



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”

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- Su trayectoria fue documentada en un caso de estudio del Darden Business School de la Universidad de Virginia, 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

PUBLICACIONES

Libros



LA NUEVA MILLA EXTRA



MANY SMALL IDEAS ADD UP TO BIG IMPACT

Carlos Zuleta and Lean

Carlos Zuleta, a Colombian native, earned his undergraduate degree in Business Administration from the Universidad de los Andes in 1995. In 2005, 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 returned to working for a Colombian private pension fund administrator, Parvivo—one of the largest companies in the country—first as a corporate strategy planner and later as chief operating officer. In September 2009, he left to form *Lean*, 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 have 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—small 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 more interested in finance. But life has a mysterious way of taking you places you weren't planning to go. After graduating, I worked at the United States for two years at JP Morgan Chase & Co., and then went back to Colombia to work for Banco Alvaro Hanckel in management consulting, with a focus on financial services and consumer goods. In 2004, I began working for Parvivo, 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, Parvivo 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.

This is a full-text case. All information and questions, unless otherwise noted, were derived from author interviews with Carlos Zuleta on May 26, 2010, and June 5, 2010. The first person narrative uses Zuleta's own words, and his voice was maintained throughout.

The authors, Darden faculty, have read and approved this prepared by Richard L. Hubbard, Young Business Leaders, and Robert N. Wynn, "Owen Wright Professor of Business Administration." It has received a letter from the author, Carlos Zuleta, in which he states that he has authorized the use of this information in this case study and that he has granted permission to the University of Virginia Darden School of Business to publish this case study. It is the authors' responsibility to ensure that the information is accurate and that the information is presented in a fair and balanced manner. The authors are not responsible for any errors or omissions in this case study. The authors are not responsible for any errors or omissions in this case study. The authors are not responsible for any errors or omissions in this case study. The authors are not responsible for any errors or omissions in this case study.

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CONDICIONES

- **Viaja desde:** Bogotá D.C., Colombia
- **Tarifa Colombia:** COP 10.000.000 a COP 20.000.000