DESIRABLE CHARACTERISTICS OF CRISIS MENAGERS IN DEFENCE SYSTEM

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Abstract: At all levels of management in the system of defence, the managers are expected to possess required knowledge, have certain qualities and attitudes, and possess desirable psychological attributes of personality, which qualify them for the performance of planned activities within the purview of organisational units, for whose functioning, development and survival they are responsible. Required characteristics and knowledge become even more pronounced in circumstances of defence system crisis management so that they can contribute to the mitigation of crisis with as little consequences as possible. In the future, having desirable managerial characteristics will particularly come to the forefront in circumstances of the emergence of new, previously unknown crisis situations. This paper, primarily presents the research results on desirable characteristics which, in case of crisis management, should be possessed by psychically stable and mentally strong managers. The research was carried out on a sample of two hundred eighty seven students, future managers, who ranked the desirable characteristics. These were students who were not educated directly for the requirements of the system of defence. Also, apart from the analysis of desirable characteristics, the same sample was used to conduct research on desirable fields of knowledge, necessary for managers dealing with crisis situations, and the results are also presented in this paper. After the research results have

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been processed, the desirable characteristics were ranked, as well as the fields of knowledge required for crisis managers.

Key words: *Crisis situation, defence system, characteristics of managers, managers' knowledge, crisis management.*

Crisis situation - introduction

Occurrence of crisis, as an event that deviates from usual ordinary course of business, is characterised by emergent, instable and highly complex situation. It represents a threat to set goals, functioning, security, reputation or existence of any organisation, and society as a whole. All members of defence system, particularly managers - leaders at all organisational levels, are expected to fully demonstrate certain competences (characteristics, views, knowledge, skills, psychological attributes of personality) when crisis situations occur and during their mitigation.

A crisis is an event which is almost impossible to manage successfully by means of standard operating procedures, hence, it requires specific management and response. It can be generated by internal or some external factors, over which managers, individuals of organisation have little control. Examples of external crisis situations that can be transferred and have influence on the success of organisation management are: world economic crisis; changes on the market; changes in legislation; political changes; geopolitical/civil disturbances (protests, wars and similar); criminal acts (terrorism, hostage crisis, assassination, kidnapping, major frauds); natural accidents and disasters (floods, great droughts, landslides, earthquakes, volcano eruptions, tsunamis, super-cell storms, heavy torrents and snowfall, avalanches and similar); catastrophic events (major fires, collapse of buildings or parts of facilities and similar); different technological dangers; nuclear disasters; danger of remaining and unexploded ordnance; pandemics; sanctions, etc. Possible internal causes of crisis are: incompetence of managers; poor risk management; poor business activity of the organisation; poor organisation and workload distribution; poor interpersonal relations; poor motivation of employees; low organisational culture; poor maintenance of security and other technical systems; corruption; theft, and similar.

Some of the mentioned crisis situations require mandatory engagement of certain defence system elements, which is decided upon by crisis managers in the system of defence. A very important element in the understanding of crisis management in defence system, are doctrinal documents that treat fields significant for the engagement of armed forces in specific situations. They are, in relative terms, classified as crisis situations and defined by appropriate mission of the Serbian Armed Forces. According to the Doctrine for the use of the Serbian Armed Forces, the third defined mission of the armed forces is providing support to civilian authorities in countering threats to security through the assistance to civilian authorities in countering internal threats to security, terrorism, separatism, organised crime and through support to civilian authorities in case of natural disasters, technical, technological and other accidents. In general terms, responsible bodies of defence system crisis management are the National Assembly of the Republic of Serbia, and president of the Republic, since they

are responsible for making decisions on the engagement of the Serbian Armed Forces on other tasks apart from their regular task of carrying out defined missions. In case of declaration of the state of emergency caused by natural and other accidents and disasters, parts of the Serbian Armed Forces can be put in a state of readiness and used according to the decision of the Chief of General Staff of the Serbian Armed Forces or a superior officer, under the authority of the president of the Republic (Doctrine of the Serbian Armed Forces, 2010).

