Curriculum

To be reviewed by **Feb. 2024**	Activity number **22**	**EU Senior Mission Leaders´ (SML) Course (Module)**	ECTS **4**

CORRELATION WITH CTG / MTG TRAs	EQUIVALENCES
Civilian TRA L&M: High Level Learning Outcomes: Learning level 3: Senior Mission Management (p. 38) Thematic: Advanced Senior Mission Management Training Staff category/Audience: Senior Mission Management (Head of Mission, Deputy Head of Mission, Chief of Staff, Head of Operations) Military TRA L&M: Strategic and operational level suggested learning objectives Military TRA leadership	N/A

Target audience

The staff category/target audience of the EU SML Course is personnel in, or aspiring for, Senior Mission Leadership and Management positions (Head of Mission, Deputy Head of Mission, Force Commanders, Chief of Staff, Head of Operations and Heads of Component in large missions and operations, and also to some extent Heads of Delegation in crisis and conflict areas). Candidates should be sufficiently experienced and at a level where they are being considered by their respective Member State or organisation for senior posts in CSDP missions and operations.

Pre-knowledge:

A good knowledge of CSDP missions and operations. Participants should ideally have taken part in for example Strategic planning course, Orientation course or High Level course or comparable courses.

Course language:

Aim

The EU Senior Mission Leaders Course is a response to the continued need for further improvement of the conduct and leadership of Common Security and Defence Policy (CSDP) missions and operations as part of the integrated approach to ensure more efficient mandate implementation through effective senior mission leadership.

The course has an updated design to develop senior leadership for the purpose of a crisis management mission placed in the complex and fragile setting with a challenging security environment.

Based on the results from the training requirement analysis (TRA) for leadership and management from both the civilian and military training group (EU CTG and EU MTG) the training include elements such as strategic and inter-cultural communication (skill/tasks); mission work-mandate, system knowledge, organisational culture (knowledge); strategic vision linked to mandate implementation and cooperation (competence) and integrity (attitude). How to actively pursue cross cutting themes and policies such as gender equality, code of conduct, and duty of care is part of this. Strengthening interpersonal skills as motivating, inspiring and building trust and resilience amongst diverse teams in complex environments is also a central part of the training.

It further emphasizes the need to build resilience of leaders / managers, for them to be able to lead by example, and to create non-discriminatory, inclusive, and safe work environment. This will increase awareness of the importance of effective coping

The course will be delivered in English. Therefore, a strong command of the language is necessary.	mechanisms for one's own and others self-care. To achieve this, self-leadership competences such as self-awareness, self-management, and cognitive biases are also looked upon.

The outcome of the EU Senior Mission Leaders Course is enhanced civilian and military capacities among existing and future high-level personnel in senior mission leader functions. |
| Open to:

▪ EU member States / Institutions | The course prepares participants for senior roles such as Head of Mission, Deputy Head of Mission, Force Commander, Chief of Staff, Head of Operation and Head of Component, in civilian and military CSDP missions and operations. |

Learning Outcomes

Below LO is based on the High-Level Learning Outcomes from the civilian and military TRA Leadership and Management developed by the EUCTG and EUMTG. The detailed level of learning objectives is there to describe the content and support the design of the programme.

Knowledge	LO 1: Show a deep systemic understanding, the different perspectives and demands on a senior mission leader.

LO 2: Demonstrate a deep understanding of EU as a global actor, its political context and strategic compass, including the threat analysis that the missions mandate respond to, as part of EU's Common Foreign and Security Policy (CFSP).

LO 3: Illustrate deep knowledge of the aims and functioning of the EU's Common Foreign and Security Policy, its global strategy and related policies, including among others the EU Strategic Approach to Women, Peace & Security.

LO 4: Discuss the EU system and various institutions relevant for external action related to the Common Security and Defence Policy (CSDP) and its missions as part of the EU integrated approach.

LO 5: Identify the context in which the EU delivers CSDP with regard to the host nation perspective on a regional, national and local level.

