



International Leadership Association



UNIVERSIDAD  
DEL PACÍFICO



# EXPLORING THE DILEMMAS OF LEADERSHIP IN LATIN AMERICA

8-10 August 2018  
Universidad del Pacífico  
Lima, Perú

#ILA2018Lima

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**Jonathan Kroll**

Executive Director, The Leadership Institute for Development, Education, and Research (LiDER)



**Art Trejo**

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# WELCOME TO LIMA AND

It is with great pleasure that the International Leadership Association (ILA) and the Center for Leadership, Ethics and Social Responsibility (CLERS) at the Universidad del Pacífico welcome you all to this second ILA conference in Lima, Perú.

Two years ago, we hosted the first ILA conference in the region, *Exploring Leadership in Latin America*, which was a very inspiring occasion to discuss the challenges and opportunities for leadership in our countries. This time, after discussing where to place the emphasis of this new encounter, the idea of how to deal with complicated political, economic, social, and ethical dilemmas affecting our region, emerged as the best way to engage in a deep reflection on our current historical divisions. That is the reason why we decided upon this theme for the conference: *Exploring the Dilemmas of Leadership in Latin America*.



**Felipe Portocarrero  
Suárez**

In doing so, we wanted our participants to be able to address crucial questions of leadership theory and practice such as: What role do Latin American leaders play in designing socio-economic development programs that foster inclusion? What types of leadership do Latin American societies need to move forward in the transformation of their own communities? What types of leaders are needed to recognize the factors that hinder or slow down the transformational process? And, what are the leadership success stories and trends currently taking shape across Latin America?

To explore some possible responses to these compelling and pressing challenges, we will exchange experiences and analytical perspectives during the next two days. We are convinced that your contributions will enrich the debates on these topics and help imagine a better and more promising future.

Let me finish by saying that we are very happy and feel really honored to have all of you here in Lima.

## **Felipe Portocarrero Suárez**

Conference Chair

Head, Political and Social Sciences Department, Universidad del Pacífico

# WELCOME TO THE ILA

On behalf of the International Leadership Association (ILA) and the entire conference organizing committee, we are pleased to welcome you to this regional conference in Lima on *Exploring the Dilemmas of Leadership in Latin America*, hosted by The Universidad del Pacífico with conference chair Felipe Portocarrero Suárez and program co-chairs Carolina Darbisi, Jonathan Kroll, and Art Trejo. We are enthusiastic about the partnership with Universidad del Pacífico and are pleased to work with them again on this second ILA conference in Latin America. Our organizations both share a deep desire to create a better future in which the possibilities for individual, community, and international change are realized.



**Katherine Tyler Scott**

**Cynthia Cherrey**

This location is a place of such possibilities and focuses our attention on the importance of leadership in Latin America. Inequality and instability affect countries throughout the world and in Latin America where countries have developed a complex matrix of dimensions and challenges for its leaders regarding gender imbalance, ethnic and racial discrimination, lack of environmental regulations, and access for all socioeconomic groups to quality public services in education, health, jobs, and housing. Building leadership throughout the region at all levels of society is a pivotal step for addressing these challenges and for strengthening Latin America's countries and communities.

This conference brings together diverse experts and stakeholders from government, industry, consultancy, and academia to explore best practices and research and to dialogue about the complexity of these leadership challenges in Latin America and beyond. Broader insights and solutions will emerge over the next two days, contributing to the development of the kinds of leadership needed to exert a positive impact.

Your creativity and belief in our collective work will encourage us to do even more. We wish you an extraordinary conference of promising possibilities.

**Katherine Tyler Scott**

ILA Board Chair

**Cynthia Cherrey**

ILA CEO & President

# OVERALL

## WEDNESDAY 8 AUGUST

17:00 - 19:30	<b>Check-In &amp; Help Desk</b>	Main Hall, Building H
18:30 - 19:30	<b>Welcome Reception</b>	Main Hall, Building H

## THURSDAY 9 AUGUST

08:30 - 18:00	<b>Check-In &amp; Help Desk</b>	Auditorio Maes Heller - Entrance
08:30 - 09:00	<b>Morning Refreshments</b>	Auditorio Maes Heller - Entrance
09:00 - 10:00	<b>Plenary</b>  <b>Stefan Reich</b> , Director and Founder, Adaptive Leadership Center; Professor, Adolfo Ibáñez University <b>Sara Maria Cifuentes Ramseyer</b> , Asociación Taller de los Niños <b>Alberto de Belaunde</b> , Peruvian Congressman	Auditorio Maes Heller
10:15 - 11:30	<b>Concurrent Session One</b>	Building H - See Pages 10-12
11:30 - 11:45	<b>Mid-Morning Refreshments</b>	Building H, 4th Floor Break Area
11:45 - 13:15	<b>Concurrent Session Two</b>	Building H - See Pages 12-14
13:15 - 14:45	<b>Lunch on your own</b>	
14:45 - 16:00	<b>Concurrent Session Three</b>	Building H - See Pages 14-16
16:15 - 16:45	<b>Afternoon Refreshments</b>	Building H, 4th Floor Break Area
16:30 - 17:45	<b>How to Survive in Leading Change? A Workshop With Stefan Reich</b>	Building H, Room 401 - See Page 17

