



WORLD ASSOCIATION  
OF GIRL GUIDES  
AND GIRL SCOUTS

# FROM PAPER TO PRACTICE

HOW TO APPLY THE GIRL GUIDE  
AND GIRL SCOUT LEADERSHIP  
MODEL IN YOUR ORGANISATION



"She believed

she could

so SHE DID!"

#leadoutloud

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Although Girl Guiding and Girl Scouting gives us much in common, each of our organisations is unique. This tool gives some ideas on ways to apply the Girl Guide and Girl Scout Leadership Model in your context, to meet your organisational needs and help your members develop the ten leadership outcomes of the Leadership Development Framework. In turn, the framework will help you evaluate and articulate your impact on girls' and women's leadership development in your society.

Collectively, this will enable us to bring together a powerful body of evidence to show how Girl Guiding and Girl Scouting around the world empowers millions of girls and women to practise leadership; evidence we can all use to demonstrate the relevance and impact of the Movement.



This tool is aimed at Programme Commissioners and their teams, Training Commissioners and their teams, and any other volunteers and staff who support the design and delivery of quality experiences for both youth and adult members in your Member Organisation or Component Association (MO/CA)

It should be read alongside the **Girl Guide and Girl Scout Leadership Development Framework** and **Girl Guide and Girl Scout Leadership Model Summary**. We hope you will put these tools to good use in your MO/CA and share your experiences and feedback with us.

If you would like advice on using the leadership model with your organisation or have any suggestions to improve our leadership work, please contact the Core Mission Team at [leadingforherworld@waggggs.org](mailto:leadingforherworld@waggggs.org)



## APPLYING THE LEADERSHIP MODEL IN YOUR ORGANISATION

The Girl Guide and Girl Scout Leadership Model is relevant for all ages, and in all roles, both inside and outside of Girl Guiding and Girl Scouting. You can use it to strengthen leadership development in your organisation in many different ways.

### Some MOs/CAs are already using the model to...

- develop activities for girls of different ages to help them see themselves as leaders
- offer trainings and leadership programmes for young adults to support them to take on leadership roles at all levels
- create a framework to structure coaching and mentoring for commissioners and leadership teams
- integrate a stronger focus on leadership development into their national educational programme and/or adult training, learning and development framework
- support evaluation and objective setting processes for their national board
- review their organisation's strengths and needs around leadership development
- explain their impact to ministries of education or potential donors
- design badges or awards that apply the leadership model and develop the ten leadership outcomes
- help prepare individuals and groups to undertake community action or advocacy projects
- identify approaches to create a more enabling environment for youth participation
- create a leadership theme at various events, camps and online activities

The leadership model will have the greatest impact if you **embed** it into your core work. This means to make it part of your long-term programmes, activities, training offer etc, so as many of your members as possible learn to practise the leadership model over time.

