

HO CHI MINH NATIONAL ACADEMY OF POLITICS

VU VAN NGHI

**BUILDING A WORKING STYLE FOR POLITICAL OFFICERS
IN CURRENT MILITARY OFFICER SCHOOLS BASED
ON THE HO CHI MINH STYLE**

SUMMARY OF THE DOCTORAL THESIS

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Supervisors: 1. Assoc. Prof., Dr. Hoang Phuc Lam



2. Assoc. Prof., Dr. Nguyen Thi Kim Dung



Reviewer 1:
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Reviewer 2:
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Reviewer 3:
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**The thesis will be defended in front of the Thesis Committee
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INTRODUCTION

1. The Urgency of the Topic

President Ho Chi Minh was a brilliant leader of the Vietnamese revolution, a national liberation hero, and an outstanding cultural figure. As the head of the Party and the State, he had an exemplary working style to lead and resolve the tasks and relationships posed by revolutionary practice. Ho Chi Minh's working style demonstrated unity between thought and action, between words and deeds, vividly expressed in his work and in practical life: working with the masses, collectively, democratically, scientifically, and setting an example. Ho Chi Minh's working style has both theoretical value and profound practical significance. It is not only a scientific basis for the Party to formulate policies and guidelines for building a cadre to meet the requirements of the revolutionary cause throughout different periods, but also a model for cadres and Party members to learn from, cultivate, and refine their character and personality.

In military schools, political officers hold a crucial position and role. They are the leading political officers, serving as Party committee secretaries, directly conducting Party and political work, managing, educating, and training officers and students, contributing to improving the quality of education and training for military schools. The working style of political officers in military schools not only determines the quality and effectiveness of work and the completion of tasks by the unit, but also strongly impacts the thoughts, feelings, psychological state, spirit, and determination of officers, students, and soldiers throughout the unit. To effectively fulfill this role and responsibility, it is necessary to promote the development of a working style for political officers in military officer schools based on the Ho Chi Minh style.

Over the years, schools have implemented many policies and measures to build a working style for political officers based on the Ho Chi Minh style, linked to the implementation of directives, resolutions, and regulations of the Party, the Central Military Commission, and the Ministry of National Defense. As a result, the political officers are always close to and supportive of students; their work ensures democracy and respect for the collective; they work scientifically and set a good example in all aspects. However, the study and emulation of Ho Chi Minh's working style

by political officers still reveals limitations; at times, it has not become a conscious effort for some political officers; the shift in responsibility of some political officers is not yet clear; the determination of goals and methods for studying and emulating is sometimes not specific, even superficial or merely a formality. Practical experience has highlighted the need to develop a working style for political officers in military officer schools based on the Ho Chi Minh style, aiming to transform their working style. This is both an urgent need and a prerequisite for each political officer to meet new requirements and tasks.

Currently, the development of a working style for political officers in military officer schools based on the Ho Chi Minh style is influenced by many factors, a mix of opportunities and challenges. Therefore, the development of a working style for political officers in military officer schools based on the Ho Chi Minh style needs to be conducted scientifically, appropriately, and effectively.

Based on these reasons, the doctoral candidate has chosen the topic: ***"Building a working style for political officers in military officer schools based on the Ho Chi Minh style"*** as the subject of this doctoral dissertation.

2. Research Objectives and Tasks

2.1. Objectives

The research aims to systematically clarify the characteristics and values of Ho Chi Minh's working style, apply them to evaluating the current situation, and propose solutions for building a working style for political officers in military officer schools in the future, following Ho Chi Minh's style.

2.2. Objectives

Overview of research related to Ho Chi Minh's style, Ho Chi Minh's working style, and its application in building a contingent of cadres and Party members. From this, identify issues that the research topic needs to further investigate.

Develop some basic related concepts and analyze and clarify the characteristics and values of Ho Chi Minh's working style.

Survey and evaluate the current state of the working style of political officers, pointing out strengths, weaknesses, causes, and identifying the issues that need to be addressed.

Forecast the influencing factors, propose requirements, and suggest solutions for building a working style for political officers in military officer schools in the future based on Ho Chi Minh's style.

3. Research Subjects and Scope

3.1. Research Subjects

Ho Chi Minh's working style and its application in building a working style for political officers (company and battalion political officers, appointed as framework officers in military officer schools) in the future, following Ho Chi Minh's style.

3.2. Research Scope

In terms of content: Focusing on studying Ho Chi Minh's working style through his speeches, writings, and vivid revolutionary activities; researching the current state of building a working style for political officers; and proposing groups of solutions for building a working style for political officers in military officer schools in the future, following Ho Chi Minh's style.

In terms of time: Research from 2016 (the time of implementation of Directive No. 05-CT/TW of the Politburo) to the present.

In terms of scope: the research focuses on 11 military officer schools, with the study specifically investigating and surveying 5 schools: the Political Officer School, the Army Officer School 1, the Army Officer School 2, the Artillery Officer School, and the Communications Officer School.

