

Women in Sales What Actually Works

Lessons from leaders who've built careers in sales



Roundtable Series

Initiative by





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01

Foreword



Anjali Gulati
Founder & CEO
People Konnect

Every important initiative begins with a question that refuses to go away.

For me, it was two questions, not one.

Why do so many capable women never even consider sales in the first place? And for those who do enter — why do so many quietly disappear from it?

Sales has an image problem. Not among those who have built careers in it — they will tell you it is one of the most powerful pathways to leadership that exists.

But when young women stand at the beginning of their careers, sales is rarely the room they walk towards. Job descriptions signal a world built for someone else. Families imagine something different. Before a woman has even tried the work, the message has arrived: this is not for you

The numbers confirm what we already sense. Women make up only 19% of India's sales workforce, and of those, only 13% hold leadership positions. Globally, women represent just 31% of senior-level B2B sales roles despite making up nearly half the workforce. Fewer than 1 in 4 women in sales reach leadership — even as they fill nearly half of all entry-level positions.

This is not a talent problem. It is a perception problem, a system problem, and a lost opportunity — all at once.

That realisation is what gave birth to WinS. Together with The Udaiti Foundation and LinkedIn, we took this question across three cities — Mumbai, Delhi, Bengaluru — bringing Sales and HR leaders into honest conversation about what they were seeing, what they were trying, and where they were still falling short.

What emerged confirmed something I had long believed: the challenge is not a pipeline problem. Women are in the talent pool. The challenge is in how roles are defined, how hiring decisions are made, and how assumptions quietly substitute for conversations.

Changing that requires working on two fronts. Upstream — reshaping how sales is perceived and presented as a career worth choosing. And inside organisations — ensuring that women who enter have a genuine chance to stay, grow and lead.

What gave me the most hope across every city was something simpler than any program. Moments of deliberate choice — a manager who asked instead of assumed, a sponsor who put a name forward, an organisation that kept a door open when it would have been easier to close it. These decisions changed careers.

This report is our attempt to make those decisions more visible, more deliberate, and more replicable. The next chapter begins before the first job offer. It begins with a young woman who can see herself in the role, because someone made it possible for her to do so.



Acknowledgements

This report would not have been possible without the generosity of the many women leaders who joined us across the three roundtables. Despite demanding schedules, they gave their time openly, reflected honestly on their careers, and shared the choices, challenges and moments that shaped them. Their willingness to learn from one another and build on each other's experiences created the kind of conversation that reminds us why collective wisdom is so powerful. We are grateful to every participant who contributed.

*We are deeply grateful to **LinkedIn** for their stewardship of this agenda and for bringing together leaders from across industries to start an important conversation on women in sales. We would like to especially acknowledge the support and contributions of **Ruchee Anand** - Vice President, LinkedIn Talent Solutions, APAC; **Jyoti Dadlani** - Regional Manager; **Pooja Gupta** - Regional Business Head – North & East India; and **Saba Karim** - India Head – Public Sector, Education and SMB, whose partnership and commitment played an integral role in making this work possible.*

*Finally, our sincere thanks to **The Udaiti Foundation** for thoughtfully designing and moderating these conversations. By creating a space where women could speak candidly about their journeys, the team uncovered insights that may otherwise have remained untold. Their careful synthesis of these conversations has helped translate lived experiences into practical, evidence-based actions that CHROs, business leaders and sales leaders can apply to build stronger and more inclusive sales organisations.*

People Konnect

03

Introduction

Sales remains one of the strongest pathways to leadership. It is where individuals learn to own revenue, understand customers, navigate markets, manage ambiguity and make commercial decisions. These experiences shape how organisations grow, compete and innovate. In most sectors, they are also prerequisites for progression into broader business leadership roles.

Yet women remain significantly underrepresented in sales, particularly as roles become more senior. While many women enter the function, fewer remain through key career transitions, and fewer still advance into leadership positions.

To better understand this journey, **The Udaiti Foundation** and **People Connect**, in partnership with **LinkedIn**, brought together women who have built successful careers in sales. Through three roundtables across Mumbai, Delhi and Bengaluru, we explored what drew them to sales, the choices and trade-offs they navigated along the way, what helped them stay, and what enabled them to grow into leadership roles.

One message came through consistently. The challenge is rarely a lack of ambition or ability. Women who thrive in sales often describe a strong affinity for the work itself - building relationships, solving problems, influencing outcomes and delivering results. In customer-facing environments, these strengths are a distinct advantage.

The conversations also highlighted that organisations are not starting from scratch. Across sectors, leaders shared examples of practices that are helping more women succeed - from broadening access to sales careers and strengthening support during life-stage transitions, to creating greater visibility, sponsorship and leadership opportunities.

Perhaps the most important lesson was this: **the focus needs to shift from preparing women to fit existing systems to improving the systems themselves.** This guide brings together the lessons, practices and approaches that women leaders said made the difference in their own careers. It is designed as a practical resource for CHROs, business leaders and sales leaders who want to build stronger leadership pipelines by ensuring more women enter, stay and succeed in one of the most important pathways to commercial leadership.

The goal is clear: To ensure more women enter, stay and succeed in one of the most important pipelines to leadership - the sales functions.

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Section 1

Reframing the Challenge

Three misconceptions shape how most organisations approach this problem.

Misconception 1:

Women aren't built for sales - they're not aggressive enough

What women concurred:

The problem is not individual capacity but system deficit - how the role is defined, assessed and supported

“ We've spent so many years looking at men in sales that we've confused masculine traits with skills. **”**

Sales Leader,
WinS Roundtable, Mumbai

Women leaders consistently identified **relationship-building, customer understanding, trust** and **problem-solving** as critical drivers of sales success. The evidence suggests that women possess these capabilities in abundance.

However, organisations often continue to associate sales effectiveness with a narrower set of traits and place disproportionate emphasis on individual resilience.

In practice, **barriers such as inadequate field safety, hygiene conditions, hostile client environment and biased management** are system failures.



Misconception 2:

There isn't sufficient women sales talent to hire

What women concurred:

Women are certainly present in the talent pool.
The challenge often lies in how hiring decisions are made.



