



CONFEDERACIÓN  
ESPAÑOLA DE  
**DIRECTIVOS  
Y EJECUTIVOS**

Con la colaboración de:

**Deloitte.**



## **Leading in positive**

Interview with Manuel Ruiz

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# “Technical know-how together with the teaching of personal values and qualities point the way towards becoming a great leader”



## Manuel Ruiz | President of Caja Rural

How to be a good leader, the importance of training and the younger generations that are setting out on their professional career are some of the aspects on which Manuel Ruiz, president of Caja Rural, reflects in this interview. With an almost four decade-long career devoted to boosting the economy in the province of Alicante, he addresses leadership from the standpoint of setting an example that will support and encourage colleagues. At the same time, he underlines the need for ongoing training in parallel with professional activity in order to adapt to the rapid developments that companies are currently witnessing.

### What is the most important lesson you have learnt about leadership during your professional career?

There are two important aspects where leadership is concerned: examples speak louder than words; and if you want to lead, you first have to serve. Leading implies being prepared to help others. A leader is not someone who never makes mistakes but someone who learns from their mistakes and acts constructively, even through criticism, by assuming that we all make mistakes and offering solutions.

### What professional and personal skills must a leader have nowadays?

Three fundamental aspects are honesty, training and humility. A person who is capable of cooperating, accepting responsibility for mistakes and setting a decisive example for the rest of his/her colleagues.

### In what aspects should a director be trained?

Technical training is essential, but unless it is accompanied by training in human values it is not enough. Technical know-how together with the teaching of personal values and qualities point the way towards becoming a great leader.

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

Companies are dynamic and constantly changing entities. Leaders are figures who are responsible for driving and anticipating such changes. Consequently, it is necessary to have vision and training, as well as the ability to adapt to the breakneck speed at which the markets are changing.

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

Mr Isidro Fainé is someone whom I admire as a leader because of the human, personal, technical and professional qualities that he has shown throughout the whole of his career, in which he has always been proactive.

**What message would you send out to a young person who has just completed his/her studies and is starting out in the world of work?**

Young people entering the working world have been technically trained so that they can continue to further their knowledge. Therefore, the training stage has virtually just begun.

A person who wants to become a good professional can never stop learning. The world is evolving at high speed, making training a permanent challenge.

These young people have to know that professional activity goes hand in hand with training, rendering the latter a permanent fixture in everyone's life. Culture and training are crucial for achieving independence and, with it, self-confidence and self-assurance which favour understanding.

“Leadership means helping others”

“A person who wants to become a good professional can never stop learning. The world is evolving at high speed, making training a permanent challenge”

# Contact

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