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AHMEDABAD

Ashank Desai  
Centre for Leadership and  
Organisational Development


INAUGURAL

# THE ADCLOD NEWSLETTER 01

Insights into Leadership

# Table of Contents

 **01** From the Chairperson

About Us **02** 

 **03** Leadership Practice Areas

Leadership in Action **04** 

 **05** The People

The Road Ahead **06** 

# 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 a 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 (social and school) leadership, leader personality, mental health and well-being, leadership for public sector and regulatory organisations, inclusive leadership and leadership for digital and knowledge-based organisations 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. On behalf of the centre's faculty and team, I am happy to present before you ADCLOD's first bi-annual newsletter that provides a glimpse of the centre's activities since its launch till December 2021. I hope you will find the newsletter informative and engaging. Please do share your comments and feedback with us at [ad-clod@iima.ac.in](mailto:ad-clod@iima.ac.in).

I would also like to put on record acknowledgement for the tireless efforts of the Centre team of Aastha, Arundhati, and Shivashish who have toiled hard to help found the centre.

# About Us

The Ashank Desai Centre for Leadership and Organisational Development aims to bring together faculty, students and governmental, non-governmental, and private organisations to conduct distinctive and high-quality leadership and organisational development research. The centre plans to drive research in various themes related to leadership development and offer training and research and consulting services to leaders at various levels in Indian and multinational organisations. The centre aims to conduct research and knowledge development in the following broad areas.

**01**

**Leadership for Knowledge Organisations:** Knowledge is the greatest leveller of our times. Knowledge work is defined as anything where the acquisition and exploitation of knowledge is central for an organisation's competitive advantage.

**02**

**Leadership for Public Sector Organisations:** Public sector undertakings (PSUs) contribute significantly to any country's economic development as their services are aimed at its overall welfare.

**03**

**Leadership for Non-Profit and Social Enterprises:** There is a long and distinctive operating history of not-for-profit organisations in India. These organisations number many, cover almost the entire gamut of socio-economic and geographic issues within the country.

