



LEADERSHIP CONCEPT

MILITARY INSTITUTE

OF TARAS SHEVCHENKO NATIONAL UNIVERSITY OF KYIV
(MITSNU)

Kyiv, 2025

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Approved by the Academic Council of
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INTRODUCTION

In the context of modern security challenges and the transformation of the military education system of the Armed Forces of Ukraine, the quality training of a new generation of military leaders - officers capable of inspiring others and leading, making decisions in conditions of uncertainty, implementing and preserving military traditions - is of particular importance.

This Leadership Concept of the Military Institute of Taras Shevchenko National University of Kyiv (hereinafter referred to as the Military Institute) is a conceptual document that defines the areas of leadership competencies at all levels of the Military Institute aimed at developing a military leader by providing a wide range of professional (specialized) knowledge and developing intellectual agility: critical, creative and rational thinking, as well as the ability to make decisions based on ethical standards.

The concept was developed on the basis of the Strategy for the Development of Military Leadership in the Armed Forces of Ukraine, the Doctrine of Military Leadership in the Armed Forces of Ukraine, taking into account the Development Strategy of the Military Institute and is based on the traditions established at the Military Institute.



1. GENERAL PROVISIONS

1.1. The purpose of the concept is to define the basic principles and values of military leadership, directions of implementation of the military leadership system at the Military Institute.

1.2. The concept applies to all categories of personnel and reflects the role and place of military leaders in the activities of the Military Institute.

1.3. The key task of the concept is to form an institutional leadership culture that combines the values of a military leader: honor, resilience, professionalism, unity, patriotism, based on trust, personal example and adherence to military traditions.

1.4. Leadership in the Military Institute is a multidimensional phenomenon that encompasses every area of activity: from the word of a teacher to the decision of a commander, from a scientific hypothesis to psychological support for personnel.

2. PRINCIPLES OF LEADERSHIP OF THE MILITARY INSTITUTE

LOYALTY TO THE STATE – loyalty to the oath, service to Ukraine and its people.

INTEGRITY – honesty, transparency, and keeping one's word, which build trust.

DECISION-MAKING – deliberate action based on the goal, situation, risks, and opinions of the team.

RESILIENCE – the ability to maintain calm, confidence and support for the team in difficult moments.

LEADING BY EXAMPLE – demonstrating leadership qualities and values in your own behaviour.

CARING FOR SUBORDINATES – supporting, developing, meeting the needs, protecting and recognizing the achievements of each team member.

UNDERSTANDING YOUR SUBORDINATES – understanding the personalities, strengths, weaknesses, needs, and motivations of the team.

FORESIGHT – the ability to see the bigger picture and calculate the consequences of decisions.

INFORMING SUBORDINATES – clear communication of objectives, plans, decisions, and courses of action, while ensuring feedback.

MAINTAINING MORALE AND FIGHTING SPIRIT – creating a positive attitude, faith and resilience in the team.

FOSTERING RESPONSIBILITY – delegation of authority with clear instructions, support, monitoring and feedback.

SELF-IMPROVEMENT – continuous development of professional skills, personal qualities, values, and the ability to learn from experience.

MENTORING – the transfer of experience, support for the formation and growth of a new generation of leaders.

TAKING INITIATIVE – is being active in actions, looking for solutions, new opportunities and supporting the initiative of others.

READINESS FOR CHANGE – is the ability to adapt, learn, implement new ideas and support the development of others.

TEAMWORK – building trust and effective interaction within the unit.



3. LEADERSHIP IN THE ACTIVITIES OF THE MILITARY INSTITUTE

3.1. LEADERSHIP IN EDUCATIONAL ACTIVITIES

In the context of educational activities, leadership is not only about effective teaching, but also about shaping the worldview, character and values of future officers. A research and teaching staff member acts as a conductor of the ideas of service, professionalism and honor. They should not only transfer knowledge, but also inspire, form responsibility, teach critical thinking and act from the position of an officer-leader.

The educational environment should stimulate initiative, analytical skills, and the ability to think strategically. Through training, the cadet receives not only information but also the basis for further decisions in combat and service conditions.

A successful educational leader is someone who creates a space of trust, inspires a desire to grow, and fosters a culture of dignity, responsibility, and military intelligence.

