

UNITAR Online Training Programme 2021 on Gender, Women's Leadership and Mentoring

Final Report

6 July– 10 December 2021

e-Workshop and e-Learning Course



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Background

As novel global challenges destabilise and deeply affect organizations throughout the world, the United Nations Institute for Training and Research seeks to provide high-quality training programs to promote women's education and professional development. Empowering women to participate fully in economic life across all sectors and throughout all levels of economic activity is not only essential to establish more stable and just societies and to improve the quality of life for women, men, families, and communities but increasing gender equality is equally crucial to build strong, sustainable economies.

Empowerment means that people -both women and men – can take control over their lives: set their own agendas, gain skills (or have their own skills and knowledge recognised), increase self-confidence, solve problems, and develop self-reliance. Based on this definition, UNITAR has designed a long-term online training programme that puts special emphasis on the dimension of personal growth and exchange to develop solutions that reflect women's diverse lives, needs and aspirations in private as well as professional life.

In this context, UNITAR launched an innovative, long-term Online Training Programme on Gender, Women's Leadership and Mentoring comprising of the following two elements:

- a) five (5) e-Workshops on Gender, Women's Leadership and Mentoring;**
- b) an interactive online platform comprising of a repository of resources, data and publications, as well as a discussion board.**

This project could be realized successfully thanks to the generous contribution of the Government of the Republic of India to "UNITAR's Trust Fund for Women's Empowerment 2020/2021".

UNITAR remains highly grateful for the financial support provided and hopes to continue the successful cooperation in the future to empower many more women worldwide.

Content

The UNITAR Online Training Programme on Gender, Women's Leadership and Mentoring was designed to foster women's advancement across all levels and across all business areas on a long-term basis by giving women confidence in their personal leadership role.

The overall objective of the programme was to enable participants to strengthen gender equality implementation in their workplaces by improving women's representation at the apex of corporate leadership, as well as developing external partnerships with other actors in the field of gender, women's leadership, and mentoring.

Given their core purpose, the e-Workshops were conducted via the online platform Zoom. The activities were highly interactive, characterised by a similar format to that of face-to-face Workshops and conferences. As a result, a similar level of engagement has been guaranteed through simulations, group exercises and discussions, hands-on assignments whenever possible, and Q&A sessions.

For the complete agenda of the e-Workshop, please see the annex.

Learning Objectives

Participants of the UNITAR Online Training Programme on Gender, Women's Leadership and Mentoring learnt how to use the power of positive psychology to change perspectives and behaviours, while managing their own motivational mechanisms.

After the completion of the e-learning course, participants gained the capacity to:

- Use their individual talents in their working environment more efficiently;
- Develop their own personal leadership style by analyzing different approaches to leadership;
- Build up a strong, sustainable and supporting network of engaged (future) female leaders to increase the visibility of women's skills, talents and leadership at the workplace;
- Reinforce management change towards a more inclusive, gender-sensitive organizational culture.



e-Learning Platform

In addition to the three-day e-Workshops an e-learning platform was launched to provide all participants with additional learning materials and resources on gender, women's leadership, and mentoring.

A user account has been created for each participant prior to the e-Workshop and everyone received individual login details.

The e-learning platform can be accessed under the following link:

<https://learnatunitar.org/login/index.php>

On the platform participants can find:

- General information on the e-learning course (content, structure, expert, learning objectives);
- A discussion board to ask questions, add comments and to discuss the course contents;
- Announcements regarding the e-learning material and additional information;
- The PowerPoint presentations used by the expert;
- The recordings of the presentations of each day of the e-Workshop;;
- A survey on the participants' e-learning experience;
- A Cybrary (Cyber Library) including numerous resources such as:
 - Journal and newspaper articles on (women's) leadership and mentoring;
 - Workbooks to individually continue working on personal leadership skills;
 - Statistics on gender equality and women's empowerment;
 - Videos on (women's) leadership and mentoring.

