

WOMEN Unlimited, Inc.

LEAD PROGRAM

Matrix Mentoring Toolkit



WELCOME! WOMEN UNLIMITED LEAD PROGRAM MATRIX MENTORING

With your experience and leadership skills, we know that you will be a vital resource to the women participating in the WOMEN Unlimited LEAD Program as they seek to grow and evolve their careers.

Organizations identify high-potential women to participate in the LEAD Program to accelerate their transition from tactical manager to strategic leader through self-assessment and self-development.

A key element of the LEAD Program is you: our Mentors.

We believe that mentoring relationships are learning relationships and appreciate your partnering with us to support women on their leadership journey. Your Mentor conversations and contributions are a valuable resource to women in gaining skills and insights that will help them advance their careers, leverage opportunities, overcome obstacles and identify strategies for their development.

This toolkit was developed as a resource for you as it outlines the LEAD Program learning framework and goals. It also provides you with resources and tools to support your role as a mentor.

We often hear from mentors that they feel they are learning as much as their mentees; we hope this is true for you.

Thank you for supporting women's growth and development.

Warm regards,



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

“

We cannot hold a torch to light another's path without brightening our own

”

—Ben Sweetland

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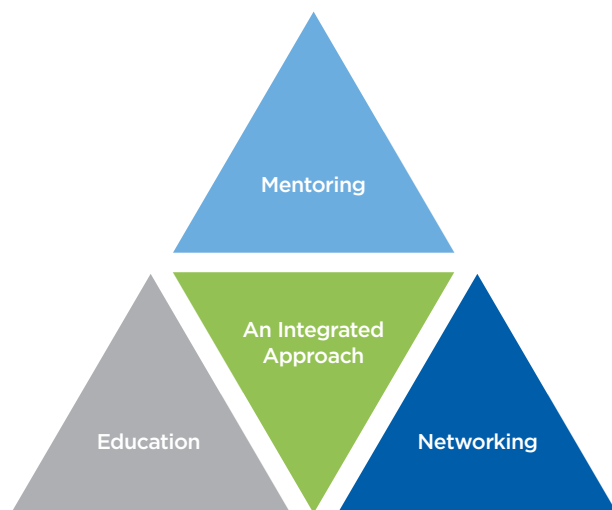
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WOMEN Unlimited LEAD Program Goals

The LEAD Program focus is to accelerate women's transition from tactical manager to strategic leader:

We develop:

- **Leadership Mindset** – Learners who engage in self-reflection, seek feedback and adapt to the business environment with speed and flexibility
- **Intentional Relationship Builders** who build and cultivate powerful developmental relationships for career sustainability
- **Influential Communicators** who speak up and step forward to build alignment and followership
- **Confident Contributors** who possess business acumen, organizational savvy, and clear ownership of their career
- **Strategic Thinkers** who successfully manage risk, navigate a global business environment and contribute to the organization's success



LEAD Key Components

- Integrated approach
- Drives career ownership and shift from managing to leading
- Monthly business application and personal action plans
- Multiple points of accountability (peers, mentors and managers) lead to sustainable development outcomes

LEAD Development Journey

Learn | Engage | Achieve | Deliver

The Program flow is structured to align with the acronym “LEAD,” and is designed to create the environment for insight, growth, and development.

The cadence of the learning is to continually reflect on the approaches, skills, styles that have created success thus far, AND to examine what SHIFTS are needed to get to the next level of leadership success.

