



**Present**

**Members:** Councillor Peacock (Chair)  
Aldermen Knight-McQuillan (Vice Chair), S McKillop  
Councillors Chivers, McGurk

**Officers:** Director of Corporate Services, Democratic and Central Services Manager

| <b>Agenda No.</b> |   | <b>ACTION</b>   |
|-------------------|---|---|
| <b>1.</b>         | <b>Apologies</b>  |   |
|                   | Councillor C McShane  | Note  |
| <b>2.</b>         | <b>Presentation</b>   |   |
|                   | Alderman Knight McQuillan presented 'Challenges for the 21st Century Women in Leadership' which she had been part of her completion of ILM Level 7 Leadership and Management.<br>Members thanked Alderman Knight-McQuillan for her presentation and the issues raised within.<br>The WG agreed that it would be beneficial for all Elected Members to receive a copy of the presentation. The presentation is appended for Members' information.<br>The WG also asked for ODHR to provide figures on gender representation in Causeway Coast and Glens Borough Council, broken down by Tier/occupation if possible. | Circulate presentation to all Elected Members<br>DCSM<br><br>ODHR |
| <b>3.</b>         | <b>Date of next meeting</b>   |   |
|                   | Date to be confirmed.<br>Members agreed that they would be flexible in terms of dates and were open to holding a WG meeting on the same evening as another meeting or event if required.  | DCSM  |

**This being all the business the meeting closed at 7.53pm.**





# Challenges for the 21<sup>st</sup> Century Women in Leadership

Cllr. Michelle Knight-McQuillan

June 2021

Considering the challenges in the differing roles

**“It may be the cock that crows, but it’s the hen that lays the egg”**

(Margaret Thatcher 1987)

# Aim of this presentation

- ❖ To identify the challenges for female leaders.
- ❖ To identify why some roles are deemed acceptable for women and others more of a challenge.
- ❖ To recommend how we as elected representatives can really influence and empower other women in the 21st Century?

