

Rocking Talent



Beike Van Den Broek

The drive towards human centric organizations

Ken Roberts:

Connecting experiences and stories

Ignacio Ros, **VP Global Rewards at Siemens:**

Rewards as a function is a core strategic topic, undoubtedly critical and essential for organizations.



p. 028
**THE DRIVE TOWARDS HUMAN
CENTRIC ORGANIZATIONS**

INTERVIEW
Beike Van den Broek

p. 005
CONNECT TO MOVE!
EDITORIAL
Julieta Cumbo

p. 008
HR CONNECTIONS MEMBERS

p. 010
CONNECTING EXPERIENCES AND STORIES
INTERVIEW
Ken Roberts

p. 015
**IGNACIO ROS, VP GLOBAL REWARDS AT SIEMENS:
REWARDS AS A FUNCTION IS A CORE STRATEGIC
TOPIC, UNDOUBTEDLY CRITICAL AND ESSENTIAL
FOR ORGANIZATIONS.**
INTERVIEW
Ignacio Ros

p. 019
**THE PANDEMIC HAS AFFECTED THE GROWTH OF
WOMEN'S PLACES, ESPECIALLY IN LATAM**
INTERVIEW
Marcelo Fumasoni

p. 024
**FRONT LINE: WHEN THE COMPANY'S MISSION
IMPACTS HUMANITY**
INTERVIEW
Ken Finneran

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

p. 039
MANAGING POTENTIAL WITH HIGH PERFORMANCE
COLLABORATION
Evelyn Cardona

Rocking Talent



**Listen to this
playlist while
reading us**

Rocking Talent

CONNECT to move!

General Coordination:

Julieta Cumbo

Editorial Board:

Julieta Cumbo

Ana Inés Giorgi

Leila Ovando

Ann Carrega

in
in
in
in

Collaboration:

Evelyn Cardona

in

Interview:

Beike van den Broek

Ken Roberts

Ignacio Ros

in
in
in

Graphic Design:

Isabel Sandrea

Daniel Cuadros

in
in


PDA International Contact Information

Argentina: +54 11 4717 2900

España: +34 617 182 046

México: +52 1 55 7568 4505

Portugal: +351 924441071

www.pdainternational.net 

info@pdainternational.net 

RRSS

PDA-hrtech

PDA.hrtech

PDA_hrtech

PDA.hrtech

in
@
t
f

The scientists believe that listening to music in a group helps people to connect. This connection happens because the rhythm in the music helps people's brains to synchronize. Music can influence how we work in a group. The same happens when people share their purpose and gather to make things different and change the world.

Growth is collective and experimental and can only happen when it exists a true connection. It often requires abandoning one's own, ceasing to be, to transform the self and generate robust compositions, integrated by mixtures, some unthinkable, to achieve the level of sophistication that is needed. Introducing something, many times may sound like replacing something else, but it is rather to open the way and give space to the new, to the birth of what is being gestated. For that to happen, you must be willing to let go. Because always in every decision something is gained, and something is left. That is when we understand that to lose is to gain, to gain the new and unknown that can lead us to our destiny.

Music is movement. It's a movement that allows us to not remain still or oblivious to reality, is this real life, is this just fantasy,

movement helps us to co-construct, to not stay with our universes, but to begin to live the multi-universes in others that empower our imagination and expand our own reality. This movement is for everyone, to move requires assuming the need to expand, to change, to reinvent.

True, honest, selfless influences, stripped of the individual self and filled with the group we. Music has many varieties, styles, and mixtures. Each person is unique, singular and from RockingTalent we have the purpose of amplifying those varied styles, but when we start to see all the notes, there is not only one style, but there are also many incredible compositions that make a much more ambitious, robust and solid musical whole.

That's why we invite you to read this fascinating edition, full of new textures, and we hope that the styles you hear will ignite that necessary revival that will push the transformation that will generate your expansion.

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 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.

#CONNECTIONS That Rock EDITION

JULIETA CUMBO | General Manager at Rocking Talent 

15 YEARS OF MILLION STORIES
THANKS TO YOU
15 MILLION STORIES

COMPANY: BNP PARIBAS

PURPOSE: Helps all its clients (individuals, community associations, entrepreneurs, SMEs, corporate and institutional clients) to realise their projects through solutions spanning financing, investment, savings and protection insurance.

INDUSTRY: Banking

CONTACT: Jana Forlenza Rodboj [in](#)



COMPANY: SWATCH GROUP

PURPOSE: The Swatch Group Ltd has a unique emotional culture. Beauty, sensuality, emotions in watches are as much part of it as high-tech, quality and added value on the customer's wrist. Both, emotional poetry and innovation play an active part in the commitment to its customers.

INDUSTRY: Retail Luxury and Jewelry

CONTACT: Lisa Trefois [in](#)



COMPANY: Microsoft

PURPOSE: Provides consulting and product and solution support services, and we train and certify computer system integrators and developers. Empower every person and every organization to achieve more.

INDUSTRY: Software Development

CONTACT: Marcelo Fumasoni [in](#)



COMPANY: AMERICAN TOWER

PURPOSE: American Tower is a Fortune 500, S&P 500 and Forbes Global 2000 company that provides the infrastructure for modern digital communications.

INDUSTRY: Telecommunications

CONTACT: Cesar Aguirre [in](#)



COMPANY: GOOGLE

PURPOSE: Google create access to information and build technological products that help create opportunities for everyone.

INDUSTRY: Technology, information and Internet.

CONTACT: Olivia Cancio [in](#)



COMPANY: BULGARI

PURPOSE: Creating a highly distinctive style that celebrates its rich Roman history, Bulgari is able to blend modernity with classicism.

INDUSTRY: Retail Luxury Goods and Jewelry

CONTACT: Sully San Martin [in](#)



COMPANY: NEORIS

PURPOSE: NEORIS is a global innovation consulting company, designing digitally-enabled strategies for a smarter future of easier interactions

INDUSTRY: IT services and IT Consulting

CONTACT: Martin Fischetti [in](#)



COMPANY: Mondelez International

PURPOSE: To empower people to snack right. We will lead the future of snacking around the world by offering the right snack, for the right moment, made the right way.

