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AHMEDABAD

THE ADCLOD ANNUAL REPORT 2021- 2022

Ashank Desai Centre for Leadership
& Organisational Development

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VISION STATEMENT



To bring together faculty, students and governmental, non-governmental, and private organisations to conduct distinctive and high-quality leadership and organisational development practice & research

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 FROM THE CHAIRPERSON



Prof. Vishal Gupta

Greetings from the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD)! ADCLOD was inaugurated on June 18, 2021 and is one-of-its-kind centre that has been established with a vision to create a platform for dialogue and discussion around various themes of leadership.

The centre benefits from IIMA's faculty members who come from diverse disciplines and are exploring leadership as well as organisational development themes through their research, consulting and training. The centre has identified the themes of impact leadership, inclusive leadership, public sector leadership, digital leadership, leadership development and sustainable leadership as its core focus areas. The centre aims to act as a platform where faculty, students and professionals from governmental, non-governmental, and private organisations can come together to initiate dialogue and co-create distinctive and high-quality leadership discourse.

As we celebrate the completion of the first year of the centre, I am extremely happy to present before you on behalf of the centre's team the centre's first annual report. The report summarises the research done by the centre members and also the events conducted by the centre in the past year (since its launch to June 15, 2022). The report also presents a brief on the activities planned for the coming year. I hope you will find the report informative and engaging. I would request you to please give the report a read and share any feedback you may have at ad-clod@iima.ac.in.

Sincerely,
Prof. Vishal Gupta
Chairperson, ADCLOD

LEADERSHIP PRACTICE AREAS & OBJECTIVES

Leadership practice areas at the Centre are globally influential initiatives that work on focused multi-sectoral leadership collaboration to deliver positive outcomes for people and the environment in pursuit of the UNSDGs.

The gender gap in India is widening, which is exacerbated by the country's low gender ratio of 92 percent. This is where Inclusive Leadership practice comes into play. Strong female representation in leadership teams has been shown to improve organisational results. Gender equality is important for workplaces not only because it is 'fair' and 'the right thing to do,' but also because it has a direct impact on the bottom line and the economy.

Sustainable Leadership practice addresses the business leaders' focus as regards the environment, society, governance and long-term sustainable development goals. The triple bottom lines of people, planet, and profit.

Entrepreneurial Leadership practice deals with promoting entrepreneurial behaviour by optimising risk, innovating to capitalise on opportunities, taking personal responsibility, and managing change within a dynamic environment for the benefit of an organisation. This is accomplished by implementing leadership practises that "develop [employees'] ability to self-generate, self-reflect, and self-correct in the workplace.

Human jobs are being eroded with technological advancements and close the skills gap is imperative. These types of decisions necessitate strong Digital Leadership. This entails adopting new behaviours, skills, and approaches to dealing with complexity, as well as making strategic use of a company's digital assets to achieve business objectives.



Mr. Piyush Sharma

The Socially Conscious Leader is morally accountable for the actions of the company he or she leads. Being socially responsible entails taking responsibility, accountability, and transparency in business operations toward shareholders, society, and the environment. And hence Impact Leadership.

LEADERSHIP BLOGS

1) STIGMA, CORPORATE INSOLVENCY, AND LAW: INTERNATIONAL PRACTICES AND LESSONS FOR INDIA



Prof. M.P. Ram Mohan
Strategy

Insolvency and bankruptcy have always attracted a measure of stigma. The negative attitude towards insolvency emerged due to the historically harsh treatment of bankrupts and the perception of bankruptcy as a breach of a sacred relationship between the debtor and creditor. Majority of the existing legal scholarship studying the bankruptcy stigma focuses on personal insolvencies, while its influence on corporate insolvencies has largely been neglected.

This paper attempts to fill this gap by examining the impact and manifestations of stigma in the context of corporate insolvency. The paper does so by contrasting the corporate insolvency schemes of the United States and the United Kingdom. It argues that while both jurisdictions prioritise the rehabilitation of corporate debtors, there is a divergence in the methodologies across the Atlantic due to the varied historical, cultural, and economic attitudes towards business failures.

With this background, the paper explores bankruptcy stigma in the Indian context and shows how certain provisions of the Insolvency and Bankruptcy Code, 2016 seem to reinforce and perpetuate the stigma against incumbent management and promoters of corporate debtors. The paper argues that there is a need to ameliorate the stigma associated with corporate insolvency for the successful rescue and rehabilitation of distressed corporations and for promoting entrepreneurship, innovation, and economic growth in the country.

- **Reference**

M. P., Ram Mohan and Wadhwa, Muskaan, Stigma, Corporate Insolvency, and Law: International Practices and Lessons for India (May 14, 2022). IIM Ahmedabad Working Paper (2022), Available at SSRN: <https://ssrn.com/abstract=4109719> or <http://dx.doi.org/10.2139/ssrn.4109719>

2) DAMNED IF SHE DOES, DAMNED IF SHE DOESN'T: THE INTERACTIVE EFFECTS OF GENDER AND AGREEABLENESS ON PERFORMANCE EVALUATION



Prof. Amit Nandkeolyar
Organizational Behaviour

Gender discrimination - both implicit and explicit, in the workplace persists as a challenge for most organisations. Research in role congruity and gender stereotypes suggest that women are expected to display communal traits as opposed to the agentic traits expected of men.

The Role Congruity theory suggests that when women stray from their stereotypically expected communal role, they are penalised. The study proposes that in the context of performance evaluations, this can mean a lower performance rating. Resulting in long term career trajectory consequences that put women at a disadvantage.

It is proposed within the study that the Big Five personality trait of Agreeableness captures the communion and agency and explains gender discrimination in performance evaluations.

We propose that high agreeableness, may measure the communal dimension of an individual's concern for others. Across two studies conducted in India and the United States, evidence was found that the relationship between agreeableness and performance evaluations is nonlinear for female employees.

Women are rated as high performers when they exhibit moderate levels of agreeableness. For male employees, we find a communal bonus effect in which they benefit from being agreeable in the workplace.

Hence the study demonstrates across two different work contexts that women, compared to men, are penalised at both lower and higher levels of agreeableness during performance evaluations. Practically, this only adds to the disadvantages that women already face in the workplace.

Our research suggests that women are forced to walk a thin line between being too agreeable and disagreeable with both being associated with unfavorable performance evaluations. Scholars have suggested that some women may be able to strategically "turn on" and "turn off" their assertiveness to walk this line.

• Reference

Nandkeolyar, A. K., Bagger, J., & Ekkirala, S. (2022). Damned if she does, damned if she doesn't: The interactive effects of gender and agreeableness on performance evaluation. *Journal of Business Research*, 143, 62-71.

3) TREAT LEADERSHIP FOR NEW-AGE ORGANISATIONS



Prof. Vishal Gupta
Chairperson ADCLOD

Disruptions such as the COVID-19 pandemic have transformed our work as well as organisations drastically. The pandemic has led to one of the most significant organisation design shocks of our lifetime – remote work. While work from home was a possibility for many before COVID stuck us, it has become a reality with which we will have to live for a long time to come. The role of leaders will be extremely crucial in ensuring the fine alignment of people, purpose and profits during these times. Based on my research on organisations over the last decade, I propose a novel ‘TREAT’ framework of leading knowledge organisations in a post pandemic world:

Task-orientation (T): Task-orientation is primarily concerned with accomplishing a task in an efficient manner. Competent leaders use their technical competence to evaluate and select among ideas, walk a tightrope between over-control and too much autonomy, assign job responsibilities to deserving employees and ensure professional challenge in the work.

