

Rocking Talent

*Chris
Michalak*

**Virgin Pulse,
Changing Lives
For Good**

**Fortinet,
agility and
innovation
that impacts
the world.**

Elisa Ball

**Auth0,
The unicorn
behind digital
identification**

Eugenio Pace



Diagnosis Analysis Implementation



PDA Assessment identifies people's behavioural profile and their uniqueness, manages their talent, develops their skills and encourages them to reach their exponential talent.

PDA



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




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

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
Recalibrating the compass for the common good

Throughout the history of humanity, we have gone through multiple changes, and for that, we had to adapt to different circumstances. In the early years, we created small communities that looked after the common welfare where, regardless of the role that each one played within that community, we were all equals as a society. This small detail of how the word "community" was understood was key to preserving our well-being, taking care of our greatest fears, and allowing us to continue exploring new paths and developments in a way that made us feel much safer.

With the changes, this idea was transformed; the concept of roles was lost since these began to be hierarchized. Regardless of the community's criteria, **the tendency always led to the hierarchization and neglect of the common welfare.**

Today, in our times, with the pandemic and the political and inequality problems that, although subdued, persist, we realize that our compass to understand the path, to resume our communal care is totally out of calibration since we think of well-being in terms of absolute, numerical and, mainly, economic values.

This edition makes us reflect on how we are recalibrating that compass, at least from the corporate front, how we are working to return to the basics and understand that we are a community that needs to preserve what is essential, that also needs to protect its health and today, more than ever, we understand that we have to go back to the roots of what wellness means. **This edition invites you to rethink ideas that at some point sounded far away, but all of us, from our role, have a lot to contribute so that our community reappropriates the essence of well-being.**

By JAIME ANDRES DIAZ | 
 CEO at PDA International

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Andrés Bianchi:

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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



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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”.



«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 business model with an SPF culture (simple, personal & fair) , reinforcing how 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.

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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 turning 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)

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.

You can 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,

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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 lies 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.

«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».

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

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.

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. 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.

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



agility and innovation that impacts the world.

By PAOLA ALBORNOZ

An interview with Elisa Ball, Director of Human Resources at Fortinet for Latin America and the Caribbean, after winning the "Gold Stevie Awards " for attracting and retaining the best talent in cybersecurity.

Studies show that women working in cybersecurity and technology make up less than 30% of the workforce. How do you face this challenge from your position and the industry you are in?

For me, it is an honor to be part of this moment; it is true that the cybersecurity and technology industry continues to have a huge gap for several reasons: the cultural issue and the possibility that women can have a career in the industry. However, we also have to recognize the progress that has been made on this issue and the involvement of universities and companies; talking about diversity and inclusion addresses the issue of gender and provides opportunities for people.

For example, at Fortinet, we have an Academy where certifications, based on and directed at cybersecurity, are provided and enabled to anyone. Today there are many hiring and promotion opportunities in the technology industry that offer many benefits and encourage innovation.

Elisa, you have participated in several talks and presentations on diversity; how do you promote the construction of diverse teams?

At Fortinet, we have several programs, the most important, in my opinion, is at the external level, the alliance with universities for the certifications available with our Academy at NSE levels 1, 2, and 4, aimed at anyone who wants to take it. We took this measure based on our social responsibility, realizing that many people lost their jobs during the pandemic.

Internally, we have a diversity program, with a report on the progress made by the company per quarter and its annual impact. It is to demonstrate the true commitment of what we are doing to change the scenario.

Also, in Latin America, we have a group of women, Fortinet Latam Women's Networking, where meetings are held every two months with volunteer work; mentorships are offered there so that women learn about tools and how to enter the industry.

How would you define Fortinet's DNA?

It is a very young company but very aggressive in terms of innovation, teamwork, and offering improvements. We have a very strong commitment to our programs, and we believe that the most important thing is people, so we constantly work on improving our recruitment processes, retention, and experience with the brand in general. **We see ourselves as a ForteFamily!**

What can we expect from this company for 2022?

These last years have been very resilient, the pandemic taught us to work in new scenarios, but we learned quickly. And although it had a substantial impact on all sectors, for us, it meant a huge growth

opportunity of 25%, and we hope it will be 35% in 2022.

What inspires you, and what can we learn about you that does not appear on social networks?

I am passionate about my work. I always dreamed of working in a technology company. I started in my country Brazil, in human resources areas, and my dream came true after 15 years of career.

What makes me happiest is creating opportunities for people and contributing to their promotion and development. Every day I learn more and consider myself a better person.

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My recommendation for young people is that they look at the cybersecurity industry. To do so, they must prepare through university education, some organizations' internship programs, and even the certifications of our academy”.



ELISA BALL | Director of Human Resources at Fortinet for Latin America and the Caribbean

Today you have a huge responsibility as a Director of Employee Success Business Partner in Salesforce Argentina. What is the biggest challenge you have ahead of you, and what was the most significant learning so far?

The biggest challenge has been to locally complement the activities, content, and wellness experiences to support our professionals' physical and mental health. Especially for those who have children: according to a study published in the **Wall Street Journal**, home office work is interrupted 15 times an hour when you have children. In this context, the activities of virtual rapprochement with the team and the extra benefits provided during the pandemic, such as child care, for example, helped a lot.

In terms of learning, it is increasingly important to carry out surveys frequently to find out how employees are doing. Digital processes were already set in the routine of the **Employee Success area** since a person arrives at the company or requests something from the sector through concierge, our digital self-service platform. The change is that the search for information became monthly, so now the company uses this feedback to expand its benefit packages, such as the child care I mentioned, and make other decisions, such as the best time to return to the offices.

On the other hand, we believe that success in the work routine is something one can achieve from wherever one works. For this reason, we also promote our "Success from Anywhere," which consists of opening our searches to people from all the provinces of Argentina. With the massive application of remote work, location ceased to be an important factor when choosing professionals.

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Salesforce is one of the best companies to work for women. This achievement begins with our corporate values of equality, trust, customer success, and innovation”.

“Our secret formula for Employee Engagement is sustained in the combination between our culture, the technology we use, and the data”

Equality, trust, customer success, and constant innovation are the values that have gained more prominence in these times. Jonathan CohenLozie, Director of Employee Success Business Partner at Salesforce, shared with us how having an inclusive and diverse culture, they managed to be one of the best companies to work for women.

By JULIETA CUMBO



Salesforce is very well positioned globally, you have managed to be number one in GreatPlaceToWork, and today you are in the top 4 globally. From your role, how do you work together with your team to remain leaders in your field, always taking care of the culture and environment and at the same time preserving innovation and technology?

Our "secret formula" for Employee Engagement is sustained in combining our culture, the technology we use, and the data. An easy example of this is the surveys we conducted, with data reinforcing our commitment to offering employees a better work experience. In turn, this information provides other perspectives to make business decisions. In fact, thanks to these surveys, we decided to postpone the return to face-to-face work until the end of the year, even though offices are open around the world.

What human resources policies and practices were successful in achieving a good work environment?

According to Great Place to Work (GPTW) in Argentina, Salesforce is one of the best companies to work for women. This achievement begins with our corporate values of equality, trust, customer success, and innovation. In addition, other HR Policies and Practices such as support for equality groups, the Employee Resources Groups (ERGs), and our paternity leave policies also result in a successful and equal work environment.

Furthermore, the fact that our values are translated into concrete practices, policies, and actions such as gender-free benefits, Equal Pay, or mentoring allow us to create a diverse and inclusive environment for our employees and especially for women.



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My greatest inspiration to move forward is related to the impact generated by our inclusion and diversity policie”.

At DataTalentFest, you said: "We are very proud that Salesforce is one of the best companies to work for women." What motivates you to keep going at this point, and what is your biggest inspiration?

My greatest inspiration to move forward is related to the impact generated by our inclusion and diversity policies and seeing how these actions are transforming our ecosystem, bringing more women closer to the world of technology, and creating a favorable environment for them to develop. But, without a doubt, what inspires me the most is listening, taking information from the lessons learned, and promoting actions every day that allow us to continue being among the best places to work for women in Argentina.

You recently mentioned in another interview: "We participate in Product Groups Tank and other technical communities, and we also support Girls in Technology" How has technological evolution been and its impact on professionals in the area?

Some time ago, technology and artificial intelligence were something exclusively for specialists. Today, they are present in everything, even in the simplest actions like choosing a song on music streaming platforms. That is why today, sales, customer service, and marketing professionals are looking for the best ways to work with the support of these tools.

In that sense, free online learning platforms like **Trailhead**  are just as relevant as supporting institutions that encourage people to be trained. For example, when we use Trailhead in our technology mentoring activities, we find it easier for young people and



individuals to develop skills that will help them in their professional challenges. That is even more important for women, who often do not have the same opportunities as men. In addition, learning about the latest trends in technology vastly improves employability and career development.

Considering the experience and uncertainty of 2020 regarding crisis management and the second wave that we are currently facing in the entire world, what is the horizon that Salesforce envisions in the region?

Our focus is on supporting our customers, partners, and collaborators on their way to success and the new challenges that lie ahead. We believe some changes are here to stay even after the lockdown ends; many people will continue to work from home and increasingly use e-commerce. The pandemic also made brands improve their customer service and sales processes through digital media. In the future, we will have a more hybrid environment, and companies will need technology partners to support them in their continuous digital transformation efforts.

Some advice for the new generations who are searching for new employment opportunities, what can you tell us about the future of work?

I would recommend that young people consider the transformative role of technology and that technological skills, as we have seen in the last two years, will be increasingly crucial due to their ways to help us solve our problems. In that sense, **one of Salesforce's main focuses is on education in these tools: we offer free courses on sales, customer service, marketing, and e-commerce solutions from the Trailhead site. In Argentina, more than 100 vacancies in positions related to Salesforce tools can be learned through this platform.**

JONATHAN COHEN LOZIE | Director Employee in Success Business Partner at Salesforce.





Nubank, innovating and evolving from Brazil to the world

The Brazilian giant and neobank that innovates to include more Latin Americans in the financial market has grown exponentially. We spoke with Juan Carlos Guillermety, Head of Nubank's Strategy & Development, on what makes them different, their priorities, and the concept and application of diversity.

By LEILA OVANDO

In the last year, many organizations experienced the need and obligation to transform digitally, a process that does not stop. Nubank is a digital bank by definition; how do you experience this situation in an organization that was born digital?

Being born digital effectively makes a big difference because we did not have a technological adoption phase to go through. What we did see was that the adoption of our products skyrocketed as people began to try financial alternatives that allowed them to protect themselves at home, and precisely because we were born digital, we had the ability to meet that demand for digital financial products. As a result, we already have more than 40 million clients in three Latin American countries.

In addition, we have the vision that our products are never finished; they are always in constant evolution since our clients are too. Technology also allows us to constantly communicate with our customers to understand which product really suits their needs.

We use technology to offer the product and do it efficiently so that the client does not have to pay abusive rates. I'll give you an example: Mexicans and Brazilians have very different ways of using cards. In Mexico, they are actually used to finance purchases. Knowing this and that interest-free month options are often linked to a specific promotion or require a fairly high minimum purchase, we decided to launch the deferred purchase option. This allows our users to choose which purchase they want to defer and in how many months, even if the merchant does not offer this option. After launching this functionality on our credit card in Mexico, we saw that our users in Brazil wanted to have that same option, so now we offer that possibility there too.

Innovation/evolution

One of Nubank's mottos is based on "fighting against the complexity of the financial system so that you regain control of your money," and we live in a continent in which a large part of the population is not banked or has an irregular employment situation. From your role as Head of Strategy & Development, what is it like to think about the strategy day by day, taking into account that the market does not forgive, but at the same time you aim to help people in their financial management?

At Nubank, we believe that the complexity of the traditional financial system is made to put barriers to entry for users and take advantage of the asymmetry of information between them. That is why **we are constantly innovating in ways that allow us to include more and more Latin Americans in the traditional financial market.**

Our risk analysis models for our credit card product are constantly evolving and optimizing, which allows us to increase our acceptance rate more and more. Also, we have innovated how we grant credit to people who do not have a credit history, giving them a small credit limit initially, which is increased according to payment behavior. Similarly, in Brazil, we offer a credit card aimed at people who do not have

a financial history or who are reported in the country's credit bureaus. As a result, the product grows at an exponential rate. Since February this year, when it was launched, five million new customers have adopted the card with a "guarantee" that allows you to add a limit to make purchases on credit.

