



विद्याविनियोगादिकासः

**Ashank Desai
Centre for Leadership and
Organisational Development**

INDIAN INSTITUTE of MANAGEMENT AHMEDABAD



ANNUAL REPORT

Ashank Desai Centre for Leadership
and Organisational Development

2025-26





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

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FOREWORD BY THE CHAIRPERSON

It is my pleasure to present the Annual Report 2025–2026 of the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) at the Indian Institute of Management Ahmedabad.

The Centre was established with the objective of advancing rigorous, contextually grounded, and practice-relevant scholarship in leadership and organisational development. At ADCLOD, we view leadership not merely as an individual attribute or positional role, but as a dynamic, relational, and socially embedded phenomenon that shapes—and is shaped by—organisations, institutions, and the broader world of work.

During the year under review, the Centre's activities were guided by a strong focus on leadership research and practice in the context of significant transitions in the world of work, including technological change, digitalisation, artificial intelligence, sustainability challenges, and questions of inclusion and equity. Through carefully curated lectures, webinars, book talks, and interactive engagements, ADCLOD created platforms for meaningful dialogue between academics, practitioners, students, and policy stakeholders.

The Centre hosted speaker sessions that brought global and Indian scholarship into conversation with real-world leadership challenges, addressing themes such as disaster resilience, bias in leadership emergence, women's leadership, digital transformation, and leadership in the AI era. These engagements not only disseminated cutting-edge research but also encouraged critical reflection on the ethical, social, and organisational implications of leadership decisions.

ADCLOD also strengthened its outreach and engagement efforts by hosting delegations and facilitating dialogue with entrepreneurs and practitioners, reinforcing the Centre's commitment to inclusive leadership development and academia–industry collaboration.

I would like to place on record my sincere appreciation to the faculty members, speakers, collaborators, and the ADCLOD team whose collective efforts made these initiatives possible. I also thank the Institute leadership for their continued guidance and support. As the Centre moves forward, we remain committed to deepening leadership scholarship that is intellectually rigorous, socially relevant, and impactful in practice.



Prof. Neharika Vohra
Chairperson, ADCLOD
Indian Institute of Management Ahmedabad

ABOUT THE CENTRE

The Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) at the Indian Institute of Management Ahmedabad was established to advance rigorous inquiry, meaningful dialogue, and practice-oriented engagement in the field of leadership and organisational development. The Centre brings together faculty, scholars, practitioners, and institutions to examine leadership as a dynamic and contextual phenomenon shaped by social, economic, technological, and organisational change.

ADCLOD serves as a hub for impactful research and thought leadership by fostering interdisciplinary perspectives and sustained engagement between academia and practice. The Centre supports faculty-led research through seminars, conferences, publications, and collaborative initiatives, while also creating platforms for dialogue through lectures, webinars, roundtables, and curated conversations that bridge theory and practice.

Through partnerships with organisations and institutions, ADCLOD translates research insights into actionable leadership practices. By maintaining a strong emphasis on quality, relevance, and visibility, the Centre contributes to leadership scholarship at IIM Ahmedabad and beyond.

Over the course of 2025–2026, the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) significantly deepened its academic engagement, institutional collaborations, and public visibility. The Centre hosted a diverse portfolio of speaker sessions and lectures on leadership in the digital and AI era, disaster resilience, inclusion, and ethics; led a major academic track at IMRC 2025 with 142 paper submissions and over 60 presentations; and developed and delivered five e-learning courses in partnership with the Capacity Building Commission under Mission Karmayogi.

The Centre also advanced its research portfolio through teaching caselets, a full-length leadership case, and a paper selected for publication in IRIS 2025, while progressing two major research initiatives on social impact leadership and organisational well-being. Alongside these academic efforts, ADCLOD expanded its digital outreach: its LinkedIn community grew from 2,593 followers on 31 March 2025 to 2,841 followers, marking a 9.57% increase, with content reaching over 40,000 users during the year.

The Centre's YouTube presence also gained traction, recording 2,773 views, 310.3 hours of watch time, and a net addition of 88 subscribers, taking the total subscriber base to 432. Through its events and digital platforms combined, ADCLOD engaged over 400 participants directly, further strengthening its visibility and impact. Together, these milestones underscore ADCLOD's continued commitment to rigorous scholarship, practice relevance, and expanding its footprint in the leadership and organisational development ecosystem.



ADCLOD 2025 - 2026 AT A GLANCE



900+
Registrations



310+ hrs
Watch Time



40,000 +
LinkedIn Engagement



07 Speaker
Sessions



04
Academic
Publications



Government ,
Industry & Academia
Collaborations

SPEAKER SESSIONS

Annual ADCLOD Lecture

1. Breaking Barriers: Leadership Lessons from History and Business

On 30 July 2025, the Centre hosted its Annual Leadership Lecture, titled “Breaking Barriers: Leadership Lessons from History and Business.” The in-person lecture was delivered by Ms. Archana Garodia Gupta, entrepreneur, author, and distinguished IIMA alumna (PGP 1988), and received 295 registrations, reflecting strong interest from the IIMA community and beyond.

Drawing on her acclaimed book *The Women Who Ruled India: Leaders. Warriors. Icons.*, Ms. Garodia Gupta examined the leadership journeys of women rulers across Indian history, highlighting how they challenged prevailing norms through people-centric governance, strategic foresight, inclusive networks of influence, and a strong emphasis on education and succession planning. These historical narratives offered alternative models of leadership that prioritised resilience, continuity, and institutional strength over charisma or positional authority.

Bridging historical insight with contemporary practice, Ms. Garodia Gupta also reflected on her tenure as President of FICCI FLO, where she focused on institutional strengthening, decentralised leadership, and governance systems within a volunteer-led organisation. The lecture underscored the relevance of inclusive and system-driven leadership in modern organisational contexts and reinforced ADCLOD's commitment to fostering thoughtful, evidence-based conversations on leadership and organisational development.





ONLINE SESSIONS

1. Webinar on Leadership for Disaster Resilience: Lessons from India

On 16 June 2025, the Ashank Desai Centre for Leadership and Organisational Development (ADCLoD) organised a compelling webinar titled “Leadership for Disaster Resilience: Lessons from India.” The session featured an expert panel of speakers – Prof. Jacquleen Joseph (Jamsetji Tata School of Disaster Studies, TISS Mumbai), Ms. Suchita Awasthi (National Project Coordinator, Wetlands International South Asia), and Prof. Zubin R. Mulla (School of Management and Labour Studies, TISS Mumbai) – who are co-authors of the book *Leadership for Disaster Resilience: Lessons from India*, a seminal work examining the interplay between leadership and disaster resilience. The webinar received 88 registrations.

The webinar explored leadership beyond conventional crisis response, highlighting how effective disaster resilience requires systemic, inclusive, and justice-oriented leadership approaches. The speakers drew from rich theoretical insights and field experiences, emphasising the need for collaborative leadership that integrates formal institutions, civil society actors, and community knowledge systems. Discussions centred on reframing resilience strategies to address underlying vulnerabilities, leverage cross-sector partnerships, and foster adaptive capacities in organisations and communities. This session offered participants a deep understanding of how leadership can contribute to sustainable resilience in the face of increasing environmental and social challenges. The recording of the session is available for reference.

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Leadership Deep Dives

Leadership for Disaster Resilience : Lessons from India

Prof. Jacquleen Joseph
 Professor and Dean, Jamsetji Tata School of Disaster Studies

Prof. Zubin R. Mulla
 Professor at the School of Management and Labour Studies at the Tata Institute of Social Sciences (TISS)

Ms. Suchita Awasthi
 National Project Coordinator at Wetlands International

Leadership for Disaster Resilience
 Lessons from India
 Jacquleen Joseph, Suchita Awasthi and Zubin R. Mulla

16 June, 2025 | 4:30 to 5:30 PM

Scan for online Registration





2. The Beauty Bias and Leader Emergence: A Theoretical Integration, Extension, and Meta-Analysis

On 10 July 2025, ADCLOD organised a Leadership Deep Dive Webinar titled “The Beauty Bias and Leader Emergence: A Theoretical Integration, Extension, and Meta-Analysis,” featuring Prof. Stephen Courtright, Professor of Management and Director, Flippen Leadership Institute, Mays Business School, Texas A&M University. The webinar received registrations from 158 participants, reflecting strong interest from the academic and practitioner community.

Drawing on a meta-analysis of 65 independent studies involving over 3,500 participants, Prof. Courtright examined how physical attractiveness influences leadership emergence through implicit judgments of “leader-like” qualities. The session highlighted that attractiveness affects leadership selection not due to actual effectiveness, but through perceptions of warmth and competence, with warmth playing a particularly significant role.

The discussion also explored contextual variations in beauty bias across settings and cultures, while underscoring its persistence across organisational levels. The webinar concluded with reflections on the ethical and practical implications for leadership identification, emphasising the need for structured, bias-aware, and merit-based selection processes. The session reinforced ADCLOD's focus on advancing rigorous, evidence-based conversations on leadership and organisational development.

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Leadership Deep Dives

The Beauty Bias and Leader Emergence: A Theoretical Integration, Extension, and Meta-Analysis

10 July, 2025 7:30 to 8:30 PM IST LIVE STREAM

Prof. Stephen Courtright
 Professor of Management and Director,
 Flippen Leadership Institute
 Mays Business School, Texas A&M University

Scan to register for this webinar

The Beauty Bias and Leader Emergence: A Theoretical Integration and Meta-Analysis

TEXAS A&M UNIVERSITY

MAYS BUSINESS SCHOOL
 TEXAS A&M UNIVERSITY

Leadership Emergence

- 61% of Directors will recommend management as financial needs concern
- 63% of Directors agree that "beauty is a greater priority than for your age"
- But... 70% of respondents report resistance to severe leadership strategies



3. Webinar on Leadership Development for the Social Sector

On 18 March 2026, the Ashank Desai Centre for Leadership and Organisational Development (ADCLD), IIM Ahmedabad, hosted a speaker session on Leadership Development in the Social Sector featuring Mr. Minar Pimple, a distinguished non-profit leader with over four decades of experience. The session commenced with Prof. Neharika Vohra introducing Mr. Pimple and his extensive contributions, including founding Youth for Unity and Voluntary Action (YUVA) and holding leadership roles across organisations such as Oxfam, the United Nations Millennium Campaign, PDHRE, and Amnesty International. In his talk, Mr. Pimple reflected on his leadership journey, emphasising the importance of understanding one's context, engaging deeply with communities, and recognising trust as a core currency in the social sector.

