

**REPORT OF LDP**  
**CURRICULUM FOR ENGINEERING INSTITUTES**  
**Date: 12<sup>th</sup> and 13<sup>th</sup> January 2018, Venue: A-315**

**DAY ONE**

**9.00 am Inauguration by the Principal**

(9.10 to 9.30 am) Breaking the Ice & Introduction to the program and faculty members

The training was begun with the opening remarks by Principal. She has emphasized on three aspects twenty first century challenges, taking KJSCE to higher level, developing managerial skills. This was real eye opener for every participant. Madam motivated every participant to take this leadership training seriously in order to improve and develop leadership skills.

**(9.30 am -10.30 am) what is strategy?**

Mr. Sameer Joshi explained the Concept of Strategy with various examples. He has also explained how a leader should be. He added that a leader influences a group of people towards achievement of certain goals for the growth of the organization. For this purpose a person should be intelligent, honest, creative, confident, self-driven and courageous. An emotional and less organized person who involves in thinking on too many things at a time may not be a good leader.

In order to explain the importance of strategic thinking he shown the video of rabbit and tortoise race story with different modifications as per situational and corporate demands. To summarize, slow and steady may not always wins, but it is better to be fast and reliable. It is important to understand your own core competence and shift the gears. Team work always fetches better outcomes.

Mr. Sameer motivated the participants by showing various motivational quotes of great leaders such as, Dr. Sarvepalli Radhakrishnan, Dr. A. P. J. Abdul Kalam, Indra Nooyi, Jeff Weiner, Satya Nadella, Mark Benioff, Sundar Pichai, etc. He has discussed the importance of strategic thinking for institution's sustainable growth.

**(11.00 am -1:00 pm) Role Clarity as the key driver for Internal Strategy**

Mr. Gangadhar Joshi described the importance of Role Clarity in the organizational growth. Role Clarity means complete understanding of purpose, responsibility, authority and accountability of the position. Role clarity also identifies areas of focus and resources to successfully achieve the positional objectives. Written Job Descriptions frequently just list tasks and fail to include measurable, prioritized responsibilities.

Everyone in the organization should ask himself or herself a question, why the position I am holding exists in the organization? Everyone must be aware of his/her role in the organization and to understand the expectations placed on a position. Later he compared role description versus job description as each position in an organisation has a distinctly unique role to perform.

Role is much comprehensive statement of justification for the position being in the organisation. Role clearly identifies the competency requirements. Role defines what you are expected to achieve also role defines authority, responsibility and also accountability for failures. He also emphasized upon role of strategic leader, characteristics of good role description, typical areas of goal setting and hierarchy of organization goals. Various achievement indicators (AIs), Key result areas (KRAs), Key Performance Indicators (KPI) and Performance Management (PM) how gradually enhance the performances of an individual and subsequently of organization as a whole. He ends his talk by explaining various elements of performance management.

**(2:00 pm to 5:00 pm) SWOT Analysis**

Mrs. Anupama Vaidya discussed about Brain model and MiND tool (MyBrain Indicator of Neurological Dominance). Like a large corporation, a large orchestra or a large army the brain consist of distinct components serving distinct functions. The MiND tool is the world's first neurometric analytical tool that links a person's psychological make-up and preferences to the neurological architecture of their physical brain. The MiND tool consists of specific questionnaire that was circulated to the participants through Email, well before LDP. Based on the answers selected by the participants, they were evaluated to find their personal and professional profiles. Answers marked by the participants were purely on the basis of they think and behave which gives the information about how they think and behave. Although no profile is better than other profiles as all have their advantage and disadvantages. But MiND profile can provide valuable information to build a true understanding of his/her strengths and talents and to improve upon weak areas that are used less. The MiND tool questionnaire exclusively measures a person's preferences and motivations, not their aptitudes or abilities. Running a MiNd workshop for a team was a valuable exercise as it could provide the valuable information about the extent to which team members collaborate and share information, thoughts and ideas.

**Activity:** Make a drawing with a crayon to represent you. Every participant enthusiastically participated in this activity.

