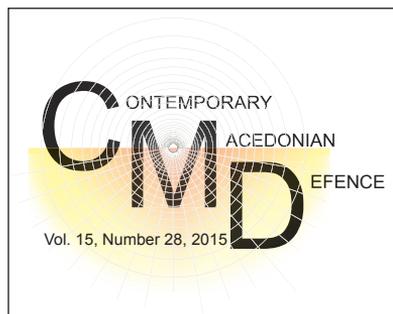


МЕЃУНАРОДНО НАУЧНО СПИСАНИЕ

СОВРЕМЕНА МАКЕДОНСКА ОДБРАНА



MINISTRY OF DEFENCE
REPUBLIC OF MACEDONIA



28

VOL. XV
SKOPJE
JULY 2015

| | | | | |
|---------------------------------|------|------|-------|--------|
| СОВРЕМЕНА МАКЕДОНСКА ОДБРАНА | Год. | Број | Стр. | Скопје |
| CONTEMPORARY MACEDONIAN DEFENCE | 15 | 28 | 1-122 | 2015 |
| | Vol. | No | pp | Skopje |



МИНИСТЕРСТВО ЗА ОДБРАНА
РЕПУБЛИКА МАКЕДОНИЈА

СОВРЕМЕНА ОДБРАНА **CONTEMPORARY**
МАКЕДОНСКА ОДБРАНА **MACEDONIAN**
ОДБРАНА **DEFENCE**

ISSN 1409-8199
e-ISSN 1857-887X

Година 15, бр. 28, јули 2015 / Vol. 15, No. 28, July 2015

Skopje
July 2015



MINISTRY OF DEFENCE
REPUBLIC OF MACEDONIA

CONTEMPORARY
MACEDONIAN
DEFENCE

CMDF

Vol. 15, Number 28, 2015



СОВРЕМЕНА МАКЕДОНСКА ОДБРАНА

Издавач:

МИНИСТЕРСТВО ЗА ОДБРАНА НА РЕПУБЛИКА МАКЕДОНИЈА

Министерство за одбрана

„СОВРЕМЕНА МАКЕДОНСКА ОДБРАНА“

„Орце Николов“ 116 1000 Скопје

Телефони: 02 3128 276, 02 3113 527

Интернет адреса:

WEB на Министерството за одбрана:

<http://www.morm.gov.mk/sovremena-makedonska-odbrana/>

Списанието излегува два пати годишно.

ISSN 1409-8199

Скопје, јули 2015 година

Сите права се резервирани

Се забранува репродуцирање на публикацијата и нејзините делови, како и нивно трансформирање во разни медиуми: електронски, магнетни ленти, механичко фотокопирање, снимање и друго, без писмено одобрение на издавачот и авторите.

CONTEMPORARY MACEDONIAN DEFENCE

Publisher:

MINISTRY OF DEFENCE OF THE REPUBLIC OF MACEDONIA

Ministry of Defence

„CONTEMPORARY MACEDONIAN DEFENCE“

„Orce Nikolov“ 116 1000 Skopje

Tel.: 02 3128 276, 02 3113 527

Internet adress:

WEB of the Ministry of Defence:

www.morm.gov.mk/contemporary-macedonian-defence/

The magazine is published twice a year

ISSN 1409-8199

Skopje, July, 2015

All rights reserved

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means: electronic, electrostatic, magnetic tape, mechanical photocopying, recording or otherwise, without permission in writing from the publisher and authors.

СОВРЕМЕНА МАКЕДОНСКА ОДБРАНА

МЕЃУНАРОДНО НАУЧНО СПИСАНИЕ НА
МИНИСТЕРСТВОТО ЗА ОДБРАНА НА РЕПУБЛИКА МАКЕДОНИЈА

Д-р Зоран ЈОЛЕВСКИ, *претседател на Издавачкиот совет*
Доц. д-р Александар ГЛАВИНОВ, *полковник, главен и одговорен уредник*
Доц. д-р Мухамет РАЦАЈ, *бригаден генерал, заменик-главен и одговорен уредник*

