



*Part One*

*Strengthening Organizational  
Core Values and Managerial Capabilities*

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*At this juncture, I consider it essential to introduce a comprehensive scheme of competencies that would align better our managerial and technical profiles with our services.*

*This will allow us to focus our attention on appropriate core values and use competencies systematically, enabling UNIDO to effectively sustain its modernization in accordance with present and future challenges.*

  
**Carlos Magariños**  
Director-General

## *Initial reflections*

Competency models are helping organizations take a more unified and coordinated approach in designing improvements to human resource management systems, including job redesign, recruitment, organizational learning, career management, performance improvements and compensation systems.

Different organizations, businesses and public services are using competency models to better integrate global trends and business strategies with their Human Capital requirements.

In UNIDO, following the spirit of the UN reform measures and directives of the Administrative Committee of Coordination (ACC), the Director General recently established a new **human resource management framework**.

Consequent to the above considerations and the dynamics of human resource management processes, it is the intention of this publication to describe the main components of the **UNIDO competencies approach to guide management and staff in strengthening the managerial and technical capabilities of the Organization through continuous learning**.

**UNIDO Competencies** is divided into two publications:

**Part One** contains the overall **concept of “Competencies”**, core organizational values, main applications of the competency model, definitions, types, levels, and description of the essential managerial competencies for the Organization.

**Part Two** describes the **essential generic, technical and functional competencies** for the Organization as well as the application process in specific UNIDO human resource management systems.

Human Resource Management Branch  
January 2002

***Core values and  
types of competencies***

**ESSENTIAL COMPETENCIES**

**Managerial (P, D)**

**Generic (G, P, D)**

**Technical &**

**Functional (G, P, D)**



**CORE VALUES**

**Integrity**

**Professionalism**

**Cultural Sensitivity**

## ***Why Organizational values are important***

The way we behave in the workplace is a reflection of our personal and organizational values. Therefore the alignment of personal values is key to the Organization's success.

**"VALUES"** ARE ENDURING CONVICTIONS THAT INFLUENCE OUR ACTIONS AND THE CHOICES WE TEND TO MAKE. THEY ALSO REPRESENT OUR COLLECTIVE SENSE OF WHAT IS GOOD FOR THE ORGANIZATION.

In defining an organizational culture, **CORE VALUES** are the essentials. They need to be permanently lived by everyone and must be integrated in our daily interaction with colleagues, clients and society at large.

In UNIDO, our collaborators should be guided in all actions by a commitment to **INTEGRITY**, **PROFESSIONALISM** and **CULTURAL SENSITIVITY**.

## **UNIDO Core Value**



### **I N T E G R I T Y**

Places the good of the Organization above personal, national or other interests.

Resists undue political pressure in decision-making.

Stands by decisions that are in the Organization's interest, even if they could be perceived as unpopular.

Does not abuse power or authority.

Shows consistency between expressed principles and behaviour.

Takes prompt action in cases of unethical behaviour.

## **UNIDO Core Value**



### **PROFESSIONALISM**

Is at the forefront of best practice in his/her functional area.

Maintains high standards of competence through continuous learning.

Uses appropriate research, techniques and technical resources for which he/she is qualified by education, training or work experience.

Is conscientious and efficient in meeting commitments and achieving results.

Shows persistence in finding lasting solutions.



## ***UNIDO Core Value***



### **CULTURAL SENSITIVITY**

Works effectively with people from all backgrounds.

Avoids stereotypical responses by examining own behaviour.

Does not discriminate against any individual or group.

Demonstrates respect for and understanding of diverse points of view in daily work and decision-making.

Knows how and when to adapt personal behaviour to manage or prevent conflict.

## *What is a Competency*

**A set of skills, related knowledge and attributes that allow an individual to perform a task or an activity within a specific function or job.**

A **competency** is demonstrated or mastered in a job and could be easily transferred to another job.

