



CHOGM
Malta 2015

Women Leaders in Learning for Sustainable Development

24 November 2015, Women's Forum

*Professor Asha Kanwar, President & CEO,
Commonwealth of Learning*

Commonwealth Heads of Government Meeting, Vancouver 1987



What is it for?

To help Commonwealth governments and institutions use appropriate, affordable technologies to improve and expand learning for development



Learning for Sustainable Development



**Economic
Growth**



**Social
Inclusion**



**Environmental
Conservation**

Outline

I. Context

II. Reflecting on Women's Leadership

II. Two Faces of Transformational Leadership

III. Towards transformation & empowerment

Prepared by



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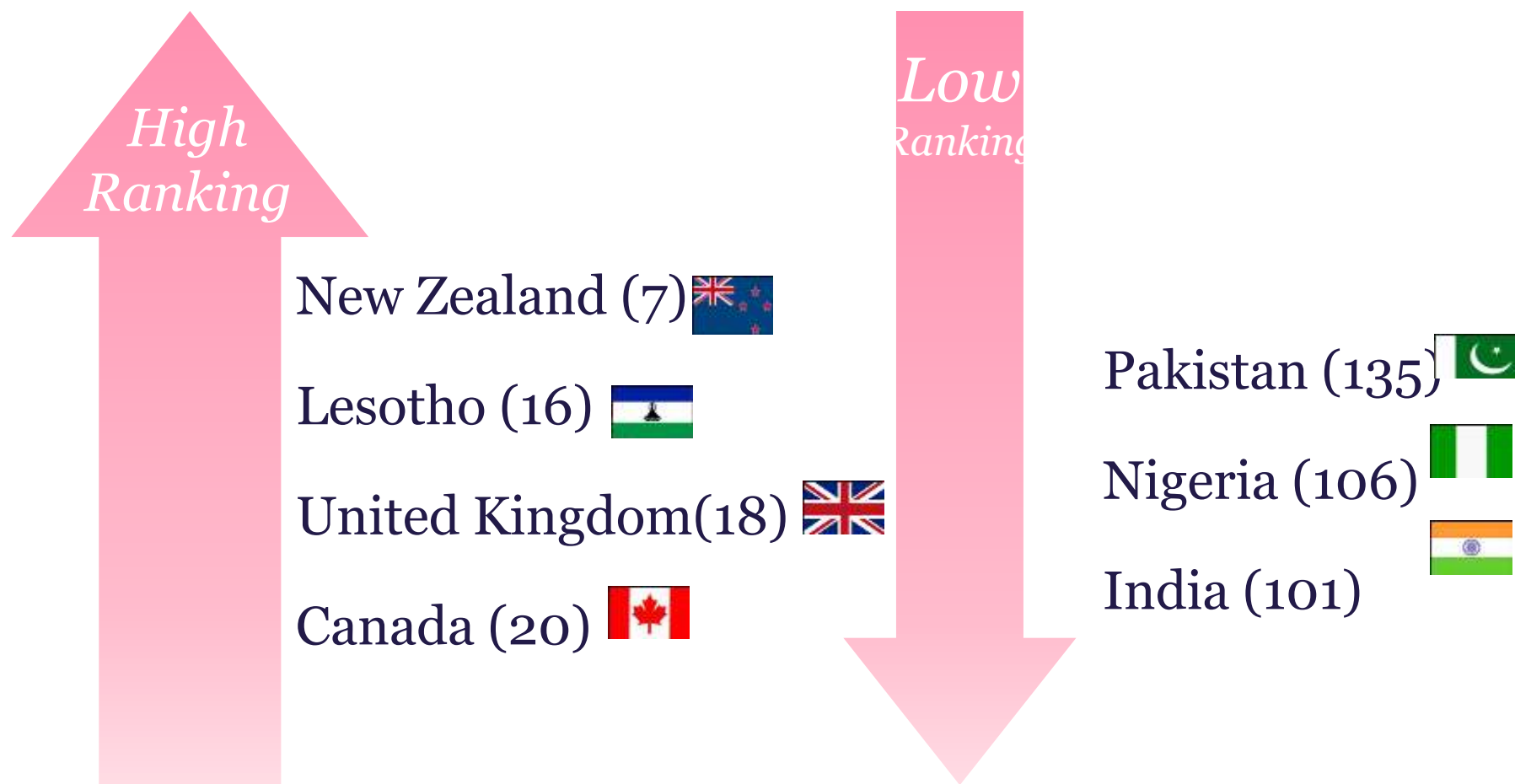
Rosanne Wong
Gender Equality
Manager

