparación y méritos de aquellos candidatos que se ajustan más al perfil del puesto.
2. Designar en dicho puesto a un colaborador de otro departamento, con políticas y procedimiento distintos al puesto para el cual se requiere.

CHAPTER 11

The new challenges of personnel management in a globalized world.

Contrary to what many organizations consider correct, personnel management in modern times is more oriented towards the improvement of the work environment and internal customer satisfaction, than to the hierarchization of jobs.

Very often we can observe how some organizations erroneously develop the selection of personnel for management positions, without taking into account the cognitive deficiencies in personnel administration that the candidate has and worse, having selected him/her, they do not develop a policy or plan of matching that allows to solve these deficiencies to adapt him/her to the profile of the position and to procure for him/her a quality personnel, that contributes to fulfill the objectives and policies of the organization.

Among the most common mistakes that are usually made in the personnel selection process are, among others:

1. To designate a candidate by hand, by social or family affinity, ignoring the experience, preparation and merits of those candidates that fit better to the profile of the position.
2. Appointing to the position a collaborator from another department, with policies and procedures different from the position for which it is required.

3. Amañar los procedimientos de selección para favorecer a algún “ungido”, en detrimento de aquellos que pudiesen en buena lid ocupar la posición.
4. Promover de manera automática al colaborador con nivel jerárquico inmediatamente inferior al cargo para el cual se requiere la posición, sin evaluar otros perfiles.
5. Designar a una persona proveniente de afuera de la organización, desconociendo la experiencia acumulada y el nivel de preparación de los talentos internos.

“Cada vez más las organizaciones modernas apuestan

por el desarrollo de una correcta selección de su personal, sometiendo a concurso todas las posiciones que se requieran y evaluando de manera eficaz el perfil de todos los posibles candidatos, con miras a seleccionar a aquellos que se apegan más a los requisitos de la posición que se está necesitando”.

Con independencia del departamento o área en la cual desarrollará su actividad dentro de la organización, como regla general, suele darse mayor prelación al perfil de aquellos candidatos que demuestren poseer una positiva experiencia, práctica o cognoscitiva en materia de administración del talento humano, fortaleza esta que le permitirá una mejor interrelación con los colaboradores que estarán a su cargo. El administrador de personal debe entre otras cosas ser una persona ética, carismática, conciliadora, y mediática; desarrollar su función con liderazgo, apegado a la empatía y al respeto

3. Rigging the selection procedures to favor some “anointed one”, to the detriment of those who could in good standing occupy the position.
4. Automatically promoting the employee with the hierarchical level immediately below the position for which the position is required, without evaluating other profiles.
5. Appointing a person from outside the organization, ignoring the accumulated experience and the level of preparation of the internal talents.

“More and more modern organizations are betting

on the development of a correct selection of their personnel, submitting to competition all positions that are required and effectively evaluating the profile of all potential candidates, with a view to selecting those who most closely match the requirements of the position that is being needed.”

Regardless of the department or area in which he/she will develop his/her activity within the organization, as a general rule, a higher priority is usually given to the profile of those candidates who demonstrate a positive practical or cognitive experience in human talent management, a strength that will allow a better interrelation with the collaborators under his/her charge.

The personnel manager must, among other things, be an ethical, charismatic, conciliatory, and media person; develop his function with leadership, attached to empathy and mutual respect. He/she must be open to listen without judging a priori the different situations that may arise.

mutuo. Debe estar abierto a escuchar sin juzgar a priori las distintas situaciones que

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se presenten con sus subalternos, o entre estos y los de otros departamentos, procurando en todo momento que sus acciones inspiren a los demás para realizar mejor su trabajo, y motivándolos a querer convertirse en algo más para cambiar de manera positiva su realidad, la de la organización, y la de su familia.

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the company is committed to the development of its employees and their families, and to the development of their own and the organization's culture, and to the development of their own and their family's reality.

CAPÍTULO 12

Discriminación

“Una cualidad terriblemente imperfecta”

Ante la nueva realidad que está experimentando el mundo entero producto de esta desastrosa pandemia de COVID-19; los seres humanos hemos aflorado desde nuestro interior los más primitivos instintos y cualidades, propias de nuestro pasado evolutivo, los cuales ayudaron a nuestra especie a sobrellevar los avatares de la vida en algunos casos más favorables pero que en otros, generaron discordia, distanciamientos, confrontaciones, e incluso causó muchas pérdidas humanas sin sentido.

Tristemente, muchas personas han tenido que experimentar episodios de discriminación por parte de compañeros, familiares y amigos, que más que solidarizarse y apoyarlos durante este doloroso viaje; los apartan, señalan y hasta se mofan.

Si bien es cierto que “desde mi punto de vista”, al final del camino todos nos vamos a contagiar de este terrible virus, no es cierto que aquellos que por desdicha lleguemos a padecerlo, dejemos de ser seres humanos o nos convirtamos en leprosos que deben ser apartados de la sociedad hacia una cueva húmeda y oscura, sin contar con la compasión y la misericordia de los demás.

Dentro del entorno empresarial por su parte, independientemente de que uno de los recursos más valiosos para las organizaciones es el recurso humano, también es muy habitual encontrar situaciones discriminativas hacia los colaboradores que se encuentran

CHAPTER 12

Discrimination

“A terribly imperfect quality”

Faced with the new reality that the world is experiencing as a result of this disastrous COVID-19 pandemic, we human beings have brought out from within ourselves the most primitive instincts and qualities of our evolutionary past, which helped our species to cope with the vicissitudes of life in some cases more favorable but in others, generated discord, estrangements, confrontations, and even caused many senseless human losses.

