

OSCE GENDER RESPONSIVE LEADERSHIP PROGRAMME

SEPTEMBER 2021 - DECEMBER 2021

CONTENT

What is the Gender Responsive Leadership Programme? 1

Aim and Learning Outcomes 3

Course Methodology 5

Practical Information and Contacts 7

The Programme 8

Biographies: Course direction and mentors 13

Biographies: OSCE team 15

WHAT IS THE GENDER RESPONSIVE LEADERSHIP PROGRAMME?

The OSCE-FBA Gender Responsive Leadership Programme¹ provides practical and applied support to OSCE leaders as they implement their commitments to gender equality and take forward their own vision of being a gender-responsive leader.

In a nutshell, a gender-responsive leader is a person in an executive or management position who actively works towards equality for all women and men both in the workplace and in operations. They do this by ensuring that day-to-day tasks are done in a way which promotes equality between women and men and through putting in place targeted actions for gender equality where required. They use their existing leadership and management skills to achieve their institutional goals on gender equality, taking into account the structural and systemic issues that lead to discrimination and inequality.



The gender-responsive leadership programme is designed around the 2 goals and 5 actions of gender-responsive leadership, as illustrated in Figure 1.

Figure 1

¹ The programme builds on the OSCE Executive Gender Coach Programme, the long standing Swedish Gender Coach Programme and the FBA Gender Responsive Leadership Programme.

For further information on the Gender-Responsive Leadership¹ Framework please see the [FAQs](#).

PROGRAMME APPROACH

The curriculum is highly participatory and relies on mixed-method adult learning techniques including experiential learning, expert lectures, small group skills development workshops, one to one coaching and applied stretch assignments.

The course is specifically tailored to the OSCE context. It provides the concrete tools needed by leaders to maximise their personal and organisational impact for gender equality.

PARTICIPANTS

This exclusive programme is limited to 15 participants from executive and senior leadership.

It is open to:

- Heads of Mission and Deputy Heads of Mission,
- Directors,
- Head of Departments, and
- Senior Programme Managers.

AIM AND LEARNING OUTCOMES

The aim of this self-driven, facilitated programme is to give OSCE executives and senior leadership the unique opportunity to advance their leadership skills through taking high impact action on gender equality in the workplace.

LEARNING OUTCOMES

By the end of the programme, participants will be able to:

Module 1:

- Recognise own biases, prejudices and stereotypes and mitigate their impact.
- Identify personal inconsistencies regarding gender equality.
- Demonstrate strengthened skills for intervening in cases of everyday sexism.

Module 2:

- Set high impact, SMART priorities and strategies for gender equality.



Module 3:

- Communicate without gender bias, including through using gender-sensitive language and avoiding stereotypes.
- Deliver key messages on gender equality in a clear, convincing and consistent manner, handling resistance where it occurs.

Module 4:

- Build a gender equitable and inclusive work culture.
- Put in place measures to attain gender balance in team and area of work.
- Work strategically with their gender expert function.
- Manage, allocate and develop budgets and procurement processes so that these benefit women and men fairly.

Module 5:

- Develop a learning and accountability culture for gender equality performance.
- Hold self and staff to account for meeting performance targets for gender equality.
- Report on achievements and performance gaps on attaining equality between women and men, girls and boys, and take follow up action.



COURSE METHODOLOGY

The Gender-Responsive Leadership Programme is designed to be learner-centred and promote opportunities for self-reflection on the learning process. Using adult learning methods, the course is highly interactive, concrete and applicable and with a focus on applying key leadership tools in a gender-responsive manner.

The course is structured around five modules. Each module covers a different leadership skill.

INTERACTIVE WORKSHOPS

The workshops introduce the module content, provide space for analysis and reflection, and enable an exchange of experiences amongst the participants. In adjusting to a digital learning environment, mentors will strive to engage and activate participants at least every 7 minutes.

The knowledge transfer components will be kept concise, and a strong focus will be on interactive adult learning methods such as:

- buzz groups,
- polls,
- brainstorming,
- case studies,
- role play, etc.

Each module will cover the key gender-responsive leadership tools and skills.

Breaks and energisers are crucial to keeping up engagement, and will be included in the interactive workshops.

In addition to the five modules, there will be a preparatory workshop and a closing workshop.

