CEDE
CONFEDERACIÓN ESPAÑOLA DE DIRECTIVOS Y EJECUTIVOS

In collaboration with:

Deloitte.

Leading in positive

Gloria Ortiz

“Putting customers and talent at the heart of everything we do is what sets Bankinter's culture apart”

Gloria Ortiz | Chief Executive Officer of Bankinter

She holds a degree in Economics and Business Administration from Universidad Pontificia de Comillas (ICADE), and a Bachelor’s degree with Honors in Business Administration from Middlesex University London. Ortiz began her professional career in auditing at Coopers & Lybrand Deloitte (London), where she worked as an auditor. She has spent most of her professional career in the financial sector. In 2001, she joined Bankinter as Head of Management Control. Since March 2024, she has served as Chief Executive Officer of Bankinter. She currently serves on the boards of several Bankinter Group companies and is a trustee of the Bankinter Innovation Foundation.

What values have shaped your leadership style, and what skills are demanded of a good leader today?

Always putting the customer at the heart of things, together with a healthy sense of ambition, which ties into the desire to always do things a little bit better. Leadership is not about telling people what to do; I believe it is quite the opposite; it is about surrounding yourself with people who are better than you and creating a transparent environment of trust, with clear objectives and targets, which allows them to take well-informed decisions that are also taken responsibly.

What is expected of a leader today? In addition to what I have already mentioned, it is necessary to take decisions ever more quickly—which clearly does not make sound judgement any less important—and, therefore, this requires a great deal of proximity, communication and active listening, so that the different perspectives that exist across the organisation are taken into account.

“It is essential for us to develop talent and invest in training it, both in terms of capabilities and skills, because such human skills are going to become increasingly important. Putting talent at the heart of everything we do and ensuring this is backed up by action and not just empty rhetoric”

What do you consider to be the keys to maintaining the commitment, adaptability and performance of teams?
Clearly, teams need to understand why we do the things we do; that is to say, it is not enough to simply give a series of instructions or to set a series of objectives and targets; people need to know why we have to go, or are going, in a particular direction.

Because clearly, when people understand why they do what they do and are aware of the impact of their work, they are far more engaged. Particularly at a time of accelerated change in knowledge and technology with the world also changing rapidly, it is essential for us to develop talent and invest in training it, both in terms of capabilities and skills, because such human skills are going to become increasingly important.

And lastly, I believe in putting talent at the heart of everything we do and ensuring this is backed up by action and not just empty rhetoric.

What is your greatest challenge as CEO of Bankinter?
In recent years, Bankinter has followed a very consistent path of healthy, profitable and increasingly diversified growth. The greatest challenge is to stay on the same course, with healthy, profitable and sustained growth, while also being faithful to our values and preserving our culture. Because ultimately, our culture is the factor that sets us apart the most from the competition.

What are young professionals looking for in a company today, and what is Bankinter doing to retain talent?
First, purpose, second, development, and third, flexibility. Purpose because they want to understand the impact of their work beyond cold profit; they want to be at companies that have values and cultures they share. As regards development, they want companies that help them grow by providing training, by assisting them in acquiring new knowledge and skills, and also by affording them opportunities to work in different areas of the business. And lastly, flexibility because they want to their work to be compatible with their personal life.

> "Our talent value proposition has a shared purpose; training for professional development and being a flexible bank"

What do we do at Bankinter? Our culture and values are central to everything we do, and what is more I make sure we act accordingly and, therefore, provide an example for young people. As I have said, we have a very distinctive culture and we want to preserve it because it is one of the factors that set us apart.

Secondly, we invest a great deal in training and enable agile internal mobility, making it possible for people to move both within departments and internationally, as we have a presence in several countries. And we also place a very strong emphasis on meritocracy. As for flexibility, Bankinter has without doubt always been a flexible bank; we have various initiatives—Bankinter Te Cuida and a series of other programmes—that are designed specifically to promote flexibility and to look after our employees.

Contact

Fundación CEDE - Confederación Española de Directivos y Ejecutivos

Edificios Trade
Gran Via de Carles III 86, 8-1
08028 Barcelona (Spain)
Tel. +34 93 508 83 20
Fax. +34 93 508 83 21
E-mail: info@directivoscede.com