



Guada Cortés

HUMAN PERFORMANCE

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HUMAN PERFORMANCE FOR CEOs AND EXECUTIVE TEAMS

High performance is designed.

I design the conditions that allow your executive team, and
your organization, to perform when the stakes are high.

INTRODUCTION

Human Performance for CEOs and executive teams.

I spent 27 years in air traffic control, from the frontline through to the design and implementation of the company's Human Factors programs.

An environment where the judgment of the person doing the work, the ability to anticipate risk and the quality of decisions carry real consequences. Today I work with CEOs and executive teams, in aviation and beyond.

I design the conditions that allow your executive team, and your organization, to perform when the stakes are high: a decision that is not moving forward, a transformation, a succession, a serious incident, or a stage of growth that has outpaced the way the company used to work.

My work begins with understanding the system that decisions emerge from, and continues with the conditions that make it possible: how information travels, how the organization coordinates, and what people feel able to say.



ENAIRE

Founded and led its Human Factors department

CRITICAL INCIDENTS

2,200 professionals covered by the program I designed and implemented

EUROCONTROL

Accredited specialist and former co-chair of the Human Factors sub-group

EUROPEAN COMMISSION

Deputy Chair of the expert group on the Human Dimension

WHAT I USUALLY HEAR

When it makes sense to call me.

Every engagement starts from a specific situation. These are the ones that most often bring a CEO here.

“We have a major decision to make and the team is not moving forward.”

When the stakes are high, intelligence and experience are seldom what a team lacks. What stands in the way usually sits in the system: how information travels, how disagreement is handled, how the decision is framed, what people feel able to say.

DECISION AT A STANDSTILL

“Something serious has happened and I don't know how to handle the impact on people.”

What the organization does in the first hours shapes trust, recovery and what comes next. It is worth having that settled beforehand.

CRITICAL INCIDENT

“We are losing good people and the exit interviews don't explain why.”

The explanation is seldom found in an exit interview. The working system usually tells a more useful story.

LOSING GOOD PEOPLE

“The company works. I want the next stage to be better than this one.”

What made the company successful so far may not be what it needs next. Knowing what to preserve matters as much as deciding what to change.

NEXT STAGE

“We are introducing AI into processes that matter and I don't know how it will change people's work.”

Technology or a new operating model may look clear on paper. Their real impact shows in how people decide, coordinate and adapt.

TECHNOLOGY CHANGE

“I have been here four years and I don't know what will remain when I leave.”

Leadership is also the quality of the system that continues when you are no longer in the room.

WHAT REMAINS

If you recognize yourself in any of these situations, twenty minutes are enough to know whether I can help.

BOOK A CONVERSATION

MY APPROACH

See. Shape. Sustain.

I work with CEOs and executive teams when an issue that matters to the business calls for more than a one-off answer, or when growth has outpaced the way the organization used to work.

See

SEE THE SYSTEM

I start by understanding how decisions are made and what information actually reaches the people making them.

Shape

SHAPE THE CONDITIONS

Then I work on the conditions behind them, from coordination to the voice of the people doing the work.

Sustain

SUSTAIN PERFORMANCE

And I check that the change holds: that the organization sustains its results when demands rise, without asking people to give more.

High performance is designed. The sophistication sits behind the intervention, never in front of it.

OUR WORK

How we can work together.

Every engagement starts from a specific situation. Content, scope and format are then custom-designed around it.

01

Executive Intensive

Protected time for a CEO and their executive team, on what determines how they think, decide, communicate and coordinate through a transformation, a change of scale or a sustained period of pressure. It also covers what nobody raises, and what the team does well without noticing.

FORMAT

From half a day to two days, or a two- to three-day retreat. Agreements are documented before anyone leaves the room.

02

Executive Advisory

I work alongside the CEO or the executive team through a period where a single session is not enough: a succession, a transformation, a crisis, or a decision whose effects unfold over months.

FORMAT

An agreed cadence through the year. We set the focus and the signals that will let us judge progress.

03

Keynotes

Twenty-seven years in air traffic control, translated into the language of business. I bring those lessons to organizations in every sector: communication under pressure, coordination across teams, the human side of technological change, and performance that remains sustainable for the people who deliver it. Every talk is tailored to its audience.

FORMAT

30 to 60 minutes. In person or online, in English or Spanish.

Specialist programs

For organizations where a serious incident, fatigue or sustained stress can affect both people and operations. I design programs that prepare the organization beforehand and support it afterwards, and I train the people who will sustain them internally.

A project of several months, or a review of a program already running.

HOW IT STARTS

A considered first step.

20 MINUTES · COMPLIMENTARY

Initial conversation

Twenty minutes to understand your situation and share an initial perspective: what I see and where I would begin.

BOOK 20 MINUTES

It may be all you need.

You can begin one-on-one and bring in your team once it is clear what is worth addressing together. From there, each step follows what the situation calls for.

120 MINUTES

Case Session

We work on a live situation. You leave clear on what can change now, and on what deserves closer examination before any further decision.

One-on-one

€1,200

A private session with you, preceded by a brief questionnaire and a call to frame the case. Within five business days, you receive an independent written assessment of the issue and the priority decisions, which we then review together.

With your executive team

€2,800

Your executive team, up to eight participants, each completing a confidential questionnaire beforehand. I design a scenario around your situation and observe how the team works through it.

Within five business days, you receive a written account of how your team decides and coordinates in practice, which we then review together.

Fees are exclusive of VAT. The one-on-one session may be held in person or by video call; the team session is always held in person. Travel expenses apply for engagements outside Madrid.