3.2. LEADERSHIP IN ROUTINE (SERVICE) DUTIES

In the everyday life of the Military Institute, leadership is manifested in the ability to organize a clear internal order, discipline, personnel management and service processes. This is leadership that is visible every day - in managing units, controlling the routine, responding to unusual situations, and interacting with cadets. It is here that an example of behaviour is formed, which subordinates observe and adopt on a daily basis.

A leader in routine service is not only a manager who gives orders, but also an organizer, mentor and educator. His influence shapes a culture of action, clarity, and responsibility. He knows the people he serves with and acts not only on the basis of official regulations, but also with due regard for the human factor.

3.3. LEADERSHIP IN SCIENTIFIC ACTIVITIES

In the scientific dimension, leadership implies the ability to see more, think deeper, engage in intellectual discussion, and generate new knowledge that is of practical importance to the Armed Forces of Ukraine.

Here, a leader is not only a scientist, but also a generator of ideas, an organizer of research, and a mentor of young researchers. He or she is able to see the challenges of the future and look for reasonable answers to them.

He promotes scientific culture, fosters academic integrity, supports the creativity of students, and facilitates the integration of military science into the international research space.

Such leadership forms a strong intellectual foundation for a modern Ukrainian officer.

3.4. LEADERSHIP IN INTERNATIONAL COOPERATION

International activities require a special level of leadership - the ability to represent the Military Institute, Armed Forces and the country with dignity, build partnerships, and adapt to the intercultural environment. The leader here acts as a carrier of Ukrainian military values and traditions, as well as an ambassador of the positive image of the Military Institute and the Armed Forces of Ukraine.

He knows the language of diplomacy, how to listen, persuade, and coordinate with foreign colleagues. Such leadership requires openness to new standards and the ability to integrate international experience into the national military education system.

3.5. LEADERSHIP IN PSYCHOLOGICAL SUPPORT FOR PERSONNEL

Leadership in the field of psychological support for the personnel of the Military Institute is not only a manifestation of concern for the emotional state of subordinates, but also a purposeful activity that integrates psychological, moral, spiritual, patriotic and information support in order to maintain psychological stability, morale and efficiency of performing tasks.

The leader, acting within this system, transmits trust, confidence, inspiration and internal support to the staff.

A leader in moral support is:

- Organizer of an atmosphere of cohesion and support, where personnel are not afraid to talk about difficulties and receive help.
- Initiator of feedback through dialogues of opportunity and recognition, conversations, analysis of actions taken, and open discussions.
- A carrier of traditions and patriotic values that form internal resistance to the enemy's information and psychological influence.
- A person who creates and maintains environment through simple presence, attention, empathy, and the ability to say «I am with you».



4. LEADERSHIP OF THE MILITARY INSTITUTE PERSONNEL

4.1 Tasks of the officer-leader:

- to lead subordinates, formulate goal(s) and determine ways to achieve successful completion of tasks;
- to demonstrate a personal example of professionalism and exemplary moral behavior;
- to facilitate the performance of official duties by the personnel, to form effective teams capable of achieving goals;
- to establish and maintain the highest level of ethical standards of organizational culture at the Military Institute;
- to train and educate his followers, develop leadership competencies in subordinate personnel, relying on him to command and manage the unit;
- to build and maintain high morale and team spirit, a positive moral and psychological climate, trust and loyalty;
- to improve collective combat capability;
- to apply the principle of fostering responsibility, which will contribute to the development of proactive and flexible military leaders capable of quickly navigating in a changing environment, taking responsibility and achieving the tasks assigned.

4.2. Tasks of the teacher-leader:

- to provide a high level of teaching and methodological support, forming the competencies of an officer-leader in students;
- to demonstrate a personal example of scientific integrity, academic culture, patriotism and responsible attitude to the profession;
- to develop cadets' critical thinking, ability to reflect, and moral assessment of situations in the military environment in cadets;
- to integrate the principles and values of military leadership into the content of academic disciplines, and introduce practice-oriented approaches to teaching;
- to actively participate in the development of a system of mentoring, coaching and support for cadets in the educational, scientific and formative process;
- to study and implement the experience and lessons of military leadership in the content of academic disciplines, taking into account historical experience and giving preference to the modern experience of military leadership gained during the ATO/ JFO and since the beginning of Russia's full-scale war against Ukraine;
- to popularize Ukrainian military traditions, promote the restoration and understanding of the historical heritage of the Armed Forces of Ukraine;

- to initiate and participate in interdisciplinary educational, scientific and public projects in the field of military education;
- to improve their own pedagogical and scientific competence by introducing innovations into the educational process;
- to educate future officer-leaders as highly motivated patriots capable of leading units in difficult conditions.

