



UNDP/RBAS  
VIRTUAL MENTORING  
PROGRAMME

# MENTORING TOOLKIT



**WOMEN**  
UNLIMITED, INC.

MENTORING  
EDUCATION  
NETWORKING

# Welcome to the UNDP/RBAS Mentoring Programme for Women!

With your experience and leadership skills, we know that you will be a vital resource to women colleagues from UNDP as they seek to grow and evolve their careers.

## ABOUT THE PROGRAMME

The inaugural UNDP/RBAS Mentoring Programme for Women launched in February 2020, and pairs 28 mid-level professional women, currently serving in the Arab States region, with senior-level mentors from across UNDP over a ten-month period.

In line with broader corporate efforts, this programme has been designed to reflect the ambition of the People for 2030 Strategy and to help us advance gender parity at all levels. Recognizing that women are still facing challenges in advancing their careers, the programme aims to help change this and to help address existing gender parity gaps in our region.

The overall aim of this programme is to support women colleagues across the Arab States region in gaining skills and insights that will help them advance their careers, leverage opportunities, and identify obstacles that they face in advancing their careers so they can create effective strategies to overcome them. More broadly, the programme will support UNDP to recognize and retain talented female staff and enhance inclusiveness and diversity among work force. The mentoring programme is guided by an external provider, WOMEN Unlimited, Inc., a leading company developing women leaders for major institutions, including numerous Fortune 1000 companies.

## YOUR ROLE AS A MENTOR

- Positively influence women colleagues' careers and help them grow.
- Learn from others and build your coaching skills.
- Engage with your assigned mentee for 4 hours each month.
- Be a mentor for an eight-month period, starting in March 2020.



*“We cannot  
hold a torch  
to light  
another’s  
path without  
brightening  
our own”*

**Ben Sweetland**

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## 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

