

Strategic Leadership Approach for Leading Women: Moving From Traditional Political Stereotypes to Strategic Political Leadership

Sabah Naas Shanafah, Mohamed Aziz Abdel-Hassan
University of Baghdad, Baghdad, Iraq

The history of women's global struggle for equality and justice in society and the deepening of women's participation in the political decision-making process and access to senior leadership positions, despite the success of women leaders at the international level, such as Ms. Indira Gandhi in India, Mrs. Margaret Thatcher in Britain, and Angela Merkel in Germany. However, the proportion of women in the top leadership positions in countries is still less than the percentage of women activists and political participants or creators in the world and women are still confined to the lower positions in the structure of the state, the severity of the conflict between males on top positions. The leading woman is a woman with a rational behavior, a strong sense of responsibility, and a firm personality to make the right decision and to make the leadership a success.

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Human history has witnessed multi-purpose struggle movements and forms for freedom and equality in society, including the struggle of women through the ages to gain freedom of decision and freedom of expression, participation in public life, and participation in political decision-making, in particular, because the political decision is one of the determinants of roles and status in society and the state. Women participate actively in all aspects of life with the support of the international community through the United Nations (UN), established in 1946—the “Status of Women Committee”.

The UN has promised that the standard of emancipation of women in a given society is the criterion for equality and justice in that society. The international community, especially women, has made clear the importance of women's participation in decision-making and leadership of the supreme political authority, and social, legal, and economic inequities.

This paper presents a study of the concept of leadership and the ability of women to provide outstanding and influential leadership models in the political life of their countries and the world at large. The research hypothesis is concerned with the analysis of the phenomenon of leadership in human societies and the ability of women to manage human society through the leadership position. Women have played a distinct role in the leadership of society and political governance. The study will present political models and other leadership in

Sabah Naas Shanafah, Ph.D., assistant professor, College of Political Science, University of Baghdad, Baghdad, Iraq; research field: international and strategic studies.

Corresponding author: Mohamed Aziz Abdel-Hassan, Ph.D., assistant professor, College of Political Science, University of Baghdad, Baghdad, Iraq; research field: international and strategic studies.

which women have pioneered roles in the process of making and making decisions at the level of senior leadership of the state and society.

Thus, the hypothesis of the research starts from the following. The political, legal, and cultural obstacles are not important in preventing women from reaching leadership positions, as the majority of experts specialized in social science and psychology emphasized.

(1) Availability of all the capabilities and skills that confirm the eligibility of women and their ability to occupy leadership positions;

(2) There is a clear change in the supportive attitude of their fathers or husbands in the case of assuming leadership positions;

(3) The rigid social and jurisprudential views and attitudes towards the work of women in leadership positions are no obstacle to women seeking these positions.

But the problem of research is based on the fact that the personal obstacles have a major impact on the disruption of women's access to leadership positions, where the experts and researchers on the subject of political sociology and psychology revealed the limited ambition of women in Arab and Islamic countries and the weakness of their desire to reach leadership positions, despite the ability to reconcile the family burdens and burdens of the current position, and despite its keenness on training and self-development.

This gap has been reflected in the participation of women in senior leadership positions.

In Saudi Arabia and the United Arab Emirates (UAE), women account for only 15% of the labor force and this percentage falls to 12% in Qatar, making it the lowest country in terms of women's participation in their labor force.

In developed countries, the percentage was similar. Women's participation in the labor force in Canada was 47%, while in the United States (US) and Britain, this low percentage of women's participation in the Arab and Islamic countries has reflected negatively on the lack of access of Arab and Islamic women to the centers of strategic political decision-making.

Access to decision-making centers is one of the most important challenges facing women in all societies. International statistics indicate a gender gap in the distribution of leadership positions. Women are far from decision-making, especially in developing countries and in Arab countries in particular.

The historical approach and the statistical approach were based on reaching the facts under study.

Concept and Leadership Phenomenon

For every meaningful human gathering, a leadership has the ability to influence all members of the group to make them want to achieve the group's goals.

The leadership was understood as an organizational phenomenon aimed at organizing roles, defining jobs and tasks for the members of society, and drawing up the legal relationship between those who ruled and ruled. Philosophers' writings were concerned with this form of leadership, as demonstrated by the theory of the "social contract" under the leadership of the masses of the people in order to organize rights and duties within the political community and to achieve security and welfare for all individuals. Dr. Ahmed Nouri Al-Nuaimi (2008) defined leadership as "a human, social, political, and historical responsibility for a certain stage aimed at directing and controlling a group" but valuable.

