

Advanced Strategic Leadership Program



Have you ever asked how the “big boys” of industry – GE, Boeing, Shell, Hewlett Packard, Proctor & Gamble – train their executives in “Leadership”? They rarely subscribe to the “one size fits all” approach to Leadership Development courses offered by “academic-scholars” from the top universities & institutions the world over!!

So what is it they do to build and sustain a “home-grown” talent-pipeline, that too in cultures that promote home-grown talent instead of recruiting professionals in middle and senior level positions. This places the onerous yet delightful responsibility on company management to design the crucible that creates and fosters a leadership pipeline.



These global entities have Leadership Development initiatives engineered internally – as in GE Crotonville and in Royal Dutch Shell LEAP – in collaboration with eminent “practitioner-scholars” with hands-on industry experience. Jointly, they design tailor-made courses that address the leadership pipeline-development needs of the company – build leaders who respond to the rapidly changing business scenarios that confront their corporation in an increasingly complex and seamless world.



Evidence is available that the most popular key feature with the highest impact, alongside assessment and coaching, with all the “big boys” is action-learning!!

Today, many of the “Maharatna” and “Navaratna” PSUs are the unquestionable “big boys” of Indian industry! Some in this elite club, like Bharat Petroleum and Hindustan Petroleum, have practised action-learning to build their in-company leadership pipeline – by using in-company executive teams to address C&MD-defined business issues.

IIM Udaipur, with its unquestionable contribution in “academic-scholar” delivery, collaborates with Forum for Emotional Intelligence Learning to bring this internationally-acclaimed practice to PSUs in India!!



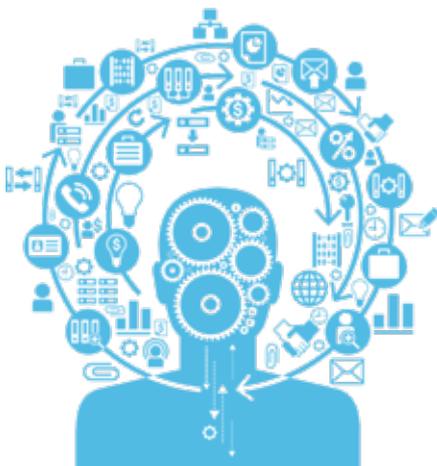
What is the ASLP promise?



- a) A clear set of visible and measurable “differentiated competencies” towards personal Leadership Development, leading to high employee satisfaction,
- b) Unlike most leadership courses, this course will be “tailor-made” and “experiential” – with a personal 360 Feedback and ongoing evaluation so as to establish the impact on the individual executive,
- c) Resolution of a “real” business issue mandated by the C&MD,
- d) A financial measure, and finally
- e) A certificate from IIM Udaipur to all individuals who complete the course.

IIM Udaipur, in collaboration with Forum for Emotional Intelligence Learning (FEIL), launches this unique and bespoke “Advanced Strategic Leadership Program” for the Public Sector in India. The program would deliver cutting edge knowledge; develop differentiated skills and attitudes leading to self-growth and development resulting in superior performance, as well as enhance organizational competitiveness. Research validates that competencies can be learned.

The important challenge at hand is to develop the “Leadership” competencies & capabilities that help PSUs outperform competition and record sustainable growth, as well as foster longevity of the organization.





A Differentiating Competencies

Research on successful executives of India brings out the following competencies as differentiators for exemplary performance:

1. Strategic and Conceptual Skills

Continuous Strategy Building and Execution are elements of successful organizations. At the leadership level we need to strategize. Strategies need analysis, that is break the problem into parts and apply holistic or conceptual thinking to put the pieces together and see the new big picture.

Fragmented thinking or analysis helps solve problems, with consequences of creating problems either at a later date or in another part of the system.

This program would enable executives learn and practice the skills of analytical and holistic/conceptual thinking for creating more robust strategies and solutions for sustainable results.