# ACHIEVING YOUR GOALS

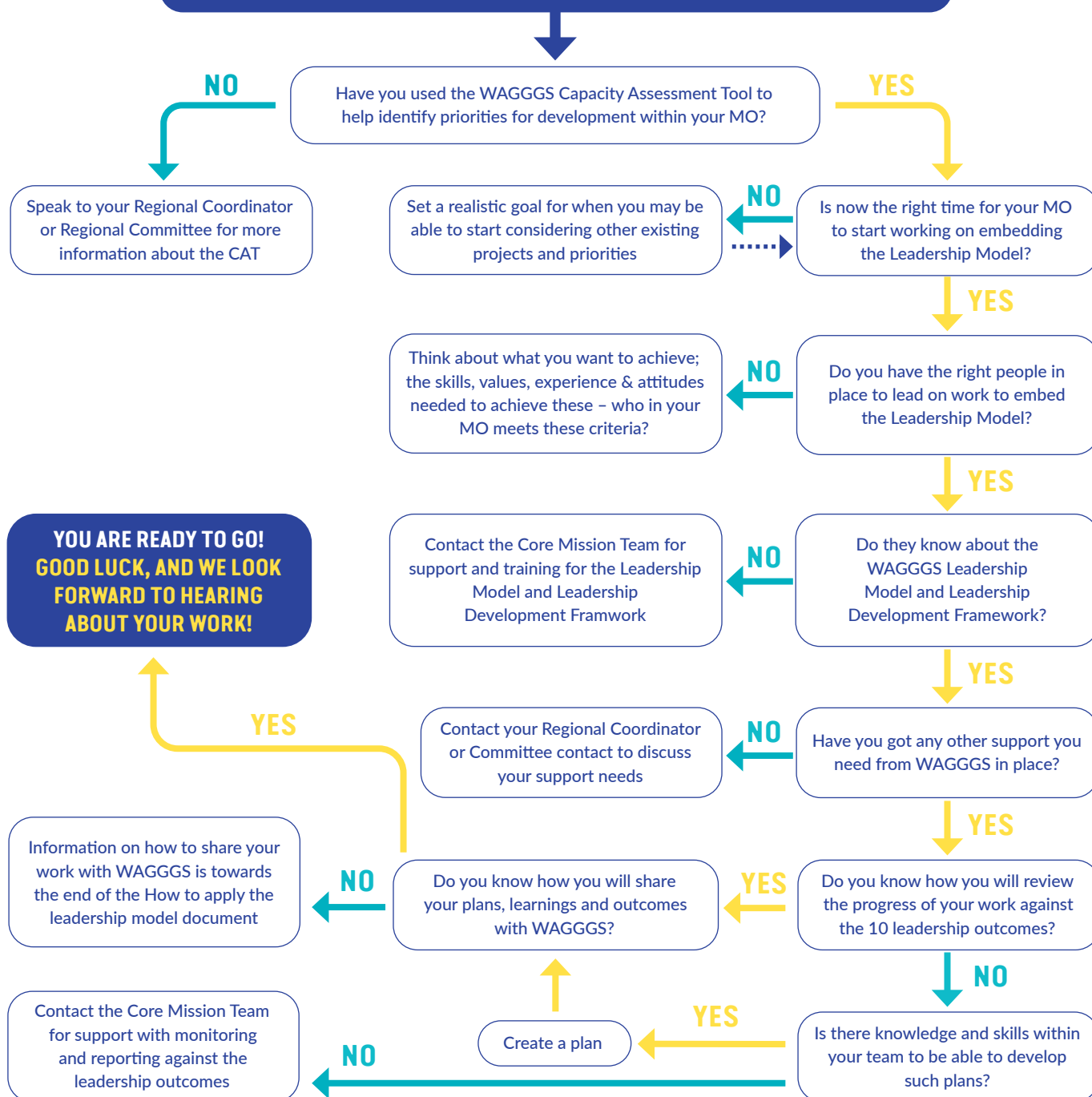
The Girl Guide and Girl Scout Leadership Development Framework describes ten outcomes you can reach by practising the leadership model, whether with Girl Guides and Girl Scouts, leaders of girls or leaders of organisations. It may be a useful starting point to help you prioritise the change you want to see in your organisation. You could focus on one or more of the four audience groups, or on specific areas such as governance, organisational management, adult development, or educational programme. The leadership outcomes, indicators, and mindsets can be applied to each of these.

When setting goals to improve leadership development in your organisation, you will need to consider the factors that may impact your chances of success. This could include your organisation's financial capacity to support the work, the time capacity of people involved (whether volunteers or staff), and the willingness of individuals and teams to have open and honest conversations or make meaningful changes.

**Is your organisation ready to embed the Girl Guide and Girl Scout Leadership Model into your work? Use these questions to help you plan the leadership change you want to see:**

1. What do you hope to achieve by using the leadership model in your organisation? What is your goal for this work?
2. Is there an existing plan to review any area of your organisation, such as your educational programme, adult development framework, governance structure, or any other area that could allow you to include the leadership model within it?
3. Which of the audience groups do you want to work with and how many of these will you work with at the same time? Reminder of groups: Girl Guides and Girl Scouts, Leaders of Girls, Leaders of Organisations, Leaders of the Movement
4. Who are the best people to lead the work with each of your chosen areas or audience groups, and how will you ensure they have the skills, knowledge, and support needed before they start?
5. Would you appreciate support from your Region or the WAGGGS Global Team? If so, what form of support would be most useful?
6. How will you know when you have reached your desired outcomes?
7. How will you capture this information to share your experiences with WAGGGS?

