

**REPORT**  
**SHORT TERM TRAINING PROGRAMME (STTP)**  
**i2We-6 DAY LEADERSHIP DEVELOPMENT PROGRAMME**

The six-day Short Term Training Programme “i2We – 6 day Leadership Development Programme” comprised of interactive workshop session, experiential learning, peer learning. The main focus of STTP was to encompass leadership across levels in the institution and to identify and develop depth and readiness of future leaders amongst the community of talented academicians, administrators & professionals.



**DAY 1**

The inaugural session set the tone for the STTP as a whole. Adv Shri. S. K. Jain- Hon’ble Chairman-Managing Council, S. P. Mandali and Chairman–College Development Committee inaugurated the six-day conference by lighting the lamp in presence of Prof. Dr. Uday Salunkhe, Shri. Shirang Kulkarni, Prof. Vijayan Pankajakshan, Shri. Charuhas Joshi and few of the participants.

Prof. Vijayan Pankajakshan welcomed the delegates for the STTP and gave a brief overview about STTP. In his opening remark he emphasized that leadership is a journey without a permanent position, and one must evolve himself as a leader.

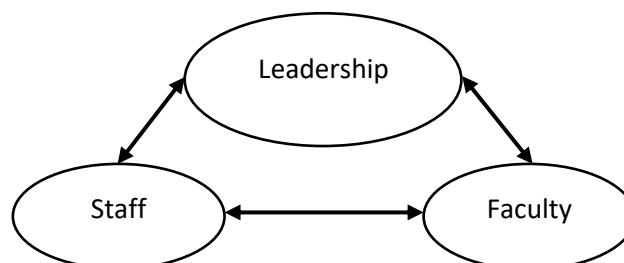
Further Prof. Dr. Uday Salunkhe – Group Director, WeSchool aimed at the value of transforming from I to We. Further going in depth, he mentioned that Leadership is not a Solo sport, it’s a team building exercise.

In the address to STTP delegates Adv Shri. S. K. Jain gave various examples of leadership and explained the value of expansion in leadership. He concluded saying “Set Example for Yourself.”

Padmashree Prof. Jagdish Seth, Chief Guest of the session addressed the participants through his recorded video message. He guided the participants based on 3 main themes - Why Leadership matters in Higher Education, Tripod of Leadership and What makes a Great Leader. He further mentioned that the leaders should possess harmonious relationship with all the stakeholders, willingness to adapt and take new realities.



### **Tripod of Leadership**



Prof. Sheth emphasized on how leadership is important in all institutions, from religion to government to corporations to higher education. He further, shared characteristics of great leaders Passion, compassion, and competence and mentioned about three leadership styles Status quo management, crisis management, and anticipatory management. He mentioned that the ecosystem is disrupted by technology, non-traditional competition, and globalization, leaders fail because they are either unwilling or unable to adapt. The most common causes of failure are denial of new realities and complacency. Great leaders have empathy, a coaching leadership style, integrity, and big picture thinking; they are deep generalists who understand how to balance multiple stakeholders. Following the inaugural session, there was an introductory session with many ice-breaker activities and participant self-introductions.

## **DAY 2**

At the outset participants were divided in 6 Experiential Learning Groups, comprising of 7/8 members in each group. The first session was started by Prof. Dr. Uday Salunke and later led by Prof. Vijayan. He asked several questions to get insights from the participants like How Do I get things done from others, who may or may not be reporting to me? How do I get better in managing my emotional infrastructure, by making emotions work for me and not against me? The discussion captured 21 positive and negative emotions one may experience in life. Daniel Goleman's video on Emotional Intelligence was shown to us. In which he discussed about the constructs of Self-awareness, self-management, empathy leading to building of social skills. He also expressed his concern over extra emphasis on IQ at the cost of EQ leading to manmade catastrophes and wars. Fundamentals of EQ remains same across cultures and geographies however its expression might vary.

The following pointers were discussed in the second session about self-awareness and self-control.