# Demographics - Roles Seen Traditionally as Men's Work or Women's Work based on gender

❖ Childcare

❖ Schools

❖ Community

❖ Youth

❖ Nursing/Caring

❖ Administration

❖ Building

❖ Engineering

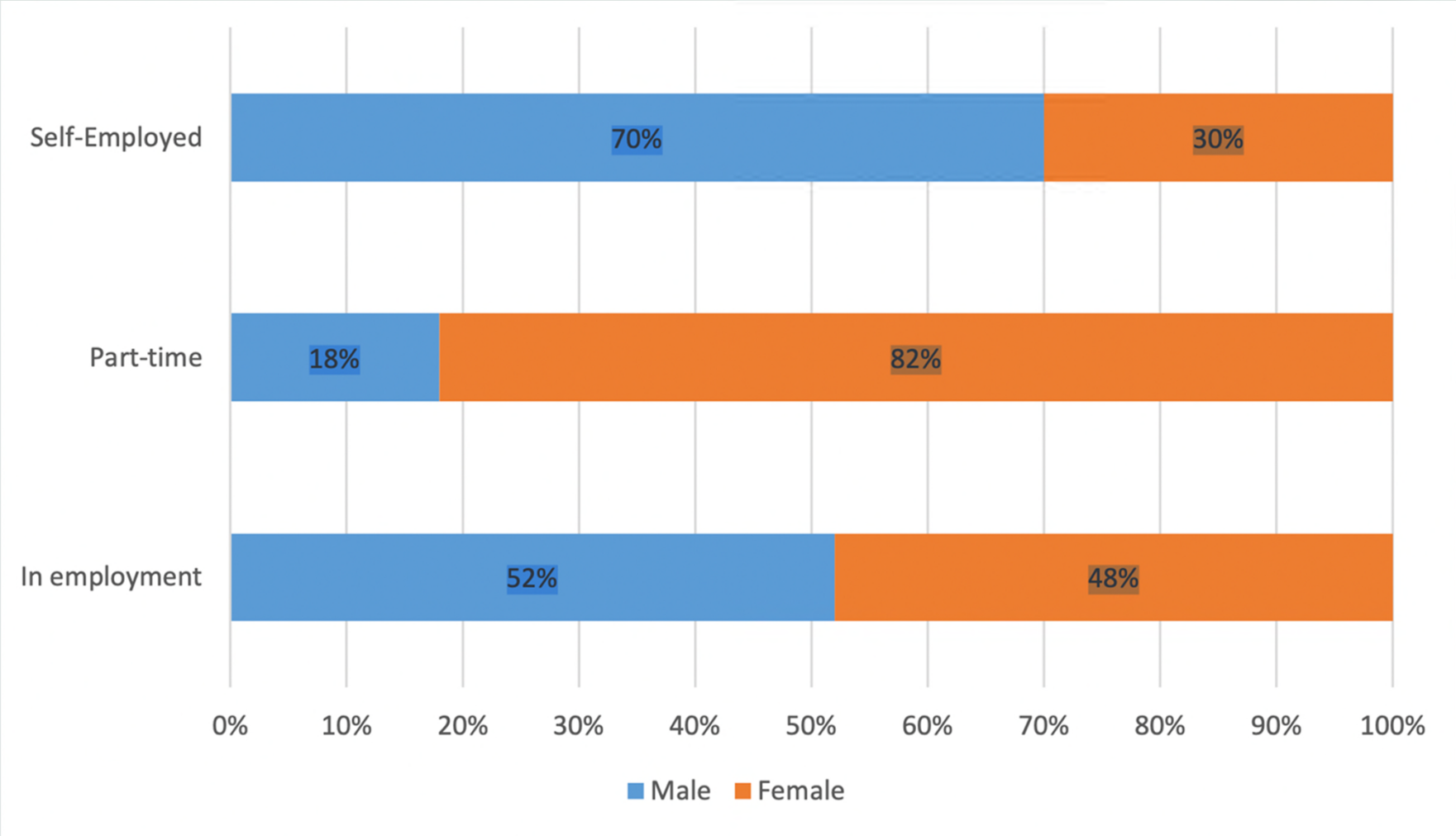
❖ Self Employed

❖ Policing

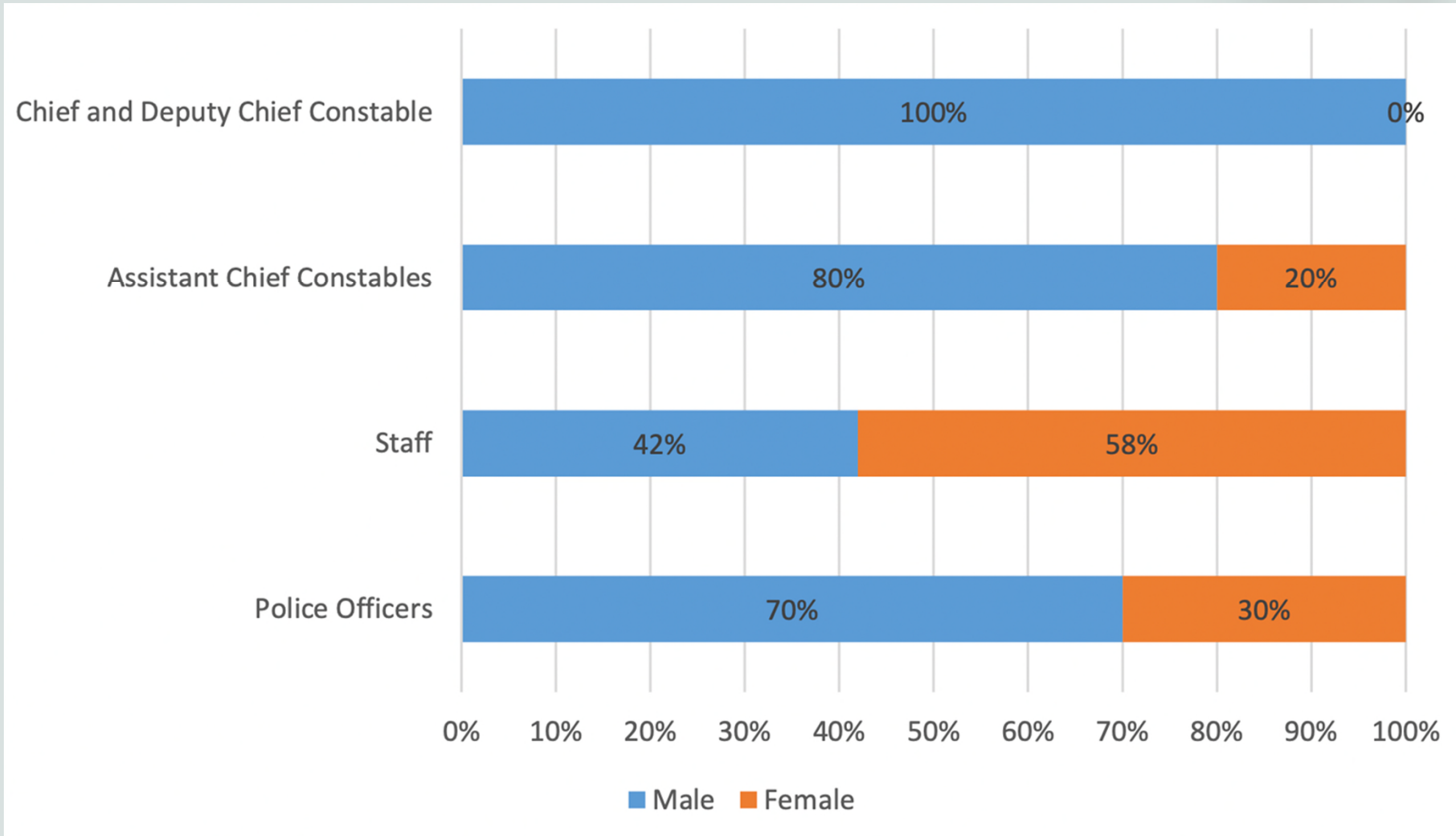