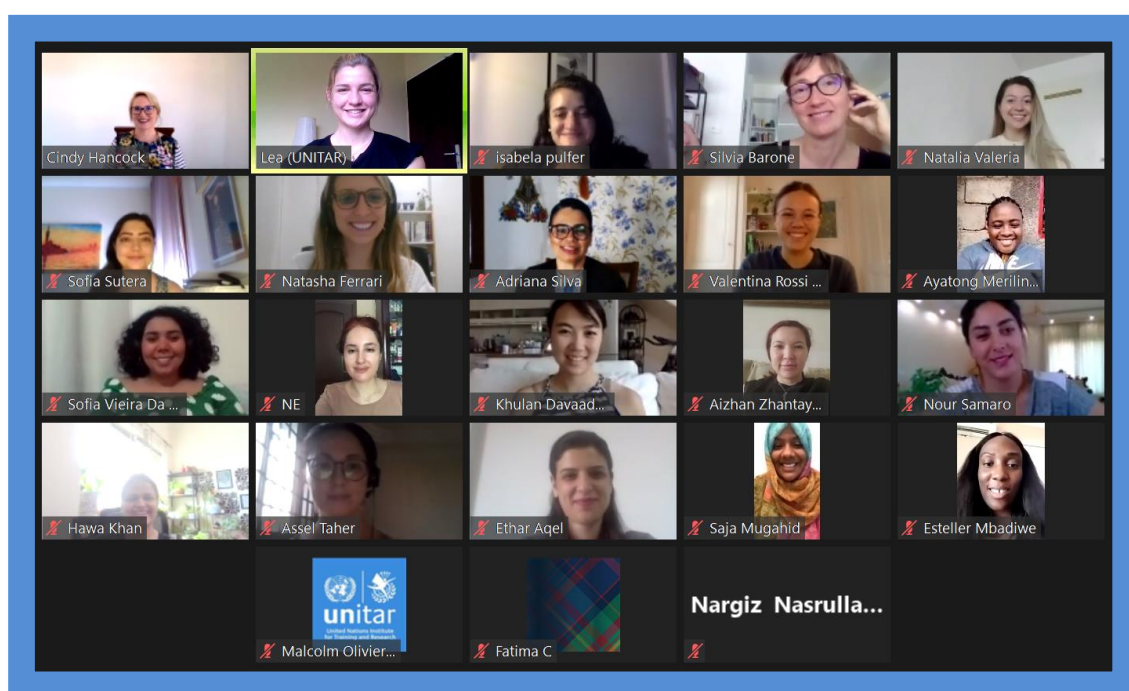
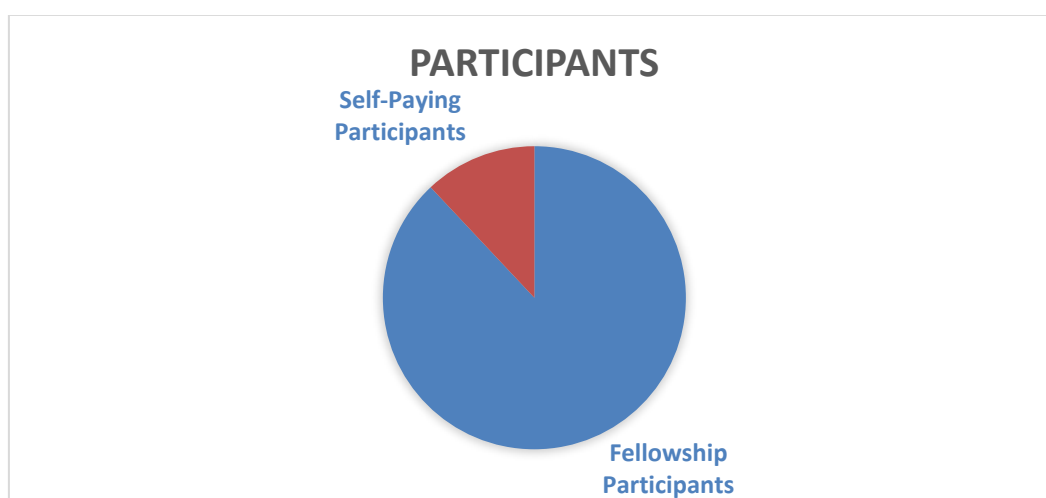
Access to the platform including all e-learning materials is guaranteed until 31.12.2022.

The screenshot shows the 'Cybrary' section of the UNITAR e-learning platform. At the top, there is a navigation bar with the UNITAR logo, the URL 'learnatunitar.org', and a link to 'UNITAR Home'. Below this, the 'Cybrary' title is displayed with an 'Edit' link. A descriptive text states: 'The Cybrary (from "cyber library") contains documents to support your learning throughout the course, including reading materials like reports and journal articles as well as inspiring videos.' A featured video titled 'Female Firsts' is shown, with a description: 'In this video you can discover a list of astonishing women who broke down barriers and set new precedents throughout history.' The video thumbnail displays a grid of six portraits of influential women, each with a title and date: 'First Woman to Vote in America' (Lydia Taft, 1776), 'First Computer Programmer' (Ada Lovelace, 1842), 'First Female Doctor in the United States' (Elizabeth Blackwell, 1849), 'First Woman to Run for US President' (Vicepresidential, 1972), 'First Woman to Win a Nobel Prize (Physics)' (Marie Curie, 1903), and 'First Woman to Win the Nobel Peace Prize' (Bertha von Suttner, 1905). Below the video, there are two blue buttons labeled 'Additional Resources and Articles' and 'Introduction to Leadership', each with an 'Edit' link and a checkmark icon.

