

SDC Gendernet: Partner Learning Day 2020



**Empowerment and Role-Modelling
as Factors of Women's Political Leadership**

Setting the Stage

One **key objective** of
SDC Gendernet Partner Learning Day (2020):

“To explore different dimensions of Women’s political empowerment and leadership.”

- => Practical approach (Case Studies)
- => Theoretical approach

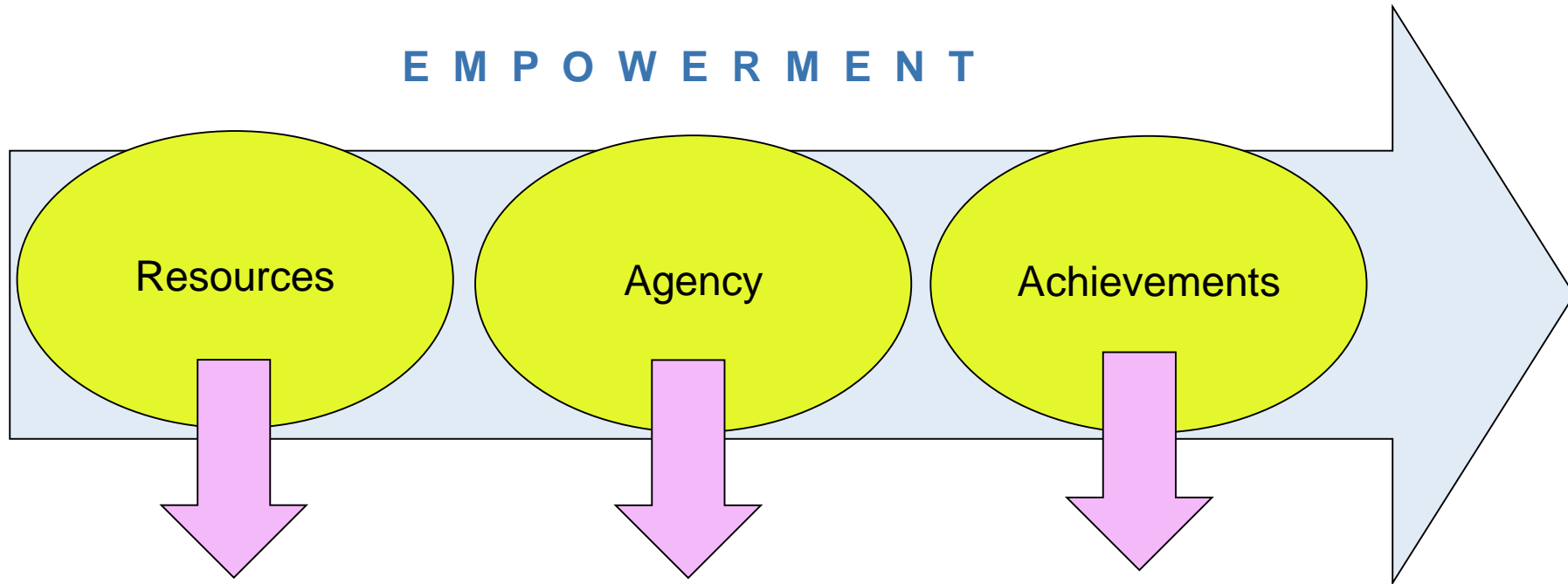
Agenda

1. Introduction and Setting the Stage
2. Discourse and Concepts of **Empowerment**
3. Definitions of (Political) **Leadership**
4. Potential and Challenges of Role Modelling and **Role Models**
5. Final Remarks and Recommendations
6. Possible Q&A



Conceptual Model of Empowerment Process

EMPOWERMENT



Female
role models??

What kind of
dimensions??

Women's Political
Leadership??



Sustainable Development Goals (SDGs)

“Transforming Our World: The UN 2030 Agenda for Sustainable Development”





SDG 5:
**Achieve gender equality and empower
all women and girls**

SDG 5 => Targets **5.1** and **5.5** relate to
Women's Political Leadership

Targets and indicators:

5.1

End all forms of **discrimination** against all women and girls everywhere.

***Indicator 5.1.1:** Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex.*

Intersectional approach: discrimination and/or favouritism

Gender-based discrimination will often intersect with other forms of discrimination to create acute forms of disadvantage



Source: UN Women (2018)



SDG 5: Achieve gender equality and empower all women and girls

Targets and indicators:

5.5

Ensure women's full and effective participation and equal opportunities for **leadership at all levels of decision-making** in political, economic, and public life.

Indicator 5.5.1: Proportion of seats held by women in national parliaments and local governments.

Indicator 5.5.2: Proportion of women in managerial positions.

