

Indian Institute of Management Udaipur

POST GRADUATE PROGRAM

2017-18 TERM: IV (JUNE 2017 - SEPTEMBER 2017]

Title of the course: **Inspired Leadership through Personal Mastery (ILPM)**
Version 1, Dated: 3rd March 2017 [Subject to minor change]

[20 session course, each session of 90 minutes duration]

Faculty:

1. **D.V.R.Seshadri** (dvr.seshadri@iimu.ac.in) [Pre-mid-term, 4 sessions]
2. **Gokul Kamath** (gokulkamathn@gmail.com) [Post-mid-term, 12 sessions]
3. **Dr. Thimappa Hegde** (thegde@gmail.com) [Post-mid-term, 4 sessions in workshop mode over a weekend]

Note:

1. **All submissions to be made to:** gokulkamathn@gmail.com

COURSE DESCRIPTION:

In order to lead others, we need to first understand ourselves at a deep level. Such understanding results from a reflective mindset, which results in managing ourselves better. This culminates in personal mastery. When a leader manifests **personal mastery**, he/she transforms to become an **inspired leader**. This course focuses on these two related and important subjects, and is hence appropriately called, 'Inspired Leadership through Personal Mastery,' (ILPM for short). The course is deeply transformational and will result in reinvention of ourselves.

COURSE OBJECTIVES:

The course will help participants to:

1. Understand that personal mastery, inspired leadership and reinvention of the individual are interconnected. The course will help participants to embark on this journey, so as to enhance their leadership skills.
2. Help each participant to understand his/her individual personal frameworks and issues that hold him/her back from achieving his/her full potential.
3. Develop a basic understanding of the concepts and frameworks of reinventing ourselves.

The course seeks to be transformational at a personal level.

ABSOLUTELY IMPORTANT

This is an extremely reading-intensive course.

The course is extremely demanding. It requires deep reflection of each participant's personal life journey.

The course by its nature will involve considerable discussion on philosophy and spiritual aspects of human existence, including considerable discussion on the rich Indian spiritual and philosophical thought and its bearing on the various topics covered in the course. Anyone who is allergic to these dimensions of life may please refrain from taking the course.

PEDAGOGY / TEACHING METHOD:

The primary mode of instruction will be: faculty-facilitated discussions, small group activity, presentations by participants, Active Learning Methodology (ALM) and case-based discussion.

EVALUATION

The evaluation will have several components as under:

COMPONENT	Weightage (%)
1. Individual Submission-1	10 (Related to 'Letting Go')
2. Individual Submission-2 (Elephant')	15 (Related to 'The Executive and The Elephant')
3. Individual Reflection Paper	40 (Final submission)
4. Class Participation	10
5. Critical Analysis Submission	10
6. Presentations by Participants:	15 (Group Presentations)
Total	100

The final grade will be based on relative grading and will adhere to the norms of the institute.

All submissions would be held in strict confidence and returned securely to the respective participants after evaluation.

Serial-wise brief description of the components for evaluation:

- Individual Submission-1:** The submission related to 'Letting Go' will be based on a template that will be given to the participants before the session that will introduce this topic. Deadline: Within one week of discussion of the concept in class.
- Individual Submission-2:** The submission relating to 'The Executive and The Elephant' will broadly follow the following structure.

- Identification of Behavior Change & Roadmap
- Self-tracking of Behavior Change

The write-up, no more than ten pages long, will have, among others, the following parts:

Application of Concepts through correlation of all readings and congruency in statements

Background & Justification for choosing the one (and at most two) behavior(s) to be changed;
Defining the New Behaviors

Planned road map for behavior change - specific steps, tracking mechanism, etc.

Note: This requires you to be honest and open with yourself.

Deadline: Within two week of discussion of the concept in class.

3. Individual Reflection Paper: This will have the following parts and will be no more than 15 pages.

Deadline: One week after last session of the course

No extension of time will be entertained at any cost.

