



DEVELOPING LEADERSHIP IN UKRAINE

Project Report
2021–2022

Summary

HOW THE WAR CHANGED OUR WORK

- War has brought new contexts and realities into the lives of Ukrainians, UCU, and the UCU Center for Leadership
- Teaching: from March until May, executive education was reduced to almost nothing
 - It was not on the agenda of Ukrainian business people
 - As an alternative, we developed and delivered a number of supporting webinars and open lectures on Crisis Leadership, Resilience and Leadership which has received lots of positive feedback
- Research: we have stopped all quantitative surveys, as people did not feel like filling out questionnaires
 - Instead, quantitative interviews were conducted beginning in the second week of the invasion
 - As a result, 4 case studies were developed
 - For 3 of these case studies, we are collaborating with international partners and have an agreement for international publication
- The war created in Ukraine a place of powerful social transformations (a social lab)
 - We are currently resuming research on Leader Character in hostile contexts together with partners at the Ian O. Ihnatowycz Institute for Leadership

LEADERSHIP STUDIES
and
Dissemination of Results

COLLABORATION: Ian O.Ihnatowycz Institute for Leadership

1. Peer Teaching of Andrew Rozhdestvensky with Gerard Seits

- February 22-23, 2022 (offline & online)
- Leader Character course for Ms in Technology Management program
- 4 cases were discussed
- 30 executive level participants

2. Interviewing Gennadiy Mokhnenko with Gerard Sejts and Kimberley Y. Milani for a new book on Leader Character. UCU Leadership Center has arranged the interview

- Gennadiy Mohnenko is a pastor and chaplain from Mariupol, the father of 38 children, 35 of them are adopted.
- He is the founder and head of the largest children's rehabilitation center "Pilgrim Republic" as well as a network of rehabilitation centers for adults.
- Since February 24, he has been actively involved in the evacuation of the people, including Mariupol. After the evacuation of children from his center in the first days of the war, despite the active shelling and the danger to his life, he was engaged in the evacuation of the civilian population from the already almost occupied Mariupol until the last. More than 1,000 people were evacuated from the city.

CASES (1)

Ukraine is now kind of a big "laboratory" on the territory of which a serious natural experiment in leadership is taking place. This is why the Center for the Leadership at UCU started to gather information about leadership and management during VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world period. We conducted case studies, interviewing leaders from the public and private sectors. This gave us the opportunity to develop 4 training cases in 6 months, namely:

1. **"Keel Solutions" case study** - this educational case describes the challenges for management related to the Covid-19 pandemic and the beginning of full-scale Russian aggression against Ukraine, in an international company that offers technological solutions in the field of energy, based on an interview with the CEO of the Lviv office, Yaroslav Zherebetskyi.
2. **"Sviy Market" case study** - this case is an example of crisis leadership. Students will be able to see the work of the management of the retail network during the war time from the inside and make their own judgments.

CASES (2)

3. "Communication Center of the Ministry of Health" case study - this case tells about the challenges in communication during the Covid-19 pandemic. What decisions the center made in the fight against anti-vaccination propaganda and what steps they took to encourage people to get vaccinated.


4. "War Brings Disease Closer to Your Children" case study - is about routine vaccination in wartime. About the challenges that the war brought to the health care system of Ukraine.

Cases were written by the manager of the UCU Center for Leadership – Orest Kostyuk under supervision of Andrew Rozhdestvensky



DISSEMINATION OF RESEARCH RESULTS

CONFERENCES

- 
1. **The 10th International Conference on the Socio-Economic Approach to Management “Embracing the Complexity of Organizational change”**
 - Sophia Opatska: “Organizational resilience in time of turbulence”
 - Andrew Rozhdestvensky: “Crisis leadership in extreme conditions”

DISSEMINATION OF RESEARCH RESULTS

CONFERENCES

1. **"Resilience in Time of War"**
presentation during Advanced Leadership Program in Rome to participants from 7 countries - Sophia Opatska
2. **"Service Learning as an instrument for learning and social impact in time of war. Case of Leadership at Ukrainian Catholic University."**
Presentation during 9th Responsible Management Education and Research conference in Innsbruck to participants from 30 countries. Sophia Opatska



**LEADERSHIP EDUCATION:
From Raising Awareness
to Practice**

TEACHING (1)

