



# Today's Presenters



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# House Keeping Rules

You are muted by default. The chat function is disabled.

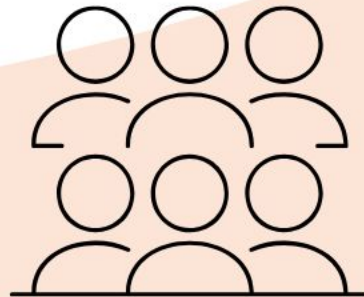
If you have any questions, please submit them through Zoom Q&A button.

The session will be recorded. The recording and presentation will be available on: [Inter-Agency Career Week 2026 webpage](#)



**Due to the number of participants in this session, we might not be able to respond to all of your questions.**

**Thank you for your understanding .**



# Today's Journey with Fedor

01

**What is Reverse Mentoring and why does it matter ?**

02

**Benefits for Organization and for You**

03

**Action plan and five core principles**

04

**Key Takeaways, Additional Resources & Reading**

# What is Reverse Mentoring?

Reverse mentoring is a powerful concept where **junior staff members** **mentor senior leaders** on topics like workplace culture, generational perspectives, technology, and modern trends.

- ↔ It Flips the Traditional Model
- 🤝 It is Mutual Learning
- ♥ It is Two-way Knowledge Flow



# The Problem we are Solving

## Generational Gaps

▲ Challenge: Bridging understanding across generations working side by side

## Rapid Technology Change

Challenge: Senior leaders experience difficulties  
▲ staying current while junior staff need strategic context



## Impaired Transfer of Skills

## Siloed Knowledge

▲ Challenge: Broken down barriers hinder two-way knowledge flow

## Access to Fresh Perspectives

▲ Challenge: Difficulty accessing diverse viewpoints to drive innovation and inclusion

# More than Just Skills



## Build Trust & Understanding



Authentic connections +  
Professional openness →  
Psychological Safety



## Bridge Perspectives



Framing + Reframing →  
Common Ground



## Challenge Assumptions



Exposes hidden biases +  
Curiosity +  
Critical Thinking



**The Bottom Line:** Reverse mentoring creates **psychological safety**, **common ground**, and better decisions by **challenging assumptions**

**PwC**

## Diversity & Inclusion Pioneer

**Result:** Participants called it "inspirational" and "a good chance to communicate with senior members."

**Pershing**

## Retention Success Story

**Result:** 97% retention rate for younger employees' post-program, compared to industry averages near 70%.

**Linklaters**

## Global Inclusion Champion

**Result:** 100% of participants endorsed the program as an effective way to create a more inclusive culture.

**GE**

## The Pioneer (Since 1990s)

**Result:** Remains a cornerstone of GE's learning culture, demonstrating the sustainability of well-designed programs.



## Organizational Benefits

- ✓ Faster Innovation Cycles
- ✓ Stronger Talent Retention
- ✓ Accelerated Digital Adoption
- ✓ Inclusive Decision-Making
- ✓ Cross-Unit Collaboration



## Personal Benefits

(For Mentors)

- ✓ Develop Leadership Skills
- ✓ Gain Visibility
- ✓ Boost Confidence
- ✓ Advance Your Career
- ✓ Build Network



## Personal Benefits

(For Mentees)

- ✓ Learn New Technologies
- ✓ Gain Fresh Perspectives
- ✓ Connect with Younger Generations
- ✓ Challenge Assumptions
- ✓ Demonstrate Humility



**Key Insight:** Reverse mentoring creates a **win-win** scenario—benefiting the Organization, individuals and workplace culture.

 **Faster Innovation Cycles**

 **Stronger Talent Retention**

 **Accelerate Digital Transformation**

 **Inclusive Decision-Making**



## Real Impact

“

Reverse mentoring doesn't just transfer knowledge—it transforms culture”

— Research from 500+ organizations

# Personal Benefits



## For Mentors (Junior Employees)



Develop Leadership Skills



Gain Visibility



Advance Your Career



Build Your Network



# Personal Benefits



## For Mentees (Senior Leaders)



Learn New Technologies



Gain Fresh Perspectives



Connect with Your Workforce



Demonstrate Humility



**Both sides win:** Mentors gain leadership experience. Mentees stay current and connected

## I Identify Your Goals

**As a mentee:** What do you want to learn?

**As a mentor:** What expertise can you share?

## III Propose the Idea

Approach your potential partner with a clear, compelling proposal:

## II Find Your Partner

Could be within your organization, another **UN** agency, or even outside your immediate workplace.