The conversations suggest that the challenge is less about the availability of women candidates and more about how selection decisions are made. Leaders described women being present in the hiring pool but not always progressing through the shortlist. **HR teams that challenge these decisions by asking why qualified women were not selected and requiring evidence-based justification can help surface assumptions that might otherwise go unquestioned.**

“ The data showed women and men with similar performance and potential were progressing differently. So we started a 'why not' analysis - if a woman's name wasn't being put forward, leaders had to explain why. **”**

HR Leader
WinS Roundtable, Delhi



Misconception 3:

The fix is increasing the 'top of the funnel'

What women concurred:

The drop happens after women have joined and spent a few years, often during the transition from entry to mid



Entry-level pipelines have improved for many organizations. That representation drops sharply, often by half, before mid-management. **The 4-8 year mark is where careers coincide with life transitions, marriage, early parenthood, and geographic relocation decisions. This is the window where the pipeline leaks, and the organizations need to intervene.**

“Most organisations focus on getting women in. The real challenge is helping them stay. You can hire 30–40% women at entry level, but representation drops sharply unless there is deliberate support through the early-to-mid career stage.**”**

HR Leader,
WinS Roundtable, Delhi

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Section 2

Moving into Action

The conversations pointed to a clear pattern: meaningful progress is made when the foundations are in place.

Here, two themes consistently emerged as critical enablers of change:

1.

Data and accountability - making representation, retention and advancement visible at every stage of the talent lifecycle and holding leaders responsible for outcomes.

2.

Bringing men into the conversation - not as observers of the agenda, but as managers, sponsors, role models and decision-makers who shape how women experience the workplace.

These foundations influence an organisation's ability to address three leadership questions:

- How do we attract more women into sales and set them up for early-career success?
- How do we ensure women do not leave sales roles mid-career?
- How do we enable more women to advance into sales leadership roles?

The sections that follow draw on practices shared by leaders who have built successful careers in sales.

The Foundation:

Data, Accountability & Leadership Ownership

Across discussions with leaders, one theme stood out consistently: **progress did not come from having more initiatives. It came from making representation, retention and advancement visible, measurable and owned.**

The organisations that have moved the needle on women in sales have shifted the conversation from diversity programmes to talent outcomes. They are asking where women enter the funnel, where they drop off, who gets promoted, who receives stretch assignments, and who leaves. Most importantly, they are making leaders accountable for those outcomes.

“What helped us move the needle was treating representation as a measurable business outcome. We started by ensuring balanced candidate slates, then tracked conversion at every stage—from profile presentation to final selection. The data showed us where women were dropping off, where patterns existed, and which leaders needed support or challenge. Once those conversations became evidence-based, accountability shifted from HR alone to the business. Today we are at more than 40% in many functions. **”**

HR Leader, WinS Roundtable, Bengaluru

This shift matters because no hiring intervention, retention programme or leadership development effort can succeed in isolation. Progress accelerates when leaders are expected to understand the data, challenge talent decisions and actively build stronger pipelines.

Turn the tone at the top into action

- Secure explicit commitment of the Executive Leadership
- Identify leaders who are consistently hiring, retaining and advancing women, and use them as champions for the wider organisation.
- Share examples of what good looks like, making inclusive talent decisions visible and replicable across the business.
- Build critical mass in teams and leadership pipelines rather than relying on isolated hires.

Measure the talent lifecycle, not just hiring outcomes

- Track representation across the sales talent lifecycle - from hiring and first - line management to mid - management and leadership roles.
- Measure gender conversion rates at every stage of recruitment to identify where women are dropping off.
- Monitor retention by career stage and life stage to pinpoint predictable points of attrition.
- Review promotion rates, succession pipelines, stretch assignments and key account allocation to understand who is progressing - and who is not.



Create accountability for talent decisions

- Require managers to explain "why not" when qualified women candidates are available but not selected.
- Make retention, progression and representation outcomes part of business leaders' scorecards
- Hold leaders accountable for building diverse successor pools, not just filling immediate vacancies.

The organisations making the most progress share a common trait: **they review talent decisions with the same rigour they apply to business performance. Representation is tracked. Outcomes are discussed. Leaders are expected to act.**

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What gets measured gets managed. Accountability cannot sit with HR alone. We made the development and progression of women part of leadership KPIs because that's when it becomes a business priority, not just a people initiative.

HR Leader,
WinS Roundtable, Mumbai

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Male Allyship:

Making Managers and Leaders Active Participants

Most organisations treat gender diversity as a women's agenda. The women leaders in these discussions described the centrality of male colleagues, managers and leaders in their journey

Many of the moments that shaped their careers-a first sales role, a stretch assignment, a promotion, a move into leadership - were influenced by **a manager or leader who chose to ask instead of assume, sponsor instead of observe, and back potential before there was complete proof.**

Start with the leaders who create early examples and build momentum

Identify senior male leaders - sales heads, regional managers - who are curious about the gap in their own teams.

- Give them their own data: promotion outcomes, territory allocations, attrition patterns, disaggregated by gender at team level.
- When leaders own the problem, interventions move. When it sits only with HR, they stall.

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For years, the absence of women in the sales organisation had become normal. It took a new sales leader looking at a 600-plus person team and asking, 'Why is there only one woman here?' That question became the catalyst for rethinking hiring, building new talent pipelines and creating opportunities that had not existed before. - HR Leader, WinS Roundtable, Bengaluru



Build the expectation to nominate, not just mentor

Expect senior male leaders to put women's names forward - in succession conversations, role allocations and stretch assignments - before those women have put their hands up.

Redesign the job before problems surface

Make leaders who control these decisions responsible for proactive redesign, not reactive accommodation. Territory design, travel planning, re-entry after leave are predictable life stages, not one-off exceptions. Flexibility built into the structure before someone asks reads differently from flexibility granted when someone pushes.

Challenge bias in everyday management

Embed bias challenge across regular management interactions - team reviews, one-on-ones, talent discussions. Three specific areas for frontline sales managers:

- **Separate communication style from performance assessment.** Women may express frustration, disagreement or challenge more visibly. Equip managers to distinguish how feedback is delivered from what is being said, and assess performance based on outcomes and capability rather than style.
- **Treat informal inclusion as a management responsibility.** Equip managers to audit who gets invited to client dinners, team travel, industry events and relationship-building opportunities. Access to these settings should be intentional, not incidental.
- **Ask directly instead of making assumptions.** Build conversations about travel, relocation, mobility and career aspirations into regular manager check-ins. Train managers to surface constraints early and work through them, rather than quietly adjusting opportunities on someone's behalf.

How do we attract more women into sales and set them up for early-career success?

Most organisations approach this question as a sourcing challenge. The conversations with women leaders who have built successful sales careers suggest otherwise. The issue is not the absence of capable women, but that sales roles continue to be **perceived, presented, structured and hired for** in ways that make the function less accessible to women and narrow the pool before women even enter the process .

The organisations making progress are not necessarily finding new talent pools. They are removing the barriers that prevent women from seeing themselves in sales roles in the first place.

