



Ashank Desai
Centre for Leadership and
Organisational Development
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

ANNUAL REPORT

Ashank Desai Centre for Leadership
and Organisational Development

2024-25





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Vision

To bring together faculty, students and governmental, non-governmental, and private organisations to conduct distinctive and high-quality leadership and organisational development research and practice. Our ambition is to anticipate and create a number of alternative leadership scenarios for the future with the aim to create a leadership ecosystem that is inclusive and is able to create the necessary social impact to address the most pressing issues of the time.

Foreword

Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) is dedicated to advancing leadership research, fostering collaboration, and driving real-world impact. Established to bridge the gap between academic inquiry and practical application, ADCLOD aspires to be a globally recognized institution shaping leadership and management practices across diverse sectors.

With 16 faculty members from fields such as marketing, organisational behaviour, HR, strategy, communication, and public systems, ADCLOD adopts a multidisciplinary approach to studying leadership dynamics. The centre promotes collaborative research among faculty, students, and external stakeholders spanning government, private, and non-profit organisations.

ADCLOD is committed to scholarly excellence and practical impact. Through empirical research, theoretical exploration, and industry engagement, the centre generates actionable leadership insights that address contemporary challenges. By partnering with diverse organisations, ADCLOD transforms research into strategic solutions that enhance leadership effectiveness.

The centre has conducted a series of programs and events throughout the year, focusing on key themes such as complexity leadership, emotional intelligence, motivation psychology, critical issues in leadership research etc.

Through its research-driven engagements, ADCLOD has positioned itself as a leading hub for leadership studies and organisational development.

This report provides an overview of the centre's contributions, key events, and future initiatives aimed at further expanding its research and impact. Moving forward, ADCLOD remains focused on enhancing industry-academia collaborations, developing leadership frameworks, and addressing emerging challenges in leadership and organisational development.

I extend my sincere gratitude to the ADCLOD faculty and team for their dedication and invaluable contributions. Special appreciation goes to Prof. Bharat Bhaskar, Director of IIM Ahmedabad, and Mr. Ashank Desai, the centre's benefactor, for their mentorship, strategic guidance, and unwavering support in shaping ADCLOD's vision and success.



2024-25 The Year in Review

ADCLOD hosted a series of events to advance academic excellence, thought leadership and impactful research in the domain of leadership and organisational development. Key initiatives undertaken by the Centre featuring global experts and distinguished industry leaders has brought about significant discourse building in the spheres of Thought Leadership & Knowledge Exchange, Research & Capacity Building, Industry Engagement & Future-Focused Dialogues and advancing Leadership Research.

Institute-wide Talk

In Pursuit of Excellence by Aditya Ghosh Business Leader and Co-Founder, Akasa Air

On July 22, 2024, ADCLOD at IIMA hosted Mr. Aditya Ghosh, who shared valuable insights from his leadership journey as the former CEO of IndiGo Airlines and Co-Founder of Akasa Air. He emphasized the critical role of resilience and ethical decision-making in overcoming challenges and driving success in competitive industries like aviation. Additionally, he highlighted the importance of aligning with customer expectations and adapting to evolving industry dynamics. The session saw an enthusiastic participation of approximately 470 attendees, making it a highly engaging and impactful discussion.



Seminars, Webinars and Research Workshop

Emotional Intelligence & Leadership Prof. K.V. Petrides

On January 16, 2025, Prof. K.V. Petrides (University College London), a leading psychometrics expert, delivered a talk at ADCLOD, IIMA, highlighting the Trait Emotional Intelligence Questionnaire (TEIQue). He discussed its history, applications, and role in leadership, HR, team dynamics, and decision-making. Drawing from 25+ years of research and being someone who is deeply influenced by Advaita Philosophy and the teachings of Atmananda Krishna Menon he emphasized emotional intelligence as a key driver of leadership effectiveness, resilience, and workplace culture. He also introduced psychobionomy, merging scientific and philosophical perspectives on emotional intelligence. Prof. Petrides reaffirmed his commitment to accessible research, offering TEIQue freely to scholars worldwide. The session significantly contributed to advancing psychometric research in leadership and organizational development.



1. What defines effective leadership? Research based insight – Prof. Thomas Fischer Associate Professor of Responsible Leadership at the University of Geneva

ADCLOD launched its inaugural Research Webinar Series on 06 Nov '2024 to foster discussions on Leadership and Organizational Development. Dr. Thomas Fischer (University of Geneva) presented "What Defines Effective Leadership: Research-Based Insights," based on his research published in Leadership Quarterly. Attended by 64 participants, the session highlighted findings from four experiments, challenging the assumption that positive leadership styles always lead to positive outcomes. Dr. Fischer emphasized the need to distinguish leadership style measures from subjective evaluations, offering key insights for both academicians and practitioners.



