

# Rocking Talent



**Craig  
Fisher**

**Employee Advocacy,  
a must for every company**

**“The talent is equally  
distributed, but the  
opportunities are not”**

*Silvina Moschini*

**“We are  
proving  
that you can  
be agile and  
gigantic”**

*Andres Bianchi  
(Santander)*



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FOR EVERY COMPANY**  
**INTERVIEW**  
Craig Fisher



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## Transcend daily

**PAOLA ALBORNOZ** | **in** Editorial Director Rocking Talent - Brand Content Manager at PDA INTERNATIONAL

The poet José Martí wrote a phrase that became well known “there are three things that everyone should do during their life: plant a tree, have a child and write a book”, my mother used to tell me this as an example of transcending, that is to say, start doing something noteworthy.

One way to do this is by spreading a message, a lesson, or a story to more people. Personally, it is an idea that touches me and I take it almost as my own, feeling that everything I do can have an impact on someone else.

This is how I think that we do not need to wait to write a book, plant a tree or have a child, when in the everyday we can take actions with which people can identify, learn or question.

Thus, each person interviewed, collaborator, writer and designer of this edition transcends to share experiences, creativity and passions in the search for purpose.

I invite you to look at the different world as you go through the following pages and ask yourself how from your place you can impact someone else, own your space and transcend the everyday life!

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# Indie *Edition!*

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# The future is always now

*Constant feedback and communication are just some of the factors that talents look for the most when evaluating organizations. Kevin Grossman, Chairman of the Talent Board and an Employee Experience expert, shared his experience leading the Candidate Experience Awards around the world and why the ground gained by empathy in the last year cannot be lost.*

By LEILA OVANDO

## What are The CandE Awards and how did it come about?

Founded in 2011, Talent Board and the Candidate Experience Awards is the first non-profit global research organization focused on the elevation and promotion of a quality candidate experience. For over 10 years we've been delivering annual recruiting and hiring industry benchmark research that highlights **accountability, fairness and the business impact of candidate experience**. We conduct our annual research each year in North America, Latin America, EMEA and APAC.

The co-founders of the CandEs as we're known (short for Candidate Experience) -- Elaine Orlor, Gerry Crispin and Ed Newman -- are all recruiting industry luminaries. They saw a need to highlight not only what's broken in recruiting and hiring, but to also highlight those companies improving recruiting and the candidate experience. I was one of the early volunteers that helped to develop the program and eventually was hired on full-time to run the organization.


First and foremost our CandE benchmark research program helps companies identify their recruiting strengths and weaknesses and how they impact their candidate experience for both external and internal candidates (current employees). We also help companies identify perception gaps -- how they rate their recruiting and hiring delivery versus how their candidates perceive their experiences.



## What are the common denominators that you see in both sides, employees and employers, in the different organizations you work with. What do they value the most?

Sustaining a great candidate experience means companies can never just stop making improvements. The minute they do, their competitors will pass them by. Here are five key differentiators of CandE Award-winning experiences





«Sustaining a great candidate experience means companies can never just stop making improvements»

«Communication includes expectation setting»

that companies can and should leverage to keep that from happening:

### 1. Consistent communication from pre-application to onboarding

When candidates and employees are communicated with throughout the recruiting and hiring process -- and this includes automated messages and human interaction -- then they tend to rate their experience more positively and the perception of fairness is higher.

### 2. Setting better expectations about the recruiting process

Communication includes expectation setting. Ideally the basic milestones of a company's candidate journey should be outlined on their career site, and they should communicate next steps and timelines whenever candidates reach a new phase of their journey (screening, interviewing, offer, and onboarding). As our CandE research reports have noted, accuracy is paramount in these communications—e.g., if recruiters tell candidates they'll be in touch two weeks after application but it actually takes four weeks, it undermines the quality of the entire experience.

### 3. Asking for feedback and provide feedback more often

Candidates appreciate honest feedback about their backgrounds, interviewing skills, resumes, and the like. Equally important, they value the chance to give you their feedback on various aspects of your candidate experience. When feedback was both asked for and offered throughout the attract-recruit-hire process, it overwhelmingly increased the average candidate's positive impression of the given organization.

### 4. Holding your organization more accountable

For many candidates, nothing is worse than a recruiting process seemingly devoid of accountability—e.g., recruiters and hiring managers who fail to keep their promises and appointments. Even worse, when it feels like no one is accountable for this kind of poor treatment, candidates naturally assume it's endemic to the company's culture.

### 5. Ensuring a higher level of perceived candidate fairness

A great candidate experience doesn't equate to happy candidates, because

they're only happy if they get hired, and we know most do not for any given job. So then what's key is that candidates have a higher level of perceived fairness. Meaning, they were communicated with consistently, expectations were set and kept, feedback was given and received, companies were transparent and accountable, and candidates were given definitive closure when they were no longer being pursued.

### Was the 2020 a real game changer? How?

We all know how the COVID-19 pandemic derailed recruiting and hiring worldwide. Not only that, social and racial injustice and inequity, long gone unaddressed, caused even further upheaval for employers worldwide. Despite these uncertainties and hardships they all caused, and continue to cause, a number of employment brands responded admirably and in a way that will long outlast the current upheaval: they raised transparency and empathetic communication to a whole new level.

For example, soon after the lockdowns started last year, companies quickly posted COVID-19-related statements on their main websites and Careers sites (e.g., Sprint, New York-Presbyterian, and Sharp HealthCare). Others informed internal and external candidates whether hiring was continuing (AT&T, E&J Gallo Winery, and West Virginia University) or on hold. Others communicated new sets of protocols around virtual hiring (Syneos Health). And still others began using more empathetic language than usual on their Careers sites and in candidate communications, expressing their concern for candidates' wellbeing and their resolve to work through recruiting-related challenges as swiftly as possible.

One big consequence of these efforts: they've set a new standard for what defines a great candidate experience going forward. **Now that candidates have tasted this kind of heightened transparency and empathy from employers, there is no going back, folks. Or, should be no going back.**

Look at how candidates responded. Going way beyond mere appreciation, since so many people had lost their jobs, they adopted a more forgiving attitude toward employers—something we can actually measure by comparing candidate journey NPS ratings over the past few years.





In 2019, for example, employers rated their candidate journeys higher than candidates did. In 2020, however, this changed dramatically. The perception gap between employers and candidates leveled out, nearly vanished, or actually flipped to the positive side at pretty much every stage of the candidate journey (except when candidates were rejected, which is typical and expected). It's worth noting that while specific ratings might differ from region to region, the overall pattern of perception shifts is essentially the same in all of the regions analyzed by Talent Board.


These shifts are directly attributable, at least in part, to employers' heightened transparency and empathy, which is all the more remarkable given that they happened during a year when employers turned away record numbers of candidates (due to spiking unemployment).


Clearly, transparency and empathy have changed the game and, if companies want to compete with the CandE best, they'll need to implement both across their employment brand's assets, channels, and strategies. And again, I want to stress the empathy in company communication and feedback. More than merely being considerate and respectful, empathetic communication demonstrates clearly that companies understand and are acting in accordance with candidates' needs and desires as well as their own. It might mean acknowledging when and why a company's process seems slow ... or what candidates themselves can do to improve their chances of success ... or unexpected factors that have risen mid-process.


## What do you think is the best way to attract talent online?

Companies can gain a competitive edge by making it easier for candidates to research their company. Many employers are still just slapping the basic facts on their career sites and in job descriptions. They can leave them in the dust by providing candidates with deeper insights about the work they'll be doing for them and how they'll fit into the company's mission and overall success. Showcasing a company's culture, values, and other differentiators will go even further in filling pipelines with qualified talent.

Here are a few insights from our 2020 CandE benchmark research about specific ways to make researching your company easy


 **Provide career sites in multiple languages.** In 2020, nearly 35% of candidates said they want career sites in multiple languages. Currently, CandE winning companies implement career sites in multiple languages 6% more often than all companies, a stat we expect will only grow in the years ahead. This can also make for more inclusive hiring anywhere in the world today.

 **Create a presence beyond the career site.** Although career sites are still the top destination for candidates doing research (46% say career sites are the most valuable research channel), LinkedIn career pages are in not-too-distant second place (30% of candidates use them). Other valuable channels include job boards (30%), online groups such as Facebook and Yahoo (29%), and employer review sites such as Glassdoor, Indeed, and kununu (24%).

 **Let the employees speak.** Nearly 32% of candidates said they want more information about company culture, and another 32% want more information on why employees want to work for a company and why they stay with that company. In the view of many candidates, employees are the most persuasive and authentic sources for this information, so encourage employees to speak freely about these matters on your career site, in your social media, and across review sites like Glassdoor, Indeed, and Fairy Godboss. FYI, CandE-winners make employee testimonials available 11% more often compared with all other companies with video being the most powerful medium.





 **Implement a chatbot.** Chatbots are not only cost-effective but they're also a convenience and a time-saver for both companies and candidates. CandE winners utilize chatbots to answer candidates' questions on career sites 15% more frequently than all others.

 **Publish a newsletter.** If you thought newsletters were dead, think again! More and more companies are publishing career-oriented newsletters to communicate with potential candidates, and CandE winning companies are doing it 40% more often than all companies.

Bottom line, by making it easy for people to research a company and its jobs—no matter where that research takes place—employers will be creating a significant advantage for their employment brand in competing for and converting qualified applicants. Talent attraction is a great place to begin building a competitive advantage—and not just because it's the initial stage of every candidate's journey.

