

4 TRANSFORMATIVE LEADERSHIP FOR WOMEN IN POLITICS



Women in Politics - Gaborone, Botswana.

Photo: Keletso Metsing

The objectives of this module are to:

1. To understand leadership as a concept, to strengthen leadership capabilities.
2. To understand transformational leadership and the steps to take to become a transformational leader.
3. To start developing a vision for becoming a transformational leader.
4. To understand the role young women play in transformational leadership and the role seasoned politicians can play as mentors.

LEADERSHIP



In groups, discuss the following and then complete the table below:

What are the attributes of a good leader?	How can communities contribute to good leadership, what role can they play?	What are the problems associated with leadership?



The Characteristics & Qualities of a Good Leader

- 1. Integrity**

The importance of integrity should be obvious. Though it may not necessarily be a metric in employee evaluations, integrity is essential for the individual and the organization. It's especially important for top-level executives who are charting the organization's course and making countless other significant decisions. Our research shows that integrity may actually be a potential blind spot for organizations. Make sure your organization reinforces the importance of integrity to leaders at various levels.
- 2. Ability to Delegate**

Delegating is one of the core responsibilities of a leader, but it can be tricky to delegate effectively. The goal isn't just to free yourself up - it's also to enable your direct reports, facilitate teamwork, provide autonomy, lead to better decision-making, and help your direct reports grow. In order to delegate well, you also need to build trust with your team.
- 3. Communication**

Effective leadership and effective communication are intertwined. You need to be able to communicate in a variety of ways, from transmitting information to coaching your people. And

you must be able to listen to, and communicate with, a wide range of people across roles, social identities, and more. The quality and effectiveness of communication across your organization directly affect the success of your business strategy, too. Learn how better conversations can actually improve your organizational culture.

4. **Self-Awareness**

While this is a more inwardly focused skill, self-awareness is paramount for leadership. The better you understand yourself, the more effective you can be. Do you know how other people view you or how you show up at work? Take the time to learn about the 4 aspects of self-awareness and how you can dig into each component.

5. **Gratitude**

Being thankful can make you a better leader. Gratitude can lead to higher self-esteem, reduced depression and anxiety, and even better sleep. Few people regularly say “thank you” at work, even though most people say they'd be willing to work harder for an appreciative boss. Learn how to give thanks and practice more gratitude in the workplace.

6. **Learning Agility**

Learning agility is the ability to know what to do when you don't know what to do. If you're a “quick study” or are able to excel in unfamiliar circumstances, you might already be learning agile. But anybody can foster learning agility through practice, experience, and effort. Explore how great leaders are great learners, with strong learning agility to get started.

7. **Influence**

For some people, “influence” feels like a dirty word. But being able to convince people through logical, emotional, or cooperative appeals is a component of being an inspiring, effective leader. Influence is quite different from manipulation, and it needs to be done authentically and transparently. It requires emotional intelligence and trust-building. Learn more about the 4 keys to influencing others.

8. **Empathy**

Empathy is correlated with job performance and is a critical part of emotional intelligence and leadership effectiveness. If you show more empathy towards your direct reports, our research shows you're more likely to be viewed as a better performer by your boss. Empathy can be learned, and in addition to making you more effective, it will also improve work for you and those around you.

9. **Courage**

It can be hard to speak up at work, whether you want to voice a new idea, provide feedback to a direct report, or flag a concern for someone above you. That's part of the reason courage is a key skill for good leaders. Rather than avoiding problems or allowing conflicts to fester, courage enables leaders to step up and move things in the right direction. A psychologically safe workplace culture encourages speaking the truth.

10. **Respect**

Treating people with respect on a daily basis is one of the most important things a leader can do. It will ease tensions and conflict, create trust, and improve effectiveness. Respect is more than the absence of disrespect, and it can be shown in many different ways. Explore how you can cultivate a climate of respect at work.

GENDER AWARE LEADERSHIP SCORE CARD

This is a leadership scorecard administered to constituents to rate their leader.