Unpredictability of the occurrence of crisis situations, particularly unexpected devastating effects of their action, considerably influenced the shaping and change of awareness of the society regarding its own security. The topicality of crisis situations demands from the society to permanently search for appropriate response to given security threats. The defence system of the Republic of Serbia plays an important social role founded on legal and programmed basis.

A question arises as to how certain defence system organisational structures will act in particular crisis situations as circumstances that deviate from ordinary course of business. To achieve stipulated performance, it is necessary to establish certain mechanisms that should, primarily, act preventively, and after the crisis has occurred, they are expected to act proactively. In that sense, one speaks about crisis management and crisis managers as individuals responsible for decision-making in periods of crisis situations. They are expected to make right decisions quickly and efficiently, opposite to formal routine decisions that are the most common in usual business practice.

To describe different kinds of dangerous events, the notion of crisis is often identified with following terms: Disaster, which designates an accident caused by natural factors; accident, or an emergency caused by uncontrolled factors that poses a threat to lives of people or animals and can cause material damage; event that was impossible to predict; incident, which is an accident caused by human factor, including technology; emergency, which represents any event that can result in death, injuries, damage of property, environmental changes, and disturbance of ordinary functioning of the society, whose influence and consequences cannot be prevented, mitigated or eliminated by available assets and capacities of the society.

For successful work of defence system managers (crisis managers in crisis situations) it is necessary to establish prevention mechanisms, as part of an integrated response system to reduce risks from natural and other disasters, and more efficient crisis management (Đorđević & Karović, 2017).

Permanent adaptation to changes, necessary for today's dynamic management, demands greater engagement of management. Crisis is difficult to predict, but it is possible to detect its symptoms and react in timely fashion. In any possible crisis situation, it is imperative for engaged parts of defence system to establish successful management in such circumstances with as little harmful consequences as possible for the achievement of planned strategic goals. In crisis situations, all members of the system of defence, especially individuals on managerial positions, are expected to display their capabilities and knowledge, to a significantly higher extent in comparison to regular tasks of management and command, in order to respond to existing crisis situations as successfully as possible
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Desirable competences of decision-making crisis management

Crisis management requires competent professionals. Competence is defined as a capability to perform work, where, apart from possessing required knowledge and skills, it is necessary to possess certain attitudes, qualities and certainly some psychological attributes of personality. Desirable attitudes that a manager should possess (or adopt as his/hers) (in relation to himself/herself, other individuals, project group and work performed) can be classified in different ways depending on the object of the attitude and adopted classification criterion.

At all levels, in their daily activities, managers should work on increasing quality and quantity in terms of performance and development of all members of the organisation. They assist others in becoming more competent and dedicated, and they guide and support others, and appreciate and respect differences. Developmental level entails competence and commitment (dedication) of a manager from the aspect of task performed and goals aspired to. The competence entails proved knowledge and skills significant from the aspect of task performed and desired goal, while commitment entails motivation to work on the execution of tasks and belief in the correctness of the goal (Andrejić & Čabarkapa, 2021).

To perform their functions in crisis situations, managers should be experts who know their work, and the work of their subordinates. They have to invest in knowledge and skills, and open horizons in order to be capable of managing their subordinates and act in a changeable environment (Vuković et al., 2021).

A crisis manager is expected to possess: team leadership skills; analytical skills; ability to introduce changes; ability to work in conditions of uncertainty and risks; knowledge in the field of management; good communication skills, and other. Before a crisis situation occurs, crisis managers perform certain preparations for crisis management - from detecting and assessing crisis events that can cause crisis situation, to selecting and implementing measures to avoid or eliminate effects of crisis situation that has occurred. Education and training about behaviour in crisis situations are particularly important, and they are done through simulation of crisis situations and activities performed (Jovanović, 2010).

In crisis situations, managers play many principal roles, such as: a leader, coordinator, communicator, decision-maker, atmosphere creator, administrator, distributor, innovator, disturbance controller, negotiator and other. Along with having required competences, crisis managers should be: diligent and hard-working, intelligent, honest, energetic and ambitious, flexible, creative, having positive disposition, communicative, and, especially psychically stable and mentally strong individuals.