**TO KICK-OFF EACH
NEW MODULE,
COURSE
PARTICIPANTS AND
MENTORS WILL
ACTIVELY ENGAGE
DURING AN
INTERACTIVE ONLINE
WORKSHOP.**

STRETCH ASSIGNMENTS

We learn the best when we can directly apply what we have learned in our daily work, then reflect, gain feedback and modify, and apply it again (double loop learning). Stretch assignments are about directly applying the tools and skills in the daily work of participants.

Participants will complete one stretch assignment for each module. These should take one hour to complete. Each assignment leads into the next so it is important for participants to keep on top of their assignments to get maximum value from the process.

The assignment will be an applied reflection exercise. For instance, prepare for, conduct and reflect on an elevator pitch for your gender-responsive leadership priorities. We learn the most when we are slightly out of our depth, when we push ourselves to try new things, and face and overcome fears that we have. Skills assignments are designed to do exactly this. But it is always up to participants to choose how much they want to challenge themselves and stretch to learn. Mentors will provide brief written feedback on each assignment.

SKILLS WORKSHOPS

To develop key gender-responsive leadership skills, it is beneficial to work in smaller groups that establish an open and supportive culture of learning.

Groups of five participants and one mentor will meet for fortnightly 1.5-hour skills workshops.

The purpose of these workshops is to provide an opportunity to practice one core skill from each module and to receive peer and mentor feedback.

COACHING

Participants will have the opportunity to have one 45-minute individual coaching session with their mentor towards the end of the programme. The coaching session will be focused on a specific area of learning from the course where the participant feels they could use some additional one to one support.

Mentors take on a coaching role, listening, asking insightful questions, and sharing information and options upon request.

In addition, the coaching session will provide a structured opportunity to reflect on progress since the beginning of the programme.

ZOOM GUIDANCE

Before the Gender Responsive Leadership Programme

Participants will receive an invitation with links to the Zoom meeting rooms prior to each module.

Conduct of the online sessions

The plenary room can be joined 15 minutes before the starting time. Participants are encouraged to log in early in order for their credentials and connectivity to be checked prior to the start of the meeting.

During plenary sessions, all participants should **mute their microphone**, except when taking the floor. Before doing so, participants are advised to raise their hand (click on a hand tool in Zoom).

To the extent possible, participants should keep cameras on throughout discussions in plenary and breakout room exercises in order to build rapport among the group.

For more Zoom best practices, please consult the [ZOOM participants' checklist](#).

In case of technical issues, please contact:

Dennis Contino
Dennis.Contino@osce.org

Anita Nikoleska
Anita.Nikoleska@osce.org

PRACTICAL INFORMATION AND CONTACTS

Plenary Room

Unless otherwise noted all participants and experts will connect in the Plenary Room at the beginning of each day, and for lectures and group discussions.

Breakout Rooms

Small group exercises and discussions will take place in break out rooms.

One to One Coaching

One Coaching will take place on a personalised zoom link. Each participant will receive the link from their mentor.

Questions

Questions to mentors can be submitted **in written form via the Chat function**. However, participants are advised to rather raise their hand and engage in a direct discussion.

THE PROGRAMME

Opening Workshop

Thursday, 16 September 2021

10:00 - 12:30
Vienna time

In this opening plenary workshop, we will get to know each other, our ways of working and develop a shared understanding of key concepts and the gender-responsive leadership framework.

Module 1: Lead by example

WORKSHOP

Thursday, 23 September 2021

10:00 - 12:30
Vienna time

SKILLS WORKSHOP

Thursday, 30 September 2021

10:00 - 12:30
Vienna time

ASSIGNMENT

due on:

Wednesday, 06 October 2021

After this module, you will have skills to:

- Recognise and mitigate your own and others' gender stereotypes, prejudices and biases.
- Intervene in cases of everyday sexism.
- Visibly instigate reform for gender equality.

Module 2: Setting priorities and strategies

WORKSHOP

Thursday, 07 October 2021

10:00 - 12:30
Vienna time

SKILLS WORKSHOP

Thursday, 14 October 2021

10:00 - 12:30
Vienna time

ASSIGNMENT

due on:

Wednesday, 20 October 2021

After this module, you will have skills to:

- Review implementation of organisational gender equality commitments.
- Set priorities and strategies for promoting gender equality, including through establishing systems and structures to institutionalise gender equality.
- Set strategic and measurable targets for gender equality priorities.

