



FEMALE LEADERSHIP IN DEFENCE AND SECURITY

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AP UNSCR 1325- Women, Peace and Security**



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- 1. Introduction- Leadership, Management, Power**
- 2. Male and Female Leadership**
- 3. Female Leadership in Defense and Security**
- 4. Future perspectives and Conclusions**

Leadership



What is Management



What is Management?

Management is the process of coordinating people and other resources to achieve the goals of the organization.

What is Management?

It is the coordinated use of the available resources to reach a goal

- Set the goal
- Evaluate risk
- Set the priorities
- Allocate resources
- Evaluate results

Management

- Planning
- Organizing
- Staffing
- Coordinating
- Controlling

- Communicating
- Problem-solving
- Decision-making

Leadership

- Influencing
- Motivating
- Inspiring
- Creating
- Mentoring

Leadership

Produces change and movement

1. Establishes direction
 - Creates a vision
 - Clarifies the big picture
 - Sets strategies
2. Aligns people
 - Communicates goals
 - Seeks commitment
 - Builds teams, coalitions and alliances
3. Motivates and inspires
 - Energizes
 - Empowers subordinates & colleagues
 - Satisfies unmet needs

Management

Produces order and consistency

1. Planning and budgeting
 - Establishes agendas
 - Sets timetable
 - Allocates resources
2. Organizing and staffing
 - Provide structure
 - Make job placements
 - Establish rules and procedures
3. Controlling and problem solving
 - Develop incentives
 - Generate creative solutions
 - Take corrective action

Leadership & Power



Bases of Power

French and Raven (1959)

- **Legitimate** – This comes from the belief that a person has the right to make demands, and expect compliance and obedience from others.
- **Reward** – This results from one person's ability to compensate another for compliance.
- **Expert** – This is based on a person's superior skill and knowledge.
- **Referent** – This is the result of a person's perceived attractiveness, worthiness, and right to respect from others.
- **Coercive** – This comes from the belief that a person can punish others for noncompliance.



Leadership & Power

Types and Bases of Power

Position Power

- ❖ Power derived from office or rank in an organization
 - Legitimate
 - Reward
 - Coercive

Personal Power

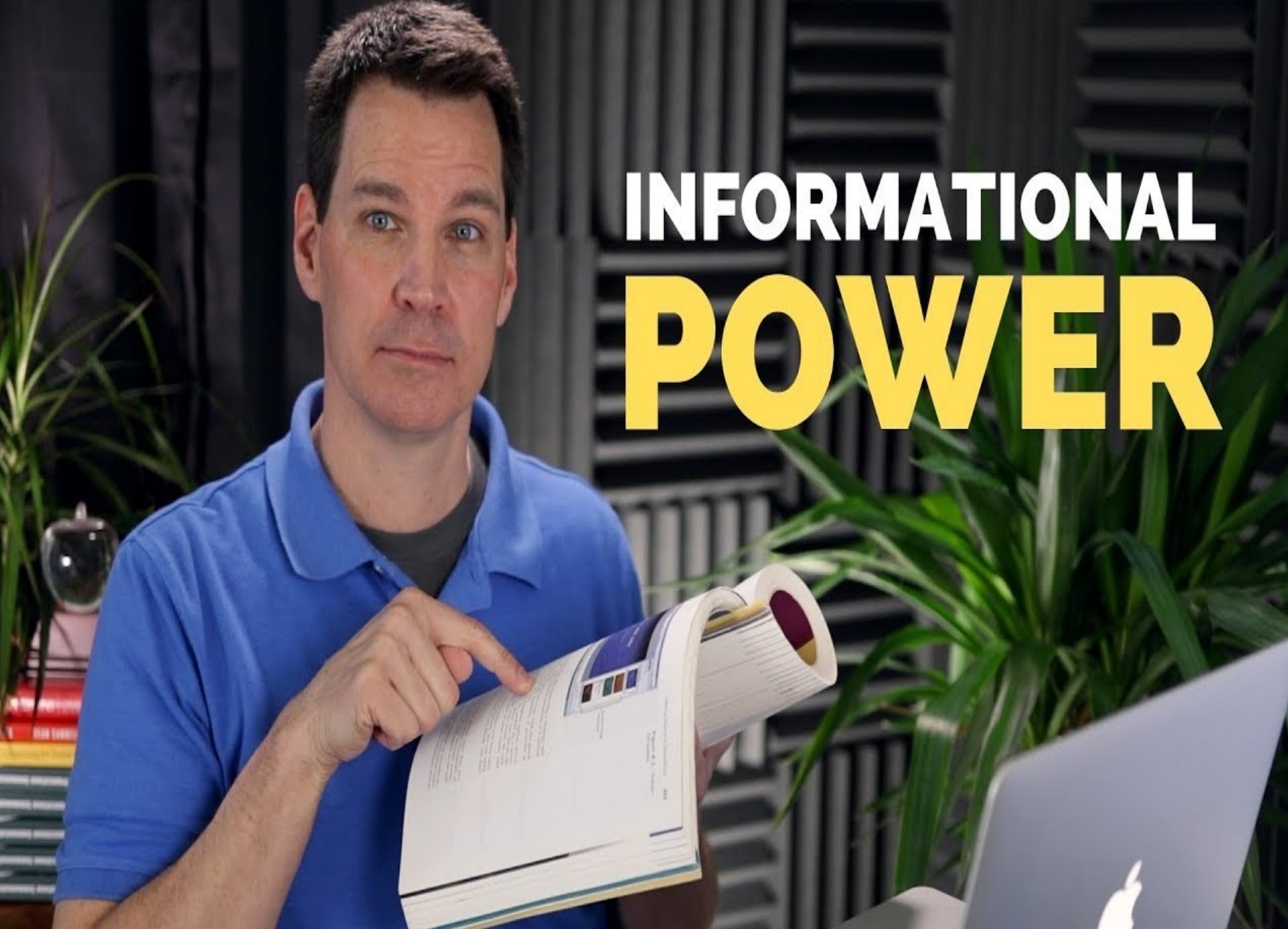
- ❖ Power is influence derived from being seen as likable & knowledgeable
 - Referent
 - Expert

