MUHUCTEPCTBO HA OTBPAHATA

BOEHHA AKAQEMMS I. C. PAKOBCKU"

BOEHHA

NCUXONOrMA

\ VQEPCTBO

[lbpea yacm

Cpcrasuten feopeu Kapacmosnoe

BOEHHO U3QATENCTBO

COOMA « 2002

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© feopru Kapacroanos, Jlouuo T'payce, Esnana Tenuesa, Mima Ices,

Camo Bosxenuyapexn, aeTopu, Codusi, 2002

© ,,Boenno u3qatenctao\* EOOL, Codua, 2002

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Cbd bPRMAHHE

TEOPHH 3A JMTEPCTBOTO

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CDBPEMEHHH CXBAIIAHHA 3A BOEHHOTO JIMJEPCTBO

Teopeu Kapacmosnoe / 20

OCOBEHOCTH HA BOEHHOTO JIMJTEPCTBO B ONEPALINY,

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C Jed pasnadavemo Ha OAOKOGOMO NpoMUBOCNnOCcMaBAHE Npe3

nocaednomo decemunemue Ha XX @ unayanomo Ha XXI @ ce nos-

6UXA HOGU 3ANAXU 3a CuzypHocmma. TOGA HANOKU NPOMEHL 6B CXBA-

WAHUAMA 3Q U32PpAKOAHEMO U UZNOBEAHEMO HA BBOPBWKEHUME

cusu. ApMUuUMe ce UBnNpaBUxXa Nped HOB Npedu36eUuKAaMeACMsA,

C6BD3QHU C UBNBAHEHUEMNO HQ HOBU 3A0GUU — PABAUUHU BUOOGE ONeE-

pauuu no noddspacane Ha MUPG, AHMUMEePOPUCMUUHU ONepayUU U

npecuuane Ha delinocmina Ha MexOyHapoOHume NPECnivenHu. 2py-

NUPOGKU, OKA3GQHE HA NOMOW, Ha Hacenenuemo npu npupodnu 6ed-

CINGUS, NDOMULWIEHU AGADUL, KaMAaCMpOMu U COUUATU LL KpUu3U. TOGA.

Ooeede 00 PEOPZAHUZQUUA HA COLUECMBYGALLUME BOEHHU CINDYKMNY-

PU U Ce 3ACUAU MeHOeEHULAMA 32a Npexod om HaGOpHa Kom npode-

CuOHa HG apmus. DezapcKama ADMUS Ce NOGZOMGA 3a OnepamucG-

HQ CoBMECMUMOCM C apmMuume Ha cmpanume, wienku Ha HATO.

BCuuko MOGA HAAAZA NDEOCMUCIAME HA PCOULLA BENPOCU, C6bP3A-

HU COC 3HAHUAMA U yMeHUsITNA, KOUMO Ca HEOOXOOUMU HA CoGpeE-

JMenHust eoeHen 21u0ep. Llenma Ha yueOuuKka e HA OCHOGAMA Ha Cagpe-

MEHHUIME NOCMUXEHUA 11 ACUXOMOZUUECKAMA U BOCHHAMNA MUCBA

0a omeoeopu Ha ma3u nompeduocm. Temume ca pa3zpabomenu om

BOEHHU NCUXOOBU U U3BECMHU OBAZAPCKU YHUGEPCUMEMCKU. rIpCno-

daeamenu u uscredoeamenu. Te noxpueam u oGoeamacsam wacm

om yueOHOmo cBOapxKaHue Ha EOHOUMEHHAMA OUCUUNAUHG, UZy4a-

gana 6 Onepamusno-maxmuyeckusa daxyamem Ha BA ,.. C. Pa-

Koecku,

TEOPHH 3A JIUJEPCTBOTO

Cm. x. c IT cm. 6-p Enuana lenueca

JIlugepcTBoTo € efHa OT ,,BeYHHTe“ TeMH, 3aHMMaBasla UOBEKO-

3HaHHMeETO OT HeTOBOTO 3apaxk Wane. CbilecTByBaT MHOXKECTBO ONpe-

HeJIeHUA Ha TOBA HOHATHe. TaAxHOTO OG6oObIIaBaHe MO3BOJIABa ja ce

CTHPHE JO 3aksJOUeHMeTO, Ye TO e PEHOMEH Ha rpyNoBaTa AMHa-

MHKa HW TipeAcTaBJaBa Wpolec, 4pe3 KOMTO ollpezeseHH HHN-

BUXM MOTHBMpaT, MOOMIM3upaT U BOAAT CIeT Ce6e CH rpynata.

Hakou 10-KOHKpeTHH POPMYJIMPOBKM CBE AAT TOBA COLMMAIIHO AB-

JlieHHe JO CHOCOGHOCT 3a BIIMHHMe BbPXy OTACHAHH IM4HOCTH Hi

rpyliH C Wel Ja ce HacowaT TEXHNTe YCHIMA KbM MocTurave Ha

WeHTe Ha opranu3aluara.

Haii-o6im0 Teopuute 3a JMJepcrTBoTO MOraT fa ce TpymupaT B

TPM OCHOBHU Halpapienusa. [Be oT TAX pasriexk {aT IPMHUMNUTe

Ha CMCKTHBHOTO JIMJEpCTRO KaTO YHMBeEpCaAHO MPYJIOKXUMH BB

BCAKA CUTYAUM HM Mp BcAKa Opranu3auusd. ToBa ca JMUHOCTHUTE UM

noBeyeHuecKuTe Teopuu. TpeToTo HalipaBsenne, KoeTO o6eqNHABa

CUTYAUMOHHUTe TEOPHH, He Ce 3AHMMABA C YHMBEPCaJIHO HPHJIO2%KU-

MV NpOMeHJMBH, 2 C AHJEPCTBO B KOHTeKCTa Ha CHEUMUAHATA CH-

TyalMa.

Haii-pasmpoctpaHenute Mojesiu OOACHABaT JMZEPCTBOTO Kato

@YHKUMA Ha TOBeeHHeTO, Ha JIMUHOCTHUTe YEPTU, KAKTO M Ha CeH-

3HTMBHOCTTAa Mf asaNTHBHOCTTa K'bM Ppa3siiH4HU CUTyAlMn.

XPOHOJIOPM4HO TEOPETHYHOTO OCMUCIIAHE Ha AMJ[EpCTBOTO KaTO

ABACHHE BOMH HaYaNOTO CH OT XaPH3MaTHUHaTa TeOPHA, KONTO

HOCTaBA BbB oKyca Ha BHUMAHWeTO YePTUTe WM Harlacure Ha UH-

JMBUa U Nancupa MyesTa 3a ,,poseHusa auyep’. Maxc Bedep u3-

110.13Ba TEPMULHa ,,XapH3Ma" (OT [PbYKM — BPOAeHO KayecTBO MI

cHoco6Hoct), 34 la XapaKTepW3upa OTACHO KAYeCTRO Ha JIMUHOCT-

Ta, lO CulaTa Ha KOeTO TS Ce BL3TIpHeEMa KATO HalapeHa CbC CBPbx-

eCTECTBCHH CHOCOOHOCTH MIM NOHe c KavecTBA, HENpHCbLUM Ha OOUK-

HOBeHHA YOREK (1). Ilo-KbCHO BH3SHNKBAT I PYM TeEOPHUM, KONTO ce

HACOUBAT K'bM NOBELEHHETO Ha JIMJEpUTe, OTKbAeETO HABA M HaWMe-

HOBaHHETO-UM — OHXEBHOPMCTHYHH (NOBeAeH4ecKH) Teopun. Ipe3

70-Te 4 80-Te TOAMHH Ce IOMBABAT CHTYAalIMOHHMUTe Teopun. Cropex

TAX CUTYALMOLUNTe PAaKTOPU AeTePMMHUpAT KaKbB THM JIMAepCTBO

Tpa0Ba fa ce MpaKTHKyBa, 3a Ja ce NOCTHTHAT Ol|peseJIeHH Opranu-

3AlMOHEH Wes.

Teopuata 3a YepTHTe, H3BECTHA WM KaTO TEOPHA 3a ,,BeMKaTa

AW4HOCT", HMa CBOHTe KOpeHy ole B ApepHa Enaga. Ta ce pasBuBa

B Hepvoga Mexyy 30-Te u 50-Te ronnuHu Ha XX BeK M pasrvlexkja

IUHPOK KPbr OT XapaKTePUCTHKU, KOHTO ONpesenAT ebeKTHBHUA

Jmaep (9). Cnopeyx K. bapa te ca 79 Ha Opow. Haxon ov tax ca

PU3M4ECKa NPVBJIEKATeIHOCT, BUCOKA MHTeJIMTeHTHOCT, JOMMHaHT-

HOCT, AKTHBHOCT MW peUIMTe/IHOCT, CaMOoU¥yBCTBHe UT. H. Tlopeuero

M3CJey[BaHHS OGaue He TOKasBaT CMUJIHAa KopesallMa MexK/ly JIMGHO-

CTHHTe KauecTBa H eeKTHBHOTO MAepcTBO. Helo noBeye, HATO

€AMH aBTOp He YCIsBa Ja OTKPHe OH3H KOMIVIEKC OT ICHXHUHH OCO-

6eHOCTH, KOHTO rapaHTupaT yciiexa Ha simgepa. Jo ananoruuen

pe3yiTaT CTHTaT U W3cTepaHUsaTa BbpXy HeycrelmHu augepu. Te

OUMCBAaT CbULO pela XAPAKTEPUCTUKY, KOTO ONpeAeJAT THXHATA

HeePeKTUBHOCT KaTO 6e34yYBCTBCHOCT KbM xopata, rpy6ocrT, cry fe-

HO HW aporaHTHO MoBeyeHve, HETOUHO MpescTaBaHe Ha po6semuTe

4 Ap. CrlecTByBaT CEMUMPHYUHH JaHHM, Clopes, KOTO ce HaOsuOLa-

Ba ONOKUTE MHA KOPE MAMA MEK TY 3AeMaHETO Ha JIM/lepcKa NosH-

UMA W CTEMEHTAa Ha AKTMBIIOCT, Ha BIIMsAIMe HM Ha OOmMTeHOcT. Tos

KOMIJICKC OT KayecTBa Ce onpeyesia Kato GAS cuyppom: General

activity (aktupHoct), Ascendance (Biusuue) u Sociability (o6nu-

TemHocT). CienoBaTeHO MOXe Ja ce TBLPAM C ro/IdMa cTelleH Wa

HOCTOBEPHOCT, Ye. JIMepUTe Ca CHEPIM4YHH, OTMYaBaT Ce C HHMLNA-

TMBHOCT U elicTBEHOCT; yMeaT Aa YBJIM4aT XopaTa VW a Pu UpeBpb-

WaT B CBOM LOCe4OBaTeJIM; JIECHO OC'bINECTBABAT KOHTAKTH C Apy-

rutTe HM yMesT fa ru nogappxat. Te3su uv APYI JIMuHOCTHM YepTH

Tpapat Jmjlepure o6astesHU, BHYINanalH JOBepve, yBaxkeHNe

JIOAHOCT, TE TIPHBJMYAT MOCIeCMOBATEJIN MM WeueslaT 3a Kay3ata.

Ollurure fa ce oYepTae JIMYHOCTHHAT Upodus Ha ebeKTHBHUA

JMplep He Ca FOBEACHH TO OKOHUATEJICH pesyJITaT. nOpayM HEBB3MOX-

HOCTTa Jia Ce OUpEslesIAT KpaeH OHpo WWUHOCTHM KauecTBa, oO ycia-

BAM ycvexa Ha C/[MH JIMJep pH BCAKAaKBU O6cToaTesctsBa. JIpyra

KPMTHKa KbM NOLXOJa Ha YEPTUTE, OTHECEH KLM JIMAepCKUs CTH,

€, ¥e TOM € H3II110 OMUCATCJICH HW He ce choOpa3uBa C HELIPeKbCHAaTO

IIPOMeHSALMIMA ce CBAT Ha Ou3Heca. Taka BB3HUKBAa HM MOCTeMeHHO ce

HaJlara “festa, Ye JIMJepCKUTe H3ABU OCREH OT JMYHOCTHUTe YepTU

C€ BAMATT M OT MHOFO APY'U BRHIMH MAakTOPH.

B pe3yitaT Ha MocoveHuTe OrpaHNYeHusA Ha Kapu3MaTHUHaTa

reopua upe3 1950 r. Ta e 3aMeHeHa c pyr MOAXOA, KOMTO TocTaBs

aKUelIT BLPXy NOBeAeHMeTO Ha Jinjepa. Wopegqenueckute (6uxe-

BHOPHCTH4HUTe) TEOPHH W3Be2%K AAT Ha IpeseH NaH MAepcKHA

cTua. Cnopey Tax Hali-BaxkHO 3Ha4eHHe 3a eDEKTHBHOTO PBKOBOI-

cTBO Ha rpylla Xopa MMaT OHE3M MeTOZM UW HOAXOAu, upes KONTO

JMA€PbT UM OKa3Ba BAMaHHe. Hali-panHutTe OnNTH B TOBA OTHOIIe-

HMe ca TeopHute X u Y wa Makrperp u u3cleqBanuata ua K. Jle-

BMH. MMeHHO JMfepStT u3BexK a KATO riaBeH KpuTepul OTHOLIe-

HHeTO KbM NOJYMHEHHTe MW ONUCBa TPM AMAepCKN CTHAa: aBTo-

pHTapeu, JeMokpaTu4eH WH AMGepasen.

ABTOPHTapHHAT CTH ce OTIM4aBa C TEHACHIMA K'bM WeHTpa-

JIM3Mpaue Ha B/ACTTa MW OCHINECTRABAHE Ha CBP'bXKOHTPOJI BLPXy

cbOuruata. JIugepbT B3HMa CAHOMUIIM PellelmMa u He JOMycKa TAX-

HOTO O6chxKAaHe B rpynata. Tol HOCH Usara OTTOBOpHOCT 3a

USIIbAHEHHeTO Ha 3af[auaTa MU KOHTPOJUpa HalthaHO NoReeHHeTO

Ha CbTpyAHMuMre Cu. Bbupeku AoKa3aHuTe HeraTHBHH Wocesqunu

OT NOOG6HO JIMJeEpcKO NoBeAeHMe U3CeABaHUATa U HaOmMOTeHUATA

Ha UpaKTUKaTa WOKasBaT, Ue UMa CHTYAIIMN, KOraTO ABTOPUTAapHUAT

CTH € UOZXOAAI, LOPU CAHHCTBEHO BL3MO%KeH. TakMBa Ca eKCT-

PeMHUTe U cuTyayuure pu AeduyuT Ha Bpeme.

AHeMOKpaTHYHHAT CTH Ha PEKOBOACTBO € JOKa3aJI CBOUTE fIpe-

AUMCTBa B CbBDCMCHHOTO pa3BHTHe Ha WMBMJIM3auMaTa. Tol e Ko-

HEKTHBEH CTH, IPM KOHTO AMA€PbT VAPaBsJIABa CbBMECTHO CBC

chTpygHunute cu. IIpu Hero ppKoBoNTesIAT OOMKHOBEHO AeserH-

pa BACT Ha OTICIHM uMWa OT NepcoHasa WU Upesviara CbTpy WHMyeC-

TBO IPH B3UMaHeTO Ha pemienusa. Ilo TO3H HAUMH PpyMOBUTe HOPMH

ce IIPHeMaT OT BCHUKH, NpoOJIeMUTe MU pellleHuata ce OOcLxKAaT rpy-

TIOBO, OCHTYPABAT Ce OCTATDYHO CBOOOTa HW MHUMHATHBA Ha BCHUKH

qleHORe, OOM pxBa Ce B3AMMHUAT OOMeH Ha HHMOpMallus U Cbrpy A-

HHUYecTBOTO. KOUTPOJIbT ChIMO Ce OCbINECTBABA CbBMCCTHO.

JIm6epalHMaT CTH] ce XapakTepu3upa C MHHMMaJIHa BulacT Ha

swjjepa HW MaKcuMaJivda CBoOoja Ha NosYHMHeHMTe. Te UMaT Bb3MOXK-

HOCTTa CaMM Ja U36upaT CBONTe po Brpyata MW CcaMH fa onpese-

JST W3UCKBAHHATA M KPUTeEPHMMTe MPU H3IIbJIHeHMeTO Ha 3ajauute.

Bceku cam cu Ha6aBa HeOOXOAHMaTa MHPOPMaHA, KOHTPOM'bT He

ce TOJepupa H O6MIUTe pelieHUs ce B3UMaT O-TpyaAHO. To3u cru

CTHMYJIMpa Ppa3BHTHeTO Ha TBOPYeCKaTa HH/[MBUAYaJHOCT.

C. T>xoues (1) mpapu o606njeHuero, Ye AKO ABTOPUTaPHUAT CTI

€ CTWJ1 Ha MMHAJIOTO, HEMOKPaTHUHHAT — CTHJIbT Ha HACTOALIETO, a

Jm6epasHUusat — We ObAe CTHIbT Ha ObsellerTo.

B mata Oxattio, CALI, nox ppxosoxcetBoto Ha P. Crorgqua, ce

IIPOBEXKAaT MIIOKEcTBO W3CJI€ABAaHAUA Ha BOCHHM MH HHAYCTpHasHH

JIMJepH C BbIPOCHUK, OUMCBAL JMYeEpCKOTO oBeseHue. Pak Top-

HUAT AHAIM3 Ha JaHHMTe yCTaHOBABa Be OCHOBHM KaTeropuH,

BKJIOUBAIIM BAPMallMUTe Ha JIMePpCKOTO NloBesleHve. Equata e

Cb3aBaHeTO Ha CTPYKTypa HU Ce OTHACH JO JMPeCKTUBHO, CTpyKTy-

pHpallo UM OPHEHTUpaHO K'bM LeJITa NOBeAeHHe, a J[pyrata — 3a4H-

TaHe Ha CBTPYAHMIMTe, UM Ce U3pa3saBa Upes 3arpw2%KeHOCT 3a M0-

CAefoBaTesuTe, WapTUUMNAUA HW UNTeplepcouanla ToMmoTa.

Iisppust THO MoBeeHHe, H3BCCTHO Olle KATO OPHEHTHpaHO KbM

pabotaTa HIM 3afatata, akKIeHTUpa BhPXyY TEXHNYECKHTE AcrieK-

TH Ha JCHHOCTTA, BbPXY 3aBbPINIBaHeTO Ha 3afauaTa MU NOCTUTaHeTo

Ha rpynoBuTe Tes. Bropuat nopesAeH4eCcKM MOfeN, HapuyaH CHINO

Taka M OPHEHTHPaHoO K'bM XOpaTa NOBeeHME, aKUEHTUpa BLPKy

MCKAY IMYHOCTHUTe B3AMMOOTHOWIEHMS, EKMUHaTa pabora Mm yuac-

THETO Ha ChTPYAHUIMMTe KAKTO IPM B3HMMaHEeTO Ha PeLICHUA, Taka

IIPH BCHYKM 10-BaxKHH MOMeHTH oT oGIlaTa pabora. EyHa oT Hali-

M3BECTHUTE B Ta3 MapasurMa e Kacu@uKauMAta Ha JluKept 3a

JWMJepCKMTe CTHAOBe, KONTO TOM HapH4a CHCTeMH:

Cucmema | - eKciijloaTaTopcKo aBTOopuTapeH;

Cucmema II - 6arocKNOHHO aBTOpuTapHa;

Cucmema Jil — koucynrarunna;

Cucmema IV - yuactue.

Kaxkto craBa 4cHO OT HauMeHOBaHusira, Cucremu I u I npeg-

CTAaBJIABAT BAPWAIMM Ha ABTOpUTapHUs crus. Cuctema III otropaps

Ha JIMfepcTBO, KOeTO JOMYCKa VW THPCM CTAHOBMITeTO Ha TOs;UMHe-

HUTe CH 10 BAXIIM BLIIPOcH, 10 CaMO HHOPMaTHBHO, Thi KaTO B

10

KpatiHa CMeTKa JIMJepbT UMa DOcexHaTa yMa IIpW B3UMaHe'rTo Ha

pemenusata. Cuctema IV cbhoTBeTcTBa W390 Ha MeMOKpaTMuHMa

CTHJI Ha PbKOBOACTBO, pM KOHTO ce CTHMYyJupa yuacTHeTO Ha

CbTPYAHUNUTe IPH B3HMAaHETO Ha PeIIeHUA HU TAXHOTO TIpeBpHIa-

He B AKTHBHM Cy6eKTH Ha I[AJIOCTHUA NpOTec Ha yupaBseHne,

EquH WIMpoKko pa3lipocTpaHeH Moses] Ha JIMJePCcTBO e yiIpaBJeH-

ckata peleTKa Ha Baek u Myrbu, Koso Cb/‘bpxKa eT OCHOBHK

crusa. To3H MOgXo/ ce IPUAbpxRa KbM ABATa NOCOvVeHH KpHTepua

3a JMJeEPCKOTO NoBefelive: OPHEHTHpaHo K'bM XOpata UH OpueH-

THpaHo KM 3agayata. .

- Beptukasinata Oc H3MepBa KPH Tepus ,,3alPHXKEHOCT 3a xopaTa“,

a XOPH30HTaJIHaTa — ,,3apPM2KeHOCT 3a paGotata“ no 9-GasHa CKasa.

Kui0u0BHTe JIMNJ€pCKM NO3HUHM aBTOpHTe MocTanaT B 4YeTUpuTe

Pra HB Cpesata Ha pelle TKaTa, KATO TM ONMCBaT 10 Cle HUA Wa-

"MH:

LL OGeqHsBalIO PHKOBOACTBO — M3UCKRaT Ce MMHMMaJIH ycu-

JIMA OT ChTPYAHULMTe 38 U3BLpIUIBale Ha paboTatTa, TaKa Ye Ja ce

w36erHe yBOJIHEHHETO.

L9. House fom ~ 3ayn60ueHo BHUMaHHe KbM MoTpeGHocTH-

Tre Ha XOpaTa 3a Cb3aBaHe Ha, B3aMOOTHOLICHHA, KOTO BOLAT AO

KOMQOPT H TIpuaTesicKa armocdhepa.

9.1. Bnact-noq4aMnenne ~ eduKacHocrra Ha AeHcTBUATa eC pe-

3yJITAT OT Takaba OpraHu3alud Ha pa6oTHUTe YCOBUA, IPH KOATO

YOREINIKUTE OTHOMCHHA Ce HAMCCBAT B MHHUMaJIHa CTeIICH.

5.5. OpraHH3vpane Ha YOReIIKO yipaBbnenue — ajeKRaTHO

M3IIbIHCHME Ha 3aaunTe Upe3 NOCTHTAaHeTo Ha Oalaic MexKAy le-

o6xofumocrra pa6otata 7a ce CBHPINN MH Wa Ce MOAbpxKa LyX'bT Ha

paGoTellMTe Ha 3a[OBOJINTETHO HUBO.

9.1. EKH1LHO PBKOBOACTBO — XOpaTa ca AHTAXKUpAHN U OGBHpP3a-

HH BbB B3aMMHa 3ABMCHMOCT Upe3 TEXHMA OOM MATepec — NocTura-

HETO Ha OpraHW3alMOHHU'Te LEH, KOCTO BOAM AO B3aMMOOTHOUME-

HUA Ha JOBeEpHc UM VBaxKeHHe.

Bata KpvTepud — ,,OpHeHTUpaHo KbM XopaTa“ U ,,OpHeHTUpaHo

K'bM 3ajlauaTa“ Mopefenue — He ce pa3rviexAat KaTO TIpOTHROTIO-

JOKHHM, a KATO B3AUMHO JON'b/IBALLL Ce CTPaHH Ha JIMJEPCTBOTO, a

TAXHOTO ONTUMAJINO CbucraHve ce IpHeMa KaTO yC/IOBMe 3a HeLro-

BaTa ePEKTHBHOCT.

iL

Pemierka Ha Baek u MyTbH

1,9 9,9

5,5

ho} be} Be) th} am) “| oo] wo

—

1,1 9,1

1 2 3 4 5 6 7 8 9

SHewS8x pa ynoomaoksustsw

3arpuxenoct 3a pabotata

KpuTuuute Ha OXX€BHOPHCTHUHUTe TeOpUH OOpHIaT BHUMAHHe

Ha Paka, Ye MoBcAeHyecKUTe dak ropu He Ca OGBLpP3aH C HAKOM

BaXKHM OPraHW3allHOHHH pesyJITATH, KAKBUTO Ca PpyMOBOTO H3ITbJHe-

Hie, VAOBJETBOPEHOCTTa Ha MOCIeJOBaTeMTe, KAKTO HM TAXHOTO

HEJOBOJICTBO (7).

Karo O0UT 3a ChueTaBaHe Ha JMUHOCTHNTe KayecTBa VW moBeye-

HM€TO Ha PBKOBOAUTEJIA, OT e/a CTpaHa, M XADAKTeEPMCTHKUTe Ha

cuTyalMATa, OT [pyra, Bb3SHUKBAT T. Hap. CHTYAUMOHHH TeOpHuH 3a

AKMgepcrsoro. M3cneqpanusata BepXy ,,Haii-MaiKo I1peqnountTa-

HHA CbTPYANHK", TpoBesxeHu NabopaTopHo MB PeasHU opraHu3a-

yun oT D, OuATSp u ChTPy HNN, TOBEXTaT 10 paspaGoTBaneTo

Ha MOJea Ha DUDA bp, KOUTO e u3NpOOBaH BbpXy pa3IM4HH Ipo-

(ecHOHAaJINU Ppytil, BT. 4. MH Cpe, BoeHHU. Toit pasriexya JMyepcr-

BOTO KaTO WHTeplepcoHaJIHO (MEX/LYIMUHOCTHO) BIIMAHMe HM MACH-

THPUUMpa TPH MpOMeHJMBH (akTopa): OTHOIMeHUATa TMAep—

uleH, CTpyKTYpHpaHoctT (onpeseneHocT) Ha 3afauaTa WM 103H-

WHoHHa Bact. Te3H TPH NPOMeHJIMBH ce KOMOMHUDPAT MOMeEX\*K jy CH

HW OOpa3syBaT KONTHHYYM, KONTO aBTopbT HapHya GraronpusaTua cpe-

Ma, WM UWO-4YeCTO CHTyYalMOllell KOHTpo (7). BaaronmpuaTuocT Ha

12

CHTYauMATa O3HauaBa CTeMeHTAa, B KOATO JajeHa CUTYalMaA Cb3fa-

Ba YCJIOBAS 3a YCIIe€MIHO JMepcKo moBesleHue.

1. OTHOMMeHHATA WM Wep—WWeH OTpa3zsiBaT CTeNeHTa Ha B3aHMHO

AOBeple HM Moyikpena Mexyy Tax. Koravro ciy\*KMTeIMTe UM JIMepbT

ce OTHACHT CMH KbM JIPyr c FoBepue HM TOAKpewa, OTHOIMeCHHATA

MeXAY TAX Ca OOpU, H O6paTio.

2. CTPyKTYpupaHoct (ollpezeseHocT) Ha 3alavatTa — cTeneH-

Ta, B KOATO MpomecuoHasInuTe 3ayauu, MeTOAM uM craHfapTu 3a

W3IIBJIHeHHe Ca HCHO VM KOHKpeTHO dopmMysMpanu. PyTuHHMTe 3a-

Wau KaTo HalipuMep pea, 10 KOTO MpoTu4ua chOpanne’ro, ca j106-

pe crpyKrypupadu, JOKaTO I0-TBOPYeCKUTe 3ayayH, KaTO cTparTe-

rHYecKOTO Ivianupave, ca 10-cBoOoguo AchunUpaHN U CbOTBCTHO

MMAaT IIO-IIMCKa CTeneH Ha CTPyKTYpupaHoct (ornpeyeseHoct). To3sn

akTop ce oOocoOaBa KaTO Hali-Ba2KeH IPH OlpesesMHETO Ha TOBA,

AOKOJKO e/[Ha cuTyalusa e GaronpusatHa.

3. Tlo3HIMoHHa Bact (Ab KHOCTHH TbAHOMOUMA) — cTemeH-

Ta, B KOATO OPral3al[uatTa NO3BO/IABa Ha AMlepa 7a HaeMa, Ja Ha-

TpaxdaBa HW Aa AMCWMLWJIMHMpa CALyKUTesMTe. Korato JIMJepbT HMa

MAJIKU IWhJTHOMOINHA B TOBA OTHOMCHHe, HETOBATA TMO3HITHOHHA BACT

e ca0a, M OOpatio. Toba e lali-MasioBaxkHaTa NPpOMeHJMBa T10 OT-

HOWCHHE Ha OarOUpHATHOCTTa Ha curyaluata.

Cropey Mojleta Ha Puli Hp pu cuTyalunu c BMCOKa HM C HMCKAa

CrelIeH Ha OAPOMPHATHOCT JIMJepuTe, OPHCHTUpaHH KbM 3afauara,

ca T10-edeK THBHU. B nbpBUA CAY Yall, 3alNOTO MOSMIMOHHATAa UM BACT

€ CHa, 3aauata e JoOpe cTpyKTypupaHa VM OTHOIIeHUATA C TMep-

coHasia ca AO0pH. Bes BTOpUs CyUAall, 3aIOTO NO3HIMOHHAaTA BuIacT

e cula6a, 3agauuTe He Ca JOCTATb4HO AOOpe CTPyKTYPUpaHy WM B3aH-

MOOTHOMeHUATAa C HepcoHasia He ca 3anoBommTesHu. pn cpequo.

ONarONpUATHA CHTYANMA 34 ONTHMAJIHO Ce CMATA JIM}eEPCKOTO MoBe-

JeHue, OPHEITUpaHoOTO KbM xXopata.

Cropey ieyHatTa TouKa Ha Duligep xopata He MoraT Ja TIpo-

MCHAT CBOs JIMgepcKu crus. HeroBuaT Mosel MM MoMara {fa HaMe-

PAT OHE3M CHTYAaMM, KOUTO Ca Haii-MOAXOAAIMM 3a BCCKH CAH OT

TAX.

[[pyra CHTyalHOHHa TeOpua € TEOPHATA IbT-WeI, Cb37afeHa oT

Murupaz nv Xayce mpe3 1971 r. B wea Bata aHanM3upanu dakropa —

OPHeHTanHA K'bM XOPaTa HU OPHEHTALUA K'bM 3aa4Te, Ce CBLP3BaT C

13

MOTHBAIHNaTa Ha JOAYMHEHMTe MC YAOBJIETBOpeHOCTTa HM MIpv BapH-

pau ycnopusa. EbeKTHBHOCTTa Ha sMpepa 3aBucH OT cHocobHOcTTa

MY Aa MOTUBUPA M a yHOBNeTBopsBa cAyAKUTemMTe B Mpoweca Ha

W3bHeHveTo Ha paboTata. OcIOBHOTO TOIMycKaHe Mp TO3M MO/ted,

TlocTpoell BLPXY TEOPHATAa 1a OUAKBaHMATA, €, Ye XOpaTa MOraT Aa

Oba’ MOTHBUPAHM Ja B\_pIWAT oNpes\esena pa6otTa no 7Ba HauMHa.

EMHUSAT €, AKO BAPBAT, Ue TEXHUTE YCHIIMA Ie JOBeLaT oO ycnemnn

pe3yJITaTH, H BTOPHAT — AKO BAPRAT, Ye W3NbIHeHHeTO Ha NMOcTaBe-

IuTe 3a7a4un We JoBeze TO ovakBaHW Harpag. OTTYK cuieyBa, ye

IfbPBOHAYa/IHO MOTHBUpalara PYHKIMA Ha JIugepa ce u3pa3qBa B

TOBA, 1a HAMCDM ATPAKTUBHU 3a CBOMTE CAIYKHTeCIM HarpaaM UH fla ru

PBKOBOAN HO WbTH K'bM Te3H HarpayM 4pe3 M3ACIIABalle Ha WoBe/jeHH-

eTO, KOeTO Le FOBese FO NOCTuraHe Ha HeJINTe 4 lO OTCTpaHABaHe Ha

BCHUKH npeuku. Te3H aBTOpU IpesNaraT YeTHPH JIM epCKH CTH Ja B

3ABMCUMOCT OT CHTyallMaTa:

1. TupekTHBHO JHfepcerTBo — feTaiimM3snpaHn Hapex\*x ang, 3a-

aul M UporpaMH, CbA'bp2xKAllM TOUHO KaKBO TpsA6Ba a UpaBsAT nog-

YMHCHUTE, KaKTO Mf Ope qe aHe Ha KOHKPeTHU CTaHAapTu. Tos cru

e nogo6eH Ha 3affaBaneTo Ha crpyKTypa (MuliaTEp) u Ha opHeHTa-

Uus KM 3ajjauata (JIuKept).

2, Iloakpensio WHAepcTRo — 3arpwxKeHOcT 3a HOTpeOHOCTUTE

Ha CY KUTEIUTE U 3a TAXIOTO ONarono/y4He, OTHOLICHHE K'bM TSX

KaTO KbM PaBHH HM Cb3qaBaHe Ha OTBOPeHa HU MpuatTescKa paboTHa

cpega. To3M CTHJI ChOTBETCTBA Ha TIOBeeHue, OPHENTHPAHO KbM

xopata.

3, YaacTBaljo (MapTHuUMNaTHBHO) AWAepcTBO ~— KOHCYATUpa-

He CbC CbTPYAHUUMTE, Thpcene Ha TEXHUTE HCW W HaCbpYaBaHe Ia

yuacTveTo MM IPM B3MMaleTO Ia pelllerme.

4. OpHeHTMpaHo K'bM IOCTHKeHHATA JM epcTBo — mocTasa-

He Ha SCH, HO TPYAHH HM UpeMsBUKAaTe IHN 3afaun Mpes cay xuTe-

JIMTC, CHO/E/MHE HA YBCPCHOCT, Ye Te MOFAaT 4a OTTOBOPAT Ha BUCO-

KHTe CTaHapTu, KOCTO BOAM JO MOBHINABAHe Ha eeKTMBHOCTTA OT

rpymopata padota (3).

CTpyKTYpupallloTo HW HPeEKTHBHOTO MoBejjeHue Ce pasrleKLatT

KATO Hali-O3MTHBHU, KOTaTO MOJYMHCHUTe Ce HYKJAAT OT Hacod-

BaHe Nopasu Jiutica Ha MOSHAHMA HM OMT B pabotata. SauutTaneTo Ha

CbTPyAHMIUMTe ce IpveMa 3a 10-6NaronpuaATHO, KoraTo paOoTHaTa

14

\_ J

CHTYallUa € OTETUMTE TINA WIM WenpuaTua. YcTalioBaBa Ce CbIIO Taka,

ye KOFaTO NOMYMHEHUTe Ca KOMNETCHTHH, CTPYKTYPMpalloTo JIM-

AepcKo mopefenue pemyuupa (HaMaaBa) TAXHATa MOTMBALMA KM

YAOBETBOPpeHOCTra MM OT paGoTata. Cuope,| uocoueHaTa TeOopua

YaKbB e@eKT HMA U 3AYUTAINOTO LOBEEHMe Ha PbKOBOAUTEIA B

CUTYaUMH, Ipu KOHTO pa6oTaTa Ha TIOMYMHEHMTe € UHTepecHa u

Torrpiyaiya.

3a pa3zsiuKa oT Muitysrep Muryps uw Xayc cmatat, ve ycnueniHu-

Te JMAePH MOraT ja IPOMEHAT YeTUupUuTe OUUCAHM NOBEACHUA B 3a-

BUCHMOCT OT BapHallHuTe Ha KOHKPCTHAaTa CUTYallHa.

Teopua Ha 0KW3HeHMA WAKbI, Ch3qajqena oT Xbpcu uw Bran-

yapa (6). Ta3u Teopua ollpedleia KaTo KpuTepuit 3a AudbepeHuMaluA

Ha JIMfepCKUTe CTUJIOBe CTEMCHTa Ha 3psOCT Ha MOATHHeHHTE. B

TO3H cTyyall ,,3pemocTTa“ He ce pasrex\*K ja KATO BH3pacTORAa KaTero-

Ps, 4 KaTO Ch¥eTAalIMe MEX{Y KOMMETCHTHOCT HU MOTHBAaLMA 3a

YW3B\_pPLIBaHe Ha AaseHata Aehwoct. CueyoBatesHo TH ce CbCTOM OT

HOAXOLMHa KBAMPUKALULA HW ONMT B OlIpefesiena ccpa, or efHa crpa-

Ha, H OT ipyra, OT HaJIMUMeTO Ha TAKMBA JIMMHOCTHM XapakKTepMCTUKU

KATO CIOCOGHOCT 34 IOCMaHe Ha OTTOBOPHOCT, YMeHHe Ja ce NpaBaT

w360pu, Wa Ce B3UMAaT PelllecHHa, CTpeMex 3a MOCTHrabe Ha oprany3a-

IHOHHUTe Wea HU Ap. Nog. ABTOPUTe CMATAT, Ye NPM NpoMana Ha

CTCNCHTa Ha 3PSJIOCT Ha NOAUMHCHUTC tps0Ba dja Ce OCbUICCTBH HU

CMSHa B CTH 1a Ha yipapenue. B 3aBMcHMOCT OT 3peOCTTa Ha ChTpys-

HULMTe ce ONpeseAT 4ETHPH CTH Ja Ha yUpaB/leHHe:

|. [pu HekomMneTeHTHH MH HEMOTHBHpaHH 3a paboTa CbTpyA-

HMM e etbeKTUBEH ABTOPUTAPHMAT CTH;

2. IIpw HeEKOMMeTeEHTHH, HO MOTHBMpAaHH fa paoorat, CbTpyd-

HMM Ce IpenopbuBa MHTErpHpallMAT CTU;

3. IIpu KoMNeTeCHTHH, HO HCMOTHBHpaHN CbTPYAHMUH ec Nod-

XOAL MAPTHYMNATHBHUAT CTI,

4. IIpu KOMNeTeHTHH HW MOTHBUPAHA CLTPYAHMIM — jeeru-

palmar.

Apyra BIMATeIHa CHTYallMOHHa TeOpusl € HOPMATMBHaTa TEO-

pus Ha Bpym u Heron (10). Ta nocrasa 8 UeHTbpa Ha BHUMaHHeTO

B3eMAaHETO Ha pellienve HW pasriexjja 5 MMAepcKH CTHAa B 3aBHCH-

MOCT OT YUaCTHETO Ha Nepcoliasa B TO3M Mpolec — 2 aBTOKpaTuy-

HH, 2 KOHCYJITATHBHE WM eM Ppylos:

15

ABTOKpaTH4eH (aBTOpNTapeH) I, o6o3sHa4aBaH B IMTeparypata

kato Al — 1mfepute B3HMaT PeleHHA CaMH, WB300JI3BAHKM HasM4y-

Hata B MOMeHTa HH(opMala.

ABTOKpaTH4eH (apTopHtapeH) II, o6o3HauaBaH B JIMTepatypa-

Ta kaTo ATI — nujepure LO/lyuaBaT HeoOxXomuMata MAopMallusa OT

CbTPYJHUIMTE CH, HO CEL TOBA CJHOJIMYHO B3MMAaT pellelne. Moxe

Aa TM OCBENOMAT, & MO\*KE UW fa He CHOACAAT C TAX 3 B3ETOTO pelle-

Hue. :

KoncytaTusen I, o603HauaBall B WMTepaTypara KaTo Cl — mu-

ACPUTe CHOAEIAT Bh3SHUKHAUTE LpOOJeMH C OTTEIHM Cy KUTeIM

H BSHMAaT TEXHUTe je U Ipesnoxenus, 6e3 Ja ru opraku3zupatT B

rpyna. Te B3uMaT PelleHHeTO CAMOCTOSTEJIHO VM TO MOE fa oTpa3s-

Ba CTAHOBHINCTO Ha CLYKUTEJLM TE, HO MOXKE H a He € choOpaszeHo c

Hero.

KoncysTaruseu IJ, o603HauapaH B JuTeparypata Kato CII —

JIMfepure u3laraT UpobjiemMuTe Upes rpyla csryKuTeM. Texunte

MeW VW MPeDIOKCHUA Ce H3C/LYWBAT KOJIEKTHBHO, Pemenuero, Koe-

TO JIMMEPUTe B3HMMAT, OTHOBO MOXe 1a OTPa3aBa, HO MO%Ke UW fa He e

cbo6pa3eHo ¢ TAX.

Ipyor, w3pecten kato G — suepre CHOJe IAT Npo6sIemutTe Cc

NO4HHEHMTE CH KATO Fpya H BCHUKH 3acqHO reHepupaT uyeure u

OleHABAT aITepHaTHBUTe. Crura ce 10 KOICeHCyc, KOTO ce npwia-

Ta Ha WpakTHkKa.

E@ekTuBRocTta Ha BCeKH CTUJI, ON€HARAHA Upe3 KayecTBO Ha

PeII€HHETO, OMO30TBOPABaHE Ha BPEMETO HM M3ITbJIHMMOCT, Ce MO-

Aepupa OT CUTYalMOHHN XapakKTePHCTUKH KaTO NOAKpela Ha TOg-

4HHEHUTe, CIPYKTYpa Ila 3ajauata, JOCTHN 70 uHdopMayusa u Ha-

THCK Ha BpeMeTO. 3a orGes1M3BaHe e, Ue Cpey| CUTYaT[MOHHMTe Moye-

JIM CaMO MOs[eIbT Ha DulizTbp NocraBs aKWeHT BLPXy MH/[MBMy-

ANHMTe Pa3zJIMYMA WIM JMYHOCTHHTe AClieKTU Ha JMAepa, JoKaTo

APYIuTe CHELUPULUpAT NOAXOTAMOTO JIMAEPCKO MOBe/EHHE 3a BCA-

Ka KOHKpeTua CHTyalHa, 6e3 a TO CBLP3BaT C XApAKTepHCTUKUTE

Ha MHAMBM,Aa.

IIpes 90-Te roquHM CuTyalMOHHUTe TeEOPMM 3anouBatT fa 3asi93+

BaT, Thi KATO TEOPUsTa 3a JIMAePpCTBOTO BLBCK Ja HOBa BEPCHA 11a

KOHUCHUMATAa 34 XADH3MATHYHUA JMep — BepCcuaTa 3a Tpakcdop-

MalMOHHUA sep. Cuopey Upedoxenusa oT B. Bac mages ce pa3-

16

MpawwuaBaT jiwa TUNA JMepu — TpaH3akUHONeH MH TpancibopMa-

uwoHeH (5).

TpaH3akKWMOHHUAT CTU MpegcTaBsiaKa KOHBeHIIMONaeH Ha-

4HH Ha PEKOBOCTBO, IDM KOTO JWepbT MOTHBUPA CETPY AHMIMTE

CH, O6ACHARALKUM MHOFO ACHO KaKBO TOUHO Ce W3MCKBa OT TAX HB

3aMuHa HM Mipe/(lara HAKaK’bB BY Harpafa. ToBa NoBesenue € Tos-

XOAALO UPH OTHOCHTEJIHO CTaOuNHa OpraHM3alMoulla curyarus,

KoraTo He ce HaJlara TpeoonsaBave Ha NpeqM3BuKaTeuctTBa. [osn-

HICHMTe CAOKHOCT M [MHAMMYHOCT Ha C’bBPeCMeHHUA cBAT Oba4e

HaJlaraT JMAepMTe fa Ce IPCBLPHAT BBKABH aPeHTH Ha MpoMsHa-

Ta. TasM no3vuMa Moxe fa Obye ycrertHo nocrurgata camo ype3

T. Hap. ThpaHCopMal|HoHHo AMepcrTBo. To ce xapakTepu3upa CLC

CEMHTe cheyupu4nu wepTu:

~ HHAUBUAYAaMSMpaHO OTHOMEHMe KbM CbTPyAHUNHTE, upes

KOETO Ce NeyeIAT JOBepue, yBaxeHHe M OAMHOCT;

~ HATeJIEKTyaJIHO CTUMYyJIMpane — ouepTaBaHe Ha ObyemeTo

Ha la 3a JeucTBHe;

— BA\_XHOBABAINA MOTUBAI\MS — TOCTABAHE Ha BbILPOCH HU WHORA-

uM,

~ HACAJIMSMpaHo BJIMAHMe — CHEPreTH3UpaHe Ha XOpara [lo Tex-

HAs TbeH NoTeHyuas (4).

Upes Hero AJepbT yapaxHaABa CHINO BIIMTHME BbPXy WocJe-

AOBATCUTE, KATO UM Mpe sara BADXHOBARAIIA BUSA UM ChOYxK a y

TAX MHOTO BUCOKU JIOMJIHOCT, yBaKeHHE HM BESXHINeHUe. Cuennal-

HO BHUMAaHME Ce OTA Ha OTHOMeHHETO TMAep—loceqoRaTes u

cé WACHTUUIMPAaT TAKUBA PeAKLMH Ha MOCeORATeJINTe KATO CHTHA

MPCAaHOCT, YBAACHHE W CHTYCHASbM IO OTHOUICHMe Ha JIMepa u

HePOBUTe ufseu. TpaHchopmMalmoHuute JAMIEpH HacppuaBat

HSUBJHENHE, HAIXBbPJIAWO PABHMMWATAa, KOMTO € HOPMasHO Aa ce

OWaKBAaT OT TepcoHasa. Ewa oT HeroBuTe oTMUNTe HM OcobeHOC-

TH € MMCHHO Ta3H, Ye MOTHBMpa OOMKHOBEHUTe XOpa Ja W3BLpPIAT

HeOOUKHOBEHU Hella, Koraro ce cpeutHar c M3BbHpeAHU O6cTOATeWI-

cTBa. /[pyra ocobexoct na TpanchopmayHorHoTo JIMJEPCTBO € BO-

AATA Ha XopaTa a WoxAKepPTBAT CRONTe COOcTBEHH NOTpebuocTH B

AMCTO Ha rpylopuTe roTpebuocru (8). JIufepure or To3u Tun Aedu-

Hupat nesta Ha OpranM3saluaTa NO HadHH, NPUAaBAall CMC M yc-

eX Ha flelicTBUsTa, KOMTO Ce U3MCKBaT OT HOCHeMoBaTeJMTe HM.

2 Boerna mae

C A

OcneH ToBa Te Ce OTIMUABAT C BHCOKO CAMOUYBCTBHE, JOBEpue B

culocoGHOcTUTe Ha ChTPYAHUUMTe CH, 3arplKEHOCT 3a TEXHUTE I10-

TpeOHOCTH, OTIIMYHH KOMYHHKATUBHH YMCHHA WH CTH Ha Tope/e-

Hue.

Ananv3upalikl CbBP€MeHHUTe TIpOlecH B OOLIECTBOTO, AaBTODH-

Te ce O6CAMHABAT OKOJIO CTAHOBMLUETO, Ye ABATA JIMAeEpCKU Tua —

TPaH3aKUMONeH HM Tpalchopmalmower, TpabRa fla ce pase yar

KATO B3AHMIIO JOIM'b/I BALM Ce (KOMMJIEMeHTapHy), Tb Kato OpraHi-

3auMuTe Ce HYKMadT KaKTO OT NOAAbpRKaHe Ha BCCKUJHCBHOTO

V3IIbIIHCHHE Ha 3AAUMTe, TAKA VM OT U3BbHPe HM YCHAMA, KONTO ca

HeOOXO/[MMM IPH HeonpeseyieHa HW HecTa6usHa cpesa.

Beek OT avaJIM3MpaHUTe TM/lepCKM MOJe/IM MMa KaKTO TIOJ10-

XKUTEJIMM CTpaHH, Taka w orpalmuenua. KOHCTpyYKTHBHMAT TOAXOA,

KbM TAXHOTO W3HOU3BAHE OKa3Ba, YC B pasM4YH CUTYyaMu, Ha

pasIM4ell eTal OT pa3BUTMETO Ha OpraHusallMaTa, UPH pasiu4Ho

HHBO Ha KOMIICTCHTHOCT Ha PLKOBOAMTe/IMTe UM WepcoHasla, BCeKU

OT TAX HAM HAKOM HETOB KOMMOHEHT MOXeE fa Ce OKARKAT TOTXOMA-

INH UW a ce MpUNORKaT Ha upakTuKa. ABTOPUTAPHOTO HacJeACTBO B

CTH1a Ha yupaBsieHMeTO y Hac CL34aBa MHOXKeCTBO GapHepH,

3a[PbKKU WM ChIPOTHBH pH BL3IIPHeMaHeTO Ha MO/IepHUTe CcBe-

TOBHY OOpasyu. OT Apyra crpaHa o6aue, rro6aMsallMsitTa Ha CbBpe-

MeCHHUS KUBOT HAara MOIMHaTa TEMCHUUS K'bM UPHpaBHsaBaHe Ha

CTaHapTvTe BLB BCHUKH COMMA/IHH, HKOHOMMUCCKH M MOJIMTHYEC-

Ku cébepu. B cox\*XHOTO M AMHAMHGHO BpeMe Ila XX] BeK, UpM TWy-

PaJIMCTHYHOTO OTHOMIEHHE KbM pasIM4YAsTTa, 3a"bOOUEHOTO Mo3Ha-

Bale Ha Hali-HOBUTe NOCTH2KEHMA B VIIPABsICHCKMTe HayKa H Mpak-

THKa e ocoGerro HeoGxomumo. Hocturanero Ha eeKTHBHO JIMfepcT-

BO OGaue H3MCKBA M OMe €7Ha CTBIIKAa — afallrupaHeTo WM KbM

OburapcKaTa KyJITYpHa CHlel{upuKa U OTUMTAaHeETO Ha BCH4KM ak-

TOPH, KONTO OKABBAT BIMAHME BBPXY KOHKPeTHATA OpraHH3zalud.

AMTEPATYPA

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CbBPEMEHHH CXBAITAHHA

3A BOEHHOTO JIAEPCTBO

Ia. ac. 0-p Teopeu Kapacmosnoe

Hpo61eMBT 34 BOeHHOTO JIMepcTBO He e€ Ho. Mpe3 uaara 4o-

Belika uctopus, or Cyan /I3p (1) mpe3 Knay3enun (2) 40 cbBpeMeH-

HMTe BOCHHH JIMepH, e/[MH OT BEUHHTEe BbUpOCH e OMI, Kak 7a ce

BOJAT BOUCKUTE. ;

Onurst of Boltuute, Kouro Baarapua Bogu mpe3 1912-1918 r.,

TIOKa3Ba, Ue JIMYHOCTTA Ha KOMaH{Mpa € OT W3KJUOUMTeHO 3Hade-

HMe 3a JaseHo BOeHHO POpMMpoBaHue. EAHN M ChINM YacTH WM TOD-

pa3yleseHMs, KOMALIIBaHH OT KOMAHJIMpH C pa3sIM4HM Npodecuoua.-

HM, IPaBCTBeEHM M MHTeeKTyaIHM KauecTBa, MMaT pa3JIH4HH pe-

3YJITATH B MUPHO Hf BOeHHO BpeMe. AHaM3HpalKu mpob.rema 3a JT-

wepcTRoro (BoxauecTBOTO) B ObIrapcKaTa apmus, C. Apamrues (3)

Tocouna, ue 40 BoltHuTe 1912-1918 r. opuLepET ce NoArOTBs rlaBHO

KaTO Hpodecnoua.IUct, Tit KATO HpeoGajaBasIo MAEHUETO, Ye OOe-

jIMHeHHeTO Ha BEsrapua me ce H3BEpIUM To BOeHeEH WET. Cred

Ilpppata cBeTOBHA BOfiHa cTaBa ACHO, Ye BowirapHsa 3a WposhIKH-

TENIEH MepHOf, OT BPEMe HAMA Ha € B ChCTOMHME MO BOeHEI IT Aa

OCHINECTBU HalMOHaHUTe CH Ufealu, 3aTOBa Hapes, c Wpodecuo-

WasHata NOAPOTOBKA Ha CBOMTe NOAUMHEHM Mped obuuepa ce Mo-

CTaBa 3aayaTa 3a TAXHOTO AYXOBHO Bb3IMTAHHe.

pes 20-re roguH Ha MMHAJIMs BEK BbB BOCHHMS Hewat ce BOLM

AMCKYCHs 0 poG/leMa, MoxKe JIM AOOPUAT MUPHOBPeMEHEH Hayai-

HUK Ja 6" 4e 4OObp HM BbB BOCHHO BpeMe. HayaHUk bl B MUPHO Bpe-

Me o6y4aba H BHSIIMTAaBAa, AOKATO BOCHAYAJIHUK'T LeHCTBa H KOMaH/-

Ba, CresoratesHo Ha IbpBHA ca HEOOXOAMMU WoBeye MHTeJIEKTY-

ajlHu KavecTBa H 06a KyJITypa, 4 Ha BTOpUA — NpodecwouauHH

KavecTBa H pe BCMYKO TaaHT, KoliTo cnopex Hauoseor e Aap

Boxu. Ho rit kato calyx6aTa BLB BOCHHO BpeMe & TIposbJDKeHUe

Ha cyK6aTa B MYPHO BPeMe, KOMaH/(MuputTe TpaGBa 7a He ca CaMO

npenovanaTesH, HOM HaYyaHMOM, T. e. HapGara He e Aap OT HeGeca-

20

Ta, @ € pe3syJITaT OT MCTOAM4HA MUPHOBpeMeHHa TogrorosKa. IIpe3

30-re rodMHM BbB BOCHHHTe Cpes 3anl0uBa Apyra MCKYCHs 3a TOBA,

KaKBM KauecTBa TpsOBa Ja upurexaBa ObsIrapcKuAT obuuep — 7a

ODE TECEH CLICNMAJIMCT BbB BOCHHOTO Je10 uM Obulep c UMpoKa

o6mla KyTypa. B pesy1TaT Ha Tas AMCKYCUS B CHeUMa/IM3upaHns

Heyar ce Haslara CTaHOBMINETO (BKNOUUTEHO HB perlaMeHTupa-

WuTe JOKYMeHTH), Ye ObuLepST TDAGBa Wa MpUTexaBpa cemHUTE

KauecTBa:

¢ TIpobecuonannn, T. e. BOCHHAa TOATOTOBKA;

¢ HpaBcTBello-lIcCHXOJIOrM4¥ecKN M WeAarorMvyeckH;

e Du3n4ecky;

e MurenekTyanHu, T. ec. Ja UpHtexaBa umpoKa o6ula KyJrypa.

Or oduyepa ce u3uckBa Ja Obye yunTen (anocTos), KoMAaHAUp

eAMHOHAdAJINUK, CbpueBed, BOAaY. Cex NbpBaTa HONOBMHAa Ha

30-Te roquHu B ObMrapcKaTa BOMCKa ce Hamara LOHATHeTO ,,opu-

Uepbt soqau. 3a Aa GpAe FOObp BoAay, obuUepLT Tpa6Ba ya UpH-

TeKaBa WeIUL KOMIVIeKC OT MOcoueHUTe Ka¥ecTBa. AKO HMa MHOTO

HoOpa npodecuouasiva NOATOTOBKA, HO He IpuTexKaBa HeoOxXoAMMa-

Ta o61Na KyJITypa, Tol He € BOAaY, a B Hali-7oOpua cry dali — yoOnp

crpoesak (4).

Chie upoMenute B Bpyrapcxata Bolicka caeg 1944 r. u3sucKBa-

HUATA KbM ObrapcKHS Opunep WoO romsMa cTenen 6axa Mseosorn-

3upaHH, BCeycrBue Ha wi. | or Konctutyyusata ta HPB. [ouatrue-

TO,,opunep Bofau 6e 3aMeHeHO C ,,.KOMAaHJHp OPraHu3aTop M Bb3I-

Tare, KO€TO H3pa3qBa AWaNeKTMUeCKOTO EJMHCTBO MCKAY Mpo-

ecuHoHnasIHu (BOeHHA NOATOTOBKA) UM HPABCTBCHO-lICHXOOrM4eCKH

W Mefaroru4ecku Kayectsa.

1. ChITHOCT HA BOEHHOTO JIM QEPCTBO

I]pomMennte B Mex ,yHapOfHata CTpaTeruuecka cpeja U TEXHO-

JIOru4nMs porpec cjieq 90-Te rOoqMHU Ha MMHaJIMA BEK JOBe1OxXa FO

MPCOCMUCJIAHe Ha BCHYKH BbIIPOCH, CBLP3aHH C BOCHHATa OpraHu-

3aUMA, BKJNOUMTEAHO UC BOCHHOTO JU/fepcTRO (5).

KpuTHqaust avasiu3 Ha ClelwanM3supanata MTepaTypa ToKa3-

Ba, Ue € TPY AHO Aa ce ipaBsT OGOOMIeHUA MIM Ja ce ThpcaT o6o6Ne-

HM J€QUHUITHU 3a IMAeCpCTBOTO, Thi KATO YCJIOBUSITA, B KOUTO TE Ce

21

UposBaBaT, Ca MOTO pasM4HH. EdbeKTHBHOTO JIMAepcTBo B OoliHa

CHTYALMa € 110-passIM4HO OT JMJEPCrBOTO BbB BUCOKOTEXHOIOrY-

Ha Ou3HeCCpefa, KAKTO MU JIM{epcTBOTO TIO BLPXOBeTe Ha hepapxusa-

Ta, CPABHEHO C JIMJePCTROTO Ha MaJika rpyula xopa. Tesu cboOpaxe-

Hua WOKa3BaT, Ye C MHOFO TPyAHO Ja ce Aafe eqHO OOmjoBaTMAHO

olpeseJIeHve 3a JIMJepCTBOTO HM OCOGeHO 3a BOCHHOTO JIM AepcTBO (6).

B nopeveto OT anasIM3HpaHute OT Hac M3TOUHHITH IPUCbCTBAT Clie d-

HUTe XapaKTEPUCTHKU:

e JiugepcTBoTo € cnoco6uocT Aa Hakapalll xopata a HalpanatT

TOBA, KOCTO HCKalll, T. €. CBLP3alHlo € C IPHTeKABaHETO Ha HAKAKBA

BACT Haj, Xopata.

e JIugepute MOTHBUpAaT XOpaTa a BLPIMAaT Hella riaBHO 4pEes

yOexeHNe, a He Upes NPMHYKAeHHE.

e JIMpepurTe aBaT BUSS WIM MepcMeKTuRA 3a Hemlata.

¢ JIujepcTBoro yiecHaABa xopaTa, KaTO JIMJepbT OB/IACTABa XO-

pata a UpaBsiT TOBa, KOeTO HCKaT.

BoB BOCHCH KOHTEKCT Hail-BJIMATEHUTe MOJeM OOACHABAT JIM-

JePCTROTO KaTO. PYHKHHA Ha NOBEACHUETO, JIMUHOCTHH YepTH HIM

WbK CCH3MTUBHOCTTA HIM AMANITHBHOCTTa Ha pasJIM4HM CUTYAaHH.

B wayasoro Ha 90-Te TOM Ha MHHA@JINS BEK BOCHHOTO JINJEPCTBO

ce pa3rulexkyaile karo mpoyec Ha noelusasane Ha Opyeume, 3a da

UBNBAKHAM 3adauuMe, KAMO UM Ce Oacam Ue, NOCOKAa uU Momuca-

uus (7). Uenta faba Ha BOCHHOCLyKeMMTe NIPHUNHa WAM oGscHe-

Hie, 3alllo Te rpx6Ba Ja UpaBsaT Tpy HM HeLa UpM crpecoBu o6cTo-

aresctBa. Ta ycTaHoRsBa IpMOpuTeTu, O6scHaBa BaxKHOCTTA U do-

KYCMpa ROCHHOCJIYKEMUTE BbpXy 3aqayaTa, Taka Ye Te Ma fevicr-

BaT 10 ecsPMKaceH HM HCA MEMpaH HauHH. TlocoKatTa /jaBa Ha Bo-

CHHOCAYAKEIUTE OPHCHTAUMA KaK Ja ObAaT U3ibAHeHH 3aqauNTe

Ha OCHOBaTA Ha IIPHOPUTeTHTe, LOCTaBeHu OT THAepa. CTaH/apTH-

Te, KOUTO Ce NOKA3BAaT HM Halarat, Jabar Ha BOCHHOCJYKeImuTe YCe-

lave 3a ICHOTA, Pex HM IIPeACKAa3yeMOCT, a TEXKOTO OG6yUeHHe HM

jlapa yBepenocr y ceGe cn, y Hgepa, B OonaTa eq MMA, KM KOS-

TO IpPHuawlexkar, HW BbOphxeHueTO HU OoliHata rexHuKa. MoTHBa-

WMATA aba Ha BOCHHOCIYKeMUTE AeMANMeTO Ja HpaBAT BCH4KO,

Ha KOeTO Te Ca CIIOCOGHH, 3a a M3IIbJIHAT 3afayaTa, TA TH WOATHKBA

jla Ob1aT WIMWWaTHBHM, KOTaTo BOK DaT HyK ja OT Jelicrpue. Motu-

BHPAaHeTO Ha NOJUIMHCHUTe € BLIMOXAHO Upe3 [pHa 34 TAX, NPCAMS-

22

BUKBaHe C MHTepecHo o6yyelve, POPMUpave Ha CIVIOTEH EKUN, Ha-

rpaxkjapane 3a YCHeXHTe HM WpefsocTaBaHe Ha OTTOBOPHOCTH, C KOU-

TO Te MOTaT fla ce CIIpaBsT.

Kato OCHOBHU UPHAM Ha BOCHHO JLALepCTrBO Ce IOCcOUBAaT:

1. Bonu upe3 m4eH IpHMep.

2. TbpcH OTTOBOPHOCT H NoeMall OTTOBOPHOCT 3a CBOMTE /elicT-

BUS.

3. MosHapalt ce6e cu u TLpPCH CAaMOYCLBEPIUICHCTBAaHE.

4, BbaM TeEXHHYECKH WM TAKTHUECKM LOATOTBEH.

5. Bsemali JoOpe oOocHOBaHH MU HaBpeMCHHH pelleHua.

6. o3sHapah cnaoute NOoAYAHeHU U Ce PpWOKU 3a TAX.

7. Appx noguienute ch MHH@OpMupaHH.

8. PasBuBal 4yBCTBO 34 OTTOBOPHOCT Y MOAYHHEHMTE CH.

9. YBepu ce, ue 3agqauuTe ca pa36paHu, NPOKOHTposMpaHy H

M3IIbAHEHH.

10. Usrpaxjjai u pa3puBalt eKUL.

ll. UsnousBai bopMapoBaHMeTo CH B CbOTBCTCTBHE C HETOBMTE

Bb3MOXKHOCTH (8).

B xpas Ha 90-re roqHNW Ha MHHaJIUa BeEK pasOupaHe'ro 3a BOCH-

HOTO JIMfepcTBO Geille CbIICCTBCHO pa3BUTO KaTO Wpoljec Ha HoO-

BIMABaHe Ha XOpaTa upe3 FaBaHe Ha Wes, WOCoKa U MOTHBALIMS,

AOKAaTO ACUCTBAT 3a N3ITbJIHeHHe Ha 3aauuTe U YCbBbPUICHCTBa-

He Ha opranu3arnnata (9). [Ipomenute B CxBaljanuaTa ca CBLp3a-

HH c pasOupaHeTo, we apMMsTa TpiOBa Wa ce NpOMeHM, KaTO. ce

peppppue 8 oO yuanall[a ce OpraHu3alua, KOATO 1a ChOTBETCTBA Ha

pasHooGpa3HUTe M3HCKBAHUA, CBLP3aHU c rnobaIHUTe IIPOMeHH B

cpeta, TCXHO.IOTMYHUA IPOrpec, MPOMEIITe B CXBalaHUATa 3a BO-

Aevie 11a GoM TeicTBUd HW HOBUTe 3alluaxH 3a CMUryPHOCTTa KaTO

HalipuMep ‘repopu3Ma (10). O6y4aBanutTe opraHv3alMuu ca M3rpa-

CHU, CKUMMpaHM M CTPyKTypMpaHM Taka, Ye fa ce OOyuanaT Ha

MHoro 65p3H o6oporn. Te ce aqantupar, Ole sABaT HM WspacTBaT upe3

yBeJIMuanaHe Ha BL3MOXKHOCTHTe Ha BCMUKM WieHoBe (11). [Ipeoo-

JlajjaBa MIlerMeTo, Ye o6yuaBaluTe ce OpraHusallMu MoraT Ala ObAaT

pa36paHH CaMO B KOHTeCKCTa Ha CHCTCMHOTO MHCJICHE Mi B TOS CMHCbII

TO € MApagMrMata Ha ycnellHUTe Auszepu B Obfemte (12).

CrhppeMeHHUTe CXBalllaHia 38 BOCHHO AMfepcTBO OOeAMHABAT

MHOPO TEOPHH, CBLP3AallM C YCTAHOBSBAHE Ha JMUeEpCKUTe xapaKrTe-

23

PHCTUKH MH YCNOBUATA 3a TAXHATa MposBa. Te ce CrpeMAT 4a OTTOBO-

PAT Ha H3HCKBaHMATAa Ha HOBMS JIMepCKM KOHTHHYYM 4pe3 HBrpax-

AaHeTO Ha OCHOBaHa Ha KOMIeTeuruya Jimepcka cucrema (13), Tloze-

yeTO OT TAX Ce OUHTBAT Ja Jafav OTTOBOP Ha TPH OCHOBHU BLIIpoca:

1. Kakts Tps68a a Ob Ae BOCHHUAT HAP, T. €. HCTOBUAT Xa-

pakTep?

2. Kakso Tpa6Ba a 3Hae BOCHHHAT JM Jep, T. e. HETOBATa KOM-

neTenTHocT?

3. Kako Tps6Ba [a WpaBu, T. e. KaKBM TpsbBa a ObAaT Hero-

BUTe JeHCTBHA HIM IpHAOKeHHETO Ila POPHHTe Re AMMeHCHH?

Or licuxoslormuecka rlefHa TOUKAa OTTOBOPbT Ha Te3H BbIIPOCH

€ CBbp3aH C H3SCHABaHe Ha TOBA, KAKBU YeHHOCMU, UHOUGUOYGAHU

KQUECINGG, LQHUA U YMeHUA Ca HEOOXO/[MMU Ha BOCHHUS JIM Tep, 3a

ia Obue ebeKTHBHa Jevinoctra My. Lleuuoctute ca 6a3"ceH KOMMO-

HET, TbU KATO aDMUSTa € HHCTUTYUMA, OCHOBaHa Ha UeHHOcTH. Heo

Tlopeve, ADMUATA Ce IPHeMa 3a Wastes Ha WEHHOCTUTe Ha HalusaTa

¥ AbpxaBuoctTta. pu esHo WIMpoKo MaljaGHo M3cseWqRAHe, UMaIIlO

3a IeJl CbaBHABaHe Ha WEHHOCTHTe Ha Ou3HECMAepu U OduLepH,

MpoBeseHo mpesqu HAKOKO rogunn, JK. Tomac (14) orkpusa, ye sH-

A€PCKUTe VelHOCTH B APMUATA Ca CHIHO NOBIMAHM OT BOeHHAaTAa

KYJITyYpa HW 3HAYNTeIHO Ce pasIMUaBAT OT JIMJEPCKUTeE L|EHHOCTH B

6usHeca.

Ha UbpBO MHCTO OT BOCHHHS Julep ce OUAKBA a W3pa3sqBa LWell-

HOCTHTe Ha Hausa, Thi KATO TOM € He CAMO HCTOPM4eCKH, HO U

CLBPe€MEHeH CMUMBOJI Ha J{bpXaBHOCTTA. OT ROCHHNG JIMJlep Ce MBHCK-

Ba a 34aBa BUCOKH CTaHjapTH, Ja AMAepcTBa Upe3 AMUEIl WpuMep,

KaTO JeHCTBHATa MY Ce OCHOBABAT Ha 3aKOHa HW OOWONIpHeTuTe LIEH-

HOCTH H fla BIMAe Ha TO/JUMHEHUTE CH a IpaBaT cbuOTO. BoeHHUTEe

JMAepu Tpa6Ba Ja yCTaHOBABAT Mt NO/YbpKaT KJIMMAT, B KOMTO KM

BC€KH YOBEK Ce OTHACAT C YBaXKeHMe, W fla Ch3lapaT YCJIOBUA, B

KOUTO XOpaTa Ca MOTHBUpaHH fa peasMBUpaT LeJIMA CM NOTeHIMAJ.

Mom KakTo HakpaTKo @opMyJIMpa CBo#Ta JiMjjepcka dunocodus eH

OT ABTOPUTETHHTe WpakTHUM W TeopeTHyy B OOMacTTa reHepan Je-

uc Pelimep’, BoeHHUTe IMfZepu TpxOBa fa IpaBAT TOBA, KOeTO e€

“Tenepan Jlenuc Petimep e 6uBi HayaHuk Ha Wa6a Ha CyxXombTHute BOHCKH

Ha CALI.

24

3A€KOHOBO H MOpaJIIO NPaBMJIHO, fla CL37aBaT cpesla, KOATO e Tose-

paHTHa KbM rpeliKUTe HM OCBOOOeHa OT M3HMCKBaHeTO 3a Gesror-

pela JCMHOCT, K'bACTO BOCHHOCIIYKEUIMTe MOTAaT Ma peasM3upaT

NbJHUS CH LOTCHUMA UW 1a KUBEAT M10 ,,31aTHOTO MpaBHso™, KaTO

HOCTaBAT Ha IbPBO MACTO [pWKaTa, VBAXKEHHETO H UECTHOCTTA KM

noyunHenute (15).

OTroBopbT Ha BEMpoca, KaKbB TpaG6Ba a GObye BOEHHMAT JIMYep,

MOSBOJ1ABa {1a OLAaT ONMCAaHH MH AMBUyarHUtTe ocobeHOCcTH Ha BO-

CHHHA Hep. OOHKHOBEHO Te ce pa3srlexKAatT KaTO CbCTAaBeHH OT

Ba OCHOBHH KOMIOHEHTAa — YeHHOCIMU YM UHOUBUCYa/HU KaYuecmaa.

OCcHOBHHTe IlCHHOCTH, KOMTO BOCHHUAT IuAep Tpa6Ba fa Upute-

2%KaBa, Ca BAPHOCT K'bM Ilapojla, KOHCTHTYIMATA, 3AKOHUTe Ha CTpa-

Hata, BOCHHUTe YCTaBu, aPMUATA, OolHaTa UacT HM Zpyrapute; 6e3-

KOpucTHa CJly%\*K6a 34 POAMHATA; MOCBETeEHOCT Ha BOCHHaTAa C1lyx«6a;

YeCTHOCT M TIPHHUMMHOCT; YeCT M OCTOHACTBO; yBaXxKeHHe Ha JIMU-

HOCTTA; CMEJLOCT HM Ap.

HeoOxoguMure HHAMBUAYaH JIMfepCcKUTe KavecTBa ce pa3se-

JIaT Ha Ticuxvueckn vu dusuyecku. IcuxwueckuTe BKIOUBaT BOI,

CaMOJMCIMIVIMNIa, WIMWMaTHBa, YBEPeHOCT, HH THJIMTeHTHOCT, pelnt-

TEHOCT, CAMOKOHTpOJI, Galaue vu craOwinoct. Hali-BaxHuTe du3u-

Weck KauecTBa Ca 3{paBe, PU3M4ECKa NOAPOTBEHOCT MH M3APbKJIN-

BOCT 3a HOHACSHe Ha HECrOsMTe Ha BOeHHaTa cstyxK6a.

OrrosopsT Ha BbIIpOca, KAKBO TpxiOBa Ja 3Hae BOEHHUT JIMNeEp,

OUuepTaBa Ope Ae Melo paBHMITe Ha 3HAaHWA MW YMCHUA, KONTO BOCH-

HMAT Jufep Tps6za 4a upurexaBa. Te IpOM3THyAT OT OCIIOBIIUTE

MYHKNNM, KOUTO BCMUKH BOCHHH MAepu Tps6za Aa W3IIbHABAT, 3a

Aa MOXKE €1Ha Oprahvsalys Aa /jevicrBa eeKTUBHO (16). Te BCbEHOCT

OLPeAeAT YMCHMATA, KOUTO EAH yclelieH BOeHeH JIMAep Tpa6Ra

aa upurexasa. Tesu byHKUMM Ca CileqHUTe:

1. O6mnyBaHe.

2. CynepBv3ua — KOHTPOJMpaHe, HACOUBAHE, OL[CHKa H WlaHu-

palle Ha YCHJIMATAa Ha TlO/HHHEHHTe, Taka ue Ja Ce OCHrYPH W3ITbsIHe-

HueTO Ha 3a/layata.

3. O6y4eHHe UH C’bBeTBaHe — NOAOOpABaHe Ha U3IIbIIeWMeTO upes

TIpeoAOABaHe Ha UpoG/IeMu, YBEIMUaBaHe Ha 3HaHMTa, UpuLoOu-

Balle Ha HOBM YMeHMa M TepcneKTHBH.

4, Paspurue la eKum.

25

5, TexHuvecku M TAKTHYeCKEH Wpodbechoua U3 bM.

6. B3emaHe Ha pelnenua.

7. Tinalupane.

8. Astiongpaue Ha HaymuHaTa CHCTeMa.

9, [Ipobecuonasiua €THKa — BAPHOCT K’bM HAllMATAa, ADMUATA, Pop-

MHPOBaHueTO.

CbBpeMeHHNTe CXBalallust o606llaBaT U JOpasBusatT TOBA pas-

6upane 3a JIMJepCKaTa KOMUeTEHTHOCT, KaTO A CTPYKTYpHparT B er

OCHOBHM HalipaBsIeHug:

e MexyIMUHOCTHU MH MO3HaBATeHH (KOTHHTUBNM) YMeHuaA —

3HAHMA 3a XOpaTa Ht Kak fla ce paOoTH C THX, BKJUOUBALIM Bep6asHO

M HepepOasIHo OGIYBaHe, peliaBahe Ha UpooJIeMu, PbKOBO/(CTBO,

CbBCTBAaHe, OGy4aBaHe, MOTUBUpAaHe, OBACTABAaHe, U3rpaxalle Ha

eK WM pabota c THX.

¢ KoHUenTyaIHM YMeHus — CllOCOOHOcT 3a pasOMpaHe uM IIpvia-

rae Ha HJeu, TROPYCCKO, KPHTHUYHO UM AHaJIMTMUHO MUCJeHE.

¢ TexHuuecKH yYMeHHA — TORA Ca OCHOBHUTe BOCHHM yMelINA,

CBbp3aHl C OPhAUATA MU OOMHaTa TeEXHHKa.

¢ TeXHOJIOMMYHM YMCHHS, BKJIOUBAIUM Hali-Beye MHDOpMalMOH-

Ha MW KOMMIOTHPHa KOMMeTEHTHOCT.

¢ TakKTHUCCKH YMEHHA — CHOCOOHOCTTa 3a B3CMaHe Ha MpaBMJINH

PeINeHUs 34 PbKOBOACTRO Ha POPMHPORAHHETO B MUPHO Vi BOELLLIO

Bpeme (17).

YcraHoOBeHo e, Ye BCHUKM YCICWHH AUJeCpH M3IION3BaT Te3H

YMCHUA, HO TAXHOTO IIPHIOXKeHMe 3aBHCH OT TO3HUMATA Ha Jluepa

B opraHusaunata. HampuMep YecTotata Mu feTaisiHocrra Ha Cyulep-

BH3HATAa HJIM KOHTPO/Ia, KOMTO B3BOAHUST KOMAaHJUp yipaxHaBa

BbpXy BOMHMUMTe cH, Gu Gua HeNOZXoOAAMAa 3a OaTaJIbOHHUA KO-

MaHIUp 10 OTHOWMeHHe Ha GaTasIboHa MY.

OTroBOpbT Ha BHMpoca, KAKBO TpAOBA la WpaBM BOeMMMAT JIM-

Hep, oveptaba AeMHOCTTa HIM OCHOBHHTe MYHKUMM Ha BOCHHUS

sMgep. Te ce pasrpanuuanar 4a TPH roJleMu rpyny:

[TO@AUAGAHE, KOCTO BKJNOUBa OOULyBaHe, BSeMaHE Ha peMeHua

M MOTUBUpAaHe Ha NOAUMHEHUTE 3a M3I'bJIHCHMETO MM.

e Jlelicmeane UM TOBa ca Hellata, KONTO Tps6Ba wa Oza

W3BbPWIEHH, 3a a Ce H3ITbJIHT HCUOCPeACTBEHUTe 3afla4H, KaTo MW1a-

HUpaHe, MOAPOTOBKA WM W3ITb/IHCHHe, BKJIIOUMTEJIHO yopaBsienue Ha

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pecypeute mu rpwoKa 3a XopaTa, a CbIO Taka OUeHKAa Ha eeKTHB-

HOCTTa Ha CHCTeMaTa HJIM Ha TWlana 3a JeHCTBMe OF IleqHa TOUKAa

Ha UeJiTa MW 3aaqauHte.

¢ Ycosapwencmeane — JeHHOCTTa, U3B\_PIIBAHa 34 YBeJIMUAaBa-

He Ha CllocoGHOcTTa Ha opraHu3annata (GofuaTa eqMHMIAa) 3a

H3IbIHEHMe Ha HACTOSIN U ObAEMLM 3afa4h, BK/UOUBala pasBuTHe

Ha MOUHHEHMTE KATO JIM Jepy, Cb3JaBahe Ha KJIMMAT 3a YCbBBpINCH-

cTBaHe Hwa Goltuata crio6eHocT Ha eKunMTe uM SoMHUTe EAMHMIK,

TbpCeHe Ha YCbBDPIIEHCTBAHE M OpraHvsalolen pacrex (18).

CbBpeMeHHUTe pa3sOupaHMa 3a BOCHHOTO JIMEPCTBO aKICHTH-

paT BEPXy B3aMMHaTa BPb3ka Ha Te3M KOMIIOHEHTH. OT Apyra cTpa-

Ha, PaCTeX’bT B JIMJepcKaTa liepapXUA HOCH HOBM OTTOBOPIIOCTH He

CBbp3aH C pa3BHTMe Ha J[OMbIHUTeJIHM KavecTBa HW yCbB'bpLICHCT-

BaHe Ha yYMeHUATA HW Aeuocrra.

2. PABHMHJA HA BOEHHO JIHEPCTBO

Eta OT HPHUMIMTe 3a pasIMYHMTe CXBalWlaHWUA OTHOCHO BOEH-

HOTO JIMJepCTBO € CBPb3HAHA C PazJIMUHUTe HUBA Ha BOeLIMATa Opra-

HM3alMa, KOMTO MIpeAABABAT PAZIMIHH H3UCKBAHUMS K'bM YUpaxus-

BaneTo My. lo Hayasioro Ha 90-Te roquHM B CHelMasMaupanara JIM-

repaTypa HM BOCHHUTe JOKTPHHU O4Xa pasrpallM4aBaHH ABe HUBa Ha

JIMjlepcTBO — MJlamIle H ctapuie. JIugepcKure PYHKUMM UM CTMIOBE

ce aHasIM3upaxa OT rileqHa TouKa Ha JRE MOJ/(M — AMpeKTHO HM MHAM-

PCKTHO AUJepCcTBO, B 3ABMCHMOCT OT TOBA, Kak Ce Oka3Ba BJIMAHME

BbpXy M3IbAHeHHeTO Ila 3agauuTe (19). Pequya uscesqBaHMa, Ipo-

Bee B apMMUTe Ha CALL ucrpanute ot Sanaazva Espona, 103B0-

JIMXA UjlEHTUPMUMpaneTO Ha YETHPH eTalla B JIMePCKMA. KOHTHHY-

yM — IIbPBO, CpedHO, ropHO H BuCHe HBO. Bcako of TesH HUBA

W3HCKBA JMpeKTHA HW WHAMPeKTHa Moa Ha BIMAHMe B IpomOpius,

KOATO C€ IPOMEHA B 3aBHCUMOCT or HHBOTO (20). [lollycKa ce, 4e

Te3H UETHPH WO-MaJIKM KATCTOpHM We Lajat Bb3MOXHOCT 3a Cb3a-

BaHe Ha 110-aeKBaTHH MCTOMM 3a PasBUTue HU PLKOBOACTBO Ha BOeH-

HuTe AMgepn. B Kpas Ha 90-Te TORU TOJIAMa NOY isi pHOCT HPUAO-

6M pasyesIAHeTO Ha HUBATA Ha BOCHHO JIMePpCTBO Ha TPM — MIpsKO

(Miadile), OpraHv3ayMoHHo (crapuie) u crpareruuecko (21). EauH

OT IpusHaTure aBroputeTu B OOnacTTa bepHaps Bac locousa, ve

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OCHOBUMTe IPHHUMM Ha BOCHHOTO JINJEPCTBO He Ca Ce IIPOMeHHIN,

TIpOMeHMJIU Ca Ce YCIOBHATA, B KONTO Te ce npusarat. Heujo noBe-

ue, TOH CMATA, UC OCHOBHUTE PMH Ca CAH M ChINM 3a BCHYKU

HBA OT BOCHHAaTa Hepapxus, HO UPAKTUKaTa H3HCKBa Te ja ce JIM-

depeHuMpat 3a Miagmure, crapliMTe u crpareruueckKuTe mMAe-

pu (22). [pyra apropy nocousat, 4e BOeHHUTe MuAepn Tps6Ba fa

ChueTAaBaT YMCHMATA, HEOOXOJMMH 3a BCHUKY HBA, 4 Ja Obgat crpa-

TETMU4ECKH, OPraH3allMOuHH WM peku JuAepH (23).

BebulHOCT MeTOJOOTMYeCKa OCHOBA Ha pasyeJIMHeTO Ha BATA

Ha BOCHHO JIMePCTBO € CTpaTHupulupanata CHCTeMHa TeEOpUusa KaTO

CpeACTBO 34 aHasIM3upaHe Ha yBeM4GAaBaleTO Ha KOMIIeKCHOCTTA

Ha U3MCBaNWATA KbM BOCHHOCIYXKCMMTE OT Hal-HHCKOTO HUBO JO

Hall-BHCOKOTO HMBO Ha BOCHHaTa opraHu3zayus (24). Ts no3BoOnaBa

pa3rpaHuaBane Ha Tp HUBa Ha JIMMEPCTBO BbB BCAKa BOCHHAa Op-

rallH3ala.

1. IIpaxo (Maagme) BoeHHO AugepcTRo. To e cBBp3aHo c JM-

PCKTHOTO H3IrbJIHeHMe 11a KOHKpeTHH 3afauu. Jimpepure u3ItEsNA-

Bat JJeMHOCTTa CH. Upe3’ LIPAKO MOTMBMpaHe Ha NO,uMHeHUTe 3a

H3ITbJIHeHMe Ha 3aqaunre. B bparapcKaTa apMUus Hali-IlMcKOTO pap-

HMII€ BKJUOUBA: KOMaHAMp Ha OTAe enue (paver, CKUMAK), Ha B3BOL,

pota H KoMaHamp Ha Oataspou. IIpsxoro smaepcrso ce yupaxknasa

upe3 JIMMHO BIIMAHME BLPXy NOMYHHEHUTe, POKYcupa ce BLPXy la-

CTOMINETO H GAMBKOTO ObUeLle, CBEP3all0 € C YpaBeHCKH JelicT-

BUA H CYN€PBM3Ha, HACOUCHH KM CTPyKTypata, 3aqauure 1 mocru-

rahe Ha Yesure. OOXBaTLT Ha paboTa BK/OUBa Pa3sBATHe H BbBEK-

Aake Ha MpouvleAypu MH AwarHocTHUIlo pemiaBaHe Ha mpoésemu. 3a

NpeKUA JIMMep Hall-BaxKHU Ca MEX LY JIMUHOCTIIMTe, TEXHMUeCKHTE

WM Taxruueckute yMenus. I[pakoto muazeperso CbAbpxKa MO-MasIKO

HeSCHOTA WM KOMIWIEKCHOCT, 3aIOTO TIPAKO Ce KOHCTaTUpa U3ITbJIHe-

HUCTO Ha 3ajaunTe, pellaBalleTo Ha WpoGsemute Mu O6paTHata Bpb3Ka

e HemocpeycTBeua (25).

2, OpraHu3zal|MonHo (cTapwie) BOeHHO AHgepcTBO. To o6xBa-

Wa CpeuHHTe HHUBa Ha yupaB/eHue B apMusTa, 3a BeyrapcKata ap-

MH BKJ0UBa HuBaTa TOJIK, Opuraga u MBH3KHa". OpranusauHOHHu-

\*B noseyeto 3aHaAHW ADMEU, B TOBA UHCJIO WH AMCPHMKAHCKATA, BKJIKDUBA BOCH-

HH JIHACPpu CbC 3BaHUe OT NOJIKOBHHK JIO TBY3Be34eH reHepal.

28

TT TT TTT Tn :

Te HHAE€PH BJIMALT MHIMpeKTHO 4Upe3 MoBeve HuBa Ha NOAUMeMME

OT TIpekutTe wufepu. TexHutTe OTTOBOpHOcTH ca chcpesOTOUcHH

BLPXY HeMpAKOTO yJeCHABAHE Ha M31b/IHEHHETO Ia 3aauNTe upe3

pelleHHa, MpOLeAYpU, pasnpesemenwe Ha pecypcnre U HaMaJIABaHe

Ha HecurypHocrTta. Oprann3zalMonnute AMzepu UMaT exnmy (ma60-

Be), KOMTO MM NOMAraT la PbKOBOAAT HU YUPAaBAABAT OpraHH3al{HoH-

HuTe pecypcu. Te ce rpyoxaT 3a opraHM3alusta Ha JleitmoctTa m0

Pecopl W WWiannpar sajaunre pes cUeABALUMTe ABe-MeceT ro/sMHN.

AOMbAWMTENHUTe HUBA Ha NOYMHEHME 3ATPyYAHABAT Bb3MOXHOCT-

Ta 3a DpaKo Hab OeHue Ha pesyATaTuTe OT /letHocrra. Opranusa-

THOUNMAT Iufep Tpx6Ba fa ce clipaBy C MO-rOAAMa KOMIIIEKCHOCT,

€ HO-PO/IsiMa H€CHPYPHOCT HM Cc 0-roiaM 6polt HeouakBaHu edeKTH

oT JeuHocrra. Tol rps6Ba Ja IpwTexKaBa BUCOKO HMBO Ha KOHIeL-

TYaHU YMeHHA.

3. CrpaTernuecko BoeHnHO AMDepcrso. To dopmupa opraun-

3alMOHHaTa KyJITypa, pasnpeflesa pecypente, ,aBa crparernuec-

Kava BUSA MW NOATOTES NOLYMHeHUTe CH POPpMUpoRAHUA UW apMUs-

Ta KaTO IaJ10 3a HelinuTe ObgeM 3aauu. CrpateruuecKkoro smM-

AepcTBO NpHAaBa CTOHHOCT Ha OpraHHsallMaTa upe3 cb3/laBaHe Ha

ycemaHe 3a pasOupaue u Wes Ha UAIOCTHaTa apMelicKa jeltHoct.

Crparernueckute mujepy paG6oratT B HeaCHa Cpelja BLpXy KOM-

NA€KCHY WpoOJieMy, Te ca B CLCTOAHME Aa BIMAAT Ha CROMTHS HCA

NOBIMAHM OT ChOHTHS M3BBH apMUsTa. KommseKciiocTra Ipon3-

THYa OF HEOOXOAMMOCTTa 3a pasOupane Ha cpesaTa W3B'bH apMUA-

Ta — 3AKOHOMATCHA M M3IbIIHUTEINA BACT, MEUM, O6MECTBCHO

MHenne J(p. OTTOBOpHOcT Ha cTpaTreruueckuTe Myepu e fa HH-

rerpupaT opranu3aluute CH B AbATOCpOuHA NEPCUeKTUBAa C

BbHIUHata cpefa. Te JIerHTUMMpaT OpraHu3alyuatTa B IMO-lWMpoOK

koHTexct. Tpa6Ba Ja ipurexapaT CLUINTe yYMeHHA, HeOOXOqNMH

3a MO-HUCKHTE PaBHULa Ha BOCHHO JIMJEPCTRO, HO Hait-Beae MHOro

BHUCOKO HHBO Ha MEXK/LYJIMYHOCTHH H KOHUEITYaJHH yMeHua. Oc-

BeH YC Cb3/laBaT CTPaTerMyecKH BUSHH, Te TpAGBa ja PUTexKaBaT

YMEHUA 3a LOCTHTaHe Ha KOHCeHCYC MH 3a B3CMAHE Ha PeIeHUs B

eKHI, Thit KATO paOoTAT C HE MO MAJIKO BIIMATEIHM JMepu, KOUTO

He Ca MM IIpsKO LOJYHHCHH (26).

29

a

3, CUHEUM®U4HM OCOBEHOCTH

HA JIMAEPCKHTE CTHJIOBE B APMHATA

CbBpeMeHHUTe BOCHHM CXBaIlaHUM pasMieKJaT JIMepcKuTe

CTHJIOBE BbTPe B KOHTHILYYMA ,,aBTOpHTapHOCT—JemMOKpaTHuHocT.

Haii-uecto JuckyTHpaHre AMjepcKM CTHOBE Ca: .

~ AupekTupen (aBroputapeH) wuyepcKH CTH: Tipu w3n073-

BaHCTO Ha TO3H CTHJI BOCHHMAT AMJep Japa TOUNW yKa3aHus Kak,

Kora M KbAe Ja ObAe W3ITbHeHAa 3afayaTa MW OCbHeECTBABa CTpor

KOHTPOJ BBPXY M3Mb/IWeHHeTO A. Tol e NoAXOAA UpM cHTyanMn, B

KOHTO BP€MeTO € KPaTKO H JIHACPbT HAMA BL3MOXHOCT a passcHs-

Ba CHTyauusata. TO3H CTU ¢ NOAXOAATU Up HEMOCpeACTBEHO prKO-

BOJICTBO Ha HegoOpe obyyeHu eKUTM WAM BOeHHOCAy xe. B Goit-

HH CUTYaQuM BOCHHMAT JIMep NPeBKINOUBa Ha AMPeKTUBeH CTU,

A@XKe UW UpPW WwasMuave Ha FO6pe o6y4euu nosamneHun.

~ YuacTealy (eMOKpaTH4eHn) HW epcKH CTH. Toit e doKycupan

BbpXxy JMyepa wu exuna. pu nowyuapane Ha 3afayata BOCHHUAT JIM-

A€p TPC OT NosUMneHuTe CH MHPoOpMallMa, IpenopHKu u o6patHa

Bpb3Ka, HO KpaHHOTO pemlenve e Heropo. To3H crus € NOAXOsAIT 3a

BOCHHH JIMJ[€pH B CTY 7aH, KOraTO HMa JOCTATbUHO BPeME 3a KOHCYJITa-

IMM WM IbK Ce pa6oTu c onuTHH u zoOpe o6y4eHH HoAUHHeHH.

~ Feaerupany (mOepaen) mfepcKu crux. pu ro3su muqep-

CKM CTHJI BOCHHUAT JIMJEp 4aBa BACT U pecypcu Ha Nog\_YMHeEHHNTe

CM Aa pellaBaT NpO6NemMy uM a B3eMAT peleHHA Hes cLrvacyRaHe

WIM CaHKUMa OT HeroBa cTpana. Tojobex nojsxog ce W3I0/I3Ba 3a

padota c qo6pe o6y4eHH u OM THM NOAUMHeHH WIM KOraTo AMLEpbT

HCKa ja Jae Bb3MOXKHOCT Ha NOAYHHEHMTe CH Aa IpHobusT mu-

Aepcexu onnr. B kpalina cMerKa sMJepbT HOCH OTTOBOpHOCT 3a

H3BbPIUCHHUTe (WIM HEM3BbPIeCHHTe) AelCTBUA, HO VM J{bpxXKU TOL-

UHHEIMTE CM OTTOBOPHH 34 TEXHHTe AeMCTBUS. TO3M CTU Hali-uec-

TO C€ H3110J13Ba OT CTpaTeruyccKUTE HM CTapILUTe TM Epu.

Tlpomenure B CXBallaHUaTa 3a AMAepcTBOTO LIpe3 80-Te romMHH, H

TO-KOHKPeTHO KOHUCUUMAITA 3a TpanChOpMalHOHHOTO JIM{EPCTBO, e

NOBOY 3a WIMpoKa AMCKYCH B apMelicKUTe CpeAM Mpe3 NoceHOTO

ACCETHJIETHE Ha /iBajeceTu BeK (27). BobIHOCcT MOJepHUTe Hyeu 3a

BOCHHOTO JIMMEPCTBO B ONpeseAcHa CTEMEH Ce CBLP3BaT c ABaTa as

TEPHATHBHU MO,eJla — TpDaH3aKTIMOHHUSA U TpaHcdbOopMalMoHHNa JIM-

30

fepexu cra (28). Pequua apropu cmatat, ye rpaHcopMaliwonHoTo

JIMAEPCTBO € He CAMO HOB POUT Ha HACHTEe 3a KAPU3MATMUHOTO JTH-

ACPCTBO, KOCTO BUHATH € OVO MOMyAApHO B apMelicKHTe cpesu, HO H

OTTORapA Ha W3HCKBAHUATAa Ha Obp30 NPOMeHSIMMTe ce yCJIOBUA B

Kpasd Wa [BaxeceTu Bek (29). Ananusnpaliku wupoK Kpbr sMTepa-

TYPHH M3TOUNHM, Yox (30) nocouna, ye mpes 90-Te rojmuM cuTyalu-

OHHMTe TCOPHH 3alOuBaT la ryOAT BuusHe, Thit KATO Teopusta 3a

JIMJEPCTBOTO BbBEX\*KAa HOBA BEPCHA 3a XAPU3MATHYHUA JM ep — Bep-

cHaTa 34 TpancopMalMonHusa JMzep. Tot onMcsa TO3H HOB JIMep-

CKM THU HO CJle(Hua Had: ,, TpancbopMaljHoHHuaT sMgep opmy-

JMpa U POKycupa BHUMaHveTO REPXy AcCHa BUsHA 3a ODAeMeTO, Npu-

qo6upa Xapu3Ma oT B3aMMOselicTBHeTO C MocHezOBAaTEJIMTe CH, Tpu-

XKCUKH Ce 34 TEXHUTE HHAUBMLYaJIHM MOTPeGHOcTH; NpeoOpassBa Tes

CBOM MOCEAOBATEJIN Taka, Ue Ja HalcKouat co6CTBeHUTe CH MATepe-

CHB MMETO Ha KOJICKTHBHAaTA ed M ViIpaB/IaBa HDOMMHaTa, KOMILIeKC-

HocTTa u ekummre.“ (31) ABropbT npaBn AMbepenyManua xapaKe-

PUCTHKAa Ila HBATA NPOTUBOMOOX%KH THA JIMJeEpCTRO — TpaHsakLMO-

HeH WM TpanccbopManmonen. IIppauar run roli xapakrepw3upa KaTo

NOATbpKaUl CTATYKBOTO 4pes W3ACHABAHE Ha POJIMTe HM 3a/lauUTe.