Description
Key learnings and takeaways from the course (relevance of any / some of the readings / movies) as well as Application of Concepts of the course to my life through correlation of the readings of the course to my life's realities
Drama of My Life , which has transformed me at a fundamental level and given me key insights, and how I have coped (or intend to cope, going forward) with this drama of my life.
Defining Moments in my life at the level of I and We , and how I handled them in the past, and how I would handle them now based on the learnings from the course.
Agenda for the future (Clear road map, timelines and how I plan to get there). This would include articulating the Long Term Vision for self, and how I have incorporated the learnings from course in evolving the roadmap. This would also mean identifying fears and anxieties that hold me back and what I would do to get rid of them.
Restructuring my daily activities for the medium term horizon (5 years) to move towards achieving my vision: How I would restructure my life in terms of daily activity plan, to ensure that what is important is given adequate focus rather than merely being swamped by doing things that are urgent.

4. Class Participation: These points will be assigned by the instructor based on the extent of preparation and active participation to enhance the learning experience of the class during the class sessions.

5. **Critical Analysis Submission:** This will be a critical analysis of two mandatory videos that participants will watch before the scheduled session for discussing these videos. The two videos are Inside Job and Nero's Guests. There will be one critical analysis submission for each video, and each submission will be 5 pages long.
6. **Presentations:** Presentations by participants, to evaluate their preparedness and thorough understanding of some of the reading material. This will be a group presentation, the details of which will be announced in due course.

REFERENCES: LIST OF TEXT BOOKS AND OTHER READING MATERIAL

[Most of these are available as soft copies]

1. The executive and the elephant : a leader' guide for building inner excellence By Richard L. Daft.

ISBN 978-0-470-37226-5 (hardback); 978-0-470-63661-9 (e book);

Published by Jossey-Bass, Downloadable from the Internet for a small fee

2. The Passion Test: The Effortless Path to Discovering Your Destiny

By Janet Bray Attwood and Chris Attwood

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Published by 1stWorld Publishing

1100 North 4th St. Suite 131, Fairfield, Iowa 52556

Softcover ISBN: 1595408355

Hardcover ISBN: 1595408371

eBook ISBN: 1595408363

Downloadable from the Internet for a small fee

3. How Will You Measure Your Life – By Clayton M Christensen

Published by Harper Collin Publishers, London, 2012

ISBN No 978-0-00-749054-7

[Available in an abridged form as a HBR Article]

4. Man's Search for Meaning

Beacon Press 25 Beacon Street

Boston, Massachusetts 02108-2892

ISBN 0-8070-1426-5 [Downloadable from the Internet for a small fee]

5. As a Man Thinketh – By James Allen

Ebook is freely distributed by <http://AsAManThinketh.net>

[Downloadable from Internet]

6. The Myth of Generic Manager – By Christopher A Bartlett & Sumantra Goshal

CMR, Vol. 40 No 1, Fall 1977 [Hardcopy]

7. Building Your Company's Vision - By James C. Collins and Jerry I. Porras

HBR, Sep-Oct 1996 [Hardcopy]

8. How Will You Measure Your Life – By Clayton M Christensen

HBR, July-Aug 2012 [Hardcopy]

9. Leadership That Gets Results – By Daniel Goleman

HBR, Mar – Apr 2000 [Hardcopy]

10. The Discipline of Building Character –By Joseph L. Badaracco Jr.

HBR, March-April 1998 [Hardcopy]

11. How to know your life's purpose and how you can make a big difference?, Buckminster Fuller, Internet downloadable article
12. Power of Now, by Eckhart Tolle, Yogi Impressions (2009), available as a low priced Indian edition
[Downloadable from the Internet for a small fee]
13. The New Earth, by Eckhart Tolle, Penguin (2005), available as a low priced Indian edition
[Downloadable from the Internet for a small fee]
14. Letting Go: The Pathway of Surrender, David Hawkins, Veritas (2012) [Not being distributed to students but a few copies will be made available in Library for reference]
15. Sadhana and Meditation, Swami Virajeshwara, Hamsa Ashrama Publication
[Hardcopy]
16. Know Your Reality, Swami Virajeshwara, Hamsa Ashrama Publication [Hardcopy]

SCHEDULE OF SESSIONS:

[Note: Modules I will be facilitated by DVR Seshadri; Modules II to VI will be facilitated by Gokul Kamath and Module VII by Dr. Thimappa Hegde. Module VII will be inserted at an appropriate weekend based on PGP scheduling constraints.]