Focusing on the Attract stage allows you to reach all of those candidates who do their own research on potential employers—now a hefty 74% of the global talent pool. Equally important, companies will be helping candidates self-select more effectively, i.e., make an informed choice on whether to stay with or drop out of their process before contacting them. With millions of displaced, unemployed individuals currently looking for jobs, **effective self-selection can save recruiters countless hours of labor every week.**



**What is the best advice that someone has ever given you and would you repeat to the youngest generations?**

Lead with empathy and eyes of love and be mindfully present. Always. Be understanding of others' differences as you'd want others to be understanding of your own.

**From your experience, how do you see the future of work? Is it here already?**

I'm no soothsayer, but I do know the future of work (and life) is **always now again**. Meaning, it's changing every day, every minute, however subtle and incremental. Changing every day. There are so many things that impact our businesses and lives all the time.

For example, who plans for a pandemic? Suddenly, businesses big and small across industries had to immediately pivot to virtual interviewing and onboarding, if not shut down altogether. For those who could work remotely, businesses became more flexible and let them do it. For those who had to work on site, in the store, in the plant, etc., safety protocols had to be put into place and then changed as the information about covid changed.

We're also leaning on recruiting technologies more than ever before, with machine learning, natural language processing and AI-related tech helping us source, screen and assess more and more candidates today.

So, yes. **It's here already. And tomorrow it'll be here again. And the day after that.**



KEVIN W. GROSSMAN |  
President of Talent Board





# Why Positivity Matters for Your Success & How to Get More

By TINA HALLIS

**“I never knew that my positivity would make such a difference”**

I'll never forget the day the head of our site stopped by my desk. He said, "Tina, I want to promote you to manager and have you join my leadership team." My mouth fell open. Me? I was a Senior Scientist at a biotech company leading a small group of scientists. I wasn't the smartest, the most innovative, or hardest working scientist. Why me?

I finally got up the nerve to ask. I'll never forget these words. "It's because you always have a positive attitude and you get along with everyone." Wow! I never knew that my positivity would make such a difference. Since then, I've learned a great deal about Positive Psychology and the many benefits of training our minds to get better at seeing the good stuff. Let me share a little with you.

in 

**Tina Hallis, Ph.D., is founder and owner of The Positive Edge, a company dedicated to helping individuals and organizations increase their positivity to improve the quality of people's work lives and the quality of company cultures.**





## Four Ways Positivity Impacts Your Success



### More resilient

Work is full of challenges and changes out of our control. Being able to take them in stride gives us confidence, the ability to think on our feet, and the mindset that transforms setbacks into opportunities. Higher levels of positivity build our internal resources so we have the ability to bounce back faster, both mentally and physically when things get rough.



### More motivated

When are you more motivated? When you're stressed, upset, or frustrated? Or when you feel upbeat, optimistic and calm? Negativity drains our energy. We often feel more tired and less interested in our work. We may even dread going to the office each day. Positive people naturally have a higher energy level that allows them to tackle big projects, take risks and be more productive. They get noticed because of their can-do attitude and high efficiency.



### Achieve more goals

When managers and leaders see an employee that gets things done despite challenges and setbacks, they want that person on their most valued projects. Being positive allows us to pursue our goals with tenacity and determination but also gives us the flexibility to look for other options when needed so we can bypass obstacles and overcome failures.



### Nicer to work with

When we're upbeat and optimistic, people enjoy being around us and want us on their teams and projects. This opens doors to new opportunities. It also helps us build better relationships with our peers, which drives collaboration and effective communication.

## Four Strategies to Increase Your Positivity



### Remember positive moments in your day

Have you ever noticed how easy it is to come home from work and vent about all the problems we had with customers, colleagues, traffic, etc.? This is common because our brains naturally focus on the things we don't like. However, we can train our minds to get better at noticing the good things by creating a routine of intentionally taking time each evening to reflect back and think of something positive that happened. When we share these or journal about them, we are physically changing the neural connections in our brains to get better at noticing the good all around us. These can be simple, little things like having time for your favorite cup of coffee or tea in the morning, crossing something off your "to do" list, or being on a project with a colleague you enjoy working with.



### Purposely add positive moments to your day

We don't need to wait for something good to happen; we can make it happen. Again, these can be simple things like smiling at more people (and having them smile back), doing something nice for someone whether it's offering to help them with a project or just asking how they're doing. It could be taking time for a quick walk outside and getting some fresh air. Or maybe it's listening to one of your favorite songs. When we add something positive, we should savor it. By noticing how good we feel and letting the feeling last, we are helping to reinforce those new connections in our brains and making them stronger.



### Use challenges at work as opportunities to learn and grow

It's natural to get upset and frustrated, maybe even mad, when things happen that we don't like. In the moment, it's hard not to feel these negative emotions, but in the NEXT moment we can ask ourselves different questions. Instead of "Why me?" or "What did I do to deserve this?" consider these questions instead:

- a. How can I learn from this?

- b. How does this make me stronger, better, smarter?

- c. How does this help me relate to others better?

When we look back at our lives, we realize that it was those rough situations that helped to build our resilience and our belief in ourselves.



### Change your story

Have you ever found yourself jumping to the worst conclusion? Interestingly, this is normal, and it's been an important part of our evolution to help us survive, but it can cause us a lot of unnecessary stress in today's world. An example is the story we tell ourselves when someone doesn't return our phone call or email. It could be your boss or even a friend. We are wired to assume that the person is blowing us off and doesn't care about us. A great way to change our story is to use the **ABCD** approach.

**A = Action** (Your boss doesn't respond to your email asking for time off.)

**B = Belief** (You believe they must be an uncaring jerk.)

**C = Consequences** (You get mad at them for being such a jerk and feel unappreciated.)

**D = Dispute** (You can dispute your belief and remind yourself that you don't know why they didn't respond. They could be distracted and stressed by some crisis happening in their work or life or just forgetful).

Disputing your belief creates different consequences or emotions because you can make up a different story that lets you feel compassion and hope that they are OK or patience for their faults. Instead of getting defensive, you can ask them if there is a problem.





# Silvina Moschini, founder and CEO of SheWorks!: “The talent is equally distributed, but the opportunities are not”

«Women are considered based on evidence and not on potential»

*Silvina Moschini is the first Latin American woman to lead a company valued at one billion dollars through a Global Private Offering that granted her unicorn status in 2020. She founded TransparentBusiness and SheWorks!, Organizations that capitalize on the cloud, for which she received the EQUALS award in Tech, which is awarded to the world’s most innovative projects focused on shortening the gender gap. She was named “Woman of the Decade” by the Women Economic Forum and recognized with the Lifetime Achievement Award in Women in Tech Global Awards 2020 and in the Hispanic Digital Awards 2020 as Digital Leader*

By LEILA OVANDO

## Tell us about SheWorks!, how was it born?

SheWorks! was founded in 2017 as a subsidiary of TransparentBusiness, the leading worldwide remote work management platform. It was launched within the framework of the Forum of the Principles of Empowerment of Women 2017, organized by UN Women.

## TransparentBusiness

Platform designed to increase remote worker’s productivity, protect customer budgets from overbilling, enable coordination and monitoring of your remote workforce, and provide real-time information on the cost and status of all tasks and projects.

SheWorks! appeared because the labor market uses outdated models

that make the talent of women to be lost, who, according to Ernst and Young, 43% leave their jobs due to lack of flexibility when they become mothers; on the other hand, there are still many companies that continue with rigid and analog work schemes, who end up losing female talent. Our aim is that thousands of women do not have to choose between their family and their professional careers, and can have a job that fits their needs.

Our tool is a comprehensive solution that connects the dots between digital education, talented women, and job opportunities in the cloud. We create a job market with qualified professionals so that companies can find them and have no excuses that there is no female talent for management positions or diverse teams because there are no women in the job market. We also

provide them with the tools to make remote work much more productive and efficient than working in the office.

Also, through [SheWorks! Academy](#) we train women in the skills most required by companies and then connect them with job opportunities for local and international companies. Today, more than ever the new “normal” implies education and remote work, our vision makes clear sense and is a tangible reality.

### How does it work and what is the mission of SheWorks!?

From the beginning our intention has been clear and consistent: to generate compatibility between the lifestyle that women lead in their role as mothers or caregivers and professionals, and technology is an optimal facilitator of this purpose since remote work breaks those rigid models from 8 to 5 that require physical presence in the office.

Our platform works very simply: any woman interested in being part of SheWorks! you must go to [www.wheresheworks.com](http://www.wheresheworks.com) and generate her profile. She must complete it with all her data, skills and take the available assessments: English and Logic.

Once the profile is approved by our recruiters, companies interested in hiring talent will be able to see the profile based on the skills they are looking for for their projects.

The *match* process between the company and the talent works as follows: when one of the companies that are part of SheWorks! needs an expert for a project or to incorporate someone by the hour, you get in touch with our talent team to confirm the requirements and scope of the work. The talent specialist will share the requirements with a selected group of contractors on the platform. We will review all the proposals for your job position and we will invite the freelancers who best suit the interview and there they will be able to incorporate talent from anywhere.

We centralize the talent of women from around the world and give companies the opportunity to reach through our platform qualified, super talented women from around the world who want to work with flexible and remote models.

#### Figures:

- **20,000** women currently work through SheWorks!
- Users in **93** countries.
- **65%** Latin American users.
- **\$0** cost for users.



## «La clave para abrirnos paso está en confiar en nuestro talento y animarnos a desafiar las reglas»

### In an interview you said “The job market is broken”, what do you mean by this?

I am referring to the flaws in the system: **talent is equally distributed, but opportunities are not.** There are a significant number of unemployed people in the world - especially in this context - but companies complain that they cannot find talent.

We continue under obsolete models that require face-to-face work as a requirement and this, for example, leaves many women who are mothers out of the labor market. There are two problems that impact on the economic development of women, on the one hand the **lack of flexibility in the labor market** and, on the other, the **lack of access to training** that promotes a gender gap in technology.

