ASAP Visible Leadership Programme for Women in Southeast Asian Conservation
## Programme Journey

<table>
<thead>
<tr>
<th>Modules/Dates</th>
<th>Modules 1 - 3: June - October</th>
<th>Modules 4 - 6: October - February</th>
<th>Module 7 March - onwards</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTENT PILLAR</td>
<td>VISIBILITY TO SELF</td>
<td>VISIBILITY TO OTHERS</td>
<td>VISIBILITY FOR COLLECTIVE IMPACT</td>
</tr>
<tr>
<td>STREAMS</td>
<td>Wellbeing, community-building + personal leadership + focus</td>
<td>Strategic communication, leading others, storytelling + skills-building focus, plus wellbeing</td>
<td>Systems-thinking, leadership for the greater good, collaboration + graduation</td>
</tr>
</tbody>
</table>

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- Bali Myna © Begawan Foundation

Below:
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Introduction

Welcome to our special community of extraordinary women, and to your programme – Visible Leadership for women in conservation – convened by the Asian Species Action Partnership.

This pack will help you navigate and prepare for our time together. In it, you’ll find important information about the outcomes and format of the programme, along with information on logistics, pre-work and your dedicated WhatsApp space to connect between modules.

Please make sure you read the materials, particularly the sections about logistics and pre-work, as there are some actions for you to take to make the programme run smoothly. This includes completing the online questionnaire for 4MAT, the learning and communication diagnostic tool you will be invited to complete and debrief on during the programme.

Welcome pack contents

- About the Programme
- Introduction to the Team
- Programme Overview
- Logistics: Including Technology (mandatory preparation - please read)
- Pre-work (mandatory preparation - please read)
- Creating space: Time Commitment
Why we’re Bringing this Programme to Life

Recognising the need for urgent conservation action to save species in Southeast Asia, the Asian Species Action Partnership (ASAP) was formed under the IUCN SSC with the mission of halting species extinctions in Southeast Asia.

ASAP is a partnership platform, which has grown to over 200 organisations. ASAP works to catalyse conservation action and believes that by supporting ASAP Partners through increasing funding, strengthening capacity and raising awareness, ASAP Partners will be better equipped to conserve species and species are less likely to go extinct. Together, we can save species on the brink.

There is a growing recognition that inclusive and diverse leadership is fundamental for conservation success, with the presence and voice of women linked with improved conservation outcomes. Achieving effective conservation requires people of all genders working together - bringing and appreciating our full selves and diverse perspectives to this significant work.

ASAP is bringing this programme together as we see an urgent need for women conservation leaders in Southeast Asia who are role-modelling a more inclusive and impactful way to do conservation, and will thrive with more support and deeper connection to self and one another. By delivering transformational and Asia-specific leadership experiences, and supported by a connected community, ASAP is making tangible and critical contributions to the sustainability and wellbeing of leaders, their organisations, and successful conservation of ASAP species.

As the programme convenors and facilitators we are so excited to begin this journey with you. On each side of you are your sisters who will be joining you on your travels. Behind you is the dedicated support team of leaders, experts, mentors, trainers, and others, mostly women, who have laid the groundwork for your journey. This will be co-created with you to make sure it reflects your experiences and needs in Southeast Asian conservation. This is your journey.
About the Team – Convenors

Nerissa Chao is a conservation practitioner with experience managing and implementing conservation programmes in Gabon, Rwanda and Kenya, both within protected areas and on community land. More recently she was overseeing conservation projects in the Mekong Delta before moving to Singapore where she has been leading ASAP since 2016. During this time, ASAP has grown to be a network of over 200 organisations, and has developed new initiatives to support ASAP Partners including grant giving and capacity development opportunities.

Dr Kay Farmer’s career path has included practical management of wildlife welfare and conservation initiatives, with a PhD focused on species reinforcement. Underpinning her 25+year career is a firm belief and passion, and approach to working, that strengthening individual and institutional capacity needs to be at the forefront of conservation interventions to sustain positive change. Joining ASAP as the Capacity Development Lead is enabling a greater focus on key skills, knowledge and resources that partners need to maximise the effectiveness of species conservation in Southeast Asia.

