



DEPARTMENT OF  
SCHOOL EDUCATION  
Punjab (INDIA)



ISB | Bharti Institute  
of Public Policy

**One Week Workshop**  
**on**  
***Leadership and Motivation***  
***for***  
***Principals and Heads***  
**of**  
**Department of School Education, Punjab**

## Bharti Institute of Public Policy, Indian School of Business

Started in 2011 at the ISB Mohali Campus, BIPP aims to lead education and research in the domain of public policy. It is a platform where Government, Government agencies, representatives from the corporate sector and researchers come together and engage with each other. BIPP works with Government bodies, institutions and policy makers, providing them with critical, data-driven evidence, research & analysis of relevant and critical concerns. World-renowned Fletcher School of Law and Diplomacy at Tufts University, USA are partners in education for BIPP's flagship Advanced Management Program in Public Policy (AMPPP), an inter-disciplinary course for mid-career government and private sector professionals. BIPP works on policy challenges across diverse domains, primarily Agriculture & Food, Environment, Education, Finance, Governance and Digital Identity.



## Education Training Report



**Overview**



**Training Outline  
&  
Course Curriculum**



**Faculty, Trainers  
&  
Experts**



**Participants**



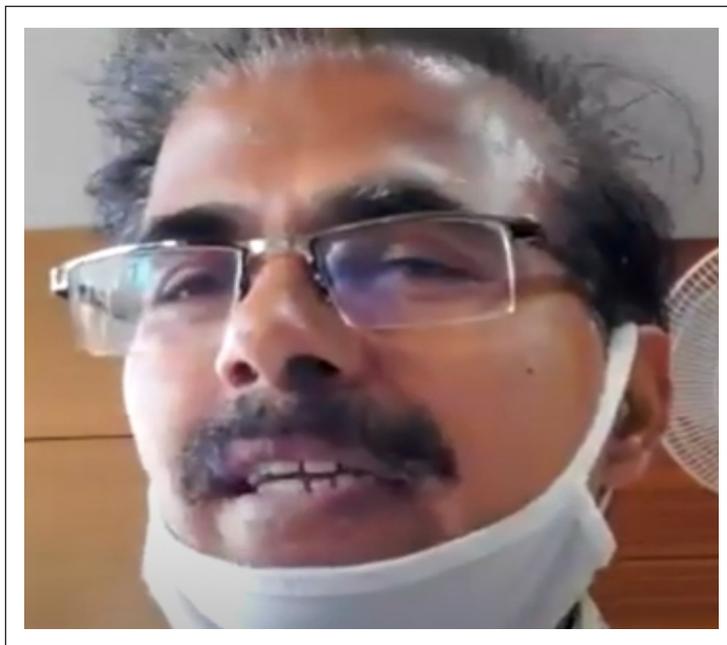
**Glimpses**



**News & Media  
Coverage**



**Professor Ashwini Chhatre's address to the participants**



**Sh Krishan Kumar, IAS' address to the participants**

## Overview

Bharti Institute of Public Policy (BIPP) in collaboration with the Department of School Education, Government of Punjab, organised and conducted a training on 'Leadership and Motivation' for directly recruited Principals and Headmasters of Government High Schools through the Punjab Public Service Commission (PPSC) of Punjab Education Department.

The workshop is a part of an overarching project 'Improving Quality of Education in Punjab', that BIPP is undertaking with the Department of Education, Government of Punjab. The project aims to study policy, institutional and capacity-building reforms required to improve educational outcomes.

It is for the very first time that a training of this kind has been planned and implemented at this scale by Dept of School Education, Govt. of Punjab. A total of 152 Principals, 672 Headmasters, including 317 under Rashtriya Madhyamik School Abhiyan (RMSA) have been trained.

