”What do we stand for as a global community? What are the responsibilities for our common fate in a world that is simultaneously coming together and coming apart – and how do we exercise those responsibilities?”

Kofi Annan, in his 2012 memoir ‘Interventions, a life in war and peace’
Welcome to The Hague!

On behalf of the entire organizing committee we are most pleased to welcome you to this topical conference on “Exploring Leadership Roles for Local Peace and Global Justice”, hosted by the Leiden Leadership Centre of Campus The Hague and the International Leadership Association in partnership with the City of The Hague.

This conference addresses leadership questions in relation to the timely and time-less topic of peace and social justice. The conference program includes a diversity of keynote speeches and concurrent sessions, all with the aim of addressing the conference’s central objective: to identify catalysts for change to deal with the complexities related to international justice and safeguarding peace. The conference brings together different perspectives from many sectors and many nations to discuss the challenges and opportunities for effective and ethical leadership, and opportunities to learn from each other’s leadership experiences, both on an individual and an institutional level. With the conference taking place in The Hague, International City of Peace and Justice, the context alone should inspire us. The collective wisdom of the participants will aspire us to do more.

We wish you an inspiring conference,

Cynthia Cherrey
President of the ILA

Jouke de Vries
Dean Campus The Hague
09:00 - 09:30  Arrival and registration
  Front hall

09:30 - 09:55  Welcome and Introduction
  Auditorium
  Jouke de Vries Dean Campus The Hague
  Marjolein de Jong  Vice Mayor of The Hague
  Cynthia Cherrey  President of the ILA

09:55 - 10:45  Keynote: Leadership Roles for Peace and Justice
  Auditorium
  John Adair  Leadership expert; ILA Lifetime Achievement Awardee

10:45 - 11:00  Coffee break

11:00 - 12:00  Keynote: African and European Perspective on Leadership for Peace and Justice
  Auditorium
  Ajay Kumar Bramdeo  Permanent Representative for the African Union at the EU and ACP Group

12:00 - 12:15  Introduction to the Program
  Auditorium
  Erwin Schwella  Chair of the conference; Professor at the University of Stellenbosch and Leiden Leadership Centre

12:15 - 13:45  Lunch

13:45 - 15:15  Concurrent Sessions I
  Multiple locations, see overview

15:15 - 15:45  Coffee break

15:45 - 17:15  Concurrent Sessions II
  Multiple locations, see overview

17:15 - 18:30  Reception
  Restaurant
PROGRAM OVERVIEW
FRIDAY 17 May

09:00 - 09:30     Arrival and registration
     Front hall

09:30 - 10:45     Concurrent Sessions I
     Multiple locations, see overview

10:45 - 11:00     Coffee break

11:00 - 12:15     Concurrent Sessions II
     Multiple locations, see overview

12:15 - 13:45     Lunch

12:45 - 13:30     Keynote: Leadership & Human Wrongs,
     Grey - the new Black and White?
     Keith Grint  Professor Public Leadership at the University of
     Warwick; Visiting Professor Leiden Leadership Centre

13:45 - 15:00     Concurrent Sessions III
     Multiple locations, see overview

15:00 - 15:15     Coffee break

15:15 - 16:00     Conference Closing: Intergenerational Dialogue on
     Leadership Challenges of the Next Generation
     Moderated by: Erwin Schwella, Conference chair

16:00     After conference drinks
     Location TBA
**Concurrent Sessions I**

Panel: *Leadership for Peace and Justice - International Perspectives and Experiences*

Combined presentation: *Leadership and Security - Local and Global Factors*

Presentation: *Science and Technology for Human Rights and Global Justice*

**Concurrent Sessions II**

Panel: *Urban Security and Leadership for Peaceful Change*

Presentation: *Leadership through Student Mobility - Peace across Generations, Gender and Cultures*

Combined presentation: *Global Leader Capacities and the Politics of State Building in Kosovo*
## Concurrent Sessions I

