

# CONFERENCE

## PROGRAM

### Wednesday August 10

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17:30 – 18:30

*Front hall*

**Registration**

18:30 – 19:30

*Auditorium*

*Juan Julio Wicht*

**Welcome**

Elsa Del Castillo, President Universidad del Pacífico

Cynthia Cherrey, President ILA

Baltazar Caravedo, Conference Chair

19:30 – 20:30

*Front hall*

**Reception Cocktail**

### Thursday August 11

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8:00 – 9:00

*Front hall*

**Registration**

9:00 – 10:00

*Auditorium*

*Juan Julio Wicht*

**Plenary Session**

Juana Bordas, President of Mestiza Leadership International

10:15 – 10:45

*Front hall*

**Coffee Break**

Sponsored by the Center for Creative Leadership

11:00 – 12:30

**Parallel Session # 1**

12:45 – 14:45

Lunch (on your own)

15:00 – 16:30

**Parallel Session # 2**

16:30 – 17:00

*Front hall*

**Coffee Break**

Sponsored by Antioch University

17:00 – 18:30

**Parallel Session # 3**

# CONFERENCE

## PROGRAM

### Friday August 12

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8:00 – 9:00

*Front hall*

**Registration**

9:00 – 10:00

*Auditorium*

*Juan Julio Wicht*

**Plenary Session**

María Emilia Correa, Fundadora de Sistema B Internacional y Responsable de Academia B

10:15 – 10:45

*Front hall*

Coffee Break

Sponsored by the Center for Creative Leadership

11:00 – 12:15

**Parallel Session # 4**

12:30 – 13:30

*H-502*

**Round Table: Business Leadership in Perú**

Vanessa Macher and Andrea Neyra, Natura; and representatives of Intercorp

13:30 – 15:00

Lunch (on your own)

15:15 – 16:45

**Parallel Session # 5**

16:45 – 17:15

*Front hall*

Coffee Break

Sponsored by Antioch University

17:30 – 18:00

*Auditorium*

*Juan Julio Wicht*

**Closing Plenary**

Cynthia Cherrey, President and CEO of the International Leadership Association

18:00 – 18:30

*Auditorium*

*Juan Julio Wicht*

**Folkloric Show**

18:30 – 19:30

*Front hall*

**Closing Cocktail**

# PARALLEL SESSIONS - In Detail

## THURSDAY AUGUST 11

Parallel Session # 1

11:00 – 12:30

### **Classroom, Students, and Education**

Chair: **César Ruiz**, Universidad del Pacífico

#### **Creating a Classroom of Strategic Leaders with Foresight and Vision for Organizational Sustainability**

*This research examines how systems thinking and visioning can be employed to impact student learning and preparation for future career paths in their related preferred industry. Methods that can be utilized to expand student paradigms will be discussed.*

**Beverly J Davis**, Purdue University

#### **Leadership Assessment of 340 Young Latin American Georgetown-GCL Students in Washington, D.C.**

*This research was conducted at Georgetown University in the USA with 359 young leaders from 15 countries. Using MBTI and FIRO-B we found high leadership homogeneity, not significant differences between sexes, and high Extroversion, Intuition and Control –versus general population expected data- similar to Spanish and Mexican managers.*

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

#### **Leadership Education in a Costa Rican MBA Program: A Comparison Between Face to Face and Online Courses**

*This research studies the change in self-perceived leadership efficacy after attending a 10 week MBA leadership course at a Costa Rican private university. Using the Leader's Efficacy Questionnaire, the study identifies the differences in results from weeks 1 to 10, as well as the differences in face-to-face and online students.*

**Cris Bravo**, University of San Diego

H - 501

## Parallel Session # 1 continued

11:00 – 12:30

**A Tool for Developing Self-Awareness and Building Trust: The Social Identity Map**

H - 502

*Social Identity – our sense of who we are and our relation to others – has significant influence on how we show up as leaders, followers, and team members. How we distinguish ourselves (“us”) from others (“them”) also plays a clear role in determining the level of trust – a crucial variable in the leadership equation.*

