



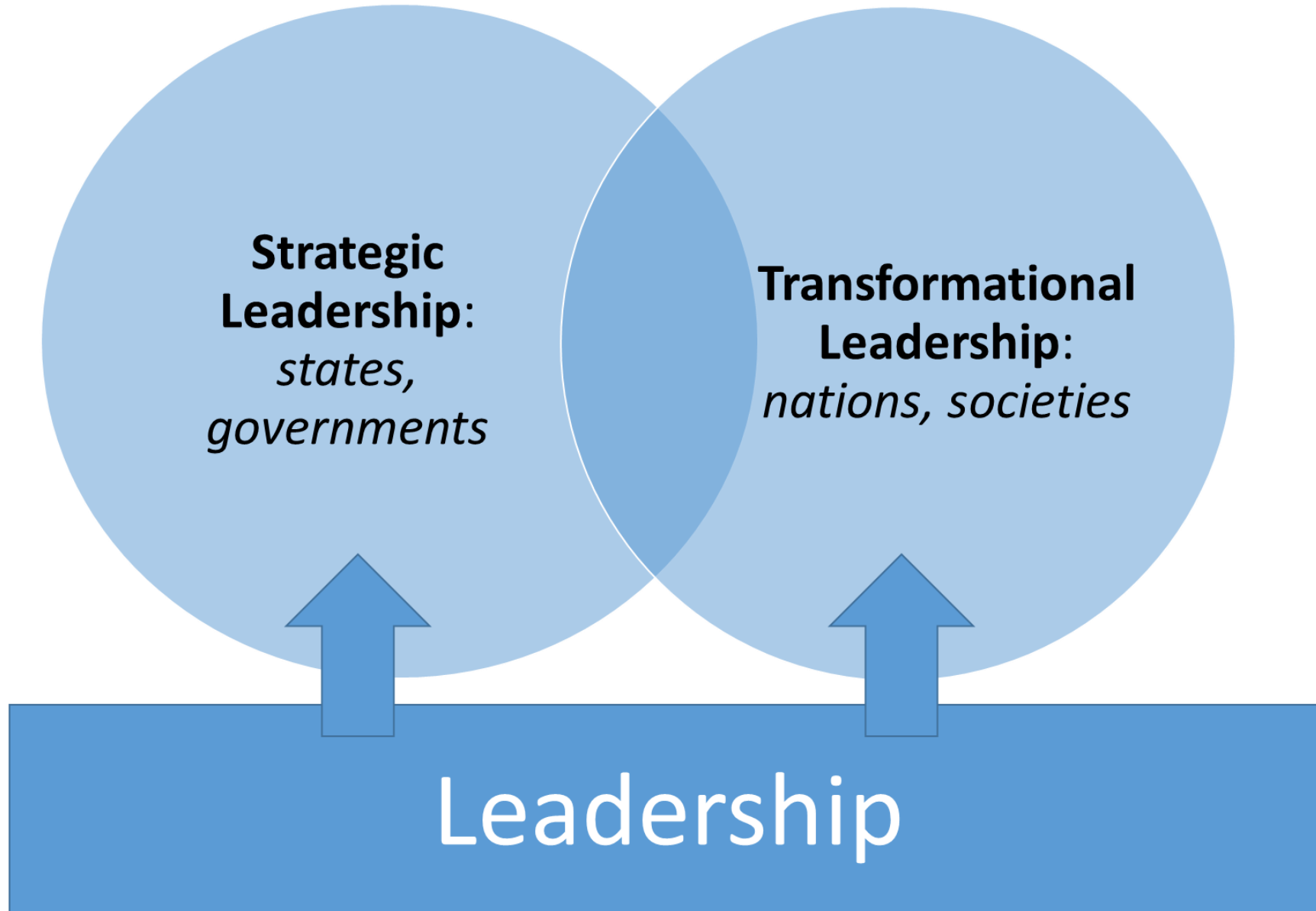
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IMPACT THROUGH INSIGHT | 1999-2019

