

# *Rocking* Talent

*eMed Digital  
Healthcare*

*eMed.*

**Wheel the World,  
the most accessible  
platform in the world**

*Front Line:*

**When the Company's  
Mission Impacts  
Humanity**

**Leonardo Lammers  
and Jaime Díaz**

**PDA, the HRTech  
that revolutionized  
the assessment industry**

15 YEARS  
 15 MILLION  
 LLLIONNNNN  
 STORIES  
 15 MILLION  
 THANKSSSS  
 SSSS 15 YEARS  
 15 MILLION  
 STORIES 15 MILL



p. 028  
**FRONT LINE: WHEN THE COMPANY'S MISSION IMPACTS HUMANITY**  
 INTERVIEW  
 Ken Finneran

p. 004  
**I TRY, AND I TRY, AND I TRY...**  
 EDITORIAL  
 Julieta Cumbo

p. 006  
**WHEEL THE WORLD, THE MOST ACCESSIBLE PLATFORM IN THE WORLD**  
 INTERVIEW  
 Alvaro Silberstein

p. 010  
**OUR EMPLOYEES ARE FIGHTING FOR GROWTH**  
 COLLABORATION  
 Keosha Gibbs-Lucas

p. 013  
**THE HACKER WHO DEFENDS WEB3 TO DEMOCRATIZE INTERNET**  
 INTERVIEW  
 Yaiza Rubio Viñuela

p. 017  
**BLACKROCK, THE DRIVE TOWARDS SUSTAINABLE INVESTING**  
 INTERVIEW  
 Andrea Sanhueza

p. 021  
**MINDFULNESS AT WORK**  
 COLLABORATION  
 Fer Niizawa  
 Nicolás Iglesias

p. 024  
**ORACLE "WE ARE CONVINCED THAT INNOVATION BEGINS WITH INCLUSION"**  
 INTERVIEW  
 Silvina Martinelli

p. 033  
**PDA, THE HRTECH THAT REVOLUTIONIZED THE ASSESSMENT INDUSTRY**  
 INTERVIEW  
 Leonardo Lammers  
 Jaime Díaz Luque

p. 039  
**DEEL, THE NEWS WAY OF THINKING ABOUT THE FUTURE OF WORK**  
 INTERVIEW  
 Johanna Picciano

p. 042  
**LEADERS: SUPER-HEROES AND VILLAINS**  
 COLLABORATION  
 Pablo Uribe

# Rocking Talent

## I TRY, AND I TRY, and I try...

By JULIETA CUMBO

## Rock & Roll EDITION

### General Coordination:

Julieta Cumbo 

### Editorial Board :

Ana Laura Carrega   
Leila Ovando 

### Edition:

Verónica Schmilinsky 

### Collaboration:

Pablo Uribe   
Fer Niizawa   
Keosha Gibbs-Lucas 

### Interview:

Ken Finneran   
Leonardo Lammers   
Jaime Díaz Luque   
Álvaro Silberstein   
Johanna Picciano   
Andrea Sanhueza   
Sylvina Martinelli   
Yaiza Rubio Viñuela 

### Graphic Designers:

Daniel Cuadros   
Silvana Hase   
Isabel Sandra   
Florencia Mirabella 

### PDA INTERNATIONAL - Contact:

Argentina: +54 11 4717 2900

España: +34 617 182 046

México: +52 1 55 7568 4505

Portugal: +351 924441071

[www.pdainternational.net](http://www.pdainternational.net) 

[info@pdainternational.net](mailto:info@pdainternational.net) 

### Disconformity, does it resonate with you?

Did you experience that feeling of dissatisfaction at some point in your life, that wish that things would happen differently, and even though you tried and tried again, you are still in the same place...? It is there where the pain of staying the same is stronger than the pain of daring to change, of jumping, maybe into the void, but it doesn't matter, because right there, in that precise place, is where transformation occurs.

Courage appears, boldness becomes your best ally and you start to vibrate, in other melodies, creating new songs and discovering new rhythms. Because that nonconformity is just a small incentive to keep walking. You just must listen, open your senses and trust.

When we do, the change is so profound that the results accelerate, the times shorten, the paths open up; it's not shortcuts, it's not magic, it's the answer to your direction.

PDA has all of that, and much more. We are on a stubborn, desperate quest to leap. We love to make noise, that noise that penetrates the most intimate fibers and begins to beat. That's why today we declare ourselves more singular than ever, but with a strong conviction.

*"It is at this moment, at this very moment, where we go from being just another company to being a huge company that will change and revolutionize the world."*

Just as Elvis Presley, with his challenging attitude, was encouraged to dance on stage with his classic pelvis movement, and it was that same movement that began to generate a shock wave, so PDA and Rocking Talent begin to vibrate and spread. We just came out of halftime, how are you going to face the second part of the sho?

With Rocking Talent we thought that this edition should honor Rock&Roll, because it was born with the intention of transmitting a strong message.

Rebels, non-conformists, in search of breaking the established rules, or breaking with the status quo... revolutionaries, doers, protagonists of life, that's how we are, those who do not follow anyone, those who design their own path to embrace what is waiting for them.

That's how we are and that's how all the **rocktalers** of this special edition are, we hope you enjoy it and can vibrate to the sound of their song.

*This publication is property of PDA International. Any reproduction, total or partial, without express permission from PDA International is prohibited. Please contact Julieta Cumbo [jcumbo@pdainternational.net](mailto:jcumbo@pdainternational.net).*

*The opinions of the people interviewed and content of the articles signed by their authors do not necessarily imply correspondence with the editorial criteria of this publication or with the institutional objectives of PDA International.*

JULIETA CUMBO | General Manager at Rocking Talent 



# Wheel The World, the most accessible platform in the world

Alvaro Silberstein is the co-founder of this U.S.-based Chilean startup that registers accommodations, tours and tourist activities so that people with reduced mobility can travel without having to adapt to the place, because the place will be adapted to their needs.

By Ana Laura Carrega

“  
**I always dreamed of being able to use a service like the one Wheel the World offers today.”**

Álvaro knows what it means to want to travel the world without having the necessary information to be able to do so. At the age of 18, he was involved in a car accident that left him a quadriplegic and, since then, forced him to move around in a wheelchair. But that didn't stop him. He graduated as an IT engineer and, years later, traveled to the U.S. to do an MBA where he met Camilo, who today is his partner in Wheel the World. Together they decided to start a business to make the world more accessible.

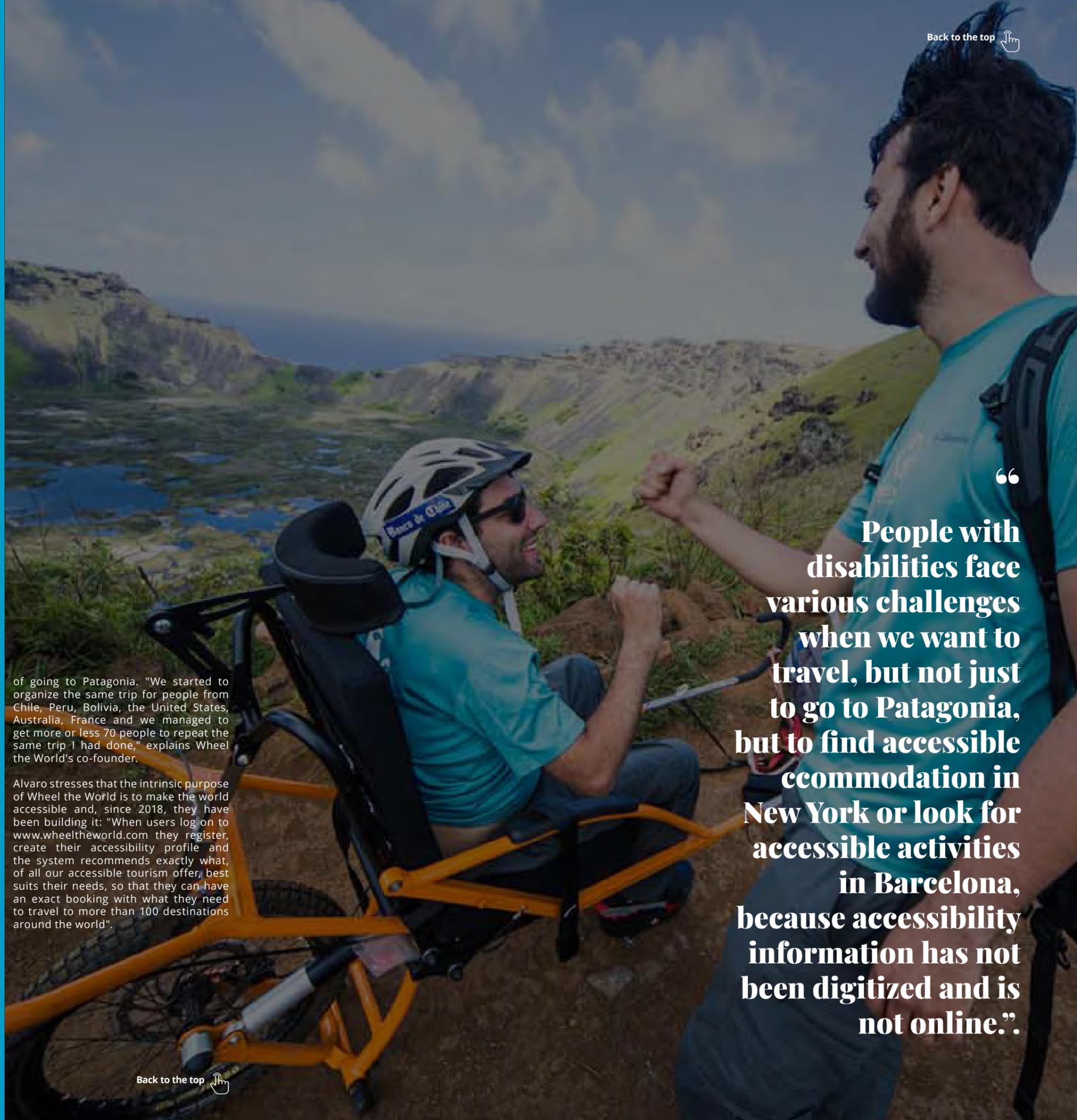
"I was organizing a trip with Camilo to Torres del Paine, in Chilean Patagonia, and we realized that no one had ever made this trip in a wheelchair. That's when we realized that there was a great opportunity for entrepreneurship," explains Álvaro from Chile, where he is currently working, the other part of the team is spread across LATAM and the USA.

