

# PUBLIC SPEAKING AS A PART OF POLICE DIRECTORATES HEAD'S ACTIVITIES

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The fact is that a manager who is characterized by a confident attitude and clear speech will more easily gain the trust of both subordinates and superiors, because in such a way he will convince them of his knowledge and expertise. In this paper, special emphasis has been placed on the complexity of public speaking of the police directorates heads and the importance of preparation for high-quality public speaking. The paper starts from the fact that overcoming the fear of public speaking can contribute to its improvement. It is evident that the police directorates heads have the fear of public speaking, which has strong manifestations that prevent them from achieving the purpose of their speech. On the basis of content analysis, it can be concluded that the police directorates heads can overcome the fear of public speaking by strengthening their self-confidence; by setting realistic expectations; controlling their thoughts and focusing on the topic, meaning and function of performance; visualization; preparation and practice; maintaining contact with the audience; knowing and checking the equipment used during public speaking. It can be concluded that mastering the skills of public speaking will enable a manager to get rid of the fear of public speaking and thus improve his performance. At the same time, it will enable him to be more confident in other fields of management, while constantly enhancing his organizational and managerial qualities.

Key words: *manager, police directorate, public speaking, preparation, communication skills, conveying message, fear, overcoming*

## Introduction

A manager is particularly appreciated and expected to have the skill of public speaking. In the broadest sense of the word, it can be characterized as performance and speaking in front of a group of people with the objective of conveying

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certain information. The fact is that a manager who is characterized by a confident attitude and clear speech will more easily gain the trust of his associates, convincing them of his knowledge and expertise. When we say "public speaking", we immediately think of speaking in the media and in front of the general public, which is, in essence, only one type of public speaking, certainly the most complex one, because it takes place in front of the largest audience and requires special concentration, composure and above all excellent information.

The security units heads have special responsibility because they deal with sensitive information that needs to be directed in an appropriate way in order to achieve the expected effect. A manager is obliged to master the basics of public speaking, in order to enable his management activity to be successful and to achieve the expected impact on superiors and subordinates. Even the most successful managers, who have complete control over the business and have all the necessary information, can face stage fright and fear of speaking in public. If they do not compose themselves on time, they can threaten the objectives of public speaking and conveying information.<sup>1</sup> In this regard, it is very important to consider ways to overcome stage fright because psychological factors play a significant role in the quality and functionality of public speaking.

## Types of public speaking

Public speaking represents a complex communication activity, which needs the harmonization of the verbal part with the non-verbal one.<sup>2</sup> Public speaking is a logistical activity and is based on an informative component, and aims to convey certain information to the public in order to inform it about the course of an event, receive instructions on the organization of an event or to summarize the results of the completed process. According to the type of audience, which the speaker addresses, public speaking can be mainly divided into:

- internal – speaking in front of superiors, subordinates, representatives of equal and related functions, address at gatherings and events in an organization, etc.; and
- external – interviews and statements including:
  - according to media - for print media, radio, television and the Internet;
  - according to dynamics - performed live and recorded;
  - according to the type of contact with journalists - face to face, by phone;
  - according to the number of interlocutors - with one or more journalists.<sup>3</sup>

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<sup>1</sup> Dobrivoje Mihailović, Slobodan Ristić, *Menadžment – ljudska strana*, Fakultet tehničkih nauka, Novi Sad, 2007.

<sup>2</sup> Darijo Čerepinko, *Komunikologija: kratki pregled najvažnijih teorija, pojmova i principa*, Veleučilište Varaždin, Varaždin, 2012, p. 123.

<sup>3</sup> Stevanović Obrad, *Bezbednosni menadžment*, Kriminalističko-policijska akademija, Beograd, 2016, p. 268.

*Internal public speaking* takes place within an organization. According to the audience, which a manager addresses, we can distinguish several subtypes of internal public speaking: in front of subordinates, superiors, the colleagues of equal hierarchical rank and function, and speaking at gatherings and events in an organization. The most frequent form of public speaking in an organization is **meeting** (daily and periodic, informative, thematic, instructive, consultative),<sup>4</sup> which includes the exchange of information and focus on solving certain problems and tasks, and it can also include evaluation, if we talk about the completion of a process and analysis of the achieved results.

*External public speaking* implies addressing public opinion, and its main characteristic is the presentation of data and information through the media, most often in the presence of journalists. The main types of external public speaking is **interview** – a longer form that provides an opportunity to present and explain more information and **statement** – a concise form focused strictly on a specific topic. The type of public speaking will also determine the type of information that is presented to the public, e.g. the same type of information that is given to journalists on an event or measure that is expected and planned or on the current events and in the case of a crisis will not be presented. The preparation is different and requires the speaker to adapt to the situation and the expectations of journalists and the audience. For example, well-planned and prepared crisis communication can play a very important role in transforming challenges and unexpectedness that a crisis brings into a response that is predictable and adequate.<sup>5</sup> When it comes to crisis communication, it is necessary to emphasize the difference between the terms crisis and crisis situation. A crisis covers one or more unexpected events that can threaten communication objectives. The defence system crises in public relations can be caused by crises and crisis situations.<sup>6</sup> At the same time, the police directorates heads can speak in front of various external audiences. Namely, they can participate in professional and scientific gatherings, events in local government, civic gatherings, etc.

## Stages of public speaking

### *Preparation for public speaking*

Preparation for public speaking will be different, but at the core of every public speaking is an interview that should be organized as completely as possible, taking into account the available time, interlocutors, the interview objective and the messa-

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<sup>4</sup> *Ibid.*, p. 270.

<sup>5</sup> Ksenija Đurić Atanacievski, Samed Karović, „Krizno komuniciranje u vojnoorganizacionim sistemima”, *Vojno delo*, jesen, 2011, pp. 284-313.

<sup>6</sup> Miloš Stošić „Proces odnosa sa javnošću u sistemu odbrane”, *Vojno delo*, br. 2, 2016, pp. 179-187.

ge that should be conveyed. There are seven main questions that should be answered during interview preparation:<sup>7</sup>

1. What is the objective of an interview?
2. Who are the interlocutors?
3. Which materials are necessary for an interview?
4. How to start an interview?
5. Which problems are priorities?
6. What arguments do we have?
7. What are the advantages and disadvantages of your own position?

In the preparation for external public speaking the following parameters are considered:<sup>8</sup>

- the medium in front of which speaking will take place,
- type of speaking,
- type and expectations of the audience,
- speaker position,
- the need for additional post-speaking procedures.

The media are considered a form of mediation, a mode of transmission and a means of communication in order to convey messages<sup>9</sup> and include radio, television, newspapers and the Internet. For example, when preparing for an interview, a manager should require from a journalist to timely get acquainted with the questions, which can be sent by e-mail, so it is possible to forward the answers in the same way. On the other hand, it is a complex situation when a manager is required to make an unexpected statement or interview, having in mind that it is necessary to anticipate the possibility of public speaking in accordance with circumstances and have a prepared concept for dealing with such a situation, as well as basic information that will be presented in case of need. It is not enough for a manager just to prepare informatively and psychologically, on the contrary, he should know the character of the audience, what information he can expect, what attitude will make it happy, and what would have the opposite effect, and adapt his performance to achieve the expected effects.<sup>10</sup> In preparation for speaking, a manager should be aware of his advantages and limitations. Before public speaking, he should do a risk assessment, in order to timely cope with a crisis situation and maintain his authority and integrity.<sup>11</sup> On the other hand, in preparation for speaking, he should be aware

<sup>7</sup> *Ibid.*

<sup>8</sup> *Ibid.*

<sup>9</sup> Bojan Kuzmanović, Mihailo Zogović, „Upotreba društvenih medija u pobunjeničke i protivpobunjeničke svrhe”, *Bezbednost*, br. 1, 2020, pp. 138-156.

<sup>10</sup> Drago Cvijanović, Vuk Mirčetić, Svetlana Vukotić, „Situaciono liderstvo: primena odgovarajućeg stila u zavisnosti od razvojnog nivoa sledbenika” in *Zbornik radova 8. Međunarodnog simpozijuma o upravljanju prirodnim resursima ISNRM*, Zaječar, maj, 2018, pp. 59–65.

