

Wrap-up Activity

Time

25 minutes

Materials Needed

- **Participant Handout: Final Action Planning**

Advanced Preparation

1. Print enough copies of the **Participant Handout: Action Planning** for each participant to have a copy.

Facilitator note: The wrap-up can be completed even if participants did not take part in every session.

Facilitator note: Throughout the workshop, participants have thought about and/or written down key takeaways from each session. They should have these lessons with them for the wrap-up session. In addition, distribute the **Participant Handout: Action Planning**, which will be used in this wrap-up.

Steps

Wrap-up (20 minutes)

1. Thank the group for their participation and distribute the **Participant Handout: Final Action Planning**.
2. Remind participants that at the end of each session, they identified problems or areas for improvement and ways forward. In this session, they will re-visit these and choose a maximum of five that they plan to implement.
3. Encourage participants to spend ~15 minutes selecting their five priorities for action planning, noting them on the handout, and completing the second column, focused on solutions, action planning, and ways forward based on their previous action plans.
4. After 15 minutes, ask people to turn to the person next to them and spend a few minutes sharing their action plans with their partner.
5. After 5–10 minutes, thank everyone again for their participation.

Closing (5 minutes)

1. Explain to the group that the hope for these sessions was to provide them with a valuable tool to facilitate positive changes in their lives and workplaces. With this in mind, invite participants to reach out in 1, 3, and 6 months (or a similar timeline) to share whether and how the sessions have informed or changed their work.

Source

UNDP/World Bank/WHO Special Programme for Research and Training in Tropical Diseases. 1995. *Health Workers for Change: A Manual to Improve Quality of Care*. Geneva, Switzerland: World Health Organization. <http://apps.who.int/iris/handle/10665/63192>

Participant Handout: Final Action Planning

Use the table below to identify problems/unmet needs in your place of work, as well as an action plan for how to address these. Identify a maximum of five.

Problem to be addressed/area for improvement/ unmet need	Solutions/action steps/ways forward	By whom?

Source: UNDP/World Bank/WHO Special Programme for Research and Training in Tropical Diseases. 1995. *Health Workers for Change: A Manual to Improve Quality of Care*. Geneva, Switzerland: World Health Organization. <http://apps.who.int/iris/handle/10665/63192>

Annex: Answer Log for Knowledge and Perceptions of Comfort/Competency Questions

Question	Pre-test answer	Post-test answer	Question	Pre-test answer	Post-test answer
Gender and Work Icebreaker			Gender Bias in the Workplace		
Knowledge Check Question 1			Knowledge Check Question 1		
Knowledge Check Question 2			Knowledge Check Question 2		
Knowledge Check Question 3			Knowledge Check Question 3		
Vote with Your Feet: Workplace Edition			Mentorship & Sponsorship		
Knowledge Check Question 1			Knowledge Check Question 1		
Knowledge Check Question 2			Knowledge Check Question 2		
Knowledge Check Question 3			Knowledge Check Question 3		
Where are Women Leaders in Global Health?			Perception Question 1		
Knowledge Check Question 1			Perception Question 2		
Knowledge Check Question 2			Perception Question 3		
Knowledge Check Question 3			Perception Question 4		
What is Bias?			How to Be a Workplace Ally		
Knowledge Check Question 1			Knowledge Check Question 1		
Knowledge Check Question 2			Knowledge Check Question 2		
Knowledge Check Question 3			Knowledge Check Question 3		
Perception Question 1			Perception Question 1		

Question	Pre-test answer	Post-test answer
Perception Question 2		
Perception Question 3		
Effective Feedback		
Knowledge Check Question 1		
Knowledge Check Question 2		
Knowledge Check Question 3		
Perception Question 1		
Perception Question 2		
Perception Question 3		
Communicating with Confidence		
Knowledge Check Question 1		
Knowledge Check Question 2		
Knowledge Check Question 3		
Perception Question 1		
Negotiation Strategies for Women		
Knowledge Check Question 1		
Knowledge Check Question 2		
Knowledge Check Question 3		
Perception Question 1		
Perception Question 2		

