



Interview - Núria Amigor Grau

WP 2

Activity 1 (Leaders Interview)

Developed by Edensol | July, 2025

PROJECT NUMBER: 2024-1-FR01-KA220-VET-000244092



Co-funded by
the European Union

Interview Metadata

Date of Interview:	03/07/2025
Interviewer Name:	Olena Korzhykova & Arianna Vitiello
Consent for data collection	Yes
Additional remarks on the interview	N/A

Meet the leader

Name:	Núria Amigor Grau
Age:	41
Gender:	Female
Current role and position:	CEO
Years of Work Experience:	13 years
Years in Leadership Roles:	10 years
Organization:	Biosfer Teslab
Sector of Activity:	Biotechnology and biomedical research
Country / City:	Spain /Tarragona
Organization Size:	<input checked="" type="checkbox"/> Micro <input type="checkbox"/> Small <input type="checkbox"/> Medium <input type="checkbox"/> Large



Main Interview Content

Interview Section	Summary of Answers	Selected Quotes
<p>The Path to Leadership Key moments, challenges, values</p>	<p>Núria's career began in academia, where she spent four years as a doctoral researcher and university faculty member. She then dedicated 13 years to Biosfer Teslab, evolving from a scientific director to the executive director (CEO). Núria identifies “traumas” as catalysts for significant change. A specific example is when a key team member left. While initially traumatic, this event enabled the organization to implement new routines, protocols, and workflows that minimized the impact of similar future disruptions. This led, for instance, to the introduction of collective expertise, ensuring at least two people knew how to perform any given task, thereby improving its execution. These adjustments were a direct result of situations where the team had to readapt.</p>	<p>“Traumas can be catalysts for significant change.”</p> <p>“We introduced collective expertise to ensure that at least two people know how to perform each task.”</p>
<p>Your Approach to Leading Inclusion, decision-making, vision</p>	<p>In a small company with fewer than 10 people, it is relatively simple to ensure everyone feels heard, respected, and included. This is facilitated through frequent and highly participatory meetings.</p> <p>The organisation has established small autonomous teams (e.g., an operational team for the operations manager, software development, and the lab) that meet independently. Their decisions are then shared with the rest of the team.</p> <p>Núria emphasizes the importance of regular, consistent meetings where team members' opinions are actively solicited rather than demanded, which she considers fundamental to respect.</p> <p>The biotechnology sector, where she operates, is characterized by a generally pleasant and respectful tone among people. Núria has never had to ask anyone to be more respectful, as she has been fortunate to be surrounded by a team that already behaves this way.</p> <p>Recognizing that not everyone is equally skilled at listening, she has delegated some listening tasks to a team member (Sara Samino) with strong empathetic abilities, highlighting the importance of having someone you can trust.</p> <p>The small team size and deep mutual knowledge, a result of many years of collaboration, contribute to an environment Núria describes as a "small family," which facilitates understanding each other's thoughts and feelings.</p>	<p>“We believe it is fundamental to actively solicit the opinion of every team member, rather than demanding it.”</p> <p>“Important decisions should not be made 'in the heat of the moment' but require a lot of reflection and a certain emotional 'coolness'.”</p> <p>“I am very analytical and reflect at length before making complex decisions or setting directions.”</p> <p>“My team must have the desire to grow alongside the organization, feeling that their personal growth is tied to the company's growth.”</p>





