

UNDP/RBAS MENTORING PROGRAMME FOR WOMEN JOURNAL



WOMEN
UNLIMITED, INC.

MENTORING
EDUCATION
NETWORKING



By 2021, we want UNDP to be a gender balanced and inclusive organization whereby all its personnel — women, men and personnel with other gender identities — have equal opportunities to grow, progress in their careers, and make a difference in the atmosphere of respect, care, and flexibility, free from any bias, discrimination, or harassment. We want UNDP to be a recognized thought leader in gender equality and advancement of women that ‘walks the talk’ and has a strong brand of the organization that lives by its values and enacts the gender equality principles it stands for in its own operations.”

—UNDP Gender Parity Strategy 2018-2021

Welcome to the UNDP/RBAS Mentoring Programme for Women!

Congratulations for being selected as a valued part of this first cohort of the UNDP/RBAS Mentoring Programme for Women! We believe that the journey you are about to undertake over the next ten months as part of this programme will be a unique and valuable experience in your career. It is designed to help strengthen key skills that will help you advance in your career; leverage professional opportunities; and creative effective strategies to overcome challenges you may face along the way. By participating in this programme, we anticipate that you will learn how to leverage mentor relationships; broaden your networks; and gain the insights needed for leadership development and advancement throughout your career – in UNDP and beyond.

The programme has also been designed to reflect the ambition of UNDP's *People for 2030 Strategy*, and to support you in your professional goals while also contributing to gender parity within UNDP, across all levels of the organization.

We are confident that you will benefit from participating in this program and that you will enjoy meeting, getting to know, and sharing ideas with the other program participants who will be experiencing this opportunity with you – as well as your mentor, and your manager.

If there is anything that we can do to help make your learning experience more rewarding, please do not hesitate to let us know.

Once again, welcome to UNDP/RBAS Mentoring Programme for Women,



Dr. Rosina L. Racioppi
President and CEO
WOMEN Unlimited, Inc.



Sarah Poole
Deputy Assistant Administrator and Deputy Regional
Director of the Regional Bureau for Arab States

UNDP/RBAS Mentoring Programme for Women Goals

The UNDP/RBAS Mentoring Programme for Women has been designed specifically to provide high potential women participants with a year-long mentoring and development experience, focused on providing each with the guidance and support to:

- **Overcome obstacles that they face when trying to advance in their careers**
- Create a plan for professional development
- Learn how to **cultivate effective mentoring relationships**—a critical developmental relationship for women
- **Develop sustainable networks of peer and senior managers across the UNDP system**
- **Leverage their mentor relationships, peer relationships, and networks**, to gain the insight needed for their leadership development and advancement within UNDP
- **Identify critical competencies and strengths** that best serve themselves and UNDP
- **Demonstrate confidence and competence** in decision making, innovation, communication, relationship management, influence, managing ambiguity, and delivering results