## IV Set Ground Rules

Establish expectations together

## V Commit & Launch

- ✓ Introductions and background sharing
- ✓ Discussion of goals and expectations
- ✓ Plan for the next 3 months

## Five Core Principles for Success



### Open Mind

Tip: Use active listening techniques



### Set Goals

Tip: Both parties should have a voice



### Respect

Tip: Respect enables vulnerability



### Create Trust

Tip: Vulnerability builds trust



### Be Authentic

Tip: Authenticity creates richer experiences

“ These five principles work together to create a foundation for transformational learning—not just transactional skill transfer.

# I Open Mind





03

Listening with an open mind. This goes beyond accepting feedback – it applies to **both parties** in the mentoring relationship.

✓ What it Means

✓ Why it Matters

## Active Listening Techniques

-  Focus fully on the speaker
-  Avoid interrupting or finishing sentences
-  Ask clarifying questions to understand
-  Paraphrase to confirm understanding



## Common Pitfall

Some leaders often listen only to respond or defend their position. Junior mentors may be hesitant to share honestly.

## II Set Goals

Most mentoring relationships focus on goals the mentee wants to accomplish. In reverse mentoring, **both parties** should have a **voice** in setting goals.

### The REAL Goals Framework

**R** Relevant goals

**E** Experimental goals

**A** Aspirational goals

**L** Learning-based goals

### Challenge for Junior Mentors

Junior mentors may feel not suited or powerful enough to voice their opinion on what the manager/mentee's goals should be.

# III Respect



## ! Without Respect...

Mentoring pairs may not give or receive feedback in the spirit it is intended.

They won't believe the best of one another when someone falls short of a commitment.

Respect one another. This is the foundation that makes all other principles possible.



## Respect Shows up in Four Ways

- 🗨️ How you Speak
- 👂 How you Listen
- 👤 How you Treat Each Other
- 🔄 How you Treat the Relationship

## IV Create Trust

With respect comes trust. When mentees and mentors believe the best in someone and know they are open to giving or receiving feedback, they build trust.

### ♥ Building Trust Requires Vulnerability

#### 👤 For the Mentee

Share mistakes when communicating with younger generations.

#### 👤 For the Mentor

Openly share apprehensions about giving feedback to a manager.



### Keys to Building Trust

- ✓ Believe in Best Intentions
- ✓ Be Open to Feedback
- ✓ Follow Through
- ✓ Maintain Confidentiality



### Trust Takes Time

This trust may not come easily, but it is **essential** for a mentoring relationship to work.

Authenticity goes hand-in-hand with trust. When individuals trust their mentoring partner, they can be open and genuine.

### ★ What Authenticity Looks Like

- ✓ Present yourself with sincerity
- ✓ Discuss hardships or failures
- ✓ Admit when you're struggling
- ✓ Share your real opinions



### 🔄 The Authenticity-Trust Cycle

Authenticity → Trust → More Authenticity →  
Deeper Trust.

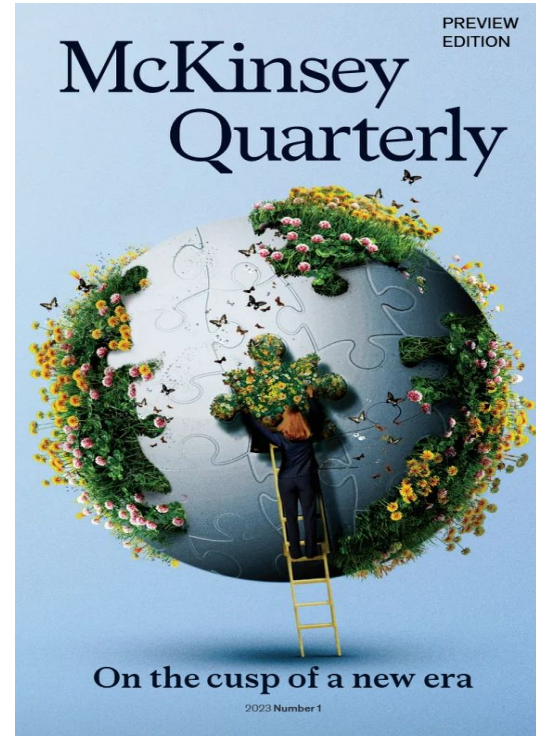
### 🎁 The Gift of Authenticity

🎁 Create richer mentoring experiences

## Essential Reading



Harvard Business Review



McKinsey Quarterly



Software Use Cases Pricing Customers



Chronus Blog

# Key Takeaways

 Flip the Paradigm

 Proven Impact

 Five Principles for Success

 Anyone Can Start

 Future-Ready Approach



## The Bottom Line

Reverse mentoring isn't just about learning new tools – it's about creating a culture where *every voice matters* and *learning is lifelong*.