We are driven by the premise of really getting to know our clients, and we do that every day. Our customer service team - which we call **Xpeers**, because they really care that all our customers have the Nu experience - share their feedback with all product development teams. Thus, we co-create our product with our customers, our home community. It is important to highlight that **we focus on each market individually.** Although we have learned a great deal from our operation in Brazil, each country works completely differently, and we are always looking for more and better ways to offer the ideal products and services for the different markets in which we operate.

Nubank

Founded in 2013 in São Paulo, Brazil Latin America's largest neobank and fintech

Valued at US\$25 billion

Recognized as one of the most innovative companies in the world according to the Fast Company 2019 ranking

Headquarters in Brazil, Germany,



What is constant is our absolute focus on customer service and product experience. We believe that this distinguishes us and is one of the reasons why our clients are our main ambassadors. 30% of our new customers come from a user recommendation and in the case of Mexico, our Net Promoter Score is 93 points, which is not only much higher than other companies that offer financial services, it is very high compared to any other type of industry.

In most organizations, projections have paused or taken a completely different course. From your position, what is your projection since the technology industry (50% of Nubank) had to accelerate its processes and actions in record time?

Indeed, as I mentioned, we saw that the adoption of our products skyrocketed as people began to try digital alternatives that perhaps they had not previously tried due to mistrust or ignorance. **Thanks to the relationship we build with our clients, based on clarity, transparency, and trust, we have seen our number of clients grow exponentially.** In Mexico alone, we already have more than 2 million applications for our Credit Card, and we are already among the largest Credit Card issuers in the country. In the same way, more than 300,000 Colombians have already signed up on our waiting list to have the Nu credit card.

“**30% of our new customers come from a user recommendation”.**

and is welcoming to all is part of our culture, and we live it every day.

The Nubankers really are our main ambassadors; they believe in what we are doing and feel part of this movement that is changing financial services. **We are proud to say that we are a human company that has even been recognized in Mexico as one of the best places to work if you are a developer or engineer of digital products.**

“**Human talent is the most important component in any company”.**

«With only 8 years in the market, we have been able to democratize access to financial services for 40 million people and revolutionize the entire industry in Latin America to make it simpler, more transparent and more humane. Today we are entering new territories such as investments and insurance, as well as in new geographies in Colombia and Mexico».

David Vélez, founder and CEO of Nubank in

At a conference in Argentina, Alejandro Muszak, CEO of Wenance, said: "It is quite a challenge to keep up with fintech growth. The big stopper for a technology company is human resources. We are all fighting for talent". Based on this, how does Nubank face this era in which technological talents are among the most required by the market?

We are well aware that human talent is the most critical component in any company. We believe that by building a relevant brand -with a clear vision, mission, and values- that acts with coherence and allows its collaborators to have a balanced life, we will continue attracting great talent. Building strong and diverse teams has been one of Nu's values since we were born in 2013. A work environment that respects diversity

**CLARITY,
TRANSPARENCY,
AND TRUST**

You are from Colombia, you lived in the United States, now in Mexico, and you work for a company in Brazil. Do you think that this multiculturalism and ability to observe from different points of view gives you added value when leading teams?

Diversity is a value that has an enormous impact on organizations, and that is why building strong and diverse teams has been one of our pillars since we were born in 2013. Definitely, if a very homogeneous group of people starts developing solutions of any kind for very diverse groups, there is a problem. Simply because they are unaware of different realities and points of view, for this reason, in Nubank, diversity is lived. We have Nubankers of around 40 nationalities, and we constantly encourage cultural exchange because we understand that this will enrich our teams and, as a result, benefit our clients. **This cultural openness also allows us to have greater empathy towards differences and thus better understand our clients.**

At Nubank, we also understand diversity from different angles. That's why 56% of leadership positions at Nu globally are held by people from underrepresented groups. We also have a goal by 2025 to hire no more than 3,300 women and for at least half of leadership positions to be held by women. While all of this makes us proud, we recognize that the road to true diversity and inclusion is only just beginning.

What would you say to the younger generations who live in a scenario of constant change at the work level?

I believe that the key to adapting to a changing environment is constant education and re-education. Learn formally and informally continuously. **The new generations will face things that we did not even imagine**, such as the extensive use of artificial intelligence and machine learning, which will surely require permanent reskilling. Many of us have already heard that the children in primary school today are going to study careers that do not yet exist. Imagine what will happen when they enter the world of work. Perhaps what they studied will serve them the first few years, and then they will have to rethink again.

Fire round

A book: Homo Deus - A brief history of tomorrow by Yuval Noah Harari

A movie: My cousin Vinn

A tip: Seek to get involved in great challenges that force you to give the best of yourself

A place in the world: Cartagena, Colombia

“
Diversity is lived at Nubank”.

nu

Wanda Weigert:

Globant 

"I work day by day to transform gender parity and generate a change in the technology industry reality".

She declares that her role is to live on a roller coaster of emotions, but with great satisfaction, she looks at her 16 years in the organization of her dreams. We speak with Wanda Weigert, Chief Brand Officer at Globant.

By Paola Albornoz

Wanda, you started at Globant in 2005 as a senior consultant and went on to create the entire communications department. How has your time at Globant been?

It's a roller coaster. When I arrived, we were very few; there was a palpable vibe of wanting to transform the world, wanting to do something different, break the mold, and, luckily, that was something that kept transforming. Today we are 20,000 people in 18 countries, but the roller coaster still exists and motivates us to challenge ourselves.

Within the communication area, it has also changed a lot; from 2005 (when I joined) to date, I have teams throughout Latin America, the US, Europe, India; all these changes are reconfiguring how to achieve the objectives.

Transforming reality is no longer just transforming Argentina but transforming the reality of many other societies and other people.

Our industry itself has a transformative capacity that is very tangible. For example, bringing opportunities to boys and girls who otherwise would not have had access.

In 2006 we opened our first office outside of Buenos Aires, in Tandil, with the vision of going where people are and being able to help them develop. Today there are some incredible stories of globers working from unexpected places.

We have offices in Resistencia, Tucumán, Bahía Blanca, and wherever they are, they work for Google, for Electronic Arts, leading teams of 200 people; that is the transforming power of technology.

In an interview, you commented that with your team, the team, the projects, and the processes grow, but something they work to maintain is the essence of Globant. From your role as Chief of Brand, how do you promote it?

There is a culture that's key to making us all vibrate by saying, "we are globers." I have it in my own flesh, but, although I have been in Globant for more than 16 years, it is something that is in the air and is breathed even with the most recent admissions.

It is very easy to identify with our values: think big, aim for excellence, innovate, try to generate a positive impact on the other... This gave us a strong foundation, such as facing the challenges of the pandemic.

Now that we touch on the pandemic, something that it exposed to the world was to rethink the purpose of people; we know the purpose of Globant, which is to "transform the world one step at a time." Could you share how you live that organizational purpose and how it ties in with your own purpose?

After so many years, it is very difficult to feel separated from work, and this slogan of transforming the world is very tangible and real for me.

The technology industry itself has a transformative capacity that allows you to bring opportunities to boys and girls from all over the world. I feel very happy to contribute to making this reality happen.

In addition, I work every day to transform gender parity and generate a change in the industry reality because today, they are mostly men, and there is no reason why women should not have more space in the industry. There is no barrier, and transforming that reality implies a long-term vision. It is not something of the companies; it starts from the universities, that is why this reality must be changed.

As a woman, I feel super motivated to contribute to this change. More girls are studying technology, who are not afraid of leadership positions, helping them reconcile their professional and personal lives.

One of your first actions at Globant was to create the internal newsletter to align communication. After 16 years, what actions do you promote to keep teams connected?

In the pandemic, we exploited digital channels much more, we took advantage of lost spaces such as those office chats, and we thought about how to relive those moments. Slack became our right-hand man. We started sending them to the globers attention to try to be close and find compatibility. We did virtual trips, after office, etc.

We tried to be close through the virtual, also from the real, finding great compatibility in the way.

How do you experience work after becoming a unicorn?

In 2005 there was no talk of the possibility of being a unicorn; there was talk of a dream of wanting to put the flag of Argentina as a leader in the technology industry, that vision of thinking big was there from day one and continues to be exponentially broadened, the goal always moves further, and we see the transformational power we can have.



Being a unicorn does not define you as a company, the purpose of transforming and having a long-term vision defines you.



It's a roller coaster, it's full of emotions, and it's very vibrant. The founders and the whole team of management have the ability to convey this contagious dream, so it makes each one, from their place, want to improve themselves.

Before being unicorns, the IPO arrived; it was a great milestone for us to start trading on the US stock market, which meant learning again because very few Argentine companies had been able to do so. We were the first technology services company to be

listed on the New York Stock Exchange, and that significantly raised the bar of what processes, what views, what vision we should have, and everything leads you to a path of growth.

What should be the issues to be included in the agenda in organizations?

Inclusion and diversity, we are in 18 countries, we see multiculturalism, we live it, and we see how enriching it is, that encourages innovation, having different points of view and also because society is also changing and as organizations we have to be able to empower them so that everyone is who they are.

The issue of sustainability, its impact on the environment, how we can help make it a positive impact in the world, caring for globers, we need to create a growth and career development team.

What can we expect from Globant for 2022?

It will continue to be a roller coaster. We want to continue growing, and we announced openings in Tierra del Fuego, Bariloche; we want to continue growing here and in other Latin American countries, Europe, and the United States. We are going to work on the impact on the communities, we are launching a new edition of Women that Build Awards, which are the awards that seek to make women who generate an impact in the technology industry visible, and we hope to create more actions that continue to change reality and make other protagonists visible.

We have talked a lot about your professional role, and I would like to know a little more about your personal side. How would you define your singularity? What makes you unique?

I believe that having the necessary humility to recognize the talent in others and being able to continue putting together a team that can share the vision. Because in growth, one is enriched by others.

What can we learn about you that we don't see on social networks?

Someone once asked me why I do what I do, Research. Much like my father who often said he became a teacher because it was just who he was – he was a teacher – I have often felt that I research and write about HR because that is just who I am – I am a researcher. I start every conversation with a question, even if the answer is not easy or pretty, and even if the world does not always work the way I think it should. One of my earliest memories as a child was visiting my father at work. As we drove through the front entrance's tall clanking metal gates, I would scramble to my knees to look out the window in awe. This was in the days before booster seats were required and small curious children slid around vinyl backseats with abandon. As I peeped over the edge of the door, hands flattened against the cold window, making outlines on the glass, my little heart would pound furiously as the car wound its way through a magical land. Mouth agape, I would take it all in slowly, from the large white towers as tall as city buildings rising all around us, to dark, oddly shaped dragons perched atop the highest peaks spewing fire and steam in every direction, to sparkling fairies floating in the air and gigantic metal monsters lining the road puffing smoke and growling furiously as they encroached on our little car. In the center of this fairyland was a warm yellow office, with metal desks and cushy chairs, and a bowl of butterscotch candies. In reality, my father was a 24-hour, on-call supervisor at a large petroleum storage and distribution station that sat on the edge of Pittsburgh, Pennsylvania, and until I was much older, I never realized how dangerous and difficult that job must have been for him. **My father's job required him to be on constant standby for work so that he missed school events, family picnics, and holidays on a regular basis.** The supervisor's role

By STACEY HARRIS

Why HR Technology Really Matters

was so hard to fill and to train for that my dad and our family were constantly being relocated, so he could fill hiring gaps and train new teams on safety protocols for working in harsh environments that required the highest level of skills. Like many people filling the ranks of the Great Resignation today – when I was 12 years old, against everyone's recommendations my father quit the well-paying oil job and decided to become a teacher. **This single decision completely changed our lives, and his, and taught me my very first lesson on the value of skills, capabilities, the importance of controlling your own destiny.** I have no idea what that manager was thinking when my dad handed in his resignation in 1985, but I am sure it was the same as any manager today who loses a highly skilled employee with no one ready to replace them: Damn!

Although I was never aware of it, the Human Resources (HR) policies and HR technology that my parents interacted with throughout their careers had a major impact on my life as I was growing up and on the decisions that both my mother and father made about their own careers. **In my early years, all my father's missed holidays were due to an HR work policy.** The need for my family to move every two years, causing me to lose my pet parakeet and my mother to lose her family's antique plates, was due to poor recruiting and work environments. The regular paycheck that I remember my mother cashing every two weeks before she went grocery shopping and took us to Baskin Robbins 31 Flavors of Ice-Cream was made possible by a piece of early green-screen payroll technology and was critical to my family's financial wellbeing. When I was 15 and my mother took six months off work on family medical leave

to take care of my grandmother, who was dying of cancer, it was made possible because of HR regulations, policies, labor contracts, and technology. And in my own personal life today, HR and HR Technology, play just as big a role.


