

Second
Chance



Leadership Sessions 1 and 2



LEADERSHIP

Session 1: What is leadership?

Session 2: Developing as a leader

Session 3: Leadership in practice

Session 4: Mentoring

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Session 1:

What is leadership?

A person is sitting at a desk, writing in a notebook with a blue pen. A laptop is open in front of them, and a pair of glasses is on the desk to the right. The background is slightly blurred, showing some office equipment. A large red hexagonal shape is overlaid on the left side of the image, containing the text.

Course introduction

Slide set 1

Session 1



WHY A COURSE ON 'LEADERSHIP'?

- To think about what 'leadership' really means
- To recognize your own leadership potential
- To understand the power of organizing with other women to bring about change



WHAT IS LEADERSHIP?

Is it about power, charisma,
and being a good public
speaker?

**Or is it something more
hidden, to do with bringing
about change?**



WHO IS A LEADER?

When we think of a **'leader'**,
who do we immediately think
of?

A man making a speech in
front of thousands of people?

**Or a woman who manages
to get her children
on the school bus every
day?**



We will be thinking about a leader simply as an **‘agent of change’** and how that can apply to our own lives, how we can ourselves build the skills and attributes that leaders need – which are also those needed for personal growth:

self-knowledge, communication and listening skills, resilience, ability to make decisions, and time management.



WHAT IS WOMEN'S LEADERSHIP?

- We as women have a **unique contribution** to make because of the way we have been socialized
- Women learn to behave in a certain way and acquire certain attributes and skills, because **society expects women to behave, communicate, dress, think and aspire differently from men.**



Photo: European Southern Observatory



Photo: European Southern Observatory

BECOMING A LEADER

- We will gain inspiration from **examples of women leaders** in the public eye and those who are closer to home.
- We will look at how we can **build our capacity** to be agents of change
- We will look at how **organizing in women's groups** is an effective way of doing that and of making effective use of our individual skills.


BECOMING A LEADER

In the last session we look at **mentoring** as a form of leadership, what that involves and the benefits for both mentor and mentee.

Let's go!



Photo: European Southern Observatory

A woman wearing a black hijab and a blue tracksuit is smiling and looking down at a pink visor she is holding. The background is slightly blurred, showing other people in similar attire. The image is overlaid with a large yellow hexagon on the left side containing text, and several white curved lines on the right side.

What does it mean to be a leader?

Slide set 2

Session 1

WHAT DOES IT MEAN TO BE A LEADER?



- Leadership is defined in many different ways. We will focus on a leader as an **agent of change** – someone who influences others to make something happen.
- Many of us think of leaders in terms of **traditional attributes** such as being commanding, extroverted, forceful, even physically dominating. These tend to be associated more with men than women.
- But you do not need the traditional, masculine attributes of leadership such as being forceful and commanding to be a leader. There are other ways of making things happen.

WHAT DOES IT MEAN TO BE A LEADER?

- **Our ideas about leaders and leadership are distorted** because so many regional, national and international leaders are male.
- It means we automatically associate leadership with male models of behaviour.



WHAT DOES IT MEAN TO BE A LEADER?

- This photo from the G20 meeting in 2018 is a particularly startling example of the **imbalance between men and women** in international leadership positions.



G20



ARGENTINA 2018
BUENOS AIRES





But if we look at the leaders around us, in our homes and families, we often see a **different leadership style**, one more associated with women.

This leadership style is **more hidden, less acknowledged** and **less public**.

But it still involves **organizing in a group** to get things done. It is still leadership.




WOMEN AS LEADERS

- Because of the **roles that society assigns** to women – as caregivers, support figures, mediators – we may be more closely connected to others in their families and communities.
- We may be able to **identify priorities and needs** that require attention and may be able to do something about it.
- In many contexts, women also tend to have a less aggressive **communication style** and more accommodating behaviour.
- It is likely you have many good examples of leadership around you, which you **may not recognize** as such - women who organize others to get things done.

WOMEN AS LEADERS



- **Important!** There is **nothing innate about women** that makes them display a certain leadership style.
- It is all about the way we are raised and **socialized**. And of course some women leaders lead in a domineering, dictatorial and aggressive manner.
- But by drawing on attributes that are traditionally seen as more feminine, such as compassion, support for one another and attentive listening, **women's leadership can transform lives** and **add unique value** to society.



LEADERSHIP IS AN INTERESTING TOPIC WITH INTERESTING QUESTIONS FOR DEBATE:

- Are leaders born or can they be made?
- Is leadership just about getting results?
- How important are changes that might happen to the people who are being led, regardless of results?

DIFFERENT CULTURES, DIFFERENT IDEAS ABOUT LEADERSHIP



Some emphasise egalitarianism and are skeptical about the value of leadership.



Or coalition builders and negotiators



Some see leaders as needing to be powerful, strong and charismatic, or bold risk-takers



Or leaders who give autonomy to others and delegate authority



Or humble and modest



Some societies are matriarchal, rather than patriarchal, where positions of dominance and authority are held primarily by women.

