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Innovation of the Leader Selection and Preparation System of the Hungarian Defence Forces in the Light of Technical Progress

Abstract

Security in the 21st century has become a complex factor. There are many known determinants of our sense of security (e.g. social, political, economic, environmental, military, IT, financial, health, home affairs, etc.) due to changes in our environment and culture (our knowledge). Every day, we are faced with various new technical tools and equipment. These are more or less affecting our lives, thoughts, and behaviour. In the selection of military leaders, it is necessary to strive for objective benchmarking based on innovative definition of military leadership competencies and to have a uniform and high-level training in line with the new challenges nowadays.

Keywords: technical development, asymmetric warfare, mission-oriented leadership, competency, change

Changes in modern technologies, human resources and security environment

With the new interpretation of security, the ever-expanding spectrum of security risks has become apparent. In influencing security policy, international organisations, multinational corporations, other non-governmental organisations, as well as international criminal and terrorist groups have an increasing role to play alongside the activities of traditional state actors. One of the main features of the international system that is being reorganised today is the simultaneous presence of traditional security risks and

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new, often global-appearing and extensible threats. I see it as a problem that most of the limited literature is in Hungarian. In an English-language study, there should be very minimal references in Hungarian, and only if there is a strong justification for them. So, either the topic should be chosen properly, e.g. to tailor the article to the Hungarian Defence Forces, or to use more international sources. There are quite a lot of them.

Well-trained human resources have been appreciated by military organisations as one of the most basic and most difficult to replace investments. A necessary but not sufficient condition for the operation of the organisation is the existence of talented, trained and committed soldiers. In order to maintain the military culture and adapt to a changing security environment, it is necessary to maintain and manage the acquired knowledge and experience.[2]

If we know and consciously apply leadership and other knowledge (attributes, skills, etc.) essential to the organization's management, we can create a leadership selection system, training and further training strategy that ensures the functioning and development of the organisation. It is important that the developed (competence-based) system is "conscious", therefore the strategies required for its implementation (continuously monitored, clarified) should be based on justified and proven expectations. Accurate assessment and disclosure of these values is an elementary interest of the organisation, and provides a solid foundation for defining the competences needed to select, train, and further train future military leaders.

One of the most relevant and most important resource of social and economic organisations is the staff (managers and subordinates) available to them, whose composition and quality are fundamentally influenced by the appropriate selection system. An efficient human resource capable of managing and delivering tasks can be cost-effective only if the selection and preparation process takes place in an appropriate manner.

One of the most important projects of military technology development is the research of unmanned vehicles. As technology advances, drones are increasingly able to carry out their tasks without any direct human intervention (now with limitations).[3]

Developments allow the mass distribution of robots with ever smaller mass and size but with increasing computing capacity. High-speed data transfer, precision navigation capability, on-board miniaturised sensors in automated devices were typical at the end of the 20th century.

In the 21st century military operations, robots and robot systems can cause many changes. With the advancement of technology, drones are capable of performing tasks that were previously carried out by soldiers or directly operated by human resources. The computational capacity required to create drones with artificial intelligence is available, and technological progress has created the basis for robots to become effective weapon systems.

The dynamically changing security environment is characterised by new and emerging challenges. Adaptation must be an integral part of changing our management approach, as that's the only way that adequate military response to current challenges and threats can be successful.

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[2] TIRCSI 2015: 202.
[3] KISS–PALIK 2023: 126.

The relationship between leadership competencies, organisational knowledge, and drones

Leadership science is a system of knowledge that helps the activities of managers. The system of knowledge that helps functioning and operating individuals and organisations, starting from the philosophical-taxonomic basis of thinking, integrates the knowledge of different disciplines through rational methods as a system, so as to facilitate the work of the leader responsible for the organisation.

Leadership enforceability is fundamentally derived from three sources, from the person, the organisation and the organisation's external dependencies.

Leading activity, like all other actions, has its peculiarities, and typically it is not simply the exercise of power. The essence of leadership is how the leader can recognise his/her own and the subordinates' values and motivations. How can these be summed up, and how can the leader act taking into account this knowledge?

"Military leadership is a social activity with specific features in which the leader of the military organization, the commander influences his subordinates by the organizational tasks defined by the superior, in order to achieve a goal." The commander is therefore a person who can perform various activities efficiently and dynamically with his subordinates and with the means at his disposal (e.g. with drones).

In future wars, operation speed requires quick, accurate decisions and precise, efficient execution in an observed environment. Machines are cheaper and easier to substitute than people, their processing capability is greater, their reaction time is shorter, battle fatigue does not affect their functioning, they do not feel fear, etc.

In a dynamically changing security environment, the capabilities of a military organisation can be said to be limited by its past capabilities. Understanding existing tools and understanding the capabilities of new technologies is creating a new task for commanders and legislators. They need to understand the functioning of new technologies and to know the limits of their use.