Crisis situations can often cause a natural human reaction - surprise, negation, anger, and fear. Without internal faith, the procedure is doomed to panic and collapse. When a crisis situation reaches its peak, the focus should be on the understanding and control over the event. In that regard, good quality managers should possess the following qualities: good observation, intuition, specific and general knowledge, ability to assume responsibility, ability to think clearly, resolve and composure under pres-

sure. All managers must know the work they perform - the aspect of "knowing a job" with having required skills and capabilities (Karović, 2015).

Over the course of their existence, organisations face many crisis situations, and psychically stable and mentally strong individuals can largely assist in overcoming these situations. A manager must have confidence in himself/herself, his personnel, decisions and actions that he/she takes. A manager's qualities certainly do have effect on his attitudes, values, opinions, observation, problem assessment, and consequently, they determine the way of making decisions and taking actions.

The subject of this paper is the research aimed at determining which characteristics a psychically stable and mentally strong manager should possess to be able to successfully make decisions in crisis situations.

Besides elementary qualities (fulfils the prescribed, controls, works well...), in his work, a manager is expected to manifest characteristics of a leader as well (works on personnel's development, trustworthy, "one step" ahead of events). A manager should enjoy personal authority, and be able to successfully perform planned tasks within his/her purview, guided by strategic goals of the organisation. Apart from that, managers are required to observe problems quickly, and analyse them, take appropriate measures to resolve them, to distinguish between important from unimportant, and to move through the system efficiently.

Crisis management undertakes activities that enable the continuity of operation of the organisation, and achievement of its objectives. Through the coordination of management's roles and functions a successful crisis manager is shaped. To establish the institutional shaping of crisis managers, it is necessary to investigate and define required and desirable knowledge, capabilities, qualities, characteristics and crisis manager's style of management (Daničić & Maksimović, 2014).

A manager should successfully implement the process of strategic management in particular, and specific organisations where a wider context of observation is implied, taking into consideration the influence of significant changes in the environment at national and international level. There is a need for an integrated concept of strategic management in these organisations in order to create new ideas, encourage innovative processes, transfer and establish new technologies (Mosurović Ružičić et al., 2019).

Taking into consideration the conditions of contemporary crisis, a crisis manager is restrained by the basic complexity of conditions and characteristics of undeveloped crisis and result uncertainties, which makes the assessment of the true nature of the crisis more difficult. Unreliability of responses mostly stems from initial lack of necessary information, wrong initial classification, or because of the change in the nature of very crisis during its development. The disharmony that occurs hinders the response to crisis, so it happens that crisis managers believe that they are solving the crisis, while a careful analysis of the situation shows that this is not the case. Therefore, it usually takes some time to adapt the definition of the situation to the real developments of the ground.

Crisis managers must maintain a balance between the need to know everything that is necessary and the need to keep things under control. Crisis are characterised by an explosion of information and communication. At the same time, a considera-

ble lack of reliable information continuously torments decision-makers, because they receive a multitude of information. Crisis management becomes management of rumours and media management, and managers must struggle with the very organisation of decision-making in crisis situations. Formal and often slow decision-making routines can be effectively circumvented through centralisation in the hands of a small group of crisis managers (Kešetović & Toth, 2012).

Crisis managers cannot have "the benefit of hindsight"! They have to find the way to maintain the balance between the need to know what is necessary, and gather a critical mass of information required for decision-making, and the need to keep things under control in conditions where different outcomes are possible. Their job is to make decisions, and it is accompanied by stress and other psychological challenges. Many preventive efforts are not directly within the purview of a crisis manager. However, his/hers is the pivotal role because he/she motivates, coordinates, and oversees, and he/she has to translate a complex and all-encompassing crisis management into practical, sensible and understandable programmes.

When making decisions in crisis situations, managers are fully aware that they are most often made in the circumstances of risk, certainty and uncertainty. When making decisions in circumstances that include risks, the results are not certain, but there are only probabilities of different results, and these are the conditions in which the majority of decisions are made. A manager has to be warned and informed about different types of risks that threaten the organisation, incessantly looking for opportunities and possibilities to reduce and eliminate them. Certainty is a decision-making situation that entails the position in which managers have measurable, accurate and reliable data about the outcome of all alternatives under consideration. Decision-making in circumstances of certainty assumes that results of each alternative for the resolution of a problem can be accurately predicted. Uncertainty is a decision-making position where a manager is faced with invisible external circumstances, or does not have enough necessary information to determine the probability of the occurrence of certain events.

