Enhancement of expertise in civilian crisis management: positivity as a key towards personal dedication for a comprehensive approach

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This article discusses the meaning of comprehensive approach from the perspective of individuals working in crisis management. The possibility for the comprehensive approach to be operationalised is finally about individual competence and willingness to act according to the new security paradigm. Furthermore, it calls for a re-evaluation of the expertise required in the field, turning the gaze back to recruitment and training of individuals for international crisis management. To enhance the expertise, the author draws from the turnaround offered by positive psychology which allows shifting the focus on how to expand that which is good to be even better, instead of alleviating what is wrong.

What we need in civilian crisis management are people who can see beyond their own job description, who understand the big picture, and especially who are there for their colleagues.

When we are all put in the same room and work in the same group, we understand that we can learn from each other, and that the other (military) is not so different. I think the best way to understand the other is by working together.

Cooperation with (civilian) actors in the same area (in the host country) is, in practice, up to the individual commanders.[1]

1 These excerpts are from interviews during field research in 2008 for the project on gender-mainstreaming of civilian crisis management. In discussion on the demand for the increase of female personnel one cannot avoid touching on the civil-military binary oppositions and cooperation and indeed questions of identity whether across gender binaries or civil-military binaries.

1 Introduction

The demand for the comprehensive approach emerges from the acknowledgment of the complexity of the current security environment and the prioritisation of human security. In times of global insecurities, such as extreme violence against civilian populations; corruption and political instability in post-conflict countries recuperating from civil war; and far-reaching natural catastrophes, it is understandable that at an international level of crisis management there is a desire for a concerted effort in order to improve security in the environment at a societal and individual level. The value of human security and stability in post-conflict regions is appealing to a wider audience, legitimising crisis management missions.

In this paper, I will discuss the meaning of comprehensive approach from the perspective of individual security agents on the basis of interview and survey material collected during the project *Enhancement of expertise in civilian crisis management.* The project was a joint endeavour with Crisis Management Centre Finland (CMC) and Tampere Peace Research Institute (Tapri). The objective was to map out the consequences of the paradigm shift for security agencies in civilian crisis management. In other words, the focus was on developing understanding of the competences of individual experts to incorporate the comprehensive approach in their own work and identity in relation to the common goal of human security.[2]

The research project consisted of interviews and survey data collected mostly during training at CMC Finland. The survey was sent to participants of CMC Finland training in the spring of 2009. Interviews took place in the spring and autumn of 2009. The participants mostly had field experience from civilian crisis management missions, some also from military operations and humanitarian work as well as from the policy making level. In the interviews, the focus was on how the personnel participating in the training offered by CMC Finland saw their own expertise and experience in respect to the values emphasised by CMC Finland: Human Security, Gender, and the Comprehensive Approach. The aim was to map out the way in which crisis management personnel at this moment comprehend the relevance of these values in practice in regard to their own work, professional identity and in respect to other actors in the field.

The shift towards comprehensive crisis management certainly poses new demands in terms of recruitment and pre-deployment training. Therefore, this research serves also the development of training offered by CMC Finland in order to be able to get a better grasp on the already existing strengths and potential of the experts and to build on these strengths. This is also in line with positive psychology, which especially focuses on building character strengths, talents, interests and values.

2 The project was funded by ESF and Matine. See CMC Finland & Tapri 2009; Also interviews from the earlier project on gender-mainstreaming of civilian crisis management funded by the Academy of Finland were used in developing an understanding of how identities are constructed in relation to civil-military. The interview material was re-analyzed partly in order to map out the framing of evaluation of one's expertise in terms of comprehensive security. This was possible because although the earlier interviews focused on gender-mainstreaming in particular, the relevance of gender-mainstreaming is also situated in the larger framework of a comprehensive approach.

2 Describing comprehensive approach and positivity

The three core values of CMC Finland are human security, gender and the comprehensive approach. This means in practice that the essence and relevance of these concepts is integrated in the training curriculum. The goal is that individuals participating in training at CMC Finland would not only have knowledge of these values as philosophical ideas, but have the capacity to incorporate and endorse these values in their own work in crisis management. The interview research and survey data showed that the comprehensive and integrated approach was very much the reality for personnel with field experience. What was crucial in the outcome was that values outlined above seemed to be first and foremost a question of having the right attitude. In practice this means that the comprehensive approach is a way of not only doing things, but a way of understanding the connectedness that already exists with the other actors and of genuinely feeling mutual respect.