❖ Courts

❖ Civil Service

# Employment in General

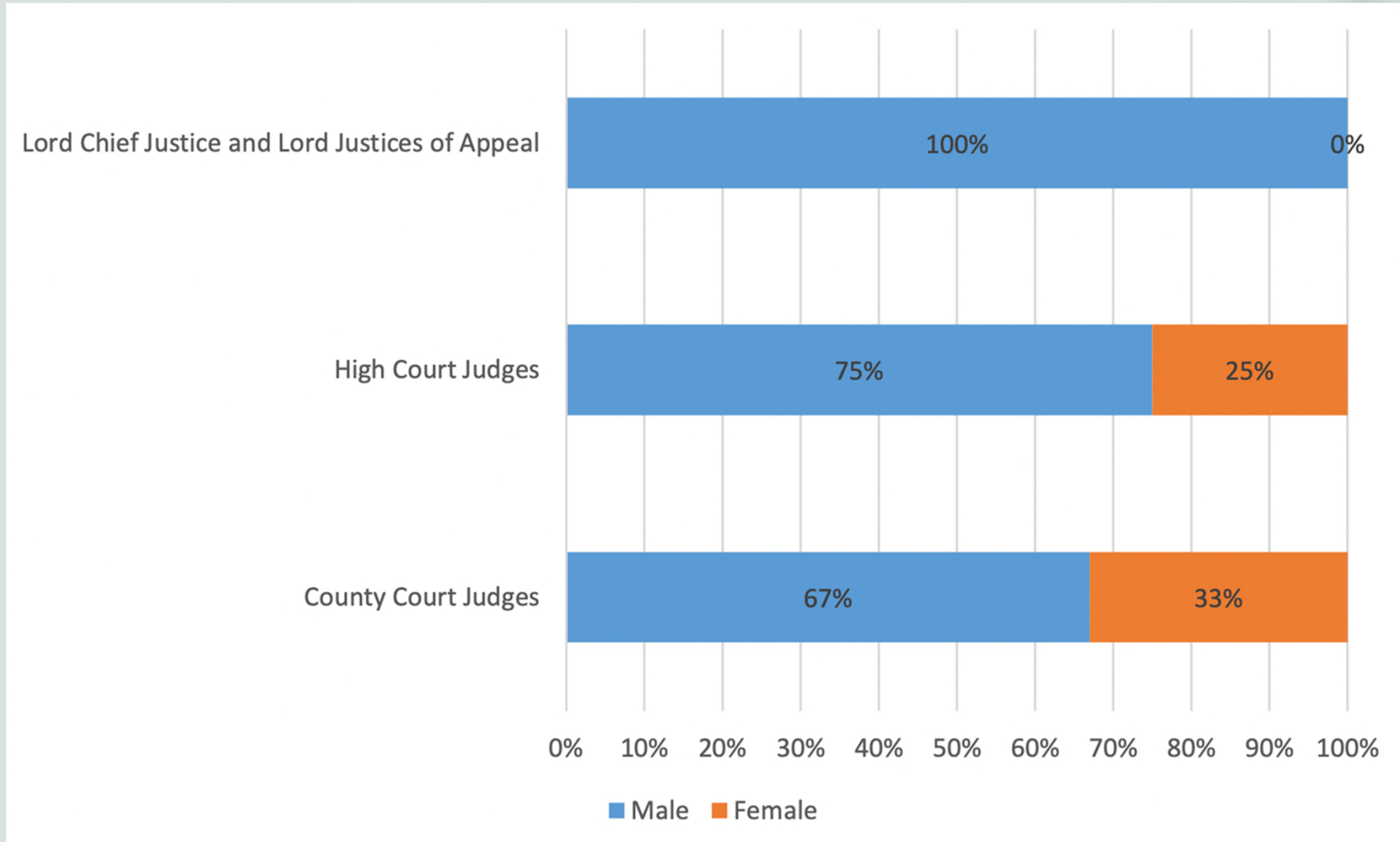


# Policing in Northern Ireland