This unique initiative is the brainchild of Secretary, Department of School Education, Krishan Kumar, IAS. 'It was difficult for me to convince all the officer trainees to look forward to this training. I am delighted with the feedback. It was a new experience for us to take an initiative like this. I can see a remarked difference. There is total transformation in the behaviour and attitude of the principals. They are highly motivated towards their work', he said.

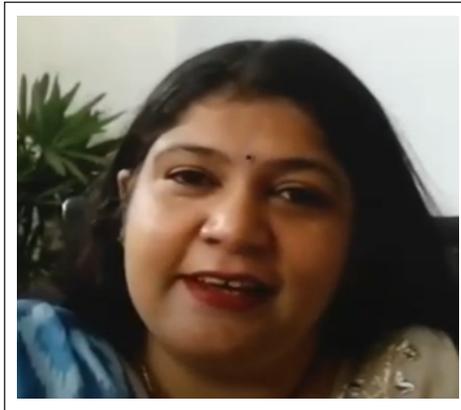
'Education is a constantly evolving enterprise. I believe that we have managed to deprive professional civil servants, especially teachers of the insights that the private sector and the corporate world have enjoyed for a very long time. Principals have to manage a portfolio of tasks and have to make difficult decisions. And it gives me great pleasure that we are able to do these for the principals and provide them with management insights that ISB is trained to do and convert it to pedagogy and training delivery modules for school principals', said Prof Ashwini Chhatre, Executive Director, BIPP, ISB.

The enthusiasm, commitment and dedication of these government servants working at the grassroots is simply unparalleled. They are innovating their best to reach out to each and every student in rural areas to help them continue learning even in these unprecedented times! So happy to provide some direction to their initiatives by emphasizing on aspects like transformational leadership, motivation, change management, SWOT Analysis, Emotional Intelligence, Team Building and Communication Skills', shared Dr Aarushi Jain, Associate Director, BIPP.

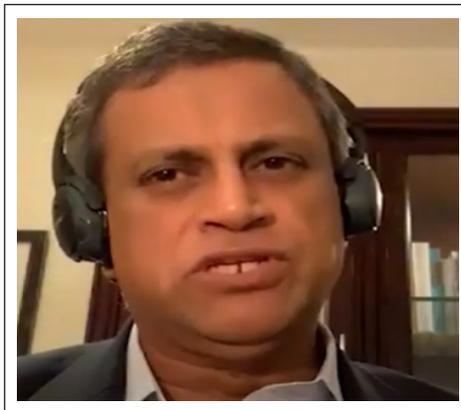
ISB Professor Nandu Nandkishore, one of the faculty for this training said, 'We are in an era of dramatic and disruptive change. To adapt to change requires leadership, vision and understanding of change management. Educators and educationists are in a prime position to provide leadership for their teachers, students, parents and administrators. Jobs of tomorrow will not be jobs of yesterday. These sessions have been designed to help the school principals understand, learn, discuss and introspect about and to make change action plans.'

## Training Outline

The training programme has been designed and coordinated by Dr Aarushi Jain. It was designed with a special focus on critical roles of principals as decision-makers, team leaders and in other functional areas of the management of the school. The goal is to build essential capacities in government schools and to provide the newly recruited principals the required impetus and exposure on management concepts. The idea is to train principals who are at the beginning of their careers. The training will help them guide the growth and evolution of the school and ensure that the deliverables are met. The training was spread over five days with a total duration of 30 hours, wherein duration of each session was two hours. The ISB faculty, experts from the education sector and guest speakers from the Industry were a part of the training.



