FACILITATIVE LEADERSHIP IN SECURITY SERVICES — FACTOR FOR MORE EFFICIENT MANAGEMENT IN CRISIS SITUATIONS

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Abstract

Every society should take care through the development of its security systems, to raise the level of security in the country and to guarantee the full security of its citizens. It involves protecting the constitutional legal order, sustainable economic system, cultural values, and many other issues. The security services are instruments of the state through which the basic state obligations are fulfilled, which protects the constitutional order, protection of the life and property of the citizens, the economic and political system of the state, and so on. In order to achieve that, there should be a capacity for effective leadership. Capacity building for leadership is self-awareness, developing skills and building a sense of personal commitment, and leaders are not only obliged to control resources, but they also must facilitate the work of others and involve them in the processes of change and constant improvement. The facilitator should have a vision and the result of that vision should lead to a high motivation of the team with which it operates. Such motivation leads to better results at a crucial moment.

Keywords: society, protection, skills, facilitator, commitment.

INTRODUCTION

The very term "leadership" encompasses a very wide range of definitions and explanations from all the spheres in society. Leadership is a relatively new phenomenon, but this concept is quickly recognized in the world, and statistically, it represents the most explored area of organizational behaviour. The importance of leadership in every

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area of social life is priceless for achieving better results, achieving higher goals and more successful work performance.

Analogously, it sets out what the personality of the leader should be. Leadership without a good leader could not achieve the goals we are talking about. That is why leadership and leader should act jointly so that those goals can be met. What is of great importance to the leader are his individual qualities. It further opens the question that everyone cannot be a leader, in fact, that the leader should be properly elected.

It is indisputable that leadership is needed in all areas of social life. In recent years, it has been increasingly used in security services as an inevitable condition for achieving better results. As regards leadership in the security services, given that it is a state security body, it is organized hierarchically, usually prescribed by an internal act, such as the Rulebook on the organization of work and work assignments or other activities, which is, as a rule, in accordance with the Collective Agreement. But even here, when it comes to the leader, his personal and individual abilities should come to the forefront.

All these things are necessary for the successful functioning of the security services. However, what constitutes the essence of their work and what is most valued in the public and contributes to the professional and efficient performance of their tasks on the ground is the facilitator's leadership. Not only does the whole group need to be more courageous, more stable and more prepared, but the leader himself should have not only greater individual abilities but also sacrifice, full commitment to tasks, to facilitate the work of others, to include them in the process of change. All this will inevitably lead to greater efficiency in operation, that is, increased security, which is crucial in the concrete case.

1. THE NOTION AND CHARACTERISTICS OF LEADERSHIP

It has long been recognized that to get anything done in a community, you need leaders who are willing to shepherd an initiative from vision to execution. As such, a central question of concern to the field of public management is understanding what motivates individuals to "step up" and voluntarily assume leadership roles to advance the goals of a larger collective (Nowell et al. 2016).

Leadership is a behavior that enables and helps others to achieve the planned goals. Leadership is a process in which an individual influences the thinking, attitudes, behavior, and responsibility of other people. In order to have an impact, the individual who identifies himself as a leader should have abilities that they do not have, or are not used by other members of the group or work organization. Such abilities are related to motivation, inspiration, targeting of employees and so on. There is a great deal of definitions of what leadership is, but in common for all is that leadership directs, coordinates, inspires and manages, observes, builds teams, etc., with one goal, successfully carrying out the given tasks and achieving the planned goals (Petkovski 2010). According to Adamek (2007), there are four essential elements of leadership and that elements are influence, empowerment, process and inner circle. Within any organization, hard work is required in order to develop influence with others. That influence is not meant to stifle other's ideas but to encourage others to be involved in the process. Influential leaders get others to participate and contribute to the work of the

organization. Second, although it may sound counterintuitive, leadership means giving power to others. Secure leaders find good people to work with, build them up and give them resources, information and responsibility (Maxwell 1998). Empowerment also means that as leaders, we find ways to help others achieve goals and give them credit for those achievements. Leadership is a process that develops day by day through perseverance and hard work. Leaders are learners who build on the knowledge they learn from one day to the next. Finally, a leader's potential and impact rely heavily on those who are working closely with him or her. Every organization has an inner circle. This is the group that works closely with the leader to identify goals, implement strategies and be the fiduciary agents of the organization (Adamek 2007).