Ready to flip the mentoring paradigm? The question isn't whether you can afford to try reverse mentoring – it's whether you can afford not to.

## On-the-Job Learning

On-the-Job Learning is the process of **developing skills, knowledge and a growth-oriented mindset while performing one's regular duties** , under the guidance of a more experienced colleague, mentor, or supervisor. It is embedded in daily tasks and tailored to the specific role, allowing employees to learn by doing, observing and receiving real-time feedback.

# On-the-Job Learning: Mentoring Essentials Workshop

The Workshop: The workshop helps participants in structuring on-the job learning

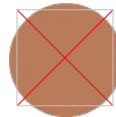
Who and How: An in-person workshop targeting on-the-job mentors

How: The Mentoring Plan Map



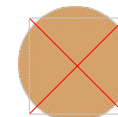
## PHASE 1: SCAN Micro-needs and Gaps

Collaboratively identify the mentee's most immediate development priorities in relation to the job requirements, laying the foundation for a focused, personalized on-the-job learning plan



## PHASE 2: DEFINE Smart Goals

Translate identified development priorities into clear, measurable objectives that guide the mentoring process and track progress



## PHASE 3: DESIGN A personalized on-the-job learning plan

Structure growth-focused activities within daily tasks for a better performance. It supports skills application in real time and ensures alignment with the mentee's goals and job requirements

# On-the-Job Learning: Mentoring Essentials Workshop



**Mentor** : the person planning and guiding on-the-job learning.



**Target Audience** : staff members who have identified, nominated or expected to serve as mentors



## Participants' requirements

Already act, recently acted or will be required to act as mentors

Possess an expert knowledge level of expertise in their fields

Demonstrate strong communication skills and a commitment to knowledge sharing



**Prerequisites** : prior to attending the workshop, participants must complete the online course “The Art of Mentoring” , attend a pre-workshop webinar and complete a job-tasks and micro needs analysis.



# On-the-Job Learning: Mentoring Essentials Workshop

## Main Instructional Goal and Learning Objectives

This workshop will equip staff with the skills, mindset, and tools to plan and delivered structured on-the-job training, enabling them to effectively support the growth, application of new skills, increased confidence and autonomy, and overall performance of new or less experienced colleagues.

### Skills



- ✓ Apply the four level of active listening.
- ✓ Identify and adapt to different communication styles to support diverse learners.
- ✓ Recognize and respond to various learning preferences in diverse contexts.
- ✓ Give and seek constructive, specific, and timely feedback in real-time work setting.
- ✓ Conduct a micro needs analysis to assess the mentee's gaps against job requirements.
- ✓ Set SMART goals based on identified gaps.
- ✓ Create a structured mentoring plan that aligns with job expectations and the mentee's learning needs.
- ✓ Assess the effectiveness of the plan in supporting successful skills transfer.

### Mindset



- ✓ Describe the benefits of the on-the-job learning/work-integrated learning.
- ✓ Demonstrate awareness of the value of psychological safety in the mentoring conversations.
- ✓ Role model effectively, understanding the impact of intentional and unintentional behaviors.
- ✓ Explain the key qualities of an effective mentor in on-the-job-learning.
- ✓ Demonstrate openness, co-ownership and flexibility by adjusting as learning unfolds, valuing the mentee's input, and viewing development as a shared, adaptive journey.

### Toolkit



- ✓ Apply templates, guidelines, checklists, and other tools to create a mentoring plan based on job analysis and the learner's specific needs.