EMERGING SECURITY SECTOR LEADERS SEMINAR

Leadership & Change

Amanda Dory

National War College

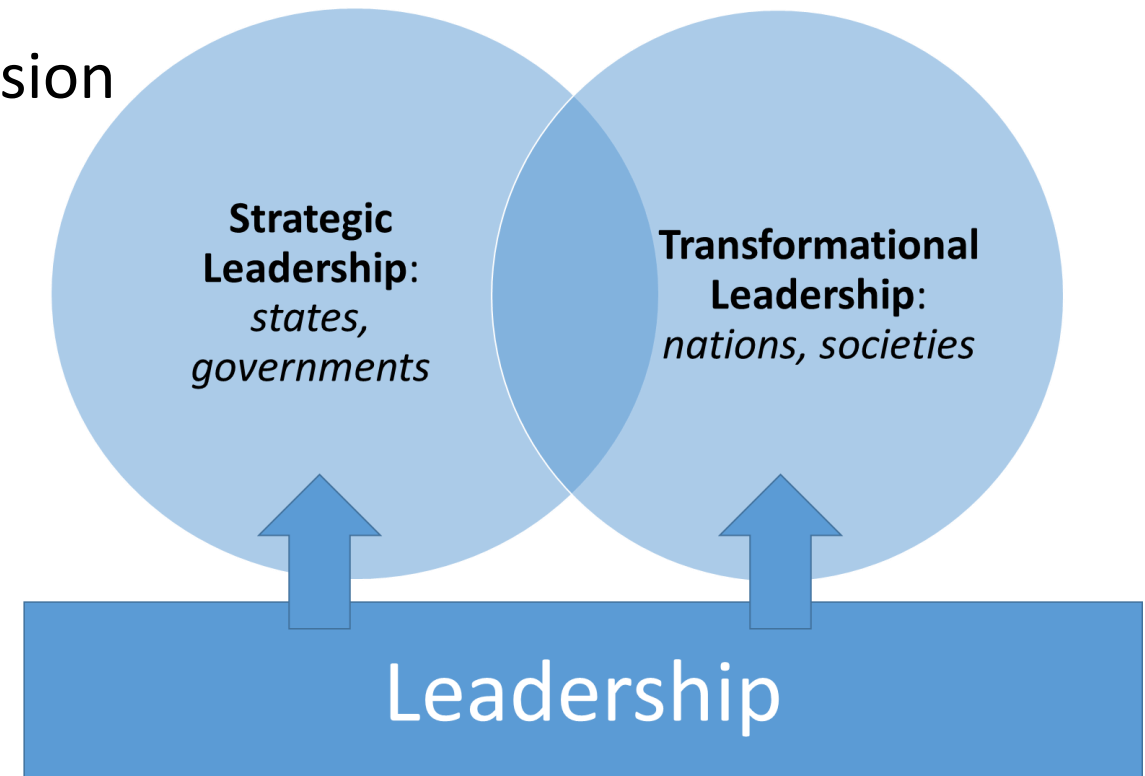


Generic Leadership Attributes

- Reflect organizational values/ethics
 - Good behavior must start from the top. (*South Africa*)
- Develop shared understanding of vision, mission
 - The poorest person in the world is not the one without money but one without vision. (*Ghana*)
- Take care of and lead people (servant leadership)
 - Do not forget what it is to be a sailor when you become a captain yourself. (*Tanzania*)
- Think strategically
 - We live by hope, but a reed never becomes an iroko tree by dreaming (*Nigeria*)
- Take initiative/accept risk
 - Without a leader, black ants are confused. (*Uganda*)
- Robust two-way communications
 - He who dictates separates himself from others. (*Somalia*)
- Effective implementation
 - He who thinks he is leading and has no one following him is only taking a walk. (*Malawi*)

Strategic Leadership Attributes

- Unify disparate elements to create coherence across broad scale of influence or span of control
- Scan horizon and articulate long-term vision
 - Understand complexity, interdependencies
- Take initiative, accept risk
- Grow resource base/generate means
- Manage crisis and change
- Deliver results that endure over time
- Reflect values of institution



Strategic leaders distinguished by positions of broad influence or control (national, international levels)

