



# DEVELOPING LEADERSHIP IN UKRAINE

Project Report  
2022–2023

The academic year of 2022-2023 was a year of full-scale war in Ukraine, many air raids, a big portion of class time spent in the shelters or in the classrooms without electricity

Despite all of them, UCU Centre for Leadership continued to:

- train in Character Leadership business, public servants, NGO leaders, young people, and the military;
- do research;
- promote findings of Leadership in Ukraine in the International arena.



# Table of contents

-  **Open Events**
-  **Research, content creation and dissemination**
-  **Leadership education**
-  **Mentorship in Leadership**
-  **Leadership & volunteering laboratory;  
Small grants program**
-  **Leadership in practice**
-  **Cooperation with Ihnatowycz Institute for Leadership and future plans**
-  **Teams involved in the project**

# OPEN EVENTS





# Well-Being Leadership Conference

1st

International conference of  
Center for Leadership of UCU

10

Speakers who presented the following topics

- implementing mental health care systems in the workplace
- the role of leaders in creating a healthy work environment
- the reintegration of veterans into the workforce and their integration within the organization's structure

>80

Participants attended the event from various cities in Ukraine including top management from the business and public sectors



**WELL-BEING  
LEADERSHIP  
CONFERENCE**

Міжнародна конференція на тему  
лідерства та ментального здоров'я

# Well-Being Leadership Conference



The top speaker at the conference – **Elizabeth Stanley, Ph.D.**

- a professor of security studies at Georgetown University
- a leading researcher in stress and trauma
- the founder of the Mind Fitness Training Institute

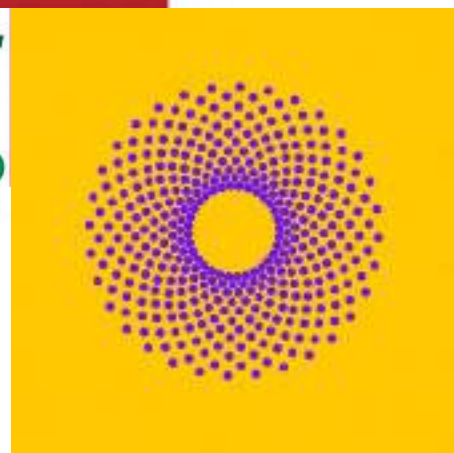
Partners



**NGO "Institute  
of Veterans"**



**Forest  
Glade**



# Alumni Leadership Day 2022

Speakers, mostly Alumni of LvBS shared their own crisis management and resilience cases during panel discussions. They focused on how war has influenced their businesses, their teams, and what is expected of the leaders in Ukraine today and will be expected in the future during Recovery of Ukraine.

## **"Service and Devotion. How Leader Character helps to find energy, balance, and inspiration?"**

In circumstances of war, the main ability is to identify the problem and be able to find resources that will solve it, in most cases helping other people.

## **"Business resilience. The role of the leader in the sustainability of the company during the war"**

War became a huge test for many businesses in Ukraine and though many companies are still in survival mode they look for opportunities for their development and growth in the future .





# Alumni Leadership Day 2022. Speakers

During his online speech Gerard Seijts expressed support and reminded participants about the importance of personal well-being during difficult times and how Leader Character can help to resist difficult circumstances



Gerard Seijts

Since the beginning of the full-scale war, Roman Kazanko's business has suffered significant damage. Despite the great risks, he remained in Kyiv and continued to work.

*"At the beginning of the war, we made a decision that in case of the occupation, we would not work for Russians. If we speak pragmatically, the loss was not an option. If the region was captured, business would die. It was an "everything or nothing" bet. It helps to make the right decisions and to get rid of doubts.*



Roman Kazanko

Director of network development in the Kharkiv region at "Nova Poshta". Oleksii Ahilov shared his experience of the restoration of work in the de-occupied territories in the Kharkiv region and broader social role companies play now in Ukrainian society



Oleksii Ahilov



# ALUMNI LEADERSHIP DAY 2022. RESULTS

Video about the event: <https://l1nq.com/wEhvT>

almost **\$15 000**

were raised for the endowment fund, in the name of Oleg Vorobyov student of UCU Business school who gave his life at the frontline and was a great example of a Leader. The Endowment will cover study costs at the university for 1 student each year.

