

PROBLEMS OF DECISION MAKING BY THE COMPANY COMMANDER ON THE MODERN BATTLEFIELD

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Abstract

This article attempts to analyze the importance of the decision-making process in the context of challenges for leadership under conditions of future operations. It describes possible tasks that the company commander must face in future operations. This paper aims to identify specific environmental factors affecting missions conducted by the company commander on the tactical level. Limitations that might be subject to the company commander during different tasks have been characterized. In addition, the article presents consequences of the decision-making process (the conduct leadership) in the context of future operations.

Keywords:

decision-making process, leadership, environmental assessment

INTRODUCTION

Given the fact that man is a social being, it can be assumed that the issue of leadership is as old as human history. It could seem, therefore, that we have full knowledge in this matter. Indeed, leadership achievements in the area of modern science are significant. However, due to the dynamic and constantly changing environment that is subject to man, people who are directly or indirectly involved in the leadership are forced to confront next challenges and find new solutions to ensure the rational and efficient management of human resources.

One of the commander's responsibilities is to be in charge of the unit under his/her command. Thus, the principal function that should be performed by the commander is to act in accordance with the exact task set by the direct supervisor, which is to be as-

sumed as correct before initial assessment. However, the commander is responsible for planning and implementation of activities. All of it takes place in the decision making process. Therefore, this process can be considered as a primary tool used by the commander.

Problems and challenges encountered by the commander are therefore connected to understanding the situation and emerging issues, tasks, objectives, plans – making decisions, setting tasks – in order to motivate to accomplish the mission – to control the process of the execution of tasks and the achievement of goals. Taking into account the importance of these issues for the process of training junior officers, a team of officers responsible for education of Austrian officer candidates together with the Theresian Military Academy under the leadership of Colonel Josef Konigshofer organized an international workshop called “Challenges for Military Leaders” from the 6th to the 10th of July 2015.

The topics of the training conducted by the Theresian Military Academy officers during the workshops included the challenges that may be faced by commanders in future operations. It focused, in particular, on the tasks and the environment in which they are implemented and limitations to their implementation that commanders need to face.

The main aim of the study team during the workshop was to identify the implications which the company commander might need to deal with during the execution of specific tasks, operational environment and limitations as well as to develop scenarios for training military academies’ cadets based on the experiences gained during missions abroad by workshop participants.

The goal of the research conducted during the workshop was to solve the problem expressed in the following question: What are the implications for the company commander that may result from a task, operational environment and limitations on the modern battlefield / in future operations?

In analytical terms, in order to find answers to the question formulated above / solution to the main research problem, the following problems need to be addressed / answers to the following questions need to be found:

- What are the company commander’s possible tasks on the modern battlefield?
- In which operational environment can the company commander fulfill tasks?
- What limitations might occur during the implementation / execution of tasks?

Therefore, it can be said that efforts were made in order to identify future tasks for the company commander in the context of the environment in which operations will be conducted. For this reason, syndicates created during the workshop were focused on identifying environmental conditions and limitations that the company commander can be exposed to.

1. POSSIBLE COMPANY COMMANDER'S TASKS ON THE MODERN BATTLEFIELD – CHALLENGES

The company commander, while conducting operations in his Area of Responsibility, is very often obliged to perform tasks which are not subjected to training during preparation phase as well as those beyond his specialty. More often than in conventional operations, reconnaissance operations will be conducted, both separate and combined with elements of support.

Against hybrid adversary - Enforcing subsidiarity

The Oxford English Dictionary defines subsidiarity as the idea that a central authority should have a subsidiary (that is, a supporting, rather than a subordinate) function, performing only those tasks, which cannot be performed effectively at a more immediate or local level. Thus, subsidiarity is characterized as the principle that a central authority should not be very powerful, and should only control things, which cannot be controlled by local organizations [15].