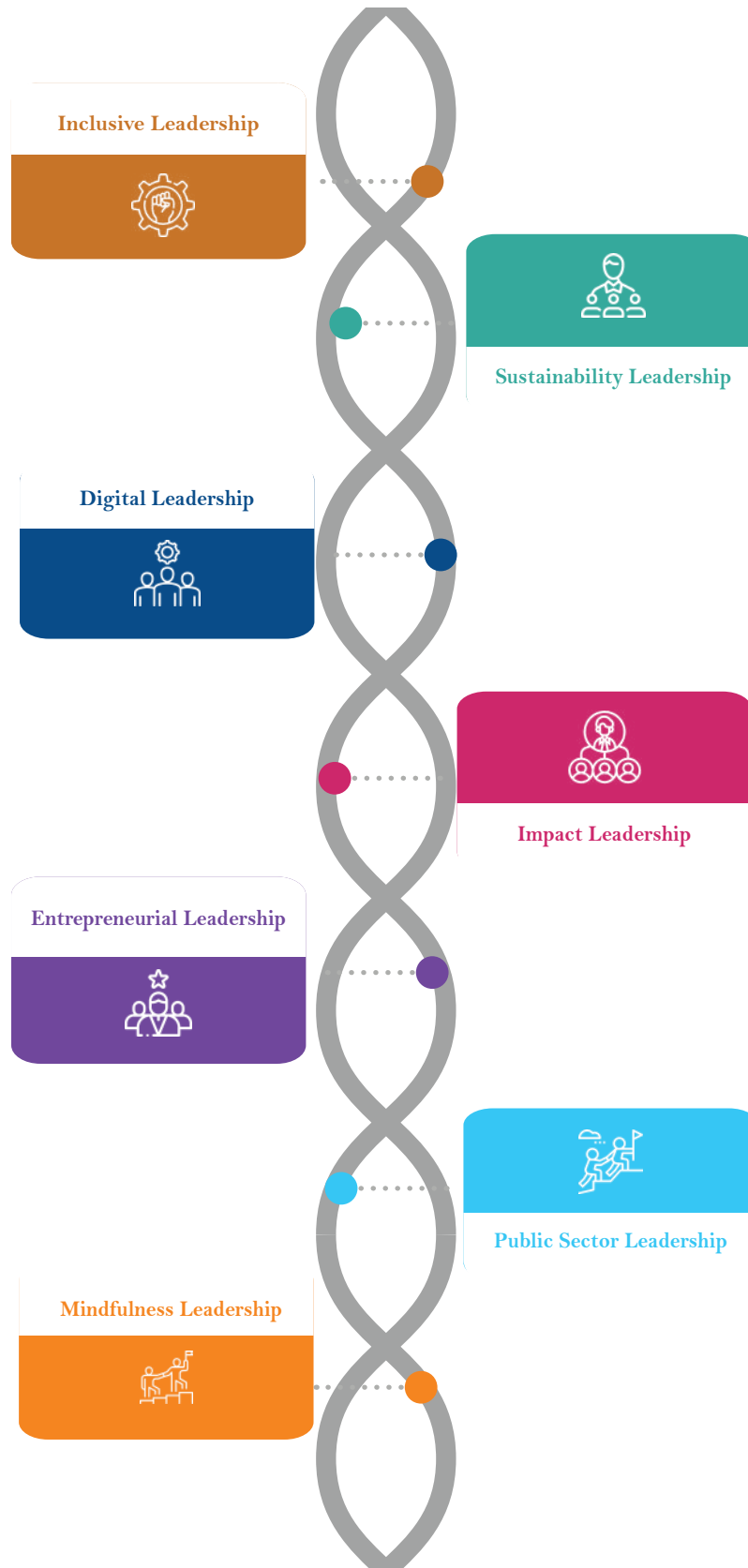
**04**

**Leading Self: Personality, Well-being, Leadership Development:** The centre will deliver evidence-based offerings using a wide variety of pedagogy, including self-assessment, experiential activities, lectures and cases tailor-made to leaders' requirements in India and the Asia-Pacific region.

**05**

**Leadership in Constitutional, Legal and Regulatory Organisations:** The organisation of the state and its arms, be it Central or State or Local levels.

# Leadership Practice Areas





# THE CENTRE INAUGURAL LECTURE LEADERSHIP DURING UNCERTAINTY

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

**Keynote Speakers**

**Moderator**

**Prof. Hayagreeva Rao**  
The Athliff McBean Professor  
of Organizational Behavior  
and Human Resources,  
Stanford GSB

**Mr. Vindi Banga**  
Padma Bhushan,  
Former Chairman and Managing Director,  
Hindustan Unilever Ltd. Partner,  
CDRA LLP

**Prof. Rama Bijapurkar**  
Professor of Management Practice,  
IIM Ahmedabad

Trailer



“Leadership is about scaling up experience and not just building up a footprint”, 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 Strategic Executioner : The future leader must possess the unique ability to combine vision, strategic insight and execution.
- 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 Tech-savvy, yet Empathetic Leader : The future leader must be fully cognizant of the power and potency of digital technology.



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



Full Event



# DEMYSTIFYING LEADERSHIP UNVEILING THE MAHABHARATA CODE

Conversation On

**Demystifying Leadership : Unveiling the Mahabharata Code**

August 7, 2021 | 6.30 p.m. to 8 p.m.

Co-Authored by

Moderator

Professor Asha Kaul | Professor Vishal Gupta | Professor Sanjay Verma

ASHA KAUL | VISHAL GUPTA

DEMYSTIFYING LEADERSHIP  
Unveiling the Mahabharata Code

Trailer



Full Event



“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.



”

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

“

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.

# WOMEN LEADERS AS CATALYSTS BATTLING INEQUALITY: THE GROUND REALITY

**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



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 with 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.



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





# YOUNG LEADERS PANEL

## YOUTH LEADERSHIP

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/>

 @redbrickraven  The Red Brick Summit  /iimatrbs  @trbsiima

Trailer  Full Event 

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



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

# LEADERSHIP THROUGH FEEDBACK

## PERSONAL LEADERSHIP

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



Prof. T. V. Rao talked about the fundamental purpose of 360-degree feedback as a tool to help leaders improve by revealing the weaknesses 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 weaknesses 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.



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



# WHY DIVERSITY MATTERS!

## INCLUSIVE LEADERSHIP

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 

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 not surrounded by similar people (Social Mobility).



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

# IMPACT LEADERSHIP

## NAVIGATING LEADERSHIP WITH INTEGRITY

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

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

“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.



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



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. This came from an entrepreneurial mindset of - if there is an 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.

# Leadership in Action

## BUILDING AATMANIRBHAR YOUTH A SCHOOL ENTREPRENEURSHIP PLAYBOOK

The Sikkim Model - Leadership Ecosystem Development for character-building and entrepreneurship - is one of the most impact-worthy programs conceptualised by the centre where the centre has tied up with the Sikkim Government to provide an experimentation platform for leadership practice in action.

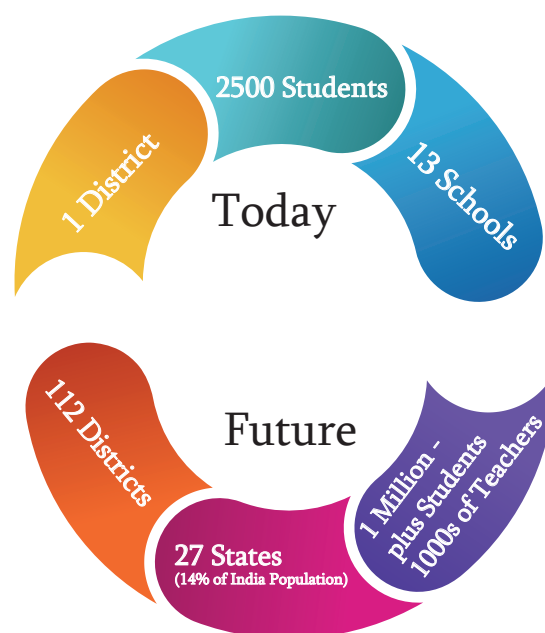
Western Sikkim is part of Aspirational Districts Programme (ADP) launched in January 2018 and is spearheaded by the Prime Minister himself. At the Central level, it is steered by NITI Aayog in active partnership with state governments and district administrations.

