



Interview - Silvia Lemos

WP 2

Activity 1 (Leaders Interview)

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Interview Metadata

Date of Interview:	21st July 2025
Interviewer Name:	Marta Ferreira Dias
Consent for data collection	yes
Additional remarks on the interview	Interview conducted via Zoom, recorded with consent. Screen sharing and visual materials used.

Meet the leader

Name:	Silvia Lemos
Age:	40-50
Gender:	Female
Current role and position:	Head of Human Resources
Years of Work Experience:	Since 1996 (approx. 28 years)
Years in Leadership Roles:	Since 2021 (approx. 4 years)
Organization:	CFA – Financial Auditing and Consultancy
Sector of Activity:	Financial Auditing and Consultancy, Business Services
Country / City:	Aveiro, Portugal
Organization Size:	<input type="checkbox"/> Micro <input type="checkbox"/> Small <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Large



Main Interview Content

Interview Section	Summary of Answers	Selected Quotes
The Path to Leadership Key moments, challenges, values	Silvia began her career in auditing, in a context where, at the time, women were not encouraged to perform fieldwork and kept away from such responsibilities. Over time, and after organizational changes, she integrated teams where gender distinction was mitigated. She was recognized for her interpersonal skills and encouraged to pursue a postgraduate degree in Human Resources Management. This career shift, made later in life, reflected a strong alignment with her personal purpose: working with and for people.	
Your Approach to Leading Inclusion, decision-making, vision	Silvia values leadership based on active listening, empathy, and positive communication. She manages a multigenerational team (ages 21 to 56) and promotes mutual respect. She encourages dialogue to understand individual needs and create a healthy work environment. In a multigenerational work environment often it is not easy to create the right environment for all to feel comfortable to express their anxieties and doubts. This can be particularly challenging for the integration of younger elements. She highlighted the importance of creating an adequate context for listening and for all to express themselves.	
Driving Change Strategies for sustainable and positive outcomes	The organization is committed to social and environmental responsibility. They created an ESG department, measured impact through sustainability reports, and engaged in community activities. Internally, they offer flexible schedules, promote mental health, and continuously listen to their employees. The implementation of routines and tools to monitor sustainability is critical as it contributes to enhancing the visibility of the actions implemented.	
Bias & Belonging Tools, practices, awareness	The company fosters a strong culture of inclusion by prioritizing empathy, flexibility, and individualized support. One of the core strategies is active listening—leaders are encouraged to identify early signs of disengagement or distress and initiate meaningful conversations with employees. Psychological well-being is a clear priority: the company offers free access to psychological consultations, including urgent appointments when emotional or mental strain is detected. Silvia shared powerful stories of employees who were at risk of burnout or emotional breakdown, and how timely intervention—including company-	





	<p>funded therapy helped them recover motivation and remain with the organization. In addition to mental health support, the company promotes internal mobility as a way of responding to individual preferences or challenges. Employees who feel misaligned with their current roles are encouraged to explore different areas within the company, enabling professional growth and renewed engagement. Roles and tasks are adapted when necessary, creating a workplace where people feel heard, valued, and supported in their uniqueness. These inclusive practices contribute not only to retention and productivity but also to a deeper sense of belonging across diverse teams.</p>	
<p>Sharing What Works Inspiration, examples, transferable tools</p>	<p>Silvia shared replicable practices that contributed to a more inclusive, empathetic, and responsive organizational culture. These include structured onboarding interviews conducted three months after hiring, allowing the organization to assess the integration process and identify training or support needs. She also mentioned the implementation of mid-year performance reviews, complementing the annual appraisal process and ensuring continuous feedback and employee engagement. The company has adopted flexible work schedules and hybrid work options in response to employee preferences gathered through satisfaction surveys. Furthermore, they provide mental health training and proactively offer psychological support to employees showing signs of distress. Notably, Silvia emphasized the importance of maintaining open communication with all employees, including those exiting the organization—using exit interviews as learning opportunities to improve leadership, processes, and workplace well-being. These practices are not only effective but also highly transferable to other organizational contexts aiming to build inclusive and human-centered work environments</p>	





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