1. Listen a lot
2. Try to understand social challenges
3. Giving exposures to students about social



4. Emotions to move and connect “IQ may get your foot in the door, EQ will determine how far you go”
5. Our behaviour depends upon what’s going inside.
6. 5 elements of self-awareness
  - 1) Self-concept
  - 2) Thoughts
  - 3) Feelings
  - 4) Body
  - 5) Emotions
7. Logical brain – Logical, Progressive, precise data
8. Emotional brain – emotional, immediate
9. EQ- is the foundation for critical skills.
  - 1) Time Management
  - 2) Decision making
  - 3) Stress tolerance
  - 4) Anger management
  - 5) Assertive
  - 6) Accountability

- 7) Social skills
  - 8) Change tolerance
  - 9) Communication
  - 10) Customer services
  - 11) Presentation skills
  - 12) Flexibility
  - 13) Empathy
  - 14) Trust
  - 15) Team work
10. Move from Employment to Employability
11. Reflection a situation when you felt you hit rock bottom and had to pick yourself up
- 1) Handle disappointment
  - 2) Resilience
  - 3) Keep going
  - 4) Overcome challenges
  - 5) Resilience and humility
12. Leadership is Extremely competent and humble
13. Level 5 Leadership
14. 7 Traits of Resilient Leader
- 1) Show Empathy
  - 2) Be adaptable
  - 3) Be self aware
  - 4) Help to develop others
  - 5) Take Risk
  - 6) Maintain a positive attitude
  - 7) Communicate effectively
15. Thomsas Kilmann conflict mode questionnaire was discussed to find your wishes differing from those of another person.
16. Mary Parker Follet
- 1) Think of conflict as neither good or bad
  - 2) Think of it not warfare

17. 3 ways to respond to conflict

- 1) Dominance
- 2) Compromise
- 3) Integration

18. “Raise your words not voice. It is rain that grows flowers , not thunder.-Rumi

19. Analysis of Thomsas kilmann conflict mode Questionnaire was done to understand interpreting your scores

- 1) Accommodating – “Teddy Bear”
- 2) Collaborative – “Owl”
- 3) Compromising –“ Fox”
- 4) Avoiding – “Turtle”
- 5) Competing – “Shark”

20. Self-Management relationship Management

In session 3 the participants carried out Experiential learning activities i.e. Nuptial knots and Muruku mainly based on discussion pointers Leadership styles in entrepreneurship, Concept of Solopreneurs is present, however, for scaling of business, team



building may become necessary. Digital mode important for building relationships, Vijay Govindrajan’s three boxes: Faculty with initiative should be encouraged- Bias for action. Thereafter the participants record their learning from activities and how to relate it to work life in the learning passport.

In Session 4 the discussion was based on the following pointers

**1. Strategy**

- 1) Importance of strategy or plan of action for effective outcome is essential
- 2) Jumping to execution or solution is not correct

**2. Observation**

- 1) Learning from others
- 2) Being observant
- 3) Importance of competitor intelligence

**3. Team communication and coordination**

- 1) Importance of team communication
- 2) Importance of team coordination, Importance of united efforts by team
- 3) Patience is key for all team members
- 4) We need to be aware that our team members understand our language and jargon or technical terms
- 5) Listening to everybody's opinions in the team

**4. Learning from previous activities**

- 1) Feedback from previous activities and action on it is essential for success of later ones

**5. Adaptation**

- 1) Situational leadership
- 2) Need for extra discussions
- 3) Adapt quickly, tweaking of strategy
- 4) Changing of roles may be effective at times

**6. Importance of leadership**

- 1) Situational leadership
- 2) Other team members need to cooperate and collaborate

**7. Conflict management in team**

- 1) Important to resolve differences and maintain harmony

**8. Motivation to keep up the efforts in face of failure**

- 1) Positive words from team members
- 2) Visualisation of consequences as being heavy or dire

**9. Investment Before Returns (IBR) can be better than ROI**

**10. Risk taking ability is necessary for leadership**

**DAY 3**

**Session 1: Communication to Inform, Communication to Influence**

The session started with Prof. Vijayan revisiting the learnings from the previous days experiential learning exercises. The participants associated such words as people management, perseverance, observation, resilience, focus., observation, responsibility and team work etc. to their attempt at the exercises. From this discussion the theme for the day which was “communication: communication to inform, communication to influence. During the exercises, participants were trying to influence their teammates behaviour. The concept was also explained with reference to handling classes by the faculty where we can’t achieve student excellence if we do not try to influence their behaviour through communication. If we happen to attack the personality through our comments instead of behaviour, the result could be opposite. So, we need to be careful not to make a judgement. Our values drive attitude which in turn drives our behaviour and action leading to results.



