

THE BUGLE

BALTDEFCOL NEWSLETTER



May '09 Nr. 2

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AICSC 2009 graduation



Mr Villu Varjas

ON May 20th graduated the 3rd fleet of the Army Intermediate Command and Staff Course (AICSC).

The event was honoured

by the presence and speeches of Col Aivar Salekešin (EDF Chief of J1), Col Igors Rajevs (Latvian TRADOC Commander) and MajGen (ret.) Jonas Kronkaitis (advisor to Lithuanian

Minister of National Defence).

More detailed overview of the AICSC graduation can be found in Course Director Col Olle Ljung's article on page 4.

Editor's introduction

Mr Villu Varjas

IN the 2nd number of The Bugle we have tried to keep all the best parts of the first number, but at the same time have fine-tuned some robust aspects and launched some innovations.

The most noticeable of these is the addition of academic writing section in the end of the newsletter on

pages 9-12, where we have published a student essay and an article based on the PhD dissertation of Dr. Eric Sibul.

Another page that might arise interest is page 8 where can be seen some moments of the BALTDEFCOL 10th Anniversary celebration. Page 6 with an interview with two AICSC 2009 students talking about their experience gained during the last

five months in Tartu, and of course the news section, where among other news is covered the birth of the BALTDEFCOL anthem and AICSC exercise in Sweden.

Without any doubt all readers should find something interesting to read from the current edition. All suggestions and critique is highly welcomed and should be forwarded to the editor.

THE BUGLE
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Appreciation for a good job done and farewell to leavers



BG Gundars Abols
Commandant

DEAR BALTDEFCOL staff! Please accept my sincere words of gratitude for the maximum effort you have all put in organizing and conducting the newly graduated AICSC 2009. Without any doubt your hard work created a stimulat-

ing and challenging environment for the students and made their learning experience as rich as possible. Without your devotion and dedication the AICSC 2009 would not have been as successful as it was. Let's keep up the same good job with the JCGSC 2009/2010 and HCSC 2009 starting in August.

I would also like to thank all the leaving Staff members for their excellent service and input in educating officers from Baltic and non-Baltic states. Every one of you has

had a remarkable role in developing the BALTDEFCOL into a widely respected international military educational institution. On behalf of the BALTDEFCOL community I take the honour to wish you every success in your future careers as well as personal lives. I hope that you will remember the time spent in the BALTDEFCOL as the time of new opportunities, innovations and experience. We will always be glad to see you coming back!

On the influence of BALTDEFCOL in other regions



Mr Frederic Labarre

IT seems that the BALTDEFCOL is the example to follow in multinational military training and education. In a discussion with BALTDEFCOL adjunct professor and occasional guest lecturer Brig-Gen (ret.) Dr. Heinz Vetshera, I learned that the Peacekeeping Operations Training Centre (Camp Butmir) in Sarajevo has begun an unlikely transformation; that of a tri-national staff college. Bearing in

mind the tortured relations between Bosnian Serbs, Croats and Muslims, this is welcome news, and BALTDEFCOL can take a part of the credit for this development. The example given by the world's first multinational staff college is yielding results even where regional relations seemed to forbid it.

The curriculum is composed of much the same courses and topics, but some topics are a novelty in that area of the world, and could be considered in the future elaboration of the curriculum at BALTDEFCOL. For example, military psychology is prominently featured (although not part of the leadership and ethics program). The evolution of the in-

stitution towards a multinational college took longer than the BALTDEFCOL. Since the Dayton Accords were signed, the creation of a peacekeeping training centre was a matter of common sense, but it is the gradual familiarity between the members of the security sector of the three nations (and two entities) in peacekeeping training that has led to the creation, last January, of the multinational college (yet to be named).

It is not the only region where the Baltic example is felt. Since 2006, rumours of a possible "Greater Black Sea" defence college keep surfacing in conferences and discussions.

Bibliographic database "Baltic Security and Defence"



Ms Eve Vahtra

SINCE 2007 the Library of Estonian General Staff of EDF together with BALTDEFCOL library have compiled the Estonian Military Bibliographic Database (ESBA). The aim of the database is to register all material about the military matters published in Estonia.

Since 2008 the BALTDEFCOL Library is responsible for developing the sub-database called "Baltic Security and Defence". The aim is to register into one searchable database every kind of literature on security and defence policies of Estonia, Latvia and Lithuania, published in English since 1990 to present.

The database contains bibliographic references to books, periodical articles and collections on security and defence policies of the Baltic States. All records are indexed with subject headings and

can be searched by author, title, keywords or sources.

The idea of the online database came in respond to the continuous information requests of our readers and the initial solution – different bibliographies – was not very user-friendly. So far the feedback has been very positive.

You can find the database at the BALTDEFCOL web-page under the Library information or at <http://www.biblioserver.com/kaitse/index.php?language=english>.

BALTDEFCOL participated in a multinational exercise in Sweden



LtCol Aare Tuvike

20-28 April AICSC 09 students participated in Command Post Exercise CJSE 09 in Sweden, conducted by Swedish Armed Forces. For Baltic Defence College personnel, this exercise is mainly known as SWEDEX. Like previous years, the exercise was conducted in Enköping, small and nice town East of Stockholm.

SWEDEX exercise series is multinational and strongly supported by participation from the Baltic Defence College, the Finnish National Defence University, the Norwegian Defence Staff College and the Swiss Armed Forces Headquarters.

SWEDEX focuses on staff work in an operational framework of a Peace Support/Enforcement Operation on the operational as well on

the tactical levels. AICSC students acted in the exercise as brigade staff officers of two Multinational brigades together with students from Finnish National Defence University and Swedish National Defence College. It was great opportunity to our students compare and merge obtained skills and procedures with officers with different training and background.

The cooperation ran smoothly and all students could study from each other.

Together with students, number of Baltic Defence College staff members was participating exercise as members of Land and Air Command Component staffs, and also in exercise control branch as mem-



Exercise was conducted in a friendly international atmosphere

bers of exercise Observation and Training Team.

After the exercise BDCOL students got an opportunity to visit Swedish National Defence College and famous Vasa museum in Stockholm, and spend time in beautiful capital of Swedish Kingdom.

“Banners together”—the new song of BALTDEFCOL

Mr Villu Varjas

ONE of the highlights of the BALTDEFCOL 10th Anniversary celebrations was the first presentation of the BALTDEFCOL song “Banners Together” arranged by Ms. Valli Ilvik and performed by the Tartu Students’ Mixed Choir. The author of both the music and the lyrics is the BALTDEFCOL’s own directing staff member LtCol Valerijus Šerelis. The Bugle interviewed him to find out more about the birth of the song.

It is no secret that LtCol Šerelis has had a collection of poems published and therefore it was a logical step that the opportunity to write a song for the college was offered to him. At first LtCol Šerelis hesitated as there could have been the change that he could not find inspi-

ration or as he puts it – “it either comes, or doesn’t come, it is not like mathematics” –, but still agreed to give a try.

To the question how did he find inspiration, LtCol Šerelis gives a philosophical answer that “you can’t find it, inspiration finds you”. Usually inspiration catches him while driving between Estonia and Lithuania or just before falling asleep. For the latter cases he has a paper and pen ready by the bed, in order not to lose valuable ideas by the morning.

Composing the music was more complicated, because the author was not particularly familiar with the genre of the piece. In the end he decided to choose instead of a typical anthem something more like a marching song, and that is how “Banners To-

gether” should actually be called, thinks the author.

The meaning of the song lays in the idea of what the BALTDEFCOL does. As the text says the hope of the future lives in the college and the BALTDEFCOL is like a light in the end of the tunnel. “What we are doing is injecting the light” concludes LtCol Šerelis.

Banners Together

V. Šerelis / V. Šerelis

Estonia, Latvia and Lithuania
three sisters of the Baltic Sea
like fingers in the fist
united in the fight for peace

In the darkness light always finds the way
together banners never be alone
Hopes of the future lives in the college,
in us and the brothers in arms

AICSC 2009 graduation



Col Olle Ljung

AFTER 4 ½ months or 19 weeks or 95 days or approximately 600 teaching hours, the students of the AICSC 2009 finally graduated on May 20th. Total of 38 army officers from 9 nations (Estonia – 8 students, Latvia – 7, Lithuania – 14, Azerbaijan – 1, Georgia – 3, Macedonia – 1, Moldova – 1, Poland – 1 and Ukraine – 2) received their Diploma handed over by the Commandant during the graduation ceremony. All graduates are now qualified as staff officers.

The second part of the Course was busy with a lot of internal and external activities – among other with the participation in a two weeks multinational staff exercise in Sweden, a final written examination but also the verbal presentation of the Individual Study Paper to the College - and the upcoming summer break is certainly well deserved. Some of the students will

be back in the BALTDEFCOL in August for the Joint Command and General Staff Course 2009/2010 and some will hopefully be given the chance to join future courses.

From my perspective as Course Director, I can just confirm the positive first impressions – this course had a good average level and showed a mature and positive attitude as well as a high motivation during the education period. This is also proven by the fact that the AICSC 2009 is the first course since its establishment, which all students graduate with a diploma. It has been a pleasure to work together with the course participants – special thanks goes to the Class leader Major Edgars Allers who has done a great job serving as the communication line between the staff and the students.

A successful completion of a course is definitely not a one man job but a collective effort from the whole College. I would like to thank all of you who have been involved in the AICSC 2009 and the support given to me – the positive outcome is the result of your professionalism and dedicated work. The AICSC 2009 will remain a good memory for me personally, since



Class leader Maj Edgars Allers giving a speech

this will be the last course that I directed in the BALTDEFCOL.

I wish the BALTDEFCOL and its staff all the best for the future!



Col Olle Ljung receiving a gift from the 3rd fleet of AICSC

Preparations for the HCSC and CSC



LtCol Harri Ints

Civil Servants Course

Current status: The planning for the CSC 2009 is ongoing according to the schedule and the directing staff is currently finalizing the contents of modules in close cooperation with other departments.

Higher Command Studies Course

The draft Course Plan for HCSC 2009 is completed. Currently the staff is working with guest speakers and VSMs. HCSC 2009 will start on August 10th. So far the number of expected students is 14 from NATO and partner countries.

Good Bye Tartu!

LtCol Michel Comas

TEN years ago, France embarked into the BALTDEFCOL's adventure. My country belonged to a small group of nations which decided to support an original and promising project: the creation of a Baltic military institution able to deliver a Western type general staff officer education.

Four French officers successively served in Tartu: LtCol Jean-François ORSETTI (1999-2003), LtCol Alain DUPONT (2003-2005), LtCol Paul WALLNER (2005-2007) and the humble author of this short article (2007-2009).

Army officers, we all came from the Transportation Corps (*Train* in French) and were naturally Subject Matter Experts (SME) for Logistics. But the main and most rewarding mission we got, I guess, was to be appointed as Syndicate Guiding Officers (SGO). I would warmly like to thank the students I had the honour to "guide" and all the officers I met whether in the JCGSC 2007/2008 or in the AICSC 2008 and 2009. The best present I received from these gentlemen is their kind words when leaving the course and their friendship; I really learned from them, both humanly and professionally.

On this February 27th the College celebrated its 10th Anniversary. It was time for France to bid farewell to an institution which has reached maturity. In summer 2009, there will be no more French instructors permanently posted in Tartu but it will be still possible to get external support from France through our Defence Attaché residing in Helsinki.

Appointed to the French Rapid Reaction Corps Headquarters (RRC-FR HQ) in Lille - close the



LtCol Michel Comas' farewell with Commandant BG Gundars Abols

European Union and NATO decision centres - you can be sure that I will keep on promoting the image

of the BALTDEFCOL and the Baltic States.

BALTDEFCOL acknowledged leaving personnel

Mr Villu Varjas

On the graduation ceremony of the AICSC 2009 several leaving members of the BALTDEFCOL staff were awarded with medals. SSG Raitis Žaka and Mr Lauro Reino were awarded for their valuable service, excellent work and commitment with the BALTDEF-

COL Medal of Merit Bronze and with the BALTDEFCOL Service Cross. Col Bo Olof Laveson Ljung, LtCol Michel Comas, LtCol Daniel Lortie and Maj Pawel Dejaniak were awarded with the BALTDEFCOL Service Cross for outstanding service as members of the college staff, especially for highly professional and dedicated work.

Students' impressions of AICSC 2009

ANOTHER school year is ending and the students are heading back to their home countries. The Bugle interviewed Maj Armands Veters and Cpt Mariusz Hasiuk in order to find out more about their experience in the BALTDEFCOL.

What are your general impressions of the time spent here in Tartu?

Hasiuk: From my point-of-view I am really happy that I am here. I had a lot of doubts before my country sent me to Estonia. It's a foreign country and I had doubts that we cannot cooperate together because we come from different countries, but now I am surprised – there is no difference. You are a soldier, you are a professional and you need another professionals from another countries, it is very easy to find the same platform, to be on the same level and cooperate very easily and get friends.

Turning to the part of Estonia I am really happy here. It is a European country but I had no idea what it will be like to stay here. Now I see it is a very modern country with very friendly people and very good atmosphere, especially in Tartu. It's a very good town to study here but also good to spend free time.

Veters: My general impression about this course is that it has been quite tough, that it has put you quite under the pressure. But we get a lot of knowledge. Social life here in Tartu is quite good because everything is well organized from the Estonian side and we don't have any problems. General impression is quite good as we have had here a properly organized course.

Why do you think it is necessary to go to such courses?

H: First of all, we are soldiers. In future we will probably be sent to multinational missions somewhere in the world and this course gives an opportunity to share our experience, try to work together and now

I know that with guys from our course I can go to every place in the world and I am sure we will be able to be successful.

V: And in the Baltics for the military this is the highest school for military education. In our countries we don't have such a joint course level. That's actually for what the BALTDEFCOL was established. To put together effort and prepare us, and this course makes it possible to serve abroad. It is good that such a course is organized in the Baltic States.



What do you think are the greatest strengths of the BALTDEFCOL and its education?

H: I would say the directing staff and the lecturers who are well prepared. They gave us a lot of information. They have a practical background, not only theoretical. A lot of lecturers have experience from different missions in different countries and it is very good for us. Not only to study theory but to see from practical point-of-view how to solve some problems and how were these problems solved in different missions.

V: I have attended courses in other countries as well, and the difference is that in the BALTDEFCOL we are all the time under pressure. Here is paid attention on working ourselves and preparing the products by our-

selves. And a lot of syndicate work which means that we are working in a multinational environment. That is the difference really.

What has been the biggest challenge while your stay here?

H: Biggest challenge was the exams as they had very high expectations of us to fulfil the task during the exam. We had a time limit during the exam and we had to fulfil very hard tasks.

V: I can add that the lectures were organized in a way that all the time

you had to pay attention to what you were doing and what products you were preparing. There was no such thing that at one moment you were doing nothing and at another were under stress. We were on good level all the time.

H: We felt constant pressure.

What was the best experience during the course?

H: From my point-of-view the exercise in Sweden because we were able to see how staff on different levels can work together and cooperate. It gave us the big picture of how our work will look like in the future in the multinational staff.

V: I absolutely agree as the trip to Sweden was a really nice adventure and on SWEDEX itself we worked together with Swedish and Finnish officers in the brigades. It worked

quite well actually. In the SWEDEX we were in the same 'cage'.

H: We were learning here together but when we went to Sweden we were able to cooperate with Swedish and Finnish students and there were no problems. Within one day we were able to create a very good staff and start together from scratch without any problems.

It shows that the mission of the

BALTDEFCOL has been accomplished?

H: Exactly! It's something like the expressions from the outside. Inside we think that everything is good, the higher level of studies here, as everything works well. But when you go to a mission or exercise abroad then you recognize that the situation and the level is the same as in other countries or in some cases even higher than in Sweden or

Finland.

V: We can see that we can use what we have learned here in multinational exercise or even in mission. We can use it in a multinational environment which means that the BALTDEFCOL is on the right way.

Interview was conducted by Mr Villu Varjas

Where to go, what to do in May & June

Tartu Song Festival—13.06, 19:00. Ticket—à 50.-, Tartu Song Festival Ground (Tähtvere).

140 years ago in 1869 started a still-lasting tradition of song festivals in Estonia, and the main rehearsal was in the place where the Tartu Song Festival is held this year. More information from laulupidu.tartu.ee.

Tartu International Wind Band Festival—10.-14.06. Town Hall Square and Jaani Church.

For a week Tartu will be filled with sounds performed by best Estonian wind bands and big bands. Beside Estonian bands can be heard also groups from neighbouring countries.

Show— Queen—the doors of time. 15.-31.05. Theatre Vanemuine. The music by Queen and Freddy Mercury will be performed by Tony Vincent who is one of the brightest young Broadway stars.

Tartu Town Day—29.06. Town Hall Square, Antonius Courtyard, Jaani Church, etc.

From 2003, the Tartu Town Day is held on 29th of June, on the day of the patron saints of Tartu—St. Peter and St. Paul. Day offers concerts, excursions and other events in various places all over Tartu.

Exhibition—"200 years of Old Anatomicum". Old Anatomicum (on Toome hill), opened from Mon-Sat, 11-17.00.

Exhibition gives an overview of scientists who have worked here and how the medical science has developed in 200 years. Plus several experiments can be tried by visitors themselves. Guidance in English should be asked beforehand.

SuDaKu

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Estonian Cycling Weekend—29.-31.05.

Including Tartu GP and Tartu Rattaralli the weekend offers cycling events from youngest members of family to serious practitioners. More information about events and participation fees from www.tartumaraton.ee.

Emumäe Run—30.05, 13:00. Emumägi (Emuhill).

A good way to spend time in the middle of nature. 80 km from Tartu, around North Estonia's highest "peak" takes place the 5th Hill Run (10 or 5,6 km). The profile of the track and more information can be found from www.emumae.ee/jooks.

Midsummer (St. John's) Eve—An evening that cannot pass unnoticed. Celebrations often start already on 21st of June, but the main evening has been the 23rd, when bonfires are lit all over Estonia. At bigger bonfires are often Bands playing, games are organized and people are dancing around the fire. Information about locations and programmes can easily be found in the internet a few days prior to the event.

BALTDEFCOL 10th Anniversary Celebration

First presentation of the BALTDEFCOL Anthem "Banners Together"



Commandant of BALTDEFCOL with the heads of Baltic States—Estonian President H.E. Mr Toomas-Hendrik Ilves and Latvian President H.E. Mr Valdis Zat-



Ms Kaja Võsu from Support Staff with her husband Mr Enno Võsu were among those who used the chance to have a picture with BALTDEFCOL flag in the background



Head of BALTDEFCOL greeting another head — the Rector of the University of Tartu Prof Alar Karis

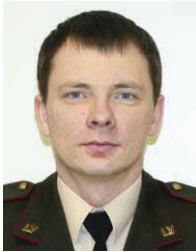


Estonian President H.E . Mr Toomas-Hendrik Ilves giving a speech

THE BUGLE

ACADEMIC WRITING SPECIAL

Learning about Leadership



Maj Maris Tutins

WE often hear in various discussions the following question raised: what should we discuss during leadership modules and how should we teach leadership in such an institution as the BALTDEFCOL? How much time should be allocated for the teaching and can one learn anything about leadership only by listening? In order to deal with some of these concerns, during the last years, the college has gradually moved away from purely lecturing type of teaching towards a more

interactive one where main emphasis is put on syndicate discussions and students' individual assignments.

This is already the second AICSC, where the first task students get after arriving to the college is to write an essay about leadership. For majority of students this is the first opportunity to sit down and think more theoretically about this very important issue for at least a few evenings. Such reading and analysing theoretical and historical aspects of leadership is one of the most beneficial activities during the whole course. We are educating future leaders and learning from the historical experience should be the core of a learning process. Without in depth reading and analyzing what such experience has to offer there is too often a temptation to reinvent a wheel for the second time

and losing precious time and effort.

As students are putting great effort into writing then it is becoming more and more obvious that at least the best essays should become publicly available. Therefore, starting from this issue of The Bugle a new tradition to publish the best and most interesting essays is established. The first one is going to be Maj Edgars Einiks' (LVA A) essay entitled "Military Leaders' Traits".

In his essay Maj Einiks focused to a very interesting trait – loyalty – in its various manifestations. Already since ancient times, this term has caused a lot of debates, and Maj Einiks is elaborating this topic in a very interesting way thus providing real pleasure for readers to think together with him about this topic.

Military leader's traits — Loyalty



Maj Edgars Einiks

THE ability for an excellent management and leading hinges on the leadership characteristics. There are a lot of various leadership traits such as "loyalty, duty, respect, selfless service, honour, integrity and personal courage" (Wade, 2003:4-7), which are important not only for a soldier, who has to be able to lead and to manage his unit successfully, but also vital for his subordinates.

Due to the limited volume of

this essay, I will present and discuss only about one of the traits: loyalty. Despite of the fact that loyalty is an abstract subject, it does not reduce its value. The definition of loyalty explains that "to be loyal is to be unswerving in allegiance to the Constitution and completely faithful to the lawful government" (Wade, 2003:4-8).

