

Total Quality Management in Defense

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The world has survived many experiences, pleasant and tragic. The learned lessons are many.

At the time of defense, the main concern is to win battles, however; protecting human security is a priority in calculations of risks. Maintenance of communication lines and maximum respect to the humanitarian needs are very important. Strategic planning for resources and their availability is a key for successful management. The aim is to constantly provide quality services in spite of the stress and threats.

Technical support & security must be maintained. A quality plan to various essentially needed fields must be designed and executed as needed.

The dealing with mass human movements (refugees) is another aspect to be considered. Their various essential and at least basic needs including food, homes, medical therapy, and running programs of infection control and prevention & crime prevention in these times of instability are of high importance.

Protection of cultural humanity heritage such as Ancient Monument areas, Ruins, Antiquities, Holy god homes/zones, and Museums. Also, protection of educational venues such as schools, colleges and universities, all are not a local duty, these are a world responsibility too. Taking care of the victims, Proper mortal arrangements and management plans for dead in a timely manner. In addition, financial securities including supporting policies are also very important.

All previously mentioned thoughts must be supported and executed through international agreements, plans and programs. The target of all is the human security in spite of the threats.

This would be the product of the great effort of so many people from different backgrounds and countries.

Conceptual skills are related to superior managerial performance particularly at the executive levels. Technical expertise is associated with managerial success. Management is honest, upright and ethical. Integrity is the most admired trait of managers and leaders proved by research throughout the world. Unfortunately they are rather uncommon today.

Major elements of integrity:

1. Speaking the truth
2. Practicing what one preaches
3. Honoring promises and commitments
4. Not deceiving or manipulating others for personal gain
5. Taking risks to defend just principle and ideals

Effective managers are generally also assertive managers.

The four major characteristics of assertiveness: are standing up for your right; expressing your feelings in a clear and honest fashion without being rude; respecting the rights and feelings of others and saying no when you don't want to do something; direct honest; firm;

and respectful in interpersonal relations.

Counseling is an effective means of providing for the growth and development of people.

Effective managers have high stress tolerance levels too.

Leadership is the process of influencing people to strive willingly and enthusiastically towards the attainment of desired goals.

Through strategic management analyzing, planning, focus, prioritizing and monitoring, leaders can control critical situations, looking to the future through understanding the major forces that impact the outcome. In addition, assessing sources of control which can be as follows; control of knowledge (through access to information) enhances the ability to prepare, control of resources, personal power (derives from his personal influence), control of distribution of material and finally the expert's power those who have the ability to find solutions and solve problems in a timely manner. All of these will help the manager to define his strategy and approach.

Finally, I would like to extend my appreciation to the contributing authors and all the supporting staff of this issue for their sincere efforts and excellence in spite of the time limit.

Recommended references for management in times of disasters is the "Dictionary of Disaster medicine and humanitarian relief", 2nd edition by Prof. S. William A. Gunn. "Strategic Management", Essential managers by Kevan Williams. "Enhancing managerial performance", 2nd Edition, by Prof. Ranjit Singh Malhi.

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