

Diseño de un modelo de cambio organizacional en dos cementeras de Chihuahua

Design of an organizational change-model in two cement plants of Chihuahua

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Resumen

Los casos de las plantas cementeras del Grupo Cementos de Chihuahua (GCC) de Chihuahua y Samalayuca son ejemplos de organizaciones de manufactura mexicanas que han logrado desarrollar capacidades para ser y mantenerse competitivas en un entorno de globalización y cambio constante. El objetivo del presente trabajo fue proponer un modelo de transformación hacia una organización de alto desempeño, e identificar en este los factores clave causales del cambio cultural. El método se basó en una encuesta que mide las características conductuales de una organización de alto desempeño (OAD) a una muestra aleatoria de 113 empleados y 30 entrevistas. Las variables de interés fueron cultura de AD y desempeño organizacional. Los resultados mostraron que el modelo propuesto está positivamente relacionado con el desempeño organizacional y que el factor determinante para ello es la institucionalización del liderazgo, lo que permitió comprobar las hipótesis planteadas.

Palabras clave: Competitividad, Organización de Alto Desempeño, Transformación Organizacional, Cambio Organizacional.

Abstract

The cases of the cement plant of Grupo Cementos de Chihuahua (GCC) of Chihuahua and Samalayuca are examples of Mexican manufacturing organizations who have developed capabilities to be and remain competitive in an environment of globalisation and constant change. The objective of this study was to propose a model of transformation to a highperforming organization, and to identify the key causal factors of the cultural change . The method was based on a survey measuring the behavioral characteristics of a High Performance Organization (HPO) to a random sample of 113 employees and 30 interviews. The variables of interest were culture of AD and organizational performance. The results showed that the proposed model is positively related to organizational performance and that the determining factor for this is the institutionalization of the leadership, which allow us to verify the assumptions made.

Keyword: Competitiveness, High Performance Organization, Organizational Transformation, Organizational Change.

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Introduction

In Mexico, two events challenged Mexican entrepreneurs: at the beginning of the 1980s the Government kicked off its commercial opening and starting the 1990s later agreed to the signing of the Free Trade Agreement with the United States and Canada. This situation put an end to the protectionist policy, which for many years had helped keep an industry of captive markets where consumers had no options that offer best quality and price. Since then, the domestic industry should take action to increase their competitiveness.

The response to globalization in Mexico was participating actively in the development of partnerships or free trade agreements, forming economic blocs with other countries such as the United States and Canada. From that moment, the organizations required a capacity of adaptation and assimilation of knowledge to be able to remain competitive (Geringer, et al. 2002). There were many organizations that undertook processes of change looking for shortterm results; however, they failed to success they hoped in its implementation. Many change initiatives failed due to the lack of competence of the leaders of the Organization (Elías, 2009).

Notwithstanding the foregoing, there were some examples of successful organizations in the process of change, which was reflected in positive business and competitiveness at the international level. Knowing these successful experiences, the key factors of transformation and deepen them, is useful for general Chihuahua and national companies. This research seeks to answer the questions of why the change is

successful, how this process is managed, what are its key elements and how it was that was achieved in the group of GCC. In order to achieve the objectives proposed in the investigation it proceeded to define the concept of competitiveness, how to measure and improve, it became clear what a high performance organization and its characteristics, and the importance of work was highlighted in team, leadership and organizational culture as important factors in the successful changes. Reference is to the methodology is made to carry out this study; Also, the type of study, the research design, population, sample, the description of the instruments of data collection and other methodological aspects specified, without forgetting present the results of research and discussion on same, conclusions and recommendations.

THE CHALLENGE OF COMPETITIVENESS

The concept of competitiveness at the micro level is applicable in companies or businesses, and macro level talking about cities or countries. The conceptual framework of competitiveness was established in the seventeenth century by the theories on international trade of major classical economists of the time, focusing on economic (Lombana & Roses Gutiérrez, 2006) aspects. Such theories mainly spoke of the macroeconomic aspect and sought to explain why a nation is competitive considering the advantages you can have in relation to others in wage costs, infrastructure, raw material prices, exchange rates and so on.

For his part, Krugman (1994) questions the competitiveness of countries with the competitiveness of companies compare. He says that companies see the bottom line enough to know its competitiveness and that if the company can not simply disappear, which is not true of countries. It also objected that success in world markets is the only

thing that determines national economic performance. That way, the competitiveness of a country is held almost exclusively the economic performance of their production units. The competitiveness of an organization is determined by its ability to produce quality products at a more attractive cost than its competitors.

Competitiveness is not a state to be achieved, but a continuous process of joint efforts towards acquiring distinguishable attributes and in which the results are obtained in the long term (Horta & Jung, 2002).