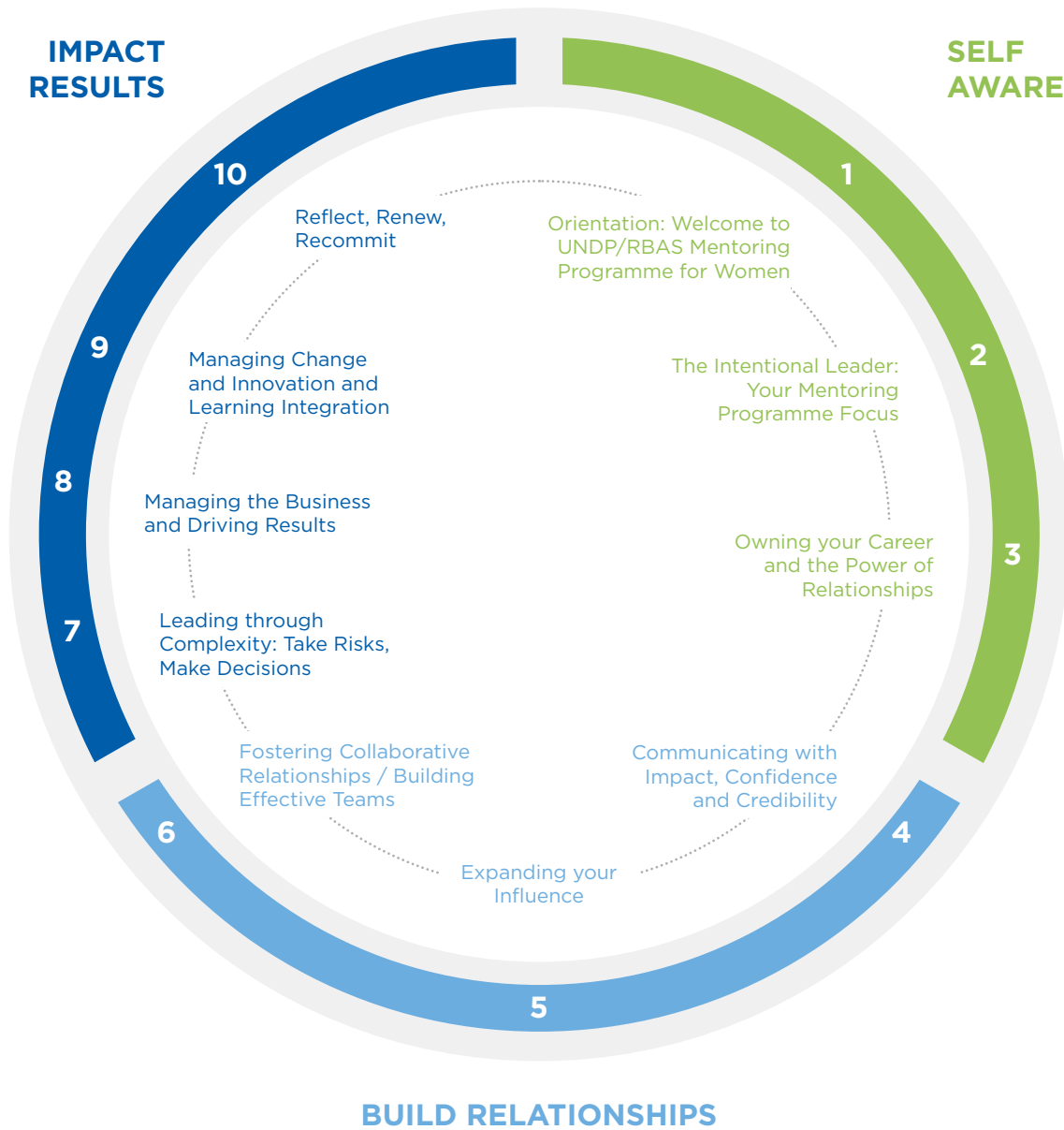


### HOW IT WORKS

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



## UNDP/RBAS Mentoring

**Goal:** Intentionally building relationships for career sustainability

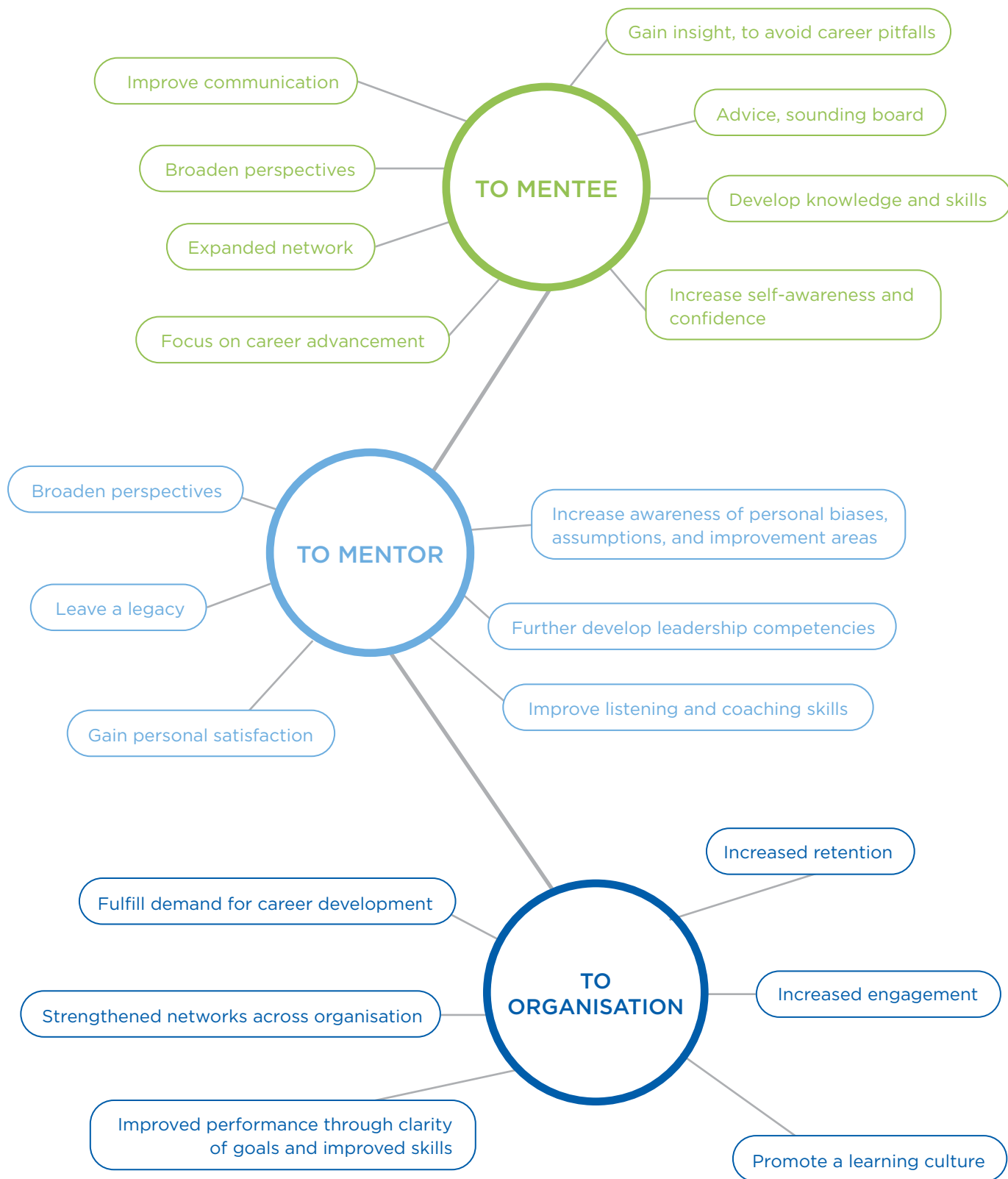


### MENTORING IS ABOUT TURNING LEARNING INTO LEADERSHIP

“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.”

