LEARNING MATERIALS FOR TRANSVERSAL SKILLS FOR PRIVATE SECURITY

HANDBOOK

COMMUNICATION SKILLS

HUMAN RIGHTS AND FREEDOMS

PROFESSIONAL STRESS

Train Brain Soft

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HANDBOOK

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PREFACE

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for private security

*T*he general recognition of the need to possess a proper skill set is instrumental in achieving sustainable and inclusive growth, both at an individual and at a company level. Since 2010, the International Labour Organization has stated that any policy aimed at developing a properly qualified workforce is essentially based on four key foundations: quality education and training, compatibility of the skills with the market needs, readiness of the workers and the companies to adjust to any changes and evaluate and prepare for the skills of the future.

During the current state of changes and challenges, the global atmosphere of economic crisis, the migrant crisis, the constant threat of terrorism, the continuous trend of labour shortages in the industry, the unfair competition etc., the role of the private security guards is becoming more and more different and complex than the stereotypical one. At the same time, this individual is also required to have a proactive approach towards his/her work. He/she no longer has the role of a mere performer of duties with the characteristics of a fearless, rough and violent uncommunicative person who only provides security for persons or property. On the contrary, the private security worker possesses the characteristics of a successful person who is proud both of him/herself and his/her company, a person who constantly develops effective communication skills, acquires new knowledge in the field of law enforcement and actively improves him/herself in the field of stress management. His/her participation in both formal and informal trainings and the continuous investment in him/herself by acquiring skills and abilities will provide him/her with a basis to create a new vision for the private security profession and positively develop all the other aspects of his/her professional career.

In this context, there is an evident need in the private security sector for a wide range of competences in different areas, outside of the basic scope of the private security.

However, despite the positive policies for the development of training activities, there is an apparent lack of skills and competences in the private security sector. At the same time, there is a significant discrepancy between the actual market needs at present and the skills and knowledge that are acquired with the basic training for the private security workers.

Therefore, in the private security sector, it was necessary to establish a new set of skills and additional competences that require a new proactive approach, introducing the so-called soft skills relevant to the current conditions of operation. It was precisely because of this that the project *Train Brain Soft - Development of standardized curriculum and e-tools for soft skills for the private security staff was* created, for which a grant by the EU program Erasmus + was approved. The project was implemented by partner organizations from 5 European countries: The Chamber of the Republic of Macedonia for Private Security, the Norwegian Association for Service Industries, the Romanian Association for Private Security, the Chamber for the Development of Slovenian Private Security and the Croatian Private Security Organizations.

The project *Train Brain Soft* identified an evident demand for soft skills for the private security workers, with regard to three specific areas: Communication skills; humans rights and freedoms and the private security and professional stress in private security for which the project created a curriculum with a specialized training program accompanied by practical tools aimed at achieving optimal effect in the acquisition of new knowledge and mastering the proper skills and competences.

Namely, stress at the workplace has come to be a globally significant topic and an essential factor. It has been confirmed that stress at the workplace can be detrimental to people, organizations and the society. At the same time, a high level of stress has a negative effect on the physical and mental state of the workers and ultimately it results with an adverse impact on the performance. The private security worker, given the nature of the profession and as a result of the possibility of daily unforeseen events and situations, is constantly exposed to tension and stress. Daily and long-term exposure to stress could lead to negative effects both on the professional and private life, as well as on the overall health. In this sense, the knowledge and skills of the worker, which refer to controlling and dealing with professional stress are quite important.

An important topic which attracts the interest of the professional, expert and general public is the area of international human rights, a topic which is especially significant in times of migrant crises. In view of the public authorizations of private security providers, it is justifiable to expect that there are possibilities for them to be directly involved in activities that could lead to human rights violations and misuse or even abuse of their authorization to use force and/or firearms. In that sense, it is essential for the private security sector to develop a clear understanding of the international norms and standards for the human rights and freedoms. The private security worker interactively communicates with people on a daily basis. This, at the very least, refers to giving directions, instructions, conducting interviews or simply reporting incidents to his/her superior. Therefore, efficient communication is essential for successful performance of work tasks, but also for the success of the private security business. The experts in this field maintain that the ability to communicate is probably the single most important skill that every member of the security forces has to possess. Taking this into account, one can only imagine the consequences of undeveloped communication skills in the private security profession.

This manual is a basic tool to be used independently by the interested parties for the acquisition of soft skills by the private security workers. The goal is for the workers to acquire the basic knowledge which is based on the theoretical information, but supported with practical examples generated by established experts in the private security field. The manual has a multifunctional nature, i.e. it is intended to be used by both private security workers and private security managers, but also for trainers who will share their knowledge on soft skills with the participants in the process of further upgrading of their knowledge.

We believe that this ground-breaking attempt to upgrade the existing training programs from the private security area will have a productive start and, in the future, there will be proper conditions for such activities to be upgraded and improved, both in the area of private security, and in a wider context.

August, 2017

INTRODUCTION

*T*he private security profession is of public interest to society and this is a major indicator of its importance and role. Although, traditionally, the institutional security system of a country is consisted of military and police forces, the country's delegation of some of the security responsibilities marked the beginning of the private security in the Republic of Macedonia.

People who work in this field are expected to perform their tasks as professionally as possible and in a way that the private security worker will fully familiarize the client with the expectations and the quality of the provision of the specific services.

Even though the security workers are properly trained by going through a mandatory training, which is, above all, directly related to their close competences, in practice, however, certain inconsistencies of a specific nature were identified, primarily related to improper communication, vehement reactions, activities which result in violations of human rights and freedoms etc., and the professional analyses in several countries have shown that what is crucial in raising the professionalism and the expertise of the private security workers is the development of the so-called soft skills, more precisely the improvement of the skills in the field of communication, stress management and the skills of taking appropriate action in protecting human rights and freedoms.

The aforementioned gives rise to the need for continuous training for the ones who perform private security duties at all levels, which will ensure regular improvement of the communication skills, the ability to act accordingly in stressful situations, as well as skills for recognition and adequate protection of the rights exercised by the citizens, especially the vulnerable groups.

Private security is manifested through numerous interactions, actions and relationships, and that is exactly why it is important that clients and citizens receive professional treatment, with a full recognition of their integrity and respect for their protected legal goods, values etc.

Why exactly are these so-called soft skills so important? Soft skills represent a wide range of skills which are of particular importance in the performance of work tasks, because their role is to improve interpersonal relationships, work efficiency, achievement of set goals, etc. They are also known as cross-sectoral skills and competences, because they can be found in multiple professions and used for various purposes, whereby their application in different areas requires additional trainings.

Therefore, this manual consists of three segments which adequately deal with the three areas that the private security workers and the senior executives need to master at a higher level.

Namely, the manual is divided into several parts, with each part being further divided into 12 lessons dealing with said areas. The main text in each lesson is intended for every reader, but especially for the trainees of the basic level of training, because it defines the main terms and elements of the treated subject matter, whereas additional information intended for advanced level trainees, managers and trainers is given in separate segments (boxes).

At the end of every part, there are several questions intended for self-testing of every reader who will then use them to determine whether and to what extent he/she has mastered the subject matter of the respective area. In order to complete the self-testing process, the readers are provided with specific cases (hypothetical situations) wherein the security workers have to decide how to act should they ever find themselves in such situations.

Communications are the first area in which the security workers need to acquire appropriate skills. The overall operation in the private security industry is related to communications, be it verbal (manner of speaking, addressing etc.), non-verbal (body language, facial expressions etc) or professional communication (appropriate display/concealment of emotions in order to show that the situation is under control, non-verbal communication with the environment in stressful situations etc.). Regarding the communication skills, for the managers, for instance, the most important is lesson No.11 in the section titled "communication with problematic employees.

The area of human rights and freedoms is a scientific field that has a legal, as well as political and international character. The area of human rights and freedoms in itself does not, in fact, constitute a soft skill area, but given the nature of the industry and the authorizations related to the private security that essentially imply protection of certain rights and values, but also a danger of violation of someone else's rights and freedoms in case of unprofessional performance of duties and abuse of authorizations, there is a need for an appropriate improvement of knowledge in this field, in order to acquire skills to recognize and take appropriate actions in situations that concern important rights and freedoms of the citizens. Hence, for security workers, the lessons related to human rights in general and their division, the right to life, the prohibition of torture and other inhuman and degrading actions, the right to liberty and security, the right to privacy, the rights of children and other vulnerable groups etc. (lessons 1-10), while certain parts of lessons no. 5 and 7 are more appropriate for advanced level trainers (as well as managers). The last two lessons related to this area apply primarily to persons that will go through an advanced level of training or training of trainers, while the separate parts (boxes) within the lessons offer more detailed divisions, examples or information which are primarily intended for the readers who study the subject matter at a higher level or want to delve into the matter more deeply.

The third area is a typical soft skill required and characteristic for the private security industry, and refers to the management of stressful situations, i.e. professional stress management. Private security is an inherently stressful profession, because it deals with preventing, averting and facing dangerous situations, and danger is always a source of stress and fear. Therefore, the first ten lessons of this part are especially important for the private security workers, although the lessons dealing with issues related to leadership and stress, organizational strategies for stress

management and an organization that learns (lessons 8, 9 and 10) are more relevant to managers in security agencies. The last two lessons are dedicated to the training of trainers module, that is, they are most directly related to the trainers.

As it can be seen, this manual is dedicated to private security workers and managers, and contains lessons for trainers, that is, it addresses both the basic and the advanced level of training, as well as the training of trainers. The guidelines given above are merely instructional, which means that the text and the information intended for the advanced level are not necessary, but it is desirable that they be read by both the readers and the trainees in the basic level training. In fact, we encourage all our readers to have a professional curiosity and desire to improve their knowledge, because that is an important prerequisite for the development of the necessary skills in the private security industry and the attainment of a high level of expertise and professionalism in their work.

CHAPTER I

COMMUNICATION SKILLS IN THE PRIVATE SECURITY

1. Introduction to communication
2. Non-verbal communication
3. Body language
4. How to speak, how to listen/understand
5. Professional communication
6. Emotions and feelings
7. Giving and receiving criticism
8. Conflicts
9. Conflict resolution strategies
10. Communication with difficult clients; Communication with difficult workers
11. Communication styles
12. Personal appearance of security workers

   Real scenarios, examples from the practice

   Check your knowledge

Effective communication is an ability that is important for the individual success. Successful communication requires communication skills that will enable us to clearly and convincingly present our opinion in front of other people. Unfortunately, not all of us has this skill (it is not intrinsic), but fortunately it can be learnt. With the will power and the readiness to exert effort, every scientific method can be replaced with a new – more efficient communication method.

Everyday, during our work, we face different people: rough, agitated, impatient, sometimes even aggressive and violent. That requires application of various communication skills, especially in crisis or conflict situations. Some people have poor communication skills which causes them stress, whereas others, with better communication skills, do not allow the clients or associates to follow them, thus overwhelming them with information and causing them unpleasant feelings. It is good to be willing and able to communicate with different people. That will make us more efficient and it will increase our professionalism. Professionalism means that we are ready to offer our expertise (for private security workers it refers to measures - what we can and what we cannot do) and use it in an appropriate manner. When we talk about an appropriate manner (how should we do something), private security workers must be additionally prepared in terms of their communication skills for specific situations, because the legal measures they have at their disposal are often related to the human rights and freedoms.

Effective communication is the communication in which the recipient understands the message in a way that the sender wants him/her to understand. Accordingly, it depends on the messages of the sender (the one who speaks) and the recipient (the one who listens). Different obstacles may occur during the communication, including psychological obstacles, which refer to individual beliefs and values and they are one of the most common sources of problems in the interpersonal communication. At this point, it is especially important to emphasize and understand the influence of personal prejudices and stereotypes. The professionalism of the private security does not allow their influence in the course of the work, and it is therefore important to understand that it is particularly difficult to recognize and control our own prejudices and stereotypes. Communication is not just a spoken or a written word. We must be aware that when com-

Communication skills are particularly important for managers because with them they gain or lose their social power, which is crucial to their success in motivating the employees. Effective communication is fundamental for trustworthy relationship with the employees.

municating, words are just one component of our expression. When we communicate, it is our body and clothes that speak for us, while the objects that surround us and the scents, are the messages that we receive with all our senses. Hence, the two basic method of communication are as follows: verbal and non- verbal. The non-verbal communication is a separate topic in this manual which will be elaborated in more details in order to understand its relevance.

Communication is not always as effective as the sender and recipient would like it to be. An obstacle may appear in each phase of the communication process. In order to eliminate the obstacles it is important to determine their origin: from the sender, the recipient or the communication channel. In order to control the disturbances, the quality of the relationship between the communicators or the participants in the communication process, as well as the conditions and circumstances from which they are derived, are very important. The disturbance or the obstacles are less important if the participants know each other well; know their interests, values, habits and the way in which the other participant thinks. If the relationship between them is good and consistent, they will easily overcome the difficulties - even the obvious obstacles may pass unnoticed. The feedback is necessary for control of the communication obstacles: the recipient can confirm to the sender that the message is correctly understood - or request further explanation, additional information, etc. The feedback overwhelms the communication flow, but eliminates the obstacles and enables mutual understanding. Thus, the information flow decreases, but the accuracy of the conveyed information increases

The long-term experience in holding lectures on communication skills (training of police officers, customs officers, fire- fighters, private security employees) confirms that the training is successful only if we manage to convince the participants that the communication skills are necessary. The better communication skills we have the less problems we will encounter at work, and thus more time to fulfil our obligations.

Throughout the history, many authors studied communication and stated a number of rules that should be taken into account so as to improve the quality of the interpersonal communication. This part includes some of them that we believe have the highest impact on the professional and everyday communication.

Every communication has content and a relational component

In communication, we distinguish words that the sender tells the recipient and non-verbal communication, which the sender shows to the recipient. Based on the words, the interlocutor will create 7% of the impression, while based on non- verbal communication, even 93%. In this regard, we are talking about an impression that has a crucial meaning in the relational component of the communication. This does not mean that non-verbally we convey 93% of the message; such an understanding would imply that we would not need to learn foreign languages because we would convey the messages non-verbally. With the words, we convey the content of the message, which is usually clear, i.e. most people would understand it the same way. While through the non-verbal communication we express our attitude towards the message itself or towards the interlocutor. In doing so, often different people interpret the nonverbal message differently.

If the relationship between the interlocutors is poor, the content of the communication may be misunderstood. At that moment, we often find ourselves in the so-called "psychological fog". Psychological fog most often occurs when communication is based on uncontrolled emotional experiences. Then, we do not perceive the content of the message at all, because we focus solely on the bad attitude. The communication is effective when we manage to achieve harmonisation between the verbal and the non-verbal message.

It is impossible not to communicate - we constantly communicate

People, who perceive each other, already communicate. It is a mistake to believe that we communicate only when we have a conscious intention to convey a specific message. It is also a mistake to believe that we fully control our own communication. There are a number of situations where, thanks to non-verbal communication, we have understood the message, without saying a word. However, we also witness many situations where we have let clear nonverbal signs pass unnoticed. We all remember the moments when, based on the teachers'

The manager can help his/her colleagues by setting a good example with his/her behaviour. He/she will accept criticism and praise and will adequately give them to others. His/her own experience of the importance of non-verbal communication will be passed on to his/her colleagues to help them manage the crisis situations that arise in the course of everyday work. It is important to accept and respect employees despite the imperfections that each of us has.

behaviour, we tried to guess their mood and conclude if they are going to check our knowledge or not. These are the facts that the private security workers need to know in order to use the opportunity to obtain a lot of information from other people, even when they are silent. Furthermore, they must be aware that others see their body language, receive messages and make certain conclusions. Silence can be very rich in information and have a great communication value.

In order to use this, it is important to know how to behave during the process.

• The manner in which behave can be: Public, free, open – we say what we mean and we show what we feel. It is a part of our personality that we know and we are aware of, and it is recognised by the people with whom we communicate.

• Mysterious, when we hide something from others, because we are afraid of what people will think of us if they know our characteristics (unnecessary, unhealthy concealment of behaviour), or because we want to keep our privacy (necessary, healthy concealment of behaviour).

• Blindly, when we do not know or understand our own behaviour, but it is recognizable for our interlocutors and the environment. The blind part of our personality does not only include bad behaviours. People very often fail to recognise their own qualities. Those who have a large proportion of blind parts in their personality are usually more conflict persons because they always tend to blame others. The blind parts of our personality can be reduced if we learn to accept criticism and praise in order to reduce the undesired behaviours and strengthen the good ones.

• Unconscious, when neither we nor the others understand our behaviour, usually when we react recklessly, too fast, automatically, based on the previous experience (this is especially important for the private security workers in critical situations). The reactions to our unconscious behaviour in crisis situations can be reduced when we are well prepared for various possible situations.

We can not change others, however in the interest of better communication, we can change ourselves. It is especially useful to think about our behaviour and to change it for the better, if need be. Often, we do not see ourselves in a "real" light, and this can be a source of numerous conflicts and problems.

At every meeting, before we utter a word, our body already "speaks" through: posture, gestures, facial expression, tone of voice and distance between the interlocutors. It is a channel for conveying unspoken thoughts and feelings. The usual or normal speech rate is 100 to 120 words per minute. At the same time, average person consciously processes over 800 words. The richness of the non-verbal speech can be seen through the fact that it contains over 700,000 expressions, which is 100 times more than what a person with rich vocabulary can express. This allows us to understand why sometimes we have a strong feeling that someone is lying to us. At a certain level of their communication, we have received more information from their body language and we have recognized the discrepancy between their verbal and non-verbal communication. However, many mistakes are possible at this stage, especially if we are making conclusions based on one sign of the body language that we interpret independently, regardless of the other signs of the body language or the overall situation. Accurate interpretation is only possible when we take into account the entire package of body language with regards to the context or the situation in which it occurs. The body language includes:

Facial expression: The face is an important channel of the non-verbal communication, especially when expressing feelings and attitudes towards other people. By looking at people's face, you can recognize if they are happy, sad, angry, scared, content, whether they like something or not, even in situations when they try to hide their perceptions.

Eye contact: To be prepared for eye contact is associated with pride, affection, enthusiasm, while avoiding eye contact is associated with fear, subordination and depression. In a friendly environment, eye contact lasts longer and pupils widen. Prolonged eye contact can also occur among people who do not like each other, but then the pupils remain small, they do not widen. Introverted individuals, autistic children and people with mental disorders rarely establish eye contact, whereas extroverted and dominant people use eye contact more often, which helps them to be perceived as kind, mature, confidential, competent and friendly. Those who avoid eye contact are usually perceived as cold, pessimistic, cautious, disinterested, sensitive and insecure.

Smile: It is a part of the facial expression and is interpreted as a sign of warmth, openness and availability. However,

In communication, we distinguish between words spoken by someone and non-verbal communication. Based on the words, the interlocutor creates 7% of the impression, whereas the remaining 93% depend on the non-verbal communication. In that regard, we are talking about an impression that is of particular importance for the effectiveness of the communication, and not for the content of the message being transmitted. That is, this does not mean that 93% of the message is conveyed non-verbally, if that was the case, then people would not need to learn foreign languages and would communicate non-verbally.

a constant smile on the face is a mask which is easily perceived. Laughing for no reason is a bad habit at which interlocutors often react badly. A smile in an attempt to conceal shyness is a "double-edged sword", as well as laughter in professional relationships, which can be interpreted as a mockery.

Posture: With good friends the posture is "open": the hands are straight and the body is leaned forward towards the interlocutor.

In that case, usually both interlocutors have the same posture and when one of them is changing their posture, the other one is doing the same. This phenomenon is known as non-verbal mirror. Moving the body away from the interlocutor for about 45 degrees while talking over the shoulder is a posture that should be avoided because it creates an impression of superiority and obtrusion.

Can we hide a lie: The answer to the question if we can control our body language and hide a lie is most often negative. This is so because the non-verbal speech is an unconscious reaction of our brain that occurs completely independently of the content of our lie.

First impression: The first impression depends on many factors: appearance, behaviour, interests, etc. It is important because, if we do not have enough data on the interlocutor, we create a complex image thereof. Later on, during the following meetings, usually we do not try to correct our first impression, but we are only adding to the first impression that we already have.

Personal space: the distance that we want to keep between us and the other people.

• INTIMATE SPACE (from 15 to 45 cm) only those who are emotionally close to us are allowed to enter this space.

• PERSONAL SPACE (from 46 to 122 cm) is a distance at which we talk to other people at friendly or business meeting.

• SOCIAL SPACE (from 122 to 360 cm) is the distance that we keep from people that we do not know.

• PUBLIC SPACE (over 360 cm) is the distance that we keep when we address a larger group of people.

In order to make sure that others feel pleasant in your company, apply these rules and keep appropriate distance.

By using words, we convey the message of the interlocutor usually unequivocally, i.e. different interlocutors would similarly interpret / understand it. Non-verbal communication is determined by the attitude we have toward the message or towards the interlocutor, and people usually interpret it differently. The communication is the most effective when consistency of verbal and non-verbal communication is achieved.

Communication is a process of conveying message between, at least, two people. It contains the following elements and/or phrases:

• the sender's intention to convey the message,

• transforming the intention or the thought into an adequate verbal and non-verbal form,

• communication channel through which the message is conveyed,

• the recipient accepts the message and translates it in "his/her own language", i.e. it interprets the meaning of the message,

• sends response to the message,

• the communication can be interrupted or impeded in each phase, which will reduce its effectiveness.

The communication is effective when the recipient understands the message the way the sender intended to convey it. Therefore, the accountability for effective message is equal between the recipient and the sender.

The sender must:	The recipient must:
– know what he/she wants to convey	- listen carefully
- say what is important	- be aware of the selectivity
- convey a clear message	- be empathic with the
- takeover responsibility	interlocutor
- да побара повратна информација	

Techniques of careful listening

The effective communication largely depends on the ability to carefully listen. The listening is often a big problem in the communication process. This is because, often, it is understood as simple silence while the interlocutor speaks, and than we say what we have been contemplating while he/she was talking. And here lies the problem, while the interlocutor is speaking and we are contemplating and not listening. It is important to emphasize that careful listening means that we respect the interlocutor.

There are three techniques of effective listening: passive, "open door" and active listening. Each of these careful listening techniques requires the recipient:

• to distance him/herself from his/her own feelings and problems, emotions and thoughts so as to be able to carefully listen to the interlocutor,

Active listening techniques are:

• EXPLANATION – checking if what has been said is understood;

• PARAPHRASING – reformulating part of what the interlocutor said in one's own words, without changing the meaning;

• SUMMARIZING –simple summing-up what has been stated in the course of the communication in a structured and coherent manner.

• to focus on the sender, their position, relationships and experience (empathy).

Each of these techniques is applicable in a certain phase of the communication. At the initial contact we listen passively, and then through the "open door" technique we switch to active listening. By doing so, we need to be flexible and change the techniques in accordance with the interlocutor's reactions.

1. PASSIVE LISTENING

Practically this is silence. We allow only the interlocutor to speak. With an attitude of attentiveness, adequate facial expression and established eye contact, we show that we are interested in hearing what the interlocutor wants to convey. We do not interrupt the interlocutor and we don't comment because that can interrupt his/her flow of thoughts and impede the communication.

2. "OPEN DOOR"

The aim of this technique is to encourage the interlocutor to tell us something more. We strive towards a more open communication. We encourage the interlocutor to add something to what he has said, by using the statements: "Mmm, yes, yes. Is that so? Really? I hear you. Tell me something more about it. I would like to know your opinion about this…

3. ACTIVE LISTENING

In this technique, both communicators are active, the sender and the recipient. Although primarily we are in position of a recipient, gradually, by applying different techniques we become more active. In order to check if we understood well, we use the "mirror" technique, both non-verbally and verbally, by repeating the same words and gestures as the interlocutor. Hence it becomes clear that listening does not only mean to remain silent while the other person speaks, but to follow his/her words in a way that will enable us to also recognize what is said "between the lines". With such attitude, the interlocutor gets the impression that he/she is important to us and a trust-based relation is created.

For effective communication, it is especially important to know the strength of "I" messages". "I" messages lead to understanding and mutual respect. They help us better express ourselves, without criticizing and blaming the interlocutor, especially in situations where we have different attitudes. They have 4 components:

- *OBSERVATION – When I listen, I see, I have the impression that…*

- *FEELINGS – I feel as if …*

- *NEED – I have a need, desire..*

- *DEMANDS –Now I would like to..*

The efficiency of the communication with others is influenced by our personal attitude (or life situation). The appropriate attitude is the key to our correctness and professionalism. It is the way in which we perceive and experience others, but also ourselves. There are four different attitudes, but only one provides professionalism in practice. Because often this attitude is not the one that is personally closest to us, we have to learn it. Every personal attitude is distinguished by a certain model of beliefs, experiences, emotions and behaviours. In order to provide better understanding, we will mark them with mathematical signs: "+" and "-". Every attitude has two dominant dimensions which act in a pair. The first dimension refers to how a person experiences him/herself, whereas the second dimension refers to the manner in which the person approaches others. Below is a short presentation of all four attitudes and it allows us to better understand them:

Figure: Personal attitudes

- + I'm not OK, you are OK	+ + I'm OK, you are OK
- - I'm not OK, you are not OK	+ - I'm OK, you are OK

Establishing equal relationship with the environment (++)

In a positively oriented life situation, people are optimistic, happy and have a good self-confidence. With that, they can better use their potentials and reach their goals. They recognise their strength, but also their weaknesses. Such people use ASSERTIVE communication. Assertiveness is a characteristic way of behaviour and effective communication style. It is a behaviour in which the personal demands and expectations of others are expressed clearly and self-confidently, without violating other people's rights. There is no room for expressing shame, tenderness, or deviation from the measures that we are obligated to enforce. In this manner of operation we can notice the basic tools for professional success of the private security worker, and they are DECISIVENESS, along with EMPATHY, as a key to correctness and professionalism. Assertive communication is a two-way process in which we respect ourselves, but we also respect the interlocutor, by showing him/her that we understand his/her attitude, although it differs from ours (understanding

A manager with ++ orientation creates a situation of trust and respect between him/her and the employees, which is a precondition for his/her managerial success. Concurrently, with such fair communication, he/she sets a good example to his/her team members.

does not mean agreeing!). At the same time, we have the right to express our opinions without feeling any fear or guilt.

We can recognize the assertiveness of the private security worker in their determined and correct behaviour, where the provocative behaviour of the interlocutor is not enough to provoke them.

That means that during the procedure, the private security worker cannot feel offended or personally involved, the worker sets clear boundaries, provides feedback and says "NO" when necessary. Concurrently, the private security worker is not violent, rude or disrespectful in any way with the interlocutor.

Establishing a superior relation with the environment (+-)

In this position, we observe the environment from a superior position, seeing the others as incompetent and insufficiently good to trust them. That makes them aggressive in the communication with the others. An aggressive private security worker cannot control their own emotions; they are easily offended, feel undervalued and risk exceeding their authorizations.

Establishing an inferior relation with the environment (- +)

People in this position think that they are better and more capable than the others. A private security worker with such attitude is indecisive and insecure in their decisions and arguments, as a result of which, they often fail to fulfil their work obligations.

Establishing a worthless relation with the environment (- -)

This situation is typical for people who believe that it is pointless to live, often re- examining the meaning of life. This type of people does not face their problems, using the "whatever will be, will be" approach. This is a position of a loser in life, this type of people are often DEPRESSED.

Self-respect and respect for others is the basis for a constructive and healthy communication. It is important to understand that we can learn how to separate the person from his/her behaviour. When we succeed consciously to separate the person from their behaviour, we can be critical and not accept only certain behaviour, without offending or rejecting the overall personality of the interlocutor.

Emotions can be pleasant and unpleasant and they have a significant role in the communication and conflict resolution. They appear when some of our values are confirmed, intensified by the environment, or when the interlocutor opposes our opinions and beliefs. The more our value, opinion, belief are important to us, the stronger the emotion. There is a common belief that we constantly experience a certain emotion, but that is not true, because there are moments when we are indifferent, i.e. we do not experience any emotion. The reason for this misunderstanding is the fact that the emotions are identified with feelings. Feelings are experiences that occur when our senses are provoked. They are constantly present and keep us awake. Feelings are part of the physical side of our personality, while emotions are part of the psychological side.

When working with people, the most important thing is to understand our own emotions and to respect the experiences of the others. When we respect other people's emotions, people know that they are important to us, and that is a basis for good interpersonal relations.

During childhood, no one teaches us how to manage our own emotions. What we experience and "record" in our brain during the first six years of our development, becomes an automatic behavioural model further in life. Such behaviour reinforces during years and becomes a strong habit; therefore we often believe that it is in our nature. Fortunately, that is incorrect, and if the manner of reaction and expression of emotions does not suit us, we can learn to react differently. Individual emotional maturity is evaluated via the manner in which we react to emotions. Therefore, it is important for the private security worker to have highly developed emotional control skills.

Regarding the emotional control, it is important to understand the following communication skills:

Position of empathy: A capability to experience a situation from the

interlocutor's perspective (to understand what the other person says and how they feel). Empathy is not innate, but it can be learned! In critical situations, empathy enables us to defocus from our narrow mindedness, anger, rage and start thinking about the content. When we succeed in changing our view in this manner, we gain a capability to control our reactions and our response. We are not talking about control of the circumstances, but about control of our own responses in those circumstances. The private security worker must be

> **The private security worker must develop the ability to react in a controlled manner, especially in crisis situations. He/she must be aware that when experiencing strong emotions, they can be controlled. It enables him/her to fulfil their obligations professionally, manage their own stress and save energy.**

emphatic and self-confident at the same time. Emphatic self-confidence means that the person understands the situation from the interlocutor's perspective, and at the same time they indicate that something needs to be done in accordance with certain rules and instructions.

Dissociated position: we are not emotionally involved, we react completely rationally and internally we are totally cold. The downside of this position in the professional communication is the possibility to be understood as uninterested, cold and high conflict person by the interlocutor.

It is important for the private security worker to know how to quickly withdraw from an associated position and enter some of the other two positions (especially in crisis situations).

Examples of responses from different positions:

While exiting the shop, the buyer activates the alarm and starts screaming and insulting.

Associated response: The private security worker is agitated, he/she starts waving hands and shouting at the buyer: "Who do you think you are? You will not address me that way. I'll show you who I am." Such behaviour causes conflict.

Dissociated response: The response of the private security worker is cold and he/she says: "We will follow the procedure in accordance with the law. I have the right to do it!". Such behaviour does not help resolve the situation, as the buyer feels ignored, having regard to the fact that the worker does not react to his anger.

Empathic response: The private security worker remains calm, nonverbally indicating that the situation is under control and says: "I understand this is an unpleasant situation for you; however my job is to .....". In this situation, the buyer gets the impression that the worker reacts to his anger, cares about him, and respects him and it is expected for him to calm down.

The most common misconceptions about emotions are:
- Unpleasant feelings are bad;
- Strong feelings block the reason;
- Certain feeling causes certain emotion, therefore anger causes aggression.
- Other people's inappropriate behaviour causes an unpleasant feeling in me.

A private security worker is often in a situation where he/she has to set boundaries of other people's expression and behaviour. We can easily set boundaries to people who act inappropriately, by criticizing their behaviour. Usually, each of us can give criticism in one or two different manners, however for an effective communication this is not enough, because all people are different. In order to be effective in giving criticism, it is important to know several rules and techniques of expression.

Criticism is a request for change of the behaviour. The purpose of expressing a criticism is for the person to whom the criticism is intended to understand the criticism and end the unwanted behaviour. It is especially important when and how we are criticizing another person. The worst and unconstructive criticism is the one that is based on power.

Rules of giving criticism:

• Always criticise the behaviour, not the personality of the interlocutor.

• Clearly and accurately describe the unwanted behaviour.

• Take responsibility for the criticism - we criticize on our behalf.

• The criticism is expressed immediately after the unwanted behaviour.

• Start with a milder criticism that can be amplified gradually, if it does not provide the desired effect.

Levels of giving criticism are as follows (they are presented from the easiest to the most difficult):

• **REDIRECTION** - We suggest an alternative acceptable manner of behaviour to the person with unwanted behaviour. Example: We do not use "Don't shout." but "Please, speak quietly."

• **RE-EXAMINATION** - This is a call for self-criticism. For example, "Do you think it is okay to shout and disturb other guests in the restaurant?"

• **I - MESSAGES** - it is a strong message because it is based on sympathy. This is especially effective in socialized individuals who care about the others. For example, "You are upsetting the other guests with your yelling; they cannot talk in peace, so please calm down!"

The person who feels guilty is motivated to change the criticized behaviour, while the person who feels insulted is motivated to break the communication or respond criticism with an attack.
For this reason, it is important to learn how to send criticism as a message, directed to a specific behaviour.
The art of giving criticism is one of the important components of social power.

• **HOT/COLD MESSAGES** - These messages are composed of criticism and praise, which order is especially important. In order to be effective, the criticism is expressed first, then the praise. They are effective if you criticize the behaviour, and then give the person praise. For example, "Such behaviour is forbidden in the bar, but since you are a responsible person, I am sure you will stop it. This technique is considered one of the most effective ways of giving criticism.

• **"SANDWICH" MESSAGE** - The sandwich message consists of criticism that we "pack" between two praises. First we praise the behaviour of the person, then we criticize the unwanted behaviour or mistake and, finally, we add another compliment to the person's behaviour.

• **YOU MESSAGES** - This technique is primarily designed for anti- social people who often do not respond to milder forms of criticism. It includes criticism of the behaviour, an insight into the consequences thereof, and a proposal for an appropriate solution.

• **PUBLIC CRITICISM** - It is used after we unsuccessfully exhaust other forms of criticism. Because it is the hardest form of criticism, we must bear in mind that we criticize only the behaviour or the mistake, always in the presence of the person and with a prior warning. Public criticism in private security is not the best choice and usually it is not possible.

When we expect criticism, it is important to follow certain rules. Criticism is a form of "a gift", because it enables us to see the blind part of our personality and change it, by which we grow as a person. When someone decides to criticize our certain behaviour, it is important for us to listen until the end, check whether we have understood well and decide what to do with the criticism. We can accept the criticism and apologize for the unwanted behaviour; we can either reject it or postpone it for later and think about it in peace. The biggest mistake when receiving criticism is when we feel hurt and start defending ourselves, without even hearing or understanding the content of the criticism.

> **When we criticize, we often feel uncomfortable, because we do not want to cause unpleasant feelings in others. That is why it is hard for us to say what bothers us. All people tend to satisfy others, because they need to be accepted and loved. However, if we want others to change the behaviour that we do not like, it is fair and honest to point that out.**

Ego states

The knowledge of the ego states that are defined in the transactional analysis (hereinafter referred to as: TA), helps us understand the conflicts. The founder of TA is the American psychiatrist Eric Berne. TA explains that people change in front of our eyes while we are watching and listening to them. The changes are evident in their behaviour, words and gestures. Therefore, often, we have the impression that we are suddenly talking to another person, even though it is the same person. The explanation is related to the different ego states of the person. TA defines three ego states of each person: Parent, Adult and Child. Our behaviour in a certain situation depends on the ego state in which we are at that moment. Each ego state is characterized by its own model of feelings, behaviours and thoughts. The ego states are recognized through verbal and non-verbal communication.

Parent state - All the warnings, rules and requests that children receive from their parents are recorded in this ego state. They are accepted as an absolute rule, regardless of their real accuracy, because they are obtained from the parents who are the basic source of security in childhood. We are in a Parent ego state when we act similarly to our parents or other authorities who are important to us. The parent acts from a position of power and authority. Two basic functions of parenting dominate in life: care and criticism. From this aspect, we distinguish two basic Parent ego states - a parent who cares and the Parent who criticizes.

Child state - when we behave and feel like we used to in our childhood, we are in a Child ego state. The experiences from the childhood are recorded in this segment of the person. The Child state is characterized by creativity, curiosity and the need to discover unknown things, but also the feeling that we are cornered and there is no way out.

Adult state – it develops later in the person's development; it is based on the information received from the environment and own experience. The more relevant the information the better the person in solving life's challenges and problems. In the Adult ego state we are logical, we use the available information, collect facts and evaluate the results. We communicate with others based on mutual respect, establish partnership relations, we are able to organize and coordinate. This ego state is the most important for achieving professionalism in the work of a private security worker.

The ego states are always capitalized in order to distinguish them from the basic meaning of the used terms. Their essence is: Adult - Everyone is capable of objective assessment of the situation. Parent - Everyone has their parents within them (automated response). Child - Everyone carries their childhood within them (creativity, intuition, spontaneity). In professional conflicts, it is important to consciously hand over the control to the Adult ego state.

Conflict Management - Effective communication requires an adequate choice of ego state. When we choose an ego state based on a realistic assessment of the situation, and not based on learned and, often, insufficient models of behaviour, the communication will result in conflict. Therefore, we need a strong adult who decides which ego state is the most appropriate one (Parent, Child, Adult) in the given situation.

FOR BETTER UNDERSTANDING - CONFLICT RESOLUTION THROUGH EXAMPLES:

A private security worker in a shopping centre approaches a buyer who activates the alarms at the exit of the shop. Before saying anything, the buyer raises their voice, starts shouting and insulting the private security worker. His/her monologue ends with the sentence: "I don't know how you can be so pathetic, when you know that these things always go off?".

The private security worker can choose to act from the Adult position and say: "I am sorry, you have an impression that I intend to complicate the situation. On the contrary, I believe that you have bought something with an extra protection that has not been removed, however my task is to react whenever the alarm goes off and I try to fulfil my work obligations. By doing so, the worker consciously chooses the ego state that allows him/her to act rationally, based on the information he/she has (Adult), his/her attitude is not commanding and authoritative (Parent), but also, he /she is not offended and does not withdraw (Child).

Another possible way of reacting is choosing the ego state of a Parent who cares

combined with an Adult: "I understand that this situation insults and frustrates you (thoughtful Parent), but my job is to check what happens every time the alarm is activated (Adult). Did you buy a product with special protection that needs to be removed?"

In the first part of our reaction, we try to calm the interlocutor, then we focus on solving the situation. This reaction schedule is especially important. Each of these methods provides a solution to a problem without negative consequences, i.e., it is constructive.

> **Why is it so difficult to remain in the Adult ego state? The other two states are developmentally older, so they have much more information than those that we have gathered through the experience. In them, emotions are significantly stronger. In order to stay in Adult state, it is important to work on it and strengthen it.**

Interpersonal conflicts arise in situations in which the actions (realization of the wishes, needs) of one person prevent or hinder the activity (realization of the wishes, needs) of another person. There is a popular opinion that conflicts should be avoided, because we believe that the absence of conflicts is a sign of a good interpersonal relationship. As well as that conflicts cause disagreements, arguments, quarrels, violence, etc. However, the fact is that conflicts are inevitable. Each of us has different needs and often we cannot achieve them because of someone else. Therefore, it is important to change our mindset from "how to avoid conflicts" to "how to constructively resolve conflicts".

There are FIVE STRATEGIES for conflicts resolution. Each of them is characterized by a certain behaviour, belief and emotion. Which strategy we choose depends on:

- How important it is for us to achieve our goal
- How important it is for us to maintain good interpersonal relationships

Introduction to conflict resolution strategies:

It is best to absorb this content through practical work and exercises demonstrating the five conflict resolution strategies. Through analysis, we will attempt to recognise what resolution style is in question. The participant will concurrently receive a questionnaire, which will reveal what resolution strategies they most commonly apply, and which ones they should learn.

WITHDRAWAL – turtle		
Achieving the goal and maintaining the relationship is not important		
BEHAVIOUR	BELIEF	EMOTIONS
The person tends to withdraw from the conflict situation, avoids the controversial topic, as well as the person with whom they are in conflict. Usually, this strategy is used by people who convey information to superiors, subordinates, and colleagues.	Any attempt to resolve the conflict is doomed, because the person tends to remain neutral.	Sorrow, depression

DOMINATION - shark		
Achieving the goal and maintaining the relationship is important		
BEHAVIOUR	BELIEF	EMOTIONS
The person strives to achieve the goal at all costs. He/she is not interested in the needs of others. He/she fights. He/she is aggressive as well.	Only the strongest will survive.	Anger towards everyone involved in the conflict situation.

ADJUSTMENT – bear cub

Maintaining the relationship is important, while achieving the goal is not important.

BEHAVIOUR	BELIEF	EMOTIONS
The person agrees with others. Maintaining the relationship is important, so it is left to the opinion of others. The most important thing for the person is to be accepted, even at the cost of not achieving his/her goals.	Conflicts are harmful to good relations and harmony.	Mindfulness, care for others.

COMPROMISE - fox

Medium-level need to achieve the goal, as well as to maintain the relation.