INDUSTRY: Food and Beverage Manufacturing

CONTACT: Roger Carrillo [in](#)



COMPANY: Hublot

PURPOSE: is defined by its innovation, which began with the highly original combination of gold and rubber. Boutiques located in key cities across the globe: Geneva, Paris, London, New York, Hong Kong, Dubai, Tokyo, Singapore, Zurich and at HUBLLOT.com

INDUSTRY: Retail Luxury Goods and Jewelry

CONTACT: Maria Pia Barbona [in](#)



COMPANY: VISA

PURPOSE: Visa is a world leader in digital payments, facilitating transactions between consumers, merchants, financial institutions and government entities across more than 200 countries and territories.

INDUSTRY: Banking

CONTACT: Maribel Diz [in](#)



COMPANY: MEDTRONIC

PURPOSE: A global healthcare technology leader — boldly attacking the most challenging health problems facing humanity with innovations that transform lives.

INDUSTRY: Medical Equipment Manufacturing

CONTACT: Alejandra Bailon [in](#)



COMPANY: CITIGROUP

PURPOSE: Responsibly provide financial services that enable growth and economic progress.

INDUSTRY: Financial and Banking

CONTACT: Ariel Regatky [in](#)



COMPANY: NEWMONT ARGENTINA

PURPOSE: Newmont is the world's leading gold company and a producer of copper, silver, zinc and lead.

INDUSTRY: Mining

CONTACT: Isabel Montes [in](#)



COMPANY: Berkley

PURPOSE: Creating Peace of Mind. With more than 50 successful insurance businesses Berkley helps independent agents and brokers deliver commercial and high net worth personal lines insurance solutions through expertise based on industry, product, and region.

INDUSTRY: Insurance Company

CONTACT: Magali Jarrin [in](#)



COMPANY: BeIN

PURPOSE: beIN MEDIA GROUP is a leading independent global media group and one of the foremost sports & entertainment networks in the world. The group distributes and produces an unrivalled array of entertainment, live sport and major international events across 5 continents, 43 countries and in 7 different languages spanning Europe, North America, Asia, Australia and the Middle East & North Africa (MENA).

INDUSTRY: Global sports & entertainment media group.

CONTACT: Elisabete Schaffler [in](#)



COMPANY: Paycargo

PURPOSE: provides supply chain, dedicated transportation, and commercial fleet management solutions, including full-service leasing, rental, and maintenance, used vehicle sales, professional drivers, transportation services, freight brokerage, warehousing and distribution, e-commerce fulfillment, and last mile delivery services, to some of the world's most-recognized brands.

INDUSTRY: Transportation, Logistics, Supply Chain and Storage

CONTACT: Marta Ramirez [in](#)



COMPANY: Diversified Search

PURPOSE: Diversified Search Group is the largest woman-founded and woman-led executive search firm in the world. Consistently recognized by Forbes as one of the nation's top retained executive search firms, Diversified Search Group is an industry leader in recruiting diverse, inclusive and transformational leadership for clients.

INDUSTRY: business Consulting and Services

CONTACT: Lorena Keough [in](#)
John Mestepey [in](#)



COMPANY: EMED Technologies Corporation

PURPOSE: EMED Technologies is an industry leader in the design, manufacture, and distribution of cutting-edge medical devices. For two decades, EMED Technologies has worked with clinicians, inventors, and medical companies to develop innovative medical products.

INDUSTRY: Medical Equipment Manufacturing

CONTACT: Ken Finneran [in](#)



COMPANY: SIEMENS AG

PURPOSE: Siemens is a technology company focused on industry, infrastructure, transport, and healthcare. Siemens also owns a majority stake in the publicly listed company Siemens Healthiness, a globally leading medical technology provider shaping the future of healthcare.

INDUSTRY: Automation Machinery Manufacturing

CONTACT: Ignacio Ros [in](#)



COMPANY: ACI Worldwide

PURPOSE: ACI Worldwide is a global software company that provides mission-critical real-time payment solutions to corporations. Customers use their proven, scalable and secure solutions to process and manage digital payments, enable omni-commerce payments, present and process bill payments, and manage fraud and risk

INDUSTRY: Software development

CONTACT: Villa Guillermo [in](#)



COMPANY: City National Bank of Florida (CNBFL)

PURPOSE: Is the financial institution to which Floridians have turned for 75 years. With more than \$22 billion in assets, CNBFL is one of the largest financial institutions based in the state. CNBFL is a subsidiary of Chilean bank, Banco de Credito e Inversiones (Bci), and remains a South Florida-based community bank with local decision-making.

INDUSTRY: Banking

CONTACT: Gema Pavetti [in](#)



SOME OF THE MEMBER COMPANIES

COMPANY: TTEC

PURPOSE: Help companies build engaged, happy profitable customer experiences powered by their combination of humanity and technology. Connect customers with solutions or by supporting people who support the business.

INDUSTRY: Outsourcing and offshoring consulting

CONTACT: Carlos Vasquez [in](#)



COMPANY: Bupa Insurance

PURPOSE: International Healthcare company serving over 38 million customers worldwide. Provides more and better healthcare for the benefit of current and future customers.

INDUSTRY: Health Insurance

CONTACT: Adriana Leiro [in](#)



COMPANY: Liberty Mutual Insurance

PURPOSE: Offers benefits to professional development opportunities, it offers access to the resources people need to pursue a meaningful career in an environment focused on openness, inclusion, trust and respect.

INDUSTRY: Insurance Company

CONTACT: Beike Van den Broek [in](#)



COMPANY: Del monte fresh

PURPOSE: Dedicated to bringing fresh, wholesome products to consumers around the world. The first global marketer of fruits and vegetables to commit to the Science Based Tagerts initiative which provides companies with a clear path toward reducing their greenhouse gas emissions to assist with limiting global warming.

INDUSTRY: Food and Beverage Services

CONTACT: Ricardo Gonzales [in](#)



#ConnectionsThatRock

HR CONNECTIONS

the HR executives stand out as being willing to help each other, freely and without concern for "what's in it for me".

Connecting
experiences
and stories

WORLD CITY

To give HR Professionals a space to interact, know and exchange good practices, that's how HR Connections was born from WorldCity. In this interview, Ken Roberts, its Founder and President, shares with us his thoughts about the contribution being made to the HR community and how technology is impactin everyone.


By LEILA OVANDO

We know that you don't come from a HR background and nevertheless, you founded HR Connections, a network that reunites HR leaders. How was it founded and where the idea came from?

