Programme Objectives

The Induction Programme for UNDP Resident Representatives (RR) will be held in New York, June 12-16, 2017, immediately after the Resident Coordinators (RC) Induction Programme organized by UNDOCO. The RR Induction workshop will be co-facilitated by Ms. Mia Seppo, RC/RR of Malawi.

The RR Programme is based on three main elements and five key themes:

- **Introduction**
- **Pre-reading and Preparation**
- **Face-to-Face Session**

**Lead UNDP into the Future**

- Substantive UNDP Thematic Areas
- Leadership That Gets Results

**Leading Change and Fostering Innovation**

**Leading People**

By the end of the programme, participants will have:

- an understanding of UNDP’s strategic priorities and its management implications, and how it aligns at the CO level;
- deeper knowledge on corporate priorities, policy and programme structure and management;
- insights on how to successfully navigate the firewall;
- necessary tools and knowledge in finance, procurement, legal, ethics, audit/evaluation and resource mobilization to effectively provide oversight UNDP at CO level;
- enhanced knowledge on leading in complexity and how engagement relates to success, and;
- formed a community of practice with other RRs as well as to the wider UNDP community of leaders and key resource people.
Programme Outlines

Introduction

- Introduce the main themes of the programme
- One-on-one interview with each participant

Pre-reading and Preparation

Participants will be required to undertake some pre-readings, primarily designed to help participants see the major organizational issues they will be exposed to through the lens of their roles as leaders. Thus, it will help ensure that they will derive the maximum benefit from participation in the programme.

Face-to-Face Session

To design the RR Induction Programme, the following perspectives have been taken into consideration:

- Agenda/design/evaluation from previous RR workshops for lessons learned and consistency;
- Close consultations with EXO, Regional Bureaus, BMS, BERA, and BPPS to ensure that the organizational needs and priorities are well covered and sufficiently represented;
- In-depth needs assessments (individual interviews) of all participating RRs to tailor design to meet needs of the participants;
- Each day follows a theme to ensure consistency and enable linkage of one day to the next;
- Recognising the rich experiences of the RR group to enable peer exchange;
- Alignment with RC Induction Programme to leverage synergies and avoid duplication;
- The programme design draws from the most recent research on adult learning theories and methodologies to optimize the learning outcomes and application of learning into RR’s daily work.
Programme Agenda

Day 1: Monday June 12, 2017 – Lead UNDP into the Future

To connect new RR’s to UNDP both at the strategic programmatic level and with the senior leader’s community of UNDP to create strategic partnership. In addition to participants engaging with UNDP Leaders throughout the day in various sessions, UNDP will host a cocktail reception in the evening of 12 June to give all new RR’s a warm welcome to UNDP.

WHERE: Convene, 730 3rd Ave, New York NY 10017—2nd floor, Hudson Hub

9:00am – 11:00am: Welcoming to Programme and The Road Ahead – UNDP Strategic Plan and Strategic Direction
Susan McDade, Assistant Administrator and Director of Bureau for Management Services
Martha Helena Lopez, Director, Office of Human Resources
Sarah Poole, Deputy Assistant Administrator and Deputy Director, Bureau for Policy and Programme Support

11:00am – 11:15am (AM BREAK)

11:15am – 12:45pm: Development trends and challenges
Magdy Martinez-Solimán, Assistant Secretary-General, Assistant Administrator and Director, Bureau of Policy and Programme Support

12:45pm – 1:30pm (LUNCH)

1:30pm - 2:30pm: Opportunities and Challenges in SDG Implementation Support: Lessons from the UNDG’s Mainstreaming, Acceleration and Policy Support (MAPS)
Share with participants updated feedback from implementing the UNDG MAPS strategy at country level, share lessons, and clarify UNDP/HQ offer of support to the field.

