

LEADERSHIP AS CORRELATE FOR PEACE BUILDING

BY

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Objectives

- After the presentation, participants should be able to: understand the place of leadership in peace building to facilitate peace negotiations at different levels, democratic transition process, development, establishment of a secure environment, creation of an integrative climate and international cooperation among others.

Research Questions

- 1. What is the concept of peace building leadership?
- 2. What is the role of leadership in peace building?
- 3. What are the conditions necessary for peace building leadership?
- 4. What are the characteristics of a peace building leader?

- The wrong kind of empowerment can undermine the work of peace building leadership (Titanji, 2017). The society is in great need of transformational leadership, situational leadership, servant leadership, and complex adaptive system theories that can address the global leadership challenges within the international system to prevent war and conflict (Avolio, 2010; Avolio & Gardner, 2005; Bass & Bass, 2008).
- Research suggests that the root cause of conflict stems from ideological, ethnic, religious, and socio-political differences between cultures (Cashman, 2014; Dursun-Ozkunca, 2016; Van Dijk, 2000). As a result, the global environment is characterized by regional instability, failed states, increased weapons proliferation and global terrorism, and requires greater global leadership.
- Conflict frequently results from power politics and self-interests of leaders, historical grievances, misperceptions and inadequate communication between leaders (Cashman, 2014; Dursun-Ozkanca, 2016; Runde & Flanagan, 2010). Additionally, a leader might mistakenly ignore the early warning signals and accidentally take steps that lead to war, instead of diffusing and creating solutions for resolving an interregional and intraregional conflict.
- In order to improve the effectiveness and efficiency of peace building leadership, we need to pay more (research) attention to the architecture of these peace processes. In addition, peace building leadership also requires appropriate support systems and humanitarian aid.

- The installation of peace building needs to be backed up by the development of appropriate educational, legal, health and technological support systems. The humanitarian aid is indispensable during the conflict and part of the post conflict phase.
- The aim is to provide help to people, who have been victims of man-made disasters (wars, conflicts, outbreaks of fighting) or structural crises (severe political, economic or social breakdowns).
- The focus is mainly on providing goods and services (e.g. food supplies, medicine, vaccinations, water conveyance, psychological support, minesweeping, clothes, shelter, and rehabilitation) to the victims (Stedman & Stephen, 1997).
- To sustain the peace building process a critical mass of peace building leadership is needed. First, we need leadership at all the relevant levels: international and internal. Second, we require leadership in different domains.

- Leadership is crucial for the installation of peace building in order to facilitate:
 - (a) peace negotiations at different levels,
 - (b) the democratic transition process,
 - (c) development,
 - (d) the establishment of a secure environment,
 - (e) the creation of an integrative climate,
 - (f) international cooperation and others (Young, 2000; Olaleye & Arogundade, 2013).

2.0 Statement of the Research Problem

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- Our country has been in dying need of peace building due to the rampant violence on the citizens.
- People have constantly been victims of wars, kidnapping for ransoms, conflicts, killings, poisoning, and outbreaks of fighting, landslides, floats, earthquakes, droughts and epidemics of strange diseases, acute poverty and high death rate.
- Climate change is at its climax and inflicting illnesses on citizens.
- With the prevailing appalling situations in Cameroon, working towards the achievement of a peaceful society perhaps requires transformational leadership, situational leadership and servant leadership, effective and efficient leadership. This may be through innovative approaches such as advocacy, dialogue, research, education, training, and media.