- 1. Students from the UCU Business School had the opportunity to participate in webinars and events organized by Institute for Leadership, which gave them a unique opportunity to continue their education and keep the spirit of learning in difficult times.**
 - During Global Ivey Day “Our Global Future: What Leaders Can Learn from Defining Moments” with special focus on Ukraine, we were happy to be helpful with some connections and network of prominent Ukrainians.
- 2. Since May 2022, UCU Business School students - Alina Byshinska, Oksana Kosendyak, Ulyana Kulchytska - study at the MBA program at Ivey Business School with no tuition fee and no living expenses.**
- 3. On September 13th, Andrew Rozhdestvensky started the train for trainers course “Leader Character Practitioner Certification Program”**
- 4. In October, training with Lucas Monzani on statistic and quantitative methods for Ukrainian researchers will be delivered.**

TEACHING (2)

During the 2021-2022 academic year, a Leadership Program based on the content of the Center for Leadership was conducted by 3 professors at UCU: Andrew Rozhdestvensky, Khrystyna Dolna, and Pavlo Khud.

- MBA for LvBS - amount of students 15
- MsTM - (MSc in Technology Management) 16
- MSIE - (MSc in Innovations and Entrepreneurship) 21
- MsMM - (MSc in Marketing Management) 22
- MAHROD - (MA in Human Resources and Organization Development) 10
Taught by Andrew Rozhdestvensky and Khrystyna Dolna



- Executive education - amount of students 505
Taught by Andrew Rozhdestvensky
- Online course "Leadership Basic" - amount of students 471
Taught by Pavlo Khud and Khrystyna Dolna



- As part of the worldview core, undergraduate students listened to lectures on leadership amount of students 49
Taught by Pavlo Khud



WORKSHOPS ON “Crisis Leadership”

- Due to the full scale war, it was important for the Ukrainian leaders to have personal offline contact and support, which is why we started workshops on crisis leadership in different cities of Ukraine.
- We managed to expand geographically with the help of activists and entrepreneurs who began inviting us to their cities.
- From March until August 2022, Andrew Rozhdestvensky has visited the following cities: Kyiv, Dnipro, Kropyvnytskyi, Uzhhorod, L'viv, Ivano-Frankivsk, Mykolaiv, Ternopil, Nikopol, Odessa, Warsaw, Kryvyi Rih, and others.

The audience for the 20+ lectures was more than 500 people: entrepreneurs, managers of the private companies and NGO's, volunteers, public figures.

TRAINING PROGRAM

Mental Health "Resilience Under Duress" (co-funding)

"Resilience Under Duress": A program on leadership and mental health

- Teachers from the Center for Leadership, the Faculty of Health Sciences, and employees of the Behavioral Sciences department participated in the development of this program.
- The program includes 8 online meetings with practical classes and homework.
- Participants will learn how to address mental health in the organization, and understand the influence of a leader and his/her character on the psychological stability of team members.

Partners from the Embassy of Switzerland in Ukraine were interested in our previous successes in the field of mental health, and this program in particular.

- In cooperation and with their co-funding, we we have developed the course course, which will be delivered free for citizens of Ukraine, plus we want to make a record, which would be available the same as an online course.
- Enrollment for the program started in September 2022
- Start of the program: October 2022

ONLINE COURSE for the Military

- **At the request of the Command of the Territorial Defense Forces of the Armed Forces of Ukraine, we developed and filmed a course on managing a military unit. The online course consists of 7 episodes and covers the following topics:**

1. Management of the unit
2. Levels of management
3. Setting the task
4. Situational leadership and the portrait of a subordinate
5. Delegation of powers
6. Feedback
7. Character of the leader

<https://sprotyvg7.com.ua/lesson/upravlinnya-pidrozdilom-video>

**12,900 views of the course on
YouTube!**

TRAINING COURSE:

Leadership Basics for Ian Ihnatowycz's Scholarship Students

Every year at UCU, there is a competition to award scholarships to students for leadership.

- "Ihnatowycz Family Foundation for Young Leaders" Spring 2022 semester were awarded to 8 students, and 2 projects were implemented by 1 organization.
- Along with that, there is student self-government, which includes student organizations.
- However, after analyzing applicant questionnaires of the applicants for the scholarship and activities of the heads of student organizations, we see the need to develop the essence of leadership in more detail, in particular in service to improve leadership skills and develop leadership qualities.
- Out of the 50 registered students (scholarship recipients, scholarship candidates, heads of student organizations, representatives of the student government and student council), 16 people completed the course "Leadership Basics"

taught by: Khrystyna Dolna and Andrew Rozhdestvensky

15 students wrote and presented essays on July 22-23.

Teaching dates: 01.07.22 - 23.08.22

LEADERSHIP WORKSHOP for youths: 10 June - 18 July 2022

- Over 100 students, age 14-16, participated in a month long "Leadership Workshop." Their task within randomly created small groups was to propose a solution to a specific case. Groups met every weekend in an online format.
- **9 groups, 9 mentors, 3 practical cases**
- Main task of the project: research, as conducted by the method of experiment and quantitative survey of participants. The goal of the research: to determine how team leaders' knowledge and information about the virtues of a leader affects group dynamics and the performance of team assignments. 50 respondents were interviewed.
- **3 workshops about the virtues of a leader led by Khrystyna Dolna**
- Participants from **Lviv, Vinnytsia, Ivano-Frankivsk, Kharkiv, Mykolaiv, Volyn, Kherson, Rivne, and Odessa regions, and the city of Kyiv**, successfully completed the "Leadership Workshop," presented solved cases, and received certificates of participation and gifts
- Another research workshop is planned for November. Funding will be provided by event partner: "Scholar" Youth Camp.

DEVELOPMENT OF TEMPERANCE AND HUMILITY:

Mindfulness Sessions in the First 8 Weeks of the War

In January 2022 Mary Crossan and Andrew Rozhdestvensky had an online discussion about different ways of developing the virtue of temperance and humility, including mindfulness as a tool. This inspired us to try the practice of mindfulness in the uncertainty of war.

- The main goal of the classes is to help people learn to cope with stress and stabilize themselves. Meetings in ZOOM took place every evening.
- The participants were entrepreneurs, volunteers and internally displaced persons, as well as people forced to leave the country because of the war.
- The participants shared that the classes helped them gather their thoughts, understand their needs more clearly and, as a result, make the right decisions. The regularity of the meetings gave them a sense of support despite the distance and online format. In 8 weeks, there was an offline retreat for three days in the city of Ruda, Lviv region. Participants from several cities of Ukraine took part.

Outcomes: the participants developed temperance and humility, formed a community that moved from online to offline. The online group, where there are participants from different cities, continues classes three times a week.

**OPEN EVENTS to Promote
Leadership Character**

OPEN EVENTS



ALUMNI LEADERSHIP DAY

Last year, the topics of military leadership, leadership in the public and private sectors with the participation of famous figures in Ukraine, leadership in a crisis, and leadership and sustainability were discussed.

Guests of the meetings were: **Larisa Galadza** - Canadian diplomat, Ambassador of Canada in Ukraine; **Oleksandr Vdovichenko** - commander of the 72nd separate mechanized brigade named after the Black Zaporozhets, a colonel of the Armed Forces of Ukraine, and **Andriy Demchuk** – scientist and fencer, Champion of the Summer Paralympic Games, Honored Master of Sports of Ukraine, Candidate of Technical Sciences.



OPEN EVENTS



How it was: Alumni Leadership Day at Business school of UCU (LvBS) 2021

<https://www.youtube.com/watch?v=fk5dq136vK4>

Inspiring lecture from Larisa Galadza. How to increase stress resilience in the organization?

<https://www.youtube.com/watch?v=G4UQCPUFRGw>



OPEN EVENTS



“Reality Without Illusion” YouTube webinar series

Two weeks before the start of the war, in an atmosphere of general nervousness, it became clear that there was a demand for content that would support people in conditions of uncertainty. People were in need of moral support.

9

This is how the “Reality Without Illusion” YouTube webinar series was born - where we invited experts in leadership and leadership-related disciplines to share the knowledge needed during a crisis and helping people to build an appropriate plan of action. All webinars were moderated by Andrew Rozhdestvensky.