# On-the-Job Learning: Mentoring Essentials Workshop

If you are interested in the programme, please reach the CDOTS team at  
[dos-cdots-hrlearning@un.org](mailto:dos-cdots-hrlearning@un.org)

	Monday, 04 May	Tuesday, 05 May	Wednesday, 06 May	Thursday, 07 May	Friday, 08 May
03:00-04:00 (New York) 09:00-10:00 (Europe) 10:00-11:00 (Nairobi) 14:00-15:00 (Bangkok)	Pres (E) - From the UN to the Private Sector: Skills that enable Career Transition	Pres (E) - Thriving in Uncertainty	Pres (E) - Beyond the algorithm: Preparing your career for Life 3.0	Pres (E) - Habits under Pressure: working more intentionally	Pres (E) Behavioural Science for Career Development: Evidence-Based Steps for Action
04:30-05:30 (New York) 10:30-11:30 (Europe) 11:30-12:30 (Nairobi) 15:30-16:30 (Bangkok)	PD (E) - Inside the Recruiter's Mind: How Hiring Really Works in the UN and Beyond	PD (E) - Private Sector Unlocked: How to Enter, Adapt, and Succeed	Pres (E) - Upskilling for the Future: How to Stay Marketable Inside and Beyond the UN	Pres (E) - Becoming a UN Volunteer; What is in it for you? The Hidden Benefits of Volunteering.	PD (E) - Beyond the UN Blue: Navigating Your Career Transition to Other IGOs
06:00-07:00 (New York) 12:00-13:00 (Europe) 13:00-14:00 (Nairobi) 17:00-18:00 (Bangkok)	PD (E) - Talent on the Move: Growing your career through mobility	Pres (F) - Recherche d'emploi optimisée par l'IA : éthique, sécurisée et tournée vers l'avenir	Clinic (E) - AI for Your Career: Practical Tools and Prompts for Career Management	Pres (E) - Leading from Within: Self-Awareness, Authenticity, and Inner Resilience	Pres (F) - Maîtriser les entretiens d'embauche: Transformer son expérience en levier de réussite
07:30-08:30 (New York) 13:30-14:30 (Europe) 14:30-15:30 (Nairobi) 18:30-19:30 (Bangkok)	Clinic (E) - Mapping Your Motivators for Career Choices	Pres (E) - Mapping Professional Achievements to Job Application and Interview	Pres (E) - Breaking Down Job Descriptions	Pres (E) - What remains when everything changes: Insights from Third Culture and Global Nomad Research	Clinic (E) - The skills shift: What skills-based hiring and AI agents might mean for a UN career
09:00-10:00 (New York) 15:00-16:00 (Europe) 16:00-17:00 (Nairobi) 20:00-21:00 (Bangkok)	Pres (E) - Your Career, Your Conversation	Pres (E) - Strengthening Your Adaptability Muscles - AQ: The Adaptability Quotient	Pres (E) - Managing Your Saboteurs: Removing Barriers to Your Career Growth	Pres (E) - Use Your Strengths to Boost Your Career	Pres (E) - Activating Inner Resources in Uncertain Times
10:30-11:30 (New York) 16:30-17:30 (Europe) 17:30-18:30 (Nairobi) 21:30-22:30 (Bangkok)	Pres (E) - A Mind-Blowing Tour of AI Tools to Accelerate Your Career	Pres (E) - From Sat Nav to Compass: Navigating Your Career in a Changing UN System	Pres (S) - Construye tu Asistente de Carrera con IA	Pres (E) - Building a winning profile from application to interview	Pres (E) - Mentoring 2.0: From Top-Down to All-Around
13:00-14:00 (New York) 19:00-20:00 (Europe) 20:00-21:00 (Nairobi) 00:00-01:00 <sup>1</sup> (Bangkok)	Pres (F) - Opportunités de carrière aux Nations Unies pour les jeunes professionnels et conseils pour réussir sa candidature	PD (E) - Thriving Globally - The human side of relocation	Pres (E) - Career Development: How you can turn a Psychosocial Hazard into a Thriving Strategy	Pres (E) - Youth Engagement: Put in Practice! (Young Talents in the UN System)	Pres (E) - Working for Justice
14:30-15:30 (New York) 20:30-21:30 (Europe) 21:30-22:30 (Nairobi) 01:30 <sup>1</sup> -02:30 <sup>1</sup> (Bangkok)	Pres (E) - Mastering Job Interviews: Turning Your Experience into Impact	Pres (S) - Cómo dominar las entrevistas de trabajo: refleja tu experiencia con impacto	Clinic (S) - Desarrollo de habilidades y redes profesionales a través de la mentoría	Pres (E) - Make career moves with confidence using the 5i Framework	Pres (E) - Own your Future, Make your Role Matter

