

**María Consuelo Cárdenas de Sanz de Santamaría**  
Full Professor  
Organizations Area  
Joined the School in 1990

#### Academic Background

1976 - 1978	Ed.D. Mental Health Services Administration, University of Massachusetts, Amherst, MA, United States.
1969 - 1973	B.A. in Psychology, Universidad Javeriana. Bogotá, Colombia.
1966 - 1968	B.A. in Philosophy, Universidad de los Andes. Bogotá, Colombia.
1964 - 1965	Diplôme de Commerce et Diplôme Nancy de la Langue Française, Préalpina, Lausanne, Switzerland.

#### Teaching Experience

##### **COURSES TAUGHT IN RECENT YEARS**

###### **Graduate**

Gender Awareness at the Gender Master's Program

Gender Awareness Workshop and Human Development Formation at Work

Interpersonal Relations

###### **Undergraduate**

Research seminar on Women in Leadership Positions

Self-awareness workshop

#### Academic Activities

2007 - to date	Coordinator of the Self Awareness Workshop in the Undergraduate Program.
2002 - 2006	Coordinator for the Self-Evaluation process for the EQUIS accreditation at the School of Management, UASM. Bogotá, Colombia.
2002 - to date	Coordinator of the executive education program: Feminine Awareness and Leadership.
1995 - to date	Full Professor, UASM, Bogotá, Colombia.
1998 - 2000	Academic Vice-Rector, Universidad de los Andes. Bogotá, Colombia,
1996 - 1998	Coordinator, Master Program in Education, Universidad de los Andes. Bogotá, Colombia.
1993 - 1996	Director, MBA Program, UASM, Bogotá, Colombia.
1989 - 1990	Director, Specialization Program in Couples Therapy, Psychology Department, Universidad de los Andes. Bogotá, Colombia.

- 1987 - 1988 Visiting Scholar, University of Massachusetts, Amherst. United States.
- 1980 - 1985 Director, Psychology Department, Universidad de los Andes. Bogotá, Colombia.
- 1978 - 1990 Professor, Psychology Department, Universidad de los Andes. Bogotá, Colombia.
- 1976 Part time Professor, Psychology Department, Universidad Católica. Bogotá, Colombia.
- 1975 - 1976 Part time Professor, Psychology Department, Universidad Nacional de Colombia. Bogotá, Colombia.
- 1973 - 1974 Professor, Psychology Department, Colegio del Sagrado Corazón. Bogotá, Colombia.

## **CONFERENCES AND SEMINARS**

- 2019 IE, Madrid, International Woman's Day Celebration Conference
- 2017 Conference "Women in the Corporate World" at Fundación Mujeres por Colombia (Women for Colombia Foundation).
- 2016 Participant at the Gender Tension Gap Program meeting at Instituto de Empresa, Madrid. Conference "Women in Leadership Positions" at ARGOS (international cement organization).
- 2015 Conference Women's specifics: transformational leadership" at the Colempresarias yearly meeting (Women entrepreneurs association).
- 2015 Conference and Debate about "Women in leadership Positions" at the Family Business Network.
- 2014 Workshop about Feminine Awareness at the Presidents' Forum.
- 2013 Conference "Women's leadership: what is specific?" at the MET meeting.
- 2013 Conference "Women's perception about challenges and barriers in climbing the ladder" at the Colempresarias yearly meeting (Women entrepreneurs association).
- 2013 Conference "Women in Leadership Positions" at the ACRIP meeting (Colombian Association of Industrial Relations).
- 2012 Conference "Women CEO's" at the Family Business Network.
- 2010 Conference "Determinants of women's promotion in Latin America", in the FLACSO Congress about Gender equity policy in prospective: new sceneries, actors and articulations
- 2007 Invited to present the research about executive women in Latin America and Colombia in the symposium "The Woman in the enterprise: is there an invisible hand? November 21st, 2007, Madrid, Spain. Invited by the School of Business and by the Ministry of Education and Science Year of Science 2007.
- 2002 Women Business Leaders in Latin America, Simmons College, Boston, "In: Colombia, Women get the Job Done", Research Symposium, December, 2002.

Other Professional Activities
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## **CONSULTANCIES**

- 2017 School of Engineering, Universidad de los Andes: Gender at the School, what to measure and how to support women engineers. Development of four programs.
- 2015 General Electric – Gender Awareness workshops for women.
- 2015 Bavaria (SabMiller) - Gender Awareness workshops for women.
- 2014 Bavaria (SabMiller) - Gender Awareness workshops for executive men and women.

