




# ESSENTIALS OF LEADERSHIP

Unlock Your Full Leadership Potential







A programme designed to help high-potential leaders embrace the complex challenges and opportunities associated with greater leadership positions and unlock their full leadership potential. You will discover your real purpose, build your sense of self, and learn to lead others and your organisation forward in an era of discontinuous change and paradigm shifts in the nature of work.

Build on greater self-awareness and emotional intelligence to effectively manage self. Benefit from high-impact group coaching and 360° feedback to develop your custom leadership development plan. Forge high-quality and effective connections with key stakeholders and make the most of your network. Empower others, learn to influence without authority and build high-performance teams. Develop your personal leadership brand. Transition from manager to confident change agent. Lead effectively through crises and conflicts. Develop the resilience and mindset for turnarounds in uncertain times.



## A Catalyst for your Career Transformation

Over the years, the Centre for Executive Education (CEE) at ISB has evolved into a hub for meaningful interactions between business leaders and academia. CEE attracts worldclass faculty from across the globe and its programs are backed by their cutting-edge thought leadership, especially on emerging economies, and rich engagement with complex business challenges that confront industry. Participants learn from both innovative classroom content as well as from the experience and perspectives of a diverse group of peers.



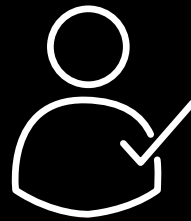
**#5**  
Asia Ranking



**45000+**  
Alumni



**600+**  
Programs delivered



# WHO SHOULD ATTEND?

This programme is best suited for mid to senior managers who are moving or have moved from an operational to a strategic role with increasing responsibility. Participants hold a range of designations including directors, VPs, AVPs, account managers, general managers, regional managers, entrepreneurs, and project managers across industries and functions.



# WHAT YOU WILL LEARN

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## LEAD SELF

- Understand and leverage your authentic self
- Build resilience
- Thrive in a changing world

## LEAD ORGANISATION

- Cultivate the right skills and mindsets
- Lead change and commitment
- Build teams to drive excellence

## LEAD OTHERS

- Work effectively with active listening and empathy
- Influence without authority
- Forge lasting relationships

Executive Education programmes at ISB are designed and taught by world-class faculty who are leading academicians and accomplished industry practitioners. Participants will gain from the innovative management research, valuable industry insights, and the diverse experience of peers.

## PROGRAMME FACULTY



### **Madan Pillutla**

*Dean & Professor, Organisational Behaviour*

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Madan Pillutla is Dean & Professor of Organisational Behaviour at the Indian School of Business. Madan has an undergraduate degree in Mechanical Engineering from BITS, Pilani, post graduate degrees from XLRI, Jamshedpur and the University of Illinois and a PhD from the University of British Columbia. He has many publications in the best academic journals in the field and has also served as an associate editor in top journals such as the Academy of Management Annals and Organisational Behaviour and Human Decision Processes and been on the editorial boards of other top journals such as the Academy of Management Journal, the Academy of Management Review and Administrative Science Quarterly.



### **Chandrashekhar Sripada**

*Professor of Organisational Behavior (Practice), Organisational Behaviour*

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Sripada Chandrasekhar (Chandra) with his vast practitioner experience combined with deep academic interests in teaching, research, and scholarship, Chandra's current research interests are focused on leadership, talent, culture, and future of work in digital economies. Professor Chandra teaches a range of courses covering topics such as power, influence, change, networks, personal and organisational leadership, strategic human resource management, future of work and careers. Chandra was a C-Suite executive with large public, private and MNC firms and held the role of the CHRO for more than 25 years. He has a global experience of leading people and building human capital strategies across continents, nationalities, and cultures.



## Nandkishore Doreswamy

*Professor of Practice, Marketing Strategy*

Professor Nandkishore is an inspirational leader with vast experience in developing people & organisations. He has served as a board director, venture capitalist, and a global C-suite executive with over 34 years of global experience in leadership roles across a diverse set of environments in both emerging and developed markets. Professor Nandkishore was the Executive Board Director for Nestle in Asia, Oceania, & Africa and also the Global CEO for Nestlé Nutrition. He was in charge of markets all over the world including US, Europe & Latin America. His key areas of interest include - turnaround situations and crisis management, transformation of old economy businesses with “Tech based” inputs & Innovation, leadership and coaching in the new “Tech-led” and “Sharing Economy”, emerging markets, globalization and cross-cultural operations, sales & distribution, consumer engagement through Experiential Marketing, neuro-marketing, corporate social Responsibility and creating shared value through social engagement. He actively engages with various organisations to guide them through business decisions.