Problem identification is an initial step of decision-making process, and its performances determine the further progress of that process. Very significant element of decision-making is creativity, which is often accepted as an individual characteristic because it enables overcoming established habits and traditional solutions, and arriving at new, more interesting, more complex and better solutions and decisions. One of the most important determinants of good quality decision-making is appropriate identification and formulation of a problem. Establishing appropriate "diagnosis", and knowing the causes of the existing state are of paramount importance for the final result of our decision. It happens more often that we do not manage to identify the true problem, than that we do not manage to resolve identified problem (Lučuć & Dašić, 2015).

Predicting implies creative exploration of the future with the view of determining suppositions or premises that need to be taken into consideration when making decisions. In that way, we reduce uncertainty in observing future characteristics of the environment that can have impact on the organisation. For timely detection of different kinds of problems, it is needed to carry out a systematic gathering and analysis of numerous information.

Desirable characteristics of psychically stable and mentally strong crisis managers

In crisis situations, manager's competence (attitudes, qualities, knowledge, skills, psychical qualification and other) has to be fully displayed in uncertain and sudden crisis situations which occur for the first time, which have been unknown until that point, and are complex and unpredictable at that. The latest example of such crisis situations are the "super-cell storms" which have appeared lately for the first time in many countries of the region, inflicting losses both in human lives, and property on several occasions.

In crisis situations, regardless of their cause, intensity and duration, managers are expected to demonstrate some of their qualities in particular, and those qualities make them psychically stable and mentally strong individuals who will contribute to successful overcoming of those circumstances. The question is: What are those characteristics? The research conducted with future managers, final year students of bachelor and master studies at the Faculty for Project and Innovation Management "Prof. Petar Jovanović, PhD" in Belgrade attempted to arrive at a partial answer to that question. The sample consisted of two hundred eighty seven students in the framework of the course of study "Crisis Management" carried out at master academic studies and the course of study "Project manager and teamwork" carried out at bachelor academic studies, involving the last three student generations. These were students with insufficient knowledge about crisis management in the system of defence, meaning that they had not had opportunity until that moment to familiarise themselves with the functioning of certain Serbian Armed Forces units, and organisational segments of the ministry responsible for defence affairs. These students did not have an opportunity to do mandatory military service, nor did they do voluntary military service, although that possibility exists. The fact is that all male students are registered in the records of the organisational unit of the ministry responsible for defence affairs and they can be engaged on the basis of work obligation in some of the work units, for example for the elimination of consequences of natural disasters. In that context, they, as members of the system of defence, can, by order of responsible authorities, be engaged for the elimination of consequences of a possible crisis situation. Therefore, it can be concluded that these were students with modest knowledge about this segment, which is mostly the general knowledge and the knowledge gained through the lectures on certain topics within the course of study "Crisis Management". To gain full picture of desirable characteristics of defence system crisis managers, the same research should be carried out with students who are directly educated for the system of defence (the University of Defence, University of Criminal Investigation and Police Studies, other accredited faculties in the field of security), which should be followed by a comparative analysis of the results presented in this paper. After that, concrete results would be obtained that would authentically reflect desirable characteristics of crisis managers. The research investigated desirable characteristics of psychically stable and mentally strong crisis managers.

The research consisted of two parts. The first part related to the determination of a list of desirable characteristics that a manager as a psychically stable and mental-

ly strong individual should possess to manage crisis situations. The students were tasked to state the desirable characteristics. On the basis of the frequency of certain characteristics, fifteen desirable qualities that a crisis manager should possess were selected (the first column of Table 1). After the selection of the desirable characteristics, the second part of the research was carried out; the task was to rank the selected desirable characteristics in such order that the first ranking was the characteristic with the highest frequency all the way down to the fifteenth.