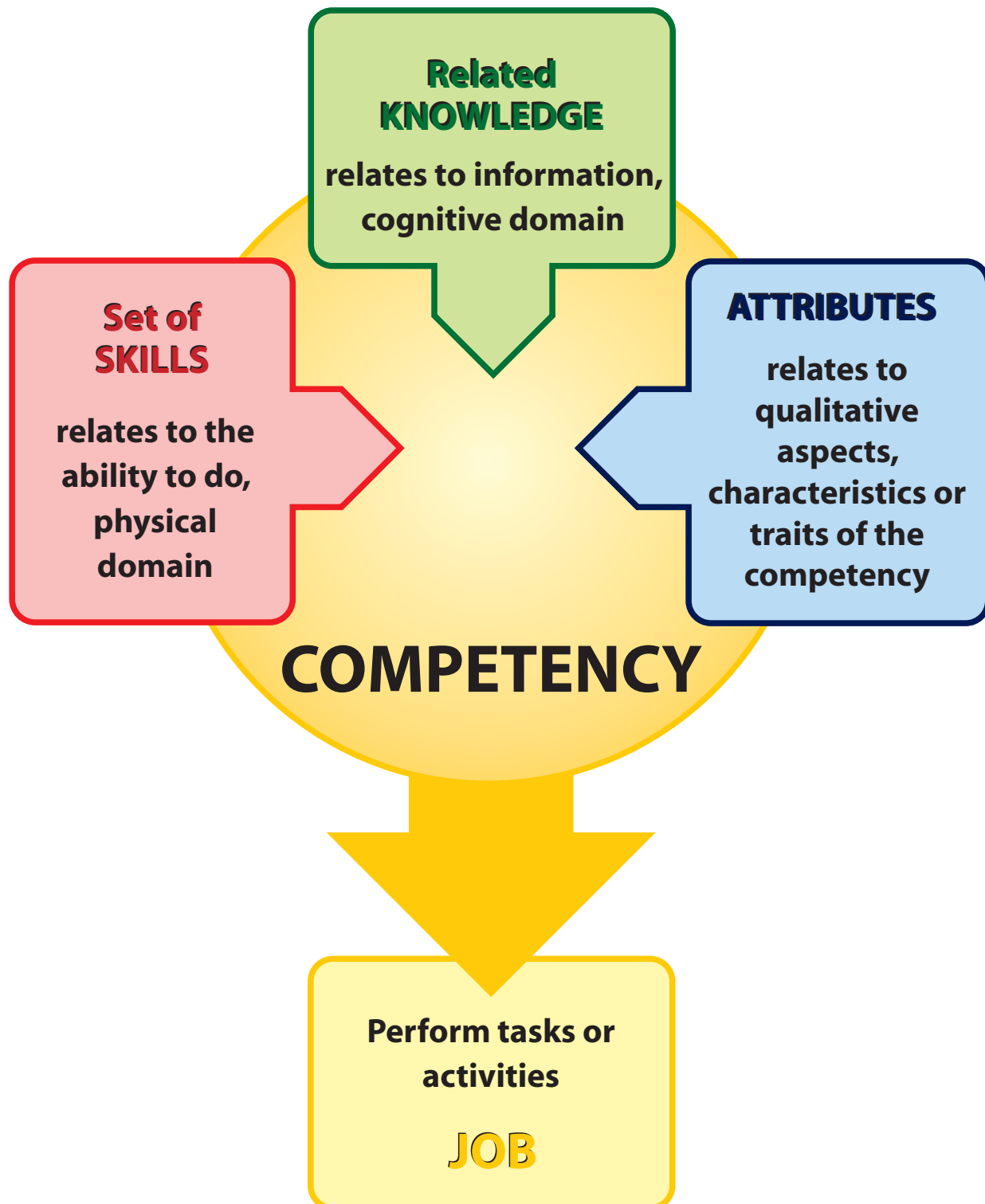
**Transferable competencies** are basic and critical units of any job.

