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Leading for Gender Equality in Global Health Institutions

THEMATIC RESOURCE PACK

Acknowledgments

This resource pack was co-authored by Carley Robb-Jackson and Erica Fotheringham. Jenn Donville, Senior Gender Integration Specialist, and Alex Munive, Senior Technical Lead, at the Global Center for Gender Equality provided overall concept and technical oversight. Valuable technical input and review were provided by Shereen Bhan and Amie Batson (WomenLift Health) as well as Lucero Quiroga (Global Center for Gender Equality). The graphic design was created by James Scott Dowland.

Leading for Gender Equality in Global Health Institutions

This document supplements the narrative report produced for WomenLift Health that focuses on promoting gender equality and women’s leadership within health institutions. The narrative report centers on four main thematic areas: accountability, supporting men’s allyship, next generation of leaders, and transformative leadership. This document highlights relevant resources and related course, coalition, and/or network offerings for each thematic area. Additional resources that span diverse leadership practices outside the four main themes are also listed at the end of the document.

It is important to underscore that this compilation does not analyze the quality of the resources, but rather presents those resources that speak most directly to the topic.



Accountability for Gender Equality

RELEVANT RESOURCES

Blueprint for Gender Equality: Leadership in the Canadian Private Sector

Global Compact Network Canada

This robust resource focuses on private sector and corporate responsibility and is framed around three cornerstones: leadership, inclusion, and transparency and accountability. It includes key actions and an assessment checklist for each area as well as stories from companies that participated in the wider Gender Equality Leadership in the Canadian Private Sector project.

Resource Snapshot: “Gender equality permeates all aspects of the workplace, which means that different organizations will choose to focus on specific areas at different times. Nevertheless, all organizations should regularly revisit the Blueprint to ensure that the three primary cornerstones of gender equality – leadership, inclusion, and transparency and accountability – exist and function together.”



Executive and senior leaders



PDF report



[Linked here→](#)

Four Essential Levers CEOs Can Adopt to Achieve Racial and Gender Equality

Donald Fan/Profiles in Diversity Journal

This article covers essential focal points for leaders: leading purposefully (through commitment, accountability, and “walking the talk”), making cultural change (with a trust-based environment, empathetic leadership, and being and doing), fostering an ecosystem (through engagement and data-driven decision-making), and focusing on mindset and behavioral change.

Resource Snapshot: “Chief executives must role-model inclusive leadership by demonstrating personal support, desired behaviors, and a commitment to justice and equality in the workplace.”



CEOs and senior leaders



Blog



[Linked here→](#)

Making Gender Equity in the Workplace a Reality

Center for Creative Leadership

This resource highlights seven key actions for HR teams and organizational leaders, with links to deeper discussions and additional resources. It also includes a link to a downloadable checklist and conversation starter.

Resource Snapshot: “Broadly, organizations and individuals striving for gender equity in the workplace need to rethink systems and challenge assumptions in order to cultivate an organizational culture capable of harnessing the power of all genders.”



Senior managers



Webpage



[Linked here→](#)

Perception is Everything

CARE Failing Forward

This podcast episode explores the experience of a leader promoting greater **equity** in staffing practices and how people who hold privilege may feel that they are losing power. Esther Watts from CARE Ethiopia talks about how the organization changed its policies and staffing practices while working on social norm change.

Resource Snapshot: “Diversity makes a difference, and you have to have a lot of courage to get there. Esther’s advice? ‘Go go go. Stand by the courage of your convictions.’”



Leaders



Podcast



[Linked here→](#)

Toolkit for Mainstreaming and Implementing Gender Equality

OECD

This section of the larger Governance for Gender Equality Toolkit explores the importance of executive accountability in gender equality efforts.

Resource Snapshot: “Well-defined executive accountability mechanisms for promoting and monitoring gender balance at organisational and individual levels not only engage leaders and managers, but also provide a vital incentive for change. In contrast, when gender equality is presented as everyone’s responsibility, it may be perceived as no one’s responsibility.”



