



NatAlli
Regenerative Alliances

NatAlli

magazine

www.natalliproject.eu



AMPLIFYING

WOMEN'S

VOICES

REIMAGINING

MENTORSHIP

MENTORSHIP

BEGINS WITH

REFLECTION



Co-funded by
the European Union

Funded by the European Union. The views and opinions expressed are, however, those of the author(s) and do not necessarily reflect those of the European Union or the DAAD National Agency. Neither the European Union nor the DAAD National Agency can be held responsible for them.



CONTENTS

www.natalliproject.eu



01

PAGE 3

Bringing the NatAlli project to life!

Welcome to the second issue of our NatAlli e-zine!

Building Our NatAlli Network

By Samantha Carty, Momentum

On the back of our first phase of research, NatAlli had the opportunity to be spotlighted in Ireland.

02

PAGE 5



03

PAGE 6

Mentorship Begins With Reflection

When is a person ready to become a mentor?

Reimagining Mentorship: Building a Toolkit Rooted in Empathy

What if mentorship was not just about transferring knowledge, but about building trust and creating space for growth on both sides of the relationship?

04

PAGE 8

Ukrainian Translation PAGE 10



05

PAGE 12

Amplifying Women's Voices

Authentic Personal Branding as a Tool for Empowerment

MEET OUR PARTNERS

06

PAGE 14

University Industry Innovation Network's (UIIN)

07

PAGE 16

International European University (IEU)



Bringing the NatAlli project to life

*Welcome to the **second issue** of our **NatAlli e-zine**! Following the success of our first issue, we are pleased to share with you another **insight into the progress and achievements** of this important project dedicated to supporting highly educated Ukrainian women in entrepreneurship.*

In this issue, we focus on Work Package 3 (WP3), which is an important pillar of the NatAlli project and is based on joint collaboration that combines the expertise of all our partners. WP3 aimed to develop the necessary tools and resources for an effective mentoring program. By developing a comprehensive mentoring toolkit and engaging mentoring course modules, we created a solid foundation for the subsequent phases of the project.

Bringing the NatAlli network to life

Beyond WP3, we are pleased to highlight the ongoing efforts to create and expand the NatAlli network. This issue includes reports on key events such as the Women's* Empowerment Convention, International Women's Day (IWD) and various outreach initiatives. These activities play a crucial role in connecting Ukrainian women entrepreneurs, creating collaboration and promoting a supportive ecosystem.

Get involved!

The NatAlli project is a collaborative project, and your participation is important to us. Join us in supporting Ukrainian women on their path to regeneration: [Contact - Natalli Project](#). We hope that this e-zine will give you valuable insights into the progress and impact of the NatAlli project.

Thank you for joining us on this path of discovery.

What to expect in this issue:



In this e-zine, we will explore the different facets of WP3 and how the results of the work package are driving the NatAlli project forward.

We will go into more detail on:

The NatAlli Mentoring Program:

Learn more about the structure, goals and key components of this transformative program.

NatAlli Toolkit:

Discover the comprehensive collection of tools specifically tailored to the needs of mentors and mentees. Gain insights into the development process and how these tools are designed to enhance the mentoring experience.

The Self-Assessment Tool:

Learn how this tool enables mentors and mentees to identify their strengths, weaknesses and areas for development. Learn about the feedback process that led to the refinement of the tool to ensure it is user-friendly and relevant.

The NatAlli Modules:

Dive into the four mentoring course modules covering key topics such as mentoring skills, entrepreneurial skills, leadership skills and culture and context. Learn more about the interactive elements and collaborative activities built into these modules.

A look at our Partners:

We introduce two of NatAlli's leading partners: UIIN (UIIN) and the International European University (IEU). Discover the unique contributions and expertise that these organisations bring to the project.





Building Our NatAlli Network

On the back of our first phase of research, NatAlli had the opportunity to be spotlighted in Ireland in a demonstration of community collaboration and empowerment.

By Samantha Carty



Orla Casey, CEO of **Momentum Educate + Innovate** and representative for **Roscommon LEADER Partnership** highlighted the NatAlli project at a major convention of Ukrainian organisations in Dublin, Ireland. The event, hosted with the support of **Community Foundation Ireland**, brought together leaders and representatives from 28 Ukrainian-led organisations spanning 15 counties across Ireland. This gathering provided a unique opportunity to connect and collaborate on projects designed to uplift and empower Ukrainian communities in Ireland.