# AGENDA

## FRIDAY 10 AUGUST

08:30 – 18:00	<b>Check-In &amp; Help Desk</b>	Auditorio Maes Heller – Entrance
08:30 – 09:00	<b>Morning Refreshments</b>	Auditorio Maes Heller – Entrance
09:00 – 10:00	<b>Plenary</b> <b>Annette Richardson</b> , Partner, Ambershore Group; Special Advisor to the Under Secretary-General and Executive Director of UN Women	Auditorio Maes Heller
10:15 – 11:45	<b>Concurrent Session Four</b>	Building H – See Pages 17-19
11:45 – 12:00	<b>Mid-Morning Refreshments</b>	Building H, 4th Floor Break Area
12:00 – 13:15	<b>Concurrent Session Five</b>	Building H – See Pages 20-21
13:15 – 14:45	<b>Lunch on your own</b>	
14:45 – 16:00	<b>Concurrent Session Six</b>	Building H – See Pages 22-24
16:15 – 18:00	<b>Closing Reception &amp; Performance by the Universidad del Pacífico Cultural Center</b>	Main Hall, Building H

## POST-CONFERENCE TOUR

11-18 August	<b>Apurimac River: Head Water of the Amazon River &amp; The Sanctuary of Machu Picchu</b>	Departs from Lima
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# PLENARY

9:00 - 10:00 | Thursday 9 August | Auditorio Maes Heller

## Leading Through Hope in Perú: Two People's Stories Who Are Making a Difference

The exercise of leadership is a risky, uncertain, and complex art. One major reason for the lack of leadership in societies today is that leading through a process of change involves facing systemic losses, personal losses, putting yourself at risk, and asking difficult questions. As a result, most social systems prefer to maintain the status quo, avoid challenging what is no longer useful in their DNA, and opt for technical solutions to their adaptive challenges. The ILA Conference in Lima is a wonderful opportunity to have a conversation about the complexities of leading change in a diverse and complex society such as Perú's.

Stefan Reich, the director and founder of the Adaptive Leadership Center and professor at Adolfo Ibáñez University, will join in conversation this morning with two young Peruvian leaders who are trying to make an impact in the future of this South American country. Sara



**Stefan Reich**



**Sara Maria Cifuentes Ramseyer**



**Alberto de Belaunde**

Maria Cifuentes Ramseyer is the head of Asociación Taller de los Niños, an NGO working with children and families in need in the under-privileged area of San Juan de Lurigancho, where violence and poverty are a major part of daily life. Alberto de Belaunde is an independent congressman who is trying to promote liberal reforms in Perú's Congress. The conversation will explore the challenges of leadership, particularly in Peru, and the systemic and personal stakes in trying to mobilize a system towards greater progress and prosperity.

Compelling leadership **insights** and  
action-oriented **tips and tools** await!

**Discover** all of the books in ILA's series.

[www.ila-net.org/Publications](http://www.ila-net.org/Publications)



# SESSIONS

9:00 - 10:00 | Friday 10 August | Auditorio Maes Heller

## Bolder Commitments to Gender Leadership

The Beijing Platform for Action calls for an increased women's presence in decision-making — not just in numbers, but in contributions and specifically how to increase women's representation in leadership positions in government, multilateral organizations, communities, and the private sector. To fulfill these commitments, women have successfully built and run countries and cities, economies, and formidable institutions. For women's leadership to thrive, and for change to happen, all of us need greater courage and decisiveness. Although there is already enough evidence in Perú and Latin America to show the positive impact of women's leadership, data shows that it will take some 80 years before economic gender parity is reached, unless we take bolder steps. We need to demonstrate significant change by 2020 and we want you to lead us into new directions.



**Annette Richardson**

Annette Richardson is a versatile strategic advisor and producer with a unique blend of corporate strategy and public affairs expertise. She is Partner of Ambershore Group and a Special Advisor to the Under Secretary-General and Executive Director of UN Women where she has implemented global, multi-stakeholder policy, advocacy, and outreach programs and campaigns in support of the UN Secretary-General global development priorities to achieve the 2030 Sustainable Development Goals (SDGs). She is an Honorary Ambassador of the University for Peace (UPeace) in Costa Rica and serves

on the Board of Governors of The International Research and Exchanges Board (IREX).



IREX cultivates leaders who strive to better themselves and more effectively serve others. By enhancing leadership skills and expanding networks, IREX strengthens their ability to make a difference in their communities with programs in Latin America and around the world.



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# GUIDE TO SESSION FORMATS

The ILA uses the following definitions to create shared expectations between presenters and attendees.

## Panel

An informed discussion and/or debate on a topic by panelists with contrasting or complementary points of view, moderated by a chairperson, with time reserved for audience participation, questions, and comments.