To explain the concept of how well we communicate, a video on 7 secrets of the greatest speakers in history by Richard Green. The seven secrets being the words, voice tone, body language, the headline or that one thought we want to leave people with, fascinating or shedding any fear of public speaking, the five parts of the brain viz. Seeing, hearing, smelling, tasting, touching translate into four different actual communication languages which are visual, auditory, and kinaesthetic and finally the seventh being the authentic passion.



A passion which is cool and compelling, it is visceral and not intellectual. The video showed leaders who spoke from the heart, with conviction in the promises they made. All spoke with passion and drew energy from within. Another video from the film Coach carter was discussed. While communicating with known group, or with public, it helps to reflect on your own behaviour, practice it, and we may get over the fear. To converse with uninterested audience – setting an agenda beforehand will be more fruitful. GD – for above point: the perception for me might not be as impressive, try to visualize from other’s lense, and try to change yourself, take a challenge to work with someone opposite to your viewpoint. Also how to transfer the right meaning in our emails also came up for discussion as the choice of words is very crucial in non-person communication.

**Session 2: Panel Discussion - Future of Management education: Role of leadership**

**Panelists:** Dr. R. Nandagopal, Dr. D. Y. Patil, Dr. G. K. Shirude

**Moderator:** Prof. Dr. Uday Salunkhe

Dr. Nandgopal began the panel discussion with introduction to AIMS and did it come into existence. He mentioned about the case writing workshop and FDPs for tier II and III cities. The initiative to gauge the needs of two very important stakeholders viz. Students and faculties. How on Wednesdays they conducted knowledge sharing sessions and on Fridays inspiring young minds. He touched upon NEP and the issues business schools are facing, one of which is about admissions.



How to attract and retain the students when there are multiple entry and exit points and the mechanism of credit bank and credit transfer Since 40% courses can be done online – as per UGC, credit bank would become important- how to transfer and account for the credit. Another Challenge being the multiple sources students can learn from apart from the classroom. So faculties need to think what extra experience they can offer to the students, what other experience they look forward to for coming to the campus since they are ahead in terms of use if technology. Learning experience in a group and networking opportunities in the campus could be the factor to get

students to the campus. There are also challenges of leading a management We live in VUCA world and tech disruptions also the disruption due to the pandemic and have gotten used to of challenges. We have to face these keeping in mind the regulators, industry demands. ESG is an emerging concept, especially applicable to the organisations involved in export. Therefore, we need to sensitise our students who would be working in these organisations in future.

Dr. Shirude believed Management institutes exist because there are challenges. We have to be mindful of the fact that students are smarter, and seniority sometimes brings in rigidity towards digital adaptation. Zen Z are alpha learners and therefore faculty have to be alert and smart with respect to futuristic learning. As a class is made of students from different backgrounds and different expectations. Challenges are also opportunities for us. Pandemic has given us different dimensions to think in both physical as well as virtual world. Faculties need continuous training and updation. Education needs to now look at man making and life building as suggested by Swami Vivekanand. We should look for good people around us, observe and find our role models. Character building is difficult in the online and could be helpful in changing the mindset from online to offline. He also said that in Sanskrit there is a saying which translates to efficient and effective leadership will bring out overall prosperity. Majority of institutions do not have enough resources. Challenges thrown up by NEP can not be generalised for Institutes as challenges are different at micro and macro levels, tier I, II or III cities as they serve to different audiences. Many business houses have also started their own business schools.

Participants had some questions, first one being how the access to information to students going to change the dynamics of leadership in future.

Dr. Nandagopal responded by stating that information doesn't always mean knowledge or expertise. Experimenting and may be failure teaches that experience and skill are important which in turn is needed for success. Attitude and skill will s developed by experience.

Dr. Shirude added that Personal Learning Cloud plays a crucial role. Updating knowledge is easy. Self-analysis and self centered focus will take them ahead.

