

12 Insights into Leadership for Women

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Table 1A Responses to Question 1

*Question 1:
How do you define leadership?*

REFERENCES/THEMES	FREQUENCY
vision	27
people	26
goal	22
help/assist	17
group	16
inspiration/inspires/inspiring	13
situation	12
motivating/motivate	12
decision-making	11
community	10
team	9
empower	9
facilitate/facilitation/facilitating	9
potential/best	8
direction	8
skills/attributes	8
respect	8
influence	8
self	8
needs	8
support	8
women	7
encourage	7
implement vision	7
personal	7
develop/development	7
true/integrity	7
believe	6
positive	6
change	6
strong/strengths	5
collaborative	5
direct	5
passion	5
mentor	5

communication	5
guidance	4
action	4
understand	4
take forward	4
role model	4
ethics/ethical	4
values	4
problem-solver	4
manage/management	4
determination	4
power	4
betterment/good for society	4
creative/creation	3
perspective	3
purpose	3
empathy	3
gifts	3
followers	3
clarity	3
listen	2
path	2
trust	2
aspire	2
growth	2
take charge	2
making a difference	2
ideas	2
focused	2
fair	2
weaknesses	2
equal	2

Table 1B Ranking of Areas for -

Question 1: How do you define leadership?

Ranking	Areas	Grouping of References/Themes	Total Number of References/Themes	
			----- % of total responses (164)	
1	How do leaders lead?	help/assist, decision-making, inspiration/inspires/inspiring, motivating/motivate, empower, facilitate/ facilitation/ facilitating, encourage, implement vision, influence, collaborative, support, direct, guidance, action, understand, mentor, communication, listen, trust,	164	100%
2	What do leaders do?	vision, goal, potential/best, direction, develop/development, needs, take forward, positive, purpose, perspective, change, betterment/good for society, path, growth, ideas, situation, manage/management	125	76%
3	What qualities do leaders possess?	skills/attributes, respect, self, strong/strengths, believe, role model, problem-solver passion, ethics/ethical, values, creative, gifts, true/integrity, determination, power, aspire, making a difference, focused, fair, clarity, equal	90	55%
4	Whom do they lead?	people, group, team, women, followers	61	37%

Table 2: Responses to Question 2	
<i>Question 2: Who are the leaders you admire?</i>	
REFERENCES/THEMES	FREQUENCY
Nelson Mandela	21
Natasha Stott Despoja	13
My mother	10
bosses	10
People with certain attributes, not named	9
Mother Theresa	7
Joan Kirner	6
Mary Robinson	6
Martin Luther King	6
Anita Roddick	5
Bill Clinton	5
Germaine Greer	5
Dalai Lama	5
Princess Diana	5
Aang San Suu Kyi	4
Gandhi	4
Carmen Lawrence	4
Hilary Clinton	4
Oprah	4
Wendy McCarthy	4
John Howard	3
Senator Bob Brown	3
Kofi Anan	3
Margaret Thatcher	3
Janet Holmes a Court	3
Colin Powell	2
Deepak Chopra	2
Jocelynn Scutt	2
Madeline Albright	2
Liz Mullinar	2
Mary Henderson	2
Gloria Steinem	2
Susan B, Anthony	2
Sojourner Truth	2
Pat Dodson	2
Paul Keating	2

Table 3: Responses to Question 3

Question 3: Why do you admire them?

REFERENCES/THEMES	FREQUENCY
courage	23
strong/strength	22
vision	15
working against adversity, faces criticism, obstacles, opponents	14
integrity	12
thinking skills	11
has respect for others	10
concern for women	9
works for the greater good/helps others	9
works towards getting equity/equality	8
shows compassion/caring	8
shows passion	8
has own conviction/beliefs	7
inspires/shows inspiration	7
has values	6
unafraid to speak out	6
shows determination	6
knows what they want	6
had own power but does not use it on others	6
good decision-making	6
honest	6
concern for justice	6
ethical	5
works hard	5
is focused	5
leads by example	5
principled	4
articulate	3
professional	3
firm	3
balances personal and professional	3
empowers others	3
big picture focus	3
intelligent	3
values others contribution	3
confident	3
shows commitment	3
uses own knowledge	3
good communicator	2
has drive	2
takes risks	2
shows humility	2
has insight	2
shows humanity (real people)	2
open minded	2
goals oriented	2
works with others	2
loved by others	2
achieved a place	2

Table 5A

Responses to Question 5

Question 5: What aspects of a woman's life do you feel develop her leadership potential?

