

Multi-rater Feedback Survey for Senior Leaders

Brief Description of the Rating Scale

Rating of 4 (To a very large extent): Demonstrates the behaviours consistently.

Rating of 3 (To a large extent): Demonstrates the behaviours more often than not.

Rating of 2 (To some extent): Does not demonstrate the behaviours consistently.

Rating of 1 (Never): Shows very little evidence of demonstrating relevant behaviours.

Rating of N/A (Not Applicable): I have insufficient exposure to the specific behavior to evaluate.

1. MANAGING FOR RESULTS

Leaders in the United Nations are responsible for building a culture that is accountable, pragmatic and action-oriented.

From your perspective (either through personal experience or observations) to what extent is *(insert name here)* **effective in:**

1. Actively monitoring and aligning work across teams	n/a	1	2	3	4
2. Adjusting workload in a timely way to respond to changing circumstances	n/a	1	2	3	4
3. Allocating effectively the entity's budget, resources and team members	n/a	1	2	3	4
4. Holding colleagues accountable for delivering results	n/a	1	2	3	4
5. Holding colleagues accountable if they underperform or display poor behaviour	n/a	1	2	3	4
6. Leading a culture in which the performance management process is meaningful and well-used	n/a	1	2	3	4
7. Leading a culture in which staff time is managed efficiently and effectively (including through flexible working arrangements, absentee management)	n/a	1	2	3	4

Comments

Please provide helpful comments for this person to further develop this competency area. What should they stop, start and continue?

2. BUILDING AND NURTURING TEAMS

Leaders in the United Nations are responsible for building teams that are collaborative and innovative and where people feel involved and empowered.

From your perspective (either through personal experience or observations) to what extent is *(insert name here)* effective in:

1. Encouraging colleagues to be innovative and take calculated risks to get things done	n/a	1	2	3	4
2. Empowering colleagues through delegating responsibility and giving autonomy	n/a	1	2	3	4
3. Supporting a positive work-life balance through actions and communication	n/a	1	2	3	4
4. Ensuring colleagues get support and coaching to bring out the best in their performance and career development	n/a	1	2	3	4
5. Welcoming input and varying opinions for informed decision-making	n/a	1	2	3	4
6. Giving constructive feedback to others	n/a	1	2	3	4
7. Setting clear expectations about what colleagues are responsible for	n/a	1	2	3	4
8. Promoting a culture of collaboration across teams or entities (rather than staff working in silos)	n/a	1	2	3	4

Comments

Please provide helpful comments for this person to further develop this competency area. What should they stop, start and continue?

3. DRIVING TRANSFORMATIONAL CHANGE THROUGH CO- CREATION

To be transformative, leaders in the United Nations need to build and engage networks of people, both inside and outside of the organization.

From your perspective (either through personal experience or observations) to what extent is *(insert name here)* effective in:

1. Engaging a network of external partners and	n/a	1	2	3	4
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stakeholders with common interests					
2. Ensuring that timely results occur through actions with partners and stakeholders	n/a	1	2	3	4
3. Making explicit efforts to understand external partner/stakeholder needs	n/a	1	2	3	4
4. Communicating to all staff about change in a transparent manner	n/a	1	2	3	4
5. Actively supporting innovative ways of working	n/a	1	2	3	4
6. Leading a culture that encourages or supports divergent opinions in meetings	n/a	1	2	3	4
7. Leading a culture in which managers and team members work in a collaborative way to change ways of working	n/a	1	2	3	4

Comments

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4. THINKING AND LEADING STRATEGICALLY

Leaders in the United Nations need to ensure that decisions about highly complex situations are well informed - anticipating and managing change effectively.

From your perspective (either through personal experience or observations) to what extent is *(insert name here)* **effective in:**

1. Analyzing complex problems or situations	n/a	1	2	3	4
2. Identifying risks and opportunities to make informed decisions	n/a	1	2	3	4
3. Driving decision-making that utilizes relevant data or evidence	n/a	1	2	3	4
4. Using decision making to avoid duplication of effort across teams or entities	n/a	1	2	3	4
5. Creating a culture of using lessons-learned to improve ways of working	n/a	1	2	3	4

Comments

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5. ENCOURAGING INTEGRITY, INCLUSION & RESPECT FOR DIVERSITY

Leaders in the United Nations need to defend and role model the principles of inclusion, respect and diversity and act in accordance with our rules, regulations and standards.

From your perspective (either through personal experience or observations) to what extent is *(insert name here)* leading a culture in which:

1. Opportunities for career advancement are inclusive	n/a	1	2	3	4
2. There are good role models of UN values such as fairness, honesty, impartiality and respect	n/a	1	2	3	4
3. Colleagues defend UN values when they are put in difficult situations					
4. Diversity is seen as a strength and leveraged when teams and projects are formed	n/a	1	2	3	4
5. Discrimination in all forms is not tolerated	n/a	1	2	3	4

Comments

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6. LEADERSHIP IN UNCERTAIN TIMES

In the current context, leaders in the United Nations need to demonstrate adaptive leadership styles, connect empathetically with staff and ensure that teamwork is prioritised.

From your perspective (either through personal experience or observations) to what extent is *(insert name here)* effective in:

1. Remaining calm and organised despite greater uncertainty	n/a	1	2	3	4
2. Managing the transition to virtual working for self	n/a	1	2	3	4
3. Managing the transition of teams to virtual working	n/a	1	2	3	4
4. Adapting leadership approaches to match the diverse needs of staff	n/a	1	2	3	4
5. Communicating on a regular basis about Covid-related changes to work	n/a	1	2	3	4
6. Expressing genuine concern for health and well-being of people	n/a	1	2	3	4
7. Creating a culture of empathy and listening	n/a	1	2	3	4
8. Creating a culture in which staff feel physically safe	n/a	1	2	3	4
9. Creating a culture that provides support for social isolation	n/a	1	2	3	4

Comments

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