WMO Support in Addressing Contemporary Leadership and Management Challenges of NMHSs

Mr. Mustafa ADIGUZEL & Dr. Yinka ADEBAYO

04 September 2023

Why has WMO a L&M Programme?

What are the challenges of Leaders and Managers?

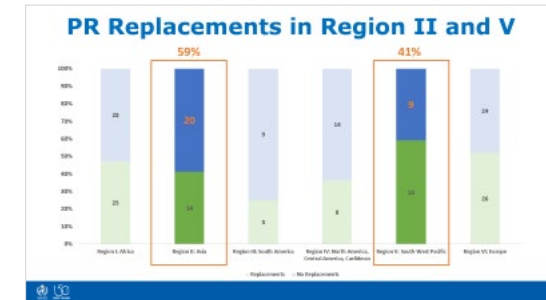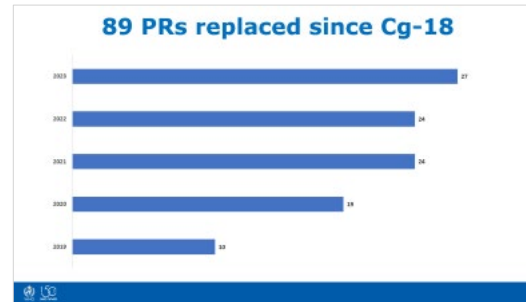**How are these challenges evolving?**

How does WMO support Members?

What are the expected impacts?

Why has WMO a L&M Programme?

Members Needed

Survey in 2017

1st Priority 2nd Priority 3rd Priority 4th Priority

- Weather Forecasting and NWP
- Climate Services
- Instrumentation and Observation
- Agrometeorology
- Hydrology/Hydrometeorology
- Management and Administration Skills — 6th out of 18
- Atmospheric Sciences and Research
- IT Skills, Computing, Data Processing
- Aeronautical Meteorology
- BIP for Meteorological Technicians...
- BIP for Meteorologist (M)
- Communication and Customer...

Survey in 2021

1st Priority 2nd Priority 3rd Priority 4th Priority

- Climate Services
- Weather Forecasting
- Atmospheric modelling and NWP
- Instrumentation and Observation
- Hydrology and Hydrometeorology
- Aeronautical Meteorology
- IT, Computing, Data Processing
- Agrometeorology
- Marine Met and Oceanography
- Management and Admin Skills — 10th out of 18
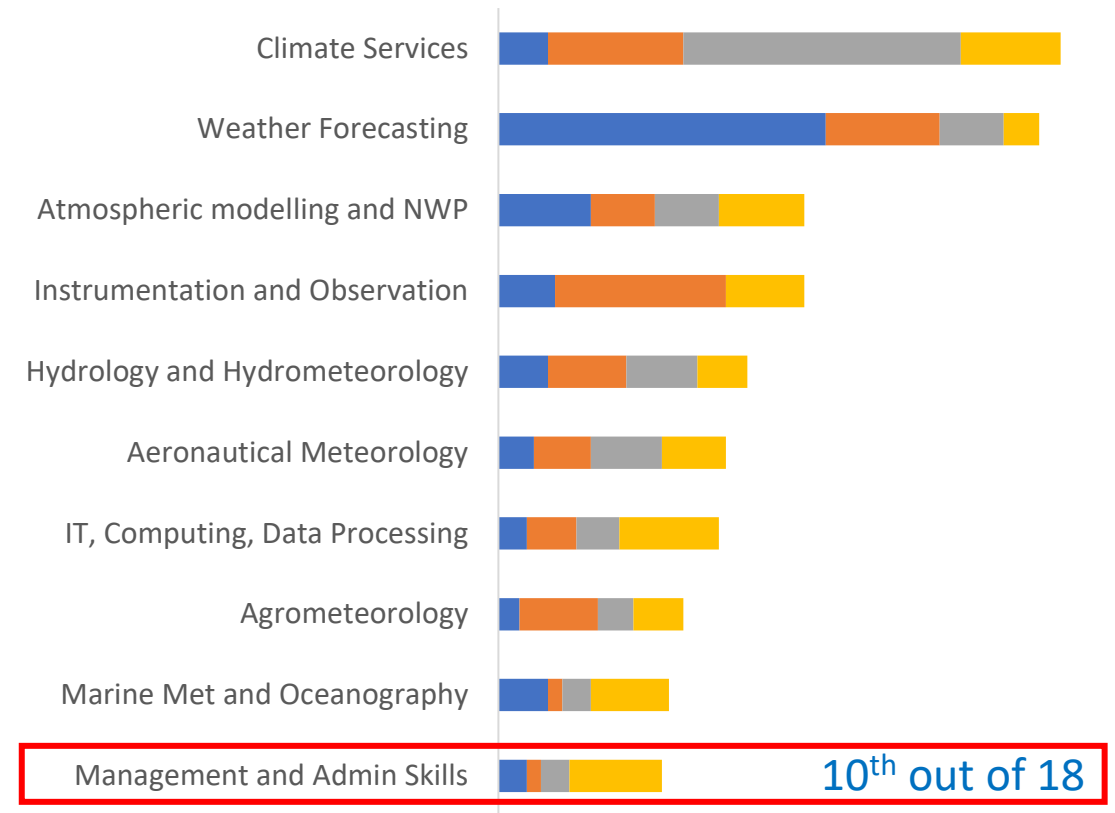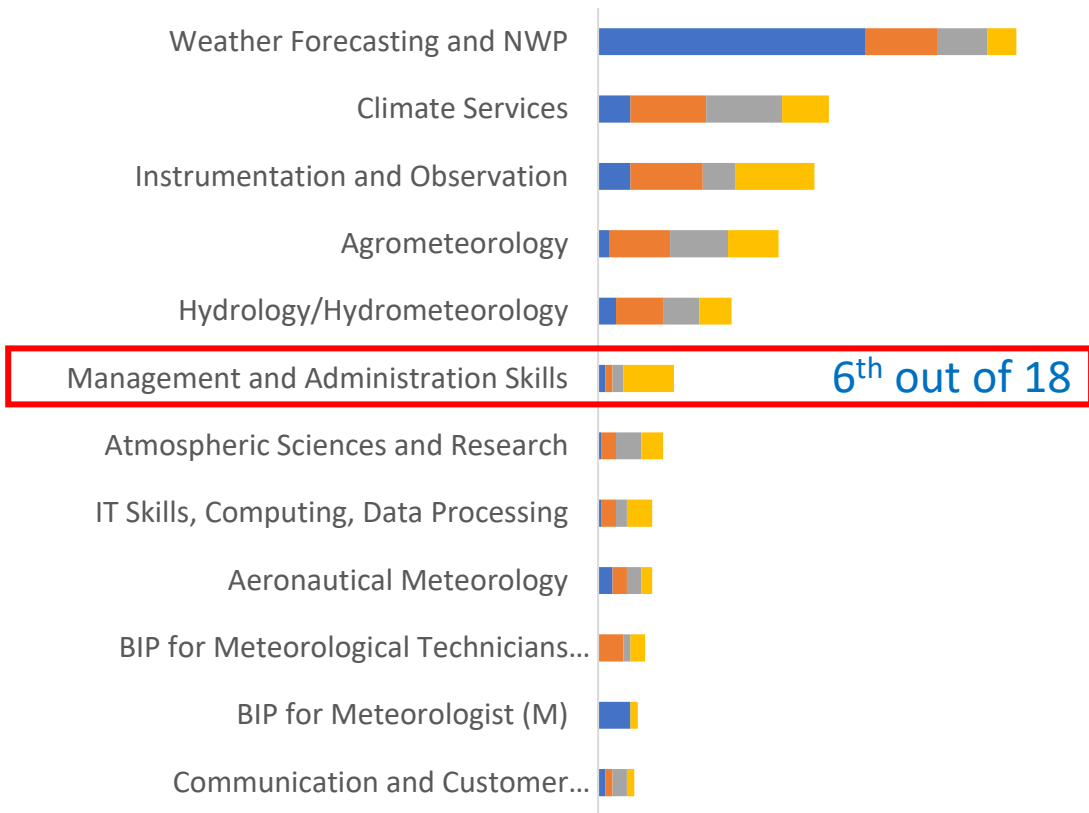
89 PRs replaced since Cg-18
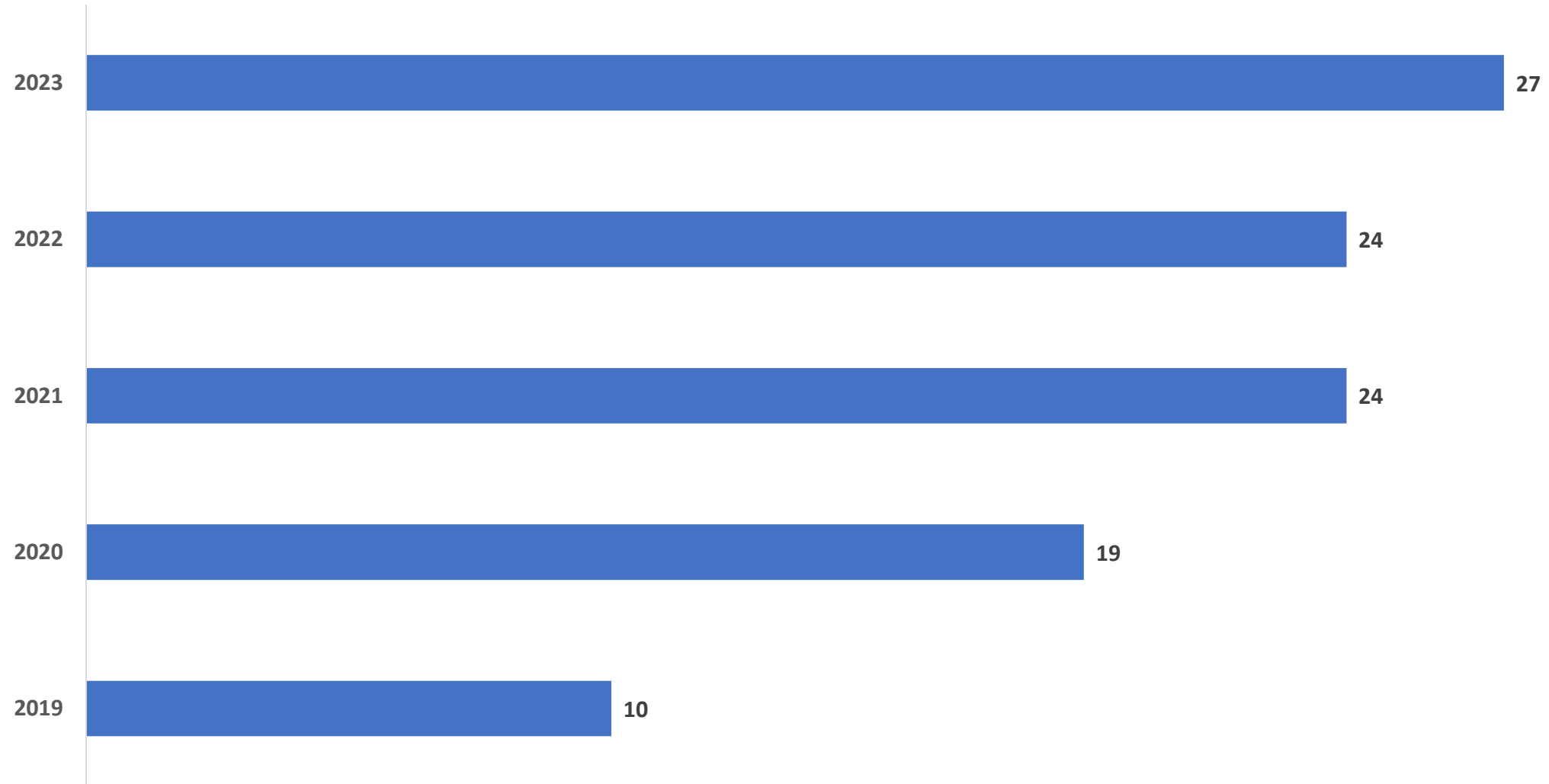
PR Replacements in Region II and V
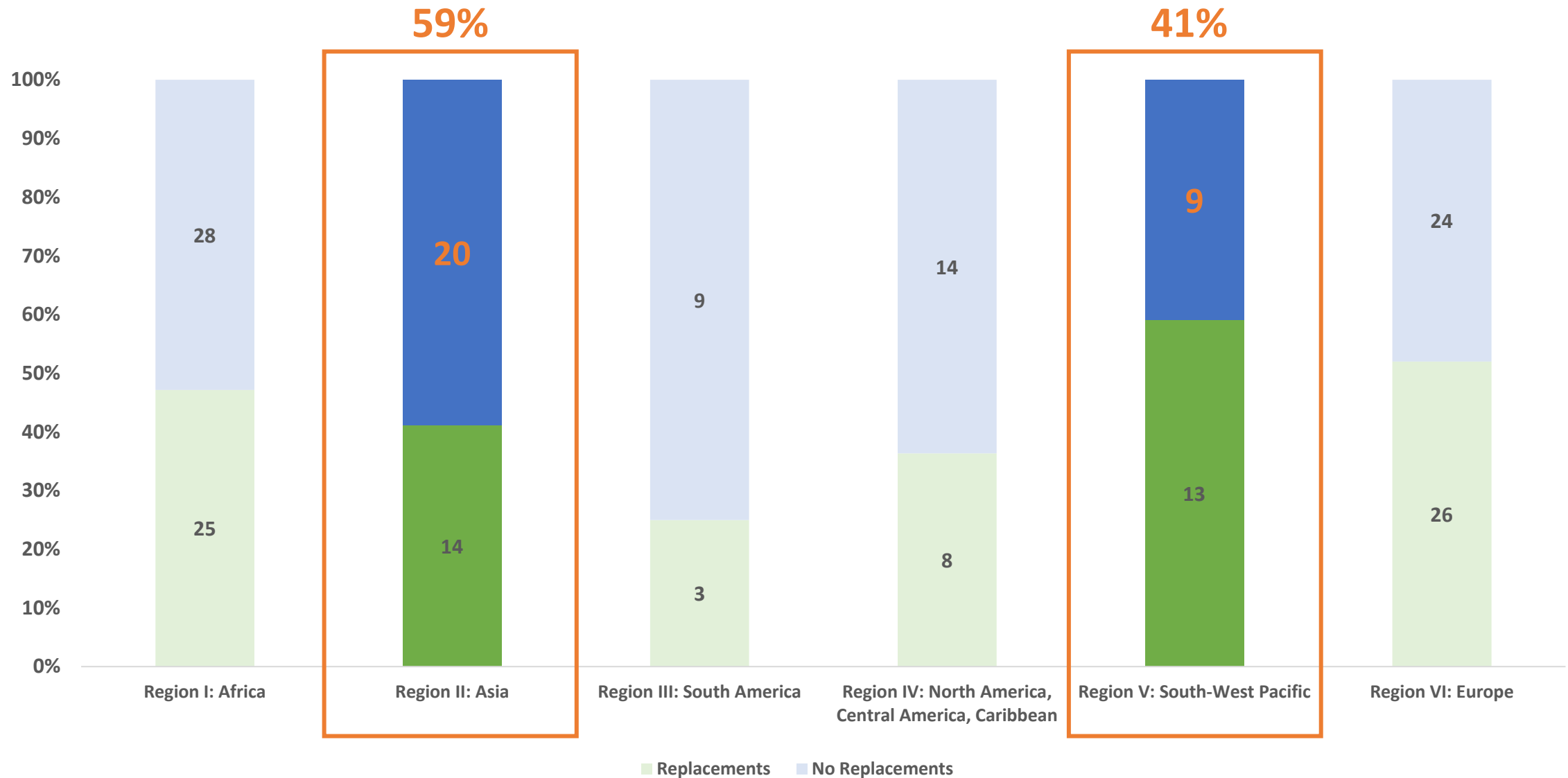
EC and Cg Requested

Cg-18 (2019), Decision 71:
Leadership and management development in NMHSs should be given prominent attention in the development and implementation of the ETR Programme.

EC-70 (2018), Decision 49:
Requested the Secretary-General to strengthen the Organization's support to fellowships and continuing education and to capacity development overall, so as to provide a strong basis for strengthening the capacity of Members and in particular to focus also on Leadership and Management skills as well as technical skills.

EC-69 (2017), Decision 54:
Recognized and listed as priority that, embedding education and training as critical elements in the management and modernization of all NMHSs.

Strategically Planned for 2024-2027

WMO Strategic Plan
2024 – 2027

Goal 4: Close the growing capacity gap on weather, climate, hydrological and related environmental services

Objective 4.2: Develop and sustain core competencies and expertise

Focus A: Strengthened qualifications and competencies of NMHSs and related institutions for effective service delivery

Outcome 4.2.03 of OP for 2024-2027

Strategic Objective 4.2: Develop and sustain core competencies and expertise				

BUDGET

Budget indicators/items	Regular Budget SG Proposal	Regular Budget at ZNG Zero Nominal Growth	
Total resources 2024-2027 (in thousands of CHF)	16,889.2	16,289.9	
Percent of Total	5.8%	6.0%	

FOCUS AREA

A: Strengthened qualifications and competencies of NMHSs and related institutions for effective service delivery

KPI		Baseline 2023	Target 2027	Impact of Funding Below Level of Secretary-General's Proposal
4.2.01	Number of experts trained in short courses at WMO Regional Training Centers (RTCs) or by Education and Training Partners (ETR Partners)	tbd	tbd	Training and familiarization vists for new Permanent Representatives would be unable to be delivered leading to reduced effectiveness of the engagement of PRs in the work of WMO.
4.2.02	Number of new fellowships provided under WMO's Fellowship Programme	tbd	tbd	Without sufficient funding, the ability of WMO to promote and support the competency approach in WMO RTCs would be reduced by up to 60%.

OUTPUT

Nr.	Output	Milestone 2027	Lead Division/ Department	SERCOM	INFCOM	RB	RA I	RA II	RA III	RA IV	RA V	RA VI
4.2.01	Capacity development promoted through Regional Training Centres (RTCs) and NMHSs, and sustained through formal and continuing education and training (including online delivery)	4,000 people trained	ETR/MS				X	X	X	X	X	X
4.2.02	Fellowships awarded (1 month to 5 years)	360 fellowships awarded	ETR/MS				X	X	X	X	X	X
4.2.03	Leadership skills strengthened on policy development, planning, communications, legal awareness, advocacy, building partnerships, collaboration, financial management, and change management	12 workshops delivered, 6 publications	ETR/MS				X	X	X	X	X	X
4.2.04	Competency implementation promoted and supported in WMO RTCs and NMHSs institutions	6 workshops delivered, 3 media resources released	ETR/MS				X	X	X	X	X	X
4.2.05	RTCs activities continuously reviewed, supported, and guided	16 RTCs reviewed, policy guidance to 28 RTCs	ETR/MS				X	X	X	X	X	X
4.2.06	Institutional capacity to develop projects and mobilize resources enhanced	Publication of 4 self-study modules, 4 workshops training and guidance in resource mobilization	ETR/MS				X	X	X	X	X	X
4.2.07	New PR familiarization visits conducted	30 new PRs in four years to be invited	RSO	X	X	X	X	X	X	X	X	X

| 4.2.03 | Leadership skills strengthened on policy development, planning, communications, legal awareness, advocacy, building partnerships, collaboration, financial management, and change management |

What are the challenges of Leaders?

- **Managing Change:** Adapting to and leading through organizational changes, whether it's a change in strategy, technology, or structure, can be challenging. Resistance is a common issue.

- **Effective Communication:** Communication is key, but it can be challenging to convey messages clearly, especially in larger organizations or when dealing with remote teams.

- **Conflict Resolution:** Handling conflicts within teams or between team members requires effective conflict resolution skills. Managing differing personalities can be difficult.

- **Time Management:** Prioritizing and managing time effectively can be challenging to ensure that critical issues are addressed promptly.

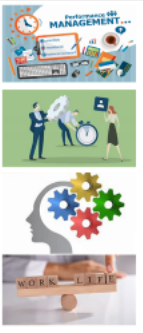- **Team Building:** Building and maintaining high-performing teams requires the ability to recruit, motivate, and develop team members.

- **Decision-Making:** Making tough decisions, especially those with significant consequences, can be stressful.

- **Workplace Diversity:** Leading diverse teams requires cultural sensitivity. Managing diversity effectively can be a challenge.

- **Employee Engagement and Motivation:** Keeping employees engaged and motivated is crucial for productivity and retention.

- **Performance Management:** Evaluating and managing employee performance, providing constructive feedback, and conducting performance appraisals can be challenging tasks.

- **Resource Allocation:** Efficiently allocating resources (budget, personnel, time) to meet organizational goals can be complex, particularly when resources are limited.

- **Strategic Thinking:** Developing and executing long-term strategies to achieve objectives in a rapidly changing business environment is a significant challenge for leaders.

- **Work-Life Balance:** Leaders and managers often face the challenge of balancing their work responsibilities with personal life to prevent burnout.

- **Managing Remote Teams:** With the rise of remote work, managing teams that are geographically dispersed can present unique challenges.

- **Crisis Management:** Handling unexpected crises, whether they are related to the organization's operations or external factors like natural disasters can be extremely challenging.

- **Talent Development:** Identifying and nurturing talent within the organization and ensuring a pipeline of future leaders is a long-term challenge.

- **Regulatory and Compliance Issues:** Staying compliant with regulations and legal requirements while achieving business goals can be complex.

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How are these challenges evolving?

- **Digital Transformation**

- **Remote Work**

- **Flexible Work Arrangements**

- **Environmental Responsibility**

- **Economic Uncertainty**

- **Cybersecurity Threats**
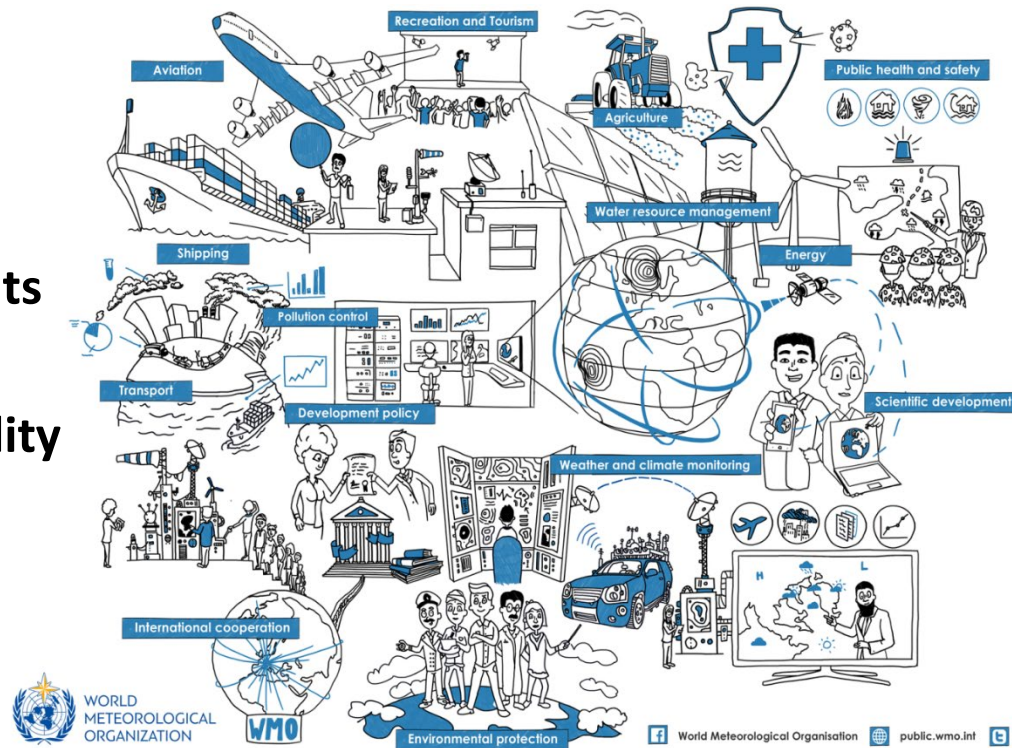
- **Talent Management and Retention**

- **Regulatory Changes**

- **Rapid Innovation**

- **Supply Chain Disruptions**

- **Health and Well-being**

- **Ethical and Social Responsibility**

How does WMO support Members?

