NOMINATIONS PACK

Members of the Asia Pacific Regional Committee, 2022-2025

December 2021
1. Introduction

2. Description of the nominations process

3. Role and Responsibilities of the Regional Committee
   a. Role and responsibilities of the Regional Committee
   b. Additional roles and responsibilities for the roles of Regional Chair and Vice Chair

4. Asia Pacific Regional Committee

5. Regional Committee Member Person Specification
   a. Skills, experience and personal qualities
   b. Additional skills, experience and qualities required for the roles of Regional Chair and Vice Chair
   c. Leadership practice

6. Guidance on completing the Regional Committee Nomination Form
At the 14th Asia Pacific Regional Conference in August 2022, Full Member Organisations in the region will elect the next Regional Committee.

Working as part of a Regional Committee is a challenging and rewarding experience. As a member of a Regional Committee individuals can learn from others, be exposed to new ideas and situations, stretch their strategic thinking, and strengthen their leadership skills. Each Committee member has responsibility for leading on a portfolio which may involve managing one or more volunteer task groups, and there is also other project work and activities to follow up in between meetings. All volunteers must therefore be available and committed to participating meaningfully in the work of the Committee, including meetings conducted regularly over the internet and occasionally, in person. As we continue to navigate the impact of the global pandemic on the Movement, a willingness to be flexible and adapt to different ways of working is essential for all Regional Committee members.

We now invite Member Organisations in the Asia Pacific Region to nominate individuals for the Regional Committee 2022-2025. Within this pack you will find further information about the role and responsibilities of Regional Committee members and the desired skills, experience and personal qualities.

We greatly value your active partnership and careful judgement in identifying talented, versatile and passionate women to join the WAGGGS Global Team at the regional level. Should you have an outstanding volunteer with the vision, skills and dedication to serve our Movement at the regional level, please review the materials enclosed and consider submitting a nomination. Reflecting on Motion 3 passed at the 37th World Conference in July 2021 that as far as practicable every newly elected Regional Committee should have at least two members under the age of 30, please ensure that you also consider young women under thirty when reviewing possible nominees.

The nominations process will be led by the Nominations Committee, supported by the Head of Governance. There are six members of the Nominations Committee, one from each of the five WAGGGS regions and myself as Chair.

Please feel free to contact either Nicola Lawrence, Head of Governance at governance@wagggs.org or me at gracea.crichlow@wagggs.org if you have any questions.

Grace-Anne Crichlow
Chair, Nominations Committee
World Association of Girl Guides and Girl Scouts
DESCRIPTION OF THE NOMINATIONS PROCESS

All potential nominees and their respective Member Organisation need to complete a nominations form. This can be found on Campfire (WAGGGS’ multi-lingual digital learning and community platform) or is available by emailing governance@wagggs.org.

Each Member Organisation may only submit the name of one nominee. This nominee may be from within their own Member Organisation or from any other Member Organisation. Member Organisations are free to consult with each other. Where a Member Organisation is a federation of two or more Associations, it is required to consult with its Component Associations before submitting a nomination. Nominations will only be accepted from Member Organisations, and not directly from Component Associations.

Current members of the Regional Committee who are eligible for re-election and who wish to stand for a second term, need to be re-nominated and must complete a new nominations form signed by their Member Organisation.

The Nominations Committee and/or Regional Committee may also suggest names of possible nominees to Member Organisations for their consideration. The Member Organisation makes the final decision about whether it wishes to nominate the suggested individual.

The Nominations Committee will make every effort to ensure that at least two women under the age of 30 are included in the nominations, and may take further action if, at the time of closure of nominations, there are insufficient candidates in this category.

Nominees should complete Part A of the nominations form. The Chief Commissioner, International Commissioner or equivalent senior leader (for example, head of a national board) within the nominating Member Organisation must then sign Part B of the nominations form. Part C is the clearance form which should be completed ONLY if the nominee is not a member of the Member Organisation submitting the nomination.

Nomination forms must be submitted to governance@wagggs.org by 23.59 (UTC) on Wednesday 9 February 2022 at the latest. Forms received after this deadline will not be considered.