## MY MO WANTS TO EMBED THE WAGGGS LEADERSHIP MODEL IN ITS WORK



Many MOs have members who have had training on the Model at WAGGGS events. These alumni are a great resource and can help upskill other members of your organisation

You can contact the Core Mission Team by emailing [leadingforherworld@waggs.org](mailto:leadingforherworld@waggs.org)

Leadership Practice is a development area in the WAGGGS Capacity Building Framework. WAGGGS offers a Capacity Assessment Tool (CAT) to help organisations identify and prioritise how they want to develop. If you want to know more about this process, contact your Regional Coordinator or a member of your Regional Committee for support. You can find more information here: [www.waggs.org/en/resources/capacity-assessment-tool](http://www.waggs.org/en/resources/capacity-assessment-tool)

# CREATING AND ADAPTING LEADERSHIP MODEL CONTENT



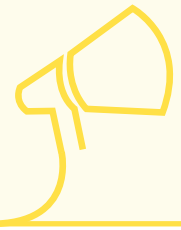
WAGGGS offers some key materials to support you to use the leadership model, but most organisations will want to translate, adapt, or create resources that are more relevant in their context.

## Terms of Use

WAGGGS MOs/CAs may freely use and adapt the Girl Guide and Girl Scout Leadership Model, Leadership Development Framework, and all other supporting tools and resources offered by WAGGGS. They may tailor the design and branding of presentations and resources to be in-line with their branding and house style.

**All materials remain the intellectual property of the World Association of Girl Guides and Girl Scouts. By adapting and creating materials related to the Girl Guide and Girl Scout Leadership Model, WAGGGS MOs/CAs agree to:**

- Only use the Girl Guide and Girl Scout Leadership Model where doing so is in furtherance of the WAGGGS Mission and Vision
- Ensure that the needs and interests of girls and young women are kept at the centre of all activities that makes use of the Girl Guide and Girl Scout Leadership Model
- Clearly credit The World Association of Girl Guides and Girl Scouts for the original creation of The Girl Guide and Girl Scout Leadership Model, and all WAGGGS materials related to it, at all times
- Include the WAGGGS logo on all translated, adapted or created resources (this can be alongside an MO/CA logo)
- Secure approval from WAGGGS before making any substantive adaptation to the definitions and terminology used in the Girl Guide and Girl Scout Leadership Model (as expressed in the Girl Guide and Girl Scout Leadership Model Summary booklet)
- Use the Girl Guide and Girl Scout educational method to design any learning experiences related to the leadership model and create a positive learning environment where all learners are respected, included and can participate fully
- Share any Girl Guide and Girl Scout Leadership Model materials you translate, adapt or create with WAGGGS
- Where possible, share with WAGGGS any evaluation data, learnings and evidence of impact created through using the Girl Guide and Girl Scout Leadership Model
- Only share The Girl Guide and Girl Scout Leadership Model, and all materials related to it, with partners and other organisations where they have confirmed in writing their adherence to the terms described here.



## KEY MESSAGES

The leadership model has been proven effective both inside and outside of Girl Guiding and Girl Scouting and is supported by a strong global evidence base.<sup>1</sup> If the fundamental concepts and methodology are changed extensively, it may not be as effective in helping your organisation achieve your desired goals. When producing or adapting content, it is important that the following key messages are included to help people understand the model and how it works best.

### The Leadership Model...

**prioritises behaviours over skills** – the leadership model sees values and positive behaviours as the foundation to being a good leader. Leadership skills are still important but, on their own, won't enable us to practise worldly leadership.

**is a model of leadership practice** - The leadership model is not a leadership training programme. Instead it offers ways to consciously practice leadership in everyday life. As with anything, the more we practise something, the easier it gets; by practising conscious leadership on a daily basis, it will become easier to embed the model whatever our age, position, or situation.

**recognises that everyone needs space to practise leadership** - Leadership is not about who is in charge or who has the power. It is a shared process that collectively creates an environment where everyone is valued, can be their best self, and has space to practise leadership on their terms.

**highlights that context matters in worldly leadership** - There is no 'one size fits all' approach to leadership. Worldly leadership asks that leaders develop an in depth understanding of local context and respond to this positively through their leadership behaviours.

**promotes leading for girls' empowerment** - The Girl Guide and Girl Scout Leadership Model is intended to create gender-conscious leaders who work together for a more equal world. Regardless of a person's gender, we all have a role to play in promoting a more equal world.

**uses the six leadership mindsets as tools** – Each mindset is a window we can look through to get different perspectives and consciously influence our reactions, choices and behaviours. By regularly using the six leadership mindsets as tools, we can draw meaning from our experiences and 'internalise' new leadership behaviours until they become an in-built part of who we are as leaders.

