



# **USAID's Engendering Industries Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries:**

**9.2 Develop a strategy and change management plan to promote balanced representation of men and women throughout the company**

## **About Your Gender Equality Plan**

The following Gender Equality Plan was generated using Engendering Industries' online tool: [The Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries](#). The best practices listed in this plan were identified and included to fill gender equality gaps at your organization. The information included in your plan provides an overview of how to implement best practices, challenges to implementation, and markers of success. More information and resources for advancing gender equality at your company are available at [EngenderingIndustries.org](https://EngenderingIndustries.org).

## **Description**

Develop a gender equality and D&I strategy with a focus on gender diversity based on international standards and international best practice including

- Company vision
- Related objectives and aims
- Company specific business case
- Roles and responsibilities
- Action plan and timeline for achieving targets

Develop a written change management plan that includes gender equality and D&I best practices in short-, medium-, and long-term, with specific goals for each period, and with individuals and teams assigned to implement specific activities

Develop change leaders, change ambassadors, and supporters who are influential or in key positions and help create buy-in

Hold company-wide and division dialogues where women and men may discuss in small groups and interactive training what their corporate culture change goals are, and how to achieve them

Create a committee that is responsible for implementing the change management plan and meets regularly

Conduct regular follow-up and evaluations to determine success of the implementation plan; put in place a process to resolve any issues identified

Assign related targets to senior managers and key functions and make achievement part of their performance

Conduct trainings and discussion groups to inform all staff on the strategy

## **Challenges to Implementation**

Change management efforts usually start with resistance as they require those who are in a privileged position to leave their comfort zone; it is required to prepare managing resistance

Potential supporters may have time constraints

Change efforts may get stuck after some time, if nobody feels responsible for driving efforts or after first achievements create a sense of “we are doing well” even though they are on the beginning of a long journey

Managers may strive to meet or report requirements without consideration for quality for fear of losing budgetary or other resources if targets are not met

Motivation can diminish as change requires time to show visible and sustainable results

#### **What Success Looks Like**

Strategy with clear vision and targets exists, employees are informed about it, and they know how to contribute to achieve the targets

Employees at all levels contribute to ideas for organizational change according to the change management plan

Senior managers and people with high visibility walk the talk and act as role models in the implementation of the strategy

Action plan and related targets are SMART and KPIs are assigned to all key functions, such that performance (e.g., progress against these targets) are measured on a regular basis and processes adjusted if required

#### **Resources and Tools**

**Guide:** [Gender Strategy Toolkit](#) (Workplace Gender Equality Agency, Australian Government)

**Guide (incl. Change Assessment and Planning Template, Communications Strategy Template and Checklists):** [Change Management Leadership Guide](#) (Ryerson University)

**Guide:** [Change Management Toolkit](#) (University of California Berkeley)

**Guide:** [Empowering Your Diversity and Inclusion Committee](#) (Diversity Works)

**Tool:** [Organizational Goal Setting for Gender Equality and Inclusion](#) (USAID)

**Example:** [Gender Equality Strategy & Action Plan 2015-2020](#) (Western Sydney University)

**Example:** [Sample Diversity & Inclusion Strategy](#) (Making Work Absolutely Human)

**Report/Study:** [Handbook on Gender and Organizational Change](#) (ILO International Training Centre)

**Article (incl. Video):** [SMART Goals](#) (MindTools)

**Article:** [Diversity as Strategy](#) (Harvard Business Review)

**Article:** [5 Change Management Best Practices](#) (Whatfix Academy)