



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS

LEADERSHIP DEVELOPMENT

ENABLING GIRLS AND YOUNG WOMEN TO LEAD WITH CONFIDENCE
AND VISION IS AT THE HEART OF EVERYTHING WE DO AT WAGGGS.

As the largest voluntary network of girls and young women in the world,
with **10 million members across 150 countries**, we recognise the
unique role we can play in helping girls to overcome challenges they face in
everyday life.

OUR INCLUSIVE LEADERSHIP APPROACH GIVES
GIRLS THE CONFIDENCE AND SKILLS THEY NEED.



INTRODUCTION

At **The World Association of Girl Guides and Girl Scouts (WAGGGS)** we see the potential in every girl. We want them to be able to realise that potential, and be given the opportunity to use their voice, passion and vision to help create a better, more equal world for everyone.

But in the world we live in today, too often girls are silenced; they might miss out on the chance to go to school, they are unable to access proper health care or nutritious food, they might be forced into an early marriage, or be displaced from their home because of poverty or conflict.

And for girls who may face none of these challenges, the social norms and attitudes of the world we live in can still send the message that boys are better than girls.



One study by three US Universities in 2017 showed that by the age of six, girls are already starting to see themselves as less innately talented than boys. Researchers said the message was that young kids are exposed to the cultural notion that genius is more of a male quality than female¹.

AT WAGGGS, WE WANT TO CHANGE THAT

From the first day that a girl or young woman joins our Movement we support them to find their voice and self-confidence by beginning their leadership journey.

Our ambition is to provide a safe space to practice value based leadership for all our ten million members and volunteers - whether they live in rural Africa or an Asian metropolis, - so they can lead by example, have an impact in their community and in the world and own their life. They will also help grow our Movement so that every girl is given the confidence they need to believe in themselves.

88% 

of young women feel Girl Guiding and Girl Scouting gives them the chance to practise leadership

 80%

feel Girl Guiding and Girl Scouting has given them the aspiration to make a difference in society.

OUR NEW LEADERSHIP OFFER

As our thinking and expertise in leadership training has evolved since we first made it a core focus of our work in 2006, we are in the process of creating a new cutting edge leadership model for our members.

This new model is based on the globally renowned leadership mind-set model developed by J. Gosling and H. Mintzberg. It has been tailored to reflect the unique values, purpose and leadership opportunities of our worldwide Movement.

SPECIFICALLY THE NEW OFFER WILL:

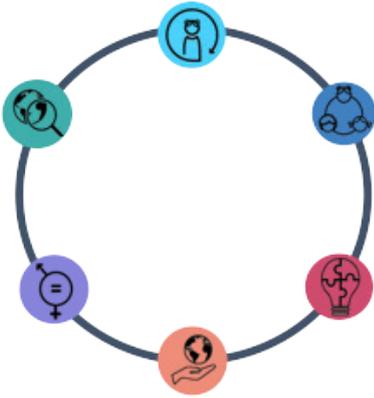
- ▶ **Support** leadership practice development for girls and leaders at every level in our MOs.
- ▶ **Be responsive** to the different context, concerns and priorities of WAGGGS' 150 MOs so they can adapt it to their different models of delivery.
- ▶ **Respond** to the needs and potential of girls and women by recognising and tackling gender barriers to leadership
- ▶ **Use** effective and flexible delivery models so it can be accessible to a wider audience.

As we pilot this new model through our various leadership programmes, we are due to officially roll it out to all our members at the World Conference in 2020.

¹ The 2017 study on 400 children was conducted by Princeton University, New York University and the University of Illinois.

² Leadership and Opportunity for Young Women, University of Exeter/WAGGGS study, initial findings, 2018

OUR MODEL OF LEADERSHIP PRACTICE



A model of leadership does not focus on ability, but assumes that anyone can improve their leadership practice by changing the way they think or how they look at different situations.

This approach fits well with our wider educational approach at WAGGGS, as it provides an enabling, inclusive environment for any girl or young women to develop their leadership potential.

It's adaptability to different contexts and cultures is also crucial for an organisation with such a diverse membership – it means that a teenage girl in rural Kenya who dropped out of school when she was six, can apply it and see as many positive results as a 20 year old university student living in Japan.

The WAGGGS leadership mindsets have helped me feel more confident as a leader because I can identify what is lacking in my leadership style and be reflective using the leadership mindsets. I will use them to reflect when I feel like certain situations are not working out and when I want to look at how I can adapt and change to create better outcomes.

