



**Siddharth Chatterjee  
360° Feedback Report  
UNFPA 2015**

**PRIVATE AND CONFIDENTIAL**

<b>Response Group</b>	<b>Number of Responses</b>
Participant	1
Ext. Stake-holders	7
Direct Reports	6
Peers	10
<b>TOTAL</b>	<b>24</b>
<b>Completion Rate</b>	<b>80%</b>



**Organisation Development & Research Ltd (ODRL)**

**3 Haybarn Business Park, Cublington Road, Aston Abbots, Buckinghamshire, HP22 4ND, United Kingdom**

**Website: [www.odrl.org](http://www.odrl.org) | Email: [info@odrl.org](mailto:info@odrl.org)**

**Tel: +44 (0) 1296 682790 | Fax: +44 (0) 1296 680480**

**2015 © ODRL**

## Contents

<b>1.0 Introduction</b> .....	<b>3</b>
<b>2.0 How to Use This Report</b> .....	<b>4</b>
<b>3.0 Competency Definitions</b> .....	<b>6</b>
<b>4.0 Competency Ratings from All Reviewers</b> .....	<b>8</b>
<b>5.0 Overall Competency Ratings - Self and Others</b> .....	<b>11</b>
<b>6.0 Overall Competency Ratings - Self and Line Manager</b> .....	<b>12</b>
<b>7.0 Item Responses: 1 - Exemplifying Integrity</b> .....	<b>13</b>
<b>8.0 Item Responses: 2 - Demonstrating Commitment to UNFPA and the UN System</b> .....	<b>14</b>
<b>9.0 Item Responses: 3 - Embracing Cultural Diversity</b> .....	<b>16</b>
<b>10.0 Item Responses: 4 - Embracing Change</b> .....	<b>17</b>
<b>11.0 Item Responses: 5 - Providing Strategic Focus</b> .....	<b>18</b>
<b>12.0 Item Responses: 6 - Engaging Internal/External Partners and Stakeholders</b> .....	<b>19</b>
<b>13.0 Item Responses: 7 - Leading, Developing and Empowering People</b> .....	<b>21</b>
<b>14.0 Item Responses: 8 - Creating a Culture of Performance</b> .....	<b>22</b>
<b>15.0 Item Responses: 9 - Making Decisions and Exercising Judgement</b> .....	<b>23</b>
<b>16.0 Item Responses: 10 - Being Accountable</b> .....	<b>25</b>
<b>17.0 Item Responses: 11 - Achieving Results</b> .....	<b>26</b>
<b>18.0 Item Responses: 12 - Working In Teams</b> .....	<b>27</b>
<b>19.0 Item Responses: 13 - Managing Ourselves and Relationships</b> .....	<b>29</b>
<b>20.0 Item Responses: 14 - Communicating for Impact</b> .....	<b>30</b>
<b>21.0 Item Responses: Open Comments</b> .....	<b>31</b>
<b>22.0 Highest Ratings</b> .....	<b>34</b>
<b>23.0 Lowest Ratings</b> .....	<b>35</b>
<b>24.0 Biggest Gaps between Self and Others</b> .....	<b>36</b>
<b>25.0 Biggest Gaps between Self and Others</b> .....	<b>37</b>
<b>26.0 Next Steps</b> .....	<b>38</b>

## 1.0 Introduction

The 360 survey has been designed to reflect the key leadership and organisational competencies of UNFPA. The questionnaire and the report have been designed by Organisation Development & Research Ltd (ODRL).

### Confidentiality

The data for this report will be held on a secure drive at ODRL for up to 6 years after which time it will be deleted.

### Contact Details

If you have further questions please contact Client Services at the following address:

Organisation Development & Research Ltd

3 Haybarn Business Park

Cublington Road

Aston Abbotts

Bucks, HP22 4ND

UK

Tel: +44 (0) 1296 682790

Fax: +44 (0) 1296 680480

Cel: +44 (0) 7930 329055

[www.odrl.org](http://www.odrl.org)

Email: [info@odrl.org](mailto:info@odrl.org)

## 2.0 How to Use This Report

The information contained in this report encompasses reflections of different people's perceptions at a given point in time. It does not represent absolute or unchanging perspectives of you. The detailed data can enable you to glean insights into your particular strengths and also highlight aspects of your behaviour that get in the way of effectiveness in the immediate and long term. This heightened self-awareness can help you to harness your full potential and maximise your effectiveness as a leader. While reviewing your report you are encouraged to take a balanced perspective of positive and negative feedback provided by the respondents. Furthermore, try not to blame individuals if the feedback provided is not in line with your expectation. To get the maximum benefit from the feedback look for patterns and trends and think of ways of developing your skills and competencies.

The behavioural rating scale used in the questionnaire is as follows:

- 0: Not Applicable
- 1: Never
- 2: Rarely
- 3: Sometimes
- 4: Regularly
- 5: At All Times
- 0: N/A

### Key Sections of the Report

To guide you through this report brief descriptions of the key sections are outlined below:

#### Section 3.0: Competency Definitions

This section provides the key behaviours associated with each competency. The definitions formed the basis of the design of the 360 questionnaire.

#### Section 4.0: Competency Ratings from All Reviewers

This section provides average ratings for each competency from the perspective of different respondent groups to draw conclusions about the differences and similarities in the response patterns.

#### Section 5.0: Overall Competency Ratings - Self and Others

This section provides summary overview of average ratings of self perceptions vs. perceptions of all other respondents taken together along the 14 competencies.

#### Sections 6.0 - 19.0: Item Responses and Profiles

These sections provide detailed results of response patterns relating to items that form part of each competency. Any qualitative comments provided by your respondents are also included in each competency area. The information in these sections will enable you to make detailed comparisons of differences and similarities of ratings which in turn can be used to formulate a robust development action plan for yourself.

#### Section 20.0: Open Comments

This section presents qualitative feedback provided by your respondents.

**Sections 21.0 & 22.0: Highest and Lowest Ratings**

These sections include information on the 10 items that your respondents (other than yourself) have given you highest and lowest scores across all competencies.

**Sections 23.0 & 24.0: Biggest Gaps between Self and Others**

The items shown in these sections are drawn from all competencies and show average ratings of 'self' and 'others' to draw a deeper understanding of ones blind spots and hidden potential which can form the basis of robust development plan.

**Section 25.0: Next Steps**

This section presents you with a set of questions to help you to synthesise the emerging themes from the feedback report and to identify your key development goals.

## 3.0 Competency Definitions

### **Exemplifying Integrity**

Integrity means exemplifying the Standards of Conduct for the International Civil Service and the Charter of the United Nations in everything we say and do.

### **Demonstrating Commitment to UNFPA & the UN System**

Demonstrating commitment to UNFPA and the UN system is integral to the work of every staff member. It means adhering to UN and UNFPA principles and purposes in daily actions and decisions.

### **Embracing Cultural Diversity**

Embracing diversity goes beyond merely respecting it. It is about living the human rights principles the organization stands for by demonstrating an appreciation of its multicultural nature as manifested by the diversity of its staff.

### **Embracing Change**

Today's environment is constantly evolving, which requires that organizations be flexible and embrace change. All members of an organization not only have to understand the need for change, but also adequately adjust and respond positively to, and be proactive for change.

### **Providing Strategic Focus**

This competency deals with setting direction, identifying priorities, and focusing on achieving results in priority areas. It means using our human, financial, and material resources in the most effective way.

### **Engaging Internal/External Partners and Stakeholders**

This competency deals with establishing, developing and maintaining relationships with a broad range of partners and stakeholders, consolidating relationships with existing partners and forging relationships with new and sometime non-traditional partners.

### **Leading, Developing, & Empowering People**

This competency deals with bringing out the best in people, motivating and inspiring them to go beyond what they believe they can do. It entails providing the team with a clear purpose and sense of direction, linked to organisational strategy.

### **Creating a Culture of Performance**

This competency entails providing the team with a clear purpose and sense of direction about what needs to be done and by what standard, linked to organizational strategy.

### **Making Decisions & Exercising Judgment**

This competency deals with making appropriate and timely decisions that are in the best interests of the organization.

### **Being Accountable**

This competency is about our obligation as individuals to account for our activities, to accept responsibility for them, and to disclose the results in a transparent manner.

### **Achieves Results**

This competency is knowing what results are important and focusing resources and efforts to achieve them. It means applying the principles and practices of results-based management in everything we do.

### **Working in Teams**

Working in teams is about our capacity to work collaboratively with others towards achieving shared goals and results.