Due to the independence and autonomy of the company commander's operations, both the competence and responsibility are increased. The principle of subsidiarity is extended due to the necessity of self-realization of tasks in the Area of Responsibility and thereby sovereign decisions are made. The platoon leader or the company commander conducting a patrol or convoy, or a search operation, is forced to direct the activities of subordinate elements being only supervised by the TOC. The standing operational procedures and rules of engagement constitute the basis for execution of a task, however in situations deviating from the norms, the commander makes independent decisions both related to the situation and use of force as well as the assets at his disposal.

Maintaining focus on the main goal of operation

The principle of subsidiarity can be realized only in conjunction with a proper understanding of the main goal of operation under which the company commander accomplishes his ask. That is why it is so important that higher commanders precisely and explicitly articulate their intent of operations. Therefore, the ability to conduct operations independently at all levels of command is maintained and the focus on the desired end-state is assured.

Coordinating supporting elements

Independence of action can only be achieved if the forces and assets at the disposal of the commander ensure that all the tasks do not require continued support while conducting operations in the Area of Responsibility. Due to the fact that the tasks carried out in the context of peacekeeping and stabilization operations do not require simultaneous involvement of all branches, their actions may be supported by different types of troops. This is an evident requirement for coordinating elements from different fields of specialty.

Mastering the environment

Understanding the environmental impact on the process of conducting operations is a basic skill that commanders at all levels should possess. The environment determines the course of action of both the enemy and friendly forces. The former one is the response to the course of action adopted by the enemy, but both of them are dependent on the ability to operate in a given operation environment.

Understanding the terrain (physical/human)

In addition to other factors influencing the battlefield environment, the terrain appears to be another key element. The commander must absolutely know and understand the direct relationship between the capabilities of forces and assets and the local environmental conditions.

Influence of the population

Local population represents a vital element of the operational environment. The company commander leading an operation in the Area of Responsibility performs tasks in the civilian environment. One of the main aims of carrying out peacekeeping and stabilization operations is to normalize everyday living conditions. According to the Abraham Maslow's theory, basic human needs include the need for psychological safety. Thus, the task that the company commander faces is directed at supporting measures to create conditions that allow free access to food and safety in every area of social life. A consistent and fair response to different situations that disturb public order will strengthen the positive perception of coalition forces by the civilian population as well as increase cooperation in the population.

If there is a possibility that the 'Negative Influence' began to support the government side, every possible effort must be undertaken in order to assure it functioning in a secure environment. Influence can be created in the following ways: by Key Leader Engagements (involvement of local authorities) and through psychological operations, which at best are encouraged to support the government, or at least to support the local community.

Building trust

Trust in the soldier profession is one of the foundations for the provision of internal and external security. The army must be trusted by the people, otherwise it loses its original purpose. The situation will not change during future operations and perhaps will become even more permanent, an increase of the need to build trust in the army can be observed. The reason for this state of affairs can be found in the fact that operations are conducted more frequently in the civilian environment. It is not just the military that is in the center of the action, but also the local people. Local communities will only support the operations when there is trust in the military. Therefore, trust in military operations appears to be a critical requirement for carrying out effective operations, consisting in granting legitimacy by a democratic society. The main problem for commanders in building trust among the civil society is the lack of ability to communicate in a way ensuring support in interpersonal, organizational and public sectors. An-

other important issue is proper behavior towards civilians, taking into account cultural differences in particular as well as the fact that soldiers are perceived to be in a position of strength. Building trust among the civilian population can be done by showing goodwill, kindness and honesty [1].

Force protection

Another area of activity within the framework of future operations will be the task of force protection. The specificity of these tasks stems from a combination of combat tasks and protection.

Reserve (QRF, IRF)

Another specific task is to operate as a Quick Reaction Forces. This activity is characterized by high dynamics and the necessity to perform tasks without a plan. It is based on reacting to crisis situations and supporting forces performing tasks while facing a stronger opponent, concentrated at the same time and place.

Limiting risks

During the process of preparation for an operation the commander, despite tactical consideration related to development of the possible course of action, is to take into account not only a success or failure of his mission but also, and perhaps foremost, the risk associated with the loss of life and health of subordinates. Therefore, reducing this risk together with assuring priority for the operation's executability will constitute the integral components of the decision making process performed by the commander.

Sharing experiences (adapting)

Providing experience to newly deployed forces arriving to the area of operation is a crucial element satisfying continuity of efforts aimed at achieving the main objectives of an operation. Reliable and thoughtful transfer of responsibilities between the commanders of the company accelerates the process of adaptation of new forces after arriving in the mission area.

Seizing and securing a AOR

One of the main tasks that the commander faces is taking over the Area of Responsibility, its maintenance and ensuring the safety of the local community. This task is accomplished through a variety of techniques. Some of the techniques used by the company commander are as follows:

- Air assault;
- Road deployment/contact movement;
- Securing an area of control, defending, QRF;
- Convoy and escort;
- Hit and run;
- Combat patrol.

Searching and destroying

The cordon and search technique is an activity that involves a wide spectrum of other techniques, which makes it the most complicated skill that requires a significant effort both in the planning and execution process. Those methods, however, are very effective and contribute to a significant reduction of enemy's activity by affecting the leaders of rebel groups and intercepting weapons and dangerous materials as well as eliminating the so-called 'Improvised Explosive Device (IED) factories'.

Evacuation of noncombatants

Non-Combatant Evacuation Operations (NEOs) [13] are carried out in order to protect the civilian population from the impacts of the opponent (rebels) and the coalition forces, which consists of the evacuation of the endangered area to secure locations. Non-military threats and man-made disasters may be the reason for evacuation of civilians alike.

Humanitarian assistance

As a part of military operations, various types of humanitarian assistance are carried out. They include steady programs of activities that get support from the state, programs of cooperation in the field of security and activities associated with reconstruction on a limited level. Humanitarian aid is carried out by government agencies, humanitarian organizations, as well as CIMIC. In order to ensure safe delivery and distribution of humanitarian aid, the convoys are escorted by forces detached from combat formations. [6]

Assisting and Mentoring

After achieving the stabilization in the area of operation, the responsibilities are handed over to local security forces. The first phase of the transfer of responsibilities includes training of personnel of local security forces, sharing responsibilities and mentoring.

2. INFLUENCE OF ENVIRONMENTAL FEATURES ON CONDUCTING MISSIONS BY THE COMPANY COMMANDER

All the external factors, which are not part of an organization but can influence and impact its operation, are to be regarded as the external environment [5]. As noted by Piotr Pietrakowski, the challenging environment of the battlefield, based on the example of the ISAF mission, as well as its complexity, comes from the four areas that need to be taken into consideration while conducting international operations: political, economic, cultural and military.

Internal environment of multinational operations refers to the structure of the coalition forces participating in the operation. There are several factors affecting its stability. Among them, the possibility to rotate forces and assets by countries participating in a coalition can be distinguished.

While considering the external environment of operation and the multidimensional nature, the existence of a wide variation among populations where favorable, neutral and hostile people can be met must be taken into account.

As for the internal environment, the operations can be conducted by homogenous coalition forces, in cooperation with other types of troops and support elements (engineers, CIMIC, PSYOPS, reconnaissance assets), or as NGOs protection ones.

Time, in a broader perspective, is an important factor that is to be taken into consideration during the process of planning and executing the operations. It can be stated that the operations can be conducted during the day and night as well as at different times of a day. Additionally, the time pressure is the factor of significant importance, which can affect the process of the task implementation. The time pressure may jeopardize effect of surprise, enforce conducting operations only during the night, limit the time needed for required reconnaissance, reduce logistic capabilities or impact technical and tactical abilities of the possessed equipment.

Daylight conditions

Activities conducted during the daytime seem to be more beneficial from an enemy's perspective, especially in asymmetric conflicts. Being less equipped with night vision and infrared assets, the opponent is forced to operate during the day. It should be noted that daytime conditions significantly increase the possible impact of enemy forces. On the other hand, actions undertaken by coalition forces during the daytime may affect the civilian population to a greater extent. Probability of gathering information from personal sources is considerably higher during the day than the night.