1. Expanding who is seen as "sales talent" widens the pipeline

Why this matters?

Many women do not opt out of sales because they lack ambition. They opt out because they struggle to see themselves in the role. **Sales job descriptions often signal a narrow definition of success: aggressive, highly competitive, constantly mobile.** These can discourage capable candidates before they even apply. Yet many successful women leaders entered sales because someone recognised their potential before they recognised it themselves.

This has taken different forms: **women-only trainee cohorts, targeted lateral-hiring, walk-in interview drives, referral-led sourcing and creating visible communities of women in sales.** The impact extends beyond the hiring numbers. It changes the experience of entering and growing within the function.

What moves the needle?

- **Reframe sales roles** around relationship building, problem-solving, conflict-management and business growth.
- **Review job descriptions and recruitment messaging** for language that may unintentionally narrow the applicant pool
Test revised job descriptions with women employees or candidate focus groups before publishing.
- **Equip managers** to identify sales potential without relying on traditional stereotypes of what a successful salesperson looks like.
- **Hire a critical mass** through women-only trainee cohorts, targeted lateral-hiring / walk-in interview drives, referral-led sourcing.
- **Use women sales leaders and alumni more visibly** during campus engagement, pre-placement conversations and recruitment campaigns.
- **Ensure hiring panels include women leaders** who can provide visibility into career possibilities within the function.



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I think you'll be great at sales. I know this role is going to open up. You should just apply. Blindly apply. You'll do well"

Sales Leader,
WinS Roundtable, Delhi

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Representation accelerates when women stop being the exception. "The tipping point is important. That mass is important."

Sales Leader,
WinS Roundtable, Mumbai

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My managing director caught me one day and said: I think you'll be great at sales. Just apply. I was apprehensive. But she must have seen something I couldn't see in myself. That was fifteen and a half years ago.

Sales Leader,
WinS Roundtable, Mumbai

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I kept getting the opportunities because I was consistently doing well. One of our prominent leaders figured out that I had a niche for this. He made a choice - you're so good at your job, the primary focus of what you do is the input, how do we succeed as an organisation. I was always a salesperson. Somebody just said that.

Sales Leader,
WinS Roundtable, Delhi

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It may not even be sometimes role models. It is just that number. There is one more. There is one more. And you suddenly see so many!

Sales Leader,
WinS Roundtable, Bengaluru

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It's not the intent or the aspiration issue from women. It's majorly exposure and perception - we have not seen many role models in sales.

HR Leader,
WinS Roundtable, Mumbai

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2. Better hiring outcomes come from challenging biases

Why this matters?

Women are often screened out before capability is fully assessed. Assumptions about travel, relocation, marriage, motherhood or long-term commitment continue to influence decisions, frequently without being acknowledged. In many cases, **choices are made on behalf of women rather than discussed with them.**

What moves the needle?

- **Create visible male champions** who demonstrate what successful hiring and development of women in sales looks like
- **Track gender conversion rates** at every stage of hiring.
- **Review where women disproportionately drop out** or are screened out.
- **Ask managers to justify hiring decisions** when qualified women are available
- **Sensitise hiring managers** and track outcomes, not just participation in training.
- **Encourage managers to ask** candidates rather than make assumptions about their choices or constraints.

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Sometimes we think on behalf of women. Give the power of choice to where it belongs.

Sales Leader,
WinS Roundtable, Mumbai

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They'll interview at 8:30 pm to just check, are you available or not!

Sales Leader,
WinS Roundtable, Delhi

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Bias doesn't always sound like bias. It often comes dressed up as concern—'she may relocate', 'she may start a family'. In the end, those assumptions can outweigh what is actually on the candidate's profile.

HR Leader,
WinS Roundtable, Delhi

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3. Visible career pathways make sales a more attractive choice

Why this matters?

Sales remains one of the strongest pathways into business leadership, but that **connection is often not visible to candidates early enough**. Travel, field exposure and mobility requirements often dominate conversations about sales careers. **What receives less attention is whether candidates can see a future beyond the first role**. When the career path is unclear, sales can appear riskier than other functions.

What moves the needle?

- **Make career pathways visible** beyond the first role from the point of recruitment.
- **Explicitly highlight** how sales experience translates into larger commercial, business and leadership roles.
- **Highlight women** who have progressed from frontline sales into leadership positions.
- **Create opportunities** for prospective candidates to hear directly from women who have built long-term careers in sales.

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Most CEOs come from sales. That was the advice that changed my career.

Sales Leader,
WinS Roundtable, Delhi

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I realized sales is a skill, right? No matter what your role is as you grow in your career, sales is a skill.

Sales Leader,
WinS Roundtable, Delhi

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The conversation changes when sales is positioned as a career, not just a role. When women can see a pathway for growth and advancement, they are far more likely to commit, persist and build long-term careers in the future. They brought patience, persistence and a willingness to build for the long term—qualities that are invaluable in relationship-driven roles.

HR Leader,
WinS Roundtable, Mumbai

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4. Building confidence beyond the candidate helps attract talent

Why this matters?

While organisations typically engage only with the candidate, **career decisions are often shaped by a wider circle of influence including family members, faculty and peers.** In many sectors, perceptions of sales careers have not kept pace with the reality of the role, making these conversations an important part of attraction efforts.

What moves the needle?

- **Communicate safety measures and support structures** at the time of inviting applications.
- **Create opportunities for families** to engage with the organisation where relevant.
- **Leverage women employees and managers** to share real experiences of working in sales.
- **Address common misconceptions** about sales careers directly rather than losing in translation.
- **Build relationships with educational institutions** and engage faculty and placement teams who play an influential role in career decisions.

“My own parents were like, **“Are you going to be a salesperson going door to door?”** For the longest time, I remember they used to tell somebody that I’m an Accounts manager instead of an account manager.”

Sales Leader,
WinS Roundtable, Delhi

“Role models matter, but not just the senior ones. Some of the most powerful conversations happen before recruitment even begins, when women hear directly from alumni or recent hires who have walked the same path. It moves the discussion from a company presentation to a lived experience, helping candidates see the role - and themselves in it - much more clearly.”

HR Leader,
WinS Roundtable, Bengaluru

5. Thoughtful role design helps women build momentum early

Why this matters?

In many organisations, women are among the first to enter particular territories, or market environments.

The expectation is often that they adapt to the role as it exists today. Women leaders described stronger outcomes when organisations proactively addressed practical barriers and created conditions that allowed them to build confidence, credibility and experience early on.

What moves the needle?

