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The image shows the United Nations flag, which is blue with a white emblem in the center. The emblem consists of a world map surrounded by a laurel wreath. The flag is waving and is set against a light blue background. A white rectangular box is overlaid on the flag, containing the title text.

Leading Change in United Nations Organizations

Preamble



Introduction



Carol Bellamy
Catherine Bertini
Piers Campbell
Helen Clark
Luis Fernando
Nigel Fisher
Louise O. Fresco
Ibrahim Gambari
John Hailey
Peter Hansen
Ameerah Haq
Noeleen Heyzer
Nils Kastberg
Irene Khan
Jessie Mabutas
Carolyn McAskie
Mari Simonen
William Swing
Gerald Walzer

- Kofi Annan
- Jan Egeland
- Dag Hammarskjold
- Fabrizio Hochschild
- Namanga Ngongi
- Thoraya Obaid
- Sadako Ogata
- Peter Piot

Chapter I: Coming in

Pre-entry: From
appointment or
election to
arrival

Walking in
the door: The
first 100 days

Modeling your values

Understanding your organization

Making your first personnel decisions

Knowing when change is necessary



WFP headquarters
Rome, Italy



Chapter II: Leading a UN Organization

What is specific to leadership in the United Nations?

Building trust and credibility

Keeping staff morale high

Being a role model

Setting and driving your priorities

Being courageous and maintaining a “toughness in leadership”

Developing trust and boundaries within the governing board

Making difficult decisions

Shaping your senior management team

Coping with the loneliness of leadership

Security of staff
Rwanda 1994







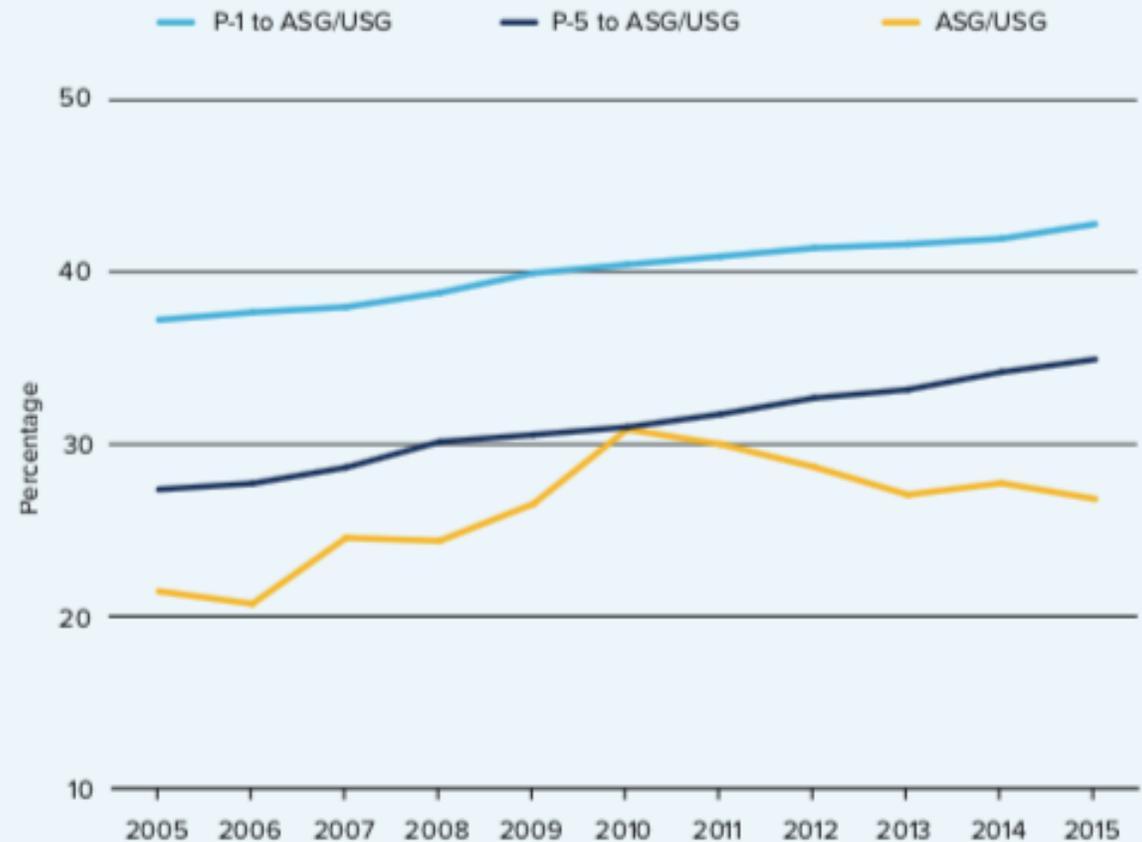
Being Different



Hiring Women

Representation of women (P-1 to ASG/USG) in the UN system (2005-2015)

