



CONFEDERACIÓN
ESPAÑOLA DE
**DIRECTIVOS
Y EJECUTIVOS**

In collaboration with:

Deloitte.



Leading in positive

Pep Gómez

January 2021

“Humility, transparency and diversity: the keys to setting up a winning team”



Pep Gómez | Entrepreneur and investor.

Pep Gómez is one Spain's most enterprising young entrepreneurs. From the age of fifteen he has been involved in the founding, start-up and impetus of a wide range of technological initiatives. After being awarded a grant by the ESADE Business School, he launched the Fever mobile app, the world's biggest leisure event discovery and sharing platform. In 2018 Pep founded Reby, a start-up that designs and manages the use of electronic scooters and which in just one year became an ecological alternative to cars in Spain's most important cities. In the following interview Pep reveals the keys to success when leading a winning team.

What does leadership mean to you?

I believe the key to leadership lies in striving to surround yourself with the best talent and in understanding that you are simply the facilitator for that talent, nurturing it to realise its full potential. I think it is wrong to perceive leadership as a chain of command rather than as a tool; from a leadership perspective, becoming a tool for your team is an honour, and I think it is essential to understand that.

How do you forge the character of a leader who, like you, starts out so young in a dynamic world such as technology and mobile apps?

The maturation process of a technological entrepreneur is very interesting. I think the Pep of ten years ago is not the same Pep as that of today. In many cases, we technological entrepreneurs begin thinking about something highly ethereal, and software related, in a new economy and a new

“In the past, teams were at the leader's disposal, now it is the leader who is at the team's disposal”

industry, and it is very important to take note of their evolution. It is currently very clear to entrepreneurs that the value lies in seeking to improve, to upgrade those traditional industries that need to reinvent themselves.

“Our mission is to break away from this traditional mindset and create a world in which shared, electric mobility is the future in large cities”

Which historical leaders or figures do you particularly admire and why?

A role model for me would be Juan Roig, he is someone I admire greatly. He is very discreet and intelligent, as is the team he has formed. Furthermore, he has built a network of associated suppliers, companies that work with him, understanding that each of them performs its role and should have the freedom to perform it, whilst remaining part of a "hive" that contributes to the success of his business, Mercadona.

In times as complex as these, characterised by volatility and uncertainty of events for companies and individuals alike, what attitude and management approach should a good leader adopt to emerge from this situation stronger?

Until a few months ago, in the time pre-COVID, a leader's charisma or motivation in relation to their employees lacked importance, because that strength or momentum was intrinsic to the project itself. A physical space makes an important contribution, hence, the question of working remotely is extremely useful because, on the one hand, it allows people to be much more dynamic, it enables better organisation; it is - if I might put it this way - a more American model. However, on the other hand, the more personal part is lost, which in many cases facilitates the team's motivation.

Innovation and talent have become some of the major levers of growth for companies, particularly in the technological area, but how do you think we can innovate in the area of leadership and people management?

Leadership has changed greatly in the last ten years. I am not an example because I have only been active for ten years, although I have seen how when I began leadership was managed in a more authoritarian way than now. In the past, teams were at the leader's disposal, now it is the leader who is at the team's disposal; this is fundamental. So, how are these

industries upgraded and how are they operating? By keeping a very open mind and, above all, by combining different profiles. It is no longer a case of having a team comprised of professionals with the same profiles, on the contrary, the greater the diversity the better, particularly in an environment that is as ambiguous, uncertain and ever-changing as today's.

How do you think the leaders of tomorrow will be? What characteristics should they have that set them apart?

Humility and sincerity are values which, while they should always be present and we as leaders must strive to cultivate them, are now all the more relevant with the level of transparency that exists relating to companies. Hence, eschewing transparency and becoming a leader that does not share everything with their team, is a mistake. On the contrary, today, if you let people know everything that is going on within the company, you take advantage of the team's full potential and you all think as one. It is essential to understand that the leader of tomorrow has to empower the individual, provide them with autonomy, and be aware that those professionals can help make the right decision, particularly if they form part of a diverse team.

“The more sustainable you are, the greater your ability to convince the best talent to work with you”

Sustainability is more of a global challenge for us all now than ever before. How can companies and their leaders transmit the importance of sustainability in a company's area of activity to the population at large?

Sustainability is a concept that should be led from the top down. Ranging from small actions, such as, for example, providing different bags or recycling points, to much more far-reaching initiatives, such as using 100% renewable energy in your company. These are small, but increasingly important gestures and, above all, the brightest talent attach greater importance to this matter. Therefore, those who can choose which company they work for, will give increasing priority to initiatives of this nature. The more sustainable you are and the more you make this known to the public, the greater your ability to convince the best talent to work with you.

What sustainable projects have you worked on?

I am the founder of Reby, a company that builds and distributes electronic vehicles for shared use, in other words, we design very safe, hardwearing vehicles with the intention of replacing the need to own a car. Having a car which you use just 5% of the time and have to park in the street makes little sense. Our mission is to break away from this traditional mindset and create a world in which shared, electric mobility is the future in large cities.

“Humility and sincerity are values that are now more relevant than ever”

Contact

CONFEDERACIÓN ESPAÑOLA DE DIRECTIVOS Y EJECUTIVOS - CEDE

World Trade Center
Moll de Barcelona, s/n Edificio Sur 3ª planta
08039 Barcelona (Spain)
Tel. +34 93 508 83 20
Fax. +34 93 508 83 21
E-mail: info@directivoscede.com