Q1



LEARN

About Yourself and Your Organization

Q2



ENGAGE

Others and Build Relationships

Q3



ACHIEVE

Strategic Impact

Q4

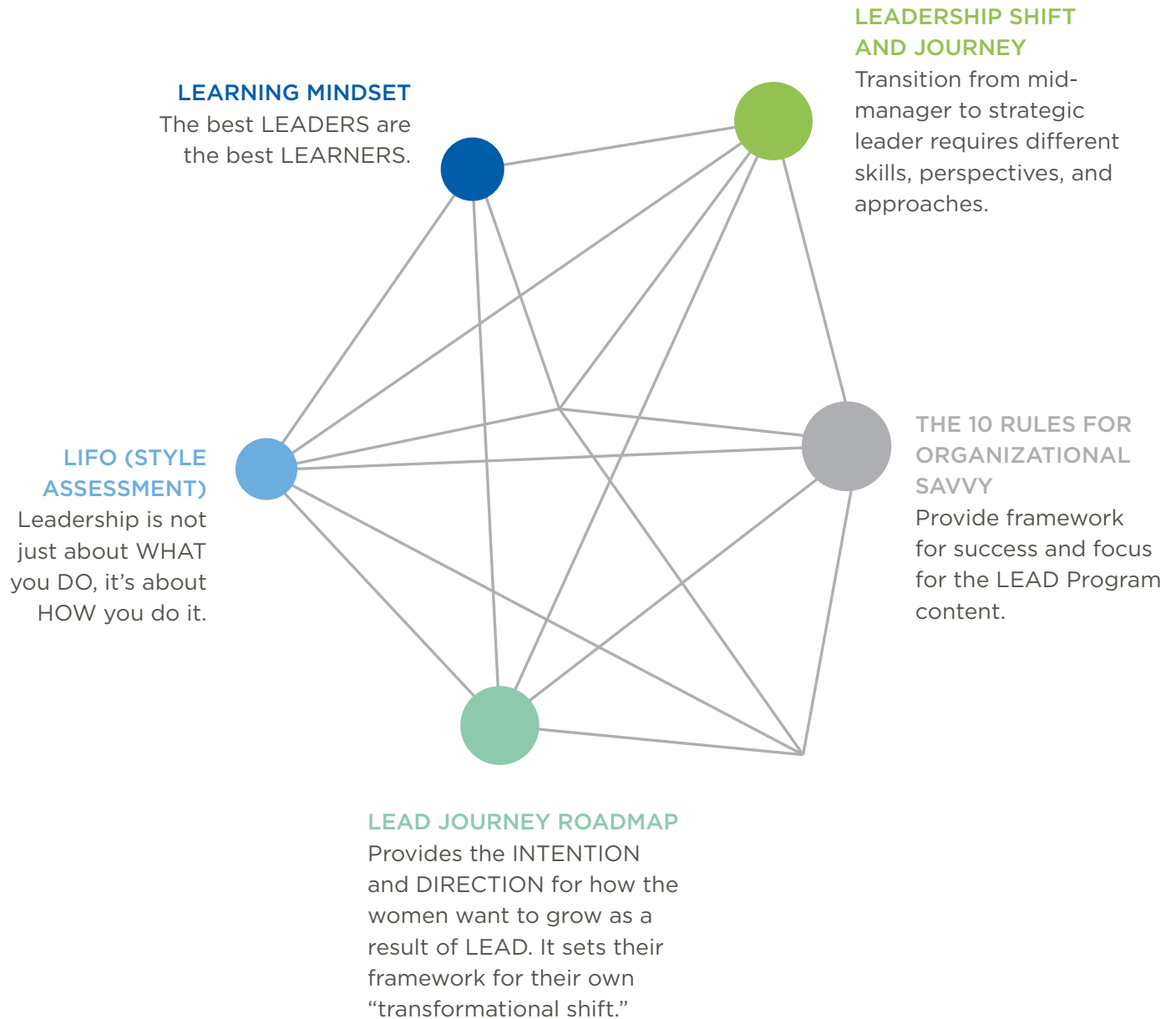


DELIVER

Business Results

LEAD Key Focus and 'Connective Tissue'