Drawing from his experience, he outlined three phases of his career—early years of grassroots engagement and movement-building, the transition to institutionalisation and scaling, and his global leadership roles. Through examples such as housing rights campaigns, organisational restructuring at YUVA, the integration of Oxfam entities, and large-scale global advocacy efforts, he highlighted key leadership lessons around agility, collaboration, and building sustainable institutions. He underscored the importance of moving from “I to We,” and identified adaptive grit, emotional intelligence, and moral courage as critical leadership anchors. Since 2024, Mr. Pimple has transitioned to mentoring and advising social organisations through his initiative, Motivation for Performance (MP), focusing on strengthening leadership and institutional capacity. The session concluded with an interactive Q&A with participants.

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Leadership Deep Dives

Leadership Development in the Social Sector

18 March 2026 5:00 to 6:00 PM

Live Stream

Mr. Minar Pimple
 Principal Consultant
 MP Consulting and Services

Scan to register for this webinar



ON CAMPUS LECTURES

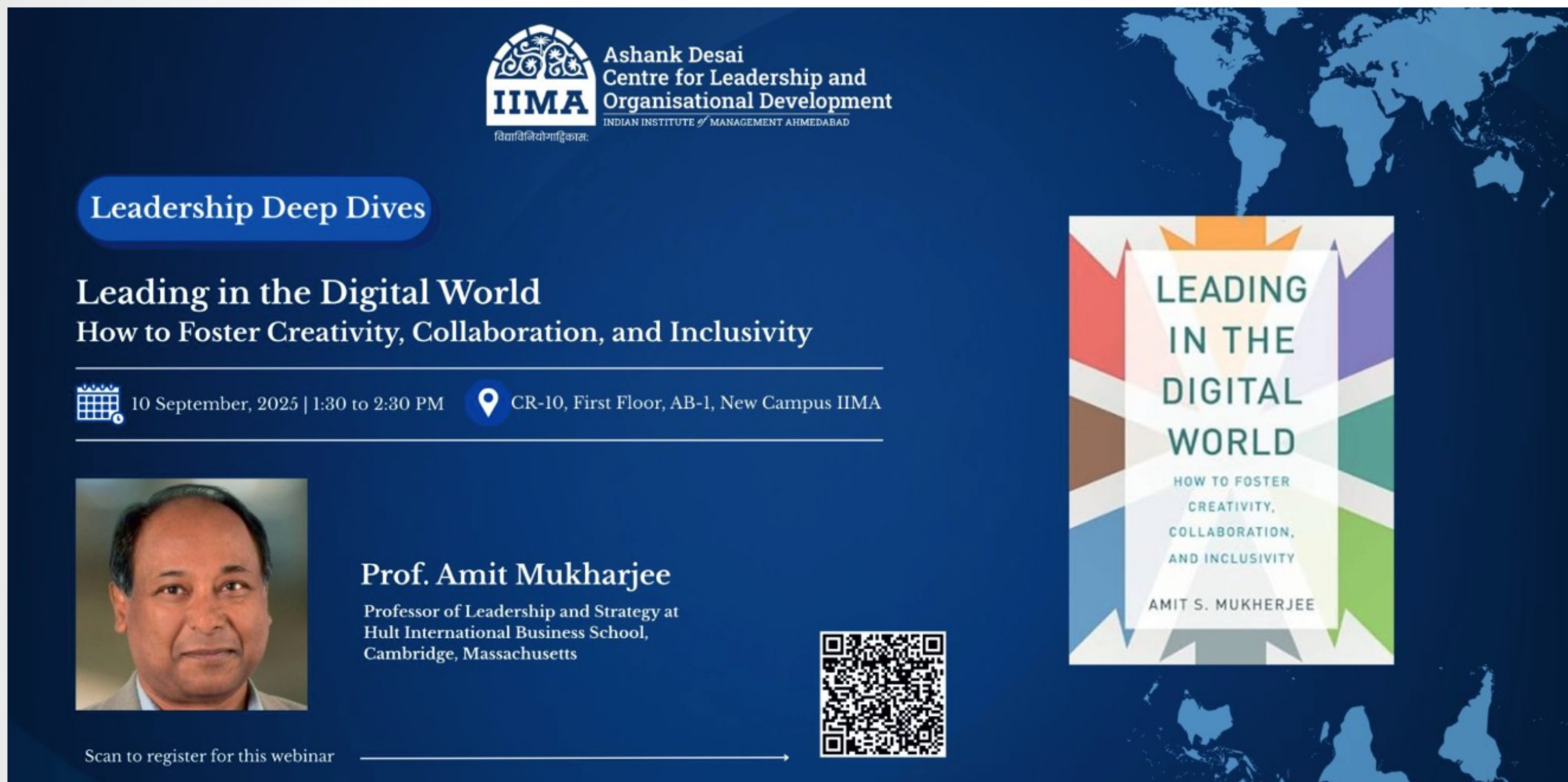
1. Leading in the Digital World: How to Foster Creativity, Collaboration, and Inclusivity

On 10 September 2025, the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) at IIM Ahmedabad hosted Prof. Amit S. Mukherjee, President, Ishan Advisors, LLC, and Professor at Hult International Business School, for a Leadership Book Talk titled “Leading in the Digital World: How to Foster Creativity, Collaboration, and Inclusivity.” The session received 118 registrations and was the highlight of Prof. Mukherjee’s visit to campus. His visit also included interactions with faculty members, doctoral scholars, and students.

Drawing on his book *Leading in the Digital World* (MIT Press, 2020), Prof. Mukherjee examined how leadership must evolve in response to the changing nature of work driven by digital technologies. He traced the historical evolution of leadership models—from efficiency-driven scientific management to empowerment-oriented quality management—and argued that the digital era demands a renewed rethinking of leadership practices.

The talk highlighted key shifts in digital work, including the automation of routine tasks, the growing need for continuous reskilling, the increasing importance of creativity and psychological safety, and the implications of radical transparency enabled by digital technologies. Prof. Mukherjee emphasised three leadership imperatives for the digital age: privileging creativity over productivity, embracing inclusivity as a core organisational requirement, and fostering deep, interdependent collaboration across teams and boundaries.

By integrating historical perspective, empirical insights, and practical reflection, the session offered a compelling framework for understanding leadership in digitally enabled organisations. The talk reinforced ADCLOD’s commitment to advancing future-ready, inclusive, and evidence-based leadership thinking in the context of a rapidly evolving world of work.



Ashank Desai Centre for Leadership and Organisational Development
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Leadership Deep Dives

Leading in the Digital World
 How to Foster Creativity, Collaboration, and Inclusivity

10 September, 2025 | 1:30 to 2:30 PM | CR-10, First Floor, AB-1, New Campus IIMA

Prof. Amit Mukharjee
 Professor of Leadership and Strategy at Hult International Business School, Cambridge, Massachusetts

Scan to register for this webinar

LEADING IN THE DIGITAL WORLD
 HOW TO FOSTER CREATIVITY, COLLABORATION, AND INCLUSIVITY
 AMIT S. MUKHERJEE



2. Leadership Imperatives for the AI Era

On 3 November 2025, the Ashank Desai Centre for Leadership and Organisational Development (ADCLoD) at IIM Ahmedabad hosted a talk by Dr. Ganesh Natarajan, Executive Chairman of GTT Data Solutions, titled “Leadership Imperatives for the AI Era.” The session received 163 registrations, reflecting strong interest from faculty, students, and practitioners across sectors.

Dr. Natarajan examined the rapid evolution of artificial intelligence—from Generative AI that enhances human productivity to Agentic AI capable of autonomous decision-making and continuous learning—and its implications for leadership and enterprise strategy. He highlighted how AI is reshaping industries, organisational structures, and the nature of work, while creating both opportunities and new responsibilities for leaders.

A key concept introduced during the session was Dual Intelligence, emphasising the synergy between human judgment, empathy, and creativity and AI’s analytical and predictive capabilities. Dr. Natarajan outlined critical leadership imperatives for navigating this transition, including building robust data foundations and governance systems, ensuring ethical and secure AI deployment, reskilling the workforce, and moving from experimental pilots to enterprise-wide AI adoption.

The session concluded with an engaging discussion on how leaders can responsibly guide organisations through the AI transition and harness intelligent technologies as catalysts for innovation, value creation, and inclusive growth.



DELEGATION HOSTED

Dialogue with Women Entrepreneurs - CII Indian Women Network Gujarat Chapter

On 19 August 2025, the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD), in partnership with CIIE.CO - IIM Ventures, hosted a delegation of 16 women entrepreneurs from the CII Indian Women Network (IWN), Gujarat Chapter at the IIM Ahmedabad campus.

The visit featured a two-hour interactive workshop led by Prof. Neharika Vohra, Chairperson, ADCLOD, held at the Sunil Mehta Auditorium, CIIE, New Campus. The session facilitated an open and reflective dialogue on leadership journeys, finding one's voice, navigating visibility and bias, and exercising leadership with both confidence and purpose. Participants engaged in discussions on strategic growth, leadership styles, and building empowering professional ecosystems.