TpaxsakMOUHMaT JMep yHoBseTBOpsBa OTpeOHocTHTe Ha To”uH-

HeHHTe CH B 3AMAHa Ha W3ITbJIHeHHe Ha cy KeOuNTe 3aauH OT TAX-

Ha CTpalia M, KOeTO € ocOGeHO BaXHO KaTO OTHMUNTeETHAa XapakTepH-

CTHKa, padoTu Cbc CbINecTByRaIaTa KyJrypa. Haii-aecro pasrpaHn-

WeHHETO MEKAY Tesi Ba THNa Ce W3MepRa MO CKasava ,,TpayUUHoHu-

HOCT—HoBaTopcTBo™. bac MocouBa, Ye Tpal3aKIMOHHOTO JHeEpcrBo

BKJOUBA OOMEH MEX /Y JIMJepu MU OceHoBaTeM, KOTO OTpazaBa

TO-TpaywMUMOHHUTe POpMH Ha ,,ympaBseHve upe3 ues. Mpu to3n

oOMEH JMJepute KOHKpeTu3HpaT H3MCKBaHMATA, KAKTO M YCJIOBUATA

WM HarpawMTe 3a TAXHOTO H3ITBJIHEHHe, KOTO MOXKE a HMa TOJIOKU-

TeIHO BL3JCHCTBNe BHpPxy DocueLoBaTenute. Edbex ture or Tpaxc-

OPMAa|MOHHOTO JIMepcTBO Obay¥e HAAXBEpJINT B MHOTO BUCOKa crTe-

Ne€H TOBA HUBO. Te3H UOBMINEHM pesyTaTH ce FbILKAT HA IAKONKO

THNa TpachopMayvoHHo noBegenue. Equoro or Tax e nogedenue Ha

Pponesu MOGeA, HA KOeTO NOCHeLOBATeEAMTe HCKaT ja WOApaKawa’.

J\pyrovo € ocueypacaile Ha CMUCBA U NpedUZGUKAMeACMEO, 3a a Tut

BADXHOBH a YUACTBAT B UCJIM, HajIXBbPJIAIIM TEXHUTe JIMUHM WHTE-

pecu. TpeToto e cnoderena Gu3zua 3a pesyamama om o6wama Oeti-

31

Hoc, @ 4emMespMoMO BKIUOUGA HACHPYaGAHE HA HOGU HAYUHU 3a

MUCJEHE, HA HOGL NOOXOOU kom npOOAeMUMe U yueHe OM zpeLUKUMeE.

Tletuat Tun DoRexeHve TIpexCcTaBsABA 3a4uUumaHe Ha WUNUME NO-

MpeOHocmu, KeCAANUS WU ChocobHOCMU Ha éceku uHOUGUA. (32) Hait-

oOulo, IICMXOMOTHYecKaTa XapakTepucTuka Ha TpancpopMalMoHHMA

IMAP BKJUOUBA BLOOpaxkeHue, TBOPYECTBO, PbBKABOCT HW CHOCcOGHOCT

Na Ce OCMMCAM KOMILI€KCHOCTTA — KauecTBa, KOUTO Ca HEOOXOAMMH,

3a [a Ce MOTHBUPAT MosUMHeEHUTe U fa ce OCMrypAT TeXHUTe OTLO-

BOPHOCT M YYACTHE B NIpOWeca Ha OPraHv3aliHOHHOTO pasBuTHe. O606-

INeHO TpaHC\*PopMalMOHHUAT AM Jep Cb3aBa CBAT, K'bM.KOIITO

XopatTa HcKaT Ja NpHHayexar.

KakBo 03Ha4aBa BCHUKO TOBA BbB BOCHEH KOHTeKCT?

Misno3BaHeTo Ha TpalcaKIMOHUWA CTH BKJUOUBA TEXHUKH KATO:

— MOTHBAIMA Ha NOYMHeHHTe Upe3s Harpas WIM 3alaxM 3a

laka3aHug;

— HHCMe€HH yKa3aHna 3a paGota;

— OlpesesIMHe Ha YC/JIOBUATAa WM OPpallMueHMATa 3a W3IThsTHeEHMe

Ha 3a/la4duTe, NO3HTE OT YCHeXa MU NOC IEAM Te OT HeyCliexa, BKJIO-

UMTeJIHO JMCUMDMHAapHuTe caHkMN;

— yupanveHue upe3 U3kKJIOUEHHATA — JIMJepbT AKLEHTHpa BLPXy

rpewiKHTe Ha NOAYMHEHMTe H yuacTBa CaMO KOraTo Heljatra He

BbPBAT OOpe.

TpaHchopManuoHHUAT CTHJI HOJTOTBY LOJUMHEHMTe 3a IIpexu3-

BUKATeJCTBOTO Ha ObAeMOTO pasBUTue. To3M CTH pasBuBa u

YCBBBPUICHCTBa NOJYHHEHUTe, Thi KaTO aKIeHTMpa Ha JIMUHUA

MpoecvOwaHUA PAacCTexK MH YCbB'bpPIEHCTBaHe Ha opraHw3zanuara.

Tol No03BOJI1Ba Ha BOCHHUA JMep a Ce Bb3IM013Ba OT 3HAHMATA H

YMeHMsTa Ha OMUTHUTe NOTUMHeHU, KOMTO GHXa MOLI Ja MMaT r0-

AOOpH Usen 3a USITbJIHeHve Ha 3afaunte. BoeuHuTe JM Aepu, KOTO

MU3H03BaT TO3H CTHJL, ADIYMCHTHPAT CBOUTE PellleHUa U JelicrRMA

Mf {aBaT Bh3MOXHOCT Ha NOAUMHEHUTE CH ja IPOABABAT MHMIMATH-

Ba HW akTHBHOCT. U3s0>%KeHOTO AOTYK MO3BONABA A 3aKJUOUMM, Ye

TPAHCPOPMALMONIMAT CTI Ha JMZepcTRO € OCOGEHO TOLXOAAM pu

YCAOBHUATA Ha pedopMa B ObsrapcKaTa apMus.

Or Apyra cTpaHa, pasOupakero, ve TpaH3aKUMOHHMAT CTH uMa

3a OCHOBA Harpa/MTe MU HaKa3aBHATA U Ce OBATCIIHO € OTAKUBALI, a

TPaHcCQOpMalMOHuHUAT — € CBHP3aH C BAPXHOREHHETO MH IpomManata,

32

U CUe(OBATEIHO TIpPefCTAaBJITBa CAHHCTBEHHAT BbL3MO2%KeH U3Gop, €

TBbpAe OUpocTeHo. He BCHUKM CHTYAaI[HM BbB BOCHEH KOHTEKCT TIpesl-

HOuaraT U3MOA3BAHETO Ha TpaHCPOPMALMOHEH CTHJI Ha JIMEPCTBO.

Toli e eeKTHBEH MPH OMpeseseHu yCIOBMA, KoraTo ca Ha3speJM

IIPOME€HH U C’bINeECTBYBaT HOB Bb3MOXKHOCTH, a CbINO HW B MOMCHTH,

KOraTO OpraHH3alMata € Upey Kpw3a, HecTaGuHOCT uM Tps6Ba Ja

ce UpoMeHu. CblectByBal CHTYallMH, MPH KOUTO TO3H TpaHcdop-

MalMoHeH cTus 64 Ou HenpueMJIMB, HallpHMep KoraTo NO,"MHe-

WMTe Ca HEOUMTHM, HEMOTHBUPAHH WIM M3 bAHEHMETO Ha 3aqa4uNTe

HE HOSBOJIABA 3HAYUTeCJIHM OTKJIOHCHUA OT YCTAHOBEHHTE HOPMU.

I[pe3 2000 r. Keity 1 Tpem6n1 mposexkyar u3cuesqBaHe, B KOeTO

aHalM3HpaT B3aMMHOTO BJIMSHVE MEX/Ly TPaHChopMal{uoHHOTO Hu

TPaHCaKUMOHHOTO JIMZepCKo Nopeslenve Ha TPUTe P'hKOBOAHH paBHH-

ia B AMepiKaHckarra apMUs. YCTAHOBABAT, Ye TDacPopMaliMOHHOTO

ToBeseHHe yBesIM4aBa BL3AclicTBHeTO Ha TPAaHCAKITMOHHOTO MOBese-

IIMe KATO MOTHBALINA 3a paGora MW eEMOUMOHAaTHa anTaxKUpanoct. Bau-

AHMeTO BLPXY MOTHBALMATA 3ABMCH OT paBHMIeTO Ha JIMepcTBo (33).

B 3akJuoueHHe MOXKEM ja OGOCIIMM, Ye BOCHHM JIMJepv, KouTO

pas4uTaT e/[MHCTBEHO Ha TpaHCakI[MOHHHA CTH U He ro KOMGMBMpat

¢ TpalichopMalvouHUaA, O6UKHOBEIIO NPUAH3BUKBaT CAMO KpaTKocpou-

Ha MOTHBAaWUs, OO€30Ky paxkaBaT NMOCMAaHeTO Ha PHCKOBE HM ThPCeHeTO

Ha WoBpayuu. U3scneABaHuaTa NOKa3Bat, Ye Halt-espeKTHBHMTE JIMe-

PH KOMOMHUpAT pasJIMUHH CTuJIOBe M TEXHUKH, KOUTO Hali-fo6pe Nog-

XOK aT Ha CUTyallMaTa U XApAKTEPHCTHKUTe Ha NOAIMHEHHTE.

CEBpPeMCHIMTe CXBalllaHUA 3a BOCHHOTO JIMJ(EPCTBO OTpa3xBaT

HPOMCHHTE Bb 3aauMTe Ha ADMUATA, PASBUTHETO 11a BOCHHOTO Aes, a

CbIO HW Hali-HOBHTe Hay4Hl CXBalWaHHA 3a JIMjepcTBOTO, 6e3 fa

OTCLTBAT OT TPasMIMOHHOTO pasOupate, ue Hali-cbIeCTBEHHAT eJIe-

MeHT Ha OolflaTa MOU Ca KOMIETEHTHOTO H YBEPEHOTO JIMAepCTRO.

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35

OCOBEHOCTH HA BOEHHOTO JIMJEPCTBO

B OMEPALMH,

PA3JIA4HH OT BOMHA

Alou. 0-p Haus Tees

,Onepayuume, pa3judnu om eolina, ce nposexdam 6 o6cmano6-

Ka, KOAMO Ce PAaZAUNABA OM MPAGUUUOHHUME BOEHHU ONEPAUUL,

nopadu Koemo me ce xapakMepU3UPAM COC CREUUPUYRU, YeIUL, 38-

dau u Oeticmeuan.“

Hoxrpuna Ne 3. Ol 3a onepalimn, pas Wau OT BOLHA

»Paduxaanume npomenu u3zuckeam nodxodauu delicmeus. Toeex

mpabea 0a npumexaca 6ampeuHa cura, KaKMO-U Ga Moxe Ga

oka3ea enugsnue JTeticmeuama My mpsIO6Q Od Ca CBBP3QHU.C NBHA-

ma ucmuna... AKO NPOMSHAMA He € CeDp3aaHa Cc Makaéa Bempel-

Ha UCMUHG, pexy~mamume ca AOWU u He ce nocmuea yenex. H

HaKpas, Xopama nodKpensim CAMO OHE3U HAYUHAHUS, KoUMO me

UHCMIURKMUBHO Go3npuemam Kamo cnpacedsucu.“

V3 Att Unur — KUTaWCKM HapbUuHAK TO JMAeEpcTBo,

H3T0/13baH OT Konbyunk

» BOG GCHKA GOCHHA CUMYAUUA BAZIN. UMA COUH UT HSIKOKO UCHING-

pa Ha mexecmma. Henmopom na mexecmma e yenmepem Ha usi-

Jama cula u deuKeHue, OM KOUMO 3aeUuCU BcuU4KO. Toga e MouKa-

ma, cpeuty Kosmo mpabea da 6ede wacoueHa Usama. 6u enEpeus.“

Kapa don Knaysesnny

BbBEXJEHHE

Kpast Ha XX u HauasoTo Ha XXI Bex 6axa O3HaMeHYRAaHH C Kap-

JWHaJE™ TINOMEHM Ha KOHIIeMIMUTe 34 M3N0J13BaHETO Ha BLOpb2KeHH-

Te CHI. OCBeH 3a BO/[eHETO Ha BOHM BLOPhKEHUTE CHIN 3allouHaxa

fa pellapaT KaYeCTBeEHO HOBU 3afa4H, aeKBAaTHM Ha IIPOMeHSIIMA ce

cBaT. APMHMTe ce W3paBuxa Lipe;| HOB IIpesM3BUKaTeJICTRA, CBbp3a-

HM C y¥aCTHeTO B HOBH MHCHM: OKa3BaHe Ha TIOMOII Ha HaceeHMeTo

pH upuposwu GeACTBUA, IPOMMTIVICHH aBapHH, KaTAaCTPOOU, COlNMaI-

HM KPH3H; AHTHTeEpOPHCTHYHH OLepauyHA WM Mpecwuave Ha jeHHocTTa

Ha MEX AYHApOMUNHTe IIPeCTbIHM TpyYHUPOBKU; OKasBaHe Ha CbAelicT-

36

BHe 3a NOCTULAlleTO Ha MUD H Ilajiaralie Wa MUp; rapaHTupalie Wa cyBe-

peHuteta Ha {bpxKaBata. Kato ajeKBaTeH OTTOBOP Ha HOBATA POJIA Ha

BbOPhXKEHUTe CHIN Ce paspaboTRAT HOBM NOKTPHHU, Cb37aBaT ce HOBH

KOaJIMIMM. AKIICHTLT Ce TMOCTaBA BLPXy W3rpaxkjaHeTo Ha MHOTOHAa-

UMOHAIHM BOCHNM POPMUpOBAIIMsA (MYJITHINALMOMNaJIIM BOCK) 1 BO-

eHeTO Ha MHOTOHAUMOHasIHu onlepayHu (Multinational Operations)

[MO]. Te BK1louBaT BhOphxKeHN OPpMUpOBAHUA Ha ABE WIM TOBeve

Halu, lelicTBalyu 3aefHO 34 NOCTUTaneTo Ha oma Ye. Koanupane-

TO yYBeJIM4aBa OGEMA H MOLITa Ha BLOpb2KeHUTE CHIL.

B pa3BuTueto Ha eBpoaTnanTuueckata OGIJHOCT MpHvopuTeTHH

cTaHaxa HOBH HalipaBJieHna W O6NacTu: cuHepris (aHri. synergism —

CbrvlacyBaHa CbBMecTHa pabota); HHTerpalua (anrs. integration —

o6eJHHABaHE B EHO WAJI0); MHTepakuMsATa (aHr. interaction — B3a-

umopelictpue). Taka Ha IpakTuKa ce peaM3upaT ApyXHUTe ycu-

JIMA Ha CTpaHuTe MW apMUMTe, a TOBA HOCH 110-(OOpu pe3yJITATH, Hello,

KOETO OLE B APEBHOCTTa € U3pa3eHO B M3TOUHaTa M'bpoct: ,,Koftro

paGoru cam, cb6upa. Koro pa6orn 3ae)Ho c Ipyru, YMHO%KaBa.“

B Peny6smxka Bpnrapus vu bpsrapcKkata apMusd CBOCEBPeMEHHO 61xa

aHaIM3upalu M OLMelelM MOCOUeHUTe TEHACHIMH, Ch3ylafe ce NO3H-

THBHA OOWeCTBeHa Harlaca W 3allOUHa AKTHBeH Upoliec Ha Npucbe-

HMHABAHE KbM HOBMTe eBpoaTJaNTM4ecKkH WeHHocTu. Ilocruraneto

Ha AOKTPHHa/IHa UW OllepaTHBHa CbBMeCTUMOCT GOellie U3BEACHO KaTO

Halmowauwen MpUopHTer 3a NOATOTOBKaTa Ha HalllaTa AyhpxKaRa 3a

yelicTBo B HATO. 3a peanu3upaiieTo Ila TO3M IpHopuTeT Geile pa3-

paOorena cucrema or OckOBONOJIaralu JoKyMeTu. HaposHoto cb6pa-

Hue mpe3 1998 r. upwe Konnentuata 3a HaljMoHaHa CHrypHocT u

ea rOAMHA T10-K’bCHO — Boenuata AOKTpHHa Ha Peny6auKka Boara-

pus. B MunuctrepcTsoto Ha oT6panata Ht Denepasuua 11a6 Ha Besrap-

CKaTa apMUsd IIPOTH4a MHTeCH3UBeH TIpollec Ha paspa6oTBaHeTO u

BRBEXAHETO 34 PbKOBOJICTBO HW W3IFbJIHCHHe Ha OCHOBHU JOKTpH-

HaJHM JOKYMeHTH: OlepaTuBHM KOHITEUHMH H JOKTPMHH, AOKTPHHH

Ha BUJOBETe BLOPLXKeHH CHIH, YCTABU, HaCTaBJIeHMa, IporpaMu 3a

OoliHa NOATOTOBKa, HOBU TAKTHYECKM AOKYMEeHTH 1 np. (47).

Cre cb3qaBaHeTo Ha JOKTPHHAJIHaTa OCHOBa 3a YYACTMeTO Ha

bpsrapcKata apMua B HOBUTe MHTerpallHOHHU Wporecu 3anouHa Ht

WpakTMYecKkoTO yuacTHe Ha OPULepH MU BOEHHH YACTH B OMeparHH M0

HOJYbpxKae Ha MUpa HW YYeHUA To Wporpamara ,, lJapTHBoOpcTBo 3a

37

mMup“. Hauasoro Geile nocTaBeHo mpe3 1992 r., KoraTo BpsrapcKaTa

apMus y4acTRa B onepaliua Ha OOH no nosybpxkave Ha Mupa B Kam-

6ouxKa - YHTAK. 3a mepuoga mat 1992 r.-centemapu 1993 r. natta-

Ta APMMS YUaCTBa C WexOTeH GaTasIboH — 7Be CMeHH 10 850 yoReKa‘u

Hat 150 equnuuu TexHuKa, 32 BOeCHHH HaGmopatena u 8 obuyepu

(15). Yuactuero B Ta3i MUCH MW BL3HHKIUAaJINTe MCHXOJIOLMYeCKH, TICH-

XHATPHUHM WM MeAMIUMHCKH mpobemu Osixa orpazenu oT Kp. Mpanop

u E. Kanyaues 8 Hay4Hn uscnegzBaHua (12, 13, 14).

IIpes 1994 r. craprupa yuacTuero Hu B Mporpamata ,,[lapTHbop-

CTBO 3a MUp“ Cc BOCHHOMODCKO yueunre ,,bpu3 94“.

B rogMHata Ha M34aBaHeTO Ha HaCTOALIMA HayueH Tpy/l ce

HaBbplipa M cBOecobpazeH ;wOMel B CbBPeMeCHHaTa HCTOPHA Ha

Baarapcexata apMus (1992-2002), cBbp3aH C IOBMTe MUCH Ha BbOpb-

2KeHNTe CHIN. 3a Te3H 10 romuHM BbirapcKkata apMHa yuacTBa C BO-

ella HaGsmogatTenu (Ha 65 obuyepu) B onepayuH Ha OOH no

NOAZbp2Kave Ha Mupa (15): YHABEM — 8 Anroma or 1995 r. 0 1998 r;

YHMOT — 8 Tapoxuxuctau ot 1995 no 2000 r.; YHAMMK - 8 Koco-

Bo of 2000 r. AKTHBU3Upa Ce YUACTHETO Ha Hain NOLpasqeeHHUA B

CbCTaBa Ha MHOTOHalMOHAsHM Cum — mpes 1997 r. uaz 400 BoenHo-

cay Kell yuacTBaxa B CbcTaba a ,,CTaGvJivsnpaium cus (CDOP)

B bocua u Xepuerosuna. BesrapcKW BOCHHM 4wacTu yyacTsaT B,C

Kocoso“ (K@®OP). Hag 200 soeHHocsy Kel WM rpaxkfaHcKu Jima

yUACTBaXxa OT AaNpHt fo 1oHK 1999 1. B ocurypsBaHe Ha GexaHcKua

Jlarep ,,Payyuia“. Tpe3 Topa BpeMe Ha IIpakKTUKa Ce YTBBPAM efia

HoBa cHelnMasHocr ,,[ pax j@HCKO-BOeHHO CbTpyaHHyectBo™ (CH-

MHK). ITpe3 nayanoro a 2002 r. 3an04uHa Lo/roToBKata Ha Opsrap-

CKO BOCHHO MOpMHpoBaHue 3a Mucus B AdranMctTaH.

Ha 30 u 31 oxtomsppu 2000 r. PU sa BA npopegze Hay4HompakTH-

yecKa KOHepCHIMA Ha Tema: ,,Isn0/1I3BaHe Ha BhopbAKEHUTE CHJIM B

MMPHO BpeMe IPM KPV3H OT HeBOellell KAPAKTep U B OLlepatiMu, pa3-

IaH oT Bolina\* (38), Ha Hes 6axa HallpaBeHh BAKE M3BOMM: ,,.baTap-

CKaTa APMHA HOKa3a, Ye e B CbCTOMHME Ja NOATOTRS Wo pasfeseHua

BOCHHM CHCIMaJIMCTH 34 YYACTHE B ONepallMH To MO/rbp2Kalle Ha MUpa

nog pbkowoyctroro Ha HATO, 7. e. HATO npveMa Bb3MO2KHOCTTA 34

CbTPYMHMY4ecTBO M TpoBexfahe Ha CbBMeCTHH OnlepauMH c Basrap-

cKata apmua. [[paxruyecku ce ycBosBaT Tpouesypute 3a padora B

MHOroHalMOHasIHA Wa6oBe Ip Upoleca Ha B3eMaHe Ha perenne.‘ (15)

38

HenocpescTReno ciel HayyHonpakTuyeckata Koumepenuusa PUT

Ha BA pa3pa6oTn JoKTpuna 3a onlepauun, pa3/iM4uH OT BoitHa, Kos-

TO € O6sBeHAa MU BLBEJEeHa 34 PbKOBOACTBO H UBIIb/IHeHNe B Besrap-

cKkaTa apMus chc Sanopey Ha HauanHuKka Ha TU wa BA

Ne 296 of 06, 12. 2000 r.

Peaguna vayuHH M3clesBaHua B BbrapcKara apMus u BoeHHo-

mMopcKute chum (1; 5; 12; 13; 14; 26; 27; 28; 29; 42) npeazmectTBaxa

Koudepenuuata wa PU wa BA u Jloxrpuna Ne 3. 01, kato u3cnego-

BaTesIcKaTa pa6ota B Tas O6acT NpoOsbKaBa Wa ce aKTHBUSHpa.

Hacroaujara paspaOoTKa € CBLp3aHa C Hal CaMOCTOATeHHU U

CbBMeCTHH IpoyuBaHla B OGacTTa Ha OllepalMuTe, pasIM4HH OT

BowtHa (33; 35; 36; 37), u ce 1BaABa ECTECTBEHO TAXHO MPOMLIUKELHE.

BoeHHOTo JIMJeEPcTBO B OlepalMuTe, Pas/IMUYHH OT BOlHA, € POJIA-

MO EpeAM3BUKATeJICTBO LIpe KOMAaHAHUA cbcTas or BasrapeKatTa

apMust 1 BoeHHOMOPCKHTe CHJIM 10 HAKOJIKO ChoOpaxeHUa:

a) B MHOrOHAalIMOHaNHUTe ONepallMM APKO ce JeMOLICTpMpa CH-

ata Ha HallMOuasHUA AyX VW WalWMolasuTe Tpa AMUN Ha BCsKa ena

or yuacrBamure crpaHu uw apMuu. Tpa6Ba fa ce noguepTae, ue B

MHOPOHANHOHAHUTe BOCHHU POPMUPOBAHUA YYBCTBOTO Ha WaljHo-

HaHa JyX MW HalMOHaWatTa TPaMUAA W3KJOUNTeJIHO MHOFO Ce

ICHAT HU 3a4TAT, 3AINOTO Te Ca CBHP3AHU c TosuepTaBabe Ha 3Hayy-

MOCTTA HW BAXHOCTTAa, KOHTO UMa BCSAKa ef[Ha yUACTBallla CTpaua u

apMus. Hopute ycAOBUA M HOBATeC MUCUM Ha aDMUATAa HM PIoTa W3H-

CKBaT IIPHeEMCTBEHOCT B O6y4eHHeTO H BLSMMTAHveTO Ha OMuLep-

CKWA CbCTaB, CEPXKAlITHTe H CTAPIWMHMTe, BOMHUUMTE UM MaTpocure.

C 4yBcrBoO Ha HAaLMOHaJIHa ropsocT TpxOBa fla NosYepTaem, ue

BbarapcKata apMus uputexaBa SoraTu TpasMuM B OOsacTTa Ha

BOCHHATA TICHXOJIOPMA HW BOCHHATA NesarorMka, 3aBelllaHH HM OT re-

Hepas-Mattop Kotctaituu Kupkos, 00J1KOBHUK Bopuc [pauros,

mpodecop Cnupyjon Kasanmxnes, nonKOBHHK Ilerpp TpBuuros

Mw MH. Ap. (3; 10; 2034). Tesu tpanuuuu 6axa o6arateHu oT TanaHT-

JMBU ObITAapCKM BOEHHU MCHXOJIO3H VM Te/faro3M B HOBATa BOeHHAa

ucTopua, ipenofapatesu or BA ,,.T. C. Pakoscku — HOJIKOBHUK LIpo-

decop Peopru Monos, nosiKoBHuK ipodecop Payocuas Awues, ros

KOBHUK AOUeHT Cralixo [pyaes, NOKOBHUK AoueHT Bacun Bacn-

JI€B MU MH. Ap. (16; 17; 49; 50).

6) MHoroHallMoHaJIHHTe OTepatu WH MHOTOHaNMOHAJIHHTe BOEL-

39

HH POPMUPOBaHHs Ce OTAMVABAT C TOIMMO KY/ITYPHO MHorooOpa3ue,

KOeTO HaJlara TpaHCcK ITY pana NOAXOA KaTo rlaBeH MOAXO/s, B THX-

Hata NOJTOTOBKa. DETapcKUTe yuacTHMUM cJIesqBa He CcaMo fa Mo-

3HABAT 32bJIGOUCHO PbKOBOJHUTe “3UCKBaHUA Ha HATO, Ho u jja ce

IIPHbPKAT TOYHO K'bM CTaHAapTute Ha HATO. Tpaxckyrypannusy

HOAXOA Hasiara ROCHHUTE JMJep Ja NOsHaBaT ChINHOCTTa Ha pasJiv-

YMATA B HalMOlaHUTe KYJITYpHU, a No3HaBaT OCcOGeHOCTUTe B TOs

rOTOBKaTA M OBEJJCHMETO HA BOMHUTE OT APYIHTe apMUH U sOTOBE,

Wa 3a4uTAT JOCTOMHCTBOTO Ha PpaxkTAHUTe OT [bP2XKABUTe, HA TEPU-

TOPUATA Ha KOATO Ce NpOBex aT oNepalMuTe, PasMUHM OT BOHHA.

Toga He € JleKa 3ajjaua. Koraro He ce pa36upa HallMonaalioTo pa3-

JMU, Ce CTUTAa 10 HeAOpasyMCHUA UM KOHDMMKTHU, KOHTO 3acTpallia-

BaT YCIICXA Ha ONepallHUTe, 3/[PABCTO MI 2KUBOTA Ha BOCHHOCAY KCI

Te HW rpaxkJaHCKOTO HacesieHue. Tpabcky Ty pasIHUAT MOAXO}] W3VCK-

Ba SICHO Aa ce pasOupa pa3zIM4MeTO MU Wa ce MpH3llaBa WpaBoTo Ha

pa3iMuHe, fla ce YBa2KaBa H WCHH pa34HeTOo, Ja ce IPH3HaBa IpaBo-

TO Ha Apyro MHeHHe UM Ha APyTo NoBeJeHLe.

Hatpynanuat ObrapCKH ONUT B ONepallHu, pasHUHU oT BoltHa,

MW JOKTPHHAJIBMTe JOKYMCHTH 3a W3110/13BaHeTo Ha BhopbxeHUTe CHIU

B HOBaTA BOCHHOCTpaTeruuecKka OOCTAHOBKA Ch3aRAaT Bh3MOXKHOCT

Ja ce pasKpHaT HAKON OCOOeHOCTH Ha BOCHHOTO JIM epcTsBo B one-

pallHuite, pasmuHy oT Boliva, Ta ce HaNpaBu COWMaNHOMCcHXoAOrU-

uecKa XapaKTePUCTuKa Ha MiO2ONAUUONAHUMe ONePAUUL VE MILO-

2OHQUUOHGAHUME GOUCKU, YYACTBALLIM B TAX, KOCTO Le NO/3Ba Ou-

U€PCKUSIT CbCTAB LIPH MOATOTOBKaTa Ha HOBUTe BOCHHH MUCHH.

1. CbHIHOCT HM Cb]bPAKAHHE HA OMEPALHUTE,

PA3JIM4HM OT BOMHA

HAlox pura Ne 3. 01 3a onepaluute, pa3/IM4HH oT BOMHa, € IIpveta OT

Coppeta Ha HayasIHHK-mja6onere Ha 29. 11.2000 r. (7). Ta e paspa6oreHa

OT aBTOPCKH KOJIeKTHB OT [aBHO OlepaTHBHO yipaBseHue M yupaB-

jeune ,,. Iiaimpaue ua or6panata « BhopLxKeHMTe CHIN Ha OCHOBA-

Hue Ha Sanopea Ne 270 of 17. 11. 2000 1. na HavanunKa Ha, PU ua BA.

HoKTpHyara e CbBMeCTUuMa C Bb3IpHeTUTe OT HATO BE3rviesH 3a TOd-

roToOBKa H MpoBe2xk jane Ha nos;o6uHu onepauuu. Joxtpuna N2 3. 01 pa3-

Mex ja OfepaluuTe, passIMUHU OT BOMHA, B TPH OCHOBHM Mpyriit:

40

@Purypal

1 | Onepaunn npu kpu3v oT HeBOeHeH XapaktTep:

~ Onlepaluu Ip KpH3u OT HeBoeHeH xapakTep Ha TepviTO-

puara Ha CrpaHata;

— OnepalHu pu MexayHapoyHH XyMaHvrapHa KpH3H

2 | Onepayuu no NoxABpxaHe Ha Mupa

3 | Onepanuu (aelicTBua) 0 OcHrypsBaHe Ha BL3,yYUIHWA H Mopc-

KHA CyYBepeHHTeT Ha CTpaHata

BLopbKeHHTe CHI H3IrbJIHABAT MEPONPHATHA Mo salva Ia Wa-

Ce€JIEHHETO MH HalMOHaJIHOTO CTOHAHCTRO OT ipHposHU GeACTBUS, aBa-

pu H Katactpooy. Koraro ce 0o6aBu W3BbHpeAHO NOOKeHHe, Te yua-

CTBaT B Olepalll cpellly pasiipocTpaHeHueTo Ha Op'bXHETO 3a MACOBO

nlopassibake, HesakOHeH TpadUK Ha OphxKHe, Mex Ayllapoyen Tepopu3nM,

oxpaHa Ha CTpaTeriuecku o6eKTH M Upecuuave Ha TepopucTHyHH Aeli-

crsua. JJOKTpHHaTa UMa OTBOpeH XapakTep. Cilef{ TepOpUCTH4HUA AKT

B CAM ua 11. 09. 2001 r. ra3u uact oT AOKTPHHAaTAa BeEposATHO Ie ce

INPOMEHH CHINECTBEHO 3aCJHO C NIPOMAHATa Ha jJIpyru MOK TPHHasIHU

HOKYMeHTH. TakbB lIpolec Beye e 3amo0uHas. EqHa oT THpBHTe My

CTBIKH Ca MOJPOTORKaTAa M M3IIpalljaHeTo Ha ObITapcKO BOeCHHO Tos-

pasdesleHve 3a aHTHTepopucTuYHa Mucus B Adranuctan npes 2002 r.

AokTpuvasuata IpoOMsAva € CbINeCTBeHa: yYaCTHETO B Oflepalluu cpe-

ILy TCPOPUCTH4HH AclicTBUA € IPCABHACHO IPH Kpi3M Ha Tepwropus-

Ta Ha CTpanata, HO BbB BPb3Ka CbC Cb3aBAHeTO Ha MCKTyHAaponHa

aHTMTepopucTuda Koanmima Pemy6nuka Benrapus pearupa rppKa-

BO H W3Hpalla WoYpasyeleuue oT DErapcKata apMusl B A@ralimctan.

Ocse# Tosa Perry6smka Bosrapust Ha OCHOBATA Ha HaTPVIAHMs ONT B

COP u KPOP 2asnn Keane 3a yuACTHE BB Bb3ICTAHOBUTEMHMTE

paodoru Ha AdranHuctail.

1.1. Onepaljuy Ip KpH3H OT HeBOeHEH XapakTep

Onpedenenue Onepaliuu pu Kpu3u OT HeBOeHeH XapakTep ca

OPraHUsupaHU WeJieHacOueHH AelicTBUA Ha POPMMPOBAHsA OT

BpirapceKata apMH4a, HACOUCHH 3a NPCAOTBpaTABAHE, OBJIAIBaHe H

JMKBHJMpave Ha KpW3H OT XyYMaHMTapeH xapaKTep Ha M M3B'bH Te-

pHTOpusta Ha cTpanata (7, c. 16).

4l

AKrpuvata loppasyesaA olepalwuTe Up KPH3H OT HeEBOCHCH

xapakTep Ha /iBe OCHOBHU rpyin (7, 16):

Durypa 2

OnepalMH pH KpH3H OT HeBOcHEH xapakTep

Ipu KPH3H OT HEBOCHeH Xapak-

Tep Ha TEPHTOPHATA Ha CTpaHata.

Upu Moxa yHAapOomMM XYMauhiTap-

HH KpH3H.

OnepalHH Ho oka3BpaHe Ha KyMa-

HTapHa MOMOIL.

OnepanMH mo 3alkHTa Ha Hace-

JIeHHeTO Tipu SeycTBHA, aBapHH A

KaTacTpoou.

CracHTenHo-H30upBaTenHH ore-

Yuactue B onepanuH cpemly pa3- pakHu

HPOCTpaHCHHCTO Ha OpBxKHA H

TEPOPHCTHYHH ACHCTBHA

LiL Onepayuu npu Kpu3u om Heeoenen Xapakxmep

Ha mepumopusma Ha cCmpaHama

Onlepalluu Mo 3aIutTa Ha HAaCeeHHeTO ce IpOBeKTaT UpH cTH-

XHHHM OeACTBUA, ABADHU, KaTACTpodu, EKOOFMYHM KPH3u, eunjie-

MMH, MUrpalluu Ha HaceweHve B TonemMu Mawla6u, panwvayMouHu u

XMMUMYECKH aBapHH FH Ip.

Hosoct B Te3 Olepaluu e MSTpaxAavleTo la MOAYIHM MPopMu~

poBaHua uv cOopHu oTrpsgu ot BesrapcKara apMua 3a ydacTue B

cHacHTeJIHM H HEOTJOKHU aBapviino-cnacuTenuu paboru (11). Te

BOAAT CHeNMaIH3uUpaHa MO/TOTOBKAa 3a eHCTBUS Mp pasIHUHUTe

BHOBe TIPHpoAHH SeAcTBUA M NpOMUIMIeHu apapuu. IIpe3 2000 r.

UO BpeMe Ha LOJIIMaTa Cyla UM MACOBHUTe NowKapl Tes LoplpasAesle-

HH CC BKUOUNXa B aceHeTo Ha Haj 260 NoKapa Mi JIMKBUApaHeTo

Ha MOcseCTRUATA.

3a BOeCHIHUTe AM TepH, yuacTBaIly B MOAY IHU POpMUpOBaHHs U

COOPHH OTPAAH OT AOCeTavIHHA OMNT, IPOH3THUAT Ba2kKHH H3BOAK

(U1, c. 149):

42

— HefOCcTaTbuHa TOATOTOBKa HM HaTpeHHNpanhocr Ha KOMaH/MpH-

‘Te, ma6donetTe VW BOUCKHTE 3a yuacTHe B TakaBa enHOCT;

— 3ATPYHHeHO yupaBJIeHVe Ha Toj/[pa3jlesIeHuATAa KaKTO OT palio-

HNTe UM 3a NOCTOMHHA /JUCJIOKAUMs, TAKA MW B CHJIHO NpecedeHH u

TPYHHO JOCTbHHU palonu Ha OeycrBunra;

—HeycTolunBa CBpbh3ka HM B3aMMO/eHCTBHe C JeTaTeIHMTe Cpes-

cTBa oT BBC;

— TEXHUYeCKa HECLBMECTHMOCT Ha pagwMocpescTBaTa U Hee@ek-

TUBHO B3auMOgelcTBue Cc Haynonanua ciyx«x6a ,,. IporuponoxapHa

MW aBapulina GesonacHoct w ,, pax jancKka 3amutTa~MO“;

— JIMIIca Ha ChelmasIu3upana TeXHuKa U O6opyABaHe 3a W3ITbIHe-

Hve Ha TAKHBA 3aa4H;

~— HefOCTaTbuHo OKOMIIIeEKTYBAaHE Ha TloApa3/eJieHusata C .JM-

YeH ChCTAaB;

— OMa EKUNUPOBKAa Ha IMUM CbCTAB, KM KOTO KOMAIAUpH-

Te Tps0Ba a ce OTHACAT c OCOGeHO BHHUMaHHe, 3al{OTO JIOWIOTO CKH-

lupabe mpu 6op6a c noxKapu BOAM AO YOBCIIKU KEPTBU M HaTpaBs-

He Ha JIMUeH CbCTAB.

Cney repopucruunua axt B CALLY wa 11. 09. 2002 r. no-rosumo

BHHMaHHe ce OT/Ie7A Ha YUACTHETO B OLeparluH cpelly pa3snpoctrpa-

HCHHE'TO Ha OPbKNa HM TepopucTu4nH pelicrpus. Bee uouyBCTrBaHa

peasHata 3alviaxa oT yrloTpe6ata Ha OuoIOrMuecKkH OPhxKuG. CBeThT

Oellle OOXBALIAT OT Malka BbB BPb3Ka CbC CHOOMEIIMATA 3a PaslIpo-

CTPaHABaHeTOo Ha Oat Upax, IpHuvHsBall, aHTpakc. BuarojlapeHue Ha

aHTUTepOpucTH4HaTAa Ollepalusa, mpoBpexena ot HATO, u B3eTuTe

MEPKM OT CBETOBHATA OGIIHOCT Kpv3aTa Gellle CBOCEBPEMEHHO OB.1a-

‘situa. AHTUTeEPOPHCTHUHATa Ollepallua OGaue NoKa3a, Ye Ca HYKHH

KOJIOCATIHU YCHJIMS, 3a fa ce BOM Hafex Ha GopG6a cbc CBeETOBHHA

TeEPOpu3hM, KONTO Ce ABABA C/l[Ha PacTala 3allaxa 34 YOBEUCCTBOTO.

11.2. Onepayuu npu MexOyHapoonu XyManumMapHa Kpu3zu

B Joxtpuna Ne 3. Ol ca onpeseneHu Cie HUTe OCHOBHH 3afa4n

Ha onepaluute 3a OKa3BaHe Ha NOMOM, pM Mex TyHapowHa XYMa-

HuTapHa Kpuaga (11, c. 21-22):

— OCHTypsBaHe Ha 3allUTa Ha HaceJIGHMeTO WH HaMaJIaBaHe Ha

cTpajlaHvetTo Ha GecrBalMte;

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— eBAKYalUM Ha HACCJICHHETO OT 3ACTPaIeHMTe pavonn;

— HACTaHABaHe Ha MOCTpagaOTO HaCeJICHHEe BbB BPCMCHHH KI

JIMA W Narepu;

— oKa3BaHe Ha MeAMMMHCKa TIOMOII;

— CHaGAMBaHE C WpOOBOJICTBHe, IIMTeMHa BOAa U Apyru;

— Bb3CTAHOBABAHE Ha MHpacTpyKtypara MW KOMYHUKAIMUTE 2

nlocTpagasute paloiy;

— Bb3CTAHOBABAHE Ha CKOJIOFM4HOTO paBHoBece;

— CBE Lake JO MMHMMYM Ha PHCKOBETE OT IOBTOPHO Bb3HUKBa-

He Ha Kpu3a. :

BoenHHuute Anfepu ot BesrapcKata apMUd, KOHTO YYaCTBAT 4

ollepaluu Np MexKyHaposHM XyMaHUTapluM Kpu3u, TpabBa Aa OT

yuTat cnequute ocobenocty (Il, c. 22):

— OpsrapckuTe BOeCHHOCJIY Kel Tpx6Ba Ja CUasBAT 3aKOHUTE

Ha jipyrata [ppxKaBa, Ha TEPHTOPHATA Ha KOATO Ce IIPOBexK a OLe-

pallusrra, ja yBaxkaBaT HW 3aunTaT HeMHMTe OOMYAH, TPAagMMH, KyI-

Typa;

— fla ce cLhOOpa3aBaT C MEK /LYHApOMHUTe HOPMH Ha ToBeAelIHe,

KaKTO VW C BbSIIPHeTHTe B AbPKapaTa WU BOeIINATA KOAJIMUMA KYI-

TYPHO-MCTOPHUeCKH, PeCJIMTHO3HU HW HpaBCTBEHH I[eHHOCTH;

— PLKOBOJCTROTO H KOOPAMHUpaneTo Ha JCUCTBUATA Ce OCbLIE-

CTBIBa OT CTpaHaTa OMAK;

— CbINECTBYBAT BHCOKM CTeHeHH OT PUCK HM 3amlIaxa 3a MECTHOTO

HaCeJIeHHe M YYACTBALIUTe B OMepallUATa BOEIIIIOCJY KREUK;

— BpsrapcKata apMus KaTO WpaBHI0 yuacTBa B CbCTABa'Ha MEX:

ayuaponun dopmMupoBanus. Moxe Aa yyacTBa HW CaMOCTOSATEJIHO.

1.2. OnepauMu To NoATbpxRave Ha MUpa

Onpedenenue, Onepaluute HO lOi\bpxKane Ha MUpa Ca MHOTO-

PYAKUMOHAJIIM Oepallau, BKUOUBAIY pashoobpasHl MHMYMATuB-

HM ZelicTBua 3a HOCTHUraHe Ha JPIToTpaiHo pelienue Ha BbTpell-

HU WIM MEX LY HapOAHM KONIUKTH, 3ACTpalaBalul Mex LyHapor-

HUG MUP M CHTYPHOCT W APY UpoGseMu OT XYMAHUTApHO ecTect-

Bo (11, c. 23).

44

@Murypa 3

ODEPAUMH TO MOATbPIKAHE HA MHPA

Ha6mionaTenHa MUCHA.

Pa3qeNWTCHHH CunM.

Koutpon Ha BLOpbxKCHHA

Oma3BaHe Ha Mupa

Iipegorspatapaue ua | IIpesanrupHo pa3smonarane Ha CHIH.

KOHQIIMKTH PaHHo npelympexyenve 3a MOTCHUMAICH

KOHQIHKT.

Ha6mogenne.

CalkuMu 4 emOapro.

Onepaluy 110 epakyallHa, W3KTIOUBaLIH Ooit-

HH eHCTBUA

JJammomatTwuecka CHHOCT Cie] BLSHHKBaHe

Ha KOHQJIMKT c Les 1a ce MOCTHTHE clo-

pasyMenHe 3a TpekpaTaBane Ha Orbis WIM

6bp30TO MY MMpPHO ypexmane

MuporsopuectBo

Hanarane wa Mup | I[punynurennu qelcTBHA, Upequpucmann 3a

che cua NOALPhKKA WAH B Bb3CTaHOBABAHE Ha MCXK-

WyHapOWHUTC Mp MH CHrypHOCT IpH HasH4He

Ha 3amllaxa 3a Mpa, HapyWieHHs Ha Mupa

HH akTOBe Ha arpecua

JlevicTBHA 3a TOAKpena Ha MOJMTM4eCKH,

MKOHOMHY€CCKH, COWMAHM MH BOeCHHH YCJIO-

BHA, HMA 3a el la yKpemaT H a 3aTBEp-

IAT MOUMTMYeCKHTe pelleHHA 3a IpeMaxBaHc

Ha NPH4MHHTEe 3a KOHM)JIMKTAa

M3rpaxyane Ha Mup

Tpospex yar ce C UCI MOAMOMarane Ha Moct-

pagqaloTo HaccsicHHe. Morar fa npeamect-

BaT HIM Jia Ce H3BLPIIBaT 3a€ HO C XYMaHH-

TapHHv JeHCTBUA, NpoBexK Tani OT CUeuMalIn-

3HpaHny TpwaKaaHcKH OpraHi3alnn. XyMa-

HHTapHata MOMOU! BKIIIOUBA HOCTABAHCTO Ha

OCHOBHM CpeACTBa 3a OCI ABAHe Ha Hace-

JKCHMeTO, H3OKEHO Ha PHCK — Xpau, NOA-

XYMaHuTrapHA

ouepalyn

CIIOH, MCAMIMHCKO OCHrypABaHne H Ap.

45

Boenuure sufepu Tps6Ba fla Wo3HaBaT yKa3aHutTe B JOKTpE

Ha Ne 3. 01 OCHOBHH eTaln Ha iaHMpane M NOATOTOBKa Ha one

paluutTe 10 WOAAbpxKalie la MUpa:

— NOAPOTOBKAa Ha POPMUpOBAHUsTa OT CIpAaHUTe yUaCTHUYKH;

— pa3BpBilae;

~ H3l0I3BaHe Ha CUAUTE WU M3 bANEHHE Ha 3ama4uUTe;

— poTallMoHHa CMsItla la Nospaspesenuata;

— W3Teridhe OT Tearbpa Ha OuepauUure.

Komanjrpute u ma6opete, yaacTBalju B ONepalunte me

MOAUbpxXabe Ha MUpa, OPraHu3upaT NOATOTOBKATa Ha BOCHHHTE

OPMUPOBAHHA, KOATO Ce 3aKJIOUaBa BbB: MHAUBUAYa/Ina, Oba 3

CHeEWMaJIM3Hpaha NOATOTOBKa CboOpa3HO KOHKPeETHHTe IeJIH Ui 3a

ad Ha onepanuata. Ta Moxe Ja ce IpoBexjla Ha TepuTOpusTa He

cTpanata yuacTHH4Ka WIM B CbCTaBa Ha CHJINTe, Y4acTBAIII B OMe:

pauusra. Tosroropkata 3a ollepalluutTe lo NosyEpxale Ha MUD?

BK 110UBa:

— o6y4eHHe pew MucuATA;

— HIAMBAAyasMoO O6ydeHHe B palioHa Ha MHUCHATA;

— crno6sBaHe Ha POPMMpOBaHUATA.

1.3. OnepanHu (felicTBHa) Oo OcHrypsBaHe

Ha Bb3/LVINHHA HW MOPCKHA CyBepeHuTerT

Ha CTpaHatTa

B Hoxrpuua Ne 3. 01 ca onpeseenu clyyaute, B KOMTO MoraT Ala

ce Npopex aT Tes onepaliuy:

Ouepauuata no OCMrypsBaHe Ha Bb3AYUIHHA CYBepeHHTET ce

IIpOBeK Ma BCVA Ha

— CHUCTEMHH M 3Ha4HTeJIHM HapyIeHHd Ha BL3TyWIHOTO Wpoctr:

paHcTso Ha Peny6nuka Brrrapua, HafXBbpJIAIIM YCTaHOBEHHTE 01

3aKOHUTE MW MEXAYUAPOAUOTO IpaBo pe xUM H HOPMH;

— Kpa3a HIM KOKQJIMKT, B KOTO Petly6Osmka Bpsrapua He yua-

cTBa, HO Ma 06a rpaHnia c yuacTBallaTa cTpana.

Heo6xojumMoctta oT Nponex jane Ha onepallMu 10 KOHTposI Ha

MOPCKOTO MIpOCTpallcTBO MOXe /la BL3HUKHEe Mp Hapyinapane Ha

MEA JLYHAPOAHOUPaBHHA PeXKUM, HallMOWaJIIOTO 3aKOMOMATeJICTBO

M IPH BOCHHONOJMTHYECKa KpU3a.

46

@Murypa 4

OnepayHn Mo ocurypaBane Ha

BLSAYWHHA CyBepeHHTerT:

CpBKYMHOCT OT cLruacyBaHu ¢ EqMH-

HaTa CHCTeMa 3a TpaxkaHCKO

BOCHHO YIIpaBICHHC Ha BL3LYWIHOTO

UpoctpaHcTBo WelicrBus, eA

W3IIbIHEHHeTO Ha 3aayHTe No oxpa-

Hata 4 oTOpaHaTa Ha BL3YLIHOTO

HpoctpaucrBo wu be3onacHoctTa Ha N10-

HeTHTe Ha PpaxkAaHCKU HW BOCHHH BB3-

RyxonsaBatcunu cpeyctsa (11, c. 29)

TIpu cuctemim v 3HaudH-

TCH HapyleHHs Ha

Bb3LYUIHOTO Mpoctpan-

CTBO.

TIpu kpu3a WH Kou,

8B koto Perry6nuxa baora-

pHa He yuacTBa, HO HMa

oomla rpanua ¢ ydacTBa-

mata cTpana

Onepallul 110 KOHTpouI Ha MOpcKUTe

IpOcTpaHCrBa H 3alluTa Ha KOpabo-

HHaBaHeTo:

CnakylMHocT OT CBrilacyBaHnn TO Wes,

MACTO, BpeMe H 3aqa4un AelicTBuA 10

HOLAbpxKaHe Ha OaronmpuATeH onepa-

THBCH PCKUM, OCHTYpABAHE Ha 6e3-

ouacHocT Ha KopaOonaBaHeTo, OT-

OpaHa H 3alMTa Ha IpHcTaHulata,

IIpOTHBOMHHHa AeuHOcT HM KOHTPOJI Ha

(bapaatepute, lpeyia3Bae OT 3aMBp-

CaABAHE Ha OKOJIHATA Cpeya Wt HHC-

HeKUMA Ha KOpaou B MOpCKHTe mpo-

cTpaHctTsa Ha Peny6Onuka bbarapus.

(LI, c. 31)

OnepalHn 10 Halarane Ha

CTpor OllepaTHuBeH PEKHM.

EckopTuu onepanyn.

TlpoTHBoMHHHH onepanHH.

OnepauHH To ona3sBane Ha

MopeKata cpcua.

CracnterHH onmepalHH

Joxtpuuva Ne 3. 01 B iapa Hera pasruiexkjja BbIpOCUTe, CBbp3a-

HY C [WlaHWpaneTo Ha. oMepaluu, passIMUHU OT RBOMHA. Te ce Tmpo-

BEX [AT MO, C/[MHHO PHKOBOACTRO 3a KOOP/MHUpake Ha JelicTBHATA

Ha BCHUKH CTPYKTYpH H POpMUpOBaHNA HW 3a CbcpeyoTouaBaHe Ha

YCHIMATA Ila TIaBUNTe HallpaBJieHua 3a WOcTMrave Ha WeJlMTe Ha

onepaluata.

TlosHapaHeTo Ha CbINHOCTTa HW Cbh/{bpxKaHUeTO Ha ONepalluute,

pa3uMmuHU oT BOlHAa, e HEOOXOTMMO, HO HEAOCTAaTbYHO YCIOBHe 3a

47

KaYeCTBEHMTe MM NOATOTOBKA HW MpoBexflaHe. Oneparluute, pasu4y-

HM OT BOMHA, B MOBEYETO OT CULYUAHTe Ca MHOTOHANMOHaHH u-ce

HpopexfaT c yuactueto Ha MHOTOHal|HOHaJIHH BOCHHU MOpMH-

posanns (aMyimuxauuonanu Golicku). Hesapucumo oT 6naropor-

HUA XYMaHHTaped HM MMpooTasRalll XapakTep Ha orlepartMuTe, pa3-

JIMYHM OT BOMHa, BOCHHUAT PUCK MU ONACHOCTUTe IPH TAXHOTO IIpo-

Bex abe B HUKAK'bB CJIY Yall He Ca NO-MaJIKO, OTKOJIKOTO IPH Bolina.

Te CbIO Ca TIOABIACTHH Ha BOCHHAaTa MaKcuMa: ,,Ha BoltHa KaTo Ha

Boitua! OTTYK IpoM3TH4a U WOTpeS6HOcTTa a Ce TO3HaBaT TEXHUTe

C/IO2KHN COWMAJIHO-MCHXOJIOPMYECKM WM KYJITYPOJOrM4ecKH Xapak-

TEPHCTUKH, 3a la MOAT KOMaHAMpuTe U WaGoBeTe Ja pasunTat Ha

Tpaell M NpesABUAMM ycrex.

2, XAPAKTEPHCTHKA HA MHOTOHALMOHAJIHUTE ONEPAUHH

HM COUMAJIHO-NCUXOJIOTHAYECKH OCOBEHOCTH

HA MHOTOHALMOHAJIHHTE BOEHHH ®OPMHPOBAHHA

E)MMH OT HAaH-BaXKHUTe MPUHUUNL B UOJFOTOBKAaTa W MpOBe x /laHe-

TO Ha ChBPeMeHHUTe OMepanut € W3TON3RAHe Ha OOMOROMCKOBU 1

MHOroHalouasInH PopMupoBanng. PenyOnuKka Besrapusa ce oTHacs

TWO3MTHBHO KbM (POopMupaHeTo Kh JeHcTBHeToO Ha MHOrOHAalMOHaJIAn

BOCHHM POPMUPOBAIINA (MYANUHAUUONAMHU GOUCKU) B PAMKUTE Ila

HATO, B Konuenuusata 3a HaljMoHasmHa curypHoct Ha Pemy6suKa

Bpsrapus cpey, ocHocHume daxmopu 3a WalMouanMata curypHoct

ce mocouna ,,yyacTveTo Ha bhirapva B KOJIEKTHBHUTe CHCTEMH 3a

CUIYPHOCT U UKOMOMHMYeCKO pa3sBHTue (22, 4.7. 24, a7. 2).

Upe3 Muorovaumouavinure ouepauuu ce pasipesjesiar pasxoji-

Te MCKAY [bP2KaBUTe, YYACTHHUKH 3a IpOBeK ave Ha BOCHHUTE

felicTBua. Vi3sno3paveTo Ha MHOFOHalMOHasIHUTe OTepallMu crioO-

coOcTBa 34 CL3/jaBalHe Ha NOSHTMBHO OOIIECTBEHO MIIelIMe 3a BOelI-

HuTe KOAJIMIHA H WOLKpela Ha CBETOBHAaTa O6IeECTBEHOCT, NOBH-

WaBkahe Ha JIeEriTUMHOCTTa Ha MOCTaBeHUTe CTpaTeruueckH IeJIu.

TlogroTronkata MW WpopexjaneTo Ha MHoronalnouasHuTe ore-

pallul ce OC bINeCTBABA BLPXY OCHOBATA Ha KOIKPeTIM JOKTpHHa.l-

HH JOKyMenTH (6; 7; 24; 40 uw yp.). pu upopexane Ha Muoroua-

WHoOHaHUTe ONepaguu (Multinational Operations) [MO] seupocu-

Te 3a OllepaTUBHATa CbBMCCTHMOCT Ca OT WbPBOCTeNeHHa BaxKHOCt.

48

OnepaTuBnata CLBMeCTHMOCT € ClOcoGHOCTTAa Ha CHCTeMH, 4aCTu

WIM BhOpbKEHM CMM ja OOcIyKBaT MU Ja Gpsat OOcyKBAHM OT

APY CHCTeMU, YaCTH WIM BLOPhKEHU CHM M Aa U3NO/IBBAT pas-

MEHSHOTO OOCJYKBaHE, 3a Ja MOFaT CLBMECTHO ja AelicrBar ecex-

THBHO.

Bugopere BLOPLKEHU CUJIM M0-cceK'TMBHO Ce H3NOT3BaT, Kora-

TO Ca MOJYHHCHM Ha eMITHO OGMIOBOMICKOBO KOMAaHJIBaHe MH Ca KOH-

KPETHO CTPYKTYpupaHu: CHIN 3a pearupane, riaBHH CHM 3a OT-

Opana, CUM 3a ycusIBaHe 1 Ospb2KKa. OSMOBOCKOBHTE 1M MHO-

TOHANMOHAHUTe POPMUPOBAHUA Ce PbKOBOLAT OT EAUHIA METOTH-

Ka IIpH B3eMaHe Ha pellienne, opranu3upaue Ha B3aMMoyelicTBHe-

TO H WlaHupane Ha onlepanmure.

Crriacho Hopompuerata Crpateruyecka Kouvenuua Ha HATO

OCHOBCH PbKOBOEH NPHHUHMN B AelHocTTa Ha CbIO3a Ca OOMMTE

OOBbP3aHOCT M B3aHMHO ChTPY AUMYECTRO MeX/Ly CYBEpeHHH Abpxa-

BH B MOJ{Kpelia Ha HeACNuUMa CMryPHOCT 3a BCHUKNTe My “CHOBE

(40, c. 67). B an. 43 na Crparernueckara KOHIenIMa € 3armmcano, ye

»UPHEMMIST Ha KOJIEKTHBHUTe OTOPAHUTeINH YCH/IMA € BbIIDTCH

BHpakTHyYeckuTe JloroBopeHocTH, O/larosapeHve Ha KOMTO CbIO3HH-

TMTe O3BaT PellaBalATe NOJUTHYCCKH, BOCHHU HM pecypcHu mpe-

AMMCTBa Ha KOJCKTHBHATA OrOpaHa U WpesOTRpaTABaT peHauMona-

JIM3auATa Ha OTOpanUTeNHata CTpaTerHa, HO 6e3 7a ce MuINaRa oT

cBos cyBepenure (40, c. 73).

MiforonarMonasiaure oepauuu MMaT YHuKaleu XapaktTep, Koit-

TO Ce Ollpesesa OT creAHUTE OcHOeHU daxmopu (43, c. 46-50):

Hen u hamepenun. MuorovalMonasHute onepalun ce OCHOBa-

BaT Ha CAMHCTBOTO UM CILIOTEHOCTTa, KONTO 3aeMaT IIPMOpuTeTHO

MSICTO B IIaHHpaHeTO M Opranu3supanetTo uM. CyiecrsyBanTe

pa3JIMUuaA HW MpoOemu ce pa3speliapaT upes pa3kpuBaHe Ha o6IIM

HuTepecn, OOMIa Led, HEIpeKbCHATO OGULyBAHE MEXY LEpxRKaBuTe

yuacTHvuKkn. Baka pow urpasT KOMIpOMUCHTe UM XAPMOHU3AlMA-

Ta 11a MHTepecnte.

Padoma 6 exun u cmeneH Ha 63auMHo OoGepue. 3aBViCaT OT OIM-

Ta M MOTHBANMAITA, EAHAKBOCTTA Ha TOATOTOBKaTa M PaBHMIeTO Ha

CbBMCCTMMOCT, JOCTbI JO pesepBU M DOsKpelieHusa, OOMAHAa Ha

MHEHMA HW OTKPUTH CpeLIN ,,luiue 6 Auue’, ObpsuHaTa Ha pellaBane

Ha IpoOemute u upoTHBOpeuusta.

4 Boeuna ncnuxonorua..., u. 49

Boenna 0oxmpuna, opeanuzauusn, cmpyemypu u nodeomoeka. Ec-

TECTBEHO € [bP2XKABUTe YUACTHHUKU a UMAT Pa3zIM4MA B LOKTPU-

HUTe, HO IPH opraHv3upane Ha MHOTOHaNMOHaIHUTe Onepalun

M3UCKBaHeTO € J{bPKABHTE fa ChOOpa3aBaT CBOATA AOKTPUHa C Ha-

JIMYHUTe OprakHu3allMsa HW CHTYAauMs.

Exunupoeka, B Ta3u chepa ca Bb3MOKHM MHOTO mpo6emMH,

CBbDP3aHV C KOJIMYECTBOTO, KAYECTBOTO H TEXHOJIOTHUHOTO HUBO Ha

e€KHMMUpoOBKatTa H o6opyqBaHero. TIpo6semute ce pa3peliaBpaT upe3

MaTepHasIHO-TeXHMYecKa HW TEXHOJIOIMYeCcKa TOMOM] 3a YesAHaKBs-

BaHe Ha CKMUNMPORKATA MW Bh3MOXKHOCTUTE.

Hauyuouannu Komynukayuonnu cpedcmea. Te onpesesat

Bb3MOXHOCTUTe 34 JMPCKTHA BPb3Ka Ha BOIOBAINNTe KOAJIMNMH C

HallMOHaJIHUTe PbKOBOACTBA. BaxHO W3UCKBaHe Ce TpeAABABA K'bM

HasleK/(HOCTTa Ha KOMYHMKallHOHHUTe CHCTEME. ;

Kyamypuu paznuuusa. KoudsiuktTute B Ta3v cepa ca lali-aecTo

cpeljanu. Te Morar 4a ce u36ernat upe3 cboOpa3siBaHe C YRUKAaJI-

HHA XapakTep Ha Ky/ITypata, 6uTa, penurusta. OT BcHUKH yuactT-

HHI Ce V3MCKBa TLPIMMOCT HM YBAXKeHHe Ha pasMUneTO, 3a4NTAHE

Ha HalMOHaJIHOTO JLOCTOHHCTBO M HalWMOHaslHaTa TOPHOCT, KaKTO HU

YYRCTROTO 3a JIMYHO JOCTOMHCTBO HM YeCT Ha BCEKM yUacTHHK.

E3uxoea 6apuepa. Ta ce peosossBa upe3 BLBeEAJaHeTO Ha

CTaHAapTv B U3VUaBaHeTO Ha aHIJIMHckn €3HK, H3N0JISBaHeTO Ha

Hpeposzaun WU AOOpe MOATOTBEHH CNeVMaNHCcTH B mIpodecuounasHo

€3HKOBO OTHOMIEHME LDP CbCTaBMHETO Ha MHOLOHALMOHAJIHOTO KO-

MaH/IBaHe.

Cpedcmea 3a un@opmauus. Tipu opranu3svpaneTo Ha MHOroHa-

[[MOUaININTe OMepallMW Ce YCTallOBABaT TECIIM KOJETHaHM Bpb3Ku

c IpeactasutenurTe Ha upecara. BueapsBaT ce MpocTH WM ACHM Mpa-

BHA 3a OOMyBaHe M MHOPMAIIMOHHAa CUTYPHOCT.

Bpservre'c mecmHomo 3axonodamejncmeo. Olle Ha eTama Ha Ta-

lupanero ce NOAMMcBaT CLIlaiieua, cChopasyMeHua, ypex sally

lopuyMueckUs Craryc Ha Cute (Status of Forces Agreements) uni

Ha Mucuama (Status of Mission Agreements) —.KoraTo cute ca

110/J, PbKOBOACTRBOTO Ha OOH.

MHOroHalMoHaJIHUTe BOeHHK (OPMMpOBAHUA Ce OT.IMABAaT CBC

Cle MHUTe COMMAIHO-NCHXOJOFHY4eCKH OCOHEHOCTH, KOHTO Ce IIpo-

SBABaT B 7 OCHOBHH HalipaB.leHHa:

50

ITepeo nanpaerenue. Muoronanmonannute dopmuposanus o6e-

AMAABAT XOPa C Pa3JIMYeH ARUTeLiCKM ONUT, BT. 4. UB OGMacTTa Ha

MHOPOHANMOHAIHUTe OTHOMeHHA. Y obuyepH, Kono ca ce o6y4a-

Bal B YYAKACCTPAHHU yUeOHM 3aBEACHUM, TO3H OMUT me e 00-60-

Tal, HO 34 POJIAMa YaACT OF BOCIIHOCIY XeMMTe TO3H ONT We 6bLeE

MMHMMaien. BoelHociy elu, KOHTO ca 6MIM yuaCTHMUM B mipe-

AMI MHOTOHANMOHAaJINM MMCKH, We uMaT no-6oraT out. Equa

HeMAaJIKa YACT OT BOMHULMTEe (MaTpocuTe), craplIMHNTe (cepxKAaHTH-

Te) HM ounepute ie ce BesxT 3a PDB IbT B MHOPollallvonasHa

coumalHa cpewa HW Ie 3anouHaT O6ulyBaHe c OpexzctaBuresm Ha

APY! WalMonasTHOCTU, ADMMH, PoToBe. IIpu nonazane B MHOroHa-

NMOHaJiHa Cpeqa 3anoupa Wa ce Tpylla JIMUCH MpexXUBEJIMINEH OUT

M fla ce m3paOorsaT Hab 3a MHOrOHal|MOnaTHU OTHOUIEHUS, Hace

ycboabat Ha pak TWKa AYXOBHUTe WeHHOCTH Ha MaposuTe OT ChOT-

BeTHuTe cTpanu. C ocobeHa cuna ToRa ce OTHaCs 3a CTpaHara, Kbe-

TO € AMCAOUMPaHO MHOTOHALNMOHAJIHOTO BOCHHO (OPMUPORAHHe, B

wacTeH Cily yall CTpatiaTa JOMaKMH Ha MHOTOHaLMOHAaJIHOTO yuerne,

I[peo6agaBalara uact or BoitHuTe B MHOPOHaltHouasiuMTe dbop-

MUPOBaHUs Ca Mla Xopa O€3 FOCTaTHueH KUTeHCKH ONUT VU ChOT-

BCTHO C HEMOCTATbULAa 3PANOCT HM ypaBILOBeceHOcT (y1erHasOcT)

Ha XapakTepa. 3a Mlajure XOpa OT BCHUKM HANMOHAJIHOCTM ca TH-

NMYHH HAKOM OT CAC AHUTe YEPTH: NOBHINEHO YYBCTBO 3a CObcTRE-

HO AOCTOMHCTBO, JeCHO YCTAaHOBABAHE Ha KOIITAKT m NoO\_YepTana

KOMYHHKATHBHOCT; NO-BMCOKa CTeIe€H Ha arpeCMBHOCY HM erolcHT-

PUSbM; NOMATAMBOCT Ha HHCTHHKTUTe HM HAPOHMTe, HEAOCTATDUHO

pasBuTa cnocoOHocT 3a KONTPON Hag HarolMTe M EMOTE; cTpe-

MC K'bM CAMOCTOSTCJIHOCT H YTBLPKTaBave Ha COOCTBEHOTO ero

(a3); rm06am3upane Ha OL|HKUTE M eCHO cBCTaBsHe Ha o6o06ule-

HM W3BOAM BhPXy OCHOBATA Ha CAUHMUYIIM DaKTH M ABJICHUS; CK IOH-

HOCT KbM IIpeyse/IMdaBane Ha COOCTBEHUTe Bh3MOKHOCTH: HE/O-

OUCHKA a TPYAHOCTUTe; CTPEMeX 3a HaJlaraHe Ha CROUTE BR3rie-

AM 34 AKMBOTA Hi CBOM KOAECKC Ha HOBEAEHHE, HEOCTATLUHO CLOb-

pasabane C YCTAaHOBEHUTE HOPMH Ha MoBe/eHne; CBou pasOupanus

3a pela, cBobosara H ClipanexIMBocr ira M CTpeMexX fla HaslaratT pej,

4 CPaBe/IMBOCT NO CBOH HaUMH; O6OOWaBalle M reHepaM3upalie

Ha OUCHKUTE M U3BOMUTE; JIECHO OCBINECTBUM TIPeHOC MU KOHTpa-

IipeHoc Wf Ap.

Sl

Tes XapakTeposorH4HH ocoOeHocTH Ha MilaauTe xopa Mora

Ja AOBEAAT AO HAKOM TPYHOCTH M KOHOJIMKTH KaKTO BbB B3AHMMO-

OTHOLCHUATA MOMEKAY CU, TAKA UW BbB B3AMMOOTHOMICHHATA C Ha-

celeHHeTO Ha CbOTBeCTHATa CTpaHa, Ha TEpUTOpHATa Ha KOATO ce

Bogart SolHuTe )elicTBUA UM U'bK Ce MPOBeKLAaT MHOroHal{noHall-

pute yueHus. Te MoraT Ja UOpOsIT MU KOHDAMKTH C KOMAHABAHETO

Ha MYJITMHAMMOHAJIHMTe BOHCKH.

Bmopo nanpaeenue. B MHOTOHaWMOHAJIHUTe BOMHCKM dopMu-

POBAHHS W3KJUOUMTETHO BUCOKA € POMATA Wa MHOFOHANMOHAIHOTO

o6mlyBaHe.

JletinocTTa Ha MHOTOHAaWMOHaAHMTe BOCHHH POPMUPOBAHUT €

CBbP3aHa C'bC 3ab/IGOUEHOTO BAWeeHe Ha AaUPIMHCKH 3K OT KO-

MaHAMpUTe HM OT PeAOBUA JIMICH CBCTAB. 3a TASH LeJ1 Ca BLBEACHM

CROTBETHHTC CTAHJapTv WH CTaH/laPTM3aHOHHAM CMOpa3sy MCHA

(STANAG, EXTAG). Yacr or odbuyepute NpeMuHaBaT LOATOTOBKA

B 3aNaqHM BOeCHHM yUMnMIa HM akafemun. Ha anrvimiicKkM e3HK Ce

vahapaT GoliuMte 3anloBeAM, HACTABJICHHATA, MHCTPYKUMUTE, TA/10-

cruata yue6uo-SoitHa HOKYMenTallMs, perwaMcHTMpalla AeMuocTTa

Ha MHOTOHaMoHarHuTe dopMupoBanus. Ha aHrinickH e3MK Ce

KOMaHABa MH OKJaaBa. CuoxkHOCTTa a OpbAUCTO H TEXHUKaTa,

BUCOKaTa HaMHKa Ha GolHaTa eHHOCT U3MCKBaT HCHO M HEABY-

CMMCJIEHO pasOupaHe, TOUHOCT B AeMCTBHUSATA, 6e3yupeuna M3Nb/HH-

TeAHOCT, ObP3UIa HW WbIIHOTAa Ha HOKJAHTEe.

TlosHapatiero Ha aHruwiicKH 63K [JaBa Bb3MOXKHOCT 3a HE\*oOpMaL-

HO OOLW[yBaHe B CBOGOAHOTO BpeMe, KOeTO YKPCllba BPbSKUTE M B3an-

MOOTHOICHMATA, Cb31aBa HO-JOOpu yCuOBUst 3a pasOupanle Ha OouHO-

To Hone. Ewa oT yest Ha o6y4ellMeTo B Uy2KOMHA € [fa Ce YCTAHOBAT

HeOPMAlIIM KOHTAKTH, KOHTO We NOBJIMAAT OjarOUpUs#THO BLPXy

noyroToskaTa H BO/eEHeTO Ha OnlepalunTe (OoMNH 1 He6oliHy).

OGux, naHeTo Tp1OBa 11a € cbhodpazeno KakTO C YTBBPACHYs C/H-

HEH CTUKET B PAMKHTe Ha MHOTOHALMOHAIHOTO POpMMpoBaHe, Taka

u fa oTanTa OcoGeHOCTUTEe Ha Ha MOHAJIMNTE KYJITYPH Ha CTpanuTe

yuacTHHUKu.

Tlocerauimmata MpakTuka TOKasBa, Ye TO BpeMe Ha Olepal|HM C

yuacrve Ha MHOTOHalMonaAHH POpMUpOBaHUA ce Ch3LaBAT MHOTO

jOOPH O\*MIMATHK KOHTAKTH, 38 KOMTO Ca HONPMHECIH Hl Heomuuu-

aNHUTe KOHTAKTH HW B3AaMMOOTHOUICHMA.

52

B ncuxoloru4uecKo OTHOMeHHe e BaxKHA CenHAaTa OcobeHocm: B

€KCTPEMIIM YCJIOBUA BCCKM WICH Ha MHOTOHAal|MOHaJINOTO POpMUpo-

BaHve 3allouBa fla MHC/IM MU 4a TOBopu Ha CBOM poseH e3Hk! Tosa

W3HCKBa pelula Has Mc, O603Ha4eHHA, CHTHAsIM, CHMBOJIMKa fa ce

HpaBAT MO YHMBePCaJICH HauMH, Taka Ye fa ca BAaAMZHN 34 BCHUKM

Hal|MOHaMHOCTU. OcBeH ToBa € HY2KHO /la ce TOBOpH TepdbeKTHO Ha

aHIVIMHCKM €3HK, 3a fa He ce 3aryOu chocoOHocTTa 34 KOMYHHKauHA

B CKCTPpe€MHHTe ycsloBua Ha GoltHuTe elicrsusa. Tas ocobeHocT 3a

IpbR WbT Ge ononectena ocwwanno ot MexyyHaposzHaTa MopcKa

opranusalua B JIoHoH Upe3 1995 r. c yTBbpxAAaBaHeTO Ha HOBHTe

HOPM&THBHH AOKYMCHTH, OTHACHILUM Ce LO YOBCLUIKUs Dak TOP Ha Mope.

3a o6slekuaBaHe Ha Tpacdepa Ha MHpoOpMaMa VU 3a NOBMIIABa-

He Ha B3aHMHOTO JAOBepue HM KOHMUJeHNMaINOCTTa ce IIpenopbupa

WalMuUTe CLC CXOAIIH KyJTypa, o6yuelve, NOKTPHMAa U EKUMMPOBKA

WIM Up Beye HaTrpyllaH C’bBMeCTeH OMT Ya OO€ Aun WadoOKBeTe CH

(43, c. 47).

Sa MORMIMTaBaHe Ha HajlexKHOCTTAa Ha MHOPOHAIMOHAaTHOTO 06-

IWyBaHe ce NpevopbuBa Ha KOaJIMUMUTe MU alMaHcHuTe fa cmandap-

Mmu3UpaM MAKCUMAJIHO IIpOleAYPUTe, CKMMMPOBKaTa HM BOCHHATA J10-

KTPHHa Upe3 M3IMOJI3Balie 1a MOOMIIIM, HOSpe o6y4eln u TpeuupalM

OlcpaTHUBHH KOMaHAM, 4pe3 paspa6oTBaHeTo Ha THIIOBM cHopasyMe-

HUA, upe3 OFCAMHABAHETO HA KOMAaHAHMTe OlepaTMBHA wWa6oBe uu

HeTaliugupane Ha KOaJIMUMOHHUTe JOOBOPeHOCTH uM TIpouesypu

(43, c. 48), Cepuo3Hu mpo6jiemu ce NopaxyaT MW BbB Bpb3Ka CBC

cbOupaHerTo, reHepupaneTo Ht pasnpocTpanaBaleTo Ha HHDOpMaIlMs.

3a Ja ce NOBMILM ebeKTUBHOCTTa Ha MHMopMayMouHaTa CHCTeMa B

iwa6a Ha CTapwIMsa KoMaHBaly Ha Muoronauuovamute cHJIM, ce

W3rpaxjla MHOZOHAUUOHAIEH pasy3HacameneH wad, KOUTO OCUTy-

piBa Obp30 pasmpocTpaHaBaHe MO KOMaHAHatTa Bepura Ha pa3y3Ha-

BaTesHata MHmopMalua. ILoourpsBaT ce CbBMeECTHMOCTTa H B3aHM-

HOTO pa3zOupaTeJicTBo.

Tpemo xanpaezenue. B ctpyKTypaTa Ha ICMXoJIoruatTa Ha MHO-

TOHAIMOHAaJIHUTe POPMUPOBAHHA Hapes c OOMOUOBEIMIKUTe, EBPOAaT-

WaHTHYeCKMTe HM eBponelicKuTe VeMNOCTH, Hariach uM BbL3Tewu

CbIECTBYBAaT M CJIEMCHTH Ha HALMOHAJIHUTE WYX “Ky JITypa.

B takuBa pa3Hoo6pa3Hu 0 CbCTaB UH AYXOBHOCT POPMUpPOBaHHA

MOHAKOPa € TPYJIHO fla Ce AOCTUTHE EAMHCTBO B MHEHMATA VM OLLCH-

53

KuTe Ha MUMS CbCTaB KDM 4H WIM Apyru cbOuTHE. Kato mpa-

BAO HALMOHATHHTe CIEHMOHIHM TpagMUuH, HABUIM, BKYCOBC, o6u-

yan WM WoTpeGHOCTH He IIpoTHBOpedaT Ha eRpOTIeHCKHTe HU eBpoaT-

jantwueckuTe UeHHocTu. Hapeg c ropa Tpx6Ba Aa Ce OTAMTA MHOLO

BHUMATeTHO B TIpovleca Ha MOJTOTOBKATA H MIpOBeAMAHETO Ha BOCH-

pute onepallun.

Tipu wponexKjaHeTo Ha MHOTOHAUMOHATHM ONepalmit Ce mpo-

ABABAT KYJITYDHM pas/MuMA, KOeTO CJe7Ba Wa ce OTANTA OT KO-

MaHIHUs cbcras. ETO 1 KOHKpeTHH MpMMepH, CBBpP3aHH c pa3.u4-

Hu OapnepH:

Tl pu me p. Bapnepn 3a kyiTypHata ananTauMa.

Kakno npabu Be KYJITYpH ,,4yadu" TOMEXKAY CM WM KaKBO oby-

caps HeoGXOaMMOcTTa oT cboOpasaBalie C pasIMUMATa M afalTH-

paveTo k'bM Hes?

Tloduenasane — 03HavaBa 1a BAA RAL OKOsIO ce6e cm mIpe3 To-

rlefa Ha co6crBenata cu KysiTypa. MoqueHsBaneTo Mowe 1a HMA

jipe W3MepeHMs: a) BHCOKOMEPHEe M BLSOPAABaHe, KOLATO wpyrata

KYJITYpa C€ BR3NPHeMa KATO TIO-HHCHIA; 6) MOATelLBaHe WIM OTPH-

waHve Ha BCHYKO HalMolalHo HW UpPeKJOHeEHMC Nped TY KAOTO,

NIpeBL3HacsHe Ha TyAAOTO.

Emxouenmpu30M — TIpWeMaMe Ha HalleToO co6cTrBeHO,,pOdHo\* op-

TaHH3allMOHHO KyITYpaJiHoO GUTHe 3a AIIPMOpH 110-06po.

Hudueudya.nusem — CKCTpeMila PopMa Ha KyJITyPeH Wea USbM.

Kyamypaana oméaneuenocm — walimae Ha pa3sJIMKH B KYyJITy-

pure, KOETO MOE fla YCHIBA HIM HAMA JIABA UPOABIEHHETO Ha I'bpBH-

Te TpH deHomMena.

Ilpyru 6apHepy pes adanmauuama: pasiMinu yupaBsleHCKH

bunocopun u cTHJIOBe; HOBMAT 3K, pasIMUuMaTa B xpanara, 06-

JEKIOTO, WomUpakero; OTHOMEHUNE KbM pa6otata Hu Tpy aa BbOOIIE;

pasjesuHeTo OT GOIM3KM M IpHATeJIH, upo6emuTe c passimana Ma-

pWuHa eAMHMMa; 3HaxeHMeTO Ha €3HKa Ha XKECTOBCTe MH TAIOTO —

MbJIUAHHeTO, JOMYCTHMOCTTA, CMHCbIIA Ha DU3H4CCKOTO LOKOCBA-

we. ETO H HAKOM NOGEOEHUECKL PAZIUNUA, NbIDKANIM Ce Ha PasJTMN-

HuTe KYJIWYDPH, HM BuaranUAT pasmMdeH CMUCHII (31, c. 185-196; 44;

45; 46).

54

Murypa 5

Bua yosemka

To we

ACHHOCT

pez

Appxapa

TuHiHyHo noBeyenHve Ha

TpaxkaHHy OT ChOTBETHATa

ABp Rasa

1 | Pasropop Mexay

| Xopata

A) CALL

5) Espona

B) Anonna

A) AmepukaHuHTe riegaT wapt-

HBopa B OUHTe HelIpeKBCHATO Hi

NOYTH BTPeH4cHO.

b) Ha esporeena camo NoHsKETE

nomana fa ce Tena cBOe-

C€QHHKBT B OUNTe IPH pasroBop.

B) 3a a3uatuure e HariocT fa ce

riesa chOeceqHMKLT B OUTS

2 | Bonexe Ha jeu0-

BH HperoBopu

A) CAM]

5) puns

A) Ha3zo0papat Helara c He¢-

THHCKUTe WM HMeHAa, ,,veatyam

Guxa 3a pozama’. — [Ipen-

BapHTeMHO Olpeyemar periamest

3a MpOAbIDKuTeMHOCTTa Ha

IIperopopure, MoropapsT ce 3a

O6WIHTe PHHUMIH, mocTaBsT

3aqauH Ha MOXKOMHTeTH 3a CBI-

nacyBaHe Ha OTACIHUTe Weralian.

5) IIpamorara B mperoBoprute

TIpeAHW3BHKBa HeTIpHA3sbH. Boyat

IIperoBOpHTe TOMKOBA, KOIIKOTO €

Heoéxoyumo. CrrsiacyBaT 0

etal pu yyacrue Ha BCHYUKH

3aHHTepecoBaHH crpaHu

3 | Cactapane Ha

| mporHo3H 3a Ob-

aeLyeTO

A) CAD

B) Apa6écxu

cTpanH

A) CrcTaBaT TOYHH TIporHo3n 3a

Onzeero. ey

Bh) H %

) He e mpuero ga cbcTaBaT

TOWHH NporHo3sH 3a GpbueMeTO.

Cnopey, Tax camo Bor 3Hae On-

yelleTo H Ja ce ropopH 3a 6bze-

WleTO, € IpH3Hak Ha BUCOKOMepHe

3Ha4uuma GapHepa B OOILyYBaHETO Ce ABABA Pa3JIMYHCTO BBB BJIO-

XKCHMTe CMMCbJI UM HAaUMH Ua Ka3Bane Ha.,,la“ u,,He“. Crapa yma ie

CaMO 3a pa3JIMUHUs Ha4H Ha KMMaHe TPH Ka3Bane Ha da uw ,,He™, a

53

3a HeIO MIIOrO N0-C’blecTBeHO. Taka HalpMep xopata oT Esponeit-

ckaTa o6uyHoct, CAIN, Anouus u HAKOM APYTH CrpaHy B Mponeca Ha

TMCKYCHMTe HM TIperoBopute YecTO KasBaT aa, KOeTO € 3HaK Ha yt

‘MBOCT MH 1OKa3Ba EA MHCTBEHO, Te HM ClywaT u pasOupat. Huo no-

neue, KagpalleTo Ha ,,la“ oT TAXHa CrpaHa He O3HadaBa, Ye Te ca

CLIJacHM C HAC, Ye ca Jam paspemenne. Ilo kasaHoTO OT TAX Ha"

TOPM He MOXe Ma Ce CbiM 3a OTHOIICHHETO HM KM Hac. B Besrapus

obaue Ka3BalleTo Ha ,,Jja\* UeCTO Ce IIPHeMa KATO 3HaK 3a Cbrviacue, 34

MOSBONEHHE, 3a NOCTUPHATA JOPOBOpeHOCT, 3a LOOpoHaMepenocr, 38

cOJIMKaBale Ha MHEIMSTa HM H3rpaxK ake Ha CbBMCCTHH HOSHUMH, 3a

oGellanve, 3a pa3spelicHHe, 3a TIpHeMaHe Ha COMM pellleHus H Tp.

Yemespmo nanpaezenue. pu oprann3upalieTo Ha MHOrOnant

OHaHUTe Ollepalluu TpA6Ba Wa Ce OTAHTAT KAKTO o6imO40ReEMIKHTe,

Taka M permouvasIHuTe HauMOHaJIHHTe WeEHHOCTH.

Hakon OCHOBHH LeHHOCTH B cezemTe Halt-pa3BHTH TbpKaBu

@Murypa 6

Ne

110 Ljennoct/J[bpxapa Llennoct/J|ppxana

pea

1 YuHuBepCaH3bM — Ilapruxynapu3bM —

CAI, Hsenna, Tepmanua Mpanuns, Anowua

7 Vnausupyaru3sbM — O6mHoct —

CALL, Ifsenua @Ppanuua, Anonua, PepManua

3 Auvamm3upane — Unterpupane —

CAI, [senna panna, Suionna, PepMaHns

4 BTpelina opHeHTauda — Bennina opvenraua —

CAIL, ®panuua, Tepmanua | Ulpeuus, Slnonua

5 TpupoGur cratyT — IIpumucan cratyt —

CAIL, Users, TepManux | Ppannia, Anonua |

6 PapHoripaBue — Mcpapxua —

CALL, Ulsemma, PepmManna @Mpanuns, Annona

BpemeTo KaTo nocneqoBa- BpemerTo kaTO CHHXpoH —

7 | TemHoOcT — Suonna, Ppanuna, Pcpmanua

Iseuna, CALL |

56

Bop BOlHCKHTe KOJeKTMBM Ha MHOTOHALMOHAaMHUTe opMMpo-

BALI Ce OCbINECTBABAT He CAMO EBpOATIANTHACCKA U epporielicka

WHTeErpauus, HO Hapes c TAX Ce pasBUBaT HANMOHAIHO caMoc'b3Ha-

He HW HallMoHasina MACHTMUHOCT. -

B xoa Ha o6ilyBaneTO C BOCHHOCY KETC OT APYTH apMuM

aallozHaBaHeTo C KYJITypaTa Ha pyr HaposW BOMHUTE OCh3HABAT

ceGe cH KATO IpeCraBUTe IM Ha Apyra Halla W Ha ApyTa KyJTypa.

PasBuTHeTo Ha HalMOHaNIIOTO CAMOCL3HAHHe M HalMOHnasHata MACH

THUHOCT € O6eKTHBEL UpoLec, KoitTo oGauc He TpAOBa Aa BOM AO

(opMupane Ha HalMOHaJIMCTHYECKH BHT IEAM M OTHOUICHMA, B3alllO-

TO We HaBPeH Ha CLMHHUS YX, KOTO Ce dopmupa B MHOTOHALHO-

HaNHOTO POpMMpoBAallHe.

AGcoJMOTH3UpAalleTO Ha HalMOUaIHUTe MHTEpech MW oco6eHocTH,

IPOTUBONOCTABANETO Ha OOMOUOBELIKUTE, EBpPOATIAHTHYECKUTE WH

eBponeHcKuTe WCHHOCTH BOAM JO MposBABaHeTO Ha HaluoHuasiaa

HaXMeHHOCT H BUCOKOMEPHe; HEYBAXKUTEHO OTHOINCHME KM OCO-

6enocTure, KYITYPIMTe WEHHOCTH VM TpagqMuMNTe ia Apyrute Hapo-

au u apmun. [Ip ‘ropa € BL3MO2%xXHO cb3laBale Ha OT/eIHM Tpyin,

o6eAMIEHU MO HAIMONAaseH WIM PerHOHAJICH MIPH3NaK, KOMTO Aa

flapyllaBaT oOIlMa TOHyc Ha paborara. B TakuBpa rpylu He e

BAbIIKATEUHO fa Ce Cb3{aBAT ANTHCOUMAJIHM OTKIIOHCHMA, HO e€

BE3MO2KHO a ce POPMUpAT PeaKUMOHHH NpeKUBABAHMA, CbNPOTH-

BU, HECbrslacue c OGIOTO KOMaHABaHe Ha MHOTOHALIMOHaINOTO dop-

Mupopaliue, JOMMHUpalle Ha PeTMOHaJIHU MHTEPecH, HaljMouasIHc-

TUUIM HM WIOBMHMCTHYHM pe XUBABAHHA, PeaKUMOHHH o6uuan Hu

HaBullM Ul jp.

Te3v ocobeHOCTH Ha HalMOHamHOTO (pecuOHa HOMO) NOBeHeHUe

MoraT Ja ObaaT MpOAMKTyBAHM M OT HecErvacne c\TakTHKaTa, OT-

HacslM Ce [O HATMHUTE Ha MO/TOTOBKA HM TpoBex Mane Ha OMepa-

wunre. Koma Babe To Ha MHOTOHALMOnAaTHUTE dopmuporana Tps6-

Ba Ja OTUMTa Te3H NOTeMIMA HM ONACHOCTH 3a OGIIMa YX Ha CbTpyJ-

HMYECTBO, BIAHMHO PasOUpaTe/CTBO M eMHOMEMCTBUE.

Tlemo vanpagaenue. ¥ acTHUYWre B MHOTONAWMOHA HATE wop-

MUpOBaHUA Ca TpeyCTAaBMTeJIM Ha pa3vIM4HM €THOCH, peJIHTM0sHu

OOUIHOCTH, HOJMTHUCCKH KYJITYpH, OOM4AM, TpatMuuH. B couvasHo-

neuxueckata arMochepa Ha OGUIOTO MHOLOHAaLMOHaJIHO dopMupo-

pave, Ila HalMoHasia HWOuBa, MoraT ya ObAAT TIpeHeccHy (cTaBa

57

AYMa 3a T. HAP. ACUXONOZUMECKLL NPCHOC MW KONIMpanpeHoc) HAKON

HepeasMsupaHv aMOUIJAH, KOMIVICKCH, KOHQJIMKTH, HAlHOHAJIHa Ie-

npHa3bu. [Ipetloc OT TaK'bB PO € MHOTO O1aceH, 3aIOTO Tot Obps0

ce pa3pacTBa BbB BCHYKH Apyru cepu. B pezna cilyyan Ha OCHO-

BaTa Ha HalMOHaHTe OCOGeHOCTH (HallMOlaJIHH METepecu, TpaAn-

WMH, KYJITYPH, PETUTMM) Morat fa BLSHMKHAT peAMNa KOHDIMKTH

HenpesBUJeHH CHTyalHH, 3a KOMTO TpsORa 1a Ce MO3IaBaT MeTOAH-

Te 3a TEXHUTe NpopusakruKa, peBenna M Tepallusi.

Illecmo Hanpac.enue, CrilecTBeva ocoGeHocT Ipl BOJeHETO Ha

CbhRPeMEHHH SoU AelCTBUA H IPM M3M0/13BaHETO Ha CLBPeMeHHUTE

OPbKUA € COAKHOCTTA Ja Ce TOM (bp2xKa YYBCTBOTO Ha OMpa3a K’'bM

upoTupauKka. Ilo-ckopo Beye Opb2KMeTO NPOTHBOCTOM Ha OpbXHETO,

OTKOJIKOTO YOBEK MpOTMBOCTON Ha 4oBeKa. BcseaqCTBMe Ha BHE/IpABa-

HeTO Ha HOBY OPbXHA M HOBH HaUHHM Ha BOIOBAHE BOMHMIIMTe TIpe-

cTabaT 71a W3NMTBaT K'bM IPOTHBHMKAa WyRCTBOTO Ha JIM4Ha Bparksia!

Toba © H3KIHOUMTEHO BAXKHO a ce OTUETe LPM CbBPCMCHHUTE

ollepayuv, ocoGeHo c yYaCTHe Ha MHOFOHAaL|MOHATHM BOeHHU Pop-

MHpOBaHHA, KOTO Npope KAT MHpoonasKalllH, XYMAHUTAapHH Mi cha-

CUTeJIHM onepalau!

Cedmo nanpaezenue. Cuelupuka Ha B3aMOOTHOMIEHHATA C MECT-

HOTO HaceseHHe. M3uckna ce KoMaHAMpuTe HM WaOKMTe ObMLepH Na

ChACHCTRAT 34 KOOPAUTAIMATAa U B3AaMMOACHCTBUETO C TpaxkAaHCKUTe

OprallH3alwu MW “yk ecrpaHHUTe JmMua vu crpyKTypH (43, c. 48).

3. MOPAJIHO-IICHXHYECKATA YCTOMYMBOCT

KATO HEOBXODMMO YCJIOBHE 3A YCNEDIHA LEMHOCT

HA MHOrFOHALIMOHAJIHUTE BOEHHM ®OPMMPOBAHHA

Komanyupbt Tps6Ba fa yMee fa yYilpaBJiaBa Halex {HO Mopeie-

HMeTO Ha JIM4HUA CLCTaB OT MHOLOHalMOHaNHUTe BOCHHU MOpMH-

poBaHusa B KpuTHuHMTe CofA CuTyallMM. MHOTOHalMoHa/IHHTe BO-

€HHM MOPMHPOBAHUA KaTO UpaBuslo AeHcCTBaT B KpuTHUHM cHuTya-

WMH — CbrlacHO AMepuKAaHCKaTa BOCHHA LICMXOJIorus Ooltnata 7en-

HocT € MepMaHeHTHa KpHTH4Ha CHTYaLHA. 3a fa ObJaT MSIDTHE-

HH YCHeNIHO 3afa4vTe Ha MHOFOHalMOHaIHUTe ROEHHU @opMupo-

BAHIA B eKCTPEMHH Ooltuu ycnoBus, KoMaH pute u GolinuTe Tps0-

Ba Ja IPUTexKaBal KOMM.IEKC OT ChocobHOCMu HM Kauecme6a: CaMOOO-

58

fajlauMe, W3ipbXIMBOCT, CHITA BONA, KAKAA 3a oleJsaBane, 1pes-

BapMTeJIHa MOpPaHO-lICHXUATeCcKAaTA MOATOTOBKA, BllayeeHe Wa aBTO-

TeHHUA TPCHMHT MU CUCTeMaTa 3a ncuxo-usMosolma4ecka CaMopery-

Talus.

Harexsuioro yupaBsleHue Ha NOBeyeHHeTO Ha JIMYHMA ChCTaB

OT MHOTOHANMOHAJIHUTE BOCHIM POPMUPOBaHHA B Kpuraan Solinn

CHTYAalM W3UCKBA KOMaHAMpaTe 7a w3yuaBaT KaKTO peaklMuTe Ha

BOMHUTe, TAKA HW PakTOPUTE (cmpecopume), KOTO TM NpeAHSBUK~

Bat.

B KpuTHuHH CHTyalH TAOTO TICHXHKaTa Ha yoReKAa ca NO}

TOKeHM Ha PpadM4H. HaTOBAPBAaHUA, KOUTO nocTaBat Ha w3nMTa-

HMe HeErOBUTe [PaHVAHM B\_3MOAHOCTH. B KpUTM4HM CHTYAlM BEPXy

yOBeKA Bb3LCHCTBA CJICHHMAT KOMIVIEKC OT dakTOpH:

Puzuuecku daxmopu: Tpanv4ny crolivocTw Ha TeMmeparypata

(MHHMMaJINM WIM MAKCHMa@JHM), Haviarae, WyM, MYCKYJ1HO HaTO-

BapBaHe (JIM o6e30BIaKBaHe), BHOpAaNy, JW eCHe, BUCOKM CKOpO-

CTH W AD.

Tcuxuuecku @axmopu: edullMt OT BpeMe HIM V3JIUILbK OT Bpe-

Me, TPeBOXKHO OWAKBAHE, JTMNCA, HCHOCTAD WJM TIpPOTHBOPeYMBOCT

Ha MUOpMalUsATA, OTCHCTBMC WIM W3JIMUIbK OT CeH30PHH ApasHu-

TEJIM, TPeEBOXKHOCT, UYBCTBO 34 ONACHOCT H 6e3su3xoRMa OT CUTYAa-

Wuara, crpax, WYBCTBO Ha o6pe4xeHocT, “YBCTBO 3a gary6a Ha KOH-

TPO Hag CLOMTUATA M CHTYAallMHTe, yxKac, Wabuka W Jp.

Couuannu @axmopu: KOHQIMKTH Mey xopaTa B rpynaTa W

o6ulecTBOTO, HetipaBuJIeH CTHJI Ha padoTa Ha pbKOBOAHUA C'bCcTaB,

ompa3a, 3/106a, IleHaBHCT, HOMMHMpaHe Ha KMBOTHHCKUTE MHCTHHK-

TM, OTCBCTBME Ha COMMA/IHa Pery Talat MJT 3arpy aHeno lIpuarane

Ha CONMaJIHHTC HOPMH 3a KOHTPO/ Ha TOBE EHHeTO, JIMMICa Ha WHTC-

rpalua uw rpynona couMapuocr MAD.

Duzuonoeuunu PakMopu: WeEMOCTHY HJM OTCRCTBHE Ha xpana,

ROMA, BL3/LYX, CBCTIMNA, TONIMHA, CbH M AD., KONTO 3aTpy AJHaABaT

HCHxXO-@u3svoorMaeckaTa neitocr W MocTaBaT Noy 3anmaxa CaMO-

TO OVeABaHe Ha YOBCKA.

BovHcKata AWMHOCT B KPUTHYHY CHTYAIIMH € W3TOREHA Ha onac-

HOCMU, HopajH KocTo €AHa OT Hali-CbIjecTBEHUTe xapaxTepucTHKY

Ha KpuTwunure cuTyanyin € onacHocTTa 34 2KMBOTA H 31paBero.

Onacuocrta cuopes SurmyHa Ppoliy € ovakBaHaTa, Lipe ABYDK aHa-

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Ta Bpefa MU peakWHUTe HM 3aBMCAT j10 rONaMa CTeLleH OT paBHUeTo

Ha HaiwHTe 3HaHMs, KaKTO M OT BUIACTTAa HM Hajl BHHIHMS CBAT.

Komanaupute ciieqRa 1a NO3HaBaT HM OCHOBHUTe akTopH 3a Mo-

bulapane Ha Mpylopata eeKTuBHOCT (eouHcKaMA GeliHOCM e epy-

noéa) B KpUTH4HM CHTyalun:

B KpHTH4HM CuTyauMu B rpynaTa MoraT ga ce MOposAT KaKTO

HECGMUGHU COUUGJULO-NCUXUHECKU AGJCHUA, PA3KCBALI €AMHCT-

BOTO B rpymaTa, Taka HW NO3UNUGHU COUUG/IHO-NCUXUYECKU. ABACHUS,

OuarofapenMe Ha KOMTO rpylatTa ce CUJOTHBA HM 1O-seCIIO H3s13a

OT Kpu3ara.

HeraTuBHy colMasIHO-ICMXM4CCKU ABJICHUS: ETOMSbM, CTUTALI

B Kpaliu CJry4an JO KannOatM3bM; HenoqunHeHue H HeAUCIMHM-

HUpaHoct; pa3spyllapane Ha cyOopaMnannsata.

Ho3vTHBHH ConMamHO-ICHXMUCCKY ABICHUS: COMMAAPHOCT, HH-

Terpalua, KOPUOpaTHBeH Ayx, MOOWM3allMa, pemuTenuocr. Cue-

UvarHO TpaORa fa ce NosYepTae NONO\*KUTEJHATA POAA Ha T. Hap.

Cmaden Uncmunkm, KOUTO Ha BOlNa CLLIOTABA xopata H ru Kapa

Aa BAPBAT, YE YOBCK MOXKE Ta Ole/lee CAMO KATO ONCNABa 3ae/IHO C

Apyrure.

Bbp BoeHHata jleMHOCT, peclieKTHBHO H.B ChCTaBa Ha MHOTO-

HauMOHaJIHUTC BOCHHH MOPMMpOBaHA, BbPXY JIMUHUA CHCTAB

BJIMAC COKE KOMNAEKC OM Cmpecopu (cmpecopom e€ mo6a, KO-

emo npeduseuxea cmpec), KO“TO e TpyAUO ma ce cuctematu3u-

pat: UPOAPAKUTEMHOCT Ha OllepalustTa (yueHHeTO, laBaneTo):

aHauTanMOHeH CHHAPOM; CouMasHa (rTpynoBa) u30NaynA u caMo-

Ta — B CbcraBa Ila MHOPOHANMOHAaJIHH BOCHHU tbOpMUpOBaHHA Yo-

BeK CbIO MOXKE Ce UYBCTBA MHOFO CaMOTeH); MHOpMalWoHeH

AedunutT v/unu undbopMauMonen 6YM; KOPHMTMBEH AUCOHAaHC;

HOBMINCH PHCK 34 KUBOTA M 3qpaBeTO Ha BOeEHHOC.IYKeuTe,

TIPCAM3BUKaH OT XapakTepa Ha OMe pallMata; EKCTPCMHUAT XapaKk-

Tep Ha BOCHHATA AeHIIOCT; pascTpolipane- Ha 6uosormueckug ua-

COBHUK H IPOMAHa Ha PUTbMA ,,c’hH-Oospcrsane“ — ocobeno npH

HHTCH3HBHA JeMHOCT MM IPH CMAHA Ha YacoBuTe 30HU; OBp3aTa

CMAHA Ha KJIMMaTMUHHMTe NOCH € aXWJIeECOBaTa Tetra Ha BOEITHO-

Ci KeMHTE OF MHOPOHAlMoHaNHMTe POpMupoRanua (HanpuMep

‘HEPaTHBHOTO BAMAHHE [1a KIMMATHYHEA OAC BbPxy GbarapcKus

OaTaIbOH CHHM Kacku B KamO6onxKa; mocrosHHata my6suuHoctT

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Ha JM4HOCTTa pv obutyBaneto. Hakou cumnmomu Ha cTpeca:

OOAKH B paMeHETe, Kpbcra, CrOMaxa; CBETOBbPTeEX U Jp.

B MHOTOHalMOHaIHUTe BOCHHH DOPMAPOBAHUA Y BOCHHOCILY2Ke-

ITC BL3SHMKBAa TPeBOXKHOCT — CbCTOSHME Ha AEKT, XaPAKTeEPUsH-

palilo ce C YYBCTBO 3a HecurypHocT u O60 Ge3snoKoficTRo. KaTero-

pusTa TpeBOAHOCT Ce U3IO/I3BA KATO CHHOHUM Ha Hegpomuunua

cmpax, HO B JlelicTBUTeIHOCT Ce pa31M4aBa CHIECTBEHO OT Hero,

3al0TO JIMNCBaT THIIMUHUTe 3a Hera PU3HOOrMYeCKU M3MCHCHUA

(usnoTaBaHe, yCKOpsaBaHe UeCTOTATa Ha CbPJeulMA MyJIc, YyBCTBO

3a 3alyaRane). 3a Bb3HUKBaHe Ha TPCBOKHOCTTA Kato abeKTHBHO ,

CLCTOAHHE JONPHHACAT KakTO M36pOeHUTe CTpecopH, Taka H pequ-

Wa COUMAHO-IICUXOJIOPHUCCKH MAKTOPH: a) BOMABaHe Ha YOBEIII-

KMTC B3AMMOOTHOWEHHH BCEACTBUe Ha HelpaBMJI€H CTWJI 11a KO-

MaH/[BaHeTO Ha BOCHHOTO POPMUPOBAaHHe (pbKOBOACTBOTO Ha yue-

HHeTO); 6) HeompejlesTeHOCT Ha onlepauMsata (MucusaTa); B) HCM3BeCT-

HOCTTa 10 BpeMe Ha BOeLINMTe LelicTBU4G; ©) MOCTOAHHA TOTOBHOCT 3a

JeUCTBHe ~ OPH BbB BPeMETO, ONPeAeJIEHO 3a CbH, BOEIINOCAYKe-

IMTe He HaMaIABAT CBOATA BbTPeMIHa MCMHXM4CCKAa TOTOBHOCT 34

HEHCTBHE; 1) MUCIUTe 3a OIM3KUTe B CBOATA CTpaHa (HOcTasIrua nO

Pogjunata M Joma); €) OrpanHHUCHUTe BL3MOXKHOCTH 3a CLIOMCJIMHE UM

pellaBabe Ha JIMUHWTe mpoOWeMH B MHOTOHAallMOHaNHOTO dopmMupo-

BaHe; APyIu.

BoeHuute JIMlepu CresBa Ja BIAaeiT KOHKPeTHM MOAXoTH u

TEXHHUKH 3a DOLAbpxKalle Wa AYXa W 3a Gopha cbc cTpaxa. B Onsrap-

ckaTa IICMXOMOruyYecKa JMTepaTypa peAula aBTOpH ca OcTAaBMJIM

rpequucanua 3a Gop6a cbc ctpaxa — Kouncrautuu Kupxos, Cumpn-

jon Ka3zanpxies, Xpucto Mosves3on, Bopuc Jpauros, Teopru Mo-

0B 4 ap. (3; 16; 17; 20). 3a nonADpxaeTO Ha Ayxa Mu Gop6aTa che

cTpaxa HAMa OTKPUTH YHUBepCcaJIHW WpeAMMcaHhg uM cpeycTBa. Edex-

TMBHOCTTA Ha U3MOJ3BAHUTC MCTOJM 3ABHCH OT MHOTO YC/LOGUS: MU-

HAIMA OMT Ha UOBeKa M Ha TpytlatTa; KOHKPeTHUTe ChCTOAHUA Ha

IICHXUKAaTa HM THJIOTO; 3UAa4YMMOCTTAa Ha ONACHOCTTAa; CTeMeHTa Ha p-

CKa; BEPOATHOCTTa 3a OUCUABAHE; Halex /[HOCTTa Ha CMacuTeJIMMUTe

CpeCTBa Uf ebCKTHBHOCTTA Ha ClacHTeHUTe OLEPAWMM Ki Lp.

|. Hati-cumuute cpescTBa 3a NOAbpxKaHc Ha Wyxa u Gop6aTa che

cTpaxa ca CBLP3aHn C %KeNaHUeTO 3a OLleARaHe, BIpATA B OaToOUpU-

ATHUA M3XOU OT KPUTHUNATa CUTAN M Hayex\*K lata 3a cracapane.

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2. Cuoco6uocrta Ja ce pasuuta Ha COOCTBEHM CHI M CTereHTa

Ha IIpHAOOUTUS OMT TO BpeMe Ha TPeCHHPOBKH, YUCHMA, TPCHUHTH,

MHHaJIM KPHTHUHH CUTYaUMA UM Op.

3. Oka3BaHata COoumasHa HOsKpena OT KOMaHAMpUTe M rpyuara,

KaKTO HM HABOTO Ha PpyloBpata HH TerpalAd, rpyloBata Co/M/lapHOCt

M KOpnopaTuBHUsAT AX.

4, A3snosi3BaHuTe CrpaTeruu 3a CIpaBsHe.

5. Jimuya 4 rpymopa [HCIMMIMHa C HEMHUTe MHOTOCTpaHHy 13-

MCPCHHA, KOTO MMAT HW NAUUOHGJHU HIOGHCU B KOaTMIMOHHUTE

copMupoBaHHs.

6. Bucoka upodecuoHanHa KOMNeTEHTHOCT.

7, PapHuile Ha MOpastHo-icuxwyecKka YCTOMUMBOCT.

8. BucoKO 4yRCTRO 3a ALA MU OTTOBOpHOcT mpeg ce6e cu, 6713-

KUT, BOCHHONOJIMTHYeCKaTa KOAIMUMA; MHOPOHAMOHaJIMOTO cop-

MHpoBallue; cBoeTo OreuectsBo.

9. ToropHocT 3a CaMOxKepTRA, CMeJIOCT, CaMooOJIawaHHe, xpad-

POCT, H3/1PbKMBOCT.

10. Hasmunve Ha BUCOKM HM XKH3HECHO 3Ha4MMH TeJIM, UCHHOCTHa

CMCTeMa MU MepcnekTMBH.

iL. Uect, TocTOMHCTBO, rpaxaHCKO YYBCTBO, MHTeEPHAalMONaIHo

4UYBCTBO.

12. Usnom3pane tla allasiorMunM LIpHMepa OT peaJIHUs XKMBOT,

IUTepaTy pata, USK YCTBOTO, UCTOPUATA, JIMYHHA OUMT, B KOWTO JiMn4u-

HocTTa H TpyHata ca ole/ABasM.

Haxou oco6eHocTH B ypaBJeHHeTO Ha MOBe/CHHeTO Ha BOeH-

HOCIYKEM[MTE B MHOTOHALMOHAJIHH BOCHHM POPMUPORAHUA B KPH-

THYHM CHTyYayHH:

1. 3a HanexKTHOTO yIpaBseHVve Ha BOCHHOC/Ly KELMTe M MoApas-

jlenenusatTa pH GOH yCIOBMA Hali-BaxHa e TAXHaTa npedeapumesl-

Ha nOOzOMOGKA HU TPpHAOGUBAHE'TO Ha WIMpOK o6eM OT 3HAHMA, TBEPAU

YMCHUS M HaBMIM, KONTO HAMA da ObsaT 3a0paBell B EKCTPeMHATE

ycloBns. SHayMTeseH ONMT ce HATPYBa CMHCTBEHO Ype3 CHCTEMHU

TPCHMPOBKU H YUCHUA, KONTO Ce MpOBeA AT B YCJIOBUA, OTM3KH 10

peaauure. Jla npAToMuMM, Ye BOCHHUTe POPMHPORAHUA OT KoalIMNH-

ava Ha cblosHunuTe or HATO no Bpeme Ha BoitHata B Tlepcuiickua

3aJIMB TpeHupaxa CbhBMCCTHO B IycTHHsaTa Ha Caygutcka Apaous,

HIpeau Wa 3amlloune CyXONBTHATa Ollepalua cpemy pax.

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2. Dopmupane na 6uCcOK Oyx Upe3 CHCTCMHA TICUXMYECKA NOATO-

TOBKA.

3. YMeJI0 PHKOBO/ICTBO Ha OpedHUSUPAHU U HEOPCaHU3ZUPAHuU Ipy-

TM oF Xopa B KPUTHUHUTe CuTyalMu. MucuuTe Ha MHOrovalMonali-

HUTe BOCHHM PopMupoBaHUA, OCoOSeHO Ha MHPOTBOPYECKUTE, XYMa-

HUTAPHUTE M CaCHTeIHUTE ONepaluH, Ce ChIDTICTBAT C PHBH

pale Ha rosleMM MacH [leopradu3upaHu xopa — GexKaHIIH, Noctpaya-

AM, (1peceABaHH HW Up., Wopamv KO€TO KOMaHAMPUTEe TpsG6Ba ja TpH-

TeKABAT YMCHMS 34 PbKOBOACTBO Ha OPZAHUZUPAHU M HEOpeaHUsu-

panu rpyuu ot xopa. Heoprauu3upaxute xopa Morar /la ROWOBAT WK

BpaxkyyBaT MOMeX\*KLy cH — KakTO € B Kocogo cieq BolHara pes

1999 r., KoeTO 3aTPYAHABa J[EHHOCTTa Ha MHPOTBOPUCCKHTE CHAM.

4, E@beKTHBHO H3II0ISBAHE Ha OCHOBHUTE TILTHIA 3a npeooonsa-

BAKE NA HEZAMUBHUME CMOUUL U CO3HAMECAHO-GONEGA PEeVAQUUS B

KPHTHUHM CHTYAalMM:

a) Usaurane Ha posista Ha Haenacume Ha JIM4HOCTTAa dbopMu-

pave Ha KeJlabue 3a ChacaBalle MU OleAABaHe B KPUTHaHUTe CHTYA-

WH.

6) HsnomsBaHe Ha Npeduuuniusd ONUM Ha BOCHHOCIYKCINUTE, Kol-

TO HTpae CWJIHA POA 3a ACMMMIALMA Ha ONACHOCTTA. OMMTLT BHACH

YBCPCHOCT, BADXBa KypaxK B KPpMTHUNMTC CMTYAlMH. O6patHo —

HCMOCTATbULMNAT ONMT HIpae pomATA Ha AOMWbIMBTETeH CTPecore-

Hell Pak Top, KaTO NpeAUSBUKBAa OesOKOcrBO, ChMHEHUA, TPeBora,

HepeLIMTeHOCT, KosIcOaHue, Lesopranusalns, ocoGeHo B MOMEHTH,

WUCKRAaL OEpsH pelenus H CMe/IM AelicTBHa. B tas BpbsKa TpabBa

ja ce Domueptae, Fe CLrTaCHO W3MCKBaHMATA Ha HATO mpi miann-

pale Ha BCAKa HOBa Ollepalua Ha MIOTOHAal|MOHaJTAM BOCHHH @op-

MHMpOBaHMs Ce OTUMTA OMMTHT OT NpeAUMHUTE HoOZOGHH onepalMH.

B) 3acWsIBaHe Ha Uy BCTBOTO 3a <pynoea UNMecpauUsA, KOETO UMA

MHOTOOpOHH U3MepeHMs: PpyloBa COMMAAPHOCT, KOPMOpaTHBeH AVX,

[pyrapcTso, ChTPYAHMYECTBO, B3AMMOOMOLL, CONMA.THAa MOAKPCTA,

npusresicTso. B KPUTHHHUTe CHTY ALM NOOKMTEMHO BHSACHCTBAT

BLPXY JIHUIOCTTA CHIEABUTE COUUGIHO-NCUXUUCCKU KANECGA, BhDXY

KONTO TpAGBa Wa Ce MOCTABS AKUCHT: YYBCTBO 3a IpMHa/WIeEAHOCT H

OTTOBOPHOCT KbM CLOTBETHOTO (POPMUPOBAHHE, MSMOJISBANE It lipe-

abane Ha OnvTa Ha OcTaHasMTe, OMMpave MW NpHsarane Ha CTaJIOH

Ha HOBe ene B KPATUYHMTe CHTYALMU, B3eT OT MTepaTypata, US-

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xycrBoro. [lo3uTuBHO B TOBA OTHOIMICHHe MOXKE a MOBIC NPM a-

TaHeTO Ha TpallCKyATYpaIHHA MOMXO, KATO Ce MOCOUBAT MONOAM

THM IPHMepU OT OTACIHUTE bpxKaBu HM POpMupoBalMs.

Tr) Asyurane Ha posisiTa Wa yCMadHOBeHUME G3QUMOOMHOULCHUA

MEXKAY BOCHHOCJTY KeEIMMTe OT MHOPOHAlMOHaJIHOTO BOCHHO dopMu-

posanve. B KPHTHYHM MOMCHTM BOCHHOCJyKeMMTe BAHATH o6pt-

Tat HOrles, k’bM CBONTe KoMaHAMpH. Komansupute Tpa0Ba a “Mat

To6pe upoBepeHU AaHHH 3a peakWMuTe Ha CRONTE NOJUAHCHH B KPH

HUH YCAOBUA, KOeTO Te MOFaT [a HalIpaBAT U0 BpeMe Ha TPelu-

PORKNTE WIM Apyra UpexMBeHM eKCTPeMEM CHTYANMH.

Tipu rspcene Ha OTHMaJIHH WbTHIa 3a pery/iupane Ha OReAe-

HMveTO B EKCTPeMHM CHTYALUM TpxGBa fla ce OTOE EU, Ye PelenTH

We YHUBEPCaJHH MeTO/M 3a YIIpaBJIeHHe Ha HOBCCHUETO Ha MHOLO-

HallMOHANHUTe BOeHHE POpMNpOBAHHA Hama. B CbulOTO BpeMe TpaGBa

fla ce logueptae, ue CTpaxbT lo Bpeme Ha GoHHMTe AeMcTBuA €

TIpeososuM HW T0G6e/(MM, YOBeK He € GestOMOLIeH.

5, Usnos3banle Ha CHedqHUA Q1ZOPuUNsM 3a WeEMCTBUe B KPHTHYHH

cHTYalMu: a) Obp3a U TOUHA OLelIKa Ha OOcTAHOBKAaTA, 6) B3eMaHe Ha

BSIPHO peltenne; B) Ch3JaBake Ha HafexKIHa OpraHnsayyus (camoop-

2QHU3QUUA) 3A U3ZIbIIHeHMe Ha BeTOTO peteHve. M3KkOUNTe HO

CUIHA © POAATA HA MOTHBALWsAITA, BOIATA Ha JTMUHOCTTa U Ke NaHHe-

TO 3a OTe sBalle B KPUTHYHY CHTYaHM. 3a MOBMINABAHe Ha BLTPeul-

HaTa TOTOBHOCT 34 AKTHBHM JelcTBua Ca BAXKHU KaKTO 2KM3HCHMAT

OMMT Ha 4oBeKa, Taka M UpodecnonasM3Mbr. OTTYK NpoHsTH4a Heob-

XOMMUMOCTTA la C€ IPOBeEAJAT CHCTEMHM YYCHUA UW TPCHMPOBKH. Ha

TAX jla Ce JaBaT KAKTO 3HAHMA 3a CTpaxa M MWaHWKaTa B eCKCTPCMHUTE

CHUTYaUMY M ICHXOPU3HONOLMYECKUTe HM NPOABH, Taka Mi Ha Ce IPH

AOOUBAT YMCHH4, HABHIM UM fa Ce OBA ABAT CMIpamecuu 3A ChpAGs-

He B KpwTwunute curyanun. Ilo Tos Ha4MH eKMMAKUTE YCBOABAT

YMCHHeTO Ja U3H0JI3BaT CROHTE BLTPeLIHH PC3epBu.

6. DopMupane Ha BaIpa B OalOMpHATHUA U3x0J, OT KPHTHAHUTE

curyaumu. Creriaso BHMMaHMe CKCTPeMHaTa NCMXOJ10rua OTAe-

Jif Ha BaApata, Ha KOATO Ce NpHAaBa JBOAK CMMC'bIL A) Tappa yOe-

WeHOCT B YCIeXa Ha CBOCTO HaUMHaHHe, 3allOTO BApATa B CBOUTEe

cH MB Kpaitwara moGeya e WeoOxoyuMa 3a BCAKO HauMHaHHe,

cBbp3ano ¢ puck; B) Bapa B cBosTa cnocoGHocT fa yupaBsiaBalll

yMeelll 10 2KeaHHve Ja ce OTILYCHCLI M CbcpefoTOUNM. TakaBa Bapa

ce ABBA GeMpelien pezepe. TA laBa HYXKMATAa AKTMBHA WOMOLL Ha

pa3yMa, IpopusakTuyHo orpax/lalie Ha ICUXMKATa OT OYAKBaHUTe

CPpHROREe H CTpec, POPMUPAa MHCTHHKTHBHO yMCHHe Ja ce Npeofosis-

Ba ChCTOMHHETO Ha CIaOOcT Ha yxa.

Bapata Ha YOReKa B KpuTHUHMTe OoiHH CHTYalM Wa cilesjHuTe

OCHOGHU U3MePeHUS: a) BAPA B MIpaBUJIHUTe pewleHMA Ha KOMaHAUPH-

Te UM BhTPeluHa PeCIWIMMOCT 3a THXHOTO OC3TIPeCKOCJIOBHO M3IlbHEHHe;

6) Bapa B CBOMTe COOCTBCHH CHIN MW IfhHO pasuNTalle Ha TAX, 3all[OTO

BKPUTHUHM CHTyalluM CaMO COOCTBEHHTe CMJIM MOLaT Wa Ce OKa2KaT

W3TOUHMKST 3a OUCIABAHETO; B) BApa B KOMAHAMPUTe M BbB BOCHHO-

CHYXKEMMTE OT MHOPOHAIMOHAJIHOTO BOCHHO (POPMUPOBAHe; FP) BApa

BCPEACTBATA 3a CIIACABAHE HM CUCTeMATA Ha CHACMTEIHMTEe ONepanuy;

i) BApA B 6NAPOMPUATHUA MSKOR OT KPHTMUNATAa CHTyalMA, OT KOATO

Moxe ja ce orlesiee; €) BApa B Pe3epBUTE Ha YOBELIKOTO TAJI0, YORETI-

KaTa ICHXHKa WM B CHJlaTa Ha HOJCb3HaHHeTO.

BoB Bpb3Ka Cc BApata WelicTBAT M CeMHUTE NcuXOAOeUUECKU Pe-

HOMEHL B MHOTOHAIMOHaJIHUTe BOCHHE POPMUpOBaHUs: HalMoHas-

HUTe HW KOaJIMUMOHHUTe POPMUPOBAHHA TpaGBa a BAPBAT: B CBOLTE

CHAM; B CBOHTE AEPKABM; B CBOATA BOCHHOMOMTMUYECKAa OpraH3a-

UMA, NOM erufata Ha KOWTO H3IlbIHABaT MUCHATA CH.

Cnenwasmo Tps6pa fa ce Tosveprae BApaTa’Ha yoReKka B Bor u

6narocKOHHOcTTa Ha CplGata. B Haikou OT apMuUTe € MpHeTo pe”

OTTOBOPHM MHCHH ja Ce U3BbPLUBAT CHeMMAHM peIMTMO3HM PUT asin

HOOPEAM, KOTO HOBMINABaT /LYXOBHMTe CHM Ha BOCIIHOCJy KELMTe H

3aCWIBaT BAPATA HM B ONeABaHeTO. Salo e Taka? 3aujoTo BOHHUUMTE

ce BLSIIPHeMAT KaTO MIICTpyMeHT Ha BoxustTa cnpasejyimpoct! TaKa-

Ba Bapa B KPHTHUHUTe CHTYAaLlMM Ce ABABA CMH COND/UUUMNETEH KOM-

NOHEHM K'bM CHIATa Ha UOBEIIKHA LyX, KOMTO MOxe a yBeIM4H DCH-

XMUHATA CHEpriia Ha vsHaHatuTe B 6esa. EcrecrBeuo, He Crabu AyMa

3a Calla BApA M WACMBIIO pasuuTave Ha AOOpHa 3HaK Ha CpaGara (Ta-

KaBa NACMBIIOCT B KpHTMuHMTe MUuroBe e NaryOua), a 3a BApa Ha AKTUB-

HO Gopelli-ce YOBEK 3a CBOT KMBOT, 3a YCNeXA Ha 3afaUHTe, 3a UPYTHTe.

Hecuiyuaitwo oT TpeBHOCTTa Ca OCTaHaJIM U Apyru Makcumu: ,,Koiito

caM He Cui Tomorue, Ha Hero wt Bor re Moke a woMorHe! 1 ,,Bor n0Ma-

ra, HO B Kollapa He BkapBa!. TaEpsara Bupa B YCNexa B ChYeTAHMe CLC

NCUXuKaTa CH, la HacTpohBalli MHCJIMNTe CH Ha IIOSHTMBHA Bb.IHA, Aa oy pata na CaMOBILYHIeHMeTO TROPAT ayzecal

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5 Boenua newxonorna..., 4. I

7. TlojappoKave Ha HaCexCONO YNPABAEHUE Ha GCUUKU nue NPS

HsyIOTO BpeMeTpacHe Ha KPUTHYeCKaTa CUTYAIMs — wenpe? cnoHaro-

TO VIpaBJeHe BHaCd AOMWbIHUTeHU YBEpeHOCT UH Ao

/ MIM Ha YOBeKa.

“ "3. Tlonumpacane Ha Gop6en uHCmUHKM y BOCHHOCTY CIID.

9. M3no13Bahe Ha NCUXOMpPONHU GeUW4ECMGA B MUHMMAJIHN Ui Kore

TPOJMpyeMM 03H, KONTO We COCOGcTBAT 3a HEPBHO-TICHXMHeC

pery ald B TeEXKUTe YCOBMA Ha BOCHHUTE JeMCTBHA. mama w

10. CrpuxtHo cna3BaHe Ha W3HCKBaHMATA NCUXOXUCHE: “a

neuxonpo@unakmuKkama, KaKTO MU Ha 3AKOHG 3a MKOHOMHA Ha

KaTa eHeprus.

ae parauline 6olHHu CHTyYauuMu UpeqM3BUuKBaT TBNOORE QHSE-

YECKH, PUSHOMOFMYECKH M COMMA IHO-MICUXMMECKH LPOMCHM Bb Bo-

eHHocayxKemuTe. OTryK mpou3sTH4a HeOOxo/UMocTTa OT O ae

paHe Ha CLBDEMCHHM MeTOMHKK 3a NpodusakTHKa HW NCHXMde

a rast BPH3KA € eviecboOpa3Ho fa WOCOUUM Crpateruata 3a Spon

BAHe B KPUTMUAMTE CHTYALMH, CHOseeHa OT AOT, cp Teopru bre

mos Bp.raes (qupeKtTop Ha ,,VEV shipping” H mpeycesaTes Ha or

TPO. CbBeT Ha BpsirapcKaTa MopcKa Kamapa): HEN COM \_

CAYYGU KQMO GCEKU KANUMAHK, KOZaMO BUXOALU Kpas, Cop CMap:

Ho ne mucus 3a ce6e cu, a 3a exunaxa, Kopa6a, ObZAPCKOMO UME u

@aaza! Mopemo ne donycka xopa 3a paboma, KouMO HAMMAM OpeaHu-

says, Oucuunzuna u omeosopHocm!\* Tosa C IrbJiHa CHa \_ W 3a

oulepure OT MHOTOHALIMOHAJIHUTe BOCHHU opMupoBaHs!

Teituoctta 4a MHOTOHalMoHaHUTe BOCHHM POPpMMPOBaHUs B

HATO e 6a3upaHa Ha peqMua OCHOBHH MpPHHIMNH 34 H3NO0JI3BaHe

Ha BOHCKHTC, ONpese eH 3a YAaCTHe B MHOCOHQUUOHGAHUME CUI.

Kon ca Te3u TpHHuynH? ;

KJ xc3H DPMHUMN 3a PopMupave WM yupaBseHNe Ha MHOTO-

HAaUMOHAIH ChBMECTHH OlepaTHBHH CHM ce aBuBaT (42, c. 22-24):

|. CumurTe 4a Ce PbKOBOAAT OT ACHO OIIpeAeIEHH UM TOUHO pas-

O6panu ues. pu ompexenane Ha YesUTe a Ce H3ACHAT Kpume-

puumMe 3a U3NBAHEHUE Vi 3a UZAUZQAHE OT Olle paluaAta.

2. Cre KaTo llostyuaT clopa3yMeHue 3a Weve, KOMaHAMpUTe

Ol BCHYUKH /{bPKaBM YdacTHHYKY Tpa6Ba a OOCAMNAT yousMsaTa cu

3a TocTuTane Ha Kpatinus pesyimam (Kpanunte es).

66

—

3. EquncTBOTO Ha KOMaHUUDPUTe 3a6ucu OT CTeEMeHTa Ha B3aHMO-

AclicTBve Mex ]y HallMNTe u yuacTBannTe BOHCKH, OT BhTPeCLIHUTe

He pcouasINH BPb3KM M KOHTAKTH MEY AMMIOMaTutTe, BOeHHUTE H

TOJIMTMGECKHTE JM EpUu.

4, EbeKTMBHOCTTA Ha OllepanMMre c M3IIOJI3BaHeTO Ha MHOTOHAa-

UMOHANHM BOEHHM MOpMupoBaHUA 3aBHCH Om KOMMAeKC Om bax-

Mopu. KOOMePAPaHE TO MW KOOPAMHMpaHeTO Ha BCHYKU JeliCTBUA; 10-

Opata BO/IA; ACHOTATA Ha TesMTe 1 pashpedeenmero Ha OTTOBOpPHO-

CTHTe, pasOupaHeTO Ha 3aBHMCMMOCTTA OT Apyrus.

5. PemmrenHoro cbcpeqoTouasane Ha cIuIM u OrHEBa MOIL Ocu-

rypaBa HEOOXOAMMUTe CpefCTBa H NOL bp2KaHeTo Ha MOD@JI B ChBMe-

CTHHTe JelicTBua.

6. I[pu snuca na joubmauTenun pecypcu ce NoemMa puck OT or-

PaHW4aBane OCHlYPABAaHETO Ha 3AKOHUTe, KOUTO He ca onpeseeHu

KaTo ocHOGHU. Tos NPUNYUN Ha UKOHOMUA HA YCUUAMA Ce TIpHJia-

Ta B patOHM C 110-HMC'bK IpHopuTer.

7. [LnaHosete ja 6bAaT AocTaTLuHO TBBKABH, 3a la He ce JOMyc-

Kal U3HCHa TM MW Ma He Ce osBosIABa CBOGO/a Ha AelicTBUe B OTTOBOp

Na W3MeHAuaTa ce o6craHoBKa. nBKaBocTra onpesessa pu3nyec-

Kata MOOWJIHOCT U JaBa Bh3MOXKHOCT 3a TIPOBC2XK WAHETO Ha pemMre-

JI¢H MaHbOBSDp.

8. MnviMatupata Kato u3ucKBaue Ha o6y4eHMeTo M uacT oT one-

PaTuBHaTa KyJITypa € ejHa OT riaBHNTe npednocmacku 3a ycnex.

Wnuyuarupata Moxe ga ce PasPbpHe H Aa Ce MooLIpsBa Upes Goee-

PUG OMZOGOPHOCM, 63AUMHO pa3zbupane “ mpenuposKu (yipaxkHe-

Hus). Jeuenmpanusauusama CTUMYJIMpa UHMIMaTUBara, Korato Wa-

MCPpcHusITa Ca CHO POpMysMpann!

9. Komangupbr tpa6wa ga ObAe IpUMep 3a AocTOMHO Mm YeCTHO

HOBCHEHME, KOCTO BOJIM AO M34urane Ha HeLOBUA aBTOpUTeT M OCH-

TyPsBa MopaJl B NOBEJEHHMCTO Ha BCHUKM yuacTHuun.

10. W3nenagata e ocnopa Ha paz6ucanemo Ha LMPOTHBHUKOBaTAa

MOHOJHTHOCT H MOE Ja AOBeAe 10 pesyataTn, HaLXBbPJIAINM OUaK-

BanuTe. M3Henaga ce roctura upes: 6spsuna, CKPUTOCT, BbBeEK ane

B 3a01Y KFeHue.

1. Curypyocrva ypenuuapa cBoOofaTa Ha jelicTBue, KaTo orpa-

HHMABa 3alaXxuTe CpeILy MUHA CbCTAaB Mt WesIMte Ha orepaljusata.

Curyprocrta ce nocrura 4pe? aKTUBHM Ht TacuBHu HeHCTBUA 3a j10-

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OuBaHe Ha MHMOpMauMA 3a MIpOTMBHUKa, NpPOriosupane u pe OTB-

paTaBane Ha HeroBuTe HaMepeHMs.

12. Upocrute mmanope WM ACHUTe 3amoBe/H CBEXK aT 0 MUHH-

MYM Hepa30upaliero mu rpemKure. :

13. EquHcTBOTO Ha KOMaHABaHETO Ce ONTHMU3Mpa Ype3 UpUia-

Pave Ha npunuuna 3a HeroBata Henpexscuatocr. CtpyktTypata Ha

cucreMaTa M Ha KOHTpoONa e depapxuuna. BUCIIMAT KOMaHJell op-

TaH OpraHusupa CAMHHa MpoleAypa Ha KOMAaH/BaHe u avumepHa-

MUGEH eNageH Wao 3a LOCPelMaHeTO Ha M3BbHPeAHH ONepaTUBHM

oOcrosTescTBa. YciexbT Ha OllepallMNTe Ce Hamavinea 6e3 enMH-

CTBO Ha YCUJIMATA, Ge3 eNMHHa JOK'TpHHa 3a JelicTBue, 6e3 cerpys-

HHYECTBO H JOBEpue, b€3 CTAHapTH3aMs OTHOCHO TEXHUKa H JOKT-

puna.

Te3u OpwayMim we ca a6coMIOTHH, HO TexHUTe BL3IpHeMaHe

TOApeK Mave 0 3Ha4HMOCT Cb3/laBaT NPEONOCMAGKL 3a YCUELIHOTO

peaM3upane Ha CbBMeCTHUTe onepauuu.

Onepaummre, pa3sIM4HH OT BOiHa, W3HCKBaT Ipwlaraneto Ha

cheyuguunu Npasua 34 TAXHOTO OpranM3anpake uM opoBexzare,

KakTO uM 3a yHorpedata Wa oppxue. Henure ce MOcTaBSAT OT NONUTH-

ueckuTe BulacTH. Hy2KHO € MHOFO ACHO a ce (OpMyUpa KaKBO OM-

pewensa ycuiexa Ha oneparusata!

Mpouecht Ha MHTerpupaneTo Ha HalMoHaMuTe POpMUpOBaHs

B CTPYKTYPHTE Ha MHOZOHAUUOHAAHUME CUAL OOXBAIIA BCU4KU CPe-

pu Ha BOHCKOBUS XKUBOT!

4. COUMAJIHO-TICAXOJIOTMYECKHM OCOBEHOCTH

HA HOJTOTOBKATA HM JEMHOCTTA

HA MHOTOHAIIMOHAJIHHTE BOEHHH ®OPMHUPOBAHHA

licuxonormueckara XapakTepHcTuka Wa MHOLOHalMOHaTHNTe

ouepauun (Multinational Operations) [MO] 3anucu oT ocnoenua

Model Ha OplraHH3zallMa WM KOMAaHABaHe Ha CMIMTe Cc TIpOMeHJIMBa

CTeNeH Ha MHOPOHAaLMOUAasIHOCT:

68

Te

@Ourypa7

Mogen

Haun Ha

opmMupane

Xapaktep na

KOMaHABaHeTO

IIpm0

uHterpHpane

,.fponopyuonaino

yuacmue™ B MHOTOHAallH-

OHAJIHHTe CTpyKTypH c

HallMOHaJIH KOHTHH-

reuTH

Hanno BHTerpupaHy pb-

KOBOJCTBO H WIa6oBe. Ko-

MaH/MpHTe Ha MHOTOHa-

IMOHAaIHUTe (opMupoRaHHA

ce Ha3HadaBaT Ha pomayuo-

Hen MpuUHYUN

JipyHaryo-

HaslHH

,,Pasen npunyun™ Ha

yuacTue B MHOTOHaLlio-

HasIHMTe CIPVKTYPH

IILNHO HHTerpHpaHo KO-

MaHyBaHe

Crpyktrypa oT

THMa Ha ,pam-

Koga Ovpocasa\*

Crpyxktypa THM ,,PauKko-

ea Ovpocasa~

MuoronalonasiHute CHIN

ce @opmupat B cTpaHata

TOMAKHH H Ce PBKOBOLAT OT

Hem opuuep. Crpanata

AOMakHH onpenesa: opu-

ep PbKOBOANTE! Ha CH=

NMTe; KOMYHHKAauHOHHaTa

pamxa. Ta ocHrypaBa npe-

oOjlazaBalata YacT OT WHW4-

Hua cLcTaB. PaSoTHHaT e3uk

€ TOSH Ha CTpanaTa 2OMa-

xuu. IJa6uute npoveaypu

ce Oa3HpaT Ha craHmapTuTe

Ha HATO, Ho ca BB3-

IIpHeTHTe OT CTpaHata Jo-

MaKHH

YcelmIHOTO Wjanupave MU OCbINeECTBABaHE Ha MHO2OHAUUOHAA-

Hama onepayusa © CUOXKEll UM TPyAOeMEK porec. He6aroupusrHo

BJIMAHUE BLPXY OPraHusupave'ro MU MPOBeEXLaHETO Ha MHOZOHAUUO-

HAAHAMA ONepauuA OKAasBaT CHeAUMTe @akmopu: a) HeLOCTAThUHO

BpeMe 34 NOATOTOBKA H MiaHupaue; 6) HesOCTATBUHO KOJIMYECTRO U

KavecTBO Ha UHOpMalMaTa; B) pasmMdeH TeMnepaMeHyT; P) pass1u4-

HO KauecTRO Ha OG yueHHe Ha BOMCKUTE; 1) C3MKOBM pa3sIM4HA.

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MeTogukaTa Ha MOATOTOBKaTa WM y4acTHeTo Ha DeurapcKata

aPMUSI B MHOTOHALHOHa/IHHTe BOCHHY POPMUPOBaHUA — yueHUTa B

paMkuTe Ha uporpamata ,, lapTHbopcTBo 3a MHp“, MHPOTBOPuccKH

onepalwn (onepallHu To NoAA'bp2xKahe Ha Mupa) e WoApoGHoO onuca-

Ha OT TeHepas-neittenant Huxona Kone (23, c. 25-31), KakTo 4 B

pesmua gokyMeuTH Ha TIM wa BA u riapyure Wa6oBe Ha Buyjopetre

BbOPbhKCHH CHIU.

Tipu MosToToskKata M yuacTueTO B MHOTOHAalMOHAaNHUTe BOeIINE

(OPMUPOBaHHA Ce OTKPOABAT PeEAMWAa COUUGAHO-NCUXO/OCUNECKU

npoolemMu:

|. AcHo onpeflesiaue Ha cTaTyTa Ha BLOpbhKeHNTe CHM pu

Tipe6uBaBaHeTO UM Ha YY KAU TEPUTOPHH: rpaxalicKaTa W Haka-

3aTeHata IOPHCAMKUMA Had JIMUHMS CbCTaB Ha M3lpalawure

cTpaHu, KoraTo ce HaMMpa Ha TEPHTOPUATAa Ha cTpaHaTa JOMa-

KH; TpPaH3HTHOTO DpeMMHaBaHe Ha BOMCKUTe Ha u3npamaljure

CTpaHH Ipe3 UNH Hal TepHTOpuATa Ha APY AepxRaBU NO META

MM 3a CTpaHata, JOMaKMH Ha yueHueTo. Te3H npoOnemu ounpar

Hali-Reve JO pellleHuaATa Ha WpaBMTeCTBaTa 3a IpesqocTapsHe Ha

BL3TYIEH HH CyXONbLTeH KOPHAOP, KoeTO NOHSKora Lopaxjla

MHOrO HPOTHBOpeUuHa.

2. Harmaca 3a 3agpy2KHa CbBMecTHA paboTa (cuHepeus) B CbCTAa-

Ba Ha MHOrOHAalMOHaJinMtTe WadoBe. Takaga Harjlaca Tps6Ba ja

ce Cb3aBa Olle B HavasIOTO, KOraTo ce ChryiacyBaT pes IOKeHU-

aTa 3a MHOTOHAI|MOHAJIHUTe BOEHHU PopMupoBaHnua. Ho3sMTHBIIa-

Ta Harlaca 3a B3aMMHa paboTa Tpa6Ba fla ChIbTCTBa YYACTHUL-

Te NO BpeMe.Ha Lesa Npoyec Ha Wlanupave, opraHu3MpaHe u

IIpoBe x jaHe Ha ChBMeCTHHTe JelictBug. BsauMHoTo pasOupatel-

CTBO TpaAGBa Ja JOMUHUPA Iipu olpese ave Ira OTTOBOPHOCTUTE,

CpokoBpete 34 U3paGoTBaHeTO Ha HEOOXOAMMUTE JOKYMEHTH OT

WWaHupamata rpylla, Ompeye/isHe Ha CbCTaBa Ha PbKOBOACTBOTO

Ha MHOTOHAalMOHasIHUTe BOCHHK POPMHPOBAHHS, Ha Mlanupalyy-

Te KoHepeHIMN (npedeapume.uia, OCNOGHA, 3aKUOUUMeAHA).

Oco6eHo ca HY KH B3aMMHOCTTA H MCHXMYECKAaTa CbBMECTHMOCT

up pa3pa6orBaHero Ha CheLMbuKauMaTa Ha YUCHMeTO, KOATO cc

ABABA OCHOGEH NAAHUPAU, COKYMEHM MU COCopPXKA: W3UCKBAHUSTA,

MOCTaBeHHMTe Meu, 3afasuTe, KOHIEMNUATA, OOxBaTa, H3HCKBa-

HUATa KbM BOMCKHTe, NONMTHYECKUTe H3BOAN HM cnorogzou. Ha

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SE

TexHus ou ce paspa6oTBar ClUCHapusAT M OMHAHCOBATA oGOCHOB-

Ka Ha pa3sxOMMTe, 10 KOTO CbIILO TpAOBa a UMA EAMHCTBO. Oco-

6eH aKI[eHT Ce HOCTABS BbPxy paspaooTBaHeTO Ha CIE AHUTC pas-

meu oT cneuug@uxayuama Ha yueHuemno: W3UCKBaHMA HO Onepa-

TUBHaTa C’bBMECTUMOCT; HHDOPMaluA 34 MUCHATAa; MCMOpaHAYM

ga pa3OupaTesICTBOTO; M3HCKRAHMA 34 MepHOAMANOCTTA Ha KOK Ja-

autre 3a XOfa HA HOATOTOBKAaTA H pesy/TATHTE OT MPOBCACHOTO

yuelne uv Ip.

34 MOCTUraHeTO Ha B3aMMHOCT, CbTpyJHMYeCTBO M CHHeprust

IIpH MOATOTOBKala HM MpoBex/aleTO Ha YYCHUATA € Hy2KHO ACHO

qa ce pasGupa HHpopMalluaTa B XPOHOMOTHYEH ped, KOATO Ce faba

B OTgeHM aneKkcu. Hanpumep: opraHv3alMOuHO-WaTHa CTDYKTY-

pa (A); pa3y3Hapatie (B); yea 4 3aqaqH (C); onepanu, JetuocTu

(D); geticraua na BMC, Mopcku onepayun (E); nelictBua Ha Cy-

XOMbTHM BOMCKH, CyXONDTHH OMepauMu (F), Helicrsua Ha BBC,

BE3SAVWHM onepanmn (G); AecaHTHu, am@uOuiiuu oneparnn (BH);

waGOJeHMe M KOINTpO.l Ha MopcKHTe TIpewosu (1); onepayun 3a

JIMKBY/[Mpabe Ha MOCIeCTBUATA OT aBAPUM B AEL (J); paguoese-

KTpoHHa G6op6a, Boltia (K); ncuxouorMyeckKH OUepalnn (L); Gotan

AeiicTBHA C W3IO/I3BaHEe Ha OOHKHOBEHH CpeACTRa 3a MopasaBane,

KOHBeHUMOHaTHa Boliia (M); MaTepHasIHO-TEXHU4YCCKO, THJIOBO Hi

MeJUUMHCKO OcurypsBaHe (N); H3UCKBaHisa WM UpaByyia 3a CHIyp-

Hoct (O); Bpb3ku c obmectBemoctra (P); u310J13BaHe Ha NO3HBHM,

WMpu w curvannn TaG MUM (Q); pasMoeseKTPOHeH KOHTPOT, ONCH-

Ka M foKIayRave Ha pe3ysTatute (R); Wanupamo pasliMcanHe,

llan-KaneHsap Ha Meponpuatuata (S); "papa 3a7b/LKeHA Ha

PPKOBOACTBOTO Ha yueHneTo (T); upaBa HW 3a LJDKeHMs Ha TOCpeA-

lmuure uv obunepute 3a cuph3Ka (U); MeponpuaTHsa 3a OTa3BaHe

Ha okouiHaTa cpega (V); opraHM3salaa U CbTPyAHUYECTBO C MECT-

HVTe BACTH M APYrM rpaxk/(aHcKU opranusanuu (W); MepOlpusi-

THA 1O XUMHYeCKOTO OCHrypaBane (X); yKa3aHust 3a HOAKpenata

Ha obuuuasmure BaacTy (Y) H MH. [[p. 3a a Ce MOCTHTHE T0-BHCO-

Ka CTCHCH Ha B3AMMHOCT Ha yuaCTHHUMTe B MHOPOHalMOonalinn

BOCHHM POpMUPOBAHUA, ce MpesOcTaBa UH@opMaNMA 3a o6o06me-

He Ha W3BOAMTe OT UpegvmAH yueHus (BB).

3. TlyGauunata MHOpMalMa BbB BPb3Ka C MOATOTOBKATA M jeu-

CTBUATA Ha MHOFOHAlMOHa/IHMTe BOeEHHU POpMupoBaHMA ce C'bOO-

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passka c nomuruKkata Ha HATO, Menuituata nouuMTHKa Ha jI'bpxKa-

BUTe YUACTHMYKU, U3MCKBAaHHATA 3a ONepaTHBHA CHrypHOcT, ocobe-

HOcTHTe Ha yYeHNeTO. OTTOBOPHOCT 3a NIIoOpMUpaveTo Ha OOIecT-

BeHOCTTA HOCH PBKOBOAMTCIIT Ha YUCHHETO, KOMTO e IpeyicraBu-

Tel Ha AbpxKaBa, wienka Ha HATO, a Koravo yueHnero ce NpoBex-

Wa u3sBpbH HATO, AbpxXapatTa OMAaKMH OMpesesa cepskoeodumen

Ha yueHneTo). U3rpaxga ce IpecueuTbp, KouTo uma clleqnata

cmpykmypa: KOMaHTHa CCKIIMA, CEKUMA 3a pabora c Mej\MuTe, CeK-

UMA 3a BLTPeliHa MHOpMalINs, AIMMHNCTpaTMBHA CeKINS.

Vudopmauna 3a cbcTaba W CTpyKTYpatTa Ha BOMCKHTe, KAKTO HW

MACTOTO M BPEMETO 3a IIpOBexK ane Ha YYCHHETO Ce OFacMBaT He

110-KBCHO OT 6 Mecela IIpeyH HavaOTO Ha yueHHeTO. YBeJOMABAT

ce H Ce KaHAT HaOMOsaTeIM AOPU KoTaTO YMCTeHOCTTa Ha JMGHHA

CbCTaB H OolivaTa TeXHuKa Ca TIO, yCTaHOBeHMTe Mparope B T. Hap.

BueHcKH [OK YMeHT.

4. EsukopaTa NOZTOTOBKa Ha OuleEpCcKUA CbcTaB 3a ehbeKTUBHA

KOMYHHKalld C y4UacTRallTe BOHCKH. OTKposmRaT ce CIE THHTe npo-

OAEMU: OPUL|EPCKMAT CLCTAB M0-Jleclio ce clIpaBaA C H3M0N3BaHeTO

Ha cTaHapTu3npann (@opMaAUsoesaHu) OKYMCHTH, (baKCUMMJIHU

allapaT M WepcOHaJIHM KOMIOTPH, KOUTO yAeCHABaT KOMYHHKali-

ATa; T1O-TPyHO Ce OCbINCCTBABA KOMYHUKAaMatTa, Kora'ro ce o6iLy-

Ba YCTHO, NO pawMoTo wm No Tese@ona. Ta3n ocobenoct Tpa6Ra Aa

ce OTUUTA CIPUKTHO Ip aBHAaWMOHHUTe YYeHMs WIM Ipu yuenuata

C USMONSBaHE Ha ABMALMs, KBj[eTO oOcTaHoBKata Obp3o ce U3MeHs.

AHYIJIMHCKHAT E3HK € BH3IPVeT KaTO cTanapTen B HATO, Mexszy-

HapogHaTa Oprahv3allua 3a PpaxkyzancKa apnanus (ICAO), Mexyty-

HapoguatTa MopcKa oprayusalusn (IMO), nopanH KoeTo opuuepuTe

TpAGBa 1a OTTORApAT Ha M3HCKBaHMATA Ha CTAaHjapTH3alMOHHOTO

cuopa3yMenne STANAG 6001.

5. KyJITypHH, e€TIMUYeCKH, PeIMTHO3HU MW MOAMTHMYeCKH pazJin-

una. Te MoraT fa JOBeTaT HO HeopasyMeHUA M 3aTPyAHeEHUs 10

BpeME Ha CbBMECTHUTE AeliCTBUA Ha. MHOTOHaUMOHAJIHUTe BOCHHU

dopmupopanua. B Konreruvata 3a HallMonasua curypHoct Ha Pe-

ny6smka Braap OcBeH TOBA AKIEHT ce NoctTana wna pazlMunsa

OT APY! XAPAKTED: UHCMUINYUUOHQAHU PABAULUS; PABNULUSA 6 Pae-

HULYEMO HA KUGOM U 6 COuecmeeHama nNpakmMuUKa; pazluueH cma-

myc Ha cmpanume 666 GOeEHHO OMmHoweHue (5, 41. 12).

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Konsukrure B Ta3H Cibepa Morar Aa ce u36erHat, KoraTo JIM4-

HUST CbCTAB OT BHOPLAKEHMTe CHAM, TIPCOMBaBaL Ha TEPUTOPUATA

Ha CTpaHaTa JOMAKMH, Cla3Ba CTPHKTHO HelinutTe o6MuaH, 34KOHH,

TPAAUUMH, a JMYTMAT ChCTAB OT CTpaHaTa JOMAKHH Mo3HaBba HW YBa

Kaba KYJITYPHMTe, CTHMYECKUTE, PEAMTHOSHUTE W NOJIMTHHCCKUTE

pasIM4Hs Ha [bp%XKARNTe, YHNTO MpeACTABUTEeIM Ce ABARAT BOCHO-

CAYKeMMTe OT OCTAHaMTe POPMAPOBaHHs,

6. Pasnuuua B opranu3aluata Ha paboraTa B MHOrOHalMoHnas-

Hute wa6ose. Ha npakTuKa BCHYKM Te UMaT CAMHHa CTpyKTypa

ycTaHoBeH pef MO cTaH/lapTHTe Ha HATO. Hesopa3yMeHusiTa B

Ta3u oOJlacT MoTaT Ja ce H36erHaT, KOraTO BbRB BOCHHUTe yAMJIM-

Ula M BOeCHIIAaTa aKAAeMHA Ce U3y4aBaT BCMUKM MpOUcAyPH IO neli-

HOCcTTAa Ila MHOroHalMoHasHuTe mWa6oKe. BunmManne Tpx0Ba fla ce

oObplle M Ha COMMAMHO-CUxoOrMuecKkata armocdepa B MHOLoHa-

Uvonansure ma6ope. AKUCHT TpAOBa ja Ce MOcTaBH Ha peAMMAa

BbIPOCH, CBLP3AHM C M3/[MpBalle M CHacaBaHe Ha OeCTBAILM CKH-

TaxKH, CAHKUMM U eMOapro, 3a6paHeHM 30HH 3a NOJETH M Tabane

Ha KopaGu, TpaHcilopTupaHe M CTOBapBake Ha TORAPU, aBHOMCAM-

UMHCKa eBakyalia.

J. Yuactuero Ha BOCHHOCJTYKeUIMTe B MHOTOHATTMOHAJIHH BO-

CHHM POPMUPOBAHMA € MSTOUNMK Ha HesaGpaBMMH M HEMOBTOPHMY

pe KHBABAHMA M BUeVATCHUA: YCTAHOBABAT Ce HOBM KOHTAKTH,

HOBM 3allO3HAHCTBA, HOBH MpMsATeJICTBA, 4 Te Ca M3TOUHMK Ha AOBE-

pe, curyploct u pas6upatesicTBo. Te3H yYeHHa YecTO Ce ABABAT

i ONAaPOMpUATeH MOTHB, CTUMYJI H COMmalHa LOAKpena 3a WO-Ha-

TAaTbDIuvatTa Kapvepa Ha OPMUEPCKUA CbCraB, Nopay[M KOeTo ou-

Lepure KaTO IpaBMio Ca CHJTHO MOTHBM pan a YUACTBAT B MOATO-

TOBKara H LelicrBMsiTa Ha MIOroHaMouaJTHM CHJIM. M3BecTHo €, 4e

cTpalll, KOTO CM CbTPYJHMYAT HM NpOBeX at 3acAHO BOCIHM Y4C-

HAS, UO-PHAKO BOIOBAaT HOMCXK/ty CH. YYeHUsTa Ha MITOrOHanMo-

HATH BOCHHM POPMHpPORAHHA Ca MO3SMTMBHA opMa Ha MExX-

AY Lbp Xabi OTHOMEHMA. YUacTHeTO B TAX € HOBA Bb3MOAHOCT 3A

CbTPYAHMYECTBO M B3AaMMOACHCTBME RB NPOMCHAULLA Ce rio6aym-

3Upalll Ce CBAT, PaIKPUBa HOBH TepClieKTHBU B YCTAHOBABAHCTO Ha

IIOBMUA CBETOBEH Ped.

5. TPAHCK YATYPAJIHH ACHEKTM HA BOEHHOTO JIM EP

CTBO

VM MOBENEHYECKUTE MOJEJIN HA CYBKYJITYPHTE

VW HEBEPBAJIHATA KOMYHHMKAUHA

Onepatiuute, pa3IM4HH OT BOIHAa, Ca CBLP3aHH C TpaHcKyJITypa-

JI€H MOK, ThPaHCKyJITYpasiell KOHMIMKT U TDaHCKYJITYpaJicH KPM3Hc,

KOMTO OGa4ue WJM HE Ca OTPA3CHH B PbKOBOAHNTe JOKyMeHTU Ha HATO

Wu Ha BbpnrapeKara apMus, WIM 1K MHOpMAaLlMATa 3a TAX € OCK'LANA.

Bee ore mMpo6sieMute 3a ,,KWuIlypa/IHaIna epzeOHOMUKA™ Ha BOCHHUTE

ollepallu, ocoGeHo Ha OMepallMUTe, Pas HUH OT BoliHa, CH OCTABa E71

OTKPUT, MaJIKO HeM3cJle/[BaH HW Hepa3perten mpo6mem. KomanjMpute,

YUACTBALIM B OMepalluuTe, pasIM4HM OT Bola, He paswosaraT c 10-

CTaTLYHO HHOpMallla Mo TpaHCKy.ITypasHMTe WM CyOKYyJITypaJInMTe

AaCHeKTH Ha ONepallMute, paz/iM4Hu oT Boltua. Madopmayusta B Ta3H

oGulacr € OCK'bAHA, JIMNCBAa M CHCTeMaTu3upaHa OOMSHa Ha OLMT B Tasvt

o6acT, KOeTO OKa3Ba He6JarOnpuATHO BMA BLPXY KAaYeCTBOTO Ha

TO/TOTOBKATA Ha VUACTBALIMTe CUI WM Hali-Beye Ha KOMaHAMpuTe u

ma6opete. YuacTHuuMre B ONepalli, pasyIM4HU OT BoliHa, WMaT HYy2K-

Ja OT CHEMMaM3UpaHv 3HaHMs, HABMIIM M YMeHHA lO KMHeTUKa TIpOK-

CeMHKa, 34 Ja paslosHaBar ‘IPaHCKYJTYPaJIHHTC pa3JIM4MA B TOBe/e-

HHETO Ha XOpaTa M TOReAEHYECKUTE MOE Ha CyOKYJITYPUTe He-

pep6amHaTa KOMYHUKaUWa. CnelHaslu3upanit 3HaHs, HaBMI WM yMe-

HMM OT TaK'bB XAPAKTep Ca HCOOXOAMMM Ha BOCHHUA JIMep, 3a a ys10-

BU BUAMMOTO, NOBbPXHOCTTa Ha CUTYaIIMUTe, B KOMTO ce HaMupa,

OTTaM Ja IIPOHMKHE B CbINMOCTTAa U JbIOOUMHAaTAa Ha UPOWeCcHTe HM AB-

JleHuata. Te3v paziwuus AMaT MHOTOcTpaHHa OOYCJIOBCHOCT: KYJITY-

pasHa, COUMAHO-TICMXOJIOTMNeCKAa, CTHHUECKA, MOJIMTHUeCKAa, MKOHO-

MHUeCKA, JHUHOCTHA, IICHHOCTHA, MMpOrviejiia, CeMeliia, Bb3pacToBa

mpodechorlasia, e34KoBa, feorpadcKa, o6pazo0zatesHa Hi Ap.

5.1. OnepauHute, pa3JIM4HH OT BOitHa,

HM MOjieJIMTe Ha CYOKYITYpHtTe Ha yaacTHHyATe

Wi Ha J{bpPKABHTE, K'bCTO Te Ce BOAT

HesyuuMaHieTo KbM [pyrata KyATypa H HaTpanBaHeTo Ha KyJI-

TYPHU OPHCHTUPH BLPXyY Hal|MOHaJINATA KYJITYpa UM KaYeCTBOTO Ha

HOPMH Ha NOBe ene Ca U3TOUHNK Ha YOREIIKU Tpares Mu. Hepa36n-

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<<

paHeTo Ha CbINHOCTTA Ha HALMOHAIUIMTe pas MA uM MrHOpupane-

TO Ha Hal|MOHAIHUTe OCOGEHOCTH UTpasT AAA POT 3A pa3zilasipa-

HeTO Ha TEKKU, Abr M OCTPH MeK/lylalMonaJinK KOHQJIUKTH.

Onepauunte, pa3.1MTHM OT BOMHAa, KOUTO Ce HpOBe wat OT Kpas Ha

XX Bek HacaM MU WOKa3BaT, Ye IPM TAXIIOTO IWiaHHpave HM OpranusH-

pave € Ily2KHO jla-ce NOCTaBS aKIeHT Ha TPagsMIMOHHAaTa KyJITypa

cyOKyJITYpUTe B CTpanaTa WIM pervora, KBACTO Ce BOAT.

Tepmunute Kyirypa u cyGKyATYpa B TAXHOTO C'bBPpCMEHHO 3Ha-

weHMe Ca CPABHNTENHO HoBU. Kysrypata (mat. culture — Bb3iIMTa-

nue, O6pazoRnanue) ce pas6upa KATO ChBKYIHOCT OT cuoco6u, MeTO-

JM, HOXBATH HW HATHHM Ha YOBeIIKUTE MaTrepHalTHa H jyXOBHa Deli-

HOCT, OOCKTMBKDAHH B MIpeAMeTHTe, MarepuaJIHHTe HOCUTEJIM (cpea-

cTba Ha Tpy la, 3HallH) MU Wpesapalin Ha CJley(BalMTe noxomenus (39,

c, 146-147). Kysrypava Upe/{cTaB.idBa ChBKYLHOCT OT MaTepHaJIHu

Vi [YXOBHH MPULOOMBKH, CL3Lay[eHM OT TOBEYECTBOTO B uporeca Ha

HeropaTa OOIMeCTBeHO-HicTopmuecka LpakTHka. Cy6xyiTypata ce

pa36upa Karo HOKyATypa, KOATO MMa KOHKPCTHM HOCHTEJ HW COLTH-

ania 6a3a. "Icuxonoruata ce uNTepecyBa OF KylITypaTa KaTO M3

OUHMK WK Kato IpOAYKT Ha YOBEWIKO UOBe ACHE, KATO HAMMHM Ha

napBaHe Mt jlelicTBaHe, a Te Ca TBbPe PasIMUAH to cpeta (9, c. 557-

563). Kynrypaute pakTopu Tps6pa Ja ce MMaT IIpe{BH7I M IPH BEp-

6aNHOTO, uM IpH HeBepOaTHOTO OOLLyBAHE. Tipu nogroropkata uw y4a-

cTHeETO B ONepalluuTe, pasIM4HM OT BOMHAa, € BAKHO Aa CC 3Hae, Ue

pefqula \*KUTelicKM Hella usrvieaaT PakWkasHO passM4HH B pa3-

MUHUTe KYJITYpM H € HYXHO B PaMKUTe Na MY JITHHAalWOuasHATe

BOMCKM Te fa ce pazOupat DO e7MH M CIT Haye. Boenuwre JIMaepy,

yuacTBallW B Olepalwu, paziHaH OT Boltua, TpaGBa Ja oOpbliat

BHUMAHHE BLPXY MHOPO HeUla: KAKBH KJNOYOBM BbUPOCH Ce 3a)aBaT;

Kak Tpi6ba fa ce opMyIMpaT, KakBH TeMH Tpi6Ba jla ce M369rRAaT;

HAUMBUTe 3a CLOMpane Ha HHQOPMalWs BB BCAKA Ky/ITypa, TPOWS-

THYAIMTe KOHQMKTH OT KyJITYPHO pasJiMqHW HaracH KM Bpeme-

TO M MpOcTpaHCTBOTO; E31KOBK 6apuepu.

Tonemure C1OKIM OSIHOCTH MMAaT MHOPO KyJITYPH (cy6xy aTy-

pu). Mogepuara lcuxoorud W3y 4aBa KYATypata ¥ OT ricqHa. TOU-

Ka Ua HCUXO3HTe, KONTO 3aBMCaT OT CTpyKTypata Na Ky Ty pata.

Hcuxonoruata o6pbila BUMMaHHe BbPXy TOBA, Te onmpefemenu cop-

MM Ha TIOBEJeHHe, CMATAHM 3a NaTOJOrMGHH B CAM o6mectBa, ce

75

UpMemat B Apyru. Crapa AyMa 3a HOpMaTa B Licuxouoruata. TBEpse

aKTYa/Ha 3a HalllaTa CLBPCMCHHOCT € TpaHcKyJITYpasHata WpoGue-

MaTHKa Ha TpeTUpaneTo Ha TICHXOCOMAaTHUHUTE 3a601 RAHM MW OO-

BEJCHYCCKHTe Pa3sCTPOHCTBAa B PaSJIMUHUTe OOWECTBA.

MHOoro BaxKHO € BOCHHUTEe, HOJMTHYECKUTE H bPKABHUTE JIH-

ep fa pa3s6upar xapaktepa Ha cy6kyTypuTe B {bpxKaBaTa, B

KOATO Ce 1powexyaT OUepallMNTe, pazJIMUllM OT BONA. Korato He

ce pasOupaT cyOKYyJITYpuTe B CfHa Abp2%Kawa, TOraza jopu Gecrsa-

IO NpoBesAeHUTe BOCHHM Ollepaliuu ce O6e3CMUCIAT, 3ALOTO BMeC-

TO qa HOCHT MUP M XAPMOHMS B OOMIECTBOTO, TOpaxkaT HOBM KOH-

QIMKTH HW Mex~yocobnuL.

J[pa 1puMepa:

JTepeu npumep. Boeuuute TelictBuad Ha pycKata apMua B Adra-

HUCTaH Tpe3 80-Te rojquHH Ha XX BeK OTHEXa KuBOTA Ha Hag 13 000

PYCKH BOCHHOCIY Kel (10 HAKON JaHHH Has 15 000, Ho He AOHeECO-

Xa MUp Ha abrauucranckua Hapog. AdranucralcKoTo o6mectso e

pa3yqeseHoO Ha pa3zJIMYHU TIO XapakTep cy6KyATypu, KOHTO ce 13-

TpeOsar uoMexK Ay cu. Cileq BoeHHUTe onepauuH Ha HATO 8 Adra-

Huctan pes 2001-2002 r. me ca wyxHH HoHe 10 rojjuHu Ha He-

IIPCKCHAT MHD, 3a a MOXe Na ce W3BeKyRAT bIGOKUTe TPaBMH OT

MallaOHaTa paspyxa Ha crpaHata, Tpasdla MeceTueTua.

Bpaxgata Mexay cy6xyTypute B Adranucran, upoyboKna

mopeye oT 20 roxMHU, WMa yxKaCcaRallIM NCHXOMOrM4eCcKH Tocse-

AMI:

— NOCTTPaBMATHYCH CLPec, UOPOJEH OT TLITOTOAMMNAA rpax-

MAaHCKM KOHJIMKT; \_

— TICHXOCOMATHULIN 3a60JINBaHNg;

~— LPUCrpacTeHOcT K'bM X€POHHA, lapKOTH4HAa 3aBMCHMOCT;

— EMOLMOHAJICH CDUB; .

— Ticuxosloru4ecko Opeme oT Mu3epusata, Ge3spaboTunata, J1MLUCca-

Ta Ha MUHMMaJIH CpeACTBa — 3a C’bUeCTBYBaHe, 3a HecnocoOHocttTa

4a ce M3Kapa Wpexpatiata;

— CTpax OT HACHJIMETO, MMHUPAaHUTe 301IM, HOMONTE, ATEHTATHTE,

eCK3CKYUMUTC, MACOBUTE IIPeCJle4BaHHUsI, IIDHHYMTeJIHMTe H3ceJ1Ba-

HUG;

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— AYIMeBIM pascTpolicrRa, IpeAMSBUKAHM OT TeAKUTC pany, aM-

nyTalMute, o6ex06paseHUTe TPyTOBe;

— arpecua, aBToarpecus, CYHUM;

— HeEB@XKECTBO UH HeETpaMoTHocT — HeooOpa3z0BaHH Tamu6aHcKu

MOJLIM Ca BHYWABa/IM HOCTOAHHO Ha XopaTa fa ThpCaT CllaceHHe

OTTOBOP Ha JYWICBHUTe POO eM NpesMMHO B MOJIMTBHTE,

— He3afOBONUTe Ha MeCAMUMHCKA, ICUxosorMuecka WM MCMxuaT-

puna NOMOIL;

— 3ary6a Ha CMMCHJI 3a AKUBOT.

Bmopu npumep. B kpas Ha XX Bek BOCHHH Oepallul ce JIPOBe-

joxa oT HATO ua repuitopuatTa Ha lOrocaBua, 10 TaM CBINIO He

HACTHIIM XKEJAUUAT MUP, & HAKOM OT KONMIUKTHTE WlaMBaT C TOBA

cusa.

Cy6xyarypa (aura. subculture — OyKB. nOAKyATypa, KyJITypa Ha

OTAe AHA rpya, o67act, [bpxKaBa, HAMA, OTACIEH CTHOC M AD.; cy6 -

UDPBa ChCTABHA YACT. Ha CIIORKLUM LYMU, CbC 3HATCHMC Hoff) e KaTe-

POPU C IAKOAKO OCHOGHU 3HQUEHUR (39, c. 336-337):

murypa 8&

“TpajMWHOHHa HallonayiHa KysiTypa

(qppxabia, HapojWHa KyTypa)

| Cy6kytypa Ha

oTyenua rpyma kato

oco6eHa GopMa

| Ha opraHusallaa

CyOxyatypa ¢ Cy6xysrypa ¢

HOSHTHRCH XapaKTeP lleraTuBeH XapakTep

(ipodectionastHO (WeAMHKReH'THa Ky-ITypa,

MMCJIeHe, npecTEmHa KyATypa,

- (anrepHaTHBla

KyTypa-Ha mpodecno | KOHTpaKyJTypa)

HasHH rpyiH) KysITypa)

Ippso 3Hauenne. TpancbopMupana oT HpodbecuoxasHOTO MHC-

meHe CHCTeMa OT DCHHOCTH 1a TpaMuMOHHaTa KyJITypa, TOJYUa

croeoOpasHa MMporvieqna oKpacka. Kato mpaBulo TA Ma NOSMTH-

BeH XapakTep, 3arlloTo, TakaBa CyOKYyJITypa Bb3HMKBa KaTO TO3H-

TUBA PeaKUMA Ha COMMAJIHUTE WH KYJITYPHUTC noTpe6uocru Ha o6-

IIe€CTBOTO.

“77

LL ——\_ -

Bropo 3HaveHne. CEBKYNHOCT OT HAKOM HeraTuBHO MHTepiipe-

TUPAaHM HOPMH M WeHHOCTH Ha TpagHuMoMuata KyTypa, PyYHKWHO-

HUpaila B KAYECTBOTO Ha KYJITYpata Ha LIpecTblmHus CON OT OOmIe-

CTBOTO (J@JIMHKBEHTHA, Mpecraiba NogKyTypa). JemmuKpeuTuata

(aat. delinques — upecrpuank) cyOkylTypa e HeTaTMBHa peakuua

Ha CbINeCTBYBallatTa COlMalla CTpYKTypa M TocnoscTBallaTa B O6-

iuecrBoTO KyJrypa. Hocuresm Ha TakaBa Jl@JIMHKBCHTHa CyOKyJI-

TYpa MOxXKe Ja W3pa3qBaT Halt-pas/IM4HN COIMasHM OOWIHOCTH: eT-

HMYeCKH TPYNH; PCJIMIMOSIIM CEKTH; MilafexKKM OpraHH3allMu; 10-

JIMTHUECKM MapTHu, OplraHuzallun MW MHCTHTYOMM; TepopucTHyHH

OpraHu3alluu; IpecTLHHY PTPyNUpOBKH (MOA3eMeH CBAT); MapruHasi-

Hu oOMWHOCTH (Jat. marginalia, margo, marginalis — rpanuua), KoU-

TO Ce HAMUpPAT Ha PpaHUlaTa Ha YOBEIIKOTO CbINeCTBYBalle; OM3HEC-

IPYMMpPOBKH (ceHYeCTaTa HKOHOMHMKa); HAKOH rpyuu oT evra, Ap.

VmeuHo lpefscrapuresiute Ha TakaBa /[CJIMHKBCHTHa cyOKy.ITypa

B3PHBABAT COIMATHNS MUP B OGINECTROTO, TO MaIBaT BLTpemHuTe

KOHQJUKTH B efHa O6mmHOcT. A. K. Koen, ¥Y. B. Munep, J. Mana ca

cpe/l VaeHNTe, KOMTO Olle Hpe3 20-Te roquuM Ha XX BeK HanpaBuxa

CBOMTe ILPBM W3CJIeABAaHHA 3a ACIMUKBeNTHATa CYOKYJITypa.

Ae MHKBEHTHATA, WIM MIpecrbluata Cy6KYJITy pa, Bb3HHKBa KATO

KOMITJIEKC OT IPOTHBOMpaBHH HOPMA Ha COMMAaJHO ToBeeHWe H 3a-

CTpalllaBa YCIOHTe 1a BCAKO OOIIECTBO, BKJIIOUNTeHO Haii-OoraTo-

TO M Hafi-CMJIHOTO B HKOHOMMYECKO M BbB BOCHHO OTHOLICHHe. Ha

Ilcentemppu 2001 r. cBeThT 6elle NoTpecen oT paspyimuresHata

cua Ha TepopucTuuHata cy6ky/ITypa, Hacouela cpemy CALI. B

Kpaa Ha XX MW HayaoTo Ha. XXI Bek. TepopucruuHata cyOKyliTypa

Taka Ce paspacHa, 4e Bede 3allaliBa HOPMANHOTO pa3BUTHe Ha 4O-

BeINKAaTa IIMBUJIM3aNas M Haslara Cb3aBabe Ha aHTUTepopucTHINM

KOAJIMUMM, KOUTO fa Tpesna3aT OOWECTBOTO OT CAMOpa3py LUABAHe.

JJeIMHKBeHTHAaTAa CYOKYJITYpa € H3BeCTHAa Olle KATO KOHTpakyJ1-

TYpa — TCPMHH, BL3UpHeT npe3 70-Te rogwAu Ha XX Bex oT T. Po-

3aK. KoHTpakyJITypaTa IpoTuBocTon Ha PyHAaMeHTasHNTe TIpHH-

UunM Ha rocnojcTBamata Kytrypa. THMMYNH NpedcTaBuTeJIM Ha

KOUTpakysITypata ce ABABAT HAKOM MAafeX\*KKU OPraHH3allMu, KOH-

TO He UCKaT 4a BLpPBAT 10 ITA Ha OalMte. EleMeHTu Ha KOHTpa-

KyJITypata Ce ABABAT: HAPKOTHYHA KYJITYpa; H3TOUHA MUCTHKA; CCK-

CYaJHOPeBOJNOWMOHHA KYJITYPa; MHCTUKA Ha TAJIOTO; HAXVJIN3bM;

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nalu@u3sbM. Kato npaswio MiafexKaTa KOHKTPakyITypa © w3pa3

la npotecta Ha MJlaftuTe Xopa cpeLly OGINECTBOTO, B KOTO Te Ce

WyBCTBAT OTUy\*KeHH. MilajexKaTa KOUTpakyJTypa He e 6e306u-

eH COUMAJIEH MPOTECT, 3alloTO MOXKE fa OLAe U3MOI3BaHAa OT MOsIH-

THUECKH eu WU IpecTSuHM TpyNMpoBKu.

Korato JequuKBeHTHATA CYOKYJITYpa B3CME BPbX B o6INeCcTBO-

TO, TOTABa BL3HUKBA MOTPeOHOCTTA OT OlepallHH TO HOA EpKaHe

Ha MMpa, 3a jla Ce Bb3CLaHOBAT [pax /aHCKMAT MUP Mi Aa ce TIOJM10-

MOrHe HOpMaJIM3UpaHeTo Ha OOUICCTBCHUTE OTHOLICHM A.

Tpeto 3HadeHne. Ocobena dopma Ha opranusatuata Ha xopaTa

(Hali-aecTo MJIa/[eKTAa) — ABTOHOMHO UslJIOCTHO o6pa3yBaHle BLTpe

B POCHOCTBallaTa KyITypa, OMpeseAIO CTHJIa Ha 2KHBOT H MUC-

jleHe Ha HeiHMTe HOCHTeJN, OTIMUABaII Ce CbC CROUTE oGw4uan,

HOPMH, KOMIVIEKCH OT TeHLocTH, LopH MIICTMTYTH MH WHCTATYOUM.

To3su Tun cy6KysITypa ce 1BaBa asITepHaTHBHA copMa Ha TpasM-

onmata HauMonasia KyaAtypa. Helin BocHTelIu (coumasHa 6a3a) ce

ABABAT Pa3IMUIM MAafe\*KKM Opranusalin, LippKpata, KaKTO Ht pe-

FMTMOSHH MHCTUTYUHM, ONOSHNHOHHM Tpyll, MACHACHTCKH KPBrO-

pe (aur. dissident - Ha ([pyTO MHCHMe; HeECBrvlaccd, nat. dissidens,

dissidentis — KoiiTo e B pagHoriacwe Cc HAKOTO; OTTCTHUK, paskOJI-

HMK; OTCTBIHUK; CKM3MATHK) Mi Tip.

B cbppemennata Kyivypa ce HaOOaBaT Mpolecn ta AudepeH-

UMAlMs Ha pasBUTUTe TaUMOHaJINM M pervoHaJH KYJITypH, B KOL-

TO Hapes, C KACM4eckuTe TEHEIUMM ChINeCTBYBAaT pa3Hoobpa3-

HM KyJITypHU OOpasyBannsA (cy6xysiTypH) — Kako 110 dopMa, Taka

Vi 10 ChA‘bpxKanue, CyOKyITYpUTe Ce OTAMYABAT OT BOACMATA KyJI-

TypHa TpadquuMa, HO Ce ABABAT CDIeBpeMeHHO HEMHO reHeTHULIO

MpOAbJLKeCHHE.

[pustararieto Ha CyOKYJTYPHUA DOAXOA UO3B01ABA noGpe ja ce

OLOsHAaAT LapoMONCUXOAOTUYECKUTE XAPAKTEPUCTHK Ha [PRABHU

Te, KbAeTO Ce HPOBEKAAT ONepallHUy, pa3z/IM4HU OT BOMHA. Tosu TOj-

XOJl W3MCKBA NO3HaBaHeTO Ha CyOKyJITypHUA MOHeJI Ha co6cTBeHa-

va crpaHa WM Ha CrpaHWTe MapTHbOpH, YYacTBALM B KOaIMUMSITA,

KONTO TIpOBEK la OeparuUTe, pas/IMIH OT BOMHA. Cy6ky 1TypHu-

AT TONXOL BOAM TO. MHOTO 110-AO6poTo pasGupaTeJICTBO B MHOTOHa-

WMoHaTHNTe WadoRe, HO 10-TousMa MHTerpana H MHTCPAakIHA B

mefHocTTa Ha MYJITHHAlMoHa HATE golicku. [lo3HaBaneTo Ha cy6-

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KYJITYPHUTe MOE Ha COOCTREHAaTAa CTpaHa M Ha CTpanute, yuact-

HMYKH B KOaMIMATAa, We CONMAKU CLAbpXanueTo U MpejcranuTe

3a T. Hap. Ba oOpa3a Ha BCAKa OT [/bPAABMTe: BbTPeUeH Obpas,

KONTO [/bpxRaBatTa u3rpaxa 3a ceGe CH, HU BbHIMIEH OOpa3, Kolo

Apyrute u3rpaxsaT 3a Hes:

@Murypa 9%

ACEPTUBHOCT Vl CMHEPTUA

‘bTPEIWEH | 7 BbHIIEH

OBPA3 | \_] OBPA3

/ XAPMOHHS,

Ha [bp KaBaTa

HW ApMHATa, YUaCTHHYKY

BKOATIHUMATa |

Ha Abp2KapaTa

WM apMUaTa, YUaCTHHUKH

B KoasMinsita

EHMHCTBO

AKCHAaTHMBHO CbOTBETCTBHE

VM paBHOCTOHHO WapTHbOPCTBO B OllepallMuTe,

pa3JH4HH OT BOiiHa

Bp3kaTa MexAY ABaTa oOpa3a e TaKaBa, Ue BbHIHHAT OGpa3

UPAKO 3ABMCH OT BHTPeWIHMs. BeJirapcKutre yuacTHHUM B OLepallMu,

pa3sJIM4Hh OT BOMHa, HoupuHacaT beurapua za 6pze BE3NpMeMaHa

OT CBeTa KATO ,,OCTpOB Ha cTraOusHocT’. Ch3qaBaheTo Ha XAaPMOHUMA

Mex AY Te3H 4Ba OOpa3a € IIpeAUOCTaBKa 3a BUCOKO KayecTBo B el-

HOcTla Ha KOMaHJlMpute M Ha WaboBeTe Ha MHOroHauMouaJIHuTe

Bolicku. TaKkaBa XAPMOHUA Ce Cb31aBa OT IIPOBCKJaHUTC JbpKABHA

BLTpelliHa M@ BLHINHAa NOJMTUKa Ha BCAKAa e/Ha OT CTpanute. Cama-

Ta KoHuenuMa Ha HATO ,,[laprabopcrso 3a Mp“, KaKTO HU BB3IIpU-

etata B bparapcKata apMus JoKTpuna 3a Ollcpauyy, pa3JIM4HH OT

BOHHa, Ca Ch3AaleHW Ha OCHOBAaTa Ha TaKORA €/[MHCTRO MW H3MCKBaT

XapMONHMa. Toa ce BYXKa H OT BLSIIpHeTHUTe OCHOBHH NPHNIunH,

Of KOMTO Ce PbKOBOAAT BLOPbIKCHUTE CHIU NPM NOAFOTOBKaTa U

TpoBexJaveTO Ha Ole pallu, pa3sJIM4HU OT Bolina. Te ca sicHO eK-

JlapupaHW M UMaT AOKTpMHasiHa cTohuocT (7, c. H-12 ):

~ TleJIeHacoyeHoc;r,

— efMHOHAayasve,

80

— €(MHCTBO Ha yCuimsTa,

— cHrypHoct,

— Bb3[bpKaHe OT ymoTpeba Ha cua,

— J€MMTUMUOCT,

— TIOCTOAHCTBO,

— 'bBKaBOcT,

— cno6ofa Ha IBMXKeHHeTO,

— HpospauHoct Ha onepauure.

3HauHMOCTTa Ha XAPMOHUATA U CAMHCTBOTO 3a NOCTHLaHe Ha

ycnex B OMepallHuTe, Pa3sIM4HM OT BOHHA, € OTpaseHa MW B IPMHIIH-

WHTe 3a WWlaHMpabe Ha onepatuute (c. 34):

— PHKOBOACTBO U yrIpaBuenHe,

— no6uBaHe w OOMeH Ha MHopMallus,

— KOOPAMHUpaHe VM B3aMMO/seHCTBHeE,

— TipaBusia 3a W3MOJISBaHe Ha CUJIMTE HW OpbKUETO,

— o6y¥eHve MU DOATOTOBKa.

Cna3paHeTo Ha MOCOUeEHMTe ABe TPYUH MpMHNMNM ocurypsBa

ycnexa Ha Ollepaluute, pa3IMUHM OT BOMHa — KaKTO TIP OBNAaABa-

HE VM LIPeOMOISBAHE Ha NOC AeCTBUATAa OT IPUpOAHH SeACTBUS, LIpo-

MUMILJIEHM aBapHu, KATACTPOPH H OMACHM 3AMbPCHBAHUA Ha TEpUTO-

pHsTa Ha cTpaHaTa, Taka W Opi oneparluu 10 NOAADpxalle Wa MUpa,

Onepallu IPH MexjyHapo/Hu XYMalMTapHU KPU3u, AHTHTeEpOpuc-

THUUHH OFepallyu U Ap.

CyleqOBaTesIHO CbUIECTBYBAT BAXKHM JOKTPHHaAIHH Mpesno-

CTaBKH 34 XAPMOHUA M eAMHCTBO, KoeTO € WeOOXOAMMO, HO HesO-

CTATBUHO YCJIOBHe 3a YCHeKa a Oepalluu're, pas/IM4HM OT BOHHA.

HloctaTbhuHoTO YCJIOBHe H3UCKBa OMULEpUTe, Cep2xXaHTUTe M CTAap-

DIMHUTe, BOMHMUMTe HU MATpOCHTe 7a MMAT ACHO Cb3HAaHMe 3a CBONTA

pOJIs, Ja Ca M3NbIHeEHM C EHEprud Ja pealusnpaT CBOATa MHCHA H

paglaT CBOs IIpUHOC 3a EAMHCTBOTO HM XAPMOHUATA MCKAY USCOUeHH-

Te apa oOpa3a — BLTpelleH MU BHIIECH.

OT BoeHHUTe JIMAepH, SottMTe H KOMAHAUpUTE, KOMTO YUaCTBAaT

B Olepayun, pas/IW4YHM OT Boia, Ce U3MCKBAa la pasOupar 3Ha4u-

TCAHUA CM IPUHOC, KONTO BHACHAT 3a CL3JaBaHeTO Ha E{MHCTBO MexKAY

BLTPeIUHUA M BLHINHUA O6pa3 Ha Peny6iuxa Besrapusa u besrap-

cKaTa apMuad. Kakpo ce 13MCKBa OT BOCHHUTE JIMAepM, 3a a YBeEIH-

dat CBOUTe IpOPecwOHasIcH UM MepcoHkaJeH #1 3a pelmaBane a 3a~

6 Boenua ncHxonorua..., 4. I 8l

javata 3a Cb37aBahe Ha XAPMOHUA M CAMHCTBO MEXKAY ABaTa o6pa-

3a Ha CTpallata, yuacTHM4Ka B KoaMMATa?

1. BoeHHute smyepu fa ce “u3srpaxaT TO HOB MOE Ha NOATO-

TOBKA, KOTO MM {aBa Bb3MO2KHOCT /[a OKA3Bal BbPXy APYTUTE JIMY-

HOCTHO M KYJITYPIO BAusHHe. TosH Mofe.I Oele 3a1OX%KEH OT HATO

na cemuHapa B rp. JIyKa, Mranus, npe3 1989 r. 1 ce OcHOBABA Ha ABE

OCHOBHU PYHKIMM Ha Ouuepa:

— Ja GopaBu c TEXHUKa M OpbxKHe;

— Ja yIpaBsisBa xopa.

Baaropapenue Ha upodecop Pagocnan Anues, YYaCTHUK B Ce-

MUHapa, TOSH MO/Ie/I CraHa JOcTosHue Ha OpjrapcKaTa BoelHa 00-

uiecrgeHoct (49). B ro3u MojfesI ACHO e WOUCpTaHa POAATA Ha XY~

MaHHTapHaTa MOATOTOBKa Ha OdUlepa — TA € TOKOBA Hy KHA, KOT-

KOTO MH BOCHHOTEXHHUeCKaTa My IOTOTOBKA.

Purypa 10

BOPABH C TEXHUKA

YW OP’ DAME

KYJITYPHO HM AMYHOCTHO BJIMAHUE

HA O®VUHEPA KATO JIAHEP

Peanu3nupaero Ha chcTaBeHus or HATO Moses Ha opunepa

W3HCK2>"

a) Yue6uuTe tiaHoBe M TIporpaMv BB BOCHHMTe YaHJIMUla H

BA ,JI. C. Paxoscku“ Taka fla Ce CbCTaBAT MW MSIIbINABaT, He Wa

OCHTYPABAT L{POMOPUMOHAMMOCT UM XAPMOHMIHOCT B TESH ABC OCHOB-

Hi PYHKUMH Ha OPutepa Kato JIMACp.

6) IIpaxraueckata mogroropKa Ha odpuiepuTe, ma6opeTe HM BO-

eHHHTe POPMUPOBAHHA, yYaACTBALI B OMepaluH, pa3sJIM4HH OT Boli-

Ha, Ja Oble Taka OpraHusupasa, Ye ja BKJMOUBA JOCTATbULIO BPeMe,

82

TEM HW JCHHOCTH, CBbP3aHH CLC CYOKYJITYPHUTe ACIICKTH Ha MUCH-

ata W WCHxHuecKa NOALOTOBKa Ha JiM4HHs cocTaB. B Jloxrpunata 3a

Ollepalvu, PasIMUHH OT BOltHa, ICHO Ca 3aNMcaH NPHHIUMLTe 3a

TWlanupabe Ha ollepaluute, cpe KOMTO HW TPHHUMIST 3a OOy4e-

He WH WOLroTosKa, opMysupas# Taka: ,,Haslaranero Ha ompeyese-

HM [!paBua 3a M3NO3BAHE Ha CHJIMTE U OpbIKUETO U3MCKBa paspa-

6oTBaHeTO HM BL3UPHeMaHeo Ha Nporpamu 3a MAAMBH/LYaJIIIO M rpy-

OBO O6y¥eHHe HM TPCHUpOBKAa, KONTO a OCHTYPAT EMHCTBO Ha CH-

JIMTE B 30HATA Ha onepaunata™ (7, c. 34).

2. B pata BUDA OlepalMu, pasM4HH OT BOliHa (KPU3H OT HEBOE-

HeH -XapakTep Ha TepHTOpusta Ha CTpanaTa W Mex {yHaposHa xy-

MaHuTapHa Kpv3a), BOCHHUTe POPMUPOBAHUA M3I(b/IHABAT HW CHacu-

TCJIHM AKIMH. ToRa Haslara MPH NOATOTOBKaTa Ha BOCHHHTE JIMAeCpu

WM KOMAHJBAaHUTe OT TAX POPMUPOBAHHA a MpUTexKaBaT WH HAKOM

CMeUMMHYHH JMYHOCTHH XapaKTepMCTHKH 3a CiacuTesH:

— IIpuopuret Ha afzaliTMRHOCTTa K'bM TJMHaMM4HO W3MeHaLya ce

cpeja.

— Vicuxuuecka ycTouiuupocT H cTa6uIHH HaBU 3a CTepeoTHUl-

HO NOBeyeHHe B EKCTPEMHH YCJIOBUM.

— Bucoka wHTeeKTyaHocT mu ObpsuHa Ha TICHXMueCcKaTa jJel-

HOCT. OT BOMHUTe CHACHTEIM Ce U3MCKBA Na JeHCTBAT KaKTO Kaue-

CTBCHO, Taka M Obp30. Te TpxOBa a yMeaT Opp3o Aa B3eMAaT pelle-

Hua, 6bp30 fla WavepTaBat ayleKBaTHa MA/MBM/LyasHa CTpaTerus, la

OKa3BaT He3a6aBHa MOMOI Ha CBOMTe pyrapH MW Ha NocTpasasure,

KavTo IPH TOBA NpUTexKaBaT cHoco6uocr ja paSoTaT rpymono u a

He ryOaT CROATA PEINUTEJIHOCT pH U3afqane B U30als MW CaMoTa.

— Cbxpalienve Ha HpaBCTBeHUTe YCTOM Ha CMOUMOHA/IHOCTTA.