**Managing Ourselves and Relationships**

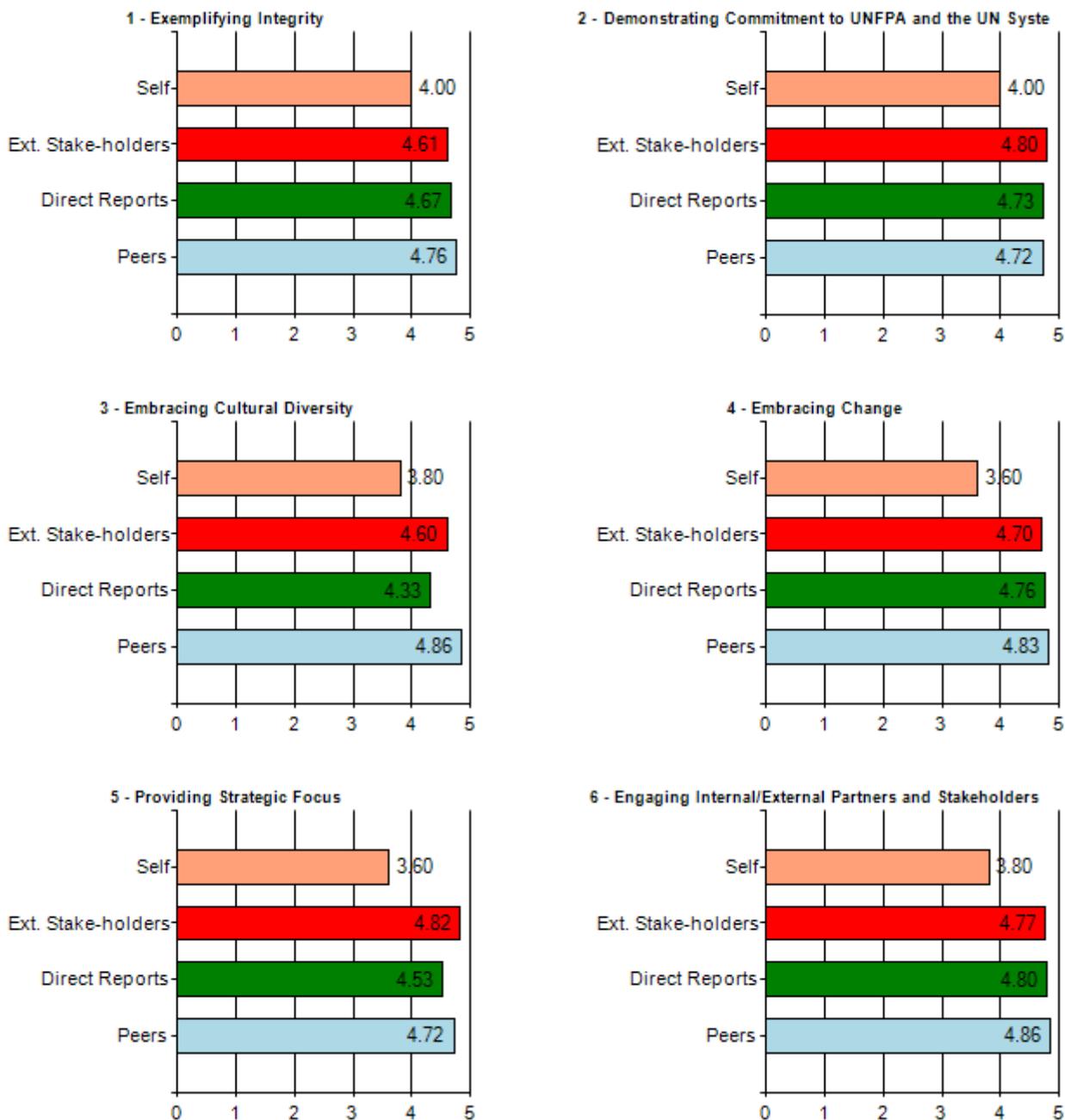
This competency is at the heart of emotional and social intelligence. It is about our ability to remain calm and confident, and to have effective relationships with others.

**Communicating for Impact**

Communicating is about listening to others, truly hearing what they have to say, as much as it is about our own ability to express our thoughts and ideas clearly and succinctly with impact.

## 4.0 Competency Ratings from All Reviewers

This section provides a high level overview of the average ratings given by each of the respondent group to draw conclusions about the differences and similarities in response patterns.

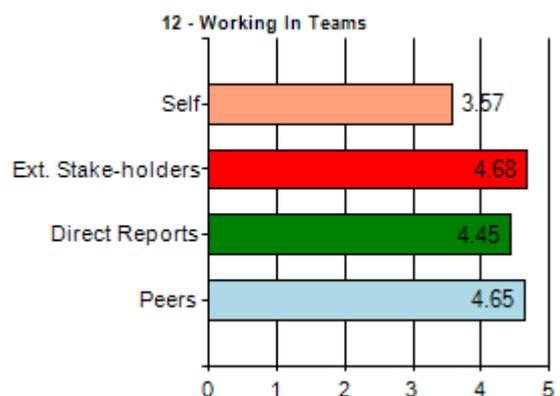
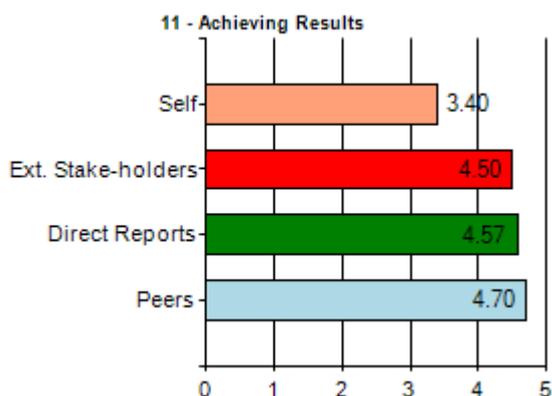
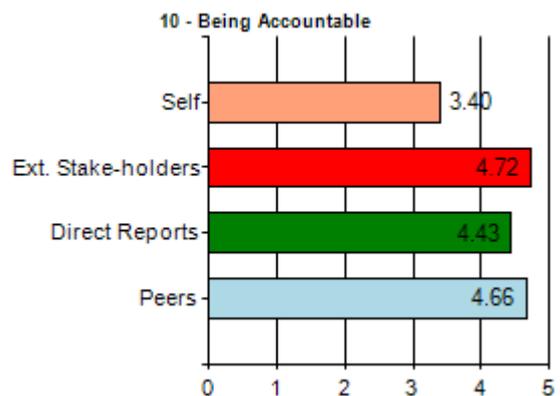
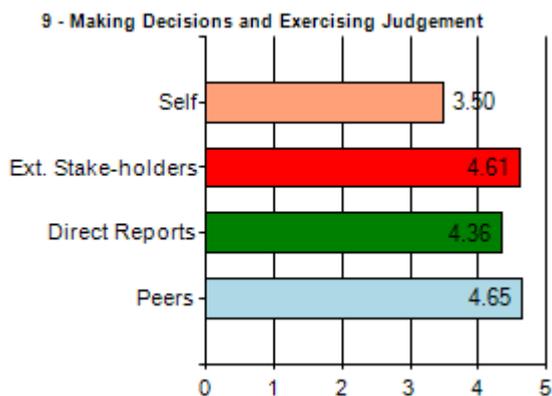
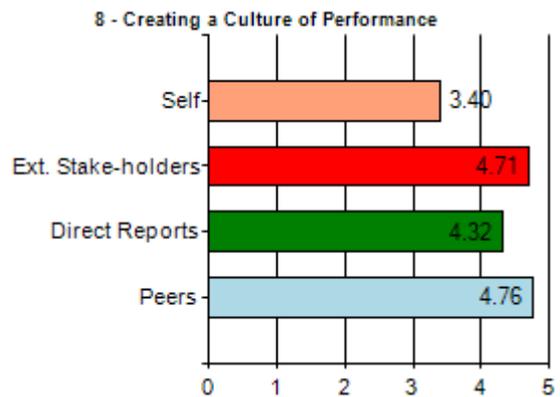
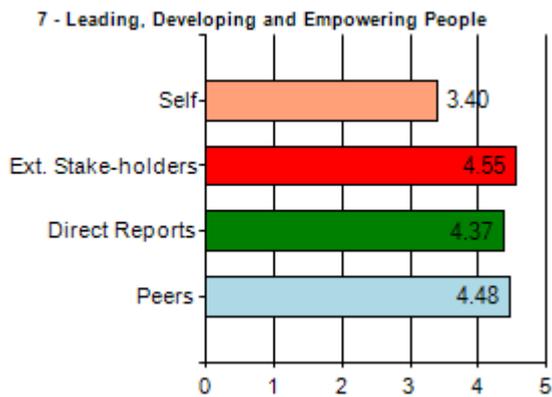


1=Almost never | 2=Sometimes | 3=Often | 4=Almost always | 5=Always | 0=N/A



### 4.0 Competency Ratings from All Reviewers (continued)

This section provides a high level overview of the average ratings given by each of the respondent group to draw conclusions about the differences and similarities in response patterns.