BEHAVIOUR	BELIEF	EMOTIONS
It is important for the person that all involved achieve their basic goal and maintain a good relation. He/she is ready to cooperate and partly left to the opinion of the others.	You have to sacrifice something in order to get something. Nothing is perfect; there are always more solutions to the problem.	Satisfaction/dissatisfaction

TRANSFORMATION -owl

It is important to achieve the goal and maintain the relationships.

BEHAVIOUR	BELIEF	EMOTIONS
The individual attempts to discern the reason behind the conflict, exchanges information and looks for proper solutions. They believe that the goals and the needs of everybody involved are important and respect the joint cooperation aiming towards goals achievement.	Reconsidering the reasons and finding an efficient solution for everybody are aspects that pave the way to good relationship and goals achievement. Nobody has special rights.	Pleasure

Managers should find the goal achievement important, but also the team members' relationships; that is why they should most commonly use the OWL strategy, but they should beware not to make unnecessary complications in case of less important or unimportant situations.

Private security workers deal with different types of clients on a daily basis, and each of them requires a different approach. Generally, the procedures involve clients who could be less, normally or more demanding. Oftentimes the conflict resolution techniques are sufficiently effective in working with these clients. About ten percent of the clients, however, belong to the group of difficult clients and they demand more time and energy. Routine communication is not recommended in the relationship with them. There are five most common types of difficult clients:

Angry client - Tiger. They are constantly angry at someone or something. They have an unconscious necessity to confront and fight in every occasion. This necessity is present in every aspect of their living. They often raise their voice and yell even at the pettiest provocation. The tiger is aware of the power he holds with the client position, he is time-sensitive, and among other things, he is easily recognisable through the statements: "Will I have to wait?, "Wasn't this enough?". When we deal with an angry client, it is important to hold a dissociated position and to react from an Adult ego state. Briefly and specifically and in a relatively kind manner we explain only the facts that they are interested in.

Rude client– Pig. The client is rude and looks for our weaknesses. Communication most commonly starts with offences such as: ("You are not competent to do your job", "You are a mafia"...etc). It is important to understand that these clients are rude with the majority of people because they live according to the motto: "Attack is the best form of defence". Their internal orientation is most commonly -+ while they externally demonstrate +- relationship. Understanding this mechanism allows us to maintain an emotional distance in the relationship with them and to remain professional. Communication is led from an Adult ego state, we insist on the content of their extant problem, but should the client continue to behave improperly, we set a clear limit.

Superior client - Camel. The client is convinced that they hold a dominant position in the communication, they know everything, they insist on their rights, they read laws, they are informed in details, they meddle in somebody else's affairs, they moralise and they teach others which actions are proper, and which ones are not. These clients have a strong urge to confirm their importance. Their logical conviction is: "I am OK, if only the others could see how smart I am and

A client who is not difficult but is demanding vacillates between ++ internal and external position line. In this conversation, it is necessary that the private security worker reacts from an Adult ego state because these clients only respond to Adult- Adult communication. This client gathers information, asks questions, does not blame and is not rude. Their goal is clear and they are not manipulative, the client is focused and talks about the situation.

The problem arises if such client is approached from a Parent ego state with +- position, to which the client can act differently. Many conflicts arise when the private security worker wrongly assumes the demanding client to be a difficult client.

how much I know". Such client continuously attempts to boost their personal value while belittling the interlocutor. We will be trapped if we allow this scenario. While working with these clients, it is important to maintain a dissociated position; we could say a few nice words and in that way undermine their power (e.g. "If people knew the reasons for the diseases as well as you do, they would have had less health problems"). In other words, there is no point in trying to prove that they do not know things well enough because you will immediately activate their -+ position. It is important that we are recognised as competent professionals by the client. The confrontation with their "I know it all" should be made with particular attention ("The majority of the people interpret it that way, but this is just a tiny detail, which could be easily missed"). In this way, we confirm our own professionalism and we maintain its value.

Talkative client – Rabbit. They are kind, sensitive but very talkative. The difficulty lies in their inability to focus and direct. They jump from topic to topic and they do not look for answers. At the same time, these clients are very sensitive. The loquacity might be a result of loneliness, " I have finally found someone who will listen to me". We deal with these clients by allowing them to talk, but we interfere in their monologue in the first occasion while they are trying to make a break or shift to a different topic. We do not interrupt them directly because we will provoke -+ position. We lead double communication – the client talks about one topic, while we constantly bring them back to the key topic, until we elicit the necessary data. Throughout this process we do not demonstrate any signs of anger or boredom.

Suspicious client – Rat A client who trusts nobody. They suspect everything and everyone and they ought to check everything. The internal logic is: "If they deceive me it means I am not worthy". That is why they are constantly suspicious and wondering: "Is it true?, How do you know? Where is that written? When working with these clients, it is important to provide them with all the necessary information, as well as give them directions where they can check, where it is written etc.; giving them sufficient time for these. It is important to demonstrate that we are confident about our expertise, we give clear and specific answers and we do not leave space for suspicion.

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> **Communication skills in the work with difficult clients/colleagues are best learnt with the "role play" technique. These skills are acquired by working on real scenarios where the group that assumes the role of security worker is not aware of the scenario and reacts on the basis of its judgment.**

When we communicate with clients, oftentimes we find it difficult to separate private from professional identity and we react in ways which are not typical for us. On these grounds we can define our personal communication style. Communication styles characteristics:

1. Evaluation style (when our statements involve ethics or judgement):

- Evaluation or judgement regarding the behaviour of others;
- Phrases: This is not good... You should... Don't you think... It would be good if you do...;

This superior role of the evaluator can cause defensive behaviour at the other person and leave an impression that we want to deal with them and their problem quickly;

2. Interpretative style (when we "understand" the crucial point):

- We teach and explain what the problem is in fact;
- Phrases: Now I understand what your problem is ... You get agitated too quickly... The reason for your problem is... ("expert" of giving psychological advice);
- Instigates defensive position at the interlocutor;

It is better to keep the interpretation for ourselves, until we check it by collecting additional information.

3. Expressing support (focus on encouragement and conciliation);

- Support, encouragement;
- Expressing sympathies;
- When strong feelings are expressed, we can demonstrate trust in the competences that the person possesses.

4. Investigative style (when we try to gather more information about the problem):

- We look for additional information in order to determine the direction of the conversation or we lead the conversation towards what we already have in mind.
- We ask open – closed questions;
- We do not use Why but rather we use What, Where, When, Who, How;
- We use reflexive statements (It seems to me that you enjoy doing your job...).

5. We propose urgent solution (when we immediately propose the solution that we ourselves have chosen):

- We call to action;
- We do not collect additional information;
- We reduce the responsibility of the collaborators assigned to solve the problem;

6. Understanding (we listen actively and we check whether we have understood the interlocutor):

- We extract the meaning of the statements, but we do not repeat faithfully (If I understood you well, you think/you feel...); At the same time we pay attention to the content (we repeat it with our own words), the expression (we provide serious answers to serious questions, to humour we react with humour), the importance (we neither enhance nor diminish the importance of the content) and to the language (we use simple, understandable terms);
- We understand the interlocutor's thoughts and feelings and we provide feedback whereby we check whether we have understood each other well;
- We adhere to the mirror technique regarding the interlocutor's statements, giving them the chance to hear what they state (only the conclusion or the solution that we derive ourselves, make permanent changes).

All communication styles are useful in certain conditions. What is important is to understand that we cannot solve the interlocutor's problems instead of them. We can only help them come to the solution through conversation. At the same time, our effectiveness is dependant on the relationship we have with the other person and on the goal we want to achieve. For example:

- It is advisable to grasp the reasons at the beginning, while we are building a relationship with the interlocutor. In that way we achieve trust.
- We give an assessment only when somebody requires evaluation from us. Assessments and judgements can easily block the communication. In any case, we do not provide these during the first meeting or to a person whom we do not know.
- We research when we do not have a sufficient amount of information.
- We provide support when we want to demonstrate acceptance or when we tend to support the interlocutor to insist on keeping a particular behaviour which leads to constructive solution.
- We offer a possible solution only if one is requested from us.
- The interpretation is acceptable only in the cases when we want to show the interlocutor how their behaviour affects us.

A questionnaire allows us to check our own dominant communication styles in order to discern whether we commonly tend to choose styles that block the communication, or styles in which we undertake too much responsibility.

The private security worker, while practicing their own duty, should respect the basic rules of professional good manners, since in the eyes of the public he is a person in a uniform. Following the rules of good behaviour, they contribute to the profession's and the private security services' reputation, whose representatives they themselves are, as well as to his personal reputation. A few of the most important rules which the security worker should know are listed here, as are a few instructions regarding proper appearance.

We are all aware of the importance of the first impression. Sometimes, however, we tend to neglect the importance of greeting, which is a basis for establishing a good first impression and effective communication, but also vice versa. Even with the manner of greeting we show our demeanour, our awareness of the importance of proper manners in behaviour and mutual respect. When we greet, the act of greeting should be done clearly and loudly. We do not forget the eye contact and the amiable facial expression.

In our culture, in the business world, the only touch allowed is the handshake. During the handshake, the hand is positioned under a 90 degrees angle, we take the interlocutor's handshake with the entire hand and we never handshake using only the fingers. The hand grip should be moderate, not too weak and not too firm. Handshaking lasts a few seconds. While handshaking in a formal atmosphere, we do not swing the interlocutor's arm neither do we tap their shoulder. We do not handshake with the arm turned downwards as in this way we demonstrate authority, dominance and superiority. On the other hand, if for a handshake we extend our hand turned upwards we demonstrate our insecurity. Handshaking over a table is against the business ethics (in case the circumstances do not allow a different approach, then we clearly leave an impression that we know the rule, but given the circumstances we will handshake over the table). We do not handshake while our other hand is in the pocket or we are holding a cigarette. In this way, we demonstrate disrespect towards the interlocutor and we neglect good manners. We never disregard or turn down an extended arm for a handshake. When we handshake, we always stand up and this rule applies to both sexes.

In the act of a handshake it is important who extends arm to whom:
• The superior will extend the arm to the inferior.
• The one who holds higher position to the one who holds lower position.
• The buyer to the seller.
• The older to the younger.
• The woman to the man.
• The patient would extend their arm to the doctor, but the doctor might as well extend their arm if they are willing to do so.

The workplace private security worker does not extend arm to anyone, but neither does he reject one should he receive it from the others.

Many people believe that addressing the interlocutor formally is a sign of respect, but at the same time a way to set distance. In any case, the formal addressing by itself is not a sign of respect. We have to be particularly careful with the informal addressing in every situation. If someone addresses you informally by using "you" during the first business meeting, it is a sign of disrespect, improper behaviour and in the least, neglecting good manners. We address formally every adult person that we do not personally know.

Proper address is not merely a sign of our well-manners and knowledge of well manners, but it is also essential in formal situations. We can address someone by their name only if we know that person well. For persons, whom we formally address, we use Sir or Madam.

When we address them by their title, we must be careful to use the correct title. The name of the title can be omitted if the person allows it. In case of written communication, the title is always used. By using a title we only address a person who holds a title. This means that if we address the doctor's wife we are not going to address her, say, using the title "Mrs. Doctor".

Maintaining a sophisticated approach, personal neatness and effective communication, we leave an impression of reliability, persuasiveness and self-confidence. Taking into consideration the fact that non-verbal communication is 93% of the first impression, we immediately conclude that the appearance is of a particular importance.

The uniform is a distinctive mark of our profession and that is why we have to wear it with respect, self-confidence and, of course, in accordance with the rules. Work uniform can be worn only when we are at work. Going shopping or sitting in a cafe in a uniform is not a proper behaviour. We should pay particular attention to the shoes and clothes' neatness. At work, only minimal jewellery is allowed. The number of rings is limited to two. Gold necklaces, medallions, ornaments etc. are part of the casual outfit and we cannot wear them in business situations. It does not take a lot to be tidy and neat. If we do not dedicate time to ourselves in the morning, we will regret later during the day. It is necessary to take a shower twice a day, in the morning and in the evening. It is advisable to use deodorant. Clean underwear and a clean shirt should be worn every day. A shirt worn for a day or more absorbs the sweat and causes unpleasant odour.

Make sure your hair and your hairstyle are clean. It is important that the hair does not cover the face and it does not get in our way during the work. Long hair should be tied. If we dye our hair, we should use natural colours. If you have moustache or beard, make sure they are kept clean and tidy.

Nails should be properly manicured. It is not recommended to have long nails at the workplace. Nail polish should not be damaged and it should have a natural colour. All types of designs and excessively long nails do not contribute to a serious countenance. You must not allow having broken or bitten nails.

Real Case scenario 1 - "Everybody's friend"

When he received the termination note, Daniel was dismayed. He needed this job badly, and he believed he did everything possible to keep it. He was punctual showing each and every day, 15 minutes earlier to the job, in his neat and crisply pressed security officer uniform that he was so proud of it. His boots were always shining, and his smile never gone from his face.

Nobody in his security company and not a single customer he was working for could say something bad about him. He treated everybody with utmost politeness and deference.

Lately, he was assigned to a new customer location, the headquarter of a multinational company. It was a two stories office building where he was in charge of enforcing the company's access rules, holding keys of the offices, vetting the visitors at the main entrance.

He loved his new appointment and because of his "people skills" soon after he become "everybody's friend" in the office building, from the top management to the last executive chauffeur.

He never said "no" to anybody, always ready to serve and to help. Besides his security duties, especially during so-called "quiet times", he also accepted to do quick errands. Buying cigarettes, chocolates and ice-creams, parking cars were the little services that made him highly appreciated amongst the staff.

He was aware that, as a security officer, he was never supposed to leave the premises during his duty, but he was confident that nothing wrong could happen in such short periods of absence. Moreover, he believed that by keeping customers happy he is actually helping his security company to hold on the contract thus securing his job, as well.

But it looks that it didn't work like that.

He later found out that, when he was out for parking

the car of the CEO's personal assistant, somebody entered the building and in no more than three minutes managed to break in an empty office at the first floor, stealing a mobile phone and other personal belonging of people working there. For the worse, a laptop computer containing important data was stolen, as well. The lost information was almost impossible to be replicated without significant costs, some projects had to be delayed as a result.

Needless to say that the security contract was terminated and his security company had to pay for damages, as well.

Now, Daniel realises that he should learn to politely say "no" when it is about compromising on his security duties.

He should have remembered that his essential role as a security officer was to protect that building. Being friendly should not have impeded him to fulfill his security duties properly.

Real Case scenario 2 - "Never assume..."

Life of a dispatch officer, in a cash-in-transit company's dispatch centre is not at all so easy. When you are dealing with tens of armoured trucks full of money driving around the city on a daily basis, you have a big responsibility pressing down on your shoulders. Christian was aware of what implies such a job when he was promoted from security officer to the dispatcher position. However, besides the huge responsibility, most of his work was about routines that had to be meticulously observed, every day. All the same, sometimes the daily routines are disrupted by all sorts of incidents that need to be promptly dealt with, and this is bringing a much-welcomed variation to the otherwise, quite monotonous job.

For instance, today an armoured truck contracted for a long distance cash transport for a bank, break down due to a mechanical failure and now was stopped by the road, close to the city's outskirts. The time pressure mounted as the minutes went by, Christian knew that a stopped armoured car means increased security risks and at the same time, a delayed cash transport means penalty fees for his company. Therefore, he quickly stepped-in. As a contingency for such unpredictable situations, a spare truck and a reserve security officer team was always on standby at the headquarter of the cash-in-transit company. Therefore, Christian summoned the reserve driver to brief him on the mission: "You have to take over the transport from a defective armoured truck". Then he duly gave him the exact geographical coordinates where the broken down truck was stopped and told the driver to hurry up. Before living, he asked him again whether he understood his mission. The answer was "yes''.

Then, Christian called the car repair shop to pick-up the disabled armoured truck. Having everything settled, he asked a colleague to replace him while he went out for the lunch break.

No long time after Christian came back to his desk, he received a nervous call from the bank. The replacement armoured car didn't arrive yet. It was almost two hours

late from the scheduled arriving time. The bank officer threatened that he would activate the penalty clause of the contract.

Christian felt terrible. His heart started pounding faster. Being afraid of something bad happened he precipitated to the GPS tracking system to look for the position of the dispatched replacement. The truck was still parked at his company's headquarter!!! How could this happen?!? He was sure he gave the driver clear instructions. Christian immediately called and furiously asked him why he didn't complete the mission, as he was ordered. The driver calmly answered back that the mission was already completed; he took over the transport according to instructions.

Christian exploded: "You Mister are a liar! The bank just called me, and they said you never arrived. Why didn't you drive to the bank?"

"Because you didn't say so" answered the imperturbable driver again.

Now, Christian acknowledged his mistake….

Just because the instruction was clear to him, doesn't mean that it was equally clear to the person who he instructed.

He also realised, he should have requested for **feedback** from the driver and instead of asking him whether he understood the mission he rather should have checked and confirmed if they have **a common understanding** over the mission.

Real Case scenario 3 "The war of words."

Martin was doing his end-of-the-day tour when he received the alerting call.

He was a security shift supervisor in an asylum centre, and his security detail's mission was to protect the asylum seekers and to protect the property. They also have an essential role in administrating and enforcing the asylum centre regulations.

Particularly, enforcing the access rules was quite challenging. The alert he just received that evening was exactly about that.

He rushed to the main gates. On his way, he was briefed via his radio walkie-talkie about what happened by one of his aides, who already reached the scene of the incident. Some two asylum seekers, after a day out in town, they came back to the refugee's centre trying to smuggle-in some bottles of spirits. But the asylum regulation strictly forbids introducing or drinking alcohol inside the centre.

Therefore, the security officer on duty at the main gate stopped them and demanded the bottles to be disposed of. The asylum seekers refused to comply with the security officer's demand and a quarrel started. As the time went by, facing the determination of the security officer, they became increasingly aggressive shouting back insults: "You fascist, xenophobic pig, we won't let you abuse our rights! You filthy rat, you have a job now only because of us, you should kiss our hands…" The security officer snapped back and threatened to release his paper spray on them.

At that moment, the situation became increasingly tensioned. Some security officers came to support their colleague, but at the same time, more refugees approached the gate, some of them joining the two in pressuring and insulting the security officers.

Martin realised the situation was about to worsen and immediately stepped-in. He started by calming down his security officers and ordering them to stop threatening the refugees with their pepper sprays.

However, the refugees were not impressed, and they already started shouting insults at him, too, when he turned to them: "you good for nothing vermin get off your mad dogs from our back…" Martin didn't lose his composure under such an avalanche of invectives and threats. Making

reassuring gestures to calm everybody down, he started his address to the angry group by expressing empathy. "I understand why you are angry! I know the hardships and difficulties you faced before, and I realise that it is not easy to live a refugee life as you do now. We are trying our best to help you, and I'm sorry we cannot live up to your expectation every time. But, you have to accept that complying with the rules is part of making life easier and safer both for you and for us. In the past, alcohol was at the origin of many serious incidents here. Some accidents happened, many got hurt. I know, probably you are not the sort of people to cause trouble, but a rule cannot be upheld if we allow for exceptions. So please, desist to your intention, dispose of the bottles, now! We are not going to escalate this incident if you agree to comply with the regulation immediately. Be aware, that it wouldn't serve your interest as asylum seekers to report this situation to the police."

The two refugees look to each other and almost simultaneously disposed of the alcohol bottles in the litter bin. They apologised for insults and quietly passed the gates into the asylum centre.

After the refugees dispersed, Martin reminded to his colleagues some simple rules in dealing with confrontational situations:

- Keep always calm, don't react to insults, don't shout back because this will only increase tension and decrease the chances of a peaceful resolution of conflicts;

- Express empathy, try to look at the situation through the eyes of the other, show respect and understanding;

- When you enforce a regulation always give reasons and explanations;

- Make it very clear what is the expected compliant behaviour, explain what are the consequences of not complying and, give options;

Check your knowledge

1. Explain how you perceive effective communication?

2. Explain the difference between verbal and non-verbal communication.

3. Explain the characteristics of different ways of behaviour.

4. What is a personal attitude?

5. What is considered as a proper attitude for a private security worker?

6. What is assertive communication and how do we recognise the assertiveness of a private security worker?

7. Why establishing a superior relationship with the environment is not an acceptable attitude of the private security worker?

8. Why establishing an inferior relationship with the environment is not an acceptable attitude of the private security worker?

9. What are the grounds of the belief that people constantly experience new emotions?

10. What is careful listening?

11. What techniques of careful listening do you know?

12. What are the most important rules of expressing criticism?

13. What should we be careful about when we receive criticism?

14. Why is it sometimes important to act from an Adult ego state?

15. Present a few examples of conflict resolutions from the perspective of an Adult ego state.

16. What are the advantages and disadvantages of every conflict resolution strategy?

17. What is the best strategy to use and why?

18. How to work with difficult clients; by using an example, indicate one type of difficult client.

19. Which communication styles are more suitable and why?

20. What should we pay attention to when having a conversation with a person who has a problem and asks for our advice?

CHAPTER II

HUMAN RIGHTS AND FREEDOMS AND PRIVATE SECURITY

1. Meaning and main features of human rights

2. Division of human rights and freedoms

3. Right to life

4. Freedom from torture and other humiliating and inhuman treatment

5. Right to freedom and security; Freedom of movement

6. Right to a fair trial; Right to an efficient legal remedy; Right to court protection;

7. Right to peaceful assembly; Freedom of association

8. Right to privacy

9. Children's rights; Rights of migrants and refugees

10. Ban on discrimination; Protection of vulnerable groups

11. Human rights and freedoms and the need to study them at an advanced level

12. Guidelines for trainers in the sphere of human rights and private security

    Real scenarios, examples from the practice

    Check your knowledge

We all exercise them and enjoy them, while frequently being completely unaware of it. Nevertheless, every human being, following the inherent instincts, seems to be ready to fight for them when they are endangered or taken away (e.g. if someone attacks us physically or locks us up contrary to our will), without being aware of actually protecting one's human freedoms and rights. Human rights are a system of values and goods acknowledged on the entire planet. They are a notion that does not have a single definition, but still they may be characterized as a generally accepted instrument for protecting the human dignity and life.

Human rights are of a versatile nature. Primarily, they pertain to other people. For instance, protection of the right to ownership bestowed on person A means that other people may not breach the said right, i.e. they may not steal the specific property or object, they may not destroy or damage it, etc.

The concept of human rights also pertains to the state, i.e. human rights are an instrument for limiting, as well as regulating the state authorities. It means that the state may not interfere with certain spheres (e.g. as a rule, the state may not interfere with the privacy of its citizens by means of unlawful interception, surveillance, etc.).

On the other hand, the state is obliged to create mechanisms whereby the human rights and freedoms will be secured and protected. Such mechanisms are, for instance, the various offices whose task essentially is to protect the rights of the citizens. In that context, the police, through its work aimed at preventing and suppressing criminal activities, protects the right to life and physical integrity of the citizens (against murders and similar phenomena), the right to ownership (against thefts or property damages, such as material damages as the result of violence, breaking or committing traffic offenses, etc.).

Furthermore, the offices and the entities performing an activity of public interest may also be an example of human rights protection, such as the private security activity, which offers services to its clients whereby their life and physical well-being are being protected (bodyguard services), the property of the client is protected (physical or technical security), etc.

However, at the same time, such offices and entities may also appear in the role of entities breaching the rights if their authorizations have been exceeded or abused; thence, it is important to have in mind that the scope, content and limitations of the rights should be well known.

In addition to the division of the rights according to the afore-stated criteria, there is also a division in derogatory and non-derogatory rights. Derogatory rights may be temporarily suspended (taken away) by the state in the event of crises or emergency situations, etc.
Non-derogatory rights are those that cannot be suspended upon any basis. Such is the right to life.

There are several features of human rights. Such are universality, inalienability, (non)absolutism, indivisibility, etc.

 Universality of human rights actually means that they are equal for everyone; one acquires them with one's very birth regardless of the sex or race, place of residence, nationality, culture, etc.

Inalienability means that human rights are enjoyed by every individual and they may not be taken away, but it also means that an individual may not waive his/her rights.

Absolutism refers to the fact that certain human rights may not be limited. Such rights are freedom from slavery or torture or inhumane treatment. These rights may not be limited by means of law, as opposed to relative rights that may be legally limited.

Indivisibility of human rights and freedoms means that all human rights are a unity, protecting human dignity regardless as to whether their nature is civic, cultural, social, etc. Negating or excluding a certain right has a bearing on the enjoyment of the other rights and freedoms of the citizens.

The afore-stated standards are deemed features by some authors, while others deem them principles of human rights, together with equality, non-discrimination, respect for human dignity, etc.

Non-derogatory rights may also be certain absolute and relative rights and freedoms. Furthermore, even for non-derogatory rights there may be some limitations. E.g. the right to life is non-derogatory, which means that the state may not limit or suspend it, but, under certain circumstances it may be justified (not allowed, but justified!) when it is necessary, reasonable and proportional (e.g. in the event of an absolute need for defence when you deprive of life a person trying to deprive you or another person of life.

Human rights and freedoms may be divided in several groups, types or sorts. Such divisions, i.e. classifications, are performed on the basis of various criteria.

On the basis of the criterion **requirement for a state action** or intervention aimed at exercising human rights, they are divided into **positive** and **negative**.

In order to enable someone to enjoy "positive" rights, a state intervention is needed (also called an affirmative action), i.e. the state, through its instrumentalities and mechanisms, is to ensure them. Such rights are the right to education, to physical and mental health, etc.

On the other hand, "negative" rights do not require any state action; to the contrary, the state and its instrumentalities are only supposed to refrain from undertaking certain activities. The right to protection against torture or another inhumane, cruel or degrading treatment simply means that the state authorities should refrain from any such actions.

Some authors rightfully point out that also negative rights do sometime require a state action, at least in certain forms, i.e. in order to exercise the right to protection against torture it is necessary to have proper surveillance by the police and security officers, proper trainings in terms of what is considered an allowed course of action when taking statements, detaining persons, etc.

According to the holder of the rights, i.e. the person enjoying them, they may be **individual** or **collective (group)** rights. The right to self-determination of peoples, for instance, is a collective right, just like certain minority rights, while the right to life is an individual right.

Collective rights, on the other hand, may be classified as real (true) collective rights (such as the afore-stated right to self-determination of peoples), trade union and labour rights, as well as the so-called

"quasi collective" rights , such as children's rights, women's rights, right of disabled persons, etc.

Other criteria (which nowadays dominate in the classification of human rights) are the time of their occurrence and the sphere to which they pertain.

According to the time of occurrence of certain rights or categories of human rights and freedoms, they are divided in first generation rights (these are the oldest and they include civic-political rights), second generation rights (economic-social and cultural rights) and third generation rights (solidarity or group rights).

The division in positive and negative rights is in correlation with the division in civic and political rights, on the one hand, and economic, social and cultural rights, on the other hand. The first ones are usually considered negative, i.e. rights in terms of which the state should only provide "negative" guarantees for refraining from interfering/preventing or providing protection, while for the second group it should ensure conditions for exercising them (e.g. a health or educational system).

The examples showing which rights belong to a given generation also, in fact, state the types of human rights according to the sphere to which they pertain, such as:
- Civic-political rights (personal and political rights),
- Economic-social and cultural rights
- Solidarity rights.

Civic-political (i.e. personal and political) rights constitute a central part of human rights and they are predominantly guaranteed by the constitutions, they are the oldest and most fundamental, comprising a large number of rights, such as: right to life, right to protection (freedom) against torture and other humiliating and inhumane treatments, right to freedom and security, right to a fair trial, right to court protection, right to privacy, right to peaceful assembly and to association, political or so-called participatory rights – right to vote and be elected, etc.

Economic-social and cultural rights belong to the next (second) generation and they comprise the right to ownership, the right to work, the right to strike, the right to social security, the right to education, the right to health protection, the right to participate in cultural life, the right to use scientific achievements, copyrights, freedom of research and creative expression, etc.

Solidarity (or group) rights in fact represent the third generation of rights that still do not have a completely legally applicable status of rights. These are rights that should protect certain values through international solidarity and they are a result of globalization. Such are, for example, the right to peace, the right to economic and social development, the right to a healthy environment, the right to humanitarian assistance, etc

> **Civic-political rights are also called "hard" rights, while economic- social – soft rights. Also, the subsequent generations of rights are considered to be corresponding and related to the three norms of the French Revolution (liberte, egalite et fraternite).**

When can you exercise your rights? Only during your lifetime, i.e. from the moment of birth until the moment of death. Life in a physical, fundamental meaning of the word is the first, basic and highest right.

The life of every human being is his/her right. The right to life is at the top of the pyramid of protected legal goods. It is the first right foreseen and protected in all international documents on the protection of human rights, since, without it, it is impossible to exercise any other right or freedom.

It is considered a right acquired by people with our very birth and its protection has been stipulated also in the national legislations, most often by means of banning the death penalty and punishing deprivation of life (taking another person's life).

The European Convention for the Protection of Human Rights and Fundamental Freedoms of the Council of Europe from 1950 comprises Article 2, according to which "Everyone's right to life shall be protected by law. No one shall be deprived of his life intentionally".

Paragraph 2 of the said Article lists certain exceptions from the foregoing rule, i.e. "Deprivation of life shall not be regarded as inflicted in contravention of this article when it results from the use of force which is no more than absolutely necessary:

The protection of the right to life in the national legislations is effected by means of sanctioning (incriminating) the deprivation of life as a punishable act. In that respect, the criminal codes of the countries comprise a definition of the act of murder, as well as special types of murders, wherein such a special type may also comprise committing other acts that result in death. Such are, for example, traffic offenses resulting in the death of a person, severe physical harm resulting in death, other acts of crime comprising acts of violence resulting in death, etc. Pay attention to the articles of the criminal legislation in your country that ban deprivation of life.

The ban on the death penalty is also a result of the protection of the right to life and, even though in the past it existed in almost all countries, under Protocol 13 from 2002, death penalty has been completely abolished and the right to life became non-derogatory, which means that the respective country may not suspend, i.e. take away this right upon any basis and under any circumstances.

Still, as we can see in certain situations, exceptions may appear, such as, the first item of paragraph 2, Article 2 of

At the beginning of the regulation of the right to life in the international documents, it was defined as a derogatory right, leaving space to the states to provide for a law on death penalty. So, in the International Covenant on Civil and Political rights, it is not absolutely protected. Today death penalty is forbidden.

the Convention, pertaining to situations in which deprivation of life occurs while defending someone's life. It has also been stipulated in the national legislations via the emergency defence and help, when we are entitled to reject a simultaneous attack either from ourselves or another person. This institute is significant for the private security workers, since when someone's life and body are under an attack, the guard providing the security has the right to reject such an attack, by means of which the attacker may be physically harmed or killed. Still, it is not deemed a murder if the danger of the secured person was of the same extent and such defence (resulting in a fatality) was indispensable.

The Court in Strasbourg treats the cited exceptions in its practice with a high level of reserve, i.e. in every case when a person has been deprived of life, even under the afore-stated circumstances, a thorough investigation should be performed in an adequate procedure in order to establish whether it was indispensable to apply a force with fatal consequences.

As for the defence of the right to ownership, i.e. property, it is disallowed for any person to be deprived of life, thence, when a security guard kills a person attacking one's property (in order to take possession thereof, do harm, etc.), it is deemed an act of crime.

Under such circumstances, the property attacker may be reported to the police, removed from the property by non-violent means, even be detained if the act thereof is an act that is prosecuted ex officio, but not deprived of life.

Therefore, the countries are obliged to undertake measures for the protection of the right to life and investigate all cases of a suspicious fatality.

In the case Mc Cann and others v UK(1996), the Court of Human Rights examined the necessity of the deprivation of life of three terrorist by the British forces because it was believed that they could activate a bomb, and it established that in the specific case it was not indispensable.

In the case Gulek v Turkey, the Court decided that the use of fire arms was not necessary against protesters that harmed a certain property, i.e. it was unnecessary to use force that lead to the death of a person.

If in the course of the performance of your work tasks, a person that is uninvited or unauthorized enters the property you are securing, you have the right to urge them to leave; otherwise, you will remove them from the property. If, while doing so, you pull that person's hair, drag or slap him/her, or apply even rougher methods, you may be faced with an accusation for breaching an important human freedom, i.e. protection against torture, inhumane or humiliating treatment.

No one should be subject to torture, inhumane or humiliating treatment or punishment. It has been set forth in Article 3 of the European Convention for Human Rights, whereby the essence of the physical and psychological integrity is protected (i.e. a person's body and mind) against torture which used to be frequently applied and which is a feature of the past, primarily, in the activities of the police and security forces. Among the said activities, the gravest form is torture.

Torture, also called torment, is an act of causing serious pain and suffering that may be in a physical or psychological form, often used in order to force or scare somebody or obtain some sort of an admission from them. Thence, torture includes, for instance, all forms of burning, cutting, stabbing, electrical shocks, constant dripping of water on one's face while blind-folded, "preparing" a detained person for being falsely deprived of life or for heavy forms of physical violence (psychological torture), while, according to the practice of the European Court of Human Rights, torture also includes threats for killing members of the family of the detained person, cruel beating in prisons, at police stations, etc.

Inhumane treatment constitutes actions that are not as cruel as torture, but still cause physical and mental suffering. Such are threats for applying torture, destroying one's property and home, keeping prisoners in inhumane conditions, using special questioning techniques with a psychological effect, etc.

Humiliating treatment constitutes actions causing a feeling of humiliation and worthlessness. According to the Court of Human Rights in Strasbourg, such conduct is deemed to be handcuffing and carrying a person in front of the public, the family and the colleagues if such person does not resist or if it is not required by the public interest, slapping, etc.

The ban on torture and other inhumane or humiliating behaviour is also comprised in the legislations of the countries. Check which laws in your country regulate this issue. Does your country's criminal code define them as a criminal act? Who is

Freedom from torture, inhumane and degrading treatment, nowadays, at a time of more frequent terrorist attacks, is subject to serious debates in terms of the justification for applying such techniques in order to discover and prevent any planned future attacks that would results in a large number of victims.

especially referred to as the perpetrator of the act? Do these persons work for the police or service providers that have security authorizations? What kind of a punishment would you be faced with if while doing your work tasks you act as in the example presented at the beginning of the text? What if the person involved ends up with a physical injury (a cut, a scratch, bruises or some more serious consequences)?

The legal systems most often prohibit torture, inhumane and humiliating treatment, as well as maltreatment in the line of duty, such as intimidation, threatening, etc.

Within the meaning of protection against torture and other inhumane or humiliating treatment or punishment, the private security workers should pay special attention to how they behave with the persons they have detained, as well as generally persons harming the goods and the property being secured in terms of being careful not only to the proportion and the necessity of a certain (defence) action, but also the nature of the action.

As pointed out at the beginning, when attempting to remove an intruder from the secured property, physical force should not be used which would result in a humiliating treatment (dragging, pulling, slapping, spitting, etc.), especially if, for instance, the person is not resisting or he/she consents to leave the property, but is doing so slowly. Furthermore, if the private security worker detains someone and calls the police, until they arrive, it is forbidden to do any physical harm to the detained person.

The ban on torture or humiliating treatment or punishment belongs to the category of absolute rights (freedoms) because it cannot be limited, while such activities may not be allowed under any circumstances. Furthermore, this ban may not be suspended either at a time of war or a crisis situation.

Differentiate!
Freedom of movement is different from the right to freedom and security and it comprises three segments: freedom of movement in the country, freedom of choice of a place of residence, right to leave the country, etc. It is also related to legally entering and staying in a country

Check whether you are entitled to detain only a person that has committed an act of crime for which he/she is prosecuted ex officio and which belongs in that category according to the law applicable in your country. Check what is the longest period of time for detaining a person in this case and ensure that you do not exceed this time, because you may be held accountable for an act of crime.

The right to freedom and security and the freedom of movement are different rights. The right to freedom (and security, safety) is guaranteed in many international documents, as well as in the national legislations.

The European Convention for Human Rights (ECHR) protects the right to freedom as a right to freedom and security, which also incorporates physical freedom and a feeling of security. Pursuant to Article 5 of the ECHR, every human being has the right to freedom and security and no one should be deprived of freedom, unless it is done in accordance with the law in specifically defined cased, among which: the execution of a punishment – imprisonment on the basis of a court verdict, arresting or detention for the purposes of fulfilling a legal obligation, deprivation of freedom on the basis of a reasonable suspicion that the respective person committed an act of crime or in the event of the existence of justified reasons for preventing such person from committing an act of crime, etc. The person deprived of freedom is guaranteed certain rights, such as: the right to information as to the reasons for deprivation of freedom, the right to a fair trial, the right to a trial within a reasonable time, etc.

In terms of the private security activity, in the course of the performance of their legal obligations, in the event of detaining a person committing an illegal activity against the secured person or property, the security guards should ensure that the detention is in line with the legal requirements applicable in the respective country.

Deprivation of freedom without any legal grounds constitutes an act of crime. Check the features of the committed act and the respective punishment in your country if you violate your authorizations in terms of detaining a person!

Anyone can be taken to court, especially private security workers, if they violate their authorizations, orcommit a violation or a criminal act.

Pursuant to Article 6 of the ECHR, several rights to court protection are guaranteed: right to adequate access to an independent and unbiased court, right to a fair trial, right to publicity, right to a trial within a reasonable time, right to presumption of innocence, etc. This Article also comprises certain rights of the defendants in a criminal procedure: the right to be notified of the accusation in an understandable language, the right to defence, the right to a defender (and free-of-charge legal assistance), the right to an interpreter, etc.

The right to access to an independent and unbiased court actually means that, in accordance with the law, as well as in actual terms, you can come to court to seek and find justice. A fair trial means that both parties should be equal in terms of asking questions, access to the evidence, etc. If you are an accused person, you have the right to remain silent, especially if you consider that a statement could harm you even more. A trial within a reasonable time depends upon the complexity of the subject matter, the number of parties (defendants) and similar aspect, but essentially it means that there should be no unjustified procrastinations.

The right to presumption of innocence means that even if you are accused, until you are proved guilty under an effective court judgment, you shall be deemed and treated as innocent.

The right to an efficient legal remedy (an effective appeal) is guaranteed under the ECHR, wherein every person has the right to an appeal before the national authorities (courts, governing bodies, etc.). In fact, this right establishes the right to a court protection of human rights and freedoms in the event of the breach thereof.

The principle of non bis in idem means that no legal action can be instituted twice against the same person for the same cause of action or issue the same punishment twice for the same act. Still, it shall not be deemed that this principle (right) has been violated if a criminal procedure is repeated for the purposes of discovering new facts or circumstances that could have a bearing on the final decision.

Just like for persons that are deprived of freedom without any grounds, if you are sentenced without any grounds in the event of a court mistake and the latter is proved, you shall be entitled to indemnification.

Have you ever been in charge of the security of a protest or another gathering? Are you allowed to carry a weapon in such situations?

The right to peaceful assembly and freedom of association are rights (freedoms) guaranteed under Article 11 of the ECHR, according to which every person has the right to freedom of peaceful assembly and association with others, including also the right to establish trade unions and to become a member thereof for the purposes of protecting one's interest. Paragraph 2 of the same Article also sets forth certain limitations, i.e. the exercising of these rights may be limited only with legal measures which are indispensable in a democratic society so as to protect the national security, the public safety, the order and peace and for preventing acts of crime, ensuring health or morals protection or protection of the rights and freedoms of others. The said Article does not forbid the imposition of a legal limitation for the members of the armed forces, the police or the state administration.

Freedom of association means a right to collectivism (groups) in which an individual wishes to be a member. It also means association of civic-political rights with the social and economic sphere, having regard to the right to trade union associations. This freedom pertains to all forms of associations, which the citizens may freely join, wherein such associations should have their own organization, and they may also regulate the conditions and requirements for the membership. Freedom of association may also be defined as such in the national constitutions, as well as in special laws such as those on associations, civic organizations, political parties, etc.

Professional associations, such as chambers of various activities, performing public authorizations (activities of public interest) are comprised in the scope of this freedom. It means that private security chambers, due to their professional nature, are different from other forms of association.

2. The right (freedom) to peaceful assembly is one of the most open expressions of democracy, by means of which the citizens may express their positions and send messages to the respective institutions. This right, i.e. freedom, has been foreseen in several international instruments related to the protection of human rights and, even though the meaning of the term 'assembly' has not been defined anywhere, it comprises demonstrations, protests, manifestations and other forms that should not be accompanied by violence; rather,

As regards the limitations of freedom of assembly, for instance, the stopping of an assembly of about 200 migrants in front of a religious building, which lasted for months, thereby causing a hazard to health due to the adverse conditions that were created, does not constitute a violation of Article 11 (case *Cisse against France* from 1999). As it may be concluded, the right to assembly may frequently be also misinterpreted.

they should be peaceful gatherings. Assemblies should have organizers and it is advisable to provide persons in charge of the order, as well as private security that will ensure that the assembly is peaceful.

In terms of this right, the states have two obligations: The first one (a positive one) requires from the state to provide adequate protection in terms of the peaceful and unhindered holding of the assembly, whereas the negative requires from the state to refrain from preventing the holding of the assembly.

As regards whether the peaceful assembly is to be compulsorily reported to a competent body in the state, the position of the European Court is that the states could prescribe a national regulation to report the assembly, but they may not prevent any unreported spontaneous peaceful assemblies.

Still, the right to peaceful assembly may be restricted, which means that this is a relative (and not an absolute) right. The restrictions of public assemblies should be provided for in the national legislations, i.e. they should be prescribed by law.

Article 11 of the ECHR, as stated before, sets forth as such (legitimate protection objectives) the national security, the public safety, the prevention of offenses, the prevention of punishable acts, the public order and peace, the human rights and freedoms of others, the morals and health.

Peaceful assemblies are most often regulated at a national level by means of special laws, while also frequently being stipulated under the Constitution. Check how this matter is regulated in your country. How many citizens should be present in order to deem it an assembly? Is it necessary to engage private security and/or attendants in order to ensure that the assembly is peaceful?

Pursuant to the practice of the Court of Strasbourg, the state is not obliged to provide protection of the right to assembly in the event of violent gatherings. Under such circumstances, security prevails over the right to assembly. It has also been confirmed in the case *Rufi Osmani against Macedonia* (judgment from 2001), when the intervention against approximately 200 gathered citizens that were violent and attacked the police, while also disturbing the public order and peace, was estimated by the court as a violation of Article 11 of the Convention, based on the fact that the assembly was not peaceful.

What does privacy mean? The term privacy is closely related to the term secret. Having privacy in your life means that everything happening in your life will primarily remain a secret to certain people and the public in general. However, the right to privacy is not easily defined or explained. It is one of the most complex and most comprehensive rights. It is deemed as one of the most evolutional rights, which means that its significance and scope change with time.

As regards the protection provided for in the international conventions, as well as the national legislations, the following may be concluded: The European Convention for Human Rights protects the right to a private (and family) life, specifically in Article 8 thereof; the national legislations protect the privacy of the home, of the correspondence, of the personal data and data collection in general, the intimate sphere -sexual relations and orientation, health condition and features, religious beliefs, etc.

Within the meaning of Article 8 of the European Convention, the scope of the right to privacy is quite wide. It encompasses the following areas: right to identity – social status, name and surname, protection from publicity, protection of honour and reputation, protection during personal data processing, protection in the sphere of sexuality, etc.

In terms of the protection of privacy, the European Court for Human Rights declares the concept of **reasonable expectation of protection**, in view of the fact that the highest level of protection cannot be assured when somebody makes a public appearance, especially in the event of a public person. Under such circumstances the level of protection is lower, but only when a public person makes a public appearance!

How is privacy protected in your country? This important sphere of human living in the legal systems is predominantly regulated under a special law on the protection of personal data and, considering the complexity of this matter, there are also numerous by-laws adopted in order to facilitate the implementation of legally prescribed protection. In addition, any breach of privacy in various forms constitutes an act of crime.

We will illustrate privacy protection through several aspects.

The privacy of the home is protected. It means that the home is protected in all countries under constitution and law, which is also internationally grounded. No one may, without

After life and health, human beings also consider privacy as one of the greatest values and among the most important human rights. The privacy of every person is becoming more and more valuable, while, on the other hand, it is less and less possible to protect it due to the enormous technical- technological progress. Privacy is more and more difficult to ensure and it is increasingly rarely enjoyed.

a permission, enter the home of another person, not even representatives of state authorities, such as the police, unless the legal requirements are met, e.g. for the purposes of conducting a search ordered by a court. This refers primarily to the spatial dimension in which the right to privacy is mainly exercised. Securing property, especially residential premises, is aimed at additionally enhancing such protection. In the national criminal codes, as a rule, the home is protected against the afore-stated actions by stipulating them as acts of crime. A security guard shall not allow the entry of a person for whom the client has not issued an approval; to the contrary, unless that person leaves voluntarily, the guard is entitled to remove them from the property. In providing private security, in addition to the afore-stated, it is especially important in terms of technical security or video surveillance, for instance, to refrain from any unauthorized recording which means taking photos, making film or video recordings of another person or the private premises thereof, without consent, or disclosing or conveying these to a third party.

When installing video surveillance, attention should be paid to the range and the angle of the cameras in order to avoid involving a third party's property, entrances in third-party real estate, etc.

In terms of the private security activity, there is frequent contact with personal data or media are created that may be the source of secret information (e.g. recordings). In that respect, it should be ensured that every record or collection that comprises personal data is kept (stored) only for a limited period of time. In that respect, you should precisely establish for how long you are allowed to keep the records or lists of identified persons that have entered the facility you are securing in accordance with the legislation in your country.

The afore-stated should also be applied in the practice of every activity which comprises collecting, recording or processing of personal data or records that contain personal data or records comprising personal data (it also pertains to the private security activity).

1. Children's rights. Imagine the situation described in the prior chapters, but with a child entering the property that are securing; even after you point out that he/she should leave the property, the child does not follow your instructions. Will you use force in order to remove the child?

Children, just like adults, have rights that are protected at the highest level because at their age and in view of their development they are not capable of recognizing, understanding and defending their rights like adults can. That is why children are classified in the vulnerable categories and they are specially protected by law, regardless as to whether they are perpetrators or victims of crime.

At an international level, the most important document on the protection of children's rights is the UN Convention on the Rights of the Child, which guarantees the following rights: right to life, right to a name, citizenship, right to know who their parents are, to live with them, right to mobility in different countries in order to get in touch with their family, right to protection against being illegally taken from the country, right to religious beliefs, right to join groups, right to privacy, protection against violence, abuse and neglect by the parents, right to proper care when no parental care is provided, right to adoption in the best interest of the child, rights of refugee children equal to the rights of the children born in a country, right to special care and support for children with disabilities, right to health care, right to education, etc.

In terms of criminal law, in the Convention it is stated that children that break the law should not be cruelly punished while, if they are deprived of freedom, it should be separately from adults, wherein the child should be provided with legal assistance. This Convention has been adopted in almost all legal systems; thence, child protection is mandatory for all those dealing with children in various situations.

As to the national legislations, most often matters related to dealing with children in criminal situations are regulated under a special law on minors or under the laws in the sphere of crime.

Check which legal acts regulate this matter in your country. Pay attention to whether you are allowed to detain a child because it is most frequently foreseen in situations in which the child has been caught perpetrating an act of crime. Especially in cases when the child is not accompanied by a parent, it is necessary to immediately notify the police which

When children are the perpetrators of an attack in the event of a secured property or person, as a rule, no action of defence should be undertaken if it is possible to protect (shelter) the person before the attack. If that is impossible in the specific case, the right to defence remains applicable, but the attack should be rejected in a manner that would ensure the lowest level of injury for the child. As to the use of means of coercion, make sure that you are aware of the provisions of the bylaws, where different solutions have been set forth for children, different from those for adults.

should forthwith notify the competent social services, the parents, the public defender and/or judge, depending on how this has been regulated in the law of the respective country. As a rule, whenever in a given situation you are supposed to complete a professional task involving a child, in order not to violate the child's rights and to protect yourself from accountability, have in mind that use of force is allowed only in exceptional cases and that it is best to notify the police and follow their instructions.

2. Rights of migrants and refugees

In terms of the rights of migrants and refugees, point must be taken that the right to leave one's country is also related to the freedom of movement. Numerous conventions and other documents, as well as national legal acts regulate such rights (primarily laws on asylum and temporary protection).

If private security workers are engaged with reference to refugees and migrants, the tasks pertaining to security should be performed on a regular basis, wherein, in view of the fact that during such crises the countries frequently enact instant law changes, for each request by a refugee or a migrant relating to giving a statement or acknowledging the status of a refugee, asylum, as well as matters relating to their entry or stay beyond the legal procedures, you should immediately contact the police which shall then direct them to the authorities competent for such matters.

In accordance with the international conventions, it is necessary to prevent secret movement of migrants for the purposes of employment and illegal employment of migrants, as well as to take measures against the organizers of any such activities and against those that employ workers that have migrated under illegal circumstances. Make sure not to employ a person that has secretly entered your country with a status/stay that is not regulated. Bear ing mind that as security workers, you may not, for certain remuneration, support or enable illegal entry without respecting the legal entry requirements, in a country of which the person in question is not a citizen nor has a permanent stay in it, in order to directly or indirectly gain a financial or another material benefit. Such actions are primarily defined as criminal acts!

If you are a male private security worker employed in a certain agency, ask yourself – how do you feel about having a female superior and/or a female owner of the agency? If the answer is that you feel unpleasant in any way and that you consider this line of work to be essentially "for men", then you are prejudiced and of the wrong and unjustified opinion that women are destined for "finer" jobs. In fact, your line of thinking is discriminatory and you do not treat the opposite sex equally.

Equality has been defined through a ban on discrimination according to Article 14 of the ECHR in the following manner: The enjoyment of the rights and freedoms set forth in this Convention shall be provided without discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status. In addition, "no one maybe discriminated by a public authority upon any basis". Why should you behave more attentively and differently when dealing with a person that belongs to a so-called vulnerable category? Take a look at the picture. The person with a disability should get greater protection in order to equally use the rights thereof as other people. If the secured property is entered by a child or an elderly person with difficulties moving, you should give them more time (due to their problems with moving) or use a different approach (especially when you are explaining to a child why they should leave the property) before applying means of coercion.
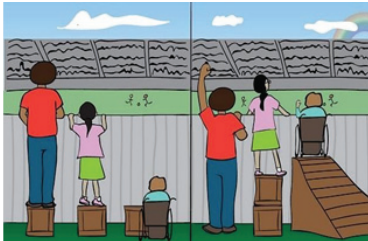
Based upon the afore-stated, it is clear that discrimination is the most prominent in terms of **vulnerable groups of citizens**. Vulnerable groups means categories of people whose rights are especially breached or abused; these are groups that have difficulties defending themselves and their rights. These categories need stronger protection in order to be able to enjoy their rights and freedoms without any obstacles. More than ten categories of vulnerable groups have been identified. Such are: children, women (girls), elderly persons, persons with a disability (physical or mental), refugees and displaced persons, migrants, LGBT groups, national minorities, Roma citizens, etc.

It is attempted to provide them with protection by means of establishing special mechanisms and conditions. For instance, a series of international acts have been adopted in order to protect women and girls since empirically they are much more frequently discriminated and victims

of violence as opposed to men, wherein the competent state authorities often do not take their complaints and problems seriously, in terms of labour relations women are on the average less paid than men in the same job position and they less frequently hold superior positions; therefore, measures of positive discrimination are required, i.e. measures for an interim advantage for people from the endangered, vulnerable groups in order to take a step forward towards achieving equality in terms of the presence of women in certain spheres or activities.

When acting in the capacity of a security worker, you should observe the laws and especially the by-laws (decrees, rulebooks, etc.), since it usually these documents that regulate special protection of vulnerable groups. In that context, you may find provisions pointing out that the use of means of coercion should be delayed, reduced or excluded if you are faced with a person from a vulnerable category (a child, a deaf person, a pregnant woman, a disabled person, etc.).

The penalty legislations primarily ban discrimination in labour relations, gender-based discrimination, etc. Nevertheless, even in the provision of services and the performance of various activities, the persons performing such activities take a different attitude and provide services with a different quality depending on whether the user of the services comes from a higher or lower social rank, gender or a certain political party. Discrimination frequently originates from our own mental and traditional matrices and it is difficult to eradicate.

Every activity or professional service that involves even the lowest level of means of coercion enters deeply in the sphere of human rights.

This statement has two aspects.

More specifically, private security as an activity of public interest is actually a delegated sphere of authorizations which were originally bestowed upon the state. The core of this activity, in addition to its corporate character, has a deeper dimension, that is, protection of certain legal goods against illegal actions.

In other words, property and people are protected, while the essence of these categories is comprised of fundamental human rights and freedoms. For instance, property is protected against actions that actually mean breach of the right to ownership; people are protected from harm to their physical and mental integrity through preventing breaches of the right to life, protection against torture, etc.

On the other hand, those that protect such rights may actually appear in the role of entities inflicting such breaches. For example, a private security worker, in addition to being the protector of the right to life, may also become someone who takes another person's life (with or without a reason); or, from someone who protects his client's privacy, a private security worker may become someone who violates another person's right to privacy.

From the afore-stated it may be concluded that **human rights and freedoms** should not be observed as something studied separately or a distant, incomprehensible matter; they are the **philosophy of our daily life and work**.

Therefore, **every action by private security persons should be understood as a skill for the implementation of human rights and freedoms protection**, whether in the form of an active conduct, or refraining from causing harm to a third party's rights, because essentially every human act constitutes enjoyment, protection or breach of human rights and freedoms.

The afore-stated skill that should be possessed both by the managers and the private security workers should be acquired primarily by means of upgrading the knowledge in the sphere of relevant human rights and freedoms and their recognition and application in the performance of the working tasks.

Every modern private security worker should possess an extensive range of knowledge and skills, as well as be broad-minded in every sense of the word; namely, he/she is supposed to represent a wide range of persons in a single person: from the police or bodyguard type to an advisor in certain cases. For instance, almost all of us have witnessed situations in which the security guard of a shopping mall provides information to the visitors on the location of a certain shop, helps the elderly and persons with difficulties moving and prevents damaging certain products, thereby preventing any damage to property, etc.

At a first glance it may seem that some of the given examples arise from the domain of the activity itself, but it is exactly what is expected from a modern, professional and competent private security worker – to possess developed skills for recognizing that, in the given situation, there is a danger for the secured property by a person who may even be unaware of causing it, to recognize that such person belongs to a certain vulnerable group and enjoys different rights and, by means of adequately reacting to such a (stressful) situation and by using communicational skills, to prevent the damage without harming any rights of the person from a vulnerable group.

Thence, it is clearly evident that the acquisition of the skills in the aforementioned several spheres ought to be coherent and synergic (communications, stress management, human rights.....).

While acquiring knowledge in the sphere of human rights at a higher – advanced level, it is necessary for the basic knowledge or the elements of a certain right or freedom to also be considered from the perspective of certain legal principles or in the light of a specific court case, etc. It is not a task or a benefit assigned only to the managers of security agencies, but also to persons from other positions that are hierarchically above the security workers.

Such advanced knowledge may be very beneficial when, in a specific situation, the security worker consults with a superior in terms of what to do, etc.

As regards the choice of rights and freedoms that will be in the focus of the training, depending on whether an agency has specific needs or not, it may be more in-depth in certain segments or, alternatively, all topics could be equally addressed. As stated in the section on the trainers, certain rights should be well studied and analyzed by the workers on field (right to life, right to freedom and security, ban on torture, inhumane and humiliating treatment, etc.) while others should be in the focus of the management team (e.g. the freedom of public assembly - when the managers of an agency organize the security of a certain event, they should know the role of the guards in terms of public assemblies, etc.).

A skill in the sphere of human rights is even the effort aimed at an equal gender representation at different levels in the agency, from male/female workers up to the male/female manager of the agency.

The sphere of human rights and freedoms is a specific one, especially in terms of training the personnel and the management in the private security activity. This matter is basically of a normative nature, which means that it comprises explanations and analyses of standards and solutions that are a part of international acts (conventions, declarations, etc.), analyses of constitutional provisions, as well as analyses of national legislations, i.e. lex specialis laws in certain spheres, as well as criminal provisions, whether referring to general institutions or criminal acts.

The purpose of the elaboration of the standards on a certain human right or freedom is for the person attending the training to gain a general understanding of the scope and meaning, as well as any possible elements of the respective right, so that such knowledge could be applied in the work, i.e. performance thereof.

Therefore, the trainer should primarily have in mind that studies in the sphere of human rights belong to the category "learning as knowledge, gaining comprehension" (as opposed to the other two types of learning by the adult population – learning as a skill and learning as a behaviour). Furthermore, it is indispensable for **the trainer to establish the level of the training**, and accordingly define the manner of studying, the techniques and the scope of the studied matter. In the event of a **basic level training**, it is recommended for the **focus to be placed on mastering the basic elements** of the subject matter with a direct link to **practical aspects**. Because of the significance of the European Convention for Human Rights as one of the rare documents whose (non)application has specific implications through the judgments of the Court in Strasbourg, it is recommended **to put an emphasis on the link between its provisions and the subject matter**, while also compulsorily considering **the national regulations of the country which addresses into greater detail the subject matter related to private security, if any**.

For instance, if the right to life is the subject matter of the training, it is recommended to emphasize its protection set forth in Article 2 of the ECHR and the positions of the Court, to list the exceptions and to make a direct link between the relevant exceptions (e.g. deprivation of life when defending a person from a life-threatening attack) and the provisions on emergency defence provided for in the criminal legislation as limitations for the respective authorisation of the security guard.

If the training is at **an advanced level**, it is recommended to assume **a broader approach**, by comprising several sources of the respective right (in addition to ECHR and other conventions, resolutions, etc.) and considering the overall range of the right or freedom subject to elaboration, and not only those items that are closely related solely to the private security activity; it is also advisable to have a more detailed consideration of the positions of the European Court of Human Rights expressed through its decisions upon specific cases.

For a basic level training, it is advisable to use **verbal elaborations** while displaying the basic guidelines or elements on **handouts** or presenting them in a **power point** presentation. After presenting the afore-stated, it is recommended to have a **discussion on the topic vis a vis basic specific situations** from the experience of private security workers.

For an advanced level training, in addition to the abovementioned methods (oral presentations, handouts or power point presentations), it is necessary to also include **more detailed explanations**, wherein the discussions should also address **more complex situations** wherein, on the basis of an analysis of judgments issued by the European Court of Human Rights, the sphere of allowed conduct will be distinguished from the forbidden zone.

Another important aspect of the training is for **the trainer to define the points that will be in the focus of the training**, depending on the level. For example, it is assumed that a basic level training is primarily attended by security workers. Even though it should focus on elaborating all rights and freedoms comprised in the material, the trainer should pay special attention to those related to the practical work of the attendants. In that respect, for the practical work of the private security workers the standards on protection of the right to life, the ban on torture and other inhumane or humiliating conduct, the right to privacy, the freedom of public assembly, etc. are much more relevant, wherein the ban on discrimination against women at the workplace should be in the focus of the training of managers, since they are the best positioned for preventing such discrimination. The foregoing also provides the direction of the need for trainings for the security services in broadest terms - in order to ensure refraining from any actions that would be considered torture, inhumane or humiliating treatment, wherein the managers should provide such trainings to their employees.

Real Case Scenario 1 "The Supermarket turned to Prison"

George H. was assigned to a new security job in a supermarket. His main task was to prevent shoplifting in the store. In doing so, he was supposed to patrol inside the supermarket, to watch the CCTV monitors and to react when the gated security system is triggering an alarm.

One day, George H. Was alerted by the sound of the above-mentioned security system, meaning, that someone is about to leave the store with some stolen or unpaid for merchandise. According to the standard operating procedures in such cases, he also was supposed to consider an error or a malfunction of the system.

George H. looked into the CCTV monitors and noticed two persons just passed away the antitheft gates are about to leave the store. He rushed to the doors and eventually managed to stop only one of the aforementioned two persons. The security officer asked the suspected person to present bags to be inspected, the customer consented, but he found no stolen good in the customer's bag. Therefore, George asked the person to agree to be body searched. The customer refused and because George H. Thought the customer's attitude as suspicious, he called for backups. Then, together with two other fellow security officers forced the customer into a room in the back of the store. Here the three officers forcibly stripped naked the suspect and searched each piece of his clothing, but again, no stolen goods were found and the person asked the security officers to let him go. They refused and accused the person of being an accomplice to theft and started to pressure him to call his companion and ask him to come back to the store and to return the stolen goods. To be more convincing, security officers even got physical on the suspected person, slapping him in the face, several times.

Eventually, a supermarket employee noticing the distressing situation called the police who came and liberated the detained customer.

Nevertheless, later on, after analysing the security surveillance recordings of that day, it was proved beyond any doubt that indeed the suspected customer was an accomplice in the theft of three bottles of spirits.

However, at the same time, the three security officers ended up by being accused in this case of several severe criminal offences: Perpetrating an unlawful arrest and detention and Inflicting degrading and humiliating treatments;

In other words, George H. and his fellow security officers in their zeal to fulfil their security mission ignored and breached some criminal legal provisions meant to protect some

fundamental freedoms and rights such as the right to liberty and the right to human dignity. The Universal Declaration of Human Rights and the European Convention on Human Rights explicitly defend such rights and freedoms and most of the states actively protect them through their legal and law enforcement systems.

Liberty and freedom of torture and degrading treatments are some universal rights meaning that they are equal for everyone, including suspects of theft or other criminal offences. By detaining and refusing to allow the customer in question to leave the premises of the supermarket as per his request, George H. And his colleagues unlawfully restrict the person's liberty. Equally, body searching a person without his consent, forcing him to strip naked and slapping him in the face was qualified in court as inflicting degrading treatments to a human being. The fact that eventually the customer was proved to be an offender is not relevant in this case because, the prohibition of torture, degrading and humiliating treatments is applicable even and especially in cases of suspects and convicted persons.

Now George H. and his colleagues are facing trial in Court with possible heavy prison sentences at the end. The day when the unfortunate event had happened would have been another ordinary day at work, provided George and his colleagues had been aware of some basic principles and rules concerning the human rights:

- Normally a private security officer has no legal statutory powers similar to police, and he cannot be an enforcer of the law, except in some limited specific and situations clearly stated in the existing legislation (e.g. aviation security);

- A security officer may be required as part of his job to ask bags for inspection or to conduct searches on persons, but the member of the public retains the right to refuse to submit to such request.

- Normally, a security officer has the right stop a person in cases of reasonable suspicions and especially in cases of flagrant crimes, but solely for the purpose to further handover the suspect or the perpetrator to public law enforcement authorities.

Real Case Scenario 2: "The Train Robbers"

Peter M. is the leader of a private security squad in charge to protect a railway transport of white goods (home appliance such as refrigerators, washing machines, microwave ovens etc.). White goods are quite valuable merchandise that is attracting some highly structured, well organised criminal gangs specialised in stealing cargo from trains.

Although police is very active making arrests and dismantling criminal gangs on a regular basis, the phenomenon persists, new bands appear overnight, and more trains are attacked every month. Such were the circumstances when the railway company decided to contact a private security services supplier, hoping to achieve a decrease in losses and a decrease of the operating risks, too

Peter M. was a very experienced security team leader. He knows by now with his eyes closed, where are the spots where the likelihood of attacks are higher because of the reduced train's speed and the proximity of the criminal gangs' bases. He knew their "modus operandi", and he was quite skilled in manoeuvring his escort cars along the hot spots of the train routes to prevent the criminal gangs approaching. At the beginnings, he also faced some violence from the unhappy criminals whose "businesses" he ruined. Peter was not intimidated by the violent reactions. He and his colleagues were some well trained and determined security officers, some of them with a solid military background and active military duty experience. Therefore, after the first encounters with the gangs, little by little, both the intensity and frequency of attacks decreased, and Peter's mission became more like some routine operations.

Such were his thoughts on the cloudy Friday morning while he prepared his next mission. According to procedures, he started by checking his team and the escort vehicles. He briefed them quickly about the mission and the deployment points. Then the escort cars were set in motion. Peter followed them shortly in his SUV.

There were six hot spots along the train's route of that day, and at the end of an uneventful day, Peter's security detail was fast approaching the last one. Suddenly everything changed for the worse. Almost at the same time, both the escort cars ahead of the train reported that they are under intense rocks throwing attack. Windshields are shattered, members of both crews are injured.

Peter entered immediately in his alert mood. He called for the backup car, called the ambulance and police, and rushed to the attack scene. But the perpetrators already were fleeing, driving two minivans filled with boxes of white goods stolen from the train. He was furious. His mission failed, his men were suffering, and his company's cars were seriously damaged. He blamed himself for being complacent and not foreseeing a potential ambush against his crews.

But Peter is a proud man who won't take lightly such a defeat, and in the heat of the moment, he decided that this mission was not over, yet. He called his backup car, and together they went on the pursuit of the minivans with stolen goods. He knows where they are heading for: a village well known as the fief of many robbing trains criminal gangs, some 10 kilometres away. In a matter of minutes, he reached the destination, but he lost the tracks of the minivans chasing them over the narrow roads of the village. At one point, Peter thought he saw one of the vans entering the backyard of a small house. He stopped by the house and start knocking feverishly on the outside gate. Eventually, a woman came. Peter asked her about the minivan and stolen goods and demanded to be allowed to search her backyard and home. She refused and locked the gate in front of Peter. His anger grows even higher. He was pretty sure the woman wasn't telling the truth, and together with his colleagues smashed-down the gate and entered the courtyard. Indeed a minivan was parked inside, but the car was empty. Then Peter thought the stolen goods were already removed and hidden inside the house, and without any other warning they smashed down the house's door too, and started searching it room by room despite the opposition of the house owners. Eventually, a box containing a washing machine was found in the bathroom of the house. Peter called the police to the location thinking this is a proof indicating the house owners are involved in the attack over his train.

Pretty soon, no more than two weeks after the incident, Police managed to identify and locate all the perpetrators of the white goods train attack and send them all to the court of justice.

But totally unexpected for Peter, he was summoned in front of the public prosecutor, as well. There, he was presented with a formal accusation of trespassing and violating the privacy of a private domicile. In other words, Peter M. in his pursuit for the robbers of the train entered a private property without the consent of the owners. In fact, police found no credible evidence against the occupants of the house. On the other hand, they pressed charges against Peter M. and his fellow security officers and asking money compensations for the damaged gate and door, too.

The right to respect for private and family life is clearly stipulated in the article 8 of the European Convention on Human Rights and duly protected by national criminal codes in most of the countries. It is true that in particular situations the right to private life could be restrained, but only in cases of public interest mentioned explicitly in the existing legislation. However, even in such circumstances, only the representatives of a public authority could be allowed to enter a private house and just in executing a court order or court warrant for searching the premise. A public authority, e.g. the police could enter a private home without a warrant, only when they have reasonable suspicions that a serious flagrant crime is perpetrating in that particular house.

Typically, security officers are not granted such police-like statutory legal powers and by no means are they allowed to trespass or to enter private properties without explicit consent from the people owning the place.

Peter M. now regrets that moment of rage and resentment that makes him to ignore the rules and procedures and puts him on the wrong side of the law. He also expressed his regrets to the homeowners, and he offers to pay for the damages. Peter M. is hoping to convince them of his good faith and to settle the accusations before the trial.

Real Case Scenario 3 – Discrimination

Maria is a 19-year-old young lady. She recently graduated high school and because her parents have no means to support her in pursuing higher education, she decided to leave her parents' home and went after a job in the nearby bigger city. Maria planned to go to university the next year when she hoped to earn enough money to take care herself for her education expenses. She wished to study to become a lawyer.

Soon after, she found herself working as a security officer in a luxury department store. She was enjoying her job. Every day being around of some most exquisite beauty products and elegant people was a pleasant experience for Maria. In spite of her young age, she was hard working and disciplined and always affable and ready to help and support. That's why she rather quickly gained the appreciation and respect of the staff and regular customers.

Part of her job, besides actively watching over the expensive merchandise and customers, she also was assigned with some tasks on enforcing safety rules inside the store.

It was a nice Monday morning when the store's merchandise deputy manager was about to enter the shop carrying two cups of hot coffee. Bringing in or consuming beverages inside the shop was strictly forbidden by the company's safety regulations because of the slippage risks. Therefore, Maria stopped and informed the deputy manager that he is about to break a safety rule and politely asked him either to drink his coffee outside the store or to dispose of the cups. "Back off, you filthy gipsy! Who do you think you are to tell me what to do?" aggressively retorted the deputy manager. Maria was stunned. Indeed, she was of Roma ethnicity, she knew about the hardships and discrimination her people sometimes still suffer, but she never was confronted in her life with such vicious expression of discriminatory hate. However, she quickly composed herself, and without giving in to intimidation, she firmly once again requested the deputy manager to comply with the regulation. He eventually complied, but then he openly threatened Maria saying he will make sure that "no gipsy will ever work again in our store, particularly as a security officer!"

Maria felt terrible after the incident. It was like her entire world and hopes about her future shattered down to pieces. However, she was of robust nature and decided to get over the incident and to focus on her job and her plans for going to the Law School.

But, the next day she was summoned to the HR department. Maria was informed that she will be subject to a disciplinary procedure and eventually she will be fired. A complaint about her behaviour was received. She was accused of a dismissive and aggressive attitude towards a member of the staff. She explained to the HR manager that she did nothing wrong, but she was simply enforcing the safety rules of the company, and all the time during the incident she was calm and polite. Therefore, there should be no real grounds upholding the decision to fire her. She also indicated some member of the staff who witnessed the incident and can support her innocence. In spite of all evidence of no wrongdoing, the very next day he received the termination note. Once again, she felt appalled by such injustice. Maria went home in tears saddened not only because of the lost jobs, but mainly because of the unfair way her employer treated her. Actually, she felt that it was her ethnicity the real reason at the back of the decision of firing her from her security officer job rather than her behaviour.

She was aware that discrimination on ethnic origin was wrong and illegal too; therefore she looked over the Internet for information on what she could do to fight such injustice. She soon found out the contact of the National Ombudsman on Equality and Nondiscrimination, and she asked for guidance in dealing with her case. The Ombudsman acknowledged the likely discriminatory treatment she was subjected to and recommended her to send a formal complaint based on the article 14 of the European Convention of the Human Rights and some subsequent national legislation regarding Human Rights and Combating Discrimination.

Not too much time after, she received the decision of the court. The former employer was obliged to give her the job back and to pay her compensation for the lost income and emotional distress caused by the discriminatory treatment.

Check your knowledge

1. What does universality mean as a feature of human rights?

2. Why are human rights inalienable?

3. Is a state intervention required in terms of negative rights?

4. List three civic-political rights.

5. List three economic-social and cultural rights.

6. Is the right to humanitarian assistance an economic or a solidarity right?

7. Is there a violation of the right to life if a person that has attacked a secured property has been deprived of life?

8. Is the right to life derogatory?

9. Is a security worker allowed, in the line of duty, to drag, pull and hit a person that does not resist while leaving the property and which right could be breached in that case?

10. What is torture? Give an example.

11. In which cases could deprivation of freedom be justified?

12. In which cases (under what authorizations) a security worker may undertake deprivation of freedom?

13. What are the three aspects of freedom of movement?

14. What does presumption of innocence mean?

15. Explain the right to a trial within a reasonable time.

16. Are professional associations (such as, the Private Security Chamber) comprised in the scope of freedom of association?

17. Does the right to peaceful assembly comprise violent gatherings?

18. What sort of criminal act could be committed in the event of technical security and in which case? Which right is breached under such circumstances?

19. Can a person seeking asylum be forced to return to their country where their right to life is endangered?

20. What is discrimination? List several vulnerable groups.

CHAPTER III

PROFESSIONAL STRESS IN PRIVATE SECURITY

1. Stress: prejudice, stereotypes and belief related to and about stress
2. The nature of stress
3. Professional stress
4. Recognizing professional stress
5. Strategies for a cognitive change
6. Lifestyle/diet, physical activity, relaxation
7. Stress with private security workers
8. Leadership and stress
9. Organizational stress management strategies
10. A learning organization
11. How to make a successful presentation?
12. How to become a successful trainer?

   Real scenarios, examples from the practice

   Check your knowledge

Stress is everywhere around us and it has an impact on all of us, while all of us have our own ways of dealing with it. Sometimes stress poses a challenge, it motivates and stimulates us, while in other situations it blocks us and sets us a few steps back in terms of our plans and expectations. In other words, there are no universal rules for dealing with stress as to when it has a positive and stimulating impact and when it brings about adverse consequences. There is no unique "correct answer" or "best recipe" for managing stress. The technique that has proven to be very efficient for me provides no guarantee whatsoever that it will be beneficial for you. The only rule that is helpful is the fact that the better we understand stress the more skilled we are in dealing with it, i.e. in popular terms "stress management". As a starting point, the most important thing to keep in mind is that STRESS IS A CHANGE. That being said, our reactions to stress are basically very similar to our reactions to changes. The way in which we react to a certain change, in this case stress, depends upon the following:

1. The personal comfort zone;

2. The resistance to change;

3. The beliefs, the prejudice and the stereotypes that we have relating to and about stress;

All our beliefs, attitudes and behaviours have been learned. Furthermore, everything that has been learned can be changed and supplemented with something more useful and more efficient. Children are the best example for that; they can move around crawling, but they are actually striving to stand up straight and walk. While doing so, they are faced with a difficulty that constitutes a challenge for them and not an obstacle. If they had the uncertainty and the fear of changes that we, as adults, experience, it would be much more difficult for them to start walking. They would remain in their comfort zone where they crawl and feel safe; nevertheless, they decide to embrace the change and start walking. This change is not an easy one, but it is significant.

You have probably already heard of a comfort zone – the space in which we feel completely capable, competent and comfortable. It is something you can do blind-folded or a life routine in which it is completely clear to you what you are doing and how you are doing it. However, the most important

In our comfort zone we either have no stress or a very low dose of it, which means there not even any healthy stress that will motivate us to progress. In other words, we are in a status quo position, which is the greatest enemy of personal development. There is no anxiety; we do the same job in the same way every day, i.e. we enter a phase of monotonous performance, which after a while turns into a risk for decreased performance success.

thing is whether you have thought about where the boundaries of your comfort zone are and whether you are actually willing to remain within those boundaries. Occasionally, there is a possibility to face some challenges within that zone, but that possibility is so slight that you already have a clear idea in advance that you will manage such challenges. When we are urged to leave our comfort zone – or, under certain circumstances, we are forced to do so – many of us react with resistance. This is due to the inherent human fear of failure which, if examined more deeply, derives from our desire to be accepted and loved. When we suffer a failure, most often we feel embarrassed, silly and/or incapable of doing what is demanded and expected of us. Thus, it becomes completely clear why we are not willing to accept challenges and why our efforts are aimed at remaining where we feel safe and where there is no risk of a failure. It is the basis of our fear of change. Therefore, we believe that each change which is beyond our comfort zone is unacceptably stressful. This belief is often the basis for the prejudice and stereotypes that we build in terms of stress. On the other hand, our behaviour is defined by what we know and what we believe. Our decisions depend on our beliefs. If our belief is actually unverified prejudice or stereotype, then our decisions are based on stereotypes. Consequently, everything seems black and white. Quite often it also seems monotonous. And that precisely is the adverse consequence of stress.

How we behave and how willing we are to act beyond our comfort zone and expand it depends on what we know and on the manner in which we have come to know it. Ever since our childhood we receive countless information from our parents, relatives, the school, our friends, the Internet, etc. All this information helps to shape our personal philosophy, i.e. our value and moral system, as well as the prejudice and the stereotypes that we carry inside us.

Our personal development, as well as the dynamic society in which we are living, demand from us to leave our comfort zone, to take risks and allow ourselves a healthy dose of stress; it is, therefore, paramount for us to get to know stress and learn how to manage it.

People learn best from personal examples. Explain the meaning of a comfort zone through an example: "A factory line worker does the same job in the same manner every day. He has no initiative for any changes, feels no anxiety, he feels confident and knows his job. He has defined his circle of safety, but after 5 years he is still in the same position; after 10 years - the same old line, the same old parts. Is his work as effective as 5 years ago? Has he had the chance to be proud of his achievments?

What is stress? – Stress is a normal bodily reaction to events and situations that provoke in us a feeling of uneasiness in any sense whatsoever. Stress is the way in which our body reacts to the external demands and pressures. It can be caused by both positive and negative experiences. When we are under stress, due to any reason whatsoever, our body starts creating and/or releasing certain chemicals in our blood stream. Their goal is to provide as much energy and strength as possible, which is a good situation when stress is caused by a physical danger. For instance, when we see a dog that is about to attack us, suddenly our heart starts beating rapidly, our breathing becomes faster and we are extra prepared to run away or defend ourselves. However, the actual challenge appears when the stress is caused by something that is of an emotional nature and there is no valve for venting this extra energy and force which is created in our body – now, this could be a problem. Concurrently, stress can be short-term (acute) or long-term, prolonged (chronic). Short-term stress pertains to interim situations which appear occasionally, while chronic stress endures and we are constantly stressed out. Stress sources – The situations or life events that cause stress are known as stressors. Most often, we consider the stressors as something negative such as being overloaded with work or suffering from an illness. However, the truth is that anything that puts pressure on us or demands from us to adjust and/or change some of our habits is actually a stressor. Such phenomena are also positive events such as: getting married, becoming a parent, buying an apartment, getting a new job, being promoted at work, etc. The stressors or the sources of stress may be internal and external.

Basically, stressors merely have the potential to be positive or negative. Their outcome depends on our stress management capabilities. Which life event will cause stress depends primarily on our perception. In that, the cognitive judgment is important – if we estimate that there is no way out, i.e. we do not have enough "coping strategies" to cope with stress, we are bound to suffer from the consequences.

Examples of external stressors are the following:

- Major life changes
- Work
- Family and children
- Financial troubles
- Being burdened with obligations
- Relationship troubles

Examples of internal stressors are the following:

- Not being willing to accept uncertainty
- Pessimism

- A negative attitude towards changes
- Unrealistic expectations
- Lack of self-confidence Other frequent stressors are:
- Driving in a rush hour
- Losing one's job
- Illness
- Fear of crime

Stress management – There are many stress management strategies. One of the most frequently used is stress control through breathing exercises. By slowing down and focusing on the breathing, we are able to enter a relaxation stage, wherein it is important to concentrate on inhaling, holding your breath and then exhaling. Exercise and physical activities are another important stress management strategy.

Also our senses could help to manage stress: sight, smell, sound, taste and touch. By using our senses we can loosen up and relax. Several practical examples are presented below that could help us when we are dealing with stress:

Sight: Focus on nature, take a walk and enjoy the colours of the flowers and the trees around you. Look at the birds flying. Light up a candle and watch the flame. Smell: Spray some of your favourite perfume and focus on the fragrance, smell a cinnamon stick or some basil.

Sound: Put on some music that relaxes you, sing along, concentrate on the sounds of nature: the murmur of water, the splashing of lake waves, the crackling of dead leaves...

Taste: you should be careful in this respect if you tend to binge eat when you are under stress. Take a mint, some freshly squeezed juice, some fruit that you like – it is important to turn your meal into a ritual that will relax you.

Touch: Make yourself a nice hot bath, put on a warm sweater or your favourite outfit, hug someone...

> **Teach your colleagues that before starting to deal with stress, it is important for them to calm down their bodily reactions. This is because, frequently, the reactions that are determined by our emotions and body full of hormones triggered by stress will only emphasize the negative aspects and put us at a risk of facing an even more serious problem than the stress itself. Stressful events teach us how to be adaptable, patient and wise.**

Professional stress is stress caused or intensified by work. It simply refers to the situations at work that create a feeling of not being well-prepared to fulfil the duties assigned to us. It may be caused by being overloaded with work, being under pressure, deadlines, anxiety in the work environment, etc.

Stress appears when the situations that we are supposed to handle exceed our

capabilities for facing them. Most often, these are situations over which we do not have sufficient control or regarding which we have no support.

In that respect, all of us have a different reaction when faced with professional stress:

- Some of us feel endangered, but we keep it to ourselves;

- Others behave aggressively, without being aware or admitting that their behaviour is a consequence of stress;

- There is a third group of people who react calmly, they do not feel endangered and are able to quickly become relaxed;

- The fourth group are aware of their experiences, but they manage to turn stress into a challenge;

- ...

It is not easy to define the limit up to which the work environment causes a stress or up to which such stress is the result of other life situations outside of the workplace. Frequently, stress in our private life significantly diminishes our capability to meet the requirements of our jobs and, therefore, every deadline that we have causes additional stress.

Work environments which are dominated by good communication, mutual respect and a stable system of responsibilities and support, help us recognise stress that could also come from several sources at the same time. It is interesting that in this type of environments, where stress is accepted and support is given in managing it, there is an outstanding work efficiency.

Sources of professional stress – it is difficult to identify the reasons for professional stress, since there are various factors that have a various impact on each of us as an employee. Whatever the case may be, the most frequently listed stress factors at the workplace are: poor organization of work in shifts, poor communication, bad management, unclear rules, undefined responsibilities, lack of recognition of any type of harassment at work, etc.

Stress may also be caused by the context of the job itself. Employees are exposed to stress whenever some of the following appear:

1. **Problems with the availability and the maintenance of the work equipment;**
2. **Stereotypical work, repetitive work activities without any novelties;**
3. **Being overloaded with work, lack of control, continuous pressure in terms of time;**
4. **Badly organized shifts, inflexible schedules, unplanned changes in the schedule.**

Each of us could go through stress due to various factors, sometime even due to a combination of several factors at the same time. Some of them are a consequence of the momentary perception and the experiences of the affected person and, thence, it is not easy to assess whether the issue is only in the company.