Finally, Alvaro became the first person to complete the circuit known as "W" in the Torres del Paine and, since then, he says, hundreds of people began to contact them telling them that they also used wheelchairs and that they dreamed

of going to Patagonia. "We started to organize the same trip for people from Chile, Peru, Bolivia, the United States, Australia, France and we managed to get more or less 70 people to repeat the same trip I had done," explains Wheel the World's co-founder.

Alvaro stresses that the intrinsic purpose of Wheel the World is to make the world accessible and, since 2018, they have been building it: "When users log on to [www.wheeltheworld.com](http://www.wheeltheworld.com) they register, create their accessibility profile and the system recommends exactly what, of all our accessible tourism offer, best suits their needs, so that they can have an exact booking with what they need to travel to more than 100 destinations around the world".

“  
**People with disabilities face various challenges when we want to travel, but not just to go to Patagonia, but to find accessible accommodation in New York or look for accessible activities in Barcelona, because accessibility information has not been digitized and is not online.”**



# BOOKS



**“Wheel the World has over 50,000 people registered on the platform, of which, 80 % are from the United States, the other 20 % are from 15 different countries and, of those people, at least 2500 have already traveled with us.”**

ÁLVARO SILBERSTEIN  
Co-Founder & CEO at Wheel the World 

### **How did the pandemic affect your development plans?**

The lesson of the pandemic was that even the worst scenario, the most pessimistic of all, can happen. We never thought that tourism would go to zero at any time, we never thought that the pandemic would last as long as it did, and luckily we were in the North American market and it allowed us to reactivate earlier.

2021 was our best year to date, and 2020 was obviously a year to forget. But it allowed us to focus on what was within our control, which was to make alliances to increase our offer of activities and hotels, especially in the northern hemisphere. In addition, we were able to develop our product and in 2021, as a result of that, we were able to grow again and this year we are going to grow by four times, compared to what we achieved in 2021.

### **How are they different from other platforms such as Booking or Despegar?**

Mainly in that, to find the little accessibility information that these platforms provide and how little verified, the user must make five clicks, because, obviously, they do not prioritize accessibility information that only serves 15% of the world's population. Instead, because we focus on that, we can create a user experience according to their needs.

### **Want to become the next Latin American unicorn?**

We are excited to be the best solution for people with disabilities to travel, that's our vision. There are 1 billion people around the world who have disabilities,

who are spending more than \$50 billion a year on travel, so if we are the best solution, we are probably going to become a unicorn.

### **What are the values that drive you?**

I think one of our values is disruption, which has to do with thinking differently and doing cool things. This has allowed us to create a distinctive, unique product and to have created exceptional experiences. We are still the only provider of tours for people in wheelchairs in Machu Picchu, for example.

We have organized adventures for people who want to get to the top of a mountain in Hawaii and, little by little, it has allowed us to change the social perception that people have about people with disabilities and what people with disabilities are capable of.

Precisely, one of our objectives is to help society understand that disability is not an impediment to achieve things. We also seek to inspire people with disabilities who don't yet have that mindset, and to push them to do so.

At Wheel the World, 10% of the team has a disability and there are 60% who do not, but have a family member or a friend or a person close to them who does. It's a plus, not a strictly necessary requirement, but it ensures that people really feel the challenge as their own.

Alvaro never ceases to be surprised when he learns, for example, that a person fulfilled his dream of surfing in Hawaii, or that a woman was able to go on a Safari in South Africa with her husband, who uses a wheelchair: "He told us that they were always looking for ways to adapt to situations in order to visit a place, but, for the first time, they had felt that this experience and this situation was adapted to their needs", that, Alvaro emphasizes, is the best feeling.

“

## **Wheel the World in figures**

- 40 employees
- 57 % are women
- 10 different nationalities working in the team
- Growing 25 % per month
- Close to raising a round of investment .”



# Keosha Gibbs-Lucas: OUR EMPLOYEES ARE FIGHTING FOR GROWTH

When you think of a doctor, what do you imagine?

Male? White?

Let's go beyond that. When you think about a doctor, what do you envision his home life to be?

Married to a beautiful woman? 3-4 children?

Is he clean shaven? Come from a 2-family home, with a large network?

Mitchell Gold + Bob Williams, a handcrafted, American Made, furniture design company, is the name's sake of both of its owners. On the podcast, **How I Built This** , both Bob and Mitchell go into detail about how it was like being gay during a time that being so, and in Gold's case, Jewish, would result in hostility and even dangerous circumstances. During their interview, they describe how the lack of opportunity to the gay population in the 1950s & 60s pigeonholed them into the design industry.



**I don't think much has changed since then.**

Though their story is a tremendous success, given that Mitchell Gold + Bob Williams is one of the most well-known designed furniture company in the country, we will never know if their ingenuity could have been translated somewhere else.

**Our biases have negatively implicated employment mobility.** We've made leaps and bounds of improvement, examples

including creating inclusive environments for the non-binary and trans-identified communities, and underrepresented ethnicities. But let's be honest; it is rare that you can walk into a corporate setting and see someone authentically representing themselves. Banking, one of the most conservative industries that exists, still deny many employees, based on the position, the right to dye their hair.

Surprisingly (though not really), this even applies to startup culture. Leaders have

KEOSHA GIBBS-LUCAS  
Head of Diversity Recruitment at Smithsons 

undoubtedly hindered the growth of the people within organizations, simply because we haven't envisioned them doing a thing. The inability to see an accountant, political analyst, or (enter almost any other profession here), other than the "standard" representation have manifested in a whole host of unfulfilled passions.

## 34% of all American workers including 46 percent of Black employees and 38 percent of Latinx employees—feel that they aren't utilizing their full potential.

**Almost two-thirds (64 percent)** of the employees surveyed said they plan to leave their current job with one of the top five reasons being, feeling pigeonholed or stuck in their position.

All humans are inherently biased. It's part of how our brains are wired. We naturally make snap decisions about people based on things like past experiences, cultural backgrounds, or things we've seen on TV or in the news.

Even those of us who pride ourselves on being open-minded fall prey to leadership bias. And this bias at work can have serious repercussions even if we're not aware of it — *especially* if we're not aware of it.

### o how can we remedy this?

Today we'll focus on one aspect I'll call, **"Inclusive Employee Promotion"**. We want to ensure that the employees we hire have the ability to move upwards, laterally, or even downgrade (think of the need for decreasing hours, the willingness to learn a new skill in a different field, etc). Here are just a few steps to get us there:

**1. Be transparent about your hiring and promotion process.** This transparency will assure employees that these processes are not biased toward hiring and promotion. If you are proactively recruiting professionals from diverse backgrounds and experiences, being transparent about it will build your employees'

trust in the hiring and promotion processes.

**2. Make your peer leaders responsible.** Ensuring decision-makers are accountable for the organization's values will demonstrate the importance of an unbiased workplace to the organization's culture.

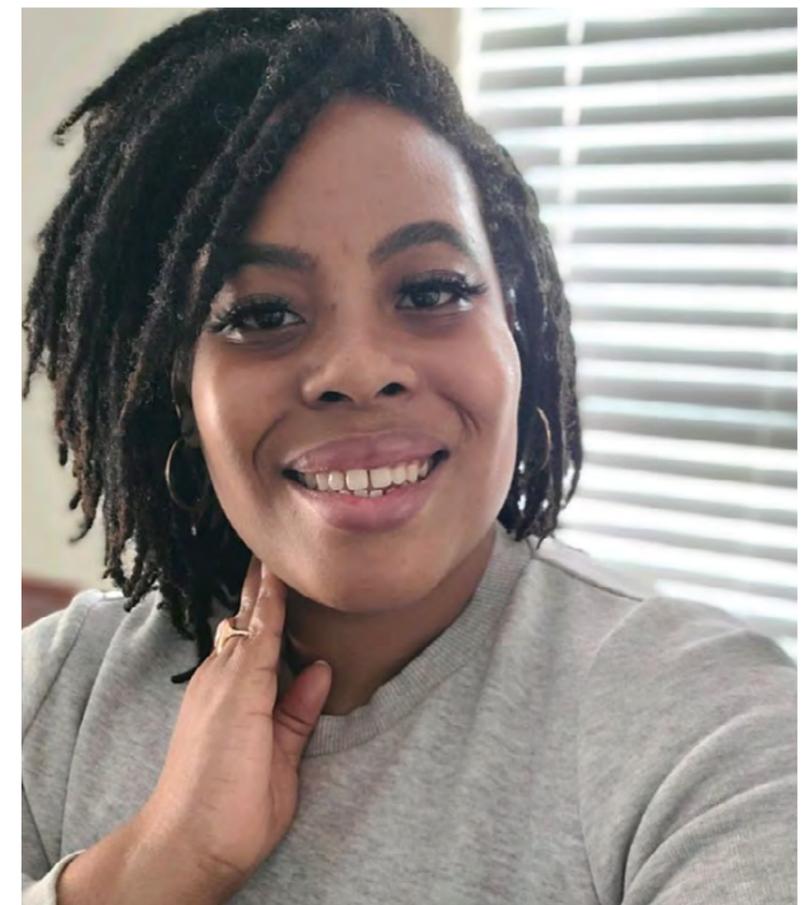
**3. Have a clear criteria for evaluating qualifications and performance.** Having such criteria eliminates nearly all possibility that bias will impact the appraisal process. Some companies use blind evaluations so that the employee is represented solely by their work and not their race, gender or anything else.

