

what we heard

---

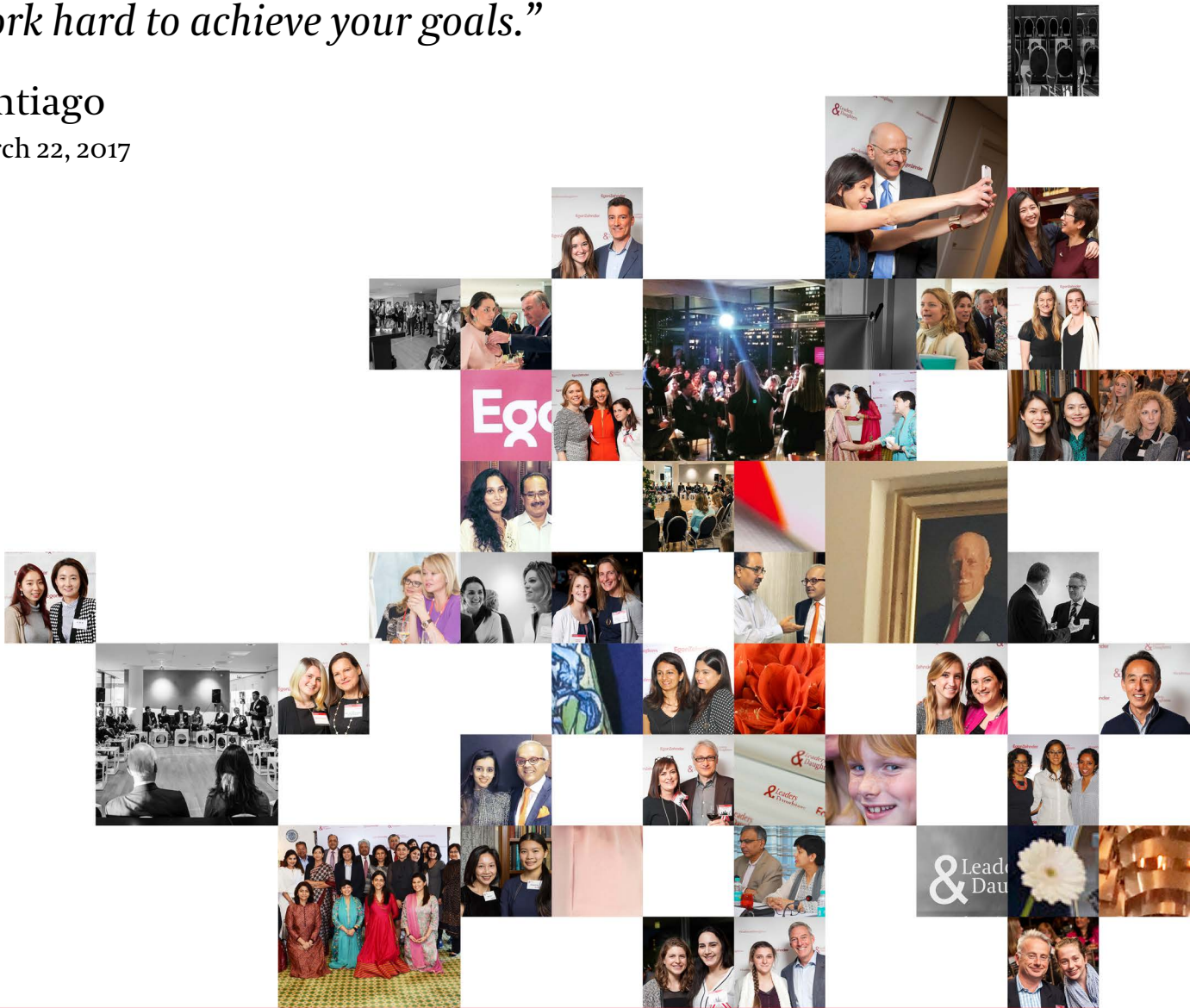
**&** Leaders 2017  
Daughters

# Leaders & Daughters

*“Things don’t happen by chance; you have to work hard to achieve your goals.”*

Santiago

March 22, 2017



---

**EgonZehnder**



## what we heard

---

On March 22, Egon Zehnder hosted its first Leaders & Daughters event in Santiago, gathering 34 pairs of leaders and daughters for a two-hour 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 25 conglomerates in the country and managing partners from the largest law firm. All but one was male. Manola Sanchez, the first Chilean female dean at a business school, the first Chilean woman to attend Harvard, and the first woman board member at BCI Bank, was a guest speaker.