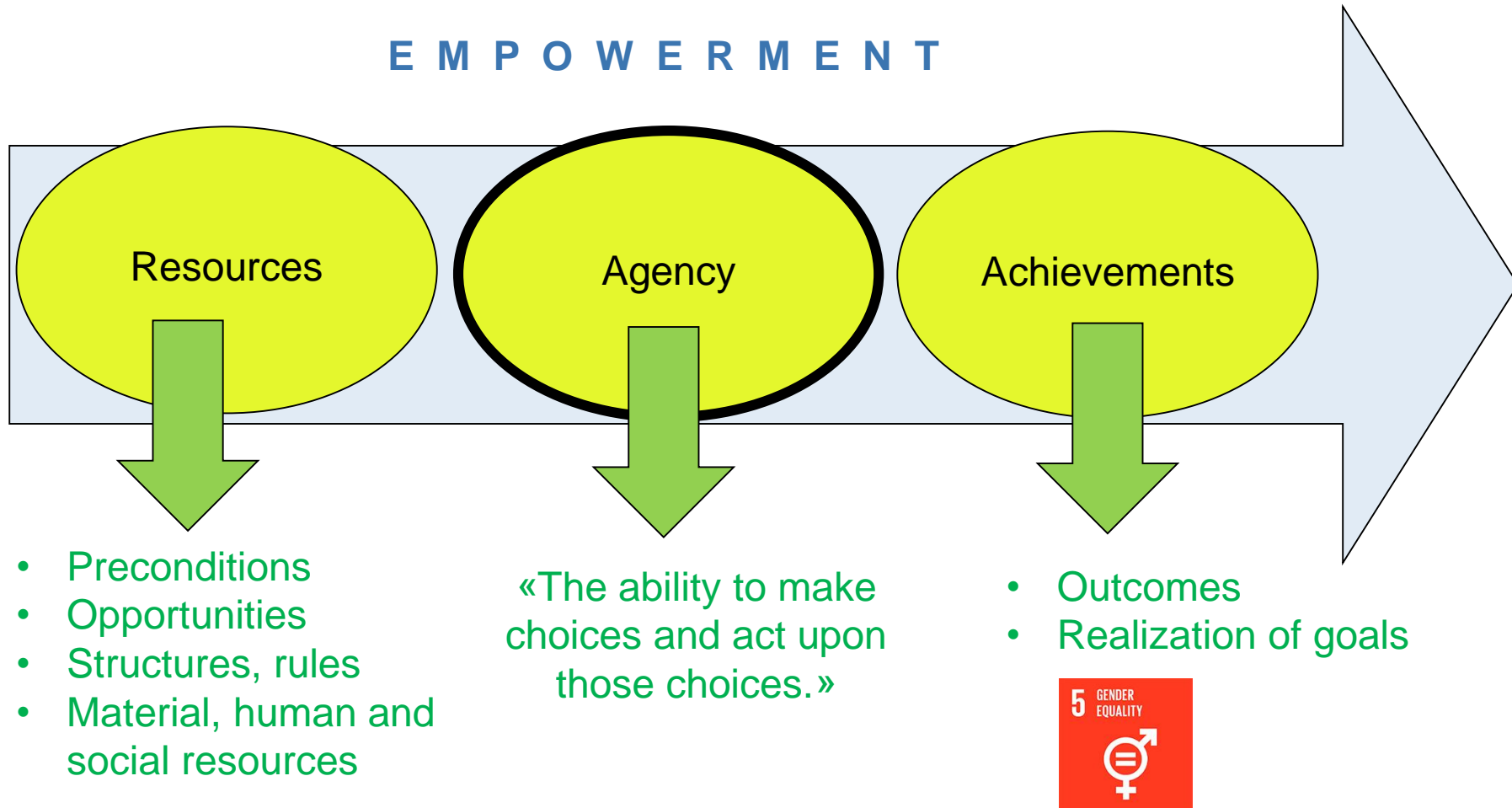
Agenda

1. Introduction and Setting the Stage
2. **Discourse and Concepts of Empowerment**
3. Definitions of (Political) Leadership
4. Potential and Challenges of Role Modelling and Role Models
5. Final Remarks and Recommendations
6. Possible Q&A