Essentials of Management Online Training Programmes

- Developed and run with funding from **UK VCP**
- Has been running **since 2008**
- **Over 400 international participants** have completed the web-based management training
- Held **in English**
- Designed for **mid-level managers** of NMHSs
- This course run for **28 weeks** and is comprised of **10 modules**
- Participants would spend on average **3-4 hours a week**
- The course material is **presented online** and **facilitated remotely**

Human Resources Development Workshops for Senior Managers of RA-I, RA-III, RA-IV

2010, Lima, Peru, 36 Participants
2012, Beijing, China, 19 Participants
2011, Pretoria, SA, 26 Participants

Leadership and Management Programme for Senior Managers of RA-II and RA-V

2018, Singapore, 19 Participants
2021, Singapore-ONLINE, 23 Participants
2019, Singapore, 20 Participants
2023, Singapore, 19 Participants

PR Induction Programme with PR Familiarization Visits

2018, PR Induction, 6 Participants
2022, ONLINE (Western & Eastern), 30 PRs
2019, PR Induction, 12 Participants
2023, PR Induction

Executive Training Programme on Leadership and Management

2019, South Africa, 55 Participants
2023, South Africa, 70 Participants

Leadership and Management Training Webinar Series

- Designed for **Middle and Senior Managers**
- Collaboration with the Met Office (UK)
- Comprise a series of **four 90 minute webinars**
- Conducted in **English**
- Since **2022**
- The topics discussed:
  - where and how to look for funding opportunities
  - stakeholder identification and communication
  - considerations when writing a bid proposal and presenting information and
  - the skill sets required to implement, deliver and manage a project

Collaborating Partners

Meteorological Service Singapore
Met Office
South African Weather Service
LKY Lee Kuan Yew School of Public Policy EXECUTIVE EDUCATION
AEMet Agencia Estatal de Meteorología
Henley Business School AFRICA

Publications

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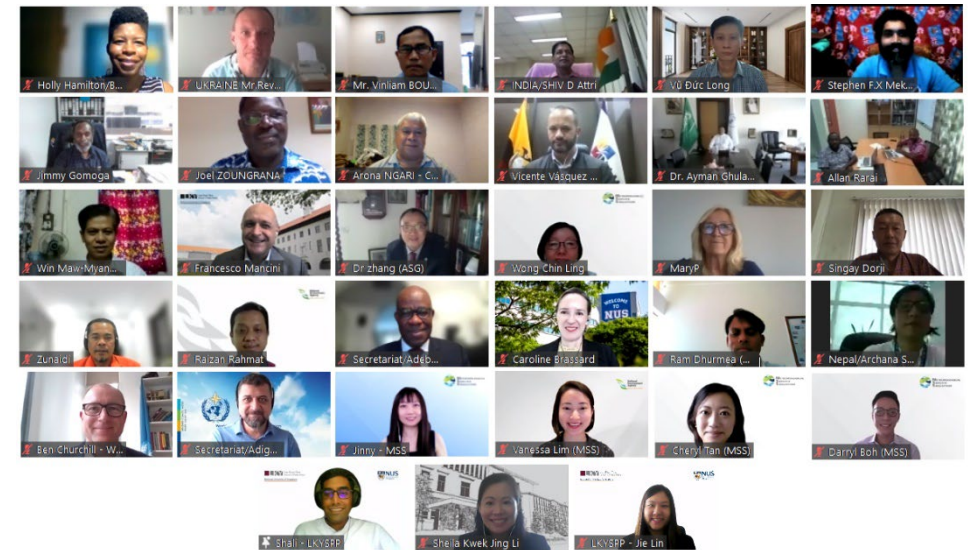**2011, Pretoria, SA, 26 Participants**

