WOMEN LEADERS OF NEW ASIA

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INAUGURAL SUMMIT AGENDA

JUNE 11 – 13, 2010

HARBOUR GRAND KOWLOON HOTEL, HONG KONG

DAY 1 – SATURDAY, JUNE 12

12:00 pm – 7:30 pm   Registration, Grand Ballroom Foyer 1/F

3:00 pm – 4:30 pm   Advisory Committee Meeting, Salon II, 1/F

6:00 pm – 6:50 pm   Reception, Salon I, 1/F

7:00 pm – 9:15 pm   Opening Night Gala Grand Ballroom, 1/F

Welcoming Remarks:
Ronnie C. Chan, Chairman, Hang Lung Group Limited; Chairman, Asia Society Hong Kong Centre; Global Vice Chairman, Asia Society

Opening Panel Discussion:
Vishakha N. Desai, President, Asia Society, U.S.A.
Henrietta Holsman Fore, Chairman & CEO, Holsman International; Trustee, Asia Society, U.S.A.
Li Xiaolin, Vice President, Chinese People's Association for Friendship with Foreign Countries, P.R. China
Rhodora Palomar-Fresnedi, Founder & Managing Director, Except One, Singapore
Lulu Wang, CEO, Tupelo Capital Management; Trustee, Asia Society, U.S.A.

Performance:
Nancy Yuen, Soprano & Head of Vocal Studies, Hong Kong Academy for Performing Arts, Hong Kong

DAY 2 – SUNDAY, JUNE 13

9:00 am – 9:30 am **Introductory Remarks: "Connect, Communicate, Collaborate and Catalyze"**
Vishakha N. Desai, President, Asia Society, U.S.A.

9:30 am -10:00 am **Keynote Conversation**
Julie Bishop, Deputy Leader of the Opposition, Australia
Vishakha N. Desai, President, Asia Society,
Lorraine Hariton, Special Representative for Commercial & Business Affairs, U.S. Department of State, U.S.A

10:00 am -10:30 am **Art Insight**
Mallika Sarabhai, Artist/Activist, India
Introduced by **Limei Wang**, Director, Beijing World Art Museum, P.R. China

10:30 am- 11:30 am **Plenary Session I: "The Asian Paradigm"**
Victoria Garchitorena, President, Ayala Foundation, Inc., Philippines
Sylvia Hewlett, Founding President & Chairman, Center for Work-Life Policy, U.S.A. (moderator)
Kathy Matsui, Managing Director & Chief Japan Strategist, Goldman Sachs, Japan
Anne Pham, Faculty Member, State Department, National Defense University, U.S.A. (moderator)

- As Asia gains an ever-increasing preeminence on the international stage, how will this impact Asian women's sphere of influence both locally and globally?
- Is Asia's diversity a help or a hindrance, and can Asia have one agenda?
- How can we further develop a dynamic community of women leaders in the region? Are government, business and educational entities working to develop future leaders?
- How can Asian women "redefine" leadership through a multi-perspective lens that is both non-traditional and non-western?
- How can women leaders provide new perspectives on the key issues affecting the region?

11:30 am – 11:45 am **Transformative Moments**
Dang Hong Giang, Director, Action for the City, Vietnam
Cindy Ko, Vice President, Endeavor, U.S.A. (moderator)
Ameeta Mehra, Chairman, The Gnostic Centre; Managing Director, Usha Stud Farm, India

11:45 am -12:15 pm **Summation of Plenary Session I**

12:15 pm-12:30pm **Introduction to Concurrent Sessions: Charting the Roadmap**
Kalpana Raina, Managing Partner, 252 Solutions, U.S.A.