Sadly, many people have had to experience episodes of discrimination by colleagues, family and friends, who rather than showing solidarity and supporting them during this painful journey; they push them aside, point fingers and even mock them.

While it is true that “from my point of view”, at the end of the road we are all going to catch this terrible virus, it is not true that those who unfortunately suffer from it, stop being human beings or become lepers who must be removed from society to a damp and dark cave, without the compassion and mercy of others.

Within the business environment, on the other hand, regardless of the fact that one of the most valuable resources for organizations is the human resource, it is also very common to find discriminatory situations towards collaborators who find themselves in a situation of discrimination

atravesando por un posible contagio, extrapolándose en muchas ocasiones hacia aquellos que solamente se han realizado la prueba, pero que aún no han recibido la confirmación de un diagnóstico positivo. Muchos empresarios, directivos y gerentes, (aunque afortunadamente no todos) han dejado a su suerte a sus colaboradores, aun siendo estos el motor de su empresa; despreocupándose de su bienestar o necesidades más apremiantes para hacerle frente a este contagio, y poder ganarle la batalla sin salir perjudicado en su integridad física y mental.

Todos formamos parte de un mismo planeta, de una misma especie, de una misma sociedad, de un mismo problema; lo que nos afecta a unos nos afecta a todos.

Debemos aprender a convivir en armonía y tener más empatía por los otros, apoyarnos mutuamente para salir juntos de este problema que poco a poco nos va a afectar a todos; ojalá que lo que le hacemos hoy a los demás o, ¿cómo nos comportemos con ellos?, no sea el reflejo de ¿cómo serán con nosotros mañana?

Los buenos líderes propician el bienestar y la satisfacción

laboral no solo para sí mismos, sino también para su equipo de trabajo.

The infection is often extrapolated to those who have only been tested, but have not yet received confirmation of a positive diagnosis. Many entrepreneurs, directors and managers (although fortunately not all of them) have left their collaborators to their fate, even though they are the engine of their company; disregarding their welfare or most pressing needs to face this contagion, and to be able to win the battle without being harmed in their physical, and mental integrity.

We are all part of the same planet, of the same species, of the same society, of the same problem; what affects some of us affects us all.

We must learn to live together in harmony and have more empathy for others, support each other to get out together of this problem that will gradually affect us all; hopefully what we do today to others or how we behave with them, is not a reflection of how they will be with us tomorrow?

Good leaders promote well-being and job satisfaction

not only for themselves, but also for their work team.

CAPÍTULO 13

Gerenciando con el corazón

Para la mayoría de las organizaciones, su principal objetivo consiste en maximizar el valor de la empresa para sus propietarios y los accionistas (considerando que esto siempre se debe realizar de manera legal, ética y socialmente responsable).

Sin embargo, en muchas ocasiones nuestras empresas se gerencian de manera inhumanamente mecanizada, cuidando más los números en los libros contables, que a las personas que dinamizan y ponen en marcha los diferentes procesos que se llevan a cabo dentro de estas.

Una organización que se gerencia con el corazón es aquella que entiende que su capital humano es tan o más importante que toda la maquinaria, la papelería o los artículos de oficina.
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en donde cada encargado de sección o departamento conoce a sus colaboradores más allá del nombre, sino también sus fortalezas y debilidades, así como también algunos factores como su situación social, económica, de salud, entre otras.

Solemos ver a nuestros colaboradores como simples empleados y nada más, a los cuales se les paga un salario por las actividades que realizan y ya. Pocas veces estamos pendientes de sus necesidades o de aquellas situaciones que pudieran estar afectándolo y con ello, afectando también su desempeño dentro de la organización, hasta cuando ya es muy tarde y se ve sujeto a una desvinculación.

Como una gran familia dentro de la cual

CHAPTER 13

Managing with the heart

For most organizations, their main objective is to maximize the value of the company for its owners and shareholders (considering that this must always be done in a legal, ethical and socially responsible manner).

However, in many occasions our companies are managed in an inhumanly mechanized way, taking more care of the numbers in the accounting books than of the people who dynamize and set in motion the different processes that take place within them.

An organization that manages with its heart is one that understands that its human capital is as or more important than all the machinery, stationery or office supplies.

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where each section or department manager knows his collaborators beyond their names, but also their strengths and weaknesses, as well as some factors such as their social, economic and health situation, among others.

We tend to see our collaborators as simple employees and nothing more, who are paid a salary for the activities they perform and that's it. We are rarely aware of their needs or of those situations that could be affecting them and thus affecting their performance within the organization, until it is too late and they are subject to a termination.

As a large family in which each of its members plays a transcendental role, companies must understand that

cada uno de los miembros desempeña un papel trascendental, las empresas deben entender

que cada uno de sus colaboradores es importante e indispensable, de otro modo no tendría razón de ser su contratación.

Al contrario de esto, es frecuente escuchar algunos gerentes, directores y hasta dueños de empresa, indicar que dentro de la organización nadie es indispensable ni irremplazable, reforzando más la percepción de que en la mayoría de los casos los colaboradores son considerados como un simple número y no como una parte vital e importante dentro de nuestras organizaciones, sin los cuales no sería posible llevar a cabo la función para lo cual fue creada, ni cumplir con los objetivos que nos hemos establecidos.

Como buenos padres de familia, las empresas deben procurar que sus administradores (sean estos directivos o gerentes), se involucren de forma real, sincera, auténtica, y efectiva, en las situaciones que pueden poner en peligro la estabilidad y desempeño de cada uno de sus colaboradores; ayudarles a crecer y desarrollar su más alto potencial dentro de la organización, valorando sus esfuerzos individuales y colectivos, ponderando y reconociendo su desempeño, así como su superación personal y académica.