- **Design geo-clustered territories** within manageable commute distances
- **Pair new hires with experienced colleagues** during their first field assignments
- **Provide managers with tools and guidance** to support women in field-based roles
- **Build basic infrastructure** such as restroom access into distributor and dealer checklists, and through tie-ups with retail outlets
- **Introduce safety protocols** around travel, accommodation and late-evening movement
- **Provide practical field support** that addresses the on ground challenges timely and appropriately

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“We have earmarked territories where we can hire women. Which are women-friendly, which are safe for women.”

**Sales Leader,
WinS Roundtable, Delhi**

“If it’s a city assessed as having safety concerns, the admin team automatically upgrades the hotel to one level above the woman’s grade entitlement. She doesn’t have to ask. Policy allows it. They just do it.”

**HR Leader,
WinS Roundtable, Bengaluru**

“In truck sales, some customer interactions happen late at night and in environments that may not work for everyone. Effective leaders don’t stop there—they rethink territories, customer segments and role design. The goal is not to fit women into every role unchanged, but to ensure capable talent is not excluded from the business.”

**Sales Leader,
WinS Roundtable, Bengaluru**

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How to ensure women don't leave sales roles mid-career?

Most organisations focus on attracting women into early career sales. **The more pronounced challenge is retaining them through the career stages where representation tends to decline.**

Women leaders consistently described mid-career attrition not as the result of a single decision, but as the cumulative effect of life-stage transitions, evolving caregiving responsibilities and assumptions about commitment. The lessons below highlight what women said helped them remain in sales, sustain momentum and continue progressing through these critical years.

1. Career continuity matters more than career speed during life transitions

Why this matters?

The years when women are expected to step into larger sales roles often coincide with major life transitions - marriage, parenthood, caregiving responsibilities and relocation decisions. There are often all-or-nothing choices presented: continue at the same pace or step away.

Many women described staying because they were able to adjust the intensity of their role temporarily without closing the door on future growth.

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I did not go for any aggressive role or a bigger opportunity because I thought that would require a lot of commitment. Instead of quitting completely, I took a back seat. Do you see that as a very good thing? I chose a less intense lane rather than exiting entirely.

Sales Leader, WinS Roundtable, Bengaluru

What moves the needle?

- **Design temporary role modifications** that preserve career continuity in form of flexibility, lateral moves, reduced intensity, reduced travel.
- **Define opportunities** to indicate readiness and re-enter larger roles.
- **Build manager accountability** to ensure unconscious biases on slowing down don't create a career penalty.

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Organisations that assume women will independently resolve support-system challenges will lose women at transition points.

HR Leader,
WinS Roundtable, Mumbai

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I moved to marketing when my daughter was born, and then back to sales just when she was 2.5 years and I was ready to travel.

Sales Leader,
WinS Roundtable, Delhi

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This girl was in Delhi in field sales. She got married, still was in Delhi. Took a maternity break after which her husband moved to Bangalore. Bangalore did not have any field sales role at that point. So she got into dealer development and then she waited. And once she was okay to get into field sales again, she had an opportunity. The door was kept open rather than closed.

HR Leader, WinS Roundtable, Bengaluru



2. Women are more likely to stay when motherhood does not disrupt career momentum

Why this matters?

In relationship-led sales environments, extended time away can interrupt client relationships, revenue ownership, and visibility. Women leaders consistently described the challenge not as leave itself, but what happens around it. When responsibilities, opportunities or advancement prospects diminish after return, maternity leave can unintentionally become a career setback.

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The assumption that commitment has reduced post-motherhood often precedes any evidence of it. This assumption shapes how managers assign work, stretch roles, and assess readiness for promotion.

Sales Leader, WinS Roundtable, Delhi

What moves the needle?

- **Build structured career planning conversations** before and after extended leave.
- **Performance evaluation policy** that provides a larger window of opportunity, benchmarking ratings, promotion and compensation to pre-maternity periods.
- **Embed client portfolio, territory protection** during leave periods.
- **Offer an independent return-to-work coach or new-mother networks** to allow for conversations about identity, ambition, mother's guilt to surface.

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This coach is not the mentor, not the sponsor. It's an independent coach assigned by the organisation - and it's voluntary. We experimented with this in my previous organisation and got 100% return. What works is that when you are in doubt, you are going through postpartum - at that time you want to talk about your career but don't know who to talk to. This coach creates that space... And we are also seeing a very good 100% return.

HR Leader, WinS Roundtable, Bengaluru

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When I was promoted in my eighth month of pregnancy - that was a signal of genuine confidence. Not performance management. That act changed my trajectory.

Sales Leader, WinS Roundtable, Delhi

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There is a new mothers community that's an internal support network designed for leading food delivery platform employees, providing peer guidance, mentorship, and a digital hub for working mothers. It provides a dedicated space for mothers to ask anonymous questions, get expert advice, and receive mentorship from experienced fellow moms.

HR Leader, WinS Roundtable, Bengaluru

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We allow women in sales to travel with a companion and a child, on company sponsorship, until the child turns about two, two and a half years old. No questions asked. Same for offsites.

HR Leader, WinS Roundtable, Bengaluru

3. Outcomes are more equitable when commitments are directly asked rather than assumed

Why this matters?

As women move into larger roles, assumptions about mobility, travel, family responsibilities and long-term commitment often become more specific and consequential influencing stretch assignments, promotion decisions and leadership opportunities, even when performance is unchanged. Several participants described this as more damaging over time than overt bias - because it is invisible. In some client-facing businesses, women also encounter external biases from customers who are more accustomed to dealing with male relationship managers.

What moves the needle?

- **Embed practices of direct conversations** about aspirations and mobility preferences, participated by the HR leaders and Business leader.
- **Review of stretch assignments and promotion outcomes** through a gender lens, and bringing back the data to the leaders.
- **Ensure active management of client biases** rather than adapting talent decisions to them.





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*My business head said
she just got married, she won't travel. I said -
why don't we ask her? Let's do this call together.
I made him sit. We did a call with that girl. He
asked those questions. She was very clear about
what she wanted. Then he said - let's take her.
She stayed for around four to five years and was
one of his top performers. Sometimes you have
to push them to do the uncomfortable asking. It
needed one person to break the myth.*

**HR Leader,
WinS Roundtable, Bengaluru**

How to advance women to sales leadership roles?

By the time women reach mid-management, the question is rarely one of capability.

The challenge is that many of the experiences that signal **leadership readiness** - **owning large accounts, managing high-stakes mandates, leading complex territories, relocating for business-critical roles and being visible in succession discussions** - are not distributed equally.

The organisations making progress are ensuring women have equal access to the opportunities that help them clear it.