**Innovative session:** A Systems Model for Peace-Building and Peace-making  
Presentation: **System and Social Energy - The Leadership Factor**

## Concurrent Sessions II

**Workshop:** The U-Process - A Practice for Social Change  
**Workshop:** The Epistemology of Practice - An Innovative Approach to Leadership Education  
**Workshop:** Frameworks for Sustainable Leadership

## Concurrent Sessions III

**Combined presentation:** Transformational Leadership and Civic Responsibility - Enhancing Peace and Social Justice  
**Presentation:** Complexity - Leadership and Leadership Meta-Competencies  
**Presentation:** Narratives of Safety and Security in the City of Amsterdam
The International Leadership Association, founded in 1999, furthers the study and development of leadership around the globe. Through annual conferences, monthly webinars, regular publications, and the Directory of Leadership Programs, among other services, the ILA provides resources which support leadership education, practice, and research. Members benefit from access to useful resources including free or discounted publications, special conference registration rates, live and on-demand webinars and conference proceedings, and a global network of leadership scholars, educators, and practitioners.

**ILA Member Benefits**

- **Leadership Perspectives Webinar Series:** Live, monthly sessions featuring presenters from many sectors and disciplines – also available on-demand

- **The ILA Virtual Community:** Connect, collaborate, and contribute in this space designed for interaction and networking

- **Building Leadership Bridges:** Peer-reviewed annual thematic publication

- **The Member Connector:** The ILA’s monthly newsletter, featuring interviews with prominent authors

- **Leadership Publications:** Online access to popular journals and excerpts of contemporary books

- **Service & Volunteer Opportunities:** Contribute to the continued development of the field of leadership and the ILA

**ILA Conferences**

Since its inception, the ILA has held its annual global leadership conference in different cities each year (alternating between US and non-US locales). The conference quickly became popular, and over 90% of conference participants surveyed would recommend the ILA conference to a colleague. In order to maintain the intimate atmosphere and personal networking opportunity that the conference provides, the ILA now offers topical forums providing more opportunities for in-depth participation in high-level leadership discussions.
Concurrent Session I

Panel: Leadership for Peace and Justice - International Perspectives and Experiences

The panel will consist of four case studies reflecting diverse types of conflict in different regions and continents. These cases will form the basis for a more expanded general and interactive discussion with presenters and the audience. In particular social justice and peace will be highlighted from the perspective of effective local leadership.

Chair: Simon Vroonhof Municipality of The Hague
Georgina Gomez International Institute of Social Studies, Erasmus University
Joop de Wit International Institute of Social Studies, Erasmus University
Getrude Isimon International Institute of Social Studies, Erasmus University
John Cameron International Institute of Social Studies, Erasmus University
Surrendra Santokhi Municipality of The Hague

Combined presentation: Leadership and Security - Local and Global Factors

Patrick Thando Jonas will offer a theoretical analysis of the nature of governance and the behavior of South African police, in his presentation on ‘The Interplay between Security Governance and Police Behavior in South Africa’, using the Marikana massacre and the Mido Marcial dragging incident as case-studies. Kelsey Siobhan Guthrie-Jones will discuss and critique the concept of proportionality under international humanitarian law in her presentation on ‘Reconceptualising Proportionality in Contemporary Armed Conflict: Exploring the Contributions of Local and Global Leadership’.

Patrick Thando Jonas University of Fort Hare
Kelsey Siobhan Guthrie-Jones Attorney General’s Department

Presentation: Science and Technology for Human Rights and Global Justice

This presentation will address the complex role of science and technology as determinants of as well as tools for addressing complex human rights and global justice challenges. Based on an assessment of a multidisciplinary set of case studies, the presentation will focus on the benefits of robust collaboration across the scientific and human rights communities, and the evolving role of technical leaders in the field.

