

## **PILOT MENTORING/COACHING PROGRAMME FOR RIs LEADERS (DESCRIPTION)**

RIs are complex organizations, and taking their lead requires developing multifaced leadership competence. Fundamentals of this competence can be acquired by attending specific courses but making them actionable requires a person to gradually gain self-awareness about his/her personality and how that can facilitate or make it difficult to perform some behaviors in given situations. This requires the occurrence of a more continuous on-the-job learning effort where the prospective leader can benefit from the support of an experienced mentor/coach to confront with in taking some decisions and put in practice the behaviors required to make them effective.

In this pilot program we are providing leaders of Russian RI and Mega Science project with this opportunity by selecting experienced mentors from other European RIs and coaches and letting the participants the occasion to be supported by them.

### **CONTENTS**

Mentorship and coaching programs are basically based on 1:1 conversation offered to the participants as an occasion to discuss how to face critical management situations and how to address her/his personal growth.

Even though they share the same underlying philosophy and some methodologies, the two programs also have an important difference. A **mentor** is a qualified expert that has already practiced a similar role in another organization (namely a RI), thus is able to manage a learning relationship focused on long term career development by sharing professional experiences and knowledge, providing suggestions, helping the **mentee** in building new skills and increasing his/her self-awareness. For example, s/he might be of greater help in supporting a participant who is going to start up a RI and would need to confront the key decisions that must be assumed and be advised on the challenges that are probably emerging in every step of their implementation.

A **coach**, on the other hand, is a qualified professional which is highly experienced in leadership and organizational processes (not necessarily within an RI), and is able to partner with a **coachee** in a thought-provoking and creative process to inspire his/her ability to find solutions to current performance problems, to grow a competence and to maximize his/her potential of managing a team and building a community into theirs RI. S/he is then of greater help for a participant who must face the problem of leveraging on the team and the RI network people to lead them in solving problems, achieve higher integration towards the RIs objectives and improving its effectiveness.

Participants might then take more profit from one or the other kind of support depending on the issues they would like to be helped with.

### **ACTIVITIES**

We are first recruiting the mentors and coaches on the base of their background and attitudes towards this specific task, and we are providing to them the project goals as well as an inducement individualized training on how we expect them to achieve them.

They will then develop a personal relationship with the mentee/coachee by holding regular (bimonthly) online 1:1 mentorship/coaching meetings during a whole year. Depending on Covid restrictions we will assess the feasibility of a couple of face-to-face meetings at the beginning of the project and, possibly, at its final stage.

## **PARTICIPANTS**

Prospective and current leaders at 1<sup>st</sup> or 2<sup>nd</sup> management level of Russian RIs (Directors General – Directors).

## **BENEFITS FOR THE PARTICIPANTS**

- to favor personal growth by improving the understanding of critical work situations by confronting with an expert and successful professional
- to gain personal ability and motivation in taking proper decisions and acting the required behaviors to make them effective in solving these situations
- to improve in personal self-awareness and in making actionable new leadership competences

## **APPLICATION PROCESS**

Since this is a pilot study, the attendance is offered to 4 selected participants. Should the program receive a positive evaluation by the CREMLINplus General Assembly it will be continued in the next years.

**In the application each participant will provide this information:**

- full curriculum vitae
- motivation letter
- description of the three main challenges the participant must face in the following year s/he expect to receive support in this program

The program management reserves the possibility of requiring further documentation and/or organizing more activities (e.g., personal interviews) with prospective participants.

In the motivation letter the applicant should also indicate whether s/he would like to be supported by a mentor or a coach.

## **IMPORTANT DATES**

ANNOUNCEMENT of a pilot call: **08.09.2021**

Deadline for application: **30 September 2021**; e-mail: [cremlinplus@unimib.it](mailto:cremlinplus@unimib.it)

**APPLICATION RESULTS:** October 10, 2021

**PROGRAMME START:** The Mentoring/Coaching Programme will start in Fall 2021.

Operational details will be given to selected participants.