- MAPS Lessons from the field in 2016 – achievements, challenges (field and HQ) and expected role of the RR
  Nik Sekhran, Director/Chief of Profession, Sustainable Development
• The UNDP Offer: Expertise and Tools, SoPs
  Rosemary Kalaparakal, Lead Advisor, Agenda 2030 Support Team
• Financing the SDGs – UNDP Offer of Support
  Gail Hurley, Policy Specialist, Development Finance

2:30pm – 2:45pm (PM BREAK)

2:45pm – 4:00pm: Skills in Diplomacy and Political Positioning of UNDP
Jessica Faieta, Assistant Secretary-General and Director, Regional Bureau for Latin America and the Caribbean
What do governments expect from UNDP? — Garry Conille, RC/RR of Burundi

4:00pm – 5:45pm Leadership Challenges (Panel Discussion)
Interactive session with Chief of Staff and Bureau Deputies to share their experiences as former RRs and lessons learned.
  Abdoulaye Mar Dieye, Director, Regional Bureau for Africa
  Alain Noudéhou, Chief of Staff and Director, Executive Office
  Rastislav Vrbensky, Deputy Director, Regional Bureau for Europe and the CIS

5:45 pm – 6:15pm: Peer Insights
Policy Context and UNDP Reform: Stephen Jackson, UN Resident Coordinator/UNDP Resident Representative of Gabon
Delivering as One: Mireia Villar Forner, UN Resident Coordinator/UNDP Resident Representative of Uruguay

6:15pm - 8:15pm
Welcome Reception
A cocktail reception with UNDP senior leaders from all Bureaux to give new RRs a warm welcome to UNDP and enable networking to ensure long lasting relationships for strong partnerships.

WHERE: Convene, 730 3rd Ave, New York, NY 10017—27th floor, Greenough Hub
Leadership Themes#1

- Sustainable Impact
- UNDP Collaborative Capacity
- Disrupting with New Perspectives
- Asking Great Questions
- Engaging with Meaning
- Managing Complexities
Day 2: Tuesday June 13 – Substantive UNDP Thematic Areas

To familiarize participants with emerging thematic areas of policy and programme (share related documents and other material ahead of time), and with UNDP’s offer in the said areas. Participants will be provided with the essential substantive background information to be able to speak to key policy and programmatic areas of the UNDP Strategic Plan, as well as information on where and how to obtain related technical support from relevant BPPS teams.

WHERE: Convene, 730 3rd Ave, New York NY 10017—2nd floor, Hudson Hub

8:30am – 10:00am: Policy and Programme Thematic Deep Dive
Facilitated thematic deep dive into the Strategic Plan: 7-minute introductory presentations on key UNDP policy frameworks and BPPS technical/resource offers; Plenary discussions to share lessons and expectations; Include following thematic areas:

- **Sustainable Development and Inclusive Growth**
  Nik Sekhnan, Director/Chief of Profession, Sustainable Development

- **UNDP and The Conflict Prevention Agenda: Championing Conflict-Sensitive Development**
  Patrick Keuleers, Director/Chief of Profession, Governance and Peacebuilding

- **Climate and Disaster Risk-Informed Development**
  Jo Scheuer, Director/Chief of Profession, Climate Change and Disaster Risk Reduction

- **UNDP’s Offer on Gender Equality and Women’s Empowerment**
  Randi Davis, Director/Chief of Profession, Gender

10:00am – 10:15am (AM BREAK)

10:15am – 12:15pm: Subject Matter Clinics with BPPS
Based on the outcome of needs assessments, this session will be dedicated to targeted subject matter discussions between RRs and BPPS subject matter experts, either individually or in groups, based on the needs expressed.
12:15pm – 2:00pm: Working Lunch UNDP Resource Mobilization - A Strategic View in a Changing Landscape
Insights in the complexity of resource mobilization for UNDP and expectations of the role as RR.
Michael O’Neil, Assistant Secretary-General, Assistant Administrator and Director, Bureau for External Relations and Advocacy
Gülden Türköz-Cosslett, Deputy Assistant Administrator, Deputy Director, Bureau for External Relations and Advocacy

2:00pm - 2:45pm: Strategic Communications in UNDP
Mila Rosenthal, Director, Communications Group, Bureau for External Relations and Advocacy

2:45pm – 3:00pm (PM BREAK)

3:00pm – 6:00pm: Practicum in Media Relations – Telling the UNDP Story
Caroline Hooper-Box, Deputy Director, Communications Group, Bureau for External Relations and Advocacy
Oliver Wates, MediaTrain

6:00pm – 6:30pm: Country-level UN Security Management Support Structure (including role of UNDSS versus UNDP Security Office)
Luc Vandamme, Director, Security Office, Bureau for Management Services

Leadership Themes#2
- Strategy Execution
- Breaking Silos and Inspire Collaboration
- Risk Management
Day 3: Wednesday June 14 – Leadership That Gets Results

To engage the participants in discussion and reflection around the complexity of their role as RR and leverage the concept of leadership frameworks that helps individuals and organizations adapt in ever-changing environment. The theme goes from theory with one of the global leading experts in this area, to how digital information and innovative mindset can foster a workforce that thrives in challenging environment and ends with a session on how to communicate strategically and successfully as a UNDP Leader.