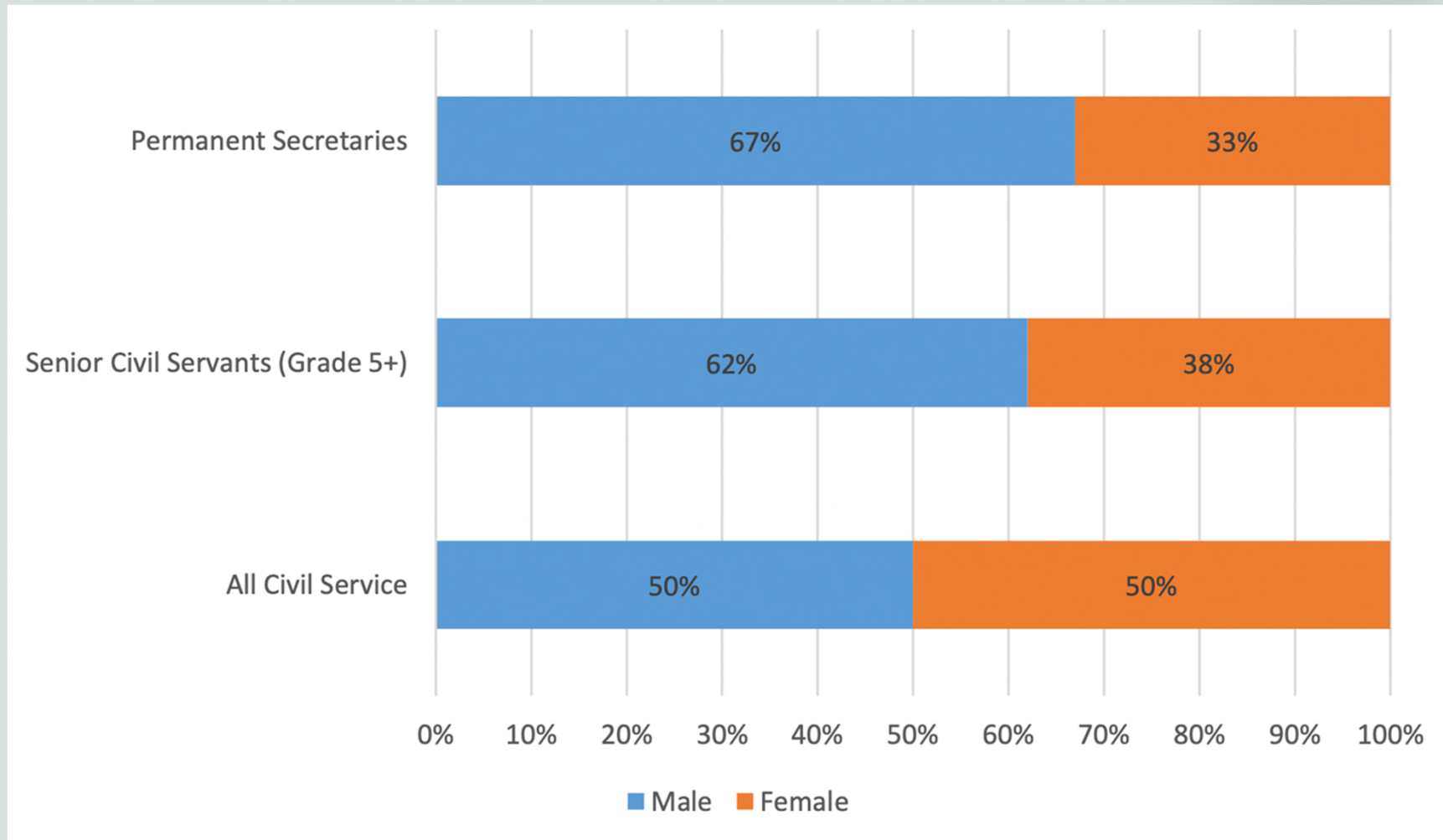


# Courts

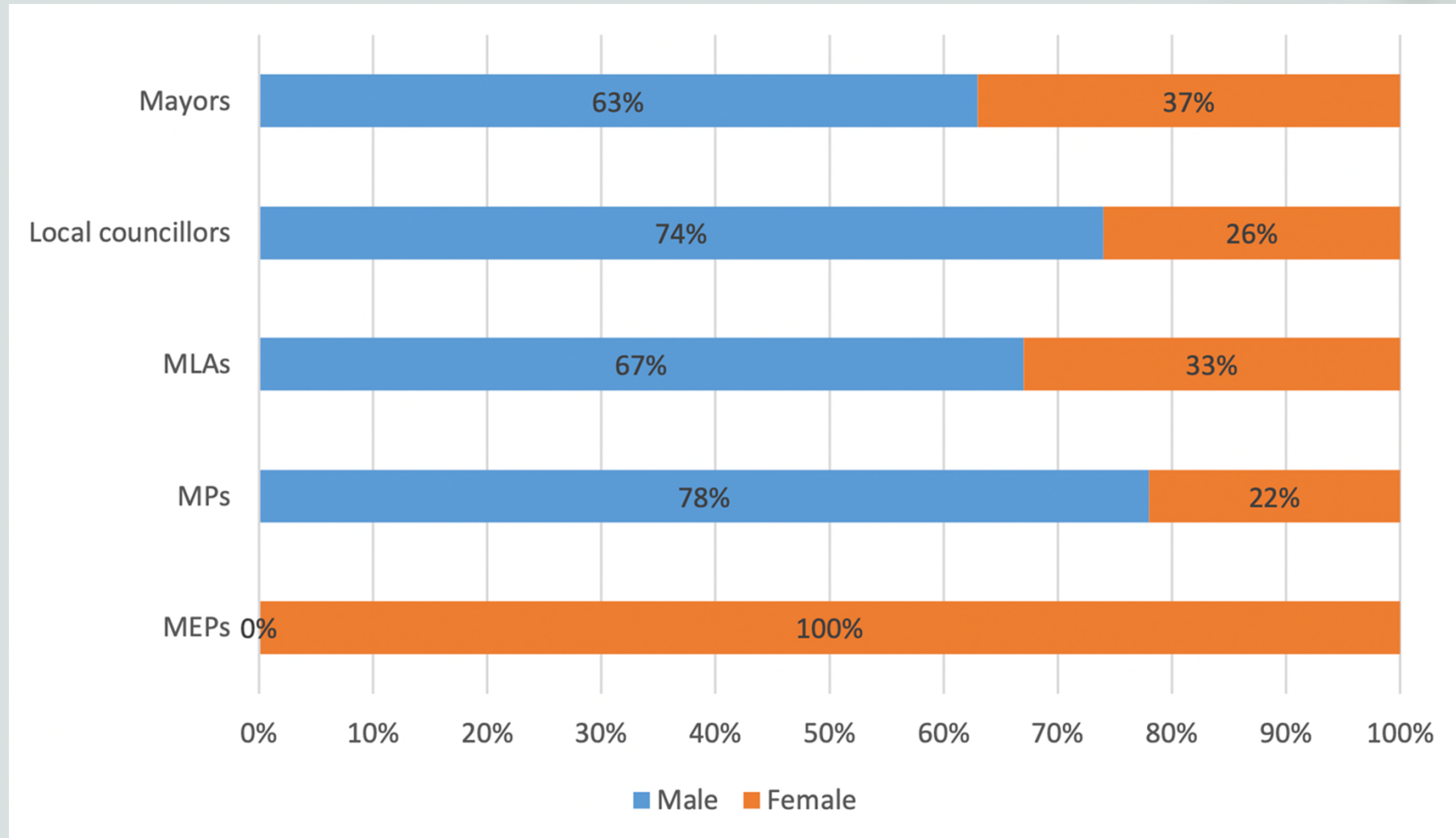




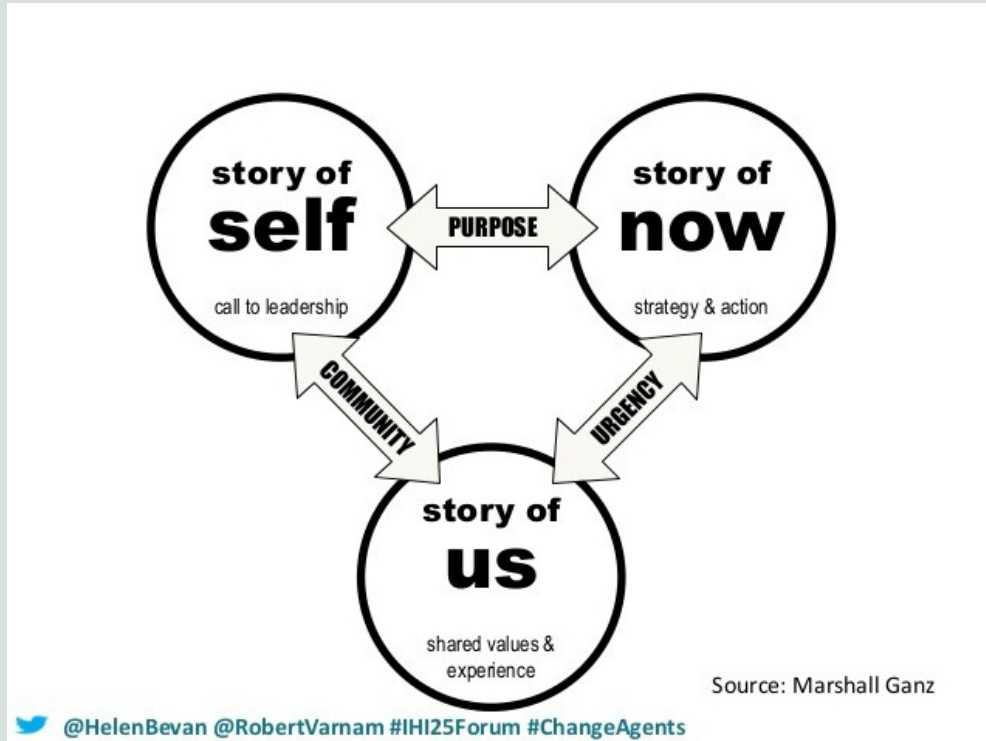