**4. Ask for feedback.** Include questions about racial bias and the learning and development experience on anonymous employee surveys. You may even consider surveying former employees about their experience to understand what issues they may have faced and what steps might have helped keep them at your organization.

**5. Expand the options.** Use competencies—not personality, leadership style or rigid prerequisites—to assess candidates. Look for gaps in current leadership or teams and proactively seek out diverse candidates—by thinking style, experience, or demographics. Keep a database of **employee expressed interest** ready and refer to it each time before you make a decision, whether it's a job assignment, a promotion, or any other career development opportunity. Consider utilizing formal, structured programs such as mentorship, sponsorship, and advocacy (we'll be exploring some of these in our next newsletter).

With four generations in the workforce, all with differing backgrounds and life and job experiences, human resources and corporate management need to be aware of how performance bias creeps into their workday.

If you're interested in learning how to unlock the power of the team in your organization to disrupt leadership bias and create more inclusive work environments for everyone, **get in touch with us** .





READ

“

The pandemic has affected the growth of women's places, especially in LATAM”

Microsoft



READ

“

Without talent, organizations have no future”

Ackermann International



# Yaiza Rubio VIÑUELA

## the hacker who defends Web3 to democratize internet

By ANA LAURA CARREGA

*She is Spanish, has a degree in Information Sciences, a Master's degree in Intelligence Analysis, a Master's degree in Logistics and Defense Economics, and a Master's degree in Technology and ICT Law. She teaches in masters and universities, and has also made incursions in divulgation and has written books such as "Manual de investigación en fuentes abiertas (OSINT)" and "Las Aventuras del Equipo Clber". She gives conferences and collaborates with media (radio and TV). Today she is the Chief Metaverse Officer at Telefónica where she has the great challenge of offering users the possibility of interacting with the Internet, but in a much more immersive way.*



**“  
A person  
who  
approaches  
this, what  
he tries is  
to take the  
technology  
a step  
further,  
seeing  
other  
possible  
uses  
through it”**

She was on her way to becoming a professional tennis player, but decided to focus on her studies, specifically on computer security from the world of hacking: **“A person who approaches this tries to take technology a step further, seeing other possible uses for it.** This forces you to know computer systems very well, how they are built, how each of the components communicate, what the architecture of a solution is like”, explains Yaiza with her face uncovered, because she has always hacked “for the good side”.

She has been working at Telefónica since 2013, is one of the youngest managers in the company, and has been leading the Metaverso team for a few months now. Faced with the inevitable question about equal opportunities for women in a wrongly “masculinized” field, Yaiza points out that half of her team is made up of women:

**“It is true that in the IT security world there were almost no girls, but the number has grown, it is not what it used to be. What can still be clearly seen is that in the more technical teams this difference is more noticeable.”**

Yaiza explains that Telefónica has the Internet infrastructure and network capacity powerful enough to make the Metaverse a reality: “the real beneficiaries of the Internet will not be the large Internet platforms but the users”, she stresses.

**“  
For Telefónica, the Metaverse will be another channel to sell digitally and position our brand in these new channels”.**

**“  
The challenge for companies is to understand what their assets are in order to position them in the next version of the Internet”.**

The Spanish hacker stresses that she and her team are also working on the development of the web3, i.e. this evolution of the Internet that promises the security of personal information thanks to the decentralization of data. This web can also provide a better experience, more personalized and focused on individuals.

**“Web3 means that the biggest beneficiary will no longer be the centralized platform; instead, the real beneficiaries will be the users.** People will even be rewarded for viewing advertising, not like now, when there is a sale behind their data,” explains Yaiza.

Although Web3 was launched in Spain two years ago, she explains that it is still a developing environment and it remains to be understood how to offer more products and services leveraged on this “new” concept.

With great humility, she affirms that luck has accompanied her throughout this intense journey, highlights the help she has received and values the efforts of those who knew how to push her to get to where she arrived: to become a reference for future generations who aspire to make technology their way of life.

**YAIZA RUBIO VIÑUELA**  
Chief Metaverse Officer  
at Telefónica 

**Who is Yaiza Rubio Viñuela?**

- Born in León
- She is 35 years old
- She is the Chief Metaverse Officer of Telefónica.
- She is the first Spanish female hacker to give presentations at events such as DEF CON and Black Hat Briefings.
- In 2015 she won the third prize of the Chair of Intelligence Services and Democratic Systems, the first initiative in the Spanish university that investigates and studies intelligence in the scientific field.
- That year she achieved the second prize in the ISACA Challenge for young researchers, promoted by the US non-profit organization ISACA that works to drive standards for information control and security.
- In 2017 she was named Cybercooperator of Honor by the National Institute of Cybersecurity (INCIBE), this distinction is awarded to public figures whose work contributes to fostering respect in online environments and whose values are cemented in the responsible use of technologies.
- That same year, he was runner-up in the hackathon organized by INCIBE at the international Mobile World Congress, a competition sponsored by the Spanish Ministry of Energy, Tourism and Digital Agenda, which aims to showcase Spain's potential in cybersecurity by promoting an event of global importance.
- In 2019, for his work, he received the Cross of Merit of the Civil Guard with White Distinctive.



# Q&A

**Have you hacked?**  
Yes, but always for the good.

**A dream:**  
That Web3 materializes to make the Internet more democratic.

**A flaw:**  
My character is not very good.

**A virtue:**  
I am a hard worker.

**A hobby:**  
Playing tennis.

**The happiest moment of your career:**  
When I was awarded the Medal of Merit of the Civil Guard.

**What has struck you the most on the Internet:**  
How clever people are to compromise others, how they manage to deceive people.

**A fear:**  
That someday I will stop liking what I do.

[Back to the top](#)

[Back to the top](#)

# BlackRock



## The drive towards sustainable investing

By ANA LAURA CARREGA

“

**What brought me to where I am today was the desire to not feel in my comfort zone”.**

*Andrea Sanhueza is the VP, Head of Institutional Sales in Chile of the largest global investment management company. In this interview with **Rocking Talent**, she discovers the values that drive the world's largest investment manager with a deep social and environmental commitment.*

BlackRock is one of the world's leading providers of investment, advisory and risk management solutions, with approximately 10 trillion assets under management **and more than 18,000 employees around the world.** From 2019, Andrea Sanhueza has the great challenge of, on the one hand, identifying the opportunities that arise in the current and changing market to grow the institutional business in Chile

and, on the other hand, to continue consolidating her work team.

She has a BBA and a master's degree in Finance and has worked in various companies, and says that perseverance is what led her to become the new VP, Head of Institutional Sales at BlackRock in Chile: "What brought me to where I am today was the desire to not feel in my comfort zone, to go for more, to demand more, to demand of myself and to seek challenges that would make me feel "uncomfortable" and that, at the same time, would allow me to grow day by day.

She assures that the journey was not easy and that the biggest challenge was to face herself, her fears and insecurities and, above all,

to ask for help and receive feedback to improve: "This has been one of the key aspects, one of the phrases that has marked me the most is 'don't take things personally', always, of course, in a respectful and constructive environment".

Andrea says that BlackRock's greatest commitment is to help people invest in an easy and affordable way to build savings that will serve them throughout their lives. In addition, they promote sustainable investing because, she says, they are convinced that it offers better results for their investors and, in this way, contributes to a more resilient economy that benefits more people.

**How are you working to promote investment and financial well-being in a challenging global and regional economic environment?**

We rely on our principles to guide how we relate to each other, our clients, the communities in which we operate and all other stakeholders. These principles represent our core values, aspirations and language, which are lived and embraced by the BlackRock team.

**We are fiduciaries with our customers:**

Our clients' interests come first. The fiduciary mentality is the foundation of our identity, it reflects our integrity and the unbiased advice we give our clients. And it's what inspires us to come to work every day and help people build a better future.

**We are one BlackRock:**

We work collaboratively, without divisions and without borders, to create

## A diverse workforce is indispensable to our creativity and our success.



the best results for our clients, our company and the communities in which we operate.

**A diverse workforce is indispensable to our creativity and our success. It's how we answer the most important questions and solve the toughest problems. An inclusive and equitable environment makes us thrive. It allows us to leverage the unique knowledge and experiences of the entire company and bring out the best in everyone.**

**We are passionate about performance:**

We are relentless in finding better ways to serve our clients and improve BlackRock. Since our founding, innovation has been at the heart of how we

deliver performance and anticipate our clients' needs. We have continually reinvented ourselves and our industry to help people achieve their goals. **We are lifelong learners: of the markets, of technology and of the world.**

**We get emotionally involved:**

The people we serve rely on us to help them prepare for the future. Our culture is defined by the deep sense of responsibility we feel toward our customers and each other. In everything we do—from the investment returns we deliver to the technology we develop—we are emotionally invested in our customers' future.

We are equally invested in the success of our company and our colleagues. We hold ourselves and others to the highest standards of excellence.

**We are committed to a better future:**

**We are long-term thinkers, focused on helping people build a better future. We are deeply committed to the success of all our stakeholders—customers, employees, shareholders, and the communities in which we operate—and we conduct our business sustainably and responsibly.**

**In the companies in which we invest for our clients, we advocate sustainable and responsible business practices that create long-term value. We always strive to serve more people and to find new and innovative ways to help them achieve financial well-being.**

**As an expert in finance, what are the most valued skills for entrepreneurship in this global market?**

First, perseverance, always **look for a way to achieve the objectives is key in this market, if it is not plan A, it is plan B or Z, there is always a way.**

Second, the ability to group with partners that complement one's weakest areas, so that the diversity of the team will help to achieve better results and more solid objectives. Third, focus on the customer, communities and collaborators. Today, every company (regardless of size) must be aware of the value it is delivering to all its stakeholders, this is what will differentiate it in the long term and make it sustainable.