After the data have been gathered and processed, on the basis of individually produced rankings, the final ranking was obtained of the desirable characteristics of crisis managers as psychically stable and mentally strong individuals, presented in Table 1. The first column of the Table presents the characteristics that were to be ranked by the frequency. The part of the Table that relates to the position - individual rank, contains data on ranked characteristics as provided by the respondents (the students). The higher position, the higher ranking (position 1, hence, the first place, is ranked 15, etc.). The second part of the Table provides data that relate to mathematical processing of the obtained results (∑fi, xifi, average), where the desirable characteristics are ranked at the end.

On the basis of the final ranking, it can be concluded that in crisis situations the following manager's characteristics are the most desirable: To have confidence in themselves; to assume responsibility; not afraid of changes or challenges; not to give up after the first failure; not afraid of making calculated risks, and not to repeat the same mistakes. The average of these characteristic goes from 9.71 to 12.32, ranked from the first to the seventh place. Then, they are followed by a set of characteristics that whose average ranges from 5.61 to 8.91 (to have their own definition of success; not to expect immediate results; not to be burdened by the past; not to seek to please everyone, etc.). Those characteristics that had lower overall average were ranked in the end and they included: not to be afraid of solitude, with 3.91 average (ranked 14), and not to expect to be owed, with 2.99 average (ranked 15).

Table 1. *The presentation of the data with the ranking of desirable characteristics of crisis managers*

Characteristic							Position									∑fi	xifi	Average
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15			
	Rank	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1			
They assume responsibility		57	80	44	29	8	9	23	14	14	2	7	0	0	0	0	287	3537	12,32

Characteristic	Position															∑fi	xifi	Average
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15			
Rank	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1			
They have confidence in themselves	109	57	25	24	12	8	14	0	23	8	0	0	7	0	0	287	3614	12,59
They have their own definition of success	22	17	52	27	13	19	10	18	8	7	17	32	27	12	6	287	2557	8,91
They do not repeat the same mistakes	7	3	2	59	54	55	18	54	2	12	7	6	8	0	0	287	2788	9,71
They are not afraid of changes or challenges	8	28	13	37	81	51	22	7	18	0	0	14	8	0	0	287	2986	10,40
They are not afraid of making calculated risks	3	23	58	37	13	62	24	18	0	0	13	9	8	7	12	287	2839	9,89
They do not give up after the first failure	23	18	69	24	14	13	41	19	18	13	23	12	0	0	0	287	2954	10,29
They are not burdened by the past	14	13	0	11	9	8	7	26	56	37	53	14	17	16	6	287	1998	6,96
They do not expect immediate results	12	18	12	17	6	18	13	32	54	33	27	12	18	7	8	287	2246	7,83

Character-istic	Position															Σfi	xifi	Average
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15			
Rank	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1			
They do not focus on things that they cannot control	7	0	8	9	18	42	27	13	36	53	12	7	28	21	6	287	2072	7,22
They do not waste time on self-pity	8	0	0	4	16	18	36	14	23	32	56	22	13	18	27	287	1783	6,21
They are not afraid of solitude	0	0	0	9	14	0	0	13	12	13	26	37	57	38	68	287	1121	3,91
They do not despise other people's success	7	0	8	9	7	13	27	47	12	46	0	26	54	16	15	287	1816	6,33
They do not seek to please everyone	0	22	0	8	13	7	8	16	9	28	39	59	13	27	38	287	1610	5,61
They do not expect to be owed	0	0	0	0	9	0	0	0	17	16	18	25	27	97	78	287	857	2,99

(Source: processed by the author according to research results)