**Rosina Racioppi, Ed.D., CEO, WOMEN Unlimited**  
“Women’s Mentoring Wisdom” Research






## UNDP/RBAS Mentoring Benefits





## Characteristics of a Great Mentee

A key focus for the participants of the UNDP/RBAS Virtual Mentoring Programme for Women will be in developing the characteristics of highly effective organisation contributors.\*

				
<p><b>Awareness</b></p> <p>Participant is aware and highly attuned to how she is perceived within the organisation. She is also aware of who within her organisation - including mentors and peers - has particular talent, experience, and expertise to leverage as a resource.</p>	<p><b>Flexible &amp; Open to Feedback</b></p> <p>Participant uses relationships with mentors and key individuals to enhance her awareness, gain critical insight necessary for her career advancement, and ensure that her corporate reputation / brand aligns with personal goals and objectives.</p>	<p><b>Diverse Relationships</b></p> <p>Participant intentionally builds relationships to ensure that she has a robust business network that helps her broaden her perspective, stay abreast of organisational thinking (internal), and industry trends / opportunities (external).</p>	<p><b>Visibility</b></p> <p>Participant seeks out opportunities to share insights, demonstrate capabilities and expertise in her organisation. Others are aware of what she offers. She understands and models her personal brand in a way that not only promotes herself but also develops and promotes those around her.</p>	<p><b>Investment &amp; Accountability</b></p> <p>Participant is committed to fully engage in the mentoring programme. She protects the time she needs to fully engage in her mentoring relationships and development activities.</p>

\*Information based on research by Dr. Rosina Racioppi: “Women’s Mentoring Wisdom: Understanding the factors mediating the formation of effective mentoring relationships for mid-career women”.)



## Creating the Foundation for your Mentor Relationships

Your Mentee's IDP and career goals determine the focus of your Developmental conversations for the UNDP/RBAS Mentoring Programme. Equally important, you also need to determine "how" you want to work with your mentee.

It is the Mentee's responsibility to keep the mentor relationship focused on her needs. You should expect to work with your mentee to:

- Be clear about her intentions and goals for your mentor relationship. Determine together what guidance she needs from you in her development.
- Initiate meetings.
- Create a focus for your mentor conversations.
- Share the impact of your mentoring guidance. What actions did she take? How did the insight gained from mentor conversations impact her development and career?
- Solicit specific feedback from you.
- Regularly review her IDP with you to assess progress and obstacles.

“

“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 (i.e., a 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

- Your first step is to establish the ground rules for the relationship. NOTE: Use the Mentoring Agreement template (on the next 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.
- Each mentee is required to provide the Mentor with a copy of their IDP (Individual Development Plan).
- And a reminder; MENTEES “drive” the relationship. They 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

## Mentoring Agreement

As a “Mentee” and “Mentor” in the UNDP/RBAS Virtual Mentoring Programme for Women, we will:

- ✔ Use the Mentee’s Individual Development Plan (with specific leadership goals), as a foundation for our mentoring discussions.
- ✔ Commit to meeting at least once per month and following up on a regular basis.
- ✔ Treat my mentor meetings as a business priority.
- ✔ Come to our meetings prepared and take responsibility for my own progress.
- ✔ Establish trust and protect each other’s confidentiality and privacy.
- ✔ Address any issues on the team as they arise.
- ✔ Respect and value each other’s perspectives, whether we agree with them or not.
- ✔ Honor this Formal Trust Agreement even after the partnership ends.

**AGREED DATES / TIMES TO MEET:**

**ADDITIONAL GROUND RULES FOR OUR MENTOR RELATIONSHIP:**

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\_\_\_\_\_  
**Mentee Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Mentor Signature**

\_\_\_\_\_  
**Date**

# UNDP/RBAS Mentoring Programme for Women

## Quick Reference Guide for Mentors

Mentors play an integral role in the successful experience of the women in the UNDP/RBAS Mentoring Programme for Women. Providing the women access to senior male and female leaders throughout the ten-month programme, enables the participants and the mentors to establish long-term relationships which foster a sharing of business experiences, leadership strategies and key learnings.

The success of these relationships hinges upon setting clear, mutual expectations upfront and making the commitment to meeting those expectations on an ongoing basis. By engaging with each other in this way, we ensure our mentors and mentees derive the maximum benefit from the relationship.