Pafiouure, B KOUTO JelicrBaT BOCHHUTe POPMMpoBaHHA pu onepa-

UMM, pasJIMYH OT BOMHA, Ca HACUTEHM CbC 3JIOBETIIM TpHpOAHM U

cOUMaIUM CLOTS: paspylleHus Ha crpasu; Nox\*xapH; HABOAHEHHS,

TpyloBe; yKACHBALLM MUPM3MH UM Te AKM; HEACTOBH CTOHOBC, BUKO-

Be, PCBOBE, Tat H HEV3MeEPUMU YOREMIKK CTpasanus; Ae3s0pranusa-

UMA WM pa3scTpolcTRO Ha HHAMBU/Lya/IHOTO, rpyMOBOTO HM MacoBOTO

llOBeqeHve; PTPaHM4HU KJINMAaTHYAY yCAOBUA UM TaKMBa TapaMeTpH

Ha O6WTaeMOCTTAa, KOHTO Ca ONaCHH 3a XKMBOTA Mi 3fpaBeTO Ha CaMH-

Te cnacuTeju. EuMueHTbpbT Ha BCAKO GeACTBHe € CNMUCHTbp Ha

YOBCLIKOTO CTpadanue. Korato 4oBeK ce HaMUpa B CIIMICHTbpa Ha

83

YOBCIIKUTE CTPasaHUA, CHa OT MIaBHMTe OMAaCHOCTH 3a Heropata

IICHXUKAa Ce SBAIBAT PAGHOO yuLUeMO Ui Ges4uyecmGuemno, Juncama Ha

cocmpadameniiocm U OM3UB4UGOCM, UMUMauUAMA Couyecmeue U

umumupane na Oetinocm. Te ce NOABABaT 110 [Be IPM4MHU: Hopaqu

pa3CTpPOHCTBOTO Ha NOBEAECHHETO WM HacTbIIBaHeTo Ha WaHuKa; Wopa-

AM JoWatTa opraHu3alyud MW WpodechouasHaTa HEKOMMETEHTHOCT Ha

OpraHute Ha BACcTTa HW esopraHusaliig B eliHocTTa Ha caMuTe cia-

cuTetHH oTpsyu. ipa resu ycnoBus Moxe 7a YCTOW M afleKBaTHO

fla eiicTRa CaMO YOREK, KOMTO IpHTexaBa BUCOK MOpawJl, ycroiunsa

IICHXUKAa, CTAOWAHM NCHHOCTHA M MOTHBALIMOHHa CMCTeMa.

— Espucrnynoct Ha TaKTHYeCKOTO MHCJIeHe Ha BOCHHUTe AMJepH,

YMeHHe a HaMMpaT HeCTaHJlapTHU PelleHus B TpyaHuTe MUHYTH.

— CbxpaHaBane Ha cnoco6HocTTa CH Ha MMCJIIT JIOMMUeCKH HM 2a

BJIaeAT TEXHUKUTE Ha JaTepanHoTo Mucaene (nar. lateralis, latus,

lateris — crpaHa; KOHTO e OTasiedeH OT cpesata; CTpaHM4eH; Kpace).

JlarepanuoTo MHCJIeHe e 13CJ1e/[BaHO OT J-p Enyapa fe Bono, Koto

€ Cb3/fal H OOpa3s0BaTeJIHH TEXHOJIOTHM 34 HEFOBOTO OBJIaaqBale OT

xopata. BoeHHHTe JIMJepl B eKCTPeMHUTe YCOBUS Ha CacwTesIHH-

Te AKIMM CleABa 14 U3IOJI3BaT T0-I'bJINO CBOWTE TBOPYECKH CHO-

COOHOCTH HW HUMIMaTHBU, KaKTO M Te3H Ha jIpyrure.

— OT BOCHHUTe JIMJepu Ce H3UCKBa fla IPUTeKaBaT MoBeve pe-

@NeKCHBHOCT, EMNAaTHA, CTOMIM3bM. Te Tpx6Ba a WOsHaBaT IIpUpo-

ata Ha CHTYATUBIIOTO JIMJEPCTBO MH BR BCEKM MOMCHT Ha CIacH-

TeHaTa AKUMA 1a Ce. M3HBAT KATO CHTYATHBIIM JM epu.

— B onepanmurte, pas “4H OT BOHa, BOCHHUTe JMepH Tpa6Ba

Aa UMarT IWacTHuHe Hariacu MW PbBKaBM peakUWu, 6bp30 Ja ce upe-

YcTpOkBaT MU IPOMeHAT, Ja IpWeMaT U yRaxKaBaT wy TOTO MHEHHE,

Aa IipM3HaBaT WpaBoTo Ha pasiuune MW CaMUTe Te Ja ObaaT pasaud-

Hw WM Ip.

3. iccuapalle Ha akcMaTMBHata (Tp. axia — eHHocT) cucTema —

CBOATA HM Ha Jpyrare AWbp2KaBu UapTILopu. AKcMuaTHBHAaTAa CHCTeMa

CTOM H@i-BUCOKO B CHCTCMaTa Ha JIMYHOCTTa, a BCAKa ena Kpu3a

3amouna C Kpu3a B WeHHOcTUTe! Ipo6neMH Bb3HUKBaT KaKTO OT He-

NO3aBaHeTo Ha [pyrara KyITypa, Taka HW OT JOMMHUPaHETO Ha CBO-

ata KYJITypa.

4, TlosHasaue Ha CYOKYJITYPUMTe MOJe.IM Ha CROSTAa CTpana it Ha

Abp2KaBUTe YYaCTHHUKH...

84

= SS

—

5. Msnom3pane Ha cuyjiata Ha cuHeprusra (synergia — npyxKHu

YCHJIMA) H KOxesuata (aT. cohesio — cyel enue, CBbpP3BaM), KONTO

ce€ CLAbPKAT B MHOTOHANMOHANHUTe BOCHHN MOPMMpOBAHUSL

6. YecrHocT U KOPEKTHOCT B OTHOWIEHUATA, M3ITbIIHUTEJIBOCT U

AMCUMMIMHUpanocr. Topa W3HCKBa BHCOK BOeHeH Mopas. Hec.yuaii-

HO B MOJIEPHUTE KOHUEMMAL 3a JIMAeEPCTBOTO Ce MOCTaBA AKIUeHT Ha

MopaJa! (54; 55; 56; 57).

Onepalwute, pa3JM4HM OT BOA, KaKTO Hu GoltHHTe onepaluH

Ca HACMTEHM C BbPXOBH HEPBHO-IICHXMUeCKN HATOBapBaHMA, KONTO

NOHAKOLAa Ca TOJIKOBA BUCOKM, Ye 3allallBaT MOHOJIMTHOCTTa Ha

caMaTa BOcHHa CrpyKTypa. McTopuata n03HaBa HEMaJIKO IpHMepn,

koraTo Ca Cé paslarad M paslaslasid apMuM VM KoasMuuu. Mexay

ThINaTa M ADMHATA MMa KaYeCcTBEHA pa3/IMKa H TA Ce ChCTOM B HC-

UMILIMHaTa, OpraHv3upaHoctta, aKCHaTHBHaTa CHCTeMa, MOTH-

BaWHATA, PCIUHTEAHOCTTAa, CMHHOTO KOMaHABaHe M CHaTa Ha

Boista. B cay4as € WesecboOpasHo Aa HPHMNOMHMM ejHa nomny.sap-

Ha MHCbJI Ha @penckus uMnepatop Hanoneon Bonanapt: ,,Bcaka

BoltHa e 6op6a MexAY [Be Bos.“

7, OTHOMEHHE MEX AY paBHM — BCAKO BUCOKOMepHe MM Nogque-

HABaHE € LaryOlo 3a KOaNHIMATAa, KOMTO yuacTBa B ONepaunure,

pa3sMu4HH OT BOHHAa.

OT BCHUKM NOCOYUeH 0-Tope ACIieKTM TO3M aCIEKT HMa pellla-

BalWO 3HaYeHMe 3a Ch3aBaHe Ha XAPMOHMA M CAMHCTBO MEXAY

ABata O6paza Ha CTpavata, YYaCTHHYKA B KOaIMIMATA, Macy Ka-

Ba 10-O6cTOHHO BHUMAHHe. 3ailo? Sauloro € CBLp3aHl C EHO OT Hali-

CHAHMTe YOREIIKN ycemanusd ~ yCelWaHeTo 3a JHM4HOCTHAa 3HauH-

MOCT (8aKHOCT, HOJIesHocT). ToBa ycelane ce NposBaBa WDIGOKO B

YoReIIKaTa Mpuposa MW 3aTOBa B HAKOM CJIy4aH ce onpeyesa Kato

BMA MHCTHHKT — HHCTHHKT 3a CbXpaHeHHe Ha coOcTBeHOTO JO0-

CTOHHCTBO, CTaba yMa 3a T. Hap. AHTHUTOMU eH HHCTHHKT (ani.

dignity - 4ecT, 13\MrHaTOCT, Bb3BMIIeHOCT), TOReYe TOMY ApeH KATO

UYYBCTBO 3a COOCTBEHO OCTOHHCTBO. ToBa UYBCTRO € CBHP3aHo Cc

MOTpeOHOCTTa Ha BCEKH YOBEK fa Ce J’bP2KU Ha MOJIOKENHETO CH, 7a

NOAYepTaBa CROETO COOCTBEHO AMYHOCTHO TIpeBb3XO,CTBO. Ycea-

He 34 BAXKHOCT HW 3HAYMMOCT Ce IPOSBABA HA Pa3JIMYHM HMBAa HM I10-

Ka3Ba MH€HHETO HM OWelKatTa, KOMTO HMaT 3a ce6e CH HHAMBHDT,

rpynata, wWaSsT, BOHUCKOTO POPMMPOBAaHHe UM KoaIMINATAa, apMuS-

85

NEE

Ta M QJOTbT, WbpxKapata. YceWjaHeTo 3a AMUHOCTHA 3HadMMOCT U

AMFHATODMHUAT MHCTHHKT O6a¥e HAMAT HULO OOO C BLITOpssi-

BaHeTO H HasMeHHOCTTA, KOTO IIMKOM CaMOHAaJIESIHM JIM ep ACMOH-

cTpupat, 6e3 7a Noso3upat, Ye TaK'bB TUM NOBEACHHE ¢ BHITIEH W3-

pa3 [la BbTpellHa KOMIJI€KCHpaHocT MU AyXoOBHa IyCToTa.

Korato He cé yBa2KaBa 4YBCTBOTO 3a COOCTBEHO JOCTOMHCTBO

((HTHUTODH1eH HHCTHIIKT) M YCelyaHeTo 3a JIMYHOCTHa 3HadMMOCT,

Toraga cpa6orTBat CbIIpOTUBUTe M 3aIlMTuTe. Taka e OHJIO B ApeB-

HOCTTAa, TaKa € H B HOBaTa YOReIIKa UcTopusa: Heka cH IpHNOMHHM

KaK MECTHOTO HaceeHHe B AMepuKa Ce € CbUPOTHBIABaIO Ha OT-

KpMBaTeAMTe a HOBUTe 3eEMH, KOraTO Te Ca MocerHaJiM Ha OoraTcr-

BOTO HM H Ha TaxHata JMuHOCT. MectHuTe xopa, aGopureHHTe, ca

HaJIMBAJIM Pa3TOMeHO 30aTO B YCTAaTa Ha OHE3M, KOMTO Ca TPBrHa/in

Ja ThPCAT HOBM 3M W HeCMeTHH GoraTcTBa. 3alljo? Saoro ca yce-

THM HeyRaXKeHHe Ha AMUHATa HM YeECT K YOCTOHHCTBO oT GerTe

xopa. Ilogo6uu cbupOTHBUTEIHK PeakIMV, ChITPOBOAEHH C MBCT H

OMpa3a, Ma H TIO BpeMe Ha ONepalMute, passIM4HH OT BOHa, Kora-

TO He Cé 3A4UNTAT LYBCTBOTO 3a COOCTBEHO OCTOMHCTBO H JIMYHOCT-

Hala 3Ha4MMOCT Ha MCCTHOTO HaceJIeHHe.

JIwrautoprainata crpaia a ollepalure, pasiM4uHH OT BOMHA,

MMaT OLe CAMH ACHEKT, KOMTO Ce OTHACH {0 pPaBHOMOCTaBeHOCTTa Ha

JIMYHAS ChCTAB B MYJITHHANMOHATHUTe BOCHHH OpMUpoBaHHaA. CKpH-

BaHeTO Ha HHMOPMAalMa, IPOTUBONOCTABAHETO Ha MHTEpCCuTe, NOT-

TCHABANETO, M30/IALMATA, KallcyJIMpaHeTo H 3aTBapsHeTO y ceGe CH

BOAT JO T. Hap. ,,THXa OcTaBKa“, CllaflaHe Ha AKTHBHOCTTA H OTTELJIs-

He OT MUcuata. HaqMeHHOcTTa UW TopsOcTra Ca W3MTpaBaJid OIA 1era

Ha He €JHa KoaJIMIMa H Ca YCKOPABAJIM HeMHOTO paslayqane.

Yusiam Koeu 8 cuosra Kura ,,Hoporo w3KycTBO Ha JIMepa. Kak

{fa PbKOBOAUM C AOCTOMHCTRO uM YecT?™ Ipedyupex Lapa 3a OACHO-

cTuTe, KONTO Kpve T. Hap. MCHA bpCKa HayMeHHoct (21, c. 54—

55). Ero w ABe MO3HIMH Ha upodecop y-p Yunam Koen, renepa-

Maltop oT Peseppa Ha BBC ua CALL, konto ca TREpje YMecTHH U

OYUN TeHY 3a BOCHEUTe WHAepu:

To3uuus nopea: ,,jla Hakapall ejtH YOBeK fa Ce UYBCTBa BaXKCH, C

HO-CHJICH MOTUBUpAL dak TOp OT MapHTe, HOBULeHHeTO, AOOpuTe pa-

6OTHH YCOBH H BCHUKO ocTaHasio. Mucjimvre, ¥e xOpaTa TIpaBaAT BCHU-

KO BLSMOXKIO, 3a Ja Hakapar JipyruTe Ja ce UyBCTBaT BaxKHN, HaJIH?

86

Tpemmre. O6uKHOBeHO IpaBuM OOpaTHOTo.

Korato cpelitieM HaMpbIleH 4MHOBHMK, HHe He Ct MMC.IMM: ,, Tos

YOBEK HMa HyK/la Ja ce YYBCTRA BaXKeH M a3 We TO HakapaM fa ce

nouysersa taka. Pas6upa ce, Ye He CH MUCJIMM Taka, a: ,,KoJKO €

XKaJIKO, Ye TO3M YOReK MH roBopu Taka. [le my NoKaxKa Haucruna

KOKO He3HaUMTeJIEH € B CPaBHEHVe C MEH.”

VA 3anoupame jla urpaem Ha HarpyOsBane. PesytaTute ca Nped-

BapHTeHO usBecTHH. Toxo6Hu cly4an ce CpellaT M BbB BOCHHMTE

opraHuaalMn HM ce Hapwuar ,raynas crop" (21, c. 54).

To3uyusa emopa: ,,AKO TIipHTexKaBaMe NOBEYE BACT OT APYTHA

YOBEK, HMC BEPOATHO Ie 4 M3n03BaMe. Hammar NoquMneH We ce

NOLGHH HM Moxe Ou HAMA ja HM ce MpoTHBonocTaBu. Ho Ha KaKBa

weHa CTaBa BCHUKO TOBa? YueHuTe HapuyaT TO3H CTHJI Ha B3aMMHO

JIMJIEPCTBO ,, MCHHLK'BPCKa HaaMenHoct’. IIpodecop L2xax Menze-

cou oT Kolexa Beten B Mumayaxa, Muanana, Ka3na: ,,[[pppona-

yaJHUTe WpoyyBaHua NoKazBar, ye B CAL MenuixepcKata Hay-

MeHHOCT TipepacTBa B enujemus. Hakon AHAepH UPOCTO He PbKO-

BoaatT. Te ce KOH@poOHTHpaT HM FOMMHUpAT C HOMOTITa Ha ,,Me-

HWDKPpcKatTa HasMenuoc?® (21, c. 54-55).

Cylel KaTo u3pa3aBa CBOHTe ABE TO3HLMH, -p YUJIAM Koen mpa-

BU CuegHoTo O60bmeHHe: ,,Ho ako UcKaTe 7a PLKOBOAMTEe xopaTa

7a UM BIIMAeTe, He OMAIOBaxKaBaliTe TAXHATA BAXHOCT M HE JLOMYC-

Kalire Bb3MOXHOCTTa Ja 3ary6aT CaMoyBaxeHueTo cu.“ (21, c, 55).

3a TOBA, KOKO € BAXKHO fa ce 3A4HTAT YECTA M AOCTOMHCTBOTO

Ha xopata, TOBOPH HM akTet, ve B JOKTPHHATa 3a OllepaljMn, pas-

AMUH OT BOliHa, ca MOCOUEHH MU OYIaMeHTaIHH WpPMHWANH Ha

olepalMute 10 ona3RaHeTO Ha Mpa, 3a,bJOKUNTeH 3a BOCHHH-

re Jmpepu (21, c. 24-25):

— CLIIache U CbTPyAHMYeCTRO MEY BpaxsyBallure cTpann;,

— 1OAApExKKa OT MEXAYHApOALaTa OOUHOCT, NpencTaBABana

oT Cbpeta 34 CUTYPHOCT, KOHTO Opec, YbJLKaBa WIM U3MCHA

MaHyaTa Ha BCAKa Onepallus;

— HeOGXOAMMUTE 3a ONepalusata BoltcKH H/Win BOeHHM Habsno-

dares ce UpesxocraBaT JOOPOBOJHO OT CTpaHUTe, WICHKH Ha OOH;

— BCaAKa Ollepalua Tpi6Ba Ja Ma siceH MaHAaT, OTPasaBall] T0-

CTUIHATUS B PenIeHMATa Ha CbBeTa 3A CUTYPHOCT KOHCeHCYC 3a

pa3pemaBaHeTo Ha KOHQJIMKTA;

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~ B XOJa Ha Ollepaluata Tpa6Ba Aa ce WOLt>pxa SesmpucTpacr-

HOCT K'bM CTPaHNTe B KOHN@JIMKTAa U Ja He ce AOMycKa HaMeCa BLB

BLTpelmHutTe paboTn Ha CrpaHata OMAK;

— B OlepalluuTe, B KONTO yUaCTBAaT BOLCKM, Ca Ce 13T1003Ba B

MMHMM@JIHO Bb3MOKHA CTELEH;

— pasxoquTe 3a BCAKa ONepallua Ce NOMAT KOJICKTHBHO 10 TIpeg-

BaPUTeHO onpejesena cxema.

3.2. TPAHCKYJITYPAJIHH ACNEKTH

HA BOEHHOTO JIMTEPCTBO VHA MMOBEXEHCKHTE

MOZEJIM HA HEBEPBAJIHATA KOMYHHKALIIHA.

KMHETHKA HM NPOKCEMHKA

Kuuetuka (rp. kinetikos - apuratenen). [isc e Na HAKOSIKO Ha-

YKH — TCOPeTHUHA MEXaHKa, TeopeTM4Ha PUZUKAa, PU3HKO-XMMHG.

Cpe chsfatenmure Ha KMHeTUKaTa ce cmatat JLKynupe Pact, kolt-

TO H3aBa Mpes 1971 r. KHurata ,,Body Language“, u R. L. Birdwhistell,

KolTo npes 1952 r. ny6sMKyBa KHurara ,,Introduction to Kinesics“,

a mpes 1958 r. u31u3a HeroBusaT Tpyg ,,The Kinesics Level in the

Investigation of the Emotions. Expression of the Emotions in Man“.

/I-p Exyapa X. Xec usciespa Bpb3kaTa MEX Ty YOBELUKUTe UpexH-

BABAHMA HM PeakIMATAa Ha OUT, KATO OTKPHBA, Ye 3CHMIATA Ha OKO-

TO Ha HOPMAJICH MLK Ce pasiuMpsBa FBOMHO, KoraTo Tol rieqa CHUM-

Ka Ha royia xeHa (44,¢.12)

IIpokcemuka (aura. proximity — 6mu30cr). Tpoxcemuxkata e

cEssagena mpe3 1963 r. or Enyapy T. Xow, upod@ecop mo aurponoso-

Tua B ,,HopryecTbpy IOHMBEpPCHTH“ 3a H3Ce[BaHe Ha HAUMHNTE, 10

KOHTO xOpaTa H€Cb3HaTeEIHO CTpyKTypupat MpoctpanctTBoro

(Proxemics— a Study of Main’s Spatial Relationship. Main’s Image

in Medicine and Anthropology).

/{-p Enyapg T. Xoa orkpupa yerupy 30nm na TepuTopuamHure

norpe6uocru (44, c. 32):

1. Wurumuo pasctosume:-61u3K0 — dusMyeckH KoHTaKT (0-15 cm);

Aaneuwo (15—65 cm).

B 3anaguma cBaT 6M3KaTa MHTUMHA CHTYyAalMs 3a XOpa, KOTO

He Ca B MHTMMHM OTHOMEHHSA, HOCH HampexcHue. B us rou CBAT,

ocobeHo 3a apabure uM TYpLuTe, G1u3KOTO pascTomHue ce Mpuema

88

BKMIOUHTEIHO MEATY Bama MbxKe. B crpawure or apaOckus cBaT

MOxeTe 14 BUMTe BaMa Mb2Ke, XBaHaTH NogppKa. B Typuua u

pequia apaOcKH CTpaHW He Ce CMATAT 3a HelIpWJIM4HO TOBeeHue

BOJIHOCTHTe HA M'bX, KOTO e Xapeca/I HelO3HaTa 2KeHAa UH CH [03B0-

JIABa 1a F WMMHe, Ta U ,,.yCHe pbKa“, Ja 4 IJlecHe TaJIbOBHO C pbKa

WIM WbK fa ce cupe Kpall Hea U fa BE3KIMKHE: ,,Adepum!, ,,.EBa-

nal“, ,.Matmasia!.

B CAI sBama Bh3pacrun xopa HOPMaJIHO ca Ha 60 cM pascros-

Hue, KOTaTO pa3roBapaT eH Cc Apyr. CpmujoTO TOBa pa3cTOsHHe 3a

apaOuua WM JJaTHHOaMepuKaHella Ce BL3IIpHeMa KaTO 3HaK Ha Hey4-

TMBOCT, CTYJCMMNA M HagMeHHOcT.

B 3alajgHuTe CTpaHy B Pela yYUPeEXLEHHA, K’bueTO Ce Hajiara

Xopata la W34aKaT 3a HAKAK'B BU yC/lyra, ca OUCpTaHM KOHUCHT-

PHU KPbIOBe, KOUTO TOKasBat, Ye He TpAGBa ja ce HaBI3a B JIMY-

HOTO TIPOCTPaHCTBO Ha /[]PyrHa 4OBEK.

2. JImunHo pa3scTros Hue: 6/143KO JM4HO pascrosHue — (45—75 cm),

KoeTo e yHOGHO 34 HO3HATH XOpa HU NpeAMOUNTaHo pa3cTOmHHe 0

BpeMe Ha KOKTeliH; JaseuHO MMYHO pascTosHue — (75—1,2 M), Koe-

ro J-p Exyapa Xo Hapwua rpasuua Ha PusH4eCKOTO JOMMHUpaHe.

3. Conmanno pa3cTosuue: 61m3Ka cdba3a — (1,2—-2,1 M), KosTO e

yAOGHO pascTosHHe 3a CilyKeCOHM KOHTaKTH MW 3a JOMMHHpaHe Ha

Imeda Hag HOWYMHeHUTe; aeuHa casa — (2,1 cM~3,6 cM), Ha KO#TO

JIOMMHUpAT WledoBe OT NO-BUCOK paHr.

5. Ily6nmuno pasctosHue: Giu3Kka daza — (3,6-7,5 M), Ha KOATO

KOMaH/MpbT OOWLYBa C AMYHUS CbCTAB B CTPOs, MO BpeMe Ha CBOpa-

HMA UM Ap.; faseda dasa — (7,5 MW Harope ), KOTO Ce M3I0JI3Ba NpH

MUTHHPH, 3a UPHeMalle 1a CTPOd Ila BOCEHHOC Ly KellMTe, IPOBeE XK a-

He Ha MapayiM u jp.

Pa3sIMYHUTe KYJITYPH TO pasHUeH Ha4HH OTOJIBOTROPABAT NpO-

ctpaucrnoro (44, c. 39-47):

B ANOHnMA pH OMpesesJIeHH Cily yal Ce LIPeANOYUMTa CTb/IMOTBO-

PABAHETO. 3a SIUOHL Te CAMOTO HOApexK dake Ha HpOCTpaHCTBOTO MU

Heropata POpMa MUMaT BaxKXHO 3HadecHHe, AOKATO 3a 3allaqwata KyJl-

TYpa TOBA IIPOCTPaHCTRO e€ M1pa3Ho, TO e IIpocTo jMCTaHIMA MW pas-

CTOTHMe MEX y O6EKTUTE.

ANOnUNTe U apabuTe TMOKa3BaT TeEHACHIMA KbM OJIM30CT e/(HH

WO JIPy!, HO Barat pas/IM4eH CMHC'b)E B COMxKaBaHeTO. AnoHUMTe

89

———EEe == = —=—

KoraTo ca 61M3KO eAWA JO APVT, 3aazBaT cryeHHHa. ApabuTe u

TYPUUTe AOKOCRAT KOMMAlbOHA CH, 3a Ja ro 4YBCTBAT M MUpUIaT. B

W3TOUHHA CBAT XOpatTa cH OG MUKaBaT HOCAa MIP cpellja — HELIO,

KOeTO YOBEK OT 3allagqHata KysTypa He Ov Mpwe.l.

Amepukasuvte i 3alaqnoenponeiute Abpxat Ha CBOeTO Ty6-

JIMUHO TIPOCTpaHcTBO MU He OGuuaT Ja GpaatT o6esnoKoaBanH. Xopa-

ta or M3roxa Morar fa ce GyTaT Ha omalikavTa, MUCJIeHKM CH, 4e

TOBa € TAXHO I1pawo, Te HAMAT TIOLATHE 3a ye HHEHHE Ha HyO6sIMUHO

MACTO.

3a Xopata OT 3aalHaTa LUBMIM3aWA TAUIOTO € CBEIEHO M HH-

Koll He Moxe Ja ce AOKOcBa [0 Hero 6e3 TleoGxofuMata OnMB30CT

LouyueHo cprsacwe. 3a xopata oT M3ToKa HacuJIMeTO Had THOTO —

NOWHNBAHE, ,,TvCKaHe Ila pbka“, ObCKAaHe, OMMMBAHE U Tp. ce

BbSIPHeMaT KATO HOPMAa/IHO.

B w3TouHata KYJITypa OTHOMEHWETO KM €FO-TO (a3-a) € TBBPAC

6ose3HCHO, NpodemHo MU Moxe Ja Obye IPHYMHA 3a HEPOpa3syMeHUA

H cKaHgamu. Apa6ure U TYpUMTe Oole3HeHO BE3TIpMemaT O6uAATA.

3a aMepHKaHure u eBporetinutTe 3a O6ula IDK Ce NPHeMa OTAPbIIBa-

HeTO OT pasronopa. OTAPPMBAHeTO OT pasroBopa B SanayMa Espona

CAI ce Be3npvema KaTO ,,Haka3aHve upe3 MBJualive™.

Hemuvre uMaT MOAYeEPTAHO YBaXKeHUE K'bM UpaBHaTa, 3aTlOTO

cHope/l TAX Te TapallTupaT WUBMIMZ0BaHOTO MoBesenne. Momsnute

TIbK pasrileKJat WMBUJIM30BaHOTO ToBeMeHve M Npapyjiara Kayo

ockbpGeHue OT CTpaHa Ha BulacTUTe. CHOMHSIM CH CJI¢ HMA Cily-

ail OT BPeMeTO, KOraTO CIIyKex Kato obuyep B Cosonou. B paliona

Ha Tosenenveto, B 6Jim30cr fo KILN, umante nocrapenm rpeOuu

JodKU. JpaMa WOsICKM TYPUCTH, MbK WU Kella, 6e3 ga ru saGeexKU

aexypHuar m0 KIMI, ce 64xa KauwaM B efua OT AOAKUTe. Koraro

TW BHAA, TON YYTUBO PH TOMOJIM Da U3/183aT OT JOAKaTa Wt fla Ha-

nycuat paiioua Ha nogencuuero. Te He uckasM ja ce Hogumnsr. Io

KOMaHJCH pex HHMOPMalMATa HOCTHTMAa 10 KOMaH Mpa Ha Opuraza-

Ta. Toit MM4HO Tolle C BbOpbKeH MaTpOC HM HacTOMUMBO rH HaKapa

gla HatrycHar. Te He ce HOLYHHMXA, KATO 3AM BUXA, YC 3a TAX 3ALOBe-

JWw4re Ha BOCHIIMTE He BaxXaT, a UPU3HaBaT 3alOBEAM CaMO Ila MOJIM-

lata. 3a 1a He Ce IPeCAM3BUKAa CKaH/laJ1, KOMAaNAMpbT Ha Opuraya-

Ta H3BUKa TOIMUHA HW TA HACHIa M3BeAe MOJICKUTE TYPHCTH OT OZ-

Kata. Ilo Tak bB CTpaHeH HadHH Te HallycHaxa MOC ACHHeTO.

90

B Auraua B3aMMOOTHOUIEHMATAa Ce H3rpaxK/faT ClOpe/l COUMAJI-

Hus cratyc. Bhp Ppanuua xopata ce UyBCTBAT T10-61M3KH CMH K'bM

Apyr. .

BoenHure WHUepu, YYACTBALIM B OMepallMute, pa3zM4HM OT BOU-

Ha, Tp16Ba Jla OTUMTAT H a ce cboOpasaBar C ocoGeHocTuTe Ha Ha-

nuunute 10 KyATY pH CHCTeMH, CLIecTBy BALM B KM3HEHATA Hen

HOCT Ha 4OBEKa, KOUTO Ca PaSKPUTH B ChBPEMeCHHUTE U3CJICEABAHUA

(44, 45, 46):

1. Bsaumodeticmeue ¢ oxosMama cpeda. 3a fla Ce LYBCTBa BOCH-

HHAT JAMjlep KOMMOpTHO B Apyrata cpeya, ToH Tpa6Ba MHoro AoO6pe

jla Tlo3HaBa WMCMCHOCTTA, Peura HM 3HAKOBOCTTa Ha AacCHaTa KY JT

Typa.

2. OGiuecmeeHama OpedHUZAYUA, KOATO CbAbPAAT AbPARABHO-

TO MW WOAMTMUECKOTO YCTPOHCTBO, OCOOeHOCTHTE Ha PeAMrUsTa Ml y-

XOBHOCTTa, TOHDT Ha OGILYBaHeTO, COWMAIHUTe CTpaTH B flajlena

cTpana.

3. Ocueypacane Ha (busuueckomo coluecmeyeane — HadMh Ha U3-

xpaHBane, KyJTypa Ha xpalieHe, KOMYECTBO M KayeCcTBO XpaHa,

HalwoHasiva KYXIA, WH/UBUAYasIHUTe IpHBMUKM Ha XPaHelle, BKILO-

UMTeIHO HKOHOMMYCCKMTE Bb3MOXKHOCTH 34 U3XPaHBaHe Ha Hace-

mleuuero, Korato equa abpxaBa He MOAE Aa OCMTYPH U3xpallBaHe-

10 Ha HACENEHMETO, Bb3HHUKRA HEOOXO/MMOCTTA OT CLAeHCTBME Ha

OOH 3a mpopexAane Ha XYMAHUTAapHH ONepaunu.

Boeuuure 1uyepu Tps6za fa Ho3HaBaT KakTo OcobeHOCTUTE Ha

XpaHeHe B APMHUTE, KOTO YYACTBAT B KOAIMIMATA, TAKA H Ha HACC-

eHMeTO, 3a KOeTO Ce MpoRe xa XyMaHUTapHata OMepauusd. OT 3Ha-

yeHHe € Hl ja ce 3Hae KAKBO He Ce TOBOpH LO BpemMe Ha xpaHeHe: B

MoBeyero KyJITYpH HO BpeMe Ha XpaHa le € UPHCTO Ta Ce TOBOPH 34

CeKC, 3a, PYHKUMOHMpaHeTO Ha BETpellMTe OpraH Ha YOBELIKOTO

THO HW Ip. KOMH4HM CHTYaUMM Bb3HUKBAT, KOFaTO CJC danika®

WIM Topadu HesHalue XOpata ce OTUYCKaT M HapyllaBaT TOS 06-

IMONpHer CTUKeT.

4. Honoeu omnoiuenus. PasHooOpa3HeTo B OTENHUTE KyJITYpu

CHPAMO MOJIOBUTE OTHOMEHUA MH CeKCYAaJIHOCTTA € TBEPHe TOJIAMO.

3a a UMa XApMOHHA B OTHOLMEHUATAa, TOBA pa3Hoo6pa3ue Tps6na

ja ce yBaxaba uw wenn. ApMuute B HATO ca BE3UpHesIM ACHH HOp-

MH Ha HOBeACACHVE MEX MbxKeTE M KeHUTE B YHMopMa. OcpeH

91

TOBA IpesM BCAKA MUCHA H3AaRaT OAPpOOHM HHCTPYKI[MH, CBLp3a-

HH CbC 3a4MTaHe Ha HaUMOHAIIMTe OCOGeEHOCTH B MOJIOBUTE OTHO-

II€HHS Ha [/bP2KaBaTa, Ha TEPUTOPUATA Ha KOATO Ce EPOBE\*/laT one-

palluuTe, pasMuHH oT BoltHa. Hampumep lo BpeMe Ha OllepallHaTa

»llycTunia 6ypa“ Ha aMepwKaHCKMTe BOCHHOCJY KEIM Gee KaTe-

TOPH4HO sa6paHeHO ja PasUPOCTpaHABaT NopHorpadckKa JmTepary-

pa cpegz Hacenlenueto Ha CayautcKa apa6us, KoeTo Mpou3sTuuare

or adexta, Ye TaM Ile € IpHeTo my6mW4HO Aa ce pa3npocrpaHaBa

TakaBa JIMTeparypa.

5. Omnouienue KoM Mepumopua/HOCMIMA — Y3UCKBa KaKTO fla

C€ MO3HaBAaT OTACAHUTEe JIMGHOCTHH HM COUMAJIHL LipOCTpaHCTsBa, Taka

UM fa Ce 3A4MTAT HalMOHaNHVTe pasIM4NA, KOMTO Ca TBbpie pasHo-

o6pa3sHu OTHOCHO MpOcCTpaHCTBOTO.

6, Omnowenue KoM 6pememo ~— KaTO JEHOHOMMe, KATO ce30H,

KaTO YaCOBU NOCH, KaTo KyTypa. Mo3nTrubuata licHxoTepallua pa3-

rex ja ICHXOJIOTHUILOTO BpeMe B TBbPAe wWupoKu acuexTu. Hecno-

OpassBaHeTO C BPEMETO KATO TOUMOCT UM TpelM3HOCT BOAM ZO MHOrO

YOBELIKM KOHDJNKTH, a BbB BOCHHO OTHOMIEHHE MOKe Ja AOBeE JO

TIpoBasIaHe Ha Mucunre. Hecryualtyo atmupan Xopetiino Henchu e

o6wuasl la Ka3Ba, Ye BCHUKH HaAyCclieXu Ce AbILKAT Ha TOBA, 4e e OHI

Ha HYXHOTO MSICTO YeTBbPT 4ac. HO-paHo.

7. Yuere u eosnumanue — Tash KYIITYPHA CUCTeMa ChAbpx\*Ka B

ce6e Moxke 6H Hali-roaMo pa3HoOGpasue, KOeTO BOeIINUTe WMepu

Ttps6Ba fa MO3llaBaT MW 3auuTar.

8. Hepa — Ta3v Ky ITYPHa CUCTeMA Cb/’bpx\*Ka MpAkKTHYCKH WAI0-

TO pasHooopasue OT urpH u AciHocTH, KOeTO € W3pa3eHO B KHUTaTa

Ha Epux Epnxcsu: ,,rpute, KouTO urpasT xopara, H Xopata, KOHTO

urpas urpy.“ B ta3v o6act ce BKTOURAT HaUMHUTe 3a BeCeJIMe

OTAMX, UPpUTE (OT AeTCKUTe {0 CIOKUTE KOMUIOTLPHH M BOCHHH

urpH, XYMOpa I BUIOBETE, CbPCBHOBAHHETO H KOHKYpellljaTa, KOH-

TO C€ ChAbPXAT BbB BCAKA UPpa).

9. Sauuima — Ta3l KYJITYpHa CHcTeMa OOxBAaLIa BCHUKM CbIIECTBY-

BAIIM TOACHCTEMU 3a 3alLMTa Ha JIMYHOCTTa 4 OOIECTBOTO: BOCHHA 3a-

WIMTAa, IpaBHa 3alllMTa, ME/[MUWMHCKa, KYJITYPHa, pesIMruo3Ha, opraHuTe

Ha peqa. Tyk JOpH ce BKNOUABa HM CHCTeMaTA OT T. Hap. Icwxoanasu-

THUY 3alMTHM M€XaHV3MH, OTKPUTH OT SurmyHy poy npes 1894 r.

H CuCTeMaTH3palH Tpe3 1936 r. or Heronata zbIepa Ana Dpok.

92.

Kb 1a3H 061acT Ha KyJITYpaTa OTHACAME M UA/OCTHaTa CHCTEMa.

2a MHDOPMALMOHHO H TICHUXOJIOTHUECKO Bb3ACHCTBMC BLPXy APMUHTE 4

HaceneHveto (18; 19).

B ta3su cepa ce BKJIOUBaT H pas/IMUMHMAT Had Ha BOCHHA

OPrallu3alus, UM pasIMIHeTO B NOAroBoTOBKaTa Ha apMuuTec. Kam

ropecrioMeHaTaTa KyJITYpHa CHCTeMa OTHACAME H pazM4HUA OOpas

Ha BOMHUUMTE OT BCHKA CHa CTpala, pasJIMUMATAa B COUMAJIHO-ICH-

XOJIOMM4ECKATA XAPAKTCPUCTHKA Ha BOCHHOCY KEMMTe OT pas/Iu4-

HUTe apMuH.

OueHKUTe Ca UpaBeHu OT PepMaHCKMTe NCHXOJOFMYeCCKH CiLy wK-

6u 110 Bpeme Ha [Tpppata cBeToBHa BoOHHa Mca OTpaseHu OT CuMpH-

nou Ka3sauaoxves B Heropata KHura ,,Boenua ncuxosozus (Iicuxo-

Jlorus Ha Goera), a B 10-HoBo Bpeme — or H. Koymteny B kHurata

JL CUXONOZ2UA U GOUHUK':

CAUL

AMePHKA@HCKMAT BOMHMK.€ MOTHBHpan, OpraHW3kpan, AMCUMI-

JiMmupan um Ao6pe mateu. Toli e yoOpe oOy4eH uw eKUTIMpaH, pelllH-

TeJICH, W3APbKIUB, ycrokuns. O6uaa yAOGcTBATAa HW AKUBEE C TaKH-

Ba yAOGCTBa B MOCBH YCHOBHA, KOMTO 34 MHOLO ApyrH apMuM ca

HEMMCHUMM Tpe3 HACTOAMMA e1all OT PasBUTHETO.

CALL ca crpana c rom@mo mporectantcKo Bausdune. CALT ca

CWJIHM B YHHBEpCasIM3Ma, aHaJIM3UpaleTo, UBB AyaIM3sMa. Mat

KOAMOULMpPAHH WM AOTOBOPHH NOAXOAM K'bM MOpaJIa KATO AOOPOBOLI-

HM cnopa3yMenna. Topseat ce cbc CBOMTA CTpaHa, UMUTO MHTeEpecu

3allMTaBa Ja/le4 3a, HeMNMTe TpaHny.

AMepuKaHIHTe TIputexKaBaT crpact KbM ycKopsBane. AMe-

pHKaHvTe BApBaT B YHMBEpCaJicH, ObeKTHREH pe”, IPH KOTO

Kopriopalusata (peclieKTHBHO BOeHHaTa opraHu3alua) e o6pas,

CL3aeH IPH KOMOMHUpaneTo Ha YHUBeEpCaJM3bM Cc aHasuM3. B

CAI ce o6equnaBaT WHAMBUYaU3MbT C BhTpelinaTa OpWeH-

Tana.

[[poS6emute Bb3HHKBaT OT HeIrbHOTATA Ha CAMOTO Pa3z0UpaHe,

HO He OT TOBA, KOCTO BKHOUBA, 4 OT TOBA, KOeTO UTHOpupa. Tosa ca

UMEHIIO H3KJIOUEHHETO, CICUMMW4HOTO, UANOTO, OOMHOCTTA, U3HC-

KBaHusra Ha UPOMeHJIMBaTa BLHILUHa cpesa.

93

—— —

CAI ca opHesTupaHn KbM DO-ODpPsHTe WOCMCAOBATEMIOCTH.

AME€pUKaHCKHST BESTVieg 3a 6peMeMo € LIPE/MMHO TOCI€JOBATCJICH.

TepmaHua

TepManckuaT BOHHMK Ce OTIMYaBa C BHCOK Goel aYx, AoGpe

BLOpbKeH MW CI'bkMeH. HeMcKUAT BOMHUK NO-TpyAHO U3Abpx\*Ka B

aTaKa C IMKORE, HO [IPH BOJCHe Ha ObH C OFHECTPEJNO OPbAHE Ce

2bpxKu MHoro AoGpe. B pHKoaiiuus 6oii MHOTO apMHu ca

IIpeBh3XOK Mam HEMCKaTA, HO Ip U3MOI3RAHE Ha OFHecTpeJTHO

opbxKMe TEpMAaHCKHAT BOI UposxBABa TEPOMSbM, TBbPAOCT, PeLM-

resHocr. PepMaHuMTe NplTexaBaT cocoOHocrra fa W3B/IMMaT BCH Y-

KO Bb3MO2KHO Hf OT XHBUM, HM OT MbPTBUA MaTepHuasl, RACOKH Opranh-

BATOPCKH CHOCO6HOCTH, AUCIMMIMHUpaHOctT, TOUHO PYHKUMONMpa-

He Ha repMaHCKaTa BOeHHa MaluuHa. Y repMalmmre ce ChYeTABAT

TEOPETHUYECKOTO H3CIEABAHE C NPAKTHYCCKOTO UIPWJIOAREHUC. Tep-

MAHUTe YMEST 1a OBMALABAT H YHOTPeOmBaT TOJIEMM YOBELIKH MACH

(vecmyaiiHo CfHM OT Hali-TOueMMTe M3CHeMOBAaTeM Ha MacoBaTa

IICHXOJOPUS Ca HEMCKH LICHXO.103H) — peHacsHe Ha CTOTHUM XH1a-

7M xopa, 6€3 KaKBOTO Hi fla O10 ThpKaHe Np OOpasiloBo BPoNOBoI-

CTBHe, HACTAHARAHE WM W30/13BaHe.

Brsenenata ciey Bropara cneToBHa Boliva CucTeMa 3a ,, BaTpell-

HO PbKOBOACTBO" ZaBa AOOpu pesyuraTu B oG6y4eHHeTo HM BLSIIMTA-

HueTO Ha TEPMAHCKUTe BOEHHOCJ/Ty KeNIA.

BesnkoOpuTanua

AHTUIMMCKMAT BOMHHK Ce NOJI3Ba.cC PeNyTauuaTa Ha OTJIMYCH BOH-

uux! Tot @ XJadHOKpbBeH, YHOPUT, u3ipbxKnB! Croper

H. Koynenyl anrimiicknat BoHUK OOMKHORCHO Ce NOATOTRA TICHXO-

NOPMYECKU L0-TPYAHO 3a Bola, 3ALOTO HE € CUOCOGEH K’bM HAKOLO

Ja WONMTBA DPObIVKUTE Na VW yb1OOKAa HEHABMCT, He € cnoco6ex ya

W3IMTBa 2Kaksa 3a Mbcr. Toil e yropuT H GescTpallieH, Ho orcTEiBa

[pM CH1CH OPbH HM Hauck. AHTIIMMCKMAT BOMHHK HE € cnocodeH ApJ/Iro

Ja Mpa3H, HO KoraTO € OGsafall OT HerpeKOHHAa PeLMMOCT, MpeA

Hero He MOxXe Ja YCTOH AUTO €Avs UpoTHBHMK. B ouacHa o6cTaHOBKa

MOXKE Ja UPOABM HEMCTOBA APOCT, KOATO € HEMpeOAOJIAMa.

94

Pa36upa caMo TOBa, KOcTO BHAA ycetya. Hama JoctaTpulio

pa3BuTo BLoOpaxeHue H He yMee la Ce a6crpaxupa. Mma ayBCTBO

3a XYMOP, HO He HM OCTpoyMHe. EquuctpeHata popMa Ha 6op6a, Kos-

TO aHluulickuat BOHHUK pas6upa, ca H3NMTAHHeTO Ha cusatTa 4

V30p'bXKJIMBOCTTAa B OTKPHT Goi. AUTMHCKUAT BOMHMK € yBepcH B

ce6e CH MU MpuTexKaBa BUCOKA JIMUHa MAMIMATHBA. B 6nu3bk Got TOK

TpeBb3xoxK 1a HEMCKUA nowiuuk. Koraro aHrJiMiicKuaT BOHHMK ¢

BLOPbKEH NO MOLXOAALL, HAYA HW MMa OITHTHO PbKOBOACTBO, BOA

Gos C W3KJMOUNTE Ha CHEPPMd UW PCLIMTe/THOCT.

AnonnA

SnoHCKMAT BOTIMK € HaflapeH C BUCOKOpa3sBuTa cnocoéHoct Aa

yMupa, HiposBena 10 Kpawua crenen, Vima xemanue fa Wo6eaK, 3a-

TOTO 3Hae, Te TOBA MSMCKBa OpselleTo Ha crpaHata My.

@Mpanyus

peliCKMAT BOMHUK NPHTexKaBa Hanayatcer AyX, Mpesupa

CMBpTta, HMa HenoKose6uma papa B KpaitHata nobes1a. @pevCcKUAT

BOHHUK BL3IIpHeMa BOMHATAa KATO JIMHHO ACJIO. Toit u3NHTBa CHIHA

HeHABMCT K'bM BparoweTe Mi A NpesaBa Na UOKOeHMATA.

Pycua

Pyck#sT BOHHMK MpOaABABa xpaOpoct, JoBefleHa JO PaTausbM,

KaKTO UM CaMolloxepTBOBaremHOcT. PyckMaT BOMHUK € HeNpeTen-

MO3eH, C He\*octaTbuHna CHOcoOHOCT 3a Opralusalluy 1 yiipaB.e-

Hue.

CpenHa A3va, Kanka3

34 nounure or Cpenva Agust ¢ xapak'repHO YBaXCHMCTO K'bM

cTapmiure HaqaJIMMi M MHCTHTYHAM, OTIYK H jlecHaTa NOfMMHAC-

moct. Tosa Cb3aza GmarompusaTHa WpemMmocrabKa 34 HSITLIHUTCII-

HOCT, AMCUMIIMHMpaHocT, CleqBane Ha BOTIATA Ha KoMalgupa, aflall-

TUBHOCT KbM M3UCKBAaHUATAa Ha WapeeHOTO sarlonesure. CBIMeB-

95

PeMeHHO TpAOBa fla ce HOdueprae, ue B TES HalIMOHaNHK ocoGeHo-

CTH C€ KPHAT M HAKOW ONACHOCMU: Bb3MOXKHOCT 38 HEKPUTHUHO

BBSIpHeMaHe Ha aHTHCOMMANHUTe HapyINeHUa.

3a BouHNTe OT KaBpka3 Ca XApaKTEPHH BUCOKOPAa3BUTO 4YBCTBO

3a TOPAOCT, MbKECTBO HM 4eCT, Ayx Ha cBoGoda, HETbPNUMOCT KbM

HaCcHIMe Wf 3aBMCUMOCT. IloAUMHEHHeTO 3a TAX € CBLP3AHO C BbTpeH-

Ha 6op6a HW Mcuxuuecko Hanpexertne. Tipu pa6ota c AGEL CbcTaB

oT Kapka3 KOMaHAMpbT He MOXKe fa pasuTa CaMO Ha aJMMHUCTpa-

TUBHH MCTOZH, a TpxGBa a ce OMMpa Ha CBOM NWYeH MpuMep, Ha

HHAMBYLyaseH TOAXO, KbM AylaTa Ha GoHMUMTe, KbM 3aBOIOBaHE

Ha AOBEpHeTO HM CbC CBOHTe YeCTHOCT, NOPAAbYHOCT, CHHCTBO

M@EXAY AYMM M mea.

Bpirapua

3a 6brapCKUA BOMHUK Ca xapaKTepHH (pe3 Moriesa Ha rep-

MAHCKHTe NCHXOJIOPHYCCKH CTY K6M) CHIHO CEMeHHO UYBCTBO, CMY-

1aBaHO OT MOKBapeHa aNMMHUCTpaLMa; OCco6elM NOIMTMUeCKN Hpa-

BM M cnocoOHOcT 4a ce HACTpoiiBa cpenly yIpaBAeHueTO; H3NNTRA

JIMIMICHHA HW ce HAaCTpOMBa BpaxMeOHO KBM CBIO3UMUMTe CH;

HPHBbP3abOCT K‘bM 3EMHTA, NOPaM KOeTO IPOXBABA HETbpileTMBOCT

MH 0 TO3H HaYHH OTCIAGBAT HETOBUTe CbUPOTUBUTEHU CHJIN.

BrirapcKuaT BOMHUK € Hecnoco6eH 3a NOSMUMOHHAa BOlHa (KOATO

W3UCKBA ThPUCJIMBOCT M MOCTOMHCTBO), HO € CHJICH B LLYPMa Hf ava-

Kata. B uctopwuecku man Tps6Ba ga ce nogyeptae, ue Onrap-

CKMAT BOMHMK e TIPOABABAT M3KTOUNTeIHAa Xpadpoct mp atTaka Cc

INHKOBe H PHKOMALLEH 601.

IIpu opranu3upane Ha ChBMeCTHH WelHcTBHS B DPAMKMTe Ha MHO-

TOHAIHOHAJIHUTe BOCHHU (OPMHPORAHUA € BAXKHO /la Ce OTUMTAT H

HAKON HAUUOKGAHU XapaKMepuUCMUKU 3 OBlZapUuna, M3BECTH a

uy XKMecTpaHHUTe NapTHbOpH:

a) HeeamusHu HQuUUOHAKU XAapAKMePUCMUKU:

— Tpygua pabota B eKun; TpygHO pa3rpaHwuaBaHe Ha CJly%\*Keb-

HUTe OT MEK LY IMTHOCTHUTEe B3AUMOOTHOMIEHUS; Tpy THO yBaxKeHHe

Ha m10-crloco6unTe OT Hac (Oblrapute), TpyHa padora KaToO MCTUII-

CKH CbApYXUMK.

— Hexopepue B uHCTUTyuMTe, Hepapxuute, aBTopuTeTute.

96

— Crpemex fa ce 3a06MKONIAT 3aKOHbT, UPaBMJIOTO, HOpMaTa,

UPMHUMMDT, Ma ce ,,3406uKOIMT“ HM fa MM Ce ,,HaMepH WakaTa™, 6e3

fla Ce KOHMPOHTHpa YEHO C TAX.

— Jlumica Ha pecrieKT KM HayKatTa (,,7e mu Casall aKed, napu Mu

dati), ocobEHO aKO Te He OGeINaBaT Ops H 3HAYNTEIEH EPeEKT.

— HetlacuTua xax«xjla 3a paG6oTa, KOraToO TH € CpeycTRO 3a COOcT-

BeHOTO Graronomyuue, 6NaroReHCTBHe U AMUHOCTIIa peaMsalna.

6) (To3umu6Hu HAWUOHAANU XAapAKMEpUCMUKU:

— BenescrBue Ha 34CHIBAIMTe Ce MEK AVHApO/HU KOHTAKTH

Ha OpilrapcKuTe TpaxfaHu, ocobeno Ha yupaBJIeHCKMA CBCTAB,

ce HacaxklaT WOBeYe JOREPHe KM YMCHHATA, JEMOHCTPHPaHH OT

YyXKACCTPAHHUTe TapTHBOpH (TIpeosO/aBa Ce TPaHUMOHHUAT

CKENTHUM3bM KbM YMeHMsTa H KavecTBaTa Ha Apyrua (,,47 nok

mos").

— Tlopumapane Ha OTTOBROPHOCTTAa IPH MoeMane Ha Mé2K/fyHa-

POAHM aHraxkuUMeHTH.

— Ms06peratesuoct (,,Cupomax 4oeek — xuée 01607'"), BONA 3a

yCUeX MH BACT, CMeJIOCT.

6. EMH OPM MHASJIEH MOJEJI HA BOEHHO JIAZEPCTBO

B onlepaljaute, pa3uH4HM oT Bola, TPAHCKYJITypaHMAT Toqxon

3aeMa BOUCILO MACTO. PHKOBOAEMKM Ce OT TOBA NOJIO2KeHME, CMA TAME

3a uenecbodpa3sHo 7a TIpeACTaBMM OCeMTe YHMBEPCa/IHM 3aKOHa 3a

JMJepcTBo, KouTO mpodecop t-p Yunum A. Koen onpesesa kato Boe-

HeH Moyes. Toi ru paskpuBa mpe3 1998 r. B pesyTaT Ha ZJTOTOAMIL-

HM NIpakTUuKa UM W3CcIesoBaTesicKa letiHocT. MuTepecuo € ya ce HocouK,

ye mpodecop j-p Koen € W3B/INK'bJI Te3M 3AKOHH B pe3y/ITaT Ha TIpoy4-

BaHe Ha 200 GuBLIM BOeHHH JIMDepH, OT KOTO 62 ca TeHepasi M aMu-

pau. [Ipodecop a-p Yusiam Koen dopmysmpa yuuBepcasinure 3aKo-

HH Ha TM epcrsoro (6oennua MOOe1) NO ClejwWus Hau (21, c. 21-52):

1. Bunaru 6bzeTe yecrun!

UecTHocTTa H YOBEYHOCTTA Ca B OCHOBaTA Ha JMlepcTROTO. 3a

BOCHHHA JIMJep YecTTa e Hali-BaxHOTO Helo — TA OCHTYPABa JOBe-

pHeTo Ha nosYMHeHMeTO. OT ApesnocTra JaTapa MaKcCHMaTa: ,,3a

yecrta Ha aroua!\* YecruocTtTa o3HayaBa He CaMO Ka3BaHe Ha HCTH-

HaTa, HO V MpaBysinM nocrbuku. Tenepan Konun Naypiae octanun

7 Boenua ncuxonorna... 4. I 97

EHH BIeYaTABAl] YPOK MO YeCTHOCT Mf GestipucrpactHa ONecHKa 3a

poJtTa Ha JMJepcTBOTO B saryOeHaTa OT CAIILI noftHa BbB BuerHam

(21, c. 26):

,BUCHIMTe HU OPMNepH 3HAexa, Ye BOMMaTa TpyAHO Mme 6bye

cneuenena. BhupeKu ToRa Te ce MoOAWaoxa Ha BCeOOLIMH HATHCK HM

NposbIKUXA a Ce UpecTpyBaT, KaTO U3NOJI3BAxXa (asIIMBH JaHHU

3a Gpoa Ha yOuTHTe, yLOOHM WU03MM 3a W3TOASBAHMTe Mpe nase

MePKH H pe yBeJIW4eHH aH 3a HOCTHPHaTUTe noGeau. Kato us1J10

apMUsiTa He yc a Ce KOOPAMHUpa C KOMAHABAHETO H CBC co6cTBe-

uure cH qelicrpus. KomanaBaeTo or cBos CTpala He Ka3a Ha MH-

HHcTDpa Ha orOpaHara WM Wa pe3svyenta: ,Bolivata He MOXKE a

6pye cheyeseHa lo HaUMIa, UO KOTO 2 BOAMM."\*

2. Hosnagalite Jo6pe padorata cu!

BoeHHuaT JMgep Moxke Wa OTTOBOpH Ha H3MCKBAaHMATA Ha TOSM

3aKOH CAMO KOraTo qoOpe nWo3sHaBa cBosTa paboTa M 3ayaquTe Ha

NOMUMITEHUTEe CH, KOraTO Ce yd HEMpeKbCHATO M MOCTOAHHO crou-

pa ommr.

3, M3pa3sBalire ouakpanuara cH!

B rperus yHMBepcaJieH 3aKOH Ce BKOUBAT BAXKHM CTpanlt Ha

BOCHHATA JeHIIOCT: Wiakupalle, Mocrapave Ha We/H M 3afa4v, KOMY-

HUKUpalle, OOcb2KaHe Ha CHTyalMATa, W3pasaBaHe Ha OUAKBAHMA-

Ta Tio e@eKTUBEH Haw. TOsM 3aKOM MOsBOsIABA M3TpaRAaHeTO Ha

AoObp ma6 u AoO‘p exum.

4, Tloxa3Baiite nopeye KeaHHe!

Vgnpmenvero Ha HeoOuualHuTe adraxkUMCHTH B ONCpaulMuTe,

pa3.JM4HH OT Bolla, € CBbp3aHO C MOEMAHE Ha TOBETe PUCK. Komau-

aupbr Tpa6Ba fa Obe ToToR 3a TOBa H Aa ToeMa HlepcoHaJIna OTTO-

BOPHOCT.

5. Ouaxpalire 1oJOKUTeENHH pesysTaTHu!

Peane“palleTo Ha BUCOKHTe DeM € CBbP3aHlO C HOMOARUTE HM

Harnacv UM o¥“akBaHns. ChilecrByBa Upska Bpb3ka MexK/ly WeJIUTe,

KOTO ce OUAKBa Ja OLAaT MOCTHTHATH, MH HelicTBUTCIHO HOCTHrHa-

ware eum. KoMaHaMpte, eKHIMTE MU WaOOBeTe, KOMTO UMaT HO-

TONEMA Hae MU OUAKBAT O-FOOpu pesyTaTu, Noy yaBaT M0-

AOGpH pesysITATU, KOeTO O3HAMABA, Ye TE Tpa6Ra a HMaT TOO2KH-

TeCMHO MUCJICHE.

98

6. [pwoxere ce 3a xopara cu!

I[peqaHocTTa KbM XopaTa HW rpiwKata 3a THX e ABYMOCcoYeH Mpo-

lec, KOTO O3HaYAaRa, Ue IJOM KOMAHJIMpuTe Ce TPHKarT 3a MOAIMHE-

HUTEe CH, HW Te Ie ce TpuxKaT 3a TAX. B IpOTMBeH CLyYall HOYHHeEHU-

Te He IIpHeMaT MUTepecuTe Ha KOMaHJMpUTe, ako re HE UpHMemar

TEXHUTe HHTepecu.

B 6parapcKaTa BOeHHa HCTOpHA TpalHo ca CbxXpallelM oONYTAa

PplKaTa Ha NOIKOBHUK Bopuc J[pauros k’bM HeroBute Ooliuu. Ipo-

CAOBYTHAT BOMHMIKU AeBUu3: Ma /[panros, uma xs196! Mm WHeC

HalOMHS Ha KOMaHAMpuTe 3a OalliMHCKUTe TPHOKH KM T0/lUMHeEHHA

JIMYCH C/hCTAB.

7. Moctagalire pabotara upey Bcn4uko!

B yeliuocrra Ha KOMaHAMPUTe HPHOPUTeTHH Ce ABABAT M3Il'b/IHe-

HHETO Ha 3a0auutTe UW PpHoKata 3a Xopata. ONTUMAJINM pesy/ITaTH ce

Tosyuarat, KoraTo ce TlOCTaBAT BHCOKM W3MCKBaHU KbM JIMYHUSA

CbCTaB 34 KAYECTBEHOTO HM CPOUHOTO U3I'bJIHeHHe Ha 3afla4uuTe u

CbINEBPEMEHHO Ce OIaraT MAKCHMaJINM rpuwxKUM 3a TAX. ToraBa Bce-

oTjawHocTTa e Bceobma.

8. Bpgete Hali-oTupen!

[lo cuaTa Ha CROATA POsIA KOMAHAUPET e€ IPUsBall Ja Obe oT-

ped B GyKBaaeH HB MIpeHOCeH CMC, 3a )ja UMa MOPAJIHOTO OCHO-

Bale fa Ka3pa: ,, [pas Kato Meu!“, ,.Cnegq meu!“, ,,Cmeqpaii me!

Camata eTHMOJIOPMa Ha YMMTe TO[CKa3Ba MHOMFO Hella: JIMZep 03-

HayaBba BOTaY; WavaMK — CTO HayeIO, Hall-oTNpe; BOMBOLa —

Bogay, npeyBopmres. Ilo to3su noBog oT reHepan J>xopyx C. Tlarpy

€ ocTaHasl HHTepeceH adopu3bm: ,,JJMepcTROTO € KaTO KoHela —

JI@CHO MOXelll 7a TO ABMXKMIN, KaTO TO AbPNAal, UO He M KaTO ro

6ytam.< (c. 47). Tenepan Uarbyu e UMa/l MOpaHOTO OCHOBaHHe 3a

TaKaBa C€HTECHILMA, 3AL{OTO CAMMAT TOH Ce € OTIIMUARA C APKM KO-

MaHJMPCKM KauyecTRa, CMOCOOHOCT 1a BOAM xopata CH B Gos, 4a TH

MOTHBMpa la NedeAT Ho6esa B KpaliHo HeOMarolupvsaATHU yCOBHS,

3a KoeTO € 64 oOoxKaBaH OT OOuecrBeHocTTa. Tepepan arsa e

H3BECTEH MC TOBA, Ue TOM NPbB BbBCK Ja TAHKOBETe B AMCPUKAH-

CKaTa apMUs fe Ccpeg Hali-TanaHTIMBUTe PpPOHTOBU KOMAHAMpH BbB

Bropata cBerosHa Bolina (25, c. 295-298).

3AKJNOYUEHHE

BbsrapcKaTa apMua Bce Mopeye We YYACTBA B MHOTOHANMONa.I-

HM BOCHHH (POPMUPORAHHA, a TOBA BOAM AO YCTAIOBABaHCTO Ha HOBM

3all03HAaHCTBa, IIPMATEJICTBAa, KOMTO Ca M3TOULMK Ha AOBCpHe, CH-

rypHoct um pas6upareicrRo. MHOroHal|MOHaHUTe YUeHHA Ce ABA-

BaT ONaroOlupUusATeH MOTHB, CTHMYJI M COWMasIHa NOAKpela 34 MO-Ha-

TarblWHata Kapvepa Ha obuuepure.

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Ta APMMA 3a YUACTHE B CHACHTEHU M HEOTAOKUM apapulino-cnacuTe/iHH pasoTH —

OpMupane, NOATOTORKA, OCMTypxBaHe HM M3NOJI3BaHE. ~ B: COopHUK MaTepiaJIn OT

Hay wHOmpakTHyeckaTa KonepeHuus ,,M30m3Bane Ha BhOpbKCHUTE CHI B MAD-

HO BPeMe IPM KPH3M OT HEBOEHCH XapakTep UB OMEpal{Mu, pasMHYHM OT Boitua“, 30

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on c 6burapcKH 6aTabOH CHHH KackH B KamOogxKa. — TlpequsBukaTeJICTBaTa Ha

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Ha CTpecona peakI[MA Cpejl BOCHHOC.Ty KEIM OT KONTHAPEHTA CHM KaCKH B Kam6og-

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ee

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To NOsbpxKave Ha MMpa u y4eHua No Mporpamara B: ,,[laprHbopeTBo 3a MUP. —

C6opank MaTepuanu oT HayunoMpakTuyeckara Kondepentua ,,3nongpave Ha

Bpopb2KkeHHTe. CHAM B MUPHO BPeMe TIPH KPM3H OT HEBOEHEH XapakTep H B OMepa-

UMM, pas“4HH oT Bolina.\* 30 u 31 oxromepu 2000 r. MO — TH] na BA. C., 2000,

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COopuuk MaTepiiaqmM oT Hay4HorpaKxruyecKkata KoHbepentust 30 um 31 oKTOMBpH

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MACOBO NOBE]EHHE TIPH BEXCTBHA

Tpo@. Tonio l'padee

TlouTw BcxKO HOKOJIeHHe € Mpe2xXUBAIO pa3IM4HH UO Malad 6eq-

CTBCHM CHTYallMu, KONTO Ca OCTABSIM TpaliHu CHOMeHH 3a COIbCbKA

Ha YOReKa C 4YBCTBaTa Ha BilesalleH cTpax, HecurypHocr u 6e3-

noMomHoct. B %xuTelicKOTO MuCJIeHe OeACTRHeETO HEABYCMHCJIEHO

ce acouWupa C ,,BCHKO BHE3ANHO, HEOUAKBAHO WIM A3KNOUNTeCAHO

HemacTue” (1). Murepect Ha coumasMuTe HayKH KbM 6eJCTBeHIT-

Te ABJICHUA He € Olpanwy4ell CaMO AO TparWuHata chaGa Ha OTIeJI-

HUA YOBEK, a Ce MpOCTUpa B M0-WMPOKM PaMKU; B THpceHe Ha Obsc-

HeHUe Ha COMMAJIHUTE JECTPYKITHU, IIPOMCHSINM HOPMaJIHOTO PYHK-

IMOHMpane Ha oOllecTBeHUH %\*KUBOT. ,,Ha obuuManen coumonoruue-

CKH e3Hk, ume YU, Ppun, SexctBuctTo Moxe 4a Obye AeuNNpaHo

kKaTO ,,CLhOMTHE, CbCpeOTOUEHO 0 BPEME H IIpOCTpaHCTEO, PH Koe-

TO OOLIECTBOTO WJIM EHO OTHOCHTEHO CaMOCTOSTeAHO MosApazjre-

Je€HMe Ha OOMLECTBOTO NPeMMHABAT pes ro/lsMa OMAcHOCT H

NpeTbpnaBar Taka 3aryOu 3a cBONTe WIeHOBe u OOKPEKeHHe, ue

COUMasHaTa CTpyKTypa O“Ba pa3pYIUIeHA, a H3ITbIIHeHMeTO Ha BCHU-

KM WIM Ha WAKO OT OCHOBHUTE DYHKUMM Ha OOWecTBOTO 6uRA Mpe-

AoTBpaTeHo™. Pasriex7aHo 10 TO3H HadHH, GeycrBHeTo e cLh6uTHE,

KOe€TO HapyllaBa \*XM3HEHOTO PYHKIMOHUpaHe Ha Aaqeno obulect-

go. To 3acaTa cuctemata ‘Ha OuooeuxHOMO OYeARGaHe (TIpexpaHa,

NOACAOH, 34paBe, BLIIPOU3Be Kane), cucTeMara Ha peda (pasupe-

ACeHve Ha Tpy Aa, MONE Ha BIACTTAa, KYATVPHU HOpMH, ColmMasl-

HM posIn), CHCTeMaTa.Ha 3Ha4¥eHUeEmMO (WeHHocTH, 611M AedunnynH

Ha peasocTTa, M€XaHM3MU Ha KOMYHHKaUMATa) 4 MOMmUGaYUAmaA

Ha AcHCTBALIUTe JIMIa B PAMKUTe Ha Tes CHCTeEMH (2).

begcTBusta, B KAKBHTO ¥ Mog\_MguKannu ja ObyaT UpoOABeHy, B

KaKBUTO HW paul fa ca paslipocTpaneHy, BUHAlu Cu OCTaBAaT ChOH-

THA, KONTO DoBexAar WO AeMopMaluN Ha HAKAKBa cibepa WIM ac-

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ee,

NeKT Ha couMasHatTa cTpykrypa. ViMeHHo Nopayv Ta3v CBOs (ylik-

IA BCHUKH OeCTBMA He3aBHCHMO [lau Ca pesyJITaT OT NpupogsAu

CHJIM, WIM Ca HeJIO Ha , WOBeIUKaTa pbKa“ ca O6eKT Ha U3cseRAaHeE

OT COWUMAJIHUTe HAyKH, HM M0-cUelWMaJIHO — OT COLWMOJIOFUATA HM COUM-

amHata Ucuxonorug. Pe3y.1TaTtutre or GexcTBuaTa, HOBexK Jal oO

Pa3zJIMUIM CTeMeHH Ha Fes0praHv3ayua Ha GOuTMeTO Ha xOpaTa, e

IfbPBOCTCHCHHHAT TIpoGJieM HA COUMOJIOTMYCCKOTO W3CIeTBaHe Ha

Te3M CUTYaMN. CommanhaTa UCHXOJIOPMA C’bINO M3CIELBa 103K /eEC-

TPYKTHBEll e@eKT Ha OeJcTBUATA, HO e/MHUIaTa Ha aHasus He e€

OOeKTHBHATA BapHauNa la COMMAIHO-CTPyKTYPHUTe TIPOMEHH B pam-

KuTe Ha OeACTBUeTO, a UPOMEHUTe B IICHXOJIOrHYECKOTO PaBHOBe-

CMe Ha BCCKHAHCBHCTO, H3Pa3€HO BLB: YCTOHYMBOCTTa Ha HEPOpMaI-

HUTEe CTPYKTYPH Ha OOMyBaHeTO; ayjeKBaTHOCTTa Ha Bb3IpveMaHe-

TO Ha peaHOcTTa; IPOMeHUTe B MOTHBALMATA Ha MOBE/EHWETO; MO-

AeMTe Ha JMYHOCTHOTO U- KOJIEKTHBHOTO TOBeAeHHMe NOX HaTucKa

ua KpUTHUHAaTAa CHTyalMs; MCXaHL3MMTEe Ha alallTalusa U kpyru Cpos-

lM MeHOMCHH, CbIIBTCTBAIM BCAKA PA3Ka TIPOMAHA Ha comMasHO-

IICHXMYHOTO B3AMMOJCHCTBHE BA YOBeKa CBC COlMa/IHaTa Cpesa.

TosIaMa 4acT OT EMEMPHYHUTe akTH, TocTy KUM 3a OGOCHOBA-

BaHe Ha 3HaYMMOCTTa Ha U3CJIeEAOBaTesIcKaTa pobemaTuka Ha

MACOBOTO NOBEJICHHEe, Ca W3BIICUCHH OT YOBELIKOTO MOBE/IEHUE B

KOHTeKCTa Ha GeCTBEHUTe ABJIeHua. KakTO NOBEeHHeTO Ha ys4y-

Hire TJM, HA OVHTOBETe H pazJIMUNMTe OOPMU Ha colManHH wu

NOTUTHYECKH HCAOBOJICTBA, TAKA HM MOBEREHMETO B CUTYauMu Ha

OeACTBUA NOAKPenAT WIMpOKO lipHeTata Te3a, Ye B HECTAaHAapTHH 3a

BCEKUJHEBHETO CHTYANMM BL3IMKBaT VHUKasJIHN MaCconorioRnejyeHye-

CKH Upotech H PCHOMCHH, KOMTO LOCTaBYT IPE AU3BUKAaTeJICTBO KaK-

TO 3a IIpakTHUeCKAaTa OpraHN3allua Ha OOULECTBEHUA XUBOT, Taka 4

liped, TeOpHATa 3a COMMAaJIHOTO TloBesellWue Ha 4YOBeKa.

Coumasinure acuekru Ha OeCTBHSITA Ca lO TAKABA CTENeH CBLp3a-

HW-C JMHAMMKaTa Ha MACOBOTO MoBeAeHHe, Ye MHOTO aBTOpH CJlarat

3HaK Ha PaBeHCTBO MeXJLy GeACTBCHUTe CHTYAUM M Bb3HUKBAHETO

MW MpoTHyaneTO Ha MacoBononesenueckuTe enu30qu. B Ta3H mep-

CHeKTHBa OeficTBeIMTe ChONTHA Ce MpesACTaBAT KATO passe oT 06-

wata npoGjeMaTHKa Ha TeOopeTMUIIOTO O6aAcHeHMe Ha HeEMHCTUTY-

I[MOHAJIHUTC (OPM Ha MACOBO WoBejeunue. Cera, KoratTo Beye CLIe-

CTBYBa W3BCCTHA Tpa/(HUUs B M3CIeqBaHusita Ha GexcTBusra, TPyYA-

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HO MOXe la Ce Kaxke, We TEXHMAT COLMAIeH eeKT ce CBe2xK 1a CAMO

70 CbhOTBETCTRANIHTe HM MaCOBONObeseHuccKM enn30AM. BexcTBus-

Ta Ca ABJICHMA C 0-O6LIMPHU NoceACTBUA 3a OOLMECTBOTO, B YHUTO

PpaHHuu /[MHaMMKaTa Ha MaCOROTO TloBeseHve 3aeMa CaMO OTIpe/ie-

jieH uepuMersp. Eqpa mu o6aue 6M Moria fa Ce NOAIOKH Ha ajleK-

BaTeH aHaJI3 fagzena Geycrpena cuTyanusa, 6e3 Ba ce MocTapu Ha

eHO OT UpesuMTe Mecta HeobuualtHaTa PeHOMEHOJOrMA Ha Maco-

BONCHXHUHATA perysallua ta MoBesenueTo. Hero noReve, TOIM ac-

TeKT Ha W3CJiesBalle Ce HaJiara KAKTO B aKTYaJIHMa XO Ha OeAcTBH-

eTo, Taka U BT. Hap. WocIeKpuTHuHa SefcTREHa CHTyalMs, KbAeTO

OTMHHaJIOTO TparwuHo CLOUTHE MpOAbAKAaBa CBOCTO CbIIECTBYBAa-

HE LO, DOPMATA Ha MHAMBUALYasIM WM MaCOBM CTpaxXOBH pe KUBABA-

HHA HW OWaKBaHMs.

OueBHAHOCTTa Ha GeCTBEHUTe CHTYAallMM, peallHaTa OCesaeMocT

Ha TEXHUTe HOCJICACTBUA, KAKTO 1 HEABYCMUCAeHOTO KHAeHTHOUIN-

pale Ha MHOTO OT IPHUMHUTe, KOTO Pi LIpesM3BUKBaT, HAMAJIABAT

B 3HaunTesua CT€Me€H Bb3MOXAKHOCTTa 34 CHEKYIAaTMBHM MHTepupe-

Tauun. Jiburo BpeMe o6aue Tipe EMNUPHMYHUTE u3CeTBAaHUA 7a

HaJIOKaT aleKBAaTHOTO OL|eHABaHe Ha Gey(CTBUsTa, Te Ca OMIM BLSIIpH-

eMalIl B HosuepraHo crepeoTunen oOpa3, lesHatuTesiH0 IpOMeHAH

¢ TeueHHeTO Ha BpeMeTO. OMe c TosABaTa Ha YOBELIKOTO OOIMeCTBO

GegcrBusta 10 Heu36exHOCT ca HaIOKUIM Ha xopaTa HeEOOXOgH-

MOCTTA lA ThIKYBAT UPHYMHUTE 34 TE3H TPaTH4HH ABJICHMS. ,,CXBa-

UlaHero Ha YOBCKa 3a IpwuunuTe na 6epcTBHsTa, MocouBa A. Bpa-

YHA, € UPeThPNAIO HAKOKO HCropuuecKM UpoMeHu. B paHHH Bpe-

MEHA MaCOBO Ce € BIPBAJIO, YE ACMOHUTe WIM GoropeTe Ca PM UPUU-

IABAJIM, M Te3H TEOPUH Ca OTe/eNM 1O ANelIHH BpeMeHa Nog odu-

unasmata pasa ,,boxa padora.”. Tpesyure mpopouM u MBApeLM

yecro ca GH IPH30RaBaHH ja OOACHAT Ha CBOMTE FOCHOsap UM Ha-

pod NPHUMHaTa 3a TO3H THAB M fla afaT CLBeT Kak CBeHTyaJIHUTe

noBTopeHus 6uxa Mori ja OLgaT usGernaru. OMMJIocTUBMTEIHK

XKEPTBH Ca CHIN Mpearanu, Ipesupuemaso ce ec OuuyBaHe HM /1a-

Bane ua o6eTu. Ilogo6u0 ThIKyBaHe ce e 1paBuO Wpes cpesHuTe

BeKOBE, a [HEC TOBA Ce PAB B HAKOM PeruOHH U cOeBe Ha LMBH-

JIM30BaHOTO O6iecTBO. Hakou MasITyCHaHIl OT FeBeETHAeECeTH BEK

ca CMSTalM, ue GepcTBUATa ca HEOOXOAMMM 3a NIpe/OTBpaTABaHeTO

Ha Pa3MHOXABaHETO Ha YOBEKA MSBbH PpaHuilute Ha HCTOBHTe Xpa-

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HMTesIUM 3allacH — TEOPUA, KOATO WMA HIITepeCcHO ChOTBETCTBUE B

HeOTMaBHAIIHHTe apryMeHTalMu Ha yueHuTe, We TYMHTe Ca felct-

BaJlM 10 TO3H Hau Cpe, AMBUTe \*XUBOTHH (3).

PeJMrM03HO-MHCTHUHOTO BL3IITpHeMaHe Ha OCACTBUATA M HayKO-

oOpa3ii0To UM ObsaCHeHMe Ca OTCTEITMIM MsICTO Ha peaTMCTHMHUTE Hl

cTporo Hay¥HuTe dakTu 3a NpwuMHuTe Ha 6eCTBEHMTe ABJICHUA.

S3aenHo c ToBa oOaue ce NonBABA HOBA opMa Ha HeasleKBaTHOCT

Ip ThAKYBaHe Ha SeCTBAATA, KOATO Ce OTHACH HE TOJIKOBa AO TPH-

YMHUTe 34 TAXHOTO UOABABAHE, a rWaBHO 70 MOeuUTe Ha HHAMBH-

ALyaIHOTO M MaCOBOTO TOReAeHHe Ha YOBEKA, MOMUAIHal B 6eACTBE-

Hue CHTyalMu. CbBpeMeHHUTe M3CIEOBATCJIM Ha MOBEACHUCTO NP

SencTBUA Ce COASCKBAT C LOAYEPTAHO YCTOMYMBU CTEpeOTHITEM LPCA-

cTaBi Ha xopaTa, Ye BCHKO 3HauMTEJIHO Oej{CTBEHO cbO6uTHe BBBIN-

ua HHMBUAa H Mace B CBCTOSHMe Ha KpaiiHa CoumMasiHa HeaneK-

BATHOCT, KUBOTHHCKM CTPaX, MHCJIOBHa MW NopeweHuecka Hpalo-

nanuocr. Cnopey, E. Kyopautesm u P. laituc moryspHara Wpes-

crapa 3a GescTBUATAa e, 4e: ,,ecTo ce KOHIeHTPHpa Bbpxy TeMaTa

3a AMULOCTHUS HB CONMasiIMa xaoc. Ta3n pe scraBa YecTo WET 6uBa

TOKYMeHTUpAala C WZOMpaHM AHEKAOTH, H3NOMSBALIM, 3a Aa Ce 1O-

KaxKe YHMBEPCaIHOCTTAa Ha TOBA TOBEe\CHHE. Tasu mpe”ctapa BHy-

laa, We HHAMBU UTE Ce AHMKbOCBaT M Lipectapar a Ce 6e3IlOKO-

AT 3a APYTUTe, HaMUpal Ce HeTOCpefCTBEHO AO TAX Ha COMMA/THA-

ra cena. Te jlelicTBaT MpalMonaiHo C Orie ys 1a CBOA co6cTBell ero-

13bM. Ha HuBO ObmTHOCT Upecbagana UpeACTaBara 3a ,,CcOlMa/IHaTa

axyuria’‘. Xopata — XUCTepMuM U Oc3MOMOILIM, WOCTermeHHO

OTXBLP.AAT JLYCTPOTO Ha TMBUJIMsALaATa M 3ANOUBAT Aa CKCTIOATH

pat apyrure. Ka3pa ce, Ye WWIt4KOCBaHETO € HETIO o6uualino u ue

HABAPHO € HEOOXOAMM BbHIIEH ABTOPUTET, 3a Ma Ce BLSNPaT HOBO-

osBwire ce nogruyu. MIpwema ce, de MHOFO XOpa MacoBO T[€ H3-

6arat OT 30HaTa Ha GeACTBHeTO NAHMYECKH, OCTABAMKH o6mmlocrra

-roroslela OF HCHHUTE YOBELIKH UM NpupowHu pecypceu.“ (4)

Kurelickutre crepeorunu 3a MopeseHue Mpu G6eacTBHe ca ce

HaJOXKWI TPaBHO HopasM OTCLCTBMETO Ha CHCTEMIIM M3CICABAHHA

B va3H oOmact. THCHO CBbp3aHO C TO3H MakT € OOCTOATCJICTBOTO, He

IPH OTCLCTBMETO Ha KOHKYPeHTHA WHOpMALUs B MACOBOTO C’'b3-

waHve C JlekoTa ce Brpakaar BUeTaTIIABAMTe, HO EAHOCTpAaNHM

OMMCAHMS Ha UOBEMIKOTO LOBe,eHMe B CHTYalMu Ha OeACTBMS, MpeA-

{07

CTaBeHM OT CpesICTRATa 34 MACOBa MIIopMarMa, eceucruuHara JW-

Tepatypa U MH@anTHJIHO repon3upaHure pa3ka3v Ha MceRs0oUeBHA-

TMTE MW PasipOCTPaHUTeJINTE Ha CALyXOBe. Crepeorumbr 3a UpallHo-

HaJIWMA OOpa3 Ha VHJMBUAYaHOTO H MACOBOTO NOBeseHHe B CHTya-

UMM Ha Ge/(CTBMA He € MOTRbpAeH B HUTO AHO OT Hay UHUTe CouMas-

HY 3c Abang. ,, Kato WaJIO W3CIeABAHMATA HABE XAT Ha MUCbITA,

ue Cue KATO ONacHocTta Ob/le pasiosvara, NOBeAeHUeTO Ha xopaTa

OuBa aTaNTHBHO, YeATIO Ja Npemliasu TexmutTe cemelicrsa, ocrana-

JIMTEe W CaMure TAX. [lanuKaTa He € ¥eCTO Cpellana H We HACTDMBa B

Macos Malyja6. 2KeprBute OT GeACTBHETO ACHCTBAT LIOAOXKUTELIHO, a

He WpalMonasHO WM MacMBHO. B3anmMonomMomra HM CaMOlOMOIITa ca

yecTo cpemjanu. IlcuxoormueckuTe BbJIHEHHA He NpaBaT nOpa3ze-

HOTO Hacesleline GesnomomHo. TouumMa uacT of NDpROHAUaTHaTa

cacuTesIHa paboTa Ce U3BLPIIBa OT CAMUTe XKEPTBH, KOMTO He 4a-

KaT Ja MM Ce Kaxke Kakpo fa UpaBat. I[poTuBHo Ha o6moupuerata

LpeACTaBa NO-3HAYNTeIHO €: IPUABU2KBaleTO KbM Topazenata Me-

CTHOCT, OTKOJIKOTO H3B5H Hed... U3k0"M re THO PeAKY Ca aBTeHTHU-

uuTe culyuav Ha TwisukocBaHe. Bhupeku ue GeqcTBUATAa Cb3qaBaT

JIM4HOCTHH H OOMECTBEHH TIpob1eMH, Te He 3aBLPLIBAT c xaoc. MH-

AMBUAT 4 OGMIHOCTTa OMBAT U3NpaReHM mpez HOB M HEO3HaTu

3afa4uH HP TPy HH M 3acTpaienu yCAOBUa. ToRa, KoeTo xopata ca

Hay4M/iM 3a COMMATHMA 2KUBOT B MHHAJIOTO OOa4e, He 6UBa OTXBDpc-

HO H3BeJHbx.\*< (5)

Wcropmsata na cucTeMHMTe Hay4HH W3CJlesBAHHA BLPXY COLMALJI-

HOTO LOBE ACHE B OEACTBEHM CHTYalMM 3allOuBa Mpes HAaYAsIOTO Ha

mectyeceTTe royuHn. Tosa € cpaBHMTeIHO KparbK Hepvod, 3a Ja ce

pas6epe HalbJIHO NpespascLAbuATa Haraca 3a TOTAHOTO aHtte-

CKO M Mpal|MOHaJIHO MOBeAeHMe Ha YOBCK, UPeKUBABAI eKCTpeMHa

saliaxa. CIO\*KHOCTTa la TepeHHonpoyyRatesMata padota, a TOHS-

Kora M BAJMMMAT HeYCIIEX“fa Ce IpH6aBMu HELIO HOBO K’bM O6pa3a Ha

OeACTBUATA, MIpe2xKMBCHM B MHHAJIOTO, CLIO jelicrBaT oOe3kypaxa-

Baillo Cpellly YCuJIMATa Wa ce pasuylM CTepeoTHHHatTa paMKa, B KosI-

TO € BrpajleHa HeTaTMBHO e(HOM3MepHaTa XapakTepucTuKa Ha 6eyCT-

BEHOTO YOBELUKO MoRefenne. OUTST 7a ce UpEoMONee CrepeoTunHa-

Ta Harlaca 34 TOBE JeHHETO B CHTYallHu Ha GexcrBua ce H3pa3aRa He

B AOCTHraHe NO OHa3H KpalHOcT, OTPHUALa To ChiIeEcTBO (eHOMELIO-

HOrusTa Ha HeOOMYAHOTO HM HeCTaHapTHoTO. KpuraKara Ha crepeo-

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TUMATa KAPTHHa 3a GeACTBEHOTO NOBEeHMe HE LeJIM OMAOBaKaBa-

He u 3a06uKasinHe Ha NpoOeMaTuKatTa Ha KPW3MCHUTe CMUSOAU, B

KOBTO Tonayla YoReK. TEKMO O6PaTHOTO, OpHeHTalluaTa Ha Ta3M KpU-

THKa € OTKPUBaHE Ha I'bTH K'bM HelipesyGeAeHOTO U3CAeABaHe WU Te-

OpeTHUHO O6ACHeHMe — KaKTO Ha LO3MTHBHUTEe, TAKA HM Ha Hen36e2KHO

CbINICCTBYBalUTe HeraTuBHH MOBeAeHUeCKH U3MepeHHA Ha CONbCDKA

Ha wopeka c G€ACTBeEHUTe ABJICHUH.

IIlpo6nembr 3a 1aHuKaTa B CHTyallMu Ha 6eqcTBus. PeHOMeHDT

Waka“ B KOHTeKCTa Ha GejICTBUATAa Ce U3CIeBa OT Media TOUKAa

Ha EKCTPeMHOTO MOReeEHve B CHT YAM Ha onacHoct. OOuloLIcHxXo-

JIOTHYECKOTO pas6Mpalle 3a WaHUKaTa KaTo ,,kpaeH cTpax™ (6) e or-

HeCeHO K’bM HHAMBUAYaJIHOTO MH MaCOBOTO HOBCACHHe M HaMupa U3-

pa3 B ONMMCaTeIHUA TEPMMH ,, WaHw4ecko nopegenve™. M3cneqonate-

JIMTe Ha TO3M THIT MOBEeHHe Ca KOHIICHTpUpasM CBOUTe YCWJIMA B

TpaHMuTe Ha CAeTHUTe BbIIPOCH:

¢ [Ip Kakpu OGcTOATeJICTBA Bb3HHKBa TaHHYeCKOTO GHe/(CTREHO

TOBE ACHHe? ©

¢ O6xBallla JIM MaHM4ecKOTO NOBeAEHNe BCHUKH Xopa, HonazHa-

JM B GegqcTBeHa CuTyalua?

e HopmMasina peaKIIMd JIM € WaHMueCcKOTO lloBeyenuve pu Gescr-

BeHU ABJICHUS?

\* Kakss € c@eKTbT Ha WaHM4ecKOTO MoBeeHHe B IpoTHMaalleTo

Ha 6beACTREHUA enM3072?

OrropopuTe Ha Te3H M Ha MHOXKECTBO APyrM CpoazHM BHIpocH

KOHCTpyHpar IMpOKUA KOHTEKCT, B KOUTO ce W3CNe7Ba NaHWdecKo-

TO HOBeJeHHe KATO Mpo6NeM Ha MCXKAYAMCUMMIMHHUA COMMAJIHO-

TICHXOOPMYECKH WM CONMOJIOPMYECKH HOAXOA KM NOBeCHHETO B Gez-

CTBEHU CHTYAlHH.

ComlecTByRa Chace MEY CbBPeEMCHHUTe UsciesqOBATeE MM

Ha moneleHve pH GejICTBUA, Ue WaHWKaTa € Bb3MO%\*KHA, HO He HE-

IIPEMEHHO HEOTMEHUMA XapaKTePUCTHKa Ha IpexXMBEHUTE OT UOBE-

Ka 6egctBua. C Apyrv LYMH, WaHuKaTa € CaMO BU MoBeseHdecka

peaks, Bb3HUKBaLA B CHTyaluu Ha GeACTBMS. ,,C MasIKM W3KJ10-

yenus, mumat U. Dpuy u E. MapKke, 1uTepatypata 3a OexcTBusTa

IIOCTABA CHHO yapeHve Ha TOBeACHHMETO IPH WaHUKa — JOTOJIKO-

Ba; Ye VOBEK JOOMBa BUeYaTJIEHHETO, Ue TOBA € HAM-BaxXHUAT (MH Hali-

YECTO CpellaHuAT) BU foBeseHue pH GeacTBue. Makap u BapHO,

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—

We TOBEACHHETO IPH WaHWKa B HAKOM CJIYYaM MOxe Ja UpMUuMHH

NOBCYE INETH, OTKOJIKOTO CaMOTO GejcTBMe, HalunTe MaTepnamu 3a

GcACTBHATA MO{CKasBaT, 4e TO € NeOOuKNOGeNA, a UC OOuYaiiHa pe-

AKI CupsMo OezcTBHeTO. (7) M3xoxgaliku OT pesyiTaTu or em-

NMpPU4HH NpOyyBaHA Ha pasnM4un Pusnuecku GeqcTBus, aBropu-

Te NOcoyuRaT, 4Ye TaHukKaTa HAaCTbIIBa CAMO Mpu CTporo onpesesieHHt

CHTYaTHBHH KOHOUrypallun, T. €., Koraro:

»(]) Maqusug BapBa, 4e ce HaMupa B CUTYAaLMa, KOMTO Kpue

HENOCPeOCMeeHA 3ANNAXA 3a HETOBUA XKUBOT,

(2) Musupuger Bappa, Ye ClacsBalleToO € Bb3MO2%KHO B MOMEIITA,

HO 4 MOXKE a CTAHE HEBb3MOXKHO CJIef MaJIKO — T. €., ,,We AKO 40-

BeK H€ C€ M3M'bKHE, TOM Ne ObJe XBaHAT B KJIOIIKa“ (8).“

PelapaHeTo Ha TakaBa CHTYAIIMs Ha 3allaxa OPM px3KO HaGH-

2Kapallla O€3H3XOJHOCT OCTABA M@JIKO Bb3MOX%KHOCTH 3a W36arBare

Ha WaHWYecKOTO Oasrcrso. Kakro nocouga AHTDHM Yosne, »» Ll aM,

KBJeTO KaTactpodata Bce Olle He B HACTbUWIAa M BCE ole UMA

Bb3MOXKHOCT — HO M@JIKa M HaMaJIABAaI{a — 3a ClIACTBAlIe, BMeECTO

aati HacrbuBa uanuKa. /lelicrsuero yecTo ETn 6uBa cTpemMu-

TemNO pusMtecko 6arerzo...“(9). Agenrupuunpavero ia TaK'hR T0-

BENEHYCCKM MOTI, WelicTBanl CAMO IPH CTporo onpeyesena daza

Ha GeqcrBenata CUTYaUa, PASKO NPOMEHS! TPaAMNMORHOTO pa36u-

paHe, Ue NaHNKaTa € TOTaIHa XapaKTePUCTHKA Ha Te3H ChOuTHA.

OTXBbPAAUKU Te3aTa 3a ThKAECTBOTO MEXAY ManuKara u GencT-

BHETO, H3CJIC4OBATeIUTe Ce OCBOOOKLaBaT OT cTepeoTHna ja ce

TBPCAT BbB BCHYKU (a3 Ha O€ACTRMETO IPeEKUAT HAM KOCReHuST

eek Ha Nalmuyeckoro nopexexHe. EMrupwuno u3BegenurTe xapaK-

TEPHCTHKH Ha NallMkaTa B CHTYAauMM Ha GeACTBHe NOKa3BaT, He TaKbB

BU MHMBHAYyaJIuO M PpyHoOBO HoReseHue He 6 Moro fa ce eK-

cioaTHpa IPE BPEMCTO, B KOCTO HPOTHY4Aa GeCTBCHUAT eLM307 KaTO

uan0. Usnomspaliku pesy Tarn or EMUMpHUH W3CieqBAHMS Ha rIpH-

pojHH GegcTBus u KaTactpoou, E. Kyopayresm anasM3upa HAKOW

OT CDITECTREHUTe XAapaKTEPUCTUKH Ha MaHHYECKOTO HOBEeHHe.