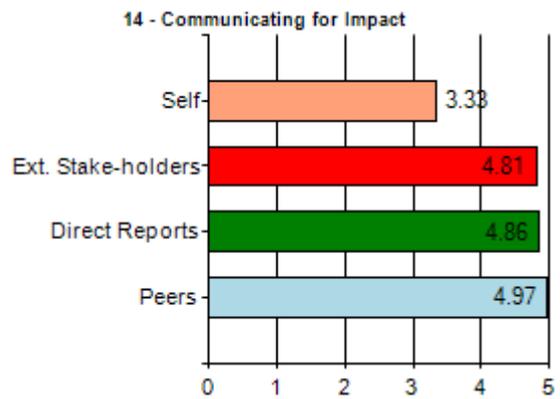
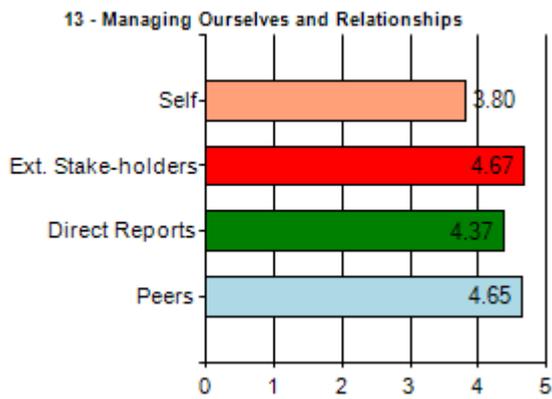


1=Almost never | 2=Sometimes | 3=Often | 4=Almost always | 5=Always | 0=N/A



### 4.0 Competency Ratings from All Reviewers (continued)

This section provides a high level overview of the average ratings given by each of the respondent group to draw conclusions about the differences and similarities in response patterns.

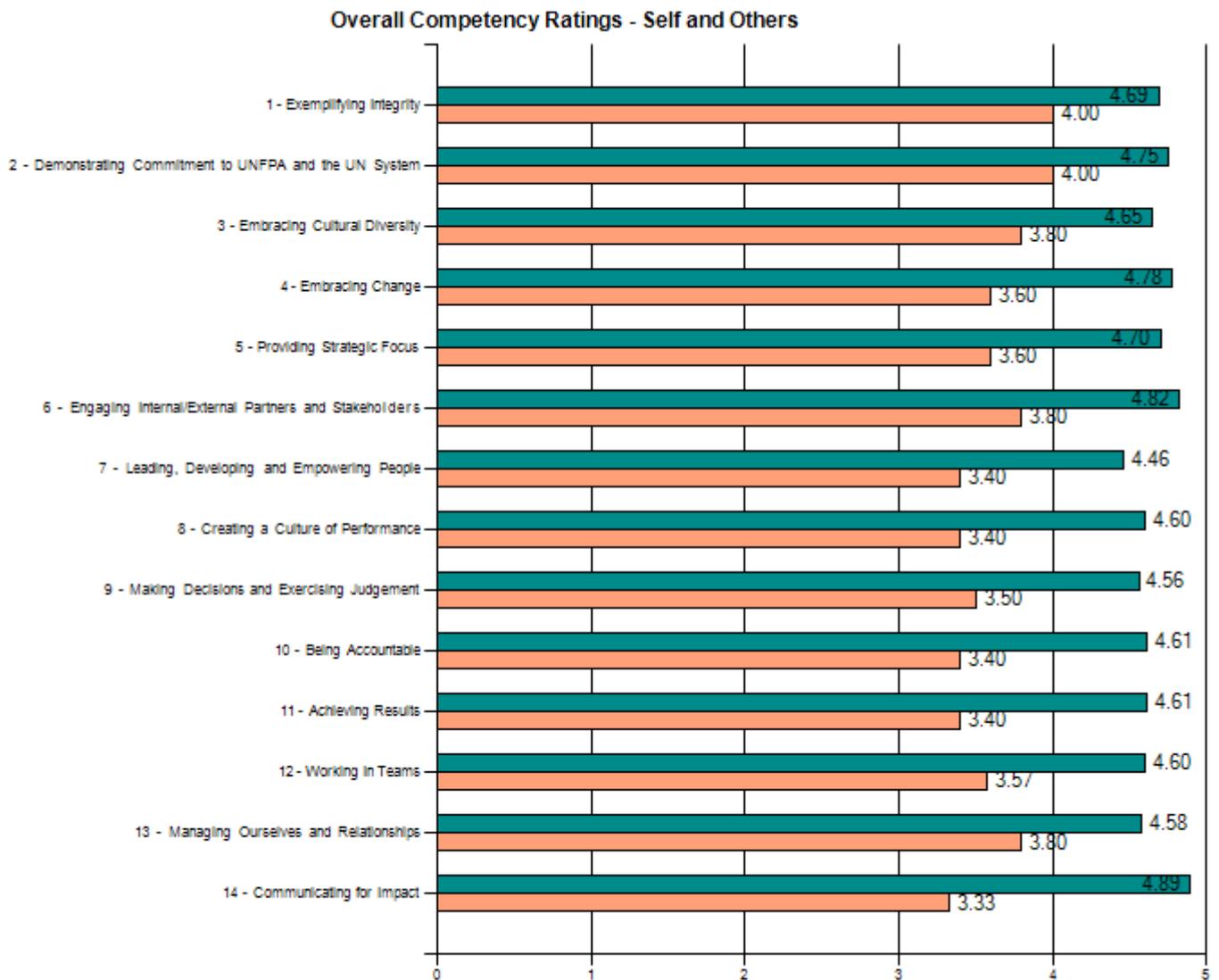


1=Almost never | 2=Sometimes | 3=Often | 4=Almost always | 5=Always | 0=N/A



## 5.0 Overall Competency Ratings - Self and Others

This section provides a summary overview of average ratings of self-perceptions vs. perceptions of others along the 9 competencies. The orange bars show your average ratings that you have given yourself, while the green bars show the average ratings given by all other respondents to include your Line Manager, Direct Reports, Peers and Others.

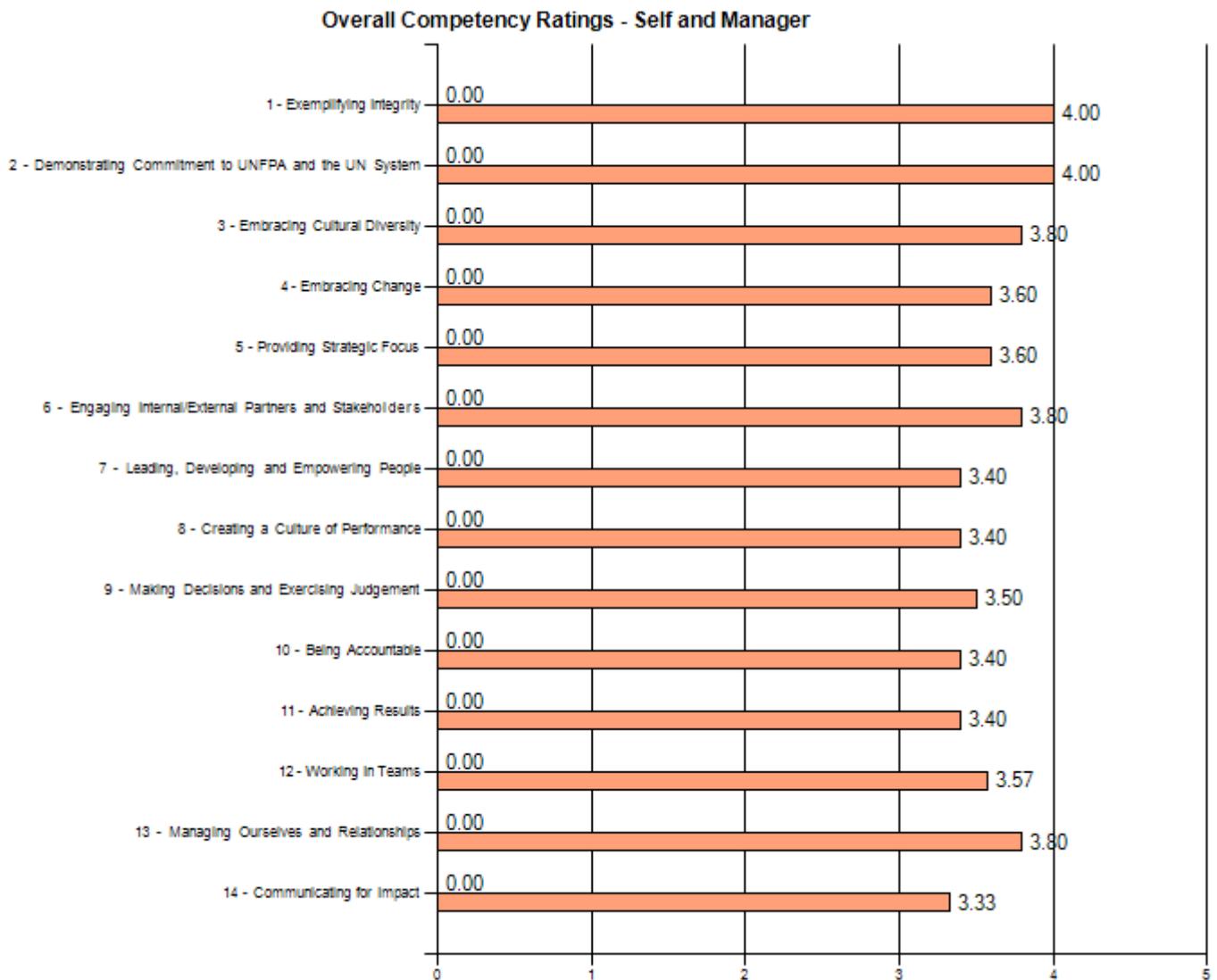


1=Almost never | 2=Sometimes | 3=Often | 4=Almost always | 5=Always | 0=N/A

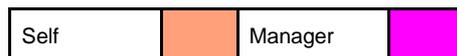


## 6.0 Overall Competency Ratings - Self and Line Manager

This section provides a summary overview of average ratings of self-perceptions vs. perceptions of your Manager along the 9 competencies. The orange bars show your average ratings that you have given yourself, while the green bars show the average ratings given by your Line Manager.