Module 3: Communicate clearly and convincingly

WORKSHOP

Thursday, 21 October 2021

10:00 - 12:30
Vienna time

SKILLS WORKSHOP

Thursday, 28 October 2021

10:00 - 12:30
Vienna time

ASSIGNMENT

due on:

Wednesday, 03 November 2021

After this module, you will have skills to:

- Communicate without gender bias, including through using gender-sensitive language and avoiding stereotypes.
- Be clear, convincing and consistent in delivering key messages on gender equality.
- Ensure that your message is received and understood by a diverse audience.

Module 4: Managing and developing staff, resources and operations

Part I:

After this module, you will have skills to:

WORKSHOP I

Thursday, 04 November 2021

10:00 - 12:30
Vienna time

SKILLS WORKSHOP I

Thursday, 11 November 2021

10:00 - 12:30
Vienna time

Part II:

WORKSHOP II

Thursday, 18 November 2021

10:00 - 12:30
Vienna time

SKILLS WORKSHOP II

Thursday, 25 November 2021

10:00 - 12:30
Vienna time

ASSIGNMENT

due on:

Wednesday, 01 December 2021

- Build a gender equitable and inclusive work culture.
- Work strategically with your gender expert function.
- Attain gender balance in your team and area of work.
- Set performance targets on gender equality for yourself and your team and ensure that you all have the required time, resources and competence.
- Manage, allocate and develop your budgets, procurement processes and resources so that these benefit women and men, girls and boys, fairly.

Module 5: Holding self and others to account

WORKSHOP

Thursday, 02 December 2021

10:00 - 12:30
Vienna time

SKILLS WORKSHOP

Thursday, 09 December 2021

10:00 - 12:30
Vienna time

ASSIGNMENT

due on:

Wednesday, 15 December 2021

After this module, you will have skills to:

- Develop a learning and accountability culture for gender equality performance.
- Hold self and staff to account for meeting performance targets for gender equality.
- Report on achievements and performance gaps on achieving equality between all women and men, girls and boys, and take follow up action.

Closing Workshop

Thursday, 16 December 2021

10:00 - 12:30
Vienna time

In this workshop, we will bring together our learning and have the opportunity to demonstrate key skills learned on the course with others. We will also make commitments to continuing our gender-responsive leadership and have time to reflect on the programme together.

CERTIFICATE OF COMPLETION

The OSCE/FBA Certificate of Completion proves participation in the activities included in the Gender Responsive Leadership programme.

In view of the importance of this leadership programme, participants will be expected to take part in 80% of programme activities in order to gain a certificate of completion.

CERTIFICATE OF COMPETENCE

Once participants have completed the programme activities, they will have six months to work towards the OSCE/FBA Certificate of Competence.

This process supports leaders as they seek to demonstrate active leadership in building sustainable progress on gender equality in the Organization. It provides the opportunity to demonstrate the application of skills developed as a result of the learning journey and to showcase the results that they have obtained.

The process of obtaining certification allows participants to deepen their skills in an applied manner, to celebrate successes and to receive supportive feedback. It also allows for greater programme accountability and programme performance.

BIOGRAPHIES:

COURSE DIRECTION AND MENTORS



Role:

[Course Director](#)

Email:

lesliegroves@gmail.com

Dr Leslie Groves-Williams partners with leaders and their organisations as they walk the talk of gender equality. She runs a successful consultancy business, leading or taking a lead role in over 100 assignments in 34 countries around the world. Leslie is a highly solicited facilitator, author, speaker, coach and designer. She is passionate about designing and sharing simple tools that are not only useful but are then used to effect transformative change.

Leslie has trained/coached/facilitated thousands of staff, including executive leadership teams- be it face to face, online or in a hybrid environment. She has supported multilateral organisations (over 35 UN entities, the OSCE, the EC and EU), international and national NGOs (Plan International, Plan UK, Save the Children, Help Age, World Vision, GICHD), and bilateral donors (DFID and the Swedish FBA) as well as academic, government and private sector institutions. Leslie is a senior level accredited facilitator with the Association of Facilitators, holds a PhD from Edinburgh University, an MSc with distinction and 1st Class honours degree.