## Presentations

Two or more individually accepted papers/presentations grouped together by the program chairs into a session focused broadly on a theme or approach. The session chair introduces each presentation, keeps time, and facilitates the question and answer portion.

## Workshop

Rooted in audience participation and active learning, half or more of the time is spent on experiential learning and innovative, interactive audience participation focused on learning a new skill, methodology, or technique.

## THREADS

Threads are another way to quickly determine if a presentation is of interest. Threads are marked below the session or presentation title with a + sign and are as follows:

- + Diversity and Inclusion
- + Economic Growth
- + Higher Education
- + Social Progress & Responsibility
- + United Nations Sustainable Development Goals

# THURSDAY 9 AUGUST | 10:15 TO 11:30 CONCURRENT SESSION 1

## Aula Magna H-404 | Presentations

### Addressing Gender Equity: Different Perspectives and Experiences in Latinas

+ Diversity and Inclusion

Chair: **Felipe Portocarrero Suárez**, Head, Political and Social Sciences Department, Universidad del Pacífico

### Enablers and Disablers of Women's Access to Board Positions in Chile

**Andres Moyano**, Director, Imagine Consulting

Enablers and disablers of women's access to board positions in Chile were explored in this study. Data was gathered from 657 people in more than 20 companies using self-administered questionnaires. Gender (men and women) and generation (baby boomers, Gen X, millennials) analysis was performed in three different levels (individual, group, organizational). In most dimensions, there were large perception gaps between men and women and between generations. Men (especially baby boomers and Gen X) should be more sensitive to these issues and be engaged in gender equality work.

### The Latina's Long Game to Succeed in U.S. Financial Services Despite Social Class Bias

**Jermani Felicia Thompson**, Principal Consultant, JSquared Management Consulting

**Fiona Sussan**, University Research Chair, Center for Global Business and Information Technology, School of Advanced Studies, University of Phoenix (Co-Author)

Female Hispanic American managers encounter barriers to success in the financial services industry. Senior leadership within traditional consumer and commercial banking remains dominated by Caucasian males and few Caucasian females. Although females account for more than 50% of the workforce in the United States, obstacles to senior leadership roles within traditionally male-dominated industries persist. Recurring societal conflicts for female Hispanic Americans stemming from theoretical underpinnings of social class theory include lack of mentors, cultural obligations, and networking. Presenters will explore some leadership activities female Hispanic Americans within financial services may participate in that may lead to achieving senior leadership roles.

## Women Political Leaders Improve Women's Leadership? The Cases of Presidents Kirchner, Rousseff, and Bachelet

**Juan Rivera-Mata**, Managing Partner, American Leadership Strategies LLC

Women are under-represented in political and economic areas. Argentina, Brazil, and Chile had 21 years under female presidents. Did these countries reduce gender inequality? This paper evaluated the Global Gender Gap for these countries (2006-2017). The results indicate that during these women's leadership the gender rank slightly improved, but the economy declined and economic and wage equality, women in Parliament, and women ministers decreased. The paper questions some of these indicators and recommend focusing on real economic and power gender advancement in the society to measure gender equality and not just on the number of women in top political positions.

### Room H-402 | Presentations

#### Cultural Contexts and Dilemmas

Chair: **Cecilia Montes**, Director, Institutional Relations, Universidad del Pacífico

#### Leadership and Cultural Dilemma

**Mahboob Sooltan Sohawon**, Senior Lecturer & Head, Department of Educational Administration and Management, Mauritius Institute of Education

It is becoming more and more challenging to lead effectively in today's complex and interrelated landscape. Consequently, leaders have to be well prepared to lead in complex contexts with thought, heart, and skill. How might leaders do this effectively? The presenter will address and reflect upon this and related questions.

#### Cross-Cultural Leadership Effectiveness and Employee Engagement in Suriname: A Four-Year Mixed Methods Case Study

**Jennie Walker**, Visiting Professor, Ph.D. Global Leadership, Indiana Tech

The research process and findings from a longitudinal organizational effectiveness study at a manufacturing operation in Suriname with foreign national country ownership and leadership (Colombia) will be discussed. This study is significant for the contribution it makes to literature on employee engagement in foreign national operations. Even though all leaders and employees involved are within Latin America, the study highlights significant distinctions in culture that must be attended to for leadership success.



→ **Leadership Support for Workforce Knowledge Transfer:  
A Leadership Dilemma**

+ Economic Growth

**Magnus J. Jansson**, Project Manager, Nestle

Economic and cultural changes force an organizational adaptation to a new reality. In a global, competitive environment, innovations are essential for long-term survival of an organization. Organizations exhibiting low receptiveness to innovations combined with a low perseverance work force, risk disappearing from the market place. Leaders' openness and attitudes are critical elements to motivate and connect individuals through an organization. Leaders need to champion and channel ideas from the workforce. Leaders have the responsibility to develop the workforce and the organizational culture towards excellence. Innovation, knowledge transfer, and organizational development are essential components for a prospering organization.