Relation-orientation (R): Leaders will need to display empathy, compassion and communicate with their subordinates on a regular basis in order to listen to their voices and understand any work-related concerns that the subordinates may have. This aspect is especially important in a hybrid work context.

Empowering (E): Involving subordinates in the decision-making process is likely to lead to better decisions as well as acceptance of those decisions. Once such decisions are made, they are also more likely to be implemented.

In a world where personal contact has been disrupted and employees are working remotely, empowering employees has become a necessity and is no more a choice.

Authenticity (A): Openness and honesty are very essential in any organisation, more so in hybrid or remote work contexts. Knowledge work requires employees to take risks, collaborate and be prepared for uncertainties. Leaders who stifle authenticity, lead to the creation of toxic workplaces where there is an absence of trust and where the overall well-being and happiness of subordinates is sacrificed.

Team-building (T): Knowledge work demands teamwork. It has become extremely important for leaders to develop teams that share mutual trust and respect. This task has been made more difficult with the distances and the remote workplaces. In times like these, leaders must identify opportunities to increase the frequency of interactions between team members and emphasise the importance of teamwork and identification with the team.

I call this model of leading knowledge organisations as the ‘TREAT’ leadership model for two reasons. The first is that I believe that leaders need to understand, develop and display all of these behaviours in order to inspire performance from knowledge-workers. The second is that when leaders display such behaviours, the subordinates (employees) feel that they have been “treat”-ed well by their leaders. Such leadership is a “treat” to watch and when displayed is likely to produce great results.

- **Reference**

Excerpts from article titled ‘Leading knowledge organisations in the post-covid world’ published in People Matters on September 14, 2021.

4) IS IT BETTER TO BE LEAD BY AI AND HUMANS FOR WEIGHTLOSS?



Prof. Anuj Kapoor
Marketing

Artificial intelligence(AI) assisted tools are increasingly being used in health care contexts to provide advice and motivation. But whether AI can be a good or even better substitute for human involvement in these contexts is an open question.

We provide empirical evidence to answer this question specifically in the context of fitness tracking mobile applications (apps). In addition to facilitating the tracking of activity and food intake, such apps provide advice and motivation in the form of targeted messages to their consumers, and this can be done through human coaches or an AI coach.

An AI coach allows these apps to scale their offerings to a larger number of consumers, available on-demand to consumers, and potentially more finely targeted by leveraging vast amounts of data. On the other hand, human coaches might be better placed to show empathy, and consumers might also feel more accountable to humans.

We compare human and AI coaches on their effectiveness in helping consumers achieve their weight-loss goals. Our empirical analysis is in the context of a large-scale mobile app that offers consumers different levels of subscription plans with human and AI coaches respectively, and specifically compares adopters of the two kinds of plans on their weight loss and goal achievement.

We address the potential self-selection in plans by employing a matching-based approach. We find, for our sample of almost 65000 consumers that human-based plans do better than those in AI-based plans in helping them achieve their goals, but that this differs by consumer characteristics including age, gender and body mass index (BMI).

5) CHIEF MARKETING OFFICERS DISCRETION AND FIRMS' INTERNATIONALIZATION: AN EMPIRICAL INVESTIGATION



Prof. Sourav Borah
Marketing

The role of Chief Marketing Officer is evolving with growing number of firms focusing on digitalization and internationalization. The central question which most firms are pondering upon is what would be the shape of next generation marketing leadership. Many companies have raised questions such as whether data can completely replace marketing as a strategic function in an organization. Probably because of this reason, organisations such as Johnson & Johnson and Uber have removed the CMO position. The existential challenges for strategic marketing is not new.

Back in 1970s when marketing decided to break free from economics and psychology as a discipline, many universities and organizations believed that marketing was a tactical function and had no strategic importance. It is only with time organizations understood that strategic marketing is a necessary condition to success. While today's leadership environment is nothing like 1970, the challenges broadly are similar. To understand strategic importance of marketing, I along with my co-authors are focusing on understanding critical challenges CMOs face in an organization and how do CMOs contribute to facilitate organizational goals.

I along with my co-authors have interviewed more than 40 CMOs and realized that CMOs feel that they lack authority and managerial discretion to make strategic choices. Common complaints such as conflicts with other C-suite members, lack on involvement in key decision making and frustration due to lack of power are common among CMOs. However, some organizations have included CMOs in strategic decision making.

We conducted a large scale empirical study of 297 multinationals spanning across 2007-2016 and explored role of CMO managerial discretion on firm internationalization. We find that 1% increase in strategic discretion leads to 13% increase in firm internationalization. CMOs act as conduit of knowledge and help in not only acquiring knowledge from the international markets but also diffuse the knowledge across the organization. The effect of strategic discretion on firm internationalization is observed across industries. The research also points out towards an integration perspective. With non-marketing leaders possessing international experience the impact of CMO discretion amplifies.

While the research is first step towards understanding the role of marketing leaders, what is surprising is much of the research in both academia and practice lacks focus on idiosyncratic characteristics of CMO role. In my recent work with two other co-authors, we have documented multiple avenues which require immediate attention. Among multiple issues, one important issue to focus upon is CMO turnover which is far greater than any other C-suite executives. A possible reason probably is the lack of novelty in CMO recruitment. In most cases, the CMO recruitment is similar to what has been done for other C-suite executives such as prior performance and experience. However, as the role of CMO is evolving critical elements such as personality characteristics of CMO as well as their ability to relearn new ways of doing business may be vital. We believe that role of marketing leadership requires further exploration with the changing business world.

• Reference

Kumar, V., Borah, S. B., Sharma, A., & Akella, L. Y. (2021). Chief marketing officers' discretion and firms' internationalization: An empirical investigation. *Journal of International Business Studies*, 52(3), 363-387.

6) CIRCULAR ECONOMY ADOPTION BY SMES IN EMERGING MARKETS : TOWARDS A MULTILEVEL CONCEPTUAL FRAMEWORK



Piyush Sharma
Vice President and Administrative Head

Adding to the growing literature on circular economy (CE) and employing the theoretical lens of change management, this research explores SMEs' challenges in the emerging markets context of India for adopting CE practices. We use a multi-case qualitative design, interviewing senior leaders and owners of Indian SMEs, CE intermediaries and two large firms on the nature and extent of critical barriers and enablers of CE adoption.

Including CE market intermediaries, sustainability and CE managers of large organizations, who are required to educate and incentivize CE adoption of their SME value chain members, we analyze the barriers and opportunities from both sides of the coin. We develop a multilevel theoretical framework grounded in CE and change management literature, which presents the nature and extent of CE activities, barriers and contextual enablers of SMEs' adoption of CE in emerging markets.

Implications for policy, theory and practice are also discussed. Several managerial implications also arise.

First, circular business models must be developed and continually re-examined, considering the risks involved, as there are uncertainties around operational needs and future market demand. Second, the use of new routines, rituals and recitals employing multiple channels, media and awareness and communication programs led by leaders and managers must be supported by appropriate training and development and awareness-building communication programs.

Third, by creating a culture that supports risk-taking and empowerment, employees will be open to explore new ideas much more freely and effectively than to be bound by a policy-based and adherence focused work environment. Fourth, large corporations working with SMEs must collaborate and share their expert knowledge and resources to integrate SMEs effectively in their CE activities.

