

THE RC LEADERSHIP PROFILE



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The RC Leadership Profile was developed by the UNSDG Task Force on RC Talent Management.

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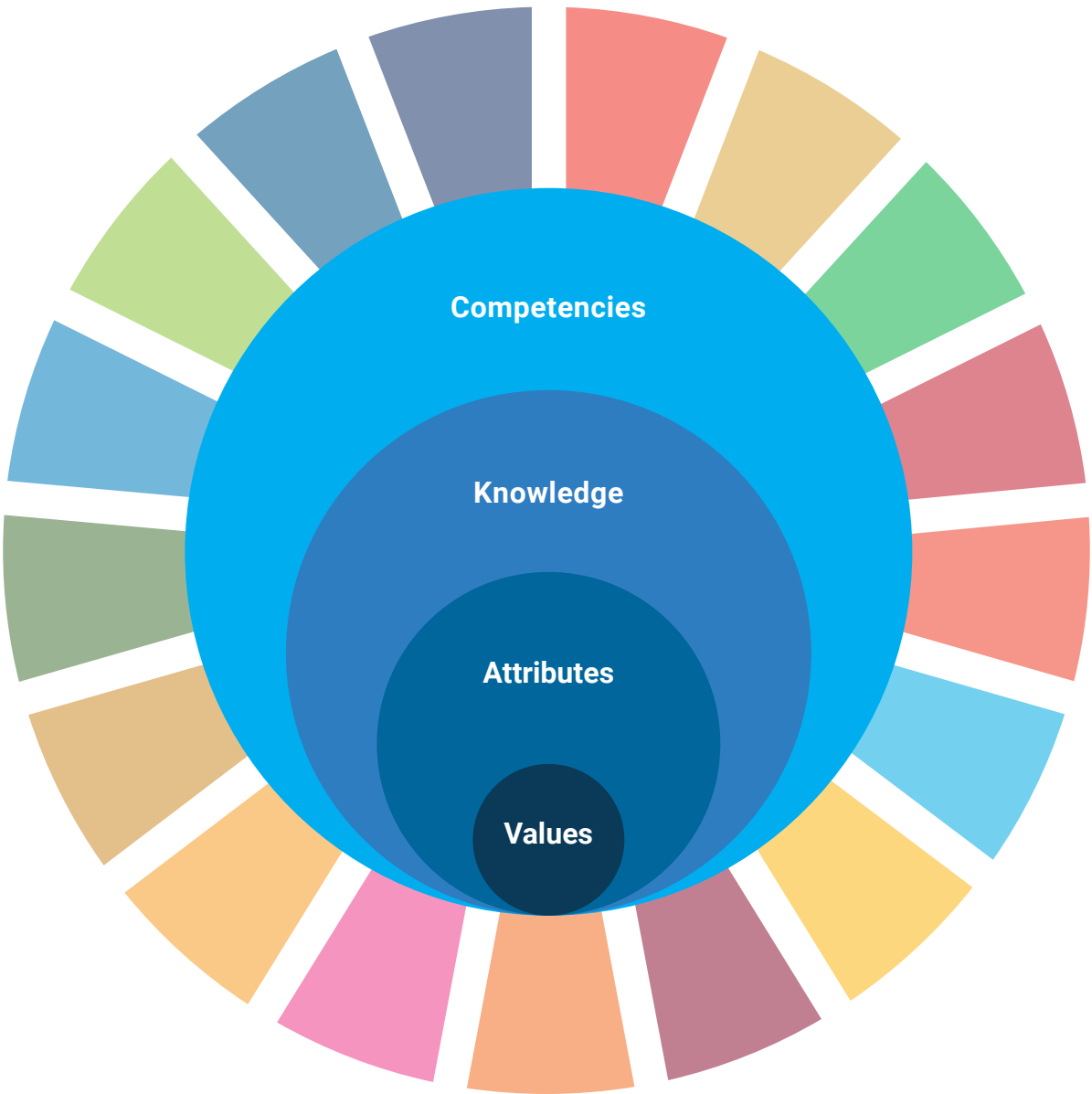
The RC Leadership Profile articulates who RCs should be and how they should behave and do their work. It is based on the United Nations System Leadership Framework adopted by CEB in April 2017, which outlines what a UN leadership culture aligned with the 2030 Agenda should consist of.

