



KONRAD
ADENAUER
STIFTUNG



Leading with Grit & Grace



Conference Report
5th – 6th Nov, 2020



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Executive Summary

This report summarises the key take-aways and recommendations from the International Leadership Conference “Leading with Grit and Grace”, jointly organised by TalentNomics India and KAS SOPAS. The event was held virtually on November 5th and 6th, 2020. The meeting brought together more than 20 Global Leaders as speakers and panellists, and was attended by over 500 participants.

The event, held in the backdrop of COVID19 health, social and economic global crisis, centred around charting an inclusive recovery from the crisis and highlighting traits of leaders who can impactfully steer the new post-COVID world. The conference brought together influential leaders who shared their experiences and life stories; and deliberated on the leadership lessons they learnt from the crisis as well as on actions needed for bridging the gender gaps that have been widened by the crisis. The conference identified in-depth insights into key issues under three thematic areas:

Addressing The Negative Impact Of The Covid19 Crisis On Women

- The discussions and deliberations highlighted actions that the Governments, the private sector and women themselves would need to undertake to alleviate the detrimental impact of the crisis on women, to chart an inclusive and sustainable recovery. In the short term, they will have to specifically target and mainstream women in all crisis management, resource allocations and recovery measures as well as enable women to manage the “hybrid model of work”. But the crisis should also be used as an opportunity to initiate long term measures to address the gender gaps as a whole. This would include measures to address the excessive care burden on women, consciously promote more women in political and corporate leadership, promote women's entrepreneurship, mainstream gender disaggregated data collection etc.

Using Technology To Enable Women - The role of technology was highlighted as being particularly important for bridging gender gaps. Once again, the role of the government and private sector was highlighted as being vital for addressing the current barriers young girls, women leaders and entrepreneurs

face in accessing technology. In addition, it was also brought out that schools would play a major role in directing more girls to take on STEM education.

Understanding Leadership Traits For Impactful Leaders

- One of the most significant contributions of this conference was the development of the “Grit and Grace Leadership Framework” that has been derived using the leadership lessons learnt during the management of the current crisis. This model of impactful leadership entails leaders to be empathetic, collaborative, empowering and service oriented in addition to being bold, fearless, risk-takers, wise, decisive and resilient.

Many specific short-term and medium-term actions emerged that can be undertaken by various stakeholders, Governments, Private Sector, Civil Society and Potential Leader, to use the crisis as an opportunity to reset the world for greater gender equity and better equilibrium. In addition, the conference reiterated four key action areas under the Public Private Partnership Model, which have now become critical in the COVID19 era. These are:

- ➔ **Leading With Technology And Bridging the Digital Gender Divide**
- ➔ **Compiling Gender Disaggregated Data**
- ➔ **Supporting Women's Entrepreneurship**

Stemming the unabated fall in the women's Labour force participation and Job losses for Women. There was general consensus that the world urgently needs leaders in public and private sectors, who are compassionate and believe in the new equilibrium, who can take bold, innovative decisions and who can inspire others to create a more equitable world. This report discusses what it takes to build such leaders, especially for women. It also provides both knowledge and a strong nudge to all stakeholders in public and private domain to take action to enable quick recovery from the adverse impact of Covid19 on women.



Preface

We are delighted to release the report from our 5th Annual Conference on *Leading with Grit and Grace* in partnership with Konrad Adenauer Stiftung, Social Economic Policies in Asia (KAS- SOPAS). This conference, while taking forward the dialogue on inclusive leadership generated through our previous four conferences, also addresses the impact of the current Covid-19 crisis.

We are all aware that the pandemic has had a disproportionate impact on lives and livelihood of women. This trend can be only be arrested by bold, innovative and compassionate decisions by leaders at every level, across the world. We also are seeing evidence that innovation in technology can play an immense role in reversing this impact. Again, leadership's role in ensuring equal access to technology is the key to unleash the potential of all. The greatest need in the world is to bring about an equilibrium; equilibrium of roles that men and women play at home and at work, equilibrium of partnership between men and women in taking decisions, equilibrium of Grit and Grace in Leadership.

The conference explored the above issues through the experience and insights of global thought leaders. This report captures the rich discussions and innovative ideas that emerged. It outlines a few areas that call for action and we will collaborate with other like-minded organizations to build on this further. We hope the insightful and innovative ideas in the report will nudge different stakeholders to initiate actions, both short term and long term.

I am immensely grateful to these leaders who unhesitatingly shared their candid thoughts through videos and panel discussions. I am delighted that it attracted over 500 men and women to participate in the virtual event. I am grateful to the **TalentNomics India** conference team for their effort in delivering a flawless and highly impactful conference. We thank KAS-SOPAS again for their support in making this a very successful joint venture. We also thank our other partners, CDPQ, TalentNomics Inc., and Green Delta Insurance for their partnership, and look forward to future collaborations in our joint quest for a better gender equilibrium, especially at leadership levels.

Ipsita Kathuria

Founder and CEO,
TalentNomics India



Preface

We are proud to share the conference report “Leading with Grit and Grace” that Konrad Adenauer Stiftung Japan through the Regional Economic Programme Asia (SOPAS) co-organized with TalentNomics India last November 5-6, 2020. SOPAS is a regional forum that contributes to the debate and reform of economic and governance models in Asia. It brings together a network of policy makers, economists, political analysts and thought leaders across Asia-Pacific to discuss emerging issues, propose policy alternatives and share best practices.

For two days, policy and industry leaders and conference participants:

- ➔ Assessed the impact of the global turmoil (including COVID-19) and its aftermath on economies, women’s lives, and livelihood
- ➔ Explored the opportunities offered by rapid innovation and technology to engage women to take leadership roles in work and other sectors of public life
- ➔ Jointly developed a new leadership framework that integrates qualities such as “grit and grace” to create a more inclusive growth model for economics, organizations, and communities

The conference report summarizes the rich and informative discussions on issues that matter to women leaders especially in today’s disruptive and highly unstable time. It is our hope that the insights published in this report will continue the momentum initiated in the conference to challenge barriers to the status quo and reinforce changes that are being implemented, creating a more equitable society for women leaders to thrive.

Rabea Brauer

Director, Regional Economic
Programme Asia (SOPAS)
Country Representative, Japan
Konrad Adenauer Stiftung



Introduction & Background

The 2020 COVID19 pandemic and resulting socio-economic crisis has given rise to a new reality. Lives and livelihood have been impacted in the worst possible manner, inequalities have become more pronounced and divisive leadership styles have created distrust and disharmony in several parts of the world. The Volatility, Uncertainties, Complexities and Ambiguities (VUCA) that the world had already been facing in the last decade were taken to a new level. This, in conjunction with the rapid innovations in technologies, created the need for a new face of leadership - one that displays both "Grit and Grace". Many such leaders emerged across the world who used their Grit to take calculated bold decisions in this chaotic time, stepping across the divides of nationality, race, religion to do the right thing, and at the same time have shown the Grace to listen and learn, leverage available knowledge and technology to better the environment for all. Incidentally, many of these leaders are women at national and local levels.

In the backdrop of this, we felt the need to create a platform to share and learn from what the Covid19 crisis has taught us and be inspired to act from stories of both men and women who are steering their communities, organizations, and countries towards a more sustainable and equal world. The need of the hour was to initiate a dialogue around

measures needed to chart an inclusive recovery from the crisis and highlight leadership traits that could impactfully steer the post-COVID society.

It was with this intent that **TalentNomics India** and **KAS SOPAS** organised the International Leadership Conference "*Leading with Grit and Grace*". The event was held virtually on November 5th and 6th, 2020. It brought together more than 20 Global Leaders as speakers and panellists, and was attended by over 500 participants. Together they deliberated on the lessons the COVID19 crisis has taught about effective leadership styles for the future as well as on immediate and long-term actions needed to bridging the gender gaps that have been widened by the crisis, with special focus on the role of technology in enabling women.

The conference delivered knowledge and insights on the focus issues through storytelling, experience sharing, best practice dissemination as well as engagement with participants through discussion, questions, polls and quizzes. The meeting was divided into six live sessions, which included a Keynote address, four panel discussions with experts and one solo session. There were also a set of eight pre-recorded inspirational messages from global Leaders that were shared before and during the conference.



Conference Agenda

KEYNOTE ADDRESS

'A World leader's perspective on leading with Grit and Grace'

The keynote speaker spoke passionately about leveraging the potential of girls by saving them from early marriage and focusing on their education. She energized the audience with her global anecdotes and zealous insights.

SESSION 1:

'Leading in Economic Turmoil'

The panel comprising of leading economists and gender practitioners discussed how Covid19 crisis has had a graver impact on women's employment, entrepreneurship and wellbeing; and highlighted several measures that both the Governments as well as private sector can initiate to address the crisis.