Procedure following nomination
Once the deadline for nominations has passed, the Head of Governance will pass on details of all the nominations received to the Nominations Committee which may then consult with the Member Organisation of a nominee directly, should it have any queries.
Members of the Nominations Committee will also contact nominees directly to discuss their application to ensure all information is captured and presented in a consistent manner. For example, all nominees will be invited to attend an online interview which will last approximately one hour. The interview will ensure that the nominee is eligible to stand and that the best examples of her skills and experience have been collected for the Election Booklet. It also provides an opportunity for the nominee to ask any questions she may have about the nominations process or about the role, and expectations if elected, of a Regional Committee member.

On the nominations form, nominees will be asked to provide details of two potential referees who know them well – one from a Girl Guiding/Girl Scouting context and one from a personal/professional context. During the nominations process the Chair of the Nominations Committee will contact these referees to gain further insight into the nominee’s skills, experience and personal attributes.

Should the Nominations Committee have significant concerns about the nominee’s ability to serve as a Regional Committee member, the Chair of the Nominations Committee will contact the Member Organisation and discuss these concerns. The Member Organisation may then decide to withdraw the nominee or continue with the nomination process. This part of the process is completely confidential. In the case of a Member Organisation composed of two or more Component Associations, the Nominations Committee will only communicate with the Member Organisation nominating the nominee on the understanding that the Member Organisation will have cleared the nomination with the Component Associations concerned before submitting a nomination.

**Responsibilities of Member Organisations and Nominees**

Member Organisations and nominees are responsible for ensuring that the information given on the nominations form is correct to their knowledge and that they keep WAGGGS up to date with their contact details should these change after submitting the nominations form. Furthermore, nominees have a responsibility to actively participate in the nominations process and to respond to requests for information and all communications from members of the Nominations Committee in a timely manner. Failure to comply with these requirements may result in the Nominations Committee withdrawing the nominee from the nominations process. Before this step is taken, an official warning will be given to the nominee, with a copy sent to the relevant Member Organisation.

**Confirmation of candidacy**

Nominees become official Regional Committee candidates once they have been through the nominations process outlined above, and the Chair of the Nominations Committee has written to the nominee and Member Organisation to confirm that the nominee is able to progress in the process as a candidate.

The names and particulars of those who have been confirmed as candidates will be circulated to Full Member Organisations in sufficient time before the Regional Conference. This allows time for the nominations to be considered by Full Member Organisations and for their delegates to the Regional Conference to be briefed.
**Support for nominees/candidates**

Throughout the nominations process leading up to the elections at the Regional Conference, members of the Nominations Committee will be available and willing to provide support to nominees/candidates, including answering any questions about the process and/or the role of Regional Committee member, and supporting the compilation of the candidate’s profile in the Election Booklet.

Nominees will also be given the opportunity to speak with one or more of the current Regional Committee members to gain further insight into the role of a Regional Committee member. In the lead up to the Conference candidates will be briefed by the Nominations Committee on what is expected of them before and during the Regional Conference including opportunities to engage with Member Organisations, and any presentations or speeches which may be required.

A comprehensive induction is provided for all Regional Committee members upon their election.

---

**Proposed Timeline**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 December 2021</td>
<td>Call for nominations is launched</td>
</tr>
<tr>
<td>January 2022 (to be confirmed)</td>
<td>Information session for Member Organisations and potential nominees to meet with, and pose questions to, their regional Nominations Committee member and current members of the Regional Committee. A specific session will also be offered in January for young women.</td>
</tr>
<tr>
<td>9 February 2022</td>
<td>Nominations close at 23.59 (UTC)</td>
</tr>
<tr>
<td>10 to 23 February 2022</td>
<td>The Head of Governance will contact candidates to arrange a suitable date and time for the interview.</td>
</tr>
<tr>
<td>24 February to 6 March 2022</td>
<td>Candidates participate in an interview with a panel comprising members of the Nominations Committee (including the member of the Nominations Committee for the Asia Pacific Region) and other individuals from within the region.</td>
</tr>
<tr>
<td>7 March to 5 May 2022</td>
<td>Preparation of the Election Booklet</td>
</tr>
<tr>
<td>6 May 2022</td>
<td>Election Booklet released to Member Organisations within the region</td>
</tr>
<tr>
<td>Late June 2022</td>
<td>Briefing call for candidates</td>
</tr>
<tr>
<td>May - August 2022</td>
<td>Pre-Regional Conference engagement (including opportunities for candidates to engage with each other, with members of the Regional Committee and with Member Organisations in the region)</td>
</tr>
<tr>
<td>8 to 14 August 2022</td>
<td>Regional Conference. There will be opportunities for candidates to present themselves and elections will then take place towards the end of the conference programme.</td>
</tr>
</tbody>
</table>
ROLE AND RESPONSIBILITIES OF THE REGIONAL COMMITTEE

