

**Proposal for 1-week ITEC Course
on
Leadership in a VUCA World**



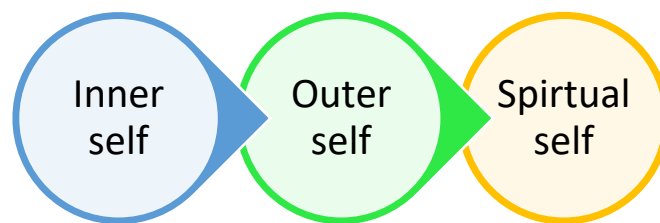
Submitted by

**Indian Institute of Management Bodh Gaya
Bihar**

Introduction

Rationale of the course

In today's VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) world, social and organizational landscapes are marked by unpredictable, constantly changing, and rapid change. Mindfulness, the practice of maintaining a non-judgmental awareness of the present moment, plays a pivotal role to reach a balance between the inner self and outer world. The ability to foster inner strength, collective resilience, and mindful leadership is more critical than ever as it emphasizes self-awareness, empathy, and ethical values, sense of connectedness, and promotes well-being (Davidson & Kabat-Zinn, 2003; Hölzel et al., 2011; Guendelman, Medeiros, & Rampes, 2017). Numerous research investigations have established that mindfulness yields both physical and psychological benefits for individuals (Christensen-Salem et al., 2021). The program uses a holistic approach that equip leaders to create a positive impact, by aligning their actions with their core values and a sense of purpose. This program emphasizes on three key facets as shown below:



This program proposes a training module On Spirituality and Moral Values in Governance informed by:

- 1. Buddhist Principles and Zen Philosophy**
- 2. Neuroplasticity and The Science of Mindfulness** (John Kabat Zinn, 2003 Ellen Langer, 1989)
- 3. Ashtanga Yoga and Patanjali Yoga sutra** (Maehle, 2003; White, 2019)
- 4. Dharma and Ethics** (Dhand, 2002; Creel, 1972)
- 5. Spiritual Wellbeing through service and connectedness** (Sandra 2022)

- Module 1 and 2 focuses on Inner self
- Module 3 and 4 focuses on Outer self
- Module 5 focuses on Spiritual self



भारतीय प्रबंध संस्थान बोधगया Indian Institute of Management Bodh Gaya

About IIM Bodh Gaya

Situated in the Land of Enlightenment Bodh Gaya, the Indian Institute of Management Bodh Gaya (IIM Bodh Gaya), affectionately known as #EnlighteningIIM, stands as a modern epitome of profound knowledge and academic excellence. This prestigious institution is not just geographically, but also spiritually and academically, rooted in the land of Nalanda. IIM Bodh Gaya was founded in 2015 with a vision to create socially responsible mindful leaders under the Ministry of Education of India at the land of enlightenment: Bodh Gaya. The first batch started with 30 students with only one flagship PGP program in 2015-16. At present, it has more than 1,400 students across five long duration residential programmes which include representation from 293 cities, 26 states across India and abroad which makes us among the top five amongst IIM's in terms of students enrolment. IIM Bodh Gaya Core Values are Responsibility, Honesty and Integrity, Life-long Learning, and Mindfulness. The permanent campus of IIM Bodh Gaya Phase 1 has been constructed over an area of 60,378 square meters. IIM Bodh Gaya catalyses internationalization, facilitating the bilateral flow of knowledge and values through exchange programs, faculty engagements, and research tie-ups through partnerships with 37 business schools and universities spread across the 05 continents. With multiple Collaboration's and MoU's with IOCL, NTPC, AIIMS, Patna, IIT Patna, NIDM, NSDC, DICCI, ICSI, IGIMS, SHS, WRD, BIPARD, MoPR and others, the institute offers various capacity building programs on CSR, sustainability, mindfulness, leadership.

Program Schedule and Methodology:

The program will be delivered using the below mentioned pedagogy:

- Reflection exercises
- Experiential learning
- Case studies from real-life Scenarios
- Videos-John Kabat Zinn, Langer
- Informal and Formal Techniques- Mindful Eating, Walking/Art/Dance therapy, journaling, Gratitude Letters
- Exposure to cross-cultural and interdisciplinary
- Flip classroom technique
- Role plays and Sharing circles
- Visits to pensive sites.

The schedule is as follows:

Module 1: Inner Self – Introduction to Mindfulness, Neuroplasticity, and the Science of Wellbeing

- **Foundations of Mindfulness: Buddhist Philosophy**
Understanding suffering, impermanence, and the Four Noble Truths as a basis for mindful living.

- **Reactivity, Stress, and Burnout**
Exploring the impact of habitual reactivity and chronic stress on mental and physical health.
- **Ashtanga Yoga for Wellbeing**
Integrating movement, breath, and meditation for holistic self-care and emotional balance.
- **Mind-Body Connection**
The interrelationship between physical health, emotional regulation, mental clarity, and cognitive performance.
- **The Science and Practice of Wellbeing**
Evidence-based approaches to cultivating happiness, resilience, and life satisfaction.
- **Mindfulness in the Workplace**
Creating calm spaces, building mindful teams, and using guided meditation to foster focus and balance.
- **Neuroplasticity, Resilience, and Mindfulness**
How mindfulness reshapes the brain, builds resilience, and enhances emotional agility.