# Civil Service



# Local Government



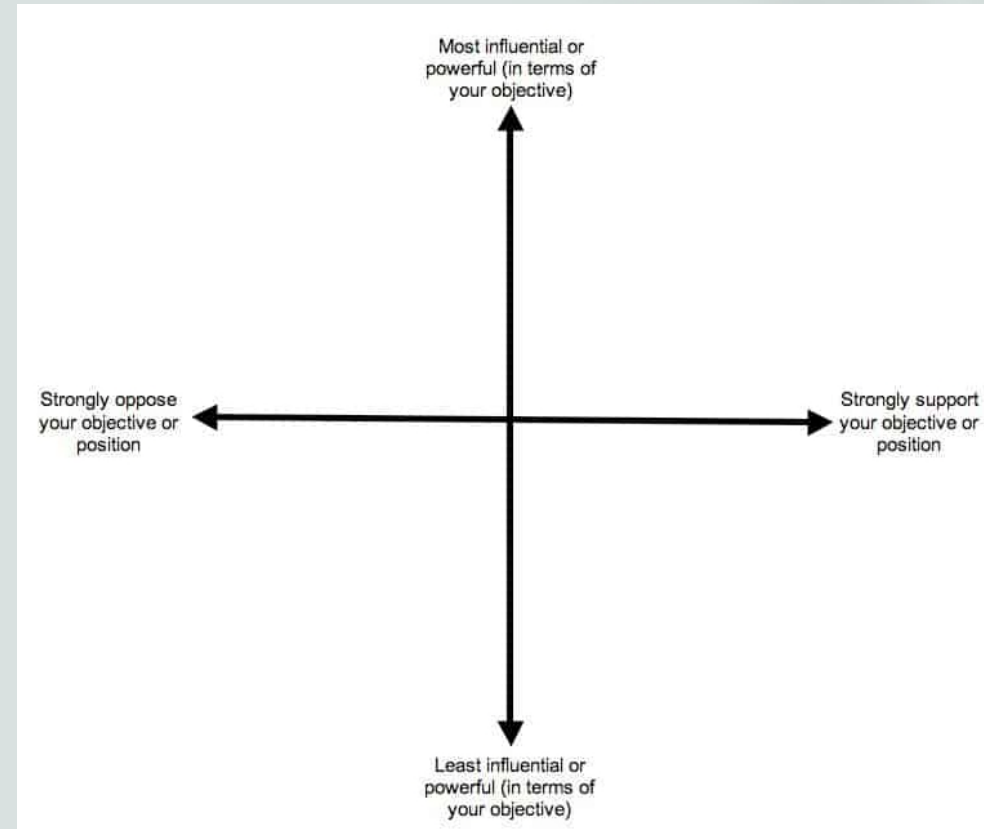
# LEADERSHIP Story of Self (Marshall Ganz)



**SELF:** Learn a new way to think about leadership that focuses on understanding your story,  
**US:** your relationship to others  
**NOW:** Why now is the time to act.