LO 6: Describe the political and legal framework for CSDP missions and operations, planning processes and the various EU crisis management instruments.

LO 7: Reflect on decision-making, bias and problem solving on the EU level and as part of senior mission leadership.

LO 8: Demonstrate a deep understanding of the impact that leadership has, from an organizational perspective, throughout the system by influencing the culture and effects on mandate implementation. |
| Skills | LO 9: Analyse as part of the political aspects of CSDP and the wider context of the mission how to implement the mission mandate in support of the host nation.

LO 10: Implement change management in the context of a civilian CSDP mission and the host nation based on EU's political vision and values, mission mandate and risk assessment.

LO 11: Apply analytical and critical thinking when setting objectives, action plans and goals.

LO 12: Manage the processes of strategic communication, political messaging and communicate to decision-makers and key audiences the aim and priorities of the mission in an EU-wide context.

LO 13: Apply tools and methods of cross-cultural and gender-responsive internal and external communication. |

	LO 14: Develop key leadership skills based on problem solving, strategic planning, negotiation and self-awareness (emotional intelligence) that enables strategic empowerment, teambuilding and a constructive organisational culture and communication.

LO 15: Based on the understanding of the leadership's different levels and its function throughout the organization, develop skills for "sense making" and "sense giving", at every level, to build trust and clarity throughout the organization.

LO 16: Working in, building, and leading a diverse and multicultural team.

LO 17: Apply different leadership concepts and styles depending on the present situation.

LO 18: Manage relationships in a diverse and multicultural environment appropriately and know their strategic relevance.

LO 19: Apply different negotiation techniques and facilitate dialogue between different actors.

LO 20: Implement a duty of care process and enhance a culture of building of integrity and anti-corruption.

LO 21: Implement policies on gender equality and ensure the integration of a gender perspective in mandate implementation and mission processes.

LO 22: Combine the leadership development skills with solid ethics such as loyalty, integrity, and courage, as part of being a role model as a senior mission leader.

LO 23: Organise and manage the process of mission administration. |
| Responsibility and Autonomy | LO 24: Analyse the current state of play of the political environment that is relevant to the mission/operation and the implementation of a given mission.

LO 25: Apply strategic thinking, situational awareness and change management that responds to the complexity of the political context and fragile environment of the host nation.

LO 26: Enable and strategically communicate the transformation of the political vision into action by leading change to ensure mission mandate delivery.

LO 27: Assess the Heads of Mission and Force Commanders' responsibilities in relation to mission and operation security, human resources, finance and administration matters.

LO 28: Assess the role of the mission in relation to the overall EU effort of the integrated approach in different phases of the conflict cycle.

LO 29: Develop and implement strategies within the context of CSDP missions, partners and host nation to implement the mission mandate.

LO 30: Navigate the mission's planning process.

LO 31: Apply, based on EU democratic values, the Generic Standards of Behaviour and Code of Conduct and lead by example.

LO 32: Cooperate, build and use networks with partners/stakeholders on the ground and at EU level as outlined in the EU integrated approach.

LO 33: Implement gender responsive leadership and apply cross-cultural awareness.

LO 34: Build a constructive organisational culture where different competences and backgrounds are used in a complementary way with a management system that includes mentoring and coaching.

LO 35: Demonstrate key leadership skills and lead by example.

LO 36: Demonstrate trust building linked to indirect leadership skills. |

Evaluation and verification of learning outcomes

Level 1 – Satisfaction

The course is evaluated according to the Kirkpatrick model: it makes use of level 1 evaluation (based on participant's satisfaction with the course).

Level 2 – Learning

Formative (self) evaluation is an integral part of the course.

Level 3 – Impact/ Behaviour

Level 3 evaluation on impact and behaviour may be used. This can be done by for example designing a 360 exercise that is done prior to the course and again after some time. It is combined with on-the-job learning assignments and coaching.

Level 4 – Results

Level 4 evaluation may be used to better detect the results of the training.