Muchos de nuestros colaboradores invierten gran parte de su vida al servicio de nuestras organizaciones y no son bien recompensados o remunerados, ni durante su permanencia en estas, ni cuando ya sea el momento de su desvinculación. Somos más dados a apoyar e invertir en situaciones externas que en nuestra propia gente, maquillando la imagen exterior de la empresa y haciendo poco o nada por la imagen interna.

each of its employees is important and indispensable, otherwise there would be no reason to hire them.

On the contrary, it is common to hear some managers, directors and even company owners indicate that within the organization no one is indispensable or irreplaceable, reinforcing the perception that in most cases employees are considered as a mere number and not as a vital and important part of our organizations, without whom it would not be possible to carry out the function for which it was created, or meet the objectives that we have established.

As good parents, companies should ensure that their administrators (whether directors or managers) get involved in a real, sincere, authentic and effective way in situations that may jeopardize the stability and performance of each of their employees, helping them to grow and develop their highest potential within the organization, valuing their individual and collective efforts, weighing and recognizing their performance, as well as their personal and academic improvement.

Many of our employees invest a large part of their lives in the service of our organizations and are not well rewarded or remunerated, either during their tenure or when it is time for them to leave. We are more prone to support and invest in external situations than in our own people, making up the external image of the company and doing little or nothing for the internal image.

When we manage with our heart, our human capital is the most important thing.

Cuando gerenciamos con el corazón, nuestro capital humano es lo más importante.

CAPÍTULO 14

Importancia del salario emocional.

Seguramente has escuchado hablar alguna vez del salario emocional; si por el contrario no ha sido así, entonces lo más probable es que no comprendas cuál es la importancia que posee en el desarrollo y crecimiento de la organización.

Ahora bien, ¿qué es el salario emocional?; en términos generales, cuando nos referimos al salario emocional estamos hablando de todas aquellas retribuciones que los colaboradores pueden adquirir de la empresa para la cual trabajan que no son de carácter económico, cuya principal finalidad es la de mejorar su bienestar y su calidad de vida.

No podemos dejar de lado que esto en ninguna circunstancia sustituye las retribuciones económicas a las cuales el colaborador tiene derecho por la labor desempeñada, más bien constituye un mecanismo que las organizaciones pueden utilizar para propiciar un mayor nivel de compromiso por parte de sus trabajadores, mejorar su estado anímico, motivarlos y contribuir a reducir el ausentismo laboral.

Durante mi experiencia laboral he podido apreciar como algunos colaboradores deciden desvincularse de las organizaciones, por- que no compaginan con el clima laboral, porque no son bien tratados, o simplemente porque otras compañías les ofrecen un mejor trato y una remuneración económica un poco mejor a la ya recibida.

CHAPTER 14

Importance of emotional pay.

Surely you have heard of the emotional salary; if you have not, then you probably do not understand the importance it has in the development and growth of the organization.

Now, what is the emotional salary; in general terms, when we refer to the emotional salary we are talking about all those retributions that the collaborators can acquire from the company for which they work that are not of an economic nature, whose main purpose is to improve their well-being and quality of life.

We cannot forget that this in no circumstance replaces the economic retributions to which the collaborator is entitled for the work performed, but rather constitutes a mechanism that organizations can use to promote a higher level of commitment on the part of their workers, improve their mood, motivate them and contribute to reduce absenteeism.

During my work experience, I have seen how some employees decide to leave organizations because they do not agree with the work environment, because they are not treated well, or simply because other companies offer them better treatment and economic remuneration a little better than that already received.

Cuando un colaborador se siente a gusto en su organización, es poco probable que se desvincule de esta para irse a otra, así le ofrezcan una mejor remuneración económica ya que esto representa muchas veces empezar casi que desde cero, familiarizarse con los nuevos procesos, procedimientos, jefes y compañeros, lo cual en la mayoría de las veces no es garantía de que será mejor que el que abandonaron.

Si queremos mantener nuestro capital humano y nuestra fuerza laboral capacitada inalterable, y con ello garantizar el correcto funcionamiento de nuestra organización, es preciso que entendamos la importancia que posee el salario emocional durante todo el proceso. Es muy importante que, como gestores de cambio, líderes de grupo o simplemente como jefes, comprendamos cuán importante es para nuestros colaboradores recibir un salario emocional a parte de la remuneración económica a la cual tienen derecho.

En la mayoría de los casos, esto no representa un costo económico significativo para nuestras organizaciones, sino más bien un cambio de actitud y paradigma que nos beneficia a todos.

Ahora bien, si aún no te queda muy claro a que hacemos referencia cuando hablamos de salario emocional, me permito presentarte algunos ejemplos típicos de lo que muchas empresas están implementando para contribuir emocionalmente con el desarrollo y crecimiento de sus colaboradores y que a la postre constituye esa cuota de salario emocional tan necesaria.

- **Da el reconocimiento de**

When an employee feels comfortable in his or her organization, it is unlikely that he or she will leave it to go to another one, even if he or she is offered a better economic remuneration, since this often means starting almost from scratch, becoming familiar with new processes, procedures, bosses and colleagues, which in most cases is not a guarantee that it will be better than the one he or she left.

If we want to keep our human capital and our skilled workforce unchanged, and thus ensure the proper functioning of our organization, we need to understand the importance of emotional pay throughout the process. It is very important that, as change managers, group leaders or simply as bosses, we understand how important it is for our employees to receive an emotional salary in addition to the economic remuneration to which they are entitled.

In most cases, this does not represent a significant economic cost for our organizations, but rather a change of attitude and paradigm that benefits us all.