4. Theoretical Basis and Research Methods

4.1. Theoretical Basis

The theoretical basis of this dissertation is Marxism-Leninism, Ho Chi Minh Thought, and the Party's and Central Military Commission's policies and guidelines on building a contingent of cadres and Party members in general, and a contingent of cadres and lecturers in the Army in particular.

4.2. Research Methods

Based on the research methods of dialectical materialism and historical materialism of Marxism-Leninism, the doctoral candidate also uses interdisciplinary and specialized methods to conduct research: logic, history, analysis, synthesis, comparison, scientific forecasting, and sociological investigation, in order to clarify the research objectives and tasks.

5. New Scientific Contributions of the Thesis

The thesis contributes to clarifying and supplementing some basic concepts, especially building and analyzing central concepts. At the same time, the thesis deeply analyzes the characteristics of Ho Chi Minh's working style; thereby affirming the great value and significance of studying and following his working style for cadres and Party members of the Party and the Army in the current period.

It objectively and honestly assesses the advantages, limitations, and causes of these advantages and limitations; from which, it identifies the issues to be addressed in building a working style for political officers of Army Officer Schools today according to Ho Chi Minh's style.

It forecasts and analyzes the influencing factors, presents requirements, and proposes basic, feasible solutions for building a working style for political officers of Army Officer Schools in the future according to Ho Chi Minh's style.

6. Theoretical and Practical Significance of the Thesis

6.1. Theoretical Significance

The thesis contributes to clarifying Ho Chi Minh's working style from the perspective of Ho Chi Minh studies, thereby affirming the position, significance, great value, enduring vitality, and spread of Ho Chi Minh's working style to the entire Party, army, and people. The thesis supplements the theoretical basis for Party committees at all levels to apply in cultivating and training the working style of cadres and Party members today.

6.2. Practical Significance

The thesis actively contributes to learning and emulating Ho Chi Minh's working style. It serves as a reference document for research, study, and teaching of Ho Chi Minh's thought in the future.

7. Structure of the Thesis

Besides the introduction, conclusion, list of published research works by the doctoral candidate related to the thesis, bibliography, and appendices, the thesis content is structured into 4 chapters and 11 sections.

Chapter 1

OVERVIEW OF RESEARCH RELATED TO THE THESIS TOPIC

1.1. RESEARCH RELATED TO THE THESIS TOPIC

1.1.1. Studies on Ho Chi Minh's style and working style

In recent years, especially in recent years, there have been many studies related to Ho Chi Minh's style and working style, achieving important results. Notable works include those by authors such as Halberstam, E. Kobelev, Tran Dinh Quang - Nguyen Quoc Bao, Thang Van Phuc, William J. Duiker, Tran Van Phong, Tran Thai Binh, Tran Van Giau, Hellmut Kapfenberger, Nguyen Thi Thanh Dung, Ngo Kim Ngan - Lam Quoc Tuan, Nguyen The Thang, Dang Xuan Ky, Pham Ngoc Anh, Do Hoang Linh - Nguyen Kim Yen, Vo Nguyen Giap, Mach Quang Thang, Ly Viet Quang - Tran Thi Hoi...

In general, domestic and foreign works have clarified the concept, content, characteristics, and value of Ho Chi Minh's style and working style; affirming its theoretical and practical significance for the revolutionary cause and the building of cadres and party members. Through this, Ho Chi Minh's working style is recognized as a unified system between thought and action, words and deeds, ethics and responsibility.

1.1.2. Studies related to applying Ho Chi Minh's working style to building a working style for officers in the Army in general and political commissars in particular

In the Army, many authors and scientific researchers approach the study indirectly from the perspective of building qualities, personality, and capacity for conducting Party work and political work for officers and Party members in the Army. In essence, this is also a typical manifestation of the working style of officers and Party members working in the unique conditions and environment of the Army.

Nguyen Quang Phat, Hoang Van Thanh, Nguyen Tien Quoc, Pham Van Nhuan, Tran Thu Huyen, Ho Chi Minh Thought Department - Military Political Academy, Ha Duc Long, Luong Cuong, Phung Thanh - Vu Van Tam, Nguyen Van Ky, Nham Cao Thanh, Phung Thanh, Nguyen Huu Lap, Dang Sy Loc, Phan Trong Hao, Le Gia Dong...

In general, studies on applying Ho Chi Minh's working style in building working styles for officers in the Army are limited, but they have provided multi-faceted approaches, creating an important reference basis for the dissertation. In particular, in-depth research on the working style of political commissars is scarce; there are no systematic studies on the working style of political commissars in military officer schools. This is a gap that needs further research and clarification.

1.2. RESEARCH RESULTS ACHIEVED AND ISSUES FOR FURTHER RESEARCH

1.2.1. Research Results Achieved

A general overview of research works related to the dissertation topic being studied by the doctoral candidate has presented general issues and content, but also clearly demonstrated Ho Chi Minh's style and working style, the application of Ho Chi Minh's working style in building the cadre and party member team, and its application in building the cadre team in the Army and the political commissar team.