CHANGES I HAVE ALREADY DRIVEN

Before advising on this, I implemented it.

I have worked inside a system where one decision, one technology or one way of organizing work reaches thousands of people.

Human Factors in the business plan

I embedded the Human Factors department in the corporate strategic plan, so that it carried weight in safety, operational and investment decisions. It stopped being a technical support function and became part of the judgment behind those decisions.

A prepared response for what cannot be foreseen

I designed, implemented and led for six years a critical incident stress management program for 2,200 professionals, with its own governance and training. The organization stopped improvising when something serious happened.

Fatigue and stress as measurable risks

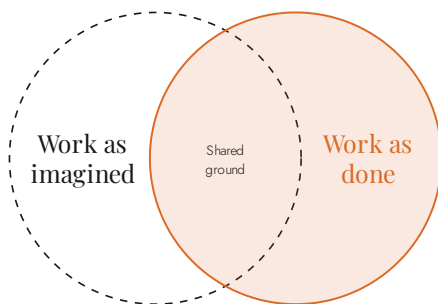
I built a management system for those risks inside the corporate framework, with its own assessment processes and audits before the regulator. They stopped depending on goodwill and became something that is measured.

The effect of technology on the people who use it

I developed Human Factors standards and assessments for innovation projects. My research at the London area control center measured how automation changed the work of the people using it. The technology decision could then be made knowing its real effect, rather than its intended one.

THE GAP THAT PRESSURE WIDENS

Processes say how it should work. People show how it does.



Managing that distance is not about removing it, but about making it visible and usable

Risk lives in that gap, and so do judgment, cooperation and workarounds that rarely appear on an org chart.

Under pressure the gap widens, and with it everything leadership cannot see: what is being compensated for, who is carrying it, and at what cost.

Where a problem surfaces is rarely where it originates. The same people, under different conditions, decide differently; so I start with the system their decisions emerge from.

Drawing on Hollnagel, E. (2014). *Safety-I and Safety-II: The Past and Future of Safety Management*.

HUMAN FACTORS → HUMAN PERFORMANCE → HUMAN SYSTEMS → HUMAN SUSTAINABILITY

Three questions for your team

- 01 What workarounds does your team rely on that you don't know about?
- 02 What would they tell you if there were no consequences?
- 03 What is it costing your teams to sustain these results?

WHAT CHANGES

What changes when we work together?

You end up seeing two things that used to blur together: what is holding the organization back, and what is holding it up under pressure.

WHAT CONSTRAINS

A decision that keeps being postponed, a conversation that never quite happens, a way of working that costs more and returns the same.

WHAT SUSTAINS

People's judgment and the everyday adaptations that get the job done. None of it shows up on a dashboard, and it is the first thing lost when an organization grows.

On that reading we decide the order: which decision is ready, which one needs to be understood better, and what kind of organization you want to build. You leave with a shared starting point and with the signals that warn before the results do.

“The same people, under different conditions, decide differently.”

BACKGROUND

Twenty-seven years in a room where decisions have consequences.



I know this work from three vantage points: as a practitioner, a leader and a researcher.

Air traffic control drew me into Human Factors and Human Performance, and into understanding what enables people to decide, coordinate and keep their judgment when work becomes complex. I now bring that perspective to organizations across sectors.

I founded and led the Human Factors department at Spain's main air navigation service provider, and chaired the CANSO Human Factors group.

I come from an environment where every person's work matters, and where no one can see the whole system from their own position. It shaped my conviction that an organization depends on the judgment of the people who make it work, and that listening to them leads to better decisions and stronger results.

Those same people also need to find meaning in their work, and to do so without losing themselves along the way. To me, that is what sustainable performance means. I treat every person as a professional, with judgment of their own and something to contribute. It is the condition that allows what they know, and the best of who they are, to emerge.

Human Factors specialist accredited by EUROCONTROL and the EAAP · MSc in Human Factors in Aviation, Coventry University · MBA in Aviation Management · Accredited instructor in critical incident stress management (ICISF) · Positive psychology applied to organizations, Happiness Studies Academy · Master's in Corporate Wellbeing, World Happiness Foundation · Postgraduate in Emotional Intelligence, UNIR · Doctoral researcher in Economics and Business, Universidad Autónoma de Madrid

REFERENCES

What others say about my work.

“I entrusted her with leading the organizational development of Human Factors in air traffic management. It was a very demanding mission, marked by significant organizational resistance and structural barriers.”

Ángel Luis Arias Serrano
Permanent Representative of Spain
to the ICAO Council. Former
Director General of ENAIRE

“Her work consistently demonstrates that sustainable performance must be embedded into organizational design, not treated as a standalone initiative.”

Mike Balder
CPO at NavInfoSys · CEO at
SkySafe Global

“An outstanding Human Factors safety expert with operational ATC experience, which is very rare.”

Antonio Licu
Head of Technology Division,
EUROCONTROL

Recommendations published on LinkedIn.

ROLES AND ACCREDITATIONS

CANSO

Chaired the Human Factors group

EUROCONTROL

Co-chaired the Human Factors sub-group

EUROPEAN COMMISSION

Deputy Chair of the expert group on the Human Dimension

EAAP · ICISF

Accredited specialist and critical incident instructor

LET'S TALK

Where do we begin?

We start with twenty minutes: you tell me the situation and I tell you whether I can help and where I would start.

BOOK A FIRST CONVERSATION



EMAIL

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BASED IN

Madrid · in person and online