The engagement enabled meaningful exchange between academic leadership perspectives and entrepreneurial practice, reinforcing ADCLOD's commitment to fostering inclusive leadership dialogues and strengthening academia-industry connections, particularly in the context of women's leadership and entrepreneurship.



ADCLOD PARTICIPATION IN IIMA ANNUAL CONFERENCE | IMRC 2025

The Ashank Desai Centre for Leadership and Organisational Development (ADCLOD), IIM Ahmedabad, played a significant academic leadership role at the India Management Research Conference (IMRC) 2025 by leading Track 9: Leadership Research and Practice in the Context of Changes in the World of Work. Organised around the overarching theme “The Future of the Economy: People, Organisations, and Policy,” IMRC 2025 brought together scholars, practitioners, and policymakers from India and abroad for three days of intensive academic exchange.

Track 9 addressed leadership and organisational challenges arising from technological advancement, evolving work arrangements, digitalisation, artificial intelligence, sustainability imperatives, and issues of inclusion and equity.

The track received 142 paper submissions, which were evaluated through a blind peer-review process involving 58 reviewers from institutions across the country. Based on this rigorous process, 51 papers were selected for oral presentation and nine for poster presentation. In addition, two thematic symposiums were introduced to encourage collaborative and solution-oriented scholarship.

The following tables provides the details on the papers presented under all different tracks under ADCLOD –

Track 1: Leadership Identity, Learning & Development 1		
S. no	Paper Title	Authors
1	Evolving a Leadership Function Framework for R&D Project Team Leaders: A study from DRDO	Kiran Govind and Sumati Sidharth
2	How organizations survive in Disruptive Digital Transformation: A Co-evolution of technology and organization perspective over technological determinism perspective	Anmol Basant
3	Education and Organizational Development: A Global Perspective	Khushboo Bhatt
4	Exploring the Managerial Skills required for Meeting the Demands of Digitalization Among a Variety of Job Roles and Functions: An Empirical Study with Reference to the Job Description and Job Specifications of Management Teachers of Business Schools	Dr. Niraj Kishore Chimote
5	Leadership at the Margins: Strategic Framing and Emotional Labour in Autism Services at a Tertiary Hospital in Eastern India	Shaoli Dutta

Track 2: Gender and Inclusion at Work (1)		
S. no	Paper Title	Authors
1	A Study on Gender Dynamics in the Gig Economy: A Qualitative Review of Selected Gig Platforms Aimed at Female Workers in India	Indranil Bose, Amar Vijay Gandhi and Zenab Trivedi
2	Unheard at Work: Reddit Narratives on Disability Disclosure, Accommodations, Remote Realities and Inclusion in Digital Workspaces.	Ishika Azad, Tavleen Kaur, Sahiba Sahny and Ritesh Kumar Dubey
3	Workplace Wellbeing in Transition: Exploring the Impact of Maternity Protection, Career Support, and Financial Futures on Women's Reproductive Choices	Pallavi Yadav and K Lavanya Latha
4	Finding respectable chairs on the table: A study of women directors and their role in decision-making in India	Deepal Joshi and Rajeshwari Narendran
5	From Access to Agency: Rethinking EdTech for Leadership Empowerment of Students with Disabilities	Tanya Ahuja

Track 3: Employee Wellbeing, Engagement & Ethics(1)

S. no	Paper Title	Authors
1	Bridging the Entry-Level Engagement Gap: A Field-Based Study on the Power of Pre-Induction Immersion	Gokul Brindhaban and Bindu K. Nambiar
2	From Seva to Burnout: A Phenomenological Study of Hidden Academic Labour as Shadow OCB	Pankhuri Sharma and Soma Sur
3	Friendship and Emotional Attachment Matter: A Triangulated Study on the Impact of Informal Bonding Initiatives on Affective Commitment and Employee Attrition in the IT Sector	V Sreeraj, Mohanan Moni and A S Aparna
4	Transforming Minds for a Greener Future: A Serial Mediation Model of Environmental Leadership in Higher Education	Anshika Sharma
5	The Future of Work: Repositioning Employee Wellbeing as a Core Organizational Strategy	Vriti Jain and Jyoti Sharma

Track 4: Leadership in the Age of Digitalization & AI

S. no	Paper Title	Authors
1	Reimagining Indian Education with Artificial Intelligence: Leadership, Equity, and The Future of work	Arpan Shrivastava, Gunjan Anand and Arpita Shrivastava
2	Ethical Leadership, Sustainability Signaling, and Algorithmic Work: A Mixed Methods Study of Symbolic Compliance in the Digital Age	Devadoss Francis
3	Algorithmic Management in Digital Workspaces: The Mediating Role of Emotional Capital in Knowledge Contribution	Shefali Sharma, Amit Mittal and Seema Panchal
4	Wired to Work, Wired to Waver: Understanding Employee Outcomes in the Algorithmic HRM Process	Vaishnavi Gautam, Mridul Maheshwari and Utkarsh Utkarsh
5	Leadership in times of digital transformation: Ethnographic insights from a higher education institute in India	Swati Sisodia, Sonali Narbariya, Pratyush Banerjee and Ritu Gupta

Track 5: Spiritual, Human-Centric & Value-Based Leadership

S. no	Paper Title	Authors
1	How Leaders Can Strategically Cultivate Workplace Spirituality in MSMEs	Reema Nayyar and Rupashree Baral
2	Pope Francis as a Spiritual Leader through the Lens of Fry's Model	Mukti Clarence
3	Beyond the Moment: A Multilevel Temporal Perspective on Spiritual Coping in the Workplace	Gahana Rao and Veena Vohra
4	Empathy in Action: The Role of Altruistic Leadership in Fostering Employee Happiness through Work Engagement	Divyansh Sharma and Neeraj Dhiman
5	The Role of Emotional Intelligence in Police Departments: Policy Reforms for Organizational Efficiency and Economic Stability	Keren Millet and Kerav Pandya

Track 6: Gender and Inclusion at Work (2)		
S. no	Paper Title	Authors
1	Organisational Interventions Facilitating Return-to-Work for Women Post-Maternity: A Systematic Review and Future Research Agenda	Amrit Kaur and Dr Veena Vohra
2	Too Fragile to be a Woman, Too Brave to be a Leader: Can Inclusivity be a Privilege for some leaders?	Farhat Haque
3	Dominant Career Anchors as a Reflection of Identity Impacting Career Success Amongst Women Pursuing Management Education in India	Shweta Lalwani and Gaurav Dilip Tikas
4	The Impact of Organizational Culture and Sustainable HRM Practices on Career Sustainability among Gen Z Employees in Indian Manufacturing Sectors	Amit Sharma and Dinesh Kumar Srivastava
5	Diversity Equity Inclusion (DEI) - Addressing Biases in HR Practices	Manju Raisinghani

Track 7: Employee Wellbeing, Engagement & Ethics(2)		
S. no	Paper Title	Authors
1	Self-leadership and employee thriving: The role of flow at work	Sree Charan M, Rushabh Trivedi, Swati Mathur and Murugan Pattusamy
2	Acting Smart, Living Better: A Moderated Mediation Model of Behavioral Cultural Intelligence and Life Satisfaction	Aaditi Badoni and Santosh Rangnekar
3	Psychological Safety as a Strategic Lever for Employee Well-being and Organizational Performance: A Multi-Sectoral Leadership Study in India	Manju Raisinghani and Baishali Mitra
4	Decoding the Remote-to-Office Shift: Stressors, Resources, and Well-Being of Early-Career IT Professionals	Apoorva Pandey and Mridul Maheshwari
5	Wellbeing 4.0: How Gen Z and Generative AI are Shaping the Future of Employee Support System	Bhumika Ray and Digvijay Singh Bizalwan

Track 8: Employee Wellbeing, Engagement & Ethics (2)		
S. no	Paper Title	Authors
1	Communicative Career Competencies: Learning from Supervisor, Using Resources and Intentional Behavior.	Mohit Pahwa and Nilesh Kumar Tiwari
2	Exploring the Application of Hersey-Blanchard Situational Leadership Theory Through Bloom's Taxonomy for Effective Leadership and Employee Instruction Development	Babita Bhati and Rashmi Maini
3	A structured review of Paradoxical Leadership, Innovative Work Behaviour, Self-efficacy and Ambidexterity through Bibliometric analysis and TCCM framework.	Neha Sharma and Ankita Sharma
4	Strategic Silence as Emotional Self-Protection: A Dual Pathway model of Voice Withholding in Organizational Life	Krithika Selvaraj and Priya Nair Rajeev
5	Bridging Self-Efficacy and Entrepreneurial Success: The Mediating Role of Optimism, Resilience, and Hope in Women Entrepreneurs	Baisakhi Debnath, Harold Andrew Patrick, Priya Makhija, Shilpa Sandhu, and Manish Tripathi

Track 9: Workplace Resilience		
S. no	Paper Title	Authors
1	Building Emotionally Resilient Police Forces: The Critical Role of Emotional Competence in Reducing Burnout and Enhancing Job Satisfaction	Keren Millet and Kerav Pandya
2	Unpacking the Role of Idiosyncratic Deals in Employees Work Family Enrichment and the Moderating Role of Gender: Through the Lens of JD-R Model	Maithily R and Devi Soumjaya
3	Beyond the Linear Path: Understanding Career Break and Charting a Research Agenda	Sumit Manderna and Mridul Maheshwari
4	Leading with Heart and Insight in a Changing World of Work	Khushi Rathi and Khushi Rathi
5	Dispositions to Workplace Dignity: A Qualitative Exploration	Shashwat Ranjan and Damini Saini

Track 10: Organizational Agility & Change Leadership		
S. no	Paper Title	Authors
1	Identifying the Role of Leaders in Shaping the Strategies for the Workforce of Management Faculty Members and the Workplace of a Business School Based in Hyderabad: An Empirical Study	Niraj Kishore Chimote and Geethanjali G
2	Exploring the Influence of Agile Work Characteristics on Career Sustainability in the Contemporary Era	Arushi Sharma and Parul Malik
3	Beyond Traditional Job Crafting: A Structural Model of Job Crafting Agility Enablers	Swati Baurai and Chandra Sekhar
4	Digital Leadership in Academia: Unlocking Organizational Agility Through Leadership	Mridul Thakur and Aakansha Singh
5	Leading with agility: A Systematic Review and AABO Framework of Leadership Agility	Jeeta Sarkar

The track programme included a keynote address, an editor's panel, thematic symposiums, and paper presentation sessions conducted across ten sub-themes, including leadership development, gender and inclusion, employee wellbeing and ethics, digital leadership and AI, workplace resilience, organisational agility, and change leadership. These sessions were chaired by faculty members from IIM Ahmedabad and other leading institutions and were characterised by active scholarly engagement and constructive feedback.