**Purpose**
Regional Committees are responsible for developing and implementing Regional Action Plans that support the enactment of global themes, strategies, and policies as approved by the World Board, and strengthen Member Organisations according to their needs, as identified through the Capacity Building Assessment process. The Regional Committees are responsible for implementing decisions made at the Regional Conferences and providing input based on their regional perspective to the World Board to inform its decision-making.

**Deliverables**
The major deliverables for Regional Committees are:

1. To lead strategy, planning and reporting in the region – developing and implementing sound and effective action plans per the WAGGGS planning cycle in partnership with volunteers and staff at the global, regional and national levels. The regional reporting will outline how the region has contributed to the Global Team strategy and Compass 2032.
2. To provide leadership and development opportunities – using tools and resources to support development of leadership skills among staff and volunteers of Member Organisations in the region, using the WAGGGS leadership mindsets in the work of the Regional Committee and promoting use of the leadership mindsets by Member Organisations.
3. To promote change, innovation and the Girl Guide/Girl Scout experience – actively demonstrating the value and importance of positive change; stimulating and sustaining innovation within Member Organisations; and developing plans that promote girl-led, girl-safe spaces.
4. To promote image, visibility and impact – Regional Committees and Member Organisations develop resources and implement action plans that increase International Experience (IE) opportunities and create IE connections.
5. To lead Member Organisations in their contribution to Compass 2032 - engaging and connecting Member Organisations; enabling them to maximise opportunities to connect and support one another and to learn and develop through shared endeavours and experiences.
6. To support Associate Members within its region to obtain Full Membership and to provide the World Board with all relevant information.
7. Take appropriate action if a Member Organisation is failing to meet WAGGGS criteria. If necessary, the Regional Committee may recommend the suspension or termination of a Member Organisation’s membership of WAGGGS to the World Board.
Membership
As specified in the WAGGGS Constitution and Bye-Laws, each Regional Committee consists of six members, including, so far as practicable, at least two young women under the age of thirty at the time of election. Members of the Regional Committee are elected by Full Member Organisations attending the Regional Conference. The members of the Regional Committee are elected to serve for a term of three years. They are then eligible to stand for re-election for a further term of three years if they wish to and if endorsed by their Member Organisation. The maximum length of service is two terms (six years).

Each Regional Committee shall elect from its members a Regional Chair and a Vice Chair with relevant experience and expertise. The Regional Chair automatically becomes a Trustee of WAGGGS, sitting on the World Board. Please refer to the section on “Additional skills, experience and qualities required for the roles of Regional Chair and Vice Chair” for further details.

Portfolios
To support the implementation of the regional action plan, members of the Committee will hold different portfolios. Suggested portfolios include strategic leadership (led by the Regional Chair), Core Mission[1]; Member Organisation relationships and capacity building; volunteer management; finance; and enhancing communication within Member Organisations. Committee members may be the lead for more than one portfolio. Regional Committees may propose to the World Board, region-specific variations to the portfolio areas but should ensure the core elements are covered by their committee members.

The Regional Committee may also appoint time-limited task groups to assist in the delivery of its work. Such groups are advisory in nature only and have no delegated authority to take decisions on behalf of the committee. When selecting members of task groups, the Regional Committee will ensure that the diversity of the Member Organisations in the region is fully reflected.

Ways of working
The Regional Committee will meet at least once a month. Meetings are generally expected to be via conference call or VoIP (e.g. Zoom, Microsoft Teams, Skype) but there may also, on occasion, be a physical meeting of the Committee (subject to budgetary and other parameters).

Supporting papers for meetings will normally be made available online, with appropriate access restrictions to maintain confidentiality. Every effort will be made to allow Committee members sufficient time to review supporting material before any meeting or decision.

Work between meetings is undertaken through the use of email, VoIP and phone calls. Committee members are expected to follow up on business in a timely manner.