Participants

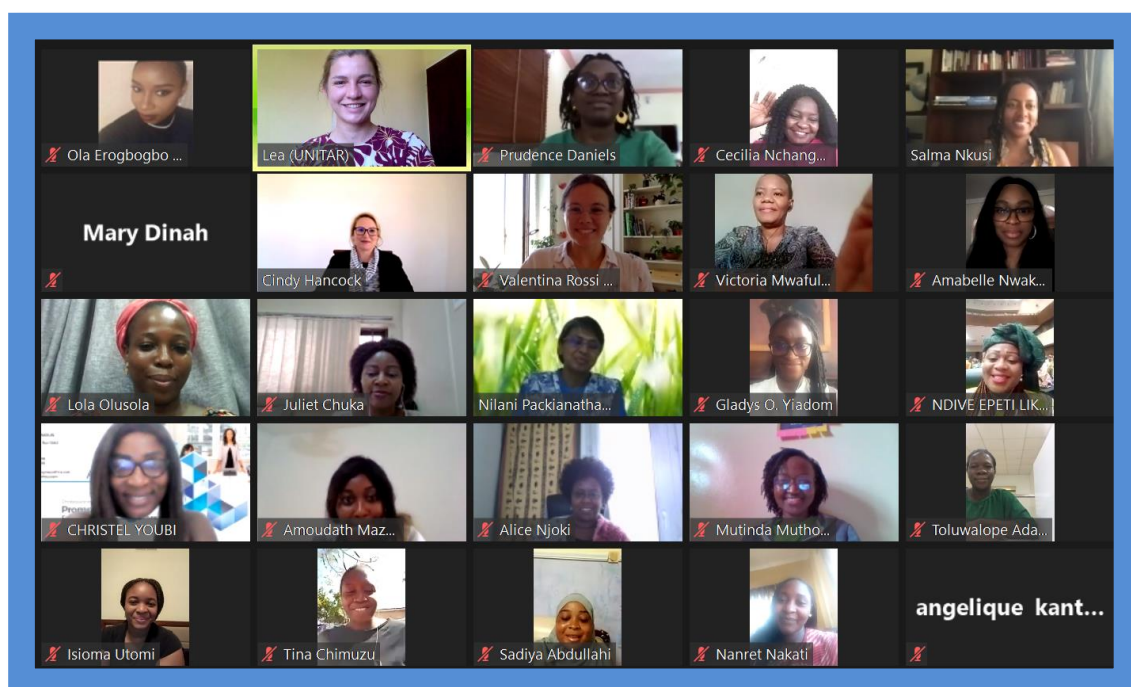
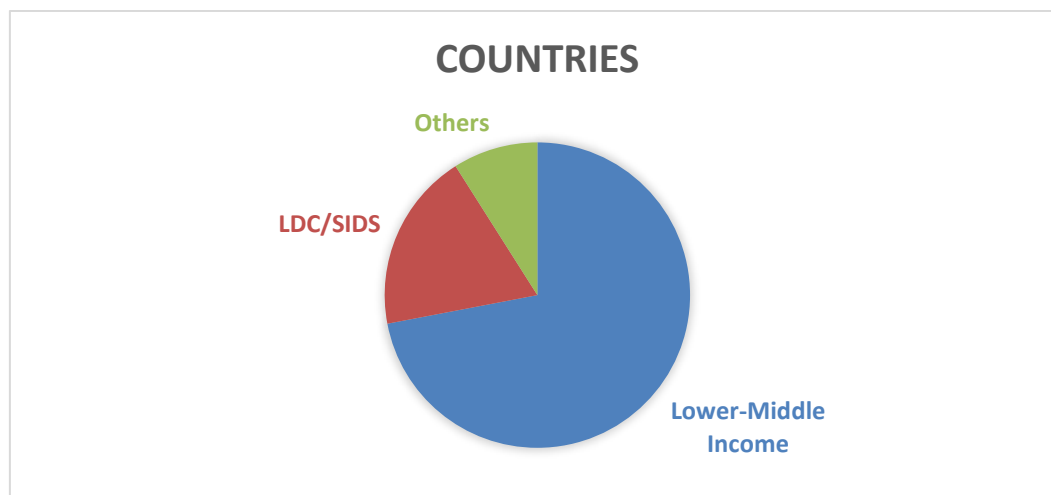
The five UNITAR e-Workshops were organized in an open format which allowed to have a diverse audience with female participants from all over the world. In total, over 400 women applied for the UNITAR e-Workshop on Gender, Women's Leadership and Mentoring via the Event Management System. Additionally, many women sent their applications individually via email.

In total, UNITAR trained 151 women from 36 different countries on Gender, Women's Leadership and Mentoring. 133 of the 151 female participants received a full-time fellowship for the e-Workshop.



Group Photo, UNITAR e-Workshop on Gender, Women's Leadership and Mentoring (6-8 July)

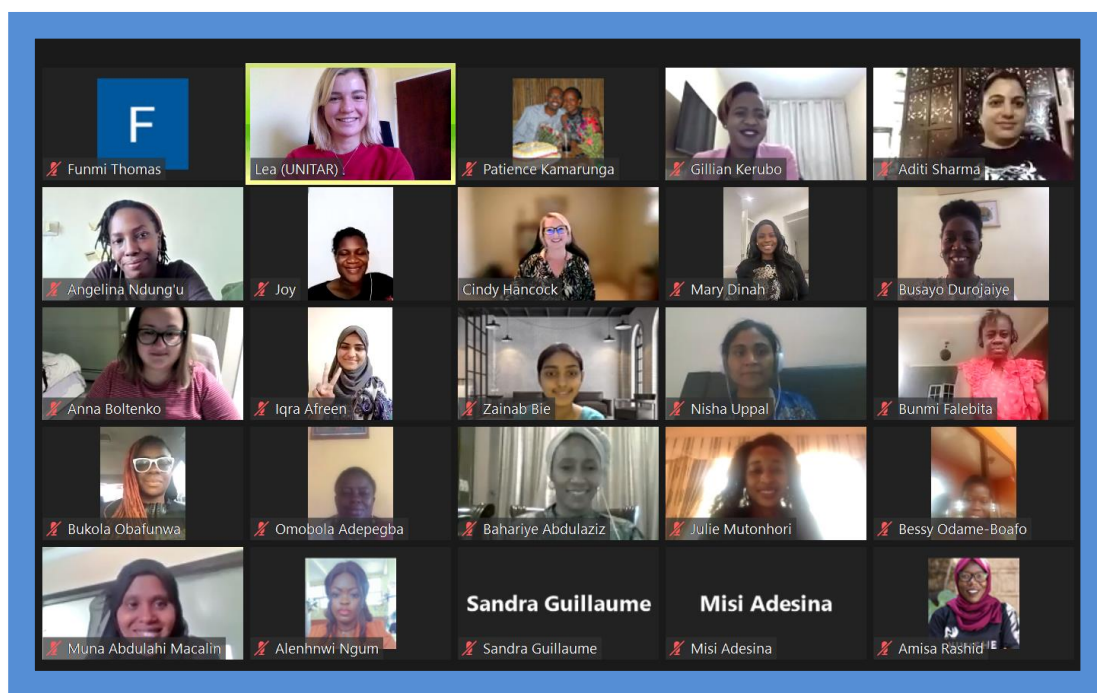
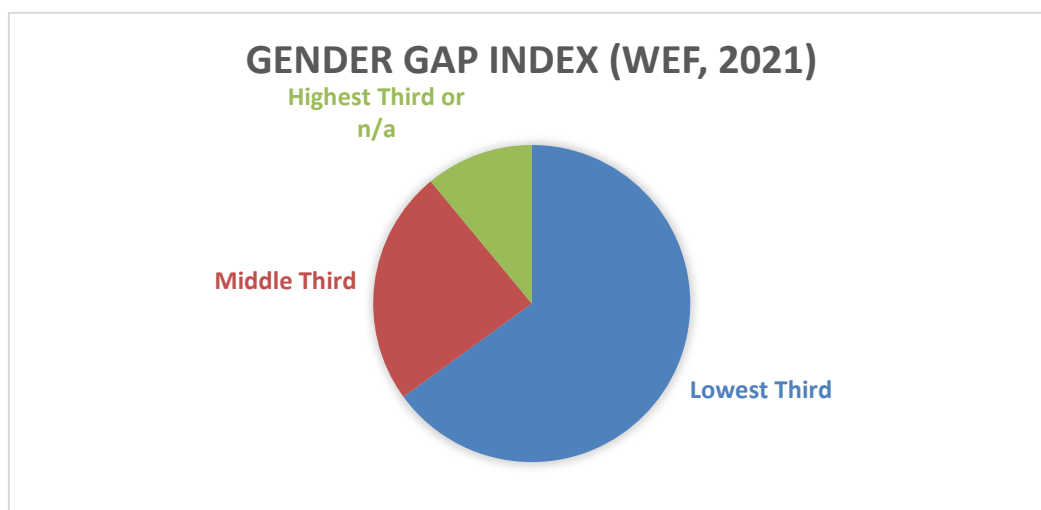
From the 133 women awarded with a fellowship, 25 came from Least Developed Countries (LDCs) or Small Island Developing States (SIDS). Furthermore, 96 fellowships were given to women from lower-middle income countries.



