

THE ADCLOD NEWSLETTER

July - December, 2022

TABLE OF CONTENTS

01 Vision Statement	01
02 Foreword from the Chairperson	02
03 Leadership Practice Areas	03
04 Leadership Blogs	04 - 15
05 Creating Impact	16
06 The Six months in Review	17 - 21
07 Community of Leadership Practice	22 - 23
08 Governing Council	24
09 Advisory Board	25 - 26
10 Members of the Center	27 - 31
11 The Road Ahead	32

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

Greetings from the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD)! We are delighted to present before you the second edition of the ADCLOD newsletter. ADCLOD is a one-of-its-kind centre that has been established with a vision to create a platform for dialogue, discussion, creation and dissemination of knowledge relating to various themes of leadership. Further, the centre has a vision to not just impact leadership discourse through the cutting-edge research being conducted by centre's faculty and staff but also to carry out projects that impact leadership development at the grassroots. The aim of the founding team (faculty members and staff) of ADCLOD has been to make a name for itself by ideating, conceptualising, planning and implementing research as well as projects that can help spread awareness about the art as well as science of leadership and organisational development. Keeping this in mind, centre team has been working tirelessly to bring about evidence-based change in the act of leadership and organisational development at the ground level.

I am proud to inform you that the centre has conducted some interesting events in the last six month with an aim to spread awareness about leadership ideas, concepts and cutting edge themes. These events have been well received by researchers, students and practitioners. We spent the past six months in executing the grassroots leadership impact projects that were ongoing, and also conceptualised few new projects for corporates and the grassroots organisations.

The newsletter presents a glimpse of the work that has been done by the centre team over the last 6 months. I will take this opportunity to thanks centre members (faculty), centre head and centre staff for their contributions and for making ADCLOD vibrant through their activities. In a short span of eighteen months, the centre has been able to create an identity for itself as a place where rich work on various themes of leadership is happening. I will also like to put on record thanks to the Director (Prof Errol D'Souza) and the donor of the centre (Mr Ashank Desai) for taking a keen interest in the activities of the centre and guiding us in our activities by providing timely feedback and mentorship.

I hope you will find the report informative. Please give the newsletter a read and share any feedback you may have at ad-clod@iima.ac.in.

Sincerely,
Prof Vishal Gupta
Chairperson, ADCLOD



LEADERSHIP PRACTICE AREAS

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.

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.

Piyush Sharma
Vice President





Prof Vishal Gupta
Organizational Behavior

Pay-for-performance, procedural justice, OCB and job performance: a sequential mediation model

Building on the arguments of expectancy theory and social exchange theory, the present study provides insights into the process by which pay-for-performance (PFP) impacts employee job performance. Based on a sample size of 226 employees working in a technology company in India, the study examines the relationships between PFP, procedural justice, organizational citizenship behavior (OCB), and employee job performance.

Data on perceptions of PFP and procedural justice were collected from the employees, data on OCB were collected from the supervisors, and the data on employee job performance were collected from organizational appraisal records. The study found support for the positive relationship between PFP and job performance and for the sequential mediation of the relationship between PFP and job performance via procedur

al justice and OCB. Further, procedural justice was found to mediate the relationship between PFP and OCB.

The study was cross-sectional, so inferences about causality are limited. The study tests the relationship between PFP and employee job performance in the Indian work context. The study shows that the existence of PFP is positively related to procedural justice, which, in turn, is positively related to OCB. The study found support for the sequential mediation of the PFP-job performance relationship via procedural justice and OCB.

The study provides insight into the underlying process through which PFP is related to employee job performance. To the best of our knowledge, such a study is the first of its kind undertaken in an organizational context.



Prof Anuj Kapoor
Marketing

Value of Notifications & Information Obfuscation: Experimental Evidence from a Hyper-local News Platform

The consumption of information through smartphone apps, tablets, and other digital media is one of the central aspects of the digital consumer economy. Recent studies have pointed to consistent and significant increases in the amount of time Americans spent on their mobile devices. A 2019 estimate suggests adults have spent more time on their smartphones (more than 3.5 hours a day) than watching TV.

