



## INTRODUCTION AND OVERVIEW

The 1000 women leaders program by Jombay has turned into a movement! A force of change that promises to make gender representation equal at all levels in the organization. We at Jombay feel a profound sense of responsibility and want to extend our efforts and expertise to this valuable and timely movement. The 1000 Women Leaders Movement. This movement to continue to succeed and have a long lasting impact will need organizations, their leaders to actively participate and partner with us. And here's our invitation for you to join us!

### Three Stellar Programs

Our learnings from the 'Lead like a Woman' program as well as previous work has given us the understanding that it is the entire population of women professionals that would benefit from programs that speak to their unique experiences and tenures. We are proud to offer three stellar programs under the 1000 Women Leaders movement.

#### ***Win Like a Woman: for Senior level Women Professionals***

Ideal candidates are outstanding senior women with 20+ years experience, who are ready to take on the key leadership roles in organizations, lead mandates that directly impact business & people outcomes and aspire to create a lasting legacy as a leader.

#### ***Lead Like a Woman: for Mid level Women Professionals***

Ideal candidates are ambitious mid-career women with 10 - 20 years experience, who are managing teams, creating significant outcomes for their businesses and are focussed on breaking their glass ceiling.

#### ***Rise Like a Woman: for Junior level Women Professionals***

Ideal candidates are enthusiastic early career women with 2 - 10 years experience, who are beginning to manage responsibilities and people and are keen to sharpen their skills and future outlooks.

**The 1000 Women Leaders Movement is a leadership movement designed to propel a tribe of women professionals!**

**A force of change that promises to create 1000 Women CXOs in the next few years!**

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## THE 1000 WOMEN LEADERS CONSTRUCT

*"We know women leaders are as ambitious as men, but they're leaving their companies at the highest rate we've ever seen, and at a higher rate than men are leaving," says Rachel Thomas, co-founder and CEO of LeanIn.org.*

*"The scale of it is surprising. Women leaders are clearly voting with their feet to say they're not comfortable with the status quo and they don't want to return to business as usual. That's pretty disastrous for organizations because women continue to remain underrepresented in leadership, and now companies are losing their precious few women leaders. "*

With this phenomenon termed the "The Great Breakup" casting its shadow over organizations' policies for diversity and inclusion, we know that it is inevitable to combat it.

But are we, as organizations, expecting women once again to be the ones leading the charge against this status quo? Are we putting the sole burden of crossing the "Broken Rung of the Leadership Ladder" on women's shoulders?

How can we, as organizations, develop, support, and help women leaders develop what they need to sustain themselves?

How can we help them break through the "The Great Breakup"?

***And most importantly, instead of asking women to fit the mold of a typical leader, how can we kindle the fire in them to Lead like a Woman?***

### Research Methodology

Research on women in leadership has seen plenty of focus, particularly in the last two decades. Jombay's research team followed a systematic approach to analyzing the data obtained from our proprietary research, review of existing literature, and critically examine the available offerings in the market.

- primary research where data is derived directly from the target population
- secondary research where books, academic literature, and indirect sources of information are analyzed
- tertiary research which does not involve additional data but serves to validate and solidify the evidence presented



**Jombay's "1000WLP" construct was developed using this systematic three-pronged approach:**

### **Step 1**

Jombay's Organizational Psychologists leveraged their experience of 12 years in the talent management industry, having compiled the assessment data of over 100,000 managers and leaders across 2000 organizations, encompassing nearly 25,000 women leaders and managers in various functions. Jombay also conducted in-depth interviews with women L&D leaders, and women leading HR and Business across a multitude of organizations in diverse industries.

Jombay used this extensive data to analyze the common patterns in the mindsets and practices of successful women leaders and the common trends that have emerged in the last decade, where the world of work has seen dynamic transformations.

Following are some of the common research parameters on which Jombay's team analyzed the primary data:

- ❖ The common gaps due to which women leaders are leaving organizations or switching jobs at an unprecedented rate.
- ❖ The common competencies that successful women leaders have testified to have been crucial in their achievements and growth.
- ❖ The common needs that aspiring women leaders and managers have identified as essential for them to sustain and grow themselves.
- ❖ The common workplace denominators that lead to burnout and hindrances to women's climb up the corporate ladder.

