## Appendix 1

DearParticipant:

You have been invited to participate in a research study that will attempt to understand and toinvestigatetherolesofformal,non-formalandinformalEducationinshapingyourLeadershipstyle,as wellas toanalyze theirimpactonyou career.

* The followinginformation isprovidedinordertodescribethenatureoftheinterviewprocess:

Project: The Roles of Formal, Non-formal and Informal Education in Shaping Women’sLeadership in the UAE: Case studies of Four Emirati Women in Higher Education SeniorLeadershipPositions.

Procedures: You will be asked to participate in 3 interview sessions and each session will takeno more than *an hour* of your time. The interview will be *audio-recorded* and take place in alocation*mutually agreeable* totheparticipantandtheresearcher.

Confidentiality: Your name will not be used in the research study. All audiotapes will be keptin a locked location. Once the interviewer has transcribed the tapes, they will also be kept in asecuredlocation as well.

Freedom to Withdraw: You are free to decide not to participate in this study. You can alsowithdraw at any time without harming your relationship with the researcher. You arevoluntarilymakinga decision toparticipateinthis study.

FirstInterview:

1. Childhoodandadolescence: *(non-formaleducation)*
   1. I would like you to describe a memory from your childhood that describes who youwere or who you are. It may be a positive or negative memory at home, at school orany other place. Please describe exactly what happened, when and where it happened,whowasinvolved,whatyoudid,whatyouwerethinkingandfeelingintheevent,whatimpactthisexperiencemayhavehadonyou,andwhatthisexperiencesaysaboutwhoyouwere orwho you areasa person.
      1. Whataboutadolescence?Whatstays with you fromthat period?
2. Family*(non-formaleducation)*
   1. Tellmesomethingabout yourrelationstoyourfamilyandtheirrelationstoyou?
   2. Howmanychildren wereinthefamily,and where wereyou in theline-up?
   3. Describewhat yoursiblingswerelike.Whowereyouclosestto?

## Appendix2

SecondInterview:

The second will focus on university education, influential individuals and other experiences,andearlypositions.

1. UniversityEducation*(formal,informalandnon-formaleducation)*
   1. Whatarethecurrent degreesyouareholding?andfromwhere?
   2. Whatsubjectsdidyoustudyinuniversity?
   3. Whatwasyourspecialization?
   4. Is there any course that you enjoyed the most and you learnt the most from attendingit?
   5. Didyouchangemajors?
   6. Whoinfluencedyourselections?
   7. DidyouhaveanyTeachersand/or otherstudentswhowereinfluential?
   8. Howdoesyouruniversitydegreehelpyouinreachingthisposition?
   9. Had the knowledge you gained from your students changed your ideas about theworldand influenced yourvalues?
   10. Arethereanysignificanteventsthat happened duringuniversitythat youstillremember and helpinshapingyour leadership identity?
2. Earlyleadershipexperiences*(in-formaleducation/non-formaleducation)*
   1. Tellmeaboutyourcareer bathbeforeyoubecomealeader?
   2. On your journey to leadership position, how did you overcome hurdles or obstacles intheother earlypositions?
   3. Whathavebeenturningpointsforyouinyourjourney?
   4. Whatwereaccomplishmentsthatgavealotofsatisfaction?
   5. What skills and knowledge do you think you acquired that are now important in yourcurrentleadership?
   6. Were there any major influences (individuals/projects/ workshops/ activities/ media/travel experiences) in your early leadership experiences that you feel impacted yoursenseof your-selfas aleader?
   7. Howwasyourrelationshipwithyourpreviouscolleagues?
   8. Howcanyoudescribeyourpreviousexperiencesofworkingwith other?
   9. Are you a teamplayer?
   10. Arethereanymemories/lessonsyoutookfromyourprevious workingexperiencesthat help shape yourleadership identity?
   11. Whenyou lookbackon your earlyjourneytoleadershipposition,howcanyoudescribeitfor me?
   12. What,ifanything,didyouhavetoovercomeor changetoseeyourselfasaleader?

