United Nations
Competencies for the Future
and
Emotional Intelligence (EI)
Competencies
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“It is my hope that competencies will provide us with shared language for talking, in concrete terms, about high performance and managerial excellence. I believe that a shared view of the standards we are striving to achieve will assist us in our continuing efforts to prepare the Organization to meet the challenges of the 21st century.”
Introduction

• The Organization’s greatest strength – and the key to its success - is the QUALITY of the staff and managers.

• To capitalize on this strength, an organizational culture and environment that enables staff to contribute to their maximum potential must be created.
To do this

- It is important to define organizational **core competencies** – *the combination of skills, attributes and behaviours which are essential for all staff* – as well as the additional **managerial competencies** required by those who manage others.
What are Competencies?

• A combination of skills, attributes and behaviours that are directly related to successful performance on the job.

• **Core** competencies are the skills, attributes and behaviours which are considered important for all staff of the Organization, regardless of their function or level.

• **Managerial** competencies are the skills, attributes and behaviours which are considered essential for staff with managerial or supervisory responsibilities.

• Core and managerial competencies are not specific to any occupation.

Specific technical competencies are not included
Why are they important?

Because they:

• Are forward Looking
• Describe the skills, attributes staff and managers will need to build a new organizational culture and meet future challenges.
• Help clarify expectations, define future development needs and do more focused recruitment and development planning.
• Provides a sound basis for consistent and objective performance standards by creating a shared language about what is needed and expected in an Organization.
How will they be used?

Staff Development
Career Planning
Performance Management
Recruitment
How do I acquire them?

- Needs to be developed and strengthened throughout the career
- Not a one-time event, but an ongoing process
- Formal training can help
- Experience, coaching, feedback and individual learning activities are needed as well.
UN Core Values and Competencies
Core Values

Integrity

Professionalism

Respect for Diversity
Core Competencies

• Communication
• Teamwork
• Planning & Organizing
• Accountability
• Creativity
• Client Orientation
• Commitment to Continuous Learning
• Technological Awareness
Managerial Competencies

- Leadership
- Vision
- Empowering Others
- Building Trust
- Managing Performance
- Judgement/Decision-making
Behavioural Indicators

For Core Values, Core Competencies and Managerial Competencies
Integrity

- Demonstrates the value of the UN in daily activities and behaviours
- Act without consideration of personal gain
- Resists undue political pressure in decision-making
- Does not abuse power or authority
- Stands by decisions that are in the Organization’s interest, even if they are unpopular
- Takes prompt action in cases of unprofessional or unethical behaviour
Professionalism

• Shows pride in work and in achievements
• Demonstrates professional competence and mastery of subject matter
• Is conscientious and efficient in meeting commitments, observing deadlines and achieving results
• Is motivated by professional rather than personal concerns
• Shows persistence when faced with difficult problems or challenges
• Remains calm in stressful situations
Respect for Diversity

• Works effectively with people from all backgrounds
• Treats all people with dignity and respect
• Treats men and women equally
• Shows respect for and understanding of diverse points of view and demonstrate this understanding in daily work and decision-making
• Examines own bias and behaviours to avoid stereotypical responses
• Does not discriminate against any individual or group
Communication

- Speaks and write clearly and effectively
- Listen to others, correctly interprets messages from others and respond appropriately
- Ask questions to clarify and exhibits interest in having two-way communication
- Tailors language, tone, style and format to match the audience
- Demonstrates openness in sharing information and keeping people informed
Teamwork

- Works collaboratively with colleagues to achieve organizational goals
- Solicits input by genuinely valuing others’ ideas and expertise; is willing to learn from others
- Supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position
- Shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
Planning & Organizing

- Develop clear goals that are consistent with agreed strategies
- Identifies priority activities and assignments; adjust priorities as required
- Allocates appropriate amount of time and resources for completing work
- Foresees and allows for contingencies when planning
- Monitors and adjust plans and actions as necessary
- Use time efficiently
Accountability

- Takes ownership of all responsibilities and honours commitments
- Deliver outputs for which one has responsibility within the prescribed time, cost and quality standards
- Operates in compliance with organizational regulation and rules
- Supports subordinates, provides oversight and takes responsibility for delegate assignments
- Takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable
Client Orientation

- Considers all those to whom services are provided to be “clients” and seek to see things from clients’ point of view
- Establishes and maintains productive relationships with clients by gaining their trust and respect
- Identifies clients’ needs and matches them to appropriate solutions
- Monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems
- Keep clients informed of progress or setbacks in projects
- Meets timeline for delivery of products or services to clients
Creativity

• Actively seeks to improve programmes or services
• Offers new and different options to solve problems or meet client needs
• Promotes and persuades others to consider new ideas
• Takes calculate risks on new and unusual ideas; think “outside the box”
• Takes an interest in new ideas and new ways of doing things
• Is not bound by current thinking or traditional approaches
Technological Awareness

• Keeps abreast of available technology
• Understand applicability and limitations of technology to the work of the office
• Actively seeks to apply technology to appropriate tasks
• Shows willingness to learn new technology
Commitment to Continuous Learning