ADCLOD hosted Prof. Leona Chandra Kruse for IMRC 2025 as the keynote speaker for the track. She also delivered a research workshop, and a conference wide keynote.

Prof. Leona Chandra Kruse is a Professor of Information Systems at the University of Agder, Norway. Her research explores how people engage with information systems in both work and everyday life, with a focus on designing technologies that enhance support, enjoyment, and security. She studies a wide range of legacy and emerging technologies, including decision support systems, simulated AI personas, digital companions, NFTs, and immersive environments. Prof. Leona's work has earned multiple distinctions, including the Young Researcher Award 2024 from the Agder Academy of Sciences and Letters and the AIS Senior Scholars' Best Publication Award in 2018. She serves as Senior Editor for the Journal of Strategic Information Systems and the European Journal of Information Systems, and will join MIS Quarterly as Associate Editor in 2026. She is also currently co-editing special issues for Decision Support Systems, EJIS, and the Journal of Information Technology.

The keynote, titled "AI is transforming leadership, reshaping delegation practices, and influencing decision-making processes", was delivered on 6th December, where Prof. Leona Chandra Kruse shared her insights on impact of AI and its influence on the future of organizational effectiveness, leadership and decision making. The keynote was attended by over 50 participants and was followed by an engaging conversation between the speaker and the participants.



An editor's panel featuring editors from leading international journals provided guidance on publishing in high-impact outlets and attracted participation from over 150 researchers. The panel consisted of Dr. Prithviraj Chattopadhyay – Professor of Management at the University of Cambridge & Co-editor of Academy of Management – Discoveries, Dr. Elizabeth George - KPMG Professor of Management Studies at the Judge Business School, University of Cambridge & Co-editor-in-chief of the Academy of Management Annals and Dr. Tazeeb S. Rajwani – Professor of International Business and Strategy at University of Surrey & Associate Editor of the Academy of Management Annals. The session was moderated by Profs. Neharika Vohra and Amit Karna. Each panelist discussed the focus of their journals, paper selection process, and offered insights for researchers for getting published in their respective journals.



ADCLOD also organised a research workshop by Prof. Leona Chandra Kruse on Design Science Research, which introduced participants to solution-oriented methodologies through interactive breakout sessions.

The track concluded with the announcement of Best Paper Awards during the valedictory session, recognising outstanding research contributions. Overall, ADCLOD's leadership of Track 9 at IMRC 2025 strengthened the Centre's visibility and engagement within the academic community and reinforced its commitment to advancing rigorous, contextually grounded, and practice-relevant leadership research in a rapidly evolving world of work.



COURSES HOSTED FOR CAPACITY BUILDING COMMISSION

As part of the Government of India's Mission Karmayogi, the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD), IIM Ahmedabad partnered with the Capacity Building Commission (CBC) to design and deliver a suite of asynchronous e-learning courses for civil servants across India. These courses were aimed at strengthening leadership, managerial, and functional capabilities of public officials and were deployed through the iGOT platform.

Anchored in IIM Ahmedabad's research-led pedagogy and long-standing experience in executive education, ADCLOD curated five courses that combine conceptual depth with practical relevance for public sector contexts. The courses were developed in alignment with CBC's learning and instructional design standards, ensuring consistency, scalability, and applicability across ministries and departments.

List of Courses

1. Digital and Social Marketing | Faculty: Prof. Rajat Sharma, Prof. Arun Sreekumar

This course introduces participants to contemporary digital and social marketing strategies, including customer persona identification, content marketing, website optimisation, digital advertising, and data-driven decision-making in the digital space.

2. Strategic Mindset | Faculty: Prof. Chitra Singla

The course focuses on developing a long-term strategic orientation among leaders, covering strategy formulation, environmental analysis, execution frameworks, and strategic decision-making across diverse organisational contexts.

3. Public Sector Leadership | Faculty: Prof. Vishal Gupta

Designed specifically for public sector professionals, this course builds leadership capacity by focusing on self-leadership, leadership styles, power and influence, decision-making biases, and leading across organisational and political boundaries.

4. Building Competencies: Managerial Communication | Faculty: Prof. Asha Kaul

This course addresses the critical role of communication in managerial effectiveness, covering fundamentals of communication, listening, persuasion, presentation skills, and stakeholder engagement.

5. Giving and Receiving Feedback | Faculty: Prof. Neharika Vohra, Prof. Kirti Sharda

Focusing on the art and science of feedback, this course helps participants develop skills to give constructive feedback and receive feedback with openness, thereby enhancing individual and team performance.

Professional services were availed for the recording and post-production editing of these courses to ensure high-quality digital learning content.

The courses were well received by participants on the iGOT platform, reflecting the relevance of the themes and the strength of the faculty-led design. Building on this momentum, discussions are currently ongoing between ADCLOD and Karmayogi Bharat to develop a new tranche of courses for iGOT, further deepening ADCLOD's contribution to national capacity-building efforts.

PUBLICATIONS

A core objective of the Centre is to advance impactful research and thought leadership by fostering interdisciplinary perspectives and sustained engagement between academia and practice. Over the past four years, ADCLoD has produced a range of opinion pieces, research outputs, and academic publications that strengthen industry-academia collaboration and contribute to meaningful research outcomes.



Caselets for Teaching Emotional Intelligence

Publication ID: IIMA/ADCLoD007

Authors: Prof. Neharika Vohra (IIM Ahmedabad) and Prof. Chayanika Bhayana (IIM Calcutta)

The Centre developed a set of six original caselets titled Emotional Intelligence Caselets, accompanied by a comprehensive Teaching Note, to facilitate classroom and executive-level discussions on emotional intelligence (EI) in managerial contexts.

The caselets are situated in the banking sector and draw on real-world emotionally charged situations faced by managers. They explore themes such as emotional triggers, conflict management, perceptions of bias, leadership under stress, projection versus empathy, and managing feelings of insult or disrespect in high-stakes environments. Each case is designed to provoke reflection on responsibility, behavioural choices, and interpersonal dynamics.

The accompanying Teaching Note outlines the pedagogical purpose, learning objectives, suggested teaching plans (90-minute and 180-minute formats), discussion prompts, and detailed analytical frameworks. The material is anchored in Daniel Goleman's five-component model of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skills—and integrates relevant theoretical perspectives and contemporary research.

Learning Objectives:

The caselets enable participants to:

- Identify and understand their own and others' emotions
- Recognize emotional triggers and behavioural consequences
- Develop strategies for self-regulation
- Practice empathy and perspective-taking
- Strengthen social and relational competencies in organizational settings
- Intended Audience: MBA programs, senior executive programs, and industry training programs.



Case on Leadership

Title: Dr Vinayak Sahukar's Tryst with Leadership

Publication ID: IIMA/ADCLOD0006

Authors:

- Prof. Jallavi Panchamia (Indian Institute of Public Health Gandhinagar)
- Prof. Neharika Vohra (IIM Ahmedabad)
- Prof. Kashika Sud (Masters' Union School of Business)
- Prof. Veena Iyer (Indian Institute of Public Health Gandhinagar)
- Ms. Shilpa Bhakare (Indian Institute of Public Health Gandhinagar)
- Prof. Bharati Sharma (Indian Institute of Public Health Gandhinagar)
- Prof. Snigdha Patnaik (Xavier School of Management)

The Centre contributed to the development of a full-length teaching case titled Dr Vinayak Sahukar's Tryst with Leadership, which examines leadership challenges in the context of India's public health system.

The case follows Dr Vinayak Sahukar, Chief District Medical Officer (CDMO) of a 400-bed government district hospital, as he navigates bureaucratic complexity, professional hierarchies, accreditation pressures, political oversight, staff shortages, and high-stakes medical crises. While driven by sincerity and high standards, Sahukar's leadership journey reveals tensions between authority and influence, discipline and empathy, decisiveness and consultation.

Set against the backdrop of LaQshya accreditation, medico-legal crises, public scrutiny, and internal team dynamics, the case explores how leadership behaviour shapes trust, morale, accountability and performance in mission-driven institutions operating under resource constraints.

The accompanying Teaching Note provides a detailed teaching plan, conceptual frameworks and structured discussion pathways. The case can be anchored in leadership theories such as:

- Transformational vs. transactional leadership
- Emotional intelligence in leadership
- Trust-building and psychological safety
- Power, authority and influence
- Leading under crisis and institutional pressure
- Adaptive leadership in complex systems

Learning Objectives:

The case enables participants to:

- Reflect on the distinction between positional authority and relational leadership
- Analyse how leader behaviour impacts team trust and organisational climate
- Understand leadership blind spots and bias
- Evaluate decision-making under stress and public accountability
- Explore how leaders can recalibrate their approach in complex, politically embedded systems

Intended Audience: MBA programs, Executive Education programs, Public Policy and Healthcare Management courses, and leadership development programs in public and private sector organisations.



