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Leading in positive

Interview with Raúl Grijalba

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“Placing talent at the centre of the organisation is the most decisive part of leadership for business growth”



Raúl Grijalba | Managing Director of Mediterranean ManpowerGroup

An innovative culture based on fundamental ethical values is the only way to achieving the digital transformation of organisations. Raúl Grijalba, Managing Director of Mediterranean ManpowerGroup, reflects on this and other aspects in this interview, in which he states that characteristics such as flexibility, openness and inclusiveness are essential for leaders, and highlights the importance of placing talent at the centre of the organisation in order to achieve business growth.

What leadership decision has been decisive for the growth of ManpowerGroup?

The most decisive part of leadership for business growth is to place talent at the centre of the organisation, being able to attract, develop and engage talent. For me this has been the most critical and the most disruptive part and, above all, the one that we can most transfer to the rest of the region.

How can you innovate in an environment of both leadership and people management?

To innovate through leadership, first of all you must be in a company that has a culture that allows innovation: generating collaborative cultures, without fear of failure, in which teams are created in an inclusive manner and with the curiosity to learn in a different way. All this enables the levels of innovation in the organisation to grow. Sometimes we think that

“You need to innovate within your own company to get the best talent to stay”

innovation implies an investment of purely financial resources in technology, but companies need to create an innovative culture.

How do you feel that the role of leader has evolved and what components does a leader need?

A leader has long-standing components rooted in their figure such as the aim for flexibility, to be open to innovation, ethical commitment, integrity and, in addition to components of brilliance and resilience, 80% of a leader is made up of those they have managed to inspire. Also, there are three more features that are needed to become a digital leader that guide us towards digital transformation: know how to teach, promote intrapreneurship and leave space for learning or learnability; the curiosity to constantly learn.

Is there a leader you especially admire?

I think Isidro Fayné has taught us how managers and executives should balance what we give to society, i.e. everything we do and know, and at the same time make our companies more competitive.

What are the main training needs of leaders?

We think that the "soft" competences are very important for leaders, i.e. competences related to emotional intelligence, creativity, the ability to create committed teams, etc. They do not have so much to

do with technical skills, but instead require critical skills that are not learned in professional careers; however they must be developed constantly and are necessary to be able to continue to evolve.

What message would you give to a young person who had just finished their academic preparation and was about to enter the labour market?

In most cases we have two challenges: firstly, experience, where the great opportunity is to create among all parties an environment where young people can develop and gain experience in what they have studied. And, secondly, instil in them an awareness that each of them needs to create a personal brand in order to become permanently employable.

What ethical values do you consider essential for a leader?

We are working on a leadership style that is aware of the responsibility of managers with respect to society and the connection of how we can give back to society a part of what we are creating; but we are also working on a responsible leadership style: we have to implement the ability to be transparent and consistent through the entire ecosystem of a company and that openness, inclusion and awareness of acting with social values can be seen in leaders. These factors are likely to set one leader apart from another in the future.

“Our leadership motto in our company is
"Do well by doing good”

Contacto

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