

THE GREAT LEADERS

VOL: 2/ FEB 2022

Innovation, Partnership, Impact and Sustainability Leadership

Global Challenges

need global solutions driven by a new generation of mindful leaders.

Secret

Whoever can navigate the unknown future can become a leader

Story

Choices you make today will affect your tomorrow



*Phi Van
Nguyen*

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THE GREAT LEADERS

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EVERYTHING YOU NEED TO KNOW ABOUT THE INDIA-UAE TRADE AGREEMENT

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RHONDA Y. WILLIAMS

is a master coach, international speaker, and author. Rhonda now uses the principles of emotional intelligence to help leaders define an action-oriented path to well-being, happiness, productivity, and success.



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DR. INGRID VASILIU-FELTES

Global Leadership In the Post-Pandemic Era

We are currently experiencing a state of global economic and social crisis that many of us could have never imagined.



editor's desk

Dear Readers,

Thank you for accepting the first edition of our digital magazine, The Great Leaders.

We are coming out with the second edition during an unexpectedly tough time.

Words cannot express our pain when we see the happenings in Ukraine. Our hearts go out to the people of Ukraine and we hope the conflict will be resolved as soon as possible. It becomes imperative for all of us to join hands and work towards peace and justice for a better world.

Amid all this chaos, we are looking forward to celebrating International Women's Day. We bring you more stories of women leaders from across the world in this edition as well. We hope more women emerge as powerful leaders during this crisis.

Let's celebrate leadership!!!

Aparna G Kumar

EDITOR-IN-CHIEF

***COEXISTENCE AND
PERSONAL PEACE ARE AT
THE HEART OF GLOBAL
PEACE AND HARMONY.***

— WIDAD AKRAWI



FOUNDER'S DESK

All the great leaders of yesteryear had one thing in common: they were all willing to face the biggest source of concern for their people at the time. This is the essence of leadership, and not much else. Global leaders are gravely worried about the intensifying crisis in Ukraine and the damage it is causing to civilians and the environment in the affected regions. We urge all parties to pursue peaceful means and options for resolving this problem.

As Dr. Ingrid states in her article in the coming pages, the world is currently experiencing a state of global economic and social crisis that many of us could never have imagined. Like history has proven, these types of events have always triggered a renaissance and accelerated the transition to the next industrial revolution. This pandemic has already profoundly affected many lives globally and will certainly have a long-lasting impact on our society. The future of education, work, travel, and the way we conduct business has already changed; they will likely never be the same.

This month's issue includes a collection of inspiring stories from around the world. This edition features some outstanding leaders that are changing the face of business in the midst of the pandemic, as well as other leaders who are standing up for humanitarian causes to help people during the Ukraine crisis.

Our magazine, The Global Leaders, provides a platform for leaders to tell their stories and provide us with deeper knowledge of what it takes to create and grow successful businesses. We have compiled inspiring stories and trending news from around the world just for you, our loyal readers.

We hope you appreciate the inspiring stories and thought-provoking articles as much as we did compiling them for you. We hope to continue contributing to and adding value to your experiences.

**Santosh G. Founder & Global Chairperson
Global Council for the Promotion of International Trade (GCPIT)**

WE ARE ON A MISSION
THAT ADVOCATES
FOR JUSTICE, EQUALITY,
PEACE AND SUSTAINABLE
ECONOMIC
DEVELOPMENT.

WE ENDORSE THE SAFETY
OF BOTH PEOPLE AND
THE ENVIRONMENT.

Global Council for the Promotion of International Trade (GCPIT) and its various units, The Great Leaders Council (TGLC) and the Global Alliance for Economic Development (GAED) are gravely worried about the intensifying crisis in Ukraine and the damage it is having on civilians and the environment in the affected regions.

We urge all parties to pursue peaceful means and options for resolving this problem. War and violence can never be the solution since they invariably result in humanitarian tragedies and violations and denial of human rights, particularly the right to live in a safe and healthy environment.

As a worldwide mission founded in the quest for justice, systemic change and economic development, we realize the significance of raising our voices in solidarity with those facing injustice and those advocating for peace

#GCPIT #TGLC #GAED extends its heartfelt support to our members and colleagues in Ukraine, their families, and all those affected by this unfolding tragedy.

Together, let us utilize our voices and our platforms to condemn war and demand peace.



