Workshop:
Leadership from the feminist perspective

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Units of learning:

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   - Practical exercises

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   - Theoretical reflections
   - Practical exercises

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Glossary of used Concepts

Commented bibliography
Presentation

The main objective of this Workshop is to provide reflection and practical elements that allow women to practice leadership in their social and political environment.

In order to achieve this we have to start from the analysis of the male and female socialization about their attitudes within the public field and their different approaches to power. If it is true that all leadership leans on some kind of power, it is not less true that most of the women have not been educated to practice it within the social environment, although many of them have shown great qualities for leadership in familiar environments and in others they have had access. The doubts about what is desirable or rejectable about getting close to power are the first issue about there is a need to take a decision if you want to practice a coherent leadership.

A second crucial element to learn to lead is to advance in the knowledge of one’s personality in a confidence framework about one’s capacity. Women often feel insecure in a public environment because of their lack of experience in it and growing of self esteem should be convenient to display abilities that they have but there are often hidden or little developed. In relation to a bigger empowerment, it is opportune to identify which are the most common behaviours we develop in the political and social environment and to practice assertive techniques to confront conflictive situations without aggressiveness but maintaining the demand of respect for herself.

Although traditionally some theories have pointed out that leadership is innate, once more reality shows that Nature does not determine the results but it is possible to learn and acquire characteristics that, due to the traditional consideration of women as beings relegated to a domestic area, had not been fully developed.

Nevertheless, not all the responsibility of the exercise of leadership falls on women and their necessity to learn techniques that empower them. If society does not change it will be very difficult that leader women achieve objectives by their own. As Michelle Bathelet President of Chile’s Government said: “When a woman arrives to politics, this changes that woman, but when many women arrive to politics, politics change”. It is for that reason that it is necessary to impel performances in order to womanize Politics, public management and companies and to establish networks between women to help impel this feminization.

These are the subjects that we will approach next combining the theoretical reflection, the readings of real experiences, the commented bibliography and a series of practical exercises with the intention to obtain a real increase of the leadership abilities of all of you.
Methodology

The workshop will be structured in a series of theoretical *inputs* organized in didactic units that will be combined with practical exercises to consolidate each one of the treated aspects.

1. The theoretical development responds to the following specific objectives:
   - To analyze the different opinions of the groups of women about power
   - To distinguish the different capacities unfolded by men and women in the leadership practice. The advance towards a transforming leadership
   - To get close to the necessary factors for a healthful self-esteem
   - To identify the effective behaviours to practice leadership with a feminist conscience
   - Identificar las conductas eficaces para ejercer el liderazgo con conciencia feminista
   - To review the essential variables to obtain the feminization of politics, companies and the society in general

2. The practical proposals respond to the following objectives:
   - To analyze the level of self-esteem
   - To identify the circle of thoughts that prevail and make empowering very difficult
   - To introduce assertive conducts in behaviour
   - To establish systems for the generation of networks between women

3. Each thematic unit includes a series of exercises and questions for the reflection about the discussed subject.

4. The workshop includes a *Glossary* with the definition of the most significant used concepts during the presentation of the workshop.

5. A *Commented bibliography* is added in relation to the subjects treated in the theoretical development as well as in the practical proposals
Analysis of the relations between power and leadership

Is it possible to practice leadership without holding some kind of power? This is the basic question that guides this section.

Historically, feminism has thought itself outside power. Women considered that they were a part of a claiming movement that had nothing to do with power. During XIX century until XX century, feminism was centred in obtaining the universal suffrage and the political equality of both sexes.

Once obtained, at least in the legislative field, there was a recession in the political exigencies of the women and the advance in the vindication of greater feminine presence in the representative organs of the political and social power stopped. It was not until the end of sixties when the organized feminism questioned the capacity of the political traditional organizations to obtain women emancipation, as well as to represent them.

The emancipation idea is also questioned and it is replaced by liberation. Immediately, these fights were oriented towards the sexual liberation, basically the achievement of divorce and free of charge abortion, so that the question of power was left apart. Important critics to traditional political parties and power organizations do not appear until the eighties.

During this long historical period, women spoke constantly about the power between sexes, but the question of the participation in the established power, public power and the necessity was not consider directly.

The beginning of XXI century, however comes marked by the women’s demand to obtain equality in political organization power. Equality that means equitable presence of both sexes as the only way to obtain social influence.

According to European Union, the “critical mass” necessary to affect politically needs to have a representation of 30% minimum for any group. So this was the first vindication of women, soon followed by the exigency of an equal composition with a 40% minimum of each sex.

This situation entails a necessity of important reflection for many women about their position in the society. If they accept to participate in political organizations such as governments, parliaments, City councils or others, it is obvious that they need to practice this power, the power to decide, to organize teams, design projects…

Their leadership is dyed of the power that emanates from institutional positions. This situation has lead to divisions in the feminist movement for some women
consider that the practice of power separates them from their true objective that is to change the society and modify this type of organization and its power.

There is a certain conceptual schizophrenia that has lead the feminist movement the moment to be immersed in a debate on the power, its nature, its legitimacy and the attitude of the women leaders.

In order to understand the different positions of the contemporary feminism on power issues, we are going to summarize the main theoretical tendencies of each one of them, heading them by what it could be the descriptive slogan of their position:

1. “It is necessary to speak of the power”. This theoretical position is based on the idea that the important thing is not to perform power. Neither is to create a unitary speech among all women against power nor about power. It is simply to have a clear speech to take to all places where the power is executed. It has been criticized that, from this perspective, the feminist practice is reduced to nothing else than a critical conscience, losing all action possibility. One of the main exponents of this position is the thinker Giula Colaizzi.

2. “It is necessary to face power”. Women who lead this position consider that they cannot act in an ethical way with the present political theory. They think that modern politic has failed to obtain neither the emancipation of women nor other groups. They think that they must change the fundamental categories this policy is based on giving capacity to concrete women’s experiences. Feminism must therefore break with the modern tradition and elaborate a different political theory in order to save ethics. Marion Young is one of the defenders of this position.

3. “It is necessary to take power”. This line of thought is an heir of the illustrated ideals of equality and universality that defends the modern political theory and therefore they are opposed to the previous position. Women do not have to resign to power but to construct a political theory on it that responds to the emancipation ideals of women. It is necessary to fight there power where it is present. According to this tendency, the only way to improve things is participating in them, and women will be able to decide according to their interests of sort. Amelia Valcárcel is one of the philosophers that have described and defended this position.

Nowadays, the most common position among women bets for this last tendency and they have set the objective to reach political power. The political equality and the actions oriented to break the crystal roof were born from these positions, providing the access of women to decision making jobs. It is true that power is defined in a different way within a bigger vindication framework that includes the sort perspective in the power development.
It is about practicing leadership assuming the real equality of opportunities, in the sharing of domestic duties, giving more value to the caring of human beings, leaning on women's networks and the share of this power.

In one word, not to give up to power but practice this power within a new social contract framework between men and women.

The answer to the question we start with is, in consequence, that leadership cannot be practice without having any type of power because someone who is a leader influences the others from his or her actions and this is the base of power.

You cannot be afraid by power. It exists in every human relation and it is about practicing according to one's principles. And here lays another discussion about leadership. Do women practice a leadership based in values, attitudes and different actions to men? We are going to analyse this matter in the following chapter.

**Practical Exercises for Unit 1**

**a. To be a leader**

Women have been socialized for the “not power”, as Cecilia Amorós points out. This leads us to certain resistances before the possibility to exercise this leadership taking management jobs or places where social influence is important. To get close to our real possibilities to act like Readers, because they are behaviours easily learned, it is crucial to develop introspection with the objective to reflect about the features we consider most important to be a leader and to evaluate their own abilities.

**Objective:**

꽂 Analyse personal qualities we ascribe to leadership from the description made by people that had influence over us.

**Procedure:**

簪 Think about someone we consider that had influence on us in a decisive way over our life (it can be a woman or a man in the familiar, learning or political circle)

簪 Describe his/her personal features (intellectual and emotional) writing them in a piece of paper

簪 Check the leadership model we have constructed from this list of qualities this important for us person has
Contrast this qualities with the qualities we think we have to practice leadership
Build up a card with all good qualities and the ones we have detected we need to develop in order to achieve an effective leadership

**Methodology**

- Individual

**Time:**

- One hour

**Materials:**

- Cards and markers

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**b. Women on top**

The fact that so few women have access to decision-making places have led them to many personal costs and adaptation difficulties to the environment (generally male).

It is necessary to learn from the experiences of other women that have been through it before in order to advance in our own leadership.

**Objective:**

- Analyse experiences other women that are practicing leadership in public or private organizations

**Procedure:**

- Read the reflections of these women with director jobs very carefully
- Build up a card with our opinions related to:
  - Positive and negative elements of power
  - Differences between women and men leaders
  - Coincidences and discrepancies over our own experiences as leaders
Methodology

Individual

Time:

One hour and a half

Materials:

Pencil, paper, cards and markers

Pieces of interviews
I have always had clear that as in Alice in Wonderland; the important thing is to know who is in charge in the right moment. It is worthless if you are appointed News Director in a company if all the others Directors are in the Board of Management. Then, the only thing I said was “I want and I can” and they told me that they agreed. First surprise: men in the Boarding Committee talked about the newest cars, restaurants and not about women in front of one of a woman. I am sure they talk about women later. But they keep on talking about cars and restaurants. These meetings were completely disappointing when you think from the outside that these people are sorting the world. I remember those reunions were ineffective. But they knew the latest wine harvest, the newest cars and the latest restaurants in the world. Many big words but little effective.