By now endowment of \$75 000 is already created and the first scholarship will be granted in September 2024



# Events for students, youth and NGOs provided by the Center for Leadership

**"Leader Character. How can it become part of your life if you are a freshmen student?" part of orientation program**



**"The social tension through the lens of Leadership and Teamwork" part of the Mentorship program**

**Leader Character workshop for volunteers and NGOs at the Volunteer Networking event**



**"Leadership and community building" workshop for the UCU Student Council**

**"Leadership and cooperation" part of the Summer school for high school students at UCU**



More than **480 students** participated in these events



# Participation in international conferences



**Andriy Rozhdestvensky's** participation in a 13-day online *Leader Character Practitioner Certification Program* **led by Mary Crossan**

**Where:** Ian O. Ichnatowycz Institute for Leadership in Canada.

**When:** October 2022

The presentation of the *research on the Crisis leadership case study of Ukrainian companies during the first week of the war* **by Andriy Rozhdestvensky**

**Where:** 11th International SEAM (Socio-Economic Approach to Management) Conference. Putting Theory into Practice, hosted by SEAM Institute, USA

**When:** May 2023



The presentation of the results of the study: "*Leader character moderates the negative relation between leadership context hostility and leader subjective well-being*" **by Lucas Monzani and Andriy Rozhdestvensky.**

**Where:** EAWOP Conference 2023 in Katowice, – one of the biggest events in Europe, hosted by the European Association of Work and Organizational Psychology

**When:** May 2023

*Panel discussion "Leadership in dark times"* moderated **by Sophia Opatska**

**Where:** Forbes Ukraine Entrepreneurs Forum

**When:** June 2023





# RESEARCH, CONTENT CREATION AND DISSEMINATION



# Publications

Throughout this year, Center for Leadership of UCU has prepared a series of articles for publication:

## **"The power of character: Leadership for a more just, prosperous, and sustainable future"**

The article examines the nature of leadership in the context of global geopolitics against the backdrop of the ongoing war in Ukraine.

**Authors:** Gerard Seijts, Andrew Rozhdestvensky.

**Submitted to:** the Business Horizons Journal, but was rejected by the editor. Looking for a new journal to submit.

## **"Bad Barrells turn Good Apples bad, Bad Apples ruin the Barrell, but what role do Good Farmers play?": Interactive effects of senior leaders' character dimensions on bribing behaviors and its relation to managerial derailing. An online experiment.**

What drives corruption at the behavioural level and, more specifically, what drives project managers to make unethical choices? To answer this research question, we extend an existing framework of unethical choices by theorizing how Leaders' character can act as micro-level barriers of corruption and its consequences (such as managerial derailment).

**Authors:** Lucas Monzani, Ana Ruiz Pardo, Andriy Rozhdestvensky.

**Submitted to:** the Journal of Business Ethics.

## **"Ukraine undaunted"**

**Authors:** Sofiya Opatska

**Submitted to:** EFMD Global Focus Magazine

## **"After the War: Between Happy End and Hard Work"**

**Authors:** Sofiya Opatska

**Submitted to:** iPerspectives issue 3 is on the topic of Crisis



# Scientific research conducted by the Center for Leadership of UCU

The 2nd wave of the research "**Leader character moderates the negative relation between leadership context hostility and leader subjective wellbeing**".



**Goal:** to gather 200 additional respondents (100 civilians and 100 military personnel) to examine whether the war (in this case, a natural experiment) has influenced the previous findings.



**What has been done:** the fieldwork has already commenced



**Deadline:** October 15, 2023

The experiment on **Interactive effects of senior leaders' character dimensions on bribing behaviors and its relation to managerial derailing**



**Goal:** to increase the sample size by 120 respondents



**What has been done:** A preliminary agreement for cooperation in this wave of research with the National Anti-Corruption Bureau of Ukraine has been made