I. Context

Women disadvantaged

- Rights
- Resources
- Voice




Gender Gap in Commonwealth Countries (2013)





*Poverty has
a female
face*

Vice-Chancellors: Gender Statistics

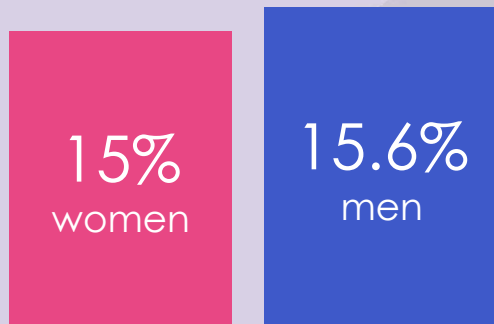
Country	% Of Female Vice-chancellors Of Public Universities
	14%
	14%
	3%



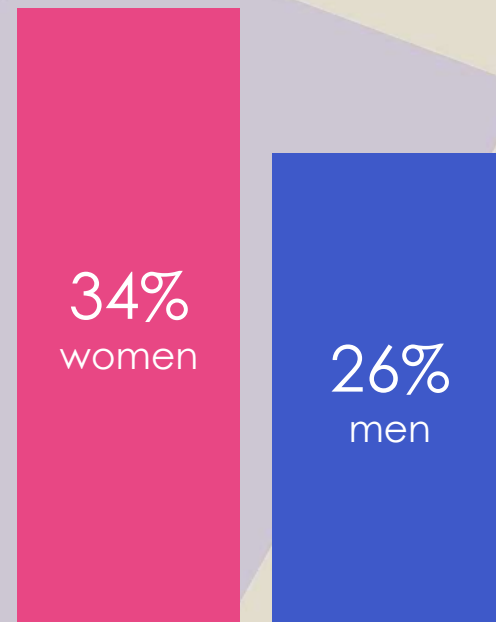
II. Women and Leadership

Women and education in Canada

25-34 year olds with a university degree



1990



2009

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

Are women leaders preferred?



40% prefer male managers

20% prefer women

44% women preferred male managers

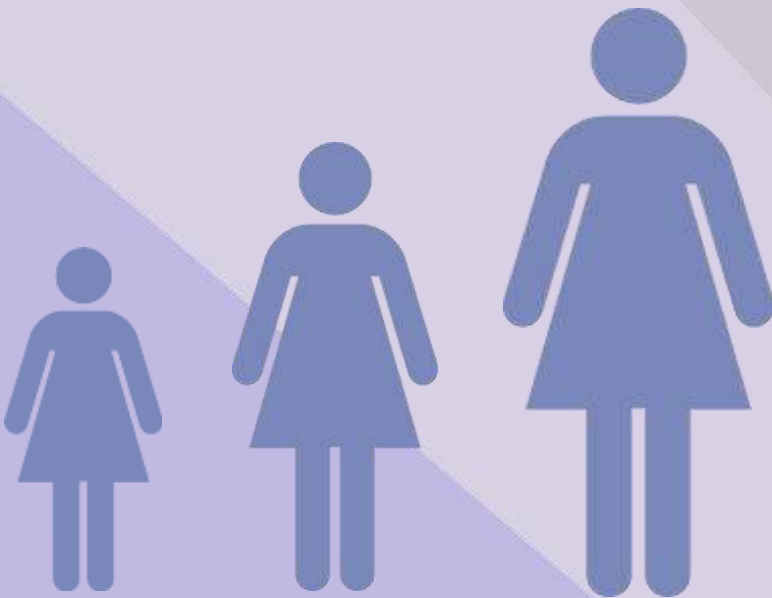
Only 23% preferred women





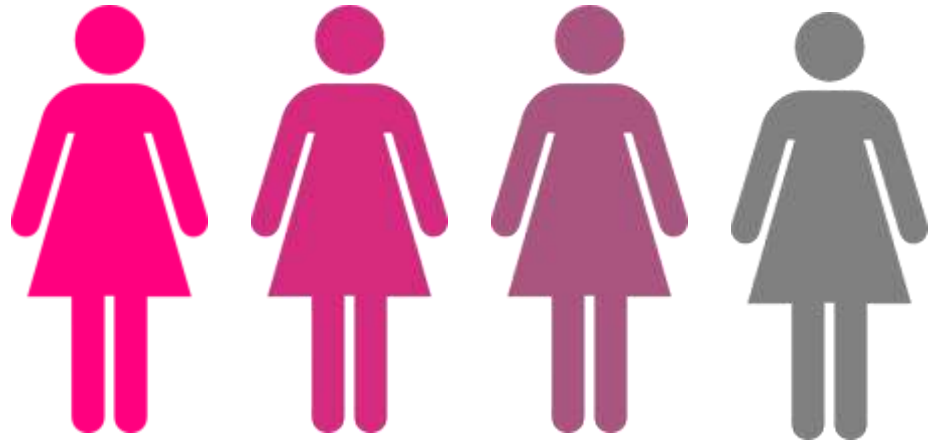
*III. Two Faces of
Transformational
Leadership*

Transformational leadership enables the disempowered to get empowered.



