

**Live Online Virtual Panel Conversation**  
**International Leadership Associations' Annual Conference 2020: Leading at the Edge**

**Adaptive Leadership for Sustaining Peace in Turbulent Times**

Sunday 8 November, 1315-1430 EST / 1915-2030 CET

The Geneva Centre for Security Policy, the Norwegian Institute of International Affairs and the International Leadership Association will host an interactive panel conversation on the theme Adaptive Leadership for Sustaining Peace in Turbulent Times. The session is linked with and builds on a previously held session on a related topic at the Geneva Peace Week 2020 (Thursday 5 November 2020).

In the current uncertain, turbulent and pandemic environment, effective and impactful leadership is as critical as ever. What principled leadership priorities, characteristics and behaviors are required to lead in a pandemic and transformational world? What lessons, if any, can be learned from the peace operations context, where uncertainty, crisis and conflict, are standard features of the leadership domain?

This interactive panel and collective brainstorming session will explore key adaptive leadership principles that is needed to steer peacebuilding and peace operations effectively through major disruptive events, like that of COVID19, by identifying lessons and useful practices from the hitherto pandemic experience. The overall objectives of the session is thus to: (a) identify lessons and useful practices from the emerging peacebuilding and peace operations experience; (b) use these to generate adaptive leadership principles for managing major disruptions, like COVID19; and (c) share these principles with policy makers, practitioners and educational and training institutions. The session will draw on evidence-based research generated by the Effectiveness of Peace Operations Network (EPON) and elsewhere. A number of aspects will be considered, including the role of personal leadership requirements, strategic communications, the role of digital technology, consultations and other means to shape both the global and local stakeholder environment, and the strengthening of the resilience of the missions' own organization and staff. It is envisioned that the session will be general enough to be able to draw broader conclusions and generate larger interest, while also being specific enough to provide evidence-based and concrete analysis and a specific product for a greater long-term impact of the conversation.

**Panel**

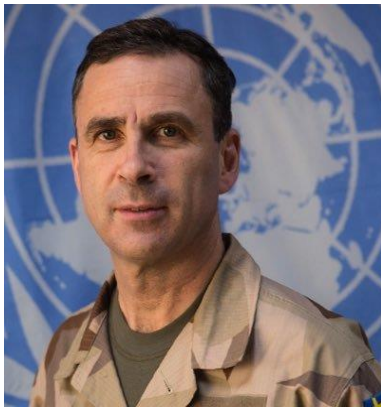
Moderator: Ms Annika Hilding Norberg, Head Peace Operations and Peacebuilding, Geneva Centre for Security Policy  
Panel: Dr Cedric de Coning, Research Professor, Conflict, Research Group, Norwegian Institute of International Affairs  
Lieutenant General Dennis Gyllensporre, Force Commander, MINUSMA, United Nations  
Dr Victoria Holt, Vice President, Stimson Center and former Deputy Assistant Secretary of State, United States  
Professor Mike Hardy, Chair, International Leadership Association, and Founding Director, Centre for Trust, Peace, and Social Relations, Coventry University, UK

### Speakers Biographies (in alphabetical order)



**Dr Cedric de Coning** is a Research Professor with the Norwegian Institute of International Affairs (NUPI) Center on United Nations and Global Governance. He also manages the Training for Peace programme at NUPI and coordinates the Effectiveness of Peace Operations Network (EPON). He is a Senior Advisor for ACCORD where he serves as the Chief Editor of the ACCORD COVID-19 Conflict and Resilience Monitor. Dr de Coning has 30 years of experience in research, policy advise, training and education in the areas of conflict resolution, peacekeeping, peacebuilding and peace and conflict studies. He has a Ph.D. from the Department of Philosophy of the University of Stellenbosch and a M.A. (cum laude) in Conflict Management and Peace Studies from the University of KwaZulu-Natal. He has published extensively covering topics like peacekeeping,

coherence and coordination, complexity theory and adaptive peacebuilding. He has led a number of research projects, funded by, among others, the Research Council of Norway, the Ministries of Foreign Affairs of Finland and Norway and the Carnegie Corporation of New York. He has served on the UN Secretary-General's Advisory Board for the Peacebuilding Fund and in various other advisory capacities for the African Union and United Nations. He is currently serving on the advisory boards of SWEDINT and Conducive Spaces for Peace, and on the editorial boards of Global Governance, Peacebuilding and Frontier's Peace and Democracy journal.



