

## WHO GLOBAL COMPETENCY MODEL

### 1. Core Competencies

1) COMMUNICATING IN A CREDIBLE AND EFFECTIVE WAY	
Definition: Expresses oneself clearly in conversations and interactions with others; listens actively. Produces effective written communications. Ensures that information is shared.	
EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>Speaks and writes clearly, adapting communication style and content so they are appropriate to the needs of the intended audience</li> <li>Conveys information and opinions in a structured and credible way</li> <li>Encourages others to share their views; takes time to understand and consider these views</li> <li>Ensures that messages have been heard and understood</li> <li>Keeps others informed of key and relevant issues</li> </ol>	<ol style="list-style-type: none"> <li>Does not share useful information with others</li> <li>Does little to facilitate open communication</li> <li>Interrupts or argues with others rather than listening</li> <li>Uses jargon inappropriately in interaction with others</li> <li>Lacks coherence in structure of oral and written communications; overlooks key points</li> </ol>

2) KNOWING AND MANAGING YOURSELF	
Definition: Manages ambiguity and pressure in a self-reflective way. Uses criticism as a development opportunity. Seeks opportunities for continuous learning and professional growth.	
EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>Works productively in an environment where clear information or direction is not always available</li> <li>Remains productive when under pressure</li> <li>Stays positive in the face of challenges and recovers quickly from setbacks</li> <li>Uses constructive criticism to improve performance</li> <li>Shows willingness to learn from previous experience and mistakes, and applies lessons to improve performance</li> <li>Seeks feedback to improve skills, knowledge and performance</li> </ol>	<ol style="list-style-type: none"> <li>Demonstrates helplessness when confronted with ambiguous situations</li> <li>Demonstrates a lack of emotional control during difficult situations</li> <li>Reacts in a hostile and overly defensive way to constructive criticism</li> <li>Fails to make use of opportunities to fill knowledge and skills gaps</li> <li>Consistently demonstrates the same behaviour despite being given feedback to change</li> <li>Transfers own stress or pressure to others</li> </ol>

### 3) PRODUCING RESULTS

Definition: Produces and delivers quality results. Is action oriented and committed to achieving outcomes.

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Demonstrates a systematic and efficient approach to work</li> <li>2. Produces high-quality results and workable solutions that meet client needs</li> <li>3. Monitors own progress against objectives and takes any corrective actions necessary</li> <li>4. Acts without being prompted and makes things happen; handles problems effectively</li> <li>5. Takes responsibility for own work</li> <li>6. Sees tasks through to completion</li> </ol>	<ol style="list-style-type: none"> <li>1. Focuses on the trivial at the expense of more important issues</li> <li>2. Provides solutions that are inappropriate or conflict with other needs.</li> <li>3. Focuses on process rather than on outcomes</li> <li>4. Delivers incomplete, incorrect or inaccurate work</li> <li>5. Fails to monitor progress towards goals; fails to respect deadlines</li> <li>6. Delays decisions and actions</li> </ol>

### 4) MOVING FORWARD IN A CHANGING ENVIRONMENT

Definition: Is open to and proposes new approaches and ideas. Adapts and responds positively to change.

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Is receptive to new ideas and working methods.</li> <li>2. Actively supports change initiatives</li> <li>3. Recognises opportunities for improvement and proposes workable solutions</li> <li>4. Actively seeks to apply new methods and technologies to improve work processes</li> <li>5. Adapts readily and efficiently to changing priorities and demands</li> </ol>	<ol style="list-style-type: none"> <li>1. Is reluctant to change when faced with new demands or challenges</li> <li>2. Shows little flexibility in attitude when faced with new ideas</li> <li>3. Holds outdated views despite changes in the work environment</li> <li>4. Becomes negative in outlook when faced with change</li> </ol>

### 5) FOSTERING INTEGRATION AND TEAMWORK

Definition: Develops and promotes effective relationships with colleagues and team members. Deals constructively with conflicts.

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Works collaboratively with team members to achieve results</li> <li>2. Encourages co-operation and builds rapport among fellow team members</li> <li>3. Supports and acts in accordance with team decisions</li> <li>4. Accepts joint responsibility for team's successes and shortcomings</li> <li>5. Identifies conflict early and supports actions to facilitate its resolution</li> </ol>	<ol style="list-style-type: none"> <li>1. Focuses only on achieving personal goals at the expense of team objectives</li> <li>2. Works independently in settings which require group work</li> <li>3. Avoids sharing knowledge, information and expertise with team members</li> <li>4. Exploits divisions in the team</li> <li>5. Avoids dealing with conflict</li> <li>6. Shows little support for, or undermines fellow team members</li> </ol>

### 6) RESPECTING AND PROMOTING INDIVIDUAL AND CULTURAL DIFFERENCES

Definition: Demonstrates the ability to work constructively with people of all backgrounds and orientations. Respects differences and ensures that all can contribute.