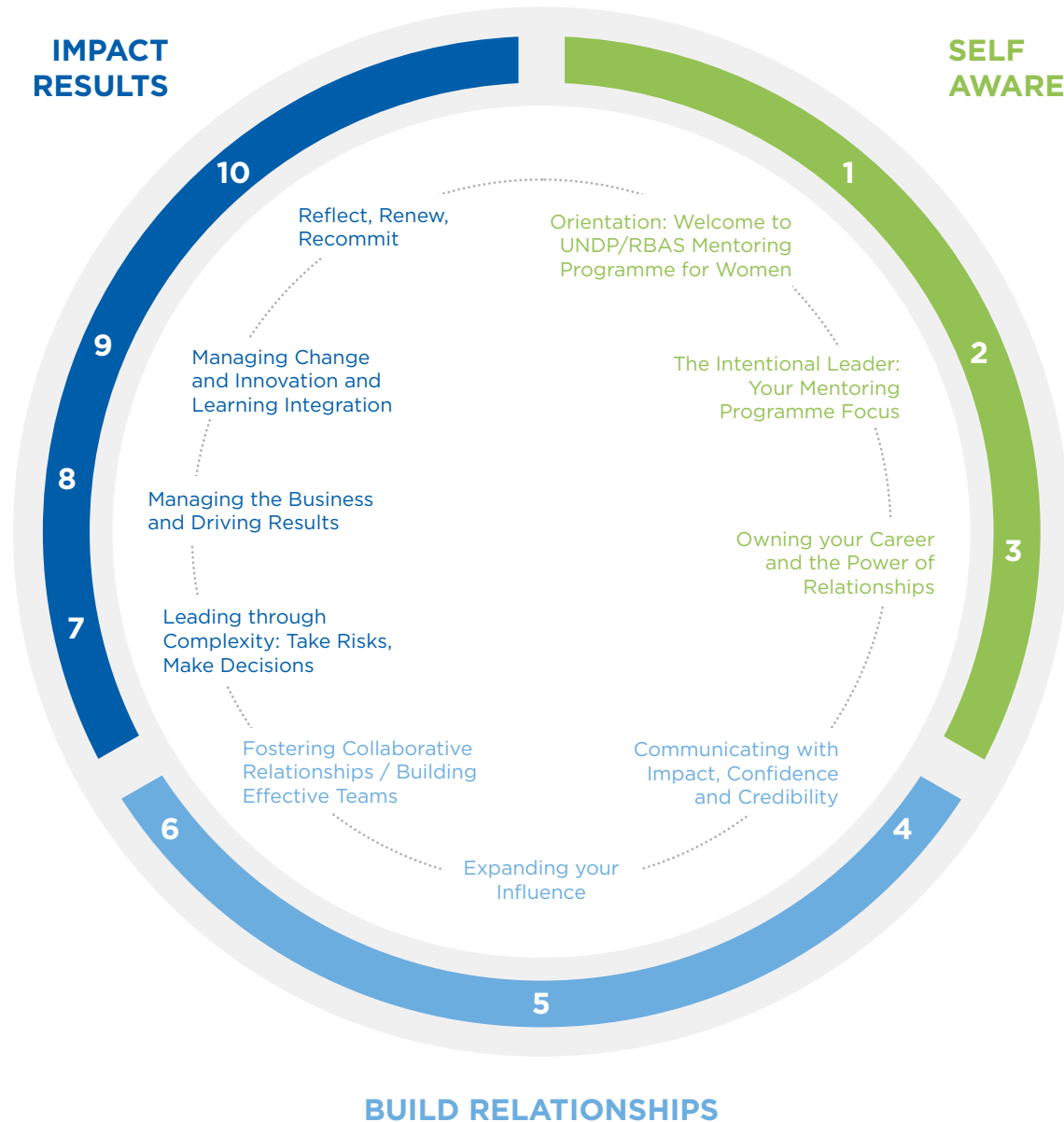


HOW IT WORKS

Over the course of ten months, participants will engage in formal mentoring activities and in monthly leadership and reflection sessions. The mentoring programme includes:

- 360° Managerial Assessment and Feedback
- Individual Development Planning and Goal Setting
- Monthly webinars / coaching sessions focused on key topics for leadership reflection and growth
- Two, face-to-face, mentoring workshops in Amman
- An assigned executive Mentor
- Formal Peer Team Partners
- Management involvement and support through teleconferences and monthly updates
- On-the-job action assignments to reinforce the coaching lessons and immediately apply your insights and learning to further your career and UNDP's goals

UNDP/RBAS Mentoring Programme Process



Orientation: Welcome to UNDP/RBAS Mentoring Programme for Women

SESSION 1

This introductory session sets the stage for ten months of leadership reflection and transformational growth. Participants meet their Programme Facilitators, their cohort participant peers to share expectations, workplace challenges and opportunities, while establishing the foundation for effective mentoring and coaching.

DATE

REFLECTIONS

UNDP/RBAS Mentoring

Goal: Intentionally building relationships for career sustainability



The Intentional Leader — Your Mentoring Programme Focus

SESSION 2

“Intentional” Leaders have a strong focus on continual growth and development. They need to have a clear understanding of themselves — the strengths, values, and leadership beliefs that guide their decisions, their relationships, and their overall results.

In this session, the focus is on self-awareness and being intentional about your career. Participants will share results of their action assignments and leadership interviews and begin the process of identifying the focus for their development goals. In addition, formal peer teams are established at this session. Bottom line, you will gain the insight needed to review your leadership feedback and draft an initial Individual Development Plan (IDP). This plan provides the foundation for your overall growth, as well as your mentor relationships.

DATE

REFLECTIONS

Peer Teams

Your peer team mentors provide ongoing support, accountability, and continuity on your Mentoring Programme goals and commitments. Your peer mentors are assigned based on diversity of experiences and backgrounds, providing you with a safe, yet challenging, environment for discussion, feedback, and growth.