SESSION 2

'Leading with Technology and Innovation for an Equal World'

The all-women panel highlighted that technology is a great boon and presents several opportunities to equalize access to resources and rights for women. They discussed measures and initiatives that can be initiated to ensure that technology becomes an enabler of women's careers, businesses and well-being.

SESSION 3

Leading Towards A New Equilibrium'

The theme of this session was to highlight stories of purpose, resilience, empathy, collaboration and openness to learn. The diverse panel, from 3 different countries and 4 different sectors, listed out valuable leadership insights that can help future leaders, especially women, deal with difficult times in the post Covid-world.

SESSION 4

Leadership for New World- Turn Setbacks Into Comebacks'

This session delved on the impact of the Covid-19 crisis on our lives, livelihood and lifestyles. The speaker provided a set of steps that could help every individual overcome any crisis in life.

SESSION 5

'Grit & Grace Leadership Framework. Surviving to thriving'

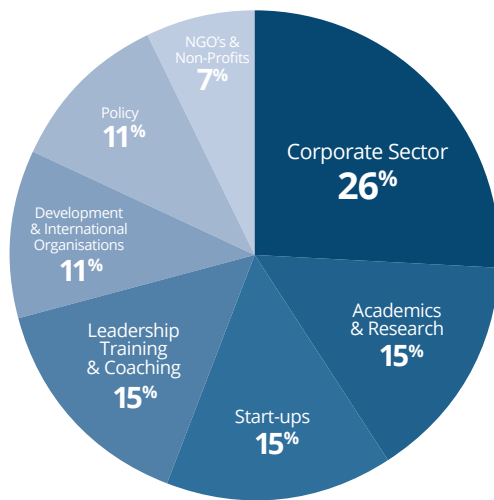
TalentNomics India presented their 4Cs model contextualized into the new leadership framework of Grit and Grace. The four pillars of leadership were illustrated with anecdotes and examples from the speakers' experiences.



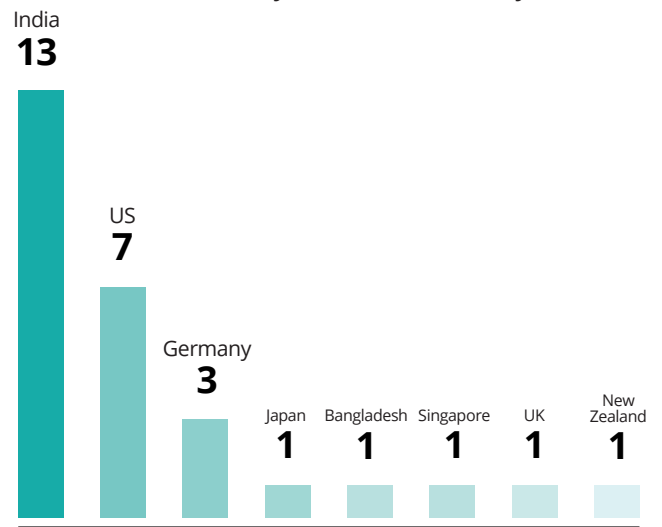
Speakers And Participants Profile

The event brought together 27 speakers and panellists from diverse backgrounds including policy makers, academics and researchers, corporate leaders, Start-up founders, leaders from Development and International organisations, leaders from NGOs and Leadership coaches.

Speakers represented diverse sectors and organizations

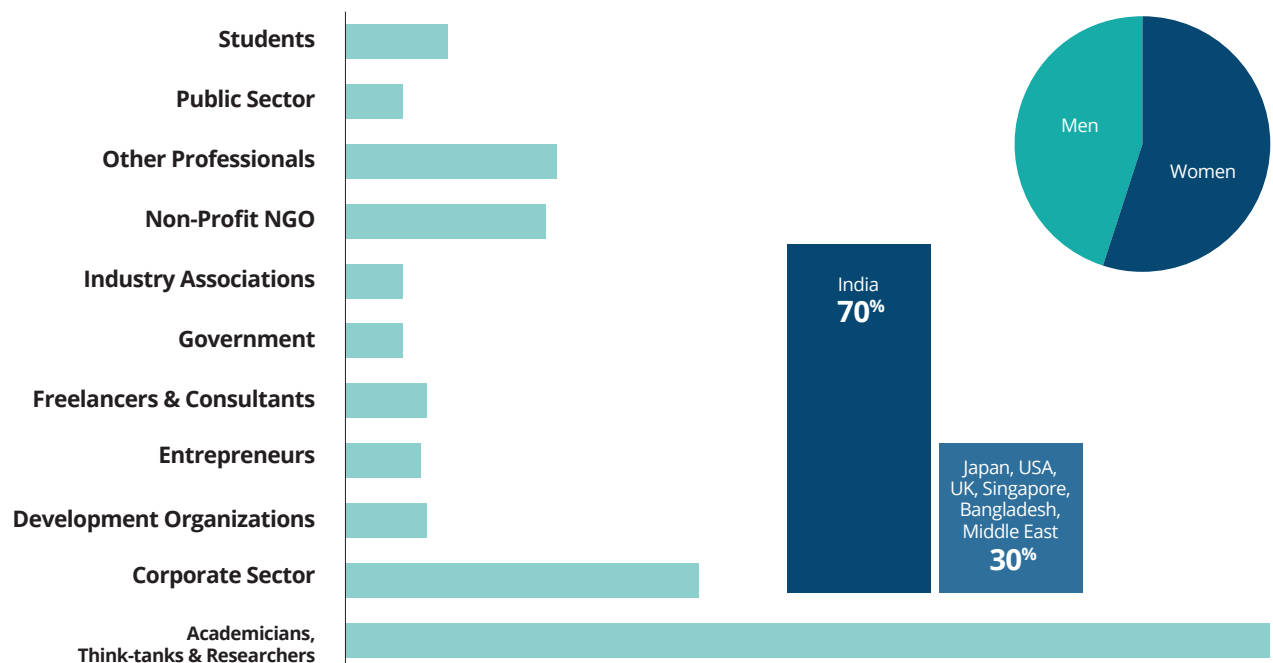


International Panel of Speakers Presented a truly Global outlook on Key Issues



**as per currently held positions and country of residence of the speakers; and not including their previous roles, responsibilities and countries.*

The participants at the conference also contained a diverse group of stakeholders from including senior leaders from the industry, Government, academia and civil society.





Conference Themes

The conference focused on exploring three key issues relevant to the current times.



THEME 1

Assessing the Impact of the Covid19 Crisis on Women's Lives and Livelihoods, and Recommending Measures to Address the Widening Gender Gaps

Evidence has shown that the COVID19 crisis has had much graver impact on women than men. The focus of the conference was to assess the various facets of this impact on women, and list out recovery measures that can be initiated by policymakers, private sector, women, civil society and other stakeholders.



THEME 2

Exploring the Opportunities Offered by and the Challenges to Leveraging Technological Innovation for Promoting Women to Leadership

Digitalisation and rapid innovations in technology have offered opportunities to enable women's careers, entrepreneurship, health and wellbeing. The role of technology has become even more vital in the light of the current crisis. Therefore, this conference focused on initiating a dialogue to acknowledge the role of technology in bridging gender gaps, assessing the barriers preventing women's access to technology and prescribing remedial steps to address them.



THEME 3

Developing a New "Grit And Grace" Leadership Framework Needed for Creating a More Inclusive Growth for Organizations, Communities and Economies

Leadership styles demonstrated by women leaders have succeeded far greater at managing the COVID19 crisis, in comparison to the predominantly "masculine" leadership styles of male leaders. The aim of this conference was to understand the combination of leadership traits that made up these impactful leadership styles. The agenda also included compiling the crisis management and leadership lessons that the speakers and panellists themselves learnt from leading during this crisis. These leadership insights have been used to create a framework of "Grit and Grace" leadership traits critical to succeed in the new world order.

The goal of the conference was to identify and get deeper insights into the key issues under each of the thematic areas in focus, in terms of understanding the current state of play, real challenges and actionable solutions that are needed to address each of those. The focus was also to identify key stakeholders in the ecosystem and elucidate steps that each of them needs to take to move towards a sustainable and equitable world.