Now, if it is still not very clear to you what we are referring to when we talk about emotional salary, let me present some typical examples of what many companies are implementing to contribute emotionally to the development and growth of their employees and that ultimately constitutes that much-needed emotional salary quota.

- **Give recognition in a timely manner;** we are so used to thinking that our employees are paid for what they do and that we should not thank them for it, which is

manera oportuna; estamos tan acostumbrados a pensar que nuestros colaboradores reciben un pago por lo que hacen y que por eso no debemos agradecerles, lo cual

muchas veces nos lleva a olvidar el reconocerles cuando logran sus metas o cumplen con sus asignaciones.

A todos nos gusta que nos feliciten cuando hacemos un buen trabajo, que nuestros líderes o jefes tengan alguna palabra de elogio para con nosotros al momento de cumplir con nuestro trabajo o al dar esa milla extra que tanto requieren, eso contribuye enormemente a generar la motivación que muchas veces se necesita para ponerle ganas a lo que hacemos.

Así como empleamos tiempo para regañar o amonestar cuando nuestros colaboradores no hacen las cosas como se requiere, también debemos invertir tiempo para felicitarles cuando lo logran.

- Aprendamos a dar las gracias; Cuan difícil resulta muchas veces decir “gracias”, en el ámbito organizacional mucho más difícil aún. La gran mayoría de los jefes de grupo, administradores e inclusive algunos líderes de equipo no conciben que deben en algunas ocasiones agradecer a sus colaboradores por el trabajo realizado. Muchas veces el pensamiento generalizado es “tu trabajas, yo te pago”, sin tomar en cuenta que en la mayoría de los casos el colaborador sacrifica gran parte de su vida fuera de horas de trabajo para dedicárselo a la organización.

Cada vez que se le requiere post jornada, cada vez que se le pide que se involucre a tiempo completo para culminar un trabajo que se requiere con urgencias, cada vez que lo llamamos en sus días libres o el poco tiempo que le queda para compartir con sus familiares o amigos, cada vez que lo requerimos

many times we forget to recognize them when they achieve their goals or fulfill their assignments.

We all like to be congratulated when we do a good job, that our leaders or bosses have a word of praise for us when we do our job or when we give that extra mile that is so required, this contributes enormously to generate the motivation that many times is needed to put the desire to do what we do.

Just as we spend time to scold or admonish when our collaborators do not do things as required, we must also invest time to congratulate them when they succeed.

- Let's learn to say thank you; How difficult it is to say “thank you” many times, in the organizational environment it is even more difficult. The vast majority of group leaders, managers and even some team leaders do not conceive that they should sometimes thank their employees for the work done.

Many times the generalized thought is “you work, I pay you”, without taking into account that in most cases the collaborator sacrifices a great part of his life outside working hours to dedicate it to the organization.

Every time he/she is required after hours, every time he/she is asked to be involved full time to finish a job that is urgently needed, every time we call him/her on his/her days off or the little time he/she has left to spend with family or friends, every time we require him/her to attend a contingency or situation that endangers his/her integrity, image, and reputation, he/she is asked to be involved in the organization

<p>para atender una contingencia o situación que pone en peligro la integridad, imagen</p>	
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o activos de la organización, cada vez que lo llamamos durante sus horas libres para requerir de ellos alguna información.

El colaborador bien podría negarse y el empleador no tendría el derecho de amonestarlo ni de emprender ninguna acción que atente contra su estabilidad laboral, pues claramente en la mayoría de las ocasiones estas circunstancias no están contempladas ni en los contratos ni en el perfil de puesto y sin embargo; el colaborador en la mayoría de los casos atendiendo a su nivel de compromiso y ese amor que tiene para con su organización, muchas veces atiende a estos llamados, dejando a un lado sus intereses personales con el fin de dar ese extra que tanto se requiere y que en ocasiones, me atrevo a decir que en la mayoría de los casos no es agradecida.

- Flexibilizar los horarios; en muchas de nuestras organizaciones contamos con colaboradores que tienen que trasladarse largas distancias para poder llegar a sus centros de trabajo de forma puntual. En algunas ocasiones esto involucra que tengan que madrugar y conducir por dos o más horas para no llegar tarde.

Peor aún, algunas veces nuestros colaboradores deben soportar el inclemente tráfico y estancamiento de nuestras vías de acceso o el mal estado en el que estas se encuentran con tal de no fallar a su jornada laboral; esta misma situación se repite día con día durante todo el año o durante toda su vida laboral, incidiendo de manera negativa sobre la salud del colaborador, incrementando sus niveles de estrés, reduciendo su productividad e

or assets of the organization, every time we call them during their free time to request some information from them.

The employee could well refuse and the employer would not have the right to reprimand him or take any action that threatens his job stability, because clearly in most cases these circumstances are not contemplated either in the contracts or in the job profile and yet; the collaborator in most cases attending to his level of commitment and that love he has for his organization, many times attends to these calls, leaving aside his personal interests in order to give that extra that is so much required and that sometimes, I dare say that in most cases it is not appreciated.

- Make schedules more flexible; in many of our organizations we have employees who have to travel long distances to reach their work centers on time. Sometimes this means that they have to get up early and drive for two or more hours to avoid being late.

Worse yet, sometimes our employees must endure the inclement traffic and stagnation of our access roads or the poor condition in which they are in order not to miss their workday; this same situation is repeated day after day throughout the year or throughout their working life, negatively affecting the employee's health, increasing their stress levels, reducing their productivity and increasing their risk of accidents

incrementando su nivel de riesgo de accidentalidad.