SheWorks! aims to work on these two issues, on the one hand connecting qualified women to remote work opportunities with companies seeking to expand their teams. We lead innovation in the US and Latin America focusing on the use of technology to empower women allowing them to be financially independent whilst having the flexibility to work remotely. We are determined to close the gender gap through technology.

### What does the following phrase mean to you: “a real princess builds her own castle”?

It means that women can fend for themselves, that we can do everything. Culturally there is a saying “educated, but in wrong careers” and from when we are girls they educate us to be little princesses; You have to be pretty, smile, and don’t drop an overly clever idea. So what would happen if we change this dynamic that women study the wrong degrees because it is what is expected of them by social or cultural mandate? We have to manage to be the builders of our own castles or , if you like, princess engineers . Many times we believe that we are not suitable for certain careers, but it is by mandate. For example: up to six years old, little girls know themselves as good at math as little boys, then not so much afterwards. Why?

There are fewer women in technology , which creates a talent problem available

in the market. But thanks to initiatives like SheWorks! Academy , focused on providing digital skills in disruptive technologies for employability, we believe that this situation will change because it allows women to be educated in technology and create a good talent partner for the future. Today, skills are more important than college degrees.

### You are a woman, a leader and an entrepreneur in the world of technology, an industry that is generally led by men. How did you experience your beginnings in the area? Did you feel any difference due to gender, did you experience the famous “glass ceiling”?

Obviously there are more difficulties for women than for men, because women are considered based on evidence and not on potential, so we have to work much harder so that by sheer force of demonstrating we have better and greater considerations to be able to access leadership positions in different organizations.

In the workplace it was not particularly difficult for me as a woman, in fact I was the youngest vice president of Visa in Latin America. But at the entrepreneurial level, the challenge of raising capital was much more difficult. As a woman, the biggest challenge that one has, as an entrepreneur is that they invest in your company because of the perception regarding the world of women entrepreneurs is that small-scale projects are carried out by women.

In general, there is a cultural bias , a predisposition to think, that it is not going to be a large-scale business, which is what makes it difficult for women entrepreneurs to raise venture capital, that is, to raise investment.

How did I solve it? In various ways, working super hard, making my project my top priority, many hours, many sacrifices, a lot of time, many things left behind in order to create a company that can impact the lives of potentially millions of women. Never taking a “no” as an answer, even when they told me no or that I was crazy, I insisted on taking that energy, as they say in Japanese, is called *kushashi*, which is the inspiration that one takes from those people who



think not you are going to achieve what you set out to do, turning it into inspiration and strength to keep working, keep going and be able to achieve what we believe we are going to achieve as a team.

The key to breaking through is trusting our talent and encouraging ourselves to defy the rules. Precisely with a focus on empowering the talent of women, we recently announced the launch of *Skirt the Rules*, a global movement that encourages women entrepreneurs to build great businesses.

*Skirt the Rules* includes a community focused on collaborative learning that will facilitate access to tools and best practices to help women achieve their business goals and accelerate their growth. We will train women and help them strengthen their talents with a focus on three pillars: **personal development**, how to deal with impostor syndrome; **business development**: thinking big and outside the box; **branding**: how to tell your story and spread your message.

We want to build the largest community of women entrepreneurs in the world where we can all be instructors and learners. We are preparing for a new economy, and women are the key to success and post-pandemic recovery.

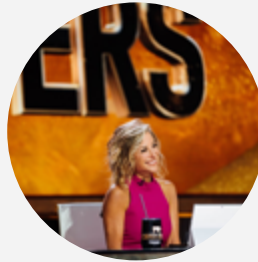
### How do you see the future of work in terms of gender equality?

Companies are increasingly interested in working towards gender equality in all aspects. To achieve this, it is key that companies generate agreements and commitment to employ female talent with equal pay and access to management positions. In our case, as facilitators of remote work and greater labor inclusion for women, we have strategic agreements with companies around the world.

In fact, a McKinsey *study* indicates that you cannot risk being left without women in the work teams of the future since a company that has women on its board of directors can earn up to **50%** more.

**Women by nature have the ability to do more with less.** We are naturally better administrators and in many cases we have more academic training. Women are the ones who make 80% of purchasing decisions. From a business point of view, it would be very unwise for a company to not take into account the experience and talents of women when thinking and designing products.

Hiring women is a business' must, it's the smart thing to do, and I think companies began to see the importance of moving towards gender equality, although we still have a long way to go.



## Ping pong

### A role model:

Arianna Huffington

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### A place in the world:

Tulum

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### A phrase/word that defines you:

"Think **BIG**, only large companies **HAVE BIG impact**".

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### A movie:

I haven't seen a movie in a while, but the Silicon Valley series amuses me a lot.

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### A book:

*Thrive*, by Arianna Huffington, I really liked because it is a book that redefines the metrics of success, which has nothing to do with money. Like her, I believe that success is being able to change people's lives for the better, not money.

SILVINA MOSCHINI |    
CEO y fundadora de *SheWorks!*  
y Fundadora y Presidente de *TransparentBusiness*

### What advice did they give you in the past that you would NOT give and what advice do you feel marked a before and after in your life?

The great man that my father was, taught me that, for a woman, true empowerment begins with financial independence, with our ability to secure and earn our own money. Women must be determined, cunning, persevering and break with old imposed paradigms. **Women can do it all!**

Since I was little, he taught me something very important: told me that I could be whatever I wanted and he taught me that talent has no gender and that there are no limits.

Women have to make our talent known to the world. We can do it even if we don't have engineering degrees or know how to write lines of code.

The main challenge we women have is breaking down the glass ceilings. Overcoming the impostor syndrome, something that women often go through and face: that little voice that tells you that you got there by pure chance and that you are not capable of achieving anything. It affects us all regardless of position or role.

Set our goals and strive to achieve them. It is a path of sacrifice, but we arrive because we are capable and we have to overcome that limit that we often impose on ourselves. Reaching success is a path of effort, motivation and permanent courage. It helps me to think that I am transforming the industry to provide flexible work opportunities for millions of women.

That advice that I would never give and that I always rejected was when they told me to give up, that my aspirations were very substantial and that perhaps it was better that I put my energy into a smaller-scale project. They should never accept that others lead them to give up their dreams, those projects that they started with so much sacrifice.

### If you had to say something to Silvina Moschini who had just finished her undergraduate degree in Argentina, what would you say to her?

I would tell you that with effort and dedication you can achieve what you set out to do. Never take "no" for an answer. Show your talent to the world and don't feel like you have to apologize for your achievements. Reaching success is a path of effort, motivation and permanent courage.









## *SheWorks!:* Narrowing the gender gap through technology

*Natalya Spicker, brand director of the organization working in pursuit of equal remote employment opportunities for women, comments on the challenges that they face, why it is profitable to have women in companies and their vision on empowerment.*

**By LEILA OVANDO**

**You were recently named President of SheWorks! Tell us what it means to you to play this role.**

It is a great challenge for me to be part of this great project that is SheWorks! and working with great commitment to reduce the gender gap not only in the workplace, but also to get involved from an active role in the search for a world with greater inclusion.

We want women to be able to unleash their talents and this is why we will help companies scale their operations with technology and talent, and women access remote and global employment opportunities.



**SheWorks! allows women to access jobs under flexible conditions, but without a doubt we still face other obstacles. From your experience, what are the biggest challenges that women face in the world of work?**

Our greatest challenge is to break with the imposed ideas that women cannot perform certain tasks, occupy managerial positions, carry out ventures ... we must leave behind the concepts that associate us with soft skills and demonstrate what we are capable of doing. The pandemic opened the door to remote work and this has already become a great opportunity for female talent.

According to data from McKinsey, achieving gender equality would inject \$12 trillion into global GDP by 2025. However, women currently represent only 39% of formal jobs and 54% of all jobs that were lost as a result of the crisis.

**From SheWorks! We seek to break down the barriers that separate talent from opportunities:** we centralize the talent of women from around the world and give companies the opportunity to reach qualified women who want to work with flexible and remote models through our platform.

We aim that thousands of women do not have to choose between their family and their professional careers, and can have a job that fits their needs.

**You are part of a technology company that has a very strong social mission and is committed to gender equality and closing employment gaps, two topics very much in vogue nowadays. Do you dare to make a prediction of what the work of the future will be like taking into account these variables?**

The Inter-American Development Bank realizes that gender equality within companies makes them more profitable, producing a return 35 times greater than in companies where this aspect is not worked on. **According to the consulting firm Grant Thornton**, those companies with female executives are more likely to grow at rates above 5%.

## «Achieving gender equality would inject \$ 12 trillion into global GDP by 2025»

Companies are realizing the benefits of having more women on their teams and this is a trend that I trust will be on the rise.

And on this path, technology definitely plays a key role in removing the barriers that separate talent from opportunities. On the one hand, it allows you to find women by creating a platform like SheWorks!, and on the other, it gives women the necessary flexibility so that they can enter the labor market and combine their personal lives with the professional aspect. We must evolve to these more flexible models and I believe that the pandemic gave us the right framework to embark on this paradigm shift.

### How could you define female empowerment?

Women have the capacity and talent to break with obsolete models and make our way into the world. But to achieve this it is necessary that we demolish self-imposed ideas that lead us to think that we cannot do certain things just because we are women. **We have to make up our minds to show our talents to the world.**

If we take a closer look at the problem of gender inequality, we see that women obtain more academic degrees than men, and yet they continue to earn more money. One of the many factors that explains this difference is the choice of their professions: while men dominate in the fields of hard science and technology, women are more inclined towards careers related to education, care or services.

