

Santiago de Chile
March 21, 2018

Synthesis

& Leaders 2018
Daughters™

Mind the Gap

EgonZehnder

On March 21st, 2018, Egon Zehnder hosted its second Leaders & Daughters event in Santiago, bringing together 32 guests, including leaders and daughters, for a breakfast conversation at Club el Golf 50. The event was moderated by Luis Cubillos, a partner who helped establish the Santiago office, and included the top CEOs from some of the largest conglomerates in the country. Carmen Román, Corporate Manager of Legal Affairs at Walmart Chile was our guest speaker and she shared personal insights on being a working mother, pursuing a professional career and the importance of balancing both.

“Nothing changes. If I change, everything changes.”

Key Questions and Insights

Carmen Román and her experience as a working mother

Key Questions:

How important is it to pursue one’s higher motivations regarding a professional career, despite existing cultural biases?

Are motherhood and family real barriers when it comes to setting a professional goal?

Key Insights:

“My first endeavor, my first job was to unite my family.”

“My parents taught me everything, every important lesson, like the importance of being curious and always informed. Everybody should take more advantage of their parents.”

“It’s quite common in our culture to believe that you either work or you are a mother. My children and motherhood were never an obstacle in my career. In fact, after every child I seemed to get more energetic.”

“I strongly advise young women to not postpone motherhood. When it feels right, it is right. It is also very important to have a partner who supports your professional career and motivates you to keep improving.”

“We are part of our history and we are the ones in charge of making things happen.”

Questions to daughters

Key Questions

What is the main feature that defines your father/mother?

How has this feature affected your professional decisions and career orientation?

Key Insights

"Something I admire about my father is that he's always the best at what he does. This has influenced the way I developed my career. I want to be a good professional because I have the example of a good professional."

"Being humble and simple is key. Always persevere and look ahead."

"My parents taught me that there are no barriers, there are no limits."

"I admire her assertiveness. Even though she's the only one thinking in a certain way, she's brave enough to stand up and give her opinion."

"Having him share his work experience with us made us feel part of it and gave me a lot of confidence: *my opinion matters, because it matters to him.*"

Questions to Parents

Key Questions

What is your daughter's best quality regarding her professional development?

What has been your main advice to her?

Key Insights

"I admire her freedom, extreme perseverance and great personality."

"Audacity, strength and determination are more important than intelligence, more important than anything else."

"Passion and effort are the foundation of her future success."

"She has to learn the most important thing: to know herself. And with that she will grow as a professional."

"I admire her leadership skills and her willingness to defy the status quo. She is smart and hardworking."

"She is brave enough to dissent, to say things differently."

The Diversity Situation in Chile

Key Questions

How do you assess the current situation in Chile regarding women in the workplace?

What can companies do to improve flexibility in the workplace?

Key Insights

"There is an important lack of opportunity, it is extremely difficult for women to get promoted to higher positions and there's the gender pay gap that needs to be addressed."

"An inclusive agenda is mandatory not only in the private sector, but also in the public sector. There are lots of capable women who need to be heard and noticed."

"Flexibility does not only work one way: Men also need flexibility. If we want women to develop and grow, men should be able to do so accordingly. We need a micro diagnostic: What's happening in my firm or in my family that isn't allowing me to grow professionally?"

"The system is forcing women to leave. They assume you will get pregnant and leave you out of important things."

Event Summary

This year's event was insightful and engaging. The event focused on ideas about what each of us can do to help bring about meaningful change so that more women can achieve their career goals.

Carmen Román's speech was inspirational, especially for young women who are pursuing a professional career. She showed us how to effectively balance a successful career with dedication to the family. These two things do not exclude each other; on the contrary, they are complementary.

We also realized that Latin America is lagging behind Europe and the United States in gender equality in leadership positions. Although the participation of women in senior management positions has increased, there's still a lot of work to be done and it begins with changing our cultural biases.

Event



above: Luis José Garreaud introducing the annual Leaders & Daughters in Santiago, Chile.

below: left to right: Leaders & Daughters 2018 hosts, our Egon Zehnder Consultants Luis José Garreaud, Cristina Manterola and Luis Hernán Cubillos.

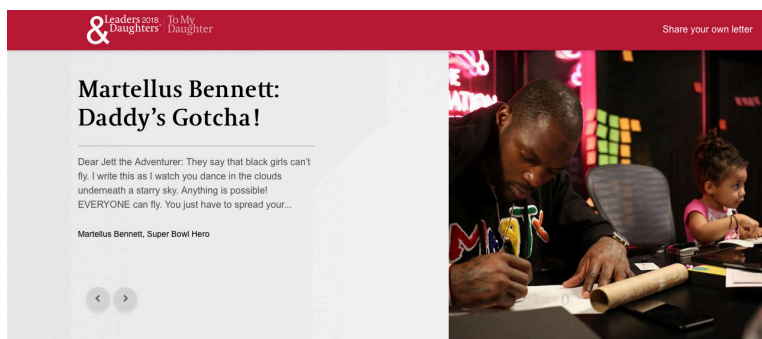
About Leaders & Daughters

In 2015, Egon Zehnder launched the *Leaders & Daughters* global event series. Our goal was to convene the world's most admired leaders and their daughters and mentees in hopes of uncovering the motivations, challenges, obstacles and opportunities ahead for the next generation of women leaders. In 2017, we hosted 40 panel and roundtable conversations around the world, bringing together over 3500 attendees to share experiences, perspectives, and—importantly—solutions.

In the Spring of 2018, beginning in Sao Paulo and ending in Jakarta, Egon Zehnder will host *Leaders & Daughters* events in nearly 40 cities across Africa, Asia, Australia, Europe, North America and South America. Through both intimate and large-scale events, we will use this year's theme—*Mind The Gap*—to look closely at why senior level women so rarely make it into the C-Suite, and share examples of where they've had success. Our objective is to push the global conversation further in hopes of better understanding how leaders and the generations below them think about this topic—and to come up with concrete actions that will have real impact on the female leaders emerging today.

In addition to the events, we have also launched a campaign, *To My Daughter*, in which leaders write letters to their daughters about their hopes and dreams for the future. To participate, please visit www.leadersanddaughters.com.

Visit *Leaders & Daughters* at www.egonzehnder.com Join the Leaders & Daughters LinkedIn group, follow #LeadersAndDaughters on Twitter and on Instagram at @egonzehnder



The image shows a screenshot of a digital letter from Martellus Bennett to his daughter Jett. The letter is titled "Martellus Bennett: Daddy's Gotcha!" and contains the following text: "Dear Jett the Adventurer: They say that black girls can't fly. I write this as I watch you dance in the clouds underneath a starry sky. Anything is possible! EVERYONE can fly. You just have to spread your...". Below the text, it says "Martellus Bennett, Super Bowl Hero". To the right of the text is a photograph of Martellus Bennett sitting at a desk, writing a letter. A young girl, Jett, is sitting next to him, also writing. The background of the photo shows a brightly lit room with neon signs.