



Universidad Latina de Panamá

Facultad de Ciencias de la Educación y Desarrollo Humano

**Traducción del libro “La Organización Inteligente” de Fabián
Amir Ortíz**

PP. 101-150

**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 work to my family, for being my greatest source of strength, love, and motivation. To my parents, for their unconditional support and for teaching me the value of hard work and perseverance. Especially during this stage of my life, I have faced many challenges and experienced many ups and downs over the past four or five years. Despite all of that, they had the patience to help me move forward and respected my decisions. Everything I have achieved, I owe to them.

Introduction

Translation is a key tool for communication between people who speak different languages. Thanks to it, we can share ideas, knowledge, emotions, and cultures across borders. Imagine a world without translation: we wouldn't be able to read books written in other languages, access foreign scientific research, or enjoy films and songs from other countries. Furthermore, translation promotes intercultural understanding, which is essential in today's highly connected world. It helps us understand other ways of seeing life and find common ground. Whether in the professional, academic, or personal sphere, translation enables information to flow meaningfully and with respect for its source. Ultimately, it is a way to bring us closer together and enrich our worldview.

Translation techniques are like a toolbox that translators use to solve the challenges that arise when translating a text from one language to another. Their main objective is to ensure that the message remains clear, coherent, and faithful to the original, even if there are sometimes significant cultural or linguistic differences. It is not always possible to translate word for word, which is why techniques such as transposition, modulation, and equivalence help adapt the text without losing its essence. These techniques allow for creative solutions when there are difficult expressions or concepts that don't exist in the other language. They also help the final result sound natural to the reader. Using them well requires practice and knowledge, but above all, sensitivity to capture what the text really means. By applying these techniques, we translate not only words but also intentions, emotions, and styles.

The purpose of this final project is to translate at least five pages of the book *La Organización inteligente*, written by Fabian Omar Ortíz, applying different translation techniques that will

allow us to demonstrate how we can use them appropriately and effectively. In this work, we seek to answer the following question: How does the application of certain translation techniques influence the way in which the meaning and content of the book *La Organización Inteligente* written by Fabian Omar Ortíz are conveyed?

In the first chapter of this translation work, we analyse the theoretical foundations that support the use of the techniques we apply. We explain what they are, how they work and why they are important, based on recognized authors in the field of translation. We also reflect on how cultural context and reader type influence our decisions as translators. In the second chapter, we present the translation of fifty pages of the original Spanish text into English, organized in two columns for easy comparison. Throughout the translation, we highlight the techniques used and explain why they were necessary in each case. This allows us to show both the process and the challenges we faced. In the third chapter, we share our conclusions and some recommendations based on our experience. We also include a glossary with the most relevant terms and their respective translations. Finally, we present the bibliography that has served as a support throughout the project. In this way, the work not only demonstrates what we have learned, but can also serve as a guide for future translators.

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First Chapter

1.1 Antecedents

Book translation is essential because it allows works written in one language to be understood by people who speak another language. Without translation, many ideas, knowledge and cultures would be limited to those who only understand the original language. Book translation facilitates access to valuable information and broadens the reach of authors and their works. It also contributes to the dissemination of knowledge and education in different parts of the world. Translation also promotes cultural exchange and understanding between different societies. That is why it is an indispensable tool for connecting people through knowledge and reading. Without translation, global communication in the literary and academic spheres would be much more limited.

Fabian Ortiz is a Panamanian author with strong roots in both Bocas del Toro and Chiriquí, two culturally rich provinces of Panama. He brings a unique perspective shaped by his diverse upbringing and regional influences. Ortiz has a professional background in organizational development, leadership, and business strategy. His commitment to education and community improvement has earned him recognition among academics and professionals alike. As a writer, he is passionate about sharing knowledge that can help transform how institutions operate. His experiences in both rural and urban settings have informed his understanding of how different environments shape organizational culture. Ortiz often speaks at seminars and workshops on innovation and leadership. He believes that effective organization is the backbone of sustainable progress.

In addition to his work as an author, Fabian Ortiz has served in several leadership roles within Panamanian institutions. His career includes consulting with private companies and public entities on strategic planning and efficient management. Ortiz also dedicates time to mentoring young professionals and future leaders. His educational journey includes studies in business administration and human resource development. He is known for his ability to merge theory with practice, offering actionable insights in his writing and lectures. As someone deeply connected to his roots, he often draws on Panamanian values and social contexts to inform his ideas. His goal is to create tools that can be applied locally and internationally. Ortiz continues to inspire through his writing and commitment to organizational excellence.

The book *La Organización Inteligente* by Fabian Ortiz is a thought-provoking work published in Panama City. It was released by a local Panamanian publishing house committed to promoting national authors and intellectual growth. The book spans approximately 170 pages and is written in clear, accessible Spanish. It offers practical advice and theoretical frameworks for developing smarter, more adaptive organizations. The publication reflects Ortiz's deep understanding of the Panamanian context, while also addressing universal principles of effective management. Designed for both academic and professional audiences, the book has gained attention for its relevance in today's fast-changing environments. With a focus on clarity and application, it serves as both a reference and a guide. Its publication marks an important contribution to the literature on organizational intelligence in Latin America.

La Organización Inteligente explores how institutions can become more flexible, efficient, and innovative in a constantly evolving world. Ortiz presents a detailed roadmap for transforming traditional organizational models into dynamic systems that can adapt to change. He emphasizes the importance of leadership, communication, and continuous learning in building strong organizations. The book includes case studies, examples, and practical tools that readers can apply in their own workplaces. A key theme is the shift from rigid hierarchies to collaborative, knowledge-based structures. Ortiz encourages readers to think critically about how their organizations function and what changes are necessary to achieve long-term success. He also highlights the role of technology and data in improving decision making. The book is both visionary and grounded in real-world practices.

The central purpose of *La Organización Inteligente* is to empower leaders and professionals with the tools and mindset needed to transform their organizations into adaptive and future-ready entities. Fabian Ortiz seeks to inspire a cultural shift toward more intelligent, ethical, and inclusive management practices. The book aims to move beyond outdated organizational models and encourage innovation through collaboration and strategic thinking. Ortiz's goal is to make readers question existing systems and embrace continuous improvement. He wants organizations to function not just efficiently, but meaningfully with a clear sense of purpose and responsibility. Through this work, Ortiz contributes to building a more resilient and knowledge-driven professional culture in Panama and beyond. Ultimately, the book is a call to action for all who wish to lead with clarity, intelligence, and integrity. It invites readers to become active agents of change in their environments.

1.2 Justification

Translating *La organización inteligente* is highly relevant for the author, Fabián Ortiz, because it allows his work to reach a broader international audience. The book offers valuable insights into modern organizational structures and leadership in the context of Latin America, which can benefit professionals worldwide. By making his work available in English, Ortiz expands the impact of his ideas beyond Spanish-speaking regions, contributing to global discussions on intelligent management. This translation increases the visibility of his intellectual contribution and promotes academic exchange. Moreover, it validates the importance of Latin American authors in global business literature. It may also open opportunities for collaboration and invitations to speak or publish internationally. For Ortiz, this translation is a step toward global recognition and influence in the field of organizational development.

As a translation student at Universidad Latina de Panamá, working on this book gives me the opportunity to apply what I've learned to a real and impactful project. Translating *La organización inteligente* challenges me to go beyond words and deeply understand the message the author wants to convey. It strengthens my ability to adapt language, tone, and meaning for a new audience, which is key in professional translation. This project also helps me develop a critical eye for business and leadership topics, broadening my knowledge beyond linguistics. It gives me confidence to contribute meaningfully to professional and academic fields. Most importantly, it allows me to be part of something bigger—helping bring valuable knowledge to more people through my translation skills.

Many people and institutions will benefit from the translation of *La organización inteligente*. International companies, HR professionals, and organizational leaders looking for new perspectives will gain access to practical and innovative tools. Educators and students in business and management programs will find in this book a valuable resource to understand modern organizational culture. Researchers and consultants interested in organizational intelligence and leadership will also benefit from the new insights. Furthermore, English-speaking readers who care about human development within the workplace will find the book relatable and useful. This translation opens a door to learning, collaboration, and transformation across cultures. It creates a positive impact in both academic and professional communities around the world.

1.3. Objectives of the Project

1.3.1 General Objective

To translate from Spanish into English the pages 101 to 150 from the book “La organización inteligente” written by Fabian Omar Ortiz.

1.3.2 Specific Objectives

1. To implement seven translation techniques from the source language of the book “La organización inteligente” written by Fabián Omar Ortíz. into the target language, in this case is English.
2. To demonstrate effective use of the mechanics of writing in the target language (the book that is being translated): punctuation, capitalization, coherence, and unity.
3. To analyze the structure of the target language so the syntax and pragmatics of both languages are identified and properly translated.
4. To interpret the cultural and sociological aspects that may determine the translation of the source text.

1.4 Methodology

Translation has existed since ancient times to bridge languages and cultures. In Mesopotamia and Egypt, it served religion and administration. Greeks and Romans translated philosophy and literature, spreading ideas widely. Later, the Middle Ages and Renaissance strengthened translation as a tool for science and culture.

In applied linguistics, translation is viewed as a linguistic and cultural process. It studies how meaning is transferred across languages, considering grammar, pragmatics, and context. It also examines cultural and audience factors. This makes translation essential to understand language in real use.

Techniques such as borrowing, adaptation, and transposition are vital for accurate translation. They help preserve meaning, tone, and cultural references. Without them, translations sound literal and ineffective. They ensure flexibility, precision, and creativity in different contexts. In the age of AI, translation techniques are more important than ever. Machines provide speed but miss cultural nuance. Human translators refine meaning with techniques, ensuring clarity and sensitivity. This balance keeps translation relevant in global communication.

1.4.1 Translations Techniques Implemented

1. Translation Technique: Equivalence

1.1 Definition: Equivalence is a term used by Vinay and Darbelnet (1995, p. 90) to express the action a translator takes when “the same situation can be rendered by two texts using completely different stylistic and structural methods.”

1.2 Example #1 (P. 106)

S. L: “El que persevera alcanza.”

T. L: “He who perseveres succeeds.”

1.3 Example #2 (P. 114)

S. L: Atrévete a escribir tu propia historia.

T. L: Dare to write your own story.

1.4 Analysis: The two examples show the use of the equivalence technique in different ways. In the first one, the Spanish proverb “*El que persevera alcanza*” is rendered as “*He who perseveres succeeds.*” Although not literal, it conveys the same moral message in a natural English form. In the second, “*Atrévete a escribir tu propia historia*” is translated as “*Dare to write your own story.*” The wording changes, but the motivational tone and meaning remain the same. Both cases illustrate equivalence because the translations adapt structure and style while preserving the original intention.

2. Translation Technique: Transposition

2.1 Definition: The method called transposition involves replacing one word class with another without changing the meaning of the message. Beside being a special translation procedure, transposition can also be applied within a language. (Vinay et al, 1995, p.88)

2.2 Example #1 (P. 106)

SL: somos contratados para realizar un trabajo que se ajuste como una camisa hecha a la medida

TL: we are hired to perform a job that fits like a tailor-made shirt to the professions we have studied

2.3 Example #2 (P. 132)

SL: Atrévete a pensar fuera de la caja y verás como tu vida cambiará de manera extraordinaria...

TL: Dare to think outside the box and you will see how your life will change in extraordinary ways...

2.4 Analysis: In the first example, the verb phrase *se ajuste* in the source text is transposed into the verb *fits* in the target text, and the noun phrase *camisa hecha a la medida* becomes the adjectival phrase *tailor-made shirt*. This illustrates how word classes are replaced while keeping the intended meaning.

In the second example, the expression *de manera extraordinaria* in Spanish uses a noun (*manera*) and an adjective (*extraordinaria*), whereas in the English version it is transposed into an adverbial phrase (*in extraordinary ways*). This shows another instance of changing the grammatical category without altering the message.

3. Translation Technique: Modulation

3.1 Definition: Modulation involves using a different phrase from that used in the source content to preserve the same meaning in the target language. With this technique, you change a perspective to convey the idea in a way that aligns with the natural patterns of the target

language. Thus, a reader in the target language won't be confused by an unexpected phrase.
(Mustafin, 2020, pr.9)

3.2 Example #1 (P. 102)

SL: emitir nuestras opiniones, juicios o la respuesta que la otra persona necesita

TL: offer a thoughtful opinion, a fair judgment, or the response they truly need

3.3 Example #2 (P. 105)

SL: rendirse ante un nuevo desafío

TL: give up when facing a new challenge

3.4 Analysis: In the first example, “emitir nuestras opiniones, juicios o la respuesta que la otra persona necesita” is translated as “offer a thoughtful opinion, a fair judgment, or the response they truly need.” This adapts the sentence into a smoother structure in English, preserving the meaning while sounding natural for the target audience.

In the second example, “rendirse ante un nuevo desafío” becomes “give up when faced with a new challenge,” which changes the point of view slightly but keeps the original idea intact, using a common English phrasing that avoids any unnatural or confusing expression.

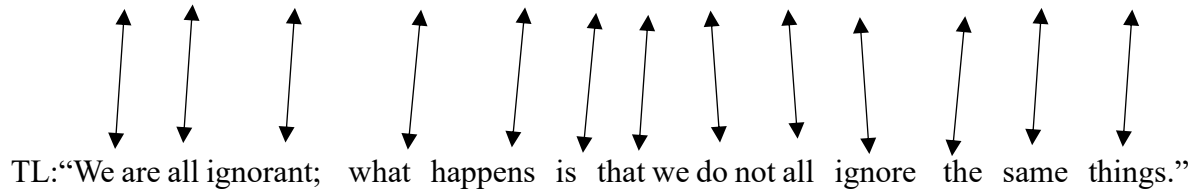
4. Translation Technique: Literal

4.1 Definition: Newmark (1988) said that literal translation, also called straight translation or linear translation, is between word-for-word translation and free translation (p. 46). In the process of translation, translators look for grammatical constructions of the source language that are matching to, equivalent with, or close to the target language. This translation method

is detached from the context. This method is first carried out like word-for-word translation, but the translator then adjusts the arrangement of words according to the grammar of the target language. See the following examples modified from Moentaha (2006) and Machali (2009).

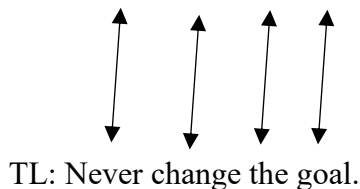
4.2 Example #1 (P.109)

SL: “Todos somos ignorantes, lo que ocurre es que no todos ignoramos las mismas cosas”



4.3 Example #2 (P. 116)

SL: Nunca cambies la meta.



4.4 Analysis: These examples show that literal translation is not only a mechanical word-for-word transfer, but also a process that considers grammatical adjustments. The sentences keep the same structure and meaning, but the translator adapts them slightly to the grammar of the target language without altering the message.

5. Translation Technique: Adaptation

5.1 Definition: Newmark (1988) said that adaptation is the freest translation method that leads to the closest equivalence of the target language. Though the term is “adaptation” it

does not mean to sacrifice the theme, character or plot of the source language. If so, it is not adaptation but creation. One example of adaptation product is the translation of Shakespeare's drama entitled *Macbeth* adapted by the poet W.S. Rendra. He maintained all the characters and the plot of the original work but he adapted the dialogue to Indonesian culture (Machali, 2000, p. 53).

5.2 Example #1 (P.115)

SL: Hay que estar dispuesto a dar la gota de sacrificio diaria para ver materializados nuestros sueños.

TL: We must be willing to put our daily share of sacrifice to make our dreams a reality.

5.3 Example #2 (P.121)

SL: "El respeto se gana."

TL: "You have to earn respect."

5.4 Analysis: In the first example, the Spanish phrase "*dar la gota de sacrificio diaria*" was adapted into "*put in our daily share of sacrifice*". A literal translation of "drop of daily sacrifice" would not sound natural in English. The adaptation keeps the idea of effort and constancy but conveys it in a way that is culturally and linguistically appropriate for the target language.

In the second example, the expression "*El respeto se gana*" is adapted into "*You have to earn respect*". The literal form "*Respect is earned*" could also be possible, but the chosen adaptation reflects the English idiomatic structure more naturally while maintaining the original meaning. This illustrates Newmark's concept of adaptation: the translation respects the sense of the source text while ensuring the closest equivalence in the target culture.

6. Translation Technique: Borrowing

6.1 Definition: According to Molina and Hurtado Albir (2002), borrowing is one of the basic translation techniques that involves “taking a word or expression straight from another language” (p. 499).

6.2 Example #1 (p. 128)

SL: aquellas personas que pueden ayudarnos a lograr nuestros sueños, incluyendo a **mentores**, líderes de grupo, familiares, otros

TL: Those people who can help us achieve our dreams, including **mentors**, group leaders, family members, and others.

6.3 Example #2 (p. 132)

SL: la persona sobre la cual se ejerce el proceso de **coaching**

TL: the person on whom the **coaching** process is carried out.

6.4 Analysis: In the first example, borrowing can be observed in the terms *mentor* and *líder*, which are loanwords already naturalized in Spanish. In the translation, these words are kept as *mentors* and *group leaders* to preserve the professional register and ensure accuracy.

In the second example, the word *coaching* is kept unchanged in the TL. This choice reflects its widespread use in professional and academic contexts, where translating it into alternatives such as *training* or *mentoring* would alter its specific meaning.

7. Translation Technique: Calque

7.1 Definition: “Calque may be defined as a phrase translated literally word-for-word.

Some of the so-translated phrases may become accepted in the target language. However, an unsuccessful calque can be extremely unnatural.” (Bosco, 2012)

7.2 Example #1 (P. 104)

SL: ya tengamos las herramientas necesarias para hacerles frente de una forma eficaz y oportuna.