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Understands and respects cultural and gender issues and applies this to daily work and decision making</li> <li>2. Relates and works well with people of different cultures, gender and backgrounds</li> <li>3. Examines own behaviour and attitudes to avoid stereotypical responses</li> <li>4. Considers issues from the perspective of others</li> <li>5. Draws on diversity of skills, backgrounds and knowledge of people to achieve more effective results</li> </ol>	<ol style="list-style-type: none"> <li>1. Is unwilling to view issues from the perspective of others</li> <li>2. Discriminates against individuals or groups</li> <li>3. Makes judgements based on perceived cultural stereotypes</li> <li>4. Seeks to relate only to persons of similar culture, religion, gender or level</li> <li>5. Rationalises all potential conflict by attributing the cause to differences in culture</li> </ol>

## 7) SETTING AN EXAMPLE

Definition: Acts within WHO's professional, ethical and legal boundaries and encourages others to adhere to these. Behaves consistently in accordance with clear personal ethics and values.

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Understands and behaves in accordance with WHO's professional, ethical and legal framework</li> <li>2. Demonstrates consistency between expressed principles and behaviours</li> <li>3. Is transparent in dealings with others</li> <li>4. Takes action when others behave in an unprofessional or unethical manner</li> <li>5. Maintains confidentiality and treats sensitive information with discretion</li> <li>6. Stands by own decisions or actions and takes responsibility for them</li> </ol>	<ol style="list-style-type: none"> <li>1. Compromises ethical standards to advance personal agenda</li> <li>2. Behaves inconsistently with personal and organisational ethics and values</li> <li>3. Compromises organizational policies, rules and procedures when under pressure from the outside</li> <li>4. Breaches confidentiality and treats sensitive information without due regard or discretion</li> <li>5. Fails to take responsibility for own actions and decisions; tries to pass the responsibility to others</li> <li>6. Fails to hold agreements made with others</li> </ol>

## 2. Management competencies

8) CREATING AN EMPOWERING AND MOTIVATING ENVIRONMENT	
Definition: Guides and motivates staff towards meeting challenges and achieving objectives. Promotes ownership and responsibility for desired outcomes at all levels.	
EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Provides staff with clear direction and support in meeting their objectives</li> <li>2. Ensures that roles, responsibilities and reporting lines are clearly defined, understood and accepted</li> <li>3. Delegates work appropriately to staff, providing them with the necessary support to meet their objectives</li> <li>4. Shows confidence in staff and encourages initiative</li> <li>5. Provides staff with regular feedback, recognises good performance and addresses performance issues</li> <li>6. Motivates staff to achieve individual and team goals</li> </ol>	<ol style="list-style-type: none"> <li>1. Focuses only on own work and avoids managerial responsibilities</li> <li>2. Gives unclear or partial instructions and is vague about expected results</li> <li>3. Shows little trust in others and does not delegate work to others</li> <li>4. Fails to recognize the potential of staff, paying insufficient attention to development needs</li> <li>5. Fails to recognise or acknowledge the contributions of others</li> <li>6. Avoids giving "bad news"</li> </ol>
9) ENSURING THE EFFECTIVE USE OF RESOURCES	
Definition: Identifies priorities in accordance with WHO's strategic directions. Develops and implements action plans, organizes the necessary resources and monitors outcomes.	
EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Develops plans into clearly defined objectives that take account of changing circumstances</li> <li>2. Identifies priorities and defines realistic objectives and timelines</li> <li>3. Identifies, organizes and effectively manages the financial and human resources needed to achieve results</li> <li>4. Is able to quickly re-allocate resources and reset priorities in response to unexpected events</li> <li>5. Establishes measures to monitor resources and progress of activities as planned</li> <li>6. Monitors costs and seeks to use the most cost-effective methods</li> </ol>	<ol style="list-style-type: none"> <li>1. Defines objectives and implementation plans that are unclear or impractical</li> <li>2. Fails to set priorities in advance or deviates regularly from them</li> <li>3. Commits to delivery regardless of the impact on team or self</li> <li>4. Fails to identify and organize the resources needed to accomplish tasks</li> <li>5. Is slow in reallocating resources and shifting priorities when faced with changes</li> <li>6. Fails to monitor own and others' goals, activities and budgets</li> </ol>

## 10) BUILDING AND PROMOTING PARTNERSHIPS ACROSS THE ORGANIZATION AND BEYOND

Definition: Develops and strengthens internal and external partnerships that can provide information, assistance and support to WHO. Identifies and uses synergies across the Organization and with external partners.

