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**EXTENDED
LEARNING**

Women leadership in the context of rapidly changing times: Working on the self

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- While there are policies that favour women in senior positions, research still shows that the experience of aspirant and current women leaders globally is different to and less advantageous than men's.
- A catalyst study (Global women) found that women and men have the same ambition to reach higher echelons of leadership, but women face more barriers than men
- Research also suggests that women are more qualified than men



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"THERE AREN'T ENOUGH WOMEN IN POWERFUL POSITIONS
AND THE FEW IN POWER OFTEN DON'T HAVE ENOUGH
ORGANISATIONAL ROOTS TO CHALLENGE THE MEN THEY FIND IN
POWERFUL ENCLAVES WITHIN THE ORGANISATIONS THEY RUN.
SPEAKING OUT IS INDEED RISKY AND ISOLATING."

Thuli Madonsela

As women rise in the hierarchy, they become scarce; as women become scarce; they become more visible and subject to greater scrutiny.



Forbes – Why asking women to lean in wont solve leadership problems

- Getting more women into leadership positions does not necessarily increase the quality of leaders.
- However getting more talented people into leadership would increase the representation of female leaders, to the point they outnumber men. It cannot be just a number game.
- At times, women manage to succeed by mastering the current rules of the game, which promotes a range of toxic behaviours, such as narcissistic self-absorption and entitlement, faking it until you make it, and focusing much more on managing up and playing politics than on actually driving high performance in the teams.



- An article by Tara Sophia Mohr based on a Hewlett Packard report, gives insights in other aspects than above why women are still scarce.
- Men are confident about their ability at 60%, but women don't feel confident until they've checked off each item on the list [100%]. Tara
- Women need to have more confidence and faith in themselves. – Nancy Clark: Forbes.
- SELF EFFICACY and authentic leadership traits may be key



- **Self-efficacy** reflects confidence in the ability to exert control over one's own motivation, behaviour, and social environment - Bandura
- The belief in one's capabilities to organize and execute the courses of action required to manage prospective situations - Bandura (1995),
- "Those with a high level of self-efficacy are not only more likely to succeed, but they are also more likely to bounce back and recover from failure." Bandura
- **Self-Efficacy: A Trait That Can Be Taught and nurtured.**



SELF-EFFICACY - Bandura (1977; 1993; 1995),

- **Mastery Experiences (Performance accomplishments)**
 - The most effective way of developing a strong sense of efficacy is through mastery experiences, Bandura.
 - Performing a task successfully strengthens our sense of self-efficacy. However, failing to effectively perform a task or challenge weakens self-efficacy.
- **Social Modelling (Vicarious experience)**
 - Bandura states, “Seeing people similar to oneself succeed by sustained effort raises observers’ beliefs that they too possess the capabilities (to) master comparable activities to succeed.”
- **Social Persuasion (Verbal persuasion)**
 - Getting verbal encouragement/reassurance from others helps people overcome self-doubt and instead focus on giving their best to achieve the desired goal(s).
- **Psychological Responses - EQ**
 - Our own responses and emotional reactions to situations also play an important role in self-efficacy. Moods, emotional states, physical reactions, and stress levels can all impact how a person feels about their personal abilities in a particular situation.



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- Finding the balance – Know that you are worthy and fully believe in yourself and your abilities as well as weaknesses. However, do it with humility
- Know your values and embrace who you are – Take time to get to know yourself and your core values.
 - I will rather lose my job/promotion than losing my ethics and principles.
 - Articulate your values such that they are shared by followers and among followers – relational authenticity – Eagerly
 - sense of efficacy aligns with Authentic Leadership -



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EXTENDED LEARNING AUTHENTIC LEADERSHIP

- We need authentic leaders, people of the highest integrity, committed to building enduring organizations. We need leaders who have a deep sense of purpose and are true to their core values. We need leaders with the courage to build their organisations to meet the needs of all their stakeholders, and who recognize the importance of their service to society – Bill George
- While charismatic leaders employ rhetoric to persuade, influence, and mobilize followers, an authentic leader energizes followers by creating meaning and positively socially constructing reality for themselves and followers - Bruce Avolio & William Gardner.