## Appendix3

ThirdInterview:

Thethirdwillexploretheirleadershipexperiencesinseniorpositions,individualswhoprovidesupportandmentorship,and whattheirfutureaspirations are.

* + 1. Leadershipexperiencesinseniorpositions*(in-formal/non-formaleducation)*
       1. Whatwas yourfirstmanagerialjob?
       2. Whatwas special aboutit?
       3. Whatdid youlearn most fromit?
       4. Whataccomplishmentsdidyouachieve?
       5. Whatdoyourecall asnotableaboutyourfirst boss?
       6. What has been the toughest part of your job or challenge you have faced? Was there atimewhen you thoughtyouwerein over your head?
       7. Didit shakeyoursenseof yourselfasaleader?
       8. Canyougiveanexampleofatimewhenyouweredisappointed,eitherinyourcareeror asleader?
       9. Whatdid youlearn fromit?
       10. Did anyone give you advice when you took this position that has been helpful ormeaningful?
       11. Haveyousurprisedyourselfinwhat youhavebeenabletoaccomplish?
    2. Currentposition*(in-formal/non-formaleducation)*
       1. Talkabout yourcurrent position?
       2. Whatarethe most challengingparts ofit?
       3. Whatarethemost enjoyablepartsofit?
       4. Whatareyou learningfromitinterms oftheworkyoudo, workingwithcolleagues?
       5. Tellmeaboutyourrelationshipwithyoursubordinates,superiors?
       6. Mentionedsomeorganizationallessons youhavelearned?
       7. Are there any formal leadership or management training programs you are taking intheorganizationoroutsidethe organizationforprofessional development?
       8. Haveyouhadarelationshipwithsomeonewho helpedyoushapethepersonyouhavebecome?
       9. Howwouldyoudescribethat?
       10. Howimportant wasthat inyourlife?
       11. Whatisyourpersonal drivesandmotivationinwhat youdo?
       12. Howhaveyougrown?
       13. Whatareyouraspirations?
       14. Whatkindsofpositionswouldyouliketohave?
       15. Whatisnextinyour life?

Wrapup

Is there anythingyou wished Ihad asked orexpectedme to askthatIdidn’t?

## Appendix4

FamilyMemberInterviewGuide

Theinterviewguidewillconsistoffivesectionsofquestions:(a)demographicsectiontogathergeneralinformationaboutthefamilymemberandtheirrelationshipwiththeparticipant;(b)theparticipant’schildhood;(c)theparticipant’sadolescence;(d)theirearlyadulthood;and(e)anymajorpeople/eventstheybelievehaveinfluencedparticipant’sleadershipidentitydevelopment.

Demographicsection:

* + - * 1. Whatis yourage?
        2. Whatwasthehighestlevelof formal educationthat youhaveachieved?
        3. Whatisyourcurrent occupation?
        4. Howlonghaveyou knowntheleaderfor?

1. FamilyBackground
   1. Tellmeabout yourparents?What kindofpeopletheyare?Andaretheyworking?
   2. Howmanysisters/brothersdoyouhave?What aretheydoing(work/ study/ other)?
   3. InwhichEmirate didyougrowup?
   4. Whatkindofworkhasyourfamilybeeninvolvedin?
   5. Talkaboutyourfamilycustomsandtraditions?Describeyourrelationshipwith…..?
   6. Talkaboutherpersonality,qualitiesandtraits?
   7. Tell meabout other peopleshewascloseto?
   8. Talkaboutfamilyevents,activities(traveling)that youusuallydoasafamily?
2. Theparticipant’schildhood:
   1. Howdo you describe……childhood?
   2. Callyourecallanypositiveandnegativeeventsthathappenedto…whileshewasachildthatlead toa lot of growth inherunderstandingand skills?
   3. Canyousharesomestoriesfromherchildhood?
   4. Whowasherrole model when shewas groupingup?
3. Theparticipant’sadolescence:
   1. Howis …..as ateenager?
   2. Howwasherschool experience(inherclassesand thesocialside ofschool)?
   3. Wasthereanyspecialfriend/teacher/ personthat haveanykindof influenceon her?
   4. Call yourecallanyspecialeventsthathappentoher whileshe wasateenager?
   5. Wassheinvolvedinanykindofschool activities,events?
4. Theparticipant’sadolescence:
   1. Howis … as anadult?
   2. Isthereaspecificindividualthatsheisinfluenced byasanadult??
   3. Mentionsomepeoplewhohadinfluenceindifferentwaysindifferentaspectsofherlife?
   4. Canyourecallanypositive-negativeevents/activitiesthathelphertobecomealeader?