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Seeks to understand and promote synergies between the work produced in WHO and the work of external partners to improve organizational success</li> <li>2. Builds and maintains mutually beneficial work relationships and alliances inside and outside the Organization</li> <li>3. Encourages and assists others in building networks to improve results</li> <li>4. Creates opportunities for promoting synergies inside and outside the organization to improve outcomes</li> <li>5. Encourages people from different parts of the Organization to work together</li> </ol>	<ol style="list-style-type: none"> <li>1. Shows little interest in developing effective relationships and mutual opportunities inside or outside of WHO</li> <li>2. Establishes networks for personal rather than organizational benefit</li> <li>3. Sees departments as separate entities with little impact upon each other</li> <li>4. Is over-protective towards own area of work and impedes cross-organizational actions and interventions</li> <li>5. Works in isolation and makes no proactive effort to integrate with other activities in the Organization</li> </ol>

### 3. Leadership competencies

11) DRIVING WHO TO A SUCCESSFUL FUTURE	
<p>Definition: Demonstrates a broad-based understanding of the growing complexities of health issues and activities. Creates a compelling vision of shared goals, and develops a roadmap for successfully achieving real progress in improving people's health.</p>	
EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Demonstrates an excellent understanding of the complex interrelationships of factors which impact on international public health</li> <li>2. Anticipates new trends and identifies opportunities to promote the long-term goals of WHO</li> <li>3. Takes an active role in developing and articulating a clear and coherent identity for WHO and builds commitment to this inside and outside the Organization</li> <li>4. Develops strategic plans which are in line with WHO's mission and which balance competing priorities</li> <li>5. Shows astuteness and uses all relevant processes to get things done</li> </ol>	<ol style="list-style-type: none"> <li>1. Fails to think of the broader context; isolates work to own technical field</li> <li>2. Considers only a narrow or local perspective when developing strategy and plans</li> <li>3. Develops strategies without involving or consulting others</li> <li>4. Fails to base initiatives or actions on a clear long term vision</li> <li>5. Develops plans which include conflicting priorities</li> <li>6. Fails to identify and use the relevant processes to get things done</li> </ol>

12) PROMOTING INNOVATION AND ORGANIZATIONAL LEARNING	
<p>Definition: Invigorates the Organization by building a culture that encourages learning and development. Sponsors innovative approaches and solutions</p>	
EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Drives change and improvement, continually searching for new ways to position the Organization for success</li> <li>2. Encourages others to be innovative to improve outcomes</li> <li>3. Ensures that knowledge and learning is shared across the Organization; encourages staff to learn from each other</li> <li>4. Uses feedback to find ways to increase organizational effectiveness.</li> <li>5. Pushes sense of responsibility and empowerment down the Organization</li> <li>6. Creates opportunities for learning and development throughout the Organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Does little to promote continuous learning and professional development</li> <li>2. Ignores innovative or creative inputs from others and is biased towards favouring the status quo</li> <li>3. Changes processes and methods in a radical way, without consulting others or considering consequences.</li> <li>4. Avoids or dismisses feedback about organizational effectiveness</li> <li>5. Maintains a culture of bureaucracy and hierarchical power in the Organization</li> </ol>

### 13) PROMOTING WHO'S POSITION IN HEALTH LEADERSHIP

Definition: Positions WHO as a leader in health issues. Gains support for WHO's mission. Coordinates, plans and communicates in a way that attracts support from intended audiences

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
<ol style="list-style-type: none"> <li>1. Promotes WHO's mission and programmes successfully</li> <li>2. Negotiates effectively with persons inside and outside of WHO</li> <li>3. Gains agreement from others for a desired course of action</li> <li>4. Demonstrates authority and credibility in dealings with others</li> <li>5. Prepares and delivers complex and high level messages, using a range of appropriate techniques</li> </ol>	<ol style="list-style-type: none"> <li>1. Fails to promote and defend ideas on key issues</li> <li>2. Uses inappropriate arguments and ineffective negotiation techniques when trying to influence people</li> <li>3. Fails to negotiate sustainable agreements</li> <li>4. Lacks credibility and fails to create a positive impact.</li> <li>5. Fails to adapt complex messages to intended audiences</li> </ol>