References/Themes	Frequency
work	39
women	22
experience	20
self awareness	20
family	18
childcare	18
skills	16
community/volunteer	15
school	15
education	15
all aspects	15
home	12
relationships	12
motherhood	11
parent	11
support	11
juggle	9
roles you undertake	9
understanding	8
decision making	8
knowledge	7
challenges faced	7
sensitive/empathy	6
opportunity	6
strength	6
examples/rolemodels	5
ability to communicate	5
age	5
sport	5
career	4
networking/right connections	4
partner	4
perseverance	4
training	3
emotional maturity	3
financial management/clout	3
time management	3
study	2
father	2
mentors	2
tolerance	2
management	1

<i>Table 5B Ranking of Areas for Question 5: What aspects of a woman's life do you feel develop her leadership potential?</i>				
Ranking	Areas	Grouping of References/Themes	Total Number of References/Themes	
			----- % of total responses (190)	
1	Self	age, ability to communicate, understanding, Self awareness, perseverance, emotional maturity, juggle, strength, sensitive/empathy, tolerance, decision making, experience, knowledge, challenges faced, roles undertaken	125	66%
2	Home related areas	family, home, childcare, parent, partner, motherhood, father, relationships	88	46%
3	Work related	management, career, mentors, work, networking	50	26%
4	Education & Training	school, study, education & training	33	17%
5	Women	women, examples/role models	27	14%
6	All aspects	all aspects, opportunity	21	11%
5	Community	Community	14	7, 4%

Table 7A

Responses to Question 7

Question 7: What forms of support would you like to see in your workplace to help women develop leadership skills?

REFERENCES/THEMES	FREQUENCY
mentor/mentoring programs	28
assistance from people	18
networks/associations/schools/clubs/support structures	15
time	13
training	12
personal development assistance	11
finance	10
family	9
recognition	8
experience doing higher level jobs	7
education	7
confidence building	5
support from other women	5
coaching	4
friends	3
assertiveness	3
information	3
role-models	2

Table 7B Ranking of Areas for Question 7: What forms of support would you like to see in your workplace to help women develop leadership skills?

Ranking	Areas	Grouping of References/Themes	Total Number of References/Themes	
			----- % of total responses (164)	
1	People related support	mentor/mentoring, assistance from people, networks/associations/schools/clubs/support structures, family, coaching, friends, support from other women, role-Models	84	51%
2	Specific Needs related	time, training, personal development, finance, recognition, experience doing higher level jobs, confidence building, education, assertiveness, information	79	48%

Table 8: Responses to Question 8

Question 8: Do you feel women in a work and personal setting help each other to become leaders?

REFERENCES/THEMES	FREQUENCY	%
sometimes	58	53%
yes	30	27%
no	14	13%

Table 9A
Responses to Question 9:
Question 9: In what area of your life do you see yourself as a leader?

REFERENCES/THEMES	FREQUENCY
Work	67
Community	34
Family	28
Women	17
Friends/friendships	16
Specific	15
Home	15
Personal life	15
Profession	14
Church	8
All areas/aspects	8
Education/school	8
Business	7
Volunteer	6
Husband/partner	5
Peers	4
Career	4
Parenthood	4
Sports	2

Table 9B Ranking of Areas for Question 9:
In what area of your life do you see yourself as a leader?

Ranking	Areas	Grouping of References/Themes	Total Number of References/Themes	
			----- % of total responses (162)	
1	Work related areas	Work, profession, business, career	89	55%
2	Family related	Family, home, personal life, husband/partner, parenthood	67	41%
3	Community related	Community, Volunteer	40	25%
4	Women	Women	17	10, 5%
5	Friends	Friends, Friendships, Peers, Colleagues	16	9, 8%
6	Church Education All Areas	Church Education All Areas	8	4, 9%

Table 10A

Responses to Question 10

Question 10: In what area of your life would you like to become a leader?

References/Themes	Frequency
work	44
community	36
profession	16
Am already a leader	13
business	10
career	10
women	9
education	8
skills	7
family	6
nil	6
political	6
mentor	5
management	4
all	4
personal life	4
church	3
help	3
empower	3
employment	2
mother/mum	2

Table 10B Ranking of Areas for Question 10: In what area of your life would you like to become a leader?