## Appendix5

ColleagueInterviewGuide

Thecolleagueinterviewquestionswillbeaimedatgainingmorein-depthinformationregardingtheparticipants’leadershipdevelopmentonaprofessionallevel.Theinterviewguidewillbedividedintofoursections:(a)ademographicsectiontogathergeneralinformationaboutthe colleague and their relationship with the participant; (b) questions about the participantcareer path, how long they have known the participant and ways in which they have workedtogether;(c)theparticipant’spersonalityandleadershipstyles;and(d)storiesaboutanymajorpeople/eventsatworktheybelievehaveinfluencedtheparticipant’sleadershipidentitydevelopment.

Demographicsection:

1. Whatis yourage?
2. Whatwasthehighestlevelof formal educationthat youhaveachieved?
3. Whatisyourcurrent occupation?
4. Howlonghaveyou knowntheleaderfor?
   1. Relationshipwiththeparticipant:
      1. Howlonghave ……beenwith yourorganization?
      2. Whatishercurrent role?And whatare yourpreviousroles?
      3. Howdo youdescribeyourrelationship with……?
      4. Howlonghaveyou knownherfor?
      5. Howdidyoufirst meet?
      6. Haveyouworkedtogetherbefore?Givesomeexamples?
   2. Theparticipant personalityandleadershipstyle:
      1. Howdoyou describe…….personality?
      2. Howdo you see……… asa leader?
      3. Whatdo youthinkthereasonsfor hersuccess?
      4. Whataresomeof……traitsandqualitiesasaleader?
      5. Whatstyleisherleadership?
      6. Howdoyoudescribeherrelationshipwithsubordinates,peersandsuperiors?
      7. Howdoesshehandlechallengesconflict asaleader?
   3. Influentialpeople/events
      1. Isthereaspecificmanager/leaderthat shewasinfluencedby?
      2. Canyoudescribeanyevents/activitiesthat haveinfluencedherasaleader?
      3. Whatarethemostimportantvaluesandethicsthataredemonstratedby asa

leader?Givemeanexampleoftheseinpractice.

* + 1. Wheredoyou seeher goingin herfuturecareerpath?

## Appendix6

Diaryguide

Purposeoftheresearch:

The focus of the thesis is to investigate the roles of formal, non-formal and informal educationin shaping the leadership style of Emirati woman working in senior leadership positions inHigherEducationintheUnitedArabEmirates,aswellastoanalyzetheimpactoftheseaspectsontheircareer.

Purposeofdiary:

I have been researching this area and I am interested to know more about the events andactivities that you encounter in your daily life or at work that you feel help in developing yourleadershipskills.

When completed, your work diary will provide me with important information about theevents/activities,andthepeoplewhoareinvolvedinthem,howyoufeelabouttheseexperiences,andin whatways you thinktheyhave affected you.

Thedailydiary:

Itwouldbeveryhelpful if youcouldmakeentriesintothisdiaryforthenexttwomonthfrom

…………………..to……………………………….