We can say with certainty that today there is no divided opinion about the importance and role of leadership in the development of every human activity and in general the whole social environment. Leadership and talent are the formula for achieving every success. For these reasons, leadership as a phenomenon pays great attention to both theory and practice. Leadership and talent are the rule for achieving every success. Because of these reasons, leadership as a phenomenon pays great attention to both theory and practice. So, for leadership, it can be said that it represents the driving force, which is the basis of change and development in an organization. The power of leadership itself stems from the vision and the ability to influence, that is, the driving energy that encourages people's dedication to overcome the obstacles on the road that leads to the future. Modern knowledge related to leadership suggests that the ability of the leader to influence is contained in the character traits of the personality of the leader itself, as well as in the effects arising from interaction with collaborators. In studying leadership as a phenomenon, we first need to see the existence of two basic notions: leadership and leader. Leadership is a process in which a person affects other members of the group in a work organization in order to achieve the defined goals of the group or the organization itself. While the person performing the influence is called the leader.

The essence of leadership is monitoring, that is, creating a willingness for people to follow a certain person who influences their activities to achieve a certain goal in a given situation (Simoncevska 2007).

As in most work organizations, the MOI has a hierarchical arrangement with regard to delegating work tasks that should be performed on a daily basis, from a trusted to downstream downhill. Therefore, leadership is not the same as commanding, leader is not always assumed. Leadership is a dynamic process that is influenced by the changing demands of tasks, the group itself and individual members. Leadership is not limited to one person only (Drakulevski 1999). Whenever someone will try with his/her behavior to influence on behavior of another individual or a group, the leadership will emerge. It is not just a hierarchical relation between superior and subordinate, here the expression of an individual as a potential leader is important, and persons which are affected by it, become a potential follower (whether it is a superior or a colleague). A good leader should always have in mind that it is better to motivate his/her employees than to control them.

The common characteristics of all leaders are that they should possess high intellectual abilities, every leader should be an excellent orator, a great motivator and should achieve high professional competence in his or her field of work. Also, a one leader should be a robust which means strong and healthy at the same time achieving his

or her vision and intention for a one single goal — successful and unreserved fulfillment of the work tasks. He or She should be a team player, a leader ought to know the relations, weaknesses and strengths of each individual in the group. The essence of a leadership is monitoring or creating preparedness among the people to follow certain person who influences over them and their activities to achieve a certain goal in a particular situation.

2. LEADERSHIP IN SECURITY SERVICES

The role, position, and involvement of strategic police leaders in contemporary police reform may be regarded as essential, particularly in view of the effectiveness, efficiency and legitimacy of the process and its outcomes (Moggre, den Boer, and Fyfe 2017). People have a need for a society that will guarantee them security, protection, sustainability while the sense of belonging to an organization or environment, a person takes it from prehistoric times. Such expectations are usually addressed to the security services and organizations or to their leaders.

Thus, leaders who work in security services come from the internal structure of organization. Their personal qualities demand for proper treatment in any other situation or combination of these two factors can attract subordinates to identify with their leaders and respect their decisions. Apart from the powers assigned by certain heads and department heads or chiefs, informal leaders have the power and may affect employees. For these actions, they do not need to be in higher rank, but imposes its behavior on other members of the group and can affect certain actions. From this point, it follows that a leader can be a person who has an impact on the employees and can direct the performance of the tasks i.e. fulfillment of obligations (Malis Sazdovska and Dujovski 2009).

The leadership is not related to the rank or formal authority. A person who is appointed to a management position has the right to command and demand obedience from an employee, resulting directly from his jurisdiction or position. But he must possess appropriate personal attributes that will build his authority. If a head is not competent and is not an expert of implementation, he may be faced with the influence of an informal leader of the group who may dispute the role of a head and to impose himself as a person with greater authority among employees. However, only the heads who possesses a formal authority have a right to enforce and may use sanctions to stimulate or endanger employees in performing security tasks.

It is normal to be expected that there are leaders who have a formal power in whole security domains, as well as leaders who have no formal rights to decide and to direct their employees. Their impact could be very strong and, in some situations, to determine the lower-level goals of the service. All organizations need leaders of both types, and this is especially valuable for security services, where employees are often able to risk their own lives. In such critical situations, the authority of some people, formal or informal, can greatly contribute for successful execution of any tasks (Malis Sazdovska and Dujovski 2009).