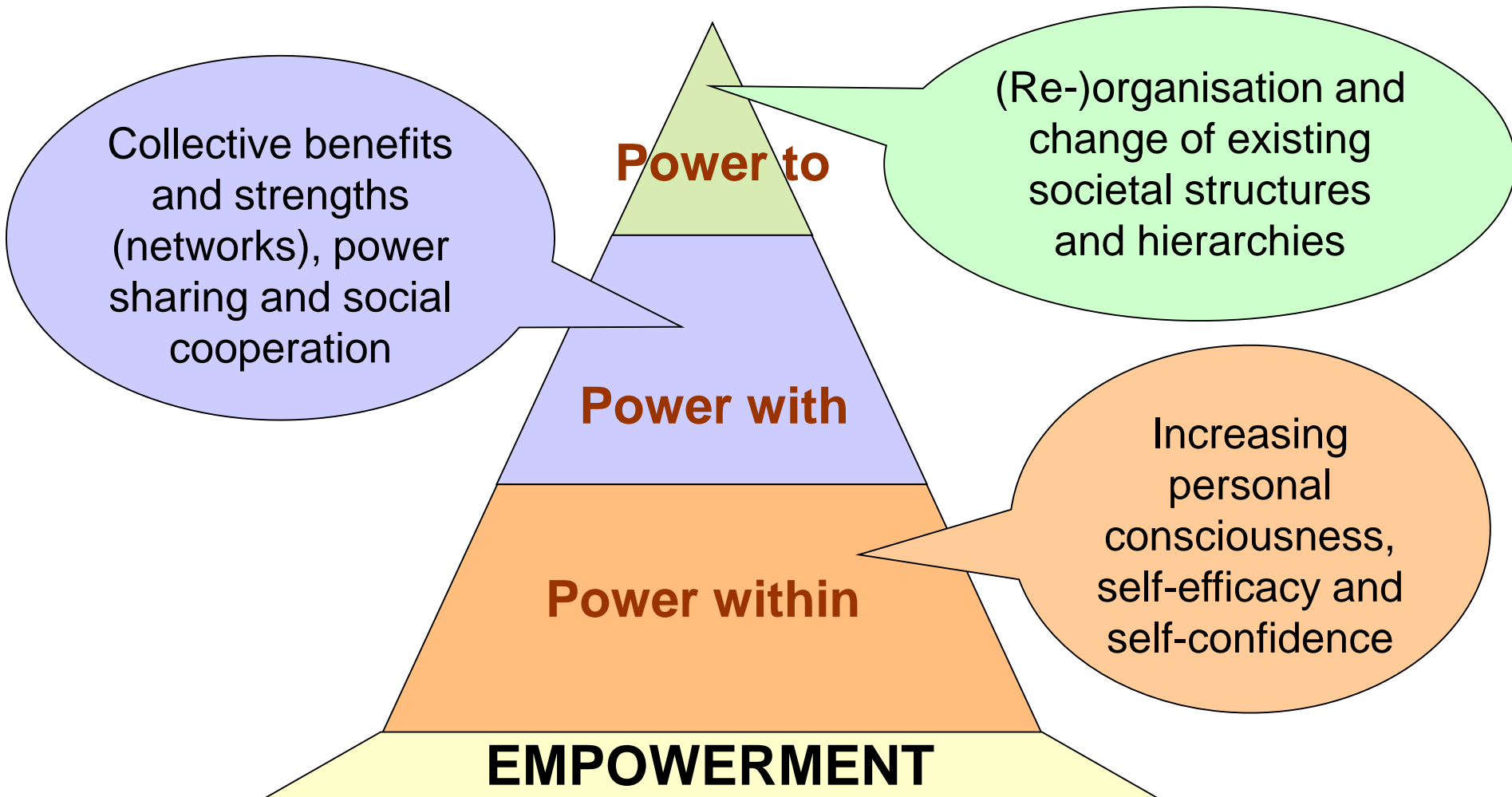


Conceptual Model of Empowerment Process

EMPOWERMENT



Concept of Empowerment



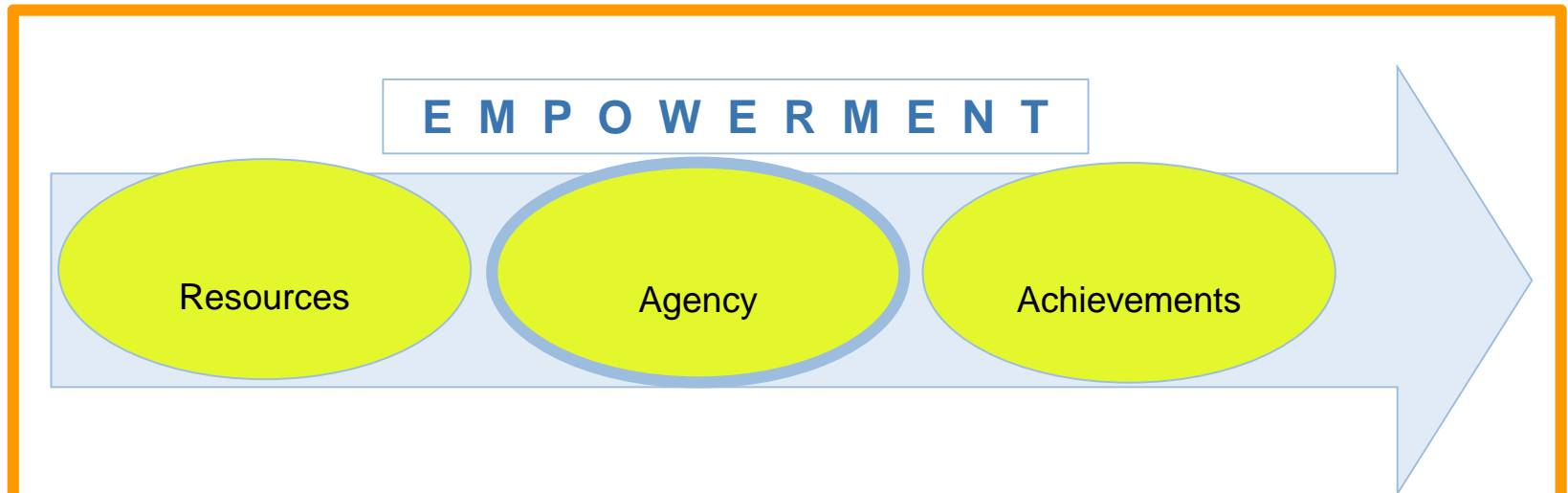
Premises of Empowerment

1. Holistic approach (diversity)
2. Simultaneously: aim and on-going process over time
3. Ressource-orientation
4. Self-determination and equality of life choices
5. Interaction between individual, collective and societal levels (systemic approach)
6. Context matters (socio-cultural setting)

(Rowlands 1995; Scales & Leffert 1999; Mosedale 2003; Herriger 2006; UNIFEM & UNGC 2010; Richardson 2017)

