



MODULE 1

# BARBERSHOP TOOLKIT

ESTD 2025



ACCOUNTABILITY  
& POWER SHARING







# MODULE 1

## ACCOUNTABILITY & POWER SHARING

### → Why This Module Matter?

Many men are committed to gender equality yet remain unsure how to move beyond encouragement from the sidelines; this module shifts the focus to concrete acts of sharing power and accepting accountability for outcomes in workplaces, teams, and relationships. It reframes accountability as a visible, measurable practice - listening to those most affected, setting targets, redistributing decision-making, and reporting progress -rather than a private intention. It also recasts power as a relational capacity to enable others, using influence to open doors, transfer resources, and change systems, so equity grows by design instead of depending on individual goodwill.

### → Learning Objectives

**By the end of this session, participants will:**

- + Understand the concept of power as relational and systemic, recognizing how formal authority, informal networks, identity, and culture interact to shape outcomes.
- + Reflect on the different kinds of power they hold (positional, relational, expert, gatekeeping, budgetary, agenda-setting) and analyze recent decisions to see how that power was used.
- + Identify concrete ways to share power, center marginalized voices (e.g., co-design, rotating decision rights, transparent criteria, budget shifts, shared authorship, sponsorship), and shift institutional norms.
- + Explore what accountability to women and marginalized colleagues looks like in action—clear commitments, timelines, resources, transparency, and consequences, not just in statements.

### → Who This Module Is For

- + Men in leadership and decision-making roles (corporate, political, institutional)
- + Government officials and policymakers
- + Senior leadership and board members
- + Supervisors and managers
- + Educators, coaches, and community leaders
- + Organizational heads and HR executives
- + Influential male allies who want to move from intention to action and anyone who wants to use their privilege and influence more ethically



## TOOLS FOR ENGAGEMENT

# 1. POWER MAPPING EXERCISE

➔ **Goal:** Help participants recognize how they influence others in formal and informal ways.

➔ **How To Facilitate**

+ Provide a worksheet or ask participants to draw three concentric circles.

Inner Circle: Personal Power (confidence, emotional intelligence, and listening presence)

Middle Circle: Positional Power (job title, decision-making authority, access to information and budget)

Outer Circle: Systemic Power (social privileges—e.g., gender, caste/class, race/ethnicity, age, language, ability, citizenship)

+ **Ask:** How do you use this power? Who benefits? Who is excluded?

➔ **Debrief Questions**

+ Were you surprised by where your power shows up (e.g., who controls calendars, who frames problems, who is “in the loop”)?

+ In what ways are you already sharing power (co-design, transparent criteria, rotating facilitation)? In what ways could you do more (open budgets, shared decision rules, credit-sharing)?

➔ **Optional Variation**

+ Pair participants to discuss their maps and offer each other one suggestion for more inclusive leadership (e.g., rotate meeting chairs, publish decision criteria, delegate final say with resources attached).





## TOOLS FOR ENGAGEMENT

# 2. CASE CLINICS: REAL DILEMMAS, REAL SOLUTIONS

➔ **Goal:** Practice applying power-sharing principles to real situations.

➔ **How To Facilitate**

- + Invite volunteers to share a real or hypothetical leadership dilemma involving gender or power imbalance.
- + In a small group (4–5 people), the “case giver” presents the dilemma. Others ask clarifying questions (no advice yet!).
- + After discussion, the group shares insights or ideas for how the case giver could act more equitably - e.g., redistribute decision rights, increase transparency, co-create criteria, or share credit/resources with those impacted.

➔ **Sample Dilemma Examples**

- + “I’m often invited to panels, but women in my team are not. Should I decline or recommend them and how do I ensure they get prep, visibility, and follow-up opportunities??”
- + “My team is all male. I’ve tried hiring diversely, but I get pushback from leadership. What power can I share now (interview panels, stretch assignments, acting roles) while pushing for structural change?”

➔ **Debrief Questions**

- + What did you learn from your group?
- + What will you do differently based on this conversation?





## TOOLS FOR ENGAGEMENT

# 3. ROLE REVERSAL ACTIVITIES

➔ **Goal:** Expose unconscious gendered behaviors in professional or social dynamics.

➔ **How To Facilitate**

- + Present a scenario (e.g., a team meeting, a performance review, a public speaking panel) that includes a digital layer such as a Slack/Teams backchannel, a project WhatsApp group, or a social media/live-chat audience interacting with the event.
- + Assign roles with flipped gender dynamics (e.g., a woman is the boss, men are junior staff), and specify online behaviors for each role (e.g., who posts updates, who gets emoji support, who is interrupted in chat, who is ignored in DMs, who is credited/tagged on social posts).
- + Role-play the scenario for 2–3 minutes, then discuss how in-room and online actions combine to amplify or mute voices (e.g., chat pile-ons, selective tagging, backchannel gatekeeping, meme “jokes,” or signal-boosting supportive replies).

➔ **Debrief Questions**

- + How did it feel to be in a different power role - especially when digital cues (likes, tags, DMs) reinforced or undercut that power?
- + What behaviors did you notice that reflect bias or hierarchy, including online (e.g., who gets credit in threads, who is “ghosted,” who is policed for tone, who is defended)?
- + How can this exercise inform your real-life interactions - what concrete shifts will redistribute voice and credit both in the room and in digital channels (e.g., rotate who posts updates, name-and-credit in threads, moderate backchannels, set norms on tagging and emoji-reacting, and use bystander prompts to interrupt bias)?

➔ **Optional Variation**

- + Show a real video clip from a boardroom or news segment, mute the audio, and ask:
  - ➔ Who holds the space?
  - ➔ Who interrupts?
  - ➔ Who is heard?