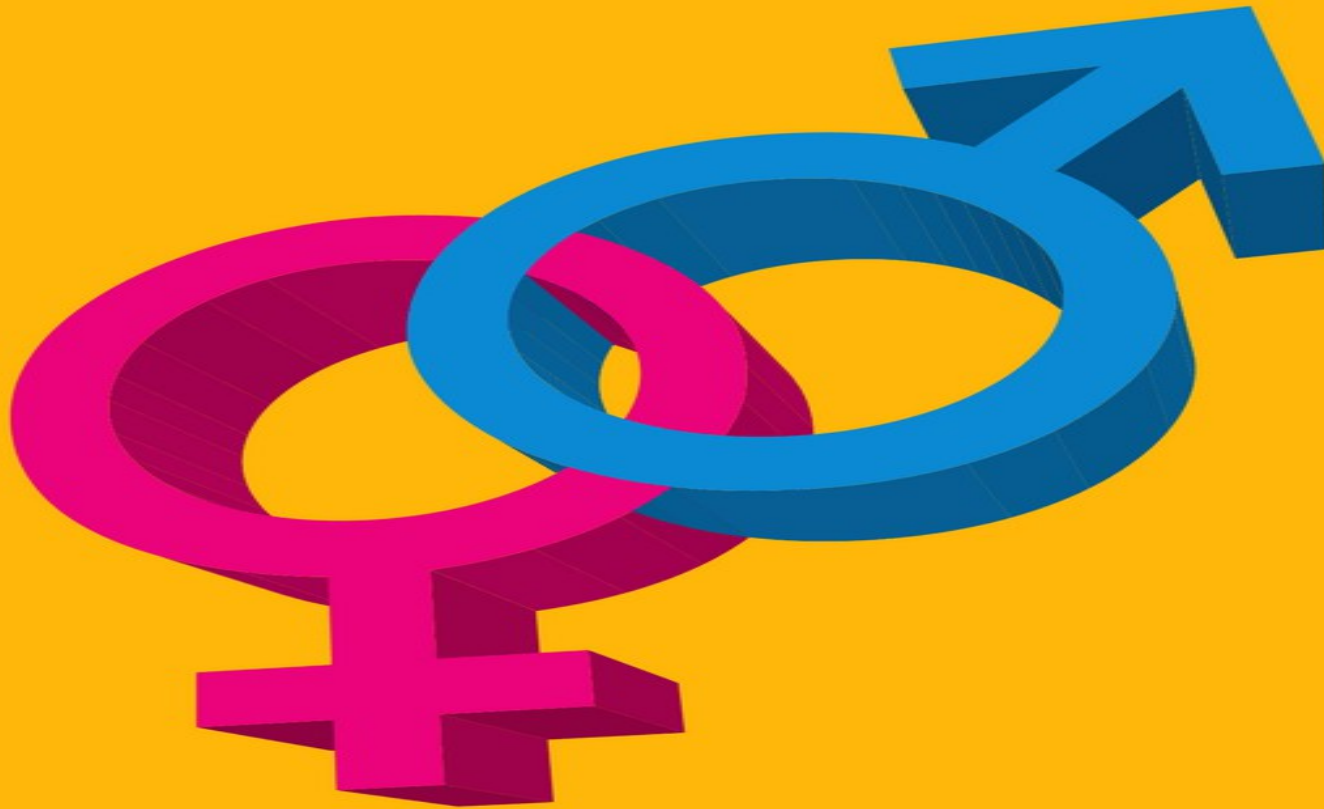
Five Bases of Power

- **Reward power:** Promising or granting rewards.
- **Coercive power:** Threats or actual punishment.
- **Legitimate power:** Based on position or formal authority.
- **Expert power:** Sharing of knowledge or information.
- **Referent power:** Power of one's personality (charisma).