THEME 1

Addressing the Impact of the COVID19 Crisis on Women's Lives And Livelihoods

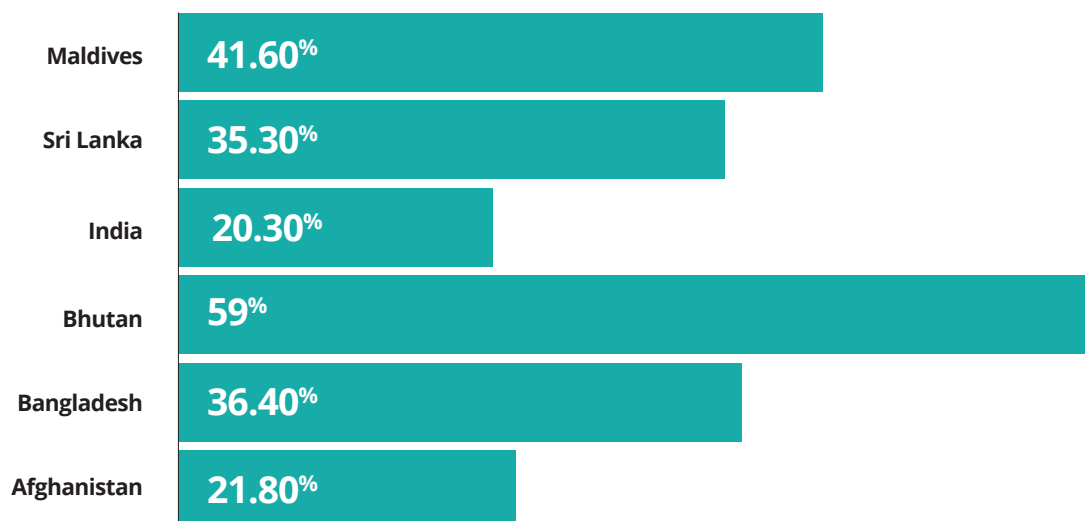
I. Covid19 and Gender Equality

What is good for gender equality is good for economy and good for society as well. The Covid-19 pandemic puts that truth into stark relief and raises critically important choices.*



II. Labor Force Participation Rate

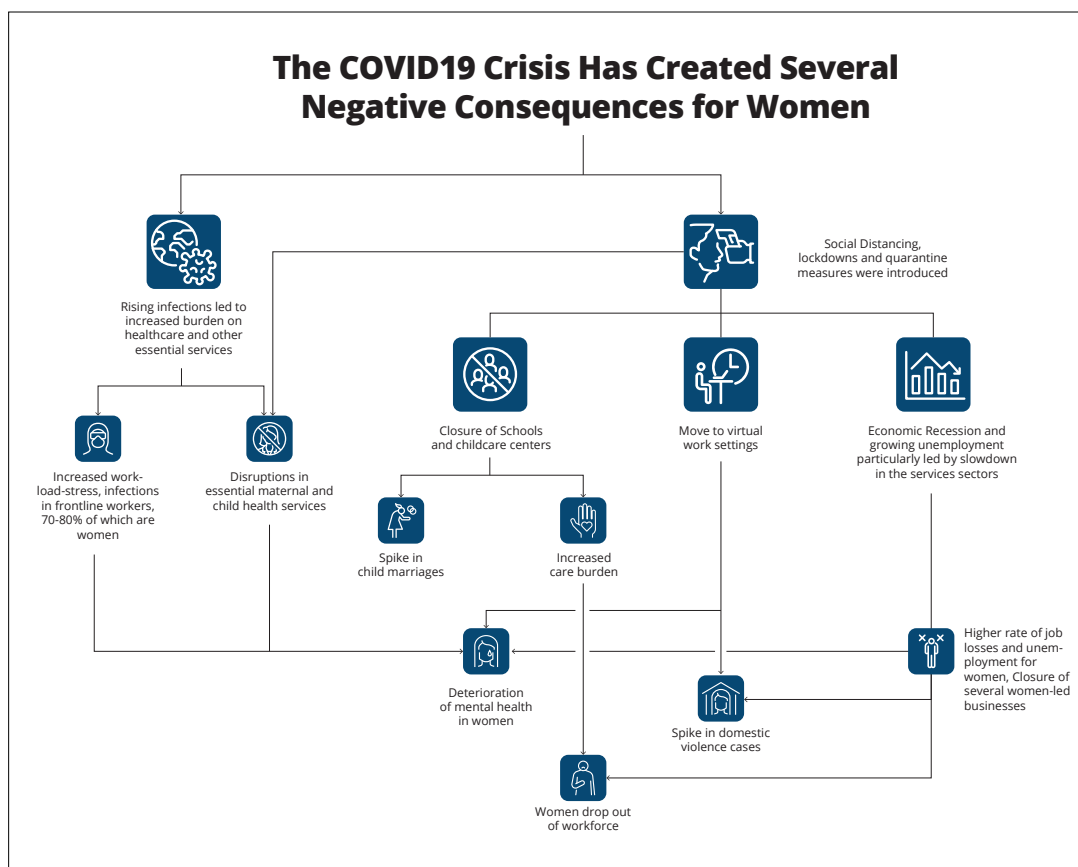
Female (% of female population ages 15+) in South Asia *



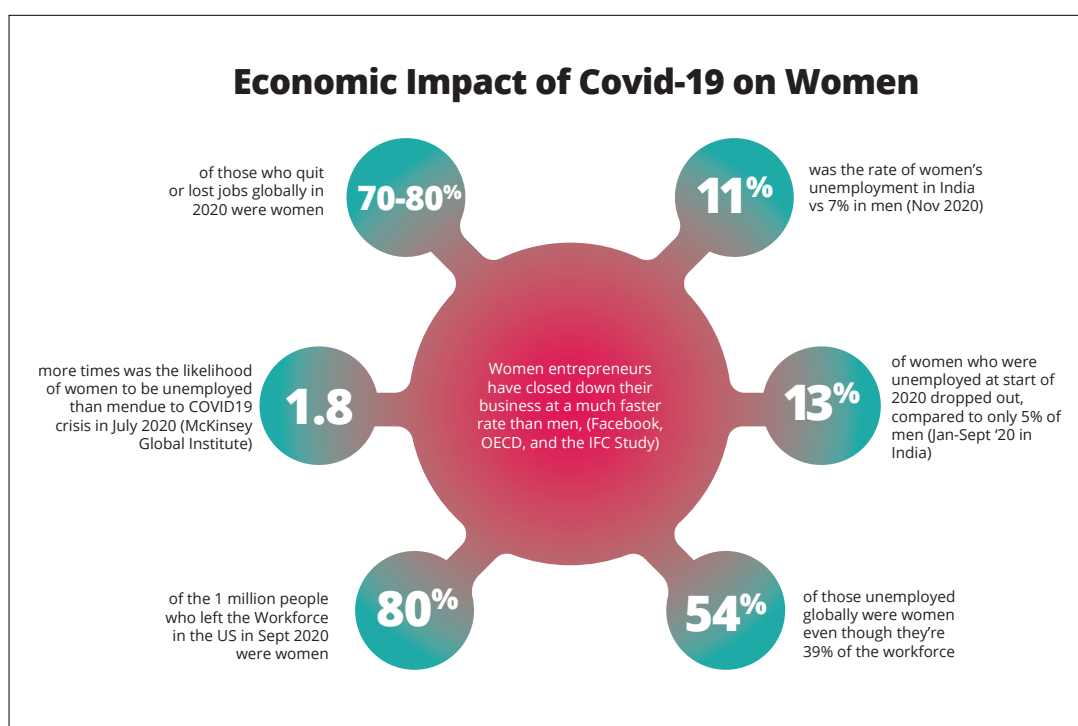
*Source I: McKinsey, <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects>

*Source II: World Bank : <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS>

The speakers in various sessions acknowledged that the crisis has flared up the huge gender gaps in various spheres including economic participation and opportunity, educational attainment as well as health and survival.



The health and social crisis have had a negative impact on women's careers, businesses and livelihoods.



**Statistics and numbers as quoted by various speakers during the conference*

All the speakers and panellists agreed that, to enable an inclusive recovery from the crisis, it will be vital to ensure women's health and survival as well as minimize losses to their livelihood and education.

While on the other hand, not prioritising women and not increasing their participation in the economy can have huge economic consequences.

“ If the world takes the right steps now to correct these long-standing imbalances that have been exacerbated by COVID, we could actually have a 12-trillion-dollar higher GDP in 2030, relative to a negative 1 trillion if no measures are taken.”

Anu Madgavkar

Deliberating on the way forward, the leaders and experts brought out several immediate and long-term measures that can be taken by the Governments, the Private sector, by individual women, by civil society and by the community as a whole. The major onus of stemming the widening gender gaps across the world, however, lies with the Government and the private sector organisations. It was

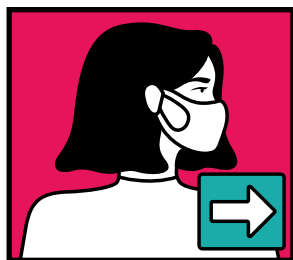
recommended that they should take conscious and targeted steps to include women in their immediate crisis management, resource allocation and recovery measures. But they must also convert this crisis into an opportunity to scale-up longer-term measures to bridge the gender gaps that have been widened by this crisis.