Finally, HR managers or leaders must discard and disincentivize old routines by incentivizing new ones to embed CE principles.

• Reference

<https://www.sciencedirect.com/science/article/pii/S0148296321009905?via%3DihubJournalofBusinessResearch> . March 2022

Circular economy adoption by SMEs in emerging markets: Towards a multilevel conceptual framework. Ashish Malik, Piyush Sharma, and others. Journal of Business Research. March 2022.

7) HRD INTERVENTIONS, LEARNING AGILITY AND ORGANIZATIONAL INNOVATION: A PLS-SEM MODELLING APPROACH



Aastha Tripathi
Research Associate

Over the years, a considerable revolution can be seen in businesses globally. This revolution brings several issues such as global economic changes, technological changes and dynamic market conditions associated with a high level of ambiguity and complexity, as well as a plethora of conflicting principles and structures. Therefore, surviving and thriving in this cut-throat competitive era has become a challenge for organizations. Previous studies have shown that organizational innovation (OI) plays a prominent role in creating a competitive advantage.

The current COVID-19 situation has increased the pressure on organizations to innovate, for which they are required to improve their human resource development (HRD) interventions. In addition, the organizations require employees who can quickly learn new skills and adapt to changing market conditions. In addition, the organizations require employees who can quickly learn new skills and adapt to changing market conditions. Escalating the level of knowledge, level of skills and workforce quality are the significant factors of market competition. Hence, organizational HRD interventions and employee learning agility (LA) both play critical roles in introducing innovation inside the organization.

Hence, this study aimed to focus on assessing the influence of human resource development (HRD) interventions and learning agility (LA) on organizational innovation (OI).

Based on the social exchange theory, the theoretical research model was developed in this study. This study used cross-sectional data to test the research hypotheses.

In addition, partial least square structured equation modelling was used to analyse 413 sample responses from Indian managerial professionals. The findings suggested that organization can be able to bring innovation within the organization with the help of:

- Providing training to the employees, which will help them in sharpening their skills.
- Providing career development programmes to the employees that will enhance employee's desire to learn, which will further help them in boosting employees' ability to grasp novel competencies as well as improve individual performance at the same time.
- Developing an efficient performance management system that enables individuals to be assessed and developed to acquire the organizational competencies required.

Additionally, when employees are learning agile, they can cope up with the novel changes smoothly and swiftly by bringing innovative ideas within an organization.

• Reference

Tripathi, A. & Dhir, S. (2022). HRD interventions, learning agility and organizational innovation: a PLS-SEM modelling approach. *International Journal of Organizational Analysis*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJOA-12-2021-3064>

1) THE SIKKIM ENTREPRENEURIAL SCHOOL LEADERSHIP PROGRAMME

The “Entrepreneurial Leadership Program” was offered by the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) at IIM-Ahmedabad in collaboration with the Sikkim Government. The program aimed to develop a systematic, logical and realistic thinking approach among school students towards business development through activity-based learning and to nurture an entrepreneurial mindset among the budding entrepreneurs.

The pilot phase of the program commenced from November’ 16, 2021, in which around 2500 Students from class 8 to class 11 from 13 Senior Secondary Schools of West Sikkim participated in this program. The first session was the introductory session where Professor Vishal Gupta talked about Mindfulness and the Inner Game.

The Second, Third and Fourth session were on ‘Learning Mindset’; ‘Understanding Character Strengths’ and ‘Entrepreneurial Personality and Social issues’ that took place on November’ 18, 23 and 25, 2021, respectively where the focus was on Developing Entrepreneurial Traits.



In addition, the Sixth, Seventh, Eighth, Ninth, and Tenth sessions were on "Design Thinking Skills", "Pricing, Basic Accounting", "Business Models & Funding" and "Social Media Marketing Networks" that took place on March' 1, 8, 15, 23 and April' 1' 2022 by Professor Amit Karna, Professor Naman Desai and Professor Rajat Sharma respectively.



2) THE MARICO SCHOOL TEACHER TRAINING PROJECT

The project is envisioned as a teacher-training programme for school teachers in low-income contexts, leveraging the expertise of faculty members within the centre. The Marico School Teacher Programme is estimated to impact 1,00,000+ teachers in its first iteration. Delivered online, the programme aims to up-skill school teachers on leadership soft skills. Using the training the trainer model, the programme hopes to drastically scale impact to the youth of the country.

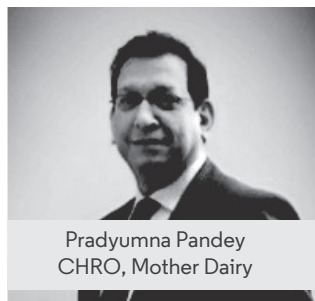
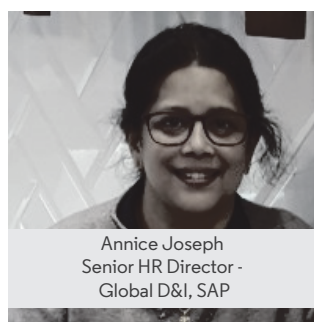
In collaboration with the Marico Innovation Foundation, the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) will create course content for the programme. This will include short videos, presentations, course work and assessments. Of the 1,00,000+ teachers impacted, the top 50 most-engaged teachers will be brought to IIM Ahmedabad for an in-person training intervention later in the year.



3) COMMUNITY OF LEADERSHIP PRACTICE

The Community of Leadership Practice will leverage unique access to the world’s most influential leaders, policy makers, entrepreneurs, artists and academic – uniting these forces to harness their collective knowledge in order to address the critical issues of the day.

The aim is to engage experts, both online and offline, to develop a series of alternative scenarios about the future of inclusive and socially responsible leadership. This is envisioned to be a global gathering of leaders and experts in the field. A network for a mutual exchange of knowledge and resources.





Rajkamal Vempati
Head HR, Axis Bank



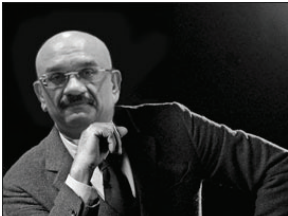
Raju Mistry
CHRO Cipla



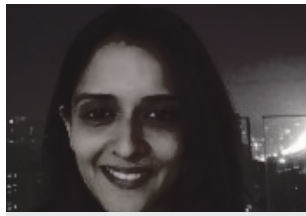
Ranjan Kumar Mohapatra
CHRO, Indian Oil



R. Gopalkrishnan
Author and Corporate Advisor,
Ex-Director Tata Sons



Dr R L Bhatia
Founder & Director,
World Sustainability



Sowmya Suryanarayanan
Director - Impact & ESG,
Aavishkaar Capital



Sukumar Raganathan
Editor-in Chief,
Hindustan Times



Supratik Bhattacharyya
Group Chief Talent
Officer for RPG



Prof. T.V Rao
Founder, TVRLS



Vikram Tandon
Group Chief Human Resources
Officer, Adani Group



Vivek Menon
Product Director, Cisco

“Leadership is about scaling up experience and not just building up a foot-print”, said Professor Hayagreeva Rao.

Prof. Rao spoke about the importance of the business bottom line, and how the mindset of the leader plays an often underappreciated but crucial role. Curiosity (naturally essential for search & creativity) + Generosity (the help muscle) are vital for scaling excellence.

