The Next Level: 4 Principles for Elevating Mission Leadership in UN Peacekeeping Operations

John R. Ryan
President and CEO
Center for Creative Leadership
Elevating Mission Leadership: 5 Focus Areas

- What is Leadership?
- Why Does Leadership Development Matter?
- Which Leadership Skills Matter?
- Warning Signs to Watch For
- Developing Leadership Skills That Matter
What Effective Leadership Looks Like

- **DIRECTION**
  - Agreement on overall goals, aims, and mission

- **ALIGNMENT**
  - Effective organization and coordination of work

- **COMMITMENT**
  - Willingness to subsume individual interests for the benefit of the collective
Principle 1: The ACS Model

We believe leaders are made, not born.

Our Model:

Assessment + Challenge + Support = RESULTS
The “Fundamental Four” Leadership Skills

- Self Awareness
- Learning Agility
- Communication
- Influence
Principle 2: Boundary Spanning

Managing Boundaries

Put team together strategically based on specific skills. Respect their contributions, reward those who assist.

Forging Common Ground

Tap into passions, build on diversity of views to create a shared vision for moving forward.

Discovering New Frontiers

Sharing ideas and rewarding innovation leads to new ways of solving problems.
Principle 3: Experience-Driven Learning

- Challenging Assignments: 70%
- Other People: 20%
- Coursework and Training: 10%
The Warning Signs of Leadership Failure
5 Signs to Watch Out For

• Weak Interpersonal Skills
• Problems Forming and Leading Teams
• Difficulty Adapting to New Circumstances
• Failure to Meet Mission Objectives
• Narrow Functional Orientations
Principle 4: Vertical Development

**Stages of Vertical Development**

- **Dependent—Conformer**
  - Team player
  - Faithful follower
  - Reliant on authority
  - Seeks direction
  - Aligns with others

- **Independent—Achiever**
  - Independent thinker
  - Self-directed
  - Drives an agenda
  - Takes a stand for what they believe
  - Guided by internal compass

- **Interdependent—Collaborator**
  - Interdependent thinker
  - Sees systems, patterns, and connections
  - Longer-term thinker
  - Holds multiframe perspectives
  - Holds contradictions

**Time**

*This model combines the thinking of Harvard’s Kegan and Lahey with CCL’s McGuire and Rhodes.*

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Vertical Development Best Practices

• Focus more on development, less on content.

• Focus training on the skills that reinforce interdependent collaboration (negotiations, bilateral talks, staff functions and teams).

• Make the development and the work inseparable.

• Do after-action reviews for the leadership process and the technical aspects of any training event.

• Create and continually update strong development networks at work.

• Integrate informal gatherings into training to help build teamwork and create collaboration.

• Make leadership development a process, not an event.

• Integrate leadership development into training, reinforcing its importance at every opportunity.
Leaders Make the Future

Ten New Leadership Skills for an Uncertain World

BOb JOhAnsen
Distinguished Fellow, Institute for the Future

FOREWORD BY JOHN R. RYAN
President, Center for Creative Leadership