The profile has four components:

Values What values are required from RCs.	Inclusion, integrity, humility and humanity.
Foundational Attributes What attributes RCs should display.	Passionate, courageous, emotionally intelligent, open to learning, creative, flexible, resilient and accountable.
Knowledge What RCs should know.	The required areas of knowledge are defined in a separate document.
Competencies How RCs should carry out their work.	Systems thinking - Analyzing complex environments - Identifying pathways for impact in complex environments Co-creation - Building trust - Facilitating collective action Focusing on impact - Driving results Driving transformational change - Fostering innovation - Leading change

THE RC LEADERSHIP PROFILE

LEADERSHIP FOR SYSTEMIC CHANGE



Competencies:
How RCs do it

Knowledge:
What RCs know

Values and Attributes:
Who RCs are

VALUES



INCLUSION

- Take action to create an environment of dignity and respect for all, regardless of age, culture, disability, ethnicity, gender, gender identity, gender expression, geography, grade, language, nationality, racial identity, religion, sex, sex characteristics, sexual orientation, social origin or any other aspect of identity.

HUMILITY

- Demonstrate self-awareness and willingness to learn from others.

INTEGRITY

- Act ethically, demonstrating the standards of conduct of the United Nations and taking prompt action in case of witnessing unprofessional or unethical behaviour, or any other breach of UN standards.

HUMANITY

- Act according to the purposes of the United Nations: peace, dignity and equality on a healthy planet.

ATTRIBUTES



PASSIONATE

An RC is passionate about UN values, norms and principles and pursues shared results with energy and initiative.

COURAGEOUS

An RC is not afraid of standing up for the UN values and principles, making difficult decisions, having uncomfortable conversations, pushing through obstacles, or embracing calculated risk.

EMOTIONALLY INTELLIGENT

An RC recognizes, understands and monitors their own and others' feelings and emotions, distinguishes among them and uses this information to guide their thinking and actions. They are empathetic regarding the thoughts and feelings of others.

OPEN TO LEARNING

An RC is curious, open to learning and change. They are aware of their strengths and weaknesses, seek feedback, and view challenges as an opportunity for growth.

CREATIVE

An RC engages in explorative thinking, spots potential, sees and creates opportunities and looks at things in original and novel ways.

FLEXIBLE

An RC has high tolerance for ambiguity and fluidity. They respond with flexibility to complex, rapidly changing, and high-pressure environments.

RESILIENT

An RC is resilient and perseveres when faced with adversity, possessing a mix of patience and determination. They are able to maintain a calm attitude even in times of crisis.

ACCOUNTABLE

An RC takes personal ownership of their responsibilities. They are upfront about their judgement and decisions and remain answerable for resulting consequences, including any mistakes.

COMPETENCIES



SYSTEMS THINKING

Analyzing
complex environments

Identifying pathways
for impact in complex
environments

CO-CREATION

Building trust

Facilitating
collective action

FOCUSING ON IMPACT

Driving results

DRIVING TRANSFORMATIONAL CHANGE

Fostering innovation

Leading change

ANALYZING COMPLEX ENVIRONMENTS

An RC continually analyses and makes sense of the complex and fluid environments in which they operate.

BEHAVIOURAL INDICATORS

- 1** Seeks learning and insight from a wide variety of sources, recognizing multiple points of view as well as inherent biases and prejudices.
- 2** Makes sense of large amounts of often incomplete, contradictory and fluid information.
- 3** Analyzes and understands the underlying organizing principles as well as the patterns, relationships, linkages, interactions and dependencies among the various components of their environment.
- 4** Detects and interprets early signals, emerging trends and multi-dimensional risks.
- 5** Understands the power dynamics (political, gender, economic, and social) within an environment, identifying who benefits and who is disadvantaged by them.
- 6** Continuously re-examines data, assumptions and insights in light of changing circumstances.

IDENTIFYING PATHWAYS FOR IMPACT IN COMPLEX ENVIRONMENTS

An RC identifies pathways to achieve maximum impact in complex, ambiguous and fluid environments.

BEHAVIOURAL INDICATORS

- 1** Strategically positions themselves and the Organization in order to add most value.
- 2** Provides a vision and develops strategies to translate policies into action and achieve impact in multi-disciplinary and politically complex environments.
- 3** Identifies entry points and pathways to achieve the greatest impact.
- 4** Leverages stakeholders within and outside the Organization, tailoring their engagement modality (e.g. quiet or public advocacy, influencing, persuasion) to achieve maximum impact.
- 5** Navigates sensitive political environments by demonstrating political acumen and an understanding of the complex inter-relationships among political issues and actors without compromising UN values and principles.
- 6** Continuously scopes the external environment to identify opportunities for transformational change and impact.