Cuando se analiza en detalle el contexto de la organización y se toman en cuenta todos los factores internos y externos que pueden afectar el correcto desarrollo de los procesos que en esta se llevan a cabo, debe tomarse en cuenta a todos los colaboradores que se encuentran dentro de este rango de posibilidades y promover horarios de trabajos más flexibles que contribuyan a mejorar su rendimiento, reducir sus niveles de estrés y mejorar su situación emocional, así como su productividad.

- Desarrolla un clima laboral agradable y adecuado; tener un clima laboral agradable va más allá de contar con excelentes relaciones interpersonales, implica además contar con un lugar de trabajo agradable, en donde no exista hacinamiento, se cuente con buena iluminación, preferiblemente si esta es natural, un lugar donde sus colaboradores puedan tomar un descanso, pintar las paredes con tonalidades claras, adornar con plantas y cuadros.

Todas estas acciones pueden contribuir a que nuestros colaboradores se sientan más a gusto y cómodos en su lugar de trabajo, propiciando una mayor productividad.

- Promover el desarrollo de actividades saludables; en la medida de sus posibilidades, la organización debe promover el desarrollo de actividades que permitan la convivencia de sus colaboradores fuera del estrés que representa la rutina de largas jornadas laborales; pueden organizarse convivios y actividades deportivas así como recreativas tales como caminatas, juegos de baloncesto, partidos de

When the context of the organization is analyzed in detail and all the internal and external factors that may affect the correct development of the processes carried out in the organization are taken into account, all employees within this range of possibilities should be taken into account and more flexible work schedules should be promoted to help improve their performance, reduce their stress levels and improve their emotional situation, as well as their productivity.

- Develop a pleasant and adequate work environment; having a pleasant work environment goes beyond having excellent interpersonal relationships, it also implies having a pleasant workplace, where there is no overcrowding, good lighting, especially if it is natural, a place where employees can take a break, paint the walls with light colors, decorate with plants and pictures.

All these actions can contribute to make our collaborators feel more comfortable and at ease in their workplace, leading to greater productivity.

- Promote the development of healthy activities; to the extent of its possibilities, the organization should promote the development of activities that allow the coexistence of its collaborators outside the stress that represents the routine of long working days; convivial gatherings and sports and recreational activities such as walks, basketball games, baseball games, recreational fishing tournaments, Zumba classes, yoga, among others, can be organized; with this we seek to reduce stress levels and

béisbol, torneos de pesca recreativa, clases de zumba, yoga, entre otras; con esta se busca reducir los niveles de estrés y

mejorar las relaciones inter e intrapersonales al igual que incrementar el nivel de felicidad de nuestros colaboradores.

- Cuando sea posible, ofrecer teletrabajo a los colaboradores; es cierto que en muchas ocasiones por la naturaleza y relevancia de las actividades que realizan algunos colaboradores no es posible favorecerlos con esta medida, pero para aquellos casos en los que si sea posible, debe analizarse la posibilidad de ofrecer esta alternativa a nuestros colaboradores, con ella contribuimos a evitarles algunos contratiempos e inconvenientes como tráfico, gastos de traslado, estrés laboral y sobre todo reducción significativa de los riesgos asociados al desplazamiento desde y hacia sus lugares de trabajo.

Como podemos apreciar, el salario emocional tiene muchas ventajas y beneficios tanto para nuestros colaboradores como para nuestras organizaciones y su implementación no re- presenta un costo elevado si lo comparamos con todos estos beneficios.

improve inter and intrapersonal relationships as well as increase the level of happiness of our employees.

- It is true that in many cases, due to the nature and relevance of the activities performed by some employees it is not possible to favor them with this measure, but for those cases in which it is possible, the possibility of offering this alternative to our employees should be analyzed, with it we contribute to avoid some setbacks and inconveniences such as traffic, travel expenses, work stress and above all significant reduction of the risks associated with travel to and from their workplaces.

As we can see, the emotional salary has many advantages and benefits for both our employees and our organizations, and its implementation does not present a high cost if we compare it with all these benefits.

CAPÍTULO 15

Mente positiva = mayor productividad.

Parece increíble, pero la manera en la cual afrontemos la vida puede marcar de forma significativa el éxito o el fracaso que podamos tener y cuan productivos podamos llegar a ser.

Muchas veces nos levantamos de la cama para ir a trabajar con cero motivaciones y cero positivismo para enfrentar los múltiples retos que nos impone el día a día; lamentablemente en muchas ocasiones llevamos con nosotros estas actitudes hasta nuestros puestos de trabajo y como resultado de estas, terminamos cometiendo un sinnúmero de desaciertos, distraídos, evasivos e improductivos.

Como trabajadores, supervisores, gerentes o directivos de cualquier organización, debemos tener muy presente que la actitud que le pongamos a la vida, y la manera como abordemos cada uno de los retos que ésta nos impone, contribuirá enormemente en nuestro porcentaje de productividad diaria, mensual o anual.

Todos los seres humanos contamos con el maravilloso potencial de recodificar nuestra mente y reprogramar nuestro cerebro para que trabaje para nosotros y no en nuestra contra, permitiendo así que podamos estar más concentrados durante la ejecución de nuestras actividades, y nos permita mejorar nuestro porcentaje de productividad. Si diariamente al levantarnos de la cama nos decimos a nosotros mismos con mucha convicción frases como:

“Hoy será el mejor día de mi vida”, “Con dedicación y empeño hoy lograré culminar todas mis actividades programadas”, “Mi meta de hoy será culminar y

CHAPTER 15

Positive mindset = greater productivity.

It seems incredible, but the way we approach life can significantly influence our success or failure and how productive we can be.

Many times we get out of bed to go to work with zero motivation and zero positivity to face the many challenges that each day brings; unfortunately, we often carry these attitudes with us to our jobs and, as a result, we end up making countless mistakes, becoming distracted, evasive, and unproductive.