Question	Pre-test answer	Post-test answer
Building Effective, Diverse Networks		
Knowledge Check Question 1		
Knowledge Check Question 2		
Knowledge Check Question 3		
Perception Question 1		
Perception Question 2		
Perception Question 3		
Power and Harassment		
Knowledge Check Question 1		
Knowledge Check Question 2		
Knowledge Check Question 3		
Violence in Daily Life		
Knowledge Check Question 1		
Knowledge Check Question 2		
Knowledge Check Question 3		
How to Stop Sexual Harassment		
Knowledge Check Question 1		
Knowledge Check Question 2		
Knowledge Check Question 3		
Perception Question 1		

Question	Pre-test answer	Post-test answer
Perception Question 2		
Perception Question 3		
Talking about Sexual Harassment		
Knowledge Check Question 1		
Knowledge Check Question 2		
Knowledge Check Question 3		
Perception Question 1		
Self-Care After Sexual Harassment		
Knowledge Check Question 1		
Knowledge Check Question 2		
Knowledge Check Question 3		

Facilitator Answer Key for Knowledge Check Pre-/Post-Tests

Gender at Work Icebreaker

1. A. **Explanation:** Choice B is the definition of “sex,” not gender.
2. A.
3. C. **Explanation:** Gender norms shape social identities for people of all genders, including men and women.

Vote with your Feet: Workplace Edition

1. B. **Explanation:** This is false. The goal of gender equality is not for men and women to be exactly the same, but to ensure that women and men have the same chances to access and benefit from social, economic, and political resources.
2. C. **Explanation:** Both A and B are true.
3. D. **Explanation:** Choices A–C are all examples of considerations that workplaces can take to improve gender equality.

Where are Women Leaders in Global Health?

1. C.
2. B.
3. B. **Explanation:** B is not true. Traditional gender norms often portray men as leaders.

What is Bias?

1. B. **Explanation:** B is the best choice. Choice A is the definition of hegemonic masculinity/femininity; choice C is the definition of bias.
2. B. **Explanation:** This is false. Many of the differences in how men and women are told they should act and relate to each other are socially constructed through messages received from family, media, and society. These may include men thinking they should “be tough” and women thinking they should “be passive.”
3. B. **Explanation:** This is false. In addition to biases that we may be aware of, many of us also have unconscious bias, which means behaving in certain ways toward an individual or individual(s), without even realizing it, due to deeply entrenched patterns of thoughts or behaviors.

Gender Bias in the Workplace

1. D. **Explanation:** Answers A, B, C, and E are all examples of types of gender bias.
2. C. **Explanation:** Both A and B may harm women's advancement in the workplace.
3. A. **Explanation:** A is the best choice. Although B and C could also happen, they likely would not be the result of gender bias. Gender bias may mean women are less likely to present or to be promoted to positions of leadership.

Mentorship & Sponsorship

1. D. **Explanation:** Both A and B are benefits of mentorship.
2. A. **Explanation:** Although a mentor could be anyone in a position with experience desired by a mentee who can offer advice and support, a sponsor tends to be a senior-level staff member invested in a protégé. Overall, mentors *advise you* and sponsors *advocate for you*.
3. C. **Explanation:** Both A and B are barriers that women may face in finding mentors or sponsors.

How to be a Workplace Ally

1. C. **Explanation:** C is the best choice because it allows your colleague to express her opinion. A is not a good choice because it ends the discussion and prevents your colleague from sharing. B is not a good choice because you are assuming you know what your colleague's opinions are and are taking away their opportunity to share their own thoughts.
2. B. **Explanation:** Men tend to apply for positions if they meet 60% of the qualifications, whereas women may only apply if they meet 100% of the qualifications.
3. A. **Explanation:** A is not a strategy one should use, because it discourages women from applying for positions of leadership, perpetuating gender inequality. Choices B and C are strategies one could use to be a better workplace ally.

Effective Feedback

1. B. **Explanation:** This is false. Feedback can be positive as well as negative.
2. A.
3. D. **Explanation:** Choices A–C are all strategies that individuals or organizations can implement to improve feedback.

Communicating with Confidence

1. B. **Explanation:** Answer B is the only one of these words/phrases that is not an example of weak language.
2. B. **Explanation:** This is false. Often the biases influencing communication patterns are to the detriment of women.
3. C. **Explanation:** C is the best response. Although interrupting colleagues may allow you to have your voice heard, strategies A, B, and D are better strategies for communicating confidently in the workplace.