Figure 1 contains a graphic presentation of desirable characteristics of crisis managers on the basis of the data from Table 1.
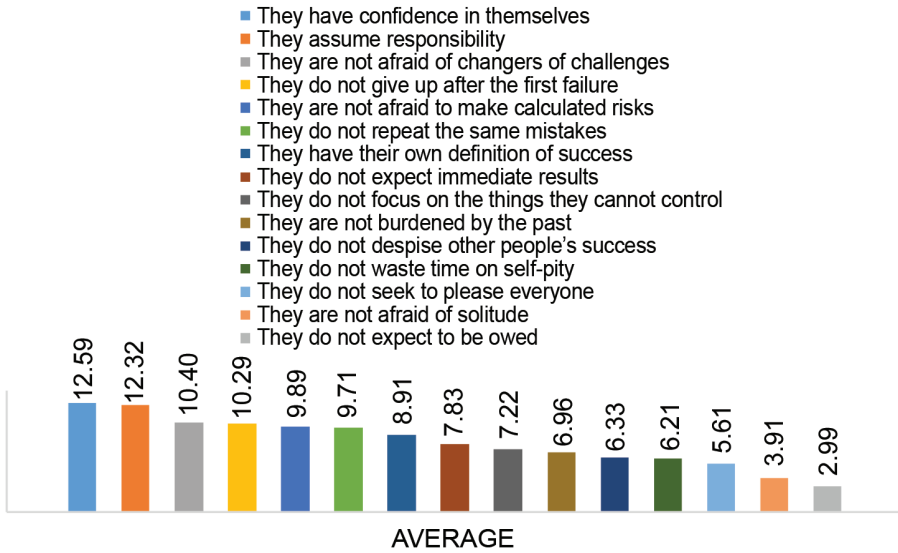
Figure 1. Graphic presentation of desirable characteristics of crisis managers

(Source: graphically processed by the author according to research results)

Desirable knowledge of crisis managers

In the most general terms, knowledge entails a set of contents about a subject matter or notion and their determinants founded on truth. Crisis managers are expected to possess knowledge required by any manager, and the knowledge specific to running the organisation, particularly running the organisation in crisis situations. At strategic level, as well as at the helm of an organisation, only a manager can work that is not just an expert, or a specialist in certain field, but a person who possesses a higher level of knowledge and experience. At this level, they have to be directly involved and be thoroughly familiar with the subject matter at hand. In theory and practice of management, there are numerous approaches to the classification of knowledge that a manager should possess. To manage an organisation means to be directly involved and know thoroughly the subject matter at hand. It is particularly important for a manager to possesses this knowledge. Different levels of management entail different knowledge and skills that are required. What managers require at higher levels of hierarchy, managers at lower levels need less, and vice versa.

Top management requires technical knowledge the least, but it very much needs humanistic and conceptual skills. The humanistic dimension, conceptual skills, and a bit less of technical knowledge in comparison to operational management are char-

acteristic of required knowledge of middle management. Operational management require technical knowledge the most, because operational activities are within their domain, and they are greatly based on certain knowledge in technical areas (Vojnović, 2014).

Technical knowledge refers to knowledge and skills in a narrower field. Humanistic knowledge, as one of key types of knowledge for a successful work of a manager, entail ability to manage individuals or a group in an organisation. Possession of conceptual knowledge is necessary for top management, because the managers at this level operate entire organisation, where their primary tasks is to know and integrate certain parts of the organisation into one harmonious whole, which is an imperative for the successful work of an organisation.

It is implied that a manager at strategic level is competent to set guidelines for the achievement of goals, i.e. to successfully perform a highly demanding function of strategic planning that demands many different resources to create a sustainable strategy for the organisation's future (Bošnjak, 2019).
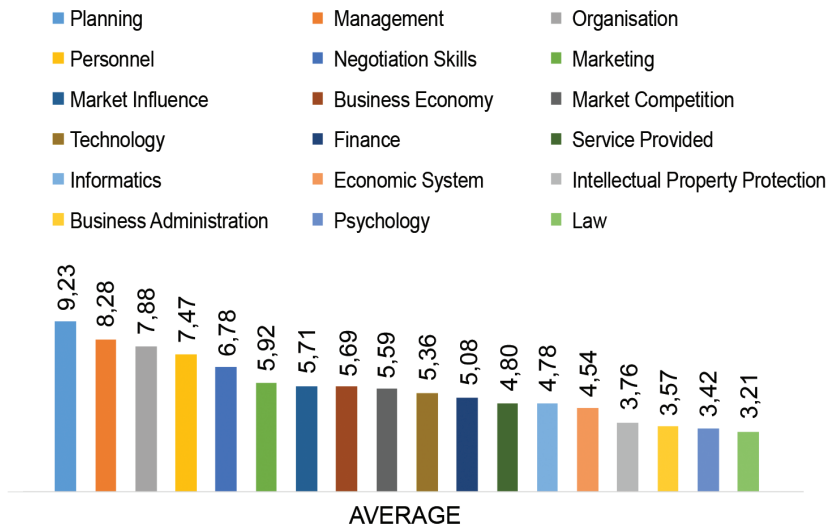
Concurrently with the research on desirable characteristics of psychically stable and mentally strong crisis managers, a piece of research was carried out into required fields of knowledge that managers should possess in order to be successful in crisis management. The research was conducted on the same sample, and after processing research results, a ranking was produced of desirable fields of knowledge of crisis management. The respondents were tasked to rank ten desirable fields of knowledge of crisis managers, where the most desirable field of knowledge was to be ranked first, and all the way down to the tenth (Čabarkapa et al., 2022).