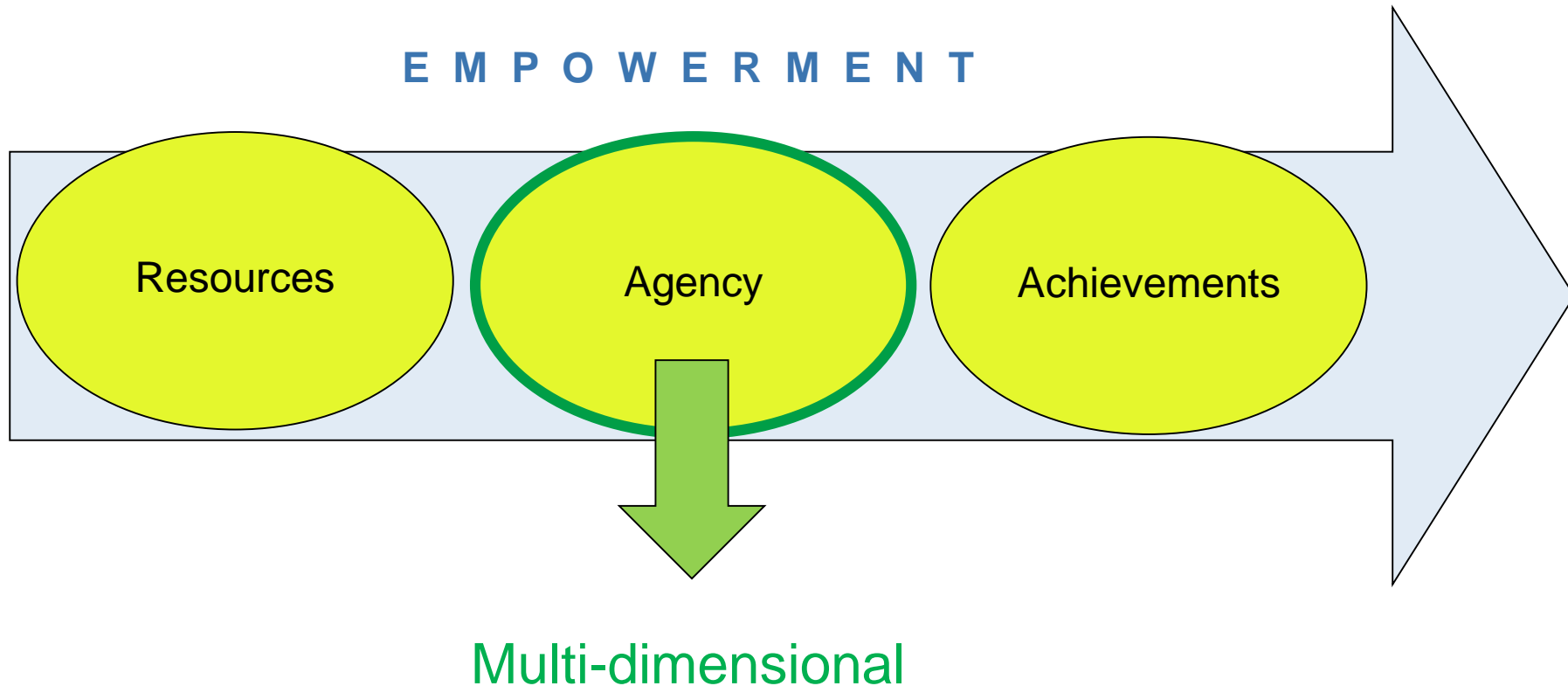
Specific and Holistic Contextuality of Empowerment

1. Human Rights framework



2. Socio-cultural context (local, regional, national)

Conceptual Model of Empowerment Process



Measuring Empowerment (and Leadership)

Dimensions (and possible indicators) of **AGENCY**:

- freedom of mobility
- involvement in major household decisions
- relative freedom from family control
- political and legal awareness
- involvement in community and political activities
- economic security
- awareness of choices
- awareness of own health
- participation in groups
- desire for information and new experiences

Agenda

1. Introduction and Setting the Stage
2. Discourse and Concepts of Empowerment
3. **Definitions of (Political) Leadership**
4. Potential and Challenges of Role Modelling and Role Models
5. Final Remarks and Recommendations
6. Possible Q&A



Top 11 Leadership Competencies



Top 11 Leadership Competencies

<p>1</p> 	<p>2</p>  <p>LEADING FROM WITHIN Concentrate on your inner environment and on your people.</p>	<p>7</p> 	<p>9</p> 
<p>PROACTIVITY Leaders are a driving force for change within the team.</p>	<p>4</p> 	<p>ADAPT to CHANGE</p>	<p>MOTIVATE The motivation is necessary to reach the objectives and perform the tasks.</p>
<p>3</p>  <p>REWARD</p>	<p>COMMUNICATE The opinion of the rest is essential to make the best decision.</p>	<p>8</p>  <p>TRACKING Is important to check the impact of each decision.</p>	
<p>5</p>  <p>EMPATHY</p>	<p>6</p>  <p>MANAGE SUCCESS The leader is able to set small victories.</p>	<p>10</p>  <p>ASSERTIVENESS</p>	<p>11</p>  <p>LOCATION OF NEEDS Find a solution for that which is not working.</p>

Leadership Competencies

How To Be a Good Leader

1. Be humble
2. Communicate
3. Listen
4. Ask for feedback
5. Think strategically
6. Turn the singular into the plural

=> More horizontal than vertical communication and leadership skills

Leadership in an Asian Context

“Talented and confident women leaders have seven characteristics in common:”

1. They place a high value on **relationships** and judge the success of their organizations based on the quality of relationships within them.
2. They prefer **direct communication**.
3. They are comfortable with **diversity**, having been outsiders themselves and knowing what kind of value fresh eyes could bring.
4. They are unwilling (and unable) to compartmentalize their lives and so draw upon personal experience to bring **private sphere information** and insights to their jobs.
5. They are **skeptical of hierarchies** and surprisingly disdainful of the perks and privileges that distinguish hierarchical leaders and establish their place in the pecking order.
6. They preferred **leading from the center** rather than the top and structure their organizations to reflect this.
7. They ask **big-picture questions** about the work they do and its **value**.