Firstly, studies on style.

From a multi-faceted perspective and various approaches of scientists researching Ho Chi Minh's style. These studies on Ho Chi Minh's style provide a comprehensive, objective, and holistic view of all aspects and contents of his style. They analyze and clarify the concepts and content, and affirm the theoretical and practical values of Ho Chi Minh's style for the cause of national renewal and the building of the current contingent of cadres and Party members.

Secondly, studies on Ho Chi Minh's working style and its application in building a working style for cadres and Party members.

Research on Ho Chi Minh's working style and its application has yielded significant results from numerous works by scholars and scientists. These studies directly analyze and clarify the concepts, characteristics, and fundamental values of Ho Chi Minh's working style for building the current cadre and Party member workforce. Based on this, they propose orientations and basic solutions for building a working style for cadres and Party members in the future, following Ho Chi Minh's style, thereby

promoting the study and emulation of Ho Chi Minh's thought, ethics, and style in a systematic, high-quality, and effective manner.

However, there have been no in-depth studies on improving the working style of political officers and political commissars in military academies and schools in general, and specifically on building a working style for political commissars in military officer schools based on the Ho Chi Minh style.

Thirdly, studies on applying Ho Chi Minh's working style to building a working style for officers in the Army in general and political commissars in particular.

There are many studies on applying Ho Chi Minh's working style to build a working style for officers and Party members in the Army, aiming to contribute to improving the quality, capacity, methods, and work style of officers and Party members, meeting the specific requirements of the school and the Army in the current new conditions. These studies have provided basic orientations and a system of important solutions for building and training officers and Party members in the future, meeting the practical requirements currently facing the school and the Army.

However, no studies have yet conducted in-depth research and proposed practical and effective solutions for building a working style for cadres and Party members in the Army in general, and for political commissars of Army Officer Schools in particular, following the Ho Chi Minh style.

Therefore, the research topic "Building a working style for political commissars of Army Officer Schools today according to the Ho Chi Minh style" - which the doctoral candidate is researching - will supplement the results of previous works. This topic is a significant work in terms of theory and practice in applying the Ho Chi Minh working style to building a working style for political commissars of Army Officer Schools today.

1.2.2. Issues for Further Research

Through an overview of research works on Ho Chi Minh's style, Ho Chi Minh's working style, and the application of Ho Chi Minh's working style to building a cadre of officers in the Army, it can be seen that the works

have focused on researching many aspects related to the topic. However, no work has yet delved deeply into researching and directly analyzing the issue of building a working style for political officers in Army Officer Schools. Inheriting the results achieved from the above research works, the thesis identifies the following key contents that need further research:

Firstly, to summarize the issues concerning Ho Chi Minh's working style, analyze its characteristics, and draw out the basic values of Ho Chi Minh's working style for building a working style for political officers in Army Officer Schools today.

Secondly, this study clarifies the current state of building a working style for political officers in military officer schools based on the Ho Chi Minh style, identifying the unique characteristics of the political officer corps, their positive aspects, limitations, causes, and challenges in building this working style for them in military officer schools in the coming years.

Thirdly, it examines the influencing factors and requirements for building a working style for political officers and proposes key solutions to further develop this style in military officer schools in the coming years.

Chapter 1 Summary

Through research, systematization, and classification of works both domestically and internationally, it can be seen that the issue of Ho Chi Minh's working style has been studied quite comprehensively, with a rich amount of material and many important results. The works generally agree on clarifying the origins, characteristics, and value of this style. However, its application to building a working style for cadres in the Army, especially political commissars, is mainly approached indirectly through the cultivation of qualities, personality, capabilities, and skills in Party and political work, thereby contributing to the improvement of their working style.

The overall results show that, to date, no work has systematically and in-depth studied the building of a working style for political commissars in Army Officer Schools according to Ho Chi Minh's style, especially in terms of content, manifestation, methods, and organizational solutions. This gap necessitates a comprehensive and in-depth research approach. Based on this, the thesis aims to clarify the theoretical and practical

foundations, and propose feasible solutions to improve the quality of work style development for political officers, meeting the specific mission requirements of the Army.