Regarding ESG Dr. Nandgopal said that we have adopted western business models and theories which do not resonate with Indian values. We inculcate the idea of competition in our students which sometimes leads to unethical practices. If it was possible to bring such values in the education and teach our students case studies from Indian landscape like those on TVS, TATA etc.

Dr. Salunkhe explored the idea of influencing AICTE through AIMS to incorporate parts of Indian Value system to be included in the syllabus. He also pointed out that there is more weightage given to placements in ranking of B-schools which should reduce and rather weightage should be given to best practices. Regarding industry-academia connect, it was discussed that faculty should take up internships in the industry to update themselves with current industry practices and bring that experience to their classes. This could reduce the gap between what is happening in the industry and what is being taught in the B-schools. Some participants also discussed their concerns about research and the time taken for review by the journals.

**In Session 3 Experiential Learning was carried out.** ‘DOMINO’S TOWER’ Activity was conducted in ‘Nirvana’ while ‘MINEFIELD’ was conducted on Rooftop, 7<sup>th</sup> floor. Pre-activity instructions were given by Mr. Charuhas Sir. All the six teams participated in both the activities.

### **Learnings from the Experiential Learning Activities**

Learnings from Domino’s tower activity

1. The leader needs to visualise when he is blindfolded.
2. One person's limitation might not be limitation for others.
3. In ambiguous situations principle of interdependence comes into play.
4. Role clarity please a key role in managerial decisions.
5. Noise will disrupt if focus is not there.
6. There can be internal noise during the entire process of decision-making right from idea generation through execution.
7. With partially handicapped or disadvantaged resources empathy works better.
8. Decision making will depend on two factors - Nature of challenge, Type of people and their competence.
9. Agility management is on the rise where you take decisions and execute plans for short cycles and there is room for accommodating last minute changes required by the client

10. Activities like shadowing makes you understand a leader's role and challenges he/she faces in a better way.



### **Learnings from Minefield activity**

1. Teams were performing better when they entered the silence zone this week as for a strategy when there is minimum noise performance gets better.
2. It also relates to situations like acquisitions where there is reduced work force, but the performance increases due to increased focus and mental preparedness.
3. The closer you go to your goal, higher are the chances of failure, therefore more caution is required to complete the task at hand.

### **In Session 4**

1. Participants deliberated that leadership is not to dictate others but also to understand other's opinion to achieve the organisation goals. Since we are living in uncertain times, we don't have our preferred choices to be made every time.
2. Dr. Salunkhe suggested that leaders must try to take decisions even if there is 70:30 ratios for known to unknown information exists. He also opined that in certain situations we need to have faith in our gut feeling.

3. Experts also suggested that 360-degree view of situation is to be utilised for getting better results.
4. External noise and internal noise of the organisation is needs to be minimised.
5. Principle of interdependence and alertness must be given due importance.
6. Dr. Salunkhe also suggested that regulatory requirements must not be the impediments to achieve the higher-level goals.
7. Participants also mentioned that clear understanding of the task is very much needed.
8. Experts also suggested that situational leadership must be inculcated in the culture of the organisation which depends on two factors 1. Nature of the challenge 2. Maturity of the people.
9. They also said that faculty members have to work in coordination with other departments like placement cell etc and working in silos must be avoided.
10. Educational institutions must adopt the idea of agile management.
11. Experts also said that there is a great requirement keep a watch on actions whether they are private actions or public actions because private actions would lead to public consequences.

#### **DAY 4**

Prof. Dr. Vijayan started the session with the opening note of Inclusive leadership, and he threw light on understanding what is inclusive leadership inclusive leaders share a cluster of six signature traits:

1. **Visible commitment:** They articulate authentic commitment to diversity, challenge the status quo, hold others accountable, and make diversity and inclusion a personal priority.
2. **Humility:** They are modest about capabilities, admit mistakes, and create the space for others to contribute.
3. **Awareness of bias:** They show awareness of personal blind spots, as well as flaws in the system, and work hard to ensure a meritocracy.
4. **Curiosity about others:** They demonstrate an open mindset and deep curiosity about others, listen without judgment, and seek with empathy to understand those around them.
5. **Cultural intelligence:** They are attentive to others' cultures and adapt as required.