In short, the comprehensive approach means that the cooperation of different organisations and operations in a crisis, conflict or post-conflict situation has been planned ahead so that there is a synergy of different actors working in concert for the common goal. The idea is that the different actors can focus their efforts on effective crisis management and do not have to worry about process or design for synergy while in the host country, for the design of cooperation has been planned and organised before deployment. This would bring clarity and efficiency for the military and civilian actors and decrease the overlap of tasks in the host country. This is crucial, as the difficulties in establishing lasting change through (disconnected) military operations and civilian crisis management has been acknowledged at policy level.

The synergy of different actors also places new demands for the individuals working in crisis management. In turn, it also calls for a re-evaluation of the expertise required in the field, turning the gaze back to recruitment and training of individuals for international crisis management. To achieve comprehensive approach, it is not enough that people working in civilian or military crisis management are experts in their own respective fields and continue doing their own work separately from one another.[3] Instead there is a need for the capacity to understand the whole picture, the capacity for cooperation with a range of other actors in the same region,[4] and the sensitivity to understand these capacities in the host country. Essentially, a shift in the security paradigm has triggered, at an individual level, a new way of understanding the connectedness of self and other which is necessary for the policy and strategy of a comprehensive approach to be effective at an operational level.

Based on this research, it seems that the possibility for the comprehensive approach to be operationalised is finally about individual competence and willingness to act according to the new security paradigm. This translates into an understanding of one's own position and work in the larger context of comprehensive crisis management, seeing "the big picture", recognising and respecting the relevance of other actors in the field, and being motivated to work regardless of challenging circumstances.

I will argue that the key to accommodating the new ideology is by placing attention on the relevance of positive emotions during training for the comprehensive approach. As a basis for this argument, I draw from the turnaround offered by positive psychology,[5] which is a scientific approach focusing on what makes people thrive, flourish and grow. In this way, I also turn away from the unquestioned problem-oriented approach in security studies and International Relations, in which research questions focus mainly on what goes wrong in peace-keeping and crisis management and in which researchers are uneasy discussing the successes achieved through operations or by individual experts in the field.[6] The turnaround which positive

3 Penttinen 2010a.

4 Penttinen 2010b.

5 Selignam & Csikszentmihalyi 2000; Fredrickson 2009; Peterson 2006.

6 As I have presented my earlier material from the interview study with Finnish female police officers and discussed how they were able to succeed in their work in crisis management missions in international scientific conferences, I have been met with immense resistance. It seemed that discussing that which is working well in crisis management crossed the line for critical security studies and with feminists in International Relations. This resistance encouraged me to understand the turnaround

psychology allows is to shift the focus on how to expand that which is good to be even better, instead of alleviating what is wrong. In this way, positive psychology is a conscious turn away from the inherent illness approach in psychology in which the objective is to map and alleviate mental illnesses. The trauma and illness approach has been the mainstream focus since the World Wars and has developed as a response to the immense suffering and trauma evident in those times. What Martin Selignam and Mihaly Csikszentmihalyi proposed is that psychology should not stop at alleviating the illness, but should also place focus on developing an understanding of how to increase human strengths, and how to promote the experience of flow and authentic happiness in everyday lives.[7] In this way, positive psychology challenges the disease model, which has become normalised in the past sixty years, and argues that there is more to psychology than repairing the worst.

Positive psychology does not claim that disease, disorder or distress does not exist in the world. Likewise, adopting this approach for developing the training for crisis management does not mean that the difficulties and problems acknowledged in the context of international crisis management do not exist. The underlying idea in positive psychology is that human goodness and excellence are just as authentic. In this way, the approach draws from pre-World War I interpretations on psychology such as Carl Jung and even Athenian philosophy on the virtue of the good life and meaning of happiness as well as on the value of eastern traditions[8].

In this context, Barbara Fredrickson has developed an approach, which is based on scientific empirical research, on the meaning and relevance of positive emotions for self identity and relationships. The broaden-and-build approach shows that positive emotions are a means by which individuals are able to broaden their perspective on self-image as well as their relationship with others.[9] This also shows that heartfelt positivity enables the experience of common humanity between racial and cultural groups. This research can, therefore, be extremely useful also for practices that enhance the expertise of individuals in civilian crisis management who are faced with new demands of cooperation and synergy with other actors and institutions in the field. Placing the attention on positive emotions can be a means to develop cooperation and coherence with different actors who have previously defined their own identity through difference and separation from others, as the police and the military have done in the past.

Studies of positive psychology normally focus on places and situations in which people normally flourish and experience connectedness such as family, communities, businesses and societies. The situation of crisis management is indeed more challenging as it is an environment in which individuals work in a different cultural context from that of their home country and with a range of international colleagues. However, the turnaround which allows for the adoption of positive psychology for research on the enhancement of expertise in civilian crisis management stems from earlier research with Finnish female police officers who used the now familiar terms from positive psychology such as "flow", "emotional intelligence" and "social intelligence" to describe the methods for their success[10]. Thus, the experience of flow, creativity and innovation are already very much the experience of individual experts in the field.

which positive psychology offers, as it has also been met with resistance from the proponents of the disease model.

7 Selignam & Csikszentmihalyi 2000.

8 Peterson 2006, 6.

9 Fredrickson 2009.

10 Penttinen 2009; 2010a.

3 Mapping out what is

> *When I worked in a military mission, I could not care less about the local culture. It was not necessary for my work then. But now as I work in a civilian crisis management mission, it has become relevant and I have started to read books about the local culture to learn more about it. I like talking with my landlord and asking him why things are done a certain way here …*[11]

> *Cooperation (with the military) could at first be technical. We could share the same tools, such as helicopters and other equipment. I do not see the need for cooperation beyond that. Soldiers should not be involved in humanitarian work.*[12]

> *Both military and police are strong institutions, and attitudes towards the other might be slow to change. The actual shift towards more synergy has to come from above. The synergy should be legally binding. I can't see how it could take place otherwise.*[13]

3.1 Professional identity

The above quotations represent three different experiences and ways to frame professional identity in crisis management. What is written in between the lines is the formation of identity according to the civilian and military binary opposition. In other words, what defines one's identity is the conceptualisation of self and other according to the difference by which either civilian or military security agents work in the field, the difference in mandate, the difference in technology and most of all the difference in attitude. In the first quotation, identity formation is a process in which the broadening of expertise and personal expansion has to do with the shift from military operation to civilian crisis management. In this process, identity and understanding of self is represented as a form of becoming. There is a sense of openness for change through self-reflectivity. Curiosity towards local culture awakens as the way of working and living in the host country changes from being confined in a military compound to having conversations with a local, namely the landlord. This is important, for the quotation represents how identities are never fixed, but continually evolving and shifting. In a sense, there is also an understanding that the identity of the other is also shifting and evolving throughout the interaction.

Professional identity between civilian and military components is often seen through difference, separation and competition. Indeed the shift from old world view of security to the new reiterates the civilian-military dualism. Crisis management is therefore supposed to move from the old (military) crisis management to the new (civilian) comprehensive approach. The framework of competition between different actors presents a challenge to determine who should be in charge of the design and planning process for this transformed crisis management approach. It highlights the need to determine how the various tasks could be divided between civilian and military actors and whether the military components are truly equipped to take on humanitarian tasks, such as building wells in the host country. On the other hand, questions arise as to whether civilian missions are as organised and efficient as military missions, seeing that the bureaucracy and demand for political correctness towards member states in EU and UN missions can hinder the potential for actualising real progress in the mission area.

Interestingly, it was found through the interviews that negative attitudes towards others were common and often applicable to both the military and civilian counterparts. Both could see the other, at times, as incompetent, inefficient, incapable of self-reflexivity and unable to cooperate with others. Military operations are often viewed as a well oiled machine doing its own thing no matter what, implying the incapacity for self-reflectivity, incapability of dialogue with local populations, and the lack of knowledge of the wider effects that the military operation might have on the host country. This negative attitude is usually connected to tasks that military peacekeepers conduct in areas which are typically the domain of civilian police or humanitarian workers. Therefore, one's own expertise served as a point of reflection

11 Interviews during fieldwork in Kosovo in May 2008.

12 Interview for "Enhancement of expertise" project, autumn 2009.

13 Ibid.

on the incompetence of others. The military was, in such situations, described as static and the soldiers indeed as part of the machine. From the humanitarian and civilian sides, the military is represented as devoid of humanity, personality and individuality. They are either the insensitive "bad guys", or too young to be capable of caring about the effects of the operation. In a sense, the other is represented as not being part of the shared humanity of thinking, feeling beings.

Conversely, civilian crisis management is viewed as flag-waving, meaning that the mission is about something other than actual crisis management. Indeed, military personnel see their own work as practical – they are there to do a job, whereas the civilian side is there only as a presence, representing the EU or UN. In this respect, civilian crisis management appears disorganised, inefficient and lacking the capacity for coherent and efficient action in the host country. The criticism of civilian crisis management is that it does not result in a real difference for the host country, but is a self-serving mechanism among EU member states, another sphere in which to compete politically. Therefore, the civilian experts are seen as self-interested, seeking individual benefits and experience, instead of being concerned about the goals of the mission as they are articulated in the mandate.

These are the negative stereotypes reiterated about the others, as the identity formation is articulated through difference and separation between self and other. In this framework, it comes down to the clear-cut civilian and military binary, though these roles and positions are interconnected. The negative stereotype functions as a way to establish a sense of self through differentiation from the stereotypical other, rather than as a way to articulate the truth about the other. In other words, voicing negative stereotypes of the other gives us the evidence we need to show that "our" mission (whether civilian or military) is efficient, relevant and the best way of working in the particular situation. This negative attitude towards the other may also hinder the willingness and openness to work with the experts from the other side in the same host country if both see the other as incompetent. In reality, this binary opposition between civilian and military operations is hardly applicable as many civilian experts also have a military background and vice versa and, as such, negative stereotyping refers to narratives of the other as opposed to actual experience in the field.

Häikiö has touched on the confusion of trying to define the different actors working in crisis management[14]. Military and civilian police operations are the most crucial, and as such, the formation of identity relates to the differentiation from the way the others work. In other words, identity is often formed in terms of defining how "we" work in the operations against how "they" work. The defining factor is difference, which attributes the self with better, more efficient, more ethical, more effective way of doing things, from the other who are less efficient, unethical and ineffective.

This negative attitude is unfortunate, yet, not limited to crisis management. It shows how individuality in the Western world is constructed through a fragmented or an atomistic world view according to which physical matter is constructed of independent particles[15]. In other words, we understand the individual self to be separate and disconnected from others and see each individual as an independent fragment disconnected from the whole. Indeed, in International Relations theory there is also a strong emphasis on conceptualising identity politics as a matter of differentiation and clear distinction between the boundaries of self and other.[16] The reality in international crisis management is such that it does not leave space and time for the reiteration of this distinction. The professionals with mission experience also acknowledge this. The changing circumstances require situational awareness, creativity and also emotional intelligence as a way of operating in an unfamiliar cultural context. Crisis management operations are conducted in a time and place in which the coherent boundaries of self and other, nationalities and communities, sovereign states and international institutions are no longer stable and fixed. Yet, political theories underlying crisis management may be the last to recognise that fixed boundaries between states, identities or individuals are an illusion.

3.2 Working with the other

The negative attitude and representation about the other, described above, represent a situational experience or feeling which can change through new experiences and new beliefs. Negative beliefs and attitudes are therefore never fixed or static, but instead reflect the way the person is feeling at the moment. Research has shown that heartfelt positivity broadens and opens towards seeing the other through connectedness and shared humanity. Positivity is also shown to widen perception (peripheral vision) and increase creativity[17]. Interestingly, the interviews conducted for this research on enhancement of expertise coincide with this evidence. During the interviews, which lasted from thirty minutes to more than an hour, a shift in attitude towards the other actors already took place if it was negative in the beginning. This means that openness and respect for other actors does not require years of experience in different missions, but can be seen reflected in the emotional states of a person, changing from negative to neutral, and further to positive feelings.

When civil-military cooperation was discussed at a more general level, the focus articulated a strong difference according to the binary logic. As the focus was already on the difference, personal professional identity was also formed against the abstract other, that is, the stereotype about the other. At this level it seemed that there really was no compromise. The comments reflected scepticism towards the future synergy of the different actors. Views put forth include that the synergy must be legally binding before the different

14 Häikiö 2010.

15 Bohm 2008.

16 Walker (2010) criticises this fixation on clear boundaries in International Relations theory even though the complex interactions of people in this complex and interconnected world point to a different reality.

17 Fredrickson 2009.

institutions will be able to work together, that it must be well planned in advance, which is unlikely in the current situation. Moreover, the institutions, such as military and police, will not be willing to change their ways any time soon. Looking at the other from a distance it seemed that one can see only difference and difficulty in finding common ground.

However, when the respondents were asked to reflect on the possible ways that the other actors (such as military) could collaborate with civilian experts, the respondents could find examples that this kind of cooperation had indeed already taken place. In this case, the focus turned to the instances in which cooperation has taken place in a neutral and nonthreatening way, for example, by sharing equipment (helicopters) or technology. The familiar representation of a cycle of crisis management was often reiterated, meaning situating military first to stabilise the situation and thus enabling civilian experts to do their work in the area. Cooperation in this way is seen as rational, practical, and it does not threaten the possibly different values of the different institutions (military, police, humanitarian) as they are seen as independent and separate from one another, or working in the same region at different times in different ways.

However, as the discussion in the interviews shifted towards personal experience of working with the other, be it the military or the civilian side, the way the other was framed/ identified changed fundamentally. The response was usually framed in the following terms: "It was because of this one person/ this one commander/ this one police officer, who was so friendly and could really take others into consideration."

The discussion frequently focused on an example of one person in the other "camp" who was described as seeing the big picture and understanding how the different operations in the area could work in concert. More importantly, this helpful person was described as genuinely positive, open minded and empathic towards others. The focus was not on the defining difference of the institutions, but on the result of the interaction which was the realization that the other was not that different after all. There was a shared experience of common humanity beyond professional difference. Remembering the positive experience with the other would also change how the "other side" was described. Instead of difference, it was connectedness and respect for the other that were emphasised. A positive experience could have been, for example, an instance when one has been treated with consideration and empathy in an unexpected place; the experience of being respected, recognised and heard; or when one has been helped in just the right way without asking for it.

When one has been treated with genuine kindness and empathy, the differences and prejudices are put aside or even overcome. In this respect, enhanced expertise is not a matter of doing, but a matter of being. In other words, it requires more than technical knowledge in the form of situational awareness, but also in respect of knowing how to communicate with the full range of colleagues in crisis management.

Training at CMC Finland was also described as an experience which enabled broadening one's perception of the other. Training in which people from different backgrounds and professions are put together in the same group allowed them to let go of prejudices and negative attitudes towards the others. Working together on a same assignment enabled the broadening of one's perspective and the recognition of similarities through the shared experience. This has also been openly discussed during training, which shows the relevance of training in broadening and building personal attitudes and beliefs. As one interviewee replied, "I have heard the military personnel here say that their understanding of the police has fundamentally changed during this course." Similarly, persons from civilian backgrounds commented on how they realised what they can learn from the military ways of efficiently organising and planning or finally understanding why the other does things in a certain way. This shows how genuine positive feelings allow for the experience of connectedness with others and for understanding difference. Successful completion of the assignments made it possible to draw from the strengths of each of the group members, enabling a sense of expansion and creativity. This positive experience was the active ingredient which consequently broadened the vision and understanding of the other.

Working together in a creative and permissive environment alleviates the division between us and them, not so much in terms of undoing the identification of oneself professionally, but in terms of seeing what can be learned from others and how the different expertise can be successfully combined. Working together may also allow for more openness and confidence in articulating what the other could learn from "us". These responses reflect how the constitution of the self and other continually change and indeed are in the process of becoming. More importantly the shift from negative, to neutral and ultimately to positive feeling states affected how one articulated the identity of self and other, whether through difference or through connectedness and respect. What seemed striking in the interviews was that the respect for others, positivity and a deep understanding of crisis management allowed for clarity in the actual process of crisis management.

3.3 Positive attitude as a best practice

As the discussion in the interviews focused on examples of what has been working well in the mission, organisation and cooperation with others, the attitude towards more synergy with other actors shifted from cynical, to hopeful and even to optimistic. From a positive mindset, the increase of synergy and coherence of crisis management seemed possible for the experts who just moments before had shown a sceptical attitude. It shows how personal experience with the other is relevant, but, more importantly, that having open minded and empathic personnel in leading roles allows for others to overcome prejudices and ultimately builds a positive attitude towards cooperation. Often, the positive experiences shared during the interviews were not something that had been established as part of strategy. Rather, these were examples of certain exceptional people did more than what their job required and recognised the needs for others. This reflects, in

particular, how providing security is fundamentally a matter of "human acts"[18].

Therefore, the way one reflects on one's professional identity in relation to other actors in crisis management is also relative to the way in which that person is feeling about self and other. Positivity is an active ingredient with which one is able to see the other in a more empathic and compassionate way. Even if there is difference, one can see that learning can take place on both sides and there is a possibility to find common ground.

In international crisis management this may mean also the ability to cultivate patience. One of the key challenges identified in the interviews was the feeling of frustration when things do not go as planned or take a long time. The difficulties in working with less qualified or culturally different colleagues were mentioned as circumstances in which one needs to try one's best to see the situation from the other's perspective and to control one's own frustration. Situations like these demand a positive attitude and the creativity to see what can work and what is working. In contrast, concentrating on the negative and what is wrong decreases the potential for sharing information, prevents open dialogue and makes people defensive[19].

One of the interviewees mentioned that in moments of frustration and negative emotions, the support from peers and co-workers was crucial. It always seemed that when someone was feeling negative about the project there would always be colleagues, who were feeling optimistic and could help lift their spirits. This example also shows the importance of recognising the difference between negative emotion about a situation and the reality of the situation. This does not mean that the situation itself is not negative, however, the attachment to frustration or negative feelings does not allow for the necessary clarity for creation of innovative solutions in those difficult situations.

Häikiö has raised the question as to whether personnel in crisis management who have been working in ineffective missions for a long time would be willing to change their attitude and way of working to accommodate the new values. He places the emphasis on individual motivation and capacity for change.[20] In this sense, in the context of imagining a successful integration of the values of gender, human security and comprehensive approach, the gaze is turned away from the politics of the donor/sending countries and their relations and, in turn, is placed on the actual people working in crisis management and their capacity and willingness to contribute to peaceful change. In this respect it is useful to understand that the right attitude is not a fixed and stable matter of "either you have it or you don't". Moreover, positivity is something which can be cultivated and trained in the context of civilian crisis management.

The framing of professional identity as fixed into the binary categories of civilian and military does not work as a defining factor of one's identity in crisis management as was seen to be the mandate of the mission according to the interviews and survey data. This is certainly interesting for the same individuals will work in different missions and/or military operations, and thus are able to change their own identity according to the demands of the mission. In this regard holding onto negative stereotypes about the other (civilian or military) is not very rational, but is rather reminiscent of the old world view of security.

Professional identity in crisis management already reflects a broadened perspective about oneself as a security expert in the world. Working abroad, expands one's perspective about self in the sense that the circle of compassion also widens to include distant others. Therefore, on the basis of this research one can argue that international crisis management is not, as such, working abroad as a foreigner, but instead it was framed as working with the mentality that the whole planet is one's home country and distant others are simply part of the local community. The concerns of people for security, stability and well-being in other parts of the world such as the Balkans or Darfur were just as relevant as the concerns at home.

18 Toiskallio 2004.
19 Nemiro & al. 2009.
20 Häikiö 2010.

4 What good is positivity for civilian crisis management?

> *Working in civilian crisis management has broadened my view of the world.*
>
> *Crisis management is rational action in challenging circumstances.*[21]
>
> *I never bring up any of this negative stuff, when I am dealing with the military. I talk only about the ways we can cooperate.*[22]

The comprehensive approach will entail the overlap of civilian and military operations for more coherence and efficiency in crisis and post-conflict situations[23]. This means in practice that individual security agents will need to broaden their own perspective in regard to their own work in crisis management. International crisis management turns into a process which is performed in synergy with other actors, who have been previously "the other" against which one's professional identity has been formed as described in the beginning of this paper. The motivation for the research project was the need to know how the individual professional experts in crisis management will be able to incorporate the values of gender, human security and comprehensive security[24]. Will they be ready to incorporate and enact these new values into their everyday work in civilian crisis management?

In the previous section, I described the process by which the other was seen through less resistance and difference as one focused on positive experiences. Remembering positive experience changed the way one described the role and identity of self and other actors in crisis management situations. Qualities such as empathy, assistance, understanding and respect were actually valued even higher than technical expertise. If there is a need to train to broaden professional identity beyond the civil-military binary, then the aim should be in designing the training situations in such a way that the individuals feel appreciated, respected and recognised. Looking for what has gone wrong in civil-military cooperation in the past, or simply lecturing to the audience about what are the right values to have might not work well in this context, for it tends to raise peoples defences and hinder the process of learning and adopting new values.

What needs to be recognised in respect to training is that individuals working in crisis management usually have high self-esteem both professionally and personally. In other words, they have expertise and experience and indeed are well aware of their capacities for action in challenging and changing circumstances. In order in training to broaden this self-esteem and identity, it is most useful to concentrate on positive experiences, that is, what is already working well, before addressing the problems. The training setting would provide a safe environment conducive to establishing respect and recognition for the contribution of each organisation in crisis management, thereby abolishing our limiting beliefs about the other actors. From a positive feeling place, one can be more open to question the truth about negative attitudes and perceptions about others and gain clarity. As one of the opening quotes says "crisis management is rational action in challenging circumstances". I would argue that the rational action referred to here stems from clarity, which allows for situational awareness and the ability to follow through with appropriate (rational) action, whatever the situation. This means that in challenging circumstances one can approach the situation by recognising various possibilities that are present, instead of seeing the challenging situation as frustrating or impossible. Acting out of negativity is acting with limited perception.

I want to emphasise here that focusing on the positive does not mean that the negative aspects and situations are denied. Positivity does not mean fake smiles and cheerful attitudes at all times[25]. Instead, positivity means the capacity to stop the downward spiral of negativity. A positive person thus has more complex emotional resolve and in a challenging or difficult situation will have more clarity for right action. Therefore the

21 These two quotes are from the research project's Webropol-surveys in which there was space to give written answers on the meaning of crisis management.

22 Interview for "Enhancement of expertise", autumn 2009.

23 Rintakoski & Autti 2008.

24 CMC Finland & Tapri 2009.

25 Seligman 2002.

negative emotions felt will not determine what the person believes to be true about the situation. Positivity enables one to question the validity of ones limiting beliefs and fears and to recognise that there may be no real truth behind them.

It is easy to see how positivity matters in terms of work in crisis management; an environment in which experts are under considerable amount of stress due to long working hours in an international environment surrounded by cultural differences and all the while being so far from home. From a negative feeling place it is easy to believe that dealing with a situation or certain individual is frustrating or close to impossible. If the other individual appears to be preoccupied with something else than making progress in the mission area, the effects can be demoralising[26]. In the context of crisis management, cultivating emotional intelligence and flow entails building more resilience in stressful situations and fostering more clarity. Therefore instead of being succumbed by the stressful and negative experience, positivity allows recognising potential forms of action and bolstering self-image to carry this action through regardless of how others are seeing or feeling about the situations.

Fredrickson lists positive emotions as feeling of aliveness, alertness, compassion, joy, gratitude, serenity flow, amusement, awe and love. Positivity takes place through a range of emotions, which all allow for the broadening of the mind, perception and building resilience. In this way, positive emotions and positive feelings states are not dependent on circumstances; these states occur not only when something good happens, but are accessible at any time. As Fredrickson explains, the probable reason for so much emphasis on negativity is that negative feelings are usually more intense. People generally have more positive feelings than negative throughout the day, but as these are often milder their relevance may go unnoticed. This phenomenon is called negativity bias and positivity offset.[27]

This explains why discussions on how to increase synergy and coherence in future crisis management missions focuses on the shortcomings of recent missions and the difficulties in overcoming them in a contemporary institutional setting. During the interviews, individuals enthusiastic about their own work saw the work as meaningful and making a difference. They discussed openly about the new innovative ways they had developed in order to conduct their work more efficiently to produce actual results. Talking about successes and positive experiences opened the possibility for sharing and remembering even more positive examples. As already mentioned from positive feeling place, the other actors in the field and colleagues in the same organisation were seen without judgement but instead with understanding. If something was not working well, this was described without drama, and in this way refusing to expand on negativity. But more importantly, there was a personal desire to concentrate on the relationships and projects which did indeed yield the desired outcome, whether it was one negotiation, one mentoring relationship, or one specific project.