“ Being gender blind is not being gender neutral.”

Sanjay Kathuria

The leaders and change-makers at the conference also stressed on the fact that each individual has the potential to bring about a change in the status of women, and it is only when the entire society works together to change things that change can actually

happen. They iterated that one does not have to be in any formal setup to bring about change, as informal collaborations are often much more useful and pragmatic.



Recommended Actions to Bridge Gender Gaps Widened by the COVID19 Crisis

GOVERNMENT	PRIVATE SECTOR	INDIVIDUAL WOMEN
SHORT TERM <ul style="list-style-type: none"> → Target specific social protection measures at women (in addition to direct cash transfers) → Reduce income tax for female employees in formal sector 	SHORT TERM <ul style="list-style-type: none"> → Ensure remote and flexible working becomes normal → Enable women equal online access to connect and conduct their business → Acknowledge and address the adverse impact on women's mental health → Initiate mentoring programs for women 	<ul style="list-style-type: none"> → Align personal and professional goals and balance priorities → Leverage technology to meet personal and professional needs → Cut losses to what is acceptable → Do not try to be perfect in every sphere → Give up living with guilt and regret
LONG TERM <ul style="list-style-type: none"> → Mandate parental leave in all organisations → Devise an innovative childcare program using PPP model → Mainstream data collection by gender → Increase number of women in politics → Promote women entrepreneurs by increasing capital flow to women owned businesses 	LONG TERM <ul style="list-style-type: none"> → Create right mindset for diversity and inclusion → Make D&I agenda a top-down and a bottoms-up approach → Consciously increase the proportion of women on Boards → Introduce parental leave for all employees → Address workplace sexual harassment → Encourage men to become allies 	<ul style="list-style-type: none"> → Take time to push things back and focus on yourself → Learn to ask for what's needed → Be tough in male dominated environments → Focus on goals, without paying any attention to the "noise" or criticism around → Avoid complaining about the discrimination → Be patient and focus on optimising entire potential → Leverage available support network, be resilient and do not give up → Support other women

“ A big wave is made up of tiny drops of water, so find your drops of water that will form that wave”

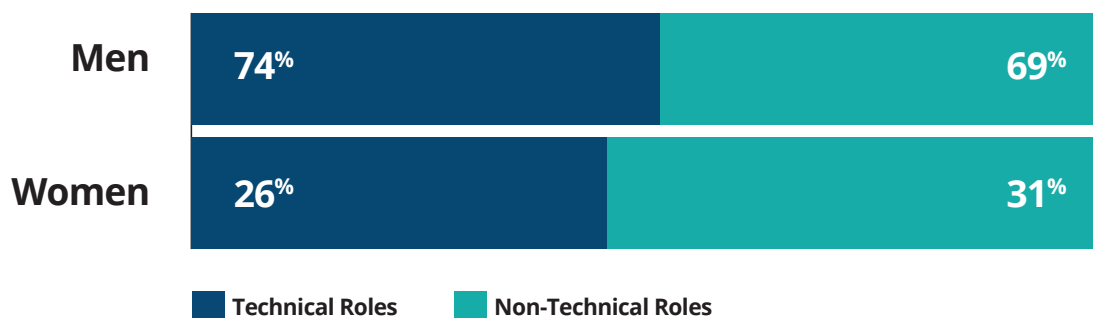
— Princess Mabel van Oranje



THEME 2

Leveraging Technological Innovation for Promoting Women to Leadership: Opportunities and Challenges

Gender Diversity Across Job Functions in Corporate India**



**Source: Zinnov-Intel India Gender Diversity Benchmark, <https://inc42.com/buzz/only-26-women-work-in-tech-roles-in-india-report/>

Rapid innovation in technology has offered opportunities to engage women to take on leadership roles in work build businesses and succeed in other sectors of public life. The enabling role of technology has become even more vital in the light of the current COVID-19 crisis. This conference tried to build a dialogue around the opportunities that technology has brought to women to become leaders and entrepreneurs, the challenges that pose barriers to leveraging these opportunities and the steps that are needed to promote technology as an enabler of gender equality. Proactive steps are needed by the policymakers, the private sector and academic institutions to bridge these gaps.

Following were the key areas of discussion and recommended actions



Bridging The Gap In Connectivity And Access To Digital Technologies

The discussions highlighted the huge gender digital divide that exists globally, and that the existing digital divide will become an even bigger barrier for women to access critical education, health, and

financial services. Bridging the digital divide can enable women to become significant players in the activities or sectors that are becoming more digitized. Addressing social norms, gender stereotypes, skill gaps, affordability of the devices, and access related to financial inclusion will be essential. Partnerships between the public and private sector will be particularly critical to overcome many of these barriers.



Increasing the Proportion of Women in Stem Related Professions & Businesses

The proportion of women in technology companies is still very low. Women's representation in key positions and technology areas especially remains critically low despite policies targeted at encouraging more women in STEM. Two thrust areas for bridging this gap were discussed:

Encouraging more girls to take on STEM education

This will need a collective action to change the mindsets of parents, provide equality education to girls and impact children's perceptions in schools about "girls in science". Exposing girls to female role models will be vital to help them get interested in technology fields. And, of course, it will be important to initiate policy and government programs that promote creation of a gender balance in students pursuing STEM fields.

Using technology to help women build thriving careers and reach leadership roles

The speakers elucidated different ways by which employers can use technology and digital tools to create more flexible and agile working structures that can make workplaces more enabling for women. Some of the suggestions were:

- ➔ Leverage technological advancements to enable more work to be completed remotely and, therefore, give women the opportunity to better manage the demands of family needs and job engagement. Companies must take measures to bridge the gap that exists in access to technology for women to ensure that home-based work and technology solutions work equally for all employees.
- ➔ Use Collaboration Technology for job sharing models so that women and men can work part-time, even in leadership positions.
- ➔ Help women leverage online networking opportunities to get visibility and to get connected with each other.



Enabling women entrepreneurs to access digital technologies for building sustainable businesses

The discussions during the conference iterated the urgency of removing barriers to the access of digital technologies by women entrepreneurs for enhancing and making their businesses more productive. Some systemic barriers facing women entrepreneurs included inability to sell on ecommerce platforms, lack of success stories of role models and lack of self-confidence among women entrepreneurs. In addition, poor connectivity & technical infrastructure that are an essential part of growing any business are barriers. Lack of an active role of public policy in ensuring the advancement of women to political leadership positions in a highly

technology-dependent world also an issue.

Speakers emphasized the importance of active participation of women entrepreneurs in the digital economy revolution for them to remain relevant, scale and become profitable. Women entrepreneurs can be empowered by providing them access to online finance platforms, ecommerce platforms, online portals, e-learning, social media and video platforms. Female investors should also be encouraged as data shows that they are more inclined to provide funds for women owned businesses, because they understand women entrepreneurs need more than conventional and traditional financial institutions and VCs. Women themselves should actively invest in learning latest technology that will be beneficial for them to leverage their potential and their businesses.