A highlight of the convention was the endorsement of the NatAlli project by prominent Ukrainian officials, including Deputy Foreign Minister of Ukraine, Mariana Betsa, and the Ambassador of Ukraine to Ireland, Gerasko Larysa. **Ukrainian Action Ireland**, the network body leading the gathering, also expressed its support for the initiative. The enthusiasm and backing from these distinguished representatives underline the vital role NatAlli plays in addressing the needs of Ukrainian women navigating life in a new country.

Our NatAlli project, funded under the Erasmus+ programme, is specifically tailored to assist Ukrainian women in mastering key skills essential for integration, career advancement, and personal empowerment. In 2024, we identified potential challenges and opportunities likely to affect the success of the mentoring programme and proposed recommendations for strategies best suited to mentoring the next generation of women entrepreneurs and innovators fully capable of influencing and contributing to the regeneration process of economies and societies during and after crises in Europe.

The mentoring programme we are building is based on these findings and will be taught to guide and support women in their entrepreneurship, focusing on issues that each mentor needs to develop or improve. The support expressed by the 28 Ukrainian-led organisations at the convention in Ireland highlights the potential for widespread impact and collaboration. Among these connections and networks, we are excited to soon implement our mentoring programme across partner countries in Ireland, Ukraine, The Netherlands and Germany.



Mentorship Begins With Reflection

*When is a person
ready to become
a mentor?*



Traditionally, readiness is measured by visible skills, qualifications, or experience; a checklist of what someone already knows how to do. But in our work with highly educated Ukrainian women navigating new lives and careers, we believe that something deeper matters more: capacity.

Capacity isn't about having all the answers. It's about having the space, energy, and motivation to grow, even- or especially- in times of uncertainty. It's about asking the question: **"Where am I right now?"**, instead of pretending to already know the way forward. That's why, before diving into action plans or toolkits, our mentorship approach begins with something simple but powerful: self-reflection.

Starting With a Mirror, Not a Checklist

At the core of our mentorship program are two capacity assessments, one for mentors, and one for mentees. They are not tests, they are mirrors.

These assessments invite both sides of the relationship to reflect on their starting point: strengths, challenges, questions, and emotional readiness. ***What skills do I already bring? What do I want to develop? Where might I need support?***



Rather than measuring if someone is **"qualified enough"** to begin a mentoring process, the assessments create a **shared language of growth and curiosity**. The tools are meant for insight, not judgment.

A Foundation for Real Dialogue

These reflections lay the groundwork for everything that follows. Mentor and mentee use the results to build a shared action plan, one that's personal, practical, and anchored in real needs. This process shifts the mentoring relationship from top-down advice-giving to mutual exploration.

Mentors are not just expected to offer guidance, they're invited to reflect on how they listen, support, and learn alongside their mentees. Mentees are not pressured to "prove" themselves, they are supported in owning their journey, at their own pace.

From Capacity to Connection

This reframing also supports better matching. A mentor strong in digital marketing, for example, might be paired with a mentee eager to grow in that area. Equally important is a shared openness to dialogue, cultural understanding, and trust.

Because mentorship isn't only about skills exchange; it's about human connection. When both sides start with self-awareness and curiosity, a different kind of

relationship can take shape. One that's not defined by hierarchy, but by mutual growth. One that's not only about what we know but how we support each other in discovering what's possible.

The capacity assessments give structure to this match, but more importantly, they signal that we see each participant in the mentoring process (mentee and mentor) for their potential, context, and unique path.

A Different Starting Point


Too often, mentorship is framed as a transfer of knowledge from one person to another, as if growth is a straight line from expert to learner. But real mentorship is more nuanced.

By beginning with reflection rather than assumption, we shift the focus from what someone lacks to what is already present and ready to grow. And when we approach mentorship this way, we stop seeing it as a transaction of advice and start recognizing it for what it truly is: a shared journey of possibilities. Our next issue will bring you access to the capacity assessments which will soon be available on our website.