Senior leaders



Webpage



[Linked here→](#)

Transformative Change for Gender Equality: Learning from Feminist Strategies

Rowan Harvey and Chloe Safier/Friedrich-Ebert-Stiftung

This report includes case studies from a range of countries and explores three pillars of feminist strategies: empathy and self-reflection, building solidarity, and shifting power. It also covers tools for transformative change for gender equality, including starting with the self and organizational reflection. The report also includes a visual summary.



Leaders



PDF report



[Linked here→](#)

Resource Snapshot: “Transformative change happens when the status quo of power is challenged. This section looks at how activists, organisations and movements contribute to change that is transformative – meaning that such change shifts underlying power inequities and disrupts the systems and structures that distribute power unequally. Transformative change focuses on the root causes of inequality, so when change does happen, it lasts longer and is more sustainable.”

RELATED COURSE OFFERINGS

Creating a Culture of Inclusion for Women and Men; Women’s Leadership Training; Diversity, Equity, and Inclusion Training; and Gender Bilingual Communication

Take the Lead

These courses and programs, designed for individuals and organizations, provide tangible solutions for diversity, equity, and inclusion goals. The programs demonstrate how to redefine and transform relationships from power OVER (oppression) to power TO (leadership).



Women, senior leaders



Virtual, in-person, or blended training



[Linked here→](#)

Supporting Men's Allyship

RELEVANT RESOURCES

Actions Organizations Can Take to Build Advocates for Gender Equity

Catalyst

This infographic introduces the Catalyst advocacy continuum (which encompasses absent, aware, accepting, active, and advocate) and focuses on how to motivate men to get involved, help men to recognize bias, remove barriers to men's support, and promote dialogue. Relevant resources for each theme are also highlighted, including webinars such as [Engaging Men as Change Agents](#).

Resource Snapshot: "Advocacy involves humble listening, learning from one another, reflecting, and exerting effort. Organizations must work to create an environment that empowers all employees to be advocates."



Leaders



Infographic



[Linked here](#)→

Barclays: Empowering Male Allies to Champion Gender Equality

HeforShe

This report explores the role of male allies for gender equality and highlights four key stages for engaging them: identifying early adopters and senior advocates, involving men in the conversation, developing impactful tangible actions, and promoting the work and insights of male allies.

Resource Snapshot: "Ultimately, we are trying to build an organization that is more equal at all levels. We do this both because it is right and because it makes us a more effective organization. I know that social change is slow and incremental, but what makes the difference is the commitment of individuals to making change happen."



Leaders



PDF report



[Linked here](#)→

It Starts with Us: The Leadership Shadow

Champions of Change Coalition

This resource highlights the Shadow Model, which encourages leaders to consider the impact of their words and actions, with a view to achieving greater gender balance within their organizations. The model has four core components: what I say (values, context setting, message repetition, emphasis), how I measure (rewards, recognition, accountability), what I prioritize (disciplines, routines, interactions), and how I act (behaviors, symbols, relationships).

Resource Snapshot: "Be a role model for an inclusive culture: Does my team show how to blend different views and ways of operating? How do I reward and promote people with a track record of inclusive leadership? How comfortable am I with addressing my own biases?"



Leaders



PDF report



[Linked here](#)→

Men as Allies: Engaging Men to Advance Women in the Workplace

Center for Women and Business at Bentley University

This report provides an overview of the topic of men as allies in the advancement of gender equality in the workplace. It offers a brief, accessible breakdown of men's role as allies and how to engage men to further the cause of gender equality.

Resource Snapshot: "Despite the growth in understanding and support from male colleagues, anecdotal evidence indicates that a significant need for greater awareness and action still exists."



Leaders



PDF report



[Linked here→](#)

So, You Want to be a Male Ally for Gender Equality? (And You Should)

Promundo-US

This research brief provides guidance for workplaces seeking to create cultures of respect, equality, and inclusivity and for men seeking to better understand what women want and need from them as allies for gender equality.