(Woman, high professional in journalism, 46 years old).

We feel uncomfortable. The problem is that men can be very absorbent. In a way, they have let us in, they couldn’t help it in a way, but they look for further trenches they consider withdrawal lines, no? Then the last trench line is the coffee they have together, the secret they keep among them, and last trenches where they talk about their things (…)

(Head of Department, 52 years old, Humanity Area)

For men, winning an election to an academic position is a matter of life or death and for a woman it is not. For me it is not about life or death. If I lose I am sad about it, but I have a full life, complete and they detect this, they know that for you this winning is not so important, so they feel anger and the ask themselves “Why is this woman here, why is she doing this, she sais she has wonderful kids and that if she doesn’t win, she has other things to do”. And for them it is “Ok, you can kill each other, we have other alternatives, other ways….” They do not like this attitude.

(Head of Department, 52 years old, Social Sciences Area)
2. Leadership and Differences between sexes

When we think about a leader we think about many features that define it, from the ones that are related to control and authority to the emotional and affective. This complexity in the definition of leadership has led to the fact that it has not been treated as a univocal concept; which has frequently originated confusions and ambiguities. And because of that there are considered many types of leader people with different features.

If there is something clear to all experts in the field is that leadership is a group function and it is related to the power, influence and authority spheres.

The group does not have to be understood as a small team of people that know each other personally and they get together periodically but it can also be a social group, defined by identity relations, as religion believers, members of a city gang, members of a feminist movement or political party. To Cartwright and Zander (1972) leadership is about “actions that help determine group’s goals, improve the quality of interaction between members, to develop the team unity and provide them with resources”. Generally, a leader is identified as this person that can influence the rest of the group more than the others influence him or her”. Leadership can be practiced by more than one person and there can be more than different leaderships depending on the circumstances the group has to resolve.

One of the most consistent elements, emphasized in the numerous definitions about leadership is that it implies an influential process between the leader and the followers. This matter is very important because influence is always a reciprocal process and that is why leaders are also influenced but less.

What is clear is that leaders influence believers:
- Structuring the group and contributing to the development of group rules
- Contributing to their satisfaction

But believers also influence the leader:
- Giving more status to the leadership position, living the leader a legitimacy in his/her role
- Giving freedom to be innovative (grating “idiosyncratic credit”)
- Giving her/him the ability to influence them
- Giving information about her/his action

Influence is therefore, coming and going. They both create and share an common group atmosphere: mutual confidence, equity and information.
Leadership was first conceived as a special ability of a person, as if a leader was a superior being and many studies were developed in order to try to find common personality features, but it soon was proved that there were any necessary features for a person to be a leader. There is no universal predictor. But there were some features that make someone become a leader more easily. Although they have to be taken with precaution, these features are:

► Motivation for the achievement
► Motivation for social influence
► Relevant knowledgements
► Cognitive competence
► Social competence
► Self confidence
► Reliability
► Flexibility

Modern analysis about leadership was centred on leader’s conducts and they can identify two types of behaviour, that sometimes the same person practices and sometimes different persons: the specialists in the task and the specialist in people. This two types of orientation are independent and complementary, but not opposed, so they can be acting at the same time to a greater or lesser extent.

This way the behaviour of a leader can be placed in a concrete space by these variables.

Depending on what dimension has more weight in the way someone practice leadership there are four basic styles:

1. **Interest in the task.** The leader encourages high levels of productivity, organizes and defines group’s activities depending on her/his objectives. It is also called centred in production, task oriented, structure start and performance.

2. **Interest for people.** The leader is engaged in the necessities, interests, problems, development, etc. of all the members of the group. It is also called people oriented leadership, centred in people, consideration and maintenance.

3. **Directive and autocratic Leadership.** The leader takes all decisions that affect the group function and expect members to follow her/his instructions. It is also called authority or autocratic leadership.

4. **Participative and democratic leadership.** The leader shares the decision making process that affect the groups function with the members of the group. It is also called democratic leadership.
As a consequence of the new investigations, there is more talking about other leadership: the transformational leadership. It describes these leaders that generate extraordinary effects on people that follow them through their personal influence:

- They make them aware of the group’s mission or vision
- They provide the maximum development of their potential
- They motivate them in order to, further from their interests, have the necessities of the group in mind
- Les motivan para que, más allá de sus intereses, tengan en cuenta las necesidades del grupo

People who are transformational leaders motivate the others to chive goals further away than they thought possible. Sometimes it is confused with charismatic leadership, but although both types of leadership get great results, the charismatic is characterized by some people serving other people, but transformational leadership get people to serve them.

It is common to listen that women practice leadership’s type’s interests for people, participative and transformational more frequently. But not all studies corroborate these statements. We will try to analyze this matter.

**Leadership related to sort**

Frequently women had to hear that they should learn from leader males if they want to have a responsibility job. When women watch these men leaders they see that their actions are based in a power management too far away from the way these women have to work. This is another impediment added to the participation of women in social life. But we will see that the requirements for an effective leadership are not exactly the traditional ones that have been practiced.

It is true that historically, the leader role has always been an autocratic power role. But, as we could see in the types of leadership, not all of them involve an autocratic practice. All leadership is lean on some type of power but there are many ways to practice.

From start, many times there is confusion between power and authority concepts. There is a consensus that authority is the legitimated power. Some women’s groups, specially the ones that name themselves of sexual differences, have claimed as a way of feminine relation the recognition of female authority as the recognition of the knowledge of women in the form of admiration and respect.
Male organizations have imposed a competitive and aggressive style to the practice of leadership. They have designed hierarchic organizational structures, so the imposed authority was the most common way of functioning. The main objective is to succeed and the only way to achieve that is through an rational style of problem resolution, a strong personal self control or others, avoiding emotions, movements with perfectly calculated strategies and the analysis as the fundamental method of action.

With this situation, women often had no choice but to adapt themselves to it as a Basic requirement to access politic and companies’ world. Although there was an estrange world for them, most of these women have dedicated great efforts to understand it and assimilate it as well as they could, adopting behaviours that were alien to them. Some of them even had to take interest for cars or football so they didn’t get excluded in reunions with the majority of males where they have to participate (Sally Helgesen, 1993)

Related to this, it has to be pointed how female traditional interests are minus valued, while male interests are more appreciated (in fact, in management literature there are many manuals that use football rules as a method). The day when Benazir Butto was killed there was a picture of her in a paper front page – an archive image – where she was painting her lips. Would it be tolerable to see an equivalent image of a president recently murdered because he defended his ideas?

As we can see, women had to adapt to male environment to be able to survive in the public field. Some female authors (Loden, Fisher Helgesen) denounced this situation in the eighties and vindicate a different way to make women leaders, and at the same time they pointed out the high costs for women that were paid by women to be in only male fields. They pointed out that the supposed female adaptation is a lie, and it is always a result of great personal renoncences by women. This is one of the reasons why many of them do not succeed in the political or business field. They showed the different characterization that was socially made.

They showed the different characterization that it has socially been done (and even nowadays has certain validity) of a man or a woman that have had important responsibility jobs:

► Political man are competitive, woman politician is impulsive
► Man Politician is meticulous: she is tiresome
► He sometimes looses his cold blood for excessive amount of work: she is, 
► He knows how to go on; she doesn’t know when to finish.
► He stays firm; she is hard
► He is not afraid to say what he thinks; she is foul-mouthed
► He practice authority with diligence; she is crazy about power.
He climbs up through the success ladder; she wastes time
He does his work in a strict way; she is inflexible in her treatment

The first female authors that studied this topic claimed that there was only one way to avoid this forced adaptation and it is to claim another way of practicing leadership, a way that absorbed the female particularities, characteristics that, on the other hand, are beginning to be valued in the new business organization’s ways that this new economy brings along. Women can perfectly be leaders if, pulling away the traditional authoritarian model, we rethink the leadership as:

- Have confidence in oneself
- Know how to listen
- Be a good communicator
- Fixing of goals
- Creation of ideas and opinions
- Asuming challenges accepting certain risks
- Having the capacity of resolve conflicts
- Being able to take critics
- Having great work capacity
- Working in teams
- Creativity
- Political intuition
- Understanding and compasion capacity
- Generating Women Networks
- Capacity of motivating a personal colaborator

First studies that were made about women’s direction pointed out those women had proven capacities to this new style of leadership. Women, as a difference from the male model, had a cooperative work style, with a basic objective that is not to success but to obtain quality in what they do. They could combine rational thinking with intuitive thinking and they are featured by practicing less control over herself and more control over other people. Women allow more emotions, they show more comprehensive and they are firm believers of collaboration instead of authority.

The feminist style of management, from this first studies, placed more attention in the process, instead of concentration exclusively in the final results. This way, it would show a bigger tendency to consider as an action can affect the rest of people instead of just simply ask “In what way can this affect me? This style shows that a concern for the necessities of people; a predisposition to learn from personal experience when there is a public negotiation; bigger acceptance
to diversity and reject to hierarchic status symbols that divide and relegate groups they work with.