If the last few years have highlighted anything for us, it is that work and our personal lives are not nearly as separated as many leaders like to imagine in the corporate world, and Human Resources is the connection between those two worlds. Everything we do in HR and HR Technology has an impact on our business, our employees, and ultimately their personal lives. Sometimes that impact is noble and good, and in other cases that impact can be dangerous and disheartening. In a world where the stories about the abuse of power and technology abound, it can be easy to become cynical about organizations in general, and specifically about the role of HR and HR Technology. There is another side to this story though, and for every bad actor, there are hundreds of hard-working HR professionals and technologists doing good every day of the year.

Much like that little girl who poked her head out, too curious to be scared of fire breathing dragons, I am still in awe of the world I see around me; I find beauty in the chaos and believe that as human beings we can create our own fairy tales if we have access to the knowledge, resources, and opportunities needed to create those worlds.

It is that passion for creating a better world that encouraged me to write my first book Introduction to HR Technology: Understand Technology to Improve Performance and Process. This book was written specifically for HR professionals who are trying to figure out how organizational goals can coincide with human goals, and how technology can be responsibly harnessed to reach a better future.

Everything we do in HR and HR Technology has an impact on our business, our employees, and ultimately their personal lives.



WANDA WEIGERT 
Chief Brand Officer on Globant

Researching Proven HR Practices

Throughout history, the Human Resources function has fought a constant battle to balance its role as employee advocate, business leader and organizational culture keeper. The critical nature of each of these roles demands focus and attention, yet most HR professionals would also say balancing these competing agendas puts them in a no-win situation. I spent my early years as an HR practitioner on the front lines of this battle – watching a multitude of savvy, hard-working HR leaders wage a constant uphill campaign for the respect this difficult position demands inside every organization.

For the past ten years I have spent my career researching what makes a great HR function, one that can balance competing agendas and achieve the desired outcomes. During this time, three types of organizations emerged:

Efficient and Effective HR.

Organizations that leverage technology, processes, and resources more effectively than anyone else. These are well-run HR functions, but all too often they are missing a critical focus on organizational outcomes. These organizations are often relegated to compliance-based HR functions.

Best Practice HR.

Organizations led by well-respected HR leaders, heading up major HR transformation efforts are exciting organizations to work with, and they focus on industry best practices and working with the newest and coolest HR technologies. But, though these organizations focus more energy on the employee experience, they often forget to align their efforts with the reality of the organization's culture or business needs. These organizations struggle to maintain best practices on an ongoing basis without long-term business support.

Outcome Focused HR.

Organizations that achieve outcomes in step with their culture and employees, rather than at their expense or as only an aspirational goal. These HR functions embrace their role as both business leaders and employee advocates in a way that operational colleagues can no longer ignore. In these environments, HR Technology and HR processes create value, inform business decisions, and support enterprise strategies. They treat HR as their secret weapon and leverage HR practices and technology in ways that are unique to their organization, and its ability to achieve phenomenal outcomes.

Creating an HR Technology Community

In the midst of this research, I realized that there was a fundamental issue with how many organizations were leveraging their HR Technology. Even the most forward-thinking HR function, was often using individual HR Technology as a means to an end, leveraging it for the moment to accomplish a task or achieve a short-term outcome – but not viewing it as a dynamic system focused on long-term outcomes. These strategic outcome-focused organizations see HR Technology environments as interconnected and hopefully, highly self-sufficient environments, filled with data, workflows, and content more valuable in aggregate than in their individual pieces. A highly connected HR technology environment that works like a community, allows the organization to work more efficiently but also more thoughtfully – to value the individual employee as part of the whole organization.

The first step in understanding an HR Technology environment that works like a self-supporting community is to understand the basics of the current HR Technology industry. HR professionals are at the center of this conversation. They need to change HR at a fundamental level – and to do that they need to understand the resources and technology available to them to help achieve this transition.

Introduction to HR Technology: Understand Technology to Improve Performance and Process' goal is to:

- Give a clear overview of the past, current, and future HR Technology landscape
- Explore each HR application, and its role in the broader community of HR Technology
- Identify the various HR technology audiences including buyers, users, and support roles
- Provide data on implementation and adoption practices that lead to outcomes
- Share insights on where the market is heading and how emerging technologies will play a role in the future of HR

STACEY HARRIS | Chief Research Officer & Managing Partner, Sapient Insights Group
Analyst | Author | Writer | Speaker | Podcast Host



A highly connected HR technology environment that works like a community, allows the organization to work more efficiently but also more thoughtfully – to value the individual employee as part of the whole organization.



VISA

Visa Argentina and La Nación recently launched the #Visa-LaNación Award for Innovation, recognizing companies that dare to implement disruptive strategies. In these lines, from your role as leader of an area that encompasses different countries, cultures, people, backgrounds, etc., what do you and your team do to be constantly at the forefront of innovation from the department you are in?

At Visa, innovation is part of our DNA, and it is part of our mission to connect the world through a network that is not only more reliable and secure but also more innovative. We seek innovation both in our customer-facing processes and internally, focusing on our collaborators, working as a team, having a passion for seeking new ideas, and generating an impact on the world from wherever we are.

We foster a culture of innovation, which is why we seek innovative talent in all positions. Talent that challenges existing processes, that promotes good business practices, that is persistent and resilient, working as a team and collaboratively for the same objectives, addressing the needs of our clients, choosing the most effective solutions, and thus continue to be one of the most valuable technology companies globally.

Innovation is so important to us that we internally implemented the "Innovation Award/Recognition" for the second consecutive year. This award is given twice a year and recognizes those who have shown creativity, courage, and collaboration in innovation and transformation projects for the end-users.

This award highlights new ideas and people who have changed or challenged existing internal and external practices with our clients and the Visa ecosystem.

When innovation is the DNA

Understand that not only do organizations choose people, but more and more people choose organizations. Having a new talent or a new job has become a two-way street that VISA has understood. María Inés Calvo, Director of Human Resources for the Southern Cone, opens the doors of the company and comments on the role of HR during the pandemic, multi-generations, the relevance of data and technology in relation to talent.

By LEILA OVANDO

What do we do to be at the forefront of innovation from HR?

I believe that there are three fundamental aspects to consider: being **attentive to the needs of the business** and its evolution, **listening to our collaborators**, and **being prepared for market trends, including the upcoming changes**.

There is a lot of talk about innovation in HR. I believe that the true innovations in this area can be measured by the impact they generate in the business, culture, productivity, and commitment of our collaborators.

Common denominators of the most innovative organizations in Latin America:

- ▶ A hub, team, or department dedicated to innovation
- ▶ Innovation laboratories to promote interdepartmental collaboration
- ▶ Adoption of innovation with more than 140 APIs and alliances with 15 startups per year on average.
- ▶ 80% use leading technologies.
- ▶ Capacity to bring its solutions to more than five markets
- ▶ Solutions developed in less than five months

Report "The State of Innovation in Latin America, "Visa Innovation Center

AVAILABLE IN SPANISH



VISA is a payment technology company that is shaping the future of commerce. So what is the greatest human resources milestone for this last year in which everything changed, turning 180° towards virtuality and new technologies aiming at a much more competitive market?

When the pandemic started, Visa took a turn towards greater flexibility. We embraced flexibility at different levels, prioritizing the well-being and safety of employees and their families.





As for most companies in the region, the approach to flexibility at Visa before covid-19 was not what it is today.

Without a doubt, **the pandemic took a turn towards more flexibility**, making us a more agile organization with more autonomous teams. However, we soon learned that working from home was just the beginning of a series of new challenges for our people.

At the managerial level, **Visa made the decision to prioritize achieving daily objectives over meeting rigid working hours, consciously institutionalizing flexibility**. These are some of the things we are doing:

Flexibility is part of our culture. We have encouraged leaders to build flexibility into their teams to accommodate personal needs.

Well Being Hours. This is a temporary mental health respite, a space employees can choose to use for themselves on Fridays after 1:00 pm.

Staff meetings with different slogans to get to know each other better. For example, we play a guessing game in which photos of some team members from when they were children are projected. The team

must guess who are the ones that appear in the photo. Once guessed, they must tell anecdotes of that moment, their childhood, as well as share hobbies with the rest of the members of Visa.

Recreational activities with the family, "We are all part of Visa." Here, in this weekly block, the families of our people are invited, for example, to take gym classes with lots of music, lots of fun, all together. It is a way to have fun, take care of health, and get to know each other better from a recreational space.

Wellness Ambassadors. We appointed an Executive Sponsor of Wellness at the regional level, who leads a team that offers practices and resources, on an ongoing basis, to learn how to manage in times of pandemic

Access to mental health and mindfulness. We strengthened our employee mental health assistance program by increasing the number of free sessions with a mental health counselor that employees can access.

As we emerge from the pandemic, we expect that many of the lessons learned will continue to be part of an innovative business model, much more flexible, in which the resilience of our collaborators continues to be empowered, and in which

everyone contributes with their talent, experience, and flexibility to our purpose as Visa.

What place do reskilling and upskilling occupy in the world of talent? What is Visa University all about?

The world of work is constantly changing to adapt to the company's new needs and our consumers. The emergence of new capabilities has changed the professional world and what is expected of talent; an example of this is digitization or big data knowledge, **the use and management of data has become fundamental in most roles.**

Digital skills, knowledge and/or experience in technology and electronic means of payment, just as innovative thinking and resilience are skills that are always in demand. In this context, they will be even more so, as well as skills for remote work and virtual work connection. These new skills require new learning processes (reskilling and upskilling) for current and future employees.

At Visa, **reskilling and upskilling are part of our talent development and management strategy.** This last year, through our e-learning platform called Visa University, we have offered a very varied amount of virtual training to our collaborators to develop and learn these new skills and knowledge. For example, we carry out courses on managing virtual teams, effectiveness in remote work, storytelling, and generating effective virtual presentations.

The future of the digitization of our companies depends on our ability to build new skills, reskilling, and upskilling of our collaborators.

In the case of Visa, we are an ever-evolving payments technology company and foster a culture of innovation.

"We promote good business practices, we accept challenges, and we are persistent, we work as a team for the same goals, we address the needs of our clients, we choose the most effective solutions and we aim to continue being one of the most valuable technology companies globally".

One of the technology sector characteristics is the high demand for work and the low supply of talent. Considering this, how important is the use of artificial intelligence and HR Analytics in human resources?

The HR area digitization is going through all our processes, what we call "the employee's life cycle" from their entry to their departure and/or retirement.

Today the use of machine learning, AI, and People Analytics is essential in our processes. To list just some of the activities where these technologies help us, we can cite:

- ▶ Carry out a **better identification and selection** of candidates who apply to positions through social networks or our website. Our digital systems allow us to identify and filter the most suitable candidates.
- ▶ People Analytics for **internal Mentoring processes** allows us to identify each collaborator's right mentor according to their profile and needs.
- ▶ Use of virtual reality for **onboarding processes recognition programs.**
- ▶ Improvements in **salary benchmarking processes.**

As HR professionals, it is important that we develop a digital profile, that we are capable not only of generating information but also of interpreting it through technology to understand the behavior of our collaborators better and help the business and the leaders to make better decisions based on data and not assumptions. They say that when "data speaks, opinion is silent."

You have a long career in international companies, many of which are sought after by younger generations to work for. What do you think the young professional is looking for today when choosing a job?

Today we have a generation of young people who enter the workforce differently than we or previous generations did.

They want to work in companies that prioritize caring for the environment, gender equality, healthy eating, and sustainability, but above all, aligned with their purposes and values.

These young people value their personal freedom and want to be able to choose how they go to work. 🌐

Likewise, they like to feel part of the company's projects, initiatives, achievements, and challenges. They value feeling recognized, visible, and protagonists of change, leaving aside routine tasks. They look for leaders who constantly give them feedback, match their values, and challenge and develop them. They want to express their "self" at work and not feel conditioned, to be able to be themselves and express what they think and feel without limitations.

In an exit interview I had with a young millennial, he told me that he was leaving the company to focus on his personal life. His words left me thinking. He said: "I need to be faithful to what happens to me, the balance has to be positive, I need to have time to dedicate myself to other things." They do not negotiate against what they consider to be against their values and interests; they are true to themselves. I think that previous generations resigned more our times and choices.



“
Today more than ever, the choice is two-way, the companies choose, but they also choose us”.

The balance between personal life and work life is not optional for them; it is in their DNA. Having time for their personal life and for their activities is essential.