Cost, price and productivity are some possible indicators of the competitiveness of the industry. Mathews (2009), in a broader sense, the term defined as the ability of a public or private organization or nonprofit, to achieve and maintain advantages that allow you to consolidate and improve its position in the socioeconomic environment which it operates.

Measuring competitiveness

For a country, city or organization improve its competitiveness is necessary to measure its competitive position in relation to others. For this it is necessary first to identify the factors that determine competitiveness, and that framework carry out the macro-level diagnostic -tratándose countries or cities-and micro level if the level of organization. Competitive position is known: strengths, weaknesses, opportunities and threats through a process of planning, then define the strategies to achieve the desired competitiveness.

At the country level a measurement method based on static and dynamic factors used, however, do not forget your productivity clearly determine the ability to maintain their income level, as well as return on investment and potential growth. The method is based

on 12 pillars: institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market efficiency, management, technology, market size, sophistication business and innovation. According to the results of the 2010-2011 study, Mexico is 66th among 139 countries, six places below the measurement result from 2009 to 2010 (World Economic Forum, 2011).

Nationally, in 2003 he founded the Mexican Institute for Competitiveness AC (IMCO), with the primary objective of generating public policy proposals that strengthen the competitiveness of Mexico and propose an analytical model to obtain a factorial Competitiveness Index (Mexican Institute for Competitiveness, S / F).

Ways to improve the competitiveness of organizations

This was new skills required in both manufacturing companies and service to compete successfully; the ability of a company to mobilize and exploit their intangible assets is becoming more crucial to invest in (Kaplan & Norton, 1996; Kotter, 2012) physical assets.

In this context there have been systems and methodologies that organizations can take to improve their competitiveness, such as total quality, lean manufacturing, six sigma, management systems under international normativities, high performance, process reengineering, management by processes and models Comprehensive quality management: Malcolm Baldrige National Model United States and Competitiveness in Mexico.

The selection of systems and / or methodologies must be made based on the specific strategic plan of each organization. This helps to align the systems and practices to

develop and implement the vision, mission and strategic objectives of the organization (Drucker, 1999).

I. THE DEFINITION AND CHARACTERISTICS OF HIGH PERFORMANCE ORGANIZATIONS (OAD)

The concept of high performance organization (OAD) is a term commonly used in three different levels: organization, equipment and working as a system level. In itself, the concept involves a comparison input: high performance with regard to who or whom. An ADO is nothing but a result of the implementation of best practices or structural changes; the performance is also related to internal factors, such as culture, leadership, teamwork, structures and processes as well as external factors, which are less predictable and controllable (Owen, et al., 2001).

By integrating different approaches, one OAD has the following characteristics: deep understanding of the needs of customers and markets; vision, mission, values and shared strategy aligned to the reality that the market demands; leadership practices consistent with the vision, mission, values and strategy; infrastructure and systems that support and strengthen the vision, mission and values, and finally, all behaviors consistent with customer satisfaction (Drucker, 1999; Nora, 2007) employees.

Self-directed teams: is defined as a group of employees who are responsible for the results of a complete process or thread that delivers products and / or services to internal or external customers. Responsible not only for work but also run by self-administration (Wellins, Byham & Wilson, 1994) team.

The importance of organizational culture and its measurement. Culture is a unique feature that identifies an organization that is manifested through meaningful behavior of members of an organization, which facilitate the behavior in it. Basically they identified through a set of management and supervisory practices as elements of organizational dynamics. In this regard, Guerin (1992) and Collins (2001) argue that it is important to know the type of culture of an organization, because values and norms will influence the behavior of individuals. Pietersen (2004) recommends developing a questionnaire that includes the desired reflecting the experience of the values and apply systematic surveys to assess progress and take necessary actions to improve behavior. This assessment is particularly the business scope.

It is common in the Mexican organizations that managers receive training or preparation to understand the cultural phenomenon of organizations. Schein (2010), argues that it is extremely important for management to understand the organizational culture.

Cultural change for competitiveness. Faced with the challenges of the environment, organizations in their need to be competitive to stay and review the rules require planning, also called organizational philosophy, which includes the vision, mission and values to ensure alignment with the strategic plan. Well, here the question is: How does the culture in this? Culture change is not an end in itself, it is a means. When culture is not responding to the strategy then culture must adapt and change (Schein, 2010).

Instead of the topic is culture change to improve the organization, the wisest approach is to work with the existing culture. In this line of thinking a study (Beer, Eisenstat & Spector, 1990), concluded that successful change efforts should focus on the work itself, rather than on abstract concepts like culture. The model proposed Organizational

Transformation (Figure 1) works with the existing culture and through the systems and practices referred to be achieving high performance culture. In most organizations it takes three to five years to establish systemic change, the main factors affecting this complexity, ambiguity and the power of the existing culture (Heilpern and Nadler, 1992).