Sometimes, the best ideas come from listening to your clients. That was the case with HR Connections. WorldCity's HR Connections arose, as did Marketing Connections, Public Affairs Connections and CSR Connections, from the data we had gathered for our multinational database Who's Here. Starting at the turn of the century, we began compiling the names of MNCs with offices in South Florida, the name of each one's top executive, the country of origin, local address, etc. Each year we added more information to get a better understanding of the functions, needs, challenges and opportunities for these companies, which we would then chronicle in what was then a newspaper and became a magazine. We realized quickly that, in addition to employee count locally and employees overseen but not here, we would benefit from knowing the functional roles of the employees here. One day, a client, aware that we had the names of hundreds of HR directors, asked if we would start an event series specifically for them, similar to the one we had already created for the top executive, the CEO Club. And so, HR Connections was born.

“
WorldCity has introduced me to the most interesting people and experiences I could have ever imagined”.

“
Sometimes, the best ideas come from listening to your clients”.

KEN ROBERTS | Founder/
President at WorldCity [in](#) 

What are the common denominators you see among HR leaders and how do you consider HR Connections network contributes to their job and experiences?

At an HR Connections years ago, I did an informal tally of the majors in college of those in attendance. What I found, as we went around the room, was that there was a preponderance of psychology, sociology and similar majors. Not a lot of math or econ or political science majors. I mention this because one of strongest common denominators -- and I say it at the risk of sounding obvious -- is that, at least on a personal level, HR leaders are caring people. I mention this because, perhaps known to them and perhaps not, I am not certain that this is the perception others within their companies might have. It can be easy to think of others within our companies as processors. Processors of marketing strategy. Processors of financial information. Processors of compliance requirements. That can extend to perceptions of HR. Processors of people. That caring I describe is certainly for the employees within their companies, but it applies also to each other, in HR Connections. When I look at all the Connections-type events we have done over the years, the HR executives stand out as being willing to help each other, freely and without concern for "what's in it for me." Finally, by virtue of having risen to a high-level position within their companies, those invited to HR Connections are also quite strategic, often have a solid grasp of data (whether it relates to retention or financial statements), and understand the importance of the company's brand in not only growing revenues but also attracting top talent.

We certainly come from a few years that don't allow us to plan in advance. But on 2023 everyone is kind of going back to normal when it comes to strategy and planification. Can you share with us the next steps you have on your mind for the HR Connections members?

My goal remains the same as it was when I started HR Connections in 2006 as a six-times-a-year, 90-minute event, some 100 events ago. Listen and learn so that WorldCity can create an environment where the HR executives leave glad they attended: Happy they had that one conversation before the meeting, asked that one question to a vexing challenge, were able to help a peer with a vexing problem, made a new friend, reconnected with an old friend. Someone once described one of our other event series, the CEO Club, as a "safe sandbox," which I always liked. He meant it was a place where you could express yourself freely without worry. While I tinker at the edges, our format -- one HR executive leading an open, off-the-record discussion about a topic of general interest that cuts across industries -- continues to work well.

In truth, the HR executives who attend make my job easy. They provide the ideas for the topics and regularly make suggestions. While I have not utilized a Board of Advisors in recent years, and while I am likely to do so next year, I feel as if I have had an informal one all along.

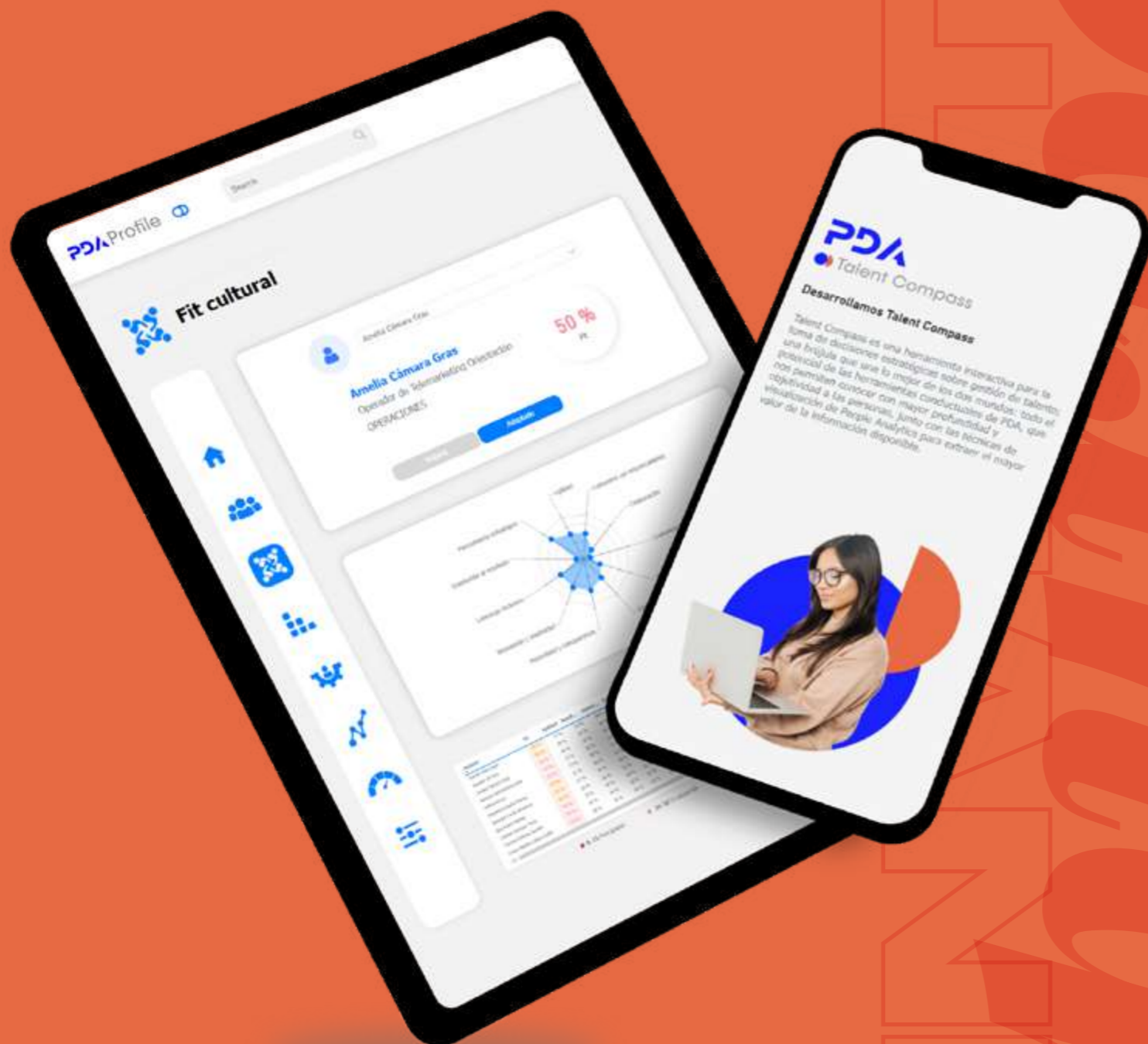
Talking from your experiences and background, how do you see the future of work? Whether it be in an economic or social or talent way.