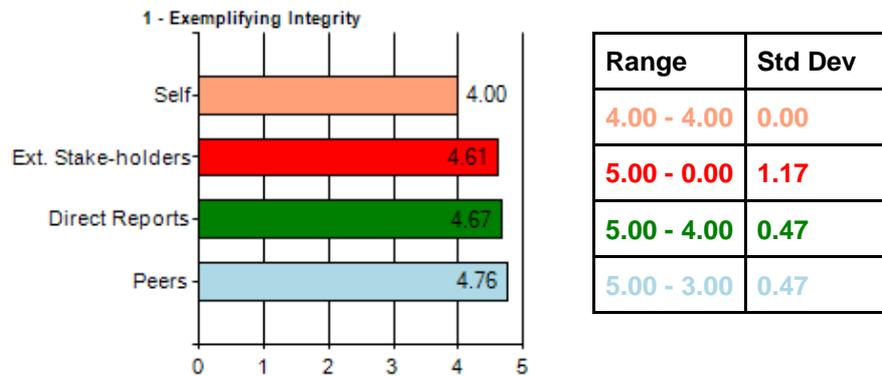


1=Almost never | 2=Sometimes | 3=Often | 4=Almost always | 5=Always | 0=N/A



## 7.0 Item Responses: 1 - Exemplifying Integrity

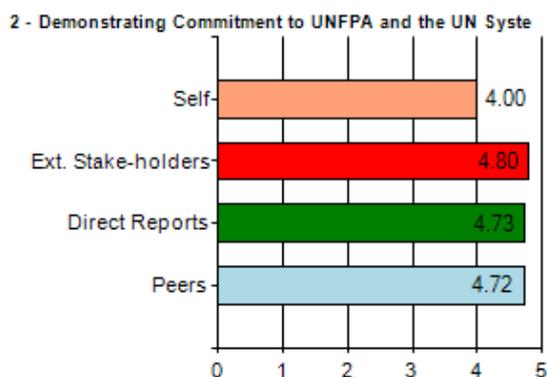
This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



	Self	Ext. Stake-holders	Direct Reports	Peers
Integrity means exemplifying the Standards of Conduct for the International Civil Service and the Charter of the United Nations in everything we say and do				
Role models the Standards of Conduct for the International Civil Service in executing his/her role	4.00	4.43	4.83	4.80
Recognises ethical dilemmas and conflicts of interests and is adept at resolving them in favour of UNFPA interests	4.00	4.83	4.67	4.70
Leverages managerial position to achieve results for UNFPA and not for personal gain; does not abuse power	4.00	4.71	4.50	4.80
Demonstrates transparency, trust and respect in all aspects of work internally and externally; encourages staff/team to do the same	4.00	4.67	4.50	4.90
Resists undue political or personal pressure in delivering UNFPA' mandate	4.00	4.43	4.83	4.60
<b>Average ratings of the overall competency</b>	<b>4.00</b>	<b>4.61</b>	<b>4.67</b>	<b>4.76</b>

## 8.0 Item Responses: 2 - Demonstrating Commitment to UNFPA and the UN System

This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.

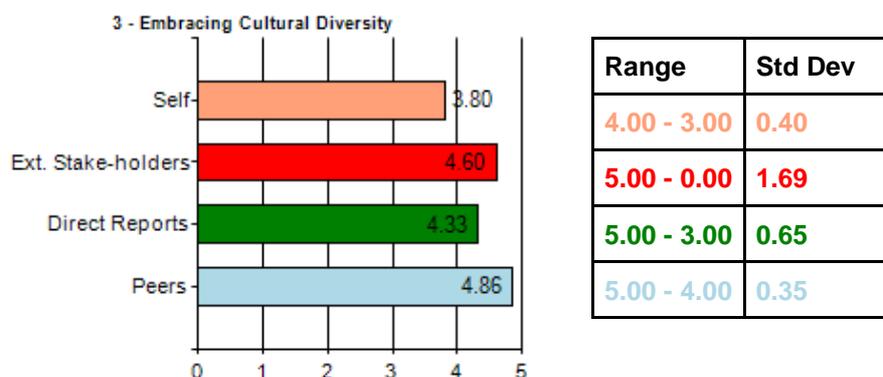


Range	Std Dev
4.00 - 4.00	0.00
5.00 - 4.00	0.40
5.00 - 4.00	0.44
5.00 - 0.00	1.35

Demonstrating commitment to UNFPA and the UN system is integral to the work of every staff member. It means adhering to UN and UNFPA principles and purposes in daily actions and decisions	Self	Ext. Stake-holders	Direct Reports	Peers
Encourages team to demonstrate commitment to the purposes of the UN system and UNFPA and takes corrective actions when this does not happen	4.00	4.57	4.83	4.78
Exemplifies adherence to the rules and policies of UNFPA	4.00	4.71	4.67	4.44
Places UNFPA's interests above own; encourages staff to act in the same way and takes corrective action when this does not happen	4.00	4.86	4.67	4.56
Inspires and drives staff/team to demonstrate enthusiasm, passion and commitment for their work and to UNFPA's mandate	4.00	5.00	4.67	5.00
Builds support for UNFPA's mandate by understanding and being sensitive to the political and cultural context and encourages staff to do the same	4.00	4.86	4.83	4.80
<b>Average ratings of the overall competency</b>	<b>4.00</b>	<b>4.80</b>	<b>4.73</b>	<b>4.72</b>

## 9.0 Item Responses: 3 - Embracing Cultural Diversity

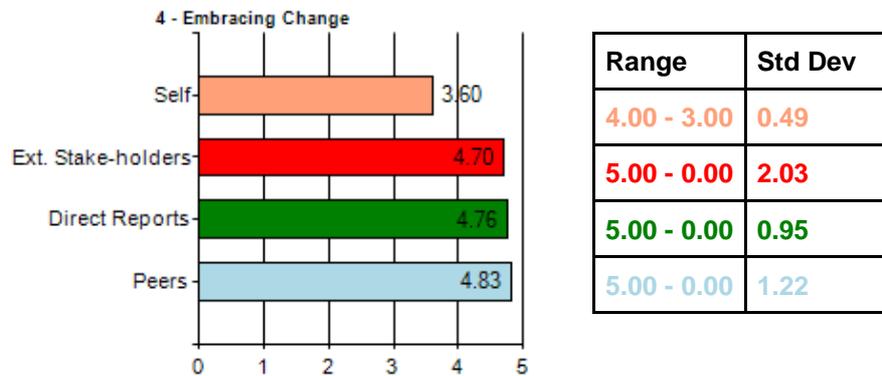
This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



	Self	Ext. Stake-holders	Direct Reports	Peers
Embracing diversity goes beyond merely respecting it. It is about living the human rights principles the organization stands for by demonstrating an appreciation of its multicultural nature as manifested by the diversity of its staff				
Demonstrates inclusive behaviour, and works without bias with all individuals and groups	4.00	4.83	4.67	4.90
Encourages cultural diversity among staff/ teams; coaches and takes corrective action when this is not followed	4.00	4.60	4.00	4.80
Examines own biases and behaviours and is open to receiving feedback and taking steps to become more sensitive and inclusive	3.00	4.43	4.33	4.70
Demonstrates respect for the organisation's diverse and multi-cultural workforce in their communication and interaction with others	4.00	4.50	4.50	5.00
Actively promotes diversity in programme activities as well as office management to achieve better results; follows organisational policies	4.00	4.67	4.17	4.90
<b>Average ratings of the overall competency</b>	<b>3.80</b>	<b>4.60</b>	<b>4.33</b>	<b>4.86</b>

## 10.0 Item Responses: 4 - Embracing Change

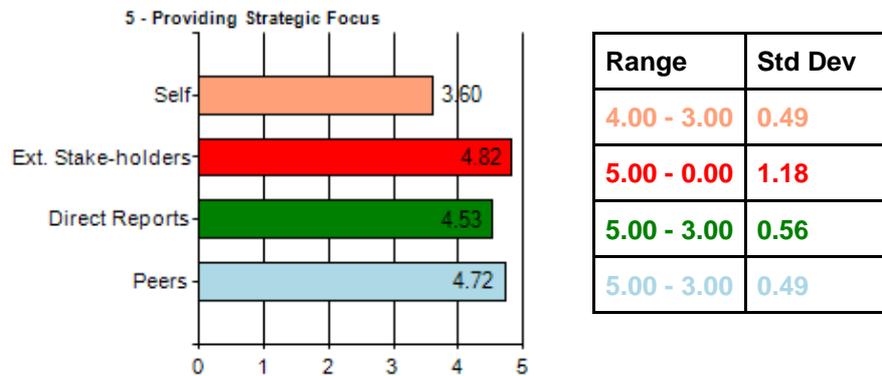
This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



	Self	Ext. Stake-holders	Direct Reports	Peers
Today's environment is constantly evolving, which requires that organizations be flexible and embrace change. All members of an organization not only have to understand the need for change, but also adequately adjust and respond positively to, and be proactive for change				
Promotes the need for change by taking the lead role in change, inspiring others and participating actively in change programmes/processes	4.00	4.86	4.83	5.00
Coordinates change initiatives that involve staff at all levels and enhances employee commitment towards UNFPA	4.00	4.75	4.50	4.78
Fosters innovation and creativity by encouraging employees to share their change ideas and observations	3.00	5.00	5.00	4.89
Facilitates constructive dissent/conflict and encourages calculated risk taking	4.00	4.25	4.80	4.67
Examines his/her own behaviours towards change and is open to feedback to enhance own skills in leading change	3.00	4.57	4.67	4.80
<b>Average ratings of the overall competency</b>	<b>3.60</b>	<b>4.70</b>	<b>4.76</b>	<b>4.83</b>

## 11.0 Item Responses: 5 - Providing Strategic Focus

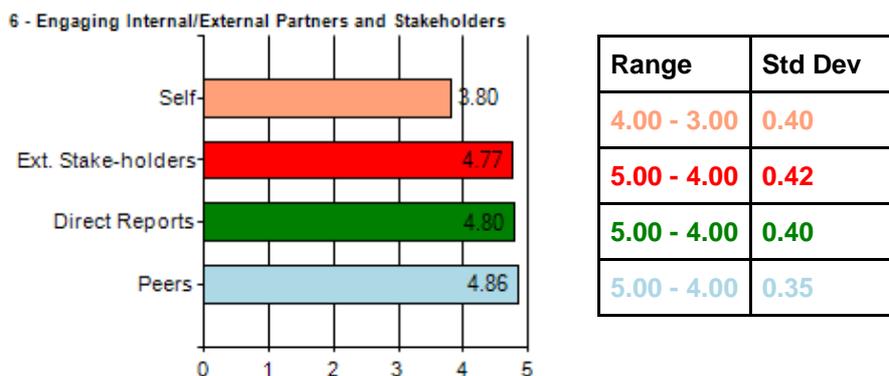
This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



This competency deals with setting direction, identifying priorities, and focusing on achieving results in priority areas. It means using our human, financial, and material resources in the most effective way	Self	Ext. Stake-holders	Direct Reports	Peers
Assesses the political environment both internally and externally, demonstrating an understanding of the complex inter-relationships among political issues	3.00	4.86	4.83	4.60
Understands UNFPA's overall vision and mission and how it relates to external partners, donors, NGOs and other priority audiences; understands the bigger picture	4.00	4.86	4.83	4.70
Provides clear strategic direction on priorities; translates the vision into a practical strategic framework, making concepts concrete	4.00	4.86	4.67	4.90
Allocates resources in line with strategic priorities; says no to activities that do not contribute to these	3.00	4.80	4.00	4.60
Steps back from operational issues to long-term strategies or strategic plans	4.00	4.71	4.33	4.80
<b>Average ratings of the overall competency</b>	<b>3.60</b>	<b>4.82</b>	<b>4.53</b>	<b>4.72</b>

## 12.0 Item Responses: 6 - Engaging Internal/External Partners and Stakeholders

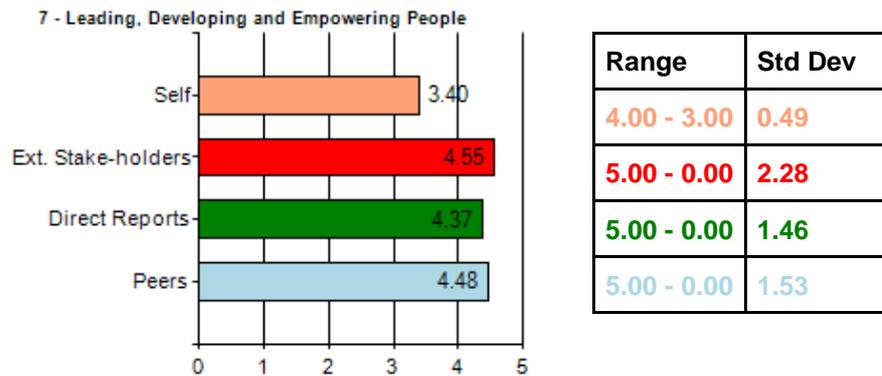
This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



This competency deals with establishing, developing and maintaining relationships with a broad range of partners and stakeholders, consolidating relationships with existing partners and forging relationships with new and sometime non- traditional partners	Self	Ext. Stake-holders	Direct Reports	Peers
Identifies and builds relationships with strategic partners, creating synergies for effective delivery of programmes	4.00	4.86	4.83	4.70
Stays informed of the current priorities of partners and stakeholders and responds appropriately to changes in their positions	3.00	4.57	4.83	4.80
Takes a focused and long-term approach to investing in relationships with stakeholders maintaining constructive expectations of them even in the face of adversity	4.00	4.86	4.67	4.90
Achieves results by communicating and where appropriate negotiating effectively with internal and external partners	4.00	4.86	4.67	4.90
Creates and seizes opportunities for communicating about UNFPA in one voice to key external audiences to increase awareness of issues and visibility of the UNFPA	4.00	4.71	5.00	5.00
<b>Average ratings of the overall competency</b>	<b>3.80</b>	<b>4.77</b>	<b>4.80</b>	<b>4.86</b>

## 13.0 Item Responses: 7 - Leading, Developing and Empowering People

This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



This competency deals with bringing out the best in people, motivating and inspiring them to go beyond what they believe they can do. It entails providing the team with a clear purpose and sense of direction, linked to organisational strategy	Self	Ext. Stake-holders	Direct Reports	Peers
Coaches individual members of the team, inspiring and encouraging them to reach full potential; provides constructive feedback	3.00	4.25	4.33	4.33
Fosters a culture of openness by communicating regularly and leading by example	3.00	4.60	4.50	4.67
Facilitates dialogue between team members, using tact and diplomacy to manage interpersonal conflicts	4.00	4.80	4.20	4.63
Empowers staff through appropriate delegation - does not micro-manage	4.00	4.33	4.40	4.44
Sets clearly defined and realistic objectives and articulates expectations in collaboration with staff members	3.00	4.67	4.40	4.33
<b>Average ratings of the overall competency</b>	<b>3.40</b>	<b>4.55</b>	<b>4.37</b>	<b>4.48</b>

## 14.0 Item Responses: 8 - Creating a Culture of Performance

This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



This competency entails providing the team with a clear purpose and sense of direction about what needs to be done and by what standard, linked to organizational strategy	Self	Ext. Stake-holders	Direct Reports	Peers
Promptly recognises good performance and deals with poor performance in accordance with HR policies	3.00	4.75	4.80	4.57
Shares credit with team members and defines success as achievements by the whole team	3.00	5.00	4.50	4.86
Carries out formal performance evaluation in a fair and honest manner, ensuring that it accurately reflects staff performance	4.00	4.33	4.25	5.00
Ensures that staff workplans are developed to achieve the agreed upon objectives of the work unit	4.00	4.67	4.20	4.83
Distributes workload in line with roles and responsibilities; does not overload high performers with work that should be carried out by other members of the team	3.00	4.67	3.80	4.57
<b>Average ratings of the overall competency</b>	<b>3.40</b>	<b>4.71</b>	<b>4.32</b>	<b>4.76</b>