Recent sources / literature



- Report by Westminster Foundation for Democracy (WFD): The Global Institute for Women's Leadership, King's College London.
- **“Women political leaders: the impact of gender on democracy”**
- Published in July 2020

Recent sources / literature



- based on an analysis of over **500 pieces of research** into the impacts of women leaders in politics and public life.
- results show that when women are able to exercise political leadership, there are **gains not just for women/girls but for the entire society.**

Recent sources / literature



The report has three chapters:

1. **Women's political careers**
2. **Women political leaders and the quality of democracy**
3. **Women political leaders and policy making**

Key findings:

2. Women political leaders and the quality of democracy

- Women in politics tend to do more **constituency work** than men.
- Having more women representatives is related to **lower levels of corruption**.
- Evidence suggests women tend towards a leadership style that is **more cooperative and inclusive** (less hierarchies).
- Women politicians are altering the framework of politics, by introducing legislation in areas previously considered **beyond the scope of government**.



Key findings:

3. Women political leaders and policy making

- WiP, more often than men, **prioritize women's interests**, such as equal and reproductive rights, sexual health, childcare, etc.
- WiP prioritise broader **social 'care' issues** more than men (less militarism, more aid).
- WiP often see representing women as part of their role and legislate more than men on **women's priority issues**.
- WiP are more able to propose/pass **women friendly legislation** when there is a greater proportion of women in the legislature.



Agenda

1. Introduction and Setting the Stage
2. Discourse and Concepts of Empowerment
3. Definitions of (Political) Leadership
4. **Potential and Challenges of Role Modelling and Role Models**
5. Final Remarks and Recommendations
6. Possible Q&A



Recent sources / literature



The report has three chapters:

1. **Women's political careers**
2. **Women political leaders and the quality of democracy**
3. **Women political leaders and policy making**

Key findings:

1. Women's political careers

- **Female role models** can help close the ambition gap between the genders and inspire more women to run for political office.
- **Quotas** – when implemented properly – are found to increase women's representation in politics.
- **Political funding and networks** which target women help to reduce some of the obstacles preventing women's entry into politics.
- **Political parties** are a major barrier to women's entry into politics, they need to be part of the solution.



Recent sources / literature



Guide by ALIGN: digital platform and programme that is creating a global community of researchers and thought leaders, all committed to gender justice and equality.

Published in August 2020

Recent sources / literature

ALIGN Advancing Learning and Innovation on Gender Norms



TOPIC GUIDE

Gender norms and women in politics:
Evaluating progress and identifying challenges on the 25th
Anniversary of the Beijing Platform

By Rachel George
with Emma Samman, Katie Washington and Alina Ojha

August 2020

What has led to change?

- Shifting attitudes towards women leaders
- Leadership as norm change: the impact of role-modelling on girls' aspirations
- Political gender quotas and norm change
- Social and political movements and norm change

What is the impact of which role models?



What is the impact of which role models?



