



# Interview - Núria Xixona

## WP 2

### Activity 1 (Leaders Interview)

Developed by Edensol | July, 2025

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## Interview Metadata

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Date of Interview:	07/07/2025
Interviewer Name:	Helena Areválo
Consent for data collection	Yes
Additional remarks on the interview	N/A

## Meet the leader

Name:	Núria Xixona
Age:	45
Gender:	Female
Current role and position:	Manager and owner of the family business
Years of Work Experience:	Since 1999, approx. 25-26 years
Years in Leadership Roles:	10 years
Organization:	Xixona - Five-generation family business
Sector of Activity:	Ice cream shop / artisanal food
Country / City:	Spain /Reus
Organization Size:	<input type="checkbox"/> Micro <input checked="" 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 began helping with the family business at a young age while initially maintaining a parallel professional career. She decided to take over the business when her parents grew older. Before assuming leadership, she underwent an intensive two-year learning period. She has now been managing the company with her husband for a decade.</p> <p>In her approach, Núria strives to deeply understand people by asking about their schedules, motivations, and aspirations for growth. She organizes work schedules to align with employees' personal lives and holds brief weekly meetings lasting nine minutes to share progress. She places great importance on aligning teams based on individual character and skills. Her goal is to create an environment that values long-term commitment while respecting each person's freedom and life stages. For example, she adapts work schedules to each employee's personal situation whenever possible. She views flexibility not just as a matter of efficiency but as an expression of humanity, believing it fosters a profound connection to the work.</p>	<p>"I went through an intense learning period of about two years before assuming leadership."</p> <p>"I've now been managing the company with my husband for a decade."</p> <p>"It's not just a matter of efficiency, but of humanity. This kind of flexibility encourages people to stay longer and give their best."</p> <p>"When someone sees that their well-being matters, it creates a deep bond with their work."</p>
<p>Your Approach to Leading Inclusion, decision-making, vision</p>	<p>The company is actively committed to the well-being of its employees, offering dedicated spaces for dialogue and promptly identifying emotional distress to provide psychological support. Annual training sessions focused on emotional well-being and postural awareness are also organized. To acknowledge good work, the company uses a system of positive reinforcement through public recognition in group chats. A significant initiative was the introduction of a new morning shift, extended until 5:00 PM, specifically for veteran employees. This change not only rewards their loyalty but also allows for better alignment of schedules with the different life stages of employees. It represents a concrete acknowledgment of their experience and sends a clear message to younger employees about the value of effort and loyalty within the company. The interviewee considers these practices a tangible example of how the company can become an environment that cares, listens, and rewards fairly.</p>	<p>"We provide spaces for them to talk, identify emotional distress, and offer psychological support."</p> <p>"We created a new morning shift, ending at 5 PM, for veteran workers."</p> <p>"This shift change represented much more than a logistical improvement - it was a way to recognize the journey of veteran employees and take care of them."</p>



		<p>“I believe it’s a concrete example of how we can make the company a place where people are cared for, heard, and fairly rewarded.”</p>
<p>Driving Change Strategies for sustainable and positive outcomes</p>	<p>For complex decisions, Núria relies on her husband, whom she describes as her “realistic counterpart.” She also draws support from a psychologist and discusses matters with trusted individuals such as family members and entrepreneurial friends. Her background as a social educator makes her deeply people-oriented.</p> <p>In terms of collaboration, each shift has a designated leader, usually the most experienced person, and responsibilities are assigned based on each individual’s natural aptitudes. The company measures its impact on sustainability annually through reductions in water and electricity use, checking whether sales are maintained despite lower consumption. To promote inclusion, Núria hires based on attitude and capability rather than origin. The ultimate goal is strong sales performance, while the savings data not only helps control costs but also reinforces coherence with the company’s values, offering a way to “love this craft and leave it better than we received it.”</p>	<p>“I am a very idealistic and emotional person, and my husband is my realistic counterbalance.”</p> <p>“My training as a social educator makes me very focused on people.”</p> <p>“We hire based on attitude and ability, not origin.”</p> <p>“Knowing that we are consuming less and generating less impact gives us a sense of coherence with the values we want to uphold. It’s a way of loving this trade and leaving it better than we found it.”</p>
<p>Bias &amp; Belonging Tools, practices, awareness</p>	<p>The company demonstrates its commitment to inclusion and staff empowerment through practices such as adapting work schedules to employees' personal situations and hiring based on aptitude and capability, rather than origin. This commitment is supported by structured tools for collective awareness and dialogue.</p> <p>For example, the company holds a team meeting every year where employees can propose discussion topics. Training sessions and initiatives, such as a symbolic strike for the environment, have also been organized. Furthermore, management tools like SWOT analysis are used to identify shared needs and strengths, which help establish collective goals and improve decision-making.</p> <p>While Núria states that the "topic of gender or inclusion as a concept is not something we explicitly work on", her leadership ensures that individuals are consistently valued based on their attitude and skills. This emphasis on different perspectives also highlights the importance of bias awareness, as Núria notes</p>	<p>“The topic of gender or inclusion as a concept is not something we explicitly work on; we value people for their attitude and skills.”</p> <p>“It surprises me to see that sometimes what I perceive as a problem isn’t seen the same way by others, and vice versa.”</p>



	<p>her surprise when what she perceives as a problem is sometimes not seen the same way by others, and vice versa.</p> <p>Despite the lack of an explicit focus on gender themes, Xixona’s structural approach and business practices contribute to reducing potential systemic barriers that limit women's access to entrepreneurship. The figure of Núria, who is the manager and owner of the five-generation family business and a female leader, provides a powerful role model. Having undergone an intensive two-year learning period before officially assuming leadership, she offers a tangible example for women with leadership aspirations in the business world.</p>	
<p>Sharing What Works Inspiration, examples, transferable tools</p>	<p>When it comes to promoting inclusion and diversity, Núria believes it is essential to avoid prejudice. She emphasizes that the workplace uniform helps create a sense of equality among all employees. For her, a key requirement for inclusion is the ability to communicate with customers in both Catalan and Spanish, even if imperfectly, as a sign of respect. Her inspiration often comes from conversations with trusted individuals such as her husband, brothers-in-law, and sisters, many of whom have lived or worked abroad. These discussions offer her insights and ideas, including practices inspired by other countries, such as the periodic team meetings her husband learned about in Germany.</p> <p>The good practices that Núria implements in her daily workplace activities include:</p> <ul style="list-style-type: none"> <li>● The use of a company uniform as a tool to promote equality among all employees.</li> <li>● The ability to communicate with the team and clients in both Catalan and Spanish (both local languages), demonstrating a commitment to respect and inclusion.</li> <li>● The introduction of ideas and practices inspired by other countries, such as periodic team meetings, to combine local methods that already work with international strategies.</li> </ul>	<p>“I believe the most important thing is to be free of prejudice. When everyone wears a uniform, we are all equal.”</p> <p>“The essential requirement is to be able to communicate with customers in both Catalan and Spanish, even if it takes effort. That, in itself, is a form of respect and inclusion.”</p> <p>“We apply ideas inspired by practices from other countries, like the regular team meetings my husband learned about in Germany.”</p>





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