**Dr Aarushi Jain**  
**Associate Director, Bharti Institute of Public Policy**



**Professor Nandkishore Doreswamy**

## Course Curriculum

Theme	Session leader	Brief
Orientation Session	Dr Aarushi Jain	Introduction, Ice-Breaking, Using the Online Portal and Training Brief
School Leadership in Times of Covid19	Prof Chandrasekhar Sripada	Challenges and Opportunities
Application of Principles of Management for School Leadership	Dr M Kanchan	Management Principles and their applicability to school level management
Contemporary Context of Leadership	Rajeshwar Upadhyay	Johari Activity -Trust and Support
Effective Communication	Shweta Rajput	Body Language and improving Communication
Motivation	Dr Aarushi Jain	Theories of Motivation, Intrinsic Motivation etc.
Motivation & Sustainable Leadership	Rajeshwar Upadhyay	Typology Debrief – and Actioning
Team Building and Group Dynamics	Dr Aarushi Jain	Group Behaviour, Team Formation and Development
ASK Curriculum	Dr Sarada Chandrasekaran	Pedagogy
Typology	Rajeshwar Upadhyay	Group Activity
Leadership	Prof Doreswamy Nandkishore	Transformational Leadership
Change Management	Prof Doreswamy Nandkishore	Moving out of the Status Quo
Achieving School Level Targets	Antony Nellissery	Expert Perspective
Motivating Staff and Students at School Level	Dr Gulshan Sharma	Practical Orientation

## Faculty, Trainers & Experts



### **Dr Aarushi Jain, Associate Director, Bharti Institute of Public Policy**

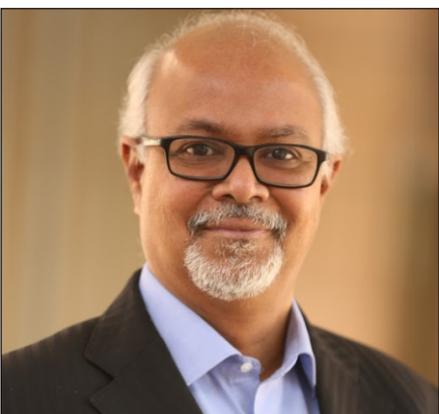
Aarushi Jain has wide experience and expertise in the Public Policy domain as a faculty, administrator and as a project specialist. She has a Ph.D. (Public Administration), Double Postgraduate (Public Admin. and HR), UGC-NET/JRF/SRF and an Accredited Management Teacher (AMT) in Public Policy. She has been a visiting scholar at Duke University, USA. She has previously worked as Chairman, Rural Development and CSR, International Chamber of Service Industry and at various institutions. She is also a visiting faculty to various premier institutions including NCGG, LBSNAA, HIPA, IGNFA, IIAS, NACIN etc. She has had a long association with National Centre for

Good Governance, LBSNAA, Mussoorie, for research studies as state coordinator for Punjab and Himachal.



### **Antony Nellisery, Chief, School Excellence, Bharti Foundation**

With Institute of Rural Management Anand (IRMA) and Don Bosco as his alma mater, Mr Nellisery has over 22 years of professional experience in the field of education. He has worked with the Sarva Shiksha Abhiyan programme, UNICEF, Save the Children, Sight savers International amongst others in various roles and capacities. He is passionate towards development of children and exposure to education systems across the world moulded his thinking on holistic education. At Bharti Foundation he is focusing on excellence in schools through school leadership program, research and systemic



### **Professor Chandrasekhar Sripada, ISB**

Dr Sripada Chandrasekhar (Chandra) has worked with the public and private sector and with multi-national companies across India. For more than twenty-five years, he has been a Chief Human Resource Officer for various international companies. He retired as the Global Chief Human Resource Officer at Dr. Reddy's. Dr.Chandras main research interest areas are leadership, talent, culture and the future of work in digital economies.

## Faculty, Trainers & Experts



**Professor Doreswamy Nandkishore, ISB**

Prof Nandkishore is a Professor of Practice, Marketing at Indian School of Business. He is a Global C suite Executive with over 34 years of global experience in Leadership roles across a diverse set of environments in both emerging and developed markets, including as Executive Board Director for NESTLE in Asia, Oceania & Africa and also as Global CEO for Nestlé Nutrition in-charge of markets all over the world including US, Europe & Latam. His key areas of interest include, 1. Turnaround situations and Crisis Management. 2. Transformation of Old Economy Businesses with "Tech based" inputs & Innovation. 3. Leadership and Coaching in the new "Tech led" and "Sharing

Economy". 4. Emerging Markets, Globalization and Cross-Cultural operations, Sales & Distribution. 5. Consumer Engagement through Experiential Marketing, Neuro-marketing and digital. 6. Corporate Social Responsibility and Creating Shared Value through Social engagement.