2. Developing Industry – Relevant Psychometric Scales – Prof. Konstantinos V. Petrides Professor of Psychology and Psychometrics at University College London

On January 16, 2025, IIMA hosted a 3-hour workshop led by Dr. K.V. Petrides, a renowned psychometrician and developer of the Trait Emotional Intelligence Questionnaire (TEIQue). Organized by ADCLOD, the session provided researchers with invaluable insights into psychometric measure development, exploring key methodologies in design, validation, and implementation. Dr. Petrides shared his expertise on assessing emotional intelligence and other traits, offering practical guidance to enhance the reliability and validity of assessments for both academic and industry applications.



3. Complexity Leadership: Enabling People and Organizations for Adaptability – Dr. Mary Uhl-Bien

BNSF Railway Endowed Professor of Leadership at TCU Neeley School of Business, USA

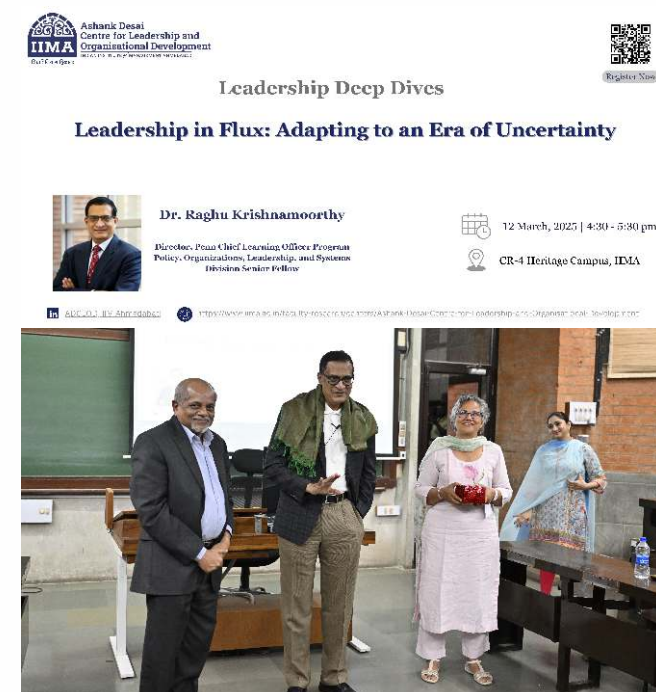
On January 23, 2025, ADCLOD, IIM Ahmedabad, hosted a Research Series Webinar on "Complexity Leadership: Enabling People and Organizations for Adaptability," featuring Dr. Mary Uhl-Bien, BNSF Railway Endowed Professor of Leadership at TCU Neeley School of Business, USA. Dr. Uhl-Bien presented pioneering research on navigating organizational complexity and driving transformation. She emphasized the need for adaptive leadership to foster ideation, innovation, and scalable change. The discussion highlighted the role of executive sponsors in breaking barriers, building connections, and supporting adaptive spaces. Additionally, she underscored the importance of leadership cultures that promote psychological safety, well-being, and strategic alignment. The webinar provided valuable insights for both academicians and practitioners, reinforcing ADCLOD's commitment to advancing leadership research and practice.



4. Leadership in Flux: Adapting to an Era of Uncertainty – Dr. Raghu Krishnamoorthy

Senior Fellow and Director of the University of Pennsylvania's Chief Learning Officer doctoral program

The COVID-19 pandemic marked the beginning of a rapidly evolving global landscape, with geopolitical, economic, technological, and workplace transformations accelerating at an unprecedented pace. This shift has challenged traditional leadership models, necessitating new perspectives and adaptive frameworks. The lecture emphasized that conventional leadership approaches are no longer sufficient to tackle today's complexities. Instead, leaders must embrace innovative theories and research, acting as catalysts for change and fostering organizational resilience through creative problem-solving. The discussion highlighted how leadership today is about navigating uncertainty with agility, vision, and adaptability. Leaders must transition from a VUCA to a BUNI world, embrace versatility, foster collaborative cultures, and adopt the Warm Demander approach, balancing high expectations with strong support. By integrating contemporary insights, the session provided a comprehensive understanding of evolving leadership expectations. In an era of constant disruption, the discussion reinforced the need for adaptive and visionary leadership to navigate uncertainty and drive transformative growth. The session took place on 12 March 2025.