## 15.0 Item Responses: 9 - Making Decisions and Exercising Judgement

This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



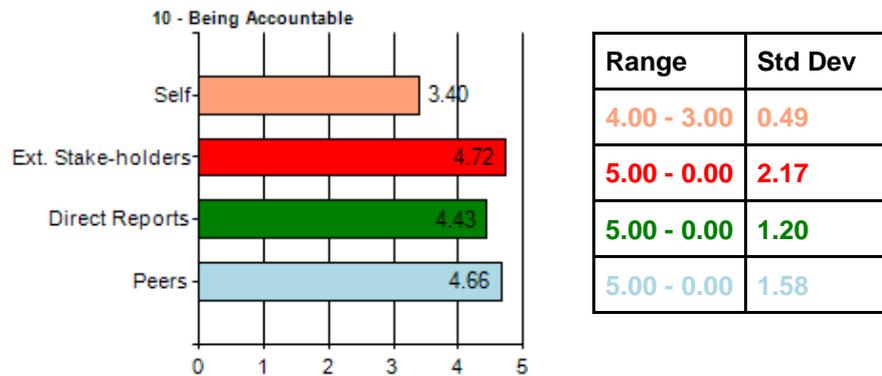
This competency deals with making appropriate and timely decisions that are in the best interests of the organization	Self	Ext. Stake-holders	Direct Reports	Peers
Analyses the needs of the situation, thinks through consequences of different actions and draws logical conclusions	3.00	4.86	4.50	4.80
Breaks problems down into their essential elements and solves them	3.00	4.57	3.83	4.50
Looks beyond symptoms to uncover root causes and anticipates potential problems before they arise	3.00	4.57	4.33	4.40
Assesses risks and alternatives before making decisions	4.00	4.29	4.33	4.40
Consults with stakeholders and others on decisions that affect them	3.00	4.71	3.83	4.50
Is able to discern which actions and decisions are in the best interests of UNFPA and which are not	4.00	4.57	4.33	4.70
Following consultations and evidence-gathering makes decisions without delay; does not hesitate to make tough decisions	4.00	4.33	4.83	4.78
Prioritises actions focusing on activities with direct and /or long-term impact	4.00	4.50	4.50	4.78

## UNFPA

Refrains from jumping to conclusions based on no or minimal evidence; takes time to collect facts before decision-making	3.00	4.50	4.17	4.50
Recognises when to escalate appropriate or specific situations and when to take decisions at their specific levels; avoids delegating decisions upwards	4.00	4.67	4.60	4.75
Makes decisions and takes actions designed to leverage UNFPA's resources and mandate	4.00	5.00	4.50	4.90
Is proactive in making recommendations for modifications/delays/terminations of projects that are no longer relevant and or cost effective	3.00	4.80	4.75	4.89
<b>Average ratings of the overall competency</b>	<b>3.50</b>	<b>4.61</b>	<b>4.36</b>	<b>4.65</b>

## 16.0 Item Responses: 10 - Being Accountable

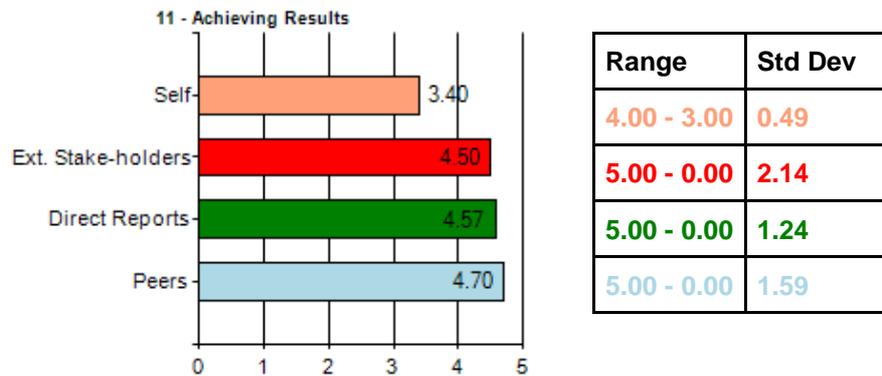
This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



This competency is about our obligation as individuals to account for our activities, to accept responsibility for them, and to disclose the results in a transparent manner	Self	Ext. Stake-holders	Direct Reports	Peers
Takes responsibility for delivering on expected results; is respectful and carries their fair share of the team's workload	4.00	4.60	4.33	4.78
Uses assigned resources in the most cost effective way and finds ways to increase efficiency wherever possible	3.00	5.00	4.50	4.44
Acknowledges their performance failure as within their control and applies lessons learned for improvement	3.00	4.25	4.40	4.63
Respects and follows organisational policies and procedures	3.00	4.83	4.50	4.56
Welcomes taking responsibility for tasks or projects; feels confident that s/he will perform to target	4.00	4.83	4.40	4.89
<b>Average ratings of the overall competency</b>	<b>3.40</b>	<b>4.72</b>	<b>4.43</b>	<b>4.66</b>

## 17.0 Item Responses: 11 - Achieving Results

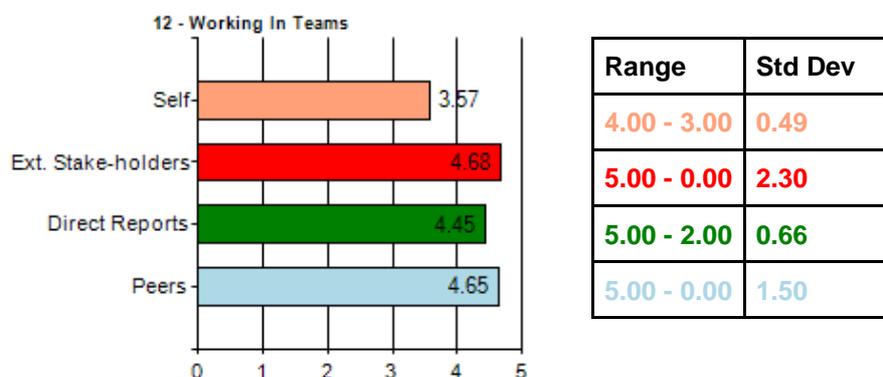
This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



This competency is knowing what results are important and focusing resources and efforts to achieve them. It means applying the principles and practices of results-based management in everything we do	Self	Ext. Stake-holders	Direct Reports	Peers
Defines their work in line with results to be achieved	3.00	4.75	4.67	4.78
Sets challenging and realistic performance goals	4.00	4.25	4.50	4.67
Plans work carefully; manages their time effectively and delivers high quality work	3.00	4.20	4.40	4.44
Adapts to changing situations, re-evaluating their work as required	3.00	4.60	4.50	4.89
Strives to improve their performance and achieve high personal and professional standards of excellence	4.00	4.67	4.80	4.75
<b>Average ratings of the overall competency</b>	<b>3.40</b>	<b>4.50</b>	<b>4.57</b>	<b>4.70</b>

## 18.0 Item Responses: 12 - Working In Teams

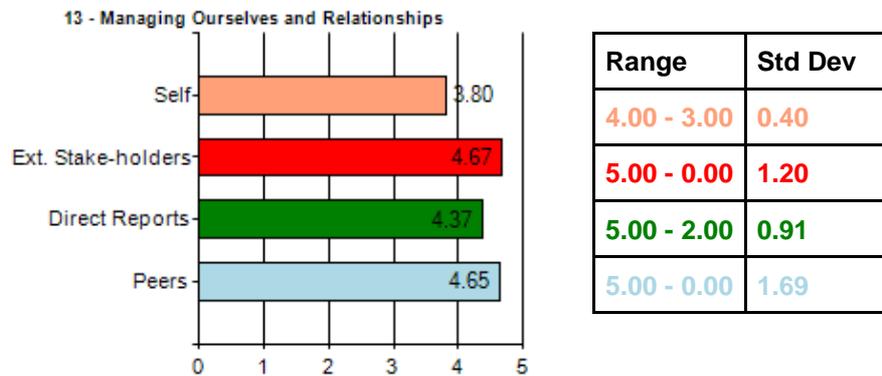
This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



	Self	Ext. Stake-holders	Direct Reports	Peers
Working in teams is about our capacity to work collaboratively with others towards achieving shared goals and results				
Is aware of and accepts own role within a team and contributes to the work of the team constructively	4.00	4.75	4.50	4.78
Actively seeks to work collaboratively with colleagues internally and externally with partners and stakeholders to achieve common goals	4.00	4.25	4.67	4.56
Integrates the ideas of team members into their thinking, leveraging teams' expertise to achieve better and more innovative outcomes	4.00	4.25	4.67	4.67
Fosters team spirit and contribution to shared objectives, creating an environment of trust and shared ownership	4.00	5.00	4.33	4.67
Is reliable and supportive of team members; welcomes requests for assistance and helps others succeed	3.00	5.00	4.67	4.78
Keeps team members informed of issues affecting them; consistently seeks and gives feedback	3.00	5.00	4.17	4.44
Is able to read situations and choose appropriate and effective behaviours in response	3.00	4.40	4.17	4.67
<b>Average ratings of the overall competency</b>	<b>3.57</b>	<b>4.68</b>	<b>4.45</b>	<b>4.65</b>

## 19.0 Item Responses: 13 - Managing Ourselves and Relationships

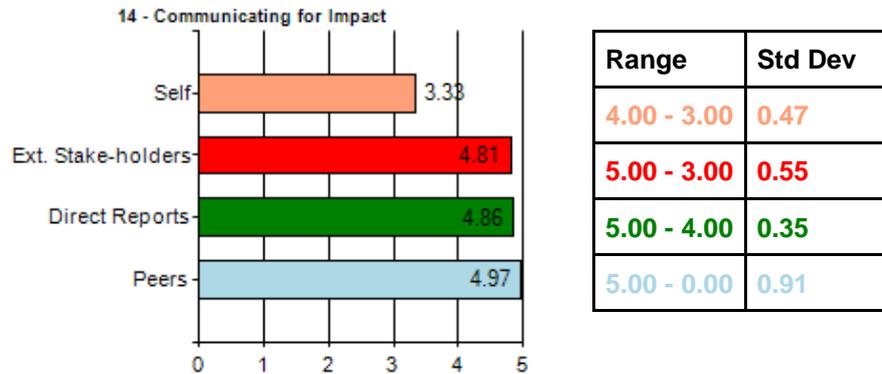
This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