Finally, some thoughts to take with you through this course on leadership:

- The essence of leadership is **putting your hand up** and saying, **I'll get involved. I'll take on responsibility.** It's being able to see a problem, working out how to solve it, and doing it.
- Some of the best leaders are **thoughtful** and **quiet**.
- You can demonstrate and develop your leadership skills in many different ways and situations. **You don't need to be in a position of great authority.**

Ideas about leadership

Slide set 3

Session 1



Photo: UN Women/J.D. Mikone

Why learn about ideas or theories on leadership?

- Ideas or theories about leadership help you to understand what's going on in a situation.
- They help you be aware of how you're communicating and how others are reacting to you.
- Practical experience is useful in becoming a better leader but without the ideas or concepts it's more difficult to understand how to do things better.



Photos: UN Women/Pablo Sanhueza

Why learn about ideas or theories on leadership?

- Ideas help you think of different ways of mobilizing and engaging people to work with you.
- They help you to deal with difficult people, to understand their perspective and why they're holding back and not getting involved.



Photos: UN Women/Pablo Sanhueza



BROAD IDEAS
ON LEADERSHIP

WHAT ARE THE BROAD IDEAS ON LEADERSHIP?



The **'great man' theory** of leadership assumes that **leaders are born, not made, and that leadership characteristics are fixed:**

- "You are not born with the attributes of a leader"
- "You cannot develop them"
- "You cannot become a leader if you don't have innate leadership characteristics."

This idea evolved into the idea that the traits of successful leaders can also be gained through training and practice. They do not necessarily have to be inherited.

WHAT ARE THE BROAD IDEAS ON LEADERSHIP?



This idea then evolved to **behavioural theory:**

- Leaders are largely made, not born
- What matters is the behaviour of the leader, not their traits.

Behavioural theories focus on what leaders do and how they do it.

The assumption is that these behaviours can be learned and developed, so anyone has the potential to become a leader.

WHAT ARE THE BROAD IDEAS ON LEADERSHIP?

More recently (from the 1990s), people realized that **the environment in which a leader operates matters**, and that good leaders adapt their style in response to different situations.

The best leadership style depends on the situation. There is no one 'best set' of traits or behaviours.

WHAT ARE THE BROAD IDEAS ON LEADERSHIP?



The **traditional theories** saw leadership as a **top-down influencing process**, with a distinct line between the leader and the followers.

The more recent leadership theories have moved away from this idea.

This was a reaction to the increasing complexity of the modern world - rapid technological change, globalization. These included **transformational and transactional theories**.

WHAT ARE THE BROAD IDEAS ON LEADERSHIP?

So taking those three types of theory together, a good leader:

- **demonstrates the right traits** such as integrity and empathy
- **demonstrates appropriate behaviours**
- **adapts to the situation** they're in.



Photo: UN Women/Pablo Sanhueza

WHAT ARE THE BROAD IDEAS ON LEADERSHIP?

Common themes in leadership are:

- motivating, empowering, influencing
- achieving results
- planning, evaluating, analysing.



Photo: UN Women/Pablo Sanhueza



LEADERSHIP STYLES



LEADERSHIP STYLES

- Let's look at five leadership styles, their characteristics and the kind of situations where they work best.
- It is worth keeping in mind that all these leadership theories were developed by men in western Europe or North America.



LEADERSHIP STYLES

Autocratic/commanding

makes decisions themselves without consulting others. Suitable in a crisis, when people have no idea what to do and when time is limited.

For example: if someone is in danger, you need to tell them quickly, firmly and clearly what to do.

Characterized by: 'Do what I tell you'.



LEADERSHIP STYLES

Democratic

involves the whole group being involved in making decisions. This kind of leadership requires collaboration, teamwork and good communication. A democratic leader achieves consensus by involving everyone in the decision making.

For example: You are in a local women's group that needs to decide which of several issues to focus on. A democratic leader will ensure all voices are heard and everyone is satisfied with the decision.

Characterized by: 'What do you think?'



LEADERSHIP STYLES

Visionary

mobilizes people towards a vision. This kind of leadership needs self-confidence, empathy, and a belief in a vision. It works best when circumstances change and a new vision is needed or something arises that requires direction.

For example: A small amount of funding is available in your community. The group to pitch the best idea wins it. You have an idea and inspire your local group to support it.

Characterized by: 'Come with me.'



LEADERSHIP STYLES

Affiliative

creates harmony and builds emotional bonds. This kind of leadership requires empathy and good communication skills, and focuses on building relationships.

For example: A group of women who have fled their homes due to conflict have created a support group in the displaced camp where they now live.

They meet every week to share experiences, support each other, and recover from their trauma. The group leaders organize a safe space for the group to meet and facilitate the conversations with empathy and compassion.

Characterized by: ‘People come first.’




LEADERSHIP STYLES

Coaching


develops people for the people. This kind of leadership is good for helping others to develop and requires empathy and self-awareness.

For example: mentoring

Characterized by: 'Try this.'




TRANSACTIONAL
AND
TRANSFORMATIONAL
LEADERSHIP



TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP

- **Transactional leadership** works through **rewards and punishments**.
 - People are given a **reward** for doing something well (money/free food) and a **punishment** if they fail to do something (money is withheld/made to feel shame).
- A transactional leader relies on organizing and supervising her team to make sure the end goal is achieved.
- It is called transactional because **it relies on transactions or exchanges between the group members and the leader**:
 - the group member does something and the leader gives something in return.
 - there is little room for creativity or innovation.



TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP

- **Transformational** leadership works by **motivating** and **inspiring**, through a **shared vision** and common sense of **purpose**.
- A transformational leader acts as a **role model** and regards **other people as equals**, each with their own skills and experience. She tries to **bring out the best in them** through coaching and encouragement.
- It is called transformational because such leadership **transforms lives**.

TRANSFORMATIONAL LEADERSHIP

Transformational leaders:



Lead by example.

They are a role model and inspire their team to have the same high moral and ethical standards that they do. They foster a culture of authenticity and open communication.

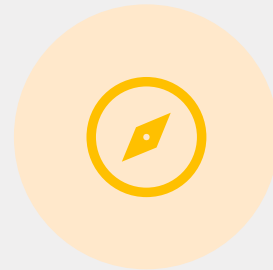


Encourage people to explore new ideas

and come up with their own solutions to problems. They trust other people to make decisions in their roles.



Inspire people with a clear vision, communicating it with charisma, conviction and enthusiasm which is infectious and motivating, giving the team a strong sense of purpose.



Support people, showing a personal concern, coaching, mentoring and developing them.

TRANSFORMATIONAL LEADERSHIP



There are downsides to transformational leadership:

- Transformational leaders can **struggle with details** and get carried away by passion and enthusiasm. Their vision can be too conceptual and practical direction can be missing.
- Their approach may **suit some people more than others** and might isolate some who need a very clear and well-defined role.
- They might have **high expectations**, such as that people will give a huge amount of time to the project. This can lead to demotivation and burnout from people who only have limited time.
- There is also the **potential for abuse**. What if a leader inspires everyone to follow a vision that is completely wrong?


TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP



Can you think of anyone you know who has some of the attributes of a transformational leader? How do they demonstrate their transformational style?



STRATEGIC
LEADERSHIP



Strategic leadership means having a clear vision for a project or group and making sure everyone's work is always aligned with it.

A strategic leader **is able to see a vision.**

She looks to the future to formulate a vision to work towards.

She understands what's going on in the broader environment and adapts her vision accordingly.



Photo: UN Women/Priya Naresh and Aniket Kolkar



A strategic leader is able to **set goals.**

Once she has a vision, she sets goals and establishes a plan so that it can be realized.

A strategic leader is **comfortable with change.**

Change doesn't make her anxious. Instead, she expects it and is confident she can deal with it.



Photo: UN Women/SEPICJ

A strategic leader is **able to communicate**.

She not only has a vision and a plan for the future but she is able to **communicate** her goals and strategies.

She is able to explain the **'why'** of her plan, which motivates the team.

She can explain **what's needed from each individual** to make it happen.



A strategic leader **has influence.**

She is good at sharing her vision and the benefits it will bring.

She persuades doubters with her vision and gets them on board.

A strategic leader is **good at collaboration.**

She knows she needs the knowledge and expertise of other people and other teams.

She looks for common ground and communicates in an engaging way with potential collaborators.



A strategic leader
**encourages different points
of view**

She questions assumptions and encourages different points of view. She learns from mistakes and failures.

A strategic leader **gets
things done.**

She gets things done. She makes decisions, not rushing into them but carefully considering the options. She inspires others to do what they have to do. She makes the most of the resources or support available.



LEADERSHIP AND MOTIVATION

Leaders can motivate people in different ways:



Directive

being clear and specific about expectations, tasks and deadlines.

Supportive

focusing on people's needs and welfare to create a positive working environment.

