

Power shifts: leading, following, sharing, solidarity, sponsorship, mentoring, allyship

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Changing leaders? Changing leadership? Changing orgs? Changing society?

- ▶ *Frame 1: fix the women,*
- ▶ *Frame 2: value difference,*
- ▶ *Frame 3: create equal opportunity, and*
- ▶ *Frame 4: a non-traditional approach to gender,*
(Ely & Meyerson, 2000; Meyerson & Kolb 2000)

- ▶ *Frame 5: creating new organizational structures, and*
- ▶ *Frame 6: transforming gendered society.*

(Martin 2003)

Young women in the women's movement

▶ Me - 10 years ago

- ▶ “please remember that young women are not the leaders of tomorrow. We are leaders of the women's movement today. However, do not think that this means that we want to do it without earlier generations of women's movement activists.”
(Lewis 2008, p147)

▶ FRIDA - March 2018

- ▶ “Young feminist organizers offer critical new perspectives and insight that help galvanize and sustain global and local social justice movements. Too often however, their leadership is undervalued, unrecognized, and untrusted, leaving them with less access to funding and strategy-setting roles.”

It's a stubborn problem

▶ Annie Reynolds - 1898 (120 years ago)

- ▶ “while one would advocate a majority of elder women on the executive committee or councils in large organizations, yet we would find ourselves less likely to become narrow were the very old ones of twenty years included there also. The young women of today will be more sympathetic and keen-sighted in her understanding of her sister's needs, than she who was the young woman of twenty years ago.” (1898, p63).

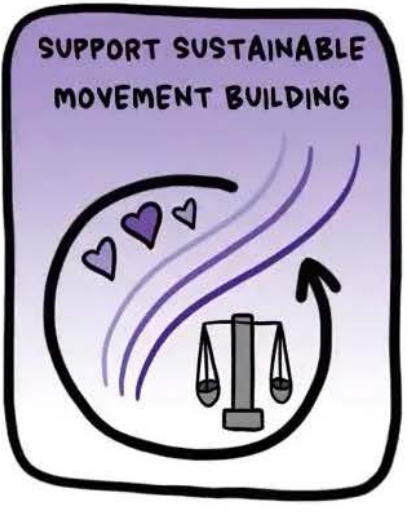
Young women twice excluded

- ▶ globally less than 2% of national parliamentarians are in their 20s
- ▶ 1/3 of countries require candidates for national parliaments to be 25 years of age or older
- ▶ in England and Wales less than 1% of charity trustees are between 18 - 24
- ▶ recent research from NUS shows that while women make up 56.4% of HE students, 45% of student union officers are women, and only 38% are presidents.

EMPOWERING YOUNG WOMEN'S LEADERSHIP & ADVOCACY in ASIA & the PACIFIC



5 WAYS to ENCOURAGE, SUPPORT and ADVANCE YOUNG WOMEN'S LEADERSHIP:



"We need to believe young women when they speak up:
We can't create any real change unless we engage young women."

Intergenerational-Shared Leadership

- ▶ Intergenerational leadership describes a dynamic working relationship that emphasises partnerships, mentorship, empowerment, and mutual learnings to build on the strengths and capacities of different generations of people, working together towards the achievement of a common goal.

(Callendar 2014)



Intergenerational-Shared Leadership

- ▶ a *uni-directional* understanding based on traditional understandings of the hierarchies of age between *young/er* and *old/er* women,
- ▶ a *bi-directional* understanding that recognises that *young/er* and *old/er* women may both have areas of expertise to contribute, but this understanding is based on stereotypes of youth and age,
- ▶ a *balanced* understanding that recognises that different women, have different leadership strengths and weaknesses not related to stereotypes of age, but the collective practice of leadership is strengthened in exchange, and
- ▶ a *fluid* understanding that moves beyond the dichotomies and stereotypes of *young/er* and *old/er* women and presents a more fluid understanding of how intergenerational-shared leadership might work.

Stepping back to follow

- ▶ Speaker A

- ▶ I was a little bit worried about shared leadership because if you're in a room with lots of leaders its quite difficult to lead as well. If there are too many leaders, then it is going to be hard...

- ▶ Speaker B

- ▶ It's always good to have too many, very many leaders

- ▶ Speaker A

- ▶ I mention that it's somehow, sometimes difficult for me to have too many leaders together, you need also people who can follow. No?

- ▶ Speaker C

- ▶ I agree ... that sometimes you need to let go, to be a good leader

Stuttgart Meeting

As solidarity...

- ▶ Recognising privilege & mobilizing it in critique & action
 - ▶ Acting for communities we may not share identity with, but share cause in terms of justice (Oosterlynck et al. 2016)
- ▶ Race, sexuality, political and socio-economic positions (Segal 2013)
- ▶ Not so often about age
 - ▶ In the women's movement young women have often been blamed - practicing wrong kinds of feminism, in the wrong ways (Lake 1999, Segal 1999, Summers 1993)

Mentoring

- ▶ “a relationship between an older, more experienced mentor and a younger, less experienced protégé for the purpose of helping and developing the protégé’s career”
(Kram 1985, more recently Ragins & Kram 2007:5)

Sponsorship

- ▶ “All mentoring is not created equal...There is a special kind of relationship - called sponsorship - in which the mentor goes beyond giving feedback and advice and uses his or her influence with senior executives to advocate for the mentee” .

(Ibarra, Carter & Silva 2010:82)

Allyship

- ▶ “What it means to be an ally varies greatly from person to person. For some, it means building a relationship of love and trust with another; for others, it means intentionally putting oneself in harm’s way so that another person remains safe...
- ▶ Those of us who have been granted privileges based purely on who we are born (as white, as male, as straight, and so forth) often feel that either we want to give our privileges back, which we can’t really do, or we want to use them to improve the experience of those who don’t have our access to power and resources. One of the most effective ways to use our privilege is to become the ally of those on the other side of the privilege seesaw.”

(Kendall 2001:81)

Allyship

- ▶ “Allies know that, in the most empowered and genuine ally relationships, the persons with privilege initiate the change toward personal, institutional, and societal justice and equality...”

Allies with privilege are responsible for sharing the lead with people of color in changing the organization and hold greater responsibility for seeing changes through to their conclusion. Sharing the lead is very different from taking the lead. When we take the lead we get to keep ourselves central and see ourselves as riding in to fix everything. Sharing the lead requires that we are in alignment and partnership with people who are working toward the greater good of all of us. “

(Kendall, 2001:84-85)

Thank you - Questions?



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