Grand Ballroom II, 1/F

12:30 pm – 2:00 pm LUNCH

2:00 pm -3:30 **Concurrent Sessions: "The Prize and the Price"**

Salon I, 1/F

I. Leveraging Women's Perspectives
Alice Au, Regional Managing Partner, Heidrick & Struggles, Hong Kong* (moderator)
Ana Duarte McCarthy, Managing Director & Chief Diversity Officer, Citi, U.S.A
Henrietta Holsman Fore, Chairman & CEO, Holsman International; Trustee, Asia Society, U.S.A.
Venilla Rajaguru-Pushpanathan, Chairman, ASEAN Secretariat Women's Wing Foundation, Indonesia

- What are the cultural barriers for women in different parts of Asia, and how does this inhibit them from reaching their full potential? What can we learn from each other?
- How are women navigating through the aftermath of the financial crisis in order to emerge ahead?
- Is there a "feminine" approach to business that integrates professional and personal goals – one that can develop new perspectives for a transformed economic environment?
- What is the importance of leveraging women's leadership roles in the context of systemic structures, cultural values, the competitive market place, and legislative policies?
- How can women leaders effectively empower one another and impart teachable moments in order to nurture future leaders?
- How can women add a special perspective to such issues as income inequities and environmental degradation?

Salon II, 1/F

II: Power & Responsibility: Re-Examining Institutional Leadership Frameworks
Lisa Danzig, Head of Development Transformation Team, China, Novartis Vaccines & Diagnostics, P.R. China
Attiya Inayatullah, Member of Parliament, Pakistan

Kalpana Raina, Managing Partner, 252 Solutions, U.S.A. (moderator)
Wenchi Yu, Policy Advisor, Secretary's Office of Global Women's Issues, State Department, U.S.A.

- What is power, and what is ambition? What are the dynamics of power that women need to explore, and how does this get defined in Asia?
- How do cultural values and gender intersect with notions of power?
- How can power and influence be leveraged in order to address critical women's issues and represent those often excluded from the conversation?
- What pragmatic strategies, public policies, and corporate guidelines are being implemented in different parts of Asia to promote women and to provide greater possibilities for women?
- What are the specific ways that women can exercise power in the workplace?
- Is decision-making developed differently under women's leadership? Do women's strategies make a difference in business?
- What is women's role in driving growth and profitability while exercising fairness and responsibility? How is potential risk being addressed?
- Several countries are increasing representation on corporate boards through quotas or mandates. Is this feasible in Asian countries? What is the role of regulatory institutions?

Salon III, 1/F

III: Breaking Barriers: Forging a Transformative Culture
Vivian Lau, CEO Junior Achievement HK; CEO HK Petrochemical Ltd., Hong Kong
Chris Min, Vice President, Finance/Controller-Technology & Manufacturing Group, Intel, U.S.A.
Siti Musdah Mulia, Research Professor, Indonesian Conference On Religion and Peace (ICRP), Indonesia*
Vani Tripathi, National Secretary, Bhartiya Janta Party, India (moderator)

- What is the definition of "success"?
- What are the challenges of navigating among competing normative values and what policies are being implemented to overcome these issues?
- Can there be better succession planning for future generations of women leaders?
- How do cultural and social conventions impact the rise of women? As we look to the future generation of leaders, what different paths to and forms of leadership will emerge?

Grand Ballroom I, 1/F

3:30 pm – 4:00 pm **Art Insight**

Liu Sola, Composer, Vocalist, Writer, P.R. China
Introduced by
Zizi Azah Binte Abdul Majid, Artistic Director, Teater Ekamatra, Singapore

4:00 pm – 4:30 Summation of Concurrent Sessions

4:30 pm – 5:30 pm Refreshment Break: Nurture & Nourish

6:30 pm Gather in lobby to board transportation

6:45 pm Coaches depart for dinner venues

7:30 pm – 9:00 pm Asia Society hosts Dinners around Hong Kong

Grand Ballroom I, 1/F

7:30 am – 8:30 am **Continental Breakfast + Plenary Session II: The WSJA Women's Business Panel**
Elana Beiser, Senior Editor, Asia.WSJ.com, Hong Kong
Christine Brendle, Managing Director, Asia Pacific, Dow Jones & Company
Mary Kissel, Editor of Editorial Page, Wall Street Journal, Hong Kong
Mariko Sanchanta, Tokyo Bureau Chief, The Wall Street Journal, Japan
Sumathi Vaidyanathan, South Asia Bureau Chief, Dow Jones Newswires
Li Yuan, Managing Editor, Chinese.WSJ.com, P.R. China

8:45 am -9:30 am **Keynote Conversation**
Carrie Lam, Secretary for Development, Hong Kong SAR
Vishakha N. Desai, President, Asia Society, U.S.A.