## Subramaniam Ramnarayan

*Professor of Organisational Behavior (Practice), Organisational Behaviour*

Professor Ramnarayan has served as a faculty member at the Indian Institute of Management, Ahmedabad, Visiting Faculty at the Case Western Reserve University, Cleveland, Ohio, and a guest faculty at the University of Bamberg, Germany. With close to ten years of experience as an industry practitioner, Professor Ramnarayan has also served as a consultant to a large number of organisations in the areas of change and leadership development. He has carried out research assignments funded by the US Office of Personnel Management, Ford Foundation, World Bank, Commonwealth Secretariat, Department for International Development, and German Sciences Foundation. Apart from books on Change Management, Organisation Development, and Strategic Management of Public Enterprises, he has also edited a book of cases in Organisational Behaviour.



# PROGRAMME STRUCTURE

Engage in real-life stories and group discussions to explore your leadership skills. Experience how to showcase your leadership style in dynamic situations. Improve your effectiveness in leading teams in the digital world.

Gain from a 360-degree assessment of your profile leading to improved personal and leadership development. Benefit from feedback from your peers, and group coaching to devise an action plan for your leadership journey.

Apply your new learnings and skills to accelerate your ascent to leadership at the workplace.

High-impact executive group coaching to help you build your own personal narrative and action plan for leadership.

Eight interactive, intensive sessions give you a grounding in self-awareness, team dynamics, effective interpersonal behaviours, and mindsets required to lead change in crisis and non-crisis conditions.

## MODULE 1

December 11, 2021 | 10.00 am - 12.30 pm

### LEADING WITH EMOTIONAL INTELLIGENCE

Through short case illustrations and real-life stories, this introductory module will focus on why emotional intelligence distinguishes outstanding performers from those who are merely adequate. You will understand what it takes to hone your emotional and relational competencies.

- Supplement your domain competencies with emotional skills
- Appreciate why enhancing self-awareness is critical for your leadership effectiveness

## MODULE 2

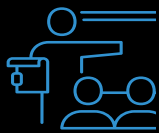
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December 12, 2021 | 10.30 am - 12.30 pm

### PERSONAL AND LEADERSHIP DEVELOPMENT BASED ON GREATER SELF-UNDERSTANDING

You will review the results from your 360-degree assessment to gain heightened awareness of how you are perceived and what it means for your leadership development. Then you will learn to build on these learnings and insights to work out a coherent development plan for yourself.

- Learn the building blocks for leadership development
- Based on an understanding of 'how to change', formulate an implementable plan for your personal and leadership development



### GROUP COACHING SESSION

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December 12, 2021 | 04.00 pm - 06.00 pm

## MODULE 3

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December 14, 2021 | 04.00 pm - 06.00 pm

### INFLUENCING KEY STAKEHOLDERS #1

Using research from social psychology and behavioral economics, we will develop a hands-on model to 'nudge' people into buying into your decisions. Specifically, you will learn how to:

- Frame information increase likelihood of buy-in
- Use an expanded notion of motivation to gain commitment



## MODULE 4

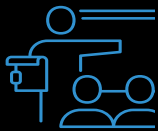
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December 16, 2021 | 04.00 pm - 06.00 pm

### INFLUENCING KEY STAKEHOLDERS #2

Continuing from the previous session, we will expand the model to include how to design the decision-making context to move people towards a favored direction. You will learn how to:

- Get your decisions/ideas implemented by a group



### GROUP COACHING SESSION

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December 19, 2021 | 04.00 pm - 06.00 pm

## MODULE 5

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December 22, 2021 | 04.00 pm - 06.00 pm

### BUILDING EFFECTIVE RELATIONSHIPS WITH STAKEHOLDERS

Effective relationships boost engagement, innovation, and individual well-being. Among other things, relationship building requires communicating openly, building trust and encouraging capability building through mentorship.

- Understand effective ways of giving and receiving feedback
- Learn about handling difficult conversations and networking

## MODULE 6

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December 29, 2021 | 04.00 pm - 06.00 pm

### **BUILDING HIGH PERFORMANCE TEAMS**

Teamwork involves being able to leverage your strengths as well as the strengths of other members of the group. The session will discuss how you can empower and energise your team members and encourage participation and trust.