How you leverage your peer team engagement opportunities is a mirror of how you ‘show up’ at work.

- Successful individuals show up prepared and engaged
- Successful Peer Teams leverage the resources and talents of their team to grow and develop. Specifically:
 1. Challenge your thinking / your approach to business issues
 2. Provide support and be a “sounding board.”
 3. Provide feedback and input on your KF360 Results and your IDP
 4. Work together each month to clarify focus for your Mentor Meetings
 5. Work together each month to research and explore the assigned leadership topic
 6. Prepare to present learnings, challenges, and “best practices”
 7. Provide “real time” feedback to each other on observed leadership behaviors, style, and impact (Open? Engaged? Committed? Accountable? Influential?)

Behaviors that drive the success of the Peer team:

- Focus on self development
- Ability to ask for and provide feedback
- Seek out other perspectives
- Learning mindset
- Listening (without judgment)
- Accountability — for yourself and the experience

MY PEER TEAM

Name

Phone

Email

Name

Phone

Email

Name

Phone

Email

EXTERNAL MENTORS

Name

Phone

Email

Refer to your Resource Page for the following tools: Peer Team MAP (Mutual Agreement Plan / Team Agreements) and IDP Template

Owning your Career and the Power of Relationships

SESSION 3

Great mentoring relationships provide powerful learning experiences that are transformational for professional growth.

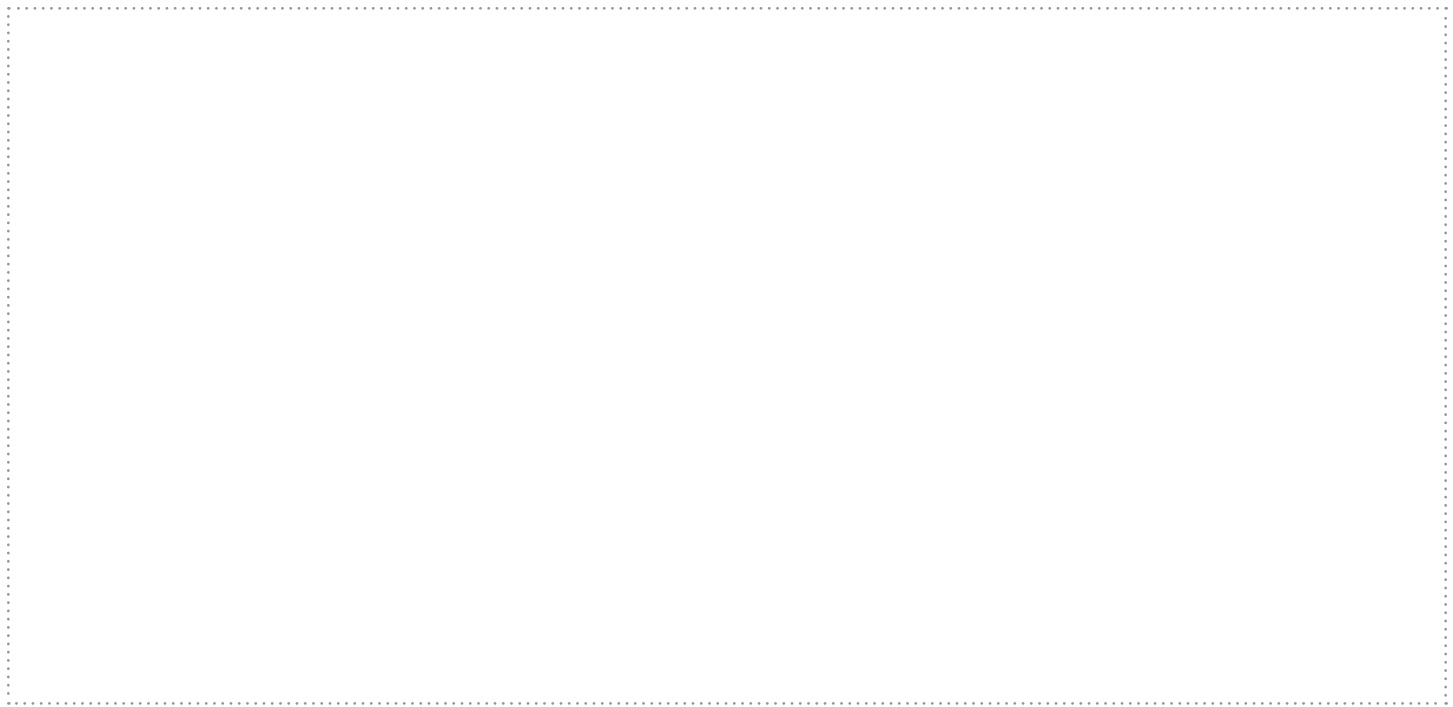
At this point career goals are established, and Peer Team relationships are solidified. You will create strategies for engaging with your mentors to ensure you receive the guidance needed for your development and career advancement within UNDP.