Table 1. **Types of leadership** (Loden, 1987)

<table>
<thead>
<tr>
<th>Features</th>
<th>Masculine</th>
<th>Feminine</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operative Style</strong></td>
<td>Competitive</td>
<td>Cooperative</td>
</tr>
<tr>
<td><strong>Organization Structure</strong></td>
<td>Hierarchical</td>
<td>In teams</td>
</tr>
<tr>
<td><strong>Basic Objective</strong></td>
<td>Success</td>
<td>Achieve quality</td>
</tr>
<tr>
<td><strong>Type of problem resolution</strong></td>
<td>Rational</td>
<td>Intuitive/Rational</td>
</tr>
</tbody>
</table>

In spite of the important tradition of differential Studies of Leadership between men and women, nowadays there are new studies that question in a certain way the differential assumptions. These last past years many women have had access to management positions and there are more possibilities to carry out reliable studies because the number of participants is bigger that in the eighties, when personal experiences from a few leader women were transcribe. We present some of the most recent conclusions:

**The need of change of structure**

There is more ascertainment everyday that different leaderships respond to different situations and above all, the differences in organizational structures and not to a leader’s characteristics or sort. This is very important because it shows that it is decisive for a leader, whether if it is a man or a woman, to have incorporated a sort perspective if he/she wants the society to advance in the equality of opportunities.

All women have the right to be leaders and to be equally represented in the decision organs but, if they don’t have sort conscience, their attitude will be very similar to the men’s, who do not have this conscience. At the same time, it is crucial to advance in creating more democratic structures, more flexible and less hierarchic and authoritarian. When organizations allow cooperation and award initiative, men and women leaders behave in a more democratic way and defend more equality of opportunities.

In spite of that, it is true that frequently, women scores higher than men in some aspects of transformational leadership, especially in those related to team work and cooperation. That is why women leaders have a crucial goal, and it is to assume the sort perspective and take it to all organization corners in learning form, diffusion, raising awareness and equality actions. Only then there will be a change of agenda and the political orientation of countries.
From the group of studies analyzed there is the conclusion that a woman leader should assume and practice a serial of capacities if she wants to exert some real influence over her team and practice a social change with sort perspective:

- Self establishment of goals
- Self observation
- Self evaluation
- Self evaluación
- Self retro feeding
- Self reenforcement of the group
- Empowerment
- Asuming the defence of equality
- Establish pacts and encourage women networks
- Adequate education in:
  - Abilities for supervision
  - Management of meetings
  - Decission making
  - Asertivity

These capacities are very relevant to women because their socialization, that has been basically oriented to private field and in a lesser measure to the public, has frequently inhibited her adequate development.

The necessity of pacts and Women Networks

It is fundamental to realise that women occupying decision making jobs is not enough to achieve social change towards equality. It is necessary that women practice sort politics, that they pact among themselves, that they promote other women, that they defend equality principles and they generate networks between them in order to give themselves mutual support.

The analysis that have been made about the consequences for women to access power in an isolated way (relating to other women) produce very significant data:
CONSEQUENCES OF THE ACCESS TO POWER BY HERSELF

**Psychological.** Women that have fought a lot to achieve a job and they are in a totally masculine environment tend to justify their position feeling better or different from the others. It is about a psychological defence mechanism to explain themselves why they have achieved getting further than other women.

Behavioural. In some occasions, there is a travestied process, in a way that they are mentally mesmerized and sometimes even physically with dominant role and with the male style they are inserted. This means there is a movement further away the feminist attitude and a certain lack of historical sensibility to the women movement that help them. There is another type of behaviour added, called meritocratic individualism that means “it took me a lot to get there: whoever is worth it, will have to prove it as I did”

Social. These women frequently end up in a velvet ghetto, a place apparently glamorous but really superficial and brings a lot of solitude. Many of these women, after their pass by the places of decision that dragged them to behave like this, have confessed that they were completely isolated.

We can see, therefore that solitude in those decision jobs have high psychological and social costs for women and they can only be broken by practicing politics in networks with other women. In work team, the defence of agreed objectives that get them to advance in the feminist equality, the mutual promotion and the alliances that break the isolation of women in power positions and help achieve this “critic mass” (that European Union ciphers in 30%) necessary for a group of people get their voices heard. This new relation system will change these structures at last and will achieve more democratic and egalitarian organizations.
Practical Exercises Unit 2

[a.] Sum of qualities

In order to decide what type of leadership we wish to practice, it is fundamental that we know ourselves and which of our qualities are essential to be a good leader. Frequently the image we have of ourselves is not the same one the others perceive us and it is very helpful to know other opinions further our own to improve the knowlegement.

Objective:

 ליצור an image of ourselves related to leadership from our experience and contrast it with the opinion of the people that know us

Procedure:

1. Write ten of your qualities that we consider to be in our character and can help us practice a good leadership. You have to make an effort to achieve those ten qualities because there are many women whose self-esteem is so devaluated that they are not able to find so many qualities in themselves. But all women have many leadership characteristics.
2. Ask three people of your closest environment that they tell you sincerely the three main qualities that they see in you to practice leadership.
3. Contrast this three qualities pointed by the others with the ten qualities detected by you.
4. Make up a list of all qualities (our own and the ones described by the others) that configure your own leadership profile.
5. Write this qualities in a nice and suggestive card and hang it in a visible place in your room or in your work place and maintain it there while this course.

Methodology

ividual

Time:

Three hours

Materials:

One coloured card and markers
b. Your own model

Each women has to decide what type of leadership she wants to practice and to do this it is important to contrast the own qualities with the theorical profiles analyzed by the subject literature.

Objective:

チョーク Check that you have enough qualities to practice leadership and reinforce the self esteem at the same time that you help define the leadership model that you wish to practice in your political and professional life.

Procedure:

チョーク Compare these leadership models explained in the theorical part and contrast them with the list of qualities exposed in the wall that define the type of leadership of the participant (activity a)

チョーク Put an especial attention to the leadership models with a sort perspective to value the degree of coincidence

チョーク Analyse which of the characteristics of the participants match some of the proposed models and identify those ones that are necessary to learn or increase to achieve leadership that leads to the type of society in equality of opportunities they desire.

Methodology

チョーク Individual

Time:

チョーク One hour and a half

Materials

チョーク Paper and pencil
C. Building a leadership

In many interviews made to leader women, there are behaviours that were observed that we do not always have associated to power. Some of them tell that their organization chart is like a spider net, pointing in a very evident way their communication in the net, other express their affectivity without a doubt, many of them take care of their team wellness, etc. It is important to detect that these attitudes to analyze and over all to design to their own style of leader action for the future.

Objective:

Reflect about particular attitudes that many women in the practice of leadership and contrast it with the classic male leadership

Procedure:

Read carefully the reflections expressed by the author Sally Helgesen, who personally interviewed some of the most important women in the top of the best American companies.

Reflect is these attitudes are general to all women or there are a consequence of diverse educative situations and traditions.

Analyze the organization weight that you can give off this transcripted description

Methodology

Individual in the first phase and collective (from this interviews)

Time:

One hour and a half

Materials:

 Cards and markers

 Texts from Helgesen (1993). See bibliography

 Textos extraídos de Helgesen, (1993) Ver Bibliografía
**Barbara Grogan, President of the Western Industrial Contractors**

“It is seven in the morning of a shiny day in Denver, while Barbara Grogan drives her big Dodge load truck across the almost desert streets in the commercial area of the city. She drives slowly in a controlled speed. Sometimes she looks up to see the mountains covered by snow that are so high they can reach the clouds towards west. In the dashboard, over the mobile phone there is a poster that says: “I am strong, beautiful, creative and I Know how to use it!” (page 122)

“When entering the Trade Centre she takes five minutes to salute men that concentrate and manage the power structure in Colorado. She takes every one of them by their arms, she brings them towards her and she hugs them; a real hug, not to pretend. A staff Governor assistant stops her in the lobby: “Aren't you going to hug me today? “Of course I am hugging you! Come here and give me a hug! How are you doing?” (Page 123)

**Interview to Frances Heselbein, Main Manager of the Girl Scouts**

“Frances Heselbein describes the structure of management that she has design to the Girl Scouts that will substitute the hierarchic pyramid.

She clears out that in the new circular system positions are represented as circles, that are organized in a series of expandable orbits. “I use circles-she sais-because they are important in a symbolic way. The circle is an organic image, I mean the family circle. It is inclusive, but it allows the flow and the movement: the circle does not categorize anybody. I have always imagined management as a circular process” (page 64).
d. The interview

The vicar learning is one of the main methods to advance in the construction of the personality. It is about learning behaviours of surmounting conflicting facts without having to live them personally, only through other people’s experiences. In the leadership practice it is interesting to know from first hand leader woman’s experiences and compare them with our own.

Objective

Reflect about particular attitudes that show many women in the practice of leadership and contrast it with our own attitudes as leaders.

Procedure

Interview personally five women that occupy Management positions

Find out about the following issues:

- Possible difficulties in the access of the management position she occupies.
- Personal motivation to access
- Adaptation to traditional methods in the practice of leadership
- Type of organization that she found when she arrived
- Changes that she had made in the organization
- Promotions she encourage of other women in her team
- Networks roles in her development as a leader
- Evaluation that she makes about her experience

Transcribe these interviews to paper in order to elaborate them

Reflect about the fact that this attitudes are generalized to all women or there are a product of diverse situation and educative traditions

Analyze the weight of this type of organization that can be understand from this transcribed descriptions

Analyze the role of this leadership women networks

Design the own behaviour model to follow as a organizational leader

Methodology

Interviews to women, transcription of these interviews and further individual elaboration
Time

- 13 hours (two for each interviews and three further development

Materials

- Tape recorder or pencil and paper
3. Self esteem and empowerment

In all the analysis made to leader people confidence is emphasized in itself, her conviction in the defence of its values and the determination to achieve their ideas even if it means to confront difficulties during the process. This security in one’s capacity and the confidence in the achievement of success are no more that characteristics of a good level of self esteem. It is an excellent indicator of the possibility of practicing leadership.