<sup>11</sup> Dane Subošić, Milan Daničić, *Bezbednosni menadžment*, Fakultet za bezbednost i zaštitu, Banja Luka, 2012.

of the fact that he represents the image of the entire organization, which is a multiple responsibility, because he proves himself in front of his associates, so public speaking has numerous consequences.

### *Public speaking*

The objective of the manager's public speaking is that a message reaches the listeners and is understood in the right way. The *introductory presentation* arouses the curiosity of the audience, presents the speaker and attracts attention. The attention of the listeners is directly attracted by presenting the attitude/information that the listeners consider to be true. If the expressed views differ from the views of the audience, information that will lead listeners to consider and reconsider their opinion on a particular issue should be provided immediately, in order to retain their attention. The *topic* is the centre of public speaking, the part in which the central idea is elaborated, and the taken stance is supported by *illustrations* and *examples*. The *conclusion* should be effective, concise and based on everything that has been said. Furthermore, it should contain the meaning of the message and emphasize the objective of speaking in a concise manner. As the end of the manager's speaking, the conclusion should be made as a call to action.

### *Public speaking evaluation*

After public speaking, it is necessary to make an assessment and analysis of its effects in order to determine whether speaking has been good, whether speaking has been well designed, what are its benefits and shortcomings. The quality and effectiveness of speaking, the attitude of the speaker, the way of conveying and accepting the message are evaluated and the consequences, i.e. the effects of speaking are considered. The evaluation will point out the shortcomings of public speaking and enable future speaking to be improved. Speaking data can be documented, so that a manager has an insight into his activities and develops the skills and capabilities necessary for this activity. Feedback from the audience or interlocutors is confirmation of public speaking.

## Elements of public speaking

The elements of public speaking are:<sup>12</sup>

- message,
- answer,
- verbal and nonverbal communication,
- stage fright, i.e. overcoming it.

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<sup>12</sup> Stephen Lucas, *The art of public speaking*, McGraw Hill, Boston, 2014, p. 78.

A *message* is a basic element of communication, a thought, an attitude and an order that is given to another person or group. Its content is equally important as the way it will be conveyed, because reactions to a message depend on it. When drafting a message, parameters that are related not only to informativeness, but also the manner of presentation, that is, the psychological and cognitive structure of the recipients are taken into account. A message should be clear and direct, especially when it comes to giving orders or communicating tasks, supported by evidence and arguments in order to be convincing and influence the audience.

*Formulating answers* to the questions that can be asked during public speaking, adapting answers, as well as overcoming uncomfortable questions are the skills that a manager should master and constantly improve in order to have high-quality public speaking. It is an activity that cannot be completely planned, but only assume what can be expected during an interview or conversation at meetings. In certain types of public speaking (such as live performance on television, with several journalists or participants), the skill of good formulation of answers will be particularly pronounced, especially if an uncomfortable question is asked or if discussion assumes an unpleasant tone.

The general response scheme contains the following elements:<sup>13</sup>

- taking a position and communicating your message;
- relation to the main message;
- readiness for additional questions (subquestions);
- presenting evidence, supporting the initial position with an explanation or evidence; giving relevant examples close to the public;
- subquestions regarding material/evidence/examples;
- constant relation and analogies with the main message.

At the same time, a manager may find himself in a situation to answer a question that is not appropriate to the facts he would like to present, so he will have to decide at a certain point how to act in the interest of his organization and personal interest. On that occasion he should keep his focus, neither to take the situation personally nor emphasize his personal opinion on the topics being discussed. When it comes to emotional issues, it is necessary to control emotionality and provide real information - professional engagement and attitude are expected from a manager.<sup>14</sup>

*Verbal communication* implies the use of words in an interview, where not only their meaning is important, but also the way in which they are communicated, that is, tone and volume of voice, and rhythm of speech, as well. The way the message is communicated will affect the impression that a person communicating the message creates.<sup>15</sup> Public speaking will be successful if the speaker leaves the impression of trust and wins over the audience with his attitude and charisma, which is also achieved

<sup>13</sup> Dane Subošić, Milan Daničić, *Bezbjednosni menadžment*, op.cit.

<sup>14</sup> Cathrine Filstad, Tom Karp, „Police leadership as a professional practice”, *Policing and Society*, 2020, pp. 1-17.

<sup>15</sup> Dobrovoje Mihailović, Slobodan Ristić, *Menadžment – ljudska strana*, op.cit.

by the way he speaks. The elements that take part in verbal communication are: rhythm, intonation, pauses, words, facial expressions.<sup>16</sup>

In addition to verbal communication, the image of the speaker is also completed by noticing *non-verbal communication* he uses, that is, body movement and posture, the way of dressing, the general attitude that he conveys to the listener. Body posture, facial expressions and unconscious actions can say a lot about a person.<sup>17</sup> On the one hand, positive body language is reflected in relaxed posture, relaxed hands, eye contact, smile and humour, nodding, writing down and leaning the body forward. However, if these positive signs are exaggerated, they become negative. What is also important to emphasize is that non-verbal communication is considered more efficient if a larger number of expressions appear at the same time, such as a combination of leaning forward, approving and smiling.<sup>18</sup>

If a manager would like to be successful in public speaking, he should *overcome stage fright*<sup>19</sup>, which will otherwise prevent him from conveying the message in an adequate way. Therefore, in preparation for speaking, measures should be taken to reduce or eliminate it.

*The fear of public speaking* is one of the greatest human fears and has strong manifestations such as panic attacks, which make it impossible for a person to achieve the objective of their speaking.<sup>20</sup> Unlike the so-called positive stage fright, the fear of public speaking is a form of social anxiety and it manifests in various ways. Some people will not be able to speak in front of the others and express themselves in the right way, others will have a whole range of physical symptoms such as sweating, palpitations, shaky hands, inability to control voice, and some people will have panic attacks and a complete lack of control over their behaviour, which excludes any possibility for public speaking.<sup>21</sup>

All people are subject to the fear of public speaking, but it is more common among shy and introvert people.<sup>22</sup> Research findings show that fear and stage fright are related to self-confidence and the importance given to the opinion of others, so they will be brought under control if managers work on changing and strengthening their own personalities.<sup>23</sup>

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<sup>16</sup> Dane Subošić, Milan Daničić, *Bezbednosni menadžment*, op.cit.

<sup>17</sup> Nikola Rot, *Znakovi i značenja*, Zavod za udžbenike, Beograd, 2010.

<sup>18</sup> Marija Simendić, Ljubomir Barović, „Efikasnost liderove komunikacije”, *Vojno delo*, vol. 64, br. 3, 2012, pp. 372-388.

<sup>19</sup> Xiaowei Shi, Thomas Brinthaupt, Margaret McCree, „Understanding the Influence of Self-Critical, Self-Managing, and Social-Assessing Self-Talk on Performance Outcomes in a Public Speaking Context”, *Imagination, Cognition and Personality*, vol. 34, issue 4, 2017.

<sup>20</sup> Jezdimir Zdravković, *Tumačenje neuroza*, Prosveta, Niš, 2003.

<sup>21</sup> *Ibid.*

<sup>22</sup> Carolina Ferreira Marinho, Adriane Mesquita de Medeiros, Ana Cristina Cortes, Gama Letícia Caldas, “Fear of Public Speaking: Perception of College Students and Correlates”, *Journal of Voice*, vol. 31, issue 1, 2017, pp. 127.e7-127.e11

<sup>23</sup> Dale Carnegie, *How to develop self-confidence and influence people by public speaking*, Simon and Schuster, New York, 2017.

## Overcoming the fear of public speaking in order to improve public speaking of the police directorates heads

Analyzing the topics of seminars, trainings and lectures for police officers and managers, it can be concluded that the topic of public speaking has been unfairly neglected. A survey conducted with managers in order to determine the types of fears they face has shown that in a group of 20 managers, 75% of participants have pointed out the fear of public speaking. There are several ways in which managers could overcome this fear.

The first way is the strengthening of self-confidence because its lack certainly represents a frequent cause of the fear of public speaking. At the same time, it is possible to consider self-confidence and self-belief in the form of a key to achieve every objective. In this regard, the following can be pointed out:

- it is necessary for a manager to build self-confidence through experience, which certainly requires time, strong will and perseverance because in this way we will have more confident and more successful public speaking;

- it is necessary for a manager to cultivate positive thoughts before speaking, in order to have greater self-confidence during public speaking;

- it is necessary that after public speaking a manager is aware of the fact that he did his best, even if public speaking did not go perfectly or in accordance with expectations, in order to avoid a decline in self-confidence;

- with positive views of the situation, it is necessary for a manager to be surrounded by people who are positive because this contributes to better self-confidence.

Another way in which a manager can overcome fear is setting realistic expectations. In this respect:

- It is necessary that a manager does not have the imperative to succeed and make a good impression, attract attention and fascinate the listeners. If he has this attitude, a manager will show signs of anxiety, fear, or trepidation, as he will assess that for some reason he will not be able to meet the requirements;

- Considered from the angle of everyday life, if a person does not get the approval of all people every day, it is not realistic to expect that unknown listeners will completely accept him. Therefore, it is desirable for a manager to have attitudes that will show a wish to make a good impression, while at the same time he will not consider this necessary, but desirable. Thus, he is aware that there is not a perfect person;

- Managers should focus their attention on the fact that they are providing their listeners with something of value, rather than to be preoccupied with the speaking itself.

During speaking, it is important to control your thoughts - to be focused on the topic, significance and function of speaking. In that regard:

- It will also be helpful if the speaker before speaking gets acquainted with the space or gives a statement in a familiar environment. If it is an interview with a journalist, the speaker should be aware of the fact that he knows much more about the topic he is talking on than his interlocutor, and he should speak confidently, well-measuredly and slowly, until stage fright disappears completely;



– The speaker should boil down his expectations to a realistic measure, that is, to be aware that speaking cannot and should not be perfect, that it is not necessary to fascinate the audience, but to remain consistent;

– During public speaking, the speaker should only think of the next sentence or information because in this way he will maintain focus, concentration and a secure attitude until the end of speaking.

The fourth way is visualization. It should be emphasized that a great number of authors consider visualization to be the most appropriate technique in terms of reducing the fear of public speaking.<sup>24</sup> Regarding this technique, it is important to point out the following:

– It is necessary for a manager to imagine himself (in a positive manner and in detail) in a situation of delivering high-quality speech with great self-confidence, since in this way he will enable positive energy and strengthen his self-confidence;

– With the help of visualization, objectives are set and situations are imagined in which those objectives have been achieved, and success is imagined, which leads to the fulfillment with positive energy.

The fifth way is preparation and practice. In professional literature dealing with the topic of public speaking, similar tips for overcoming stage fright are given, emphasizing the importance of preparation and practice as the main factors for the development of confidence in personal skills. In this respect:

– The main task of the speaker before public speaking should be to find out who will be the listeners, since it is necessary to adapt speaking to them, i.e. their characteristics in terms of age, prior knowledge, experience, attitudes, reasons for gathering, etc.;

– It is important that the speaker provides materials, which will be used during public speaking, in the form of a clear reminder, a short and efficiently organized overview of facts and information in the form of short notes;

– The speakers should be aware that during speech they should use short forms, which are precise, simple and logical, and they should follow the manner of speaking that is commonly used during an interview. It is highly likely that they will not need notes, but the awareness that they have them by their side will reduce stage fright;

– Speech practice is also very important, since the speaker will gain greater pleasure and self-confidence in this way. During speech practice, speech can be recorded, one can speak out loud, or use friends and associates as listeners.

The sixth way is to maintain contact with the audience. In case of:

– the audience loses interest and talks among itself, it is necessary for a manager to shorten speech, change speech speed, introduce some (adequate) anecdote and maintain contact with various parts of the audience;

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<sup>24</sup> Guilherme Naco Lima, Giuliana Ayumi Kajiwara, Maria Amelia Valladares, Adriana Pereira da Silva Grilo, Alfredo Almeida Pina-Oliveira, Ana Claudia Puggina, „Relations between self-evaluation of public speech and emotions emerging during visualization of their performance”, *International Journal of Development Research*, vol. 10, Issue 03, 2020, pp. 34692-34697.

– the listeners not being friendly, it is necessary for a manager to remain kind and polite and to ask the listeners difficult questions, so if they have specific knowledge on the topic a manager talks about, they should present their arguments.