**THURSDAY 9 AUGUST | 11:45 TO 13:15**  
**CONCURRENT SESSION 2**

**Aula Magna H-404 | Presentations**

**Exploring Implications of Leadership Paradigms From Social  
Responsibility Perspectives**

+ Social Progress & Responsibility

Chair: **Art Trejo**, Postdoc Research Fellow, Research & Development, University of Phoenix

**Lazos Hispanos: Promotoras as Leaders and Advocates for  
Community Well-Being**

**Carolina Darbisi**, Assistant Director & Public Service Faculty, J.W. Fanning Institute for Leadership Development, University of Georgia

The use of the community health worker (CHW) model has increased within health professions demonstrating positive outcomes such as increased access to health care and positive behavioral change. The presenter will describe the research of a program involving Latina CHWs in the Southeastern U.S. that is (re)centering leadership development as critical to the CHW model. Participants will learn characteristics of a (re)centering leadership program for Latina CHWs, understand the limitations and successes in the implementation of the leadership training for community health workers, and explore the value of the community health worker model for the Latino community living in low-income conditions.

## Relation of Happiness With Leadership Practices

**Rodrigo Zárate**, Dean & Professor of Leadership and Management, Business, Universidad EAN

**Fabiola Rey**, Associate Professor, School of Administration, Finances and Economics, Universidad EAN (Co-Author)

For this research, the presenters used the Leadership Practices Inventory (LPI) instrument proposed by Kouzes and Posner (1997) and the validated Spanish version of the subjective happiness scale (Lyubomirsky & Lepper, 1999). A sample was taken of a total of 73 people in Colombia, men and women randomly distributed, characterized by having completed undergraduate studies and experience working for a company in Colombia.

## The Role of Leader Mindfulness in Driving Effective Decision Making for Transformation in Latin America

**Zahra Bhojani**, PhD Student, Management, University of Guelph

**Elizabeth Kurucz**, University of Guelph (Co-Author)

The speed of technological advances, while offering many benefits, has also generated negative side effects that challenge quality of life and societal sustainability, driving the need for continuous transformation. Mindfulness is bringing awareness to the present moment and studies have shown that mindfulness positively impacts decision making and well-being. The top 25 countries with the highest well-being reported by Gallup in 2014 included four Latin American countries in the top six. Leaders in Latin America have an opportunity to consider mindfulness as a regular practice that may improve their ability to make quality decisions, maintain positive relationships, and drive transformation.

## Developing Leadership Capacity in Brazil: Strengthening the Post-Addiction Recovery System

**Lyndsay Phillips**, Doctoral Student, Graduate School of Education and Psychology, Pepperdine University

**Lani Fraizer**, Associate Professor & Chair, Pepperdine University (Co-Author)

The success of leaders of in-patient addiction recovery organizations is a factor in a former addict's success in being properly prepared to enter society sober. The aim of this research is to explore how leaders can enhance their organizational approach to the resident recovery experience and to introduce early literature findings of the study. Part of a larger study investigating best practices for leaders of Brazilian addiction recovery programs, presenters will also focus on the impact of organizational leaders of recovery programs to help former male substance abusers face challenges when transitioning out of rural recovery programs.

**Room H-401 | Workshop**

**Training Leadership Trainers**

+ Social Progress & Responsibility

**Jonathan Kroll**, Executive Director, The Leadership Institute for Development, Education, and Research (LiDER)

The leadership training industry is worth over 170 billion dollars. The problem, though, is that most leadership “trainers” are neither knowledgeable about leadership theory, proficient in effective leadership practices, nor are they skilled facilitators. This session will explore a training program in Nicaragua that prepares individuals to effectively facilitate leadership training.

**THURSDAY 9 AUGUST | 14:45 TO 16:00**  
**CONCURRENT SESSION 3**

**Aula Magna H-404 | Presentations**

**New Approaches to Foster Organizational Success**

+ Diversity and Inclusion

Chair: **Baltazar Caravedo Molinari**, Professor, Post Graduate School, Universidad del Pacífico

**Diversity, Inclusion, and Transformational Leadership as Critical Strategies for Rebuilding Latin America**

**Silas Nwachukwu Reuben**, Student, Indiana Wesleyan University

Presenter will examine how leaders in Latin America can engage in transformative behaviors and utilize the concepts of diversity and inclusion as critical strategies to build a new direction for the region.

**Future Leadership: What the New Emerging Teal Model Will Mean for South America and Leaders in This Century**

**Keith Liddiard**, Founder, Teal People

Leaders face relentless change. New models offer context and real possibilities for progress and sustainable prosperity. They provide future leaders with their development requirements and road maps for change. What cultures need to be created to ensure sustainability? Will leaders manage the competing tensions across cultures? How will leaders develop inclusivity, diversity, collaboration, values, etc., whilst honoring the success and prosperity of the current economic, commercially-driven models? What approaches can deliver prosperity whilst managing both rapid change and the conflicts resulting from more diversity? New interpretations of research challenge us to think very differently about what future leaders will be doing.