Mr. Vindi Banga elaborated on some of the essential qualities that determine a leader’s success in an increasingly complex business landscape :



The Entrepreneur : An ability to create a well-defined purpose or vision and then strategize to execute it will be all-important for the leaders of the future.



The Strategic Executioner : The future leader must possess the unique ability to combine vision, strategic insight and execution.



The Tech-savvy, yet Empathetic Leader : The future leader must be fully cognizant of the power and potency of digital technology.

Inaugural Ceremony
Ashank Desai Centre for Leadership and Organizational Development (ADCLOD)
June 18, 2021
7 p.m. - 8.30 p.m. IST

Keynote Speakers

- Prof. Hayagreeva Rao**
The Atholl McBean Professor of Organizational Behavior and Human Resources, Stanford GSB
- Mr. Vindi Banga**
Padma Bhushan, Former Chairman and Managing Director, Hindustan Insecticides Ltd., Partner, OD&R LLP
- Prof. Rama Bijapurkar**
Professor of Management Practice, IIM Ahmedabad

Moderator

Trailer



Full Event



Great leaders don't roll out change, instead they recruit a version of themselves to carry their vision forward.



“Leadership is a potent combination of strategy and character. But, if you must be without one, be without strategy.” Prof. Kaul quoted from Norman Schwarzkopf as she drew a comparison between Krishna and Shakuni, two famous characters from the Mahabharata epic.

Prof. Kaul spoke about the beauty of the Mahabharata in that it does not pronounce judgement. It simply talks about the life journey of the many characters that inhabit its world and acknowledges that in life, they are expected to make choices, both right and wrong.

Prof. Gupta elaborated on the purpose of the book to establish a body of knowledge that could leverage the richness of the stories which have been passed from one generation to another to bring out aspects of effective leadership.

Speaking on the morality of the modern leader - if it is black, white or grey - he said any leader must be aware of the moments where the leader must show the strength of character, display authenticity, and stand for their values through actions.

The poster features the logo of the organization at the top left. The main title is "Demystifying Leadership : Unveiling the Mahabharata Code" in yellow and white text. Below the title, the date and time are listed as "August 7, 2021 | 6.30 p.m. to 8 p.m.". The speakers are introduced as "Co-Authored by" and "Moderator" with circular portraits and names: Professor Asha Kaul, Professor Vishal Gupta, and Professor Sanjay Verma. On the right, a 3D rendering of the book "Demystifying Leadership: Unveiling the Mahabharata Code" by Asha Kaul and Vishal Gupta is shown. The background is dark blue with decorative wavy lines and a grid of dots.

Trailer

Full Event



“

The moments of authenticity outweigh those of inauthenticity displayed. That is where the balance builds towards a better leader.

”

The panel agreed that women have long acted as catalysts, irrespective of whether they have been recognized for it. Dr. Mallika commented on how in today’s fragmented, hate-filled, and fear-filled society, women have helped make the world more kind and egalitarian.

When asked about what advice they would give to young women, Ms Chandra remarked how success is like climbing a wall, and both the wall and the ladder chosen to climb it must be appropriate.

On women leaders in the corporate world’, Dr Mallika gave the analogy of the female brain being equipped with a switch. Regardless of who the women are in their professional lives, they need a pat on the back from a man; the man might be a husband, a boss, or even a colleague, it does not matter.

When discussing, “why is there an expectation of sacrifice from the ideal woman”, Ms Aga remarked that the term “sacrifice” stinks. She urged that as individuals, we must strive for joy, not for sacrifice.

Ashank Desai Centre for Leadership and Organisational Development

Women Leaders as Catalysts for an Equitable World

September 17, 2021 from 6 p.m. to 7:30 p.m.

Panelists

- Ms. Anu Aga**
Padma Shri Recipient & Former Chairman, Thermax India
- Dr. Mallika Sarabhai**
Padma Bhushan Recipient & Danseuse Extraordinaire
- Ms. Chandra Iyengar**
Former IAS Officer, Ex-Secy, Women & Child Development, Government of Maharashtra

Moderators: Professor Vishal Gupta & Professor Asha Kaul

Trailer

Full Event



“ We can steer the journey but cannot predict the outcome. Enjoy the journey. ”

YOUNG LEADERS PANEL

The panel touched upon a variety of topics relevant to young leaders today.

When asked about “their experience of being a young leader”, Mr Aditya talked about the importance of being open to learning, to accepting one’s mistakes, to be challenging the status quo, to remain grounded, and to be relevant. Ms Neha talked about how a leader is essentially a mentor who needs to be focused on achieving the goal while being an inspiration to the team.

Mr Rohan talked about the importance of enjoying one’s work and being proud of it as factors for long term success.

On the challenge of “leading teams with significantly more experience”, Mr Aditya talked about how important it is to add value. He talked about how it is crucial to make individuals feel secure and comfortable in their roles.

TRBS SPEAKER SERIES
PRE LAUNCH SESSION

Ashank Desai Centre for Leadership and Organisational Development
Indian Institute of Management Ahmedabad

YOUNG LEADERS PANEL

ROHAN TIWARY
HEAD OF GOOGLE TV PARTNERSHIPS, APAC, GOOGLE

NEHA BHASIN
DIRECTOR OF BRAND COMMUNICATIONS, ZALORA GROUP

ADITYA SHARMA
PARTNER, MCKINSEY & COMPANY

MODERATED BY :
PROF. PROMILA AGARWAL & PROF. AMIT KARNA

OCTOBER 8, 2021
3:00 PM - 4:00 PM

ANUBHAV
9026688438

Register at: <http://www.iima-trbs.in/>

@redbrickcraven The Red Brick Summit /iimatrbs @trbsilma

Trailer Full Event



“

Irrespective of the age of the person, all that matters is how much value that person brings to the team.

”

Prof. T.V. Rao talked about the fundamental purpose of 360-degree feedback as a tool to help leaders improve by revealing the weakness that one may be oblivious to.

Prof. T.V. Rao shared the fundamental purpose of 360-degree feedback as a tool - “to help leaders improve by telling them about the weakness which they (themselves) might not be aware (of)” in this talk titled “Hearing the Unheard : Leadership Development Through Feedback” moderated by Prof. Vishal Gupta.

Prof. Rao shared four case studies and discussed three distinct leadership styles which are most prevalent among Indian Managers :

The Paternalistic Style ; The Critical Style ; Self-Dispensing Style or Developmental Style

Prof. Rao explained how at the very elemental level, all feedback - both positive and negative - is biased. This understanding must be built before utilising the tool of 360 feedback.

In general, 360 Degree Feedback should be looked at as a developmental exercise and should never be linked with any reward or incentive programs, according to Prof. Rao.

The Ashank Desai Centre for Leadership and Organisational Development (ADCLOD)

IIMA ADCLOD Leadership Lecture Series:

LIVE Webinar on

Hearing the Unheard: Leadership Development through Feedback

October 21, 2021 | 4 p.m. to 5.30 p.m. IST

Professor T. V. Rao
Chairman TVRLS

Trailer

Full Event



“ 360 Degree Feedback should be looked at as a developmental exercise and should never be linked with any reward or incentive programs. ”

Prof. Chattopadhyay explained how the work started in the 1980s or late 70s when economic and social academics started linking cohorts, to among others, economic well-being.

The early work in organisations studied top management teams: Focused on functional, tenure and age dissimilarity, Theory-based on the similarity-attraction paradigm, more distant individuals are more likely to leave.