Case on Gender Diversity and Inclusion

Publication ID: IIMA/ADCL0D008

Authors: Prof. Neharika Vohra (IIM Ahmedabad) and Prof. Harnain Kaur Arora, Amrut Mody School of Management

The Centre developed a teaching case titled Deepening Gender Diversity and Inclusion at ACG, accompanied by a comprehensive Teaching Note, to facilitate classroom and executive-level discussions on diversity, equity, and inclusion (DE&I) and large-scale organisational change.

The case is situated in the context of a multinational pharmaceutical company headquartered in India and traces its multi-year journey towards building gender inclusion through a structured organisational development (OD) approach. It explores themes such as unconscious bias, resistance to change, insider–outsider dynamics, leadership alignment, behavioural change, and the complexities of implementing DE&I initiatives in socio-culturally embedded organisational settings.

Each case is designed to provoke reflection on leadership responsibility, systemic versus interpersonal interventions, stakeholder alignment, and the challenges of sustaining long-term culture change.

The accompanying Teaching Note outlines the pedagogical purpose, learning objectives, suggested teaching plans (90-minute and 180-minute formats), discussion prompts, and analytical frameworks. The material is anchored in organisational development theory, change management frameworks, diversity and inclusion literature, and behavioural perspectives on resistance and bias.

Learning Objectives:

The case enables participants to:

- Analyse diversity and inclusion challenges through a systemic organisational lens
- Understand insider–outsider dynamics and their impact on organisational culture
- Examine resistance to DE&I initiatives at individual, group, and leadership levels
- Evaluate phased change interventions in complex socio-cultural environments
- Assess measurable and non-measurable outcomes of inclusion initiatives
- Develop actionable strategies for sustaining long-term inclusion and culture change

Paper Selected for at IRIS issue NR 16 (2025)

[Link to the paper](#)

A conference paper titled “Towards Readiness for Digital Transformation: Exploring the Interplay of Leadership, Mindfulness, and Resilience”, authored by Narbariya, S., Vohra, N., and Kruse Chandra, L., was presented at the 48th Information Systems Research Seminar in Scandinavia (IRIS 2025) and the 16th Scandinavian Conference on Information Systems (SCIS 2025).

The paper examines organisational readiness for digital transformation through an integrative framework that brings together leadership practices, mindfulness, and individual resilience. Drawing on empirical insights, the study highlights the critical role of leaders' inner resources and soft capabilities in navigating uncertainty, managing change, and sustaining transformation efforts in digitally evolving organisations.

The paper has been selected for publication in IRIS Issue NR 16 (2025) of the Selected Papers of the Information Systems Research Seminar in Scandinavia. Papers included in this issue are nominated by group chairs and undergo a double-blind peer-review process, underscoring the academic rigour and contribution of the research.

Publication of Opinion Piece for Women's Day in Indian Express

[Link to the article](#)

During the year, Prof. Neharika Vohra, Professor at IIM Ahmedabad and Chair, ADCL0D, along with Dr. Kashika Sud, Assistant Professor of Organisational Behaviour at Masters' Union, published a Women's Day opinion piece in The Indian Express titled “It's not a 'sop': Why women-only leadership development is the key to levelling an uneven field.” The article draws on insights from interviews with over 15 women leaders, practitioners, and coaches across sectors, and reflects on the persistent structural and cultural barriers that continue to hinder women's advancement into leadership roles. Building on these observations, the authors argue for the importance of women-only leadership development initiatives as intentional spaces that foster confidence, peer learning, and reflection. The piece contributes to ongoing conversations on creating more equitable leadership pipelines and underscores the need for sustained, context-sensitive interventions to support women's leadership journeys across sectors.



PROJECTS UNDERWAY

Social Impact Leadership

The Social Impact Leadership Podcast Series is an ongoing initiative of the Centre aimed at deepening understanding of leadership in the social sector by documenting the journeys of grassroots leaders from not-for-profit organisations and social enterprises. The project brings forward lived experiences and leadership practices that remain under-represented in mainstream management discourse.

Through curated podcast conversations, each episode aims to explore the founder's journey—from organisational inception to key challenges and leadership insights—offering narratives of courage, innovation, and service. Alongside storytelling, the series supports the Centre's research mission by building a growing repository of qualitative material, while amplifying grounded leadership voices, inspiring future changemakers, and fostering a deeper appreciation for the transformative power of social leadership in India.

Well-being and Mental Health in Organizations: An In-Depth Exploration of Concerns, Initiatives, and Impact

This ongoing research project examines how organizations across sectors are addressing issues of employee well-being and mental health in the post-pandemic context. With rising concerns around stress, burnout, and emotional distress, the study seeks to understand organizational priorities, leadership perspectives, and the nature of interventions related to mental health, as well as their perceived impact on employees and organizational culture.

Adopting a qualitative approach, the project involves in-depth interviews with leaders, HR professionals, and well-being officers from approximately 30 diverse organizations. The study also aims to contribute to academic outputs and foster informed dialogue among organizational leaders and practitioners on building more supportive and sustainable workplaces.



COMPLIANCE

- ADCLOD's Governing Council meeting was successfully conducted on 19th September 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). The meeting was conducted over zoom.
- ADCLOD's Executive Committee meeting was successfully conducted on 8th September 2025 under the chairmanship of Prof. Neharika Vohra – Chairperson, ADCLOD. The meeting was attended by Prof. Arun Sreekumar, Prof. Kirti Sharda, and Prof. Sunil Sharma.
- ADCLOD's Advisory Board meeting was successfully conducted on 18th June 2025 in the presence of Shri N R Narayana Murthy - Founder and Ex-Chairman Infosys, Mr. Ashank Desai - Donor, Patron, ADCLOD, Prof Neharika Vohra – Chairperson, ADCLOD, Ms. Anita Bhogle – Author, Prof Elizabeth George - KPMG Professor of Management Studies, University of Cambridge, Prof. Sunil Sharma - Strategy Area, IIMA (Invitee), Prof Kirti Sharda, OB Area, IIMA (Invitee), Prof Arun Sreekumar, Marketing Area, IIM A (Invitee), and Ms. Shweta Singh, Manager - ADCLOD (Invitee).

GOVERNING COUNCIL / GOVERNING COMMITTEE



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 such as International Expert Advisor and Expert at prestigious academic institutes and has extensive industry experience.



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 such as Avanti Fellows and PANIIT Alumni Reach for India (PARFI).



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 has authored three books.



Dr. Raghu Krishnamoorthy
Senior Fellow and Director, Chief Learning Officer Doctoral Program,
University of Pennsylvania

Dr. Raghu Krishnamoorthy worked as an executive for 38 years in human resources and learning prior to entering academia. He retired from General Electric after serving as the company's Chief Human Resources Officer. He also served as GE's Chief Learning Officer and Head of Talent over a 25-year tenure, including HR leadership roles at GE Aviation and GE Healthcare and assignments across Europe and Asia. Under his leadership, Fortune Magazine named GE's learning and development function as one of the best in the world. He was named one of the 50 most influential Asian Americans by the Asian American Business Development Center in 2009. After retiring, he acquired a master's degree and completed his doctorate at the University of Pennsylvania.

ADVISORY BOARD



N R Narayana Murthy
Founder and Ex-Chairman Infosys

Mr. Murthy founded Infosys in 1981. Under his leadership, Infosys became a 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 recipient of the 2015 Ramon Magsaysay Award, Anshu Gupta founded Goonj with a mission to highlight basic but ignored needs of people on the development agenda, using clothing as a metaphor. Apart from holding a Master's degree in Economics, he started his career as a freelance journalist.



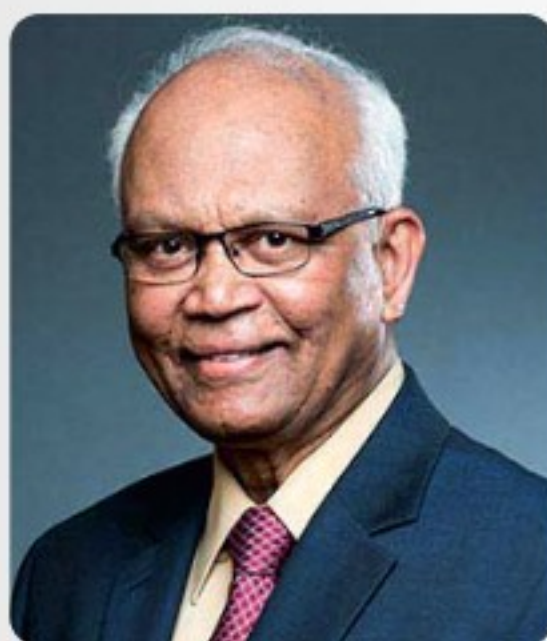
Prof Elizabeth George
KPMG Professor of Management Studies, Cambridge Judge Business School
University of Cambridge

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



Anita Bhogle
Author

A postgraduate in Statistics (IIT Mumbai) and Management (IIM Ahmedabad), Anita Bhogle has reinvented herself across decades. Her early career was 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, leadership in science and innovation institutions, pioneering Gandhian Engineering-based inclusive innovation, global frameworks for traditional knowledge protection, and balanced intellectual property regimes.

EXECUTIVE COMMITTEE MEMBERS



Prof Arun Sreekumar **Marketing**

Faculty at IIMA with research focused on marketing interventions for societal welfare. His work has received the Shelby D. Hunt and Harold Maynard Awards of the Journal of Marketing and has been published in leading international journals.



Prof Kirti Sharda **Organisational Behaviour**

Faculty at IIMA with teaching interests in leadership excellence (including women leadership), interpersonal dynamics, team effectiveness, self-awareness, and psychology for management. Her research focuses on leadership and groups in organizations.



Prof Sunil Sharma **Strategy**

Faculty at IIMA whose research interests include strategy execution and professional service firms, particularly the strategic role of boards in emerging market firms.



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 has authored three books.

MEMBERS OF THE CENTRE



Prof Amit Karna Strategy

Faculty at IIMA with interests in strategic management, technology, innovation, and entrepreneurship. His work on board human capital and internationalization has been published in the Journal of Business Research.



Prof Amit Nandkeolyar Organisational Behaviour

Associate Professor at IIMA teaching negotiation, leadership, and teams. His research focuses on individual and team adaptation and has been published in top journals such as Journal of Applied Psychology and Harvard Business Review.



Prof Anish Sugathan Strategy

Chair of the ESG Research Centre at IIMA. His research focuses on corporate sustainability and governance in developing economies. He has held fellowships at Harvard Kennedy School and Princeton University.



Prof Asha Kaul Communications

Faculty member at IIMA with research interests in gender, women in leadership, discourse patterns, influence, and communication. She has also conducted extensive corporate training.



Prof Biju Varkkey Human Resource Management

Faculty at IIMA with interests in strategic HRM, leadership development, governance, and change management. His work has been published in the Indian Journal of Industrial Relations.



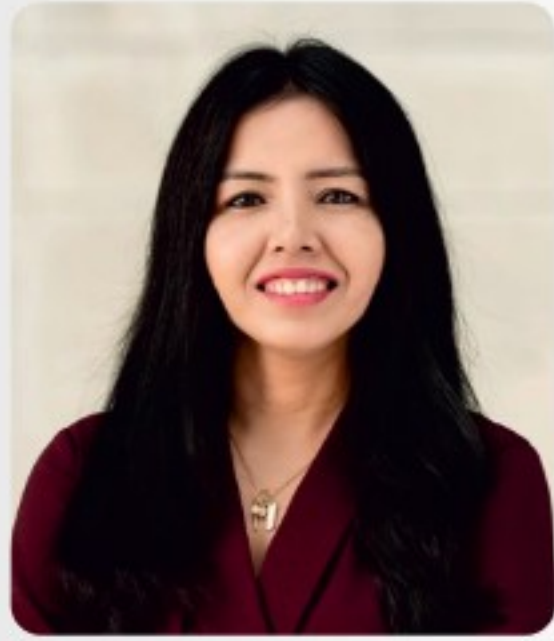
Prof Kathan Shukla Ravi J Matthai Centre For Educational Innovation

Faculty associated with RJMCEI and Chair of the School of Leadership Certificate Programme. His research focuses on latent variable modelling, scale development, and school system improvement.



Prof M P Ram Mohan
Strategy

Faculty at IIMA teaching legal aspects of business. His research focuses on insolvency law, commercial laws, and energy law. At ADCLOD, he contributes to leadership work related to legal and constitutional institutions.



Prof Promila Agarwal
Human Resource Management

Faculty at IIMA specializing in psychology and HRM. Her research focuses on high-performance work systems, leadership, dark triad personality, and psychological capital.



Prof Ranjan Ghosh
Centre for Management in Agriculture

Associate Professor at IIMA and country head for the FABLE Consortium. His work focuses on sustainable food systems, rural development, and public policy.



Prof Sourav Borah
Marketing

Faculty at IIMA with research interests in international marketing, service marketing, and marketing leadership.



Prof Sundaravalli Narayanaswami
Public Systems Group

Core faculty at IIMA with expertise in transportation, supply chains, PPPs, and governance, and extensive consultancy experience with government organizations.



Prof Vishal Gupta
Organisational Behaviour

Core faculty at IIMA whose research interests include mindfulness, emotions, leadership, ethics, creativity, and innovation.

CENTRE STAFF

There have been 4 new hires and 2 departures during the period from 1 April 2025 to 31 March 2026. Ms. Shweta Singh – Manager ADCLOD, and Dr. Sonali Narbariya – Post Doctoral Fellow, bid adieu to the centre in October and December 2025 respectively.



Ms. Sukruti Phatak **Centre Manager**

Ms. Sukruti Phatak joined the centre in December 2025. She holds a masters degree in Urban and Regional Planning from CEPT University, and has done her bachelors in Architecture (B.Arch) from National Institute of Technology, Raipur. She brings with her an experience of 10 years working in various sectors including education, consulting, and social work.



Ms. Pooja Patel **Research Assistant**

Ms. Pooja Patel joined the Centre on 10 September 2024. She holds a Master's degree in Commerce and has expertise in digital marketing, office management, CRM, and event coordination.



Ms. Maitri Gohil **Research Assistant**

Ms. Maitri Gohil joined the Centre on 3rd November 2025. She holds a degree in Computer Science Engineering and has completed internships at GIFT IFSC and IIM Indore. Her research work has been accepted at international conferences, including ANZAM and INFORMS.



Ms. Akanksha Thakore **Research Assistant**

Ms. Akanksha Thakore joined the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) on 1 October 2025 for a period of six months. She holds an MBA from the Indian Institute of Management Ahmedabad and a Master's degree in Psychology from IGNOU.



Mr. Hariprasad Varma **Research Assistant**

Mr. Hariprasad Varma joined the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) on 1 October 2025 for a period of six months. He is an Executive Leadership Coach and Facilitator with experience in designing and delivering leadership development journeys for senior professionals across corporate and social sectors. His work focuses on experiential learning, leadership development, mindfulness, and personal transformation.

APPENDIX | EVENT SUMMARIES

Breaking Barriers: Leadership Lessons from History and Business

The Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) at IIM Ahmedabad hosted its annual leadership lecture featuring Ms. Archana Garodia Gupta, an entrepreneur, author, and distinguished alumna of the PGP 1988 batch.

Drawing on her multidisciplinary experiences, the session offered a compelling blend of historical inquiry, organisational leadership, and reflective insight, making a substantive contribution to contemporary discussions on inclusive and resilient leadership.

At the heart of the lecture was Ms. Garodia Gupta's research for her book "The Women Who Ruled India: Leaders. Warriors. Icons.," which profiles twenty women rulers across India's long and diverse history. The selection included both prominent and underrepresented figures—such as Ahilyabai Holkar, Didda of Kashmir, Rani Mangammal, and Rudrama Devi, each of whom confronted and redefined prevailing norms of leadership in their time. Archana, in her talk, analysed the leadership journeys of the women leaders and presented five key insights about leading and leadership. These included the importance of education and training, people-centric governance, cultivating inclusive networks of influence, long-term strategic planning, and ensuring continuity through succession.

The value of investment in education and training was highlighted in the fact that all the women leaders were educated and strategically prepared irrespective of their birth origins (royal or not). Using examples of different women leaders Archana shared how the women leaders than their male counterparts, and they led through long-term planning, diplomacy, and people-centric governance rather than sheer militarism or spectacle. Many built alternative networks of influence, cultivated inclusive support systems, and embedded continuity through succession planning, practices that resonate with modern organisational design. Their leadership was frequently burdened by a heightened demand for performance and legitimacy, reflective of the double standards often applied to women in positions of authority. These historical narratives offered a compelling counterpoint to dominant leadership models focused on charisma or positional power.

In bridging history with present-day experience, Ms. Garodia Gupta also reflected on her tenure as President of the Federation of Indian Chambers of Commerce and Industry, Ladies Organisation (FICCI FLO), India's premier women's business chamber (14000 plus members and 25 chapters). The distinctive feature of such a chapter is that everyone is a volunteer and the leaders does not have formal authority to demand performance. During her leadership (2015–16), the organisation expanded from 13 to 21 chapters, reaching over 14,000 women. A central focus of her presidency was institutional strengthening. She introduced internal accountability mechanisms, established consistent governance models across chapters, and promoted measurable outcomes highlighting her belief that sustainable empowerment requires formal structures, not just symbolic inclusion. Her leadership practice at FICCI FLO was shaped by inclusivity, decentralised decision-making, and long-term capacity building. Rather than relying on individual charisma, she emphasized systems and support structures that empower others—a key differentiator in thinking about modern leadership effectiveness.

By drawing together historical analysis, organisational reform, and personal reflection, the lecture made a strong case for reconceptualizing leadership beyond conventional paradigms. It reinforced ADCLOD's commitment to fostering evidence-based, inclusive, and ethically grounded leadership in complex institutional settings.

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Leadership for Disaster Resilience: Lessons from India

The ADCLOD Leadership Deep Dive Webinar featured an engaging and thought-provoking conversation with Prof. Jacquleen Joseph, Ms. Suchita Awasthi, and Prof. Zubin R. Mulla, co-authors of the book *Leadership for Disaster Resilience: Lessons from India*. Drawing on rich theoretical foundations and field-based insights, the speakers collectively emphasized the need to reframe disaster leadership beyond immediate crisis response to focus on systemic, inclusive, and justice-oriented transformation.

Prof. Jacquleen Joseph set the context by introducing the book and emphasized that disaster resilience must be understood from a socio-institutional lens one that goes beyond formal authority to encompass the creation of enabling ecosystems. A distinctive strength of her talk was the careful demarcation of the book's conceptual boundaries: she clearly articulated what the study aims to explore and equally, what it consciously avoids. Rather than presenting a comprehensive catalogue of disaster types, the book focuses on disasters that expose systemic vulnerabilities and institutional stress, such as the Arenga railway accident, allowing for deeper exploration of leadership processes. This selective lens is rooted in the authors' goal to understand disaster resilience leadership as a response to structural inequalities and socio-technical complexity, not as a crisis management manual. Prof. Joseph called for collaborative governance, multi-stakeholder engagement, and transformative resilience grounded in social and environmental justice as central pillars of disaster policy and practice. Reflecting this, the book conceptualizes leadership as: "a process where individuals, groups, organizations, or institutions use expertise and resources to implement socially and environmentally just solutions by engaging cooperation across various actors, both within and outside organizational boundaries."

The focus of Ms. Suchita Awasthi's presentation was a detailed articulation of the methodological approach adopted in the book to understand and strengthen genuine community resilience. Drawing from her deep, field-based experience and case studies across varied ecological contexts including wetlands, water systems, and climate adaptation projects she emphasized that building resilience requires more than programmatic interventions: it demands embedded, participatory research methodologies. She clarified that the book adopts a multi-case study design, grounded in India's diverse geoclimatic zones, where selection of cases was driven by their ability to reveal the interplay between leadership, vulnerability, and systemic risk. The methodological pillars she outlined include:

1. Participatory leadership approaches, where local actors are engaged not as beneficiaries but as co-creators of resilience strategies.
2. Integration of indigenous knowledge systems, which enables a nuanced understanding of context-specific vulnerabilities and solutions.
3. Decentralized governance mechanisms, which empower communities to act autonomously and responsively.
4. Vulnerability assessment tools, used not merely as diagnostic frameworks but as iterative, community-led reflections.
5. Ecosystem-based resilience strategies, which recognize and leverage the buffering capacity of natural systems.

Furthermore, Ms. Awasthi elaborated on the practical application of key methods such as vulnerability assessment for systematically identifying and understanding a community's specific weaknesses, and the implementation of ecosystem-based approaches, which leverage natural systems to enhance community adaptation and protection. She also underscored the vital, yet often unacknowledged, contributions of vulnerable groups and women throughout these methodological processes.

Prof. Zubin Mulla's contribution was central to unwrapping the book's conceptual framework, which was developed after analysing the 17 case studies included in the book. He elucidated how leadership practices for disaster resilience would differ across bureaucratic, political, civil society actors, and institutional actors. His insights were particularly useful in detailing an Individual Leadership Framework derived from the case studies of specific leaders, which revealed patterns in leadership emergence, practices, and outcomes. These leaders often exhibited charismatic authority, extending beyond formal positions, and demonstrated prototypicality and self-sacrificing behaviour, thereby enhancing their credibility. Their leadership practices involved strategically building operational networks and crafting culturally resonant narratives that effectively highlighted the unacceptable status quo, painted an ideal future, and served as powerful calls to action. The outcomes of their leadership were evaluated by charisma routinization the institutionalization of their work and overall organizational effectiveness, encompassing public recognition, member engagement, leadership development, responsiveness, and inclusivity. Prof. Mulla also elaborated on an Integrated Framework for Disaster Resilience Leadership, which distinguishes between non-formal actors like individuals and civil society organizations, and formal actors such as established institutions and bureaucrats. This framework highlights the crucial diffusion of innovation, where successful non-formal initiatives can inspire and become part of government policy, as seen in Maharashtra's drought management initiatives. Ultimately, his contributions underscored the major argument that transformative resilience fundamentally rests on leadership adept at negotiating complexity, establishing trust, and creating sustained change.

Together, the speakers reinforced the book's conceptual contribution a multi-actor, multi-level framework for disaster resilience leadership in India. They emphasized that resilience is not about returning to a pre-disaster normal but about "bouncing forward" to a more just and sustainable future. The webinar concluded with a call to invest in leadership development ecosystems that value empathy, equity, collaboration, and context-sensitivity as core competencies for disaster resilience.

The Beauty Bias and Leader Emergence: A Theoretical Integration, Extension, and Meta-Analysis

The session delivered by Prof. Stephen Courtright offered an insightful and theoretically grounded presentation on the role of physical attractiveness in leader emergence, drawing from the recently published meta-analytic study co-authored with Thurgood, Liao, Morgan, and Wang. The talk focused on the role of physical attractiveness on leadership emergence. Fundamentally, he argued that leadership is a mutual influence process and thus it must be granted to the leader. The person granting the leadership does so based on judgments they make on the "leader-like" qualities held by the person. Since the judgments play a significant role in whether someone will be chosen to be a leader or not, understanding what goes into such judgments is seen as a relevant and important area of study. Accurate judgment can help the right people to emerge as leaders.

It is believed that such judgments are formed based on competence, skill, personality and likability. However, there is research to show that we also perceive someone as a leader because of unquestioned long held beliefs of what competent people look like. One such belief is that possibly competent people are also good-looking people. The implicit leadership theory, which suggests that individuals carry cognitive schemas of what a leader should look like and physical attractiveness is a part of these mental prototypes. Physical attractiveness is also unconsciously seen as a status indicator, and as per the status generalization theory (SGT), we infer status from a few overt aspects of the other person, and thus people who are perceived to be physically attractive are also seen as high status.

The establishing of beauty bias in leadership emergence is important because there is research to show that people who are physically attractive are not necessarily more or less competent, skilled, intelligent, likable etc. The holding of such bias leads to possibly the selection of not the most suitable person to the position of leadership. There is clear evidence that at all levels within organizations there is positive impact on performance when the right person serves as the leader.

While there has been scattered evidence on the relationship between beauty and leadership emergence, the study presented by Stephen Courtright with the help of a meta-analysis of 65 independent studies and 3,500+ participants studied, the questions-is there a beauty bias in leadership emergence? Is there a gender difference in perception of beauty and leadership (that is are women and men who are physically attractive likely to be equally seen as leader material)? Why are we as humans prone to beauty bias? Is the bias likely to be stronger in certain countries and contexts?

The results of the meta-analysis showed that beauty bias is found to explain leadership emergence 35 percent of the time. The results also showed that both attractive men and women alike benefitted from this bias in leadership assessments.

Delving deeper into the how and why of this relationship, Prof. Courtright unpacked the mediating mechanisms identified through the Stereotype Content Model specifically, perceived warmth and perceived competence. The findings showed that while both pathways were relevant, warmth played a more substantial and consistent role. In other words, attractive individuals are often assumed to be more kind, sociable, and trustworthy traits that facilitate follower endorsement, especially in early-stage or informal leadership settings.

The presentation also mapped out important contextual moderators. For instance, the bias was stronger in informal settings and among college student raters, suggesting that structured environments or professional experience may temper superficial judgments. Moreover, the beauty bias was found to be slightly more pronounced in collectivist cultures, where communal traits like warmth and social harmony are more valued. However, contrary to expectations, the bias was not significantly different across executive vs. non-executive roles, indicating its pervasiveness even at the highest organizational levels.

The webinar concluded with thoughtful reflections on the ethical and practical implications. Prof. Courtright called for a re-evaluation of leadership identification practices, cautioning against overreliance on superficial cues that may disadvantage competent individuals who do not fit the conventional standards of attractiveness. He advocated for leadership development ecosystems that mitigate bias through structured assessments, awareness training, and inclusive criteria.

The research presented by Dr Courtright challenges all of us to rethink the role of stated and unstated criteria in leadership evaluation. It highlights the shortcut we use in making judgments based on physical attractiveness. This research emphasized the subtle, often unconscious ways in which people are promoted into leadership roles, not decided by merit but by our biases around what physically attractive people are capable of. The research highlights the need to develop leadership selection paradigms that are grounded in real capability.

Overall, the session offered a rigorous and much-needed interrogation of the often-invisible influence of physical attractiveness in leadership processes. By revealing how implicit judgments rooted in appearance shape real-world opportunities, the talk served as both a scholarly contribution and a call to action for HR professionals, academics, and institutional leaders committed to fairness and meritocracy in leadership pathways.

Reference:

Courtright, S. H., Thurgood, G. R., Liao, H., Morgan, T. J., & Wang, J. (2025). The Beauty Bias and Leader Emergence: A Theoretical Integration, Extension, and Meta-Analysis. *Journal of management*, 01492063251330199.

Leading in the Digital World: How to Foster Creativity, Collaboration, and Inclusivity

The Ashank Desai Centre for Leadership and Organisational Development (ADCLD) at IIM Ahmedabad hosted Prof. Amit S. Mukherjee for a one-day visit marked by a packed schedule of interactions with faculty, PhD scholars and students. The highlight of his visit was a thought provoking book talk on *Leading in the Digital World: How to Foster Creativity, Collaboration, and Inclusivity* (MIT Press, 2020).

In his lecture, Prof. Mukherjee emphasized that leadership attributes are not fixed across time but evolve in response to the changing nature of work and organizational structures. He reminded the audience that ideas of effective leadership have shifted dramatically in the past century: the efficiency-focused era of Scientific Management in the early 1900s defined the good boss as someone who ensured order and execution, while the Quality Management revolution in the 1980s shifted expectations toward empowerment, coaching, and learning from the frontlines. These models were products of their times, and in today's context of rapid digital transformation, he argued, leaders once again need to reinvent their practices.

He then elaborated on the five principles that underlie this transformation. First, digital technologies deskill many tasks by automating routine and repetitive functions, from manufacturing assembly lines to basic clerical operations. This frees human energy but simultaneously raises questions about displaced work. Second, they also upskill demanding new capabilities, from data literacy to adaptive learning. Employees must continuously reskill to remain relevant, and organizations must provide environments where lifelong learning is embedded in their culture. Third, work is becoming more cerebral, with human effort concentrated on complex, ambiguous, and creative challenges that machines cannot easily resolve. Such work thrives only when organizations cultivate psychological safety and support innovation. Fourth, digital economies increasingly create unpredictable sources of value, where breakthroughs emerge unexpectedly be it from user-generated content, viral trends, or cross-disciplinary collaborations. Leaders must be alert to serendipity and agile in seizing these opportunities. Finally, digital technologies enforce radical transparency. Information about performance, culture, or customer feedback is instantly visible, within and outside organizations. This diminishes information asymmetry but also means leaders must act consistently and ethically, as lapses are swiftly exposed.

These transformations in work have been accompanied by parallel shifts in organizational design. Prof. Mukherjee described how technology enables distributed work, where teams are spread across geographies and cultures, demanding that leaders orchestrate collaboration without relying on physical proximity. At the same time, organizations experience tight connect, with workflows, data, and decision-making tightly integrated through digital tools. A small change in one unit can reverberate instantly across the system, making alignment and coordination more critical than ever.

