

UN Leadership in Peacekeeping Missions

MFA Mid Career Course

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Mission Leadership

- To develop in mid career course participants an appreciation of the key responsibilities, attributes and complexities of leadership within UN missions.
- To appreciate the complex relationships that develop around mission leadership.
- To appreciate the challenges of leadership for all components in UN peacekeeping missions.

Leadership?

Please write down one principle **characteristic** of good leadership.

Think of role models in your life.

**What is leadership?
Try to define it.**

Leadership

- The **art** of influencing people to achieve your/the **desired** outcomes

- But being the leader does not automatically make you one

- because leaders do not automatically get the respect and acceptance of their team or group members; concept of earned “followship”.

Leadership/ Decision Making Styles

NB. **None** of these abrogate the responsibility for the leader to make and be accountable for the decision.

- **Authoritative.** Advantages? Disadvantages?
- **Mission/ Directive Command.** Advantages? Disadvantages?
- **Participative /Collaborative.** Advantages? Disadvantages?
- **Individuals have different personalities (given) but behaviour is adaptable (leadership skills can be learned).**
- **Good leaders know when to adapt their styles according to the particular situation.**

Aristotle Paraphrased

To appeal to their followers, good leaders need to use:

Pathos (charisma, influence, vision - *soft power-transformational*)

Ethos (set standards and show integrity)

Logos (logic, knowledge, professional competence)

“Without them you must rely on contracts or torture” (Rewards or discipline / intimidation – *hard power -transactional*)

In Modern Thought

All good leaders need to use a mix of :

the what – transactional

the how - instrumental

the why - transformational (creating the vision)

**Transformational leaders tend to start at the why
(vision of future affects behaviour of the present.)**

**Transactional leaders tend to start at the what, but
there should be balance.**



Direct And Indirect

Direct (heroic) leadership involves leading by example:

- Personally motivating and inspiring
- Coaching and teaching
- Fostering cohesion / team spirit / élan

Applicable within a personally managed element (small groups), relationships are face to face, clear authority, little coordination necessary except “follow me”, essentially charismatic.

Indirect (organisational) leadership needed as level of complexity and scope of responsibility increases. Involves:

- Influencing others
- Integrating and coordinating functions
- Building teamwork
- Developing subordinates (to be in your mould or mind)

UN Leadership

- Because the environment in UN missions is complex, ambiguous (foggy and grey not clear black and white) and influenced by many internal and external actors....
- Leadership at the senior UN level is different from junior and mid level leadership - less direct (but still needed), but combines direct leadership with organisational/ indirect leadership.