The more similar minded people exist in an organisation, individuals who are alike in matters of likes, the better the results of that organisation are, even the performance of such individuals is better.

Prof. Chattopadhyay talked about Social Identity Theory. When people belong to a team they want to build a positive identity based on that team membership, you want to feel good about being a member of that team.

The concepts of Similarity and Dissimilarity are introduced, where people have proved to be happier and more satisfied when interacting with a team where they are surrounded by people of the same nationality (similarity). On the other hand, the concept of social mobility is introduced in an organisation where people are surrounded by similar people (Social Mobility).

The Ashank Desai Centre for Leadership and Organisational Development (ADCLOD)

IIMA Leadership Lecture Series:

LIVE Webinar on

Why does diversity matter?
Understanding the impact of demographic differences for organisations

November 17, 2021 | 2:30 p.m. to 3:45 p.m. IST

Prithviraj Chattopadhyay
Professor of Management
University of Auckland

Trailer [Full Event](#)



“ Status is of consequence in understanding how individuals react to working with demographically different teammates. ”

“In many ways, the story of Hero, is the story of India”, said Sunil Kant Munjal, speaking on his recent book ‘The Making of Hero’.

Speaking on the story of the Hero Group, Mr Munjal described it as the narrative of a family business and that of manufacturing within post-independence India.

The book recounts the story of one generation that not only built an enterprise that produced multiple successful companies, but one that also had a very real positive impact on the people and society it was a part of. Speaking on the Hero Honda partnership, described by McKinsey as the longest-running global joint venture, Mr Munjal talked about a certain degree of serendipity and openness to change that went into making it a success.

The initial partnership was conceptualised as one for four-wheelers.

A two-wheeler was suggested at the last moment and it took the agility of the founding brothers combined with a “Dekha Jayega” attitude to quickly pivot in time to seize the opportunity, then we will make it work.

Speaking on what differentiates the Hero group and its resilience to economic downturns, Prof, D’Souza pointed out that central to Hero’s success was the family’s culture, one of honesty and keen entrepreneurial spirit. What also stands out is the group’s management of capital in that, it is totally against debt.

The Ashank Desai Centre for Leadership and Organisational Development (ADCLD)

AHMEDABAD MANAGEMENT ASSOCIATION

IIMA Leadership Lecture Series:

IMPACT LEADERSHIP
An Indian Story

December 17, 2021 | 5:00 p.m. Onwards IST
J.B. Auditorium, Ahmedabad Management Association (AMA)

Sunil Kant Munjal
Chairman, Hero Enterprise

An In-person Event

Also Live On Youtube

Trailer



Full Event



Our strategy has been very conservative. The aggression is reserved for Operations not for strategy.



Dr. Goldsmith spoke about his book “The Earned Life: Lose Regret, Choose Fulfillment” in which he discusses the three levels on which life should be contemplated:

- **Aspiration:** Our aspirations are referred to as higher purpose, deeper meaning, and they have no end. It is never complete. Additionally, our aspiration is merely a reflection of the type of person we aspire to be.
- **Ambition:** Our ambition is defined by the accomplishment of goals, and by definition, a goal has a very specific timeline and a completion point.
- **Action:** Our action is what one is currently doing.

Dr. Goldsmith spoke about how the world and its industries are undergoing transformation, and how a leader must undertake appropriate action based on their convictions. He further said that a leader may not succeed every time, however, one must always give it a try. One might not regret taking a chance and failing, however, one will always be sorry for failing to take the risk.

There are certain things that each leader must do, these include:

- **Ask:** The leader is expected to inquire, listen, and learn.
- **Listen:** The leader must be receptive to the inputs and criticisms of his peers and teammates.
- **Think:** The leader must consider not only what they are going to say, but also how they are going to say it.
- **Thank:** The leader should tend to extend gratitude to someone who aids them and should refrain from punishing them.
- **Respond:** The leader should respond to feedback which is a key driver of performance and leadership effectiveness.

One of the most common challenges that leaders in the 21st Century face is not to constantly win and demonstrate their intellect. A successful leader today will only want to win more, they wish to win meaningfully, they wish to win critically, they wish to win trivially, then wish to win no matter the cost. Here Dr. Marshall concluded, “Winners are insatiably competitive.”

Trailer

Full Event



“ Don’t waste your life fighting battles where you are going to make no difference. ”

Dr. Natarajan began the lecture by relaying how important it is for all of us to rediscover our leadership. He talked about how the digital era will demand varied roles from a leader, different competencies and the leader will have to make it happen. Irrespective of whether an individual is an educationalist, a leader in an organisation or an entrepreneur, the basic process required to make digital happen in the organisation is the same.

Dr. Natarajan explained how “Innovation can only happen through applied creativity”, he then went on to discuss the three basic ways in which an organisation may innovate:

- **Ambidextrous Innovation:** It is a continuous process of innovation coupled with periodic disruptive innovation. A combination of internal and external innovation with a clear idea of the organisational goals and objectives.

- **Employee Innovation Networks:** In traditional organisations, young people are put together in vision communities which look towards digital transformation for the organisation.
- **Open Innovation:** The funnel of external technologies that come in, actually become solutions through the sandbox for real new entrepreneurs, and then they are allowed to be part of a bigger ecosystem.

Dr. Natarajan then compared the digital system to a nervous system which runs through every organisation and is in touch with everything. On a concluding note, he remarked that with the onset of technology, digital is becoming a crucial for each and every employee in any organisation.

The Ashank Desai Centre for Leadership and Organisational Development (ADCLOD)

IIMA Leadership Lecture Series:

LIVE
Webinar On

Leadership in the Digital Age

January 25, 2022 | 6:00 p.m. to 7:30 p.m. IST

Ganesh Natarajan
Chairman & Co-Founder
5F World

Trailer



Full Event



“

It is not the strongest of the species that survives nor the most intelligent that survives, it is the one that is most adaptable to change, Dr. Ganesh Natarajan quotes Charles Darwin

”

Mrs. Shreelekha talked about how certain values are intrinsic to the service and to the personal self. Values such as impartiality, integrity, openness, maintaining professionalism or transparency which are known by all.

Mrs. Shreelekha emphasises a lesson she learnt in her years of service - when one looks over the needs of the public, they must carefully distinguish between what the actual need of the public is, and what their interpretation of that need is. Thus, she concurred, “the best service that any individual can do to the public is to first, understand what the public wants, and then give that to them.”

Mrs. Shreelekha also discussed the reception that she got as a senior female officer in the department. She spoke about how the Police department has been and continues to be a patriarchal force, and that is how the entire force is built including their uniforms, the demeanour of the officers and other related things.

When a woman enters into a senior position in the patriarchal model of police, the officers are unsure of such a change and naturally offered resistance. Mrs. Shreelekha exclaims without a shred of doubt that she would join the Civil Services again. She goes on to talk about the qualities that she feels are must in any public servant:

- **Honesty:** The Public Servant must be aware of the difference between one’s personal money and the money of the government.
- **Sincerity:** The Public Servant must never do something against their own conscience.
- **Kindness:** The Public Servants must be kind to people, to the people they serve, and be kind to their subordinates and colleagues.