Night conditions (more profitable for friendly operations)

Being equipped with much more sophisticated optoelectronic devices (night and thermo vision) and operating under reduced visibility conditions does not cause problems for the coalition forces. It is rather to be considered as an advantage, which allows the operation to succeed. The advantage is achieved by conducting reconnaissance of objects, surprising and focusing recourses and assets in one place in order to adequately respond to threats and requirements.

Urban conditions

Urban areas constitute the most difficult environment from the perspective of future operations. However, several advantages of this environment including the access to information, the easiness of controlling the key area and the option to benefit from informants can be distinguished. Simultaneously, difficulties arising from the complexity of this kind of environment are worth mentioning as a company commander can face issues connected with canalized movement and convergence of threats. The notion of urban area incorporates both areas with only a few buildings as well as large metropolitan areas. The limited visibility is the main feature that characterizes the urban area. Buildings can also affect the wave propagation, which leads to degradation of friendly forces command and control (C2) capabilities.

Additionally, some military vehicles that move along streets often get surrounded by buildings and become deprived of their maneuverability. Moreover, small teams of enemy combatants can rapidly assimilate themselves within the urban population, in order to escalate the possibility of excessive collateral damage and to limit the applicability of lethal options. Operations can be conducted on all of levels and most operations include all levels simultaneously.

Civil matters as well as their impact on operations are worth considering as they can influence several aspects of urban operations which, among others, are as follows: the selection and location of targets, movement, control of forces, use of weapons and force protection (FP).

Thus, actions in urban areas require a proper analysis of the terrain and civil factors. This analysis must be considered as comprehensive, not separated from the urbanized area and its population. Keeping in mind the above assumption, following advantages and disadvantages of conducting operations in urban areas are in (Table 1).

Table 1. Advantages and Disadvantages of the urban conditions

Advantages	Disadvantages
information	complexity
enablers	canalized maneuver
key terrain to control	multifaceted threat

Source: own elaboration

Rural

Rural areas have characteristic features of both open and urbanized environments. Keeping in mind the above assumption, following advantages and disadvantages of conducting operations in rural areas are in (Table 2).

Table 2. Advantages and Disadvantages of the rural conditions

Advantages	Disadvantages
maneuver	protection
limited collateral risk	visibility
3D support	time consumption
structured communities	logistics

Source: own elaboration

Cultural considerations (religious, ethnic, permissive, semi-permissive, non-permissive)

The appearance of tasks in the Area of Responsibility, which can bring positive effects for the local population in terms of stabilization of the situation in the region, is

entirely possible. As soon as the leaders of the population are identified, they are to receive the utmost support, as they can become the future leaders of local communities. Promoting positive attitudes and efforts of these people will have a lasting impact on the society and constitute the basis for a better life of the local community. Their efforts should be supported continuously by the local government and the Coalition Forces, although there is a tendency to focus primarily on identifying Negative Influencers. The company commander should also be prepared to maintain the support for these individuals even in an environment evincing a negative attitude towards them. Positive Influencers' activities should be closely coordinated with the activities of the company commander, so that projects are aimed at directing the aid to the right places and it can serve the local population, not the special interests. It cannot be forgotten that those who act in accordance with moral principles and who are able to reconcile the needs of the society and at the same time represent the government side are crucial for the development of local communities.

Time

Time, as a significant factor in the operations, is of particular importance for future operations. Extensive structural components require careful coordination of combat forces and elements supporting the main activity of the company commander. The priority points on the timeline seem to indicate the start of the mission and coming into operation of the main forces. In addition, the company commander should take into account cultural factors that may affect the duration of the task. Some activities cannot be planned at every given time due to conducted religious practices. For example, a pilgrimage to religious sides may pose limitations for planning of the search operation.