One of the common problems is that, in a decisive event in the battlefield, loyalty and disloyalty could be a moral dilemma for a leader and give rise to conflicts of the values. According to mentioned above, the aim of this essay is to discuss about one of the leader's traits: loyalty as a concept of moral value and its possible contradiction.

I will use the case study method for the examination and analysis of the issue. The essay will consist of two chapters in the main body. In the first chapter I will explain the theoretical substance of the term "loyalty". In the second chapter, using a historical example from Second World War (further – WW2), I will analyse the dilemma of loyalty. In conclusion, according to gained findings, brief synthesis will be given.

The substance of loyalty

Since times immemorial, loyalty is widely regarded as being one of the most important values. Loyalty sometimes can be the cause for a considerable public debate and even

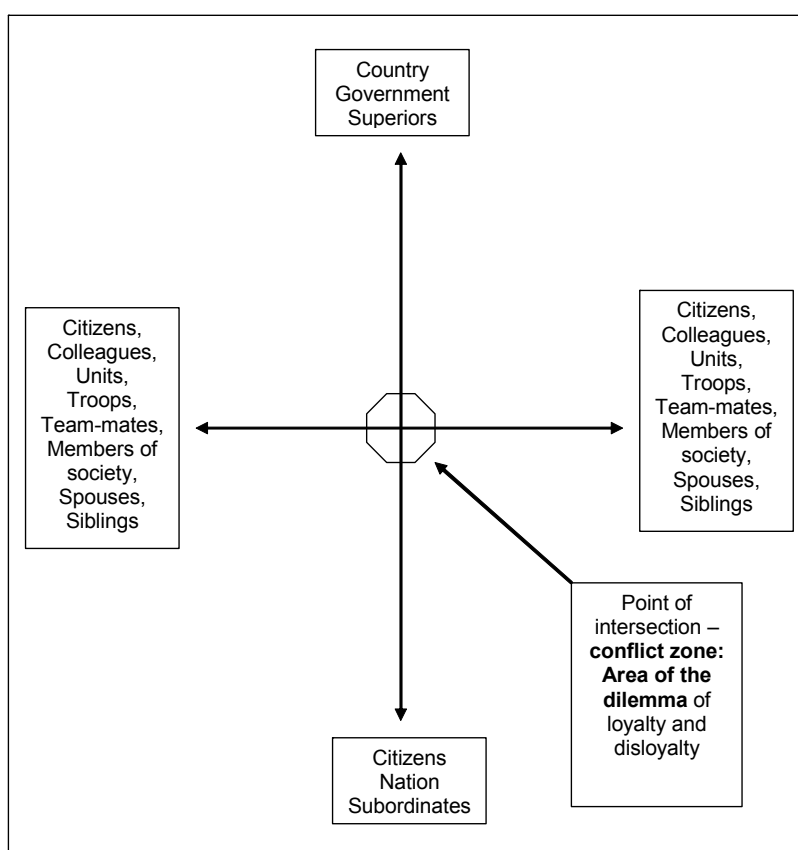
concern. Due to this, the term loyalty is of wide comprehension and can be explained from at least three different angles.

First, looking at the definition of loyalty given in the introduction, we can take notice that the second term after loyalty is the “allegiance”, which has a similar meaning. Indeed, when we look at various oaths of allegiance from different countries, we establish a fact, that the term “loyalty” has the central meaning in the oaths. For example, in the Oath of Allegiance of the USA is written, that “...I will bear true faith and allegiance...”. The term “loyalty” is clearly defined in The USA Commissioning Oath as “...I will bear true faith and allegiance...”. Equally, we can find in German Military Oath, in which is that “...I swear that I will serve Germany faithfully...”. In addition, in Latvia, Military oath is a part of the Military Law as 4th paragraph, which defines that “...I swear to be loyal to Latvian Republic, its Constitution and lawful government”. These examples show that the oaths of allegiance are the act of binding oneself intellectually or emotionally either to a course of action or to your country.

Second, people sometimes are asked to give an answer, what loyalty means for them and how they would it explain. Most of them bind loyalty with the faithfulness. Besides, the faithfulness is a feeling of being on safe ground that one can rely on fellows in every situation. For example, if a platoon leader can trust his subordinates in a battlefield, he is able to execute an order successfully.

Essentially, loyalty is a matter of relations. Without reference, to the kind of the organization and the social structure of society, faithfulness is the ability to enjoy somebody's confidence.

Finally, basing on my experience and my understanding I recognized that loyalty can be schematically outlined. For that reason, there are two main straight lines of loyalty. The vertical one includes the rela-



Outline of loyalty's interconnection

tionships of loyalty among the children and their parents in a family. Similarly, the line also includes the relationships of loyalty among subordinates and superiors in a military unit, the citizens and the government in country, soldiers' loyalty to their country.

In contrast, second line is oriented horizontally. In this case, loyalty creates an area of the relationships among members of society or organization, horizontally. It means that it is some kind a spirit of friendly familiarity and goodwill between comrades, the same applies for team-mates and soldiers as well. The point where lines intersect is the conflict zone between loyalty and disloyalty. I would say that this is a dilemma of loyalty.

The dilemma of loyalty

There is an incredible conformity of opinions, when a discussion

turns around German soldiers' unconditional loyalty due to the execution of the orders in WW2. I would say that it is some kind of deep rooted mistaken opinion. German soldiers were stereotyped as being *implicitly obedient*. However, I will prove by a fact from the WW2 history that this general impression is not true. In fact, during WW2, there were a huge number of German soldiers, who were awkwardly situated standing for the dilemma: to execute the order or to disobey it. It was a moral dilemma for them. The definition of the term “moral dilemma” explains that “...moral dilemmas are dilemmas because of a certain kind of conflict between the rightness or wrongness of the actions and the goodness or badness of the consequences of the actions”.

Indeed, on the one hand, the lives of subordinates could be lost, when an operational order is carried out,

which is contradictory with moral norms. On the other hand, the unit's leader could fall into disgrace, when he refuses to execute the order.

In other words, it is human being's infighting with himself to make right decision in a decisive event. An excellent example for this is General Heinz Guderian. He became famous and is known as excellent theoretician and practitioner for his contribution to the modern warfare worldwide. He also was an officer of brave spirit, who took care of his subordinates till the lowest position in their ranks. In 1941, in the harsh winter by -30° C in Russia he understood that it is the very last time for his dead tired armoured troops, which were "without winter clothing" to withdraw to safer positions, where the soldiers can rest and get shelter for them till spring. After WW2 Guderian wrote:

...I can not sleep..., ... I try to think what more I can do to help my poor soldiers who are out there without shelter in this abominable cold. It is frightful, unimaginable.

Guderian, 1952:266

The troops were in a state of emergence. He saw that it would lead unavoidably towards total destruction of the army, what he had created. Due to this, Guderian having high moral standards and looking danger in the eyes, immediately reported to the Supreme Commander-in-Chief Adolf Hitler his intent: withdrawal of armoured troops to the safer positions, namely, to the rear area. Adolf Hitler rejected Guderian's intent and issued an order to dig in and to stay in the same positions. Despite the Hitler's order he made a decision to withdraw the troops. After that H. Guderian was removed and sent to the Officers' reserve pool.

I assume that Guderian as an experienced officer checked all possible solutions which he identified: to leave soldiers on the battlefield or to pull out the troops to the safer positions. It was a moral di-

lemma of loyalty for Guderian, because he put his life on the line and could get punished and be court-martialled for the disobedience. The given example shows that in such situations, a military leader can often be faced with the issue of moral dilemma. It matters for him to be loyal to his subordinates or disloyal to his superiors. Besides, it also is an issue of moral obligation to the subordinates and high individual standards of the military leader. The welfare of subordinates which must be safeguarded was a value of great importance for Guderian. Finally, according to discussed above, there is no doubt, that a military leader with high moral traits is better in decision making process than an officer with lower ones.

Conclusion

In the first chapter I explained the theoretical substance of the term "loyalty". In the second chapter, using a historical example from WW2, I analyzed the dilemma of the loyalty.

In summary, when we compare the definitions of loyalty from different sources and how loyalty applies to each member of society, I came to a conclusion that they are of the same kind with the same meaning. Loyalty has a great moral value. It plays a significant role for the soldiers. At the same time, there are different loyalties and a conflict zone created between loyalty and disloyalty is an area for the dilemma of loyalty.

The stereotype that German soldiers were *implicitly obedient in WW2 is wrong*. There were high ranking officers among them, who disobeyed orders risking with their lives and career. They kept in mind their soldiers' needs in even critical situations.