Photos: M. Meier

Undifferentiated Understanding



Superstar

Champion

Mentor

Role Model

Icon

Celebrity



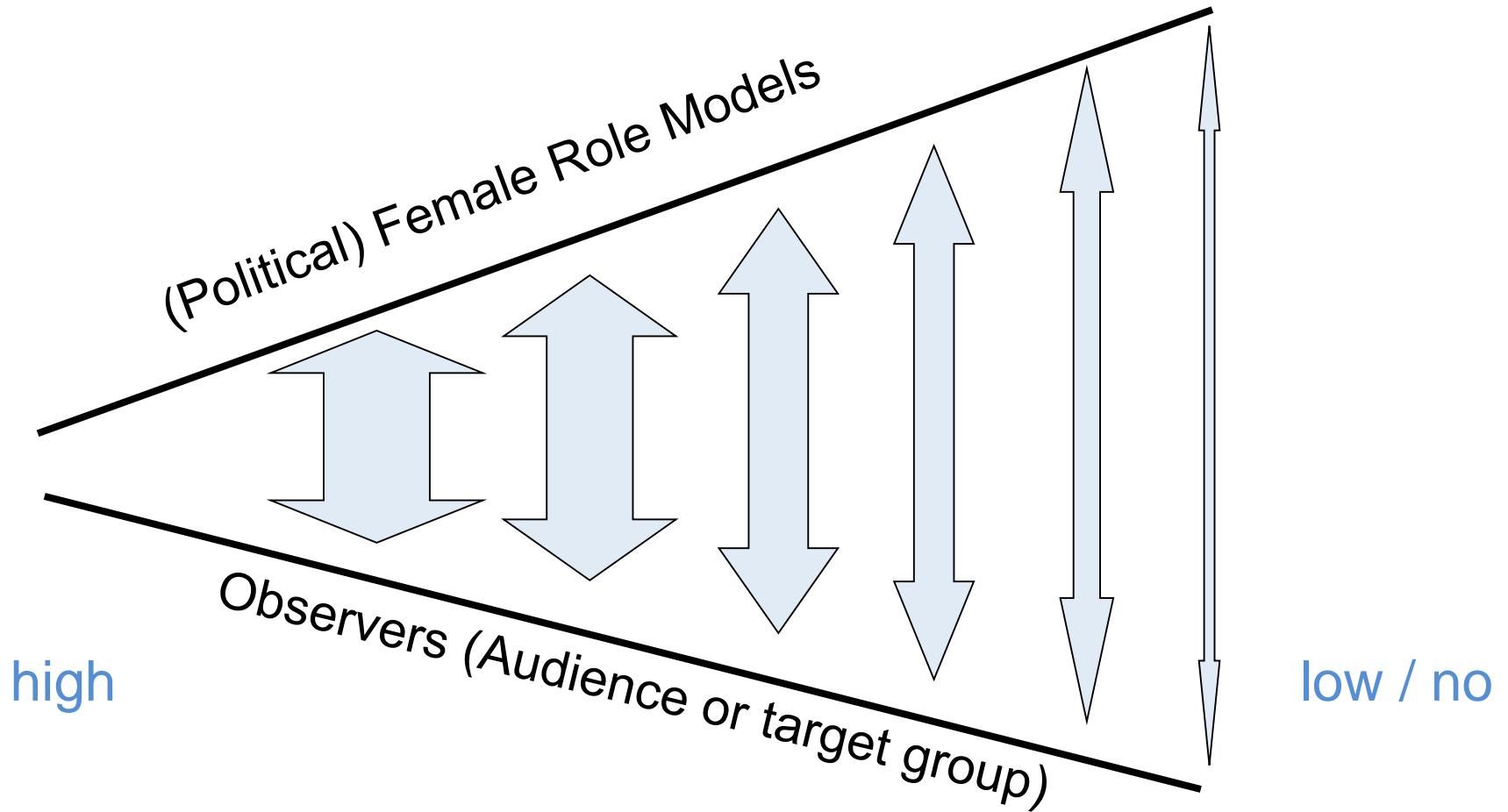
Hero



Idol

Heroine

Degree of Interaction (Continuum)

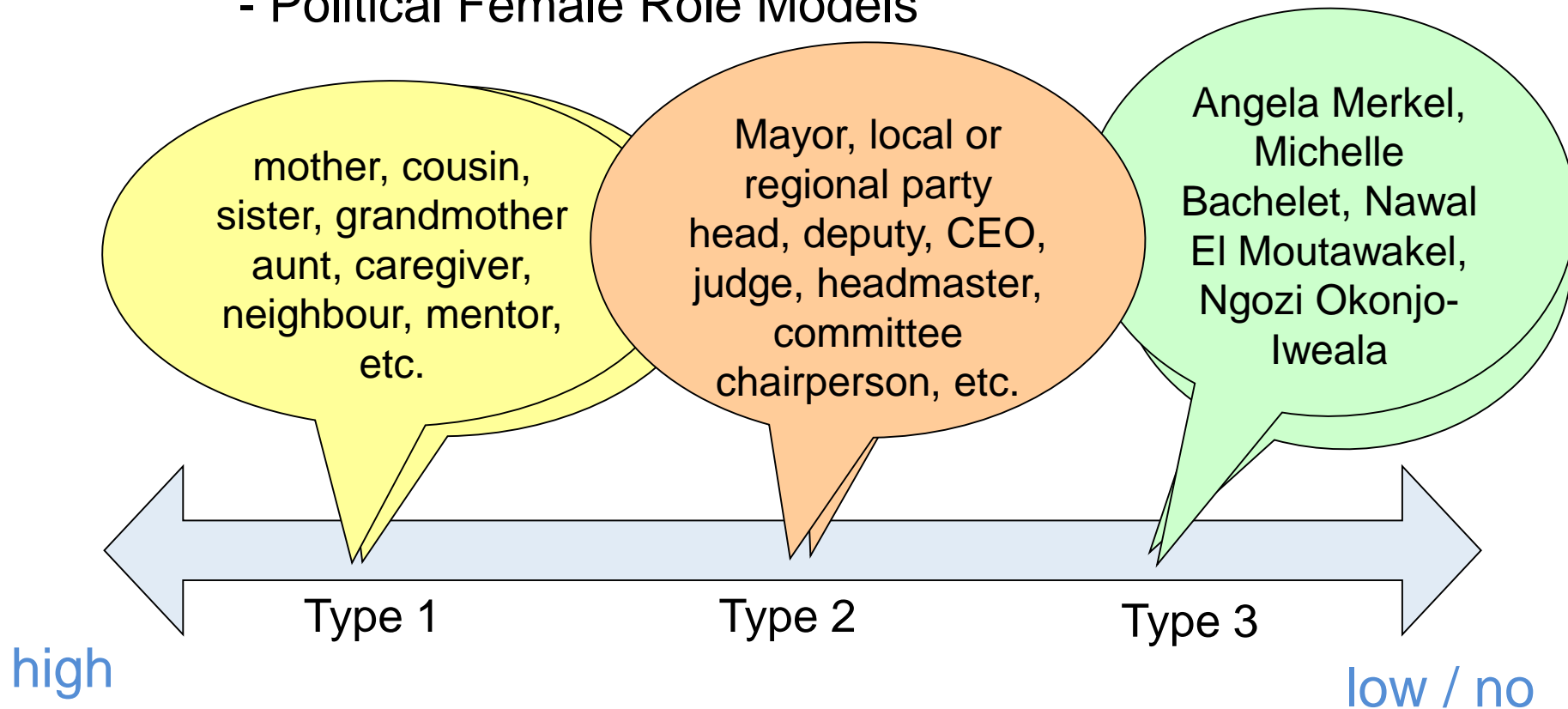


(Meier (2013), adapted from MacCallum & Beltmann 2002)

Degree of Interaction (Continuum)

(Meier (2020), adapted from Pleiss & Feldhusen 1995; MacCallum & Beltmann 2002)

- Definition „Role Models“
- Political Female Role Models



Theoretical Frame of Reference

Social Learning Theory:

„model-observer similarity“

„coping vs. mastery“

(Bandura 1986)



