CARLOS ZULETA

Pionero en diseño e implementación de nuevas formas de trabajar y modelos de gestión para la efectividad organizacional. Co autor de “La Nueva Milla Extra”

Su trayectoria fue documentada en un caso de estudio del Darden Business School de la Universidad de Virgina, sobre principios y herramientas de LEAN y AGILE
Lideró la implementación de un modelo de gestión que fue pionero en Colombia y documentado por McKinsey & Co en su publicación “The LEAN Management Enterprise”
Es co autor del libro “ La Nueva Milla Extra” donde explora la relación entre las nuevas formas de trabajar y el nivel de “engagement” de las personas en el trabajo
Fundó la firma de consultoría REWIRE que ha acompañado a más de 20 organizaciones en la implementación de modelos de gestión para potenciar la efectividad organizacional

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Carlos Zuleta es reconocido como uno de los pioneros de implementaciones a escala de modelos de gestión basados en nuevas formas de trabajar. Durante cerca de 10 años lideró la transformación de la mayor administradora de pensiones en Colombia y una de las 5 más grandes de América Latina. Los resultados de esta transformación fueron

reconocidos en 2016 por McKinsey & Co como una de las más exitosas del continente. Desde 2018 fundó la firma REWIRE que se especializa en el diseño e implementación de modelos de gestión para potencia la efectividad organizacional a través de marcos de trabajo basados en los principios de AGILISMO. REWIRE ha acompañado a más de 20 organizaciones colombianas en diferentes industrias a mejorar sus niveles de efectividad organizacional y de productividad.

Carlos tiene un MBA del Darden Business School de la Universidad de Virginia. Fue VP Asociado en Bank One (hoy JP Morgan Chase) y consultor en Booz Allen Hamilton. Antes de fundar REWIRE, fue VP de Operaciones y Servicio de la AFP Porvenir y Presidente de la AFP Horizonte.

TEMAS

La presentación de Carlos Zuleta es ideal para organizaciones que tienen interés en temas relacionados con los retos de adoptar nuevos modelos de gestión para el mundo post COVID y un entorno cada vez más digital:

Nuevas formas de trabajar para un mundo digital
Diseño e implementación de modelos de gestión basados en LEAN y AGILE
Desafíos de las nuevas formas de trabajar en la cultura organizacional

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PUBLICACIONES

Libros

LA NUEVA MILLA EXTRA

MANY SMALL IDEAS ADD UP TO BIG IMPACT

UNIVERSITY of VIRGINIA | DARDEN Business Publishing

UVA OM 1090

Carlos Zuleta and Lean

Carlos Zuleta, a Colombian native, earned his undergraduate degree in business administration from the Universidad de los Andes in 1995.[1] In 2000, he earned an MBA from the Darden School of Business at the University of Virginia. After two years in banking and another two in management consulting at top-tier US firms, Zuleta transitioned to working for a Colombian private pension fund administrator, Porvenir—one of the largest companies in the country—first as a corporate strategic planner and later as chief operating officer. In September 2018, he left to form Rewire, his own Lean transformation-focused consulting firm.

What follows is Zuleta's story in his own words.

Origins

If you want people to change anything, they need four things that are not optional. First, they need to understand the reasons why they should change—not just from a rational level, but from an emotional level. They need to hear a compelling story that touches their hearts. Second, people have to see that their leaders are actually behaving in the ways [the leaders are] expecting *them* to behave. Third, they need reinforcement mechanisms—visual signals around them that show the new process and clearly communicate the victories and results. Along with that third element is recognizing people publicly. Fourth, once people are willing to change, they also need to be trained and educated. For example, someone might convince me to start rock climbing, but that doesn't mean I know how to do it.

When I was at Darden, the last thing I thought I would be doing in my professional life was operations management—to be honest, I fell into it by accident because I was looking for something new to do. As an MBA student, and in the first part of my career, I was most interested in finance. But life has a mysterious way of taking you places you weren't planning to go. After graduating, I worked in the United States for two years at JPMorgan Chase & Co., and then went back to Colombia to work for Booz Allen Hamilton in management consulting, with a focus on financial services and consumer goods. In 2004, I began working for Porvenir, a private pension fund administrator and the third-largest corporation in Colombia in terms of the number of customers. The social-security system in Colombia has moved to the individual accounts model, and while consumers have a choice as to where their retirement accounts are invested, Porvenir is the largest such provider, with 14 million customers and $40 billion in assets under management. My first role there was as a strategic corporate planning manager.

[1] This is a field-based case. All information and quotations, unless otherwise noted, were derived from author interviews with Carlos Zuleta on May 29, 2019, and June 5, 2019. The first-person narrative was Zuleta's study, and his voice was maintained herein.

This partially disguised field-based case was prepared by Rebecca Goldberg, Vanney Executive Lecturer, and Elliot N. Weiss, Oliver Wight Professor of Business Administration. It was written as a basis for class discussion rather than to illustrate effective or ineffective handling of an administrative situation. Some company names and names of company representatives have been disguised. Copyright © 2020 by the University of Virginia Darden School Foundation, Charlottesville, VA. All rights reserved. To order copies, send an email to [illegible]. No part of this publication may be reproduced, stored in a retrieval system, and is a prohibited or transmitted in any form or by any means—electronic, mechanical, photocopying, recording or otherwise—without the permission of the Darden School Foundation. Our goal is to publish materials of the highest quality, so please submit any errors to [illegible].

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