1. Informal networks and sponsorship shape who gets ahead

Why this matters?

Sales careers are built not only through performance, but also through **visibility and relationships**. Many of the conversations, introductions and advocacy that influence advancement happen in informal settings where women are often underrepresented. As a result, **women may receive mentoring and feedback, but miss out on the sponsorship and visibility that create access to larger opportunities.**

What moves the needle?

- **Design deliberate inclusion** in networking and client engagement opportunities, framing these as moments of investment.
- **Build sponsorship** as an explicit leadership responsibility.
- **Recognition for leaders** who actively advocate for talent.

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The informal information flow of an organisation disadvantages people who cannot participate in after-hours networking. Women disproportionately cannot. It's structural, not personal.

Sales Leader, WinS Roundtable, Bengaluru

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“We run a program with three pronged strategies. We do regular allyship sessions, which mainly feature male leaders. Then we do internal panel discussions where we give a chance to women from junior to mid-level. And we have a mentoring programme which is very structured - men and women leaders both signed up as mentors. Not women for women only. Because male leaders also learn a lot when they mentor somebody.”

**Sales Leader,
WinS Roundtable, Bengaluru**

“WINSPIRE was built for women at the early leadership stage, not after they had already reached senior roles. By providing access to coaching, mentors and women leaders who had successfully navigated similar transitions, the programme helped participants build aspiration, confidence and a stronger sense of belonging at a point where many organisations tend to lose talent.”

**HR Leader,
WinS Roundtable, Delhi**

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2. Career-defining opportunities often come through active sponsorship

Why this matters?

Women consistently understate their readiness relative to their male peers. There is enough research suggesting this. However, organisations continue to be designed to give opportunities to those who self-nominate themselves or there is strong evidence, or show active inclination to take on challenging and growth roles.

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I always worked better, always performed better. But I never asked for things. I thought people would recognise me. Which never happened.

**Sales Leader,
WinS Roundtable, Bengaluru**

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What moves the needle?

- **Identify high-potential women in mid-level sales roles** and explicitly give them client ownership, revenue targets and territory leadership.
- Make **early exposure to revenue roles** a non-negotiable part of the development plan.
- Build this into the **talent review conversation** on how actively leaders are identifying high potential women and opening up assignments that will shape readiness.
- **Review whether women and men are getting similar career opportunities** at similar career stages.
- Make **sponsorship** a leadership expectation.
- Ensure **high-potential women are discussed** in succession reviews.
- **Encourage leaders to nominate women for stretch roles** and leadership opportunities.
- **Track sponsorship** outcomes alongside participation.
- **Recognise leaders** who actively build leadership

3. Mobility often becomes an invisible leadership filter

Why this matters?

In many organisations, willingness to relocate is treated as a signal of commitment and leadership potential. **For women at mid-career - managing a household, navigating a partner's career, carrying elder care responsibilities - this functions as an invisible ceiling that has nothing to do with their actual capability.**



"At our global skincare brand, we learned that policies alone do not build a leadership pipeline. Alongside strong support across different life stages, we invested heavily in mentors and sponsors. Mentors help women navigate their careers; sponsors are the leaders advocating for them when they're not in the room. Creating access to both has been critical to helping more women stay, grow and move into leadership roles."

HR Leader, WinS Roundtable, Mumbai

“

Promotions linked to relocation - that is a major barrier. It's not that women don't want to grow. It's that the definition of growth requires something that their life circumstances make harder to deliver at that moment.

HR Leader, WinS Roundtable, Bengaluru

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What moves the needle?

- **Remove the bias and genuinely ask** whether mobility at a given point in time is required, and being considered as a proxy for commitment.
- Where mobility genuinely matters, **encourage leaders to have the conversation directly and early** as a critical planning question.
- **If mobility is declined once, don't check off the person.** HR should bring back the name and ask if there is readiness now.



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*“My manager said:
if you want sales, you have to move location - tell me if you're comfortable, and tell me your constraints.
I named three cities. He worked within them.
He didn't treat me like someone who had to be managed with care. That changed my life.”*

Sales Leader,
WinS Roundtable, Delhi

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4. Visible role models make leadership pathways more tangible

Why this matters?

In most organizations, the absence of women in senior sales roles shapes perceptions of what leadership looks like. For aspiring women leaders, it can make the path feel less visible. For managers making promotion and succession decisions, it can unconsciously reinforce existing patterns of who is seen as leadership material.

What moves the needle?

- **Make women sales leaders visible through leadership forums**, recruitment campaigns and internal communications.
- Document and **share stories of women who have progressed through sales** into leadership roles as part of the organisation's regular talent narrative.
- Ensure women leaders are represented on **hiring, promotion and succession panels for sales roles**.
- **Showcase achievements and business outcomes delivered by women** sales leaders regularly to normalise success and broaden perceptions of leadership.



We had a very clear agenda - understand what is happening on ground and get these women a chance to know that while it might seem like there aren't enough, there are at least enough women to talk to in your offices. What that helped us realise is that there isn't an inspiration for them to even think about it.

Do I have a next level here? Because I don't see anyone who looks like me at that level.

HR Leader, WinS Roundtable, Bengaluru

“

I'm now the Chief Revenue Officer, and one of the roles I value most is championing women. When women see someone who is accessible, relatable and leading a business successfully without changing who they are, it expands their sense of what is possible for themselves."

Sales Leader,
WinS Roundtable, Delhi

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Section 3

What Women's Career Journeys Reveal

This section will highlight five women leaders, tracing their journeys and discussing what worked and what didn't.

Konica Tayal

Head Sales - North
Balmer Lawrie & Co. Ltd.

Konica Tayal entered her organization fifteen years ago through operations, drawn to a function where women were still rare. That choice eventually pulled her into sales and marketing - a space she hadn't expected to make her own. Today, she leads a large team, carries an additional national responsibility for a product vertical, and has logged seven straight years of outstanding ratings. The numbers only tell you where she ended up.

Choosing the Harder Road

Even before she had a job, Konica was going against the grain. Out of 320 campus candidates, she was one of only two or three who actually wanted operations. Her professors and peers suggested she take up HR roles instead, but she decided against it.

She wanted operations precisely because so few women were in it. "I wanted to make a mark that women can also excel in operations role," she says.

"I never thought I was cut out for sales and marketing," she admits, and that's what makes everything that followed so striking. She didn't start out confident. She built it. Posted in Chennai as a North Indian, she had to relearn how to be understood almost from scratch, picking up Tamil and reshaping

how she approached clients who didn't yet know what to make of her.

