

# LEADERSHIP IN THE FIELD

PRESENTED BY: BRIG GEN (RTD) HESTER  
ADRIANA PANERAS

INSTITUTE FOR SECURITY STUDIES  
[rpaneras@issafrica.org](mailto:rpaneras@issafrica.org)

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



# 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:**
  - SOUVEREIGNTY
  - 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 SOVEREIGNTY 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**