## Leadership for Inclusive Education in the Caribbean: Implications for Teacher/Principal Preparation Programs

**Aqeel Tirmizi**, Professor of Leadership, Management & Service, Graduate School of Leadership and Change, Antioch University

**Kenneth Alexander Williams**, Dean, Graduate Institute, School for International Training (Co-Author)

In Latin America, difference is not often embraced in educational settings despite efforts to make schools inclusive. Learners who are different are often marginalized within the region. This research studied behavior and practices of leaders in 15 schools on two Caribbean islands to understand how their behavior and practices contributed to inclusive education for all. A qualitative design was used with questions focusing on the effectiveness of the principals' leadership for inclusive education. The findings indicate that there are significant shortcomings that need to be addressed. Principals, in general, are not receiving adequate training to be inclusive leaders.

### Room H-401 | Workshop

#### Reality-Based Leadership: Ditching the Drama and Turning Excuses Into Results

**Ana Martos-Correa Dorr**, Director of Hispanic Programs, Reality-Based Leadership

The Latin American business world is certainly facing challenging times today. But, we have been in challenging times in the past and we will certainly be faced with challenging times again at some point in the future. Here's the reality check — the fact that times are challenging is not the source of our pain. The source of our pain is the absence of great leadership based in reality. The philosophy of reality-based leadership begins with courageous leaders who are able to quickly recognize and radically accept the reality of a situation, conserve precious team energy that could be lost due to drama, and use that energy instead to impact reality.

### Room H-402 | Presentations

#### Knowing More About Latin American Leaders: Attributes, Skills, and Behaviors

Chair: **Carolina Darbisi**, Assistant Director & Public Service Faculty, J.W. Fanning Institute for Leadership Development, University of Georgia

#### Influence of Emotional Intelligence From a Diversity Perspective in Project Outcomes in Technology

+ Diversity and Inclusion

**Art Trejo**, Postdoc Research Fellow, Research & Development, University of Phoenix

The purpose of this quantitative, correlational research study was to examine if a significant relationship existed between the Emotional Intelligence (EI) competencies of Hispanic team members and project



→ outcomes within the technology sector in the United States. Therefore, the objective was to explore the degree of association or relationship between the identified predictor and criterion variables. The predictor variables included the EI competencies: Emotional Self-Awareness, Emotional Self-Management, Emotional Awareness of Others, Emotional Management of Others, and the criterion variables: Project Timeliness, In-Budget Project, and Scope Creep.

### Latin American Preferred Leader Behavior Research: Review of Empirical Studies of Chile, Mexico, and Peru in a Global Context

+ Diversity and Inclusion

**Oswaldo Morales Tristán**, Professor, Management, ESAN Graduate School of Business

**Romie Frederick Littrell**, Professor, Management, Higher School of Economics, National Research University (Co-Author)

In a field survey research study, four samples of data were collected and compared from four regions of Latin America: two samples from large cities (Santiago, Chile, and Guadalajara, Mexico); one from Brazil's largest city, São Paulo, which also included a more geographically dispersed sample; and one sample from Lima and Arequipa, Peru. Samples of working business people were compared using preferred leader behavior dimensions. There were few differences in leader preferences; Brazil and Peru were marginally different from the other samples and from each other in terms of preference patterns. Gender and age difference analyses will be presented and discussed.

### Transforming Their Own Communities: A Study of Latin American Servant Leaders Creating Sustainable Communities

**Marla L. Godette**, Founding Mentor, Community Advocacy, Indiana Tech

Presenter will share observations of community leaders made while studying in the Dominican Republic. These leaders worked in their communities with the residents to create sustainability. They were not elected leaders. They appeared to be what was coined as "chosen" by their communities, but when asked, the leaders stated, "I am serving." These community leaders worked with those in need while demonstrating kindness and concern. This observation promoted the presenter's desire to understand what type of leadership style allowed these leaders to successfully build sustainable communities in impoverished areas.

# THURSDAY 9 AUGUST | 16:30 TO 17:45 WORKSHOP

**Building H, Room 401**

## **How to Survive in Leading Change? Workshop with Stefan Reich**

What is real leadership? How do we distinguish it from management? Why do we have such a lack of real leadership in organizations and why do we tend to favor managing what we know? These are some of the questions we will try to answer in this leadership workshop. Through some experimentation, storytelling, and conceptual clarification, we will try to understand some of the basic elements to make an adequate diagnostic on the complexities of social systems and what is really at stake in the process of change, which many times hampers all the efforts to change. Once we identify the underlying adaptive challenge of the system, we will try to delineate some possibilities for intervention and think together on how to protect ourselves in trying to mobilize a system during a process of change. After all: Leadership is a risky and dangerous endeavor.