ИЗДАВАЧКИ СОВЕТ

Проф. д-р Орце ПОПОВСКИ, *полковник, Воена академија, Скопје*
Проф. д-р Росе СМИЛЕСКИ, *полковник, Воена академија, Скопје*
Проф. д-р Митко КОТОВЧЕВСКИ, *Институт за безбедност, одбрана и мир, Филозофски факултет, Скопје*
Проф. д-р Томе БАТКОВСКИ, *Факултет за безбедност, Скопје*
Проф. д-р Методи ХАЏИ-ЈАНЕВ, *полковник, Воена академија, Скопје*
Проф. д-р Билјана ВАНКОВСКА, *Институт за безбедност, одбрана и мир, Филозофски факултет, Скопје*
Проф. д-р Цане МОЈАНОСКИ, *Факултет за безбедност, Скопје*
Доц. д-р Фердинанд ОЏАКОВ, *Министерство за одбрана на РМ*
Доц. д-р Ненад ТАНЕСКИ, *потполковник, Воена академија, Скопје*
Доц. д-р Жанет РИСТОСКА, *Министерство за одбрана на РМ*
Д-р Урим ВЕЈСЕЛИ, *Центар за управување со кризи*

МЕЃУНАРОДЕН УРЕДУВАЧКИ ОДБОР

Проф. д-р Лидија ГЕОРГИЕВА, *Република Македонија, претседател*
Проф. д-р Арта МУСАРАЈ, *Република Албанија*
Проф. д-р Николај ПАЛАШЕВ, *Република Бугарија*
Проф. д-р Митко КОТОВЧЕВСКИ, *Република Македонија*
Проф. д-р Зоран ДРАГИШИЌ, *Република Србија*
Доц. д-р Абас ЛЕШИ, *бригаден генерал, Република Албанија*
Доц. д-р Ерик КОПАЧ, *Република Словенија*
М-р Лоренцо ХИПОНИА, *САД*

УРЕДУВАЧКИ ОДБОР

Проф. д-р Зоран НАЦЕВ, *Институт за безбедност, одбрана и мир, Филозофски факултет, Скопје*
Проф. д-р Билјана КАРОВСКА АНДОНОВСКА, *ФОН Универзитет*
Проф. д-р Ризван СУЛЕЈМАНИ, *Државен универзитет – Тетово*
Проф. д-р Тони МИЛЕСКИ, *Институт за безбедност, одбрана и мир, Филозофски факултет, Скопје*
Проф. д-р Оливер БАКРЕСКИ, *Институт за безбедност, одбрана и мир, Филозофски факултет, Скопје*
Проф. д-р Драге ПЕТРЕСКИ, *полковник, Воена академија, Скопје*
Доц. д-р Ненад ТАНЕСКИ, *потполковник, Воена академија, Скопје*
Доц. д-р Александар ГЛАВИНОВ, *полковник, Воена академија, Скопје*
Доц. д-р Димче ПЕТРОВСКИ, *генерал-мајор, ГШ на АРМ*
Доц. д-р Атанас КОЗАРЕВ, *ЕУРМ, Скопје*
Доц. д-р Жанет РИСТОСКА, *Министерство за одбрана на РМ*

В.Д. секретар и лектура: *доц. д-р Жанет РИСТОСКА*

Технички уредник: *Билјана ИВАНОВА*

Компјутерска подготовка: *Александар АТАНАСОВ*

CONTEMPORARY MACEDONIAN DEFENCE

INTERNATIONAL SCIENTIFIC JOURNAL OF
THE MINISTRY OF DEFENCE OF THE REPUBLIC OF MACEDONIA

Dr. Zoran JOLEVSKI, *President of the Publishing Board*
Doc. Dr. Aleksandar GLAVINOV, Colonel, *Editor-in-Chief*
Doc. Dr. Muhamet RACAJ, Brigadier General, *Deputy Editor-in-Chief*