2.0 Statement of the Research Problem Cont'd

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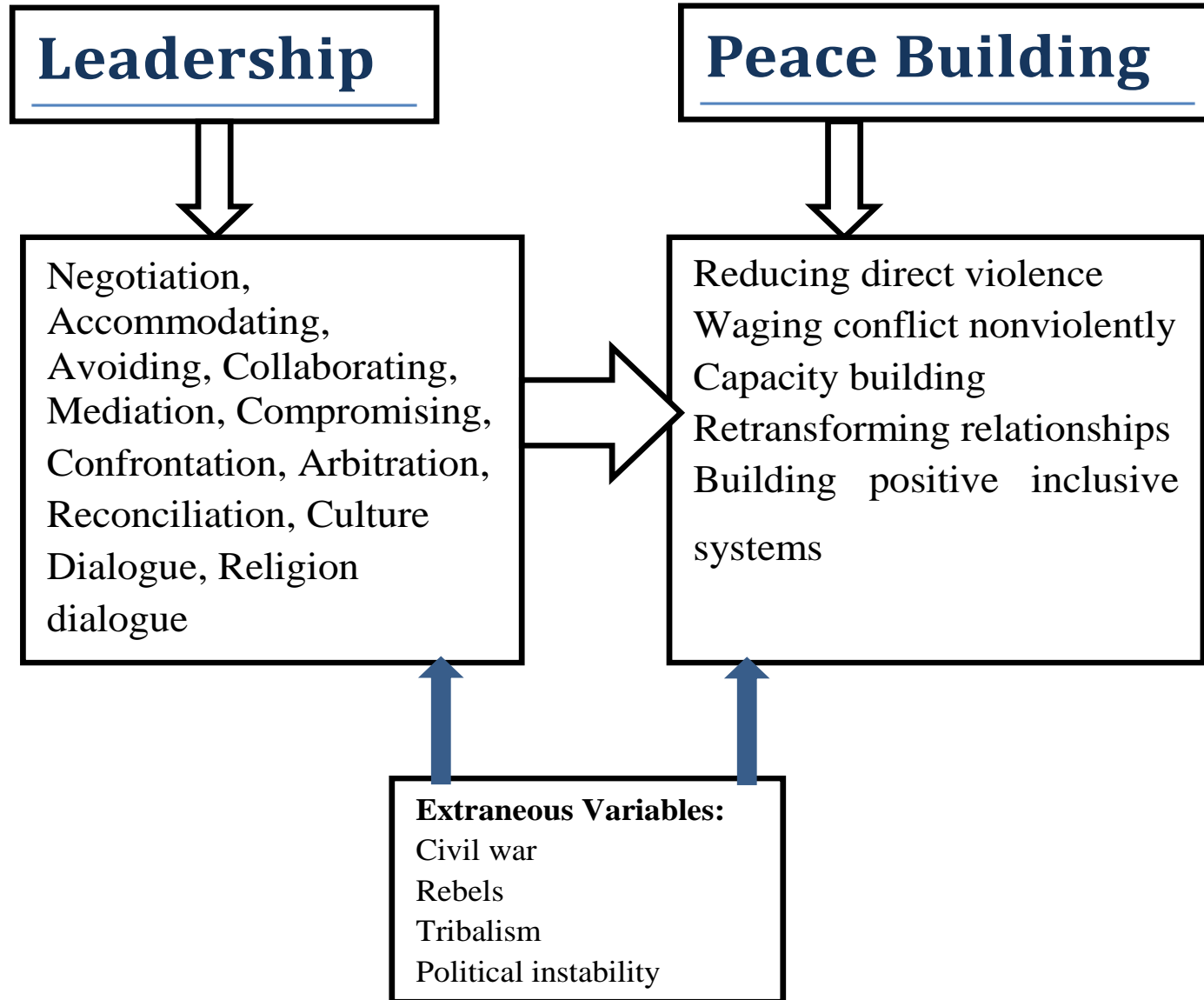
- Organizations working on minimizing conflict and prevention of violent extremism perhaps require emerging, dynamic and charismatic leadership.
- Leadership in peace building may solve conflict through negotiation, meditation, arbitration and relational dialogue.
- Cameroon can achieve peace building if leadership is actively integrated into the process thus, the necessity of the research on leadership as a correlate for peace building.

- This study will greatly contribute to the understanding of the relationship between leadership and peace building in conflict resolution.
- It is predictable that this study can be useful to the government in resolving the armed conflict and making reconciliation.
- The study is also likely to be a basis for further research in other areas in Cameroon in the same subject; and it is in the same time providing literature for researchers and other interested readers.
- In addition, the study can provide much information to Nongovernmental Organizations (NGOs) who participate in peace building and conflict resolution in the country.
- The study may serve as assistance to such organizations as they involve in effective movements for conflict resolution process through workshops, seminars, speeches and so on.
- Reflecting on emerging leadership within peace building development, the impact of integrating leadership frameworks in response to peaceful confidence-building measures, and nation-building can create opportunities for societal change.

- **4.1 Leadership:** Leadership is the influencing process of leaders and followers to achieve objectives and direct the organization in a way that makes it more cohesive and coherent (Ebot-Ashu, 2020).
- The definition of leadership has nothing to do with hierarchy, the position within a company or with imposing views. It is about listening to those who know.
- Leadership is the attitude assumed by those looking for something different, who are committed to achieving a goal and whose conviction they manage to transmit to others through enthusiasm and optimism to reach a common goal (Day, 2001).