- 2011 Banco Santander – Gender Awareness workshops for executive men and women.
- 2010 British Petroleum - Gender Awareness workshops for upper management men and women executives.
- 1997 Omega (Foundation to deal with death and dying).
- 1996- 2005 Oriéntame (Women’s health clinic).
- 1989 - 1995 Consultancy, Design and Supervision of a System of Tasks Allocation and Service Charging, Cárdenas y Cárdenas Abogados. Bogotá, Colombia.
- 1986 - 1987 Consultancy, Structure Definition and Division of Charges, Asobancaria. Bogotá, Colombia.
- 1983 - to date Private clinical practice with women and couples’ therapy with difficulties. Bogotá, Colombia.
- 1983 Consultancy, Organizational Culture, Siemens. Bogotá, Colombia. Universidad de los Andes. Civil Engineer Department Change Process and Evaluation; of Universidad de los Andes Philosophy Department; and Anthropology Department. Bogotá, Colombia.

<b>Other Professional Experience</b>
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- 2003 - 2005 Executive Director, Fundación Mujeres por Colombia
- 2001 - 2006 Writer, Monthly Publication in Dinero Magazine. Bogotá, Colombia.
- 1983 - to date Private clinical practice with couples.
- 1982 Researcher, Ford Foundation. Bogotá, Colombia.
- 1978 - 1983 Therapist, CETIP (Center of Therapy and Psychological Research). Bogotá, Colombia.
- 1977 - 1978 Coordinator and Advisor, University of Massachusetts, Communication Skills Center. Boston, MA, United States.
- 1976 - 1978 Therapist in training, Psychological Services Center, University of Massachusetts, Boston, MA, United States.
- 1974 - 1976 Industrial Relations Manager, Berol S.A. Bogotá, Colombia.
- 1974 - 1976 Practice, CETIP (Center of Therapy and Psychological Research). Bogotá, Colombia.

<b>Research</b>
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**RESEARCH AREAS**

- Executive women
- Women’s leadership
- Gender issues in organizations
- Personal and Work- life balance
- Women’s Issues

**RESEARCH PROJECTS**

- 2015 – to date Gender at Universidad de los Andes: How do we stand as faculty members, employers, students and alumni in terms of gender participation.
- 2008 - to date Women Executives in Latin America: With Professor Alice Eagly (Northwestern University):

identify the specific situation of women executives in all Latin American countries with a quantitative and qualitative approach.

- 2004 - to date Feminine Consciousness and Leadership. Action – Research Project with 15 groups of women executives in Colombia. (Funded initially indirectly by Kellogg Foundation)
- 2002 - 2003 Executive Women Business Leaders in Latin America: Principles, Incentives, Obstacles, Dilemmas. Financed by Interamerican Dialogue, Washington and Simmons College of Boston. United States. Relations between personal and organizational dimensions.
- 2002 - 2003 The Issue of Women and the Centers of Attention in the Area of Boston Financed by the Ford Foundation.
- 2002 - 2003 Innovation and Success in Management, Interman Management Innovation Program. Financed by CIDA.