4.3. Tasks of the sergeant-leader:

- to foster a culture of initiative among subordinates, encouraging a willingness to act decisively, creatively and responsibly in unforeseen situations;
- to be able to take over the leadership of the unit if necessary, ensuring continuity of command in emergency situations;
- to promote unit cohesion and unity of effort by fostering mutual understanding, respect and cooperation;
- to make reasoned decisions, assessing the situation within the scope of given authority, acting prudently and logically;
- to understand the tasks set by commanders and effectively implement them within the overall plan, coordinating actions with other parts of the unit;
- to ensure compliance with military discipline by the personnel, especially during service, training, and the execution of assigned tasks;
- to control the proper handling of weapons, technical means and other property in accordance with established norms and requirements;
- to be an example of adherence to military values, standards of moral behaviour and ethics, and to actively implement the provisions of the Military Ethos of the NCOs of the Armed Forces of Ukraine;
- to take care of subordinates, to be a moral support for them in difficult circumstances, to demonstrate endurance and the ability to endure the difficulties of service with dignity;
- to promote the comprehensive development of subordinate servicemen - professional, physical and intellectual;
- to make proposals to commanders to improve the level of training, service and welfare of personnel;
- to support the decisions of commanders, facilitate the implementation of their plans, creating favourable conditions for achieving the unit's goal(s);
- to constantly improve their own knowledge, skills and combat readiness, remaining an example of professional growth;
- to respond flexibly to changes in the training and service environment, maintaining effectiveness in new challenges and situations.
- to actively contribute to the formation of a cohesive team, supporting effective communication and interaction within the group.



4.4. Tasks of the cadet leader:

- to demonstrate an example of a disciplined behaviour, diligent attitude to studies and official duties, and to be an example for others;
- to create an atmosphere of trust, mutual assistance and responsibility in the unit;
- to take the initiative in teamwork, organizing the educational process and participating in all-institutional events;
- to be a moral compass for peers, adhering to the principles of military ethics and standards of academic integrity;
- to maintain morale in the unit;
- to take an active part in activities aimed at cohesion and motivation;
- to master leadership skills in real and simulated situations;
- to demonstrate initiative and curiosity.
- to realize the purpose of the Armed Forces of Ukraine officer training and constantly work on the development of their professional, moral and physical qualities;
- to participate in the preservation and development of the military traditions of the Military Institute, initiate and support projects related to historical memory;
- to demonstrate a willingness to take responsibility in difficult situations, make informed decisions and to be an example for others.

5. MILITARY TRADITIONS AS A BASIS FOR LEADERSHIP DEVELOPMENT

Military traditions are the foundation of the moral, cultural and identity basis for the education of a new generation of military leaders. They form a sense of continuity, responsibility and pride in belonging to the community of the Military Institute and the Armed Forces of Ukraine.

Traditions are not only ceremonial rituals, but also tools for transmitting values, motivation, symbolic leadership, and respect for service.

At the Military Institute, traditions are realized through both formal events and informal practices that preserve the team spirit. Traditions contribute to strengthening the authority of commanders, motivating cadets, building loyalty to the institution, and educating them on the example of historical heroes and modern defenders of Ukraine.



6. IMPLEMENTATION OF THE CONCEPT

The implementation of the Leadership Concept at the Military Institute is carried out through a comprehensive system of measures that integrates the main conceptual provisions into all aspects of the functioning and development of the Military Institute.

The provisions of the Concept serve as a normative and value-based guideline for the formation and development of leadership competencies of students, academic staff and commanders (chiefs) of all levels. Their implementation is ensured through the system of planning the activities of officials and structural units, the development of educational programmes, courses, teaching materials, internal documents, the introduction of educational and research initiatives, as well as in the process of daily management and command.