This user engagement and the checking of content is a valuable commodity, and firms would like to design their information revelation policies to maximize the amount of checking. Our paper explores the role of information obfuscation in consumer information consumption and marketing strategy. Specifically, we study the dynamic design of information notifications by a firm that faces a consumer who has consumption utility as well as dis-utility for realized uncertainty of the information stock or anxiety costs.

The consumer is uncertain both about the arrival of information as well as the value of the arrived information. The firm can strategically design the presentation and obfuscation of notifications to consumers in order to maximize consumer checking. Obfuscated notifications, by definition, resolve the arrival uncertainty faced by consumers and leave behind only the uncertainty in the valuation of the information stock. We find that obfuscated notifications can lead to more frequent checking as compared to transparent notifications. Obfuscated notifications create an endogenous impulse to check, and discontinuously increase anxiety costs. As consumers' experience with these obfuscated notifications increases, the impact of obfuscation recedes and the time spent on the app decreases.

The firm has the incentive to strategically add obfuscation to its notification design by mixing obfuscated notifications for low-value informati

on along with transparent pushes for high-value information.

This partially obfuscated push strategy increases the checking frequency even when the consumer is fully rational. We also find that while obfuscated notifications enhance consumer engagement compared with the case of transparent notifications, the impact of obfuscation recedes as the consumer gains more experience.

Our analysis has broad implications across information consumption contexts. Information providers such as news agencies, email, messaging services, as well as social media, all make profits based on consumer engagement and checking of information. It is common for information providers to use push technologies on consumers' smartphones, tablets, and computers. Understanding how consumers

respond to different push technologies has implications both for the design of the optimal push strategy as well as its implications for consumer welfare. As we have already argued, it is hard to overstate the magnitude of information consumption on smartphones and mobile devices not only in people's personal lives but also in their work productivity. A recent study estimates that employees in U.S. firms spent five hours per week on non-productive activities on their smartphones, and \$ 15.5 billion loss of productivity per week or over \$ 800 billion per year. Even small changes to checking behavior can have significant productivity implications. Indeed, both Google and Apple have displayed incentives to regulate push notifications from information providers. Our analysis provides a framework for platforms and policymakers to consider the welfare implications of push technologies.



Prof M P Ram Mohan
Strategy

India's Progressive Environmental Case Law: A Worthy Roadmap for Global Climate Change Litigation

This paper explores how the long-standing tradition of common law countries such as India, which have acknowledged the fundamental right to a healthy and pollution free life for many decades, can assist Judges in other jurisdictions and inform global climate governance. More specifically, many other common law and civil law jurisdictions are faced for the first time with having to interpret and assess whether there is a fundamental right to a healthy and pollution free environment. This question forces them to review whether state inaction on climate change infringes this fundamental right.

This paper examines how Indian courts have adjudicated environment and climate litigation. We further scrutinize the classification of cases as climate litigation in the Indian context to try and truly unearth Indian jurisprudence on environment and climate protection. The paper also examines the trends observable and the way forward for environment and climate litigation in India. We compare the four human rights based climate litigations before the European Court of Human Rights with Indian jurisprudence to understand transnational climate litigation better.



Prof Sundaravalli Narayanaswami
Public Systems Group

Demystifying Leadership

People are often curious to understand leadership from a management school academic perspective. This is my take on demystifying leadership. A leader is one who can create value and multiply value in an organization. We often hear about organizational turnaround and transformational leaders. A transformational leader should be able to reverse the fortunes of an otherwise dilapidating organization and also, should be able to foster and fortify productivity in a successful organization. Organizations are broadly identified as commercial and non-commercial organizations.

Typically productivity in either type of organization is related to the core business, the core competency or the core operations of the organization. In commercial organizations, productivity translates to commercial outcomes and revenue generated. In non-commercial organizations, productivity is about social welfare and betterment. Therefore, a good

leader should be able to enhance productivity or social welfare. Now arise the questions: Is there a formula fit for a good leader? Of course, the leader cannot be defined in a formula. Can leadership be taught or a person be trained or groomed to become a leader? Management schools do design and deliver a number of courses on leadership, and hence a perspective on grooming leadership should be worthwhile. I infer as follows: what is the defining character or profile of a good leader?