### **Step 2**

Jombay's Organizational Psychologists also conducted an in-depth analysis of existing women leadership frameworks including those used by leading global organizations such as McKinsey & Co.'s Centered Woman Leader framework, Deloitte's Authentic Women in Leadership Framework, Harvard's Women Leaders Advancing Together Program, Women in the Workplace Report 2022 by LeanIn.org and McKinsey, and academic literature such as the 'integrated women leadership framework' by O'Neil et. al. (2015, published in Semantic Scholar).

We also explored in detail and analyzed expert opinions and TedX talks by more than 100 women and men leaders on DEI, and what the future woman leader should look like.

Jombay conducted a thorough review of the existing academic literature, business citations, books, and organizational research on the challenges faced by women leaders as well as aspiring women leaders at different levels of management within the organization.

The compiled data from these studies were then analyzed to delineate recurring themes and constructs coming out clearly as relevant needs of women leaders, resulting in a list of 20 dimensions.



### Step 3

A deep-dive into these different programs revealed that no single established program on Women's Leadership covered all three prongs of a woman's journey: Breaking internal barriers and letting their executive presence shine through, navigating organizational politics and finding support systems to break through the proverbial glass ceiling, and lastly, conquering the intrapreneurial spirit to evolve into a visionary leader in the present-day workplace.

Such an integrated and holistic program would strike a unique balance between the changing landscape of organizational needs and the gendered lens through which a woman leader's journey to the top unfolds. Our goal for Jombay's 1000 Women Leaders Certification Program was for it to capture the new-age development needs of modern women leaders who were also contending with age-old barriers.

Jombay's team pursued this integrated lens and distilled the 20 themes obtained from our primary and secondary research into 10 essential constructs that make up the Women's Leadership Playbook - to ensure sustainable success that women can wear as a badge of honor.

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## THE FIVE MINDSETS OF JOMBAY'S WLP

### **Protagonist Mindset:**

Cultivating a Protagonist Mindset enables women leaders to see themselves for what they are - the star of their show!

### **Warrior Mindset:**

Nurturing a Warrior Mindset enables women leaders to fight for what they deserve - sometimes by taking two steps forward, and sometimes by taking one step back.

### **Maverick Mindset:**

Honing a Maverick Mindset enables women leaders to rise above the fray, communicate fearlessly, and solidify their place in their organizations.

### **Campaigner Mindset:**

Nurturing a Campaigner Mindset enables women leaders to leverage their authority and influence to navigate headwinds and build a platform for themselves that can sustain them, help them grow, and help them rise above the fray.

### **Enterprising Mindset:**

Cultivating an Enterprising Mindset enables women leaders to look beyond their roles and personal growth, to build a sustainable, high-impact, and inclusive ecosystem in their organization.



***These 5 mindsets form the foundation on which each of the 1000 Women Leader programs for the Senior, Mid, and Junior levels are built.***

***Each of these mindsets entail two behaviors, which are specific to the level of the program.***

MINDSET	WIN LIKE A WOMAN	LEAD LIKE A WOMAN	RISE LIKE A WOMAN
<b>Protagonist Mindset</b>	Breaking Biases	Conquering Barriers Within	Building Inner Strengths
	Honing your Strategic Presence	Honing an Executive Presence	Honing your Skill Set
<b>Warrior Mindset</b>	Conquering the Glass Cliff	Winning with Grit	Getting Battle-ready
	Combating the Lone Wolf Syndrome	Combating the Superwoman Syndrome	Crafting a Winning Vision
<b>Maverick Mindset</b>	Dealing with the Boardroom Unapologetically	Steering Courageous Conversations	Speaking up in the right Rooms
	Negotiating for Strategic Business Outcomes	Acing Negotiations	Making the right Tradeoffs
<b>Campaigner Mindset</b>	Navigating Organizational Adversity	Navigating Organizational Politics	Navigating Workplace Dynamics
	Building Yourself as a Thought Leader	Forging Alliances and Networks	Forging your Circle of Trust
<b>Enterprising Mindset</b>	Kindling the Gene for Change	Kindling the Intrapreneurial Spirit	Kindling a Creative Spirit
	Being a Force Multiplier	Nurturing High-Impact Teams	Collaborating for Success