5. Are Women Strategic Leaders More Effective During a Crisis than Men Strategic Leaders?" Dr. William G. Obenauer

Associate Professor of Management at the Maine Business School, University of Maine

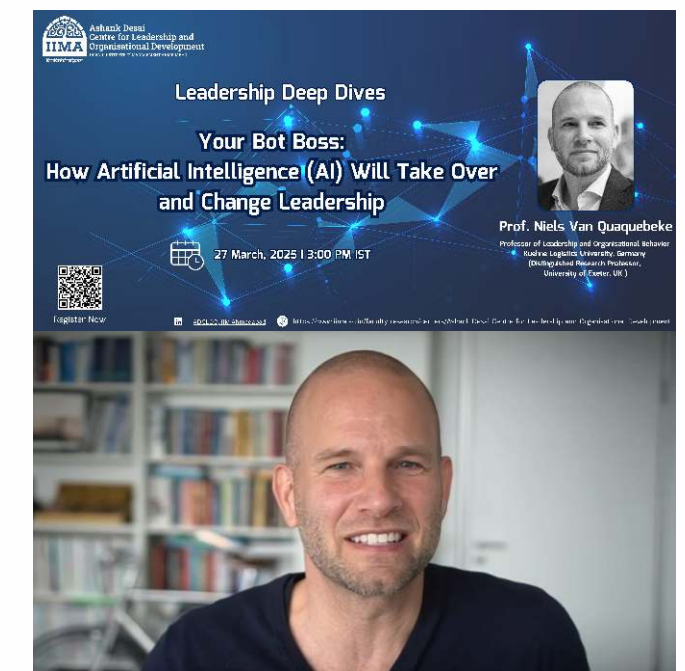
ADCLOD hosted a webinar with Dr. William G. Obenauer, Associate Professor at the University of Maine, who examined the "women leadership advantage during crisis" hypothesis, particularly during COVID-19. His research, published in The Leadership Quarterly, used rigorous causal analysis and found no significant link between gender and leadership effectiveness in crises. He emphasized the evolving nature of leadership research and the role of replication studies in shaping DEI and leadership trends. The session, held on March 20, 2025, provided valuable insights for researchers, leaders, and executives, concluding with an engaging Q&A on leadership and organizational research.



6. Your Bot Boss: How Artificial Intelligence (AI) Will Take Over and Change Leadership – Prof. Niels Van Quaquebeke

professor at Kuehne Logistics University (Germany) and a distinguished research professor at the University of Exeter (UK)

Niels Van Quaquebeke, Professor of Leadership and Organizational Behavior at Kuehne Logistics University, Germany, and Distinguished Research Professor at the University of Exeter, UK, is a trained psychologist specializing in the human dynamics of work. His recent research on the future of work in an AI-driven world has gained international recognition. In a thought-provoking session organized by ADCLOD on March 27, 2025, Prof. Niels Van Quaquebeke challenged traditional leadership concepts, exploring whether AI could surpass human leaders. Rather than questioning if AI will replace leadership, he examined which aspects will remain uniquely human. Drawing from research, he highlighted how AI-driven leadership can enhance performance by providing personalized support, fostering autonomy, and serving as an adaptive mentor. However, he emphasized that leadership extends beyond efficiency—it requires responsibility, foresight, and the ability to navigate complex dilemmas, areas where human leaders continue to have a critical advantage over AI.



7. ADCLOD Governing Committee meeting was successfully held on 12th March 2025 in the presence of Prof. Bharat Bhasker – (Director-IIMA), Mr. Ashank Desai (Centre Donor and Patron), Prof. Neharika Vohra (Chairperson-ADCLOD) and newly appointed member Prof. Raghu Krishnamoorthy (IIMA 1983 Alumnus and currently Director – University of Pennsylvania's Chief Learning Officer Program)

8. ADCLOD Executive Committee convened on 25th March 2025 under the Chairpersonship of Prof. Neharika Vohra and was attended by members including Prof. Sunil Sharma, Prof Kirti Sharda, Prof Arun Sreekumar and the team of ADCLOD.

Conference

9. ADCLOD @ IMRC

On December 7-9, 2024 ADCLOD actively participated in the inaugural edition of Indian Management Research Conference (IMRC), held from December 7-9, 2024. Organized by the ten Centres of Excellence at IIM Ahmedabad, the conference covered multiple research domains, with ADCLOD leading Track 9: Leadership Research and Practice in the Context of Changes in the World of Work. Notably, Track 9 received the second-highest number of registrations, attracting scholars, academicians, and industry professionals.

IMRC 2024 served as a platform for knowledge exchange, networking, and talent recruitment, drawing over 1,000 participants. ADCLOD's contributions included three research workshops, a keynote address, a panel discussion, and 42 oral presentations. Key highlights from Track 9 included Research Workshops by Prof. Neharika Vohra wherein she led a session on "Critical Issues in Leadership Research" for scholars. Prof. Mats Alvesson (Lund University, Sweden) conducted an online session on "Qualitative Research". Prof. Balagopal Vissa (INSEAD, Singapore) guided scholars on "Moving from Idea to Paper". Each session attracted over 50 participants.

