

UN LEADERSHIP MANAGEMENT &

Shaping Organizational Culture



UNITED NATIONS
OFFICE OF
HUMAN RESOURCES
MANAGEMENT

“ The UN must move to a culture that is focused more on results than on processes, better manages administrative and mandate delivery risks, values innovation, and demonstrates a higher tolerance for honest mistakes and a greater readiness to take prompt corrective action. ”

Secretary-General António Guterres

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UNITED NATIONS MANAGEMENT, CULTURE and LEADERSHIP

The United Nations will create a culture defined by a focus on results over processes, sensible management of administrative and mandate delivery risks, appreciation for the value of innovation exemplified, tolerance for honest mistakes, and readiness to prompt corrective action. The leadership driving this cultural change must be norm-based, principled, inclusive, accountable, multi-dimensional, transformational, collaborative, self-applied, and pragmatic and action-oriented. Through the empowerment of its managers and the engagement of its staff, the reformed United Nations will be more effective, more efficient, more client-oriented, and more transparent.



NEW LEADERSHIP & MANAGEMENT COMPETENCIES

The new Management and Leadership Competency Framework for the Secretariat draws from the eight leadership principles and four ways of working outlined in the UNSLF, as well as the ninth leadership principle given by the Secretary-General. The framework transforms these principles from aspirational goals into measurable behaviours that can be observed, evaluated and developed.