The new generations are not satisfied with just working for a certain brand: they are increasingly demanding and choose where to work.

That is why it is so important that human resources pay attention to these trends, that our "Employee Value Proposal" makes them fall in love, that it is not a "one size fits all" but that each component of our proposal is adapted to the different generations. Today more than ever, the choice is two-way, the companies choose, but they also choose us.

A few years ago, in an interview with an Argentine media, you said that you aspired to achieve a balance between life and work from your role. After a year and a half at a global level, do you consider that organizations are oriented towards this balance and understand that their collaborators are integral beings?

I believe that the pandemic accelerated many of the changes and transformations that companies were carrying out in this regard. The ability to combine work and personal life with the help of technology is already a key factor that will organize people's lives for the next decade.

We are in the era of "smart" work; individuals are the ones who manage their time. Increasingly they will decide which company to work for, when, and where, and technology is an enabler for this. Work will no longer be done only during fixed hours and in the usual places. Instead, it will be based primarily on results and impact.

Companies must have a new conception of work. We must continue to adapt our culture. We have to change those practices that served us well in our management, but that will not be effective for the coming changes. There are cases of people who decide to leave the organization to better balance their personal and work life. It is no longer enough to offer a good salary or an attractive benefits package to attract and retain employees. Individuals know that time is as valuable a commodity as money, so they will be attracted to employers who expect and encourage their employees to have a private life and not sacrifice their freedom to pursue professional success.

Companies that do not adapt to this trend are likely to lose their best talent, who will seek more agile organizations or opt for some other form of employment.


The balance between personal life and work-life must be part of the culture and DNA of companies. Suppose, as companies, we accept that work is an activity that can

be carried out anywhere and at any time, and we are capable of measuring and rewarding the impact of our collaborators. In that case, we will have better results, and we will be more successful as companies. It seems easy, but, nevertheless, it collides with the culture that still prevails in many companies, and achieving it requires a profound change in the leaders.

Within the countries you have to lead in the Southern Cone, how do you see exponential growth in Human Development? Do you dare to make a prediction where you think the world of talent management is headed in terms of its trends?

We are heading for a future work model that will increasingly respond to new technological, social, and economic influences, and this will require more flexible and agile companies. Smart/flexible working and the growing demand for work-life balance are some of the factors that will be driving these changes. For this, we must redesign our labor practices to adapt them to these changes and allow us to remain competitive in the race to attract and retain talent.

What trends do you think are coming for talent management?

The employee as the center: attracting and retaining talent will be a great challenge for companies, so developing value proposals focused on the employee will be critical. As companies, we must become more empathetic, "put ourselves in the shoes" of our collaborators and create memorable experiences that suit everyone. According to a 2020 LinkedIn study, companies that invest in strong employee value propositions have higher employee retention (77%) and better productivity (71%). 

« 96% of pro talent say EX is becoming more important». 

(Global Talent Trends, LinkedIn 2020)

The work force made up of multi-generations is already a trend today. At least 4 different generations coexist in organizations: baby boomers, generation X, millennials, and centennials. Therefore, preparing the culture and leadership to manage this multigenerational talent is vital.

The use of people analytics helps the business make better decisions and enables talent predictions in terms of attraction, performance management, retention, workforce planning. So analyzing this information and influencing decision-making using data will be critical in talent management.

More flexible and agile forms of work: mainly driven by new generations, such as "digital natives" who question preconceived ideas about employment. The concept of work will continue to transform little by little. **The new generations see work as an activity with a purpose and a process aimed at achieving results; it will not be a place where they will go to carry out the tasks assigned to them. Thanks to technology, we can now choose where and when we want to work, work from anywhere, stay in touch, and access documentation without going to the office and attending meetings.**

Flexible work is here to stay. Working from home or a virtual office will no longer be the exception, "presentism" and fixed hours will be increasingly questioned.

Flexibility not only in schedules but also in hiring methods. I believe that over time many companies will stop measuring performance x hours worked and will begin to measure impact and achievement of objectives. Hiring people by project or/and consultants who work online or remotely from anywhere in the world will also become a trend and common practice in talent management.

For this, we must have more agile work practices in which the individual has true autonomy. Therefore, it is not just a change in the employment contract but a change in the work culture and the mindset of the leaders.

“

Promoting work spaces that are diverse, inclusive and that maximize the potential of each generation makes a difference in attracting and retaining our talent”.

VISA INC.

World-leading company in digital payments.

Mission: Connect the world through the most innovative, trusted, and secure payment network that enables people, businesses, and economies to thrive.

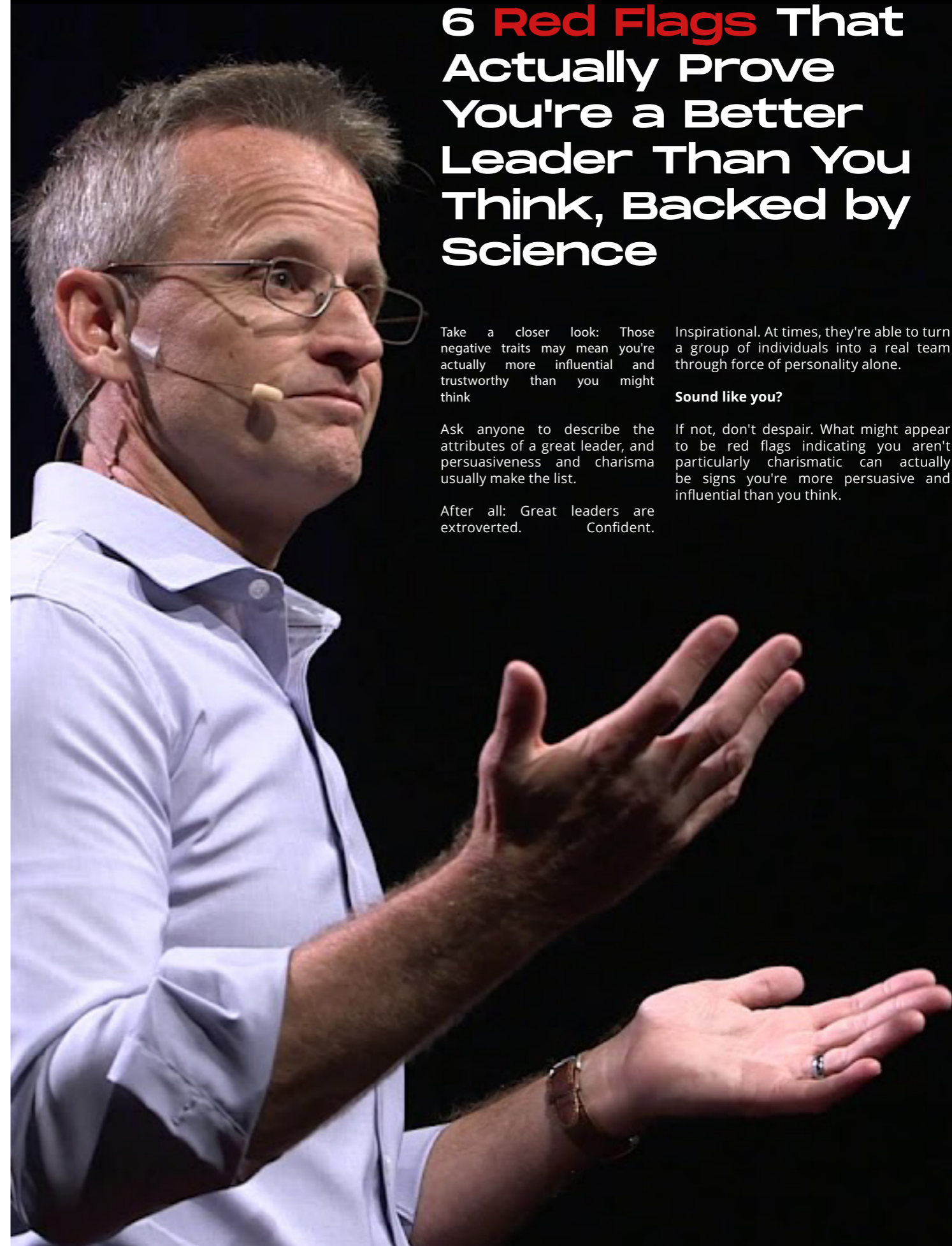
Its global processing network, VisaNet, is capable of handling more than 65,000 transaction messages per second.

VisaNet connects more than 3 billion Visa cardholders with 44 million merchants and 16,300 financial institutions in 200 countries and territories.



By JEFF HADEN

6 Red Flags That Actually Prove You're a Better Leader Than You Think, Backed by Science



Take a closer look: Those negative traits may mean you're actually more influential and trustworthy than you might think

Inspirational. At times, they're able to turn a group of individuals into a real team through force of personality alone.

Sound like you?

Ask anyone to describe the attributes of a great leader, and persuasiveness and charisma usually make the list.

If not, don't despair. What might appear to be red flags indicating you aren't particularly charismatic can actually be signs you're more persuasive and influential than you think.

After all: Great leaders are extroverted. Confident.

Here are a few examples.

You sometimes speak slowly, which makes you appear less confident

There's reason behind the "fast-talking salesman" stereotype: In certain situations, talking fast works. But not always.

According to a classic study published in Personality and Social Psychology Bulletin, speaking faster is effective if your audience is likely to disagree with you.

Yet speaking slowly is more effective if your audience is likely to agree with you.

Why? If your audience is inclined to disagree, speaking faster gives them less time to form their own counterarguments; that gives you a better chance of persuading them.

But when your audience is inclined to agree with you, speaking slowly gives them time to evaluate your arguments and factor in a few of their own thoughts. The combination of their initial bias, plus your reasoning, makes them more likely to help persuade themselves.

Think of it as harnessing the power of confirmation bias.

So if you're preaching to the choir, don't be afraid to speak slowly. You won't seem less confident. Instead, you'll give them the time they need to come even farther toward your side.

You freely admit the negatives...

Think about the last time someone tried to persuade you to do -- or feel -- something. In all likelihood, they glossed over any potential problems, challenges, or negatives.

After all, why give you fuel for your devil's advocate fire?

Yet according to University of Illinois professor Daniel O'Keefe, sharing one or two opposing viewpoints is more persuasive than sticking solely to the benefits of your position.

Because no idea is perfect.

And every audience knows that. They realize there are other perspectives and potential outcomes. The people you hope to persuade are more likely to be persuaded when you share the other side of an argument. When you freely share potential negatives, and then describe how you will minimize or overcome those problems if they occur.

The people you hope to persuade are more likely to be convinced when you admit they may have justifiable reasons to hesitate or disagree.

Think that makes you seem less confident? As always, displaying a little vulnerability is a sign of greater confidence and self-assurance.

Not less.

... Yet ultimately you focus on the positive

While it's tempting to use scare tactics, positive-outcome statements tend to be more persuasive: According to research conducted by the aforementioned Daniel O'Keefe, most people respond negatively to feeling pressured or forced into changing a behavior.

In researcher-speak, gain-framed messages are much more persuasive than loss-framed messages. Like "Let's work together to improve your sales" instead of "You'd better start hitting your targets." Or "Let's find ways to better recognize and praise your team," not "If one more of your employees quit, we're going to have to make a change."

Granted, effective leaders are forthright and honest, and tough love is sometimes the best approach.

Yet taking the person you hope to persuade to a better place -- instead of somewhere he or she should avoid -- is nearly always the best way to help them change.

You don't always jump right in

Where leadership is concerned, immediacy matters. Great leaders never wait. They step in right away.

Sometimes.

According to research recently published in The Leadership Quarterly, people tend to be much less charismatic when they're at a relatively low point in their circadian rhythm, and much more charismatic when they're at a relatively high point.

Morning people? They tend to be more charismatic early in the morning, while night owls tend to be more charismatic later in the day.

And then there's this: Morning people perceived a speaker to be more charismatic when they viewed a videotaped presentation in the morning. Night owls viewed the same speaker as much more charismatic when they viewed the presentation at night.

When you want to inspire and motivate people, first consider your circadian rhythm. Think about the time of day you feel most energetic and enthusiastic, at least in broad terms like morning or afternoon. (Or early morning or late afternoon.)

Then think about the people you want to inspire and motivate. While it's unlikely they're all either larks or night owls, odds are more fall in one camp than the other. Then do your best to line up your tendency with theirs.

Because "right now" might not be the best time, for you or for the people you hope to persuade.

You're a "doer," not a talker

A 2020 study published in Journal of Business and Psychology found that, when given the chance, employees on in-person teams tend to choose charismatic, confident, extroverted people to be their leaders.