The empowerment is a concept linked to self esteem in the sense of that it confers pride in itself, a sensation of “being able to do” (as its name indicates, of the English word power) and it is linked indissolubly to the personal self esteem level.

Nevertheless, it is very important not to confuse the self esteem with other attitudes of superiority and arrogance. Everybody knows politicians and politics that have made great successful carers, people that know apparently everything and they have develop great and impressive abilities to justify and defend different points of views although, misfortunate, they have many times made it sacrificing their ability to listen to others. At the same time, it is asked that whoever is in politics must be someone that is always strong, in good conditions, that are always available, good presence, that behaves in a idealistic and pragmatic ways in some time, capable to manage confrontation and able to avoid discrepancies.

Many women get completely shocked in front of this level of demand and although her decision of working in the political field is firm, they think that they will never have that kind of availability, personal security or wisdom. It is true that we should ask ourselves if this type of political life satisfies people and if we desire that women representatives become superwomen.

Politics are about people that are a part of society, and this is the reason why we have to accept that there are not perfect people in public representative positions, with emotions and feelings, capable of conciliate personal and work life counting with the limitations of humans and with the political dedication level that they personally chose.

This image of “hardness” to access the political life has achieved that, from the start, many women feel in inferior conditions compared to male Partners. This inferiority sensation is what leads to a low self esteem that prevent them from developing their own capacities.
Self esteem in woman politicians

Self esteem is about the relation that a woman establishes with herself: what she thinks of herself, the body image that she offers, and the level of welfare she feels about herself. It is about a surviving factor, crucial to people's lives and it is very important in the political field because the right level of self esteem prepare her to survive critics, conflicts and difficult relations of the environment.

It allows getting over painful moments and having the confidence that we can change it, according to our interests, during our life. And allows us to confront complicated or scaring situations by being sure about own abilities. One woman with a good level of self esteem will be able to defend her proposals although there is a majority against them and not feeling bad about it; she will be able to oppose without having the sensation of feeling ridiculous; she will know how to give value to her arguments although other people make her feel isolated or treat her like an inferior, and over all, she won't be feeling bad by doing the things she wants and she feel she must be doing.

Why do women have a special deficit of self esteem? We know that education is different depending if it is for a boy or for a girl. Parents do not only have a enormous influence on children but also society does, showing different roles and behaviours as the most adequate for each sort. Even today many parents are more proud of the achievements made by their sons that the ones made by their daughters.

Many studies that have been made about this issue show that nowadays parents are orienting their sons towards careers that have more social prestige and better considered positions than the ones their daughters chose. It is very difficult to imagine a family that encourages a girl to be independent and orient her towards Politics, as an example of this. The traditional role that woman have in a society makes it difficult for them to develop objectives that this society consider valuable. If society consider them less valuable, it will be difficult for these women to modify this perception.

Let's think, in order to explain a very clear example, the type of bodies that many youngsters are being proposed to in their adolescence and they show this cultural difference of sort: strong and athletic models for males and slim and sick for women. What type of woman can imagine herself strong and brave in her future life while today's ideal of a woman is someone weak and skinny?

Another source of influence in her own self esteem is the fairy tales that, over the centuries, have passed over generations of fathers and mothers and from sons and daughters in all cultures. In those fairy tales the women are passive and docile, beautiful and obedient, they never decide her life, and everybody decide for them and they are the ones that succeed by finding a powerful husband (Snow-white, Sleeping Beauty, and Cinderella).
Nevertheless women that know what they want, that they are active and they fight for their objectives are punished and become witches and awful stepmothers. But it is also true that nowadays fairy tales have change a lot. You can take a look into bookstores to check that traditional fairy tales are still very popular in every country of our surroundings with versions that have the same ideological background (Walt Disney movies or similar in which valuable roles are for men and women are only a main character if they defend the father figure or male culture).

This means that women most of the times have a very low self esteem compared to men. Also, these types of self esteem have different characteristics: men have difficulties to know and accept their own feelings and women have difficulties getting rid of their blame.

In Politics, women show their low self esteem when they do not dare to dissent in public with a speaker about what she considers to be something ridiculous, when they renounce to job positions of power thinking that they will not be able to do it right, when the stay in silence towards a rude phrase of a political adversary, when they are not able to defend an idea in her own political party because of the fear to show herself ridiculous, when they hide their feelings like sadness or rage in order not to be seen week, or when they hide their wishes to finish a meeting sooner to see their children because they think they are not going to be understood….

**How do you achieve a high self esteem?**

In all self esteem courses there are some women that show their concern of the possibility that after practicing the adequate techniques, their self esteem can grow in excess. They are afraid to become pretentious, people too well paid of themselves. This concern is another proof of this low self esteem and part of this ignorance of themselves. Women have been oppressed and bad considered for so long that they are afraid not to control their temper and transform themselves in a type of person they do not want to be, proud and little understanding.

Well, there is no reason to have those fears: self esteem is necessary for survival. As we have said before, people with high self esteem can fall anytime, but they always have the capacity to overcome these situations. Self esteem is similar to the conscience immune system. You shouldn’t have too much of it like you cannot have too much health. Self esteem is not loving oneself but having confidence in oneself.

When someone is pretentious and arrogant or propose him or herself goals that never achieves, is because the self esteem is low. Someone with high self esteem is not concerned about the comparisions with the rest of the people and sets goals they can achieve because he/she is looking for happiness and the rest of the people’s happiness.
Self esteem creates a group of expectations about what is possible and adequate for women. These expectations tend to generate actions and they become realities. Minds with high or low self esteem tend to generate prophecies that become realities. This is how a negative thinking model works over women, over the rest of the people as a reflection of the vision we perceive from the others and over ourselves again:

Graphic 1. **Hate circle**

The others don’t respect me and they treat me bad because I don’t have self

I feel: Guilty
Mad
Do not have high self esteem
I’m not worth it
I don’t respect myself

I think I am not capable

I don’t like what I do
(negative thinking model)

The same way, but with a different result, the positive thinking model acts over women:

Graphic 2. **Self esteem circle**

The others treat me well because I have self esteem

I feel: full of respect for myself
With merits
useful
with great self esteem

I am a very valuable person

I like what I do
(positive thinking model)
However, we can't grow our self esteem if we do not start from the different personality issues that it is composed. Saying: “I love myself” is a reflection of how well we feel about our own emotions, being comfortable with our own thoughts and not feeling guilty for them, being conscious of the reason why we act in a way or in another and take care of our body. On the contrary, when a woman does not like herself is because some of this issues are careless and very low valued.

Improving self esteem is obtained by improving one or more of this issues or areas implied within the person. We can not improve self esteem directly, but we can influence it indirectly, changing one or more personal variables: behaviours, thoughts, emotions or physical attitudes. It is therefore to achieve equilibrium between the diverse components of our personality.

**Positive thinking**

One of the necessary factors to increase self esteem in women is the self knowledgement. Knowing the qualities you have is important to value oneself and act with certainty. Identifying the negative thoughts we have about ourselves is crucial to know the opinion we really have about our value. Frequently, women have thousands of negative thoughts that decrease their success capacity.

Graphic 3. **Critical Thinking**
Identify which ones they are and substituting them for positive thoughts will affect the improvement of self esteem and into a better political action and over all fields women work.

Gráfico 4. **Pensamientos de afirmación positiva**

Sometimes, these negative thoughts ("I am being ridiculous, “I can't do this" “I am going to do it wrong, “ I am going to start talking and I will forget my speech", etc.) are inducted by others, especially by men, immersed in a male culture that despises or depreciates women. In the next chapter we will see exactly which are the efficient behaviours to confront them. We are going to remark that, however there are some things that have an especial influence in a low self valuation:

1. Sometimes it feels like, no matter what a woman do, it is always wrong. She makes many efforts to fulfil her multiple roles, she keeps hearing critics and no compliments. It is very frequent that who takes the social blame is women who are responsible of the home duties exclusively and also responsible of little children, and they are accused of being totally dependent, of not being able to economically support the family. However, if a woman that has been a mother decides to access the job market and be active in any type of militancy (union or political) it is accused of neglecting (when not abandon) her husband and children. In these cases people look sadly to the husband, because he has to take care of the things she doesn’t do at home and she is reminded of the luck she has to have such an understanding husband.
These situations, caused by both men and women, make women who suffer them feel bad, guilty of not being perfect in everything and make them decrease their self-esteem.

It happens the same in frequent cases where women suffer sexual abuses. It exist a social tendency, often reflected in judicial sentences, of thinking that the victim woman has provoked the aggression or abuse ("she may have dressed with a big low neck, she moved the hips very much", or simply," she was very pretty"); sometimes we have heard people talking like that about a victim murdered by her wife: “she may have done something to end this way”). For all this, it is basic that we work our feelings of guilt and shame to stop men from oppressing us and to allow is live in freedom, being conscious of our limits and protecting what we consider of more importance in our life. But, most of all, it is important that we never cause guilt or shame to other woman. This feminine complicity is basic to respect every woman and to respect ourselves.