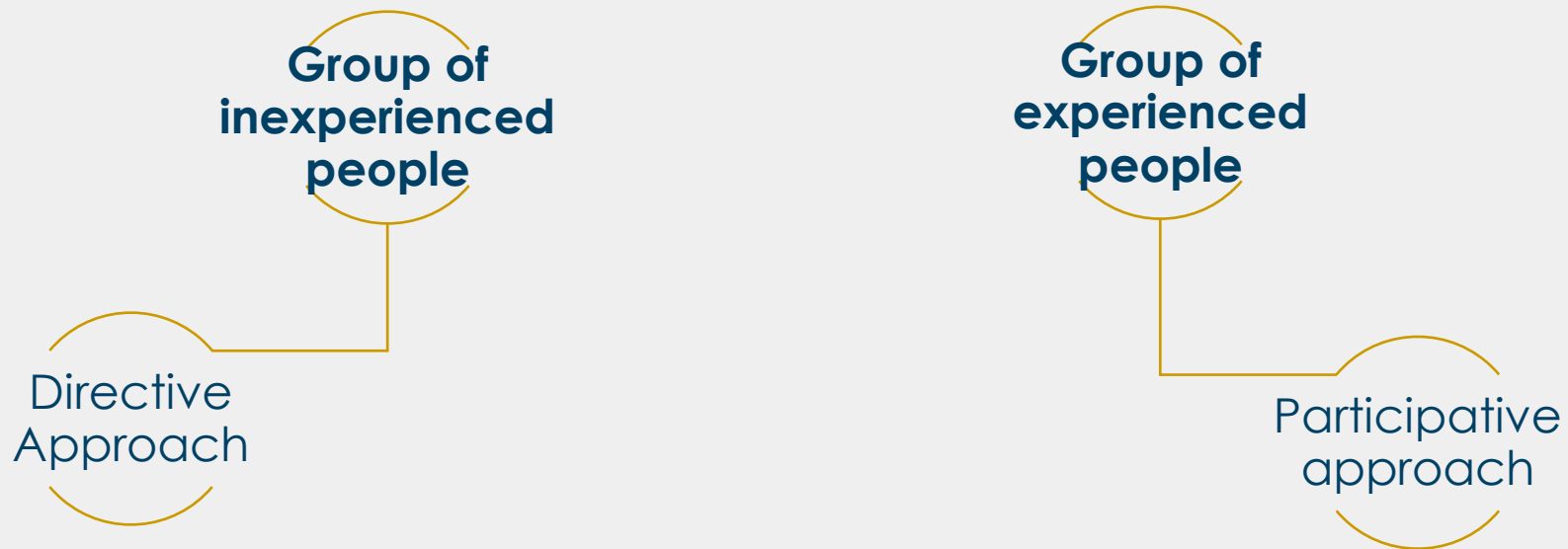
Participative

involving followers in decision making and encouraging their ideas

Achievement-oriented

having high expectations and setting challenging but achievable goals

Different people and situations require different approaches:



Where possible, **an effective leader will try to be all four.**



When leading and motivating others, you need to **adapt** your behaviour and style according to the situation.

It's not a case of being one kind of leader or another.
You need to be able to draw on different approaches.

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Session 2:

Developing as a
leader



Women as leaders

Slide set 1

Session 2





WHAT ARE SOCIAL NORMS?

- **BEHAVIOUR** – how girls and women are expected to behave (passive, pleasing, pretty) compared to boys and men (active, disruptive, heroic)
- **COMMUNICATION** – how women tend to be socialized to respect the opinions of others more than their own, and to avoid disagreeing, arguing or dominating a conversation.
- **WOMEN'S AND MEN'S ROLES** – the roles women are expected to play in their family and community and the roles that are considered to be for men.

Feminist leadership

Slide set 2

Session 2

Photo: UN Women/Pablo Sanhueza



Photo: UN Women/Pablo Sanhueza

WHAT IS FEMINIST LEADERSHIP?

It is a type of leadership that is based on feminist values such as:

- self-awareness
- making sure everyone is included; sharing power
- being held accountable – taking responsibility for your actions
- self-care
- caring for others



Photo: UN Women/Pablo Sanhueza

WHAT IS FEMINIST LEADERSHIP?

- Traditionally, leaders lead through authority and control, but **feminist leaders lead by example**
- They create an environment where people are **motivated** not by fear of failure but **by commitment to a shared purpose.**
- It is concerned with **issues that affect women and girls** and their rights.



Photo : UN Women/Pablo Sanhueza

WHAT IS FEMINIST LEADERSHIP?

Feminist leaders work to make sure women and girls have the **same opportunities and rights** as men and boys.

FEMINIST LEADERSHIP VS. TRANSFORMATIONAL LEADERSHIP

- There are many similarities between transformational and feminist leaders. But feminist leaders **advocate for gender equality** and the rights of women.
- Also, in being **visible as leaders** themselves, they help to show that discriminatory social norms and gender stereotypes can be overcome and are not based on the actual capabilities of women. Such leaders are **role models**, setting an example that inspires women and girls to believe they also can be agents of change, despite the constraints of living as a woman in a patriarchal society.
- So, feminist leadership goes beyond transformational leadership in working towards a goal of **equality**.

CHARACTERISTIC OF FEMINIST LEADERS



Feminist leaders tend to:

- **Pay attention to power:** who holds it? What do they use their power for? Who has no power?
- **Question the prejudices and biases in society** that lead to inequality, discrimination and harm. They have the self-confidence and self-awareness to identify their own biases.
- **Engage in self-reflection** - think about how they act and the decisions they've made - in order to continually grow and improve as individuals and as leaders.
- **Communicate with others with care and attention;** they are aware of advantages and privileges they have that others do not, and how that can make others feel.
- Try to **find ways for everyone they work with to thrive** and work towards a collective vision, one that everyone is committed to.

CHARACTERISTIC OF FEMINIST LEADERS

Feminist leaders tend to:

Pay attention to power

- Who holds it?
- What do they use their power for?
- Who has no power?

Question the prejudices and biases in society

- Question biases lead to inequality, discrimination and harm
- They have the self-confidence and self-awareness to identify their own biases.

Engage in self-reflection

- To continually grow and improve as individuals and as leaders.

Communicate with others with care and attention

- They are aware of advantages and privileges they have that others do not, and how that can make others feel.

Find ways for everyone they work with to thrive

- Work towards a collective vision, one that everyone is committed to.

CHARACTERISTIC OF FEMINIST LEADERS

Feminist leaders tend to:

Recognize and **value** everyone's individual **contributions**.

