

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

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# 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



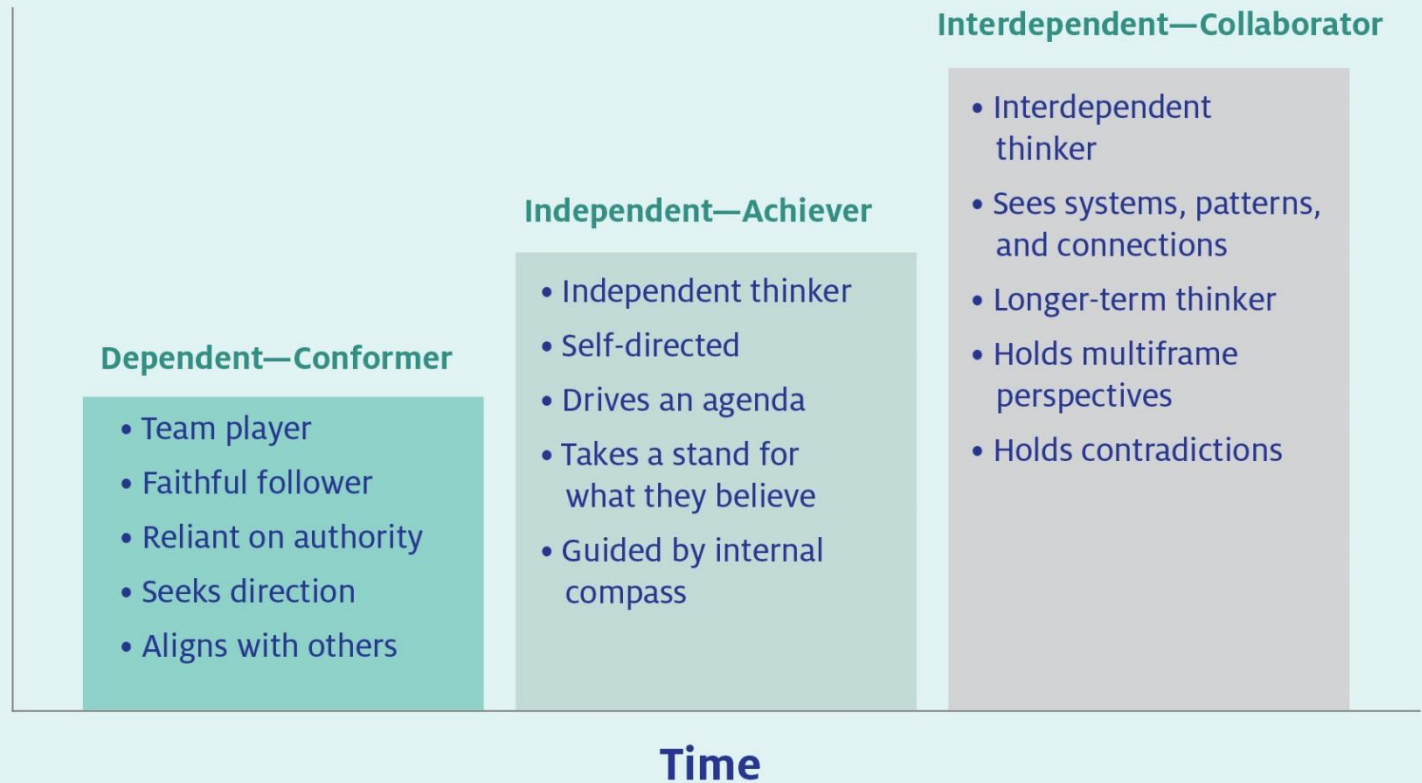
# 5 Signs to Watch Out For

- **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



\*This model combines the thinking of Harvard's Kegan and Lahey<sup>1</sup> with CCL's McGuire and Rhodes.<sup>2</sup>

# 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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