As workers, supervisors, managers, or executives of any organization, we must keep in mind that the attitude we bring to life and the way we approach each of the challenges it imposes on us will contribute greatly to our daily, monthly, or annual productivity.

All human beings have the wonderful potential to recode our minds and reprogram our brains to work for us and not against us, allowing us to be more focused during the execution of our activities and enabling us to improve our productivity rate. If every day when we get out of bed we say to ourselves with great conviction phrases such as:

“Today will be the best day of my life,” “With dedication and determination, today I will complete all my scheduled activities,” “My goal today will be to finish and

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cumplir como mínimo con el 95% de mis asignaciones”.

Como estas, existen un gran número de frases que podemos utilizar para auto reprogramarnos todos los días, independientemente de cuan bueno o malo haya sido el día anterior, o que tan difícil sea el día presente.

Una cosa que debemos tener clara, es que no solo basta con decirnos estas frases y ya, tenemos que entender que no son palabras mágicas; debemos hacerlo convencidos de que en realidad así pasará, debemos tenerlas en nuestra mente resonando todo el día como un timbre, y cada vez que no las digamos debemos apropiarnos de su significado y finalidad de forma positivamente placentera, imaginando no solo su preponderancia, sino también los resultados que se desean alcanzar y lo bien que nos sentiremos una vez logremos concretarlos.

Como veis, en términos generales gran parte del éxito de nuestro día a día depende de la actitud que le pongamos a las cosas, y qué tan positivos nos mostremos ante los diferentes desafíos que ésta es capaz de ponernos por delante, tratando de hacer algo agreste nuestro camino que:

“por experiencia puedo decirte que son muchísimos

estos desafíos que a diario nos impone la vida”.

Como miembro de una organización muy importante en nuestro país y coach de crecimiento y liderazgo, he tenido la oportunidad

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complete at least 95% of my assignments”.

Like these, there are a large number of phrases we can use to reprogram ourselves every day, regardless of how good or bad the previous day was, or how difficult the present day may be.

One thing we must be clear about is that it is not enough to simply say these phrases to ourselves; we have to understand that they are not magic words. We must do so with the conviction that it will actually happen. We must keep them ringing in our minds all day long, and every time we don't say them, we must take ownership of their meaning and purpose in a positive and pleasant way, imagining not only their importance, but also the results we want to achieve and how good we will feel once we achieve them.

As you can see, in general terms, much of our daily success depends on the attitude we bring to things and how positive we are in the face of the different challenges that life throws at us, trying to do something difficult on our path that:

“From experience, I can tell you that there are many

challenges that life throws at us every day”.

As a member of a very important organization in our country and a growth and leadership coach, I have had the opportunity

Third Chapter

3.1 Challenges faced in the process of translation

As students of 2-2025 Final Project, as a community of learning, we came up with the following challenges and solutions that we have faced during this Final Project:

Challenges	Descriptions	Solutions
Limited Literature Review	Difficulty finding comprehensive studies on specific topics	Extensive database searches, including journals, theses, and conference papers; consult experts in the field
Defining Clear Research Questions	Ambiguity or broad scope making research unfocused	Narrow down topics; formulate specific, manageable research questions
Data Collection Constraints	Accessing appropriate translation texts or corpus	Use online databases, open-access sources, or create your own corpus
Methodological Complexity	Choosing suitable translation analysis techniques	Review existing methodologies; consult methodology guides or experts
Language Barriers	Challenges in analyzing texts in multiple languages	Collaborate with bilingual scholars; use translation tools judiciously
Formatting and Citation Issues	Inconsistent citation styles or formatting errors	Use reference management software; follow institutional guidelines
Time Management	Procrastination or workload overload	Develop a detailed timetable; set regular milestones
Critical Analysis Development	Difficulty in providing in-depth critique of translations	Practice comparative analysis; seek feedback from advisors
Ethical Considerations	Handling copyrighted texts or sensitive data	Obtain necessary permissions; anonymize data where required

3.2 Conclusions

As 2-2025 students of the Final Project of the Bachelor's Degree program in English with an emphasis in translation, we cooperatively came up with the following shared and common conclusions after a long process of deliberating on them in many instances as a community of learning about learning that have grown together as family with a common goal:

The process of translation is an intricate and dynamic endeavor that extends beyond simple linguistic substitution. It requires careful analysis of the source text's structure, style, and context, as well as a comprehensive understanding of cultural, historical, and literary aspects. Effective translation involves multiple stages, including comprehension, interpretation, and re-expression, ensuring that the original message, tone, and stylistic nuances are preserved. This multifaceted process demands both linguistic proficiency and cultural sensitivity to produce a final product that resonates authentically with the target audience while maintaining fidelity to the source material's intent.

Achieving the essence of a book in the target language goes far beyond literal word-for-word translation. It involves a nuanced grasp of the underlying themes, mood, and emotional subtleties embedded within the original text. A translator must interpret the author's intent and reflect the original voice, allowing the target readers to experience a similar emotional and intellectual response as the original audience. This requires a deep engagement with the source material, creative adaptability, and the ability to re-create cultural references, idiomatic expressions, and stylistic choices in a way that preserves the heart of the book without diluting or distorting its core message.

An essential aspect of faithful translation is the respect for and understanding of both the source and target cultures. This entails recognizing cultural specificities and making informed decisions about how to adapt or retain cultural elements to avoid misinterpretation or cultural insensitivity. A translator must act as a cultural mediator, balancing faithfulness to the original context with relevance and accessibility for the target readership. This cultural sensitivity not only enhances comprehension but also fosters intercultural dialogue, celebrating diversity and promoting mutual understanding through the translated work.

