EXPLORING LEADERSHIP IN LATIN AMERICA

August 10-12, 2016
Universidad del Pacífico | Lima, Perú
INTRODUCTION
On behalf of the organizing committee we are most pleased to welcome you to this topical conference, *Exploring Leadership in Latin America*, hosted by Universidad del Pacifico and the International Leadership Association.

This gathering of academics, practitioners, and educators from Latin American nations, the continent of Africa, and the countries of New Zealand and the United States will address leadership questions as they relate to Latin America, and its recent transformation, particularly in terms of the social, cultural, and economic dynamics that have emerged and the coming future.

We are privileged to have varying sectors here in Lima for these three days, to discuss the challenges and opportunities for leadership in this region. Taking place in Lima, Peru within the context of a recently elected new government, the conference will be an inspiring moment for reflection.

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Cynthia Cherrey  
President & CEO  
International Leadership Association

Elsa del Castillo  
President  
Universidad del Pacifico
# PROGRAM

## Wednesday August 10

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<td>18:30 – 19:30</td>
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<td><strong>Auditorium</strong></td>
<td>Elsa Del Castillo, President Universidad del Pacífico</td>
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## Thursday August 11

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Friday August 12

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Registration
Front hall

9:00 – 10:00
Plenary Session
Maria Emilia Correa, Fundadora de Sistema B Internacional y Responsable de Academia B
Auditorium
Juan Julio Wicht

10:15 – 10:45
Coffee Break
Sponsored by the Center for Creative Leadership
Front hall

11:00 – 12:15
Parallel Session # 4

12:30 – 13:30
Round Table: Business Leadership in Perú
Vanessa Macher and Andrea Neyra, Natura; and representatives of Intercorp
H-502

13:30 – 15:00
Lunch (on your own)

15:15 – 16:45
Parallel Session # 5

16:45 – 17:15
Coffee Break
Sponsored by Antioch University
Front hall

17:30 – 18:00
Closing Plenary
Cynthia Cherrey, President and CEO of the International Leadership Association
Auditorium
Juan Julio Wicht

18:00 – 18:30
Folkloric Show
Auditorium
Juan Julio Wicht

18:30 – 19:30
Closing Cocktail
Front hall

THURSDAY

AUGUST 11

Parallel Session #1
11:00 – 12:30

A Tool for Developing Self-Awareness and Building Trust: The Social Identity Map
H – 502

Developing Leaders in Rural Communities and Public Schools
H – 503

Parallel Session #2
15:00 – 16:30

Feedback and Future
H – 501

Leadership Development Training in Peru: Using a Culturally Flexible Cognitive Leadership Model
H – 502

Social Change and the Work of Leadership
H – 503

Parallel Session #3
17:00 – 18:30

Gender Gaps and Gender Roles
H – 501

History, Culture, Corruption
H – 502

Context, Challenges, and Impact of Women’s Leadership Development Initiatives in Latin America
H – 503

FRIDAY

AUGUST 12

Parallel Session #4
11:00 – 12:15

Economic Equality, Structural Changes, and Social Energy
H – 304

Second Level, Skill Gaps, and Transformation
H – 404

Social Entrepreneurs, Millennials, and Challenges
H – 501

Parallel Session #5
15:15 – 16:45

Gender and Culture: Latin Leadership Variances
H – 304

Succession, Companies, and Managerial Decisiveness
H – 404

The 3-C’s Model of Leadership: What Followers Need to See in Their Leaders in Order to Fully Commit
H – 501
Many organizations develop leaders. Our approach is different. And more effective. At the Center for Creative Leadership (CCL®) we leverage the power and potential of leadership to develop and transform individuals, teams, entire organizations, and societies to achieve what matters most to them — with results that are powerful, measurable, and enduring.

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Parallel Session # 1

**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
Parallel Session # 1 continued 11:00 – 12:30

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

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**

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
Luiz Eduardo Ricon de Freitas, Multirio - Rio de Janeiro City Multimedia Company
Maya Reyes-Ricon, independent*
Leadership Development Training in Peru: Using a Culturally Flexible Cognitive Leadership Model

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

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

Gender Gaps and Gender Roles

Chair: Cristian Carreño, Universidad del Pacífico

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
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

Economic Equality, Structural Changes, and Social Energies  
Chair: Paulo Perez, Universidad del Pacífico

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 Pacífico

Presentation language: Spanish (translation available)
Second Level, Skill Gaps, and Transformation
Chair: César Ruiz, Universidad del Pacífico

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

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

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 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

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Parallel Session # 5 continued 15:15 – 16:45

Succession, Companies, and Managerial Decisiveness
Chair: Baltazar Caravedo, Universidad del Pacífico

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

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
Cynthia Cherrey is President and CEO of the International Leadership Association (ILA), a global network of leadership scholars, educators, and practitioners. Previously, Cynthia served as Vice President and Lecturer in the Woodrow Wilson School of Public and International Affairs at Princeton University. She publishes in the areas of leadership, organizational development, and higher education including co-authoring Systemic Leadership: Enriching the Meaning of our Work, co-editing ILA's Building Leadership Bridges book series, and her most recent publication is Women and Leadership around the World (co-editor). She is a Fellow at the World Business Academy and a recipient of a J.W. Fulbright Scholarship.

Cynthia’s interests and research explore new ways to live, work, and lead in a knowledge driven, interdependent, global society. She consults and speaks to for-profit and non-profit organizations around the world on leadership and organizational change. As president of a multi-sector professional association, she is an expert at working in the intersections and crossing the borders and boundaries organizations encounter.