Course structure		
Main Topic	**Suggested Working Hours (required for individual learning)**	**Suggested Contents**

The pedagogical approach to understand, the system withs it's structures and framework, as well as leading an organization, its personnel and oneself. Is structured as follows:

Part 1:
- Understanding the systemic approach
- Structures and framework

Part 2:
- Leading Organizations, leading others, and self-leadership
- Strategic relations
- Operationalize the mandate

Part 1- The political, strategic and operational framework for CSDP senior mission leadership - Internal and external systems knowledge, high level mission work knowledge/ mission regulations **(residential 3-4 days course in Brussels (suggested working hours: 25 hrs in sessions and 20 hrs self-study, totally 45 hrs))**		
1. Setting the scene	2	1.1 Understanding the systemic approach 1.2 Political, strategic and operation foundation 1.3 Leading an organisation 1.4 Leading myself and others
2. EU external action and CSDP on a political and strategic level	4(2)	2.1 EU foreign and security policy: the current state of play (e.g. political and strategic vision and priorities, EU Global Strategy on Foreign and Security policy, EU Integrated Approach to conflict and crisis, the Strategic Compass, Civilian CSDP Compact etc.) 2.2 Conflict prevention, crisis management, stabilisation and peacebuilding 2.3 Geographical strategies, thematic clusters 2.4 Multilateralism: EU's cooperation with UN, AU, OSCE, NATO and other international and regional organisations 2.5 Institutions and bodies (Council, Commission, Parliament, EEAS) in EU external action 2.6 CSDP structures and decision-making process
3. EU integrated approach, the CSDP and the host nation	4(2)	3.1 Functioning and priorities of CFSP in the host nation and the different actors responsible for its implementation 3.2 The EU integrated approach in support of the host nation: combined efforts by the EU Delegation, CSDP-mission and operation and other relevant instruments 3.3 How to establish collaborative networks among CSDP actors in the host country including civil society and with Brussels

4. CSDP mission/operation planning process	6(3)	4.1 Legal framework, budget 4.2 Guiding policies and operational guidelines (e.g. human rights, gender equality etc.) 4.3 Types of missions and operations (e.g. monitoring, mentoring, advising, training missions etc.) and other stabilisation activities as part of the integrated approach 4.4 Planning and review (PFCA, CMC, CONOPS, OPLAN, MIP, reporting chain, strategic review etc.), including mission transition 4.5 Conflict- and context analysis linked to the planning process
5. Duty of Care, mission management and support	8(4)	5.1 Implement CSDP regulations throughout the mission 5.2 Mission support platform 5.3 Safety and security 5.4 Human resources 5.5 Finance and procurement 5.6 Financial and logistic support 5.7 Generic Standards of Behaviour/ Code of conduct 5.8 Gender responsive leadership 5.9 Stress management and staff counselling 5.10 Medical support 5.11 Training 5.12 Managing transitions from CSDP missions and operations to other EU instruments
6. Implementing the mission mandate	8(4)	6.1 Mandate in civilian and military missions and operations 6.2 Links to other EU actors on the ground within the integrated approach 6.3 Integration of existing policies (e.g. RoL, SSR, MMA, human rights, gender) and crosscutting security challenges such as organised crime, hybrid warfare, corruption, radicalisation, terrorism, migration as a consequence of conflict 6.4 Analyse the mission mandate, the political aspects of CSDP and the wider context of the mission within the host nation. 6.5 Develop a sustainable strategy to effectively implement the mission mandate taking into consideration relevant policies (Do No Harm, IHL, Human rights, gender equality etc.). 6.6 Use internal and external systems in the specific CSDP contexts and demands to strategically advance mission implementation and build strategic partnerships
7. Communication and media relations	3(1)	7.1 Strategic Communication strategies 7.2 Communication channels (e.g. social media, e-diplomacy) 7.3 Information and cyber security 7.4 Crisis communication 7.5 Communication in CSDP missions and operations
8. Leading an organization	5(2)	8.1 The systemic perspective built on the concept of indirect leadership 8.2 The leadership system 8.3 Different levels of management as links 8.4 Filters between links 8.5 Structural influence 8.6 Cultural influence 8.7 Building trust for long term results 8.8 Sense making and sense giving 8.9 The systemic perspective built on the concept of indirect Leadership

