EMERGING SECURITY SECTOR LEADERS SEMINAR
Leadership & Change
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Strategic Leadership: states, governments

Transformational Leadership: nations, societies

Leadership
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.)

George Washington
Abraham Lincoln
Eleanor Roosevelt
Cesar Chavez
Martin Luther King, Jr
Bill & Melinda Gates
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.