## Publications

### ARTICLES IN ACADEMIC JOURNALS

- 2014 Latin American female business executives: an interesting surprise, *Gender in Management*, 29, 1, pp. 2 - 24. (with A. Eagly, E. Salgado, W. Woodie, L. Heller, K. Jauregui et al). Emerald Highly Recommended Paper.
- 2014 Las mujeres en posiciones de dirección en Colombia: una ilustración, *Grupo Historia y Empresariado, Boletín de Historia del Desarrollo Empresarial*, No. 5, pp. 14 - 18.
- 2014 Lo bueno, lo malo y lo feo de ser ejecutiva, esposa y madre. *Escuela de Administración, Guatemala*.
- 2013 Claves para el ascenso de las altas ejecutivas en América Latina, *INCAE Business Review*, September-December, 2013, 2, 9, pp. 52 - 59. (with A. Eagly, E. Salgado, W. Woodie, L. Heller, K. Jauregui).
- 2009 “La particularidad de la ejecutiva colombiana”, with V. Durana, *Revista Soluciones de Postgrado Escuela de Ingeniería de Antioquia*, 4, August.
- 2007 “Mal de Muchas, Consuelo de Ninguna”. (2007). *Academia*, 38, 27 - 44.
- 2003 “Permitamos el ejercicio del liderazgo femenino”. (2003). *Debates IESA. La Nueva Ola del Liderazgo*, IX, (2), 16-19.
- 1999 “Del control del estudiante al desarrollo de su autonomía: un seminario de investigación que era un proyecto de investigación”, *Texto y Contexto*, Issue 2, Uniandes, Bogotá, Colombia, 1999.
- 1991 “La terapia como proceso educativo”, *Psicoterapias*, Issue 1, Bogotá, Colombia, 1991.
- 1990 “Couple's Therapy: analysis of a praxis with a Freirian perspective”, *Family Process*, United States. June 1990.
- 1989 “Docencia, investigación y práctica profesional como prácticas complementarias”, *Texto y Contexto*, Issue 15, Uniandes, Bogotá, Colombia, 1989.
- 1988 “Los estudios de la mujer en la Universidad de los Andes: Relato de una experiencia”, *Simposio Mujer y Docencia*. Bogotá, Colombia: Ministry of Education, 1988.
- 1987 “La crisis teórica de la psicología: reflexiones sobre una experiencia investigativa en torno a la problemática de la mujer”, *Texto y contexto*, Issue 11, Uniandes, Bogotá, Colombia, 1987, pp. 37 - 49.
- 1984 “Epistemología y Psicología en la Cuestión de la Mujer”, *Desarrollo y Sociedad*, Bogotá, Colombia: CEDE, Issue 13, 1984.

- 1983 "Terapia sexual y estructuras culturales", Memorias Congreso de Sexología, Cali, Colombia, October, 1983.
- 1982 "Perfil psicosocial de la mujer que aborta en Bogotá", Sexualidad Humana, Bogotá, Colombia, First Quarter 1982.
- 1982 "La crisis de la pareja: ¿un problema de terapia psicológica? (1982)". Con Alejandro Sanz de Santamaría. Foros interdisciplinarios. Sexualidad, Familia y Economía. Bogotá: Uniandes.
- 1980 "Industrial safety hazard reduction through performance feedback", Journal of Applied Behavior Analysis, Issue 13, United States, 1980, pp. 287 - 295.
- 1980 "Aspectos psicosociales del aborto: ubicación histórica del problema", Cuadernos de Filosofía y Letras, III, Issue 2, Bogotá, Colombia 1980, pp. 85 - 105.
- 1979 "Aborto: Los orígenes de la controversia; un criterio femenino", Estrategia económica y financiera, Issue 28, Bogotá, Colombia, 1979, pp. 19 - 24.

#### **ARTICLES IN BUSINESS MAGAZINES/NEWSPAPERS**

- 2006 "La costa no es solo para vacaciones", Dinero, Bogotá, Colombia, January, 2006.
- 2006 "La encrucijada del trabajo doméstico", Dinero, Bogotá, Colombia, February, 2006.
- 2006 "El valor y la limitación de las reglas", Dinero, Bogotá, Colombia, May, 2006.
- 2006 "No soy feliz porque tengo marido", Dinero, Bogotá, Colombia, June, 2006.
- 2006 "Orgullo y prejuicio: lección de límites", Dinero, Bogotá, Colombia, April, 2006.
- 2006 "¿Cuánto cuesta el éxito de los yuppies?", Dinero, Bogotá, Colombia, March, 2006.
- 2005 "Conciencia femenina y Liderazgo". Leadership Magazine for Managers. Cladea, November, 2005.
- 2005 "El liderazgo femenino". Correo Cotidiano, Revista Uniandinos, Bogotá, Colombia, 2005.
- 2005 "La conciencia femenina de la mujer colombiana y su liderazgo empresarial". Revista de Empresa La fuente de Ideas del Ejecutivo, Madrid, España, 2005.
- 2005 "La importancia de la conciencia femenina. Business Women, Peru, July 2005.
- 2004 "Luz en la oscuridad", Dinero, Bogotá, Colombia, November, 2004.
- 2004 "Igualdad y diferencia", Dinero, Bogotá, Colombia, 2004.