L Tlanwueckoro nosegenue e monefenne Ha GarctBo oT VWeHTH-

dbuumpanata onacuoct. ,,OTununTesHa YepTa Ha HanuKatTa, mocou-

Ba Kyopanresm, m0 ce OTHACH lO BLHIIHOTO moRezCHHe, € 6ATCTBO-

TO... TO € WOCTOMHHA YepTa Ha PCHOMeHAa HE3aBHCHMO OT MACTOYO Ha

HeropoTo HaGmOzeHue. Hali-aecro upuyo6uza dopmarta na aku

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yecko du3nuecko Oarcrso. Moxe Ja ce 13aBM HM WocpeACTBOM pa3-

JIMGUM IPyrH AeHNOcTH, KaTo wiodupane, nyBaHe, sa3zeHe, 37a,

rpeGaHe, KaTepene, CKayane, Kouaeue UT. H. ToBa pa3Hoo6pa3He oT

W3Ka3V Ha CaMOTO OATCTRO € BL3MOXKHO Nopasu ToBa, ye Wpu WaHH-

Ka MHJMBALUTE IPO bIOKABAT Ja pasllolaraT C MOBEYCTO COlMasHO

3aY4CHH WM KYJITYPHO YCT@HOBCHM ABUTaTeJIM MOC Ha DelicT-

Bue“ (10). KyopanteH BHaCd CMH U3KIOUNTEAHO Ba2KCH MOMCHT

B OOACHEHUETO Ha MaHHYeCKOTO OAPCTRO, OTHACAI ce AO takta, ue

TOBA LOBECHHE He € HMMIIYJICHBHO, ,,He € Bpbilahe OTHOBO 1a3ag

K'bM TaKHBa ACHCTBUA, KOUTO Ca MHDAHTHIHM Wim UnCTO 6HO.OrMY-

HO Mogemupann“ (11). Tyk ce nocTaBsa aKMeHT BLPXy TBEpeHHetO,

HOJUIbpPKaHO OT MOBEYETO EMUMPVUYHO OPUEHTHPAaHU W3cJIEqOBaTe-

JIM Wa OeAcTBMATAa, Ye B MIIOrO CJLyHau ,,OarcTBOTO Ip nanuKa e

Haii-afaTUBHAAT HAUMH Ha JeHCTBUe, KOCTO MOXE Ja ce lIpeAUpU-

eMe B Aajsenata cutTyauus\* (12),

2. [laHukata, WJIM M0-TOUHO TaHW4GeCKOTO NoBelenve B Halt-aApKO

u3pazeHata CH Popa, € M3pa3 Ha HapyllaBabe Ha OprallM3alHoUrO

YCTaHOBEHUTe HOPMM Ha B3aMMOselcTBHe. KyopaHteu Ipeycrapa

TO3H ACIICKT Ha NaHMYeCKOTO NOBe Jee B PaMKUTe Ia CeAHOTO 0600-

menue: ,,. lanukaTa € T10-CKOpO HCCOLMAJIHO TOBC CHE, OTKOJIKOTO

aHTHCOUMAHO; OOMKHOBEHUTE COTMAJHM B3IAMMOOTHOICHNA 6UBAT

lipeHeOpersaHH, a IpeABapUTeEJINO CbICCTBYBAIMHTe MOAeJIH Ha rpy-

nono jelicrBue oTnaaT. Tas Je3HHTer pals Ha COLMaHUTe HOpMH,

KaKTO HW ipekpaTsRaveTo Ha AeHCTBUETO, KATO Ce MMaT IpeABUA rpy-

NOBUST WIM MHCTHTYUMOHAJINVAT MOXEI, BOLAT MOUAKOTAa AO pa3kb-

cBaHe Ha Hall-CHJIHUTe ITbPBUYHH PpyUOBY BPb3KU UM 40 LIpeHeEOper-

BaHe Ha Hali-ouakBaHute HoBeysleHueckH Moyes.’ (13) B o6scHenuc-

TO Ha TO3H CUTYAaTUBIO NOABABaL] Ce MOJIeJ1 Ha BDeEMeHHAa Jle30prann-

3a Ha CONMAIMATe BPb3kKH Kyopauresin AOl'b/iza, Ye ,,uaHMuec-

KOTO 6APrcTBO NIpesCTaBsIABa MHOLO CHJIHO MHIMBUAYaJIMCTHYHO L0-

nefenue. To ipeAnoara Han bHO HAAMBALYaJIHO, IPOTUBOTOJIOKHO

Ha rpynosoto jelictBue 3a cupaBaHe c Tpooema 3a v30srBaHe Ha

onacHoctTra. B cly4ali a Walla ItMa eMMICTBO Ha elHCTBHeTO, HAMA

CbhIPYMHUYECTBO C APYrTe, HAMA CbBMECTHA ACHHOCT Ha YWIeHOBETE

Ha MacaTa; UMa IIBJIHO pa3iiafave Ha OOM[OTO WIM CbIviacyBaHOTO

nlopeyeHve. Haxparko, naHvueckorTo OsrcTBo e caMaTa aHTuTe3a Ha

opraHH3supaHoTo rpynono mopejenue (14). 'Tasu xapakTepucTuKa Ha

lll

NaAHMYECKOTO NOBEElIHe € M3Pa3 Ha Bh3MOXKEH, HO He HM Ha YHUBEpca-

JieH MOfeJI Ha JelicTBue B CHTyYaUMH Ha Aedunupano BHITIpMemMane

Ha HasBucBallata GecTBeHa OMAacHOcT.

3. Uecto o6chxqaH PeIOMEH Ha 6e/[cTBeHOTO HOBeJeHMe e JINY-

HOCTHATA 3aryOa Ha CAMOKONTpOs. Topa e chcTOAnMe Ha px3KO Ha-

MasieHa CNOCOOHOCT Ha HUHOCTTa 34 MpeosOABalle Ha MoABMAMA

ce crpax. B ro3u cMMcb.1 ce Ipuema, KakTo mMme Kyopantevm, ue

»MaHUKaTa Ce OTM4aBa CbC 3aryOa Ma CAMOKOHTpOLI, T.€. c Heo6y3qaH

cTpax, KoliTo 6uBa u3pa3eH Tocpezcrsom OsarcrBo“ (15).

PeakuMata Ha OsrctBo NpH 3ary6a Ha CAMOKOHTDO,I He e Hpally-

OHA/IHa, KAKTO OGHKHOBEHO Ce mpHema. Ta ¢ orpanidena B ompoc-

TCH MOBEACHYECKM MOJe/ — U3Pa3eH B CTPeMexa 3a OTMaIeuaBaHe

OT MACTOTO Ha oMacHocTTa. EMNMpHUHHTe W3CcMesBAaHUA MOKa3BaT,

ye Xopata, NomaHasM B Oe CTBUS, BHHAH ,, BAK AAT 3alllaxata KATO

CBbp3ana C Olpeseseno MACTO. MaKkTHYeCKN UNAMBUAUTe We

NpOAbIDKaBaT fa Garay 1aWHH4eCKM JOTOraBa, JOKaTO CMATAT, 4e BCC

ole Ce HaMupaT B OMacHaTa 30Ha M Ye BCE OMe ca M3IOKeHU Ha

NMOCHeYHUMTEe OT Ta3H 3annaxa“ (16). Tanwueckusat Gar, He3aBUCcHMO

Aas € WAMBMALYaJICH WJM 'pylion, € Hapylilapave Ha HOpMMTe Ha

PYTHHHOTO TOBE AeHHe, HO He MU Ha Cb3HaTe HATA TICHxXH4Ha pery.la-

Hust Ha nopesennero. U3ciexBalinata WoKaspat, we crecHaBaHeTO

Ha MepMMeTbpa Ha MHCJeHe JO CTpeMexKa a ce u3s6aTa OT OMacHOTO

MACTO ,,e O3HAVABa, YE YUACTHUKST Jelicrga camo pedeKTOpHo

WIM MHCTUHKTHBHO Hi Ye alr'bJIHO He C'h3HaBa HMO OcTaHasio. AKO

1306110 MHAMBUABT Le npuGerve Ao 6arcTBo, To ToraBa Tol 6u Tps6-

Baw Ja OLAE AOTOIKOBA E Cb3HaHUC, Ye Ja MOX\*KE fa BL3IpHeMa u

Aa IpobsKaBa Ja ONpedesa curyauuara Kato cMIHO 3acTpaulu-

TesHa. Vi3BecTHO MHHUMAJIHO IPHCbCTBHe Ha Cb3HaHMe IMUM OT

axta, Ye To He TH4A CIATIO HalIpaBo Cpelly crenata, a ce OTMpaBa

KbM HAKOA Bpata; TOM 3a06NKasA IpesMeTu UW UpenwrcTBus, H3IIpe-

UNJIH Ce Ha II'bTs! MY, a He Ce ONMTBAa 7a ce BTypHe upe3 Tax. Hemo

moBeue, KoraTo Oara, yBuIeUeH B KOJICKTHBHATa TaHMKa, YYaCTHUKT

Ch3HaBa NOHE OTYACTH NPUCbCTBHETO Ha APYIUTe, BLIPeKH Ye MOXKE

Aa He pearvpa Tpsko cnpsMo texHuTe yeicrBua‘ (17). ToBa o606-

weHve la Kyopantesm 3a TopeseHuetTo pH 3aryOa Ha CaMOKOHT-

pOJI IPH NaHuKa TOKa3Ba, Ye CLITIECTBYRA Bb3MO2KEH BapHaHT Ha

afanTalua KbM OeacTBeHaTa CHTYAallMs, KOMTO He e OOBHp3aH c BCe-

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KM HeEBHUTe COUMANHO-KYJITYPIIM HOPMH Ha MHAMBH yao HW rpy-

opo moBeszenue. M porupyo Ha MUTA 3a ,,JaHwueckaTa MaToJ0-

rus TO3H MOBEJCH4eCKH MOJes e OKAa3aH KATO U3pa3 la HOpMavIHa

a/lANTHBHA PeaKUMA BMOAOOHM CUTyaLMu.

4. B nafi-cuHO u3pa3eHuTe (OPpMM Ha WaHUKAa YOBEK MOXE Ja

v3gnafve B OCTpO oce3aeMo CBCTOaHHe Ha GesnomomHoct. [I[puema

ce, Ye TORA € YCIOBNe, KOeTO MOACHBa CTeleHTa Ha lanuKaTa. B

wurepipetanusta Ha Kyopaxtesu Upe2xkuBaBaneTo Ha Oe3moOMor-

HOCT UMa Ba KOMMOHeHTa: (1) 4yBCTBO Ha ca6ocT uM Oe3cHiMe

(2) ayBcTBO Ha caMorHoctT (18).

Ycemlanusata 3a chadoct u OescusMe Ca peakIIMs Ha HaCTDIiBalla-

Ta OMACHOCT, HO KO€TO € I10-CbINeCTBEHO B CJ1y4as, € OCb3HaBaHETO Ha

I€EBL3MOXKHOCTTAa 34 CHACHTeICH W3XOf. ,,.MHOrO 4eCTO UYBCTROTO 3a

mmu4Ho 6e3cule GBA TRPAC MHOTO TIOACHIIEHO OT COUMAJINIOTO B3al-

MofeficTaue. TIDpBoHauaJo MHAMBUAMTe Mora’ 4a Ce UyBCTBAT fCp-

COHAJILO Ge3CHJIHH HM MHOrO Ja ce crpaxysBar... Korato obaue peakMn-

Te Ha Apyrvre WOKa3Bat, ve V Te CbINO TaKa ca Ge3CHJIHM WIM Ye Laake

Reve Ca HOHECJIM MOCeACTBUATA, TOTaBa Nawukata craBa BeposTHa.~ (19)

Tlorpppx4apaneTo Ha JINGHOTO Ge3cHIMe Upe3 aHasOrHdHUTe

CHCTOAHHA Ha JIPyruTe B GeflcTBellaTa CHTYaUUA CAKAaL ABLOMATHY-

HO UpeAM3BUKBa HOABaTAa Ha CPOAHOTO YYBCTBO 3a ,,CAMOTHOCT', T. €.

Ha O€3NOMOUIHO OCb3HABAaHE, Ye VHAUBUST, ,,3a a HAaMepM Hau

3a chacaBane, Tpi6Ra sla felicTBa M Wa pasuHtTa caMo Ha ceOe CH...

Tipu BCHUKM CAYUal Ha WaHWKa TOBA UYBCTBO Ha ,,caMOTHOCT WIM

IfbJIHa 3ABMCUMOCT OT CO6cTBEHUTE JeCHCTBUA IPHCDCTBA JO M3BECT-

Ha cTemeH“ (20).

OGobmaBatku pas6upabeTo CH 3a XapaKTEPUCTUKUTE VM YCJIOBH-

sTa Ha Wanukata, Kyopautesn noguepTara wasioxKenata OT EMIIM-

puuHtTe HaGOJeHUA Te3a, Ve MAHHYeECKOTO TloBesenuve He € /\MH-

.CTBEHO BESMOXKHATA PeakUMA pu SeAcTBHS. ,,B cpaBHeHUe Cc [Ipy-

PHTe PeAKIMH NaHuKaTa € OTHOCUTe THO pawbK McHomeu.“ (21) Tosu

e€MIMpHueH MakT AOUPHHACcs 3a BCe 0-HaCTOMUYMBO HaNaralara ce

W3X04Ha TeOperHuHa WpeAMOCTAaBKa, Ye .,BCAKa IWMpOKO paslpocr-

paHeHa OlacHa CUTYAUMs Ile U3BUKAa [ss1aTa raMa OT HEMHCTUTYLN-

OHAaJIM3MpaHOTO JO PYTHHHOTO M O6HYAHOTO NoBeseHue~ (22).

B chlenuanusupanatTa qMTeparypa NO mpoOemuTe Ha cOnMa.t-

HMA e@eKT OT GeACTBEHUTe ABJICHHA MOUTH BUHArH ce MocTaBA Ha

8 Boesua neuxonnorna... 4. I ‘113

oOcbxK ave UpOGIeEMbT 3a IIPHYMHUTE WU OOCTOATeJICTBAaTa, IPH KO-

WTO YACT OT XOpaTa, TlonaHasM B Obcera Ha GeAcrBeHUTe cuTya-

IMM, OCTABAT NCHXHYCCKM HE3ZACElHAaTH OT TAX, T.c. He IPCKUBABAT

WaHW4eCcKM HACTPOCHUS; He ce noyyapaT Ha 3aryOa Ila CAMOKOHT-

POI; 3alla3BaT CTAHapTuTe Ha CONMaHUTe HOPMH Ha WoBezeHHe B

Mporeca Ha OOLLyBaHeToO.

TIpu WbpROHaYaTHUTe ONT fa Ce M3ACHH BBIIPOCHT 3a a/iTepHa-

THBHMTe Ha Mabuikata IpexURABAHUA CIIpaMo OescrBeHMTe CuTya-

UMM ce € TDHTRAIO OT MOMyJIAPHUTe CXEMM 34 MMCJICHE, CBbp3aHH C

pazIMuMATa MEKAY MEAMBUAMTe BbB Bb3PACTOBO, IOJIOBO, TICHXHU-

HO, COUMAINOpOJIeEBO M MOpPaJIHO OTHOLIeHMe. C JOBepHe ce € rieslaJIo

Ha WHaye padoTemata B OOMKHOBeHM XKUTEHCKM YCJIOBUH TE3a, Ye

COMMAIHO 3peIUAT, TICHXM4HO YCTOMUMBHST, CMe/LuAT, IPMTexaBa-

MAT YYBCTBO 3a OTTOBOPHOCT YOBEK HMA U3KJIOUMTEJIHO MO-TOJIEMH

IlaHcoRe 1a HAUMOrHe KPHTHUHUTe KUZHEHM OGcTOMTeEICTBa. Pa3sOu-

pa ce, Te3H CONMAJTHO-KYJITYPHU CTepeOTHMM Ha MUCJleHe He Ca JIM-

WieHu OT MelicTBHTeIHM PakTH4ecKH MOTBLpxAcHHA. Camo 4OBeK

MH3aHTpOl Ou OTpeK'bj, Ye UMeEHHO XopaTa, IPUTeKaBalll LyBCTBO

3a COOCTBEHO JOCTOMHCTBO, UPaBCTBEHO-rpaxJaHCKH Kypax, COUM-

aH YYBCTBA UT. H., ca cTpsGoBeTe Ha o6mecTBeHua 2uBOT. Ho

KaKTO M UP MHOFO [pyr CLyyaH, HAayTHUTe USCeELBaHUA Ha MH/IN-

Ba HW OOMIECTBOTO TIpeffocTaBAT PakTU UM AocTuray {0 OOscHRTE HH

TeOpeTHUHM BUA AAHHA, KOMTO NOMAKOLAa HE CAMO AOMbABAT, HO Ml 4YB-

CTBUTE/IHO KOPHTUpAT CTaHapTuTe Ha KUTeLCKOTO MucMeHe. Mscue,-

BaHUsTa Ha MOBeAEHMeTO Ha WOBeEKa pM GejicrBuA LOTR bpx\*RAABaT

Ta3W TCHACHIMA 1a HayYWHOU3C/eJOBaTeJICKa UpeoueHKa Ha \*KUTel-

CKYTe Harlacu u CTepeoTHon.

TlopeqeHueTo Ha MaHiKa M Je30praHu3allus, KaKTO WH DOBETeHH-

eTO Ha OTHOCUTEJIHO CLrlaCyBaHe C’bC COMMAJIHO-KYJITYPHUTE HOp-

MM (B yCuvsHaTa Ha CeycrBusa), HaMupa Hali-aqeKRaTHo OOACHEIIHE,

KoraTO HOBEJCHYECKUTE JeTEPMUHAHTH Ce THPCAT B TpaHuuMTe Ha

CHTYaTUBHU NOBECHYCCKU ETM30/, 4 He CAMO B YCTaHOBeHUTE Ha-

rHacW Ha MHAUBUAMTe M3060. 3SHAYHTeJIeH 11 B OOsCHeEHMeTO Ha

NOBEACHYECKUTE pasIMUNa IPH GesCTBHA € CBbp3aH ¢ MpoOsleMa 3a

HauNHa, CTeMeHTAa HU EPeEKTHTe OF COWMAIIHAaTa TIepLeNMA CrpaxMo

HacTbuBpaiata ouacHocr. ,tleprenmyuata, mame @. KunnarpyK, €

OH3H C/IOXKeH MIpouec, TOCpeACTBOM KOTO IMe TpanchopmupaMe

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KO/la Ha HalluTe HCPBHH UMUYJICH B CBETa — TaKbB, KAKbBTO Lo To-

3HaBaME, ~ CBETA Ha NPOCTPaHCTBOTO, MIpeAMeTHTEe, 3BYIUTEe, UBETO-

BeTe, XOpaTa, OUACHOCTHTe H OeACTBUATA. Bceku oT Hac pelicrsa oT

ryiej(Ha TOUKA Ha CBeETa, KOHTO TOM € Cb32aJ1 00 TO3M HaUMH. 3aToBa

MO3HaHHeTO Ha WeEPpUeNTHBHUA Ipouec 6u TpAOBanO Aa e OT TosT3a

34 pasOUpaHeTO Ha YOBELIKOTO loBeseHHe MIpu GegcTBue... Bao eqUH

YOREK € CHOKOCH H X/Ia{HOKPbBeH, AOKATO Apyr e 3alllemeren u

OObpKaH? Saino enn xopa GaraT, a Apyru octapaT? HapapHo vact

OT OTrOBOpa Ce KPHE BLB BL3PACTOBMTE Pa3sIHUHA, B HOJIOBUTE pa3-

JHA, B AMUHOCTHUTE pPasIM4na WIM B APYrM No,OGHM aKxTopu.

Coc chiara cujla o6a4e OCTaBa BL3MOXHOCTTAa OTTOBOPST Ja ce

KpHe NpeAMMHO B YHUKAaJIHOTO BESIIpHeMane Ha CHTYAalMaTa OT cTpa-

Ha Ha WHJUBH Aa, OT HeroBatTa YHUKasiHa Tea TOUKAa, JOKOAKOTO

TH € CBbpsaHa C HETOBAA MHHAJI ONT, C HETOBNTe eM MC HEroBa-

Ta, OCHOBABAIIA Ce Ha ONMTA, OLEHKa 3a COOCTBEHUTE BL3MO2KHOCTH

Ha AelicrBa ebeKTUBHO\* (23).

D. KwiaTpuk € CHH OT MAJIKOTO aBTOpM, KOMTO ca HallpaBiu

ONMT 34 CHCTEMATM3HPaHe B PAMKUTE Ha HCHO M3pa3zeHu XMMOTe3u

Ha OTK'BCEYHMTe MCW UM yCTaHOReHUTe MaKTH, OTHACSIIM Ce AO

SHAYCHHeTO Ha MU3HUeECKaTa M COUMa/MaTa Nepremuua upu aua-

PHOCTHITMpaHeTo Ha pa3sJIMUVSITA B OBE eHMeTO pH GeycTBus. Kus-

NaTpuK lpegslara WecT TaKUBa XMHOTE3H, CbAbpPx\*RalM renepaJiu-

3HpaHH OOCOWCHUa CbC CACAHOTO CbADp2KAHMe:

»() Cawecmeyea nepeonaraina mendenuusn Oa ce ycmanoeu Go-

MUHUPALUUSN OOEKM Nid NEPUENUUAMA U BCUUKO, KOeMO CMaBeA Ha-

oKon0, 0a Hade ceésp3aHo c Hez2o. OGuKHOBeHO, HO HeeuHaeu OOMU-

HUpdi4usm obeKm Ha nepuenyusima e Helo no3sHamo“(24 ).

KusmaTpuk € YCTaHOBM Taz NepllenTuBHa TeHAeHUMA 0 Ma-

OopaToped IIbT v LIpeANOsIara, Ye TA MOXeE Jla ce MpeoTKpHe c HACH-

THYHM U3MCPCHUA B YCJIOBHATA Ha TOBeACHHeETO pu Ge”craue. TyK

ce pasBuBa HAesTa, YC IbPBUTE BHIPUATHA Wa GesCTBMETO (HEe3a-

BMCHMO jlasIM Te Ca ajleKBaTHH, WJIM He) Cy KaT BUOCIEACTRUE 3a

HOBeWelsTecKkaTa OPHEHTALUA B M0-CeABalyHTe MOMEHTH OT pa3sBH-

THeTO Ha OescTBeHata cuTyartua. locousa ce eblllo Taka, Ue VOBeK

OOUKHOBECHO BL3IIPHEMa HOBATAa WIM HeO“AKRAHAaTa CHTYAalA, Karo

HT ONPHIIMYABAa HA HELO NO3HATO OT H3MUHAJIMa MHIMBU/yaJIeH OLMT.

TeHeHUMATA Ha BBSIPUATHE OT TAK'SB LOPAASK Cb37aBa U3KTIOUN-

lis

TCJIHH TPYWOCTH NpH GeACTBEHM CHTYAaNMH, KbAeTO HHAMBUAMTE,

COAbCKBANKM Ce C OTKbCHCUHUTE MakTU Ha CLOUTHETO, OIIpHMa-

paT Herosutre parMeHTH c JOMMHMpalTe (OGHKHOBEHO CXO/HH)

nepucuTHBHu Mofemu. Haupumep, nocousa KunnatpHK, ,,1a3u

CKJIOHHOCT 3a ONPHAMIAaBaHe Ha BCMUKO, KO€TO CTaBa HaOKOJIO, C

TosHaTH Hella Oe 3aGca3aHa OT M3CeOBaTeuTe OT NORC B

HAKOJIKO OT TEXHUTE MPOVYBAHUA, BKJIOUNTEJIHO MB TOBA Ha CMH

paspymurTesien yparan. Busio cboOWeHO, ¥e MHOTO OT KEprBUTE ca

W3TbIKYBAI Cy uevero Ha NPHOMxKaBAalMA yparal KATO UyMa Ha

Bak... TOBA WOKa3Ba, We MO BpeMe Ha Kp3a He € MOCTATHUHO fla Ce

nipesicraBs'r WpocTo camo (bakTHuTe WIM ,,AcTHHaTa”. DaKTHTE Tp10-

Ba Ja Opgar u3T PK yBalin.\* (25)

»(2) Aelicmeusma 6ueam nodxodsiuu 3a cumyauusma — maka-

6a, KaKGaMO ma GuBa Bs3npUeMANa, BeNpeKu we Me MOzaM Oa U3-

aiexdam HeAOeuMHU UU Henodxodsiumu Ha dpyeume.“ (26)

Tyxk ce noctaBs Ha oOcbxA ale PEHOMEHDT Ha afeKBATHOCTTA

Ha MOBeEHHETO, B TOBA BHCJIO M TOBeLeHHeTO Up OegxCcTBUS, KATO

3a KPUTepull CIYKU OTHOBO HAYMHbT Ha Bh3TMpMeMAaHe Ha Taye-

Hata CUTYAalMst MW UeJIMTe, KOUTO MAAMBUATe CH NOcTaBsAT Clps-

MO Hes. CblHocTra Ha Ta3H XHIOTe3a Ce CbCTON B TORA, Ye CHA

Chia CUTYAUMA NOpaxk Wa paZJIMIHH, NOHAKOTA KONQAMKTHH 0-

BEJICHUCCKH B3AMMOAEHCTBUS, KONTO — B3ETH KATO UsJIO, Ca HE-

YMCCTHM 34 jfafeHM OGeKTHBHH W3MCKBanMa. ,,¥MecTHocrTa Ia

AelicrBuecto, oT6ema3Ba Kusinarpuk, cTaBa ole MOBeYe BbLpOC

Ha VHAMBUAVANIHOCT, KoraToO pa3sriieaKMaMe poOliara Ha WesiTa.

HanpuMep jayen OTTOBOpeH aBTOpUTeT (ja Ka2KeM) He CaMO ¥C

UMa CBO COOCTBEHO YHUKAJIHO BbSLIpuATHe 3a GeACTBHETO... HO...

WM 3a Wejita 34 HaMasiuBaHe Ha OllacHocTTa 3a rpylara. 3a Hero

MO€TO JleHCTBHe. MOE Ma VSTeKTa HEOM4HO U Aa One ompe-

TeNe€HO xaTO HaHHKa He CAMO 3alOTO TOH He Bb3mpvemMa CbiaTa

CHTYAalMaA KaTO MeH, HO UM 3aljOTO Moama Ten MOXe fa Obse Wa

CHACH CBOS X2KUBOT WIM KUBOTA Ha AaseH KOHKPETeH YOREK WIM

la CM OCMTYpA BIMMaHNe, KOeTO BHHAr MM e JIMNCBALIO, HII BCH-

KaKBH ole Apyru Hema.“ (27)

\*“NORC — HaumonasenH WeHTbp 3a W3cJIeqBaHe Ha oOINECTBEHOTO MHeHHE B

CALL, peanm3upan pequta eMnupnunn uscreBalua Ha OeACTBCHM CHTryalan.

6

TlonenenueckaTa Tes0pralH3alas, WopodeHa OT passiMu4usaTa, KO-

HTO Nlopaxkja COUMaHaTa Nepleluua Ha CLOMTMATA, 3HAUM'Te/IHO

OUpMuaca 34 CHeMaHe Ha MHOTO OT 3araJKUTe Ha Heaj{eKBaTHOTO

HOREeHWe Ha YOBEKa B HECTAHapTHH MW OnacHu cuTyaruu. MuaAnBu-

Ayasugupanute paMKH Ha pasOupaHeTo 3a MOAXOAMINO M HELLOLXOMA-

10 OBEEHMe B YCJIOBUs Ha GezCTRUA TIpHemMa KeHCTBUTEIIeH CMC,

KoraTo Ha MACTOTO Ha CTEPEOTHMA 3a LATOMOrHYHOTO NoBeeHve Ipu

OMACHOCT Cé MOCTaBM EKCIIEPHMeHTAJIHO YCTaHOBCHaTa 34KOHOMEp-

IIOCT Ha HOPMAJIHOTO IICHXMYHO BESIPHeMaHe OT NOBeKA Ha o6eKTHB-

Huwre DU3H4ECKHE yCAOBMS, Ha ApyrTe Xopa HM Ha Camus ceOe CH.

»(3) Ama mendenyua npu cmpec uoeex Oa ce u30uUpa OM HeEno-

cpedcmeenume mexyuiu ceOumust U Oa ce NpuUOSpKA Kom no3nama-

ma cmaousna nepuenmucna opeanusayuus. EGHOBpeMeHHO C moea

NeDUENMUGHO Ozpanuuenue Coluecmeyed U mendenyusma Oa ce deu-

CGA NO NOZHAMU HAXLUHU, KOUMO Ca Ce OKA3QAU HAOEXKOHU 6 MU-

HOMO, GENPeKU 4e Me He Ca NOOxOGsaUU NoGexXe 3a Nenocpedcm-

eenus cryuau.~ (28)

Tasv nonefleHuecKka TEHACHUMA, JOKa3aHa HO CKCNEPMMEHTAIEI

IIbT, CbINO € HaGsuOaBana HB CHTyauMN Ha Geg”ctBua. M3cneyoBa-

TeMTe YECTO Ca PerMcCTpUpAasIM CYYAH Ha AKTUBHO, HO KpaiiHo He-

aeKBaTHO M TPYAHO TIPOMeHJIMBO NOBeAeHMe, M3ABCHO BB BbDP-

XOBUTe MOMCHTH Ha GegcTBuatTa. Cuopex Kumnarpuk: ,,PatasHoTo

Crpylipane Ha BXOAOBeTe IPH MoxKap WM MHOPO APyr BULOBe ToBe-

CHUA, XAPAKTEPHM 3a EKCTPEMHUM CHTyAaMu, C OCcCHORAHMe Ouxa

MOI Ja Ob4aT UPHMMcaHH Ha Te3M OCHOBHM NepleNTHBHM TeH/eH-

yuu.\* (29) CacrosHueto Ha OOBPKBAaHE, KOETO Ce AJLKE Ha cTpeca

IPH OMAaCHOCT, He aba IpakKTHYeCKa Bb3MOXHOCT Ha MH/MBHAa 1a

BBSIPMEME SICHO HELLOCPeACTBEHATa PeasTHOCT HU, KOTO € I10-BaxHO,

fa u3pa6oTH agekBaTeH Moje Ha TopesfeHHe. Ho nopayu Tosa, ye

HaTUCKbT Ha OlaCHOCTTa MOLTUKBA K'bM jlelicTBHe, TO TOBA AeHcT-

Bue € IIPOUSBEJeHO BLPxy OazaTa Ha MUHAJIM BL3NPMATUA M CLOT-

RETCTBAINIMTe HM NOBEACHYECKH MOACIE, ,,padorenty" npu Apyru —

TIOBEYe HAM M0-MaJlKO CxOgHM, o6cTosTencTBa. TeHaenyuata Aa ce

JelicrBa 10 1lO3HATH Ha4MHM e KpawHo PUrMslla CIpAMO KOpHrupa-

WWte BLHIUHH Bamana. OT camo ceG6e cu ce pasOupa, 4c B TO3H

OBE CHYECKH MeXAHM3'bM Ce KPHAT pesAHUa TPYAHOCTH, C KOUTO Ce

cONbCKBAT CIACHTeETIHUTe Ofepaluu Ip WaHMuUecKH CLCTOANMA.

il7

(4) Hpu aunca na uadexdno poxo6odcmeo 683 OCHOGA HA MU-

HOA ONUM 3a BB3NpUuemaHeE U Oelicmeue GUYLLAeMOCMMA e BUCO-

xa.“ (50)

Buytlaemocrta e 1po6JieM, KOTO ObcTOrtHO e pasrnexKyaH oT

HSCJIeFORATeE NTE Ha HECTAHAAPTHOTO ToBeseHHe. KwiuarpuK upes-

Tolara, Ye K'bM TO3M H3BECTEH BbUPOC MOxKe fa ce MOAXoAM mpes

MpysMata Ha peHoMena ,,lepueuuna". [los0BaBaitku ce Ha a6opa-

TOPHM €KCTe€pUMeHTH, TO YocTura AO O6obmNeHMeTO, Ue LOpaxKTa-

mure Ce KOND/IMKTH Tp BRSMpHeMaHeTO Ha Jafena Kpurw4na cu-

TYAaMA MOTat Aa OLAaT U3N03BAHH KATO HOAXOAAIIO BPeME 3a BHY-

UIeHNe, HACOUBALIO NOBECHHETO B KesaHa HacoKa.

»(3) HTpodesakumeAHomo nodlazaHe Ha NPOMUBONOAOIKHU nep-

LYENMUGHU YCAOGHU 3HAUL UHOYUUpa EMOUUOHAIHA Genpecus, Cc1ed-

6aHa OM NOGULUEHO HACMpoEHUE, KOzamo KONdAUuKMem Ode pe-

wen. (31)

TyK CLIO, KaKTO M Ipu IpeqXoAHOTO o6obIIeHHEe, ce pasrex-

Aa UCUXHYHMAT ee? Ha TiepUeUTuBHUA KonNMKT. EMoumMoHaz-

HHAT eeKT Ha BCaKa OeACTBeHa CHTyauusA e E4UH OT IEpBOCTE-

HeHHO O6ChxAAHUTe BEUpocu. OT CbINECTBEHO 3HAYUCHHE € ja ce

NOCTUTHE UCHXMYHO PaBHOBECHe UW a ce HEY TPaJIMsupaT HeraTuB-

HMTe NCHXH4HH eheKTH OT IpexKUBAHATA ONACHOCT UpH GeACTBUG.

Te3H WpakTwyecku Wem ce HYKJasAT oT crporo Hay4Ho obscHe-

HC Ha Bb3HUKBAaHETO Ha HEXEMAHU Te IPEKUBABAHMSL, CbITbTCTBA-

IH emm30qa Ha GeycrBueto. Unente, Kouro npeyviara Kusmmatpuk

3a OOACHEHMETO Ha EMONMOHAHATA J[ermpecua Kato 34BUCUMa HOT

mpoleca Ha Teplenyuata, 1OOaBAT HOB MOMEHT K’bM T0-HaTaTb-

IUHOTO W3ceqBaHe Ha HeraTHRHUTe UCUXHUHU eekTH Ha Gezcr-

BeHHTe CUTYarMn. -

»(6) Hait-e@uxacnusam nauun 3a nocmuzane 1a nepuenmusHa-

ma peopeanuzauuad e delicmeuemo na ee3npuemauua.” (32)

TlepijentuBHata peopranmsarinsd € MeXaHu3'bM, KOLITO € Heobxo-

AMM 3a DOCTUTaHe Ha ajleKBaTHO OOXBAINAHe M WOSHAaBATEJIIIO KOH-

cTpyipane Ha onpesesiena KPUTM4Ha cuTyatua. Pesynrarure oT

H3CI€HBAHMATAa B Ta3M HacoKka clloped Kusnatpuxk ,,uoqueprapar

SHATCHHETO Ha OCHTYPABaHCTO Ha OOO AelicTBMe W-OOMO mpexu-

BABAHE, AKO XOpata TpAOBa Ja BHSIPHEMAT CUTYAalMsATa 10 CHAK SB

Haunn“(33).

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B o606manamata ipeneHka Ha Kusnatpyuk ,,Mioro NPMHIMI C

T10-rOIAMO 3Hauelide 64xa MOTIIM fa ObAAT W3BMCUeHH OT BHUMA-

TEJHOTO Mpoy4Bane Ha WMTepaTypata Mo Neplenuuarta... Henocpen-

CTBeHATAa, KPUTMUHATa HW OpakTuyeckaTa NOTpebHOcT oT Mo3Halive

3a YOBEINIKOTO NoBe/[eHve B KPHTHYHH CUTYALlMu IpaBH Ole I10-ne-

OTJIOXKHO HAllleclTO MAKCHMAJINO IIpHJiarave Ha BCMUKM Mos[xXoJM, KO-

UTO OMXa MMaIM HAKAK'B LIpMHOc 3a TOBa“(34).

Upyr devomex, KOTO BL3HMKBa B CHTYauuu Ha GeycTBua u KOH-

TO CbINO KAKTO eeKTbT Ha NepLeMMATA JOMpHHaca 3a pazMUMa-

Ta B COUMAHOTO NOBeJeHue, € ,,.,BYKeHMeTO“ HM pefyKIMata Ha

MHOOpMalusdTa BB BPCMCTO Ha HaOJIM2KABalllara ONACHOCT H TIpo-

THUAaua KPu3ucen env30, Ha O6myBaHe. B3uMaiiku OTHOMIeHHe KBM

103M LIpoOsiem, X. YusIaMc mume: ,,O6mata dyHKUMs Ha KOMYHKa-

UHATa IPM Kpu3a e ja WpesocTaBu MHDOpMaMA, KOATO We Aare

BLSMOXKHOCT (Ha WHEN a — 6. w., AT.) ya Hampapn cBos u360p 3a

usO0srBane, NaMaJiaBaHe WJM MONpaBaAne Ha MOCJICACTBUATA OT KPH-

3ata. ToBa upeynosiara HH@OpMalysA 3a:

(1) BeposiTHOcTTa HM XapaKTCPHCTHUKMTe Ha EBeHTyAaHUTe Obse-

WM KPH3H;

(2) pakta, ¥e Kpu3ata e HaGwwoKMIIa;

(3) alTepHaTuBH 3a AelicTBue NO BpeMe Ha Kpu3a'ra;

(4) KaKBO ce € CJIVSHO B pesyTaT Ha Kpu3ara;

(5).3alo Kpusata e Hacrbuuia.“ (35)

Vudopmaluonnusa? TOgX0f{ K'bM YOBELIKOTO LOBegeHHe B Oe-

CIBEHM M H300I0 B KPUTHUHM cuTyal{uu He TpaGBa Ja ce CxBalla

KaTO H33CMBald UMJ1OCrHaTa IpOOJIeMaTHKa Ha NOBEeEHUeCKHTe Ba-

pialnn u pasiniuns. To3n 1og\_xof c NOBEYeTO OT CBOHTe TIPHOKHEN

pesyITaTH NOKa3Ba CaMo, Ye TOBA € EMH OT IBTUINATa 3a paz6upa-

He Ha KPHTHYHHTe U3MEPEHUA Ha WOBeEAeCHHeTO upe3 OGaACHUTeIHU

CX€MH, KOPCHHO pa3JIMUHH OF CTepeoTula 3a COMMasHaTa NaTos0-

Ta Ha ‘BcaKo GescTBHe. Muoro oT u3sriex ale Ha UPbB Morley

CTPaHHH MOBEJCHYCCKY U3SBU B CHTYAllM Ha GejicrBua ce AbIKAaT

Ha OOCKTMBHMA (PakT, Ye YOREK He pa3zilomara c HeOOxosuMaTa My

MHQOPMalluA 34 KOHKpeTHO AelicTBue. ,,He-e w3HeHaABaO, ue ro-

JIAMa 4aCT OT HOBEYCHMETO IPM HeTOcpesCTBeHA 3arliaxa HB Haua-

JOTO Ha OEACTBUETO € NO CbILECTBO I’bpceHe Ha MHMopMaLNaA. 3aTo-

Ba OMPeeJIEH BU MOBeACHME, KATO BbPTEHETO HaOKO IO UM TOBOpe~

9

HeTO, MOXE 1a M3TleK 1a TTyNaBO Ha BhHINHM HadsNOsaTe Jl, KOTO

pasnoslara c Nopeye UHDOpMalUA, HO TO MOXKe fa Obae MHOLO BAXK-

HO 3a 3acTpallenuTe xopa.“ (36) Km Topa cpoe o606mlenve X. Yu-

JIAMC AOGABH, HE ,, Hee IeBO OPHeEHTHpaHUTe peak... OHBAT CbIIO

oTuacTH PYHKUUA Ha NoyYeHaTa M IpuTexKaBavara HHpopMa-

mMa“(37).

Uecro UBTH CAyYaHHUTe HaGMOAATe TM Ca MHOPMHpaJI 3a 06-

CTOATEICTBA, NPM KOMTO XopaTa, HAMMpaliu ce B EKCTPeMHa OMac-

HOCT, IPH GeACTBUs OCTaBaT B'bHINHO CHOKOMHM M HenOsTaBalln ce

Ha NaHuyecko topeyenne. /[bro BpemMe TpaduIMOHHOTO o6acHeHHe

Ha TO3H (PeHOMeH e€ OTHACAHO JO MpalMoHaJIHOCTTa Ha YOReKa B Gey

CTBEHM CHTyal. EMNMpHUANTe u3ce\_qBaHUA OGaye LOKa3BaT, ue

»HMa JaHHH, KOMTO couatT, ¥e KoraTO CHTYyallMaTa Ce Ope ye A Karo

Hecacsdema, TOraBa HACTbIiba UPMMMpellve, a He nanMKa‘(38). M3-

CHEMOBATEJICKU JAHHM OT TaKbB MOPARbK apaT OCHOBAIIMe fa ce

AOCTHTHE JO aeEKBATHO OOACHEHME Ha BbHIUHO HEIPMeEMJINBOTO

TOBeeHMe Ha YOBeKA pH OeACTBeHM cuTyayuu. Tspcenero Ha

HHDOpMalUs M ChOOpassBaHkeTO C HEliHOTO CbiALbp2xKAHME B KPUTHY-

HW MOMCHTH € KJUOUOB aCHeKT IPH OOaACHeHMeTO Ha HeoOuualinoro

NlopeseHve B MHAMBULyaeH w rpyuoB. nian. AndopmMaumonnnat

TOAXO/ K'bM CHTYAUMUTe Ha OeACTBUA PaskpuBa LEHHM aH, KON-

TO XBBPJIAT 3Ha4UTesHa CBETIMHA BHPXy Hab mMo\_aBaHUd HEOOUK-

HOBeH NOATUK-Ha xopata ja ce CIPeMSIT KLM COMKaBaHe M B3AMMO-

Aclicrsue UupH OescTBus. PakTUTe MOKazBaT, ue He LaTOJIOTUYHMAT

cTpax HW NOBHILeHaTa TpeBOXUOCT cLOMpaT MHAMBUAUTE, a HOTpeb-

HOcTTa OT HHDOpMauHA 3a UpoUusTHYaLOTO chOuTue. B To3H KOH-

Texct X. YHJIAMC MocouRa, Ye ,,PPYNOBOTO B3aMMOJeHCTBHE € CHINO

Taka €7Ha MpOMeH/IMBa BEJIMUMHA, KOATO € CBbP3aHa C WOMBaTa Ha

CHOKOMHO H eceKTHBHO elCTBHE 3a OL[EIABAIIC... 10 BPeMe Ha KpaT-

KHA, HO TpeCkaB NepHog Ha 3alllaXatTa xopata Ie o6chxAaT cuTya-

WuatTa, We JaBaT HanbTcTeus MT. H. Ha opakruka HedopMasnure

KOMYHHKAUMOHHM MpeXKH 3a TipeaBaHe HM ThIKYBaHe Ha HH@OpMa-

WMATA 3A IIPOMCHAMATa Ce OKOJIHA Cpea YeCTO NBTH Ce LOMBABAT

OKOJIO OHE3H MHAMBM AM, 34 KOMTO Ce Npeqnosara, ue uMaT Mo-ross-

Ma HH@OpMUpaHocT uM BAMAHue™ (39).

E@exTst Ha HHopMallusatTa ce OKa3Ba C’bIIeCTBEH bakT He camo

3a pasOupakerTo Ha IleMocpeyCTREHOTO NOBeACHMe Ha YOBeKA, T0-

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Maan B oGcera Ha GeAcTBueto. Ta urpac pola uw B CHeBaLuTe

MOMEHTH — TOraBa, KOraTo OMaCHOCTTAa € OTMUHAJIA MH JOP JOHAK He

IIpexuBaHa. ,,B wopasenure oT GegcTBUa OOULHOCTH MHoro ce

oOch XK /la BhUpOCHT: ,, 3alllo ToBa ce cyuu". U3srexaa, 3a Xopata e

B@XKHO la HAMePAT OTTOROP, KOTO ja GbAe MOMeCTCH B TeEXHUTe

UCHHOCTHH CHCTeMHU. B eHa CHIHO PeJIMTHO3SHa NOAKyTypa Toba

NMpoOBOKHpa MHOTO TeOJOrHUHH ucKycuuM: Kak Moxe bor 7a 103B0-

JIM Toba fla ce cyuH? CremlenuyMte O6UKAaATAT CBOUTe CHOPHALIN,

UOMarauKH Ha XOpaTa Ja HHTepupeTuparT cCbhOMTHETO HO Hayy, KoliTo

We CBOTBETCTBA.Ha TAXHatTa ‘reojlorus.” (40) Morpe6uoctra of HH-

OPMALMA H THK YBAaHe Ha USOCTHUN UMK bd Ha KPHTHUHNTe CLOH-

TWH, KAKTO WM, pasOupa ce, Ha TEXHUTe IPMN, He e mpobmem camo

lla PeAWTMO3HO OpHeHTupaHUute o6tecTBa. MHoro oT chBpeMeHHH-

re O€ACTBUA, KOMTO He Ca IPeAM3BUKaHW OT IPHPOANH WpMIWHH, a

Ca Pe3yITAT OT IIPOH3BOACTBEHH KaTacTpodu u Apyru YoBReLIKU

akTOpy, U3BbeK aT Ha pejeu maw HeO6xoNMocTTa oT Mpepocta-

BAHETO Ha USJIOCTHa M HaBpeMeHHa HHMopMallua. OTCbcTBHeTO Ha

CUCTEMHO TbJIKYBaHe Ha KPHTM4HUTe ChOMTHS, T. c. Ha T. Hap.

HOUBJIHNTe Ha ObUlNaNa MIbopMalus, Nopaxkyza y Xopata Maco-

BO UYBCTBO 34 HECHFYPHOCT, IPVAPy2KeHO OT B'bSMOAKHOCTTAa 3a pa3-

TIpocTpansBave Ha Hepea Hu CROOOAHU MHTeEplMpeTalMu HM CLyXoBe.

Alpyeu kKpumuunu menomenu na Oedcmeenume cumyauuu. Tann-

Kata He € C¢AMHCTBEHaTa HelalTuBHa XAPAKTEPUCTHKA, KOSITO Ce IIPH-

NMcBa KaTO IUMPOKO pa3snpocTpaHeHa 34 BCAKO 3HaUHTCAHO 6excT-

Bue. B jlMTepaTypata, MocBeTella 1a 6eACTBUATAa, Ce aHanMBupaT

pequla UCHXH4HH MW COUMaIHOMOBe eH GeCKM EMEKTH, KOTO Ce pas-

rMiexksaT KaTo cuennpuyer mposyKtT Ha CONbCbKA Ha UOBEKA CC

cLOuTHATa OT GegcTBeHo ectecTBo. Haii-aecru ca onucanuata Ha

HP@KXUBAH TICHXMUCH WOK, Ha allaTus, Ha MIPUUMCBaHe Ha BHMHa, Ha

Bpaxg~c6un JelcTBua W WisakocBane. Ta3u WiMpoka rama OT @eHo-

MeHH IPeAM3BUKBa U3KJHOUMTEHO TOJIAM MHTepec OT cTpaHa Ha

ImupokatTa YTaTecKa ay/uTOpus. B W3BecTeH CMMCb/ Oly Jap-

ata JUTepatypa 3a GeACTBHATA € YCIIAIa a 3a[ORO.TM TO3H HHTe-

pec. Karo pesy.irat oT TOBa K'bM CTepeOTHMIMA O6pa3 3a WaHHUec-

KOTO loBeyeHue pu GescTBuA ce UpuOaBs! H He MO-MaJIKO reHepa-

JM3Upanata KapTuHa, Upef(crapsalia GeACTBeHUTC CHTYAaIMH KaTO

€lIM30JM, B KOMTO CLYUMJOTO Ce HEIacTue € TIPUApy Keno HW TOACH-

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Ji€HO OT NOABATA Ha YOBeLIKaTa MH3uU4eCKa UM TicuxMuecka 6e33a-

UIUTIOCT, MOpasiHa HeyCcTOHUMBOCT U Aerpasauus, araBucTu4na

MMITYJICHBHOCT MW JIMUNOCTHAa FecouMamu3anua. Manko macto 6u ce

OT/[EIMO Ha Bh3MOKHOCTUTE Ha YOBEKA a ce ClipaBH Cc aKTyaHa-

Ta GeACTBeHa CUTYalud UW HelHMTe TOCIeERMUM, ako cepHo3HuTe

HAaYYH H3Ce TBA He Ce IPOTUBOTIOCTABAT Ha LONyAMpHMTe HO-

BHHM 3a OeACTBUATA, Ha CYXOBETe HU MDbJIBUTe M Ha jIpyrute npe-

YBEJINYEHN THK YBAHHA, NOABABALUM Ce KATO Ye JIM 0 IpaBH1o cen

BCAKO U3KIOYUTEHO ChONTHE.

Tloriequato oT Apyra crpana, IpeKaeHoTo oMaslOBaxKabake Ha

KPHTHYNM Te E@EKTH Na GEACTBUATA CHINO MpeACTAaBIIABa He L1O-MaJI-

Ka ONACHOCT 34 PaSMHHabane C PeasIHOCTTa Ha YOREIIKUTEe T1pexN-

BABAHMA H [eHCTBUA B KpusMeHH cuTyanun. AnAuBusyanHoTo, rpy-

{LOBOTO H MaCOBOTO HOBeJeHve B CHTYAalMH € MHOroBapuaHTHo. To

He MOXKe Ja Ce BMECTH B EAHOM3MEPIIN OOACHUTEJIHH CXEMH, KONTO

Ha MpeACTaBAT CAMO NOJORUTeIBUTE WIM CaMO OTpPHuaTemHMTe

HeTOBM XapaKTepHCTHKH. KakTo nocousat T. Tpa6ek u E. Kyopan-

TesM: ,,CHocoOHOCTTa la ce MOHaCd cTpamaHue, \*XesaHMeTO ja ce

NOMOFHE Ha APyrMTe W MPOABMTe Ha CMeJIOCT M Ie APOCT U3IM3aT Ha

UpegqenH Wiad pu Kpw3a. Ho 6excTBuaTa MoraT fa mpesqu3BUKaT

osmBata MH Ha sHavi-sIOMIOTO y YoBeKa...“(41) WM ako ta3m Ounosspna

XapaKTePUCTMKAa Ha YOReKa B CUTYaQMHM Ha OescTBUA 6u TpaGBaz0

a ce NpHeMe KaTO BaIHAHa, TO IIpey| HAYUHUA AHAJIM3 Bb3HUKBAT

BbIPOCHTe 3a OOxBaTa Ha TE3H XAPAKTEPUCTHKH, 38 TAXHATA TeECTO-

Ta Ha MOdBa Ip pasM4HUTe OGcTOATeJICTBa, KAKTO MH He M0-MaJIKO

BAXKHMUST BbIPOC 34 PAKTOPUTE, KONTO TH IpCAH3BuKBaT.

EHH OT YeCTO ONMCBAHHTE IICHXMUNIM eeKTU Ha GeAcTBUaTa ca

CHTYaTHBHHAT ,,MIOK™ H MOABaTa Ha alaTuy B NOCTKPHTMUIIaTa CH-

Tyas.

Cumyamue6Husnm ,,wWOK. &€ BL3MOKEH KaTO pe3yJITaT OT HeL0-

CPpeCTBCHUA JONMp C HaABUCHaJIata OlacHocT mp 6eAcTBus. ‘bpy-

WH /DkaHuc OpeAClIA TOBA ChCTOAHHE KaTO ,,3allleMeTeHa HenO/[BHXK-

Hoct™. Cnopeg Hero: ,,Topa e OOHKHOBEHO PeaKUMA CEC CpaBHMTedI-

HO KpaTKa UPOAbIDKMTE HOCT, IpOABABAIa Ce HELLOCPECTBEHO Ce A

BHC3aUHOTO IIpeThplaBane Ha NopaxeHue oT GegcTBuero. Or-

JIMUUTEHUTe YEPTH Ca OTHOCHTE/HAa JIMIICa Ha JIBUTaTe wa U MHC-

JIOBHA J©WHOCT, ChYcTaHa C W3BECTHA CTelell Ua Ae30pHenTalHs.

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OOOO ee

OOukHoBeHO OcTpaTa ,,3aMpasaBalla peakKUMs OTMUpa CJIed HSIKOAKO

MHIYTH, HO NOHAKOTa Xopata Ce CKUTAT HaAOKOJIO C YaCOBe B EHO

pa3cesdHO, 3alUeMeTEHO CLCTOSHNE, KoeTO Hanoso6aBa xoseHero 10

Bpeme Ha CH." (42) CEcTOMHMe OT TaKOBa ECTECTRO € CBbP3aHO FlaB-

HO c GesCTRUS, KOUTO NDC AUSBUKBaT MH3H4CCKa 3alLNAaXxa 3a KUBOTA

Ha HHAMBUMTe, MH TO Ha Te3U, KOMTO Ca xBallaTH B KIONKatTa Ha

BUMMaTa ONacHoct. Ha6jOqeHMATA TOKa3BaT, Ue B 'TO3M BPCMeBH

NOPAXLK BL3HUKRA ,,OYKBAIHO IpeKpaTaBave Ha BCAKAK’bB BHA asall-

THBHO NOBeeHHe... XOpATAa Ca NaCHBHU, EMOI|MOHAJHO BUeMeHeHH,

OTHOCHTe1HO O€SUYBCTBEHH K'bM DU3H4ecKaTa GomKa... Hepearupa-

I M3B'bH. PaMKUTe Ha MUHMMAJIHOTO JeHCTBHe 3a OLeJIaBaHe...“(43).

HaMa-TOUHM M3CIeMOBRATEICKHM JaHH, KOMTO Ja WoKaxkar lela Ha

XopaTa, KOHTO IpexXxXUBABaT TORA ChCTOSAHHe, HO B OOM KOHTEKCT

Ha OCcbA/aHe Ha NOCIEACTBUATA OT IPE XUBABAHETO Ha Apactuy-

HMTe IpUposHH U Apyru duswucckn SedcTBuA curyaTuBHUsT ,,1OK“

ce IIPHeMa KaTO Bb3MOXEH ClielMpuueH CHHAPOM.

Cocmoanuemo Ha anamus ce TosBaBa, Cie /, KATO HellocpescTBe-

Hata oNacHnocT e IpeMuHasa, CICA KaTO O€NCTBUETO € B3el10 2KeEPTBU,

HaHecJIO € MH3H4ECKH WICTH HIM € paspyllusoO B HAKAKBa CTereH

HOPMaJIHOTO PYHKUMOHUpAave Ha COUMAJIHUTe CTPYKTYpH. Xapakte-

PH3Hpalky To3H cHHApOM, ‘b. J>xanuc mute: ,,.Ipakruyuecku c.1ef

BCAKO CHO IWMpOKOMaINaoHO GeyicTBMe ce 3a6es143Ba IIMpoKO pa3-

MIpOcTpaveHa PpeakUMsA Ha JleTaprsl M MeECUMU3bM OCOGeEHO cpex OHE-

3H MHIMBUAK, KOMTO TIpeKMBABAT TPABMATHYHUTe MOCAC AML OT ONac-

HOCTTa HIM KOMTO Hali-TexXKO ca NoctpajlasM. OTIMUUTeTHHNTe CHMI-

TOMH Ca JelpeCMBHO HaCTpOeHHe H JieTaprua, XapakTepUu3upaHy c

HeHOPMA@JINO HHCKa CTeMeH Ha CHCPrMU4HOCT, JIMMca Ha HHMUMATMBA

3a U3BhPIUIBALle [114 KAKBATO H la OMIO paoora, Jurca Ha HHTepec KbM

OOMKHOBCHUTe COUMALIHM JeCHHOCTH, CTeCIIABalle Wa BHMMAaHMeTO 1

“ts. [lonsKora USJLOCTHatTa PeakKUUs ChOTBCTCTBA Ha TOBA, KOCTO IICH-

XHaTpHTe OllucBaT KaTo caéa peakTuBHa Jelpecust. Teupecusuure

Harlacu OUBAT YeCTO ISTH IpOABeHH OT OHC3H, KOTO HMaT NosYep-

TaHa allaTH4Ha peakuna (Hamp. ,,KakbB € CMHCbABT W306INO Beye Fa

ce TPeBOXAUM 3a KAKBOTO Hi fla Ous0?“(44). AnaTuata B CpaBHeHue

CbC CHTYaTMBHHS ,,WIOK“ € NO-IIMPOKO pasiIpocTpaHeHo ABJIeHHe pu

3HauuTeHN GegcTBHa. Makap Ye IIpeKUsIT Hi L'bPBOU3TOUHUK € TIpe-

2KMBAHATA THaBMa OT yAapa Ha GeCTBUeTO, TOBA CbCTOAHMEe MOXE ja

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Cé paslIpocTpaHu 10 IbTH Ha HEPopMa.THOTO OONTyBaHe aKO He B

WWMpOK MallaG, TO TOHE B Hali-ONW3KUTe KPbIoBe Wa 2%KEPTBM OT KPH-

3ucHoTO cLh6uTuHe. IIcHxoIOrMuecKkala WM Me/MUMHCKaTa TIOMOLI, OKa3-

BaHM B Takuba CUTYAlHH, € W3KJNOGMTeIHO YMECTHA, HO COUMOJIO3-

Te MH COUMAJHMTe TICUXOJIO3H, M3Ce/lBaLIM OeACTBEHOTO TlopeseHue,

BCe Olle He Ca IPOYAWJIN CEMUMPU4HNTe WAH, perucTpwpaHwu oT Ta-

KHBa KOHKpeTHH CJryyaH.

Bepxy 6a3aTa Ha OTKbCIEUHM JlaHHH, MpeMHO OT LaOsMOAeCHHA

Wf MHTepBIOTA, Ce MOCOUBA CbIIECTBYBAHETO Ha Bb3MO2KHA BP'b3KA MCXK-

AY CbCTOAHUETC Ha allaTHA H MOBEACHHETO Ha MOKOPHA 3a6uUCUMOCN.

MV. M. Mapkc, pa3rsiexfaliku noBeseHHeTO IIpe3 BpeMe Ha pe xKUBS-

BaHaTa allaTHa, MMe, We XOpaTa ,,.MOraT NacMBHO fla ce NIpUsEpxKaT

KbM BACTTAa M a TIpoOmBARaT ABTOMATHYHO HOAYMHeHHe Ha BCEKU,

KOUTO OCbIIeECTBABA PPKOBOACTBO(45). Ilo cbijecTBO TCHeEHIMATA

[la MOKOpHa 3€BMCUMOCT He CC NOKPWBa CbC CBCTOAHMETO Ha anaTua,

a MOXKE fla ce pasrmexkyla KaTO MO0-CleBall eTaN B pa3sBUTMeTO Ha

R\_3CTAHOBUTEJIHUA Nepnor ced OeycTBHeETO. Tosa ¢ MOcoOucHO FOcTAa

oTuetsiuso or ‘b. JoKanuc: ,,be3 HenpemMeHHo fa ObaT MeTaprM“4un

WIM JEMpecuBHM, MHOTO %KePTBH Ha OeACTBMeETO MOraT fa LpOABAT

HeoOuyaiilla Iulica Ha caMocros'TeHoO LelicrBHe, chucTaHa Cc Mo/-

uepTaHa CKJIOHHOCT Ma Ce MPHAbpxaT KM Xopata C ABTOPUTET Mi Ta

CTaHaT MOBeUe HIM T10-MaJIKO TEXHM MocwexopaTemu. Te3n TeujeH-

I[MM TpomMyaBaT ocoGeHo KoraTo e HEOOxOAMMa NOMOLMITa Ha BCeKH

EMH 34pab 4OBEK 3a CUACHTEAHUTE M BB3CTAHOBMTEJINUTE ONepallin.

B kpaitua popMa MO/leJIbT Ha peaKUMaTa Ce CbCTOH OT NOTH ABTOMA-

THUHO TOJUHMelMe Ha M3MCKBAHMsTa Ha XOPATa C PbKOBOAHH PoOsM,

CbueTaHo C JlETHHCKO TEpceHe Ha BHUMAaHHe Mf HalipaBsieHve OT Apy-

TuTe. B ocHoBaTa CM Te3H TeHJCHUMM Ce CpelaT B o-sleKa dopma

Cpefl OHE3H, KOTO TIpOcTO CTOAT MW YaKaT, JOKATO HAKOM He KaxKe

KaKBO la IpaBarT... Te CJISNO We CulejwaT BCHKA E{Ha JMpeCKTHRA, KOA-

TO MOXe la € OUEBH HO HCHOAXORAIMa WM Morpenina. EfHo oT Bax-

HMTE COUMAJIHM MOCENCTBHA Ha peaKUMATa Ha XPVCHMaTa 3ABMCH-

MOCT €, UC TA CHJIHO HaMaJIaBa INaHCOBeTe ANMMHMCTpaTMBLUMTe rpel-

Ku Ja 6bzaT Opp30 pasnosHaTu MU KOPHTUpaHY C Npe/IOx\*ReHUsA VM OT-

JAaKBaHMA OT CTPalla Ha paOoTHUUMTe Wim APyru MopMu Ha oOparHa

WH@OpMalKa, HA KOATO OOMKHOBCHO MOXKE fa Ce pasunta, KoraTo ce

mouycxar rpy6u rpeurKu.\* (46)

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I

Buoxxname, ue M1. Mapxke u ‘Bb. J>xannc, KakTO M TOBeueTO TICHXO-

JI03H, KOMTO B3€MaT OTHOLICHHE KM CHCTOAHMETO Ha LOAUMHEHUC-

TO H MOKOpHata 3ABHCMMOCT Ha aBTOPHTeTUTe, OOMKHOBCHO Barat

HeraTHBHO Ch/(bp Kalle B MH'TeplipeTauuaTa Ha TO3M (peloMeH. Camo

HO ce6e CH MOAUMHCIIMETO, HPOLMBONOCTABCHO Ha HE3aBHCHMOTO ei

CTBHe H Ha UHOBALIMATAa B MOBeAeCHHETO, MO\*KeE ja Ce UpHeMe KaTO

OTpuuaTe Ha MoBeeltecka xapakTepucTuKa. Ho B acheKTa Ha 6e/I-

CTBCHUTe CHTYA[MM TakaBa KaTeropH3alua He Ou TpAOBao ya ce

upvema Gespe3epBHo. Bps ocHoBa Ha PeAMMa COUMONOPHYECKH HM

COUMMAJIHO-LICHXOJIOTHYCCKH M3CJIE(BalHA € HOKA3AHO, Ye Halt-eek-

THBHO PbKOBO/ICTBO M HsAyIOCTHaTAa CTpareruuecka AeCHHOCT 3a Bb3CTAa-

HOBUTeJHa HW CMacHTes1Ha pabora upH GeaACTBMe ca peawM3MpaHu OT

TAKUBA PbKOBO/UTESIM HM PAOOTHMIM, KONTO He Ca JIMUHO BBBJICUCHH

B KPH3HCHUTe NpeXUBABAHNA Na Oe/\cTBeHaTA CHT yalusa (47). Tesu

xopa JelCTRUTEHO Ca H3I'bJIHABaJIM Halt-ayeKRaTHata CacuTe ina

pa6ora Ha BL3CTAHOBMTeMHUA TepMoA. Saceriarure B eqHa WAM

Apyra cTerlev Xopa, NonastHaJM B OGcera Ha GeNCTBUCTO, OOMKHOBE-

HO Ca Haii-aKTUBHUTe, HO He Hali-eCKTHBHO J[EMCTBAIIMTe JIMA B

CHacuTesUMTe HM Bb3CTAHOBUTeIHHTeE ONepayuu. Moyo6Hu Hab 0-

WaBaHHn PakTH Ip 3HauMTesNM SeACTBHA TOKa3BaT, Ye Ha TIpaKTH-

Ka HC CbINeCTBYBAa TAKbB poem, KOWTO UyBCTBMTE HO Ja UPOTH-

BOMOCTABH POUTE Ha JMCpuTe M poHTe Ha W30bAHUTeIMTe. TeH-

JG@HUMATa K'bM OTAABAHe Ha lOBeYe paba Ha AMAepuTe He € MIpH-

3HAK Ha MOKOPHa 34BUCMMOCT, a ECTCCTBCHO HEOOXOAMMO pa3zupeyjie-

jleHve lia YCHMNTA 3a CIIpaBAHe C KPUTMGNATA CHTYAHa.

B rpanuiaTe Ha KPHTHUNMA acliekl Ha aHaJIN3 Ha YOBEIIKUTE

HIPCKMBABAHUS W MOBELEHUECKMTC TCHJCHIIMM Ca BKJHOUCHH HM ITpo-

6JIEMH KATO! TbpCeHe Ha OTTOBOPHOCT H NPHUNCBaHe Ha BHA; CIYYan

lla TVIsuKocBaHe Ha WMYIIeCTBO; NOBesqeHuc Ha HeETOMepaHTHOCT,

BpaxkweCHOCT HM He3auNTane Ha COMMAJIHUTC HW TipaBHUTe IOPMH.

BxsrounaiieTo Ha TOSH Kpbr OT Mpo6sIeMu KM TeMaTWUHaTa O61acT

Ha WHIUBMyalHOTO, PpylOBOTO WM MACOBOTO TOBeAeCHHEe B CHTyalyHu

Ha GeACTBUA € Oa3HpaHO Ha HaOJOAeHMeTO CAMO Ha €AMHMMHH CJTy-

wav M Ha XMNOTETHUAH IIpeAUOOKEHUA 3a BL3MOAKHUTE PCaKUHH Ha

YOREKA B YCAOBUATA HA PAIKO WapYIWeH X%XU3HCH KOM@OpT.

TIpunuceanemo ia 6uxa ce TipeaAuosara, 4 BL3HUKBA KaTO pe-

AKUMA, KOHCTpyMpalia opMa Ha ToReeHUe, ,,{b/IGOKO BKOPCHCHO

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B MHAUBUAYaNWUTC LICHXM4HM TpPOUech, KOMTO 6UBAaT H3BUKaHu OT

6encrsueto(48), T. Tpa6cx u E. Kyopautesm, HOATLpxKar Teszara,

we Noctpaxaqute oT O€fcrRuata xopa Ca CKNOHHM Ha ,,6e3MunocrT-

HO TBPCeHe Ha H3KYNMTEJIHH AKEPTBU, KOTO 2a ObAaT OOBUECHH 3a

Pa3pyUWIeHuATa W 3ary6aTa Ha GOReMIKH \*KuBOT (49), O6MKHOBeHO

MOcodBaT, YE Tas PeaKIMA BH3HUKBA IPH Ge/(CTBUA, KOMTO 3aBUCAT

OT ,, YOBeIKaTa pbKa", Te oTG6eaa3naT: ,,Ta3an TCHACHIING fla ce Thpcu

¥ KOco, a HE B Kakéo € NPMUMnATAa. OG6HKHOBEHO e€ Ciles, CaMOIETH

KaTacTpoou, u02%Kaph, CpyTBAHMs WM APYFM KaTaKJIM3MH, KOMTO He ca

UPMMHCHM OT Ipuposata.“ Cmara ce, 4¥e @pycrpupanust uw cu-

XUMHO HOTHCHAT YOREK, NpeneOperBaliku OO€KTUBHUTE (akTH, TEPCH

USKYUMTEINa KEPTBA, KATO WACOURA CBOe'TO HEZOBOICTRO ..Harope

no Hepapxusta na Bracrra“(50). Hpeanonara ce, ye IIPH TakuBa

oOcTosTejcTBa XopaTa JelicTBaT 00 CTePeOTHNHH MOM la MMC-

JeHe, OOMKHOBEHO BaAJLM AHN 3a HOpMaJIHWTe KUTelICKH YCJIOBUA, B

KOUTO 3a ChOMTHATA H-Mpolecute B O6IMeCTBEHUs XKMBOT Ca OTTO-

BOPH pas IM4HNTe WUCTAHHME OT tepapxvara Ha Bilacrra. Ta3H cre-

PcOoTMnWa Hariaca OT CBOs CTpana ce IpueMa KaTo @akTop 3a n0-

TPeMIHO OLIPEACIIAHE Ha OMeoe6opHOCMMa 3a KaTaCTpOuTe Ht 6cy-

CTBeHMTe NocicquuM. B pamkure Ha TakoBa OOscHeHue 3a TEpce-

He Ha OTroBoprocr HM TIPHMMCBaHe Ha BUHA € HM TBbp/eEHNeTO, ue B

CJIEAKPHTUYHATA CUTYAllMs XOpaTa NeCHO OUBAT BLBJICUCHM B TORC-

ACHMe Ha HeToOJlepaHTHOCT, BpaxAeGHOCT, arpecna M yMUTIIeHa

Ac30pranMsalMa, ONMCaHHeTO Ha Ta3M EMOLMOHaJIHOTIOBeACHUeCKa

KapTuHa OOUKHOBEHO e caequoTo: ,,CHMITOMETe Ha arpecua crapat

CHJIHO BUMUMM Cpe/| OHa3H YaCT OT HACeJIEIIMeTO, KOATO CE Bb3CTa-

HOBABA OT GeACTBMETO, OCOOEO Ces KATO Hali-leoTsoxKHUTe CHa-

CHTEJIHM M Bb3CTANOBMTEJIHM OLepallMu ca NpuKuOYeHU. Cotonuoct-

Ta 4a ce laze u36.1nk Ha rHeBuata OMpa3a, pasroperlleHoro OCbxKAa-

He, OCOGEHO HA MECTHHTe pHKOBOAMTE NH, e HaBAPHO Hali-lIMpoKo

H3aBeHaTa MposRa. Ilo-neka @opMa Ha arpecuBna pa3zpasnmres-

HOCT MoraT Ja Ob/faT YMMIWIEHOTO Hecia3BaHe Ha OpulwaHHTe

pa3nopes0u, BUCOKaTa CTeNeH Ha YYBCTBUTeAHOCT CUPAMO Bh3MOX-

HUTe He3ayqHTaHHA WIM HEPaBeHCTBA pM pasupesessuero wa

OCKBANUTE 3allacH HM NOAO3PHTeHOTO HeApyXemMo6HO OTHOLeHHE

KM ,,BbHINHMTe xopa™. LoMMLMpalmoTo emouMonamHo HacTpoeHne

YECTO BKJUOUBA H3BECTHO CaMOZalIHMTHO OTreraiaHe: ,,. Ipemunax mpes

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aCKM MBUCHMA M OT Cela WaTaTbK BL3HAMepsBaM ja 6A camo 3a

HOMEP €/[HO ~ 34 MCH HW 3a TOBA, KOeTO € Moe.“ (51)

DevomMenT ,,UPHNMcBave Ha Buna“ HW CepHATa CBbp3AaHH c Hero

€MOI|MOHAJIHM H OBE EHUCCKH Peak Ha MHAUBU ATE, NpexUBe-

JM O€[CTBCHM cuTyalluM, e WpobseM, KoliTO He ce MHTepupeTupa

CAMHOAYIIHO OT U3CAeLOBATe MTC B Tau OOsacT. Pas6upa ce, He ce

W3KIOURA BL3MOAHOCTTa H3OGIO 34 MOABa Ha TAKMBA EMEKTH TIP

GeacTBus. Baupocet, KoiTo BESIMKBa OGaue, e Ha Apyro paBHMye

Ha aHasiu3. Tlog chbMHenMe cc DOcTaBa, Ye: a) TES E\*PEKTH BL3HUK-

BaT 110 UPHHUMT Clea BcAKO GeactBue; 6) TesH ecbeKTH ca MacoBa

ucpTa Ha CJle{CTBeHaTa CUTYallug; B) Te3H eeKTH Ca Tayenocr Ha

MHAUBM AA, a OCACTBeHaTa CHTYaUMa € CaMO eHH Bb3MOXKEH CTH-

MYJI 3a ‘TAXHOTO MpomBABaHe.

CoubpxaTesina KPHTHUHA NpeyeHKa Ha TpeguOAOKeHMATA 3a

HeraTMBHOTO oBeAeHMe Ha XopaTa, NpexuBesIM GescTBMGA, e Hanpa-

Bella or P. bioxep, Koliro ce cumpa PlaBIlO Ha KNOUOBUS BbIIpOC 3a

NPWUMCBaHeTO Tia BunaTa. M3xoxJaliku OT EMIMpMUHMTe aHHH,

cbOpanu 3a Xopa, KONTO ca NpexuBesm GejcrBusa, Bioxep o606ma-

Ba: ,,[IbpBo, craBa ScHO, UC TIPOMBUTe Ha Bpaxkge6HocT He GuBaT

NpocTo NpHObpsann M36JMUH, a KY IMMHALMa Ha EHH TREpAe Apr,

CBLp3aH Tporcc. Bropo, pa3schxjeHMATa Ha PeCHOHAeHTMTe ca

TBDPAe WoceAOBaTe HM C HayMHa, 10 KOMTO Te crpyKTypupat CH-

TyalMatTa. OUPeCACAAHKU TOBA KATO ,,HpallMoHasHO”, UsyyaBammiTe

BHHaTa HajlaraT CBOM COOCTBENM ONeHbUnM MperyOex JeHHA KM

cuTyalnara. Toba ri € HaKapa.lo ja OTXBLPJIAT CHTHO 3HAaUMMHTE

A@HHM KaTO HECBEP3allu C ,,10-7bN60KUTe MoTuBalHu™. Tpero, jaH-

HAUTE HOCOUBAT ACHO, ue BUHATA Lie GuBa jleuUHUpana M KaHas3u-

PaHa DOCpeJCTBOM CONMaAHOTO B3aMMOLeHCTBHMe MU B3 OCHOBA Ha

B3aMMHOTO pasOupaue. M Hakpas, BMHaTa He e olla YepTa Ha bes-

cTBuero.‘ (52)

Curefsalikn B CMH 10-cBO6OJeH NaH o606IeHUSIa Ha Bioxep,

Ou MorsIO Aa ce HO6aBu, 4e UPMIIMCBaHeTo Ha BUA HaAMa HULWO O60

C Hpal{MonaJinaTa peaKTMBHOCT Ha 4YOBeKa B GeACTREHM CUTyAaLUL.

TakaBa KDUTHUHa TCHACHLMS € CHJIHO orpaHwuena lo Mayja6 uf 4e-

CTOTa H € Bb3MOXAKHa Camo pv oOcToATescTBaTa, KOraTO 3acerHatu-

Te OT GEACTBHETO LEHCTBHTEIHO Ce HATBKBAT Ha BYLMMM CoaGocTu

Ha JIMA H MACTAHIMM, KOHTO HOCHT peasiHa OTTOBOpHOcT 3a NpPMYH-

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HABaHE Ha Se/ICTBHETO WIM Ca CTAaHaJIM TIpeuka 3a yYCKOpsBaHe Ha

Bb3CTaHOBNTEIHUTe padoTu. EcTecTBello e, Ue IPM TaKHBa o6cToOs-

TeJICTBAa Bpaxje6uata Halviaca He € UMUYJICMBEH MH UpMO‘p3aH 13-

O.1MK, a CHEACTBHe OT Ipollec Ha HeMopMaHO B3aMMOMelICTBHeE, Ha

pasMaHa Ha Melua wu OOO AepuNUpaHH KPUTMYH MpeneHKU u

TIPCATBCHY, H3MCKBAHMY K'bM HOCEILMTE OTTOBOPHOCT MHcTariuuH. B

ANTepatypatTa OT usclle(BaHusta Ha OeACTRBUATa HAMA CHCTCMHE

€MUMPHYHY all, KOMTO a NWOKa3BaT KapTuHa Ha MM3NUeCKa ar-

PeCCHBHOCT H HOBe/IEHHA Ha MacoBo caOoTHpalie Ila Bb3CTAHOBHTEL-

uute paooTu. EXVHMUHU Cy yan WpejcTabaBar WeCTBUATAa Ha rpa-

OeXH, KONTO MO CbUecTBO He ca eekT Ha Gey\crBuaTa, a DpOCTO

CbBMAaeCHHA, KOUTO ca yAOOHU 3a ApaMaTusallua Ha CUTyalNatTa u

3a Da3LIPOCTpaHaBaHe Ha TPCBOXKUH CJLYXOBE.

Koxucmpyxmueno noeedenue 6 6eOcmeenu cumyauuu. TIpoTuBo-

LIOJIOAKHO Ha CTePeoTuLa 3a NAHNYeECKUA XapakTep Ha MOBCAeHHETO

upu OeCTBU EMIMPHUHUTe COMMAIIO-LICMXOJIOTMUECKM M COTTMO-

JIOPHYCCKH W3CJI€ABAHWSL CUCTEMATH3UpAaT aH, KOUTO TacouBaT

K'bM M3rpaxk jane Ha Apyroopa3 3a AelicTRUATAa Ha UOBEKAa B KPW3HC-

gu oOcrostTesctBa. TloctaBaliku akUellTa BbpXy MO3HTMBHUTE xa-

PaKTePHCTHKH Ha YOBEKA, UpexKMBABAll CHUZOLuTe Ha GeACTBUATA,

E. Kyopanremn u P. Jennc numa: ,,beaqcTBastra ca raBHo cpesct-

BO, C KO€TO YOBEK MOXe Ja a6 M04aBa KaKTO Pepou3Ma, Taka Mi CcTpa-

qanueto. Tepou3smMbt ¢ pajKa WM WeHHa Yepra u GeACTBUaTa AaBaT

BL3MOXHOCT JIMUHOCTHaTa eHeEprus Aa Ipeomonee omacuocrra u

crpaxa. BeycrBusTa CbUJO WJNOCTPUpaT BL3MO2XKHOCTHTe 3a UOBEII-

Ka Tparefua, HW MO-clelMasHo Be3secbInHOCTTa, HeH36exKHOCTTa MH

HIpPOH3BOJIHOCTTa Ha CTpafaHueto. Hali-ronemute cnoco6HocTH Ha

YOBEK Morar ja O'b/aT DPOABEHK, a HeropaTa CMOCOGHOCT Ja Nocpem-

Be CTpajlanueto uw Tparegquata 6GuBa NOd/IO2KeHa Ha CEPHOSHO U3IIH-

tanue.“ (53) Hpexussapaneto Ha OeCTBEHUTe HEMaCTus, KOKOTO

YW TOsIeMH MW Heu36eXHH fla Ca Te, KOJIKOTO MU HEMOATOTBCHH ja ca 3a

TAX XOpaTa, IMKOra He ca NOcpelaHN c MacMBHO ipHMupeuue. M3-

UpaBeH pe HEWacTHeTO, YOBEK AOPH H TIP Havi-MaJIKMa WiaHe 3a

ONeMBaHE HE W30CTaBS UOBeJeEHYeCKaTa CTpaTerMua Ha Oopba, Ha

TBpceHe Ha U3XOJ, Ha MpOABATA Ha AJITPYH3bM U CO/MAapHocT. AKO

3a NaHUKaTa, alaTuata HW /IPyruTe CpOAHM YepTU Ha NOBeeEHMe pH

GejCTBUA Ce JOKasBa, Ye Ca OFpallMueHu oO OOxBaT M YeCTOTA, TO 3a

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UsOCTHaTa TaMa OT KOHCTPYKTHBHU MOBeACHUeECKM W3KBH B KpH-

3MCHM CHTyaluM Ca HaTPYNaHH MHOXKECTBO H3CeMOBATEJICKU aH-

UM, KOHMTO pa3KPHBaT NOUTH YHUBepcadHUA Xapak'rep Ha NO3UTUB-

HOTO AelicrBue Ha YOBeKa Ip Womo6Hu O6cToaTescTBa, Hama HUTO

CMH W30J1IMpaH C/ly yall, 3a KOHTO MerlocpeAcTBeHNTe HabmosaTesu

H MpodecwonasiMnte uscsesqOBaTe IM Ca UpeNOCcraBMau MHDopMalus,

ONMCBalla Oe3y.CJIOBHOTO KalluTy JIMpane Ha rpynure u o6uHocTUTe

npeg AMYeTO Ha GepcTBeHuTe CLhOuTHA. OOUKHOREHO THAIKyBaHeTO

Ha TakoBa IIOBEACHME Ce e CBE allo {0 JeMCTBUeTO Ha BpOJeHua

HHCTHHKT Ha 4OReK 3a \*KMBOT. Ho Korato ce crurve JO allanu3a wa

COJIMMAPHOCT, repou3sbM WM CaMOXKepTBa Ip GeACTBeEHH CUTYAaMH,

TOSH MIPMHUMM CTaBa TBEPJe UCHOAXOMAUL KATO W3xoqHa Wpenno-

cTaBka 3a TeopeTH4HO OOscHeHHe. Pexula BbIPOCH BL3HMKRAT BH-

HarH KOraTo Ce IIpaBl OMT 34 MHBapHaHTeH aHa.1“3 Ha HOJIOKUTEN-

HOTO YOBELUKO NOBe ele pu GeAcTBUs. Salo YoBeK pucKyBa co6-

CTBEHHS CH X%KUMBOT, 34 Wa CuacdBa HeMo3llaTH xopa? Kakro Kapa

MHOFo xopa JOOpoOBOIHO 1a AaBaT cpecTBa u Tpyf 3a OOeKUaBare

Ha crpaflanusdtTa Ha MocTpafasutTe or 6eycTBua? Samo BunarH

Bb3HUKBa CNOHTAHHa peakKUUs Ha KPHTHIIH3bM CHPsAMO PHKOBOANH

WIICTAHUMM MW CHelMaM3upaHN 3BeHa, pasSMMHABalM CE C IbpBHY-

Hure LOTPeOHOCTH HW APYIM ek3ucTeHtuanHM Mpobsemu Ha Wopa3e-

uute oT GexcTauero xopa? Cutyalluata wa KOHKperHoTo GescTBue

OM YMHOXUa HEKOAKOKpaTHo Tes oGoGilaBaliu BbUpOCH, KOHTO B

Kpalina CMETKa Ce OTIHACHT [lO KOHCTPYKTUBHUA KPUTHIM3hM Hf asl-

TPYMCTHu4HaTa Harylaca Ha CbBPpeMEHHHA UOBEK.

IIpouecht Ha YOREIIKOTO BCCKHAHEBHe HE € U30/1Mpall OT TpyJ-

HM CHUTyalMM: pe KUBABAIIMA Ha HECIIPAaBeLAMBOCTH; pasMUHaBaHe

CbC COMMAAHUTC OUAKBAHHA UW MHOKECTBO APyru py THHHA

HECLBLPIIEHCTRA Ha HenocpeyxCTBCHOTO OuTue. 3a paznuKa obayeE

OT KPUTHUHUTe Npo6emMu Ha BCCKHAHeEBMeETO GescrBUsT2 3acaraT

OasHCHH NOTPeOLOCTH HM eHHOCTH, 3a KOHTO 4OBEK He MOxke Ja TIpa-

BM KOMUpoMucu. Lennoctra Ha xXuBOTA, HoTpe6HOCTTa OT TICHXHY-

HO PaBHOBECHE M MaTeEpMasIHAaTa OCHOBA Ha HEMOCPeACTBEHOTO CbIIIe-

CTBYBaHe Ha Hella, KOMTO CTO“ j(bJIOOKO B MOTHBALLMATA 3a 1103H-

THBHUTe MH/[MBUAYaIHO HM MaCOBO TOBeseHNe NO BpeMe Ha GescT-

Bus: B WeHHOCTIaTa CUcTeMa Ha CbBPEMeHHUA YOBCK (He3aBHCHMO

OT HeTOBaTa IIPHHa/WIe2KHOCT KbM €AHO WIM Apyro obIlecTBO) 3a-

9 Boenna mewxosorny..., 4. I 129

IMTaTa'Ha OCHOBHUTe CK3MCTeHIMaTHM NOoTpeOHoOcTH He HOEK

Ha oOcbxXAaue. Te ce 3alMTaBaT OT BCCKH UM Mp BcaKaKBu OOCTOS-

rencTBa. Pa3s6upa ce, TakoBa o6o6nleHue He TpHOBa Ja ce WpHemMa

KaTo 6yKBRaJIHa YpaBHUJIOBKa Ha MoReyeHuecKka u3aBa. EGHAKBUTC

IICHHOCTH He O3HATARAT e/[HAKBAa CIA Ha MOTHBAIMATA 3a TOBE e-

Hue, CouwasinurTe UCHHOCTH, CTaHasM JafeHoctT Ha A3-a, ca CBbp3a-

HU C pa3JIM4Ha cTelleH Ha yOexyeHue. To3u WMpoKo joKa3aH bakT

OOACHABAa KaKTO KO.TeGaHHATA, Taka MW WoHAKora bavaTH4Hata T0-

Ce JOBATEJIHOCT Ha YOBEKA, 3allMTaBalll IpueTuTe OT Hero TeHHOC-

Tu. KoneOaHuata B AMpeKTHaTa 34BMCMMOCT Ha MOBeeNMeTO OT

JIMMHOCTHUTe WCHHOCTH CTaBat Ole LO-UYBCTBUTEJIHH, KOraTO TOBA

OTHOMIeHHe Ce PasBuBa B KOHTeKcTa Ha GejcTBeHUTe CuTyanun. Jlopu

YW Walt-o6WUAT Noried BLPXY W3CIeABAaHUATAa Ha MOBeeHUeTO Npu

Te3H OOCTONTEICTBA LOKA3Ba, Ye T. Hap. AJITPYHCTHUHO NOBeAeHHE €

3ABUCHMO He CaMO OT ICHHOCTHOTO ChADp\*Rabue Ha ,,A3-KOHTENIM-

ata“, 0 © OllOcpeAcTBaHo, MW TO B TO/dMa CTelleH OT KOHKPeTHUS

U3pa3 Ha XapakTepHCTHKUTe Ha JajeHOTO GeACTBHe: OT HeroBaTa

3acTpallanaila Cia; OT CTelleHTa Ha HeroBaTa HeQuaKBaHOCT; OT

IleTOBaTa MOBTOPAEMOCT B MHHAJIOTO; M He Ha NOcNes{HO MACTO OT

MpakTH4eckaTa TOTOBHOCT Ha NopaseHatra OOMIHOCT ja Ce CUpaBs Cc

nogo6Hu cuTyalHH.

BejcrBeHuaT eT1H307, € cpeda 3a W3nuTaHNe Ha /(hI6ouNHATAa Ha

aJITPYMCTHUHUNTe Halviach Ha 4“OReKa. Sa pa3sIMKa OT IPOABaTa Ha

aJITPYV3bM B PYTHHATa Ha BCEKHHEBUETO, KLJCTO MHJUBUTbT pa3-

Tloslara Cc MOBeYe WIM WO-MaJIKO 3ay4eHH MO/IeJIM Ha TaKOBa TOBee-

He, TO B YCJIOBHATA Ha OezcTBUeTO OJlaroHaMepeHata Haraca He-

BUHArH Ce pa3srphilla B AeKBaTeH alTpyuctudeH xecT. B cuTyauH-

sTa Wa OObpKaloct, la WITKBULyaua HW Ppynopa 7e3s0pranusalna

AOOpuTe HaMepeHUA Ha YOBEKA MHOFO YECTO OCTaBAT NOTHCHATH OT

HeCTAHS29THUTE YCNOBUS Ha Welicrpue. Kakto NoKa3BaT pesxnua

KOHKpeTHH HaGJIOACHUA, WOBECHHCTO Ha B3AHMONOMOL MOxe a

TlOpoAM NoBeYye OOBPKaHOCT MU HeaseKBATHU PeaKIUM, OTKOJIKOTO

TIPeAM3BUKBa ecTecTBeHaTa TanuKa. IipakTuKaTa e MoKa3asia, 4e

e@eKTHBHOCTTa Ha aJITPYMCTMUAaTa MOBeAeHueCKa TEHEHUMA TIPU

OedcTBUs € Hali-adqeKBarHa, KOraro € BKJHOUCHa B PaMKMTe Ha WH-

CTUTYHWMOHATIHAaTa, OPraHu3upaHata cnacuTcJina pabora. KoncTrpyK-

THBHOTO NOBE/eHMe, MOcpelllawjo paspyliuTesHua yap Ha 6escT-

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BATA, € KOMOMHANAY, a B Hali-206pua Bapuaut e\_unonelicraue Mex-

AY HEMHCTUTYUMOHAIHOTO HM OpraHH3MpaHoro, T. €. — MHCTUTYIHO-

HaJIHOTO AelicrBMe Ha CHACHTeIHUTC H Bb3CTAHOBUTE.JIHUTe 3BeHA.

Tesu ABe dopmMu Ha NOBeeEHMe HMAT eEAHM HM CHUM UeJIM, HO Ca oc-

HOBAIIM Ha pa3JJH4HH OpraHu3alMOHHM OCHOBH.

HevucruryMonasmioTo nonefenue uMa HecopMamHa opraHn3a-

uua. To € MOTHBMpaHO OT 2KeJIANMeETO 3a JIHUCH TIPHHOC B O6/IeK¥aBa-

HeTO Ha CbCTOAHMETO Ha NocrpaflasiMTe, B CHOHTAHHO'TO BKJIOUBaHE B

CHACHTCJIHUTE MW BL3CTAHORUTEJINUTe eltHoctu. Hennanupano e ue

C pas WYN CLeNeH Ha AHTAKMPAHOCT H LOcToOsHcTRO. TyK Ha peyeu

Ta W3IM3aT MOPaJIHUAT NaTOC, MOTHBALMATA 3a ATITPYHCTHUCH aKT,

CMOUMOHAJIHUAT HaATHCK, KOHTO BKJHOUBA BCHKAKBH JIMUHM OUaKBa-

HAS OT-BbHINHO OfOOpeHue, OT MOPAJIHM MaTepHaJIH Bb3Halpax-

N€HMA 3a BOKEHUTE YCHNMs MU WoOeTHTe pucKoBe. ManuRMAyaNHOTO

M MACOBOTO NOBEACHME B TO3H KOHTEKCT ca W3pa3 Ha ICHHOCTHU uf

COUMAJIHM UYBCTBA, KONTO Ca aK TYAaIM3NPal OT KPH3IICHUTe 4 Tpa-

THUHUTE NOCIEACTBUA Ha GeACTREHUTE EMu30/u.

Ha KOpeHHO pa3JIMY¥eH NPN e ocHOBaHO u opralM3npaHo

HOBeACHHETO Ha CIACUTeEMHUTe UM ADYP BAAOBe 3BeHa, KONTO OKa3-

RaT Dpo@ccuowayina WOMOUL Ha MopaseHotTo oT GesCTBHATA Hacesie-

me. Ilo cbiecTBO TYK MHAMBHALyaHOTO M rpynoBoTO MOBeAeHMe

ca OOpMa Ha M3IrhAHeHUe Ha upodecnouamHNTe pom, 3ay4eHH B

MMHANOTO HW BeYe PeaIMBUpaHN B APYTM avaJOTUUNM HM CXO;IHM CH-

Tyauuu. Monefenucro or 103m THM € MOA UpeKus KoH'rposl Ha cbop-

Ma@J1HO YCTAHOBEHHTE HOpMH Ha lopesjenue. [locpeacTBOM Te3M HOp-

MM Ce UPCHeHABaT MHAMBUAyasHOTO H TpyloBoTO MoBeszeHMe Ha

YUACTHMMUTE B CUACHTCIIMUTE HW BLICTAHORNTEIENTe OUepallu pH

SeycrBuata. TIpodecnonanuure 3BeHa, BKIOUCHM BO KONTeKCTAa Ha

NMOBEZCHHETO Lp OeACTBUA, peanu3upaT cBouTe JelicTBud He3aBH-

CUMO OT Tpoleca Ha WedopMasTHUTe, HeMaHUpAaHUTe Nerenenuec-

KM HHUUMaTHBY Ha JOOPOBOMUMTEe OT uv U3BbHOGMacruTe, 3aCcerHaTH

oT 6eacTnusta. Ha npakTuxa B CuTyaIMaTa Ha GeyxCTBHeTO HHCTH-

TYUMONAM3NPaHUTe WH HEMHCTUTYUMOHaTM3npaHUTe POpMy Ha Mo-

BEACHHE Ca CCTECTBEHO CBbP3aHH UW KATO WAN0 MpeyctaBaT o6uatra

KapTHHa Ha YOBCIIKOTO HoReseHue, OOCKTHBHO H3UCKBaHo OT CB3Ta-

ACHHTe KPH3MCHH ycoBHA, P. Teuuc u E. Kyopanresm B coemuas-

HO NOCBeTeHa NYOAMKALMA TO TO3M WpOOeM pasBHBAT WiesTa, ve

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IPH M3CJI€ABaHETO Ha MOBe/eHMe B CHTYauMuTe Ha GeACTBUA € He-

o6xoquMo Ja ce O6€JHHAT B CAMHEH M3C Ie FOBAaTeJICKM TOsAXoy Wep-

CHe€KTHBaTa Ha TEOPUATA 3a KOJIEKTHBHOTO WJIM HEHHCTUTYWMONAJI-

HOTO MACOBO NOBeeHHe HM OpraHuzallMOHHaTa TeOpHs 3a MHCTUTY-

UMOHaTIHOTO JelicTBHe. IIo-KoHKpeTHO aBTOpHTe MoOcouBaT, Ue ,,HH-

KOM-CONMOMOPM4eECKH aHAaNH3 Ha Ppynoporo ToBesAeHve Mpu GegcT-

BHe HE MOXKe ja H3N0/13Ba CAMO OPraHv3alMOHHala WIM CaMO KO-

JIEKTHBHOMOBE JEHYECKATa TepCHeKTUBA... HM BeTe NepCHeKTHBH ca

He CaMO HeOOxoAUMU 3a IeIMTe Ha OMMCaHVeTO, HO... Te ca HEOOXO-

UMM HW 3a O6acHeHMeTO Ha @eHOMeHA KaTo sI0" (54). Tenuc u

Kyopaiteiu mpefarat ToRa o6o06mjeHMe He IpocTo KaToO xHMorTe-

3a, @ I10-CKOPO KaTO H3BO), OF MHOXKECTBOTO EMUMPUYHH M3CJleBa-

HUA, YACT OT KOUTO Ca peasIH3UpaHu WC TAXHO yuacTHe. CMUCbIIBT

Ha OGe/IMHABAHETO Ha MOCOUCHHTe H3CeAOBATeCKU MOAXoAN e

CTbIIKa Hallped B IPCOAOJIABAHETO Ha TpagULUaTa K'bM NOBe/eEHHe-

TO B CUTYalluuTe Ha GeqcTBue 7a ce riefa KaToO Ha ABe TeOpeTUYHO

pasrpaniuenn o6nacru. Ha equa crpaia ce NOCTaBAT KaTO ABTOHO-

MeH IIpej{MeT Ha OOcbhxKjlaHe pasHoobpa3HuTe dopMH Ha MoBeseHue

Ha KepTButTe Ha GeACTBUCTO, Ha Jpyra — crpaTeruata u AelicrauaTa

Ha ,,cWacvTenutTe\*, IpesCTaBeHH OT pa3IMYHUNTe NOCTOAHHM WJM

BPCMeEHHO MOPMUpPaHH COMMaIHH eMMHUIM. AKO Ce IIpMeME UH CJies-

Ba HOAOOHO pa3srpaHH4eHHe, TO TOBA HO CbINCCTBO O3HAYABA, Ue KOH-

CTPYKTHBHOTO MOBeeHHe B CHTYALIMH Ha GeACTBUA Mpeosmazapa-

WO Tp1OBa ja Ce- ThpCH B rpaHUUUTe Ha AeiicTBMATA Ha CllacuTes-

HMTe 3BeHa, M O6paTHoO — KoraTO ¢TaBa BLMpPOC 3a WaHUKa, fes0pra-

HH3allMa, CTpax, anaTua, be3cusmMe H pyr POpMH Ha CTpaxoBy H3-

OKMBABAHHSA, — BCHUKO TOBA Ce IIPUNucBa Ha llopaseHute OF GescT-

BeHHA VAap MHAUBM AM. OTKa3bT a ce MOAbpxa CTEPeCOTHIIDT, 4e

XKEPTRUTE, NPEXMBARAITA KPU3a, Ce XAPAKTEPU3NpaT Cc MoBEeseHue

Ha OTC: LIVI€HHe HM Manuka, € pesyJITaT OT ,,eJIMMHHMpabeTo Ha HA-

KOJIKO HOrpelliiid Hae 3a OeACTBHeTO, Oa3Hpalin ce Ha MOMypHH-

Te UperzyGexgenua. porusonosi0oXHO Ha Ta3M lupejcTaBa ce e

VIBbpAM 1a NO-pea/IHCTHUHATA IIpPeleHKa, ue T. Hap., KepTBU Ha Oes-

CTBHETO pa3BUBaT TEHACHIMA Ha MHAUBYLYaJIHO HM PpyIOBOTO TORe-

ACHE, KOCTO UYBCTBUTEHO JONPUHAcs 3a CIIpaBAHETO C KPH3NCHa-

Ta CHTyallusa. DakTu, NOMKPeNA Ta3v WOBeAeH4YeCKa TEHJCHIIUA,

6uxa MOTI Aa ObAat MAKOCTPUpaHH OT TIpOBeeEHOTO Y Hac w3cJeg-

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BaHe Ha MOBEACHYeECKUTe eeKTU OT CTaHaOTO mpe3 1977 Pr. 3eMeT-

pecepve B Cpnijos (55).

[3cleqBaHeTo e TIpoBeAeHO HEMOCpeACTBEHO Cle’ LEpBUTe LHU

Ha 3€MHUS TPyC, MOBEJI NO paspyleHua U Pu3sTTeCKM XepPTBH, JO

Cb3faBaHe Ha HEeOOMualina crpecoBa CUTyalMa, Npow KUNA HA-

KOJIKO JeceTKu JHH. Takoza GeCTBHe C TAKBB TparnueH eeKT He €

TIPCKUBABAHO OT Hac OT IAs10 ey(HO NOKOJeHue. B To3u cMucbaA 6eL-

CTBeHOTO ChOuTHE e Kpaltlio H3HeHAABAIIO, CRaPHIO € XOpata Cc HM

Hali-MaJIKa TOTOBHOCT 3a 3allWia, OCHOBaBallla Ce 11a MMHaJl ONUT

WIM HAKAKBB BUA TpeHHHT. TlopesqenueckuTe peaKUMM Ha WpexKMBe-

Hua SeACTBeH emM30] Ca ce NpOABHIN B MHOrOBapHaHTHM popMu:

OrpaHHJeHM CJLYTaH Wa Wawwuecko MopejeHue; CTpPaxoBU O4WAKBAa-

HUA 3a NOBTApAHe Ha 3EMHUA TPyc; MB0CTPeHa GMTENHOCT 3a BCEKM

DIYM WIM RYOKEHMe Ha NpexMeTH, HavOfOOsBalllM HadasOTO Wa 3e-

MeTpeceHue; JOMUNMpallo TeHTprpahe Ha MMCJIMTe MU BCCKUAHCB-

HUTe PasroBOpK Bbpxy NpexXUBAHOTO GegcTBHe. TomMHupatmata

XapakTepHcTHKa, KOATO OOxBAaa AJIOCTHUM ENM30d Ha IPeXUBA-

HOTO GeCTBHE, € TEeHACHUMATA Ha KOHCTPYKTHBHO NoBeenne’. TIpo-

BEJCHUTe MUTepBIOTa MU Oecequ, IpOyYBaHeTO Ha JOKYMeHTH u

e€AMHMUNM CTYUaN, KAKTO W BKMOUCHHTe HAGJUOACHMA, peau3upa-

HHL OT W3CIEMOBATEJICKUA KOJIEKTUB, PaSKPMBAT C/IeHHTEe 10-3Ha-

YUMTCJIHH CMOWMOHAJINU HW NOBeeNUeCKH TeHCHIMN, TosBYIM ce

KaTO OTTOROP Ha Ch3Aa[eHaTa KPU3HCHa CHTyauMa:

L Chey waaM3alieTo oT ILpBOHaYaTHOTO CbCTOsHUC Ha OOBpKa-

HOCT IPM Bb3IIpHeMaHe Ha HeEOUaKBAaHOTO CLOUTHE, Ces amantupa-

HeTO KbM PakTa, We HELO HCOGHKHOBCHO Ce e€ Culy4u10, Ipeobaga-

BalTe PeaKUMM ca OWI MUCIUTe uv lelicTBMaTa 3a CHacaBaHe Ha

ce6e cu HW Ha Gau3kuTe. TakaBa NOBEAeHUecKa TEHACHUMA e Ipucnma

NOYTH IPH BCHUKM 3Ha4uTe IHN OezCTBUH, 3acTpalllapalll bdu3n4ec-

Kata IMlOCT'Ha xopata. OujeHcHa KaTo Us/10, Ta3M OBE eH UecKa pe-

aKUMA € W3pa3 Ha afantanua u Oopoa c Kpu3ucHata cuTyauun. Touru

aBTOM@aTHUHOTO BKIIO“BaHE B TakaBa MopMa Ha MoBeseHue U3lpe-

"B Obarapekata WTeparypa npo6semaTuKatTa 3a KOHCTpyKTMBHaTa OpHeHTa-

UM Ha COUMATHOTO. TOBEACHHE B CIIOXKHM KUTEHCKM CHTYALMU e pasMiexkzana B

eMH AocTa oO6immpen TeoperuyeH man or T. Mosop 6 cvicyqHuTe HeroBM MOHOrpa-

uu: KpwTuun curyauun w Macosa icuxuxa; JIMunocTTa R KPUTHUHM cutyalinn;

Otacnocr u ficuxu4Ha TIpomana; BexcTeus Ww MacoBa NICHXHKa.

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BapBa OPMUMAJIUIMTe CNaCHTCJIHM ONepallMu HC TORA HaMasaBa opra-

HH3al\MOHHOTO Hallpexkelve, KOeTO € HeH36e2xKHO M 3a Hali-BHCcOKO

KBaJIMOUUMpAHNTe OlleparuBHM 3BeHa, jetCTBAIM B yCAOBUATAa Ha

SescTBus. OTHEMaHeTO Ha Bb3MO2XKHOCTTA 34 OK@3BaHe Ha MOMOLI Ha

Haii-OJIM3KUTe, KOeTO MpobecHoHaHMTe CHaCHTeIHM 3BeHA YeCTO

UpakTHKysar, 3a ja He Ce Ch3apaT Oe3speqUuH, e B UOBEUeTO CJLyUau

MapKa C HeraTHBHH Tocne”cTBusa. TH cb3aBa cutHa bpycrpauus,

YBCJIUTABAHE Ha COMMAJIHO-NCHXMYHOTO HalIpeKeHHe BbB B3AUMOel-

CTBUATA U, HE HA LOCIIETHO MSCTO, MOXxe Ja craHe YMHOxKanalia ce

TPYAHOCT 3a IbPBOHAYAJIHOTO OKA3BAHE Ha TOMOIL Ha WOCTpaganute.

2. Ipyra dopma Ha KOHCTPyYKTMBHO NoBeseHNe B CHITYaIusTa Ha

3EMETPeCEHHETO B CBHIOB € 6110 AOOPOBOJIHOTO yuacTue B Cacu-

TeTHUTe padoTH. CrpylasmTe ce xopa Ha MACTOTO Ha pa3pyleHusta

He Ca OHM Camo nachBHY HM OGonuTHM HaGmosarenu. Te ca npey-

Waray CBO TPYA W KOHKPCTHO ca NlOMarasM Ha opraHu3upanuTe

sBena. Ta3u bopMa Ha peakIa CbIO Ce Ocha KATO ITMpoKopa3-

upoctpavena.B nogo6uu curyauuu. B cheyvanu3upanata auTepary-

pa 3a OeAcTBuaTa O6uKHOBeHO Cc aKTH OT TakORAa ecTecTBO ce olpo-

Beprapa CTEPCOTHIIBT, Ye KPUsnTe pH OecTBelNTe CuTyaun ,,TIa-

ckat“ MacnTe fo nocoKa Ha OareTRo oT NopascHUst pation. Janae

OT 3EMETPeCelMeTO B CBMIOB Ca BCLIIacne Cc ananorMunu dakTH OT

APY? MOAOOHM H3CAeABAHUA, JOKASBALLM, Ue JBYOKCHMETO KM LICHT b-

pa Ha GeycrRexoTo cEhOuTue € N0-YecTO cpetiaHo, OTKOKOTO 6arcr-

Boro. Morupayusta fa ce npeoqosiee Kpu3HcHaTa CHTYyalMa e NO-cMHa

OT yilaxata, OT OTKa3a 34 Oop6a u MpwemaveTO Ha KaNNTynalusata.

Ta3H TeHjeHIMS He € U3pa3 CAMO 1a CTPOTo MHAMBMAyasHa Hariaca,

TH C€ MPCOTKPHBa Ha MaCOBOOReeHUeCKO paBHune. CommalHuar

ONMT Ha CbBPCMCHHHA YOBEK MHOTOKpaTHO € LOTBLPAM, Ye He3aBH-

CUMO OT TparvuHUTe NOCIEACTBUA, OT TEXKUTEe 3alyOH H JIMIIEHMS B

Kpalilia CMeTKa oGIecTBOTO € CIOCOGHO fa Mpeogoviee KDUZHTe, npu-

4HHCHH OT IPHpO/laTa WIM HukakBH YoReTIKU rpemKku. Hemo moBe-

We, ChUJCCTBYBAT CTYYav, IPH KOTO BL3CTAHOBHTEIHNTE erHOCTU

cel 6eAcTBua He caMo BpBIaT OGLIHOCTTa JO TIPeTHIMHOTO HW HOp-

MaJIHO 3a CbINECTBYBaHe CLCTOAHHe, HO M3BeEKIAaT KAYECTBOTO Ha

HEHHOTO OrTHe Ha CpaBHUTe.THO 0-BACOKO paBHuue. Crespalixu Tes

PaKkTH, MOXeE fa Ce KAKe, We B MHAMBUTYAHMGA MB pyrOBUs aKT Ha

6op6a, Ha IpoTHBOrocTaBave Cpelly ‘tparvaliMTe NocnencTBuA OT

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OeACTBHATA (Hape/l c JINMAMTe YMeHUSs H KaveCrBa) Ce OTKPHBa B CHET

BHI B CONMAJIHOTO CAMOUYBCTBHE Ha YOREKA — NPO/YKT Ha ChBPeMEH-

HMA CONMOKYJITYpeH KOHTeKct. Kazano c Apyru AYMH, BHIpeK tTpa-

PH3Ma Ha IIPeXMBABAHE Ha NPHPOAHM HW CpOAHU Ha ‘TMX PUBMYECKU

OeACTBHA YOBEK € Pa3BH AKTMBEH MCXaHW3bM Ha aflauralus, B UMA-

TO OCHORA CTOM MpaKTHYeCkUAT ONMT, Ye TAKUBA KpusK ca MIpeosonn-

MH, KaKBUTO H fa Ca BAPHAHTUTe Ha TCXHUTE MPOMBU.

3. KM NosvTMBHaTa aTMociepa Ha HAYAIOTO Ha Bb3CTAHOBHTELI-

Hit Mepwos, Cie, 3eMeTpeceliMeTo B CBuiton Ge ycTraHoBena cTenleH

Ha AKTMBU3MPaHe Ha CO/M/AUPHOCTTa MexjTy xopata. To3u deHomen,

CbINO PeruCTpUpak UB APY 43CeqBaHUG, OOUKHOBEHO ce obscHaBAa

c @akra, ue YOBeEK B KPHTWUHH CHTYaltwn Ce UyBCIBa CHJIeH, KoTaTO

MOXKe [ja pasuiTa Ha BCEKY, KONTO e 10 Hero. HaTuck rt Ha Gescrsusata

Ha TIpakTHKAa 7OKAa3Ba, ue EAMHOJeHCTBUeTO H CONMapHocTTa mpeg-

CTaBAABaT HeOOXOAMMO opbxue B GopbaTa 3a oueJaBane. Toayaun

noykpena OF CbBCeM HENO3UaTH XOpa, OTACIHMAT MHZMBU ,,BHAUMO“

UYBCTRA eHHOCTTAa Ha CoMapHOcTTa. Hecsryyalino ce or6ess3Ra, Fe

cleq pasTLpcBaly ChOUTUA XOpatTa Ca CKJIOHHM K’bM NO3MTUBHM 2KH-

TeHCKOPHJIOCOPCKH MPeOUeHKH HA CROETO CONMANHO NOBeycHHe, Ha

OTHOWMEHHATA CH C OAM3KHTe U UPyrHTe oT 3a06nKaralua ru Kpsr. B

AYXa Ha TaKaBa HPABCTBEHO-KPUTH4HA CAMOMPECMEHKA YOBEK € CKJIO-

HeH ja MpeosO/Jlee BpaxKJeOHUTE CH UYBCTBA K'bM HSKOLO HM K'bM HELIO,

Aa sa6panu oOugure, 1a OT10X%\*U NOHAKOTa AbIATO H3paGoTBAHNTe Tak-

THKU 3a OTMBINeHHe. ,,CTpyBa Jui CH BCMYKO TOBa?“ Muoro xopa cu

3AaaBaT TOSH B'bIIPOC, Pa3sCbKJaBalkU 3a KOHMAMKTHM OTHOWICHHS Hi

HeraTHRHM HarwacH, BrOpuapalyjn KCEKMJHEBHOTO HM OOILYBAaHe.

TPYAHO MOXe Ja Ce OlIpeffesM KOKO TpacH © ebexTbT Ha HpaB-

CTBCHHH KaTap3uc, IPeLM3BUKaH OT SecTReHUTe cBhOuTUS. Ho exBa

JIM € CNPaBe JIMBO fa Ce OTPEYe, Ye TE3H ChCTOAHUT Ha OTHOIMeHHE

K'bM Cce6e CH HM KBM Apyrure ca 6e3 BCAKAKBO 3HAYeHHe 3a NONOKU-

TeIHUTE TIPOMeHH B JIMYHOCTTa HU OOlectBoTO. Kpy3uciiute cL6n-

THA, KoraTo ca Cb/Oa He Ha OTACNHMA YOBEK, a Ha POJIEMM rpynn 1

OOMHOCTH, OCTaBaT TpaiHO B KOJICKTMBHATa NaMeT H JlecTBaT KaTo

COlMaTM3Hpaly, PAKTOP HE CaMO 3a HENOCpeACTREHUMTE YUACTHUUL B

TAX, HO OPM HW 3a NOKOJICHUS Cues, TOBA.

KoucTpyKTHBHOTO MoBeseHuc B GeszCTBeHM CUTyYAaMM ce peasn-

3upa B Be MOPMH: a) CHOHTAHHOTO, HedopMasHO Crpyk'rypHpaHo

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AelicTBue, u 6) MHCTHTYIMOHAHO YTBbP/CHOTO M POpMasIHO KOHTpoO-

JIMpaHoTo JeHcTBHe Ha CilelMau3upaHUTe 3a TAKMBA CHTYaLiM 3Be-

Ha. ColMOMOru4deckUTe H COMMA.THO-DCHXOJIOTHYECKUTe MBC Ie ABAHNA

Ha GeycTBUATa OOxBalaT MU ABeTe POPMH, Ilo IpeANOUMTAaHMsITa ca

nlopeye Ha Crpanata Ha He@OpMaJIIMTe NoBeyelyecKU 13s91BH. CrOH-

TAHHOTO MOBeACHMe € HEOFAKBAHO, TPyAHO UporHo3HpyeMo, 3aBlice-

110 OT MHOXECTRO JIM4HOCTHH, CHTYAaTUBHH Vi COMMAJIHOKYJITY PH bak-

TOP. OGNKHOREHO M3CAeENOBATE JUTE Ce BKITOUBAT B OC ACTBEHUTE CH-

TYAN Clef, IPeMMHaBaHeTO Ha HadaHaTa dbaza Ha GeicrBeHata

Kpu3a. Tas o6€KTHBHO HaJioxKeHa perka fa ce oOxBaHe 6yKBasHO

lasoctHust GeACTBeH CIIM304 B TpaHvwTe Ha eqHH CHCTeMHM Ha-

6INOLEHHA UM MpOyYBAHHA BMHAPU OCTABA Y U3CMesOBATeMTe efIlo

CHOTaeHO YYBCTBO Ha HEJOBOJICTBO 3a He3aBbPIWCHOCT Ha TAXHATA

paGora..Bestko HoBo m3cilesBaHe Ce COJrbcKBa C TO3H IpoGsieM, a TOBA

ole ToReve OORHP3RAa COTIMAJTHOTO W3CJIejBAHeE C TeMaTHuHAaTa 06-

JIacT Ha UedopMaJIOTo NoBeyeHue pu GeAcTBUA.

CpasHeno Ha pbs Horie] C’bC CROHTAHHO BL3HUKBaLIOTO.MOBe-

AeHNe B YCAOBUATA Ha GeCcTBUA, MOReeHMeTO Ha OpraHv3upaHHtTe

ciaCHTeJIH 3BeHa KaTO Ye JIM He ce IV Aae OT CHeIMaIHU UBscieJ-

Band. Bewuko ce cBexK 4a LO BbIpoca 3a UpeBapuTeweH TpeHUHT,

3a WpodecvoHasHO YChBbpPIIeHCTBaHe Ha WieHOReTe Ha CiacuTe.I-

HUTe €JMHMIM; Ipe/[Ha3sHayeHH 3a JlelicrBue B YCHOBUATAa Ha 6egcT-

Bus. Togappxkahero Ha Ta3H TpasqMIMA HaMMpa HopKpena B Upeo6-

JlajjapaheTo Ha ycnewHuTe jlelicraud Ha OpraHugMpanuTe cuacH-

TeIHU enHHunN. B pesyiTaT Ha TOBa UpakTMUMTe BAPBAT, Ye MOBe-

ue CpeACTBAa, HOBeYe KAPH HM NO-CypoB TPCHUHT ca HeOOxo/MMH, 3a

Aa ce Tocpel(He v Hali-cypornata curyalna Ha GeAcTBHe. Bumpoc ma

UpodechoulaseH NpecTwxK e ja ce CMATa, Ye OEACTBUATAa U TexXHUTe

HOCICACTBU Ca B ,,CHaCHTeJIHUTe pple‘ ipeHMHO Ha Cela /IM3H-

paHure npodecuos#anHu MACTAHIMH.

[lporuponoctapaveTo, Makap HM Helipe/HaMepeHo, Ha MHCTHTY-

I[MOHAJIHOTO MW HEHHCTHTYIMOHAIHOTO TOBeAeHve B CUTYAalMM Ha

GeEACTBUA pesyATUPA B HAKOJKO BIAMMHOCBLP3aHHU Mpobsema, Bila-

CHIL UIBECTHH 3ATPYAHEHUA IPH /lelicTBHeTO Ha 4YOBeLIKUS PaK-

TOP 3a CIipabane c KpH3HcHUTe OGcTOSTeJICTBA.

1. Cu3qaBakeTo Ha MacoBaTa Harviaca, ue OTTOROPHOCTTa 3a Cripa-

BaHe c GeAcTBuATA Ce OT1aBa PlaBHO Ha CelManM3npannte 3BeHa,

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MOXe la JoBede JO HaMasARaHe Ha CTeMeliTa Ha TOTOBHOCT Ha Ma-

COBH YOBEK 3a CAMOS3AIIIMTa B NOLOOHM CHTyalMu.

2. HeageKBaTHUuTe O4aAKBAHMS K'bM MHCTHTYLUMOHAHUTe 3BeHa

pal TAXHAaTA /leiHHOCT OGEKT Ha CbINO Taka HeaseKBaTHA KPMTUKa

OT cTpaHa Ha WieHOBeTe Ha Jagenata OOWHOCT, HorasHasa B OGce-

ra Ha GefcTBueto. C TO3M acheKT Ha Hopaxjallo ce OTIOMeHHe

MOratT Jia ce OGACHAT MHOTO OT HeraTHBHUTe ABJICHMS LIpu GeACTBUA,

KATO HEOBOACTBOTO M BpaxkNeOHOCTTAa, ThpCceHeTO Ha U3KYNUTEI-

HM 2KCPTBH VT. H.

3. YrenoneTe Ha HHCTHTYIMOHaIHHTe 3BeHa, JeMCTBAILM B TPyA-

HUTe VCIOBHA Ha GecrBuaTa, He ca 3aCTpaXOBaHM OT NoOsBaTa Ha

cTpax, aHMKa, Je30pranv3supako MoBeseHve M H300LI0 Ha BCHUKO

TOBA, KOCTO MOXKE Ja IpexkMBee OOMKHOBECHHAT YOBEK B OMACHATA

cuTyarug. CbillecTBYBaT H3CJI€JOBATEJICKH Pak TH, KOTO ToKasBat,

ye B OTACAHM (ba3n Ha GeACTBHATA MICTHTYUMOHATHUTC TuyepH

ry6AT KOHTPO BEPXy CBOMTHATAa H 4YECTO Ca 3AMECTRAHH, H TO C

TOJIAM YCIeX, OT TEMOPpMAaAHUTE, CY YANHO TOMBABAIIM Ce JIMLEpH.

Hanpeybk'bT B TCOPeTHUHOTO OCMMCAAHE Ha MH/AMBU LY asHOTO H

MACOBOTO MOBe/leHWe B YCIOBUATA Ha KPUu3H He OM Mord ffa OTMHHE

Haslarailata ce WpakTuuecka NOTpeSuocT oT THpcelle Ha cpesAcTBa

YW MOAXOAM, CTUMYJINpall CbraiacyBaHleTO Ha MHCTHTYWMOHAaJIHOTO

M HCMHCTUTYNMOHATHOTO NOBeeHME, CbIIbTCTBAINM BCHKO 3HauH-

renHo 6encTBue. IIpuemaHeTo Ha TO3H, NOHAKOra TpyAHO 3abezie-

2KUM NpoGJieM KATO NPAaKTHUCCKH BL3MOXAEH MOXKeE /la Ce CMATA 3a

UPWHOC KM YCBBHPINeHCTBaHe Ha OOMATA CTpaTerusa 3a KOHCTPYK-

TUBHO LOBe/[eHve B CHTYANMH Ha GefcTBua.

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BOEH CTPEC

Ia. ac. 0-p Peopeu Kapacmosnoe

1, CbIMHOCT HA BOHHAA CTPEC

Ole 8 Kpaa Ha XIX Bek Ca OTMCaHH NCHXMUHM peak, NOHU-

Kapa cooco6Hoctute Ha BolHUINTe B Ooa. Tlopayqu HeusacHeHHA

MM XapakTep ca TM HapeKs1M c OOulOTO LIOHNTue ,,HOCTanrua™. IIpes

Iippsara CBeTOBHA BOMHa IICHXM4HUTe pascTpolicTRa B pe3syJITaT Ha

Oolium JelicrBud ca Guu ompeyeTaH Cc TepMMHa ,,cHapsjfeH WOK

(shell shock) nopajqu JonycKaHeTo, Ye Te3M pa3scTpolicTBa uma’ opra-

IIMYeH XApPaKTeD M Ca BCICACTBMe HA YBPeEXAAHMA Ha MO3bKA OT H13-

6yxHas B 6nu30cT cHapsy. IIpes Bropata cBeToBHa BOMHa Ce M3I10713-

Rall TEPMHHDT ,,@pouToBa yMopa™. B Hayayioro Ha 50-re rosuHM ce

BLBEXjla TEPMHHDT ,,CIPeCOBU pa3cTpolicTBa“, a TIOHACTOSIIIEM 3a

ONMCaHHe Ha edbeKTHTe Ha cTpeca Ha SoMHOTO Tole ce USMOJ3BaT

NOHATHATA KATO ,,peaKUMA Ha GoeH cTpec\*\* (combat stress reaction),

,OolHoO H3ToMeHHe’, ,,OoltHa yMopa“, (battle fatigue), bolt cTpeco-

BH pascTpolictra (combat stress disorders - CSD), nocrrpapMaTH4HoO

CTpecoBo pascTpolicTBo (post-traumatic siress disorder — PTSD).

Crpece ¢ busvosOrMucH HW McHxXMUeH Mporec Ha pearupane U

CUpaBAHE CC 3alIaXuTe M MpoMenute B KUBOTA. (1) B Oolinata Aeli-

HOCT €AMMMHMPAHeTO 1a CTpeca € KAKTO HEBb3MOXKHO, Taka WM He-

\*KeslaTeaHo. Ask ycrsoro Ha BOMHATa U3MCKBa DPOTHBHUK DT Aa Oe

TlOAJIO2%KEH Ha M0-Fos14M cTpec, 3a Aa 3aryOu xRenanue 3a Gopba. Ha

6oHOTO Tore HU BeTe CTPaHM ce OMMTBAT fa TO HallpaBsIT U BCAKa

cTpaHa NoAara BOMHMIMTe CM Ha CHJI€H CTpec, 3a 4a NPMUMH OUc

T10-CHJeH CTpec Ha BOMHMUMTe Ha IpoTuBHuka. Makap 4e OCHOBHAa-

Ta aJanTaluoHHa 3a/laua Ha CTpeca c fa 3alla3a KUBOTA, HSMCKRAa-

HMUATa Ha BOCHHOTO Ae0 KbM CTpeca ca l0-pasyIM4HM. Te ca oa

HOM bpKa TAKORA HMBO Ha PU3MO/IOMUNa, CEMOLMOHAHAa WM KOPHH-

THBHA MOOWJINZAIIMA Y BOCHHOCJLYKeWMTe, KOETO a 1aBa Bb3MO2%K-

HOCT 3a YCUCMHO U3ItbHeHue Ha GoitHuTe 3ayqauM, ToHAKora 6e3

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3HAYCHMe Jas TOBA JOMpPMHAacs 3a VHAMBUAyasHOTO UM O1esABa-

He. 3a Jla ce ce de/IM CpaxkenveTO HJM BOlHAaTa, CTPeCbT Ha OoHHO-

TO Hoe 1psGBa fla Ce KONTPOMpa, a 3a fa Ce KONTPOJIMpa, Tpx6Ra

aa ce 1o3HaBa.

Ce6uTHATA WIM CHTyalMuTe, KOTO H3HCKBaT HePpyTHAHa IIpo-

Malia B ajjalrauuitTa WIM NOBeeHHETO, ce HapwuaT cTpecopu. boli-

HH CTPeCOpH Ca BCHUKM CTPECOPH, Ha KOTO BOCHHOCJTYKEINMAT €

W3JI02XKCH TO BPEME Ha U3IIbJIHeHMe Ha CBLpsaHure c SolinaTa jeu-

HOCT 3a/[bJDKCHMA, HE3ABUCHMO [as ca CleaCTBMe OT AeHCTBUSITA

Ha TIpOTMBHNKa. BoBIHOCT MHOro Crpecopy Ha 6oHaTa JeMHOCT ca

CBLp3aHH C KOMaH/Mpa, MoApasyeIcHMeTO, M3HCKBaHMSTAa Ha

W3IrbiHARAHMTe 3ala4n (MHCHATA), a CbUIO H C KOMQJUKTH MexAY

M3HCKBaHMsTa Ha MUCHATA WM JIMUIIMS XKMBOT.

Crpecopute B Gotinata feltuocr ce pasrpaHuuaBaT Ha cbu3uyec-.

KM M cuxwuecku. (2) DusuyecknTe CTPECOpH UMaT JMPeKTEH E\*eRT

BbPXy Tasloro. Te Morat Ja ObAaT BbHLUHO YCOBME Ha CpedaTa WI

BbTPCLIHO PUSHYECKO HIM PUZMOMOPMYECKO MCKAHe Ha YOBELIKOTO

yas, [lcuxmunure crpecop ca Te3u, 34 KONTO HOcTuTa uHtbopMa-

Us To yMa 6e3 AMpeKTHO BIIMAHHe BLpXy YOBCHIKOTO TAJIO. Ta3u

HHopMalusa OGMKHOBEHO € CBbpsaba C KOTHUTMBHATA U/1M CMOLHO -

HasIHaTa CHCTeMa, BbIIpeKM de Hall-YecTO CTpecoBaTa PeaKIIMA €

TpoRokupana M or ABeTE.

@Mu3n4ecKkH CTpecopH ca

\* cmpecopume na cpedama — ropeluna, cryg, Balara, BHOpaln,

INYM, XHMOKCH (HEAOCTATbYEL! KUCHOPOA), HUM, OTPOBAa, XUMMKa-

JU, MHMEKIMOSHU areHTH, PusnuecKa pa6oTa, cu/IHa CBeTIMHA,

TbMHMHA, Mba WU AP.;

\* Puzu04ozu4HUuMe Cmpecopu — HEAOCTAThueH CH, HexuApata-

Ma, HesoxpaHRane, J10la XMrviecHa, MyCkyJIHa yMopa, orcmadeHa

UMVHHa CUCTeMa, CBPDXH3M0/I3BaHe WIM HeAOCTAaTbuHO W300N3Ba-

He Ha MYCKYJIMTE, GOsleCr WIM HapaHsaBaHe M Ap.

Ilcuxuvunn crpecopH ca

® KOeHUMUGHUMe CMpeCOPU, KATO TB'bpAe MHOro WIM TBbpHe

MaJIKO HHOpMAaLMa, CEH30PIIO IpeTOBapBaHe WJM Cel30pHa AerpH-

Bali, HEACHOTA, HECMTYPHOCT, M30aTWs, HEAOCTHY Ha BPCME JIM

yakaHe, HelmpesCKa3yeMOCT, OpranW3alMOHHa MHaMuKa, TPyAeH

1360p WIM OTChCTBMe Ha U360p HM Ap.;

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\* CMOWUUOHAMUMEe Cmpecoplu, KaTO 3alllaxa OT HapaHaBane,

Souect, 6osIKa, UpoBa; 3ary6a, NPC AM3BUKBAINa CTpax WM TpeBox-

HocT, 3aryOa. Ha 6M3Ku, UpedUSBUKRaIa Tra mt Newar: opycrpa-

UMA, 3a aXa, BHA, BOJEMa TO paspasheHue, THAB M OMpa3a; 3ary-

6a Wa Bapara WIM AYXOBHa KoupouTanua 1 Ap.

B uucto npakruyecku acueKkT He CbIeECTBYBa psx3Ka Tpanuua

MEX AY PH3MYECKH M TicMXw4Hu crpecopu. TcuxuunnTe cTpecopu

Ouxa MOF 2a NpemM3RuKaT cbUTe CTPeCOBH peaKUHH KakTo u-

SHMECKMTE, HANPMMep — HaMasICH IIPUTOK Ha KPbB K’bM KOXKATA, yBe-

JMMTABaAHe Ha 3eHMMTe, OCBOOOxK AaBaHe Ha alpeHanuy. Tesu peax-

HMM BIMSAT 1a MHMBUAYaJaTa yASBMMOC' K'bM ClenupH4HU cTpe-

copu. PusudeckuTe CTpecopu ca M NCHXM4HH, KoraTo BLSIpMaTue-

TO 3a TAX HOCTABA BUCOKH H3MCKBaHMs WIM HpeACTaBliaBa 3alaxa

3a TICHXMUHOTO OnarocbcrosHMe Ha BOCHHOCIIYxeINs. Te Cb3qa-

BaT AMCKOM@OpT, HaMaJIARaT KOHMEHTPALMATA M BIOWABAT HINBIHe~

HHCTO, KOeTO MOXKe Aa MPEAUSBUKA EMOLMOUATHM peakuuu. Dusu-

YeCKMTe CTPECOPH: Morar fa BIMAAT H AMpeKTHO Ha @YHKUMOHUpa-

H€TO Ha MO3bKa, a C TOBA MW Ha HETOBUTE Bh3MOXKHOCTH Wa ce cupaBu

cbe crpeca. ~

Toxeyero apropu, u3scslezpasu daxtopure, Hpwyvunan 6otun

CTpeCOBH pascTpolicTBa mpe3-BpeMe Ha BOlHATa BLB Buetuam, cms-

TaT, YC OCHOBHHST U3TOURUK Ha cTpec e€ Ou, Ye BOMHMUUTE Ce UyB-

CTBAJIIM UPeAaeHM OT CBOMTE NOMTHYCCKU JIMePH OTHOCHO MO-

PawHHTe OCHOBAHHA Ha BOMMAaTa. (3) PycKu aBropu TocouRat, ye

Toba € OU M OCHOBHUAT CTpecop 3a pycKUTe BOCHHOCJLY KEIM B

MbpBata BouHa B Yeuus. (4) Karo nait-cunuo crpecoso ch6urue BEB

BollaTa BbB BueTuaM ce mocouBa OTHEMaHeTO Ha KUBOTA Ha TIpo-

THBHMKOB BOMHMK. Jpyrv CHINO BE3LelicTRALM crpecopu ca Gunn

CMbpTa WIM OCaKaTABAHeTO Ha KOJlera, HEMpeKLCHATUAT cTpax,

yMopata, MpbcorTusita, rat. (5)

BoeHHuTe KaMUaHHM Cle Kpad Ha cTyjjeHata BoliHa He 6axa

CBbP3anv C MPOAb/DKUTeJINN OOH AelcTBus, HO ‘te WOKa3axa Ha-

TMMMMETO Ha HOB BULOBe Crpec. Taka HalipuMep B Tepcuiicxus 3a-

TMB Bb3eHCTRUCTO Ha CypOBaTa cpesa u AMCKOM@opta, KONTO ca

HSIMTBASIM ChIOSHMYECKHTE BOCHHOCIYKemu, € 640 MY ATHILIN-

TMpaHo OT CTpaxa OT UpakcKkuTe XuMMYeCKH Oppxus. Hait-cunnu

NCHXHYHM TpaBMu Ca OMIM NPM4MHEHN OT CMEPTAa HM OT OCaKATA-

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Fy °° OC Eo

BaHeTO Ha OoeH Apyrap. (6) CrpecbT of yOUBaHETO a IPOTHBHUKOR

BOCHHOCJIY Kel] € HaMaJIeH, ThH KATO CMBPTTa Ha LOBEYeTO IIpO-

THBHUKOBH BOHHNUM He € OWJla IPMUMHeHAa BIpAK cOHCDK AMIE B

’ IMME, a MHJIMPeCKTHO, 4pe3 AaneKOGoHHH WM BUCOKOTOULM CpeCTRa.

Ho. or Apyra crpana, MHOro BOHM ca Guu TpaBMUpal BUCK Aatt-

KW OCaKaTeHM HpaKCKH BOMHMUM Ha OoltHoTo Nose..(7)

AHaM3bT Ha Mpo6seMuTe, cBbp3sallH c GoliHusa cTpec, 6u bun

HeMbJIeH, AKO HE CC ONMTAMe a UPeACKaXKeM, JOKOJIKOTO € Bh3MOxX-

HO, OOMNMTE CTPeCOpH, KOUTO Ie OKAa3BAaT B/IMAHMe Ha LICHXMKaTa

Ha BOCHHOCJYKelMTe mpes XXI Bex, BeposTHo uz07auusma me

Ope CMH OT THX. OUaKBa ce Ja HMa Nepuvoyn p Goituure JelicrBus,

KoraTO HiMa Ja UMa SCHO O“CpTaHa PPOHTORA JIMHUT M KOMYHHKa-

UMuTe We ObAaT UpeKbcuatu uM 6noKMpanu. Togspa3syenenuata

me ce VyBCTBal HECHIYPHM UW Oe3IOMOIIHY OT HeMmpescKa3syeMuTe

VAapu Ha BUCOKOTOUHH AascKOOOMHM y/apu (KOHTO 64Xa MOTH fa

AolwaT uw oT co6cTBenuTe cum). Asnom3pancTro Ha AMM UM {pyr

TlOAO6HH CpeyCTBa, O’paHHVaBalll BUAMMOCTTA, Ie pe qH3BUKBaT

€MOUMH KaTO H30CTABEHOCT, CAMOTHOCT H YA3BUMOCT.

U[pyr cTpecop BepoxTHo Ie 6b 6uCcOKUAIN NPOUEH Na wcepm-

6U OM KORGEHUUOHGTHU, AMOMHU, GUOAO2UMECKU U XUMUMECKU OPB-

uA. YRENMUCHATA MOLI Ha ObeLMTe OPbKUA Ie HMa KaKTO (pu-

3H4€CKH, Taka M icuxonormaecku edext. Sary6ara wa 40-60 % ot

JIMUHMS CbhCTAB Ha l1lO/{pa3s{eJICHHeETO 38 MUHYTH We HalpaBi ocTa-

HaJIMTe X2KXMBM BOEHHOCIYy Kel HeGoecnocoOHH. bep3ata u yxKacHa

CM'bpT Ha TEXHUTe APylapl We UMa CVIeH eeKT BbpxXy NCHxXMYeC-

Kata craOWJIHOCT B Oo. OuevlenMTe BOMHHUM Tpa6Ba Ja 6naar nos-

TOTBEHH [la MpeosOTeAT TpaBMaTa OT MACOBO YOBEIIKO YUHIOKe-

une. Te Tpi6Ba Ja ObAaT o6yuaRaHn Ja Ce Bb3CTAHOBAT Ce) TaKH-

Ba 3aryOu UM Aa ce IperpynupaT Taka, 4¥e 2a mpoabsxKarT Goltuute

ACUCTBUA.

Bce nopeve HapacrBa HeceomBeNCMEUeEMO MEXOY 4UOBELUKU U

MeXHONO2UYHU Bb3MOXKHOCMU. PazBuTHeETO Ha HOB TeXHONOTMH

yBeMyaBa Ops Ha OPbAKUATA, KONTO HAMAIsIBAT BPEMETO 3a PeaK-

IM M UPpOMeHAT yCNoBuATa Ha Oot. HoputTe TeXHOMrHM YecTo Ie

HUpe€Bb3xXOK LAT Bb3MOMHOCTHUTE a CKUMAKUTE 3a Got. BowtHuTe Ma-

HIMHM, MOXKEINM a ACHCTBAT BLB BCHKAKBH KJIMMATUUIM YCOBMA B

NpOsbLKelIMe Ha MHOTO /feHoHOMMsS 6e3 Ipesapexjane, we ObZatT

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OrpaHM4CHH CAMO OT PUu3HYeCKUTe BL3MORHOCTH UM HYXKAUTE Ha

CkulaKa OT CbH. BucoKoTouHMre CMBpTOHOCHM OpLxKUA Ié NOHH-

KAT BL3MOAHOCTHTE CH BCJe/[CTBMe Ha CTpeca u GoltuaTa yMopa Ha

BOCHHOCIYKCUIMTE, KOMTO ru yupaBsiaBar.-JJanexoooituocrra pa

OPPANATA HW Bb3MOXHOCTUTe 3a OTKPMRAHE Ha eM HM HacoUBaHe

Ha OPbARHATA K’bM TIX (carenutTu, GPS) me yBeauuaT BRIMOxKHOC-

THTe Ha WaOOBeTe OT TAKTHUECKUTE 3BeCHA 4a BOLT OoluM Jelcr-

BUA Ha FOs1aM MlepuMerEp. YBesMueHAaTAa CMSPTOHOCHOCT Ha HOBHTEe

OPbAUA li CbKPATEHOTO BPeMe 3a TIPHBE\*KAaHETO MM B OOS, KAKTO If

ynorpe6ata WM HOHAKora We ObsaT Hat RH3MOXKHOCTUTE Ha wWa6o-

BeTe Ja ['M KOHTposupar.

Npes 80-re royqwnn pycKxust cnoptex dusnonor Opu Xanuu (8)

AOUYCKa, Ye ABMTATeHaTa AKTHBHOCT € cBBp3aHa Cc Onpe we seHo

ONTHMAaJIHO HUBO Ha Bb3Oy 1a (crpec). Korato yoReK € 101 TOBA HHBO,

Tol ce UyBCTBa OTerueH, aulaTwueH ue 3aryOWl ChpeBHOBaTe HUA

CH AYX, JICCHO ce pa3celina, IpaBu rpelliku wu LIponycKy. IIpexase-

Hava BL30y 1a BOA 0 rosIaMo pasceiipalie WM 1K 0 oxycupane

CaMO BbPXy OMpejeJIeH aCUeKT Ha 3ayauatTa, TPYAHOCTH Cc ounata

MOTOPHA KOOP HHA, TpyAHOCTH Tp “360p Kora Hf Kak Jia ce Aell-

crsa. [locnejcrauxra oT Tes e@eKkTu OGHKHOBeHO ca cBppx6cs3n0-

KOHCTBO, OObpKBaHe u 3ary6a Ha yBepenocr, Ta3nt TEOPUSL, BL3HUK-

Hala B CHOpTa, € BaJIM[Wa H 3a OoltHoTo None. OnTHMANHOTO HERO

Ha BL3O0y Ma € Pas IMUHO 3a BCAKa 3ala4a 3a BCEKH UOReK. Metado-

PHYCH W3pa3 Ha TOSH BHSIey Ca CTPyHMTe Ha WMTysKata. AKO cTpy-

HUTTE Ca TPeKaJCHO OTYCHATH, HsIMa la MOXKe ja Ce M3CBUDU u EHAa

BADHA HOTA UM SBYK'ST, KOUTO Ile ce NOY UU, Ie OnAe PLILYX Ul CKBpualll.

AKO crpyHute ca cHmHO ONBHATH, 3BYKBT We Ob/e OCThp M NpOHU-

SUTCJCH HW CTpyHure MOraT Ja Ce CK'LCaT. Camo pH TOUHO HeEObxo-

(MMaTAa CHJla Ha ONbH CIPYHUTe Cb3laBaT XyOaBa My3uKa. Cplmatr

OaslaHe ce oTHacsa HM 3a Gottnua cTpec.

AKO He ce NosHaBat coOcTBeHTe CTPECOBH PeakUMH UM Ce BL3IpH-

€MaT KaTO ONACHH (KATO Bb3UPENATCTBAILM U3NbIWEHMETO na 3ala-

Hava WIM WbK KaTO 3arlaxa 3a CaMOOIeHKata), CrpecoBure peak-

UMM CaMH M10 ceOe cu MoraT Ja CTaHaT JlonbpHHTeeH cTpecop. IIpu

MHOPO CHHa BL3Oy a BOCHHOCIY KEMEAT MOXe ja ce Buenenn (op

Ma Ce CKOBE OT CTpax) WAM WbK Ja felicrga B Manuuecka e30pHeH-

Tala, AKO CTpecopT HM CTpecopute JelicrBa'r MpeKaJleHo Jb/ro,

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Te MOraT Aa UPM4MHAT Pusnyecku U NcuxuuccKU 3a6oNABAHUS.

EKcTpeMHusT CTpec Moxe Ja IpuuAH AOPH ODp3a CMbpr BCIETCT-

BME [la CRPPXCIMMY Jala WIM MPOCTO mpeKEcBane Ha AelinOcTTAa

Ha CHMUAaTHKOBaTa HepBHa CHCTeMa.

OnTHMaIHOTO HuBO Ha BL3GyAa (crpec) € pa3muHo 3a pasmu4a-

HUTe 3afaunu. 3aqauu, KOMTO u3HCKBaT CHJIHO MYCKYJIHO Halpexe-

Aue, Ce W3ITbIHABaT Hali-o6pe IpH BUCOKO HBO Ha Bb36y na (BAY-

rae Ha TexecT). 3aqaun, KONTO u3UCKBaT buna MYCKYJIHa Koop,u-

HalMs MACHA MCT (HOLA CHalinepcKa CTpes6a) Wil IbK W3HCK-

BaT 3A/(bD KALI JeHCTBUS (YakAHe HalIpeK B 3acajia) Morat fa Obra

BESNPENATCTBAHH, AKO CTPeCbY He Ce KONTPOJMpa.

YcraHoBenw ca Tp eTana Ha ajjanrannata KbM 3alllaliBaltu

cutyayuu. ITbpBusT eran Ha Tpenora O6uKHOBeHO e MHOrO KpaTbK

H C€ AKTHBUpa NOBEAEU4eCKUAT OTTOBOp ,Oop6a unu 6arcrBo“.

M3IrbHeHMETO BEPOsTHO We GbE B/IOMIEHO OCBEH aKo OTTOBOPbT

Ha BOMHMUMTE He € Tpocr M HHCTHHKTHBeH (Oarane HIM BLeTeHaRa-

He) HJM He e 206pe orrpenupan. Evarpr na CBIIPOTHRa ce focTHYA,

AKO BOHHUKbT YCHeLINO ce cUpaBM CBC 3amnaxara. Cappxpb3oy sa-

Ta HAMANABa M BOMHMK'DT 3a04Ra Ja UpaBA ONMTH 3a UpeomOaBa-

He Ha CTpecopa,' 1a u36sra or Hero wa fa ce ajanrupa K’bM Hero.

OGukKHOBeHO B eTaua Ha ChOpoTuBa U3sITDAHeHMeTO ce nogo6paga.

AKO ce CupaBH cbc cTpecopa mv ce allanTupa KbM Hero, BOMHUKBT

Ce BpbIla KbM HOPMAJINU HuBa Ha crpec. EranbT Ha W3TOWeHHe

HaCTbUBa, KOPATO BOCHHOCIYKEMMAT He MOXKe Ja u36ara, 7a nipe-

OfoNee WIM Ha WoKece cwiHMa crpecop. U3nbaHenverto € cHLAHO

BIOLIEHO M axe BOCHHOCIY KELIMAT MOXE fa cupe ja ce Aelicrsa,

Toi Moxe Ja pasBne CBEpsaHH CEC crpeca HeraTHBHH €MOIIMOHAaJI-

TIM CbCTOMHUS, pasctpolictsa uv 3a60nKBaHUG,

Muoro dak op yRetuuapat CTPECa MW HCTOBUTe HeTaTUBHU edbeK-

TH BLPXY IICMXMH4UOTO 31paBe Ha BOEHHOCAY KCIUMTE HW WATE AeEHH-

CTO Ha 3aqauuTe B Ood. Uact or Tesu bax TopH ca ceyHuTe:

\* BOHMHAK DT a € HOBOHA3Ha4eH B nospasyjeneHuero WH Wa He e

BIIM3aJI B OOM;

\* TPUTeCKEHHA 3a OMA H Ou3KHTE;

\* WHTeEH3HBHM 6oltEM AcCHCTBHA ¢ MHOro y6urTu, paHeHH WM u34e3-

Has;

° HEAOCTATLYNO peaJIMcTHYHa (6.1M3Ka Jo Gos) MOLrOTOBKa;

10 Boexta ncaxosnorwa..., 4. I 145

® JIMUCA Ha CIJIGTEHOCT B NOApasyeIeHHeTO;

¢ HeOBepHe B KOMAIIAMpa, Op’b2XHCTO HM CKHMMPOBKATA,

¢ HefoctrarbueH CH;

\* JIOWO PUZH4eCKO CbCTOMHHE BCJIEACTBME Ha JIOIWWO XpaHeHe U

qexuppararns;

¢ 1leayeKBaTHa MIM HeOCTaThuHa HAOpMallns;

\* BUCOKa CTENEH Ha HCCHTYPHOCT HU HEACHOTA Ha TEKYIWOTO pas-

BuTHe Ha GOMHUTC AelcTRUSG;

° HEACHOTA Ha 3afaunTe WM WeMTe Ha WOApasqeeHueTO.

Vi3rpnnenvero Ha 3agauvre ipl IbpBo yuacTue B Oolinu elicT-

BUA OGMKHOBEHO e 110-c1a60 OT TOBA, TOKa3aHO TIpe3 BpeMeTO Ha

oGyyeHueToO, OTHOCHTEIHO M10-BHCOK € H PUCK'bT BOMHMITE Ja ObsaT

panenn win yOuru. Tosa 20 roJlaMa CrelleH € BCJIeqCTRHe Ha TORA,

ye Te BCE Olle He Ca CC HaYHMJIM Aa pasno3sHaBaT HM OTTOBApAT aBTO-

MaTH4HO Ha MCTMHCKHTE OfAaCHOCTH (lalIpHMep CheyM@u4HUs 3ByK

Ha seTauua cHapst). TofjoxeHu Ha CEKCTPeMEH CTpec, Te BEpoOsT-

HO 6uxXa MMaJI TpyAHOCTu c POKycupaHeTo Ha BHMMAHHETO H IIpH-

TOMHAHE Ha TOBA, KOCTO Ca yUHJIM Tpe3 Bpeme Ha OOyueRNeTo. Tax-

HaTa HeedeKTUBHOCT jlO TOAMA CTETeCH € CBLpsana UM C IpOBOKMpa-

Ha OT cTpaxa yMopa. Cra6oro upeycraBaHe B IIbpBUS HOlt MOXKe a

Obye us6ernaTo B ONpesemeHa CTeneH Upe3s CypoBa M peaMcTuuna

6oitHa LOTOTORKA, HO He MOxKe Ja Gbye TOTAJIHO UpeMaxHaTo. AKo

BOHNMKDT Ollenee Cley WbpBara GurTKa, HeropuTe SovHH yMeHs

Opp30 ce NOLOGPABAT B CeBAMUTe HAKOJIKO AWM M CeAMMLIM, LOKAa-

TO MOCcTMrHe CLIuaTa eeKTMBHOCT, KaKBaTO C HMaJI 10 BpeMe Ha

o6y4eHHeTO.

Ba ONMTHUA BOCHHOCJTY Kell ETAT 1a TpeBora € PiaBHO O4aK-

Bae. Tol OTTOBApA CeJICKTMBHO M aBlOMaTHYHO Ha HCTHHCKUTEe

onacHocTn B 609. Korato 3au0uHe 4a AelicTBa, Hesa6aBHo JOcTura

eratla "Aa CbIpOTMBa M OCTaBa CIIOKOeH, KaTo ce oKycupa Ha

W3IbAHeHHeETO Ha 3afaunTte. Koraro Goat cBHpIIV, BL36yqaTa My

ce YBe/IM4aBa 3HAYMTCIINO.

Vsrpaxjanero Mf TOftbpKakeTO ia OUTUMAJIHM ColuM yMeHus

He € €[HOKpaTeH AKT, a HellpeKbcuar mpouec. AKO BOCHHOCJYyxKe-

WHAT IpOsbsOKUTeHO BpeMe He yuacTBa B OOMUM felcTBUA WIM

HaulycHe GOHOTO Mode, Ca Bh3MOAKHU KpaTK Cia] B ePEKTUBHOCT-

Ta MY, KaKTO VW TIpexXUBABAHMA, CXOAHM C TE3M, KOLATO 34 IPbB IST

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so |

€ BI3bI1 B 600. AKO OoltHaTa eMuuta NoHece MHOTO XKepTBu u

WaHCbT 3a OLEJIIBaHe HaMaJiaBa, OoliaTa ebeKTHBHOCT Ha BOHHH-

Ka CbITO 3amouna fa cuaga. Topa Moxe Jla Ce CJIYYM CJIe/ OKOJIO

14~21 qHu HelIpeKbcHaTu GOMHU JelCTRUA WIM Ces, HEKOIKOHER-

HM cpaxeHua, HO pH rosiemMu 3ary6u 3a ToOApa3zyjemenveto. Bor-

HUKbT 3aNouBa a CTaBa MO-lpeja3JiM4B, CrpaxyBa Ce Ja WOeMa HHM-

luaTuRa u JelicrRa HepemmresHo. (9) -

bottuuat crpec Moxe ja UMa 1O3HTHBHO BAHAHVE Bbpxy NORe-

AeliHeTo Ila BOCHIHOCAYXKEeIIMTe, IPOABABAIO Ce KaTO 6oliHa crIJIO-

TEHOCT, BIPHOCT K'bM APYruTe BOMHUUM UW K'bM KOMAaHyMpa, WeHTH-

®uuMpare ¢ Tpaguyuute Ha yacTTa, OAMTeHOCT, CHa M U3)’bpKIM-

BOCT, HOBHINeHAa TOepaHTHOCT Ip HasIMUneTO Ha FUCKOM@Oopt,

Oo/IKa H HapaHsiBale, YYBCTBO 3a esl, Kypax, repow4nn jelicTBua

HM COMOXKeEpTBa.

Bottuuat crpec Moxe /la IIPH/IM3BMKa M HeTaTHBHO MoBeseHne

MW KPHMHHaJIHN Delctsua. I[pumMepy 3a TakoBa MoBeseuMe ca oca-

KaTSHBaHe Ha MbPTBH [1POTHBHUKOBM BOMHMLM, HEB3EMaHe Ha [IeH-

HHH, YOuBaHe Ha HEBOIOBAIIH, W3MbuBaHe, OpyrTasHoctT, yOuBaHe

Ha 2XXMBOTHH, 300ynoTpeba Cc aNKOXOJI MW ynoTpeba Ha HAapKOTHNN,

MIM 4KOCBaHe, MapoplepcTBaHe, OnrcTBO OT 604, CAMOHAPaHABAHE, 3a-

T1axv 3a yOulCTBO Ha lIpeKHA KOMaHAUP, CAMOOTJIbUKU, Te3sepTu-

pase u yp.

Boiinata yMopa KaTo edekt oT cTpeca, Ha KOMTO Ca H3O7KEHM

BOCHHOCYXKelllHte Ha 6oMHOTO Toe, € YeCTO cpellaHo TcHxXM4HO

cbcTosHue. C 6oHa yMOopa ce O3HaUaBAaT OTTA/[HaOCT HM HaMasena

eeKTHBHOCT BCC ACTBHC Ha TEKKU M/MIN MPO bIDKUTC JINN YCHIIMA,

KaKTO MW Ha TpOsbJOKUTeTHO yuactue B G6oltHU AelictBua. BowHata

yMoOpa Ce OTHACH K'bM TO3M eTall, B KOMTO MOOMAM3Hpalata oT cTpe-

COBMH Lponec EHEPrus 3alO4UBa {la HaMalIaBa (T. €. K'bM CTalla Ha 43+

ToulaBaHe). Ta Moxe a Obie KAKTO CJIeECTBUe Ha PU3HUeCKH, Taka

M Ha cuxuuecku ycuaus. HeyoctarbunusaT CbH € CBbD3aH C Apyr

THN yMopa, KO#TO € Halt Beye ICuxHyecka. B TaKuBa CJIy4"aH BOCHHO-

CIYKEMUAT Ma TIPOGJIEMH C KOATICHTPAallMaTa, BIIPEKM 4e HAMA

HaMaJIsBaHe Ha MYCKYJIMaTa WM aepobuata pa6oTocmocobnoct.

TIPOAbIAKUTENHOTO LICHXMYECKO YCHJINE, HACOUEHO K’bM H3LUbJIHEHH-

eTO Ha ollpefesiena 3a7jaua, He3AaBMCUMO /laJIM W3MCKBa MHCJIeHe WJM"

KOHUCHTpallua, CbINO BOM flO TeuxHuecka yMopa. M3nbinHeHVeTo

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ne

HporpechBHO Ce BLOIUABa C BPEMETO H Ha YORK My Ce WCka Ja ClIpe

qla ce 3aeMe C 110-pa3M4HH Hera. /laxKe IPH HAKOJIKO MMHYTH IIpeK'b-

CBaHe, KOraTO YMbT Ce 32HHUMaBa C HELO APYTo, 3Ha4MTeJIHO Ce HaMa-

JIABA TICHXW4HATA YMopa Ht ce TogsoopaBa MSIL AHeIMeTO Ha 3afadH-

re, DY3HUeCKOTO 3a60J11BaHe CHINO BOM JO yMopa. Xopa c rpum WIM

ake HAaCTHHKa Cé W3MOpaBaT MHOrO Oppo. Te McKaT Na MOUMBAT

win cust. Huporo ua yMopaTa 3aBHCH OT HHTCH3HBHOCTTa Ha padoTa-

Ta, TPYAHOCTTA Ha 3aqavata, UpOPbIDKUTeMHOCTTA Ha yCuMATa, O6-

TOTO 3/[pabe Ha BOeHHOCIy Kes. EMH 3paB MH yBePeH BOCHHO-

CIYKEI, MOXe JIecHO 7a Ce HaYYM fa HOCH H fa crpesia TOUHO C Tpa-

HaTOMET B MUpHo Bpeme. Ho ako Toli HuKora He ce € YUJI Ja KOHTpo-

supa cTpaxa CH, MHOro 6bp30 we ce yMopu, Jaxe or 10-ceKyHAHO

TIPHeBaHe, KOraTo ce HaMpa WOW CMbPTOHOCeH BpaxKeCKM OPbH.

Toit 64 MOrBJI a U3N0bIHABa CAMO IIpOCTH 34aa4H.

Cmpaxem u yMopama delicmeam no edun U Cbu4 HaMUH U Ha

ms.AOMO, U Ha ncuxukama. Cmpaxem, Kakmo u @usudeckama pa-

6oma uscmykeam Heeoeama enepeus. Toba co3z0aé6a 3aMeopeH Kpb2 —

npemosapenusam eolinux, 4yecmealiku ce ymMopeH, cmasa MHOZO No-

nodamsue na cmpax. KouKomo e no-yniduer, mouKoga no-cAab

ce 4“yecme6a U no-6ep30 Ce YMOPAGA. °

HMosezenueto pu Goftva yMopa BCJIeCTBHe Ha OOell cTpec ce

OTMYABa CLC CBPbXOJUTEANOCT, CTPax, HEPBHOCT, TPCBOXKHOCT, 6e3-

HOKOCTBO, pas/pasHUTe THOCT, THAB, HPOCT, Meyasl, Thra, CLMICHUA,

BUH, Ge3rpwrkue, 3aryOa Ha yBepeHoct, sary6a Ha BApa M HaeaKya,

7lempeCUa, EMOLMOHATHa MyCTOTAa, HapyIMeHMM Ha CbHA, EKCIIEHT-

pun jelicraua, w36yxXBallHa, IpOOsIeMu C KOHIEHTpalMaTa, JIOLIO

H3ITbAHeHNe Ha CY KEGHUTE 3A,bILKEHUA, BUCICIABAHE, AHW4Ccc-

Ko 6srane, TOTaA/IHO MusM4ecKO UsTOIMAballe, alaTusa, sary6a Ha

YMeHd, 3A0paBAHe, HeasieKBaTHO TOROpeHe, HEAOUYBaHe M MOPpeltHo

uyBalic, “naGocT u Napasu3a, xamouMnauun, 3ad/ryan. (10)

B pe3yraT Ha TpexUBAH cTpec Ha OOMHOTO Mose ROCHHOCJy-

XKeIUMTe Ca M3OKEHM Ia OMACHOCT OT pasBUTHe Ha Nocmmpaéma-

muuHo cmpecoco pascmoticmeo. To Bb3HMKBa KaTO 3ak BCH! M/

WIM 3a6aBeH OLTOBOP Ha CTpecoreHHu CLOWTHe WIM CUTyalHaA Ha

lIpeKoMepua 3aliaxa (KpaTKOTpaiina wi HposbsaKuTe Ha). Tunw4y-

HMTe CHMNTOMM HA TOCTTpaBMaTH4HOTO CTPeCOBO pa3cTpoHcTBO

BKJMOUBAT CHH304U Ha WOBTAPAIIO Ce H3KUBABAHE Ha TpaBMaTH4HA

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ch6nTua (GOHHM CHeHU, TpyNoBe Ha IPMATeIIM WIM BparoBe UT. H.)

log @opMatra Ha BHeSsaTIHO OKMBABALe Ha MUHA cricHy (flashbacks);

eMOUMOHa Ha IPUTbMeHOCT, OTYYXLCHOCT OT APyrurTe xopa, JuHca

Ha Cb3BYYHOCT CIpsMo 3a06uKayialyatTa Cpeja, HE’b3MOXKHOCT 3a

MIpeXKHBIBAHE Ha Y/OBOJICTRMe, M86arBane Ha ACHCTBUA MW CHTya-

UMM, HaNOMHSNIH 3a TpaBMaTa, WpoGseMM CbC CiaHeTO, CbHYBaHe

Ha KOUIMapH, BUHa 3a W3B\_PIICHW M HCM3BbPIICHH Hella, Aeupecua,

CYMUMARM MMC, OGHKHOBEHO ChIeECTByBa FYBCTBO Ha CTpax U

W36arBaHe Ha CHIHasIM, HANOMHAUIM Ha LOCTpayaua 3a WEpBHUHa-

Ta TpaBMa. (11) Muoro ncwxo03M CMATAaT, Ye NOCTTpaBMaTHYHUTe

CTPeCOBM CMMIITOMM Ca HOPMaJINH PCaKHMM Ha TIPCAKUBAH EKcrpe-

MeH crpec. Te cTaBaT lICMxXW4HO pa3cTpolicTBO CaMO KoraTo 60,1Ka-

Ta OT CHOMeHUTe HIM FelCTBUATA, KOMTO YOReK UpesmpHema, 3a a

u369ra OT Te3H CHOMeHH, BJIMSIT HeTaTHBHO Ha mpopecuoHasHute

WIM Ha JMUHUTe Wes BO KMBOTA.

Mexyy Haua0TO Ha 3a60JlaBalleTO M TpaBMaTa UMa JIaTeHTel

Tepuoj OT HAKOKO CEAMUUM AO HAKOJIKO Mecela (paKO HOBeYe OT

6 Meceta). Xoxnr Ha 3a6ouABaHeTO e PAyKTYUpalll, HO B GOWIHH-

CTROTO OT CJIVUAHTe 3ABbPLIBA C O3fpaBaBalle. B Masika YACT OT CATY-

yantTe 3a601sBaHeTO MOXKe fa IipHeMe XpOHHNYeH XapakTep C

NPOALIDKUTESTHOCT MITOTO TOME M 4a ipeMMHe B Tpalina poMsaHa

Ha JIMUIIOCTTA.

Bes Boftnatra BbB BuetiiaM OKo10 25 % OT yuacTBasMTe 3a UPbB

nt B OOH JelicrBua AMCPHKAHCKM ROMHUIM Ca pasBuIM HeOsaro-

HPVWSATHM UCHXHUeCKH W3MeCHEHHA, JOKATO PaHCHUTe, Pa3sBHJIM MOCT-

‘{paBMATHYHO CTPecOBO pascTpoiicrBo, FocTuTaT Ao 42 %. TpyqHoc-

TUTE B AalTayuaTa Ha BeTCpaHUTe OT BOMHATA CTaBaT OUCBUAHH

IPH avas3a Ha PasIMGHM akTORE Ha Hace, K'bACTO TAXHOTO

yuacTue € 3aGes1exuMo. Tasv Tema Ce eKCI1OaTHpa HalIMpOKO OT

aMepMKaHCKaTa @WJIMOBa HHAYCTPUA HM Haii-4ecTO BeTepaHUTe OT

BuervaM Ca MpeACTaBeHH KaTO LIpeKMBABAINM B HAKAKBA CTCLICH

HOCTTPaBMaTH4HO CTPECOBO pascTpolicTRo WW MIBK AelicrBustTa MM

ce O6ACHABAT C BAMAHHeTO My. Kaacw4ecku DpumMep e Pam6o oT

una ,,. epsa kpbe“. Equo macmejpatie Ha 4264 BeTepaH OT Boli-

Hata 8 [lepcwiickua 3amMB noKa3Ba, ue 69 % OT TAX IpeKMBABAT

HAaTpanynBM CHOMeENM MW CbHuUIA, 37 % w36arBaT 1a CH CHOMHAT 3a

BoiHara, 39 % usnim'TBaT COMMAJIHO OTYy x enHe, 46 % ca NpuTEcHs-

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BaHM OT HapPYINeHHA Ha CbHs, JleCHa PasqpasHUMOCT WIM XMUepaK-

THBHOCT. A MOUTH €fHa YETBHPT OT BCHYKM w3CHeTBaHM MUA

(26 %) MocouBat, 4e Ca IPeKUBELIM BCHUKN Te3H THUMB CHMITO-

MH Ha TIOCTTpaBMaTH4HO CTpecoBo pa3scTpolicrro. (12)

CpaBHeHueTO MEXAY XapakTepMCTHKUTe Ha NcuxHYeCKOTO

CBCTOAHME Ha PYCKUTE BOCHHOCJYXEIIM, YYACTBAJIM BEB BOCHHUA

KOHOsMKT B Cepepen Kapxas (1994-1996), c ve3u Ha BOCHHOC.IY Ke-

1M, YuaCTBamn B Oolinu JeicTBHMs Ha TepuTopusta Ha Adrawuctan

mpes 80-re royMiM, NoKa3Ba, 4e IpBUTe Ca 3HAUNTEMHO [0-Hera-

THBHU. Bempeku Ye SOJIMMHCTBOTO OT yUaCTHHUMTe B bole qen-

cTBud B Yeunsa He ca OMA NOANarann Ha No-1posEsKUTeERHO

B3CHCTBME Ila peawHa ONACHOCT 3a KUBOTA (GOMIIMHCTBOTO OT TAX

ca Ipe6MBaBaJiM B 30HATA Ha KOHIHKTAa OKOJIO 3 Mecella), eaBa 25

% oT yuacTBalure ca GHJIM TPH3HATM 3a TIpaKTMYECKM 3paBH, a

BCMYKM OCTAllaJIM B HAKAKBA CTeHeH Ca HMasIM HYXKJa OT TCHXON0-

ruvecka nomoul, (13) axe 4-5 meceua cyieq 3aBLpmBaHe Ha Goil-

HuTe /lelicTBMA y BeTepaHUTe oT KoHsuKTa B Ueuna ce oT6e193Ba

3HAYMTe THO HUBO Ha HEPBHO-EMOLMONaJINO HalipeKeHUe 11 Tpesora,

XapaKTepHO 3a CTPecoBH CHTyalMM. Coopesl PYCKMTe TICHX0/103H IIpO-

HechT Wa aflallrupake KbM HOPMAJIHHA XUBOT HP TAX MpoTH4a To-

rexKo. Usrpkpat ce TpwiocHoBIM aK Topa:

1. Creveuta la MHTeHSMBHOCT Ha IICHXOTPaBMaTHUHOTO HaTOBap-

Balle, MOHECCHM OT BeTEpalIvTe OT YeUeHCKUTE CLOUT pes BpeMe

Ha OoHHUTE pelicTRBUS.

2, ColvaJIHO-lICUXOJIOPMYECKHTe OCOKEHOCTH Ha MIaOTO ToKO-

J@HMe (CBbP3AHOTO C’bC COUMAJIHO-MKOHOMMYECKATa Kpl3a CHYWKa-

BaHe Ha H€PBHO-TICHXM¥ecKara YCTOMUHBOCT Ha MAaOTO NOKOWe-

Hie, a OTTYK MW BLSMOXHOCTTa 3a yCnelnla peaqantayus).

3. OTHOMeHHETO Ha (bp aBata H OGUIECTBOTO KbM TAX (,,a@ran-

iM") Ca UM@JIM HSIKAK'DB OpeosI Ha Tepow WM ca MMalM OmpeseneHu

NPHBUETHH, JOKATO KaBKa3sIMTe Ca OCTABEHM CaMH Ha ceGe cu ced

OcBoObo0xKTaRaHeTO MM OT apMUsATA).

Ako cpey| BeTepanute or Adranucran nocrrpasMarudHo cTpe-

COBO pa3cTpoicTBo e€ AMarHocTunpaHo y 10-15% or yuacrunuute,

a WacTH4HH CHMITOMH y 20-30%, To ce npenowlara ue y yuacTHH-

uure B OoeBete B Cenepen KapKa3 Te3u moKa3arenn We 6bar

15-2 bru UO-BUCOKH. PycKuTe LICHXOIO3M CMa@TAT, He He CAMO MII-

150

TCH3MBHOCTTA Ha OO € BIMHesIa, HOM MHOrO Apyru bakTopH, KaTo

HanpHMep OTCSCTBMETO Ha OPULMAIIIO OGocHOBaHa BEpcHus 3a Le-

JlecboOpasiiocTta Ha Rofenute Goliun Jelticrsus. (14)

2. KOHTPOJI HA BOMHHA CTPEC

Kourpost Ha 60iHHA crpec e Cpe. perlaBalmure pakTopH, Ko-

WTO HaKJIOUABaT BE3HUTE KM ToGesata WAM pasrpoma Ha GoLlI0TO

nome. E@eKTuBHuAT KONTpO Ha SHoitHua crpec o3HayaBa a ce

TOAbpKAa PABHUMWCTO MY VY BOCHIHOCIIY KeILMTe B IPMeMAMBU rpa-

HHUM, 34 Ja MOraT fa WSIbANABAT 3ajjauuTe cu. Korato crpecbr

cTaHe WMChYHKUMONAIeH, TOM TpAGBA a ce HaMaJIM JO UPMeMJIMBM

PaBHUUa, KATO HOCTeMeHHO Ce YBEJIMYABAa W3/[Pb2XIMBOCTTA Ha BO-

CUMOCYKeMUTEe, 3a 1a MoraT fa JelicrBaT Ip CHell crpec, KoliTo

© Heu30exeH Ha 6orHoTO Tome. (15)

3a da Obde KOMTPOmUpa CTpeCbT, BOEHHUIT AMep TpAGBa a

HaOsmofaBa 34 CHMUTOMM'Te My UM fa TM pagro3znana. Tol Tps6Ba fa

MOXAE fla Cie TOTCHIMaNHUTe LIPH4YMHU 3a CTpec (cTpecoprte) u

Aa TM Kilacu@ulpa OT rieHa TOUKa Ha TOBA, Jay Morar jla ObgaT

KOHTpomMpaHy (fa 6bAe yYBEMMYCHO, HaMaJIEHO, H36erHaTO WIM 10

HAKaKbB APyr HaYMH MMHMMU3HPAaHO BAMAHUETO MM) HAM Ue DOs-

Jle@XaT Ha KOHTpO. CTpecopuTe, No/wexkalia Ha KONTPON, Morar

Aa ObfaT MIPOMeHCHH B AKEeAHALa LOCOKa, a HP OCTAaHa/IMTe BOeH-

HOCJY KeWMNTe Ta ObAaT TIOJMOMOrHATH, 3a Aa Ce aLAUTUpaT K'bM

BAMSHUeTO MM. .

Koutposst Ha 6oHMA CTpec YeCTO Ce TOAUeHABa — OCOKeHO B

aAPDMMU, KOMTO [bP TOAHHM He Ca BOUIN peas Gon JelcTBHA.

Onntst ot IIppeata cBeTOBHAa BOiHa 10 Halli AHH HOKa3Ba, ue 6po-

aT Ha NOCTpagasmre oT Goel CTpec 4ecTo e 6.1u3bK JO TOSM Ha paHe-

HuTe. Hanpumep upes Bropata cBeToBHa RoliHa ChOTHOWeHHeTO

MEX]lY paHeHv M NocTpadasM or OoeH CTpec € pas.IM4HO B 3aBCH-

MOCT OT MOJ{TOTORKATA Ha BOCHHOCJLy Kelle, OT BULA UW OPO bILKU-

TeMHOCTTAa Ha OoliHUTe JelcTBUS... HO TanHuTe ca WoKUpal. Cro-

ped aMePUKaHCKU M3TOUHHUN Ha epponelickug TeaThp Ha BOCHHUTe

AeHCTBUA ChOTHOMICHNeTO MEXKAY KEPTBH Ua GoeH cTpec u panenn

el kb 4, a py DpoppsoKutTenHH Goltnu pelicrsua crura Ho 1 Kb 2.

Cyposoro u peasMcTH4Ho o6y4eHHe, KaKTO M BUCOKUAT GoeH AYXx

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ca fo6po cpepcTBo cpemry GoltHua crpec ~ B ChelyuasIHHTe YaCcTH,

cpeyl peviv#sxKbpuTe U AecaHTHUNUTe choTHOMIeHHeTO e€ | KbM

10. 16) B Toxtpunata wa HATO 3a MeguuMHCKOTO OcHrypaBaHe Ha

Cyxolbruure Bolickn npe3 80-Te roxwwHH Ce MOCOUBAT CIeAHUTE pa3-

yeTu cbc 70-l1poleHTHa BEPOATHOCT 3a 2KePTBUTe Ha GoeH CTpec 3a

e€(HOMHEBHM AKTHBHY OoltHn jlelicraus: B 6aTamboua — 4,1 %, B Opu-

ranata — 1,4 %, B quBusuata — 0,6 %.

IIpo6s1eMbT 3a KOHTPOJI Ha CTpeca Ha TAKTHYECKO HW OLepaTHBHO

paBHulle He e HOB. Oe ipe3 [Ippaata cpeToBHa Bolina PpeHcKuTe

H AHIIMMCKUTe KOMAHAUDH OTKPHBAT, Ye AKO MocTpafaute oT 60eH

cTpec ce eRakyupaT WHI6OKO B THA, Te pa3BHBaT XPOIMMUHU TICH-

XHUHH pa3cTpolictBa. Ako ce slekyBaT 6/1430 JO NospasyjeeHusata,

MOBeYeTO Ce Bb3CTAHOBABAT H Ce BPbUAT KbM HU3IMIbAHeHMe Ha

3abIKeHMATA CH. TO3M OMT He OTUNTA W3paeJICKaTa apMHA 110

BpeMe Ha BoltHata upe3 1973 7. Tocrpaaasure or 6oeH crpec ca

W3Ipatenu B GoHHIM B Aspaen, Ho MHOro OT eBaKyMpaHUrTe BOH-

HUM OcTaBaT Hev3sekyBaHu. Ilo BpeMe Ha HaYaJIHWA eTall Ha Ha-

xyBaHetTo mpe3 1982 r. B JIM6ua MHO3MHa Ca EBAKYHMpaHH C BEpTO-

JleTu B M3paed, HO MaJIKO OT) TAX CE Bb3CTAHOBUBAT, HOKATO MEX LY

60 % u 80 % or nexyBauute B JIu6us o3panspa’. (17) Monactos-

I€M MOBeYeTO APMHH Ce IIPUALP\*KAT KM T. Hap. TPHellesOHHa Cu-

CTeMa 3a IIpesoTBpaTapaHe u JieveHuve Ha HocTpafasmtTe oT OoeH

crpec. (18)

IIbpBUAT EIU OH € JUBU3HATA, KATO CHelMasMcTuTe (IICHXOJI0-

3H HM WCUXHATPH) CbBETBaT KOMAHAMpUTe 3a IIpeBeHI[NA Ha cTpeca,

HaGmoOfaRaT HecTaGMIHUTe, OCHPYPABAT TOYMBKa Ha cTpecupanure

BOCHIIOC HY K€IUH HM BPbIaHeTO UM B NoupasylesleHuata. Mecrata 3a

LIOUMBKa OOMKHOBECHO Ce OPlaHH3upaT B MosIKa, Opurayata “ AMBM-

gusta. CMuta ce, 4e oKo0 70 % OT NocTpagamute oT 6o0eH cTpec ce

BPbIJaT KbM H3I’bIHeHHe Ha 347/bJOKeHMSTA CH.

Bropuar emesou € 3a, JMBU3KATa — CHeEUMasM3npal OOH

OCHrYPABAT JOMbIHUTeIHA KpaTKa NOYMBKAa HM pexaOwJINTallusa Ha

T€3H, KOHTO He Ca Ce Bb3CTAHOBMJIN B AMBUZKITAa. OOUKHOBEHO OKO-

uo 55 % oT U3ipateHUTe BbB BTOPUA CLICJIOH Ce BpbllaT B NoApas-

HeNeHHATA CH CpeMHO CIIef7l-OKOIO j[Be CeAMHLM JeueHHe.

TpeTuar elliesIon € MbIOOKO B THJIa — B CHeLMaM3gupaH KJIM-

HUKH Ce JIeKyBaT HENOKa3zaJIuTe NOAOOpeHHe BbB BTOPHA CIUICJIOH.

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B cioMeHatata JOKTpuHa Ha HATO ce nocouraT cneqHUTe pa3-

YeTH 3a BP'bijave B CTPOA Ha KXepTBUTe Ha GoeH CTpec: B paMKUTe

Ha Gatamboua mo 24 uaca — 15 % or uocTpagaute, B Opurafata

cneg 36 uaca — fo 45 %, B AuBU3usTa Jo 60 yaca — 30 %. OctaHaJIn-

re 10 % ce JIeKyBa' B Ce Masu3HpaHl KIMHUKH BbB BTOPHA HM Tpe-

THA elle sIOH.

CbBPeMeHHATE CXBAIIANUt 34 KOHTPOJL Ha OoHMA cTpec pas-

PICK LAT TPU Ope fe AMIM akTopa — JMAepcTBo, oOy 4eHHe H CIIO-

TeHOcT Ha 6ofHaTa eyunnua. Cpe TAX yRePeCHOTO HW KOMI€TCHTHO-

TO JIMJEPCTBO Ca Hait-BaXKHMTE, 3aNOTO Te B Hall-rosidMa CTeNeH

BIIMAST BbPxy OOYYEHMETO H CIVIOTEHOCTTa Ha MOppasyeeHnaTa.

Crapumte BOeHHM JMJepH c/ry2KaT c Mope/leHveTO M JelCTBMA-

Ta. CH KaTO pOJIeBH MOA HM MpuMep 3a NospaxkanMe Ha Lo/IMHeHUTe

cu. Olle B MMpHO BpeMe Tpa6Ra Ala Ilanupar UM HpoBexR AAT CypoRo MU

peasiucTH4Ho O6yYeHHe Up YCIOBHA, MAKCUMAJTHO O/IM3KU 10 Gori-

rte. Te culeyBa 1a HACOUBAT YCUIMSTA CH K'bM M3rpaxk/late Ha CIIO-

TeHM OOMHM CAHMHMUM HM OpraHusallMOHeH KJIMMaT 3a KOHTPOJI Ha CTpe-

ca, KAKTO HM Ja OCHTYPAT CKUMMTE 3a KOMTPO/I Ha CTpeca Ja ce oby4a-

BaT 3a¢[HO C POPMHpOBaHMs1a, KOU“TO HOAKpensAT. BEB BOeIIHO BpeMe

TpAOBAa. a LIAHUpaT HSIbIIWeHMe Ha 3afaUTe C Bb3MOXKHH MUHU-

MYM 2XKePTBH UW 1a JaBaT KOJIKOTO € Bb3MO2AHO ToReVe MHpopMallusA

Ha TOMMMHeHHTe UM CIPYKTypH M Mompazylenenusd. Crapuiure BOeH-

HM JIMepH WlaHupaT MCpOMpHATHA 3a KOHTpO.I Ha CTpeca BBR BCH4-

KH onlepallu HTM ppKOBO/HT JIMUHO. AKO Te TH TlaHMpatT HM Opranu-

3UpaT HEpHKO, Miaj(IMTe BOCHHH JIMDepH Iianupat, opranu3u-

paT MU mponexaT AelHoctTa 3a KOHTpO Ha GoMHMA CTpec B HerO-

CPefICTBEH KONTAKT C BOCHHOCILY KCMMTE, KONTO TOTEMLMAIHO MOLaT

Ja 6blarT noBsmsHu oT Gos. Te ca BMHaru Tipeg OUNTe Ha NOAYHHeHH-

Te CH U TpsxOBa fa CH WaBaT CMeTKA, 4e TOBE AEHUETO UM BJIHAC BLPXY

TAX W BbPXY BEPOMTHOCTTa Ta u3MaHAT B CHJIeH crpec. Maragummre

KOMaHIMpH Tpa6Ra a W3rpaxkLaT CIOTeHH CKUMM UM Nopasqese-

HUA, KAKTO WU a MOAMOMaraT Opp30To HHTerpupave Ha HOBOHAZIIAYe-

HuTe. OCHOBHaTa MM 3afja4a © Ja NoAhpxRaT HNTeErpHpanocrra u

CIMOTEHOCTTA, 3AII{OTO, AKO NOBEACHHETO Ha OT/EJIHUTe BOCHHOCIY-

2KCUIM CC MOTHBMpAa EAMHCTBEHO OT MUCbJITA 34 MHAMBMLYasIHO OLe-

Jimpabe, Nopasiesenuata ce Mpespbuat B COMpIMHa OT BLOPbxe-

Hu xopa. KomaujMpuire OT BCHUKH creneHu TpA0Ba Ja ObyatT NoAroT-

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BeHM B Cilyvali Ha pawsiBaHe WIM CMBPT Ha BOeHHMS JIMep HesaGap-

HO la WOeMaT KOMaH/BaHeTO. OcurypsBaHeTo Ha JOCcTaThUHO HAop-

MaMa 3a cOOCTReEHOTO H Ha NPOTHBHUKA NOTOXKeHME IpeuM Ha paz-

NPOCTpaHeMNHeTO Ha CIIYXOBe MW CbelicTBa 3a WCHXMUNATa cTabun-

Hoct. Komanquppr Tps6Ba 1a pa3riosnana crpecoBure CHMITOMH 6Bp30

H fa B3eMa HEOOXOAMMUTe MepKH. PasmpoctpauaBaHeto Ha Ge30Tro-

BOPHH CJTYXOBE OT OTACIHM BOCHHOCIY KEIM He CAMO MOKa3Ba coOb-

CTBCHMA MM CTpax, HO M JONPMHaca 3a NopaxaHeTo Ha TaK’B y Oc-

TaHasute. B rakwpa cay ual KOMaH/MpBT Tps6a Wa B3eMe He3a6aB-

HO Kopurupalld Mepxu. Joctrarbullute c’bH H NOWEBKa Ca HeoOxogu-

MO YCNOBUE, 34 Ha MOTaT BOEHHOCIYKELIUTe 1a OblaT WHHOUeHIN,

ocoGeHo Np MposbpKuTeM Gola ActicrBus. Komanyuppt oKxy-

pa-KaBa CHOMEMAHETO Ha EMOMMM H NPeKUBABAHHA OT BOCIHOCIY2Ke-

IMMTe, KOCTO MM MOMara 1a npepadotat 10 cpaBHUTeHO 34paBoc.I0-

BCH HAa4HH CKCTPeEMHMH CTpec, Ha KoliTo ca Ou MojoxKenn. Creg

ColHM: AelCTBHA BOEHHUAT JIMep Tpa6Ra aa opraHu3snpa Tponex\* Ja-

HeTO Ha AeOpHOUHTU c NOApasyeeHHA, NOMIOKeHU Ha CHIE cTpec.

3abpxXKa BOHHUUMTe, KONTO BCe Oe MOraT 1a W3ITbAHABAT 3a bJILKe-

HusTa CH B NOApasqeIeHMATa, U OKa3Ba NO/IKpela 32 MbAHOTO UM

BHSCTahOBsBalle. Te3M, KOMTO He MOraT Aa TOJLyuaT HeOOXomuMara

MOUMBKa B CoOcTBEHUTe NOspasy{eeHHH, u3Ipalla KM MOAKpeus uu

THJIOBH €JIEMEHTH 34 ACH-Ba — 3a CbH, MO“MBKa M XHPMENM3MpaHe.

Cryuaute, ¢ KOUTO He Moke Ja Ce CUpABH, HaCcOURA TO KaHAHMA pey,

3a JCUCHME K'bM OpurayHMTe WIM AMBU3HOHNUTe LeHTpoRe. Bocunu-

AT JMAep TpsOBa Aa Mpeyara OTAMYHIM Ce BOCHHOCJy KEIM 3a Ha-

rpaja, Thi KaTO TOBa CTUMYJIMpa NO3H'TMBHO NoBe/eHveTO pu Goer!

crpec. (19)

Hstkou cTpecopy Ha GoitHoTO Mose MoraT fa ObaaT KOHTposMupa-

HM, APyrv — He, HO 3HaeWKM KOU CHTyallMu Wan ChOUTHA 3aCcMIBAT

cTpeca u OolinaTa yMopa, BOCHHMAT IMAep MOxe fa ru KOMITeHCUpa

“pe3 HaMasabaHe Ha APYrH CTPecopu WIM Upe3 NpesNpHemare Ha

Kopurupaia Zelcrsus. Toit tpa6Ba ya 3uae KaKBo BOCHHOCIIYKe-

lure OT ekiiMa (ToxpasyeneHueTo) MoratT fla HallpaBaT 3a Apyrapu-

Te CH HW KaKBO MOE CAMUST BOCHHOCIIY Kel 1a HalipaBy 3a cebe CH,

3a a ObAe KONTPOJUpaH cTpecnt.

Boennociyxelure MOraT Ja KoHTpomupat cTpeca, KaTO CH L0-

MaraT B3aHMHO. Te Tpa6Ba Ja ca BCLCTOMHME fa pazmo3tiapar cTpeco-

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BM CHMIITOMM Y KoIerutTc cu. Ej ycrielleH MeToy 3a HaMaJinBaHe

Ha CTpeca € BEHTHLIMpaHeTo, T. € H3rOBapaAHe'To Ha Helata W BAM AM-

SHpale Ha jelicTBUATa, EMOUMUTE H MuciMTe. ToBa o3HayaBa W3CJIYII-

BaHe M OKypaxKanane Ha CTpecupaHus BoelMocmryxem. Obparuo,

CHOPeHeTO U KPHTHKyRaHeTO He Ca YCNCLUHM CTpaTeruu 3a ToTOMa-

rane. BocHuocJly KeluTe TpaGBa a ce yRepst, ue TexHUTe AeficTRUa

WM €MOIMH pes Bpeme Ha Oo ca npwemsmuBu. BanuguzauusTa 103B0-

JIABA Ha BOCHHOCJIYKeMTE fa OCTABAT 3ajl cebe CH yKaca, cTpaxa,

CbMHCHHETO, BUHATa MH Cpama. (20) Ta Moxke Aa BKOURA TIpHKpells-

He K'bM BCEKM CTpecpah ROeHHOCMYy Kel Ha ,,60eH Apyrap“, c KOro-

TO TOM 7a CNOse Ix YYBCTBATA WM a BEHTHIMpa UpexuBaBaHMata

cu. (21) He lo-MasKo BaxHO € O\*bULeEpUTe U Cep>xKAaRTHTE Ja ce OKy-

pakaBar, 1a CHOJeAT EMONMMTE CH WM 7a M3LOBapAT OHOBA, KOeTO TH

Tpenoxu. Beeku Komayjup Tps6Ba 7a OKypaxkaBa DOJUMHeHUTe CH

Aa TOBOPAT CBOOOAHO HM Aa croseiusT WyBCTBATA HM MUCIUTe cH 6e3

cTpax OF Hakazaline. OcBeH BaJMAMSUpAaHeTo, UOJYYaBaHO OT Koseru

W HadaJIMHIM, 32 BOCIHOCAYKEUIMA € BAXKHO a UOYYM M MHCTATY-

UMORAIINA BAM M3aA OT APMHATA KaTO MHCTHTYIMA, LIpaBHTeJICT-

BOTO MW OOIectRoTO. {[pyr actick'r € BaMAW3MpaHeTO Ha IpMHOca Ha

Te3H, KOMTO Ca 3arulaiu. Ouesesmute B 60M CH WaBaT CMeTKA, Ue BOTI-

lara e Gesmusoctua. Te moraT Ja ObyaT cnejRammTe Hi x\*KepTBU, HO

Te. He Ouxa UcKasM ja 6ngat 3a6papenn. (22)

BoeHHocJ1y KeLIMST CbINO MO\*Ke Aa HaNpaBu MHore 3a cebe cH,

3a 4a KOHTposmpa crpeca. To tpx6Ba aa ce crpeMu ja loema JJO-

CTaTbUHO TEYHOCTH WM XpaHa H ja ce ONUTBA Ja CM MOUMNe Us To-

CUM, BUHAr KOraToO TOBA € Bb3MOXKHO, a KONTPOAUpa yuorpedata

Ha aJIKOXOJ, WMrapH, a CH WaBa CMETKA 3a OrpanwyeHnocttTa Ha 4o-

BEIIKMTe BESMOAKHOCTH, Ja W3110JI3Ba YY BCTBOTO CH 3a XyMop. Bce-

KM Tps0Ba 4a OBayee NOHE ABE TCXHMKM 3a KOHTPOJI Ha crpeca.

Eanata TpaOsa 2a WaMasiaRa NarmpexcHuero 6e3 OTKbCBAHE OT 3a-

Aavata,a APyrava Wa BOAM AO ALIG0Ka pesakcayua (OTMycKalle) 3a

OCBEXUTENEH CbhH JOPH M B Hali-Halpernaru curyayun. Te3sn Tex-

HUKM TpAOBa 1a Ce W3IIbIHABAT CAMO B TIOZXOMAIO BpeMe. Yact oT

MCTOMMTe Ca KpaTKa MYCKYJINa peakcalisi, IPOrpeCHBHa MyCKYI-

Ha peslaKcalia a KOpeMHO AuIMaHe.

Kpamxa myckyaua peaaxcauua, MycKky ane Ha UAsIOTO THO ce

cTaraT 3a 5-10 cekyHju Mm cca TOBA GaBHo ce oTmycKaT. BoexHo-

CHYKEMMUAT Tp1OBa fla Ce ONMTAa La yCeTH HarlpexeHueTO M IpuaT-

Hata OTMyCHaTocT. YupaxHeHHeTO Ce NIPABM HSHKOIKO USTH.

{Tpozpecuena MyckyAHa penakcauua (cucmema na /Uxeli-

KoOcoH).(23) Ta BKOUBA TPCEHUPOBbYHH UPOLeAYpu Ha Hanpsrane

MW OTIYCKaHe Ha MYCKYJIUTe, KaTO ce OOpbIa OCcOGeHO BIIMMaHHe Ha

paSBUTHeTO Ha TOUHO yCellaHe 3a pa3sqMKaTa MexK Ly Te3H Be C’bCTO-

siusd. OTHeMa OKONO 10 MHHYTH, KaTO 38 yCBOSBaHeTO M MOraT a

ObAaT UZMOJI3BAHM CIeENUUTe MHCTPYKIMU:

e Ceanete yqoG6Ho, 3aTrBopere OU4H, BAMIMAalite TbG0KO HAKOJIKO

IThTH W Ce ONMTalTe Wa ce OTIycHeTe.

\* Msirbuete lalped ABeTe CM pbile WU CTHCHeETe KUTKUTe CH B

ABOCH IOMPYK, NOCTENeHHO yBe/IM4aBaliTe laTucKa, JOKATO MYCKy-

JIMTe Ha UPBCTUTe UM KUTKUTe CTaHaT HAl'bJINO CrerHaTH. Crleg TOBA

rv ormycHete. Heka pbliete Bu 1aj{nat ecrecTReHO. Onutalite ce ja

YCeTHTe pazIWKatTa MEXAY YCelMaHMATAa 3a HAallpexKeHue U OTITyC-

Harvoct.

\* OTHORO M3ITbHETE Halpes ABeTe CU ple MU 3auouHeTe Ja Ha-

upsraTe MYCKYJIMTe Ha pbIeTe OT KHTKMTe Harope... 3alpbRTE

WM MSMMTaHre yceujaHeTO 3a HallpexXellue... cleq TOBA PH OTITYCHe-

Te... H€Ka PbIeTe BU Maat eCTCCTBEHO.

\* Hampernete MyCKyJIMTe Ha 4eIOTO, KATO ce HAMpbITe...

3a[PbXTE... YCETCTE HAILPeKCHUETO... CE TOBA OTITYCIETE... YCe-

TeTe pa3iMuKatTa.

e Hampernete MyckyJIMTe Ha JIMTeTO, KaTO HallpaBuTe rpuma-

ca... 3ANPbxRTE... yceTeTe HaMpeKeHHerTo... cieq TOBA OTIYCHETE.

e HanperneTe MYCKVJIMTe Ha Bpata... 3afpbxKTe... yceTeTe Ha-

HpeCXKEHHETO... C/IE/{ TOBA OTITYCHETE.

e HaliperneTe MyCKyJIMTe Ha paMeHETE... 3aPb2KTe... ycereTe

HalipexXeHHeTO... CET TOBA OTIYCHeTe.

¢ Hatipernete MycKynuTe Ha rpp6a... 3a/[pbaK re... yceTeTe Ha-

IIpe2KeHMeTO... CEA TORA OTITYCHeTEe.

¢ HanperneTe MycKyJINTe Ha [pLAHHA KOI... 3a,PboKTE... yce-

TeTe Halpe2xKeHHeTO... Clef TOBA OTITYCHeTEe.

¢ HanperneTe KOPeMHUTC MYCKYJIM... 3a/;pbxATe... yceTeTe Ha-

UpexKeHHeTO... Cle, TOBa OTITYCHeTe.

e Haupernere GegpenutTe MYCKYJM... 3A1pbxKTE... yceTeTe Ha-

IIpe2xKeHHeTO... CIC, TOBA OTILYCHeTte.

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¢ Hanperuete MyckyIMTe Ha DoAGeApuraTa... 3aqpbAKTE... yCe-

reTe HallpeKeHMETO... Cex TOBA OTITYCHETE.

e Hampernete MyckyJiure Ha KpakaTa HW UPBCTHTE... 3aPbKTE...

yceTeTe HallpexKeHUCTO... CE] TOBA OTITYCHeTEe.

\* KonueHTpHpalite ce BbPXy OTITYCHATOCTTa Ha MYCKy/IMTe Ha

UsIOTO TAO, yceTeTe ro. AKO HMa BCe Olle HallperHaTH MyCKyJIM,

ouuTalire ce fla ru OTHYyCHeTe. Ountalire ce Ja MOAtbpxKaTe CbCTO-

SHUeTO Ha OTMYCHATOCT HOHE 2-3 MUHYTH.

° Orpopete 04H... HW Hatpes!

Kopemuo Guwane, J[umatire 6aBHO 4 Ab/I00KO, KATO U3TOAsBaTe

Kopewnute (He rpEguute) MyckyJiu. opm ezno OaBno BAMITBAHe

3a 4-5 cekyHM M GaBHo U3qMIIBAHE 3a 6-7 CEKYHAM MoraT ja Ha-

MaJIMT HEPBHOCTTAa MU pedoKycupaT BIMMaHHeTO.

AKO CTPeCOBMTe CHMITOMH LIPOb.LKaBaT MOBeYE OT MeCeL, TC

MOraT la DPeMMHaT B MOCTTPaBMaTNUHO CTPecoBO pa3scTpolicrso.

Haii-yecro To ce pa3io3HaBa 110 TPH KpuTepusi:

« [locrosHHo mpexUBABAHE OTHOBO Ha TpaBMaTH4HOTO CEhOuTHE;

e W36arnane Ha acolMalluu C BCCKM CTUMYJI, KOTO HarlOMHa 3a

TpaBMaTa;

\* Tipeynenuuena OAMTeEIHOCT WIM IpeANasIMBOCT HM HCaeKBAaT-

HY HW laxke arpeCMBHU peaKIMM Ha 3aaluBallld CTHMYVJIL.

Haii-ageKBaTHusT MeTOs 3a HEAOMycKalle Ha pa3BUTueTO Ha IIOCT-

TpaBMaTU4HO CTPECOBO pa3cTpolicrBo e de6pu@unzom na Kpumuy-

Hu cmpecoeu cumyauuu (Critical Incident Stress Debriefings -

CISD). Tosa e dbopma Ha rpyloBa W/W1M MHOMBM Ayana KpH3ncna

HaMmeca cle Ipexupano cbOurue. Tot e ocHOBHa dopMa Ha paboTa

C BOCHHOCLYKeIINTe, H3%KMBE/IM CHJIeH CTpec 1a SoMHOTO Lose. Bo-

CHHUTE JIUepl OT BCHUKH CTEMeHH TpAOBa la pasOuparT CbITIHOCTTa

ga JeOpudunra Ha KPUTHUHM CTPeCOBM CHTyalM M Aa 3allOBAABAaT

UPOBEXxKaHeTO My BMHATH Cle], CHJIHM CTpecoBl ChOMTUA 3a NOA-

UMHeHUTe WM NOWpass{eseHua.

Toit naii-anpea pekoucrpyupa cbOuTHeTO 3a y4YaCTHULHTe, Thi

KaTO YeECTO UMa POJISMO OOBPKBAHE KAKBO TOUHO Ce € CY UMNO (IIeTH-

Ma OUCBUAUM Ha CHO M CHIIO ChOMTHE MOraT ja MMaT eT pas/IMqHH

Tle {HM TOUKM 3a Hero). Cuy2KM 3a Ch2KMBABAHE Ha TPaRMaTa B Tepa-

Tl€BTHUHO Ge30acHa Cpejla HM Taka MO3BO/IABa Ha “WIeHOBeTe Ha rpy-

mata la paMkupat (MpeocmMucnaT) cuTvallusata, HelicrBuaTa cM B Hea

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M peakUMUTe CH NO NOJOKMTEEH HAYHH VB 3L,paBOCJIOBHa CBETJIM-

Ha. OT ocoGeHo 3HaYueHHe € YHMBEPCaJIHOCTTa, MpucHIa Ha rpyo-

BHA Mpoec, B KOUTO 4IeHOBEe. Ha rpyllara 3a Fe6pudurr, onperesu-

JIM JleMCTBUSITa HW peakKUMMTe Cl KATO CTPAaHHM, 3anouBaT ga pas6u-

paT, Ye BC'bLUHOCT Ca JOCTa HOPMAJIHN B CBETIIMHATAa Ha CHITyauMara

He Tps6Ba Ja Obsat 3acpaMeHM WIM BUIOBHM 3a Heo, KoeTO Te ca

MUCJI€JIM, Ye € CTAaHANO WIM Ca YyBCTBaliM. Upe3 aKTHBHOTO EMOTTHO-

HaJIHO BL3MIPOMsBexTahe Ha CLONTHETO Ce TEPCH EeKTLT Ha KaTap-

3c HM ocBoboxKabaHe Ha BHTPerIHOTO Hanpexeuue. 3a ja Obde uait-

ePeKTHBeH, LEOPHhuUreT TpabBa Ja One UpoBeser jo 72 vaca cey

CRONTHETO, NPeAM MHTepliperalMuTe 3a HeTO Aa ca 3aTB\_PAMIIM OT-

PHUATeIHH WM BpesquM yOex Jenna B amerta. He 6 Guo cosy4-

JIMBO TOH Aa ce Mpopexya BeazHara ce TpaBMaTH4HOTO chOuTuE

(chOuTus), Thi KaTO Ce AONycKa, Ye NCHXM4HNTe 3alMTH Ha yuact-

HHOUTe ca GIOKUpAJIN EMOL|MOHATHOTO BE3TelicTBHe.

Havi-vecro u3M0JI3BaHMAT NoOpXo MPH NpoRexjaHe Ha Ae6pu-

unr e Mogenbr Ha Muunu (24), Koliro cneana dyHqamenraruuTe

W3Ce(RAHUsA, 3anoyHaTH OT Mapuian (25) (uonep B CIIpaBaHeTo c

XKEPTBUTe Ha COHHO W3TOUJaBaHe 10 BpemMe Ha Bropata cBeTopiia

BoHHa). To3u MOjeJ1 € OPHUMAasIHa NOKTPHHAa Ha AMepMKaHCcKatTa ap-

MHA 3a WpPeAOTBPATABAHe Ha B'b3MOAHOCTTA TPaBMAaTHUII CLOUTHA

4a UPCAM3BUKaT pasBUTHeETO Ha TOCTTIpaBMaTHUYHO CTpecoBO pa3-

CTPOHCTBO HM MOxXe Ja Obye U3OJI3BaH He caMo B OoltHM ycoRNA,

HO H BBB BCHUKH CJLyYan, KoraTo rpylia Xopa Ca WO JIOAKeHM Ha eK-

cTpemex ctpec. HeOpupunrst lla cTpeca oT KPUTHUHN MEH EHTH e

KOHCTpyupaH Taka, 4e Ja HaAMAJIN Us OCTHOTO Bb3elicTBHe Ha ChON-

THeETO KH 7a YCHIM BL3cTaHoBsBaHeTO. IIponechr He e HeraTHBHa

pepilekcud Ha ClOco6HOcTa Ha XopaTa Ja CH BLpUaT paboTaTa WIM

Aa ce Clpabwr CbC CHTYaUMATa, HUTO UhK KPUTUKAa Ha AevCTBUATA

uM. YcTaHOBeHo e, Ye XOPATa, KOMTO TOROPAT 3a NPexXUBCHH TpaB-

MaTHUHH MHUMJCHTH, Ce xpaHsT 10-A0Ope, caT To-Aobpe, 3sana3zBar

AOOPOTO CH 3/[paBOCOBHO CbCTOMHME, 3aNbPAAT Ce MO-JIbITO Ha

paOora, HAMAT TOIKOBa MHOrO TIpobjemu B ceMelicrzoro. eépu-

OWHIbT € rpylloBa AMCKYCHA 3a HeoOuyaitHM chOuTua, KBAeTO y4a-

CTHUNMTE NPCACTABAT CBOMTa rleqHa TOUKA 3a ChONTHETO Ha Apy-

PHTE, 38 la DOMWb/HAT AYIKUTEe B CIIOMCHUTE Cl M KOJIEKTHBHO Ja cy

oKaxKar WoAKpena. B Hezo yuacmeam HOpMaAHU XOpa, KOUMO C

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——<

UMGQJIL HODMQAHU Peakuuu Ha aHOpMalINu CoOumusH. He ce jonyc-

Ka BOCHHOCJY2KeIM, KOUTO He Ca NPMCKcTBaIM Ha chOuTMATA, 7a

yuactBaT B eOpudunra.

IIpequ 3an0uBaHe Ha eOpuduura wWienoBete Ha CKUIa, KOH-

TO To UpopexAa (OGUKHOBEHO IICHXOJIO“, HCHXUATbp HM COUMAaIeH

paOoruuk), Tps6Ba Ja Domyuat petalinHa uumopMainsa 3a chOn-

TMATA UM a OpraHu3upat Cbc ChOTBETHHUTe HauaIHUWW yaacTHu-

ute B Ze6pudunra ja ObJaT ocBo6oseHM OT BCHUIKH cy KeOuU

3a7bJLKCHHA, 32 a He ObaT UPeCKbCBAHM 10 BPEME Ha ILpOBex\*-

HaHeTO My.

Tlone3Ho e, mpeau peOpnrarer ja 3aroune, ourlwanio AMTe

(Moxe fa ObJe BHIMeCTOMIT KOMaHAUp) Ja U3102%KU Uupe rpyata

ak ture, KaxBuTo ca Gnu. Tepeo, ToBa We Jase comMywa ocHoBa —

HMHOpMALMA OT U3TOUHUK, 3ACTVKAaBalll JOBEpUe, KOeTO e Hali-700-

PHAT Had 3a Mpecuuane Ha cilyxoBete. Bmopo, we HOKaxKe Ha

yseHouere Ha [pyllata, Ye Ha CJLYYHJIOTO ce € JaqeHo UpeAUMCTBO

IIpe BCHYKO OCTaHasIO M BOCHHUTE JM epu ce rpyoKat 3a TAX. Tpe-

MO, We Lae Bb3MOXKHOCT Ha BOCHHOCIY KEM{MTE Ja 3aNaBaT BLITPOCH

Ha HAKOTO, KOMTO HM BL3MOXIOCT ja HM OTTOBOPH.

OOukHoBeHo AcCOpHdunTST BKJMIOUBa OceM etana. IIpe3 eseex\*-

Jawama pa3a uneHoneTe Ha eKWNa ce NpedcTaBaT HM OOsCHABAaT

pomatTa cH B rpynata. PhKoBOAWTeHAT My Ollpeylesia W NOsicHABA

OCHOBHUTe TpaBiia, KONTO rpymata Tpa6pa fa ciepBa:

\* He ce 103B0119Ba BOAeHETO Ha OeeEKKU, HUTO IrbK WpaBe-

HeTO Ha 3amHcn. 7K ypHaiucTH HMKOra He ce JOMycKarT.

¢ Bcwuko, Ka3aHo B CTasdTa, € KOHMUAeHUWNAJIHO MW KaKBOTO CTaBa

B Hed, OCTaBa TaM.

¢ Beeku mle Ob/e MOMOJICH a TOBOPH Ba I'bTH — I'bPBHA ITbT, 3a

a paskaxKe KOlt €, OT Koe Tospasyetenue e, KakBa paOora e MMaJl

Ha MSCTOTO Ha CbOHTHETO HW KAKBO Ce C CALYYMO TaM; BTOPMAT — Ta

MOCOUM TbpBaTa MHCbJ, JOlIAa B YMa MY, CJle/l KaTO C'h3HaHHeTO €

Itpectanao jla PyYHKUMOHUpa Ha aBTOIIMJIOT.

¢ He cTe AJ’bxKHH fla ropopute. Hukoli HaMa 4a BH Kapa Hac.

Ho He Bu ro LpellopbuBame, 3allOTO We BU NPpW4nNHH MoBeye Bpesa,

OTKOJIKOTO M0134. 3HAeM, Ue YACT OT BAC Ca TYK CAMO 3alJOTO KO-

MaHMpute ca BM IpatTusim. TloMterTe, ve ejHa OT IPHUMHNTe 3a Tash

cpellia € fa WOMOrHeM Ha Lpyrure. Toba, KoeTO Ka3BaTe, HM WoMara.

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\* Hamara ocnopna 3afada e 1a BH Nomorgem Ha Onjtere 3y4paBy

Mt IrbtHonennn. Hue coe TYK, 34 1a cALylaMe u ja By TOMOrHeM.

\* Moxe ja 3aqapare BbIPOCH M0 BCHKO BpeMe. Ie Hanpasum

BCHYKO Bb3MOXHO, 34 Ja HM OTTOBOPEM, KATO BH AajleM HIKOU npaxk-

THYECKH ChBETH MW Tome3Ha Huopmarma.

° Mons, PoBopere camo 3a cee cn. HuKoii OT Hac He MOE TOUHO

Aa KAKE KaKBO MUCIM HA 4YBCTBa HAKOM pyr wm KaK cCBOuTHETO

MY € Noselicraao. U3non3aiire opmata 3a w3Kka3BaHe 43", a He

» Hue,

\* Mona, ne ouensnaitre 1 He H3qaBalite npucegzn 3a TOBa, KoeTO

Apyrure Kaspar. Beexu uma MPaBoTo Ha co6cTBeHA TeAHa TOUKa,

\* Huxoit ue e TlO-BHCHICCTOSIL OT NPUCbCTBaINTe TYK. Bonuxn

CME HOBEHIKU ChINeCTBa, ONMTBAIIL Ce fa ce cupansT c Sostesiieuu

pe KMBABAHTS.

° Hukaken Bouman lIPCK bCBaHMs He ca paspemeny. Baunrre KO-

Mal AMPH Ca Bu H3nparnit TyK, 3a Aa Obere Ha AecOpucuur rmpes cilex-

BallqMTe 1pH vaca. Cary xe6uure pn SAN LIDKCHUA Ie Ce MSU ETHABAT OT

APYTH BoeHHOocny Ker. M3K moueTe BCHKM CIEKTPOWH ycrpolicra,

° Cieq Kpag na AeOpudunra ie cme Ha0koJ10. AKO HaKol 6H

NCKaJ a TOBOpu c unex Ha CKHa, MOE Wa ro Hanpapnu. Hye cme

TYK 3apayu Bac. Bov4Ko, KoeTo He MOXEeTE fa Kaxere p rpyuatra,

MOXeTE ja TO cHOsenuTe c HaKOTO OT Hac JIM4HO.

\* Tlowwsky usa fa MMa. Ako uckate ja OTHACTe NO Toanetua,

aa OnAe MHRUMM3Mpana or HHopMarusara, Koso Me CHOAe AMM B

Kpast Wa AeOpudunra. Benuky SHaeM, Ye TbpBUTHaTa TpaBMa e Ou

B3PUBBT (CMBDTTA Ha... CaMOsleTHaTa KaTactpoda), HO 4YoBeK Moxe

Aa Ople Toqoxen na BTOpHYHa TpaBMa, 3aBucenia OT TOBa, KaK

JMIHOCTra ce € cipaBusia cec cuTyalnata.

° Mons ornegaiive ce BCTaata u Hen THbunupatire BC€KH, Kolf-

TO He Tps6Ra ga 6pge TYK (ako rpynara e BOHHHINKa, HO ouuep e

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YUACTBAN B CLOUTHETO, To ChINO e uacT OT Hes, a pH cMBpTeH

cilyual Tos6za Na mpucnersa USJIOTO Hospasyesenne).

Morar ja 6bgaT NpHeTH MW APyru mpaBuna, Ho HpM DOOxKeHne,

ue ObAaT Of06penu oT sata rpyma.

TIpe3 Bropus eran ce ymounssam daxmume. Be3moxno € us-

KOli OT UeHOBeTe Ha exuna Aa ce O6bpHe H Jia Kae: »Pa3xojete ce

M3 CTadTa MW HU pa3kaxerTe Batata wctopuga." O6uKHOBeHO ce 3aya-

BaT NOAUOMaramu BEIpocu, Kato: »KOH cte Bue?“, ,,KakBa G6elre

BaluaTa Polis B MAM TeNTa?, »KAKBO BUAAXTe?, KAKTO H Hacoupa-

IH U3Ka3BaHum: ,,Bagere CHPYPIH, Ye AaBaTe AocTaTEyHo AeTaitsa-

HO OMMcaHue Ha TOBA, KOeTO ce e cyano. Aeratiaure ca muoro

BaXHU 34 eka M 3a Apyrure, 3a Aa Nosy4ar UsJocTHa Kaprutta,

Moxerte fa Hu uoMorHeTe Aa TOUbJHHM [LYIKYTEe 3a TOBA, KOeTO He

3HAEM MW He pas6upame.“

Cnemrnauure Tpu dasu ca Oa3upanu ua KOrHUTHBHO-NOBeCH-

CKUA MOAC W Ca pasieweHM Ha KOMMOHCHTH — KOrHHuny (MucuIN),

apekTu Wu HoBeseHue,

Bas @a3sama ua mucaume CKHMET W3U0J13Ba W3Ka3BaHHs BBIpo-

CH: ,,Pasxogere ce 13 cTaaTa W HM KaxkeTe KaKBo MuclIMTe?“, ,. Kax-

BO UyXTe (CKCIIIO3u51, nucenu)?, ,,.Kakpo noayuxre (o6ropai1a

ILTBT, HMM, TytueK)?, ,. ouyscrpaxre sy HAKAKbB BKYC B ycTata

cu?", ,,.Kakpa Genre NDPBATa BU MYC, KOPA'LO H3930XTe OT CBCTO-

SHHETO Ha aBTonMAoT?™, ,,AMatmie su HiKaKBa MUCBJI, KOTO ce n0-

ABM B Ch3HaHUeTO BH? ,AMa Ju HakaKpa MHCBJL, KOATO Ce NosBaBa

Cela B Cb3HaHHero Bi?, .,. Mamie sn HAKAKBa MHCb/I, Ha KONTO pe-

armpaxte?“, 3aGenexete, 4e He crana BBUPOC 34 4UYBCTBA KATO rug,

Tbra WIM cTpax.

Bus @azsama na “yécméama BOeHHOC IY KeMuTE ce HacoyRAT

4a rOROpsT: ,,Pasxojere ce w3 crasra nu HH kaxkere Kak ce 4yBcTBa-

Te. Buxata or olfessBaxeto BEPOATHO € HaJIMUe, HO WenOReTe Ha

CKHNa MOraT a HOPMasIU3HpaT Te3sH peakunu.” Sanapat ce wacog-

Ball Bhupocu: ,,Kakpa 6emre NbpBata EMouMA, KosTO M3OMTaxre?,

»loBa sm Gente MbPBOTO, KoeTo TouyBCTBaxte?\*, »Kora Balle

€MOLMH O9xa Hall-MHTeH3MBHH?, »Kak ce UyBCTBaXTe nNo-HaTaTbK ?“

Tlo us60p B Tagn asa MOxe wen Ha eKuna Aa TOHece nenyo,

BbpXy KOCTO YJIeHOBeTe Ha rpynata Morat Aa 3auMWUaT eEMouuHTe

cH (4epHa AecKa wa CT xapTua). Ppynornnre KOMeHTapu MoraT

U1 Boeuna menxonorugs..., 4. | 16]

fa ObaaT O6OOMLEHH BLPXy jucta. Xopata or rpynata ce UATaT [as

6uxa ce UVBCTBAIM KOMMOPTHO, AKO WICH Ha CKMMa saliicBa Kasa-

HOTO oT Tax. B Kpas Ha JeGpubunra KOMeHTAapUTe Ce USTPUBAT HIM

xapTuata ce yHumoxana. [pasuoro € o6muatT w360p — rpynata

pemlaba KaKBo {a WpaBu C Te3H 3allicu. Tosa Moxe 1a Obye UpoAyK-

THBHO 3a HEA KATO COMKABAITIO YUPAKHEHHe.

Ipe3 @azama na peakyuume PeKOBOAMTE AAT Ha CKUITA non6u-

pa BBIpocn, Kowro ca Hali-3Ha4¥MMM 3a Tpylata WIM CHTYalasaTa:

»KaKBO MHCIEXTC (KAKBO MUCJIMTE cera) 3a culyansoTo ce?", ,,.KaKk-

BO HallpaBu, CAe/{ KATO TOBA Ce cryun?", ,,KkakBo B cL6urueto Gene

Hail-TPy {HO 3a Bac WJM Hali-MHOrO BU Ge3noKoeme?", ,,AKO MOXKEX-

Te 1a 3a/IM4NTe HAKOA YACT OT cL6uTueTo, Kost Ou Guna TH?", Koa

6eme Hait-somata (HeIpHATHaTa) YaCT OT MHUMAeCHTA sa‘Bac?™ °

Bes @azama Ha cumnmomume WIM Ha Moric aHe KbM TIOBe-

MeHcKata UpoMaHa ce 3afaBaT HaCOUBAIM BBHPOCH: »Mimame JM

HAKAKBM He3aGaBHM LIPOMCHH y BaC WJIM BBB BalleTO MORE/CHNC,

KOUTO 3aGeIA3axTe 10 BpeMe Ha CHOMTHETO, KakTO HB Ce ABAlnTe

emMH-jipa quu?, ,,.Xopata H0-pa3sIM4LO JM Ce OTHACAXA K’bM Bac?™,

Kako ocTaHa WAKOIKO (HH Clef ChOUTHETO (HanpuMep cTpecoBu

CHTHaJiM WIM CUMTITOMH)?“, ,,Koe BU Kapa Ja MHCAMTE, Te TOBA cbou-

Tue MMa Bb3eltCTBHe BLpxy Bac?“, [Ilo KaKbB HAH TOBA cbouTHe

BU HoBMs?, ,,.kak BH BIMae cera?“

IIpes @asama Ha ob yueHue WIM Ha IPUABIOK BAH OT clenuguy-

HOTO KbM OGINOTO IpeBapHTCAHO Ce NOALOTBAT TEMH 3a o6y4eHHe —

KAKBUTO CKHIDT CMHTA 3a TOAXOAMTL 3a Tpylara WM cuTyalMsTa

KaTO peakiMH Ha cliacuTeHMTe CKMTIM (bpBu4HAa TPaBMa), Peak-

IMM 11a G13KMTe (BTOPUsHA TpaBMa), HloACUryPABAHe Mi TIOTOTOB-

Ka 3a ObJCIIM KPHTHYHM WHIM eHTH, KONTPOJI Ha CTpeca. ;

YuupepcasHMTe CbBeETH 34 KONTPOJ Ha cTpeca Ca CCAHTE:

© [Ipraz6ome Pusuvecku YAPAXKNCHUA pedoeno. Te ca Hait-;o0pu-

AT HAUME ja ce OCBOGOAMTE OT PHSH4CCKO HM TICHXMYCCKO Halpee-

uuc. U3cleqBaHuaTa WoKa3Bat, Ye 10 BpeMe Ha yIpaxkHenus BTA

MOTO ce OCBOGOKLaBaT TPaHKBUAM3MpallM BeWecTBa (eHJoppuHy).

e Cneme docmamsuno. Toa Moxe ja 6b7e TPYAHO Mp TEMIO-

Bete, ¢ KONTO ce pasBuBat GoitHHTe JelicTRUA, HO ¢ MIKINOUNTCIHO

BaXKHO 3a KOHTPOu Ha GoMHMA crpec, OCcObeIIO Clef CHJIHO TPaBMH-

palin ChOHTUA HW HOATOTOBKA 3a CpaBsHe C HOBM CTPeCOpH Ha 604.

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e M3z060peme npumecnenuama cu. HenpeKbcuato oémyBalttTe

C OCTAaHAJIMTe BOCHHOCIYAXEMIM HU CHOMeMUTE KAK CTE Ce TYBCTBA-

JIM MW KaKBO MUCJIMTE.

« Ynpacancatime 6peMemo Cu PU3yYMHO. IInanmpaiire pa6orata

cv Bceku glen, Hampapere cv CIMCbK OT Hema, KOTO TpsOBa fla TIpa-

pyre pceku Jeu. He ce onMTBalire fa CBBPHINTe BCHYKO HabewHbA.

Ilnanmpalite peanvcTM4usH Nem W ce Hayyere Ja Heserupate Upapa.

° Xpaneme ce npasusno. AKT UpaBMMIHO, 3a Aa Ce VYBCTBATE

yoope. Msxpppiete 3axapta, ra3upanHuTe HaNWTKY M Ma3sHUTe xpa-

HU OT MeHIOTO cH. Ax'Te MoBeye NAOAOBE, 3eJICHUy WM M WbTHOSEPHE-

Hu XpaHu.

e [Touusatime pedocno. Hamupaiite BpeMe fa BUAMTE KaKBO CTa-

Ba H3B‘bH Bac.

° He npuematime 3amecmumesu. HapxoTunMre M aJIkOXOJTBT

Morar? 7a 3aMaCKMpatT CTpeca 34 KpaTKO BPeMe, 110 Te B MHOTO MaJIKa

cTeHeH We 3aIMuaT UZsU4eCKOTO HarpexKeHue. Muoro T0-YecTO Mpe-

AU3BUKBAT AATOTPAHM HeTaTMBHM eDEKTH. Kadero 4 Yastr MoraT

Ja BU CTMMYJIMpaT, HO He HM a BU YCHOKOST.

@aszama Ha NOGMOpHO elU3ZaHe e TOAMOMAraHe Ha WIEHOBETE

Ha rpynata fla wianMpaT Gpyemjero. AKo ce yCTaHOBAT HAKAKBH

HOB IpOGJIEMH WIM UyBCIBa, KONTO He ca OmiHn McK YTUpAaHH 10

BpeMe Ha Ae6puduura, To OTHOBO Ce Bpbia BbB dazatTa Ha peak-

Ware WIM 4yBCTBATA. ,

Cres UpuKsIOUBAHe Ia ChAIMHCKaTa YacT Ha aeOpudunra wWJie-

Hopete Ha eKuna Hpapsr 3akMouNTeuM KoMeHTapy. Habssra ce,

ye CAMO MQJIbK IIPONeHT xopa We ce BYKAadT OT AOWbAHUTeIINA

nomo. [IpullomHa ce Ha WieHoBeTe Ha rpylata 3a KOH@UeCHIMAaII-

ocrra. Tlocouna ce, Ye MOxe fla TOBOPAT U3BbH rpynata 3a cooct-

BeEHMTE CH [Ipe2KUBABAHUA, HO He Tpi0Ba fa Ce CIOMeHaBaT Mpc U-

BABAHUATA Ha Apyrure wienowe. ChobmjaBa ce kbAe Mowe fla Ce

HaMepu MICHXOJIOrH4eCKa HOMOIH.

Ilo npenelka Ha CKuMa ce NpeAarat peOpupunr-cecuu mpe3

cuempaliata cefMuna, 3a Wa ce HaGsoaBa Kak Ce asanTupaT 4le-

HoReTe a rpyuara. brarofapu ce Ha weHoBeTe Ha rpyata M ce

ocBo60x\* JaBaT, HO eKUIMhT 6u TpsAORaIIO fa ocTaHeE OIIe 15-20 mn-

HyTH Ha6IH30 B cuyual, ye Onze HOTbpceH 3a HOBM BbIPOCH WIM

KOMCHTApH.

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IIpu nponex fave Ha Cle/pallla Ceca ce ThPCAT 3HaIM 3a cTpec —

HanlpMMep Xopa, KOTO Ce Kapar WIM OuaT Ha padota, KaTo HUKora

lipequ Toba He ca TO NpaBuiu, JucTanuMpane or Apyrure, HeoGbsac-

HMM Tay Wm GescbHue, 3aryORane Ha alleTHT HM HaKon OT CHMH-

TOMHTe Ha NOCTTPaBMaTHUIO CTpecoBo pa3crpoitcTBo. .

Jleuenmeto Ha NocTTpapMaTM4Ho crpecoBo PascTPOHcTBO'ce

M3BBEPUIBa OT CUeNMasIMCTH MICHXOJ03H HW TicuxuaTpu. [pu onurare

3a CHpaBaHe C HEPO TpsAOBa fa Ce MMAT NpeABU CIIEAHUTe HaCcoKU:

° HopMa.ino ¢ Ja ce HpexKUBaRAaT CHMNOTMH Ha CHIE CTpec cuiex

TPaBMaTWYHO chOuTHe;

\* He Obgere KpHTMUeH KbM CeGe cht M He Mucaiete 3a ceG6e cu

KaTO 3a CliaO UOBEK;

° He cu suyulanalite, ve Apyrure cu MUCJAT JOM Hella 3a Bac;

° He crpayalire B cavora u MbsuaHue, BepOasMsupaHeTo Ha

CMOUMMTE Ie BA NOMOrHe Ja Wpepa6oTuTe NpexXUBAHOTO H Ie BU

Tpequasv OT O-cepno3sHH mpo6/iemu B OEZeNTe;

\* Tppcere IpodecuonamHa MOMOLL 3a cee CH WIM 3a Bal 6s1M3'bK;

\* Dujere roTos 4a usciyBaTe Apyrure, KoraTo ca B CTpecoRd

CBCTOAHHE; .

¢ Ilounnaiite;

¢ BpemeTo pa6oru 3a Bac;

\* IIpwemere NOMOMITAa Ha Te3M, KOMTO Ce rpwKaT 3a Bac.

bes oravTanero Ha lICHXONOrMuecKuTe H3MepeHa 11a CBBpeMeH-

Hus Ooli BcaKa NOATOTOBKaTa Ha BOlicKUTe 3a BOeHe Ha GotuMTe

AetictBug Ou Onsa-HezocraTbuna. V topa e Taka, 3allOTO pakeTUTe

ce H3CTPeABaT OT TYCKOBM YCTAHOBKH, CuapaauTe — OT OpHAMA, ra-

yOuUM M MMHOXBEPrayKH, KyPUIYMUTe — OT HMCTO/IeTM HM aBTOMATH,

HO YOReKbT (IPEAMBABANY ONpPeAeeHO HUBO Ha cTpec, a He jeltcT-

Ball] KaTO KOMMIOTbpHa TporpaMa) pellaBa Kora, Kbie, IPM KakBM

oOcTOxTeICTRA, B KAKBO CbueTaHHe Te3n OPHxKUA Ja OblaT W3N0.13-

BaHu. Hue MOXeM C HAKAKBa CTeeH Ha CurypHocT Aa upequoso-

AKHM KOra € M3TK'bJI CPOK'bT Ha TOMHOCT Ha GoeMpuacute uAN ZO

KakBa CTeMeH MB KAKBM YCJIOBMA e€ HayexaHa OolHaTa TeXHHMKa.

BebuyHocr TexHMuecKM XapakTepucTuKH Ha Golinara TeXHuKa

SoenpHuacuTe ca EHH H CbUIM UM B MApHOBpeMeHHO yueHve, UB

Ootina o6craHoBKa. Tesu Kpurepun oGaue ca HENPAJIOKUMU 3a X0-

pata. PYHKNMOHMpAHeTO Ila YOREITKaTa IICUXMKa B EKCTPeMHU yc-

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JIOBMA Ce LIPOMelIA. Hue 6uxMe MOrIM fa UpesACKaxKem c Jocrarhuna

CTCHCH Ha CHLYPHOCT, YE BOCHHOCYXKeMUTC We U3I'bIHABAT yc-

H€UIHO MOCTABCHUTE 34ja4uH B peasina Golina O6cTaHOBKa CaMO ako

MHDHOBPeMECHHaTa MM TOJTOTOBKa € O4JIa Bb3MOXHO Halt-61u3Ka

qo Ooliuata, a KOMaH/IMpurTe U WaGoBere OTUnTAaT MICHXOOTH4eCKH-

Te ebekTH Ha OoliHaTa MHTeH3MBHOCT BLPXY BOCHHOCJIY2KelMUTE.

Chppemennata Golina HeitHocT € Hemuc.1uMa 6e3 KONTO! Ha Golt-

ua CTPec Ha MHAMBUAYATHO, [pyOBO, TAKTHUECKO Vi OllepaTHBHO

paBHuule. JetinocrTa Ha BOCHHUTe IHfepH B Ta3H OOMACT e perntara-

WMAT ak Top, KOHTO MO3BOIHBa fla Ce IIPeMMHe ThHKATAa rpallaya,

KOTO eM pasrpoma oT NoGeyata Ha GolHoro Move.

AIMTEPATYPA

L3a cbmHocTTa Ha bu3MonoMMunMs u ncuxMUNUs-crpec BX. T0-

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SNe ieee

KOMYHHKATHMBHH YMEHHA

HA BOEHHHA JIA EP

Cm. ac. Cauio BodenuuapcKxu

Jasi 2Kesae WIM He, ast My ,,MJIBa OTBLTpe“ ja OOILyBa Cc Je-

KoTa C UpyrvTe Xopa WJM He, Ha BOCHHMS JIMep MOCTOAHHO My ce

HaJlara [ja rO UpaBM, M TO Tio yclieweH HayMy. BceKHHeBHeTO W3H-

CKBa OT HAC HOCTOAUHO Ja OOMEHAMe UAeUTE, BL3reQUTe UM IIaHO-

ReTe CH C HallMTe Hali-O1M3KM Xopa, B TOBA UMCJIO KOJIeETU, Havas

THUH YW nojannenn. Towa cu uMa TpesuMerra: ome Coxpar 3a6e-

JI3Ba, Ue TPH PasMaHaTa OT [BaMa [LYM Ha Abe AGbBIKH Te Mak

OCTaBaT C IO €4{Ha B PbKaTa, AOKATO TpW pasMaHara Ha Hew BCeKH

ce cjo6uBa c r0 ome equa, 6e3 ya ry6u cBosTa.

PasrpaHMuapaneToO Ha BOCHHOCIYKelmMTE Ha OPULEDH, cep-

XKaHTH W BOHHMIM, Ha OPMIUEPH OT Waa OT CTPOS UT. H. HH Tpe-

AMUSBUKBa a OTUMTAME XapakTepa HM HUBOTO Ha 3a/(b/IKeHUATA,

OTTOBOpHOCTUTe H IHuHOcTTa uM. IipuaobuBavero Ha HeoOxogu-

MUTe KOMYHUKaTHBHM yYMeHHA € NpoOAIOKNTe EH Mpouec, KOHTO

Aasled le ce M3¥eplBa C H3rpaxJAHeTO Ha ,,.KOMAHAUpCKU Tviac

3a MofaBane la TOUHM MW ACHH KOMaH/M BbB BucureTo BoeHHO

yun Me.

CBINO Taka Ha BOCHHHTE J1uAepu YECTO MM Ce Hasara Ja opra-

HM3Hpat UM UPOBEA MAT THU Ha ,,OTBOPeEHH BpAaTH, CDM C poUTe-

IM WU OMSKM Wa BOMHMIIM, Aa pasroBapsT c upe”cTaBuresiM Ha Me-

CTHUTE OOMMHH, pesMruo3sHH H HenpaBUTe.ICTBeHM oprannzaluy,

Aa JaBaT HHTEPBIOTA Ha %KYPHAJIMCTH OT CpeycTBaTa 3a MacoBa

HHopmauns.

Ero 3am0 KOMYHMKaTHBHaTa KY JITYpa € BAXKHO 3BCHO BBB BepH-

rata OT yMeHHa, HeOOXOAMMH Ha ObJITrapcKuTe ObunepH, pemienn a

ce cMaTaT 3a Jo6pH mpodecnonasucru.

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a Ls

1, ONPETEJIEHHE 3A KOMYHUKAUMA

MW HEHHOTO JEHCTBHE - @POPMYJIA HA XAPOJI JIACYEJI

Ha aaTuucKu e3nx ,,communicatio« O3HauaBa CLOOLICHHE, KaK-

TO H OOMCH, HM CBIIpuyactuoct. Ero HaKoNKO olpe lesen:

»KOMYHUKauHsd — ChoblaBaHeTO, IpeqaBaneTo WH pa3Manata

Ha WH, TO3HaHMe M IIp., GHJ10 TO YCTHO, MucCMeHO WM CEC sHaly —

»OKCHOPACKH aHTaMicKH peuHnK" (1);

»KoMyHukalust — npevacane wa cMucb 1 CEoOmeHUs 34 pa3-

JMKa OT TpaHCHOpTMpane Ha CTOKH H JIMA. OcHOBHUTEe @opMH Ha

KOMYHMKaUMaTa Ca 4Upes 3HallH (Tieqane) u SBYIM (culyimane).“ —

»KonyMOmticka eHnMK nouequs« (2);

»B Hali-o6ly CMUCbA HMaMe KOMYHUKAaUMA, KOraTo equa CUCTe-

Ma, CAMH H3TOUHMK, BAMAe Ha pyr — npexHasHaueHneTo uocpesct-

BOM MaHMuyJalMata Ha APyru asrrepuarnBun CHITA, KOU'TO Mo-

rar Ja OnsatT upeyajenu no waKaKhs KaHaJl, KOWTO rv CBbp3sBa.“ —

Yap Osryy (3);

»KomMyHukaluata ¢ WoBegeHue, unaTO Te] OT 1vleaqHa TOUKa Ha

KOMYHUKaTopa € upesqaRancro Ha HOCcaHua TIOCpeACTBOM CHMBOJIH

Ha €AHO Wi Wopevwe Apyrn sua.“ (4);

C. Xpucros nocouna, ue B ChBPEMCHHATA TEOPUsA Ha yIpAaBJIeHH-

€TO € MpMeTO KOMYHMKallMsaTa a Ce pasriiexK ia KATO »Hpouec, py

KOHTO upe3 xopa, rpynu, OpraHu3zaliM HW O6mHOCTH, HaMMpal ce

BBB B3AMMHA BPb3Ka TOMA AY CH, ce Cb3Zaha, TIpe/laBa W W3O3Ba

BSAMMHOM3TOAHAa HIPOPMalMs, KOATO € HEOOXOUMA 3a opraHu3u-

pale Ha TAXHATa OKOMMA cpeya.“ (5),

Heiicrguero Ha KoMyHUKaruaTa e ONMCaHO 34 NbPBU WbT OT

Xaposl Jlacyen upes 1948 T., KOHTO "peaviara ja cu OTrOBOPUM Ha

CJI€(HMTe BLIpocu:

Koti xa3ea?

Kakéo xa3ea?

Kaxeo cpedcmeo usnon3ea?

Ha Kozo 20 Ka36a?

Kaxeo nocmuea?

Cuope;t Hero HayuHoTo u3cieARane Ha KOMYHMKAMONHNS Ipo-

HEC € CKJIONHO ja Ce KONNCHTPUpa BhPXY eAMH OT Te3H BBIIpPOcn uf

Aa Ce Orpanvuy NO TO3H HaUHH jo alan Ha KOHTPO.Ia, aHaNu3 Ha

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CBABPAAHHETO, AHAIM3 Ha CPeEACTBATA, AHAJIM3 Ha ny6snkata uw

aHaJsIM3 Ha epekta.

Tlo cbiyoTo Bpeme B Jla6opatopunre Ha TeNePOHHATa KOMMAHIA

» bem Tenby a YuBbp Ch3faBaT caeqHAs MOJ€JI Ha KOMYHUKally-

OHHUA Tpoyec:

: TIOCJIAHVWE CHTHAJI

HMH®OPMAUHOHEH M3TOYWHNK >>> TI PETABATEJI53—3—>

DPHACTUHTAL CHTHAI NOCJIAHHE

KAHAJI5 >>> >>> 3NOJIYYATEJI 3335 EN

M3TOUHHK HA

CMYIIEHHE

Hegocrarpk Ha To3M Moses e, uc ocraBs BUeUaTJIeHHe 3a Haya-

10 UM Kpait Wa KOMYHMKalustTa B oMmpesenena TouKa. [pu xopara

oOaue HMa TocTosHHa pasMaua Ha pojluTe Mexyy Mpesaraten u

NIPH€MHUK, a H ChA'bPKAHMETO a UHOPMAaLUATA CHNHO BAA.

To3M Molen Ha KOMyHMKaua 10 TeNe@ona 0 IPHHNN payKo

Cb3aBa Tpyqnoctu. ecto o6aue BL3HUKBAT MexHULECKU npooje-

MU, KOPATO CPCACTBOTO WIM KaHaJIbT OrpanMuapat Wi U3KPUBS-

BaT CbOOMeHHETO, Mpe/laBalo OT U3TOUHNKA KhM mouyuatesa. Ce-

MQKMUYHU NPOOAEMU Ce MOABABAT, KOraToO NOMYUAaTeATT BL3IIpN-

eMa M pa3sOupa CbALpKaHWeTO Ha ChOOIICHUeTO 10 Hauly, pa3JIn-

CH OT TO3H, KOHTO € HMA! W3TOUMMKDT. JIpyru upo6emu Morat

Aa Bb3HUKHAT, KOTATO U3IpalladbT He ,,“3"uNC TM TOU Kanlauy-

TeTa Ha ,,KaHana™ HW KOJM4eCTLOTO HHOpMalins, KoeTO nosy YaTe-

JIAT MOAeE /a Ipveme.

2. EJIEMEHTH HA KOMYHVMKAUMOHHAA MODE

Cera mle pasriegame moorgeHo emementute Ha KOMYHUKAauy-

OHH MOE, passuT or Kataun, Cenrpp u Bpyym.

H3To4qnnk

Xapak TEpHCTUKUTE Ha W3TOUHMKA Ha cbobieHueto OKa3BaT ro-

JIIMO BJIMSHHe BbPXY Nloy4arela, ocobeuo Ip TbpBOHaAYaHOTO

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BBSUPMEMAHE Ha UACsTa, 10 HAMAT JvblWOCpOdeH edext. Xopmany

To Hapuya ,,e@exT Ha CbHMBera“. (7)

Il pu Me p Caobiwenusma 3a Gezonacen ceKxc 3a npednazeane

om CHHH cnoped meopusma 3a JdocmosepHocm u npuejlexamea-

HOCIN HO U3MOXHUKA Ce 6B3NDUEMAM 3a NO-GocmoGepHuU, KOzaMoO ca

npedcmaeenu om nadexden u3mounuK, Kamo MEeOUUUHCKU aemopUu-

Mem HaNpuMep, OMKOAKOMO OM KoJeeU. Cred HAKOAKO cedmuuU

oba4e noryuamenume Na coobieHuemo 3ana3z6aM eOHO U CBLUO KO-

JUUMECINGO UH@OPMAUUR, HE3JAGUCUMO ON KO20 CA. 8 NOJY4UU,

Crupemennure usceqBanis pasrmexyjaT apa BUfla B/IMMHNA Ha

Msiipaliiaua — KPaTKOCpOuA H JbJIFOCpOUHU, 3allloTO ce OOpbITa

TOJIAMO BHUMAIIMe Ha MakTopa mMexecm Ha u3sMoOUMUKA B KOMYHU-

KalMOHHUs lipouec. Baupekn BE3felicrBueTo Ha XapaKTeEPpUcTHKU-

Te MY o6aue TAXHOTO BJIMAHHE € B 3A4BACHMOCT OT CHTYauUata, Te-

MaTa HW MOMEHTAa.

Cro6uwenHe oy

Pa3nMuHuTe xopa, Koraro Mo/yuaT eqHoO u CbINO choGimeHue,

MoraT fa TO M3Tb.UKYBAT pasM4HO, 4a My UpMAagzar pa3zw4eHn

CMHCbJ HW 4a pearupat no pazim4eH Haun.

[ponecsr ua cp3ganane na OOWOBaIM HN Cho6WeHHS ce YCOX-

HaBa OT Pakta, Ye Xopata, a He AYMuTe TIpuAaBat 3Hayenusata. B

aPMMATA, KbACTO H3TOUHUKET NIPUTE KABA BACT H MOE ja yilpax-

HH KOHTPOJ, € YMECTHO Ma Ce OTKPOAT YeETHPH OCHOBHU NOAXoza 3a

Cbrvlacypana KOMYHMKalus:

L Cankquonnpamu crpateruu — n3n0y3BaT ce BH3Harpax JEHUA

HAM CaHKIMMM, KOUTPOJMpaHH OT U3TOUHMKA, OT LOJV4ATeNS WIM Ca

pesyJTaT oT cuTyauuata,

2. AuTPYHCTM4HN crpaterun — NIPHKAHBaT NoOTyyuaTess ga ce

NOAUHHH, Ha CheHCTRAa WM 4a MOMOrHe Ha M3TOUNHKa WIM Ha He-

Kos TpeTa CTpana, ipeAcTanena oT u3TOunNKa.

3. APryMeRTUpaHH Crpaternn — w3nl0s3BaT:

a) OupeKMUGHU UCKAHUS, IPM KOMTO M3TOULUKET He aba Ha lo-

JiyyaTesa O6ACHeHHe 3a TIpHuMHata WMH MOTHBAUMATAa Ha UCKaHe'ro;

6) O6stcHeHUS, B KOMTO W3TOURHKDT "apa Ha noO/LyuAaTeIA e7HAa

WIM HOBEYe TIPHYHHU 34 TLPCeHUs KOHCELCYC;

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B) 3A2AMEAHUA, B KOUTO W3TOUHUKbT OMCBAa curyauuata Wn

Tpejiara OOcTosTeJICTBa, OT KONTO HoyuaTeaAT Tpa6Ba ga cH Ha-

TIPaBM ARCMALUTE H3ROAH.

4, Usmamuu crpateruu — mpegerapar cuTyauuata B HeBaApHa

CBCTIIMHa, TaBaT JIbJIMBM OOSCHCHHS HIM O6emaRaT uarparu u

Haka3aHWa, 34 KOMTO M3TOUHUK ST HAMA UpaBOMOIIA.

Mutepec 3a BOeHHMTe JM Jepu IpesACTap saga ul LIPOLeCLT Ha B3e-

Malle Ha MOBEEHYECKO PelleHMe TIP MoTyyaRane Ha cLhobWeHHe,

UPCAMSBUKBAIIO CHJICH CTpax. BIMaHMeTO My Ce onpescuis or TPH

caktTopa:

L Cepuosnoctta wm BpeyHoctrTa wa Temata;

2, PeanHOCTTa HIM BEpOMTHOCTTA Ja ce cyUA CBOUTHETO, KOeTO

TIPCAH3BUKBa CTpaxa;

3. E®uxkacuoctta ta npenoppuauute zelicrana.

Tos mponec Ha B3emane Ha pericune P. Poyakppe Hapuya ,,3a-

IWTHAa MOTHBALHA™ (8).

CpeycTBo HM KaHaa

Cpefcraata 3a u3upatjane va CBOOMEHUA Ca MHOro pa3sHoob-

PaSHM — Kato Ce 3anoune OT Piaca Ip JIMYeH KOHTAKT WAN Tenepo-

HCH PasroBop H Ce CBbPINM C eJIeKTPOHHATa NoMa, KOTO UB Besrap-

CKaTa APMMA BCC NOBCYe H3MECTBA MEX /\yJIMUNOCTHATa KOMY HUKa-

Ma c HayaHMTMTe. Crpaunyure B Marcpuer ca Wa WHT HarrEsHO

Aa SaMecTs? UpeMUMIHMTe NewaTHu O1oIeTHHH. To3M daKT ce BLSTIpU-

ema AOOpe OF RCHUKH, 3aIIlOTO TecTH Bpeme, eCJMMUAMpa pa3scTosuIM-

Ta Me yAaveH 3a pasrpbluaue Ila COcoOHOCTUTe Ha Xopa, KOTO ce

UPUTCCHABAT OT JIMYHUA KONTAKT C rellepal HanpuMep.

Moayyaten

KoMyHMKalMoHHUaT Moses R apMUATAa AJM TOAMHH e Oust ej

HONOCOYEH H 3a ChAKAJEHME TOBA OTUACTH MIpOMbKABA HHO HEC.

Ha moguunennte, 0 Kon'TO ce aPECHPaT MECeUHO AeceTKH UNop-

Mali, pastlopexKyanUs, HaCTaBJIeLMA MW Ap., cc mega KaTo wa TIpo-

cTa MUINCHa, 10 KOATO KOMAaHAMpPbT TpA6Ba Aa crpelis HU 3a aa a

YY 4H, € HEOOXOAMMO CaMO JIa Ce U3MpaBu uped cCTpod WM B 3anata

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3a YETCHE Ha 3all0Be AH. 3aKOHOMEPHO Ta3M ‘TeOpHsA ce Hapwua ,,Kyp-

UIyMeHa”, a JIOMMTe HOBAHH OT IpaKTHKaTa OBOpHIT, He OPb2KHeETO

NOHTKOLa 3ACHUa, a MaTPOHUTe TeECTO Ce OKa3BaT XAJIOCHH.

Mscueapannata, Hanpapenu oT Jloypu u bo Prop (9) noKa3-

BaT, UC aYMTOPMA, ChCTABEHA OT XOpPa C HHUCKO CAMOUYRCTBUE 1. 4YB-

CTBO 34 COUMA.THA HC3a{OBOIEHOCT, Ce BIMAAT MHOL0 HOBEYE OT YOexK-

AABAaLIH CLOGIM[EHMS, OTKOJIKOTO XOpa C BUCOKO caMOUYyECTBMe HM Ta-

KMBa, KOMTO Ca O€3pa3/IMUHH K'bM OKOMHUTE. Chmo Taka Mosyaate-

JIM, CHIHO OOBbP3aHH C AasleHa rpyta, MOUTH He MoraT fla 6bsaT. no-

BIMAHM OT MOpask, UPEACTABAINM NOSMIMS, NPOTHBOIO/IOAKHA Ha TAX-

Hata. Tes PaKTH Ole BEAL JOKAIBAT BUCOKATA POA Ha Kavect-

BOTO Ha 2KHBOT MU MOTHBAUMATa 3a BOCHHA CIyx6a.

3. KOHTEKCT HA BSAMMOOTHOIMEHUATA

KM Tax cnayaT GAM3KUTe H MHTHMHUTe OTHOUeHUG C TIpHATe-

JmMve M CeMelCTROTO, HO CbINO u MOpMAJINMTe, KONKYPeHTHUTE

KOHQAUKTHUTE MEX AY MUHOCTHM B3AHMOOTHOMIEHUA C KOmeruTe oT

uwja6a HW uacTTa B UaOTO MM pasHoobpa3ue. MHoro yecro Te ce

NIpMNOKpuRaT, KOTaTO ceMelicrRa uM moGoBHU ABOMKH BOeHHOCJLy-

2KelM paooraT Ha CAHO-M CbIEO MACTO.

IIpupofata u dopmarat Ha obuyBaHeTO MexK/yY Upusrenm ce

BJIMAAT OT YETHPH dak Topa:

— He3zasucumocm cpeuy 3aeucumocm. Komyauxalmara TIpotu-

4a NPM IPOTHBOpeuMBO HalipexKeHue: BceKH TpAGBa Ja OEE ocTa-

BCH 1a B3€Me PelllelHe CAMOCTOATEJIHO MB CLINOTO BpeMe ja My ce

OKaXe MOMOII HM WOAKpera;

~ Tysecmeumes;nocm cpeusy cadeticmeue. Wpustenure KOMYHH-

KMpaT B KOHT€KCTa Ha UYBCTBATA CH M TOBA e WeTa HM, HO Mma

TAKMBA, KOMTO H300I13BaT IPHATEJICTROTO, 3a Ja NOCTHTHAT HaKakRa

cuyxKeOua Wed;

— Ocoxdane cpeuy pas6upane. Ouaksa ce oT npuatTeisa 1a HM

BBSIIPHEMa Oe3yC.10BHO, HO KaKBO € IIPUATeJICTBOTO Ges KOHCTpyK-

THBHa KpuTuKa?;

~ H3pa3acane cpeury zauuma. Moxe ja Bb3HUKHeE KOHQAHKT

MCKAY CHONTAHHOCTTA M YECTHOCTTAa, KOMTO ce H3TpaBaT cpenly

CTpaTerMueckOTo NOBeEHNe UW NpeANAsMBOCTTA.

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4. COOMAJINA OKOJIHA CPEIIA

HevHoro BuIMsHMe € U3KIOUNTeIHO BaXxKHO HM YecTO MOTHBUpA

nlopeyeHneTo. IIpeacrapere cu Kak 6 ce uyBcTRan Bam xKovera, Ha

KoroTo Bue ropopuTe 3a AOCTOHHCTBaTa Ila BOeHHaTa ciryx6a, a

KoraTo ce pHGepe, \*KeHa My MbpMOpH, Ye We Opge JexypeH Ha

Hosa Toyuua, Kowro cbceduTe Ie Mocpemwar B Tapwx, weuata My

MCKaT JaNTON, CTpyBally KOJIKOTO TOAHINHaTa My 3alliatTa, a Upy-

ATEMTE MY OT NETHHCTBO He IpecTapar Ja ce ay AAT Ha u3G0pa My

Ha npodecua.

OveBMAHO KOMYIIMKAMATa, KOraTO e Hae, upecTraBsiaBa

CJIOKEH POMC Ha NPCAM3BUKBAHE Ha KE MAHO MOBeACHME OT KOMY-

HMuKaTopa 4pes UHMOPMUpale, MHCTPyYKTMpane u yGexyaBane, B

KOHTeKCTA Ha B3AUMOOTHOLICHUSITA-UM C y6lMKaTa WM conmaneutre

oOCTOATEJICTBA.

5. BAJOBE KOMYHHKALMA HA KOMAHJIMPA

B smreparypata uo Menug~xKMbUT (10) MoraT 7a Ce HaMepsT jjaH-

HM, KOHTO NoKasBar, ue 73 % oT aMepUKaHCKUTE, 63 % oT anrumMit-

ckute u 85 % Or AHOHCKUTe PLKOBO/UTeJIM CMATAaT KOMYHMKaljMi-

Te 3a PaBHO TIPCHATCTBUE 10 ITbTA 3a AOCTMTaHe Ha ebeKTUBHO

ylipaBsleHue B TEXHHTe OpraHH3ayHv. AKo ce MpHeMe, ¥e Te3M pe-

3YJITATH Ca BAIMIUM WB ObIrapcKM YCOBUA, TOBA MOXKe fa o3Ha-

waba, Ye YCHEUIHO paooTellM JIMJepH Ca Te3H, KONTO Ca EedeKTHBHU

B OOMyYBaHeTO.

KakBH BU OBE KOMYHMKallia OCbINCCTBABAT apMeliCKHTe KO-

MaHyMpH?

Cropey, BoeHHNS NcHxonor Kp. Mapkos crapa jlyMa 3a:

PopMaHW KOMYHHKALMM, KOHTO CesBaT OplaHusalyuHoHno-yi-

PaBJIeHCKaTa CTpyKrypa, T. €. Te Ca CTbMasOBUHO OPHeCHTUpaHH.

DopMasHTe KOMYHUKALME B YacrTa ce ABHXKaT B TPH MOCOKH:

- Om eope na Oovy — KOMAaHAMPET MOxe fa Obre u CyGeKT, u

o6ekr Ha TA3H KOMYHHKalua. O6exktT, KoraTo Ipuema HHopMalna

OT N0-ropHug Ia6, u cy6eKT, KoraTo mpeyana unpopMauuu Ha LOL-

YHHEHUTe CH. B3aMMOOTHOWICHHATA B TO3M BUA KOMYHMKalNs ca

KOUpallH B ycTaBnre.

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- OM dowry Ha zope - TyYK KOMAaHAUPbT ChINO € CyOeKT HM O6CKT,

caMo Ye Mpeqapa HHopMaliia Ha CBOUTe HAYaTHMUM, a Toy uapa

TakaBa OT NOJ4MHEHNTE CH.

— XOpu30HMAANA — OCbIIECTBABA ce C PaBHHTe 10 AV'bxKHOCT

KOMaH lpn. B Hea BOeHHUST Jupep CHITIO e cyOexT HW o6eKT H OGuILy-

Ba 10 3€KOHUTEe Ha BOEIIHATA CTHKa.

‘HeopmMa JHU KOMYHUKalMH — HesaBlCuMo OT cTporata liepap-

XH B APMHSATA MAJIKUTe 3BeHa H maGoBeTe, KbACTO Ciy%KAT jecCe-

THH@ KOJICTH CbC CXOAHA Bb3pact H'CTaxK, MHOFO OT dopmute Ha

KOMYHUKAaNMa CC H3BbPIIBAT KATO HedopMasHM pasroBopr. B jeit-

CTBATCJIHOCT HE3ABMCHMO OT ChINeCTBYBAIINTe OTpPaHHueHUa xopa-

Ta B jaa He Morar Ja Obgar COpeHH 7a ropoparT vu ob6chxKAaT Hema

AOPH U3BbH THCTO CilyKeOHUTe OPM HB XOja Ha y4enue. B ve-

HWUDKMBHTa KOMYHAKAUMOHHaTa Mpexka Ha HedbopmanHre KOMY-

HUKaUMN Ce Hapuua ,,JI03a". Haspanneto H4Ba OT BDEMeTO Ha rpax-

Aauckata BoltHa B CAI, Koraro Tese@outute auHuE ce oKauBATH

NO ASpBCTaTa H BUCCI KaToO J103M (11). Madopmarmata Up led e

YCTHA, COchxK Ya Ce BCHIKO — H HaYATIMUN, H cay«6a, H 1060BHH-

TM, My3uKa, OMIM u T. H. Camara ,,03a“ Gaba HAKOAKO Biya cio-

ped Haqhha Ha Mpejjabane Ha nadopMaunsaTa:

~ CAHOCTpaHHa — unopMalusra ce Mpesaka no Bepura, KaTo

CAM Ka3Ba Ha APY!, IPYTUs'r — Ha TpeTH HB Kpalilia cMerKa BCHUKU

= Tlolyuarat;

— KJIOKa — 6H Ka3Ba Ha BCHUKH;

~ BEPOATHOCTHA — BCEKH HACJYKM Ka3Ba Ha (pyr;

— Ppo3q — HIKOH Kasha Ha Ollpedesenu xopa.

He3aBicumo of HeraTHBHOTO MHeHHe, KoeTO KOMaH {pute Umar

10 NPHHUMM 3a HeOpMaJiNaTa KOMyHHKaUNA MOXY NOAYHHEHUTe

CU, TA TpsGRa La ce upHeme Karo dakt. Ocsexw ‘ropa MpexkaTa MOxKe

Aa paOoTu u 3a TAX, CTHTa yMesIO 2a 4 M3HONaRAT. IIpu Tosa ,,103a-

Ta“ UMa M HSIKOM IpequMcTBa:

— WH®OpMaluATa ce WpegaBa Cc M0-ronaMa CKOPOCT, OTKOJIKO-

TO pH @opManHara KOMyHUKauMs upe3 T. Hap. ,,areHIlHs ,,Tap-

TeHKa‘’S

~— HH@OpMalluaTa ¢ cpaBHTeszHO TouHa — onTET ll0Ka3Ba, 4e

AOCTOBEPHOCITa It € OKOMO 75 %;

— HMa CCJI€KTHBIIOCT UpH HpegaBane Ha MAdbopManuara;

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— Ma POJIEMM Bb3MOXHOCTH 34 BETPCIIHO pasBUTHe M yCb-

BbPIUICHCTBAHe;

~ MIpeACTaBAaBa THI KOMYHMKala, B KOTO XOpaTa yuacTBaT ¢

POAAMO Keane VW AKTUBHOCT.

OcoGen esleMeHT Ha KOMYHUKaMaTa, OTPa3ABAL ETMUHOCTTA B

CHCTeMaTa, € KOMYIIHKal[MOHHHAT KMMaT. [Ipuema ce, ve Toit ,,110-

Ka3Ba KOJIKO H KakBa MHOpMallMA Ce Cb3LaBa, IIpesaBa, IpHemMa uf

U3H0/13Ba B Oprannsauusra™ (12). Paktopure, KOHTO BAMAAT BLPXy

HELO, Ca pasHooOpa3HH, HO OLlpeeAAMM Ca CTHIbT Ha KOMaHUpa H

HaJIOKCHATA ETUKA B OOMyBaHeTO. Cuewubukata wa apMelicKure

YacTH HW madove Mpeyonara JBa crua:

~ AMpeKTHBeH CTH — OCHOBAaBa Ce Ha TOUHH YKa3aHMd W pa3sno-

pex anus;

— HanbTcTBal CTHJI — OCHOBaBA Ce Ha pa3sicHABaHETO Ha 3an0-

BEAUTE HW BOACHETO Ha MHOXKECTBO MUNN PasloRopy, 3a Ja ce yGean

ROCHHHAT MMep, Ye 3aa4unTe ca pasbpanu MpaBHJIHO.

6. TIPABHJIA 3A BOJEHE HA EBEKTHBHA

KOMYIHMKAUMA OT BOEHHMA JHEP

Korato o6mypa c NOJYMHEHHTe, KOMAH/IMpbT BUHALH Ha IbpBO

MACTO CH NOCTABA 3a NeJI fla peqaye WH 7a fomyun neo6xoqumara

Ae0Ba HHhopManns. 3a Ta3sv Yes Tow ro upaBl upes peyeBn KOH-

TaKT ~ AMPeKTHO HM M0 Tese@oua. Toga ce ornacs Hati-Beue HO

WwadHuTe obunepu. ogzoGeu nosxxXoy nosnom#Ba Aa ce nocraBsT oc-

HOBHH WIM YTOUNABAINM BHIIPOCH, Wa ce [aBat yKa3aHnsd HW OTTORO-

pu, fa Ce MpoBepsiBa IpaBMJIHO JM e€ pa3s6paHo KasaHoTo. Kato mpe-

Haba Ha UOMYMHEHMA HAKAaKBa UHQMOPMAIIMA MepcouasIHO, KOMAII-

AMPbT Taka Us UNaye LO ONCHABA KATO JIMUHOCT, YYBCTBA EMOTIHO-

HaJINOTO My CbCTOAHUC, ONMTBA ce fla pas6epe Kak ca BL3IIpHeTH

3anoKe(ra, PastlopeKAaHeTO, VKA3aHMETO HT. H. MB 3aBHCHMOCT OT

TOBA MOXe Ja jOOaBM HEI, Ja U3BLPIUM KOpeKIUA.

OOrilyBaHeTO JIMUe B JIMUe € C TOs19MO 3HaYeHHe M € OCOGEHO TIeHHO

B Calyuail, ¥e € HeOOXO4UMO Ja Ce MpOMeHN rileguatTa TOUKAa Ha Moan

HeHMA HIM Ja Ce KOPHTMpa HeMpaBHJIHO pasOpavata HHOpMaLMs.

BB BCeKH CJTy4all 34 BOCHHUA JIMep € RAXKHO Aa yMee Ja

no”Gupa Temata Wa pasroRopa, BHMMaTeJIHO Ja CiyIa Hw TOUHO

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Aa Bb3IpWeMa MUCJIMTe Ha CLhOeECeAHUKA, JOTHUHO fla M31ara CBO-

€TO MHEHHC, fa YUpPaBIABa MHTOHAUMATA Ha rlaca CH, KaKTO u

\*AECTOBETE CH, Wa OTUMTA ICHXMYECKOTO ChCTOSMHHE Ila CBOTITe

NOAUHHEHH.

IIpveto € 2a ce cmata, ¥e IPM ycTalopaBaHe Ha KONTAKT rlaBEta

poJIsl UMa ropopelluat. Ho ncrxomorm4yeckusT alias Ha oOULyBaHeTO

MoKaspa, Ye CAyMaTesaT Aaney He e Oe3rnacua GyKBa B TO3M Mpouec.

Muoro xopa ca Ha MHeHMeTO, Ye fa ce cua, o3Ha4aBa Aa ce

TOK@Ke TOAMA 3AMHTEPCCOBAHOCT K'bM NOMHacaHata oT cEGeced-

HuKa UHopManyua WH Obp30 Za ce pearupa pH BcAKa cMsHa B

XO/la Ha peura My. TosopeljuaT u3ka3Ba HAKAKBa MUCH WIM OMMC-

Ba 0Opa3, C KOHTO McKa Ja 3allo3Hae cBGOeceqHUKa, a CAVINATeIAT

BETpellHoO MpepaSoTBa unmopManusra. AKo riexuuTe UM TOUKM

CbBUafat, OTTOBOPLT ChoTBETCTBA Ha Ka3aHoTo. AKo o6aye MUeHH-

aTa Ca UPOTHBOHOJIOXKHMK, TE We FOBODAT 1a ,,passMGHH esl, 110-

JyuaBa Ce T. Hap. KOMYIMKal|MOHHO pa3sMunaBaHe, Win baiinac.

Tloraejaro of cuxOJIOTHYeCKH NOSHIUMH, C/LyLWAaHeTO Ce CLCTOH

OT GO3NPUCMAHE, OCMUCIAHE U pas6upane Wa peuTa Ha roRopellus.

BaxkHO € He caMOTO CJLylaHe, a HeropatTa edeKTMBILOCT, 3amloTO

YMCHHETO la Ce BCTYUIBAIL € KPUTeEpUlt 3a KOMYHMKaTMBHOCY.

Kako peun Hail-yecTo Ha BOCHHMS JIMyep 1a W3CTytIBa Toy

UMHCHUTE CH, 3a /la MOCTUrHE 10-00po pas6upane or cpGecesHuKa?

Ipwauuure Morar ja ObyaT cBeAeHM AO CeANMTe CUTAN:

— OTACIA TOJITMO BHMMAHHe Ha BbHIUHOCTTa Ha MOjuMHeHUG,

HallpHMep Ha Tosa, ja/i Ca MY AbCHaTH OFYBKUTE, JaJIM CAKOTO My

€ 3AKOMYAHO, WJM Ha OM3M4eECKUTe TAHH, aKo e \*KCHA;

— He BupBa, Ye Mle 4ye HeMjO HOBO 4 HHTepecno: ,,3HaM To a3."S

— NO/YMHeHUAT M3pa3siBa MUCIIM WIM TO UpaBu 110 Haq, MpoTu-

Bopeyalll Ha HeroBute pa3s6upanus:

— cboOulaBa OCTapsjla WIM HeAOcraTb4uHo 3HauMMa HAdopMa-

UMS;

— OOMIC.1d To BpeMe Ha pasroBopa pelliaBaHeTo Ha HAKAKBU APYI

lpo6semMu;

— TpOABABa NOBMINCHO BHMMAaHHe K'bM HEMOCTATbIMTe Ha FOBO-

peli, HalpuMep K'bM 6aBlIMa My TOROp;

~ He CiPp2xKa PeakUMATAa CH IPM BCAKO OTKONABAO /elicTBHe

OT HEroBa CTpaHa;

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— aba LpHOLp3aua OleliKa a MaTepHasa, KONTO ome He e H3-

JIOKEH JoOKpailt,

~— TOAfaBa Ce Ha OTPUWATeJIHH GYBCTBA, KONTO Bb3HHKBAT B pe-

3y/ITaT Ha HecbBalane Ha apryMeHTNTe Ha NOsAEMHeEHMA CEC COb-

CTBEHMTE MY;

— He NPOABABa CHU3XOJUTeMNOCT, YBAXKEHME K'bM CTUA Ha pa3-

TOBOP Ha NOAYHHCHUA WIM HAMA TbPueHHve Ja Po W3cJyla;

— HO BpeMe Ha pasroBopa Ce JbPXKM M3JIMUIHO CaMOYBEpeHO KM

ole OT CaMOTO HayasIO 3aeMa HeNoKkoebuMa NOSHIMsA.

OcseH ropecHoMeHaTHTe CLINeECTBYBaT HU Ipyru MakTOpM, KOKTO

YeCTO Ce IIPOMBABAT B YUPABJIEHCKaTa JIeMHOCT M Mpewat 3a no-

II'bJIHOTO B3AMMHO pa3s6upaTeJICcrBO MEXAY KOMaHJMpa HW OsUnHe-

nute. Te ce O3HauaBaT KaTO ,,KOMYHHKallMOHHM Oapuepu“, KOTO ce

HopaxjlaT OT CAMHS XapakTep Ha 4YOBeKa, OT HeyMeHMeTO My fa

TOBOpH, Ja NuIlle UM a CYIIa, OT HeNO3HaBaHeTO Ha eTHKATa U

eTHKeTa B KOHKpeTHAaTa OpraHu3allus.

BoenHuat JIMAep We MOxe Ja usrpayu y ce6e cu cHocoGHOCT Ja

CJlyila, AKO Cila3Ba CJICAHUTe OCHOBHM paBMia:

1. BHuMaTesIHO 4a Ce M3CylIBa TOBOPeMIMaAT, 3a Ta ce pasbepe

CbUIHOCTTa Ha ipeyjapaHata HHdopMaLira.

2. la ce crpeMu fa ce U3BJIeue OT AYMUTe Ha roBopelllua Ipes-

cTapaTa My 3a JIMjjepa.

3. [Ipepa3ka3BaHe HayM Ha UyTOTO, KoeTO Nomara ja ce pa3sbepe

asl € CXBAaHaTa CbINMOCTTAa Ha Ka3aHoro.

4. Tloka3BauHe c Bu {la CH, 4e OOPbINaTe BHMMAlIMe Ha TOBA, KOeTO

cbOecesHUKbT BH ToBopu. Moxe Aa ce BMeCTBaT HOTB'bDAMTe HH

AYMH WIM 2KECTOBE.

YMeHUATA Ha BOCHHMA JIMJep 1a TOBOPH EMEKTHBHO ce u3rpax-

AaT pu ciasBaHe Ha CAesHUTe NpaBusia:

l. Korato ce mpanu 3a6enexka, 7a ce 3acarat ocoGenocrute Ha

TOBE/[CHHeETO, a He Ha JMUHOCTTa Ha MOJUMHeEHUA.

2. [lopeye BHUMAaHMe fa ce OTAe/A Ha HaGMIOAeHMSTAa, a He Ha

3aKuOUeHHATA. HaOmofeHueTo € TOBA, KOeTO KOMAHJUPbT € KOH-

CTATMpasl, 3AKJNOUEIIMETO e€ HeroBpa cyOeKTMBHAa MHTepiiperalua.

Oueukute rpsi6Ba fa ce OCHOBaBaT Ha (akTUTe.

3. KomManaupst He Oupa Ja cH Cly2kn Cc Kpaiinu oneuku. To3H

pO H3Ka3BaHHaA Ce OCHOBABa Ha ICHHOCTHaTa MY CHCTeMa HM Ha

12 Boerna ncuxonorus... 4. | 177

Dc

Henan nen

HeTOBUTE pa3sOupaHus 3a TOOpO H 30, 3a NpaBUIHO u HelpaBHJIHO

41. H. Kpaiiumre oeHku He NofnOMaraT mpoueca Ha B3aMMHO pa3-

6upaue.

4. [pw pa36op Ha cuTyalMa BOeHHMAT mugep ya ce cTapae 7a

TDPCH UOAXOAMIMM IPHMepl OT ChBPEMEHHMA XXUBOT Ha Wa6a Ht 4acT-

Ta, a HE OT CBOCTO MUHAJIO.

5. [a Ce Wapat KOJIKOTO Ce MOXE M0-MaJIKO CbBETH. Tlo-Z06pe ja

Ce CHOACIAT JIMYHATe HAG MOCHA TaKa, BCE CZHO, 4e Ce OOMCHAT

MUCJIM MW MHOpMalHa C NaprHpopu.

6. IIpu mpefaBane Ha mudopmanus KOMaHMphT Ja rog6upa no7-

XOAala CHTYANUs HW aneKBaTHa bopMa 3a UpesaBaHeTo A.

7. WPETIOP’bKH K’bM BOEHHMA JIM DEP 3A OBUJYBAHE

C KX YPHAJIMCTH

B pa6orara Ha KoManyUpUTe uma CLOTHS Ht HM, KOraTo MM ce

HaJlara 2a oOMyBat c XypHasucru. Towa ca nalmonanuure upa3-

MMOH, MpasHuuTe Ha APMUATA M YaCTTa, YYCHMATA, OCOHEHO C Hy XxK-

ACCTpaHHO y4uacTue, NOJaraveTo Ha BOCHHA KJleTBa OT HOBUG Ha-

Oop, MHNMAeHTIN curyayuu u gp. Pemennero 4a ce Jaje unrep-

B10, € KATO BCAKO APyTO ypaBJIEHCKO pelleHHe Mt Ha Hero He TpAG-

ka fa Ce Plea KaTO Ha HpOOsIeM, a KaTO Ha Bb3MOXxHOCT. JDK. JIug-

CTOYH flocouBa 12 apryMeHtTa 3a Mom3aTa OT Hero (13), kKouro cma-

TaMe 34 YMECTHO Aa lepnpa3upame 3a Wy KAUTe Ha apMelickuTe

JIE pu:

L. Be3MO2KHOCT 3a OCbINECTBARAHE Ha BPb3KU c OOmecTBeHOCTTA.

2. [logoOpaBane na nosuuMuTe Ha aPMUATA B OOMECTROTO.

3. BapuauT 3a npaBene Ha 6e3rmnaTua peKJiama.

4, Bb83MOXHOCT 3a CE3MaBale Ha NONOKuTe eI o6pa3 Ha 4acTTa

cH Mp HaOupaHe Na Mepconas.

5. BasMoxuHocr 3a AOOMBaHe Ha MpakTMuecKy onnT B AaBalleTo

Ha HHTePBIOTA.

6. BbsMOxHOCT a ce HAhOpMupaT XOpata 3a TOBa, KOCTO BBPLLIN-

‘re, H fa NOBMAeTe Ha O6MleCTBeEHOTO MHeHHe.

7. ViMa Bb3MOXHOCT Ja ce oupabu WIM W36erHe morpeliHoTo

MHCHHE 3a paboTaTa BU, KaTO HalpHMep, 4e Ha BOeEHHUTE paGoTata

MM © a B/IA3AT B MOECHMETO, Ta CTPOAT BOMHHIWTE U... TOBA €...

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8. JIMUHMAT ChcTaB Ue Ope 110-BHCOKO MOTHBHpaH.

9. BLSMOXHOCT 3a CAMOM3SBA, KOATO yBeJIM4ABa IWaHCOReTe BU

Aa Obfere NOKaHeNM OTHORO,

10. BasMoxXHOCT 3a 3al[HTAaBaHe Ha MO3HiJMUTe Ha WaCTTA UW ap-

MUsaTAa CpClLy KPATH4HUTe MHEIINa.

1. Ba3MoxxHOcT 3a IpoMaHa Ha OTHOLICHMETO Ha OGITeECTROTO.

12. Bb3MOXKXHOCT 3 OKa3BaHE Ha B/IMANMe Ha OlIpesqenenu weme-

BH 'pyMu, KATO CHOMCOpH, YUEHM NaTpHoTH M1 Ap.

Pa36upa ce, aKo 4oBeK e agent Ha Kupkerop umn o6“KHOBeH

TI€CHMHCT, MOXeE /[a OTKPHE, Ye JaBaneTO Ha UHTepBIO Ma HM cepH-

O3HM HeEOCTaTbIIH:

1. Toba € HeIIPHATHO W3%KUBABAHE, C BCMYKM Te3H MUKPOdoHH,

KaMepu MH NOHAKOFa MOXKe Ou wHTepec.

2, JIMlica Ha BpeMe OT BCEKHAHEBHY 3a7auH.

3. Hamate Bpeme 3a NOATOTOBKa.

4, Muenuerto, ue He cre Hali-MOAXOASINMH'T YOBEK 38 TOBA.

5. Mma onacuoct ga He ce cripapure joope.

6. TOUHO B TOS MOMCHT He 2%Kelaere a paskpuBaTe nmavoBeTe

CH — JMUHM UW Ha mada;

7, He uckate fa ce U31OKUTe, KATO BH Wakapar jla usriex gare

rslylaBo, Olle NoBeye B YHN@opMa.

8. To IporuBopey Ha BOMHCKaTa Kystypa.

9. Bb3MOXKeH € HATUCK OT CTpaHa Ha WayaIHMLNTe BH.

10. Honycruma e onacHoct or ugonauaBane Ha BIXK anata BU

lL. Huma 3actpaxoBka 3a aHOHMMHOCT.

12. CemectayBa NOTeHuMasIHa OMACHOCT 3a Kapwepata BU.

IIpu WaBaHe Ha HHTepBIO H3BbH Ila6a MW GacTTa

Cex KaTo neve cre NOY UHI WOKaHa 3a MHTepBIo HIM yuacTue

B pagHo- WM TeEeBH3HOHHO MpesfaBane, KOecTO Mpeyuouara Moce-

T€HHe B CTY THO, M HadaJIHHLMTe BU Ca Ce OTHECAM OarocKJIOHHO

KbM Hea, Tpx6Ba Ja WONMTATe KyPHAAMcTa, a M ceGe CH 3a HAKOIKO

Hema:

1. Kaxea wHdopMaliua Ucka fla Nosy 4H mpexaBauero oT Bac? Mma

ce NpeyBuy Temata.

2. 3alo \*KyPHAAUCTbT UcKa TOUHO Bue 7a yuacrBaTe?

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3. Ipeqapanero ue 6n7e HMHTE€PBW CaMO C Bac, HIM We UMa uM

Apyra yuacTHunu?

4. Koi rouno me Bu mATepBionpa? Mpx wim xKeHa? Ilfe ce 3a-

NO3SHACTE JIM UPesM MHTepBIOTO (aKO He HW OOSCHEHUATA 3a TOBA HE

BY 3aOBOUIABAT, MOXETE Ja OTKAKETE).

5. Kakno 3Haere 3a Hero 1 3a Apyrure yuacrHuyu?

6. Kora u Kye mc ce npoBeye?

7. Kow ca npogynexTure u pexuchoper na lpeaBaHero, C'boT-

BeETHO P€aKTOpUTe, HU KAKBO 3HAM 3a THX?

8. Kakpo e Bpemerpacuero Ha npejaBalleto?

9. Kot e pemua Ja upasn Toa upesaBane (cTaTHA) 1H 3alL0?

10, T»pxKapya Wm yacrua Me;MS We ro M3TBaHt (my 6uKysa)?

Cref| Kato UMaTe OTrOBOpHTe Ha Te3H BbUPOCH, le Toa6Ba Win

Aa MpWeMete HOKaHaTA, WIM Wa Ce OTKAXKeTEe OT HEM, KATO pH BTO-

PHA BapHaHT € HEOOXO/MMO Ja UMaTre MOTO OCHOBaTe!INAa pHunna.

AKO C€ CbrlacliTe, 3all0UBa eTaNbr Ha JMMUHAaTa BU NOATOTOBKa.

Halt-Hanpey w3nuxkative Banna OMUUep 34 BPb3KH C O6UTECTBE-

HOCTTa, KOMTO TpsOBa Ja MO%Ke Ja BU NOJTOTBH 3a MHTCPBIOTO, KaTO

cEOepe JONLAHUTe Ha HE@opMalIna H »IPOTpeHupa\* yuacTuero BU.

Evo oe HAKOKO BAXHM Hella 3a yTOUHABAHe:

~ Ha av wetepsioro Hakak bs CKpUT 3aMuCLA?

II p u Me p. 1996 2 —- mexam nopedunume debOamu 3a uAU npo-

mue eAusanemo Ha Peny6nuxa Bonzapua 6 HATO uau 3a 633cma-

HOes6aHe Ha do6pume epe3Ku c Pycua. Kanam navannuca nal’ LT

606 ,,Bcaka nedena u zo numam KaKeo BSOPBIKCHUE lhe OCUZYPU

epexmuéHo Haiuwama omOpana. Tot omeoeaps eckadpuia ,,Mul-

29% wb Cy

~ AKO e [pejjapane, Ha 2KUBO JM me Obse WM Ha 3anuc? Ha

2KUBO 3PUTeJIMTE Ie BUAAT BCHUKO, KOCTO Ka3BaTe, HO aKO e Ha 3a-

HMC, pe"9\* TOPUTe MOraT NPOCTO fla W3pexKaT BaXKHUTE 3a BAC Lela.

B TakbB cryyai Upenoppunresno e 7a ce KOHUCHTpHpate Bbpxy

ABE-TPU TOUKH B M3ABICHHATA CH, KOMTO a Ca BbB BPb3Ka TOMeXx-

Ay CU, Taka 4c fa He Morat Ja Opaar paskbcaHn:

— 3amo ue uma mM :pyru HW Jasm He BH roTRAT 3a W3KYUUTesHa

\*Keptsa?

Il p u Me p. B npedaeane 3a camoyoulicmeama 6 apmusama 0a

Oedeme u3npacgen KaMO MuULUeHA cpeluy Gecemuna oneuanenu Mati-

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a

Ku, 6CHKA OM KOUMO e yOedeHa, ue dememo i He e OUNO XyAUzaH,

HaPKOMAH, He MOxe Ja e ekapano 6e3 ya NaMpoH 6 Yyeoma U

UZ00U4O BOEHHUME CA GUHOBHL 3A BCUXKO, Mm. @ 6 cAY4aH Ha mo6a

MACMO cme U Bue.

~ Has Ine ce W3N073BaT APXMBHN Kazpu, Apyru MHTepBIOTa HI

AAHHM OT COUMOOLH4eCKH IpOy 4yBaHuA MW KaKBH?

~ AKO Ma JeKOpH, Kaksu we 6bAaT UB KaKDR BAT?

- Mare am npegnoxenne Kak we CBLpxeTe MakTUTe, KOUTO

We CbOOWMTE, C HAKAKBa 3allOMIIAIa Ce MCTOPUsA MIM C BHT], 34 7a

YilecHUTe CJlylaTead ~ BCe Tak BOeHHaTa MpobsIeMaTHKa He @ OT

HeroBOTO BCeKHAIIEBHe.

~— YMEeete JIM Ja W3T03BaTe aHaJIOrUH 3a WJNOCTpalus Ha Ipo-

ecvonamu3ma cu. Hanpumep: ,,B manuka cotinuxem ce 4y6cméa

HG HE NO-WUPOKO MACMO, OMKOAKOMO Bue 6 ACalchop.~ ,,CAMO-

jemem F-16 e dante npumepHo KoAKOMO epadcKu aemooyc (a ne

15 m).“ u Ap.

— Poros am cre ya ce AMIIMTe OT yHOGCTBOTO Za H3TIOT3BaTe

Tpoecvouatu3mu? Hanpumep, Kozamo uma Hocuna 6 CCKMPOH-

HUME BECTHUUL, CBBP3AHA C BOCHHOBS3OYLUHUME CUAL U nOMpebu-

meaume Ha Humepnem npexeepam camo 3ae1aeusama, me uecmo

saanpuemam aopecuamypama BBC camo Bu Bu Cu, ne ca d.1e2KHU

0a 3Haam Kaxeo e 3PJu, HITYP, BTP u np.

— Kou Bmpocu He ucKare ja BH Oba 3agas/leH Mako ce culy-

UM, KAKBO Ie OTTOBOpuTe?

— Moxere 1 Ja H3MomsBaTe BEUpOCa Ha xXypHasUCTa, 3a Aa

upesafere co6cTBCHOTO CH CLOOMIeEHHe, KATO KaxKeTe: »PA06aM Ce,

4é 3a0adoxme mo3u eenpoc. Toli noduepmasa msKMo MOGQ, KOe-

mo uckax 0a omOeNexKa uKoenoe...“ — .

— Mate sm roxxoss0 UMBHJIHO O6TeK10 B HeEKOHTpactTupaniM

UBeTOBE M CMOCcObeH JIM cTe ja He Cllarare M CRasIATe LOCTOAHHO

ounslaTa CH, KaAKTO MOxKe On cre CBUKHaJI?

— Tponepux mu cre qaanw mpaswio ca 3anucann umMenata BH,

THTJINTE, AILKHOCTUTC, BOCHHOTO 3BaHVe H p.?

— Haya am cre ce ga w3yiarate BUOK/anMata cit B 10-ceKyHtHH

PeIMKH — TOBA Ie NOMOTHE Ha 3pUTEJIMTe a BSNIPHEMAaT I10-s1ec-

HO Hewjata, 348 KOUTO TOBOpHTe.

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IIpv qapane Ha HHTepBio Ha paboTHOTO MacTO

VB TO3M CLyaal uMa pemMia OcoGCHOCTH, KOTO Ca ACT OT KO-

MYHMKaTHBHaTa KY ITYypa Ha BOELINNA JMep 4 Tpa6Ba Ja 6bAarT cia-

3eHH.

Hait-Haupey oTropopere mo Nogxo/\sill, HAY Ha NOKaHaTa, KaTo

OOLPHeTe BHUMAHME faJIM € YCTHA HJIM IIMCMeHa — BTOpaTa ce cMs-

Ta 3a NO-OPMIMasHa M MOxe [a CbA'bpKa BaAxKHA UpesBaputerHa

HHPopMalls, Hanpumep Cama, uac, MACMO, UMe Ha KAHEWUS, npe-

daeane usu/u medusa, mema u op.

Ilokanete ro B y06HO H 3a Bac BpeMe — He € HYXHO Ja NoKa3Ba-

Te (MB CHTYCHa3bM, HUTO Aa OapuTe oTroBopa cu. JJatata me ce

CbrulacyBa C Balla Obuuep 3a Bpe3ku c o6mecrBeHoctra.

Onpeyesete MoUuMeHHO O\*utep, KolTO We MOcpeme H Cbmpo-

BOAM 2 YPHAIUCTa OT BxOda AO Bac, 6€3 Ta ce OTKIOHABa, OcobeHO

akO BOAM Cbc Cebe CH MoTopenopTep.

BL3MOXHO € 4a NOUCKaTe NpeABAapHTeTeH pasroBop 3a YTOUHE-

Hue Ha TEMATa H OPH BHIMPOCHTe, HO TAX KYPHAJIMCTHT HE e TJIb2KeH

Aa BU faye, one HoBeve 4e padoraTa My e Ja Hocraps chGecesqHUIH-

Te CH B HeyQOOHO NoAOKeHLe. ,

Opranusupaiite npocTpaHcrTBoto oxKosi0 ce6e cH OcoGeHO Kora-

TO Ie Ce MpaBaT CHAMKH. 3a/(bJKMTEJTHO € Ja MMa 3HaMe, Kapta,

610po, a Ha Hero — CHMMKa Ha CeMelicTBOTO BM, B Gu6mMOTeKaTa —

KHUrH.

He ocrapsiire Ha O10poTo Hella, KOUTO He UCKaTe jla Obnat Bu-

HCHM WIM IpOueTeHH — LONYCTUMO € KyPHAJMCTHT a He Ce MOCcBe-

HH 4a TH B3eMe, CHeMe HW TyO6sMKysa.

V3kmouvete nove MOGUIMA CH TeeOH, A AKO BH Ce Hanara a

rOBOPHTe TO CYKeOHUS, CllasBalTe CTPOro BOEHHATAa eTHKa.

He apuemaitre penoprepa auuHo — Tou HUTO BH e MpUsATesT, HATO

Bpar, a NOCpeAHUK MEA/LY BAC M XOpaTa, HO KOMTO MCKaTe a cTur-

Hat JLYMUTE BH.

AKO 4yBCTBaTe, 4¥e HE MoxeTe Aa TOBOpHTe UCKpeHO u yOegu-

Te/1HO MO CiLy2KeOHU TemH, w36arBalire TeeBU3HATA.

Uposepete cecrosivero Ha yHuopMara CH M BDHINIHMS CH BIL.

TlovnTepecysaitre ce Kora w.KbaJe We 6bge orneuatano (431'b-

YeHO) HIITEPBIOTO.

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He Onarogapere, 3aI0TO UPHUMHATAa Ja BU MHTepBIOUpAT e€ B

N0CTa, KOMTO 3aeMaTe, MH PeLUeCHHETO 3a TOBA He € Ha penoprepa, a Ha

peak Topute.

EXxXeAHeBHETO Ha BOCHHUS JIMCp BKJIOUBA M3B\_PIUBaHe Ha jeitHo-

CTUTe IIaHpave, OPraHusallMa, KOOPAMHANMA HU KONTPOJ, BCAKA OT

KOTO H3HCKBa JOOpe pasBura KOMYHMKaTHBHa KyITypa. Mo3HaBane-

TO Ha Oapuepuite B OOINyBaHeTO, chenubuKaTa Ha @opMasHUTe Ht He-

opMasiuwre KOMYHMKAallMu, yMeHuecTO ga ce oGulyBa c pasiMuHnTe

TpyHM BOCHHOC JY AEM MW Npey[cranuTesM Ha Mpecata M evleKTpOMMH-

Te MEM UB OBJelle We OUpeAeAAT He CAMO HMBOTO Ha KaKbpHOCY Ha

KOMaHAMpa KaTO MpoecMoua/IMCT, HO U cHoco6HOCTTa My Ja Mpeycra-

BU PesyITAaTUTe OT CBOM TOIKOBA OITOBOPeH TPyA, Mpes TozuMHeHNTE

CH Wipes, CHM TO-INMpPOKM YHTATeJICKM VM 3PUTeJICKM ay MTOpUN.

JMTEPATYPA

LKomynukaunuara. COopuux. C. PKMK, 1992, c. 29.

2.1ak TaM.

3.I.ak Tam,c. 30.

4.K yu uu xk, M., Uundea, A. Bunezenve B wayxata 3a my6nuNMcTuKa n

KomyHukauun. C. ,,Ppuapux E6epr“, 1997, c. 16.

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& Karann, Cc. 212.

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10. Map Kos, Kp. Lnr. chu, c. 26.

l.Thak Tam,c. 27.

12.X puctos, C. Ocnosy na ynpapsenuero, 1997.

B.Jlugectoy nx, Ix. Jive 3 auue c Memuute. 2000, c. 88-89.

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OCHOBH HA BOJEHETO HA IIPETOBOPH

LA. ac. 0-p Peopeu Kapacmosnoe

ey

Lo DA SEE BE ED ooh at’

“

Le

ae

3 4

Haii-IMpoK CMUCBJI NpeCroBoplTe Ca KOMYHMKalHOHeH IIpo-

fe MMalll 3a Nea AocTuraHe fo cllOpa3syMeHWe~C Apyrute xopa,

KOraTO HAKOH OT Halle HHTepecH Ca CHoseJTeHNH, a APYTH Ca TIpo-

THBOTIOCTAaBsIMH Ce. IperoBopuTe He ce CBEXK AAT caMO AO ceeHe Ha

MacaTa M AMCKyTupaHe. Bebisoct Te ca necopmastua AevHOcT, B

KO#TO HMC CMe aHTaxKMpaHM BUNArH, KOraTO Ce ONMTaMe Ja MOJIy-

YUM HEnNlO, KO€TO HCKaMe oT Apyr 4oBeK. Hue cme Tperopapsali

xOpa, UPeTOBAPAME BCEKY jeu (Ha paGOTa, BK DIM WAM KaTo KIMeH-

TH) H W3pa3XxOBaMe rosiama YacT oT BDCMETO CH, 3a a Wpeozoneem

Pas/IMYHATAa, KONTO MMAME C JIpyruTe Xopa, WH 3a Ja NOJ1Y 4M TOBA,

KOETO WCKame. B crporo upodecnonasen acueKr YMCHUETO 3a BOsIe-

He Ha NPerOBOpH € Ba2xkKHO He CAMO 3a CHENMAIMCTUTe 10 BOCHHO-

TpaxJaHCKM OTHOMEHMS, OPUIMEPUTE 3a BPL3KU C ooiectBeHocTrTa,

- BOCHHOCY XeLIMUTE, YuacTBaluW B onepauun To TOAAbp»KaHe Ha

Mupa, WIM OTOPU3HpaHu Mpeycrasutesu Ha MO u TUL, no u 3a opu-

Hepute OT BCHUKM paBHUllla B TAXHaTa Cay xKe6Ha jeltnocr Ip pe-

Wabane Ha OpraHH3alMoHlim Mpo6jemu, IPH paspeiaBpate Ha MExK-

AY AMGHOCTHU KOHQIUKTH HAP.

Tlopeveto aBropa NpMemat HAKONKO OCHOBHIT XapakTepucTuKU

Ha NPCrOBOpUTe KaTO MPopMa Ha YOBEIKOTO TOBE LCHHe:

+ Iperosopure ca opma Ha Mex ,ynMuHOCTHO oOmlLyBaHe Hf 4O-

BEIMKMSAT (TICHXOMOFMYECKUAT — 6. a.) eseMeHT & C'bIECTBEH KOMIIO-

HeHT BbB BCHYKH IIperoBopu.

\* IIperosopure u3ucKkBat cEriacue 3a NpOBe2xKaHeTO UM TloHe

OT ABe CTpaHH. =

° IIperopopure Ca BL3MOX%KHM CAMO ako Ma HeEOOxXoAMMOcT or

“ CBBMECTHO pa3perlaBaue Ha paslIMauatTa MCKAY CTpaHlte; TIpHemMane

OT CTpaHMTe, 4e TiperoBopuute ca Haii-y AOBJIETROPABALLUAT TM Ha-

UHH, 3a Ja paspemar pasJIMUuMATa CH; MW ako ca Hae yOex ella u

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y ABeve CTPaHM, Ye CbINECTBYBA HAKAKBA Bb3MOXHOCT 3a BIAUMHO ,/

/

NPHeMJIMBO pellenue.

° Bcaka OT CTpaHuTe MMa HSIKaKBO BMA BLpxy jpyrata (1).