### Key Expectations

#### ✔ Full Engagement of the Mentors

- We ask our mentors to be committed and accountable to giving quality time to fostering the mentoring relationships.
- Foster a safe and comfortable environment to allow the mentees to openly express and share their views, issues, challenges and questions.
- Have fun together! The stronger the relationship the stronger the TRUST.

#### ✔ Ongoing Input and Feedback

- We ask mentors to participate in on-going two-way communication with both the UNDP/RBAS sponsors and the WUI staff to provide feedback and recommendations for improvement on any aspect of the process.

### Ongoing Support

- We are committed to supporting the mentors—through mentor development, programme briefings and conference calls to share best practices and strategies, and assistance with questions and challenges. In addition, we work with the mentees throughout the programme to ensure the mentees are reaching out to the mentors to take full advantage of their business knowledge/experience.

### Key Mentoring Principles

- Focus is on developing Leadership Effectiveness; value is in helping mentees think more strategically about how they are showing up as leaders.
- Mentoring is “Participant Driven.” Mentees are expected to own and drive the process.

## Mentoring Tips

### QUESTIONS

Help to bring expertise out of the mentee (focus on development of their strengths)

### HOW

Ask Questions, Listen, Tell the Truth, Request their Best, Encourage. *Don't "Solve"*

### REFLECT

Share your expertise with mentee (perspectives, insights, lessons learned)



# UNDP/RBAS Mentoring Programme for Women

## Quick Reference Guide for Mentors

### WHERE TO BEGIN-TACTICAL TIPS

- Complete Mentor Agreement to set ground rules, goals, and expectations.
- Agree on the meeting schedule for the eight months and commit to the dates
- Ask mentee to own and drive agendas for meetings. Hold her accountable.
- Balance IDP discussions with workplace challenges and accomplishments

### MENTORING COMMITMENTS

#### ✔ One-One Mentor Meetings

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

Meeting 1 <input type="checkbox"/>	Meeting 5 <input type="checkbox"/>
Meeting 2 <input type="checkbox"/>	Meeting 6 <input type="checkbox"/>
Meeting 3 <input type="checkbox"/>	Meeting 7 <input type="checkbox"/>
Meeting 4 <input type="checkbox"/>	Meeting 8 <input type="checkbox"/>

- 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

### 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

## IDP Discussion Template

1

“What has to happen, over the next 6-9 months, for you to feel happy with your progress?”

2

“What progress have you made since the last meeting?”

3

“How are you leveraging your strengths?”

4

“What are the issues / obstacles to success that still need to be eliminated?”

5

“What leadership opportunities exist today, that you need to capture?”

## GROW Model For Developmental Conversations

MODEL	STEP	WHAT MENTORS DO	NOTES
<b>G</b>	<b>GOALS</b> What do you want? Describe the issue.	<ul style="list-style-type: none"> <li>Ask clarifying questions to determine the scope and severity of the issue.</li> <li>“Tell me about the problem”</li> <li>“What does the situation look like when the problem is resolved?”</li> </ul>	
<b>R</b>	<b>REALITY</b> What is happening now?	<ul style="list-style-type: none"> <li>Ask what the mentee has done so far to resolve the issue. Listen carefully. Test for resolve to address.</li> <li>“What are you experiencing?”</li> <li>“What obstacles are in your way?”</li> </ul>	
<b>O</b>	<b>OPTIONS</b> What could you do? Brainstorm solutions. (Stay OPEN and Listen!)	<ul style="list-style-type: none"> <li>Ask mentee to brainstorm what she thinks will work better. What does she believe will help?</li> <li>“What are your options?”</li> <li>“What would you do if you knew you couldn’t fail?”</li> </ul>	
<b>W</b>	<b>WHAT / WHEN</b> What will you commit to doing? When? What support do you need?	<ul style="list-style-type: none"> <li>Ask mentee to choose which solution(s) she is willing to try. Ask for what support she needs. Set up follow up agreements for accountability.</li> <li>“What are your next steps?”</li> <li>“What will you do? By when?”</li> <li>“What support do you need?”</li> </ul>	

**POWERFUL  
QUESTIONS**

- What’s the problem in a nutshell? In one sentence?
- What is the opportunity here? What is the challenge?
- How important is this to you?
- How may you’re your style or approach have contributed to the challenge?
- How could you look at this issue from a different perspective?
- Have you ever handled something similar?
- What is the same or different in this situation?
- What would success look like for you? (Ask for details!)
- What would (someone you admire) do / say?
- If this issue were mine, instead of yours, what would you advise ME to do?
- What did you do to contribute to the situation?
- What have you tried already? What are your other options?
- What are your fears? What’s really stopping you, or getting in your way?
- What haven’t you admitted out loud yet?
- How does this relate to your Career Goal, or Strategic Leadership Focus?
- How will this (goal, plan) impact the key strategies or major initiatives of your organisation?