BUILDING TRUST

An RC quickly builds trust with a wide variety of partners, and nurtures it over time.

BEHAVIOURAL INDICATORS

- 1** Easily connects with a broad and diverse array of stakeholders across organizational, sectoral, political, gender, generational, cultural, socio-economic and other boundaries.
- 2** Treats all staff and interlocutors with respect and dignity.
- 3** Continuously and proactively engages with all stakeholders, including those marginalized, those who don't speak up, critics and challengers, to understand their values, interests, needs, priorities and concerns.
- 4** Establishes an environment of empathy and psychological safety, where colleagues and stakeholders can raise issues without fear.
- 5** Deals with stakeholders in a fair, impartial and transparent manner.
- 6** Demonstrates consistency and reliability, honouring commitments made.

FACILITATING COLLECTIVE ACTION

An RC catalyzes and facilitates collective action.

BEHAVIOURAL INDICATORS

- 1** Engages stakeholders as co-creators of a common vision and direction.
- 2** Cultivates stakeholders' commitment by generating and nurturing excitement and enthusiasm for the shared vision and objectives.
- 3** Articulates compellingly why collective results matter and how achieving them can help stakeholders achieve their own objectives.
- 4** Continuously and proactively seeks out the opinions and views of all stakeholders, listening attentively and with curiosity to a diverse range of views, withholding judgement.
- 5** Facilitates inclusive group processes to jointly analyze problems and co-create solutions.
- 6** Facilitates alignment among stakeholders, translating their interests and concerns to each-other, resolving conflicts among them and helping them reach shared decisions.

DRIVING RESULTS

An RC drives a culture of achievement and impact for Agenda 2030 and human rights.

BEHAVIOURAL INDICATORS

- 1** Builds and fosters momentum around delivering results, inspiring others to achieve and exceed goals and expectations.
- 2** Hold themselves and others accountable for the achievement of results.
- 3** Actively seeks to improve efficiency, effectiveness, reduce overlaps, and/or provide better return on investment while upholding and defending human rights and all other UN values and principles.
- 4** Makes decisions quickly based on fluid and incomplete information even in high-risk situations, taking due account of the safety and security of UN personnel.
- 5** When faced with changed circumstances or roadblocks, swiftly readjusts priorities and plans and/or finds creative ways to achieve planned results.
- 6** Balances actions that deliver short-term impact (“quick wins”) with strategies to create long-term systemic transformation (“game changers”).
- 7** Institutionalizes the regular monitoring, reporting and sharing of results and learnings to stakeholders and partners, to provide visibility on progress, identify challenges and obstacles, and adjust strategies accordingly.
- 8** Empowers individuals and teams to achieve results through collaboration, continuous feedback, and self-reflection, holding them accountable for outcomes and addressing under-performance.

FOSTERING INNOVATION

An RC fosters an environment of continuous innovation on what the UN does and how it does it.

BEHAVIOURAL INDICATORS

- 1** Challenges assumptions, thinks in innovative ways and disrupts habitual ways of thinking and doing business through critical thinking, reframing, and context shifting.
- 2** Promotes and supports continuous experimentation, piloting and prototyping, as well as investment in inclusive innovation.
- 3** Generates awareness and enthusiasm for the innovative and creative ideas of others, supporting them from concept to implementation and celebrating and rewarding success.
- 4** Creates and enables breakthrough moments by launching big-picture challenges and encouraging visionary aspirations.
- 5** Promotes a healthy awareness of risk in innovation and encourages learning through failure.
- 6** Uses real-time data to identify novel solutions for the ever-changing challenges being faced.

LEADING CHANGE

An RC drives transformational change and creates an environment that adapts to and enables it.

BEHAVIOURAL INDICATORS

- 1** Promotes foresight and early warning of strategic risks to anticipate and proactively manage change.
- 2** Provides a vision for change, establishing linkages between the change being sought at country level and that taking place at other levels of the Organization.
- 3** Communicates the vision for change in compelling ways, sharing personal insights, setbacks, and lessons learned where necessary.
- 4** Continually and consistently sponsors change, modelling the desired behaviours, providing incentives for adopting them and celebrating progress.
- 5** Builds engagement for change by creating a “listening environment” to understand and address stakeholders’ perceived threat, fear or resistance to change.
- 6** Nurtures an environment of continuous improvement and change in both people and business processes, through systematic listening, learning and adapting.



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