The Ashank Desai Centre for Leadership and Organisational Development (ADCLOD)

IMA AME DABAD

IIMA Leadership Conversations

LIVE Webinar On

Upholding Values in Public Service

R. Sreelekha
IPS Officer
Retd. DOP of Police
Government of India

February 10, 2022 | 5:30 p.m. to 7:00 p.m. IST

Trailer



Full Event



Public service does not only entail government service, it is any form of job or service to the public



Prof. Badaracco discussed mosaic reflection which is something he talks about in one his book - “Step Back: How to bring the Art of Reflection into your busy life”. He talked about how the focus of the book was to spend more time reflecting; no one today talks about what reflection is, how one should actually reflect and how one may find the time to do it. He then took a deep dive into how he conducted the research for the book by initiating discussions with different people about reflection. To his surprise, most people said they did not reflect, which meant they did not do the classic “go-to-the-mountain” reflection.

On analysing these discussions, he later realised that everyone was reflecting but in cracks and crevices of life, and this was why it was called mosaic reflection. The reason behind this was two-fold, it wasn't the traditional “go-to-mountain” reflection, it was little bits of time, and

secondly, each person had their own little patterns of moments and time for reflection, and that is the meaning of mosaic reflection.

A leader must be adept in manoeuvring in these ethical areas, and must make a decision which they can defend.

The only event in which a leader should indulge in an activity which plays with the questions of morality and ethics is when they are doing that activity in pursuit of other morals and beliefs of the company, and then one should be able to justify it as the better of the two possible decisions.

Prof. Badaracco further continued on to say that fundamental ideas such as thinking about leadership and what is right or wrong, have been around since millenia, and are amalgamations of the thinking of great minds. We may learn a great deal from this conventional wisdom.

The Ashank Desai Centre for Leadership and Organisational Development

Leadership Conversations

LIVE
Webinar On

**Leadership Conundrum:
When Achilles meets Krishna**

Joseph L. Badaracco
Professor
Harvard Business School

February 23, 2022 | 6:00 p.m. to 7:30 p.m. IST

Trailer



Full Event



“

Leadership is a struggle, morality is hard, execution is tough. It is a struggle by a flawed human being to make some human values real and effective in the world as it is.

”

Utkarshini talked about how she considers storytellers to be thought leaders, which is an important responsibility to be telling stories which craft how people think, influence how people look at the world, and in some way their decision making. She discussed how a leader needs to create a space in which they can stand, and there has to be a story of their achievements which connects them to the community.

Utkarshini talked about the huge responsibility that the storytellers have to their audience, in addition to which, they have a responsibility to the characters to bring out the best version of their stories. She spoke about how the protagonist, conflicts and character journey is all jargon which is used in the cinematic world, however, the sole metric for judging a story should be whether or not one was entertained after reading it. Ultimately, it is about entertaining the audience, if one are doing that, one is allowed to break as many rules as one can.

Utkarshini also talked about how the myth of a hero is generated, the fact that 50 years later, we are still remembering the story of Gangubai Kathiawadi today.

She spoke about the woman who came from normal circumstances and was thrown into a difficult situation, and how she defeated the circumstances and rose above them, which she did remaining in her community making her communities' problems her own.

Utkarshini then threw some light on how Gangubai became a Social Leader. She said that the first and foremost thing she (Gangubai) did was to tell herself and others to be proud of one's work. She discussed how her work was simply another line of work, and one should take pride in it and how one should work with diligence.

This changed the point of view of the women around her, and it uplifted how they felt about themselves. Gangubai started this social movement where she made women in her line of work take pride in it, and uplifted them, and she made a community out of them

The poster is for a webinar titled "Lessons in Social Leadership from the backstreets of Mumbai: Gangubai Kathiawadi: The Mafia Queen". It is part of the "Leadership Storytellers Series" and is a "LIVE Webinar On". The event is scheduled for March 22, 2022, from 6:30 p.m. to 8:00 p.m. IST. The speaker is Utkarshini Vashishtha, a screenwriter. The poster features two images: one of Utkarshini Vashishtha and another of a woman from the movie "Gangubai Kathiawadi". Logos for IIM Ahmedabad and The Ashank Desai Centre for Leadership and Organisational Development are also present.

Trailer 

Full Event 



“ Essence of leadership is vision, leadership and learning is indispensable to each other. ”

Ashwini Kumar Tewari spoke on leadership in disruptive times. On Leadership styles, Mr. Tewari stated that one must be hyper-aware what his/her potential roles might be at all times. It is not what is said in written works. As a result, there are numerous possibilities when one looks. Everyone should consider this option since, otherwise, they would be constrained by bureaucratic procedures and would have no chance to innovate

Mr. Tewari further asserted that the world is flat and that organisational silos are constantly being dismantled as he spoke on collective leadership. All of this is taking place as a result of the disruption that digital technology is causing to the business environment, according to Mr Tewari. Business executives have understood that they must switch from a hierarchical organisational structure to a more agile, flexible model that encourages cooperation, information sharing, and empowerment if they are to prosper and keep their competitive advantage. Hence, in order to achieve business goals, we must utilise our collective intelligence.

On Financial inclusion, Mr. Tewari stated that financial services are easily accessible to those in need, and they are provided in the appropriate formats, at an affordable price, within an acceptable timeframe, and in sufficient numbers. Financial inclusion is crucial to sustained and equitable economic and social growth. The barriers on this include financial illiteracy, rural and dispersed population, poor income, and expense of reaching out.

The key enablers were:

- no frills bank accounts;
- simplifying KYC-Aadhar and
- partnership with technology companies and educational institutions.

SBI's bank's key success factors included its technology, institutional expertise and network, customer-friendly and adaptable business practises, collaborative outreach, innovative business practises, financial literacy, and scalability of technology. He concluded by pointing out that SBI is the largest public sector provider of banking services in the nation.

The Ashank Desai Centre for Leadership and Organisational Development

Leadership Conversations

LIVE Webinar On

Leadership in Disruptive Times

Ashwini Kumar Tewari
Managing Director
State Bank of India

March 30, 2022 | 5:30 p.m. to 7:00 p.m. IST

Trailer



Full Event



Being open to outward communication and interacting with as much possible as you can, to be a good leader.



Prof. Jonathan bifurcates the pleasures associated with power into the following categories:

- **Pleasures of Identity:** Prof. Gosling spoke about the risks of engaging with the pleasures of identity, like the concern of proving oneself becomes so dominant, that one can't really be creative. One is not allowed to make real connections with other people because they are so concerned about oneself.
- **Pleasures of Influence:** Prof. Jonathan also spoke about the sense of being part of something bigger than oneself, to be part with other people, to try to make some thing happen. The relationships that one forms in these scenarios aren't necessarily the ones which one may like, just the fact that there is something common which one is trying to do is a different pleasure to the one of identity.
- **Pleasures from Interaction:** Prof. Gosling talked about how the sense of being involved in power relations can start quite early in life. He said there is a risk about domination and subordination and a certain sense of pleasure in obedience and independence.

Prof. Gosling talked about the pleasures of power associated with identity. According to him, when any individual joins a new organisation, a new sector, a new industry, the individual meets a set of habits and practices. These set habits and practices are what the individual must adopt and learn in order to try to fit in. He also said that when an individual tries to fit it too much, they also run the risk of kind of disappearing into the structure.

He further discussed how if organisations are viewed from the lens of micro negotiations, the feelings of one individual are irrelevant, the question is what the real position of that individual is. However, the feeling, the pleasure and the energy of getting things done is a subjective visceral thing, and it is to do with how an individual feels.

