

# Susana Marcos: Creator, Founder, Teacher, Traveler



**Susana Marcos**

**Susana Marcos** lives to create. Sculptures, painting, miniatures, music and, most important, jobs. Marcos started PeopleMatters in Madrid more than 17 years ago and has seen it, with the help of WorldatWork integration, grow every year. For a woman who has been in more than 70 countries, it's the impact at home — and the creation of employment for others — that rings the most true.

**You're rooted in Madrid, having been born and raised there and still residing there now. But you've traveled many places and lived in others as well. What places have you lived in, and how often do you travel?**

I lived in Mexico City in 1993. I lived in Minnesota for a few months. One of the great pleasures in my life is traveling around and meeting different people.

I've been to more than 70 countries. I know the number because we play a game at home; as soon as any one of us — my husband and my children and me — as soon as we go to a different country we mark it down on our individual lists. We compete (laughing). I know I've been to more than 70.

**Do you feel you have a gift for working in the roles that you've held? What is it about you as a person, what unique characteristics allow you to thrive in it?**

I'm convinced that people can move voluntarily wherever they want to go. I believe that the strength of each person is huge. We can understand how people behave; what are the patterns, what are they motivated by? And as long as you work on that, you can make magic with people. It's not manipulation. It's that you find the levers that can give satisfaction to the company and the people who work for the company. That balance is everything.

**What you described is your profession, but it also seems to enrich you as a person. You can look at yourself and feel really good about what you're doing. How important is that element to you?**

I think I've found, in my profession, a way to also contribute to society. One of my



Susana Marcos and her husband, Francisco Miguel, or "Paco," have visited dozens of countries around the world.

## Who Is Susana Marcos?

**Born:** Madrid, Spain

**Age:** 57

**Lives in:** Madrid, Spain

**Married:** Husband is Francisco Miguel, or "Paco," for 31 years

**Children:** A daughter and a son: Claudia, 25; Miguel, 16.

**Hobbies:** Travel, sculpting, miniatures, dubbing, arts and crafts, playing music (piano, guitar)

## Résumé

PeopleMatters  
CEO - Managing Partner, Owner  
Feb. 2020 to Present

Co-Founder, Partner  
2003 to Feb. 2020

Space Management Consulting Ltd.  
Board Member  
Jan. 2018 to Present

Lontana Group  
Board Member - Independent Director  
Jan. 2018 to Present

Watson Wyatt (now Willis Towers Watson)  
Partner  
1997 to 2003

BBVA  
HR Training and Development Manager  
1994 to 1997

Accenture  
Senior Consultant  
1989 to 1994

CIDE (Ministerio de Educación)  
Educational Researcher  
1987 to 1989

Facultad de CC de la Educación (UCM)  
Assistant Teacher and Researcher  
1984 to 1987

goals is to create employment, especially now that I'm the owner of a business. I want to invest in people who can do things for others.

**You have an interesting history with WorldatWork, especially as it pertains to Spain. You joined when you were working for Wyatt in 1997, after discovering some taped seminars on a colleague's desk.**

Spain had no idea what rewards management was. We were primitive in managing salaries and all that. But as consultants, I figured we had to do something. [We had to] invest more in developing the knowledge of our own people to serve this market.

I thought ACA (now WorldatWork) could bring its certification to Spain, so our people could be taught what we didn't know. I sent an email to someone in ACA, introducing myself and

what I did. And in the process, we had created PeopleMatters. We founded it. I mentioned how I wanted to bring what WorldatWork was doing in the U.S. and some of Europe to Spain. I said I could do all the work. We were going to translate the materials and create the exams, find the participants, train the faculty. They said, 'Why not?' So we started to do that.

**You began to teach classes for certification around 2004. What does WorldatWork mean to you?**

First off, the body of knowledge we have and can share with the rest of the world. I think we've taken the knowledge that is aired across WorldatWork around the world. There's so much value to that. It's probably the basis for many of the things we do, the way we approach strategy.

When we started with WorldatWork, nobody here knew what it was. Now it's in Spain because of PeopleMatters. After



Left: Susana and her family enjoy a meal in Japan.  
Right: Susana and husband Paco in Israel.



a few years, we've put a lot of effort into fostering it in Spain and now it has its own recognition. The amount of people who have gone through courses with us and have passed through, they've seen the value of WorldatWork. They see the symbiosis.

**Tell us about your hobbies.**

Anything you can do or create with your hands is something that attracts my attention. I love miniatures, I do sculpting, I paint. I like to play piano, guitar, banjo. I'm learning to play the banjo now, actually. It's quite difficult. Creating something from nothing is the main draw to me.

**You mentioned traveling earlier. Is there a certain trip that stands out as most impactful?**

My husband and I went to India when we were 28 years old, almost 30 years ago. In our lives, there was a before and an after that trip to India. We realized that most of the people in the world have real troubles and difficulties in their lives. We were very privileged people. We weren't rich or anything, but we did realize there were millions of people out there who deserved more care and respect. I don't believe in charity, I believe in justice.

**How has that trip to India affected the rest of your life, especially as it pertains to your professional career?**

It's a reason one of my main goals every day is to create employment. I could be richer, I could have three cars, a

bigger house. I really don't care. I'd rather have three employees with one car each. And I think that's in my DNA, but after India, the feeling was even more profound. That was very impressive.

**How about a bucket list? What's one thing, could be more than one thing, that you've always wanted to do?**

I'd like to have grandchildren. I never had a grandparent. It's sad and sounds terrible, but before I die, I do want that.

I'd also love to put my husband on a spaceship. If there's something in his life he'd love the most, it would be seeing Earth from space. I took him to NASA, but that wasn't quite the same.

**Would you go with him on the spaceship?**

Oh, sure. I just don't think we'd have the money (laughing), but I would absolutely join him. **ws**

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Our extensive catalog of learning options will equip you with the depth of knowledge you need, in the way that works best for you.



Rich Mayor