



THE WAGGGS LEADERSHIP MODEL

WHO WE ARE

The World Association of Girl Guides and Girl Scouts is the **largest voluntary Movement dedicated to girls and young women in the world**. Our diverse Movement represents ten million girls and young women from 152 countries. For more than 100 years Girl Guiding and Girl Scouting has transformed the lives of girls and young women worldwide, supporting and empowering them to achieve their fullest potential and become responsible citizens of the world.

WHAT IS LEADERSHIP FOR US?

For WAGGGS, **leadership is a shared journey** that empowers us to work together and bring positive change to our lives, the lives of others, and our wider society.

A **good leader** is a lifelong learner who consciously deepens their understanding of different contexts, draws on different wisdoms, and uses that learning to collaborate with others to make a difference.

WHAT IS WORLDLY LEADERSHIP?

Our leadership model draws on the idea of worldly leadership. Worldly leadership **rejects the “one-size-fits-all” approach of a single standard of leadership applied everywhere**. It challenges the idea that there can be a specific, predefined set of competences that improve leadership performance.

Worldly leadership **recognises that leadership practice will look different in different contexts and can be developed through different perspectives**. It places a high value on locally-appropriate leadership, rooted in context. By learning to respond to the complexities of the wider world through how we behave as leaders, we are building a strong foundation of leadership practice to use across our lives, in any role.

WHY AND HOW DID WE DEVELOP THE WAGGGS LEADERSHIP MODEL?

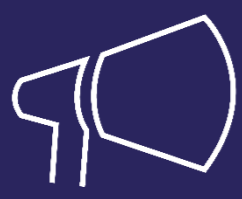
Most traditional leadership models and programmes are based on specific skills, knowledge and abilities that you are supposed to develop to become a good leader. **Our experience of witnessing and supporting girls’ leadership journeys shows that although competences can be important, your values, perspectives and behaviours as a leader matter more**. We don’t think there is a universal set of global leadership traits that would automatically make someone a good leader, because we know that leadership is a phenomenon rooted in context.

We have **worked with the University of Exeter to design** a new leadership model that was **based on the “Five Minds of a Manager” model developed by Henry Mintzberg and Jonathan Gosling**. It is an adaptation of this well evidenced and internationally effective leadership model to fit the specific responsibility of delivering the WAGGGS mission: “to enable girls and young women to develop their fullest potential as responsible citizens of the world”

WHAT IS LEADERSHIP PRACTICE?

Our new leadership model is a model of leadership practice. Leadership practice is the daily behaviours you choose to engage in to put your values into action and create positive change. Leadership practice regards your **“ways of being and thinking about the world” as the foundation to who you are as a leader**. The best way to work on this foundation is by consciously and actively practising leadership. Our values and behaviours affect who we are as a leader more than the skills we learn.

We believe that leadership practice is a whole person process that can be developed by anyone in their everyday lives. Girls can develop their leadership at all ages - and it is part of the responsibility of the adults who support them to create spaces for them to practise. We need to make time and space to practise leadership if we want to be better leaders: holding a position of power doesn’t automatically make us leaders.

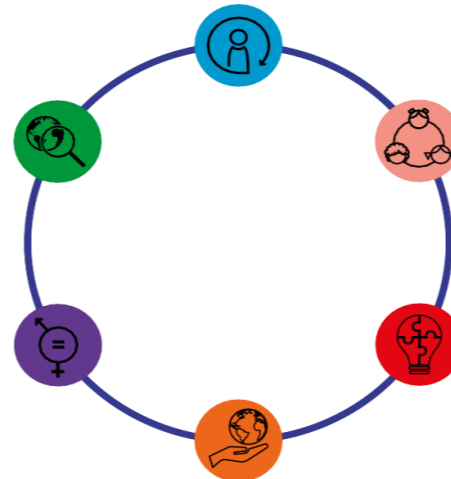


USING THE SIX LEADERSHIP MINDSETS

LEADING YOURSELF

Reflective Mindset

Draw meaning from your past experiences and think about your behaviour and its impact. Explore your values and how to be true to them when you practise leadership. Cultivate curiosity! Hold space for learning about and caring for yourself and recognise and create the conditions you need to thrive.



LEADING FOR IMPACT

Responsible Action Mindset

Mobilise energy around what needs changing, and what needs to be protected. Transform your values into action with authenticity. Practise leadership to create a world where all girls are valued and can reach their potential as responsible citizens of the world.

LEADING IN CONTEXT

Worldly Mindset

Get inside the worlds of others, understand their needs and concerns more deeply. Observe, ask questions and educate yourself on local conditions and perspectives. Build meaningful connections with others through inclusive opportunities for shared leadership.

LEADING FOR GIRLS' EMPOWERMENT

Gender Equality Mindset

Take gender into account when practising leadership, and challenge gender stereotypes. Understand the impact of gender barriers and empower yourself and others to recognise and overcome them. Champion the value of being a girl-led Movement.

LEADING RELATIONSHIPS

Collaborative Mindset

Bring together different perspectives and inspire consensus around a shared vision. Listen to and learn from others. Share what you know freely. Create the structures, conditions and attitudes people need to reach their potential, and contribute fully to any team or situation.

LEADING FOR INNOVATION

Creative & Critical Thinking Mindset

Create an environment where both innovation and enquiry are valued. Seek data, analyse and learn from information and evidence. Look out for assumptions and challenge them. Encourage yourself and others to innovate. Seek new ideas and be open to changing your mind.

THE WAGGGS LEADERSHIP PROCESS



Understand the six mindsets.



Consciously practise the leadership model, in your life, over time.



Internalise the mindsets.



Improve your leadership behaviour.

Develop the 10 outcomes.

THE 10 LEADERSHIP OUTCOMES

We expect those who practice the WAGGGS Leadership Model to:

1. Treat themselves kindly
2. Learn from their own feelings and experiences
3. Challenge themselves to understand, and take into account different perspectives
4. Adapt their behaviour to the context
5. Challenge gender expectations
6. Seek the information they need to understand the full picture
7. Innovate to create positive impact
8. Work with others to create spaces where everyone can fully participate
9. Empower any and every girl to practise leadership
10. Make choices rooted in their values