UN SYSTEM LEADERSHIP FRAMEWORK

1. ACCOUNTABLE
2. PRAGMATIC & ACTION-ORIENTED

3. COLLABORATIVE
4. SELF-APPLIED

5. TRANSFORMATIONAL

6. MULTI-DIMENSIONAL

7. NORM-BASED
8. PRINCIPLED
9. INCLUSIVE

NEW LEADERSHIP & MANAGEMENT COMPETENCIES



MANAGING FOR RESULTS



BUILDING AND NURTURING TEAMS



DRIVING TRANSFORMATIONAL CHANGE THROUGH CO-CREATION



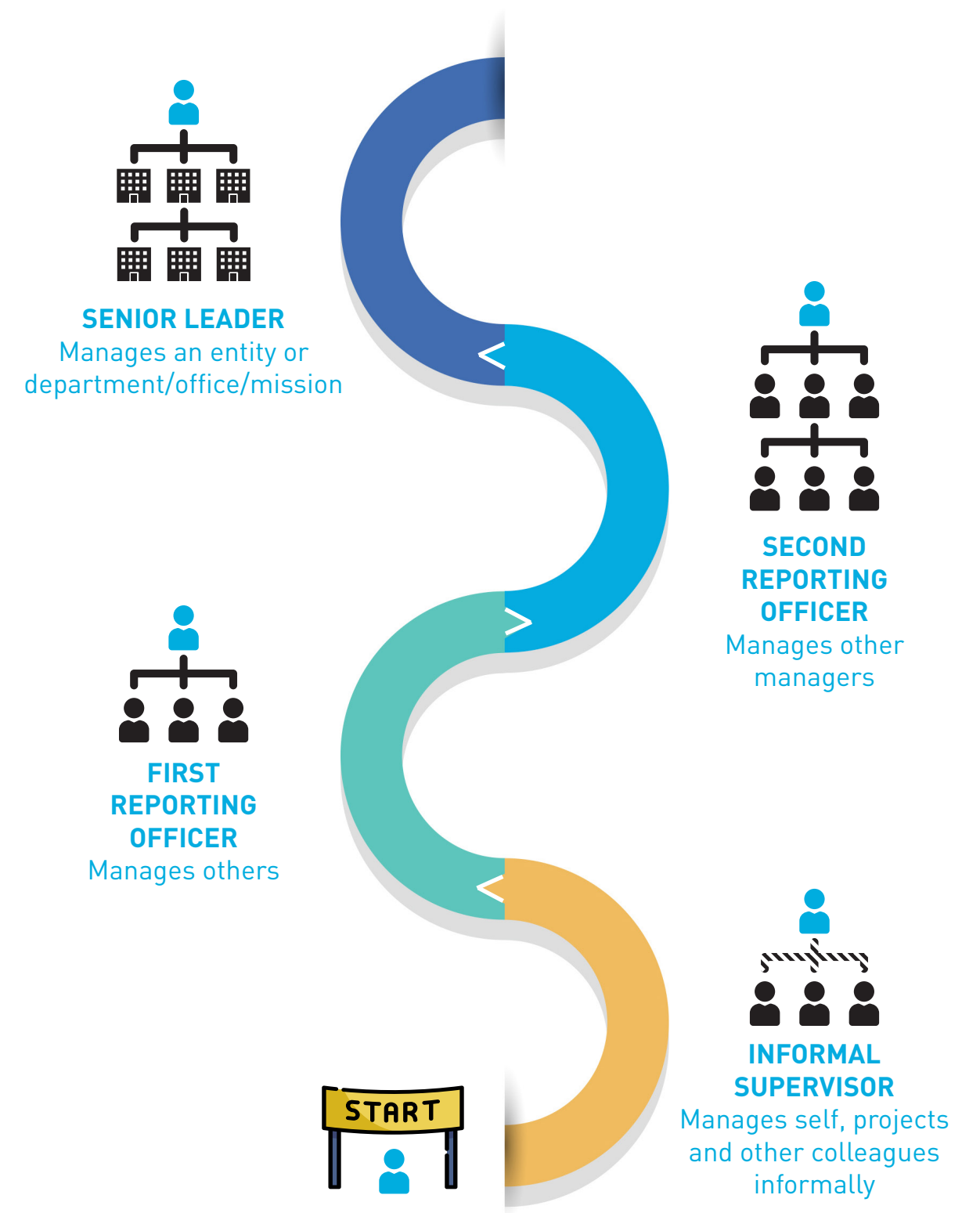
THINKING AND LEADING STRATEGICALLY



ENCOURAGING INTEGRITY, INCLUSION & RESPECT FOR DIVERSITY

PROGRESSIVE MODEL

Every competency builds progressively in scope and complexity, adapting to the increasing complexity our leaders take on as they move from informal supervisory roles to senior leadership roles.



CULTURE & INDICATORS FOR EACH MANAGEMENT COMPETENCY





MANAGING FOR RESULTS

CULTURE

The culture of the United Nations is accountable, pragmatic and action-oriented. Leaders and managers monitor workplan deliverables, adjusting priorities to deliver their mandates amid changing circumstances and holding team members accountable for underperformance. Leaders strive for efficiency in their allocation of available budget and resources to put their teams in the best position to achieve their workplan deliverables. Leaders use a result-oriented approach to manage their team members time efficiently. Incentives are created to encourage superior performance and constructive performance dialogues are used to identify obstacles to performance and how to best address them.

BEHAVIOURAL INDICATORS

1. Ensure the work plans of your team members are aligned with the workplan of your Department/Office/Mission.
2. Plan the budget, resources, team members and timeline required to achieve deliverables.
3. Recruit, select and onboard new staff to ensure a diverse, high performing team.
4. Complete the performance management role in a timely manner, including performance-related documents and development plans.
5. Hold team members accountable for workplan results, addressing underperformance, misconduct and other difficulties with staff.
6. Manage team members' time efficiently to achieve results, including use of FWA and managing absences.
7. Monitor the delivery of your team's workplan and adjust prioritizes to take account of changing circumstances.

SENIOR LEADER

1. Ensure workplans for your Department/Office/Mission are created.