PUBLISHING BOARD

Prof. Dr. Orce POPOVSKI, Colonel, *Military Academy, Skopje*
Prof. Dr. Rose SMILESKEI, Colonel, *Military Academy, Skopje*
Prof. Dr. Mitko KOTOVCEVSKI, *Institute for Security, Defence and Peace, Faculty of Philosophy, Skopje*
Prof. Dr. Tome BATKOVSKI, *Faculty for Security, Skopje*
Prof. Dr. Metodi HADZI-JANEV, Colonel, *Military Academy, Skopje*
Prof. Dr. Biljana VANKOVSKA, *Institute for Security, Defence and Peace, Faculty of Philosophy, Skopje*
Prof. Dr. Cane MOJANOSKI, *Faculty for Security, Skopje*
Doc. Dr. Ferdinand ODZAKOV, *Ministry Of Defence of RM*
Doc. Dr. Nenad TANESKI, *Lieutenant Colonel, Military Academy, Skopje*
Doc. Dr. Zhanet RISTOSKA, *Ministry Of Defence of RM*
Dr. Urim VEJSELI, *Crisis Management Center, Skopje*

INTERNATIONAL EDITORIAL BOARD

Prof. Dr. Lidija GEORGIEVA, Republic of Macedonia, *President*
Prof. Dr. Arta MUSARAJ, Republic of Albania
Prof. Dr. Nikolaj PALASHEV, Republic of Bulgaria
Prof. Dr. Mitko KOTOVCEVSKI, Republic of Macedonia
Prof. Dr. Zoran DRAGISHIC, Republic of Serbia
Prof. Dr. Abaz LLESHI, Brigadier General, Republic of Albania
Doc. Dr. Erik KOPAC, Republic of Slovenia
MA Lorenzo HIPONIA, USA

EDITORIAL BOARD

Prof. Dr. Zoran NACEV, *Institute for Security, Defence and Peace, Faculty of Philosophy, Skopje*
Prof. Dr. Biljana KAROVSKA ANDONOVSKA, *FON University*
Prof. Dr. Rizvan SULEJMANIU, *State University of Tetovo*
Prof. Dr. Toni MILESKEI, *Institute for Security, Defence and Peace, Faculty of Philosophy, Skopje*
Prof. Dr. Oliver BAKRESKI, *Institute for Security, Defence and Peace, Faculty of Philosophy, Skopje*
Prof. Dr. Drage PETRESKI, Colonel, *Military Academy, Skopje*
Doc. Dr. Nenad TANESKI, Lieutenant Colonel, *Military Academy, Skopje*
Doc. Dr. Aleksandar GLAVINOV, Colonel, *Military Academy, Skopje*
Doc. Dr. Dimche PETROVSKI, Major-General, *GS of the ARM*
Doc. Dr. Atanas KOZAROV, *EURM, Skopje*
Doc. Dr. Zhanet RISTOSKA, *Ministry Of Defence of RM*

Acting Secretary: Doc. Dr. Zhanet RISTOSKA
Graphic Designer & Editor: Biljana IVANOVA
Technical Editor: Aleksandar ATANASOV
Proofreading and Editing: MA Elena TRAJANOVSKA

CONTENTS:

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Rizvan SULEJMANI MACEDONIA AFTER THE OHRID FRAMEWORK AGREEMENT- CAN “POWER SHARING” BE A CONFLICT PREVENTION MECHANISM? | 9 |
| Hristijan IVANOVSKI PUTIN’S NEO-TSARIST RUSSIA: A BALKAN AND EASTERN MEDITERRANEAN PATTERN OF RESURGENCE | 25 |
| Biljana KAROVSKA ANDONOVSKA SECURITY VERSUS PRIVACY IN IMPLEMENTATION OF SPECIAL INVESTIGATIVE MEASURES | 49 |
| Muhamet RACAJ, Igor GELEV LEADERSHIP IN MILITARY OPERATIONS | 59 |
| Metodija DOJCHINOVSKI, Ivica DANEVSKI RESERVE COMPONENTS OF MODERN ARMED FORCES IN ACHIEVING SECURITY OF THE STATES | 69 |
| Igor GJORESKI, Dimche PETROVSKI NATO’S PARTNERSHIP POLICY AND ITS PERSPECTIVES | 81 |
| Sergej CVETKOVSKI THE CIVIL DEFENCE OF RUSSIAN FEDERATION - THE ROLE MODEL OF CONTEMPORARY FUNCTIONAL STRUCTURE OF DEFENCE, PROTECTION AND RESCUE SYSTEM | 93 |
| Nikolche MILKOVSKI, Mitko BOGDANOSKI INFORMATION AS A STRATEGIC RESOURCE CRITICAL TO MILITARY OPERATIONS AND DEFENCE OF THE NATION | 107 |

