

# INCLUSIVE & COMPASSIONATE LEADERSHIP DURING AND BEYOND THE COVID19 CRISIS

**Ready reckoner  
for  
women leaders**

**June, 2020**



# **AS A LEADER AT THE WORKPLACE....**

...your task is not just to overcome the challenge of addressing the adverse impacts of crises such as the COVID-19 outbreak, but also to shape the future of the organization that is resilient, agile, adaptable, innovative and compassionate.

This ready reckoner has helpful tips and suggestions for you as Leader to effectively navigate your organization and teams through the challenging impact of the Covid-19 crisis and successfully transition into the “new normal”.

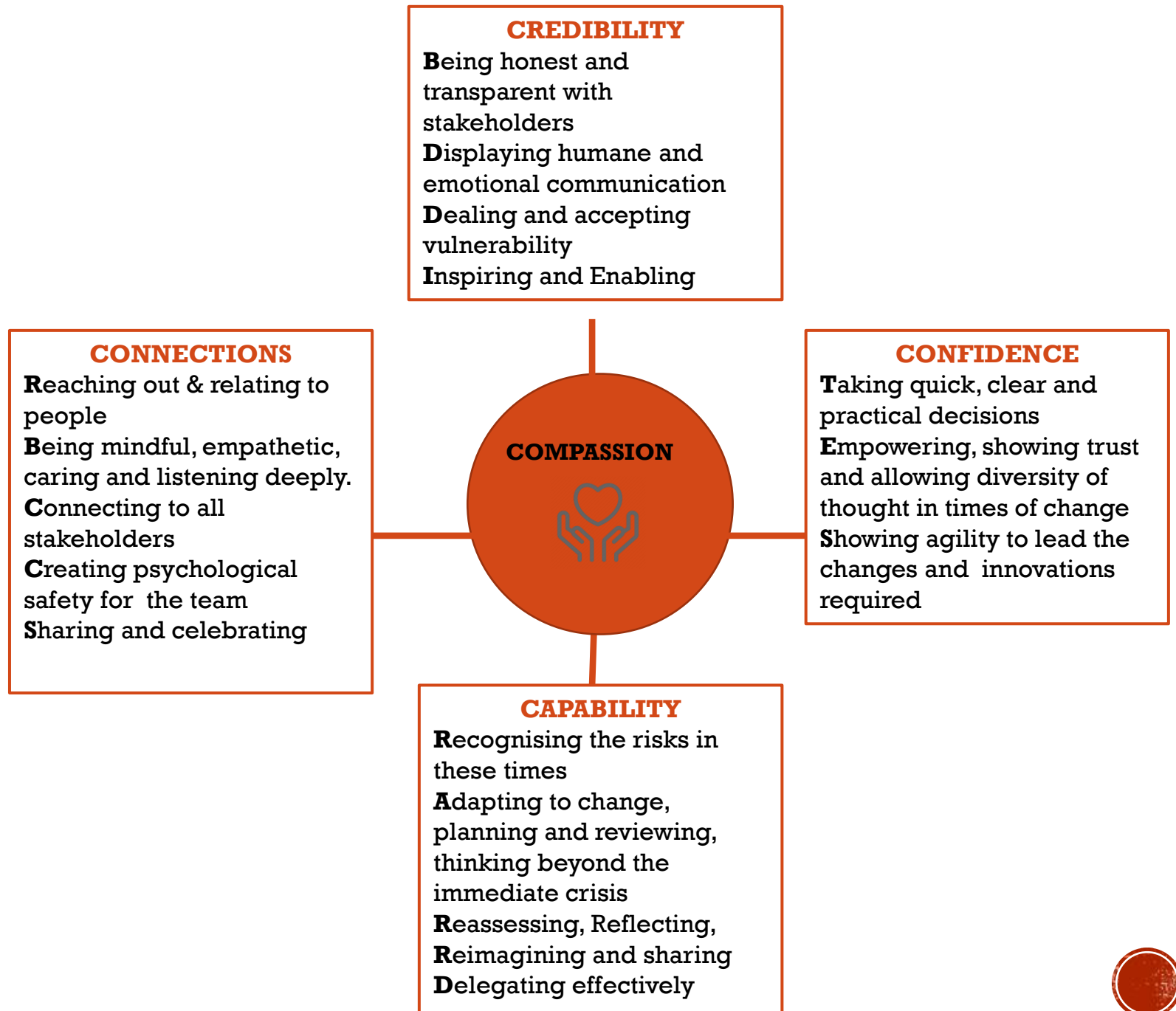


# **THE KEY AREAS YOU MUST FOCUS YOUR LEADERSHIP ON DURING THIS CRISIS**

- **Building and sustaining inclusive and resilient teams**
- **Creating physical, psychological and emotional safety for your teams**
- **Enabling the teams to continue contributing productively**
- **Empowering the teams to transition to the new normal**
- **Fostering a culture of innovation and change**
- **Providing opportunities for learning and development**
- **Engaging with the larger community to build collaborations and synergies**



# YOU CAN LEVERAGE THESE LEADERSHIP TRAITS OF THE TALENTNOMICS 4CS MODEL



# 6 STEPS

## TO SUPPORT YOU AS A LEADER

follow these steps both in the short term of leading in  
crisis times

and

in the long term beyond times of crisis



# **1. LEAD WITH COMPASSION**

## **— THE KEY TRAIT IN LEADER'S FOUND EFFECTIVE DURING CRISIS**



***Be mindful, empathetic and caring. Listen deeply - your ears are now the substitute for your eyes. Be sensitive to cues for the unsaid conveyed in the virtual and written world.***

These are times when employees are likely to remain anxious about the future of business, about their own future within the organisation and about the overall impact of the external environment.