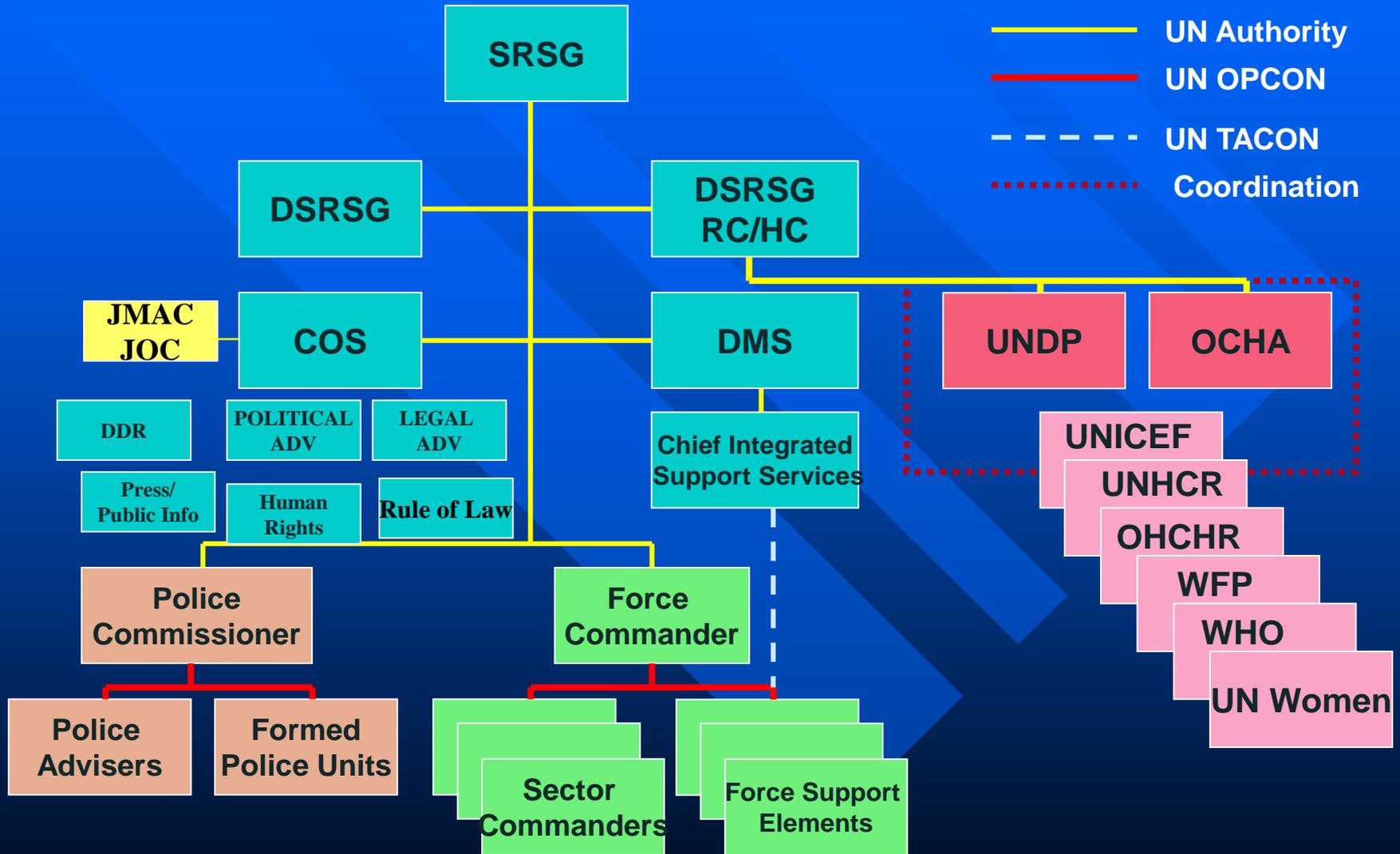
Concept of Strategic Leadership

“Strategic Leadership is the process used by a senior leader to affect the achievement of a desired and clearly understood **vision** by influencing the organisational culture, allocating resources, directing through policy and directive, and building consensus within a **volatile, uncertain, complex and ambiguous** environment which is marked by opportunities and threats”.

Shared Analysis - The Mission Leadership Team

- **Special Representative of the Secretary General/ Head of Mission (SRSG/HOM) – (responsible for the decision).**
- **Deputy Special Representative of the Secretary General (DSRSG)**
- **Resident Coordinator UN Country Team (DSRSG/RC/HC)**
- **Head of Military Component/ Force Commander (HOMC/FC)**
- **Head of Police Component/Police Commissioner (HOPC/PC)**
- **Director of Mission Support /Chief of Mission Support (DMS/CMS)**
- **Mission Chief of Staff (COS)**

UN Integrated Mission Structure





Environment

- **Multidimensional, multicultural, multinational**
- **It involves intricate networks of staff, functions and operational components.**
- **Complex mandates (peacekeeping and peace-building) in volatile, polarized, distressed, dysfunctional environment**
- **It contains both internal and external complexities that directly and indirectly affect resourcing, structuring and operating procedures.**
- **It involves management by influence, communication and change.**

Senior Leadership Team Tasks

- Provide shared vision and direction to the Mission
- Accept responsibility and accountability of the leadership team
- Shape Mission culture to support vision
- Manage varied and complex relationships
- Promote integrated planning and action
- Manage change
- Represent the Organization within the international community