	<p>Núria believes that, as in life, important decisions should not be made “in the heat of the moment.” They require a great deal of reflection, evaluation, analysis, and a certain emotional "coolness" to rationalize them.</p> <p>In difficult decisions, she tries to detach herself emotionally. She is very analytical at work and reflects at length before making complex decisions or directions. However, this does not mean she takes a long time, but rather that the initial step and changes require careful analysis.</p> <p>Núria wants her team to be driven by the desire to grow alongside the organisation. She hopes all team members feel a sense of belonging to a company that can grow, and that their personal growth is intrinsically linked to the company's growth.</p>	
<p>Driving Change Strategies for sustainable and positive outcomes</p>	<p>Núria's primary commitment is to the team and to her clients. They maintain a very close and constant relationship with clients, aiming to build loyalty. Awareness of results and adherence to deadlines set by the quality system are crucial for everyone. The organisation considers its impact on the wider community by operating in a niche sector like nuclear magnetic resonance. There is a deep understanding of and a close relationship with the surrounding ecosystem, which includes companies, suppliers, and clients in the biotechnology sector.</p> <p>The company establishes collaborative development agreements with suppliers and clients through broader networks that pursue common scientific goals. They also collaborate with European research networks, taking the ecosystem into account.</p> <p>To foster internal collaboration and shared responsibility, they implement very specific small teams of three or four people who meet frequently and make joint decisions. This mechanism allows for effective shared responsibility, with the small team addressing challenges in a specific field, for example, the lab manager, operations manager, or a technician tackling a specific problem together.</p> <p>Relationships with foreign institutions and universities are considered fundamental to promoting the inclusion and representation of diverse people. Collaboration with universities naturally brings in people and ways of thinking from various nations.</p> <p>No specific environmental sustainability practices are mentioned in the sources for Núria, but the focus is on impact and collaboration within her specific scientific and business ecosystem.</p>	<p>“Collaboration and responsibility are shared through small teams that make joint decisions.”</p> <p>“A key aspect is the ability to offer a high degree of flexibility for work-life balance, because I believe that results matter more than the time spent in one place.”</p>



	<p>A key aspect of caring for people, and by extension, of social sustainability, is the ability to offer a high degree of flexibility for work-life balance. Núria believes that results are more important than time spent in one location, allowing flexibility in workdays and hours, a practice that is generally well-accepted.</p>	
<p>Bias & Belonging Tools, practices, awareness</p>	<p>Núria's organization does not use specific tools or practices to raise awareness or reduce prejudice. The approach is fundamentally based on the staff's example and on meritocracy. Decisions regarding hiring or retaining students, for example, are not influenced by prejudices related to gender or age but by demonstrated competence.</p> <p>Núria considers herself absolutely inclusive towards women; the percentage of women in the company, including in leading positions, is higher than that of men. Furthermore, regarding the inclusion of people from other countries, the company constantly hosts students and post-docs from all over Europe, demonstrating remarkable inclusivity at the nationality level. However, in terms of educational background, inclusivity is lower, as almost all staff have a higher education (doctors or engineers), a necessity for their technical roles. It is known that women in STEAM encounter difficulties due to entrenched stereotypes and structures that limit their access and growth. However, Biosfer Teslab excels as a model for how to overcome these challenges: with commitment and determination, the company demonstrates that it is possible to dismantle these barriers, transforming systemic limitations into opportunities for progress and change.</p>	<p>“Our approach to reducing prejudice is based on the staff's example and on meritocracy.”</p> <p>“Hiring decisions are not influenced by prejudices related to gender or age, but by demonstrated competence.”</p> <p>“We are very inclusive in terms of nationality, hosting students and post-docs from all over Europe.”</p>
<p>Sharing What Works Inspiration, examples, transferable tools</p>	<p>Núria finds her inspiration and examples of good practices primarily in the collaborators and companies she works with. She believes that enrichment comes from comparing different operational models, not just national or corporate ones, but also from surrounding herself with educational, research, and business institutions of a different nature (for example, resonance equipment manufacturers). The collaboration and co-development of projects with different companies allow her to observe other ways of doing things, meet different people, and understand different needs. This process, according to Núria, is a true source of inspiration and training that happens in a “passive” or indirect way, almost like an “epiphenomenon”, by working with institutions very different from her own.</p>	<p>“I find inspiration mainly in the collaborators and companies I work with.”</p> <p>“Enrichment comes from comparing different operational models and from surrounding ourselves with institutions of different natures.”</p>





FIT FOR THE FUTURE

Scan for more



fit4thefuture.eu



Co-funded by
the European Union



Funded by the European Union. The views and opinions expressed are those of the author(s) and do not necessarily reflect those of the European Union or of Agence Erasmus+ France / Education Formation. Neither the European Union nor the granting authority can be held responsible for this.