Specific attention is given to building strategic relationships with managers and cultivating successful mentoring relationships.

Highlights include strategies for building a “learner’s mindset”, a critical characteristic for leadership growth. In addition, a leadership style assessment will provide you with specific insights into your leadership communication strengths, challenges, and opportunities.

DATE

REFLECTIONS



Creating the Foundation for your Mentor Relationships

Your IDP and career goals determine the focus of your conversations with your mentor. Equally important, you also need to determine “how” you want to work with your mentor.

It is your responsibility to keep your mentor relationship focused on your needs. You can ensure your relationship with your mentor continues to move forward when you:

- Are clear about your intentions for your Mentor Relationship
- Initiate meetings
- Create a focus for your mentor conversations
- Share the impact of mentor guidance. What actions did you take? How did the insight gained from mentor conversations impact your development and career?
- Solicit specific feedback from your mentor
- Regularly review your IDP with mentor to assess progress and obstacles

What guidance do you need from your mentor in your development?

“

Leadership is about encouraging people. It’s about stimulating them. It’s about enabling them to achieve what they can achieve — and to do that with a purpose.”

—CHRISTINE LAGARDE
IMF MANAGING DIRECTOR



“If you want to go fast, go alone. If you want to go far, go with others.”

—AFRICAN PROVERB

Getting Started

Your mentor relationship is an interactive, active learning process. This active learning process implies acting on something (such as your development plan), affecting something, altering something...mentoring is no simple action. The mentor relationship is limited only by the imagination and creativity of the Mentor and Mentee.

Initial Meeting

- Our first step is to establish the ground rules for the relationship. NOTE: Use the Mentoring Agreement template (on the resource page).
- It is important that you mutually decide how much structure / non-structure you require in order to feel comfortable yet be productive. You must also determine the logistics around your meetings (best time and format).
- It is important to set dates a minimum of once per month, for the individual confidential “one-on-one” meetings with mentors. Block these important dates on your calendar.
- You are required to provide the Mentor with a copy of your Development Plan (IDP).
- Use the monthly planning and conversation forms (see Resources page).
- And a reminder; MENTEES “drive” the relationship. **You are responsible for initiating and scheduling meetings, setting the meeting agenda, and providing follow up!**



“A mentor is someone who allows you to see the hope inside yourself.”

—OPRAH WINFREY

“Mentoring relationships are learning relationships.”

—ROSINA RACIOPPI
CEO WOMEN UNLIMITED

UNDP/RBAS Mentoring Programme for Women

Quick Reference Guide for Mentees

ATTRIBUTES OF EFFECTIVE MENTEES

- Do you have a clear leadership vision? Have you identified development goals?
- Are you willing to ask for and accept feedback on your growth opportunities?
- Do you have a growth and learning mindset? Are you open to considering other perspectives?
- Are you willing to make the time commitment? Do you consider your mentors as critical business relationships?

MENTORING COMMITMENTS

✔ Peer Team Meetings

- Peer teams meet monthly (without mentors)
- Peer Team preparation calls: scheduled for week prior to each virtual programme session

✔ One-One Mentor Meetings

- Connect with mentor, minimum monthly
- Mentor Meeting templates for each session posted on Resource Page

Meeting 1 Meeting 5

Meeting 2 Meeting 6

Meeting 3 Meeting 7

Meeting 4 Meeting 8

- Schedule additional 1-1 as needed/desired

✔ Mentoring Shadow Experience

- Recommended (if feasible) to schedule a 2 day “mentoring shadowing” experience, at Mentor’s location, mid programme

WHERE TO BEGIN -TACTICAL TIPS

- Complete Team Agreements to set ground rules, goals, and expectations.
- Agree on the meeting schedule **for the full programme** and commit to the dates (peer team, mentor 1-1s).
- IDP serves as a foundation for mentoring discussions—everyone on team needs a copy now.
- Determine what you need from your Peer team and External Mentor. How can they assist you with your development?
- Conduct monthly 1-1 meetings with mentor.
- Review and incorporate the planning and discussion tools as needed for 1-1 and team meetings.
- Commit to own and drive agendas for peer team AND Mentor meetings. Hold each other accountable.
- Balance IDP discussions with workplace challenges and accomplishments.