TL: we already have the necessary tools to make them front in an effective and opportune way.

7.3 Example #2 (P. 129)

SL: porque tú y solo tú eres el arquitecto de tu propia vida.

TL: because you and only you are the architect of your own life.

7.4 Analysis: In the first example, the expression “*to make them front*” does not exist in English, which makes the calque sound unnatural and difficult for a native speaker to interpret. This shows that a literal transfer from the source language can distort meaning and reduce clarity. In contrast, the second example “*the architect of your own life*” works well in English because it is idiomatically acceptable and conveys the intended metaphor naturally. This demonstrates how a calque may sometimes be inappropriate if it disrupts fluency, but in other cases, it can be effective when the literal form aligns with the target language’s stylistic and cultural norms.

Second Chapter

2.1 Translate Text

departamento, en la medida de lo posible ofrecer diversas alternativas de solución a las dudas, inconvenientes o problemas que puedan ir surgiendo.

Aun cuando todos somos importantes dentro de nuestras organizaciones y que cada uno de los miembros desempeña un papel fundamental, respetar la cadena de mandos ayuda a que los procesos sean desarrollados con el orden y fluidez requerida.

En todo momento las instrucciones deben ser dadas de una manera vertical y asertiva, permitiendo una buena comprensión de estas para evitar errores costosos; de igual manera, las peticiones o requerimientos de cada uno de los miembros del equipo deben ser dirigidas a sus supervisores inmediatos, los cuales tienen la responsabilidad de instruirlos, asesorarlos o ayudarles a resolver la situación problema.

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CAPITULO 31

Aprende a escuchar.

Un superior desatento se convierte en una gran frustración para cualquiera de sus colaboradores. Con mucha frecuencia trabajamos con personas similares a

department, as far as possible, offer various alternative solutions to any doubts, inconveniences or problems that may arise.

Even though we are all important within our organizations and each member plays a fundamental role, respecting the chain of command helps processes to be carried out with the necessary order and fluidity.

At all times, instructions must be given in a vertical and assertive manner, allowing for a good understanding of them to avoid costly mistakes. Similarly, requests or requirements from each team member must be directed to their immediate supervisors, who are responsible for instructing, advising or helping them to resolve the problem.

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CHAPTER 31

Learn to listen.

An attentive superior becomes a major source for any of their employees. We often work with people like this, and in most cases, when we try to express our points of

estas y en la mayoría de los casos cuando nos disponemos a manifestarles nuestros puntos de vistas, inquietudes, ideas o preocupaciones, ellos se encuentran pensando en otra cosa, con la mente desatenta ante lo relatado o disponen de poco tiempo para escucharnos.

Una de las muchas cualidades que distinguen a aquellos que poseen cualidades de liderazgo de aquellos que no es la capacidad para saber escuchar a los demás, y con esto me refiero no solo al acto mismo de solo estar presente asintiendo con la cabeza todo lo que nos estén manifestando, sino también a permitir a la otra persona expresarse de la mejor forma posible, sin interrupciones ni críticas, ni mucho menos refutándole anticipadamente sin darnos el tiempo de analizar la información recibida antes de emitir nuestras opiniones, juicios o la respuesta que la otra persona necesita.

Saber escuchar implica poder descifrar y comprender todo aquello que nos es comunicado tanto verbal como no verbalmente, evaluando todos los componentes comunicativos que nos permitan entender sin sesgos el mensaje, entendiendo el escenario en todo su contexto y así de esa manera poder asesorar, guiar, instruir o ayudar a quien nos requiere de una manera profesionalmente correcta.

Uno de mis mentores me dijo una vez que cuando escuchamos a alguien que acude a nosotros para que lo ayudemos a resolver una

view, concerns, ideas, or worries, they are thinking about something else, their minds are not focused on what we are saying, or they have little time to listen to us.

One of the many qualities that sets those with leadership skills apart from those without is their ability to truly listen. By this, I don't mean simply sitting there nodding in agreement to everything being said, but rather giving the other person the space to express themselves as clearly as possible without interruptions, without criticism, and certainly without rushing to contradict them before we've taken the time to process the information and offer a thoughtful opinion, a fair judgment, or the response they truly need.

Knowing how to listen means being able to decipher and understand everything that is communicated to us, both verbally and non-verbally, evaluating all the communicative components that allow us to understand the message without bias, understanding the scenario in its entire context and thus being able to advise, guide, instruct, or assist those who require our help in a professionally correct manner.

One of my mentors once told me that when we listen to someone who comes to us for help in solving a

Situación, ya le hemos ayudado a solucionarla en un 25 a 50%, muchas veces estas personas solo quieren que alguien los escuche, otras veces el solo hecho de escucharse relatando el suceso que les preocupa, ellos mismos logran vislumbrar la posible solución, y en algunas otras ocasiones al escucharlos nosotros podemos darle esa pieza clave que les hace falta para poder hallar la solución

Tenemos no solo la responsabilidad de centrarnos en los asuntos que atañen únicamente al desarrollo de nuestras funciones dentro de las organizaciones para las cuales laboramos, como responsables de dinamizar su crecimiento integral, en donde todos se sientan comprometidos y partícipes del cumplimiento de las metas y objetivos trazados, para garantizar la sostenibilidad de nuestra empresa en el tiempo; entendiendo siempre que el esfuerzo de muchos es el esfuerzo de todos y que la debilidad o fracaso de cualquiera de sus miembros de igual manera nos perjudica a todos.

Los colaboradores de nuestras organizaciones sienten más afinidad, confianza y respeto por aquellos superiores o iguales que toman parte de su tiempo para atender sus requerimientos o escuchar sus aportaciones en el momento que se necesite, este simple hecho va creando un vínculo de confianza y seguridad que permite el intercambio de información muchas veces

Situation: we have already helped you solve 25 to 50% of it. Often, these people just want someone to listen to them. Other times, simply by hearing themselves recount the event that is troubling them, they themselves are able to glimpse a possible solution. And on other occasions, by listening to them, we can provide them with the key piece they need to find the solution.

We have not only the responsibility to focus on matters that solely concern the performance of our duties within the organisations for which we work, but we are also responsible for stimulating their comprehensive growth, where everyone feels committed and involved in the fulfilment of the goals and objectives set, in order to guarantee the sustainability of our company over time; always understanding that the effort of many is the effort of all, and that the weakness or failure of any of its members equally harms us all.

The employees of our organizations feel more affinity, trust and respect for those superiors or peers who take the time to attend to their needs or listen to their contributions when necessary. This simple fact creates a bond of trust and security that allows for the exchange of often valuable information, which is relevant to the proper development of the activities carried out within these organizations.

<p>valiosa, y que atañe al correcto desarrollo de las actividades que se llevan a cabo a lo interno de estas.</p> <p>Debemos estar atentos al escuchar y extraer de cada conversación los criterios positivos y relevantes que permitan trascender o darle solución a la inquietud presentada de manera tal que se puedan solventar y evitar que estas vuelvan a manifestarse y que de hacerlo</p>	<p>We must be attentive when listening and extract from each conversation the positive and relevant criteria that allow us to transcend or solve the concern presented in such a way that it can be resolved and prevented from recurring</p>
<p>Página.103</p>	<p>Page.103</p>
<p>ya tengamos las herramientas necesarias para hacerles frente de una forma eficaz y oportuna.</p>	<p>we already have the necessary tools to make them front in an effective and opportune way.</p>
<p>Muchas veces nuestros propios problemas y frustraciones no nos permiten escuchar con claridad y detenimiento, aquello que nos manifiestan nuestros colaboradores o aquellas personas que acuden a nosotros en busca de una opinión, asesoría o consejo, lo cual nos hace malinterpretar el mensaje o no entenderlo en todo su contexto, llevándonos a creer que se trata de un disparate o lo que es peor a dar una respuesta no tan certera para salir del paso, generando aún más dudas e incertidumbre en la otra persona.</p>	<p>Often, our own problems and frustrations prevent us from listening clearly and carefully to what our colleagues or those who come to us for an opinion, advice or guidance are telling us, which leads us to misinterpret the message or fail to understand it in its full context, causing us to believe that it is nonsense or, worse still, to give an inaccurate answer just to get out of the situation, generating even more doubts and uncertainty in the other person.</p>
<p>Es cierto que dada nuestra experiencia y conocimientos, en muchas ocasiones podremos ofrecer una respuesta atinada a las interrogantes que nos son formuladas, o podremos opinar con inteligencia de algún tema en específico; pero en muchas otras ocasiones, será prudente tomarnos un tiempo para analizar e interiorizar lo que nos han manifestado y así de esta manera evaluar</p>	<p>It is true that, given our experience and knowledge, we will often be able to offer an accurate answer to the questions we are asked, or we will be able to give an intelligent opinion on a specific topic; but on many other occasions, it will be prudent to take some time to analyse and internalize what has been said to us and thus</p>

todas las alternativas de respuesta para poder ofrecer la que mejor sea pertinente al caso en concreto.

Date el tiempo para desarrollar tus habilidades de escucha activa y analítica, y verás como poco a poco ayudarás e influirás de manera positiva en muchos de tus colaboradores e iguales dentro de la organización para la cual laboran.

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CAPÍTULO 32

No te rindas sin antes haberlo intentado.

Es normal sentirnos temerosos ante una nueva experiencia o ante alguna circunstancia de la cual conocemos poco o nada, pero rendirse sin antes haber dado la pelea o sin siquiera haberlo intentado no es ni debe ser jamás la mejor de las alternativas. Somos seres humanos llenos de muchas fortalezas, virtudes y debilidades, con un cúmulo de vivencias y experiencias acumuladas por miles y miles de años, algunas propias otras no, pero todas a nuestra disposición si en verdad las queremos aprovechar.

Con mucha frecuencia he podido ver a personas rendirse ante un nuevo desafío, sin siquiera haber hecho el más mínimo intento por darse la oportunidad de explorar su potencial para realizar algo diferente, otras han

evaluate all the possible answers in order to offer the one that is most relevant to the specific case.

Take some time to work on the development of your active and analytical listening skills, and you'll see how, gradually, you'll become a positive influence for many of your colleagues and peers within the organization you work in.

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CHAPTER 32

Don't give up without trying first.

It is normal to feel fearful when faced with a new experience or a situation about which we know little or nothing, but giving up without putting up a fight or even trying is not and should never be the best option. We are human beings full of many strengths, virtues and weaknesses, with a wealth of experiences accumulated over thousands and thousands of years, some our own and some not, but all at our disposal if we truly want to take advantage of them.

I have often seen people give up when faced with a new challenge, without even making the slightest attempt to give themselves the chance to explore their potential to do something different. Others have failed on their first

<p>fracasado al primer o segundo intento y eso los ha llevado a rendirse, sin percatarse de que ya saben dos formas distintas de no hacer lo que se han propuesto.</p> <p>Es difícil afrontar nuevos retos, pero nunca es imposible si en verdad le ponemos corazón y entrega, siempre hay una forma de hacer las cosas y hacerlas bien, al igual que siempre existirán personas dispuestas a ayudarnos para poder cumplir con nuestros objetivos y metas dando cumplimiento a todo lo que nos proponamos.</p> <p>No permitamos nunca que el miedo y la inseguridad nos gobiernen y nos hagan perder la oportunidad de explorar todo nuestro potencial ante las nuevas circunstancias que nos presenta la vida. Tenemos la capacidad de aprender y reaprender, así como la de desaprender para volver a aprender. Somos responsables de dinamizar</p>	<p>or second attempt, which has led them to surrender, unaware that they already know two different ways of not achieving what they set out to do.</p> <p>It is difficult to face new challenges, but it is never impossible if we truly put our heart and soul into it. There is always a way to do things and do them well, just as there will always be people willing to help us achieve our objectives and goals, fulfilling everything we set out to do.</p> <p>Let us never allow fear and insecurity to rule us and cause us to miss the opportunity to explore our full potential in the face of new circumstances that life presents us with. We have the ability to learn and relearn, as well as to unlearn in order to learn again. We are responsible for driving</p>
<p>Página.105</p>	<p>Page.105</p>
<p>nuestro propio crecimiento y tomar las decisiones que nos permitan aprender y trascender y eso solo lo lograremos tomando la iniciativa y atreviéndonos a realizar cosas nuevas, afrontando retos que nos permitan explotar nuestras capacidades y no quedándonos en la zona de confort.</p>	<p>our own growth and making decisions that allow us to learn and transcend, and we will only achieve this by taking the initiative and daring to do new things, facing challenges that allow us to exploit our abilities and not staying in our comfort zone.</p>
<p>En contadas ocasiones somos contratados para realizar un trabajo que se ajuste como una camisa hecha a la medida con las profesiones que hemos estudiado; peor aún, ya estando dentro de la fuerza laboral de nuestras</p>	<p>On rare occasions, we are hired to perform a job that fits like a tailor-made shirt to the professions we have studied; even worse, once we enter the workforce of our companies, we are assigned tasks very different from</p>

empresas nos son encomendadas tareas muy divergentes a nuestra experiencia y preparación, pero que requieren de nosotros todo el empeño y dedicación para sacarlas adelante, lo que al final termina enriqueciendo nuestras habilidades y nos brinda las capacidades requeridas para volver a repetir las de una manera más profesional y efectiva.

Cuando afrontamos nuevos retos y nos atrevemos a asumir la responsabilidad de realizar una nueva tarea, aunque en esencia sepamos que no contamos con la suficiente experiencia o el conocimiento para realizarlo pero lo expresamos con humildad y nos atrevemos a llevarlos a cabo, no solo crecemos nosotros como profesionales, sino que además enviamos un excelente mensaje a nuestros superiores y a la organización en general, nos convertimos en colaboradores mejor valorados y elegibles para asumir nuevas posiciones a lo interno o externo de la empresa o proyectos futuros dentro de las mismas.

Desde muy joven escuchaba decir a mis mayores que “*el que persevera alcanza*”; sin embargo, hoy comprendo que más allá de esta simple expresión existen otros elementos que nos permiten al-

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alcanzar los objetivos y metas trazadas, culminar con lo que hemos iniciado o cumplir con aquello que nos ha

our experience and preparation, but they require from us all the effort and dedication to carry them out, which in the end ends up enriching our skills and providing us with the abilities needed to repeat them more professionally and effectively.

When we face new challenges and dare to take on the responsibility of performing a new task, even though we know deep down that we don't have enough experience or knowledge to do it, but we express this with humility and dare to carry it out, we not only grow as professionals, but we also send an excellent message to our superiors and the organisation in general. We become more highly valued employees and eligible for new positions within or outside the company or future projects within it.

Since I was very young, I used to hear my elders say that “*he who perseveres achieves*”; however, today I understand that beyond this simple expression, there are other elements that allow us to

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achieve the objectives and goals we have set, complete what we have started, or fulfil what has been entrusted

sido encomendado. Es muy importante creer en nosotros mismos, poner nuestro mayor empeño y comprometernos con el objetivo que perseguimos, entender que no siempre las cosas saldrán a la primera, pero que si no nos rendimos ante las primeras dificultades y trabajamos fuertemente, al final habremos logrado aquello que nos hemos propuesto o aquello para lo cual fuimos requeridos.

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CAPÍTULO 33

Creerte perfecto te hace imperfecto.

Frecuentemente podemos observar a personas que se salen del prototipo normal de un colaborador promedio y resaltan por su forma de actuar, proceder o conducirse. Indudablemente que es todo un desafío convertirnos en profesionales exitosos, en líderes o en referentes para otros, pero esto nunca debe en ningún momento hacernos creer que somos superiores a los demás o que simplemente somos profesionales perfectos.

Todos tenemos un cúmulo de fortalezas que nos caracterizan, pero también algunas debilidades u

to us. It is very important to believe in ourselves, to put in our best effort and commit to the goal we are pursuing, to understand that things will not always work out the first time, but that if we do not give up at the first sign of difficulty and work hard, in the end we will have achieved what we set out to do or what was required of us.

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CHAPTER 33

Believing you are perfect makes you imperfect.

We often see people who deviate from the normal prototype of an average employee and stand out because of the way they act, behave, or conduct themselves. Undoubtedly, it is quite a challenge to become successful professionals, leaders, or role models for others, but this should never lead us to believe that we are superior to others or that we are simply perfect professionals.

We all have a set of strengths that characterise us, but we also have some weaknesses or areas for improvement that we sometimes fail to notice.