HSS participant, 2018

Six 'mindsets' have been developed; **reflective, collaborative, creative and critical thinking, worldly gender equality and responsible action.**

By encouraging girls and young women to focus and apply these mindsets to every aspect of their life they can develop the leadership qualities they need to help grow the Movement and make a difference to the lives of young people everywhere.

Now I understand that there is not one correct way to be a leader. I believe I will carry the mindsets with me and use them every day because they really make sense to me and help me to understand how to improve as a leader.

(HSS participant 2019)

OUR APPROACH TO LEADERSHIP DEVELOPMENT

Leadership is a complex topic and your own leadership is an endless project.

HSS participant, 2018

As we believe leadership is a journey not an event, our approach to leadership development at WAGGGS does not focus on a standalone programme.

Instead it cuts across a wide range of leadership activities to make it as accessible to our members as possible. Girls can get involved through: **volunteer and internship partnerships; the YESS Girls programme, which organises 6 month exchange placements to other countries; mentoring opportunities, specific World Centre events and seminars, exchange programmes and bespoke regional initiatives.**

WAGGGS ALSO RUNS TWO FLAGSHIP LEADERSHIP EVENTS:

The Juliette Low Seminar (JLS) first launched in 1932. It runs every three years, and focuses on sharing leadership practices and breaking down gender based barriers.

The annual Helen Storow Seminar (HSS) enables girls to take a leadership role on environmental and sustainability issues.

DIFFERENT TARGET GROUPS OF THE WAGGGS LEADERSHIP OFFER

We enable girls to become leaders in every aspect of their lives. We create opportunities for girls to become leaders at every level in their own organisation, offer international experiences through events like JLS and HS and support MOs to embed a youth led approach into all their work.

GIRLS

We empower girls with the leadership practice to thrive as leaders and changemakers in their lives and communities. We Work with MOs to integrate leadership outcomes into the Girl Guide & Girl Scout experience they offer to their members, so girls can internalise the leadership mindsets and we offer transformational international experiences . We work with MOs to strengthen their youth participation practices and create more space for girls to practice leadership at all levels

LEADERS OF GIRLS

We improve the leadership capabilities of those who deliver the Girl Guiding and Girl Scouting experience. We support MOs to ensure their leaders are youth focused and offering positive role models and mentoring opportunities.

LEADERS OF ORGANISATIONS

We strengthen the leadership practice of the senior teams in our 150 Member Organisations so that they embody positive leadership behaviours. We help them to identify and address their leadership needs so that they are an effective organisation that supports the development of youth participation.

LEADERS OF THE MOVEMENT

We strengthen the leadership practice of the current and potential leaders whose vision, decisions and actions will shape the future of a sustainable Girl Guide and Girl Scout Movement. We increase reach and quality of international leadership and global volunteering experiences to inspire the next generation of leaders.

JULIETTE LOW SEMINAR: RUNNING SINCE 1932

The Juliette Low Seminar (JLS) is WAGGGS' flagship international leadership event.

SINCE 1932

it has instilled thousands of young women with the leadership skills and international perspectives they need to lead with vision and confidence in all spaces of their lives.

THIS YEAR IT WILL BRING 1,000 YOUNG LEADERS

together in **20 HUB LOCATIONS** around the world, supported by **160 VOLUNTEERS**, to explore the WAGGGS leadership model and how it can help them break gender barriers to leadership.

IN THE PAST ONLY 60 GIRLS

have been able to attend the event, but for JLS 2019, WAGGGS is adopting an innovative seminar model through streaming technology which means 20 times as many Girl Guides and Girl Scouts can take part.

AFTER THE SEMINAR EACH PARTICIPANT WILL RETURN HOME TO INSPIRE AT LEAST 100 GIRLS

in their community to develop their leadership practice and lead in new ways. The JLS will mean 100,000 girls gain the confidence to see themselves as leaders.

100,000 GIRLS READY TO LEAD

AND 1,000 VOLUNTEERS MORE CONFIDENT TO STEP UP AS LEADERS FOR GENDER EQUALITY.

WAGGGS is the largest voluntary movement dedicated to girls and young women in the world with 10 million members across 150 countries. For more information please visit www.waggs.org or call 00 44 207 794 1181.