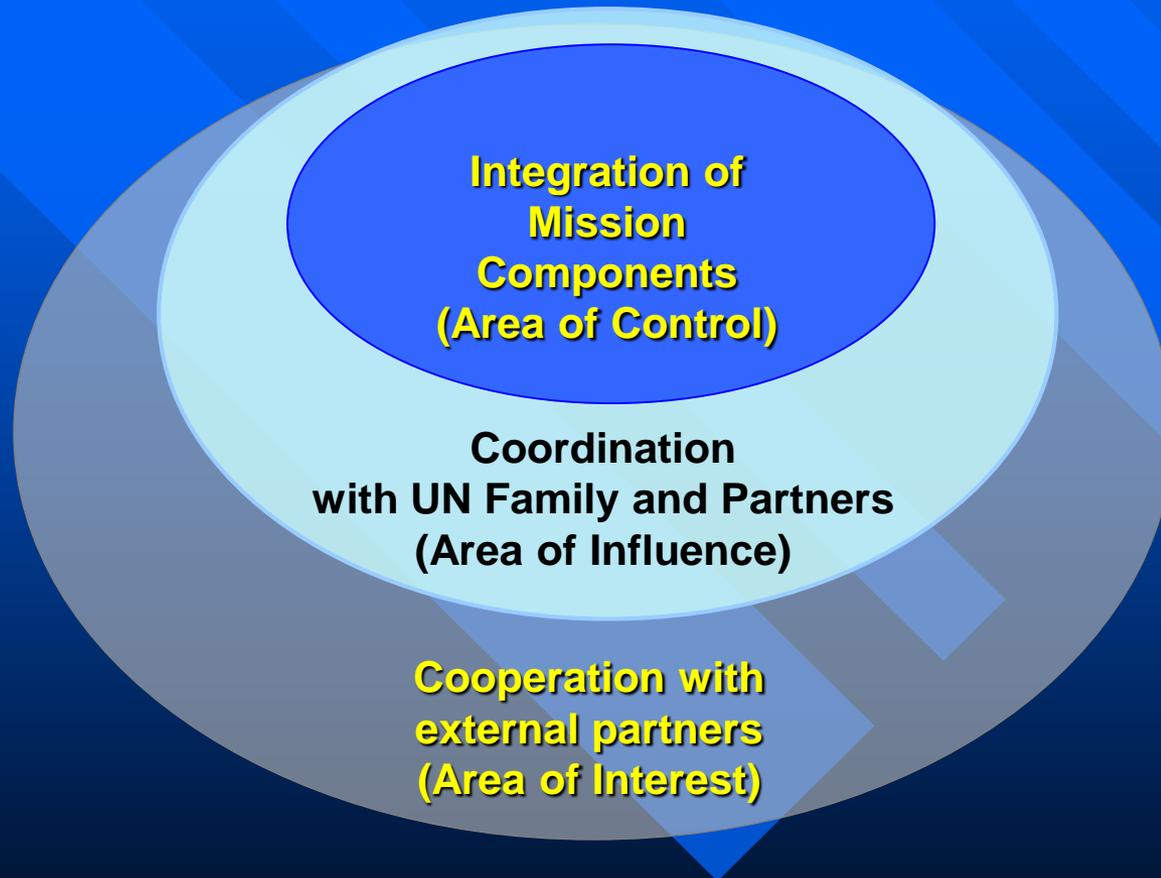
Senior UN Leader Personal Competencies

- **Effective communicator**
- **Good professional knowledge and technical competence**
- **Conceptual thinker (anticipates issues, plans ahead, manages change)**
- **Ability to operate in a complex integrated environment (multicultural, multidimensional, multinational)**
- **Ability to build teams and agreements**
- **Shows integrity (and moral courage)**

Communications, Cooperation, Coordination and Consensus

Relationships for UN Senior Leaders.

(Move from transactional to transformational)



Seven Findings from a UN Leadership Study (Hochschild-Drummond 2010)

- **Individuals do not automatically become leaders by virtue of being appointed to senior positions. Leadership has to be demonstrated.**
- **Leadership in the UN is about not being resigned to, but overcoming the constraints, and is also about creating space for independent action.**
- **UN leadership is also about managing and growing beyond a series of apparent contradictions.**

- **Leadership in the UN is as much about courage and risk taking as it is about caution.**
- **UN leadership is about external and internal coalition building (building your constituency)**
- **Strong UN leaders respect, care for and empower their staff**
- **UN leadership is less about individuals than it is about creating strong leadership teams (taking the I out of leadership – Truman quote)**

**“It is amazing what you can achieve when
you do not care who takes the credit”**

Harry S Truman

Take-Aways

A UN Leader:

- . Operates in an extreme, ambiguous and complex environment
- . Provides vision and direction
- . Manages change and plans ahead
- . Helps to integrate the many components of his/her responsibility
- . Communicates well, and widely
- . Empowers staff and builds teams

Provides UNcompromised and UNcompromising Leadership

Or Put Another Way

A leader is someone who knows the way (**logos**),
goes the way (**ethos**)
and shows the way (**pathos**).



Effective Leadership

Some basic differences between Leaders and Managers:

- The leader innovates
- The manager administers

- The leader develops
- The manager maintains

- The leader focuses on people and behaviour
- The manager focuses on systems, processes and structure

- The leader inspires trust
- The manager relies on control

Effective Leadership 2

- The leader has a long-range perspective
- The manager has a short-range view

- The leader asks what and why
- The manager asks how and when

- The leader's eye is on the horizon
- The manager's eye is on the bottom line

- The leader challenges the status quo
- The manager accepts it

- The leader does the right thing
- The manager does things right

Post-Conflict Tasks & Actors