**Lieutenant-General Dennis Gyllensporre** serves as the Force Commander for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). His previous appointment was as the Chief of Defence Staff and Head of Special Forces. He started his service as a conscript soldier in 1983. As a junior officer he was dedicated to arctic warfare in Northern Sweden and has held several command assignments at platoon, company and battalion level. It fostered leadership skills to maintain morale and combat effectiveness under harsh conditions, an experience that he still benefits from. Following the completion of the National Defence College, in 1997, he assumed duties as staff officer in various positions including tours abroad in Bosnia-Herzegovina, USA and Sudan as well as service at the MoD as military expert on international crisis management. In 2000 he was selected for studies at the U.S. Army Command and General Staff College. He graduated as top student and was

later inducted in their Hall of Fame in 2017. In 2005 he initially served as chief of staff at the Swedish Joint Operations Command and later as head of Doctrine and Concepts Branch at the European Union Military Staff in Brussels, Belgium. A significant part of the work in the EU included support to the African Union and the sub-continental organizations in capacity building in support of the African Standby Force (ASF). He was later (2008) deployed to Afghanistan as the Chief of Staff in Regional Command North of the NATO-led operation ISAF. Subsequently, Gyllensporre has held several positions in the Swedish Armed Forces Headquarters including Chief of Staff of the Supreme Commanders staff and Head of Policy and Plans department. Following his promotion to Lieutenant General he served as the Chief of Defence Staff and Head of Special Forces 2014-2018, providing overall executive leadership for the Swedish Armed Forces under the Supreme Commander. He holds several academic degrees including Master of Science in Computer Science (Royal National Institute of Technology, Sweden), Master of Business Administration (Warwick University, United Kingdom), Master of Military Arts and Science (US Army Command and General Staff College), as well as a PhD in Policy Analysis and Governance (Maastricht University, the Netherlands). He is an author of several books and academic articles on military strategy and security studies. Lt Gen

Gyllensporre is fluent in English. His French, while not perfect, is steadily improving. He has three adult children that reside abroad. He enjoys travelling, running, hiking and scientific writing.



**Professor Mike Hardy CMG OBE FRSA** (PhD) is Professor of Intercultural Relations and founding Director of the *Centre for Trust, Peace, and Social Relations at Coventry University*. Following overseas diplomatic postings in the Arab world and Asia (Egypt, East Jerusalem and Indonesia), Professor Hardy led British Council's work in intercultural Dialogue. His international work with schools and skills, networks of young global citizens and capacity development within civil societies worldwide as well as supporting partnerships focused on conflict and post-conflict contexts and people and communities in fragile states. Professor Hardy is lead advisor to the World Forum for Intercultural Dialogue in Baku with a consortium of international organisations including five UN agencies (UNESCO, UNAO, FAO, IOM and UNWTO) and Council of Europe, ISESCO for OIC. He played a leading role in persuading and encouraging these to work together; he directs the RISING Global Peace Forum at Coventry. Professor Hardy led the UNESCO delegation at the LUANDA Peace Biennale in 2019. He designed the conceptual frame for the International Humanitarian Forum for 2018, and was appointed special adviser to the Chair of the UNESCO World Heritage Committee. Professor Hardy has been twice honoured, awarded the UK OBE in 2001 for his peace-building work in the Middle East, and appointed a Companion of Honour of St Michael and St George (CMG) in the Queen's Birthday Honours June 2010 for his work internationally in Intercultural Dialogue. Professor Hardy is a trustee of The Faith and Belief Forum and is Board Chair of the US-based International Leadership Association Professor Hardy's published work reflects his interest in the behavioural aspects of building safe and resilient communities - in **innovation and vulnerability**: *Inclusive Innovation for Sustainable Development* (2016). London: Palgrave, in **protective security**: *Decision-Theoretic Behavioural Analytics: Risk Management and Terrorist Intensity* (2018), *New Understandings and Methods for Counter Terrorism (RIRT 2018)*; *Protecting Crowded Places from Terrorism, (Behavioural Sciences of Terrorism and Political Aggression (RIRT) (2018)*; and in **intercultural**. Professor Hardy completed a major review of literature on Cohesive Societies for the British Academy (2019). His prize winning co-edited volume *Muslim Identity in a Turbulent Age: Islamic Extremism and Western Islamophobia* was published in 2017. His latest work based on extended interviews with global influencers 'Leaders, dialogue and disconnection' will be published in 2021.



