

Existing Training Programmes for Senior Field Leaders in United Nations Peace Operations

While senior-level staff now consider themselves as managers, they still tend to be unsure of their role as leaders. However, interest in leadership is increasing within the UN and leadership courses are now in high demand. It is of note that in spite of current efforts, leadership training initiatives and content are not always coordinated, even within the Secretariat. Overall, UN leadership courses tend to either focus on substantive issues surrounding peace operations, without providing practical leadership training, or provide such training but without tailoring it to the specific context of peace operations.

Training organized by the UN Secretariat

Senior Leadership Programme (SLP) – formerly Senior Leadership Induction Programme (SLIP):

Organizer	Integrated Training Service (ITS), Division of Policy, Evaluation and Training (DPET), UN Departments of Peacekeeping Operations and Field Support (DPKO-DFS)
Target audience	Mandatory within the first six months of appointment for field mission senior managers at the UN Director Level 2 (D2) and above, including Special Representatives of the Secretary-General (SRSGs) and their Deputies, Force Commanders, Police Commissioners, Directors of Mission Support, Directors of Political Affairs and Chiefs of Staff
Length	5 days
Purpose and content	<ul style="list-style-type: none"> ▪ To provide participants with an orientation to the structures, processes and issues affecting their work in the field, the key strategic challenges and the tools available to address them (e.g.: sessions on the UN System; Security Council mandates; UN policies, guidelines and procedures; and the different streams of work in UN field missions – political, security, humanitarian, reconstruction, human rights) ▪ No practical component that addresses leadership/management issues within a peace operations context
Method of delivery	<ul style="list-style-type: none"> ▪ A mix of briefings/lectures, panels of experts, roundtable discussions, case studies and networking events ▪ In spite of the stated intention to leave ample time for interaction and open exchange of views between participants, there is a lack of participatory and problem-solving methods and other forms of experience-based sharing on specific senior management issues

Senior Mission Leaders' (SML) Course:

Organizer	ITS/DPET/DPKO-DFS and hosted – sometimes funded – by volunteer member states
Target audience	<ul style="list-style-type: none"> ▪ Current and potential members of a mission's leadership team from civilian, military and police backgrounds, including SRSGs, Deputy SRSGs, Force Commanders, Police Commissioners, Directors of Mission Support and Chiefs of Staff ▪ Minimum rank/grade/level equivalent to D1/Brigadier General/Deputy Commissioner of Police ▪ Includes potential senior leaders from member states and from the Agencies, Funds and Programmes
Length	Two weeks
Purpose and content	<ul style="list-style-type: none"> ▪ To prepare participants to assume the roles and responsibilities of senior field leaders in planning, preparing, managing and directing complex UN peacekeeping operations, and thus to increase the pool of trained leaders available for potential leadership appointments ▪ Emphasis on providing participants with an understanding of the importance of cooperation, coordination, communication, consensus and integration for effective functioning of the Mission Leadership Team (MLT) ▪ Training modules on the structures, processes and issues affecting the MLT's work in the field, the key strategic challenges and the tools available to address them ▪ One specific day focusing on strategic leadership to provide an understanding of the importance of the key leadership qualities required of an SRSG, including team work, planning and organization, accountability, vision, trust building, judgment and decision making. Subsequent exercises and case studies built around the challenges of leading in complex peace operations
Method of delivery	<ul style="list-style-type: none"> ▪ Active learning methodology in which the focus is on how participants solve a problem, rather than on the outcome itself ▪ Plenary presentations on module topics followed by plenary discussion, questions and answers, and then break-out group discussions and exercises around a case study covering that thematic area ▪ Each course normally has 6 mentors (3 per break out group) – 2 civilian, 2 police and 2 military helping participants assimilate the learning outcomes through personal example, advice, guidance, and tutoring ▪ Additional to the modules a planning/crisis management scenario for four appointed MLTs runs throughout the course

Senior Mission Administration and Resource Training (SMART) Programme:

Organizer	ITS/DPET/DPKO-DFS, usually hosted at UN Global Support Centre Brindisi
Target audience	UN field support staff members at the Professional Levels 3 to 5 (P3-P5) responsible for decision making in the areas of human resources, planning, finance, procurement, logistics and budget. Increasingly, small numbers of substantive staff are also attending the course
Length	Over the course of a year, three 5-day workshops + a number of distance learning modules to be completed
Purpose and content	<ul style="list-style-type: none"> ▪ To improve the ability of field staff to manage the daily crises they face and make decisions in urgent situations in the areas of administration policy, managing people, funds, goods and services, thus building a pool of future senior leaders in support functions such as Chiefs of Mission Support and Directors of Mission Support ▪ Focus on institutional knowledge of peacekeeping administration and UN rules and regulations, as well as on leadership, planning and team building
Method of delivery	<ul style="list-style-type: none"> ▪ Blended training approach of e-learning and face-to-face workshops: theoretical module learning through online courses, teleconferences and small group study; Harvard-style case studies; and then in-person workshops putting learning into practice ▪ Emphasis on multi-tasking, innovative problem-solving, strategic and critical thinking ▪ Use of mentors assisting in the facilitation of the plenary sessions, breakout groups, and case study exercises and providing advice on addressing day-to-day challenges and career development