WHERE:

IESE Business School
165 W57th Street, New York, NY 10019
4th floor classroom

8:45am – 9:00am: Introduction
Mariam Kakkar, Chief, Talent Development Unit, Office of Human Resources

9:00am – 11:00am: Burst the Leadership Bubble
Hal Gregersen, Executive Director, MIT Leadership Center

11:00am – 11:15am: AM BREAK

11:15am – 1:15pm: Lead Cultural Change: A Systemic Framework
Mukti Khai, V Girish and Jaidev Reddy Professor of Practice at Cornell Tech and the Cornell SC Johnson College of Business
1:15pm – 2:15pm: LUNCH

2:15pm – 4:15pm: Innovate and Lead in An Ever-Changing Environment
Josep Valor Sabatier, Professor of Information Systems, IESE Business School

4:15pm – 4:30pm: PM BREAK

4:30pm – 6:00pm: Lead to Engage
Engagement | Process Management | Gender and Diversity | Protection from Sexual Exploitation and Abuse | Occupational Health and Well-Being
Liz Huckerby, Chief, Integrated Talent Management, Office of Human Resources
Irina Stavenscaia, Head, Engagement Unit, Integrated Talent Management, Office of Human Resources

Leadership Themes#3
- Developing Talent
- Building Trust-Based Relationship with Your Staff
- Recognizing Team’s Achievements
Day 4: Thursday 15 June – Leading Change and Fostering Innovation

To offer the participants a full immersion experience in navigating the potential for business development for UNDP at the Country Office level, and how to manage organizational changes. The entire day will be dedicated to team-based work and live simulations with a set of UNDP actors. Participants will be introduced to key resource contacts to enable participants to be clear who to go to for what in the future.

WHERE: Convene, 730 3rd Ave, New York NY 10017—27th floor, Greenough Hub

8:00- Breakfast available

8:30am – 10:00am: Discussion with Tegegnework Gettu Under-Secretary-General and Associate Administrator/Acting Administrator UNDP

10:00am – 1:00pm: Interactive case work for leading change in UNDP Country Offices

Resource team:

*(Lead facilitator)* Carlos Arboleda, Business Coordinator, Bureau for Management Services Business Coordinator, and MCT Network member

- Dmitri Katelevsky, Management Specialist, Regional Bureau for Africa
- Karina Servellon, Chief Finance/Admin/IT Management, Regional Bureau of Latin America and the Caribbean
- Sergelen Dambadarjaa, Advisor, Regional Bureau for Arab States
- Margaret Cameron, Human Resources Advisor, Office of Human Resources
- Alemtsehay Girma, Human Resources Advisor, Office of Human Resources
- David Berman, Human Resources Specialist, Office of Human Resources

Core Objectives:
Managing change in UNDP has been guided by a few fundamentals over a decade, which have included the usage of analytics (to create a fact base to help articulate why change may be needed) and the adherence to transparent and participatory process management (to ensure impartial and fair decision-making in which both managers and staff are equipped to follow organizational policies and rules/regulations). The role of innovation in the context of change is a recent development, and is now featuring as a key element in current change processes. The session on leading change will be divided into these fundamentals: Analytics / Developing a Fact Base; Process Management and Innovation.

**Analytics / Developing a Fact Base:** 9:30am – 11:00am
**Working Approach:** Two teams of eight RRs will be organized to review the CO data and talk through the core analytical resources, which provide a sound basis for testing the fact base for change in UNDP. Teams will be composed by getting a balance of colleagues who have experience working with UNDP and colleagues who are working with UNDP for the first time. This mix will help provide a blend of institutional knowledge, as a great deal of these issues combine tacit and explicit knowledge.

**Resources:** CO case data will include, programme priorities and any inputs to CPD theory of change; Financial resource overview; Staffing / Organogram; GSS; Partner Survey; ROAR report, etc. HQ technical resource people will join both working groups to provide input and perspective, real-time.

**Session Design:**

- **[10 min]** Two CO cases will be introduced, utilizing actual data from two Country Offices represented by some of the RR participants. The respective RRs from these countries will introduce their CO cases and share as much contextual knowledge that they have.

- **[45 min.]** Group work. Teams will explore the data provided and consult corporate reporting tools and consider the following questions:
  - What aspects of the CO’s internal and external environment may be driving the need to change, if any?
  - How will you define your ambition for your office given what you see in past performance?
    - How will you communicate a compelling, and realistic, vision to your staff, partners, and counterparts?
    - How could an RR and his/her management team set certain performance targets / expectations of their offices?
    - What kind of performance expectations / targets are currently being set corporately / across the Regional Bureaux? How will these benchmarks / targets affect your CO?

- **[35 min.]** Teams present an outline of their rationale for change and expected magnitude / scope of a possible change effort to the Regional Bureau Deputy Director and plenary discussion.
  - Each team gets 5 minutes to summarize the fundamental issues driving change in their assigned CO, framed as a first proposal of a rationale for change.
  - Each team gets grilled a bit by the Deputy Directors through a simulated Q&A / open exchange.
  - HQ, Resource people from the RBx serve as a panel of technical advisors and share their experiences of dealing with change processes in their respective regions.

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**Available throughout the session**

**Process Management and Innovation:** 12:00pm – 1:00pm

**Session Design:**
Facilitator-led discussion on recent corporate developments affecting change management processes, including a revised change management policy, new resource management practices, and innovation resources available to offices.

Panel discussion of Regional Bureau and OHR Resource People to share experiences from managing change processes, from start to finish, with transparency and integrity.

1:00 pm – 1:45 pm: LUNCH BREAK

1:45 pm–3:30 pm: Crisis Response in UNDP
Stan Nkwain, Special Advisor, Bureau of Policy and Programme Support
Bruno Lemarquis, Deputy Director, Crisis Response Unit

3:30 pm – 3:45 pm: PM BREAK

3:45 pm – 5:00 pm:
Leadership Resilience in the time of Change: Gerald Daly, UN Resident Coordinator/UNDP
Resident Representative of Bhutan
Post War Conflict: Arnaud Peral, UN Resident Coordinator/UNDP Resident Representative of Ecuador

5:00 pm – 6:00: Atlas Training and Knowledge Session
Nick Pavlakos, Chief, Global Business Applications and Business Intelligence, Office of Operations, Legal & Technology Services
Naoto Yamamoto, Chief, Business Solutions Services, Office of Operations, Legal & Technology Services
Leadership Themes#4

- Effective Decision Making
- Embedding New Way of Thinking into UNDP Culture
- Assess and Manage Organizational Culture
- Building the Vision and Success
Day 5: Friday June 16 – Leading People

To engage the participants in discussion and reflection on topics of Ethical Behaviors, values and role modeling the expected standards of behavior. Through different role plays, they will have the opportunity to exercise judgement, self-awareness, and how to nuance for political dialogue.

WHERE: Convene, 730 3rd Ave, New York NY 10017—27th floor, Greenough Hub

8:30am – 11:00am: Leading Teams– Ferguson’s Formula
Facilitator: Anita Elberese, Lincoln Filene Professor of Business Administration, Harvard Business School

11:00am – 11:15am: AM BREAK

11:15am - 12:15pm: Values Based Leadership Conversation
Peter Liria, Director, Ethics Office

12:15pm – 1:15pm: High Performance People Skills
Alayne Frankson-Wallace, Ombudsman for UN Funds and Programmes
Giuseppe de Palo, Ombudsman for UN Funds and Programmes

1:15pm – 1:45pm: Reflection and Closing of Programme
Martha Helena Lopez, Director, Office of Human Resources

1:45pm → Individual meeting with respective Bureaus
Individual Meetings with Bureaux and other key stakeholders - See Individual Programmes
The afternoon is designed to allow participants an opportunity to hold individual meetings with their respective Bureaux and to maximize the participants’ presence in New York with other strategic meetings.