The Regional Committee’s action plan shall be reviewed and updated on a regular basis and in line with the timelines agreed to by the World Board.

[1] The Core Mission function of WAGGGS exists to support quality Girl Guiding and Girl Scouting including best practices around our non-formal educational method, values and leadership model and the WAGGGS Volunteer Engagement Framework.
Regional Teams (Regional Committee members and regional staff) work in collaboration towards the delivery of the regional action plan. This includes the active participation of regional staff members in Regional Committee meetings and calls, and during the Chair’s meetings. The Head of Membership and Regional Support also forms part of the regional team attending occasional meetings and meeting regularly with the Regional Chair.

The Regional Committee is accountable to the World Board and will advise, make recommendations to, and seek input from the World Board as appropriate. The Regional Committee provides, at a minimum, a written report to the World Board four times a year. The Regional Committee will also engage with other World Board Committees and Working Groups.

The Regional Committee reports to Member Organisations at least once every triennium on its performance against the WAGGGS Global Strategy and presents the Regional Action Plan for the triennium.

Please see the section on page 10 of this document for specific details about ways of working for the Asia Pacific Regional Committee.

**Code of Conduct**
Members of the Committee are expected to comply with the WAGGGS organisational values and WAGGGS policies including, but not exclusively, the Code of Conduct, Conflict of Interest Policy and Procedure, Safeguarding Policy, Data Protection Policy, Volunteer Management and the Confidentiality Statement.
REGIONAL CHAIR
Each Regional Chair bears primary responsibility for the direction, action planning, financial stability and accountability of the region to the World Board and to the Member Organisations in the region. She provides leadership in the region, playing a strategic role in representing the Mission and goals of WAGGGS within the Region. The Regional Chair leads and manages the Regional Committee in fulfilling its responsibilities as stated in the Regional Committee Terms of Reference. The Regional Chair is responsible for ensuring that the WAGGGS organisational values are central to how she and her Regional Committee work, and that the WAGGGS leadership model mindsets are employed in the work of the region.

By virtue of her elected position as Regional Chair, the Regional Chair also serves as a World Board Trustee and reports directly to the Chair of the World Board. As a World Board Trustee, she must meet the criteria for World Board Trustees, including the language requirement, and comply with the Code of Conduct and related governance policies. The Regional Chair’s World Board responsibilities require considerable time and attention over and above those of Regional Chair. Therefore, each Regional Chair is advised to carefully evaluate and balance her extensive duties to WAGGGS with her professional and personal commitments and wisely delegate when appropriate.

When the Regional Chair is unable to attend a World Board meeting, the Regional Vice Chair or another member of the Regional Committee shall be invited to attend in her place.

Further details about the responsibilities of the Regional Chair can be found at this link: Responsibilities of the Regional Chair

REGIONAL VICE CHAIR
The Regional Vice Chair acts for the Regional Chair when she is not available and undertakes tasks and assignments at the request of the Regional Chair. In addition, the Regional Vice Chair plays a lead role in fostering cohesiveness and coordination within the Regional Committee and pastoral care. She also plays a leading role in identifying, recruiting, developing and retaining key regional volunteers in conjunction with colleagues on the Regional Committee and Membership and Regional Support staff as well as the leaders of Member Organisations.

Further details about the responsibilities of the Regional Vice Chair can be found at this link: Responsibilities of the Regional Vice Chair
All current members of the Asia Pacific Regional Committee (Bronwyn Hughes, Katheri Ann Charcos Puyo, Aya Inaura, Chempaka Emalin Pahamin, Maiya Twayanabasu and Prarthana Liyanage) are eligible to stand again for a second term on the Regional Committee if they wish to put themselves forward and if this is endorsed by their Member Organisation.

The current regional committee hold one to two meetings per month, with meetings lasting approximately two hours via Zoom. In addition, the Chair (and Vice Chair when required) have weekly meetings with the Regional Coordinator, for approximately two hours. Outside of these meetings, communication takes place via email and WhatsApp and the committee tracks tasks and projects via the platform Notion.