<p>oportunidades de mejoras que en ocasiones nos resultan imperceptibles.</p>	
<p>Creernos perfectos no nos permite aceptar las críticas de los demás ni trabajar en nuestro proceso de mejora continua a nivel personal, al adoptar esa posición sentimos que no existe nada que debamos corregir o modificar en nuestro modo de actuar o pensar, y eso aunque no nos demos cuenta nos limita y nos aleja de la autorrealización, convirtiéndonos en seres humanos imperfectos, con un gran potencial pero a la vez limitado por nuestra terquedad y resistencia a dinamizar los cambios u oportunidades de mejora que sean necesarias para hacer de nosotros cada día mejores personas así como mejores profesionales.</p>	<p>Believing ourselves to be perfect prevents us from accepting criticism from others and working on our personal improvement process. By adopting this position, we feel that there is nothing we need to correct or change in the way we act or think, and although we may not realise it, this limits us and distances us from self-fulfilment, turning us into imperfect human beings with great potential but at the same time limited by our stubbornness and resistance to embracing the changes or opportunities for improvement that are necessary to make us better people and better professionals every day.</p>
<p>Adoptar o aferrarnos a estas falsas creencias sobre nuestras propias capacidades y profesionalismo, nos convierte muchas veces</p>	<p>Adopting or clinging to these false beliefs about our own abilities and professionalism often makes us</p>
<p>Página.108</p>	<p>Page.108</p>
<p>sin quererlo y sin saberlo en seres humanos arrogantes y sobrevalorados, obligándonos a dissociarnos de la realidad común que nos envuelve a todos dentro de una misma organización y haciéndonos tener una falsa sensación de que somos superiores a todos los demás y que por lo tanto merecemos más o tenemos derecho a mucho más, lo que también en contadas ocasiones nos empuja a manifestar conductas discriminativas o</p>	<p>unwittingly and unknowingly into arrogant and overvalued human beings, forcing us to dissociate ourselves from the common reality that surrounds us all within the same organisation and giving us a false sense that we are superior to everyone else and therefore deserve more or are entitled to much more, which on rare occasions also pushes us to display discriminatory</p>

<p>egocentristas que nada bien le hacen a nuestra imagen como verdaderos profesionales de éxito.</p> <p>Entender que todos formamos parte de un mismo sistema de engranajes que posibilita la dinámica organizacional de nuestras empresas, nos permite darnos cuenta de que cada uno dentro del equipo de trabajo desempeña un papel fundamental y que la cooperación mutua o el éxito que se logre, debe impactar de manera similar a cada uno de los miembros del equipo.</p> <p>Independientemente de los conocimientos, habilidades o destrezas que cada cual posea, en ningún momento debe considerarse superior o perfecto si se compara con los demás miembros de la organización. Es deber fundamental del líder del grupo, propiciar el crecimiento tanto horizontal como vertical de su personal, propiciando un desarrollo integral de cada miembro dentro de las organizaciones, redescubriendo y potenciando todas sus fortalezas y transformando sus debilidades en oportunidades de mejora y luego en fortalezas.</p> <p>Albert Einstein decía, <i>“Todos somos ignorantes, lo que ocurre es que no todos ignoramos las mismas cosas”</i>, partiendo de esta premisa es fácil entender y aplicar una estrategia viable que permita equiparar hasta cierto punto las capacidades cognitivas, técnicas y</p> <p>Página.109</p>	<p>or egocentric behaviour that does nothing to enhance our image as true successful professionals.</p> <p>Understanding that we are all part of the same system of gears that enables the organizational dynamics of our companies allows us to realise that each member of the team plays a fundamental role and that mutual cooperation or the success achieved should have a similar impact on each member of the team.</p> <p>Regardless of the knowledge, skills, or abilities that each person possesses, they should never consider themselves superior or perfect when compared to other members of the organisation. It is the fundamental duty of the group leader to promote both horizontal and vertical growth among their staff, fostering the comprehensive development of each member within the organisation, rediscovering and enhancing all their strengths and transforming their weaknesses into opportunities for improvement and then into strengths.</p> <p>Albert Einstein used to say, <i>“We are all ignorant; what happens is that we do not all ignore the same things.”</i> Starting from this premise, it is easy to understand and apply a viable strategy that allows us to equalize, to some extent, cognitive and technical abilities...</p> <p>Page.109</p>
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procedimentales de nuestros trabajadores, tratando de minimizar la posibilidad de que existan situaciones que propicien que algunos puedan llegar a sentirse mejores que otros o incluso pensar que son perfectos y que por tanto no requieren mejorar en nada.

Creerte perfecto te hace imperfecto, si... un profesional integral no es aquel que posee un gran cúmulo de conocimientos y destrezas que le permiten afrontar y desarrollar sus funciones de manera correcta y fluida. Existen otras cualidades que deben acompañar su desarrollo integral, su forma de ser y de proceder; de nada vale tener todos los conocimientos académicos sobre uno o varios aspectos si nuestro modo de proceder deja mucho que hablar de nosotros como persona, o si no somos capaces de socializar y tratar a los demás con respeto e igualdad.

No se puede ser perfecto si no existe un real y verdadero equilibrio entre lo que somos, lo que creemos y lo que hacemos; no podemos ser perfectos si somos indolentes ante el sufrimiento y necesidades de los demás, no podemos ser perfectos si no somos capaces de tenderle la mano o ayudar a aquellos que nos requieren, no somos perfectos porque la naturaleza humana no nos permite ser perfectos, como seres imperfectos pero cada día tenemos la oportunidad de ser mejores que el día anterior.

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procedures for our employees, trying to minimise the possibility of situations arising that could lead some to feel superior to others or even think that they are perfect and therefore do not need to improve in any way.

Believing yourself to be perfect makes you imperfect. A well-rounded professional is not someone who possesses a wealth of knowledge and skills that enable them to perform their duties correctly and smoothly. There are other qualities that must accompany their comprehensive development, their way of being and acting; it is useless to have all the academic knowledge about one or more aspects if our way of acting leaves much to be desired in terms of our character, or if we are unable to socialise and treat others with respect and equality.

You cannot be perfect if there is no real and true balance between who we are, what we believe, and what we do; we cannot be perfect if we are indifferent to the suffering and needs of others; we cannot be perfect if we are unable to reach out or help those who need us; we are not perfect because human nature does not allow us to be perfect; we are imperfect beings, but every day we have the opportunity to be better than the day before.

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CAPÍTULO 34

Comparte tus conocimientos con otros.

Si hay dos cosas que desde hace mucho tiempo tengo bien claras son; que el conocimiento no pesa pero si enriquece a quien lo posee y que los conocimientos existen para ser compartidos con otros.

¿Qué sería de la humanidad? si desde tiempos ancestrales no hubiésemos pasado los conocimientos de generación en generación, si cada persona que ha existido se hubiese guardado para sí misma las cosas que fue aprendiendo o descubriendo. Indudablemente no hubiésemos alcanzado los avances tecnológicos, científicos ni cognitivos con los que contamos en la actualidad, probablemente aún continuaríamos viviendo en las cavernas o simplemente nos hubiésemos extinguido como especie.

Somos el resultado de décadas de conocimientos acumulados y transferidos de una generación a la otra, mucha de esta información se fue mejorando y evolucionando, haciéndose cada vez más accesible para todos, lo cual ha permitido grandes avances en diversos campos del conocimiento como lo son las ciencias, la ingeniería, la literatura, las artes, el deporte, entre muchas otras disciplinas que hacen del mundo hoy lo que es.

CHAPTER 34

Share your knowledge with others.

If there are two things that have been clear to me for a long time, it is that knowledge weighs nothing but enriches those who possess it, and that knowledge exists to be shared with others.

What would become of humanity if, since ancient times, we had not passed on knowledge from generation to generation, if every person who has ever lived had kept to themselves the things they learned or discovered? Undoubtedly, we would not have achieved the technological, scientific, and cognitive advances we have today. We would probably still be living in caves or would have simply become extinct as a species.

We are the result of decades of knowledge accumulated and transferred from one generation to the next. Much of this information has been improved and evolved, becoming increasingly accessible to everyone, which has enabled great advances in various fields of knowledge such as science, engineering, literature, the arts, sports, and many other disciplines that make the world what it is today.

Lamentablemente nadie nace sabiendo y tampoco los conocimientos se heredan genéticamente entre generaciones, lo cual hace que si o si los conocimientos deban ser transferidos de persona a persona a través de los diversos medios que existen en la actualidad y aquellos que puedan existir a futuro.

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Somos la especie dominante “*dicen algunos*” sin embargo, muchas veces nuestras conductas y actitudes dejan mucho que hablar y nos hacen parecer seres irracionales, mezquinos y antipáticos; aunque gracias a Dios no en todos los casos sucede de la misma manera. Muchas veces nos enfrentamos a una realidad tan dura y triste que se desarrolla a lo interno de nuestras organizaciones, la cual habla muy mal del estilo de liderazgo y las políticas corporativas que se desarrollan en estas, caracterizadas por la ausencia de compañerismo, empa-tía y el predominio de celos profesionales malinfundados, llevando en muchas ocasiones a crear situaciones que atentan con el correcto equilibrio que debe prevalecer a lo interno de estas, resquebrajando aún más el ya debilitado clima laboral.

Resulta lamentable observar cómo en muchas ocasiones los nuevos colaboradores o aquellos que han tenido la oportunidad de ser promovidos o reubicados a otras posiciones, se encuentran con una dura barrera construida por los que serán sus compañeros de grupo

Unfortunately, no one is born knowing everything, nor is knowledge genetically inherited between generations, which means that knowledge must be transferred from person to person through the various means that exist today and those that may exist in the future

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We are the dominant species, ‘*some say,*’ yet our behaviour and attitudes often leave much to be desired and make us appear irrational, petty, and unfriendly; although, thankfully, this is not always the case. We are often confronted with a harsh and sad reality that unfolds within our organisations, which reflects very poorly on the leadership style and corporate policies developed within them. These are characterised by a lack of camaraderie and empathy and the prevalence of unfounded professional jealousy, often leading to situations that undermine the proper balance that should prevail within these organisations, further damaging the already weakened working environment.

It is unfortunate to see how, on many occasions, new employees or those who have had the opportunity to be promoted or relocated to other positions encounter a harsh barrier erected by their future colleagues and even by the so-called team leader who, under the false

e incluso por el mal llamado líder de equipo que, ante la falsa creencia de que sus puestos de trabajo peligran, se cierran ante la posibilidad de convertirse en tutores y guías de estos nuevos miembros del equipo de trabajo.

He observado en muchas ocasiones como estos profesionales tienen que verse sometidos a la marginación forzada de parte de sus compañeros y la renuencia que estos tienen para ayudarles y enseñarles lo que saben, restringiendo el conocimiento y adaptabilidad del nuevo colaborador, lo que en algunas ocasiones resulta en una desvinculación voluntaria del nuevo talento o una impuesta por su bajo rendimiento y adaptabilidad que pudo experimentar.

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Cuando compartimos nuestros conocimientos damos una parte de nosotros para ayudar a otros a crecer, nos convertimos en sus guías y en referentes para futuras consultas, aunado al hecho de que también nos permite poder repartir aquellas tareas o actividades que antes nos correspondía realizar de manera individual requiriéndonos mucho tiempo por estar desarrollándolas en solitario.

Un hecho que casi nunca valoramos o tomamos en cuenta es el inmenso agradecimiento y la impresión que causamos en otros cada vez que los ayudamos a adaptarse, a entender aquello que le resulta nuevo ya sea por su falta de experiencia, o por la poca afinidad que

belief that their jobs are at risk, close themselves off to the possibility of becoming mentors and guides to these new members of the work team.

I have observed on many occasions how these professionals are forced to endure marginalization by their colleagues and the reluctance of the latter to help them and teach them what they know, restricting the knowledge and adaptability of the new employee, which sometimes results in the voluntary departure of the new talent or one imposed due to their poor performance and adaptability.

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When we share our knowledge, we give a part of ourselves to help others grow. We become their guides and points of reference for future consultations. This also allows us to distribute tasks or activities that we previously had to carry out individually, which required a lot of time because we were doing them alone.

One fact that we hardly ever appreciate or take into account is the immense gratitude and impression we make on others every time we help them adapt, to understand something that is new to them, whether due to their lack of experience or their limited affinity with

existe con su profesión; muchas veces es necesario ponerse en los zapatos de los demás para entender lo que se siente y comprender la satisfacción y el agradecimiento eterno que genera actuar con los demás de la manera correcta, así como nos hubiese gustado que fuesen con nosotros en su momento.

Cada vez que tengas la posibilidad de enseñar a otros lo que sabes o de compartir un poco de lo que has aprendido creces como persona y como profesional, ganas un amigo y un colaborador motivado, le enseñas que no hay que ser mezquino con los demás y que entre todos podemos ayudarnos para lograr los objetivos que nos hemos trazado. Lo más importante, estas dejando una huella imborrable en ese colaborador que de seguro lo ayudará a ser un mejor trabajador y que a futuro también sabrá emular, para ayudar a otros que como él vienen entrando a la organización con el deseo de progresar y crecer profesionalmente.

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CAPÍTULO 35

Atrévete a escribir tu propia historia.

Puedes preguntarle a cualquier persona que conozcas *¿Cómo se ve de aquí a unos cinco o diez años?* y de seguro recibirás un gran número de respuestas que hacen referencia a un logro alcanzado ya sea material o intangible; lo más triste de todo es que podemos

their profession. It is often necessary to put ourselves in other people's shoes to understand how they feel and to comprehend the satisfaction and eternal gratitude that comes from treating others in the right way, just as we would have liked them to treat us at the time.

Every time you have the opportunity to teach others what you know or share a little of what you have learned, you grow as a person and as a professional, you gain a friend and a motivated collaborator, you teach them that there is no need to be stingy with others and that together we can help each other achieve the goals we have set for ourselves. Most importantly, you are leaving an indelible mark on that colleague, which will surely help them to be a better worker and, in the future, they will also know how to emulate this, to help others who, like them, are joining the organisation with the desire to progress and grow professionally.

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Chapter 35

Dare to write your own story.

You can ask anyone you know, *'How do you see yourself in five or ten years?'* and you are sure to receive a large number of answers that refer to an achievement, whether material or intangible. The saddest thing of all is that we can ask the same question in retrospect about

<p>formularle la misma pregunta en retrospectiva de cómo se veía él o ella hace cinco o diez años atrás, y podrás darte cuenta de que en la mayoría de los casos la respuesta continúa siendo la misma.</p>	<p>how he or she saw themselves five or ten years ago, and you will realise that in most cases the answer remains the same.</p>
<p>Muchos sueñan con convertirse en profesionales exitosos, en tener una casa o un buen carro, en escribir un libro, viajar por el mundo, llegar a ser jefes o dueños de empresa, en general sueñan con tener una realidad distinta pero mucho mejor a la que se encuentran viviendo en el momento.</p>	<p>Many dream of becoming successful professionals, owning a house or a nice car, writing a book, travelling the world, becoming bosses or business owners. In general, they dream of having a different reality, one that is much better than the one they are currently living.</p>
<p>Lamentablemente no todas las personas logran alcanzar sus sueños y no es porque no lo merezcan o porque estos sean imposibles, desafortunadamente en la mayoría de los casos simplemente nos quedamos esperando a que las cosas sucedan o simplemente pasen porque sí, sin tomar en cuenta el hecho de que cada uno de nosotros somos la pieza clave de nuestro futuro, somos los escritores de nuestra propia historia.</p>	<p>Unfortunately, not everyone manages to achieve their dreams, and it is not because they do not deserve them or because they are impossible. Unfortunately, in most cases, we simply wait for things to happen or simply pass by, without taking into account the fact that each of us is the key to our future; we are the writers of our own story.</p>
<p>Todas las realidades existentes nacen en la mente de alguna persona y luego de algunos esfuerzos, sacrificios, y bastante trabajo duro, logran materializarse y cambiar su situación para mejor o para peor, dependiendo de cómo las haya concebido y el empeño que le hayamos puesto. Los seres humanos poseemos una capacidad sorprendentemente extraordinaria para hacer posible lo imposible, adaptarnos y evolucionar para lograr aquello que tanto deseamos. Lo más importante dentro de</p>	<p>All existing realities are born in the mind of someone and, after some effort, sacrifice, and a lot of hard work, they manage to materialize and change their situation for better or worse, depending on how they were conceived and the effort we put into them. Human beings possess a surprisingly extraordinary ability to make the impossible possible, to adapt and evolve in order to achieve what we desire so much. The most important thing within</p>

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todo este proceso es, establecer metas claras, definir objetivos medibles y realistas, trazar un plan de trabajo o un plan de vida y, sobre todo, ponerle mucho empeño y dedicación hasta lograr aquello que tanto deseamos.

Hay que estar dispuesto a dar la gota de sacrificio diaria para ver materializados nuestros sueños, para poder así al final, disfrutar de la vida que siempre hemos deseado o de aquello que durante mucho tiempo hemos anhelado.

No puedo decirte que todo será fácil ni color de rosas, o que correrás con la fortuna de conseguirlo al primer intento, pero sí que una vez que lo logres te llenarás de una enorme alegría y satisfacción porque cada tropiezo, cada sacrificio o fracaso previo habrá valido el cien por ciento y más.

Tenemos el potencial para lograr todo lo que queramos, pero no como un acto de magia sino con unas cuantas gotas de trabajo duro y sacrificio, lo importante es empezar a luchar y a trabajar por obtener aquello que tanto queremos siempre con la mayor dignidad, integridad, y ética posible, sin perjudicar a otros en el camino o dañarnos a nosotros mismos en este proceso, para que al final podamos disfrutarlo enteramente, compartir nuestra experiencia y porque no, también

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This whole process involves setting clear goals, defining measurable and realistic objectives, drawing up a work plan or life plan and, above all, putting in a lot of effort and dedication until we achieve what we so desire.

We must be willing to put in our daily share of sacrifice to make our dreams a reality, so that in the end we can enjoy the life we have always wanted or that which we have longed for over time.

I can't tell you that everything will be easy or rosy, or that you'll be lucky enough to succeed on your first try, but I can tell you that once you do succeed, you'll be filled with enormous joy and satisfaction because every setback, every sacrifice, and every previous failure will have been worth it one hundred percent and more.

We have the potential to achieve anything we want, but not as an act of magic, rather with a few drops of hard work and sacrifice. The important thing is to start fighting and working to obtain what we want so much, always with the utmost dignity, integrity, and ethics possible, without harming others along the way or damaging ourselves in the process, so that in the end we can enjoy it fully, share our experience, and why not, also help others write their stories, fulfil their dreams, and improve their realities.

ayudar a otros a escribir sus historias, a cumplir sus sueños, a mejorar sus realidades.

Atrévete a escribir tu propia historia... anda, tú puedes cambiar tu realidad, tú eres quien decide como quieres no solo verte en cinco o diez años, tú decides cómo quieres estar en esos cinco o diez años o quizás en menos de estos.

En el camino quizás puedas experimentar muchos tropiezos o encontrarte con personas que quieran hacerte claudicar, pero depende solo de ti seguir avanzando, seguir adelante hasta alcanzarlo, puedes cambiar el

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plan y hasta los objetivos si así lo deseas, pero nunca por ningún motivo,

Nunca cambies la meta.

