

Women in Management (Senior Level)

PROGRAMME OVERVIEW

This is an intensive ten-day training programme specifically designed to further develop women's management skills and significantly improve their knowledge on managing from a gender perspective. The programme will equip women in positions of high responsibility with skills for thinking, planning and taking strategic actions towards excellent leadership performance at work and home.

PROGRAMME OBJECTIVES

The main objective is to provide insight into management of change and leadership best practices to help women master their complex challenges, capitalize on emerging opportunities and enable them to develop their staff to their fullest potential.

The specific objectives include:

- ❖ Participants will acquire knowledge and skills for high degree of flexibility and intellectual ability necessary for successful management of organizations.
- ❖ Participants will acquire skills and knowledge to lead strategic changes within modern public / private sector organization.
- ❖ Opportunities for participants to assess the social, cultural and institutional environment in which they operate and the implications for women.
- ❖ Appropriate environment for the formulation of strategies to enhance the development of women in less advantaged positions and address some of the concerns of women in general.

LEARNING OUTCOMES

At the end of the workshop, participants would have acquired the following:

- Developed skills for personal effectiveness in the work place.
- Developed strategies to enhance successful managerial performance towards excellent leadership performance.
- Gained awareness of gender issues in management
- Acquired skills for personal development
- Explored ways of developing effective networks; and
- Developed strategies to increase the contribution of other women towards the attainment of organizational goals.

MODULE OUTLINES

Women in Leadership

The challenges of our time have called attention to the need for the involvement of both men and women in leadership more than ever before. Records show how women around the globe have made invaluable contributions to their countries social, economic, and political growth; thus forming a greater percentage of the workforce.

However, these contributions are underrepresented and few women have access to positions in higher authority. Why?

The session looks at leadership in general, and women and leadership as an issue. The session examines the differences between management and leadership. There will be practical sessions that will enable participants to assess themselves as leaders and develop strategies to overcome challenges they face at the workplace. As well as expose participants to the various political and networking skills in organisations, the ability of women to navigate in a male dominated organisation; in sum, how gender plays out at the workplace.

Managing Gender and Diversity at the Workplace

Some people say the focus of gender issues in Ghana today should be to create the necessary environment for women to be in the mainstream and play a more vigorous role in the socio-economic activities in the country, especially in top decision making. Others argue strongly that men are gradually being left out of the gender discourse. What is Gender? What is Diversity? How will knowledge in Gender and Diversity help me play my role effectively in my work?

The session will look at the basic gender concepts, reducing negative or the gendered expectation of men and women in leadership roles, strategies for removing barrier to diversity in the workplace, mechanism of prevention to reduce negative or discriminating situations, among others. The session enables the participant to assess herself as a leader.

Diversity training is an essential part of building awareness and a cohesive work environment. Diversity training is the centrepiece of diversity management; it challenges ingrained biases and is the primary driver of change in organizational culture. A workplace benefits from diversity training by having employees letting down their guards and building healthy business relationships, as well as decreasing bullying and discrimination. Therefore, diversity training is to be seen as the cornerstone of any diversity initiative and will be a natural part of an organisational programme with diversity management strategy.

The Executive Women and Health

This session will discuss healthy living with emphasis on preventive health. It will identify health concerns for women particularly in the mid-life and menopausal stages. The implications of the demands of managerial position on women's health, sources of stress and how to enhance one's general well-being: balancing work and life issues.

Time Management for Effectiveness

Women are increasingly working outside the home to contribute to the financial well being of the family. This has often created challenges in balancing time effectively to get to the top. Participants will be introduced to the concept of Time Management where they will be made to see time as a primary resource of organizations, discover our current time management patterns, identify the biggest time wasters and handle them efficiently, understand the importance of planning & time management and identify tips and strategies for managing time.

Effective Communication Skills and Advocacy

Strategic Communication is an important function which is critical to both managers and their organizations. How do women carry out this necessary function which is a part of their daily routine? Do women managers communicate differently; do their styles affect their fortunes within organizations? Generally, how do women managers view the media, do they nurture and use them to maximum advantage opportunities or ignore / shun them to their disadvantage or even peril? Together, participants and facilitator will discuss these issues to be able to appreciate the importance of strategic communication of strategic communication and advocacy and discharge the function with the seriousness it deserves.

Emotional Intelligence

Emotional intelligence or Emotional Intelligence Quotient (EQ) is the capacity for effectively recognizing and managing our own emotions and those of others. Emotions have the potential to get in the way of our most important business relationships. A lack of EQ is the main reason promising careers derail. A critical level of EQ is the number one reason successful leaders, managers and sales people outperform the average. In a world of work where people are increasingly expected to be the competitive edge, any idea that seems to offer the possibility of enabling them to work together more co-operatively and productively is likely to raise a great deal of interest. Such was the case when the concept of Emotional Intelligence first came to public prominence in 1995. The session will help participants to master the various areas of emotional intelligence and fully live their intentions, at home, and at work.