# Sample Individual Development Plan

Name: .....

My Career Goal is: *To be Leading a Country Program within the next 3 years.*

STRATEGIC LEADERSHIP FOCUS: *What will be different for you after 10 months?*

*"I will be perceived as a leader who drives results not just through my own action, but one who influences organisational change across horizontal and regional boundaries."*

STEP 1	STEP 2	STEP 3	STEP 4
<p><b>SET GOALS</b> Given your Career Goal and Strategic Leadership Focus, what are 2-3 key goals you need to focus on to move you forward? What actions will you need to take?</p>	<p><b>LEVERAGING STRENGTHS</b> What are the strengths you have that will help you? How will you leverage these strengths (as they relate to your goals)?</p>	<p><b>LEVERAGING OTHERS</b> How will you involve Managers, Peers, Mentors, Others to help you overcome challenges, gain insight, perspective, or expand your knowledge of business issues?</p>	<p><b>MEASUREMENT</b> How will you know when you have been successful in achieving your goals?</p>
<p><b>GOALS / ACTIONS</b></p> <ol style="list-style-type: none"> <li><b>1. Improve my visibility with senior management</b> <ul style="list-style-type: none"> <li>Build a few key influential relationships.</li> <li>Conduct at least 2 Respected Manager Interviews by the end of May.</li> <li>Have more comfort &amp; exposure with key executives.</li> <li>Speak up more in meetings. Share ideas as well as facts.</li> </ul> </li> </ol>	<p><b>STRENGTHS TO LEVERAGE</b></p> <ul style="list-style-type: none"> <li>Build Networks</li> <li>Interpersonal Savvy</li> </ul>	<p><b>WAYS TO LEVERAGE MY MANAGER, PEERS AND COLLEAGUES</b></p> <ul style="list-style-type: none"> <li>Involve peer team; get input and advice to help me better influence others.</li> <li>Involve my manager as my champion.</li> <li>Follow up with Respected Manager interviews.</li> </ul>	<p><b>KEY MEASURES OF SUCCESS</b></p> <ul style="list-style-type: none"> <li>Join at least 1 task force to represent my team.</li> <li>Share at least 3 ideas for change with management.</li> <li>I will be invited to present at a Divisional Meeting in 2020.</li> </ul>
<ol style="list-style-type: none"> <li><b>2. Motivate and stretch my team, so that I become known as a Leader</b> <ul style="list-style-type: none"> <li>Set priorities and hold team accountable.</li> <li>Identify motivators &amp; preferred management style for team members.</li> <li>Create IDPs for team members.</li> <li>Identify opportunities to delegate to each team member.</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>Communicates Effectively</li> </ul>	<p><b>WAYS I WILL LEVERAGE MY EXECUTIVE MENTORS</b></p> <ul style="list-style-type: none"> <li>Work with my Mentor on ideas to increase my visibility.</li> <li>Look for opportunity to shadow mentor (or regional senior leader) on a key strategic project – OR ask for opportunities to attend a key meeting.</li> </ul>	<p><b>TEAM MOTIVATED AND OVER-ACHIEVING ON GOALS.</b></p> <ul style="list-style-type: none"> <li>Team taking on new risks and stretching / growing.</li> <li>Team delivering more great results.</li> <li>I am focused less on the details and more on leading the team!</li> </ul>
<ol style="list-style-type: none"> <li><b>3. Expanded understanding of my organisation's global vision &amp; strategy, and industry issues</b> <ul style="list-style-type: none"> <li>Review Strategy site.</li> <li>Talk with [leaders] about industry &amp; Company Strategy.</li> <li>Participate in a global project plan.</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>Business Insight</li> <li>Communicates Effectively</li> <li>Balances Stakeholders</li> </ul>	<p><b>WORK WITH MY MENTOR ON IDEAS TO INCREASE MY STRATEGIC INSIGHT.</b></p> <ul style="list-style-type: none"> <li>Review my strategic pitch and organisational change ideas with mentors. Ask for feedback and help in ensuring that the ideas are tied to UNDP key strategies.</li> </ul>	<p><b>REVIEW MATERIALS BY.....</b></p> <ul style="list-style-type: none"> <li>Establish schedule for all meetings with leaders inside and outside of organisation.</li> <li>Global team participation.</li> </ul>