Recuerda... es importante que definas claramente lo que deseas, esta será tu meta; posterior a esto debes establecer un plan realista de como poder conseguir aquello que tanto deseas, establece objetivos realistas y medibles, planes de acción, has un recuento de los recursos que cuentas y de aquellos que pudieses conseguir incluyendo en este aspecto no solo los económicos sino también el aporte que puedes recibir de

Dare to write your own story... come on, you can change your reality. You are the one who decides not only how you want to see yourself in five or ten years, but also how you want to be in those five or ten years, or perhaps even sooner.

Along the way, you may experience many setbacks or encounter people who want to make you give up, but it is up to you to keep moving forward, to keep going until you achieve your goal. You can change the

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plan and even the objectives if you wish, but never, under any circumstances,

Never change the goal.

Remember... it is important to clearly define what you want. this will be your goal; after that, you must establish a realistic plan for how to achieve what you want so much, set realistic and measurable objectives, action plans, take stock of the resources you have and those you could obtain, including not only financial resources but also the support you can receive from

otras personas en mentorías, ideas, consejos, asesoramientos entre otros.

Define el tiempo en el cual tú consideras posible alcanzar esa meta trazada, estructura un plan de acción perfectamente elaborado que te lleve a alcanzarla de manera segura, cada cierto tiempo tómate un momento para revisar y adecuar tu plan, ajustándolo a los cambios o factores externos que no puedes controlar, no tengas temor de pedir asesoría de alguien que tenga un poco más de conocimientos o experiencias que tú, lo peor que te puede pasar es que te digan que no pueden, pero no dejes que esto te detenga, sigue adelante.

En la medida de lo posible trata de documentar todo el proceso, tanto las cosas que te han resultado como aquellas que no lo han hecho, lleva registro también de todas las veces que tuviste que cambiar el plan o los objetivos, de las razones por las cuales tuviste que realizar estas variaciones y de los resultados que obtuviste, todo esto nos servirá para poder analizar mejor la situación en todo su contexto, analizar el escenario y poder marcar un rumbo y la ruta más favorable hacia nuestra meta final.

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other people in the form of mentoring, ideas, advice, guidance, among others.

Define the time frame in which you believe it is possible to achieve that goal, structure a well-thought-out action plan that will lead you to achieve it safely, take time from time to time to review and adapt your plan, adjusting it to changes or external factors that you cannot control, do not be afraid to ask for advice from someone who has a little more knowledge or experience than you, The worst that can happen is that they tell you they can't help, but don't let that stop you. Keep going.

As far as possible, try to document the entire process, both the things that worked and those that did not. Also keep track of all the times you had to change the plan or objectives, the reasons why you had to make these changes, and the results you obtained. All of this will help us to better analyse the situation in its entirety, analyse the scenario, and set the most favourable course and route towards our final goal.

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CAPÍTULO 36

Aprende a ser proactivo.

Una de las cualidades más importantes que debe cultivar todo trabajador a lo largo de su vida laboral y porque no en su desarrollo personal es la proactividad. Quizás algunos desconozcan a que hacemos referencia con estas aseveraciones, pero en términos generales nos estamos refiriendo a todas aquellas personas que ante alguna situación asumen la iniciativa para generar o seguir nuevos planteamientos o estrategias que les permitan solucionar los problemas en vez de simplemente quejarse de estos.

Un colaborador que es proactivo tiende a destacarse de manera rápida en el entorno laboral, toma previsiones ante cualquier falta o falla que surja, toma decisiones de manera asertiva y reporta a su superior inmediato cualquier situación que pueda contravenir con el correcto desarrollo de la organización, o que tenga la posibilidad de generar alteraciones o perjuicios a esta o a alguno de sus miembros.

Un colaborador proactivo se encuentra revestido de un gran número de cualidades que lo hacen resaltar de entre los demás, las cuales le ofrecen una ventaja competitiva con relación a estos y en la mayoría de los casos, lo convierten en el líder del grupo o en la persona que es considerada para ocupar alguna otra posición de mayor responsabilidad, importancia y remuneración.

CHAPTER 36

Learn to be proactive.

One of the most important qualities that every worker should cultivate throughout their working life, and indeed in their personal development, is proactivity. Some may not know what we mean by this, but in general terms we are referring to all those people who, when faced with a situation, take the initiative to generate or follow new approaches or strategies that enable them to solve problems instead of simply complaining about them.

A proactive employee tends to quickly stand out in the workplace, takes precautions against any shortcomings or failures that may arise, makes assertive decisions, and reports to their immediate superior any situation that may interfere with the proper functioning of the organisation or that could cause disruption or harm to it or any of its members.

A proactive contributor possesses a number of qualities that make them stand out from the crowd, giving them a competitive advantage over others and, in most cases, making them the leader of the group or the person who is considered for another position of greater responsibility, importance, and remuneration.

<p>Dentro de las cualidades más sobresalientes de un colaborador proactivo podemos señalar las siguientes:</p> <ul style="list-style-type: none"> ● Es una persona bastante optimista. ● Siente una gran empatía por sus compañeros de trabajo <p>Página.117</p> <ul style="list-style-type: none"> ● Tiene mucha iniciativa. ● No compite con sus compañeros. ● No se ve envuelto en rumores o chismes. ● Promueve comunicaciones asertivas, profesionales y directas. ● No se queja ante los nuevos retos o las asignaciones dadas. ● Siempre anda en busca de nuevas oportunidades. ● Es una persona creativa y visionaria. ● Actúa de manera oportuna. ● Es muy respetuoso de los demás y sus opiniones. ● No busca el conflicto sino la conciliación. 	<p>Among the most outstanding qualities of a proactive employee, we can highlight the following:</p> <ul style="list-style-type: none"> ● They are quite optimistic. ● They feel great empathy for their colleagues. <p>Page.117</p> <ul style="list-style-type: none"> ● He has a lot of initiative. ● He does not compete with his colleagues. ● He does not get involved in rumours or gossip. ● He promotes assertive, professional and direct communication. ● He does not complain about new challenges or assignments. ● He is always on the lookout for new opportunities. ● He is a creative and visionary person. ● Acts in a timely manner. ● Is very respectful of others and their opinions. ● Does not seek conflict but rather reconciliation.
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- Sabe organizarse tanto en lo personal como en lo laboral

- No pierde tiempo en cosas que no son importantes.

Estas y muchas otras cualidades que pudiésemos seguir enumerando distinguen y hacen resaltar a un colaborador proactivo; sin embargo, lo más importante no es enfocarse en compararse con estas, sino trabajar arduamente por adquirirlas y hacerlas propias.

El camino para convertirse en una persona proactiva y exitosa puede ser tan largo o corto como tú lo decidas, no será fácil, pero te puedo asegurar que tampoco será imposible y al final del camino serás una persona extraordinariamente diferente y exitosa; debes ser disciplinado y constate en tu propósito. Es importante que comprendas que debes fijarte objetivos claros y aprender a organizarte, saber priorizar entre las tareas que son más relevantes y aquellas que puedes resolver de manera rápida de aquellas que no; debes aprender a establecer estrategias que te permitan anticiparte a los problemas que

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pudiesen ir surgiendo durante tu jornada laboral y en las posibles soluciones que te ayudarán a resolverlas o hacerle frente, debes estar preparado para actuar rápidamente cada vez que surjan los imprevistos.

- Knows how to organize themselves both personally and professionally.

- Does not waste time on things that are not important.

These and many other qualities that we could continue to list distinguish and highlight a proactive collaborator; however, the most important thing is not to focus on comparing yourself to them, but to work hard to acquire them and make them your own.

The path to becoming a proactive and successful person can be as long or short as you decide. It will not be easy, but I can assure you that it will not be impossible either, and at the end of the road, you will be an extraordinarily different and successful person. You must be disciplined and consistent in your purpose. It is important to understand that you must set clear goals and learn to organise yourself, knowing how to prioritise between the tasks that are most relevant and those that you can resolve quickly from those that you cannot. You must learn to establish strategies that allow you to anticipate problems that

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may arise during your working day and the possible solutions that will help you resolve or deal with them, you must be prepared to act quickly whenever the unexpected arises.

Debemos entender que mientras más empeño y dedicación le pongamos, mientras menos tiempo perdamos haciendo cosas que no nos ayudan a edificar y lograr lo que deseamos, si trabajas duro y con entusiasmo, evitando en todo momento trasladar tus problemas personales al campo laboral o permitiéndoles que afecten tu seguridad y desempeño, evitando a toda costa perder tiempo en tareas innecesarias o poco relevantes más cerca estaremos de nuestros propósitos

Trabaja en tu crecimiento personal y profesional, edúcate para mantenerte actualizado en las diferentes temáticas relacionada con tú profesión o con la de aquellas personas que acuden a ti en busca de un consejo, una ayuda o una asesoría.

Debes trabajar fuertemente en mejorar tu credibilidad, no improvises, organízate; lleva registro de todo el proceso, tanto de aquellas cosas que han sido edificadoras para tus propósitos como de aquellas que no lo han sido.

Evita distraerte para que no te desvíes de tu camino hacia el éxito o el cumplimiento de tus objetivos y metas, no te rindas por más duro que sea el camino, evita quejarte de todo y aprende a darle la vuelta a las situaciones desfavorables.

Comprende que debes alejarte de la gente tóxica, en vez de eso reúnete con personas que te complementen o te

We must understand that the more effort and dedication we put in, the less time we waste doing things that do not help us build and achieve what we want. If you work hard and with enthusiasm, avoiding at all times bringing your personal problems to work or allowing them to affect your confidence and performance, and avoiding at all costs wasting time on unnecessary or irrelevant tasks, we will be closer to our goals.

Work on your personal and professional growth, educate yourself to stay up to date on different topics related to your profession or those of the people who come to you for advice, help, or guidance.

You must work hard to improve your credibility, don't improvise, get organised; keep track of the entire process, both the things that have been constructive for your purposes and those that have not.

Avoid distractions so that you do not stray from your path to success or the fulfilment of your objectives and goals. Do not give up, no matter how hard the road may be. Avoid complaining about everything and learn to turn unfavorable situations around.

Understand that you must distance yourself from toxic people. Instead, surround yourself with people who

hagan crecer como persona y como profesional; al final habrás alcanzado tu objetivo y te habrás transformado en una persona proactiva y exitosa tanto en lo personal como en lo laboral.

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CAPÍTULO 37

Trata a los demás con el mismo respeto que quieres que tengan contigo.

En este mundo tan acelerado y saturado de criterios individualistas, así como de un total y absoluto desapego a aquellas cosas que nos hacen ser más humanos, las cuales se han visto poco a poco reemplazadas por objetos tecnológicos que más que acercarnos como personas nos van alejando lentamente cada día más y más.

Continuamente estamos requiriendo la atención de otras personas, pero no somos capaces de prestarle atención a los demás cuando nos requieren a nosotros.

Algunas veces somos muy dados a pedir favor, pero nos cuesta mucho hacerle un favor a otra persona; nos gusta que los demás nos apoyen en nuestras ideas o proyectos, pero vacilamos en dar el sí cuando otros nos piden apoyo para iniciar o culminar algún proyecto.

complement you or help you grow as a person and as a professional. In the end, you will have achieved your goal and become a proactive and successful person, both personally and professionally.

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CHAPTER 37

Treat others with the same respect you want them to treat you.

In this fast-paced world saturated with individualistic criteria and a total and absolute detachment from the things that make us more human, which have gradually been replaced by technological objects that, rather than bringing us closer together as people, are slowly distancing us more and more every day.

We are constantly demanding attention from others, but we are unable to pay attention to others when they demand it from us.

Sometimes we are very inclined to ask for favours, but we find it difficult to do favours for others; we like others to support our ideas or projects, but we hesitate to say yes when others ask us for support to start or complete a project.

La empatía, el respeto y el compañerismo son cualidades que deben acompañarnos a lo largo de nuestra vida laboral y porque no, en nuestro entorno social de relaciones personales con todas aquellas personas que interactúan con nosotros durante este largo caminar.

Muchas veces parecíamos no estar consciente de la forma en la cual tratamos a los demás o de la manera en la cual interactuamos con estos, estamos tan sumergidos en nuestros propios asuntos que no ponemos el más mínimo interés o cuidado cuando alguna persona se nos acerca para pedirnos algún consejo u orientación que le permita solucionar alguna situación que lo está limitando o frenando para alcanzar sus objetivos.

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Lo que resulta más desconcertante aún es que esta forma de ser muchas veces inconsciente va creando un sentimiento de apatía y enojo en los demás, pues falsamente se van haciendo la idea de que no nos gusta ayudar a nadie o que somos unos irrespetuosos, lo cual a la larga genera que muchas de estas personas sean recelosas para ofrecernos su colaboración en esos momentos que la requerimos.

Como seres humanos, profesionales e individuos sociales debemos tener conciencia de que nuestras acciones y omisiones tienen la capacidad de generar impactos positivos y negativos en la vida de otras

Empathy, respect, and camaraderie are qualities that should accompany us throughout our working lives and, why not, in our social environment of personal relationships with all those who interact with us during this long journey.

Many times we seem unaware of how we treat others or how we interact with them. We are so immersed in our own affairs that we do not show the slightest interest or care when someone approaches us to ask for advice or guidance that will enable them to resolve a situation that is limiting or hindering them from achieving their goals.

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What is even more disconcerting is that this often-unconscious behaviour creates a feeling of apathy and anger in others, as they falsely come to believe that we do not like to help anyone or that we are disrespectful, which in the long run makes many of these people reluctant to offer us their help when we need it.

As human beings, professionals, and social individuals, we must be aware that our actions and omissions have the capacity to generate positive and negative impacts on the lives of other people, on their perception of us,

<p>personas, en su percepción sobre nosotros mismos y en su forma de conducirse o comportarse con nosotros.</p>	<p>and on the way they conduct themselves or behave towards us.</p>
<p>Desde muy joven solía escuchar que <i>“El respeto se gana”</i> y en efecto hoy puedo comprender que esta simple frase encierra un tremendo mensaje pero a la vez también encierra un maravilloso significado.</p>	<p>From a very young age, I used to hear that <i>“You have to earn respect”</i> and today I can understand that this simple phrase contains a powerful message, but at the same time, it also has a wonderful meaning.</p>
<p>No podemos exigir respeto si antes no fuimos respetuosos; si somos groseros con los demás, no podemos pretender que nos traten con amabilidad desmedida, si no permitimos a los demás expresar sus ideas, no pretendamos que acogerán las nuestras de manera positiva; si no valoramos el esfuerzo que cada uno de nuestros colaboradores realiza para ayudarnos a dinamizar los diferentes procesos que se desarrollan a lo interno de nuestros departamentos y empresas, no pretendamos que podremos todo el tiempo exigirles un porcentaje más alto de compromiso para con la organización.</p>	<p>We cannot demand respect if we have not been respectful ourselves; if we are rude to others, we cannot expect them to treat us with excessive kindness; if we do not allow others to express their ideas, we cannot expect them to welcome ours positively; if we do not value the effort that each of our collaborators makes to help us streamline the different processes that take place within our departments and companies, we cannot expect to be able to demand a higher level of commitment to the organisation from them at all times.</p>
<p>Todos y cada uno de los miembros que componen nuestras organizaciones son importantes, independientemente de la función o el rol que desempeñan, desde el asecador hasta el gerente general, cada</p>	<p>Each and every member of our organisations is important, regardless of their function or role, from the cleaner to the general manager, each one</p>
<p>Página.121</p>	<p>Page.121</p>

<p>uno tiene su función e importancia dentro de la organización, lo que cambia es el grado de responsabilidad pero no la importancia que tiene cada miembro.</p>	<p>Each person has their role and importance within the organization. What changes is the degree of responsibility, but not the importance of each member.</p>
<p>Solemos menospreciar a todo aquel que se encuentre por debajo de nosotros o cuya función sea inferior a la nuestra, sin percatarnos de que nuestras funciones o posición dependen en alguna medida de las que ellos desarrollan.</p>	<p>We often look down on those who are beneath us or whose role is considered lower than ours, without realizing that our own duties or position depend, to some extent, on the work they perform.</p>
<p>Pongamos el ejemplo de los trabajadores de aseo, muchas veces menospreciados por su función y la posición en la cual se encuentran dentro del nivel jerárquico de nuestras organizaciones; sin embargo, si estos mismos colaboradores que muchas veces solemos ignorar o menospreciar no realizaran su trabajo o por lo menos no lo hicieran de manera adecuada, nuestras oficinas, cafeterías, áreas comunes, u otros apartados dentro del edificio en el cual se llevan a cabo las funciones de nuestras empresas, estarían llenas de polvo, gérmenes, telaraña, desechos que nosotros mismos generamos, los pisos y paredes así como los escritorios y mesas estarían enmohecidas y malolientes, lo cual seguramente generaría un sinnúmero de enfermedades respiratorias y ni hablar de otros padecimientos.</p>	<p>Let's take the example of cleaning staff, often underestimated because of their role and their position within the hierarchical structure of our organisations. However, if these very same employees—whom we sometimes tend to ignore or undervalue—did not perform their work, or at least did not do it properly, our offices, cafeterias, common areas, and other spaces within the building where our companies operate would be filled with dust, germs, cobwebs, and the waste we ourselves generate. Floors, walls, desks, and tables would become moldy and foul-smelling, which would undoubtedly lead to numerous respiratory illnesses, not to mention other ailments.</p>
<p>Respetar a otros va más allá de simplemente no ser groseros con ellos, más allá de un “buenos Días” o un “cómo estás”. Respetar a otros implica entender y</p>	<p>Respecting others goes beyond simply not being rude to them, beyond saying ‘good morning’ or ‘how are you.’ Respecting others means understanding and valuing</p>