Image: Female Southern River Terrapin
© Pelf Nyok Chen
About the Team – Facilitators

Julia May
Visibility Co Director,
Co-Lead Programme Facilitator

As the mother of two little girls, and a director of Visibility Co, Julia’s purpose is to support change-making leaders with the will and skills to create better outcomes for themselves and the planet. She’s a founding leader of WE Africa, a ground-breaking movement for African leaders in conservation, and Homeward Bound, a global leadership initiative for women in STEMM, where she co-created the strategy and co-founded the visibility and communications programme - twice delivering an immersive programme on board a ship in Antarctica. Julia is a former foreign correspondent and has worked with thousands of leaders from 50+ countries as a strategist, facilitator and coach. Her top values are justice, compassion and courage.

Sarah Anderson
Visibility Co Director,
Co-Lead Programme Facilitator

An award-winning visibility expert, social-impact strategist and mindful leadership facilitator, Sarah has mentored senior leaders and change-makers globally over two decades. She is most driven by supporting a new breed of leader, particularly women, to have influence in the spaces that matter most. Sarah is also a founding leader of We Africa and Homeward Bound, supporting women leaders in African conservation and in STEMM to lead for the future of the planet. When Homeward Bound went viral globally, supported by her role as lead communications strategist, it affirmed the efficacy of the three-pillared visibility framework, the methodology behind the practice she founded with her best friend, Julia. Sarah’s top values are authenticity, fairness and courage.

Dr Vik Mohan
Wellbeing Lead

Dr Vik Mohan is a medical doctor, conservation practitioner, educationalist and life coach. Over the past decade he has become increasingly concerned about the wellbeing of his colleagues in conservation, and has developed expertise in how to build and maintain individual and organisational wellbeing. He now has several years’ experience of working to support the wellbeing of conservation practitioners and leaders, and works with conservationists from around the world to enable them to thrive. Like Sarah and Julia, he is also involved in WE Africa, as the Wellbeing Lead.

Kylie Lewis
Founder, Of Kin

Kylie is a leadership developer, climate reality leader and founder of Of Kin, a training organisation specialising in building brave leaders and courageous cultures, based in Melbourne, Australia. Kylie is a certified facilitator of Dr Brené Brown’s curricula on courage, vulnerability, shame and resilience (The Daring Way™ & Dare To Lead™), and currently delivers Dare To Lead™ programs for organisational teams and individual professionals. She is part of the Homeward Bound visibility faculty championing the success of women in STEMM from around the world, while locally rallying her hometown to adopt regenerative economics. Her vision is to build the capacity for brave conversations in boardrooms, classrooms and lounge rooms across the world.
About the Team – Support

Justine Smith
Evaluation Advisor

With a background spanning research, government, non-government organisations and consulting, Justine brings technical knowledge and over 10 years of practical experience to the projects she works on. This includes particular experience in natural resource management, conservation management, disaster resilience, climate change and leadership. Drawing on her conceptual and critical thinking skills, Justine works to create a shared understanding of a project’s purpose and intended outcomes, working collaboratively with colleagues and clients alike. In 2019 Justine was a member of the fourth cohort of Homeward Bound, a global leadership program for women in STEMM. She continues to be involved in the program as a member of the Monitoring, Evaluation and Learning Sub-Committee which is working to ensure the program can be evaluated and continually improved.

Elicia Duczmal
Visibility Co, Operations + Programmes Manager

Elicia Duczmal brings more than 15 years’ experience as an executive assistant, operations manager and project lead, with specialist experience administering leadership programs. She has managed more than 80 high-level projects across government, corporate and education, in her previous roles. Combining strengths in stakeholder and client relationship management, business management and managing complex logistics, Elicia leads the smooth operation of day-to-day life at Visibility Co, and manages client services and programs. Elicia is passionate about supporting women to lead with impact. Her top values are honesty, fairness, integrity, trust and reliability.

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The Visible Leadership Programme for women working in conservation in Southeast Asia is built upon three foundational pillars which run across seven modules. It launches in June 2022 and completes in March 2023.