Organizational direction and coordination of the practical implementation of the Concept is assigned to the Deputy Commandants of the Military Institute in accordance with the distribution of functional responsibilities.

The concept is subject to periodic review and adaptation in accordance with changes in the security environment, the requirements of modern professional military education, as well as best practices adopted by the Armed Forces of Ukraine and NATO member states.

Commandant of the Military Institute of
Taras Shevchenko National University of Kyiv

Colonel

Oleksiy Siroshstan



THE CATALOGUE OF MILITARY TRADITIONS OF MILITARY INSTITUTE OF TARAS SHEVCHENKO NATIONAL UNIVERSITY OF KYIV

Nº	Tradition name	Content of the tradition	Frequency of holding	Responsible for the organization	Notes
1.	"Leader's Oath" (Victor's Speech)	Each 1st year cadet takes the Leader's Oath after passing the BMT, in which he swears to act on the principles of honour, responsibility and example for others	Every year, after passing the BMT - August	Heads of faculties	
2.	«Letter to the Future»	After taking the oath of allegiance to the Ukrainian people, each 1st year cadet writes a letter to his future self, describing his expectations from studying at the MITSNU and what he wants to achieve in four years. The letters are kept by the deputy of the psychological support unit. Before graduation, they are given to the cadets for self-analysis	Every year after taking the oath of allegiance to the Ukrainian people - September	Heads of faculties	
3.	«Advice to freshmen»	Before graduation, graduating cadets make a video with instructions and wishes for future cadets. The video is then shown to the cadets who have entered the first year of study	Every year before graduation - May-June	Heads of faculties	
4.	Initiation into the officers brotherhood	One of the elements of the graduation ceremony scenario. After the graduation ceremony, the best cadet of the graduating class takes the officer's oath. After that, the Commandant of the Military Institute congratulates the young lieutenants by saying: «CONGRATULATIONS TO THE GRADUATES OF THE MILITARY HIGHER EDUCATION INSTITUTION ON JOINING THE RANKS OF THE OFFICERS BROTHERHOOD!» and then reads out the last order.	Every year at the time of graduation - June	Commandant of the Military Institute, Deputy Commandant for psychological support of personnel	
5.	«The last order of the commander»	On the eve of graduation, the Commandant of the Military Institute reads out the last order for graduates with instructions for further military service. An excerpt from this order is given to each graduate along with the «lieutenant» shoots.	Every year, on the eve of graduation - June	Commandant of the Military Institute	
6.	The «Time Capsule»	Each graduate writes down on paper what he or she should achieve in the next 10-20 years. The notes are put into a time capsule and buried in the alumni alley. Years later, a reunion is held where the time capsule is taken out and a discussion is held on achievements	Every year, before the release - June	Deputy Commandant for psychological support of personnel	
7.	The "Alumni Alley"	A stone engraved with the year of issue is placed in a designated place, under which a time capsule is stored	Every year, before the release - June	Deputy Commandant for psychological support of personnel	
8.	The Transitional «Sword of the Top Graduate»	In accordance with the provision	Every year during the graduation ceremony - June	Deputy Commandant for psychological support of personnel, heads of faculties	



Nº	Tradition name	Content of the tradition	Frequency of holding	Responsible for the organization	Notes
9.	The Award «Best cadet of the course»	In accordance with the provision		Deputy Commandant for psychological support of personnel, heads of faculties	
10.	«Initiation into sergeants»	Cadets who receive the rank of sergeant undergo a ritual of initiation, where they are tested for endurance, strategic thinking and the ability to lead people	On the eve of the ceremonial awarding of primary sergeant ranks	MITSNU Chief Sergeant	
11.	«I AM A SERGEANT»	Ceremonial presentation of primary sergeant ranks. Cadets who receive the primary military rank of non-commissioned officer take the Sergeant's Code in front of a deployed formation (or in front of an audience of servicemen indoors) of the NCOs of the Military Institute, reading aloud its text	The ceremony is held twice a year: January, 26, and June, 28.	MITSNU Chief Sergeant	
12.	"Group Fanion" presentation	A group flag that always moves with the group's personnel. The Fanion is designed for each training group and is passed from the older group to the younger one in a special ceremony after the course is completed	Every year, at the end of the school year	Heads of faculties, heads of graduate departments	In peacetime
13.	«Commemorative Run»	The entire personnel of the Military Institute, headed by the Commandant, runs a race (5-10 km) in memory of those who died in the Russian-Ukrainian war. Everyone wears an inscription on their clothes with the name or call sign of the person they are running in memory of	Every year, on the last Sunday of April	Commandant of the Military Institute, Head of the Physical Education, Special Physical Training and Sports Department	In peacetime
14.	«Spartan challenge» competition	An extreme obstacle course, sports competitions in various sports, and the computer game Counter Strike. Competitions are held between faculties and/or between faculty sergeants	Every year, during September	Head of the Department of Physical Education, Special Physical Training and Sports	
15.	«Book of Memory»	The Military Institute keeps a book where the names of the Military Institute representatives (including graduates) who died defending Ukraine are entered	Constantly, upon receipt of information	Deputy Commandant for psychological support of personnel, heads of faculties	
16.	«The Book of Honor»	The Military Institute maintains a book in which the names of cadets with photos recorded who have shown exemplary leadership in education, combat training, or during special tasks. Candidates are submitted every semester by the decision of the academic councils of the faculties	At the end of each semester	Deputy Commandant for psychological support of personnel, heads of faculties	
17.	The ritual of celebrating «Sergeant's Day»	In accordance with the order of the Commander-in-Chief of the Armed Forces of Ukraine dated November 17, 2020, No. 195	Every year	MITSNU Chief Sergeant	
			November 18		
18.	«Sergeant's Club»	In accordance with the order of the Commander-in-Chief of the Armed Forces of Ukraine dated November 17, 2020, No. 195		MITSNU Chief Sergeant	

Nº	Tradition name	Content of the tradition	Frequency of holding	Responsible for the organization	Notes
19.	«Mentoring»	Assignment of the 3rd and 4th year cadets to 1st and 2nd year cadets as mentors to develop their leadership skills and to form them in junior cadets	Once a year at the beginning of the school year - August-September	Heads of faculties	
20.	«Junior Commander's Course»	Before being appointed to the positions of section (group) leaders during the first semester, all first-year cadets undergo an internship as group and section leaders for 1-2 weeks	During the 1st semester of study according to the schedule	Heads of faculties, heads of courses	
21.	«Leader's Week»	A curriculum program for the 5-day Leader's Week course for group (section) leaders is being developed. During the course, activities aimed at developing leadership skills, crisis management and planning, strategic games, debates of leaders, etc. are held	Before the start of each academic semester	Head of the Behavioral Sciences (Military Leadership) Department	
22.	«Shadow of the Leader»	According to the schedule, cadets perform the duties of section leaders during the week (section leaders - group leaders, group leaders - course officers). Upon successful completion of their duties, cadets are allowed to perform the duties of their next direct superior	Constantly, according to the schedule	Heads of faculties, MITSNU Chief Sergeant	
23.	«Intellect is my strength»	The work of the «Book Club» of the Military Institute with monthly meetings of the club and discussion of relevant books in sections	Monthly	Deputy Commandant for academic affairs, head of the Book Club	
24.	«Bookstore of Generations»	Each final year study class chooses one of the best books they have read during their studies at the Institute and donates it to the library of the faculty (graduating department) with wishes for future readers	Every year, before the release - June	Heads of faculties	
25.	«Leader's Honour»	The cadets analyse selected historical battles (including the experience of the ATO/JFO and the full-scale invasion of Ukraine by Russia), evaluating the decisions of commanders and drawing conclusions for their own leadership.	Once a month	Head of the Department of Behavioral Sciences (Military Leadership), Lecturer in History of Warfare and Military Art	
26.	«Commander's assessment»	At the end of each semester, cadets evaluate their commanders (starting from the section leader to the course commander) on the principles of effective leadership (anonymously)	Twice a year (at the end of each academic semester)	Deputy Commandant for psychological support of personnel, heads of faculties	

* *The content of the Catalogue of Military Traditions of the Military Institute is a subject to periodic review and supplementation with the initiative of the officials of the Military Institute and the existing public organizations of the Military Institute.

** Military traditions from the Catalogue may be implemented both in full and selectively, taking into account the security situation, operational conditions, location of personnel, and other relevant circumstances.



FOR NOTES



**MILITARY INSTITUTE
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