



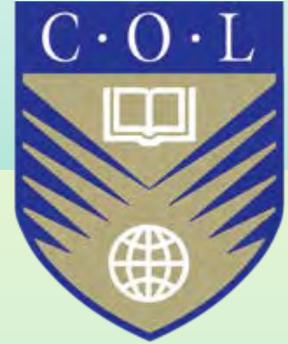
COMMONWEALTH *of* LEARNING

# Women Leaders in Development

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



INTERNATIONAL THINKING.  
INDIVIDUAL FOCUS.



# Intergovernmental Organization Created by the Heads of Commonwealth at CHOGM 1987

© Commonwealth Secretariat



1987 Commonwealth Heads of Government Meeting (CHOGM), Vancouver, Canada



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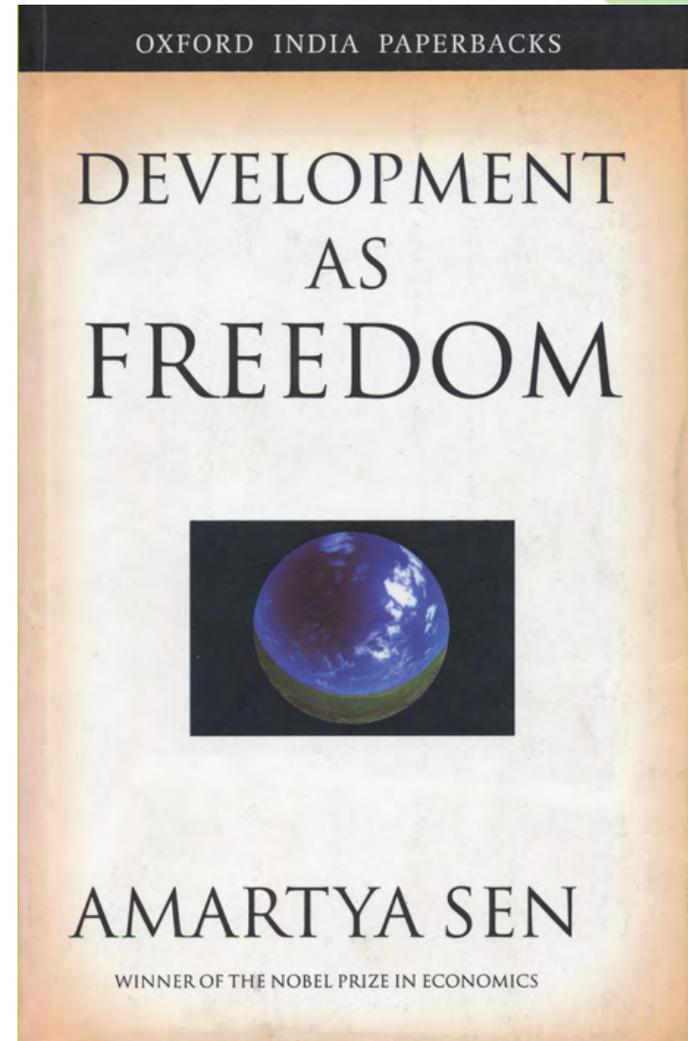
# *Learning for Development*

## WHAT IS IT FOR?

To help Commonwealth governments and institutions use various technologies to improve and expand learning for development

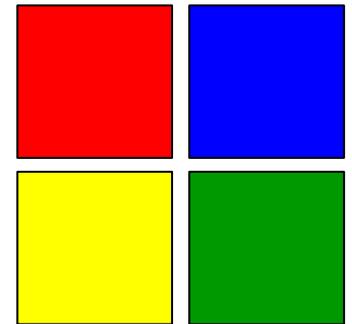
# Learning for Development

- Development:
  - as freedom
- Freedom:
  - ‘to be and to do’



# Outline

- I. Context
- II. Reflecting on Women's Leadership
- II. Two Faces of Transformational Leadership
- III. Towards transformation & empowerment