A specific competency in UNIDO is described with key behaviours representative of a proficient application. They are grouped in three main categories; **Managerial, Generic** or **Technical/Functional**.

Their application is subdivided in three levels: **Advanced, Proficient** and **Knowledgeable**.

**Benchmark jobs or functions** in the Organization will be defined with a set of around 15 essential competencies.

## Competency graphic display



## ***Types of competencies***

### **MANAGERIAL**

Competencies which are considered essential for staff with managerial or supervisory responsibility in any service or programme area, including directors and senior posts.

Some managerial competencies could be more relevant for specific occupations, however they are applied horizontally across the Organization, i.e. *analysis and decision-making, team leadership, change management, etc.*

### **GENERIC**

Competencies which are considered essential for all staff, regardless of their function or level, i.e. *communication, programme execution, processing tools, linguistic, etc.*

### **TECHNICAL/FUNCTIONAL**

Specific competencies which are considered essential to perform any job in the Organization within a defined technical or functional area of work, i.e. *environmental management, industrial process sectors, investment management, finance and administration, human resource management, etc.*

Any function in the Organization requires a set of essential managerial/generic and technical/functional competencies to be performed effectively.

## ***Application levels of a competency***

### **ADVANCED**

Demonstrates high level of understanding of the particular competency to perform fully and independently related tasks.

Frequently demonstrates application that indicates profound level of expertise. Can perform adviser or trainer roles. Work activities are carried out consistently with high quality standards.

### **PROFICIENT**

Demonstrates a sound level of understanding of the particular competency to adequately perform related tasks, practically without guidance. Work activities are performed effectively within quality standards.

### **KNOWLEDGEABLE**

Demonstrates a sufficient understanding of the particular competency to be used in the work place, but requires guidance. Tasks or work activities are generally carried out under direction.

## ***MANAGERIAL Competencies***

- **STRATEGIC THINKING  
and  
SCENARIO-BUILDING**
- **ANALYSIS, PROBLEM-  
SOLVING and  
DECISION MAKING**
- **PLANNING and  
ORGANIZING**
- **CHANGE  
MANAGEMENT**
- **MANAGING SMALL  
ORGANIZATIONAL  
GROUPS**
- **MANAGING LARGE  
ORGANIZATIONAL  
GROUPS**

- **TEAM LEADERSHIP**
- **INFORMATION  
MANAGEMENT**
- **INNOVATION and  
CREATION**
- **MEDIATION and  
NEGOTIATION**
- **MENTORING and  
COACHING**
- **FACILITATION and  
GROUP  
MODERATION**
- **PRESENTATION  
and PUBLIC  
SPEAKING**
- **INTERVIEWING**

## ***Managerial competency description***

### **STRATEGIC THINKING AND SCENARIO- BUILDING**

#### **Can**

- THINK macro;
- GO beyond present situation;
- BE sensitive to wider political and organizational priorities;
- EXPLORE and UNDERSTAND trends, opportunities and risks that could affect services, programmes, functional areas or jobs;
- FORECAST and INTEGRATE different views;
- DESIGN alternative scenarios and business models;

Strategic thinking and Scenario-building  
Analysis, Problem -solving and Decision making  
Planning and Organizing  
Change Management  
Managing small organizational groups  
Managing large organizational groups  
Team Leadership  
Information Management  
Innovation and Creation  
Mediation and Negotiation  
Mentoring and Coaching  
Facilitation and Group Moderation  
Presentation and Public Speaking  
Interviewing

### **ANALYSIS, PROBLEM SOLVING AND DECISION MAKING**

#### **Can**

- COMPREHEND and DISTILL issues;
- IDENTIFY problem factors;
- DETERMINE appropriate information;
- CHECK assumptions against facts;
- GENERATE creative solutions;
- TAKE care of macro and long-term consequences of decisions;
- HAVE courage to take effective decisions;