LEADERSHIP IN MILITARY OPERATIONS

Muhamet RACAJ¹

Igor GELEV²

Abstract *This paper elaborates on a very important issue regarding good and bad leadership command, which is important for successful military operations. For this purpose there are numerous tests made on the bestselling books (papers) of military leaders that have conducted military operations in the most dangerous zones of the world.*

What are military leaders supposed to be doing in case of loss of life and casualties (victims) during military actions? What should be done in order to provide continuity throughout military operations?

The long-term involvement in military operations, has led to creation of experienced leaders in the armed forces in the world, who bravely, with dignity and professionally gained the trust of the uppermost leadership of the state and armed forces.

The experience gained, especially in the combat missions "Freedom for Iraq", "FENIX", "ISAF", "ALTEA" contributed to the increase of the level of command and the commandants of the contingents. This experience transferred in the armed forces in the form of lessons learned and the creation of training programmes is of immense value for the armed forces.

Key Words: *mission, military operations, stress, capabilities, symptoms.*

Introduction:

The choice of the subject of this text has been determined by the need to identify leadership as a key factor in order to manifest successful accomplishment of military operations. The development of military technology and industry have contributed to the increase of the combat power of armed forces, and analogously the importance of leadership itself and leaders has significantly increased, as the most responsible in conducting military operations. The research emphasized the leadership in conducting military operations and all direct consequences as a result of the operations. Risk and combat stress are the most exploited syntactical terms. Considering combat stress, it is defined as a term used to denote stress (internal mental and physical processes – pressure, anxiety, unease, etc.) that occurs among individuals as a result of exposure to combat situations. Individuals may feel fear of death, fear of failure, other intense and painful feelings, such as grief and guilt, uncertainty, concern for the family and other internal conflict

¹ The author is an Associate Professor and Brigadier General of the Armed Forces of the Republic of Macedonia

² The author is a PhD and officer of the Armed Forces of the Republic of Macedonia

and physical processes. Combat stress situations represent negative reactions that the military personnel could manifest as a response to the events and combat stress.³

Considering the risk on the other hand, it is defined as an assumed, expected, foreseen, possible future event or some kind of human factor occurrence, a technological process or a natural occurrence, that may cause certain kind of danger to people, property or other cultural or natural goods, under certain conditions or due to some reasons.⁴

Risk and combat stress will always be part of the challenges of military operations that should be controlled. Leaders of military operations can be divided into indirect and direct. Indirect leaders of military operations are leaders in charge of leading and commanding with larger units such as tactical, operational and strategic, and can conduct several military operations through direct leaders.

Direct leaders are the leaders of missions and are part of missions, and command tactical units directly on the field (company, platoon, squad, or team). Direct leaders should also be well trained tactical leaders.

In the text below we elaborate on the role of direct or firsthand leadership in military operations. Leaders of military operations should understand that combat stress occurs in moments of retreat or losing the battle, in cases when the unit does not successfully finish the task, or in extreme cases when there are injured or killed within the unit. Soldiers who experience injury or death of a friend during a battle, become more aware of the fact that one day, they themselves could be wounded or killed.⁵

Leadership during war is a unique form of leadership, where leaders should first and foremost know themselves entirely, to be aware of their responsibilities, of their subordinates, as well as the military power they possess. Direct leaders who are part of missions on the field should be skilful tactical leaders as well, to be able to make the right decisions quickly whenever necessary, as well as to be able to lead and motivate their subordinates in difficult situations. They should know how to motivate their subordinates in any hardship.

