Women Leaders in Learning for Development

3 August, 2016: Koforidua Polytechnic, Ghana

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Commonwealth of Learning
I. Context
Women disadvantaged

- Rights
- Resources
- Voice
Gender Gap in Commonwealth Countries (2013)

High Ranking

New Zealand (7)
Lesotho (16)
United Kingdom (18)
Canada (20)

Low Ranking

Pakistan (135)
Nigeria (106)
India (101)

Poverty has a female face
# Vice-Chancellors: Gender Statistics

<table>
<thead>
<tr>
<th>Country</th>
<th>% Of Female Vice-chancellors Of Public Universities</th>
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<tbody>
<tr>
<td>🇬🇧</td>
<td>14%</td>
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<tr>
<td>🇿🇦</td>
<td>14%</td>
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<tr>
<td>🇮🇳</td>
<td>3%</td>
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Source: British Council, Going Global 2015, Defined by absence: the Invisible women in HE Leadership
II. Women and Leadership
Women and education in Canada

25-34 year olds with a university degree

- **1990**
  - 15% women
  - 15.6% men

- **2009**
  - 34% women
  - 26% men

Source: [Women in Canada at a Glance Statistical Highlights 2012](https://www.statcan.gc.ca)
Why so few women reach the top?

- Family responsibilities
- Social norms
- Desire to be liked
Gender Bias: Howard/Heidi

Heidi Roizen: successful by using her ‘outgoing personality...and vast personal and professional network [that] included many of the most powerful business leaders in the technology sector’

Impressions:

Howard Roizen
Appealing colleague

Heidi Roizen
Selfish

Source: Sandberg, 2013, pp. 39-40
Are women leaders preferred?

40% prefer male managers

20% prefer women

44% women preferred male managers

Only 23% preferred women

Source: Ranstad, 2011
III. Two Faces of Transformational Leadership
Transformational leadership enables the disempowered to get empowered.
Empowerment is the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes.

Dame Carol Kidu
Papua New Guinea

• Australian
• Married a professional from PNG and became a citizen
• Integrated into the culture and society
• Saw the poverty, domestic violence against women; women’s disempowerment in her society

Photo credit: Digicel Foundation
Her contribution

• Established community learning centres
• Promoted lifelong learning
• Helped other women to become leaders
• Won all elections but chose to retire from politics and work in an NGO
Women leaders...

“Women leaders walk with people, they talk with people, they learn from people and they lead by example.”

Dame Carol Kidu

Photo credit: The Cairns Post
Peria Jakkamal
India

- Illiterate from a remote village
- Restrictions on women’s movement outside the village
- No asset or resources
- Joined an NGO and started SHGs in her village
Her contribution

- Mobilized women to become learners
- Empowered the community to negotiate with financial institutions
For her

“Leadership is not a permanent fixture - It is highly temporal-when more efficient leaders are emerging, you should pave the way and support them.”

Peria Jakkamal
What do they share?

• People-oriented: empathetic and respectful
• Courageous
• Effective negotiators
• Networkers and communicators
• Lifelong learners
IV. Towards Transformational Leadership & Empowerment
Women Leaders in Development

- Leadership evolves through non-formal and informal processes
- No structured roadmap for the evolution of leadership
- Leadership is issue-based and not necessarily based on a position
Transformational Leadership & Empowerment

Can take place at the bottom of pyramid, not just in the boardroom
Key Message

Transformational leadership is a skill and must be promoted among women if the SDGs are to be realised by 2030.
Thank You

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