Resource Snapshot: "Even if there is some fatigue about the social movements in this space, women clearly want tangible action from men, particularly for them to call other men out when acting in sexist or discriminatory ways."



Leaders, male
leaders/staff



PDF Report



[Linked here→](#)

The Design of Everyday Men: A New Lens for Gender Equality Progress

Deloitte

This report suggests three calls to action for business leaders to change the game on advancing gender equality, with men as active participants. It highlights how organizations shape men's behavior inside and outside the workplace and presents four themes that characterize men's experience in the workplace.

Resource Snapshot: "Business leaders should have internal conversations to reflect on expectations for success and assess if these expectations are causing certain genders or identities to be excluded from leadership."



Business leaders



PDF report



[Linked here→](#)

RELATED COURSE OFFERINGS

Champions of Change Groups

Champions of Change Coalition

Champions of Change Coalition is a globally recognized organization that offers a strategy for achieving gender equality, advancing more and diverse women in leadership, and building respectful and inclusive workplaces. In the strategy, men of power and influence step up beside women leaders. They form a high-profile coalition to lead and be accountable for change on gender equality issues in their organizations and communities – whether local, national, or global. The work of the coalition focuses on shifting the systems of gender inequality in the workplace and is backed by a proven methodology for increasing the representation of women in organizations and developing the conditions and cultures that enable them to thrive.



Leaders



Virtual, in-person meetings

[Linked here→](#)**Women Mentoring Men**

Menttium

This program focuses on women mentoring men to engage men as allies in gender equity. It aims to provide executive women and men with a judgment-free zone to have courageous conversations, build inclusive leadership skills, and learn from each other. It is an eight-month program that includes monthly facilitated group sessions via Zoom and monthly one-on-one mentee/mentor partnership meetings. The program partners with the DEI experts at inQUEST.



Mid-level, senior-level leaders



Virtual sessions, network

[Linked here→](#)**Workplaces that Work for Women**

Catalyst

The MARC (Men Advocating Real Change) Leaders immersive workshop is a one-and-a-half-day workshop for directors and above who want to stand up for gender equity and advocate for real change. The objective of this workshop is for participants to develop a deep understanding of the dynamics and implications of gender inequity, to practice skills to proactively challenge exclusionary dynamics, and to commit to building effective gender partnerships.

The MARC Executive Dialogue is a four-hour session that works with C-suite executives to focus on leadership skills and credibility as executives build organizational equity and inclusion.

The MARC Leadership Learning Series includes three three-hour facilitated workshops and three one-and-a-half-hour self-guided learning modules for director-level leaders and above to deepen understanding, enhance gender partnership and inclusive leadership skills, and promote advocacy for gender equity.



Directors, C-suite executives



Virtual, in-person workshops

[Linked here→](#)

Next Generation of Leaders for Gender Equality

RELEVANT RESOURCES

Brave, Creative, Resilient: The Global State of Young Feminist Organizing

FRIDA and AWID

This report is the result of research on young feminist organizing. It highlights core characteristics of the next generation, showing that they are diverse and collaborative, charting their own paths of growth, and leading through participation and consensus building. The report explores the practices of participatory leadership and pulls from the experiences of diverse collectives, groups, and organizations led by young feminists.

Resource Snapshot: “The leadership structure of the group is horizontal and it functions based on a participatory ideology. They try to make all information and decision-making processes as transparent as possible by informing everyone before and during each decision. They consult each other on all issues and make a final decision based on a consensus model.”



Senior leaders and funders



PDF report



[Linked here→](#)

Generation, Gender, and Leadership: Metaphors and Images

Paula Burkinshaw and Kate White/Frontiers in Education

This article examines the metaphors and images used to describe women's leadership across two generations. Older women often saw their leadership as conforming to male leadership models, as fitting in and not challenging or unsettling their male colleagues. However, a younger generation of leaders or prospective leaders had a very different set of metaphors for their leadership. They saw themselves as unsupported by what they described as the current mediocre, institutional leaders, weighed down by inexorable organizational restructure, and merely in survival mode.