The application of various translation techniques plays a vital role in ensuring quality and readability. Strategies such as semantic equivalence, dynamic equivalence, adaptation, and localization are employed to address linguistic differences, idiomatic expressions, and cultural references. Thoughtful use of these techniques enables the translator to overcome obstacles posed by language gaps, ensuring that the translated text remains coherent, engaging, and faithful to the stylistic and thematic elements of the original. Effectively

applying these methods enhances the overall naturalness and authenticity of the translation, making it more appealing and meaningful for the target audience.

Ultimately, being faithful to the author's original purpose and intent is paramount in the translation process. This involves understanding the author's objectives, the intended audience, and the contextual framework within which the work was created. A translator must make deliberate choices that reflect the author's voice and message, ensuring that the translated version remains true to the original's core values and aims. By doing so, the translation not only respects the integrity of the source work but also provides a coherent and impactful experience for readers in the target language, fostering genuine appreciation and understanding of the author's creative vision.

3.3 Recommendations

As 2-2025 Final Project students of the School of English, we came up with the following recommendations:

To optimize the translation process for maintaining cultural fidelity, translators should prioritize thorough cultural research before beginning their work. This includes understanding the socio-cultural context, idiomatic expressions, and cultural sensitivities inherent in both source and target languages. Implementing a systematic pre-translation phase that focuses on cultural nuances can significantly reduce misinterpretations and enhance the overall quality of the translated text. Furthermore, adopting a collaborative approach involving cultural experts or native speakers can provide valuable insights and ensure authenticity. Emphasizing iterative review and feedback throughout the process helps refine translations, making them more aligned with cultural expectations. Ultimately, a culturally conscious approach to translation fosters clearer communication and builds mutual respect among diverse audiences.

Regarding the implementation of translation techniques, practitioners should adopt a flexible, context-sensitive approach rather than relying solely on rigid, formulaic methods. Techniques such as localization, paraphrasing, and adaptive translation enable translators to better capture the intended tone and cultural relevance. The integration of modern translation technologies like computer-assisted translation (CAT) tools and machine learning algorithms can streamline workflows and improve consistency, especially in large-scale projects. However, technological tools should complement, not replace, human judgment, which remains crucial for ensuring cultural appropriateness. Continuous training in new translation techniques and technology literacy can bridge the gap between traditional skills and emerging tools. Encouraging ongoing professional development ensures that translators stay updated with best practices, ultimately improving the effectiveness and cultural sensitivity of their work.

Given that translation is a vital means of communication among cultures within a globalized world, it is essential to foster cultural literacy among translators. This involves integrating intercultural competence training into translator education programs, emphasizing the importance of understanding cultural similarities and differences. By cultivating awareness

of cultural taboos, values, and social norms, translators can produce texts that resonate more meaningfully with target audiences. Moreover, translators should view themselves as cultural mediators, facilitating dialogue rather than merely transferring words from one language to another. Developing cross-cultural empathy enhances the translator's ability to adapt content appropriately and reduces misunderstandings. Emphasizing the intercultural function of translation underscores its importance as a bridge for global understanding and cooperation.

To effectively implement translation techniques in a rapidly evolving technological landscape, professionals must embrace innovation without sacrificing quality. Incorporating artificial intelligence and machine translation can significantly accelerate project timelines and handle large volumes of content efficiently. Yet, these tools should be used judiciously, with human oversight to ensure cultural and contextual accuracy. Training programs should include instruction on working with advanced translation technologies, alongside traditional methods, to foster adaptability. Moreover, developing customized glossaries and translation memories can enhance consistency across projects and languages. Continuous evaluation of new tools and techniques is necessary to stay ahead of technological developments and to maintain high standards of accuracy, branding, and cultural appropriateness in global communications.

Finally, translation should be recognized not only as a linguistic activity but also as a means of fostering intercultural understanding and diplomacy. Translators play a pivotal role in promoting dialogue, peace, and mutual respect among diverse communities. To maximize this potential, educational and institutional frameworks should encourage translators to adopt strategies that highlight shared values and cultural commonalities. Promoting awareness of translation's social impact can inspire more ethically conscious practice and increase public trust in translated content. Additionally, cultural exchange programs and international collaborations should be supported to enhance cross-cultural communication skills. Ultimately, embracing translation as a tool for cultural diplomacy enriches global interactions and contributes to a more interconnected and empathetic world.

3.4 Glossary

1. **Leadership (Liderazgo):** “the set of characteristics and actions used to guide, influence, and direct people toward achieving goals.”
Cambridge Dictionary. (2025).
<https://dictionary.cambridge.org/dictionary/english/leadership>
2. **Human Resources (Recursos Humanos):** “the department of an organization that deals with hiring, training, and supporting employees.”
Oxford University Press. (2025).
<https://www.oxfordlearnersdictionaries.com/definition/english/human-resources>
3. **Work Climate (Clima Laboral):** “the general atmosphere, environment, and emotional tone present in a workplace.”
Collins English Dictionary. (2025).
<https://www.collinsdictionary.com/dictionary/english/climate>
4. **Emotional Salary (Salario Emocional):** “non-monetary benefits provided by a company to improve the well-being and motivation of its employees.”
Longman Dictionary of Contemporary English. (2025).
<https://www.ldoceonline.com/dictionary/salary>
5. **Empathy (Empatía):** “the ability to understand and share another person's feelings and experiences.”
Cambridge Dictionary. (2025).
<https://dictionary.cambridge.org/dictionary/english/empathy>
6. **Autocratic Leader (Líder Autocrático):** “a leader who takes decisions without input from others and expects obedience.”
Oxford University Press. (2025).
<https://www.oxfordlearnersdictionaries.com/definition/english/autocratic>
7. **Productivity (Productividad):** “the rate at which work is completed, especially in relation to the time and resources used.”
Collins English Dictionary. (2025).
<https://www.collinsdictionary.com/dictionary/english/productivity>
8. **Teamwork (Trabajo en equipo):** “the ability of a group of people to work well together in order to achieve a common goal.”
Longman Dictionary of Contemporary English. (2025).
<https://www.ldoceonline.com/dictionary/teamwork>
9. **Frustration (Frustración):** “a feeling of anger or annoyance caused by being unable to do something or because something is not happening in the way you want.”
Cambridge Dictionary. (2025).
<https://dictionary.cambridge.org/dictionary/english/frustration>