Te3H XapakTepHCTHKM OUCPTABAT CbUIHOCTTa Ha Uperopopute

KaTO Ipovec, KOTO MpesOCTaBA Bb3MOXHOCT, MOCPEICTBOM KOATO

CTpaHutTe OOMEHAT aHTaxKUMeHTH, 3abIDKeHMA H OOcINaHus, Ypes

KOUTO pa3spellaBaT MpOTHBOpeunATAa, KOKTO UMaT TOMeEXK)IV CH, U

HocTuraT chriiacne. Kato ve 1 o6mjonpuetara uses 3a BOLeHe Ha

UPerOBOPH € H3BJICUeHa OT KYJITYPHOTO AOYycKaHEe, Ye TOBa € IIpo-

mec Ha B3CMaHe Ha pelllelive, B KOCTO MMa mobeya uM 3ary6a B equa 2”

Bpaxje6ua cuTyauun. BeipeKu Ye HMa IIpeTOROpH, KONTO BKJIIOU-

BaT KOHQJMKT, OT rleqHa TOUKA Ha NOBEYCTO CLBPEMeHHM IKON

3a BO/eHE Ha IperoBOpH ToBa He € BpaxeOell Upoec, a NO-cKoOpo

NPOUEC HA COBMECMHO B3eEMAaHE Ha pelueHue. ;

BogeHerTo 1a Tperopopi Wma MHOro MaJIKO npaBwia. BopuyHoct

IfbPBOTO MpaBM 0 Ha BOACHETO Ha IIperoBopH e, ye u2.Ma COWONpU-

emu npacua 3a eodenemo um. OT equa CTpaHa, TpaGBa Wa ce BOLAT

Uperoxopy 3a Tax. papusiata 3a BOseHeTO Ha UperoBopH We Oar

pa3sJIMIHM 3a pasIM4unwTe Nperosopu. Ho Bce nak Tpa6Ba Aa ce no-

CTMIHE CbrlacHe Me€XAy ABeTe CTPaHM 3a BPeMeTO, MHCTOTO,

TpOAbILKUTEAHOCTTa, JHEBHUSA Pe, YUACTHUIATE, Kot Ie ropopu

UPLB i APYru, Makap i Ha pbs Nories ApeGuu jeTairu. Tesu upes-

BapUTeJIHM IPe€TOBOPH NO3BOABaT Ha BCHKA CTpaHa fla pasy3Hae

Apyrara. BaxuocTta Ha HpeABADUTeTHUTe TIperopopH ce NosYeEpTa-

Ba OT TPH TEXHM XADAKTePUCTUKU: NOCTaBAHe Ha POpMaJIHM. paMKU

Ha NperoBpopute, cTapTupane Ha eHH WbJrbr Upouec MH B Kpalina

CMeTKa — HOKPHBaHe 1a 3HaYMTeIHAa YACT OT MpeAMeTa Ha CHIMH-

ckTe mperosopy. Tosa ye HAMa LipaBuia, He osllauaBa, Ye Wpespa-

PHTEJHETE MPeroBOpH Ca HEIO CTHXMMHO, HAMPOTHB, Cb3/jafleHH ca

CHeYMPYYH TEXHUKY, KOUTO a YNECHAT UpesRapUTeHuTe Wpero-

ROPH, @ C TOBA MW CbINMHCKUTe, KATO HalipuMep MeTosa PreSS (Pre-

Settlement Settlement) (2).

Upyra ocoGeloct Ha Mperoropute ca TaXHaTa KOMIVICKCHOCT H

cuoxkHOCT. Koraro MexuHTe OTpa3saBaT TIperonopH 6e3 3HayeHHeE

Aaa cTaBa AyMa 3a paspewaBahe Wa IpoTuBopeunata Mexy M3-

paer u Hanectuna unu upofax6aTa Ha BTK, Te o6uKHoBeno ri

OTPa3aBaT KATO MPerOBOpU MEX Ay ABe CTOAIIM e4Ha Cpelly Apyra

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é

MOHOJIMTHH CTpalin. Tosa e BUAMMaTa CTpana, WIM T. Hap. XOPUZOH-

cTura Te ja MoraT Ja ObyaT yupaBsaBaHH. Equn oduuep, KoltTo e /

manna dumencus. Hepas6upanero Ha mpoteca Ha NperoBopurte 3a-

cTa6HJIM3aTop, 64 MOMb.I Ja KEPTBA Bb3MOXHOCTTA 3a Jvb-ITOTpai-

ange

Houpa C HepasOupave Ha XOpu3OHTaMaTa WMMeHCcus. Muoro xopa

BapbaT, Ye Hait-BaxKHaTA paOoTa M0 BPeME Ha IIPETOBOPUTE Ce BEPII

Ha MacaTa, HO TOBA HCBHHarH € BaApHO. BebmHocr cTpallu B IperoBo-

PUTE Ca HE CAMO TE3H, KOMTO ItperoBapaT Ha MacaTa. Brpe BLB BCe-

KH OT €KHMMUTe 3a BOLeHEe Ha MPeCTOROpU CHINO Ce BOAAT HperoBopu

H3BbH OopMasuute. 1 ropa € tr. Hap. eampewna Oumencus. TH v3pa-

34Ba CXBAINAHETO, UC BHTPe B CAMUA EKHM 3a BOACHE Ha Iperopopy

HETOBHTE WICHOBE. MMAT pa3/IMUN Haryiacn CIIpaxMo Uperogopute u

CL3HaTCJIHO WIM He WrpasT passimM4gHH POM. Pemuiya u3cieuBaHUa

OKa3RaT, Ye BhTpeMilaTa CTpykTypa Ha BCeKM eKuN OM MOrua ga

BKJNOUBA THU NOYrpylM WieHOBe Ha eKUlla — cTaOuAMB3aTOpH, Tec-

TaOHIM3aTOpH u KBa3MMequaTopn.

Cradusmsatopiite Ca JieCHM 3a pasnosHaBaHe, BCeKM T03HaRa u

€ pa6OTHT Cc TaKMBa xopa. Te ca ,,400puTe xopa“ B eKuIa M BIDK WaT

UpOUeca Ha BOACHE Ha IperoBopu Karo craGuAM3upane, KaTO Had

3a W36srBaHe Ha BomHa, Ha Cb4eOHa OUTKAa WI KoH®uxt, (,,He mo-

KEM JIM Na ObAeM Npocto npusTesnu.\*) Te ca 7. nap. ,,MeKH" upero-

BapAMlU, ,,.MCKH" K’bM TpoOjlema M XopaTa. CKJIOHHM Ca Ja ce jjoRe-

PAT FOP KoraTo HAMAT TBHPAM TapaHHMH MU OGMKHOBCHO eEMOHCT-

PHpaT CKJIOHHOCTTA. CH K'bM CLIVallaTesICTBO C YMM VW XKECTOBE.

HecraOvausatopute ca Olle N0-ecHH 3a pasnosHaBaHe, 3amloTo

oOuKHOBEHO Ca 110-BepOasun. He ce oBepsBarT Ha Mpoueca Ha Boye-

He Ha Mperobopu 4 ro CMsTaT 3a ryGeue Ha Bpeme. Te cmatat, 4e

CKULT TpAGRa Ma Ce BbpHE BKIINM H Ja BLPLIM Helo 10-cMucseHO

W KOHCTPYKTUBHO, KATO NOATOTOBKA 3a CTAUKA, 38 BOlHa WJM 3a Chil.

Te ca ,, TREPAM“ K’bM XOpAaTa UM ,,TREPAU KbM tipo6nemute. OGuxKuo-

BCHO He C€ JOBepsBaT Ha pyraTa CTpaHa uM Ha ‘re3H OT CO6cTREHUSA

CH CKHI, KOTO Ca 3a CKJMOUBaHE Ha CAeTKkatTa. AKo ObyaT OcTaBeHu

Ja eHCTBAT CAMOCTOATEJIHO, Te Ouxa GWJIM CKIOHHM Ja 310 NOTpe-

OaBaT CC CHJIOBHTe MeTOIM, Ja 3aralBat, Aa cb3aBat HeslOBe-

ple 4 B kpaiilla cMeTKa Ja caGoTupat B3aMMOoTHOMIeHHATA BbTpe B

€KHMa H B3A4HMOOTHOMICHHATA C APYIHA CKUII H [10 BpeMe Ha Lessa

Mpouec Ha BoAeHe Ha Tperopopu.

IIpucaeTBueto Ha cTaOusM3aTOpH HecTaOHIM3aTOpH B eKuLAa

3a BOACHE Ha NperoBopH He O3Na4ABa HeEIIpeMcHHO CaGocT B eKuMA,

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Ha CUPYPHOCT 3apajM KpaTkocpouHo MpeKparaBane Ha orbys. ITIpu

OMMTHTe KON@JIUKTHT Cb3laTes1O Ja ce U36eT He, ecb311aTe U0 TOH

MOXe fa ce IIpeBhpHe B HeH30exKeH. Odhuyep, KoliTO e FecTaOusn-

3aTOp, 64 MOrbJ Ja KEPTBA Bb3MOXKHOCTTA 3a HPHMMpHe C MPOTHB-

HUKa, 3aN{OTO 6M A BUAAI KATO TPUK WIM KaTO NaryOua 3a //bJITOT-

palinata curypmoct.

Burpe B eKula, Kb/eETO ecraOwu3zarOopuTe UCKAaT Ha BOIOBAT,

a cTa6GuM3aTOpuTe [a Cb3LaBaT MpHATeIU, 3a WacTue HaAkoli €

Hayes. ToBa OOHKHOBCHO € POPMAJIHO Ha3HaueH PHKOROANTEL WIM

TOROpHTes Ha ekula. AKO PbKOROJMTeENAT Ha eKutia e craGusu3a-

TOP, BEPOATHO OU HAalpaBA BCHUYKO Bh3IMOXHO, 3a ja CKIOUH CieJ-

Kata Ha BcaKa Wena. AKo e AecTaOusu3arTop, To 6u WalpaBMlt BCMY-

KO Bb3MOXHO, 3a a CaboTupa CielKata, Taka, ye a He ce cTHrHe

oO chopa3yMeHue. AKO opraHu3aiia, KOWTO UMa MHTepec OT Tpe-

TOBOPHTe, Ce HyK ae OT copasyMeHHe, TA OMpPejesIA 34 PbKOBO-

MUTI Ha CKUMa 3a BOJeHe Ha IpeTOBOpPH YOREK OT THIA ,,KGQ3UME-

duamop™ 3afbIOKUTeNHO e TOU a ObAe UPMHIWNeH Mperopapally —

»MeK“ C XOpata, ,,TB'bP/ K'bM LipoOsiema. Toli rpx6Ba fa pas6upa ne

ynpaBmsiba He CAMO TIpCrOBOpHTe C APYTHA EKUM, HO MU OUAKBaHMS-

Ta lla COOCTBEIINA CH EKHM VM PbKOBOJMTEIMTEe Ha OpraHH3zalusta,

Kosrro ro e w3anpaTusa. Tonia wacT OT BpeMETO Ha KBasuMeHAaTO- \*

pa € 3acTa Cc NOcpCAHU4CCTBO MCKAY OTACJIHUTe WJIeHOBe HTH Pppak-

IMM Ha eKyiia.

TIperopopu ce BOAAT MW MexX)ly CKMIa, yUacTBaLl B UperoBopute,

WU TCXHUTE PbKOBOAUTCIM (TC3M KONTO B3CMaT KpaHHOTO pelieHHe

3a MOAMMCBaHe Ha COpa3yMeHHeTO C Apyrata CTpaHa), a C'bILO Ut 110

HepapxXusta Ha B3eMAILIMTe PeLIeHMs B OlMIMTe a pellaT KaKBH

yKa3aHHg fla aja? Ha Uperopapsaimua ekun. Uecto Ta3u AUMeHCHa

ce Hapwya pamugduxkayuonna. Ta BYBUpa B3IaMMOOTHOIMMeHUATAa Ha

eKHMa 3a BOJelle 1a IperoBOpH C OpraHvsallHOHHa HepapxuA M MeEx-

AY OTLeTHMTe OTe (HIM MHTepecw) B Mepapxusta. Hesunarn

OpraHusauMoHHata licpapxud € HaACHO C MO3MMMATAa CH MC pesydi-

TaTHTe, KONTO MOxe fla oWakBa. SaToRa Ole MpesM 3amouBaHe Ha

IiperoBopuTe IDPBOTO HEIO, KOCTO CKMI'bT TpxAOBa Ma IallpaBu, e

Ha Wi MOMOrHe TIP W3sCHABaHeTO Ha WesiTa Ha Uperosopute (3).

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yj

Tlopeyero cueunamucrn, pa6otemu 110 Upo6jemuTe Ha BOLeHe-

TO Ha MiperoBopu, WoAYepTaBaT, Ye TEXHHAT YCMeXx 3aBUCH OT e\*pexK-

THBHOTO OOIIyBaHe HM OT Cb34aBalleTO Ha JoBepue Mex]ly BeTe

cTpaHu. B3anmooTHoMicHusTa MexKAY cTpaHute ca Hal-KpUTH4Ha-

Ta NPOMEHJIMBa, ONPeesAlla KJIMMaTa M KpaitHus W3x0J OT Upero-

Bopute. MHoro TICHXO/03H CMATAT Ye ,,CbBPeMeHHUAT KOMYHHKa-

UMOHEH CTH € MHOro KOHOsMKTeH™ (4), BopuHoct Mex Ay MaHOCT-

HOTO OOMLYBaHe € KAKTO U3TOYBHK [a KOMPAKT B MHOPO COMA

B3AMMOOTHOLICHHA, Taka WH Manallesd 3a paspeliaBane Ha TaKUBa

KOH@sAuKTu. B upoyeca Ha BoAeHeE Ha IIPperoBopM U ABeTe cTpaHH

OTKPUBAT, YE C TPY THO, AKO HE HEBB3MOXHO Aa OOMeHHT OGeMaHMs

M anTaxXUMCHTH, AKO He Ce AOBEPABAT B HAKAKBA CTeNeH eyHa Ha

ApyrarTlopepnero\_e ucHTpaien Ipo6eM Ha B3aMMOOTHOMIeHUATA.

Hukos CTpaiia to nperoBopure He 64 Moena pucKa ja cH TIPOMeHsa

NO3HfusiTa, Oe3 HAKaKRA CTereH Ha AOBepHe. Koraro goBepueTo e

HHCKO HIM HC CbUICCTBYBAa B EHO B3aMMOOTIIOMNEeHHe, crpaHnre

OTKPHBaT Ye € TpyAHO JOPM\_fJa KoMyHuKupar. OT ypyra erpana,

KoraTo OOIlyBaHeTQ-€ HeePeKTMBHO, CIpaumte He ce usculyIBaT,

KoraTo BCaKa CTpaHa M3Jlara CBOVTe OUaKBaHUA, Tpo6emu MHTepe-

CH, aJITCPUATMBHM PEIMICHMA, MCKAHMA, IPC AAOKEHUs HM KOMTpalped-

JoxKeHus. HeedeKTUBHOTO CAyMaHe BCE ACTBME Ha JIOTIa KOMyHU-

Kalla Cb3flaBa upobsiemu 3a pa36upavero. Koraro edexTupxoro

cayMane € C1a00 HAM OTCHCTBA, He € Bb3MOXHO BCHKA OT CrpaHUTe

Aa oOpasgBa, Apyrara OTIOCHO HelinuTe HHTEPecH MW MOCcTHKUMOCT-

Ta Ha OUAKBaHMATA Ha lpyrata cTpana.

IIpu BogeneTo Ha mperoBpopuTe o6pa30Ranero (pa3siciiapanero

Ha Pa3sJIMYHM aCHeKTH Ha Npobsema, Ha CO6cTBERaTAa NO3HUMA H Ha

HEWHOTO MACTO B USJIOCTHHA KOHTeKCT Ha pagucKBanata mpo6.1ema-

THK B [B/IFOCPOUEH ACNeKT, KaKTO H CHTYALM#TA, B KOMTO Ce BOLAT

mperonopure), € Hall-BaxHMatT Had ja ObgaT ynpaBAsBaHM WIM

HaM@JIeH OWAKRAHMATa Ha OOHeHTHTe. PasOupallero Ha ypaBHe-

HUCTO MEAAY OUAKRAHHA H Pes JIOKEHUA € KPHTHUHO 3a NasapeHe-

TO Tip Mperopopute. AKo e7Ho O4aKBaHe He MOxe Jia ObZe Hamaue-

HO, 4 HP€MAOXKCHUETO HE MOXKE Aa OTTOBOPH Ha OUAKBAHETO, TOBA

MpeTOXKeHHe WIM We Obde OTXBLPIeHO, WIM We GEE IIpHeto He-

OXOTHO, KO€TO NO-KBCHO 6H Cb3/1aJ1O ThYAHOCTH IPM H3NLJIHeEHMeTO

Ha ClOpa3y MEHHeETO.

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OcHoBHOTO B paboTaTa Ha WperoBapAMs e Ja Wopaxkda CbMHe-

HHe HW HECHIYPHOCT B yMoOBeTe Ha Apyrata CTpaa O'THOCHO pa3zyM-

HOCTTa HW BL3MOXKHOCTTA 3a PeasIM3alUA Ha TEXHUTe OUaKBAHUM.

BunMate soo CJlyWiane (KaKBO Apyrata cTpana ce onurBa 4a Kaxe)

M M3y4aBaHeTO Ha TEXHUTe NO3HNMU, HHTepecn, NepcneKTuBH,

BhSMPUATHA, JOMYCKAHUA, OYAKBAHUA M LEHHOCTH jlaBaT Zo6pa 6a3a

3a Nopaxk dave Ha CbMHeHMe MW HECHryPHOCT B YMOBETE Ha ONOHEH-

THT€ OTHOCHO Bb3MOXKHOCTTA 3a OTCTOMBANE Ha TEXHHTe TOSHIMM.

JlciiHOCTTa lo Cb3qaBaHeTO Ha C'bMHEHHe € eHTpasina 3a WaKycT-

BOTO Ha yOexaBaneTo. Had-dodpuam HauuH 3a nopaxdane Ha

ComMHeNue e upes OOpasoeane (ako, pasx6upa ce, Opyeama cmpana

cayuwa). AKO CTpaHUuTe ca MOCTUTHaM cHopa3syMeHHe 3a BCHUKH

HAMEPCHUS M UeJIV, Tperopapsaat cieqRa fla ce PoKycupa BEpXy

TOBA, KaK BepOasHUTe OOellaHua M AHTaxkUMeHTH ja ObAaT cBese-

HM 40 MMcMeHu (TOBA OOMKHOBEHO BKJUOUBA JOMbIIATEIH Mpero-

popu). BCiydait Ha Henocturane Ha chrviacue UperoBapslmar 6

Tp#OBasl0 Ja NOMCKa NOBeseH4ecKa IIpoMsHa OT Apyrata crpana (oT

Apyrata crpaHa B COOCTBeHUA CH EKHIL MIM OT COGCTBEHUTE CH PBKO-

BOAUTEJIH, KOUTO He Ca Ha MacaTa, WIM OT PbKOBOAUTCIIMTE Ha py-

rata cTpana). TlopesenueckaTa UpOMaHa Tpa6Ba fa 6bye B CLOTBET-

cTBHe C NoOfXofa WIM NOSsHIMATa Ha MperoBapsiua. Tx we Obgze

MOKa3aHa WIM Ype3 IPOMsAlla la TIpe/OKeHHeTO, HJM pes KOHTPa-

Tpeywioxenne. [Ipequ oOave crpauute Ja IpOMeHAT ToBezeHHeTO

cu, Te TpAGBa a NPOMeHAT HarmacuTe U HadWHa CM Ha MMCuIeHe.

IIpeau Ja npoMenat Hariacute M Haya CH Ha MUCJICHe, Te Tp16Ba

ia Ca HECUy PHU HV 4a Ce CbMHABAT B JOCeraliHute cu Haraacu. AKo

HperoBpapsAMUAT CKUM WIM HeETOBUTe HAYaIHHUM W3BbH Macata 3a

IIperoBopu He Morar fla MOposAT Tas HECMTyPHOCT, Taka Ye Ja Wpo-

MCHAT IIpe/OKEHUATA CH, 3a Ja JOCTUTHAT oO cbrviacwe c Apyrata

cTpana, iperopapsaluaT 64 TpAGBa/IO 4a OPO Te3H CbMICUMA H

HeCHIyPHOCT H la MHMIIMMpa Bepura OT IPOMeHH B IIpeIoKeHUNTAa

M KOHTpallpeOKCHMATA, a OTTAM Ja Ce CTUTHE u jo cErmacue (5).

[I[po6siemMbT 3a HCTHHATA MW HeEMCTMHaTa, WIM 3a PaKTHTEe HM He-

(akTHTe, MoxXe fa ce OKaxKe BaxKeH 3a Nperopapsuiute. Ilo Bpeme

lla iperOBOpHTe upe3 B3aHMHO ChYacHe ce Cb3gaBatT DaKTUTE U He-

daxtute. Eauo JonycKane, KoeTO € B3AMMHO TIPHeEMMBO Ut 3a ABeETE

CTpaHH, OOMKHOBEHO CTaBa (akT (CAMO 3a Te3H peroBopyH, pas6upa

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be

Vv

J ce). Beputuoct ,,o6ekTuBHa UCTHHa“ e TOBA, 3a KOeTO Iperopapslu-

Te ce Cbrulacat, ye e McTHHAa. I[pu BoAeHeTO Ha IPeroBopu MHOFO OT

CHOpa3yMeHMsaTa Ce MOCTHTaT He Ha HAKAKBU OOLUOLIPHeETH 3aKOHO-

Ba, Hay¥Ha WJIM MCTOPHYecKa OCHOBA, a M0-CKOPO Ha OCHOBaTa Ha

»akTH", TAKHBA, KAKBUTO MperoBapsuTe TH pa36upatr u BE3mpHe-

mar (6).

Usn0oxeHoTo JoryK HosBosIaBa Aa WpelJ102%KUM hepapxua Ha

UPAaKTHYECKUTE HW NCUXOJIOrHUeCKUTe HUBA, Ha KOHTO ce onepupa

mpu Uperosopy. IlppBoto HuBO — ToBa e No3zuyUAMA 10 TIpob.1ema,

3a KOHTO ce NperoBaps. ToBa € Hali-BujMMOTO HBO Ha BOsCHe Ha

uperonopu. Ha caeqpalyo HHRO Ca NPOOMeMOM, Cb3yal To3MNATA,

M KpaTKOCpOuHHTe UW WbJIFOCPOUHUTe UHNMepeCcl, KOMTO CHINO BIMS-

sit IPH @opMupave Ha LO3utMaATa. JIpyro EMBO, Ha KoeTO ce omepu-

pa, Ca BL3NIpusTuara Ha TpoOmema. Muoro e BeposxTHO ABeTe CTpa-

HH [Ja HMaT pa3JIM4HU 6337IpUAMUA 10 BLSHMKHasIMA WpobsIeM Hu a

. WMa pa3JIMuHN npeonojo7Kenua, KONTO JICAKAT B OCHOBATA Ha Bh3HUK~

~ panero na mpobsema. Hennocmume, una wenxocruata fiepapxus

KaTo byHAaMeHTasina XapakTepucTuKa Ha YOBeMIKaTa VM ACHTHYHOCT,

OKa3BaT BAMAHWE KAKTO Ha IPC ANOJIOKCHUATA, Taka U Ha O“aKed-

HUAMA, KOUTO BCAKAa OT CTpaHHTe MMa 3a W3X0J{a OT NperoBopuTe.

BsavMopph3KHTe MEXAY Taka NpeAIOX\*KeHUTe HAKONKO paBHua,

Ha KOUTO ce ON€plpa Npv BOAeHE Ma IIperoBopH, Ca MHOTO CJIOXKHU.

Texuure pa36upatie M oTunTaHe nO3sBOuEBAaT NpMWaraHeto Ha aeK-

BaTeH 3a BCAKA KOHNKPCTHA CHTYaNUA NOAXOM UP BOMeHEe Ha Mpero-

BOpH.

Pa3JIW4IMTe TOAXOTH pM BOAeHETO Ha tiperoBpopu MoraT ja

, baat pa3srpanHuelln Ha [Re rosiIeMu KaTeropHu — AMcTpu6y THB

HW WHTerpaTuBun.

IIpu qucTpH6yTHBHNTe NO\_XoLK eqnara cTpauHa ,,leyesn, a

Apyrata crpava — ,,ryon". B rakupa curyanuu pecypcuTe 3a pa3ye-

Jide Ca PUKCHpAaHH, Taka We: KOAKOTO NOBeYe B3EMe ETHATA cTpa-

Ha, TOJIKOBA M0-MaJIKO ocTaBa 3a Apyrata. C Apyru AyMu, MHTepecu-

Te Ha eqHata CTpalla Ca NPOTMBOMOJOXAKHH Wa MHTEPECHTe Ha Apyra-

Ta CTpaHa, KATO HANPUMEP B IIOBCYCTO IIPeLOBOPH 3a MOK YiIKO-npo-

axa. OcHopuara rpuxka la Wperopapsumte e ja MaKCUMU3Hpat

cBouTe uNTepecu. Boseltu crpaTermu pH TO3M THU fiperopopr ca

MaHUyJalMsaTa, U30I3BAHETO Ha CHa, 3aj{bDKAavHeTO Ha HHop-

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Malad. A3n013BaT Ce TAKTHUECKH MpPUMOMH, KaTO U3kapBaHe OT pcs-

cue, 6OKMpaHe, NOJBHKHM MACbIM, OTXAlBaHe M 3aXarRaHe, pyc-

KH @poHT H Ap.

H3kapeane om peacume — 4opek Hali-lecHo Moxe Ja 3ary6u

caMooOazaHHeTo M IICMXM4ECKOTO PABHOBECHE, AKO B XOjla Ha JMC-

KYCHATa K'bM Hero Ce OTHPaBAT OOBMHEHHA OT JIMUeH XapakTep, HO-

Cel CJICMEHTH Ha HPOHUS, JIBYCMUCJIMIH, H3N0I3BaHe Ha noqUr-

paBaTesINa MHTOHaYMa. UecTo B CaMOTO HayasIO Ha uckycuaTa ce

»A3IlyCKa HAKOW HUTIPUATEH aK, 3a Ja ce paskoneOae yBepeHoct-

Ta, JOHWKM TOHYCHT WM Aa ce IpeM3BUKa EMOIMOHAa THO OTpearH-

paHe, KOcTO 4a M3kapa ONOHEHTA OT MpeABapUTe IHU Man W/M MH

Aa TOMpe4n Ha pauMonasiwaTa MY UpeuleuKa. bioxupane ce vapwya

(IPHHOM, Ipw Koliro 4oBeK ce OKa3Ba IIPUTHCHaT HIM OObpPKaH 10

BpeMe Ha O6cbx ave, Koravo ce HapyIUM PUTbMbT My Ha U3J102%KE-

HMe. OOUKHOBENO Ha CIOKOMHOTO HM JIOTHYHOTO OGOCHOBABAHE CE TIpO-

THMBOLLOCTABA KATO KOHTPallyHKT ONOHEHT C 6bp3a MHCb HW MaHen-

peHo NpeRK JMOUBaHe OT TeEMa Ha TeMa, KOHTO IIperasBa IIPOTHBHUKAa

CbC CNOBECHH aTaKU, V3IIPeBapBalllM MbIHHeCHOCHM M3BO/IM VM He-

YCeTHO IIPHK10GBaHe Ha copa (7).

TeXHUKaTa ,,NOOGUIKHU NACBUU & CPEACTBO 3a OIMITBAHe Ha O4-

Bata M 3a osy4yaBane Ha MHOpMaLHA, 6e3 Wa ce Japa. SanapaT ce

CaMO BLIIpOcy H ce u30aTBa OTTOBApAHe Ha BbIIPOCHTe Ha ONOHEHTA.

Eppa cney NosyuapaneTo Ha HeoOxonumMata HnbopMalua ce

IIPUCTSIBA K'bM CbILIMHCKUTe IPerOBOpH.

TeXHuKaTa Ha ,,OMXaN6aHEMO U 3AXanNeaHeMo U3XOK 1a OT Te-

OpeTHUHaTa rlefqHa TOUKA, Ye AKO B HavaNOTO Ha MporoBopure ce

3AallOUHEe C MAJIK UCKaHUG, He MOxKe 1a ce pasuntTa Ha M3KIIOUNTeLI-

HM pe3y.taTu. Heo6xoaMmo e fa ce Tlokaxke, ue ,,3aXallKaTa“ e J0-

CTaTbUHO TOJIMMa, BbIIPEKH Ye He € ACHO KOJIKO MOXKE ja ce oTKalie.

Ta3u TexHHKa uMa JBe (a3u. [pu nepsBata dasa Ha ,,3axanpaHeto“

Nosuuusta He TpxiOBa fla UMa JONMpPHU TOUKH C Ta3H Ha OMOllelTa

(41M Ce JeEMOHCTpupaT MHoro roviemu WpeTenrun). OuoHeHTST Tpsi6-

Ba a OCTAHE C BIeVAaTJellMe 3a HAMAJIEH MHTEPec K'bM CeKaTa, HO

3a Ja CMATA, Ye CileJIKaTa € BCe OLIe Bb3MOXHA, ,,XalKaTa“ Tpa6Ba

Aa e JOcTaTBuHo rosaMa. IIpu Bropa'ra da3a Ha ,,OTXallBalleTo“ 6an-

HO HW CHrypHo Ce MocTaBaT Ha O6ch2xX ane WM JOFOBApsHe ,,MaJIOBaxK-

UMTe H BTOPOCTeleHHUTe BLIIpPOCH, KATO OTCpelHaTa CTpaHa ja He

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MO2KE [a Bb3Pa3M MO HATO CAMH OT TAX. HO BCHUKH Te, BETH 3ae HO,

Aa HaNpaBay CHeKaTa ycneutna. 3a fa ODe ,,3axamBaHeTo" pe3syu1-

TaTHO, MpeABapMreJIHO Ce MOATOTBA CHUCK C BLIIpOcH (,,MaJIKU Xaul-

KH“), KONTO B XOfa Ha IperoBopuTe ce BMbKBAT MeX AY ocTanasMuTe

BaXKHM BLIIpocn.

Texuukata ,,KyTy30B", wim ,,pyYCKH PpouT, H3MCKBa Ja Ce 1103-

BOJIM Ha OMOHEHTA Ja AoMycHe, 4e cre HecTaGueH Ui fa To upepa3-

NONOKUTE a M31OKM BCHUKWTe CM apryMeHT. lpu6bp3ano. M3-

HO0JI3Ba Ce B HAKOJIKO BapHaHTa. B eqWuHA OT TAX LIbPBOHAYAITHO ce

npapsr ApeOun orcrsnxku, 6e3 MHOTO Ja ce. MuCKyTMpa WIM cnopy i

Ce Cb3qaBa BICUATICHWe Y ONOHEHTUTe, Ye BU yOexKAABaT JIECHO.

Toa BEpOATHO Le IpUTEMM OAUTeLHOCTTa UM, KoeTo OOMKHOBeHO

BOHM JlO TPeuIKH. Apyr BapuanT HpesNosara ja NakaparTe OTCpeui--

HaTa CTpaha 7a BApBa, Uc HAMATE APyra Bb3MOXHOCT 3a pemenne

OCBEH IPC AIOKEHOTO OT THX. .

TlosHabaHveTo Ha Te3H TEXHUKU € MOJIE3HO, 3alOTO BCeKI upeg-

BaDUTEHO PasKPUT XOX MOXe ja Gbae Hey TpaAM3MpaH.

IIpu HHTerpaTHBHUTe NOAXoAM 4 ABeTe CTpaHU HeYersT. Oc-

HOBHa TpywKa Ha IIPeropapswWHTe e Aa yBesMYaT TeuanoGuTe u Ha

Aete crpann. Bogemm crpateruu UpM To3H TH UperoBapsHe ca

KOONCpupane, COJeAHe Ha MHPOpMaUMA M CLBMeCTHO peulaBaHe

Ha Ipo6semure.

Pos bp Oumrpp u Yusam IOpait (8) — apropure na Hal-13jlaBa-

Hata KHura B OONACTTa Ha BO,eHeETO Ha Mperonopr ,,/la Jocrurnem

fo JA“, pasrpanuuapat Tpit Tuma mperoBapaHe — Mex, TBLPJ H Ipuy-

UMerL.

T[pu mexua cmun na npecosupane ce aKIeHTHpAa BbpXy ysrpax-

AaHETO M TOA >PAAaHETO Ha OOP OTHOLUEHUA, T. e. ARETE CrpaHU

ca upwaTesu. ToRa € CTH], KOTO O6MKHOREHO Ce H311013Ba B CeMeli-

CTBOTO WCpe/l ipuaTesu. Boaka oT CTpaHuTe ce CTpeMu ja ce OTHA-

ca c pasOupane u 4a Obse MaKcuMaJIHO WeLpa u OGuKHOBeHO pe-

3yuTaTuTe ca noOpu. Ho ako TO3H CTH, M3T10/13BaH OT esata cTpa-

Ha, Ce COJIbCKa C Mespdus cmuA Ha NPOzOsapaHe, OCHOBHOTO lIpy

KONTO €, 4¥e CrpaHuTe Ce pasryiexyar KaTo IPOTMBHULM, CbLUECTBY-

Ba PUCK OT HeyAa4Ho chopa3syMenuc. IIpu no3ulMoHHO mperoBaps-

He, AKO €7{HaTAa CTpaHa Ce NbPXKM TBEPAO U APOCTHO OTCTORBA CBOH-

TC MOSHIMM M HacTOABa 34 OTCTbIKH OT Tpyrata crpaHa, a Bropata

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CTpaHa B MMETO Ha 3alla3BaHeTO Ha ZOOPUTe OTHOIMEHMA U 3a Ta

u30erHe KOHD.THKT, MpaBl OTCTLIKH, NOCTurHaTOTO criopazyMenHe

eBa JIM We Obye OcobeHO H3TOsHO 3a ,,MeKaTa“ crpaua. OueBuyHo

e, Ue H,,MeKHaT™, U ,,TBPAHAT CTH Ce OTHACHT K'bM ucrpu6yTHB-

Hist TOAXON IPH BOAeHKE Ha peroBopu. lOpati u Dumep upesviarat

TPETH MO/[XO, KOMTO He € HUTO MK, HATO TBLPA M Te To Hapwyuat

npezogopu NO Ceou4ecmeo, WIM NpunYUNnHU npezosopu. To3M MeTOr

CTOW B OCHOBaATa Ha CLBPCMCHHUTe HHTErpaTHBHH NOAXOAM 3a BOse- “

He Ha [Mperosopu. Cemaocrra Ha IPWHIMTHMA Mo\_Xoy ce cBexKTa

HO UeTUPH OCHOBHU TocTy/ata:

1, Pasqenane Ha xopata oT po6nema. Peauruata uu yun fa

Mpa3uM rpexa, HO He M rpeimuuKa. Ako He rie/fame Ha Npo6 ema

KaTO Helo, KOeTO TpAGBa a Ope pellleHo, M He Iviejame Ha Apyra-

Ta CTpaHa, KOATO HOALbp Xa MPOTHBOTIONORKHa TieqHa TOUKa Karo

Ha MPOTMBHMK, KOTO Tps6Ba wa Obgze MoGeseH, Bh3MORKHOCTTA 3a

YCHEIWHO 3aBbPIIBaHe Ha TIperoRopuTe HapactBa.

2. MoKycupane BLpXy HiTepecy, a He Bepxy NO3HUHH. To3u

NIPHHUMI MOxXe fa ObAc MUOCrpMpaH C HCTOPUATa Ha [Be cecTpu,

KOUTO Ce KapaJIM KOM OT TAX fla NOYUM CAMHCTBEHUA DOPTOKa B

Kusiepa. Beaka of cecrpure ucKasia NOpToKasa 3a ce6e cv vw He lc-

Kala a ro OTCTLOM Ha Apyrata. Mpapata uM Malika NomMTasia Ha-

caMe BCAHKO €fHO OF MOMHYETATA 3alll0 McKa HoptoKaza. Tspsoro

OOACHUIO, Ye HCKa ja W3IMe COKa MY, a BTOPOTO HCKa0 Kopata My,

3a fa Halipapy nyjMar. Kaxpo Beaka cecrpa ucKaJia, e Heltuata m0-

SHUM, a TOBA, 3alllo To € McKa.la, ca HeliuuTe uHTepecu. B ro3u cary-

ual Hali-Mpocroro peimeHne OWJI0 BTOpata cecTpa Ja Nosy4M Kopa-

Ta Ha Toprokasa, Cle] KATO HbpBata U3cTHCKa coKa My (9). C zpy-

TH AYMU, IPH NOATOTOBKaTa Ha MperoBOpUTe WIM C/E KATO 3ar04-

‘HAT, HE CM 3afaBaliTe Bbupoca: ,,KaKBo Epyrata crpana ucKa?, a

»3allo Apyrata cTpaHa ro ucka?“ Kj1040B MOMeHT B OTKpURaHeTo

Ha OOM MHTepech € UAeHTHuMpaveTo Ha MpoOemurTe. Baxu0 e

Te fa ObaAaT.MAeHTupuuMpanu Mo MpMeMJIMB HM 3a ABeTe crpaHM Ha-

auH. Toba BKJNOUBAa NpWarave Ha U3/IOAKEMA WO-rope UpRHLH

»PasfeIane Ha xopata or rpobmema", 7. e. wenepconasM3upane Ha

npoOviema, Taka Ye [a He Ce NPOROKUpAT ero-3allMTHUTe MeXaliu3-

MH Ha ABeTe CrpaHH. EaNaKBO BaXKHO €, HO FECTO HW MHOrO TPy HO e€

7a 3affaqemM BbIpOca OTHOCHO COOCTBEHaTa Prieqwa TouKa. Ycreuw-

13 Boerna nenxonorua..., &. I 193

ae

HHTe MperoBapsALIH OTKPUBAT, Ye TE Ca T0-eeKTUBHH, akKO ce hoKy-

cupaT BLpxy pas6upaueTo Ha coOcTBeHuTe.cu MHTepecH, pew fa

3auOuHaT PakTHYECKUTE peroBopu. TO3M IPUAUHT e ocobeHo edex-

TMBCH LOpasH ABe uputmun. IIppBo, 3a BceKM UlITepec OOMKHOBCHO

CbINECLBYBAT HAKOIKO BL3MOXH NOZKUMM, KOMTO 64Xa MOTA Wa

fo yaosreTBopat. Bropo, 3a nporunonocTapamure ce NosHuuH

MHOTO YecTO C€ KPMAT DOBEUE B3AMMHM MHTEPecn, OTKOJIKOTO KOH-

fe

if?

sk Tu.

3. Cb3qaBane Ha YCNOBNA 3a B3aHMHa Neya6a Upe3 reHe-

pupabe Ha pa3M4HH Bb3MOAUOCTH, MpeqH Ja ce pei KakBo

Aa ce ipaBH. Kacurare lOpali u Pumep paska3BaT ucTopusTa Cc

UOpTokasa 0 [pyr HaquH: ,,C yey KaTO B Kpaliva cMerKa cecrpure

ce CbIVlacHIM a pa3syesaT TOpToKaja Ha DBE PaBHM NOOBUHH,

UbpBata cecTpa U39i1a CROATA MOMOBMHA UM U3XBLPJIMa Kopata,

AOKato BTOpata CecTpa XBbLPINIa M1OLa U V3NO/I3Balla Kopata, 3a

Aa Hampanu CaqKum. Moro yecTo NperonapamuTe octaBsT,,,apH

Ha MacaTa™, KATO He YCNAaBaT Ja UOCTUTHAT CHopa3yMeHne, KOeTO

ja Obie U3rofHO M 3a ABeTe CTpaHu. MHOro IperoBopH 3aBLpIIBAT,

KaTO BCAKAa CTpana NONY4YM LO NOOBUL MOprokan, BMeCTO exHatTa

4a NOAYIM BLTPeIMOCTTa Ha WloLa, a Apyrata — Kopara.

Samo? (10)

4. Hacrosspane pe3yaTaTute ga ce OCHOBaBaT Ha O6eKTHBHU

KPATepHH WAM TpolesypH. To3n nosxXxof MosBo/1ABa LperoBopute

Aa C€ OCHOBABAT Ha TIPHHUMIN HM O6eKTHBUH pesyTaTH, KONTO ja

YAOBJIETBOPABAT HW JBETe CTpaH, a He Ha HaTvcK vw emoruu. B 3aBn-

CUMOCT OT KOHKPETIIATAa CHTYal|MA CHOpasyMEHHETO MOXE la ce oc-

HOBaRa Ha WasapHa CTOHHOCT, EKCIepTHO MHeHHe, o6u4aH HW Tpal-

HM, Haydila OlenkKa, pelicHHe Ha Cb]a, pasxomn wT. #. Hali-BaxKHo-

TO B CJIyuad € TE3H OOCEKTUBHM KPUTePHH UH ponuezypH La He 3aBH-

CAT OT KOATO H a OnsIO OT ABeTe crpaun.

IIpuinunnsaT noA”Xo, W3MCKBa M pasrwiexKjlane Ha cuTyaluata

OT MiegqHa TOuKa a Apyrava crpaHa BbB BCEKH eA Tall Ha mpero-

Bopue. ipa BogcHeTo Ha IIperoBopH YecTo egHaTa crpaHa ce poKy-

CHpa H3K.NOYNTe/IHO BbpXy COOCTBEHUTe CH HYAKAM, Ue u 03u-

WWMM. 3a YCIeMHO 3aBDpLIBAHe Ha IPCTOBOPUTe BaXKHO € Aa ce paz-

Gepe Kak‘bB YOBEK WIM KAKBU XOpa CONT OTCPElla, KAKBM Ca TCXHH-

Te HYKIH, Wen M No3suuMu. ToBa cTaBa B’b3MO2%KHO NPM OTaMTaHe

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Ha ABeTe HBA, Ha KOMTO ce BOJAT Uperopopure — 10 CbINecTBO (pa-

UMOHaIHO) MH EMOWMOHAJIHO (cHXoForuyecKko). Muoro yecTo OcH-

XOJIOTHYCCKOTO HUBO OCTaBa NOAUCHEHO, 3al[OTO TO He e TaKa MBHO

KaTO paliMoHasHoTo. Ho npopasure B NperoBOpHTe 4eCTO Ca CBBD3a-

HW H C HeM3aCHARBaHE Ha TAKMBa Ha UpbB Noryiex ApeOuu Aetalinn,

KATO Kak e€fHaTa CTpana BB3MIpvema Ipyrata, AOUyCKaluara, KONTO

BCaKa CTpaba UpaBl 3a APyratTa 3a UpoOsieMa UM UpesMera ua mpe-

TOBapAHeE, Harslacure M OUAKBaHMATA, MEKAY KYJITYpHUTe MU HalHo-

HaJIHUTe Pa3sIMUUs, CTEMCHTAa Ha BAXXHOCT Ha IpoO.eMa, KOJIKO Bax-

HO € 3a BCAKa CTpana Ja u36erHe KoHgsmuKt ut. u. (11), Hanpumep

eH 3aqbMO04eHO U3CepBaHe Ha MHOTOTO IIpoOBA/IM Ha LperoBopHt

MOXAY AMCPHKAHCKH M KMTAMCKM eKHTM pes 90-Te rosquHM UOKa3-

Ba, U€ YACT OT NPUYHHUTe Ca CBLP3aHH c aka, ye ,,KuTalwre

MMaT pasOupane 3a peroBopltre, KoeTO € byHfaMeHTaHO pasmu4-

HO OT TOBA Wa xopata oT 3anagqHus car“ (12).

Bunaru oruuralite cpoata BATHA’— nacrospat cb3qaTesn-

Té Ha NPMHUMNHHA uoAXxo” lOpait u Pumep. BATHA orrosaps

Ra BbUpOCa, ako He ObJe CK MIOUEHO CUOpa3syMeHHe, TOBA HavcTu-

Ha JIM BIOWMABa HelllaTa 3a MperopapstiMsa. BepoHocr upuunnata

4a Ce BOAAT IPeroBopH ¢ KeNanvero La 6pgatT Noryyenu pesys-

TATH, KOHTO Ca 10-Q06pH oT OHeE3H, KOMTO MOraT Ja ObZaT Oo-

cTurHatTu 6e3 uperopopy. Kakspu pe3ysiTaTu uckaTe ja nomyuu-

ve? MW ako lle ru noslyunte, KakBa ¢ a/YepHATUBATA, Kaka € Halt-

AoGpata a/IrepHaTMBa Ha cKO4eHOTO cHopasymMeHue? BATHA

€ Kpurepust; c KoMTO Tpa6Ba Ja ce CbM3MepBa BCAKO CHOpa3yMe-

Hue WH fla ce NpeAuasBa NperoBapALMAT KaKTO OT IpHeMaHe Ha

HeOalOMPHATHM MCKaHMa, TaKA HM OT OTXBLPIAIeTO ua 6raro-

MIpHATHH YCIOBUA.

B kpaiitia cMerka TOBa € IIPUHUMOEMAT NoAXoO, — aKWeHTHpaHeE

BbpXy HOCTHTAHETO Ha ClIopa3yMEHHE, LPM KOETO H ABeTe CTpaHU

ce 4yBCTBaT NQdeyMTeNM. AKo eqHaTa CTpaHa YHUWOXH Apyrara,

He ocTaBa Koi {fa ‘peau3upa cnopasyMeHnero. IIperopopure He

3aBbPIUUBAT Ce, MOANMCBaHe Ha Cllopa3yMeliveTo. Ako equa OT

“Temunpt BATNA - Best Alternative to a Negotiated Agreement, e shrejen or

}Opait u Mumep u osHauaBa Hali-goOpata aTepHaTuwa Ha CKINOUeHOTO cnopa3y-

MeHMe HW Ce TIpoM3Haca KaTo aOpesuatypa (BATHA).

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ae

CTpaHHTe Ce 4UyBCTBA OllleTeHa OT HerO, TA Ie HallpaBH BCHUKO

Bb3MOXHO, 34 1a PO pasBasn, Thit KATO NpocTo IaMa Aa HMA KAaKBO

ja yOu. VM Tora Ouxa Ou. nbppata 1 nmocswequata CAes1Ka BMecTO

TIpOAbJDKUTEIN B3AMMOOTHOMENIMA. Tas rieyqHa TOUKAa MOXe ja

ce o6ocHose Hati-jjo6pe oT ucropuata. B u3RecreH CMUCbA nocse/1-

HHsaT ACH Ha ITbpBaTa cneTOBHA BOitHa e OWI IbpBUAT eH Ha Bro-

pata cheTobHa Bola. [Ipesuaentat Yuscbu upexynpe x jaBa rep-

MaHCKUTe Mpe[cTaBUTe su, Ye yCJIOBUATA Ha AOrowopa, CTavay m0-

KBCHO H3BeCTeH Kato Bepcalickn, we 6bAaT MHOTO CYpOBH 3a TAX.

M ve Haucruna Ousu. PepMaucxute BolicKu Tpa6Baso Aa ce u3ter-

Ja? Ha WecT MHJim OT Pein, a ChiosHMUeCKH BOlcKH oKyNUpaNH

eBakyMpanute Tepwropuu. TepmManckusrt dior Our mwaenen. Dax-

THYCCKH BCHYUKM BOCHHM 3anacu Ovum Aanenu wa ChiosHuuute,

BKJLOUNTETHO 5000 oppaus, 5000 noKxomMorusa, 150 000 Barona u

T. H. Ho u0-TexKH OMIM MOHTMUECKHTe H UKOHOMMYECKUTE yCJI0-

Bust 3a DepManua. Ta TpsGBano 2a ugianla orpomau penapauuy,

pannus nonyunia Coratute Ha BErIMMa, KeT#30 HM HoTam Ex-

3ac uw JlorapHrds, HAKOIKO repMaHCKY KOJIOHUH, a CIO IIpaBo

3a No3BaHe 3a cpoK or 15 roqWHu Ha KAaMCHOBDIACHMTe MH B

Caap. Hakonko rofMHM 0-KBCHO CTaBa ACHO, 4e CECHUANAaTa u

JIMIN€HA OT PECYPCH 3a pasBUTHEe Ha TEXKaTa HPOMMULTEHOCT rep-

MaHCKa HKOHOMMKa MpocTo He MOXe a MOcpeuHe WialaHero Ha

penapauuurte. pes 1923 r. Cpio3sHunnte ce onmrsat aa HallpaBatT

ad 3a WiaWlaHuad, KonTo TepMaudusi MOxe Ja ocbinecTBu. Kato

pesy.1TaT of Towa oOaye Mamanusta mpocro ciupat, a Ppanuus

u Bearus oxynupat Pypcxara o6sacr. [pes 1928 r. e nogrornen

HOB Ila 3a llalaHusta (M3BecTeH KaTo miaHa ,,lOur\*), Ho Tep-

MaHMa OTHOBO HE MOXE Ja MsM alla HasOAeHUTE B® penapauuu.

Crura ce Joram, 4 aMepuKaHCKHAT WpesuAenT XyBbp OPU30BaBa

KM MOpaTOpHyM Ha U3 Taljavusta Ha penapanuure. Crio3HHWH-

Te ca no6egusin, a PepManus e sary6usa. Tosa e knacnueckn npH-

Mep 34 HPeToRopy, B KOMTO MMa HoGesMTeM u nobeqeHu. CrI03HH-

UMTC HalaraT BCHYKM CBO MCKaHHs BLB Bepcaiickusa forosop. Ho

TE3M MCKaHs Ca On HepeamucTu4unu. CKOYeHUAT JOPOBOp IIpO-

CTO HE MOXes0 7a Obje W3NbHEH Ht BMECTO fa renepupa mup, Tol

YCUIHT BpakneOHOcTra Mexiy [BeTe cTpann. 3aryGata Ha Pyp,

CBCHUBAHETO Ha PepMaHCKaTa UKOHOMHKA€, \*KCPTBaHeTO Ha Hal{Ho-

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HaJIHHTe MPHpOHM PeCyPCH TONPUHACsAT 3a HOCTOMHHO HapacTBa-

MMA CTPEMEX 3a PEBaHII OT cTpana Ha TepManus. Muoro MCTODH- ©

TH CMsTaT, 4e TOBA ¢ OusO HyleamHa aTMochepa 3a BE3XOMa Ha

Ajnond Xuriep. Benuocr AOLOBOPHST, KOTO Clara Kpaii Ha IT»psa-

Ta CRETOBHA BOMMa, CoMara 3a 3al04uBaHeTo Ha Bropara cBeToBHAa

Bola. Moaqxogbr »lodequTen—nobefen BOM 10 pe3y.1Tata ,,Hue

3aryOuxme\* (13).

Kak Ouxme Moran 4a NpesbpieM KoNporranuaTa B CBTPY AHH-

yecTBO? Kax MoxeM /la TpanctbopMupame KOHAMKTHTE B TIpobsle-

MH, KONTO TpsOna ya OEaT pemenn?

Ipunyunnus’ TOLXog KaTO MeTOy 3a LOcTHraHe Ha B3aHMHOU3-

POAHO CliOpasyMeHHe ¢ BaxKHa CThUKA B PeBPbITAHETO Ha KOHPOH-

Talwata B ChTPYAHM4ECTBO M 1a TpadchopMupalleTo Ha KOH@JINK-

TUTE B IpoGeMU, KONTO TpaGBa Aa ObAAT peweuu. Ho Toit noctaBn

peda BBIPOCH OT YCTO TICMXOJIOTHYECKO ecTecTBO, KOMTO ocTa-

BaT HEM3ACHeHU. ,,Hue “cKaMe ja ocTurHeM jo JLA, Ho aKo Apyra-

Ta cTpaHa HOCTOAHHO HM OrroBaps c HE uw ve cKa fla CbTpy/(HH-.

un?“ Kak Ja ce cluipaBuM c araKH u KONTpaaTaky, rHs1B H WOAO3pe-

AMC, BKOPCHCHH HaBHLIM 34 TBEPa urpa, MHTePeCH, KOVTO U3rVlIex-

AaT HENPECHYALIM Ce, WIM IbK CIPEMEX KM NeuaiGa Upes cu0Ba

Mrpa HW 3aliaxu?

Ckenruuute Kaspar, 4e LIpMHUAnAMaT HOXOA € HEIO MHoro

xy6aBo, 40 TpyAHO MOxe jla ce Npw02\*KUM Ha mpakTuka. B nayanoro

BHe Ce ONMTRATE Aa BOAUTE TPETOBOPH [0 CbIECTBO UM ja HaKapate

RaIMHt OUOHEHT fla paliapare 1po6/1eMa ChBMECTHO, HO BMeCTO TOBA

ce M3ipaBaTe pet Konbpoxrayua. Haii-necuoro e ma OTBBpHeTe

cbc ChmtoTo... Ho samo ce noayuasa: Taka? CrulecrByBaT MHoro

Sapuepn lIped CLTPyAHH4eECTBOTO RB peasinua xKMBOT. Moxe 6x Halt-

Baxkuute wer ca (14):

Baiata peaxyna. Wsprata Sapuepa e y Bac. Kora7o cre nog

erpec, cObCKBaTe ce c rBEpAO HE win ce UVBCTRATE aTaKYBaH,

BalllaTa CCTCCTBEHA PeakyMs € Ja OTRBPHETe Ha yapa. O6uKHo-

BeHO TOBA CTapTupa CMH 3aTBOPEH KPT OT peakiUH, KoliTo mpa-

Bu M “Bete crpanu ryOemH. Unu o6patio, Bue pearupate uM-

NYJICUBHO, KATO TIpocTo ce MpeapatTe U UPHKMOUBAaTe LperoBo-

PuTe, 3a 4a 3anasuTe AOOpure oTHOmMeHUH. Bue ryOute n> Beye

ACMOHCTPHpaia CBosTa CnaGoct, ce M3araTe Ha eKcnoaTaqMs

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/

or Apyrute xopa. Crefopate Ho upobleMT, Uped Kolito ce 13+

TpaBate lp HD€TOBOpH, € He CAMO NOBEJJEHHETO Ia pyrara crpa-

Ha, HO M BalllaTa PeaKMUMA, KOMTO JIeCHO MOKe ja NPMTU3IBUKA

TakoRa ToBeAeHHe.

TexHute emouHn. Cregpaiara Gapnepa ca HeraTuBHuTe eMo-

UMM Ha pyrata crpana. 3a TeXuure aTakKu MOxKe 6M ce KPHST PHAB

4 BpaxeOuocr. 3a, TEXHUTe PUTUAKH NOSUUM MOxe 6H Ce KPUAT

cTpax H Hegopepue. YOeseln, ue Te ca MpaBu, a Bue rpelMte, Te

Moxe Of OTKa3BaT fla cllywar. Dnefaliku Ha cBeTa mpe3 MaKCuMata

»V1i3sK WIM We 6pgem u3zsayen!, re Moxe 6u ca HaMeplJIM onpaBya-

. HMC 34 USNOJ3BAHETO Ha HEUECTHM TAKTUKH.

TaxuaTa No3snuna. [Ip chpMecTHoTo pa3pellaBalie Ha mpobule-

MUTE BMC Ce U3lIpaBATe Cpelly Mpobema u ro aTakyBaTe 3ae/{HO.

Bapuepa mpeg TO3M HOAXOf € MOSHUMOHHMAT MOAKOR Ha Apyrata

CTpalla — TEXHHAT HABMK Ja Ce OKOUABaT B TO3HITMMTe CH H ga ce

OUMTBaT Ja BH HakapaT fa ce upesayere. Uecro apyrara crpana He

3Hae [pyr HauMH 3a Uperopapsne. B TexuuTe Ou alrepuaTuBarta e

Aa ce Ipeflayat — Helo, Koero Te eBa JIM Kear.

TaxHatTa Hey oBerBopeHoct. Bamiata Wel e HOCTMraHe Ha B3a-

HMHO NIPHEMJIMBO CIIOpasyMeHHe, IO MOxXe fa ycTaHoBHte, ue Apy-

rata CTpala BLOOMIe He Ce MHTEPCCyBa OT TAaKbB pesyTat. Te Moxe

OM He BYAKAaT Kak Guxa ce o6NaroferencrBanu oT ‘ToBa. axe aKxo

Bue OUXTEe MOTJIM fa 3A10BOMUTE TeXHUTe MHTepecn, Te 6UXa MOTVIM

Aa Ce ClpaxyBaT fa He 3aryOaT 4acT OT ABTOPUTETA CH, ako Ce CLIIa-

, CAT Che cHopasyMenHeto. M ako KpaiiuMaT BapuanT Ha cllopa3yMe-

HMeTO € Balla Wed, Te Ca B ChCTOAHHE Aa FO OTXBBPJIT CaMO TO

Ta3H [IPHaHHAa.

TaxHatTa cua. Hakpas, ako. aqpyrara crpaua (vlega 1a mperono-

pute oT rvieftHa TOUKA Ha aJITepHAaTMBATa NOGECa-ZaeyOa, Te MOXKE

Ou ca perreHn Jia Bu HOGezsT. BeposTHo ce phKoBOAST OT IpMHL-

Mla: ,,Koero € MOE — CH € Moe, KOeTO € TAXHO — MOEN Ha NperoBo-

pu.“ Ako Te Morar ja NOJYYaT BCMUKO, KoeTO HCKat, upe3 CHa,

3allo TpAOBa fla CH CbhTpyAHMYAT C Bac?

3a \Wa mpeogoeete HE-To, Ha Apyrava crpana Tpa6Ra 7a npobu-

eTe BCAKAa OT 1e3H eT Oapvepu npes chTpyAHMYECTBOTO.

B cBera Ha mperozopute, AMpeKTHHTe AelicrBus (cboKycupaHe

BLPXy HHTepecu H Cle 1TOBa Pa3sBUBaHe Ha Pa3JIMUHM Bb3MOXKHOC-

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TH 34 3AJ0BOUABANE Ha TC3H HHTEPECH) W3riexK LAT mpeKasteHo npa-

BOJHHeMH Ww ecHu. Ho p peanHus cBaT Ha CHIH peak H eMo-

HHH, TBLPAM TO3MMM, H€YAOBJIETBOPEIIOCT WM arpecua Bue He MO-

\*KETE [a MOCTHTHETE YHOBACTROPABAIO M ARETE cTpaHU clopa3y-

MeHle upe3 AMPeKTHU JelicTBuS.

Yum lOpait upennara u3no0j3pane Ha Clpateruara,Ha Lpo6u-.

ga (15). Crmumactrra & ca HHAMPCKTHATE jlelicTBHs. Ta W3HcKBa Ja

MpaBy're OOpaTHoTo Ha TOBA, KOCTO CIOHTAHHO BH Ce HCKa Aa Hanpa-

RUTe B TPyAHH CuTyaluu. Koraro Apyrara crpana Bu aTakyBa WIM

Ce [bP KATO KAMEHHA CTeHA, Ha BAC MOXe OM BH Ce MCKa Jia OTTO-

BOpHTe MO HAKAKB Wa4HH. M3npaBenH npes Bpaxye6Hocr, Bue GUX-

Te MOPIM la chopure, u30paBeHu uped Hepa3syMHu osu, Bue

OUXTe TH OTXBEPJMIM, pen arpecus — fa 4 ecKalupate. Ho Tosa

caMo Wwe Bu OpycTpupa u Bue ie urpaeve urpata Ha Apyrata crpa-

na no TEXHUTE npasuia.

Batata eqMucTBeHa vu Hal-06pa BL3MO2XXHOCT copes fOpait

e fa TIPOMEHMTE HIPATA. Ocuozen TIPHHUAN B ApeBeHUTe

ATIOHCKM OOMHH W3KYCTRA € Ja ce u369rBa lIpWlaraneto Ha cMa

AMPCKTHO cpelly OuonentTa. Th KaTO ycunuara ga cnommre

ChUPOTHBATa Ha ONOHCHTa CAMO @ YCuJIBaT, Bue Tpa6Ba fa ce

OUNTaTe fa UpeosoieeTe Ta3u cbIpoTHBa, Ges AMpeKTHO Za 4

aTakysatTe,. Tona e€ NOAXxoAbr Ha mpoOusa. To3u mogxog e o6part-

HOTO Ha Hallarale Ha RallaTa NO3MNMa Ha jpyrata crpana. Béec-

TO Ha BKapBaTe HOBM WleM OTBbH, Bue OKyparxaBaTe Te Wa ce 10-

ABUT OTBLTpe. BMecTo a UM KasBaTe KaKBO ja 1paBaAT, BUe HM

AaBaTC Bb3MOXHOCT CaM {la ro pasGepaT Wau ja CTMrHaT JO Hero.

BMecTo fa OKa3BaTe HaTUCK ja CH IIPOME€HSIT MIIGHHETO, BUE UM

Pag ee

Cb3labaTe cpeqa, B KONTO Ja ce yuat. Camo TE morat ja Hpo- ©, +27

OusT THxXHaTa Co6cTBeHa CbIIpoTuBa. BALIATA pa6ora e ja uM

MOMOVHETE. 7 8

CLIpoTuBata 3a CbBMECTHOTO pelllanane Ha HpoOseMuTe Tpo-

u3THYa OT HeTre Gapuepu, onmcanu mo-paHo. Bamara pa6ota KkaTo

MpeToBapslll € Aa TpeMaxnere Gapnepure, KOUTO JEXaT MEX Ly TAX-

HOTO HE w B3auMHO yOBeTBOpABAIOTO cllopa3yMeHne. 3a BcuKa

of Tesi Oapepu UMa ChOTBeTHA CTpaTerna 3a TIpeosOJIABaHeTO (Bx.

Tajima 1).

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Ta6auna |

Bapuiepy 10 WbTs K'bM CbTpyYAHHYVeCTBO HW CTpaTerHu

3a HpeosjoAsBaHerTo uM (16)

Bapuepu no WTA

Len KbM Crpaterua

CLIPYAHHECTBO

Xopa, cena | « Bamata peaxyua | \* Kauete ce na Oankona

€QHH 20 Apyr

¢ TlormeqHetTe Ha HelaTa c

TCXHHTe OWN

¢ TexHHTe CMO

Vsnpassue \* Taxuata no3uuua | ° [Ipedopmymupaiire

cpelly

ipo6ema

Tlocrurane va | Taxuata Heyjos- | \* Asrpagete uM 3u1aTeH MocT

B3aHMHO JIEBOPeHOCT

yAOBneTBopsA-

Ballo

cilopasymMenne | ° TaxHata cua

¢ W3non3palire cumata cu, 3a

ma Tu oOpa3zoBate

Cmienka nepea. Tbit KaTo ibpBata Gapuepa e Ballata écTecTBeHa

peaKUMs, Ta3 CTBIIKA BKJIOUBA 3af/bP%\*KaHe Ha TASH Peaks. 3a aa

ce aHraxkupate B CbBMeCTHO pelliaBaHe Ha Wpo6sicmute, Bue Tp#O6Ba

Wa BL3CTAHOBMTe LICHXHY4eCKHs CH OasiaHc W a OCTaHeTe KOHITCHTpu-

paH BEpxy TOBa, KOeTO HcKaTe. Eytva MeTadopa 11a Toba, KoeTo Tpa6-

Ba a HallpaBUTe, 3a la NorlesHeTe Ha CUryallustTa B epCHeKTHBA, €

Ma CM MpejcTaBuTe, Ye cTe Ha BUCOK O6aNKOU, OT KOTO riaefare Ha

uperogopure. Tbpsara crbuka € HaCO4“eHa K'bM KONTpOJ He la ToBe-

Ne€HMe 1. ia Apyrara cTpana, a Ha BalleTo coOcTBeHO NoBegzeHHe. Ko-

raTo Apyrata crpaia ka3pa HE wiv Bu aTakyBa, Bue MOxe On GUxTe

MM@JiM CKJIOHHOCT 4a OTTOBOPHTE, KaTO KONTpaaTakyBatTe WJIM Ce mpe-

falere. 3a1pbKTC Ta3H PCAKUHA H ce omnraitre Aa pasragaeve crpa-

TeruatTa Ha jIpyrata cTpana. OTyeneTe MasIKO BDCMC /[a HOMMCJIMTe

3a CBOMTe ulirepecu wu cBosata BATHA. Bmecto fa ce rHeBuTe WIM ja

ce ONMTBAaTe Ja CH OTMBCTHTe, KOHNeCHTpupalte ce BLPXy TOBA, KOe-

To uckate. He pearupalite — Kayere ce Ha OakOHa.

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Cmoenkxa emopa, Cremnamara Oapvepa e MpeososspaHetro Ha

HeraTuBHHTe EMOWMM Ha ApyraTa CTpawa — TeXHuTe 3allMTH, CTpax,

NOfO3peHne, BpaxAeOuocr. MHoro JecHo e fa Ce BKOUNTE B CHO-

pa, HO € HeOOxoj{MMo Aa ycrorre Ha ToBa W3kyleHHe. Ces Kato cH

Bb3CTaHOBUTE TICHXWMYHOTO PaBHOBECHE, € HEO6xoAUMO Aa LOMOrHe-

Te Ha Apyrata crpalia Aa Bb3CTaHOBM THXHOTO. 3a Ba ch3qageTe

WOOLP KMMAT 34 ChBMECTHO pelliapane Ha npoGsiemute, Tpa6Ba 7a

ce cMpaBuTe c TeXHUTe HeT@iMBHM eCMOWMN. 3a fa ro HampaBure,

TpsOBa ja HallpaBuTe O6parHoTo Ha ToOBa, KoeTo Te owakpar. Te o4ak-

BaT 1a Ce Abp2KUTe KATO NPOTHBHUK. BMecro ToBa BHe 6u TpAGBaJIO

Aa Ce OMMTAaTe La Ce.1OCTAaBUTe Ha TAXHOTO MsC'TO, KaTO PM CsTyMa-

Te, IpH3HaBaTe NpaBoOro HM Ila Te/lWa TOUKA M TeEXHHTe EMOIMY,

CBIVIACABATE CE C THX, KbCTO € BLSMOXHO, NOKAsBaTe yBAaXKEHUE,

UpMsHaBaTe TAXHATA KOMNETEHTHOCT. AKO BHe UcKarTe fa cre eluH

AO Apy? Usnpapellm cpermy npobjema, He cnopere — NorazequeTe Ha

cBeTa C TCXHHTe OU.

Cmenxa mpema. Cera Bue UcKare ja ce cipaBuTe ¢ npob/IemMa

3aeqHO. Topa € TpyAHO ja ce Halpasu, ocobeHo ako Apyrata cTpaHa

ce OKONae B TlOsHyMtTa CH. CLBCEM ECTECTBEHO ¢ BHC ja OTXBSDJIM-

Te TAXHATA NOSHIMA, HO TOBA CaMO Of JOBEO 10 110-AbN6OKO OKO-

TaBave Ha Apyrara crpaia. Taka ue HanpaBere o6paTnoro. Ipn-

e€MeTE BCHYKO, KOeTO Te Ka3Bar H TO NpedopMysupalire Karo omuT

Aa ce clupapure c Ipo6JIema, BacoyeTe BHUMAaHMeTO UM KbM O6nINTE

uHtepecu. Hanpumep omuralite ce 7a noregquere Ha Hemata c Tex-

HHTE OFM, OTHE AeTe Ouse N0-HaTaTDK: ,,Kaxete mu ome. Tlomorue-

Te MM 4a pas6epa SALLLO ucxare Tosa.“ Manu mx: ,,Kaxno 6uxte

HallpaBusiu, aKO CTe Ha Moe MacTo?“ Jlelicrpaitre Taka, KaTo ue au

Te Ca Balm NapTHbOpH, KOTO MCTHHCKNM ce MHTepecyBar OT pa3pe-

Mmapadero Ha mpo6nema. Tasu crpnKa e ped@pelimanr, wim mpedop-

MyJIMpaHe Ha NpoOsema. Ipedopmy.impaiire cbillo MU THXHaTa TaK-

THKA "pes 3a00HKaane Ha CTCHNTe, KOMTO W3TpaxaT Uped cebe

CH, PasMMBaHe Ha TEXHUTC ATAKM UM Pa3skKpHBaneHa TCXHUTe MaHEB-

pu. He orxebpsisiite - mpedbopmyaupaiire!

Cmenxa vemeopma. Bue Moxe 6u Beye cre aHTaxKUpast Mpyra-

Ta CTpaHa B ChBMCCTHO pellaBaHe Ha Mpo6sIema, HO BCce ole cre

Aaed OT B3AMMHO TipweMJIMBO CHOpasyMenne. /[pyrara crpaHa MoxKe

Ov ce 4uyBCTBa HeyfORIeTBOpeHa, HEyOeJella B MOs3HTe OF cropa-

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“oe

Cee nee

Ae

3yMcHueTO. Bue 6uxre UcKas ja ru IIpHTucHere, HO TOBA Camo 6

TM Hakapawlo 2a Ce CbrporuBsaBat M0-ynopuTo. Taka ye HalipaBeTe

o6patnoro, M3rpayere 31aTeH MocT oT TaxHata HO3MuUMsA 10 B3a-

MMUO TIPHCMJIHBO CopasyMenne. Bue tpa6Ba ja 3anbaKNTe Mmpo-

NactTa MEXLY TEXHHTe MHTepecu M BalmMTe. Tps6Ba fa uM moMor-

HeTe Ja CLXPaHAT aBTOPUTeTa CH Hi jj Hallpanure taka, ye pesyu-

TaThT fa U3riex a KATO uobeya 3a Tax. Bk O"eTEe ru B Mpoueca wa

BSEMAHE Ha PCICHHe, MHKOpuOpupalite u pasBuBalire TeXHUTe Wen.

Onmraitre ce ya ugentrudunupate u YRORJIETBOPHTe TEXHMTe He3a-

AOBOJCHM WHTEPCCh, OCOOeHO OCHOBHUTE YOREIIKM NOTPeOHOCTH.

Taka ye He rv IpuTHcKalite — M3rpayetTe UM 31aTeH MOCT,

Cmonka nema. Boripexu pawrre rojemu YCHIMA Apyrata

CTpaHa MOXe BCE OMe 1a OTKasBa la CbTPy HUYNH, BAPBAlIKH, ue

MOXE jla BH NOOeAM CutOBO, fa cheyenu, 6e3 1a’ mperopaps. Bue

Moxe 6M cCBINO Me ObZeTe M3KyWeHH a UM OTTOBOpHTe V 6otHu-

Te TeCHCTBHA fla ecKauiupat. 3atnaxure u NIPWHy XeHueTO 4ecCTO

Ce TOCpeluaT CbC ChIOTO MW BOTAT Ao Gesnone3HM M CK DOM GUTKH.

BmecTo ToRa u3nousBalite cuara cu ya o6pa3opare. Toxaxete

HM, ¥E ‘te CaM He Morar fa NOGeNAT, a E{MIICTBEHO c Bac. 3aza-

BaHTe BLUPOCH 3a IpH3emMaBaHe, H300N3RaiiTC npesxynpex Jena

BMCCrO 3aaxu, AeEMONCTpupalite Bamata BATHA. Ho ra n3-

MO3BAaKTC CAMO AKO HAMCTHHA € WEOOXOAMMO, HaMa.leTe TaxHata

ChUPOTHBA, MOKA3BaHKM MM, Ye BallaTa Hes e HC HOGesa, a 3as0-

BOJABALNO HW ABETe CTpanu Culopa3yMeunne. Heka Te 3Hast, ue 31aT-

HMAT MOCT € BUHAr OTBOpeH. 3aToRa W3OM3BaliTe CHAaTa CH

Wa oOpazozare.

lOpak nogqueprasa BaxHocrra Ha HOCMeEAOBATeEAHOCTTa Ha

cTbikute. Bue He Moxete fa u3MOT3RaTe ye@iosHHr 3a Hera THBHIL-

Te CMOUMM Ha [pyrata Crpana, ako He KOHTposupatre CBONTE cobcT-

BeHu. Tpy/(Ho Ouxve MM u3rpaqusm 3ulaTeH MocT, aKO He cre TIpe-

opMymMpaJim, IpoMcHMIM UrpaTa KBM CbBMeCTHO pellaBane Ha

upodemure. ToBa chlo He O3Ha4uaBa, 4e Cel KATO CTe HanpaBMit

HAKOH OT CTHIKUTC, BHe CTC 1 USYEPNAIM M CTE IPHK JOHN C Hes,

TbKMo O6paTHOTO, Be TpAGRA ja ce KauBate Ha OaJIKoHua IIpe3 We-

IMs Tpoyec Ha Nperosopu. Koraro ce noaBar Upu3nattn Ha @pyct-

paula H THaB y Apyrata crpaua, Bue TpxOBa ja ce orate ya no-

Mleqlere Ha HeWaTa C TeXHHTe oun. LOpai onpumuasa uporeca Ha

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BOACHE Ha MPCTOBOpH C'bC CHMOHMA, B KOATO pa3zJUTUHHT WHCTpy-

MCHTH 3aN04BaT [a CBMPAT CMH cred pyr Wu cey ToBa CBUpAT

3a€QHO TapTuute cu.

Tosi TogxXog Moxe 7a Obe M3IOI3BAH KAKTO B MX Ly TMUHOCT-

HH, Taka MB OM3HECCHTYyaINM — c passpasHnTencH Ha@daJIHUK, Bpaxk-

AeOHO HaCTpOeH Kosera, HENpHsITeH KAMEHT; OT JIHIIOM@'rH, OT af{BO-

KaTH, OT CbhuUPY3H, 3a a CbxpaHAT 6paka cu, HT. H. Tit KATO BCeKH

4OBCK H BCAKA CHTyall Ca pas/IMYHM, Bue Tps6Ra Ja cbyeTaeTe Terre

CTbUKM 3a€/(HO C OcobelocTuTe (cBO“Te u Ha CUTYalMaTa), 3a Aa cu

ChSMANCTE CTpaTerHs, KosTO paboru 3a Bac. Hama Marwuecka peren-

Ta, KOATO OCHTYPARa YCIICX BB BCHUKH IperoBopi.

TlopevetTo aptopu B o6jlacrtTa Ha TeOpusata Ila Mperopopute rv

pasfenaT Ha Tpu dazu (eran) — noAroTBuTesHa, Ha AKTHBHUTe cpe-

UM H Ha 3aTBapsHe la CropasyMeHMeTo (cmlemKata) (17).

IIpe3 nogrorauternara thaza O6UKHOBeHO ce peliapat

CeqHMTe 3ayaun:

£ Opzanuzupane na nodzomeumeranama asa. Tora BKJuOUBa

ACUHOCTH KaTo:

\* YCTaHOBABAHE Ha KOMYHMKAlMs C HepapXxuata, opraHusnpane

Ha KOMYHMKANMOHHM KaHaJIM, KOMTO ja Ce U3HO/I3BaT Mpes Bpeme

Ha liperoBopute;

\* ONpedeIAHe Ha HYXKAMTE M este Ha fepapxusra;

\* SANOUBAHE [a BHTPelik IPeToBOpH 3a HOBAHABAHe Ha LeJIMTe

uM CTparerunte;

\* CHIDKABAHe Ha OUaKBaHHATAa Ha fiepapxusra:

\* ONPENCJIIHE Ha KpaeH CpoK 3a NOAPOTBUTe/IHaTa pa3a;

° ONPeReIAHE Ha IpaBOMOII[MATA, C KOMTO MperoBapsUMAT eKUT

pasnosiara;

\* ycTaHopsBane Ha OlopoKpaTH4uHUTe npouesypH.

2. H360p u nodeomoexka na exuna, Kato ce AaKUCHTUpa Ha:

\* YCTaHOBaBaHe Ha KOMYHUKAall BLTpe RB eKHIA;

\* YHpwKHEHMA 3a crio6saBaHe Ha CKUNA;

° ORPCACIAHE Ha 3afa4uTe HW OTTOBOPHOCTHTEe Ha BCeKM WeH

OT €kuMla; OOMKHOBEHO BBB BCEKH eKuT Tpa6Ba 2a uma OTTOBOp-

HUW 3a CACAHUTE POM: EKCIICPTM 10 ChINHOCTTAa Ha uperogopu-

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om

Te, €KCHEPTH LO MpoveAypata, rOBOpHTeN, eKcllepT no MeyuUTe,

KOpHAOpeH WOOucr, UpoTOKOAUHK, HabsuOsaTe (YOReK, KoitTo

caMO 4a Cilylla WM 1a HaO mw AaBa, BKTIOUNTETHO U HEBepOamHata

KOMYHU Kala, HE CAMO KaKBO C€ Ka3Ba, HO H KAKBO Ce IpeMbsua-

Ba, PCaKUMUTE Ha Apyrata crpalia), peqaktop (ekcnepT m0 e3u-

Ka), KAKTO M APY" EKCUepTH B 3aBHCHMOCT oT cheyumukata a

BOACHHTE TIperoBopy;

\* yipaBsIeHHe Ha OUaK BAHUATA Ha eKUMA 3a NpeACTOAMMTe Mpe-

TOBOPH HM Ha Pe3yJITAaTUTe OT THX;

\* OalaHcupaille Ha cTabuM3aropuTe 1 AecTaOwsM3aTopuTe;

\* ONPeAC ane Ha 3a1ad 3a DONPOTBUTeHaTa (ia3a 3a BCCKM WieH

Ha eKHIIa.

3. Ocuzypseane na neo6xodumama URMOPMQAUUS 38:

\* cOOcTBeHaTa No3uMs;

\* TO3HUKATAa Ha jIpyrata cTpana;

\* HHPOPMalMs OT IIPEAMUIHM IIPeroBOpH Ha ABeTe CTPaHU:

\* 110 1peroBapsaHua Mmpobs1em;

\* HACHTUPULMpAane Ha BALE KOHCYJITaHTH M pecypcn;

\* WICHTUpMUMpane MW aHaTM3MpaHe Ha aJITepHATMRM Ha Upero-

BapsHeTO, KATO IperoBopH c LocpequHI, ap6uTpax, cbsze6eH TIpo-

ec Ap.

\* WAEHOBETE Ha APYPHA CK, KATO Ce AaKUCHTUpa lia TaHHU 3a

Bb3MOXKHM MOKAVKYITYPHH lIpoOJIeMH, ONpeseAaHe Ha TeXIINTEe

B3AaHMOOTHOMICHUS C Hepapxuata, ollpeyesiaue Ha HYKgANTe u Le-

JIMTe Ha Hepapxusara uM.

4. ANaju3Uupane Ha npeduunu NP€2OGOPU UW U3NEAHCHUA HA Npe-

OULUHL CNOPa3YMeHUS, KATO ce HaGJISTa Ha:

\* pasriexK ane HW ONCHKAa Ha MMHAJIM UperoBOpH H Ha ABeTe cTpa-

Hu: TlocTurias 1M € eKUNST TOBA, KbM KoeTO ce e crpemun? Kana

Hpoucsypa € u3io73Ra1? Kaku ca cusHMTe u craOure crpalu Ha

CKHMMTE B pe MIUHM Iperonopu?

° PasBuTue Ha apxMBHa CHCTeMa 3a AaHEM ov MMHasIM IIperopo-

pu.

\* OleHKa Ha USITbJIHEHMeTO Ha MUHA. Chopa3syMenus.

J. Hdenmuguuupane va npobnemume, 10 KOMTO me ce mperosa-

pa MMO KOUTO — He; Ope Je/IAHe Ha BHIpOCH, KOMTO We 6b/aT MrHO-

PHpaHM; OMpeesAHe Ha BEpOATHUTe KPUTHUH TOUKH.

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6. Hoenmuguyupane na 6Cuuku 3GUHMepeCOBaHU U 3acezHamuU

CMpaHu pes HEYTpasM3hpane WIM CleveBane Ha OAKpenata uM

TlocpeCTBOM:

¢ PR jeitHocTu 3a NOATOTOBKa Ha y¥aCTHULUMTe M Wy6MKaTa;

\* W3Tpaxk lave Ha BBHINECH CbIO3;

\* oOpaz0BaHe Ha 3AMHTepeCoBaHUTe CTpaHH B Ipoleca Ha BO/e-

He Ha MIperoBopuTe 3a ‘TOBA, KAKBH Ca IeJINTe Ha eKuMa, OUAKBAHUTE

TPYAHOCTH, CHWDKaBaHe Ha OYaAKBaHHsTa u M3OsrBaHe Wa caboTax

Ha paOboTata Ha ekuma.

7. OnpedensHe Ha Yenu U npuopumemu B CHeAHUTe HACOKU:

f

\* HACHTHDHUMPAHE Ha Bb3MOXKIOCTUTe 3a KpaeH pesy.17aT; /

° olpefleuaHe Ha OCHOBHU'Te 3agaun u BATHA;

\* ompejeuwaHe Ha cTpateruatTa (kakBo Tpa6Ba fa DocTuruete,

AOKOMAa, KesIaHO BpeMe 3a IPHKINOUBAHE Ha HpPeroBopHte H T. IL);

\* OLIPETeJIANE Ha PeaINIMs CPOK 3a CKJTIOUBaHe Ha CHOpasy MeHMe

M TO3H, KOTO Ie Gbye UPEAIOKeU;

\* ILJaHUpaHe UM NOATOTOBKA 34 HEIpeABU CHU. OOCTOATEJICTBA;

\* LOAFOTBAHE a OTTOBOPH 34 BEPOATHH NO3HUHH MW TaK'THYeCKH

MpWuomy Ha [pyrust eK;

\* WOCTHTalie Ha KOHCeHCYC B eKHTIa;

\* nNO/y4aBaHe Ha OLOOpeHHe OT Hepapxusta.

& Ocueypaeane Ha admunucmpamucHa nodxpena — 4moBHM4eE-

CKa, 'T€XHU4eCKa, CEKUNMPOBKa, CUPYDHOCT.

9. Opeanuszupane Ha Nepeama cpeusja C Opyeuusa eKUA, KATO Ce aK~

TeHTuUpa Ha:

\* Ch3/[aBaHe Ha Bh3MOXHOCTH 3a HEMOpMaJIHH, pedABAaPUTeIIIM

CpelM C JPYIsl EKUM 3a U3OATBAHE Ha W3HCHAAU, YCTaHOBABAHE Ha

B3aNMOOTHOIICHHA, pa3MeHAHe Ha HHopMalMa.

\* OIIpese/AHe Ha BPEMETO M MACTOTO Ha IbpBara cpeiua, Koll Ue

IIpHCbcTBa, MpOleaypH HV T. H.

llpu aMmca Ha JocrarbuHo BpeMe M pecypcn 3a NoAroTOBKa

pes NOATOTBNTEHa thasa MHOFO CPEKTUBEH MOXeE Ja Ope T. Wap.

MMHU-MAKC IOAXOZ, KOUTO H3MCKBa H3SCHABAHE MOHE Ha CJIeHU-

Te BBIMpOCcH:

¢ Koe € MUHUMasHOTO, KOeTO MOxe Ja Obse mpuero?

¢ Koe e MaKCHMaJIHOTO, KOeCTO Moxke 4a GEe NOMCKalo 6e3 BAO-

iWaBaHe Ha OTHOMeHUSTAa C Apyrata cTpana?

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¢ Koe € MakcuMaJIHOTO, KOeTO MOxe jla Gage orcrbmeHo?

« Kaksa e Haii-HucKatTa oepra, KOATO MOxe Ja Obie npezo-

\*KeHa, 6c3 fa Ce BNOMAT OTHOMEHMATA C ApyraTa crpaHa?

° Kaku ca o1roBopue Ha Tes BBIIpocu 3a Apyrata cTpaHa?

ITpe3 ta3aTa Ha aKTHBHUTe Cpe ce peasru3upaT

CieqHUTe 3a7aqH

1 Tipezosopu 3a npouedypama, KourTo o6uKHOBeIO BKMOUBAT:

\* NpesCTaBAHe Ha WIeHOBETE Ha eKuma;

\* oNpeweMaHe Ha MeCTaTa 3a Casale;

° YCTAHOBABAHe Ha rpauk 3a HaCTOsIMaTa cpema;

\* yCTAHOBABAHe Ha BPEME HM MACTO 3a CIIEABAINNTe CpeniH;

\* OMpeACAHHE Ha OCHOBHMTE NpaBlisia 3a WperoBapsHe;

\* OMpeveIAHe KOH CKMN TPBH Ile NpescTaBn No3sMunATAa cH;

\* OlpeweAaHe Ha Npolesypa 3a Wpesoctapave Ha MAdopMalMa

Ha MeqnutTe W My6sMKata.

2 Hoddepxane Ha KOMYHUKaYUAMA C opeanu3auuonnama tiepap-

XUS 3A:

¢ W30srBaHe Ha U3HeEHaAY,;

° lopax lane Ha ChMHCHUSL OTHOCIIO NOCTH2KUMOCTTAa Ha OUAKBa-

HHATA;

\* CHM KaBaHe Ha O4aK BAaHUATA;

\* HOATbpAANe Ha ACHA MO3MUMA TO OTHOIMIEHHe Ha UpaBOMOLH-

ava;

\* O1leHKa Ha porpeca B IperoBopute;

\* MOCTOAHHO MOBTAapaHe Ha Were.

3. Vapaejenue na noueca Ha eodene Ha npeezosopu 4pe3:

¢ pasmpocTpausipane Ha WacMenu o6o06WeHua 3a BCAKa MUHasa

cpera;

\* W3lpaxkflane Ha AOBepue; u3z0srBalie Ha O6eWaHua “NM KOM-

MIPOMMCH, KOUTO He MOFraT Jia ObAaT M3IbAHEHH:

\* HOATOTORKA 3a Bb3MOXAKHO MOCpe/HUGECTRBO, Cb/\EGHO Aeso, ap-

6uTpax;

\* NOCABAHE Ha CbMHEHUA Cpe WIeHOBeTe Ha APYIua eKUM OT-

HOCHO TIOCTHXKUMOCTTAa Ha OWAKBAHMATAa HM;

\* CHU KaBaHe Ha OUaKBallMATa Ha ADYIus eKULL

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\* H30/1MpaHe Ha IpoOemute, 6OKupau Npolleca Ha BOeHEe Ha

MPerOBOpH, 3a00uKaIAHe Ha NPeYKUTe, UpO'b/IKaBalle C Apyru

BBIPOCH;

\* yIpaBJIeHve Ha BbTPeIIHaTa JIMMCHCHS;

° BOJeHe Ha AOGpH 3aNMCKM 3a XOa Ha IIperopopute;

\* pakkupaHe Ia IIpMopuTerTute Ha /[BeTe CTPaHH;

\* TICTOAHHO NOsbpKalle Ha EMOUMOHATHATA AMMeHCHA — cbu3H-

YECKO CDCTOMHUE, AVX, YBEPEHOCT UPe3 NOUNBKU, IPOMAHa Ha MAC-

TOTO Ha CpellTe, CKUTHH CbBeWaHus;

\* HCMPCKBCHAT KOHTAKT C EKCIIEPTHTe, aKO Te Ile ca Ha MacaTa;

® AKTMBHO CJlyUlaHe;

\* TOCTOSHHO HaGeLI13BAHE Ha BLTIPOCH OTHOCHO NpedJIOKeUMATA

Ha APyrua eur;

° IIDHAp\*KaHe KM NOCTABEHMTE Yeu;

° HOAAbpKane Ha TAKTHYCCKA IbBKABOCT (UpesAoxXeHUA

»AKO... TO TOraba...“), OCTABAHE Ha BPATHYKU 3a HOBU Bb3MOXKHO-

CTH;

\* HACHTHOUUMpane Ha cTrabusM3aropuTe H TecTaGusM3aTopute

B PyTHsa CKHI;

\* HACHTHOULUpave Ha BL3UPHATMATA H JOMYCKaHUaTa, TexKAaltt

3a, NO3MUMUTe Ha JPyria eKUT;

\* HCCTO H3SCHABAHE, NOBTapsAHe U Nepudpasnpane Ha H34BJIEHU-

ATA WM MOSHUMUTe Ha APYUs KUM;

\* pa3MCHAHe Ha IIPeAJIOKEHUA HU OTTOBOPH:

¢ oOMeH Ha UHpopMauns;

\* aHaJIH3Mpane HM pearMpake Ha LipesOARKeHUATA Ha APYPHA CK;

\* aHaANM3Mpale Ha PeaKUMUTE Ha APYPMA CKHII la BalIMTe mpes-

JIOXKEHUG;

\* ONDE Ae IAHE Kora H {aM MOE fa OLA CKINOUeHO cHopasyMe-

HHETO.

4. Ynpasnenue na eempelunama GumeHcus apes:

\* CKHHM ChBEIMAaHHA, BUHAY KOPaTO TPYrMaT eKUU BH W3HeHa-

Aa;

\* MIOCTOMHHO HOBTapslie Ha IIeJIMTEe;

\* NOCABaHe Ha CbMHCHHe B YMOBETe Ha cTabuAM3aTOpUTe HM eC-

TaOHAMBaTOpUTE;

\* yIpaBJIabane Ha OUAKBAHUATA Ha eKHIA;

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\* KOHTPOJIMpaHe Ha BbTPeMIIOTO Hanpexcune;

‘\* KONTPOJINpane Ha cTaGHJIMsAaTOpHTe H pecTaOuM3aTopuTe,

3. HodeomocKa 3a 3ameapane upe3:

\* YCTaHOBNBaHE Ha rpahuKk WU Ha TaK'TMKM 3a TOXXO%KAaHe KM

NIpHKAI04BaHe Ha Mperosoprire;

\* onlpezessHe Ha PopMata Ha CllopasyMcHue TO.

IIpe3 noceqHata (ha3a Ha 3aTBapAHe Ha Copa3syMeHHeTO

Hali-BaxkHM Ca CleXHUTe 3aqaun:

1 Hoddspxane wa Konmpon npu dunanusupane Ha cnopa3yMe-

Huemo Upe3:

\*" HACHTH@UUMpAane V MpMopeTusupaHe Ma rlanAMTe HepeLIcHA

Tpo6emMu;

\* oOHoOBaABaAHE Ha BATHA-ta;

° TPIOXKJIMBO AHATH3Upane Ha BL3MO2KHM pasMMHaBaHs Ha T0-

SHIMMTE;

\* H3BRPUIBAHE Ha NOAXOAAINM AelicTBUA pH HeUpesBUAeEHU 06-

CLOATEJICTBA;

\* NOAAbpxKane Ha OLP3H uM esbeKTHBHH KOMYHUKAaLMOHHN KaHa-

JIM C OpraHu3aljMoHHata Hepapxus;

° NIPEABAPUTEIINO ONpPeeIMHe Ha MEXAHH3bM 3a paspemaBane

la CNOPOBeTE B ,,euUHaNeCeTHA ac’, AKO HAMA CbrlaCHe 3a OCHOR-

HMTe UpaBisia Ha TucKycusTa;

\* TIPErOBapAHe 3a MCXAHU3bM 3a U3ITbJIeHHe Ha Clopa3syMeHHe 10;

\*° ONPeACINHe KaK CllopasyMeHueTO Ie Obye UpeycTaBeno u OT

Koro apes, CMH;

\* OCHIYPABaHEe Ha aMHHUCTpAaTHBHA TosKpera.

2. Llodzcomo6Ka Ha nNepeu U eBMopUu Bapuanm Ha cnopa3yMente-

mo, KaTO ce aKIeCHTupa Ha:

° OCTABAHE Ha Bb3MOXKHOCLH 3a KOMCHTApH M PeBU3HH;

\* IpOBCpKa Ha BC€KM BapMaNT Ha CHOpa3yMellWeTO Ha EKUNHH

cperln;

\* MpOBepKa M NOTBEPAAabave Ha TEXHMUECKUTC apameTpu C

eKcHcpture,

3. Hodnuceane Ha cnopa3zymMenuemo u OzAACAGQHE 6 AYOAUYHO-

mo npocmpancmeo.

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Boyenero Ha IIperopopl € ocHoBHa (OpMa Ha YOBELIKO Tope se-

Hue. B cbBpeMeHHMS CBT BCe NOBeYe Ce Hallara UMMepaTHBET Ha

CbTpyaHM4ecTROTO. B cBetTa Ha Ou3zlieca KOopnopauuute dopmupat

crpaTemMfueckn cbi0su cbc CBoMTe Hall-roslemu IpoTmBAHtn. Te Buia-

raT Nap 3a CLBMECTHH M3CIeABAHUA HW pa3sBUTHe, y4aT ce OT CHI-

HUTe CTPaHH Ha ONOHEHTHTe. PHKOBOACTBOTO KM M3Ib/IHMTeJICKHTE

Kaf[p CH WaBaT CMerkKa, Ye AKO He pa6orTsT 3aeqHO, MOxKe BOOTIE

4a le pabotst. Cnoco6wocrra 4a ce Koonepupam c Gunite cH Bpa-

LOBE, € KJNOYbT K'hM ONE/ABAHCTO B CbBPEMCHHMA CBAT. Tona € Rap-

HO Hf 3a CeMelicTBOTO. BebmHoct cnocoGHOcTTAa Ha BCSHKO CeMelicTBO

4a Ce CIpaBH KOHCTPYKTHBIO C MEX/LYHUHOCTHUTe Cu Npo6j1eMu

ONPe eA aI WIEHOBETE MY Ue OCTAHAT 3ae/(HO, MIM Le ce pa3-

AenaT. B cReToBeH Mamja6 ona3BaHeTO Ha OKOJIHaTa cpeja WAM 43-

rpaxJaHeTO Ha NpOcnepupalla HKOHOMHKa Ca Bb3MOXKUM CaMo upe3

ChIPyAHUYECTBO, CETPYAHHUYECTBOTO He O3HadaBa Kpail Ha KOHKy-

peHUMATA MH IpoTupopeyusta. To He IpemMaxka pasINUMATA, HO aBa

Bb3MOXHOCT fla Ce CHPaBUM C TAX MO-KOIKCTPYKTUBHO. Bebumocr

UbTHT OT KOMMPOUTAUMA K'bM ChTPYAHMYECTRO Ce LIPeOTOMABa Upe3

lIperonopute.

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passuto or Tomac Kosocn, scucipesrjext Ha AMepukancKata apOuTpaxHa aco-

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3A ABTOPUTE

Teopra KapactosHos e JoKTop 10 NcuxoorMs, TaBeH ACHCTeHT B

KaTegpa ,,OOmecTBeH Hayku Ha Bocuua akagzemus I’. C. Paxopcxu. Ap-

TOp € Ha MHOro Hay4Hu NYOMMKAIMU, MeKAY KOMTO KHUTHTE ,,Crpec H BO-

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CTCHT B KaTezpa ,,O6ulccrBeHu HayKu“ Ha Boenua akagjemua ,,I’. C. Pakos-

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