- Understand the key building blocks of effective teamwork: Setting energizing purpose; Engaging effectively with team; Attending to roles and capabilities; and creating psychological safety
- How to lead teams remotely

## MODULE 7

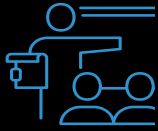
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January 08, 2021 | 10.30 am - 12.30 pm

### **SHAPING YOUR ROLE: FOCUS, STORYTELLING AND PERSONAL BRAND**

You will learn the themes of developing a personal brand based on your unique skills, experience, and interests and what is involved in rebranding and setting a new narrative. You will understand what makes a great story and how storytelling is essential for persuading people.

- Staying focused on your priorities and finding your flow
- Learn how to tell a great story that gets people's attention
- Understand what is involved in building your personal brand



## GROUP COACHING SESSION

January 08, 2021 | 04.00 pm - 06.00 pm

## MODULE 8

January 09, 2021 | 10.30 pm - 12.30 pm

### LEADING EFFECTIVE CHANGE

Given the under-current of fear, loss and insecurity associated with change, you will learn key requirements for effective change through a change simulation. You will discover how important qualities like empathy, personal interactions, patience, self-reflection, commitment to dialogue and customising change approaches to the unique needs and preferences of change recipients are for leading effective change.

- Learn how to move your initiative successfully through different phases of change and avoid the common mistakes
- Understand the importance of being persistent, energetic, collaborative, and optimistic





## MODULE 9

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January 10, 2021 | 04.00 pm - 06.00 pm

### **BUILDING RESILIENCE – RESPONDING CONSTRUCTIVELY TO SETBACKS**

Coping effectively with external turbulence and uncertainty requires being resilient. You must understand how to bounce back after crises, setbacks, or disappointments. It is important to learn how you can view difficulties not as passive victims, but as active agents with choice.

- Learn to attend to the emotional grip of the crisis and the chatter of thoughts in your mind
- Understand what specific actions you can take to strengthen personal and organisational resilience

## MODULE 10

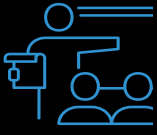
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January 11, 2021 | 04.00 pm - 06.00 pm

### **SKILLS AND MINDSETS TO THRIVE IN A CHANGING WORLD**

Change is the new constant. The concluding module will examine leadership from this perspective and discuss what mindsets and reflexes people require to embrace and lead change.

- Learn the different roles that leaders need to play in a changing context: Agenda setter, Relationship builder, Influencer, Catalyst of Collaboration and Change Agent
- How to move from 'change done TO people' to 'change done BY people'
- Understand how you can cultivate the right mindsets and reflexes



## GROUP COACHING SESSION

January 12, 2021 | 04.00 pm - 06.30 pm



# LEARNING EXPERIENCE

Executive education reimagined for a new reality. This programme blends the best of the world-class on-campus experience with advanced online learning, taught by the best minds in executive education. You will gain skills to advance your leadership goals and map your career for future success.



## Executive Coaching

Meet with a professional Executive Coach to help you accelerate your personal and professional growth during the programme.



## World-Class Faculty

Executive Education programmes at ISB are designed and taught by world-class faculty who are leading academicians and accomplished industry practitioners.



## Live Virtual Classrooms

Experience a new way of immersive learning that allows you to engage live with faculty and peers from anywhere in the world.



## Research-Based Teaching

Learn at India's most research productive business school. Gain from the cutting-edge thought leadership created by world-renowned faculty at ISB.



## Alumni network

Expand your professional network by gaining access to ISB's learning community of 45,000+ senior executives and entrepreneurs across the globe.



## Real-world application

Apply your new learnings and real-world skills between modules and emerge as a confident leader.



## Adaptable

Learn how to deliver added value to all partners and stakeholders while you juggle the new work-life balance from the safety of your home.



## Certificate

Gain an official certificate awarded by the Centre for Executive Education at ISB, a formal recognition of professional learning and development.





## ADMISSIONS

This programme does not have any formal education requirements. However, we admit candidates based on their professional experience and organisational responsibilities. We encourage you to apply as early as possible to secure your seat in the programme.

### Programme Dates

**December 11, 2021**

### Duration

**5 weeks**

### Fee

USD 1999. plus taxes

For more details, please email [linda.taylor@questmasterclass.com](mailto:linda.taylor@questmasterclass.com)

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