Reimagining Mentorship:

Building a Toolkit Rooted in Empathy



What if mentorship was not just about transferring knowledge, but about building trust and creating space for growth on both sides of the relationship?

That's the vision behind the NatAlli mentorship toolkit, a practical, human-centered guide co-developed to support highly educated Ukrainian women in a time of transition.



Why Mentors in the First Place?

From the start, the NatAlli project was driven by the belief that mentorship plays a vital role in enabling women to regain agency during and after a crisis. Mentoring is more than guidance — it's a way to rebuild confidence, foster entrepreneurship and create pathways to social and economic regeneration. Especially for women navigating new countries and professional landscapes, a strong mentor relationship can offer not only clarity but courage.

We did some research running up to the development of this toolkit and interviewed the target audience. The participants of this research highlighted some recurring themes: the psychological toll of displacement, the challenges of cultural integration, the need for networking and recognition of existing skills. Participants shared the need to acknowledge these layered realities; not erase or simplify them. This insight became a compass for our direction: mentorship must meet people where they are, not where we assume they should be.

From Philosophy to Format

This philosophy deeply shaped the design of the toolkit. Instead of centering only on tools for mentees, we created a full section for mentors, acknowledging the relational, reciprocal nature of mentorship. Topics like active listening, relationship building, and cultural awareness were deliberately prioritised alongside

business skills and leadership tools. Of the four sections in the toolkit, one is specifically dedicated to mentees' cultural context. This way, it is not an afterthought; it's a foundation.



Content Preview

The toolkit is divided into four main sections: Mentoring Skills, Entrepreneurial Skills, Leadership, and Culture & Context. It is created in a modular way: mentors and mentees can pick and choose the tools that suit them best without having to go through them in a specific order

Some key tools include:

- 01** **Capacity Assessments** for both mentor and mentee to foster a shared understanding from the start.
- 02** A **Mentorship Action Plan** to set shared goals and track progress collaboratively.
- 03** Exercises working with **Role Models** to nurture mentees' self-confidence and connection to real-life examples.
- 04** Guidance for mentors on navigating **cultural nuances**, psychological well-being, and social integration.



The co-creation process has been just as valuable as the outcome. Input from our initial research as well as current partners continuously shaped the content and tone. Early feedback shows that the toolkit resonates, and mentors and mentees describe it as a useful resource that helps them approach their roles more effectively.

The development of the toolkit and training modules marks an important step in the NatAlli project's broader vision: to create a mentorship process that honours both skills and stories, growth and belonging. While this phase of the work focused on laying a

foundation, we see it not as a final product but as an invitation to keep evolving how we develop the materials. We keep learning as we go, and let those lessons shape the tools we build. Eventually, we hope for these tools to be scalable and also benefit other target groups. The toolkit will soon be integrated into the NatAlli digital platform currently under development, making it accessible to a broader network of mentors and mentees across Europe and Ukraine. But more than a document or platform, we hope this resource continues to support a shift: from mentorship as instruction, to mentorship as a relationship.

Переосмислення менторства:

перехід від експертності до емпатії

У центрі проекту NatAlli лежить просте, але потужне запитання: що робить менторство справді важливим у часи змін?

Протягом останнього року, створюючи наш набір менторських інструментів, ми постійно поверталися до цього запитання — не лише щоб вдосконалити зміст, а й щоб переосмислити, як менторство може найкраще підтримати високоосвічених українських жінок, які починають нове життя в незнайомому середовищі.



Від навичок до підтримки: ширше розуміння менторства

У традиційних програмах менторство часто сприймається як односторонній обмін досвідом: ментор(-ка) — носій знань, а менті — та/той, хто має «наздоганяти». Проте в процесі нашого дослідження та спільного створення інструментарію програми ми зрозуміли, що така модель часто не спрацьовує — особливо в умовах міграції, вимушеного переселення та відновлення життя. Високоосвічені українські жінки приносять із собою

стійкість, адаптивність і досвід. Їм часто потрібна не вертикальна модель навчання “зверху-вниз”, а простір, де вони можуть зупинитися, переосмислити свої потреби та відновити зв’язок із власним потенціалом. Ось чому наш підхід зосереджується на менторстві як стосунках, побудованих на довірі, умінні слухати та взаємному навчанні, а не ієрархії.