## ***Managerial competency description***

### **PLANNING AND ORGANIZING**

#### **Can**

- DESIGN comprehensive and realistic plans using strategic goals;
- ACT on future needs and TAKE advantage of opportunities;
- BE prepared for contingencies;
- ASSESS adequate level of resources and organize them in a timely manner;
- BALANCE day to day demands with planning efforts;
- MONITOR plans and take corrective action as required;
- ORGANIZE that things are done logically, clearly and well;
- USE time effectively;

### **CHANGE MANAGEMENT**

#### **Can**

- ENCOURAGE and PRODUCE change in self and others;
- CREATE conditions and processes to support change;
- SUSTAIN change, balancing people, financial resources, technology and processes;
- BRING IN practical improvements;
- DEVELOP an environment in which others can express themselves and act without fear;
- OPERATE with transparency;
- BUILD trust;

Strategic thinking and Scenario-building

Analysis, Problem-solving and Decision making

**Planning and Organizing**

**Change Management**

Managing small organizational groups

Managing large organizational groups

Team Leadership

Information Management

Innovation and Creation

Mediation and Negotiation

Mentoring and Coaching

Facilitation and Group Moderation

Presentation and Public Speaking

Interviewing



## Managerial competency description

### MANAGING SMALL ORGANIZATIONAL GROUPS

#### Can

- BALANCE distribution of tasks and resources;
- ESTABLISH -in a participatory process- group and individual objectives;
- TAKE ownership of all responsibilities and HONOUR commitments;
- FOSTER collaborative relationships;
- INVOLVE staff in different steps of the management process;
- VALUE other's initiatives and expertise;
- MANAGE stress in self and others;
- EVALUATE performance and DEAL with motivational issues;

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### MANAGING LARGE ORGANIZATIONAL GROUPS

#### Can

- USE relevant components of managing small groups;
- CHANNEL effectively inputs or ideas from different organizational layers;
- DELEGATE proper level of authority to other layers;
- ENCOURAGE units to set challenging goals;
- BUILD appropriate organizational performance and monitoring systems;
- SOLVE organizational conflicts;
- OPERATE in compliance with best organizational practice;

## ***Managerial competency description***

### **TEAM LEADERSHIP**

#### **Can**

- BUILD effective teams recognizing individual contributions, cultural factors and organizational context;
- CONDUCT effectively different types of teams/task forces;
- MOTIVATE self and team members for results;
- INSTILL team agenda before personal/individual interest;
- ENCOURAGE dialogue and ACT in accordance with team inputs;
- ANTICIPATE and RESOLVE conflicting differences by pursuing mutually agreeable solutions;
- GIVE proper credit to others;
- PARTICIPATE effectively in cross-organizational activities;

### **INFORMATION MANAGEMENT**

#### **Can**

- DEFINE indicators and ORGANIZE cost-effective information schemes;
- IDENTIFY reliable sources of pertinent information;
- USE quantitative and qualitative information;
- PROVIDE appropriate and timely information to clients (internal/external);
- KEEP abreast of emerging changes of information technology in functional area;
- Actively SEEK to apply information technology to appropriate tasks;

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## ***Managerial competency description***

### **INNOVATION AND CREATION**

#### **Can**

- DISCOVER and FIND new ways of doing things;
- STAY abreast on new theories, trends or developments;
- CHALLENGE prevailing assumptions;
- Actively SEEK to improve programmes and services;
- OBTAIN results with different means;
- ENCOURAGE others to look for new ideas or approaches;
- IMPROVE ON traditional ways with more effective action;

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### **MEDIATION AND NEGOTIATION**

#### **Can**

- ASSESS divergent views;
- IDENTIFY key arguments;
- FORMULATE positions;
- PRESENT or PROPOSE alternative ways to others;
- BUILD consensus among parties;
- REACH solutions to satisfy fundamental objectives;
- ARRIVE at constructive solutions while maintaining positive working relationships;