Negotiation Strategies for Women

1. A.
2. D. **Explanation:** Negotiation is applicable to A–C. Although negotiation is commonly thought of as a tool for conversations on salary/compensation, it can also be used during other conversations on topics like decision-making/level of responsibility and work hours/vacation.
3. B. **Explanation:** A and C are strategies that may be helpful during negotiations. B is not a good strategy. The use of *positive emotions* through tone, body language, and other mechanisms can lead to successful negotiation.

Building Effective, Diverse Networks

1. A. **Explanation:** B is not the best choice since it is better to have diverse networks. C is not the best choice because it is better to actively prioritize and invest in a few activities.
2. C.
3. A.

Power and Harassment

1. A.
2. A. **Explanation:** Choice A is not true. Sexual harassment can also occur between people at the same level.
3. A. **Explanation:** A is the best choice because people of all genders can experience sexual harassment.

Violence in Daily Life

1. C. **Explanation:** Answer C is the best choice because violence/the threat of violence can both reinforce gender disparities in leadership and cause risks to women's sexual and reproductive health (e.g., women's inability to negotiate condom use due to violence).
2. B. **Explanation:** This is false. It is important for everyone to work together to create a world free of violence, and men and women need to work together as allies. The risk of saying that it is up to men to protect women is that we reinforce the stereotype of men as strong and powerful and women as men's property that must be protected from other men.
3. A. **Explanation:** This is true. Those experiencing violence may be men's mothers, sisters, or other women that men care deeply about. Violence against women also harms society as a whole, and men as well as women feel the impact of this.

How to Stop Sexual Harassment

1. **A. Explanation:** This is true. While sexual harassment can occur in a variety of environments, it occurs most often in workplaces that are male-dominated, hierarchical, and tolerant of inappropriate behavior.
2. **D. Explanation:** Choices B and C are reasons why women may not report sexual harassment. A is false because women do not typically report sexual harassment.
3. **B. Explanation:** B is the best choice. Pro-social bystanders are one type of bystander (i.e., bystanders who intervene in ways that positively impact the outcome).

Talking About Sexual Harassment

1. **B. Explanation:** Choice B, avoiding all eye contact with the speaker, is NOT a suggested strategy. Instead, maintain consistent eye contact. Try looking directly at the person for periods of 3 to 6 seconds, then look away briefly before reconnecting.
2. **D. Explanation:** D is the best choice because both B and C are good strategies. A is not the best choice, because if someone is sharing a difficult experience, one should not offer advice, particularly if not asked for.
3. **B. Explanation:** If someone is sharing an experience with you, you are not in a position to tell them to move on. People are allowed to have emotions/feel however they do for as long as they want or need to.

Self-Care After Sexual Harassment

1. **D. Explanation:** All of the above are true. However, sexual harassment is most frequently directed at women and minorities.
2. **B. Explanation:** This is the definition of betrayal trauma.
3. **B. Explanation:** This is false. Although betrayal can occur at the individual level (i.e., betrayal trauma, when someone you trust and/or someone who has power over you mistreats you), it can also occur at an institutional level, if the institution you trust or depend upon mistreats you. It can be very overt or less obvious. It is institutional betrayal when a company fails to protect you at a time when you might reasonably expect it to.

Annex: Most Significant Change

During the workshop wrap-up, the facilitator will have explained to participants that the hope is for this curriculum to provide participants with a valuable tool for use in life and in the workplace. Facilitators may follow up with participants 1, 3, and 6 months (or a similar timeline) after the conclusion of the series to learn whether and how the sessions have informed or changed participants' work. Facilitators can use the template below to capture the "most significant change" participants feel has occurred since participating in the gender-transformative leadership workshops.

When reaching out to participants:

- **Explain** that this information may be used to evaluate the effectiveness of the Gender-Transformative Leadership Toolkit and that information provided by participants may be shared publicly. Measures will be taken to ensure that names and other identifying details are removed before sharing publicly.
- **Ask the participant:** In your opinion, what is the most significant change that has occurred in your own life or work since you participated in the Gender-Transformative Leadership Toolkit?

Facilitator note: Give the participant a few minutes to think about this. When they respond, record their answer **word for word** in the table below.

Most significant change: