



CHANGE OUTSIDE AND WITHIN THE UN IS THE NEW CONSTANT. THE UN MUST BECOME ADEPT AT MANAGING IT.

THE CASE FOR CHANGE

The world is changing fast, and with it the demands on the United Nations. The 2030 Agenda calls upon all stakeholders – including the UN – to transform the way they work. The Secretary-General's reforms require all three pillars of the UN to change the way they do business. Looking at the future, the UN will need continually to adapt its posture and approach to remain relevant in the increasingly volatile environments where it operates. **But is the UN system ready for change?**

WHO WE ARE

UNLOCK is a programme of the UN System Staff College that seeks to promote a culture of change and innovation in the UN system. In partnership with UNDP's Management Consulting Team (MCT), UNLOCK provides learning and advisory services on change management to UN system entities.

UNLOCK builds on the College's 15+ years of training and learning experience, UNDP/MCT's 10+ years of consulting services and 500+ client engagements, as well as an extensive network of change management practitioners from within and outside the UN system.

WHAT WE DO

UNLOCK supports UN staff and entities who are ready for change across four work streams:

Advisory | we provide change management advice to support teams and whole organizations on their change processes

Capacity Building | we deliver learning programmes and facilitate group processes to build capacity to lead, manage and cope with change

Case Studies | we author case studies to share best practices and lessons learnt on driving change and innovation in the UN

Networks | we build and facilitate networks of change agents across the UN system to share knowledge and foster collaboration for change.

Our vision:

A UN system that is agile and adapts nimbly to a fast-changing environment.

Our strategy:

We promote a culture of change and innovation in the UN system.

Our objective:

We seek to professionalise the way UN staff manage change and innovation.

HOW WE ARE FUNDED

We are funded through donor grants as well as fees from our capacity-building and advisory services.

WHAT WE HAVE ACHIEVED SO FAR

- We helped UNFCCC, OIOS, UN Women, IFAD, FAO, UNV, UNMIL, UNOSSC and DGACM in their transformation processes by providing them with expert advice;
- We supported UNHCR, UNOG, ISDR, WHO, UNFCCC and the UN Controller's Office in their change initiatives by designing and facilitating senior management retreats and other group processes;
- We exposed 36 USGs and ASGs to what it takes to lead change and innovation by hosting, together with the World Economic Forum, the Geneva Leadership Exchange;
- We built the knowledge of and capacity for change and innovation of more than 600 UN staff at the P3 to D2 level from over 40 entities through more than 20 face-to-face and online courses;
- We disseminated best practices and lessons learnt on change and innovation in the UN system by authoring and disseminating six case studies on the nexus between change management and, respectively, innovation, global shared service centres, ERPs, and diversity & inclusion in select UN agencies;
- We facilitated exchanges and learning among UN change management practitioners by creating and facilitating the UN Change Management Peer Network, bringing together practitioners from over 20 UN entities.

WHAT WE HAVE IN THE PIPELINE

- Provide change management advisory services to FAO, IFAD and UN Women;
- Build change management capacity and facilitate change-related group processes in UNHCR, UNFCCC, and OCHA;
- Publish a case study on the UN Capital Development Fund's innovative way of working;
- Build and facilitate a network of UN practitioners on using change management approaches to drive the diversity & inclusion agenda;
- Build and facilitate a network of UN practitioners on using change management approaches to roll out Global Shared Service Centres.



BUILDING CHANGE MANAGEMENT CAPACITY FOR THE UN REFORMS

The Secretary-General has launched far-reaching reform efforts of the UN development system, the peace and security pillar, and management of the UN Secretariat, as well as new strategies to achieve gender parity, end sexual exploitation and abuse, strengthen counter-terrorism structures, and roll out the Global Service Delivery Model.

While the details of the reforms are still being worked out, it is already evident that implementing them will require launching a series of complex change management processes.

Yet **there is currently limited professional expertise in change management within the UN system**. This risks hampering implementation of the reforms.

UNLOCK has launched a project targeting UN staff who play or will play a leading role in driving implementation of the Secretary-General's reforms, that aims to strengthen their capacity to design and implement change management processes to roll out the reforms. This will be achieved by:

- Strengthening their knowledge and skills with respect to change management;
- Providing them with expert change management advice as they go about implementing the reforms;
- Building and nurturing a network among these 'change agents' to share best practices across the UN system.

By building a cadre of UN staff who are adept at managing change, the project will contribute to the successful implementation of the reforms.

HOW TO REACH US

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