The construct of authentic leadership is multidimensional, comprising four dimensions: self-awareness, internalized moral perspective, relational transparency and balanced processing. Self-awareness is the demonstrated understanding of how one derives and
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makes meaning of the world, an understanding of their true self and how that process impacts self-perceptions and others. Internalized moral perspective is an internalized and integrated form of self-regulation guided by internal moral standards and values versus group, organizational, and societal pressures, decision-making and behavior consistent with these internalized values. Relational transparency is presenting one's authentic self openly and free of distortion to others, and balanced processing is objectively analyzing all relevant data before coming to a decision (Crawford et al. 2019).

3. DEFINITION AND CHARACTERISTICS OF A FACILITATING LEADERSHIP AND GENERAL NOTION OF CRISIS MANAGEMENT

Facilitating is a set of opportunities, resources, incentives and support for a group to accomplish their goals, i.e. it is said to be done by enabling the group to take a full control and responsibility for their work (Neuville 2003). The leader must have a vision, and that using of facilitation will lead us finally to the answer of the question; "how to motivate people?" The answer itself does not consist a motivation, it is more about an inspiration. Because a leadership constantly facing the following challenges: (1) Changing a workforce; (2) Increasing the complexity of life and work; (3) Decentralization and organizational learning; (4) Increase of legislation; (5) Increase of the citizen's expectations and so on (Petkovski 2010).

3.1. Facilitating leadership

The leadership development facilitator occupies a unique position in that she or he faces the complexities of participant positioning and contrariness of theorizing in an immediate way (face to face with practitioners) and in the moment. Such proximity to the implementers of leadership, we believe, surfaces a number of important choices concerning the facilitation of leadership development (Smolovic Johnes, Grint, and Cammock 2014).

A fast way of living and constant race over time require a greater role of leadership for achieving today's challenges. Leaders on the one hand, must participate in managing with a change, but on the other hand, if necessary, they shape the change itself. They need to create teams and successfully to lead them, also, they need to train and motivate employees and encourage their professional and career development. In other words, facilitation of leadership is needed (Petkovski 2010).

The concept of facilitation we use when we want to highlight the ease of the process or doing the working tasks.

These types of a leaders help and encourage others to: (1) Contribute using their ideas and experiences; (2) Openly raise their problems; (3) Cooperate; (4) Adopt and implement decisions; (5) Make a better result etc. (Petkovski 2010).

The role of the facilitator is to encourage involvement of employee at all levels. However, successful facilitation depends less on individual cases than on the established trust system. Therefore, according to some authors the importance of trust is more emphasized. Providing opportunities for self-control and increasing the confidence of

others to be able to act successfully and independently within the common expectations and assumptions is also important.

There are several key strategies of facilitative leadership, such as: (1) Overcoming a deficit of resources; (2) Creating a new team; (3) Providing a feedback; (4) Building a communication network; (5) Creating a common policy; (6) Modeling the vision of an organization (Petkovski 2010).

Facilitative leadership itself is designed to create teams and working organizations where people can openly talk about the certain issues and about the problems that need to be solved with right decision. It solves problems by taking into account the general or common interests of people and not just the interest of the leaders. In such a way, facilitative leadership encourages proactivity, which means that it leads people for taking responsibilities and it gives an opportunity to learn from their own experiences.

Also, some authors define four frames of thinking in direction of leadership: (1) A rational framework, that focuses on formal aspects of the system such as goals; (2) A framework of human resources, which implies the need of human rights to be included; (3) A symbolic framework, values and rituals that give members a sense of community; (4) Political framework, which implies a way in which participants can express their interests (Petkovski 2010).

A good and effective communication is also an important element as it was mentioned above. Future leaders' communication effectiveness will be judged by the quality of their speeches but also by how well they set the communicative tempo, how their messaging stands up to critique, and how efficiently their networks deliver results (Clampitt and DeKoch 2018).

Here it is pointed out that a small number of leaders use more than two of above-mentioned frames, even though all four frames are important in the facilitative environment.

Traditionally, like in any other organization and security services, power is seen as dominance through the formal authority starting on the top of the pyramid to the bottom and at the same time retaining the ability of only a few handful people to make decisions. Contrary, facilitative power is based on mutual synergy and it takes places in many directions (at all levels and sides). Therefore, there is a hierarchy in the facilitative leadership (which is very important for proper functioning of security services), however these leaders use his/her authority to support the professional taking and giving.