# Prepared by



**Professor  
Asha Kanwar**  
COL President & CEO

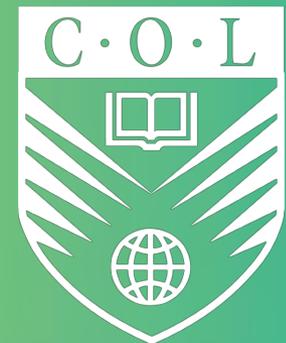


**Dr. K. Balasubramanian**  
Education Specialist,  
Agriculture and  
Livelihoods

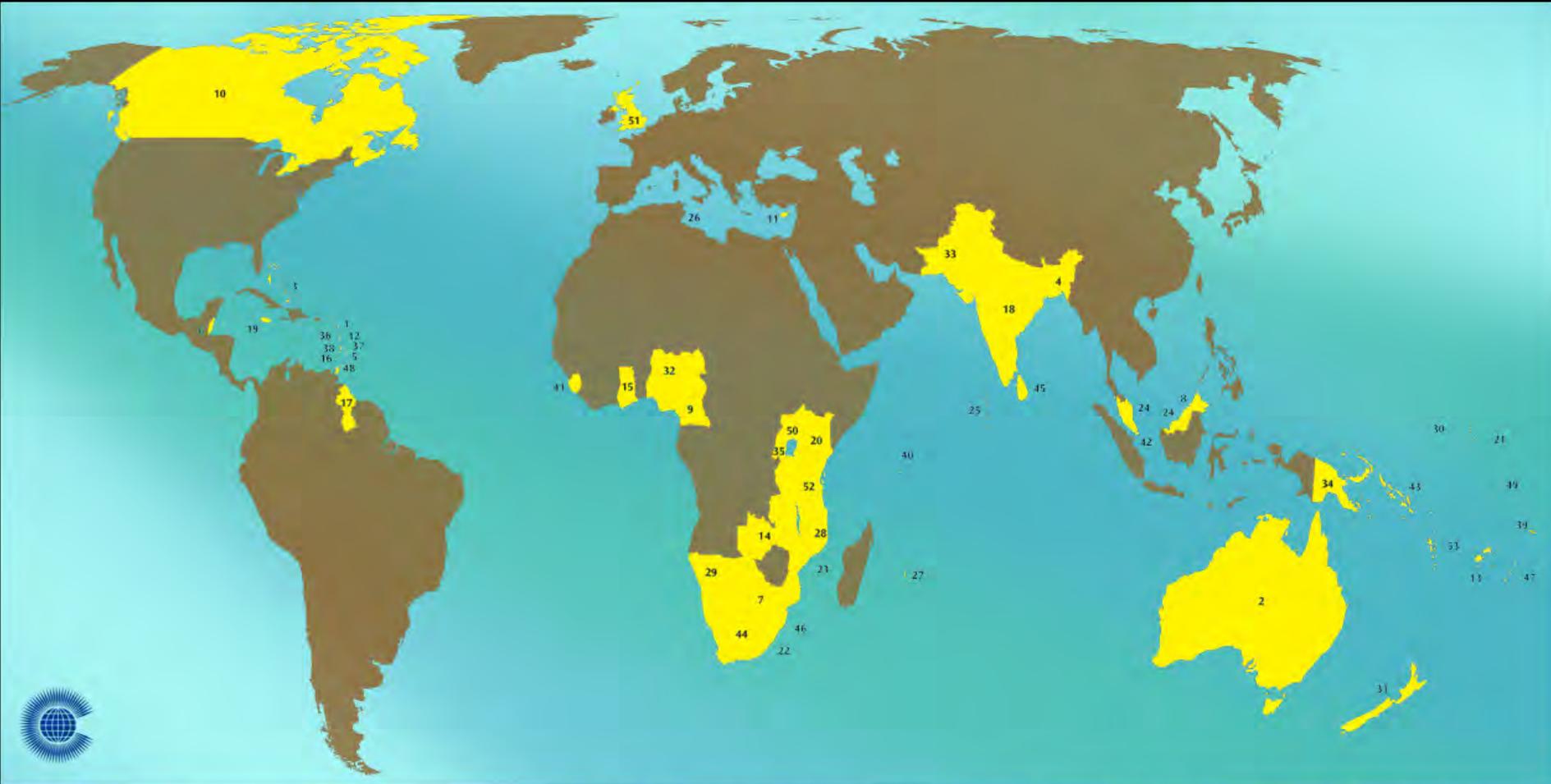


**Rosanne Wong**  
Gender Equality  
Manager

# I. CONTEXT



# The Commonwealth



**THE COMMONWEALTH COMPRISES 53 DEVELOPED AND DEVELOPING NATIONS AROUND THE WORLD**

Map Published by the Communications and Public Affairs Division, Commonwealth Secretariat.