INFORMATIONAL POWER



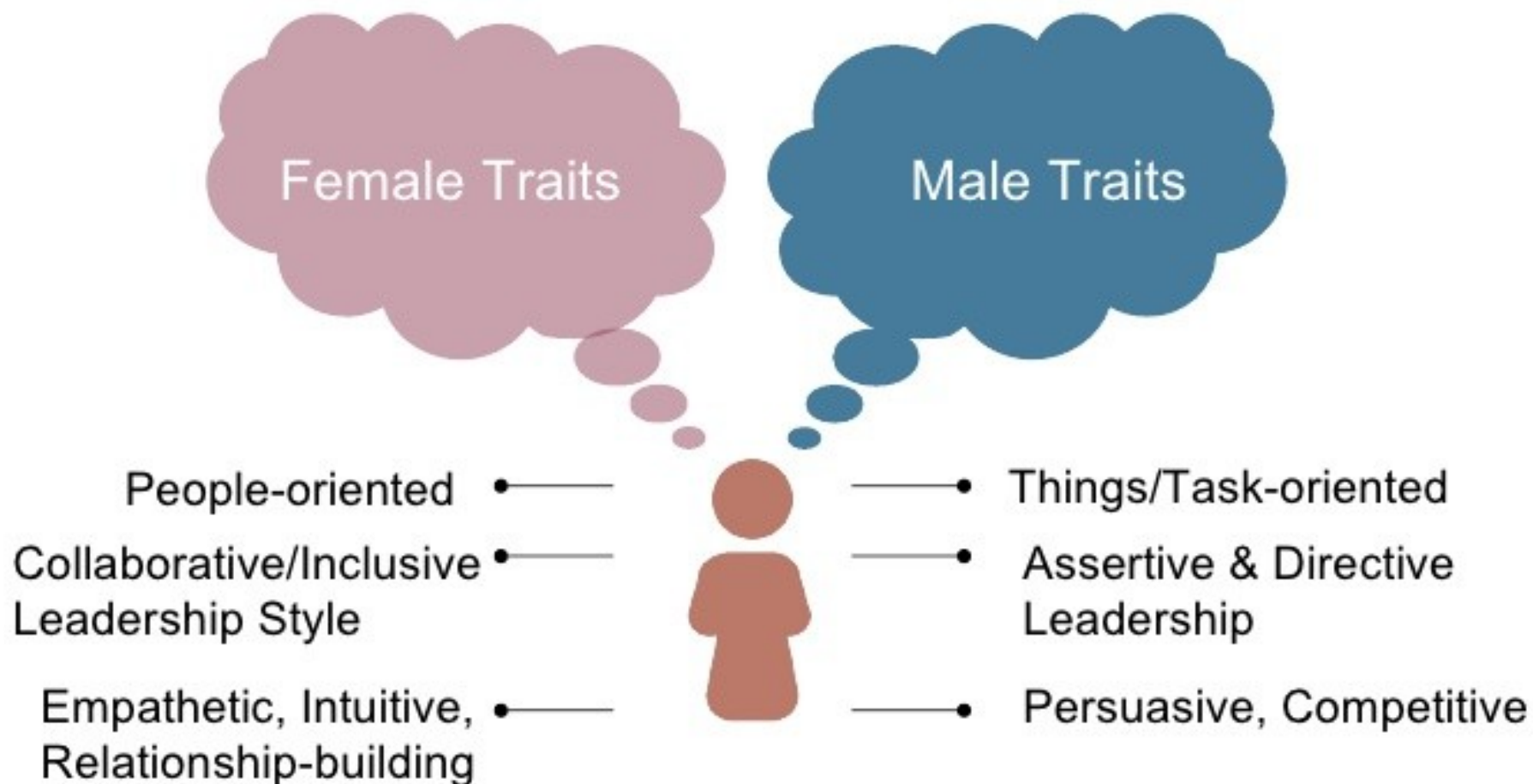


male & female

LEADERSHIP STYLES

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Leadership Styles



Female leadership



Women in Leadership

It's *Not* a Glass Ceiling...
It's a Sticky Floor!!!



CHALLENGES



OPSTACLES

THE COMPLETE ARCHIVE - PART ONE OF TWO



challenge

Double standards



- The male boss is aggressive; a woman's boss is intrusive.
- The male boss looks out for details; the woman's boss hairsplitting.
- He knows how to bring a business to an end; she doesn't know when to stop.

