

**Papa Kysma SYLLA**

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Has successfully completed all components of the

## **Management Learning Programme July 2009 – July 2010**

This programme included a “360 degree performance assessment” exercise, 12 self-study modules and assessed assignments on management designed for UNHCR middle managers supported by individual coaching.



**Shelly Pitterman**  
Director of DHRM

HQs Geneva, 16 July 2010

Global Learning Centre  
Management & Leadership/External Relations Unit

**This certificate confirms that Papa Kysma SYLLA has completed the Management Learning Programme (MLP).**

#### **The MLP learning objectives**

- Consolidated learning from the MLP modules and integrated feedback received throughout the programme
- Developed an Appreciative Leadership approach to managing & learning and to bringing out the best in oneself and others
- Created a professional and personal leadership vision for oneself, and committed to strategies reaching that vision
- Strengthen supportive collegial and personal relationships among MLP participants, so that they can continue to serve as resources for one another

#### **The learning programme comprised**

- A twelve-month self-study phase, including
  - 12 modules on management
  - 12 assignments for each module, assessed by executive coaches
  - Individual and group coaching
  - “360 degree performance assessment” tool with individual coaching
- A workshop (4,5 days) in Geneva, including sessions on:
  - Communication
  - Developing a leadership vision
  - Giving and receiving constructive observation-based feedback – Peer Coaching
  - Leading teams

*Self-study phase: 15 July 2009 - 15 June 2010*  
*Workshop: 12 July 2010 -16 July 2010*