Module I (3 sessions):

Recognising need for having a purpose of life

Module Objective: To explore and understand the purpose of my life and build a vision

Session 1: Taking ownership of my life; Building your life's vision

Objective: To explore and understand the purpose of life and build a vision

Reading(s)

Book:

Man's Search for Meaning [See above section titled, 'References']

Articles:

1. Building Your Company's Vision [Hard Copy, See above section titled, 'References']
2. The Myth of the Generic Manager [Hard Copy, See above section titled, 'References']
3. How to know your life's purpose and How you can make a big difference? [Soft Copy, See above section titled, 'References']

Case(s)/Article: -

The Story of Innovation at Aravind Eye Care System

Session 2: Continually raising our internal bar

Objective: To understand the infinite potential of human being and remove the sense of comfortable satisficing (complacency) that tends to set into our lives.

Readings

1. As Man Thinketh [Soft Copy, See above section titled, 'References']

Article:

Democratise Innovation for sustained innovation culture

Session 3: Inspired Leadership

Objective: To bring into our lives benchmarks for highest forms of behavior and responses to various situations, and to recognize the veritable treasure trove available in various philosophies, with emphasis on Indian philosophy.

Readings

1. If Germany is Christian, is India Hindu? [Hardcopy, note from blog by the author, Maria Wirthe]
2. 3 Caselets from Jataka Tales [Hard Copy, caselets co-developed by DVR Seshadri, and adapted from the original Buddhist Literature on Jataka Tales]

Case(s): -

Module II (1 session): Discovering your Passion

Session 4: Discovering your Passion

Objective: Many of us spend our lives in professional work that we are not really passionate about. This often results in our not achieving our highest potential. These two sessions enable participants to identify their passion, and devise a plan to move towards manifesting their passion in their work lives, so that they are able to move towards their highest potential.

Readings:

Book: 'The Passion Test.' [Soft Copy, See above section titled, 'References']

Articles: -

Case(s): -

Module III (5 sessions):

Mind – its nature, power and potential

Module Objective: To understand the functioning of mind, effects of its dominance and ways to manage it

Sessions 5 to 8: Bridging the Knowing-Doing Gap

Objective: All of us know that certain behaviors hamper our effectiveness. We know what we should be doing, and what we should not be doing. This is the 'knowing' part of us. Yet, we end up doing things that are precisely opposite to this 'knowing', which is the 'doing' part of us. The objective of these four sessions is to delve deep into figuring out for ourselves these

knowing-doing gaps and embark on ways to bridge these gaps.

Readings:

Book: The Executive and the Elephant by Richard Daft [Soft Copy, See above section titled, 'References']

Interactive Participant-Centered, faculty-facilitated discussion based on the above book:

Module IV (4 sessions):

Inspired Leadership

Module Objective : Place of spirituality in the leadership journey. Drawing inspiration from different philosophies like Buddhism, Yoga, Vedanta etc.

Session 9 & 10: Moving from IQ to EQ towards SQ

To be successful both in professional & personal lives, it is important to develop EQ and finally the Spiritual Quotient. A very high SQ means a very strong will and extremely low ego. This is nothing but level 5 leadership.

