

FLEXIBILITY TOWARDS DIVERSITY

NEW SKILLS FOR MILITARY PERSONNEL IN PSOs

by

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Types of diversity

- **In the type of mission: PSO vs. Combat**
- **In the variety of PSOs**
- **Uncertainty for effectiveness and legitimacy**
- **Cultural diversity within multinational units**
- **Cultural diversity in the operation theatre: many different actors.**

Types of soldier

(according to empirical research)

- **The WARRIOR**
- **The PEACEKEEPER**
- **The FLEXIBLE**

TWO BASIC TYPES

and their empirical traits

- **WARRIOR**

- discipline
- to be fit for action
- decisiveness
- leadership
- obedience
- adapt. to physical stress
- patriotism
- readiness to self-sacrifice
- loyalty to civil power
- **PSOs not natural** part of military role

- **PEACEKEEPER**

- determination
- empathy
- expertise
- sociability
- cooperativeness
- mental strength
- general education
- open-mindedness
- self-responsibility
- **PSOs natural** part of military role

A third type the FLEXIBLE SOLDIER

- **It is the soldier with traits belonging to the first and to the second type**
- **A professional able to combine different qualities**
- **A professional able to adapt performance to an uncertain and turbulent environment**

New skills to cope with diversities

1. Diversity between conventional missions and PSOs
2. Diversity within PSOs
3. Uncertainty & unpredictability
4. Diversity among multinational units
5. Diversity among many actors in the field

1. *Political education and sensitivity*
2. *Uncertainty acceptance, adjustment to change*
3. *Ability to find motivation by means of the mission understanding*
4. and 5. *Cooperative behaviour, intercultural understanding, cross-cultural management*

Educational deficiencies

(according to empirical findings)

- **Foreign Languages**
- **International Law**
- **International Relations**
- **Logistics**
- **Religions**
- **Intercultural Management Techniques**
- **History**
- **Administration**

Educational fields to be improved

- **Political Sciences, International Relations**
- **General Sociology, Cultural Anthropology, Social Psychology**
- **Contemporary History**
- **Mass Media Communication Techniques**
- **Cross-cultural Management and Communication Techniques**
- **Problem-solving and Decision-making**

The FLEXIBLE model

- **EGOIST DEFENDER**
- **ALTRUISTIC PROTECTOR**
- **NEUTRAL AND IMPARTIAL**
- **INCLINED TO UNDERSTAND AND DEFEND *THE “REASONS OF THE OTHER”***
- **ABLE TO COMBINE PROTECTIVE AND AGGRESSIVE ORIENTATIONS ACCORDING TO SITUATIONS (“the ability to apply a moderate and controlled violence”)**

More flexible units are:

(from Miller & Moskos research on Restore Hope operation)

- **Units where diversity is present, such as**
 - **gender mix units**
 - **race mix units**
- **Minorities are more positive and respectful towards differences**
- **Inner diverse units are more flexible and adaptive to diversity in the field**