Prof. Balagopal Vissa delivered a keynote on "Management Research in India and Opportunity for Consilience", attended by over 100 participants. Prof. T.V. Rao facilitated an industry-academia panel-discussion on "Organization Development: New Frontiers in Emerging Times", with Prasad Kumar (Human Endeavour Associates), Dr. Ashish Pandey (IIT Bombay), Dr. Veena Vohra (NMIMS Mumbai), and Debashish Ghosh (Berkadia Services India Pvt Ltd) as panelists. The session engaged 75+ attendees.

Track 9 featured 46 research papers, rigorously selected from 124 submissions through a double-blind review by 73 reviewers. Scholars represented premier institutions such as AIIMS Delhi, IIM Mumbai, IIM Kozhikode, IIT Jodhpur, and IIM Ranchi. The papers presented at parallel sessions were chaired by 9 faculty members and 1 PDF associated with the centre.

Top three award-winning papers at ADCLOD(Track-9) are mentioned below:

"Evidence-based Leadership Development for Physicians" – Kamal Gulati, AIIMS Delhi.

"Toward the Measurement of Remote Psychological Capital" – Vineet Arora & Amit Shukla, IIT Kanpur.

"From Intent to Impact: HRM in the Gig Economy" – Vaishnavi Gautam & Mridul Maheshwari, IIM Kashipur.

ADCLOD's impactful presence at IMRC 2024 reinforced its commitment to leadership research and practice, fostering meaningful collaborations and advancing thought leadership in organizational development.



ADCLOD @ INDAM 2025

Dr. Sonali Narbariya, Postdoctoral Fellow @ ADCLOD was awarded the Best Paper Award in Track 1: "Entrepreneurship Challenges and Smooth Sailing" at the prestigious, 10th Indian Academy of Management (INDAM) Conference, held at IIFT Kolkata from January 15th-18th, 2025. This track focused on entrepreneurial leadership in India exploring the challenges and opportunities faced by emerging entrepreneurs.

The award-winning paper, "Decoding S&T Students' Startup Intentions: Insights from an Extended Theory of Planned Behaviour," examines how entrepreneurial intentions influence the aspirations of Science and Technology students. By extending the Theory of Planned Behaviour, the study highlights leadership's crucial role in fostering a startup mindset, overcoming entrepreneurial hurdles, and driving innovation. The research provides both theoretical and practical insights, contributing to the broader discourse on entrepreneurial leadership development in India.

Dr. Shubhangi Chowdhury, Post Doctoral Research Associate at ADCLOD presented a paper titled – Spiritual Leadership: An overview of Value-Based Leadership Style



Partnering with Capacity Building Commission to Create High Quality Videos on Topics that can be part of the E-learning modules for civil servants.

The Government of India has set a vision to enhance the execution capacity of the Indian state by radically improving the government's human resource management practices and augmenting the capacity of India's 25 million civil servants. As part of this initiative, CBC seeks to build capacity- building plans for the departments under different ministries. CBC in addition to conducting programs in the face-to-face format is working with a variety of national institutes to put up learning videos on multiple topics. The videos will be created by us and will be hosted by CBC on their portals. It is expected that at least 1 million civil servants will view and benefit from it.

Thus, ADCLOD has partnered with them to create videos on 5 topics as a pilot

- Leadership for Public Sector Organizations
- Communication Skills
- Giving and Receiving Feedback
- Strategic Management
- Marketing Basics

The videos will be of 3–7-hour durations and will be hosted as modules of 20–25 minutes. 6 faculty members of IIMA are involved in this project. We are at the stage of sharing one completed video with CBC and the other four will be shared in the next 6 months.

Understanding the key challenges around Leadership faced by practicing leaders

Leadership, as we know it today, is undergoing radical transformations. The challenges, complexities, and ambiguities leaders face are unprecedented. It is imperative that we not only understand the current landscape but also prepare for what lies ahead. To redefine our approach to leadership at a practitioner level, transcending the boundaries of industries and domains we interviewed 7 leaders to identify 10 most pressing questions to unveil the 'white spaces' in the realm of leadership. These 'white spaces' represent problems faced by leaders today where innovative thinking and solutions are needed that we hoped will enable us to understand the focus of ADCLOD in the future.