Jessica Mary Wyndham American Association for the Advancement of Science
**Concurrent Session II**

**Panel: Urban Security and Leadership for Peaceful Change**

Access to justice and urban violence is becoming a major concern for public authorities globally. They often seek to contain such violence by means of repression in socially excluded communities in metropolitan areas. Urban violence invokes a tough response by local security actors, while less attention is paid to underlying factors. This panel offers a practitioner and academic perspective on how public authorities and civil society can develop local leadership and thereby contribute to peaceful change in socially excluded communities.

Chair: **Quirine Eijkman** Upace The Hague / Centre for Terrorism and Counterterrorism, Leiden University Campus The Hague  
**Colin Craig** Different Tracks Global  
**Ingeberte Uitslag** Oikos Foundation  
**Arjan Kasius** Dutch National Police

**Presentation: Leadership through Student Mobility - Peace across Generations, Gender and Cultures**

A US-French program launched in 2011, allowed French students to increase understanding of generations, gender, and cultures. In the US' workplace students experienced generational and cultural diversity, increasing their understanding of peace and justice. While peacebuilding through student mobility is a novel concept, the presenters believe that empowering students to experience workforce mobility enables learning and embodies peace.  
**Mahamouda Salouhou** European Centre for Leadership and Entrepreneurship Education

**Combined presentation: Global Leader Capacities and the Politics of State Building in Kosovo**

Patricia O'Connell will outline a framework for developing leaders in various cultures and contexts in her presentation on 'Building Global Leader Capacities for Connectivity and Results'. Connective values, common vocabulary, and shared understandings are crucial to peaceful interaction amongst leaders. Arlinda Rrustemi will present her paper on 'The Politics of State Building in Kosovo, Comparing Theory and Official Discourses', in which established literature and theory on state building in emerging democracies is compared to actual experiences of international civil servants in Kosovo.  
**Patricia O’Connell** Lourdes University  
**Arlinda Rrustemi** Grotius Institute – Leiden University Campus The Hague
Concurrent Session I

Innovative session: A Systems Model for Peacebuilding and Peacemaking

Through a series of discussions, interactions and worksheets, participants will learn a systems approach to map and clarify their current projects for Peacebuilding and Peacemaking. The presenter will address specific outcomes for practitioners and research questions for academics.

Lynn Sandra Kahn LS Kahn Associates

Presentation: System and Social Energy - The Leadership Factor

Peruvian society is a system that has been through trauma, leading to its conflictive nature. This characteristic enables the ease of social explosions accompanied by violence. Several groups have stressed the need for open dialogue to address this tragic pattern. Yet, although a variety of spaces for open dialogue have been in use and have successfully eased some of the conflict, it still fails to alter the dominance of the established patterns.

Baltazar Caravedo Molinari Universidad del Pacífico

09:30 - 10:45

Living Lab

A0.01
Concurrent Session II

Workshop: The U-Process - A Practice for Social Change
In our complex world we encounter a challenging set of problems, as well as multiple perspectives on the same challenge. There is no simple link between cause and effect, and systemic solutions seem required. We need to take a different route than in past solutions within the context of complex social challenges. The U-Process invites us to step into sensing (observing the problem intimately), presencing (connecting to your purpose and inner wisdom) and realizing/co-creating (putting this knowledge into meaningful action).
Lenneke Aalbers REOS Partners
Jos Niesten REOS Partners

Workshop: The Epistemology of Practice - An Innovative Approach to Leadership Education
Epistemology, the study of knowledge, has traditionally been regarded as an intellectual endeavor in text-based curricula. This workshop demonstrates the use of an experiential methodology for the teaching of epistemology of practice, the study and acquisition of knowledge arising from reflection and action. The aim of this experience is to imprint the importance of 1) self-reflection on assumptions and actions, 2) co-inquiry, and 3) recognition of self/others as knowers in order to deepen leaders’ capacity to bridge different perspectives, values, and needs while facilitating adaptive learning towards peace and justice.
Melinda Klonsky The Chicago School of Professional Psychology