One may garner a whole lot of responses such as, a good team player, a great communicator, a marketing guru, people skilled, motivator and so on. All these virtues are indeed very important, and no dispute on these personality traits. These traits are very useful for every human being, and not just an organizational leader; not everyone who, has these traits

Considering the metro man Dr E Shreedharan, he is one tall leader of contemporary India, who is able to accomplish seemingly impossible tasks in very challenging conditions and consistently over a long period. What quality in him is so distinct, that is not found in others? It is his immense knowledge of the core (railway) transportation operations. If one is at the top competency levels of the core operations of the organization, enhancing productivity and generating value is natural and not synthetic; it is then, easier to manoeuvre and overcome any hurdles to achieve great heights for themselves, all stakeholders and the

organization, and they make a difference to the field. Any other skills in such a leader can be complementary or the lack of skills can be contracted and outsourced. For example, Dr Shreedharan knew that he needed a strong legal and communication team; he hired the best of them for support. One can draw examples of tall leaders in various disciplines, that proves the point; be it science, economics, business, healthcare, automobiles, retail, marketing, education, politics and even spirituality. Great leaders excel in core operations; competencies that are core to the organization should not be outsourced.



Piyush Sharma
Vice President ADCLOD

Why Indian startups need corporate governance

India has overtaken the US and China as the third-largest environment in the world for startups, according to the Economic Survey 2021–22. In India, there are more than 70,000 startups, and more than a hundred of them have become unicorns. However, the recent controversy surrounding BharatPe, allegations of toxic work environment at others, has highlighted the demand for strong corporate governance in Indian startups.

The principle of a healthy balance between the interests of different stakeholders, including the promoters, shareholders, employees, and customers, is at the heart of corporate governance. Its four pillars are accountability, honesty, transparency, and responsibility. These principles served as the foundation for the 2013 enactment of India's new Companies Act, which replaced the outdated Companies Act.

1) Provisions were made to increase openness, including the definition of independent directors, clarification of promoter liability, and the creation of a system for reporting wrongdoing.

2) Accountability through further disclosure rules, such as the creation and implementation of risk management policies and corporate social responsibility, as well as strict guidelines for audit accountability, were also established.

3) Internal committees were established to speed up accountability in a company's decision-making processes, including the audit committee, nomination and remuneration committee, and stakeholders connection committee.

4) To instill honesty among those in control of and accountable for the operation of a company, restrictions

on the compensation of key managerial staff, protection of minority owners, and investor protection were adopted.

The questions that go begging are: Do founders have a rudimentary understanding of corporate governance? Where is the line of responsibility drawn, and how can the board foster a corporate governance culture? What are the effects of poor governance? What steps may founders take to improve the governance system?

The big mistake of ignoring startup governance as a headline priority by entrepreneurs is the root cause of the 'Zilingo-Ankiti Bose' fiasco. Almost all startups have similar ambitions: Innovate on offerings, onboard and retain quality customers, achieve robust financials, and run the course from conception to implementation as regards the original idea.

Luc Sterckx is a member of numerous international boards and an INSEAD Certified International Director. He shares some insights into how corporate governance varies from business as usual in a book he wrote expressly about it for startups. He lists the following four necessary "balances" in this area:

1) Striking a balance between the short and long term- When developing their corporate governance game plan, startups frequently take a "short term/long term" strategy. But going in a more evolutionary direction would be more productive and efficient.

2) The balance between entrepreneurs, managers, and outside investors

3) Financial stability- Businesses should use loans and equity to pay for long-term capital needs.

4) Striking a balance between the finest of entrepreneurship and innovation

HOW TO STRENGTHEN GOVERNANCE?

The founders are responsible for creating the proper organisational culture. They need to follow the correct metrics. They should spend the time on defining revenues. Keep personal matters at a distance. And employ a reliable CFO.