In the first pillar, **Visibility to Self**, we start with creating a safe space to connect with one another and enable the most positive learning experiences. We move towards an understanding of self and personal leadership and how to build your wellbeing - a key focus for the duration of the programme - as well as courage and resilience as the foundation of your personal journey that will carry you through the entire programme. You’ll be supported to understand your deeper drivers - your values - and to articulate a clear vision for your leadership and impact, as you gain deeper awareness of the barriers to women in conservation, as well the mindset barriers - over which you can gain greater mastery.

In the second pillar, **Visibility to Others**, you’ll look at what visible leadership means: where and how you can use your voice and build your influence in ways that feel authentic and strategic. You’ll gain insight into your own learning and communication style, through a simple but effective diagnostic tool; powerful new communication skills, and training across different platforms, and be encouraged to apply them in a series of sprints.

In the final phase, **Visibility for Collective Impact**, you will have the energy, purpose and clarity of vision to think bigger, looking at the systems you can influence and where you might like to take that, for wider collective impact. We will round out the programme with a joyful collaborative event and graduation.
Along the way you will be connected with the 14 other women in the programme, have space to discuss and reflect, and receive group coaching. You will also be joined in conversation with inspiring guest speakers - people with lived experiences who will share their stories and insights, to help you think differently about your own potential. You will also be invited into an online community space using WhatsApp, where you can cheer one another on, ask questions, and receive support and guidance from the trainers and ASAP between sessions.

Like Southeast Asia, our programme is rich and diverse and will be adapted throughout the year based on feedback from you and the delivery team. This “roadmap” is the first of many to guide you along your journey of the next year.

Travel well and safely on the virtual journey!

Nerissa Chao, Kay Farmer, Julia May, Sarah Anderson, Vik Mohan, Kylie Lewis, Justine Smith + Elicia Duczmal

Image: Southern River Terrapin © ACCB/Pau Puigcerver
Programme Overview

From June 2022 to March 2023, you and 14 other outstanding women in conservation across Southeast Asia will come together for virtual sessions (with Module 7 in-person, if possible) to step forward into visible leadership for the benefit of people, wildlife, and ecosystems across the continent and around the world.

The 10-month journey is traversed through three pillars, across seven modules. It has been designed after detailed research and feedback from you, in collaboration with global experts in women’s conservation leadership.

Each module allows time for learning delivery, discussion, personal reflection and application via a 30-day leadership challenge.

Each module runs across three consecutive days, roughly every six weeks, with each session short enough to prevent Zoom fatigue, but long enough to support learning. There will be a dedicated group discussion session built in on day three.

With the option of a guest speaker or group coaching session in between modules, you will have the opportunity to hear stories from other leaders and each other as you process your own experiences and learning through dialogue/group coaching.

At the outset of the programme, learning groups will be formed, to connect you with one another and provide further support as you experience the programme. We will be rotating the groups halfway through to support greater connection within the group.

Throughout the programme you will be invited to share your experiences through our Monitoring and Evaluation programme, to understand how the programme is elevating your leadership skills and supporting the impact you wish to have. At the end of the programme we will generate a comprehensive report that captures your experiences and stories, and informs the evolution of the programme design in future years.

The following is an overview of what to expect from each module:
MODULE 1: LAYING THE FOUNDATIONS (3 HOURS)
Tuesday 7 June 2022, 3pm SGT / 8am BST / 5pm AEST

In this phase we focus on establishing the safe space for the group, bringing you together to launch the programme, meet the delivery team and create norms and ways of engaging and explore the wider context of why women leaders are so critical in conservation, particularly in Southeast Asia, and why systemic change is so urgently needed.

Once the container of the group is established, you will begin the deeper self-exploration, with a focus on wellbeing - the foundation without which no-one can achieve their potential or leadership impact. Throughout the programme we will intersperse a focus on wellbeing, with additional sessions and health checks for you to record your progress and stay focused on the bigger picture.