Потенціал перед дією

Одним із найвиразніших проявів цієї зміни у нашій роботі стали оцінки потенціалу, які ми розробили як для менторів, так і для менті. Ці інструменти — не тести чи списки перевірки, а радше дзеркало, яке дозволяє кожному з учасників побачити свої сильні сторони та зони для розвитку. Вони також дозволяють цілеспрямовано підбирати партнерів, наприклад, об’єднати ментора з сильним маркетинговим досвідом з підопічною, яка прагне

розробити свою маркетингову стратегію. Такий новий підхід суттєво вплинув на нас. Ми краще усвідомили роль ментора як фасилітатора, а не всезнаючого експерта, і надихнулися створити умови, в яких менті можуть усвідомити свої сильні сторони замість того, щоб із самого початку намагатися довести свою цінність.



Розробка інструментарію

та модулів, що відображають цю філософію

Інструментарій і модулі, які ми створили, базуються на чотирьох ключових напрямках: навички наставництва, підприємницькі вміння, лідерство та культура й контекст. Ці теми були визначені на ранніх етапах проєкту — через розмови з висококваліфікованими українками та досвідченими наставниками. Як видно з назв напрямів, ми зосередились не лише на матеріалах для учасниць. Окремий блок присвячено підтримці наставників — розвитку довіри, активного слухання та міжкультурної взаємодії.

Від постановки цілей за принципом SMART до інструментів психологічного благополуччя, від порад щодо ефективної комунікації до вправ на підвищення культурної чутливості — інструментарій розроблений як практичний, гнучкий і орієнтований на взаємодію. Це модульний ресурс, який адаптується до потреб людей, що його використовують, а не очікує, що вони пристосуються до жорсткої структури.

Чого ми вже навчилися

Ми розробили інструментарій, що містить понад 20 практичних засобів у межах вищезгаданих тем. Крім того, ми пропонуємо навчальну програму з 4 модулів, яка допомагає наставникам ознайомитися з цими матеріалами. Після випробування інструментарію та модулів у рамках навчальних і менторських сесій ми отримали обнадійливі відгуки. Наставниці відзначають корисність цього ресурсу, а потенційні учасниці кажуть, що

відчувають підтримку в процесі власного розвитку. Утім, нам ще є чого вчитись. Не всі менторські стосунки розвиваються однаково, і не кожному наставнику легко прийняти нову, партнерську модель взаємодії. Але те, що ми вже побачили — починати з рефлексії, а не з припущень, допомагає будувати міцніші стосунки й досягати глибших результатів.

Основа для подальшого розвитку

Розробка інструментарію та навчальних модулів є важливим кроком у реалізації ширшої мети проєкту NatAlli: створити процес наставництва, який шанує як навички, так і особисті історії, ріст і відчуття належності. Хоча цей етап роботи був зосереджений на створенні основи, ми сприймаємо його не як завершений продукт, а як запрошення до постійного вдосконалення нашого підходу до

розробки матеріалів. Ми продовжуємо вчитися на ходу, і дозволяємо отриманим урокам формувати інструменти, які ми створюємо. Зрештою, ми сподіваємось, що ці інструменти можна буде адаптувати для інших цільових груп і вони будуть корисні для ще ширшого кола осіб.

Amplifying Women's Voices: Authentic

Personal Branding as a Tool for Empowerment

On 27 March 2025, NatAlli partner FH Münster, at the Science-to-Business Marketing Research Centre, hosted the inspiring workshop “Personal Branding for Women - Between Authenticity and (Media) Pressure”.



Led by experts Sarah Anna Nagel and Kirsten Mall, the event brought together 20 participants to explore how women can navigate self-marketing while staying true to their values. The interactive workshop aimed to increase women's participation in venture creation and leadership positions, ensuring women have the tools to thrive as leaders, innovators, and changemakers.