Weather conditions

Often operations are conducted in an area where the climate and weather conditions are extremely different from those in which units operate and are trained on every day basis. Therefore, the company commander must know and understand the impact of weather conditions prevailing in the mission area on the condition of the soldiers and the use of combat equipment. The limitations resulting from weather conditions can affect the execution of tasks. The presence of storms or high temperatures can completely ground the air support during an operation, and thus in some cases jeopardize the accomplishment of a mission.

3. LIMITATIONS OF COMPANY COMMANDER'S TASKS

Environment and climate

The cooperation of multinational military contingents during stabilization missions is of utmost importance. It is to be noted that future operations can be carried out in various parts of the world. It is obvious that certain risks and dangers are associated with military operations. Soldiers conducting operations, frequently in very challenging climatic conditions, often in poorly developed countries, are exposed not only to accidents related to their combat activities, but also to a variety of health problems and negative effects of the functioning of combat equipment. Even a tiny climate

change could have an adverse impact on their well-being and changeable weather conditions could even boost their discomfort. The health status of local population can also be affected by poor sanitation and hygiene as well as limited access to sanitary assistance. Soldiers deployed to the mission area are also exposed to health problems. Currently, apart from the obvious ailments, they suffer a number of others, including skin, infectious or sexually transmitted diseases, which can be ascribed to disorders of the digestive system. What is more, environmental conditions such as low or high temperature, sand, dust, commonly occurring reptiles and crustaceans can pose the health hazard on troops. [7].

In addition, the psychological resistance of soldiers is of great importance during the course of their military carrier. Therefore, the commander should reckon with cases of nervous breakdowns resulting from the harsh conditions, military action and close contact with death, despair and accidents. Thus, the soldiers participating in military operations must meet certain criteria for deployment [2].

Limited support from battalion (tactical autonomy)

The company commander leading the operation as an autonomic element has its own Area of Responsibility. This assumption gives him freedom of action, but also poses limitations for the support on the battalion level. Obviously, this limitation is mitigated by the possibility of cooperation with elements assigned on a permanent basis and with local security forces. This way, while conducting the tasks, the company commander also has the freedom to re-build the structures of the forces and tailor them in accordance with operational requirements and the current situation in the mission area.

Cooperation with partners (local security) – managing operational limitations

The main goal of cooperation with local security forces is to encourage local communities to take responsibility for security in the region, training them in various ranges of techniques and procedures, carrying out mentoring tasks. Although these tasks seem to be a priority, they pose limitations at the same time. At the initial stage of the local security forces' training, the tasks are conducted by combined teams and they do not result from the operational requirements but from the danger associated with the lack of preparation to operate independently. Therefore, not all objectives can be achieved simultaneously. It may happen that the security level can therefore deteriorate as well. Not all the available information can be used in this case. There are also various national and allied restrictions on the use of force and military equipment by other countries.

Freedom for task organization

Cooperation with local security forces and support elements is an essential precondition for activities of the company commander on the modern battlefield. The specifics of planning and conducting operations with partners are another factor that should be taken into account in the decision-making process. However, the own forces are to be supported to a greater extent, as the activities of local security forces are limited. It is to be noted that in conventional operations support in the fields of

reconnaissance, fire, psychological aspects or dedicated signal intelligence is basically impossible. In case of unconventional operations, however, it is possible. Thus, on the one hand, the company commander must take into account constraints resulting from the cooperation with local security forces, whereas on the other, he has the freedom to create the structure of militant groups.

Law requirements

The balance between the legitimacy and use of force requires determination to maintain control over the situation. Furthermore, controlling one's own behavior and not exceeding the Rules of Engagement is effective in supporting efforts to gain the trust of local people. Therefore, the company commander must ensure proportional use of force by troops under his command to the threat that he faces. Complying only with the legitimacy of the ROE carries the danger of loss of self-control, surrender to emotions, irrational judgment, and thus, it might be interpreted by civilians as discrimination [11]. Hence, one must evaluate each situation individually and consider it in the context of achieving the main objective of the operation.