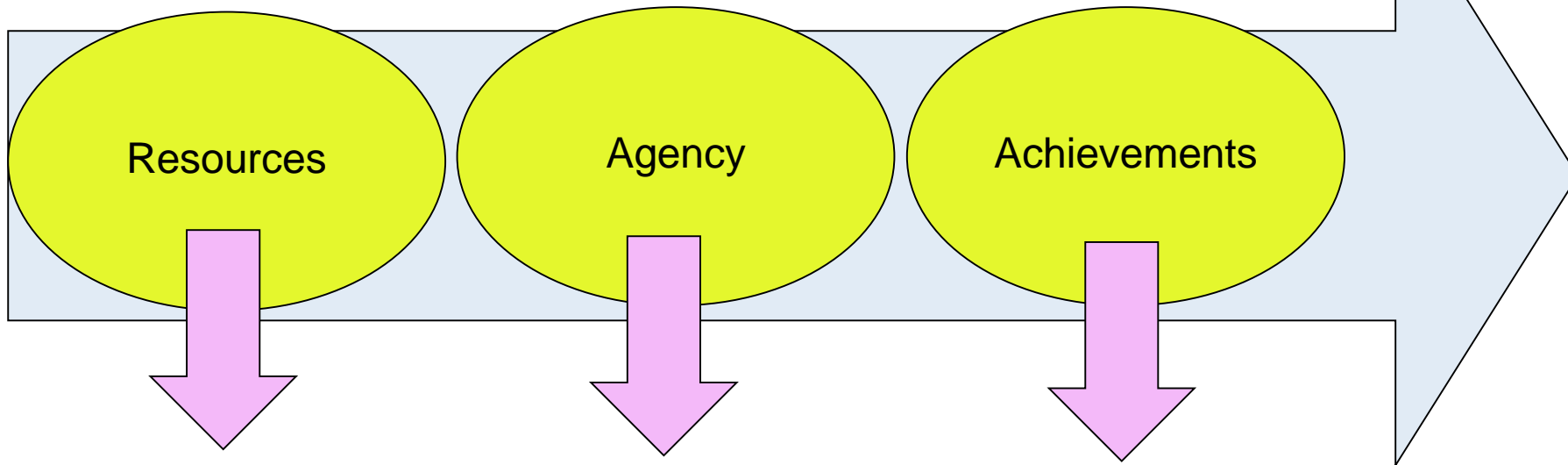
Social Psychology Theory:

„attainability and relevance“

(Lockwood & Kunda 1997)

Conceptual Model of Empowerment Process

EMPOWERMENT



Availability of relevant and attainable (female) role models

- Involvement in political activities
- Freedom of movement
- Self-efficacy
- Community involvement



5.5 Ensure women's full and effective participation and equal opportunities for **leadership** at all levels of decision-making in political, economic, and public life.

Sensible Role Modelling as Strategy of Empowerment

- Knowing needs/interests of target group
- Identifying adequate and authentic role models (conscious use)
- Raising awareness with regard to responsibilities



Sensible Role Modelling as Strategy of Empowerment

No / low Interaction

- > Authenticity of RMs
- > Consistency of actions and messages
- > Proactive and explicit interventions
- > Awareness of target group

Higher Interaction

- > Incentives and perspectives
- > Supervision, self-reflection and ongoing training
- > Commitment over time
- > Resource-orientation
- > Mind-set, intention, transfer



(Meier 2013)

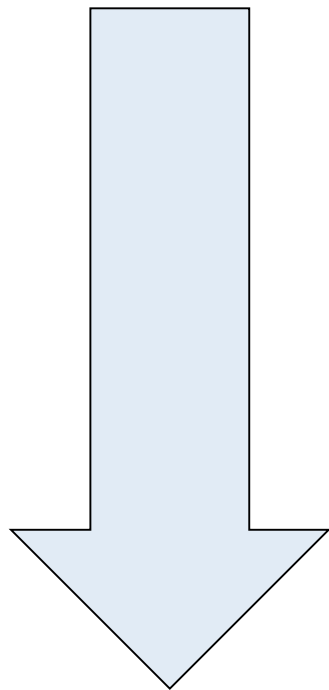
Agenda

1. Introduction and Setting the Stage
2. Discourse and Concepts of Empowerment
3. Definitions of (Political) Leadership
4. Potential and Challenges of Role Modelling and Role Models
5. **Final Remarks and Recommendations**
6. Possible Q&A



Catalysts of Empowerment

TOP DOWN

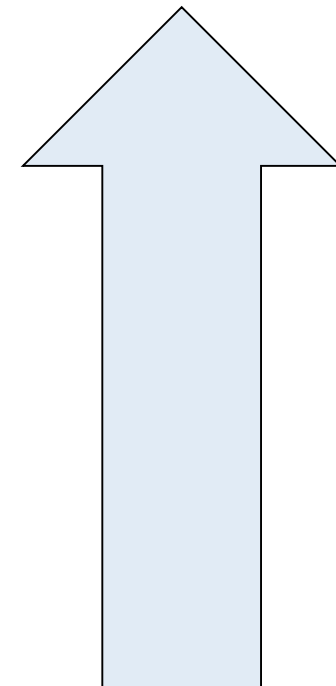


Power to

Power with

Power within

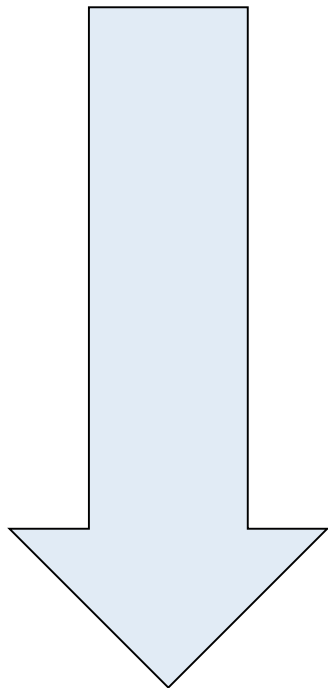
EMPOWERMENT



BOTTOM UP

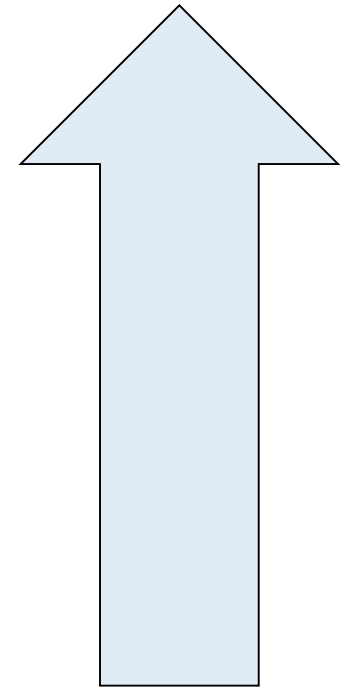
Catalysts of Empowerment

TOP DOWN



Photos: UNICEF / Laureus Foundation / UN / European Commission.

