



Our Voices

FALL 2008 VOL. 1 ISSUE 3

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FEMINIST TRANSFORMATIVE LEADERSHIP

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PATRICIA PARDO AND JULIE KEARNS recently offered a workshop for leaders with the Women's Resource Centre titled "Feminist Transformative Leadership Development." Currently, the world is experiencing a leadership deficit crisis, and much is written about the need for leadership development and finding the "best" leadership models. Google "leadership" and you will get 185,000,000 links!

In the Western world, leadership has been shaped by a masculine, hierarchical belief system that values independence, competition, distance, autonomy and power. This leadership model was effective in industrial society, but in the knowledge era, new models are needed, and recent literature has begun to focus on the benefits of transformative leadership.

Kouzes & Posner define leadership as "the art of mobilizing others to want to struggle for shared aspirations." That is what

leaders do, but how leaders lead is key. Transformative

remembering that they manage people and not things. Women also communicate in specific ways. In conversations, "women seek understanding; they want to support a conversation and use it to connect with another individual" (Hegleson).



leaders emphasize empowerment, not control, and they focus on the relationship between leader and follower.

Transformative leadership is inherently "feminine" in its orientation, and Sally Hegleson's (1990) pioneering research on women's leadership noted how women leaders mobilize others by sharing power and information, enhancing people's self worth, and getting others excited about their work, thereby transforming people's self-interest into organizational goals. Women leaders experience satisfaction in their work by helping others achieve success through support and validation by

They listen to gather information and to make others feel valued.

How power is used is the key to understanding transformative leadership. Power-over is associated with traditional models of leadership. Power-with is the defining feature of transformative leadership, and it is about maximizing our own potential or positive power while building others. A feminist perspective goes further by seeking to eliminate oppressive practices toward women and other marginalized groups, and replace them with relationships of equality. Feminist transformative leadership is about power, and changing the unequal distribution of power in society. It is both a process and the result of a process. In essence, feminist transformative leaders transform and empower others through

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MESSAGE FROM THE WOMEN'S RESOURCE CENTRE

This *Our Voices* issue profiles Mentorship and Leadership at the WRC. Definitions of leadership abound and yet you only have to drop by the WRC to see examples of transformational female leadership where women—whether volunteers, staff or users of the centre—demonstrate their passion to motivate others to realize our common vision of gender equality and healthy community through capacity building, peer support and mentorship.

Despite the barriers women continue to face globally in their ability to access leadership positions across all sectors and industries—in the public sphere as well as their own communities and families—we are finding ways to demonstrate our leadership abilities and to support other women in realizing their leadership potential. At the WRC, we are excited to showcase three amazing women leaders this Fall 2008. Kerrie Moore, recipient of our *2008 Distinguished Alumna Award*; Anna Zadunayski, recipient of our *2008 Distinguished Student Award*; and Amanda Calkins, dedicated volunteer and recipient of the *2008 Sheila O'Brien Award for Excellence in Women's Leadership*. Each has overcome incredible challenges and used these experiences as an opportunity to demonstrate inspirational leadership. They come from distinct backgrounds and yet their stories weave common threads of wisdom, resilience and compassion that serve to empower each of us to believe in ourselves.

If women are to continue to increase their leadership opportunities, then mentorship is essential. The WRC *Women Guiding Women* program pairs female students in the last phase of their studies with women leaders in the community in mentoring relationships and supportive networking circles. With our program doubling in size from 2007, this year's participants are passionate about creating positive social change and are working together to develop future women leaders. Participant testimonials speak to the power of women supporting women across generations, cultures, and industries.

We encourage all women to find supportive networks of women, to seek out a mentor or mentor another woman, and to develop leadership skills. Our own experiences at the WRC teach us that leadership comes in many forms and can be found in the most unexpected places. We are all leaders in some form or capacity and we need to focus on encouraging women's leadership potential, so start with yourself and the women in your life.

Stephanie Garrett
Stephanie Garrett
Executive Director



The Feminist Transformative Leadership Training for volunteer team leaders on August 19



influence and collaboration, and it can be practiced and learned by both men and women. Our world will be a better place under their leadership.