Chapter 2

SOME THEORETICAL ISSUES IN BUILDING A WORKING STYLE FOR POLITICAL OFFICERS IN MILITARY OFFICER SCHOOLS ACCORDING TO THE HO CHI MINH STYLE

2.1. SOME RELATED BASIC CONCEPTS

2.1.1. The concept of “*style*”: *“Style is the way of acting, working, living, behaving, and becoming a relatively stable pattern of behavior of an individual, expressed in life, creating a unique mark of that individual”.*

2.1.2. The concept of “*Ho Chi Minh style*”: *“Ho Chi Minh style is the totality of relatively stable characteristics of Ho Chi Minh’s thinking, methods, ways of behaving, and conduct, reflecting the core values in his thought and ethics, consistently expressed throughout his life and revolutionary activities, and is a unified whole consisting of closely linked elements, moving from thought to action, imbued with national identity, scientific nature, and humanistic values”.*

2.1.3. The concept of “*Ho Chi Minh's working style*”: *“Ho Chi Minh's working style is the totality of relatively stable characteristics regarding the methods, practices, and ways of conducting work by Ho Chi Minh, formed on the basis of his ideology and ethics, and consistently expressed in all his leadership, guidance, and practical organizational activities, aimed at successfully achieving revolutionary goals and tasks”.*

2.1.4. The concept of “*political officer*”: *“A political officer in the Army is a political officer appointed by the competent authority to hold the position of political officer at the company, battalion, and equivalent levels. They are the leading political officer, directly conducting Party work and political work activities, and, together with commanding officers, organizing and implementing the unit's work plan. The political officer is one of the two officers with the highest authority and responsibility in the*

unit, operating under the leadership, direction, and guidance of the Party committee, political agency, political commissar, superior commander, and the direct leadership of the Party committee at the same level".

2.1.5. The concept of "Building a working style for political officers of military officer schools in the style of Ho Chi Minh":
"Building a working style for political officers of military officer schools in the style of Ho Chi Minh is an activity that is proactive, positive, and creative on the part of the subjects, aiming to form in political officers the qualities, capabilities, methods, and ways of working that are appropriate to their responsibilities, tasks, and the military environment".

2.2. CHARACTERISTICS OF HO CHI MINH'S WORKING STYLE

2.2.1. A working style rooted in the masses

** Working with respect for and trust in the people*

Ho Chi Minh's practice of respecting and trusting the people stemmed from his profound affection for them. He immersed himself in the working lives of the people to listen to and understand their innermost thoughts and practical aspirations; based on this, he formulated policies, guidelines, and decisions that were correct, aligned with practical realities, and in tune with the people's will.

** Working entirely for the interests of the people*

As the leader of the Party and the State, Ho Chi Minh always prioritized the people's interests above all else. From thoughts to actions and words to deeds, every leadership policy and guideline originated from the masses and served their interests; his own life stands as a vivid testament to this principle.

** Working by relying on the people and regarding them as the foundation*

Ho Chi Minh deeply understood the role and strength of the people. He genuinely respected them, knew how to harness their potential, and devoted himself wholeheartedly to their well-being, placing the populace at the very center of the revolution and the nation-recognizing them as both the foundation and the principal agents. He affirmed that the people are the creators of history and the decisive force behind the revolution's success.

** Working with a readiness to learn and accept criticism from the people*

Ho Chi Minh instructed cadres and Party members to remain humble and open-minded, and to listen to and learn from the people. At the same time, he emphasized the importance of accepting criticism from the public regarding the Party and its ranks of cadres and members.

2.2.2. Collective and democratic working style

** Respecting the collective and upholding democracy*

Before adopting any major policy or decision, he would always thoroughly discuss and consult with the collective, listening to the views of fellow leaders before making a final decision. Thus, upholding collective democracy is a core principle of Ho Chi Minh's working style.

** Democracy must go hand in hand with centralism*

In Ho Chi Minh's working style, democracy serves as the foundation for unity and the nation's combined strength; however, democracy must be coupled with centralism. Democracy divorced from centralism leads to mere tokenism.

2.2.3. Scientific working style

** Working with purpose, programs and plans*

Every task requires a clear purpose, specific programs and plans, and defined methods and organizational structures for implementation; this ensures a smooth execution process and minimizes errors and shortcomings.

** Working in a concrete and thorough manner*

Ho Chi Minh believed that to make correct decisions, cadres and Party members must work in a concrete and meticulous way-conducting thorough investigations and research to fully grasp the actual situation. He required cadres to stay close to the grassroots, investigate, research, and fully understand the situation, as well as carefully examine and discuss issues before making final decisions.

** Seeing tasks through to completion*

For Ho Chi Minh, seeing a task through to completion meant working thoughtfully, decisively, and thoroughly-carrying the work to the end without leaving it unfinished or doing it in a perfunctory, slipshod manner.

Instead, one must examine matters carefully and proceed methodically, step by step and stage by stage, following the natural progression from nothing to something, from little to much, from narrow to broad, and from root to tip. * Working with innovation, creativity, and respect for objective laws

Ho Chi Minh always approached and resolved issues in a scientific and creative manner, linking theory with practice and respecting objective laws. He did not follow conventional paths but sought innovative, effective methods to achieve revolutionary goals.

** Working with regular inspection, supervision, and review of lessons learned*

Ho Chi Minh always regarded inspection as a pivotal element of leadership and implementation. He viewed inspection as a crucial task in Party building, contributing to the organization's fighting strength. However, inspection had to be coupled with supervision; for supervision to be effective, it was necessary to regularly conduct interim and final reviews to draw lessons from experience.