Conduct a self-assessment - rate yourself on each of these Please rank your leader on each of the following qualities where 1= very poor and 5= excellent

How do you rate your leader against this quality?		1	2	3	4	5
1	<p>Vision Good leaders take you to a place where you have never been. They are able to close their eyes and see way beyond time and place and then work towards achieving that dream. They are not bound by culture, tradition, religion, or “the way things are.” They are interested in the way things could be. Only visionary leaders can, for example, see in their minds eye a society in which women and men are equal in every respect.</p>					
2	<p>Empathy Empathy goes beyond sympathy in that an empathetic person identifies with the problems or situations of people and tries to understand their thoughts and condition even if they are different to him or her. For example, a male leader will never have had an unwanted pregnancy, but can still be empathetic to those who argue for choice of termination of pregnancy by putting himself in the shoes of a woman who finds that she is carrying a baby she does not want or will not be able to care for.</p>					
3	<p>The ability to inspire To inspire is to call on the higher being and motivate people to act in a certain way. The best leaders are inspirational. They have high levels of emotional intelligence. They know how to win people; get people on board; earn trust; respect and loyalty. To this end, good leaders always consult women and men, boys and girls, to ensure that their ideas have a high level of buy in.</p>					
4	<p>Personal integrity Personal integrity is living in accord with the highest state of consciousness. It is about doing the right thing even when nobody is watching. The way a leader conducts his or her private life is an important indicator of personal integrity. For example, a male leader who beats his wife cannot claim to believe in gender equality, just as a corrupt woman leader.</p>					
5	<p>Humility Good leaders readily acknowledge that they did not climb the ladder on their own but owe their success to others, especially the often invisible forces in their lives, like their mothers, sisters, wives and daughters. They celebrate their roots, however modest. In so doing, they connect easily with “ordinary” people, especially those who are most often marginalised in the corridors of power, like poor, black, rural, disabled women.</p>					

How do you rate your leader against this quality?		1	2	3	4	5
6	<p>Principles</p> <p>While there may be different interpretations of morality, every society has accepted standards of what is right and what is wrong. Good leaders have principles and values that they expound and live by. For example, leaders who believe in gender equality appoint equal numbers of women and men to work with them and treat them equally.</p>					
7	<p>Respecting and promoting human rights for all</p> <p>Good leaders strive to ensure a society in which both women and men enjoy their human rights. They are consistent in their understanding that rights are indivisible. They react equally strongly and decisively to any form of discrimination, whether is be based on race, sex, ethnicity, disability, foreignness or any other form of otherness.</p>					
8	<p>Ensuring the empowerment of women</p> <p>Good leaders understand that empowering women is an imperative that cuts across all forms of discrimination. As such, a good leader will allocate appropriate funds to programmes that are aimed at uplifting the status of women in society.</p>					
9	<p>Leading by example</p> <p>A good leader is worthy of imitation; respects the rights of women and men of all hues and classes; is not afraid of manual labour; conducts his or her life in an exemplary way; and would never propose a policy or a rule that he or she would not be willing to live by. For instance if a leader who has multiple concurrent relationships is not likely to be able to lead a campaign against HIV and AIDS.</p>					
10	<p>Confidence</p> <p>Being confident in oneself is having high self esteem- accepting your body, and your personality, and loving them. It is not thinking you are better than other people but being comfortable in your own skin. People who have high self esteem see the best in the women and men around them.</p>					
11	<p>Diplomacy</p> <p>Diplomacy has been defined as the “art of telling someone to go to hell in such a way that they enjoy the ride.” A good leader must be able to take a position and argue his or her case with the courage of conviction, but win other people over to his or her side in the process. Issues of gender are often met with resistance. A good leader must be able to argue these issues convincingly, without alienating those around them. This should not be mistaken for being all things to all people. Arguments must be consistent and rooted in principle. Good leaders are able to “agree to disagree.”</p>					
12	<p>Critical thinking</p> <p>To be critical means purposeful and reflective judgment about what to believe or what to do in response to observations, experience and arguments. Good leaders approach issues with an open mind. For example, a woman leader should not believe that all men are bad just as male leaders should not believe that all women are good. They should approach every individual and situation with an open and objective mind.</p>					