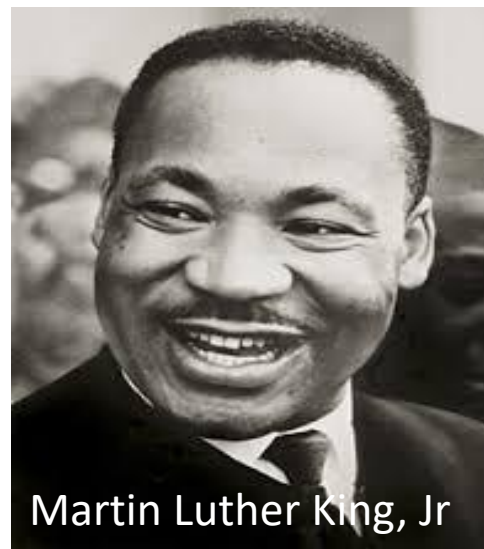
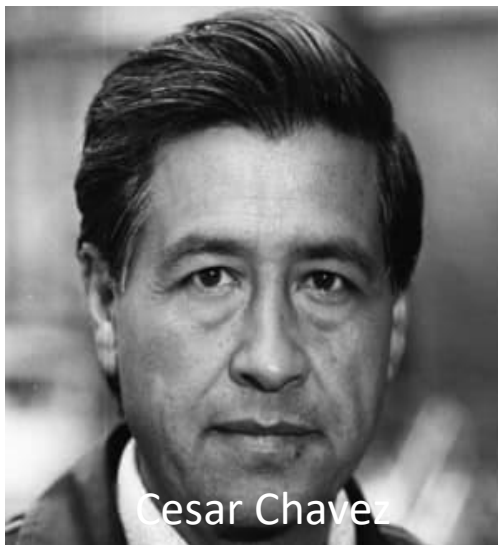
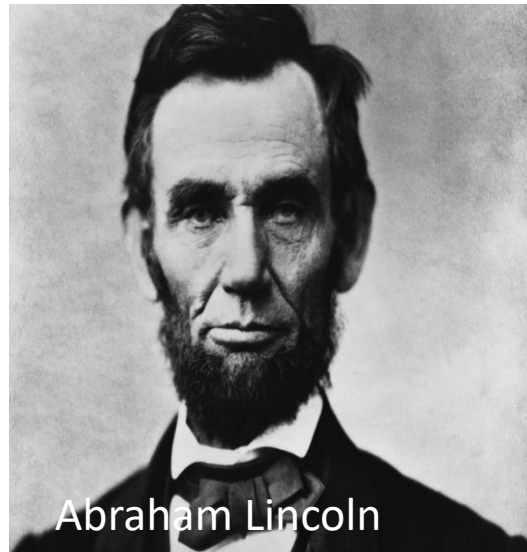
Transformational Leadership Attributes

- Develop vision that challenges status quo
- Recognize opportunities for significant change
- Motivate others through personal example
- Inspire disparate individuals & entities to pursue and implement change
- Persistence in the face of adversity



Transformational leaders distinguished by ability to effect socio-cultural change

Transformational leaders (U.S.)



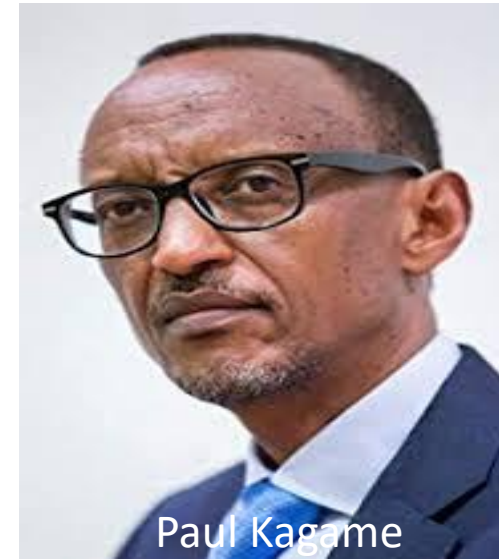
Transformational leaders (Africa)