**You are a woman, a leader and you work in a field that is "masculinized". What difficulties have you faced throughout your career?**

One of the biggest difficulties has been cultural, we live in a very masculinized Latin American culture in which women themselves sometimes do not realize situations or comments that do not correspond.

**Realizing my own biases in this regard and facing them I think it has been quite a journey. Getting to know ourselves, knowing what we are capable of and not letting ourselves be carried away by the classic "that's the way things are".** There have been specific situations where I have faced people who treat you differently because you are a woman, and how you deal with those situations is where you learn

to set limits. In this sense, **one of the things I have developed the most is to speak from rationality and not from emotionality,** which took me some years of training.

**Tell me about BlackRock's partnership with UN Women, the United Nations entity dedicated to gender equality and women's empowerment, to promote gender-sensitive investing.**

This agreement was signed at the 2022 Annual Meeting of the World Economic Forum in Davos, Switzerland. **The agreement calls for BlackRock to develop strategies to mobilize capital to support economic opportunities for women.** UN Women, meanwhile, will act as a knowledge partner and collaborate with data and research.

Gender-responsive investing is defined by UN Women as the intentional allocation of capital and alignment of investment strategies, processes and products to achieve positive and tangible contributions to women's empowerment goals and has the potential to generate financial returns.

Bringing together BlackRock's deep investment expertise in public and private markets and UN Women's convening power and gender equality experience, the partnership aims to catalyze the growth of gender-responsive investing and inspire greater capital mobilization in companies that address women's needs in education, financial services, childcare, healthcare and other sectors. BlackRock and UN Women are united by the conviction that **investing to help improve the lives**



of women and girls around the world can increase their economic participation, realizing value and unlocking greater economic growth.

BlackRock, as an asset manager on behalf of its clients, will seek to invest across a broad range of asset classes, regions and investment styles. At its core is a "double-bottom-line" investment thesis that aims to drive or support positive real-world outcomes while delivering attractive, risk-adjusted returns for investors. An initial set of funds will be launched gradually over the coming quarters and will be available to a global base of investors, through institutional and wealth channels.

Going forward, BlackRock and UN Women will engage with the broader ecosystem of public and private sector organizations focused on gender equality, seek to strengthen collaboration on data and research, and continue to explore new opportunities to collaborate and promote cost-effective,

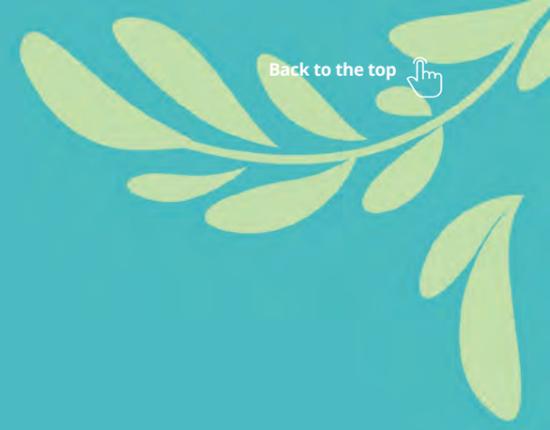
market-based solutions that improve the lives of women and girls.

Andrea notes that, for the remainder of the year, they will continue to deepen their commitment to sustainable investment development: **"We believe it is vital that companies and countries take responsibility for achieving net zero.** After all, climate risk is an investment risk that will impact investor portfolio returns as companies navigate the physical and transitional risk associated with climate."

She also highlights that, in 2021, sustainable investments exceeded US\$4 trillion and BlackRock notes that this shift will persist over the next few years, and will become the main contributor to portfolio returns.

**"At BlackRock, we continue to work on new partnerships and investments that will help our clients achieve their goals and improve their bottom line with a view to transitioning to net zero emissions,"** concludes.

**ANDREA SANHUEZA**  
VP, Head of Institutional Sales  
at BlackRock Chile [in](#)



# Mindfulness AT WORK

By FER NIIZAWA AND NICOLÁS IGLESIAS

## Improving our quality of life without neglecting our work performance, it is possible

What is *mindfulness* really and what is it for? Can it be applied to the workplace or is it a technique for yoga spaces and/or spiritual practices? Can it help us "downshift" without losing focus and results at work?

In this article we want to share with you learnings and reflections regarding: What works, what doesn't work, and how can we capitalize on the benefits of this great tool in our work environment?

Let's start at the beginning: **What is mindfulness and how does it really work?**

Do you remember when you were nervous and your grandmother told you: "Slow down. Take 5 deep breaths and think better what you are going to do/say". Well, our grandmother was not so far from mindfulness.

The fundamental concept is simple: *Mindfulness* is a mental exercise practice through which we voluntarily

bring our attention to a supporting object, for example, breathing, body register, a sound, an image, etc., in order to avoid mental distraction and focus our attention on the present moment.

### How and why does it work?

By repeating over and over again the instruction to avoid mental distraction and return to the "support", what we are doing is cutting off the train of ideas, thoughts and mental conversations. This has a positive effect on

a psychological level and another on a neurological level. On the one hand, it increases our focus, our clarity and sense of personal confidence: we feel that we govern our mind better. On the other hand, during practice, we strengthen the neural connections responsible for attention, we generate greater vasodilation, the heart beats slower and this calms the nervous system, which is experienced as relief, relaxation and calm.



### What is not mindfulness and what doesn't work?

It is not mindfulness to want to stop thoughts or put the mind in white, nor is it a relaxation technique. That is, it is not a "mental spa".

On the contrary, many times, the practice of sitting with ourselves without doing anything else but paying attention to our breathing can be boring, uncomfortable, challenging and hard. For those of you who have not yet tried it, I recommend it, and you will see what we mean.

We believe that the biggest challenge of this practice is not to start doing it with false promises, expectations or incorrect beliefs about its functioning and results. Because, as is to be expected, if we start this way, we will quickly become disappointed and give up the practice.

### How to get the most out

### of this practice in the workplace?

When we want to bring the benefits of mindfulness to work, it is important to know that this practice does not work under the format "Problem - Solution". It is not a "mindfulness pill" that we can take when we are stressed, anxious, tired and unmotivated. It just doesn't work that way.

Focus, clarity, mental calmness or enthusiasm will be the by-products of the hours of practice we have accumulated and not necessarily from a direct, isolated experience during the moment of practice. Therefore, the suggestion is to approach this practice as a daily tool of our work. Just as we have a computer, a cell phone, a desk and a chair to work with, we should make this practice another tool to face our work tasks.

As human beings, we usually go through our lives looking

for something that gives us security and controls the uncertainty that surrounds us, but along the way we suffer disappointments, instabilities and losses. The practice of mindfulness is a philosophy of life that allows us to live in fullness, regardless of the external or internal circumstances that surround us. It invites us to become aware that we are alive, and of our present: of our here and now.

If we open ourselves to new experiences, without prejudice and with total acceptance, we can put our absolute attention on each of them, so we can enjoy them to the fullest. This practice invites us to put the focus on all the incredible things that surround us, understanding that life constantly gives us moments that never come back.

Just as we learn a new language or a musical instrument (repetition after

repetition, sooner or later our brain incorporates what we practice), in the same way with the repetition of the practice of mindfulness we achieve the results and benefits we seek:

·**Increased power of concentration,** focus, clarity, attention and mental calmness.

·**Feeling of relief** and tranquility.

·**Reduces stress** and anxiety, while strengthening the immune system.

·**Reduces emotional reactivity** and allows greater control of emotions.

·**Strengthens self-esteem** and positive attitude.

·**Develops emotional intelligence**

Mindfulness invites us to stop wanting to reach only our

goals, but rather to enjoy the whole journey. It is one of the pillars to enjoy a balanced life, along with healthy eating and sports. It helps us to connect with ourselves so that we can connect with the world. But where do we start to make mindfulness a habit? First of all, we need to keep in mind that patience and practice are two key tools for this. Let's also remember that any radical transformation starts with a much smaller change. So, we invite you to put any of these options (or, better yet, all of them!) into practice.

Some ways to introduce the practice of mindfulness in our daily lives:

· If you are going to start, know that it is a long-term process. Don't look for immediate results (if they appear, all the very best! But don't look for them).

· Remember what the goal of the practice is and what

is your genuine intention in doing it.