## UNDP/RBAS 360 Competencies Definitions

Programme Competencies		
SELF AWARE	BUILD RELATIONSHIPS	IMPACT RESULTS
<input type="checkbox"/> Self-Development	<input type="checkbox"/> Build Networks	<input type="checkbox"/> Organizational Savvy
<input type="checkbox"/> Manages Ambiguity	<input type="checkbox"/> Communicates Effectively	<input type="checkbox"/> Business Insight
<input type="checkbox"/> Nimble Learning (Agility)	<input type="checkbox"/> Collaborates	<input type="checkbox"/> Cultivates Innovation
<input type="checkbox"/> Self-Awareness	<input type="checkbox"/> Interpersonal Savvy	<input type="checkbox"/> Balances Stakeholders
<input type="checkbox"/> Courage	<input type="checkbox"/> Builds Effective Teams	<input type="checkbox"/> Action Oriented
<input type="checkbox"/> Instills Trust	<input type="checkbox"/> Manages Conflict	<input type="checkbox"/> Resourcefulness
<input type="checkbox"/> Being Resilient	<input type="checkbox"/> Drives Engagement	<input type="checkbox"/> Manages Complexity
<input type="checkbox"/> Situational Adaptability	<input type="checkbox"/> Persuades	<input type="checkbox"/> Financial Acumen
	<input type="checkbox"/> Ensures Accountability	<input type="checkbox"/> Global Perspective
	<input type="checkbox"/> Drives Vision and Purpose	<input type="checkbox"/> Decision Quality
		<input type="checkbox"/> Drives Results

### SELF-AWARENESS DEFINITIONS

**Self-Development**

Actively seeking new ways to grow and be challenged using both formal and informal development channels.

**Manages Ambiguity**

Operating effectively, even when things are not certain or the way forward is not clear.

**Nimble Learning**

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.

**Demonstrates Self-Awareness**

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

**Courage**

Stepping up to address difficult issues, saying what needs to be said.

**Instills Trust**

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

**Being Resilient**

Rebounding from setbacks and adversity when facing difficult situations.

**Situational Adaptability**

Adapting approach and demeanor in real time to match the shifting demands of different situations.

## UNDP/RBAS 360 Competencies Definitions

### BUILD RELATIONSHIPS DEFINITIONS

#### **Builds Networks**

Effectively building formal and informal relationship networks inside and outside the organization.

#### **Communicates Effectively**

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

#### **Collaborates**

Building partnerships and working collaboratively with others to meet shared objectives.

#### **Interpersonal Savvy**

Relating openly and comfortably with diverse groups of people.

#### **Builds Effective Teams**

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

#### **Manages Conflict**

Handling conflict situations effectively, with a minimum of noise.

#### **Drives Engagement**

Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

#### **Persuades**

Using compelling arguments to gain the support and commitment of others.

#### **Ensures Accountability**

Holding self and others accountable to meet commitments.

#### **Drives Vision and Purpose**

Painting a compelling picture of the vision and strategy that motivates others to action.

### IMPACT RESULTS DEFINITIONS

#### **Organizational Savvy**

Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.

#### **Business Insight**

Applying knowledge of business and the marketplace to advance the organization's goals.

#### **Cultivates Innovation**

Creating new and better ways for the organization to be successful.

#### **Balances Stakeholders**

Anticipating and balancing the needs of multiple stakeholders.

#### **Action Oriented**

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

#### **Resourcefulness**

Securing and deploying resources effectively and efficiently.

#### **Manages Complexity**

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

#### **Financial Acumen**

Interpreting and applying understanding of key financial indicators to make better business decisions.

#### **Global Perspective**

Taking a broad view when approaching issues, using a global lens.

#### **Decision Quality**

Making good and timely decisions that keep the organization moving forward.

#### **Drives Results**

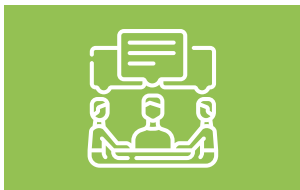
Consistently achieving results, even under tough circumstances.

## Monthly Overview



### April 2020

The Mentor Connection; establishing our relationship, setting goals.



### May 2020

Effective Communication; building a network, increasing visibility, managing my “brand.”



### June 2020

Managing the Business; developing business acumen, driving results, and demonstrating value.



### July 2020

Influencing High Performance; leveraging talent, providing feedback and coaching to foster trust, delegating effectively.



### August 2020

Building Credibility; demonstrating confidence and competence, to be seen as a stronger contributor.



### September 2020

Learning Integration; assessing programme progress, reflecting on key insights and mentoring relationships.



### October 2020

Managing Change and Ambiguity; increasing ability to adapt and thrive in times of change. Assess growth and determine next steps.

# Owning your Career and the Power of Relationships

## SESSION 3 / APRIL 2020

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.