The evening was a journey of discovery through the world of branding: from the historical origins of marketing to the individual development of a personal brand. Special attention was paid to the self-

presentation of women, which sparked intensive discussions among the participants. The speakers underlined how women can become visible without being “boxed in”, and how values, personality and non-verbal communication shape an authentic brand presence. Through theoretical input as well as practical methods, the participants developed initial ideas for their personal brand, received peer feedback and developed next steps. This event highlighted the importance of a supportive atmosphere and the opportunity to reflect on professional challenges in a safe environment.

Personal Branding in the NatAlli Mentorship Programme



The workshop aligns with NatAlli's mentorship goals: empowering women to articulate their strengths and leverage their unique backgrounds. For Ukrainian intrapreneurs and entrepreneurs, personal branding isn't just about career advancement - it's about rebuilding identity in unfamiliar settings.

By integrating branding strategies into mentorship programs, NatAlli helps participants:

- 01 Stand Out:** Differentiate themselves in saturated job markets.
- 02 Build Trust:** Communicate expertise despite language or cultural barriers.
- 03 Network Effectively:** Forge connections that transcend geographic and cultural divides.

Why Personal Branding Matters

for NatAlli's Community

For highly educated Ukrainian women rebuilding their careers or launching ventures in new environments, personal branding is a critical skill. It bridges cultural gaps, establishes credibility, and fosters visibility in competitive professional landscapes.

As highlighted in the workshop, authenticity and strategic self-presentation are key to overcoming societal expectations and systemic barriers.



Key Takeaways

01

Image vs. Brand:

Participants dissected the difference between external attributions (image) and the intentionally designed narrative (brand). For women in transition - whether reorienting themselves in a new country or professional field - this differentiation helps reclaim agency over their professional identity.

02

Visibility & Authenticity:

Self-marketing doesn't require loudness. Instead, aligning visibility with core values (e.g., resilience, innovation) ensures consistency across cultures and industries.

03

Nonverbal Communication:

Body language, tone, and digital presence were explored as tools to reinforce authenticity - a vital consideration for non-native speakers navigating new professional contexts.

Looking Ahead

Personal branding is an integral part of the entrepreneurial skills taught in the NatAlli program. In addition to the development of a strong personal brand, leadership skills, mentoring skills and culture & context skills are also fostered. To explore how personal branding can shape your journey, connect with our mentorship community: [Contact - Natalli Project](#)

The University Industry

Innovation Network's (UIIN)

The University Industry Innovation Network's (UIIN) purpose is to create positive social, economic, and ecological change through the transformation of the higher education sector, supporting universities to become more disruptive, impactful, and engaged with their communities.



By fostering effective collaboration between universities and industry, UIIN helps institutions enhance education, research, and societal engagement. Operating from the Science Park in Amsterdam, UIIN has built a global network of over 120 ambitious organisations committed to continuous learning and best-practice sharing. Its internationally diverse team works to empower individuals and institutions through research, training, consulting services, and events, all designed to build capacity and enable knowledge exchange worldwide.

UIIN is a proud partner in the NatAlli project, which focuses on supporting Ukrainian migrant women by empowering them through entrepreneurship. The project aligns with UIIN's mission to make higher education more inclusive, ensuring greater opportunities and outcomes for all. The project also complements UIIN's work contributing to advancing gender equity in higher education. It has coordinated equity-focused Erasmus+ projects such as ULEAD4ALL as well as participated in the WeRin, an initiative aimed at making entrepreneurship education and support programmes more inclusive for women.

UIIN plays a crucial role in upskilling leaders, academics, and professional staff to navigate the intersection of higher education and industry. Through training programmes, it equips participants with the skills needed to drive university-business cooperation (UBC). Its consultancy services help universities and businesses accelerate partnerships, fostering more entrepreneurial, engaged, and innovative institutions.

A highlight in the UIIN calendar is its flagship annual conference, the largest gathering on university-business collaboration in Europe. This event attracts representatives from over 60 countries, providing a unique platform for academics, practitioners, and policymakers to connect and share insights. For over 13 years, this conference has been a pivotal meeting point for discussing the evolving role of universities in innovation ecosystems.

Through its research, training, and consultancy, UIIN continues to shape the future of university-industry collaboration, ensuring that higher education institutions remain at the forefront of innovation and societal impact.