The future of work is way above my pay grade. But I will offer a few thoughts. I do know there are advantages to being with the people with whom you work, in person. That's a simple one. My sense is that artificial intelligence will alter the HR function and, by extension, work itself. While I am not sure exactly how -- Hiring? Assessment? Development? -- the computational power available is just too great for it not to do so. With technology in mind, which would include not only AI but also robotics and more, what will continue to change is the types of companies and jobs in the marketplace. That will require different skill sets. With more remote work and hybrid work, that too will require different skill sets. It will increase the value of trust employers have for employees-- and the need to better gauge it. It will also require leaders who can trust. We will have to be better at measuring success in non-sales positions, where it can often be more difficult to quantify. In the end, technology creates companies and creates job, makes life easier and better.

“
technology creates companies and creates job, makes life easier and better”.

INVEST WITH *purpose!*

Talent Compass, our interactive scorecard for strategic talent management decision making.



Ignacio ROS

VP Global Rewards
at Siemens:

By ROCKING TALENT

He has a degree in HR and has focused on the Compensation and Benefits area of several companies such as Arcor, Arcos Dorados and Siemens, where he has a long career. Although he started his career in Argentina, where he was born, he later had the opportunity to move to New York to grow and become Director of Global Compensation. He also went to Germany, where he worked as VP of Rewards and, for more than two years, he has been in Miami. In this interview with Rocking Talent he tells us about his professional journey and the challenges of leading teams with a different language and idiosyncrasy.



We are a hybrid team, working from different offices and remote. We try to include everyone".

Ignacio took on each professional challenge and lived it as a family adventure: "First we moved with my wife, and now we are a family of five! Funny story, our first relocation to NY/NJ was just before our wedding and we were originally supposed to have our honeymoon in NYC, but we ended up moving and living there for five years! I always make the joke that we are in a never-ending honeymoon, as we also traveled and lived in other great cities like Munich, Germany and now in South Florida", explains Ignacio, and adds that, professionally, he is a very lucky person for being able to work with diverse teams across countries and cultures.

"The learning and development you get with these experiences is very hard to match. The other day we were counting the nationalities of the 10 members of our team in Orlando and we counted eight different nationalities, creating such a powerful and diverse collaboration! From a Rewards perspective, learning and working in regional and global topics also provides a lot of perspective. Some challenges and priorities can be shared across the globe, but there are so many particularities to each market that need to be addressed", Ros points out.

How do you manage to develop your work in such a global company with a large number of employees?

I think it is essential to understand what the situation of the organization is, its priorities and the context. What are the critical pain points, challenges, needs and future plans. And from there develop a Rewards strategy around those objectives to enable results. As a team, collaboration is what keeps us together. And we try to have fun as well. We are a hybrid team, working from different offices and remote. We try to include everyone. Each time we get together we try to make an event out of it. And while we are connecting remotely, we believe we need some space to connect in different ways, and not just jump direct to agenda items. There are times of intense focus and workloads, and we need to manage that properly to ensure we are all helping each other and collaborating. This also allows us proximity to business leaders and to stay closely aligned.

What is your biggest challenge today and what are your priorities as VP Global Rewards? What actions are you taking to achieve them?

This has truly been a unique year. The combination of so many different topics in such short period of time has created a tension and need for Rewards solutions like no other year. This was the year of the great resignation, inflation soaring like we have not seen in the last forty years, higher interest rates, recession talks, etc. Priorities are a moving target, and we see some organizations investing on higher increase budgets and grants allocations while some are considering hiring freezes. The balance between getting the right talent and paying for it, while maintaining sustainable operations is getting incredibly challenging.

What tools do you use to motivate, retain and reward your employees?

I think today there is an obligation to review and leverage the entire Total Rewards portfolio. Not only pay actions, or bonus or LTI awards will do it. There's a need to take a step back and rethink the entire value proposition. Development, growth, realization, being happy, all are key areas that are being constantly considered when electing a job. Mental health initiatives, diversity and inclusion, pay transparency are now a must. Rethinking work arrangements, remote work across borders, shorter workweeks, these are all trends that are resonating, and most companies need to rethink their Reward strategy choosing the components and initiatives that can make a difference.

What do you look for when hiring new talent?

For my teams, what I look for is great collaboration, and people that are willing to embrace challenges. Rewards as a function is a core strategic topic, undoubtedly critical and essential for organizations. But also, my good friend Steve, who guided and coached me through most of my international movements, taught me that equally important is that fact that as people's leaders we are in a position to impact our teams forever. Realize how instrumental we can be to enable people to learn, grow,

develop, relocate, etc. and support them on their personal and professional journeys. And that's something I take very seriously

How do you work for gender equity and diversity in general at Siemens?

This is a priority topic for leadership in Siemens, and we are working hard to embed this conversation into the roots of the decision-making processes when it comes to all talent and team decisions.

Would you like to tell us an anecdote that has inspired you or marked you in your professional career?

After a few years of arriving to the US, I was able to share some of the personal projects I had worked on my own in the past, including the writing of my first Rewards book. Suddenly, we were all joking around about my experience as an "established book author", which I was so far away from. Regardless, that newly fame landed me in project joining a team responsible for working in a partnership with Siemens, the White House and the DOJ to write a playbook on apprenticeship programs. Truly and unbelievable experience for me.

You told me you were writing a book, could you tell us what it is about? Have you already written others? What prompted you to do it?