Therefore, it is important for every leader to:

- Communicate regularly about the state of affairs and how the business is dealing with the evolving situation. Be transparent and honest
- Be available to answer questions
- Lead by example and be a role model to showcase everything that you expect from employees
- Show support for your team and build trust by making employees feel safe and understood
- Constantly check with employees regarding their situation in the family and if they have adequate support and cooperation
- Check with everyone if they have the requisite access to technology, private space, or even the basics such as food or healthcare.



## **2. REASSESS COMPANY POLICIES - TO ACCOMMODATE NEW REALITIES**





## *Assess. Consult. Experiment. Rethink and not just Tweak*

Align the company's policies to the new normal:

- Become more lenient with interpretations of the policies that may need to incrementally adapt to the continuously changing ecosystem.
- Align policies to enable and allow Work from home. Women employees especially are struggling to meet work and personal obligations. Work with them understand the gaps in the WFH arrangement and help find the most conducive solution.
- Push back deadlines as more people adjust to a new normal.
- Review existing policies/practices and seek ideas and suggestions to introduce new policies/practices to consciously align them as gender inclusive
- Make leave requirements of your teams more flexible. Give employees time off if they're sick or need to care for a sick person.
- Help to set up robust grievance redressal system



# **3. FACILITATE WORKING PARENTS IN YOUR TEAMS**

- THEY NEED YOUR SUPPORT**



## *Future of work can not be designed without thinking the future of childcare*

Parents are struggling to manage work schedules in times when schools are closed and support systems for childcare are not available. As leaders, it is important to factor in these realities and facilitate parents by:

- Enable parents to work from home with the technology, flexibilities and communication tools
- Bring in extended parental leave policies as well as open up flexible work and part-time work for all parents until new policies are in place
- Show empathy for working parents by checking in with them, offering extra support, pushing back deadlines, and most of all, by showing grace when children of any employee interrupt video meetings or need to be brought to work
- Reassess and adapt your childcare policies for those working from home. Think of providing secure on-site creches for those who must come to work or create alternatives.



## **4. BECOME AN EQUALITY CHAMPION AT THE WORKPLACE**

- BE THE ROLE MODEL THEY'RE LOOKING FOR**



*Become a champion to ensure your organisation remains enabled for diversity and equal opportunity.*

- Make diversity and inclusion goals as performance indicators of all leaders/managers/organization
- Be the advocate and strong voice to promote inclusion at the workplace
- Select, train and evaluate men and women leaders to become mentors and advocate the benefits of mentorship to all potential women leaders.
- Help to formulate an ecosystem that rewards & recognizes Sponsors & Champions of women within organizations
- Redefine leadership competencies for the VUCA world that provides space for including 'feminine' traits like collaboration, compassion, multi-tasking, openness to learning, flexibility.
- Reiterate and showcase positive impact of gender parity on business results on public platforms.
- Form forums to share powerful real-life stories of women leaders from within and outside to inspire and instil confidence and self-worth



**5. BE MINDFUL OF CHALLENGES OF  
WOMEN IN YOUR TEAMS  
- THEY'VE SUFFERED THE MOST IN THIS CRISIS**



## ***Remain sensitive to the double burden women in your teams are navigating.***

During the pandemic and in its aftermath, women are bearing the disproportionate burden of responsibility for child, family, home, and healthcare-giving. Owing to increased pressure from the home, many women are expected to drop out of the workforce.

- Make sure they are not penalized for being visible caregivers.
- Develop and advocate zero tolerance for any sexual harassment including in the virtual space
- Encourage, support and push women to get out of their comfort zones. Nudge women out of their complacency and encourage them to reach their full potential
- Inspire women with role models to keep them motivated and not drop out from the formal workforce
- Be sensitive and mindful when biases play out especially at virtual workplace in language, performance evaluation of women employees with children, especially with references to their productivity or reliability during the remote work period.
- Put women development as a top management focus and hold periodic conversations around career enabling factors for women



# **6. IDENTIFY SUPPORTERS, CHAMPIONS, ALLIES FOR WOMEN**

- TAKE THE LEAD**





### ***Be the Change. But also inspire the change***

- Collaborate with and reach out to other Leaders.
- Initiate a forum of men and women leaders as allies in creating gender balanced leadership
- Raise your voice to highlight the adverse impact of Covid 19 on women within the organization and in forums.
- Denounce biases and discriminatory practices in society towards women as a consequences of Covid 19
- Be open to Reverse mentoring and learning from peers, juniors and other leaders



# YOUR ACTION PLAN AND A REFLECTION GUIDE

This is a great time to recalibrate and we encourage you to take this opportunity to unfold a better version of yourself.

Take time to reflect on your leadership experience during this unprecedented period:

- Capture personal and pivotal leadership moments to review in the future
- Ask yourself what have been key learning insights from this experience
- What three leadership steps are you going to take as you step into the future



# CREATE YOUR OWN LEADERSHIP PLAN

## NOTE DOWN SPECIFIC 3 ACTIONS TO PRIORITISE

Actionable Area	Action 1	Action 2	Action 3
Compassionate Leadership			
Rework Company Policies			
Facilitate Working Parents			
Become An Equality Champion			
Support Women			
Create Allies For Women			



## GET IN TOUCH



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



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



[https://twitter.com/talentnomics\\_in](https://twitter.com/talentnomics_in)



<https://www.linkedin.com/company/talentnomicsindia/>



[sukhmani.talentnomics@gmail.com](mailto:sukhmani.talentnomics@gmail.com)

June, 2020

