

FBA concept for supporting leadership for peace, security and development

Support with an understanding of the context

FBA supports relevant and effective leadership for peace operations, recognising that leadership is essential for success. FBA has a solid understanding of peace, security and development, and the unique demands these contexts place on leaders both in the field and at headquarters. The multicultural and multifunctional setting of peace operations is an important strength but also involves challenges. Leaders often face a complex, unpredictable and stressful environment. Well-functioning management teams play a critical role in ensuring successful mandate implementation.

Unbiased, collaborative, gender-responsive and accountable leadership for change

FBA encourages unbiased, collaborative, gender-responsive and accountable leadership for change. An effective leader has, *i a*, a vision, supports, involves, listens, cooperates, continues to learn and makes difficult decisions when needed. FBA's support fosters self-awareness and the development of every leader's inner compass in relation to their role and context. Knowledge about how different individuals and teams work, aid the leader in establishing the best conditions for the team to succeed in delivering on a common purpose. FBA believes that understanding motivations, reactions, strengths and weaknesses will also improve leadership skills in areas such as communication and decision-making.

While specific training and targeted support to organisations can be very efficient, the sustainability of these efforts is best secured if there is a systematic and coordinated approach to leadership within the organisation, which encompasses more than specific training opportunities. Building institutional capacity for leadership development is therefore crucial for securing sustainability, adequate follow-up and support, and to facilitate an exchange of experiences, institutional knowledge and insights over time. All with the purpose to assist the organisations in delivering on results, while maintaining a good working environment.

Support tailored to needs

FBA's leadership support is carefully tailored to the specific needs of its partners. Support is approached as a process over time. Experience has shown that one-off activities rarely yield substantial change. To deliver impact follow-up and possibly additional activities are required. FBA's highly experienced leadership experts provide support to have a real and long-term impact.

Forms of support include:

1. Training, group development and coaching
 - Leadership training at various management levels
 - Senior Management Team Development
 - Coaching of leaders in groups or individuals
 - Support to build collaboration across organisational boundaries.

Our work entails a systems theory approach. To understand individuals and groups in organisations, leaders need to observe and analyse different perspectives, and how these interact. By understanding and exploring perspectives, a leader can build a work environment that is inclusive and enabling people to find their own motivation and contribute in the best possible way. By linking inner motivation factors to the organisation's goal and purpose, a leader can foster change and development into the right direction.

FBA concept for supporting leadership for peace, security and development

2. Building internal capacity for systematic leadership development

- Development of leadership frameworks and internal systems for support and regular follow-up of leaders.

Expected results can include:

- A functional organisational culture supporting mandate implementation.
- A leadership philosophy based on values, competence/capabilities and self-awareness. New perspectives and concrete tools to develop the mission, leaders and employees.
- Guidance, tools and an increased understanding of leading groups, building efficient teams and creating an enabling organisational culture and structure.
- Internal capacity to systematically support and follow-up leaders' development.

Our working process can entail:

- A structured needs assessment through desk study, interviews and surveys.
- Drafting objectives and designing the support and time plan in cooperation with partners.
- Implementation of the support over the period of time agreed; online or combined with face-to-face meetings and workshops.
- Follow-up in a way that strengthens the process and increases the capacity of leaders and the organisation.

Our contribution:

- Tailor-made leadership support for unique needs and context, based on a common understanding of the present situation and desired outcomes.
- Support for concrete implementation in the organisation.
- A commitment to a partnership over time.
- A process of learning through reflection, practice and experience.

Our methodology:

- Provision of support based on extensive experience and grounded research in leadership-, team- and organisational- development.
- Relevant models, theories, practical exercises and reflection is connected to participants' current situation and a desired state. This approach provides an opportunity to focus on actual cases and reflect on learning and implementation in practice.

Examples of content in 1) training, group development and coaching:

- | | |
|--|---|
| • Your mandate and role as a leader | • Group dynamics |
| • Leadership theories and models | • Remote leadership |
| • Leadership styles | • Efficient and effective (online) meetings |
| • Self-awareness and self-leadership | • Building and maintaining trust |
| • 360-degree feedback and action plan | • Motivation |
| • Coaching and Coaching skills | • Delegating and follow-up |
| • Development of a common vision or leadership standards | • Change management |
| • Working in a management team | • Feedback skills |
| • Building efficient teams | • Communication skills |
| • Team assessment surveys | |

FBA concept for supporting leadership for peace, security and development

- Intercultural management and communication
- Corrective conversations
- Inclusion
- Gender-responsive leadership
- Dealing with (complex) dilemmas in the organisation
- Crisis management
- Stress management
- Collaboration across organisational boundaries.

Examples of content in 2) building internal capacity for systematic leadership development:

- Development of an organisational leadership framework.
- Building structured internal dialogues during a managerial tenure for follow-up with managers on their leadership role.
- Implementation of a system of 360 feedback for managers to assess performance and development needs.
- Advising on appropriate leadership support and other training opportunities.

What we need from partners:

- Ownership and commitment.
- A point of contact with a mandate for dialogue on:
 - Planning process: needs assessment, desired outcome, structure of working
 - Agreement on content of Terms of reference for leadership support
 - Coordination within the organisation
 - Practical support
 - Follow-up after the support both with participants and their leaders
- Active presence during training and a readiness to implement learning, and reflect, in between modules of the participants. This implies participants need support from their managers to schedule time for attendance, as well as preparation and reflection.