**Dr Gulshan Sharma, Director General, ICSI**

Dr Gulshan Sharma is currently associated with International Chamber for Service Industry working on education, skills development, trainer and training solutions. His expertise lies in working with state governments for HRD/education reforms and upliftment. The focus of the projects handled by him aligned education with employment and entrepreneurship. Besides, he is also a motivational speaker, life management coach, corporate trainer and service industry guru.



**Dr M Kanchan**

Dr Kanchan is a visiting Faculty at Goldman Sachs - ISB Women Entrepreneurs Ambassadors Program. She has a Ph.D. in corporate governance from the University of Mysore and has been visiting faculty at the SVKM's Narsee Monjee Institute of Management Studies (NMIMS). She has also worked at Thapar University as a Clinical Associate Professor from 2015 - 2018.

## Faculty, Trainers & Experts



### **Rajeshwar Upadhyay, Director, Par Excellence**

Prof. Rajeshwar has over 28 years of industry and teaching experience. He has conducted training programs and consulted for business houses in India, South-East Asia and the USA. With more than 16 years of engagement with the field of emotional intelligence, he has trained over 48,000 executives over the last 16 years, 38,000 professionals in Emotional Intelligence related themes, across Government, Public Sector and Private Sector. He has been a facilitator of Learning with the various governments; Indian Railways, DFCCIL, SEBI, CAG, etc. and numerous others. He is also a visiting faculty at ISB, LBSNAA, NAIR, etc. He is certified in

various globally recognized psychometric and coaching tools like MHS EQI; Pearman; Big Five Personality Factors, Hardiness Resilience Tool, Hogan, FIRO-B, MBTI etc.



### **Dr Sarada Chandrasekaran, Academic Director and Head, Whitefield Global School, Bangalore**

Dr Sarada Chandrasekaran has more than 36 years of experience in education. She has been a PGT in DPS, Vizag; Principal of Air Force School, Coimbatore; Principal of Venkat International Public School in Bangalore; Principal of Bharathi Vidyapeeth in Navi Mumbai.



### **Shweta Rajput, Corporate Trainer**

Ms Shweta Rajput is the founder of ImageIMPAKT Consulting Services, devoted to transform the lives of individuals by propelling them to achieve their personal and professional goals through enhancing their Appearance, Behavior and Communication. She is a Certified Image Consultant & Soft Skills Trainer from Image Consulting Business Institute (ICBI), MBA in Human Resource Management and an Advance Diploma holder in "Guidance and Counselling".

## From the Participants



**Presentation on Education by Dhiraj Kumar  
Headmaster, Govt High School, Guram**



**Participants Feedback**

## Glimpses



### Session on 'Leadership & Motivation'



### Session on 'School Leadership in Times of Covid19' by Dr Chandrasekhar Sripada

## Glimpses

### MOTIVATION

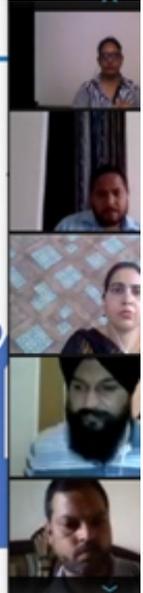
☐ Motivating and rewarding employees is one of the most important challenging activities that an administrator performs.