**Ms Annika Hilding Norberg** leads the Geneva Center for Security Policy's (GCSP) work on peace operations and peacebuilding through dialogue, research and policy development, and education and training. Her focus is on strengthening leadership for peace at all levels (with an emphasis on UN and EU civilian, military and police missions and operations, but also leadership more broadly). She serves on the Geneva Peacebuilding Platform Management Committee. Prior to joining the GCSP, she was the Founder and Director of the International Forum for the Challenges of Peace Operations (Challenges Forum), a joint platform of then 22 countries, incl. the five Permanent Members of the UN Security Council, aimed at strengthening the planning and conduct of UN peace operations. Originating from when Ms Hilding Norberg served as President of the London School of Economics (LSE) International Relations Society, the Challenges Forum was founded in 1996 as part of her research studies on comparative approaches to peace operations at the LSE. Ms Hilding Norberg coordinated the Challenges Forum based at the LSE (1996-2000), the Swedish National Defence College (1997-2002) and the Folke Bernadotte Academy, an agency of the Swedish Ministry of Foreign Affairs (2003-2017). She served on the Board of Directors for the Peace Operations

Training Institute (2010-2013). Ms Hilding Norberg holds a BSc of International Relations from the LSE, an MA in International Politics from the Free University of Brussels, language certificates from the Moscow State University (1991) and the Universidad del Pais Vasco (1992). Ms Hilding Norberg is main editor of some 80 CF and other reports and policy briefs. In 2008, Ms Hilding Norberg was awarded the Silver Medal of the Swedish Royal Academy of Military Science for her contributions to strengthening UN peacekeeping.



**Ms Victoria K. Holt** is a Vice President at the Henry L. Stimson Center. Her areas of expertise focus on issues relating to international security and multilateral tools, including peace operations and conflict prevention, the United Nations and Security Council, protection of civilians, crisis regions and U.S. policy-making. Prior to joining Stimson, Ms Holt was the Deputy Assistant Secretary of State for International Security in the Bureau of International Organization Affairs (IO) at the U.S. Department of State, serving from 2009 to early 2017. In that role, she was responsible for U.S. policy and guidance for U.S. actions in the UN Security Council and for its mechanisms. She oversaw the Office of Peace Operations, Sanctions and Counter-terrorism, and the Office of United Nations Political Affairs. She led the development of U.S. diplomatic initiatives, including the 2015 *Leaders' Summit on U.N. Peacekeeping*, hosted by President Obama to increase capacities for UN operations. Ms Holt was a Senior Associate at the Stimson Center, where she co-directed the *Future of Peace Operations* program from 2001-2009, writing and speaking widely on UN and regional peace operations, the protection of civilians and atrocity prevention, targeted sanctions, rule of law and U.S. policy. Ms Holt served on the *Genocide Prevention Task Force* as the lead on military options and wrote a pioneering report on UN missions and the protection of civilians. Ms Holt served earlier as Senior Policy Advisor in the Bureau of Legislative Affairs at the U.S. Department of State during the Clinton Administration, following a role as Executive Director of a bipartisan campaign to pay U.S. arrears to the United Nations. Previously, she served on Capitol Hill for members of the House of Representatives, first as Senior Legislative Assistant to Rep. George Hochbrueckner and then as Legislative Director for Rep. Tom Andrews, both members of the House Armed Services Committee, from 1987 to 1994. Ms Holt also worked at Washington-based policy institutes on international affairs and nuclear weapons issues. She is a graduate of the Naval War College and Wesleyan University.