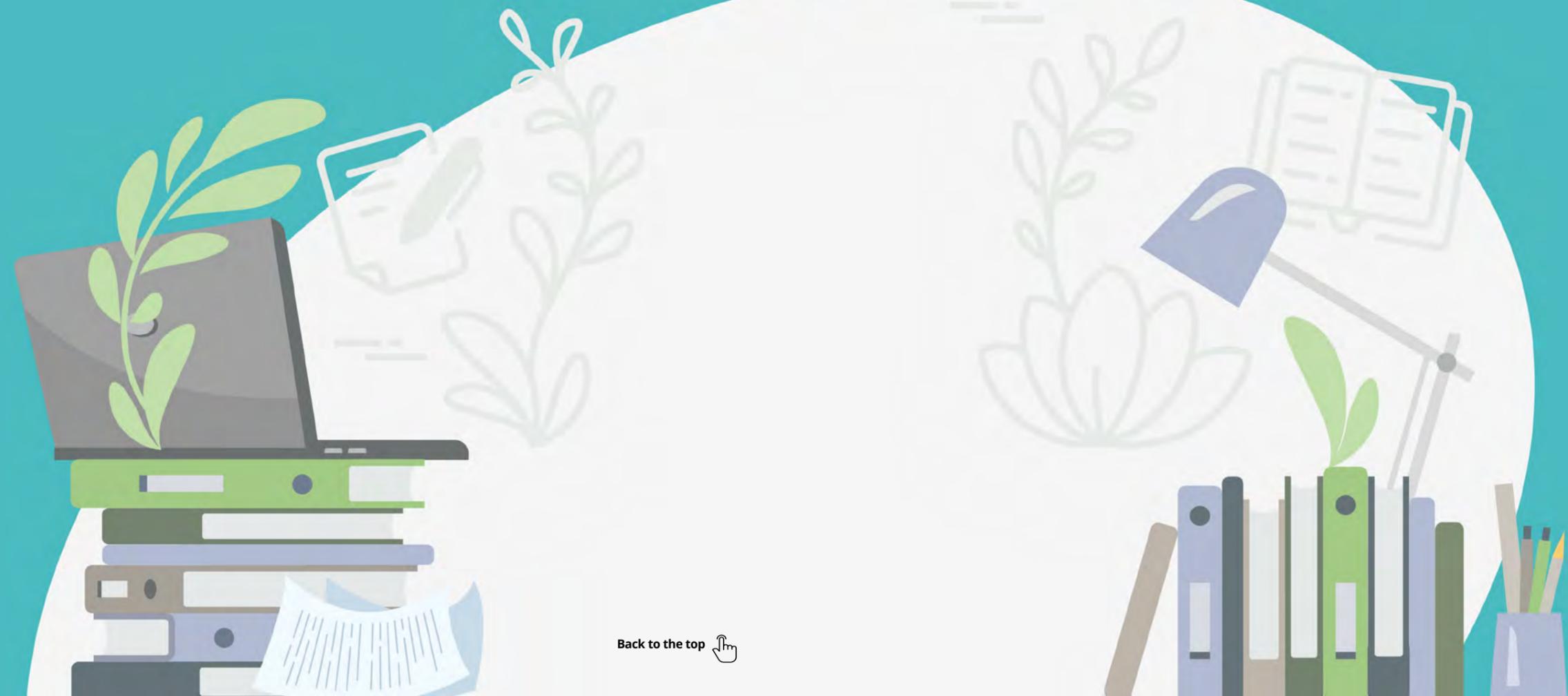
· Frequency beats intensity. It is better to practice every day for 3 minutes a day than once a week for half an hour. As in any other practice, repetition makes mastery.

· Apply mindfulness to our daily activities.

· Listen fully to others with empathy and genuine interest.

· Pause to breathe at some point during the day.

Through these options, we invite you to embrace the present and begin to enjoy more of the here and now. Applying mindfulness to our lives on a daily basis helps us to achieve personal and professional goals, living them fully and consciously throughout the journey until we reach them.



# ORACLE



”

**We are convinced that innovation begins with inclusion”**

By LEILA OVANDO

*In an interview with the Tech Cloud Director of Oracle Argentina, Silvina Martinelli, she detailed some of the actions promoted by the multinational in information technology to promote gender equality. She explained the recent agreement with the Inter-American Development Bank and the importance of data when dealing with people in our ecosystems.*

**Undoubtedly, data is increasingly becoming the capital of institutions. However, it is also a reality that many companies do not consider data as an indispensable asset. In a hypothetical situation, what would you say to those managers to whom you would have to sell the importance of data? What would be the first benefits you would highlight?**

The first thing I would do would be to ask those managers what they know about their customer: would they like to be closer to them and have offers according to their wishes and preferences? Regardless of the industry, or whether

that customer is a user, provider or citizen, **the main benefit of managing with data is to have the ability to decide based on it.** Today there is a large volume of information at our fingertips, but it is the data that allows us to be more assertive and build solutions that meet the customer's expectations.

**The humanization of technology is here to stay**

Recently, at an event, you said: "Our area has moved away from the hard stuff and today it is about empathy, understanding and communicating. We have an important role because we have the ability to help organizations find a solution to their problems". Undoubtedly, the IT sector came out of the stereotype to which it was anchored. Do you think that this "de-anchoring" happened with greater acceleration due to the world pandemic or was there no incidence? Why?

Undoubtedly, the role of the IT area has taken on a new impetus in all organizations since the pandemic, although previously it had already been acquiring an important role, not only in business support.

Today, IT areas generate the basis for creating new services, expanding geographic areas, devising customized packages, providing better medical treatments, etc.

With the pandemic, all this accelerated dramatically, as people accessed the digital world much faster, even in some cases without realizing it, driven by the

need to stay connected during periods of isolation and social distancing.

A clear example of this is the elderly people around us, who today know how to make video calls, use homebanking or shop online. From this, a large amount of data has been created, product of the multiplicity of interactions carried out over more than two years.

Following the line of the last question, from your position, do you consider that Latin America is at the level of first world countries in terms of digital transformation?

**Latin America has all the potential to take advantage of the opportunities offered by digitalization, and we are on the path that goes in that direction.**

Our great challenge is to reach all people, empower them and connect towns and cities. And we must also promote the use of technology in schools to improve our daily lives.

**A large part of your career has been in technology-related companies. It is becoming increasingly common to see women in this sector, but the reality is that the figures continue to show that it is a more masculine sector. CIPPEC stated: "Despite its growing relevance, science and technology**

**is one of the sectors of the economy with the lowest female participation in the world, and particularly in Latin America". What advice would you give to young women who want to enter this world, but still feel that the gender issue is very strong?**

The first piece of advice for a woman who wants to grow in technology is to seek to enhance her skills, regardless of her skills and the gender bias that may exist in different areas. Even today we still have a very low percentage of women working in technology because of the stereotypes present, as technology is wrongly associated with physical components and hardware, such as computers.

And then, another suggestion would be to follow your instinct. **I believe that women have the ability to interpret concrete things with a broader vision and also that we are capable of humanizing the most abstract things.**

Does Oracle have any initiative or policy to promote the inclusion and diversity of women in technology?

At Oracle we celebrate differences because we are convinced that **innovation begins with inclusion, and to create the future we need different approaches, perspectives and skills.**

**We promote gender, sexual, cultural, generational and religious diversity, and we are committed to creating a work environment where everyone feels heard, comfortable, respected and included, so they can explore their full potential.**

Among the actions focused on gender equity, the following stand out:

- The Geno-O (Oracle Generation)

internship program aims to develop students within the company and then incorporate them as employees. It seeks to attract talent by focusing on the coincidence of values and purpose of the applicants with the company, and not so much on their resumes.

In the last two editions, 54% of the candidates were women.

• In **Recruitment** we have an affirmative vacancy policy for women and people of color, which consists of creating and advertising specific positions that prioritize these profiles.

• We run the **Women in Business** program, which aims to empower and develop women, regardless of their role and hierarchical level, as future leaders. It addresses issues of self-knowledge, negotiation, personal branding, strategic leadership and career planning. Around 800 women have participated in the initiative and the results show that more than 95% of them feel more confident to achieve the expected objectives according to their functions and more than half of them are more confident to share their ideas and projects. In addition, more than 80% of the participants say they have clarity about their next career step, and a greater professional strategic vision of their own development.

• The program includes the **Master Life Career Accelerator**, a mentoring program for women working in the company. To date, 70% of the women enrolled have graduated from the program and a 3% improvement in female leadership has been perceived. We have also been recognized by the consultant Great Place To Work as one of the best places to work for women, in companies 251-1,000, for two consecutive years (2021 and 2022).

A little over a month ago Oracle and the Inter-American Development Bank signed an agreement to ensure mutual collaboration with the aim of promoting digitalization as a tool for sustainable development. Could you tell us what this agreement is about? It is an agreement that formalizes and

seeks to deepen collaboration between both parties, to jointly promote initiatives and projects through which technology can help drive sustainable development in Latin America and the Caribbean (LAC).

In the signed memorandum of understanding, both institutions declared to join forces to collaborate to drive social progress, economic recovery, infrastructure and health, with a focus on related areas such as justice, education, tax collection, technology infrastructure and cybersecurity.

Ultimately, the partners will leverage Oracle's technological expertise and innovative capabilities, as well as the IDB's deep knowledge of development and LAC countries, to harness technology as a force for good across the region.

The agreement also outlines their intentions to collaborate through conferences, workshops, training courses and materials aimed at institutional strengthening and capacity building. These efforts seek to focus on developing the knowledge and technical skills of LAC policymakers, corporate leaders, and public and private officials in the sectors described above.

**In closing, what can we expect from Oracle in the remainder of 2022?**

In 2022, we will continue to generate more valuable solutions that enable our customers to continue transforming their businesses, taking advantage of the opportunities that technology offers. And we will do this by being ever closer to their needs, helping them to solve the problems they face on a daily basis.

At the same time, we are committed to deepening our contribution to Argentine society through our internship and technology training programs. **We want to help more and more people to enter the technological labor market, which is growing daily in terms of demand for positions.**

SILVINA MARTINELLI  
Tech Cloud Director at Oracle Argentina   



# GEN Z



**An example to follow:**  
Yourself. I believe that you improve yourself day by day and that should be your best example.

**A place in the world:**  
A beach

**A dream:**  
To travel the world

**A goal:**  
to live happily every day

# FRONT LINE:

# WHEN THE COMPANY'S MISSION IMPACTS HUMANITY

*In an interview with Ken Finneran, VP of HR for eMed, a technology-driven digital health organization that was born in the midst of the COVID-19 pandemic, he shared with Rocking Talent the strategies implemented to address the challenges he and the company had to face, highlighted several key non-negotiable skills for today's leaders, and how he envisions the future of HR and Technology. Let's meet him!*

By LEILA OVANDO

**First, tell us a little about yourself, who is Ken Finneran? How would you define yourself professionally and personally?**

Ken is a dynamic, innovative, entrepreneurial, global HR and business executive, who seeks to inspire personal excellence and achievement, challenge outdated (HR) best practices, drive business success, build thriving communities, and develop the next generation of creative, inclusive business leaders. On a personal level, Ken is a proud father of two incredibly talented, emotionally intelligent, curious, and creative college-aged children as well as a mentor to start-up organizations and young, entrepreneurial professionals. As a father, published author, business leader, and keynote speaker on topics of the changing landscape of HR and leadership, Ken helps others discover their unique skills and talents and then find roles to use those skill sets as often

as possible for peak performance and maximum personal fulfillment.