**PERFORMANCE = ABILITY X MOTIVATION**

☐ TWO MAIN QUESTIONS ARE:

1. What motivates you?
2. How to motivate your subordinates or your team?



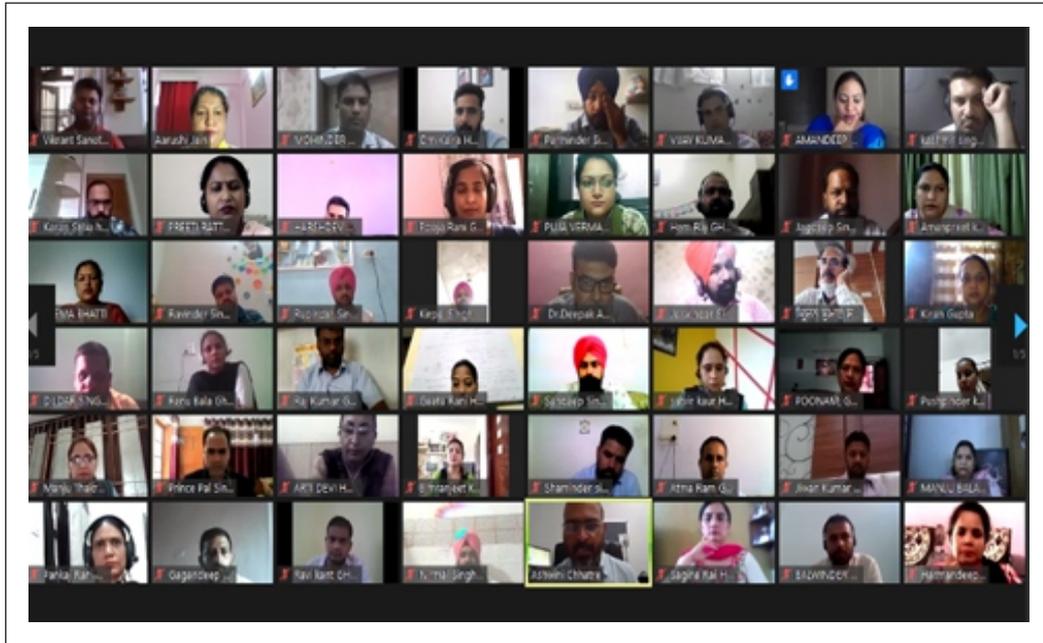


### Session on 'Motivation' by Dr Aarushi Jain



### Session on 'Motivation & Sustainable Leadership' by Rajeshwar Upadhyay

## Glimpses



## Virtual Classroom



## Principals Training on the ISB Mohali Campus

## Glimpses

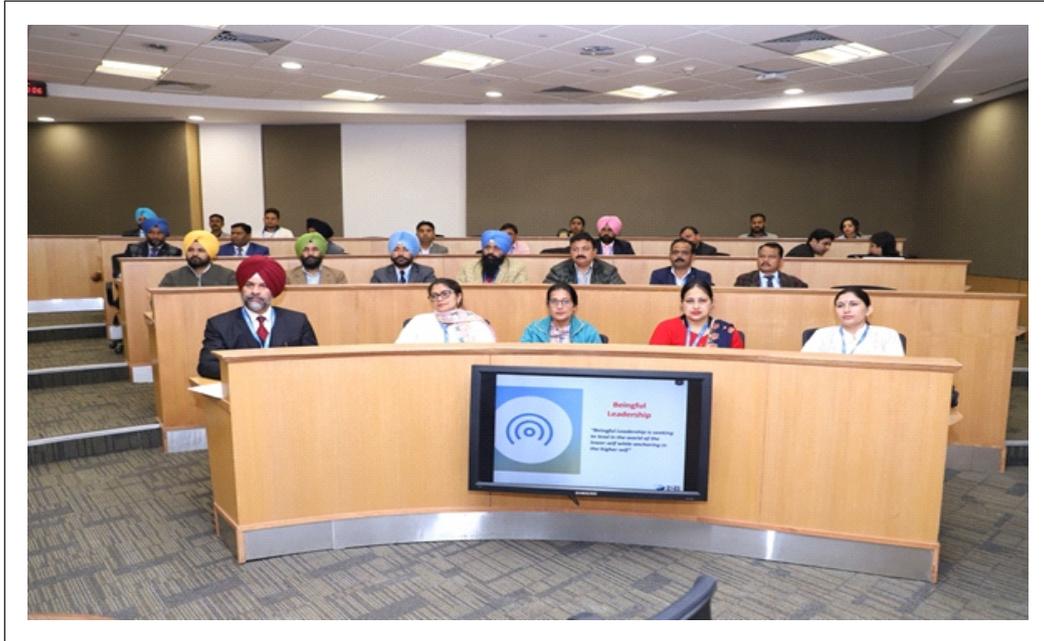


**Session on 'Change Management'  
by Professor Nandkishore Doreswamy**



**Session on 'Team Building and Group Dynamics'  
by Dr Aarushi Jain**

## Glimpses



### Principals Training on the ISB Mohali Campus



**Dr Aarushi Jain presenting the ISB memento  
to Sh Krishan Kumar, IAS**

## News & Media Coverage

- ▶ Indian Express Dec 21
- ▶ Times of India Dec 23
- ▶ Indian Express Jun 28

- ▶ Punjab Tribune Jun 29
- ▶ Tribune July 01
- ▶ Punjab Tribune July 18

### A first: Punjab govt ropes in ISB to inculcate 'leadership' qualities among school heads

**ANJU AGNIHOTRI CHABA**  
JALANDHAR, DECEMBER 20

TO HELP the newly recruited school heads in imparting better education, for the first time, Punjab Education Department has roped in one of the top most business schools to impart professional training to them at par with international standards.

The 5-day training by the Indian School of Business (ISB) aims at developing motivational, leadership qualities among them and to shape up their overall personality. Around 50 schools heads, including headmasters and principals, have been taking this training currently.

The move to train the heads came following the feedback from various schools across Punjab.

"There have been reports

that heads in a large number of government schools are not capable of running the institution in the desired manner because they lack leadership qualities and are not able to do anything dynamic," said a senior officer in the education department, adding that such people were not even able to control their own staff, resulting in mismanagement.