Sometimes, women are characterized with bad taste jokes. It is frequent that they are ridiculed with references to their bodies, hear, sexual tendencies, or similar, generally when they are not present. This situation may be rejected by the rest of the women in the meeting. Men make many jokes as “when my wife arrives to 40s, I will change her for two women of 20”. These jokes answer fantasy, myths and prejudices of a masculine culture. There is something that must be clear: if a woman is ridiculed, she may forget to be a leader. This way, when we hear that someone is ridiculing a woman, we must react immediately and reject this image. We will be working for collective respect to our gender but also for ourselves, as nobody can assure us that we will be victims of a verbal aggression in the next meeting.

Steps to follow to increase self-esteem

2. To be conscious of the own self-esteem. Self-knowledge is necessary to know at which level self-esteem arrives in every women case, from a realistic point of view. From this evaluation, it will be able to know which described areas needs to be worked to improve every women lack of confidence. (see exercise [a])

3. To propose practices in every personal and social contexts. Each women must set out practices to reach possible goals which are of value for her life. One of the most grateful and accessible ways to increase self-esteem is by an assertive behaviour, that we will analyse in the next section.

4. To establish agreements or nets between women. To work together rises personal and collective self-esteem as well as strengthens compromises and allows feminist claims defence.

5. Context to locate these practices:
a) To live consciously (from own and other people’s attitudes)
b) Accept oneself (each one limits and without blames)
c) To look for energy balance (intellectual, emotional, physical and conscience areas)
d) To assume each one’s responsibilities
e) To recognize negative feelings
f) To reinforce oneself with positive thoughts
g) To live with an intention
h) To have in mind these proposals will allow women reaffirm themselves both in politic field and personal. It will allow them face with security and confidence the goal to execute leadership in case it is demanded by their politic career.


Practical Exercises. Unit 3

a. Evaluating self-esteem

Many women ignore if their level of self-esteem is correct to develop successfully their leadership. We may add to the complicated task to know oneself, the difficulty to define exactly self-esteem and its positive and negative thoughts.

Objective:

❖ To measure each one self-esteem level.

Procedure:

❖ To look for an space to be alone and with no interruption.
❖ To answer sincerely to the attached test.
❖ To make a final valuation and to write down improvement proposals.

Methodology:

❖ Individual

Time:

❖ 1 hour and a half

Materials:

❖ Pencil and paper
❖ SELF-ESTEEM TEST
SELF-ESTEEM TEST

(Provided by: Catalan Association for Anxiety and Depression Treatment
http://www.actad.org/actad_cas/test_cas/test_autoestima.php named with authorization)

Answer the questions with intuition. It is important that the answer is as sincere as possible. When finishing, you will be able to calculate your result.

This test is only to orientate and does not have diagnostic value.

1. When someone asks you a favour and you don’t have time or you don’t feel like doing it…
   a) In spite of everything, I do it. I cannot say no.
   b) I give an excuse even though is silly for not to have to do this favour.
   c) I say the truth: that i don’t want to or that I cannot do what he/she asks me.

2. Someone interrupts you when you are working or doing something important. What do you do?
   a) I answer him, but I try to finish as soon as possible with education.
   b) I answer without showing any hurry to make him leave.
   c) I do not want interruptions, so I try not to be seen and that someone else tells him that I am very busy.

3. When you are in a group, do you have difficulties to take decisions?
   a) It costs me a lot or few efforts depending on the confidence with the people on the group.
   b) Normally it is no difficult for me to take decisions, wherever it is.
   c) Yes, it is difficult for me to take any decision if I am in a group.

4. If you may change something of your physical aspect…
   a) I will change many things to feel better and feel more comfortable with people.
   b) It will be ok, but I don’t think it will change any essential aspect of my life.
   c) I do not thing I should change anything.

5. Have you reached successes in your life?
   a) Yes, some.
   b) Yes, I think everything I do is already a success.
   c) No.

6. In a group of people having a discussion. Who do you think is right?
   a) Most of the times I am the one who is right.
   b) Not everybody, only some. Generally, the majority give valid versions of reality.
   c) Everybody contributes with valid versions.

7. Your superior complains or gets angry with you very loudly about a job of yours, saying that it is bad done….
   a) I listen to him/ her with attention, trying to orientate the discussion towards a constructive critic and trying to learn from my mistakes.
   b) To speak loudly is not justified in any case. He/ She has no right to treat me that way, so I am not able to listen until he/ she speaks lower.
   c) I bother if he argues with me and I have a very bad time.
8. You are worried about the impression you cause to other people or what do they feel about you…
   a) A lot, I do not bear that someone do not like me.
   b) Not always, only when that person is special and I am interested in his/ her friendship.
   c) What others think about me, it will not influence in my personality.

9. Do you ask, investigate or find out what people wants or do not want from you?
   a) Yes, although sometimes I get upset.
   b) Yes, and I enjoy knowing myself towards other people.
   c) I do not ask anything in case I find out answers I would have preferred not to hear.

10. Do you think you will be able to get anything you propose yourself?
    a) Only some things I think are possible.
    b) It is really difficult to get what I want; I don’t think I could.
    c) With effort, luck and confidence, it is for sure I will get it.

11. Are you sure that your job has value?
    a) I am not convinced, but I do what I can to value it.
    b) No; many times I think it does not have value.
    c) I am convinced it has great value.

12. I consider myself a shy person…
    a) Depends on the context I am, I could be more or less shy.
    b) I do not have problems to make friends and note even to relate with other people.
    c) I think I am a very shy person.

13. What do you feel when a recent known person finds out a defect of yours that you were hiding?
    a) This question presupposes that I hide my defects. In any case, my answer is that I do not bother and that I prefer that he/ she knows as soon as possible my defects.
    b) I feel very bad and from that moment, my relation with that person is not the same anymore.
    c) I feel very uncomfortable, but I try not to give it more importance.

14. Have you feel hurt anytime by something someone told you?
    a) Of course, I felt hurt many times.
    b) There is nothing I can tell me that hurts me.
    c) Yes, but only by words said by loved people.

15. If you could change something of your character, what should you change?
    a) Nothing
    b) I do not know, many things.
    c) Some things

16. When you have had a love frustration, who do you think is fault?
    a) Mine, most of the times
    b) The other, habitually
    c) Any frustration is different. Sometimes it was my fault, sometimes the other’s.
17. If you develop a job, is it a great job if someone recognizes it?
   a) Right, if nobody recognized the value of my job, it is not worth.
   b) The value of any job is independent from anybody’s judgement.
   c) I am the only one who can value my job

18. Where do you think your personality leads you?
   a) To a constant improvement.
   b) To disasters
   c) To normality.

19. If your ideas in meetings or study groups are constantly ignored…
   a) I think that is no worth because my ideas are not as good as I believed and I try to pay attention to other’s ideas, without proposing any idea anymore.
   b) I consider a bad statistic, but I carry on providing my ideas if I consider they are interesting.
   c) I quit the group, as my ideas are not considered and I try to enter another group where I could be the leader or work by my own.

20. Sometimes you feel nobody loves you?
   a) It is not that I feel it. It is true no one loves me.
   b) Yes, sometimes I think nobody loves me.
   c) No. Occasionally I feel people do not understand me, but it doesn’t matter.
   d) People everybody love are not useful. They are only useful people with many enemies and who generate hates.
   e) I never feel that way. People that surrounds me, they appreciate me.

**Calculation of the punctuation:**

Circle the answers that you have chosen and add the result of the circles in every column at the right hand. Next, add the total and write it in the right low square. Finally, check your punctuation.

| Number of question | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | Additon |
|--------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|--------|
| A                  | 0 | 1 | 1 | 0 | 1 | 2 | 1 | 0 | 1 | 1 | 1 | 1 | 2 | 0 | 2 | 0 | 0 | 2 | 0 | 0     |
| B                  | 1 | 0 | 2 | 1 | 2 | 1 | 2 | 1 | 2 | 0 | 0 | 2 | 0 | 2 | 0 | 2 | 1 | 0 | 1 | 1     |
| C                  | 2 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 | 0 | 1 | 1 | 1 | 2 | 1 | 2 | 2     |
| D                  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |       |
| E                  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |       |
|                   | 3 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |       |
|                   | 4 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |       |
| **Total**          |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |  |       |

This test evaluates self-esteem, which is the valuation that we make of ourselves, answering the question “Who am I?”, including character, personality, and physical aspect. Depending on how we evaluate ourselves, the success or defeat of our adventures will end in one or other way. If you are not sure of what you want, when and how you want it, it may be that life inconvenient hurt you more than to other person who is more sure of him/herself.
Valuation:

From 0 to 10 points, LOW SELF-ESTEEM:

Those persons with low self-esteem usually are people who, even though they don’t feel inferior to the rest, they consider the other persons in a higher position. That means, unconsciously, that they feel in a delayed position in relation to those who surround them when beginning any work. People with low self-esteem have no confidence on their own acts, considering a defeat any little mistake they have. When feeling this way, they are creating a defeat effect that would not help to reach their goals. On the other hand, they feel unconformity as they always want to obtain perfection in their works due to this defeat situation they are immersed. Success in any task pleases them so much that it could help them forget possible mistakes from the past.

From 10 to 30 points, MEDIUM SELF-ESTEEM:

This kind of people has good confidence in themselves, but sometimes it may fall. They are people who try to stay strong among the rest; although in their interior they are suffering. Those with this type of self-esteem live with a great dependence from the others, and if they see approval from the others, their self-esteem will increase, but any mistake claimed by someone, will decrease their confidence. Those swings that they experiment may be controlled with some rationality when facing challenges, especially the professional ones. As far as love is concerned, the best is not to exaggerate failures and to remember and enjoy successes.