Employees on virtual teams chose a different type of leader. They chose people great at planning. Prioritizing. Helping others stay on task.

They chose doers. They chose people who got things done.

As the researchers write:

In contexts of higher virtuality, the importance of leadership emergence antecedents shifts away from ascription and toward achievement, and functional behaviors become more valuable markers of leadership status relative to leader traits.

Want people to follow you? Help them get things done.

And speaking of getting things done ...

You're better at working than "leading"

Maybe, like many people, you feel you lead

more by example than by words. Maybe that makes you feel less persuasive.

Maybe you're wrong.

According to a study published in Industrial and Labor Relations Review, technical expertise matters hugely. As the researchers write:

The benefit of having a highly competent boss is easily the largest positive influence on a typical worker's level of job satisfaction. Employees are far happier when they are led by people with deep expertise in the core activity of the business.

Or, in simple terms, if you can do an employee's job, he or she is much more likely to be happy at work.

And that, research shows, makes them more productive. Makes them more likely to stay, rather than leave.

And makes them more likely to respect and trust you.

Which, ultimately, makes them much more likely to listen to you.

And follow you.


The **unicorn** behind digital identification


Some things remain in the organization: the ability to be surprised by becoming the fifth Argentine unicorn after having gone after a dream, and secondly, according to Eugenio Pace, CEO, and Co-founder of Auth0, the need to identify legitimate users. In this interview, we talk about the new scenario after being recently acquired by the American giant Okta, the relevance of diversity, and the importance of having a global mindset.

By LEILA OVANDO

How was Auth0 born? What's the meaning of your name?

In 2013, after leaving my position as Program Manager at Microsoft, where I worked for more than 13 years, I decided to pursue my dreams of entrepreneurship. Conditioned by previous experiences in which I wanted to be an entrepreneur, and it did not turn out the way I wanted, a year before, I decided to join an "Entrepreneurship School" in Seattle to be able to learn about all aspects of creating a company, beyond technology: finance, staff, legal, marketing, etc.

In January 2013, we created Auth0 with Matías Woloski , with an initial investment of US\$50,000 and 7,000 miles apart: me from Washington and Matías from Buenos Aires. At first, this decision was accompanied by a swing of feelings from the fear of failure to the euphoria to get our first clients.

 EY awarded the **Entrepreneur Award Of the Year Argentina 2021** to Eugenio Pace (CEO) and Matías Woloski (CTO) from Auth0.

With less than 12 months in the market, we got our first contract with Grupo Sancor Seguros. From there, we raised the possibility of seeking capital to accelerate the company's growth instead of depending entirely on new strokes of luck or organic growth, which, although valid, is generally a slow process.

Along these lines, in 2014, we decided to start an external financing process (the seed round) of approximately US\$2M that allowed us to accelerate the growth of our team to consequently develop and market our product more quickly.

In the following years, we completed other investment rounds to continue with our growth rate, raising a total of US \$300M.

It was the investment round E, in 2019, that marked a milestone in the history of Auth0. **The investment of US\$113 million meant our ticket to be able to enter the select club of Argentine unicorns, together with Mercado Libre, Globant, OLX, and Despegar, when the valuation of Auth0 crossed US\$1,000M.**

As for the name, it comes from a wordplay. "Auth" comes from authentication, and the "0" (zero) is given by the concept of 'zero friction': the idea of simplicity with which we develop our product. Originally, we had chosen the name "Auth10" because "authentication" has ten letters after "auth"; in 2013, there was a beta version of the system that we published on auth10.com, but after three months, we decided to rewrite it completely and changed the domain by removing the "1".



- Fifth Argentine unicorn born in 2013.
- Global leader in Identity-as-a-Service (IDaaS)
- Founders: Eugenio Pace and Matías Woloski.
- Helps individual and enterprise developers manage authentication and authorization.
- Auth0 has clients in more than 70 countries and offices in Buenos Aires, Seattle, London, Tokyo, and Sydney.

We know that Okta recently acquired Auth0. What does this represent for you both personally, professionally, and in terms of innovation?

The partnership with Okta is a very exciting chapter for us, as it marked another milestone in Auth0's history. This union results in a solid team led by two powerful companies and platforms that operate autonomously, but both are driven by the same values, commitment, passion, and mission.

This acquisition signifies an acceleration in innovation and an enhancement in our ability to deliver the products and services our customers have relied on over the years, as well as strengthen both companies at a faster rate. Together, we will be able to combine our incredible talent and resources worldwide to accelerate our shared vision of continuing to drive that innovation and ensure secure access for all users.

What excites me most about the acquisition by Okta, is that both companies have a single purpose. In both Okta and Auth0, the identity problem is not something secondary or a part of another group or a means to another end. **Identity is everything we do. Together, we have a unique opportunity to change the way millions of people worldwide authenticate and enable them to do so more securely.**


What can we expect from Auth0 in this new stage?

In this new scenario, Auth0 will continue to develop the best authentication platform for developers, and we will continue to operate independently within Okta, under my leadership, reporting directly to Todd McKinnon, CEO, and Co-founder of Okta. We will also look for opportunities to improve each other by integrating our knowledge, services, and clients. In addition, each platform will be supported and invested in, resulting in both organizations having a broader range of identity solutions to meet their unique needs.

Both Okta and Auth0 platforms will be compatible, reversed, and integrated over time, accelerating innovation and making Okta Identity Cloud even more attractive to the full spectrum of customers and users.

Okta and Auth0's comprehensive and complementary identity platforms are robust enough to serve the world's largest organizations and flexible enough to address every identity use case, regardless of audience or user.

A few years ago, in a prominent Argentine media, you said, "the unicorn thing I think is secondary. The satisfaction lies in being able to build a company like the one we are building, which solves a real problem with an impact on end-users." Did you ever think that what started as a venture with your partner was going to end up impacting thousands of people around the world? What is the challenge that taught you the most throughout this time?

I would not have imagined getting to where we are today, even in my wildest dreams. With Matías, my partner in this adventure, we began to work on various projects until, in 2008, we decided to write a book to capture the best practices for authentication and authorization in applications. The book was published under the **Microsoft imprint Press** . Sometime later, we wrote a second edition of the same book, which resulted in double the content! We concluded that we could keep writing about it, hope that the developers of the world would read the content, learn from it, incorporate the code documented in the book into their own solutions, or... we could just solve the problem! We realized that it could be interesting to develop it as a business in itself.

«Identity is everything we do»

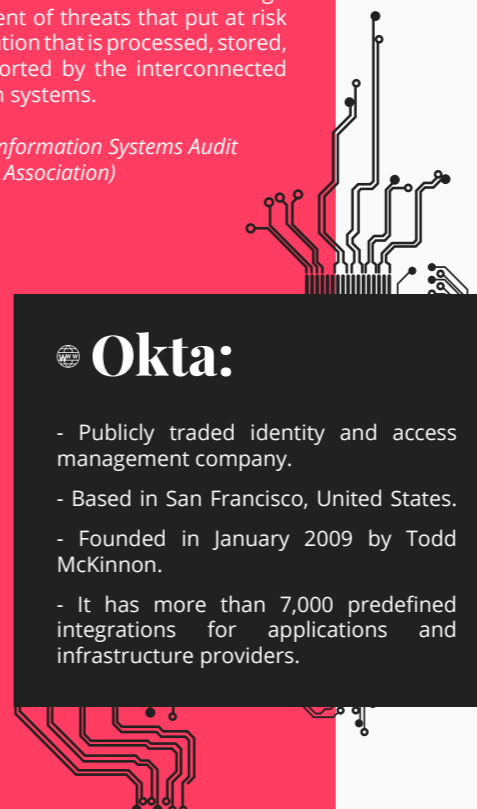
Cybersecurity:

Protection of information assets through the treatment of threats that put at risk the information that is processed, stored, and transported by the interconnected information systems.

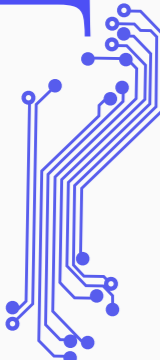
 ISACA (Information Systems Audit and Control Association)

Okta:

- Publicly traded identity and access management company.
- Based in San Francisco, United States.
- Founded in January 2009 by Todd McKinnon.
- It has more than 7,000 predefined integrations for applications and infrastructure providers.



TEAM



So we bet on building a venture based on studying, effort, and a multimillion-dollar idea giving life to a company that is based on a not-so-glamorous service when it comes to selling it but highly required by companies in the digital era. Such is the case that our product ended up becoming the differential and the tip of the iceberg to later invest in after-sales, innovation, and marketing.

At first, we saw the possibility of Auth0 becoming a unicorn very difficult, but over time, the idea of listing on the Wall Street Stock Exchange was not so far-fetched. And that is how, in May 2019, we completed the fifth round of investment, raising US\$103 million led by the Sapphire Ventures fund, catapulting us as the fifth Argentine unicorn, far exceeding our expectations.

From the creation of Auth0, the first steps were crucial for getting to where we are today. Although both Matías and I had extensive experience in technology and innovation, neither of us had experience leading a project from scratch. In this sense, both Matías and I share the importance of having a team. And how critical it is to surround ourselves with people with the talent, interest, and passion for what a company with our growth requires. One of my biggest tasks is the continuous construction of that team over the years and its adaptation to the company's changing needs.


You have offices in different countries, and 60% of employees work remotely since they've joined. What is the biggest challenge you encounter when leading people with different cultures in virtuality?

Although our origins are Argentine (both Matías and I grew up and trained professionally in Argentina), we always consider the company with a global reach mainly because our clients are not concentrated in any specific geographical area or even in any specific industry.

That's how we solved a universal problem. We also realized that talent is universal and does not recognize borders either and that we could build a company regardless of the physical location of its members.

Today we have 9 offices in the world, including Buenos Aires. And more than half of the 900 employees work remotely.

From the beginning of Auth0, our goal has been to create a safe workplace and culture where each person can be authentic. A culture of transparency, continuous learning, and growth on a global scale.

Aligned with these objectives, we decided to inaugurate the Diversity, Equity, and Inclusion (DEI) area within the company, led by Natalie Hausia-Haugen , a little less than a month ago. The role is to accelerate Auth0's DEI vision, policies, and processes and further develop the company's culture of inclusion and belonging.



“Talent is universal and does not recognize borders either”.

Our Diversity, Equity, and Inclusion initiatives are shaped by the belief that there is immense value in hiring and building teams of people of diverse backgrounds, beliefs, and human experiences. In fact, we were recognized by Forbes as one of America's Best Emerging Companies in the 2021 List (ranked 11th out of 500); also, by Fortune magazine as one of the 30 Best Small and Medium Workplaces in Technology (ranked 7 out of 30); and by the Best rankings Companies and Great Place to Work for our business culture, leadership and commitment to our people.

People's lives increasingly pass through the digital world. How vulnerable is all that information online?

Several years ago, the digital world became increasingly important in our lives. The pandemic accelerated digitization even more. The use of platforms and applications in our daily lives is becoming more prevalent, whether to pay bills, check our bank accounts, make an online purchase, study and learn, or for entertainment.

Today, there are more than 2,000 million users and passwords that any hacker can obtain with a bit of knowledge. Hackers try to get the accounts that users have in various applications and sell them for lower prices. Hacking is a business in itself with millions of dollars at stake. Moreover, it is a business of scale: if 10,000 vulnerable accounts are found among the 2,000 million (0.0005%), a lot of money can be made by marketing them or exploiting illicit access to the information.

Even in 2021, although it is hard to believe, the most used passwords on the planet by users are the words "password"; "12345" and "qwerty"; which are extremely easy to hack. Furthermore, it is very common for users to use the same password for all their applications, making them very vulnerable.

“there is immense value in hiring and building teams of people of diverse backgrounds, beliefs, and human experiences”.




This is where Auth0 comes into the picture to prevent this from happening. Using our technology, companies can secure their applications, making them much more robust against attacks protecting their customers' information integrity. Passwords are an outdated solution; For this reason, at Auth0, we offer programmers a platform that can read more variables such as the fingerprint or the face, which implies greater security, better preservation of confidential data, and privacy. Our ultimate goal is to provide a platform to make it easier for developers, more secure for users, and very difficult for hackers.

You belong to the technology industry, you are the fifth Argentine unicorn, and you merged with an American giant like Okta from Silicon Valley. Taking into account this journey, the experience, and your day-to-day work, do you dare to make a prediction about the future of work or jobs of the future?