And successful leadership requires the strength and intelligence of the leader to collect the satisfaction of the total and convince them of the need to work to achieve a set of goals that determine the leader time and

implementers, so the leader is the influential person in the ideas and behaviors of members of the community, and measuring the leader is imperative to be available leadership and originality of thinking and personal charm and the ability to communicate with people and the recipe of honesty (transparency), as some authors pointed out that four dimensions must be available in the leadership being successful:

- (1) Support;
- (2) Interaction facilities;
- (3) Confirm the goal;
- (4) Work facilities.

Political and social studies have been interested in studying the characteristics of the leader and promising that history in some respects is the history of the movement of those individuals who make decisions on behalf of their own countries and make the changes and events. Here, we will stop focusing on the leading women.

Women in Senior Leadership Positions

The leadership centers are divided into two influential levels in the history movement. The first being the heads of state or executive governments, the second is the headquarters of international and regional international organizations.

The number of countries in the world that exceed 20,000 shows that women who hold the highest rank of the state (president, queen, prime minister, sheikh, or even the president of the Vatican) are disproportionate to the number of creative women, women politicians, or female workers compared to the leadership roles of their male counterparts.

It appears that the number of countries in which women have been elected to the post of head of state through the elections, from the beginning of the 20th century until 2016, and out of a mere 200 and only 19 are heads of state.

No Arab woman has been in this position until 2016. The first time that women were able to reach the post of president of the state in 1966 was Mrs. Vigfus F. Gadotir, president of the Republic of Iceland.

Women leaders at the internal levels of countries as executive managers have confirmed a study conducted by the Center for American Studies of Women Leaders.

The percentage of women leaders (executive managers) in projects and companies does not exceed 3% to 4%, although 50% of executive managers achieve more output than their male counterpart.

According to a study by the National Human Rights Foundation of the Commonwealth, women's chairmanship of committees is zero.

In the Iraqi parliament, the first session of the parliament in 2005 did not succeed to make a woman to reach the presidency of parliament and did not get the quota for the position of the presidency of the 15 committees of parliament, despite the presence of more than a woman with a university degree or doctorate.

It is interesting to note that in the Iraqi Ministry of the Interior, there are approximately 10,158 female officers or female officers in 2014. It is not permitted to upgrade the officer to a rank higher than the rank of captain and not to salute her and to her male counterparts to continue the inferior view of women in the man's mind.

United Nations Resolution 1325

One of the most important and pioneering steps of the global dimension is the resolution adopted by the Security Council of the UN No. 1325 of 2000, which obliges states to include women in commissions and tasks

for the resolution of armed conflicts and efforts to bring peace and reconciliation.

Paragraph 1 of the resolution read that “urging member states to ensure greater representation of women at all levels of decision-making in national, regional, and international institutions and mechanisms for the prevention and management of conflicts”.

In Paragraph 8 (b), women should be included in all mechanisms for the implementation of peace agreements, since women are the permanent victims of ongoing conflict and violence. Despite this understanding of the importance of women’s role, the UN since its inception in 1945 did not provide an opportunity for women in the position of the president of the organization or the president of the Security Council.

However, the term of election of a new secretary-general of the organization in 2016 is witnessing serious demands and efforts to support the nomination of a woman for the post of secretary-general.

The legal adviser to the UN equality organization announced on 13 August 2016 that the process of selecting the next UN secretary-general is a great opportunity to take a step towards global gender equality.

Leading Women, Decision-Making, and Strategic Political Leadership

Leadership is also understood as the drive of driving and driving the attraction. The leadership of payment means pushing the leader to his/her followers to accomplish a task or overcome a dilemma to end once this is achieved. Leadership is an attraction for the community where there is constant interaction between the leader and the community. India’s Prime Minister Indira Gandhi (1966-1977) and United Kingdom’s Prime Minister Margaret Thatcher (1980/1984) are among the leading leaders who have contributed to the development of international politics. When the ideological struggle between the Eastern camps and the West at the top in his time, Mrs. Gandhi emphasized the principles of non-alignment and thus ensured political stability for her country and India became under her rule a regionally powerful and leading country in the pursuit of world peace. The model of Margaret Thatcher, Britain’s prime minister for 1979-1983, has possessed a great political capacity. It confronts its political opponents at home and to safeguard British interests internationally when it fought fiercely against Argentina in 1982 and won the British victory by returning the disputed Falkland Islands to Britain. In peaceful aspects, its economic policy achieved a high level of Vinegar per capita and to raise the rank of Britain in the industry globally. Alongside these two eminent and remarkable examples of women’s leadership, a group of women have occupied the leading position in the state, including Prime Minister of the People’s Republic of Tova for the period 1940-1944; The president of the People’s Republic of Mongolia for the years 1953-1954; In 1981, the Chinese lady (Song Ching Ling) took over the presidency of the Republic of China; The victory of Angela Merkel, the German chancellor in 2005, is a victory for contemporary European women, a unique example of the leadership of European countries in the stage of European unity.