**The Leadership Model is not a training programme; participants do not come with no knowledge of the model and leave as masters of it. It is a model of leadership practice that requires people to consciously use it regularly for it to become an ingrained part of their leadership.**

# FAQ

## **We want to use the leadership model in our MO but don't know where to start.**

Need help fitting the leadership model to your needs? The Core Mission Team can provide various resources including support from trained volunteers, feedback on draft programme and training content, connections with other MOs/CAs undertaking similar work, and digital learning and training opportunities.

Contact your Regional Coordinator or the Core Mission Team for more information.



## **Can we use the leadership model in a co-educational setting?**

Leading for girls' empowerment means committing to gender equality, regardless of your own gender. While it was designed to focus on girls and young women, the leadership model is fully relevant in a co-educational context and supports positive leadership behaviours for people of all genders. It can also help facilitate an environment where boys and men can participate in conscious work towards gender equality and support girls and women's leadership. Some co-educational organisations have told us that the WAGGGS and WOSM approaches to leadership development are very complementary and can be applied effectively alongside each other.

## **Do we have to complete the Capacity Assessment Tool (CAT) before partnering with WAGGGS to implement the leadership model?**

We recommend you work through the CAT with your organisation because it gives a more rounded picture of your strengths and needs and will help you recognise and prioritise the most important areas to address first, which may or may not be related to leadership development! However, if you are clear on your leadership development needs, or want to implement the leadership model only in a specific activity or programme, you do not need to complete the CAT first.

## **What if our Member Organisation already has a leadership framework, or does not want to adapt this one?**

If your MO/CA already has a leadership outcomes framework that works for you, that's great and we're not asking you to change it! It may be that some of our leadership outcomes are already present in your framework, using different words - there are many ways to describe similar things. We would love to support you to map your own leadership work against this framework. This would help us demonstrate the collective impact of the Movement on girls' leadership development.

## **Can we use the icons, branding and design files of the WAGGGS leadership resources?**

Yes! We will make all icons, media assets and design files related to leadership model resources available to MOs/CAs. These can be used as they are or adapted to incorporate your MO/CA's branding and styling. Please remember to credit WAGGGS on any resources you translate, adapt and/or create, and share them so we can make them available to other MOs/CAs if possible.





## LEADERSHIP MODEL RESOURCES

There are useful resources, including image files, available [on this page](#). If you cannot access the resources using the link, or your MO/CA would like access to the design files for any of the leadership resources, contact the Core Mission Team for support.

### WHO CAN DELIVER CONTENT RELATED TO THE LEADERSHIP MODEL?

When we empower and inspire others, even in small ways, we are practising leadership. There are no fixed rules on who can facilitate learning and development on the leadership model. When creating and delivery leadership model content in your organisation, we encourage you to:

1.

Connect with WAGGGS event alumni in your organisation who have received training in the Leadership Model already. This may include Juliette Low Seminar 2019 participants and facilitators, Regional volunteers, Helen Storrow Seminar participants and facilitators, and facilitators or participants of any regional or global leadership workshops since 2017

2.

Try to offer lots of different ways for people to start practising the leadership model. Training and other activities can be delivered virtually and at local level, including girl-led sessions, as well as at national level or through more formal activities. Remember, practising the leadership model is more important than learning about it!

3.

Remember that there is no requirement from WAGGGS that people should be national trainers in their MO/CA to deliver content related to the leadership model

4.

Look out for future news about updates to WAGGGS' facilitator accreditation programme, and future regional and global opportunities to be trained in the leadership model



Would you like more members of your MO/CA to be trained in the leadership model and ready to support your leadership development activities? Applications for the WAGGGS Volunteer Network are always open. You can endorse your members to join the network and support a wide range of WAGGGS projects, where they will gain experience they can share with their MO/CA. Find out more about the Volunteer Network at [www.waggs.org/en/what-we-do/volunteer-with-us/join-waggs-volunteer-pool](http://www.waggs.org/en/what-we-do/volunteer-with-us/join-waggs-volunteer-pool)



## WORKING WITH THE LEADERSHIP MODEL IN DIFFERENT LANGUAGES

All leadership model materials produced by WAGGGS are available in Arabic, English, French and Spanish. However, these are not accessible languages for all members to work with, and we anticipate that some MOs/CAs will produce versions in other languages to overcome this.