Resource Snapshot: “While older women were prepared to accept current masculinist leadership, younger women had contempt for the way it marginalized them while at the same time encouraging them to lift their game and had a different set of metaphors and images to portray what successful leadership should look like.”



Leaders



Journal article



[Linked here→](#)

How Reverse Mentorship Can Help Create Better Leaders

Patrice Gordon

This recorded talk from executive coach and personal development advocate Patrice Gordon (Virgin Atlantic) explores reverse mentorship programs, which set up junior team members to guide senior staff, and covers six tips to make reverse mentorship work.

Resource Snapshot: “Set some ground rules; the first meeting should be off-site in a neutral location.”



Senior leaders



TED Talk



[Linked here→](#)

I Lead by Example. I am Generation Equality.

United Nations

This exhibit profiles a range of leaders who are part of the next generation striving for gender equality. It includes brief bios and stories about the leaders, under the headings “I lead to change the places of power,” “I lead to end violence,” “I lead to stop the climate crisis,” and “I lead to open opportunities for all women and girls.”

Resource Snapshot: “These gaps are unfair and must be closed now, not over decades or centuries. At the same time, women are not waiting for the doors to open. As members of a new Generation Equality, they know they have the right to lead and participate — and don’t hesitate to claim it.”



Leaders



Photos and personal stories/quotes



[Linked here→](#)

Reverse Mentoring: Connecting a Multi-Generation Workplace Together

Together

This resource explores reverse mentoring, including why it is important in the workplace, examples of such mentoring relationships, and which type of leaders should take on the role of mentee. It also highlights key considerations when deciding whether to run a reverse mentoring program.

Resource Snapshot: “Empowering emerging leaders: Someday, the young generation of employees will become C-level executives. However, those individuals require adequate training and guidance to confidently enter the roles that await them.”



Senior leaders



Webpage



[Linked here→](#)

Sponsoring Women to Success

Catalyst

This report provides a clear picture of what sponsorship is, based on the experiences of people well positioned to provide answers, such as executives who are acting as sponsors and high-performing employees who are currently being sponsored. This resource presents data and practices that provide actionable advice on how to foster sponsorship within organizations.

Resource Snapshot: “While a mentor may be a sponsor, sponsors go beyond the traditional social, emotional, and personal growth development provided by many mentors.”



Senior leaders



PDF report



[Linked here→](#)

What's Reverse Mentoring, and How Can It Help Me?

Center for Creative Leadership

This resource explores the benefits of reverse leadership and two keys to a successful reverse mentoring partnership, which are being willing to learn and following traditional guidelines, but with a twist.

Resource Snapshot: "The senior leader may be in the same generation as the junior member's parents – this provides an implied authority that the senior leader must remain aware of, and sensitive to, in the relationship."



Senior leaders and HR



Webpage



[Linked here→](#)

RELATED COURSE OFFERINGS

Emerging Women Leaders in Global Health (EDGE)

Johns Hopkins University Center for Global Health

The EDGE program focuses on growing key leadership skills for emerging women leaders by offering both a peer network and learning opportunities. It includes monthly seminars, a large interactive network, a three-credit JHSPH Summer Institute course, and a special collection of articles from the EDGE Network. EDGE also provides access to a Women Leaders Seminar Series and the EDGE Network, which is an online networking platform for members. Finally, EDGE provides a Women Leaders Essential Skills Course, a three-credit, one-week course to provide emerging leaders with practical critical leadership skills.



Emerging women leaders



Virtual course, networks, seminar series



[Linked here→](#)

The Estelle Wolfson Emerging Leaders Course

University College London Medical School

This program emphasizes mentoring, leadership development, and networking opportunities for aspiring female leaders. Participants explore personal leadership and characteristics, engage in peer mentoring, work with a senior woman mentor, and are encouraged to develop and share solutions, network, attend meetings and events, and participate in online learning.