Anne Bahr Thompson

Anne's groundbreaking research influenced a movement of purpose and profit that continues to inform the decisions of corporate, not-for-profit, government, and academic leaders today. She is a 2020 Superbrands Branding Leader, a Trust Across America 2018 Top Thought Leader, and the author of DO GOOD, which details her pioneering Me-to-We continuum of Brand Citizenship®. This five-step model guides businesses to provide solutions to people's personal ME problems through the products and services they offer and their generalized WE worries about society and the planet through responsible behavior.



For more than 25 years, Anne has been observing how social movements and cultural shifts impact people's relationships with each other, society, and brands to connect organizations with people's values. She brings the depth of knowledge and understanding that comes from interacting with a lengthy list of the world's most valuable organizations. A former executive director at Interbrand, Anne founded Onesixtyfourth, a strategic and creative to help leaders align their brands, strategy, operations, and culture with purpose. After spending some time at an INGO and working with philanthropists, she chose to return to the business sector in the midst of the global pandemic to help leaders at all levels take action and shape a better next normal.

“Leadership is showing up as your true self, aligned from the inside out and trusting your journey. We're all leaders in our own right, here to shine our light and share our unique gifts to inspire the next generation of leaders”.

Anne's writings have been published in Brands and Branding (Economist Books), hbr.com, Bloomberg News, The Guardian, Journal of Brand Strategy, and many other industry publications. She has been interviewed on podcasts, radio shows, and Fox Business, and spoken at the UN, international conferences, business schools and client events. An active community volunteer, she is extremely proud of her work for non-profit and humanitarian aid organizations. Anne holds an MBA from the Darden School of Business at UVA and has been an adjunct professor at NYU Stern School of Business's London campus.

How do you balance work and life responsibilities?

I believe that work-life balance is a flawed term, positioning work as something outside our life. My professional life is a part of my daily life—a critical aspect that brings me a sense of achievement and fulfillment. A way to define and actualize who I am alongside my personal life. My professional and personal lives form a dance that, when in balance, flows seamlessly. Someone once advised me not to see balance as having to happen in every moment, over the course of a single day or even a year – but over time. This was the best guidance I could have ever received.





As a female leader, what has been the most significant barrier in your career?

I don't identify myself as a female leader. I resonate with being a leader AND being female - sitting at the intersectionality of these two things. The barriers I faced working in the US and the UK were minor compared to women in other cultures.

Many of the challenges at the start of my career had to do more with not having the right pedigree in terms of university, religion, etc., than necessarily being a woman. Upon reflection, both factors likely were at play.

For many years I attributed not being paid equally to colleagues or getting more timely promotions to my role as a change agent. As women became more open with one another about systemic challenges in the workplace, I recognized that some of the challenges I faced also were due to being female.

As a strategist, much of my work has been about transformation. Early on, my voice was sometimes dismissed because of how I presented. I was too objective and matter of fact as a woman. Over time, I learned how to weave a narrative and discovered, perhaps ironically, that my voice was more readily heard when presenting in a more feminine manner.

WHO INSPIRED YOU AND WHY?

➔ No one person

has had the greatest influence on my personal growth or professional development. My parents and maternal grandmother, who lived with us when I was growing up, set the foundations for how I viewed myself, my values, the things that matter most to me, and my ethos toward work.

I've been blessed by the people who have entered my life at the right moments; various friends; my husband and my son; my first and fourth-grade teachers; one of my professors in undergraduate; a manager at Grey Advertising; the head of research and product development in Middle Market at Chemical Bank; people on my team at BSMG (now WeberShandwick); several colleagues and people that reported to me at Interbrand; women I volunteer alongside; and numerous people I've met - and continue to meet - every day through my work and networking.



WHAT ARE SOME TRAITS YOU THINK GREAT LEADERS POSSESS?

We live in a period where traditional notions of great leaders are being challenged, and new paradigms for leadership are necessarily forming and being embraced. For me, most great leaders do not follow a set of rules about leadership. Nor do they identify as rulers or even rebels. For me, great leaders are driven by a passion that guides their behaviors. They are who they are and care about both ideas and people. They see what can be, strive to manifest this vision, and motivate others to be their best selves along the way (sometimes actively and sometimes more passively by example and living true to themselves).

In my research that led to my model of Brand Citizenship we uncovered seven traits people see as leadership virtues: Visionary, Courageous, Sincere, Empathic, Transparent, Efficient, Practical. While I agree with most of these, I would split Transparency into Honesty and Vulnerability and trade Empathy for Compassion.



What advice would you give to the next generation of female leaders?

My first words of advice are relationships matter as much as hard work. Full stop. I was brought up in a math and science, not a business-oriented family. I thought if you were smart, worked really hard, and were honest, you would get ahead. And I did with those skills early on.