Group Photo, UNITAR e-Workshop on Gender, Women's Leadership and Mentoring (27-29 July)

Since the UNITAR Online Training Programme on Gender, Women's Leadership and Mentoring aimed at improving Gender Equality and Women's Empowerment globally, an additional criterion for the selection of fellowship candidates was the [Global Gender Gap Index 2021 by the World Economic Forum \(WEF\)](#).

Out of the 133 women receiving a fellowship for the course, 86 came from countries ranked in the lowest third of the Global Gender Gap Index and 32 women were from countries ranked in the second third.



Group Photo, UNITAR e-Workshop on Gender, Women's Leadership and Mentoring (5-7 October)

Feedback from Participants

Feedback from the Live Chat on Zoom

During the e-Workshops participants provided feedback and shared their comments on their learning experience in the live chat on the online platform Zoom.

Please see some of the comments below:

"Thank you Cindy and your team for your time and dedication."

"Thank you so much Cindy and UNITAR!!! This was really fantastic!"

"Very inspiring and educative."

"Thank you Cindy, amazingly delivered! I am empowered for sure!"

"Thank you Lea and Cindy for giving us this platform to learn more."

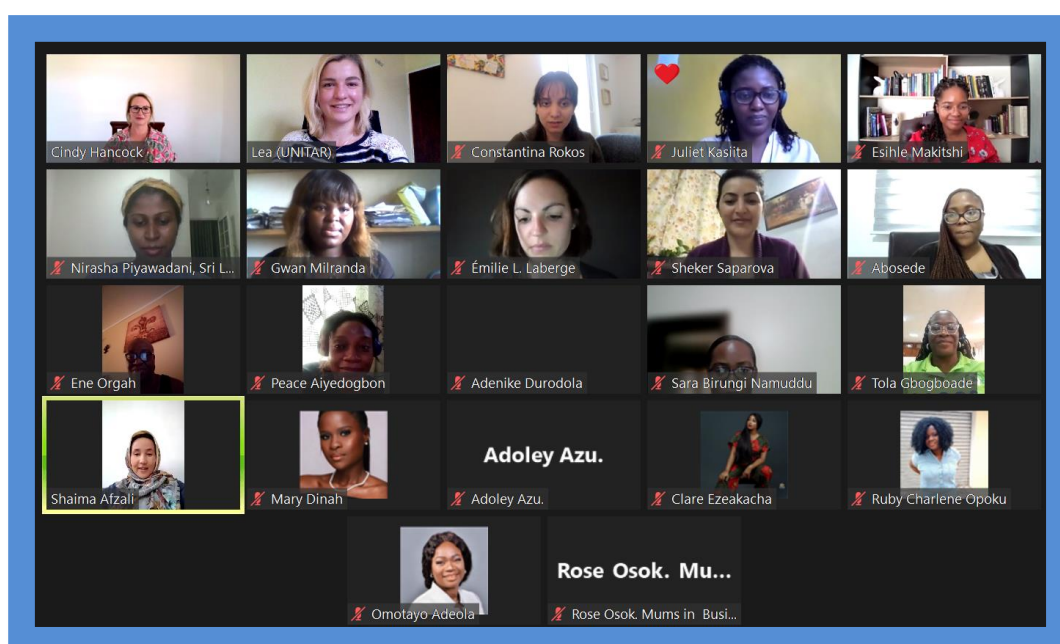
"Thank you so much Cindy, Lea and the team behind the scenes. It has been an absolute pleasure to attend this awesome session. looking forward to more such sessions."

"Thank you so much Cindy and Lea. And to all the amazing ladies, it was lovely connecting with you all. Keep winning."