Learn | Engage | Achieve | Deliver



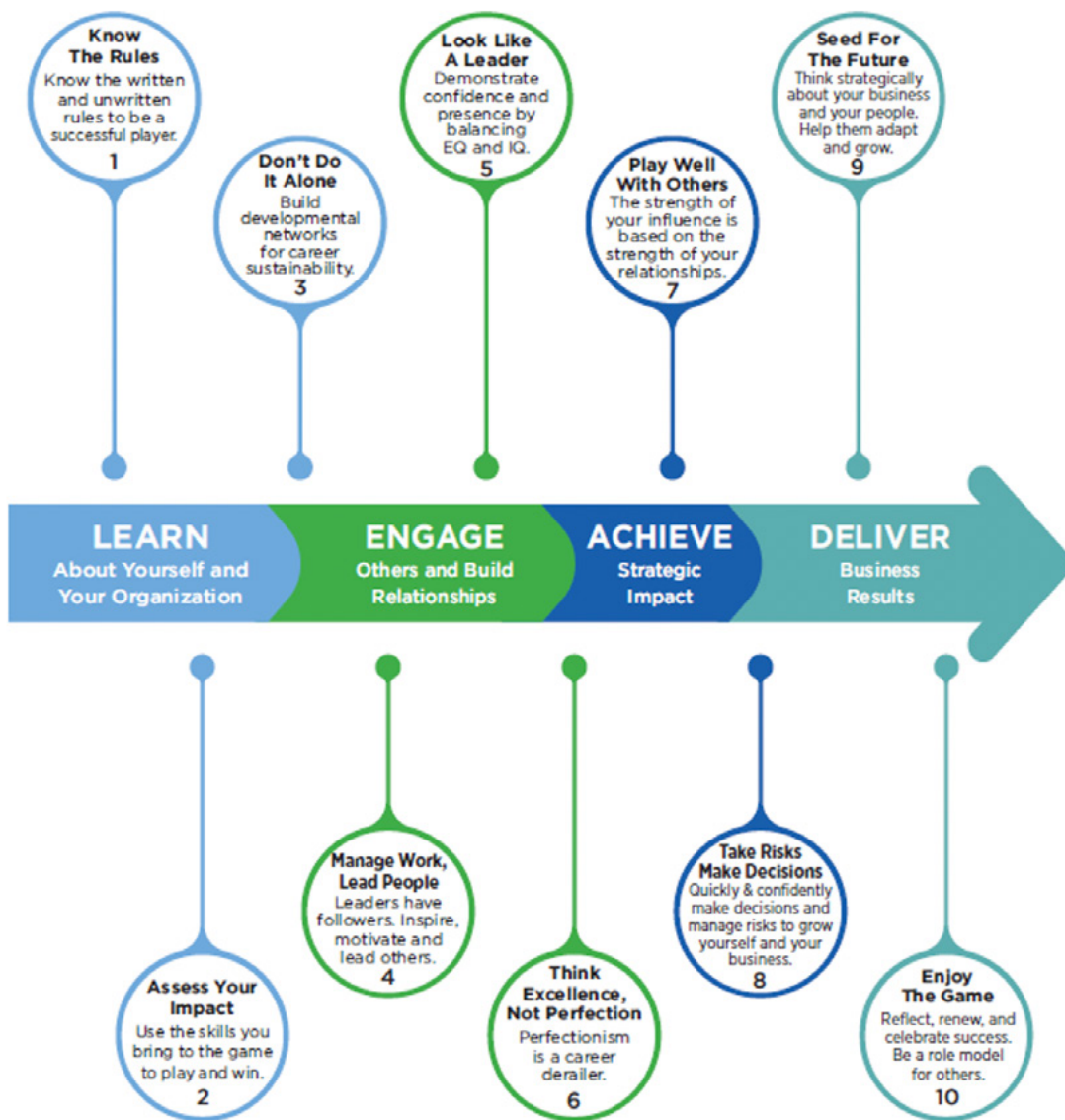
LEAD Program Learning Mindset Model

LEAD is grounded in the notion that the best Leaders are the best Learners. How they think about learning—impacts how they will leverage their Peers, their feedback, their Mentors, and the overall LEAD experience.



The 10 Rules for Organizational Savvy

The 10 Rules are outlined in “Women are Changing the Corporate Landscape”, authored by Rosina Racioppi and Jean Otte. Each of the LEAD sessions highlights one or more Rule.



LIFO - Life Orientation Method

LIFO® is a tool that describes a person’s unique strengths-driven communication style in favorable and unfavorable conditions.

It is used throughout LEAD to help participants understand how they “land” on others. The best leaders know how to flex their styles to better communicate with and influence others. Mentors also receive LIFO assessments and are encouraged to refer to the LIFO language to provide behavioral feedback to mentees.

The Four Orientations

1. Supporting-Giving (Excellence)
2. Controlling-Taking (Action)
3. Conserving-Holding (Reason)
4. Adapting-Dealing (Harmony)

LEADERSHIP

LIFO®

Method

Strength Feedback Chart

SUPPORTING-GIVING

- Emphasizes long-range goals
- Delegates with trust
- Gives value-driven feedback
- Motivates through values and ideals
- Emphasizes mutual communication
- Builds cohesion through participation
- Values personal development
- Stresses cooperation
- Involves others in decision-making
- Accepts responsibility for failures

SG

ADAPTING-DEALING

- Strives for consensus about goals
- Delegates through volunteers
- Gives reassuring feedback
- Motivates through personal enthusiasm
- Listens with warmth and empathy
- Builds cohesion through encouragement
- Provides opportunities for development
- Stresses flexibility and experimentation
- Makes decisions intuitively
- Focuses on successes, not failures