Figure 1 - Representation of women (P-1 to ASG/USG) in the UN system (2005 to 2015)



Source: UN General Assembly, Improvement in the status of women in the United Nations system: report of the Secretary-General. 27 July 2017. A/72/200.

WFP senior leadership
team 1999



Women agency heads
2000



Chapter III: Leading change

Opportunistic
change

Transformational
change

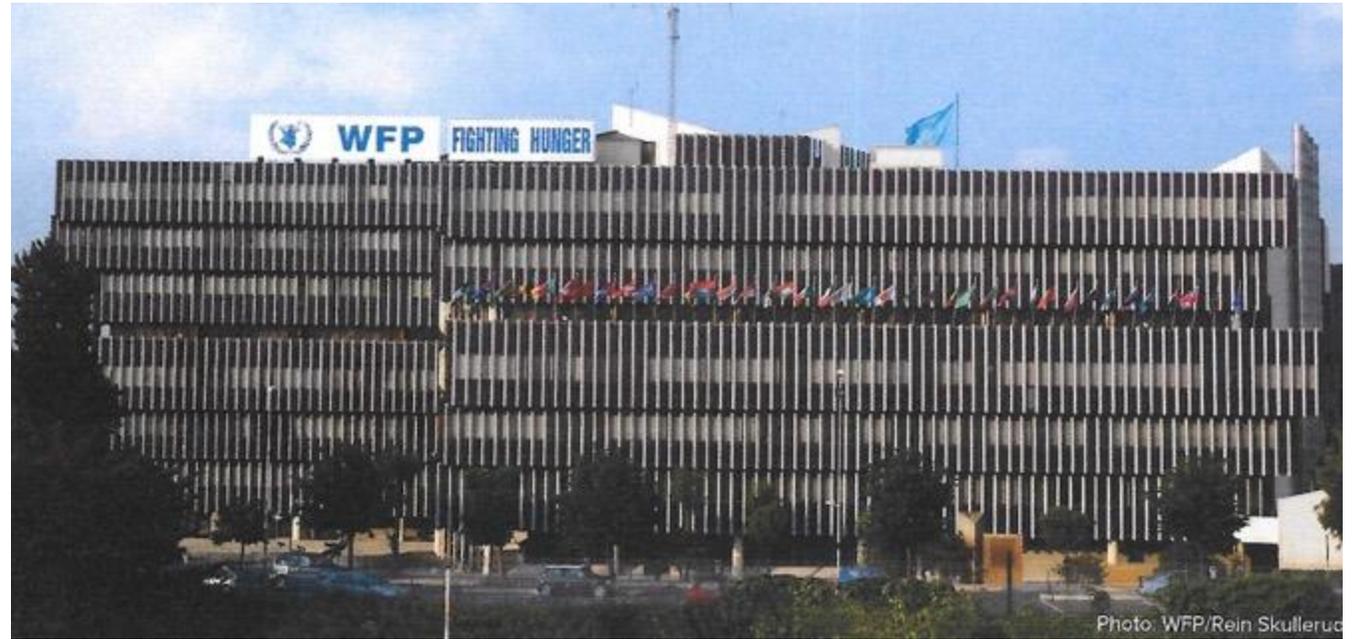
Planning the
change

Implementing
the change

Obstacles to
change

Making change
last

Moving headquarters



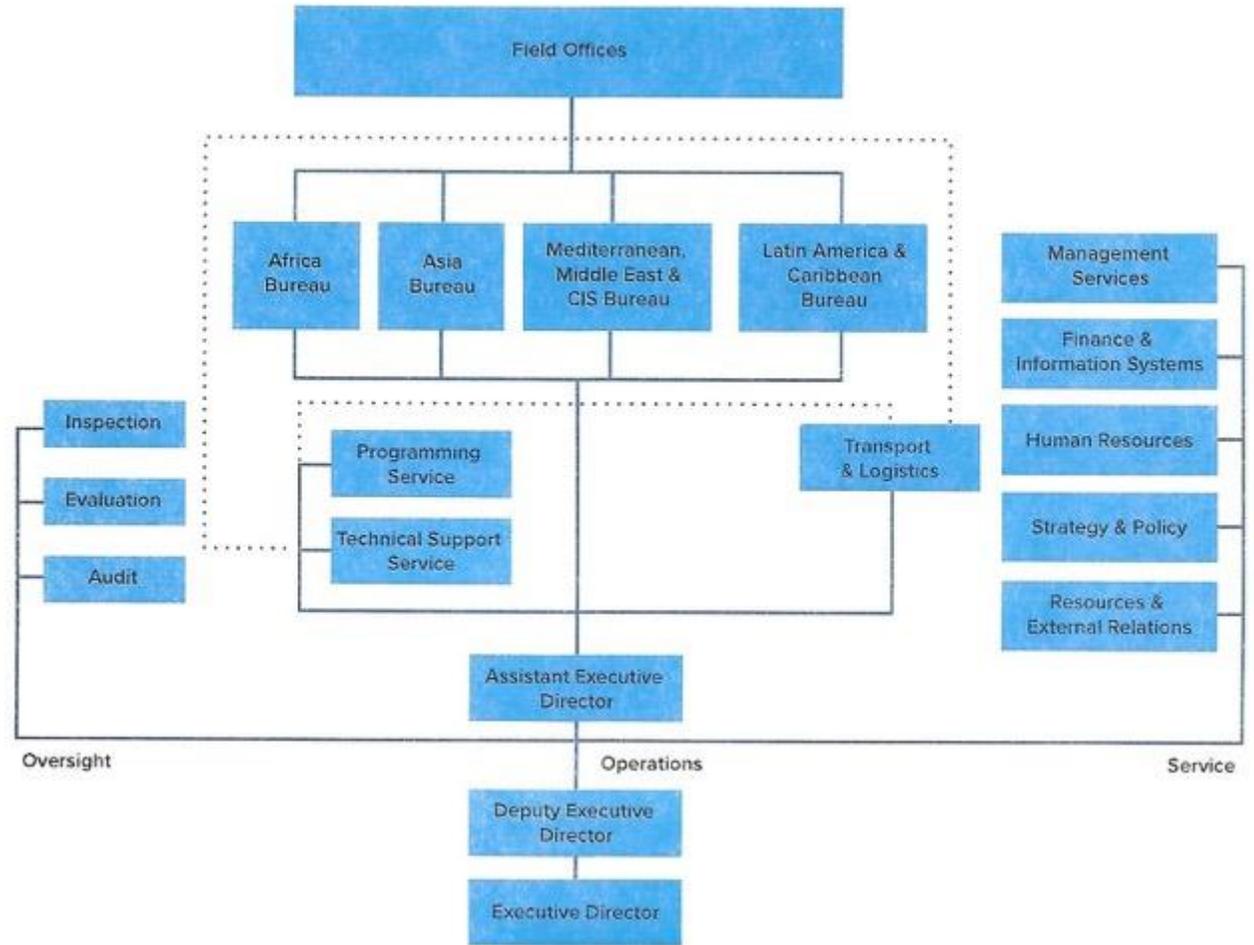
Opening of the Regional office in Uganda 2002



Definition of field



Figure 4- World Food Programme organization chart (1996)