On the basis of individually produced rankings, the final ranking was obtained of the desirable fields of knowledge of crisis managers, presented in Table 2. The part of the Table that relates to the position - individual rank, contains data on ranked fields of knowledge as provided by the respondents (the students). The second part of the Table provides data that relate to mathematical processing of the obtained results ($\sum fi$, xifi, average), and desirable fields of knowledge are ranked at the end.

Table 2. *The presentation of the data with the ranking of desirable fields of knowledge of crisis managers*

No.	Field of knowledge	Position - individual rank										Σfi	xifi	Average	Rank
		1	2	3	4	5	6	7	8	9	10				
		10	9	8	7	6	5	4	3	2	1				
1	Management	28	16	18	27	9	0	0	0	0	0	98	811	8,28	2
2	Organisation	57	79	23	22	13	24	0	0	17	0	235	1851	7,88	3
3	Planning	39	28	8	6	0	0	0	0	0	0	81	748	9,23	1
4	Personnel	58	34	39	58	27	13	8	12	0	6	255	1905	7,47	4
5	Finance	0	0	0	0	63	8	7	24	0	0	102	518	5,08	11
6	Marketing	18	13	27	22	36	46	27	17	6	6	218	1290	5,92	6
7	Technology	8	28	12	17	11	27	52	17	11	11	194	1040	5,36	10
8	Informatics	6	27	18	8	27	36	27	52	32	16	249	1189	4,78	13
9	Psychology	8	3	0	0	0	16	7	2	47	13	96	328	3,42	17
10	Law	0	0	8	13	17	12	21	13	47	51	182	585	3,21	18
11	Market Competition	13	23	23	27	28	7	12	23	11	26	193	1078	5,59	9
12	Business Administration	0	8	0	13	7	12	11	12	16	37	116	414	3,57	16
13	Services Provided	13	4	27	0	7	0	13	8	24	23	119	571	4,80	12
14	Business Economy	14	23	22	7	12	21	28	27	0	14	168	956	5,69	8
15	Market Influence	18	17	13	32	12	7	6	28	16	12	161	920	5,71	7
16	Economic System	4	8	12	7	6	7	17	31	17	8	117	531	4,54	14
17	Intellectual Property Protection	0	0	8	7	13	27	18	8	9	37	127	477	3,76	15
18	Negotiation Skill	0	13	8	18	7	8	0	6	0	0	60	407	6,78	5

Figure 2 contains a graphic presentation of desirable fields of knowledge of crisis managers on the basis of the data from Table 1.

- Planning
- Management
- Organisation
- Personnel
- Negotiation Skills
- Marketing
- Market Influence
- Business Economy
- Market Competition
- Technology
- Finance
- Service Provided
- Informatics
- Economic System
- Intellectual Property Protection
- Business Administration
- Psychology
- Law

9,23 8,28 7,88 7,47 6,78 5,92 5,71 5,69 5,59 5,36 5,08 4,80 4,78 4,54 3,76 3,57 3,42 3,21

AVERAGE

Figure 2. Graphic presentation of desirable fields of knowledge of crisis managers

(Source: graphically processed by the author according to research results)

On the basis of the final ranking, it can be concluded that in crisis situations the following manager's fields of knowledge are the most desirable: planning, management, work organisation and personnel management. It is interesting that the field of negotiation skills takes high fifth place. Then come the fields of knowledge whose final ranking slightly differs: marketing, market influence, business economy, market competition, technologies, and finance.