Beyond its role as a service and knowledge provider, UIIN conducts extensive research for public and private institutions across Europe and beyond. It has contributed to over a dozen large-scale projects for the European Commission, EIT, GIZ, and various national and regional governments, spanning more than ten countries, including Australia. Its dedicated team of 17 experts has led research and implementation initiatives in entrepreneurial universities, regional development, and university-industry engagement.

One of UIIN's most notable achievements is conducting the largest European study on UBC. With over 12 years of experience researching engaged universities through large-scale EU projects and independent research initiatives like the Future of Universities Thoughtbook series, UIIN has established its own methodology for institutional transformation. Its framework for the Entrepreneurial and Innovative University© is a testament to this accumulated expertise.



UIIN
University Industry
Innovation Network



International European University

International European University (IEU) is a private institution in Ukraine, dedicated to providing high-quality education and contributing to integrating Ukrainian science and culture into the European and global educational frameworks.

As part of its mission to foster international collaboration and support sustainable development, IEU plays a key role in the Erasmus+ project, NatAlli (Fostering the Renaissance of Societies through Lifelong Learning Mentoring Programmes and Allies). NatAlli aims to empower highly educated Ukrainian women, particularly those affected by the ongoing crisis in Ukraine, by providing them with the tools to become leaders, entrepreneurs, and innovators capable of contributing to the regeneration of their communities and economies.

IEU's involvement in the NatAlli project aligns perfectly with the university's core values of innovation, inclusion, and global cooperation. The university has long been committed to advancing educational standards and nurturing academic collaboration in Ukraine and internationally. By joining the NatAlli project, IEU expands its mission to support Ukraine's recovery, offering its knowledge base, resources, and networks to help Ukrainian women overcome the socio-economic challenges exacerbated by the crisis. The university's participation in the project also provides valuable opportunities for its students and faculty to engage with international partners, broadening their academic and professional horizons.



Svitlana Seheda



Iryna Shteimiller





Through the project, IEU continues to uphold its mission of creating global cooperation, advancing education, and contributing to the sustainable development of Ukraine and the broader international community.

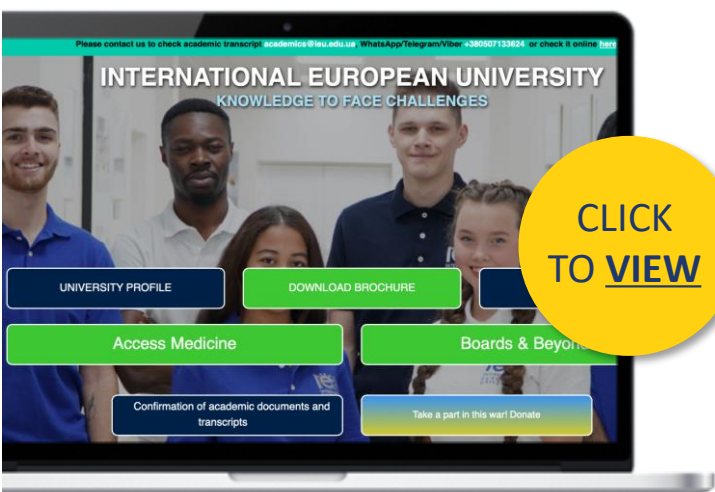
The role of IEU in the NatAlli project goes beyond participation. The university is actively involved in the development and delivery of the mentoring program, ensuring that it is tailored to the unique needs of the target group—highly educated Ukrainian women. The mentoring curriculum will cover various critical areas, such as entrepreneurship, leadership, digital transformation, and crisis management. IEU’s expertise in international relations and educational practices enables it to contribute to the creation of a comprehensive framework that addresses the personal, professional, and social challenges faced by women in the current context.

IEU’s extensive experience in research and academic cooperation will help ensure the success and sustainability of the NatAlli platform. The platform will serve as a digital ecosystem, allowing Ukrainian women to access learning resources, connect with mentors, and build a network that supports their entrepreneurial journeys. The online community will also bridge the gap between Ukrainian Higher Education Institutions

(HEIs) and European universities, fostering greater collaboration and knowledge exchange in the long term.