The seventh way is the need to know and check operation of the equipment used in internal or external public speaking. In this regard, before public speaking it is necessary:

- to check operation and connectivity of the desktop/laptop computer that is used;
- to check operation and connectivity of the projector;
- to check operation and connectivity of microphones and loudspeakers, etc.

## *Conclusion*

Police managers, in accordance with the responsibilities of the police, have a constant possibility to communicate, appear in public and speak in front of the others. Therefore, due to the fear of public speaking, they may encounter a number of difficulties. What makes public speaking of the police directorates heads specific is the fact that their public expression is limited in relation to certain events and groups, and that it involves coordination with other services, which is prescribed by law. These are services such as the State Attorney's Office, the Service for the fight against organized crime or various inspection sectors. Therefore, it is necessary that the information presented by the heads is accurate, complete, timely and accessible to all under equal conditions.

The police directorates heads face a wide range of life situations on a daily basis in which they are expected to speak in front of a group of people, no matter whether they express their views during an organizational unit meeting, give a presentation to colleagues, ask questions during lectures or give an interview. They are obliged to present the work and activities of the police to the public, as well as the events of interest to the general public. Therefore, they have a very important and responsible role in society. If public speaking is well planned and performed, it will contribute to social, professional and economic satisfaction. In accordance with the benefits that well-performed public speaking can bring, it is not surprising that most heads of police directorates need to acquire and improve public speaking skills and reduce fear as much as possible.

Getting acquainted with the types and elements of public speaking, good preparation, information and techniques for overcoming fear, will enable a manager to perform well in both internal and external public speaking. In addition to being expected to be a good speaker, a manager should also be an excellent listener during speaking - he should follow the reactions, opinions and expectations of the audience, in order to adequately manage his performance and emphasize the right information; he should hear the question of the interlocutor and be aware of the interest of the audience, otherwise his presentation will be without effect, or even with a negative outcome. The speaker who follows the reactions and listens to the interlocutors will react in a timely and correct manner, so the performance will be complete. Mastering public speaking skills will enable a manager to overcome fear and thus improve his performance and at the same time enable him to be more confident in other fields of management, while constantly improving his organizational and managerial qualities.

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## Public Speaking as a Part of Police Directorates Heads' Activities

Management theory and scientific studies on management show the importance of good and proper management. The responsibility of managers is increasing, as well as the expectations from subordinates and superiors, and in certain jobs, the expectations of the general public. In today's changing business conditions, when changes in markets and socio-political plan are fast and unexpected, managers are expected to adequately respond to all challenges with their knowledge, skills and abilities, and to successfully manage the execution of tasks. A manager should have certain characteristics that will enable him to successfully perform his duties, which are numerous and complex – from forming a department/unit, managing its work, delegating tasks and monitoring their implementation, to reporting and receiving new tasks from superiors in the hierarchical structure. It is very important to emphasize how much the function of manager has changed compared to previous decades. Today, he is expected to be not only a good strategist, psychologist, and, at the same time, associate and leader, but also to have the characteristics of a leader and charisma, which will motivate workers. The fact is that a manager who is characterized by a confident attitude and clear speech will more easily gain the trust of his employees and superiors, assuring them of his knowledge and expertise. In this paper, special emphasis has been placed on the heads of policedirectorates, in order to point out the complexity of the nature of the public speaking of managers and the importance that preparation has for high-quality public speaking. The paper starts from the fact that overcoming the fear of public speaking can contribute to the improvement of public speaking of the heads of policedirectorates. It is evident that the head of police directorate has the fear of public speaking, which has strong manifestations that prevent him from achieving the purpose of his speaking. On the basis of content analysis, it can be concluded that the heads of police directorates can overcome the fear of public speaking by strengthening their self-confidence; by setting realistic expectations; controlling one's thoughts and focusing on the topic, meaning and function of speaking; visualization; preparation and practice; maintaining contact with the audience; knowing and checking the equipment they use during public speaking. It can be concluded that mastering the skills of public speaking will enable a manager to get rid of the fear of public speaking and thus improve public speaking and at the same time enable him to be more confident in other fields of management, while constantly improving his organizational and managerial qualities.

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