Salon I, 1/F

9:45 am -11:15am **Development Workshop: "Women-Centered Leadership"**
Joanna Barsh, Director at McKinsey & Company will share insights on how successful women lead based on McKinsey's five year study of Centered Leadership. Joanna will distill research and the compelling stories of top women leaders around the world whom she has personally interviewed and engage participants in these ideas through the session.

11:15 am -11:30 am COFFEE BREAK

Grand Ballroom I, 1/F

11:30 am – 1:00 pm **Plenary Session III: Women Leaders of New Asia–Looking Ahead**
Kim Bottomly, President, Wellesley College, U.S.A.
Terry Endsor, Group Head, Human Resources, Citi Asia Pacific, Singapore
Ton Nu Thi Ninh, President, President Founding Committee, Tri Viet Centre; Former Vice Chair, Foreign Affairs Committee, National Assembly, Vietnam
Rhodora Palomar-Fresnedi, Founder & Managing Director, Except One, Singapore (moderator)
Jean Sung Seabrook, Vice President & Manager, Philanthropy & Community Relations, Asia Pacific, JP Morgan, Hong Kong

- What lies ahead for future generations of women leaders?
- With the burgeoning human capital that Asia possesses, have the ground conditions been laid to effectively train, mentor and develop emerging women leaders?
- Can we aspire to new and different modes of leadership that are no longer based on old models of success?
- Can there be an "Asian" concept of leadership, and what would that entail?
- How can we empower more leaders, and once there, how can women leaders exercise their power to make a broader difference locally, nationally and globally in social, economic and political sphere?

Grand Ballroom II, 1/F

1:00 pm – 2:00 pm LUNCH

1:15 pm – 1:40 pm **Summit Summation + Next Steps: From Ideas to Impact**
Vishakha N. Desai, President, Asia Society, U.S.A.
Ana Duarte McCarthy, Managing Director and Chief Diversity Officer, Citi, U.S.A.
Michelle Guthrie, Managing Director, Providence Equity Asia Limited; Member, Global Council, Asia Society, Hong Kong
Ton Nu Thi Ninh, President, President Founding Committee, Tri Viet Centre; Former Vice Chair, Foreign Affairs Committee, National Assembly, Vietnam

1:40 pm -1:55 pm **Closing Remarks**

Vishakha N. Desai, President, Asia Society, U.S.A.

2:00 pm Summit Concludes

EXECUTIVE SUMMARY

OPENING KEYNOTE

Key comments:

- What does it take to be a true leader? Particularly in regards to prominent governmental positions, what is needed to convince colleagues and constituents (at the national level), that one has the requisite skills to fulfill the role?

- What particular strengths of being a woman can be leveraged to improve leadership skills?

- What needs to be done to bring women to the fore of governance, especially in societies that do not necessarily exercise equality in their political systems?

- What advice and suggestions can be given to the younger generation of women, seeking to be future leaders? How can they best prepare themselves?

PLENARY SESSION I:

"THE ASIAN PARADIGM"

How can Asian women "redefine" leadership through a multi-perspective lens that is both non-traditional and non-western?

Themes:

- Leadership is organic and evolving, and thus needs to be constantly redefined

- Leadership is defined by communities and through collegial collaborative styles; diversity of voice is key and it is important to transcend stereotyping labels like "Asian" or "non-traditional" or "non-Western"

- Leadership needs to take all agendas on board: be more collaborative across generations and incorporate a mix of styles. This includes having role models within different cultural contexts, while also sharing culturally-distinct stories and ultimately being authentic. The multi-perspective lens is importantly shaped by elements of unique personal backgrounds, local history, cultural elements, etc.

- Important to remember that redefining leadership does not mean only contextualizing it within the Asian framework; Asian women can become global leaders by exploring new leadership models and by developing core skills in a global context

- Find ways to benchmark and implement different leadership styles, and demonstrate that results can be achieved in different ways. In the West, *individual* success is often the predominant benchmark of achievement; in Asia, it is important to recognize the importance that the achievement of the community/collective signifies

Actions: What needs to be done in order to realize the goals and visions from this session?