**Deadline:** November 10, 2023

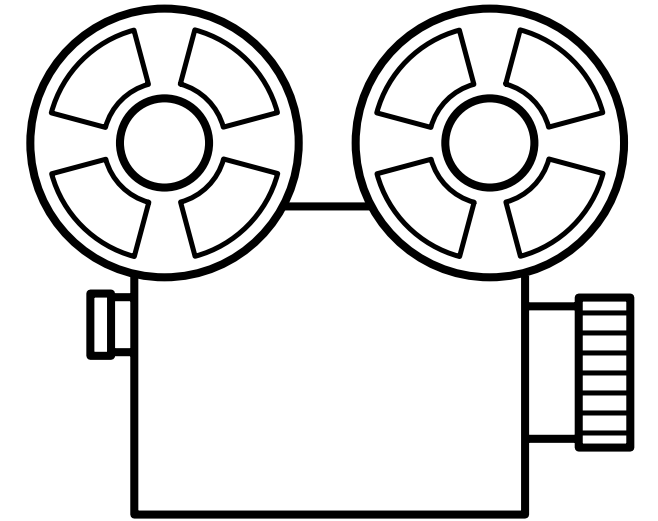


# A documentary-methodological film

The film is uncovering various virtues in each of the heroes from the early days of the Russo-Ukrainian war.

It can be used:

- as a video case in the educational process
- independently as a documentary film focusing on three leaders



## Protagonists of the video material



Pastor Hennadiy Mokhnenko,  
a social activist who received "The Light  
of Justice" award for moral, spiritual, and  
ethical leadership in 2021



Olena Vovk,  
a business leader, CEO, and co-owner  
of "Enzym" plant of microbiological  
synthesis preparations manufacturer



Kostyantyn "Max" Krykunov,  
military personnel, graduate of  
UCU Business school

# Video interviews

Interview with **Valerii**, the deputy commander of the **Chaplain battalion**.

**Key topic:** the virtue of **Courage**.

Interview with **Fermin Egido**, the founder of international competitions **Ocenman**.

**Key topic:** the virtue of **Integrity** (which was analyzed by answering the question of why Mr. Fermin refused Russian clients and is not afraid to organize competitions in Ukraine during the war)



Interview with **John Spencer**, an award-winning scholar, professor, author, combat veteran, and internationally recognized expert and advisor on urban warfare and military-related topics, focused on Strategy and Transcendence. John Spencer currently serves as the Chair of **Urban Warfare Studies** with the **Madison Policy Forum** and has previously held the position of **Chair of Urban Warfare Studies at the Modern War Institute at West Point**.

**Key topic:** **Strategy** and **Transcendence**.

# Achievements in the field of public communications

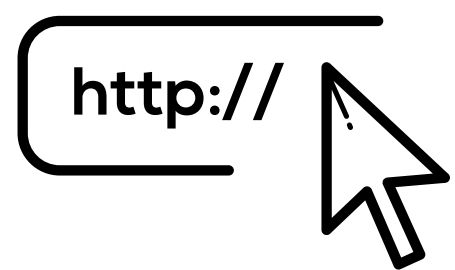


Achievement of the remarkable indicators on Facebook *over the last 3 months*:

Average **post reach** per month: **9,003**

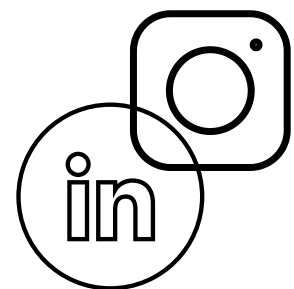
Average **post engagement** per month: **3,299**

Which was possible due to the successfully developed strategic approach and the implementation of relevant tools.



The remarkable growth of **1,135%** in key metrics for **visits** and **activity** on our **website** (*since April 1, 2023*)

This substantial rise indicates a noticeable increase in brand recognition. The majority of people now come to the website through search engines, specifically by searching for the name of the Center for Leadership of UCU, a feat that was challenging to achieve in the previous period.



A strategic decision to expand our audience outreach and communicate with stakeholders on **new platforms** such as **LinkedIn** & **Instagram**



# LEADERSHIP EDUCATION





## Corporate programs

# of programs — **10**

# of participants — **280**

## Open programs

# of programs — **9**

# of participants — **192**

## UCU Business School programs

# of programs — **5**

# of participants — **88**

## Online program "Leadership Basic 3"

# of participants — **86**




# Resilience under duress

The Program for the Development of Organizational Resilience in a Hostile Environment that was developed, tested, and adapted to the reality of the modern war during 2022-2023

Created by the Center for Leadership of UCU in cooperation with the UCU Business School and the UCU Mental Health Institute  
Supported by the Embassy of Switzerland in Ukraine.