In the US, Hillary Clinton is running the presidential election race for 2016 and is working hard to develop the formulation of the theory of “feminist solidarity” to win the support and votes of American women in this election. The most successful financial campaign of American women entrepreneurs Clinton has the title of “change maker”. The US senator Claire Maxwell said in an interview that “the women of the Senate are credited with overcoming the case of we are against them” (referring to men’s intolerance in situations and crises), adding that we are inherently less confrontational and more cooperative as women-republicans or democracies. We tend to look for a solution to the problem rather than just discussing the political points.

Arab Women and the Dilemma of Strategic Political Leadership

Arab women are less fortunate than other women in the world to reach the top positions of the state—the presidency of the state, because of the religious establishment in the Arab countries, which obscures the position of senior leadership on women based on religious references in accordance with the Koran. To justify the exclusion of women from leading positions, the institution uses some religious prophet including “women lacking in mind and religion or the talk” that the last in a nation governed by a woman. Although the Koran praised the rule of women and wisdom in the story of the Queen of Sheba (Surat Naml) as was mentioned in the Koran to the dignity of a believing woman, he also referred to the roles of great women, such as the friendly lady, the Virgin Mary.

In 1995, at the Fourth World Conference on Women held in Beijing, the quota system was proposed as a temporary solution to the problem of women’s low participation in decision-making and in senior leadership positions.

The Arab women’s role in the Arab quota system was partially supported by the UN quota program. Arab women won parliamentary seats in less than half the parliamentary seats in Arab parliaments. For example, in Iraq, there is out of a total of 325 Member of Parliaments (MPs) in the 2010 elections seats and with support from the quota system.

The highest proportion of women in Arab parliaments is represented in the Algerian parliament in the 2014 elections, with women constituting 32% of the number of deputies in the Algerian House of representatives, while the participation rate of women in the parliament of Qatar is 0% for 2014.

The Paradox Between the Traditional Role of Women’s Gender Role and the Leadership Role Leads to Two Forms of Bias Against Women

That one of the most prominent challenges and obstacles facing women in the Arab and Islamic countries limits their potential to take the top leadership positions is in the continuation.

The theory of bias against women leaders is resulting from the lack of harmony of roles.

This theory assumes that the contradiction between the traditional role of women’s gender role and the leadership role leads to two forms of bias against women:

- (1) Women are considered less favored than men as potential employers for leadership positions;
- (2) Evaluation of the behavior required to occupy the leadership position as less favorable when it is issued by a woman.

The theory shows that this bias arises from the relationship assumed by society between the characteristics of the individual as a member of a group and the requirements of the social role that the individual occupies or aspires to. The probability of bias arises when the members of society are stereotypically attached to a social group; Consistent with characteristics and attributes that are believed to be necessary for success in certain categories of social roles. When the stereotypical image that an individual in a community should meet with a social role does not fit into this picture, this dissonance reduces the assessment of this member of the group as a concern, or a possible concern, of this contradictory role.

The bias towards women’s leadership results from the inconsistency assumed by many people’s perception of the characteristics of women and the requirements of leadership roles.

The social role is the expectations shared by society that apply to a particular social status or to a member

of a particular social group. The gender role represents the beliefs associated with the characteristics of women and men.

These beliefs represent more than just a classification of gender characteristics. They represent normative foundations in such a way that they determine desired and desirable behaviors and qualities of both sexes.

And that one of the most difficult obstacles facing women prevents them from exercising leadership role is their personal conviction because of social upbringing, the inferiority of their abilities and abilities and their inability to assume leadership positions, and this reflects negatively on their behavior and ambition, in addition to their lack of confidence.

Family conditions faced by family burdens, especially married women, and the pressure of husbands on their wives to leave work and work at home.