Leadership and culture. Leadership is defined as the process of influencing the activities done by one person or group to achieve a goal. For Drucker (2004), a leader is simply someone who has followers. Studies have been conducted on the subject of leadership are very diverse and different perspectives and disciplines such as history, organizational development, psychodynamic theory and sociology (Kroeck, Lowe & Brown, 2004).

For Lord & Maher (1991), leadership is an attributive phenomenon resulting from a process of social perception where the essence of it is to be perceived by others as leader.

Conditions for a successful organizational change. The current environment has led organizations to undertake processes of change under different banners: total quality, high performance culture change, reengineering, and so on. Kotter (2012), asserts that the basic purpose is the same: to implement fundamental changes in the way we conduct business to face the increasingly challenging market environment. From his experience, he says that in the past decade many organizations undertook initiatives for change and very few of them were considered successful; Most of these initiatives did not achieve the success they sought, and even some failed spectacularly.

Many executives carry out changes thinking they are events, when in fact the transformation is a process divided into stages (Kotter, 2012). The transformation

process comprises activities planned and aimed to support the organization to acquire new technologies and skills that lead to a better way of doing business, aligning their efforts with their strategy.

PROBLEM STATEMENT

For the vast majority of national manufacturing companies, it calls for a process of change towards enabling them to remain competitive on the market in the medium and long term and achieve the desired goals of profitability and growth. In many cases, these efforts are not successful or are insufficient to achieve international competitiveness and build a strong culture in the long term. Although there have been some successful cases of typical organizations have become high performing organizations, these have not been documented or disseminated in Mexico, so they can be considered unique and of great interest to entrepreneurs.

Based on the above, they were established the following objectives:

- Propose a model transformation into a high performance organization, and identify the key factors in it that are causal of cultural change.
- Evidence of cultural change current organizational culture of high performance vs Traditional Culture.
- Match cualitativa way of changing the cultural characteristics with the results of organizational performance. These results are compared at international level to check their high performance.

The hypotheses for the research project were:

The proposed transformation model has a positive impact on organizational results.

The key to the successful transformation of the company GCC Cement Plant and Plant Chihuahua Samalayuca traditional regional multinational and internationally competitive company, factor is the institutionalization of leadership at all levels.

METHODOLOGY

The investigation was mixed type and corresponds to multiple case study of longitudinal type in retrospect, from effect to cause and comparative. The case study becomes a suitable methodology when a holistic and thorough investigation (Sjoberg, et al. 1991) sought. The population of interest was all the administrative and operational, unionized and non-unionized workers in cement plants GCC Chihuahua and Samalayuca, who lived through the process of change, that is, who joined the company before or at the beginning of it.

Procedure

In order to organize the investigation as to the objectives pursued, the following procedure was established:

Phase I. Evidence organizational transformation

The purpose is to show the cultural changes that the organization has had over time. Table I shows the comparative analysis of the characteristics that scholars identified and used as a basis for developing a survey of developments in High Performance Organization (ADO) is shown.

Table I. Features High Performance Organization.

Característica	Drucker	Owen, et al.	Marquardt	Senge
Confianza	x		X	
Visión Compartida	x	x	X	x
Liderazgo Transformador		x		
Mejora continua-Innovación-Cambio	x	x	X	x
Trabajo en equipo	x	x		x
Multihabilidades/Entrenamiento	x	x	X	x
Autocontrol		x	X	x
Motivación	x	x	X	x
Orientación al Cliente	x	x		
Pensamiento Sistémico	x	x		x
Administración-Tecnología	x	x		
Liderazgo personal-proactividad		x		

Source: own calculations based on various sources (Drucker, 1999; Owen, et al. 2001; Senge, 2005; Marquardt, 1996).

For each of these cultural characteristics observable behaviors, so that they could make their experience more tangible and measure the degree of implementation in the work environment of the organization they are determined.

Phase II To demonstrate the relationship of culture change with the creation of value

In this phase the tangible business indicators are determined: personal, productivity, financial, and customer satisfaction, and compared to competitive organizations, leaders in the markets. Qualitatively business indicators relate to variables high performance culture.

Phase III Determination of the key factors of transformation

Figure 1 shows the proposed model transformation.



Figure 1. Model of Organizational Transformation. Source: Prepared (2009), based on various sources (Drucker, 2004; Marquardt, 1996; Nora, 2007; Owen, et al. 2001; Senge, 2005).

The model is to capture in a construct that synthesizes the GCC systems and practices implemented to develop the OAD, both in terms of organizational culture to achieve business results and create value for customers and stakeholders worldwide.

