



GVI FRAMEWORK

Values-driven systems thinking approach and culture

	Values-driven systems thinking approach/culture	Current UN approach/culture	Values/Systems approach benefits	GVI support to values/systems approach
1.	Clear values and shared vision for the future	Today is fine/Focus on Activities	Focus on how activities serve overall values/goals	Values Assessments, Coaching for shared vision among leaders and staff
2.	All are stakeholders	We/they e.g. Member States/NGOs	Honors UN values of democracy, participation, accountability	Inclusive input from all stakeholders
3.	Shared core strategies/Focus on whole organization/ Holistic/systemic change	Silo mentality/Focus on units/department goals/Myopia/Isolated change	Ensures that the units are in alignment and serve overall values/goals	Coaching for alignment
4.	Interdependent/ Openness, feedback, adaptability/ Communications and collaboration	Independent/ Closed environment/ Not my job	Honors values of transparency and accountability, promotes information flow, responsiveness, effectiveness	Advanced knowledge management/sharing and learning community/communities
5.	Focus on functions and service	Focus on hierarchy and controls	Ensures than functions serve goals/values	Knowledge sharing and learning community/communities
6.	Focus on related issues/ Focus on root causes e.g. discrimination/ Seeks patterns and trends/ Identifies circular and repeat cycles	Focus on separate issues e.g. human rights, development, peace, environment/ Focus on symptoms e.g. conflict/ Events are seen as isolated/ Linear i.e. begin-end	Ensures holistic and sustainable solutions/ Facilitates coherence/ Minimizes duplication of functions/ Optimizes use of resources/Ensures learning	Promotion of human rights based approach to development, peace as a human right, common language/ Focus on causal analysis e.g. HRBA/ Learning communities to harness lessons learned and good practice and feed into system for adaptation
7.	Long-term	Short-term	Ensures sustainability	Coaching for long-term vision, outcomes,actions