Intensive Orientation Course (IOC):

Organizer	Office of Military Affairs (OMA) in conjunction with ITS/ DPET/ DPKO-DFS
Target audience	Newly appointed Heads of Military Components. Mandatory course.
Length	5 days
Purpose and content	<ul style="list-style-type: none"> ▪ To enable Heads of Military Components to discharge their duties and responsibilities with maximum proficiency in United Nations peacekeeping operations
Method of delivery	A mix of briefings/lectures, panels of experts, roundtable discussions, case studies and networking events

UN Leaders' Programme (formerly Leadership Development Programme – LDP) and Management Development Programme (MDP)

Organizer	UN Office of Human Resources Management (OHRM) and EnCompass LLC
Target audience	UN staff at the D1/D2 levels for the LDP, and at the P4/P5 levels for the MDP (mandatory)
Length	?
Purpose and content	Focus on leadership skills and emotional intelligence, in order to enable participants to apply a strengths-based approach in the way they collaborate, supervise, coach, and lead teams (it is of note that these skills are taught in generic UN terms and not specifically tailored to a peace operations context)
Method of delivery	<ul style="list-style-type: none"> ▪ Blended learning including workshops, intersession work projects and one-on-one coaching (for which the UN Secretariat received the 2012 International Coach Federation's Prism Award) ▪ Appreciative Inquiry (AI) approach and focus on the future using a positive and strengths-based dialogue, current issues for discussion and immediate application, challenge of the participants to create their own reality and assume responsibility for organizational change, and emphasis on the role of the manager as a model leader

Training organized by the UN System Staff College (Turin)

UN Leaders Programme:

Target audience	UN staff at the D1/D2 levels
Length	5 days
Purpose and content	<ul style="list-style-type: none"> ▪ To reflect on a variety of leadership approaches and their application in day-to-day work ▪ To explore some of the main global and regional issues the UN is facing from multiple perspectives
Method of delivery	Emphasis on peer exchange

Leading in the UN: a Deep Dive (complement to the UN Leaders Programme):

Target audience	UN staff at the P5 level and above
Length	3 days + remote discussions
Purpose and content	Focus on self-discovery and managing oneself before managing others, and on dealing with conflict
Method of delivery	A one-on-one goal-setting conversation with a facilitator prior to the start of the programme, an intensive workshop and 2 group sessions after the programme

Executive Management Programme:

Target audience	UN headquarters and field staff with management and leadership functions (usually at the P5 level)
Length	5 days + distance learning
Purpose and content	<ul style="list-style-type: none"> ▪ To create high-performing teams by motivating staff, supporting career development, improving coaching and mentoring skills, and effectively selecting tasks to delegate ▪ To monitor and evaluate staff performance and address under-performance in a constructive manner ▪ To translate overall visions into realistic goals by mitigating eventual risks, improving strategic planning, implementing result-based management systems and managing resources and funds adequately ▪ To communicate effectively and listen actively to the staff's feedback ▪ To enhance negotiation skills and practice diplomatic skills when engaging with
Method of delivery	<ul style="list-style-type: none"> ▪ Online distance learning (16 weeks) on the common management challenges and best practices, including discussions with academic experts and practitioners ▪ 5-day intensive residential period to apply the theories learned online and address scenarios depicting UN context realities, based on Harvard-style case studies ▪ Individualized 360-degree leadership assessment, and personalised coaching based on its feedback

UN Emerging Leaders Experience:

Target audience	UN staff at the P3/P4 levels
Length	4 days + remote discussions
Purpose and content	To develop the leadership potential of middle managers through the teaching of leadership concepts and styles, effective negotiation, innovation, building charisma, and skills for persuasive advocacy and communication
Method of delivery	Individualized 360-degree leadership assessment and personalised coaching, lectures by external experts and senior UN staff, as well as interactive and participatory exercises (role-play, case studies)

Leadership, Women and the UN:

Target audience	Female UN staff at the P4/P5 levels
Length	5 days + remote discussions
Purpose and content	To gain a better understanding of different approaches to leadership, its gender aspects and the challenges and opportunities for women in UN leadership roles, with a focus on communication skills, effective negotiation, and change management
Method of delivery	Individualized 360-degree leadership assessment and personalised coaching, interactive lectures by experts with discussion and consultation, practical exercises, and individual and group reflection