Catalysts of Empowerment

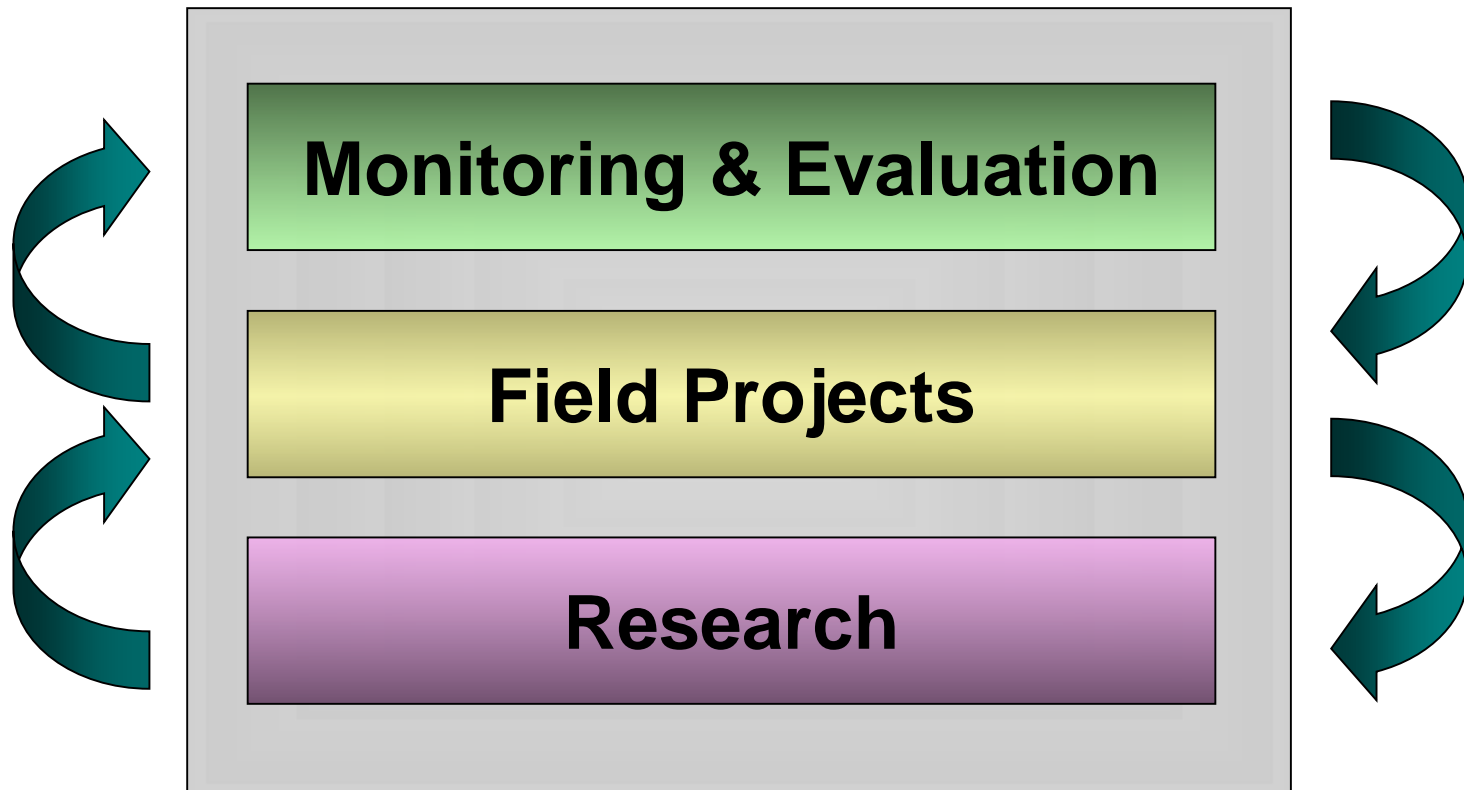


BOTTOM UP

Photos: M. Meier

Importance of Measurement: M&E and Knowledge Management

Science-based and practice-oriented approach:





SDG 5: Achieve gender equality and empower all women and girls

Some Reflections on Measurement

- true picture of progress regarding SDG 5 targets requires **qualitative data as well as quantitative data.**
- importance of **practical indicators (context-specific)** that can be collected and analysed at local level for **comparison** with the progress on SDG5 targets shown in national reports.
- involvement of **local civil society organisations and grassroots groups is key** in monitoring these and other gender equality indicators at local level.

Agenda

1. Introduction and Setting the Stage
2. Discourse and Concepts of Empowerment
3. Definitions of (Political) Leadership
4. Potential and Challenges of Role Modelling and Role Models
5. Final Remarks and Recommendations
6. **Possible Q&A**



ありがとうございました

MERCI!

GRACIAS!

THANK
YOU!

Dr. Marianne Meier
marianne.meier@izfg.unibe.ch