AD

CONSERVING-HOLDING

- Derives goals logically
- Delegates with explicit directions
- Gives objective feedback
- Motivates by offering reasons
- Emphasizes need to share information
- Builds cohesion by integrating roles
- Insists on concrete plans for development
- Stresses policies and procedures
- Makes decisions slowly after deliberation
- Examines causes for failures

CH

CONTROLLING-TAKING

- States goals for group
- Delegates to competent people
- Gives corrective feedback
- Motivates by rewarding success
- Requires communication when relevant
- Builds cohesion by team results
- Expects others to initiate development
- Stresses urgency and action
- Makes swift decisions
- Tries to correct failures immediately

CT

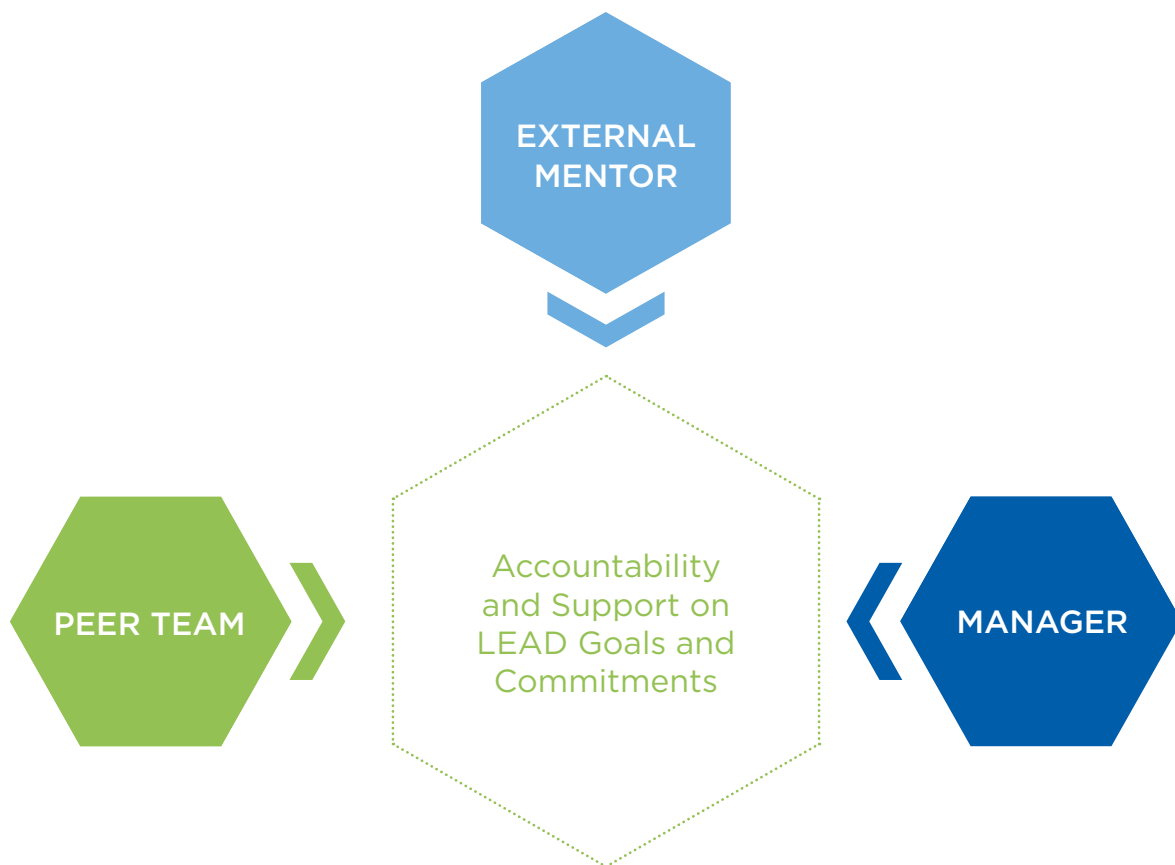
Name

Conditions	SG	CT	CH	AD
Favorable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unfavorable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

“The LIFO® Method describes HOW we do what we do...not who or what we are.”

Matrix Mentoring

Goal: Intentionally building developmental relationships for career sustainability.



