



# **Global Women in Leadership Mentoring Program**

Orientation Session



United  
Healthcare  
Global

# Agenda



Overview & Objectives



Mentee/Mentor Expectations



Getting Started



Resources & Support



Next Steps





# Overview & Objectives

# Program Objectives

Global Women in Leadership is a mentoring program designed to increase diversity in Global leadership through development and support of Grade 28-30 female leaders. Through facilitating meaningful mentor-mentee relationships, this program can provide women leaders with:

- Cross-business exposure and acumen
- Support and guidance for professional development and career exploration
- Coaching in CLL development areas
- Relationships with senior leaders
- Connection with broader Mentoring Program cohort



# Program Overview

- **Logistics:**

- Runs from July 2021 to June 2022.
- Flexible, self-paced 1:1 mentoring with recommendation to meet once a month
- Support materials and resources to guide sessions

- **Mentee Requirements:**

- Full-time female employees with minimum of 1-year tenure
- Salary grades 28-30 or equivalent
- Demonstrated performance

- **Mentor Requirements:**

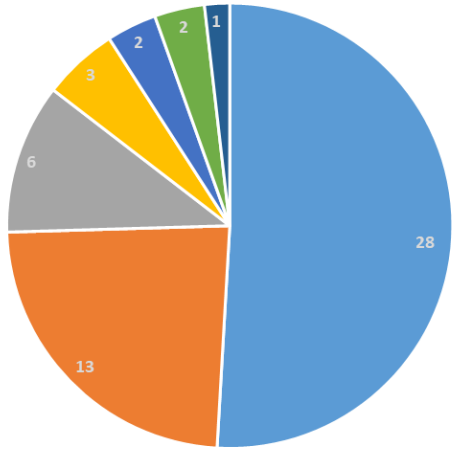
- Open to both women and men
- Full-time employee with minimum 1-year tenure
- Salary grades 29+ or equivalent

- **Matching Criteria**

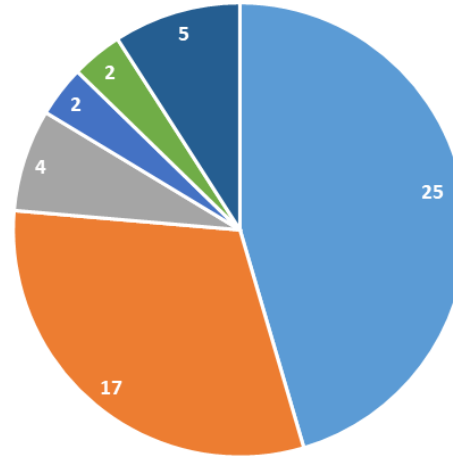
- Mentor and Mentee must speak the same language
- Mentor must be at least 1 grade level above mentee
- Mentees are outside of the Mentor's chain of command
- Prioritize matching different businesses/countries
- Prioritize matching complementary CLL abilities (mentee development area with mentor strength)
- Prioritize matching same function
- Prioritize matching team members that do not already work closely together

