

## 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**

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### 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 |
|--|-----|---|---|---|---|

|   |     |   |   |   |   |
|---|-----|---|---|---|---|
| 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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