several participants joined the UCU Leadership community, actively participating in subsequent events

the Program's relevance was confirmed by positive feedback from participants at all stages of implementation, as well as the integration of its ideas into the practices of some participants' own organizations

the final version of the course became available for exploration on the MH4U  Education partner platform

Summer 2023

based on the obtained results, adaptation of the educational material for the needs of asynchronous online learning

Spring 2023

implementation of a **5-week educational course** in the form of webinars for **29 participants**

Winter 2022 – Spring 2023

conducted a 2-stage selection process for participants in the pilot project, including managers from commercial and budget sectors operating in frontline territories or having experienced relocation

Autumn 2022

development of the pilot program  
identification of speakers

Spring – Autumn 2022



# MENTORSHIP IN LEADERSHIP



# Mentorship Program

## Expected results

- **40+** of participants
- **90%+** of participants recognize the program's significance for their personal development

**Last year, a new format was introduced to support student organisations**



### Group mentorship

Educational course for students running students organizations at UCU



### Individual mentorship

- Counseling – informal communication
- "Classic" mentorship from UCU Alumni to UCU students



# Educational course for student organizations and initiatives

## Course format

- **6** educational modules that took place during the academic semester (March-May 2023);
- **7** trainers who are professionals in relevant fields
- mentorship during the summer

## Course results

- **10** student organizations and initiatives participated; **6** have successfully redesigned activities and projects
- course toolkit has been developed
- participants were able to analyze aspects of student organization activity and individual qualities necessary for teamwork, reflect on the leader's virtues and their expression in themselves, and get inspiration for further improvement"

## Course topic list

- Leader Character - how can it help running an NGO?
- strategic and operational planning of NGO activities;
- project management in the context of NGOs;
- financial management;
- communications in the organization;

## Mentee feedback

*"This program, in our opinion, is like a breath of fresh air for the organization. It is an opportunity for a new generation of student organization participants to learn the basics that will be useful for the development and further organization of our work"*

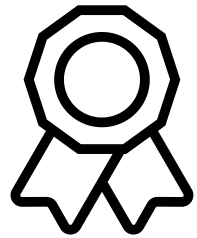


Borshchuk Khrystyna,  
"Politclub"



# Mentorship & counseling

## Current program results



- **27** students (2 – 4 years of study) were part of mentorship program during the summer
- **Toolkits** for mentors and students **were created**

(e.g. I. Peculiarities of the mentoring process

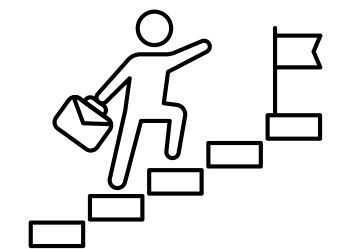
II. The mentor and his role in interaction with students

III. Recommendations for the first meeting and further communication, etc.)

- The **website** of the program **was updated**

## Next steps

Development of a 4-module **online course** for mentors and students



## Mentee feedback

*"It is valuable for me to learn more about the professional field in which I want to work. And to hear about it from the inside, from an experienced professional. This program is also about the opportunity to find new career prospects for oneself. To gain skills and use them to become an effective professional later"*










Shcherba Nataliia  
IT&BA student

# LEADERSHIP & VOLUNTEERING LABORATORY; SMALL GRANTS PROGRAM



The "Volunteering Laboratory" was launched in 2019. It is a platform where students can develop their Leader Character through volunteering. Its mission is to create opportunities for UCU students to gain leadership and professional skills by involving them in social service and social volunteering.

## Main areas of volunteering

-  People with disabilities: audiobook recording for children with visual impairments, projects for children with hearing loss, activities at Emmaus
-  People in need: elderly, low-income, homeless people, IDPs
-  Children: DPs, orphans, children deprived of parental care
-  Activities in communities: cultural, educational, and social projects
-  Ecoactivities
-  Culture
-  The help of the army



# The "Leadership in Volunteering" project

## The first UCU academic course on working with volunteers

- **12** people participated
- **3** participants became mentors in the UCU Service Program
- **3** participants became volunteer team leaders in "Building Ukraine Together" and "Regional Initiatives Foundation"
- Students improved their skills in working with volunteers

## Events that promote volunteering and recognize leaders in service

### An exhibition of volunteer projects

- Was aimed at helping the army and refugees during the full-scale invasion
- Showed diverse activities of the UCU community that took responsibility and leadership to do small projects, which contributed to the common victory



### The "Mission Possible" event

- The event inspires the community to serve and become leaders
- **58 students** that had shown significant leadership engagement (became mentors, volunteers, and project coordinators) **were awarded with certificates**

# THE UCU SERVICE PROGRAM FOR FIRST-YEAR STUDENTS

We create opportunities for self-improvement in serving others. At the same time, students can learn to be leaders in service. They face social challenges in today's Ukraine every day and participate in solving them at their level of competencies, and perhaps even implement their bravest plans to change the world for the better.