Aspiring women leaders



Virtual year-long program, ongoing mentorship



[Linked here→](#)

Feminist Leadership for Capabilities, Ecology and Transformation

International Centre for Women’s Leadership, Coady Institute (St. Francis Xavier University)

This seven-week course focuses on a political understanding of gender, power, and patriarchy. It aims to inspire and empower people of all genders across the world to engage in purposeful and justice-oriented leadership and to design ways to incorporate processes, systems, and structures toward these issues in the communities they are engaged with.



Women leaders, aspiring women leaders



Virtual, blended learning



[Linked here→](#)

Lean in Circles

Lean In

Lean In Circles are small groups that meet on a regular basis for peer mentorship, skill building, and inspiration. Here are two examples illustrating this concept.

Female STEM Scholars is a network of faculty, graduate students, and staff supporting the success of female STEM scientists.

Seattle Women in Leadership is a professional resource, a social network, and a vehicle to cultivate stronger female leaders in business. It seeks to celebrate women who have created their own paths, become pioneers in their fields, and achieved both professional and personal successes.



Women leaders



Virtual, in-person network



[Linked here→](#)

Transformative Leadership for Gender Equality

RELEVANT RESOURCES

8 Powerful Ways Managers Can Support Equality

Lean In

This article explores eight key ways that managers can promote gender equality within their organizations, including by challenging the “likeability penalty,” sharing office housework, and supporting mentorship and sponsorship. It also highlights the importance of changing the dynamic within meetings by changing where women physically sit and being aware of stolen ideas and interruptions.

Resource Snapshot: “Success and likeability are positively correlated for men and negatively correlated for women. ... Listen for the language of the likeability penalty, particularly when making hiring decisions and evaluating performance.”



Managers and senior managers



Webpage



[Linked here→](#)

Building Inclusion – An Evidence-Based Model of Inclusive Leadership

Diversity Council Australia

This report describes five mindsets of an inclusive leader, positing that such leaders are identity aware, relational, open and curious, flexible and agile, and growth focused. It also highlights the benefits of inclusive leadership, including profit and performance, innovation, well-being, and productive resolution and integration of differing viewpoints.

Resource Snapshot: “Evaluate your pipeline of emerging leaders and consider how well you support the development of diverse employees and reward people’s strengths and accomplishments – do you regularly network with, and offer assignments that grow the skills of, a diversity of staff?”



Senior leaders



Webpage with downloadable synopsis report (full report for members)



[Linked here→](#)

CEO Blueprint: How to Build and Lead Gender-Balanced Organizations

Canadian Gender and Good Governance Alliance

This report highlights the range of challenges that a leader should be prepared to tackle when pushing for organizational change on gender equality. The resource also offers “hidden gems” strategies and discusses what it calls “somewhat overrated” measures.

Resource Snapshot: “A gender-inclusive organizational culture requires men and women to work together, rather than creating ‘in-’ and ‘out-’ groups. A joint task force has proven to be a much more beneficial approach to enhancing awareness and creating inclusive behaviour, than groups segregated by gender, culture, or other factors.”



CEOs and senior leaders



PDF report



[Linked here→](#)

A CEO's Guide to Gender Equality

McKinsey & Company

This guide explores solutions to promoting gender equality, including getting committed, broadening actions, holding challenging conversations, and not losing focus on seemingly small issues.

Resource Snapshot: "Our research shows that gender equality requires executives to intervene across a broad range of factors, setting in motion disparate resources and people for years at a time."



CEOs



Website and downloadable PDF



[Linked here→](#)

Feminist Leadership Learning Brief

Coalition of Feminists for Social Change (COFEM)

This resource includes definitions of feminist leadership, ways to practice feminist leadership (speak up, step back, stand in solidarity), key tenets of feminist leadership, self-reflection prompts (such as how feminist leaders show up, heal, and treat others), and additional resources.

Resource Snapshot: "Feminist leadership is a transformative leadership approach that recognises that women and girls have had to find different ways of becoming leaders precisely because we are at the margins of systems of economic, social and political power."