*In this interactive workshop, participants will create their Social Identity Map and apply it as a tool for deepening their own self-awareness. They will also experience its use as a method of building connection and trust with others.*

**Mili Arellano**, INQHAY Leadership Institute  
**Milagros Aguilar**, INQHAY Leadership Institute

**Developing Leaders in Rural Communities and Public Schools**

H - 503

Chair: **Paulo Pérez**, Universidad del Pacífico

**Servant-Leadership and Industry Disruption in a Rural Colombian Coffee Cooperative**

*This presentation discusses a case study of a rural Colombian coffee cooperative that is building a more promising future for its fellow farmer members through independence from the national federation and through a transformative servant-leadership. Servant-leadership characteristics are actively demonstrated by the organization, its leadership, and by its ecological practices.*

**Russell S. Horton**, Gonzaga University

**The Use of Multimedia Cases to Develop Leadership Skills in Rio de Janeiro’s Public Schools’ Teachers**

*This project proposes the use of multimedia cases and the case method in teacher training, in order to develop leadership skills in basic education teachers working in Rio de Janeiro city public schools.*

**Luiz Eduardo Ricon de Freitas**, Multirio - Rio de Janeiro City  
 Multimedia Company  
**Maya Reyes-Ricon**, independent

## PARALLEL SESSIONS - In Detail

**THURSDAY  
AUGUST 11**

**Parallel Session # 2**

**15:00 – 16:30**

### **Feedback and Future**

Chair: **César Ruiz**, Universidad del Pacífico

#### **Leadership Styles and Engagement: The Moderating Role of Feedback Seeking at Call Centers in Peru**

*Based on the Job-Demands Resource model (JD-R), this study examined the effects of leadership styles and feedback seeking on work engagement in Peruvian call center agents. The results revealed that only transactional leadership is related to engagement and a proactive feedback seeking strategy mitigated the relationship between both variables.*

**Rachel Gabel-Shemueli**, Universidad del Pacífico

**Pierre Alcócer Palacios**, Pontifical Catholic University of Peru

**Maria Angela Mathews**, Covance

**Andrea Flores**, Hermes

#### **Preventive Leadership at the University. A Valid Proposal for Future Leaders in Latin America.**

*There are several perspectives of reflection and meanings as interlocutors engaged in a dialogue to assess the validity of "Preventive Leadership" as a systemic correlation of an epistemological method (Lonergan's proposal), a pedagogical-educational model (socio-constructivism), and a set of guiding principles of any leadership proposal for educators.*

**Alejandro Rodriguez**, Salesian university

#### **A Correlational Study on Emotional Intelligence of Hispanic Tech Workers**

*This quantitative correlational research examined the relationship between the Emotional Intelligence (EI) competencies of Hispanics to project outcomes in the technology sector. After sharing major findings, the presenter will outline its implications for leading successful projects in Latin America.*

**Art Trejo**, International Doctoral Empowerment Academy

**H - 501**

## Parallel Session # 2 continued

15:00 – 16:30

**Leadership Development Training in Peru:  
Using a Culturally Flexible Cognitive  
Leadership Model**

H - 502

*This workshop will provide a background of the historical efforts of an NGO that has been providing professional training in Peru for nearly 10 years, including leadership development training. The workshop will focus on lessons learned about leadership development in Peru. It will then provide an overview of a culturally flexible, cognitive process model of leadership that has been used as a foundation for training leaders and provide examples of how the model has been used in workshops within Peru.*

**Jeffrey L McClellan**, Frostburg State University

**Social Change and the Work of Leadership**

H - 503

*Informed by a seven year US based research project in grass-roots communities, this workshop highlights leadership frameworks and practices that advance social change leadership, even in conditions of extreme scarcity. Participants are invited to explore how these practices are transferable to the Latin American context and reflect on how they can use them in their work.*

