

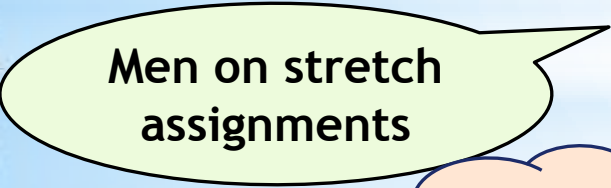


*** Women's Leadership
in UNHCR**

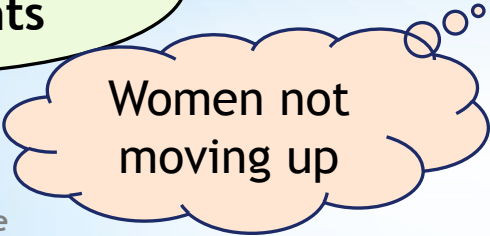
Career Management Support Section (CMSS)

J. DiNenna

- * Determine
 - * Different leadership styles of women
 - * Implications for leadership development for women colleagues and organization
- * Over 100 colleagues interviewed
- * Inter-agency discussions and examples



Men on stretch assignments



Women not moving up

* Aims of Study



* Leadership

Common vision

Influence

Goals/
action

Team-
building

* Directing from behind vs directing from in front

* Mentoring/managing with affiliation vs without affiliation

* Balancing and building consensus to effectuate change



Strategic vision

Bigger picture

Role modeling/
guiding

Reputation



“women listen to all the arguments”



- * Undermined/ discriminated
- * Consensual/ caring
- * Unrelentless/ cold/ calculating/ sans private life/ tough-undermining
- * Commanding/ manish but better than men

- * Compartmentalized/ decisive
- * Macho/ commanding/
- * Dominant/ male society
- * Self-assured/ ambitious
- * Use humor
- * Less personalized but undisciplined

“Men are considered leaders just by their sex”

“men never doubt themselves”



Potential Differences in Leadership Styles

“Women worry about how others perceive them, they are more self conscious”

* Experiences



High points

Team collaboration/
influence action

“built trust and ownership of program within team”

“inclusive approach”

Respond to refugee needs/ see impact and coaching/mentoring, building trust, connect to others

Achieving despite challenges



Building / motivating teams

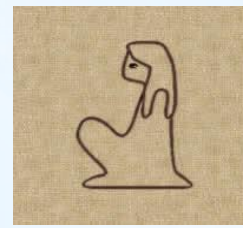
Taking charge / deciding

Respond to refugee need/
see impact

“taking charge in emergencies”

“I was able to use my skills to determine course of action for the office”

“...thought [supervisee] was deadwood but clicked on right button and he became proactive”



* Experiences/ Low points



- Lack of support/
undermining from *sr management*
- Bureaucracy
- Losing sight of values
- Lack of authority to act

“men can insist on their own points; they are not concerned about criticism as women are”

“they just go for it”

Self-doubt/
Lack of confidence

lack of influence/
undermining

No real impact

Resistance of staff

Lack of respect/
undermining

“I had no real agency to work or respect from supervisor”

“I constantly had to defend myself.”

I got no support from my supervisor - and she was a woman facing same issues

“constraints-blockages at all levels”

*What holds women colleagues back?

Both women and men colleagues say:

“My mother told me not to look at my brothers’ plates but to only look at my own plate in front of me”

Room for ‘feminine’ leadership styles which incorporate cooperation, collaboration, support, advocacy, guidance, and feedback

Collaborative models



stereotypes/prejudice



Cultural perceptions



Lack of opportunity/support

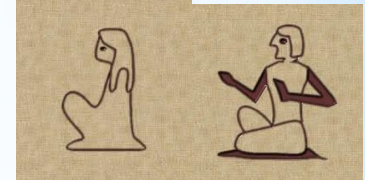
*** *What are implications
for your work?***

**❖ *Why is gender parity
important for your
organization?***

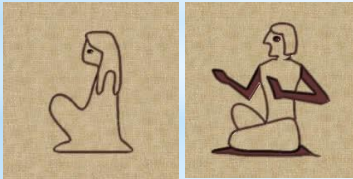
* Suggestions to Develop Leadership

- * Continued learning
- * Cultivate leadership culture
 - * Give opportunity for women to lead
 - * Raise awareness on gender
- * Analyze staff needs for key roles
 - * Identify talented women
 - * Career paths
- * Lead discussions with staff to define leadership; build organizational structures to provide equal opportunity based on those definitions

*Excellent examples from
other UN agencies too !*



- * Copies
- * Career Management and Development Manual
- * Guide to Job Applications and Interviewing



* Thank you !