During the summer of my business school internship, an engineer who was very senior in operations and had taken a liking to me told me that I should let other people know I was a nice person. Prior to him stating that I was highly task-focused and often forgot to say "hello" when I walked into meetings.

Also, always have a dream. And if you lose hold of it, find a new one. See your pathway as a series of dreams, each of which brings you to your next step. You aren't the same person you were when you were 6, 15, or even 20 years old. For some people, dreams from childhood hold strong. Yet, for many others, dreams evolve. As we experience the world and grow, we are often prepared to have an even bigger impact. Enjoy this journey!

Do you experience resistance when you are leading men?

Sometimes. As much as I hate to say it, I have experienced men having a harder time accepting me being matter of fact/stating things as they are than my male colleagues. That said, this isn't all men. Many have respected and rewarded me for my insight. Over the years, I have learned the power of storytelling to reveal hard-to-digest information. I've never been good at staying in my place and have always been about identifying ways to progress. And I believe challenging the status quo, especially when it seemingly is working, has been harder for me as a woman.

Some of what we label a problem between women and men is more about the shadow side of male-based cultures than about men as individual people. Masculine-based systems can have a shadow-side suspicious of collaborative leadership, which often leads to hero and power-based leadership resonating more in the traditional workplace. I've sometimes found it harder to motivate men - and even women - to truly co-create and work toward a unified team goal rather than as a group of people, each with their own sub-objectives.

What is your management style? How do you like to communicate with your team?

Someone on my team once said I'm "tough love." I have high standards for excellence and simultaneously keep an open door to help people. As a manager, no matter how senior I am, I like to get my hands dirty, do the research, develop the strategy, etc. I love to train people so that they get ahead and recognize their own brilliance. And bring people together in collaborations that are based on shared objectives, not functional roles. I believe in cultivating trust and transparency - and that sometimes means being vulnerable and ensuring people see that leaders are real people, facing everyday challenges alongside successes.

What was your organizational culture a few years ago for women and working mothers? Do you feel the company should make annual efforts towards improving the culture for their cohort?

I became an independent consultant because of a personal need for flexibility - not out of a desire to be an entrepreneur or work independently. I was living in the UK and my parents, who were in the US, were both ill, and I chose to come back and forth between the two countries to support them. Indeed, I like being part of a larger team.

From the start, Onesixtyfourth has been about creating an atmosphere of belonging, shifting centers of gravity, and accommodating individual needs to the point that this doesn't compromise our learning culture and deliver excellent work to our clients. Cultivating a culture of inclusion and belongingness is about welcoming people as they are, encouraging and challenging them to be more of their best selves, and very importantly, trusting that they'll do the right thing.

Are there common threads from the backgrounds, experience and skills of current women leaders that future women leaders can learn from to inspire their own Global Goals leadership journeys?

Every woman leader has her own story. People speak about women as a uniform group, and I believe this thinking is harmful. You've piqued my interest however, and I love to see the research on this!

I would guess that some common threads are the long-term focus on your ambition and appreciating that baby steps are important. Along the way, you will make some mistakes and face expected and unanticipated obstacles. Flexibility is also a common thread. It's essential to adapt to changing dynamics in the world around you while always keeping your ambition and values in site. A leadership journey is like sailing a boat - you are looking to get from point A to point B, and you can't do so in a straight line. Responding to the weather conditions, other boats, the tide, and more is essential to getting to point B safely. And you employ tactics such as tacking, changing your sails, reefing, etc. to do so.

How will you demonstrate your commitment to support achieving short- and/or long-term global alliances' goals?

Long before the global pandemic, I was speaking to companies about advocating for the things their customers, employees, and other stakeholders care about, embracing long-termism and aligning all their behaviors with their values. My work continues to focus on advancing this agenda, and our approach to responsible production and consumption as the urgency around the systemic crises we face accelerates. To remain relevant over the long term, corporations need to extend the concept of value creation to include the concept of well-being.

I demonstrate my commitment every day through my thought leadership, speaking, and consulting centering on this concept. My focus is on helping companies become active participants in society and aligning with purpose through embodying the principles of my 5-step ME2WE continuum of Brand Citizenship. The model embraces a virtuous circle for business and helps brands solve people's personal ME problems through the products and services they offer and their WE concerns about communities, the environment, and society writ large.

Ultimately, my work is about transforming the traditional business model and breaking down silos to shift our consciousness, and I believe the missing 18th SDG should center on this.

GLOBAL
WOMEN IN LEADERSHIP
AWARDS 2022

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