

what we heard

& Leaders 2017
Daughters

Leaders & Daughters

*“Being good at my job makes me a better person,
wife and mom.”*

Bogotá

March 7, 2017



EgonZehnder



what we heard

It was the worst storm Bogotá had seen in 15 years: Cold, hard rain that pelted the city and halted traffic for hours. But that didn't stop more than 60 leaders and daughters from attending Egon Zehnder's Leaders & Daughters event at Casa Grau, in Bogotá on March 7.

The panel consisted of three energetic, charismatic, smart and successful female leaders in different phases of their lives and careers, all willing to share some secrets and tips of their success. The panelists – mothers, all of them, who come from traditionally male industries like mining, energy and banking, included: Juliana Sguerra, the only female partner that Oliver Wyman has in Latin America; Luisa Fernanda Lafaurie, President of Cenit, and Maria Olga Rehbein, the President of Latin America for Transunion Corporation (and the only female regional president in that company).

The audience was riveted. “No one touched their phones,” said Carlos Rodriguez, Egon Zehnder's office leader in Bogotá, who moderated the panel. “No one spoke to their neighbors. Everyone was engaged. Even though people had to get wet to come, it was good.”

“Thank you for the invitation! The event was superb...I loved seeing the fathers, mothers and daughters' faces...it made my day,” said Ms. Rehbein. “It's wonderful to leave a footprint in tomorrow's CEOs.”

Eradicate guilt

One of the hottest topics of conversation was the notion of guilt – specifically, how female executives deal with missing parent-teacher conferences, or not being home for family meals.

Ms. Lafaurie, current CEO of Cenit and former Minister of Mines and Energy of Colombia—one of only two women to have held that post in 80 years – put it in perspective when she exhorted women to cut it out. “We can't feel guilt! The antidote for this is admiration - from your husband and your kids.”

Ms. Rehbein supported this idea: “Being good in my job makes me a better person, wife and mom,” she said.

The panelists brought up the idea that women don't *have* to choose, a lesson many younger women need to hear. In truth, you can be a professional *and* a mom at the same time; it's not a binary proposition. “We don't have to choose,” said Ms. Lafaurie. “Men are not being put in the position of having to choose in the first place.”

It's okay to ask for help

Of course, everyone needs a little help sometimes. But most women don't like to ask for it, either because they're embarrassed or afraid that people will look down on them. “Women have to learn to ask for what we need, what we want. It has worked extremely well for me,” said Ms. Sguerra. That doesn't only mean from your boss, but also from support networks of family, friends, colleagues and other women.

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Women's needs are different from men's, and we need to own that fact. In certain ways it's an advantage, and in others it's not. But embracing your differences will make you more visible and memorable, Ms. Rehbein said.

In general, women tend to procrastinate on making decisions, especially when it involves giving difficult feedback or firing people. "That's when our motherly side kicks in and it's really a handicap...Women have to learn to make difficult decisions quick, like firing people in the right moment," said Ms. Lafaurie. Or, as Ms. Rehbein put it: Women must learn to "Fire faster and hire slower."

We've come a long way...but we still have a way to go.

Of the largest 100 companies in Colombia, only six have women as their CEO. Only 14 percent of the boards of major companies have women directors. It's men's and women's responsibility to push for change.

One way to combat that? By recruiting women to apply to jobs. If two people are equally qualified, hire a woman, said Ms. Lafaurie. "We can do anything we want," said Ms. Rehbein.

below

Maria Olga Rehbein (President LA Transunión), Jose Fernando Calderon (EZ), Juliana Sguerra (Partner Oliver Wyman), Carlos Rodriguez (EZ), Luisa Fernanda Lafaurie (President Cenit)



above

*Eduardo Lombana
(GM, Copa Airlines, Colombia)
& Maria Camila Lombana*

what we heard

below

Karym Grijalba

(HR Manager, Sodimac)

& **Gabriela Ortega**

Grijalba

right

Esteban Giraldo

(General Director

Middle Americas,

Bimbo) & **Isabel Giraldo**



above

Sergio Muñoz

(GM Banco Falabella) &

Sofía Muñoz

above

Maria Olga Rehbein,

Carlos Rodriguez, Luisa

Fernanda Lafaurie

right

Francois Simonpietri

(General Manager,

Andean Region,

McCain) & **Melina and**

Isabella Simonpietri



what we heard

right

Maria Olga Rebhein (President LA Transunión), *Juliana Sguerra* (Partner Oliver Wyman), *Carlos Rodriguez* (EZ), *Luisa Fernanda Lafaurie* (President Cenit)



left

Lilian Perea (CEO Colombia, Bayport Financial Services), *Manuela Caro Perea*



left

Patricia Velásquez (EZ), *Juliana Rodriguez* (Partner, Capital Advisory Partners), *Sandra Soto* & *Angela Vernaza*



right

Mauricio Salgar (Managing Director, Advent International) & *Juliana Salgar*



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Hosts



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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.

Visit Leaders & Daughters at
www.egonzehnder.com

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