## ***Managerial competency description***

### **MENTORING AND COACHING**

#### **Can**

- SHARE wisdom and professional expertise with others;
- BE ENGAGED regularly in professional exchanges;
- ASSESS accurately individual strengths and developmental needs;
- FACILITATE individual learning;
- GIVE specific and timely recognition;
- PROVIDE feedback on actual behaviour;
- GUIDE and SUPPORT on performance, career or succession trends;

### **FACILITATION AND GROUP MODERATION**

#### **Can**

- SET UP or ORGANIZE meeting facilities;
- CONDUCT/CHAIR effective meetings;
- FACILITATE group discussions;
- INTEGRATE different positions;
- OBTAIN the best from the group;
- KEEP balanced views;
- ENCOURAGE wide participation;
- GUIDE the group in obtaining concrete results;

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## Managerial competency description

### PRESENTATION AND PUBLIC SPEAKING

#### Can

- PREPARE high impact presentation;
- CARRY audience analysis;
- DELIVER concrete messages;
- SPEAK clearly and concisely in public;
- USE appropriate audio visual technology;
- CARRY self well in front of a large audience;
- ANSWER spontaneously pertinent questions;
- MAKE a self assessment after performance for future improvements;

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 Interviewing

### INTERVIEWING

#### Can

- DEFINE interview purpose and PREPARE plan;
- ELABORATE pertinent questions;
- FIND relevant factual information and IDENTIFY personality traits;
- PARTICIPATE effectively in panel interviews;
- RECORD facts and conclusions;
- APPLY effective competency-based recruitment and selection procedures;
- CONDUCT performance assessments;
- USE constructively during investigation processes;

## *The specific applications of competencies*

New in the **competency-based management** approach is the linking of competencies with the strategic objectives, plans and capabilities of the Organization. Thus, competencies will increasingly be used as a basis for identifying individual and organizational needs and planning for development.

- **Forecast staffing needs**
- **Job/Function design**
- **Recruitment (advert, vacancies, roster)**
- **Selection of staff & redeployment**
- **Building teams or task forces**

Essential managerial/generic or technical/functional competencies will be incorporated systematically into job descriptions and vacancy announcements.

- **Self-development**
- **Assessment of learning needs**
- **Design learning programmes & evaluation**
- **Complementary to performance appraisal**
- **Succession planning**

Competencies are useful to staff and managers in assessing self-development needs and setting performance standards and career plans.

