



United Nations

MANAGER'S TOOLKIT

YOUR PROFILE AS A MANAGER
IN THE UNITED NATIONS

Self-Assessment

Self-Assessment:

The self-assessment should help you answer these questions:

- At this point in my career, what specific knowledge and skills do I need to build my management or leadership effectiveness?
- What is my plan for gaining the knowledge and skills that I need?

Directions:

1. The Profile includes skills and knowledge in ten areas that are important to managerial effectiveness in the UN. It is recommended that you not skip any areas -- you can mark any item N/A if it does not apply to your role or context.
2. Rate yourself on each item using two measures:
 - Importance: High (H), Medium (M), or Low (L)
How critical is this expectation to being effective in your current job and how important is it to your major objectives or problems to solve? Set the importance (H, M, L) given these considerations.
 - Personal Progress: choose one of the following:
Undeveloped (U) - I have not worked on this nor do I demonstrate this knowledge or skill
Learning (L) - I have some experience or exposure to this and further learning would be helpful
Proficient (P) - I demonstrate this knowledge or skill regularly and effectively
3. When you have made your ratings, see the guidance following the assessment for setting priorities.

Delivering Results: Programme Management	Importance (H, M, L)	Personal Progress (U, L, P)
1. Work-planning		
2. Managing the writing of others		
3. Manager's role in knowledge management		
4. Manager's role in project management		
5. Manager's role in programme evaluation		
6. Learning from mistakes		
7. Developing a vision and a strategy		
8. Taking decisions on the basis of appropriate analysis		
9. Managing up – relating to your manager and others above you		

Delivering Results: Managing Your Team	Importance (H, M, L)	Personal Progress (U, L, P)
10. Managing the work of others		
11. Appropriate use of power and authority		
12. Building networks and partnerships		
13. Developing and using regular communication with staff members		
14. Developing your managerial style		
15. Encouraging creativity/innovation		
16. Leading a team		
17. Proactive/effective relationship building with former peers		
18. Welcoming new staff		

Delivering Results: Managing Your Resources	Importance (H, M, L)	Personal Progress (U, L, P)
19. Understanding the accountabilities of a UN manager		
20. Department/Office compact and your own delivery		
21. Budgeting and managing resources		
22. Procurement for managers		
23. Planning leaves and using flexible working arrangements		

Delivering Results: Performance Management	Importance (H, M, L)	Personal Progress (U, L, P)
24. Organizing a high-performance team/sustaining high performance		
25. Giving regular feedback		
26. Having difficult conversations		
27. Addressing under-performance		
28. Development planning with staff		
29. Supporting staff learning and career goals		
30. Managing performance when there are personal or health issues		

Expectations for an Effective UN Manager

Your Self-Assessment

Understanding Management in the UN Context	Importance (H, M, L)	Personal Progress (U, L, P)
31. Legal Framework for Management in the UN		
32. Delegation of authority and legitimate use of delegated authority		
33. Key HR policies and appropriate application of policies and practices		
34. Ethical Management/Core Values - Setting tone and expectations for an accountable workplace		
35. Leading by example as an International Civil Servant		
36. Administration of Justice system and lessons learned for effective management		
37. Manager's role in the disciplinary process		

Creating a Harmonious Workplace	Importance (H, M, L)	Personal Progress (U, L, P)
38. Managing in the culturally diverse UN work environment		
39. Conflict Resolution - handling common work place issues		
40. Using informal and formal conflict resolution mechanisms		
41. Commitment to the UN - Fostering the sense of honour to serve, motivating and inspiring staff		
42. Staff Well-being – Awareness of and response to psychosocial challenges associated with UN service		
43. Manager's role in safety of the workforce		
44. Medical and psychological support for staff		
45. Managing work-life issues, policy and practice		
46. Handling staff emergencies and critical incidents		
47. Preventing your own burnout		
48. Managing Self - Emotional intelligence and the manager's role		

Recruiting and Hiring	Importance (H, M, L)	Personal Progress (U, L, P)
49. Structure of UN departments		
50. Understanding UN job classification		
51. Planning staffing needs		
52. Recruitment policies and process, mobility		
53. Gender and geographical mandates		
54. Evaluation and selection process		
55. Types of contracts, renewal		
56. Manager's role in new staff induction		
57. Manager's role in the administration of allowances and benefits		
58. Hiring consultants, contractors, Interns, Associate Experts, JPOs		

Communicating Effectively	Importance (H, M, L)	Personal Progress (U, L, P)
59. Chairing meetings		
60. Building networks and partnerships		
61. Navigating a political organization		
62. Communicating across ranks and departments/breaking down silos		
63. Developing a communications strategy		
64. Using communication tools		

Leadership	Importance (H, M, L)	Personal Progress (U, L, P)
65. Formulating a vision, mission and strategic direction for a UN department/office		
66. Creating an effectual senior leadership team		
67. Building relationships with peers, partners, Member States, other organizations		
68. Negotiating and influencing		
69. Leadership styles		

Leading and Managing Change	Importance (H, M, L)	Personal Progress (U, L, P)
70. Manager's role in driving change		
71. Communicating and leading during restructuring, re-profiling, downsizing		
72. Crisis management and business continuity		

Compiling Your Ratings and Setting Priorities

- Review your ratings and circle or highlight the areas where the Importance is High (H) and your Personal Progress is Undeveloped (U) or Learning (L).
- In your position you have an impact on others and the decisions of the Organization. Consider the various individuals or groups with a stake or interest in how effectively you manage. Your learning priorities should reflect the greatest needs among your stakeholders, as well as your own aspirations. For example, your team may be the most important of your stakeholders if you are leading a new unit or need to re-energize a project group. In another context, relationships with partners who are essential to the fulfilment of a mandate may have the highest priority. Review your learning needs (U and L areas in the assessment) with stakeholders in mind.
- Set your learning priorities in this suggested order:

A. Undeveloped areas with high importance (H + U)	The impact I hope to achieve by developing these areas:
B. Learning areas with high importance where I can progress further (H + L)	The impact I hope to achieve by developing these areas:
C. Other areas of medium importance that should be part of my development (M + U or L):	This development is important because:

Date of this Profile plan: _____