The number of hours that each member of the Committee delivers to the region varies according to the portfolio and how the activities are delivered. Current committee members hold portfolio areas covering the areas of Volunteer Management, Core Mission, MO Capacity Building, Communications, External Partnerships, Events, Finance/Fund Development and Friend of Asia Pacific WAGGGS. The Committee member may also manage and support a team of volunteers that assist in the delivery of their portfolio areas and the Regional Action Plan. In addition to their portfolio area, each committee member also acts as a contact person for up to 5 Asia Pacific member organisations, conducting meetings and acting as a point of contact for questions and support.

Whilst the Asia Pacific Region values and supports the inclusion of the diversity of languages spoken across the Region, the working language of the Regional Committee is English.
REGIONAL COMMITTEE MEMBER PERSON SPECIFICATION

It is anticipated that each Regional Committee member will bring a valuable collection of knowledge, talent and expertise to maximise the benefit of WAGGGS’ tools, resources and connections for Member Organisations. To advance the progress, unity and growth within and across regions, it is highly desirable for Regional Committee members to collectively have skills and knowledge directly relevant to the stated deliverables.

To apply this collective capacity to full advantage, Regional Committee members should make every effort to be accessible, flexible and responsive, particularly during periods of peak demand and production, such as preparation and execution of regional events, launch of new programmes and/or partnerships, or preparation for Regional and World Conferences. Given the significant impact of regional leadership, it is very important that the Regional Committee remain well-rounded, well-informed, highly motivated and actively focused on delivering opportunities for Member Organisations within established timeframes and budgets.

Essential for all Regional Committee members:
The following skills, experience and personal qualities are required amongst all members of the Regional Committee:

- A member of a WAGGGS Member Organisation.
- An understanding of WAGGGS; the complex and diverse regional context in the WAGGGS setting; and the varied organisational structure of Member Organisations.
- An understanding of, and ability to articulate, the WAGGGS leadership model and non-formal education methodology.
- Values and behaviours consistent with WAGGGS’ core values.
- Good general knowledge of the challenges and opportunities facing girls and young women across the region.
- Sound understanding of financial management, budgets and risk management.
- Ability to be flexible and open to new opportunities or ways of working.
- Sound independent judgement and the ability to challenge constructively.
- Ability to analyse and interpret information and think critically, creatively and strategically.
- Ability to listen and learn from others, to see things from different perspectives and appreciate diverse points of view.
- A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff, while respecting differing roles and reporting lines.
- Cultural sensitivity and an ability to work in a multi-cultural context.
- Ability to readily access and use technology as a means of communication and collaboration including email, WhatsApp, Dropbox, conference calling platforms (Zoom).
- A willingness to devote time and effort in preparing for and attending Regional Committee meetings, as well as delivering on the portfolio areas and other work between meetings.
Desirable (needed collectively within the Regional Committee)
Knowledge, skills or experience in one or more of the following areas is desirable:
- Strategic planning
- Project management
- Governance and/or legal expertise (especially Belgian and/or UK law)
- Fund development
- Diversity, equity and inclusion
- Conflict resolution
- Marketing and communications, including public relations and social media
- Research and Development
- Monitoring and evaluation, including data collection and analysis
- External relations
- Influencing skills and advocacy
- Human Resources Management (staff and/or volunteers)
- Information technology tools, systems and applications
- EU and Council of Europe structures and funding lines
- Young representatives' work within the European Youth NGOs and the Youth Forum

Whilst every effort is made through the nominations process to ensure that amongst Regional Committee members there is a cross-section of the desired skills, ultimately once elected the incoming Regional Committee should do a skills audit/review. If there is a gap, it is the responsibility of the Regional Committee members to seek additional resources to meet the committee’s needs. Regional Committee members are also strongly encouraged to recruit, develop and maintain strong teams of skilled volunteers at the regional level to supplement the expertise and capacity available to support Member Organisations — as well as to build a diverse and inclusive pipeline of future regional leaders.