### AREAS TO REVIEW WITH MENTEE

- Spend time at this first meeting simply getting to know each other and establishing trust.
- Complete Mentor Agreement. Establish mutual goals for engagement and success.
- Determine logistics / Schedule Meetings.
- Review IDP Goals – provide feedback on Strategic Leadership Focus. Determine in what areas you will be able to provide the best insight and perspectives.
- Discuss Senior Leadership Interviews held thus far. Insights gained?
- Check in on Peer Team Dynamics.** How is mentee “showing up” as a leader in the team? What is she learning? What is she providing to others?
- Getting Ready for Next Session:** Provide counsel and insight on the topic (based on mentees questions and challenges).
- CALL TO ACTION** **Ask for Commitments.** What will mentee do this month? What support does she need?

**Notes**

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# Communicating with Impact, Confidence and Credibility

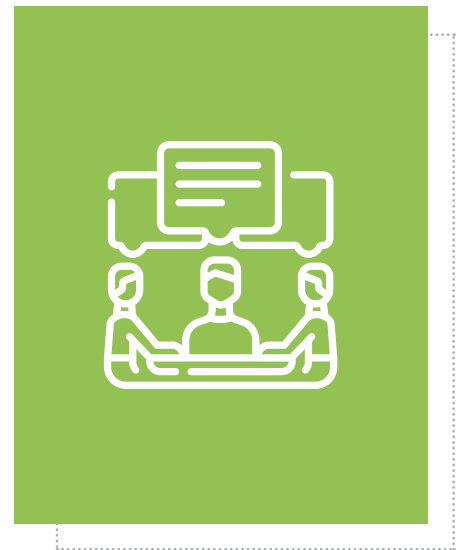
## SESSION 4 / MAY 2020

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.



### AREAS TO REVIEW WITH MENTEE

- Individual Development Plan Review**
  - What action(s) has your mentee taken, what were the results, what are next steps?
  - What areas still need attention? Are there any concerns?
- Current Workplace Challenges and Opportunities (not related to IDP)**
  - What challenges or roadblocks and issues is your mentee experiencing?
  - Encourage mentee to share “wins” and issues.
- Check in on Peer Team Dynamics.** How is mentee “showing up” as a leader in the team? What is she learning? What is she providing to others?
- Getting Ready for Next Session:** Provide counsel and insight on the topic (based on mentees questions and challenges).
- CALL TO ACTION Ask for Commitments.** What will mentee do this month? What support does she need?





# Expanding your Influence

## SESSION 5 / JUNE 2020

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.



### AREAS TO REVIEW WITH MENTEE

**Individual Development Plan Review**

- What action(s) has your mentee taken, what were the results, what are next steps?
- What areas still need attention? Are there any concerns?

**Current Workplace Challenges and Opportunities (not related to IDP)**

- What challenges or roadblocks and issues is your mentee experiencing?
- Encourage mentee to share “wins” and issues.

**Check in on Peer Team Dynamics.** How is mentee “showing up” as a leader in the team? What is she learning? What is she providing to others?

**Getting Ready for Next Session:** Provide counsel and insight on the topic (based on mentees questions and challenges).

**CALL TO ACTION Ask for Commitments.** What will mentee do this month? What support does she need?



# Fostering Collaborative Relationships / Building Effective Teams

## SESSION 6 / JULY 2020

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.



### AREAS TO REVIEW WITH MENTEE

#### Individual Development Plan Review

- What action(s) has your mentee taken, what were the results, what are next steps?
- What areas still need attention? Are there any concerns?

#### Current Workplace Challenges and Opportunities (not related to IDP)

- What challenges or roadblocks and issues is your mentee experiencing?
- Encourage mentee to share “wins” and issues.

#### Check in on Peer Team Dynamics. How is mentee “showing up” as a leader in the team? What is she learning? What is she providing to others?

#### Conduct Mid Programme Review. What is working in terms of your mentoring engagement? Not working? What do we commit to doing more/less of? What have you both gained thus far as a result of working together?

#### Getting Ready for Next Session: Provide counsel and insight on the topic (based on mentees questions and challenges).

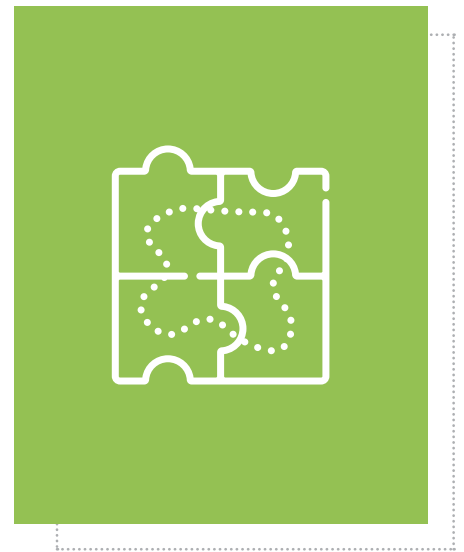
#### **CALL TO ACTION** Ask for Commitments. What will mentee do this month? What support does she need?