In my opinion, Guderian made one of the best examples of the leadership lessons, how should an officer act in a critical situation. An officer, who has the willingness to become an excellent military leader,

must be able to understand the term "loyalty" and its strategic and critical meaning, as well. He should think about and take care of his subordinates in every situation.

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Iron horses and iron men in Korea*



Dr. Eric Allan Sibul

WHEN Communist North Korea attacked South Korea on 25 June 1950, neither the South Koreans or the western world was ready for or expecting a major war. The South Korean army was lightly armed being truly more of a constabulary force. The North Korean Communists had a Soviet trained army equipped with hundreds of the T-34 tanks and heavy artillery pieces supported by Yak fighter planes and medium bombers. Like Communist armies elsewhere, the North Korean army had more that share of fanatics, looters and rapists, who were merciless in their treatment of the South Korean civilian population.

Under the United Nations flag, America and other friendly countries rushed to troops and supplies to Korea to help the beleaguered South Koreans stem the Communist aggression.

The Korean peninsula was a difficult place to fight a war as most terrain was quite mountainous and there were few good natural harbours where supplies could be off-loaded. The United Nations forces were dependent mainly on the port of Pusan which was best natural harbour and had the best port facilities on the peninsula. All type of supplies (weapons, ammunition, food, medicine, engineering material, vehicles, fuel, etc.) had to be rushed through Pusan to the South Korean and United Nations troops at the front. The Communists received their supplies overland from the Soviet Union through Manchuria.

During Japanese rule of Korea from 1910 to 1945, Korea's transportation system was developed for the strategic purposes of the Japanese Empire. The main importance

of overland transportation in Korea for the Japanese was to move military materiel between ports on the straits of Tsushima to Manchuria, which strategically, was the most important part of their Empire. As railways were the most efficient means of strategic military movement, the Japanese developed a very good railway system in Korea. Both the United Nations and the Communists were dependent on rail transport to support their forces.

In South Korea, the Korean National Railroad (KNR) had the task rushing reinforcements and supplies to the front and evacuating frightened refugees and wounded military personnel. As railways were an important strategic asset, under Japanese rule they were tightly controlled by the Japanese colonial government. Nearly all management and technical positions were in hands of ethnic Japanese.

The KNR was formed in 1948 and young and inexperienced Koreans replaced the Japanese in these positions. In summer 1950, the young Korean railroaders were quickly overwhelmed by the gargantuan movement task. This led to a desperate situation as the United Nations war effort depended on efficient operation of the KNR. What to do? The US Army Transportation Corps quickly mobilized army reservists who in civilian life worked on American railroads. The army reservists helped the Koreans run the railroads while at the same time they served as advisors and trainers to the inexperienced Korean railroaders.

In winter 1950, the Communist China intervened in war on the side of the North Korea and the fighting went back and forth up and down the peninsula. Railway facilities were blown up as friendly forces retreated and rapidly reconstructed as they advanced. At times running the railroads was quite dangerous, as trains had to run through areas where bypassed enemy troops remained. Armoured trains and rail-

way cars were improvised to protect railway lines. The war stalemated on the original border between North and South Korea in middle of the peninsula. The Chinese Communist tried to break the United Nations lines with mass infantry attacks. However, the outnumbered friendly forces were able counter the hordes of Communist infantry with massive artillery bombardment. The ability to supply large amounts of artillery ammunition to the front was largely due to the growing efficiency of the KNR.

In July 1953, the Communists agreed to an armistice ending fighting. South Korea was able to maintain its freedom and eventually developed into a robust Asian economic giant. An important factor in the stabilization and economic development of South Korea was an efficient transportation system. This was addition positive effect of the efforts of the reservist railroaders during the Korean War.

A number of lessons on military assistance missions can be drawn from the Korean War railway operations experiences. For advisors and trainers, it is important to have a strong orientation on local societal and cultural issues and to develop some basic skills in the language of the host nation. When working with an indigenous workforce, practical diplomacy and respect native hierarchy are absolutely necessary in accomplishing tasks, even if military personnel have the authority to issue orders to the locals. Many operational and administrative methods used in the United States and elsewhere cannot be directly transferred to the native workforce. Often, these methods must be adapted to local conditions as much as possible. Above all, advisors and trainers must be well experienced in their field of expertise and have the patient character of a teacher and a mentor.

**The article is based on Dr. Sibul's PhD dissertation*