Data collection instruments

It was designed and implemented a survey that measures perceptions of staff regarding the conducts to assess in time. This survey is defined with the characteristics of the OAD reflected in Table I, was calculated Cronbach Alpha statistical, with results greater than 0.7. To determine the sample size, which is applied the instrument of investigation, the data shown in Table II were considered:

Tabla II. *Determinación del tamaño de la muestra.*

Planta de GCC	Total de empleados	Tamaño de muestra
Chihuahua	118	66
Samalayuca	58	47
Total	176	113

Source: Prepared by the author based on the data obtained. $P = 0.5$, $q = 0.5$, $Z = 1.96$, with an error margin of 6%: to determine the sample size following values are taken into account.

15 for each plant (10 to 5 to unionized employees and non-unionized) for the qualitative study interviews.

RESULTS

The implementation of the survey and the interviews made to analyze the change of traditional culture to high-performance culture, yielded the following results (the measurement scale was 1 completely disagree 5 completely agree). For the staff of the Chihuahua plant and Samalayuca perception of culture it was improved over time, as shown in Figure 1. In Chihuahua plant you can see a radical change in the perception of the characteristics of culture.

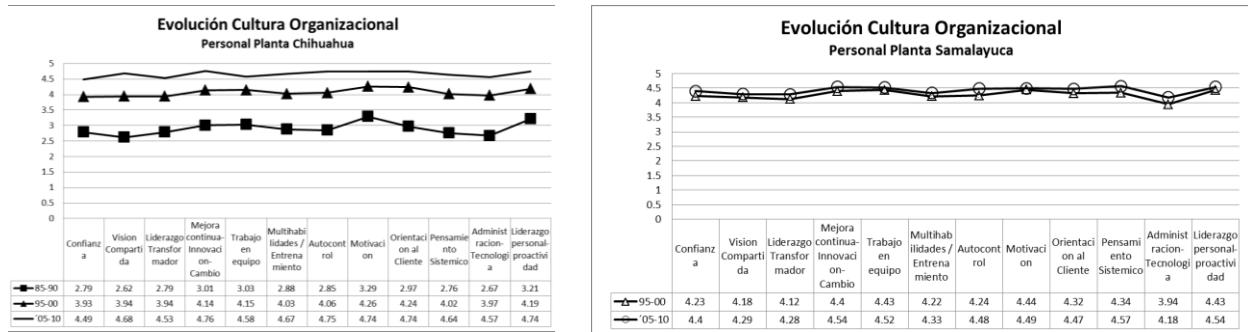


Figure 1. Overall results Chihuahua comparative Plants - Plant Samalayuca. Source: Survey Results evolving organizational culture (2010).

You can be seen in Figure 1 the differences of perception, since the plant Samalayuca born with a design of high performance organization, unlike the Chihuahua plant, which had a more gradual transformation, which was followed by the investigator from eighties until 2010. The results demonstrate the successful start of operations Samalayuca GCC Cement Plant, which in its early years achieved a score above the almost always (4.0) in characteristics OAD.

The interviews yielded interesting results regarding the key factors to achieve the transformation of the organization. The summary of the interview deployed in Table III shows the common responses of the participants (being open question can have multiple answers); also they take a 2 responses per question, one for the Chihuahua plant (in bold) and one for the Samalayuca plant (in italics). Note that the perception of respondents is that change more impacted culture was the high performance, while permanence and competitiveness of the organization were the most significant reasons for the change, which was driven by the leadership and teamwork. On the other hand,

the most difficult was the change the status quo, the resistance of middle management and lack of knowledge.

Table III. Overall results of the interview cultural evolution of GCC Cement Plant and plant Samalayuca Chihuahua.

Pregunta 1	Respuesta 1	Respuesta 2	Respuesta 3			
¿Procesos de cambio de mayor Impacto? (Planta Chihuahua)	Alto desempeño	Calidad Total	Otros			
	100 %	55 %	25 %			
¿Procesos de cambio de mayor Impacto? (Planta Samalayuca)	No aplica					
Pregunta 2	Respuesta 1	Respuesta 2	Respuesta 3			
¿Razones para el cambio?	Permanencia	Competitividad	Otros			
	92 %	33 %	0 %			
¿Razones para el cambio?	Competitividad	Trabajo en Equipo	Otros			
	67 %	33 %	0 %			
Pregunta 3	Respuesta 1	Respuesta 2	Respuesta 3	Respuesta 4	Respuesta 5	
¿Fuerzas Impulsoras del Cambio?	Liderazgo Directivo	Líderes Sindicales	Convencimiento Personal- Involucramiento	Competidores	Personal capacitado	
	100 %	75 %	58 %	25 %	25%	
¿Fuerzas Impulsoras del Cambio?	Liderazgo Directivo		Convencimiento Personal- Involucramiento		Otros	
	73 %		67 %		40 %	
Pregunta 4	Respuesta 1	Respuesta 2	Respuesta 3	Respuesta 4		
¿Obstáculos para el Cambio?	Resistencia al cambio	Resistencia Mandos Medios	Desconocimiento	Otros		
	92 %	50 %	25 %	17 %		
¿Obstáculos para el Cambio?	No Relevantes					
Pregunta 5	Respuesta 1	Respuesta 2	Respuesta 3	Respuesta 4	Respuesta 5	Respuesta 6
		2				