MODULE 2: COURAGE + CONNECTION
Day 1 (3 hours): Wednesday 27 July, 10am SGT / 3am BST / 12pm AEST
Day 2 (3 hours): Thursday 28 July, 10am SGT / 3am BST / 12pm AEST
Day 3 (1.5 hours): Friday 29 July, 11.30am SGT / 4.30am BST / 1.30pm AEST

In this module you will dive more deeply into self-awareness, vulnerability and courage. As pre-work you will complete a Leadership Audit - a self-assessment to shed light on your strengths, opportunities and challenges as a leader, along with your beliefs about visibility and influence. Together we will unpack the concepts of leadership and visibility, and start to craft your own definition of what this looks like for you.

You will understand how the stories you tell yourself impact your leadership presence, using the work of Dr Brené Brown. You will be connected with your first learning group - three or four other women who will augment your learning journey and provide a further space for connection and support.

Between modules you will have the opportunity to participate in an additional wellbeing-focused session and debrief with the other women in the programme.

You will be invited to join your first Visible Leader Challenge: a 30-day challenge focusing on applying what you’ve learned in Modules One and Two.

Wellbeing Session 2 (3 hours): Wednesday 31 August, 3pm SGT / 8am BST / 5pm AEST
MODULE 3: VALUES + VISION: THE ANCHORS OF SELF-LEADERSHIP

Day 1 (3 hours): Monday 12 September, 10am SGT / 3am BST / 12pm AEST
Day 2 (3 hours): Tuesday 13 September, 12pm SGT / 5am BST / 2pm AEST
Day 3 (1.5 hours): Wednesday 14 September, 1.00pm SGT / 6.00am BST / 3.00pm AEST

In this module we are putting more form around two key underpinning elements of your leadership: your values - those core, and often unconscious, drivers of decision-making and behaviour - and your leadership vision: a time-bound destination for you to aim towards. In this elicitation work you will gain clarity on what’s most important to you, across your life and leadership, and put definition around both what you want to achieve as a woman in conservation and where you want to have most influence, but also how you look after yourself and nourish your relationships.

Between modules you will have the opportunity to debrief with the other women in the programme, or hear from an amazing guest speaker, and be invited to join your second Visible Leader Challenge: a 30-day challenge focusing on applying what you’ve learned in Module Three.

One hour guest speaker OR one hour group coaching/strategy review session:
Wednesday 5 October, 1pm SGT / 6am BST / 4pm AEST
MODULE 4: VISIBILITY TO OTHERS: INCLUSIVE AND ENGAGING COMMUNICATIONS

Day 1 (3 hours): Tuesday 25 October, 10am SGT / 3am BST / 1pm AEDT
Day 2 (2 hours): Wednesday 26 October, 10am SGT / 3am BST / 1pm AEDT
Day 3 (1.5 hours): Thursday 27 October, 12.30pm SGT / 5.30am BST / 3.30pm AEDT

With two previous self-leadership challenges behind you, it’s time to start thinking more seriously about where and how you show up and lead others. We will debrief 4MAT, a diagnostic that sheds light on your learning and communication style, and will help you understand the communication needs of others around you. You will understand where your strengths lie as a communicator and leader of others, and also how your preferences can inhibit your effectiveness. You’ll learn a simple method for ensuring you are as inclusive of others’ styles and preferences as you can be when communicating and engaging, and understand how to build strengths in areas you might find challenging. You will be invited to put together a mock presentation in your trios, using the tool.

Between modules you will have the opportunity to participate in an additional wellbeing-focused session and debrief with the other women in the programme. You will be invited to join your third Visible Leader Challenge: a 30-day challenge focusing on applying what you’ve learned in Module Four.

Wellbeing Session 3 (3 hours): Wednesday 16 November, 4pm SGT / 8am BST / 7pm AEDT

Image: Tamaraw Bulbalus Mindorensis © Jezryl Jaeger Garcia, MBCFI
MODULE 5: VISIBILITY TO OTHERS:
SHOWING UP AND STEPPING OUT, STRATEGICALLY

Day 1 (4 hours): Tuesday 6 December, 9am SGT / 1am GMT / 12pm AEDT
Day 2 (1.5 hours): Wednesday 7 December, 11am SGT / 3am GMT / 2pm AEDT
Day 3 (1.5 hours): Thursday 8 December, 12pm SGT / 4am GMT / 3pm AEDT