Readings: Article "Leadership that gets results" by Daniel Goleman

Session 11 & 12

3. Lessons from Buddhist literature 3 Caslets from Jataka Tales [Hard Copy, caselets co-developed by DVR Seshadri, and adapted from the original Buddhist Literature on Jataka Tales
4. Life of leaders from 'A new Vision for a New Earth'

Module V (2 sessions):

Module Objective: The organizations we wish to create is a reflection of our personal frameworks. Additionally, often we end up working for organizations where the value frame is quite orthogonal to our personal beliefs, creating strife, tension and stress at personal, family and organizational levels. These two sessions help us to identify dysfunctionalities that manifest in organizations, so that we are much choosier of the type of organizations that we would like to work with, and also the type of cultures we would like to create in our own work groups or parts of the organization for which we are responsible.

Sessions 13 & 14

Readings:

Session 13 - Pre-view the two movies:

1. Nero's Guests [Internet downloadable movie available on Youtube]
2. Inside Job [Internet downloadable movie available on Youtube]

Session 14 - Developing metrics for assessing our lives

Objective: Anything in life gets done if there is a spotlight on it and there is a measurement of it. In the absence of such metrics, things are left to chance, and tend to drift. Years pass, and there is nothing much to show. This session seeks to bring the focus on how each of us would like to assess our own lives.

Readings: How will you measure your life? By Clayton Christensen [Hardcopy, see above

section titled, 'References']

Module VI (2 sessions): Silencing the noise of the mind

Session 15 : The practice of “Letting Go”

Most of us tend to get into ‘satisficing’ behavior with regard to how we conduct our lives. Often, we dream of doing things that we are really passionate about, but never venture into them for various reasons, primarily linked to various emotions such as fear, low self-esteem, etc., as also not wanting to ‘rock the boat’ of a life that is otherwise sailing smoothly. In this mode, we spend our life, often with regret that we could have done things that really mattered to us, but we could not do. This module helps us to come out of our comfort zone. How do you deal with pain, fear, anxiety? These are some of the questions that would be taken up for discussion in this module. This module will be based on the book, ‘Letting Go: The Pathway to Surrender’ by David Hawkins. It will be delivered through faculty-led discussion. A hardcopy of the book will be kept in the library for reference.

Session 16: Yoga & Meditation

Objective: The mind is the seat of continuous noise in the form of thoughts, many of which are useless thoughts and drain our energies. Recognizing the pattern of these thoughts, observing thoughts and basic pranayama and yogasan – to align the mind with the body is the primary objective of this session.

Readings:

Books:

1. The Power of Now [See above section titled, 'References']
2. The New Earth [See above section titled, 'References']

Module VII (4 sessions): Workshop on Jettisoning the Baggage we carry [Dr. Thimappa Hegde] [Sessions 17-20]

Objectives:

This part of the course is intended to train participants to understand their body, mind and

spirit and to empower them to make the most of the Gift of Life.

As a doctor working with serious life threatening diseases Dr. Thimappa Hegde (Director of Neuro Sciences at Narayana Hrudayalaya, Bangalore) gets to see death and the dying as part of everyday life. The second habit of Stephen Covey, Begin with the End in Mind seems so meaningful. His profile is appended to this document.

The inspired human mind can write one's own destiny if people are shown that it is possible.

This part of the course teaches one how to live. As it is experiential and brings about a paradigm shift, it is really not possible to describe the contents of this part of the course in words.

However, in the following is a rough outline and each session will be tailor-made based on the group's energy levels, their interaction and requirements that will emerge on a real-time basis.

The workshop seeks to be truly transformational at a very personal level, in that it seeks to cause a permanent shift in the consciousness of the participants.

A more detailed write-up of this part of the course is presented in Appendix.

Session Plan for Jettisoning the Dysfunctional Baggage we Carry

Day-0: Saturday Evening from 6 pm to 7.30 pm

Introduction and Overview, with relaxation exercises.

Day-1: Following day from 6 am to 4 pm (with breaks in-between)

1. Life Style Modification Techniques
2. Personal Mastery
3. Stress Management
4. Handling Complex Interpersonal Relationships
5. Concluding Fellowship Exercises.