Protocol and Ethics

There are advantages of etiquette and good manners. Leaders know what they value. They also recognize the importance of ethical behavior. The best leaders exhibit both their values and their ethics in their leadership style and actions. This session gives participants the opportunity to have in-depth knowledge on ethics, etiquette and protocol and how these values relate to decision-making in business and in the society. There will be test activities to assess our behavior.

Concepts of Public Policy

Public policy making examines the major issues and institutions involved in the development and implementation of public policy in Ghana. The session also surveys some contemporary issues in Ghanaian public policy such as gender, education, health care, welfare programs, and the economy. The focus is not to understand every single fact regarding public policy, but to sharpen participants' skills in evaluating problems, alternatives, and why these decisions are made. At the end of the session participants will be able to formulate, assess and evaluate public policy. Participants will also gain knowledge on substantive policy issues being discussed and debated in government today. As such, participants will be encouraged to draw on examples from current policy issues and debates.

Dealing with Gender Based Violence and Advocacy

Violence against women is a consequence of the historically unequal power relations between women and men. It creates obstacles to women's ability to participate equally with men and have access to and control over the resources and benefits of development. No one deserves to be hit, beaten, threatened, humiliated or otherwise subjected to physical or emotional harm. Women today are being forced to choose between their jobs and a healthy pregnancy. While some women suffer these abuses in their workplaces, other women are agents of such abuse and harassment as they shout and bully their subordinates.

The session will facilitate participants understanding of gender-based violence (GBV) and equip them with information and skills to recognize GBV and deal with it. This session will also explore the key concepts and methods in advocacy; and participants will apply some of the tools employed in the advocacy process to their specific contexts. Participants will develop persuasive advocacy skills through discussions.

Computer Appreciation

We now live in a knowledge society where it is essential to have some basic Information Communication Technology (ICT) skills. Information Communication Technology (ICT) has led to the introduction of new management practices. It is therefore critical for managers and supervisors to acquire the necessary skills to excel in their work. Participants will be exposed to current ICT Research tools, Electronic Personal Assistant and Microsoft Office applications needed to manage their office. The session looks at some basic tips on putting slides together, helping participants face an audience, large or small, performing

at your peak, using your voice and body language to presenting yourself in a powerful and positive light. It will be in three sessions: Library & Information Skills, Office Automation, IT Security and Power Point Presentation Skills.

Board Cultivation and Management

There is a wide recognition that there is an urgent need to include women in corporate governance and as such women's participation on Boards of organizations/companies is increasing. This session will therefore explore the nature of power dynamics that occur in Board Management. Participants will acquire the skills and knowledge to deal effectively with challenges they face as members of boards or managing board.

Practitioner's Forum

This session gives the participants the opportunity to relate with a woman who has worked over the years in various administrative positions and has had the privilege of managing a team of members even at the national/international level. The forum will explore the benefits of mentoring and succession planning - as a personal development and empowerment tool, navigating leadership in a male-dominated space, maintaining balance in the workplace and home.

Performance and Results-Based Management

Most organizations have some type of employee appraisal system and many are experiencing the shortcomings of manual staff evaluation system. The session will facilitate participants' understanding of the strategic importance of undertaking Performance Appraisal and the purpose of Performance Appraisal. The various contexts and types of Performance Appraisal systems will be explored. Participants will have the opportunity to appreciate the stages in conducting a Performance Appraisal.

Strategic Management for Organisational Performance

Effective managers around the world recognize the role that strategic management plays in their organizations' performance. Strategic management provides overall direction to any enterprise. As senior managers, participants need to have the basics of strategy and strategic management for effectiveness and efficiency.

Group Presentation

Participants will be expected to work in groups. The groups will be expected to choose their own topics based on the socio-cultural factors that impede the attainment of gender equality and women's empowerment in Ghana. Each group will be expected to make a fifteen-minute PowerPoint presentation, outlining and arguing their case to a panel of faculty.

Action Plan

As part of the programme, participants will be expected to develop individual Action Plans to improve the work of their organization. Participants must therefore come prepared with relevant documents for the plan. The plans will be presented to the class before the closing ceremony.

The Action Plan will assist participants to analyze the following:

- The current situation in an organization
- Identify areas for improvement
- Changing roles in your particular sector and particularly determine the impact of your work within.
- Formulate a change plan in your organization in relation to the changing role
- Identify possible challenging areas

- Pinpoint the cause of the identified problems.
- Select these solutions
- Review the issues and map out SMART actions for improvement.

Course Evaluation

At the end of each session, participants would have completed a written evaluation relating to the training activity, session content and its relevance to the participants' learning objective (s) and standard of delivery by facilitator/presenter. It is the aim of our evaluation that the key learning points would be applied back in the participants' workplace. Participants would be requested to draw up a practical Action Plan.

In addition, at the end of the course, oral evaluation of the entire programme by participants would take place where they would give candid reaction to the two-week course of study.

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