<p>valorar a cada uno por el simple hecho de ser una persona y sobre todo reconocer la importancia de sus aportes, funciones y trabajo a lo interno de nuestras organizaciones.</p>	<p>each person simply for being a person and, above all, recognising the importance of their contributions, roles and work within our organisations.</p>
<p>Página.122</p>	<p>Page. 122</p>
<p>De igual manera, debemos extrapolar estos criterios a todos los entornos en los cuales podamos estar involucrados ya sea en el entorno social, el personal, el laboral, el familiar u otros en los cuales tengamos esa interacción con otras personas.</p>	<p>Similarly, we must extrapolate these criteria to all environments in which we may be involved, whether social, personal, work-related, family-related, or others in which we interact with other people.</p>
<p><i>Si tratas a las demás personas con respeto, las demás personas también te tratarán con el mismo respeto que tú las has tratado.</i></p>	<p><i>If you treat other people with respect, they will treat you with the same respect that you have treated them.</i></p>
<p>Página. 123</p>	<p>Page. 123</p>
<p>CAPÍTULO 38</p>	<p>CHAPTER 38</p>
<p>No permitas que nadie te manipule.</p>	<p>Don't let anyone manipulate you.</p>
<p>Existen personas que poseen una habilidad impresionante para envolver a otros y conducirlos a realizar acciones que ellos mismos no se atreven a ejecutar por miedo al señalamiento, la crítica, las</p>	<p>There are people who have an impressive ability to influence others and lead them to take actions that they themselves do not dare to take for fear of being singled out, criticised, or suffering consequences, or simply</p>

<p>consecuencias o porque simplemente a sabiendas de que no son correctas, no quieren verse involucrados de manera directa si las cosas no salen como ellos la han planeado.</p> <p>Lamentablemente, así como existen personas manipuladoras también existen personas fácilmente manipulables que acceden fácilmente a cooperarles, sin medir las consecuencias de aquello que se les pide realizar.</p> <p>Un manipulador es en esencia una persona cobarde que evita a toda costa dar la cara o involucrarse de manera directa en el hecho, con tal de no verse involucrado si las cosas no resultan del todo bien; se vale de algunos incautos para llevar a buen término su malévolo plan. Son expertos sonsacadores y saben cómo transformar una mentira en verdad al igual que una verdad en algo no tan creíble, utilizan a otras personas para sus fines, pero ante cualquier dificultad muchas veces la abandonan a su suerte.</p> <p>Debemos estar prevenidos y preparados para no ser víctimas de estos manipuladores pues una vez que caemos en sus telarañas se hace bastante imposible salir airoso de esta; si accedemos a colaborarles en la ejecución de sus planes no solo nos convertimos en vícti-</p>	<p>because they know that these actions are wrong and do not want to be directly involved if things do not go as they have planned.</p> <p>Unfortunately, just as there are manipulative people, there are also people who are easily manipulated and readily agree to cooperate with them, without considering the consequences of what they are being asked to do.</p> <p>A manipulator is essentially a cowardly person who avoids at all costs standing up for themselves or getting directly involved in the situation, so as not to be implicated if things do not turn out well; they use unsuspecting people to carry out their malicious plan. They are expert manipulators and know how to turn a lie into truth and a truth into something not so credible. They use other people for their own ends, but when faced with any difficulty, they often abandon them to their fate.</p> <p>We must be vigilant and prepared so as not to fall victim to these manipulators, because once we get caught in their web, it is almost impossible to escape. If we agree to collaborate with them in carrying out their plans, we not only become victims...</p>
<p>Página.124</p>	<p>Page.124</p>

mas, sino también en cómplices y cuando todo se descubre o los mismos son desenmascarados, también resultaremos afectados como la escalera de dominó en donde una pieza se va llevando a la otra y está a la otra y a la otra y así hasta el final de la larga cadena de implicados.

Como seres pensantes y racionales tenemos tanto la capacidad como la obligación de discernir entre las cosas que están bien y aquellas que no lo están, debemos ser conscientes de que toda acción genera una reacción, de que nuestras acciones tienen consecuencias que tarde o temprano nos alcanzarán.

Debemos aprender a cultivar la autoconfianza y el amor propio, al igual que el respeto a las demás personas que conviven o interactúan a diario con nosotros; como profesionales, independientemente de la disciplina de la cual se trate, tenemos la obligación de continuar aprendiendo y mejorando nuestras capacidades y habilidades, para no tener que ceder ante la telaraña que tejen los manipuladores que solo buscan utilizarnos para sus terribles propósitos.

Mientras más nos preparemos y más seguros estemos de nuestras capacidades y de lo valiosos que somos como persona, menos posibilidad existirá de que seamos víctimas de estos cobardes manipuladores.

but also accomplices, and when everything is discovered or they are unmasked, we will also be affected, like dominoes where one piece knocks over another and another and another, and so on until the end of the long chain of those involved.

As thinking, rational beings, we have both the ability and the obligation to discern between what is right and what is wrong. We must be aware that every action generates a reaction, that our actions have consequences that will sooner or later catch up with us.

We must learn to cultivate self-confidence and self-esteem, as well as respect for the other people who live or interact with us on a daily basis. As professionals, regardless of our field, we have an obligation to continue learning and improving our skills and abilities so that we do not have to give in to the web woven by manipulators who only seek to use us for their terrible purposes.

The more we prepare ourselves and the more confident we are in our abilities and our value as individuals, the less likely we are to fall victim to these cowardly manipulators.

Nadie, por más alto que se encuentre a nivel jerárquico o por más experiencia que tenga en comparación con nosotros, nadie tiene el derecho de obligarnos a realizar algo que no queramos o que pueda afectar a otros, y está en nosotros la responsabilidad de decir que no ante estas presiones y exigir respeto. Si sientes que alguna persona te está manipulando o quiere manipularte, tienes la opción de negarte y contarle a otra persona lo que te está sucediendo, busca ayuda y no

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No caigas en la trampa del manipulador, pues al final si cedés a su juego quedarás tan o más involucrado que él y también resultarás afectado.

Somos dueños de nuestro pasado, presente y futuro, pero también responsables de todos los actos que realicemos durante nuestro paso por este mundo terrenal; vivamos la vida a plenitud, dejando huellas positivas y haciendo siempre el bien a todo aquel que podamos, no permitamos que nadie trunque nuestros sueños ni nos haga ser esa persona que no somos y que no queremos ser.

Aprendamos a amarnos y a valorarnos como personas y entendamos que todo lo malo que hagamos a otros tarde o temprano la vida nos lo ha de devolver, no permitamos que nadie pueda manipularnos en ninguna circunstancia.

No one, no matter how high up they are in the hierarchy or how much more experience they have than us, has the right to force us to do something we don't want to do or that could affect others. It is our responsibility to say no to such pressure and demand respect. If you feel that someone is manipulating you or wants to manipulate you, you have the option to refuse and tell someone else what is happening to you. Seek help and do not

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Don't fall into the manipulator's trap, because in the end, if you give in to their game, you will become as involved as they are, if not more so, and you will also be affected.

We are masters of our past, present and future, but we are also responsible for all the actions we take during our time on this earth. Let us live life to the fullest, leaving positive marks and always doing good to everyone we can. Let us not allow anyone to thwart our dreams or make us into someone we are not and do not want to be.

Let us learn to love and value ourselves as individuals and understand that any harm we cause others will eventually be returned to us by life. Let us not allow anyone to manipulate us under any circumstances.

Aprendamos a tomar nuestras propias decisiones, analicemos cada situación a profundidad y siempre elijamos la mejor de las alternativas, aquella en la cual no se atente ni contra la honra, la dignidad, la estabilidad laboral o la vida de los demás ni la de nosotros mismos.

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CAPÍTULO 39

Sé el arquitecto de tú vida.

La mayor parte de nosotros soñamos con tener carreras exitosas, un futuro brillante, una buena casa y un buen trabajo; soñamos con tener nuestros propios negocios y no depender de otras personas para las cuales en muchos casos no somos más que un número en su planilla y que en algunos otros casos no nos valora ni nos da el lugar que merecemos dada nuestra experiencia, capacidad, lealtad, compromiso y entrega.

Que lamentable resulta muchas veces observar a profesionales con un increíble talento y una inteligencia admirable, así como a aquellos que se esfuerzan por prepararse profesional y académicamente, relegados a cumplir tareas poco retadoras o que no explotan todo su potencial, generando frustraciones y la pérdida de interés al verse y sentirse poco valorado, lo cual lo hace

Let us learn to make our own decisions, analyse each situation in depth, and always choose the best alternative, one that does not threaten the honour, dignity, job stability, or lives of others or ourselves.

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CHAPTER 39

Be the architect of your life.

Most of us dream of having successful careers, a bright future, a nice home, and a good job; we dream of owning our own businesses and not depending on other people, for whom we are often nothing more than a number on their payroll and who, in some cases, do not value us or give us the place we deserve given our experience, ability, loyalty, commitment, and dedication.

How unfortunate it is to see professionals with incredible talent and admirable intelligence, as well as those who strive to prepare themselves professionally and academically, relegated to performing tasks that are not challenging or that do not exploit their full potential, generating frustration and loss of interest when they see and feel undervalued, which in many cases leads them

<p>en muchos casos dejarse llevar por la corriente o someterse a un desvinculamiento laboral, buscando otros lugares donde sea mejor valorado o donde pueda ser tomado en cuenta.</p> <p>Muchas veces estos colaboradores ven pasar los años y los cambios a lo interno de la organización, esperando que todo su esfuerzo, talento, preparación y dedicación sean valorados y tomados en cuenta para trascender y ocupar otras posiciones de mayor jerarquía, importancia y responsabilidad; pero como si fuesen invisibles nunca se les toma en cuenta pues ya existen otros intereses creados en donde él o ella no son parte.</p>	<p>to go with the flow or submit to a disengagement from work, seeking other places where they are better valued or where they can be taken into account.</p> <p>Many times, these employees see the years go by and changes take place within the organisation, hoping that all their effort, talent, training, and dedication will be valued and taken into account so that they can advance and occupy other positions of greater hierarchy, importance, and responsibility. However, as if they were invisible, they are never taken into account because there are already other vested interests in which they are not involved.</p>
<p>Página.127</p>	<p>Page. 127</p>
<p>Es bueno soñar con una vida exitosa y desear alcanzar muchas cosas, pero no podemos permitirnos el quedarnos sentados a esperar que otros hagan las cosas por nosotros o que nos provean de aquello que tanto deseamos.</p>	<p>It is good to dream of a successful life and want to achieve many things, but we cannot afford to sit around waiting for others to do things for us or provide us with what we so desire.</p>
<p>Cada uno de nosotros tenemos la responsabilidad de convertirnos en los arquitectos de nuestra vida, de ir diseñando y edificando la vida y el futuro que deseamos, poco a poco debemos ir adquiriendo nuevos conocimientos, habilidades y destrezas que nos permitan mejorar nuestro perfil personal y profesional, debemos estar atentos a cada nueva oportunidad y tomar</p>	<p>Each of us has the responsibility to become the architects of our own lives, to design and build the life and future we desire. Little by little, we must acquire new knowledge, skills, and abilities that allow us to improve our personal and professional profiles. We must be alert to every new opportunity and take the risk of facing it without looking back, aware that it is often</p>

el riesgo de afrontarla sin mirar para atrás, ser conscientes de que muchas veces se requiere arriesgarlo todo por alcanzar aquello que más deseamos, o para cumplir con un sueño o una meta.

Es muy importante que aprendamos a trazarnos un plan de vida en donde podamos establecer de manera clara que es lo que deseamos alcanzar, en que tiempo queremos obtenerlo, con qué recursos contamos para lograr aquello que queremos y cuáles nos hacen falta (*talentos, conocimientos, habilidades*), cuáles son nuestros aliados estratégicos (*aquellas personas que pueden ayudarnos a lograr nuestros sueños, incluyendo a mentores, líderes de grupo, familiares, otros*).

Cada día debemos dedicar el tiempo necesario para encaminarnos al logro de nuestros objetivos y metas, definir los medios a través de los cuales lograremos adquirir las destrezas que nos hagan falta y llenar esas carencias que poseemos, potenciando cada oportunidad de mejora a nivel personal y profesional (*centros de formación reconocidos, tutorías, medios electrónicos, vivencias y experiencias u otras*

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personas que han alcanzado lo que deseamos alcanzar nosotros). Debemos cultivar el arte de la lectura y la autoformación (la autodidáctica), para apropiarnos de aquellos conocimientos y experiencias ya existentes y que han resultado positivas en otros casos similares.

necessary to risk everything to achieve what we most desire, or to fulfil a dream or goal.

It is very important that we learn to draw up a life plan in which we can clearly establish what we want to achieve, when we want to achieve it, what resources we have to achieve what we want and what we lack (*talents, knowledge, skills*), who our strategic allies are (*those people who can help us achieve our dreams, including mentors, group leaders, family members, others*).

Every day, we must devote the necessary time to working towards our objectives and goals, defining the means by which we will acquire the skills we lack and fill those gaps we have, maximizing every opportunity for personal and professional improvement (*recognized training centers, tutoring sessions, digital platforms, personal and professional experiences, among others*

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people who have achieved what we want to achieve). We must cultivate the art of reading and self-education (self-teaching) in order to acquire knowledge and experiences that already exist and have proven successful in other similar cases.

Debemos ser conscientes y entender que el camino no será fácil ni tampoco corto, pero que si le dedicamos todo nuestro empeño y no nos desviamos de nuestros objetivos es bastante probable que más pronto de lo que pensamos lograremos alcanzar aquello que tanto deseamos.

Otra cosa que también debemos tomar en cuenta y tener bien presente es que; en algunas ocasiones esa oportunidad y futuro que tanto deseamos no se encuentra dentro de la empresa para la cual nos encontramos laborando y empeñarnos en alcanzarla en este escenario solo nos traerá tristeza, frustración y enojo, ya que el enfoque que le pusimos a nuestro sueño fue muy limitado.

Muchas veces esas oportunidades que deseamos se encuentran fuera de la empresa para la cual laboramos y tenemos que ser valientes para tomar las decisiones que se requieran para así poder alcanzar aquello que tanto deseamos, no importa si con esto tengamos que empezar a construir desde cero, dejando todo aquello que nos limitaba atrás.

El futuro que deseas es solo tú responsabilidad, tú decides cuándo, cómo, dónde y con qué lo has de construir, porque tú y solo tú eres el arquitecto de tú propia vida.

We must be aware and understand that the road ahead will not be easy or short, but if we devote all our efforts to it and do not stray from our goals, it is quite likely that sooner than we think we will achieve what we so desire.

Another thing we must also take into account and keep in mind is that sometimes the opportunity and future we so desire is not found within the company we are working for, and stubbornly pursuing it in this scenario will only bring us sadness, frustration, and anger, since the focus we placed on our dream was very limited.

Often, the opportunities we desire are found outside the company we work for, and we must be brave enough to make the necessary decisions to achieve what we want, even if it means starting from scratch and leaving behind everything that held us back.

The future you desire is entirely your responsibility. You decide when, how, where, and with what you will build it, because you and only you are the architect of your own life.

CAPÍTULO 40

Atrévete a pensar fuera de la caja.

A lo largo de mi vida, de mi experiencia profesional como supervisor de seguridad calidad y ambiente, y como coach profesional, he podido observar a muchas personas cometer los mismos errores una y otra y otra vez, sin que siquiera se tomen el tiempo para reparar y analizar cuáles han sido las circunstancias reales que propiciaron la materialización de estos desaciertos.

En algunas ocasiones he podido apreciar *¿cómo?*, ante un determinado problema, la solución que se emplea para dar respuesta parte de un procedimiento ya establecido o una experiencia previa, pero a la larga el problema reaparece evidenciando que el tratamiento que le fue dado ha sido solamente cosmético, pero no efectivo.

Muchas veces al indagar en las causales que motivaron el hecho suscitado como parte de proceso de investigación, algunos de los involucrados alegan desconocer los motivos que contribuyeron a generar tal circunstancia ya que ellos habían realizado la actividad tal y como se ha venido haciendo siempre, otros con algo más experiencia comentan que ellos han realizado la misma actividad por más de diez años y nunca había pasado nada similar, y existen quienes se atreven a

CHAPTER 40

Dare to think outside the box.

In my life, and throughout my professional experience as a safety, quality, and environmental supervisor, as well as a professional coach, I have witnessed many people repeating the same mistakes again and again, without even taking the time to reflect on and understand the real circumstances that led to those failures.

On some occasions, I have noticed how, when faced with a particular problem, the solution used to address it is based on an established procedure or previous experience, but in the long run the problem reappears, showing that the treatment given was only cosmetic and not effective.