The leaders themselves should be able to deliver every combat task and always be able to make the right decision during tensions, explosions and confusion on the battlefield. They should be able to know how to motivate their subordinates when they face difficulties. When subordinates will recognize these traits (qualities) of the leader, they will feel more confident and will have trust in their leadership. The qualities that characterize the leader to be capable to face the effects of fear and to successfully complete combat tasks are the following: good preparation and planning, and rigorous training. The real drill developed and performed in an ambient similar to the authentic ambient where the unit would be deployed, is the first case to raise the level of self-confidence and the level of preparedness of the military personnel. Furthermore, the capacity to lead, self-confidence, skilfulness and courage are the qualities a leader should possess, so that the unit or group would be able to face the most difficult situations during battles.

³ Handbook for leaders for control of combat and operational stress in ARM, 2014

⁴ Jordan Spasevski, Pero Aslimovski, Saso Gerasimovski, Private Security, Skopje-Ohrid, 2008

⁵ US Department of the Army, Field manual FM 6-22.5, Combat Stress, 2000

Challenges of leaders during missions

Direct leaders should be well trained and be capable tacticians, and at the same time they should be able to perform every combat task and make the right decision during riots, explosions, confusion and other combat hurdles.

The demand of information is great. To be able to meet the criteria from this demand, focusing on the operational model and on the basis of operational security (OPSEC), is a special challenge, and not an easy one. The members of the armed forces should be disciplined, in order to follow the criteria and rules when it comes to establishing contact with their families in such a case that they should use the address on the social network. The mere fact of being part of the elite units that perform tasks of operational and strategic importance requires rigorous protection of the nature of missions, their duration, the location, the buildings etc. Disrespecting of the rules not only can endanger the lives of members, but can also have a great deal of political implications, even in the foreign policy of the state.

Presence of leaders on the battlefield

Leaders should lead on the battlefield, in order to see, communicate and delegate their subordinates, thus, ensuring a better view of the conditions that they act upon. The presence of leaders (commanders) in specific combat operations also influences the motivation and the high morale of the military personnel during the mission. This increases the confidence of subordinates in their leaders, and they find true motivation in order to successfully complete missions. Personal presence on the battlefield, primarily due to direct leading and commanding, as much as possible in such operations, is a challenge for every leader. Leaders will not always be able to directly be involved in every operation. Depending on their agenda, military leaders should determine their priorities regarding involvement in operations with subordinate units. The time leaders spend conducting missions, including directly on the field as well, enables enhanced motivation for achieving goals, and it also influences the considerable enhanced success in accomplishing missions.

The physical presence of the commander is the only way to fully understand the operational ambient, to be able to see the advantages of the pre-deployment exercise, as well as the equipment and armament that are used. The continual increase of operational level and the decrease as much as possible of factors that may endanger the combat units, indubitably requires understanding of communication means, intelligence equipment, night vision equipment, armoured vehicles, the level of technical, tactical and physical readiness of the units.

Self-righteousness or sense of security?

Long term missions and tasks in most cases provide a false feeling of security in the units, or among their members during the mission. This type of feeling comes from a variety of reasons, but basically, self-satisfaction could be defined as a feeling of self-confidence or false security, because one cannot perceive the shortfalls and

dangers, which are not perceived as such at the first glance. This is indeed a great threat to security because troops during mission are exposed to unexpected risk that can cause severe consequences. In order to prevent the former, leaders should take serious steps. Part of which is the following:

- Performing regulations by priority reliably and consistently;
- Rotating tasks to different units is conducted by providing all details regarding the security of the operation;
- Constant training during the mission;
- Clear and constant explanation of the mission goal and the reason the unit is on a mission;
- Enhancing physical readiness as a key element to preparedness and morale;
- Clear identification of long-term, mid-term and short-term goals;
- Taking security measures for the needed rest of subordinates and their involvement in non-military actions, during their spare time;
- Involving all troops in the process of planning and analyzing of tasks;
- Performing tasks for the unexpected and learning from mistakes and lessons learned;
- Elimination of all shortfalls identified in the previous mission;
- Rigorous performance of the standard operating procedures (SOP);
- Performing practical exercises (tests) before all specific operations, i.e. task and detailed control of the knowledge and equipment to be used during the mission;
- Understanding of the morale, the psychological and other condition of all members of the mission by the leader.⁶

