

## 360-Degree Feedback Questionnaire for Senior Leaders Pilot 2018

This questionnaire comprises pre-defined competencies and indicators from the UN Leadership and Management Model as derived from the UN System Leadership Framework.

### 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 of others) to what extent is *(insert name here)* leading a culture in which:

	Scale**	Priority to improve?
1. People's work is actively monitored and aligned to others	n/a 1 2 3 4 5	<input checked="" type="radio"/>
2. People's work is adjusted in a timely way to respond to changing circumstances	n/a 1 2 3 4 5	<input checked="" type="radio"/>
3. The allocation of budget, resources and team members is well-planned	n/a 1 2 3 4 5	<input checked="" type="radio"/>
4. People know they will be held to account for delivering results	n/a 1 2 3 4 5	<input checked="" type="radio"/>
5. People know they will be held to account if they underperform or display poor behavior	n/a 1 2 3 4 5	<input checked="" type="radio"/>
6. The official Performance Management process is meaningful and well-used	n/a 1 2 3 4 5	<input checked="" type="radio"/>
7. People's time is managed efficiently and effectively (including flexible working arrangements, absentee management)	n/a 1 2 3 4 5	<input checked="" type="radio"/>

5 = to a very large extent | 4 = to a large extent | 3 = to some extent | 2 = to a small extent | 1 = to a very small extent | n/a = not applicable / not enough evidence to provide a view

Which one or two of these areas would improve results the most if it were to receive more management attention?\*

## 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 of others) to what extent is *(insert name here)* leading a culture in which:

	Scale**	Priority to improve?
8. People are innovative and take calculated risks to get things done	n/a 1 2 3 4 5	<input checked="" type="radio"/>
9. People's well-being is helped by having a positive work-life balance	n/a 1 2 3 4 5	<input checked="" type="radio"/>
10. People get support and coaching to bring out the best in their performance and career development	n/a 1 2 3 4 5	<input checked="" type="radio"/>
11. Inputs and varying opinions are welcome for informed decision-making	n/a 1 2 3 4 5	<input checked="" type="radio"/>
12. Giving constructive feedback is a regular behavior	n/a 1 2 3 4 5	<input checked="" type="radio"/>
13. People have clear expectations and know what they are responsible for	n/a 1 2 3 4 5	<input checked="" type="radio"/>
14. There is a strong culture of safety at work	n/a 1 2 3 4 5	<input checked="" type="radio"/>
15. People collaborate (rather than working in silos)	n/a 1 2 3 4 5	<input checked="" type="radio"/>

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Which one or two of these areas would improve results the most if it were to receive more management attention?\*

## 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 of others) to what extent is *(insert name here)* leading a culture in which:

	Scale**	Priority to improve?
16. There is a network of partners and stakeholders with common interests	n/a 1 2 3 4 5	<input type="radio"/>
17. Stakeholders are engaged with effectively to ensure timely results	n/a 1 2 3 4 5	<input type="radio"/>
18. There is a compelling vision for the Secretary-General's direction for the Organization	n/a 1 2 3 4 5	<input type="radio"/>
19. Clients have a satisfactory experience because people are proactive about understanding their needs and responding to feedback	n/a 1 2 3 4 5	<input type="radio"/>
20. People speak and act without fear of repercussion	n/a 1 2 3 4 5	<input type="radio"/>

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Which one or two of these areas would improve results the most if it were to receive more management attention?\*

#### 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 of others) to what extent is *(insert name here)* leading a culture in which:

	Scale**	Priority to improve?
21. Identifying lessons-learned is common practice	n/a 1 2 3 4 5	<input type="radio"/>
22. Decision making is based on relevant data and evidence	n/a 1 2 3 4 5	<input type="radio"/>
23. Communication about change is transparent	n/a 1 2 3 4 5	<input type="radio"/>
24. Opportunities and risks are identified because people are good at finding the linkages, dependencies and power distribution in complex situations	n/a 1 2 3 4 5	<input type="radio"/>
25. People avoid duplication that may adversely impact operations elsewhere through effective relationships and decision making	n/a 1 2 3 4 5	<input type="radio"/>

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Which one or two of these areas would improve results the most if it were to receive more management attention?\*

## 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 of others) to what extent is (*insert name here*) leading a culture in which:

	Scale**	Priority to improve?
26. People feel that opportunities for career advancement and development are fair and objective	n/a 1 2 3 4 5	<input checked="" type="radio"/>
27. Fairness, honesty, impartiality and respect are clearly displayed by people in their daily activities	n/a 1 2 3 4 5	<input checked="" type="radio"/>
28. Diversity is seen as a strength and leveraged when teams and projects are formed	n/a 1 2 3 4 5	<input checked="" type="radio"/>
29. Discrimination in all its forms is not tolerated	n/a 1 2 3 4 5	<input checked="" type="radio"/>

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Which one or two of these areas would improve results the most if it were to receive more management attention?\*

## 6. LEADERSHIP BEHAVIORS

Please take a few minutes to provide written comments. Your comments will be anonymously provided to the participant exactly as written, without any editing or summarizing.

1. What leadership behavior do you most appreciate about this person?
2. What leadership behaviors do you think this person should work on?
3. If you were the leader of this office/mission/department, what one thing would you change or do differently?