Using the resources of his or her own personality, skills and knowledge, attitude, and relationship, the military officer must ensure that the organisational processes are set up properly and that his or her subordinates know the vision of the organisation, which they are also involved in, know the way to achieve important goals for the organisation. This will ensure the availability of a sufficient number of qualified staff with the appropriate expertise and experience for problem solving and creativity.

We live in a dynamically changing world whereby a person cannot independently control an organisation effectively. There is not enough time, power, and knowledge at his or her disposal to do so. Delegation of management and with it the delegation of management of processes is inevitable. The time and attention of senior management can no longer be shared between operational and strategic processes. Managing the paradox of the separation and interconnection of operational and strategic leadership is an increasingly important requirement.

Total quality management (TQM), creativity, and innovation – keywords of US management, perhaps from the seventies – are an important focus of leadership thinking. The introduction and application of the TQM principles should be started during the course of leadership selection, training, and further training. A leadership

culture, leadership attitude, and mentality should be developed that makes leadership self-examination and self-education accepted and natural. The more the leader knows and understands himself/herself and the technique he or she uses (e.g. robots), the better he or she can make decisions and the more effective he or she is. A commander with such preparedness and experience will use the knowledge that he or she needs to use consciously in the daily routine, as well as in unexpected situations. The knowledge of leaders should reflect in a dynamic unity of knowledge and understanding of the operation and specificities of the process system being managed, the resources applied, the related theories and their limitations, and human nature.[4]

Competence elements, leadership qualities and development

The goal of organisational development is to increase the efficiency of the organisation. The efficiency criteria are basically divided into two groups: human factors and material conditions. The existence of personality traits (creativity, analytical skills, networking skills, pragmatism, etc.) influencing managerial effectiveness naturally helps the individual to acquire and apply the knowledge necessary for day-to-day tasks.

In the future, the importance of human resources will most probably be increased. The nature of task execution and the nature of jobs will be changed. This calls for a more precise definition of expectations and a closer alignment between practical applicability and the content and methods of training. The knowledge of the professional skills of human resources (explicit knowledge) and the intuitions, feelings, learned/acquired problem-solving abilities, i.e. the existence and development of tacit knowledge, necessary to fulfil the organisation's objectives are of fundamental organisational interest. Operating organisations in an international environment can be implemented with the help of well-trained, sophisticated and experienced managers and professionals with problem-solving mentality.

Competence as a concept includes the behaviours, personality, abilities, skills, motivation, and knowledge that enable an individual to achieve and attain their goals. The behaviours and activities that guarantee an individual's success at work are essential, but also contain the characteristics of the individual. The success of leadership activity is essentially influenced by the competencies that are needed for the determination of the task for implementation, so the behavioural elements that they are composed of should be determined and then developed, and made measurable.

The "right man for the right place" principle can only be successfully applied if we determine exactly the leadership competencies that are essential to a leader. Leadership competencies are the possession and appreciable knowledge of the skills required to carry out duties that is putting them into practice and functional personality traits indispensable for the commander, as well as appropriate attitudes. Based on the modern HR theories, I highlight the following leadership competencies:
- leadership ability
- the ability to design and organise

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4   Koronváry 2014: 286.

- pursuit of quality
- oral and written communication skills
- the ability to persuade
- motivating subordinates
- pursuit of creativity and innovation
- flexibility

Military competence is, among other things, a peculiar human behaviour or attitude that includes the knowledge of the use of weapons, the skills created for the handling of violence, and the ability to apply this knowledge at any time, legally. During military education, training, and preparation, the emphasis should be placed on the ability of the soldier to possess the following abilities and skills:

- doctrinal and legal
- tactical, military operation
- peace operation
- technical, weapon use
- battle leadership
- peace leader
- trainer
- obstacle surmount
- survival[5]

Military leadership competence means integrating elements that allow a commander in charge of a given organisation to apply the available and necessary resources, in accordance with legal requirements, to effectively meet the objectives determined by the superior as expected. These are some generally defined military leadership skills, abilities and competencies such as:

- Cognition and knowledge: In addition to military-professional leadership knowledge, they also include social studies and humanities related to knowledge and understanding of the environment of its wider operations, such as political science, psychology, and sociology.
- Skills and abilities: Obtainable by learning or development, they are essential to success. Experiences gained and processed at individual and collective level also reinforce this element.
- Personal values and personality traits: Elements defining the personality of the individual, the commander. His physical properties, his spirit and attitude, his motivational and mobilising ability determine all these elements.
- Attitude: The soldier, the behaviour of the leader in unusual or extreme situations, which influences not only the performance of the task but also the behaviour of the environment.
- Motivation: Extremely wide category, in addition to the moral-intellectual elements, material motivation also appears. Faith, loyalty, companionship,

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5   Tircsi 2015: 209.

value system, care, and support in the companions strengthen the moral dimension that is essential to success.
- Collaboration: The size of the military units and the complexity of their tasks require that they not only be able to cooperate with inside or outside forces, but also with other actors of the security system.