Effective leadership during the mission

Communication abilities

Leaders should effectively communicate with their subordinates, live with them; carefully listen to all their needs, in order to be able to understand them correctly for successful completion of the mission. The knowledge gained from experience points out that the qualities such as: moral figure, personality, dignity, adequate communication, way of expressing, ability to lead the mission, as well as tactical technical and professional readiness of the leader, provide effective and efficient leadership. These attributes help the leader and are closely connected to the tasks from the domain of special operations, such as parachute jumping, diving, participating along with the personnel during exercises in all weather conditions, running with the personnel, etc. The leader should be with the subordinates at all times in order to deal with as many of their problems as possible, taking measures for more suitable and better equipment, as well as better exercising

⁶ US Department of the Army, Field manual FM 6-22.5, Combat Stress, 2000

and training. Leaders should know how to and find a way to listen to and respect their subordinates when they suggest or raise various issues regarding the exercise and task completion. Being a leader means leading operations, a prerequisite for respect from the subordinates. Moreover, leaders should openly communicate with superiors in order to be able to maintain and direct the units under their command and to provide continual acceptance of the given orders without doubt or hesitation.

Decisions made by leaders should be based on the information received from their subordinates. Information should be timely, useful and detailed in order to enable appropriate decision making and to contribute to the mission in as much safe manner as possible.

Leading by personal example

Leaders are responsible (competent) for their subordinates. They should show maximum professional conduct or behaviour and clearly demonstrate their expectations to their subordinates. They should determine the best possible option for appropriate deployment of the personnel and adequate commanding for successful completion of the task. Their participation in the tasks significantly increases the morale of the operation, and thus contributes to the increase of safety (security) of the operation, since the experience of a successful leader influences the safe completion of the mission.

Developing capabilities and trust among subordinates

Good leaders should always control and develop the capabilities of their subordinates up to a level in case it is necessary they would be able to take the leading position. They should train their subordinates and provide them the opportunity to complete all exercises and tasks, thus providing better understanding of the equipment they would subsequently use on the field. In this way the subordinates should develop the sense of security in completing their tasks. The continual control of the knowledge, occasional assessment (testing), as well as joint attendance at the exercises along with the subordinates, directly influence the understanding of the operating capacities, and the physical and technical condition of the equipment intended for the mission of the personnel.

Combat stress, causes and measures that should be taken into consideration

Elite combat forces, which are always used to perform exceptionally difficult tasks and missions, inside and outside the country, are exposed to high level of danger. In most of the cases, tactical and operational tasks that they perform, including their units and subunits, in accordance with the special forces declaration, have a high risk factor.

Although well prepared, well equipped and trained, with great experience to face challenges, tasks and special missions, the members of elite combat forces are under constant risk of combat stress.

Factors that influence the instigation of this stress could be well characterized as external and internal. Some of these factors are the following:

- Six months up to a year duration of combat missions;
- New deployment in missions or performing tasks without a period for rest;
- Sleeping less than six hours per day during a mission;
- Duration of tasks up to three days;
- Witnessing death of a friend or fellow worker during an operation or a combat task;
- Death of a family member or a close friend during a mission;
- Financial and personal problems in the family;
- Lack of self-confidence towards the fellow workers in the unit or subunit;
- Loss of cohesion within the group⁷

The best method to minimize the fear is not the denial of its effects, but familiarization with them and acceptance, as well as acceptance of the direct dealing with them.

According to the vast experience of one of the authors in securing the borders of the Republic of Macedonia, these troops who experience continual stress, viewed through the prism of animal behaviour, could be categorized and identified with certain animal characters in situations of intensive combat stress, or in other words some individuals behave as “wolves” killing uncontrollably, others as “bears” looking for a shelter and in case they feel threatened they defend, and others behave as “rabbits”, simply not completing the task and abandoning post and fleeing.

