
ETHICAL LEADERSHIP OF KOSOVO LEADERS DURING THE WAR

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Abstract: The paper examines the period of ethical leadership of KLA. Ethical leaders think about long-term consequences, drawbacks and benefits of the decisions they make in the organization. They are humble, concerned for the greater good, strive for fairness, take responsibility and show respect for each individual. Ethical leaders in the time of difficult dilemmas set high ethical standards and act in accordance with them. They influence ethical values of the organization through their behavior. Leaders serve as role models for their followers and show them the behavioral boundaries set within an organization. They are perceived as honest, trustworthy, courageous and demonstrating integrity. The more the leader “walks the talk”, by translating In this article I am going to write about a decision taken by Kosovo Liberation Army Leaders in the day that the war ended in Kosovo. On June 11th, 1999 in the town of Kumanova, Macedonia, the NATO forces and our Serbian Regime signed a peace agreement according to which Serbia had to withdraw all its forces from Kosovo within 12 days⁶³⁷.

INTRODUCTION

The core value of this paper is that it may have an interesting impact on upcoming Military Forces Training in the time of war. This thesis provides observations outlining the particular needs of Battle Forces soldiers with traditional ethical decision-making training conducted by the KLA. The conclusion of this paper recommends that the level of ethical decision-making abilities for soldiers is adequate. This paper presents two recommendations. The most crucial is the need for continued study in the field of ethical decision making. The second is to examine ethical decision making for the command and control elements, the unit leaders, of KLA organizations. The goal of battlefield ethics is unsupervised predictability of soldier conduct. An interesting observation from the research is that ethical decision training must include dilemma resolution. The soldier must be prepared to resolve the emotional responses of ethical decision making. In this way KLA soldiers are better prepared to operate on the battlefield.

KLA Leadership has issued an order no to attack the Serbian forces, while they withdrew from Kosovo’s territory because the war was over. Decision not to attack Serbian forces on the way to Serbia was the right decision, because it made us a credible and reliable partner to the democratic world.

While the national war was going on for almost two years, over 14000 people were killed, more than 3000 arrested and sent to Serbia (most of them later were found executed), over 850000 were exiled in neighboring countries⁶³⁸, not included more than 500000 forced to leave Kosovo in the 90s, most of the house destroyed, a lot of massacres⁶³⁹, etc.

NATO intervened for humanitarian issues on 24 March 1999 and bombed Serbia for 78 days. In the end Serbia’s leader Miloshevic was surrounded. He was forced to sign peace agreement. Agreement was signed on 11 June 1999 in Kumanova (Macedonia) according to which Serbia had to withdraw its forces from Kosovo within 12 days, but Serbian troops should not be attacked by KLA (Kosovo Liberation Army) while withdrawing, and NATO troops come in⁶⁴⁰. However KLA Leaders/Commanders were not signing party and it did not oblige them. However they decided to prevent any possible incident. Order was very explicit and clear. Behaving with ethics and standards was difficult because Kosovo Albanians on the ground saw they (serbs) mainly were driving Kosovo stolen vehicles, trucks and tractors while withdrawing, this made difficult for ordinary citizens and soldiers to respect leaders and act ethically, but in difficult times, leaders serves to a greater good.

Unfortunately when the exiled Albanians came back to their homes after few days and saw their houses burned and everything was destroyed, they did not respect this order and some incidents happened, but most of KLA soldiers and commanders respected it.

Having on mind all our victims and suffering from our enemy in the ground, this made us view the decision as unethical and an act of inferior position from our side. Discussions and critics of the decision reappeared few more years later on when problems with Serbs who live in the north of Kosovo occurred again. Different politicians and

⁶³⁷ Military Technical Agreement

⁶³⁸ Under Orders, Human Right Watch, 2001 report

⁶³⁹ Ibid

⁶⁴⁰ Military Technical Agreement

even some publicists blamed KLA commanders for a lost opportunity to revenge and solve problems with Serbia and Serbs forever.

Nevertheless, from today's perspective I (as a former KLA soldier) am convinced that this was the right and ethical decision. It was ethical decision because several reason;

It would have been inhuman to attack people who already stopped fighting and signed peace treaty. It would also violated international war law and Geneva Conventions;

It would have caused breach with NATO cause for which they intervened there. They intervened to stop genocide and killing, not to help the other side do it; It would destroy the faith of our Western allies to our commitment to democracy, human rights and a multiethnic society. It could risk to loss their support in rebuilding our country, economy and democratic independent state.

Later on we recognized that the international community appreciated such behaviors and they brought billions of dollars in aid for rebuilding my country. They supported us to declare independence on 17 February 2008. This decision demonstrated our commitment to democracy and human rights, and convinced the international community that our place is in the family of democratic states.

CONCLUSIONS

The observation from the research is that ethical decision training must include dilemma resolution. There is a subtle distinction between decision making and dilemma resolution. In summary, training for ethical leadership in military organizations plays an important role in organizational success, decision making and building war and peace strategies. Furthermore, having an ethical leadership within an organization has impact on organizational performance and for having successful performance the organizations require an effective leader to motivate and lead the followers. In Volunteer Army such e Kosovo Liberation Army, has shown that ethical leadership can finally serves for humanitarian causes, building strong alliances and help building a country that is destroyed by the war from enemies, having an ethical leadership and effective leadership will help the organizations to sustain in their missions and foster the spirit of all nation towards greater good.

RECOMMENDATIONS

Recommendation 1: Volunteer Military Organizations such as KLA, should formulate an overarching code of military ethical leadership and clarifying dilemmas and set a standard for the cultural ethos of the MDMP. To inform this process, organizations should be reviewed regularly and updates should be made to the military ethics code as appropriate.

Recommendation 2: Throughout its policies, guidance, and instructions, MGS, must ensure that the military professional's first ethical obligation is to the commander and people in uniform, high abilities of leaders to communicate, command and control of army behaviors.

References

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