It is necessary that we highlight these problems in order to seek solutions from all the sectors involved that allow us to balance the gender balance both at the educational and labor levels, and that is a form of empowerment.

**Minibio Natalya Spicker** |

- President of SheWorks! Since March 2021.

- More than a decade of experience in the industries of recruitment, staffing, creativity and technology.

- Referee of labor inclusion for women through technology.

- She has been a speaker at the service of The American Marketing Association, Bridges Unite, The American Advertising Federation of Miami and Fort Lauderdale.

- Membership Chairman of the Board of the American Advertising Federation of Miami.



# Employee Advocacy, a must for every company

*With the urge for new technologies that help recruitment processes to be more effective we need to keep our conversations towards people, processes and products, and think As the founder of TalentNet, LLC. Craig Fisher helps companies, leaders, and teams of all kinds with digital brand, inbound marketing strategy and training for recruiting, sales, marketing, and personal brand; and teaches the latest cool tools for prospect and talent sourcing, attraction, and connection.*

**By ADMIN RAMIREZ**







**W**hen companies develop great strategies to reach more customers, they seek to generate an excellent customer experience, but usually they forget about their No. 1 customer, the one who chooses to devote at least one third of their day to the company each day: the employee. If your employees are not your biggest fans, you have a problem. This takes into account all roles, from your junior account executive, your secretary, or managers, who, well informed and motivated, can become the best and most effective ambassadors of your brand and thus help attract the best talents.

Although at first glance it may seem as obvious as it is necessary, in the XXI century one of the biggest painships of many companies is precisely this employee advocacy or building a community of workers that are proud to belong to the organization and willing to pass on the culture and values of the company.

In the current digital environment, the opinions and evaluations that users make

of products or services offered by brands on social networks have a great impact on the company's online reputation. In this context, **many companies are promoting strategies that encourage the participation of employees as ambassadors to improve the brand image and increase trust** in it on portals such as Glassdoor or the company's social networks profiles.

In business coaching there is a rule "happy employees generate more sales", but how can we achieve this, beyond the tried and true strategy involving economic incentives and/or benefits?

"Let's design experiences", Craig Fisher tells us. There are many factors that are changing the way we approach Human Resources and with the arrival of COVID-19 it's gained more importance; from attracting and selecting talent, to developing and retaining people. Regardless of external pressures, the fact is that this change requires a new way of thinking about our people and how we design our people management strategies.

**"If your employees are not your biggest fans, you have a problem"**

# Let's design experiences



A work methodology that maintains this guideline is Design Thinking, as a tool to understand and improve the experience of candidates and collaborators. Craig highlights the importance of having a strategy of internal ambassadors; this approach has been the protagonist of the Think Tank in companies such as IBM, Sisco or CA Technologies where the focus has been on the creation of Employee Advocacy programs to improve the reputation of companies' brands. During these meetings, managers and collaborators highlighted how training, emotional connection and transparency are essential to boost the recognition and notoriety of organizations.

Besides the design of journey maps for candidates and collaborators, and the creation of a user persona for the different roles, Craig emphasizes the use of empathy maps based on interviews where a pleasant and trust enabling

atmosphere is generated, interviews where the interviewer does not go with a survey or with a list of established questions. Empathic interviews seek to go further and allow for the interviewee to tell experiences, discover feelings and emotions.

Crucial to a human-centered process, empathy allows you to put aside your own assumptions about the world to obtain information about people and their needs.

These interviews allow us to understand:

- How does our ideal candidate look for a job, what do they use to evaluate and compare companies and opportunities?
- What kind of experience our people want and need throughout their time in the organization; how do we identify the key points that allow us to create a better experience, and the goals we must set to fully utilize and maintain our key people?

**“empathy allows you to put aside your own assumptions about the world to obtain information about people and their needs”.**

– Craig Fisher



**A**fter the interviews, everything that has been collected is summarized in a scheme that allows to quickly identify what the person says, does, thinks and feels. This serves as a very powerful knowledge base for generating improvements, changes, and teamwork.

Under this philosophy of putting the person at the center, an innovative approach is generated that will change the way in which Human Resources teams offer value, organize work, and find solutions.

Craig shares some comments to take into consideration when creating an Employee Advocacy program:

- Without corporate culture there is no strategy in social networks with your employees. We cannot carry out a strategy for our employees to be our social speakers if we are not clear about our values and if we do not know how to communicate them either.
- Instruct them to invite their contacts to the contests or events the company creates, to build their own community.
- Treat what's new in the company as if it were an event.
- Rate their posts and congratulate them every time they have a significant number of "likes" or "RTs"

- Give options and do not demand the same level of involvement. Not all employees are going to have the same role in social media. Depending on their interests and skills, it must also be considered that not everyone communicates the same and does not generate the same level of engagement. For example, IBM, one of the companies that has a successful employee advocacy program has different roles: creator, collaborator, conversationalist, 'listener', etc.

- Take an interest in what they like and create merchandising with the company logo. For example, if you have collaborators that show their love for their pets, the company could make pet food cups with your organization's logo.

In a digital context in which evaluations and opinions are decisive for the success of companies, ambassadors have become a critical factor for branding and reputation. Employee advocacy must be transversal to the entire organization, since issues such as brand image, product knowledge, integration, and relationship with the rest of the departments affect all areas of business. Building strategies based on experiences such as corporate social responsibility, strengthens the bond with the company and enhances the pride of belonging -, concludes Craig.



**CRAIG FISHER |**  
TalentNet Media  
Founder



“Employee advocacy must be transversal to the entire organization”





**Andrés Bianchi:**

# “We are proving that you can be agile and gigantic”

*Andrés Bianchi is the Global HR Transformation Director at Santander, who has been working for over 9 years in human resources. Through this interview we were able to delve into their organizational culture, on how they faced the pandemic and what challenges they have for this year.*

By JULIETA CUMBO

**Who is Andrés Bianchi and what motivates you today? We know a lot about you through social networks or your professional career, but what can you tell Rocking Talent about things that are not seen on the networks.**

I am many things, but none of them define me. Argentinian, graduated in economics from UBA and a MBA from Kellogg, I have been here in Spain for 12 years, 11 of them at Banco Santander and of those 11, 9 in Human Resources; I come from corporate finance and digital businesses (I worked in Argentina at VCC, Cablevisión, La Nación, and Grupo Bapro), I also worked in joint ventures in Brazil and the USA. 12 years ago we decided to change continents, for the quality of life and our family future.

I have a 17-year-old daughter who has just decided her career and that ‘forces’ me to interpret some trends that are going to affect her, she is not sensitive to those big trends or changes, so I try to translate them to help her in making those decisions. I think that young people have more challenges than I had when I was young, there’s an abundance of resources to become relevant and ambitious but the expectations are negative and there’s

more volatility than in previous decades. I participate pro-bono in some forums and incubators for startups, contributing with ideas, funding and networking. I am very interested in the blockchain ecosystem (from the technology to cryptocurrencies or NFT).

Some personal things, I am a fan of Independiente and we founded in Madrid one of the largest Peñas outside of Argentina, I am the President and I dedicate little time to it, but a lot of energy.

**What are the main challenges the organization is facing? How has your experience at Banco Santander been and how would you define its organizational culture?**

Santander is a leading company with the great responsibility that large companies in a world have where the results are not enough for the shareholder, but we must be sustainable within the communities where we are, help the progress of employees, customers (families, companies) but also be responsible with the society where we live.

There are some very significant examples

where Santander has been directly involved in the community; from La Juanita in Buenos Aires, to giant initiatives to finance projects classified as ESG (Environmental, social and corporate governance) or job placement such as Santander Universidades or ToqueFale in Brazil, the Reencuentra Program in Spain (where there are 100 women who had left their career for personal reasons and we have accompanied them so that they regain their confidence and reinsert themselves in the job market). This year almost 38 thousand employees of Santander participated in volunteering activities, reflecting our mission to help the most vulnerable citizens.

In recent years the way of managing the banking business has also changed, because of the rising volatility and increased risk, due to regulation, sensitivity, the access to customer information and the cultural change in the companies where Santander operates and also because a company is not sustainable if it only focuses on short-term results. Santander has had a very strong cultural change since 2014, reinforcing the business model with an SPF culture (simple, personal & fair), reinforcing how





“

We have made a design of management processes, absences, talent, talent acquisition/selection, benefits and compensations, etc. all in a joint way and within the foreseen deadlines, so it is proven that it can be agile and gigantic.

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«Another challenge is to involve all employees in the Santander culture, which is why continuous evaluation mechanisms, permanent listening and 360 evaluations are an important part of our actions»

business results are obtained (the “how” became as important as the “what” ) and changing the management model. Obviously diversity and equity, combined with results and meritocracy are on the global human resources agenda.

Another challenge is to involve all employees in the Santander culture, which is why continuous evaluation mechanisms, permanent listening and 360 evaluations are an important part of our actions.

The great challenge for a large company and especially Santander -which is a conglomerate of subsidiaries with capital and autonomous management in one part- is the number of decision-makers and areas affected by each decision. We are returning to a more regional vision (OneSantander, OneEurope, OneTeam in HR...), but there are also many areas that are regulated and require a lot of caution. Undoubtedly, this very rigid management of regulation, the contract with customers, product design and social responsibility mean that time-to-market times are greater than in other companies.

In a company with 200 thousand employees, there is always the dichotomy between silos and collaboration in every action. During these last three years I have been leading the design of processes, tools and certain policies amongst all countries, which previously worked in isolation; and that OneTeam program (with the global implementation of Workday) forced us to speak the same language, the same KPIs, the same criteria and look for a future-proof design. For this reason, we demonstrated in

Santander's first truly global project that harmonization means evolution and not necessarily losing that autonomy that we had in silos.