**5:15-6:45 pm Understanding & meeting the expectations of internal stake holders**

Mr. Gangadhar Joshi, started his speech with the extensive discussion on various stakeholders. Internal stake holders and their role were discussed. How to meet the expectations of internal stakeholders and what are the expectations from internal stakeholders was understood through the interaction. Every participant has been asked for their views on Understanding and Meeting Stakeholder Expectations for this purpose one form had given to each participant to fill up. Stakeholder's analysis and its mapping method were discussed.

**6:45 to 7:15 pm Participants to summarize the day's notes (Mr. Sameer Joshi)**

The day was ended by summarizing the activities done throughout the day.

## DAY TWO

### (9:00 am 11:00 am) **Foundation of influential leadership**

Mrs. Anupama Vaidya discussed about different aspects of Emotional Intelligence (EI) and its relation with influential leadership. He has also discussed emotional intelligence model. Emotional intelligence is a capability of an individual to recognize his / her own emotions and those of others differentiate between different feelings and label them appropriately. Use emotional information to guide thinking and behavior for managing emotions to adapt to environment or to achieve certain goals. It is very important for a leader to manage his / her own as well as other's emotions. EI enhances one's performance at work, physical and mental health and relationships it has high interlinkage with social intelligence. It helps to recognize between friend and foe, to reduce stress and to bring nervous system to normal and to feel happy. He ends with the quote, 'our emotions need to be as educated as our intellect. It is important to know how to feel, how to respond, and how to let life in so that it can touch you'.

**Activity:** Making of a tower using straws, marsh mellows and jellies. This activity was given to different groups. The tower to be made should be evaluated on the basis of weight bearing, low-cost, and height. The idea behind this activity was to check the team work, planning and execution skills of the participants. It was indeed a great experience.

### (11:30 to 1:30) **What is Benchmarking?**

Mr. Sameer Joshi discussed about Benchmarking in order to set high standards of KJSCE. In this regard we need to ask ourselves few questions.

1. What unique value do we bring?  
Answer: Solution can be obtained through SWOT analysis
2. Where do we compete?  
Answer: Taking feedback from stakeholders and trough benchmarking
3. How do we sustain our values?  
Answer: Through Innovations
4. What resources and capabilities do we utilize?  
Answer: Roles, responsibilities and EI

### **He has suggested certain Benchmarking Parameters**

- Student-Faculty Interaction
- Student to faculty ratio
- Employability
- Teaching quality
- Research quality
- Industry income
- Citations
- International Outlook

- Diversity
- Initiative – Social responsibility, art and culture, student support (online and distance learning, library access, student media outlets, etc.)

He appealed to identify certain benchmarking areas for KJSCE so that KJSCE will become one of the best among peer institutions. We need to identify best practices of KJSCE and need to make them still better. He has discussed Philips case study, to explain the importance of benchmarking to lift the overall performance of the institute. He has discussed four keys of benchmarking such as identify, collect/analyze, implement and evaluate. Finally he said that by keeping continuous interaction in different phases over 12 months to identify certain key areas, benchmarking parameters can be found to lift the performance of KJSCE.

(2:30 pm to 4:30 pm) **Innovation and its Power**

Importance of innovations for survival and growth of organization is must. Certain approach such as Jugaad approach is very essential which was discussed through few photographs. VUCA an acronym used to describe or reflect on the Volatility, Uncertainty, Complexity and Ambiguity of general conditions and situations. The deeper meaning of each element of VUCA serves to enhance the strategic significance of VUCA foresight and insight as well as the behavior of groups and individuals in organizations. It discusses systematic failures and behavioral failures which are characteristics of organizational failure.

- V = Volatility. The nature and dynamics of change [The nature and speed of change force and change catalysts]
- U = Uncertainty. The lack of predictability, the prospects for surprise, the sense of awareness and understanding of issues and events.
- C = Complexity. The diverse forces, the confounding of issues that create mixed conditions and complications.
- A = Ambiguity. The haziness of reality, the potential for misreads.

These elements present the context in which organizations view their current and future state. They present boundaries for planning and policy management. They come together in ways that either confound decisions or sharpen the capacity to look ahead, plan ahead and move ahead. VUCA sets the stage for managing and leading. The particular meaning and relevance of VUCA often relates to how people view the conditions under which they make decisions, plan forward, manage risks, foster change and solve problems.

Certain activities are given at the end of two days session. It was asked to each coordinator to collect individual PDPs, roles and responsibilities and uniqueness of KJSCE from all the participants and to make a presentation based on this data.