- Be aware of all the roles or people who get things done – not only fellow leaders

Be **role models** for peers

- Behave in positive, energizing, motivating ways.

Exercise **self-care**

- Look after their own physical and mental health
- Recognize that their own wellbeing is essential to the wellbeing of their peers.

Create a culture which does not fear failure

- but in which it is possible to learn from mistakes.

Empower others

- Ensure they have the support, skills and physical resources they need.



Feminist leadership pays attention to the people who are **not the obvious holders of power** and whose contributions and achievements may be hidden.

Feminist leaders try to ensure that **everyone's voice is heard** and everyone's contribution is valued.

Feminist leaders tend to be described as:

Confident

Brave

Determined

Kind

Emotionally
intelligent

Knowledgeable

Empathetic

Supportive

Inspirational

Open-
minded

Humble

Curious




WHY IS IT CALLED
FEMINIST
LEADERSHIP?



Feminism is the belief that women should have the **same rights, opportunities and freedoms as men.**

It is a movement that advocates for women's social, political, legal and economic rights – that they should be **equal to those of men.**



A feminist is anyone who believes that women should have the same rights and opportunities as men.

Feminist leadership is grounded in feminism and takes in all the knowledge and experiences from feminist thinkers and practitioners throughout history.



Intersectional feminism highlights the way different forms of inequality can overlap to make inequality and discrimination worse.

Being of a certain **race**, **ethnicity**, **social class** and **age** can increase the disadvantages that women face.

For example, **indigenous** women tend to not only experience inequality because of being a woman, but **additional discrimination and unfairness** from being indigenous.

WOMEN LEADERS AND ABUSE

- As leaders, women often have to not only do the hard work of leading, motivating and organizing, but cope with **harassment, intimidation** and **insecurity**.



Photos: ACNUR Carreño Fotografía; , UN Women/Priya Naresh and Aniket Kolkar; UN Women/CVA.

WOMEN LEADERS AND ABUSE

- It may come from the public, private companies, the government or even family members.
- It can be online and offline.



Photos: ACNUR Carreño Fotografía; , UN Women/Priya Naresh and Aniket Kolkar; UN Women/CVA.

WOMEN LEADERS AND ABUSE

- It is often worse for women than men because of **gender norms** that say that women should not be involved in political decision making, campaigns or activism – that a woman belongs in the home, in the private sphere, and has no place in public life.



Photos: ACNUR Carreño Fotografía; , UN Women/Priya Naresh and Aniket Kolkar; UN Women/CVA.

Examples of feminist leaders

Slide set 2

Session 2



Feminist leaders

- Feminist leaders make contributions large or small to improve people's lives.
- Some work quietly and without publicity but some work more publicly, and become leaders of movements or organizations whose work is reported in the media around the world.
- Some such leaders may call themselves, or be recognized, as a 'feminist leader'.
- Others may not call themselves that, but their values, attitudes, behaviour and results show that they are indeed this type of leader.

Let's see some examples of feminist leaders around the world.



Africa

Wangari Maathai was Kenyan and the first woman to obtain a doctorate degree in East and Central Africa. She was the founder of the Green Belt Movement, a grassroots organization that empowers women through the planting of trees.

Since Wangari started the movement in 1977, more than 51 million trees have been planted and more than 30,000 women have been trained in forestry, food processing, bee keeping and other trades that help them earn income while preserving their lands and resources.



Her ideas on job creation through restoring the environment are found today in policies all over the world in green jobs, the green economy and sustainable development.

She was fearless and was not afraid to challenge authorities that others would not dare to. She advocated strongly for the full participation of women in civic and public life.

She was awarded the Nobel Peace Prize in 2004.



Leah Namugerwa was born in 2004 and is a youth climate activist from Uganda.

She has led tree planting campaigns and started a petition on banning plastic bags.

“There are many environmental issues happening in my country but I barely see them in media or reported by anyone...”

Source: <https://unsdg.un.org/latest/stories/youthful-75-new-generation-carries-torch-un-values>



“I noticed adults were not willing to offer leadership and I chose to volunteer myself ...` If adults are not willing to take leadership, I and fellow children will lead them. Why should I watch on as environmental injustices happen before my eyes?”

“I want to raise a generation that cares about the environment,” she says. “At least if the leaders can’t make a difference, we can make a difference. We, as kids, we’re not too young to make a positive difference.”

Source: <https://unsdg.un.org/latest/stories/youthful-75-new-generation-carries-torch-un-values>



Photo: UN Women/Ryan Brown

Dr Alaa Murabit is a Libyan–Canadian medical doctor and women’s rights advocate.

She promotes women’s leadership in conflict resolution and peacebuilding.

“I know what it looks like to transform a family, community, country and more, when we support, invest in, and uplift women. I strongly believe in women’s leadership, agency, equality and power.”



Photo: UN Women/Ryan Brown

Her tips for leading with feminist principles are to:

- Enable everyone's input to be respected and heard
- Mentor and support people to cultivate their own leadership
- Show zero tolerance of harassment or abuse.



Emital Mahmoud is a world champion slam poet and activist for the refugee cause.