Physical and mental fatigue

Signs that are attributed to this stress could be: distraction, not being able to focus or inability to cope in an action, i.e. absence of action, difficulties in determining advantages, difficulties in performing regular tasks, unnecessary concern or excess of concern, (anxiety) about minor issues, difficulty in focusing on different tasks, loss or lack of initiative, old age and long service of an individual in one unit, etc.

Muscular tension

Involvement in elite combat units for a considerably long period of time causes the personnel of elite combat units to be exposed to intensive stress, which upon a certain period of time starts to manifest its first signs. Discharges with a round parachute (static), dives in deep water and cold water, without consultation with a doctor diver, mountaineering exercises on arctic terrains for a long period once every year, long running with the daily load, enduring the burden over the long period of time of missions, etc. cause serious injuries to the personnel in the elite combat units. Some of the visible signs associated with this stress are the following: headache, constant pain in the limbs or the back, inability to get rest, severe body injuries during the operations, constant anxiety, insomnia, etc.

⁷ US Department of the Army, Field manual FM 6-22.5, Combat Stress, 23 June 2000

Digestive system

Visible signs that reflect this stress are: stomach pain, constant vomiting and loss of appetite. The loss of appetite is a serious problem when there is a great loss of body mass or when the individual does not have a balanced diet to keep healthy body and mind in operations of long duration. For this purpose, leaders of missions should constantly be informed by the doctor of the mission regarding the physical condition of the personnel and the problems that occur as a consequence of missions with long duration, due to taking measures for avoiding such issues, i.e. their elimination.

Respiratory system and blood circulation

Some of the visible signs are the following: Short and uncontrolled heartbeat, over sweating, short and fast repeated breathing, dizziness and uncontrollable trembling of hands.

Sleep loss

Some of the visible signs that reflect this stress are sleep problems. This happens when individuals are involved in tasks for a longer period of time and cannot get sufficient sleep even when they have the need for it. And if they eventually fall asleep, they constantly wake up and experience difficulties going back to sleep again. Another significant sign of the lack of sleep are constant nightmares, after the end of the operation where there were killed or wounded (the wolf agenda).

Nightmares

The fear of death, injuries or pain causes nightmares which to a certain extent might be dangerous for the individual, as well as for the entire group. In extreme cases this feeling appears when individuals experience death of their fellow worker during war. Individuals may lose self confidence; feel threatened and not able to perform the task. (Rabbit type)

Leaders should always be cautious in order to detect the symptoms of stress and should be well prepared to prevent combat stress in order to decrease the possibility of the stress becoming a serious and constant problem.

Increasing cohesion within the unit.

Speaking of cohesion, the term itself derives from the Latin word *cohaesinus* and at the same time represents mutual strong physical attraction and compactness among homogenous parts.⁸ Speaking of military etymological sense, this means that one cohesive unit, well disciplined, well equipped, motivated, working under good living conditions, well trained, is very effective and capable of performing even harder, longer and more complex tasks.

⁸ Velika Shrilova, Lexicon of foreign words and expressions, Topor, Skopje, 2001

Units or teams that have a high level of mutual respect and trust, loyalty and pride are less affected by the stress caused by war. A special attention should be paid to the new members of the units who do not have the necessary experience. They are more prone to experiencing the stress of war, and therefore every leader should make efforts to provide favourable conditions in order to familiarize these new members with the rest of the group, putting them in the position of "guardianship" of the members with the greatest combat or military experience, who will help them "catch up with" the struggle to survive.⁹

Taking measures to provide the necessary rest to the personnel

Most people would not be able to work efficiently if they did not rest (sleep) for at least 6-8 hours during the day. Lack of sleep or insufficient rest affects the normal function of the body and mind and could also negatively influence individuals' performance during operations. Under such circumstances the members may make wrong decisions or have slow reactions (reflexes) and thus become more exposed to combat stress.

Leaders should make sure that all members of the unit take at least 6 hours of rest a day. If this is impossible to achieve, then leaders should make a sleeping schedule for all members to take turns. Additional rest should also be planned in cases when as a result of unexpected activities units are involved in long tasks on the field. Leaders should be very focused and careful in the process of planning.