- Keeps abreast of new developments in own occupation/profession
- Actively seeks to develop oneself professionally and personally
- Contributes to the learning of colleagues and subordinates
- Shows willingness to learn from others
- Seeks feedback to learn and improve
Vision

• Identifies strategic issues, opportunities and risks
• Clearly communicates links between the Organization’s strategy and the work unit’s goals
• Generates and communicates broad and compelling organizational direction, inspiring others to pursue that same direction
• Conveys enthusiasm about future possibilities
• Serves as a role model that other people want to follow
• Empowers others to translate vision into results
• Is proactive in developing strategies to accomplish objectives
• Establishes and maintains relationships with a broad range of people to understand needs and gain support
• Anticipates and resolves conflicts by pursuing mutually agreed solutions
• Drives for change and improvement; does not accept the status quo
• Shows the courage to take unpopular stands
Empowering Others

- Delegates responsibility, clarifies expectations, and gives staff authority in important areas of their work
- Encourages others to set challenging goals
- Hold others accountable for achieving results related to their area of responsibility
- Genuinely value all staff members’ input and expertise
- Shows appreciation and rewards achievement and effort
- Involves others when making decisions that effect them
Managing Performance

- Delegates appropriate responsibility, accountability and decision-making authority
- Makes sure that roles, responsibilities and reporting lines are clear to each staff member
- Accurately judges the amount of time and resources needed to accomplish a task and matches task to skills
- Monitors progress against milestones and deadlines
- Regularly discusses performance and provides feedback and coaching to staff
- Encourages risk taking and supports creativity and initiative
- Actively supports the development and career aspirations of staff
- Appraises performance fairly
Building Trust

• Provides an environment in which others can talk and act without fear of repercussion
• Manages in a deliberate and predictable way
• Operates with transparency; has no hidden agenda
• Places confidence in colleagues, staff members and clients
• Gives proper credit to others
• Follows through on agreed upon actions
• Treats sensitive or confidential information appropriately
**Judgement/Decision-making**

- Identifies key issues in a complex situation, and comes to the heart of the problem quickly
- Gathers relevant information before making a decision
- Considers positive and negative impacts of decisions prior to making them
- Takes decisions with an eye on the impact to others and on the Organization
- Proposes a course of action or makes a recommendation based on all available information
- Checks assumptions against facts
- Determines that the actions proposed will satisfy the expressed and underlying needs for the decision
- Makes tough decisions when necessary
What Next?

- Familiarize yourself with the organizational values and competencies
- Use and observe them in your daily work and in discussing staff development and performance management issues
Emotional Intelligence (EI)
Emotional Competence Framework

SOCIAL
How do we manage relationships

PERSONAL
How do we manage ourselves
Five Dimensions of EI

Personal Competence

Self-Awareness

Self-Regulation

Motivation

Empathy

Social Skills

Social Competence
EI COMPETENCIES

PERSONAL
12 specific job capabilities
• Self-Awareness
• Self-Regulation
• Motivation

SOCIAL
13 Key Relationship Skills
• Empathy
• Social Skills
Self-Awareness

- Emotional Awareness
- Accurate Self-Assessment
- Self-Confidence

Knowing one’s internal states, preferences, intuitions
Self-Regulation

- Self-Control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovation

Managing one’s internal states and impulses
• “Anyone can become angry; that is easy.
• But, to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way; this is not easy.”

Aristole
Empathy

- Understanding Others
- Developing Others
- Service Orientation
- Leveraging Diversity
- Political Awareness

Awareness of others’ feelings, needs and concerns
Social Skills

- Influence
- Communication
- Conflict Management
- Leadership
- Change Catalyst
- Building Bonds
- Collaboration & Cooperation
- Team Capabilities

Adeptness at inducing desirable responses in others
Relationship Between UN Competencies and EI Competencies
UN Competencies & EI Competences

**UN Competency**
- Integrity
- Professionalism

**EI Competency**
- Trustworthiness
- Achievement Drive
- Conscientious
- Emotional Awareness
- Self-Confidence
- Accurate Self-Assessment
UN Competencies & EI Competences

**UN Competency**
- Respect for Diversity
- Communication

**EI Competency**
- Leveraging Diversity
- Communication
UN Competencies & EI Competences

**UN Competency**
- Teamwork
- Planning & Organizing

**EI Competency**
- Team Capabilities
- Collaboration & Cooperation
- Conflict Management
- Influence
UN Competencies & EI Competences

**UN Competency**
- Accountability
- Creativity

**EI Competency**
- Commitment
- Initiative
- Innovation
UN Competencies & EI Competences

**UN Competency**
- Client Orientation
- Commitment to Continuous Learning
- Technological Awareness

**EI Competency**
- Service Orientation
- Change Catalyst
- Adaptability
UN Competencies & EI Competences

**UN Competency**
- Leadership
- Vision
- Empowering Others

**EI Competency**
- Leadership
- Optimism
- Developing Others
UN Competencies & EI Competences

**UN Competency**
- Building Trust
- Managing Performance
- Judgement/Decision-making

**EI Competency**
- Building Bonds
- Understanding Others
- Self-Control
- Political Awareness