This module will take your thinking about Visibility to Others to the next level, as you create your own strategy for Visible Leadership. Using your Vision as a jumping-off point, you will dive more deeply into the concept of strategic influence and visibility, and learn a powerful framework, called GAMPER, that will help you to be strategic at every opportunity: from large fundraising campaigns to the smallest email; and to think differently about your own visibility, reputation and leadership. Once you have created a first draft of your strategy, you’ll be shown how to bring GAMPER and 4MAT, the diagnostic tool from Module 4, together, and be supported to create a 100-day plan, which will form the basis of the sprint for this module.

Between modules you will have the opportunity to debrief with the other women in the programme, hear from an amazing guest speaker, and be invited to join your fourth Visible Leader Challenge: a 30-day challenge focusing on applying what you’ve learned in Module Five.

One hour guest speaker OR one hour group coaching/strategy review session:
Wednesday 18 January 2023, 12pm SGT / 4am GMT / 3pm AEDT
After applying GAMPER and 4MAT in your last Visible Leadership Challenge, we will be exploring the power of storytelling for building engagement and driving behaviour change. You'll learn a simple but effective way to use storytelling in your day-to-day leadership and communications, and be encouraged to use new and more creative ways to describe yourself, your work and the wider conservation context.

In addition, you’ll participate in a focused skills-building session in two areas nominated by the group - such as media, social media, presenting or science communication.

Between modules you will have the opportunity to debrief with the other women in the programme, hear from an amazing guest speaker, and be invited to join your fifth Visible Leader Challenge: a 30-day challenge focusing on applying what you’ve learned in Module Six.

One hour guest speaker OR one hour group coaching/strategy review session:
Wednesday 22 February 2023, 12pm SGT / 4am GMT / 3pm AEDT
MODULE 7: VISIBLE LEADERSHIP FOR COLLECTIVE IMPACT + GRADUATION

Day 1 (3 hours): Tuesday 14 March, 9am SGT / 1am BST / 12pm AEDT
Day 2 (3 hours): Wednesday 15 March, 9am SGT / 1am BST / 12pm AEDT
Day 3 (1.5 hours): Thursday 16 March, 10.30am SGT / 2.30am BST / 1.30pm AEDT

In this final module of the programme we take our thinking to an even higher level: taking a systems lens to both ourselves, and our leadership and impact, and thinking bigger about where we might want to take our influence. With this thinking we will revise our Visible Leader Strategy and 100-day plan.

The programme will come to a joyful culmination, to celebrate your individual and collective eight-month-long leadership journey. You will share progress, celebrate each other’s achievements and challenges, and commit to a plan to live your leadership values. It will all come together with Collaborama, a high-energy collaborative event, and your Graduation.

In our final session for the programme you will come together as alumnae; determining how, collectively, you want to catalyse change in Southeast Asian conservation together; remaining connected to one another as well as supporting future cohorts, forging collaborative projects, and supporting the ASAP movement. The session will be facilitated by you, as you take the ASAP baton forward into your future as a connected, collaborative, visible network of empowered women.

Image: © Victor Vazquez, Unsplash
Logistics and Technology

Logistics

Julia and Sarah have deep experience in running online programmes and receive consistent feedback about their engaging style, creative approach to using digital spaces, and outcomes. We will be tailoring the content to virtual spaces, with creative solutions for partner and small group work to enable you to connect with other women and to workshop the content... as well as regular breaks, high-energy activities and movement.

We will be using Zoom, the online video / teleconference tool, to run the online sessions.

To enable your participation, please ensure you take two steps:

1. Download the relevant Zoom software to your Mac, PC and/or phone. All the information you need to do this is here.
2. Create a free account, enabling you to schedule and launch your own meetings (useful for partner and small group work during breakout sessions. Mobile phones can also be used for this work.)

Online Community

You will be invited to join a WhatsApp Group with your fellow participants - to enable contact, connection and support ongoing.

