

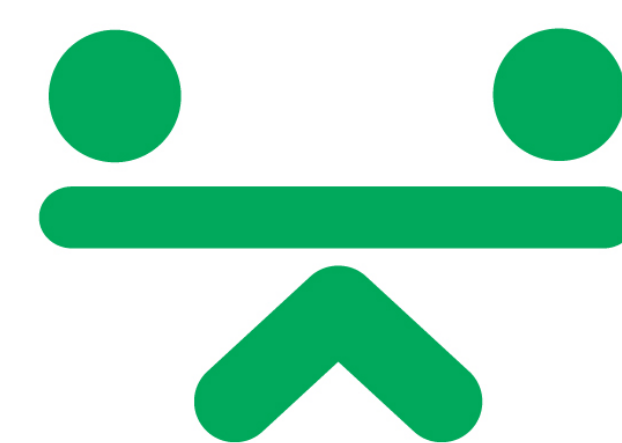


Feminist Leaders for Feminist Goals

A TOOLKIT

*based on the FairShare's Action Circle's
Agenda for Change*

WELCOME!



We're so excited to have you on this journey!

In 2019, the Fair Share Action Circle was born, bringing together six feminist leaders to reflect, discuss, and strategize around feminist leadership in the global social impact sector. Our conversations and work has led us to develop the Agenda for Change. This toolkit was designed to help you kick start your own process of reflection and action within your organization **because we believe change towards embracing more of what feminist leadership is about needs to happen from within.** We hope this is useful, and can't wait to see what comes out of your work!

HOW TO USE THIS TOOLKIT

We have kept things simple: you will be able to work with the following icons throughout the toolkit:



ACTIVITIES

This logo introduces the activities on each worksheet. This toolkit is composed of three Worksheets: Build Your Own Definition of Feminist Leadership (Worksheet #1), Create your Own Action Circle (Worksheet #2), and Learn About Fair Share's Agenda for Change (Worksheet #3).



GUIDING QUESTIONS

These set of questions will help you to steer the conversations. But one thing is for sure: we certainly haven't found all the right questions to ask! Add your own guiding questions and share them with us!



ACTION CIRCLE TIPS

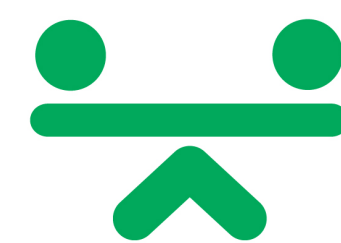
These Action Circle tips come from the learnings our own Action Circle has made during this work. We thought we would share them with you as you embark on your own journey!

This toolkit was developed based on the content of the Fair Share's Action Circle's Agenda for Change, published in October 2020.

Toolkit Content Development:

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BUILD YOUR OWN DEFINITION OF FEMINIST LEADERSHIP

WHAT: Framing the conversation

WHY: There is not one answer or definition of feminist leadership

HOW: Either by yourself or with your colleagues

The Feminist Leadership Project and the Action Circle's discussions and work have shown that there is no one-size-fits-all definition of feminist leadership, and that different definitions of what it is - and can be - contribute to strengthening the framing of this concept and practice.

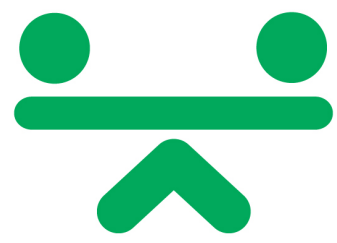
But while the perfect definition isn't a goal in itself, framing the conversation around feminist leadership in a way that is relevant and authentic of a person or a group's lived experiences is the crucial first step in being able to collectively address what feminist leadership could change, and how.

LENGTH: the total time needed for this worksheet is an hour.



Action Circle tips:

Focus on important key principles and values rather than trying to nail down the ultimate definition word for word. Feminist leadership is a journey and you will most likely adapt and develop your own understanding several times along the way. You can also start by thinking about what you want to do differently to define your guiding principles and values for feminist leadership.



Activity 1: The Definition Wall

Brainstorming activity

What you need:

- a white board, flip chart, or anything you can write on
- colorful crayons or markers

Activity length:

- As long as you need! Give yourself a minimum of 30 minutes to be able to get the most out of this activity.