A Regional Committee member cannot serve as a President, Chief Commissioner, Board member, International Commissioner, or be an employee of her National Organisation. If a Regional Committee member holds a less significant governance, operational or implementation position within WAGGGS or her National Organisation she should consider whether this would put her in a situation where her different roles could come into conflict or could be perceived to be in conflict. If so, after being elected this should be declared in the declaration of interests form and in any specific discussions where it might have or be perceived to have an impact.
REGIONAL CHAIR
In addition to the requirements listed above for Regional Committee members, the Regional Chair should also have skills, knowledge or experience in the following areas:

- Operational planning and execution of action plans
- Consensus building and organisational development
- Critical and strategic thinking
- Risk identification and management
- Change management
- Financial oversight
- Previous experience of acting as a Chair/Board member/Trustee of an organisation, within or outside WAGGGS, at a national, regional or international level.
- The ability to facilitate partnerships and collaboration, and the ability to delegate
- Strong leadership skills and experience, including effective chairing of meetings
- Strong volunteer management experience, including a solid understanding of how to lead and motivate volunteers.
- Confident and effective communication skills with a range of audiences

The Regional Chair should have a high level of integrity and professionalism, as well as enthusiasm, energy and time to commit to this role and a strong drive for success.

The ability to use English is required for anyone elected from amongst the Regional Committee members who undertakes the role of Regional Chair. The Regional Chair requires the ability to use English as a working language, to read and understand prepared documents and to fully participate in discussions on complex topics to meet the requirement for World Board members. This is because an important part of the World Board’s role involves governance and ensuring compliance with UK Charity Law, and other relevant legislation or regulations.

REGIONAL VICE CHAIR
In addition to the requirements listed above for Regional Committee members, the Regional Vice Chair should also have skills, knowledge or experience in the following areas:

- Operational planning and execution of action plans
- Consensus building and organisational development
- Critical and strategic thinking
- Change management
- Strong leadership skills and experience
- Strong volunteer management experience, including a solid understanding of how to lead and motivate volunteers.
- Confident and effective communication skills with a range of audiences

As the Vice Chair may be required to deputise for the Regional Chair at World Board meetings, the ability to use English as a working language is also highly desirable for the Regional Vice Chair.
Leadership development is at the heart of Girl Guiding and Girl Scouting. From the moment we promise to "do our best", we step into a values-based leadership journey that shapes our perspectives and behaviours. We believe that everyone, whatever their age or experience, can equally practise leadership. Every adult member of Girl Guiding and Girl Scouting has the same leadership responsibility; to lead in a way which is true to our values, responds to context and uplifts others. In this way, we can contribute to a Movement where girls can be themselves, grow in resilience, take the lead in their own lives and build the world they want to see.

Practising the WAGGGS leadership model can help leaders of the Movement develop the behaviours they need to fulfil that responsibility, so we would expect candidates for the Regional Committee to be able to demonstrate that they are consciously practising the WAGGGS leadership model through their attitudes and behaviours. The WAGGGS leadership model uses six mindsets as tools to make leadership practice conscious.

You can read more about the leadership model here: WAGGGS Leadership Model
LEADING YOURSELF - Reflective mindset

Draw meaning from your past experiences and think about your behaviour and its impact. Explore your values and how to be true to them when you practise leadership. Cultivate curiosity! Hold space for learning about and caring for yourself and recognise and create the conditions you need to thrive.

LEADING RELATIONSHIPS - Collaborative mindset

Bring together different perspectives and inspire consensus around a shared vision. Listen to and learn from others. Share what you know freely. Create the structures, conditions and attitudes people need to reach their potential, and contribute fully to any team or situation.

LEADING FOR INNOVATION - Creative & critical thinking mindset

Create an environment where both innovation and enquiry are valued. Seek data, analyse and learn from information and evidence. Look out for assumptions and challenge them. Encourage yourself and others to innovate. Seek new ideas and be open to changing your mind.

LEADING FOR GIRLS’ EMPOWERMENT - Gender equality mindset

Take gender into account when practising leadership, and challenge gender stereotypes. Understand the impact of gender barriers and empower yourself and others to recognise and overcome them. Champion the value of being a girl-led Movement.

LEADING IN CONTEXT - Worldly mindset

Get inside the worlds of others, understand their needs and concerns more deeply. Observe, ask questions and educate yourself on local conditions and perspectives. Build meaningful connections with others through inclusive opportunities for shared leadership.

LEADING FOR IMPACT - Responsible action mindset

Mobilise energy around what needs changing, and what needs to be protected. Transform your values into action with authenticity. Practise leadership to create a world where all girls are valued and can reach their potential as responsible citizens of the world.