Often, when investigating the causes that led to the incident as part of the investigation process, some of those involved claim to be unaware of the reasons that contributed to the situation, as they had carried out the activity in the same way as they always had. Others with more experience comment that they had been carrying out the same activity for more than ten years and nothing similar had ever happened before. and there are those who dare to claim that everything had been done exactly

<p>alegar que todo había sido realizado tal cual se lo indicaron algunos compañeros que en el pasado habían tenido el mismo problema, pero que lo habían resuelto de la manera que les indicaron.</p>	<p>as instructed by some colleagues who had had the same problem in the past but had solved it in the manner indicated to them.</p>
<p>Si algo he aprendido es que un problema puede tener muchas soluciones, algunas permanentes, otras momentáneas, unas efectivas y otras no tanto. Apegarse religiosamente a darle respuesta de manera</p>	<p>If I have learned anything, it is that a problem can have many solutions, some permanent, others temporary, some effective and others not so much. Sticking religiously to responding in a</p>
<p>Página.130</p>	<p>Page.130</p>
<p>mecanizada a una determinada situación o problema puede acarrearos a la larga muchos dolores de cabeza; es cierto que la mayor parte de las soluciones que se proponen parten de la experiencia que se ha tenido en situaciones similares en el pasado o son las sugeridas por los procedimientos que se manejan a lo interno de nuestras organizaciones.</p>	<p>A mechanised approach to a particular situation or problem can cause us many headaches in the long run. It is true that most of the solutions proposed are based on experience gained in similar situations in the past or are suggested by the procedures used within our organisations.</p>
<p>Sin embargo, aunque la situación pueda parecerse casi como una copia al carbón, debemos tomar en cuenta otras características que le otorgan su particularidad y la hacen única.</p>	<p>However, although the situation may seem almost identical, we must take into account other characteristics that make it unique.</p>
<p>Muchas veces aspectos tan sencillos como las condiciones climáticas, la calidad de los materiales utilizados, la experiencia o habilidades de quien posee la responsabilidad de implementar la solución o la reducida supervisión, pueden generar resultados bastante divergentes a los esperados.</p>	<p>Often, factors as simple as weather conditions, the quality of the materials used, the experience or skills of those responsible for implementing the solution, or insufficient supervision can lead to results that differ significantly from those expected.</p>

El exceso de confianza es otro factor que puede llevarnos a realizar cualquier procedimiento sin analizarlo a fondo, ni tomar en cuenta algunos elementos cruciales para lograr los objetivos trazados.

Pensar fuera de la caja o dicho de otra manera pensar diferente o fuera de lo normal, bajo una nueva perspectiva que nos permita apreciar la situación desde otro punto de vista, y proponer otra solución más efectiva, dinámica y robusta, que sea capaz de solucionar el problema para siempre o disminuir las consecuencias de su materialización.

Cuando pedimos a una persona que piense fuera de la caja lo que estamos haciendo es inducirlo a mirar más lejos, forzándolo a buscar soluciones no tan obvias y poco efectivas. En el proceso del coaching lo que en verdad buscamos los coach es que cada coachee

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(la persona sobre la cual se ejerce el proceso de coaching) explore en su interior para encontrar las respuestas que le permitan desarrollar los cambios que requiere para lograr sus objetivos o la solución a un problema determinado.

Overconfidence is another factor that can lead us to carry out any procedure without thoroughly analysing it or taking into account certain elements that are crucial to achieving our objectives.

Thinking outside the box, or in other words, thinking differently or outside the norm, from a new perspective that allows us to appreciate the situation from another point of view, and propose another more effective, dynamic, and robust solution that is capable of solving the problem permanently or reducing the consequences of its materialisation.

When we ask someone to think outside the box, what we are doing is encouraging them to look further ahead, forcing them to seek solutions that are not so obvious and ineffective. In the coaching process, what we coaches are really looking for is for each coachee to

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(the person on whom the coaching process is carried out) explore within themselves to find the answers that will enable them to develop the changes they need to achieve their goals or find the solution to a specific problem.

Todos tenemos la increíble capacidad de encontrar las soluciones más sorprendentes y efectivas a las diversas situaciones que nos pone la vida por delante dependiendo del escenario que se trate, ya sea en lo laboral, lo personal, lo grupal, lo familiar o lo social.

Para asegurar el éxito que requerimos, es importante nutrir nuestras mentes con nuevos y mejores conocimientos, permitirnos pensar más allá de lo obvio explorando alternativas novedosas, sin despreciar las experiencias o conocimientos previos que se tengan sobre la materia.

Atrévete a pensar fuera de la caja y verás como tu vida cambiará de manera extraordinaria...

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CAPÍTULO 41

El talento no es suficiente.

Existen muchísimas personas talentosas en este mundo, con un cúmulo de habilidades que les permiten desarrollar su trabajo de una manera eficiente, impecable y a tiempo; existen otras que, aun teniendo habilidades extraordinarias, les cuesta encontrar esa luz que les permita brillar y salir adelante con la mayor entereza, dignidad, respeto y eficiencia.

We all have the incredible ability to find the most surprising and effective solutions to the various situations that life throws at us, depending on the scenario in question, whether it be work-related, personal, group-related, family-related or social.

To ensure the success we require, it is important to nourish our minds with new and better knowledge, allowing ourselves to think beyond the obvious by exploring innovative alternatives, without disregarding previous experiences or knowledge on the subject.

Dare to think outside the box and you will see how your life will change in extraordinary ways...

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CHAPTER 41

Talent is not enough.

There are many talented people in this world, with a wealth of skills that allow them to do their work efficiently, flawlessly and on time; there are others who, even though they have extraordinary skills, struggle to find that light that allows them to shine and move forward with the utmost integrity, dignity, respect and efficiency.

Gran parte de nosotros tendemos a equivocarnos a lo largo de nuestras vidas creyendo que alcanzaremos el éxito, al igual todos nuestros sueños y metas solamente con el talento natural que poseemos. Conozco estudiantes brillantes, con una inteligencia inigualable que les permite asimilar todos los conocimientos que le son ofrecidos por sus tutores, pero que se han rendido ante una carrera universitaria que les exige un poco más de sí; he visto trabajadores que poseen una destreza innata para hacer las cosas y solucionar cualquier situación, fracasar ante el reto de afrontar una nueva posición dentro del entorno laboral.

Peor aún, conozco personas extraordinarias que prefieren mantenerse en su zona de confort para no verse sometidos a experimentar un nuevo reto que los desequilibre o haga tener que afrontar nuevos retos, ya que no saben si los resultados puedan o no ser los esperados. Lo más triste de todo, es observar a aquellas personas que teniéndolo todo para brillar y hacer las cosas extraordinariamente bien, deciden realizarlas de manera caprichosa, opresiva, ofensiva y poco ética.

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Creer que solo por tener la habilidad, el conocimiento o “*el talento*” para hacer una determinada cosa nos hace mejor que otros o especiales, es simplemente auto condenarse a una vida llena de mentiras, equivocaciones y algunos fracasos que pudieron haberse evitado.

Many of us tend to make the mistake throughout our lives of believing that we will achieve success, as well as all our dreams and goals, solely through our natural talent. I know brilliant students with unparalleled intelligence that allows them to absorb all the knowledge offered by their tutors, but who have given up on a university degree that demands a little more of them. I have seen workers who possess an innate ability to get things done and solve any situation fail when faced with the challenge of taking on a new position in the workplace.

Worse still, I know extraordinary people who prefer to stay in their comfort zone so as not to be subjected to new challenges that might throw them off balance or force them to face new obstacles, since they don't know whether the results will be as expected. The saddest thing of all is to observe those people who have everything they need to shine and do things extraordinarily well, but decide to do them in a capricious, oppressive, offensive, and unethical manner.

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Believing that just because we have the ability, knowledge, or ‘*talent*’ to do a certain thing makes us better than others or special is simply condemning ourselves to a life full of lies, mistakes, and failures that could have been avoided.

<p>El talento no lo es todo para alcanzar el éxito deseado, no lo es todo para poder realizar nuestros sueños y cumplir con nuestros objetivos y metas; hacen falta un sinnúmero de cualidades que al igual que el talento debemos ir adquiriendo poco a poco y apropiándonos de su significado, valor e importancia.</p>	<p>Talent is not everything when it comes to achieving the success we desire, nor is it everything when it comes to realising our dreams and fulfilling our objectives and goals. Countless other qualities are required, which, like talent, we must acquire little by little and come to understand their meaning, value and importance.</p>
<p>De que vale tener excelentes ideas si nos cuesta poder transmitir las con claridad o asertividad, de que nos sirve cultivar habilidades para el liderazgo si somos selectivos al momento de ofrecer nuestra ayuda a los demás, para qué nos esforzamos en llegar a ocupar puestos de mando y jurisdicción dentro de nuestras organizaciones si al final actuamos y nos conducimos de manera discriminatoria, déspota y ofensiva con aquellos que se encuentran por debajo de nosotros.</p>	<p>What good are excellent ideas if we struggle to communicate them clearly or assertively? What good is cultivating leadership skills if we are selective when offering our help to others? Why do we strive to reach positions of command and authority within our organisations if, in the end, we act and behave in a discriminatory, despotic, and offensive manner towards those below us?</p>
<p><i>¿Por qué tanto empeño por querer ser el mejor en una determinada situación? si para lograrlo nos llevamos por delante a cualquiera sin importarnos sus sentimientos o pensamientos, con el solo interés de lograr nuestros oscuros intereses.</i></p>	<p><i>Why are we so determined to be the best in a given situation? If, in order to achieve this, we push others aside without caring about their feelings or thoughts, with the sole interest of achieving our own dark interests.</i></p>
<p>En todo momento debemos procurar convertirnos en personas integrales, apropiarnos de todo aquello que nos permita convertirnos en mejores individuos, profesionales, compañeros o amigos. Todos nacemos con extraordinarias habilidades, muchas otras son adquiridas a lo largo de nuestra vida, en algunas ocasiones somos ajenos a su existencia pues al no creer</p>	<p>We must always strive to become well-rounded individuals, embracing everything that allows us to become better people, professionals, colleagues, or friends. We are all born with extraordinary abilities, and many others are acquired throughout our lives. Sometimes we are unaware of their existence because,</p>

en nosotros mismos estas parecen ocultarse y en contadas ocasiones reaparecen cuando más las necesitamos.

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El talento no lo es todo para lograr nuestros sueños, cumplir con una determinada tarea o llegar a ser personas exitosas. Durante nuestro paso por este mundo debemos permitirnos estar abiertos a aprender nuevas habilidades, a conocernos y entender nuestras fortalezas al igual que aquellas oportunidades de mejora que podamos tener para alcanzar nuestros objetivos, debemos cultivar un sinnúmero de valores tanto morales como sociales, debemos entender que no somos islas, que todos dependemos de todos y que todos estamos interrelacionados, que lo que hacemos tiene el potencial de afectar a otros transformando sus vidas para bien o para mal.

Debemos ser consciente de nuestras acciones y de cada una de sus consecuencias presentes y futuras, comprender que la vida muchas veces se comporta como un búmeran, en donde tarde o temprano las consecuencias de nuestras acciones nos alcanzan, así como también a aquellos que más queremos.

Aprovechemos el extraordinario talento que Dios y la vida nos han dado para ser mejores personas, profesionales, trabajadores o amigos todos los días de

by not believing in ourselves, they seem to hide away and rarely reappear when we need them most.

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Talent is not everything when it comes to achieving our dreams, completing a specific task, or becoming successful individuals. During our time on this earth, we must allow ourselves to be open to learning new skills, to get to know ourselves and understand our strengths as well as the opportunities for improvement we may have in order to achieve our goals. We must cultivate countless moral and social values. We must understand that we are not islands, that we all depend on each other and that we are all interconnected, that what we do has the potential to affect others, transforming their lives for better or for worse.

We must be aware of our actions and each of their present and future consequences, understanding that life often behaves like a boomerang, where sooner or later the consequences of our actions catch up with us, as well as those we love most.

Let us take advantage of the extraordinary talent that God and life have given us to be better people, professionals, workers, or friends every day of our lives. No one knows when our time will come to leave this

nuestra vida, nadie sabe cuándo nos toque partir de este mundo, pero mientras estemos en él tenemos el privilegio, el compromiso y la responsabilidad de dejar huellas extraordinarias y de cambiar para bien la vida de muchas personas.

No lo olvides... El talento no es suficiente, tienes el potencial de hacer cosas extraordinarias y de cambiar la vida de muchas personas

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CAPÍTULO 42

Has que tus propósitos sean más grandes que tus miedos.

Todos soñamos con tener una vida diferente, una buena profesión, un excelente trabajo, una buena casa, un carro, familia, etc. Divagamos en nuestras mentes imaginándonos el cómo sería si esto o cómo sería si aquello, poniéndonos en cada caso como el principal protagonista de una historia que no nos atrevemos a materializar.

Cuando niños, jóvenes e incluso adultos solemos imaginar un sin número de situaciones en las cuales nos vemos realizados como personas exitosas.

world, but while we are here, we have the privilege, commitment, and responsibility to leave extraordinary marks and change the lives of many people for the better.

Don't forget... Talent alone is not enough. You have the potential to do extraordinary things and change the lives of many people...

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CHAPTER 42

Make your goals bigger than your fears.

We all dream of having a different life, a good career, an excellent job, a nice house, a car, a family, etc. We wander in our minds imagining what it would be like if this or what it would be like if that, putting ourselves in each case as the main character in a story that we dare not bring to life.

As children, young people, and even adults, we often imagine countless situations in which we see ourselves as successful people.

Muchas veces nuestros sueños se ven truncados por el temor al fracaso, por creernos incapaces de realizarlos o por el simple hecho de sentir que son demasiado grandes para nosotros al punto de resultar inalcanzables. Por otro lado, en algunas ocasiones nos dejamos envenenar por personas que actúan como anclas manteniéndonos en la profundidad de la incertidumbre y el temor, orquestando toda su maldad para no permitirnos brillar o mejorar nuestra situación actual, pues dejaríamos de ser como ellos para ser alguien mejor.

Somos responsables del pasado, el presente y futuro que tengamos; en el primero ya no podemos hacer nada, pero en nuestro pre-sente y futuro podemos intervenir para cambiar nuestra realidad y así poder materializar nuestros sueños y anhelos.

Si bien es cierto el camino no será fácil, puedo asegurarte de que tampoco será imposible pues cada uno de nosotros tenemos la capacidad de cambiar nuestra realidad, algunos de forma inmediata y

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otros de manera gradual, pero al final todos podemos lograr aquello que tanto queremos con un poco de sacrificio, entrega, valentía y perseverancia.

Cuando empecé a escribir mi primer libro titulado “Mi abuela decía”, hubo muchas personas que me decían que dejara eso, que yo jamás lograría publicarlo, que me estaba creyendo, que si acaso yo era apellido Miró o

Many times our dreams are cut short by the fear of failure, by believing ourselves incapable of achieving them, or by simply feeling that they are too big for us to the point of being unattainable. On the other hand, sometimes we allow ourselves to be poisoned by people who act as anchors, keeping us in the depths of uncertainty and fear, orchestrating all their malice to prevent us from shining or improving our current situation, because we would cease to be like them and become someone better.

We are responsible for our past, present and future; we can no longer do anything about the past, but we can intervene in our present and future to change our reality and thus realise our dreams and desires.

While it is true that the road will not be easy, I can assure you that it will not be impossible either, as each of us has the ability to change our reality, some immediately and

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Others gradually, but in the end we can all achieve what we want so much with a little sacrifice, dedication, courage and perseverance.

When I started writing my first book titled “Mi abuela decía,” many people told me to give it up, that I would never manage to get it published, that I was being arrogant, that unless my last name was Miró or Coelho,

<p>Coelho, que a nadie le iba a interesar y un sinnúmero de cosas negativas.</p> <p>Por otro lado, otras personas, amigos y conocidos me alentaron a seguir escribiendo y me animaron a publicarlo sin importar lo que otros dijese, me alentaban diciéndome que no importaba si en el camino cometía algunos errores o si ese libro no le gustaba a todos, o si me equivocaba al escribirlo o plasmar las palabras o ideas que quería transmitir; me recordaban que más allá del temor que pudiese sentir como escritor novato, lo importante era mi propósito y aceptar cada crítica con valentía para poder así crecer como persona y como profesional aprendiendo de cada falla, cada crítica, cada felicitación y cada impresión que el mismo pudiese generar.</p> <p>Indudablemente y por fortuna decidí hacerle caso a aquellos que me alentaban a seguir adelante con el proyecto de escribir y publicar mi primer libro, tal cual como me lo dijeron en el camino cometí algunos errores y una vez publicado recibí un sinnúmero de críticas tanto positivas como negativas, pero de todas ellas saqué lo positivo y aprendí, me han hecho más fuerte y me han ayudado a crecer tanto personal como profesionalmente.</p> <p>Página. 137</p> <p>Lo más importante, es que pude demostrarle a todos aquellos detractores y personas que me inundaban con</p>	<p>no one would be interested, and a countless number of negative things.</p> <p>On the other hand, other people, friends and acquaintances encouraged me to keep writing and encouraged me to publish it regardless of what others said. They encouraged me by telling me that it didn't matter if I made some mistakes along the way or if not everyone liked the book, or if I made mistakes in writing it or expressing the words or ideas I wanted to convey. They reminded me that beyond the fear I might feel as a novice writer, what was important was my purpose and accepting each criticism with courage so that I could grow as a person and as a professional, learning from each mistake, each criticism, each compliment, and each impression that it might generate.</p> <p>Undoubtedly and fortunately, I decided to listen to those who encouraged me to go ahead with the project of writing and publishing my first book. As they told me along the way, I made some mistakes, and once it was published, I received countless positive and negative reviews, but I took the positive from all of them and learned from them. They have made me stronger and helped me grow both personally and professionally.</p> <p>Page.137</p> <p>Most importantly, I was able to prove to all those detractors and people who flooded me with their ill</p>
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<p>sus malos deseos y comentarios, que mi propósito era mucho más fuerte que mis miedos.</p>	<p>wishes and comments that my purpose was much stronger than my fears.</p>
<p>Cuando emprendas un nuevo proyecto o actividad, cuando decidas dar el primer paso hacia el cumplimiento de alguna meta o algún objetivo, toma en cuenta que mientras más claro tengas tus propósitos, mientras más empeño y determinación le pongas, mayor serán las probabilidades de lograr aquello que te has propuesto.</p>	<p>When you embark on a new project or activity, when you decide to take the first step towards achieving a goal or objective, keep in mind that the clearer your intentions are, and the more effort and determination you put into it, the greater the chances of achieving what you have set out to do.</p>
<p>En el camino siempre existirán personas que tratarán de hacerte claudicar, siempre habrá quien no quiere que tú logres sobresalir o alcanzar tus sueños, metas o propósitos.</p>	<p>Along the way, there will always be people who try to make you give up, there will always be those who do not want you to excel or achieve your dreams, goals, or purposes.</p>
<p>Debes ser consciente y comprender que tu éxito depende de ti, del empeño que le pongas a las cosas, de que tan convencido estés de tus objetivos, depende de que tú mismo te creas que es posible lograrlos y por sobre todas las cosas de entender que todos los miedos pueden ser superados si nos enfocamos en lo que queremos y trabajamos de manera incansable por conseguirlo.</p>	<p>You must be aware and understand that your success depends on you, on the effort you put into things, on how convinced you are of your objectives, on whether you believe it is possible to achieve them, and above all, on understanding that all fears can be overcome if we focus on what we want and work tirelessly to achieve it.</p>
<p><i>Si deseas alcanzar el éxito y lograr tus metas debes permitirles a tus propósitos ser más grandes que tus miedos, comprometerte contigo mismo y los objetivos que te has trazado, establece un plan de acción y síguelo, si el plan no funciona cámbialo, pero no cambies tus objetivos o metas, al final lograrás alcanzar</i></p>	<p><i>If you want to be successful and achieve your goals, you must allow your ambitions to be greater than your fears, commit to yourself and the objectives you have set for yourself, establish an action plan and follow it. If the plan does not work, change it, but do not change your objectives or goals. In the end, you will achieve what</i></p>

eso por lo que tanto has luchado y estoy más que seguro que te llenará de mucha satisfacción y alegría.

