



CENTRE FOR LEADERSHIP COACHING LAUNCH CONFERENCE

“Coaching is unlocking a person’s potential to maximize their own performance. It is helping them to learn rather than teaching them” – Sir John Whitmore

The launch conference for the Centre for Leadership Coaching (CLC) at Shoolini University was a pivotal event that showcased the university’s unwavering commitment to cultivating exceptional leadership. Held on September 20th and 21st, the event convened a diverse group of visionaries, industry leaders, and academic pioneers to engage in thought-provoking discussions on the critical importance of coaching in academia. With the invaluable support of the National HRD Network (NHRDN) and the International Coaching Federation (ICF), this moment marked a significant step toward realizing the CLC’s vision of empowering leaders through innovative coaching practices. By bridging the gap between industry needs and academic research, the CLC aims to cultivate a new generation of transformative leaders equipped to navigate the complexities of the modern world and drive positive change. The conference served as a vibrant forum for intellectual exchange and knowledge sharing, laying the groundwork for transformative leadership coaching that will have a lasting impact.

20st September 2024 | Friday

Welcome Address

Speaker: Ashish Khosla – Founder and President, Innovation and Marketing, Shoolini University

- The discourse on leadership development provided significant insights into the transformative potential of integrating ancient wisdom with contemporary practices. By drawing parallels between ancient gurus and modern leaders, the speaker underscored the enduring relevance of timeless principles in addressing the complexities of today’s world. This highlights a crucial outcome: the necessity for leaders to draw from historical insights while navigating contemporary challenges.
- Furthermore, the speaker emphasized the importance of embracing emerging technologies and their substantial implications for effective leadership. This emphasis on technological adaptation serves as a vital takeaway, inspiring the audience to commit to a journey of continuous learning, adaptation, and innovation. Such a commitment is essential for developing effective leaders who are equipped to shape the future.

Chancellor's Address

Speaker: Prof. PK Khosla - Chancellor, Shoolini University

- The speaker's discourse on the transformative power of education provided profound insights into the essential role of seeking guidance and support from mentors and educators. By sharing personal experiences, the speaker illuminated how education serves as a crucial foundation for achieving both personal and professional aspirations. This emphasizes the importance of mentorship in fostering individual growth and success.
- Additionally, the speech highlighted the necessity of continuous learning, perseverance, and dedication in the pursuit of academic endeavours. Ultimately, the speaker inspired the audience to embrace education as a lifelong journey, encouraging them to actively seek inspiration and wisdom from mentors and teachers. This commitment to lifelong learning and mentorship is vital for personal and professional development.

Distinguished Address: Leadership Lessons

Speaker: General Ved Prakash Malik PVSM, AVSM - 18th Chief of Army Staff of the Indian Army

- The speaker's discourse on leadership lessons derived from the Indian Army provided profound insights into the transformative power of leadership training. By drawing on personal experiences from both military and corporate contexts, the speaker elucidated the critical roles of human capital, character development, continuous learning, and effective communication in fostering impactful leadership. This underscores the importance of a multifaceted approach to developing leadership capabilities.
- Furthermore, the speaker emphasized the necessity of empowering subordinates, making decisive choices, and cultivating a positive work environment. Ultimately, the speech advocated for a holistic approach to leadership that seamlessly integrates technical skills with personal qualities. This perspective serves to inspire the audience to embark on a journey toward leadership excellence, recognizing that effective leadership encompasses both professional competence and personal integrity.

Inaugural Address - Global Coaching Trends

Speaker: Magdalena Mook - CEO, International Coaching Federation (ICF)

- The speaker's discourse on the transformative potential of coaching in leadership development provided profound insights into its capacity to foster self-awareness, enhance communication skills, and cultivate a growth mindset. Key trends identified included the increasing demand for coaching in a VUCA (Volatile, Uncertain, Complex, Ambiguous) environment, its role in supporting mental well-being and addressing societal challenges, and its integration with various professional practices. These observations highlight coaching as a vital tool for navigating contemporary complexities.
- Moreover, the speaker underscored the critical importance of quality in coaching, emphasizing the necessity of adherence to professional standards, ethical practices, and a commitment to continuous learning. Ultimately, the speech inspired the audience to recognize the transformative power of coaching in enhancing leadership skills, promoting organizational success, and creating a positive impact on individuals and society.

Keynote 1: Role of Coaching in Executive Leadership

Speaker: Suresh Kumar - Former Chief Principal Secretary to Chief Minister, Punjab

- The speaker's discourse on executive leadership provided valuable insights into the transformative potential of coaching as a developmental tool. By differentiating coaching from traditional training methods, the speaker emphasized the personalized approach and focus on individual development that are hallmarks of effective coaching. This distinction highlights

coaching's critical role in addressing complex leadership challenges, adapting to dynamic environments, and enhancing decision-making capabilities.

- Furthermore, the speaker underscored the importance for executive leaders to remain aware of emerging trends, including advancements in technology and sustainability, while advocating for a more participatory and inclusive leadership style. Ultimately, the discourse inspired the audience to recognize coaching as a strategic necessity for organizations striving to cultivate effective executive leaders and successfully navigate the complexities of the modern world.

Leader and Coach: Building Trust and Accountability in Modern Teams

Speaker: Anju Abrol - Head of Wholesale Banking APAC at ING

- The speaker's discourse on the transformative power of trust and accountability in leadership provided valuable insights into their capacity to enhance effective leadership and teamwork. By emphasizing the pivotal roles of values, collaboration, and empowerment, the speaker identified essential components for building strong teams and achieving organizational success.
- Furthermore, the speaker highlighted the critical importance of effective communication, active listening, and fostering a supportive work environment in cultivating trust and accountability. Ultimately, the speech inspired the audience to adopt a human-centered approach to leadership, recognizing the transformative influence of relationships, empathy, and a focus on individual development. This approach is essential for enhancing leadership effectiveness and promoting a collaborative organizational culture.

Discussion: Leader as a Coach: Shaping the Modern Workplace

Panellists:

- **Devi Prasad - CHRO, Apollo Health and Lifestyle**
The speaker's discourse on the importance of mindset and collaboration in leadership provided valuable insights into their roles in enhancing effective leadership. By illustrating the significance of cultivating a positive and adaptable mindset, the speaker highlighted key components for fostering strong relationships within teams. Additionally, the emphasis on facilitating cross-department collaboration was identified as essential for gaining broader perspectives and driving innovation. The speaker also underscored the necessity for leaders to develop adaptability skills to navigate the challenges of a rapidly changing corporate environment.
- **Rajesh Ramakrishnan - Advisory Consultant and Executive Coach, Ex MD Perfetti Van Melle India**
The speaker's discourse on navigating hybrid work dynamics provided valuable insights into the necessity for leaders to recognize the diverse preferences of employees. By emphasizing the importance of multigenerational understanding, the speaker highlighted the need for leaders to adapt their leadership styles to effectively engage different age groups. Furthermore, the discussion underscored that modern leadership is characterized by building connections and fostering collaboration, rather than exercising command and control.
- **Preeti D'mello - President designate, The Fulfillment Institute, Inc. Former Global Head of DEI, Culture, Leadership and Coaching at TCS**
The speaker's discourse on strategic foresight in leadership provided valuable insights into the necessity for leaders to develop the ability to read the room and engage with unspoken energies, a skill vital for effectively guiding teams. By emphasizing the importance of learning from mistakes, the speaker highlighted the need for leaders to create environments where errors are perceived as valuable learning opportunities. Additionally, the discussion on purpose-

driven leadership underscored that aligning leadership with a higher human purpose not only enhances engagement but also inspires teams.

Session Chair: Dr. Suresh Nanwani - Professor in Practice, Durham University, UK, ACC Coach

- The panel highlighted the evolving role of leaders as coaches in the modern workplace, emphasizing the importance of a supportive mindset, adaptability, and collaboration within diverse teams. They acknowledged the challenges of hybrid work models and multigenerational workforces, underscoring the need for leaders to connect with and empathize with their teams.
- Speakers stressed the necessity of strategic foresight, learning from mistakes, and aligning actions with a higher purpose. Ultimately, the discussion reinforced that modern leadership is centered on service, community, and nurturing potential in others, which is vital for fostering an adaptable workforce in today's dynamic corporate landscape. The notion of leadership as a service is underscored by the Ubuntu philosophy, "I am because we are," which highlights the significance of community and collective responsibility in effective leadership.

Discussion: Bridging the Gap: Leveraging Industry-Academia Partnerships to Develop Future Leaders

Panellists:

- **Shaan Vats - Senior Practice Leader HR Infosys**
The discourse on the experiential nature of leadership provided valuable insights into the importance of learning through real-world experiences rather than theoretical study. By reflecting on her journey through academia and the corporate world, she emphasized that essential life skills - often neglected in educational curricula - are critical for personal and professional success. This commentary highlighted a significant gap in current educational frameworks, which often fail to equip students with the competencies required to thrive in dynamic environments.
- **Dr. Sachin Gulati - Distinguished Practitioner Fellow, UN PRME LEAP Researcher**
The discourse on entrepreneurship theories - specifically, generativity and effectuation - highlighted their relevance to leadership coaching. Generativity focuses on maximizing available resources and aligns with the rise of generative AI, while effectuation emphasizes leveraging existing assets and building relationships to mitigate risks. Sachin argued that effective leadership requires balancing these approaches in a rapidly evolving business landscape. He emphasized the importance of creativity as a vital leadership skill that remains resilient amid technological advancements, underscoring the need for leaders to understand when to prioritize processes over technology, which can be cultivated through targeted coaching and experiential learning.
- **Dhananjay Singh - Director General, NHRDN**
The discourse addressed the costs associated with the gap between education and industry readiness, highlighting both monetary implications and the emotional impact on organizations and new hires. The speaker noted that while industries quickly evolve to meet customer needs, academic curricula often lag due to regulatory constraints. Advocating for collaboration, he urged academia and industry to work together to align educational programs with real-world requirements. By gathering industry feedback to inform curriculum development, educational institutions can better prepare students for the challenges they will face in their careers.
- **Vishal Anand - Co-Founder and Pro-Chancellor, Shoolini University**
The discourse emphasized the transformative potential of educational institutions within their communities. Drawing insights from successful models in countries like South Korea, which improved its economic standing through strategic investments in education and research, he

highlighted the need for universities to engage deeply with industry partners to foster innovation and practical solutions. For true transformation to occur, academia must be viewed as a change agent that facilitates meaningful interactions with industry, developing a talent pool capable of addressing complex societal challenges.

Session Chair: Sushma Banthia - Leader and Executive Coach PCC

- The panel discussion highlighted the critical need to bridge the gap between academic education and industry requirements. Panellists emphasized the importance of practical skills, leadership development, and experiential learning in preparing students for the modern workplace. They also discussed the challenges of traditional education systems, which often prioritize theoretical knowledge over practical skills.
- The panel discussion emphasized the need for a more practical and industry-oriented approach to education, focusing on skills development, experiential learning, and fostering a culture of innovation and entrepreneurship. The discussion underscored the necessity for industry to invest in educational initiatives not only for training purposes but also to cultivate a sustainable cycle of innovation.

Panel Discussion: Navigating Leadership: Coaching in Hierarchical Organizations

Panellists:

- Dr. V.P. Singh - Adviser & Distinguished Professor, Jaipuria Institute of Management, Chairman, Asia Coaching Network
The discourse emphasized the critical role of coaching in addressing power dynamics that reflect broader societal disparities, highlighting its potential to foster a more equitable environment by empowering all employees to contribute to organizational success. The discussion on mental well-being underscored the necessity of leadership coaching focused on mental health, emphasizing that effective coaching can cultivate a healthier workplace culture. Additionally, the examination of the distinction between coaches and teachers reinforced the importance of the coach's role in listening and asking powerful questions, facilitating coachees in discovering their own solutions and enhancing personal growth within the organization.
- Lt Gen. KJS Dhillon - PVSM, UYSM, YSM, VSM (Retd.)
The discourse provided valuable insights into the distinction between leadership and management, emphasizing that leaders inspire and take responsibility, while managers focus on supervision. It was highlighted that leadership skills can be developed through training but often emerge in challenging situations. The discussion also underscored the importance of continuous training, using military training as an example of how leadership capabilities are built progressively and consistently tested over time.
- Brigadier S.D. Mehta, SM - Director Operations, Shoolini University
The discourse highlighted the initial confusion many may feel about coaching while also reflecting on its transformative impact. It was acknowledged that a prepared mindset is crucial for maximizing the benefits of the coaching process. Furthermore, participants encouraged embracing challenges instead of opting for easier paths, suggesting that true growth often emerges from stepping outside one's comfort zone.