"Great job Cindy. Great job Lea. Thank you everyone. It was an absolute pleasure connecting with you all! Wonderful ladies, sisters from all over the world."

"I feel so blessed to have been in the company of amazing women. Such beauty and inspiration. Thank you so much Lea, Cindy and the lovely ladies."

"Thanks for this amazing workshop. I enjoyed it."



Group Photo, UNITAR e-Workshop on Gender, Women's Leadership and Mentoring (1-3 November)

Comments on the Survey Platform

In addition to the feedback received directly on the online platform Zoom, the survey provided the participants with the opportunity to leave comments on their e-learning experience anonymously.

e-Workshop (6-8 July)

"I enjoyed the workshop and I would encourage the organizing team to issue more scholarships to women from disadvantaged countries."

"I loved the opportunity to exchange experiences with women from many countries. The texts provided on the platform were great and very updated. Cindy and the support team were very kind and competent. I liked the speech training, it improved a lot for me."

"I wish to have similar workshops like this to be face to face."

e-Workshop (27-29 July)

"The knowledge and skills being provided by the e-workshop will be valuable to many women who are aspiring to leadership positions or seeking to raise other leaders and mentor other women. So there is need to create more buzz and push out the message/advert more. I found the e-workshop very educating and impactful with practical exercises."

"Thanks to the team that delivered the e-workshop. I feel more empowered to go and make more of an impact for those disenfranchised in the world."

"Overall am very satisfied with the way the workshop was conducted/presented. It was super insightful, educational, detailed and engaging. Thank you!"

e-Workshop (5-7 October)

"Workshops as this should be in 2 phases, giving participants opportunity to evaluate how well they have used the knowledge learnt within 6 months to a year."

"Longer training period than the 3 days."

"Thank you for the opportunity to do this course and it would be nice to offer more scholarships so more women can participate."

e-Workshop (1-3 November)

"The training was very interactive and sharing ideas with different team members was helpful in getting different perspectives about issues and handling them."

"Have more days of the training that cover different topics."

"It was a great workshop, however, given the topic, it should be conducted for max 10 people, or even less. With 25 people it was not possible to facilitate deep conversations or individual issues. I don't think someone's leadership style changed after the workshop. But some helpful and interesting information was provided."

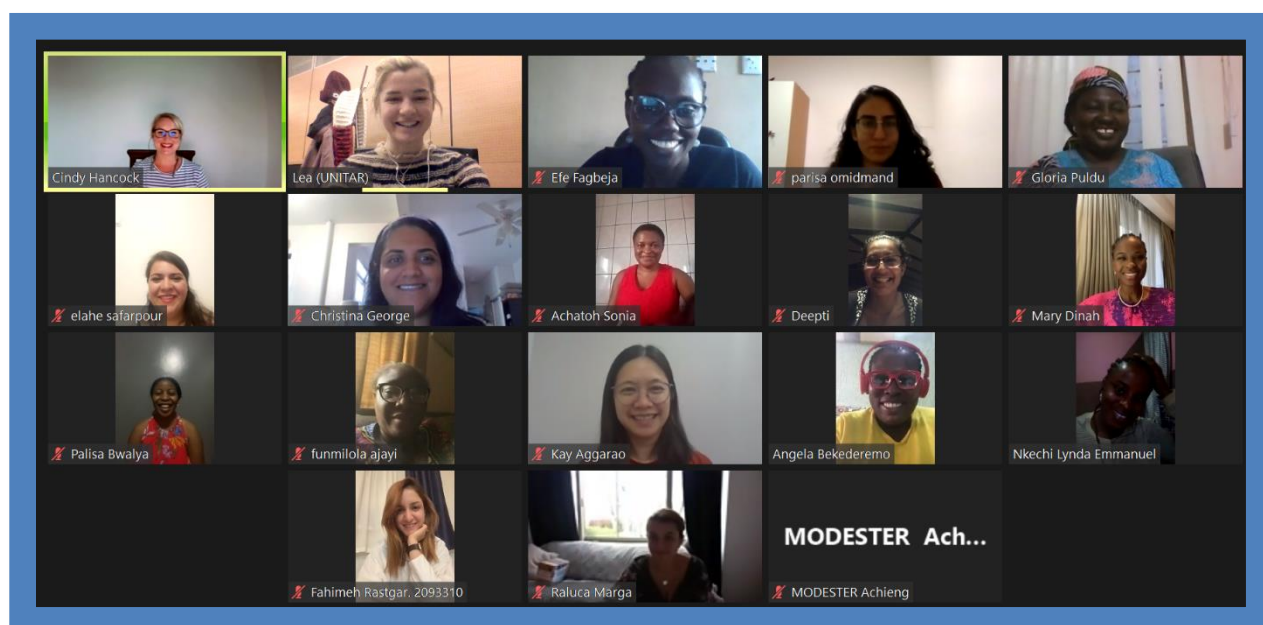
e-Workshop (8-10 December)

"I would suggest that more fellowships should be introduced so that those of us from highly indebted poor countries should have the opportunity to participate."

"For me the workshop was perfect. I love everything about it. The break sessions were important to relief stress, the teamwork gave room for us to meet and interact with people from different places. The e-workshop was just perfect for me."

"The timing is quite lengthy; however it was very worth it. If it could be stretched to 3 hours and 5 Days, instead of 3 Days."

"Having guests from different fields and parts [of the world] could be great."