SPECIFICALLY, THE “MATRIX MENTORING” COMPONENT OF LEAD IS COMPRISED OF:

- Peer Team: three to four participants from different companies, who are assigned as formal peer mentors to each other in month two.
- Two Executive Mentors — from DIFFERENT organizations
- AND — *Managers are the vital link* to ensuring that program goals are integrated and “on the job” opportunities for growth are leveraged. We encourage the participants to continually leverage and build a strong relationship with their direct manager.

Characteristics of a Great Mentee

LEAD Participants are asked to own their mentor relationship as they provide a focus for their mentor discussions.



Intention

Participant creates a focus for her mentor conversations and shares how she applies the insights gained through mentor conversations. This application reflection provides an opportunity to deepen learning.



Flexible & Open to Feedback

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.



Diverse Relationships

Participant intentionally builds relationships to ensure that she has a robust business network that helps her broaden her perspective, to stay abreast of organizational thinking (internal), and industry trends / opportunities (external).



Investment & Accountability

Participant is committed to fully engage in the mentoring program. She protects the time she needs to fully engage in her mentoring relationships and development activities.

**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".)*

Quick Reference Guide for Mentors

Mentors play an integral role in the successful experience of the participants in the WUI LEAD program. By providing the participants access to senior male and female leaders from various corporations throughout the year-long program, WUI 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.

✔ Co-Mentor Partnership

- We ask the Co-Mentors to establish a sound working relationship with each other to share thoughts and approaches to the mentees' issues and challenges, and to foster a safe and comfortable environment for the mentees to allow them to communicate openly.

Ongoing Input and Feedback

- We are committed to supporting the mentors - through Mentor development, monthly briefings and virtual meetings to share best practices and strategies and provide assistance with questions and challenges. In addition, WUI works with the mentees throughout the program 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 mentees (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 Mentees (perspectives, insights, lessons learned)



Creating the Foundation for your Mentor Relationships

Your mentee's "LEAD Journey Roadmap" and career goals determine the focus of your developmental conversations for the LEAD Program. Equally important, you also need to determine "how" you want to work with each of your mentees.

It is the mentee's responsibility to keep the mentor relationship focused on her development needs and career goals. You should expect to work with each of your mentees 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 LEAD Journey Roadmap with you to assess progress and obstacles.

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.

Where to begin:

- Complete Co-Mentor Agreement to ensure mutual support and communication.
- Use the Team Agreement to establish the ground rules, goals, and expectations for the Matrix Team relationship. NOTE: Team Rules of Engagement template is provided in this toolkit.
- Agree as a team on the meeting schedule for the year and commit to the dates (both 1-1 and team meetings).
- Each mentee is required to provide both mentors with a copy of their Development Plan (LEAD Journey Roadmap).
- And a reminder: Mentees "drive" the relationship. It is their opportunity to step into leadership behaviors as they initiate and schedule meetings, set the meeting agenda, and provide follow up!



"The mentor relationship is limited only by the imagination and creativity of the Mentor and Mentee."

—ROSINA RACIOPPI
CEO WOMEN UNLIMITED

Matrix Mentoring Commitments

TEAM MEETINGS

1. Peer teams meet monthly (without mentors)
2. Full Matrix teams meet minimum once per quarter
 - Q1: Date, Site, and Agenda
 - Q2: Date, Site, and Agenda
 - Q3: Date, Site, and Agenda

ONE-ONE TIME

First meeting in next
6-8 weeks

- Mentee 1
- Mentee 2
- Mentee 3
- Mentee 4

Contact with each
mentee: minimum
bi-monthly

- Mentee 1
- Mentee 2
- Mentee 3
- Mentee 4

Schedule additional
1-1 as needed /
desired

CO-MENTOR MEETINGS

- Initial Co-Mentor meeting / discussion
- Recommend quarterly check-ins to assess engagement and progress

Co-Mentoring Agreement

Establishing the groundwork for your co-mentoring relationship is a key element for success with this new team. You give yourself and your mentoring partner an advantage by creating a mentoring agreement at the beginning of the relationship, which provides a concrete foundation for what each of you wishes to accomplish through the mentoring relationship. It also helps you both manage relational expectations and clearly define your commitments. A good agreement provides the framework for the scope of the relationship and dynamic for interaction between all parties.

Several factors should be covered in a mentoring agreement:

- ✓ What are the needs and goals of each Mentor? What do we want to learn from each other and the process?
- ✓ Ways we can support each other for the learning and the interactions throughout the year.
- ✓ Areas of the relationship that we need to keep confidential and how we will share insights about the team.
- ✓ An ideal schedule for pre-meetings and meetings with the entire team.
- ✓ Ways for us to monitor progress.