"A school head should be commanding and resourceful so as to bring a qualitative change in the education standard as well as shaping up the future of their students," said another officer.

"We have found this programme extremely useful and helpful, coming as it does at the very beginning of our career," said a newly recruited principal, Praveendra Ghai, of Government Senior Secondary School, Mansa. Ghai is undergoing the training programme

at ISB. "The experts at ISB have been training us at par with international standards," said another newly recruited principal, Amandeep Singh, of Kapurthala.

Education Secretary, Krishan Kumar, said that this kind of training would definitely prove a boon for the newly-recruited school heads to excel in managerial and leadership qualities. The training would inculcate professional, progressive and positive approach to raise the standard of education, he added.

The experts are teaching them about school management, applicability of principals' management in education, outcome orientation programme etc.

The sessions were moderated by Dr Arushi Jain, Amrita Chakravorty, Dr M Kanchan and Dr Abhishek Jain (IAS).

### ISB provides training to school heads of school education

**PUNJAB EXPRESS BUREAU**  
Mohali, December 18

One of the top most business school of the country 'Indian School of Business' at Mohali has come up with its 5-day training workshop to inculcate the foundational management educational skills for the newly appointed school principals and heads in the department.

Education Secretary, Krishan Kumar while addressing the trainees said that these kind of international level trainings will definitely assist the school leaders to run schools with a progressive and positive approach to raise the standard of education. Further A.S.P.D. Manoj Kumar also expressed his



views that such type of workshops will further enhance the confidence level of the school heads to work in a diligently way to make child's future bright.