2.2.4. A working style based on setting an example

** Setting an example through the proper handling of relationships*

Regarding oneself: one must be strict and honest, avoid arrogance and complacency, maintain a willingness to learn and a receptive attitude, and constantly engage in self-reflection and self-correction. Regarding others: one must maintain a sincere, humble, and honest attitude, while showing respect, solidarity, and affection. Regarding tasks: one must prioritize the common interests of the Fatherland and the people above all else.

** Setting an example by matching words with deeds*

He believed that the higher the position, the greater the prestige and responsibility; thus, one must strive even harder for self-cultivation and self-improvement. He required cadres-especially key leaders-to be the finest among the people, ensuring their actions matched their words so they could serve as examples for the masses to follow.

** Setting an example in every task*

Setting an example means, first and foremost, leading by example in every task, whether large or small-particularly regarding revolutionary

ethics. He consistently set an example for cadres, Party members, and the people; he spoke little but did much, ensuring his actions matched his words, and sometimes simply acted so that others could learn from and emulate him.

2.3. THE VALUE OF HO CHI MINH'S WORKING STYLE

2.3.1. Ho Chi Minh's working style serves as a key foundation guiding the Party and the Central Military Commission in leading and directing the development of the cadre contingent in general, and military officers in particular.

2.3.2. Ho Chi Minh's working style serves as a standard for cadres in general, and military officers in particular, to emulate, study, and cultivate within themselves.

2.3.3. Ho Chi Minh's working style serves as an exemplary model with a far-reaching and compelling influence across the entire Party, military, and population.

Chapter 2 Summary

The Ho Chi Minh working style represents a unified crystallization of revolutionary ideology, pure morality, and scientific methods of action, reflecting the intellectual stature, steadfast political mettle, and cultured character of a communist fighter. This style has become a vital component of the Party's political culture, serving as a guiding force in the education and cultivation of the qualities, character, and capabilities of the contingent of cadres and Party members.

The Ho Chi Minh working style holds not only profound historical and political significance but also plays a guiding role in shaping and refining the working styles of cadres and Party members in the current era. For political officers at the subunit level, studying and applying this style is of particular importance, as they are the force in direct contact with cadres, trainees, and soldiers at the grassroots level. Consequently, the working style of a political officer directly influences the formation of the qualities and character of future military officers. Therefore, cultivating a working style based on the Ho Chi Minh model among political officers in military academies today is not merely an urgent requirement but a matter of

strategic significance, contributing to the development of a contingent of cadres who are "both red and expert," thereby meeting the demands of modern military building.

Chapter 3

CHARACTERISTICS AND CURRENT STATE OF DEVELOPING THE WORKING STYLE OF POLITICAL OFFICERS IN MILITARY OFFICER SCHOOLS BASED ON THE HO CHI MINH STYLE, AND ISSUES ARISING

3.1. CHARACTERISTICS OF POLITICAL OFFICERS IN MILITARY OFFICER SCHOOLS TODAY

3.1.1. Overview of Military Officer Schools

There are 11 military officer schools; fundamentally, they have upgraded their training to the university level for small-unit military leadership, and some schools also provide postgraduate training.

3.1.2. Overview of political officers in Military Officer Schools

3.1.2.1. Characteristics and roles of political officers

First, the contingent of political officers in military officer schools comes from diverse training backgrounds and is relatively young; while they have received fundamental training and possess rich practical experience, their levels of expertise vary.

Second, political officers in military officer schools serve as the unit's principal leaders for political affairs, possessing deep professional expertise in Party and political work.

Third, while the working conditions, schedules, material and spiritual living standards, and policy benefits for political officers have significantly improved in recent years, they still face many difficulties in practice.

In addition to the general characteristics mentioned above, the contingent of political officers in military officer schools possesses specific characteristics: First, regarding age and military rank, these officers are often subject to standards that exceed standard regulations. Secondly, the individuals educated, trained, and managed by the political officers at military

officer schools are officer cadets with a high level of qualification. Thirdly, the political officers themselves hold university or postgraduate degrees.

3.1.2.2. Duties and requirements regarding the qualities and competencies of political officers

**** Duties of political officers***

The general duties and responsibilities of political officers are specifically stipulated in Article 28 of the Military's Charter on Party and Political Work.

**** Requirements regarding the qualities and competencies of political officers***

First, regarding political qualities.

Second, regarding moral qualities.

Third, regarding knowledge and competence.

Fourth, regarding working methods and conduct.

3.2. CURRENT STATE OF DEVELOPING THE HO CHI MINH WORKING STYLE AMONG POLITICAL OFFICERS AT MILITARY OFFICER SCHOOLS (2016-2025)

3.2.1. Achievements and underlying reasons

3.2.1.1. Achievements

**** Regarding the agents responsible for developing the Ho Chi Minh working style among political officers at military officer schools***

First, many Party Committees at military officer schools maintain a correct understanding and a high sense of responsibility in leading and directing the development of the Ho Chi Minh working style among political officers.