A note about psychological safety

The Visible Leadership Programme for Women working in conservation in Southeast Asia is focused on strengthening capability in leadership and visibility for women. The ASAP team have deep experience in the conservation space in the region, and have good insight into the contexts in which you operate, the challenges you experience and the opportunities for your leadership.

Julia May, Sarah Anderson, Vik Mohan and the other trainers you’ll meet throughout the programme, are experienced coaches and facilitators with experience across many areas of wellbeing, including mental health, and prioritise the psychological safety of participants. They are always available to you if you have questions, challenges or feedback (which is welcome!). But they are not clinicians, nor is the programme a clinical programme. As a participant, you understand that all decisions or actions taken during or directly or indirectly as a result of any sessions are exclusively your responsibility. We encourage all leaders to have access to a skilled therapist (or someone you can speak openly with) as a standard part of their support network, or as part of their wider development and aspirations. Please speak to us if you are experiencing any wellbeing challenges, or have concerns about any other women in the programme, or need a referral to a skilled therapist or coach.
Pre-work

There are three important actions to take before the programme commences.

1. **VISIBILITY AUDIT (to be completed online):** The audit contains a number of questions to prompt thinking about your current visibility. It will help shed light on your mindset around your influence and visibility and provide the starting point from which you'll build your strategic visibility plan, developed in the programme.

   The audit takes from 20 minutes to two hours to complete, depending on how detailed you'd like to be! This will be read by Julia, Sarah and ASAP but not shared with the group; nor will individual feedback be given.

   Please complete this audit by the end of day Friday 15 July - in preparation for Module 2.

   Please note, if submitted correctly, you should receive a copy of your responses via email. Please have this with you for Module 2. If your organisation blocks Google forms, please access it from a personal device/email address or please contact Visibility Co's Operations and Programmes Manager Elicia Duczmal at hello@visibilityco.com if you're still having trouble.
Pre-work

VALUES ELICITATION: One of the most transformative parts of all of our programmes, for many women, is exploring and articulating their values. We are sending you the values elicitation cards as a separate PDF attachment, to use for Module 3.

Please print the PDF cards, cut them out and have them with you for Module 3. You don’t need to do anything further for this exercise prior to the programme.

Note: if you are unable to print and cut these out, you can view them on your screen to complete the exercise, it will just be a little more challenging doing it that way.

4MAT LEARNING TYPE MEASURE: This valuable diagnostic will help you work collaboratively and build new skills in strategic thinking and communication. The 4MAT Learning Type Measure helps people understand their strengths and preferences around learning, communication, thinking, influencing and leadership in every context. It also allows insight into others’ preferences. We will be debriefing your learning style, and applying the tool across a variety of platforms including public speaking, writing, meetings and conversations. Below are the instructions for completing your 4MAT survey online.

You will receive an email from ‘4MAT4Business’ with a link to your personal assessment (please keep an eye on your junk/spam folder in case you do not receive the email).

The survey takes around 20 minutes to complete. You will then receive an email overview of your profile after completing it. We will debrief 4MAT with you during Module 4.

Please complete the survey by the end of the day Friday 15 July to ensure we receive your results in time for the programme. If you do not receive your 4MAT assessment link, please advise Visibility Co’s Operations and Programmes Manager Elicia Duczmal at hello@visibilityco.com.
Creating Space: Time Commitment

As with any investment in ourselves, you will get out what you put in. We encourage you to look ahead to the ten months of the programme and determine why, how and when you will make space to dedicate to it.

In addition to the scheduled time together, in some of the sessions we will be setting homework and challenges to complete between modules. We recommend you allow an additional 1-3 hours per week for reflection, trio meetings, extra sessions or homework. You might also like to consider adding new (or old!) habits into your routine to enhance the outcomes: reflective journaling, mindfulness or discussions with mentors, family, friends or others in your support crew. Some upfront thought about how the programme time will integrate with your life and work is always valuable.

And that’s it! We hope we’ve answered your questions. We really cannot wait to have you in the Visible Leadership Programme for Women in Southeast Asian Conservation and to support you into more visible impact and influence!

If you have any further questions or concerns, please don’t hesitate to email Elicia Duczmal, Operations and Programmes Manager at hello@visibilityco.com.