Business governance concerns have the potential to be disastrous, as evidenced by the sudden collapse of huge companies like Arthur Andersen and Enron in the past. There are other glaring instances like Yes Bank, Satyam, or DHFL back home.

Founders can't delegate governance. It is a critical issue that requires as much attention as monitoring business growth, if not more.

Keep in mind that as your company grows, so does the scrutiny. Additionally, you will need to pass a considerably tougher test if you have any plans to conduct an IPO. Good governance is imperative, not a matter of choice.



Aastha Tripathi
Research Associate

**Examining the effects of supportive work environment and organizational learning culture on organizational performance in information technology companies:
The mediating role of learning agility and organisational innovation**

Organizations struggle to develop new ideas in the face of rapid economic changes caused by technology, competitiveness, globalisation, etc. Previous research has recognised the importance of continuous organisational innovation to survive in this competitive market. Innovation is a set of processes for developing and implementing novel ideas that can be expanded by employees working in an organisation with high learning agility. Previous research has found that producing new services and products in a competitive market leads to improved business performance and competitive advantage. Thus, learning agility and innovation are critical to an organization's survival and performance improvement.

Learning organisations have become critical because a robust organisational learning culture (OLC) and a positive working environment can effectively integrate employees into a new organisational structure. An OLC

encourages organisational members to learn continuously and collaboratively to improve or maintain competencies to cope with market change. An organisation can make employees learn agile to adapt to changes and bring innovation to the organisation through their new ideas by disseminating a culture of knowledge and providing a supportive working environment. The information technology (IT) industry relies on consistent employees for market success, as employees are critical in disseminating information and knowledge to an organization's competitiveness and performance. This internal organisational innovation has remained a concern in Indian IT firms. Employee learning ability can be enhanced by the working environment and organisational culture, as previously observed. Few studies have looked into the relationship between a supportive work environment, OLC, learning agility, organisational innovation, and organisational performance.

Employees who adapt to changing environments are more satisfied with their jobs, leading to better job responsibilities and behaviour. Employee job performance is a viable concern because engineers meet their changed job requirements through learning opportunities and organisational support. Previous researchers have gathered evidence about the impact of an OLC on workforce outcomes such as "innovation capabilities, job satisfaction, motivation to transfer learning, organisational commitment, and turnover intentions." Nonetheless, evidence on the relationship between a supportive work environment, OLC, learning agility, organisational innovation, and performance is lacking, particularly in the context of the Indian IT industry. As a result, this study investigates the impact of a supportive work environment and organisational learning culture (OLC) on organisational performance

through the sequential mediation of learning agility and organisational innovation. 379 entry and middle-level information technology (IT) professionals provided data. The proposed hypotheses were evaluated using structural equation modelling (SEM) and the bootstrapping method. The findings show that both a supportive work environment and learning agility significantly and positively impact organisational innovation. Furthermore, learning agility was found to be significantly related to organisational performance. In the indirect effect of a supportive work environment and OLC on organisational performance, learning agility and organisational innovation played a serial mediating role. This is the first study to show that a supportive work environment and OLC are critical for improving organisational performance in IT companies through learning agility and organisational innovation.



Manan Gandhi
Research Associate

Towards an Integrated Framework for Resolving Ethical Dilemmas

Ethics play a critical role in voluntarily yet collectively directing a society towards achieving peace, harmony, and prosperity. Although most cases involving ethical violations are simple and clear to resolve, some cases yield conflicts of opinion amongst the different schools of thought of ethics popularly known as virtue ethics, deontology and consequentialism. Resolving these dilemmas requires first being sensitive to various ethical and unethical forces being engaged in a situation and acquiring a framework to settle the conflict between the numerous possible ethical forces.

This paper proposes an integrated approach to resolving life's ethical dilemmas. First, it refines the set of fundamental ethical values, which will help discard the confirmed unethical choices and exhaustively contain all the different prospects of acts that can be deemed ethical from different viewpoints.