Students not only participated in volunteering but also created social, cultural, and educational events in local communities (organized a literary evening for youth, helped to restore a historical museum, conducted educational lessons for local schools or Easter workshops, etc.)





# THE UCU SERVICE PROGRAM. KEY METRICS

## 240 first-year students

joined the program; most took part in projects dedicated to help the military

## 38 mentors

accompanied first-year students in service and inspired them to show leadership in the following years

## 9 NGOs, 4 Student Organizations & 3 Student Initiatives

participated

- NGOs: "Tarilka", "Starist na radist", "Ukrainian volunteer service", "Lviv volunteer kitchen", "Together for Ukraine", "USI", "Plato", "BUR" branch Lviv, "Makitra"
- Student organizations: "Vidlunya", "Sub Rosa", "Brotherhood", "Bee eco"
- Student initiatives: "Motanka", "Art book club", "TeploDiya"

## >1180 beneficiaries

received our help; of whom

- IDPs (including children): >500 people
- Elderly people: ~300 people
- Children deprived of parental care: 80
- Youth in communities: >300 people

## 12 communities

Were covered: Mshanets, Rokytno, Zolochiv, Starokostyantyniv, Khodoriv, Horodok, Yavoriv, Drohobych, Vinnytsia, Chervonograd, Chernivtsi, and Zaporizhzhia





# Christmas together 2023



LOCATION: Chernivtsi

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TIME FRAME: 4th – 8th of January 2023

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## PROJECT RESULTS:

- Nativity scenes, workshops, and Christmas carols were brought to local libraries, parishes, and shelters for internally displaced persons
- **50 children** from orphanages were involved in various activities
- **150 IDPs** were visited in their places of temporary accommodation
- **90** people visited the workshops

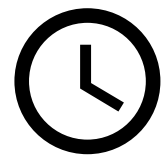




# Easter together 2023



LOCATION: Zaporizhia and 5 villages in the Shirokivska community



TIME FRAME: 7th – 10th of April 2023



## PROJECT RESULTS:

- **120+** people involved in various activities: joint prayers, haivkas, games, and master classes (in egg painting, doll weaving, Easter gingerbread decoration) for local community members
- Volunteers visited soldiers in military hospitals and brought them small gifts



# LEADERSHIP IN PRACTICE





# Leadership Award

10 students received Leadership Awards to cover a semester of their studies at UCU



**Anastasiia Zvir**, Political science

*Ms. Anastasiia is a co-author of an "Active Citizenship" elective course for students and a former UCU PolitClub leader.*



**Anastasiia Kunychak**, Sociology

*Ms. Anastasiia is a representative of the "Sociology" program, a head of Mediablock UCU, and a member of the Collegium media team. She also was a student-mentor for freshmen at the beginning of the year*



**Andrea Kolesha**, History

*Mr. Andrea is a member of "SubRosa" (Society of the History program students) and the international youth organization AIESEC. He is currently conducting historical research on subcultures in Ukraine, which will then be published on the Princeton University website.*



**Ani Saakyan**, Ethics-Politics-Economics

*Ms. Ani is an active volunteer. Her academic interests include such topics as political culture, politics of memory, and cultural policy*

# Leadership Award

10 students received Leadership Awards



**Oksana Stashkiv**, Ethics-Politics-Economics

*Ms. Oksana is a member of "Plast" and a volunteer. She was a communicator in the volunteer organization "Tarilka", as well as engaged in a fundraising campaign to raise funds for a summer camp.*



**Olesia Biront**, Social work

*Ms. Olesia is a volunteer, who was actively involved in several extracurricular activities and volunteered in "Emmaus"*



**Sofia Kozak**, Ethics-Politics-Economics

*Ms. Sofia works with children deprived of parental care. She organises a camp for kids affected by the war*