MENTORING DISCUSSION FOCUS

- Check in MONTHLY on IDP: Progress, Successes, Obstacles
- Every month - mentor and peer teams will have focused discussions regarding the specific competency and development topic.
- Monthly Topics:
 1. The Intentional Leader: Your Focus for Development
 2. Owning Your Career - The Power of Relationships
 3. Communicating with Impact, Confidence and Credibility
 4. Expanding Your Influence
 5. Collaboration: Building Effective Teams
 6. Risk Taking and Decision Making
 7. Managing the Business - Driving Results
 8. Managing Change and Innovation

3 Commitments and Learning Integration Framework

WEEK ONE POST SESSION

- Individual Actions (review materials and commitments, finalize IDP, etc.)

WEEK TWO POST SESSION

- Meet with Manager to review programme, insights, actions, and support needed
- Initial meeting with Mentor: leverage Resource Page tools for your initial meeting
- In addition, ask your Mentor for input on next month topic, Communicating with Impact. Sample Questions are on Resource Page

WEEK THREE POST SESSION

- Complete any prework for NEXT month Individually
- Meet with Peer Team to prepare:
 - Our Progress this month
 - Our challenges relative to this topic
 - Our strengths
 - Counsel from Mentors
 - Impact of Mentor Guidance
 - Ideas to share and Feedback needed

NOTES

Communicating with Impact, Confidence and Credibility

SESSION 4

This month, the key focus is on demonstrating credibility within UNDP.

The key pillars we will explore include: the ability to demonstrate confidence in high stakes situations, an awareness of your key strengths and differentiators, and the courage and conviction to articulate your value and contributions in a positive way.

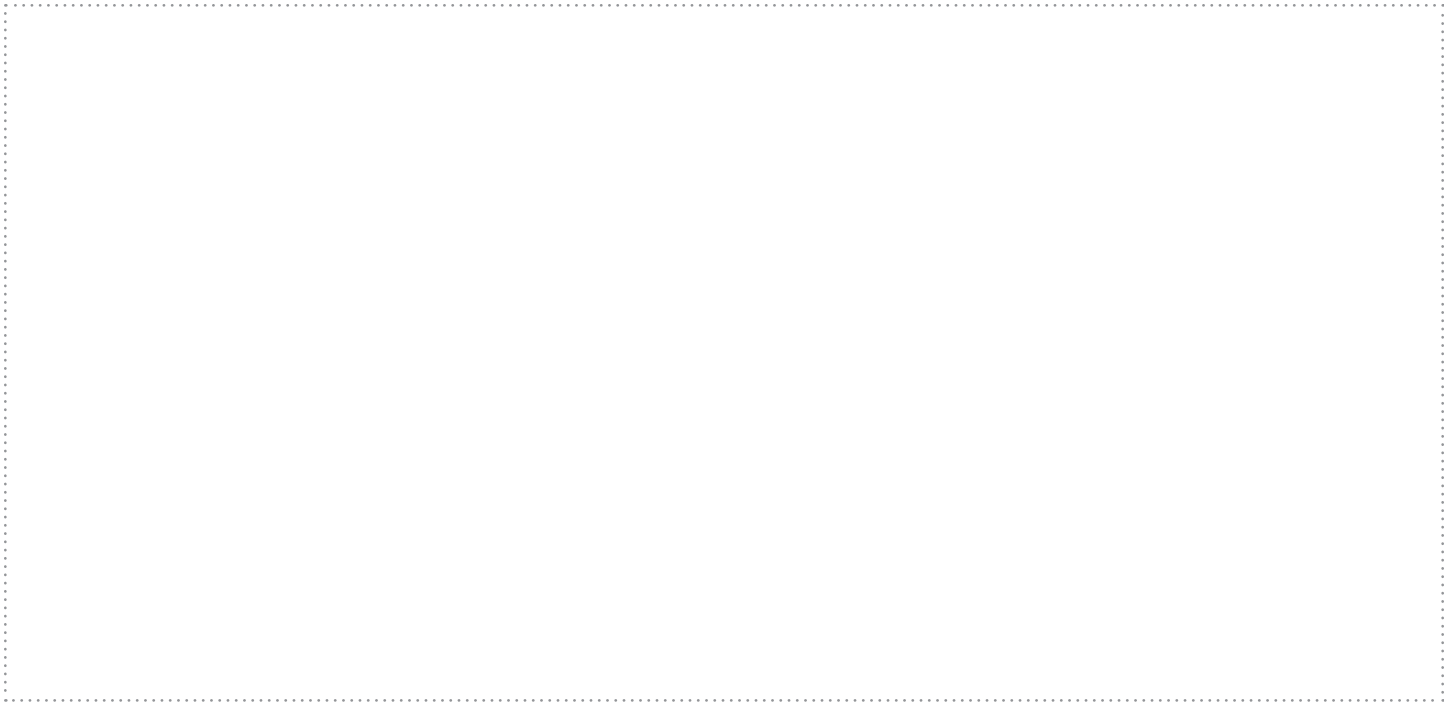
Talented Communicators know how to speak up and step up to build credibility and seek opportunities. As stated by the late WUI Founder, Jean M. Otte, “It’s not what you know, it’s who knows you know.” Being good at your job is expected. What makes you stand out is your ability to communicate with both confidence AND competence.