¿Factores de Mayor Impacto?	Reconocimiento	Estructura Equipos	Multihabilidades	Todas	Reuniones de Equipo	Cambio liderazgo
	100 %	92 %	83 %	67 %	58 %	50 %
¿Factores de Mayor Impacto?	<i>Estructura Equipos</i>		<i>Multihabilidades / Capacitación</i>		<i>Selección de Personal</i>	
	80 %		67 %		40 %	
Pregunta 6	Respuesta 1					
¿Se comunicó la visión del cambio?	Sí se Comunicó					
	100 %					
¿Se comunicó la visión del cambio?	Sí se Comunicó					
	100 %					
Pregunta 7	Respuesta 1	Respuesta 2	Respuesta 3	Respuesta 4	Respuesta 5	Respuesta 6
¿Beneficios del Cambio?	Competitividad Empresa	Satisfacción en el trabajo	Desarrollo personal	Mejora Económica	Involucramiento y participación	Mejora Escolaridad
	100 %	83 %	75 %	67 %	50 %	25 %
¿Beneficios del Cambio?	Competitividad Empresa	Desarrollo personal		Mejora Económica		Involucramiento y participación
	88 %	80 %		73 %		47 %
Pregunta 8	Respuesta 1	Respuesta 2	Respuesta 3	Respuesta 4		
¿Rol en el Cambio?	Participación y disposición al cambio	Como líder con ejemplo		Certificando habilidades		Trabajo en equipo
	100 %	50 %		33 %		25 %
¿Rol en el Cambio?	Participación y disposición al cambio	Como líder con ejemplo		Certificando habilidades		Trabajo en equipo
	100 %	50 %		67 %		100 %

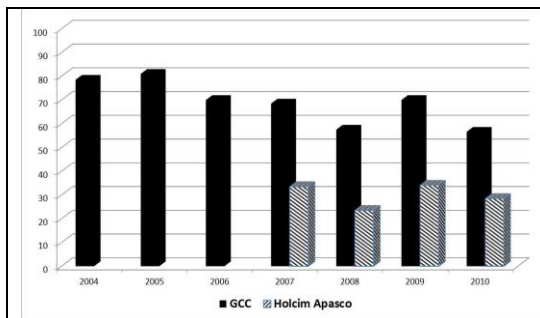
Fuente: Elaboración propia con base en los datos obtenidos en entrevistas (2010).

The evidence shows how the cultural characteristics were acquired and shared, and that the process of change was successful because the cultural characteristics of high performance culture of the organization is incorporated.

Another of the objectives sought was to relate the changes in cultural characteristics with the results of organizational performance. These results are comparative to check international high performance. The behavior of indicators of value creation is presented

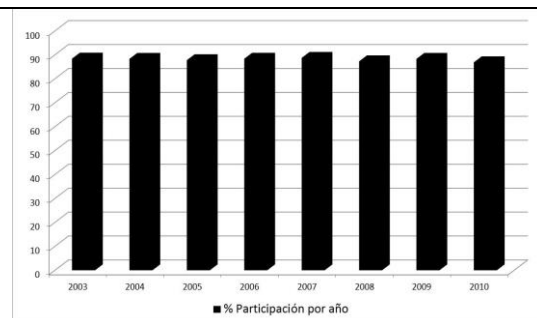
in order to show the level of competitiveness of the organization against competitors and leading organizations. Later they relate to culture variables considered during the investigation.

In figure 2 the Customer Satisfaction Index shows. From 2006 how to measure this indicator changed: always versus almost always provided. This means there is greater emphasis on evaluation in order to improve always. In 2008 the critical factors of satisfaction and from 2007 in our market compared with the main competitor on the same basis (Apasco Ramos Arizpe belongs to the Holcim Group, the second largest worldwide producer) were updated.



Gráfica 2. Índice de satisfacción del cliente.

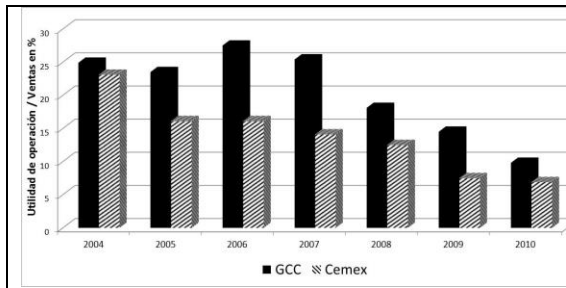
Fuente: Archivos de la empresa.