#### **ARTICLES IN PROFESSIONAL/ TRADE JOURNALS**

- 2011 Mujeres: inclusión o discriminación, Mujeres y cía.
- 2011 Autonomía e independencia. Marquemos la diferencia Mujeres y cía.
- 2011 Vida laboral vida personal. Hijo mata crisis, Mujeres y cía. Wednesday, March 23.
- 2011 La suerte de la fea la bonita la desea, Mujeres y cía.
- 2010 Percepción de las mujeres directivas en Latinoamérica sobre los determinantes de su ascenso, Las políticas de equidad de género en prospectiva: nuevos escenarios, actores y articulaciones. International Convention, Argentina, November 9-12, 2010. Digital publication: [www.priggepp.org](http://www.priggepp.org)

#### **BOOKS**

- 2017 "En Busca del Liderazgo Femenino: el recorrido de una investigación". Bogotá: Ediciones Uniandes, pp 98.

- 2008 "Mujeres y vida Corporativa en Latinoamérica. Retos y Dilemas. (Editora con Sylvia Maxfield y Lidia Heller)" Bogotá: Ediciones Uniandes, 2008, pp 254.
- 1992 "Is social justice a utopia in capitalist society? The Social Foundation of Colombia" Bogotá, Colombia: CCMS/INTERMAN, 1992.
- 1991 "Las relaciones de pareja: La importancia de la diferencia". Bogotá, Colombia: Ediciones Uniandes, 1991, pp. 184.

## CASES

- 2006 Wenn Mannen Fraguen Fördem. Anca, C., Geibler, C. Cárdenas de Santamaría, M. C., Oliveira de Miguel, E. Streit, C. & Bischoff, (November 2006). Harvard Business Manager, 7.

## CHAPTERS IN BOOKS

- 2012 Tendencias en la administración: gerencia y academia, 2012. Francisco Azuero, Ana Cristina González y María Lorena Gutiérrez (edición académica y compilación). Vol. 1 ISBN 978-958-695-807-3.
- 2008 "En Colombia las mujeres hacen la tarea" In: Universidad de los Andes, Facultad de Administración. Mujeres y vida corporativa en Latinoamérica. Retos y Dilemas. Bogotá, Colombia: Universidad de los Andes, Facultad de Administración, 2008, pp. 103-156.
- 2008 "Mujeres ejecutivas en Latinoamérica" In Mujeres en la Alta Dirección. La carrera profesional de las Mujeres en la empresa, la administración y la universidad. Libro editado por Elena Carantoña y Capitolina Díaz, Instituto de la Mujer, Madrid, España, 2008.
- 2004 "Las mujeres directivas", In: Cepeda, F. Fortalezas de Colombia. Bogotá: Printer Colombiana, S. A. 2004.
- 1995 "Social Foundation", In: Dávila, C. Interman Management Innovation Program. Bogotá, Colombia. Valerie Hammond, 1995, pp. 239-258.
- 1994 "Pursuing social justice in a capitalist society", In: The International Executive, Special Issue on Innovation, INTERMAN and International Business in Latin America. Vol. 36, Issue 6, New York, United States, November/December 1994, pp. 701 - 710.
- 1982 "El aborto y la mujer", In: León de Leal, M., (Ed). La Realidad Colombiana. Bogotá, Colombia: ACEP, 1982.
- 1981 "La terapia de pareja", In: Pérez, A., Psicoterapias, Bogotá, Colombia: Editorial Uniandes, 1981.

## MONOGRAPHS

- 2008 Conciencia Femenina. Serie Monografías Facultad de Administración. 2008, No. 97.

## PRESS ARTICLES

- 2012 Liderazgo: ¿controlar, delegar o desentenderse? Portafolio, June 4, 2012.
- 2011 Eliminar los estereotipos, Portafolio, September 8, 2011.
- 2011 Las mujeres deben ser conscientes de su género, Portafolio, March 10, 2011.
- 2011 No aplique las funciones de jefa en el hogar, Portafolio, March 2, 2011.
- 2011 El efecto de las creencias, Portafolio, November 16, 2011.
- 2011 La suerte de la fea la bonita la desea. Mujeres & cía. May 1, 2011.
- 2011 Vida laboral vida personal. Hijo mata crisis. Mujeres y cía. March 21, 2011.

- 2011 Mujeres: inclusión o discriminación. Mujeres y cía. March 15, 2011.
- 2002 “Juego limpio o juego político”, Portafolio, Bogotá, Colombia, March, 2002.

Exchange Programs (Visiting Professor)

- 1987 - 1988 Guest Professor Visiting Scholar, Psychology Department, University of Massachusetts. Boston, MA, United States.

Participation in Boards, Committees and Associations

- 2006 - 2007 Member. Fundación Oriéntame.
- 2006 - 2009 Member. Corporación Mundial de la Mujer, Bogotá.