

People Management Competencies

UNDP leaders and managers play a critical role in the success of UNDP, and in building an inclusive and enabling culture.

In recognition of the fact that many leadership competencies can and should be demonstrated by all personnel rather than only those in formal leadership/management roles, several such competencies are reflected in the core behavioural framework.

Some competencies expected of UNDP leaders/managers are also captured in the key cross-functional competencies. In addition to these, UNDP leaders/managers should demonstrate additional competencies largely related to managing others. The table below outlines the seven people management competencies and their definitions.

	Competency	Definition
1	Show Managerial Courage	<ul style="list-style-type: none"> •Face up to organizational and people problems •Not be afraid to take decision and action when and as needed •Not hold back anything that needs to be said, respectfully and diplomatically •Address conflict in a timely manner, not allow conflicts in teams linger •Help others through emotional or tense situations, tactfully bringing disagreements into the open and finding solutions all can endorse
2	Demonstrate Empathy and Emotional Intelligence	<ul style="list-style-type: none"> •Genuinely care about people; demonstrate empathy with joys and pains of others •Enable the wellbeing of the team(s) •Read a group’s emotional currents and power relationships, identifying influencers, networks, and organizational dynamics; adapt leadership styles at the appropriate times •See the positive in people, situations, and events
3	Motivate and Direct	<ul style="list-style-type: none"> •Create and communicate a compelling vision and purpose •Align people and resources with organizational vision, strategy, objectives •Understand and proactively builds the team/organization culture
4	Build an Enabling Workplace	<ul style="list-style-type: none"> •Create a working environment where people are engaged and want to do their best; empower and enables team members to perform and have a positive workplace experience •Promote honestly, openness, trust and psychological safety and create opportunities to innovate and learn •Recruit and promotes individuals based upon objective measures and meritocracy; acknowledge and utilise the talent of others Encourage collective action and integration
5	Build Capability	<ul style="list-style-type: none"> •Identify and develop talent in individuals, providing positive support to enable them to achieve their potential •Foster learning or development of others by giving feedback, guidance, and support; support career development of others •Have willingness and ability to delegate to help people learn, including from failure
6	Manage Performance and Ensure Accountability	<ul style="list-style-type: none"> •Ensure regular conversations with people about work •Provide positive and constructive feedback •Discuss poor performance in a timely manner •Provide praise and recognition, as well as ensure accountability
7	Lead with Humility	<ul style="list-style-type: none"> •Be authentic and transparent, act with integrity •Be accessible and available to team members they lead •Encourages debate and discussion, creating a culture where people are comfortable to challenge senior leaders and feel listened too •Be modest, giving credit for success to others and admit own shortcomings