Chapter 2
Meaning and Concept of Peace Leadership

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ABSTRACT
The last 30 years witnessed a major development of leadership theory. There is now a wide variety of leadership styles available for leaders that are distinct from the previous paradigm of authoritarian leadership. The chapter intends to present the most popular leadership orientations and analyzes their capabilities for a culture of peace. Thus, conscious leadership modelled after Ubuntu leadership, authentic leadership, transformational leadership, servant leadership, charismatic leadership among others are analyzed to identify peace leadership components. This analysis will at least reveal two peace leadership principles. One is a vision of the leader that corresponds to the vision of a culture of peace as it has been developed by the United Nations. The other is a set of core values a peace leader needs to be effective in influencing followers to actualize a culture of peace. The chapter concludes by briefly describing the tool box of a leader to stay on course such as the practice of mindfulness and awareness of neuroplasticity.

INTRODUCTION
This article deals with the emerging concept of peace leadership. I first trace the historical origins of peace leadership as a new leadership orientation followed by identifying publications specifically addressing peace leadership. However, it needs to be noted that peace leadership mainly builds on peace and conflict studies as well as leadership studies. The most important contributions in both discipline towards the new leadership orientation will be identified and explained.

The next part of the article discusses the difficulties in defining peace. There is a plethora of peace concepts rooted in philosophical, theological and cultural principles. However, the manifold understandings of peace create a problem for peace leadership because peace leadership works best if a definition for peace can be used that is widely shared. After addressing the problems with finding a shared understanding of peace I present a working concept that is based on consensus among the international
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community (or, at least, shared with the majority). I present the evolution of this understanding showing that it is based on dialogue, negotiation and consensus and that it forms a compromise, a common denominator, that can be developed further in the future.

The article’s third main part discusses leadership challenges for peace leadership and principles that can be employed for leading towards a culture of peace. I show that the historical evolution of leadership theory is also a development that incorporates many peace leadership principles. In addition, I explore visions of a lifeworld that promises a sustainable culture of peace. This part concludes with reflections on ethical and spiritual values that can assist a peace leader to stay on course for assisting followers in the transformative process towards living in a culture of peace.

PEACE LEADERSHIP: COMBINING TWO INTERCONNECTED CONCEPTS

The concept of peace leadership is a relatively new phenomenon. It is a multi-disciplinary or probably trans-disciplinary effort that draws from peace and conflict studies, criminology, criminal justice, political science, international relations and leadership studies and other academic disciplines. It also enriches these classical homes for studies of peace and leadership. The concept peace leadership was identified as a new leadership field during the Annual Conference of the International Leadership Association in Prague in 2009. The initiative came from and is still strongly supported among many others by Jean Lipman-Blumen (author of Connective Leadership. Managing in a Changing World). The historical context of the conference location contributed to the need to develop a separate leadership discourse on peace and is worthwhile to reflect on.

The Czech Republic has experienced many conflicts since its inception after World War I (it then was together with Slovakia forming Czechoslovakia). Outside of the conference location, an exhibition in Prague commemorated deportations and camps during World War II. There were also strong reminders of the Prague Spring of 1968 and it being crushed by force. Vaclav Havel gave the keynote address and explained the Velvet Revolution, a novel and successful peaceful political transformation that stands in stark contrast to previous political conflict resolutions that hampered the richness of the country based on its previously existing multiculturalism. Many conference participants quickly regarded Vaclav Havel as a peace leader and noted that such a leadership orientation hasn't been identified by the leadership community. It was also noted that there cannot be peace without leadership and that leadership is not possible without peace.

Soon afterwards, a development started within the International Leadership Association towards establishing a separate community specifically addressing peace leadership. This got formalized through a Peace Leadership Affinity Group (PLAG) that allowed members to engage in and network in the field of peace leadership. The Annual Conferences consequently invited presentations and events on peace leadership within the Member Interest Group of Public Leadership. PLAG generated many discussions, collaborations, proposals for journals and books as well as published works. There are now a number of publications available that frame peace leadership as an academic discourse.

Considering the relative novelty of the concept, peace leadership is only specifically addressed by, so far, few published scholarly books and journal articles. An important contribution towards identifying the concept of peace leadership is Volume 12, Issue 3 of the International Journal of Public Leadership that got released in 2016. Another work addressing peace leadership articles is Peace Leadership. The Quest for Connectedness edited by Amaladas and Byrne (2017). Previously released has been McIntyre