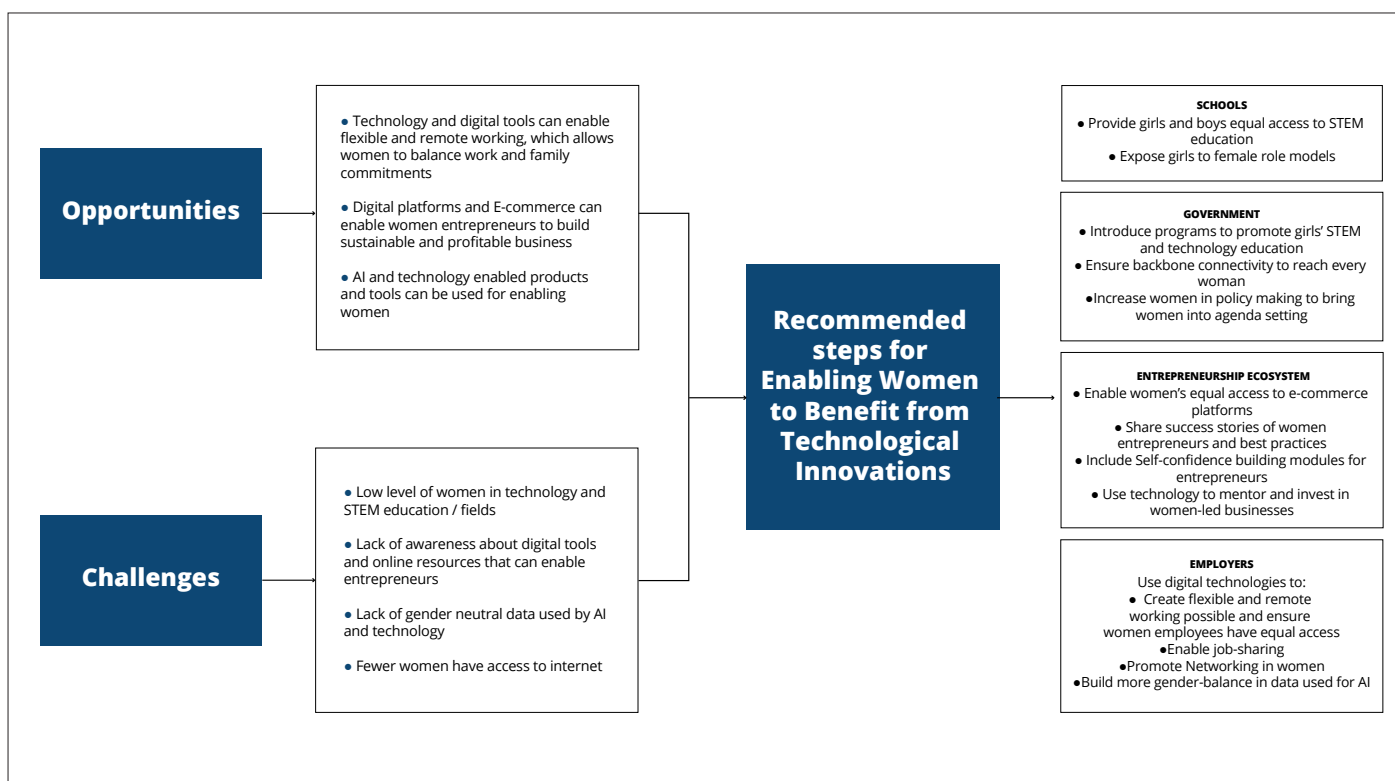


Addressing biases that prevent AI and technology to be gender neutral

Artificial intelligence and new technologies can help women the most. But for that, as pointed out by various speakers, we need to address some of the biases that exist in the ecosystem. For one, we need to create a better gender balance in the datasets that are used for building technology, especially AI. For example, AI tools for personal recruitment or

talent acquisition often use historical data, which is biased because there are a lot of male data sets and not female data sets.

The other bias that was pointed out is created by not enough women participating in the innovation or in the production of new technologies. This leads to these technologies being based on mostly male factors and lacking female perspectives, which in turn again produces big gaps in catering to a large female consumer segment.

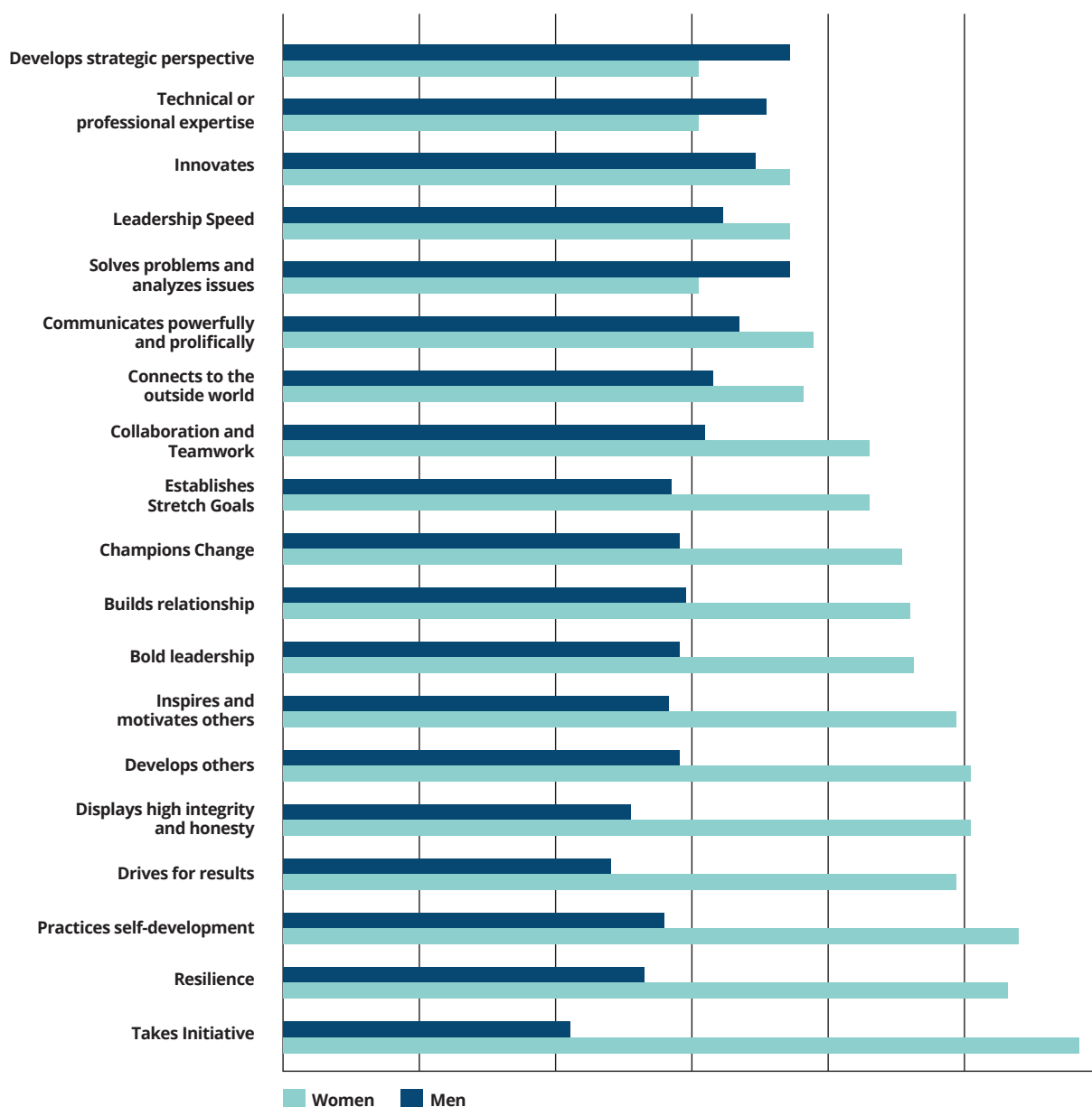




THEME 3

Developing a “Grit and Grace” Leadership Framework

Women Are Rated Better Than Men on 17 out of 19 Leadership Capabilities*

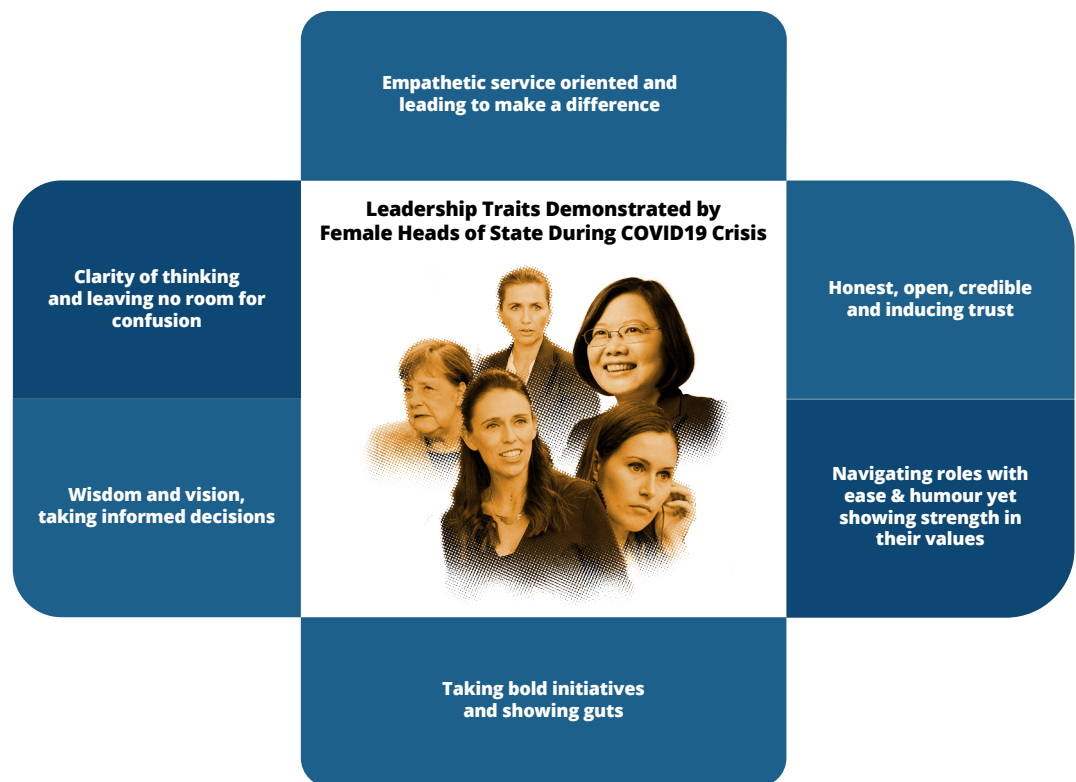


* Source: HBR, <https://hbr.org/2019/06/research-women-score-higher-than-men-in-most-leadership-skills>

Leaders are always known by their Leadership styles. The current pandemic has also shown that Leadership Style has been one of the key determinants of success in managing and recovering from the health, social and economic consequences of the crisis. The conference explored this in detail through specific discussions around it and also through collating all the leadership lessons that the

management of the pandemic has brought out at Global, Organizational, Societal and Individual levels.