I always found both writing and academic activities to be extra fun. I wrote a few books, from Reward topics to some children stories. I was very fortunate to teach classes with one of my professional idols Bernardo Hidalgo in his Compensation and Benefit classes, and I really gained so many tools and resources from that experience. I also toyed around with a little book experiment called "La Receta Salarial", which was so fun to create. As the Total Rewards arena was so heavily changed at such a rapid pace in these last years, Bernardo and I decided to partner together and take a new look at Rewards today, their connection to the strategy of an organization, how to leverage all Total Rewards components and also what are common elements and practices to consider and leverage in this context. Strategic remunerations is what we will be exploring in the upcoming book we are writing together



ROBERTO

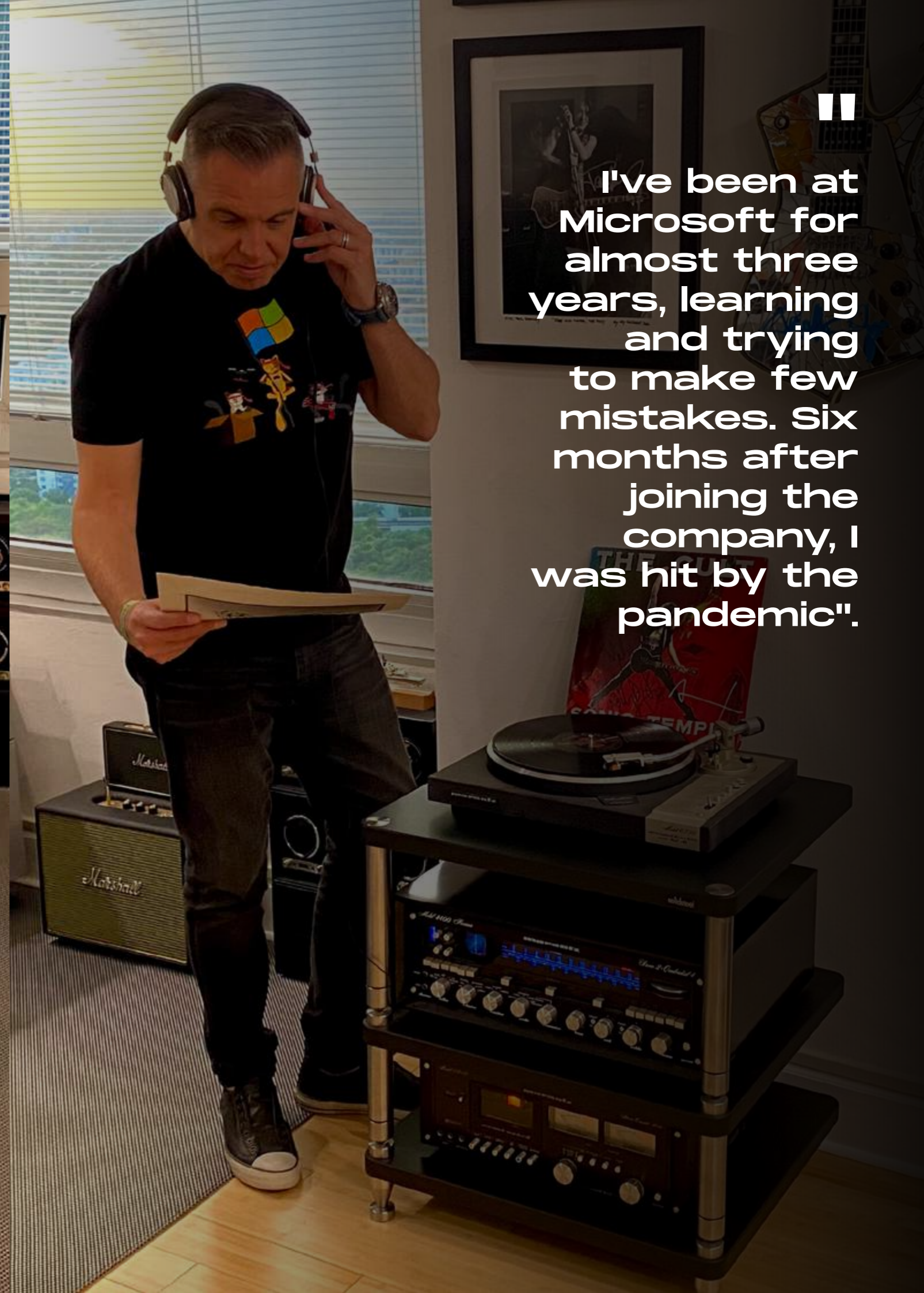
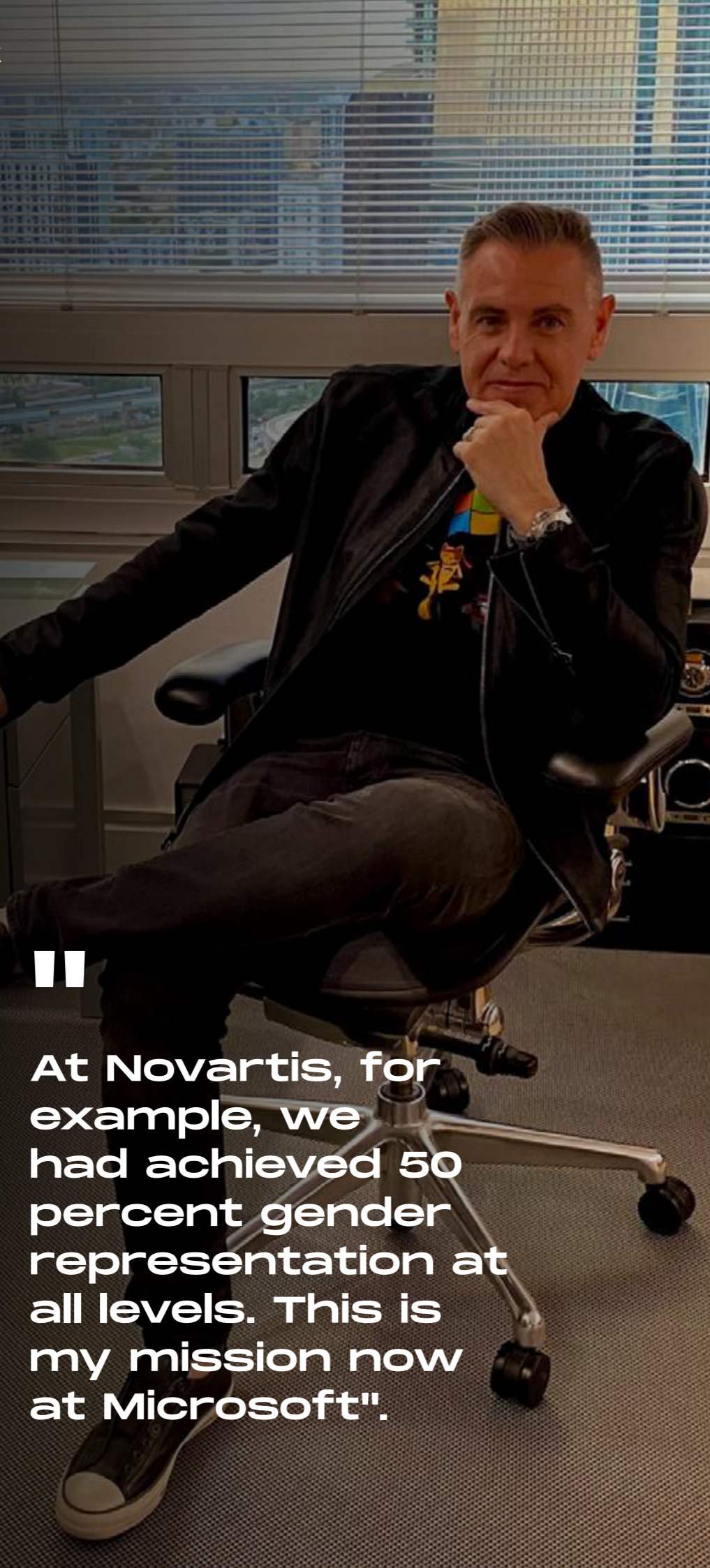
He took his first steps at **Banelco**, the first argentinian fintech company in the 90s, thanks to an internship through the university. At **McDonald's** he obtained his first position as head of Human Resources in a context of great expansion for the company. In the search for new professional challenges, he was the HR director of the Chilean group **Errázuriz**, where he had to create the HR teams for the different businesses, which had different audiences and needs. "This experience marked me a lot, they gave me the real opportunity to be a generalist without having the experience," Marcelo emphasizes during the virtual interview from his office in Miami, where he has lived for more than 20 years.