# The Commonwealth has

- **60% of the population under 30**  
(UN World Population Prospects 2012 Revision)
- **23.3 million children out of primary school**  
(Education in the Commonwealth 2012);
- **462 million adult illiterates**  
(Education in the Commonwealth 2012)
- **65% of HIV/AIDS**  
(WHO 2012)

# 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...



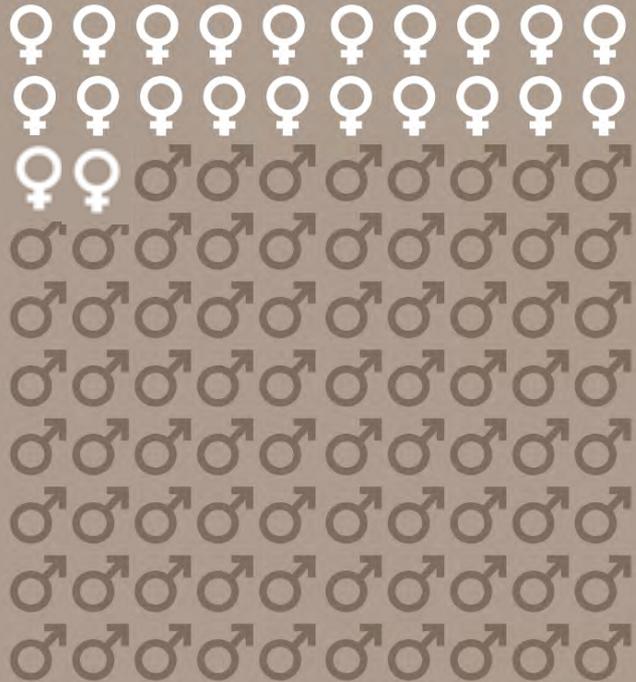
# Commonwealth

- 1/3 of the world's poor, 2/3 of them are women (ODI, 2009)
- 52% of the maternal deaths (World Bank 2010)
- 53% of infant deaths (World Bank 2012)

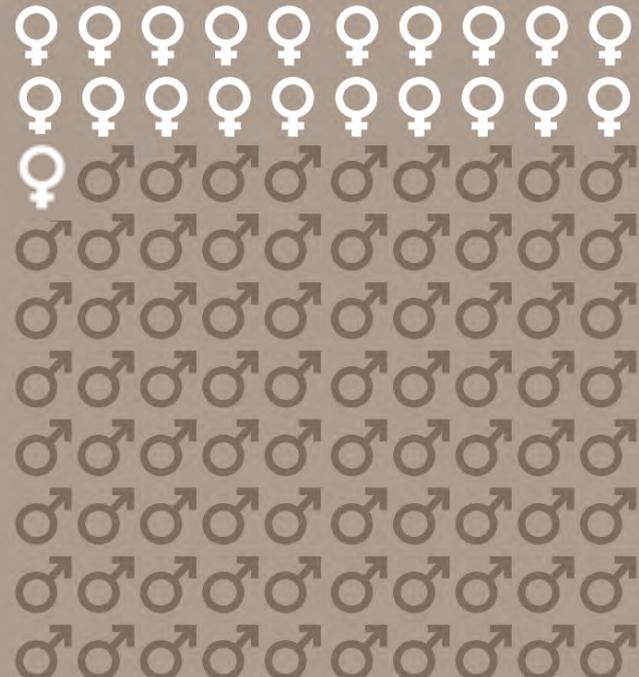


# Women parliamentarians

Women hold just **22%** of the world's parliamentary seats



Women hold just **21%** of the Commonwealth's parliamentary seats



# Elected Female heads of government in the Commonwealth



Prime Minister of Bangladesh  
**Sheikh Hasina**

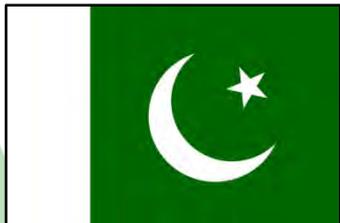


Prime Minister of Trinidad and Tobago  
**Kamla Persad-Bissessar**



Prime Minister of Jamaica  
**Portia Simpson Miller**

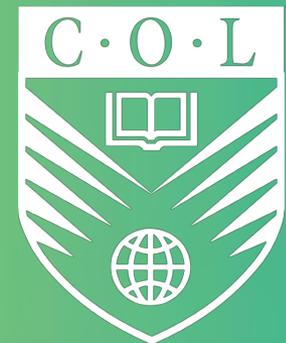
# Vice-Chancellor Gender Statistics

Country	Vice-chancellors of Public Universities	Percentage
	29 out of 166 VCs are women <sup>1</sup>	17%
	5 out of 23 VCs are women <sup>2</sup>	22%
	6 out of 70 VCs are women <sup>3</sup>	9%