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- Understanding your purpose
- Practicing solid values
- Leading with heart
- Establishing connected relationships
- Demonstrating self-discipline



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AUTHENTIC LEADERSHIP – J. Davis & K. Kruse & Forbes

- According to J. Davis's book, [*The Power of Authentic Leadership: Activating the 13 Keys to Achieving Prosperity Through Authenticity*](#), authentic leadership is a cornerstone trait needed for success at work as well as in life.
- It is by revealing your true self
 - Being open and vulnerable about some of the challenges one is facing or have faced in the past.
 - Ask, how can I share this challenge in a way that helps and uplifts others? They think through what they want to say ahead of time and they share purposefully, but they're never afraid to share.



- Getting feedback from others.
 - The key is to sift out the irrelevant feedback that does not apply to you, and focus on the helpful feedback from honest friends and colleagues.
 - Instead of blaming others or complaining, authentic leaders treat each experience as a learning opportunity. They ask questions like, “what can I learn from this”? And “how can I do better next time”?
- Release the need to be liked by everyone- frees you up to be your true self.
 - the dilemma between their need to express their own identity, and the need to fit in.



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Leadership skills for the rapidly changing times

- Change the old way leadership mindset and ways of knowing
 - Strategic thinking
 - Lead with data-driven decision-making
 - Use of technology
 - Digitisation;
 - Adaptability;
 - Act decisively
 - Use data to guide decisions
 - Data-driven culture
 - Ethical leaders
- Execution: Anticipate change and turn new ideas to reality. Be ahead of change
- Lead through teams (Collective leadership) – but directive leadership is also important
- Identify and develop new talent/develop people
- Build relationships and networks



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IN CONCLUSION

- So many lessons to be learnt – leaders need to use this time to learn new ways of leading, unlearn ways that no longer work that, and also relearn
 - The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn. Alvin Toffler



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NEVER GIVE UP – YOLANDA ADAMS

Visions that can change the world
Trapped inside an ordinary girl
She looks just like me
To afraid to dream out loud
And though it's set for your idea
It won't make sense to everybody
You need courage now
If you're going to persevere
To fulfill your divine purpose
You've gotta answer when you're called
So don't be afraid to face the world
Against all odds
Keep the dream alive don't let it die, if something deep
inside
Keeps inspiring you to try, don't stop
And never give up; don't ever give up on you
Don't give up
Every victory comes in time
Work today to change tomorrow

It gets easier
Who's to say that you can't fly?
Every step you take you gets
Closer to your destination
You can feel it now
Don't you know you're almost there?
Sometimes life can place a stubborn block in your
way
But you've gotta keep the faith
Reap what deep inside your heart
To the light
And never give up
Don't ever give up on you,
Don't give up
Who holds the pieces to complete the puzzle?
The answer that can solve the mystery
The key that can unlock your understanding
It's all inside of you
You have everything you need



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Desiderata -Max Ehrmann c.1920

Go placidly amid the noise and haste, and remember what peace there may be in silence.

As far as possible, without surrender, be on good terms with all persons. Speak your truth quietly and clearly; and listen to others, even to the dull and the ignorant, they too have their story. Avoid loud and aggressive persons, they are vexations to the spirit.

If you compare yourself with others, you may become vain and bitter; for always there will be greater and lesser persons than yourself.

Enjoy your achievements as well as your plans. Keep interested in your own career, however humble; it is a real possession in the changing fortunes of time.

Exercise caution in your business affairs, for the world is full of trickery. But let this not blind you to what virtue there is; many persons strive for high ideals, and everywhere life is full of heroism. **Be yourself.** Especially, do not feign affection. Neither be cynical about love, for in the face of all aridity and disenchantment it is perennial as the grass.

Take kindly to the counsel of the years, gracefully surrendering the things of youth. Nurture strength of spirit to shield you in sudden misfortune. But do not distress yourself with dark imaginings. Many fears are born of fatigue and loneliness.

Beyond a wholesome discipline, be gentle with yourself. You are a child of the universe, no less than the trees and the stars; you have a right to be here. And whether or not it is clear to you, no doubt the universe is unfolding as it should.

Therefore be at peace with God, whatever you conceive Him to be, and whatever your labours and aspirations, in the noisy confusion of life, keep peace in your soul.

With all its sham, drudgery and broken dreams, it is still a beautiful world. Be cheerful. Strive to be happy.



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"Women don't have a monopoly on crisis leadership skills, but they might be less likely to let their egos get in the way, or play politics with a crisis"

Professor Rosabeth Moss Kanter,
Harvard Business School





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