

Preface

This book tells the real story of how Grupo PDC implemented the business-within-a-business organization – the struggles, the lessons, and the results of an organizational reinvention.

N. Dean Meyer’s organizational design framework provided the map for our journey. His books provided the scientific grounding I had long searched for, and his support as a transformation consultant and executive coach helped crystallize the principles behind what we lived through.

Dean collaborated with me on the editorial structure of this book, especially in the chapters where I describe his methodology. His words appear alongside mine – but the story, the experience, and the lessons are uniquely ours.

This is not a manual about his method. It’s a case study of what happens when those ideas are applied in the real world – imperfectly, courageously, and under the constant pressure of delivering results.

I didn’t write this book to celebrate success. I wrote it as part of my own ongoing journey of refinement and learning. As we transformed PDC, I came to understand that real growth – personal and organizational – comes from reflecting, sharing, and supporting others navigating similar challenges.

My hope is that this book serves as educational material for our own people as we continue evolving together, and for others who might find these lessons useful in their own transformations.

As James Clear so wisely put it: “The teacher learns more than the student. The author learns more than the reader.”

Writing this book has deepened my understanding of what we built at PDC – and what we have yet to build. I hope it contributes to your personal and organizational growth as well.