**Sonia M. Ospina**, New York University  
**Amparo Hofmann-Pinilla**, New York University

## PARALLEL SESSIONS - In Detail

**THURSDAY**  
**AUGUST 11**

**Parallel Session # 3**

**17:00 – 18:30**

### **Gender Gaps and Gender Roles**

Chair: **Cristian Carreño**, Universidad del Pacífico

**H - 501**

#### **An Emancipatory Leadership Model: Latina Leaders in the U.S.**

*This presentation introduces research findings about the Latina leaders experience in the Southeastern United States. Participants will understand how these Latina leaders learned to negotiate between cultures to practice their leadership skills, and what factors influenced their leadership practices in communities. Additionally, a model for emancipatory leadership will be discussed.*

**Carolina Darbisi**, The University of Georgia

#### **Latin America Behind Africa in Business Leadership Gender Gap: EU and World Bank Program Alternatives**

*After a summary of the Latin American business leadership gap (countries, type/size of companies, industries) the presenter will review the use of gender quotas, the EU programs, and the World Bank model for reducing the gap, describing some success cases in the region and areas for potential improvement.*

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

#### **Girls as Leaders: Transforming Gender Roles Through the Escuela Nueva Activa Model**

*This presentation is about Escuela Nueva Activa (ENA), a multi-grade educational model implemented in Colombia S.A. and globally—promoting active, cooperative, and personalized learning contributing to equality, bringing quality education to vulnerable/hard to reach populations, especially empowering girls to take leadership. Data and testimonials will illustrate girls' leadership in action.*

**Sarah S Orr**, Smith Orr & Associates/Fundacion Escuela Nueva  
Volvamos a la Gente

## Parallel Session # 3 continued

17:00 – 18:30

**History, Culture, Corruption**Chair: **Baltazar Caravedo**, Universidad del Pacífico**A Honduran Collaborative Leadership Approach to Reduce Corruption**

*In conjunction with Asociación Para Una Sociedad Más Justa (AJS) this presentation will share the initial overview of research being conducted documenting the collaborative approaches among key NGO and partnering organizations which have come together to construct a shared approach model to reduce corruption.*

**Stephanie Colbry**, Cabrini College**Vonya Womack**, Cabrini College**Jillene VanBeek**, AJS**Connecting Leadership History with Contemporary Leadership Practices**

*If we expect to make change to the systemic cultural processes and institutions (organizational & communal) in Latin America, it is essential that we recognize how historical leadership theories influence contemporary practices. This session explores the history and then draws connections to our modern understanding and practicing of leadership.*

**Jonathan Kroll**, The Leadership Institute for Development, Education, and Research (LiDER)**Culturally Situated Leadership in the Ecuadorian Andes**

*This paper explores the culturally situated motives to lead, goals of leadership, and leadership practices of female indigenous leaders in grassroots organizations located in small Andean communities of Ecuador.*

**Carolina Bown**, Salisbury University**Jeffrey L McClellan**, Frostburg State University**Context, Challenges, and Impact of Women's Leadership Development Initiatives in Latin America**Chair: **Laura Santana**, Center for Creative Leadership

*This panel of women researcher-practitioners, designers, and deliverers of development initiatives in Latin America analyzes four multi-phase Women's Leadership Development Initiatives: Latin America's Context, Challenges, Initiatives, and Impact.*

**Mili Arellano**, Inqhay Leadership Institute**Jerrilou Johnson**, CARE**Ursula Alvarez Peña**, Banco de Crédito BCP

H - 502

H - 503



## PARALLEL SESSIONS - In Detail

**FRIDAY**  
**AUGUST 12**

**Parallel Session # 4**

**11:00 – 12:15**

### **Economic Equality, Structural Changes, and Social Energys**

Chair: **Paulo Pérez**, Universidad del Pacifico

**Aula Magna**

**H – 304**

#### **Economic Equality: Humanitarian Leadership Strategies That Address Globalization Concerns In Latin America**

*The forces of globalization have facilitated partnerships, fostered alliances, and created challenges for leaders in Latin America who want to end poverty and combat rising economic inequality. Comprehensive leadership strategies from global development professionals offer new insight into the policies and practices that improve equity and promote the common good.*