There were times when she felt discouraged to go out in the market, yet, she pushed back and went anyway, choosing actual conversations with clients over sitting behind a desk. Few guides, mentors around motivated her to go out there and make her mark. That's really what built her confidence, more than ambition ever did, one market visit at a time, until the numbers started rolling in from her hard work and customers began asking for her by name.

That same instinct carried into her next stint, a far more demanding one. She'd asked for a transfer, but there wasn't an established posting open for her at the time. What she got instead was something nobody had really built yet, a branch in Vadodara that existed on paper and nothing else. She put herself forward for it anyway, and a few people



who'd seen what she was capable of backed her on it. Two years later, that branch was at break-even. Nothing dramatic about it on paper. But it's the kind of thing that quietly changes how people talk about you in a room you're not in. From there, she moved on to Delhi, carrying that same instinct with her.

Holding Her Ground

None of this made the room any easier to be in. In the meeting room, she was often the only woman, decades younger than everyone around her, and her ideas didn't always land the way she meant them to. Few years down the line, she pitched broadcast media as a mode for advertising for a logistics company which was turned down. "It does feel bad," she says, of sitting through that. A room full of people told that what she suggested was an absurd idea. Today, advertising in logistics is standard. She was simply early.

What Kept Her Going

Mid-career brought her sharpest test. She achieved her targets yet grades did not reflect so. "I lost years simply because I didn't speak up strongly for myself," she reflects. What carried her through wasn't grit alone. Her strongest support system, her parents, anchored childcare so she could stay present in the field once she was back at work & on the harder days, she leaned on a ritual that still holds: "On my low days,

I always go on a sales call." Changing her surroundings, she says, is how she resets. "You have to be self-motivated. That's the mantra."

Learning to be Seen

Somewhere along the way, she did not solely rely on results to speak for themselves. She took charge of what was happening around her, documenting her hard work, gearing up for new challenges, until visibility became something she ensured rather than hoped for. Around the same time, a mentor and guide, was building a results-first culture across the sales function, one that finally gave her work, room to be judged on its merit.

Spreading The Sunshine

"Women need to lift other women up," she says. In a world where system barriers exist along with gender biases, she believes in the power of female solidarity, mentorship and mutual support which makes a big difference. She emphasizes on the fact that women who support each other also share opportunities, navigate workplace challenges together & open doors to leadership roles. The evolving leadership, later, proposed her name forward for an international travel opportunity, even as others assumed she would refuse because her child was still young. Her answer became a principle she still leads by: "Let her deny, rather than we deny on her behalf." Fifteen years on, that's the door she keeps holding open for the women on her own team, not deciding for them, just making sure they get the chance to decide for themselves.



Karishma Sampat

Regional Channel Marketing
Manager (North)
Bajaj Electricals Ltd

Karishma Sampat walked into Bajaj Electricals ten years ago already certain she wanted sales, she wasn't drifting into the function, she was choosing it. In the decade since, she has been moved almost every two years, usually straight into whatever market was broken at the time: a rural belt in Maharashtra, three countries across Southeast Asia, and eventually North India, where she arrived as the

only woman in a zone of over a hundred people. Today she runs channel marketing for that entire zone. The map of where she's been is impressive on its own.

Choosing It On Purpose

Long before she had a job, she'd already been apprenticing for one. Her mother spent 20 years in insurance; her father ran a Tata Motors dealership. Karishma's summer vacations were spent tagging along on their client calls, watching, without quite realizing it, how trust gets built one conversation at a time.

She tried something else first, though. Two failed attempts at her CA inter exam, and on the third try, she told her father plainly that she didn't want to continue. "I can't imagine myself sitting at one place and just going for a nine to five job," she says. "I need experiences." Before choosing marketing, she read up on how marketing and finance roles differed, trying to understand where she

would fit better. Her father had already sensed it. "If you want to go far in marketing," he told her, "you need to do sales, no matter what." She took that literally. Midway through an MBA internship in client servicing, after doing well enough to turn her unpaid stint into a paid one, and eventually into a full-time offer, she turned it down to start her career in sales instead. Her classmates didn't get it - "who goes to sales?" was the refrain. She picked the one company on her list she hadn't researched, walked into the interview anyway, and got it. "Maybe this was where it had to be," she says now.

The Grind That Built Her

Nothing about the start was easy. As a Sales Management Associate fresh out of Mumbai, she rode a battered bus two hours each way into Pune's rural belt, on roads rough enough that the trip alone took something out of her. She refused to come back early. "I was not coming back until there

was no business," she says. "I should not leave." Male colleagues weren't sure what to do with her, worried about language on calls, whether she should be in the field at all. She didn't wait for the discomfort to pass. She pushed her bosses directly: give her real work, or tell HR they didn't want her as a resource.

The work she chased on her own became the turning point. She wanted to map rural outlets herself, riding out to see what the company could actually sell in places no one had bothered to check. She did it without knowing anyone was watching. It worked, it got noticed, and within three years she was nominated for Pygmalion, the company's high-potential grooming track, fast-tracked into her first promotion.

Restless, by Design

What kept her moving wasn't comfort - it was the opposite. Ask her if any of it felt hard, and she won't dress it up: "I never really thought that it got too

challenging," she says. "I wanted challenges." Every market she was handed arrived broken in some way, and every time, she absorbed the problems herself, told her bosses she'd manage it, and delivered until they stopped needing to check. A reputation followed her from city to city, simple and unchanging: if she said she'd do it, she'd deliver it. She held herself to one rule throughout: never use the leeway sometimes offered to women - an early return, a safety accommodation - as an out. When her boss began tracking her live location on long rural days, she chose to read it as care, not control. "His agenda was safety," she says. "That had to be understood with the wisdom that comes into your head." Even her own mother worried, once asking why she was headed somewhere as remote as the Gujarat-Maharashtra border. Karishma's answer was steady: she was safe, and that was that.

The Hardest Room and What Came After

North India tested all of it at once. She arrived younger than nearly everyone in the zone, the only woman expected to set strategy in a market built on relationships years in the making, not slide decks. She didn't lead with authority - she spent her first six months back in the field herself, solving the same problems she'd eventually ask others to fix. "You are not going to be respected" she says, "until you don't have that stint of doing something you are asking other people to do." Trust came slowly, then held.

That same steadiness carried her through something far harder, three months ago, when she lost her husband and stepped away from work entirely for a month and a half. The organization reached for her from every direction - her bosses, HR, the CFO, the national sales head, each checking in personally. "With the years I gave to the organization," she says, "they really supported." Ten years in, that's what she keeps coming back to: not that it was ever easy, but that she built something sturdy enough to hold her when she needed it to.