These fundamental ethical values

have been articulated as being belonging to either of the broad categories of truth, compassion or justice. Further, it comprehensively enunciates the different types of ethical dilemmas that could be generated out of the conflict between the elemental values of the set of fundamental ethical values. The truthful path is associated with deontology whereas compassionate and just outcomes are related to the consequentialism. The different types of conflict that could arise between truthful path, compassionate outcome and just outcome are enunciated.

There are three possibilities for the generation of ethical dilemmas-

1. When there are two different desirable outcomes
2. When the truthful act leads to an undesirable outcome, and a desirable outcome can only be reached by an untruthful act
3. When one is uncertain about the outcomes and thus does not know the right thing to do.

Finally, it contributes a framework to resolve the dilemma that caters to the different possibilities of conflict generation and exhaustively settles them. The framework contributed by this paper suggests one be mindful of these details while facing an ethical dilemma: choose global betterment over local betterment; choose long-term betterment over short-term betterment; choose action leading to better consequences even via unprincipled actions if need be; choose the truthful/principled act in case of uncertainty of outcomes; include the unintended indirect consequences

in analysis; and act proactively with the best intentions. By employing this framework, individuals can be significantly aided in making bias-free ethical decisions. This framework can also be used as an agreed procedure to adopt in cases of ethical dilemmas and can be used to express one's intention while making a tough ethical decision. The framework can also be used to improve one's ethical decision-making capabilities. Therefore, the framework can be applied in various sectors such as business, judiciary, education, etc.

Creating Impact

THE MARICO SCHOOL TEACHER TRAINING PROJECT

The project is an e-learning teacher-training development programme for school teachers in low-income contexts, leveraging the expertise of center faculty members - Prof. Vishal Gupta and Prof. Kathan Shukla. The Marico School Teacher Programme has been initiated and is on track to impact an estimated 100,000+ 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 an even

larger number of the youth of the country.

In collaboration with the Marico Innovation Foundation, the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) is creating course content for the programme. This includes short videos, presentations, course work and assessments. The video recordings for this have been completed. Of the 100,000+ teachers impacted, the top 50 most-engaged teachers will also be brought to IIM Ahmedabad for an in-person training intervention.



The Six months in Review

Equal yet different - Career Catalyst for the Professional Women

“Leaders must treat their players equally yet differently.”

Anita Bhogle quotes Steve Waugh, the captain of the Australian men’s cricket team, while recalling the motivation for writing the book.

In conversation with Anita Bhogle and Reema Sen, they talk about Anita’s book Equal yet different- career catalyst for Professional Women. Ms. Anita states that we do not have enough women enrolling in professional courses. There are a lot of women at the starting line, be it to become a doctor, engineer, architect, etc. But we don’t have enough women as leaders, which has been spoken about at length. This anomaly of not having a lot of women in leadership roles inspired Anita to write this book.

Ms. Bhogle quoted Steve Waugh, stating - “Leaders must treat their players equally yet differently,” meaning that there are certain non-negotiables in every team, like honesty, integrity, hard work, discipline, and things like that, so that you could be a star or a newbie. There are people from different backgrounds and tem

peraments; somebody needs an arm on the shoulder and a pick-up on the backside, as is said. People respond differently to different motivations, which is why you must treat people equally and differently.

Women continue to be underrepresented and almost invisible in top leadership or decision-making positions, even though the number of women earning professional degrees is rising. Even when women have proven beyond a shadow of a doubt that they are equally bright and capable as men, they continue to be limited by societal expectations and the implicit bias of family, friends, and coworkers. Women struggle not only with issues from the outside but also with mindsets similarly conditioned. There are a lot of barriers that prevent women from rising to the top levels of business.