The people we interviewed were

S. No	Position	Industry	Nature of Organization
1.	CHRO	Oil Industry	Public Sector
2.	D&I Head	IT and ITES	Multinational Corporation
3.	CEO	IT Product	Multinational Corporation
4.	CEO (retired)	FMCG	Large Indian Conglomerate
5.	CEO	Social Enterprise	Non-governmental Organization
6.	CEO	Finance	Private Sector
7.	Vice President	Infrastructure	Large Indian Conglomerate

The key findings are:

The key challenges we heard were–

- Creating Sustainable, Humane and Enlightened Organizations
- Managing the changes in technology (not getting blindsided by the tool)
- Finding the right people, invest in training
- Training fast enough to keep pace with change
- Getting people to be flexible and agile
- Getting people to cooperate, work in teams, learn from each other
- Creating inclusive organizations
- Develop empathy
- How to avoid burn-out, how to build downtime

Some of the common things we heard were–

Simplify leadership–do not make it bigger than life. Leaders are no super-humans. They are ones who are willing to invest in themselves, their people, and the problems they see around themselves. Leadership has less to do with position and much to do with disposition. Leadership has to be beyond oneself and about the good of the whole.

Four big insights

- Focus on systems thinking
- Focus on character
- In-depth understanding of what does AI and other technological advancements mean for leaders and organization
- Focus on well-being of people and organizations

Research and Publications

Cases: Two based on work done in 2022–2023

Case Title: Pramukh Swami Maharaj Shatabdi Mahotsav: Event Scale

Abstract: The case discusses the organisation – planning, construction, running and the winding-up – of the month-long Pramukh Swami Maharaj (PSM) Shatabdi Mahotsav (centenary festival) on a gigantic 600-acre site called the 'Pramukh Swami Maharaj Nagar' held at the outskirts of Ahmedabad, Gujarat from December 15, 2022 to January 15, 2023. The case presents the details of the nagar, the BAPS, PSM, construction, and the overall event scale. The nagar was transformed into a cultural wonderland offering something to people from all backgrounds, religions, sections of society and across all age groups. It included of a 30 feet high idol of PSM, a 67 feet high replica of the BAPS Akshardham temple in New Delhi, a glow garden, a bal nagri (children's city), a gigantic stage and open-air stadium to host light-and-sound show depicting various incidents from the life of PSM, multiple exhibition halls hosting live hosting live plays and movie shows on themes of various kinds, apart from 240 toilet blocks, 30 food courts and about 20 shops selling BAPS merchandise.

Link- <https://cases.iima.ac.in/index.php/pramukh-swami-maharaj-shatabdi-mahotsav-event-scale.html>

Case Title: Pramukh Swami Maharaj Shatabdi Mahotsav: Service–Orientation, People Management and Leadership

Abstract: The case presents details about how the organisation could inspire its volunteers to complete the project in time with minimal supervision and provide an amazing experience for the visitors. The PSM nagar was constructed within a span of 9 months (including the monsoon period in India from mid-June to September). It was built with the hard work and contributions of close to 80,000 volunteers who worked on the site as well as outside of it to manage the logistics and support needed for the festivities. Moreover, the entire land had been borrowed from close to 350 families (farmers, builders and private owners) who owned plots of different sizes in the 600-acre site. The event was a collective effort, and a lot of hard work and commitment was expended for its successful implementation. Mahant Swami Maharaj, the present head of BAPS and the committee of senior saints, wanted the centenary celebrations to inspire visitors as well as volunteers to work towards making leading a meaningful life, to spread the message of harmony and unity, to serve people and to overcome one's limitations.

Link - <https://cases.iima.ac.in/index.php/pramukh-swami-maharaj-shatabdi-mahotsav-service-orientation-people-management-and-leadership.html>

One based on work done in 2023–24

Case Title: Vignettes on Diversity and Inclusion

Abstract: The vignettes reveal challenges associated with fostering diversity and inclusion within organisations. Biases, mindsets, stereotypes, prejudices and lack of knowledge on the challenges faced by diverse people may provoke feelings of exclusion, lack of self-worth, anger and sometimes frustration. The vignettes highlight the impact of unfairness and inequality on the recipient, source and bystander. They present experiences of exclusion based on gender, age, disability, language, body image and neurodiversity.

Link- <https://cases.iima.ac.in/index.php/vignettes-on-diversity-and-inclusion.html>

Ivey Case: Growing Friday Engineering in a Globalized Economy: Crossing Cultural Barriers.

Abstract: At the onset of the COVID-19 pandemic, Ganesh Thummer, chief executive officer of Friday Engineering, faced a daunting challenge. Friday Engineering, which is a multinational manufacturer of medical devices, had recently partnered with a European firm. But the Indian and European teams, collaborating for the first time, were encountering significant conflict. Thummer decided to intervene but was facing resistance from his Indian office staff who wanted to maintain their traditional practices and beliefs. Thummer had to figure out how to bring the teams together while respecting the values of both teams, encouraging collaborative efforts, and providing inclusive leadership to foster a harmonious and motivated workforce.