## RISE LIKE A WOMAN - JUNIOR LEVEL PROGRAM

### **Building Inner Strengths**

Most young women starting out in their careers are influenced to follow others' footsteps and emulate their ways instead of solidifying their own unique feminine strengths. Gradually, they may lose their identity and build up biases when they cannot align their capabilities with their ambition. Building Inner Strengths entails knowing your own strengths and capabilities, accepting yourself as you are, and owning your identity right from the start.

### **Honing your Skill Set**

When building up towards a strong executive presence, young women often face the dilemma of which skills to acquire and how to display these skills at the right place and the right time. Honing your skill set entails identifying the unique skills needed for reaching your aspirations, leveraging the right career opportunities to showcase your capabilities, and making first impressions at your job count.

### **Getting Battle-ready**

The workplace can be a mental minefield for young women who may find it daunting to not only balance their responsibilities at work and home simultaneously, but also face microaggressions at work, complex challenges, glass ceilings at various levels of advancement, and a lack of supportive resources. Getting Battle-ready entails nurturing a warrior spirit from the beginning of your career path through resilience, resolve, and reasonability to overcome challenges and set yourself up firmly on the first rung of the leadership ladder.

### **Crafting a Winning Vision**

To avoid falling into the traps of being a superwoman or a lone wolf, it is crucial for aspiring women leaders to envision their success from the start of their careers. Taking on every role and striving for perfection in everything in order to prove yourself often ends up being too much to sustain. Crafting a Winning Vision entails being aware of what your priorities are in your journey to success, zooming out to see the long-term picture in your career, and walking your own path that refuses to cater to unachievable ideals.

### **Speaking up in the right Rooms**

Many aspiring women leaders find that they are not invited to share their perspectives, contribute ideas, and are not expected to advocate for themselves. Yet, active participation in decision-making spaces helps establish credibility, build a professional reputation, and ensures that their voices are heard. Speaking up in the right Rooms entails building a keen understanding of where and when to voice your opinions, how to get people to listen and persuade them with conviction, and how to leverage opportunities for authentic, transparent conversations, especially in difficult situations or contexts.



## **Making the right Tradeoffs**

Aspiring women leaders often face a dilemma between being persistent with their demands or sacrificing too much to accommodate the needs of others. Both of these mindsets become roadblocks to their growth. Making the right Tradeoffs entails cultivating the keen sense of compromises to make in order to accomplish the bigger picture, making negotiations count by finding win-win solutions, and picking the right opportunities to advance by leveraging the right mix of challenging versus accommodating.

## **Navigating Workplace Dynamics**

Workplace dynamics are often challenging to navigate for young women professionals, as understanding the intricacies of professional tradeoffs, communicating with key decision makers, and dealing with power structures can be complex. Mastering the art of navigating the workplace allows them to build effective relationships, showcase their abilities, and challenge microaggressions. Navigating Workplace Dynamics entails leveraging opportunities strategically for career advancement, helping you assert yourself, gain recognition, and step into an influential role at the workplace.

## **Forging your Circle of Trust**

When starting out as aspiring women leaders, it is crucial for them to build supportive networks who will provide a safe space to navigate workplace challenges, mentorship and advice to grow one's influence, and opportunities to advance in their careers. This trusted network is often instrumental in breaking barriers and developing a long-term vision towards success. Forging a circle of trust entails identifying partners, mentors, organizational decision makers, and allies who will shape you into the leader of tomorrow, and strategically leveraging their expertise and resources to turn your ambitions into reality.

## **Kindling a Creative Spirit**

Embracing creativity is essential for aspiring women leaders because it cultivates innovation, problem-solving skills, and adaptability. Fostering a mindset that challenges the status quo not only leads to unique perspectives and solutions, but also builds strategic thinking to navigate change. Kindling a Creative Spirit entails developing the courage to think out of the box, take risks intelligently, and cultivate the ability to adapt your vision through the winds of unforeseen changes.