Another cornerstone that marked him in his career was working for the integration of **Aztra and Zéneca**: "It was a very strong cultural learning and personal adaptation", recalls Marcelo, and highlights that they proposed him to set up the LATAM office in the U.S. despite the fact that he did not know the U.S. legislation. What they told him would mark him forever: "You have freedom to act and, if something goes wrong, you have to respond for that. I learned that from them and I thought it was fantastic," he smiles.

He also worked at Novartis, where he focused on training in the region: "I already had the hook of the healthcare industry, of working with a purpose, with teams focused on innovation, and Novartis took me to the nth degree.

Marcelo remarks that in recent years he felt passionate about talent, education and diversity and inclusion. "I have built, both for young professionals and senior leaders, corporate universities and learning programs that were quite novel ten or fifteen years ago. At Novartis, for example, we had achieved 50 percent gender representation at all levels. This is my mission now at Microsoft," Fumasoni stresses, and confesses that when the opportunity to work for the technology giant came up he felt he was already "old".

“**At Novartis, for example, we had achieved 50 percent gender representation at all levels. This is my mission now at Microsoft**”.



“**I've been at Microsoft for almost three years, learning and trying to make few mistakes. Six months after joining the company, I was hit by the pandemic**”.



"I've been at Microsoft for almost three years, learning and trying to make few mistakes. Six months after joining the company, I was hit by the pandemic. During that stage we were in the backoffice trying to get the companies to reconvert as quickly as possible and be able to digitalize and continue operating in retail, in agriculture, in finance, we were practically forced to work twice or three times as hard; therefore, the reorganization we had to do from HR, the care for our people, the retraining of many areas was unique. I had never been exposed to anything like this in my life," Marcelo explains.

For the Microsoft team it was not a challenge to work in home office because they had implemented it some time before, however, "now the challenge is how to move from a completely remote system to a hybrid one. For this we have to be very flexible and we have to provide a menu of options so that everyone can enter the system in their own time," he says.

"No system is perfect; each organization will have to determine the most convenient hybrid scheme for its business system. For us, the

concept of flexibility was the one that gave us the opportunity to understand that this was the way to go," he points out.

For his part, he points out that the great learning from the pandemic was to realize what they could do and what they were not doing as an opportunity: "That is the mindset we are trying to have from now on. How to capture opportunities to help LATAM so that the government, education, health, production areas, are more and more quickly up to speed to be able to produce and serve the community. We have an important role and a responsibility that we know we cannot ignore at this time".

Challenges in on mode

"The mental and spiritual health of every single person who works at Microsoft is a top priority. In addition, we need to continue to build an environment where people feel inspired to give their best; for that we need to have career plans, managers who care for their employees, flexibility and a very strong level of respect," reveals the Head of Human Resources.

Another challenge, he says, is to remain socially committed and

inclusive in the way we manage or work: "The labor market has always been very unequal, and always more disproportionately in favor of men than women. We have to take care of the women's communities within the company, this is the predicament I am in. The pandemic affected the growth of women's places, especially in LATAM, so at the time we activated a system of paid leave and furloughs in order to take care of their jobs. It was a good effort and a great learning that we have to be fast and agile. But the truth is that there is no common solution for everyone," he concludes.

"the great learning from the pandemic was to realize what they could do and what they were not doing as an opportunity".

MARCELO FUMASONI | Head Of Human Resources at Microsoft

How to achieve a successful talent retention rate?

For companies like Microsoft, our talent is our production plant, retention is very important, and there are several levels that impact this:

1. Career development.

Having a clear career development plan for the individual and active in the minds of managers in the company is key. We are used to talking about career conversations, but the difference is having an articulated development plan that can then be adjusted because, like everything in life, nothing is perfect or linear. The formality of these conversations is key to ensure retention.

2. Workenviorment.

This requires a lot of flexibility rules, diverse work teams, with clear objectives. The role of the manager is fundamental, he/she must be the one who creates energy in the teams.

3. Compensation.

That is, what is the deal at the end of the journey. It is about the perception I have of what I have already given to the company and what the company gives me back.



KEY COMPETENCIES

"Cooperation, collaboration, innovation are skills that allow people to understand the role that the future plays or can play in the things they are doing. Companies like ours require all that intellectual power. But soft skills in terms of collaboration, participation, creation, that is, these social and technical competencies are relevant. There is not one that is common to all, you have to do your exercise to determine what is most relevant for each stage of the business you are representing or supporting."

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

DON'T MISS OUT on these previous interviews

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.



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:

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

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



5
20
21
22
23

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 podcast:
The People Purpose Podcast from The Workforce Institute at UKG.

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.