The interviews in which the discussion centred on positive outcomes, moments of success, personal growth and learning during the mission, tended to also last twice as long as interviews in which crisis management was discussed in either more neutral or negative terms. Therefore, positive emotions opened the sharing of expertise and cultivated enthusiasm and excitement for one's work even more. In contrast, in the interviews in which the work was described in neutral or detached terms, the difficulties of cooperation between different actors gained more emphasis than did the successes. In these instances, the shortcomings and lack of expertise of other actors in the field were slightly more emphasised and the successes downplayed.

This may not be surprising, as individuals who seek to go on the missions have a wide range of experiences and expertise. This interview and my earlier work[28] suggests that individuals with a strong positive self-image approach crisis management with more flexibility, situational awareness, respect and acknowledgment of the work of other actors in the field. In short, positive emotions made it possible to annul the difference between self and other, in this case, the divide between civilian and military personnel.

Learning to recognise positive emotions and making an effort to cultivate them in practice may therefore be a means by which the enhancement of expertise towards working in concert with others can be facilitated. In international crisis management, there is a demand for experts who can incorporate a positive attitude and can understand its relevance for themselves. This will enable holistic ethical competence[29], emotional intelligence[30], and a capacity for cooperation with and respect for locals in the host country[31].

26 Interview with the Leader of Finnish Forensic Team, Professor Helena Ranta, published in Penttinen (2010a). Here the "something else" refers to taking time off for long weekends on one's own accord, drinking heavily and partying or being disinterested in the mission and host country.

27 Fredrickson 2009, 37–48.

28 Penttinen 2009; 2010a; 2010b.

29 Toiskallio 2004.

30 Penttinen 2009.

31 Donais 2009.

5 Conclusions

The focus of this paper has been to analyse how the individuals working in civilian crisis management conceptualise their own identity in the midst of a paradigm shift towards the comprehensive approach with increased cooperation among civilian and military components and the challenges this presents in redefining the boundary between self and other. Will experts in crisis management be willing to change with the new world view of security? Will they be ready to let go of the old and embrace a new comprehensive or holistic way of doing crisis management?

As a way of conclusion I argue that these questions and worries are in a way unfounded. The question itself reflects the "old world view" according to which individuals are seen as separate and independent from each other. This implies that there is an unquestioned ontology of professional identity as fixed and formed according to the civilian-military binary opposition.

The interview and survey research showed that the personnel who work in crisis management do not conceptualise their identity in these fixed terms. The civilian military binary opposition does play a part, but most importantly the professionals saw their own role as dependent on the mission and the mandate. As international crisis management represents a career in which the whole planet becomes one's home country so to speak, the identity of the crisis management professional is in itself broader and does not fit into a framework of home and abroad. Instead, there is a continuation of different forms of work which benefit the different spheres in which this work is done, home, abroad and somewhere in between.

Last, I want to emphasise the relevance of heartfelt positivity. As a result of this research and building on my earlier work[32], I would like to argue that the lack of positivity among the crisis management personnel is not a problem. Instead their attitude and experience is a tremendous resource which should be recognised and channelled to higher levels where strategy and planning for future integrated or comprehensive missions take place. Enabling a space in which the successes can be shared may show how that which is working well can be expanded and in line with positive psychology, turning the positive exception into a norm. This is what comprehensive approach is all about.

32 Penttinen 2009.

6 Recommendations

- Recognition of the resources, professional expertise and individual capabilities of individuals participating in the civilian crisis management training at CMC Finland. This recognition and respect will create a space in which each individual will be motivated to share their expertise and learn from others.
- Recognition of the relevance of positive emotions and incorporating these in actual training assignments. This will enable individuals to learn and discover new and better ways to incorporate the values of human security, gender and the comprehensive approach in their actual work in the field.
- Negative attitudes and limiting beliefs about the possibilities of other actors to be efficient in crisis management should be addressed during training, but only after a positive and safe environment has been created.
- The lessons learned on what works well in the context of civilian crisis management should be incorporated in crisis management training as well as in the design and planning of future missions. The experts with field experience are eager to share their ideas as to how missions could be more effective, and this information and insight could be taken advantage of by CMC Finland in training and in sharing this information with policy makers with no field experience.

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