- Create ongoing networks and other formal mechanisms for sharing stories and facilitating knowledge transfer

- Build a website and develop a virtual/online community in order to widen our communication mediums

- Clearly define long and short term goals/actions, meet on a consistent basis, and collaborate on small local projects

- Further women's education in this field, and make sure to also bring men into our networks

- Specifically find key channels to execute the WLNA Initiative's four "C"s: Connect, Communicate, Collaborate, and Catalyze

AFTERNOON BREAKOUTS & KNOWLEDGE SHARING:

What thoughts, questions or responses do you want to convey to the breakout sessions you will not be participating in?

(Delegates entered the following comments):

LEVERAGING WOMEN'S PERSPECTIVES

- What do studies say about the benefits and strengths of women leadership, and are there statistical figures to support specific findings?

- How can companies better understand the benefits of women leadership styles? And in what ways can corporate social responsibility be shaped to empower women?

- Is there a uniform feminine approach to leadership across the public, private and government sector? If so, a non-competitive approach may be an important aspect of the feminine approach to leadership.

- What are some ways current women leaders can mentor and empower future women leaders across all sectors? How can we leverage existing women's groups in countries and companies for a greater global impact?

- How do we get away from the "zero-sum" mentality where men and women are seemingly diametrically opposed? Leadership needs to be defined in both male and female terms, with more emphasis placed on how a diverse group of people can reach a shared understanding for a win-win situation. How can women better succeed in traditionally male-dominated industries without seeming overly aggressive/still maintaining key "female" attributes such as compassion?

- Is the woman's perspective and feminine approach important in Asian development? Should the terms "women's perspectives" and "femine approach" respectively be replaced by more inclusive terms like diversity and collaborate leadership?

- What would an effective women's network look like in Asia and how can we make sure each voice is heard? Given the cultural difference for women throughout Asia, is it more effective to pursue our goals at the regional level or country level?

- How can women balance their commitment to their family as well as to their work?

POWER & RESPONSIBILITY: RE-EXAMINING INSTITUTIONAL LEADERSHIP FRAMEWORKS

- The proper understanding and use of power by women at the top is to make it multidirectional, productive and inclusive. How do women get into leadership positions where they are valued for the power that they give rather than the power that they wield? And how can women leaders exercise their power without being perceived as overpowering or aggressive?

- Women look at power as a responsibility whereas men look at power as a means in itself. Should women be more like men?

- What are some difficulties working alongside other women as a minority among male leaders? How can women support each other instead of competing with one another? In what ways can women help each other in organizations *without* a gender bias?

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- Women are often perceived as more collaborative and inclusive in their leadership styles. Women are accordingly effective multi-sectoral leaders - their consensus-building skills are key in bringing together diverse views and objectives from the public, private and government sector. Can these particular "female" traits be described as transformative in terms of leadership style? Would it be beneficial to more effective decision-making if this style of leadership was used more prevalently?

- What is the current institutional leadership framework? Who defined the existing framework and how can women access it? What are some examples of companies that have identified and implemented structures for empowering women?

- How do we change the culture to enable educated women to make a contribution beyond gaining higher levels of education?

- What public policy proposal would be friendly and beneficial to women?

- Is there empirical data documenting the different approaches in leadership of women throughout Asia? Is there a way to measure the effectiveness of women leadership?

- It appears that management styles in Chinese and Indian companies are much more top down than in multinational companies. What are some management styles that women from these multinational companies have to learn in order to become successful in Asian companies? How can power and responsibility be encouraged from the bottom up?

BREAKING BARRIERS: FORGING A TRANSFORMATIVE CULTURE

- Do women compete more fiercely with other women for higher positions?

- How do we encourage mentorship among women in leadership positions, particularly those women who had to fight to get to where they are?

- In trying to shift beyond the traditional paradigm, how can we better value the *process* in achieving "success" instead of focusing too heavily on the *outcome*?

- How can we redefine success so that it includes our own feminine definition? We should review the definition of key words when defining leadership because they can be male-centric. There is a need to stop rewarding behaviors and skills that are defined by men. There is also a need to better highlight that it is possible to employ leadership approaches that may be more natural to women (e.g. collaborative/inclusive)

- Instead of pointing out differences, how are we able to celebrate and emphasize the distinctions in backgrounds, culture, faith, profession, etc. in order to develop modules and training programs on how to become leaders in various fields and sectors?