## **Collaborating for Success**

Building effective collaborative relationships is crucial for aspiring women leaders as it fosters a supportive network, enhances skill sets, and demonstrates the ability to work well with others—key factors for success in the professional world. Collaborating for results entails proactively leveraging collective strengths and diverse talents of team members, displaying leadership qualities by driving performance in the team, and fostering team well-being by acting as a reliable anchor for support.

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## LEAD LIKE A WOMAN - MID LEVEL PROGRAM

### **Conquering Barriers Within**

Internal Barriers are unconscious biases that make us judge our choices and doubt our capabilities. Gradually, aspiring women leaders may start building their identities with these biases. Conquering Internal Barriers entails the fundamental identity shift that comes with knowing the leader in you, and owning who you are, where you come from, and the truth of your life.

### **Honing an Executive Presence**

Executive Presence is the X-factor that sets aspiring women leaders apart. Honing an Executive Presence entails showcasing the leader in you by showing up with courage, leading with composure, and connecting to others with care and compassion, in order to leave a credible impact on others.

### **Winning with Grit**

Grit is the perseverance and passion to achieve the goals one has set out to accomplish. For women leaders, winning with grit involves the developing a warrior ethos: having an unbreakable resolve towards their purpose, the rigor for mental and physical resilience, the resourcefulness to leverage their strengths and skills, and being a reliable leader their team can count on to lead them out of hardships.

### **Combating the Superwoman Syndrome**

When women put themselves under the pressure of striving for perfection in every role they are fulfilling, they come to see themselves in the role of a superwoman. For women leaders, combating the Superwoman Syndrome entails letting go of the chase for the unachievable ideal in every single role, making space for their own well-being, and combating burnout from carrying every load on their shoulders.

### **Steering Courageous Conversations**

Authentic yet assertive communication is essential at the leadership level. For women leaders, steering courageous conversations involves nurturing an unshakeable conviction in their ideas and perspectives, embracing the need to challenge others and be challenged during difficult conversations, and having the compassion to understand others' needs and emotions.

### **Acing Negotiations**

Women who are assertive when negotiating are perceived as competent but pushy and not well-liked. Women who exhibit consideration and a collaborative approach, are well-liked but seen as incompetent. For women leaders, acing negotiations involves adopting a diplomatic approach by bringing a win-win mindset to the table, and knowing how to negotiate a mutually beneficial solution with everyone's underlying interests in mind.



## **Navigating Organizational Politics**

Organizational politics are the unwritten dynamics set in place by organizational decision makers, but unless they are leveraged strategically, many of them may be set up against women. For women leaders, navigating organizational politics entails mapping the key influencers and decision-makers in their organizations, assessing their own influence and power, and then increasing their informal power to strengthen their place in the leadership ladder.

## **Forging Alliances and Networks**

Women have proved to be adept at building supportive and collaborative networks in social settings. Honing this ability in professional settings to create a network on which they can rely on for support, feedback, insight, and resources can help women leaders fuel their growth. For women leaders, forging alliances and networks involves developing, diversifying, and strengthening their support systems to sustain their leadership identity in the organization.

## **Kindling the Intrapreneurial Spirit**

Intrapreneurship involves acting like an entrepreneur in terms of risk-taking and innovation within the organization. For women leaders, kindling the intrapreneurial spirit means looking beyond their managerial responsibilities and identifying opportunities to innovate, taking informed risks, and pioneering change within the organization.

## **Nurturing High-Impact Teams**

High-impact teams are formed by members who collaborate effectively, set ambitious targets for themselves, and ensure seamless execution. For women leaders, nurturing high-impact teams entails leveraging their natural strength to create an environment of psychological safety, unleashing the collaborative spirit, harnessing the collective intelligence towards ambitious goals, enabling them to broaden their vision, and cultivating a deep sense of purpose.

