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Leading Change in United Nations Organizations
Introduction
# Chapter I: Coming in

## Pre-entry: From appointment or election to arrival

### Walking in the door: The first 100 days

- Modeling your values
- Understanding your organization
- Making your first personnel decisions
- Knowing when change is necessary
<table>
<thead>
<tr>
<th>What is specific to leadership in the United Nations?</th>
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<tbody>
<tr>
<td>Building trust and credibility</td>
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<td>Keeping staff morale high</td>
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<td>Being a role model</td>
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<td>Setting and driving your priorities</td>
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<tr>
<td>Being courageous and maintaining a “toughness in leadership”</td>
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<td>Developing trust and boundaries within the governing board</td>
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<td>Making difficult decisions</td>
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<td>Shaping your senior management team</td>
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<td>Coping with the loneliness of leadership</td>
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Security of staff
Rwanda 1994
Being Different
Hiring Women
Representation of women (P-1 to ASG/USG) in the UN system (2005-2015)

Women agency heads
2000
Chapter III: Leading change

- Opportunistic change
- Transformational change
- Planning the change
- Implementing the change
- Obstacles to change
- Making change last
Moving headquarters
Opening of the Regional office in Uganda 2002
Definition of field
Figure 4 - World Food Programme organization chart (1996)
Figure 2- Life cycle model of the internal evolution of an intergovernmental organization (IGO)

Figure 3- Extended life cycle of the internal evolution of an intergovernmental organization (IGO)