



CONFEDERACIÓN  
ESPAÑOLA DE  
**DIRECTIVOS  
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In collaboration with:

**Deloitte.**



## **Leading in positive**

Interview with Tobías Martínez

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# “Someone not trusted by their team can be a boss, but not a leader”



**Tobías Martínez** | CEO of Cellnex

Credibility, vision and execution are the keys that Tobías Martínez, CEO of the telecommunications company Cellnex, believes are required to forge the true personality of a leader. With his extensive business experience, in this interview Tobías Martínez explains to us his idea of leadership and how emotional skills are going to play an essential role in training present and future leaders.

## **What do you consider to be the essential characteristics of a leader?**

The three characteristics I believe to be essential in a leader are: firstly, credibility - if a leader is not credible, nothing else works; secondly, vision: knowing where to go and how to manage the project; and lastly, execution of strategy, being able to implement the idea in day-to-day work.

## **Over your professional career, how do you think the figure of the leader has evolved?**

The main change is that nowadays leaders convey a feeling of closeness. The interconnection of everything, whether social networks or communications, means that leaders are closer and gives more credibility to what they say.

## **In your experience, both on a technical and emotional level, what are the training needs of a leader?**

In technical matters, professionals are increasingly better in terms of know-how training (hard skills) but, on the other hand, emotional knowledge such as

communication, empathy and self-management (soft skills) are aspects that we have paid little heed to, and therein lies the opportunity to improve the training of leaders. A leader that can't communicate is unable to convey messages and, therefore, is hard to recognise as a role model and will find it difficult to become a good leader.

“We realise that we need emotional aspects because we are missing them; we've had to learn them, but nobody taught us them”

**In a changing environment, how can a leader maintain trust within his or her team?**

Leadership is something that others grant you and recognise, rather than something merely just imposed on you because you are the boss. There are many bosses who are not leaders, and there are many people who are not bosses but who do lead in many aspects of their professional and personal lives. If people don't see you as a source of inspiration for ideas and projects and you don't convey that vision and accompany the rest of the team on that journey... if you think that you can do it alone, you're not a leader.

**What message would you give to a young person about to enter the job market?**

The message I'd give is that their period of training didn't end with university, but rather a new working period begins in which they'll learn a lot and there are days when they are tested, even though they won't get a mark. You shouldn't be afraid to learn, take a risk and seek a project that makes you happy, without thinking too much about the money you may earn. Learning is a question of time and opportunity.

**Is there a leader you especially admire?**

A Spanish leader I admire would certainly be Isidro Fainé, who managed to transform a savings bank into a bank, retaining an industry group, but at the same time promoting a concept of philanthropy and social services, as he did with Fundación La Caixa. At international level, I would mention Jeff Bezos, president of Amazon, who transformed his company, saw a massive global opportunity and put it into practice. They are two people I like to learn from.

“You must seek a project in which you're happy - if you're excited and passionate about what you do, you're guaranteed to learn”

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