Outcomes:

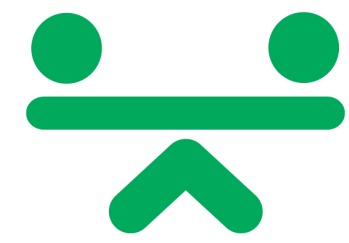
You will identify one (or several!) starting point definition(s) of feminist leadership, that you can bring into conversations and spaces, trusting it reflects your own beliefs & experiences.



Guiding questions:

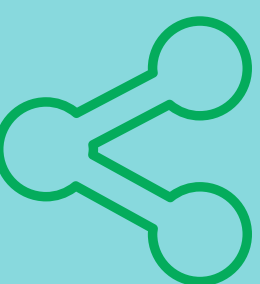
Add your own questions:

- What is your definition of feminist leadership? What words and values come to mind? How would you define it to folks who don't know what it means?
- Why is feminism important to leadership (and vice versa) in our sector? We want to hear specifically about power, privilege, identity and programming. Why is feminism important to the leadership we need for the sector to be impactful?
- Can you give us an example of what feminist leadership looks like for you on a day-to-day basis? What does feminist leadership looks like in the office, in management, in the small day-to-day elements of our work? What does it NOT look like?
- What have been the biggest challenges you have faced when trying to mainstream feminist leadership in your own sector? What pushbacks, challenges and problems have you faced?
- What have been some positive results? What do they look like? Can you share some concrete examples?

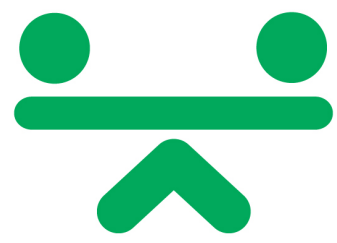


RESULTS

My/Our definition(s) of feminist leadership:



We'd love to hear what came out of this exercise! If you feel comfortable doing so, please share a picture/scan of this results page with actioncircle@fairsharewl.org.



Examples of FEMINIST LEADERSHIP definitions from the Feminist Leadership Project

"I define feminist leadership as a process of transforming ourselves, our communities, and the larger world, to embrace a feminist vision of social justice. It's the process of working to make the feminist vision of a non-violent, non-discriminatory world, a reality (...) It's about mobilizing others around this vision of change".



Srilatha Batliwala

"I would say that it involves challenging the deep rooted notions of singular leadership we most often grow up with (...) It involves reinforcing and re-claiming collective leadership and making it the norm rather than the exception in our organizations".



Lysa John

"Feminist leadership for me is the process that can address the challenges imposed to women by the patriarchal model where we are in our societies. I mean domination, I mean control, I mean competitiveness, I mean all the issues of power. We need feminist leadership to address that".

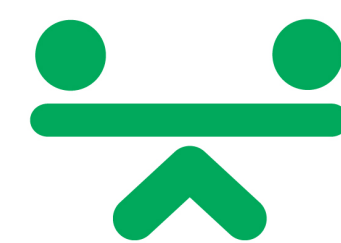


Cécile Ndjebet

"Most models of leadership are deeply patriarchal, so feminist leadership has to be (...) transformational leadership, leadership with, rather than leadership over. Leadership that fights to create space for others to lead, especially those denied that space by patriarchy"



John Coonrod



CREATE YOUR OWN ACTION CIRCLE

WHAT: Create a diverse group that can work together to develop concrete ideas and actions to push the feminist leadership agenda within a team and/or institution

WHY: The Action Circle is one of many frames through which to organise to create safe spaces where feminist leadership can be envisioned in safe and impactful ways

HOW: We recommend four as a minimum, but try anything that makes sense in your context

The FAIR SHARE Action Circle is a group of six feminist leaders from diverse backgrounds, nationalities and ages and with strong competencies in women's rights, movement building and advocacy. Our Action Circle has shown us the power of collective decision-making, and how to use and share power and expertise within a shared and safe space in which all are valued.

We believe that by creating your own Action Circle, you can start a journey of learning and enable change within your organization to promote feminist leadership and encourage culture shift and transformation.