From these dynamics, Prof. Mukherjee drew three imperatives for leadership in the digital era. Leaders must privilege creativity over productivity, recognizing that efficiency alone no longer secures competitive advantage. Surveys from IBM and the World Economic Forum confirm that creativity, originality, and initiative are among the most valued skills for the present and future workforce. Leaders must also embrace inclusivity as existential, intentionally harnessing differences across gender, culture, and background, and moving beyond symbolic gestures to systemic equity. Finally, they must foster true collaboration, abandoning superficial notions of "win-win" in favour of deep interdependence, where success is only possible through the complementary talents of others. As he put it, the shift is from "we can get it done" to "without you, we can't get it done brilliantly."

By weaving together historical insight, empirical findings, and practical reflection, Prof. Mukherjee offered a compelling roadmap for leadership in the digital era. His talk reinforced ADCLOD's commitment to nurturing inclusive, evidence-based, and future-ready leadership, capable of navigating the opportunities and challenges posed by transformative technologies.

References:

1. Mukherjee, A. S. (2020).

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2. World Economic Forum (2020). The Future of Jobs Report. <https://www.weforum.org/publications/the-future-of-jobs-report-2020/>

Leadership Lecture Series | "Leading with AI"

On 3 November 2026, Ashank Desai Centre for Leadership and Organisational Development (ADCLOD), IIMA, hosted a compelling session in its Leadership Lecture Series featuring Dr. Ganesh Natarajan, Executive Chairman of GTT Data Solutions. Titled "Leading with AI," the lecture explored the strategic, organisational, and ethical implications of artificial intelligence for contemporary leadership. Drawing on decades of his experience in digital transformation and enterprise innovation, Dr. Natarajan presented a forward-looking framework for integrating human and artificial intelligence within organisational systems. He observed that AI is steadily moving up the DIKW (Data–Information–Knowledge–Wisdom) hierarchy—a framework that traces the progression from raw data to strategic wisdom—thereby increasingly participating in decision-making processes traditionally reserved for human managers.

Progression of AI

Dr. Natarajan began by tracing the evolution of artificial intelligence—from descriptive and predictive analytics to prescriptive systems and, more recently, Generative AI. He explained how Generative AI has significantly enhanced productivity by assisting with communication, creativity, and analytical tasks. The session highlighted practical industry applications across sectors. Dr. Natarajan cited examples such as predictive maintenance systems in manufacturing, AI-driven fraud detection in banking, and hyper-personalised recommendation engines in retail. These illustrations demonstrated how AI is transitioning from a transactional support tool to a strategic partner in complex organisational decision-making.

While Generative AI represents a significant leap in capability, he argued that the next frontier extends beyond content generation toward greater autonomy. In this context, he introduced the concept of Agentic AI—systems capable of interpreting context, setting goals, planning tasks, coordinating with other AI agents, and executing decisions with minimal human intervention. In discussing Agentic AI, he described emerging use cases such as autonomous factory management through digital twins, financial systems capable of real-time risk mitigation, and AI-enabled customer service ecosystems that function with minimal human oversight. Such developments, he noted, will fundamentally reshape organisational roles, workflows, and accountability structures.

Dual Intelligence: The Way Forward

A central theme of the lecture was the idea of Dual Intelligence—the deliberate orchestration of human and artificial intelligence. Dr. Natarajan emphasised that while AI brings speed, scale, pattern recognition, and optimisation capabilities, human intelligence contributes empathy, ethical judgment, creativity, and contextual understanding. Future-ready leaders, therefore, must cultivate the ability to integrate both forms of intelligence effectively. This requires rethinking traditional leadership paradigms and redesigning teams in which AI agents function as collaborators rather than mere tools.

He also underscored the responsibility of leaders to ensure transparency, fairness, human oversight, and alignment of AI systems with societal values. Ethical stewardship, he argued, will be as critical as technological capability in shaping sustainable AI-driven enterprises.



Organisational Prerequisites for AI Adoption

Dr. Natarajan outlined key organisational prerequisites for successful AI adoption. First, strong data foundations are essential; AI systems depend on clean, structured, and well-governed data architecture. Second, robust governance and ethical frameworks must address concerns such as bias, misinformation, hallucinations, privacy breaches, and security risks. Third, organisations must proactively manage workforce transitions through reskilling and continuous learning, as AI automates routine tasks while elevating the demand for higher-order cognitive and emotional capabilities.

Finally, he stressed the importance of scaling AI enterprise-wide. This includes integrating AI across HR, finance, operations, supply chains, and customer service rather than confining it to isolated pilot projects. Such enterprise-wide integration, he suggested, is necessary for AI to move meaningfully up the DIKW hierarchy and contribute to strategic wisdom rather than remain limited to operational efficiency.

The interactive Q&A segment engaged participants on questions related to balancing human and AI judgment in high-stakes decisions, the continued relevance of emotional intelligence, AI's implications for talent management and recruitment, and the evolving governance landscape. The discussion reinforced the importance of leaders remaining empathetic, ethically grounded, and strategically agile while navigating AI integration.

Beyond organisational concerns, the session also examined broader societal and geopolitical implications. Dr. Natarajan cautioned against the concentration of AI power and the risks of misuse by state and non-state actors, highlighting the need for thoughtful regulation and responsible innovation at a global level.

The lecture concluded with a clear message: artificial intelligence represents not merely a technological shift but a leadership transformation. As AI systems advance along the data-to-wisdom continuum, leaders must consciously shape how these technologies are integrated into organisational and societal structures. Organisations that thrive in this era will be those that thoughtfully combine human insight with machine intelligence, invest in robust data and governance systems, redesign structures for agility, and lead responsibly through continuous change.

Dr. Natarajan's session thus offered both a strategic roadmap and a considered call for leaders to reimagine enterprise in the age of AI—grounded in Dual Intelligence, ethical stewardship, and long-term institutional resilience.

Webinar Summary | Leadership Development in the Social Sector

Date: 18 March 2026

Speaker: Mr. Minar Pimple

Moderator: Prof. Neharika Vohra

Mr. Minar Pimple over the course of his career has founded and led impactful organisations such as Youth for Unity and Voluntary Action (YUVA) and held key leadership roles across global institutions including Oxfam, the United Nations Millennium Campaign, PDHRE (People's Movement for Human Rights Learning), and Amnesty International.

Mr. Pimple grounded his insights of leadership in social sector by sharing and reflecting on his 40-year long journey in the sector. Growing up in a small town and moving to Mumbai for college and then for work across the world he shared how understanding the role of power, privilege, and lived experience is essential for leaders. Experiences in the early phase shaped the leaders' thoughts and actions in the future. Thus, Mr. Pimple shared that remaining open in the beginning and dabbling in multiple causes before choosing the cause to serve is essential.

Fascinatingly, a pattern that became obvious in Mr. Pimple's work was starting from providing support for a specific incidence (say eviction of pavement dwellers, communal riots, earthquake) to amplifying the cause and creating voices and collaborations across communities, cities, countries, continents became a hallmark of his work. While working to save the affected in the Latur Earthquake he recognised the need for collaborations between multiple technical and social organizations. The ability of the leader and the organization to move from the particular to general creates sustainable impact for the communities. A leader who understands how to build structures and mechanisms for collaboration creates significant impact, opined Mr Pimple.

Leadership he said, in social sector must be adaptive and responsive, noting that “strategic plans in the social sector must be written in pencil,” allowing flexibility in the face of evolving realities. Rigidity of thought, plans, and processes can lead to distortions in serving the purpose.

An obsession that Mr. Pimple shared was to build and sustain organizations beyond their founders. He shared several aspects of leadership and organization design and structure that support longevity. Mr. Pimple noted that two aspects are central to succession- the leaders own intention to move away much before he/she becomes the bottleneck and understanding of structures and the need for decentralisation and integration. The role of leader in ensuring longevity cannot be under-emphasized. He said, that it is the leaders imperative to focus on building sustainable institutions and move beyond the founder. However, intention would be insufficient. Actions such as transitioning from “I to We” by nurturing teams and creating systems that enable organisations to thrive independently are necessary. Describing what he meant Mr Pimple illustrated how he led a strategic restructuring by creating independent yet interconnected entities such as YUVA Urban, YUVA Rural, and YUVA Consulting—each with its own governance and leadership before he stepped away as the leader of YUVA. He moved away from YUVA 22 years ago and the organization continues to do well.

In addition, Mr Pimple emphasized that inaccurate understanding of scaling can also come in the way of longevity of organizations. Scaling in social impact sector may not be seen as one-dimensional issue-growth in numbers but as preserving values, impact, and community agency. Mr Pimple shared his own example of how within YUVA, they have constantly redefined their field of action while keeping values intact.

Effective social sector leadership requires deep engagement with communities, where trust—not financial capital—is the most critical currency. At Amnesty International Mr Pimple shared that he understood that irrespective of the scale it was important in the social impact sector to remain close to the community. Decentralising research and operations by relocating roles from global headquarters to regional contexts, though not easy, increased the impact of the work of Amnesty International.

Most importantly he also shared that leaders in social sector need to display moral grit and courage. Their ability to speak truth to power even under institutional pressure is non-negotiable. Accepting the vulnerability, collaborating with the stakeholders, and staying true to purpose is at the core of leadership in social sector. Beautifully put Mr Pimple said, leadership in social sector requires balancing strategy with empathy and navigating complexity with integrity. Leaders of social sector need to embody three roles: the activist (purpose-driven), the architect (institution builder), and the ambassador (voice for communities).

In short, leadership in the social sector is enriched by openness, adaptability, deep commitment to communities, moral courage and grit. Lasting impact comes from building institutions that outlive their founders.



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