The drive towards
HUMAN
CENTRIC
organizations

By ANA INÉS GIORGI

Beike van den Broek is a VP - Head of HR Global Retail Markets West, which covers 9 countries in LATAM & Europe at Liberty Mutual Insurance, the sixth-largest property and casualty insurer in the United States, and the 71st on the Fortune 100 list of largest corporations in the United States. In this interview with Rocking Talent, she shares her drivers, how she understands leadership and the importance of creating a diverse, inclusive, and equitable culture within the organizations.

First, tell us a little about yourself. How would you define yourself professionally and personally and which have been the points in common throughout your different positions?

My professional career has been a hybrid of talent and operational roles; always with a focus on transformations and operational excellence both at a people and process level.

I deliver my best work in ambiguous situations and in environments where I have a high level of autonomy. A red thread throughout my work is my curiosity in looking at how work gets done, being able to address the pain points, do away with status quo and to courageously challenge what needs to shift but also dream/think on 'what(else) is possible'. I feel an incredible sense of satisfaction if I can break through preconceived notions and silos and create synergies instead.

What are your motivations in life, what values accompany you and what is your professional dream?

I am motivated by 'to do what is right' and to serve marginalized people; something that is deeply rooted in my upbringing. In my role that translates simplistically in doing right for people and right for the business. These can exist independently or in an integrated way and I see it as a dynamic process of give and take. I am honest with my leaders and activate them to lean into diversity, equity and inclusion (DEI). To be authentic and unafraid in creating a safe space for people to have differing opinions; Knowing that friction really serves the best answer.



With all the uncertainties in the world, we have an obligation as an organization to show care, respect, and understanding to our employees and their unique realities".

With all the uncertainties in the world, we have an obligation as an organization to show care, respect, and understanding to our employees and their unique realities—this is something I personally value in my job.

I enjoy coaching and mentoring people across all levels in the organization and elevate others in their careers to help them achieve their aspirations. I don't really have a professional dream in the sense of titles. I am mindful about what legacy I would like to leave behind -- hopefully one that made things better, serving as an amplifier for others and creating inspiring and inclusive cultures that focus on priorities and work life balance. I want to make sure I have the time to do the right thing as a mom and raise our son to be a curious, confident, and caring human. I surely do not want to miss out on the unconditional love I receive from him and the spontaneous multiple 'I love you mamas' that I receive daily.

You were born in the Netherlands, and you have 20 years of experience working in human resources for companies in different industries and from different countries: Libya, Indonesia, Singapore, and Miami. What can you tell us about the experience of living in different countries and leading teams with another language and another idiosyncrasy?

I left the Netherlands in 2005 and had the opportunity to live and work abroad, something I had been wanting to do for a while.

When you move to a new country to live and/or to work in, the tourist phase ends rather quickly as you must really immerse yourself in another culture and learn the differences. I've had to do this many times in my career as I've adapted to new environments and ways of working that are different from the culture I was raised in. Working in a different culture highlighted for me the need to flex certain attributes

that are inherent to my culture, i.e. being direct, and adapt to new ones throughout my personal life and professional career that spans across four continents.

Coming to work in or with a different culture you need to realize fast that one is not better than the other; don't come in as the person that 'will show you how it is done.' I also had to learn that and to remain curious, humble and take the best of both worlds.

The biggest challenge for me has always been balancing what I take on from the culture I am working in with ensuring that I do not end up with the feeling of losing parts of myself that define my personality.

Could you tell us how you create a healthy work culture, and which are the best practices for building healthy, human-centered organizations?

I grew up in the era when HR had very much a focus on being an administrative payroll and ER function. Yet early on I noticed I crave a more human-centric approach. I think one of my pivotal moments was in 2011 when I was working for a company in Asia and I was dealing with an unusual employee relations situation. It was an opportunity for me to not only address the acute issue but really challenge myself to step back and address the larger issue as an organization.

You have this phrase on your LinkedIn profile: "A leader takes people where they want to go. A great leader tasks people where don't necessarily want to go, but ought to go"

That quote plays out for me on various levels. As a leader of people it can be very easy to give people everything they want, say the things they want to hear, but is that helping the person? I really value coaching and helping my team be set up for success now and in the long term. This includes having courageous conversations.



At my employer Liberty Mutual, I feel we really are intentional about evolving the employee experience and creating a human-centric culture".

It also plays out in the business; how do you create the alignment with your leadership and your employees to do the things that serve the greater good?

At my employer Liberty Mutual, I feel we really are intentional about evolving the employee experience and creating a human-centric culture. In the region I am representing we have been named a Best Place to Work in 5 out of the 8 countries in 2022 in the region by Great Places to Work which is a huge statement of the commitment to creating human centric cultures.

As a global organization, we've received many awards and accolades for our work environment and commitment to DEI and the community. We work every day to help employees align to our company purpose of helping people embrace today and confidently pursue tomorrow by creating a high-performing, equitable and inclusive culture to empower the best talent of all backgrounds.

Last year the company was named by People magazine as one of the 100 Companies that care about people. What actions helped achieve this recognition and what policies do you have to promote diversity?

With one of our values 'Putting People First,' caring for our employees and communities where we live and work is a priority. We take a holistic approach and look across our Employee engagement practices, DEI, our philanthropic work and our Office of Sustainability. All pieces of the puzzle that have an impact on the consistent culture we create, and appeal to people we want to attract and retain.

This shows up in actions and practices like providing flexible work arrangements and mental health and well-being resources, among others. But we also look at the business side: what do we insure, what is our underwriting philosophy, is this congruent with our values and commitments.

Liberty Mutual has a steadfast investment into DEI. Our EVP, Chief Diversity Officer, Dawn Frazier-Bohnert, and her team are very intentional in using DEI as a strategic business enabler and making DEI part of our everyday actions. This comes to life by addressing barriers to equitable career experiences for all employees and creating more equity in every area of the employee experience, including hiring, performance reviews, development, and advancement. We are supporting managers to provide all employees with a positive and inclusive experience in their growth and development. Strengthen inclusive mindset and behaviors and using tools to grow in how we connect across difference so that our day-to-day interactions help everyone feel they belong.

In this new labor reality there is more and more rotation, remote employment, and the attraction and retention of talent is a challenge for organizations. How do you deal with this problem?

The world has gotten bigger with geographic limits disappearing. This provides us with the opportunity to extend our reach and attract people despite geographic location. We know that jobseekers today are looking for the whole package and don't necessarily value the same things that were most important even several years ago.