From 30 to 42 points, HIGH SELF-ESTEEM:

People with high self-esteem have been born to triumph in any life aspect. They feel powerful beings and in possession of truth in any occasion. They are people to who is very difficult to make them come in reason and also of sinking them. Their mental strength turns them in indestructible tanks. Their movements are previously calculated with an only objective: success. Perhaps for this reason, defeat means no alteration of their plans, as it is the only chance to learn and not to failure again. But, in the other hand, this way of acting does not help in their social relations, as they show a superior image that will make some people feel rejection. There are other people, who feel attracted by these high self-esteem persons, but in terms of a couple, the other person must be strong as well; otherwise, he/she can be sunk.
b. Rising positive thoughts

Negative recurrent thoughts are one of the main causes of low self-esteem and women discomfort. “I am useless” “I am a disaster” “I am not capable of…” “This subject never succeeds” “I am horrible” “This way, I cannot go out” “Everybody will pay attention to how badly I do it”. These types of thoughts arise without being conscious and it is very important to identify which are most common in our personality.

Objective:

- Find out negative recurrent thoughts, decrease them and increase the positive ones, which are those who may improve self-esteem.

Procedure:

- To prepare a board if it is possible, or a panel on the wall. If this is not possible, a white paper may be enough.
- During 10 minutes, you may stand up and write down every negative thought we think about and which usually are in our minds. You must stand up whenever you think about a new thought. If you use a panel, you can write down the negative thought in a paper and we will have as many papers as negative thoughts.
- Underline a negative thought if it appears in our mind. You can underline it as many times as it appears during these 10 minutes.
- During the next 10 minutes, we may eliminate those negative thoughts specially harmful
- Write down closest o every negative thought, its opposite in positive. You can underline the most important ones.

Methodology:

- Individual

Time:

- 1 hour

Materials:

- Blackboard, panel, paper, chalks and pencil.
La creation of your own reality

In every women personal history there are situations that have been solved correctly and that have reinforced their confidence in the world and among themselves. Empowerment depends on our capability of recognize those situations, give them value and being able to reproduce them in other contexts and different occasions. They may be situations in which women networks have helped to reach objectives as it has happened all along centuries with many feminist movements’ profits.

Objective:

- To recognize and value situations where we have reached our personal or professional intentions, contributing to social change. Even though it is a little change, it is in accordance to our values and claims.

Procedure:

- Think about any situation in your life when you have desired some benefit effect for you and other people and that it have been reached.
- Relax, close your eyes and remember thoughts, feelings and behaviours that leaded you to success.
- What did you desired?
- Thoughts that you have before reached it
- Feelings that you experimented when you were reaching it.
- Actions you carried on to reach it.
- Thoughts you had once you had reached it.
- Experimented feelings once reached.
- Positive consequences in the team and the involved community affected by the achievement.
- Write in a notebook the answers to every previous question.

Methodology:

- Individual

Time:

- 1 hour

Materials:

- Pencil and paper
4. Effective behaviours for leadership

You should have often observed how different are women and men leaders language; even speaking in the same language and about the same subject.

Surely you will recognize the following women expressions, when beginning an intervention, no matter their political position: “I only wanted to explain...”, “I believe in certain way...”, “I really do not know what to say”, “Basically, I don’t think...”, “I will propose...”, “I don’t have mucho to add”, “Let me just few seconds to say”, “I will be brief...”. And this happens in the best case, as usually women attend debates in which they don’t participate and, if they do it and they find opposition to some of their ideas, they immediately retire.

This kind of language, so cautious by the fear of saying something incorrect, linked to a shy corporal expression, does not generate confidence nor credibility on who is listening. On the other hand, men speak with such security that this is projected to the exterior and they convince for their veracity. A men in the use of the word uses some expressions that are interpreted as certain, even though it doesn’t fit with reality: “Definitively, I think that we must act this way...”, “It is obvious that...”, “Nobody could contradict me if I say...”.

These examples show that language is not only conditioned by the social and cultural context of the speaker, but by gender. It is clear that the use of language provides power, authority, control and influences basis and that it is one of the factors that reinforce women discriminated condition. Women do not know how to deal with these factors and they frequently prefer to shout up rather than to face concrete situations they don’t control.

As a result, all along politic life, there are many situations that need a precise and clear answer, without any doubt. Women, that are not used to deal with power relations in equal conditions, usually ignore how to reaction correctly. Learning positive techniques is a way to reinforce confidence in oneself and to solve with success discriminating situations in personal and political life.

Most frequent behaviours

In some of the exposed examples, we saw how women express themselves cautiously and shyly, ready to retire what they said when appearing any contradiction. This is basically a passive behaviour. In fact, some studies have demonstrated that there are attitude and language differences related to occupational groups. This way, women, due to the generic society division, have developed passive attitudes for technical, political or scientific affairs and for men, related to housing, family care or handcraft.
Passive behaviour is the one that anticipates other people rights to the own. It is accepted what the other person desires, relegating own desires. With this behaviour, own rights suffer the risk to be violated.

There are no strange results if we observe children experiences nowadays. Boys are shown a masculine idea which emphasizes hardness, competition and aggression, but also initiative and action. Girls are immersed in the feminine ideal which still includes passivity and submission, but also sensitiveness, care of the others and privacy. Men and women learn to behave in a different way from childhood. Even in baby stores blue and pink are assigned to boys and girls, starting sexual roles that will continue later in school and in work.

We must be conscious that women contribute to sexual distinction regarding the way we educate our children. If we really desire to change any social measure and that our girls do not assume passive roles in important contexts, we must train boys in tasks and feelings traditionally considered as feminine.

Some women, as a reaction of received education, reject passivity and decide to behave with more energy, even copying aggressive moods of their masculine colleagues. Most of them say they feel “survivors”, and that in politics and labour market, the only way to survive is to adopt masculine roles, to fight and compete if they don't want to be summit. These women value power jobs they have reached and do not show any comprehension to women in the way. They consider that if they have arrived themselves, with a high cost, the rest can only do it.

There are women with a hard reputation, implacable, and sometimes feared by their steel hand and that originate the following stereotype: “it is worse to have a women as a boss”. There are few and they are quite far from feminine behaviour. That is the reason why we are able to distinct them, not because of their aggressively and cruelty.

Aggressive behaviour is the one that considers own rights as the most important, in front of other people’s rights. It injures interpersonal relations and generates hostility around.

Otherwise, this way of behaviour is not suitable. These women pay great price for distance of their deeper feelings, with solitude and bitterness. Aggressive behaviour harms the others but also the one who generates it. It is not a good model to desired society.

The desired alternative for women is that one located in the middle point between passive and aggressive conduct. A sort of attitude that reaches goals without harming anyone, but defending own ideas and rights: assertive behaviour.
With assertive behaviour women defend their own rights and at the same time respect other people’s. It is placed it in the midpoint between passive and aggressive attitude and it is the one that better works in most cases.

People that practice assertive behaviour are good leaders; they acquired confidence in themselves and are respected by other people, as their behaviour always tries to be coherent.

An assertive person:

- Knows listening
- Dominates non verbal communication
- Know how to Express feelings and emotions directly but with respect
- Can say no to other’s petitions
- Live with optimism

The three attitude use different languages, objectives and body expression. The following excel reflects these differences:

### 2: Behaviour comparative

<table>
<thead>
<tr>
<th></th>
<th>PASSIVE</th>
<th>AGRESSIVE</th>
<th>ASSERTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Message</strong></td>
<td>You are right. Doesn't matter what I think. Doesn't matter how I feel.</td>
<td>I am right. If you don't think as I do, you are wrong. Your feelings do not count at all.</td>
<td>This is how I see the situation. This is what I think. These are our feelings.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>Avoid any conflict.</td>
<td>Get what it is desired: win</td>
<td>Create communication and mutual respect.</td>
</tr>
<tr>
<td><strong>Media</strong></td>
<td>Weak and doubtful voice.</td>
<td>Low and presumptuous voice, emitted in torrents with a fixed or sarcastic flexion.</td>
<td>Firm, warm tone, well modulated, uniform cadence.</td>
</tr>
<tr>
<td><strong>Looking</strong></td>
<td>Far or low looking</td>
<td>Cold and penetrating glance.</td>
<td>Straight looking, open and sincere.</td>
</tr>
<tr>
<td><strong>Body</strong></td>
<td>Timid and crestfallen position. Nervous hand movements; excessive head movements.</td>
<td>Rigid position towards ahead, hands in hips, frequently indicates with finger, closed hands, blows of fist.</td>
<td>Relaxed position and well balanced, loose hands to each side of the body, relaxed gestures.</td>
</tr>
</tbody>
</table>

The most important is that these attitudes results are absolutely different. Adopting a passive attitude women feel bad with themselves; if they practice an aggressive behaviour, they are confronted to the others and only by behaving assertive, they get respect to themselves and the others.
3: Results according to behaviours

<table>
<thead>
<tr>
<th>Behaviour</th>
<th>Consequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passive</td>
<td>Very little self-respect. Pity or resentment towards the others. Non covered needs. They frequently feel hurt and/or anxious: they expect that the others guess what they desire or want to say. Do not improve in real subjects.</td>
</tr>
<tr>
<td>Aggressive</td>
<td>Doubtful self-respect. It has to manage at any moment, whatever it costs. Interpersonal injured relations: creates hostility among the others. It can gain short-term positions over other interests.</td>
</tr>
<tr>
<td>Assertive</td>
<td>Maintains and extends self-respect. Gets desired goals. Increases self-confidence. Creates adequate interpersonal relationships.</td>
</tr>
</tbody>
</table>

Rehearsing assertive behaviour

Every difficult situation that we have been analysed may be neutralized and may revert in an increase of security of the women who solve them positively. Answer with assertiveness usually is the best method to get success in conflict situations or situations felt by women as complicated. However, many women explain that it is difficult for them to respond in the very moment when the oral attack or the aggression happens. They say they keep shut without words and only later, when they are not able to sleep because of the sensation that has been caused, they find the words they must had said. This generates anger and frustration. The only remedy to this situation is practicing.