Sources:

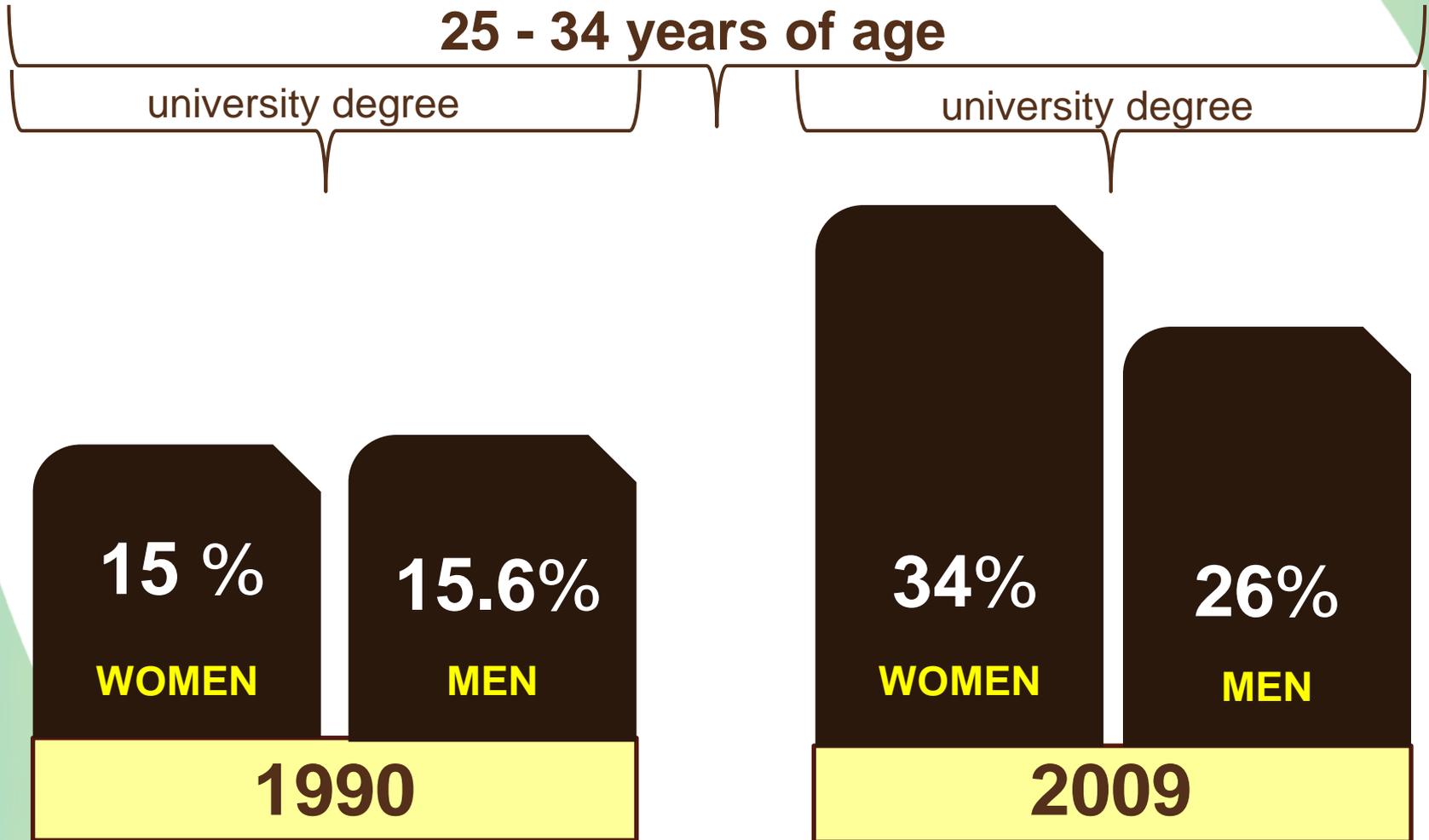
1. [KPMG Women Count, Leaders in Higher Education 2013](#)
2. [Higher Education South Africa: Board of Directors](#) Retrieved on June 09, 2014
3. [Higher Education Commission, Pakistan: VC contacts](#) Retrieved on June 09, 2014