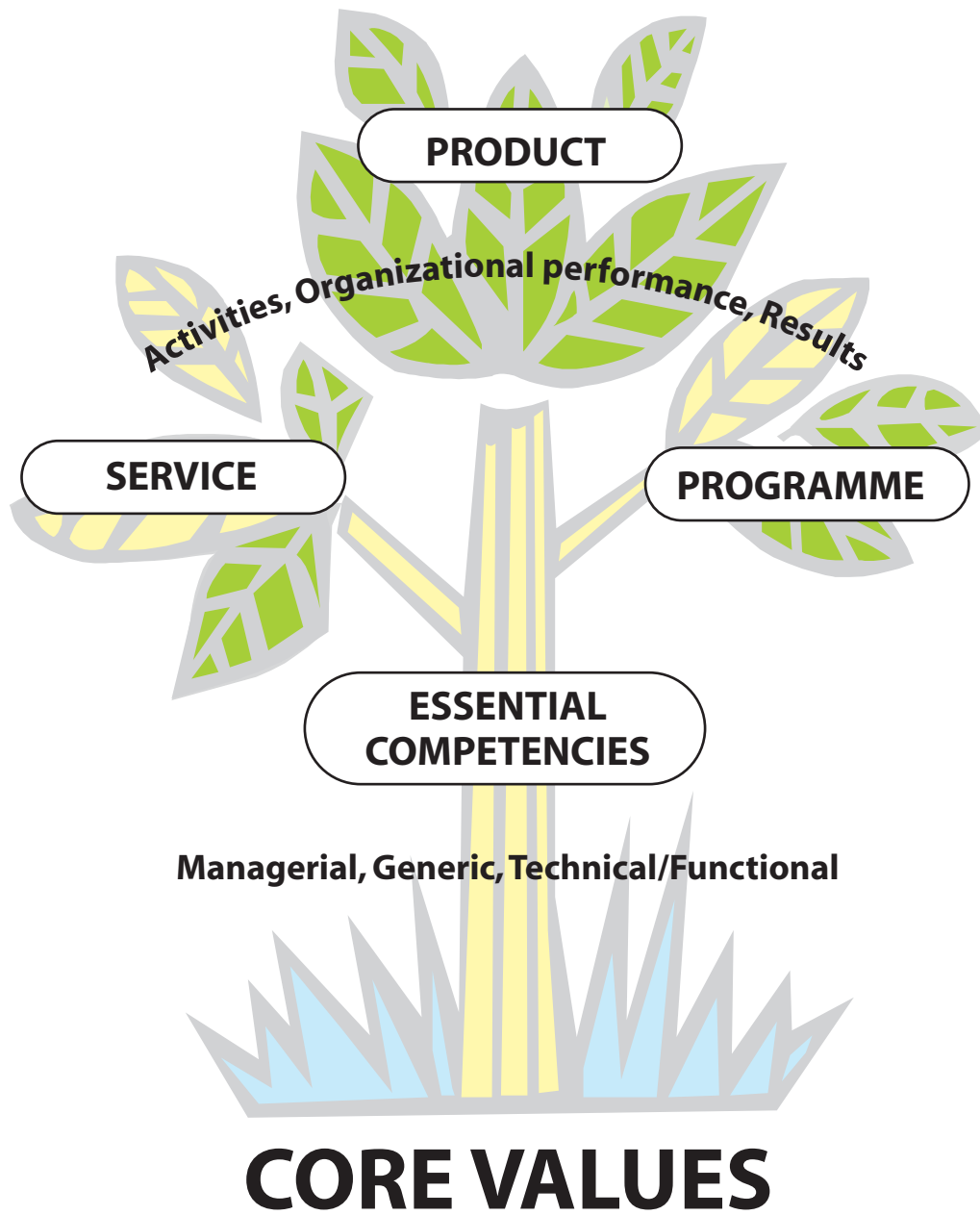
Staff development programmes are directly connected with the need to update or upgrade specific competencies. New learning experiences will be introduced to support them.

Building teams or task forces as well as succession plans can benefit from a more effective and objective process.

## ***Final remarks***

- This booklet will be complemented with **Part Two**, where **essential generic and technical/functional competencies** will be presented to complete a UNIDO competency database. This database will be accessible through the Intranet and it will also include examples of specific applications of competencies in various HR subsystems.
- The process of completing the design and implementation of a competency-based management scheme will require several steps in an interactive process with management and staff members working at different levels and in different programme areas of the Organization.
- Updating or upgrading competencies is not a one-time event, but rather an ongoing process. Formal training can help, but applied experience, self-reflection, coaching, feedback by others and individual learning initiatives are also needed. Therefore a systematic and conscious application of competencies in daily work is encouraged.
- The active use and continuous learning of Core Values and Managerial Competencies supported by a comprehensive competency-based Management Development Programme will lead us to an observable improvement in the managerial capabilities of the Organization.

Human Resource Management Branch





## ***Personal Notes***

***Personal Notes***


**INDIVIDUAL** *Competencies*
**(Self-Assessment)**

Level	K	P	A
<b>MANAGERIAL Competencies</b>			
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ESSENTIAL COMPETENCIES (UNIDO data base requirements)

**K** = Knowledgeable    **P** = Proficient    **A** = Advanced



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