**What is the challenge of being VP of HR of an organization that, although it was born digital and with a very important focus on technology, at the end of the day, watches over and works to provide an excellent service to humans?**

eMed was founded with the mission of democratizing healthcare by leveraging best-in-class home diagnostics, proprietary, world-class technology solutions, and industry-leading customer service. eMed has pioneered Test-to-Treat™ solutions, which enable our customers to get a rapid diagnosis and, more importantly if testing positive, the necessary treatment for their respective illness in a fast, convenient, accessible and affordable manner. One of the biggest challenges of being VP of HR for a disruptive, innovative, technology-driven digital healthcare company is ensuring that the team members we bring on board are not only some of the best and brightest minds in the business, but that they are equally bought into our mission of democratizing healthcare. Being brilliant and competent in using cutting-edge technologies is good, but it's not sufficient at eMed. Those who are most successful at eMed go beyond that, constantly learn and develop their skills and strive to be the disruptors within their respective areas of expertise, thus ultimately facilitating eMed leading the way to the successful democratization of healthcare.

**eMed:**  
Is democratizing healthcare with a digital point-of-care platform that provides fast, easy and affordable at-home healthcare testing, supervised and guided online by eMed Certified Guides. eMed delivers prescribed tests and treatments directly to patients, driving better and more cost-effective results.

**+ 3M customers**

**What are the must for today's leaders? What are the skills that perhaps in the past were a 'maybe' and today are not negotiable?**

Some of the skills that are must-haves for leaders in today's ever-changing work environment include:

- A commitment to diversity, equity, inclusion and belonging in the workplace. eMed's mission of democratizing healthcare is leading to the mass disruption of our broken healthcare system by providing greater accessibility, equity, and transparency within healthcare. Furthermore, eMed's senior leadership team reflects its strong commitment to these principles, including having Dr. Patrice Harris, an African-

American female as our CEO and Samantha Rassner as our Chief Technology Officer (CTO);

- Emotional intelligence in the workplace, including an interest in the overall well-being of all team members;
- Growth mindset, especially in the midst of the constant change and need to adapt accordingly.

**It's unthinkable to believe that there can be a strong business or strategy without data. Having said that, if you had to make a prediction about the future (and I dare to say present, too)**

**between HR and Tech, what would it be?**

I concur that the future is a data-driven one, and that those businesses that leverage data through advanced data science, business intelligence, AI, machine learning, and more will be best prepared to succeed in this VUCA (volatile, uncertain, complex, ambiguous) world. If I were to make a prediction about the intersection of HR and Tech, it would be that the **HR tech space**, including integrated HRIS (human resources information systems) platforms, talent/people success platforms, specialized assessment, engagement, performance management, and learning platforms **will be the fastest growing segment of technology between now and 2030.** Not only are companies and private equity/venture capital (PE/VC) firms recognizing the critical importance of effective people operations and talent management for overall business success, but they also have discovered that advances in HR technology, tools, systems, and practices have severely lagged advancements in other functional business areas over the last several decades.

**AT EMED WE STRIVE TO SIMPLIFY ACCESS TO INNOVATIVE, COST-EFFECTIVE, AND EFFICIENT TESTING AND TREATMENT FOR INDIVIDUALS AND COMMUNITIES. OUR DISRUPTIVE APPROACH ALLOWS FOR DISRUPTIVE RESULTS, WHICH BRINGS US CLOSER TO OUR MISSION OF DEMOCRATIZING HEALTHCARE.**



**KEN FINNERAN**  
Vice President Human Resources  
at eMed Digital Healthcare  

# eMed™

We noticed you have an outstanding experience which enables you to teach many outputs/outcomes. Nevertheless, eMed is a whole new world. Could you share with us your experience of leading an HR team that was born in the middle of a pandemic and has the characteristic of having to look after the well-being of the entire company?

Being an (HR) leader in the midst of the pandemic created challenges that had never before been experienced, starting with the collective trauma of an entire workforce thrust into a global pandemic and its ramifications. At eMed, we have been at the forefront of helping individuals conveniently and accurately diagnose for COVID-19, receive a verified lab report to be able to travel or go into an office with peace of mind, and receive effective treatment if testing positive. Internally, however, we have taken a number of steps to ensure the engagement and well-being of our team members. Beyond the physical testing twice a week and the implementation of an enhanced Employee Assistance Program (EAP) with mental health consultations to ensure the health and safety of our team, we implemented a Slack channel for employee comments, concerns, and suggestions, an online newsletter to keep team members

informed about company developments and new hires, leadership training focused on listening skills, mentoring and coaching, and providing feedback as well as more frequent team building and engagement activities.

**Some advice for the youngest generations who are searching for new employment opportunities or getting their first job, what can you tell them about the future of work and some suggestions?**

For those younger generations, who are searching for new employment opportunities or perhaps for their first job, below are a few helpful tips. First of all, **be curious** and embrace a growth mindset, recognizing that you still have a lot to learn as you enter the workforce. Find a company that puts a priority on learning and development as well as mentorship and advancement from within. Second, **interview and select your manager.** This might sound counter-intuitive since you will be the one being interviewed for a role but recognize that your immediate supervisor will be the greatest single determinant of your early career success, so find one who is committed to your growth and development. Third, **be open and eager to take on new**

**tasks.** It is ok to explore projects outside of your area of studies, as these will help you discover your strengths and what you enjoy most. Fourth, **be introspective and self-aware.** Take assessments and seek feedback from your leaders, then apply that learning to help you find the ideal role and to be the best version of yourself in the workplace. Fifth, **be a life-long learner.** The modern workplace is changing more rapidly than ever, so continue to learn about new technologies that are impacting the workplace and our world at large, because this will only broaden your skill set and your attractiveness to employers. Sixth, **be an innovator, change champion and process enhancer.** Even early in your career, you have valuable insights and a fresh perspective on the way things are done in an organization, so share your suggestions for improvement. Not every innovation has to be a "moon shot" item; often it is a series of small enhancements that lead to the greatest wins. Finally, although you should always work hard and smart, **commit to adding value** and not "just" to being busy or working hard. There is a fallacy in the workplace that busyness equals good business. Find the ways that you can make a meaningful contribution to the company, then focus on the actions that will bring you closer to that target.

## Advices for the youngest generations:

 <b>Be curious.</b>	 <b>Interview and select your manager.</b>	 <b>Be open and eager to take on new tasks.</b>	 <b>Be introspective and self-aware.</b>
 <b>Be a life-long learner.</b>	 <b>Be an innovator, change champion and process enhancer.</b>	 <b>Commit to adding value.</b>	

## DIVERSITY + EQUITY + INCLUSION + EMOTIONAL INTELLIGENCE + GROWTH MINDSET = NONNEGOTIABLE SKILLS



# 5 NON-NEGOTIABLE

- A book:** Hillen, John and Mark Nevins: What Happens Now? Reinvent Yourself as a Leader Before Your Business Outruns You, 2018.
- A movie:** Forrest Gump
- A role model:** Historically, likely Abraham Lincoln; currently, Satya Nadella, CEO, Microsoft.
- A dream:** That every individual feels respected, that every person recognizes his/her unique abilities, skills, and talents, and that leaders of the future work to enable and unleash greatness within each and every person and team.
- A quote you live by:** "Life isn't about waiting for the storm to pass, it's about learning to dance in the rain." - Vivian Greene
- A piece of advice you've been given:** After all is said and done, there's a lot more said than done, so commit to adding value, delivering on your commitments, and holding yourself and others accountable.
- A podcast:** The People Purpose Podcast from The Workforce Institute at UKG.
- A quote you live by:** "Life isn't about waiting for the storm