The Ashank Desai Centre
for Leadership and Organisational Development

Leadership Storytellers Series

EQUAL, yet DIFFERENT
Career Catalysts for the Professional Women
ANITA BHOGLE

LIVE
Webinar On

Equal, yet Different-Career Catalysts for the Professional Woman
July 15, 2022 | 4:00 p.m. to 5:30 p.m. IST

Anita Bhogle
Author

Trailer

Full Event

Sikkim Govt-ADCLOD Project on Leadership Ecosystem Development

Mr. Kunga Nima Lepcha was the chief guest at the Ceremony of the leadership ecosystem development for character building and entrepreneurial thinking hosted by the ADCLOD, Indian Institute of Management Ahmedabad. The program was expected to foster an efficient, sensible and practical reasoning methodology among school understudies in Western Sikkim toward business improvement through movement-based learning and to sustain a pioneering outlook among maturing business people.

IIM Ahmedabad took the initiative and associated with the Sikkim Government, where an internship project was led by professor Anil Gupta, under which a micro-processing unit was set up which would push students who want to be an entrepreneur as well as give them a head start. Another initiative, called the “entrepreneurial leadership program,” was taught related to logical and practical approaches chosen in the business, whereas the students were

assessed by the tool developed by the IIM Ahmedabad. Mr. Piyush Sharma, the foundation vice president, ended the ceremony with a note inspired by Antonio Machado. - “traveler, your footprints are the only road, nothing else, traveler there is no road. You make your path as you walk : as you walk, you make your road, and when you look back you see the path you will never travel traveler again there is no road only a ships wake on the sea ”

The center took the initiative for the program and was organized mainly for the western part of Sikkim as it struggled with several social issues like drug abuse, alcohol abuse, high suicide, and unemployment. As a start to the program, many state-run entrepreneurship programs were held for the students, resulting in tremendous success. The students were divided into teams and given tasks that notonly led to great profit but also drove them toward developing entrepreneurial skills.

Ashank Desai Centre for Leadership and Organisational Development

Leadership Ecosystem Development for Character-building and Entrepreneurial Thinking
in collaboration with Government of Sikkim

INVITATION TO CLOSING CEREMONY

in the presence of
SHRI KUNGA NIMA LEPCHA
Minister of Education,
Government of Sikkim

Mr. Piyush Sharma
Mr. Ashank Desai
Prof. Anil Gupta

LIVE July 5, 2022
2:00 p.m. to 3:30 p.m IST

Full Event

Full Event

Leading for social impact

“What you leave behind is not engraved in the stoned monuments. It is weaved in the lives you touch,” said Professor. Vishal Gupta welcomed the three esteemed guests on behalf of the Ashank Desai Centre for Leadership and Organizational Development for the evening - Mr. Anshu Gupta, Mr. Niraj Lal, and Mr. Vikram Tandon.

All three distinguished guests gave their points of view on creating social impact. Professor. Gupta introduced Mr. Anshu Gupta. Anshu, known as the clothing man, says- “Food, shelter, and clothing are the three basic needs, yet clothing remains the one talked about the least.”

Mr. Gupta started by saying he belonged to a typical middle-class family where one could only buy a house of one’s own after retirement. He added that he belonged to a family of hardcore engineers and that he was the first one from his family to do something different and impactful.

Mr. Niraj Lal, the group head of CSR at Arvind Mills, shared how both his parents were teachers and how his father even taught students who didn’t have anything to pay him back. Through the CSR arm of Arvind Mills, Niraj has impacted the education of many underserved students. Mr. Vikram Tandon, the CHRO of the Adani group, shared how his work at HSBC introduced him to the social sector. He shared that there were only a few agencies or organizations that genuinely wanted to do good for society. When he joined Adani, the humility and the drive to change stuck with him. Furthermore, he mentioned how Adani was building a huge power plant in a place called Gudda, which had a great impact. The event was closed by a vote of thanks from VP Mr. Piyush Sharma. He highlighted what Mr. Anshu initially said that everything is a matter of moderation, passion, and intent.

The poster is for an event titled "Leadership Deep - Dives Panel" organized by the Ashank Desai Centre for Leadership and Organizational Development at IIMA. It is a live in-person event for IIMA students on September 14th, 2023, from 5:30 p.m. to 7:00 p.m. IST, held at CR1, IMDC, PGPX classroom. The panelists are Anshu Gupta (Founder, Goonj), Neeraj Lal (Head - CSR, Arvind Limited), Vikram Tandon (Group Chief, Human Resources Officer - Adani Group), and Prof. Vishal Gupta (IIMA Faculty). The poster also features a "LIVE Webinar" icon and a "Leading for Social Impact: Opportunities and Careers Options" tagline.