Module 2: Inner Self – Self-Awareness, Emotional Intelligence, and Spiritual Wellness

- **Leading Self and Others with Self-Awareness**
Drawing on Daniel Goleman’s Emotional Intelligence and the MBTI framework for personal and interpersonal insight.
- **Emotions: Acceptance and Response**
Practicing self-compassion and cognitive diffusion to manage difficult emotions constructively.
- **Cultivating Positive Emotions**
Techniques such as savouring, cognitive reappraisal, and meaning making to enhance emotional well-being.
- **Spiritual Wellness and Emotional Regulation**
Mindful breathing, pausing practices, cognitive flexibility, and approaches to healing grief and trauma.

Module 3: Outer Self – Experiential Learning and Mindful Leadership

- **Experiential Learning Journey: Visit to Nalanda Ruins**
Reflecting on the intersection of history, nature, spirituality, and leadership wisdom.

- **Right Mindfulness and Building Social Capital**
Developing trust, presence, and influence through mindful interactions.
- **Compassionate Leadership**
Leading with empathy, vulnerability, active listening, and reflective space for teams.
- **Inclusive and Mindful Leadership**
Using the Deloitte Inclusion Model to lead with purpose, awareness, and social impact.
- **The Art of Giving Back**
Embedding service, generosity, and gratitude into one's leadership identity.

Module 4: Outer Self – Navigating Social Identity, Expression, and Community

- **Navigating Inner vs. Outer Conflict**
Addressing imposter syndrome, identity fragmentation, and reclaiming authenticity.
- **Embracing Change, Forgiveness, and Loving-Kindness**
Practicing loving-kindness meditation and building compassionate, supportive communities.
- **Time, Priorities, and the Inner Game**
Integrating Dharma-based living with practices like morning check-ins and evening reflections.
- **Creating Psychologically Safe and Resilient Teams**
Tools for fostering trust, inclusivity, and team cohesion in diverse settings.

Module 5: Spiritual Self – Inner Compass of Meaning, Purpose, and Integration

- **Discovering Your Ikigai**
Identifying personal meaning, intrinsic motivation, and aligned life purpose.
- **Wholeness and Inner Peace**
Cultivating a felt sense of integration, groundedness, and equanimity.
- **Aspirations and the Power of Manifestation**
Exploring intentionality, visualization, and aligned goal setting.
- **From Nature to Nurturer**
Practicing service, compassion, and contemplative reflection as expressions of spiritual maturity.

References

- Bryant, F. B., & Veroff, J. (2007). *Savoring: A New Model of Positive Experience*. Lawrence Erlbaum Associates.

- Creel, A. B. (1972). Dharma as an ethical category relating to freedom and responsibility. *Philosophy East and West*, 22(2), 155-168.
- Dhand, A. (2002). The dharma of ethics, the ethics of dharma: Quizzing the ideals of Hinduism. *Journal of Religious Ethics*, 30(3), 347-372.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*.
- Galloway, A. P., & Henry, M. (2014). Relationships between social connectedness and spirituality and depression and perceived health status of rural residents. *Online Journal of Rural Nursing and Health Care*, 14(2), 43-79.
- Izard, C. E. (1993). *Four systems for emotion activation: Cognitive and noncognitive processes*. Psychological Review.
- Langer, E. J. (1989). Minding matters: The consequences of mindlessness—mindfulness. In *Advances in experimental social psychology* (Vol. 22, pp. 137-173). Academic Press.
- Maehle, G. (2007). *Ashtanga yoga: Practice and philosophy*. New World Library.
- Sandra, D. (2022). Evaluating spiritual leadership coherence at a professional services company as a way to drive connectedness and well-being in organizations. *Humanistic Management Journal*, 7(3), 441-468.
- White, D. G. (2019). *The yoga sutra of Patanjali: A biography* (Vol. 43). Princeton University Press.

Expected Outcomes

By the end of the program, participants will:

- Understand how to integrate mindfulness, spirituality, and moral values into their leadership practices.
- Be equipped with practical tools for managing stress, enhancing emotional intelligence, and fostering resilience in governance.
- Cultivate self-awareness and compassion, empowering them to lead with ethical clarity and integrity.
- Develop a deeper sense of purpose and meaning in their professional roles.
- Learn strategies to create a balanced, mindful approach to leadership that prioritizes both personal wellbeing and social responsibility.

Tentative Resource Persons

- Prof (Dr) Vinita S Sahay, Director, IIM Bodh Gaya
- Ms Rajeshwari Narendran, Director, NTPC Business School
- Laxmi Menon Bhatia, Consultant, Sustainability, Business & Human Rights
- Ruchika Sikri, CEO, Wisdom Ventures, USA



भारतीय प्रबंध संस्थान बोधगया Indian Institute of Management Bodh Gaya

- Lori Schwanbeck, Board Member, Search Inside Yourself Leadership Institute-Google, USA
- Dr Amit Srivastava, Associate Professor, IIM Bodh Gaya
- Dr Manoj Jaiswal, Associate Professor, IIM Bodh Gaya
- Dr Nidhi Mishra, Assistant Professor, IIM Bodh Gaya
- Dr Teena Bharti, Assistant Professor, IIM Bodh Gaya
- Dr Vittal Rangan, Assistant Professor, IIM Bodh Gaya

Location

The program will be held at a tranquil and conducive, state-of-the art campus of IIM Bodh Gaya that supports reflection and experiential learning.

Contact Person

- **Dr Teena Bharti (Email: teena.b@iimbg.ac.in)**
- **Dr Nidhi Mishra (Email: nidhi.m@iimbg.ac.in)**