Lack of information and time pressure

Lack of information and time pressure already discussed above create a barrier difficult to overcome. On the modern battlefield, the company commander willing to overcome it will use different sources of information. Often the skillful combination of information from different sources will contribute to the success. Some situations require from the company commander to make decisions both in terms of information shortage and time pressure. Therefore, the company commander will identify crucial areas that may affect the decision and execution of a task as the Commander's Critical Intelligence Requirements. Thus, the company commander will seek for answers to questions, which can be transformed into the information that requires making decisions concerning evaluation of the key factors of the task. Filtering the above-mentioned information stream in order to intercept the essential information, owing to which the commander's vision, threats and significant deviations from the previously conducted assessment can be recognized, should be understood as the major concern of the company commander. [3] [4].

As far as the contemporary operations are concerned, the out of date information is to be perceived as the informational constrain severely affecting the fulfillment of tasks in the current comprehensive environments. If the available information becomes outdated all decision-making centers can lose their ability to make the information-supported tactical decisions. The timely information, which in fact allows overcoming the limitations of information requirements, is a particularly important attribute during the search operations. Accurate and relevant combat information on personnel requires constant confirmation and upgrade. When the difficulties in achieving such information are encountered, finalizing the pre-planned operation will be impossible [8].

4. CONSEQUENCES OF THE DECISION MAKING PROCESS (THE CONDUCT LEADERSHIP) IN CONTEXT OF FUTURE OPERATIONS

A good leader is a leader who is able to build a team. As indicated above, future operations will be conducted in a complex environment with the engagement of various forces and assets, therefore the commander will be obliged to delegate duties to his/her subordinates which are consistent with their individual capabilities and skills. The hierarchical nature of military organizations does not exclude the flexibility in this field, thus, the mutual trust should be constantly maintained or re-established whenever required. It seems obvious that those commander's activities must not exceed a certain boundary beyond which a subordinate is released from conducting the primary tasks in favor of secondary ones. Therefore, during tailoring the tasks in order to adjust them to intellectual abilities and experiences of the subordinates a kind of artistry should be applied by the commander.

Initiative style of management: proactivity

Initiative and proactivity are essential features, which characterize a modern company commander during future operations. Taking into account the complex environment of future operations, the company commander is confronted with the need to choose the course of action adequate to the situation. To meet this challenge, a company commander must demonstrate an adequate level of pro-activity and creativity. Only through his own initiative, he can overcome numerous difficulties and take the lead successfully. Taking into consideration the requirement of high degree of autonomy, proactive attitude of a commander appears to be a logical consequence. In practice, the company commander estimates risks while maintaining the ability to identify possible solutions of tactical problems as well as the main objective of the operation [9].

Analyzing capabilities/risk

In order to identify both combat capabilities and risks associated with the received tasks, applying skills of the proactive nature by a commander seems to be necessary. On the basis of the above-mentioned process, a commander can take the advantage of time and battlespace in order to control the situation. Through active assessment of the situation, the commander can minimize the surprise factors [12]. During a search operation, the commander should be aware of time and information limitations, simultaneously bearing in mind that the gathered information about enemy forces as well as the operation's objective, using optoelectronic devices when necessary, will create the operational advantage.

Multidiscipline training

The fact that a company commander during future operations will have to face the complex environment and command the diverse range of forces and assets results in the need for adequate preparation for such a task. The skills and knowledge regarding the additional resources in the operational disposal of a commander and the multicultural characteristics of the operational environment should constitute the integral part of the preparatory training. The multiplicity of environmental aspects as well as forces and assets involved in the operation can cause chaos if they are not

understood correctly. In order to overcome this issue, a commander constantly aims at gathering new sources of information, which enable to control the situation and validate implemented decisions.

Owing to the integrated training, the commander will be able to understand to a greater extent the specifics of the mission and the problems that may occur. Additionally, the training can enable familiarization with environmental conditions appearing in the area of operation, which can provide a reliable picture of the situation and the problems that can be encountered during the operation.