Trailer



Full Event

Crucibles of HR Leaders

Piyush sharma, VP-ADCLD, started the event by greeting all the attendees. He introduced the Leadership Storytelling series. He stated that another notable IIM Ahmedabad effort is the leadership storytellers. He said it is a platform that shares the opinions and knowledge of eminent professionals to highlight the most current leadership concerns through a storyteller's perspective.

He then briefly introduced Prof. T.V. Rao and Dr. Arvind N. Agrawal, the event's speakers. They are both most recently renowned authors of the best-selling book Crucibles of HR Leaders, in addition to all their other outstanding accomplishments and endeavors.

Dr. Agarwal further requested that Prof. T.V. Rao describe the leadership skills displayed. They compiled 584 competency indicators from the experiences of 30 leaders and divided them into five groups: corporate leadership, functional competencies, personal leadership, professional leadership, and social leadership. They examined the leaders' values as

well during the interview. He then gave Dr. Arvind N. Agrawal a brief preview of the book before handing it to him.

Following the introduction, there were a lot of questions from Prof. Biju and the audience.

In answering the questions, Dr. Agrawal and Prof. Rao explained a lot about their methodology for writing the book and how they had to keep in touch with the leaders constantly. Dr. Agrawal said he appreciated the feedback he received from the 30 people he spoke with. He continued by saying that they tell their stories openly. He claimed that because he had previously worked with most of the people they interviewed, he and Prof. Rao both had an advantage.

They also talked about how to support women in leadership and what the current barriers were. When questioned about his writing inspiration, Dr. Agrawal responded that he was motivated by the work of HR leaders and had once worked in the HR Department.

Ashank Desai Centre
for Leadership and Organisational Development

Leadership Storytellers Series

LIVE Webinar On

Crucibles of HR Leaders

Speaker
Prof. T.V. Rao
Chairman TVRIS

Speaker
Arvind Agrawal
Managing Partner - Lead Associates
Partner - Global HR Lead Partners LLP

October 18, 2022 | 6:00 p.m. to 7:30 p.m. IST

Trailer

Full Event

Pursuit of Happiness: Art of Neuroscience

Professor Vishal Gupta started the event by inviting Dr Sudhir Shah. Professor introduced the Leadership Lecture series and how it aimed to bring personalities who have made a mark in the community.

Professor Gupta introduced Dr Shah, a famous consultant neurologist in Ahmedabad. He is the professor and head of the Department of Neurology at the KM School of PG medicine and research at the vs General Hospital and the director of neurosciences at Sterling hospitals. He is also an honorary neurologist to the governor of Gujarat.

Dr Shah introduced the topic as something that was very simple but has been made complex by ourselves. He shared a video that started with the thought that we were 18% less depressed than we are now. We have been taught that hard work equals success and that equals happiness. Dr Sudhir then continued by talking about the purpose of life. He

said that the ultimate aim of life is to enjoy, be happy, live happily, and make others happy. He then talked about why people don't achieve happiness. Even when people are clear that all they want is happiness, they can still not complete it. Dr Shah mentioned several reasons why people are not happy. These reasons ranged from academic stress, professional careers, family responsibilities, social problems, negative emotions etc. He also mentioned that Social Media tops the list of things that keep you unhappy. He called the virtual world a monster. He added how it had created problems for us.

He ended his talk by explaining how one can be happy. He said that one should reduce their commitments and interactions with people.

He stated that the first step to happiness is health. He said a quote from his grandfather - "leave elegantly love abundantly and laugh exhaustingly and don't forget to smile."