# II. WOMEN AND LEADERSHIP





# Women and education in Canada



# Why so few women reach the top?

- Family responsibilities
- Social norms
- Desire to be liked



# Women's double roles

## *Productive:*

- Work that generates payment in cash or in kind

## *Reproductive:*

- *Work in and around the household, such as childbearing/rearing responsibilities and tasks carried out to maintain society's human resources (mostly unpaid)*

# How do women spend their time?

- Globally, women spend considerably more time than men in non-market unpaid family work
- Men typically spend more hours in paid economic activities than women—42 weekly hours versus women's 26.6
- For example, in Bolivia women spend 35 hours in unpaid work per week compared to 9 hours for men

(UN Economic Commission for Latin America and the Caribbean [ECLAC], 2007)



# How do Canadian women spend their time?

In 2010, women spent an average of 50.1 hours per week on taking care of children in the household, more than double the average time (24.4 hours) spent by men

(Statistics Canada, 2010)

# Women work more

- Paid hours + unpaid hours = longer work weeks than men
- Less time for training, political activities, their own leisure time or health care

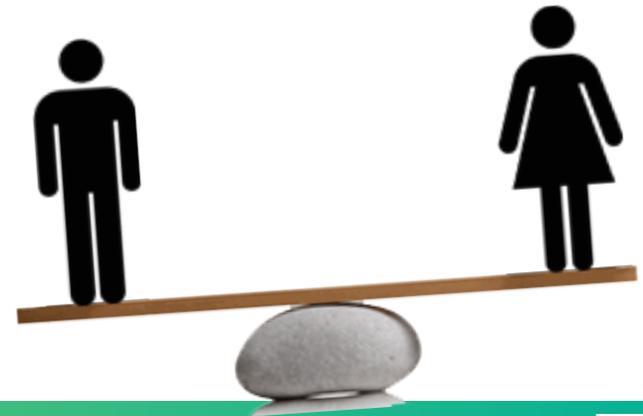


# The gender bias: Howard/Heidi

**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: appealing colleague
- ➔ Heidi: selfish



Sandburg, 2013, pp. 39-40

# Are women leaders preferred?

- 40% prefer male managers
- 20% prefer women
- 44% women preferred male managers
- Only 23% preferred women

Ranstad, 2011

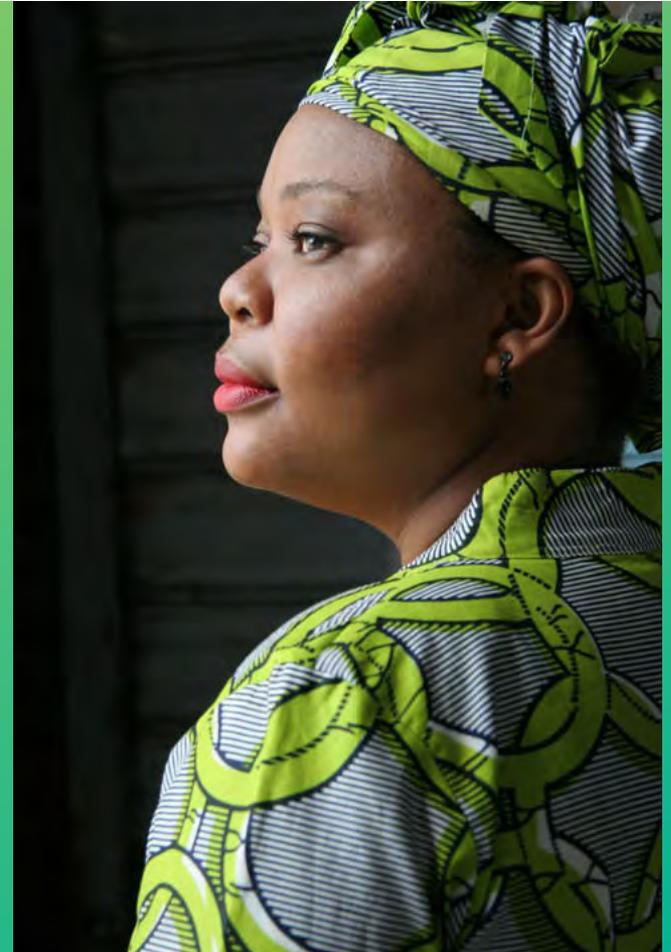


Violence/discrimination

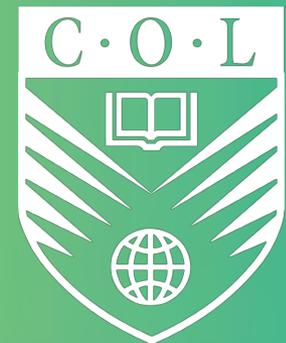


“More women  
in power”