9. From theory to practice – being a Senior Mission Leader	5(2)	9.1 Effective senior mission leadership 9.2 Civilian and military leadership 9.3 Leadership in international contexts with a focus on CFSF/CSDP 9.4 The Framework for leadership in CSDP missions 9.5 Conflict management, negotiation and mediation 9.6 Leadership and accountability

Part 2 – Applied leadership skills for CSDP (hybrid-learning, modules over a number of weeks, (43 hrs and 14 hrs for individual reflection assignments, in total 57 hrs)

Leading organization		
10. Indirect Leadership	4(1)	10.1 Analyse and increase awareness of how mission leadership influence the organization and results. 10.2 Understand the Indirect Leadership in relation to Direct leadership 10.3 Develop Indirect Leadership to increase overall results 10.4 Visions, Goals, Strategies and behaviour to support results 10.5 Leading in a complex environment
11. Working in / leading a multicultural organization	4(1)	11.1 Provide oversight over Senior Mission Team structure, composition, and cohesion, and lead diverse and multicultural senior management teams. 11.2 Build an effective Senior Mission Team that can react professionally in the crisis context. 11.3 Management Team Assessment Model: Strategic vs. Operative focus. Working in silos vs. working as a team. 11.4 Design clear guidelines and priorities for middle management. 11.5 Understand how to navigate the relationship between the SMT and counterparts at CPCC/MPCC in order to support mandate implementation.
12. Different leadership concepts and styles	4(1)	12.1 Building and being part of efficient teams 12.2 Apply and adapt leadership concepts and styles in a multicultural, diverse and volatile environment. Apply the appropriate leadership style or concept depending on the situation that presents itself. 12.3 Leading and collaborating on distance 12.4 Motivation, trust and group dynamics
13. Cross-cultural communication	4(1)	13.1 Communicate clearly and convincingly, with a respect for diversity and cultural sensitivity within the mission. 13.2 Illustrate a comprehensive understanding of the host nation's culture. 13.3 Integrate cultural nuances and gender sensitive communication with counterparts from the host nation. 13.4 Inter-cultural communication and management 13.5 Reflection assignment
14. Promoting Gender Equality and Diversity	4(1)	14.1 Enforce and support the implementation of relevant policies (EU Gender Action Plan III; Gender Equality Strategy 2020 - 2025). 14.2 Prioritize and leverage diversity as an asset in mandate implementation and recruitment. 14.3 Ensure the integration of a gender perspective in systems, processes and mission operations. 14.4 Gender responsiveness leadership

15. Performing with integrity	4(1)	15.1 Implement the Code of Conduct and the Generic Standards of Behaviour. 15.2 Implement a zero-tolerance policy towards discrimination and sexual harassment. 15.3 Implement structures within the Mission to promote a gender-responsive, safe, fair and equal work environment. 15.4 Create a culture of compliance with regulations, duty of care, and disciplinary procedures. 15.5 Embody culture of compliance through personal behaviour and conduct ('lead by example'). 15.6 Hold self and others to account.
16. Handling difficult situations	3(1)	16.1 Handling misconduct. 16.2 Conflict management. 16.3 Constructive difficult conversations.
17. Communication and feedback	3(1)	17.1 Internal and external communication, including feedback.

Strategic relations

18. Managing internal and external relations	4(1)	18.1 Understand the strategic relevance of different partners, counterparts, and interlocutors and maintain relationships to promote mandate implementation.
19. Cooperation	4(1)	19.1 Establish and use networks within the EU system, the Host Nation and all necessary stakeholders within mission environment to implement the mission mandate. 19.2 Identify new partnerships that support mandate implementation.
20. Negotiation and Dialogue Facilitation	4(1)	20.1 Apply different negotiation techniques that will best support mandate implementation and maintain relationships with strategic partners, after analysing the situation on the ground. 20.2 Facilitate dialogues among conflict parties at the appropriate level.