We have made a design of management processes, absences, talent, talent acquisition/selection, benefits and compensations, etc. all in a joint way and within the foreseen deadlines, so it is proven that it can be agile and gigantic.

**The Fintech companies came to work for financial inclusion, how do you see this issue knowing about the Open Bank project?**

In reality, traditional banks have always done much more for financial inclusion than fintechs. I think Fintech is a fuzzy

concept, startups don't own technologies and digital channels. This technological capacity is now available to everyone, but the main difference with banking or traditional companies today is the lack of regulation (there is a latent risk, since they are generally not regulated or their capital control is not supervised like banks, and risk management is not mature), and the other difference is that startups are generally a single product, whereas banks sell and advise on many products (I can take out a mortgage, insurance, do active or passive management of my savings, international transfers or open a savings account for my children). The great milestone of financial inclusion is the Smartphone, which allows any street vendor in Santa Fe Mexico or Paulista Avenue to charge with their cell phone and

the customer does not have to carry cash.

In this pandemic, the Banks have taken a step forward and have come out in support of their clients and families with greater flexibility in loans, grace periods and tolerance to the particular situations of each case.

Openbank is a giant bet of Santander, it is based in Spain and other European countries (there is a European license-passport), where it is also integrating with consumer financing (buying cars or consumer goods). Openbank's business model is similar to that of a traditional bank, but the channels allow less rigidity than a bank branch, a simpler range of products (from hundreds to a few dozen).



**«In this pandemic, the Banks have taken a step forward and have come out in support of their clients and families»**





**You are in a sector where everyday things change, for example Visa is already accepting cryptocurrencies. How do you see this issue and where is traditional banking heading?**

I do not see in the short term that cryptocurrencies are a totally universal store of value, they are still means of payment accepted in a limited way and the high volatility of their prices means that we cannot consider them fully mature. Many of the transactions made in bitcoin or ethereum, actually are converted to the daily price of the dollar, and with the exception of Tesla that says that it does not convert payments into fiduciary currency, I believe that few companies can tolerate that their balances have fluctuations of 10 % daily, few companies have net margins that support this volatility.

If you ask me about my vision - totally personal, temporary and not related to my employer - I think that before they become universal some central banks will issue their cryptocurrencies and they will be legal tender. Blockchain and cryptocurrencies are still in their infancy.

**Could tell us a little more about the Santander project with Universia, in which they offer 1,500 scholarships for skills training. How do you see the future of work?**

Santander Universidades is a commitment that has been going on for many years and in the last two years we have awarded 225,000 study grants, remotely or in person to work and study abroad.

Our students are prepared as never before, but the work environment is unpredictable, that is why I am convinced that the capacity for consideration, adaptability, vision and critical spirit are more important, in addition to the specific knowledge of your profession. One key is to differentiate ourselves and find a personal space where we can

stand out, linked to our passions, a young person can study law, but the affinity with the digital or creative industries will make them a great lawyer in blockchain or digital assets , that niche is one of the keys for our youth. Generic knowledge is a must, but the opportunities lie in specialization.

**What are the most sought after competencies in this context?**

Undoubtedly, those oriented to new technologies, adaptability (for this you must have solid basic knowledge and experience), tolerance and change management, and great agility in solving problems (with limited information and without delay).

I personally highlight people who are trying to define a framework and provide long-term context, not focus on short-term answers.

At Santander we are always hiring experts and financial advisors, but increasingly we are looking for profiles in the fields of Data Analytics, Machine Learning/AI, Cyber Security, Financial Crime Analysis.

**Let's talk about accompanying leaders: What are the competencies that a good leader must have to face this situation and guide their teams?**

The number 1 trait or competency in my opinion is empathy. With this, we have a first step.

If I were to make a ranking, in my top 5 I would add: active listening, sincere enthusiasm - balance between the positive spirit and the contrast with reality-, integrity and decision agility. With these five I would have a combo that would allow leaders to build teams, and with intellectual curiosity, to build large projects/companies.

«Generic knowledge is a must, but the opportunities lie in specialization»

«At Santander we are always hiring experts and financial advisors, but increasingly we are looking for profiles in the fields of Data Analytics, Machine Learning/AI, Cyber Security, Financial Crime Analysis»



**Spain is testing the 4 day work week, what do you think about this topic.**

It's a result of increased productivity, along with how difficult work-life balance is proving to be.

The best-qualified employees who can choose are voting every day: for mobility, for remote work, for flexible hours and also increasing the turnover in the most demanded positions. In Spain, companies with reduced working hours on Fridays beat companies that do not have it by a landslide, in other European countries it is not usual to have a shorter Friday, and the quality of life and employee engagement is impressive. The ideal would be to cut the day and make your life without work "pollution", but really many people wait for the weekend to enjoy their free time, so I think we will gradually go to 4-3 days (in Spain the standard week is 40 hours, and surely we will approach the 35 that they have in other European countries).

**«The pandemic showed us that the change in habits has made us more productive, reducing the fixed costs of companies, improving the climate impact and increasing well-being (fewer trips, fewer occupational risks, more family ties); therefore, it is a trend that is accelerating»**

The pandemic showed us that the change in habits has made us more productive, reducing the fixed costs of companies, improving the climate impact and increasing well-being (fewer trips, fewer occupational risks, more family ties); therefore, it is a trend that is accelerating. Likewise, we have quite a few legal, labor and economic definitions to pin down.

On the other hand, I believe that this moment of world crisis and especially in Spain, politically and macroeconomically, our countries need us to work and strive more and more intelligently, and it is a very big change that cannot be improvised.

In that sense, the bet is for more flexible days and working modes, depending on each company and function.

**Finally, we always leave a space for you to give a message for RockingTalent readers:**

Professionals who are dedicated to people have many challenges, but I always summarize them in four:

- a) listen more and better to employees and external candidates;
- b) simplify processes and make decisions based on objective criteria;
- c) reskilling and upskilling are not lose words, but must be in the DNA of the organization, since transformation and change is constant, that is why it's part of our workforce strategic plan;
- d) culture is the responsibility of the entire organization, so we must make 100% of middle managers the messengers and promoters of the key messages of the company (Innovation, Customer-first, commitment and involvement of employees, etc. ); culture is not owned by a department or manager.



**“culture is the responsibility of the entire organization, so we must make 100% of middle managers the messengers and promoters of the key messages of the company (Innovation, Customer-first, commitment and involvement of employees, etc.); culture is not owned by a department or manager”**



ANDRÉS BIANCHI |   
Santander • Global HR  
Transformation Director  
Workday Global Lead HCM,  
Recruiting, Analytics, UX



# “Rocking” your HR tech strategy

By DR. DEBORAH WADDILL |  



According to Alexander Bant, Practice VP, Chief of Research-Finance at Gartner, spending trends in 2021 will shift significantly. “Human Resources” is targeted for cutbacks; investments will be redirected to the IT departments. “Seven out of 10 board directors say the COVID-19 impact has already accelerated digital business initiatives.”<sup>1</sup>

While this may seem on its face to be bad news for HR... wait a minute. During the pandemic, HR professionals learned how effectively to use technologies and improvise/create new solutions to accommodate the virtual workplace. We tried ground-breaking applications, working successfully and efficiently online ourselves. Then we demonstrated to our employees how to learn, communicate, work, hire, etc., while telecommuting. We are smart, resilient, and innovative. Looking back over the last year, we rocked. Now, moving forward how do we keep that momentum?

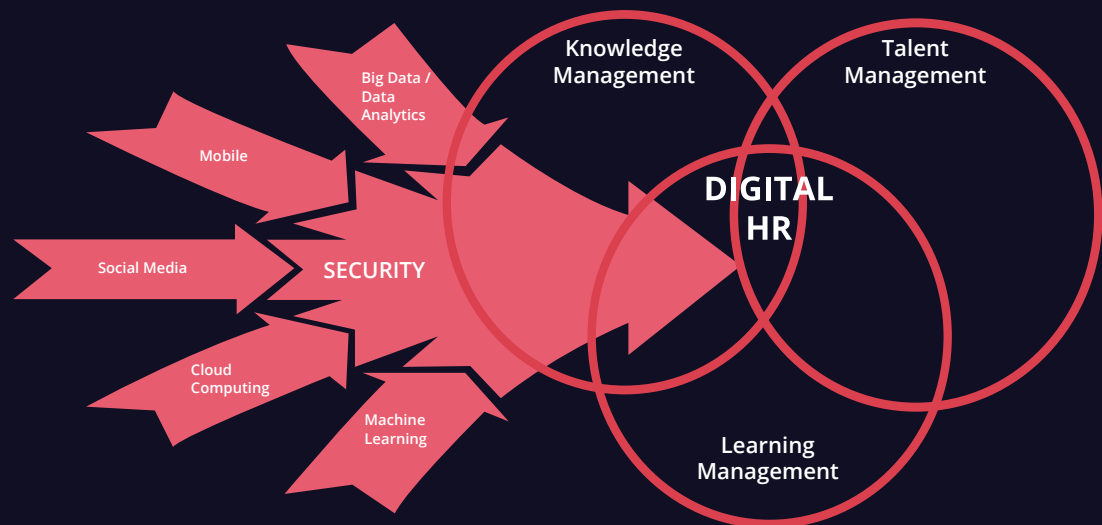


**Consider what worked and what didn't work.** Debrief with colleagues in an honest exchange. Address areas such as communication, worklife balance, benefits, training, employee development, collaboration, health and wellness, hiring, exiting and how they were handled using technology. Identify the technologies that you relied upon and those you wish you had.