The sources of stress at the workplace are most frequently related to some of the following situations:

- The role at the workplace: clear and defined/I have no idea what my responsibilities are?

- Relations at work: there is disharmony and even an openly aggressive conduct among the colleagues at work?

- The hierarchy and the management: are effective and leadership-oriented or not even close to that?

- Control: Do you have any control over what you are doing on a daily basis or you are completely controlled, like a machine?

- Training: Have you been adequately and applicably trained for the job that you are doing?

- Demands: Do you have more work to do than what may be realistically expected for the time available to you, do you do overtime work? Some of these factors could appear at any job position without leading to professional stress, but if their presence is constant then there is an increased likelihood that the employees are suffering from stress at their workplace.

If you successfully recognise the sources of stress you are on the right track to overcome them, especially in a situation when the organization provides stress management trainings, whereby it shows that it cares for its most valuable asset and that it is willing to improve.

As trainers it is important for you to know that the organization initiates stress whenever some of the following exists:

1. **Poor communication, low level of support, unclear organizational goals;**
2. **Unclear responsibilities;**
3. **Unclear rules for career development, low salaries, job uncertainty;**
4. **Social isolation, bad relations with the superiors, interpersonal conflicts.**

Professional stress is most easily recognised when the first consequences from it appear. By being aware of the sources of stress we become more skilled in preventing it. However, we become really aware of stress once we start facing the consequences arising from it.

Even though different individuals react differently to stress, one way of recognizing it is to observe the following signs:

Bodily (physiological) consequences or signs of stress are the following: disrupted sleep, sweaty palms, a feeling of exasperation, headaches, abdominal and back pain, and nausea, are some of the reactions which can lead us to recognize professional stress. Some people may also experience: high blood pressure, a fast heart rate and a compromised immune system, i.e. getting colds frequently.

The following signs appear from a psychological perspective: a bad mood, nervousness, anger, anxiety, resentment, animosity, a decreased level of self- respect. These negative feelings are conveyed in the work environment through a low level of satisfaction from the work and a poor organizational attachment. At a certain point, all employees experience such psychological consequences. When the level of stress is too high or lasts for too long, such negative feelings could start being dominant.

The most easily perceived signs of professional stress are those manifested through our professional behaviour. However, we must keep in mind that stress not always diminishes the work performance, while in some cases it can also improve the work efficiency. For instance, the stress experienced before an exam can increase the learning efficiency, or the stress felt by employees while trying to meet a deadline actually pushes them to make a more efficient use of the time. Under such circumstances, stress has a positive impact on the work.

Nevertheless, stress can sometimes also be detrimental for the work. A student scared of a test may forget the material that he/she new excellently just the day before; he/she may simply be prevented from functioning normally due to excessive stress. The consequences of stress at an organizational level are as follows: decreased performance, sabotage, an increased likelihood of having an accident at work, etc.

The following factors also produce an important impact:

- The number of stressors. The more stressors exist,

One way of understanding the complex effects of stress on the work of people is to explain the connection between stress and work. To a certain degree, stress is positive since it forces people to do their best. However, once that point is reached and then exceeded, stress becomes negative; elevated stress distracts us from work and it is dysfunctional, while causing physiological and psychological consequences in the person.

the greater the likelihood of experiencing continuous stress.

- The frequency and the duration of being exposed to a certain stressor.

- The intensity of the physical and emotional reactions caused by the stressors.

Still, it must be pointed out that the reactions to stress also depend on our personal traits and the manner in which we perceive the stressors.

Overall, we can recognize professional stress on the basis of the following pattern of reactions and behaviours exhibited by us personally or by some of our colleagues:

Physiological reactions:

• tachycardia
• elevated blood pressure
• muscular tension
• sweating
• an increased adrenalin production and secretion
• rapid shallow breathing

The emotional reactions are as follows:

• fear
• irritability
• anger
• decreased motivation
• depressive mood
• anxiety

The cognitive reactions pertain to the following:

• a decreased attention span
• perceptual distortions
• forgetfulness
• lower cognitive efficiency
• a drop of the problem solving capability
• a decreased learning capability

The behavioural reactions include the following:

• a drop of productivity
• smoking
• consuming alcohol and/or psychoactive substances
• frequent mistakes
• frequent illnesses

In order to explain the connection between stress and its impact on the person, use diagrams. The U shaped diagram clearly shows the point (a blue mark in the example) to which stress is an incentive and when it becomes dysfunctional. Example of a diagram:

What is happening inside our head when we are under stress? Is it stress that is causing negative thoughts or do the negative thoughts cause stress? Are we able to use our thoughts as a tool against the negative effects of stress?

One of the definitions of stress reads as follows: "Stress appears when the individual thinks that the demands of the environment exceed the personal and social resources thereof for dealing with the occurred changes".

It means that in order to experience a negative stress, the following two judgments must be present:

1.The situation endangers us;

2.We do not possess sufficient capabilities and resources in order to deal with the threat.

Concurrently, the intensity, i.e. the strength of the stress will depend upon our assessment of the extent of the damage that such a threat could bring about.

In terms of such a manner of defining stress, our perception and our cognitive stream play a crucial role. It goes without saying that sometimes we are completely right when we estimate threats and we are aware that such threats may harm us physically, psychologically, career-wise or at any other level. In such a case, stress as our reaction warns us about the danger of the situation in which we are.

However, we must admit that sometimes we are being too harsh and unjust to ourselves, for instance, when on the second day at work we are stressed out because we have concluded that we will never become a part of the team. This, alongside other negative thoughts, causes intensive stress, dissatisfaction and, inter alia, undermines our self-confidence.

Some of the tools that could be helpful in controlling our cognitive process with a view to making an objective assessment and assuming a positive approach are the following:

1. Being aware of our own thoughts – this is the first step in controlling our cognitive process because in order to be able to control our thoughts we must be aware of them. The easiest way to achieve this is, the next time when we are faced with stress, to allow ourselves to have "our stream of thoughts freely flow" without questioning ourselves, but just by writing our thoughts down. By being written down, they become a visible object in our rational assessment.

The strategies for cognitive changes originate from the theory of Lazarus, according to whom: "A stress reaction of the body is defined by the subjective judgment of the individual abilities and possibilities to overcome it. There are two types of judgments: PRIMARY – the significance of the stressor is defined as positive or negative and SECONDARY – assessing one's own capabilities for dealing with stress.

2.Rational assessment – focus on what is written down and challenge those thoughts by examining how rational they are and how to overcome them. Such thoughts usually comprise, for example, a feeling of inadequacy/incompetence – are you educated enough to be able to stand up to your tasks? Do you need to know anything extra? Where can you obtain such knowledge? Who could help you? ....- If by means of the answers to these questions you manage to lower the feeling of incompetence, you are on the right track; if, on the other hand, such feeling is not loosened up, then you might want to re-examine you standards. They could be too high as compared to the once that you are capable of meeting at this specific point in time.

In a similar manner, with a rational approach we challenge the thoughts that we have written down.

3. Positive thoughts and affirmations – once you make a rational assessment of all your thoughts. It is important that you apply the adopted solutions. Within the meaning of the previously shown example, that would mean: "I need to know something more about this segment of my work. My colleague has been doing this kind of work for a long time, so I will ask him to help me." Once you do this, it is important for you to congratulate yourself

> **Stress is a highly personalized process; the reactions and the resilience to stress do not depend only on the stressors, but also on the current psychological condition of the affected person, his/her abilities, prior experiences, beliefs, attitudes, prejudice, etc. Such knowledge justifies the tendencies towards continuous work on personal development and a better quality of life in the fight against the negative consequences from stress.**

One element of the fight against stress is the elimination of certain things or phenomena that bother you, while enhancing those that please you. We should all discover what relaxes us the most and practice that regularly. We should also incorporate some physical activity because it is very important for a good spiritual status and for the ability of the body to deal with stress, as well act as a great valve for releasing the accumulated stress.

If there is one universal solution, i.e. one universal manner for dealing with stress, then it is laughter. Endorphin, or the hormone of happiness, which is excreted while we are laughing, is a natural remedy against stress and it creates a feeling of well-being and joy. Laughter helps us preserve a positive, optimistic outlook on the world around us, even when everything seems black. It provides us with a new dose of hope and it gives us the strength to face the upcoming challenges. The best thing of all is that laughter is considered to be contagious. It is quite difficult to watch someone laughing without responding with laughter. Unfortunately, nowadays it is difficult to find the time for fun, relaxation and laughter. Still, laughter and all the advantages that it brings should be our priority. We should enjoy some good company and comical contents, but what is most important is the ability to laugh at ourselves.

When is it that simple methods do not actually help?

Unfortunately, when too much stress culminates, it often happens that we seek a solution in a completely wrong place, such as alcohol, tranquilizers, medications for anxiety, antidepressants, opiates... The situation seems a bit better for a moment, but is only an apparition. We must understand that no problem will be solved or eliminated in this manner. If anyone feels that they have a problem with stress and that they are unable to solve it by themselves, they should inevitably turn to someone for help. If stress is the cause for serious physical and psychological problems, we cannot expect for the problem to solve itself. Many people consider it embarrassing to go to a psychologist or a psychiatrist; but we must understand that asking for help is a sign of a strong will and not of weakness. When the problem is job-related, it is necessary to ask for help from the human resources department or directly from the employer. Help may also be obtained at some of the existing advisory assistance offices. The most important thing to understand is that when help is needed, it should be sought.

> There is a tendency for the organizations to exert efforts for modifying the cognitive assessments by the employees in terms of the stressors and their consequences, rather than eliminating or reducing the stressors themselves. That is the foundation of the programmes offered for counselling for the employees showing signs of psychological pressure.

Which simple elements could be helpful?

When was the last time you rode a bike? When was the last time you spent a good portion of your day with your loved ones? Have you done any fast walking recently?

How about watching the sunset? Have you ever set your alarm clock just so that you could see the sun rise? And, when did you last go to the nearest mountain, hill, meadow? ...

Initiative at an organizational level

In order to deal with stress at an organizational level, one or several of the following initiatives could be undertaken: creating an environment for exercise, changing the physical environment, target management, changing the organizational atmosphere, selection and relocation, changing the organizational structure, increasing the participation in terms of decision-making, analyses of the work, increasing the performance-related feedback, solving problems creatively, delegating, restructuring the job positions, conflict management at work.

The efforts to overcome the psychological pressure at work may be directed towards three different components of the stress cycle: 1. Lowering the number or the intensity of the stressors, 2. Helping the employees change their perception of the gravity of the situation in terms of stress, 3. Helping the employees to cope more successfully with the stressors and the related consequences. Three levels of intervention have been elaborated: primary level (reducing the stressors), secondary level (training for coping with stressors) and tertiary level (programmes for providing assistance to the employees).

> **There are strategies that entail changes at a wider organizational level. Such strategies are: redesigning the work tasks, redesigning the work environment, defining the roles, establishing flexible work shifts, participatory management, providing feedback and social support to the employees, having an equitable remuneration system.**

Being in private security means accepting the challenge of one of the jobs that has been defined as a potentially "stressful" job. There are many studies that differently rank private security on the scale of potential stress, but, still, we must keep in mind that this is a job that requires dedication, comprises a wide range of work conditions, potential conflicts, i.e. roles and demands that are not always clearly defined, rotating shifts, etc. In other words, there are plenty of sources of stress. Based upon all of the afore-stated, it is clear that the more able we are to identify the sources of stress, the easier it will be for us to manage and overcome them.

Private security guards very frequently face the following:

An unclear role – various expectations are frequently imposed upon the private security guards pertaining to their behaviour. These expectations originate from different sources. The conditions for work are frequently changeable and unequal. Thus, for instance, the requirements differ in terms of working in patrol security, bodyguard security or school security. All positions entail requirements and expectations from the employee who may frequently also be rotated/relocated from one position to another. It is important for the employee to always clearly recognise the requirements and expectations imposed by the job and to be certain in terms of the authorizations and duties thereof. An unclear role exists when there are no precise requirements in terms of the role and the respective person is not sure about what he/she is supposed to do. The perception of a person regarding the role thereof may be different from the perception of the others. It means that the person does not possess enough information in terms of the proper performance of the role thereof or maybe such information has not been properly communicated. An unclear role is especially emphasized when there are no clear descriptions, in large, versatile groups and during periods of constant changes. Uncertainty most often reflects upon the performance method, the level of independence and responsibility in performing the job, the standards for work and the performance evaluation. Therefore, it is important for the employee to always have a clear job position, clear expectations and clear demands therefrom.

Rotating shifts – Private security guards often work in shifts. The shifts may be permanent, which means that the same persons stay in the day shift, evening shift or night shift

As managers, it is important that you know that psychological pressure that may be due to organizational factors, often times is the consequence of the management styles. The hierarchy and bureaucratic organizational structures, that do not allow any participation in the decision-making, increase the psychological pressure on the employees.

for a long period. The shifts can also be rotating, wherein the employees work one shift and then another. Rotating shifts are more stressful. The employees working in rotating shifts are overwhelmed with emotional issues, absences from or tardiness to work. The adaptation itself to working in shifts is stressful for many people. This should always be taken into consideration when the work schedules are being prepared, as well as in terms of when and how we start working in shifts.

Features of the job position – These stressors are related to the performance of specific tasks and sometimes they are referred to as "the task contents". They include variables, such as the work complexity level, the variety of the tasks being performed, the level of discretion in the performance of the tasks, as well as the physical environment in which the tasks are being performed. Many studies have shown that the lack of variety, monotonous jobs and the lack of discretion increase the level of tension. Furthermore, bad working conditions (e.g. extreme heat or noise) have harmful effects on the psychological well-being of the employees and their physical health.

Relations at work – The quality of interpersonal relations and the lack of support by the others at work have also been examined as a possible source of psychological pressures. Bad interpersonal relations and lack of support, both from the co-workers and from the superiors, can be a significant stressor for many employees. The vice versa also applies – when there is social support from the others in the organization, the psychological pressure is eliminated.

> **If we summarize some of the most frequent sources of stress with private security workers, a clear need appears for timely interventions both at an individual and company level with a view to preventing professional stress. As trainers in professional stress prevention, you play a key part in these processes.**

If we examine the sources of professional stress, the role of the management in neutralizing or (not) initiating stress in the associates thereof becomes clear. The related literature frequently refers to a series of traits of the successful leaders, but what we are interested in specifically is related to the understanding of the demands imposed upon the job position of a leader and the stress that it entails. In order to successfully manage stress in one's organization, it is necessary for the leader to be willing to cope with the challenges of the superior working position, i.e. to manage stress at an individual level and to introduce strategies for organizational stress management.

Leadership constitutes one of the most difficult tasks in today's working environment. Leadership means a process performed through boosting enthusiasm in people with a view to supporting the organizational targets and implementing the plans. Thence, leadership is understood as a process of guiding the group business activities by making an impact without forcing others, all aimed at achieving the targets of the organization.

Practically, "the leader is the architect who creates the culture in an organization". Leadership encompasses a managerial capability to create an environment which will create a responsibility for the employees to participate in the implementation of the strategy, whereby everyone together will contribute for the organization's greater effectiveness and efficiency.

In addition to other factors, stress is also considered to be one of the very important distinctive features of a successful leader. All successful leaders in the world, even the ones that are unusual, who have frequently been mentioned throughout history, knew how to be emotional and managed to use their emotional side and become even more successful. However, while emotionalism may contribute for a greater success, it may also create bigger problems; that is why the focus nowadays is on an emotionally stabile leadership.

When talking about successful leadership, the following notions apply in terms of a successful leader: a reliable person who knows how to cope with his/her problems, emotions, stressful situations, who knows how to avoid transmitting these to the workplace during the working hours, who knows how to disallow these to have an impact on the other employees and other people around, customers, partners, etc. In addition, a leader should also have great knowledge in the

From the total number of diseases in Macedonia, 40% are cardiovascular, which is due to the lifestyle, irregular and poor diet, lack of physical activity, daily exposure to stress, cigarettes, alcohol, etc. Physical activity is the best choice for preventing cardiovascular diseases, as well as a stress remedy.

sphere of psychology, which will enable him/her to assess the nature of every individual and draw the maximum from him/her in terms of work, influence on his/her emotional stability and prevent the impact of any stressful situation on the work in general in the entire company, institution or organization.

Even our own skin is too tight when we are unable to deal with the numerous daily obligations. It is then that we are succumbed by stress, which is hard to deal with. Businessmen and people involved in the business world in general are among the target groups of stress; thence, they should apply their skills of managing business also in stress management. Numerous scientific papers have been written, analyses, surveys and experiments have been conducted in order to find the answer to the question HOW they deal with stress. The most frequently provided answers include: doing sports, listening to music, taking walks in nature, breathing in deeply...

From a psychological perspective, stress could cause or activate panic attacks, increased anxiety, depression... When asked how to avoid such conditions, some psychiatrists say that it is necessary to identify and avoid stressful situations whenever possible. We should not suppress our emotions – if we feel like crying we should cry or talk about what has happened to us. Negative energy and suppressed aggression are best released through physical activity and walking in nature. Adequate time for relaxation must be found. Everyone needs a good sleep, while it is also beneficial to have a hobby. If the consequences from stress are too strong and long-lasting, it is necessary to seek professional help from a psychiatrist or a psychologist. The treatment may involve medications or psycho-therapy. Cardiovascular diseases are predominant both in our country and worldwide. At present, they are killer no. 1. We should take walks in nature of 4-5 kilometres a day, do aerobic exercises, ride a bike, etc. We should eat healthy food, reduce or avoid situations that make us feel unhappy, nervous or anxious. We should control our body when dealing with stress.

Just as the manager is the architect of the organization, so is the trainer the builder of the conduct culture. You should always have in mind that you may say a lot and achieve nothing. At the same time, you have an open option to do little and achieve a lot. People learn best from role models, so be a role model for your colleagues.

Stress management is important both for the employee and for the organization in which he/she is employed. For an individual, it is important because stress has an impact on the life, health, productivity and income. For the organization it is important not only because of humane reasons, but also because stress has an impact on the work effectiveness and efficiency.

In order to reduce the professional stress, the following two initiatives could be undertaken:

Initiative at an individual level

As already elaborated, each of us may react differently, by using various mechanisms for dealing with the demands and pressures of a stressful situation, which include: a psychological withdrawal, planning ahead, accepting an adequate life philosophy, relationship management, seeking social support, diets, exercise and physical activity, temporarily resigning from work, bio-feedback, progressive relaxation, time management, psycho-therapy, counselling, etc.

There are several mechanisms that each of us may use in order to overcome stressful situations which are related to or arise from our job, such as:

1. Attempts to change an objective situation by minimizing negative

information or by rationally analyzing the situation and the possibilities for coming out of it (e.g. minimizing the adverse aspects of the situation).

2. Adjusting the desires to the perceptions (by decreasing the difference between what the person has and what he/she wants).

3. By reducing the importance of the difference between the wishes and the perception (through a rational assessment of the importance of the event).

4. Individual engagement in exercises or relaxation techniques, in order to avoid the negative effects of a stressful work situation.

It should be pointed out that there are numerous situations over which we have no control or impact in terms of the course of events. The pressures and the demands arising from such an environment cannot be changed simply with the actions of the individual.

When changes are introduced at organizational level, resistance is an expected reaction. It is an inevitable consequence of every attempt to make a change. It should not discourage you. You will manage it successfully using the principle of participatory introduction of changes, wherein you should consult with your colleagues, make suggestions, listen, discuss. Thus, changes become common and not imposed..

Initiatives at an organizational level

In order to cope with stress at an organizational level, one or several of the following initiatives may be undertaken:

1. Redesigning the work tasks;
2. Redesigning the work environment;
3. Defining the roles;
4. Establishing flexible work shifts;
5. Participative management;
6. Providing feedback and social support to the employees;
7. A proper remuneration system;
8. Creating conditions for exercise;
9. Changing the physical environment;
10. Changing the organizational atmosphere;
11. Changing the organizational structure;
12. Selection and relocation;
13. Conflict management at work, etc.