Multicultural education

Future operations, apart from the knowledge of the physical environment, will require knowledge of cultural contexts. Cultural factors have an impact on every aspect of the daily life in terms of behavior, clothing, customs, rules of social interactions and even ways of running a business and rules governing the functioning of the public administration [14]. During contemporary operations, a company commander is involved in all of these areas or has contact with them, which makes possessing the knowledge of those phenomena essential to him. Holistic awareness of environmental aspects allows commanders to acquire knowledge about the fact that operations are influenced by many factors and at the same time, to see the individual nature of each operational situation in which the mission is conducted.

Forced integration training

The enlarged scope of the preparatory course due to the need of training elements of various military branches will constitute an additional challenge for the company commander. However, it is to be noted that the cooperation with the various military branches is rather uncommon during contemporary conventional operations whereas in future operations this kind of cooperation will become prevailing.

As mentioned above, the complex environment of future operations will enforce the necessity of situational, social and intercultural awareness on the company commander. In addition, cooperation with various support elements will also require high technological awareness, which will enable the utilization of numerous support and security measures in an efficient and resolute way.

Technological awareness

It is obvious that the company commander is to be familiar with the assets at his disposal. Furthermore, the impact of technological diversities between his own and enemy's forces should be identified. This gains in significance due to the fact that contemporary military conflicts are either of asymmetric or hybrid nature.

To summarize, the above analysis provides the list of challenges, which the company commander may face, in terms of the issues occurring in various phases, stages and activities of the decision-making process. It should be kept in mind that the transition from analytical to intuitive decision-making process, in which identification of the environment and conditions plays a significant role, will constitute the main challenge for the company commander. Thus, a company commander must be aware of both the

impact of these conditions on the steps involved in planning activities as well as on the implementation phase. It is essential to identify the elements, which require special attention during the planning process together with the possible tasks that can be received after assessing the threat scenarios or crisis situations. Reflective thinking, self-reflection and self-criticism are the features that should characterize the company commander.

CONCLUSION

As can be concluded on the basis of the results of the workshop, the major challenges for leaders are not directly associated with the external and internal environment, but rather features, which determine personal competencies, values, self-improvement and development. Military academies as centers for educating future military leaders should give the priority to issues related to building the profile of a leader that will ensure not only effective achievement of objectives but also will maintain the everlasting values and constant progress, which in a long term, will allow to overcome contemporary complex problems as well as those which will target the broadly understood human welfare.

To sum up, the following imperatives for the company commander as the leader in future operations can be identified. The commander must be able to:

- conduct operations in accordance with established overall goals;
- timely assess the situation while in close contact with the enemy and civilian populations;
- conduct silent reconnaissance and search for information relevant to the mission;
- implement appropriate combinations of mounted and dismounted reconnaissance techniques;
- conduct joint air-ground operations to search for information, evaluate gathered information and define priority information requirements;
- provide early and accurate information of enemy operations to gain time and maneuver space to react to enemy operations;
- protect the forces from surprise and evaluate the situation in order to provide the higher commander with the options to use the forces effectively;
- be able to join efforts during divisions, corps and joint task forces transition to the close fight;
- operate effectively in multinational environments and integrate local forces.

These above mentioned conclusions may provide the basis for the modification of the trainings conducted by military academies and preparation process related to the next duty position's assignment in combat units. Undoubtedly, the effective

implementation of the decision-making process in future operations can be regarded as the vital skill of company commanders. In the complex environment of the modern battlefield a commander should be prepared to plan independent tasks and control elements of various military branches. Therefore, in such a dynamic and complex environment, the necessary skills of command and control as well as decision-making process will be associated with a proactive approach to problem solving. Thus, it can be concluded that the future company commander should be characterized by a high degree of creativity and willingness to take initiative, innovative thinking and continuous self-development.

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BIOGRAPHICAL NOTE

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