Below please list your commitments to each other; be as specific as possible. Be able to articulate your commitments to the team, where appropriate.

Signature

Date

Signature

Date

Team Rules of Engagement

As a Peer Participant and 'Mentee' of WOMEN Unlimited, Inc. Matrix Mentor Team, I will:

- ✓ Be INTENTIONAL about my development. Establish a LEAD Journey Roadmap with a Transformational Shift Statement and specific leadership goals, and update / evolve this document as needed to ensure a strong foundation for mentoring conversations.
- ✓ Commit to meeting at least once per month with my Peer Team.
- ✓ Commit to meeting at least _____ times with the full Matrix Mentor Team.
- ✓ Agreed dates to meet: _____

- ✓ Commit to meeting with both external mentors for 1-1 meetings within the next 6 weeks, and scheduling minimum _____ additional meetings with each.
- ✓ Treat my mentor meetings as a business priority.
- ✓ Be a leader in my mentoring relationships, by setting the direction, scheduling meetings and following up on a regular basis. Come to our meetings prepared and take responsibility for my own progress.
- ✓ Honor the group's trust, and protect the group members' confidentiality and privacy.
- ✓ Ground Rules for our Mentor Team: (What is important to us? How will we communicate and measure success?)

- ✓ 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.

_____ Participant #1 Signature	_____ Date
_____ Participant #2 Signature	_____ Date
_____ Participant #3 Signature	_____ Date
_____ Participant #4 Signature	_____ Date

GROW Model For Developmental Conversations

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

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 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 organization?

LEAD JOURNEY ROADMAP

THE BEST LEADERS ARE THE BEST LEARNERS

NAME: _____

LIFO STYLE: _____



Where am I now on my journey from manager to leader?

What attributes of a learning mindset do I possess and/or will I need to develop?



My Transformational Shift Statement (Where do I want to be? What is my strategic leadership vision?)



What strengths will move me toward my leadership vision?

-
-
-

What gaps may I need to address to achieve my leadership vision?

-
-
-



Plan: What actions will I take to move me in the right direction? Who can help me?

- What / Who:
- What / Who:
- What / Who:



How can my Matrix Mentor Team hold me accountable?

-
-
-

The LEAD JOURNEY ROADMAP guides each LEAD Participant's journey. This unique, patented approach to development provides a focused and strategic way to think about creating a plan to be an intentional learner, and an intentional leader.

It starts with their "Transformational Shift Statement" (how they want to be different as a leader), and is meant to be a living document. **Mentors should receive copies of their Mentees' Roadmaps at their first meeting.**

LEAD Roadmap Discussion Questions

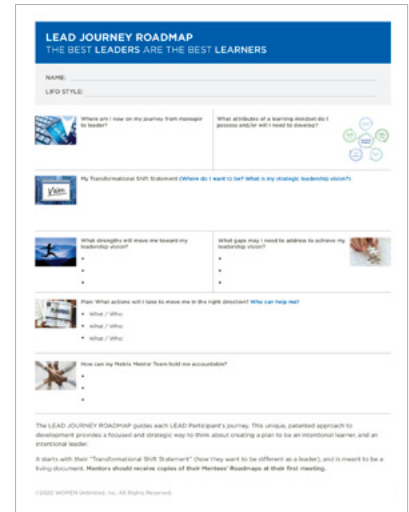
What has to happen, over the next 6-9 months, for you to feel happy with your progress?

What progress have you made since the last meeting?

How are you leveraging your strengths?

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

What leadership opportunities exist today that you need to capture?



KF360 Assessment Competencies



LEAD Participants receive feedback from the KF360 assessment tool, on the following competencies. The 360 competencies were selected to align with the LEAD Journey.

The way in which we position 360 feedback is to enhance the LEAD Participants' understanding of their capabilities; and how those capabilities support their career goals.

We provide the women questions, along with resources and online support as they review/ evaluate their feedback. The feedback results are NOT shared with their organizations.

KF360 Assessment Competencies			
LEARN Self and Organization	ENGAGE Others and Build Relationships	ACHIEVE Strategic Impact	DELIVER Results to the Business
Self-Awareness	Builds Networks	Manages Complexity	Business Insight
Self-Development	Interpersonal Savvy	Manages Ambiguity	Financial Acumen
Instills Trust	Collaborates	Strategic Mindset	Balances Stakeholders
Organizational Savvy	Persuades	Global Perspective	Drives Vision and Purpose

KF360 Competencies Definitions

LEARN

- **Self-Awareness**
Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.
- **Self-Development**
Actively seeking new ways to grow and be challenged using both formal and informal development channels.
- **Instills Trust**
Gaining the confidence and trust of others through honesty, integrity, and authenticity.
- **Organizational Savvy**
Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.