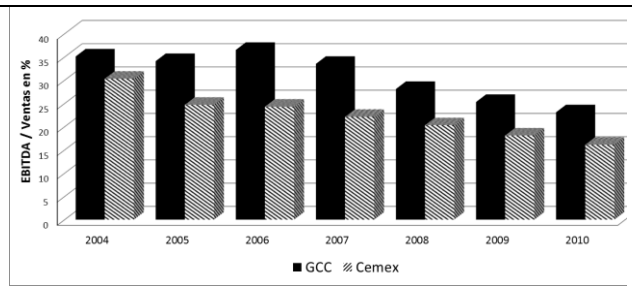
Gráfica 3. Participación de mercado. Fuente:

Archivos de la empresa.

In the graph 3 shows the market share leader in the GCC State of Chihuahua, in the philosophy of customer service and commitment to be the best option. The main competitor is Holcim Apasco. The organization Holcim is the second largest producer of cement in the world. In Figure 4 are the results reflected operating income margin / total sales, the data reflect the competitive level of GCC to the world's third largest producer (Cemex). The construction industry worldwide was severely affected by the 2008 crisis that began in the United States and the European crisis years later.



Gráfica 4. Margen de utilidad de operación/ ventas totales Fuente: Datos obtenidos de los Reportes anuales a la Bolsa Mexicana de Valores.

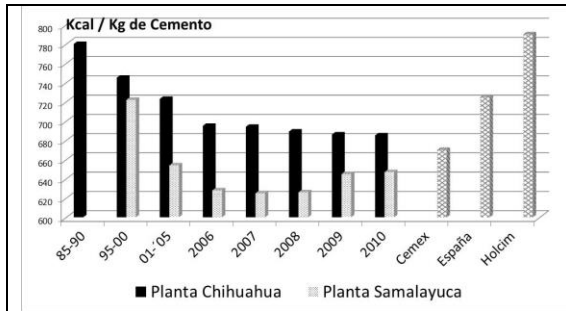


Gráfica 5. Margen de EBITDA / ventas totales Fuente: Datos obtenidos de los Reportes anuales a la Bolsa Mexicana de Valores.

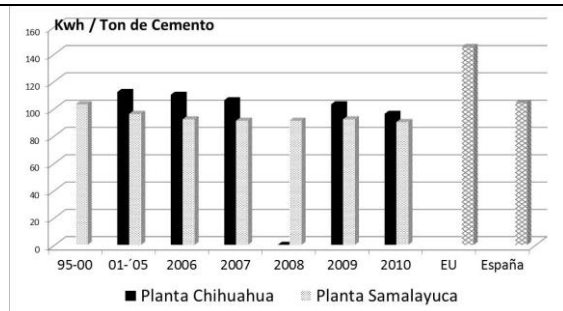
In Figure 5 you can check the GCC competitive level through the financial indicator (earnings before interest, taxes, depreciation and amortization, for its acronym in English), with the third largest producer in the world.

The indicators shown below are those who, in the investigator's opinion, are more under control.

In figure 6 the results of heat efficiency index, in which both kiln plants show continuous improvement observed. Samalayuca plant is more efficient because they have the team more competitive technology. The Chihuahua plant technology compared with the average of Cemex, Holcim and Spain. Self-directed work teams plants in continuous improvement projects to improve that result.



Gráfica 6. Índice de Eficiencia calorífica. Fuente: Datos de la empresa y de resultados de benchmarking

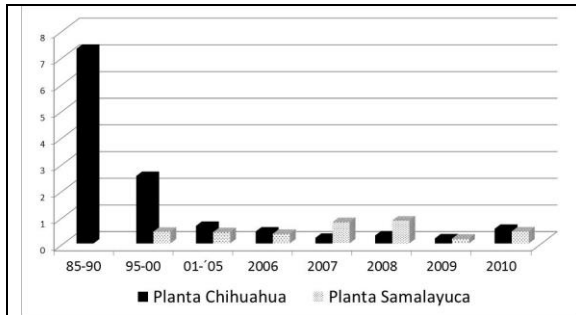


Gráfica 7. Índice de Eficiencia energía eléctrica. Fuente: Datos de la empresa y de resultados de benchmarking

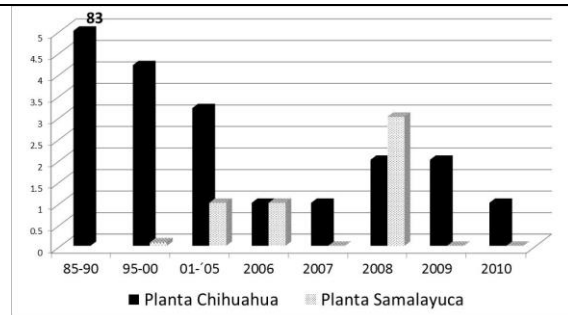
In Figure 7 the power efficiency index is displayed, the indicator shows continued improvement in both plants, which are technological differences between their computers. The plants are globally competitive when compared with the average United States and Spain.