- **4.2 Peace Building:** Peace building is the transformation period and mechanisms as a society moves from conflict to peace. It is the overarching term to describe a long-term process covering all activities with the overall objective to prevent violent outbreak of conflict or to sustainably transform armed conflicts into constructive peaceful ways of managing conflict (Reychler & Paffenholz, 2001).
- **4.3 Peace Building Leadership:** Peace building leadership is defined as the interactive process of individuals and collective capacity to challenge issues of violence and aggression and build positive, inclusive social systems and structures through the influencing process of leaders (Titanji, 2017).

Conceptual Framework



- Peace building leadership is conceptualized as the prevention process of the emergence or recurrence of conflict and where there is social cohesion and inclusion; where there is full participation and where social systems serve the whole of the population (Hunsaker, 2009).
- Stedman & Stephen (1997) introduces a framework with three levels of peace building leadership:
- *A) Grassroots leadership* represents ordinary people in society who are living mostly in survival mode in the conflict's pressure or aftermath. Leaders are those active at the local community level, e.g. members of NGOs involved in relief projects, health officials and refugee camp leaders.
- *B) Middle-range leadership* is exercised by those working in non-aligned institutions, e.g. formal leaders in sectors like education, health or business, leaders and prominent people in the networks, groups and organizations that formally or informally link to religious groups, academic institutions or humanitarian organizations or people from within the identity groups of the conflict who are well known across these groups.

5.0 Conceptualizing Peace Building Leadership Cont'd

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- *C) Top leadership* is exercised by those working in aligned institutions, e.g. formal leaders in hierarchies like ministries of education, health, or military/government and NGOs.
- Peace building leadership is primarily concerned with mobilizing leadership at all levels in the organization not just relying on top leadership.
- It is about engaging many rather than few in leadership activity within the school or organization and actively distributing leadership practice.
- The emphasis is upon leadership as interaction and not just the actions associated with the formal leadership role or responsibilities.
- Peace building leadership is premised upon capacity building, succession planning and talent management (Day, 2001).
- Leadership is not solely about office-holders but about actions affecting society with key roles in rebuilding the destroyed social fabric in divided societies, facilitating reconciliation processes and contributing to sustaining peace.
- Peace building leadership is about how leaders cope with political shocks (defeat in warfare, economic crises, withdrawal of political support or the loss of societal support for existing policies) or adaptive challenges (Titanji, 2017).

6.0 The Role of Leadership in Peace Building

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- Leaders can contribute to the creation of a peaceful environment by providing a reliable environment and sense of normality in situations of uncertainty and by ensuring the physical and social protection of people.
- They can foster a culture of peace through education, promote sustainable economic and social development, as well as promote respect for human rights.
- Indicators of strong leadership are: it is self-confident and secure in its position, willing to risk popularity in order to achieve its ends, owning a clear view of the goals it wants to accomplish, it has good resource and popular support (Hunsaker & Hunsaker, 2009).

6.0 The Role of Leadership in Peace Building Cont'd

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- Ebot-Ashu (2014) further conceptualized the role of leadership distribution by suggesting that it is the analysis of activity that leadership can be discerned.
- Together with other researchers, he ascertained that leadership is created through the daily exercise of roles in both macro and micro tasks.
- These researchers see it as a spontaneous collaboration that results in democratic practice, meaning that the location of tasks can simultaneously reflect division of responsibilities between individuals or teams, and also sharing of mutual responsibility that creates a distribution of leadership.
- This implies that distributed leadership has normative power (Roberts et al., 2003).
- It may represent an alternative approach that leadership can be delegated, democratic and distributed within an existing structure to improve standards, hence promotion of peace building (GESP, 2010).

- The process of conditions necessary for peace building leadership include: early warning and response efforts; violence prevention; advocacy work; civilian and military peacekeeping; military intervention; humanitarian assistance; ceasefire agreements; establishment of peace zones; conflict management, resolution, or societal transformation; and post-conflict reconciliation by addressing root causes and effects of the conflict, institution building and political as well as economic transformation (Michelle, 2003).
- This consists of a set of physical, social and structural initiatives that are often an integral part of post-conflict reconstruction and rehabilitation.
- It is often agreed that the central task of peace building is to create positive peace, a “stable social equilibrium in which the surfacing of new disputes does not escalate into violence and war.”
- Sustainable peace is characterized by the absence of physical and structural violence, the elimination of discrimination, and self-sustainability.
- Moving towards this sort of environment goes beyond problem solving or conflict management (Gebrewold, 2009).