Action Circle tips:

Aim to bring together some people who you trust but who will challenge you. Some of our most intense discussions were really uncomfortable as we discussed our own privileges, different experiences and how we have done harm individually. These were defining moments that brought us closer together as a group and our understanding of the complexities we are confronted with as individuals.



Activity 1: Invite others to join you

Organize an opportunity for all to discuss how this Action Circle could be created, and for what purpose. Here are your priorities:

- make it a safe space
- make it an inclusive space
- share the lead, and invest in collective decision-making from day one



Guiding questions:

- who is represented in the circle. Who isn't?
- does everyone participating feel safe and respected?
- is decision-making power and leadership shared?



Activity 2: Build your TORs and internal rules

Brainstorming and writing

This collective journey you embark on has to be rooted in strong values, have a strong focus and clear objectives, and also be framed by rules everyone agrees to.



Action Circle tips:

We agreed to not share any quotes or comments from our Action Circle meetings on social media. This allowed everyone to feel like they could talk freely.

Some documents to develop can be: terms of references for the Action Circle, values statement, vision and mission statement, Action Circle rules (written or oral).

Whatever you choose to do, accountability is key. Make sure Action Circle members have a way of addressing conflicts and issues throughout the process.



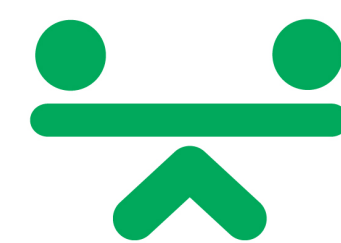
Activity 3: Use the Agenda for Change to build your own journey of reflection and action

Brainstorming and writing

Creativity has no boundaries!

Your Action Circle can host discussions, build tools or focus on making formal demands. Let us know if you come up with any other ideas!

There is no right way to manage and organize a feminist Action Circle. If you need a starting point, our Fair Share Action Circle Agenda for Change will help you get started!



LEARN ABOUT AND DISCUSS FAIRSHARE'S AGENDA FOR CHANGE

WHAT: Exploring FairShare's Agenda for Change

WHY: It is a living agenda! You discussing and contributing to it will help us collectively advance the conversation in our sector

HOW: Either by yourself or with your colleagues

What could a journey towards feminist leadership look like?

The approach laid out in the Agenda for Change is one of many approaches to discussing feminist leadership at a practical level. Created by the members of the Fair Share Action Circle, this approach requires reflection, learning and persistence at the individual and collective levels.

Ultimately, every person and organisation will have to define and develop a process based on their context, needs and goals. We hope this Agenda can act as a starting point for you and your colleagues.

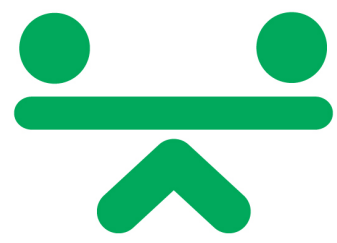
In this Worksheet, you are invited to read through the Agenda and add your contributions to it, making it a live tool you can envision using.

LENGTH: the total time needed for this worksheet is 2 hours.



Action Circle tips:

Try to dig deep and give yourself time to digest – individually and as a group. These are big questions that will sometimes lead to uncomfortable answers. We see them as the starting point to discover the need for change and some of the first ideas how to get there. We hope our questions inspire many more questions!