- How do you integrate generational values iand build a synergy while breaking down barriers?

- In regards to education, how can we incorporate courses that explore the different roles of women?

- What is a way to celebrate Asia's unique cultural diversity while collaborating and developing shared strategies to move forward together? And what is the men's role in defining the transformative culture, particularly in Asia? Is it socially acceptable for the wife to earn more money than her husband in Asian families?

BREAKOUTS – SYNTHESIS, ACTIONS, NOTES:

LEVERAGING WOMEN'S PERSPECTIVES

KEY ISSUES:

- Different cultural strands tend to not be included in the vision of leadership
- Different cultural barriers that limit women leadership

KEY INSIGHTS:

- Women have an opportunity to articulate and promote a future leadership styles based on resilience, values, and collaboration.
- There are different cultural strands which can be incorporated and converged with acknowledgment and legal reforms
- Need for more exposure of cultural barriers

BIGGEST IMPERATIVES:

- Promote alternative leadership paradigm
    - Include different cultural strands
    - Include future leadership styles based on resilience, values, and collaboration.
- Online forum including storytelling, arts, drama
- Promote examples of role model women leaders
- Bring message to top leaders and involve them in future conferences
- Recognize and draw attention to own colleagues and use of consensus building strategies

ACTIONS:

- Promote alternative leadership paradigm of
- Online forum including storytelling, arts, drama
- Promote examples of role model women leaders
- Bring message to top leaders and involve them in future conferences
- Recognize and draw attention to own colleagues and use of consensus building strategies

NOTES:

- Strive for top positions, 8% board in HK, 7% China, 5% Singapore, small in Japan.
- Are there internal barriers as well as structural?
- Asia is very diverse; does this diversity generate cultural barriers that interfere with women building alliances?
- Indonesian law requires wife to obey her husband. High psychological pressure to conform to male power. Successful women still have high requirements at home. Women taught to express through action not words.
- Deification of women's body in India, and yet female infanticide.

- Network to support female leaders. Also engage men and education youth in general. Include women of different cultures.
- Women have made progress during economic trouble.
- Three keys to interacting in international forums. Do research. Speaking up. Validate another's thought.
- Economic empowerment through established legal norms protecting women's rights, right to property and inheritance. Encourage diversity by establishing a critical mass
- Are there cultural issues for women confidently dealing with conflict? How do we build consensus?
- Are women taking advantage of changing times to advance a new agenda?
- Need for entrepreneurship.
- Diplomacy is key to women leadership.
- There is no formula for leadership because it involves engaging people through a particular cultural context.
- Style of communication very location dependent.
- Advocacy and sponsorship.
- Need for branding of women and leadership. Clarify what leadership means?
- Value-based leadership.
- Different methods to deal with conflict.
- Can soft power style, coming from women and Asia, be incorporated into the global system?
- Collaboration, consensus building brought to the forefront.
- Cascading bias, leadership attributes, action-oriented, execute, push forward. Male. Build consensus and facilitate communication. Female.
- How can power be shared?
- How can voices be equally recognized? Network out of conferences.
- Women have better cross-building network versus male internal network.
- Women work better pragmatically towards vision and goals, define success.

POWER & RESPONSIBILITY: RE-EXAMINING INSTITUTIONAL LEADERSHIP FRAMEWORKS

KEY ISSUES:

- What does it mean to have Power as a woman?
- How do you define Leadership and Responsibility as a woman?
- How does Culture identity affect women?
- Property rights

KEY INSIGHTS:

- Critical attributes to Power, Leadership and Responsibility: Listening, Service and Respect.
- Mainstreaming women at every level in society. Women need to have choices.
- There is a double edge sword in culture identity.

BIGGEST IMPERATIVES:

- Do Not Marginalize "Women's Issues."
- Women's issues should have space in the human rights agenda.
- There should be space for other women to become change makers.
- Think at an individual level on women's perceptions and embrace them nationally.
- Engage men in gender equality and support other women seeking leadership.

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BREAKING BARRIERS: FORGING A TRANSFORMATIVE CULTURE

KEY ISSUES:

- Tradition vs. today: How our cultures and traditions impact our present situations.