He also differentiated between what is called as assigned leadership and evolved leadership. Assigned leaders are people who become leaders by being given a formal leadership role in their organization. In contrast, an emergent leader is someone who becomes a leader due to the way



other group members respond to them. Understanding and knowing people is important to have them included in the business and various projects and assignments which requires leaders to map them so that the strengths and weaknesses are understood, and the roles are being assigned accordingly.

Prof.Dr.Uday Salunkhe emphasized on “Out of sight is out of Mind” metaphor where it is important to have the visibility otherwise it may lead to the unconscious biases and used to mean that a person stops thinking about something or someone if he or she does not see that thing or person for a period of time.

He also spoke about Perpetual optimism, which is nothing but, believing in yourself, believing in your purpose, believing you will prevail, and demonstrating passion and confidence is a force multiplier. If you believe and have prepared your followers, the followers will believe.” The video was played on The Appreciative Inquiry Model is, as noted, based on the principle that positive organizational futures can be reached through collective involvement and methods that “affirm, compel, and accelerate anticipatory learning” (Cooperrider et al., 2008).

Participants were encouraged to ask questions and were answered in detail.

The **second session** was conducted by Prof. Vijayan sir. The topic of the discussion was Appreciative Inquiry. This was about trying to find out the best in the people, the organization and also the external world around them. This is termed as a co revolutionary process. This is basically trying to find the point at which the entire system functions in the best way. At that particular point the system will be most effective and efficient. At the same time it should also be sustainable and capable to achieve the best results without causing any ecological issues. This will be possible only if the relevant questions are asked to the system and also the appropriate feedback has to be taken. With the feedback we can understand the relevant issues and also make improvements in the whole system. The questions have to be asked to all the elements in the system to get an all-round understanding of the possible issues. Some of the important factors in this include the speed of imagination and innovation. The factors like discovery, dream and design are given more importance as opposite to negation and criticism. The example of Marico and Unilever completion was mentioned, to give a clear understanding about this. This was followed by the explanation of the term called as servant leadership. This is a system in which the leader works closely with all the stakeholders at different levels for the success of the organization. This is a new form of leadership and is gaining momentum in the business world. There has to be certain procedures required to improve this servant hood. One of the methods to strengthen this concept is to get to know all the employees at a closer level. We have to understand their wants and desires. If this concept is not there in the organization it is time to cultivate and nurture it. The last part of the session was about the top 10 skills required for 2025. This included analytical thinking, active learning, complex problem solving. Critical thinking, creativity, leadership, technology usage, technology design, resilience and reasoning. Prof (Dr) Uday Salunkhe added valuable points in the session.

In Experiential Learning Activity The name of the activity was passing the ring. In this session we had the activity called as passing the ring. Initially one member of the team was given the instructions and it was shared with the team. The six teams had to tackle with the ring and the team with the fastest time will be the winner. The teams were given sufficient time to practice before entering the competitive rounds. From the initial round, four teams made it to the final and then one team came out as the winner with the minimum time. The participants thoroughly enjoyed this game as it was in a competition mode, and they were competing against each other on Time. This was followed by the deliberations on the activity. The team members spoke about what they learned from the activity and the issues they had. The team members mentioned how the activity could have been improved. This will improve the efficiency and effectiveness of the tasks in the organisation also. Inputs from all the team members were taken.

In



Panel discussion of “Ask Me Anything” – Esteemed Panel members were Prof. (Dr) Vijay Khole, Prof. (Dr) S. S Mantha, Prof. (Dr) Suhas Pednekar and the session was moderated by Prof (Dr) Uday Salunkhe

Prof (Dr) Uday Salunkhe started the panel discussion with his opening remarks. He requested the panel to share their thought process on the challenges faced by them in academics. Esteemed panelists shared lot of insights and highlighted that in academic administration, one has to keep eyes open and need to watch what they speak. Learning to work in pressure and taking quick decision, having presence of mind and being a smart worker will greatly help in successful leadership. Panelists also opined that leadership cannot be manufactured but, need to be developed. Each leader is different and the way each leader reacts to situations is also different. Panelists also discussed that the art and science of leadership is to create sense of belonging and purpose. Effective leadership also builds and helps in learning from mistakes. Leaders should also know what should not be done. Shared and horizontal leadership, empowering employees are the new trends in leadership styles. It is always better to counsel employees rather than confronting them. Panelists also discussed that when the system is calm, a leader need to be extra careful.