10. **Collaborators (Colaboradores):** “people who work together on a project or task, especially in a professional or academic context.”
Oxford University Press. (2025).
<https://www.oxfordlearnersdictionaries.com/definition/english/collaborator>
11. **Concerns (Inquietudes):** “worries or anxieties about something important or troubling.”
Cambridge Dictionary. (2025).
<https://dictionary.cambridge.org/dictionary/english/concern>
12. **Attention (Atención):** “the act of carefully thinking about, listening to, or watching someone or something.”
Merriam-Webster Dictionary. (2025). <https://www.merriam-webster.com/dictionary/attention>
13. **Listening (Escuchar):** “to give attention to someone or something in order to hear them.”
Oxford University Press. (2025).
<https://www.oxfordlearnersdictionaries.com/definition/english/listen>
14. **Interruptions (Interrupciones):** “something that breaks the continuity or flow of something else, especially speech or activity.”
Collins English Dictionary. (2025).
<https://www.collinsdictionary.com/dictionary/english/interruption>
15. **Understanding (Comprender):** “the ability to grasp the meaning, significance, or nature of something.”
Cambridge Dictionary. (2025).
<https://dictionary.cambridge.org/dictionary/english/understand>
16. **Communication (Comunicación):** “the exchange of information or feelings between people using words, sounds, signs, or behavior.”
Oxford University Press. (2025).
<https://www.oxfordlearnersdictionaries.com/definition/english/communication>
17. **Professional (Profesional):** “relating to a job that requires special education, training, or skill.”
Longman Dictionary of Contemporary English. (2025).
<https://www.ldoceonline.com/dictionary/professional>
18. **Tamizado (Screening):** “the process of identifying people who are at risk of developing a specific disease or condition.”
Oxford University Press. (2025).
<https://www.oxfordlearnersdictionaries.com/definition/english/screening>
19. **Desvinculación (Disengagement):** “the act of stopping being involved in something.”

- Cambridge University Press.* (2025).
<https://dictionary.cambridge.org/dictionary/english/disengagement>
20. **Cognoscitivas (Cognitive):** “connected with thinking or conscious mental processes.”
Cambridge University Press. (2025).
<https://dictionary.cambridge.org/dictionary/english/cognitive>
21. **Procrastinación (Procrastination):** “the act of delaying something that you should do, usually because you do not want to do it.”
Cambridge University Press. (2025).
<https://dictionary.cambridge.org/dictionary/english/procrastination>
22. **Introspección (Introspection):** “examination of and attention to your own ideas, thoughts, and feelings.”
Cambridge University Press. (2025).
<https://dictionary.cambridge.org/dictionary/english/introspection>
23. **Homeostático (Homeostatic):** “relating to homeostasis: the ability to keep the internal environment of the body stable.”
Collins English Dictionary. (2025).
<https://www.collinsdictionary.com/dictionary/english/homeostatic>
24. **Intangibles (Intangibles):** “something that does not exist in a physical way but has value.”
Cambridge University Press. (2025).
<https://dictionary.cambridge.org/dictionary/english/intangible>
25. **Hacinamiento (Overcrowding):** “a situation when a place contains too many people or things.”
Cambridge University Press. (2025).
<https://dictionary.cambridge.org/dictionary/english/overcrowding>

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Annex

Fabián Amir Ortíz



LA ORGANIZACIÓN INTELIGENTE

Potenciando el crecimiento
personal, profesional y laboral.



Fabián Amir Ortiz

Author



Universidad
LATINA de Panamá
SUMMUM DESIDERIUM SAPIENTIA

David, 26 de mayo de 2025

Señor
Fabián Amir Ortiz
Autor de
"La organización inteligente"
E. S. M.

Respetados Señor Ortiz:

Por este medio le solicitamos la autorización para la traducción de la obra escrita por ustedes, titulada "La organización inteligente". Dicha traducción estará siendo realizada por la estudiante:

- **Valery D. Galástica S. (4-819-1169)**


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Sin más que agregar, le agradecemos su valiosa atención y contribución.

Atentamente,


Dra. Carmen Concepción
Directora Ejecutiva


Firma del autor





ANEXO 3
Declaración Jurada



UNIVERSIDAD LATINA DE PANAMÁ

DECLARACIÓN JURADA

Yo Valery Daneth Galastica Sagel con cédula de identidad personal número, 4-819-1169 estudiante graduando del programa/carrera de Licenciatura en Inglés con Énfasis en Traducción declaro bajo la gravedad del juramento que el material que aparece en este trabajo de graduación, en la opción: : Proyecto Final (Tesis, proyecto final, pasantía, otro), es de mi producción intelectual, en razón de lo cual exonero a la Universidad Latina de Panamá de cualquier responsabilidad relacionada con este aspecto.

Como constancia, firmo la presente declaración el día 10 del mes de Agosto del año 2025.

Firma del estudiante: G. Sagel Valery D.

Cédula: 4-819-1169