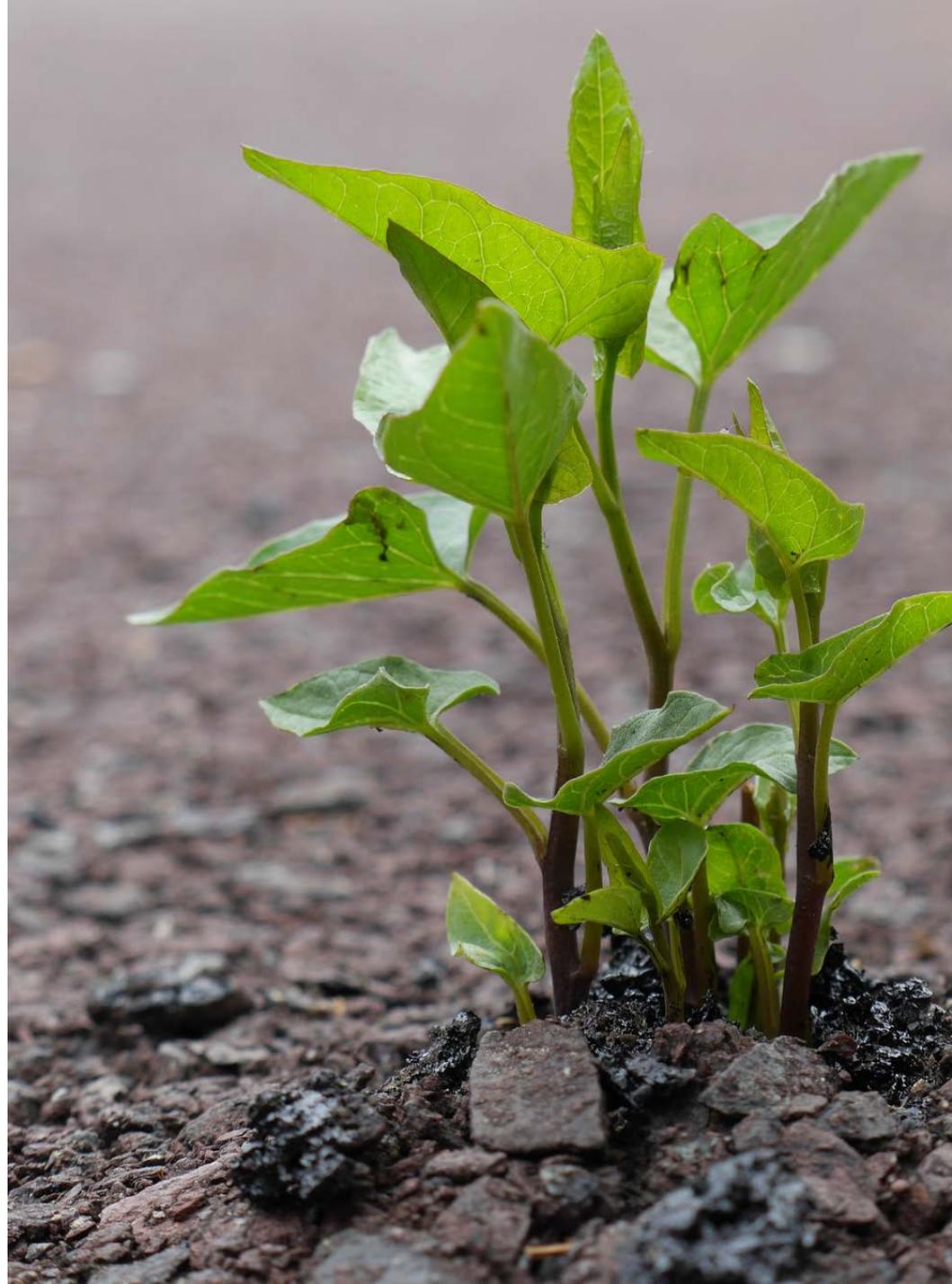
*Leymah Gwobee*  
2011



# III. TWO FACES OF TRANSFORMATIONAL LEADERSHIP



**Transformative  
Leadership  
enables  
the disempowered  
to get empowered**



# Transformative Leadership

“ ....occurs when one or more persons engage with others in such a way that leaders and followers **raise one another** to higher levels of motivation...”