Session Chair: Sunil Rai - Chancellor, UPES

- The discussion emphasized the necessity of coaching for everyone, highlighting that the only hierarchy in coaching exists between coachees seeking guidance and coaches providing it. It was underscored that the coachee's perspective is often more critical than the coach's role, as successful coaching depends on identifying individual needs and competencies. The vital role

of coaching in personal and professional development was reaffirmed, particularly in navigating the complexities of modern organizational dynamics.

- Additionally, the speakers collectively advocated for a shift from traditional teaching methods to coaching and mentoring approaches that prioritize listening, empathy, and empowerment. They called for leaders and educators to create environments where individuals can thrive, embrace challenges, and reach their full potential. The overarching message was clear: both coaching and leadership are essential for fostering equitable and resilient organizations.

Following the conclusion of the sessions, speakers and guests participated in a tree plantation ceremony, symbolizing a commitment to sustainability. This was followed by a delightful high tea, offering an opportunity for informal discussions. The Cultural Night then captivated attendees with a vibrant showcase of India's rich diversity, featuring enchanting classical dance performances, soulful musical renditions, and a demonstration of traditional yoga postures. The evening culminated in a mesmerizing dance performance that transported the audience to various regions of the country, celebrating India's cultural heritage. The first day of the conference concluded with a networking reception and gala dinner, providing attendees with valuable opportunities to connect, share insights, and celebrate the success of the event.

21st September 2024 | Saturday

Emerging Trends in Coaching in India

Speaker: Prem Singh - Hon' President, NHRDN; President, Group HR, JK Organisation

- The discourse emphasized that coaching transcends traditional problem-solving, serving as a vital tool for personal and professional development, especially for students, who are the future leaders. Coaching is presented as an enabler that helps individuals discover and harness their innate talents, pushing them toward excellence rather than merely addressing weaknesses.
- Additionally, the speaker highlighted the customized, one-on-one nature of coaching, contrasting it with generic training programs. This personal approach allows individuals to focus on their strengths while also acknowledging areas for improvement. The historical context of coaching was explored through examples like the dialogue between Krishna and Arjuna, underscoring coaching's inherent value throughout history. Ultimately, the speech inspired the audience to view coaching as a natural, powerful process for self-discovery and growth, essential for cultivating future leaders.

TCS Coaching Case Study

Speaker: Preeti D'mello - President designate, The Fulfillment Institute, Inc.; Former Global Head of DEI, Culture, Leadership, and Coaching at TCS

- The speaker's discourse on leadership provided significant insights into the transformative potential of personal fulfillment. By underscoring the necessity of harmonizing personal and professional lives, the speaker illuminated the critical role of fulfillment in achieving both success and well-being. Drawing from the concept of "purna," which signifies wholeness and completeness, the speaker advocated for a holistic approach to leadership that integrates these dimensions. The speaker's experiences at TCS exemplified the tangible benefits of this approach, reflected in enhanced organizational culture, increased employee engagement, and overall success.
- Furthermore, the speaker highlighted the transformative capacity of coaching in facilitating personal growth, addressing psychological needs, and fostering a sense of purpose. Ultimately, the presentation inspired the audience to undertake a journey of self-discovery and fulfillment, emphasizing that nurturing their own well-being can lead to a more meaningful and impactful contribution to their organizations and society at large.

Panel Discussion: Is Everybody Coachable or Not? Separating Truth from Myth

Panellists:

- **Mridu Bhandari - Journalist, CNBC Network 18**
Individuals possess the inherent potential for coachability; however, their willingness to engage in the coaching process is influenced by personal circumstances and timing. Effective coaching necessitates a growth mindset, receptivity to feedback, and a high degree of self-awareness. Factors such as ego, pride, and limited opportunities can significantly impede one's coachability. Furthermore, coaching tends to be most impactful when individuals choose to participate voluntarily, as opposed to being compelled to do so.
- **Himanshu Jain - Founder & CEO, Promenable; Ex President APAC – Diversey**
Coachability is closely linked to self-confidence; individuals with insecurities may struggle to fully absorb coaching feedback. Additionally, timing plays a crucial role, as coaching delivered during periods of personal crisis is often less effective. A strong desire for success, coupled with clarity regarding personal goals, is essential for fostering coachability. These elements create an environment conducive to growth and receptiveness to coaching.
- **Chandrajit Pati - Founder, CP HR Advisory; Managing Partner, Kontempore HR Services**
While all individuals possess the potential for coachability, their learning styles can vary significantly. The growing affordability of coaching, driven by technological advancements, has broadened access for a wider audience. For coaching to be effective, it is essential not only for individuals to demonstrate commitment but also for organizations to provide support and foster belief in the coaching process from leadership. This collective investment enhances the overall impact of coaching initiatives.
- **Dr. Bhaskar Roy, PhD - Vice President and Global Ops Leader, Analytics and Data Science, Genpact**
While existing skills are undeniably valuable, a willingness to learn is equally, if not more, crucial for success. Integrating coaching into organizational culture is essential for fostering a continuous learning environment. Additionally, reverse mentoring can facilitate mutual learning across generational divides, optimizing resource utilization and promoting a culture of knowledge sharing. This collaborative approach not only enhances individual development but also strengthens the organization.
- **Tarun Gupta - Director Operations, SCDOE, Shoolini University**
Both coaches and coachees must cultivate openness to feedback and engage in active listening to maximize the effectiveness of the coaching process. Innovative coaching approaches can yield remarkable success. Establishing a strong coach-coachee relationship is essential, and coaches should adapt their methodologies to address the unique needs of everyone. This tailored approach not only enhances the coaching experience but also fosters deeper engagement and growth.

Session Chair: Munish Sahrawat - President & Dean, FMS, Shoolini University

- The panel collectively affirmed that while everyone is inherently coachable, readiness and willingness to engage in the process vary significantly based on individual circumstances and mindsets. Key traits that enhance coachability include a growth mindset, openness to feedback, and a desire for self-improvement. Major barriers include ego, insecurity, and external pressures, such as timing and organizational culture.
- Effective coaching requires a supportive environment and a strong belief in its value from leadership. The discussion highlighted the importance of integrating coaching into organizational culture, utilizing methods like reverse mentoring to facilitate knowledge sharing.

across generations. The speakers emphasized the necessity of active listening and adaptability from coaches to cater to diverse learning styles. Overall, a people-centric approach, grounded in mutual respect and openness, is crucial for maximizing the benefits of coaching.

Using the Power of Archetypes for Leadership Coaching: Coaching Men v/s Women

Speaker: Nirupama Subramanian - Co-Founder & Managing Partner, GLOW; Founder & CEO, Powerfulife

- The speaker's discourse on leadership skilfully highlighted the transformative power of archetypes, emphasizing their relevance in personal and professional growth. By introducing a six feminine powers model rooted in Indian culture – Apsara, Ma, Rani, Rishika, Veera, Kanya; the speaker provided a valuable framework for self-awareness. This model encourages individuals to identify and understand their dominant archetypes, enabling them to leverage their strengths and navigate challenges effectively.
- The integration of archetypal awareness into leadership development fosters a deeper understanding of oneself and others, enhancing both leadership effectiveness and personal fulfillment. Ultimately, the speech inspired the audience to explore how these powerful mental images can transform their approach to leadership and self-discovery.

Panel Discussion: Leadership Excellence: Tailored Coaching for CEOs, Board Members, and Managers at All Levels

Panellists:

- Anuj Batta - Managing Director, Quanolytics and TheHRAalytics.com
The speaker emphasized the pivotal role of leadership in driving organizational success and resilience. Recognizing the variability of leadership effectiveness across diverse organizational cultures, the speaker underscored the importance of tailoring leadership approaches to specific contexts. The speaker proposed a comprehensive framework for coaching, encompassing four key elements: purpose, intent, efficacy, and the selection of an appropriate coach. Ultimately, the speaker advocated for a balanced approach to coaching as a strategic imperative for organizations seeking to achieve sustainable success.
- Shailesh Pathak - Member of the Governing Board, Shoolini University
The speaker drew a comparison between the structured coaching environment in the military and corporate settings, highlighting the rigorous coaching and mentoring protocols established within the military. While informal mentorship exists even at the highest levels of the military, the speaker suggested that formal coaching programs could further enhance leadership development.
- Natwar Kadel - Head, HR Strategy, Hyundai Motor India Ltd & Professor of Practice
Using South Korea as a case study, the speaker highlighted the importance of resilience and adaptability in effective leadership. The speaker emphasized the critical role of execution and the ability to pivot quickly in response to unforeseen challenges. By linking effective leadership to mental strength and the capacity to handle stress, the speaker advocated for a proactive and problem-solving approach to leadership.