2. Oversee planning of the budget, resources, team members and timelines required to achieve your Department/Office/Mission's deliverables.
3. Recruit, select and onboard new senior managers to ensure a diverse and high performing team.
4. Complete the performance management role with your senior managers in a timely manner, including performance documents and development plans.
5. Hold senior managers accountable for workplan results, addressing under-performance, misconduct, and other difficulties with staff
6. Manage senior managers' time efficiently to achieve results, including use of FWA and managing absences.
7. Monitor the delivery of your Department/Office/Mission's workplan and adjust priorities to take account of changing circumstances.

FIRST REPORTING OFFICER

1. Ensure workplans of your direct reports are aligned with the workplan of your Department/Office/Mission.
2. Plan the budget, resources, team members and timelines required to achieve your teams deliverables.
3. Recruit, select and onboard new direct reports to ensure a diverse and high performing team.
4. Complete the performance management role with your direct reports in a timely manner, including performance related documents and development plans.
5. Hold direct reports accountable for achieving workplan results, addressing underperformance, misconduct and other difficulties with staff.
6. Manage direct reports' time efficiently to achieve results, including use of FWA and managing absences.
7. Monitor delivery of your team's workplan and adjust priorities to take account of changing circumstances.

MANAGERIAL ACTIONS

SECOND REPORTING OFFICER

1. Ensure workplans of teams reporting to you are aligned with the workplan of your Department/Office/Mission.
2. Plan the allocation of budget, resources, team members and timelines required to achieve your section's deliverables.
3. Recruit, select and onboard new managers to ensure a diverse and high performing team.
4. Complete the performance management role with your managers in a timely manner, including performance-related documents and development plans.
5. Hold managers accountable for achieving workplan results, addressing underperformance, misconduct and other difficulties with staff.
6. Manage your managers' time efficiently to achieve results, including use of FWA and managing absences.
7. Monitor delivery of your section's workplans and adjust priorities to take account of changing circumstances.