# FRIDAY 10 AUGUST | 10:15 TO 11:45 CONCURRENT SESSION 4

**Aula Magna H-404 | Presentations**

## **Looking Through Different Lenses**

Chair: **Carolina Darbisi**, Assistant Director & Public Service Faculty, J.W. Fanning Institute for Leadership Development, University of Georgia

### **A Brief Review of Religious and Corporate Leadership in Latin America**

+ [Social Progress & Responsibility](#)

**Larry A. Latham**, Student, Grad. Studies in Leadership, Indiana Wesleyan University  
Presenter will address the influence that religion has upon corporate leadership in Latin America. Does spirituality have a role in decision making that affects the outcomes of social progress for which corporate leadership is responsible?

### **How Do You Create a Competitive Nation?**

+ [Diversity and Inclusion](#)

**Gem McCreary**, Founder and CEO, TalentoTotal

Afro-descendant and Indigenous (ADI) communities have limited access to graduate education opportunities within Latin America and less so in the United States. Many U.S. graduate programs have never had a single Afro-Latino international student in their school's history. Yet, in countries like Brazil, Afro-descendants represent a significant portion (54%) of the population. What programs exist to support high potential



- ➔ ADI young professionals in overcoming systemic and institutional obstacles rooted in the socioeconomic foundations of many Latin American countries? How can we increase the number of emerging ethnic leaders in technology, finance, consulting, entrepreneurship, and other private sector, business-oriented professions?

**Leadership in Peru: The Need for a New Value Paradigm**  
+ Social Progress & Responsibility

**Baltazar Caravedo Molinari**, Professor, Post Graduate School, Universidad del Pacífico

The unconscious world of Peruvian society manifests every day through the way people interact. One of those elements is the informal relation that menaces the institutionality of the social system. In the past, there has been an increase in corruption, violence, delegitimation of the act of representing people, informal relations meaning to ignore or reject promises, norms, and laws. This way of being has generated a predominant way of leadership and feeling that can be synthesized with the following words: cynicism (ambivalence), distrust, and pessimism.

**Room H-401 | Workshop**

**Shifting Education to Focus on the Well-Being of All**

+ Social Progress & Responsibility

**Jennifer Moore**, Organizational Consultant

What if schools focused on promoting the overall well-being of all community members? How might the conversation change about how we 'do school' if this happened? What if students couldn't wait for the school doors to open each day? What if teachers were excited to come to work? What if families were cared for and nurtured, so in turn, they could support their children? Using the wellness wheel as a tool for school transformation could make these possibilities into realities.

**Room H-402 | Presentations**

**Evaluating Leadership Theories When Facing Challenging Environments**

+ Social Progress & Responsibility

Chair: **Jera E. Niewoehner-Green**, Assistant Professor of Community Leadership, Agricultural Communication, Education, and Leadership, The Ohio State University

**Connecting Leadership History With Contemporary Leadership Practices**

**Jonathan Kroll**, Executive Director, The Leadership Institute for Development, Education, and Research (LiDER)

If we expect to meet the leadership challenges facing our institutions (organizational & communal) in Latin America, it is essential that we recognize how historical leadership theories influence contemporary practices. The presenter will explore the history and then draw connections to our modern understanding and practice of leadership.

## Democratic Renewal Through Economic Turmoil: Political Leadership in Venezuela & Trinidad and Tobago

**Shane Anthony Mohammed**, Research Assistant, Political Science, University of the West Indies, St. Augustine

**Bishnu Ragoonath**, Head, Political Science, University of the West Indies, St. Augustine (Co-Author)

Until 2014, the buoyant price of oil on the international market facilitated governments managing the economies of oil producing countries to apply populist policies to win elections. After the collapse of oil prices in 2014, governments were unable to maintain their extravagant spending and had to embark upon major cutbacks, which negatively impacted political popularity. The ability of political leaders to adopt innovative mechanisms and make the difficult decisions needed to transform the economy dictated their political relevance. The leadership challenges of the governments in Venezuela & Trinidad and Tobago to retain power in the post-2014 era will be assessed.

## Military Leadership Development: A Case Study of the 2016 Ecuador Earthquake

**Sandra Dennis**, Consultant, Ministry of Social Development and Poverty Reduction & Ministry of Children and Family Development, Government of British Columbia, Canada

**Fabricio Varela**, Lieutenant Colonel, Ecuadorian War Academy (Co-Author)

Both authors live in the Pacific Ring of Fire — one on the west coast of Canada, the other in Ecuador. The humanitarian principles of humanity, impartiality, neutrality, and independence will be discussed. A historical view of civil-military coordination in natural disasters will be reviewed, followed by a case study of the role of the Ecuadorian military in the 2016 earthquake. A case is made for increased leadership education for ensuring optimal outcomes for vulnerable populations.

## Leading Responsibly: Relevance of the Major Leadership Theories in the Latin American and Caribbean Context

**Aqeel Tirmizi**, Professor of Leadership, Management & Service, Graduate School of Leadership and Change, Antioch University

**Kenneth Williams**, Chairperson of Social Justice and Intercultural Relations Department, School for International Training (Co-Author)

The relevance of major leadership styles in the Latin American and Caribbean region was examined to facilitate responsible leadership in the economic, public, and social sectors. Using a primarily quantitative survey approach, the relevance of transformational, transactional, authoritative, adaptive, servant, values-based, and spiritual leadership styles was studied. Specifically, each of the major leadership style's application to the organizational (private, public, and NGOs), political, religious, community, and grassroots setting was explored. The findings indicated a strong relevance of transformational leadership across a variety of work contexts in the Caribbean region with mixed and more nuanced results for other styles.