Conclusion

Managers in any organisation's management, with particular emphasis on the management in the system of defence, at all leader's positions should possess certain characteristics in order to properly make decisions and manage crisis situations. To be engaged to resolve crisis situation it is necessary for them to have certain qualities that make them psychically stable and mentally strong individuals, and possess knowledge in certain fields. In the situation of resolving crisis, some of those characteristics should particularly come to the forefront, so that the crisis situation could be overcome with as few harmful consequences for the organisation as possible.

This paper presents research results on desirable characteristics that psychically stable and mentally strong crisis managers should possess. Question was: What are desirable characteristics that a qualified crisis manager should possess? To arrive at an answer, a piece of research was carried out on a sample of two hundred eighty seven students educated to become managers in the future. A conclusion was reached that the following characteristic should be displayed the most: to have confidence in themselves; to assume responsibility; not to be afraid of changes or challenges; not to give up after the first failure; not afraid of making calculated risks, and not to repeat the same mistakes. After ranking has been produced, done according to least frequent qualities, the second-to-last, and last were: they are not afraid of solitude, and they do not expect to be owed.

Apart from desirable characteristics, concurrent research into desirable fields of knowledge of crisis managers was done on the same sample of respondents. The following fields of knowledge were selected: planning, management, work organisation, and personnel management.

For the purpose of further research into desirable characteristics, and desirable fields of knowledge of defence system crisis managers, a similar research should be carried out with students of the University of Defence, University of Criminal Investigation and Police Studies, other accredited faculties in the field of security that educate personnel for the system of defence. After such research, through a comparative analysis of the research results, concrete results would be obtained that would authentically reflect desirable characteristics of crisis managers.

Literature

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S u m m a r y

Crisis situations have constantly followed the development of society. Today, a crisis situation is described as a difficult situation that lasts, usually resulting in unfavourable outcome, and which can jeopardise individuals, an organisation, and even society as a whole. It mostly represents a threat to set goals of an organisation, its future functioning, and even survival. With timely taking appropriate procedures and measures, a crisis can be resolved positively, or, quite contrary, cause an undesired disaster.

A crisis situation can be caused by external or internal factors, over which managers, individuals, and even organisations have little control. Different forms of their manifestation, from those caused by external factors (world economic crisis, political changes, civil protests, criminal acts, natural accidents and disasters, catastrophic

events, nuclear accidents, pandemics, sanctions, and other) to those caused by internal factors (incompetence of managers, poor risk management, poor organisation, poor interpersonal relations, corruption, and similar).

Some of the situations demand engagement of certain defence system elements, which is decided upon by crisis managers in the system of defence, depending on the situation. When engaging defence managers, in circumstances of the emergence until the resolution of crisis situations, it is expected that they fully demonstrated their knowledge, positions, and skills, and especially those characteristics that make them psychically stable and mentally strong individuals.

This paper presents research results on desirable characteristics that psychically stable and mentally strong crisis managers should possess. After ranking desirable characteristics, it was concluded that in crisis situations the following manager's characteristics are the most desirable: To have confidence in themselves; to assume responsibility; not afraid of changes or challenges; not to give up after the first failure; not afraid of making calculated risks, and not to repeat the same mistakes. Apart from the desirable characteristics, for informative purposes, a ranking of desired fields of knowledge of crisis managers was presented as well encompassing: planning, management, work organisation, and personnel management.

The structure of this paper is made of three parts. The first part presents fundamental considerations about crisis situations where possible external and internal forms of appearance were nominated. The author noted the significance of the engagement of certain elements of defence system in the resolution of certain forms of crisis with focus on the importance of the role of crisis managers' engagement. The second part provides a theoretical display of desirable competences of decision-making crisis managers with special reference to those characteristics that managers should possess as psychically stable and mentally strong individuals. The third part presents research results relating to desirable characteristics of psychically stable and mentally strong crisis managers, as well as results of research relating to desirable fields of knowledge of crisis managers.

Key words: *Crisis situation, defence system, managers' characteristics, managers' knowledge, crisis management.*