Assertive behaviour must be practiced in real and fiction situations, when women are alone, in front of a mirror or a friend. It is interesting to live again the situation where she felt bad and to answer according the defence of her rights and feelings expression. This practice is also useful to prepare difficult situations in the future (ask for salary increase to her boss, confess a decision that will not like the leader, explain a position opposite to the majority) and it gives excellent results, as the woman is already emotional and intellectually prepared to face it. The steps to follow to carry on the assertive behaviour practice are the following:
1. Look for a relaxed position and mentally rehearse in front of a mirror in loud voice. There are women that prefer to practice the situation with a friend.

2. Follow this action plan respect the situation that tries to be solved:
   a. Express what I desire. You must find the words that better express what we want to obtain in front of the situation and problem.
   b. Decide which moment or place is the best to discuss the problem that affects us and involved persons.
   c. Describe the problematic situation that we want to change as detailed as possible.
   d. Express what you feel in the situation/problem in first person (I) without complaining to the others about their position or participation on the situation/problem.
   e. Write down the message we want to give the involved person in the situation/problem.

3. Rehearse the assertive behaviour in loud voice many times before doing it.

4. Practice the assertive behaviour.

As a conclusion, we have seen how assertive behaviour is the one that help us to communicate clearly and with confidence our needs, desires and feelings to other people, without injuring them or committing any abuse. Although it is a difficult attitude for women because we have not been educated to carry it on, it can be learned easily if techniques are followed and it is practiced with perseverance. Its benefits are many, since it allows to dare say no, to decide what it is not desired and to be able to express it clearly and without any complex (I want, I desire...). It also allows not fearing risks, to say and to receive fulfils naturally, to make and to receive fair critics, to separate facts and opinions, to recognize different points of view and to be able to manage with these differences. Finally, it allows self- conciliation and to act free in the private and public context, having confidence in the own possibilities. It is, therefore, the best ally for women to self-affirmation and to work for the new model of politic and society they desire.
¿Am I assertive?

Education has leaded us to behaviour frequently with passive or aggressive attitudes that do not facilitate the consecution of our objectives. Assertive behaviour has revealed as the most effective to defend rights without injuring the rest of the people. At the same time, self-esteem is maintained. These requirements are essential to execute leadership. For this reason, it is important to know in what measure we practice assertive behaviours.

Objective:

- Measure each one’s assertive behaviour.

Procedure:

- Look for a space to be alone and quite, without interruptions.
- Answer sincerely the questions of the attached test.
- Analyse aggressive, passive or assertive behaviours that we carry out in different situations.
- Carry on a final valuation and write down improvement proposals.

Methodology:

- Individual

Time:

- 1 hour and a half

Materials:

- Pencil and paper
ASSERTIVENESS TEST
# Assertiveness Test

You may check your assertiveness level according this test punctuation.

<table>
<thead>
<tr>
<th></th>
<th>Frequently 1</th>
<th>Sometime 2</th>
<th>Few times 3</th>
<th>Never 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>At a difficult meeting, with an uncomfortable atmosphere, I am able to speak with confidence.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>If I am not sure about anything, I can ask for help easily.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>If someone is unfair or aggressive I can control the situation with confidence.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>If someone shows ironic with me or others, I can answer without being aggressive.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>If I believe someone is abusing, I am able to denunciate it without disturbing myself.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>If someone asks me permission to do something I do not like, as for example, smoking, I can say no without feeling guilty.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>If someone asks my opinion on something I feel good giving her/him, although it is different.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>I can connect easily and effectively with people I consider important.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>When I find defects in a shop or restaurant, I am able to communicate them without attacking other people and without feeling bad.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Results

The higher punctuation (cells 3 and 4) shows a smaller level of assertiveness. People with higher punctuation in cells 3 and 4 should question themselves a change of attitude if they don't want to see their rights injured.
My history

We have seen that assertive behaviour is the one placed at the middle point between passive and aggressive behaviour. When a woman behaves with assertiveness she defends her own rights at the same time as she respects the others.

All along life there are many situations that require a clear and precise answer, without hesitation that may damage women image and condition their value and self-esteem.

Objective:

Identify conflict situations where you have not answer with assertive behaviours in your life and propose new strategies to face them.

Procedure:

Identify, from self personal experience, lived situations that you realised they have not being solution with an assertive behaviour. These situations may refer to your familiar, professional, political relations.

Fit with your attitude the three types of behaviours have you mainly practiced in each situation.

Analyse your most frequent attitude in different life situation.

Rethink about these situations from an assertive way of acting.

Methodology:

Individual

Time:

2 hours

Materials:

Pencil and paper.
Cinderella or the grandmother tales

Our self-esteem depends, essentially, on learned social models during the first years of our life. These models influence young girls from the family environment and they make them adopt current cultural stereotypes.

Behaving models that may impulse or feeble girls self-esteem not only are transmitted towards education but also towards images, movies, magazines and child tales. In most cultures there exists the Cinderella tale (with different names) and other similar where girls should wait for the blue prince from a passive position and she must care her beauty.

Objective:

Show how self-esteem and assertive behaviours depend on learned social models and be conscious to face them and to overcome in case they are not positive for women.

Procedure:

1. Remember three of the main fairy tales that someone told you when you were little and that you later saw in movies, adapted books, comics, etc. In the occidental culture Cinderella, The Sleeping Beauty or Little Red Riding Hood or are examples you may work.
2. Analyse the main character in front of life situations. How does she react in each situation? Which type of behaviour shows? Which behaviour is present in her conduct: aggressive, passive or assertive?
3. Analyse the rest of the feminine character’s attitudes in the tale: witches, sisters, stepmothers… How do they react to conflicts?
4. Compare these attitudes with masculine characters in the tale.
5. Elaborate a conclusion registration form of this exercise.

Methodology:

Individual

Time:

2 hours

Materials:

Fairy Tales, pencil and paper.
d. The debate

Objective:

♦ To identify inadequate behaviours in women public participation. To learn how to detect and to neutralize passive or aggressive attitudes which difficult success in public debates.

Procedure:

♦ To observe a public debate (television or life) where at least a woman participates.
♦ To observe her behaviour paying special attention to detecting passive, aggressive or assertive behaviours from the implicated women.
♦ You may follow the following guide as observation pattern:
  ► Did any participant suffer any defeat? How did she react?
  ► Who let the others interrupt them easily?
  ► Did any unexpected reasoning appear?
  ► How was participant’s body expression?
  ► Who won the debate? With which techniques? Make a reflection about all these aspects.
♦ It is recommendable to visualize debates closet o you, but if you can’t, you may analyze those ones between the two democrat candidates to presidency of USA: Hillary Clinton and Barack Obama or the public confrontation between French Republic presidency candidates: Ségolene Royale and Nicolas Sarkozy.

Methodology:

♦ Individual

Time:

♦ 3 hours

Materials:

♦ Video material, pencil and paper.
The assertive behaviour is learned by practicing it, as the rest of the behaviours we have. If we do not have it incorporated is, basically, because we are not educated this way and we didn’t have any model or possibility of practicing it during our childhood and development of our personality. As opposite, we have generally interiorized passive models. But human brain has the capacity of learning at any age, and that it is why we are able to practice assertive behaviour as a way of maintaining our self-esteem with good health and to exercise an efficient and effective leadership.

Objective:

To practice assertive behaviours (I)

Procedure:

- Look for a space where you may be alone, without interruptions.
- The space may have a comfortable sofa and a big mirror, if possible.
- Identify an aggressive and passive behaviour that may cause us discomfort and that avoids us to fully exercise our autonomy.
- Design an assertive behaviour that will lead us to solve a conflict situation.
- Dedicate some minutes to relaxation before beginning the rehearsal.
- Rehearse the assertive behaviour in front of the mirror following these steps:
  - Express what you desire. You should find the words that better express whatever we want to express before the situation or problem.
  - Choose the moment or most appropriate place to discuss the problem that affects us and implicated persons.
  - Describe the problematic situation that we want to change the most detailed way.
  - Express what you feel in the situation/problem in first person (me) without censuring the others their position or reaction to the situation/problem.
  - Write down the message we want to give to the implicated person in the situation/problem.
  - Rehears the assertive behaviour in loud voice several times before executing it.
  - Practice the assertive behaviour.

Methodology:
Individual

Time:

2 hours

Materials:

An adequate room, a sofa, a mirror, a pencil and a paper.
Practicing assertive behaviour

To practice assertive behaviour it is necessary to rehearse several times the Basic method. In this exercise, we present the real case of a woman who develops an assertive behaviour to get the solution of a familiar conflict.