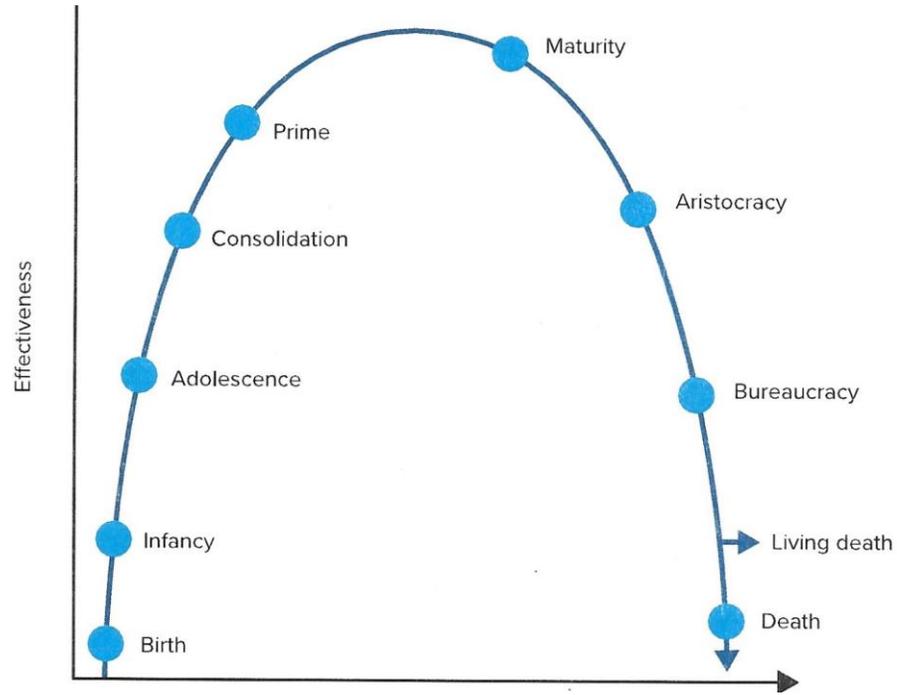


Figure 2- Life cycle model of the internal evolution of an intergovernmental organization (IGO)

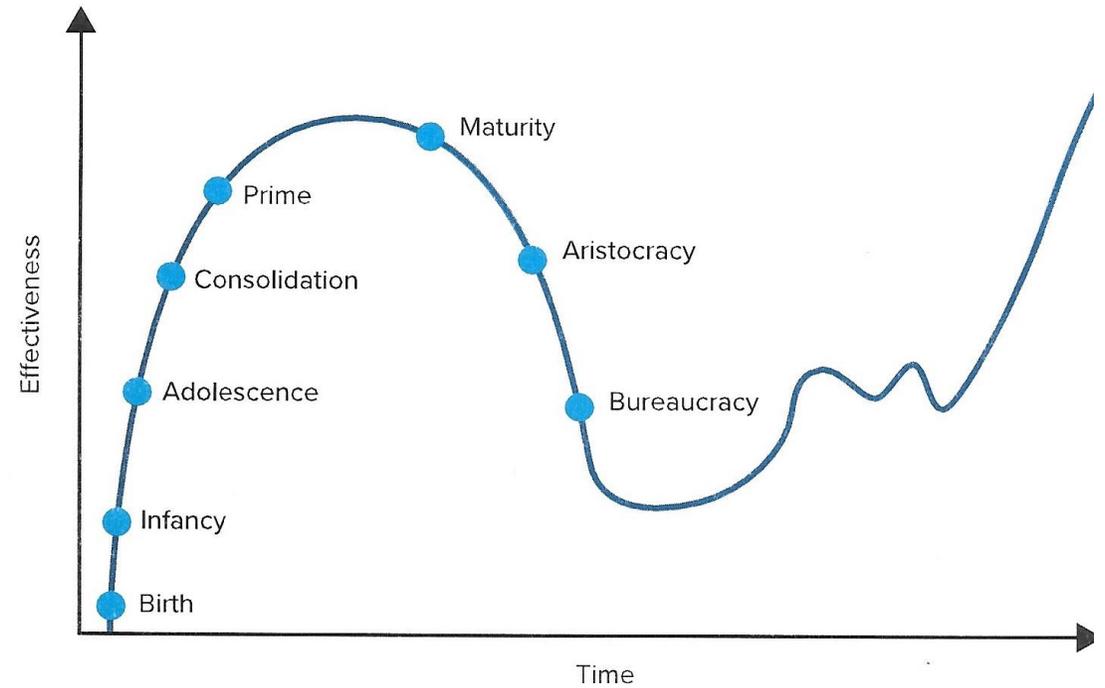


Figure 3- Extended life cycle of the internal evolution of an intergovernmental organization (IGO)

Conclusion