Prof. Gupta concluded the conversation by discussing the importance of the need to balance the pleasures of power and humility, and how it would in turn balance the dark side or the negatives or the perverse incentives of influence and compassion.

The banner is for a webinar titled "The pleasures of power: A leader's guide" by Jonathan Gosling. It features the IIM Ahmedabad logo in the top left and the Ashank Desai Centre for Leadership and Organisational Development logo in the top right. The central text includes "Leadership Conversations", a "LIVE Webinar On" icon, the title "The pleasures of power: A leader's guide", and the date "April 11, 2022 | 5:30 p.m. to 7:00 p.m. IST". A portrait of Jonathan Gosling is shown in a hexagonal frame, with his name and title "Emeritus Professor of Leadership University of Exeter" below it.

Trailer



Full Event



My mistress is power, and I could not bear anyone to take her from me, Prof. Jonathan Gosling quotes Napoleon Bonaparte.



Dr. Atul Mitra talked about the basic idea behind the conservation of resources theory - that people attempt to gain resources and protect them because it helps them insulate from negative things like stress and strain. He spoke about how a loss of resources is often experienced more strongly than a gain of resources.

Since employees make up the biggest resource of any organisation, Prof. Mitra discussed the three sides to handling the expectations of the employees - under-meeting, meeting or exceeding the expectation. Next, he explained the control which a worker has over his or her own payment and the reactions to having their expectations met or undermined.

If a worker has no control over their incentives and is paid more, they feel like hitting a jackpot, on the other hand, if they get less money, they are oblivious to it, they do not react since they never had any control. However, if the worker is in control of their incentives, and is overpaid, they will claim that that was what they should have gotten and if they are

underpaid, then the management has failed them and they are likely to leave. According to him, in order to make the most out of the expectations of employees, expectations should be clearly stated, the system should be clear and the expectations which are set should be met.

Prof. Mitra also explained how global data seems to suggest that gender resource gap is a universal phenomenon and in that sense too, surprisingly, the women are catching up to all sorts of things associated with stress issues. He mentioned personal reasons like self-esteem, self-efficacy, optimism and social power status are key resources because they are stable for an individual. Leaders who experience problems in the work setting, if they have high self-esteem and self-efficacy, these factors tend to buffer them from excessive stress or strain.

Prof. Mitra concluded by saying that rewards are a powerful tool and that people will behave the way you reward.



Trailer

Full Event



“ Resources create resources and loss of resources creates loss of resources, and it forms a cycle. ”

Ravi Venkatesan spoke on the key lessons one can derive from his recent book, “What the Heck Do I Do With My Life?” He then expounded on the core premise of the book - that we have entered into an entirely new paradigm, one whose defining feature is that of extreme change. The world will change more in this century than it has in the entirety of human history, Mr Venkatesan stated. Things like Covid-19, inflation, market volatility, climate change, war, economic collapse, communal violence, etc. come together to create a perfect storm according to Mr Venkatesan. With all of the above mega-trends colliding, trust levels have declined. This decline in trust means that our ability to come together in order to address these pressing challenges is reduced.

Pointing out the image on the cover of his recent book, Mr Venkatesan said that dinosaur is a metaphor for our struggle to adapt in the face of these changing times. Those who are able to adapt, prosper and flourish. Whereas those who are unable to, suffer. Hence, in this rapidly changing atmosphere, the consequences of being unable to adapt are very very dire.

- On the rapidly changing nature of work, the idea of a stable job is an industrial era artefact according to Mr Venkatesan. The idea of the job is relevant to fewer and fewer people. Hence the

individual must become independent fast, doing the best one can with their skills and abilities.

- Mindset triumphs talent, stated Mr Venkatesan. What one believes, becomes ones reality and in turn dictates what one achieves. The wonderful thing about one’s mindset is that it is not set in stone and is hence re-programmeable to one of growth.
- To expand skills and confidence one must take on big, uncomfortable challenges and see them through according to Mr Venkatesan. These then become crucible experiences that are vehicles for growth and shape you.
- One must also build intangible assets such as reputations, skills, networks, spiritual strength. These stay with you and come with you across jobs, industries and different stages of life said Mr Venkatesan.

Lastly, Mr Venkatesan urged the audience to dare to lead. He stated that we must rethink our ideas around leadership and disengage them from position, authority and formal power; looking at action and behaviour as the means that may lift one to the extraordinary instead.



Trailer

Full Event



“ We tend to radically underestimate what we are capable of... what we think others are capable of and even what we ourselves are capable of. ”

LEADERSHIP LESSONS: THEORY, PRACTICE AND THE MESSY REALITY IN THE REAL WORLD

Prof. Gupta spoke about how there is a global fascination with the term “leadership”. Referring to the numerous courses, certificate programmes and training sessions which are available on the subject around the world. He said, it seems as if we have leadership nailed down pretty well, we know what it is about, however, that is far from reality.

Prof. Gupta listed down six distinct lessons on leadership which he has seen through his 40 years of working with leadership theories and practising leadership:

- L1: “When one sees a problem, one takes steps to address it.”
- L2: “Leadership is about getting your hands dirty to do the work.”
- L3-a: “If you want to be a good leader, learn to let people take ownership and credit for their ideas.”
- L3-b: “If you have ideas about how things should be or can be done, be prepared to step forward and do them.”

- L4: “Efforts to transform culture often face resistance from the very people they are designed for.”
- L5: “What is the one idea that folks will remember you by and help you distinguish from others?”
- L6: “Organisational transformation is very difficult.”

Prof. Gupta also spoke about how there is a problem with the way leadership is being taught as it is not as simple as finding a model. The model is often not applicable in all situations and each leader tries things differently. The leader must instead draw things from different frameworks and models, and then apply learnings to the current situation to see what works and what does not.

Prof. Gupta concluded by saying that there is a need for everyone to view the leaders as perfect human beings, which is not true. Society must accept that leaders like anyone else are not perfect, we must build on the good things they did and take lessons from their failures or shortcomings rather than portraying them as a failed leader.

The banner features the IIT Gandhinagar Ahmedabad logo in the top left and 'The Ashank Desai Centre for Leadership and Organisational Development' in the top right. The central text reads 'Leadership Conversations' above a 'LIVE Webinar on' icon. The main title is 'Leadership: Theory, Practice, and the Messy Reality in the Real World' with the date and time 'June 8, 2022 | 5:30 p.m. to 6:45 p.m. IST'. A portrait of Vishal K Gupta, Professor at The University of Alabama, is shown in a hexagonal frame on the left.

Trailer

Full Event



“ Great leaders don’t roll out change, instead they recruit a version of themselves to carry their vision forward. ”

THE PEOPLE

GOVERNING COUNCIL MEMBERS



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. Hayagreeva Rao

Atholl McBean Professor of Organisational Behavior and Human Resources, Stanford Graduate School of Business

Prof. Hayagreeva Rao is the Atholl McBean Professor of Organisational Behaviour and Human Resources at Stanford. Prof. Rao has published widely in the fields of management and sociology. His recent work investigates the role of social movements as motors of organisational change in professional and organisational fields.



Prof. Errol D'Souza

Director IIM Ahmedabad

Prof. Errol D'Souza is a Professor of Economics and the Director at IIM Ahmedabad. His research areas include tax reforms and fiscal monetary policy, the structure of corporate finance, social security and livelihood issues in the informal sector.