Session Chair: Prof. Atul Khosla - Founder & Vice Chancellor, Shoolini University

- The discussion emphasized the necessity of viewing coaching as a transformative process that significantly influences individual growth and development, even for those who have already attained considerable success. The panel affirmed that effective coaching encompasses a continuous journey of self-discovery and personal development, necessitating adaptability and openness to change.

- Furthermore, the relationship between leadership and coaching was underscored, with the panel highlighting that coaching plays a crucial role in supporting leaders at all levels. By fostering self-awareness, addressing challenges, and providing guidance, coaching empowers individuals to reach their full potential and drive organizational success. The panel emphasized that trusting the coaching process and committing fully to personal growth are essential for maximizing the benefits of coaching.

Executive Summary and Valedictory Note

Speaker: Payal Khanna - Deputy Director & Head, Centre for Leadership Coaching

- The We Empower Coaching Project has demonstrated the transformative power of coaching in fostering leadership development and building resilient individuals. From its humble beginnings in 2021, the project has grown into a thriving initiative with over 260 ICF-credentialed coaches and 1,000+ individuals coached.
- The project's success is a testament to the unwavering commitment and dedication of the team, faculty, students, and supporters. By embedding coaching into the fabric of the institution, the project has proven that coaching is not merely a tool for development but a catalyst for positive change. The project's impact extends beyond individual growth, contributing to the development of future leaders and strengthening the bridge between industry and academia.

Closing Address

Speaker: Prof. Atul Khosla - Founder & Vice Chancellor, Shoolini University

- The speaker emphasized the transformative potential of coaching in enhancing leadership development and cultivating resilient individuals. By addressing the specific challenges and opportunities individuals encounter, coaching empowers them to realize their full potential and contribute to organizational success.
- The speaker highlighted the importance of dismantling stereotypes and acknowledging the diverse talent pool available globally. By fostering a culture of inclusivity and opportunity, organizations can empower individuals from all backgrounds to thrive and make meaningful contributions to the growth of their communities and nations.

Student Buddies

To enhance the guest experience and provide students with valuable learning opportunities, each speaker was paired with a student buddy. These student buddies were responsible for assisting speakers during their stay on campus. This arrangement not only facilitated a comfortable stay for the guests but also offered students an invaluable opportunity to interact with industry leaders and academic pioneers. By engaging with these esteemed individuals, student buddies gained valuable insights, developed their skills, and boosted their confidence.

Conclusion

The Centre for Leadership Coaching Launch Conference has illuminated a path toward a transformative vision of leadership that transcends traditional hierarchies. The diverse assembly of executives, educators, veterans, and thought leaders highlighted a collective understanding: leadership is inherently a shared responsibility, anchored in empathy, trust, and a commitment to nurturing potential. The discussions emphasized that effective leadership must evolve from mere authority to a coaching mindset, fostering resilience and adaptability in both leaders and teams.

The insights gained from this conference underscore the critical role of coaching as a catalyst for personal and organizational growth. It is through coaching that leaders can cultivate environments where individuals feel empowered to face challenges, ultimately shaping organizations that prioritize

well-being over mere performance metrics. This human-centric approach not only enhances team dynamics but also positions organizations for long-term success in an ever-changing landscape.

As we reflect on the essential themes of trust, accountability, and collaboration that emerged from our discussions, it becomes clear that the future of leadership hinges on our ability to embrace these principles. The integration of coaching into leadership practices is not merely a trend but a necessary evolution, ensuring that we leave a legacy of compassion and impact.

Let us carry forward the seeds of transformation sown during this conference, committing ourselves to embody the empathetic and visionary leadership that our world demands. In doing so, we can inspire a new generation of leaders who prioritize people and purpose, fostering organizations that thrive on inclusivity and collective growth. Together, we are not just envisioning a brighter future; we are actively crafting it through our shared dedication to transformative leadership.