How do you rate your leader against this quality?		1	2	3	4	5
13	Patriotism While patriotism should never be blinding, it is a powerful anchor for good leadership. Being patriotic does not mean supporting all that is happening in a country. Indeed being patriotic may mean fighting the forces of patriarchy and or of undemocratic practices.					
14	Honesty Honesty means giving the actual and real facts; being truthful. Honesty comes with high levels of openness. By speaking the truth, one creates trust in minds of others. Good leaders should speak truth to power, even if this costs them their political careers.					
15	Transparency To be transparent means to be honest and to be easily understood. It also means the duty to account to those with a legitimate interest, for instance the electorate who are affected by your leadership. Being transparent implies that a leader is open about his or her take on women's empowerment in society.					
16	Accountability Accountability is the obligation to demonstrate and take responsibility for performance in light of agreed expectations. While responsibility is the obligation to act; accountability is the obligation to answer for an action. Good leaders for instance should be answerable when by 2015 we do not have 50 percent representation of women in cabinet, parliament and local government.					
17	Responsiveness Responsive leadership means taking responsibility for quality outcomes and being responsive to the needs of women and men. Such a leader shows profound awareness of existing problems and anticipates problems that are still emerging. To this end, a good leader should be responsive to the needs of women who are still oppressed and can barely access economic resources to bail them out of poverty. A good leader gives women the hope that their situation is not permanent.					
18	Innovativeness Innovative leadership is about finding new ways of doing things and being open to new ideas. When there is fatigue around issues of gender equality, a good leader should find and promote new ways of attaining this ideal.					
19	Pragmatism A pragmatic person is one who is sensible and is guided by experience and observation rather than theory; who believes that "experience is the best teacher."					
20	Responsibility Being responsible means being answerable for an act performed or for its consequences whether good or bad; intended or unintended. A good leader owns up to making mistakes and is willing to bear the consequences, even if this means losing his or her job. One of the most critical tests of leadership is knowing when to step down or step aside because even though you have tried your best, your presence (for whatever reason) is causing more harm than good. Good leaders are those who are able to go forward by every now and again stepping back.					
	TOTAL					

TRANSFORMATIVE LEADERSHIP



Transformative leadership is a process in which leaders try to raise the consciousness of followers by Idealised influence, Inspirational motivation, Intellectual simulation and Individualized consideration (Muenjohn, 2012).

Transformative leadership is about making or influencing positive change and addressing inequity. The concepts of critique and promise are central: transformative leaders see a problem and ask themselves 'what can I do to solve it? Transformative leadership is principled leadership: rooted in ethics and built on a foundation of integrity. It is driven by self-awareness and a deep sense of purpose. Often, a leader's focus for change is inspired by his or her personal experience.

Transformative leaders are creative visionaries, who care deeply about promoting a more equitable society and improving the lives of others. They exhibit qualities such as courage, altruism, empathy and resilience. Personal authenticity is a key feature: transformative leaders are influential because of their character traits, even those not conventionally associated with leadership



Source: Regional Academy Learning Manual on WPP (FAWE).

Women in politics making a difference

Read the profile and answer the questions that follow:



CASE STUDY

“Success it is not about the riches or material things one accumulates in life, it is all about having a positive impact in the lives of others.”



Olga Ditsie is the first female mayor of Jwaneng Town council, a position she assumed in 2019. She is also Chairperson of the Women and AIDS Group in Jwaneng whose main mandate is to educate women on issues of HIV, as women are the ones mostly affected. She is also a Mentor for Gender Based Violence Survivors in Jwaneng using her business experience to motivate and encourage those that are in Business. She is a dedicated member of Women in Business Association and a focal person of the association in Jwaneng.

After working in environmental health and as Health Inspector she quit her job, which was a very bold decision for a young woman of 29 years to start her business on Meat Processing in Maokane Village. In 2004, she contested in Botswana Democratic Party primary election for Councillor seat in Maokane and she was not successful. In 2005, she was appointed by the Minister of Lands and Housing as Board Member for Maokane Sub Land Board. She was then elected by other fellow members as a Chairperson of the board. In 2014, she was appointed as a specially elected Councillor in Jwaneng Town Council by the Minister of Local Government. In Jwaneng Town Council she was elected the Chairperson of Education, Health and Social Services. She was also elected as the Vice Chairperson of the Council Finance Committee and Performance Monitoring Committee the positions she is still holding today.