Leslie has pioneered a gender-responsive leadership programme targeting senior leaders and executives and developed the first accountability framework for age, gender and diversity mainstreaming in the UN system, under the leadership of the now UN Secretary General. She has developed inclusion related policies, action plans, evaluations and toolkits for over twenty international agencies and has authored/ edited numerous journal articles and other texts.

In relation to the OSCE specifically, Leslie has supported the organisation's gender equality efforts for 16+ years. Examples include designing and facilitating the 9 month Executive Gender Coach Programme with the former SG and his leadership team, facilitating leadership discussions on developing an enabling environment for gender equality for SMM, leading a research project to understand the fall in female representation from P3 to P4 levels within the OSCE and ten years facilitating the popular intensive gender mainstreaming training.



Role:

Course Mentor

Email:

Lena.Larsson@fba.se

Lena Larsson is a Senior Specialist, Leadership and Gender Equality at the Folke Bernadotte Academy. She has been with the FBA, in various leadership positions since 2004 and throughout this time also served in senior management positions with the EU in Iraq and Palestine, and most recently as the Head of Mission for the International Commission on Missing Persons in Iraq.

Prior to the FBA she spent almost 10 years in the Balkans, mainly with the UN and the OSCE as well as in Sri Lanka, working on wide range of issues such as implementation of ceasefire agreements, border management and sanctions, rule of law reform and the women, peace and security agenda. Lena has a background in law enforcement within the Swedish Customs and further studies in international human resources management, organizational development and leadership.

In her current role she focuses primarily on Gender Responsive Leadership, acting as a facilitator and coach/mentor in FBA led Gender Responsive Leadership (GRL) programs, recently for UN DPPA/DPO staff at D1 and P5 level in New York. This autumn she will also work in a GRL program for 25 senior staff in the UNs verification mission in Colombia.



Role:

Course Mentor

Email:

Sara.Lindvall@fba.se

Sara Lindvall is a Senior Specialist in Women, Peace and Security at the Swedish governmental agency Folke Bernadotte Academy. In her current position she focuses on support to regional institutions on the African continent and works with the peace and security departments of the African Union and ECOWAS with the aim to strengthen their implementation of the women, peace and security agenda.

Sara has field experience from four larger humanitarian conflicts working for the UNHCR with focus on women and child rights as well as community and rights based approaches. She has also worked for the Swedish Women's rights organization Kvinna till Kvinna where she established a regional programme for Syria and worked with Syrian human rights organizations as well as with support to the advisory group for the women negotiators in the ongoing peace process.

BIOGRAPHIES: OSCE TEAM



Role:

[Project Administrator](#)

Email:

Anita.Nikoleska@osce.org

Anita Nikoleska is a Gender Responsive Leadership Programme Administrator at the OSCE Secretariat. She has been with OSCE since 2009 in various positions, dealing with programme co-ordination and project management, and human resources.

Anita is highly skilled in programme management, gender responsive programming, monitoring and evaluation, and experienced in programmatic work in Arms Control, Organized Crime, Border Management, Cyber/ICT security. She has initiated and implemented gender empowerment initiatives in the security sector, and is highly skilled in working with law enforcement. In her role as HR/Training, Anita has rich OSCE experience in conducting learning needs assessments, developing learning plans and evaluating and reporting on learning programmes.

Prior to joining the OSCE Anita advised on learning and development for elected officials and was leading the training unit of the association of municipalities in North Macedonia, managing large-scale programmes supported by multilateral organizations. Anita holds a MSc in Management, and a degree in financial management.



Role:

[Project Assistant](#)

Email:

Dennis.Contino@osce.org

Dennis Contino is a Gender Responsive Leadership Programme Assistant at the OSCE Secretariat. Prior to this role, he supported the OSCE's efforts towards a more inclusive working environment by assisting with the organization of the OSCE Women Recruitment Bootcamps. He gained experience in addressing challenges related to the changing of organizational cultures towards more inclusive approaches and practices, while supporting the OECD Leadership group in implementing the reorganisation of the Public Affairs and Communications Directorate.

Dennis also worked for AHHA Education, an INGO focused on providing education to underprivileged youth. In his role as focal point for the co-ordination of project activities, he acquired expertise in stakeholder co-ordination by engaging effectively geographically dispersed actors across Asia.