2. Entrepreneurial Drive

Organizations need people with entrepreneurial ability to expand and grow. Unleashing the entrepreneurial spirit to find new growth and excellence in execution: the ability to bridge the gap between the blueprint and the results. Research on competencies has repeatedly validated this.

3. Adaptive Thinking and Innovation

This is a key competence for successful executives in today's business world. The course would help people understand how they can foster and nurture a culture of innovation at the workplace.



4. Team Leadership

Effective team leadership ensures optimal and synergized performance of the team and for collective genius of the people to be leveraged. Projects would be designed for the participants to enhance and hone the leadership skills necessary for leading effective teams.

5. Driving Change

The rate of change is ever-increasing. To create a desired future (vision) or to adapt to the world, change is a must. Based on the contemporary research findings people would learn how to conceptualize and implement change.

6. Empowerment with Accountability

The ability to delegate so that others can act with accountability. This is one of the vital tenets of effective management

7. Decision Making

Decision making is a key skill of a leader. Managers implement decisions. Leaders decide. This program will help us to develop decision making skills through action learning by understanding how to leverage the mix of gut feelings, knowledge, information and data to arrive at better choices and decisions with risk analysis.

B The Methodology

1. Intact Teams. Three to five senior executives per team would be formed from the nominated executives of the organization. A Class of 18 to 30 high-potential cross-functional individuals, with at least eight years of service to go for retirement, will work on company-mandated “Business Projects” to deliver “doable” and “scalable” solutions.

2. A team of experienced, internationally acclaimed coaches. Professors from leading institutes like IIMU and other IIMs, led by an experienced Program Architect / Chief Coach would listen to your needs, design, develop and deliver the program.



3 Contact sessions, spread ideally over six (6) months. Short residential engagements, every four to six weeks of 2-3 days. Minimum time away from work.

4. The program is delivered essentially in two parts and a third part constituting a 02-week visit to UK can be added if feasible:

Part A is a 02-Day contact in a classroom setting at IIM Udaipur, for launch of the business-projects, and

Part B is periodic project-supervision of and one-on-one “Leadership Coaching” sessions, two-days every six weeks.

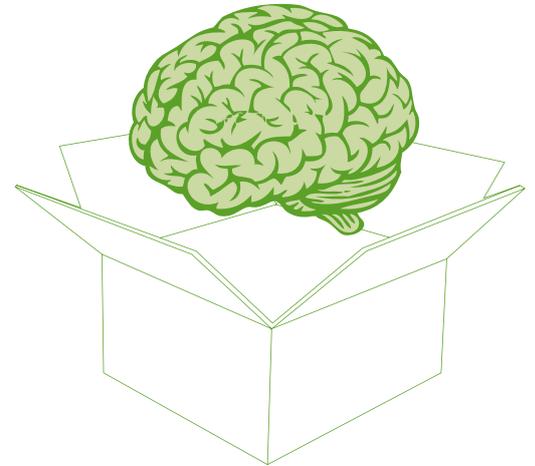
Part C can be a 02-week exposure in UK.

5. Teams work on C&MD / Board-championed Business Projects, grounded in a company-relevant theme and issue.

C The Dual Concepts of ASLP

(a) The real-life **Business**

Projects are a “test-bed” to see for oneself the effects of experimenting with new “Leadership” behaviors such as risk-taking, thinking out-of-the-box, listening & inspiring, influencing other team-members, delivering within tight time-schedules, and finally communicating to top-management (C&MD / Board) for desired results. The projects also deliver tangible value and compensate many times over the financial investment made on this initiative, apart from long-term leadership pipeline-building in the PSU.



say that psychotherapists have more intensive training in personality dynamics, while executive coaches focus more on the general work environment in which executives operate. But it’s my conviction that therapists can benefit from knowing more about the organizational world, and coaches without training in psychology would do well to acquire its basics. In my own work... I often move from past to present and from conscious to unconscious material. Both as a therapist and as a coach, I’ve had some assignments that were short and highly focused and others that lasted for years.” (Ref. HBR April 2014)

(b) The paradigm shift in

Leadership Coaching initiated at select top Fortune 500 companies is using psychotherapy to unblock deeper anxieties and fears in the personality that block innovation, risk-taking, entrepreneurship. To quote Manfred Kets de Vries: “It’s fair, perhaps, to





D How Does ASLP Work?