INFORMAL SUPERVISOR

1. Ensure your workplan aligns with the workplan of the Department/Office/Mission.
2. Plan the budget, resources, team members and timelines required to achieve your deliverables.
3. Support the onboarding of new staff members by briefing them on your work priorities.
4. Complete your performance management documents in a timely manner.
5. Manage your time efficiently to achieve results, including using FWA effectively and managing your absences.
6. Monitor delivery of your workplan and adjust priorities if circumstances change.



BUILDING AND NURTURING TEAMS

CULTURE

The culture of the United Nations is collaborative and self-applied. Leaders empower teams and individuals to achieve results through collaboration, problem solving, active listening, continuous feedback, and self-reflection. Leaders encourage innovation through results-oriented risk-taking. Leaders and managers actively seek the input of their team members and stakeholders, and invest in the career development and well-being of their team.

BEHAVIOURAL INDICATORS

1. Empower team members by clarifying expectations, delegating responsibility, and giving autonomy
2. Work collaboratively with team members to achieve results
3. Engage team members in evaluating their own work and provide regular feedback
4. Lead team members in problem-solving through mediation, conflict resolution, and shared decision-making
5. Coach and develop team members to achieve their workplan and to grow for future career opportunities
6. Ensure the well-being and safety of team members by promoting work/life balance and a safe work environment
7. Encourage and support innovation and risk taking to achieve strategic objectives and results

SENIOR LEADER

1. Empower **senior managers** in your **Department/Office/Mission** by clarifying expectations, delegating responsibility, and giving autonomy.
2. Work collaboratively with **senior leaders and managers** across **Department/Office/Missions** to achieve results.
3. Engage **senior managers** in evaluating their own work and seeking regular feedback.
4. Lead **your Department/Office/Missions** in problem-solving through mediation, conflict resolution, and shared decision-making.
5. Coach and develop **senior managers and their teams** to achieve their workplan and to grow for future career opportunities.
6. Ensure the well-being and safety of **Department/Office/Mission** by promoting work/life balance and a safe work environment.
7. Encourage and support innovation and risk taking across your **Department/Office/Missions** to achieve strategic objectives and results.

FIRST REPORTING OFFICER

1. Empower **direct reports** by clarifying expectations, delegating responsibility, and giving autonomy.
2. Work collaboratively with **direct reports** to achieve results.
3. Engage **direct reports** in evaluating their own work and seeking regular feedback.
4. **Lead direct reports** in problem-solving through mediation, conflict resolution, and shared decision-making.
5. Coach and develop **direct reports** to achieve their workplan and to grow for future career opportunities.
6. Ensure the well-being and safety of **direct reports** by promoting work/life balance and a safe work environment.
7. Encourage and support innovation and risk taking in your **direct reports** to achieve strategic objectives and results.

SECOND REPORTING OFFICER

1. Empower **managers** by clarifying expectations, delegating responsibility, and giving autonomy.
2. Work collaboratively with **managers across Departments/Offices/Missions** to achieve results.
3. Engage **managers** in evaluating their own work and seeking regular feedback.
4. Lead **managers and their teams** in problem-solving through mediation, conflict resolution, and shared decision-making.
5. Coach and develop **managers** to achieve their workplans and to grow for future career opportunities.
6. Ensure the well-being and safety of **your managers and their teams** by promoting work/life balance and a safe work environment.
7. Encourage and support innovation and risk taking **from your managers** to achieve strategic objectives and results.

INFORMAL SUPERVISOR

1. Empower **team members** by clarifying expectations and responsibilities, and giving autonomy.
2. Work collaboratively with **team members** to achieve results.
3. Engage **team members** in evaluating their work and seeking regular feedback.
4. Contribute **in your teams** to problem-solving through mediation, conflict resolution, and shared decision-making.
5. Ensure the well-being and safety of **one's self** by ensuring work/life balance and a safe work environment.
6. Encourage and support innovation and risk taking **in your projects and programmes** to achieve strategic objectives and results.



DRIVING TRANSFORMATIONAL CHANGE THROUGH CO-CREATION

CULTURE

The culture of the United Nations is transformational. Leaders and managers work to build networks of partners and stakeholders with shared interests and engage with them taking advantage of synergies to effectively achieve results. Leaders and teams pro-actively engage with internal and external clients to anticipate needs and deliver responsive service. Leaders operate with integrity, transparency and fairness to create an environment that encourages open dialogue, feedback and growth.