Senior leaders



PDF report



[Linked here→](#)

Feminist Mentoring for Feminist Futures

CREA

There are three parts to this resource. Part 1 explores feminism, feminist leadership, and feminist mentoring. The aim of Part 1 is to deconstruct how feminist mentorship works in specific contexts and to understand what changes need to be made to make it model feminist values in practice. Part 2 covers key steps in feminist mentoring, dos and don'ts in feminist mentoring, approaches for dealing with common barriers, guidelines for setting up a feminist mentoring system, and ways to assess the impact of feminist mentoring. Part 3 explores feminist mentors and their journeys with mentorship, along with the journeys of young women leaders.

Resource Snapshot: "Feminist mentorship includes mutual caring and emotional support and is not concerned solely with how to get the job done more effectively or how the Mentee can advance professionally. But, extends to addressing the feelings and emotional state of the person engaged in the larger social change process." (Part 1)



CEOs



Website and downloadable PDF



Part 1
[Linked here→](#)

Part 2
[Linked here→](#)

Part 3
[Linked here→](#)

How To Tackle Negative Workplace Climates Head-On: A Guide for Senior Leaders and Managers

Catalyst

This tool focuses on the symptoms of three negative organizational climates that affect many different components of the workplace, including the treatment of women: a climate of silence, a combative culture, and a climate of futility.

Resource Snapshot: “Besides letting sexism fester, these negative workplace climates — characterized by conditions that can make employees fearful, aggressive, and/or dispirited — have been associated by broader research with many other harmful outcomes for employees and workplaces alike.”



Senior leaders and managers



Summary webpage; the tool is available to Catalyst Supporters only



[Linked here→](#)

Lead Outward and Lead Inward to Build an Inclusive Workplace

Catalyst

This infographic highlights six core behaviors that foster an inclusive culture: accountability, ownership, allyship, curiosity, humility, and courage. It also addresses the impacts and benefits of an inclusive workplace (related to employee experiences of inclusion).

Resource Snapshot: “Leading outward: Your ability to bolster team members’ capacity to be empowered, treated fairly, and flourish at work. Leading inward: Your ability to act courageously, learn, and self-reflect.”



Senior leaders



Infographic



[Linked here→](#)

Public Leadership for Gender Equality: A Framework and Capacity Development Approach for Gender Transformative Policy Change

Alex Munive, Jenn Donville, and Gary L. Darmstadt: Global Center for Gender Equality/eClinicalMedicine/The Lancet

This resource presents the Public Leadership for Gender Equality (PL4GE) framework and capacity building approach, which draws on three areas of leadership thought: public, transformative, and feminist leadership. The resource also introduces six related key leadership practices, which are: defining purpose and articulating vision, co-creating public value, empowering people, fostering strategic partnerships, navigating power, and embodying personal commitment.

Resource Snapshot: “Leaders who embody PL4GE are those who are fundamentally guided by principles of social justice and gender equality, which they promote as a public value and recognise as a common good. Such leaders work across horizontal and vertical networks to gain a deep understanding of inequality and to co-create ambitious and feasible solutions.”



Leadership



Webpage and downloadable article



[Linked here→](#)

Top 10 Things Leaders Can Do to Create Gender Equality in the Workplace

Centre for Social Intelligence

This article covers straightforward and clear actions senior leaders can take to help promote gender equality. While surface level, it could be useful as a reminder or to start the journey.

Resource Snapshot: “Be visible and take action often — Be a challenger within your executive team when it comes to their words and actions.”



Senior leaders



Blog



[Linked here→](#)

You Can Bring Feminist Leadership to Work: Here Are 5 Genius Ways to Make It Happen

Carmen Rios/Everyday Feminism

This resource explores feminist values and leadership approaches, including sharing power and credit, mentoring, and empowering one’s team, as well as patriarchal notions of power.