ENGAGE

- **Builds Networks**
Effectively building formal and informal relationship networks inside and outside the organization.
- **Interpersonal Savvy**
Relating openly and comfortably with diverse groups of people.
- **Collaborates**
Building partnerships and working collaboratively with others to meet shared objectives.
- **Persuades**
Using compelling arguments to gain the support and commitment of others.

ACHIEVE

- **Manages Complexity**
Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.
- **Manages Ambiguity**
Operating effectively, even when things are not certain or the way forward is not clear.
- **Strategic Mindset**
Seeing ahead to future possibilities and translating them into breakthrough strategies.
- **Global Perspective**
Taking a broad view when approaching issues, using a global lens.

DELIVER

- **Business Insight**
Applying knowledge of business and the marketplace to advance the organization's goals.
- **Financial Acumen**
Interpreting and applying understanding of key financial indicators to make better business decisions.
- **Balances Stakeholders**
Anticipating and balancing the needs of multiple stakeholders.
- **Drives Vision and Purpose**
Painting a compelling picture of the vision and strategy that motivates others to action.

Mentoring Discussion Ideas

Just in case you need additional ideas, here's a list of discussion topics sure to be of benefit when discussed between the mentors and the mentees:

Standing Up for What You Want

- How do you position your ideas, proposals, and positions so that they'll be heard?
- How much do you push for your ideas, and when do you know it's time to stop pushing and "get on board"?

Decision Making

- What criteria do you use in making key decisions and are your decision-making methods seen by others as effective? Emotional? Logical?

"Risky Business"

- How do you assess and evaluate how much professional risk to take?
- How comfortable are you with risk?
- How do you increase your effectiveness in identifying and managing risks?

Leadership

- What are the essential characteristics of effective leaders?
- Are these characteristics dependent upon industry or region?

The Glass Ceiling

- How do you perceive it within your company or industry and what are the best ways to break through?

Remote Management

- How do you effectively lead and manage workers who aren't in the office (telecommuters, remote offices, etc.)?

Trends

- What economic, technological, or business trends do you see in your industry/profession, and what impact do these trends have on career choices?

The Global Market

- How is the global economy impacting your industry or organization?
- How do you stay informed of global changes?

Change

- How do you keep up with the rate and acceleration of change in your company?
- How do you keep people aligned and engaged in the midst of reorganizations and shifts in focus?

Mentor Meeting Planning

Mentees are encouraged to plan for each meeting and use the questions below to identify specific areas for discussion.

I would like honest, candid feedback on:

I would like to discuss a problem I am having with:

I would like to develop my Organizational Savvy, and determine how to better apply the “Rules of the Game,” specifically:

I would like to get more information about:

I would like to get perspective on increasing my comfort with (Ambiguity? Taking time to reflect / think? Leveraging others for growth?) specifically:

I would like to demonstrate a strength like:

Mentor Meeting Planning

I would like to gain visibility with:

I would like to learn more about professional development opportunities, specifically:

I would like to learn a skill, specifically:

I would like to get input on my LIFO style—how to flex or adapt in the following situations:

I would like:



REMEMBER:

- Determine What You Want!
- Determine How Your Mentor Team Can Help You!
- Determine What Time & Energy You Will Put Into the Partnership!
- Determine Who is Responsible for the Success or Failure of the Partnership!

Quarterly Overview

Q1



Quarter 1

- Creating the Leadership Mindset
- The Intentional Leader: Mapping Your Success Strategies
- Organizational Savvy: The Rules of the Game

Q2



Quarter 2

- The Leadership Connection: The Power of Alliances
- Strengthening Your LEADership Core
- Leadership Presence: The ‘IT’ Factor

Q3



Quarter 3

- Leading Strategically; Thinking Globally
- The Influential Leader: Positive Connections for Powerful Results
- Risky Business: Take Risks, Make Decisions

Q4



Quarter 4

- A View from the Top
- The Transformed Leader: Changing the Corporate Landscape
- Reconnect, Reflect and Recommit

The Leadership Connection: The Power of Alliances

OVERVIEW

Great mentoring relationships provide powerful learning experiences that are transformational for professional growth. This session introduces the “LEAD Matrix Mentoring” concept; a unique team approach for building dynamic and strategic developmental relationships that foster powerful and active leadership learning.

