

São Paulo
March 15, 2018

Synthesis

& Leaders 2018
Daughters™

Mind the Gap



EgonZehnder

On March 5, 2018, Egon Zehnder held our annual Leaders & Daughters event at Restaurante Cantaloupe in São Paulo, Brazil. The event brought together senior executives and their daughters to talk about the prospects and challenges for the next generation of female leaders.

“The goal is enabling the next female leaders to dream and carry out their plans away from any kind of limitation or prejudice.” – Luis Gustavo Giolo, São Paulo Office Leader, Egon Zehnder

Key Insights and Topics

Family and peer support of one's career path

Key Questions:

Can a woman's upbringing limit or encourage her professional future?

How should parents support their daughter's career plans?

Why aren't career paths widely discussed among women?

Key Insights and Quotes:

“I think that it is of the utmost importance for girls to be bold and take professional risks in the areas they wish to pursue. Knowing that their parents and mentors are going to stand by their side and support that boldness is very positive for them.” – *Camila Achutti, MasterTech*

“A girl's upbringing may influence her professional future. The effective support network formed by family and households - husband, godfathers, friends - is fundamental as an instrument and tool for tackling the complex matter that is being a successful woman today.” – *Fernanda Feitosa, SP-Arte*

“It is not yet part of female culture to talk to friends about finances and career during get-togethers. It isn't natural for women to bring up the

questions ‘how much do you earn?’ or ‘do you think I should ask for a raise?’. It is important that we create a network of women to exchange information and advice, like the one men naturally create among themselves.” – *Camila Achutti, MasterTech*

Can women achieve all of their goals?

Key Questions

Did female leaders always believe they could be what they dreamed of being?

Why does it take women longer to realize they can achieve their goals and dreams?

How can we show girls that they can pursue any career?

Key Insights and Quotes:

“When I started my company, I was sure that what I was working on was a ‘small project.’ I never really thought about doing business. I think there was a gender issue behind that, behind the fact that I didn’t see myself in this position. It took a while for me to realize it.” – *Joice Toyota, Vetor Brasil*

“Being a woman, in my case, never meant feeling disadvantaged. Maybe because I started playing competitive sports very early in life and that forced me to keep pushing my limits. I believe this has been paramount for everything I did from then on in my life: college, my master’s degree, my job. I always moved on with the intention of pushing my limits. I set goals and work hard to meet them.” – *Fernanda Feitosa, SP-Arte*

“The advice I have for all young women is: work as a team, respect other people and never underestimate anyone. It is also very important to have high ambitions and aspirations, seeking more and putting yourself to the test. And, of course, don’t stop believing in yourself and fighting back.” – *Fernanda Feitosa, SP-Arte*

Redefining roles in the workplace

Key Questions

What is it like to work in a field that is considered predominantly male?

What are the obstacles women face when they choose to work in predominantly male industries?

What can we do to encourage girls to choose these types of fields?

Key Insights and Quotes:

“When you look around and don’t see yourself or people who look like you among your colleagues, it creates pressure on you. I have always demanded more from myself than the average person in any job environment I was in. I was trying to prove to myself that I deserved to be there. The greatest difficulty was being able to manage the pressure I placed on myself.” – *Camila Achutti, MasterTech*

“We don’t have to fit into one place. Actually, we can take experiences and influences from various places to shape who we want to be and what we want to do. The important thing is not limiting your own capability and recognizing as soon as possible that it is necessary to fight back against some ideas imposed by society. Many women still don’t realize how good they are.” – *Camila Achutti, MasterTech*

“Currently in the field of computer sciences there are more than 750,000 unoccupied job positions and 40% of them are in Brazil. Girls, consider this career for your future!” – *Camila Achutti, MasterTech*

Challenges to Overcome

Key Questions

What were the biggest challenges you faced throughout your career?

Have you ever felt that you were not valuing yourself?

How can we overcome the feeling that we are not good enough?

Key Insights and Quotes:

“Once somebody asked me how I was able to do everything I was doing. That was the first time I realized that I had actually completed a very nice project. Sometimes we get so drenched in our day to day affairs that we are unable to see the value of what we are really doing.” – *Joice Toyota, Vetor Brasil*

“We, women and girls, were raised in such a way that we end up having great difficulty recognizing our talents and talking about them. We don’t talk about money, career and success. I needed somebody else to look at me and say that I was capable and good enough.” – *Camila Achutti, MasterTech*

“In order to get to the point of saying: ‘I am very good at what I do’, women often need to tear down many walls.” – *Camila Achutti, MasterTech*

Studying, networking and preparing yourself

Key Questions

What advice do you have for future leaders?

What is the relevance of a good education to achieving leadership positions?

How can networking help your career?

Key Insights and Quotes:

“I have always been curious and humble, so I asked a lot of questions and was always ready to listen. I think this is an important trait because it makes people more open to dialogue and you build trustworthy relationships both with your team and your clients. This exchange is always very enriching and connects you with other people in your professional life.” – *Patrícia Moraes, JP Morgan*

“I believe you can be whatever you want as long as you are persistent and hardworking, because nothing comes for free, not even for very talented people. It is necessary to invest in your skills. You have to perfect yourself, study and persist. Jobs are always challenging in the beginning, that is why it is important to look ahead to the future, as well as talking to people and understanding what you have ahead of you in your career.” – *Patrícia Moraes, JP Morgan*

“Studying is essential. The point in my career path that makes me the most proud is entering University. Most of the students in my engineering courses were men, and I suffered a lot of pressure because of that. We were only six women in a class of 60 people. As a minority, we had to prove our worth every day. I came to the point of thinking: ‘What am I doing among such good and intelligent people?’ Only in time did I recognize and understand my capabilities.” – *Joice Toyota, Vetor Brasil*

Event



above: (L-R) Flavia Oliveira, Joice Toyota, Patricia Moraes, Fernanda Feitosa, Camila Achutti

below: (L-R) Rafaella Depieri, Kátia Depieri, Giovanna Depieri, Paula Regina Depieri, Isabella Depieri, Giuliana Depieri

Event



above: Ronaldo Lorenzo and Camila Frangioni

below: Frank Feder and Melissa Feder

Panelists



Flávia
Oliveira
Journalist specializing
in business, social
affairs, inequalities in
gender and race



Joice
Toyota
Founder and Executive
Director
Vetor Brasil



Camila
Achutti
CTO and Co-founder
Ponte21 and Mastertech



Fernanda
Feitosa
Director and Creator of
SP-Arte
*the São Paulo
International Festival of
Art*



Patrícia
Moraes
Investment Banker

Hosts



Luis Gustavo Giolo
Office Leader, São Paulo
Egon Zehnder



Thais
Junqueira
Consultant
Egon Zehnder

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