Workshop: Frameworks for Sustainable Leadership
Leaders generate power. The kind of power they create (destructive or transformative) is determined by how a leader handles two components of power: personal authority and responsibility. Through the ARP-Profiler® (ARP stands for Authority – Responsibility – Power) you will be introduced to an instrument to help leaders grow, adopt new values and change behavior by assessing what type of power individuals generate and offering pathways for leaders to become highly effective, further transformative power, and ultimately contribute to peaceful co-existence.
Eric J. Franciscus Franciscus & Morton
Concurrent Session III

Combined presentation: Transformational Leadership and Civic Responsibility - Enhancing Peace and Social Justice
In this combined session, Imbenzi George will provide a vision of the possible future, showing how through rational strategies, individualized consideration and intellectual stimulation, people can develop competencies and are inspired to want to do the things that enable an organization to attain its vision, in his presentation on “Transformational Servant Leadership in Public Sphere”.
Dennis A. Sheridan will then introduce “The Charter for Compassion as a Tool for Promoting Civic Responsibility and Social Justice”. He will argue that the Charter could be a model for bridging political and religious polarization, by restoring compassion to the center of our moral, political, ethical, and religious conversations. The Charter for Compassion provides a framework and a strategy for developing compassionate responses to conflict, competition, and difference.

Imbenzi George Trinity Western University Graduate School of Leadership
Dennis A. Sheridan California Lutheran University

Presentation: Complexity - Leadership and Leadership Meta-Competencies
The purpose of this paper is to discuss complexity in relationship with diversity and which leadership meta-competencies might support a complexity perception of the world.

Harald Rønn Norwegian Ministry of Defence

Presentation: Narratives of Safety and Security in the City of Amsterdam
Taking out of business the ‘Top 600’ juvenile criminals, coping with a dramatic and enormous child abuse scandal and transforming the Red Light District. Large-scale government involvement to improve safety and security and to solve crises requires extensive buy-in and partnership from multiple government agencies and a specific type of leadership. These and other cases will spark a dialogue on leadership in the 21st century.

Henk de Jong Crust Young Consultants NY
The Leiden Leadership Centre (LLC) aims to enhance a better understanding of leadership in complex contexts and to facilitate (future) leaders to learn and act with impact in the face of contextual challenges. A connective, adaptive and learning leadership is called for. For this reason LLC is actively stimulating innovative initiatives in relation to leadership in the face of national, European and global contextual challenges.

- Leadership Research, such as the Learning Leadership Lab
- Leadership Education, such as the Leiden Leadership Programme for Master students
- Leadership Development, both in cooperation with public and private sector
- Leadership Platform of Learning Communities and networks

leadership@cdh.leidenuniv.nl
JOHN ADAIR

John Adair is one of the world’s leading authorities on leadership and leadership development. Over a million managers worldwide have taken part in the Action-Centred Leadership programmes he pioneered.

John holds the higher degrees of Master of Letters from Oxford University and Doctor of Philosophy from King’s College London, and he is also a Fellow of the Royal Historical Society. In 2009, John was appointed Chair of Leadership Studies at the United Nations System Staff College in Turin and in 2011 he received the ILA Lifetime Achievement Award.

At the conference John Adair will during his keynote offer a general introduction to the different leadership roles for peace and justice.

AMBASSADOR AJAY BRAMDEO

Ajay Kumar Bramdeo has been the Permanent Representative for the African Union at the European Union and ACP Group since late 2011.

Prior to this position he held several posts in the South African foreign service, among which that of High Commissioner to the Republic of Mauritius, Chargé d'Affair to Ethiopia, Deputy Head of Missions and Chief Director of Africa Multilateral.