# FACILITATOR GUIDE FOR NEW OR INEXPERIENCED TRAINERS

## ➔ Core Concepts to Know

- + **Power is not just positional** (e.g., being a boss)—it’s also relational (influence), social (privilege), and cultural (who’s centered in stories and leadership).
- + **Accountability** means not just avoiding harm, but actively using your influence to make space for others, especially those who have been historically excluded.
- + **Sharing power** doesn't mean losing power. It means using it to build equity and trust.

## ➔ Before The Session

- + Choose which tool(s) to use based on your audience and time (1–2 tools in a 60–90 min session is ideal).
- + Print or project the Power Mapping worksheet (or prepare flipchart paper).
- + Review the case study examples or create your own.
- + Prepare ground rules: respect, confidentiality, one mic, no judgment, speak from experience.

## ➔ Suggested Session Flow (90 Minutes)

Time	Activity
00:00 - 00:10	Welcome & Purpose: “Why Power Matters”
00:10 - 00:30	Power Mapping Exercise & Pair Discussion
00:30 - 00:50	Case Clinics or Role Reversal
00:50 - 01:10	Group Reflection: How Will You Share Power Differently?
01:10 - 01:20	Closing Round: One Commitment for Action



# FACILITATOR GUIDE FOR NEW OR INEXPERIENCED TRAINERS

## ➔ Sample Script Openers

- + “As we see more leaders globally embrace ‘strongman’ or centralized approaches, it’s vital to remember that power can be used to enable, not just control. True accountability isn’t about command, it’s about relational transparency and shared influence.”
- + “Today’s session isn’t about blame—it’s about responsibility.”
- + “Power is often invisible to those who have it. This session will help us see and shift it.”
- + “We’re going to talk about ways to use power not to dominate—but to uplift, mentor, and make space.”

## ➔ Reflect On

- + **Power and Privilege:** What formal and informal power do I hold in my personal and professional life? How might participants perceive my authority as a facilitator, and how can I model power-sharing in this space?
- + **Accountability Practices:** When have I avoided accountability in my own life? What makes it difficult for me to admit mistakes or share power? How do I respond when my actions cause harm to others?

## ➔ Cautions & Tips

- + Avoid calling people out—invite them into reflection.
- + Encourage honest sharing, but don’t pressure people to disclose sensitive personal power dynamics.
- + If you’re unsure how to respond to something, use reflective phrases like: “That’s a really important point. Let’s sit with that for a minute.”

## ➔ Key Takeaways

- + Power is not just a problem—it’s a responsibility.
- + Accountability isn’t a one-time thing—it’s a practice.
- + You can lead more effectively by creating space for others to lead, too.

- + **Resistance Management:** How do I react when participants challenge the concept of sharing power, especially if they hold significant authority? What strategies will I use to remain non-defensive while addressing pushback about “reverse discrimination” or “men losing ground”?
- + **Personal Blind Spots:** In what ways might I unconsciously centralize myself or dominate discussions about power? How will I create genuine space for marginalized voices in the room?



# USEFUL RESOURCES

- 1 UN Women. (2024). Gender Equality in Political Power Sharing for a Better World (Expert Paper by Edita Tahiri). Commission on the Status of Women (CSW69) Expert Group Meeting. Retrieved from:  
<https://www.unwomen.org/sites/default/files/2024-10/csw-69-expert-group-meeting-expert-paper-edita-tahiri-en.pdf>
- 2 UN Women. (2024). Generation Equality Accountability Report 2024. United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from:  
<https://www.unwomen.org/sites/default/files/2024-09/generation-equality-accountability-report-2024-en.pdf>
- 3 UN Women. (2018). Inclusive Peace Processes: Accessing Political Power. United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from:  
<https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2018/Inclusive-peace-processes-Accessing-political-power-en.pdf>
- 4 UN Women. HeForShe Initiative. United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from:  
<https://www.heforshe.org>
- 5 UN Women. (2017). Unsettling Bargains? Power-Sharing and the Inclusion of Women in Peace Negotiations. United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from:  
<https://www.unwomen.org/en/digital-library/publications/2017/1/unsettling-bargains>
- 6 National Democratic Institute. (2020). Men, Power and Politics. Program Guidance. Retrieved from:  
[https://www.ndi.org/sites/default/files/Men%20Power%20and%20Politics%20Program%20Guidance%2011\\_20\\_2020%206.pdf](https://www.ndi.org/sites/default/files/Men%20Power%20and%20Politics%20Program%20Guidance%2011_20_2020%206.pdf)



# SEE OTHER BARBERSHOP 2.0 MODULES

M1

MODULE 1

ACCOUNTABILITY  
& POWER  
SHARING

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M2

MODULE 2

BYSTANDER  
INTERVENTION &  
ALLYSHIP

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M3

MODULE 3

DIGITAL  
MASCULINITIES &  
ONLINE BEHAVIOR

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M4

MODULE 4

MENTAL HEALTH  
& EMOTIONAL  
EXPRESSION

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M5

MODULE 5

FATHERHOOD  
&  
CARE WORK

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M6

MODULE 6

CLIMATE JUSTICE  
&  
GENDER

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M7

MODULE 7

INTERSECTIONALITY  
& INCLUSIVE  
MASCULINITIES

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M8

MODULE 8

MENSTRUAL  
EQUITY &  
SRHR

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M9

MODULE 9

GENDER-BASED  
VIOLENCE  
(GBV)

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M10

MODULE 10

GENDER EQUALITY  
IN THE  
WORKPLACE

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[UNWomen.org](http://UNWomen.org) [HeForShe.org](http://HeForShe.org)