Objective:

Practicing assertive behaviours (II)

Procedure:

Read the following case:

“A woman called Miriam desires every day one hour of quietness and calm, as she is studying to pass an exam so to improve her status and professional level. Her 9 years old son interrupts her constantly with questions or asking for attention. Her husband asks her making dinner or other multiple reasons related to housework. Miriam increases her upset; she stops concentrating continuously and feels that no one respects her need of a concrete time for herself. During a long time, she has suffered this situation in silence but her grade of frustration and anger against her family is each time higher and some days her aggressively exploits. That is why she asks a friend and decides to practice an assertive behaviour.

According to the basic method to reach an assertive behaviour, Miriam carries on the following steps:

1. She imagines how she would like to be: She would like to be alone in a room, calmed, studying with concentration and without interruptions.

2. Starts to follow the pattern:
   a) Express what she would desire: I would like not to be interrupted when the door is closed, unless there is a real emergency. My son and husband must understand that, when the door is closed, it jeans that I want to be alone to be able to study.
   b) Choose the moment and time to discuss: this afternoon, when my son arrives from school and my husband from work, I will talk to them about this subject.
   c) Describe the situation we want to change: when I am studying, at least one time and normally more than one, my son and husband interrupt me for any reason. This fact stops her concentration later it is very difficult for me to carry on with the study.
d) Express what we feel in first person: I get angry when someone interrupts me constantly while I am studying. They must know that for me it is very important to get this job and when they do not allow me to study, I feel very bad realising I have big difficulties to concentrate again.

e) Write the message we want to give to the implicated persons in the situation: if you do not interrupt me, I will finish before and I will be able to be with you for a while. Otherwise, if you continue interrupting me, as I have planned every day study work, it will take longer to finish it and I will be worse tempered so you will feel more alone, even if I don’t pretend it.

Use the pattern with similar situations in your life and write down the messages you should practice.

Rehearse in front of the mirror (exercise number…)

Methodology:

Individual

Time:

1 hour

Materials:

Pencil and paper.
Glossary

Here you may find some concepts used in the lesson text that may be complex.

**Assertiveness**

The assertiveness is the talent to value each one opinion in front of other people without offending them. To be assertive consists in be able to trace and defend an argument, a claim or a position from a self-confidence attitude even if it doesn’t fit with other people say, do or what it is supposed to be correct.

Regarding the style, assertive persons are distinguished from the passive and the aggressive communicators. They have no fear to defend their opinions or try to influence other people, but always respecting the others limits and trying to learn form other opinions.

**Self- esteem**

Self- esteem is an evaluative feeling of our being and behaviour, of who we are, of the whole body expression, mental and spiritual features that build our personality.

We must be ready to see us as beings who are able to face basic life challenges and as happy deservers. Self- esteem implicates self-consciousness, self- acceptation, self- responsibility, self- affirmation, determination and personal integrity.

It makes reference to how a person feels with himself and what is the value he gives to her image. It is a self- portrait, composed by physical and no physical aspects; the addition of every characteristics that describe us and how we feel regarding to them. It is self love.

**Social contract**

During French Revolution most significant philosophers (Hobbes, Locke, Rousseau) designed a series of political and economic contracts that constituted the base of the modern occidental democracies.

These contracts build the sexual difference as political difference and they establish the division between public and private spheres, regarding sex: women must be occupied at home and must be in charge of the family (private context) and men must be in charged of politics, culture, etc. (public context).

Nowadays, since the fight for equality of women, there is a feminist claim of a new social contract between men and women that consists in getting equality in
every context and to reach responsibility of both: share housework, family responsibilities, job, power and decision making.

### Empowerment

Terminus acquired in Beijing’s Worldwide Women Conference to refer to the increase of women participation in decision making processes and in access to power.

This expression also has other meaning: to be conscious of women individual and collective power and that has to do with the recuperation of women self dignity as persons, all along with the increase of self-esteem, personal autonomy, and power acquisition. All these facts, guarantee participation in economic, social and politic contexts.

Lagarde (2007) defines empowerment as the transformation process towards any women, little by little, or by big steps, stops to be a history, politic or culture object, to become subject of her own life and protagonist of history, culture, politic and social life. In other words, it is a process towards a woman develops the consciousness of having rights and to trust in her own capability to get her purposes. This process becomes possible if we take in account the constant disrespect to women and all the barriers they have to capacitate themselves and to feel value and recognized.

Palabras para la Igualdad. Biblioteca Básica Vecinal

### Feminism of sexual difference

The thinking stream that defends the not similarity and not overcome of gender duality, but the development of a feminine generic difference in every symbolic order. It considers that it exists by nature to human ontology: the feminine and the masculine, with different essences, different culture, different symbolic word, etc.

It explains that the place we occupy in the world and that defines us is not only determined by the space that society provides us, but also by our woman body with its structures and vital cycles that determine in any way our look about the world.

Its maximum representants are the French psychoanalyst Luce Irrigaría, Luisa Muraro (*El orden simbólico de la madre*) and the collective philosopher Diótima (Librería de Mujeres de Milán). In Spain, as difference feminists we may mention Victoria Sendón de León (*Sobre diosas amazonas y vestales*) and Milagros Rivera Garretas (*Nombrar el mundo en femenino. Pensamiento de las mujeres y teoría feminista, 1994*).

Vocabulario Violeta. Ciudad de Mujeres.
Feminism of equality

Stream that emerged from women historic claim during the 17th and 18th centuries and lead to the Woman Rights Declaration by Olympe de Gouges (France, 1791) and the Vindication of Woman Rights by Mary Wollstonecraft (England, 1792), where the right to be recognized as equal as men is claimed. This stream is based in the definition of equality, solidarity and freedom, understand as personal autonomy and respect to the other.

It denunciates the elaboration of gender differences, built from a patriarchal reason as natural categories, when they actually are social and cultural taboos. European Union Policies and from democratic countries are based on this equal and feminist idea.

Representative feminists of this stream are Simone de Beauvoir and Seyla Benhabib or the Spanish Celia Amorós (Hacia una crítica de la razón patriarcal, 1985) and Amelia Valcárcel (Sexo y filosofía. Sobre mujer y poder, 1991).

Equality

It makes reference to the equal presence of men and women in the different social contexts (politic, economic, social and cultural). This concept excludes privileges and discriminations and it is related to other terms as equal democracy, which underlines by the equal representation of men and women in political and social context. This equality is reflected in the representation of no more than 60% and nor less of 40% of each sex.

Victoria Camps (1998) wonders if the increase of women in political action is a question of quantity or quality. She thinks that the feminist policy has as objective the increase of the number of women in leader spheres, but also the progress in traditional feminist matters: abortion, social aids, new social contract, etc.

Commented Bibliography


> It’s a book that revises all the obstacles that still women find in different aspects of life: family, home, friendship, health or job, including the violence problem from an overcome point of view.


> It consists in two chapters of *Sí tú puedes* module. *Materiales para la formación política de mujeres* that sponsored the Oficina Tècnica del Pla d’Igualtat de la Diputación de Barcelona with the objective of providing an adequate methodology to women with responsibilities. The rest of the module deals with feminism definition and its goals and with women participation in local policy, both chapters in relation to feminine leadership.


> A very practice book with concrete strategies to develop as maximum as possible the potentials and to access to directive jobs in organisations.


> Summary of conferences presented by experts in business management about women directive abilities and their current situation in Spain.


> From the analysis of different feminist theories about feminine oppression and from social theories on power, this book provides an interesting perspective about gender and power relations.


> Written by a specialized psychotherapy in personal development and group therapies, this book explores the clinic aspects of the lack of self-
esteem and proposes simple exercises to improve self-confidence and self-security.


This anthropologist explains, towards an evolution process, how women brain structure themselves so to establish a net thinking and other complex characteristics that allows them change the world, as well as to provide them the additional competitive advantage for nowadays society exigencies.


A very practice and interesting book where popular women who have been representatives of women streams give their recipes and recommendations to those women starting their politic careers and who desire to advance in how to implement a democratic and feminine leadership.


From different biographic interviews, the author analyses the binomial gender-power, revealing the factors that have brought women to directive jobs and the difficulties and consequences that this path brings to them and the rest of the society.


The author presents some cases of feminine directive models from interviews to women directors that have triumphed in big enterprises and that have refused to adopt masculine leadership methods. If this book is based in example of business world, its content is quite similar to politic organisations.


It is a classic among books that show different characteristics between men and women in responsibility jobs. The author defends the need of a feminine leadership model in new business and organisation structures that global society and new economy demand.

Movimiento de Mujeres del Partido de los Trabajadores de Noruega: “*Mujer, tú puedes*”.

The document is composed by a series of chapters that analyse different obstacles that are found in women when accessing to politics and in the
development of their actions as leaders. It is a very practical material that recommends and orientates politic women from a gender and progressive perspective.


Edition of a seminary organized by Menendez Pelayo University and directed by the two authors. It contains reflections of various authors about women in enterprise direction, the equality law, conciliation problems of personal and professional life, the equality in collective negotiation, among others.


A very complete guide where it is possible to find from feminism origins to historic evolution of feminist thinking streams and the development of abilities to women politic practice. It provides practical activities and multiple elements for the reflection of each subject.


This book examines the problems women have to face in organisations. It reviews patriarchal structures that still live in these organisations and the implications that masculine success has on feminine identity.


The author and journalist analyses the evolution that women have experimented last century and later it carries on a series of interviews with representative women of politic, art, culture or thinking world.


This book collects the results of the investigation of the situation, evolution and problematic of directive women in organisations, paying special attention in facts of organisation culture.