In this session, we will identify and practice the key changes that will enable you to be seen and heard as strong contributors by senior managers.

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4 Commitments and Learning Integration Framework

WEEK ONE POST SESSION

- Individual Actions (review materials and commitments, finalize IDP, etc.)

WEEK TWO POST SESSION

- Meet with Manager to review programme insights and actions
- Meeting with Mentor:
 - Leverage Resource Page tools
 - Ask your Mentor for input on next month topic, Sample Questions are on Resource Page

WEEK THREE POST SESSION

- Complete any prework for NEXT month Individually
- Meet with Peer Team to prepare for next session
 - Our Progress this month
 - Our challenges relative to this topic
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Expanding your Influence

SESSION 5

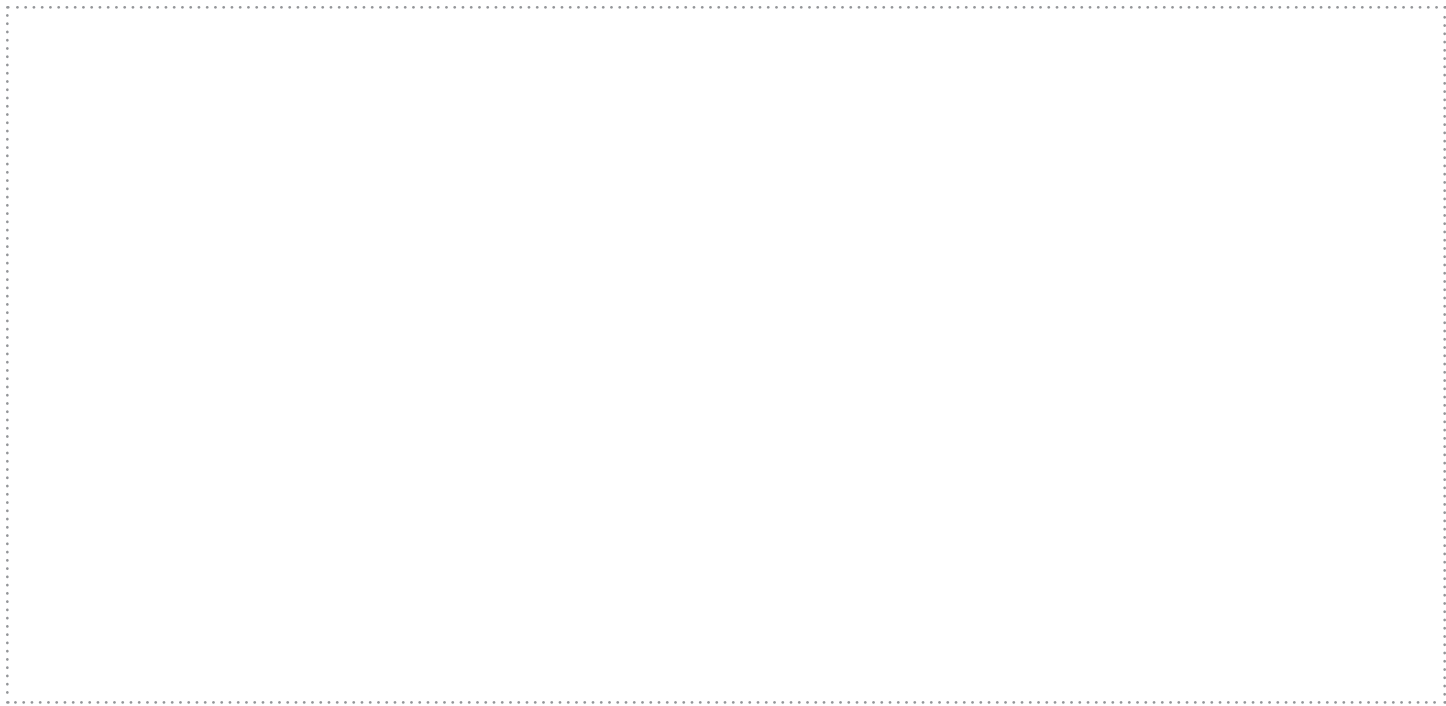
Influence is a critical skill of leadership. It's the essential art and discipline of playing well with others.