Her speech at Friday afternoon’s plenary is titled: Global Leadership: The Present Frontier

The importance of leadership in a global society has intensified in our knowledge-based economy. Globalization has been driven by increasing economic interaction among countries through extensive trade and investment that blur and span multiple boundaries and by dramatic innovations in communication and technology that allow people and organizations around the world to interact personally and through electronic means. The emergence of a knowledge-based economy requires ongoing innovation, adaptability, collaboration, and constant change. Globalization has brought about strong economic shifts that have benefited some and disadvantaged others.

This complex environment—the present frontier—is full of wicked problems and leadership challenges. The increasing interactions and interdependencies among people, organizations, and societies have amplified both the importance of and the paradox of leadership today. Effective leadership is, in part, defined by local cultural context, but, in a global society, it also requires a worldview perspective.

In this talk, Cherrey will explore the question: How do global interdependencies among governments, organizations, and societies affect approaches to and practices of leadership? She will also discuss the key leadership capacities needed today to think globally and adapt and thrive in today’s world.
Maria Emilia Correa is an agent of change and committed entrepreneur who firmly believes that organizations and markets can be powerful forces in the construction of better societies. She stands out for her capacity to turn ideas into concrete actions and to build bridges between unlikely partners. She has an active global presence and has managed—with persistence and a profound coherence with her personal values—to place new ideas in the public agenda and in companies, both locally and globally. She is skillful in building enthusiastic and diverse communities and teams, facilitating critical connections and creating the conditions that assure that people and groups achieve their best results.

Her speech at Friday morning’s plenary is titled: How Can a Small Group of Pioneers Affect Systemic Change? The Experience of Sistema B in Latin America

Sistema B is a Latin American NGO created in 2012 to promote a new economy where the well-being of people and planet are considered the measure of success. Currently present in ten countries in the region, Sistema B works with a systemic perspective bringing together new economic actors such as the Empresas B (B Corps) as well as traditional corporations, media, academia, creators of public policy, opinion leaders, and consumers, in order to advance towards a new paradigm for sustainable production and consumption.

Correa’s presentation will address the experience of Sistema B in acting with a systemic perspective including the challenges and achievements, the emergence of alternative and new leaderships, and the trend from peripheral actors to mainstream. The framework will focus on the process of individual transformation that motivates entrepreneurship with a purpose, and the collective ethos towards a new economy in Latin America and the world.

Juana Bordas is President of Mestiza Leadership International (MLI)—a company that focuses on leadership, diversity, and organizational change.

Juana emigrated to the United States from Nicaragua on a banana boat. The youngest daughter in a family of eight, she was the first to go to college. Her early years would instill in her a desire to give back, to make a contribution, and to assist other Latinos/as find their place in society.

Juana was a founder and executive director of Denver’s Mi Casa Women’s Center. Today, Mi Casa is recognized as a national model for women’s empowerment and is the largest Hispanic serving organization in Colorado. She was founding President of the National Hispana Leadership Institute (NHLI), the only program in America that prepares Latinas for national leadership. In 2001 she founded the Circle of Latina Leadership to prepare the next generation of leaders. To date, 175 young women have completed the program. For her extensive work with Latinas, she was commended by Latina Style Magazine for creating “a Nation of Latina Leaders.”

Her speech at Thursday’s plenary is titled: Latin American Leadership: A Model for Unity, Transformation, and Collective Advancement

Latin America is a rich mosaic of cultures, histories, traditions, land, and people. What does it take to lead such a varied and vibrant diversity? By embracing practices and models that build on their collective histories and cultures, Latin American leaders can forge leadership that serves the public good, empowers people, and honors the unique identities of many nations. Latin American leadership can be a transformative force bringing forth greater unity, collaboration, and collective advancement. Additionally, Latin Americans can learn from Hispanic leaders in the United States who share their culture and history and have forged unity and influence among people from many nations.

Bordas’s talk will speak to the following questions:

• How can cultural and historical bonds be strengthened for political and social transformation across the Latino hemisphere?
• What are the essential elements of Latin American leadership?
• What can be learned about leadership and transformation from Latinos in the United States who forged unity and influence with people from many nations?
• How would this collaboration increase the influence of people with Latin American descent in the Western hemisphere and world?
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ORGANISERS
These are the values of the International Leadership Association (ILA) and they permeate everything we do, be it our conferences, webinars, publications, or member community activities. The world needs better leadership and ILA’s mission of promoting a deeper understanding of leadership knowledge and practice for the greater good aims to make a difference. With members in over 70 countries, ILA is the only global network that brings together leadership scholars and researchers, educators and students, coaches and consultants, public leaders and executives. Why does ILA bring these people together? Because when we share our unique perspectives, experiences, and knowledge we come up with better, more integrated leadership thinking, practices, and solutions that can positively impact our complex global environment.

We invite your to learn more about ILA, explore our website, and see what our members are saying about ILA. Visit www.ila-net.org.
The history of Universidad del Pacífico began on 28 February 1962. At that time, a group of personalities from the business sector, with the support of the Society of Jesus, founded the university as a center for training and research ought transcend borders. Its first classes were issued in a small building. In 1965, the university moved to its traditional seat in the district of Jesus Maria, where it has grown up strategically.

In 1969 the careers of Administration and Economics were created, and in the early years of the seventies the Research Center (CIUP) was founded. Then, the career of Accounting, the Editorial Fund and the Postgraduate School were created.

In 1993, Universidad del Pacífico established its Language Center and in later decades would create the Law faculty and the Engineering faculty and the careers of Marketing, International Business, Information Engineering and Finance.

In 2012 we celebrated our 50th anniversary: half a century of a career focused on providing comprehensive training to our students, and to promote and disseminate pure research and applied to the problems of the country and the world.
Exploring Leadership in Latin America
Venue
Universidad del Pacífico

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Lima - Perú

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