

MARÍA CONSUELO CÁRDENAS

Full Professor | Organisations 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

Consultancies

- 2021 – 2022 University of Ibagué, Definition, development and support for the Gender Group Working Table

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.

OTHER PROFESSIONAL EXPERIENCE

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.

RESEARCH

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

- 2020 Are women equals? Bizd, AACSB International, with Veneta Andonova, March April, (2020). pp 40-42.
- 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.prigepp.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

- 2022 “El Laberinto recorrido para institucionalizar la perspectiva de género en la Universidad de los Andes”. La institucionalización del enfoque de igualdad de género en universidades de América Latina: experiencias, reflexiones y contribuciones para el futuro de la educación superior. Compiled by Gloria Bonder, Coordinator of the Regional Chair. UNESCO Women, Science and Technology in Latin America. Author coordination, María del Carmen Tamargo. Ed by Anabella Benedetti, Mayo 2022, Buenos Aires, Argentina. ISBN 978-950-9379-99-2
- 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

- 2000 – to date Associate Member Profamilia
- 2006 - 2007 Member. Fundación Oriéntame.
- 2006 - 2009 Member. Corporación Mundial de la Mujer, Bogotá.