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## WIN LIKE A WOMAN - SENIOR LEVEL PROGRAM

### **Breaking Biases**

The first big hurdle many senior female leaders face is unconscious bias - starting from gender stereotypes in the workplace to subconscious internal attitudes about female leadership capabilities. For senior women leaders, Breaking Biases involves a commitment to rise above both internal and external stereotypes and prejudices, practicing self-reflection for transitioning into a leader's identity, and fostering a space for oneself that allows their leadership capabilities to outshine their internal barriers.

### **Honing your Strategic Presence**

Strategic presence is intentionally adjusting how you show up as a leader to influence the organization's strategic roadmap and maximize the business impact. For senior women professionals, Honing a strategic Presence involves developing the perception of being a capable leader who can impact the organization's growth on all fronts, and then channeling this persona to make a lasting impression across the organization - from the uppermost echelons of the C-suite, all the way down to the front-line workers.

### **Conquering the Glass Cliff**

The glass cliff refers to precarious and risky situations in organisations where senior women professionals are appointed with the expectation to carry through. Navigating them requires courage to take on challenging roles, the adaptability to manage the risks, and the perseverance to turn the situation around from risk to reward. For senior women leaders, Conquering the Glass Cliff means embracing the opportunities that demand their leadership, and the resilience that empowers them to excel, even in the most adverse circumstances.

### **Combating the Lone Wolf Syndrome**

When women leaders put themselves under the pressure of striving for perfection in every role they are fulfilling, they come to see themselves in the Lone Wolf role - a leader who chooses to shoulder all the critical responsibilities themselves. Women leaders need to empower and trust wider teams to ensure achievements of larger goals. For women leaders, combating this Lone Wolf Syndrome entails zooming out of the one-person army mindset, achieving a balance between their priorities, building the courage to solicit support, and using innate strengths for collaboration and empathy towards one's success.

### **Dealing with the Boardroom Unapologetically**

Ambitious women who are aspiring to rise to leadership positions have to keep up with the challenge of making an impact once they get there. This impact is possible if leaders are able to navigate the executive conversations in the boardroom and outside of it with grace, and influence decision making. For senior women leaders, this involves bringing their authentic selves into the workplace, showcasing their candor and credibility, challenging the status quo, and knowing how to influence critical organizational decisions.



## **Negotiating for Strategic Business Outcomes**

As a leader one is responsible for driving business outcomes, while still acting as the custodians of workplace culture. And hence, leaders can often be at the threshold of monumental decisions. For senior women leaders, negotiating Strategic Business Outcomes involves adopting a strategic mindset, long-term vision, and the expert foothold in business negotiations - in order to ensure win-win outcomes that contribute to a sustainable bottom line of the organization.

## **Navigating Organizational Adversity**

Ambitious women can face headwinds that make it harder to advance. This may include microaggressions and politics, accessibility, getting their voice heard. To be able to position themselves as capable leaders entails institutionalizing a focus on outcomes despite adversities, being an ethical power center for others to look up to, and enabling an agile and supportive workplace that can overcome crises together.

## **Building Yourself as a Thought Leader**

Thought leadership is essential for women in business to break through the glass ceiling, establish themselves as experts in their domain and inspire others in their field. For senior women leaders, Building Yourself as a Thought Leader involves shaping and amplifying their identity and influence to create a powerful ripple effect - enabling them to grow strong networks and communities, impact business goals, and build an unforgettable impression in the industry.

## **Kindling the Gene for Change**

Leading through disruption requires the gene for change, i.e., the foresight to anticipate and embrace ambiguity, the grit to adapt to changing industry and business landscapes, and the innovator's zeal to pioneer change. For senior women leaders who are leading through uncertain times, Kindling this Gene for Change entails standing tall against the traditional status quo, getting the organization and the C-suite to rally behind new-age transformation, and building systems that sustain the changing era of work.

## **Being a Force Multiplier**

Leaders become force multipliers when they can bring out the best in their teams and their people. They become magnets for talent and propel their teams to deliver superior results. For senior women leaders, Being a Force Multiplier entails combining people-centricity with growth-centricity, nurturing centers of excellence that work cohesively and efficiently, and fostering systems through which the organization grows steadfastly - all while ensuring the highest levels accountability, ambitious goal-setting, and a healthy spirit of collaboration.

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