In this session, each Peer Team will have their first meeting with their External Executive Mentors. Specific attention is given to building and cultivating successful mentoring relationships: crucial behaviors for engagement, leadership styles, and using a learner’s mindset for effective development conversations.

The foundation for the matrix mentoring relationships is the LEAD Journey Roadmap, which sets the direction and intention for each Participant’s transformational shift.



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 Development (Roadmap) 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?

Strengthening Your LEADership Core

OVERVIEW

Our physical core affects everything in terms of body efficiency and balance. Having a strong leadership core is equally critical to success both at work and outside of it. By exploring the concepts of mindset, priorities, values, and behaviors, Participants gain a clear understanding of the choices they can make to manage their work and energy in a more strategic way, building emotional resilience and leadership capacity.

Beginning with self-discovery pre-work to gain clarity of priorities and values, this session allows Participants to explore and identify mindset and behavioral shifts to help them be more impactful and to focus on what's most important as a leader.



AREAS TO REVIEW WITH MENTEE

LEAD Journey Roadmap (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 development plan)

- 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?

Leadership Presence: The “IT’ Factor

OVERVIEW

The quality of “Leadership Presence” is crucial to credibility, and therefore the ability to successfully lead and influence others, inspire confidence, and drive results. This session provides a model as well as specific strategies for developing and enhancing the critical qualities and behaviors of leadership presence.

Targeted practice and feedback are provided throughout the day, leading to stronger leadership impact and increased credibility, particularly when the stakes are high.



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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 Strategically; Thinking Globally

OVERVIEW

As your career progresses, success is measured less in terms of the work done executing on goals, and more on the quality of your ideas, strategies, decisions, solutions, and relationships. “Strategy” is the creation of a unique and valuable position. It requires leaders to seek out opportunities that help the business grow or evolve based on current political, global, and economic shifts.

This session reinforces the *transformational shift* from tactical management to strategic leadership. A framework is presented that provides insight into seeing opportunities and trends, as well as thinking, speaking, and acting strategically.



AREAS TO REVIEW WITH MENTEE

LEAD Journey Roadmap (Development Plan) Review

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- 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?

The Influential Leader: Positive Connections for Powerful Results

OVERVIEW

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.

Participants will analyze and develop strategies for real-life situations and create a plan to increase their relationship management and influence skills.



AREAS TO REVIEW WITH MENTEE

LEAD Journey Roadmap (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 development plan)

- 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?

Risky Business: Take Risks, Make Decisions

OVERVIEW

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

This session provides insight into the potential challenges and barriers to decision making, when the path forward is not clear, risk vs. reward “tolerance”, and strategies to enhance your confidence, credibility, and effectiveness in all key aspects of managing risks and making decisions.



AREAS TO REVIEW WITH MENTEE

LEAD Journey Roadmap (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 development plan)

- 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?

A View from the Top

OVERVIEW

Participants will hear from a panel of senior executives who will share lessons and advice garnered from their own extensive career experiences. The panel will discuss their career paths, provide insights into being a savvy leader, and share what they believe are the most important skills to succeed. Following the panel, Participants will reflect on the year and how they are positioned to respond to business challenges and opportunities as a result of their LEAD experiences.



AREAS TO REVIEW WITH MENTEE

LEAD Journey Roadmap (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 development plan)

- 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?

The Transformed Leader: Changing the Corporate Landscape

OVERVIEW

As the LEAD Program comes to an end, Participants revisit their leadership journey - and how they have grown and helped to change their corporate landscape as a result. In the afternoon mentors and managers attend a formal “graduation” ceremony. This event celebrates and rewards accomplishments and contributions, while highlighting key leadership learnings.

To support continued growth and development, all program participants become automatic members of The WUN - The WOMEN Unlimited Network upon program completion.



AREAS TO REVIEW WITH MENTEE

LEAD Journey Roadmap (Development Plan) Review

- What overall progress was made during LEAD?
- How have their perceptions of themselves as leaders changed?
- What areas still need attention?

Current Workplace Challenges and Opportunities (not related to development plan)

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

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 Discuss your team’s *Changed Leader Experience* presentation.

- **Ask for Commitments.** What will mentee do to continue her focus on development after the LEAD Program graduation.
- How can you help celebrate her success

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