1. Step One is Pre-program preparation, wherein the Program Architect and his team works with the C&MD and/or Board Member/s to:

- (a) Identify, short-list, and scope-out the business-projects (3 to 6) that need deliverable “strategic” and “innovative” solutions, not addressed by the PSU till date, and
- (b) Review the professional background and available “Leadership” feedback-data about each nominated executive thru the use of an appropriate 360 Feedback tool. Alternately, the

internationally-acclaimed Emotional Social Competence Inventory (ESCI) tool, customized to specific the needs of the PSU, can be made available.

- (c) C&MD writes to the nominated executives, inviting them to join ASLP.

2. Step Two is a two-day launch of ASLP at IIM Udaipur, where:

- (a) The Director - IIMU and the C&MD of the PSU welcome and address the gathering about the significance of ASLP.
- (b) The C&MD & Board Member/s outline the business-projects that need to be addressed and delivered, along with the expected strategic & innovative solutions for each project.
- (c) The C&MD announces the heterogeneous teams that will work on the business-projects.
- (d) The Director – IIMU and Chairman, FEIL outline the details of ASLP. This will

include the timetable of engagement, for both Project-reviews as well as the 01-on-01 “Leadership Coaching” sessions.

- (e) The Program Architect and his team unveil the overall 360 Leadership Feedback about the team (no individual names) and the “Leadership” challenges that face the PSU.
- (f) The Program Architect / Coach then holds the first 01-on-01 meeting with each executive to help her/him assimilate the 360 Feedback, and draw up an Action Plan for personal development.

This step will take two working days at IIM Udaipur

3. Step Three will be the following:

- (a) Pre-workshop articles and case-reading, followed by classroom discussion and conceptualization of “strategic” applications relevant for the Business Projects.

- (b) Business Project-review and feedback.
- (c) 01-on-01 “Leadership Coaching” sessions, based on 360 Feedback as well as additional instrumented feedback using MBTI, Belbin’s tool, Thomas Killman, FIRO-B. These tools would help enhance self- awareness and also help and assist the coaching process, improving the executive’s personal and professional effectiveness.

This step will be held residentially for two days – once in 4 to 6 weeks – ideally a Friday-Saturday.

The C&MD / Board will be invited to carry out a one-day mid-program review in IIMU, followed by a FINAL presentation in IIMU at the end of program, where each team will present the “doable” and “strategic” business-solution/s (in 15 minutes), as well as share individually the personal “Leadership Development Journey” (5 minutes each).



Background of Institutions & Individuals on the ASLP team

ASLP will be headed by an experienced Program Architect / Chief Coach working in close collaboration with a team of senior professionals with experience in PSUs, and other individuals of international stature from IIM Udaipur and the Private Sector. This team has worked together in the past and provides a unique complement of skills and perspectives that are needed to deliver measurable and sustainable change.





a) IIM Udaipur was set up in 2009 when the Government of India decided to start six new IIMs. IIMU started its PGP programme with 58 students in a temporary campus located at Mohanlal Sukhadia University (MLSU), Udaipur. The new campus of IIM Udaipur will come up in 253 acres of land in the Balicha area of Udaipur, which has been allocated by the Government of Rajasthan for this purpose. IIM Udaipur aims to set a new benchmark in the field of management education by delivering a high quality of education through the dissemination of knowledge. Set in the picturesque backdrop of Udaipur, one of the busiest tourist attractions in India, the Institute strives to roll out a curriculum that will be most in-line with industry with a focus on global business practices.



Prof. Janat Shah, Director – IIMU, has contributed to the design of ASLP and will be involved throughout. A graduate of IIT Mumbai and post-graduate from IIM Ahmedabad, his interest areas are Supply Chain Management, Design of Manufacturing Systems, and Project Management. He has consulted with Tata Chemical, Tata Motors, Mahindra & Mahindra, Infosys, IBM, Ingersoll Rand, Marico Industries, Tata Teleservices, Aditya Birla Group, and Yokogawa Blue Star to name a few. He was earlier on the Faculty at IIM Bangalore for over 20 years.



Manab Bose (MB), Adjunct Professor, IIM Udaipur, is the Program Architect / Chief Coach of ASLP. His professional training as a psychoanalytic psychotherapist, combined with 25+ years of top-management experience with leading PSUs, MNCs, NGOs, and Education, has had measureable impact in Leadership Coaching and Organization Capability Building.

He has designed & currently delivers an Advanced Leadership Course for final year students at IIM Udaipur, and is also a Visiting Faculty at IIMC as well as a few other b-schools overseas.

After a 20-year stint in top-management roles with Tata, GE, Colgate Palmolive – starting as Chief Training Manager with PSU oil-major Bharat Petroleum – his consulting clients come from varied organizations such as CRY, Parikrma, Samarthanam

for the Visually Impaired, and Leonard Cheshire Homes in the NGO sector and extending to manufacturing & financial firms such as Dover Corporation, Unilever India, Widia Kennametal, Bosch, Timken, Lazard, HSBC UK, Tata Housing, Tesco India, and Hindustan Petroleum to name a few. He was also involved in “fixing” HR systems and processes that enabled the turnaround, higher valuation, and sale of Deccan Aviation, Mphasis, and Thomas Cook.

MB is a Post-Graduate in English from Calcutta and taught English Literature and English Language -- at Sherwood in Nainital, at Sherubtse in Bhutan, and at Ram Krishna Mission College in Belur near Kolkata. His last assignment in academia was with National Institute of Design, Ahmedabad as Academic Administrator.

He attended select Strategy & Leadership Development programs at University of Leeds in UK, with Dave Ulrich at University of Michigan in USA, and with John Kotter in USA. In GE, he was the first Asian nominated by Jack Welch to attend a prestigious in-company course (the equivalent of AMP Harvard) in Latin America.



b) Forum for Emotional Intelligence Learning

(FEIL) was created by the coming together of eminent academicians and professionals committed to a common cause of building caring and compassionate Leadership. Many of these people have and continue to contribute to making the world a better place to live in



Ashis Sen, PhD

has three decades of industry experience and is currently an honorary Vice Chairman of FEIL (www.feil.org) and is Dy General Manager (Capability Building) at Hindustan Petroleum Corporation. He is also the India Coordinator for Society for Organizational Learning (SOL) and one of the first members at Execution Premium Council at Palladium for Balanced Scorecard Implementation. He has co-authored books like Fuelling Success on organizational change, and Professional Coaching used in Houston University as a part of the curriculum for Coaching. He has edited books on Emotional Intelligence and is a prolific speaker in both

national and international forums on Emotional



Intelligence, Strategy, Balanced Scorecard, and Learning Organization.

He has been associated with Dr Peter Senge at MIT, author of the seminal book "The Fifth Discipline"- The Art and Practice of the Learning organization. He has been recognized for his contribution by Daniel Goleman. He has been associated with Dr Lyle Spencer Jr. Co-author of "Competence at Work" and has co-facilitated with Dr. Robert Emmerling on Interviews based on competencies. His articles have been published in well-known journals and magazines like Reflections, Systems Thinker, Times of India amongst others.

He has facilitated sessions on Balanced Scorecard in workshops facilitated by Dr Robert Kaplan and Dr David Norton in India and abroad. He has been involved in leadership building and coaching interventions in several PSUs.



c) Mahesh B Lal (MBL)

is currently Advisor to the C&MD and Executive Council at PSU oil-major ONGC. He also held several advisory roles with Government of India: he was Advisor - Refineries, Ministry of Petroleum & Natural Gas, Technical Member (P&NG), and Member of the Appellate Tribunal for Electricity. He was also Chairman of several other committees and bodies under Gol.

Spanning a professional career over thirty years, MBL held several top-management positions in the oil industry in India, including a five-year stint as Chairman & Managing Director of Hindustan Petroleum where he successfully initiated a major cultural transformation, infusing fresh dynamism to tackle the emerging challenges of operating in a free-market economy. Earlier, in his capacity as Director (Refineries) with Bharat Petroleum, he was responsible for significant capacity enhancement in Refining and infrastructure including several pioneering initiatives for enhancing productivity, safety, output & profitability. In BPCL, he initiated the start-up of a new corporate R&D centre and JVs with overseas partners for a major oil refinery. MBL carried a deep professional commitment to Leadership & Organization Development in all the PSUs he worked with.

For his contribution to Human Capital development, ONGC conferred on him the prestigious “Lifetime Achievement Award for Excellence in HR” – an honour he received from the then President of India, Hon’ble Abdul Kalam.

MBL is an engineer from IIT Kanpur and a post-graduate from the prestigious IIM Ahmedabad where he subsequently became a Member of the Board of Governors. He is currently on the Board of Rajiv Gandhi Institute of Petroleum Technology, and also associated with premier institutions in India on part-time teaching assignments. He is an Honorary Fellow of the Energy Institute UK and an Honorary Fellow of the Indian Institute of Chemical Engineers.



d) Sanjay Krishnamurti (SK)

worked for over thirty years in the Oil Industry where he held consecutively pivotal assignments in packaging and marketing of Lubricants followed by Retail Sales. He was Head of Management Development and also headed Strategy & Corporate Affairs for the company. He was on the Board of five BPCL JVs ie. Bharat Shell, Bharat Renewable, Maharashtra Natural Gas, Central UP Gas, and Vie-Trans. As Chairman of both Maharashtra Natural Gas and Central UP Gas, he inspired the teams to turn around both companies from loss making entities to declaring profits and dividends in less than two years. He received intense training as an internal Trainer & Change Agent, in

the first in-company Trainer Development Program conducted by BPCL, followed by a 4-month UK-based programme on Sharing British Training Expertise. As head of Management Development, he initiated and delivered a programme for future generations of Leaders through a “Building Tomorrows Leaders” course. As Head of Corporate Affairs and Strategy, SK was the prime “Development Mentor” for the 5 year “DREAMPLAN” Vision, Strategy & Execution document for BPCL and its Group companies. SK holds a Bachelor degree with Distinction in Geology and has attended an intensive Marketing Management programme at Stanford University USA.

e) Additional Facilitators / Coaches / Speakers

in specific areas of specialization will be invited to provide insights and to add value to the learning.



F

Administration & Commercials



An engaging and intense learning experience

a) ASLP is designed to deliver an engaging and intense learning

experience. We require an in-company resource to work closely with the Program Architect and his team. This individual will ensure that meetings are announced, all ASLP material is distributed to participants on time, collate all relevant data, as well as coordinate & manage all logistics. Working on behalf of the C&MD / Board and the Program Architect, this individual must be confident and competent to hold all data confidentially, and must be a clear & strong communicator.

b) ASLP will provide high value to the PSU -- by way of bespoke "strategic" business-solutions AND personal Leadership Coaching to build a pipeline of top-performing executives that enhance organization capability.

c) ASLP is not expensive, by global benchmarks!! A 2-week residential Leadership Development course at a top b-school in UK carries a price tag of Rs 5 Lakh per person, excluding international travel!



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