After the initial discussion, the floor was open for Q&A from the audience. The questions posed to the panelists by the audience are as below listed:

1. What is the turning point in panelists life which made them leaders? Panelists shared their inspiring stories of their life journeys which was inspiring. Also to be successful one needs to

be success seekers rather than failure avoiders. To become a leader, one must keep eyes and mind open.

2. What are some of the positives of pandemic? Panelists mentioned that resilience and adoptability are the two main outcomes of pandemic.
3. How management projects can be converted into successful star-ups? Panel opined that it is extremely difficult to convert business ideas into successful businesses and lot of analysis, prototyping, test marketing etc. need to be worked on diligently.
4. How will the entry of foreign universities going to impact us? Panel felt that it may not impact much as many universities may not find it lucrative to come and set-up their campuses here. Even if some universities come, students will have more choices and it is a welcome scenario for the students.
5. What are the new competences and skill sets faculty members must upgrade? Being techno-savvy and understanding market dynamics are the crucial requirements.
6. Is there any specific women leadership traits for successful women leaders? Panel discussed that since women play various roles, their responsibilities are more. Mentoring and distribution of responsibilities will certainly help them to become better leaders.
7. Is Indian universities ready to train their students on the concept of sustainability? Panel discussed that how universities are adopting sustainability in the syllabus and getting ready for the delivery of sustainability concepts to the student fraternity
8. How should the benchmarking of academia should be done at national and international levels? Panel discussed about various accreditation and quality assurance systems like South Asian Quality Assurance System (SAQS). Panelists also discussed on the difference between quality assurance Vs accreditation.

The panel discussion ended by summarizing the entire discussion and closing remarks by Prof. Dr. Uday Salunkhe.

## **DAY 5**

Team composition was changed in the beginning of the day. Thereafter, the session was started by Prof. Dr. Sujatha Natrajan. The session started with the Poll on menti.com for collecting the two most remembered leadership topic. The most remembered topics has been identified as Agility and Situational Leadership. Dr.Sujatha has also emphasized on the philosophy of SOS-Society,

Organization and Self where it has been shared that as a leader we have to think about society, organization as well as self.



### **Growth Mindset and Fixed Mindset**

The importance of growth mindset has been discussed in terms one of important skill of leadership. Project Netrutva was discussed. Two students have been selected for this project who are economical weaker section and have the thrive for learning. The learning from this project was that they have been given this learning opportunity because they had a growth mindset.

### **Anatomy of the Learning experience has been discussed.**

1. come out of the comfort zone
2. go against the grain
3. The learning will be higher at individual and organisational level
4. Avoiding a learning experience
5. the learning curve will be very small and will loose the potential learning curve

To become an innovator, it is important to balance the two categories of skills.

**Discovery Skills** - Questioning, Observing, Networking, Experimenting , Association

**Delivering Skills** - Analyzing, planning, Detail Oriented, Implementation, Discipline, Execution

As a leader he should identify the above skill set in the team wherever required. Empathy has also been discussed as an important skillset for identify and observing the problems.

Vijay Govindrajan-Three box solution: Innovation

1. Manage the Present
2. Selectively Abandoning the past
3. Create the Future

The most important box is the selectively abandoning the past which is very difficult to manage. The leaders are always in 70% in creating the future and 30% in managing the present based the previous or past experiences.

The session was ended with the IBR>ROI

## Session 2:

**Resource Person: Dr. Rohit Pandharkar**

**Topic: ‘Technology and its impact on higher education-Role of faculty members’**

The jobs are evolving with technological impact. We are progressing towards the singularity. Categories of AI: ANI: Artificial Narrow Intelligence, AGI: Artificial General Intelligence, ASI: Artificial Super Intelligence.



### **The session focused on the following:**

#### 1. What is changing with technology? Singularity.

It is predicted that we may achieve singularity by 2029. This poll was taken by Global AI experts asking ‘If and when the attendees thought AI would achieve the intelligence. In 2022 another poll was taken forecasting platform Metaculous conducted by AI experts – human level intelligence achieved by 2042. Elon Musk predicts that AI will achieve human level intelligence ever sooner by 2025.