Among the most important social obstacles are the customs, traditions, values, and beliefs prevalent in society. The role of women is linked to motherhood and family care, and the traditional roles of men were associated with work and activities outside the home.

As for the administrative obstacles that stand as a barrier to the leadership of women, they are due to the view of the administrative leader of the work of women, the lack of conviction and confidence decisions and views, and his prior knowledge of women's inability to assume leadership responsibility, limited managerial qualifications, and experience.

And legal obstacles—the Arab legislation did not discriminate against women, despite the burdens and the large role that bear them, but the laws discriminated against them, did not give them a child allowance and support of a family. The law did not do justice.

The results of this study are several, the most important of which is that the home and children are still a top priority for women, and the weakness of women in technical and administrative matters contributes to their lack of leadership positions. Travel even if it is for work, and not accept workers whether they are men or female leadership of women. Despite these obstacles, Arab women, especially in the Arab Gulf States, including the United Arab Emirates and Saudi Arabia, have stormed the financial and economic sector has recently taken over leadership positions in the private sector, including a number of banks and chambers of commerce, as well as its top-ranked position in the UAE and Tadawul, which manages the exchange.

The list of women broke into the financial sector in the UAE and Saudi Arabia continues, but the most prominent is Sarah Al-Suhaimi, who was appointed as the first woman to head the board of Tadawul.

Rania Nashar, chief executive officer (CEO) of Saudi Arabia's Samba Financial Group, was the first female CEO of a Saudi bank at all.

Samba is the second largest bank in Saudi Arabia with a capital of 20 billion riyals (\$5.3 billion) in partnership with NCB (National Commercial Bank) with the same capital.

Economists and economists in Saudi Arabia told Anadol that Saudi women have taken a number of leadership positions in the financial sector recently, not coincidentally, because they all have the expertise and competencies they deserve to get to these positions and the result of accumulated demands to take their role.

Conclusions

Women's struggle over the centuries for their freedom and changing the inferior view of their role in life culminated in successes. There is a real understanding and awareness of the necessity of women's participation

in decision-making and leadership of the state and society. The phenomenon of women's victory appears in the general elections.

Since the first half of the 20th century, the ability and readiness of women to lead, influence, and fulfill historic missions has been realized and all the women of the world in this 21st century have been supported by the international community.

The decision of the women's quota and resolution 1325 of the world organization, UN, came with the ratification by all countries of the right of women to participate from the top decision-making positions and the management of international relations as well.

However, we must not ignore the fact that some obstacles to women's progress continue:

(1) Mother's role and preservation of the human race: Women are responsible for the preservation of the human race. It depends on the incubation and birth of human offspring as well as the care and preservation of all the environmental effects surrounding it, especially in the early days of birth, meaning the inherent mother of the fetus on a daily basis.

This sacred duty reduces women's drive to compete for political positions. A study by the Women's Leadership Studies Center in America showed that women's creativity starts at 40, unlike men who begin to decline in age. This is due to women's full-time care for children to reach maturity self-reliance which allows women to work outside the home.

(2) Conflict and fierce competition from males to stay in senior positions: The second permanent obstacle is the sharp competition between men for positions and leadership positions. In particular, this unit of competition may sometimes lead to assassinations and defamation campaigns, which is not compatible with women's psychology and paper as a female possessing greater emotion than muscle strength and desire to clash. Human history attests to continuity wars fought by men for reasons of greatness and strength.

This compendium outlines how women's advancement may impact and provide solutions to five specific global challenges:

- (1) Demography;
- (2) Leadership;
- (3) Food security and agriculture;
- (4) Sustainability and resource scarcity;
- (5) Conflict.

Women's empowerment, gender parity, making women possess the knowledge, capabilities, and effective networks are real solutions to drive in the area of sustainability and resource scarcity. Most importantly, they hold key roles across society that influence how to produce, consume, and market sustainable solutions and renewable energy technologies from acting as energy consumers, to caretakers, to micro-entrepreneurs, even to leaders and networkers. Essential to unlocking women's potential in this space is education. Education means giving women a voice in the entire development process; it means considering their needs in how they use the natural environment for subsistence and income, and it means providing them with the tools they need to replicate sustainable solutions both in their home and in their surrounding community from a "bottom-up" approach. This will require the business sector's extensive involvement, ensuring the equitable representation of women, from policy-makers, researchers, and suppliers, to venture capital funds. By integrating education in how they interact with women, corporations could potentially transform women from simple household producers to resource managers, from end-consumers to utility maximizers, and from community organizers to change agents.

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