Mansi didn't choose sales, sales was chosen for her, by a boss who believed in her before she believed in herself. She joined global food & beverage leader as a management trainee in 2009 and was dropped into a senior ASM role in Delhi within months of finishing training. The seventeen years since have taken her back and forth between sales, marketing, and category management, and into her current role at Nestlé, where she leads e-commerce and organized trade for the channel, with a team that's over a third women.

Someone else Believed First

Her first posting as a trainee landed her as a senior ASM in Delhi - a territory the company had never placed a trainee in, and had never had a woman lead at that level. It wasn't a diversity placement; her boss simply bet on her. When she asked him outright whether she could really handle it, his answer was short: he thought she could manage. "That entire confidence came in from that inner confidence - not of me, but of that person," she says. Months earlier, a different boss, after an eight-month project together, had told her plainly: "You should definitely get into sales." She didn't ask for either push. They came anyway, and she went.

Married Fifteen Days, Thrown In

She started the role fifteen days after her wedding. Business stress and personal stress arrived at the same time, and neither let up. The early days of the role came with limited support from parts of the ecosystem. As one of the first women in that position, she often encountered assumptions about her being newly married and inexperienced, reflecting the mindset that still existed around women in frontline sales. Distributors and retailers in the field said worse - comments she still calls outright threats. She'd commute two to two-and-a-half hours each way, getting home past 9:30 PM, hunting down a McDonald's bathroom on the road because there was nowhere else. More than once, in those first two or three years, she seriously considered quitting. "Is it even worth it? Is this what corporate life is?" she remembers asking herself



What held her through wasn't one thing. She found support from senior leaders and mentors who advocated for her, backed her during reviews, and helped her navigate the early challenges. Her first boss - the one who'd told her to get into sales - became the person she'd call when she felt completely lost; she's still in touch with him today. And underneath both, her husband and parents gave her something steady to stand on when nothing at work felt steady at all. "You always needed one person you could reach out to, even in your professional network," she says - distinct from a sponsor and just as necessary.

Turning Doubt into Determination

The assumptions she encountered early in her career didn't wear her down. Instead, they strengthened her resolve to prove that she had earned her place through capability and performance. They made her more stubborn. "I'm not here because I'm a woman," she says. "I'm here because I deserve it." She draws a clear line on where gender should ever factor in: it's fair, she says, to use it as a tie-breaker between two people who are genuinely equal on level and performance, but never to override a real gap between them. "If two people are at the same level and performance, and then you prefer a woman, that's different," she says. "It cannot be the other way around" - gender deciding the call when the numbers don't actually match

Force-fitted diversity targets that blur that line, in her experience, just breed quiet resentment among peers who stop crediting the work.

Reputation Precedes Her

Years later, after a stretch in marketing, an old boss, now her current one, pulled her back: "You're meant for sales. Why aren't you here?" By then, her reputation had already done most of the talking for her. She came back on terms she set herself, clear about what she needed and confident enough to say so without treating it as a favor she owed someone. "My work will not get impacted, and that's my job to do," she told him - and because she'd defined it that clearly from day one, he simply respected it.

Women Are Born Salespeople

She tells younger women joining the field that the worst of it is front-loaded - five or six days a week in the market early on, compared to six or seven days a month at her level now. The hardship doesn't last; the skill it builds does. Her own philosophy, half advice and half lived experience: "When we get married, especially in an arranged marriage, we don't know who we are meeting. We adjust to it. We find our way through it. Do the same thing in professional life." She still believes the rest comes down to one thing. "Women are born salespeople," she says. "It's just about believing in yourself more than anyone else."



Soma Mitra

Chief Operating Officer
Modicare Ltd.

From selling technology education during India's Y2K boom to leading business transformation as the Chief Operating Officer of ModiCare, Soma Maitra's career has been built on one enduring belief: every business is ultimately in the business of sales.

Over nearly three decades, she has worked across frontline sales, marketing, strategy, retail, direct selling, entrepreneurship and business transformation. Beginning with Pentasoft Technologies, moving through Tupperware, Reliance Retail, co-founding The Go To Market Company, and now serving as COO of ModiCare, every chapter has expanded her understanding of people, customers and leadership. For Soma, success has never been about titles. It has always been about earning credibility—one customer, one team and one decision at a time.

Learning to Sell Before Learning to Lead

Soma began her career in 1997 with Pentasoft Technologies during the Y2K era. She believed she should never sell a course she had not mastered herself. That mindset helped her grow a new sales centre from one profit line to five and taught her that great managers encourage ambition while demanding accountability.

Sales Is Not a Department. It's a Life Skill.

Soma believes sales has long been misunderstood as persuasion or extroversion. In reality, it is about creating trust and a genuine win-win. Whether someone is selling a product, a strategy, a vision, a brand, an idea or themselves in an interview, sales is a life skill. She believes every future leader should spend time in frontline sales because leaders who have never sold often miss the voice of the customer. Resilience, empathy, negotiation, listening and accountability are all forged in sales.

When Life and Career Don't Follow the Same Timeline

As her daughter was growing up, Soma consciously moved into marketing and strategy roles, broadening her business perspective while balancing family responsibilities. 'The biological clock and the career clock don't always speak to each other,' she says. Those years became preparation for larger leadership roles.

The Conversation That Changed Everything

During her years at Tupperware, Soma was offered a national role based in Gurgaon while her family was settled in Mumbai. She initially declined. A senior woman mentor challenged her: 'Stop being a trailing wife. If the opportunity were his, would your husband have turned it down?' She accepted the role, travelled extensively and discovered that leadership often demands uncomfortable choices. It reinforced her belief that marriage is an equal partnership where leadership shifts between partners over different seasons of life.

Finding Her Authentic Voice.

While at Reliance Retail, Soma spoke on a 'Mom Boss' panel before an audience of several thousand professionals. Wanting to encourage women in middle management, she deliberately made her journey sound easier than it had really been. Afterward, her then boss—one of the most influential mentors in her

career—told her, 'You sounded more like a mom than a boss.' He explained that because he knew the difficult twenty-plus years behind her success, simplifying the story did a disservice to aspiring leaders. If people believe leadership is effortless, they may feel like failures the first time they encounter adversity. That conversation changed how she speaks publicly.

Since then, she has chosen to tell the whole story—the setbacks, sacrifices, uncertainty and trade-offs—not to discourage people, but to prepare them for the resilience leadership demands.