This session explores the dynamics of influence and how successful leaders diagnose and leverage relationships, to build trust, empower others and deliver results.

You will analyze and develop strategies for real-life situations, and create a plan to increase your relationship management, persuasion and influence skills.

DATE

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Commitments and Learning Integration Framework

WEEK ONE POST SESSION

- Individual Actions (review materials and commitments, finalize IDP, etc.)

WEEK TWO POST SESSION

- Meet with Manager to review programme insights and actions
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WEEK THREE POST SESSION

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Fostering Collaborative Relationships / Building Effective Teams

SESSION 6

In a world of increasing uncertainty and ambiguity, every decision carries an element of risk. The most successful leaders recognize that career opportunities usually reside outside of their comfort zone. Leaders need to be able to quickly and confidently make decisions and assess and manage risks to grow themselves and their organisations.

This session provides insight into potential barriers and challenges of decision making, risk vs. reward “tolerance”, and strategies to enhance your confidence, credibility, and effectiveness in all key aspects of decision-making.

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Commitments and Learning Integration Framework

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Leading through Complexity: Take Risks, Make Decisions

SESSION 7

This interactive session will expand your thinking on the impact of strategic leadership. You will gain a broader business perspective as you examine your organisation’s strategic priorities and assumptions. In addition, you will identify current political, global, and economic shifts that have created challenges and opportunities for your company. Through the use of executive interviews, panel discussions, and the development and presentation of a “Strategic Pitch”, each of you will reinforce your “Transformational Shift” from managing, to leading strategically and thinking globally.

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Commitments and Learning Integration Framework

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WEEK TWO POST SESSION

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Managing the Business and Driving Results

SESSION 8

This month the focus is on developing business acumen and driving results. Managing the business doesn't mean knowing it all; it means developing an awareness of your business drivers to improve "selling" your ideas for UNDP. Specifically, you will explore how to use resources to improve business acumen, demonstrate value and drive results.

Bottom line: you need to understand what you can do to positively impact your organization's business drivers and use both organizational savvy and data effectively when presenting ideas and opportunities. You will work with a team to review a business opportunity and create and deliver a proposal to sell your idea.

DATE

REFLECTIONS

Managing Change and Innovation

SESSION 9

In this final session, you will examine how to become a driving force for innovative change, personally and professionally. We will explore the change “mindset” and review a framework and tools that allow both individuals, and their teams to thrive, improve, and seize opportunities for growth. You will identify a key area for improvement and assess how you can drive that innovation.

As the Programme comes to an end, you will revisit your leadership journey – and how you have grown and helped to change your area / division as a result. Invited guests attend a formal “graduation” ceremony. This event celebrates and rewards accomplishments and contributions, while highlighting key leadership learnings.

DATE

REFLECTIONS

Reflect, Renew, Recommit

SESSION 10

To reinforce results from the 10-month programme, and to keep the focus on continuing development, you will come together three months after graduation to re-engage and discuss ongoing progress.

During this two-hour meeting, you will have an opportunity to renew your commitment to your development and re-connect with your peer team. This is an opportunity to capitalize on the collective wisdom of the group and to revitalize and refocus commitment to one's own development.

DATE

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DEVELOPING LEADERS
WHO DELIVER RESULTS

— *Since 1994* —