Western Sikkim has got 50 secondary schools (5000 Class 9-12 children) and about 1000 undergrad students. The program is envisaged to be a hybrid model program at three levels: 'online-offline'; 'students-trainers' and 'classroom-beyond the classroom'.

The program aims to instill leadership skills in the youth by building capacity for character, positivity, resilience, emotional intelligence, and a sense of meaning in the lives of the future leaders of our country.

The project boasts of multi-stakeholder partnerships, with active collaborations among multiple levels of governance within each district, and public-private partnerships. The stakeholder-oriented approach is driven using outcome-oriented metrics and data.

The Centre is thus working towards creating a stellar leadership development narrative at the grassroots level, imparting a bottoms-up collaborative approach with a unique combination of character-building and innovation. The idea is to set a global example in leveraging local structures of governance and bureaucracy for leadership development, inclusion, and skill development. This makes the localisation of the Sustainable Development Goals a reality.





# The People

## Governing Council Members



**Mr. Ashank Desai**

Founder. 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**

Stanford University

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 macroeconomics, development finance and public policy. His current academic interests 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 a member of the board at IIM Ahmedabad. He is the Chairperson at the Ashank Desai Centre for Leadership and Organisational Development.

## 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. 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. 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.

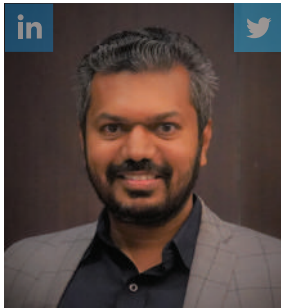


**Prof. Biju Varkkey**



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 a 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. In his recent working paper, he explores the role of changing perceptions and the interaction of conditional factors in shaping the gendered effects on nuclear energy and infrastructure, especially from the perspective of a developing country.



### 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. 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

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 stints include UCLA, Stanford, and ISB. He is invited to contribute to Forbes and Fortune.



**Aastha Tripathi**  
Research Associate

Aastha Tripathi is a research associate at the center. Her areas of academic interest are Leadership Development, Learning Agility, Learning Culture and more. Her recent publication, “Improving the retention of employees through organisational learning culture: the mediating role of learning agility and the moderating role of gender” was published in the reputed journal of International Journal of Knowledge and Learning.



**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

## An Exciting Future

The team at ADCLOD envision founding the Centre through cutting-edge research, collaboration, and impact, bringing together various stakeholders at a global and a national level - government, non-government, industry, think tanks, civil society, experts and the larger leadership enthusiast community.

We believe strongly in evidence-led innovation in leadership development. Towards this end, the Centre has tied up with the Sikkim Government to co- create an experimentation platform for leadership practice in action. The Centre is working as the knowledge and leadership development partner amongst youth with Western Sikkim District to script a transformational leadership practice story.

The Centre wishes to contribute to the cause of leadership development as a catalyst and to be able to create a unique leadership experimentation model as a 'best practices' impact success story. This provides the centre an opportunity to enhance the cutting-edge research and theory focus with suitable practice and impact.

As part of the Centre's activities, the center's initiatives include the IIMA Leadership Lecture Series, Leadership Conversations, and Leadership storytellers. The IIMA leadership lecture series will be the centre's marquee initiative that aims to raise consciousness about the most critical subjects related to leadership and organisational development and initiate deliberations that leads to an understanding of leadership and organisational challenges, and also to co-development of their plausible solutions.



The leadership conversations and leadership storyteller series will be platforms through which we would like to highlight individuals who have been contributing to leadership and organisational research as well as practice. The centre would like to celebrate the contributions of such individuals as their efforts make the leadership and governance of organisations in our country are more effective. 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 the southeast Asia region (and even more widely). Our centre's faculty are working with various organisations such as the capacity building commission, the

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.

Going forward the centre will also be hosting focused workshops and panel discussions on the thematic areas of the centre. These workshops and seminars will play an important role in developing knowledge and insights on key challenges plaguing organisations within our country as well as around the world. These events will also provide a platform to showcase the cutting-edge research and knowledge generation happening at IIMA. We hope that



department of atomic energy, the governments of Delhi, Sikkim and other states, organisations such as Amazon, Marico, and others to co-create training as well as developmental initiatives targeted at leadership and organisational development themes.

We at the centre are enjoying building an institution - setting the agenda, leading diverse initiatives, thinking about the complexities of

through these efforts, ADCLOD will become a go-to platform for leadership and organisation-related issues in the country and will lend its expertise in improving the leadership systems and capability wherever needed. We would love to hear from you if you have similar interests!

Join our mailing list at ADCLOD website and click on [subscribe](#).

**Piyush Sharma**

**Vishal Gupta**





Ashank Desai  
Centre for Leadership  
and Organisational Development