LEADERSHIP IN THE FIELD

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LEADERSHIP IS NOT DETERMINED BY HOW MANY PEOPLE SERVE YOU, BUT BY HOW MANY PEOPLE YOU SERVE

MYLES MUNROE
SCOPE

• EXPECTATIONS FROM STAKEHOLDERS
• CHALLENGES
• LEADING AT HOME VERSUS LEADING IN THE MISSION
• TRAINING OF LEADERS
• TRAINING OF DEPLOYMENTS
EXPECTATIONS FROM STAKEHOLDERS/ROLE PLAYERS

**AU**
- African perspective
- Lack of support

**DONORS**
- Own priorities
- Results

**PCC/TCCs**
- Everybody must have opportunity
- Financial benefit
- Difference in training standards
- Different Policies
- Different Cultures

**UN:**
- Doing more with less
- Political prioritization
- Performance within UN standards
- DPKO prescriptive versus support
- Insufficient focus on African perspective

**Mission Component**
- Lack of Clear understanding on roles
- Silos
- Competition
- Non-collaboration with UNCT

**HOST GOVERNMENT INSTITUTIONS**
- Lack of ownership
- Expectations on benefits

**CONFLICTING GROUPS**
- Expect support
- Mistrust

**CIVIL SOCIETY**
- Services
- Funding
- Protection
CHALLENGES

• HUMAN RESOURCES
  – CULTURAL DIVERSITY
  – LACK OF/INSUFFICIENT SKILLS
  – RANKLESS (POLICE)
  – TURN OVER IN POSITIONS – LACK OF CONSISTENCY AND CONTINUITY (INSTITUTIONAL MEMORY)
  – LACK OF FEMALE REPRESENTATION
  – ATTITUDE OF PERSONNEL
  – RESISTANCE TO CHANGE
  – INSUFFICIENT LEVELS OF ASSERTIVENESS BY COMMANDERS/LEADERS
  – LACK OF CLEAR PERFORMANCE MANAGEMENT TOOLS
  – FOCUS ON FINANCIAL BENEFITS

• MISSION COMPONENTS
  – LACK OF CLEAR UNDERSTANDING OF ROLES BETWEEN DIFFERENT COMPONENTS
  – SILO APPROACH
  – COMPETITION
  – MILITARY DOMINANCE
CHALLENGES (Cont.)

- **HOST COUNTRY:**
  - SOVEREIGNITY
  - LOW CONFIDENCE LEVELS
  - TIME CONSUMING EFFORTS
  - COMMUNITY ATTITUDE AND LACK OF TRUST

- **INTEGRATION WITH UN COUNTRY TEAM**
  - LACK OF CLEAR UNDERSTANDING OF DIFFERENT ROLES
  - COMPETITION
  - SILO APPROACH

- **SUPPORT CONSTRAINTS**
  - MANDATE VERSUS LIMITED / NO FUNDING
  - MISSION SUPPORT APPROACH
### LEADING AT HOME VERSUS LEADING IN THE MISSION

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COMPETENCIES FOR LEADERS IN THE FIELD

- DIPLOMACY
- MANAGEMENT OF DIVERSITY (INTERNALLY AND EXTERNALLY)
- NEGOTIATION
- MEDIATION
- ORGANISATIONAL DEVELOPMENT
- PERFORMANCE MANAGEMENT

- POLICY ANALYSIS AND DEVELOPMENT
- PLANNING

- CREATIVITY AND INNOVATION
- SELF CONFIDENCE
- ASSERTIVENESS
- ENERGETIC AND INTERACTIVE
- PERSEVERANCE
- PASSION
- WALK THE TALK

- VISION AND INFLUENCE: “CHARISMA”
IF WHAT WE DO TODAY IS WHAT WE DID BEFORE THEN ALL WE’RE GONNA GET IS WHAT WE GOT BEFORE AND TODAY IS NOT BEFORE