This competency is at the heart of emotional and social intelligence. It is about our ability to remain calm and confident, and to have effective relationships with others	Self	Ext. Stake-holders	Direct Reports	Peers
Takes action to resolve sources of tension or obstacles that may prevent a team from achieving its goals, striving for win-win solutions	4.00	4.83	3.67	4.78
Avoids emotional displays that may exacerbate difficult situations or interfere with effective working relationships	4.00	4.57	4.33	4.67
Tolerates conditions of stress, uncertainty or ambiguity and continues to maintain a positive outlook and work productively	4.00	4.57	4.50	4.63
Is realistic about own limits, using support mechanisms as needed; maintains work life balance	3.00	4.50	4.50	4.25
Focuses on opportunities rather than threats in the organisational environment, driving towards results and positive change	4.00	4.86	4.83	4.89
<b>Average ratings of the overall competency</b>	<b>3.80</b>	<b>4.67</b>	<b>4.37</b>	<b>4.65</b>

## 20.0 Item Responses: 14 - Communicating for Impact

This section provides a detailed breakdown of the average ratings provided by the respondents to each item in the competency.



	Self	Ext. Stake-holders	Direct Reports	Peers
Communicating is about listening to others, truly hearing what they have to say, as much as it is about our own ability to express our thoughts and ideas clearly and succinctly with impact				
Encourages a culture of communicating regularly and leads by example	4.00	5.00	4.67	5.00
Creates and seizes external and internal opportunities to convey UNFPA's unified messages to priority audiences	4.00	4.86	5.00	4.90
Engages the media on UNFPA issues to increase the organisation's visibility and credibility	3.00	4.71	5.00	5.00
Communicates UNFPA's impact externally to stakeholders	3.00	4.86	5.00	4.89
Incorporates UNFPA vision in internal and external communication	3.00	4.71	4.83	5.00
Exemplifies speaking with one voice by proactively sharing communication best practices and case studies that illustrate UNFPA's vision and mission internally across the organisation	3.00	4.71	4.67	5.00
<b>Average ratings of the overall competency</b>	<b>3.33</b>	<b>4.81</b>	<b>4.86</b>	<b>4.97</b>

## 21.0 Item Responses: Open Comments

This section presents qualitative feedback provided by your respondents.

	<p>I had requested this 360 degree appraisal in August 2014, as I am still learning about UNFPA. I joined this organization in April 2014. While as an office we have made rapid advances in terms of brand, visibility and generating large resources( from zero extra budgetary resources we expect to reach US\$ 30 mil by January 2017, with US\$ 18 million already in our account), there is a need to ensure that we have a change in mindset and become far more proactive, innovative, seek partnerships, risk taking, take initiative and be enterprising as an office and as individuals. This will mean driving change and given the terrible maternal mortality rates in Kenya, there is a moral and humanitarian imperative for us as an office to scale up our response and be able to effect change. I am therefore seeking feedback through the 360 degree process to see if I am on the right track and what corrections I need to make.</p>
	<p>Sid is an exemplary leader and a team player. Sid is a very honest and a performer. Mandera County has the highest mortality rate in the world and as we worked on interventions to reduce this, Sid has remained calm and confident, and created hope in the mothers of Mandera that with the collaboration with UNFPA we shall overcome the challenges and come out stronger.</p> <p>As I have always believed communication is about listening to others, truly hearing what they have to say, as much as it is about our own ability to express our thoughts and ideas clearly Sid is a listener, he truly listened to the mothers of Mandera and worked with us in bringing interventions that will reduce the mortality rate in Mandera soon.</p> <p>Thank you Sid for your hard work in saving the life's of Mothers in Mandera County and been part of changing the narrative for Mandera County.</p>
	<p>Sid is strategic focused,results oriented and foster good working relationships with all partners especially government. He is a skillful negotiator, full of energy and new ideas for bench marking. My team values his unlimited energy and push backs in getting things DONE,It is a pleasure working with him beyond health issues due to his holistic assessment social issues</p>
	<p>Sid has been a galvanizing force in Kenya. He has been proactive and effective in engaging stakeholders especially in government and in bringing the resources and expertise of UNFPA to bear on tough issues in Northern Kenya. He is a great team player and very effective in building bridges and following through on commitments. A refreshing partner and colleague!</p>
	<p>Overall strengths - Good mobilization skills, partnership management, commitment, hard working, passionate. Areas of improvement - Sometimes may be too fast and risks leaving the team behind.</p>
	<p>He Is a Great Leader, Focused and very visionary on the Organizations Mandate delivery and works 24 hours on UNFPA-KENYA agenda. Sid is equally a charismatic leader who is well networked globally. He is a people person and continues to mentor and motivate his staff.However he needs to integrate his vision to the senior management so that they clearly see his expected output in a clear way, by accepting their inputs and comments to fully carry the whole unit.He is an Excellent, fast decision maker in all situations with fall back mechanisms in any unproductive venture, and sees beyond his assigned mandate.Sid is an all rounded manager rising above pettiness to drive the organization to greater heights.He also needs to Mentor some Staff to operate at his level as a fall back symbol should he be away.He is the all time resource mobilizer with a great wealth of networking skills to pull any donor his side. Very hardworking man, energetic , highly intelligent and extremely professional.This is a man i would love anytime to manage me , as he respects professional intelligence.</p>
	<p><b>OVERALL STRENGTHS</b> Good example of what I refer to as a transformational leader who leads by example. Good role model and hard worker.</p>

	<p><b>AREAS FOR IMPROVEMENT</b> Needs to interact more with partners and staff</p>
	<p>Major strengths include his understanding of UNFPA vision and mission and how these relates to external partners. He respects and follows UNFPA policies and procedures and is good at providing a clear strategic direction which has led to major successes for the Country Office Programme since he joined UNFPA. He has the ability to aggressively raise funds from external donors for UNFPA work -for example, he fund raised \$15 million for 6 counties for a maternal health programme. Passionately talk about the UNFPA mandate as well as best practices to external partners including the media, where he is able to articulate the work of UNFPA and has been invited several times by different media houses to talk about UNFPA work. Has given staff space to work and grow and encourage work life balance to avoid stress and alos motivate staff towards reaching their goal. A good team player and effective communicator. Has no cultural or genders biases and treats all staff equally. He is also has the ability to recognize staff performance and makes it known internally and externally.</p> <p>For improvement, sometimes given the passion and drive he has and moving to fast to accomplish goals , he might in the process leave behind some staff and partners. May be he needs to make sure everyone is on board.</p>
	<p><b>Strengths</b> Highly motivated and enthusiastic about the job and achievement of UNFPA overall Mandate. Very committed and strategic in resource mobilization. Managed to raise Partnerships and created a donor network that not only included the traditional donors but also potential donors. Raised the bar for UNFPA country office to a higher level which got attention from most stakeholders.</p> <p><b>Areas of improvement:</b> Learn to delegate and trust that a task once assigned will be completed without micro managing. Focus on priorities set in order to achieve quality results.</p>
	<p>The staff member has demonstrated his passion in advocating UNFPA's mandates in various advocacy campaigns by communicating as one through social media.</p>
	<p>Mr Siddharth Chatterjee has great networking and resource mobilization skills. He has connected the country office with strategic partners and always look for opportunities that will advance UNFPA's work and enhance visibility.</p>
	<p>SC demonstrates a total commitment to the mission of UNFPA and takes to heart the goal of advancing humanity in all its diversity. He has vast experience and an informed in-sight which he puts to good effect through a keen analysis and creates a challenging but never threatening work environment. SC possess inordinate reservoirs of energy and drive but is always sure to work as the most complete team member and give credit where credit is due. SC is inspirational in his approach to work as to life in general.</p>
	<p>Having served as a U.S. representative on the governing bodies of UNEP, UN-Habitat, UNDP, UNICEF, UNFPA and UNOPS, and engaged with these agencies in teh field, I can say with confidence that Sid is a remarkable leader for UNFPA in the field. Nairobi is cluttered with UN agencies local, regional, functional and global offices, and Sid has raised the public profile of UNFPA and its cause to very fore through innovative events, awards, social media, and regular articles in the international press. The Government of Kenya appears to have fully embraced his efforts and partnership with UNFPA, as has the U.S. Embassya adn its Ambassador, who frequently joins in Sid's initiatives and regularly refers to our partnships with him and UNFPA in our weekly country team meetings. Sid is a passionate UN leader in the field, ever analyzing the root causes of issues, loking for more impactful solutions, including through new and innovative partnership, that tackle not just UNFPA issues but broader social, economic, and political challenges and enjoy broad based support.</p>
	<p>M. Siddharth Chatterjee has been instrumental in positioning and in advancing the agenda of the UNCT in Kenya and, UNFPA in particular after many years of quasi absence, thanks to his leadership skills, dynamism and collegiality.</p>