- Women need to be aware of the next generation by intiatiating "Succession planning."

- Women choosing to bear or not bear children should not be judged. How can we address this issue when societies look at it differently?

- How much to adapt: Do I suppress myself completely to advance in the corporate culture?

KEY INSIGHTS:

- Concern about women competing with each other vs. nurturing and mentoring.

- Women (and some men) bring:

  - Collaboration instead of competition

  - Compassion and inclusiveness instead of exclusive

  - Ecological, sustainable corporate culture vs. material, product culture

BIGGEST IMPERATIVES:

- Need to be knowledgeable, firm and confident about your own power. Success lies in your ability to deliver and invest in building trust.

ACTIONS:

- Work on compulsory education through secondary school while taking cultural norms into consideration. Multicultural education is critical.

- Regulatory guidelines to change stereotypes of women in the workplace.

- Strengthening civil society.

- Quantifying women's leadership edge is seen as "emotional" intelligence. There is a need to show the advantages of women's leadership styles.

- Establish mentoring program for emerging women leaders.

- Asian Women's University: Write modules to contribute to the curriculum.

- Address the controversies surrounding the stereotypical portrayal of women in the media.

- An integrated communication platform should be created where more experienced members can start a dialogue with newer members. These discussions could lead to organic policy transformation.

- There is a need for the development of policies and incentives for more flexible working environment and working groups.

NOTES:

- Challenges between how you are raised (my culture) vs. corporate (different culture).
  - Being assertive even aggressive
  - Self promotion

- o Ask for the work you want: How to get choice assignments
- Absence of women mentors.
  - o We can mentor juniors, especially if there are enough women
- To adapt or not to adapt to move into leadership.
  - o All have to adapt to one set of rules
- Are we mindful of succession planning for next generation of leaders?
  - o How to include the input of Generation Y or Z
  - o What is the definition of success of younger generations?
- As leaders, managing multiple generations is a challenge.
- Mothers are working role models whereas children spend more time with their maid at home. What would be the children's understanding of their mother's role when they are highly influenced by how the maid plays a more prominent role in raising them?
- Is there a need for more competition in order to set higher standards for women?
- Do women tolerate other successful women around them?
  - o In reality, how much mutual support exists when few women get into the Board room?
- Women and religion have never been best friends just as interpretations are not compatible with human rights. Women need to be free from injustice, poverty, violence and illiteracy to achieve success.
- 46% of women aged 40 in the US and Western Europe do not have children so there must be a model that celebrates women who choose not to bear children.
- In many countries of Asia, you are looked down on by society if you do not bear children, eg rural India.
- Women (and some men) bring:

  1. Collaboration instead of competition
  2. Compassion and inclusiveness instead of exclusive
  3. Ecological, sustainable corporate culture vs. material, product culture
  4. Asians in leadership positions will provide more success for business: that's the payoff vs. past situation where westerners/expats were always running Asia entities
  5. GM's success: partnership not dominance/surplanting locals
  6. Mindset is critical: younger generation has an opportunity to approach men differently. Challenged to change conditions. Power of the impact of nurturing on men.
  7. Need to be knowledgeable, firm and confident about your power. If you can deliver and invest in building trust, you can be successful. Age is a factor in our ability to influence (Taliban).

Day-End Reflection

What stood out most for you from today's discussions and what do you hope we explore further tomorrow?

The comments and reflections left by participants from Day 1 of the conference revolved around four discernable themes: Cultural/ Localized Contexts and Personal Stories, Inclusion of Male Voices and Gendered Generalizations, Female Networks, and Action Routes. Following are a breakdown of these themes:

Themes:

The Cultural Context

- Foster a more detailed and deeper discussion of the cultural barriers that exist in the Asia Pacific Region with attention to the specificities of individual women's trials in distinct locations and circumstances.

- Inspect those varying perspectives from the panelists and audiences on the need for tailoring leadership styles based on cultural needs.

- How can we overcome these localized obstacles in creating new women leadership styles?

- How can we establish and sustain a discussion and plan of action that takes into account the varied, local, and personal trials of women across this region?

- In what ways can we share the individual stories of women in a manner that is accessible to the larger region?

Male Voices and Gendered Generalizations:

- We need to take a closer look at the statements or assumptions we are making about the style/modes of women's leadership. Which of these statements could/should be avoided and why?