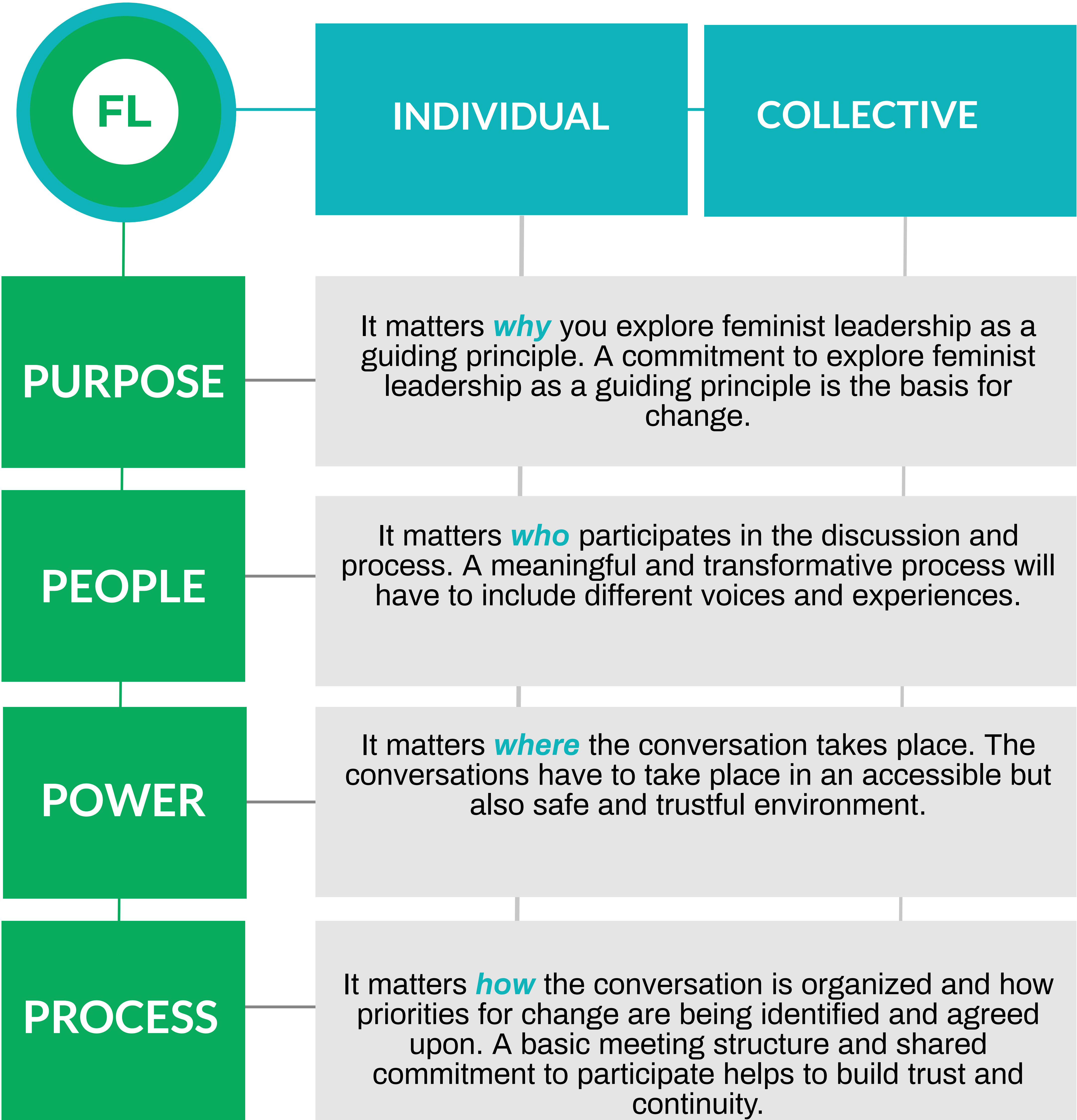


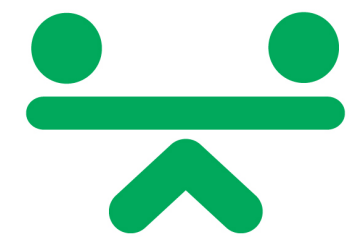
Activity 1: Discover the Agenda for Change

Reading and discussion

This is the Fair Share Action Circle's Agenda for Change. Take 15 minutes to go through this and discuss first impressions and thoughts.

THE AGENDA FOR CHANGE:
Purpose, People, Power, Process





Activity 2: The Questions' mapping exercise

Brainstorming and writing

What you need:

- A pen, pencil, and marker
- A few pieces of paper or a notebook

Activity length: 30 minutes

Outcomes:

Familiarize yourself with the guiding questions and most importantly, identify additional ones that are relevant to you, your experiences, and your context.

The Agenda for change is organized around two levels: the individual, and the collective.

The Individual

The *Individual* level is about exploring your own privilege, power, bias, and attitudes, but also to frame your personal understanding of feminist leadership and why (and how) you can commit to bringing those values into your everyday life, at work and beyond.



Action Circle tips:
Go through these questions with a friend or colleague you trust. Share your answers and explore them with each other!