The first day session was taken by Dr. Arushi Jain and Amrita Chakravorty on Introduction and Training Focus Session. A detailed information for school managements was given by Dr. M. Kanchan through its motivational

lecture on 'Applicability of Principals Management in Education'. SMAGRA team experts shared their views on Outcome Orientation. Dr. Abhishek Jain delivered a lecture for school heads on how to take the students towards excellence. This training will go for the following days till 20th December. The prime aim of this training is to take the Punjab school education management programmes on the summit.

**The Indian EXPRESS** Sat, 21 December 2019  
<https://epaper.indianexpress.com/c/47126365>



Principals attend a training workshop organized by Indian School of Business in Mohali. TRAINING PHOTOS

### ISB faculty imparts training to newly recruited principals

**OUR CORRESPONDENT**

**JALANDHAR, DECEMBER 21**  
To accelerating the pace of reforms in government school education, the Education Department in its first-of-its-kind initiative organised a five-day training workshop for the 152 newly recruited school principals. For the workshop, the department roped in experts from the Indian School of Business to impart professional training on a par with international standards to the principals. In the first phase of the workshop, which was held from December 16 to 20, around 50 principals from across the state participated. Of them, five were from Jalandhar, Kapurthala and Hoshiarpur districts. Education Secretary Krishan Kumar said the idea of

organising the workshop was to equip the principals with the requisite administrative skills as well as innovative leadership qualities so as to galvanise them into commanding and resourceful personalities, who can steer qualitative change in the education standard as well as shaping up the future of students.

He said that such kind of training workshops would definitely prove to be a boon for the school heads as these would inculcate an essential professional, progressive and positive approach in them.

Meanwhile, Dr Anuraj Jain, Amrita Chakravorty, Dr M Kanchan, Prof. Doreen Nayak and Rajeshwar Upadhyay from the Indian School of Business, Ananya from Bharti Roundstone, Dr PK Tuli from the

National Institute of Technical Teachers Training and Research, Dr Abhishek Jain, IAS, and experts from SMAGRA Shiksha Abhyas delivered lectures on various topics, including applicability of principles of management in education, pedagogy, motivating students towards excellence, group dynamics and behaviour, effective team building and contemporary content of leadership. Moreover, various activities were also organised during the workshop. Besides, question-answer sessions were also held.

The concluding session of the workshop was presided over by the Education Secretary. He gave away certificates to the principals and exhorted them to implement the essence of learning sessions.

अजीत समाचार

# साहिबज़ा अजीत सिंह

अजीत समाचार, चंडीगढ़

6
मंगल

### शिक्षा विभाग पहली बार स्कूल प्रभारियों को इंडियन स्कूल आफ बिजनेस से करवा रहा ट्रेनिंग

ट्रेनिंग से स्कूल प्रभारियों का मनोबल बढ़ाना शिक्षा विभाग का लक्ष्य : शिक्षा सचिव

एएन. पी. एल. नगर, 16 दिसम्बर (संविधान सम्मान) शिक्षा विभाग पहली बार स्कूल प्रभारियों को इंडियन स्कूल आफ बिजनेस से करवा रहा ट्रेनिंग। इससे स्कूल प्रभारियों का मनोबल बढ़ाना शिक्षा विभाग का लक्ष्य है। इस मौके शिक्षा सचिव श्रीमान कुमार ने जानकारी देते हुए कहा कि स्कूल प्रभारियों को गुणवत्ता और आत्मविश्वास, कर्मचारी चर्चा और स्कूल प्रभारियों का ऊर्जा बढ़ाने का उद्देश्य है।

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इससे स्कूल प्रभारियों का मनोबल बढ़ाना शिक्षा विभाग का लक्ष्य है। इस मौके शिक्षा सचिव श्रीमान कुमार ने जानकारी देते हुए कहा कि स्कूल प्रभारियों को गुणवत्ता और आत्मविश्वास, कर्मचारी चर्चा और स्कूल प्रभारियों का ऊर्जा बढ़ाने का उद्देश्य है।

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