

TERMS OF REFERENCE

Individual Consultant

Consultancy contract

Organizational Unit: Management, Leadership, Communication & Innovation Unit, Global Learning Centre; UNHCR

Duty station: Budapest

Type of Contract: Consultancy contract

Duration of contract: 8 months

Expected start date: ASAP

Organizational Context

UNHCR's management and leadership training portfolio comprises a series of blended learning programmes building on one another. The courses offered for colleagues at more operational level offer a series of practical management tools and methods as well as space for reflection on personal management, communication and working style preferences.

The Strategic Leadership Programme (SLP) enhances the capacity of senior UNHCR leaders' ability to respond effectively to current and future leadership challenges. The SLP is intended to enhance effectiveness of senior managers and leaders to become more self-aware and develop a strategic outlook.

Purpose and Scope of Assignment

The objective of this Terms of Reference is to select and contract an individual consultant for the provision of the services detailed in this TOR. The Strategic Leadership Programme aims to build key strategic leadership skills and strengthen networks of leaders through a customized programme that is relevant to the changing priorities of senior managers in UNHCR.

The overall objective of the programme is to

- strengthen reflective competencies related to leadership behaviour and expand the behavioural repertoire of UNHCR leaders to effectively manage internal and contextual complexities;
- develop the knowledge and skills of participants to approach managerial and leadership roles and tasks strategically and effectively.

The programme will be grounded in recent social constructivist, systemic and narrative methods of post-modernist practice, which is non-prescriptive and aims to strengthen individual participants' reflective competencies and widen their leadership response repertoire to become more effective in addressing both internal and external complexities.

As such the programme will not advocate 'a best way to exercise leadership' but rather guide participants through a reflective competency building process.

Duties and Responsibilities

The 2018 revision of the SLP must integrate the UN Leadership Framework Competencies, including:

- Focus on impact
- Transformational change
- Systems thinking
- Co-creation

We envisage the Strategic Leadership Programme to comprise the following components:

1. Phase 1 - Leadership assessment and feedback
2. Phase 2 - Self-study
3. Phase 3 - A workshop
4. Phase 4 – Coaching

Phase 1 – Leadership assessment and feedback for developmental purposes

UNHCR has contracted a vendor to provide a leadership assessment and feedback (for developmental purposes) for the P5 level. The management assessment will assess the following competencies:

- a. Co-Creation
- b. Inclusion
- c. Influencing
- d. Innovation
- e. Problem-solving
- f. System Thinking
- g. Teambuilding

The selected tools in the assessment might be composed of:

- Hogan Leadership Forecast Assessments series
- Behavioural Interview
- Integration of UNHCR 360-degree feedback results

The vendor, in addition to conducting the leadership assessment, provides written and verbal feedback to the colleagues.

Note that Phase 1 does not constitute expected deliverable under this TOR.

Phase 2 – Self-study

The consultant is responsible for identifying relevant resources (such as articles, videos, etc. of relevance to the themes of SLP) that enhance participants' engagement in the programme

as well as knowledge of the theoretical background of good leadership and management practices.

Phase 3 – Workshop

The workshop (exact length is to be determined based on the final learning objectives and workshop outline) will be held in a location that is easily accessible by the majority of the participants. This event will provide an opportunity for participants to build a peer network

The main objective of this workshop is to cover the core strategic leadership tools and techniques essential at the level.

The workshop will also give the participants an opportunity to explore their own leadership behaviour and styles and work and develop their leadership repertoire in a highly participative and interactive manner. The workshop will provide space to practice reflection and also an understanding of the critical importance of communication as a leader in today's complex and fast changing reality. Towards the end of the workshop, participants will be encouraged to actively identify their need for in-situ coaching support.

The selected individual consultant will need to review the existing design and content of the SLP. The re-design of the programme should be based on the principles of adult learning, on good leadership development practices, be experimental, state clear learning objectives and describe detailed tentative programme and workshop outline.

The provider should design a workshop outline depending on the composition of the actual workshop participants in a way that 70% of the content is standardised, and 30% is flexibly adaptable to cohort specific issues based on the actual needs of target audience. The leadership assessment will provide a trend report on strengths and development areas of the current cohort.

The workshop will focus on topics such as strategic management, strategic communications, strategic leadership, understanding and navigating complexity as well as the broader subject of leadership within UNHCR. The growing realization within UNHCR and the wider UN community is that there is no best way to lead, that leadership is developed and nurtured based on individual strengths and experiences, among others.

The programme should be based on the following documents providing the formal backdrop against which managers and leaders of UNHCR are expected to deliver the objectives of the organization:

- December 2008 UNHCR Competency Framework
- 2009 Global Management Accountability Framework and UNHCR's strategic objectives
- UNHCR's People Strategy 2016-2021
- UNHCR's Strategic directions for 2017-21
- The United Nations System Leadership Framework
- High Level Committee on Management Strategic Plan 2017-2020 Looking ahead to the implementation of the 2030 Sustainable Development Agenda
- UN Development System Reform

Phase 4 - Coaching

Participants will receive 2-3 hours of individual, as well as potentially team coaching. The coaching should support personal development based on the leadership assessment; as well as form the basis for application of insights and tools from the workshop.

Monitoring and Progress Controls

The individual consultant is responsible to

- Compile self-study materials for programme participants by 31 July 2018;
- Design workshop outline by 31 July 2018
- Deliver 3 workshops in October-November 2018
- Hold coaching sessions: 3 hours/participant until end of February 2019.

Essential Requirements and Professional Experience

- A minimum of 10-15 years of relevant progressive management/leadership experience;
- A minimum 10 years of experience in leadership development, of which minimum 5 years must be in senior leadership development in the humanitarian/UN context;
- A solid experience in recent social constructivist, systemic and narrative methods of post-modernist practice;
- Demonstrable experience in conceptualization and design of leadership development programmes with strategic and social constructivist perspective;
- Demonstrable experience in workshop facilitation for senior leadership level, grounded in social constructivist perspectives;
- Experience in development of adult learning processes and learning materials in a multicultural sensitive and multilingual environment;
- Fluency in English (and preferably also in French);
- Relevant academic background;
- CVs and copies of academic, coaching and other qualifications should be attached to the proposal;
- Coaching experience and qualification from a recognized coaching institution is an asset;
- Previous experience with UN/UNHCR leadership development is an asset;
- Accreditation in using various psychometric tools is an asset.

How to apply

- Candidates who wish to be considered for this position should send their motivation letter and Curriculum Vitae + Personal History Form to the following email address: hqglcmlc@unhcr.org indicating “**Strategic Leadership Programme – Individual Consultant**” in the subject of the email
- UNHCR Personal History Form are available at www.unhcr.org/recruit/p11new.doc
- **Only applications received by 16 July 2018 will be considered** and late submissions will not be accepted
- Only short listed candidates will be invited to participate to the selection process.

The UNHCR workforce consists of many diverse nationalities, cultures, languages and opinions. UNHCR seeks to sustain and strengthen this diversity to ensure equal opportunities as well as an inclusive working environment for its entire workforce. Applications are encouraged from all qualified candidates without distinction on grounds of race, colour, sex, national origin, age, religion, disability, sexual orientation and gender identity.