- The importance of including men in developing and executing our gender strategy was a concern of many. How do we do this? What could a male voice add and what sort of beneficial insight could it provide?

- Only through having a 'complete' discussion can we gain any real insight into forms and modes of and for women's leadership. Who aside form men do we need to consult?

- Leadership should not be looked upon as a battle of genders in which women need to 'rise' to the level of their male counterparts. How can we, as women, progress without transforming our success into this sort of gendered battle? And what are the benefits of (re) structuring this course to leadership? How do we (re)define success in our own terms?

- How do we promote a women's leadership paradigm in the status quo, in which the majority of current leaders are men?

Female Networks:

- Do barriers exist within and amongst women leaders? If so, what are they and how can we break them down?

- It would be appropriate for those women who have become leaders in their field to mentor and assist one 'up and coming woman' with the development of her career and, in turn, ask her to do the same for someone else.

- How can we use the media to expand the breadth and circulation of the Asia Pacific female network? Who, particularly, would benefit from this outreach?

Actions: What needs to be done in order to realize the goals and visions from this session?

- What do we want to do between now and next year? What goals are achievable within the given time span?

- Tomorrow is not about the "what," but about the "how." How can we improve and what immediate steps can be deployed to do so?

- How can we employ the personal stories and narratives shared at this event to connect us as we move forward?

- What are some specific local and regional plans, including dates for get- togethers, we can coordinate that will maintain the momentum of the current conferences objectives?

WOMEN LEADERS OF NEW ASIA – LOOKING AHEAD

Can we aspire to new and different modes of leadership that are no longer based on old models of success? Can there be an "Asian" concept of leadership and what would that entail?

Themes:

- New modes of leadership need to be "modern" and inclusive: a "global leadership" that builds from traditions from both the East and West, incorporates gender equity, and encompasses democratic processes

- New concept of Asian leadership should be collaborative, distributed, relational, big picture oriented, and inclusive

- Notion of leadership is moving away from more authoritarian styles – in conjunction with this, successful leadership is about learning to balance the feminine and masculine attributes in oneself

- New generations will take these more expansive views of leadership to the next level; need to ensure all stakeholders are engaged and interested in order to continue to move forward

Actions: **What needs to be done in order to realize the goals and visions from this session?**

- Is there a new leadership style to be built, one based on Universal values that transcend cultural and gender boundaries?

- Change existing the hierarchy-based organizational structure of private, public and govn't institutions to allow for more democratic and collaborative leadership models

NEXT STEPS MOVING FORWARD

Choose the three actions that you think are most urgent for us to pursue between now and our next Summit.

(Participants each chose 3 items)

Item	*Checks*	*Percentage of Checks*
Develop Partnership/Synergy/Collaboration /Mentorship/Sponsorship/Advocacy	54	|||||||||| 27%
Outreach: Public Programming and Media	36	||||||| 18%
Accessing, Developing and Sharing Successful Practices	36	||||||| 18%
Online Networking and Info Sharing	28	||||| 14%
Business Case Approach to Women's Leadership based on Research Partnership	23	|||| 12%
Connecting with Other Networks - Create a Map and Position Ourselves	21	|||| 11%

CLOSING SUMMATION DISCUSSION NOTES

- Keep including the Art Insights – these performances provide us with an opportunity to creatively express the pertinent issues of discussion in other forms

- Would be useful to incorporate a session on challenges/barriers, provide examples of failures and how to transition from this; could include a "life story" of one successful woman, sharing her whole story and including failures

- Visionary leadership for a better world and "changing the color of the sky" — what can be done when you get a seat at the table?

- Working all together and brainstorming is effective – particularly the interactive aspect. Would be good to bring up a critical issue/problem than needs to be addressed, and come up with solutions

- Must have vertical diversity i.e. awareness of women's issues at all ages, including young girls, and brainstorm amongst different communities

- Incorporate an aspect of accountability – identify something to address or deliverable to implement and report back at the following year's Summit as to what progress has been made. Including some pre-Summit work to be done / materials to be read by delegates could also be explored

- Interest in taking Summit to China, but also need to recognize the language barriers certain delegates might be hampered with