“I have broken parts of the glass ceiling, but there’s a lot of work yet to be done,” said Ms. Sanchez. “The most important thing is to believe that you can do it, and that you are the one that will draw your own path.”

### Inspiring Dads

Chile is still a very machista culture, as was evident by the lack of female executives in the room; many girls are expected to have families and not focus on careers. While the government does pay for a six-month maternity leave, it’s capped in terms of money, and it’s mostly to help lower-income women.

But rather than blaming corporations or the government, the conversation focused on empowering the daughters, whose ages ranged from 25 to 35. The daughters valued their careers, and most of them didn’t feel they had to choose between a career or motherhood. When asked why they felt this way, most of them credited their fathers with inspiring them to reach for their goals.

As the daughter of a financial group CEO put it, “His unconditional support to whatever we want to do has marked me,” she said. “If we want to do something, and he does not agree to it, he supports us anyway, and if we fail along the way, he is there to encourage us to move on.”

The daughter of a bank president felt similarly. “What I admire the most about my dad is his drive and willingness to face challenges. That inspired me to study engineering and not a less challenging career.”

### Speak Up and Lean In

Manola Sanchez noted that Chilean women are just as ambitious as men are, but they don’t broadcast their ambition. “We need more ambitious women to say that they aim to be general managers or board members,” she said.

It is also a woman’s responsibility to negotiate with companies to allow them the flexibility to work and have a family, they said. “You cannot expect to have everything handed to you,” said the daughter of a consultancy company partner. “If working and being a mother at the same time are important for you, then you should dare to negotiate.”

The fathers also acknowledged that men should take more responsibilities at home so their wives can increase their focus on their careers. But the answer to that was for men to adapt to women, and not the other way around. “I do not see any women here with confidence issues,” said one man, the CEO of a financial group. “You are prepared to do anything you want, wherever you want and whenever you want. Women have a special condition and we have to give them the legal possibility to combine both.”

## what we heard

---

### Food for Thought

As a parting gift, all the daughters were given a copy of Sheryl Sandberg's best-selling book, *Lean In*. Many men sent notes after the fact, saying that the event had surpassed their expectations. More importantly, they said they would try to adapt their companies to be more female-friendly.

"I found it very interesting to see how these girls and women approach the labor market and gender [issues]," said a bank president. "The dynamic between the parents was also interesting and I got a few ideas to develop in our company, where this is a major topic."



*Luis Hernán Cubillos,  
Consultant, Egon  
Zehnder*



## what we heard



*Manola Sánchez,  
Director, BCI*



*Cristina Manterola,  
Consultant, Egon  
Zehnder*

## what we heard

below

*Catalina Valente*

right

*Luis José Garreaud,  
Consultant, Egon  
Zehnder*



above

*Trinidad Cubillos,  
Researcher, Egon  
Zehnder*

above

*Renato Peñafiel, Anita  
Peñafiel and Gonzalo  
Darraidou*

right

*Isidora Barros and José  
Miguel Barros*





## what we heard

---

right

*Felipe Joannon and  
Josefina Joannon*



left

*Magdalena and  
Francisco Silva*

right

*Sergio Purcell, General  
Manager, Turismo  
Cocha, and his daughter  
María de los Ángeles*



left

*Alfonzo Eyzaguirre,  
President, JP Morgan,  
and his daughter  
Victoria*

## what we heard

---

*Luis Hernán Cubillos*

*luis.cubillos@egonzehnder.com*



*Luis José Garreaud*

*luis.garreaud@egonzehnder.com*



## Hosts

*Cristina Manterola*

*cristina.manterola@egonzehnder.com*



*right*

*Francisco Pérez Mackenna*



*left*

*Ignacio Cueto and his  
daughter **Fernanda***



## what we heard

---

### About Leaders & Daughters

To mark International Women's Day, Egon Zehnder conceived Leaders & Daughters, a global series of events that bring the world's most admired leaders and their daughters together to uncover the motivations, challenges and opportunities that face the next generation of professional women.

In 2017, we went further. In celebration of International Women's Day, we hosted Leaders & Daughters events in more than 40 cities worldwide – bringing together the voices of more than 3,500 participants to share their stories of success as well as the obstacles that are preventing progress. We share one common goal: to collectively pave a better future for the next generation of women leaders.

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](http://www.leadersanddaughters.com).

Visit Leaders & Daughters at  
[www.egonzehnder.com](http://www.egonzehnder.com)

Join the Leaders & Daughters  
LinkedIn group, follow #LeadersAndDaughters  
on Twitter and on Instagram at @egonzehnder

© 2017 Egon Zehnder International, Inc.

All rights reserved.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording or otherwise—without the prior permission of Egon Zehnder.