Lin - k - <https://www.iveypublishing.ca/s/product/growing-friday-engineering-in-a-globalized-economy-crossing-cultural-barriers/0tOF000005XacAYAS>

Position Paper

Position Paper: Reimagining leadership: Trends and insights from the past five years.

Abstract: This position paper thematically summarizes papers published in four journals Leadership Quarterly, Journal of Leadership & Organizational Studies, Leadership & Organization Development Journal, and Leadership in the past five years. An overview of current themes being studied, the methods of study is aimed to help researchers examine the areas of current research-insights from them and thus advance research in areas of interest.

Link - https://www.iima.ac.in/sites/default/files/2025-01/Position%20Paper%20on%20Leadership%20High%20Res_0%20%281%29.pdf

Governing Council



Dr. Raghu Krishnamoorthy
Senior Fellow and Director of the University of Pennsylvania's
Acclaimed Chief Learning Officer Doctoral Program

He worked as an executive, with 38 years of experience in human resources and learning, prior to entering academia. He retired from General Electric after serving as the company chief human resources officer. He also served as the Company's Chief Learning Officer and head of talent over his 25-year tenure at the company, which included HR leadership responsibilities at GE Aviation and GE Healthcare, as well as assignments in other geographies such as Europe and Asia. Under his leadership, Fortune Magazine named GE's learning and development function as one of the best in the world. Dr. Krishnamoorthy was named one of the 50 most influential Asian Americans by the Asian American Business Development Center in 2009. After retiring from his professional career, he acquired a master degree and completed his doctorate at the University of Pennsylvania.



Mr Ashank Desai
Founder and Ex-Chairman Mastek

Mr. Ashank Desai is the Principal Founder and former Chairperson of Mastek Ltd and one of the founding members of NASSCOM. He has also been actively involved in the social sector having founded several NGOs like Avanti fellows and PANIIT Alumni Reach for India (PARFI).



Prof Bharat Bhasker
Director, Indian Institute of Management Ahmedabad

Prof. Bharat Bhasker, Director of IIM Ahmedabad since March 2023, taught IT and systems at IIM Lucknow. He was named "Best Director of Business Schools" for his services as Director of IIM Raipur during 2017-22. Prof. Bhasker has held visiting academic roles like International Expert Advisor and Expert at prestigious academic institutes and has extensive industry experience.



Prof Neharika Vohra
Chairperson, ADCLOD

Professor Neharika Vohra is professor of Organizational Behavior at IIM Ahmedabad. With a wealth of experience, she has contributed significantly as an independent director, consultant, coach, and mentor. Her involvement in executive education extends to collaborating with numerous leading companies. Notably, she served as the founding Vice Chancellor of Delhi Skill and Entrepreneurship University, established under an Act of the Delhi State. She has an extensive academic portfolio, having authored over 70 peer-reviewed research papers in esteemed international and national journals and have authored three books.

Advisory Board



N R Narayana Murthy
Founder and Ex-Chairman Infosys

Mr. Murthy founded Infosys in 1981. Under Mr. Murthy's leadership, Infosys became the leader in innovation in technical, managerial and leadership training, software technology, quality, productivity, customer focus, employee satisfaction, and physical and technological infrastructure.



Anshu Gupta
Founder Director, Goonj and Gram Swabhimaan

Popularly known as the Clothing Man and the recipient of 2015 Ramon Magsaysay award, Anshu Gupta founded Goonj with a mission to highlight some basic but ignored needs of people on the development agenda, using clothing as a metaphor. Anshu, apart from doing a Masters in Economics started as a freelance journalist.



Prof Elizabeth George
KPMG Professor of Management Studies, Cambridge Judge Business School
University of Cambridge

Prof. Elizabeth George is currently at University of Cambridge and was formerly a Professor of Management in the Graduate School of Management at the University of Auckland. She studies people at work, and the organizations in which they work. She teaches about human systems in organizations, and has done so in several countries across the globe.



Anita Bhogle
Author

A postgraduate in Statistics (IIT, Mumbai) and also in Management (IIM, Ahmedabad), Anita has reinvented herself almost every decade. Her early years were spent in advertising, market research and marketing consultancy.



R A Mashelkar
Former Director General, Council for Scientific and Industrial Research (CSIR)

Dr. Raghunath A Mashelkar is known for world-class scientific research, revolutionary science and innovation institution leadership, and pioneering Gandhian Engineering-based inclusive innovation, global frameworks for traditional knowledge protection, and robust but balanced IPR regimes.