Drafting an effective plan for the service of the unit for delegating responsibilities and schedules is of great importance during the deployment (dislocation/assignment/development), in order to provide sufficient time for regeneration of the unit returning from a mission completion.

Delivering sufficient (necessary) information to subordinates

One American expression says: "Information is motivation". When personnel has enough information about something is supposed to happen in future they are ready for that and at the same time less threatened by the unexpected, including the combat stress.

The aforementioned underlines the necessity of establishing informational and intelligence system in the best possible way that will be updated constantly. This would provide that before each task the personnel would be better informed regarding the terrain, the shortfalls, limitations, behaviour of the opponent, line of communication, supplies, etc. This timely and precise information significantly increase personnel's confidence, and this in turn creates favourable conditions for efficient and safe performance of the planned operations.

9 ADM McRaven, Special Ops Study, 1997

After action analysis

The analysis after each performed task or operation is the best method of giving and sharing information during any action or future deployment. This is done in order to make certain conclusions (lessons learned) and to make corrections in the next operation cycle.

The open discussion during the analysis is extremely useful and will remove the burden of guilt, and at the same time it will boost the self-confidence among all unit members. The gained experience indubitably point out the need of analysis of all positive and negative aspects of the mission. The reason for possible shortfalls related to task performance, determined by the analysis, would result in conclusions and guidelines for further procedures, outlined in standard operating procedures, to match the condition on the field.

Keeping personnel in good physical shape

The good physical shape or readiness of the military personnel is one of the chief factors that positively affect the performance of special tasks. At the same time, the physical readiness will decrease the possibilities of military personnel to be under the influence of the stress caused by war. To be in a good physical shape means increasing the capacity of each individual to deal with any kind of stress.

Conclusion

One of the most difficult situations for leaders is when they suffer losses during the military operation. This problem results in additional difficulties. Firstly, there are objective reasons about whether the direct leader is capable of managing that situation and decreasing the possibilities of injuries and deaths of other members of the unit. Secondly, another problem is the collective psychosis among members of the unit, who in spite of their professionalism, experience the loss personally as part of the collective shock.

Injuries or death of a member of the unit during military operations causes psychological consequences among all members of the unit. After one such incident, they become aware of the possibilities of getting injured or killed in the next military operation. This feeling causes fear and anxiety among each and every individual. Leaders have the moral responsibility to motivate their subordinates and to find a way to successfully perform future tasks, in order to fulfil the mission.

Having in mind the aforementioned and the experience of the authors of the text, we can claim that leaders successful in managing stress in military operations should attain the following:

- To create and provide all conditions for the wellbeing of the subordinated military personnel.
- To increase the self-confidence and confidence in the members of the unit, the leaders and the military equipment.
- Leaders should be decisive and confident, demonstrate strong authority to guide/ manage their personnel by their example in war/battle.

- To secure enough rest for the subordinates, especially during longer operations.
- To set the right goals for progressive development of the members of the unit or the subordinates.
- To regularly monitor the accomplishment of the aforementioned goals.
- To be able to comprehend that the intensity and duration of tasks directly affect combat stress.
- To be aware of the fact that individuals and units react differently to similar stress.
- To be able to recognize the signs of combat stress.
- To secure constant dissemination of information using all tools of commanding.
- To practice control over stress through exercises, and correctly define the tasks.
- To understand that fear is a normal part of stress during war.
- To be cautious with the signs of combat stress, as well as the lack of capacity to deal with stress of each individual or subordinate.

REFERENCES:

1. ADM McRaven, Special Ops Study, 1997
2. Army in the in a new perspective of modern warfare, COL, Dritan Demiraj, Tirana, 2014
3. COL Dritan Demiraj, Tactics of special forces, Tirana 2009
4. Rudolf V.Gulijani, Ken Karuso; Akademski pecat, Skopje, 2009
5. US Department of the Army, Field manual FM 6-22.5, Combat Stress, 23 June 2000
6. US Department of the Army, Field manual FM 6-22.5, Combat Stress, 2000
7. US Department of the Army, Field manual FM 22-51, Leaders Manual for Combat Stress Control, 1994
8. US Department of the Army, Field manual FM 22-51, Leaders Manual