A key distinction in self-determination theory is between autonomous motivation and controlled motivation. Autonomous motivation involves actions based on individual choice and the individual's endorsement of actions at the highest level of reflection (Gagne and Deci 2005). Reflection is extremely important for the purposes of development (Cunliffe 2009; Sutherland 2013). In contrast to autonomous motivation, controlled motivation involves actions from pressure and from an individual's sense of being required or mandated to take actions. According to Gagne and Deci (2005), actions that are taken due to an individual's genuine interests are intrinsically motivating and are prototypically autonomous, whereas actions that are regulated and initiated by factors external to the individual are extrinsically motivating and are prototypically controlled (Solansky 2015).

Hence, an effective leader balance their focus on the following three dimensions of success: results, process and relations. A result – What is the end of the assignment? And are the goals already achieved? A process – How should work be carried out and how the work will be monitored and evaluated? A relation – How do people behave to each other? How do people behave towards the organization and how do people feel about their involvement and their contribution to the organization? (Petkovski 2010).

3.2. General notes on the crisis management

If we trying to define a crisis management or a management of the crisis, the general definition would be a complex set of measures and activities of preventative and reactive character, in which the responsible institutions in the country are trying to eliminate all sources that are dangerous for the citizens or to reduce its negative impact on tolerant level.

A crisis management can also be defined as a good diplomacy that seeks to solve the unstable situations by avoiding tensions (Robertson 1987). Also, a crisis management is a complex of special measures taken under the pressure for solving the problems caused by a crisis. In the broadest sense, the main task of crisis management is to respond during the crises, i.e. to manage potential risks and dangers that can cause a crisis in the whole country or its smaller part. The conceptual and normative basis when determining the task of crisis management is based on the completely different nature of the challenges and threats that we are facing today.

The traditional idea of coordination is based on the relation between differentiation and integration. Differentiation consists of breaking down tasks into subtasks, and integration concerns bringing these tasks together into a cohesive whole (Heath and Staudenmayer 2000; Lawrence, Lorsch, and Garrison 1967). As such, coordination is about 'the integration or linking together of different parts of an organization to accomplish a collective set of tasks' (Van de Ven, Delbecq, and Koenig 1976, 322). The notion of integration is rooted in the designability of coordination mechanisms (Wolbers, Boersma, and Groenewegen 2018).

Namely, the current risks and dangers by their nature are unpredictable, their likely forms are hardly recognizable, and the caused consequences are enormous. According to professor Batkovski, in building capacities of a crisis management and its mechanisms and capabilities to respond to contemporary risks and dangers, the main attention is usually paid to these following elements: (1) Identification and assessment of probability in timely manner; (2) The intensity of potential risks and dangers that can threaten the citizens and the vital values of the state; (3) Emphasizing the preventive function and taking measures to reduce the power of identified risks by the competent institutions; (4) Planning and undertaking extensive measures for preparation of institutions, communities and citizens which will be organized and coordinated by a competent state authority; (5) Emphasis on the need for high level of inter-ministerial and international cooperation in all phases of crisis management and crisis situations; (6) Rationality and efficiency of resource and capacity utilization at local and national levels.

On its basis, crisis management is a new security concept and a different approach to the process of solving new security challenges. Having in mind the situation of the completely different nature of the risks we are facing today, a crisis management in most contemporary societies is based on the principles adopted by collective security systems. Because of this complex global situation, a security programs of crisis management in the EU, UN and NATO are very high. Also, the Republic of Macedonia, which seeks to keep up with them, takes all necessary measures to implement a crisis management in the implementation of the policies to prevent and reduce the risk of accidents and to ensure conditions for peace and prosperity of its citizens.

Defining crisis management tasks means staying in the direction of a new approach to security and conflict prevention. Namely, the challenges and dangers that the contemporary international community is facing today, according to most analysts, have less specific gravity in terms of cataclysmic scenarios. However, they are transmitted to such an extent as the available alternative to insecurity. The, ethnic conflicts, such as radical nationalism and internal conflicts together form the scenario of a contemporary international scene, derived from new relations and old "muted" contents (Vukadinovic 1999).