## Power Mapping

Who has the power?  
Who can influence?



# GENDER REPRESENTATION IN LOCAL EDUCATION FOR BT51

| <b>FACILITY &amp; LEADERSHIP</b>  | <b>NURSARY<br/>(Leader)</b> | <b>PRIMARY<br/>(Principal)</b> | <b>POST PRIMARY<br/>(Principal)</b> | <b>FURTHER EDUCATION COLLEGE<br/>(Chief Exec)</b> | <b>UNIVERSITY<br/>(Vice Chancellor or Chief Exec)</b>         |
|-----------------------------------|-----------------------------|--------------------------------|-------------------------------------|---|---|
| <b>Distance -</b>                 | <b>10 mile radius</b>       | <b>10 mile radius</b>          | <b>10 mile radius</b>               | <b>6 in Northern Ireland</b>                      | <b>5 in NI<br/>(3 Universities and 2 University Colleges)</b> |
| <b>Total number of facilities</b> | 20                          | 37                             | 8                                   | 6   | 5   |
| <b>Male</b>                       | 0                           | 13                             | 4                                   | 4   | <b>5</b>  |
|                                   | 0%                          | 35%                            | 50%                                 | 75%   | <b>100%</b>   |
| <b>Female</b>                     | <b>20</b>                   | 24                             | 4                                   | 2   | 0   |

# Context

- ❖ Female roles relating to children and young people
- ❖ Female roles relating to organisational and preparational duties
- ❖ Female roles relating to housekeeping and caring roles
- ? What is holding most of us back?
  
- ? How does an awareness of dignity influence our ability to lead people so that they recognize their own value and worth as well as the dignity of others? *(Donna Hicks Leading with Dignity 2018)*
- ? Why are we still here, so far behind, in the 21<sup>st</sup> Century?

# Cont'

- Leadership styles commonly associated with women
  - Emotional Intelligence – Jacinta Ardern
- Do female leaders have a different style to male leaders?
  - Authoritative, Affiliative, Democratic, Pace-setting, Coaching, Authentic?
- Why is this, and what makes it so?
  - Are we (women) on the balcony or on the dance floor (Heifetz model)
- And what causes female leaders to start to mimic male leaders?
  - Example of this is the downfall of Margaret Thatcher. Do you have to behave like men to survive among men?

# Critical assessment

- ❖ Adaptive leadership - you need to be able to stand on the balcony and be on the dance floor and to listen to different perspectives and to work collaboratively with people, Heifetz
- ❖ Emotional intelligence
- ❖ Inspirational leadership
- ❖ Self awareness as a leader.
- ❖ Authentic
- ❖ Values Mode – where are you, Settler, Prospector or Pioneer?



# Evaluation

## **What are the Leadership behaviours required by councillors?**

- ❖ More effective working relationship with communities
- ❖ Meeting localised needs
- ❖ Self Awareness – seeing ourselves as human beings
- ❖ We don't need to be heroes to tackle wicked problems of today

## **? How can the council empower local communities and be accountable to local communities if it is not reflective of the balance of local communities?**

- ❖ Leadership is the activity of a citizen of any walk of life mobilizing people to do something (Heifetz 1994)
- ❖ Leadership is a process where an individual influences a group of individuals to achieve a common goal (source: Northouse Peter G. Leadership Theory and Practice 5<sup>th</sup> Edition)

# Reference:

- *21<sup>st</sup> Century Councillor (University of Birmingham 2016)*
- *Wicked Problems – Leadership: A Very Short guide (Keith Grint 2005)*
- *Leading with Dignity - Donna Hicks 2018*
- *Story of Self – Marshall Ganz*
- *Power Mapping – ILM course materials 2018*
- *Cynefin Framework – Dave Snowden 1999*
- *Emotional Intelligence – ILM course materials 2018*
- *Values Modes - ILM course materials 2018*