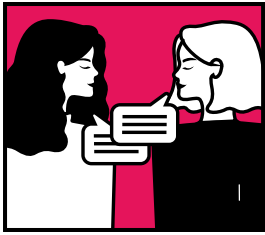
On the one hand, the panellists listed out the leadership traits that they attributed as being key to the success achieved by women Heads of State at managing and curbing the impact of the pandemic, as compared to their male counterparts.



Secondly, the speakers and panellists shared their own leadership lessons that they learnt from managing this crisis in their organisations and teams. By highlighting their personal experiences and relevant

anecdotes, they elucidated that both “Grit” and “Grace” traits will be needed by leaders to overcome the impact of the current crisis as well as to become impactful leaders of tomorrow.

“ Leaders must have a balance of ‘feminine’ and ‘masculine’ traits. “Extreme masculine traits have been responsible for a lot of the crisis that we are seeing in this world today. Extreme greed, extreme ambition and inability to manage all of this - are very “alpha male” traits. But it’s very important to create a caring attitude. All leaders, men or women, should bring a combination of the two. It’s important to be ambitious, important to be goal oriented, it’s important to have an achievement orientation, but it’s also important to be caring, it’s important to say, “I don’t have all the answers, let’s find those answers together”. A combination of these traits can prevent a lot of these crises. History also shows so many cases where leaders, who demonstrated an ability to prevent a crisis rather than deal with the crisis once it surfaced, were those who demonstrated a combination of feminine and masculine traits.” — T.N Hari



The conference discussions brought to the fore few key leadership qualities that stood out and differentiated Leaders who succeeded from those who struggled:

Risk Taking - by being fearless, agile and taking the necessary initiatives

Demonstrating Empathy - by understanding and acknowledging the needs and issues of people, not only within one's teams and organisations but also of other stakeholders like suppliers and clients.

Having Resilience - by quickly picking up and moving on from failure, handling adversity with equanimity, maintaining perspective and having a positive attitude.
Displaying Vulnerability- admitting when one is wrong or needs new inputs, new insights or new reference points.

Cultivating a learning mindset - by constantly learning and developing, reading a lot to build expertise and leveraging the support of experts. Such leaders also bring in a learning culture within the organizations.

“ Convert wasted time to productive time by reading, learning and gaining wisdom and skills. For instance, when Nelson Mandela was asked, how he survived 27 years in jail, he replied that ‘I was not surviving, I was preparing’ ”

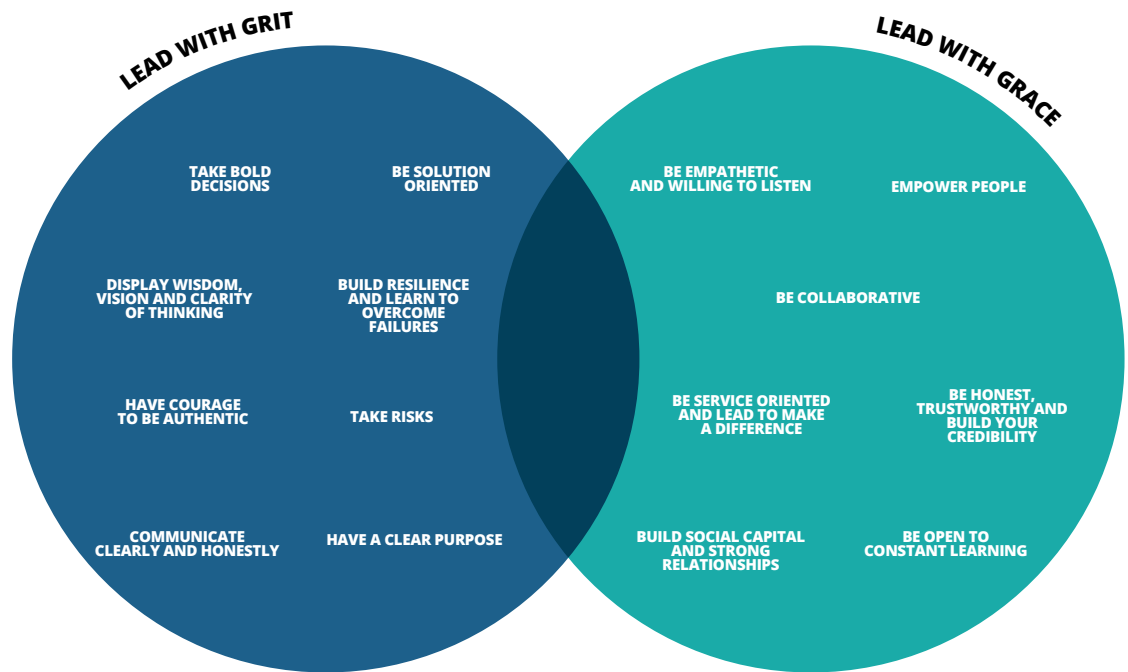
Shiv Khera

Building social capital - by investing in relationships, staying connected with friends and colleagues, and collaborating for sustainable growth with all stakeholders. Social capital and connections are proving to be especially vital in the current circumstances and it has proven possible to build them remotely in the virtual world.

Being Authentic - by having a clear purpose and valuing one's character, integrity and honesty more than one's intellect. Having a sense of deep connection with one's own purpose and knowing who one is and what one stands for can hold a leader steady and anchor her through all the tough situations that come up in every leader's journey.
Establishing credibility -through working with conviction and delivering what one commits to.

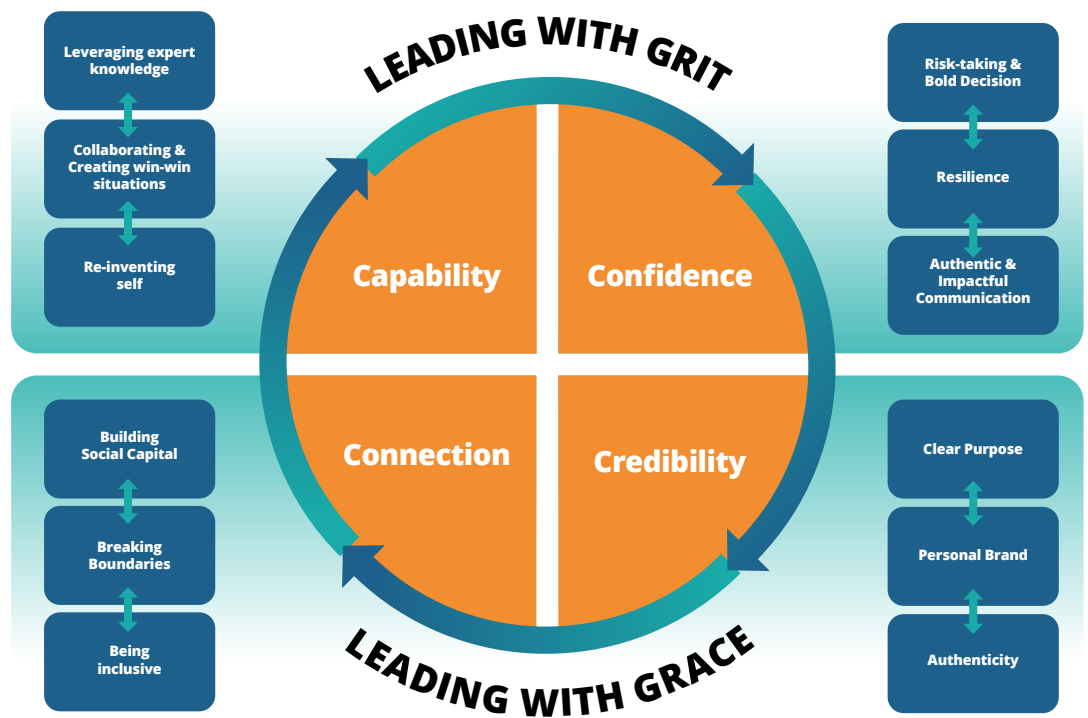
Inspiring people - by having a clear purpose, being vulnerable, communicating honestly, and demonstrating character and courage. Once inspired, people around do not really need to be managed or monitored.