BEHAVIOURAL INDICATORS

1. Create a compelling vision for the programme of work, fostering and nurturing commitment to the Secretary-General's direction for the Organization
2. Drive transformational change through innovative ways of working
3. Build a network of partners and stakeholders with common interests and potential synergies
4. Engage all stakeholders to achieve results in an effective and timely manner
5. Ensure team proactively engages with clients to assess their needs and obtain feedback in order to deliver responsive service and a satisfactory client experience
6. Create a culture of openness and transparency where others can speak and act without fear of repercussion

SENIOR LEADER

1. Create a compelling vision for your **Department/Office/Mission**, fostering and nurturing commitment to the Secretary-General's direction for the Organization.
2. Drive transformational change in your **Department/Office/Mission** through innovative ways of working.
3. Build a network of partners and stakeholders with common interests and potential synergies to achieve **your Department/Office/Mission's deliverables**.
4. Engage all stakeholders to achieve **your Department/Office/Mission's** results in an effective and timely manner.
5. Ensure **your Department/Office/Mission** proactively engages with clients to assess their needs and obtain feedback in order to deliver responsive service and a satisfactory client experience.
6. Create a culture of openness and transparency in **your Department/Office/Mission** where others can speak and act without fear of repercussion.

FIRST REPORTING OFFICER

1. **Support the vision** of your Department/Office/Mission, fostering and nurturing commitment to the Secretary-General's direction for the Organization.
2. Drive transformational change in **your team** through innovative ways of working.
3. Build a network of partners and stakeholders with common interests and potential synergies to achieve **your team's deliverables**.
4. Engage all stakeholders to achieve **your team's** results in an effective and timely manner.
5. Ensure **your team** proactively engages with clients to assess their needs and obtain feedback in order to deliver responsive service and a satisfactory client experience.
6. Create a culture of openness and transparency in **your team** where others can speak and act without fear of repercussion.

MANAGERIAL ACTIONS

SECOND REPORTING OFFICER

1. **Participate in the creation of a compelling vision** for your Department/Office/Mission, fostering and nurturing commitment to the Secretary-General's direction for the Organization.
2. Drive transformational change in **your Section** through innovative ways of working.
3. Build a network of partners and stakeholders with common interests and potential synergies to achieve **your Sections's deliverables**.
4. Engage all stakeholders to achieve **your Section's** results in an effective and timely manner.
5. Ensure **your Section** proactively engages with clients to assess their needs and obtain feedback in order to deliver responsive service and a satisfactory client experience.
6. Create a culture of openness and transparency in **your Section** where others can speak and act without fear of repercussion.

INFORMAL SUPERVISOR

1. **Support the vision** of your Department/Office/Mission, fostering and nurturing commitment to the Secretary-General's direction for the Organization.
2. Drive transformational change in **your projects** through innovative ways of working.
3. Build a network of partners and stakeholders with common interests and potential synergies to achieve **your deliverables**.
4. Engage all stakeholders to achieve **your results** in an effective and timely manner.
5. **Proactively engage** with clients to assess their needs and obtain feedback in order to deliver responsive service and a satisfactory client experience.
6. Create a culture of openness and transparency in **your projects and programmes** where others can speak and act without fear of repercussion.



THINKING AND LEADING STRATEGICALLY

CULTURE

The culture of the United Nations is multi-dimensional. Leaders and managers make informed decisions through data collection and analysis, identifying opportunities and risks in complex situations and avoiding duplication with partners. Leaders think strategically to anticipate change and manage change processes affecting their teams, communicating transparently with team members. Leaders continuously learn and identify innovative ways to connect cross-pillar knowledge and experience, facilitating information sharing and ensuring the transfer of organizational know-how. Principled and practical action are taken to deliver on mandates, balancing administrative and operational risks and erring on the side of action to prevent and address human suffering.

BEHAVIOURAL INDICATORS

1. Examine the linkages, interactions, dependencies and power distribution in complex situations and projects to identify opportunities and risks.
2. Gather and analyse relevant information, data and evidence to support decision making.
3. Implement integrated strategies to achieve results in the context of multi-disciplinary and political complexities, avoiding duplication and working with all stakeholders.
4. Anticipate and manage change through multi-stakeholder engagement and planning.
5. Communicate change in a transparent manner; ensuring messaging is relevant to stakeholders.
6. Ensures decisions are made that fully address critical issues and do not adversely impact operations elsewhere.
7. Enhance the capability to generate, retain, and share knowledge and lessons learned to facilitate information-sharing and ensure transfer of institutional know-how.