Group Photo, UNITAR e-Workshop on Gender, Women's Leadership and Mentoring (8-10 December)

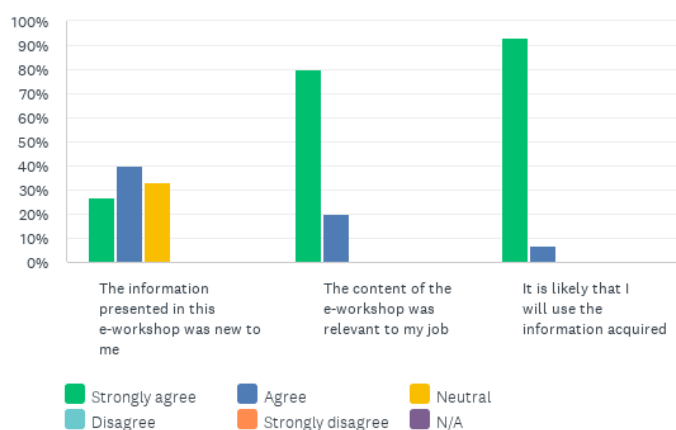
Survey Results

e-Workshop (6-8 July)

General Information

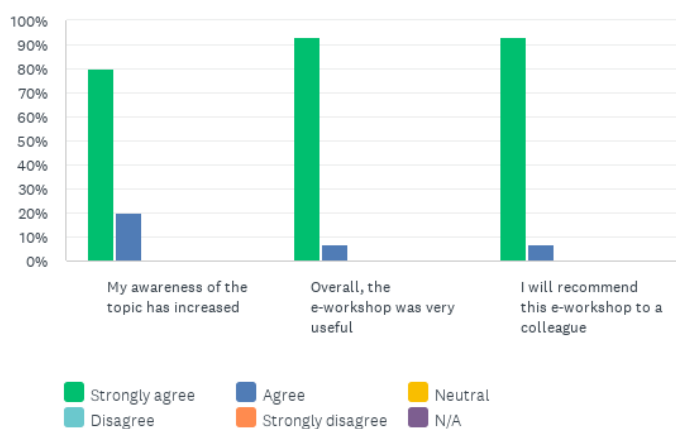
- 26 participants received a Certificate of Participation upon completion of the e-Workshop.
- 15 participants responded to the evaluation questionnaire.

Q7 Please rate the following statements using the scale from "strongly agree" to "strongly disagree"



100 percent of the surveyed participants confirmed that the information acquired was relevant for their profession and that they will apply it in their jobs. However, only 66 percent agreed that the information of the e-Workshop was new to them.

Q11 Overall satisfaction. Please rate the following statements using the numerical scale from "strongly agree" to "strongly disagree".



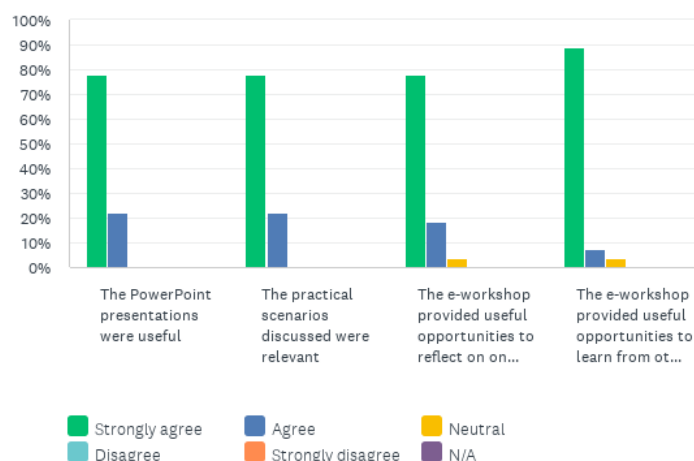
Nevertheless, 100 percent of the surveyed participants mentioned that the e-Workshop was very useful for them and that they will recommend it to colleagues in the future.

e-Workshop (27-29 July)

General Information

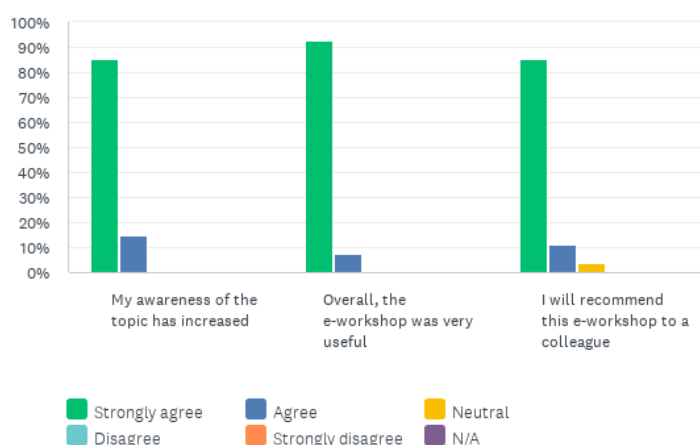
- 38 women received a Certificate of Participation upon completion of the e-Workshop.
- 27 participants responded to the feedback questionnaire.

Q9 e-Workshop materials. Please rate the following statements using the numerical scale from "strongly agree" to "strongly disagree".



The e-learning materials used by the expert during the e-Workshop were perceived as useful by 100 percent of surveyed participants. In addition, 100 percent (strongly) agreed that the practical scenarios discussed were relevant.

Q11 Overall satisfaction. Please rate the following statements using the numerical scale from "strongly agree" to "strongly disagree".



