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# Positive leadership Interview with Francisco Reynés

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# “A leader is someone who is able to get the best from a team, so that the whole is greater than the sum of its parts.”

Francisco Reynés. Managing Director of Abertis Infraestructuras.

Francisco Reynés has been the Managing Director of Abertis Infraestructuras since 2010. A graduate of Industrial Engineering with a specialisation in mechanical engineering from the University of Barcelona and a Master in Business Administration from IESE Business School, he has also studied senior management programmes in the US and Germany.

As a representative of Abertis Infraestructuras, he is a member of the Board of Directors of Sanef in Paris, Arteris in São Paulo, TBI in London and Hispasat in Madrid. Prior to his time at Abertis, Francisco Reynés was General Manager of the “la Caixa” holding company Critería CaixaCorp. From this position he carried out the company’s flotation process in October 2007. In recent years, he has also been a member of the Board of Directors of Gas Natural Fenosa, Aguas de Barcelona, Segur CaixaHolding, Boursorama, Adeslas and Port Aventura.



Francisco Reynés. Managing Director of Abertis Infraestructuras.

#### Keys to leadership

The keys to leadership are based on two basic pillars: very sound competencies and behaviour based on specific values. In addition, one also needs common sense, which you can never have enough of but often lack, and which enables one to search for solutions that may be implemented for the good of all.

#### How the international community perceives our leaders

Spain has gone from being the great unknown to being a benchmark as one of the top fifteen economies in the world, not only in terms of GDP but also of being one of the countries that exports the most talent. Spanish leaders are perceived more favourably now than they were several years ago.

#### Francisco considers internationalisation to be key to recovery

I consider it to be a key element for survival. Recovery is temporary; survival is structural. Companies cannot close themselves off to any market, or to the future.

The world has become smaller no matter where we are: nowadays we have means of staying up-to-date and getting anywhere very quickly. We live in a world that has itself become the target market. Internationalisation has become part of the normal working environment of any company with a desire to excel.

#### **How must a leader act at times like these?**

A leader must not act on the basis of the economic situation, but must rather weigh up certain aspects of his or her day-to-day life and work on the basis of the development thereof. A leader, above all, is an individual who always functions and acts with consistency and integrity. This ensures that what is most important is not the temporary economic moment in question, but rather having a solid concept of those values, having a very clear idea of the principles of that integrity and taking the appropriate measures as a result.

#### **Qualities of a leader**

We as people must be humble. Humility is a fundamental part of learning: no one can learn if they think that they already know it all, or improve if they think they have learned it all. No one can communicate well if they think that what they say does not need to be understood by the other person and no one can lead without being in the other person's position. In order to achieve all of this, one must learn from mistakes, recognise them and share success. The leader who does the opposite is the anti-leader.

#### **Evolution of the figure of the leader**

The social dimension of the company and globalisation are two very important aspects insofar as the equations of economics, welfare and responsibility have come to be included in the image of the entrepreneur. In addition to this evolution, we have increasingly

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multidisciplinary and multicultural teams and, accordingly, we must adapt our criteria to different ways of understanding life and business.

A leader is someone who is able to get the best from a team, so that the whole is greater than the sum of its parts.

#### **A message for young people preparing to become leaders**

I believe that they should be themselves and try to be honest people, with principles and values. It is vital that they do not neglect to undergo continuous training and always be demanding of themselves. They should always try to learn before trying to teach, since recognition is based on humility. In summary, young people should always bear in mind that there is always more to learn than what we have learnt already.

## Contact

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