Being solution focused - by converting adversities into opportunities.
Being empowering-by allowing others to lead, encouraging diversity of thought & innovation, exhibiting confidence in people and allowing people to find solutions.



Collating the main leadership traits that emerged from the discussions, TalentNomics India has developed a Grit and Grace Leadership Framework that is an universal model that can be adapted and applied by all leaders across all sectors and sections of society, globally to become impactful leaders. The underpinning of this model is the 4 Cs:

Confidence, Capability, Credibility and Connections.



This model provides simple everyday practices that can be adopted by one and all to enhance their leadership quotient in every dimension of everyday living

<p><u>CONFIDENCE: GRIT</u></p> <ul style="list-style-type: none"> • Believe in yourself, exhibit hope and optimism- do not give up • Encourage diversity of thought & innovation in times of change in yourself and in others • Empower, engage & listen empathetically • Take risks and move ahead in the face of ambiguous and complex information 	<p><u>CAPABILITY: GRIT</u></p> <ul style="list-style-type: none"> • Reflect, re-imagine and renew • Create a network of experts for support <ul style="list-style-type: none"> • Collaborate for sustainable growth with all stakeholders • Develop deep knowledge about your business and its environment <ul style="list-style-type: none"> • Leverage technology
<p><u>CREDIBILITY: GRACE</u></p> <ul style="list-style-type: none"> • Inspire and enable self and others to operate from a higher purpose • Be a role model and consistently adhere to the beliefs and values you hold • Show vulnerability: it is a key to building and sustaining strong relationships <ul style="list-style-type: none"> • Walk the talk 	<p><u>CONNECTION: GRACE</u></p> <ul style="list-style-type: none"> • Expand and engage with people from diverse areas as you grow • Always be available to provide support and add value to others • Build connections for personal well-being and giving back <ul style="list-style-type: none"> • Invest time and energy in building and nurturing connections within and outside your work environment

Participants Poll

What leadership attributes do you identify with **grit?**



What leadership attributes do you identify with **grace?**



Truthful *Self-Driven* *Bold* *Responsive*
Acceptance *Feministic-Leadership* *Resilience* *Resolute* *Fearless*
Enterprising *Risk-Taking* *Agentic* *Come What May*
Team-Player *Courage* *Dedicate-to-Vision*
Solution-Oriented *Continuous Learning Attitude* *Compassionate*
Self-Reflective-Consciousness *Servant Leader* *Passion*

Interdependence *Empathy* *Proactively* *Acceptance*
Emotional Intelligence *Honest*
Connectedness *Steady* *Calmness* *Vision* *Respect*
Enthusiastic *Patience* *Concern* *Integrity*
Authenticity *Humility* *Responsible*
Composure *Charaiveti* *Listen* *Clear-Headedness* *Honesty* *Selfless* *Compassion*



Call to Action

The writing on the wall is clear. The world and our ecosystem have changed forever. We have no choice but to adapt and to become more agile and inclusive. From individualism, we will need to work as collectives. As a world, as a society, as institutions and organizations and as individuals, we will all need to build and become leaders who embody Grit and Grace.

The objectives of this conference were comprehensively achieved. Many insightful and innovative ideas emerged and have been discussed under each of these themes in the report. The speakers pointed to very specific issues and suggested ac-

tions that various stakeholders can take to address the challenges. The key stakeholders; the leaders Governments, the private sector and the civil society, can each play their role in overcoming the current crisis and building a more equitable world. However, many speakers reiterated that the women themselves have a huge role to play in creating the equilibrium that they want to see going forward. These short-term and long-term actions have been listed under the various themes. The critical role of leaders was deliberated by various panellists and a new Leadership Framework for the future emerged as a result of these discussions.

Recommendations For Inclusive Actions

	GOVERNMENT	PRIVATE SECTOR	INDIVIDUAL WOMEN
Addressing the Impact of Covid on Lives and Livelihood of women	<ul style="list-style-type: none"> ➔ Target specific social protection measures at women ➔ Reduce income tax for female employees in formal sector ➔ Mandate Paternity leave ➔ Devise Childcare solutions ➔ Increase capital flow to women 	<ul style="list-style-type: none"> ➔ Enable women equal online access to connect and conduct their business ➔ Acknowledge and address the adverse impact on women's mental health ➔ Have more women on Boards ➔ Introduce parental leave ➔ Initiate mentoring programs for women 	<ul style="list-style-type: none"> ➔ Align personal and professional goals ➔ Balance personal and professional priorities ➔ Do not try to be perfect ➔ Give up guilt ➔ Learn to Ask ➔ Focus on optimizing entire potential ➔ Be resilient and do not give up ➔ Support other women
Leveraging Techno-logical Innovation for Promoting Women to Leadership	<ul style="list-style-type: none"> ➔ Promote girls' STEM education ➔ Ensure backbone connectivity ➔ Increase women in policymaking ➔ Increase capital flow to women owned businesses 	<ul style="list-style-type: none"> ➔ Enable women's access to e-commerce and other platforms ➔ Ensure capital flow to women entrepreneurs via Banks and FIs ➔ Train women in using technology 	<ul style="list-style-type: none"> ➔ Build self confidence ➔ Learn latest technology ➔ Support other women entrepreneurs ➔ Seek mutually beneficial partnerships
Developing Leaders with Grit and Grace	<ul style="list-style-type: none"> ➔ Show case successful women leaders ➔ Mandate women's participation in Boards 	<ul style="list-style-type: none"> ➔ Show case role models ➔ Make Diversity and Inclusion a business priority ➔ Enable women to network online 	<ul style="list-style-type: none"> ➔ Demonstrate Confidence ➔ Build Credibility for leadership roles ➔ Develop strong Collaboration with stakeholders ➔ Hone your Leadership Capability



Public Private Partnerships Will Be Key In The Post-Covid19 World

In addition to the above, four urgent and critical action areas emerged that can only be achieved by concerted Public Private Partnerships. While these are areas of action that have been brought out time and again, their implementation has become even more urgent even in the aftermath of the COVID19 crisis. And we feel that only with strong partnerships between the Government and Private sector can these action areas be implemented with the speed and scale required to make a large-scale impact.

1 Leading with Technology: Digitalization is a double-edged tool that needs to be harnessed and made accessible to women for bringing gender parity. Technology and the related innovations have a tremendous potential to empower more women and their communities. This can further stimulate greater social and digital economic growth. However, the access and control on technology continues to remain a challenge especially in the South Asia context. Therefore, making technology easily accessible for it to become an enabler for women empowerment is an issue that needs to be addressed collaboratively by the governments and the private sector.

2 Compiling Gender Disaggregated Data: The lack of reliable gender disaggregated is a huge barrier for better decision and outcomes for women's health and engagement in economic activities. Though some small steps have been initiated, a serious effort to collate gender disaggregated data is urgent.

3 Supporting Women's Entrepreneurship: In India and in South Asia as a whole, the percentage of women entrepreneurs is dismal. The potential for women to contribute to economic growth is immense. While many initiatives have been taken by the government, policy makers and private sector to remedy the situation, it falls short of the required impetus to boost women entrepreneurship and build sustainable and profitable businesses. More women specific and women centric actions are called for by governments in collaboration with private sector

4 Stemming the unabated drop in the women's labour force participation and job losses for Women: It's high time that we not only stop this free fall but also correct it. There are many opportunities that Gig economy, Flexible work options, technology and remote working has thrown for women. Policy makers, organizations, and women themselves each have a role to play in arresting this free fall. New opportunities need to be created and the existing opportunities need to be carefully leveraged so that women start joining back in the workforce.

