

## CASE STUDY

### **Gender Relations, Cultural Context, and Social Structures - Yamaha Motors India Pvt. Ltd.**

#### **INTRODUCTION**

An important challenge that organizations face even today is to provide a safe environment not just physically but psychologically as well. In the global perspective with which the management aims to reach its goals, characteristic of diversity is expected. But with globalization we also challenge the cultural beliefs that are associated with gender roles. Limiting participation of women is just one such belief which has a strong hold. The cultural setting, social structures and gender relations affect the way women and men participate. Yamaha Motors, the international icon of motorbikes, was committed to advancing gender equality in its workforce, leadership, and mid-level management team, but faced challenges in achieving its goal.

#### **Problem Statement**

Marching on with the tune of increasing women ratio in their leadership and mid level management team, YAMAHA Motors discussed their existing challenges and deep commitment to progressing gender equality for its workforces led to the uniquely designed blended learning program on **Gender Sensitisation** for their middle managers who are responsible for many decisions around policy implementation and might be key to meeting the gender balance agenda that the organization is keen to achieve.

This was largely based on our understanding of the audience, the sensitivity of the topic and most importantly our continuous open discussions and learnings with the team at YAMAHA Motors. The essence of the program lied in adapting a reflective approach through scenario based, thought invoking discussions which engage the managers and co-create insightful, meaningful and lasting takeaways for the organization.

#### **The Solution**

##### **Program Design**

- Familiarize participants with gender issues.
- Clarity on participant's personal beliefs about the roles of women and men.
- A fundamental principle of refraining from making assumptions about people's gender and preferences.
- Gender appropriate behaviour.
- Creation of safe and employee friendly organization culture.
- Critical need to close the gap between genders to support equality.

## **Program Objectives**

- To impart knowledge about how stereotypes attached to genders get formed which later lead to gender discrimination.
- To create a discrimination-free, safe and healthy workplace environment where both male and female employees may contribute with equal zeal.
- To understand the value of diversity and its benefits
- To analyse inclusive behaviour and its elements
- To create an awareness of what acts/behaviour would constitute bullying and sexual harassment (The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013).

## **Pedagogy**

- Context & Expectation Setting
- Exploring Biases, Prejudices & Stereotypes by discussing various scenarios
- Preparing for Change and develop sensitivity in behaviour for every gender with different role plays
- Towards Gender Equality
- Best Practices and real time examples
- Sexual Harassment in building psychologically safe environment and its importance
- Reflections & Concluding

## **Conclusion**

The bespoke program on **Gender Sensitisation** took them through 4 modules which touched upon the conscious & the unconscious gender bias, invited insights from the ignored, brought in frameworks & best practices across the industry and finally sealed it up with establishing the way forward for the progressive team at YAMAHA .