From Auth0, we always try to imagine what can happen a year from now, moving forward in small steps, firm but consistent. With innovation as part of our DNA, we believe that the business will go hand in hand with the advancement of time and context, adapting to new demands and needs; improving our products and services to stay ahead or how we can optimize our solutions to continue solving the real problems that impact end-users.

Identity-as-a-Service Industry is a business that will continue to expand and grow. Due to its nature, we could project that by 2025 it could move more than US\$22,000 million on a global scale with growing demand, particularly in the Asian market, resulting in an attractive horizon to continue deploying our business there.

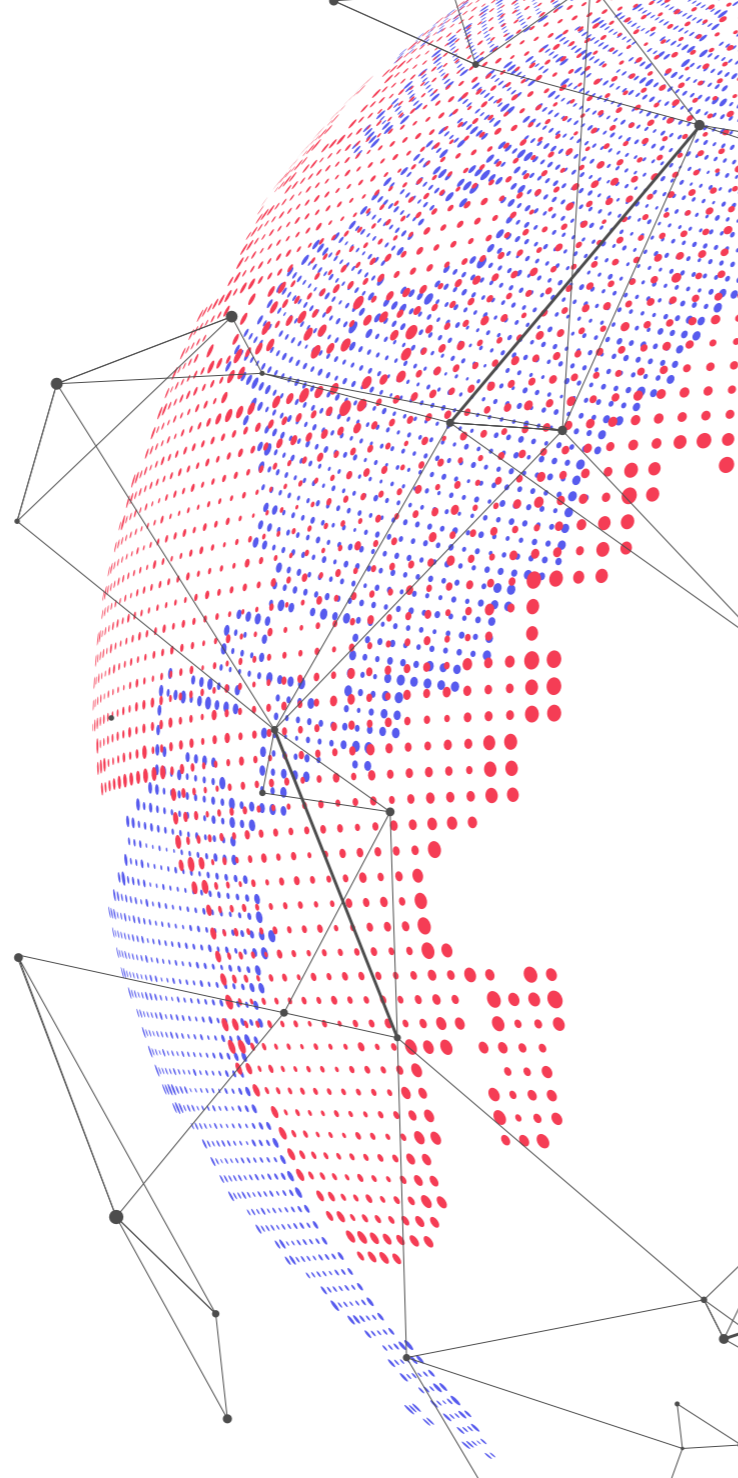
We are 100% sure about certain things; First, the basic need to identify legitimate application users will always exist. How can it change? Before we used passwords, today we use our faces or our fingerprints, but at the end of the day, the question "is this person who they say they are?" remains permanent. Second, we have to think globally because technology has shortened physical distances. And **thinking globally** impacts the team (where we hire) and our clients (whom we serve).

According to an Interpol report  during the COVID-19 pandemic, cyberattacks shifted from targeting individuals to essential health administrations and infrastructures.

“Cybercriminals are creating new attacks and intensifying their execution at an alarming rate, taking advantage of the fear and uncertainty caused by the unstable socio-economic situation generated by COVID-19”
Jürgen Stock, INTERPOL Secretary-General.



THINKING GLOBALLY



Fire round

An example to follow: Microsoft's ability to reinvent itself


A dream: a world without passwords


One motivation: the power of technology to transform and unleash our potential

Advice you were given and would give: the team you build largely defines your success

A tip that you were given and you would not give: the most important thing is the product

EUGENIO PACE | CEO and Co-founder of Auth0 

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Emotional connection + Technological Capacity *= the must-haves for professionals*

"People and their management are the key to everything that happens in a company," says María José Sobrinos Iglesias, HR director of Accenture for Spain, Portugal, and Israel. Putting people at the center has marked María José's 20+ years career and continues to be her goal and that of the organization that sees her grow day by day. Technology, growth, and emotional intelligence are topics we address in this interview with Rocking Talent.

By LEILA OVANDO

You have been at Accenture for more than 20 years. What strikes you today when you look back and realize how far you have come? Are there specific moments within the organization that have marked you? Which?

I came out of college and went straight here; it's like I've been in a lot of companies. Today, in Spain, we are more than 14 thousand professionals with very different profiles, more than 200 different professional degrees, and training. The evolution has been tremendous. I have been here for more than 20 years; I saw the birth of outsourcing, of digital, among other areas.

All the management of the pandemic has marked me.

"I tell my team that there is no time when they have made me feel more proud than during the pandemic because from overnight, we were the ones who helped all the professionals in this change. And in addition, we were close emotionally through different initiatives. We went above and beyond to help our clients in those times. It was very gratifying professionally because great things could be done for so many people.

We were never so far and so close at the same time".

Would you tell the readers of Rocking Talent how are Accenture's culture and leadership? What is your north?

It has been changing, of course, but we have a culture deeply rooted in values focused on behavior in terms of people, integrity, and the legacy we leave for future generations.



We are more than 600 thousand people globally, innovating, inspiring, knowing how to collaborate, and operating the business. Everyone feels heard and knows that they can give their best. Those are the engines that keep us going everywhere we are.

PURPOSE:

Fulfilling the promise of technology and human ingenuity

“

There is an incontestable truth about Accenture professionals worldwide: we take everything we do and how it impacts our clients and society very seriously. It is our mission”.

JULIE SWEET, Chair & CEO  

And finally, not only what we do but how we do it. We have a deeply rooted code of ethics in the company that is a fundamental aspect in all areas.

HR has gone from being a supplier to sitting on the board because they have realized the strategic value it brings to the business. What characteristics do you think mark this new era of HR?

I have never felt like a provider. But it is also true that we are a company in which talent is fundamental. Our product is a group of people with different abilities, so our projects have a special value.

But you're right, the HR function has been on the rise, and companies have realized that talent is what makes the difference.

The digital transformation has showcased professionals with very different abilities. The other day, I was talking to a client who told us that he was hiring profiles similar to Accenture's precisely because they have transformed, which makes all companies concerned about the HR function. It is true that COVID-19 changed our paradigm, the way we work, and the need to access talent that we could not before.

And a no less important issue is that of connection: the emotional bond has become increasingly essential; flexibility, conciliation, and continuous learning have gained more relevance than in the past.

“

Our product is a group of people with different abilities, so our projects have a special value”.



ACCENTURE IN FIGURES:

624,000 employees worldwide

6,000 clients in more than 120 countries

8,200 patents and patent applications worldwide

200 cities with local offices

50 countries where Accenture provides services

185 partners



As HR became strategic, it also began to use technology to its advantage. So what role do Artificial Intelligence and Machine Learning play and represent in talent management?

When I think of HR, we have to be relevant to the business, recognize the value of each of the capabilities that are needed, and manage people in a segmented and personalized way. Therefore, the intensive use of data is a necessity, and learning how to use all the possible data that we can have from our professionals can really facilitate other things. For example, we use it to discover hidden talents, reskilling, training, etc.

The truth is that these elements and intelligence allow HR professionals not to dedicate themselves to administrative tasks but rather to really have a very different profile from the one we've had before.

Based on your experience and reading about the current world of work, what skills are a must-have in professionals?

For an HR person, I would say 3 critical things: 1) they have to be able to maintain and encourage the company's culture to be part of the DNA of all its professionals, bearing in mind that distance can make ties difficult, and even more so now with the turnover we see in all companies; 2) With the collaborator's experience, it is super important that ultimately employees fall in love with the learning plan, with a project, with a future, and that experience must be unique and valid for them. You must work in a group and individually; and, finally, 3) business strategy: being at the side of the business and having the ability to paint a talent strategy that contributes.

In any profession, I would say that you must have an emotional connection and technological capacity, not saying that everyone must be an expert, but rather a knowledge of how to apply it. We have strategic capabilities such as technology, digital, industry, business, among others, that have to be added to the profile of a leader along with emotional intelligence, creativity, the ability to inspire, have strategic thinking, and communication.

What advice would you give to those young professionals and older people who have lost their jobs on the world stage in the last year and a half but who are still actively searching?

I think you have to be relevant and train constantly. Training is essential both for those just starting out and those who already have a certain "maturity." Being curious is essential. Now more than ever, it is essential to offer capabilities from wherever you are; the geographical limits are minimized.

My advice is to find something you are really good at and be really relevant there. That's when companies can never say no.

Last but not least, it is said that the work of the future is the present of education; how do you think universities should take this commitment?

I believe that it is not just something of universities. I believe that all of us, including companies, are responsible for this. We have to make it more and more practical. I think that there should be more agreements between the academic and business worlds to reduce the gap between professionals and what is required of the work of the future.

«Being curious is essential».

MUST-HAVE for HR professionals:

- 1) DNA
- 2) EX
- 3) Business strategy



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FUNDACIÓN ACCENTURE

We contribute to the TRANSFORMATION and DIGITALIZATION of society, with a particular focus on the education and training of people who are vulnerable to employment. To do this, we combine HUMAN INGENUITY with the MOST INNOVATIVE TECHNOLOGIES to help people thrive in the digital economy.





Changing Lives For Good.

By PAOLA ALBORNOZ



Virgin Pulse was founded in 2004 as part of entrepreneur Richard Branson's Virgin Group, with the aim of designing technology that cultivates good habits in employees and improves their health and wellbeing, boosts company culture, and generates potent outcomes, ROI, and VOI for organizations around the globe.

For this edition, we spoke with Chris Michalak, CEO, and Garrett Browne, Regional Manager, Europe and LATAM.

Chris, organizations globally are in the midst of building post-pandemic actions. What are the challenges you are currently facing in your role?

As a global leader in digital health and wellbeing, our mission is to change lives and businesses for good.

Our biggest challenge right now is how significantly work and life are changing for our members. Their need for wellbeing programs that empower daily habits and personal care are critical to their mental and physical health. Virgin Pulse provides highly scalable, dynamic solutions for employers, health plans, and health systems so they can evolve for their people. We are doing that in four main ways:

1. More personalized and in the moment:

More than ever, our customers need a solution to address all individual needs of their people. Often, it is not so much the resources that are lacking, but rather the awareness and empowerment about how to use the right resources at the right time. Personalization is paramount to ensure people engage with the resources available.

2. High-tech and human touch:

Due in large part to the pandemic, there is growing adoption of clinical needs being met with telehealth and other virtual care services, as well as increased use of mobile health applications. Approximately three out of four patients say that wearable devices and other digital health tools help them cope with and manage their conditions. At Virgin Pulse, we have seen a 46% increase in customers offering live services (coaches and guides) for their collaborators. There is a deep need for connection and support that has resurfaced and is here to stay.

3. Meet the needs of a hybrid workforce:

Employers are navigating a highly-varied workforce that is in-person and remote, domestic and international, full-time and part-time. Our on-demand mobile application is rated 4.9 stars (out of 5) for ease of use and flexibility. Individuals can log in at any time to engage with health and wellbeing resources, their community, or even a global activity challenge. We meet members wherever they are.