Prof. Vishal Gupta

Chairperson ADCLD

Prof. Gupta has been the Chairperson at the Ashank Desai Centre for Leadership and Organisational Development behaviour at IIM Ahmedabad since its inception. He is an associate professor of organizational behaviour at IIM Ahmedabad and is keenly interested in Leadership Development and related research.

MEMBERS OF THE CENTER



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



Organizational Behaviour

Prof. Nandkeolyar is a faculty of Organisational Behaviour at IIMA. Specifically, he studies three ways to improve effectiveness at the workplace: by being self-aware of own personality, dealing with difficult bosses, and negotiating effectively.



Prof. Anuj Kumar



Marketing

Prof. Kapoor is a faculty of Marketing at IIMA. His research interest lies at the intersection of Marketing, Economics and AI. In particular, he is interested in the question of who should lead an AI driven firm and how decision making should take place in such an organisation.



Prof. Asha Kaul



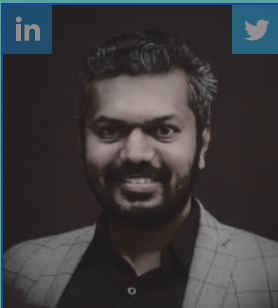
Communications

Prof. Kaul is a faculty of Communications at IIMA. Her areas of research include gender - ‘genderlect’, women leaders, discourse patterns. Politeness in language use, Influence - upward and downward and more.



Prof. Biju Varkkey Human Resources 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. Kirti Sharda Organizational 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. 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 Resources Management

Prof. Agarwal is a faculty specializing in human resource management and psychology at IIMA. Her research revolves around High-Performance Work Systems, Leadership, Dark Triad Personality, and Psychological Capital. She has published articles in premium journals.



Prof. Ranjan Ghosh

Center 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. 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.

*Member of Executive Committee



Prof. Vishal Gupta*

Chairperson

Vishal Gupta is an associate professor of organizational 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.



Piyush Sharma

Vice President and Administrative Head

Piyush is an awarded global business leader, a board-member, a global CEO coach and a C-Suite advisor. He is an influencer, and thought leader, besides being a TEDx speaker. His academic affiliations include UCLA, Stanford, MIT and ISB. He is invited to contribute to Forbes and Fortune.



Aastha Tripathi

Research Associate

Aastha Tripathi is a Research Associate at the center. She holds a PhD degree in Organizational Behaviour area. Her academic interests are Leadership Development, Learning Agility, Learning Culture and more. Her recent publication, "HRD Interventions, Learning Agility and Organizational Innovation: A PLS-SEM Modelling Approach" was published in the reputed journal of the International Journal of Organizational Analysis.



Arundhati Dave

Research Associate

Arundhati Dave is a Research Associate at the Ashank Desai Centre for Leadership and Organisational Development. She is a graduate in Human Resource Management from the LSE and also has a background in Psychology. Her research interests include Gender at the Workplace, the Future of Work, Organisational Behaviour and Wellbeing at Work.

THE ROAD AHEAD

A COMPELLING FUTURE

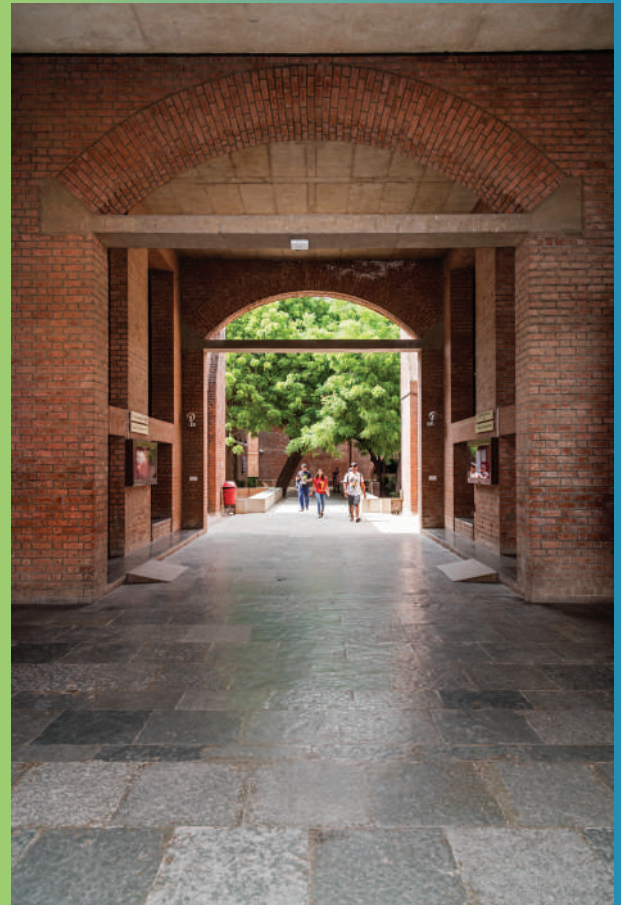
The team at ADCLOD envisioned founding the Centre through cutting-edge research, collaboration, and impact, bringing together various stakeholders at a global and a national level. We believe strongly in evidence-led innovation in leadership development.

ADCLOD initiatives comprise diverse global leaders committed to the idea that interaction between multiple stakeholders can be a positive force in creating change and making progress. To this end, we have announced a new Global Community of Practice of Leadership. The aim is to engage with experts, using online and offline platforms, to develop a set of alternative scenarios about the future of leadership. These are not predictions, rather narratives about what could happen, intended to open up people's minds and expand thinking about future possibilities in order to prompt better decision making in the present.

The Global Leadership COP is committed to leveraging unique access to the world's most influential leaders, policymakers, entrepreneurs, and artists—uniting these global forces to harness their collective knowledge, address today's critical issues, and generate innovative solutions to empower the world economy.

The centre continues to raise consciousness and initiate deliberations about the most critical subjects related to leadership and organisational development, and also the co-development of their plausible solutions through its showcase platforms that include IIMA Leadership Lecture Series, Leadership Conversations, and Leadership storytellers.

The centre is also working towards forging partnerships with Indian and international organisations whereby we will continue to strive to make contributions to the domains of leadership and organisational development in India and globally.



The Centre has delivered a stellar leadership and development narrative with the Sikkim model as a co-created experimentation platform for leadership practice in action. The model is now acknowledged as a script for a transformational leadership practice story.

We continue to focus our energies on conceptualising and executing similar programs and projects that provide the centre with an opportunity to enhance the cutting-edge research and theory focus with suitable practice and policy impact. One of such projects is the Marico School Leadership Program which will impact 100,000 primary school teachers in the five states of MP, Bihar, Rajasthan, Chhattisgarh and Jharkhand.



We hope that through these efforts, ADCLOD will reinforce its position as a go-to platform for helping bring rigorous research, community building and influencing leadership policy and practice to scale. We at the centre are enjoying building an institution - setting the agenda, leading diverse initiatives, thinking about the complexities of scaling compelling pilots, putting processes and

systems in place to scale innovations, evolving practical frameworks to incorporate constructs such as equity into leadership development, and advocating for more effective giving, while continually thinking about what's next.

We would love to hear from you if you have similar interests!

Piyush Sharma

Vishal Gupta



Ashank Desai Centre for Leadership and Organisational Development
Indian Institute of Management Ahmedabad
Vastrapur, Ahmedabad 380015
Gujarat, India

<https://www.iima.ac.in/web/ad-clod/>

+91-79 7152 7426

ad-clod@iima.ac.in

 <https://www.linkedin.com/company/80026472/admin/>

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