#### 2. Implications from Generative AI/Chat GPT

- 1) Chat GPT is able to crack most of the entrance exams like MBA operation exams
- 2) Prompt engineering – Skill to ask right questions to AI (eg: Chat GPT)
- 3) ‘lateral thinking is an limitation to Chat GPT.

#### 3. Implication on Class Structure

- 1) Flipped class structure is very important.
- 2) Importance of ‘peer learning’ and ‘lateral thinking’
- 3) What AI cannot do yet was explained with examples.
- 4) Lateral thinking to play an important role in decision making. Example of Mahindra’s acquisition of Punjab Tractors was covered.

#### 4. What content to teach?

- 1) Generalisation of content at high speed. Telling real world/real life stories is important.
- 2) Insights over the statistics

#### 5. Teaching and ethical thinking

- 1) He focused on teaching ethical thinking – Neer-Ksheer-Vivek-Buddhi

The concluded the session with following points:

The world is changing fast due to AI and emerging technologies. Institute needs to embrace AI than banning it. Students needs to learn to use AI, prompt engineering. Students need to be taught how to ask the right questions.

### **Grand Finale Activity**

The Passing the tyre activity was again repeated with the entire cohort as a one Team to achieve the best time to complete the activity. The team was able to finish the activity in 1.56 per person.

In session 3 Group Presentation: Broad topic identified: ‘what are some of the biggest leadership challenges in education that you wish you had a solution? Group wise topics were finalised.

The topics are as under:

Team 1: Academic excellence through effective classroom and beyond classroom delivery  
(attendance not compulsory)

Team 2: People Management

Team 3: Student Engagement and Effective Assessment

Team 4: Quality of Students in Higher Education

Team 5: Going beyond comfort zone

Team 6: Inclusive Education

Teams were given time to prepare for the presentations. Approach note was discussed with resource persons and few suggestions/guidelines were given.

## DAY – 6



Day-six started with an assessment given to the participants based on the STTP, followed by the presentations by all the teams based on the topics chosen by each one of them. In Q & A Session post presentations, Prof. Vijyan threw some

light on Claire Voyant leadership said it is a part of visionary leadership. Prof. Dr. Uday Salunkhe further added as per Steve Jobs its like connecting the dots. Go beyond and read between the lines. Joel barker video was shown to remind all that they have the ability to make a difference. As individuals, we can choose to act and participate in the world around us. Together, we can shape the future.



The Valedictory Function on Day- 6 marked the final closure of the six-day Short Term Training Programme closed. The Valedictory function was presided over by Shri Garg. In the beginning, Dr. Uday Salunkhe in his address referred to Dr. Jagdish Seth sir’s speech wherein he has mentioned about self-awareness with empathy leading towards social awareness, relationship management the sequence of importance. He further shared a quote “Good is an enemy of Great”, finest quality for Level 5 leadership is humility which is one of the critical aspects along with people management, resilience. He further appealed to use the projects presented in the STTP in incremental way in their institutions. He concluded by giving Joel Barker quote “Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world”



Shri. Garg sir who was the Chief Guest for the valedictory function enlightened the delegates with his experience. He spoke about his two major works – setting up National Centre for Financial Education (NCFE) and National Institute of Securities

Markets (NISM)

National Centre for Financial Education (NCFE) main objective was to make financial education as a part of day to day understanding of finances for different strata of society. He shared his journey of setting up of NISM in brief and while sharing the same he gave some pearl of wisdom to the delegates like - Look beyond visible, don't give up early. He further added that Challenge oneself, we all have Hanuman qualities as Hanuman also ddnt know he can cross the sea. He also said incredible things can be done, none of the books will teach this. There is no reward without risk. He appealed everyone to come out of their comfort zone and decide the priority. He also suggested to record learnings every time. He suggested to select the team without being biased and be a good delegator.

The reflection for the six-day STTP was presented by the Prof. Vijayan Pankajakshan. Lastly, Dr. Sujatha Natarajan, gave the vote of thanks to Chief Guests, Group Director, Chief Mentor, Faculty colleagues and participants. She acknowledged the contribution of all who worked hard to make this a grand success.