At the conference Ambassador Bramdeo will offer insights into the European and the African view on leadership for peace and justice.
SPEAKERS

Keith Grint

Keith Grint is Professor of Public Leadership & Management at the University of Warwick. Before that he was Professor of Defense Leadership at Cranfield University, and Professor of Leadership Studies and Director of the Lancaster Leadership Centre at Lancaster University Management School. He also spent 12 years at the University of Oxford and was Director of Research at the Saïd Business School.

Keith Grint is currently Visiting Professor at the Leiden Leadership Centre and is particularly involved in the Learning Leadership Lab. During this conference his keynote will address human wrongs and leadership: is grey the new black and white?

Erwin Schwella

Erwin Schwella was Director of the School of Public Leadership of the University of Stellenbosch since 1992, and now holds a professorship in Public Leadership at SPL. Erwin Schwella is a consultant and advisor to ministers and other executives at all spheres of government in South Africa, and has trained members of the South African liberation movements as well as political and government leaders in South Africa and abroad.

Erwin Schwella is Professorial Fellow at the Leiden Leadership Centre and the 2013 Chair of the Public Leadership Member Interest Group of the ILA. He will act as chair on both days of this conference and host several sessions in this capacity.
Leiden Leadership Centre - Leiden University

The Leiden Leadership Centre of Leiden University Campus The Hague is a centre of excellence for contextual leadership. Globalization, technological innovations and rapidly changing patterns of power and authority impact on the understanding of leadership and its roles. The Leiden Leadership Centre (LLC) aspires to make a significant global, national and local contribution to excellence in and quality of leadership.

The LLC acts as a hub of leadership initiatives and works in co-creation with partners, in Europe and internationally. The LLC strives to add value to leadership theory and professional practice through leadership research, leadership education and leadership development.

ILA - International Leadership Association

The International Leadership Association is the global network for all those who practice, study, and teach leadership.

Founded in 1999 and incorporated as a non-profit in 2011, the ILA serves both the public and a diverse membership of 2,400 from 80 countries.

The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.
Municipality of The Hague

Besides hosting the Dutch parliament, cabinet and the majority of Dutch Ministries, The Hague is commonly known as International City of Peace and Justice. This reputation dates back to the old days when The Hague hosted the First Peace conference in the late 19th century.

Current-day The Hague encompasses roughly 130 international organizations and representations, among which many European representations, the majority of foreign representations in the Netherlands, the International Court of Justice, Peace Palace and International Criminal Court.

Stellenbosch University/School of Public Leadership

Globally and in South Africa, good governance and service delivery challenges are complex and in need of visionary leadership to chart innovative ways forward.

The School of Public Leadership (SPL) at Stellenbosch University (SU) provides solutions through research, graduate, postgraduate and executive programs. The SPL is an African Governance Centre of Excellence with a formidable capacity in governance, leadership and development knowledge and professional practice.

The SPL relates dynamically, intellectually and professionally to the three pillars of effective and ethical public leadership - good governance, environmental management and sustainable development.
PROGRAM EXTRAS

LUNCH WALKS Thursday
Sign in/gather at registration desk departures at 12:45h / 13:00h

Campus The Hague is very centrally located not only close to the city center, but also to the parliamentary heart of the Netherlands. Students of Leiden University College will take you on a tour of the surroundings of the conference location, visiting sites of both historic and current relevance to The Hague as government residence and as hub of international organizations and representations.

The lunch walk is free of charge. The walk will take approximately 30 minutes. Feel free to either eat first or bring your lunch in the bags provided at the lunch buffet. Please sign in at the registration desk when registering.

RECEPTION Thursday
Restaurant 17:15h – 18:30h

To make use of the energy of the first conference day, drinks with some nibbles will be served in the ground floor restaurant after the last concurrent sessions. For dinner tips for the evening’s dinner do not hesitate to approach the conference team!
Venue
Leiden Leadership Centre
Campus The Hague
Schouwburgstraat 2
The Hague
The Netherlands

Contact
leadership@cdh.leidenuniv.nl