Transformational Leadership

“ Transformational leaders have the ability to identify their own **values**, and those of others...to **guide** their actions, thus developing a shared, conscious way of behaving and doing...Transformational leaders are concerned with substance and truly **empower** others.”



Empowerment

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.



Behavioral Components

<i>Charisma</i>	Ability in leaders to arouse emotions, leading to strong identification
<i>Inspiration</i>	Communicate high expectations, use of symbols to gain the focus and model appropriate behavior
<i>Intellectual Stimulation</i>	Promoting rationality and intelligence, enabling the group to be the problem solver
<i>Individualized Consideration</i>	Giving support and personal attention to the group members and helping them to develop self confidence.

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

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...

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

Dame Carol Kidu



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.”

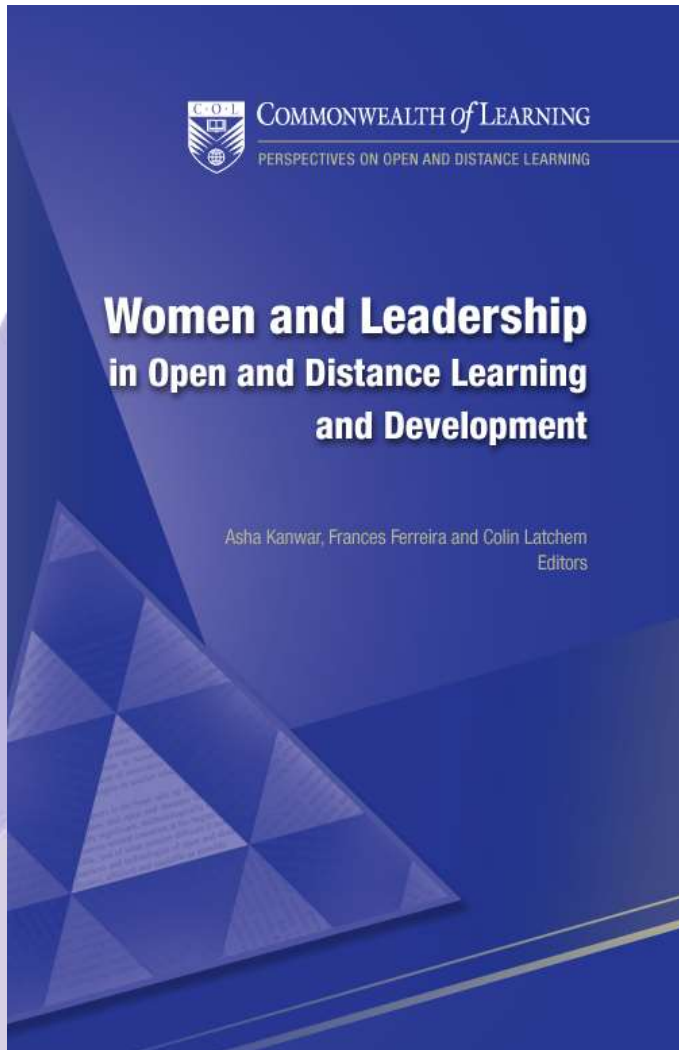
Peria Jakkamal



What do they share?

- People-oriented: empathetic and respectful
- Courageous
- Effective negotiators
- Networkers and communicators
- Lifelong learners

Women leaders



“Within the Commonwealth community there is widespread recognition that to accelerate social, economic and political progress, we must invest in our one billion girls and women....”

The Honourable Kamla Persad-Bissessar, SC,
former Prime Minister of Trinidad and Tobago

Available at <http://oasis.col.org/handle/11599/24>

Brenda Gourley

“ Reflecting on the women I’ve worked with over the years, I’ve found that women seem to be less hierarchical, have more empathy with those who work for them and seem more caring in the process.





*IV. Towards Transformational
Leadership & Empowerment*

Women as Relationship Workers

- Empathy
- Ability to collaborate
- Are socially sensitive

Geoff Colvin, *Humans are Underrated*, 2015

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

Transformational Leadership
&
Empowerment

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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