We are looking for Regional Committee candidates who can evidence a well-developed level of conscious practice towards the ten leadership outcomes. What follows are examples of the kinds of leadership behaviour we would hope to see in the Regional Committee members under each leadership outcome:
<table>
<thead>
<tr>
<th>OUTCOME</th>
<th>INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treat herself kindly</td>
<td>Lead a balanced life, which allows time to develop as a whole person beyond the Movement</td>
</tr>
<tr>
<td></td>
<td>Respond to challenging situations, conflict or pressure in a measured and calm manner</td>
</tr>
<tr>
<td></td>
<td>Recognise and acknowledge her own mistakes with confidence and resilience</td>
</tr>
<tr>
<td>Challenge herself to understand and take into account different perspectives</td>
<td>Challenge stereotypes and generalisations about people or contexts</td>
</tr>
<tr>
<td></td>
<td>Seek opportunities and be willing to learn from a diversity of perspectives, inside and outside of the Movement</td>
</tr>
<tr>
<td></td>
<td>Be ready to change her view or opinion based on the input of others</td>
</tr>
<tr>
<td>Learn from her own feelings and experiences</td>
<td>Create space to reflect on leadership practice and incorporate learning into future decisions and actions</td>
</tr>
<tr>
<td></td>
<td>Use questions to check her own understanding, seek feedback and avoid making assumptions</td>
</tr>
<tr>
<td></td>
<td>Be ready to adapt how she respond to others’ experiences and feelings</td>
</tr>
<tr>
<td>Work with others to create spaces where everyone can fully participate</td>
<td>Put the collective interest first and work at building a united team</td>
</tr>
<tr>
<td></td>
<td>Role model shared leadership in her different roles</td>
</tr>
<tr>
<td></td>
<td>Build and maintain strong and positive connections with WAGGGS volunteers and staff</td>
</tr>
<tr>
<td>Challenge gender expectations</td>
<td>Recognise how learned gender norms and unconscious bias can affect perspectives and decision making</td>
</tr>
<tr>
<td></td>
<td>Work to break down gender barriers to leadership for girls and women</td>
</tr>
<tr>
<td></td>
<td>Advocate for space for girls’ voices in global and local contexts</td>
</tr>
<tr>
<td>OUTCOME</td>
<td>INDICATOR</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
</tbody>
</table>
| **Empower any and every girl to practise leadership** | Create pathways personally and organisationally for a diversity of girls to participate in decision making and strategic leadership  
Prioritise an inclusive and accessible Movement for all girls and ready to act for this  
Put the focus on positive impact for girls when discussing or making strategic decisions |
| **Seek the information she needs to understand the full picture** | Value new and external sources of information and expertise to inform decision-making  
Be willing to separate objective assessment of a situation from her personal opinion  
Seek information to develop her understanding of working in a complex global environment |
| **Adapt her behaviour to the context** | Respond constructively and positively in different cultural, social and work contexts  
Take cues from others to help read a situation  
Reflect and self-monitor her own behaviour |
| **Innovate to create positive impact** | Inspire and encourage others to protect space for creative thinking  
Actively embrace risk taking as a pathway to innovation  
Be committed to learn from innovation and refine creative ideas into tangible impact |
| **Make choices rooted in her values** | Demonstrate coherence between values and behaviour by modelling WAGGGS values in action  
Act for the greatest impact towards the WAGGGS vision and mission  
Be a positive ambassador for the impact of the Girl Guide and Girl Scout Movement in civil society |
GUIDANCE ON COMPLETING THE REGIONAL COMMITTEE NOMINATION FORM

IF YOU ARE A MEMBER ORGANISATION

- Send a copy of this Nominations Pack and the Nominations Form to potential nominees.
- Complete and sign Part B of the Nominations Form for your selected nominee once the nominee has completed Part A.

IF YOU ARE A NOMINEE

- Complete and sign Part A of the Nominations Form
- Send your form to the nominating Member Organisation for the completion of Part B. If the nominating Member Organisation is not your own Member Organisation, please then also ask your Member Organisation to sign Part C (the clearance form).
- Please send your completed form (Parts A and B, and if applicable Part C) by email to governance@wagggs.org to arrive no later than 23:59 (UTC) on Wednesday 9 February 2022. Please attach to the same email a photograph of yourself taken within the last six months in either JPEG, PNG or TIF format. This photo should be portrait style where you are facing the camera directly, and ideally you will be wearing your national Girl Guiding/Girl Scouting uniform.