(A slam poet is someone who performs their poems in front of an audience, often in a competition against fellow poets.)

Born in Khartoum, Sudan, “Emi” immigrated to the United States of America as a child with her family.

She uses her talents to shine a light on the experiences of millions of refugees worldwide.



Zainab Fasiki is an award-winning Moroccan artist (artist and activist) and mechanical engineer.

She uses art, literature, and social media to spark conversations about women's lives and bodies, without censorship or shame.



Fasiki is the founder of a feminist collective that supports young women artists and was named a TIME magazine Next Generation Leader in 2019 for her Hshouma project, a graphic novel that explores topics of gender identities and sexual orientations.

Her advice for how to lead with feminist principles is to remember that, in order to achieve peace, "Our tools are art, literature, politics, philosophy, and love."

Source :
<https://www.unwomen.org/en/news/stories/2021/3/compilation-women-leaders-we-admire>



Munnira Katongole, from South Africa, has been a feminist activist since a teenager.

“Seeing young girls suffer and even die, completely unnecessarily, fuels my activism.”

She advocates for including the voices of girls and young women at the centre of all decision-making, especially in social justice and climate change movements.

Source:
<https://www.unwomen.org/en/news/stories/2020/10/i-am-generation-equality-munnira-katongole>



“The world as we know was built on the backs of women of color and continues to be vivified by young women of colour. We are not asking to be listened to, we are not owed favours, we WILL have our rightful and due seats at the table,” Munnira says.

“Young women of colour are the experts of their reality. We don’t need your aid; we need your accountable solidarity.”

Source:
<https://www.unwomen.org/en/news/stories/2020/10/i-am-generation-equality-munnira-katongole>



Munnira, a member of the South African Institute of International Affairs' Youth Policy Committee on climate, recognizes that youth, especially African youth, make up a good portion of the population, meaning they cannot be excluded from policy-making settings.

“There must be deep, just transition, politically informed by the voices and needs of all people, especially, the poor and vulnerable communities,” she says. “Youth are now. Youth are the future.”

Source:
<https://www.unwomen.org/en/news/stories/2020/10/i-am-generation-equality-munnira-katongole>

Middle East

Ibtsam Sayeed Ahmed is a Syrian refugee in her 40s and champion for women, education and disability rights. In 2012, her home in Syria was bombed. She lost one of her hands and had to learn to walk again.

She fled to Jordan and despite her pain and disabilities, she enrolled as a volunteer in the UN Women Oasis Center in Za'atari refugee camp. She actively empowers women, youth and people with disabilities to stand up for that rights and pursue their education.

Photo: UN Women/Lauren Rooney



"My story is living proof of the difficulties that women and those who have disabilities face. And I want to serve as an inspiration to others in their effort to overcome their personal and societal obstacles.

"In 2012, a bomb hit my house in Dar'aa, and my life completely changed. I had to learn to walk again, to adjust to only having one hand, support myself, and ultimately learn how to live again.. My mobility was not my only barrier. Being a woman, alone in the camp, unsupported, added to my strain. But I took each day as it came, each new step, and reminded myself to keep on persevering.

Photo: UN Women/Lauren Rooney



“I got a job in the UN Women Oasis Center as a teaching assistant, educator and peer facilitator, which allowed me to financially support myself and save to pay for my medical bills.

“Empowering yourself is key to breaking any barrier that is in front of you. And in empowering myself, I then had the confidence to empower others.”


Photo: UN Women/Lauren Rooney

Latin America

Marta Vieira da Silva is widely regarded as the best female football player of all time. She won the Best FIFA Women's Player award six years in a row. She is a UN Women Goodwill Ambassador for women and girls in sport.

"I started playing football when I was 7 or 8 years old. I'm from a very small town and at that time no other girls played football in my town.

"People said football wasn't for women and my family shouldn't let me play. They said I wouldn't make it, that I wasn't good enough."



“As a child, I didn’t really understand why people were so against me playing when I could play it well! I fought back by showing my talent on the pitch.

“Today, I want to use my story to empower girls everywhere, to work towards their goal, in whatever area that may be—in sport, in life, in work.



“My greatest inspiration was my mother.

“We came from a humble family; my mum separated from my dad when I was less than a year old and she raised four children on her own.

“She worked all day, had little time to spend with us, but she never gave up.

“I found my strength from her to keep going.”



“Sport changed my life completely.

“Sport is a tool for empowering girls, because it gives you the opportunity to do what you want and learn to respect the differences between people.

“My message to girls everywhere in this world: believe in yourself and trust yourself, because if you don't believe in yourself, no one else will.”



Berta Cáceres was a Honduran environmental activist, defender of women's human rights and indigenous leader.

In 2016 she was assassinated in her home, aged 44, after many years of threats against her life.

She led movements in defence of the environment against the development of hydroelectric projects in Honduras, and campaigns against illegal logging and the presence of US military bases on their land, and supported feminism, LGBT rights and wider social and indigenous issues.



Her mother Austra Flores was a role model of humanitarianism. She was a midwife and assisted in thousands of births in the Honduran countryside. She was also a social activist who took in and cared for refugees from El Salvador.