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CAPÍTULO 43

No te conviertas en un adicto al trabajo

Todos sabemos que el trabajo duro y la perseverancia, con el tiempo nos permiten alcanzar nuestros sueños; la constancia y el empeño que le pongamos a nuestro trabajo permitirán que podamos cumplir con nuestras funciones y con los objetivos organizacionales que nos han sido encomendados. Aun cuando esta premisa resulta totalmente cierta, no debemos perder de vista que el trabajo no debe ser el todo en nuestras vidas.

La vida se compone de un gran número de etapas y momentos que la hacen única e inigualable, situaciones que nos llenan de mucho regocijo y que nos hacen sentir que vale la pena luchar por lo que queremos y lo que más debe importarnos; todas las cosas que sucedan en nuestras vidas deben ser abordadas en su justa dimensión, debemos darnos el espacio, el momento y la oportunidad de disfrutar las diferentes etapas que la hacen maravillosa.

Comprendiendo que cada día se compone únicamente de 24 horas de las cuales pasamos alrededor de 8 horas trabajando en un horario regular y de 6 a 9 horas durmiendo, lo cual nos deja en promedio un total de 7 a

you have fought so hard for, and I am more than sure that it will fill you with great satisfaction and joy.

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CHAPTER 43

Don't become a workaholic.

We all know that hard work and perseverance will eventually allow us to achieve our dreams; the consistency and dedication we put into our work will enable us to fulfil our duties and the organisational objectives entrusted to us. Even though this premise is entirely true, we must not lose sight of the fact that work should not be everything in our lives.

Life is made up of a large number of stages and moments that make it unique and incomparable, situations that fill us with joy and make us feel that it is worth fighting for what we want and what should matter most to us; everything that happens in our lives should be approached in its proper context, we should give ourselves the space, the time and the opportunity to enjoy the different stages that make it wonderful.

Understanding that each day consists of only 24 hours, of which we spend around 8 hours working on a regular schedule and 6 to 9 hours sleeping, which leaves us with

<p>10 horas para dedicarle a nuestros amigos, nuestras familias, estudios o a nosotros mismos.</p> <p>Si bien es cierto que el trabajo es muy importante, ya que en la mayoría de los casos se constituye en nuestra principal fuente de ingreso y de llevar el sustento a nuestros hogares, no deja de ser cierto también que bajo ciertas circunstancias puede convertirse en nuestra principal fuente de estrés y frustración, llegando en muchas ocasiones</p> <p>Página. 139</p> <p>hasta generar enfermedades en algunas personas por obsesionarse tanto con el mismo y desconectarse de su verdadera realidad, o de las demás facetas que debe tener su vida.</p> <p>Trabajar demás no es malo, así como tampoco es malo de vez en cuando incluir unas horas extras a nuestra compensación salarial, lo malo es que nos obsesionamos con el trabajo, al punto de descuidar nuestra vida, nuestras familias, nuestro tiempo para crecer profesionalmente o para pasarla con aquellos a quienes amamos o aquellos que nos aman.</p> <p>Debemos darnos el tiempo para disfrutar de nuestra corta vida, de compartir en familia o con amigos otras experiencias y momentos fuera de nuestras actividades laborales habituales, tenemos la responsabilidad de</p>	<p>an average of 7 to 10 hours to devote to our friends, our families, our studies, or ourselves.</p> <p>While it is true that work is very important, as in most cases it is our main source of income and provides for our households, it is also true that under certain circumstances it can become our main source of stress and frustration, often leading to</p> <p>Page.139</p> <p>to the point of causing illness in some people who become so obsessed with it that they disconnect from their true reality, or from the other facets that their life should have.</p> <p>Working too much is not bad, nor is it bad to occasionally put in a few extra hours to supplement our salary. What is bad is becoming so obsessed with work that we neglect our lives, our families, our time to grow professionally, or to spend time with those we love or who love us.</p> <p>We must take the time to enjoy our short lives, to share other experiences and moments with family or friends outside of our usual work activities. We have a responsibility to grow holistically as people in society,</p>
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crecer integralmente como personas en sociedad, de prepararnos académicamente y aprender nuevas habilidades o adquirir mejores destrezas, darnos el tiempo para compartir con nuestros hijos e hijas, esposas o esposos, hermanos, amigos, de viajar a otros lugares fuera de nuestra zona de residencia o de trabajo, si es posible a otro país y contrastar otras culturas y costumbres, desintoxicarnos de todo aquello que pueda estar generándonos estrés y poco a poco estar enfermándonos.

La vida es muy corta como para perder el tiempo obsesionándonos con algo, es muy corta como para pretender creer que solo el trabajo es importante en ella; es cierto hay que trabajar y trabajar duro todos los días para lograr la autorrealización y generar los ingresos que nos permitan sufragar el universo de gastos y responsabilidades que vamos adquiriendo con el tiempo, pero no debemos bajo ninguna

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circunstancia obsesionarnos con nuestros trabajos al punto de desconectarnos con todo lo demás, no somos imprescindibles si importantes pero no imprescindibles.

Lo más triste de todo es que en muchas oportunidades le dedicamos tanto empeño y tiempo a nuestros trabajos, y en un abrir y cerrar de ojos somos desvinculados de la

to prepare ourselves academically and learn new skills or acquire better abilities, to take the time to share with our children, spouses, siblings, and friends, to travel to other places outside our area of residence or work, if possible to another country and experience other cultures and customs, detoxify ourselves from everything that may be causing us stress and gradually making us ill.

Life is too short to waste time obsessing over something; it is too short to pretend that only work is important in it. It is true that we must work and work hard every day to achieve self-fulfillment and generate the income that allows us to cover the universe of expenses and responsibilities that we acquire over time, but we must not under any circumstances

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circumstance of obsessing over our jobs to the point of disconnecting from everything else. We are not indispensable, though we are important.

The saddest thing of all is that we often devote so much effort and time to our jobs, and in the blink of an eye we are disconnected from the working relationship that we

relación laboral que por tanto tiempo habíamos construido y a la cual le dedicamos nuestra vida entera en detrimento de las otras cosas que también eran importantes, otras veces no hemos salido bien de la organización cuando ya tienen contratado a nuestro reemplazo.

Entonces dime, vale la pena obsesionarte con tu trabajo, vale la pena dejar de lado todo aquello que también debe ser importante en nuestras vidas por tratar de ser el más dedicado, el más trabajador, aun cuando en muchas ocasiones no somos realmente valorados ni tomados en cuenta por más que nos esforcemos, por más que nos capacitemos o por más preparados que estemos para afrontar los retos de la organización.

Yo creo que no... creo más bien que debemos procurar un equilibrio entre aquello que nos llena profesionalmente y aquello que nos llena espiritual y personalmente.

Debemos entender que como personas somos llamados a desempeñar diferentes roles, cada uno en un momento y espacio determinado, cada uno de los cuales es igual de importante que el otro y que debemos aprender a complementarlos y equilibrarlos para poder obtener de estos la mejor de las experiencias, sin atentar contra nuestra salud o nuestro bienestar y sobre todo sin sacrificar nuestros sueños y aquello que más amamos.

had built up over such a long time and to which we had devoted our entire lives to the detriment of other things that were also important. Other times, we have not left the organization on good terms when they have already hired our replacement.

So tell me, is it worth obsessing over your job? Is it worth putting aside everything else that should also be important in our lives in order to try to be the most dedicated, the hardest worker, even when on many occasions we are not really valued or taken into account, no matter how hard we try, no matter how much we train ourselves, or no matter how prepared we are to face the challenges of the organization?

I don't think so... I believe that we should seek a balance between what fulfills us professionally and what fulfills us spiritually and personally.

We must understand that as people we are called to play different roles, each at a specific time and place, each of which is just as important as the other, and that we must learn to complement and balance them in order to get the best out of them, without compromising our health or well-being and, above all, without sacrificing our dreams and what we love most.

CAPÍTULO 44

Por favor y gracias, dos palabras mágicas que te abrirán muchas puertas.

Una de las cosas que le agradezco a mis padres fue haberme enseñado que mientras más alto o lejos pueda llegar como persona o como profesional, más humilde y agradecido debo ser.

Desde muy joven y hasta la actualidad he aprendido que independientemente de la posición que posea o el puesto de trabajo que ocupe en el momento, siempre debo dar las gracias a las personas que me colaboran y saber decir por favor cuando solicito algo por mínimo o insignificante que pueda parecer.

Muchas personas erróneamente consideran que con solo pedir algo a otra persona, esta tiene que concedérsela sin reparo, independientemente de si se encuentra ocupado en otra asignación o actividad; peor aún, una vez realizada la solicitud no reciben siquiera una palabra de agradecimiento por parte de la persona a la cual le colaboraron y en algunas ocasiones son mal retribuidos con críticas u ofensas por no haber realizado lo pedido de la forma como lo imaginaba quien efectuó la solicitud.

A lo largo de nuestra vida, siempre vamos a requerir la ayuda o la colaboración de otras personas para poder

CHAPTER 44

Please and thank you, two magic words that will open many doors for you.

One of the things I am grateful to my parents for is teaching me that the higher or further I can go as a person or as a professional, the more humble and grateful I must be.

From a very young age and to this day, I have learned that regardless of the position I hold or the job I have at the moment, I must always thank the people who collaborate with me and know how to say please when I ask for something, no matter how small or insignificant it may seem.

Many people mistakenly believe that just because they ask someone for something, that person has to grant it without hesitation, regardless of whether they are busy with another assignment or activity. Worse still, once the request has been made, they do not even receive a word of thanks from the person they helped, and in some cases they are poorly rewarded with criticism or insults for not having done what was asked in the way the person who made the request imagined.

Throughout our lives, we will always need the help or collaboration of other people in order to carry out some

realizar alguna de las actividades que nos hemos propuesto, esto puede ser tan abarcador como puntual dependiendo del escenario o el contexto en el cual nos encontremos, pudiendo ser tanto en el entorno laboral, familiar, social, académico u otros dentro de los cuales nos situemos y es muy importante que comprendamos lo importante que resulta para muchas

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personas el hecho de que los tratemos con respeto y dignidad al momento de dirigirnos a ellas.

Muchos jefes o administradores de equipos de trabajo consideran que por el simple hecho de que un trabajador se encuentra bajo su subordinación, esto les da la suficiente autoridad para pedirles que realicen otras funciones no consideradas dentro de su listado de funciones contractualmente establecidas.

Peor aún, existen algunas personas que no siendo parte de la cadena de mando a la cual pertenece el colaborador, pero que poseen un nivel jerárquico superior a este, quieren asignarle algunas funciones sin considerar su carga laboral y sin pedirlo de una manera cortés mediante un simple pero importante “por favor”.

Otro aspecto que merece la pena ser resaltado es el hecho de que cuando pidamos algo a otra persona y este saque parte de su tiempo para ayudarnos o invertirlo a nuestro proyecto, como mínimo debemos decirles

of the activities we have set ourselves. This can be as broad or as specific as the scenario or context in which we find ourselves, whether in the workplace, family, social, academic or other environments, and it is very important that we understand how important this is for many people.

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people the fact that we treat them with respect and dignity when addressing them.

Many bosses or team managers believe that simply because an employee is under their authority, this gives them sufficient authority to ask them to perform other duties not included in their contractually established list of duties.

Worse still, there are some people who are not part of the employee's chain of command but who are higher up in the hierarchy and want to assign them certain tasks without considering their workload and without asking politely with a simple but important “please.”

Another aspect worth highlighting is the fact that when we ask someone else for something and they take time out of their day to help us or invest in our project, we should at least say thank you once they have completed

<p>gracias una vez finalicen con lo solicitado o mejor aún, ir agradeciendo su colaboración durante el proceso, resaltando cuán importante es su colaboración para el logro de los objetivos y metas que se han propuesto.</p> <p>Para muchos quizás resulte irrelevante decir gracias o por favor antes de pedir algo o una vez se haya finalizado, pero para quienes las reciben estas simples palabras se convierten en alentadoras, regocijantes e inspiradoras; motivándolos a querer seguir colaborándonos o a otras personas dentro de la organización, ya que se apropian de su valor intrínseco y comprenden que son miembros importantes dentro de ésta y que pueden de una forma u otra contribuir con el crecimiento y desarrollo de la empresa, a través de su contribución para</p>	<p>the request, or better yet, thank them for their collaboration during the process, highlighting how important their collaboration is to the achievement of the objectives and goals that have been set.</p> <p>For many, it may seem irrelevant to say thank you or please before asking for something or once it has been completed, but for those who receive these simple words, they become encouraging, joyful, and inspiring, motivating them to want to continue collaborating with us or with other people within the organization, as they embrace their intrinsic value and understand that they are important members of it and that they can, in one way or another, contribute to the growth and development of the company through their contribution to</p>
<p>Página.143</p>	<p>Page.143</p>
<p>lograr el cumplimiento de los objetivos y metas organizacionales; en el caso contrario solo lograríamos desinterés, recelos, apatía o falta de interés.</p>	<p>achieve organizational objectives and goals; otherwise, we would only achieve disinterest, mistrust, apathy, or lack of interest.</p>
<p>Por favor y gracias, dos palabras mágicas que te abrirán muchas puertas, pero no puertas en el sentido literal sino más bien las puertas de la confianza, de la colaboración, del interés, del compañerismo, las puertas de la solidaridad, la dedicación, la empatía y el compromiso, las puertas del ser y el querer pertenecer.</p>	<p>Please and thank you, two magic words that will open many doors for you, but not doors in the literal sense, rather the doors of trust, collaboration, interest, camaraderie, solidarity, dedication, empathy, and commitment, the doors of being and wanting to belong.</p>

Cuando involucramos a otras personas dentro de la dinámica organizacional debemos considerar no solo el hacer sino también al ser, sus fortalezas y debilidades, así como también su estado anímico y afectivo, entender que como persona posee diferencias individuales que lo hacen único y especial si se compara con los demás miembros del equipo.

Comprendamos el valor y la fuerza que poseen estas dos palabras y tratemos de utilizarlas más a menudo en nuestras vidas, este simple acto puede convertirnos en agentes de cambio sin que siquiera lo notemos, puede ayudarnos a transformar vidas y a optimizar los procesos mediante la colaboración de otras personas que de otra manera no serían participes ni actores dinámicos de estos.

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CAPÍTULO 45

Conviértete en un líder tutor.

Se puede ser tutor sin ser líder pero jamás líder sin ser tutor y todo aquel que se considera líder pero no enseña solo se engaña al creer que posee este magnífico atributo.

When we involve other people in the organizational dynamic, we must consider not only what they do but also who they are, their strengths and weaknesses, as well as their mood and emotional state. We must understand that as individuals, they have differences that make them unique and special when compared to other team members.

Let us understand the value and power of these two words and try to use them more often in our lives. This simple act can turn us into agents of change without us even noticing it. It can help us transform lives and optimize processes through the collaboration of other people who would otherwise not be participants or dynamic actors in them.

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CHAPTER 45

Become a mentor leader.

You can be a mentor without being a leader, but you can never be a leader without being a mentor, and anyone who considers themselves a leader but does not teach is only deceiving themselves into believing that they possess this magnificent attribute.

<p>Muchas personas se autodenominan líderes sin tomar en cuenta todas las características y cualidades que este papel encierra, erróneamente creen que solo requieren guiar y acompañar a otros en el desarrollo de las diferentes tareas o actividades que les son asignadas; peor aún que ante cualquier situación desafiante son ellos los que deben salir al frente primero ya que los demás los seguirán sin vacilar.</p>	<p>Many people call themselves leaders without taking into account all the characteristics and qualities that this role entails. They mistakenly believe that they only need to guide and accompany others in the development of the different tasks or activities assigned to them. Worse still, they believe that in any challenging situation, they are the ones who must take the lead first, as others will follow them without hesitation.</p>
<p>El líder tutor no solamente guía a sus seguidores, sino que en el camino lo va formando a través del ejemplo y la confianza, es aquel que permite que sus seguidores realicen bajo su supervisión asistida algunas de las tareas más relevantes dentro de la programación de las diferentes actividades.</p>	<p>The mentor leader not only guides their followers, but also shapes them along the way through example and trust. They are the ones who allow their followers to carry out some of the most relevant tasks within the program of different activities under their assisted supervision.</p>
<p>Un líder tutor debe estar dispuesto a enseñar sin mezquindad a sus seguidores todo lo que sabe, sin el temor de ser reemplazado por alguno de ellos; debe entender que requiere estar capacitándose constantemente para poder ofrecer conocimientos actualizados y de calidad.</p>	<p>A mentor leader must be willing to teach their followers everything they know without fear of being replaced by one of them; they must understand that they need to be constantly training themselves in order to offer up-to-date, quality knowledge.</p>
<p>Indiscutiblemente que la función principal del líder tutor no es empeñar todo su tiempo en capacitar a sus seguidores ya que perdería otros atributos inherentes al rol de líder, pero si debe invertir tiempo de calidad para identificar las diversas oportunidades de mejora que poseen sus seguidores y así de esta manera poder priorizar y dosificar</p>	<p>Undoubtedly, the main function of the mentor leader is not to devote all their time to training their followers, as they would lose other attributes inherent to the role of leader, but they must invest quality time in identifying the various opportunities for improvement that their followers have and thus be able to prioritize and allocate resources.</p>

los conocimientos que transferirá a estos, potenciando sus habilidades y destrezas para que puedan realizar de mejor manera las tareas que les sean asignadas.