4. Mental health support

Nearly two years of quarantine, shutdowns, political unrest, and protests have brought mental health to the forefront. Our customers recognize how vital it is to have support in this area, but that doesn't mean they know how to provide it. Although there is less stigma around mental health today, there are thousands of mental health support solutions on the market for them to choose from. Businesses need help understanding what is best for their population and, specifically, for this continuum-of-care spectrum. Perhaps most notable in recent months is that the end user is exhausted and looking for more balance in this new hybrid world. Our clients are dealing with the fallout from

the year dubbed The Great Resignation. But burnout can be prevented in part through balance and strong wellbeing: our area of expertise.

We are also navigating external challenges. The VUCA world we live in forces us to be agile and innovative while anticipating and planning to deal with the various risks and obstacles we will inevitably face at some point.

The only viable way to overcome all these challenges is if people are healthy and happy to work toward a common mission, no matter what their role is within Virgin Pulse.

Garrett adds: "Virgin Pulse is enabling its members to take better care of their own health and wellbeing, and we do this in a holistic way - not only addressing the physical and mental wellbeing, but also social and financial wellbeing."



Michalak was recognized for his leadership in Software Report's 2020 Top 50 Technology Services CEOs list.

In your experience as CEO, what has been the evolution of wellbeing as an agenda in organizations?

Let me develop this from a global perspective as there are differences internationally versus what we experience in the U.S. due to the specific nature of the American healthcare system. What we have seen in recent years outside the U.S. is that wellbeing has gone from being a "nice to have" to "mission critical" for organizations across the board. The pandemic has accelerated this and opened the eyes of many CEO and leaders. However, despite the devastating impact the pandemic has had on people around the world, there can still be some hesitation when it comes to investing in health and wellbeing. Our job is to demonstrate to leaders how we can successfully and sustainably address and improve health and wellbeing for those who work in their organizations on a hyper-personalized level while also meeting business objectives.

In essence, we are generating value and a positive return for all people.

The post-pandemic hybrid reality is becoming more relevant in the world and breaking the myth of work-life barriers. How do you see this from the Virgin Pulse culture?

Several years ago, prior to COVID-19, Virgin Pulse implemented a hybrid work model that allowed our people to easily work from home. During the pandemic, many people adopted this hybrid work model as a way to reduce the risk of infection and also to support a better work-life balance.

Two years after the start of the pandemic, I feel that people have largely adapted to the hybrid way of working and that this model is here to stay, not just for Virgin Pulse, but for organizations around the world.

While there are those who continue to struggle with separating work and personal life in the post-pandemic world, I believe leaders should have open conversations with their people to foster flexibility, to encourage them to maintain balance in their lives, as well as provide them with what they need to learn to self-



the work-life balancing act due to different personal situations and circumstances.

We pride ourselves on giving people the flexibility they need to be the best version of themselves and, therefore, the best for our clients.

What are the Virgin Pulse values?:

One Team, One Dream:

Our diversity is our strength. We collaborate as a team —we learn, grow, adapt, succeed, and celebrate together. No matter our background, we are all committed to the same vision — changing lives and businesses for good.

We Deliver:

We are accountable to each other, to our company, and to our clients. Others make promises — we deliver. We have a responsibility our clients to continue to innovate and lead the industry. Therefore, we must think big, take risks, and ask the tough questions to be able to consistently deliver.

Live and Breathe it:

We believe in this company and its vision. We lead by example and are a culture of health and engagement; focused on personal and professional growth, development, and wellbeing; and support each other in bringing our best selves to work, every day.

What would you recommend to other leaders about the importance of wellbeing in their companies?

Our employees can only be engaged, happy, eager to learn, and productive when they show up to work physically and mentally healthy. Having a strategic wellbeing program in place that supports each person regardless of where they are on their own personal journey is business-critical for any organization to grow, thrive, and retain key talent.

Implementing and executing a wellbeing strategy may take time and effort, but the investment is definitely worth it in the long run. Our research shows that an effective health and wellbeing platform can reduce sick days, increase employee engagement, reduce healthcare spending, and improve the lives of employees and their families. Today's leaders must see the connection between wellbeing and productivity and invest in programs to generate better results for their customers and shareholders. It's an investment with a clear and tangible ROI.

How does Virgin Pulse promote diversity and inclusion?

Garrett: Wellbeing and DEI are inextricably linked. Companies must implement policies

and programs that address employee wellbeing and DEI holistically. But one single solution won't accomplish this. Employers must take a series of actions to ensure every part of their workforce has the resources and information they need. Some examples from within Virgin Pulse are:

- **Upskilling our managers** and providing training for leaders on how to manage during times of social unrest.

- **Embedding mindful DEI practices into our talent strategy** - e.g., adding more inclusive language in job descriptions to encourage applicants whose experience and resume looks a bit different from the listed summary and qualifications.

- **Bringing in and compensating subject matter experts** - hiring a Director of DEI and adding further Health Equity and Diversity experts to our Science Advisory Board.

- **Showcasing diverse employee stories**

- **Creating wellbeing-centered Employee Resource Groups (ERGs)**

A piece of advice for young people looking for a new job

Chris: My advice is to take a risk in the pursuit of your passion. Today's job market provides unlimited opportunities to explore and find an organization and role that truly inspires you. Be curious, open-minded, take responsibility, and do the best you can in whatever you choose for your vocation.

Garrett: Similar to what Chris mentioned, it is so important to seek out companies that have a clear mission and purpose that you can identify with.

For Chris Michalak, the top 5 skills for jobs in the future are:

Authenticity:

being your true and best self is the best skill to bring to work every day.

Teamwork:

encourage collaboration and sharing of ideas among diverse teams.

Self-management:

manage your time and workload but, more importantly, manage your perspective and positivity.

Problem Solving:

adopt innovative thinking.

Learning/Adaptability:

Change is constant. We must learn to deal with change, be resilient, and adapt when the unexpected happens.




pulse



CHRIS MICHAELAK | CEO at Virgin Pulse 





GARRETT BROWNE | Regional Manager, Europe and LATAM at Virgin Pulse 



Silvina Moschini, founder and CEO of SheWorks!:

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

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.

SheWorks! appeared because the labor market uses outdated models

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.

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**  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.**

«talent is equally distributed, but opportunities are not».

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.

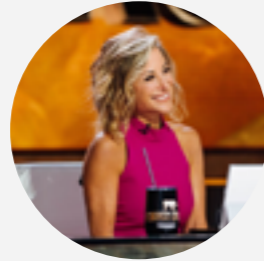
We want to build the largest community of women entrepreneurs in the world where we can all be instructors and learners. We are preparing for a new economy, and women are the key to success and post-pandemic recovery.

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




Ping pong




A role model:
Arianna Huffington

A place in the world:
Tulum

A phrase/word that defines you:
"Think BIG, only large companies HAVE BIG impact".

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

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 and founder of SheWorks!
and Founder and President of
TransparentBusiness

RYAN CLEEK | Photography

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.

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.





THE NOT COMPANY, food algorithmically reinvented

The leading food tech company, which replicates animal products using plants through artificial intelligence, was chosen by Fast Company among the 50 most innovative companies in the world and the No. 1 in Latin America. To learn about their challenges, we spoke with María Sol de Cabo, their HR Director Latin America.

By PAOLA ALBORNOZ

What are the challenges that you faced during your first year in NotCo?

When I took on the challenge in NotCo I was finishing my maternity leave.

So our main challenge has to do with the growth of the squad, our people, the structure, and finding the right talent today to join in this challenge that we have, which is enormous. And when I say find the right talent, I mean finding people who are at the right time in their career to make the jump; they

have the desire and the enthusiasm to join an expanding company with a fantastic purpose that has a lot to build and grow. But, still, it needs a lot of dedication and energy to build this footprint related to the expansion the organization is having in Latinamerica as in the United States.

«NotCo is a Chilean company founded by Karim Pichara, Matías Muchnick and Pablo Zamora».



Taking this challenge of growth and adaptation to the post-pandemic world, what were those changes you promoted from HR in this adaptation to the "new normal"?

Beyond the specific changes we made, the main issue was to accept that this new normal is here to stay and that this new way to make agile decisions we could adopt and see how it worked. Being a young company, we reacted quickly. And the primary learning that we went through was caring for people, making it possible for them to continue working from home with the necessary elements and tools, with the understanding of flexibility and empathy towards the change of dynamics within each household. Those were the main points that we worked on from the leadership and the company to make things happen.

One thing we noticed was that people's commitment didn't slow down. That gave us the certainty that people are connected with the company's purpose, what they have to deliver in their performance, and what we are building together.

In Chile, for example, we did not return to the offices. Not until we see how the pandemic evolves.

“

Our purpose is to shift the diet to contribute to the environment without people having to sacrifice in taste”.



Let's talk about your purpose as a brand; how do you live that purpose inside the company?

Our purpose as a company is to reset the food industry. Produce the food we love to eat but taking care of the environment. Match the products, but without affecting the diet. We use artificial intelligence in collaboration with humans to maintain the attributes of flavor, color, texture, and aroma. So we make the equation fit, and it is not a sacrifice for people, and they can enjoy eating.

Our purpose is to shift the diet to contribute to the environment without people having to sacrifice in taste.

Another fact is that we are not oriented to the vegan or vegetarian audience, but the flexitarian, we bring a new way of eating that makes the people migrate consciously and voluntarily mainly aimed at protecting the world and the environment without having to sacrifice things we like.

«The company has operative branches in Brazil, Argentina, Chile, Colombia and the United States, and will soon be in Mexico and Canada».

In your company, diverse profiles stand out with notable people in technology, science, marketing entrepreneurship, and more; how do you drive the gears together?

NotCo is a museum of cultures; we look for highly diverse talents and profiles in their way of thinking and their professions and gradually adding them to the team with the healthy ambition related to changing the food industry.

Some managers and executives reconnected with their purpose through joining the organization. They chose to leave their corporate careers because they see the agility and speed at which the industry moves.

We produce products in a margin of 6 to 8 months; in other traditional mass consumption industries, it would take two years. What delays the product is not using technology and not working in interdisciplinary profiles.

This company has an extra foundation that is to combine science, technology, and execution. So it is a great challenge from the talent area, but it's pretty satisfying when you see all that we've built.

And how would you describe the culture?

The first phrase that comes to mind is, it is a **culture that is right but not perfect**. And it is something that we place a lot of emphasis on; we do not have the perfect leadership, but it is the right one for the moment we are in, this moment of growth, no area is perfect, but the decisions we make are correct.

Seeking perfection for a growing business can be a double-edged sword. **The people who work in this organization are characterized by our endless desire to learn fast, try, fail, and occasionally get outstanding achievements.**

We are a group of people advancing tirelessly to change the food system, the mentality of the consumer market and thus protect the world, our health, future generations and animals.

How has investment impacted the business?

Each investor that comes aboard makes us double down on our responsibility, and beyond pride, it lets us know we are doing things right. So we have a sense of urgency and managing well those funds building up from three main pillars, the first making it a sustainable business over time, the second that the company performs well, that it can begin to be sustainable, and that all the invested capital is well oriented to expand on to other countries, to invest in making new products, new categories and of course to continue growing and incorporating talent.

What can we expect next from NotCo?

Many new things to come! Mainly to continue growing and expanding in the Latin American market, with more products and categories that we will be communicating through social networks. Expansion, products, and people. We'll continue to bring the right, not the perfect talent to this challenge, to this chaotic but fun and challenging company-building experience.

“
We are a group of people advancing tirelessly to change the food system, the mentality of the consumer market and thus protect the world, our health, future generations and animals”.

MARÍA SOL DE CABO | HR Director Latin America 



FRANS JOHANSSON

IS YOUR GROWTH PLAN GOOD ENOUGH?

By FRANS JOHANSSON

The types of questions I've gotten from CEOs over the past ten years has dramatically changed. It used to be:

"How do I create my next groundbreaking product?"

Then it became:

"How do I create my next groundbreaking business model?"

But today the question that I get most frequently:

"Is the world outside of my organization changing faster than we are?"

They ask me this because they know IF it is, then it doesn't matter what the next killer product or business model is. Because they won't be able to change fast enough to take advantage of it.

If you're a business leader, you're likely expected to plan, forecast, and run expensive studies to try and figure out "what's next." You may even arrive at an answer that makes sense on paper. The problem, however, is that the future is unpredictable. A well-researched plan could be irrelevant by the time you decide to roll it out. In this fast-changing world, all bets are off when it comes to which organizations will dominate the future. In such a world we need a new guiding light to help us chart our course.

What will provide this guidance?

Diverse and inclusive teams. They are, in fact, our new engines of growth and innovation.