# Cohort 2= 54 Pairs

## Mentee Country Distribution

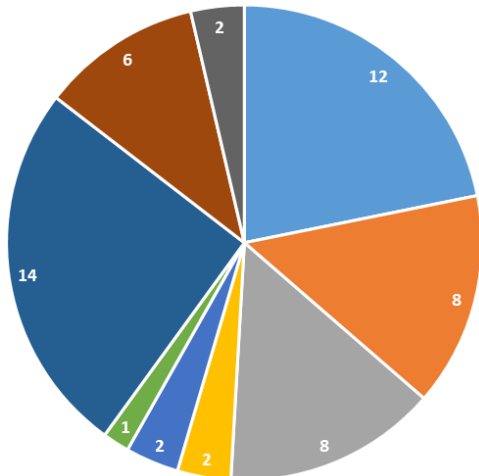


## Mentor Country Distribution

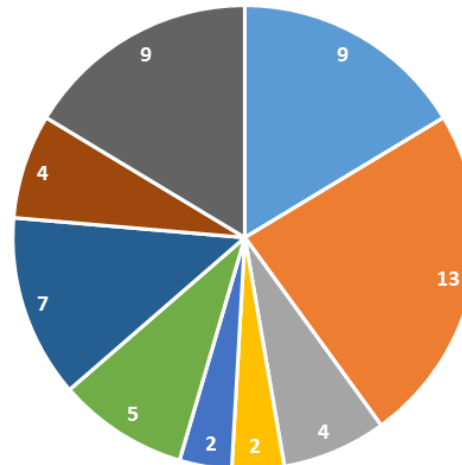


- Brazil
- United States
- Portugal
- United Kingdom
- Colombia
- Peru
- Chile

## Mentee Business Distribution



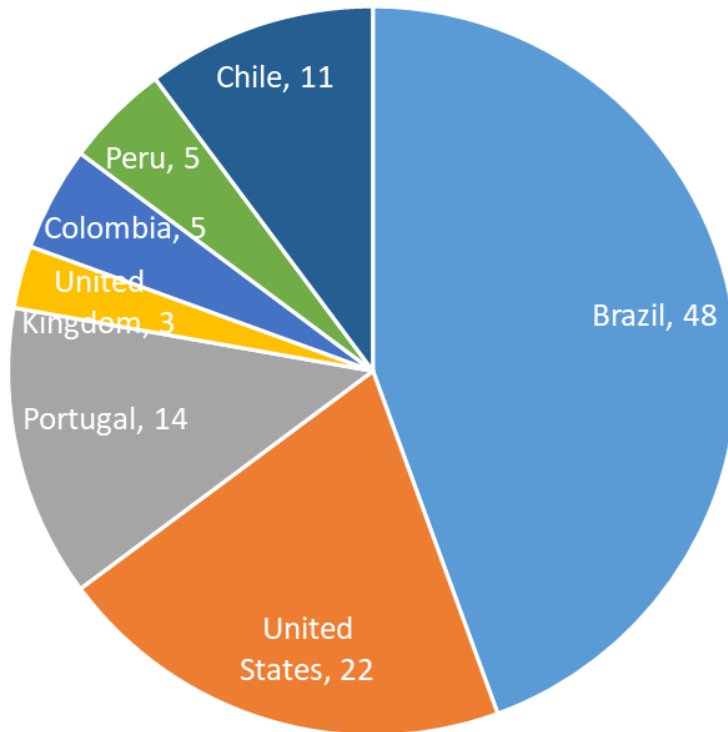
## Mentor Business Distribution



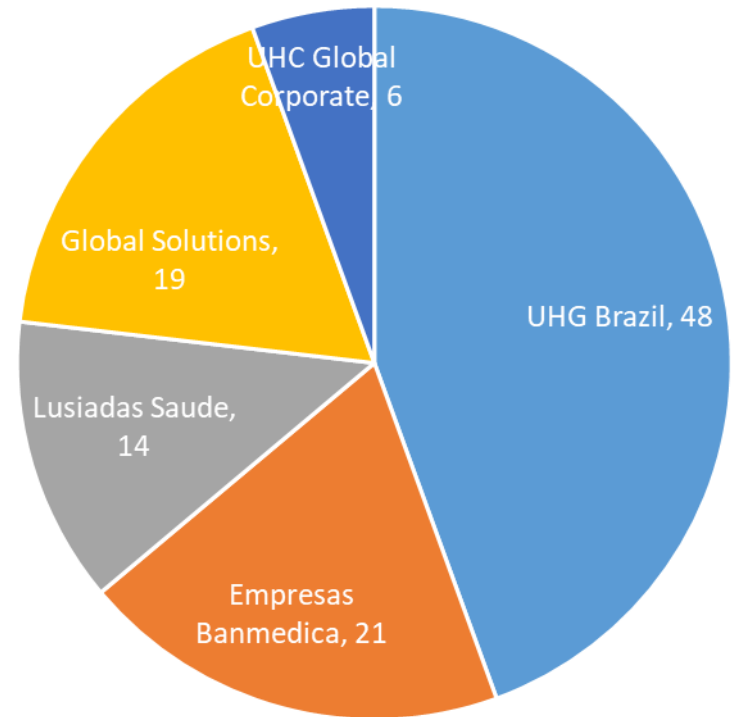
- UHG Brazil Corporate
- Amil
- AMS
- Banmedica Colombia
- Banmedica Peru
- Banmedica Chile
- Global Solutions
- Lusiadas Saude
- UHC Global Corporate

# 2021 Global Women in Leadership Program Cohorts 1 + 2 = 108 Mentees

## Mentee Distribution by Country



## Mentee Distribution by Business



# Program Experience







# **Mentee & Mentor Expectations**

# Roles & Expectations

**There are four groups of stakeholders in any mentoring relationship:**

## **Mentee**

Identifies a development need that can be addressed through a mentoring relationship; drives the mentoring relationship and takes responsibility for the outcomes, their own career and development.