4. THE ROLE OF THE POLICE IN MANGAING CRISIS EVENTS

The global police leadership landscape is at a time of significant change. The challenges of austerity and professionalization have accelerated the pressure to transform police organizational structures and operational working practices. These factors mean that police organizations need to increase productivity in a climate of diminishing resources. This is set against growing concerns about trauma and stress in policing and a greater emphasis on personal resilience and well-being in the police workplace. The challenge for leadership is to create, control, and implement communication protocols that would assist institutions in mitigating danger during a crisis while minimizing misinformation and security breaches through the crisis resolution stages (Moerschell and Novak 2019). Therefore, police leaders across the globe are required to understand and develop their leadership to effectively support their staff in an environment of escalating demand and economic and organizational uncertainty (Davis 2018).

A police work is a complex and extensive and because of that, while security operatives doing their job, certain critical events or crisis situations might appear. Therefore, in such cases, a special procedure is required for responding to such a situation. Besides daily routine activities, occasionally incidents occur to a greater extent or with serious consequences that need to be addressed by the overall security system or several security services in a coordinated activity (Spasevski 2005). Institutionalized responses to security problems arise through the pursuit of lowered transaction costs, joint gains and the amelioration of problems of collective action. The resultant policies entail limitations on sovereign prerogatives, multifaceted processes of formulation, regulation and implementation overlain, in turn, by various legal and normative constraints as well as prescriptive obligations (Sperling and Webber 2019).

In the European Union, for example, there is a very efficient strategy for managing such situations and in every aspect of every problem that may appear is solved by the institutions of the European security system (ESS). The institutional framework for making decisions on crisis management operations within the intergovernmental and ESDP frameworks, including military and civilian operations, has been developed within the Council General Secretariat (CGS). The functions of the new crisis management decision-making bodies in Europe were clearly defined by the Nice European Council back in December 2000, explains Gourlay (2004).

After the breakup of SFR Yugoslavia and declaration of independence of the Republic of Macedonia, like any other country, Macedonia did not remain immune and occasionally faces complex security phenomena and certain crisis events and situations. A period after independence, the best example of unsuccessful management in crisis events was the assassination attempt on the President Kiro Gligorov on October 5, 1995, when the need for a comprehensive reaction of the operational plan of multiple agencies and security services had emerged. We must admit that our security services in that time did not develop plans and procedures for responding in critical and crucial situations which additionally was a serious problem for timely reaction with one goal to detect the perpetrators. The untimely and some missed measures and activates that were not undertaken, it might be one of the reasons why even today, the executors of this serious crime are not discovered, which resulted, as we know, with human victims.

Therefore, in order to adequately act in such or similar complex situations, the managers have certain expectations of how staff will respond, how they will deploy and how to deal with critical events. In order to successfully dealing with the crisis, the security services and especially the police, are focused on cooperating with the citizens and the entire community in which they are working, because the police represent a service of its citizens. Thus, the number of programs for the police departments about cooperating with the community constantly increase. Therefore, plans for police action especially for crisis planning should be developed in cooperation with community.

CONCLUSION

Faced with the fact that we live in a dynamic society, a major challenge in the past few decades for all societies has become safety and the security issues. Each society is working on development of its security systems to raise the level of safety in the country and to guarantee basic protection of its citizens. It implies a safety of the constitutional and legal order, the sustainability of the economic system, cultural and civilizational values and so on.

As we mentioned earlier in this paper, at the beginning of the 21st century, there were many events that directly have been planned for disruption of global security and led to major material losses and victims. No state is immune to various threats that endanger the basic social values. We can also add here the climate changes that occur globally as we know, the world is facing certain natural disasters that are also directly reflected on a social value of daily basis. Under such circumstances, the ability of security systems to respond to new security challenges has become a priority for each state. Also, in

Macedonian security services there are formal and informal leaders. Especially, a younger police officers and employees are strongly identifying with their more experienced and older colleagues, who are convinced that they are true professionals, courageous, honest and devoted to their work. It is necessary to further encourage the existence of both types of leaders regardless of whether their power comes from the function or influence they have on employees.

However, leadership ought to undergo many changes, which will primarily facilitate the work of the service. In most Western European countries, there a numerous training courses and training seminars aimed in changing approaches to work and the way of thinking among the managers which will make them aware of the need for their further professional training. It would be good to take advantage of foreign experience in leadership training, but I think that each country should strive to build its own recognizable system that will be easy to apply, because each country has its own traits that only manifest in that country. Our republic should pay more attention to the development of training programs for the members of the security services and rely on their own capacities.

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