“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
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.

SENIOR LEADER
Manages an entity or department/office/mission

SECOND REPORTING OFFICER
Manages other managers

FIRST REPORTING OFFICER
Manages others

INFORMAL SUPERVISOR
Manages self, projects and other colleagues informally

START
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 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-related 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.

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-related 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.

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.
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.
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

CULTURE

BUILDING AND NURTURING TEAMS

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 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 Department/Office/Missions 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 commons interests and potential synergies to achieve deliverables.
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 commons interests and potential synergies to achieve your Department/Office/Mission’s deliverables.
4. Engage all stakeholders to achieve 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 commons 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.

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 commons interests and potential synergies to achieve your Section’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 commons 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.
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.

**FIRST REPORTING OFFICER**

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.
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7. Enhance the capability to generate, retain, and share knowledge and lessons learned to facilitate information-sharing and ensure transfer of institutional know-how.

**SECOND REPORTING OFFICER**

1. Drive a culture in your Department/Office/Mission that utilizes relevant information, data and evidence.
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 capability to generate, retain, and share knowledge and lessons learned to facilitate information-sharing and ensure transfer of institutional know-how.
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.

**Encouraging Integrity, Inclusion & Respect for Diversity**

**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 sphere of influence.
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 team.
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.
The competencies form the basis 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.
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.

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

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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.

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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 & 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

COACHING & MENTORING

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