The Feminist Transformative Leadership Development for the Peer Support Program is funded by The Calgary Foundation.

RECOMMENDED READING:

Women's Ways of Knowing: The Development of Self, Voice, and Mind by Belenky, M.F., Clinchy, B.M., Goldberger, N.R., & Tarule, J.M. (1997).

Through the Labyrinth by Alice H. Eagly and Linda L. Carli (2007)

In a Different Voice: Psychological Theory and Women's Development by Carol Gilligan (1982).

The Female Advantage: Women's Ways of Leadership by Sally Hegelson, (1995).

The Web of Inclusion by Sally Hegelson (1995).

Women and Leadership: The State of Play and Strategies for Change, by Barbara Kellerman and Deborah L. Rhode (2007)

Women and Leadership: Transforming Visions and Diverse Voices by Jean Lau Chin, Bernice Lott, Joy Rice, and Janis Sanchez-Hucles (2007)

Finding Our Way: Leadership for an Uncertain Time by Margaret J. Wheatley (2007)



WRC Awards

CELEBRATING WOMEN'S WISDOM, RESILIENCE AND COMPASSION

Distinguished Alumna

KERRIE MOORE

Kerrie Moore is a successful Integrative Psychotherapist working in private practice as a consultant, educator, spiritual advisor and trauma therapist. Kerrie specializes in holistic therapies and combines her clinical social work education with spiritual and alternative practices. She provides culturally appropriate services within the domains of Child Welfare, Education, Justice and Mental Health. Recently Kerrie developed a credit course for Indigenous Studies which she taught at the Old Sun College campus, U of C. Kerrie is respected for her knowledge, practice and protocol of Aboriginal issues and “ways of knowing”.



Kerrie is passionate about volunteerism related to women and girls' issues. She is currently an Elder with the Red Cross Elders Circle and was previously a volunteer president

of the Awo Taan Native Women's Shelter and the Elizabeth Fry Society. She has received many awards recognizing her dedication to the community. For the past six years Kerrie has been the volunteer spiritual and personal advisor for the students at the Native Center, University of Calgary.

At the age of forty-nine Kerrie chose to pursue a University education and graduated from the Faculty of Social Work, U of C with her Bachelor of Social Work and Master of Social Work. Kerrie was respected for her dedication and leadership by other students and professors and in 2003 received the Recognition of Excellence for Student Leadership from the Faculty of Social Work and a Laurence Decore Award for Student Leadership. In 2004 Kerrie received a “Person's Case Scholarship” for her contributions to the advancement of Aboriginal women.

Kerrie has faced both personal and professional challenges because of her integrative healing style as well as her Métis identity. However, Kerrie's unique skills, wisdom and healing qualities and blending together of many world views have helped her to “move beyond the barriers of disconnection” and create a bridge between two worlds. Kerrie has many role models and a supportive family who has helped her keep an open heart and find balance within all aspects of her life.

Distinguished Student

ANNA ZADUNAYSKI

Anna Zadunayski, BA (Victoria '98), LLB (Calgary '02), is a Calgary-based litigation and research lawyer and writer who has been a member of the Law Society of Alberta since 2003. She is presently a Research Associate in the University of Calgary, Office of Medical Bioethics and is a Faculty of Medicine preceptor in the areas of medical law and ethics. Anna is Editor of the Alberta Medico-Legal Reporter, published by Education Law Info-Source, Ltd., and has contributed to numerous peer-reviewed publications and conference presentations in health law and ethics.

Anna is presently completing her MSc (Health Research) in the Department of Community Health Sciences, with a focus on new modalities of newborn drug-metabolite screening, from a maternal health perspective.

Her research interests include informed consent in medical decision-making and maternal and child health. Anna is a member of the Canadian Bioethics Society, and the Provincial Health Ethics Network. She is an active member of the Foothills Medical Centre and Alberta Children's Hospital Ethics Committees, and has prepared ethics materials for the Regional Clinical Ethics Service. Anna is greatly rewarded by her role as a Volunteer Birth Companion within the Calgary Health Region, and aspires to a clinical career working with women and families who have experienced previous loss. Anna is excited about the marriage of careers in law and medicine, and believes that her background in law and ethics will add great value to a clinical career in women's health.