**Identify our technology needs now.** Then we must initiate HR technology investments by working with those who control the purse strings. As leaders and business partners, we know what our internal customers need. Now is the time to speak up for the proper HR technology investments that will capitalize on and maintain our innovations and momentum as we pull out of the COVID-19 pandemic. We must influence investments and more importantly, justify them. The reasoning behind our recommendations must align with an overarching, HR technology strategy. If there is no clear strategy for HR technology use, step up and participate in its design.

**Design an HR Technology Strategy.**

Given what you have learned about the virtual workplace and the functions of HR, design a strategy that is HR friendly. By that I mean it does not have to be technology centric, rather it should be employee focused. The strategy should address the following three intersecting and overlapping HR domains: Talent Management, Learning Management, and Knowledge Management. The technology strategy for handling functions within these domains should use cloud computing, leverage social media, be mobile accessible, rely on machine learning/IOT/AI, and effectively collect data for analysis and decision making. A visual of this strategy appears below. Practical implications described in the book Digital HR (Waddill, 2018).<sup>2</sup>



**“HR professionals learned how effectively to use technologies and improvise/create new solutions to accommodate the virtual workplace”**

**Answer the questions about current technologies used for HR purposes.**

What technologies are used by your organization for Talent, Learning, and Knowledge management? This is your start-ing point. In large organizations, you may find that one Human Resource Management/ HCM/ Talent Management System is used for all three domains as is true for the telecommunication corporation case study, as described in The e-HR Advantage.<sup>3</sup> In smaller organizations, however, you may have a constellation of systems that perform a variety of different HR functions. These should be integrated systems. A strategy that incorporates current technologies to accomplish HR functions information sharing for data analytics and decision making. Whether a Fortune 500 or a small, startup firm, the HR strategy should allow for these domains to interconnect and support each other. An example of this strategic design in action is Pindel Global Precision in New Berlin, Wisconsin.

**Learn from other HR Technology strategy examples. e.g., Pindel Global Precision.**

Recently, I interviewed Bill Berrien, CEO of Pindel Global Precision to understand how they sur-vided and are thrived in spite of the pandemic. Given the reality that about “42% of small busi-ness owners reported job openings they could not fill, a record which is 20 points higher “than the 48-year historical average”<sup>4</sup>, Bill decided to pursue a policy of upskilling and reskilling his exist-ing workforce. He used his existing technology strategy to pivot from hiring to upskilling.

When COVID-19 hit, requests for custom machined products fell drastically. The cash flow dropped, and Bill moved to an employee development paradigm. From a business model per-spective, Pindel Global Precision realigned excess capacity into the business of making ventilator parts which provided cashflow. Bill made a commitment to his people to keep everyone em-ployed. Since there was some employee downtime, Bill began a new initiative to upskill his workers. Using the talent management system which contained a record of employee skill sets and affinities, employees learned new skills such as software programming to program the high-tech machinery on site or quality training and AS9100 aerospace certification. Once certified, Bill had the programmers reprogram machines for custom work. Those with AS9100 training partici-pated in the launch of a wholly owned subsidiary within Pindel call Liberty Precision to pursue the aerospace. The knowledge management approach to training resulted in a curated, stored, and shared set of knowledge assets in the form of videos, pre-programmed instruction, and online courses. Classes and resources were accessed through the Internet at locations within the work-place using the organization's learning management system.

Clearly, having a technology strategy provides a clear advantage. Leveraging talent, learning, and knowledge management in alignment with the organization's mission offers new and innovative possibilities. HR professionals can lead the way.

<sup>1</sup> Bant, A. (2021). Top Priorities for Finance Leaders in 2021 [electronic report]. Gartner. <https://blog.sodipress.com/wp-content/uploads/2021/02/Gartner-finance-top-priorities-2021.pdf>  
<sup>2</sup> Waddill, D. (2018). Digital HR: A Guide to Technology-Enabled Human Resources. SHRM. 13-26

<sup>3</sup> Waddill, D., & Marquardt, M. (2011). The e-HR Advantage: The Complete Handbook for Technology-Enabled Human Resources. Nicholas Brealey, 237-240  
<sup>4</sup> <https://www.nfib.com/foundations/research-center/monthly-reports/jobs-report/>





“

Before we embark on the adventure of starting a business, we need to have a planB, be creative, build a team that supports us in what we don't know and a good strategy that allows us to get afloat in case of any unforeseen events”

# The marathon behind of being an entrepreneur

*Kedma Ough is a recognized business development and business funding expert, innovation and entrepreneurship thought leader, award-winning champion of small business, and business advisor for independent inventors. Throughout her career, Ough's driving mission has been to empower people—particularly minorities, veterans, women, people with disabilities, and innovators—to become business owners and to maximize the potential of their businesses. To date, she has helped more than 10,000 individuals fund, launch, and grow their businesses, in a wide range of industries.*

By ADMIN RAMÍREZ

KEDMA OUGH | [in](#)    
VP of Business  
Coaching at Automate  
Grow Sell & Angel  
Investor at Pipeline  
Angels

No entrepreneur can say that initiating a business is easy. Some may be able to say that paperwork, finding customers or brand design was easy, but it is very difficult for anybody, having a successful business, to say that everything has been easy. On the contrary, doing so requires cunning to face constant challenges.

“I have undertaken business ventures on different occasions and in different areas, and I have learned, but that has been accompanied by many hours of hard work, sacrifices and continuous learning, which now allows me to help others to start their businesses, says Kedma Ough, small business superhero and expert in business funding.

Kedma explains that to be an entrepreneur you must mentalize to go into a marathon of achievements and adversities that will make you feel in an amusement park of emotions. There are also two fundamental fears that an entrepreneur must face, the first is related to the **fear of failure**, which is natural, but it must be learned how to overcome it, and the second, a little more difficult to

eliminate, is the **fear of losing capital**, a situation that can mean the end of the project.

“The way to overcome these fears is by fixing in you mind the idea that in case the worst happened, you have to take it as an apprenticeship, which can help us in the future, and not as a failure, if we do, it will become a mental block that would prevent us from trying to start again.”

## Kedma explains that to be an entrepreneur you must mentalize to go into a marathon of achievements and adversities that will make you feel in an amusement park of emotions.



The “SmallBiz Superhero” explains that dreams should be pursued, but you must focus. Therefore, it recommends NOT venturing out without having planned the early stages of the project, because that would avoid many errors that are easy to detect, but that could end up ending the business.

“Before we embark on the adventure of starting a business, we need to have a planB, be creative, build a team that supports us in



what we don't know and a good strategy that allows us to get afloat in case of any unforeseen events,” she explains.

To prepare the starter plan it is necessary to analyze all possible edges, but mainly you have to focus on two aspects. First you must be clear about the business idea and second, determine what your

strengths and weaknesses are to choose the best paths, Kedma reaffirmed.

“Let's suppose we are very clear about the business idea and why we firmly believe in it. So, now we need to examine what skills or competencies are required to start that business. No matter if the business is going to be big or small, you must have certain skills, such as empathy to deal with workers, suppliers or partners and know how to put yourself in each other's place, to address problems, complaints, and suggestions for improvement,” says Kedma.

She warns that another important quality is the ability to listen. “Every entrepreneur must be able to listen, which is not the same as hearing. Listening means that we learn from what they are telling us and, therefore, we are able to offer them a logical answer and anticipate their needs and thus attract and retain talent.”

Kedma, who is Angel Investor and has dedicated herself to supporting entrepreneurs on this and other topics dedicated to the discovery of talent and their own abilities, states that there are many other skills that can be used when it comes to managing a business, so it is necessary to be continually learning.

“Conflict resolution, time management, stress management, how to organize meetings effectively and project planning are important, and since they are not innately mastered, they must be learned and combine them with the strengths to attack weaknesses.”

She argues that one must be sincere when talking about one's own abilities. “I'm good with public relations, but can I keep the company's accounts? Or the opposite may happen, we know a lot about finance, like running the business, but we're shy and we don't even dare stand in front of a group of people to talk to them about how good our product is and how much we need their support.”

I may “know all the laws that affect our business, better than an attorney, but we have no idea what profile we need to hire or the partner who can complement the business. Create a team that complements you.”

Finally, Kedma gives us 4 tips when it comes to start a business:

- Do not try to do it alone, find and expand your community.
- Test your products. Get feedback about user Experience.
- Don't try to become a millionaire, money is a consequence not a goal.
- Surround yourself with people you admire.



# “HR should involve workers in the design of actions”

*Anthony Vaughan has spent the last 10 years learning everything there is to know about business and entrepreneurship from (sales, marketing, operations, cash flow, profit-loss, partnerships, business development and everything else in-between). He loves using strategy, love, candor, and empathy as it pertains to an employee base to help them drive better results for a brand as well as drive better strategic results for their own personal futures.*

By ADMIN RAMÍREZ

**H**aving the best employee in the business is something many are looking for and few get, why? Every entrepreneur must understand and be concerned about the need and values that a worker has. Only in this way you will achieve a committed, strong, and productive team.

Anthony says: “the new leader has to forge an associative manual. To do this, there are three essential points to achieve and retain all talent. The first thing is to build trust in employees. The second thing is to know how to communicate the values appropriately. And as a third point, know what kind of competitive tools it takes to boost the team.”

It is a fact that workers are the most important good of the company. All those who have a function in the company, have a duty to represent a brand and it directly affects the experience and satisfaction of a customer. There are businesses that make good profits when they care properly about workers. Good loyalty will ensure productive success in the company.

But companies often put this factor aside and forget that a worker is a human being and do not realize the key role talent plays in their organizations in adapting to the requirements of the market, which is increasingly demanding. It is necessary for companies to contribute to making the employee feel good and incorporate strategies to get to know the internal client and to be able to improve the employee working experience.



