



## Taking Leadership to the Next Level: UN Peace Operations 2020

### Challenges Forum Workshop

Hosted by the Peacekeeping and Stability Operations Institute in partnership  
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Presentation by Mr Amr Aljowaily, Deputy Assistant Foreign Minister for  
United Nations Affairs, Ministry of Foreign Affairs, Egypt

Stock-take of United Nations current policy, guidance, reviews, capacity-building, pre-  
deployment preparations and evaluation tools, for mission leadership  
– The How

### Check Against Delivery

Stock-take of United Nations current:

- Policy
- Guidance
- Reviews
- Capacity-building
- Pre-deployment preparations
- Evaluation tools for Mission Leadership

How is mission leadership of UN peace operations and special political missions:

- Understood
- Instructed
- Prepared
- Trained

The 'how' evaluated from:

- Strategic communications perspective: Mr Nick Birnback, Strategic Communications Consultant, Folke Bernadotte Academy (United Nations Peacekeeping, on leave of absence)
- Field/Member States perspective: Maj. Gen. Kristin Lund, Former Force Commander, UNFICYP, Norway

Discussion 'Out-of-the-box' thinking (Mr Amr Aljowaily, from earlier sessions)

1. Changes in today's environment
  - Budgetary constraints
  - Less tolerance for underperformance
  - Size of change in leadership
  - Integrated
2. Challenges and Complexity
  - Centrifugal forces
    - Silos
    - Competing priorities
  - Change and adaptation
  - Large and complicated structures
  - Politics, partnership and performance:
    - Relationship with host government, council members
  - Partnerships
  - Multinational complexity
    - Different interpretations
  - 'Communication by Comparison'
    - Lessons learned
    - AU Peace Envoys Retreat (spearheaded by Egypt)
  - 'Communication by Accumulation'
    - Oral history
  - Basic skills
    - Good peacekeepers are good soldiers, policemen, diplomats (civilians) etc.

- Troop and Police Contributing Countries (T/PCC) earned representation in leadership positions
- Bigger picture
  - Triangular
    1. UN Secretariat
    2. UNSC: developing the working methods, and
    3. MS (T/PCCs)
- Unity of knowledge

### Strategic Communication, Mr Nick Birnback

- Basic definition
  - 5 Ws Vision
  - Delivery
- Interactivity and expectation, learning agility
- Loop (circular and not linear)
- Insufficient segment of strategic communication in ongoing training activity.
- From discussion time to translation into action
- Information war
  - Other actors
- Hard power vs. soft power
  - Political instrument
- Strategic communication is a requirement not an option

### Member State Perspective, Maj. Gen. Kristin Lund

- Actions as communications
- Compact
- Social media outlets and tools
- In the field, blurred frontiers strategic, operational and tactical
- First ladies (Women, Peace and Security)
- Philosophy
- Leading by example
  - CoC, Sexual Exploitation and Abuse (SEA)
  - Insider Blue
- Details nitty gritty in order to understand importance
- Maneuver

### Q&A

#### Social Media

- Fake news problem. Response: impartial, timely and accurate

#### Guidance

- Broad architectural generic (not mission specific), does not address leadership
- Draft social media guidance (not obligatory)

#### HQ instruction

#### Leadership – ‘pathos’ or humility:

At night, when looking out from the window, you may need to switch off lights in your own

room, in order to see the view clearer. Light does not always make you see sharper. If it falls only on you, it glares your view of the other.

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#### Leadership – ‘logos’

Sometimes, and more often than not, it is more important to devote one's time to reflect on knowledge already acquired, no matter how little; rather than acquiring more knowledge, no matter how much, without devoting any time for reflection.

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#### Leadership - Member State Perspective:

Only the competent should be confident.

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Skillful is not when you spoil someone else's project, skillful is when you have your own vision to project.

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By always winning alone, you're surely turning selfish. By increasingly winning together, you're learning to accomplish.

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#### Leadership - Communications:

Speak less, but say more.

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Some people think and say what's right.

Others think what they say is right.

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In equestrian dressage, the less you see the rider do, the more skillful and talented.

In this day and age, we need more noble horsemen, for they don't show off with moves; they let the show tell the moves.

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