

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

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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



Principle 1: The ACS Model

We believe leaders are made, not born.

Our Model:

Assessment

+

Challenge

+

Support

=

RESULTS



The “Fundamental Four” Leadership Skills



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

70



20



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*

Level of 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 Lahey¹ with CCL's McGuire and Rhodes.²

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.

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FOREWORD BY JOHN R. RYAN

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