“My personal Mission statement is to have a positive impact in the lives for fellow Women especially those who are disadvantaged in life. Encouraging women to break the boundaries that the society have created them for us, that we belong at home. Helping women to be assertive through organizing events for them such as workshops, meetings, high teas and dinners. In these gatherings, I invite women who have achieved in life to inspire them. There is a Setswana saying that “Mma Ngwana o tshwara thipa ka kwa bogaleng” I do also as woman stand and protect the rights of children. As a Councillor at Jwaneng Town Council, I have role to play in policy making at council level. Attending all council meetings and taking part in resolutions passed as council committee meetings. As a chairperson of committee, I have to direct the proceedings of the committee meetings and guide the direction of the meeting.

My future plan is to continue working with Women organisations in the district and nationally and advocating for women rights. My intention is to form an association that will be based in Jwaneng whose main objective will be to empower women emotionally, financially (by encouraging them to start business) and support those who have been exposed to Gender Based Violence.”

Profile, 21 June 2018, <https://genderlinks.org.za/driversofchange/botswana-olga-ditsie/>

1) What qualities does the councillor bring to her work?

2) Do you think these qualities are in any way linked to the councillor being a woman?

3) Does having women in decision-making make a difference to local government:

a) Internally to the way local government works; and

b) Externally, in the work of local government and the way it delivers services

c) How? Please give examples.

4) Does it make a difference what proportion of women there are? Why? Please give examples.

Transformation is a Process



Transformation is a process through which who we are, individually and organizationally, is changed so deeply that the following are altered:

- Our identity as an individual as well as a part of the organization. Our very way of perceiving, thinking, reflecting, and making-meaning about ourselves and the organization shifts.
- Our emotions become more alive and expressive. The range of feelings and our reactions to the organization shifts.
- Our place within the organization becomes clearer. Our relationship and connectedness to and within the organization and how we show up shifts.
- Our actions become more consistent and congruent with who we are and how we fit in the organization. Our behaviours become more conscious thereby eliminating patterned responses that no longer serve us.
- Our creativity appears as we increase our capacity for responsiveness and ability to access resources within ourselves as well as within the organization.
- Our paradigms shift such that our overall perspective and mode of operating enable more connectivity and congruence between individuals and the organization.

Transformation is about "Being the Change"

Transformative change embraces Gandhi's prophetic words that "we must be the change we want to see happen in the world." The process of transformative change always mirrors what it seeks to create. While honouring the lessons of the past and planning for the future, transformational change has a strong focus on what's happening right now, in the present...the point of infinite possibilities. For example, in individual change processes, while appreciating the impact of our past and establishing goals for the future, the power of transformative change is in actually becoming the fullness of who we

are right here, right now. Or if we intend to create an organization culture to meet the changing economy more effectively, we must "be the change" right now by initiating an inclusive process of change.

Outcomes Sought

The transformative change process leads to a capacity to more skilfully practice presence, authenticity and interdependence throughout the organization. This is directly related to having greater awareness, clarity, and comfort with what is happening within the organization. Breakthroughs in ways of knowing, thinking, and

THE WINNING FORMULA: TRUE LEADERSHIP: SQ+EQ+IQ+PQ = SUCCESS



Leadership Intelligences

SQ and PQ intelligences are rarely, if ever, talked about in leadership circles. The two that are include intellectual intelligence (IQ) and Emotional Intelligence (EQ). Evidence is growing that Spiritual Intelligence (SQ) and Physical Intelligence (SQ) are in fact major factors in determining the success of both leaders and organisations alike.

In 1983 Howard Gardner, in his book *Frames of Mind*, wrote about seven types of multiple intelligences in human beings. Gardner argues that there is a wide range of cognitive abilities, and that strength or weakness in one area or ability does not necessarily correlate to another intelligence. Gardner did not mention leadership in any of his multiple intelligences. However it is easily recognizable that to be an effective, efficient and productive leader, intelligence is quite naturally required. As such, there is now growing understanding that there are four kinds of intelligence that directly affect one's leadership capabilities and methodologies to become a successful leadership practitioner.