Nelson Mandela



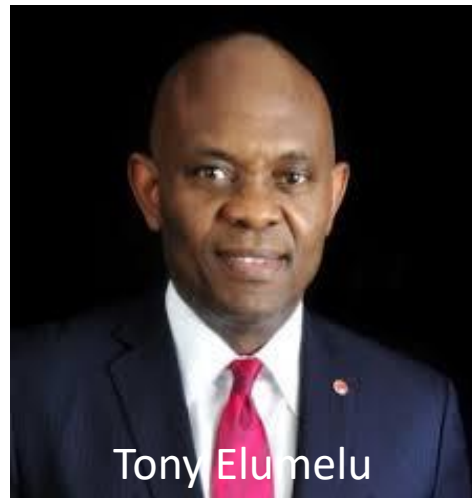
Ellen Johnson Sirleaf



Paul Kagame



Wangari Maathai



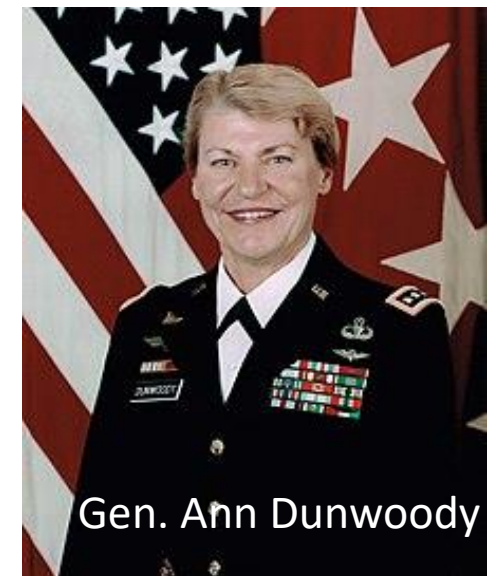
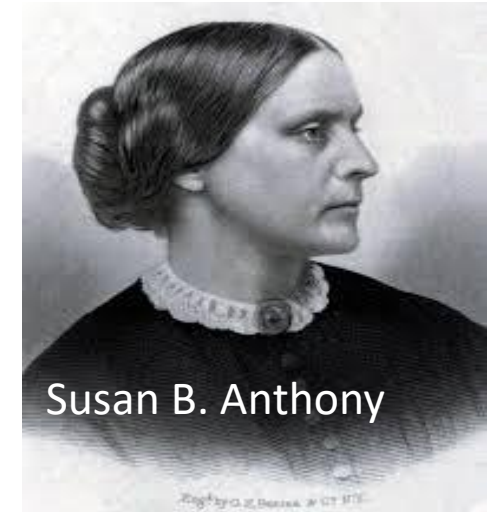
Tony Elumelu



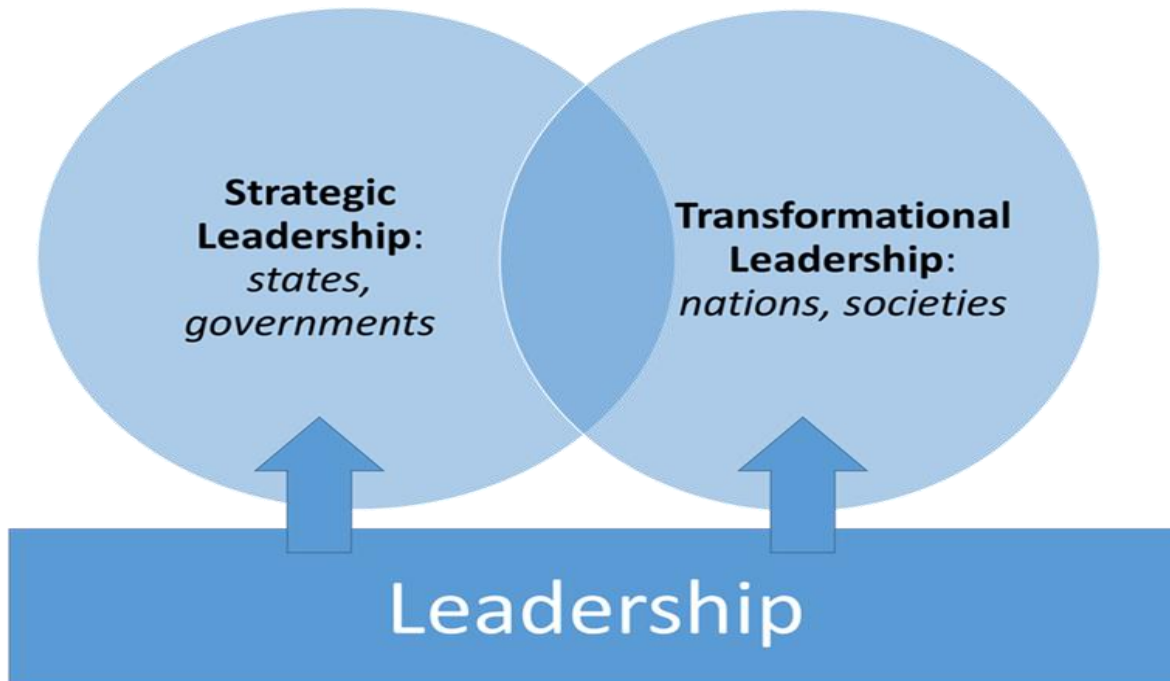
Trevor Noah

Transformational Leadership: U.S. Case Study

- Women's right to vote
 - 1848 – first women's rights convention
 - 1878 – 19th amendment introduced to Congress to enable women's vote
 - 1920 – 19th amendment ratified (doesn't include women of color)
 - 2019 – 127 Congressional Members are women (24% of total); first Speaker of the House Rep. Nancy Pelosi
- Women and military service
 - Participation as nurses, support from Revolutionary War to WW2
 - 1948 – law enables women to serve as permanent, regular armed forces
 - 1976 – first women cadets at U.S. Military Academy (West Point)
 - 2008 – first 4-star Gen. Ann Dunwoody
 - 2016 – first combatant commander Gen. Lori Robinson; combat exclusion restriction ended; women are ~16% of total force
- Women, Peace & Security
 - UN resolution in 2000; first U.S. National Action Plan in 2011



Conclusion



Everyone can choose to be a good leader; be ready for strategic or transformational leadership



Mahatma Gandhi: Be the change you want to see in the world



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