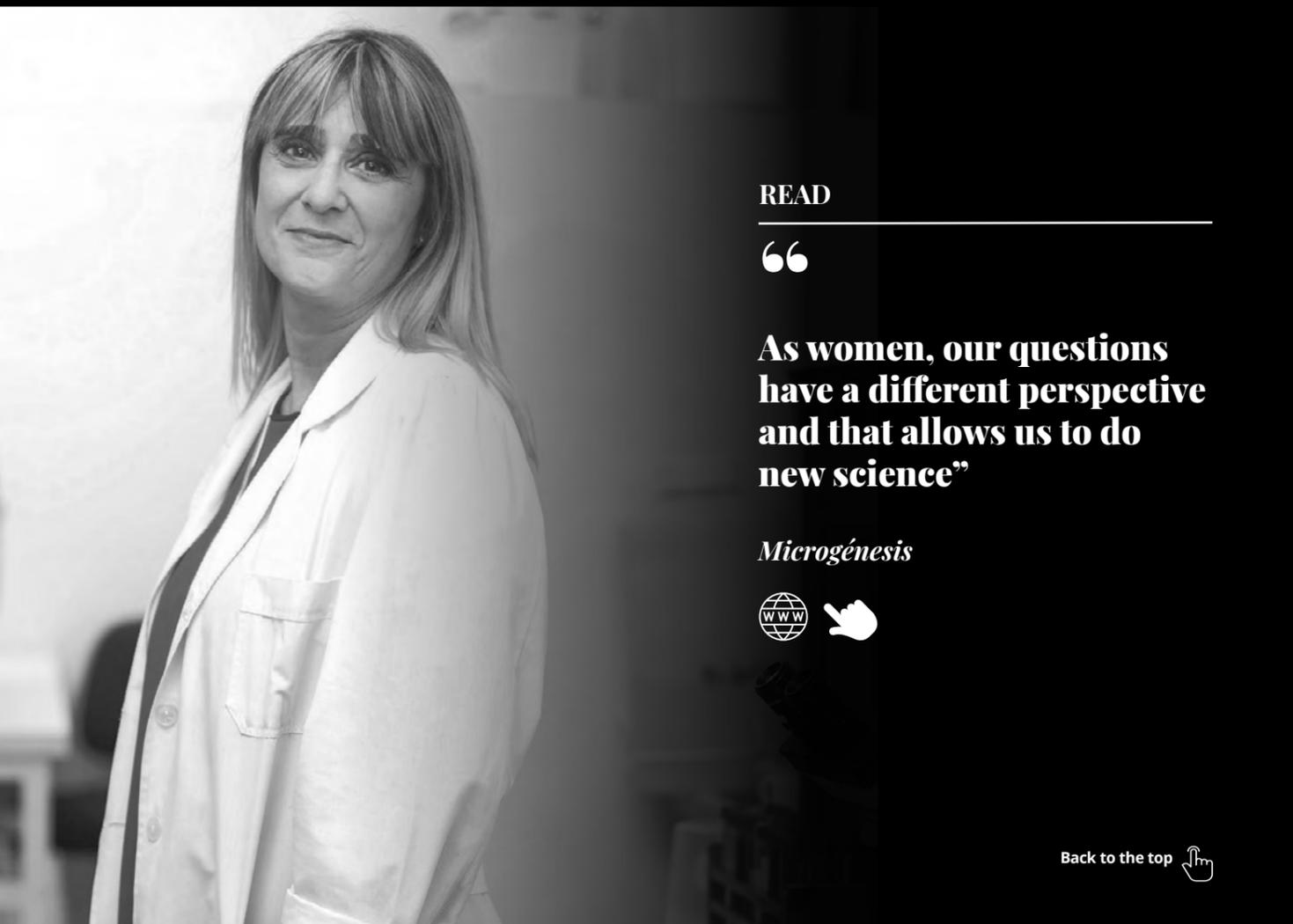
READ

**UPlanner, the Chilean startup that puts technology at the service of education**



# PDA

## THE HRTECH *that revolutionized the assessment industry*



READ



**As women, our questions have a different perspective and that allows us to do new science"**

*Microgénesis*



What were its beginnings like? What is its differential? What are the challenges ahead? A few days before celebrating 15 years of this company that came to revolutionize the behavioral assessment industry, we talked to PDA's co-founder, **Leonardo Lammers**, and CEO, **Jaime Díaz Luque**. Learn more about this company that has always led by example.

Because of that intrinsic drive that always pushed him to go for more, Leonardo Lammers, together with his founding partner, started 15 years ago the dream of PDA, the HRTech that today leads the assessment industry and is a pioneer in using behavioral data with hard data for different processes of coaching, hiring, job search, vocational reorientation, reskilling and many other aspects inherent to the human.

"Our purpose was to impact people from an optimized and scientifically validated

tool, but the reality is that it took shape as people joined the team," Leo points out from Spain, where he has been living for almost three years, when he handed over the CEO position to Jaime Díaz Luque.

"Jaime is an improved version of me, we are both Pisces, we have a similar way of seeing things, that's why we've fit together very well and I know that Jaime can give continuity to a cultural and leadership model that PDA has always tried to have. That is one of the things I am most proud of", he confesses.

From the beginning of the interview he made it clear: "One thing I am never willing to compromise with is PDA's culture. I encourage people to feel that results are the consequence of a good working environment, where they can grow personally and professionally. PDA has many young people in the management area because they have the space to grow, they are listened to, they are given a place".



# LEO LAMMERS

“

**PDA was able to grow without looking for investors and today we are leaders thanks to this effort. It was a great decision not to bet only on those who came with a lot of experience in similar industries, but also on young people who brought new proposals and ideas”.**

**Leo Lammers**

And Jaime is the fruit of that cultural mindset that Leo promoted since PDA's beginnings. He arrived from Colombia 12 years ago for an internship, and although he confesses to being restless and indomitable, he was attracted to PDA: "In April 2011, when I joined, I found a cutting-edge company, it had all the condiments of post-pandemic companies: sales via Skype, CRM management, integrations, API development, management models, competency management, behavioral management, profile retention. I say that Leo always had the foresight to anticipate the movement, and when I was about to return to Colombia, he proposed me to stay one more year in PDA... and I never left again".

“

**We found a purpose when the company started to have exponential growth and social responsibility, and we had two choices: we either embraced it or we didn't. And we decided to take on this possibility of impacting people so that they could have a space of self-knowledge so powerful that would allow them to develop”.**

**Jaime Díaz**

## **PDA, the first behavioral assessment company to become HRTech**

**What is the company's business vision and expansion strategy for the coming years?**

**Leo:** As part of the strategy, I think it is key that PDA can continue to grow through integrations with other complementary software or products that allow us to continue generating that network where everyone contributes what they know.

Another important point in the strategy is to generate alliances and links with a more robust value proposition based on partnerships with large companies and startups that complement PDA very well.

**Jaime:** Actually, PDA was born as an HRTech in 2007 because at that time it was a management tool that today is known as ATS within a platform that was the HS System, but at the time it did not vibrate as it should have because it was like having a camera in the cave age, that is, you have nowhere to develop the film, you do not know how to charge the battery, it was outdated in time.

Then, we began to understand that the world of assessment, as the industry is known, was too static and that is exactly what does not allow many companies to be an HRTech today. We provide integrations with other platforms, with multimedia materials, and with a lot of background technology.

## **PDA was a pioneer in the whole world of people analytics,**

we were one of the first organizations to start talking about how to use behavioral data mixed with hard data to understand how to manage with data. Then, we decided to put all that information and all the technological development to take it to products like TOV, mobile apps, skill wallets and start to commune from another side with assessment,

**and that's how PDA moves away from being an assessment tool and becomes an HRTech.**

“

**As an expansion plan, the U.S. is a beautiful place, where there are a lot of possibilities and very powerful and good competitors, but we know that we are at the height of the top competitors in the local market”.**

**Jaime Díaz**

**Do you have in mind the dream of turning PDA into the next Argentine unicorn?**

**L:** Fifteen years ago we were in an industry that today is at its peak and we have to take advantage of all the experience of having done a lot of things, both the successes and the failures. We have positioning, links, maturity. It is a moment that, undoubtedly, we have to take advantage of.

It is not by chance that today a lot of companies dedicated to assessment are starting to appear, some of them with interesting things, others with less interesting characteristics, but we have a long way to go, a place in the market, a trajectory, an experience that makes us very strong. That is why I believe that today the conditions are in place for us to accelerate this growth.

**J:** I don't know if we'll be the next one because one of those things could happen next month, but with Leo we always say we're going to try or die with our boots on.

Very seriously, we are going to be a unicorn, but we don't say that because we are in love with the project and because we have a great passion for what we do. But because it is a fact that the competencies that are going to be required within the work environment in the next 30 years are empathy, communication, self-knowledge, emotional intelligence... and this has to do with our industry, which is no longer a niche industry but a real need in organizations. And what is happening with the industry of self-knowledge of soft skills is where we are standing today, and we understand that it is the future to become a unicorn.



**How is PDA different from the competition?**

**L:** The fact that we have so many years of experience is not a minor issue because we know which projects work, how the tool responds, such as PDA assessment, etc. There are developments we have made at a technological and functional level that we understand better than anyone else. In addition, all this network of alliances and links with companies that complement our offer is a very important aspect when analyzing the different options available in the market.

The PDA assessment has a very high validity and reliability, the speed with which the report is made, the simplicity to access the information and to interpret the report, the cost, the quality. But it has to do not only with technical and scientific aspects, but also with the orientation towards user experience, which we continue to improve today.

PDA tries to sustain over time this combination of being a tool that is not complex to use, that is fast and agile, but, at the same time, it has a depth that other tools do not have and, in addition, they take time to fill. Something that is not minor, it maintains a constant update with respect to the needs that the client has today.

In this industry that is growing so much, some tools appear that are good and others that have interesting things, but we see some others remain in the game.

**We understand that we have a tremendous responsibility and that in the end what is at stake is the destiny of the people, whether they remain on a job list, how they are developed, where they will be inclined to develop their professional career, so you can not just stay in a nice or fun experience, there must be a solidity behind it. There are many companies that only have a lot of marketing and packaging behind them.**

“

**The PDA assessment evaluates itself and tells you how reliable the information it is giving you before you start reading the whole report. It tells you how blurry the picture it is showing you is, so that you can then see what you do with that information, because the tool interprets when the person was not clear in their answers”.**

**Leo Lammers**

**J:** The most important thing when you make predictions or when you make a guess about what a person you do not know is like, and you are doing it through a test or a technological tool, is the validation you have of that tool. At the end of the day, there is something that will remain over time and that has to do with the accuracy of the information you can provide.

These tools also have a reputation and many times they do not go down well, not because they are not good, but because they used tools without validation, which have no academic process behind them and that has been what **PDA has been constantly watching over, since 2012 when the first validation process started through AIOBP.**



“

**Once you understand that the compass is well calibrated, north will always be north. With other tools, when you think you are going north, you are going south”.**

**Jaime Díaz**

Both agree that, to begin with, you must have a dream and, no less important, believe in the project and never limit yourself. "There are many more great ideas that failed and many more mediocre products that have had great achievements, that, in the end, has to do with a matter of attitude, strategy and links", explains Leo and emphasizes that today PDA is a smarter and more orderly company.

Leo and Jaime complement and enhance each other, they know each other and know that the limitations of one are the opportunities of the other. Thus, PDA is a place that seeks to foster strong and human bonds, but, above all, a place where you can enjoy the process and dream big.

Today, for the CEO, his biggest challenge is to maintain and watch over this culture: "As the company grows, it becomes more complicated, but it does not mean that it is impossible, this is the main reason why I

am sitting here. The most difficult thing is to know when you are the person who is good for the company and when you are bad for it. For now, things are going well, but you have to understand that the capabilities you have go with you at certain times. CEO positions in an organization are like those of a country. I think it was Franklin who said that more than two terms in a presidency is a dictatorship. I constantly ask myself, in any situation, if I am contributing what the company needs, if I have the capacity, if I have the energy, if I have the creativity, if I am up to the task. And you have two ways of doing things: stubborn and stubborn or you learn to listen, and I always choose to listen".