## **Mentor**

Supports and encourages the mentee, listens and challenges, shares experiences openly and offers information and advice.

## **Mentee Manager**

Identifies development needs that can be addressed through mentoring and provides operational support to ensure mentoring can and does take place.

## **Human Capital**

Facilitates the mentoring relationship; provides support with the preparation of both Mentors & Mentees for the mentoring relationship; Monitors progress; available for questions and concerns.

# Mentee Expectations: Do's and Don'ts

## DO

- Drive the relationship and session: schedule the sessions, plan agenda, prepare (sample agenda provided).
- Take an active role in your own learning and development—this is time to focus on specific goals, questions, challenges, etc. with a senior leader.

## DON'T

- Expect your mentor to drive the discussion and relationship.
- Expect mentor to serve in a supervisory capacity (managing performance, identifying development opportunities, etc.).
- Feel compelled to apply all feedback and advice—your career choices are yours to make.

# Mentor Expectations: Do's and Don'ts

## DO

- Create a “safe space” for mentee to be vulnerable.
- Support mentee beyond the once a month mentoring session.
- Be creative with other ways to support your mentee, e.g. connecting them with your network, providing opportunities to shadow you in a meeting, etc.
- Lean in where the mentee is seeking to grow and develop.

## DON'T

- Update manager on the discussion or mentee's progress—this should be kept confidential.
- Drive the relationship—that is the mentee's responsibility.
- Decide for the mentee where they should develop.
- Manage the mentee's performance.
- Give work assignments to mentee (unless requested by mentee and aligned with mentee's manager).



# Getting Started

# Getting Started – First Meeting

## Build Rapport

- Take an interest in your mentor/mentee!
- Don't be afraid to get to know each other on a personal level
- Keep it work appropriate

*What does a day in the life look like for you?*

*What are your hobbies, interests?*

## Set Expectations

- Common expectations include mentee goals, relationship boundaries and scheduling
- Balance the intent to keep expectations with the need to maintain flexibility

*What are our goals and initial focus?*

*What things will we need to talk about?*

*How often will we meet?*

## CLL and Development

- Mentees should come prepared to share their most recent CLL skill sort, Comparison Report (if available), and Development Plan