Ranking	Areas	Grouping of References/Themes	Total Number of References/Themes- ----- % of total responses (183)	
1	Work related	work, business, career, profession, employment	88	48%
2	Specific leadership aims	specific, political, mentor, education, skills, management,	52	28%
3	Community related	community, women, church	42	23%
4	Already a leader	already a leader	13	7, 1%
5	All aspects	All aspects, help, empower	10	5, 4%
6	Family related	family, mother/mum	8	4, 3%

Table 11A	
Responses to Question 11	
<i>Question 11: What is your vision as a leader?</i>	
REFERENCES/THEMES	FREQUENCY
help women	19
reach full potential	17
workplace	17
include other people/team	17
change	16
equity/equality	11
community	11
impart knowledge/understanding	11
world a better place	10
self-development	9
respect/valued	8
help others	7
inspire	7
integrity	6
motivate	6
make a difference	6
education	5
achieve goals	5
lead by example	5
role-model	4
empower others	4
skill development	4
influence	3
organisational goals	2

Table 11B Ranking of Areas for Question 11: What is your vision as a leader?

Ranking	Areas	Grouping of References/Themes	Total Number of References/Themes -----% of total responses (155)	
1	Self/other person's development	reach full potential, self-development, integrity, respect/valued, impart knowledge/understanding, education, skill development, role-model, help others	71	46%
2	Working with others	include other people/team, organisational goals, influence, lead by example, empower others, achieve goals, inspire, motivate,	49	32%
3	Women related	help women, equity/equality	31	20%
4	Change for the better	change, world a better place, make a difference	30	19%
5	Place for change	community, workplace	28	18%

Table 12A
Responses to Question 12
Question 12: What forms of support do you need to make this possible?

REFERENCES/THEMES	FREQUENCY
recognition	11
encouragement	11
equality	10
role models	8
networking	7
time	7
flexible hours	6
information	6
personal development	5
leadership programs	4
child care	3
professional guidance	2

Table 12B Ranking of Areas for Question 12:
What forms of support do you need to make this possible?

Ranking	Areas	Grouping of References/Themes	Total Number of References/Themes	
			----- % of total responses (159)	
1	Education/training	training/education/seminars/conferences/course money for training, leadership programs time, information, flexible hours, child care	65	41%
2	Opportunities to encourage leadership	Opportunities, encouragement, recognition, equality	63	40%
3	Guidance from others	mentoring, role models, networking, personal development, professional guidance	47	30%

Table 13: Occupation of Respondents

1. Volunteer	48. Management consultant
2. Unit Mgr/Program Schedules Officer	49. Manager
3. Aboriginal Heritage Officer	50. Manager
4. Academic	51. Manager for a Community Organisation
5. Accountant	52. Manager Human Resources
6. Accountant, CPA	53. Manager, Human Services
7. Architect / developer	54. Marketing director
8. Artist, Administrator, Secretary, Librarian	55. Marketing Manager
9. Artist/social scientist	56. Media Manager
10. Artistic Administrator	57. Medical Librarian
11. Assistant Principal	58. Mother
12. Basically a full time mum	59. Director; previously partner
13. Business Advisor - Regional Development Board	60. Office Administrator
14. Business Developer	61. Office Manager
15. CEO	62. Operations/Community Development
16. Change Manager	63. Organisational & professional development consultant
17. Community Development - Project Coordinator	64. Personnel Assistant
18. Community liaison officer	65. Phd, candidate
19. Community service worker	66. Policy Officer
20. Company Director of a Training and Consultancy business	67. Postgraduate research -- women's studies
21. Consultant	68. Practice Manager
22. Consultant and trainer	69. Primary Producer and would like to be consultant
23. Consultant in disability policy	70. Program Development Officer General Practice
24. Controller (Accountant)	71. Project consultant
25. Coordinator	72. Project consultant/advisor to Government
26. Currently working on my Ph, D	73. Project Manager
27. Movement and its texts	74. Project Officer
28. Dairy administrator	75. Psychologist
29. Dairy Farmer	76. Public officer
30. District Manager	77. Public Relations
31. Educational advisor/strategist	78. Public sector lawyer/manager
32. Executive Assistant	79. Public servant
33. Executive Assistant to President and CEO	80. Public Servant
34. Executive Director, non government organisation	81. Public Servant
35. Field Officer	82. Public Servant - Manager
36. Finance consultant	83. Real estate agent
37. Full time student, casual worker	84. Real Estate Sales/ Writer
38. Full Time Voluntary Community Worker	85. Realtor
39. Health Information Expert	86. Sales & promotions
40. Health inspector	87. Sales manager - party plan
41. Health professional, and educator	88. School Teacher, Deputy Principal
42. Hotel Manager	89. Scientist
43. Human Resource Practitioner	90. Secretary, Researcher, Artist, Activist
44. Human Resources	91. Self employed
45. I, T, Consulting Manager	92. Self employed farmer and business operator, administration assistant, volunteer
46. Lecturer	93. Self-employed
47. Local Government	94. Semi retired/office worker