The military doctrine of the US Army defines the core leadership qualities of the mission-oriented commander:[6]
- The character: plays a central role in the fundamental identity of the leader. In the military profession, the leadership character determines how a commander will lead the subordinates in a certain position, and his character makes him an effective leader.
- Presence: The presence and credibility of the leader is what makes trust and builds confidence. Presence is through his activity, his appearance, his behaviour and his words.
- The Intellect: The commander must understand complex situations and must be able to determine what is to be done in the given situation and how to perform it with subordinates. The leader must be able to argue, think critically and be creative in solving problems and key competences: leadership, development, and performance. The American doctrine defines leadership key competences through the influence of the commander on the unit.
- Those who lead, have vision, purpose and motivation, able to extend their influence through the chain of command and reach alliances, thus providing an example.
- Those who are developing will lead and maintain a positive environment by creating organisations and make an effort to expand vertically and horizontally. There is a need for development.
- Those who achieve their goal focuses on what needs to be done. Expeditionary (its own subunit, logistics is not present at arrival) has a mind-set and is able to adapt to unexpected, changing and uncertain situations. In the short term, it achieves the goal, but it can do this for long-term goals.
- The leader development strategy for the 21st century army, in order to develop and evolve the anticipated and required leadership abilities and skills, determines eight leadership development guidelines and goals.

Reaching the goals is realised through lifelong learning, where training and development programs are built on one another, modularly. In summary, the eight guidelines include:[7]
- Strategic leaders and professional organisations should encourage lower commanders to learn and develop. For this learning process, the army as a learning organisation needs to create resources.

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[6] Department of the Army 1990: 52–53.
[7] Department of the Army 1990: 85–86.

- It is necessary to strike a balance among the pillars of training, education, and experience. Education and training create the necessary basis for the acquired experience to be able to form a complex whole.
- Commanders should be prepared to process the experiences of hybrid threats and full-spectrum operations into a modern mission-oriented leadership approach.
- Short-term courses and operation experiences contribute together to achieving goals.
- Commanders need to be prepared individually, keeping in consideration individual characteristics, because knowledge, skills, abilities and experiences develop differently.
- Commanders should be prepared for the complexity of the operational environment in classroom training.
- We need leaders who are committed to their subordinates' development and support their work as mentors. The moral and ethical responsibility of senior executives is to create opportunities and conditions for development.
- The army needs leaders who have war experience and the confidence of their superiors and their subordinates.

Selection methods

An effective method of defining professional knowledge is the complex application of social science studies that allow the exploration of explicit knowledge elements to understand implicit knowledge, or acquire knowledge items that cannot be or hard to quantify. However, qualitative information acquisition needs to be supplemented with the reliability and validity of the results due to its specific features. The integrated application of qualitative and quantitative methods can ensure the definition of military leadership competencies with the expected accuracy.[8]

When designing the selection system, we are faced with the issue of measuring competencies. Competence testing is used in the process of selecting the necessary and adequate workforce in human resources management and in defining the organisation's development needs for the workforce. Basically, two areas of competency testing are used: in the selection process and in evaluating performance. Depending on the nature and level of the job, the following competency tests can be performed, for example:
- personal interview
- a work-fitness test measuring the level of skills, talents and other competences relevant to the application
- situational task, and puzzle solutions to measure the extent and manner in which the candidate's skills, talents and competences are applied

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[8] BÁRÁNY–LIPPAI 2009a, 2009b.

Elements of the selection system include the general and special conditions of the application that may limit the possibility of being eligible to work. Special conditions of employment include the existence of training, work experience, other special skills, talents, etc., specifically defined for that job. During the process, candidates meeting the criteria for selection can undergo a multi-stage, wide-ranging, competing, timely assessment of their skills, talents, and knowledge. This type of contest involves comparing the candidates' abilities in many ways in which, depending on the results obtained, it is possible to apply for a smaller number of positions compared to the number of candidates and to fill the position.

Grouping of selection methods is possible in many forms. The most commonly used classification is that selection methods can be:
- bound (formalised, compulsory and, in certain order, qualifications of school graduates, compulsory tendering procedures are based on passed exams)
- unbound (not formalised; procedures, methods are optional)

The selection methods are uniform in such a way that candidates must comply with the terms and conditions of the application, which include the general and special conditions of application, the possible additional conditions, the qualifications, competences and skills specified in the job search or job map.

Summary

Based on what has been said so far, it can be inferred that answers to the challenges of the future can only be provided with complex knowledge and tools. To this end, the selection and preparation of military leaders must be a priority, and we must keep this in mind in the innovation of Hungarian officer education. An important goal of leader training is to develop the right command and character attitude, as the commanders are not only leaders but also subordinates. As a subordinate and as a leader, we need to expect systemic thinking, creativity, initiative, autonomy, and tolerance.

Efforts should be made to provide a uniform and high level of training for the growth of self-confidence and self-esteem of the officers, as well as the support of a personally inspired spirit in education, and commander selection based on objective benchmarking.

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