LEADERS IN FOCUS

WITH MEDORA MIRANDA

CEO of Securitas Spain

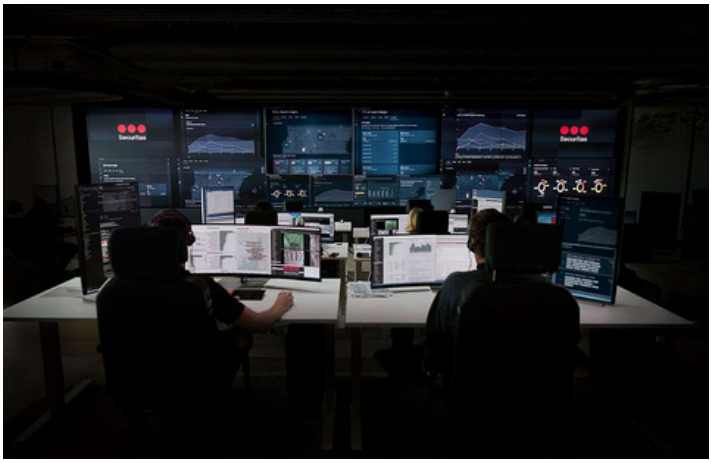
Medora Miranda is the CEO of Securitas in Spain. She joined the company in 2017 as the Director of Purchasing and Logistics, and was appointed CEO in April 2025. She has more than 25 years of experience from the telecommunications industry from several different roles before joining Securitas. In this interview she explains how her leadership has developed over time, how her academic background helps her navigate present day cybersecurity issues, and why she believes in an adaptive approach to leadership.

Securitas offer private security solutions oriented mainly towards companies, SMEs, and institutions. In this sense, do you experience any differences between Spain and Sweden in your operations?

Despite the cultural, geographical and contextual differences, I have to say that the operational challenges faced by both organizations are very similar. It is therefore extremely valuable to share experiences and learn about the initiatives we are working on in both countries, learning from each other's approaches and solutions.

According to you, how would you define leadership?

For me, a leader is, above all, a facilitator who serves their team. Their role is to create the conditions for people to perform at their best and to align all the pieces of the organization so that strategy becomes reality. That is precisely why I believe leadership must be adaptable and combine different styles depending on the team, the moment and the context. There should be no fixed models or single style that is valid for every situation.



Securitas is the Swedish company with the most employees in Spain, with a workforce of 19,000. How does that responsibility affect you in how you lead the company?

At the risk of sounding repetitive, the idea of being a facilitator comes up again. For me, a CEO is not the person who knows the most, but someone who is able to surround themselves with the people who know the most - as I am fortunate enough to do - and bring together all the pieces of the organization: people, processes, capabilities and resources. My responsibility is to ensure that everything works in a coordinated way so that strategy becomes reality. Ultimately, what matters most is that the organization as a whole generates more value than the sum of its parts.

What achievement are you most proud of in your career, and why does it matter to you personally?

One of the things I am most proud of personally is precisely how my leadership style has evolved throughout my professional career. Having worked across many areas and taken on different responsibilities has enabled me to develop a comprehensive view of the business and a better understanding of the levers that help both organizations and people evolve. Many of the people who worked with me at the beginning of my career would probably not recognize the professional Medora I am today.

“Don’t confuse feeling insecure with not being prepared.”

What is the most important thing you do to create an engaging workplace culture?

As I mentioned earlier, I act as a facilitator of talent, creating the conditions for people to contribute, feel heard and work towards a common goal. It is also important to me to challenge team members to propose new ideas, help them drive change and ensure that everyone feels involved in our projects. In addition, I try to make all of this happen in a positive environment where, without losing sight of our objectives, we also know how to enjoy the journey. I believe in a courageous and inclusive leadership model based on actively recognizing the team and breaking away from the traditional norms of the security sector.

What do Sweden and Spain need to learn from each other to create more successful companies?

Both markets have a great deal to learn from, but perhaps the main way in which the two countries complement each other lies in the fact that Spain can learn from Sweden to think more long-term, whilst the Nordic country could learn from Spain to react more quickly. On the one hand, Sweden's business culture is based on trust, planning, autonomy and purpose-driven innovation. On the other hand, the Spanish market is more agile, has greater adaptability and creativity, and fosters a close relationship between customers and teams. Spanish companies can turn uncertainty into responsiveness, as they are flexible, know how to adapt to market needs and place great importance on personal relationships. Given our roots and long history in Spain, Securitas is well acquainted with both cultures, and experience has shown that we do not have to choose one model over the other; rather, we will be a stronger company if we combine both.

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Name a leader whom you admire and describe why you admire them.

I could not single out just one leader. I admire many, and as a very curious person who firmly believes that we can and should all evolve, I try to learn from others and make myself the qualities I value and admire in them.

The cybersecurity landscape has in the last years become increasingly complex, how have you as the CEO learned to navigate these rapid changes?

I have an advantage: my academic background and previous experience in an IT services company make cybersecurity a very natural area for me. I almost have it in my DNA to regard cybersecurity as a strategic issue for the company, and I personally lead efforts to raise awareness of its importance throughout the organization. To keep pace with such a rapidly evolving environment, we also have a global organization responsible for managing corporate digital security and providing us with the necessary capabilities, knowledge and coordination.

Looking back, have you received any advice about leadership that shaped who you are as a leader today?

I remember one piece of advice that has helped me in my professional career and which I still bear in mind today: don't confuse feeling insecure with not being prepared. Because what we know as 'impostor syndrome' doesn't mean you lack ability, but rather that you're carrying too much responsibility.

My advice, particularly for those women who aspire to hold a position of responsibility or who already do, is not to try to fit into other people's leadership models, which were not designed for them. It is important to define your own style and not to replicate existing, traditional examples.

Looking ahead, what is next for you personally and professionally?

On a personal level, to keep learning, to set new goals each year, to grow as a leader and to take on new challenges without letting fear or uncertainty influence my decisions. Professionally, my challenge is to help shape the security model of the future in an increasingly fast-changing context, where many of the paradigms that have prevailed until now are beginning to be questioned, change is accelerating and new technologies such as artificial intelligence and robotics are disrupting and transforming every sector and area of activity. My goal is to continue transforming Securitas Spain so that, throughout this process, it remains a leader in protective services and continues helping to make this world a safer place.