Spreckley Partners in <http://www.onrec.com/news/news-archive/the-role-of-gender-in-transformational-leadership>



# 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. Power is **distributed** because these leaders do not see power as limited but expansive. Transformational leaders are concerned with substance and truly **empower** others” .

Spreckley Partners in <http://www.onrec.com/news/news-archive/the-role-of-gender-in-transformational-leadership>



# 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.



World Bank

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTEMPowerment/T/0,,contentMDK:20245753~pagePK:210058~piPK:210062~theSitePK:486411,00.html>

# Transformational leadership- Behavioral Components

Behavioral Component	
Charisma	Ability in leaders to arouse emotions, leading to strong identification
Inspiration	Behavior espoused by the leader to such things as communicating high expectations, use of symbol to gain the focus and modelling appropriate behavior
Intellectual Stimulation	Promoting rationality and intelligence, enabling the group to be the problem solver
Individualized Consideration	Giving support and personal attention to the group members and helping them to develop self confidence.

Spreckley Partners in <http://www.onrec.com/news/news-archive/the-role-of-gender-in-transformational-leadership>



# Case 1: Dame Carol Kidu, PNG

- 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



# Dame Carol Kidu

- In PNG, politics entirely a 'male domain' and for a widow to enter into politics 'unthinkable'
- Intense struggle to get family approval
- Supported by women
- Became the only woman Member of Parliament and Minister for Community Development

# Dame Carol Kidu poster



# 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

# Dame Carol Kidu as a Transformational Leader

Behavioral Components	
Charisma	Became part of a foreign culture and demonstrated empathy with the community, gaining their trust
Inspiration	Through her sheer commitment and sincerity, she attracted the community support. She bravely faced challenges and led the community to speak in a collective voice against injustice.
Intellectual Stimulation	She brought successful examples from other cultures and shared them with her people challenging them to adopt and localise them. She set up structures for lifelong learning.
Individualized consideration	Humble and unassuming, with respect for the last person in the queue. A great networker and communicator.

# Women leaders...

“walk with people, they talk with people, they learn from people and they lead by example. Let me end with a quote from Albert Einstein: ‘Setting an example is not the main means of influencing others, it is the *only* means.’”

# Case 2:

## Peria Jakkamal, India

- Illiterate from a remote village
- Ethnic Community control regulating the role of women.
- Restrictions in going outside the village
- No asset or resources for women





- Joined Self-Help Group (SHG) of VIDIYAL
- Started SHGs in her village
- Ventured outside the confines of her village
- Mobilized women in her community to join the Lifelong Learning for Farmers initiative



# Empowering the community to negotiate with financial institutions



# Peria Jakkamal as a Transformational Leader

Behavioral Components	
Charisma	Even though illiterate, she was a learner. Gained trust of the community and convinced others with rustic/authentic eloquence
Inspiration	She led by setting standards and following the standards. Smooth, diplomatic revolutionary process “without people realizing that they are undergoing the transformation”. Knows when to intervene and when to withdraw.
Intellectual Stimulation	First she transformed herself and then became a transformational leader. Encouraged women’s groups to solve problems. Promoted effective use of ICT among the illiterate community
Individualized consideration	Pleasing personality and interacting with every member including men. Always attributed the success to the group and never claimed that she made the difference.

## 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” .

Told to COL during 2012

# What do they share?

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

# Jacqueline Novogratz

## Women and leadership in development



*I went in as a leader with pure audaciousness. I didn't have as much humility .... The real lesson for me was how that dignity is so much more important to the human spirit than wealth.... And so leadership as a way of inspiring, listening, and letting people... grow themselves in their own way.*

# Women leaders



COMMONWEALTH of LEARNING

PERSPECTIVES ON OPEN AND DISTANCE LEARNING

## **Women and Leadership in Open and Distance Learning and Development**

Asha Kanwar, Frances Ferreira and Colin Latchem  
Editors

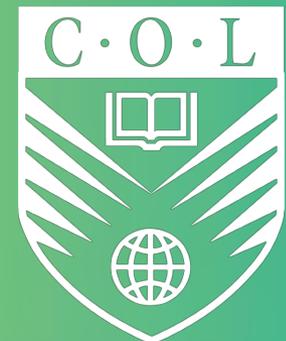
[www.col.org/psWomenLeadership](http://www.col.org/psWomenLeadership)