**„Women in the world of leadership –
Characteristics and Perspectives in Bosnia and
Herzegovina“-Jelena Milinović**

Double standards



- He gets angry at times; she cannot control her emotions.
- He is not afraid to say what he thinks; she talks too much.
- He is a man of action; she is impulsive.
- He controls his feelings; she is cold.
- He thinks before he acts; she cannot decide.
- He thinks before he speaks; she changes her mind.

Double standards



- If women are too strong, then they "want to control". If they are too direct, they are too sharp. If they defend themselves, then they are hysterical.
- Men are promoted faster and are expected to stay in leadership positions longer.
- **Men are already experts in advance, and women must prove that they are.**

Are Good Women Leaders Hard to Find?

- Women are taking on leadership roles in **greater numbers** than ever before.
- **Problems still exist** that constrain the opportunity for capable women to rise to the highest leadership roles in organizations.
- Research shows that there are **no statistically significant differences** between men's and women's leadership styles.

Why female leadership in Defence and Security?



- **Beijing Declaration and Platform for Action (1995)**
- **Recommendation of the CM / Rec Committee of Ministers - Council of Europe (2007)**
- **UN SC Resolution 1325 (2000)**
- **Action Plan for the Implementation of UNSCR 1325 in BiH (2018-2022)**

THIRD ACTION PLAN(2018-2022)



EQUAL PARTICIPATION	PROTECTION AND PREVENTION	COORDINATION AND PARTNERSHIP
STRATEGIC GOAL 1. Increased participation of women in the military, police and peace missions, including participation in decision-making positions	STRATEGIC GOAL 2. Increased level of human security through the gender equality prism	STRATEGIC GOAL 3. Improved conditions of and approach to the implementation of AP UNSCR 1325
MID-TERM GOALS		
1.1. Key policies, laws and other regulations enable increased participation of women in the military, police and peace missions, including the decision-making positions	2.1. Decreased human trafficking rate in BiH	3.1. Improved coordination mechanisms and instruments for the implementation of AP UNSCR 1325
1.2. The necessary prerequisites created for the improvement of the position and promotion of women in the military, police and peace missions, including the decision-making positions	2.2. Better support and assistance for the victims of sexual and other forms of violence during the war	3.2. Improved cooperation with other stakeholders
1.3. Raised awareness on the importance of women's participation in decision making and peace keeping and security	2.3. Greater gender-responsible approach and support systems in the event of current security threats and challenges	

Why female leadership in Defense and Security?



- UNSC Resolution 1889 (2009)- promoting women's leadership
- UNSC Resolution 2122 (2013) - Focus on women's leadership

Why female leadership in Defense and Security?



- Building lasting peace and security requires women's participation.
- Half of the world's population cannot make a whole peace.
- 20 years after the UNSC Resolution 1325- women's participation in matters of global security, the numbers of women participating in peace settlements remain marginal.
- While improvements have been made, women remain underrepresented in Security Sector institutions, at the negotiating table, and in peacekeeping missions.

Why female leadership in Defense and Security?



- Diversity of experience, views, education and work style
- Visibility of women
- Influence and Power
- Gender balance - higher level
- Critically important for effective and efficient changes in the defense and security systems

What to do ?



- Create support programs
- Networking - learning about opportunities-
Example of Female police officers network in B&H
- Encouragement - the role of the „ model„
- Good practises- Slovenia
- Promote and use of affirmative actions
- Partnership with men
- Family friendly environment- Austrian kindergarten example

What to do ?



- Building confidence - 56%
- Support from decision makers - 48%
- Networking - 47%
- Leadership training – 57%

Role of Leaders

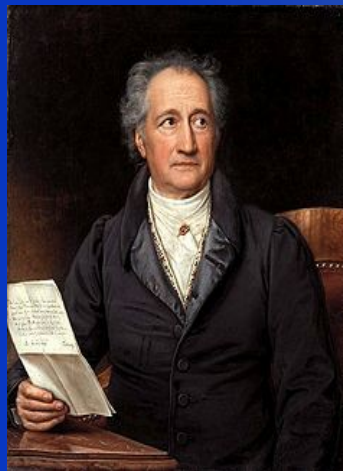


- Leaders have formal power to reform and rebuilt an organization, build teams, make laws, adopt policies, establish standards, influence public opinion, and drive changes in order to make differences!



**“It is not enough to have knowledge, one must also
apply it.
It is not enough to have wishes, one must also act.”**

Johann Wolfgang von Goethe





“

**GENDER
EQUALITY
MUST
BECOME
A LIVED
REALITY**

”

- MICHELLE BACHELET