- | | |
|---|---|
| 95. Service Quality Consultant | 105. Teacher Registered Nurse/Midwife |
| 96. Single mum, prior to this Event Management | 106. Teacher |
| 97. Small business adviser | 107. Teacher in adult education |
| 98. Social Work | 108. Teacher of Nursing Farm business woman |
| 99. Solicitor | 109. Theologian and lecturer |
| 100. Student | 110. Trainer |
| 101. Student, also casual employment in retail sales | 111. Trainer/therapist |
| 102. Student/electorate officer/local government councillor | 112. Training and development officer |
| 103. Student/graduate research assistant | 113. Training Manager at TAFE |
| 104. TAFE Teacher | 114. Unemployed |
| | 115. Volunteer |
| | 116. Volunteer Coordinator |
| | 117. Web designer and corporate trainer |

Table 14 Number of Respondents for each Question		
Question Number	Number of Respondents	% of Response (% of 193)
1	164	85
2	153	79
3	161	83
4	138	72
5	190	98
6	117	60
7	164	85
8	145	75
9	162	84
10	183	95
11	155	80
12	159	82

Table 15 - Summation of the Responses for the 12 Questions		
12 Questions	Reference Ranking	Reference Group Ranking
<i>Question 1: How do you define leadership?</i>	<ol style="list-style-type: none"> 1. Vision 2. People 3. Goal 	<ol style="list-style-type: none"> 1. How do leaders lead? 2. What do leaders do? 3. What qualities do leaders possess?
<i>Question 2: Who are the leaders you admire?</i>	<ol style="list-style-type: none"> 1. Nelson Mandela 2. Natasha Stott Despoja 3. Mother 	References were not grouped together
<i>Question 3: Why do you admire them?</i>	<ol style="list-style-type: none"> 1. Courageous 2. Strengths 3. Vision 	References were not grouped together
<i>Question 4: Do you believe that a woman can be as good a leader as a man?</i>	69% - a woman can be as good a leader as a man 25% - a woman was a better leader than a man	References were not grouped together
<i>Question 5: What aspects of a woman's life do you feel develop her leadership potential?</i>	<ol style="list-style-type: none"> 1. Work 2. Women 3. Experience 	<ol style="list-style-type: none"> 1. Self 2. Home related References 3. Work related References
<i>Question 6: Does your workplace encourage women to develop their leadership skills?</i>	<ol style="list-style-type: none"> 1. 28% YES 2. 28% NO 3. 21% Partially offered encouragement 	References were not grouped together
<i>Question 7: What forms of support would you like to see in your workplace to help women develop leadership skills?</i>	<ol style="list-style-type: none"> 1. Mentors and Mentoring Programs 2. Assistance from People 3. Networks/associations/schools / clubs 	<ol style="list-style-type: none"> 1. People related Support 2. Specific Needs related
<i>Question 8: Do you feel women in a work and personal setting help each other to become leaders?</i>	<ol style="list-style-type: none"> 1. 26% - Yes 2. 49% - sometimes 3. 15% - No 	References were not grouped together
<i>Question 9: In what area of your life do you see yourself as a leader?</i>	<ol style="list-style-type: none"> 1. Work 2. Community 3. Family 	<ol style="list-style-type: none"> 1. Work related References 2. Family related References 3. Community related References
<i>Question 10: In what area of your life would you like to become a leader?</i>	<ol style="list-style-type: none"> 1. Work 2. Community 3. Profession 	<ol style="list-style-type: none"> 1. Work related 2. Specific Areas 3. Community related
<i>Question 11: What is your vision as a leader?</i>	<ol style="list-style-type: none"> 1. helping women 2. reaching one's own or helping others reach their potential; developing the workplace and; including others and working with a team, 3. change in the workplace 	<ol style="list-style-type: none"> 1. Self/other person's development 2. Working with others 3. Women related
<i>Question 12: What forms of support do you need to make this possible?</i>	<ol style="list-style-type: none"> 1. recognition and encouragement 2. equality 3. Role-models 	<ol style="list-style-type: none"> 1. Education/training 2. Opportunities to encourage leadership 3. Guidance from others