The banner is for an IIMA Leadership Lecture Series event. It features two speakers: Prof. Dr. Sudhir V Shah, Senior consultant Neurologist, and Prof. Vishal Gupta, Associate Professor, Organizational Behavior Area, IIMA. The event is scheduled for November 19, 2022, at CR-11 New Campus, from 4:40pm to 6:30pm. A QR code is present in the top right corner. Navigation buttons for 'Trailer' and 'Full Event' are on the left and right sides respectively. A 'LIVE' badge is in the bottom right corner.

Community of Leadership Practice

The Community of Leadership Practice (COP) at ADCLOD leverages unique access to the world's most influential leaders, policy makers, entrepreneurs, artists and academics uniting these forces to harness their collective knowledge in order to address the critical issues of the day. The inaugural meeting for the COP took place in July 2022.

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.





Mirai Chatterjee
Director, SEWA



Pradyumna Pandey
CHRO, Mother Dairy



Purushottam Kaushik
Head for 4th IR, India at
World Economic Forum



Rajkamal Vempati
Head HR, Axis Bank



Rajendra Mehta
President & Group
CHRO, Welspun



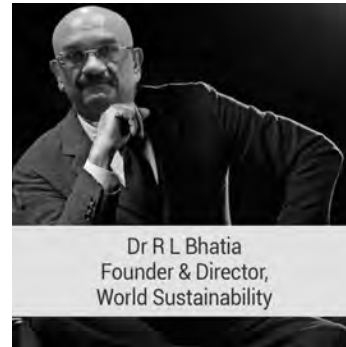
Raju Mistry
CHRO Cipla



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

GOVERNING COUNCIL

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 ADCLOD

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.



ADVISORY BOARD

Mr N R Narayana Murthy

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

Ms Anita Bhogle

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

Prof Elizabeth George

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

Mr Anshu Gupta

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



Dr R A Mashelkar

Dr Raghunath Anant Mashelkar is known for his own world-class scientific research, for his transformative science and innovation institution leadership, for his pioneering different movements such as evolving global systems for traditional knowledge protection to helping create strong yet balanced IPR systems, to inclusive innovation movement based on the concept of Gandhian Engineering that he pioneered. He has been an influential thought leader in shaping Science, Technology & Innovation policies in post-liberalised India.

Mr Ashank Desai

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 Vishal Gupta

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

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.



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 Anish Sugathan Strategy

Anish Sugathan is a faculty of Strategy Area at IIM-A and Chairperson of Centre for ESG Research at IIMA. He holds a PhD (FPM) from IIM-B, has post-doctoral and visiting fellowships from Harvard Kennedy School and Princeton University's 'Sustainable Futures' program. His research focuses on institutional and governance infrastructure of emerging economies and corporate sustainability in India. He also serves on the board of a state enterprise and advises several start-ups working on green technologies and smart governance.

Prof Anuj Kapoor 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 Sundaravalli Narayanaswami Public Systems Group

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

Prof Sunil Sharma Strategy

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

Prof Vishal Gupta* Chairperson ADCLOD

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

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, "Examining the effects of supportive work environment and organisational learning culture on organisational performance in information technology companies: The mediating role of learning agility and organisational innovation" was published in the reputed journal of the Innovation: Organization & Management, published by Taylor & Francis.

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.

Manan Gandhi Research Associate

Manan Gandhi is a Research Associate at the center. He holds a masters degree in Economics and Computation from Duke University, US and BTech degree from IIT-Delhi. His research interests are positive psychology, educational psychology, ethics and behavioral decision making.

Aditya Jaiswal Research Assistant

Aditya Jaiswal is a Research Assistant at Ashank Desai Center for Leadership and Organisational Development. He holds a masters degree in Media Studies from University of Allahabad. He is a Film making enthusiast & photographer.



THE ROAD AHEAD

The team at ADCLOD envisioned founding the Centre through cutting-edge research, collaboration, and impact, bringing together various stakeholders at a global and 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.

The aim is to engage with experts, using online and offline platforms, to develop a set of alternative scenarios about the future of leadership. ADCLOD 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, Leadership Storytellers, Leadership Deep Dives and Idea Speak. ADCLOD has thus reinforced 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

+91-79 7152 7426