A holistic approach to leadership requires knowledge, i.e. intelligence, in these areas: Physical (PQ); Intellectual (IQ); Emotional (EQ); and Spiritual (SQ). They are interrelated in that they build on each other as one's intellectual level increases over time through normal life experiences, academic achievements and professional expertise in our chosen fields. It is argued that the order of importance should be SQ, EQ, IQ and PQ.

The importance of **Physical Intelligence (PQ)** to the overall well-being of personal health and fitness. Physical Intelligence relates to Gardner's bodily-kinesthetic intelligence. Furthermore, current studies and findings prove the necessity of maintaining a strong fitness level to improve longevity and body functions. PQ theory says that individuals need be knowledgeable in fitness, nutrition, and bodily wellness. Cindy

Wigglesworth, in her book *SQ 21*, outlines from her research 21 key elements to Spiritual Intelligence (SQ); which she emphatically differentiates from religious and religious beliefs. She believes that SQ is developed over time, with significant practice.

Spiritual Intelligence (SQ)

SQ may be defined as: "The ability to behave with wisdom and compassion, while maintaining inner and outer peace, regardless of the situation." Wisdom and compassion being the pillars of SQ.

- Deeper understanding of one's own world view, life purpose, value hierarchy and controlling personal ego to consider the higher self.
- Self-mastery of one's spiritual growth, living your purpose, values and vision, sustaining faith in and seeking guidance from a higher power.
- Universal awareness of world view of others, limitations and power of human perception, awareness of spiritual laws and transcendental oneness
- Social Mastery/Spiritual Presence: wise and effective mentor of spiritual principles; leadership change agent; making wise and compassionate decisions; and being aligned with the ebb and flow of life.

Emotional Intelligence (EQ)

Daniel Goleman, writing in *What Makes A Leader*, says that his findings have shown that the most effective leaders all have a high degree of Emotional Intelligence (EQ).

The Centre for Creative Leadership (CCL) says EQ is associated with better performance in nine different areas of leadership and management. Goleman's research clearly shows that EQ is the sine qua non - absolute requirement - of leadership.

- Learn principles and practices for improvements in Self-Awareness and Self-Management: self-confidence; self-control; adaptability; initiative.
- Becoming more socially: empathetic; service orientation to others and the organisation.
- Relationship Management: inspirational leadership practices; change management; conflict resolution skills; teamwork building techniques.

Intelligence Quotient (IQ)

Life-long learning is widely regarded as the increase in the intellectual level - IQ - of everyone wishing to improve one's mind, professional expertise, and position in life. IQ contributes significantly to the personal "wisdom" one attains throughout the maturing process.

Henri Bergson, in his book *Creative Evolution* reminds us: "To exist is to change, to change is to mature, to mature is to go on creating oneself endlessly." Continuing education is a never-ending process in raising one's intellectual level, i.e. IQ.

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wishing to improve one's mind, professional expertise, and position in life. IQ contributes significantly to the personal "wisdom" one attains throughout the maturing process.

- Enrolling in classes of higher learning, obtaining a second degree, technical expertise improvement classes.
- Research intellectual topics such as philosophy, religion, symbolism, leadership, psychology.
- Surrounding yourself with people or organisations where life-long learning exists.

This has been regarded as the key building block in learning over a number of years but the importance of both EQ and at the moment to a lesser extent SQ and PQ have had lower profiles. This is however changing quickly in order to meet changing needs in succeeding generations and their needs and desires.

Physical Intelligence (PQ)

- Ability to listen, identify and respond to internal messages about one's physical self. Pain, hunger, depression, fatigue and frustration are examples.
- Learn about and understand the mind body connection. For instance: stomach telling mind it is time to stop eating; understanding the difference between the internal voice of wants vs. needs; the bodies need for exercise when we want to be lethargic.
- Determining our body's perfect weight, fitness level and perfect diet.

Scorecard: How gender sensitive is your council?