# Brenda Gourley

*Reflecting on the women I've worked with...I've found them to be less hierarchical, have more empathy with those who work for them and seem more caring in the process. p 58*



# IV. TOWARDS TRANSFORMATIONAL LEADERSHIP & EMPOWERMENT



# C21 Skills

- Intelligence
- Ability to sit still and focus
- Communicate openly
- Listen to people
- Operate in a diverse workplace

Hanna Rosin, TED Talk 2010

# 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) institution-based

# Transformational Leadership & Empowerment

Can take place in the  
Bottom of Pyramid  
Rather than just in the  
boardroom



**Transformational Leadership &  
Empowerment**

# Challenges in Transformational leadership

- Faces problems in the context of organized institutions, rules and procedures and “routinizing authority”



How to sustain transformational leadership in a non-formal to formal transition?

Naila Kabeer and Lopita Huq, *The Power of Relationship* in the book *Feminism, Empowerment and development: Changing Women's Lives*, edited by Andrea Cornwall and Jenny Edwards, London: Zed Books, 2014

# How the two leaders faced the issue

- Peria Jakkamal played a role till a stage and withdrew when formalized platform emerged
- Dame Kidu encouraged others to take the leadership



# Need to focus on Transformational Leadership

- While leadership is studied mostly from corporate and political level, transformational leadership at the Bottom of the Pyramid needs to be looked into.
- The role of learning, education and extension in evolving transformational leadership needs understanding.

# Some Questions

- Is women's transformational leadership different from men's? How?
- What motivates women to manage the two roles and still take up leadership roles?
- A woman may be a transformational leader at the community level but what of the home?



# Thinking like a woman? A personal view

- The pressure to prove yourself
- Cautious risk-taking
- Collaborative approach



# Why is gender important?

*'It is impossible to realise our goals while discriminating against half the human race'*

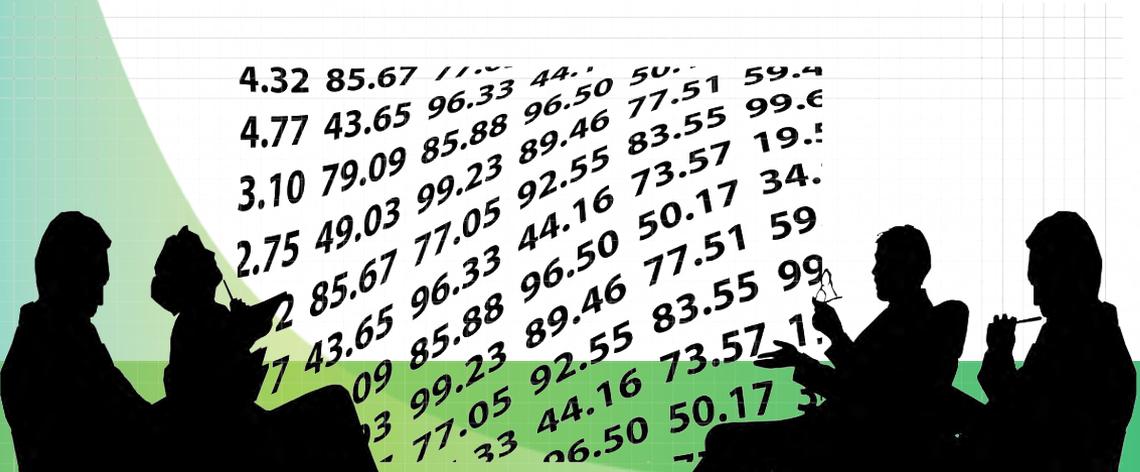
Kofi Annan (2006)



# Key Message from the International Development community

- Investing in gender equality and empowerment of women is smart economics

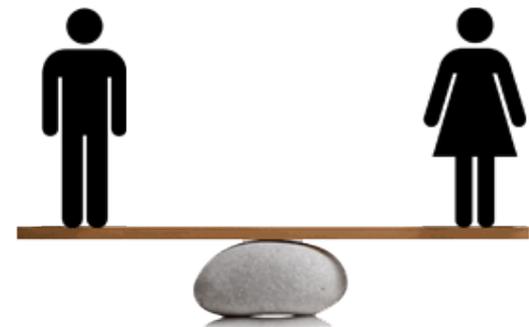
GMR, 2007



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# Have a gendered perspective

- Awareness of power relations at every level
- Awareness of gender & women's rights at all times
- Challenging stereotypes



# THANK YOU



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