6

ВЕБІНАРИ ТРИВАЮТЬ

Переглянути

9 нових відео за 1 місяць
з них 6 нових вебінарів
13 тисяч переглядів

Співголова: Андрій Різдівський
Модератор: Андрій Роздєстєвський
Тема: **ЗА ЛАШТУЖКАМИ УКРАЇНСЬКОГО ВОЛОНТЕРСТВА**

Співголова: Катерина
Модератор: Андрій Роздєстєвський
Тема: **РОЛЬ HR ФУНКЦІЇ ПІД ЧАС ВІЙНИ**

Співголова: Андрій Різдівський
Модератор: Андрій Роздєстєвський
Тема: **ЗАКОНОДАВЧІ ЗМІНИ У ВОЄННИЙ ЧАС**

Співголова: Андрій Різдівський
Модератор: Андрій Роздєстєвський
Тема: **ПРОПАГАНДА, ФЕЙКИ ТА ІНШІ АТАКИ ВОРОГА НА ІНФОРМАЦІЙНОМУ ФРОНТІ**

Співголова: Ron Boire
Тема: **Webinar CRISIS MANAGEMENT TO BUSINESS TRANSFORMATION**
— ideas for Ukrainian business

13



LEADERSHIP IN PRACTICE

Leadership Award

8 students received Leadership Awards

When the war started, Ms. Kanievska put all her efforts into volunteer initiatives, joining the Ukrainian Volunteer Army in Kyiv. Now she is a volunteer in the largest charitable fund *Come Back Alive*. Also, she volunteers in the international economic project *Digital Unit ON*.

Elizabeth Kanievska, Social Work



Ms. Tsomko states that this year was a year of volunteering in addition to her studies. She was serving as a coordinator at *The Pokrova Family Home*, a mentor for a student, leader of several projects for children. When the war started, Ms. Tsomko continued volunteering with the children, while helping to find housing in Lviv for internally displaced persons (IDPs).

Oleksandra Tsomko, Social Work

Ms. Krechkovska is the UCU Student Government president and co-founder of the charity foundation *SaveArtUA* that collects information about destroyed cultural sights of Ukraine. The foundation raises money to preserve these sites. Also, *SaveArtUA* aims to show foreigners the scope of the Russian attack on Ukraine by making different media materials.

Iryna Krechkovska, Sociology



Being a coordinator of the UCU student project *Hutirka*, Ms. Voloshyn organized several discussions on current issues for the university community. From the 3rd day of the war, she was volunteering for the IDPs at the Lviv railway station.

Khrystyna Voloshyn, Sociology

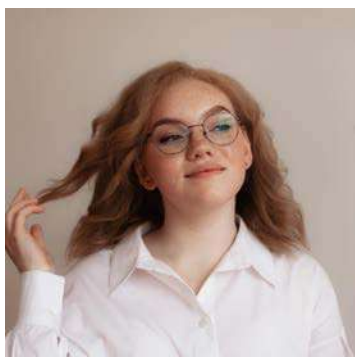


Leadership Award

8 students received Leadership Awards

From the third day of the invasion Ms. Pertsovych has been managing the students and processes on campus: the children's room, camouflage net weaving, cookie baking for the army, the manufacture of thermal batteries for the military, and a support-letter workshop for the emotional support of our defenders.

Maryna Pertsovych, Culturology



During the first weeks of the Russian invasion Ms. Zvir was a volunteer in a local Horodoc NGO "Apostolska Chota" where she sorted medications, covered the work of the NGO on social media, communicated with foreign journalists, and supporters. She also became a member of the "Ukrainian Students' League" where she held the position of warehouse network manager.

Anastasiya Zvir, Ethics-Politics-Economics

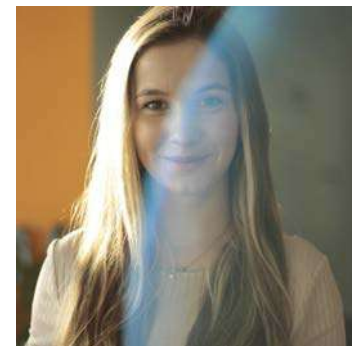
Since the beginning of the full-scale invasion of Ukraine, Ms. Tolmachova has been volunteering in UCU. Later she joined the team of volunteers at the Chernivtsi City Council. In 2022 Ms. Tolmachova was appointed the head of the Ukrainian delegation for the National Model United Nations New York conference.