Ashank Desai
Founder and Ex-Chairman Mastek

Ashank Desai is the Principal Founder and former Chairperson of Mastek Ltd and one of the founding members of NASSCOM. He has also been actively involved in the social sector having founded several NGOs like Avanti fellows and PANIIT Alumni Reach for India (PARFI).

Executive Council



Prof Arun Sreekumar Marketing

Prof. Sreekumar is a faculty of the Marketing at IIMA. His research is focused on the potential of marketing interventions to enhance societal welfare. He collaborates with corporations, entrepreneurs, and consumer communities to examine marketing in the context of informal enterprises, health services, and corporations with purpose-driven brands. His research was recognised with the Shelby D. Hunt and Harold Maynard awards of the Journal of Marketing for its theoretical and practical contributions to the field of marketing. Additionally, his research has been published in prestigious international journals.



Prof Kirti Sharda Organisational Behaviour

Prof. Kirti Sharda is a faculty in Organisational Behaviour area at the IIM Ahmedabad. Her primary teaching interests lie in the areas of Leadership Excellence (including women leadership), Interpersonal Dynamics, Team Effectiveness, Self-Awareness for enhancing Personal Potential, and Psychology for Management. Her current research is centred on leadership and groups in organizations.



Prof Sunil Sharma Strategy

Prof. Sharma is a faculty of Strategy at IIMA. His areas of research include Strategy Execution and Professional Service Firms. His publication aims to improve the understanding of the strategic role of the board in Emerging Market Firms by investigating the role of the board's human capital resource in a firm's internationalisation.



Prof Neharika Vohra Chairperson, ADCLOD

Professor Neharika Vohra is professor of Organizational Behavior at IIM Ahmedabad. With a wealth of experience, she has contributed significantly as an independent director, consultant, coach, and mentor. Her involvement in executive education extends to collaborating with numerous leading companies. Notably, she served as the founding Vice Chancellor of Delhi Skill and Entrepreneurship University, established under an Act of the Delhi State. She has an extensive academic portfolio, having authored over 70 peer-reviewed research papers in esteemed international and national journals and have authored three books.

Members of the Centre



Prof Amit Karna Strategy

Prof. Karna is a faculty of Strategy at IIMA. His interests lie in the areas of strategic management, technology, innovation, & entrepreneurship. His recent publication titled "Board's human capital resource and internationalization of emerging market firms. Toward an integrated agency-resource dependence perspective" was published in the Journal of Business Research.



Prof Amit Nandkeolyar Organisational Behaviour

Amit Nandkeolyar is an Associate Professor of Organizational Behavior and teaches courses on Negotiation Analysis, Leadership and Teams. His research focuses on how individuals and teams adapt in response to changes in their work environment. He has published in top-tier management journals like Journal of Applied Psychology, Personnel Psychology and Harvard Business Review. He also writes for the popular media and has been widely quoted by media outlets like Forbes India, Economic Times, China Daily, Business World, The Hindu and The Times of India.



Prof Anish Sugathan Strategy

Prof Anish Sugathan chairs the ESG Research Centre and teaches strategy at IIM-A. He has post-doctoral and visiting fellowships from Harvard Kennedy School and Princeton University's 'Sustainable Futures' programme. He studies India's corporate sustainability and developing economies' governance infrastructure. A state enterprise board member, he advises green technology and smart governance firms.



Prof Asha Kaul Communications

At IIMA, Prof. Kaul serves as a member of the Communications faculty. Her fields of research include gender, specifically 'genderlect', women in leadership roles, and discourse patterns, use of polite language, the ability to exert influence both above and downward, and other topics. She has imparted training to various Corporate houses in India as well.



Prof Biju Varkkey Human Resource Management

Prof. Varkkey is a faculty member with the Human Resource Management Area at IIMA. His areas of academic interest are Strategic Human Resource Management, Change Management, Leadership Development, Governance and more. His recent publication, Influence of Organisational Climate on Prosocial Organisational Behaviour was published in the Indian Journal of Industrial Relations.



Prof Kathan Shukla Ravi J Matthai Centre For Educational Innovation

Prof. Shukla is faculty associated with the Ravi J. Matthai Centre for Educational Innovation, IIMA. He also serves as the faculty chair for the school of leadership certificate programme. His research focuses on the applications of latent variable modelling; scale development & validation; school-system improvement through school climate interventions.



Prof M P Ram Mohan Strategy

Prof. Ram Mohan is a faculty in the area of Strategy at IIMA. A lawyer by training, he teaches legal aspects of business, contracts, corporations law, and business and professional negligence. His research focuses on insolvency law, commercial and business laws, professional negligence, and energy laws. At ADCLOD, he is involved in leadership activities covering legal and constitutional institutions in India.