Target Audience

This workshop is a MUST ATTEND for all ILPM Participants. No absenteeism will be entertained.

It is also open to interested faculty of IIM Udaipur and their spouses. Any others may be

permitted to attend based on prior permission of the IIMU Director.

All participants of the program must be punctual for ALL the sessions.

APPENDIX

FURTHER DETAILS ON THE WORKSHOP ON

'Jettisoning the Dysfunctional Baggage we Carry'

The program by Dr. Thimappa Hegde, Neurosurgeon, will start on a Saturday evening from 6.00 pm to 7.30 pm (Day-0). It will continue on the following day (Day-1), from 6 am to 4 pm, with appropriate breaks in-between. The sessions on both these days will be conducted by Dr. Thimappa Hegde. The focus of these two days is 'Jettisoning the Dysfunctional Baggage we Carry.' It will be conducted in a process mode, providing ample opportunity to participants to reflect on their lives, including their work lives. The program will help participants to move towards much higher levels of utilizing their potential.

As a neurosurgeon one gets to constantly see a lot of human suffering. As a neurosurgeon, Dr. Hegde sees suffering in the form of disease, disability and death, endured each day by his patients and their loved ones. Through the midst of all this suffering, one is struck by the miracle of good health and "How Lucky We Are" to have it. This good fortune however is unfortunately ephemeral. A day will come in our lives when the miracle of good health may disappear transiently or permanently. This realization, gloomy as it may sound, can motivate us to make the most of the gift of our lives.

The human mind is far superior to the world's best super computer. By understanding the dynamics of our mind we can learn how to use it rather than be used by it. Whenever we are used by our mind we are stressed and our bodies undergo a lot of adverse effects. Stress can be harnessed to become the means to an end. Stress and Stress-related illnesses are the most frequent reasons for which medical consultation is sought. A person under stress is also unable to perform her or her job effectively.

A successful person is one who can cope with and deal with stress efficiently, and harness the energy within stress to achieve constructive goals. This workshop is designed to help the participants to understand stress, and how it affects their health and their daily life activities. It empowers them to find their own solutions to handle stress. This stressed state prevents people from reaching their full potential.

Objectives of the workshop on Day-0 and Day-1

By the end of this workshop, participants will:

1. Become aware of their state of stress, causes and ways to cope with it.
2. Realize that life is a gift and how to make the most of it.
3. To be an inner winner and outer winner.

Methodology for the workshop on Day-0 and Day-1

This is a unique program, which blends modern psychological approaches with ancient spiritual inputs from the East. These include interactive sessions, group work, and different techniques of meditation.

Broad areas covered in the workshop on Day-0 and Day-1

1. Understanding mind dynamics
2. Ways to deal with stress
3. Empowering skills
4. Man-woman relationships
5. Diet, exercises and tips to a healthy life style
6. Meditations to attain alpha state of mind
7. The art of powerful goal setting
8. Team Building
9. Reaching one's full potential

These sessions will be conducted in a workshop format over a weekend.

Faculty Profile

D.V.R. Seshadri [dvrs@iimb.ernet.in]

D.V.R. Seshadri is an Adjunct Faculty at IIM Bangalore and IIM Udaipur. He is also visiting faculty at IIM Ahmedabad and IIM Indore. His areas of interest are: B2B Marketing and Corporate Entrepreneurship. He holds a B. Tech. from IIT, Madras, M.S. from University of California and is a Fellow of IIM Ahmedabad, followed by 15 years industry experience. He is a highly rated trainer. He has co-authored three books: 'Innovation Management,' with Prof. Shlomo Maital, Sage India in 2007; 'Global Risk / Global Opportunity,' with Prof. Shlomo Maital, by Sage India, in June 2010; and Indian adaptation of 'Business Market Management (B2B): Understanding, Creating and Delivering Value,' with James Anderson, James Narus and Das Narayandas, Pearson Publishing, in June 2010.