**Yaryna Pynda**, Sociology

*Ms. Yaryna participated in the «(Un)safe Peace» conference, took a "Mentoring for student organizations" course, and has recently finished her internship at Lviv City Council. She is currently working with children from occupied territories.*

# Leadership Award

10 students received Leadership Awards



**Solomiia Kiryk**, Sociology

*Ms. Solomiia grew up as a member of "Plast". She was the leader at the "Golden Bulava" camp and coordinated a media campaign honoring Artem Dymyd – a UCU alumnus, a public figure, and a fallen Ukrainian soldier.*

**Yuliia Dobosevych**, Ethics-Politics-Economics

*Ms. Yuliia participates in various projects and volunteers at the Erasmus Student Network, organizing events for Erasmus students.*





# COOPERATION WITH IHNATOWYCZ INSTITUTE FOR LEADERSHIP AND FUTURE PLANS



# Cooperation with



Ian O. Ichnatowycz  
Institute for Leadership

## Joint Research Work:

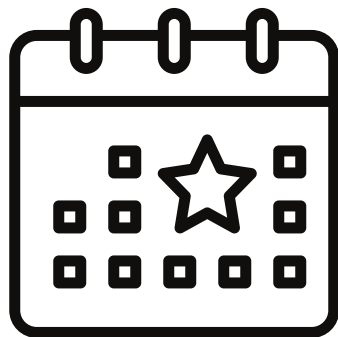
- Work on joint research projects in Ukraine devoted to the topic of leader character.
- The research findings led to the preparation of publications
  - **"The power of character..."**
  - **"Bad Barrels turn Good Apples bad, Bad Apples ruin the Barrel, but what role do Good Farmers play?.."**

Articles ready for publication.

- **Lucas Monzani & Andriy Rozhdestvensky** co-presented the research results on **"Leader character moderates the negative relation between leadership context hostility and leader subjective well-being"** at the **EAWOP Conference 2023** in Katowice in May 2023.

## Joint Events and Activities:

- **Andriy Rozhdestvensky** successfully completed a 13-day online **Leader Character Practitioner Certification Program** led by **Mary Crossan** in October 2022 at the **Ian O. Ichnatowycz Institute for Leadership in Canada**.
- In December 2022, **Andriy Rozhdestvensky & Lucas Monzani** collaborated on tutoring on a **3-day Certification Program for IT managers**.
- **Gerard Seijts**, representing **Ivey Business School**, delivered a keynote speech at the **"Alumni Leadership Day 2022"**.



# Future plans

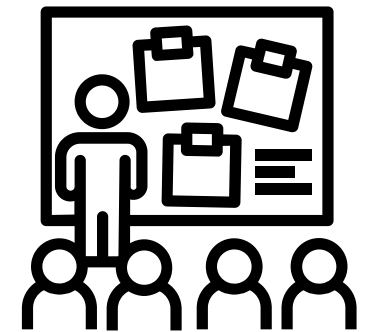
## Research

- In the summer of 2023, **Andriy Rozhdestvensky** & **Gerard Seijts** finalized the joint program between the **Center for Leadership of UCU** and **Ivey Business School** titled "**Leadership in New Era**", which is scheduled to commence in **October 2023**.
- To cooperate with **Liz Stanley** – Professor from Georgetown University, veteran and author of meditation-based stress reduction method – in research on how character combined with mindfulness and stress reduction practices are influencing leaders' and their teams' well-being



## Workshops

To conduct **Leadership and management workshops** adding to the syllabuses **organizational and personal resilience, subjective well-being** topics.



## Cooperation with the Army

To certify our **Leadership program with the General Staff** and continue our cooperation with the Army. to start preparing leadership instructors among the military in order to scale Character Leadership in the Army





# TEAMS INVOLVED IN THE PROJECT



# Ihnatowycz Institute for Leadership team



Prof. Gerard Seijts



Prof. Lucas Monzani



Prof. Mary Crossan



Milani Kimberley



Prof. Dusya Vera

# UCU team



Sophia Opatska



Andriy Rozhdestvensky



Olha Ursol



Khrystyna Dolna



Taras Oleksyn



Rev. Pavlo Khud



Ivanna Mohylyak



Dmytro Nakonechnyy



Martha Tychenko



Khrystyna Martsynkovska



# 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



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