“They are afraid of us because we are not afraid of them.”

“Let us wake up! We’re out of time. We must shake our conscience free of the rapacious capitalism, racism, and patriarchy that will only assure our own self-destruction.”



Michelle Bachelet is an advocate for human rights. She was the first woman President of Chile and the first Executive Director of UN Women when it was established in 2010.

She says:

“[we need to change] the way in which we make decisions and shape policies, through inclusion and participation, particularly of the underprivileged and those who are often voiceless. In other words, through feminist leadership.”



Of all women who work for a better world, she says:

“Their vision, strength, courage, empathy and achievements are enormous sources of inspiration and hope for the future.”

Photo: UN Women/Carolina Sainz

Second
Chance



As a girl, **Kathely Rosa**, a **football coach in Brazil**, was told by everyone around her that football was for boys. Boys refused to play with her and only allowed her to watch.

Rosa coached herself, watching videos online, especially of Marta Vieira da Silva.

She aims to “become a coach and create a female football team with girls from the favela. There are a lot of girls with so much talent. They just need to be properly trained.”

A portrait of Anita Karim, a young woman with dark hair tied back, wearing a grey hoodie. She is looking directly at the camera with a slight smile. The background is blurred, showing other people in a gym or training facility.

South Asia

Anita Karim is the only woman among the more than 300 professional mixed martial arts (MMA) fighters in Pakistan.

“I understand how significant confidence and knowledge of self-defence are for girls,” says Karim.

“I started training in mixed martial arts and I wanted to become an example for other girls to encourage them to join a sport like MMA that makes individuals healthy and active.”

South Asia

Karim comes from a family of MMA fighters and trains at an MMA training centre founded by her brothers in Islamabad. Her first professional fight was in 2018.

“My family always supported me and encouraged my enthusiasm towards MMA, which is why I have accomplished so.” says Karim.



South Asia

“We get the message from our society that women and girls can't commute on their own or can only work in particular areas.

We are taught to fear, and there is a perception that girls are weak and vulnerable, which makes it difficult for us to move forward. When we go out and encounter harassment, we get frightened and are unable to react.

“MMA has taught me confidence and also made me strong enough to compete at a global level. It has taught me strategies for protecting myself in any kind of difficult situation.”



Nidhi Mayurika from India is a space enthusiast and innovator. She grew up in Bangalore and is a three-time winner of the NASA Ames Space Settlement Contest, a worldwide design competition for children aged 11-18. Nidhi wants to create awareness about climate action using a scientific approach.

Photo: ANKR Chandra Sekhar



"We need to change how young girls see women; divert the conversations from the ideal standards of beauty and marriage, so that young girls grow up knowing that they have value beyond their physical attributes.


"We need gender-sensitive advertisements, literature that portray strong female characters, and movies, TV shows and plays that show women in diverse roles."

Local feminist leaders

Slide set 3

Session 2



- 
- Spanish – indigenous women in Colombia
Play up to 5'15": https://youtu.be/_-G4_hcnz5g
 - English – Nelly, South Sudanese refugee leader living in Uganda
Play the full video: <https://youtu.be/PiTqEQ-JQ6M>
 - Arabic – Syrian refugees in Za'atari refugee camp, Jordan
Play up to 6'33": <https://youtu.be/w1xQTvaGKjE>
 - French – Assale Françoise, Cameroon
Play the full video: 3'15" <https://youtu.be/vhPBj-PcswM>


Self-reflection and leadership qualities

Slide set 4

Session 2



Photo: UN Women/ Pablo Sanhueza



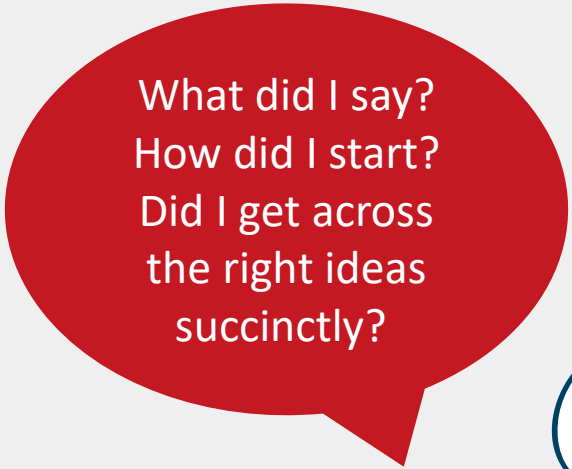
In developing your leadership skills, you need to have the confidence to look back at conversations and events and explore how you handled them, without beating yourself up about it.

What did you do well?


What could you have done better?