In addition to its educational and mentoring contributions, IEU’s participation in the NatAlli project highlights its commitment to gender equality and social inclusion. By supporting women who are often marginalised in times of crisis, the university helps ensure that these women have the necessary skills and confidence to take leadership roles, advocate for their rights, and actively contribute to the regeneration of their societies.

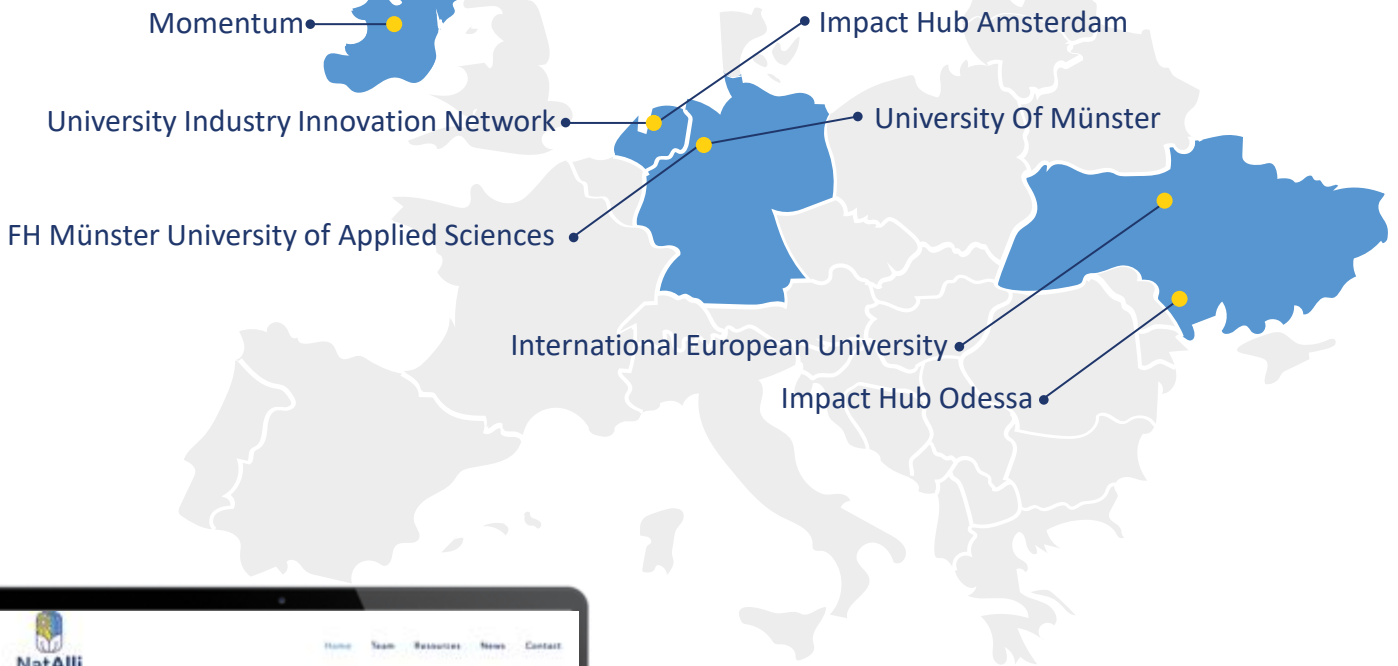
IEU plays a critical role in the NatAlli project by providing expertise, resources, and leadership in the development of the mentoring program. Its involvement reflects the university’s broader commitment to supporting the recovery of Ukraine and empowering women to be key players in the transformation of society during and after crises.



Our Partners



NatAlli led by FH Münster consists of seven partners from four European countries. Our rich and varied partnership consists of three HEIs, a university network, an NGO and two SMEs.



Follow Our Journey



Contact

Nelli Scharapow, M.A.
Project Manager
Research Associate
PhD Candidate

MSB | Münster School of Business
Science-to-Business Marketing Research Centre
Johann-Krane-Weg 23, D-48149 Münster
Email: www.science-marketing.com

www.natalliproject.eu



Funded by the European Union. The views and opinions expressed are, however, those of the author(s) and do not necessarily reflect those of the European Union or the DAAD National Agency. Neither the European Union nor the DAAD National Agency can be held responsible for them.