# Leading through Complexity: Take Risks, Make Decisions

## SESSION 7 / AUGUST 2020

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.



### AREAS TO REVIEW WITH MENTEE

**Individual Development Plan Review**

- What action(s) has your mentee taken, what were the results, what are next steps?
- What areas still need attention? Are there any concerns?

**Current Workplace Challenges and Opportunities (not related to IDP)**

- What challenges or roadblocks and issues is your mentee experiencing?
- Encourage mentee to share "wins" and issues.

**Check in on Peer Team Dynamics.** How is mentee "showing up" as a leader in the team? What is she learning? What is she providing to others?

**Getting Ready for Next Session:** Provide counsel and insight on the topic (based on mentees questions and challenges).

**CALL TO ACTION** **Ask for Commitments.** What will mentee do this month? What support does she need?

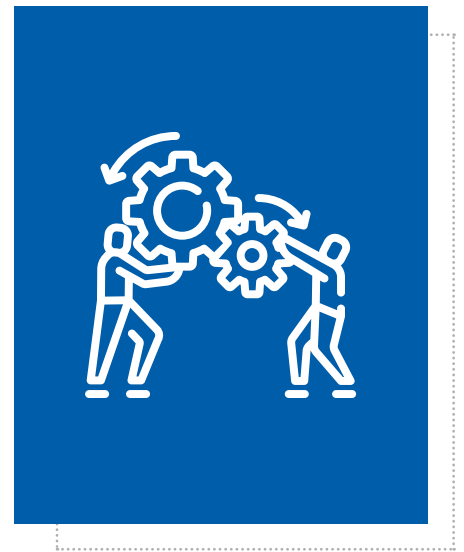


# Managing the Business and Driving Results

## SESSION 8 / SEPTEMBER 2020

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 organisation's business drivers and use both organisational 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.



### AREAS TO REVIEW WITH MENTEE

**Individual Development Plan Review**

- What action(s) has your mentee taken, what were the results, what are next steps?
- What areas still need attention? Are there any concerns?

**Current Workplace Challenges and Opportunities (not related to IDP)**

- What challenges or roadblocks and issues is your mentee experiencing?
- Encourage mentee to share "wins" and issues.

**Check in on Peer Team Dynamics.** How is mentee "showing up" as a leader in the team? What is she learning? What is she providing to others?

**Getting Ready for Next Session:** Provide counsel and insight on the topic (based on mentees questions and challenges).

**CALL TO ACTION** **Ask for Commitments.** What will mentee do this month? What support does she need?



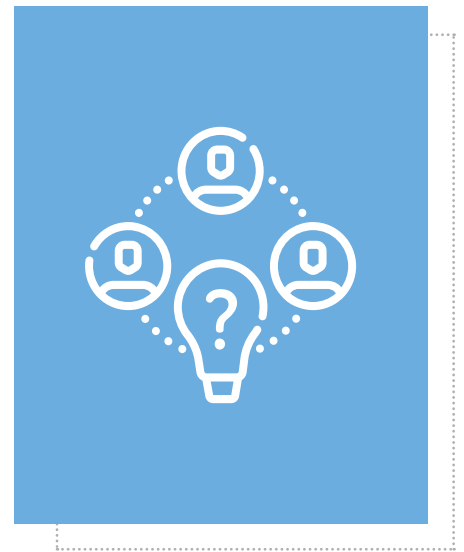


# Managing Change and Innovation

## SESSION 9 / OCTOBER 2020

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.



### AREAS TO REVIEW WITH MENTEE

**Individual Development Plan Review**

- What action(s) has your mentee taken, what were the results, what are next steps?
- What areas still need attention? Are there any concerns?

**Current Workplace Challenges and Opportunities (not related to IDP)**

- What challenges or roadblocks and issues is your mentee experiencing?
- Encourage mentee to share “wins” and issues.

**Check in on Peer Team Dynamics.** How is mentee “showing up” as a leader in the team? What is she learning? What is she providing to others?

**Conduct final Mentoring Debrief Meeting.** What have you both gained as a result of working together? What development and growth have you seen in your mentee? What worked well in terms of your mentoring engagement? What could have made it even stronger?

**CALL TO ACTION Ask for Commitments.** What will mentee do this month? What support does she need?



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This Mentor Toolkit presents training methodology developed by WOMEN Unlimited Inc. The views expressed in this document are those of the author(s) and do not necessarily represent those of the United Nations, including the United Nations Development Programme (UNDP), or Member States of the United Nations. Furthermore, any designations employed herein, their completeness and presentation of information are the sole responsibility of the author(s) and do not necessarily reflect the opinion of UNDP.

DEVELOPING LEADERS  
WHO DELIVER RESULTS

*Since 1994*