Prof Promila Agarwal Human Resource Management

At IIMA, Prof. Agarwal is a member of the teaching staff who specialises in Psychology and Human Resource Management. Her work focuses on High-Performance Work Systems, Leadership, Dark Triad Personality, and Psychological Capital, among other related topics. She has written articles that have been published in reputable publications.



Prof Ranjan Ghosh Centre for Management in Agriculture

Dr. Ghosh is an Associate Professor at IIM Ahmedabad's Center for Management in Agriculture. He is the country head for FABLE Consortium, a part of the Global Food and Land-use (FOLU) coalition. His research and teaching interests lie in the areas of sustainable and healthy food system transformations, rural development, institutional economics and public policy.



Prof Sourav Borah Marketing

Prof. Borah is a faculty of Marketing at IIMA. His areas of research interest include International Marketing, Service Marketing and Network theory. In particular his recent work looks at marketing leadership, the struggle for leaders of the vertical to gain strategic discretion and how this can contribute to internationalisation.



Prof Sundaravalli Narayanaswami Public Systems Group

Prof. Narayanaswami is one of the core faculty, Public Systems Group, IIMA. Her teaching and research interests are in transportation operations, supply chain management, PPPs and good governance in real-life applications. She is well published and has extensive consultancy experience, majorly with government organizations in policy planning, governance and administration.



Prof Vishal Gupta Organisational Behaviour

Professor Vishal Gupta is a core faculty of Organisational Behavior at IIM Ahmedabad. He is a Fellow of the IIM Lucknow and holds a bachelor's degree in engineering from BITS Pilani. His research interests include mindfulness, emotions, leadership, motivation, justice and ethics, creativity and innovation.

Centre Staff



Shweta Singh Manager

Ms. Shweta Singh joined as Manager at Ashank Desai Centre for Leadership and Organizational Development on 04th November 2024. Educational qualification-wise, she did her BSc (Physics) from Fergusson College (Pune), MBA from Osmania University (Hyderabad) and MPhil from Tata Institute of Social Sciences (TISS-Mumbai). She has work experience of over a decade with the last five years in the Government consulting space. In her previous assignments, she worked as an Investment Officer at Goa Investment Promotion Board, a Government of Goa initiative and as Associate Manager at Capacity Building Commission, New Delhi under the Prime Minister's HR Council, Government of India.



Dr Sonali Narbariya Postdoctoral Fellow

Dr. Sonali Narbariya is a Postdoctoral Fellow at ADCLOD, supported by the prestigious R.H. Kulkarni Fellowship and joined on 15th July 2024. She was previously a faculty member at the School of Business Management, NMIMS Mumbai. Her research interests include leadership, organizational development, change management, digitization, and the future of work, with several quality publications to her credit. Prior to her academic career, she accumulated over five years of corporate experience in talent acquisition and HR automation while working with companies such as J.P. Morgan, Tata Consultancy Services, and Thomson Reuters. In addition, she has led Management Development Programs designed to help professionals navigate the challenges of the VUCA world, offering critical insights on adapting to evolving business landscapes.



Pooja Patel Research Assistant

Ms. Pooja Patel joined the Centre as a Research Assistant on 10th September 2024. She holds a Master's degree in Commerce. With expertise in digital marketing, office management, customer relationship management, and event coordination, she is committed to enhancing organizational efficiency and driving growth.

The Road Ahead

The ADCLOD team is dedicated to strengthening the Centre by conducting cutting-edge research, fostering meaningful collaborations, and driving impactful leadership initiatives. Our mission is to bring together global and local stakeholders to advance evidence-based practices that fuel innovation in leadership development.

We are committed to raising awareness and fostering dialogue on critical leadership and organizational development topics. Through platforms such as IIMA Leadership Deep Dive, Leadership Conversations, Panel Discussions, Workshops, Roundtables, and Leadership Storytelling, we create opportunities for thought-provoking discussions and knowledge exchange.

Our focus remains on developing and implementing programs that not only contribute to groundbreaking research but also offer practical applications and policy impact. However, considering our major focus on research, a significant milestone this year was ADCLOD's participation in the inaugural India Management Research Conference, which successfully brought together academicians, industry leaders, and researchers to advance leadership scholarship.

ADCLOD continues to be a key hub for thought leadership, driving community engagement and policy influence on a broad scale. Our initiatives strategically address scaling leadership models, refining operational frameworks, integrating equity into leadership development, and enhancing philanthropic impact. We remain committed to exploring new opportunities and welcome collaborations with like-minded partners who share our vision for shaping the future of leadership.



Neharika Vohra



People – Exit



Prakash Patel
Research Assistant



Dr. Shubhangi Chowdhury
Postdoctoral Research Associate





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