Resource Snapshot: “Feminist leadership is about rewarding labor and measuring success differently. And in order to do that, feminist leaders need to place an emphasis on individual freedom, flexibility, and empathy. Feminism tells us that different perspectives make us stronger, that balance in our lives should be key in a world where we value each other’s humanity, and that respect and support for everyone in our movement — at every level of understanding and capacity — is of the utmost importance.”



Leadership



Blog



[Linked here→](#)

RELATED COURSE OFFERINGS

Programs for Women: Women’s Executive Leadership Program (WELP)

Impact Center

WELP’s main objective is to support women in their leadership journey by accelerating participants’ professional development and strengthening their self-identity as leaders. The WELP curriculum is designed particularly for women who have recently started their leadership journey. The program includes approximately 70 hours of content. Along with leadership workshops, curated retreats, peer mentoring groups, and an alumni network, WELP provides a personalized curriculum and one-on-one sessions with an executive coach.



Emerging women leaders



Virtual, in-person, blended workshops, retreats, networks



[Linked here→](#)

Transformative Leadership: Leading for Gender Equality and Women’s Rights

UN Women Training Center

This training aims to tackle institutional gender bias by targeting the use of gender-inclusive and transformative leadership principles. The program helps build and promote continued commitments to gender equality and women’s rights. It is designed for senior managers who work in the public and private sectors, primarily with organizations that have a targeted commitment to gender equality.



Senior managers



In-person training



[Linked here→](#)

We Are Feminist Leaders

Feminist Leadership Programme

This part-time, 12-week, online leadership program for emerging leaders aims to increase knowledge of, and ability to lead using, feminist principles. The program focuses on power, intersectionality, radical approaches to self and collective care and collective action, and feminist approaches to learning. Note: two recent courses began in September 2022; refer to the website for upcoming courses.



Emerging leaders



Virtual course



[Linked here→](#)

Women in Global Development Leadership Forum

WILD Network

This forum supports the development of strong and inclusive leaders from across the global development sector. The forum includes two days of live virtual programming, on-demand access to recorded sessions, and 16 hours of concrete and transferable learning. Note: conference dates are May 3-4, 2023.



Women leaders in the global development sector




In-person forum, virtual learning hub, blended coaching





[Linked here→](#)

Women in Leadership (WIL) Empowered

WIL Empowered is a virtual community for women to build their careers and harness their potential for leadership development. WIL Empowered achieves leadership development through coaching, networking, peer-to-peer mentoring, and skills training. It offers both one-on-one and group/team coaching as well as a variety of courses such as conscious leadership and emotional intelligence.

 **Aspiring women leaders**


 **Virtual network, courses, podcast**


 [Linked here→](#)

Women Leaders: Advancing Together

Harvard Division of Continuing Education

In this leadership program, women leaders and their senior managers develop key skills to support their career advancement. The program separates women leaders and senior managers into two cohorts to master key leadership skills. Through this program, participants explore gender differences at work and how these differences impact leadership strategies, managing teams, and managing difficult conversations, negotiations, and office politics. The program relies on real-world challenges and solutions to allow participants to walk away with practical skills to support their career growth.

 **Mid-level/senior women managers**


 **Virtual, in-person, blended sessions**


 [Linked here→](#)


Women Leading Change: Shaping Our Future

University of Cambridge Institute for Sustainability Leadership

The Women Leading Change course aims to inspire and build learners' confidence. This course is meant for leaders who recognize the critical need for women to be in positions of power and to work at addressing systemic challenges. It has eight modules that range from understanding context, learning theories of leadership, exploring methods to increase confidence, learning how to create a safe workplace and build retention, understanding the importance of leading with purpose, exploring how to engage with aligned stakeholders, developing an action plan, and strengthening the action plan among a network of peers.

 **Senior leaders**

 **Virtual course**

 [Linked here→](#)

Additional Resources Spanning Diverse Leadership Practices

Achieving Transformative Feminist Leadership: A Toolkit for Organisations and Movements

CREA

This toolkit aims to help individuals and organizations dedicated to advancing a feminist social change agenda.