SENIOR LEADER

1. Establish a culture in your Department/Office/Mission that examines the linkages, interactions, dependencies and power distribution in complex situations and projects to identify opportunities and risks.
2. Drive decision-making in your Department/Office/Mission that utilizes relevant information, data and evidence.
3. Oversee integrated strategies to achieve results in the context of multi-disciplinary and political complexities, avoiding duplication and working with all stakeholders.
4. Anticipate and manage change through multi-stakeholder engagement and planning.
5. Communicate change in a transparent manner; ensuring messaging is relevant to stakeholders.
6. Ensures decisions are made that fully address critical issues and do not adversely impact operations elsewhere.
7. Enhance the capability to generate, retain, and share knowledge and lessons learned to facilitate information-sharing and ensure transfer of institutional know-how.

FIRST REPORTING OFFICER

1. Examine the linkages, interactions, dependencies and power distribution in complex situations and projects to identify opportunities and risks for your team.
2. Gather and analyse relevant information, data and evidence to support decision making.
3. Implement integrated strategies to achieve results in the context of multi-disciplinary and political complexities, avoiding duplication and working with all stakeholders.
4. Anticipate and manage change through multi-stakeholder engagement and planning.
5. Communicate change in a transparent manner; ensuring messaging is relevant to stakeholders.
6. Ensures decisions are made that fully address critical issues and do not adversely impact operations elsewhere.
7. Implement processes to generate, retain, and share knowledge and lessons learned to facilitate information-sharing and ensure transfer of institutional know-how.

MANAGERIAL ACTIONS

SECOND REPORTING OFFICER

1. Drive a culture in your Department/Office/Mission that examines the linkages, interactions, dependencies and power distribution in complex situations and projects to identify opportunities and risks.
2. Establish processes where relevant information, data and evidence is used to support decision making.
3. Devise integrated strategies to achieve results in the context of multi-disciplinary and political complexities, avoiding duplication and working with all stakeholders.
4. Anticipate and manage change through multi-stakeholder engagement and planning.
5. Communicate change in a transparent manner; ensuring messaging is relevant to stakeholders.
6. Ensures decisions are made that fully address critical issues and do not adversely impact operations elsewhere.
7. Enhance the sections capability to generate, retain, and share knowledge and lessons learned to facilitate information-sharing and ensure transfer of institutional know-how.

INFORMAL SUPERVISOR

1. Examine the linkages, interactions, dependencies and power distribution in complex situations and projects to identify opportunities and risks your project.
2. Gather and analyse relevant information, data and evidence to support decision making.
3. Implement integrated strategies to achieve results in the context of multi-disciplinary and political complexities, avoiding duplication and working with all stakeholders.
4. Anticipate and manage change through multi-stakeholder engagement and planning.
5. Communicate change in a transparent manner; ensuring messaging is relevant to stakeholders.
6. Ensures decisions are made that fully address critical issues and do not adversely impact operations elsewhere.
7. Generate, retain, and share knowledge and lessons learned to facilitate information-sharing and ensure transfer of institutional know-how.



ENCOURAGING INTEGRITY, INCLUSION & RESPECT FOR DIVERSITY

CULTURE

The culture of the United Nations is norm-based, principled and inclusive. Leaders defend and act in accordance with the values, regulations and rules of the United Nations, and the International Civil Service standards. Discrimination in all its forms is uncovered and addressed, leaders identify gender bias and other roadblocks to inclusion, working to remove them, and role modelling for staff to practice cultural and gender sensitivity. Leaders and embrace the creation of a diverse workforce as a strength and effectively work with stakeholders from all backgrounds.

BEHAVIOURAL INDICATORS

1. Promote and protect human rights, peace and security, humanitarian principles, economic and social progress and development, gender equality, environmental stewardship, and other areas in accordance with the norms and standards contained in the international treaties, resolutions and declarations adopted under the auspices of the United Nations.
2. Demonstrate the values of the United Nations, including impartiality, fairness, honesty and truthfulness, in daily activities and behaviours.
3. Embrace diversity as a strength and leverage it (gender, culture, nationality, experience) in team and project composition.
4. Recognize gender bias and other roadblocks to inclusion in the Organization and recommend ways to remove them.

SENIOR LEADER

1. **Build a culture that** promotes and protects human rights, peace and security, humanitarian principles, economic and social progress and development, gender equality, environmental stewardship, and other areas in accordance with the norms and standards contained in the international treaties, resolutions and declarations adopted under the auspices of the United Nations.
2. **Visibly demonstrate** the values of the United Nations, including impartiality, fairness, honesty and truthfulness, in daily activities and behaviours.
3. Embrace diversity as a strength and leverage it (gender, culture, nationality, experience) in your **Department/Office/Mission**.
4. Recognize gender bias and other roadblocks to inclusion in the Organization and recommend ways to remove them.