**Leo, what advice would you give to today's Jaime? And Jaime, what advice would you give to today's Leo?**

**L:** Whatever you do, whatever ambition you have, let everything that is linked to work not cease to be something you are passionate about. That the pressures do not turn into something else. That the essential things that have to do with family, children or friends are always above closing a business. That you always come back to the axis, because that is the balance you have to be permanently looking for.

**J:** I can hardly give Leo advice, whenever I need advice, the first person I consult is him. This year I saw a career I was going to start cut short because he told me: "You are going to lose your son and your wife, you are going to take on water somewhere". More than advice, it is a request. He has always been attached to the same idea of not compromising and sticking to what he believes in, regardless of what others think. And today we have generated a purpose that transcends the company and that is inherent to the dream he had. I ask him to always maintain that humility because I can attest that he is the same person I met 12 years ago.

“

**Once, at the beginning of PDA, I attended a partner meeting in South Africa and it was the first time I became aware of the impact of what we were doing and the obligation not to screw up. That helped me understand the impact of what we were creating”.**

**Leo Lammers**

J A I M E  
D Í A Z



# 5 2 0 1 8

**Major flaw:**

**Leo:** The crisis of the 50s and low patience.

**Jaime:** My savagery.

**The best virtue:**

**Leo:** Staying motivated to keep growing.

**Jaime:** Dreaming big.

**A dream to fulfill:**

**Leo:** That PDA transcends and becomes an important actor in the transformation of a more humane, empathetic and generous world.

**Jaime:** Making PDA a unicorn.

**The best advice ever given:**

**Leo:** "Don't be so anxious and stay working on this thing you're good at, let it flow".

**Jaime:** "He who speaks the truth is not wrong".

**The worst advice you were given:**

**Leo:** That I had to fire Jaime a month after he started working.

**Jaime:** Not to do the MBA.

# deel.

## the new way of thinking about the future of work

By ANA LAURA CARREGA

*The North American startup was created in 2018 with the intention of providing companies with the possibility of hiring global talent through a platform that allows, among other things, to make payments in 120 currencies, including cryptocurrencies. In this interview, Johanna Picciano, Deel's PR Manager for LATAM tells us about the company's projects for the rest of the year.*



# JOHANNA PICCIANO



**JOHANNA PICCIANO**  
PR Manager for LATAM at Deel [in](#)

[Back to the top](#)

Alex Bouaziz and Shuo Wang wanted to facilitate secure international recruitment so that companies can access new markets and the best talent, no matter where it is located. And they found the way through Deel, this startup that already has a valuation of 5.5 billion dollars and consolidates its presence in LATAM as the best valued global company in the field of recruitment, payments and compliance of remote work teams.

**Johanna is Argentinean and this year you have taken on the role of PR Manager for Deel. She has worked for companies such as Techint and Uber, as well as for the public sector, in the City of Buenos Aires.** She assures that all these experiences have something in common: the impact on people's daily lives, being that what moves and motivates her.

"Deel is no exception. I am convinced that the platform plays a key role in people, the opportunities that can be opened up to them thanks to technology, breaking down borders," explains the PR Manager, and stresses that Deel is already a key player in the future of work.

**Tell us how the platform works and how you can pay with cryptocurrency.**

The platform is simple and intuitive, allowing you to create contracts, make payments and manage international talent. Thus, companies can hire independently or through our legal entities in 90 countries, in the case of full-time workers.

Deel provides the option to handle multiple payment methods, generate automatic invoices and pay everyone in their preferred currency.

We also have several integrations for people to access their income: bank transfers, PayPal, Wise, Revolut and Coinbase, which allows you to buy cryptocurrencies with all or part of the income you receive.

**What difficulties have you encountered when implementing this platform, taking into account that each country has its own labor and tax laws?**

Some countries have changing regulations that often complicate operations for companies, however, to circumvent these complications, Deel partners with more than 200 local law firms that regularly review contracts and practices to protect their clients' businesses. Our partners ensure that all contracts are kept up to date on a quarterly basis.

“

**You could say that Deel's superpower is shortening distances. Imagine a global workforce that is not limited by borders. Well, that's where we're headed”.**

**How would you define this new world of work and what place does Deel come to occupy?**

Although teleworking already existed in some companies as a benefit, the pandemic context accelerated the digitalization processes worldwide, pushing companies to install remote work to take care of the welfare of their employees. As a result, we learned about a different lifestyle, from the way we consume, activities and schedules, and we learned to live differently. The demand for work flexibility, the much-needed balance between work and personal well-being is here to stay. Today, employees demand flexible work policies from companies.

“

**Faced with this scenario, Deel manages to be an enabler, a useful tool and a partner, both for companies and their talents”.**

**What are Deel's plans for the remainder of the year?**

In less than a year, the company has increased its revenues by 30% in the region alone. That is why we will seek to double our team in LATAM, consolidate our presence in the continent and ensure that more companies in the region have access to the best talent, no matter where they are located.

We also want to focus on continuing to expand the range of tools provided by our application in conjunction with strategic allies. Companies that previously had little opportunity to expand due to the associated costs can now do so, and this creates enormous opportunities for each country.

Finally, we are working to expand the benefits package that people hired through Deel receive, adapted to each country of residence. We want to consolidate the community with networking and the best solutions for both work and leisure time.

“

**Deel helps companies can freely hire whoever they want, regardless of their location, that way talents can also find their ideal job”.**

**According to Deel's report, Buenos Aires is one of the most popular cities for hiring remote workers and LATAM, in general. What can you recommend to young people in this region who want to enter the workforce?**

Thanks to digitalization and technology, today there are many more possibilities to access the world of work, the key is to prepare, study and improve oneself to apply for the desired job. Language is fundamental to enter the global workforce. Soft skills also play a fundamental role, such as communication and adaptability.

At Deel, we want young people to be able to access the job of their dreams from wherever they are.

Deel is no exception. I am convinced that the platform plays a key role for people, the opportunities that can be opened to them thanks to technology, breaking down borders.

Deel is already a key player in the future of work and I am very proud to be part of the transformation that is coming.

[Back to the top](#)

# Pablo Uribe

## Leaders: Super-Heroes and Villains



Many years ago, when working in a financial institution I witnessed one of those scenes that make you feel sorry for others. We used to work in an open office and managers were on one side of the office while admin staff and personal assistants used to sit on the other side.

One hot afternoon, a manager who was probably having a bad day, approached an admin coordinator at her desk and went off on her for a task that, according to him, she hadn't done properly. He yelled at her in an abusive manner. His behavior was inappropriate and incorrect. Nowadays it would certainly be called working harassment. This incident at the beginning of my career made me question what leadership is.

The tricky part of this story is that this manager was probably the most successful and productive manager in the office. His portfolio was the largest and he was bringing most of the profits to the office. To some extent, he was a 'sacred cow.' Losing him was not an option.

Delivering results is at the core of what leadership is. But is it the only element? What else is required for a person to be a leader? Leaders also need to create a safe environment, ensure organizational alignment, and foster change and a sense of progress in the organization.

The concept of leadership and the associated development tools in an organization have evolved - thankfully. Vision and charisma were seen as some of the most distinctive characteristics of a leader in the past. Leaders were seen as Super-Heroes who can solve all sorts of problems, execute their plans under extreme circumstances and pressure, and finally 'save the day' with real and tangible results.

On an opposite spectrum in more recent years, a new paradigm has been created around leadership. It's a human-centered approach that states the importance of caring about people. Within this approach, transparency, humility, vulnerability, authenticity, and employee's well-being - and even happiness, are both pivotal traits and goals of a true leader.

Despite the valuable shift towards a leadership concept that recognizes the importance of both results delivery and people care, these approaches are insufficient to explain the complexities of a leader. Their circumstances as well as those of the environment determine and change their actions. Their behavior, habits, and practices are heavily influenced, yes, by their personality, by also by their life moment, their personal reality, the context and structure in which they operate, among other reasons.

Say for example John, a new leader in a company who likes being on time for



meetings. He's been in the Company for two days.

He gets to his first meeting five minutes before it starts. But his colleagues are not there. Some minutes later two people arrive. A bit later most of the attendees get to the meeting. The meeting finally starts... but fifteen minutes late...with an informal chat about traffic and weather. They start discussing the actual topic twenty-five minutes late. On the following day, John gets to the meeting on time. But most arrive late. They start the meeting twenty minutes later. For his next meeting, John gets five minutes late, because he already knows people will not be there on time. By week two he starts getting fifteen minutes late to meetings. The environment, practices and culture shaped his behavior.

Sometimes, despite leaders' personality and intentions, leaders' behavior reflect the structure practices and expectations of the organization.

No matter what school of thought, leaders must develop self-awareness and the capacity to self-reflect on their behavior. They ought to be able to explore, understand and, hopefully, get rid of their limiting beliefs and fears, to give space to new leveraging beliefs.

So, the question is: Who is a leader? Most organizations are now answering this question with a loud: 'Everybody is' - or at least all members in the organization should be treated as such. Instead of developing leadership programs for a few, they have built development programs that consider most -if not all- members of the organization. This decision is driven by two facts.

On one hand, organizational structures and decision-making processes have shifted from a centralized to a decentralized model, which demands for leadership skills across the board.

On the other hand, succession plans and new generations' expectations for faster promotions claim for team members that are ready to take up new roles when required and 'hit the floor running.'

However, when it comes to leadership development a 'one-size-fits-all' approach doesn't work. On the contrary, a customized approach for each audience and group of leaders is more effective.

So when it comes to developing those 'sacred cows', it is important to ask: While they achieve extraordinary results, are they leveraging their team members to become extraordinary themselves? That's a real Super-Heroe.

**PABLO URIBE**  
Partner Director at Humanet Corporation and TheHuman-Link

[Back to the top](#)

[Back to the top](#)



# PDA

