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 STAKE HOLDERS/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:

- SOUVEREIGNITY
- 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

HOME COUNTRY	PEACE OPERATIONS
LEAD HOMOGENIC WORKFORCE	LEAD DIVERSE WORKFORCE
COMMON DOCTRINE/APPROACHES (STAFF)	DIVERSE DOCTRINES/APPROACHES (STAFF)
COMMON TRAINING	VARIOUS TRAINING EXPERIENCES
CLEAR DECISION MAKING AND IMPLEMENTATION	RESPECT FOR SOVEREIGNITY AND HOST STATE OBJECTIVES
OWN COUNTRY INTEREST	MEMBER STATE/OTHER INTERESTS
KNOW CULTURE	FOREIGN CULTURE
CLEAR POLICY AND DIRECTION	LIMITED POLICY AND DIRECTION
TECHNICAL/SPECIALISED FOCUS	BROADER SPECTRUM
FOCUS ON SPECIALISED AREA	HOLISTIC APPROACH

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