Leading Through Transformation

Today, Soma serves as Chief Operating Officer of ModiCare, helping transform one of India's leading direct selling organisations through commercial growth, customer experience, digital capability, operational excellence and people development. Yet she still believes the greatest lessons she learned came from her earliest days in sales: know your customer, know your product, earn trust, and let credibility speak louder than your designation.

Closing Thought

'Sales is not about closing a transaction. It is about opening a relationship built on trust. Whether you are leading a company, building a brand, raising capital or mentoring a team, you are always selling something. Learning to sell is one of the most valuable life skills anyone can acquire.'

Chandni Bhardwaj

Senior Vice President & Senior Regional Head
Private Banking Group

Chandni's entire twenty-year career has happened in one city, across three organizations, in one specialization she chose on purpose. She joined the first bank as a management trainee straight out of campus in 2006, moved to another bank in 2011 to specialize in wealth management, and has spent the last nine years at the current bank, where she now leads a team of eighteen bankers handling high-net-worth portfolios. The thread running through all of it isn't geography or chance. It's a deliberate bet on a kind of work she understood early would reward her - and a hard-won understanding of exactly what it would cost her to stay in it.

Choosing Wealth, Choosing Roots

She was drawn to Wealth Management, as her then organization didn't offer it as a dedicated vertical, which is part of why she moved to the other organization.

What drew her was the nature of the work itself: building and grooming a client base over years, not chasing transactions. That suited her, and it suited her life. The role meant staying in one place, and Delhi was where she'd built everything else. It wasn't a fallback. It was a choice that let her be ambitious without uprooting anything.



The Leisure Break

The friction was most evident after her second maternity leave. Following her second maternity leave, she found that career momentum had slowed. A key client account she had built had been reassigned during her absence, and despite securing a major client before going on leave, the recognition she received on her return didn't reflect that contribution. She also encountered assumptions that reflected the broader perceptions many women experience after maternity breaks, making the transition back to work more challenging.

"Maternity is something which is taken as a leisure break," she says. "It's seen as though you've taken a break, and it's like a leisure break

that you've come back from." She didn't try to fight it out. She simply left, without another job lined up, unwilling to keep working in that environment. "I just left without a job in hand," she says. "You didn't want to continue in an environment like that."

A Clean Slate

Her next role arrived at exactly the right moment - not just a job, but a reset. No maternity history followed her in. The pay was better. What carried her through the years in between, and since, wasn't just the new opportunity. Her husband shared the household without her having to ask twice, and she even completed a residential program at IIM Ahmedabad while her children were still young, the kind of stretch that only works with real support standing behind it. Underneath all of it was something simpler: she

actually liked the work. "When you enjoy your work," she says, "you take out time for everything that is important."

Sponsorship, Not Just a Program

Ten years in, she points to one thing above all else as the reason she's stayed: a senior leader who, in her words, "could think beyond just the book and numbers." That sponsorship mattered more than any formal program. The bank's leadership Program paired her with an engaged mentor too, which she believes has been genuinely valuable in its own right. Her sponsor is retiring soon. "I am finally grounded enough to manage without him," she says.

By Default, Never Offered

She recalls instances where opportunities for broader responsibilities appeared to be offered based on assumptions rather than open conversations. One such opportunity for an expanded territory wasn't presented to her, reflecting how unconscious assumptions can sometimes influence career opportunities. "By default, that option was never offered to me," she says, "thinking that maybe she'll never volunteer for it." She noticed, and let it go. By then she'd already found her own sweet spot, and didn't see much point in pushing for something that wasn't actually holding her back. It's the same instinct that's carried her through twenty years and three organizations: pick the battles worth fighting, trust the work to speak for itself, and lean on the people - her husband, her parents, the one boss who saw her as more than a number - who've made the rest possible.

The Next Chapter: Building the Norm

The conversations behind this report lead to a clear conclusion: **the challenge is not finding women who can succeed in sales. It is broadening how organisations identify, develop and back sales talent.**

That matters because talent has become a competitive advantage. Women still account for less than 15% of the sales workforce across sectors, even as sales itself is evolving. As technology automates more routine work, the ability to build trust, understand customers and nurture long-term relationships will become an even greater differentiator. Organisations that continue to define sales talent through a narrow lens will simply miss out on capable talent.

The organisations making progress are showing that change does not require a single breakthrough initiative. It comes from consistently making better talent decisions—using data to challenge assumptions, redesigning roles where needed, holding leaders accountable for outcomes, and expecting managers, not just HR, to identify, sponsor and develop women with potential. Over time, these practices become part of how the organisation operates, rather than standalone diversity efforts.

The practices in this report are neither theoretical nor aspirational. They have emerged from the lived experiences of women leaders and organisations that are beginning to move the needle. What will make the difference is whether organisations act consistently enough and institutionalize change. The next chapter will not be written by more conversations. It will be written by the organisations that choose to act, until women in sales become the norm rather than the exception.

Sneha Sood

AVP | The Udaiti Foundation



People Konnect is a leadership, talent, and organizational transformation firm that partners with organizations to build inclusive, future-ready workplaces. With deep expertise in leadership development, talent strategy, and Diversity & Inclusion (D&I), the firm works at the intersection of people, culture and business performance.

Through leadership journeys, research-led insights, executive conversations and capability-building initiatives, People Konnect enables organizations to strengthen leadership pipelines, build inclusive cultures and accelerate the advancement of diverse talent. Its work is grounded in the belief that sustainable business success is driven by leaders who can inspire performance while creating workplaces where every individual has the opportunity to contribute and grow.

People Konnect operates across 5 Verticals

- 1. Executive Search**
- 2. Diversity & Inclusion**
- 3. Talent Development**
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The Udaiti Foundation is a Delhi-based not-for-profit organisation working to accelerate Women's Workforce Participation in the formal economy in India. Udaiti Foundation is part of the ecosystem of organizations under The Convergence Foundation (TCF). Udaiti works on systems-level change combining data and evidence with institutional engagement with the government, industry and ecosystem organizations. Its sector focused programme Close the gender Gap 30*30 aims to drive scalable impact for unlocking the full economic potential of women, thereby advancing India's vision of Viksit Bharat 2047.



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WinS (Women in Sales) is a flagship initiative by People Konnect and LinkedIn, focused on advancing the participation and growth of women in sales. It serves as a platform for organizations, business leaders, HR professionals and women sales professionals to engage in meaningful conversations around leadership, capability development, inclusion and career advancement.

Through its annual conclave, recognition platform, and knowledge-sharing sessions, WinS promotes collaboration across industries while highlighting practices that contribute to stronger, more inclusive sales organizations. The initiative also provides opportunities for networking, peer learning and the recognition of individuals and organizations driving excellence in the sales profession.







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