# FRIDAY 10 AUGUST | 12:00 TO 13:15

## CONCURRENT SESSION 5

### Aula Magna H-404 | Presentations

#### Developing Corporate Leaders in LATAM

Chair: **Wendy E. Rowe**, Professor & Program Head, MA Global Leadership, School of Leadership Studies, Royal Roads University

#### Relational Energy Transfer in International Leadership Development Programs

+ Higher Education

**Robin A. Roberts**, Assistant Professor, Organizational Leadership, Embry-Riddle Aeronautical University

Attendees will learn how leaders of three Latin American airline companies and a U.S.-based university developed and implemented a leadership development program (LDP) taught to Latin airline leaders who quickly achieved increased levels of job performance and talent among the leaders and workforce. The uniqueness of the design of the LDP is that it was created by a U.S.-based university for non-U.S. based organizations. The curriculum, written in English, served mostly non-English or limited-English-speaking participants who were still able to master the content, context, and best practices for optimal use at their jobs.

#### Understanding the Development of Responsible Leaders: The Case of a Responsible Leader in Colombia

+ Social Progress & Responsibility

**Margarita Maria Castillo Mendoza**, Profesora-Investigadora, Administración, Pontificia Universidad Javeriana

The worldwide problem of corruption in the business world is one that requires greater knowledge about responsible leadership. This case explored the individual motivational forces, or drivers, associated with the responsible behavior exhibited by Carlos Cavelier, a business leader operating in a macrosystem that seems to incentivize corruption on all fronts. Researchers found that the proximal environments in which the leader was raised contributed to the development in him of a set of drivers that appear to have formed his moral filter.

## Seeing the World Through the Eyes of Phenomenological Coaching

**Annabella Zaccarelli**, Phenomenological Coaching, Coaching, Universidad de Chile  
Phenomenological coaching is an approach of coaching based on three sources: the contributions of Otto Scharmer in relation to the leadership blind spot, the contribution of Fredy Kofman in relation to the concept of company and conscious leadership; and the phenomenology developed by Edmund Husserl. The presenter will argue the importance of developing companies, leaders, and conscious people, in general, that are able to live around these three aspects and that phenomenological coaching is the best way to develop conscious people, and conscious leaders, companies, and societies.

### Room H-402 | Panel

#### Empowered Female Indigenous Leaders

Chair: **Cecilia Montes**, Director, Institutional Relations, Universidad del Pacífico

**Indira Huilca**, Peruvian Congresswoman

**Yesica Patiachi**, Director of Quality Management, Ministry of Education Madre de Dios Region

Indira will share her experience in politics, the situation of women in politics in Perú, and the achievements and challenges that women still face in Perú, in terms of representation and labor opportunities. Some of the important issues that form part of her parliamentary agenda are the promotion and monitoring of public policies for gender equality, the attention to women's rights and the fight against gender violence. Yesica, a member of the Indigenous Harakbut Community of Madre de Dios, Perú, will show through her own personal experience how difficult it is for indigenous people from the Amazon, and especially for indigenous women, to stand out in any activity: educational, economic, or work-related.

# FRIDAY 10 AUGUST | 14:45 TO 16:00

## CONCURRENT SESSION 6

### Aula Magna H-404 | Presentations

#### Schools, Sports, and Community Engagement: Embodying the Female

Chair: **Bridget Chisholm**, Director of Conferences, International Leadership Association

#### Empowering Women Through Sports

+ Diversity and Inclusion

**Alejandra Rodriguez Larrain Bustamante**, Co-Founder & Executive Director, Chaki Wayra

**Cecilia Vales Villazon**, Founder & Executive Director, She Wins Mexico; MPA Candidate, Wagner School of Public Policy, New York University (Co-Author)

**Claudia Contreras**, CEO, Deporte para el Desarrollo (Sport for Development)

**Ashleigh Huffman**, Asst. Director, Center for Sport, Peace, & Society, The University of Tennessee, Knoxville (Co-Author)

**Natalia Rey De Castro**, Women & Youth Initiatives Promoter, Chaki Wayra

Every person faces different challenges in their community. Women face more specific challenges. In 2017, Thomson Reuters Foundation's annual poll showed a ranking of the world's most dangerous megacities for women. The results were shocking, and seeing Lima, Peru in the top five was overwhelming. Women feel fear and society should ensure this doesn't happen. Sport is a powerful tool that can be used to empower women and make them free of their fears. Sports can turn fear into action. Society needs fearless women. Presenters will talk about promoting the participation of women in sports (on and off the court).