**Malcolm Glover**, University of Central Arkansas

#### **Exploring Leadership in Latin America Political, Economic, and Social Structural Changes in Latin America**

*The transformation process in Latin America has been in a pendulum form over the years and the regions have seen the good and the bad part of political, economic, and social cultural structure. This proposal tends to analyze the history, transformation process, and solutions to the political, economic, and social cultural structures in Latin America.*

**Samuel Oladimeji Dopamu**, Cellar Brothers And Company

#### **System, Social Energy and Transformation. The Peruvian Case**

*Social energy expresses itself through the bonds we humans develop in our organizations, communities, and societies. It brings a sense of positive or negative charge that allows either the self-generation of the system, or its collapse, or extinction.*

**Baltazar Caravedo Molinari**, Universidad del Pacifico  
**Presentation language:** Spanish (translation available)

## Parallel Session # 4 continued

11:00 – 12:15

**Second Level, Skill Gaps, and Transformation**Chair: **César Ruiz**, Universidad del Pacífico

Aula Magna

H – 404

**The Skill Gaps of Latin American Leaders**

*This study examines the skill gaps for 2,069 Latin American leaders. Leading Employees, Participative Management, and Building Collaborative Relationships were consistent skill gaps according to ratings from their boss, peers, direct reports, and self-ratings. Consequently, these areas should be the focus for leadership development for Latin America leaders.*

**William Gentry**, Center for Creative Leadership**Emily Hoole**, Center for Creative Leadership**Erin E Johnston**, NC A&T State University**The Second Level of Leadership in Argentina - The Firsts Steps**

*Argentina is in the first level of leadership, but in the northern hemisphere, countries are in a second level of leadership, where human rights such as: democracy, freedom, and basic needs are goals that have been accomplished. The next years will frame the path to acceptance that democracy and freedom are stabilized and Latin America will move to this second level, This research suggests we will integrate both genders and youth in the process.*

**Raul Alfredo Kalinsky**, INDEI**Transformation and Survival: A Thousand Year Leadership Agenda**

*A sustainability agenda for leaders using a case study of a business that has survived radical social transformations for more than 1300 years will be presented. The five core priorities of this agenda will be defined and the dynamics of sustainability leadership based on continual realization of these priorities across the centuries will be explored.*

**Anton Camarota**, Tellari

## Parallel Session # 4 continued

11:00 – 12:15

**Social Entrepreneurs, Millennials, and Challenges**Chair: **Cristian Carreño**, Universidad del Pacífico

H - 501

**Latin American Social Entrepreneurs as Leaders and Change Agents of Society**

*This presentation is about social entrepreneurs and the leadership behaviors they use to achieve their mission/goals for social change. The presenter will feature research including Latin American social entrepreneurs, providing data and examples of how they have been successful in cross-sector, community-based, system changing initiatives.*

**Sarah S Orr**, Smith Orr & Associates/Fundacion Escuela Nueva  
Volvamos a la Gente

**Millennials, Leadership, and New Forms of Enterprise in Latin America**

*This presentation looks at the nature, strength, and concerns of Millennials in Latin America with particular emphasis on their understanding of the purpose of business and new forms of organization that can address social, environmental, and economic forces for both local and global change.*

**Janis B. Balda**, Unity College

**The Distinctive Challenges of Social Enterprise Leadership**

*The paper presents a systematic assessment of the distinctive challenges associated with leadership in the realm of social enterprise utilising an expanded form of Grint's leadership lenses heuristic framework (person, position, results, process, purpose and place). Future research priorities are identified in this distinctively complex cross-sectoral leadership research field.*