FIRST REPORTING OFFICER

1. **Promote and protect** human rights, peace and security, humanitarian principles, economic and social progress and development, gender equality, environmental stewardship, and other areas in accordance with the norms and standards contained in the international treaties, resolutions and declarations adopted under the auspices of the United Nations.
2. **Demonstrate** the values of the United Nations, including impartiality, fairness, honesty and truthfulness, in daily activities and behaviours.
3. Embrace diversity as a strength and leverage it (gender, culture, nationality, experience) in your **team**.
4. Recognize gender bias and other roadblocks to inclusion in the Organization and recommend ways to remove them.

SECOND REPORTING OFFICER

1. **Drive a culture that** promotes and protects human rights, peace and security, humanitarian principles, economic and social progress and development, gender equality, environmental stewardship, and other areas in accordance with the norms and standards contained in the international treaties, resolutions and declarations adopted under the auspices of the United Nations.
2. **Visibly demonstrate** the values of the United Nations, including impartiality, fairness, honesty and truthfulness, in daily activities and behaviours.
3. Embrace diversity as a strength and leverage it (gender, culture, nationality, experience) in your **section**.
4. Recognize gender bias and other roadblocks to inclusion in the Organization and recommend ways to remove them.

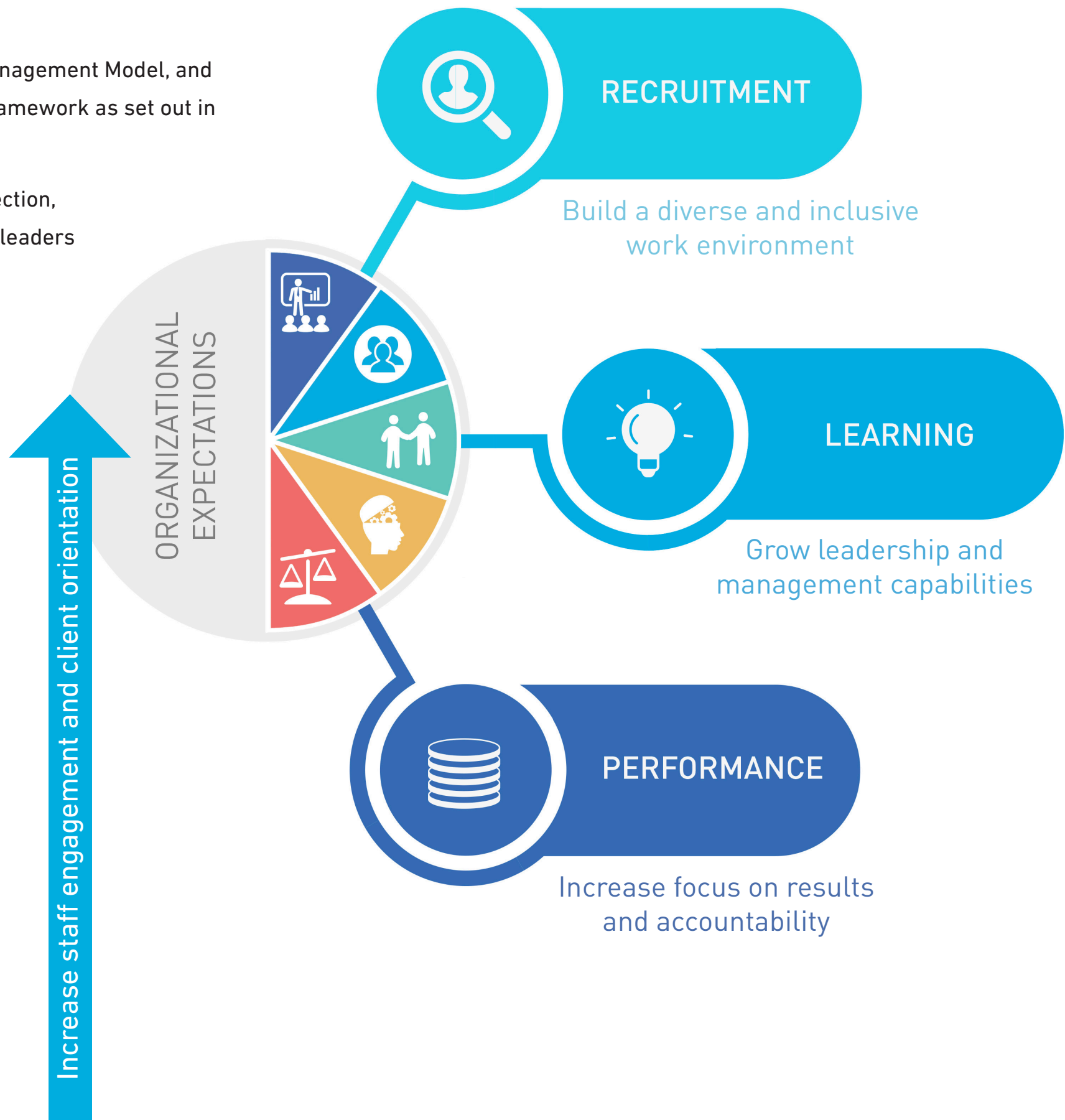
INFORMAL SUPERVISOR

1. **Promote and protect** human rights, peace and security, humanitarian principles, economic and social progress and development, gender equality, environmental stewardship, and other areas in accordance with the norms and standards contained in the international treaties, resolutions and declarations adopted under the auspices of the United Nations.
2. **Demonstrate** the values of the United Nations, including impartiality, fairness, honesty and truthfulness, in daily activities and behaviours.
3. Embrace diversity as a strength and leverage it (gender, culture, nationality, experience) in your **project composition**.
4. Recognize gender bias and other roadblocks to inclusion in the Organization and recommend ways to remove them.

INTEGRATED TALENT MANAGEMENT FRAMEWORK

The competencies form the basis of the of the Leadership and Management Model, and are integrated throughout each part of the Talent Management Framework as set out in the HR Report 2016.

The new competencies are intended to drive and improve the selection, development, and evaluation of the Organization's managers and leaders by aligning the leadership culture to organizational needs.



360-DEGREE FEEDBACK EVALUATION FOR SENIOR LEADERS

“ I have decided that a 360-degree evaluation mechanism will be developed around the nine qualities and that appropriate measurements will be included in the Secretary-General’s senior leadership compacts with heads of departments, offices, regional commissions and missions. ”

Secretary-General António Guterres

A/72/492: Shifting the management paradigm in the United Nations - ensuring a better future for all

OHRM and an external vendor will conduct a 360-degree feedback evaluation programme for Under-Secretaries-General and Assistant Secretaries General in the fourth quarter of 2018.



WHAT IS A 360-DEGREE FEEDBACK EVALUATION?

A 360-degree feedback evaluation programme is a development tool that provides a person with confidential and anonymous feedback about their leadership style and its outcomes from their direct and indirect reports, peers and supervisors.

These programmes are commonly used for executive development in many sectors and are recognized as impactful and valuable. While they can be used to inform a formal performance evaluation, best practice cites that they are most effective when used for development purposes.