Olha Tolmachova, Ethics-Politics-Economics



Olha is one of the "With simple words" project founders. During these troubling times, she continues her short videos about Christian values to give people recording strength, faith, and inspiration.

Olha Markevych, Theology



SMALL GRANTS PROGRAM (1)

Student Organization "UCU Student Association" CHRISTMAS TOGETHER 2022

AIM: The project has engaged young people from different parts of Ukraine for more than ten years, intending to spread Ukrainian customs and traditions of celebrating Christmas. It is designed to unite the community of socially active youth and popularize the ideas of Ukrainian dignity and responsibility through preserving traditions and celebrating Christmas.

TIME FRAME: January 4 - 8, 2022

PROJECT RESULTS:

- Nativity scenes in the military units of the National Guard of Ukraine in Odesa, at the naval base in Odesa, the military unit in Izmail, Odesa main square, at the parish of the Holy Apostle Andrew the First-Called in the church of St. Archangel Michael, in the military hospital and in other locations.
- An open event in the library named after Mykhailo Hrushevskiyi in Odesa to acquaint the citizens with the project and involve them in celebrating Christmas together by singing Christmas carols and participating in master classes, etc.



Odesa



SMALL GRANTS PROGRAM (1)

Student Organization “UCU Student Association” EASTER TOGETHER 2022

AIM: The Easter Together project is an annual activity of the UCU students, aimed at uniting Ukrainians of East and West based on Christian values and traditions of celebrating Easter. This year’s project focused on integrating the IDPs living on UCU premises into local Easter celebrations.

TIME FRAME: April 23 - 25, 2022

PROJECT DESCRIPTION:

Due to the Russian aggression, “Easter Together 2022” took place in Lviv instead of Odesa. There were three parts of the project:

- holding a two-day celebration on the UCU campus for IDPs and locals to help them to know each other better and to share their experiences;
- visiting orphanages and centers for temporarily displaced children and conducting various masterclasses and games for kids;
- baking the Easter bread and preparing the Easter packages with treats and children’s letters for our defenders.



TEAMS INVOLVED IN THE PROJECT

IVEY



Ian O. Ihnatowycz
Institute for Leadership

UCU



Center for
Leadership



Prof. Gerard Seijts



Milani Kimberley



Andrew Rozhdestvensky



Sophia Opatska

CENTER TEAM



Prof. Lucas Monzani



Orest Kostyuk



Olha Ursol

FACULTY MEMBERS



Pavlo Blozva



Khrystyna Kolesnyk



Khrystyna Dolna



Rev. Pavlo Khud

PROJECT TEAM LEADERS



Andrii Gubar,
Students' Scholarships



Martha Tychenko,
Mentorship Program



Anna Turchynovska,
Youth Programs



Dmytro Nakonechnyy,
Students' Projects

THE IMPACT OF UCU CENTER FOR LEADERSHIP ON UKRAINIAN SOCIETY FROM THE BEGINNING OF WAR.

Desperate times call for desperate measures. At one moment, all our plans and current work - became unimportant. Things that should help Ukraine to survive became the priority. The war created an unprecedented demand for leadership, especially crisis leadership. We were forced to revise our work. We gave lectures to the military and youth, created educational programs according to the needs, interviewed top managers from various fields to write case studies. Andrew Rozhdestvensky visited the war frontline regions, where he taught people leadership in times of crisis.

Within the Leadership in Practice component, eight UCU students received Leadership Awards that enabled them to proceed with their studies while focusing also on different leadership and volunteering activities.

The war made it impossible to conduct small grants programs, previously focused mostly on the Eastern and Southern regions, in different parts of Ukraine. However, still the Easter Together project have united internally displaced people from all over the country temporarily residing in Lviv to create the atmosphere of solidarity during challenging times of war.

UKRAINIAN CATHOLIC UNIVERSITY

expresses the most sincere and deep gratitude

to Mr. Ian O. Ihnatowycz

and Dr. Marta Witer

for their ongoing assistance

and generosity,

which made possible the realization

and implementation of all the projects

listed in this report



Center for Leadership of UCU

<https://www.facebook.com/LeadershipCenterUCU/>



Center for Leadership of UCU

<https://uculeadership.com.ua/>

Ukrainian Catholic University

<https://ucu.edu.ua/>