TARGET	1	2	3	4	5
POLICY FRAMEWORK					
1. The council is aware of national, regional, international commitments that the country has made to gender equality including the new Gender Policy Framework for Local Government.					
2. There is a gender policy.					
GOVERNANCE					
Representation					
3. Equal number of women and men councillors.					
4. Equal number of women and men in decision-making positions in council, Mayoral committee, chairs of committees etc.					
5. Gender balance on all community committees.					
Participation					
6. Women and men participate equally in council meetings,					
7. Women have an influence on decisions taken by the council.					
8. There is equal participation of women and men at public meetings and events.					
PLANNING					
9. Targeted gender planning and service delivery takes place in the council					
10. Strategic objectives of the Council explicitly mention gender.					
11. Information is collected from women about their constraints, opportunities, incentives and needs and women are consulted in the drawing up of plans and policies.					
12. There are gender indicators in all plans.					
GENDER-SPECIFIC PROGRAMMES					
13. The council is involved in gender-specific projects.					
Safety and security					
14. The council has up to date crime statistics disaggregated by sex.					
15. The city/town is a safe place for women, i.e. To walk around safely at night and in the day.					
16. There is sufficient lighting on streets and in public spaces.					
17. Public transport is safe for women and children.					
18. There is a good working relationship the police and community, especially women and women are adequately represented in community policing forums.					
19. Police and justice service providers are given training on how to handle cases of gender based violence.					
20. The council participates in campaigns to raise awareness on gender based violence (GBV), such as the Sixteen days of activism.					
21. The council has an action plan and budget for ending GBV.					
22. The council supports places of safety.					
Educare					
23. There has been an assessment of the need for child care facilities.					

TARGET	1	2	3	4	5
MAINSTREAMING GENDER INTO EXISTING PROGRAMMES					
The economy and job creation					
24. The council has a local economic development plan that targets women entrepreneurs as key beneficiaries					
25. Women and men benefit equally from informal trading facilities in the council.					
Procurement					
26. The council has a procurement policy that sets a target for increasing the number and value of contracts received by women.					
Housing					
27. The council keeps sex disaggregated data on title deeds.					
28. The council has taken steps to ensure that women benefit equally from housing opportunities.					
Utilities					
29. The council has sex disaggregated data on who has access to basic services i.e. Male and female headed households.					
30. Women are involved in the management and maintenance of these services and facilities.					
Transport					
31. Women are consulted in regard to their transport needs.					
Health and HIV and AIDS					
32. Health facilities are easily accessible to women.					
33. The council keeps sex disaggregated data on HIV and AIDS.					
34. There is a gender aware HIV and AIDS public education and awareness campaign.					
35. PEP is available at all health facilities and there are information campaigns surrounding this.					
Environmental health					
36. Women are consulted in the management of waste.					
37. Women and men benefit equally from business opportunities in this sector.					
Social development					
37. The council keeps sex and age disaggregated data on the use of existing facilities, e.g. retirement centres, community centres, libraries and Women, girls, men and boys benefit equally from budget allocations for sports and recreation facilities					
EMPLOYMENT PRACTICES AND ENVIRONMENT					
Selection and recruitment					
38. Women and men are employed in equal numbers across jobs, grades and in management positions and are equally remunerated for equal work.					
39. There is an affirmative action policy.					
Career pathing					
40. Women and men are given equal opportunity for growth within the council and have equal access to training and promotion opportunities					

TARGET	1	2	3	4	5
Working conditions and environment					
41. The council provides equal benefits for women and men, maternity and paternity leave.					
42. There is a sexual harassment policy that is enforced.					
GENDER MANAGEMENT SYSTEM					
Gender structures					
43. The council has set up a gender structure, which involves civil society, that, is empowered to do its work.					
44. Gender is written into the job descriptions and performance agreements of managers and key functionaries					
Budgets					
45. A share of expenditure is explicitly targeted at promoting gender equality.					
46. Women are able to benefit equally and meaningfully from the resources allocated to mainstream projects.					
Monitoring and evaluation					
47. Service, employment, procurement statistics are disaggregated by sex and gender indicators have been put in place for planning and human resource management systems.					
Capacity building					
48. Diversity and gender training is provided for both women and men in the council, at all levels and is done in a systematic way .					
Skills					
49. Skills gaps are identified and addressed through such training as: literacy; numeracy; language; computer skills; access to information; public speaking; negotiation; mediation; facilitation skills, to ensure that women and men are able to participate equally.					
Political profile and champion					
50. Gender issues are given a high political profile by the Council and has a political champion.					

Please add up your total score and calculate the percentage as follows:

$$\text{TOTAL} \times 2 / 5 = \boxed{} \%$$