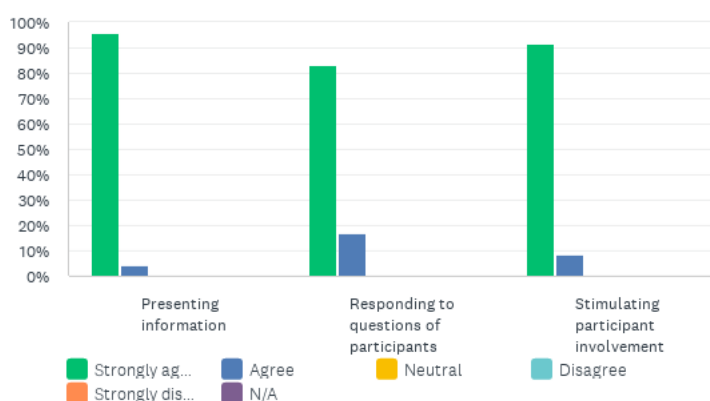
In the second e-Workshop, 100 percent of the surveyed participants (strongly) agreed that their awareness of the topic increased and that the e-Workshop was very useful to them.

e-Workshop (5-7 October)

General Information

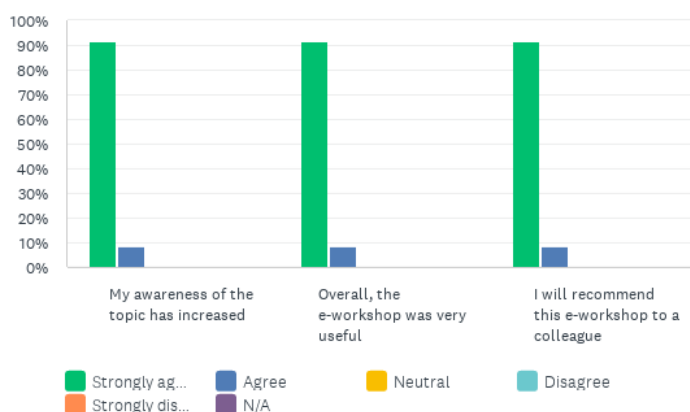
- 37 women received a Certificate of Participation upon completion of the e-Workshop.
- 24 participants responded to the feedback questionnaire.

Q7 Resource person: Cindy Hancock. Please rate the following statements using the numerical scale from "strongly agree" to "strongly disagree". The trainer(s)/facilitator(s) was (were) effective at...



The satisfaction with the UNITAR expert Ms. Cindy Hancock was very high with 100 percent of surveyed participants strongly or generally agreeing with the statements above.

Q10 Overall satisfaction. Please rate the following statements using the numerical scale from "strongly agree" to "strongly disagree".



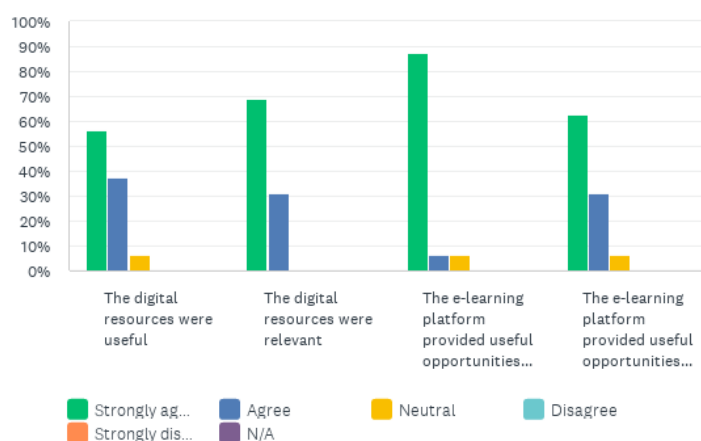
In the third e-Workshop group, all participants who responded to the survey confirmed that their awareness of the topic increased, and that the e-Workshop was very useful for them.

e-Workshop (1-3 November)

General Information

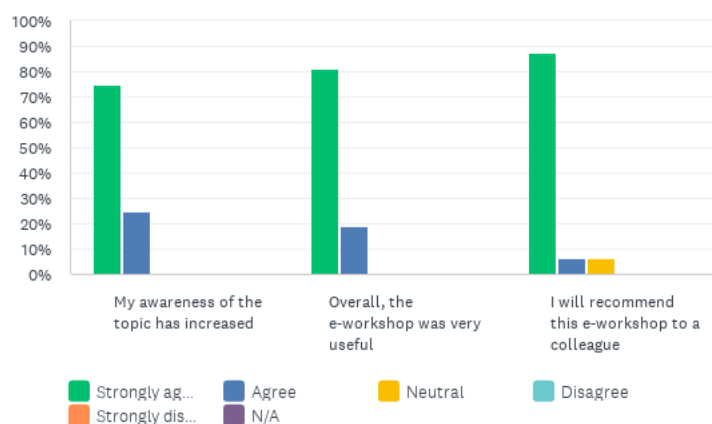
- 27 women received a Certificate of Participation upon completion of the e-Workshop.
- 16 participants responded to the feedback questionnaire.

Q9 e-Learning platform. Please rate the following statements using the numerical scale from "strongly agree" to "strongly disagree".



15 out of the 16 participants responding to the survey evaluated the resources provided on the e-learning platform as useful. In addition, all respondents agreed that the content of the e-learning platform was relevant to the training.

Q10 Overall satisfaction. Please rate the following statements using the numerical scale from "strongly agree" to "strongly disagree".