This conference has brought to the forefront several pertinent issues that call for more action, in-depth research as well capacity building efforts. At TalentNomics India, we are committed to building collaboration between all the stakeholders in the ecosystem, creating and facilitating platforms for sharing of knowledge and best practices, and to taking the lead in making the change happen. We hope to further build and escalate the dialogue around the actionable areas that emerged from this conference, via research studies, capability building programs and our annual leadership conferences. We will, through outreach, seek to influence policymakers as well as leaders in private sector organisations to implement the recommended actions. We will continue to support potential women leaders act upon the "self-empowering" steps recommended by the leaders via our flagship Leadership Development program for Women (CruciBOLD). Together with ecosystem partners like KAS, we hope to continue to push the needle towards enabling and



APPENDIX 1

Speaker Profiles

Live Panels



Keynote Speaker: Princess Mabel van Oranje

A global advocate for freedom, justice, and development and a serial entrepreneur for social change, Mabel van Oranje is the initiator and board chair of 'Girls Not Brides: The Global Partnership to End Child Marriage'. She is also the founder and board chair of 'VOW – to End Child Marriage'

Hosted by: Anita George

Executive VP& Deputy Head, CDPQ, Global, Advisory Board Member, TalentNomics India

Session 1: Leading in Economic Turmoil

Anu Madgavkar

Partner at
McKinsey Global Institute

Sanjay Kathuria

Senior Visiting Fellow,
Centre for Policy Research, India,
and former Lead Economist,
World Bank

Henriette Kolb

Manager, Gender
and Economic Inclusion, IFC

MODERATOR

Dr. Annurag Batra

Editor-in-chief, Business World

Session 2: Leading With Technology
and Innovation for an Equal World

Ronja Kemmer

MdB/ Member of the German
Parliament. Member, Committee on
the Digital Agenda German Parliament

Mouna Aouri
Langendorf

Founder, Woomentum

Nina Brandau

Education Policy Officer
at Bitkome.V.,
Germany's Digital Association

MODERATOR

Rabea Brauer

Chief Representative, Japan,
Konrad Adenauer Stiftung

Session 3: Leading Towards A New Equilibrium

Frances Valintine

Founder & CEO, Mind Labs, NZ

Rubana Huq

Managing Director,
Mohammadi Group, Bangladesh

Shweta Anand Arora

Leadership and
executive coach, and the founder
of The Core Questin

MODERATOR

Ambika Singh

Journalist, NDTV

Session 4: Valedictory: Equitable leadership for a New World - Turn Setbacks into Comebacks

Mr. Shiv Khera

Author, Educator, Business Consultant,
Motivational Speaker

Session 5: Grit and Grace Leadership Framework – from Surviving to Thriving

Ipsita Kathuria

Founder, CEO TalentNomics India

Bino Wadhwa

Member of Advisory Board,
TalentNomics India

Pramath Raj Sinha

Founder and Chairperson,
Harappa Education, Founder-ISB,
Ashoka University

Speaker Videos

Coping with Grit and Wit: Laugh and Learn- Indu Balachandran Author, Humour Columnist

A RoadMap for holistic wellbeing in the current times- Dr. Sheela Nambiar, Founder,
Training for Life Women's Wellness Fitness & Lifestyle consultant, Medical Practitioner, Author, Speaker

Your Perspective of Leading with Grit and Grace-

- Melanne Verveer(Executive Director, Georgetown University, former Chief of Staff to Hillary Clinton)
- Arvind Subramanian(Professor, Ashoka University & Director, Ashoka Center for Economic Policy (ACEP), former Chief Economic Adviser to the Government of India)
- Reema Nanavaty(Director, Self-Employed Women Association of India)
- Caren Grown (Global Director of the World Bank's Gender Group)
- Soma Mondal (Chairperson at Steel Authority of India Limited)
- Dr. Kiran Bedi(Lieutenant Governor of Puducherry)
- Shilpa Raj (PhD student, NYC)



APPENDIX II

Conference Feedback

"Great point about countries run by women handling COVID better made by Princess Mabel."	"Excellent examples of hope and concrete actions Henriette!"	"Mouna's recommendation on increasing access to financing for women-owned small and medium entrepreneurs. Access to financing is the primary obstacle why women are often reluctant to start businesses."	"Wonderful thoughts Frances! Leave loudly-great one."
"So true! We need more girls to go to school. And that can only bring changes into their community as a whole. :)"	"Very true - being gender blind is NOT same as being gender neutral."	"Wonderful session."	"Hari! And having the awareness of one's own masculine and feminine traits is so important."
"Decision making to be done together men and women - absolutely valid point and its beyond doubt that this will ensure much better decisions"	"Significant takeaways, great sessions!"	"Great session."	"Golden nugget "Be oblivious to all the noise around, don't pay attention and let the animosity, aggression around you not mess with your grace and grit." - Rohana"
"Amazing session! Exemplary personality!"	"Oh wow! Amazing 100th session"	"Thank you so much for an enriching session."	"Awesome panel and some awesome insights, great session :-)"
"It's amazing to see the passion and clarity of purpose"	"It's always a treat to listen to Mr. Khera"	"Thank you for a window into so many other lives... Great panelists .. pragmatic honest discussions. "	"Such great learnings, thanks Talentnomics India"
"Feeling Inspired - I am sure this is true for all of us attending!"	"Some amount of stress is good for performance"	"Growing together is of utmost importance now.. Great insights."	"Failure resume!! Wow that's something I'm hearing for the first time."
"Thanks for sharing great data points and facts Anu, it's very informative."	"Made us realise our priorities.."	"Great session.. lot of key takeaways."	"CruciBOLD - I can vouch for it, being one of the first participants of this first intervention.."
"Bridging the digital divide, invisible women.. Great suggestion"	"Such basic and simple life lessons. Important to re-learn."	"Well moderated discussion."	"So true! Empathy is key and even for leaders, knowing that showing empathy is not a sign of weakness is important."
"Very relevant discussion and indeed a powerful panel."	"Awesome serenity prayer.. Thanks for sharing it sir."	"World needs more leaders like Rubana. Great insights by TN Hari. "	"Ipsita, you speak for all of us, too timid to ask for money ... particularly hard for creative types :-)"
"Very insightful session by all panelists"	"Very good session. Lots of learning."	"Awesome advice Shweta! Very helpful. Ambika is an active and engaging facilitator."	"A nice framework. Being ourselves is what makes us unique and important. Loved the perspective."
"Thanks, it was very informative and thought provoking."	"Can't thank sir enough."	"Ability to be open to learning and vulnerability to admit you don't always have the answer.. great insight by Frances."	"You all- Ipsita, Binoo and Pramath are a brilliant example of social capital!"
"Stimulating being part of this important conversation -- great start! "	"He speaks so well and it's so insightful."	"Great thoughts from Shweta for many young women and men who are wanting a change."	
"Thank you Anu for your suggestions. Collecting data and using it to make over our case of the strong connection between data."	"It was amazing session sir. Very grateful to you."	"Impactful leaders we heard today all the speakers are prime examples of leading with grit and grace."	
	"Very good learning session."		
	"One of the best sessions."		
	"Very powerful session."		
	"I was spellbound."		
	"I agree - education starts at home the change needs to begin with us."		
	"Thank you panelists for a great session."		

About Talentnomics India

TalentNomics India is a not-for-profit impact organization based out of India.

We are dedicated to help grow the pool of women leaders and have adopted a holistic and integrated approach for creating an ecosystem that promotes and supports women to succeed and lead organizations across all sectors of the economy. We work with influential global leaders, men and women, who are committed to building an equitable world, especially at the leadership levels.

To incubate future women leaders, our platform offers multifaceted learning and networking opportunities to women, provides support to leaders and guides organizations in their endeavor to build stronger pipeline of women leaders. We leverage the best available global leadership talent to offer programs that deliver tangible outcomes.

We see ourselves as influential change agents to support and guide women on their professional journey. We also conduct original research as well as provide a platform to show-case innovative approaches, share and learn from best practices as well as facilitate thought provoking discussions to influence and lead the journey towards gender parity at leadership levels.

We follow a 4C approach to transform the ecosystem by growing the network of Capable, Confident, Credible & Connected women leaders, and influencing the Capacity, Convergence, Culture and Collaboration within organisations.

Get In Touch

<https://india.talentnomics.org/>

<https://www.facebook.com/talentnomicsin>

https://twitter.com/talentnomics_in

<https://www.youtube.com/channel/UCGnFJs6uCbWWcGeUvFlmZRQ>

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About KAS-SOPAS

The Konrad-Adenauer-Stiftung (KAS) is a political foundation in the Federal Republic of Germany. Its activities and projects support a proactive approach towards international cooperation and understanding. The foundation's office in Japan hosts the Regional Economic Programme Asia (SOPAS). SOPAS is a regional forum that contributes to the debate and reform of economic and governance models in Asia. The key issues it advocates for are advancing female leadership, free trade and multilateralism, and the future of work. It brings together a network of policy makers, economists, political analysts and thought leaders across Asia-Pacific to discuss emerging issues, propose policy alternatives and share best practices.

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