	<p>However, this was not without consequences. Some of the key UN agencies could not tolerate his dynamism and his ability to mobilize resources for UNFPA, as well as in forging strategic partnerships with key partners including donors NGOs, the Red Cross movement and government institutions, including the office of the First Lady.</p> <p>Mr. Chatterjee has played a major role in supporting the UNCT activities. A case in point is the role he played in organizing the UNCT meeting with religious leaders to advance maternal, child and adolescent health in Kenya in collaboration with the First Lady's Office , which championes Beyond Zero campaign to end maternal deaths.</p> <p>Sid has also been very active in engaging the media on a wide range of issues pertaining to UNFPA's mandate and activities. His personal capabilities, strategic thinking and familiarity with the UN mandate have been non-negligible assets in this regard.</p>
	<p>Exceptionally strategic, devoted and result oriented. Passionate about making real change for the most marginalized and a visible champion, in communicating UNFPA's mandate and UN DaO. Cutting edge in utilizing social media tools and networks. Grand ability to communicate and engage persons, ranging from the highest policy/political level to ordinary persons, youth, women and men in the most marganalized area's. Brave, humorous and very much prestigeless. A great UN role model.</p>
	<p>Sid is a very pleasant person to work with. he is a fast thinker, naturally talented in building partnership and networking. Excellent communication skills. He is steadfast in self criticism, which is a rare quality.</p>
	<p>Sid exemplifies the UN leadership by his values, team work and result-oriented approach. He is a brilliant communicator and UNFPA Ambassador. He is very strategic in building relations with a wide range of partners and mobilizing political, technical and financial support for the organization.</p>
	<p>Siddarth is an exceptional leader, a great networker, mobilizer and coordinator who doesnot hesitate to give credit where credit is due and doesnot hesitate to work behind the scenes and share credit when it is in the best interest of the desired outcome and best interest of women and UNFPA. A great person to work with and under.</p>
	<p>Sid has successfully invigorated the UNFPA in Kenya during past two years working closely with H4 Plus partners to support Government Counterparts at national and county levels to improve maternal and child health outcomes. The analytical underpinning through data triangulation and excellent organization of consultation with 15 high maternal mortality burden counties led by UNFPA has created a strong response from highest level of policy making to accept the past weaknesses and commitment to move forward. It is not therefore surprising to see that UNFPA received US\$ 12 million grant from the RMNCAH Trust Fund specifically for providing long awaited response in North Eastern Kenya. Within 3 months, detailed implementation plans were completed, equipment were supplied and resources were deposited in the county accounts to effectively implement. Considering the operational challenges in the north east, this is not a mean achievement. Sid is a wonderful mentor and helped his lead technical officer to take up an international appointment.</p>
	<p>Excellent communicator. Passionate manager. Consistently striving to improve programme delivery and impact through inovative approaches. Should ensure that the link between his action and the UNFPA mandate is understood by partners. Needs to constantly remain a team-player.</p>
	<p>The high level of energy, enthusiasm, commitment to and delivery of UNFPA's mandate, as well as the wider Delivery as One inadvertently creates a quiet and sometimes not-so-subtle push back / dislike / etc for his personality. Although he should never apologise for doing what is right and always forging forward, he should be careful to manage egos that may bristle with insecurity. I would recommend less forward/overt leadership and more leadership from behind.</p>

	Self		Ext. Stakeholders		Direct Reports		Peers
--	------	--	-------------------	--	----------------	--	-------

## 22.0 Highest Ratings

### Areas where raters overall score you highest

Rank	Statement	Raters	Competency
1	Promotes the need for change by taking the lead role in change, inspiring others and participating actively in change programmes/processes	4.88	4 - Embracing Change
2	Creates and seizes opportunities for communicating about UNFPA in one voice to key external audiences to increase awareness of issues and visibility of the UNFPA	4.88	6 - Engaging Internal/External Partners and Stakeholders
3	Encourages a culture of communicating regularly and leads by example	4.88	14 - Communicating for Impact
4	Creates and seizes external and internal opportunities to convey UNFPA's unified messages to priority audiences	4.88	14 - Communicating for Impact
5	Inspires and drives staff/team to demonstrate enthusiasm, passion and commitment for their work and to UNFPA's mandate	4.87	2 - Demonstrating Commitment to UNFPA and the UN System
6	Fosters innovation and creativity by encouraging employees to share their change ideas and observations	4.86	4 - Embracing Change
7	Focuses on opportunities rather than threats in the organisational environment, driving towards results and positive change	4.83	13 - Managing Ourselves and Relationships
8	Engages the media on UNFPA issues to increase the organisation's visibility and credibility	4.83	14 - Communicating for Impact
9	Communicates UNFPA's impact externally to stakeholders	4.83	14 - Communicating for Impact
10	Builds support for UNFPA's mandate by understanding and being sensitive to the political and cultural context and encourages staff to do the same	4.79	2 - Demonstrating Commitment to UNFPA and the UN System

## 23.0 Lowest Ratings

### Areas where raters overall score you lowest

Rank	Statement	Raters	Competency
1	Coaches individual members of the team, inspiring and encouraging them to reach full potential; provides constructive feedback	4.25	7 - Leading, Developing and Empowering People
2	Distributes workload in line with roles and responsibilities; does not overload high performers with work that should be carried out by other members of the team	4.25	8 - Creating a Culture of Performance
3	Breaks problems down into their essential elements and solves them	4.29	9 - Making Decisions and Exercising Judgement
4	Plans work carefully; manages their time effectively and delivers high quality work	4.30	11 - Achieving Results
5	Sets clearly defined and realistic objectives and articulates expectations in collaboration with staff members	4.33	7 - Leading, Developing and Empowering People
6	Assesses risks and alternatives before making decisions	4.33	9 - Making Decisions and Exercising Judgement
7	Consults with stakeholders and others on decisions that affect them	4.33	9 - Making Decisions and Exercising Judgement
8	Refrains from jumping to conclusions based on no or minimal evidence; takes time to collect facts before decision-making	4.33	9 - Making Decisions and Exercising Judgement
9	Is realistic about own limits, using support mechanisms as needed; maintains work life balance	4.33	13 - Managing Ourselves and Relationships
10	Looks beyond symptoms to uncover root causes and anticipates potential problems before they arise	4.38	9 - Making Decisions and Exercising Judgement

## 24.0 Biggest Gaps between Self and Others

You score yourself higher than your raters

Rank	Statement	Self	Raters	Competency
------	-----------	------	--------	------------

## 25.0 Biggest Gaps between Self and Others

### Others score you higher than yourself

Rank	Statement	Self	Raters	Competency
1	Fosters innovation and creativity by encouraging employees to share their change ideas and observations	3.00	4.86	4 - Embracing Change
2	Engages the media on UNFPA issues to increase the organisation's visibility and credibility	3.00	4.83	14 - Communicating for Impact
3	Communicates UNFPA's impact externally to stakeholders	3.00	4.83	14 - Communicating for Impact
4	Incorporates UNFPA vision in internal and external communication	3.00	4.79	14 - Communicating for Impact
5	Is proactive in making recommendations for modifications/delays/terminations of projects that are no longer relevant and or cost effective	3.00	4.74	9 - Making Decisions and Exercising Judgement
6	Exemplifies speaking with one voice by proactively sharing communication best practices and case studies that illustrate UNFPA's vision and mission internally across the organisation	3.00	4.74	14 - Communicating for Impact
7	Is reliable and supportive of team members; welcomes requests for assistance and helps others succeed	3.00	4.71	12 - Working In Teams
8	Assesses the political environment both internally and externally, demonstrating an understanding of the complex inter-relationships among political issues	3.00	4.67	5 - Providing Strategic Focus
9	Stays informed of the current priorities of partners and stakeholders and responds appropriately to changes in their positions	3.00	4.67	6 - Engaging Internal/External Partners and Stakeholders
10	Shares credit with team members and defines success as achievements by the whole team	3.00	4.67	8 - Creating a Culture of Performance

## 26.0 Next Steps

Taking into account the feedback gleaned from the report you are encouraged to formulate an action plan that will help you to focus on your specific development needs. The following questions can help you to summarise the key themes emerging from your report.

1. What are your aspirations as a leader for the next 18 - 24 months?

2. In the light of your future aspirations what does the feedback indicate about:

2a. Your relationship with your raters:

Line Manager:

Direct Reports:

Peers:

Others (if applicable):

2b. Your particular areas of strength

2c. Your key areas for improvement

2d. Any unexpected aspects of your behaviour

3. Identify key development actions that you would like to pursue over the next 12-18 months. The development actions can include building on your current strengths and/or areas that you need to improve on.