**Brad G Jackson**, Victoria University of Wellington  
**Matthew Nicoll**, Victoria University of Wellington

## PARALLEL SESSIONS - In Detail

**FRIDAY**  
**AUGUST 12**

**Parallel Session # 5**

**15:15 - 16:45**

### **Gender and Culture: Latin Leadership Variances**

Chair: **Cecilia Montes**, Universidad del Pacífico

#### **A Look at Latin American Leadership and Followership Styles: Insight Based on GLOBE Leadership Categories**

*This study validates the proposition that perceptions of Latin American in general and Chilean leadership and followership, in particular around effectiveness, has similarities and also differences compared to those of the GLOBE study (Global Leadership and Organizational Behavior Effectiveness). Presenters will focus on the dimensions of cultural values research and research on the cultural variances of good leadership.*

**Aldo Boitano**, Executive Development

**Nicole Pinaud**, Universidad de Chile

**Presentation language:** Spanish (translation available)

#### **The More Political Power, The Less Women in Latin America; Gender Quotas to Reduce the Leadership Gap**

*There is a significant political gender leadership gap in Latin America. The increase of women in politics does not bring a real increase of political power. We will evaluate the evolution of women in politics in the region and the effectiveness of political quotas for reducing the gap.*

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

**Presentation language:** Spanish (translation available)

#### **Women in Sports Management Leadership: A Research Agenda and Implications for Latin America**

*This literature review revealed socialized processes act as barriers for women seeking leadership in sports management. Enablers that promote women's leadership in this field and recommendations for future research for Latin America are also presented from a review of scholarship from Australia, U.S., UK, Norway, Canada, and China.*

**Mariela Campuzano**, The George Washington University

**Aula Magna**

**H – 304**

## Parallel Session # 5 continued

15:15 – 16:45

**Succession, Companies, and Managerial Decisiveness**Chair: **Baltazar Caravedo**, Universidad del Pacifico**A Boundary Theory View About Role Expectations and Leadership in the Succession Process of a Family Firm**

*Using boundary theory, we analyze the case study of a process of succession and growth in a family firm, where roles that allowed its members to work the anxieties associated with change processes were assumed, emerging a leadership which supported the sustainability of the business.*

**Jorge Mendoza**, PUCP**Presentation language:** Spanish (translation available)**Managerial Decisiveness and its Relationship to Derailment Potential in Latin American Leaders**

*This study examines whether decisiveness, a narrow personality managerial trait, predicts career derailment potential of Latin American leaders. In a sample of 1180 Latin American leaders, direct report ratings of manager decisiveness were negatively related to boss ratings of the manager's career derailment potential.*

**William Gentry**, Center for Creative Leadership**Emily Hoole**, Center for Creative Leadership**Erin E Johnston**, NC A&T State University**Best Practices and Challenges in Leadership Development in Large Companies in Peru**

*Best practices and challenges in leadership development in large companies in Peru were explored. The study, based on semi-structured interviews, was conducted with seven talent managers and five consultants from organizations that offer the service of developing leadership.*

**Veronica Vargas-Soto**, Universidad de Lima**Presentation language:** Spanish (translation available)

Aula Magna

H – 404

## Parallel Session # 5 continued

15:15 – 16:45

**The 3-C's Model of Leadership:  
What Followers Need to See in  
Their Leaders in Order to Fully Commit**

H - 501

*It can be said that effective Leaders are actually defined by committed Followers. But how do Leaders obtain commitment? What are the specific BEHAVIORS that Leaders must exhibit in order to gain -- and sustain -- the full commitment of Followers? The 3-C Model of Leadership defines 3 fundamental attributes that Followers must perceive in their leaders in order to fully commit to them. Working in small groups, workshop participants will identify and discuss specific, culturally appropriate behaviors that a Leader can demonstrate to assure that Followers perceive the essential 3-C attributes – and thus earn their full commitment.*

**David R Dorn**, INQHAY Leadership Institute  
**Milagros Aguilar**, INQHAY Leadership Institute