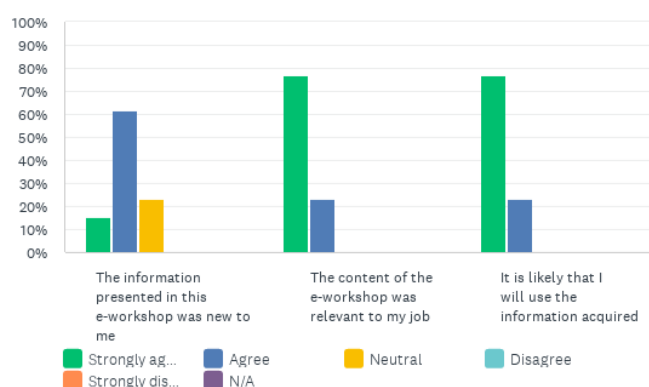
All participants of the e-Workshop who responded to the feedback survey (strongly) agreed that their awareness of the topic increased, and that the e-Workshop was overall very useful for them.

e-Workshop (8-10 December)

General Information

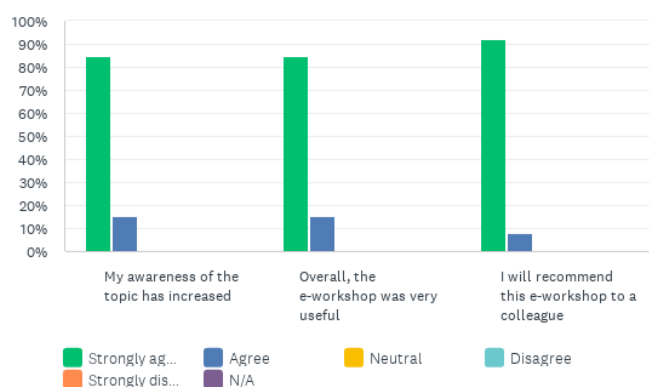
- 23 women received a Certificate of Participation upon completion of the e-Workshop.
- 13 participants responded to the feedback questionnaire.

Q6 Please rate the following statements using the scale from "strongly agree" to "strongly disagree"



Out of the 13 survey respondents, only ten confirmed that the information presented was new to them. However, all 13 respondents stated that the content of the e-Workshop was relevant to their job and that it is likely that they will use the acquired information in the future.

Q10 Overall satisfaction. Please rate the following statements using the numerical scale from "strongly agree" to "strongly disagree".



All participants providing feedback on the e-Workshop assured that their awareness of gender-related leadership challenges increased and that the training was very useful for them overall.

Conclusion and Recommendations

In summary, the UNITAR Online Training Programme 2021 was a great success.

The great majority of participants were very satisfied with the learning outcome and expect to profit from the acquired knowledge in their future career. The e-Workshop proved to be extremely productive for all participants involved which is confirmed by the highly positive feedback and comments received at the end of the activity and in the survey.

The following recommendations were given by participants and should be considered in the design of future workshops and e-learning courses:

Content and Structure

- More time should be dedicated to exchange personal leadership experiences between participants to allow building up relationships;
- The number of participants in the e-Workshop sessions should be limited to 25 in order to ensure meaningful interaction;
- The inclusion of inspiring guest speakers was highly appreciated by the majority of participants and it was suggested to invite more guest speakers from different parts of the world to act as role models and to enhance experience exchange;
- To keep the level of energy high despite the online format, one should consider having shorter e-Workshop sessions (3 instead of 4 hours) and to increase the number of days;
- To ensure that every participants joins on time from the first day, the time zone differences should be communicated more clearly.

Technical Requirements and e-Learning Platform

- To enable active discussions during breakout sessions, a decent knowledge of the language of instruction (English) of each participant should be ensured;
- Communicate more clearly that a stable internet connection is essential to actively participate in the e-Workshop;
- The e-learning platform was perceived as extremely informative and insightful; however, participants should receive access to the learning material at least one week prior to the beginning of the course;
- The different functions of the e-learning platform need to be explained in detail to make most out of this helpful online learning tool.

Annex

Agenda e-Workshop Series

Day 1:

TIME	TOPIC	TRAINER
13:00 – 13:15	Introduction	
13:15 – 14:00	<ul style="list-style-type: none"> Global Statistics on Women in Leadership SHEconomy 	Cindy Hancock
14:00 – 14:10	Break	
14:10 – 15:00	<ul style="list-style-type: none"> Hofstede's Cultural Dimensions Resistance Line 	Cindy Hancock
15:00 – 15:10	Break	
15:10 – 16:00	<ul style="list-style-type: none"> Situational Leadership Gender Role Stereotyping 	Cindy Hancock
16:00 – 16:10	Break	
16:10 – 17:00	<ul style="list-style-type: none"> Stress Markers 	Cindy Hancock

Day 2:

TIME	TOPIC	TRAINER
13:00 – 13:15	Recap Day 1	
13:15 – 14:00	<ul style="list-style-type: none"> Pillars of Resilience 	Cindy Hancock
14:00 – 14:10	Break	
14:10 – 15:00	<ul style="list-style-type: none"> Building Confidence Confidence & Behaviour 	Cindy Hancock
15:00 – 15:10	Break	
15:10 – 16:00	<ul style="list-style-type: none"> Cognitive Reframing Ethos, Pathos, Logos 	Cindy Hancock
16:00 – 16:10	Break	
16:10 – 17:00	<ul style="list-style-type: none"> Public Speaking 	Cindy Hancock

Day 3:

TIME	TOPIC	TRAINER
13:00 – 13:15	Recap Day 2	
13:15 – 14:00	<ul style="list-style-type: none"> • Mentoring • Heron's 6 Categories of Influence 	Cindy Hancock
14:00 – 14:10	Break	
14:10 – 15:00	<ul style="list-style-type: none"> • Reverse Mentoring 	Cindy Hancock
15:00 – 15:10	Break	
15:10 – 16:00	<ul style="list-style-type: none"> • Trust Equation 	Cindy Hancock
16:00 – 16:10	Break	
16:10 – 17:00	<ul style="list-style-type: none"> • Mindfulness • High Quality Relationships (HQR) 	Cindy Hancock