

The Utility of CANADEM Staff Reading This ‘Management’ Book

The Management Handbook For UN Field Missions



1. Comprehensive Framework

- For those who have not read much on management, this is a short practical overview of many of the common key management challenges, i.e. not just for the UN.

- CANADEM has a number of procedures such as its Operational Planning Process, Integrated Risk Management, Operations Gaming, our use of Primaries, etc. that can be positioned within this Handbook’s broad framework, i.e. you will better understand where our procedures fit within the larger management context.

Caution: while the Handbook is broad, it is not deep nor definitive:

- ✓ First, it is relatively short so that each topic/chapter is necessarily superficial in order to be comprehensive. Note that each chapter has Further Readings – if something interests you, go and read those or other management books.

- ✓ Secondly, there are multiple ways and innumerable tools to meet various management challenges, so the Handbook’s suggestions are suggestive, not prescriptive. Almost every leadership and management success is ‘situational’, you need to figure out what works best in any particular context.

2. UN Field Context

The second utility to CANADEM staff is that many of the examples and much of the terminology is UN, and more specifically is UN-Field. So reading this Handbook will give you a better idea of some of the challenges that UN mission management face.

Caution:

- The UN has very little unified command and control, because the Member States designed it to be a collection of individual fiefdoms such as the Secretariat (which includes DPKO, OCHA, DFS) and the Specialized Agencies (WFP, UNHCR, UNDP, etc.) who report directly to member states and not to the UN SecGen.
- This is especially true for field missions where voluntary funding, TCNs/PCNs and other such control mechanisms create further imperatives and constraints to any UN unified approach much less standard procedures. So the Handbook may imply there are standard mechanisms across the UN, but this is usually not the case.