*What is your top development focus?*

*What CLL practices are you working on?*

*What are your career aspirations?*

# What Should We Talk About?

## *Productive Discussion Topics*

CLL Skill Sort  
and  
Development  
Goals

Career Goals  
and Aspirations

Timely Coaching  
Opportunities

Learning about  
other businesses

Networking and  
exposure to  
other leaders

Mentor Topic  
Discussion Guides  
available for all of  
these areas

# Syllabus (Optional)

Session	Focus/Objective	Expectation
Session 1	Build a relationship Align on expectations	<ul style="list-style-type: none"> <li>Share and discuss completed <b>Get to Know You templates</b>.</li> <li>Review completed <b>Defining Goals template</b> (Mentoring Handbook page 14) to share and align on goals, expectations and roles.</li> <li>Use <b>Discussion Guide: First Meeting</b></li> </ul>
Session 2	CLL and Development Goals	<ul style="list-style-type: none"> <li>Review mentee CLL strengths and development opportunities.</li> <li>Collaborate to complete a new <b>Development Action Plan</b> (Mentoring Handbook page 18) OR review mentee's current Development Plan.</li> <li>Use <b>Discussion Guide: CLL and Development Goals</b></li> </ul>
Session 3	Development	<ul style="list-style-type: none"> <li>Begin working on goals together.</li> </ul>
Session 4	Career Advice	<ul style="list-style-type: none"> <li>Use <b>Discussion Guide: Career Advice</b></li> </ul>
Session 5	Development	<ul style="list-style-type: none"> <li>Continue working on mentee goals and questions together</li> </ul>
Session 6	Reflection & Check-in	<ul style="list-style-type: none"> <li>Reflect on mentoring experience, discuss learnings, what has been helpful, and how the mentoring relationship can be more effective.</li> <li>Use <b>Assess the Relationship's Success template</b> (Mentoring Handbook, page 24).</li> <li>Identify new opportunities using <b>Identify Effective Mentoring Activities</b> (Mentoring Handbook page 21).</li> </ul>
Session 7	Business Acumen	<ul style="list-style-type: none"> <li>Mentee and Mentor both present on their businesses: what is the structure and strategy? What are the main opportunities and challenges?</li> </ul>
Session 8	Development	<ul style="list-style-type: none"> <li>Continue working on mentee goals and questions together</li> </ul>
Session 9	Coaching and Guidance	<ul style="list-style-type: none"> <li>Use <b>Discussion Guide: Coaching and Guidance</b></li> </ul>
Session 10	Development	<ul style="list-style-type: none"> <li>Continue working on mentee goals and questions together</li> </ul>
Session 11	Networking	<ul style="list-style-type: none"> <li>Use <b>Discussion Guide: Networking</b></li> </ul>
Session 12	Reflection & Wrap-up	<ul style="list-style-type: none"> <li>Reflect on mentoring experience, plan post-program goals and mentoring needs</li> <li>Complete program survey</li> </ul>





# Resources and Support

# Tools and Resources



**Mentee and Mentor Handbook:** Expanded guidance on building a successful mentoring relationship, templates for development plans, reflection exercises, and more.



**Discussion Guides:** Agenda and discussion questions for focused mentoring topics.



**Common Language of Leadership:** Resources available to identify strengths and opportunities and guidance for focused development activities.



**Global Women in Leadership site:** All resources available in Spanish, English, Brazilian Portuguese, and European Portuguese. Updated with new materials.

# Global Women in Leadership Site

## Global Women in Leadership Mentoring Program

Global Women in Leadership is a mentoring program designed to increase diversity in Global leadership through developing and supporting female leaders.

### Global Women in Leadership Mentoring Orientation

English

Spanish

Portuguese (BR)

Portuguese (PT)

### Global Mentee & Mentor Handbook

English

Spanish

Portuguese (BR)

Portuguese (PT)



Program Overview and FAQ



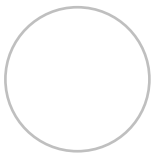
# Next Steps

# Next Steps for Mentees

- ❑ Send an email to your mentor and introduce yourself (if you have not already). It is mandatory to reach out to your mentor by the end of July.
- ❑ Schedule your first session in July or August.
- ❑ Attend the Global Women in Leadership Kickoff Forum on July 22.
- ❑ Complete the CLL sort if you have not and discuss the results with your manager.
- ❑ If your manager could not attend this session, make sure he/she is aware of your participation and the expectations.
- ❑ Complete the following to bring to your first session:
  - Defining Goals Template (Mentee & Mentor Handbook, page 14)
  - Common Language of Leadership Sort
  - Get to Know You template

# Next Steps for Mentors

- ❑ Look out for an introduction email and first session invite from your mentee by the end of July.
- ❑ Attend the Global Women in Leadership Kickoff Forum on July 22 (attendance is optional).
- ❑ Complete the CLL sort if you have not and identify areas where you can best coach and support your mentee.
- ❑ Make sure your manager is aware of your participation and the expectations.
- ❑ Complete the following to bring to your first session:
  - Defining Goals Template (Mentee & Mentor Handbook, page 14)
  - Get to Know You template



## Family Life

**Family members:** Text

**Hometown:** Text

**Resident Location:** Text

**Pets:** Text

## Passions & Favorites

**Motivations:** Text

**Hobbies:** Text

**Can't Live Without:** Text xx

**Favorite Food:** Text

**Favorite Vacation Spot:** Text

**Favorite Season:** Winter, Spring, Summer, Fall

## Career Path

**Before UHG:** Text

**Roles at UHG:** Text

**Tenure with UHG:** X Years, X Months

**Favorite Value:**

Integrity/Compassion/Relationships/Innovation/Performance

## Reflections

**What have you learned about yourself, personally or professionally, during this unique year of COVID?:**  
Text

**What is something in your work that gets you excited to get out of bed every day?:** Text

Place any pictures in this column that tell your story (family, pets, vacation spots, hobbies, interests)



Q&A