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- Peace building initiatives try to fix the core problems that underlie the conflict and change the patterns of interaction of the involved parties.
- They aim to move a given population from a condition of extreme vulnerability and dependency to one of self-sufficiency and well-being.
- The structural dimension of peace building focuses on the social conditions that foster violent conflict.
- Many note that a stable peace must be built on social, economic, and political foundations that serve the needs of the populace.
- In many cases, crises arise out of systemic roots. These roots causes, are typically complex but include skewed land distribution, environmental degradation and unequal political representation.
- If these social problems are not addressed, there can be no lasting peace (Titanji, 2017).

- Peace building leaders display concern for humanity, facilitate civility, skillfully communicate, strategically solve problems, use power for the greater good, continue to learn, place value on mutual relationships with both leaders and followers, build self-efficacy in others rather than codependence.
- To better convey the characteristics of peace building leaders it is helpful to make use of the ideal types. These ideal types can be used as poles of a continuum between which leaders can be situated. Therefore, the characteristics are examined in four aspects of peace building leadership: *analytic style, change behavior, motivation and personality* (Westlake, 2000).
- In the *analytic style* of peace building leadership they do everything to identify and get a full understanding of the challenge which they are confronted.
- This implies a willingness to ask for and confront the brutal facts. They do not only focus on the weaknesses and problems, but also at the actual and potential strengths. (Read more from the text)

- In the *change of behavior*, they identify the adaptive challenges. They regulate stress. They maintain disciplined attention. They give the work back to the people and empower them to take on their responsibilities.
- They protect voices of dissidents and from below. They favor effective communication, consultation and integrative negotiation methods. They try to find peace agreements which satisfy the needs and concerns of the major stakeholders.
- They favor an economic system that stimulates development and reduces discrimination and gross inequalities. They tend to opt for a cooperative security system.
- They try to establish an integrative climate, characterized by: hope or the expectation of a better future, multiple loyalties, reconciliation, trust, human security and the absence of sentimental walls.
- They believe that the past should not be forgotten and be dealt with in a way that heals and restores the vitality of the society. This implies balancing or reconciling competing values, such as truth, justice, security, compensation, development and mercy. (read more in the text)

For *motivation* in peace building leadership, several sources of motivation could drive their activities (anger, frustration, religious inspiration and others) but they use these sources of emotional energy constructively.

- But most important is a sense of purpose or the capacity to find the values that make the efforts and risk taking meaningful.
- They never lose faith.

With *personality*, peace building leaders exhibit:

- *courage* - They are courageous men and women; encouraging other people. They risk their lives and careers.
- *Humility* - They demonstrate a compelling humility, shun public adulation and are never boastful. When successful, they tend to apportion credit to other people.
- *Hardiness factor* - They draw positive energy from painful experiences in their life.
- *Sense of humor* - Humor can be used to relieve the strain. It is always believed that a good laugh was good for both the mental and physical digestion.
- *Personal integrity* – This is being congruent and true to one's values (Westlake, 2000).

- The Contingency Theory of Leadership by Fred Fiedler (1958) states that a leader's effectiveness is contingent upon with how his or her leadership style matches to the situation (peace building blocks).
- That is, the leader must find out what kind of leadership style and situation he or she thrives in so as to be able to address a particular peace building block in the society.
- The Contingency Theory is concerned with the following:
 - *There is no one best style of leadership*
 - *A leader is effective when his or her style of leadership fits with the situation.*
- Fred believed that one's effectiveness to lead depends on one's control of the situation and the style of leadership. (read more in the text)

- Peace building leadership is capable of framing the conflict in a reflexive way.
- Instead of only blaming the other, they assume responsibility for changing the situation,
- Instead of polarizing the conflict in terms of “we versus them”; they think of ways how we can solve it.
- Instead of attributing the negative behavior to the disposition of the other, they develop analytic empathy and contextual understanding
- Instead of projecting their own shadows/faults on the other, they develop more self-awareness.

For leadership to be a correlate for peace building it is recommended that:

- An enabling environment should be created in which leaders can interact with the people and with each other in the peace building process;
- Means should be offered to support their peace building activities;
- Politics should not be left to politicians alone;
- It should be noted that nothing is possible without people;
- Participants have to give up their long tradition of violence and vengeance;
- In order not to ruin our nation, participants should have the true spirit of religion, the true spirit of patriotism and love for the country;
- Ordinary needs for equal respect, treatment and dignity should be taken into account.

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