#### Exploring Leadership in Rural Honduras to Support Gender Equality

+ United Nations Sustainable Development Goals

**Jera E. Niewoehner-Green**, Assistant Professor of Community Leadership, Agricultural Communication, Education, and Leadership, The Ohio State University

**Nicole Stedman**, Professor, Agricultural Education and Communication, University of Florida (Co-Author)

Increasing women's leadership has emerged as part of development efforts throughout Latin America, but how to do this remains open to discussion. To provide a deeper understanding of the spaces for women leaders, a study in two rural Honduran communities was conducted to explore factors that influence women's participation in groups and leadership roles. Findings revealed local understandings of leadership as well as how gendered divisions of labor influence participation. Thus, bridging the gap from women's participation in leadership from private to public spaces may involve participatory approaches in development efforts that affirm women's identities and abilities as leaders.



## Women and School Leadership

**Mahboob Soltan Sohawon**, Senior Lecturer & Head, Department of Educational Administration and Management, Mauritius Institute of Education

In many places, leadership is believed to be a male preserve and, consequently, women are rarely invited to occupy leadership roles. The presenter will raise and discuss questions related to this view, particularly in terms of distinctly female leadership theories, discrimination, and women's leadership in schools.

### Room H-401 | Workshop

## The Performance of Leadership: The Stage as a Social-Emotional Gym for Leadership Development

+ Higher Education

**Andres Marquez-Lara**, Founder and Passion Catalyst, Comunidad Prometea

What if the stage were used to help those passing through traditional higher education leadership programs tackle the increasing complexity of global leadership development? The stage serves as a platform where you can practice and strengthen leadership skills. This powerful resource creates an experience that students retain with them far longer than a case study or the information on some slides in a PowerPoint presentation. Come experience how performance can be used to help leaders practice the social-emotional skills needed to lead the complex realities of Latin America and the world.

### Room H-402 | Presentations

## Youth Leadership out in Front

Chair: **Jonathan Kroll**, Executive Director, The Leadership Institute for Development, Education, and Research (LiDER)

## Exploring Leadership in Latin America's Youth Through High-End Leadership Programs

**Nicole Nieto**, Executive Vice President, National Hispanic Institute

The National Hispanic Institute (NHI) 501© was founded by Ernesto Nieto, L.H.D., a former educator and member of the 1960s U.S. Civil Rights Movement. It has become a long-term development in asset-based community leadership. NHI's unique approach is guided by a view that was centered mostly on identifying and harnessing the community's assets and resources, namely the untapped intellectual power of the Latino youth community in the United States. NHI anchored itself in addressing challenges through collaborative, innovative, and entrepreneurial approaches instead of pursuing reform or advocacy.



## → Redefining Youth Leaders in Post-Conflict Colombia: The Basis of Youth Programming for Social Change

**Holly E. Follmer-Reece**, Researcher, Center for Adolescent Resiliency, Texas Tech University

**Paulina Velez-Gomez**, Assistant Director - Research, Center for Adolescent Resiliency, Texas Tech University

**Sara L. Dodd, Director**, Center for Adolescent Resiliency, Texas Tech University (Co-Author)

Colombia is amidst a cultural shift due to recent political movements towards ending the long-standing internal conflict. Development and implementation of leadership programs that are responsive to the cultural dynamics of the community can contribute to this shift, especially by investing in younger generations. This presentation will feature initial findings from the exploration phase of a participatory research study with youth program stakeholders in Colombia. The presenters will share emerging thematic descriptions of how Colombian schoolteachers and psychologists conceptualize youth leaders in this transitional socio-cultural context, and how these themes will inform the framework for an adapted youth leadership program.

## Rethinking Efforts to Support Youth Leadership: An Experience From Guatemala

+ Social Progress & Responsibility

**Ligia Ixmucané Blanco**, Deputy Chief of Party, Emerging Political Leaders, IREX

**María Gabriela Carrera**, Positive Youth Development Specialist, IREX

Guatemala: A country where there is consensus on the absence of leadership, the result of an internal armed conflict that lasted 36 years and cost the lives of more than two hundred thousand victims. Many student, union, and political leaders were murdered or disappeared; political projects, organizations, and legitimate voices of change and transformation were truncated. In recent years and as a continuation of an agenda set forth by the 1996 Peace Accords, the International Commission against Corruption and Impunity in Guatemala, along with the Public Prosecutor of Guatemala, have shown the cooptation of the State allowed by impunity prevailing in the country. In the efforts made by the fight against corruption, citizens — and especially young people — have resumed their participation in the streets, collectives, and other academic and civil society spaces, to propose reforms that strengthen democratic institutions aimed at consolidating a State responsible for the common good.

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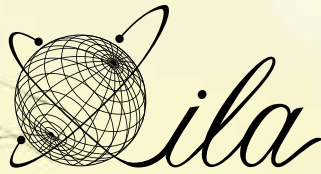
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**Barbara Kellerman**

Author of *Professionalizing  
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**KEYNOTE SPEAKER**  
**Donna Ladkin**

Author of *Rethinking Leadership*  
and *Authentic Leadership*