In Figure 8 the rate of absenteeism is observed, and the result is represented as a percentage, the main cause of absenteeism general disease. It clarifies that plants in Chihuahua and staff not Samalayuca Czech entry card that is expected to be responsible.

In the Figure 9 can be verified in the Chihuahua plant was very drastic accident reduction from 1995, for implementing high-performance system. The result is that it is now competitive in the industry nationally and globally. Cemex reported in 2009 an average of 1.9 accidents per year, while Lafarge (French company, world leader in the cement market) recorded 0.85 in the same period.

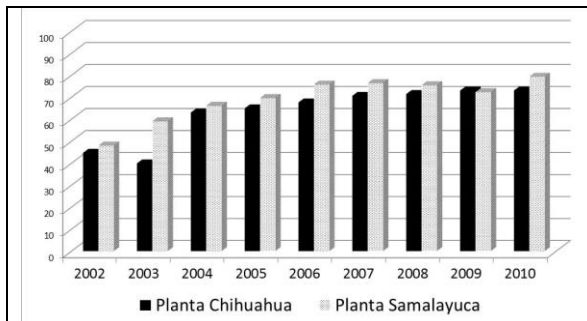


Gráfica 8. Índice de ausentismo. Fuente: Archivos de la empresa.

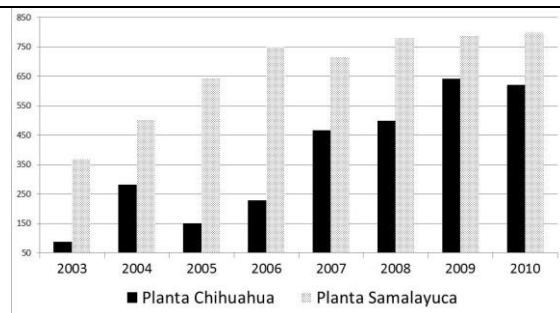


Gráfica 9. Frecuencia de accidentes. Fuente: Archivos de la empresa.

In Figure 10 the equipment performance index shown. Under the system working, teams are evaluated internally based on the following criteria: Use of the system of continuous improvement, achievements and trends in key indicators, Auto team management and Performance Improvement ideas. You can see the trend of improvement in this result.



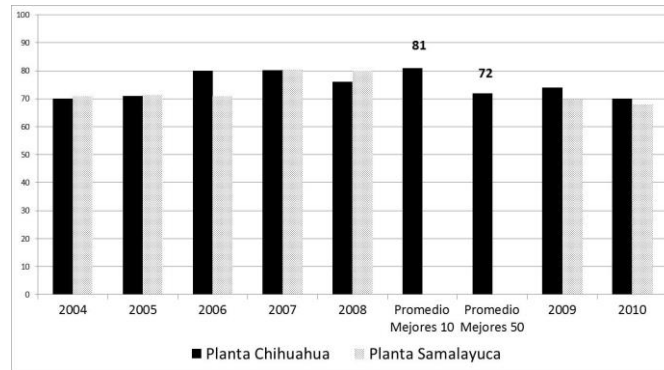
Gráfica 10. Índice de desempeño equipos. Fuente: Archivos de la empresa.



Gráfica 11. Ideas implementadas por año. Fuente: Archivos de la empresa.

As for the ideas implemented by year, the performance shown in Figure 11, where you can see it better every year, reaching 3.1 ideas in Chihuahua person per year in 2005-2010 and 8.3 in Samalayuca, competitive results nationally as compared to Proeza, benchmark company in Mexico, where the average person ideas is 5 per year.

Finally, Figure 12 evaluations of organizational climate where no comparative national parameters are displayed, this because GCC participated in the survey conducted annually by the company Great Place to Work and where the qualifications obtained located at Plants GCC Mexico among the top 25 companies to work for in the country.



Gráfica 12. Índice de Clima Organizacional %. Fuente: Archivos de la empresa.

The purpose of this phrase was to test the hypothesis that the results of value creation in business improve in direct proportion to the improvement of the cultural characteristics of high performance. He also sought to meet the goal of qualitatively relate the characteristics of the culture of high performance with organizational results.