Second, the majority of organizations and forces within the schools consistently demonstrate a sense of responsibility in contributing to the development of the Ho Chi Minh working style among political officers.

**** Regarding the content of developing the Ho Chi Minh working style among political officers at military officer schools today***

First, the majority of political officers adopt a working style characterized by approachability, care, concern, and support for cadets.

Second, most political officers exhibit a working style that is democratic, fosters solidarity, respects the collective, and is decisive.

Third, the majority of political officers demonstrate a scientific, flexible, and creative work style.

Fourth, a significant number of political officers exemplify a work style based on setting an example and ensuring that words are matched by deeds.

*** *Regarding measures to cultivate the Ho Chi Minh work style among political officers in military officer schools:***

First, the methods and measures employed to cultivate this work style are diverse and practical.

Second, the material conditions necessary for cultivating this work style are adequately provided and of high quality.

Third, constant attention is paid to maintaining a standardized and exemplary military cultural environment.

3.2.1.2. Reasons for the achievements

First, the Party and the Central Military Commission have issued numerous directives, resolutions, and regulations regarding the development and training of the military officer corps, clearly affirming the centralized and unified leadership of the Party and the Central Military Commission over this work.

Second, the close, timely, and decisive attention and leadership provided by the Party committees of military officer schools regarding the cultivation of the Ho Chi Minh work style among political officers.

Third, effective coordination among specialized agencies, organizations, and forces within the military officer schools.

Fourth, the increasingly high quality of the political officer corps, resulting from rigorous selection and systematic training within military academies and schools.

Fifth, the continuous diversification and enrichment of the content, methods, measures, material conditions, and cultural environment supporting the cultivation of the Ho Chi Minh work style among political officers in military officer schools.

3.2.2. Limitations and causes

3.2.2.1. Limitations

*** *Regarding the agents responsible for cultivating the Ho Chi Minh-style work ethic among political officers in military officer schools***

First, some Party committees and school leadership boards have not sufficiently raised their awareness or sense of responsibility regarding the

leadership and direction of cultivating the Ho Chi Minh-style work ethic among political officers.

Second, mass organizations and various forces within some schools have not fully exercised their sense of responsibility in fostering the Ho Chi Minh-style work ethic among political officers.

**** Regarding the content of cultivating the Ho Chi Minh-style work ethic among political officers in military officer schools***

First, a segment of political officers has not truly demonstrated a "mass-oriented" work style.

Second, some political officers occasionally fail to clearly exhibit a collective, democratic work style characterized by consultation and open exchange.

Third, the work style of some political officers lacks true scientific rigor and effectiveness.

Fourth, there remain political officers who do not consistently align their words with their actions or set a good example in their work.

**** Regarding measures to cultivate the Ho Chi Minh-style work ethic among political officers in military officer schools***

First, the methods and measures used to cultivate this work ethic in some officer schools are sometimes awkward; they lack innovation and creativity, failing to achieve significant breakthroughs.

Second, in some schools, the material conditions supporting the cultivation of this work ethic among political officers do not yet fully meet training requirements and mission objectives.

Third, the military cultural environment does not yet fully meet the requirements and tasks of the schools and the Military in the new situation.

3.2.2.2. Causes of the limitations

First, the Party committees and school leadership boards at some institutions have not fully exercised their sense of responsibility in leading and directing the development of a working style.

Second, coordination among specialized agencies, organizations, and forces at some institutions remains ineffective.

Third, the qualities, qualifications, and capabilities of political officers at some institutions are still limited.

Fourth, the content, forms, measures, material conditions, and military cultural environment at some institutions do not yet meet practical requirements.

Fifth, the proactiveness, self-discipline, and commitment to self-study, training, and refining one's working style in accordance with the Ho Chi Minh style remain limited among a segment of political officers.

3.3. ISSUES ARISING IN DEVELOPING THE WORKING STYLE OF POLITICAL OFFICERS AT MILITARY OFFICER SCHOOLS TODAY IN ACCORDANCE WITH THE HO CHI MINH STYLE

3.3.1. Raising the awareness and responsibility of those responsible for this development, given the existing limitations in the awareness and responsibility of certain individuals within military officer schools

3.3.2. The educational and training goals and tasks of military schools impose increasingly high requirements on the working style of political officers

3.3.3. Balancing the promotion of proactiveness, initiative, and self-discipline among political officers against existing limitations

3.3.4. Ensuring the necessary conditions for developing the working style of political officers, given the limitations regarding facilities and the military cultural environment

Chapter 3 Summary

Cultivating a working style based on the Ho Chi Minh model for political officers in military officer schools is a comprehensive, long-term process of special significance amidst the push for innovation and breakthroughs in military education and training. Practical experience demonstrates that a working style is not merely a matter of moral character but also a criterion reflecting the standards expected of political officers within the unique environment of military pedagogy.

In recent years, under the leadership and direction of the Central Military Commission and the Ministry of National Defence, military schools have prioritized the cultivation of a Ho Chi Minh-style working approach for political officers. Significant progress has been made,

contributing substantially to enhancing the qualities, capabilities, and working styles of these officers to meet the requirements and tasks of the new era. Despite these achievements, the process of developing this working style still reveals certain limitations. These shortcomings stem from various causes, with subjective factors playing a primary role. The interplay between achievements and limitations highlights issues that must be fully recognized and addressed in a scientific and effective manner; doing so will help shape a working style for political officers that is scientific, efficient, and deeply imbued with the characteristics of Ho Chi Minh's own working style.

Chapter 4

FORECASTING INFLUENCING FACTORS, REQUIREMENTS, AND SOLUTIONS FOR DEVELOPING THE WORKING STYLE OF POLITICAL OFFICERS IN MILITARY OFFICER SCHOOLS IN THE COMING PERIOD, BASED ON THE HO CHI MINH STYLE

4.1. FORECASTING FACTORS INFLUENCING THE DEVELOPMENT OF THE WORKING STYLE OF POLITICAL OFFICERS IN MILITARY OFFICER SCHOOLS IN THE COMING PERIOD

4.1.1. Global and regional situation

The global situation is evolving in a highly complex and unpredictable manner, with many changes that are difficult to foresee.

The Fourth Industrial Revolution and international integration are proceeding vigorously.

The situation in the Asia-Pacific region is complex.

4.1.2. Domestic situation

The achievements of the national Doi Moi (Renewal) process have created a new face for the country regarding politics, the economy, socio-cultural affairs, national defense and security, and foreign relations.

The impact of the negative aspects of the market economy.

Sabotage plots and tactics employed by hostile forces through the "peaceful evolution" strategy.

The promotion of studying and following Ho Chi Minh's ideology, morality, and style is becoming increasingly substantive and deep-rooted.

The increasingly high demands and tasks facing the Military in the new situation.

4.2. REQUIREMENTS FOR DEVELOPING THE WORKING STYLE OF POLITICAL OFFICERS IN MILITARY OFFICER SCHOOLS TODAY, BASED ON THE HO CHI MINH STYLE

4.2.1. Those responsible for shaping the work style of political officers must thoroughly grasp and operationalize the guidelines and directives of the Party and the Central Military Commission regarding the current development of the officer corps.

4.2.2. The content of shaping the work style of political officers at military officer schools must align closely with the schools' educational and training goals and missions.

4.2.3. Measures to shape the work style of political officers at military officer schools must be implemented regularly and continuously, while fostering the officers' own proactive engagement and self-motivation.

4.3. SOLUTIONS FOR DEVELOPING THE WORKING STYLE OF POLITICAL OFFICERS IN MILITARY OFFICER SCHOOLS IN THE COMING PERIOD, FOLLOWING THE HO CHI MINH STYLE

4.3.1. Enhancing the awareness and responsibility of the agents responsible for shaping the working style of political officers in military officer schools according to the Ho Chi Minh style

4.3.1.1. Enhancing the awareness and responsibility of leadership and management bodies

The Party Committee and School Board must effectively exercise their roles and responsibilities in shaping the working style of political officers in military officer schools according to the Ho Chi Minh style.

The Party Committee and School Board must effectively lead and direct activities regarding studying and following the Ho Chi Minh style among the political officer corps, ensuring both quality and effectiveness.

The Party Committee and School Board must effectively conduct political and ideological education for the political officer corps.

The Party Committee and School Board must effectively carry out inspection, supervision, interim and final reviews to draw lessons, as well as timely commendation and rewarding.

Effectively promote the exemplary role of leaders and commanders within the School Board and across the schools' departments, divisions, and units.

4.3.1.2. Promoting the roles and responsibilities of organizations and forces in shaping the working style of political officers in military officer schools

Regarding grassroots Party organizations and mass organizations.

Regarding specialized agencies.

Regarding command structures.

Regarding superior political commissars and deputy political commissars.

4.3.2. Promoting proactive self-cultivation, training, and the refinement of the Ho Chi Minh-style work ethic among political officers at military officer schools

Political officers must correctly understand the position, significance, content, and value of the Ho Chi Minh work style.

Political officers must proactively, actively, and voluntarily cultivate, train, and refine their work style in accordance with the Ho Chi Minh style.

Political officers must formulate self-study plans and organize the implementation of plans, content, and measures for learning the Ho Chi Minh work style.

4.3.3. Innovating the content, forms, and measures for developing the Ho Chi Minh work style among political officers at military officer schools

4.3.3.1. Innovating the content of developing the Ho Chi Minh work style for political officers at military officer schools

Developing a work style that is close to and deeply engaged with the masses.

Developing a collective and democratic work style.

Developing a scientific, concrete, and meticulous work style.

Developing an innovative, creative, and decisive work style.

Developing a work style based on setting an example and ensuring words match deeds.

4.3.3.2. Applying flexible and creative forms and measures to develop the Ho Chi Minh work style for political officers at military officer schools

First, thoroughly preparing and effectively organizing training sessions.

Second, organizing practical and appropriate competitions at the grassroots unit level.

Third, superiors educating and fostering subordinates in a flexible and creative manner.

Fourth, organizing opportunities for political officers to participate in mass mobilization work.

Fifth, fostering political officers through interim reviews, final reviews, and the drawing of lessons from Party and political work activities.

4.3.4. Building comprehensively strong units in conjunction with fostering a healthy military cultural environment and establishing standardized, modern facilities

4.3.4.1. Building comprehensively strong grassroots units, with an emphasis on political, ideological, organizational, and ethical development

4.3.4.2. Creating a working environment characterized by democracy, solidarity, and strict discipline

4.3.4.3. Fostering a healthy military cultural environment in conjunction with promoting the study and following of Ho Chi Minh's ideology, morality, and style

4.3.4.4. Developing comprehensive, standardized, and modern facilities to effectively support the cultivation of the working style of political officers.

Chapter 4 Summary

Developing a "Ho Chi Minh-style" work ethic among political officers at military officer schools is a systematic process influenced by a wide range of objective and subjective factors. This endeavor is not only

fundamental to innovating and enhancing the quality of education and training within military institutions but also an essential requirement arising from the task of building the military in the new era.

To effectively cultivate this work ethic among political officers, it is crucial to thoroughly grasp and implement the resolutions, directives, and regulations issued by the Party and the Central Military Commission regarding the current development of the officer corps. The process must be carried out comprehensively, synchronously, and continuously, with a clear focus, a defined roadmap, and steady progress; it requires practical content and methods to ensure sustainable real-world effectiveness. Achieving solid results in fostering this Ho Chi Minh-style work ethic among political officers at military officer schools necessitates the synchronous implementation of the aforementioned development measures.

CONCLUSIONS

1. Ho Chi Minh's style and working style constitute an invaluable spiritual heritage of special significance for shaping the working style of cadres and Party members in general-and those within the Military in particular. As a subject of interest to many researchers, this topic demonstrates that the dissertation's direction is entirely correct and highly feasible. While the specific group of military political officers has already attracted some scholarly attention, the issue addressed in this dissertation is novel and distinct from previously published works.

2. Cultivating a working style for political officers in military officer training schools based on Ho Chi Minh's model is a process of absorbing, internalizing, and creatively applying the core values of his working style to their education and professional development. This serves both as an objective requirement to enhance the qualities, capabilities, and effectiveness of political officers and as a vivid manifestation of the Military's commitment to studying and following Ho Chi Minh's example of working style.

3. Political officers play a crucial role in building politically strong military schools and a robust Military; as key leaders, they participate in all unit activities. Recent efforts to cultivate a working style among this group based on Ho Chi Minh's model have yielded significant achievements, yet certain limitations persist. Drawing upon a theoretical framework, the dissertation surveyed and assessed the current situation, identified strengths, weaknesses, and their underlying causes, and pinpointed key issues, thereby establishing the need for comprehensive, synchronized solutions to shape the working style of political officers in accordance with Ho Chi Minh's model. 4. Based on an analysis and assessment of the current situation and accurate forecasts of influencing factors in the coming period, the thesis clearly identifies three requirements and four comprehensive, feasible solutions for cultivating a working style among political officers that embodies the Ho Chi Minh style. These solutions hold practical value and long-term significance for shaping the working style of the political officer corps, fully aligning with the directives of the Party and the Central Military Commission regarding military development in the new era.

4. The research findings represent merely an initial step in opening up a new scientific approach; continued attention and research by scholars both within and outside the military are essential. Such efforts will contribute to driving innovation and achieving breakthroughs in military education and training, thereby building a corps of political officers who are exemplary in every respect-truly deserving of being "elder brothers, elder sisters, and friends" to the officers and trainees within their units. Ultimately, this contributes to building a revolutionary, regular, elite, and modern military capable of meeting current requirements and tasks.

LIST OF THE AUTHOR'S PUBLISHED RESEARCH WORKS RELATED TO THE DISSERTATION

1. Vu Van Nghi (2024), “Fostering the working style of staff at military schools in accordance with Ho Chi Minh’s style”, *Journal of Ho Chi Minh Studies*, No. 62, pp. 83-89.
2. Vu Van Nghi (2024), “Building a working style dedicated to the country and the people within military schools, following the moral example and style of Ho Chi Minh”, *Journal of Political Theory*, Special Issue (Quarter IV, 2024), pp. 110-116.
3. Vu Van Nghi (2025), “Developing a ‘mass-oriented’ working style for cadres and Party members in accordance with Ho Chi Minh’s style”, *Youth Journal*, No. 87, pp. 24-26.