Finding translations for the leadership model that capture the concepts accurately can be difficult. In addition, the language and terminology used in our documents is often specific to Girl Guiding and Girl Scouting, which can be an extra challenge for translators. Here are some tips we have found helpful for producing successful translations.

- **Set specific dates:** give as much lead time as possible and agree a clear deadline, with a 'safety margin' in case you encounter any issues.
- **Volunteer, professional, or both?** If volunteer translators are used, remember that most are not professional translators and may need more guidance and time, particularly if fitting the work in alongside other occupations. However volunteers will be more familiar with internal terminology and style. Working with a combination of volunteer and professional translators may help you find better ways to translate ideas.
- **Help your translators get to know the material.** Try to use translators who knows the content, or are willing to learn, and share learning materials and examples with them. Translators who know the subject matter and understand how they concepts fit together will find it easier to translate accurately.
- **Translate for meaning.** Some of the terms in the leadership model will not have a clear translation, and a literal translation of the words may lose the meaning of the concepts. Take time to discuss the best meaning of the content, if possible among a group, so you can find translations that capture the concepts, and work in your context.
- **Take time for proofreading** particularly if it's a long and/or high-profile document where accuracy is particularly crucial. As proof-readers start from a complete translation, they can look at it as a whole and will check for consistency, nuance and clarity of meaning.

- **Create a glossary** once you have decided the best way to translate leadership model concepts into your language, and share with future translators
- **Answer questions:** Ask someone who has a good understanding of the leadership model to support the translators, and be ready to clarify any difficult sections of text if the translator has questions.
- **Keep in touch:** To help ensure effective communication, check in regularly with the translator to both give and receive feedback. This helps track the progress of the work and establishes a relationship of trust with the translator.
- **Say thank you!** If they have done a great job, let them know. Providing a creative and relevant recognition of their contribution is rewarding for volunteers and professionals alike.
- **Keep a record** of who completed the translation and proof-reading, in case there is a need to use them again in the future.

**We hope that together we can make the leadership model accessible in as many languages as possible. If you are happy for WAGGGS to use your translations with other MOs/CAs who may find it helpful, please share your work by email to [leadingforherworld@waggggs.org](mailto:leadingforherworld@waggggs.org)**





## SHARING YOUR CONTENT AND EXPERIENCES WITH WAGGGS

We want to understand, and celebrate, what MOs achieve with the leadership model. There are three main advantages to connecting with WAGGGS around your leadership work:

1.

**Fidelity to the leadership model.** It is important that the leadership model is applied correctly in all projects, both to make sure it is as effective as possible, and so any outcomes can contribute to our evidence base. We can offer further tools and training to help deepen your understanding of the leadership model and leadership development framework.

2.

**Access to communities of practice.** MOs/CAs working with the Girl Guide and Girl Scout Leadership Model will have access to opportunities to share their experiences and resources, and receive early access to new tools to support their work as they are developed.

3.

**Evidencing our collective impact.** We see great potential in being able to tell a collective story of leadership impact at global level. Over time, as more MOs/CAs work towards these leadership outcomes and report their learnings and impact, we will be able to grow our evidence base around the impact of the leadership model. This will both support future research and development and enable us to articulate our collective impact in international spaces.

### Sharing the leadership model on social media

Many MOs/CAs are great at sharing their work on social media channels, and we love seeing what's going on around the world!

If you choose to share content online, make sure you follow your organisation's child protection procedures when posting content, activities, and resources. For example, if you want to share photos, including screenshots of online meetings and activities, make sure you gain consent from all those visible in the image (including parent/guardian consent for younger members) before uploading them. Consider blurring visible names of those on screen and ensure the backgrounds of those included does not contain identifying information.

For content that you do choose to share, there is a list of useful tags below to help you connect with WAGGGS and spread the leadership model within your networks. These are global tags but you can also connect with the WAGGGS Regional channels as well.

Facebook: @World Association of Girl Guides and Girl Scouts

Twitter: @wagggsworld

Instagram: @wagggsworld

#TeamGirl

#ForHerWorld

We hope these resources are helpful in your organisation's leadership development work. If you have any questions or you would like more information on anything related to the leadership model not covered here please contact [leadingforherworld@waggggs.org](mailto:leadingforherworld@waggggs.org).

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