The results, according to the competitive position of the company, give evidence cualitativa relationship; if you have a culture of teamwork, trust, continuous improvement, self-control, leadership, motivated and other characteristics of OAD staff then are improved business results (graphs 6-12). Also the results of the interviews show that the benefits of change are business competitiveness, job satisfaction, personal development, economic improvement and involvement and participation.

In this research the key factors of transformation, in order to test the hypothesis institutionalization of leadership at all levels as a key success factor for change identified.

The characteristics of culture are the result of the successful implementation of organizational systems and these in turn high performance leadership. The objective of the proposed model is to consolidate the leaders, and all the staff, the organizational culture of high performance as the key to building value factor stakeholders and the desired view.

Evidence to demonstrate that the institutionalization of leadership at all levels is a key factor the successful organizational change are:

1. Responses of staff interviewed considered managerial leadership as the main driving force of change. Chihuahua Samalayuca 100% and 73%.
2. The conviction and involvement of staff in response to the workers interviewed: Chihuahua 58%, 67% Samalayuca. This is also supported by the results of the survey evolving organizational culture where staff leadership / proactivity show the conviction and commitment of the staff levels rising from 3.2 to 4.7 in Chihuahua and 4.4 to 4.5 in Samalayuca in the periods under study.
3. As a practical system of leadership, members of each team conducted systematic assessments of their leader, for the purpose of retroalimentarle areas of opportunity and develop the leading personal improvement plans. These points are considered in the evaluation team on the issue of self-administration. This practice contributes to strengthening the mutual commitment of leaders and teammates.
4. The results are evidence of leadership developed, which led to improvement: shared vision, self-control, continuous improvement process and motivation. Through

leaders affective commitment is achieved; identification with the goals and values of the organization, a strong sense of belonging and willingness to strive for the benefit of the organization (Meyer & Allen, 1991).

These arguments show strong evidence that the institutionalization of leadership is a key factor in the success of the process.

CONCLUSIONS AND RECOMMENDATIONS

Considering that many organizations undertake processes of change and very few of them get the desired success as well as the objectives of this research and its results, it has reached the following conclusions:

1. Cases of GCC Cement Plant Chihuahua and Samalayuca are successful, because the cultural characteristics of a road will improve over time as a result of the implementation of the systems and practices of the reorganization.
2. accept and love the change is achieved with the stages of dissatisfaction with the status quo and the change vision, and is managing by example and consistency of the leaders; each person takes time to assimilate and accept change.
3. Chihuahua plant is unionized staff that reflects the change more, for a long time was only considered a resource, such as labor, with very limited power of participation and subject to a traditional ladder system where protectionist blind that is the old values.
4. With the change, the staff have the opportunity to fully develop, participate responsibly in controlling and improving the process, substantially improving self-esteem and motivation.
5. It is important to note that a process of change is not an isolated event, and therefore follow demand management, consistency and example of leaders. Work in

process and systems meet the habit becomes, succeeding embedded in the culture of the organization.

6. The results of the variables: shared vision, trust, continuous improvement, motivation and teamwork, show a positive emotional relationship of the employee with the organization as well as identification and commitment to the goals and values of the company with high sense membership, demonstrating that it has achieved affective commitment (Meyer & Allen, 1991).

7. As the organization matures, high performance is achieved that the operational teams carry out control and incremental improvement of day-to-day operations, tactical teams spend more time on strategic projects and implement innovative management teams and give management support and spend more time identifying strategic projects.

8. The organizational capabilities developed and incorporated into the culture transformation processes of the organization are not by themselves guarantee success, as there are external conditions that affect the competitiveness of the country or city and influence the levels of organization . However, these capabilities strengthen the organization to cope with such adversities.

Recommendations

1. It is recommended to consider the organizational transformation to a high performance organization as a process, not as a program that has a beginning and end. Successfully develop, maintain and increase the cultural characteristics (incorporating new systems), it requires committed leadership and institutionalization of systems. GCC has a team of internal consultants (Administration for Competitiveness), which supports management to maintain and improve the process by two major systems: diagnostic,

monitoring and support equipment (SIDSAE), and system diagnosis, monitoring and support for business (SIDSAN), the latter has as a reference the National Model for Competitiveness. The lack of attention and monitoring management makes the risk of trailing these organizational capacities which form the basis of competitiveness run.

2. Top management should be aware, be picky, demanding work in the process, lead the effort and patience because the results of cultural change required time.

3. Staff training is the ideal way to achieve radical improvements through tools and techniques of creativity platform.

4. The culture questionnaire is recommended as a diagnostic tool in other organizations to assess the degree of progress toward high performance organization and identify opportunities for improvement. It can also be used for future research.

5. Transformation Model can be used as a guide for intervention in organizations that initiate change processes to improve their competitiveness, based on the commitment and development of staff.

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