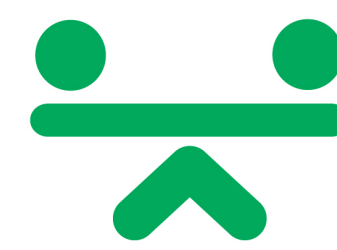
The Collective

The *Collective* level is about finding trust between a group of people to explore these important questions and issues together. It will lead you to understanding how a feminist leadership transformation could radically change your organization, team, workplace.



Action Circle tips:
These conversations take time, and require safe spaces in which all can contribute. Make sure you take the time to set up the tone, pace, and space for them in a way that can support the process.

In the next two pages, explore our questions and add your own!



PART ONE: INDIVIDUAL

Individual

| Purpose Why? | People Who? | Power Where? | Process How? |
|---|--|--|---|
| Why do I want to reflect on my understanding of leadership? | Who do I want to be as a leader? | Where does my voice count? In which spaces and settings is it undervalued? | How do my values drive the processes I design or am part of? |
| Why am I in the position I currently hold? | What values do I stand for? | Where do I go with concerns, questions or needs for advice? | How do I inspire, lift, support and empower others? |
| Why do I look at feminist leadership as a guiding approach? | Who do I accept, recognise and value as a leader? | Where do I feel safe, recognised and valued? Where do I not? | How do I show up as an ally to others in institutional processes? |
| Why do I want my organisation to change? | What limits my understanding of forms of leadership; what experiences have made it richer? | Where do I have the power to influence decisions? Where do I not? | How do I choose team members, partners or coalitions? |
| Why am I uncomfortable (or comfortable) with the existing status quo? | Who is on my team and who might be missing? | Where do I hold power over others, and how do I use it? | How am I accountable for my actions? |
| | Who should be there? | Where do I benefit from my privileges? Where do I face discrimination? | |
| | Who is holding me accountable to values and best practices? | | |

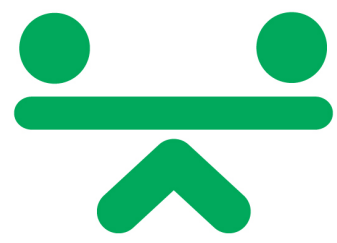
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PART TWO: COLLECTIVE

Collective

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RESULTS

My/Our Additional Questions:

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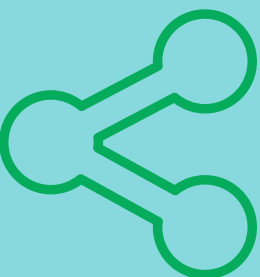
COLLECTIVE LEVEL

PURPOSE

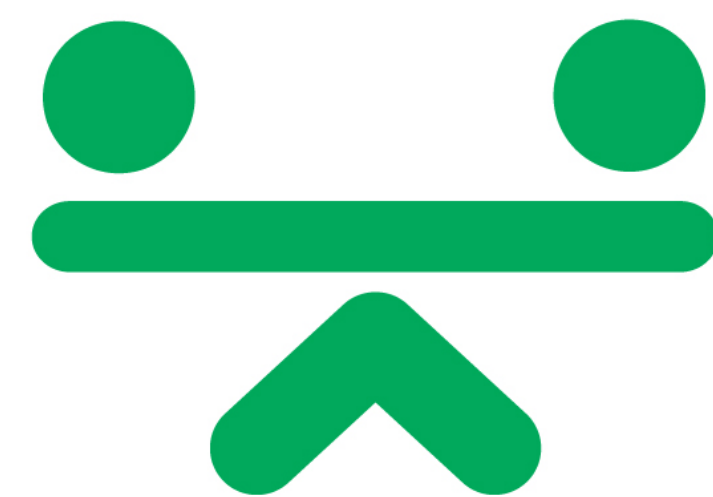
PEOPLE

POWER

POWER



We'd love to hear what came out of this exercise! If you feel comfortable doing so, please share a picture/scan of this results page with actioncircle@fairsharewl.org



We hope
you enjoyed
being part of
this journey.

CONTACT US!

*We'd love to hear how this work went and what results it yielded. We are also eager to receive any feedback you may have on the Agenda for Change and this toolkit.
Email actioncircle@fairsharewl.org.*