Senior leaders, HR staff



Toolkit



[Linked here→](#)

The Benefits of Promoting Gender Diversity in Leadership

Mary Sharp Emerson/Harvard Division of Continuing Education

This article underscores the active role that mid-level and senior leaders must play in ensuring that emerging women have the same opportunities for advancement, promotion, and career growth as their male co-workers. It covers job performance evaluation criteria, nuanced strategies for sponsorship, and diverse leadership styles.



Mid-level, senior-level managers



Blog



[Linked here→](#)

The Business Case for Women in Leadership

Forbes

This article summarizes some salient studies evaluating the impact of increasing gender diversity, particularly in top leadership roles.



General



Online article



[Linked here→](#)

Charting the Path to Equity in the Workplace

Donald Fan/Profiles in Diversity Journal

This article shares programmatic approaches that Walmart has taken and shares lessons learned. It focuses on leading purposefully, making a cultural change, fostering a supportive ecosystem, and emphasizing mindset and behavior change. It also includes the six inclusive behaviors at Walmart.



CEOs



Online article



[Linked here→](#)

Feminist Leadership: Key Definitions

We Rise

This activity focuses on discussing various definitions of leadership and enables staff to appreciate the different contributions of feminist perspectives and practice as they relate to leadership for social change.



Senior leaders,
technical staff



Activity



[Linked here→](#)

Feminist Organisational Capacity Strengthening Toolkit

Gender at Work and the International Women's Development Agency

This toolkit includes a backgrounder, a facilitation guide with practical tips consistent with feminist values and practice, and an organization self-assessment module.



Senior leaders,
technical staff, HR
staff



Toolkit



[Linked here→](#)

Gender Equality in the Workplace: Going Beyond Women on the Board

S&P Global

This article summarizes the importance of going beyond representation of women (particularly at the board level) and explores why the benefits of increased representation do not necessarily trickle down.



General



Online article



[Linked here→](#)

Gender Equitable Recruitment and Promotion Guide

Workplace Gender Equality Agency

This compiled research explores how gender bias operates at work and provides evidence-based suggestions for creating more equitable recruitment and promotion systems.



Senior leaders, HR staff



Report



[Linked here→](#)

Gender Strategy Toolkit

Workplace Gender Equality Agency

This guide aims to assist organizations developing a strategy for addressing gender inequalities within organizations.



Senior leaders, technical staff, HR staff



Guide



[Linked here→](#)

How to Increase Transparency of Progression, Pay and Reward

The Behavioral Insights Team

The recommendations in this guide are based on available evidence and thinking from practitioners and experts in organizational behavior and behavioral economics. The guide includes five steps in a clear checklist.



Senior leaders, HR staff



Guide



[Linked here→](#)

Institutional Transformation: Gender Mainstreaming Toolkit

European Institute for Gender Equality

This step-by-step guide helps institutions transform, from their basic values and beliefs to the rules and regulations that lead to more effective working outcomes.



Senior leaders, HR staff (targeted to EU)



Tool and guide



[Linked here→](#)

Partnering for Parity: Strengthening Collaborations for Gender Equality

McKinsey & Company

This resource underscores how individual efforts toward gender equality are driving progress and highlights the multiplier effect that cross-sector partnerships could have in accelerating progress even further.



General



Online article



[Linked here→](#)

Realizing Gender Equality's \$12 Trillion Economic Opportunity

McKinsey Global Institute

This report summarizes findings from a previous report on the enormous potential associated with narrowing the gender gap and links to a newer agenda for action and investment.



General



Online article



[Linked here→](#)

Gender and Health Self-Assessment

Global Health 50/50

This tool helps organizations measure performance on gender and gender equality and includes questions about gender parity within senior management and the governing board, family-friendly policies, sexual harassment policies, and gender policies.



Senior leaders,
technical staff, HR
staff



Diagnostic tool



[Linked here→](#)

Transformative Leadership for Women's Rights

Oxfam

This resource explores transformative leadership for women's rights and offers an approach and a strategy for social justice.



Senior leaders,
technical staff, HR
staff



Tool



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