

CONTENTS



List of Figures	vii
Preface	ix
Acknowledgements	xiii
Part I The Importance of Leadership	1
Introduction	1
1 Making Sense of the Present	3
2 The Role of Leadership	11
3 The Goals of Transformation	23
Part II Developing Women and Men as Leaders	33
Introduction	33
4 On Being Human	35
5 How Oppression Damages Leadership Potential	49
6 The Undermining of Women's Leadership	63
7 Challenging Women's Internalized Sexism	75
8 Understanding Men's Gender Conditioning	83
9 Developing a New Leadership for Men	95
Part III Building an Inclusive Organization	105
Introduction	105
10 A New System of Leadership	109
11 The Attributes of a Leader	119
12 Developing New Skills	127
13 Tools and Formats	141
14 A Programme for Change	149
15 Training for Women and Men	159
Conclusion	169
Sources and Resources	171
Index	177

LIST OF FIGURES



2.1	Understanding the whole situation	17
3.1	The goals of transformation	25
3.2	The key activities	26
3.3	A view of organizations as a system	28
4.1	A representation of human intelligence	40
4.2	The discharge and recovery process	41
4.3	The recovery process in action	43
4.4	Storing painful emotions	44
4.5	Taking on chronic patterns	46
4.6	What is a contradiction?	47
5.1	The basic cycle of oppression	53
6.1	How to be a 'real woman'	72
8.1	What happens to men?	88
10.1	Developing a new system of leadership	110