Operationalize the mandate

21. Planning and Resource Management	4(1)	21.1 Set priorities and strategies. 21.2 Plan effectively within allocated resources. 21.3 Manage and develop staff, resources and operations. 21.4 Develop strategic partnerships to enhance resources of the CSDP Mission. 21.5 Design Monitoring and Evaluation mechanisms for the work of the mission.
22. Change Management	4(1)	22.5 Leading change. 22.6 Apply the principles of change management at senior level management in the context of a Civilian CSDP Mission and the host nation. 22.7 Understand the reform process-taking place in the host country and its social/political/economic implications.
23 Strategize	4(1)	23.1 Develop, implement, and advocate for the implementation of strategies within the context of CSDP missions, partner agencies, CPCC and host nation that best support mandate implementation. 23.2 Reflection assignment.
24 Practising mission leadership – final exercise	3	24.1 Apply knowledge, skills and competences to practice leadership in a CSDP mission/operation.

		24.2 Practicing leadership based on the Framework for leadership in CSDP missions.
TOTAL	**102 (34)**	

Materials	*Methodology*
Required e-Learning: *AKU 2 The EU Global Strategy* *AKU 4 CSDP crisis management structures and chain of command* *AKU 6 Decision Shaping/Making* *AKU11a Gender and UNSCR 1325* Recommended e-learning: *AKU Fragility* *AKU Conflict analysis* Recommended reading: - Leadership Framework for CSDP *(to be developed in 2022)* - *Organisational Chart of EEAS (latest version)* - *The Strategic Compass (to be completed 2022)* - *Civilian CSDP Compact (Nov 2018)* - *EU Global Strategy for the European Union's Foreign and Security policy (June 2016)* - *Council Conclusions of 13 November 2017 on Security and Defence in the context of the EU Global Strategy (doc. 14190/17)* - *Council Conclusions of 22 January 2018 on the Integrated Approach to External Conflicts and Crises (doc. 5413/18)* - *Council Conclusions of 28 May 2018 on strengthening civilian CSDP (doc. 9288/18)* - *EU Gender Action Plan III; Gender Equality Strategy 2020 - 2025* - *Council Conclusions on Women, Peace and Security (WPS) and annex EU Strategic Approach to WPS (15086/18)* - *Civilian Operations Commander Operational Guidelines for Mission Management and Staff on Gender Mainstreaming. EEAS(2018)747* - *Joint Communication: Elements for a EU-wide strategic framework to support security sector reform (5.7.2016)* - *Handbook on CSDP 3nd edition, European Security and Defence College* - *Considerations for Mission Leadership in UN Peace Operations (2nd Edition), Challenges Forum* *Other relevant publications for the purpose of the course.*	The pedagogical approach is based on three steps 1) understand; 2) internalise; 3) and apply the knowledge. The training is based on a learner centred and interactive approach to support the course aim to provide the learner with a deeper understanding of the system, with its framework, structures and regulation, as well as leading an organization, its personnel and oneself. Course design: A hybrid learning set-up of e-learning, online and face-to-face sessions that includes individual, pair and small group assignments. Coaching and mentoring, and on-the-job application/learning is also part of the training. *In order to facilitate discussion between course participants and senior EU personnel, the* **Chatham House Rule** *is used during all residential modules: "participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed".* *Pre-course questionnaire learning expectations and possible briefing topic from the specific area of expertise could be planned.* *Methodology: an interactive course that includes coaching and mentorship, exercises, etc.* *The following essential criteria for the target audience should be added to the invitation:* - *Suggested grade levels: Brigadier General, Chief of Police, and equivalent civil servant grades. Participants from the EU structures should be operating at similar seniority levels;* - *Strong interest in being appointed to a senior leadership position in EU CSDP missions or operations;* - *Proven record of strategic leadership and team management;* - *Understanding of gender equality and ability to work effectively with people from different cultures and backgrounds;* - *Pre-knowledge: participants should ideally have taken part in for example strategic planning, orientation or High Level Course. Excellent command of the English is necessary to follow the course.*