Gokul Kamath

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Gokul is an independent consultant and an adjunct faculty at IIM Indore, IIM Udaipur and IIM Shillong. His areas of interest include Advanced Selling Skills, Persuasion & Influence, Inspired Leadership through Personal Mastery and Distribution Management.

Before transitioning into academia, Gokul worked in the corporate world for about 30 years. He has held several leadership roles while managing areas of Sales, Channel Management, development of next generation of leaders and other associated Management functions, having worked for about 25 years of this period in a top US Multi-national. His recent positions were Head of the Channel sales function in India and Head of Strategies & Business Development for a leading brand of Cutting Tools in India. In addition to his line responsibilities relating to sales, he was deeply involved in their training and developmental activities to improve their overall effectiveness.

Since 2013, he has been involved in consulting and training professionals in areas of Leadership and People Skills. He has excellent oratory, communication and people skills. He is a multi-dimensional personality and in addition to functional expertise in marketing and sales, he has extensive exposure to other important life skills including Stress Management, Leadership, Philosophy, Personal Mastery, motivating people to take ownership, demonstrating entrepreneurial behavior in large corporates, etc. As a consultant trainer he is working with some Multinational companies imparting training to frontline sales people and territory managers on advanced selling skills. Recently he conducted training on Leadership to one of the TATA Group companies for their Senior Management. Gokul is passionate about working with people for their holistic development. In his training avatar, he has conducted training for hundreds of Sales professionals and budding management students of IIMs. He has also started training the entrepreneurs on Selling Skills working closely with Laghu Udyog Bharati, Karnataka chapter. He has delivered talks on personal effectiveness, personal mastery, leadership, self-leadership, and related topics to Business Schools, Rotary Clubs, Indian Medical Association, etc., which have won high acclaim.

He is a co-founder of GEMS B-School, Bangalore and currently a board member advising the institute on strategic areas.

Dr. Thimappa Hegde (thegde@gmail.com)

Dr. Thimappa Hegde is presently the Director and Senior consultant Neurosurgeon at Narayana Hrudayalaya Institute of Neurosciences . He was earlier the Additional Professor of Neurosurgery at NIMHANS, Bangalore. He had his basic medical and neurosurgical training in India & later acquired specialised training in the United States of America, Japan and the Netherlands. He has authored 30 scientific publications in leading journals and has written one book on the history of neurosciences. His interests include the history of medicine and the humanities of medicine. Thimappa is keenly interested in shuttle badminton, trekking and travelling, having travelled to various places connected with the life of Buddha and Adi Shankaracharya. He has also trekked to various places in the Indian Himalayas. Dr. Hegde has been awarded “Outstanding Citizen Award” by the Lions Club of Bangalore and was selected as a member of the Group Study Exchange Program of the Rotary International to visit USA and Canada in 1997. He was invited by the Vatican to speak at an International Meeting in November 1999 at the Vatican City and had a special audience with POPE H.H. John Paul II.

He has conducted programs on ‘Inspired Leadership’, ‘Jettisoning our dysfunctional baggage’, ‘Preparing for the Entrepreneurial Journey’, and related topics for over 45 top organizations. These include: Hewlett Packard India Ltd.; UB Group - United Breweries; VIJAYA BANK; H.C.L.Perot Systems; Huawei Technologies Ltd.; Robert Bosch India Ltd.; Titan Industries Ltd.; Castrol India Ltd.; Broadcom India Ltd.; DSL Software Ltd.; ITC Infotech Ltd.; Honeywell India Software Operations; Strides and Acrolab Ltd.; Astra Zeneca Ltd.; Wipro Technologies Ltd.; Oracle India Pvt. Ltd.; Infosys Technologies Ltd.; State Bank of Hyderabad.; Sasken India Ltd.; Dell International Services; ITC LTD.; Biocon India Ltd.; SAP Labs.; Siemens Communications ; Intel Technologies; IBM; Quest; Juniper Networks; Nokia Seimens Ltd.; and many more.