El líder tutor no solo enseña sino que además sabe escuchar y analizar las diversas inquietudes que surgen durante la manifestación de su liderazgo, para poder resolverlas con asertividad mientras transfiere estos nuevos conocimientos a todos sus seguidores.

En términos generales todos los líderes saben ser pacientes, empáticos, comprensivos y desprendidos, pero el líder tutor manifiesta estas cualidades en un 100%, pues entiende que de su forma de liderar y el impacto que esta genere, dependerán los resultados que podrán manifestarse en sus seguidores.

En muchas ocasiones nos cuesta un poco compartir nuestros conocimientos con los demás, erróneamente creemos que si lo hacemos estaremos propensos a que nos reemplacen o poco a poco nos volvamos menos indispensables. Sin embargo, cuando ayudamos a otros a crecer o ser mejores a través de nuevos conocimientos, facilitamos la ejecución de las actividades y aliviamos un poco la presión y la carga que hay sobre nosotros mismos pues existirá alguien más que también pueda contribuir con la actividad.

the knowledge they will transfer to them, enhancing their skills and abilities so that they can better perform the tasks assigned to them.

The mentor leader not only teaches but also knows how to listen and analyze the various concerns that arise during the exercise of their leadership, in order to resolve them assertively while transferring this new knowledge to all their followers.

In general terms, all leaders know how to be patient, empathetic, understanding, and detached, but the mentor leader manifests these qualities 100%, as they understand that the results that may manifest in their followers will depend on their leadership style and the impact it generates.

We often find it difficult to share our knowledge with others, mistakenly believing that if we do so, we will be prone to being replaced or gradually becoming less indispensable. However, when we help others grow or improve through new knowledge, we facilitate the execution of activities and alleviate some of the pressure and burden on ourselves, as there will be someone else who can also contribute to the activity.

<p>Otra ventaja de compartir el conocimiento es la satisfacción y agradecimiento que genera hacia nosotros, convirtiéndonos en muchas ocasiones en entes de consulta y referencia ante cualquier situación futura que se presente.</p>	<p>Another advantage of sharing knowledge is the satisfaction and gratitude it generates towards us, often turning us into sources of consultation and reference for any future situations that may arise.</p>
<p>No debemos temer ni dudar en compartir nuestros conocimientos, ni mucho menos en convertirnos en líderes tutores ya que eso más que debilitarnos o hacernos menos indispensables dentro de</p>	<p>We should not fear or hesitate to share our knowledge, much less become mentor leaders, as this will not weaken us or make us less indispensable within</p>
<p>Página. 146</p>	<p>Page. 146</p>
<p>nuestras organizaciones, nos ayuda a posicionarnos como ejemplos a seguir dentro de las mismas y dignos de imitar, propiciando un apoyo futuro a cualquier proyecto que requiramos emprender o cualquier actividad que necesitemos realizar.</p>	<p>Our organizations help us position ourselves as role models within them, worthy of being followed, thereby fostering future support for any project we need to undertake or any activity we need to carry out.</p>
<p>Como coach de liderazgo personal, en un par de ocasiones algunas personas me han preguntado cómo pueden ellos convertirse en mejores líderes de grupo, otros por su parte me han solicitado que les oriente en cómo poder convertirse en mejores facilitadores o tutores, solo en tres ocasiones que recuerde me preguntaron que debían hacer para transformarse en líderes tutores ya que sentían que podrían ayudar con sus conocimientos al crecimiento y desarrollo de otras personas.</p>	<p>As a personal leadership coach, on a couple of occasions, some people have asked me how they can become better group leaders. Others have requested guidance on how to become better facilitators or tutors. Only three times, as I recall, have I been asked what they should do to transform themselves into leader-tutors, as they felt they could help others grow and develop through their knowledge.</p>

<p>En los tres casos comencé mi intervención con la frase que inició este capítulo:</p> <p><i>Se puede ser tutor sin ser líder pero jamás líder sin ser tutor y todo aquel que se considera líder pero no enseña solo se engaña al creer que posee este magnífico atributo.</i></p> <p>Partiendo de ahí los llevé a explorar sus propósitos y a indagar en su interior para que bajo mi supervisión y ayuda pudieran poco a poco encontrar las respuestas que buscaban, entendiendo que pueden llegar a alcanzar estos propósitos si modifican sus creencias y trabajan en potenciar algunas destrezas y habilidades que no sabían que tenían.</p> <p>Página. 147</p>	<p>In all three cases, I began my intervention with the phrase that opened this chapter:</p> <p><i>One can be a tutor without being a leader, but never a leader without being a tutor. And anyone who considers themselves a leader but does not teach is only deceiving themselves by believing they possess this magnificent attribute.</i></p> <p>From there, I guided them to explore their purposes and look inward, so that under my supervision and support, they could gradually find the answers they were seeking understanding that they can achieve these goals if they change their beliefs and work on enhancing certain skills and abilities they didn't realize they had.</p> <p>Page. 147</p>
<p>CAPÍTULO 46</p> <p>Disfruta de las ventajas de ser organizado.</p> <p>Te has preguntado alguna vez <i>¿por qué el día en vez de veinti-cuatro horas no tiene un poco más?</i>, has sentido en alguna ocasión que se te van volando las semanas y los meses y no logras concretar las diferentes tareas o</p>	<p>CHAPTER 46</p> <p>Enjoy the Benefits of Being Organized</p> <p>Have you ever wondered <i>why the day doesn't have a little more than twenty-four hours?</i> Have you ever felt that the weeks and months just fly by, and you can't seem to complete the various tasks or projects assigned</p>

<p>proyectos que te han sido asignados o en los cuales por cuenta propia has decidido emprender.</p> <p>Según Albert Einstein el tiempo es relativo, esto quiere decir que la manifestación de este depende del observador; es decir, quizás para muchas personas esperar o invertir una hora para realizar alguna determinada actividad resulte una eternidad, pero para otros esta misma hora se hace demasiado insuficiente.</p> <p>Por mucho que corramos o por lo lento que vayamos no lograremos ganar más tiempo o hacer que este pase más rápido o lento, siempre contaremos con la misma cantidad de horas entre un día y otro y con la misma cantidad de días entre una semana y la otra. Pero la vida continúa y debemos ajustarnos a ella y permitir que todo fluya de la mejor manera.</p> <p>He tenido la oportunidad de trabajar tanto en el gobierno como en la empresa privada, dos realidades completamente distintas; en el área gubernamental las tareas y responsabilidades estaban dadas directamente por las asignaciones de un superior jerárquico quien asignaba las responsabilidades según su criterio, tomando como referencia las capacidades y conocimientos de cada uno de sus colaboradores, independientemente de las generales contractuales pactadas al inicio de la relación laboral.</p> <p>Página. 148</p>	<p>to you, or those you've decided to undertake on your own?</p> <p>According to Albert Einstein, time is relative, which means its perception depends on the observer. In other words, for many people, waiting or spending an hour on a certain activity might feel like an eternity, while for others, that same hour feels far too short.</p> <p>No matter how fast or slow we go, we cannot gain more time or make it pass faster or slower. We will always have the same number of hours in a day and the same number of days in a week. But life goes on, and we must adjust to it and allow everything to flow in the best possible way.</p> <p>I have had the opportunity to work both in government and in the private sector two completely different realities. In the government sector, tasks and responsibilities were directly assigned by a hierarchical superior, who delegated duties based on their judgment, taking into account the abilities and knowledge of each team member, regardless of the general contractual agreements established at the start of the employment relationship.</p> <p>Page. 148</p>
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<p>En la empresa privada por su parte, adjunto al contrato se incorpora un perfil de puesto y lista de funciones que deben ser ejecutadas semanal, mensual y anualmente, con independencia de otras responsabilidades que pudiesen ser asignadas sobre la marcha.</p>	<p>In the private sector, a job description and a list of duties to be performed weekly, monthly, and annually are attached to the contract, independently of other responsibilities that may be assigned along the way.</p>
<p>Las evaluaciones del desempeño y el cumplimiento de estas funciones resultaban generales en la esfera gubernamental, es decir se medía el desempeño del departamento y no así el de cada individuo según sus funciones y trabajo realizado; en el ámbito privado por su parte, cada trabajador es medido en base a su rendimiento, ejecutorias y cumplimiento de las diferentes tareas asignadas tanto contractual-mente como aquellas que su superior inmediato le pudiese asignar.</p>	<p>Performance evaluations and the fulfillment of these duties were generally carried out in the public sector at the departmental level; that is, the department's performance was measured rather than that of each individual according to their specific functions and work performed. In contrast, in the private sector, each employee is evaluated based on their individual performance, achievements, and fulfillment of both contractual tasks and any additional assignments given by their immediate supervisor.</p>
<p>Si apreciamos, se percibe un clima de más relajamiento a nivel gubernamental que en el sector privado para el trabajador, lo cual hace que en muchas ocasiones el mismo se sienta más presionado trabajando en la empresa privada que en el gobierno y no porque no le guste o no se sienta a gusto, sino porque el nivel de exigencia es mayor y depende de cada uno.</p>	<p>If we observe closely, there is a noticeably more relaxed atmosphere for workers in the public sector compared to the private sector. This often causes workers to feel more pressure when working in the private sector than in government not because they dislike it or feel uncomfortable, but because the level of demand is higher and depends entirely on the individual.</p>
<p>Como muchos de ustedes, mi vida laboral la inicié en la esfera gubernamental y luego pase a formar parte del ámbito privado "<i>de la empresa privada</i>" estando en esta me fueron confiadas una serie de funciones a las cuales debía dar cumplimiento durante todo el año en dos áreas geográficas completamente distintas y separadas por</p>	<p>Like many of you, I began my working life in the public sector and later joined the private sector. While in the private sector, I was entrusted with a series of responsibilities that I had to fulfill throughout the year in two completely different geographic areas, separated by hundreds of kilometers. At first, I felt somewhat</p>

cientos de kilómetros una de la otra, al principio me sentía algo temeroso y abrumado, pues se esperaba de mí el mejor desempeño en ambos sitios, lo que me llevó a organizarme para estar unos días de la semana en una provincia y los otros días en la otra.

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Con el tiempo esta situación se tornó más y más exigente y desgastante ya que sentía que no me alcanzaba el tiempo para cumplir al cien por ciento con todas las actividades que debía realizar y así poder rendir de la manera que se esperaba de mí.

Conversando con uno de mis mentores de liderazgo y crecimiento personal en mis inicios como trabajador de la empresa privada, luego de escuchar atentamente mi planteamiento y después de unos minutos de silencio me comenta; “Fabián, según yo lo veo tu estas trabajando de manera incorrecta, si bien es cierto que cumples con tus asignaciones y tienes la mejor disposición para colaborar en todo lo que se te pida, observo que al final de mes estas muy sobrecargado de actividades y casi que las finalizas a la carrera” un poco confundido ante este comentario me atreví a preguntarle que quería decirme específicamente y de qué manera según su experiencia yo podría administrar mejor mi tiempo, para poder cumplir a tiempo y sin prisa tanto las asignaciones contractuales como aquellas que me eran confiadas.

apprehensive and overwhelmed because the best performance was expected of me in both locations. This led me to organize my schedule to spend some days of the week in one province and the remaining days in the other.

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Over time, this situation became increasingly demanding and exhausting because I felt I didn't have enough time to fully complete all the tasks I needed to do and perform as expected.

One day, while talking with one of my mentors in leadership and personal growth during my early days working in the private sector, after attentively listening to my concerns and a few minutes of silence, he said to me: “Fabián, from what I see, you're working the wrong way. It's true that you complete your assignments and are always willing to help with whatever is asked of you, but I notice that by the end of the month you are overwhelmed with tasks and almost rush to finish them.” A bit confused by this comment, I dared to ask him what exactly he meant and, based on his experience, how I could better manage my time to meet deadlines calmly, both for contractual assignments and those entrusted to me.

Luego de escuchar atentamente mi pregunta mi mentor y antiguo jefe me dice; “Mira te propongo algo, trabajemos en un cronograma de trabajo en donde distribuiremos tus actividades de manera anual, mensual y semanal, trabajaremos con esta estructura durante tres meses y luego de esto nos volveremos a reunir para evaluar los resultados y también evaluaremos el cómo te has sentido trabajando de esta manera” no está demás decirles que desde luego acepte, pues estaba convencido de que cualquier mejora podría generar un cambio positivo y por sobre todo confiaba en su experiencia, no por nada

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After carefully hearing my question, my mentor and former boss said: “Look, I have a proposal for you. Let’s work on a schedule where we distribute your activities annually, monthly, and weekly. We’ll follow this structure for three months, and then we’ll meet again to evaluate the results and how you’ve felt working this way.” Needless to say, I accepted immediately because I was convinced that any improvement could lead to positive change, and above all, I trusted his experience he wasn’t successful for nothing.

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Third Chapter

3.1 Challenges and Solutions:

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

Challenges	Descriptions	Solutions
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 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).
2. Human Resources (Recursos Humanos): “the department of an organization that deals with hiring, training, and supporting employees.” (Oxford University Press. 2025).
3. Work Climate (Clima Laboral): “the general atmosphere, environment, and emotional tone present in a workplace.” (Collins English Dictionary 2025)
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)
5. Empathy (Empatía): “the ability to understand and share another person's feelings and experiences.” (Cambridge Dictionary 2025)
6. Autocratic Leader (Líder Autocrático): “a leader who takes decisions without input from others and expects obedience.” (Oxford University Press 2025).
7. Productivity (Productividad): “the rate at which work is completed, especially in relation to the time and resources used.” (Collins English Dictionary 2025)
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)

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)
10. Collaborators (Colaboradores): “people who work together on a project or task, especially in a professional or academic context.” (Oxford University Press 2025).
11. Inquietudes (Concerns): “worries or anxieties about something important or troubling.” (Cambridge Dictionary 2025).
12. Attention (Atención): “the act of carefully thinking about, listening to, or watching someone or something.” (Merriam-Webster Dictionary 2025)
13. Listening (Escuchar): “to give attention to someone or something in order to hear them.” (Oxford University Press 2025)
14. Interruptions (Interrupciones): “something that breaks the continuity or flow of something else, especially speech or activity.” (Collins English Dictionary 2025)
15. Understanding (Comprender): “the ability to grasp the meaning, significance, or nature of something.” (Cambridge Dictionary 2025)
16. Communication (Comunicación): “the exchange of information or feelings between people using words, sounds, signs, or behavior.” (Oxford University Press 2025)
17. Profesional (Professional): “relating to a job that requires special education, training, or skill.” (Longman Dictionary of Contemporary English 2025).
18. Tamizado (Screening): “the process of identifying people who are at risk of developing a specific disease or condition.” (Oxford University Press 2025)

19. Disengagement (Desvinculación): “the act of stopping being involved in something.”
(Cambridge University Press 2025)
20. Cognitive (Cognoscitivas): “connected with thinking or conscious mental processes.”
(Cambridge University Press 2025).
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)
22. Introspection (Introspección): “examination of and attention to your own ideas,
thoughts, and feelings.” (Cambridge University Press 2025)
23. Homeostatic (Homeostático): “relating to homeostasis: the ability to keep the internal
environment of the body stable.” (Collins English Dictionary 2025)
24. Intangibles (Intangibles): “something that does not exist in a physical way but has
value.” (Cambridge University Press 2025)
25. Overcrowding (Hacinamiento): “a situation when a place contains too many people
or things.” (Cambridge University Press 2025)

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Annex

Fabián Amir Ortíz

A man in a dark suit and purple tie stands in front of a city skyline at night. The city lights are visible in the background, and the overall scene is illuminated with a blue and purple color palette.

LA ORGANIZACIÓN INTELIGENTE

Potenciando el crecimiento
personal, profesional y laboral.



Fabián Amir Ortíz
Author



UNIVERSIDAD LATINA DE PANAMÁ

DECLARACIÓN JURADA

Yo David Alejandro Ponce Sobeniz con cédula de identidad personal número, 4-817-1699 estudiante graduando del programa/carrera de Licenciatura en ingles 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 exoneró a la Universidad Latina de Panamá de cualquier responsabilidad relacionada con este aspecto.

Como constancia, firmo la presente declaración el día 19 del mes de Agosto del año 2025.

Firma del estudiante: David Ponce
Cédula: 4-817-1699



David, 1 de julio de 2025

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

Respetado Señor Ortiz:

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

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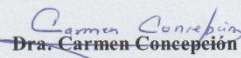
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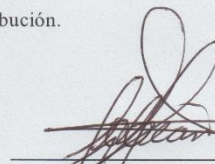
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Sin más que agregar, le agradecemos su valiosa atención y contribución.

Atentamente,


Dra. Carmen Concepción
Directora Ejecutiva


Firma del autor