Diarythemesguidelines:

*Forthefirstdayortwo,someoftheseelementsbelowmaynotseemtobeobvious,butafter2-3 diary writing sessions, these elements will be more observable and come to the surface. It isimportant to also capture any of these that you feel allow you to exercise leadership, orchallenged your leadership, or limited your leadership. This can also include leadershiplessonsthatyoulearnedinthe process.*

1. Events and activities: identify any significant events and activities, no matter howsmall,thatyoubelieveinfluenceyourskills,knowledge,andconceptionofyourselfasa leader (leadership identity). This includes both negative and positive experiences.Thesecanincludemeetings,conferences,organizationaleventsandcelebrations,teamactivitiesinvolvingteaching,researchandadministration,etc.Itisimportanttoidentifythetype of sessionanditspurpose involvedin eachthatyouarerecording.
2. The people involved: this can include key figures or peripheral individuals, as well asgroupexperiences.Thesecanalsoincludenegativeandpositiveinteractionseitherwithyouoramongthegroup.Therangeofinteractionscanbewithoneotherpersonorinagroupsetting.

*The diary entry can also capture organizational culture elements (from Schein) in describingtheevents/activities andinteractions such as:*

* 1. Artifactslikefurnishings,pictures,posters,documents,refreshments,
  2. Espousedbeliefsandvalues:speeches,commentsorargumentsthataremade,missionandgoalsstatements,strategic plans,briefingnotes,codes of conduct,etc.
  3. Basicunderlyingassumptionsthatarenot consciouslyorexplicitlypresentedorverbalized: behaviors,stylesof interaction, communicationstyles,ways of organizing

anddelegatingworkanddecision-making,consultationandcollaboration,etc.,includinganycross-culturalexperiences.

*Itisimportanttothisstudytoalsocaptureformal,informalandnon-formal(fromMockerandSpear)leadershippracticeandgrowthexperienceswhichcouldincludeobservationsofexperiencesothersare going throughthatareinstructive:*

1. Formal:anycertificateordiplomaprogramme,workingonadoctoralprogramme.
2. Informal:workshops,individualcourses,professionaldevelopmentsessions,conferences,colloquia,etc.
3. Non-formal: cultural events, family gatherings involving a leading role, sessions withany role models or other leader, informal meetings with colleagues to discuss issues,etc. This category can also include films, documentaries and individual reading ofnovels,travelogues,history, biographies, etc.
   1. What were your duties around the house as a child? What were the otherchildren's duties? How did duties break down by gender? What activities did thefamilydo together?
4. Schooling*(formaleducation)*
   1. Whatwasschoollikeforyouasachildandateenager?Whatdidyoulikeaboutit?Whatwas hardaboutitforyou?
   2. Whowere yourfriendsatschool?
   3. Whowereyourfavoriteteachers?
   4. Whatwasyourfavoritesubject?
   5. Werethereanyhistoricalornon-historicalindividualsthatyoulearnedaboutinschoolwhomyou admired? Why?
   6. Whatschoolsactivitiesyouenjoyedthemost?
   7. Didyouliketakingaleadingroleingroupactivitiesordidyoudoalotofindividualactivities?
5. Influentialindividuals/events *(non-formaleducation)*
   1. Whowereimportantpeopleforyou,bothinchildhood andadolescence?
   2. Whenyoulookback,canyoudescribesomesignificant events?
   3. Can you give an example of someone whose leadership you have admired or who youtryto emulate?
   4. Werethereanywomenthatyoukneworheardofwhoweregoingthroughhighereducation,professionaltrainingand appointments?
   5. Whatqualitiesinothersdidyouadmirewhilegrowingup?
   6. Whilegrowingup,wereyouinfluencedby media–TV,movies,newspapers,books?
   7. Isthewayyousee yourselfnowdifferent fromthewayyousawyourselfinthepast?
   8. Whatled tothechanges?
   9. Whatchangeshave youseen inthe UAEduringthetime theyweregrowingup?
6. Earlyformativeexperiences*(in-formaleducation)*

Didyouget anychancetotraveloutsideUAE?

Mention some important places that you visited in the UAE or outside UAE that you stillremember?

Did you take part in any students association e.g. Student Council, clubs? what was your role?Are there any other activities, workshops that you found very useful and helped you to reachthisposition?