"Deploying diverse and inclusive teams is the best way for an organization to prepare for the future".



This shift has been underway for a long time. The Medici Group has been at the vanguard of this change for the past several years, leading thousands of teams around the world to operationalize the power of diversity, equity, and inclusion. Take Disney, for example. We worked at a key park at Walt Disney World to help them break down silos, move faster and scale winning solutions with inclusive, cross-functional teams. As a result, they dropped the time of executing an innovative idea from 40 weeks to 6 weeks, and have since launched several new lines of business, such as their growing e-sports championships category.

Deploying diverse and inclusive teams is the best way for an organization to prepare for the future. Why? Because diverse, inclusive, flexible teams of people from seemingly unrelated backgrounds can provide insight into new stories, new subscriber segments, and new growth runways. When you mix personnel in this way, it enables static, highly-matrixed organizations to tap into insights that typically go unseen or unsolicited.

At Medici we partner with organizations to help put this way of working into practice. We call it The Medici Approach, and it has three principles.

Constant Reframing™:

Constant reframing means questioning your basic assumptions about existing norms. This behavior enables teams to see new pathways and opportunities for innovation by finding inspiration in seemingly unrelated concepts. One of the easiest ways to reframe your perspective is to question your bias about who can contribute meaningfully to your idea. Instead of approaching your "go-to's" for advice and feedback, seek opinions from those outside of your immediate circle.

The Smallest Executable Step® (SES):

The Smallest Executable Step enables teams to quickly test the viability of an idea and learn if it works or if they need to pivot before they spend tons of time, money or other resources to bring that idea to life. An SES should be done immediately, and with the resources that your team can easily access. It is a framework for teams to iterate their way to their broader vision, rather than going all in on one big bet early on. Diverse and inclusive teams are well-equipped to SES their way to success because they can leverage a wider range of resources, get support from a wider network, and are better able to capitalize on unexpected findings.

Dynamic Allocation of Resources™:

This principle enables teams to become much better stewards of their resources (i.e. time, attention, capital). When a team identifies a strong growth opportunity, it must be able to capitalize on it swiftly. Otherwise, another company may beat you to the punch. This will often require shutting other, less promising projects down and refocusing efforts on the ones that exhibit the most potential. Engaging a diverse group of stakeholders throughout the innovation process is key to mastering this behavior.

These three principles, like any new way of thinking, require practice and reinforcement. But once internalized, they are an organization's greatest asset in revving up a strong culture of innovation and preparing for an uncertain future.

But remember, these principles can't stop at the top. They have to cascade down to diverse and inclusive teams. And the more diverse and inclusive that pool is, the greater the odds that you're going to create something that runs circles around your competitors.



"The pandemic has put a big mirror in front of our humanity"

In this interview Tessa James, Founder & CEO of Talent Reimagined, talked to Rocking Talent about the future of work, talent and what the concept Reimaginers is about.

By LEILA OVANDO

Tell us about Talent Reimagined. Why did you found Talent Reimagined?

I founded Talent Reimagined in the latter part of 2019. I had often thought about branching out from the corporate world and setting up my own business and the vision of that business was always changing as my corporate career advanced. It was in 2019 that I felt I had reached a point of being truly ready, equipped with many rich, diverse, international experiences across talent transformation and change management. From that point, and in a very short period of time, the vision of what I wanted to step out and create became very clear. The impetus for that clarity was two-fold, my growing concern with the degree of overlooked talent in the market, and the degree of change required for organisations to shift away from a seemingly frozen in time employment model which has been ultimately fuelling the disconnect.

This led me to think about what role I could play, based on experiences I have had in my career, to change the script and to help accelerate towards a future where organisations and talent can find each other again. I set up Talent Reimagined with two

very important constructs in mind – to 'Reimagine' – because changing the game would require blue sky thinking – and 'transformation' – because it is exactly that, it requires holistic change, not incremental silo'd steps.

Critical to me in the conception of Talent Reimagined and its impact on the world was that it wasn't simply advisory, it could also design and execute – that we could support to carry that reimagined future vision through with our clients. In my own experiences as a talent leader, I have witnessed firsthand the pain and change management turmoil created by transformation and day to day operations overlapping and unfolding in parallel, for long periods of time. Not only does it prevent an organization from realizing the benefits of the transformation sooner, it also makes it very hard to have the change stick. Accelerating through the 'turn' and through the 'transformation' is critical. For that reason, we formed not only as a strategic advisor, but with a team of world class independent consultants with complementary and diverse skills and experiences who can design, deliver, and deploy the entire talent transformation, either augmented to the client's existing team or independently if client capacity is an issue.

Bringing this network together has also validated something I suspected through the latter parts of my corporate career. People who are experienced and passionate in the space of transformation, they come with a different lens into each situation, they are looking further downstream than you may imagine, they are tying up observations in the new into longer term and connected workstreams and processes, and they are nomadic. I like to say 'they have gypsy genes'.

What it has also highlighted to me is, with this rise of the independent workforce, we are still human at the end of the day, we all still want connection. That's what Talent Reimagined brings and will continue to bring to this continually evolving and expand group of world class independent -consultants. A home, a place to connect, network, learn, and find opportunities.

Tell me more about the network, what type of skill sets do you have and continue to look for?

We are a network of world class independent consultants, with experience across typically silo'd work areas – talent acquisition, talent management, corporate real estate services, total rewards, HR technology, psychology, the list goes on. I believe Talent Reimagined is in itself a glimpse into the future workforce, a microcosm if you like

for how teams will form and operate in the future. An ecosystem. In many ways we are chartering a new path ahead, and we know it's not going to be easy.

Your tag line is - Let's reimagine the future together. A future where organisations and talent can find each other again. What do you think have been the drivers of this disconnect?

The backwards workforce planning approaches organisations keep plugging away at. This continual focus on hours and not outcomes. Feeling proud about selecting people based on what they 'have done' when they should be looking at what people 'can do' - because the skills required in the future requires a huge amount of agility and adaptability. This cycle of prioritizing what people have done not only overlooks talent, it's a recipe for obsolescence in a future that demands 'learners' in a workplace that will continue to need different skills to stay competitive. And now that the 'future' arrived early, it's a really critical point for organisations to change their approach and adapt to these new realities. The ironic part is, when you really get down to the core of it, organisations and talent actually want the same things, it's just that organisations are looking in the wrong places, and talent aren't sure where to look. That's what we are here to change.

You refer to yourselves as 'Reimaginers' - can you tell me more about that?

We call ourselves Reimaginers, to differentiate from consulting. Our approach is fresh, fun, fast and impactful and we want to stand out from the consulting crowd. Our aspiration is not to compete with others in the space of HR consulting, because we aren't like the others. Our aspiration is to grow and evolve Talent Reimagined into a wide-scale new generation of consulting. Reimaginer is a mash up of Reimaginer and Engineer. From a Reimagine standpoint, we come to our clients with a blank canvas mindset, and quickly tap into blue sky thinking and innovation. From an Engineer standpoint, our focus on the fact that we don't just stop at the point of envisioning, we are serious about working that back into an accelerated roadmap and framework, so they can get that reimaged future, faster.

A lot of what you have discussed here is about the future of work, what are your predictions?

For me the future of work, or maybe we should talk about the 'now of work' is all about the 'rise of independence', for both organizations and talent. For Talent, it has many layers to it, and for organizations the bigger challenge is adapting and leveraging the new world we are entering, and tuning in to what talent wants.

Talent Reimagined is a new generation of talent strategy consultants.



Talent

As it relates to 'predictions' or 'projections' - I think much of this has already arrived, or at least in earnest, and it will continue and expand and evolve imminently. From a talent perspective, it's multi-dimensional, but what it inherently always comes back to is this sense of self-worth, purpose, wholeness, authenticity, transparency and a feeling of independence.

From a workday perspective: In terms of the actual workday, this is all about having independence, freedom, control (whatever resonates) with how, where and when work is done. Remote work is about trust, and talent expects it now. Further to that, given the extent of time in lockdown and in a new remote working world, people have developed new routines, they have upgraded the coffee machine, swapped out the commute to walking their kids to work, taken calls in nature. There is no other way forward from here but to support the same structure moving forward. During the pandemic, we didn't just talk about bringing our whole selves to work, we had to actually seriously do it. People had to navigate and blend work around life commitments that we had largely hidden away previously.

What we do around the workday: Talent want to be able to wear 'multiple

hats' and not be dependent on one form of income or one 'skill' set. You can already witness this in those people who are much more than their 'day job' - writing a book, investing in or developing a side businesses. Those areas are producing income and it's more than the gig economy, I almost think of it as the risk of 'a creator economy'. Gone are the days of being a cog in a machine, people want to be unique, special, independent, and many cogs in many machines, and they are writing contracts with themselves before they are signing contracts with organisations.

Reimaging the ladder: With this new lens and focus on self, it's forcing people to redefine success. A great book I read at the turning point of my corporate to entrepreneurial life was a book by Laura Gassner-Otting called 'Limitless: How to ignore everyone, carve your own path and live your best life' where she opens your mind and helps you to unpick your definition of success and rethink it. More and more people are doing the same and the next generation will have a very different perspective regarding the 'corporate ladder'. I think this links directly back to the rise of independence, feeling like your own version of you, the path of success is one that resonates, brings you energy and fulfillment.

Organisations

The ironic part is, if you strip it back a bit, organisations want something very similar. Organisations want performers. Research shows repeatedly that engaged employees are more productive employees. What's changed is what talent needs to feel engaged has shifted, and if organisations tune into that shift with what talent now needs, then the road ahead is clear.

Organisations want creators in their workforce too, people who can wear multiple hats, learn, adapt, grow, to adapt to the every changing skill demands of the future. I feel that organisations are too focused on measuring what's currently in the organization, where they should be focused on what people are interested in and their potential and appetite to learn, and then present them with interesting opportunities in an ecosystem style format. Many organizations are moving towards an 'open marketplace' 'total workforce' approach and this is a great step in the right direction. For me the bottom line is: success and competitiveness is there for organisations who will embrace, encourage, and design their processes and strategy in line with what talent wants.

Is there a watch for organisations?

Remote working will be embraced, that's a given. I'm sure it will be 60% of organizations, allowing 60% of work from home, as a sweeping average. In this embrace, I hope it does not get compared back in terms of productivity levels during the time of 'lockdown' as that was not a normal time. As research shows, people were not taking time out or away as it wasn't an option, adjusting to a remote workstyle where days sometimes didn't end, reflected in the burn out statistics. A direct comparison that could force the pendulum to swing in the opposite direction is something I truly hope does not happen. I think in that instance, savvy organisations who stand their ground in the hybrid workforce, and take even greater stakes in the new war for talent.

How do we help?

We are constantly evolving, and will continue to evolve, to provide services that address the key opportunities and dynamics which will ultimately bring talent and organisations together. We do this through short term accelerators, and longer term enterprise wide transformation methodologies.

Our key areas of focus are:

- Designing and implementing assessment strategies to support organisations assess for potential to support needs of the future workforce
- Designing and implementing adaptable and scalable recruiting processes and technology
- Agile workforce design and deployment

We are agnostic as it relates to provider, partner, technology, and services. We have a unique approach to design thinking and governance. Combined, this is our 'secret sauce' to acceleration.

What action would you encourage organisations to take?

- Invest in your talent strategy
- Listen to employees
- Recruiting is everywhere in a talent world, but please don't become complacent
- Support your teams by embracing external experts who can help accelerate into the future, without losing focus on delivering day to day operations.

Be brave, be bold! Throw away the 'operating manual'. It's time!

60%
of applicants
report a poor
experience
in the hiring
process

54%
Office workers
will leave job
over workplace
flexibility

Hiring
is among
the most
crucial
processes to
reconsider in
the hybrid
world

46%
office workers
considering
relocating in the
next 12 months

IMPROVING
DIVERSITY
53%
stay at home
mothers
reconsidering
the workforce
with
flexibility

Executives
see reskilling
as **the most**
important
talent-related
activity for
2021

Higher
engaged
workplaces
experience **21%**
increase in
profitability

The 'war for
talent' is re-
emerging – economic
productivity is at an
all-time high and the
number of open jobs
has already returned to
pre-pandemic levels

82%
of organisations are
going through a digital
transformation but only
33% have defined the
skills needed for this
transformation

Work
relationships
have
strengthened
significantly

Only
42% of
Fortune 500
organisations
are applying 'big
data' in a useful
way to talent
decisions

Sources: Microsoft, Mercer, Aon, Bersin
Academy, SHL, LinkedIn, Society for
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