We were recently named #1 Insurance Company on the American Opportunity Index—a list of the best employers for upward mobility. We were also a top performer in the following categories: advancement without a degree, career launchpad and growing talent. This is a huge advantage especially with a Gen Z jobseeker/employee population that is focused on more opportunity for growth.

As we now work in fully virtual or hybrid working models it also shifts how we connect with each other. This means that leaders need to navigate this new reality, which means more focus on how leaders lead. Do they show up with curiosity, empathy, and authenticity to connect with people across a multitude of backgrounds and realities. Do they have the growth mindset to navigate through challenges, and lead confidently through change?

What is the biggest challenge facing HR teams today? What are those skills that are a must in HR professionals?

As mentioned previously, we need to continue to lean into DEI, invest in digital technologies, invest in employee

“
At my Strengthens inclusive mindset and behaviors and using tools to grow in how we connect across difference so that our day-to-day interactions help everyone feel they belong”.

experience, invest in skill building, data and help navigate change with people that might be fatigued of all the changes that keep on coming. We need to ensure that the business does not lose track of the people aspect or makes trade-offs that could impact the future success of the company.

We need to remain relevant as a function, and **as an HR professional you need to have a solid understanding of how your business works, what your competitive landscape is like. You must embrace the change and have a growth mindset, to continue to evolve with or to be ahead of the game;** You must have the curiosity to learn new things and be brutally honest with yourself in how you show up and be courageous in how you help others lead. The work will never be done, so choose wisely.

Other thoughts/quotes/advice:

'You cannot be everything to everyone'

I am a big fan of Emmanuel Acho and one of his quotes is: 'Delight in the detour.' I love this quote as it provides you with an opportunity to fully immerse yourself in the moment, trust what is happening versus focusing on the 'what's not' as that is stifling for your progress.

'Always stay on the road to collaboration.'



BEIKE VAN DEN BROEK | VP - Head of HR Global Retail Markets West [in](#)

DON'T MISS OUT
on these previous interviews

PDA

THE HRTECH *that revolutionized the assessment industry*

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".

HRTECH

“

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.

LEO

LAMMERS



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



LEONARDO

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.



MANAGING POTENTIAL with high performance

By EVELYN CARDONA
High Performance & Productivity Coach

Countless companies seek every day to accompany their teams to better manage their potential, with this they are constantly wondering what are the right tools, and how to manage a team that meets high standards in the operation, which are people with a high degree of commitment and in turn achieve results in the shortest possible time.

MANAGING

Professionals who occupy executive and management positions are increasingly required to maintain essential competencies, we call them today essential as opposed to what we commonly know as hard and soft competencies. And we have been required to be references for others, but the question is, how do I develop what I do not know 100%? Here companies and their front-line leaders must first believe and then implement in order to have high-performance teams maximizing their potential.

There are accompaniment tools and processes from mentoring, consulting and coaching to determine if what the system requires is valid to operate initially. This is establishing the bases of talent management.

This makes me make reference to SME companies that want to implement great models and strategies that are heard in the labor market and come to impose a trend, which is not functional for everyone. I have already lived it, in organizations where I had the opportunity to lead implementation projects that, wanting to accelerate to be at the forefront, stagnated tactical, operational and strategic processes in the business.

To manage potential is to know the potential within the company, once leaders are clear about the objectives and competencies of their work teams, they will be able to accompany them in a better way to manage performance.

Not differentiating high potential with high performance is one of the reasons why talent management fails and team motivation is lost along the way, that is when we do not know which program may be right for each team.

Some characteristics of people with high potential can be to maintain initiative, have aspirations in the medium and short term, high level of commitment, with a growth mindset, also seeks feedback for constant improvement. While people with high performance, have constant willingness, have clarity on the goals to be achieved, manage their time and productivity, are organized and disciplined.

There are performance and potential tools that tell us specifically about the axes between high potential and performance, giving us more clarity on how to better accompany the team.

High potential and performance:

These people are the ones that, if we do not manage to identify quickly to allow them to continue growing in the organization, they will probably put both characteristics to work in their favor to find another company where they can do it.

High potential and low performance:

These are usually the executives who have recently joined the company, or have been promoted, and have not yet mastered the hard or technical skills and competencies as mentioned above. But they have the potential to exceed the requirements of the position and continue to grow in the company. It is necessary to help them improve their performance.

High performance and low potential:

They are those who meet the expectations of their position. They are important to the company, but do not have the skills to continue to move up. These executives are good professionals whom we must keep motivated in their positions. They are suitable for positions that are not vital to the company's strategy.

Low potential and low performance:

These are the people we must give the

opportunity to improve their performance. If they do not improve, then it is essential to accompany them to find out if the company is for them and vice versa.

In the four contexts it is important to give them the support that each one needs, either with an intensive mentoring, training or coaching program, each one of them is important to define it with a key and precise objective to include their own management indicators (kpi's) and thus better measure the results with purpose.

One of the methodologies within the coaching processes that I have developed through the needs of accompanying people who seek to develop their potential and performance is to do it in a conscious way to achieve results with purpose, the CREA method.

Clarity: Giving people clarity in their objectives, goals and why they do what they do, giving them the necessary feedback is much easier to give them the path of their passage in the organization for their growth. Results with purpose: Every organization needs to generate results and today they are accelerated, so why not give people the opportunity to find in themselves what results they want to achieve in their being for their doing and execute at more advanced levels from their essence of being the best at what they do, once the individual purpose is found, organizational purposes will be covered.

Strategy: As what we are constantly looking for is the how, the strategy and the right steps will pave the way to develop more leaders in the company, then in the strategy phase, is to look for tools, mentors, facilitators, coaches, guides that will guide us in a better way to get there faster.

Action: When we talk about establishing the bases, it is to start with small steps that are carried out, and that can be measured, because what we cannot measure, we cannot improve, the action is to assign responsibility, and make sure that there is accountability with commitment.

Developing competencies that meet high potential and performance is not an easy task, but once we understand that each person has their own developmental skill needs, that is when we reach the level of awareness of how best to accompany people to reach their full potential.



ENTIAL

15 YEARS
15 MILLION
STORIES
15 MILLION
THANKS
SSSS 15 YEARS
15 MILLION
STORIES 15 MILL



¡Visit
rockingtalent.com!



A Disruptive
magazine
for disruptive people



Check
out our
previews
editions!

PDA