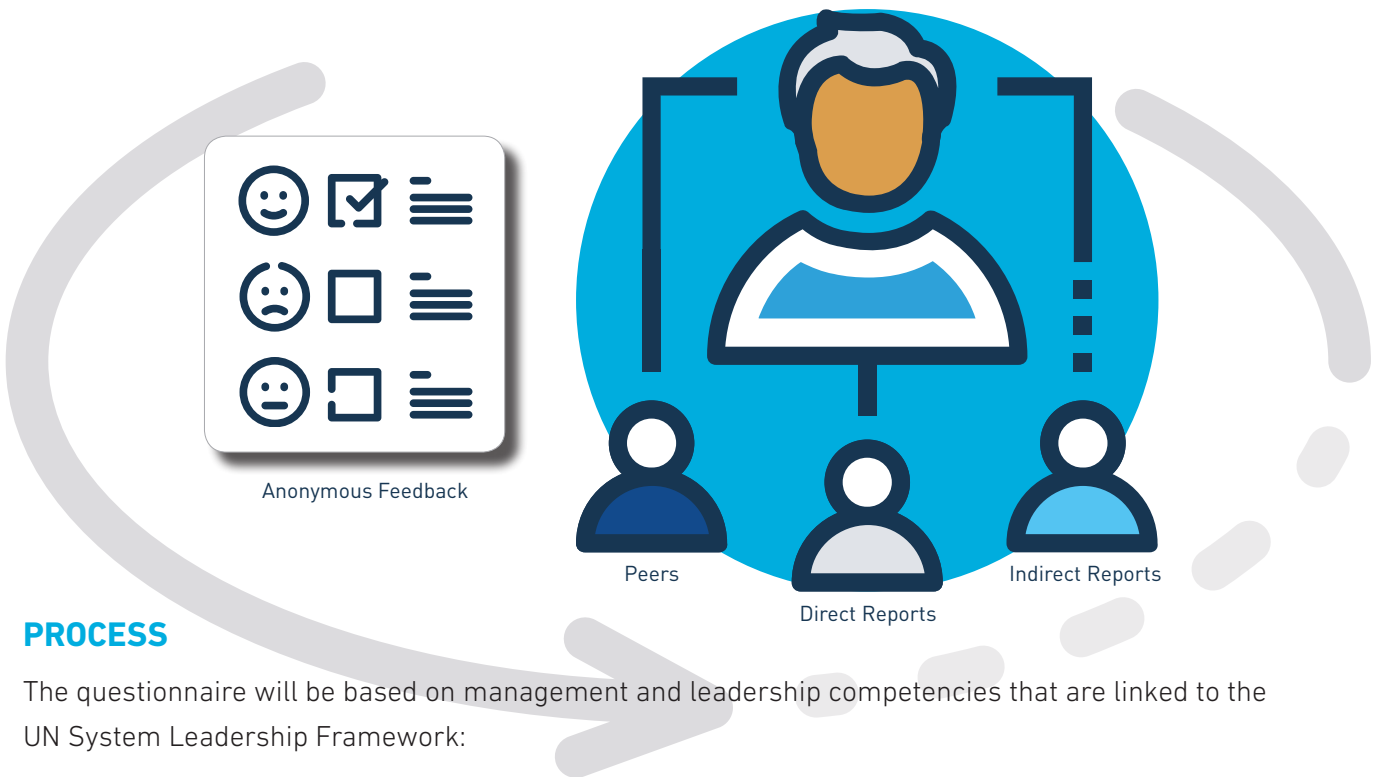
BENEFITS

These programmes can:

- offer valuable insight into how a leader is perceived by others and help them identify gaps and strengths.
- provide a process for managers to establish better dialogues with their supervisors, direct reports, team members, peers, and clients where appropriate.
- give a leader access to information that helps put them in control of their personal and professional development.

Aggregated data from the programme could be used as input for other leadership development and organizational development interventions developed by OHRM.

The input also will be used to strengthen indicators on leadership and performance management in the Senior Managers Compacts.



PROCESS

The questionnaire will be based on management and leadership competencies that are linked to the UN System Leadership Framework:

- Senior leaders will be provided with more information regarding the 360-degree feedback evaluation process and how to implement it.
- Senior leaders will be requested to identify supervisors, peers, direct and indirect reports who would give anonymous feedback. The Secretary-General may also participate in a limited way and respond in his supervisory role.
- Via an external vendor, the selected respondents will be asked to provide anonymous feedback related to their experience in the Organization as it relates to the leader’s management style and its outcomes.
- Leaders will receive an individual de-briefing about the results by an experienced executive coach to review key gaps from the results and identify development goals. An optional coaching session may be included.
- Aggregated results from the 360-feedback evaluation (no identifying of individuals) would be presented to the Secretary-General and development goals/areas identified captured in the senior manager compacts.

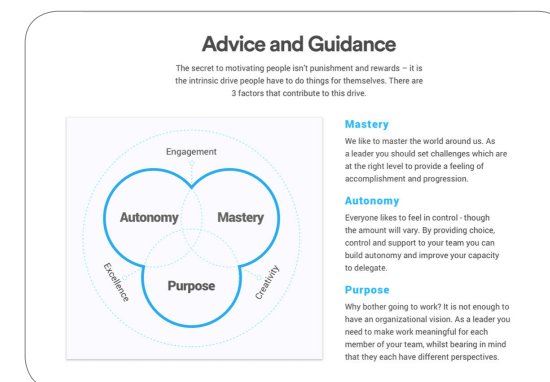


leadership.un.org

LEADERSHIP & MANAGEMENT PORTAL

An online hub for UN leaders that offers resources organized by the competencies of the UN Leadership and Management Framework. The digital resources and experiences are designed to overcome challenges in the moment and manage everyday tasks and responsibilities:

- Dealing with ambiguity
- Building relationships
- Managing upwards
- Building trust
- Motivation and engagement
- Difficult conversations
- Performance conversations
- Work planning
- Setting expectations
- Leadership expectations



8 Practical ways to improve engagement

Everyone is different but try experimenting with different approaches to work out what feels most natural for you.

Write a card or note to a team member saying why you appreciate their work	Put a sincere acknowledgment in your department newsletter. This takes only a few minutes of your time but creates long-term engagement
Allow your team to present their work to your leader. This is a great way to engage your team, and it also shows your leader that you're someone who empowers your people	Offer team members some choice on what they work on – this isn't always possible, but try to do this whenever it is
Tell an employee's story of accomplishment at a staff meeting	Find out everybody's birthday. Wish them a happy birthday, and maybe buy them a small present
Create a team celebration board, with pictures from social events & project successes	Spend time with people. Some people (not everyone) might just appreciate you taking the time to thank them and talk about their work.

Expected launch: Q4-2018

COACHING & MENTORING

Coaching and mentorship modules are taken forward by OHRM as part of parallel initiatives taking place within the Organization.