**“Don’t just analyze what employees tell you in a survey, but you need to know what they feel, think, or do and why they do that and not something else”.**

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Based on his background with many leaders from different industries Anthony comments that some benefits of a good employee experience are:

- Better results, as employees with good experiences improve their performance.
- Greater dedication and effort in the development of their functions.
- Sense of belonging. Retaining talent is one of the main challenges in any company.

“One of those responsible for creating a good employee experience is the Human Resources department. This department should involve workers in the design of actions. To do this, you must gather information about employee’s target, know their trajectory in the organization and know their knowledge of the business. The department has to make an important qualitative leap to adapt to all the changes that occur”, Anthony says.

Designing customized plans tailored to the professional needs greatly improves the employee experience. Anthony assures that just as companies want to fall in love with customers, human resources departments have



to fall in love with workers who are increasingly demanding benefits tailored to their needs.

This proposes that organizations listen to their employees to understand their needs, perceptions, and expectations. This will bring benefits to improving the quality of employment or development opportunities. Some of the actions that entrepreneurs can take in this regard are fostering career opportunities, give them the freedom to make decisions and boost learning.

To improve and optimize the employee experience you must do the same work as with customers, that is, you have to know them and understand them. Don’t just analyze what employees tell you in a survey, but you need to know what they feel, think, or do and why they do that and not something else. To do this, you must use different tools and techniques.

A people - centered methodology can be used to implement innovative solutions. The combination of the employee and customer experience is crucial, as the customer experience will start with your own employees, because they are the ones who have the mission to materialize it.

**For employees to offer a good experience it is essential that they live it previously. All this will increase the productivity and profitability of any company.**

ANTHONY VAUGHAN |    
Co-Founder of The E1B2  
Collective





# Tips for Creating a Positive Work Environment

By JORDIN VOSS

The pandemic has upended the modern workforce — from making remote work a norm, to revealing the importance of work/life balance. It's up to management and HR professionals to ensure that teams are working efficiently amid these difficult times. Of course, part of this includes *keeping employees happy* and cultivating a positive work

environment. Not only does this improve productivity and reduce burnout, but it also shows that you care enough for your team.

That being said, here are some tips to get you started.

## Have regular check-ins

Remote work is new for many employees, and some may be having trouble achieving a healthy work-life balance or getting used to working at home. Check-ins are not just for providing feedback on work, *it also gives employees an avenue* to talk about their health and well-being. With blurry lines between work and personal life, employees may want to feel more support and motivation during this time. It can be as simple as shooting employees a quick message asking them how they're doing.

## Organize non-work hangouts

If it is safe for you to do so, you can hold company events that don't involve work — such as dinners or hiking trips. Of course, the current safest option is keeping it virtual for now, using platforms like Zoom or Google Meet. If you want to help cultivate healthy habits too, you can schedule regular online workout sessions to ensure your employees get some exercise. Or you can also *play some games* such as Codenames, Mafia, and Jackbox Games. All in all, it's a good way for employees to get to know each other and relax.

## Encourage an ergonomic workspace

Remote working entails hours of sitting in front of the computer doing repetitive movements, such as typing. This could lead to health complications like back and neck pain, which certainly isn't good for their mood or productivity. As such, it's a good idea to have an allowance to set up remote work stations. If that's not possible, at least provide suggestions and guide employees on how they can optimize their new home office. For instance, you can suggest they get *lumbar support pillows* to encourage good posture. This leads to better circulation and less digestive problems. To address typing strain, an *ergonomic keyboard* prevents arm, wrist, and hand alignment issues while you type in a more natural position. It's important to address these before they become problems.



## Give positive reinforcement

Positive reinforcement makes employees feel *seen and appreciated* — like they're making a difference in the company. Remember to be sincere when you give them positive reinforcement, and do it immediately after their actions — whether it's a successful presentation or a great pitch. Things like "I'm impressed with the proposal you made" or "You're really good at writing reports" seem simple, but they go a long way in motivating your employees.

**When all else fails, even a simple "Thank you" can make their day**

**“Making a positive work environment for your employees may take some work, but it will surely make a difference in the long run”**



# How do I prepare **my organization** to incorporate artificial intelligence and machine learning?

By FREDI VIVAS



**A**rtificial intelligence (AI) and machine learning (ML) are positioning themselves as a means for institutions and companies of all kinds to reduce costs, improve the quality of their services, coordination, productivity and efficiency of their practices.

We see how every day more organizations create new human-machine connections, from decision making in management, manufacturing or design.

These AI-ML systems are then agents that respond autonomously to the input data, with little or no user intervention, performing tasks guided by their algorithms.

In this way, these technologies are a new "digital talent" that becomes a key component for organizations seeking to innovate and be competitive.

Although it is important to clarify that, in terms of accessibility, scalability and ease of use, organizations are not yet taking advantage of the full potential of artificial intelligence and machine learning.

Probably, it is primarily due to its very nature, a challenging and dynamic one, which brings by changes in technology and in the organization. Then, adjustments in the culture, teams' skill sets and mainly, in the decision-making processes of the organizations become necessary.

### The true impact of artificial intelligence on organizations

These algorithms that are built to achieve defined goals have the power to transform organizations in a qualitatively different way than other technologies and one of the crucial steps for that to happen is to develop a level of understanding of the skills necessary to meet these challenges.

Artificial intelligence technologies can "similarly" to a human do things like learn, perceive, interpret, communicate, suggest decisions and

## According to a study by Forbes magazine in 2020, only 13% of the world's companies efficiently use the data they have.

many more that we cannot even now imagine. Undoubtedly, all of this can have far-reaching consequences for organizations and their ecosystem, consumers, vendors, service providers and other related actors.

There is a marked need for a deeper exploration of the impact of AI on the activities, limits and objectives of the organization, including the mechanisms and processes involved in harnessing its power in digital transformation, that is, using AI in ways that add value to the organization. Discovering these initiatives and creating a path to achieve them becomes essential.

### From plan to action

Big data, artificial intelligence and machine learning are some of the most heard words in the corridors of the world's leading companies, but despite this, there are still not so many that are actually implementing these technologies.

According to a study by Forbes magazine in 2020, only 13% of the world's companies efficiently use the data they have. To reverse those numbers, we first need to understand the phenomenon of the world of data and the concrete benefits that its analysis brings to companies.

In the last 10 years, the volume of data in the world has grown exponentially.

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This was thanks to an explosive combination of three elements;

- The greatest use of the internet,
- Increased storage capacity at a lower cost.
- And the increase in connected devices.

This situation opened a huge possibility for companies and organizations of all kinds, which little by little began to convert that raw data into information.

And in turn they began to take advantage of that information to be able to make decisions quicker and more efficiently.

This is thanks to data science techniques, such as machine learning and artificial intelligence.

These algorithms help to look back to the past, not only to generate reports, but to predict what might happen in the future.

With machine learning we can make predictions based on probabilities of what will happen, thanks to observing and understanding history. Discovering patterns that we have never noticed.

### What can all this do for an organization?

- Costs reduction? Yes.
- Increased efficiency? Definitely yes, too.
- These 2 points directly connect the most tested business cases in the world of machine learning, and when we talk about the true

**"Discovering patterns that we have never noticed"**

value of AI applied to organizations, the focus will be on expansion or growth of new business verticals. In other words, it can generate new business by itself.

So when we talk about what data science is for, we could simplify it by saying "it allows you to answer questions using data."

And those questions lead us to think about the different subfields of data science, for example:

How much money did we earn last year? - data analytics, descriptive analysis.

How much money will we make next year? - demand prediction with machine learning.

How much should this house cost? - price prediction with machine learning.

What song will this user like? - recommendation engine with machine learning.

What does this message mean? - natural language processing with artificial intelligence.

Is there a cat in this image? - classification of images with artificial intelligence.





How do I answer this question quickly for a million users? - data engineering and big data.

This enables us to imagine questions in more depth, which machine learning solutions can answer:

How can I predict sales at each location so we don't run out of stock?

What is the best offer that I can suggest to each client?

What is the best course for a collaborator? or what is the benefit that may be of most interest to a collaborator of my company?

Which are the clients / students / employees most likely to leave my organization?

How can I predict the income that each of my clients will generate?

How can I detect fraud before a purchase is made?

All these questions have an accurate answer if we use the right data and the right machine learning algorithms.

Going deeper into a specific case, for example, in the world of health, the use of data can empower organizations to be more efficient and make smarter decisions, for staff or equipment management, improving the experience of the patient and the medical staff.

For example:

Predicting the availability of beds for operating rooms, general hospitalization and emergency rooms.

Predicting medical appointments throughout the year.

Predicting shift cancellation.

Predicting the number of patients entering with a certain disease.

Data science and artificial intelligence can become an indispensable tool in any field, because it allows us to translate the needs of companies into algorithms, solving complex problems with precision, scientific rigor, flexibility and scalability.

**How to accelerate the adoption of these technologies?**

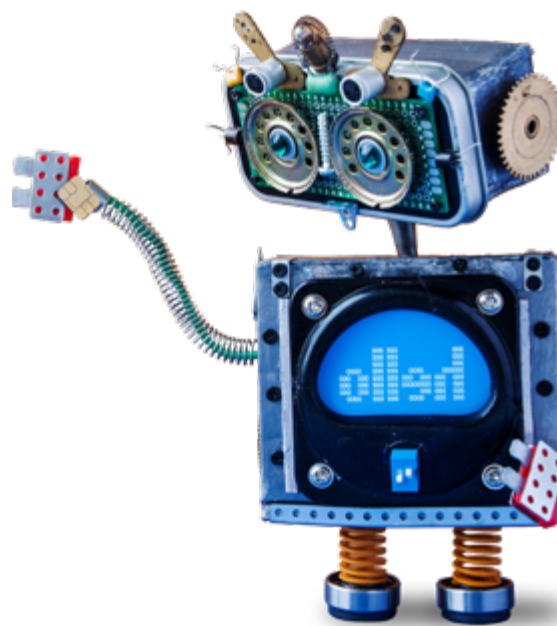
Thanks to this enormous capacity, AI is empowering decision-making, from harvesting crops to bank loans.