Anna is passionate about her family and enjoys spending quality time with her husband Mike Mitchell, and their daughters Emma and Avery. Anna can often be found hiking in Kananaskis Country with her family, running along the paths in scenic west Calgary, and volunteering in support of the Calgary French & International School. Anna believes that times of tragedy can offer opportunities for tremendous personal growth and, while she has much to be thankful for, Anna is grateful for the support of her personal network of strong and inspiring women.



The WRC Awards Ceremony was held on October 22 at the MacEwan Hall Ballroom, University of Calgary. The ceremony is supported by the University of Calgary Alumni Association and the Student's Union.



THE SHEILA O'BRIEN AWARD FOR EXCELLENCE IN WOMEN'S LEADERSHIP 2008

Amanda Caulkins

Amanda Calkins has volunteered at the WRC since September 2007 when she enrolled in the Women's Studies degree program at the U of C. She's one of the most familiar faces at the WRC, has made many friends through her volunteering, as well as contributed to a strong sense of community within the Centre.

Amanda volunteers with the Peer Support program and has worked on projects including: organizing the Women's Resource Library, compiling a resource binder, and initiating and facilitating a weekly knitting circle that has become one of the most popular events at the WRC. Amanda loves the opportunity to engage in activism and is often a catalyst for interesting and informative discussions on a variety of women's issues.

In her spare time, Amanda enjoys spending time outside, reading, and hanging out with her cats. She is passionate about working with "at-risk youth" in the Calgary community and has made a positive impact on the lives of countless youth and women. After she finishing her Women's Studies degree, Amanda plans to complete a Masters degree in Social Work. She hopes to work with youth and women who have experienced trauma and abuse.

Amanda was chosen by her peers as the 2008 recipient of the Sheila O'Brien Award for Excellence in Women's Leadership because of her consistent demonstration of the core values of the WRC: kindness, wisdom, resilience and compassion. Her picture and story will be showcased along with past WRC Award recipients on the WRC *Women's Wall of Wisdom*.



Thank you, Amanda, for your dedication to promoting equality and building community! We congratulate you!



I support the Women's Resource Centre.

Name: _____

Address: _____

Phone Number: _____

Email Address: _____

- I would like to volunteer.
- I would like to be notified of events & information.
- I would like to have a copy of the WRC newsletter.
- I would like to donate to the WRC

There are several ways to donate to the Women's Resource Centre including online donations by credit card. We also accept donations by cash, cheques, and new books for our growing Women's Resource Library. A tax creditable receipt is provided with each monetary donation.

Enclosed is my donation of:

- \$50 \$75 \$100 \$ _____

Send donations to:

Women's Resource Centre, MH318, 2500 University Drive NW, Calgary, Alberta, T2N 1N4

Online Donation: www.ucalgary.ca/giving

How can you support the WRC?

BY VOLUNTEERING

Volunteers are the heart and soul of the WRC. All of our programs are led by volunteers representing different sectors of the community campus including students, staff, faculty and members of the Calgary community. The WRC team works to facilitate the projects, ideas and creative initiatives of our volunteers and the centre is defined by and for the women who volunteer with us and enjoy our space. Volunteering is an excellent way to take advantage of our beautiful space, interact with women from diverse backgrounds, and learn through dialogue and research.

THROUGH SPONSORSHIP

Sponsorship is an excellent way to see tangible growth and success at the WRC. Our yearly outcome-based assessments include important consultations with the users of the centre as well as key community stakeholders. When you support our centre you will receive a yearly package highlighting our activities, challenges and successes as well as newsletters describing upcoming events and including feature articles.

GET INVOLVED! If you are interested in becoming a volunteer, mentor or a sponsor, drop by our centre, visit our website at www.ucalgary.ca/women, call us at 403-220-8551 or email us at women@ucalgary.ca