REFLECTION

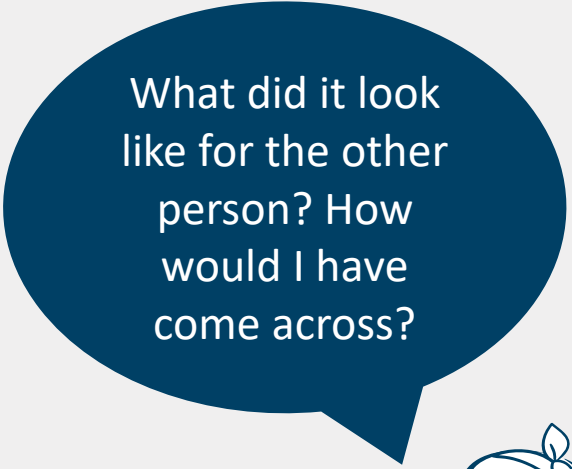
Reflection is critical. For experienced and effective leaders, reflection is just a habit of mind. They do it all the time, continuously monitoring themselves. They might rerun situations, e.g. a conversation or discussion or presentation.



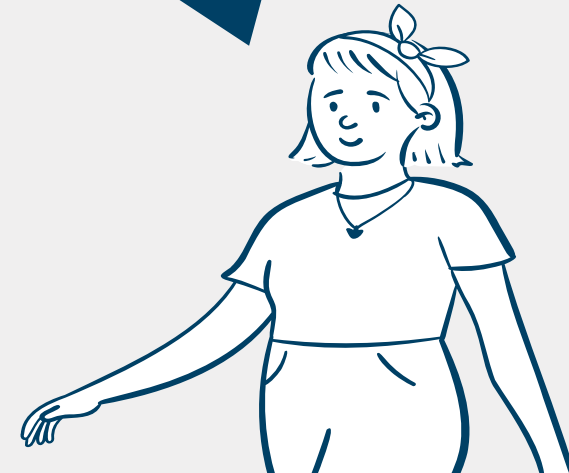
What did I say?
How did I start?
Did I get across
the right ideas
succinctly?



If I felt some
people were not
engaged in what I
said, how could I
get their attention
in the future?



What did it look
like for the other
person? How
would I have
come across?



REFLECTION

Reflection is critical. For experienced and effective leaders, reflection is just a habit of mind. They do it all the time, continuously monitoring themselves. They might rerun situations, e.g. a conversation or discussion or presentation.

What situations could you explore for developing your leadership skills? even at home, or volunteering, or as a mentor?

What kind of leader do I want to be?



REFLECTING ON PAST ACTIONS

Good leaders know how to learn from their mistakes. When they make a mistake, they may feel embarrassed and frustrated but they take a lesson from that experience.

What should I do differently next time? What can I do to avoid the embarrassment and frustration?

What insight can I gain from this so that I can grow from it?



REFLECTING ON PAST ACTIONS


- It is a bit like a small child touching fire. Their brain tells them, I never want to feel like this again. And so I'm going to learn this lesson. So you train your brain to do things differently next time.
- But it's also important that you move on and not be ashamed or embarrassed forever by what you said or did.
- You accept that no one always has perfect conversations, everyone makes mistakes when they are trying to organize something. A good leader believes in herself. She sees every experience as a resource, a way of growing as a person and as a leader.

LEARNING FROM YOUR MISTAKES


- It can be quite hard to review yourself. But it's really important to do that, and to be engaged in continual monitoring of yourself in a low key way, to really think about where might you not be performing very well as a leader? Or, **where could you improve?**
- The **body language** of other people might tell you that they're not quite engaged with you. Or a conversation may not feel quite right. Maybe there's some rather long pauses, or people are reluctant to speak. Or maybe everybody agrees to what should be done, but somehow it doesn't get done.
- A good leader **keeps monitoring herself** and the people she talks with. She remains sensitive to how people are reacting to her.

LEARNING FROM YOUR MISTAKES

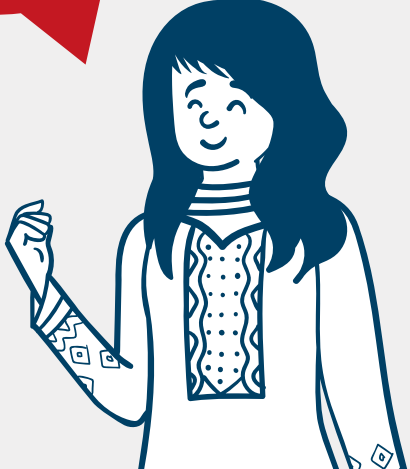
- Some leaders spend a few minutes at the end of the day to just reflect critically on the day's conversations.



How did I do?
Did I put the
idea across in
the right way?



How could I have stopped
that man from talking over
me?
How far are we with what
we are trying to achieve?



Should I have
gone into
more detail?

LEARNING FROM YOUR MISTAKES

Some leaders write down their ideas in a reflective journal.

This can be useful! You can:

- **note down questions**, ideas, quotes, goals, feelings, lessons learned.
- **look back** on specific conversations or events and reflect on what you did, how you felt, and what you could have done differently
- **note things that have gone well** - this is called positive reinforcement and it can boost your confidence.
- **write the pros and cons** of different options if you need to make a decision.

A woman is shown from the chest up, holding a large, dense bouquet of white flowers. She is looking down at the bouquet. The background is slightly blurred, showing what appears to be an outdoor setting with wooden structures. In the top right corner, there are several overlapping white circular arcs. A dark blue rectangular box with a white border is centered over the bouquet, containing the text 'THANK YOU' in white, bold, uppercase letters.

THANK YOU