Most of the programmes for overcoming stress are focused on the individual, while helping the employees to either re-examine the stressfulness of their work conditions or deal with the stressors at work. There is a tendency for the organizations to get involved in modifying the cognitive evaluations by the employees in terms of the stressors and the consequences from them, rather than eliminating or reducing the stressors themselves. That is exactly the reason why still today we have dominating programmes that offer counselling for employees going under psychological pressures, rather than programmes that change the nature of the work or the management style, as a measure for preventing job related stress to appear in the first place. Still, it is a positive fact that the organizations are becoming more and more willing to learn and to change, taking more useful strategies aimed at reducing job- related stress.

> **When you discuss organizational changes, there is a danger for the colleagues to feel distanced from their own responsibility and move into into an external "control locus" – the organization is to blame. Encourage them to think through a prism of alternatives, possibilities and suggestions, and not excuses.**

The organizations that achieve top results in their activity are almost always organizations that have discovered that the people are the driving organizational force. This finding is the foundation for the thesis "a learning organization" – it is clear that those that are willing to learn are primarily the organizational leaders and then all of us who belong to a certain company.

In other words, a learning organization is a term that pertains to an organizational culture which is simply the "character of the organization" that cannot be separated from the character of the people comprising it. In order to create a "learning organization" it is adamant for each of us to work on our own individual development, while the organization supports and values such development. Only an organization set up in this manner can talk and think about a motivating, i.e. positive stress that leads to development, while leaving aside the negative stress that has harmful consequences both for the employees and the organization itself.

The definition of a vision (what we wish for) and a clear picture of reality (what we have) gives rise to something that can be characterized as a creative effort, a force that conjoins the vision and the reality, generated by the natural tendency to changes. People who possess a high level of knowledge that are guided by their own aspiration for continuous learning and that achieve the results that they wish for, they are the spirit of a learning organization and changes. Individual learning does not imply organizational learning, but without it, there is no organizational learning. Learning is a much more complex process than simply gathering new information; it is a process that comprises a complete personal development and a capability to achieve highly set desired results, a process that is long-term and based upon the personal willingness for changes and preparedness to wish for and achieve success. Those individuals that invest in their personal development live and function on the basis of the principles of a certain kind of a learner code. They never "fail to reach their goal". It is due to the fact that they have managed to gain awareness of the fact that knowledge is not something that you possess; rather, it is a process that lasts a lifetime. These are people that are dedicated to their jobs and that take initiatives. They have a much broader and more intensive feeling of responsibility towards their work tasks. They learn fast. They achieve successes.

The vision and the significance assigned to the work we are doing have a major role in work performance. Make an effort to ensure that your colleagues always know the essence of their work. It is the basis for the efforts exerted, it makes them important members of the team and encourages loyalty and belonging.

That is why a modern organization, a learning and changing organization, without any exceptions, strives for and invests in the personal development of its employees; that is the sole guarantee for a successful and competitive organization on the global market.

1.3. Mental models

Personal development cannot be separated or exist independently from the mental model of the individual. It is comprised of deeply rooted attitudes, generalizations or even ideas and assumptions that have a bearing on the personal understanding of the world; the actions that we take are aligned with it. It often happens that people are unaware of their own mental models and of the impact that they have on their behaviour. Two persons constitute different mental models. They perceive and describe the same event differently and, thence, they focus on different details. That creates the way in which the mental model shapes the individual perception, which is important also for the management. The mental models define not only the way in which we understand the world, but also the manner in which we take action.

1.4. Common vision

It is a vision to which all employees from every level of the organization are dedicated, but it is also a visible expression of the individual vision. It creates a feeling of belonging and unity and it changes the behaviour of the individual towards the organization to which he/she belongs. It is no longer "their company", it is "our company". A common vision is the first step towards creating a common identity for people who have different attitudes, which enables them to work together in order to achieve such a vision.

1.5. Team learning

The team is the basic component for learning in a modern organization. Therefore, one may freely say that if the team does not learn, develop or progress, neither does the organization learn, develop or progress. The more we learn, the more aware we become of our ignorance. An organization cannot be "outstanding" in terms of achieving a permanent state of perfection. Every organization is in a continuous process of evaluation and verification of the learning discipline, which makes it better or worse. Team learning is based on the common vision and the individual development. Therefore, as a rule, successful teams are comprised of successful individuals.

How should you explain the importance of the vision: Two masons are doing the same job. When they asked the first one what he was doing he said: "I'm laying stones", while the second one said "I'm building a church". Whose performance do you think is better and who get more satisfaction out of his job?

Communication is the foundation for a good presentation. Communication skills are acquired and developed and they constitute a part of the personal development process.

In the literature, the rules for an effective communication emphasize the communication skills that every excellent communicator that participates in formal and informal communication should possess. The most important communication skills that every person, as well as presenter, should possess are related to writing, speaking and listening.

The capability to write is an especially important communication skill, even more so in this global, electronic age when writing an e-mail is an indispensable activity in the course of the day. For the purposes of making a successful presentation, it is necessary for the presenter to be skilled in writing a summary of the material that is being presented. Getting to know the contents is the first step for creating a text that will draw and keep the attention of the participants. In terms of the communication process, this communication skill means that the individual possesses a capability to present a subject or a topic in a manner that is understandable for a wide audience of various levels of education or working experience. Furthermore, by possessing this skill, the presenter is capable of attracting the attention of the audience, convincing it and activating its emotions in line with the message being conveyed. In addition to written communication, the presenter should also possess good oral communication skills. When it somes to oral communication, the presenter possesses the skill of excellently speaking if he/she knows how to compile words, connect them to each other and obtain a maximum understanding and force of the speech. He/she must be capable of speaking effectively, regardless as to whether he/she is speaking at management training on professional stress, a meeting of the employees of the lowest rank or a conference of an outstanding importance for the organization.

The third most active communication skill is listening, which takes place first with the party receiving the message. The capability to listen actively, to absorb not only superficial facts, but to also examine more subtle contents, is a crucial skill for communicators. This is where it becomes obvious that communication is not only a one-way process. Active listening constitutes a crucial part of the process by means of delivering feedback to the person that initially conveyed the message.

In addition to these three communication skills of the presenter, he/she should also possess many other communication skills, which include some of the following:

- To be able to distinguish important from non-important information
- To convey a simple and concise, clear and complete message
- To engage the participants in a dialogue
- To encourage the participants in the communication to ask questions

  in order to clarify any possible misunderstandings
- Focusing solely on oneself must be avoided
- It is indispensable to avoid any assumptions

The first communication skill of the presenter comprises of the ability to select only the crucial messages and to convey them in a simple and clear manner, while avoiding any unnecessary and confusing details and digressions. Furthermore, he/she should know the message being conveyed in a simple and concise manner. Another skill is also the ability to equally engage all participants in the communication process, wherein it is necessary to avoid any filtering and distortion of information. In addition, the presenter should help the interlocutors by asking them specific questions pertaining to what they understood from the messages, thereby motivating them to ask questions until they fully understand the message. The presenter should also think more about those to whom the message is intended, rather than concentrating solely on the message being conveyed. Presentation skills also include avoiding any assumptions and possessing a certainty that the message has been understood. Concurrently, correct information will be provided and the spreading of rumours which leads to misconceptions will be prevented.

The following chart has been prepared for the purposes of a more explicit clarification of these presentation skills:
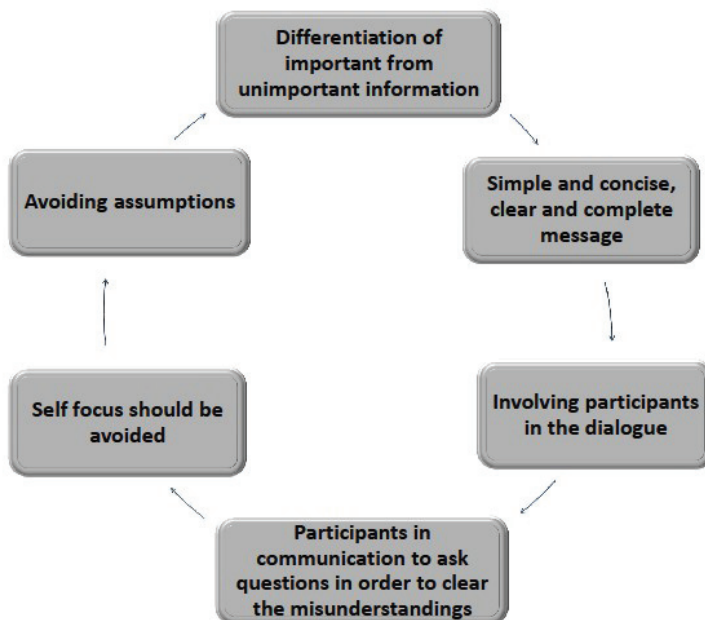
The best training is practical experience. The messages derived from experience are the ones that best reach out to the participants in the training. Thence, in this part we will present the specific steps that arise from practice and enable the effectiveness of the trainings.

The first step is the acknowledgment that all trainings mean a change. Therefore, it is important to understand the principles of accepting changes. Please have the following rule in mind, which applies to the participants who are faced with a need for change, i.e. training:

"Tell me, I'll forget; show me, I'll remember; involve me, I'll understand".

With this perspective in mind, the most important thing is to provide the participants with the following in the course of the training:

Connection with the practice:

Has this ever happened to you?

Have you ever been in a situation like this? What did you do? What was the outcome of your action?

Connection with the life experience:

How do you usually react to stress and pressure?

In which situations would you prefer to react differently than you normally would?

Connection with the group:

How could your colleagues help you become better at your job?

What can we do today that could make you become more self-confident?

During the training, it is necessary to keep the attention span of the participants in mind, as well as the objective indicators for the expected results from the training itself. During lectures with duration of 90 minutes, the participants spend 80% of the time listening, 20% actively elaborating, while it is expected from them to remember 8% of the presented material. Therefore, it is especially important for you to know how to choose what you want your participants to remember and how to make them fit what they remember in the 8% part.

For an effective training it is important to have a good presenter, who is able to cope with stage fright, has an agenda and a good prior preparation of the training. When you are planning training, you should keep in mind that a block of active listening may not be longer than 90 minutes; if you include a workshop and active work for the participants, then the block may last up to 150 minutes. It is necessary to prepare an agenda for the course of the training.

You should have in mind that stage fright is normal and you will probably feel it. The background of stage fright is the idea that if we show our own weaknesses, we will diminish our value in the eyes of the others. Thence, it is good to have in mind that stage fright is a normal reaction right before the training or lecture (positive stage fright). It does not happen only to you; all presenters and trainers feel the same. In that, try to avoid any irrational attitudes that will additionally burden you. A typical irrational attitude is maintaining that you have to be perfect and fascinate the audience. Thoughts that push you into stage fright are: "The others will find what I am talking about funny." "They know all the things I am saying, I am not telling them anything new"; "My voice will start shaking"...

In order to deal with stage fright, it is good to know that:

- Stage fright is the most researched fear immediately after the fear of death.
- An adequate preparation is the best tool in the fight against fear. It is an inevitable segment of a good speech, while repeating the presentation is also the best weapon in the fight against stage fright.
- The audience sees much less of the stage fright than what you feel.
- Do not think about the people, focus on the topic.
- Before the beginning, stretch your face and neck and inhale and exhale deeply several times. You could even blabber before your speech.
- If you are stuck and you lose your train of thought, repeat what you have previously said, say something general on the topic, ask a question and your thoughts will come back to you.
- If you are overwhelmed with stage fright at the beginning, just look at one of the participants who you know is interested in what you are saying. Then, once you relax, choose three points for focusing your look.

By sticking to this knowledge, you may begin and open your training, **introduce yourself...**
... Say something about you that you think is important to be known.

Give an introduction about your training:
State the goals of the training.
Ask the participants to take a look at the agenda together with you and discuss the stated topics.
Let them know which work techniques they could expect.
Ask the participants to introduce themselves and say something about themselves, while providing them with feedback after every activity.
Another must is to have a discussion at the end of the training, as a closure of the process in which every participant is asked to share what kind of experience it was, what they think they could apply in their work on the next day already, what will be paid more attention to in the future, what was difficult for them to acknowledge...
With all these findings and your experience, you are ready for the training.

Real Case Scenario 1 -"Money is not everything"

Life was not kind with Dan lately. He lost his driver job because in a moment of distraction he caused a car accident, and furthermore, police suspended his driver license. To the worse, he was sued for repaying for damages. As the breadwinner of his family, with no job and some new burdensome debts, his future looked quite grim.

Dan was in a desperate situation, he had to quickly get a new job. He was thinking that being in his early fifties getting a job would be quite difficult to him.

Fortunately, after a few weeks he managed to get him hired as a security officer. The job was not easy, and not so well paid either. But he had no other option and accepted. He was assigned to the gatehouse of a big refinery and here he was required to check the inbound and outbound tanker trucks for compliance with the safety and security regulations. Additionally, he should check their papers and to complete and hand over to each driver a special permit. Although he received a comprehensive training and a week of induction to the new job he still felt pressured especially when trucks formed long lines waiting for him to complete the paper works. Drivers used to get angry and to shout not so nice words on him while they hysterically sounded the horns of their trucks.

That's why he rather preferred to work night shifts when the traffic is more relaxed and the pay was better. Due to the night shift compensations added to his salary, last month he earned more than he used to be paid as a driver.

As a result, he asked to be assigned more night shifts and when he reached his legal working time limit, he started to do overtime by making private arrangements to replace colleagues who needed time-off from a job because of various reasons. And indeed each month he started to earn good money as his accumulated night shift time and overtime surpassing by much the normal working time in a month.

On the other hand, he had less in less time for resting and sleeping. His moments spent with his family were rare and shorter, too. Because weekends work is better paid Dan, even gave-up to his traditional Saturday football match with friends going to work instead.

However, after no more than a year he managed to repay his debts and he felt quite secure financially wise, but he also started to feel some other not so good changes. He gained weight, he found difficult to get asleep and sometimes woke up tired even more as he was before going to sleep. He became quarrelsome often times shouting back to drivers or confronting with his fellow security officers. He quarrels at home as well. Especially his wife, but his kids too, get hard times with him for less or even for no reason at all.

But he didn't pay too much attention to such changes. Money was more important to him. Now he was saving to buy a newer car. He was thinking to use it to supplement his incomes by taking in his spare time this new Uber taxi-like job.

But one day when his company sends him to do his annual medical check. The doctor was not content. His blood pressure was high and his blood sugar was even higher. He was sent immediately to the hospital for further investigations.

Happily, the alarm signs were discovered in time, but Doctors told to get some more rest and to start medication treatment as he was just about to develop a serious hearth condition.

Doctors demand him to change his lifestyle, too. No more long hours work and night shifts without an adequate rest and recovery time. He must watch his weight and follow a healthy diet. More importantly Dan has to start to exercise on a regular basis; at least he should get back his good habit of Saturdays football sessions with friends.

Real Case Scenario 2 – S"Safety Comes First"

Ana is a single mother in her mid-forties. Some 10 years ago, she decided to leave his abusive husband and ever since she took her fate in his own hands. She was a strong, hardworking women and she always was in search for a new better paid job to help her to cope with her ever rising bills and to put the daily bread on her children's table. Fortunately, her mother helped her a lot with the children and housekeeping, so her mother's help means a lot for Ana.

Lately she worked in a textile company. She was quite content about this job, but unfortunately because the economic crisis, eventually the factory was relocated in another country and Ana had to take another job as a security officer at a logistic centre.

She had some difficulties to adapt to the new job. It was quite different from her previous employment. Interfering with many people on a daily basis made her quite uncomfortable because she was rather a reclusive person. Moreover, the many regulations she had to observe made her feel almost anxious. Especially the safety rules were quite tough because of the constant traffic of trains, trucks and forklifts constantly moving cargo across the Logistic Centre, thus the high risk of accidents. In the past some accidents happened, and the management was quite tough in enforcing.

Although she received many training hours she was still struggling to cope with such vast amount of new information and knowledge that she needed to assimilate and apply on a daily basis.

The security night tour of the Logistic Centre was her most difficult task. She had to follow different specific and complex procedures for each cluster of warehouses according with the type of stored goods. Even walking from one area to another required a lot of effort and concentration. It was a long way she had to walk, and she must keep only the marked safety routes along the driveways and railways and pay constant attention to the traffic.

Each such tour was like a Herculean task for Ana and every time she felt exhausted at the end.

On top of her hardship at work, she started to have problems at home, too. Firstly, her mother had a stroke.

She survived, but now she was in need of constant care. Then, her former husband who has lately become an addicted alcoholic started to bother her asking constantly for money, sometime becoming quite aggressive. So life got harder and harder for Ana.

Although her teenage children helped her take shifts in nursing their suffering grandmother while she was working, Ana still had to borrow money to cope with the medical bills.

She felt overwhelmed by her daily worries about her mother, about her abusive former husband, and she constantly felt the pressure of making more and more money to repay her debts.

These were her thoughts when she started another security night tour. But, by this time she started to adjust to the job and she felt a bit more at ease on her long way to check the warehouses. She even decided to try to stop her negative thoughts. One week before she applied for a second part time job and she was quite happy because she was called for an interview. She badly needed a new source of income. She was imagining what she should wear and what she should say to impress her potential future employers when she suddenly perceived the fast approaching truck. Somehow, unnoticeable and unmindfully she left the safety road and ended up in the middle of the driveway.

The intense lights of the truck were the last thing she saw.

The accumulated daily stress made her inattentive, and the price was heavy..

Real Case Scenario 3 – "Boring Stuff"

Victoria was recently promoted as a chief security officer in charge of the security operations of a convention centre and an exhibition arena.

The entire venue usually host over some 60 events per year, usually during spring time and autumn. She was leading a team of 42 security officers working 12 hour shifts.

While a significant part of the year was about repetitive checking routines, the security job was quite challenging during events. Managing security of a place with hundreds of exhibitors and thousands of visitors in not an easy task, but Victoria was quite an experienced security professional. No matter the complexity of an event, she was up to the challenge.

She rose through the ranks, starting from the bottom, as a security officer. But she was very ambitious, she studied and learned a lot, too. She was particularly motivated to succeed, especially because she wanted to prove the contrary, to the common belief of security being a "men's world". Her dream was to become a corporate security manager, one day.

Although she was severe and demanding boss Victoria won the respect of her entire security crew. Victoria wished her team to be always prepared and fit for the job and consequently she focused on training increasing the number of training hours. On the other hand,

Her biggest problem was the increased turnover of her personnel. Summertime was the season when many of her trained officers decide to quit the job, leaving her with the rookies and a lot of replacement problems. She was quite frustrated and looked for the answers and solutions to stop losing her experienced personnel. A human resources specialist told her that in the case of security officers, the stress was the most common reason for quitting the job. But, "how that could be?" asked herself Victoria. She always believed that eventful spring and autumn are most stressful times of the year, when exhibitions and conventions take place, putting a lot of pressure on the shoulders of security officers. But surprisingly, she was told that boredom and routine could be as much as a stressing factor than overworking and other strong stressors.

She conducted her own investigation by talking with former and current employees and again it was confirmed: boredom was mentioned by most of them as the main reason for quitting the job.

Therefore, Victoria started thinking what to do to stop such a waste of good security people and after reading a couple of books on stress and the remedies she come-up with a good plan.

Firstly, she redesigned the security jobs. She allocated her security officers more patrolling assignments. By setting them in motion instead of keeping them in stationary positions, their blood circulation improves, helping them to maintain their concentration and awareness. In addition long walks help to release the stress. Then, to keep them more motivated and busy they were requested to submit reports after each patrol. Thus, such task may reinforce the self-respect and utilitarian feeling amongst the security officers.

Nonetheless, she increased the number of breaks per day and allowed security officers to play football at the end of their shift. These measures were actually the most popular ones.

However, at the end of the last summer, Victoria ended up with zero turnover and with a less stressed, more motivated security team.

Check your knowledge

1. What is stress?

2. List at least several sources of stress.

3. Describe an example of positive stress.

4. Explain how you understand the relation between thoughts and stress.

5. How do you deal with stress?

6. Does lifestyle matter in the process of dealing with stress?

7. What is the relation between stress and professional success?

8. What signs help us recognize professional stress?

9. List several examples in which we use our senses for the purposes of reducing stress.

10. Which are the most frequent sources of stress with private security workers?

11. List at least several sources of stress related to the work conditions.

12. What is a successful leader in your opinion?

13. What is the relation between cardiovascular diseases and stress?

14. What are the most significant consequences of professional stress upon the organization?

15. List several organizational strategies for stress reduction.

16. How do you understand the phrase "a learning organization"?

17. What is the relation between the common vision and professional stress?

18. Do the relations between the colleagues have a bearing on professional stress management?

19. Which communication skills are important in the training process?

20. How will you start your training on professional stress?

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