Unlike a few years ago, today the technologies that enable AI to work, from development platforms to processing power, are becoming increasingly accessible.

Therefore, this is the time for companies to incorporate AI in a definitive way. In fact, not putting together a plan to start implementing these technologies right now represents a risk for any organization.

Many times the beginning is stalled simply by not knowing where to start.

A way towards implementing an AI and creating predictive models of machine learning, may involve passing through a series of enablers; related to the processes of capturing data from the company's internal sources, enriching it with external data, organizing it, improving its quality and placing it in a single space with the necessary safety-quality characteristics, that allows the rest of the organization to have access to that information in a simple and actionable way.





The last step on this path is to generate new knowledge from the predictions generated by machine learning and artificial intelligence algorithms.

### 6 keys to obtaining concrete benefits from AI / ML

The first thing to take into account is that for these projects to translate into concrete benefits for companies, someone needs to lead them.

**(1) Leadership is essential to carry out this transformation process and manage the expectations of the members of the organization in this regard.**

Incorporating AI or ML technology is not always what we often call plug and play.

And, in addition, the return on investment may not be immediate.

Before starting work, it is key **(2) to make a good balance between viability, budget, time and value for the business.**

Many times we know that we want to start using these technologies, but we are not clear about what we want to do with them, or how they will improve our business. It is key to invest time on that, or ask for help from experts in those definitions.

For cases where there is not much clarity on where to start, it is recommended **(3) to start with a pilot or proof of concept.**

These test pilots, in addition to being able to generate profits in the organizations, act as a shock wave that helps to break the barrier of mistrust or skepticism.

To implement them, it is advisable to do it in controlled environments that allow us to measure impact and adjust expectations and processes.

Learning based on trial and error is what will help us build a very solid foundation for our project. And of course also make more people in the organization know how these tools work.

A fourth suggestion or recommendation when implementing a project of this magnitude for the first time is **(4) not to put too much focus on technicalities like;**

Is one algorithm better than another?

Are we going to develop in Python or in R?

We are not saying that these discussions are not important, but in the adoption period, the fundamental thing is to align the culture, the different areas involved and their common objectives to start working with artificial intelligence in the organization.

To do this, it is essential to be able to **(5) implement collaboration and teamwork tools.**

AI tends to have the greatest impact when it is developed by multidisciplinary teams, mixing skills and perspectives to get the best out of these tools.

The great challenge ahead of us to transform our organizations into data driven is to develop an agile, flexible and collaborative mindset in our work teams.

And that can only be done if we are all on the same page.

In this sense, our last suggestion is **(6) invest in training and adoption plans.**

Organizations that are successful at implementing AI are those that develop adoption plans, investment strategies for training, redesign of workflows, and communication.

Acquiring talent with specific knowledge in AI is very complex, so having the training mechanisms oiled and of course the "make our talent fall in love every day" objective will also be very important.

### Risk factors

Like any great innovation, the adoption of AI / ML in decision-making processes can generate some resistance in some areas of the organization.

And that is completely normal, because most companies were not born digital. Therefore, to face this path in

the best way, it is important to pay attention to certain risk factors that can delay confidence in the production of these technologies. Some of the most common are:

-Biases in the development of the models,

-Missing or poor quality data,

-Cultural barriers,

-Lack of involvement of the different areas

[Salto de ajuste de texto]These challenges require determined leaders, who train, motivate and give the appropriate tools to the teams.

The leaders who are quick to take action to break down these barriers are the ones who can most effectively capitalize on the opportunities generated by artificial intelligence.

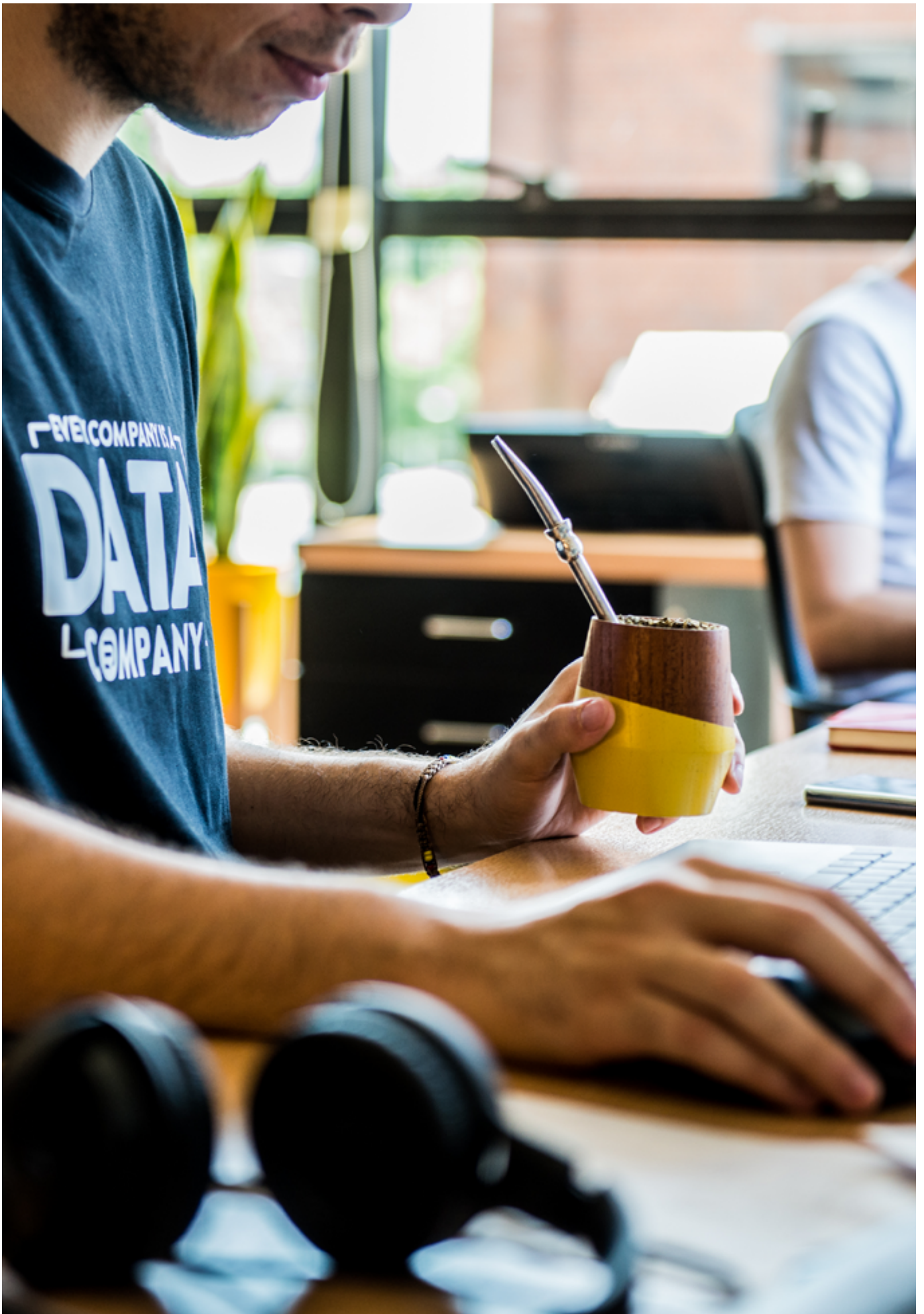
Getting their organizations to be pioneers in their industries.

### Addendum for discussion: can algorithms be blindly trusted?

Although in recent years, AI took a leading role in our lives, given its immense potential, every day we see innovative applications in different aspects. But, along with growth, a great controversy arises regarding the impartiality that systems can acquire: can we blindly trust the judgment of artificial intelligence systems? or also ask ourselves how accurate are they?

Let's start with the second point, precision, or how perfect the algorithms are. The first thing is to clarify that predictive algorithms cannot solve any task and depend on the context that is given to them. That is why the intervention of the data scientist and experts in the problem remain essential. In short, they are not perfect, but they are useful and the best tool to anticipate trends.







On the point of confidence in algorithms, we can say that due to the way they work, the results often appear biased. For example, Amazon had to stop using an artificial intelligence system in charge of surveying the resumes of potential candidates to work in the company, because it presented a disproportionate bias in favor of male workers over women.

These biases appear because the data set used to train the algorithms is a reflection of the preceding social and cultural context. The history of a certain phenomenon is the result of different processes and power relations that are then transferred to the models in the training phase, and therefore to their results.

If we do not audit the operation of the different algorithms that intervene in our lives, they can quickly turn against us, that is, they become systems that reproduce on a massive scale the structures that as a society we are fighting, such as sexism or racism “.

### How do these technologies work?

The raw material of these systems is data. When training a model we use historical data, that is, a table that contains the information of the case on which we want to apply machine learning, for example the historical sales of a company.

In the training phase, the model extracts patterns that are not visible to the human eye and that allows you to understand the relationship between them and what you want to predict. The model then, in the prediction phase, uses that knowledge to make predictions about new data.

What can we do with this scenario? At the individual level, we must train ourselves and put into context the results generated by these algorithms. For this it is essential to understand how they work; for example, the algorithms that recommend us music, movies or people to follow on social networks; and understand how they decide the results. Finally, the companies that develop these technologies must, for their part, create responsible strategies that minimize bias as much as possible.



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