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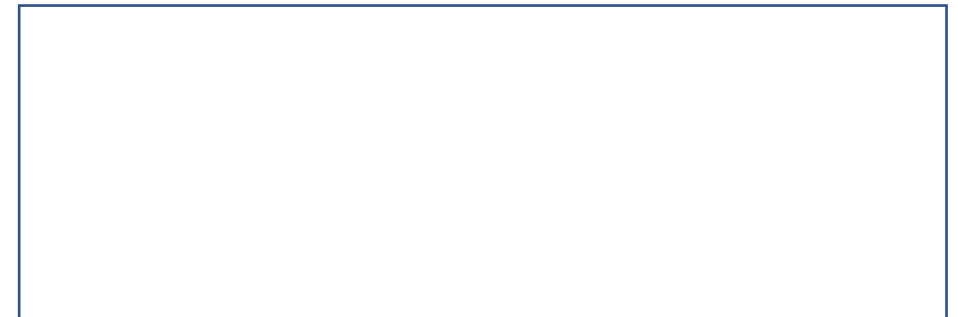
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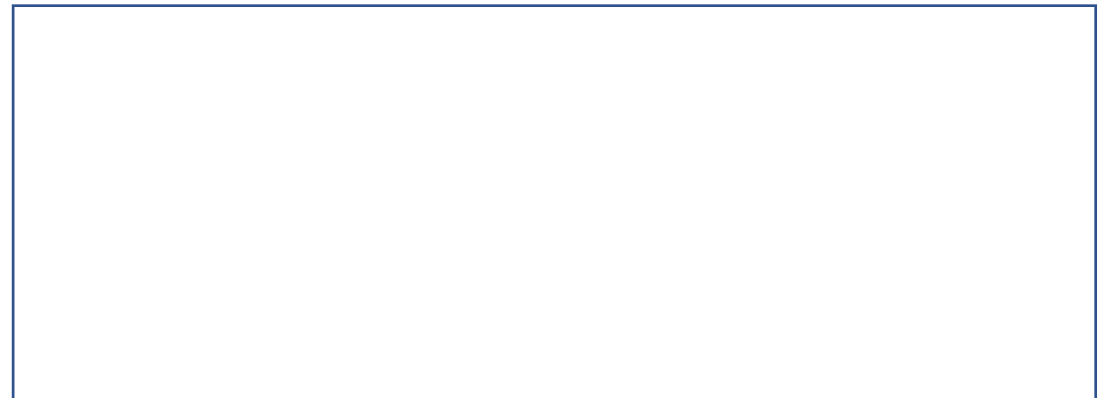
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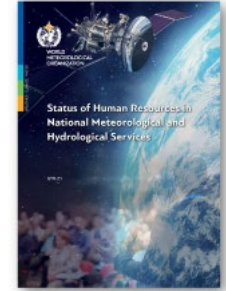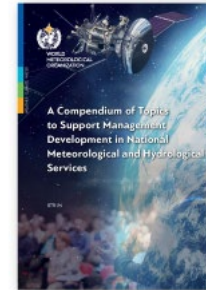# Collaborating Partners

Publications

WMO-No. 49

Technical Regulations

Basic Documents No. 2

Volume I – General Meteorological Standards and Recommended Practices

2019 edition

Updated in 2021

WEATHER CLIMATE WATER

WORLD
METEOROLOGICAL
ORGANIZATION

WMO-No. 49

Technical Regulations

Basic Documents No. 2

Volume II – Meteorological Service for International Air Navigation

2018 edition

Updated in 2021

WEATHER CLIMATE WATER

WORLD
METEOROLOGICAL
ORGANIZATION

WMO-No. 49

Technical Regulations

Basic Documents No. 2

Volume III – Hydrology

2021 edition

WEATHER CLIMATE WATER

WORLD
METEOROLOGICAL
ORGANIZATION

WMO-No. 49

WMO-No. 904

Guide to
Aeronautical Meteorological
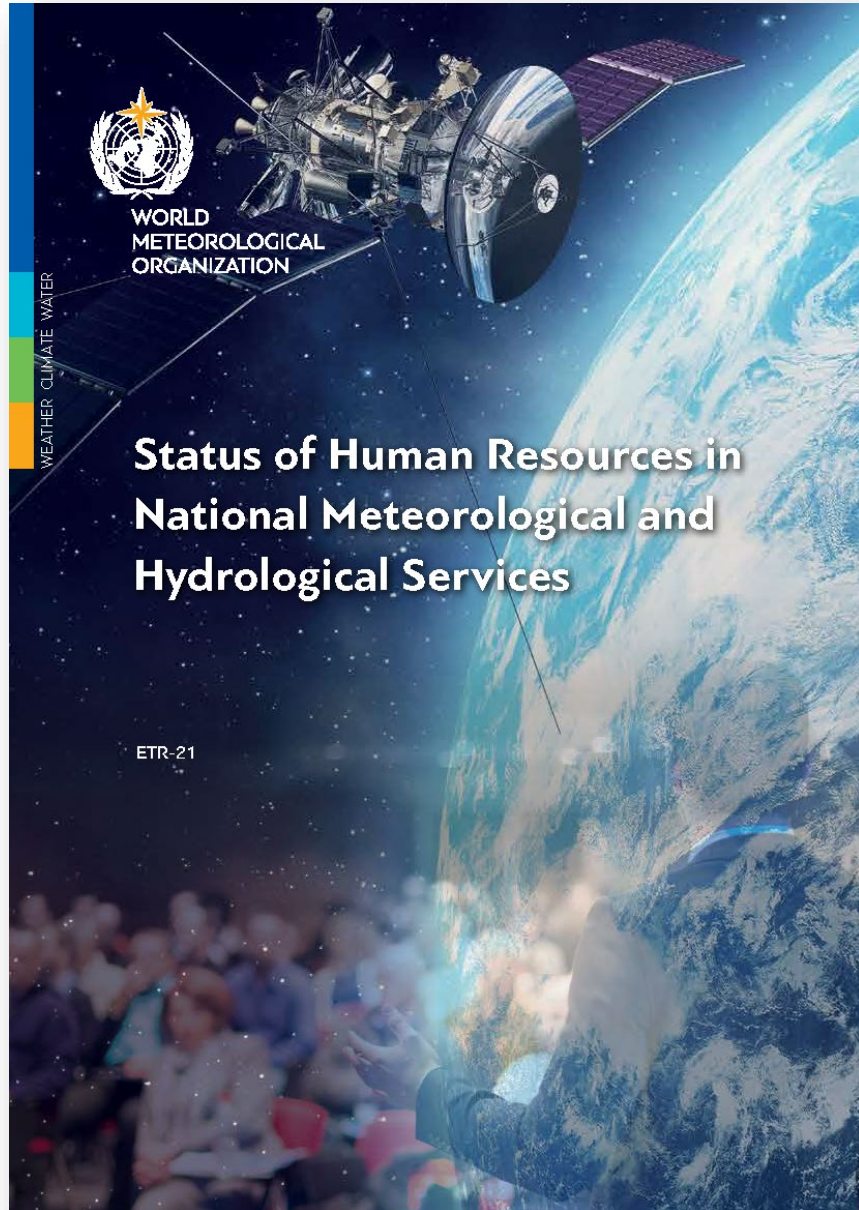## Services Cost Recovery

Principles and guidance

Weather • Climate • Water

WORLD
METEOROLOGICAL
ORGANIZATION

WEATHER CLIMATE WATER

Status of Human Resources in National Meteorological and Hydrological Services

ETR-21

WMO-No. 939

Reference Guide for Permanent
Representatives of Members with
the World Meteorological Organization
on Relevant Procedures and Practices
of the Organization

2015 edition

WMO-No. 1100

Guide to the Implementation of Quality Management Systems for National Meteorological and Hydrological Services and Other Relevant Service Providers

2017 edition

WMO-ETR-24

![World Meteorological Organization — A Compendium of Topics to Support Management Development in National Meteorological and Hydrological Services, ETR-24]

- Coaching and mentoring
- Influencing, negotiating and managing conflict
- Leading your team
- Motivating your team
- Managing time
- Communicating effectively
- Managing human resources
- Managing finance
- Managing projects
- Managing change
- Planning strategically

WMO-No. 1153

Valuing Weather and Climate:
Economic Assessment of
Meteorological and
Hydrological Services

WORLD BANK GROUP

GFDRR
Global Facility for Disaster Reduction and Recovery

USAID
FROM THE AMERICAN PEOPLE

World
Meteorological
Organization
Weather · Climate · Water

WMO-No. 1153

WMO-No. 1209

Compendium of WMO Competency Frameworks

2019 edition

WEATHER CLIMATE WATER

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METEOROLOGICAL
ORGANIZATION

WMO-No. 1209

WMO-No. 1289

A Primer on Public Policy and Management with a Focus on National Meteorological and Hydrological Services

2022 edition

WEATHER CLIMATE WATER

WORLD
METEOROLOGICAL
ORGANIZATION

WMO-No. 1289

A Primer on Public Policy and Management with a Focus on National Meteorological and Hydrological Services

2022 edition

WORLD METEOROLOGICAL ORGANIZATION

WMO-No. 1289

- Leadership in a VUCA (**V**olatile, **U**ncertain, **C**omplex, and **A**mbiguous) World
- Trends and Capabilities for Public Managers
- Result-based Management at WMO
- Addressing the Challenges in Evidence-based Decision Making
- Strategic Foresight and Managing Complexity in the Public Policy
- Organizing, Costing and Pricing of Meteorological Services
- Behavioral Perspectives on Climate Change
- A System Approach to Public Policy
- Communication and Public Policy in the Context of Meteorological Services

What are the expected impacts?

- **Improved Leadership and Management Skills:** Participants learn about **effective communication, decision-making, problem-solving, and strategic thinking, among other skills**. This leads to better leadership and management capabilities, which can positively affect the performance of an NMHS.

- **Enhanced Employee Performance:** When leaders and managers acquire **new skills and knowledge**, they can better guide and motivate their teams. This often results in **improved employee performance, increased productivity, and better overall job satisfaction**.

- **Higher Retention Rates:** Employees who are led by skilled and supportive managers are **more likely to stay in their roles and with their organizations**. This reduces turnover and the associated costs of recruiting and training new employees.

- **Innovation and Creativity:** Leadership and management programs often encourage participants to **think creatively and embrace innovation**. This can lead to the development of **new ideas, products, or services** that can give the organization a competitive edge.

Expected impacts from L&M Programme?

- **Conflict Resolution:** Effective leadership and management training can equip individuals with the skills to handle conflicts and disagreements constructively. This can **reduce workplace tension** and **improve team dynamics**.

- **Better Decision-Making:** This can result in **more effective and efficient operations** within the organization.

- **Organizational Alignment:** This can help ensure that **all levels of leadership** within an organization are **aligned with its mission, vision, and values**. This alignment can lead to a **more cohesive and focused organization**.

- **Measurable Results:** Impact of leadership and management programs can be measured through key performance indicators (**KPIs**) such as **increased revenue, reduced costs, higher customer satisfaction, and improved employee engagement**. These programs can contribute to positive changes in these metrics.