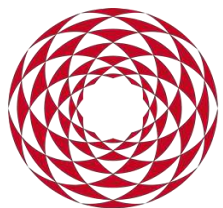




# *Institution Building, Motivating and Retaining Talent, Organizational Transformation*



**ASHOKA**  
UNIVERSITY

Anurag Agrawal

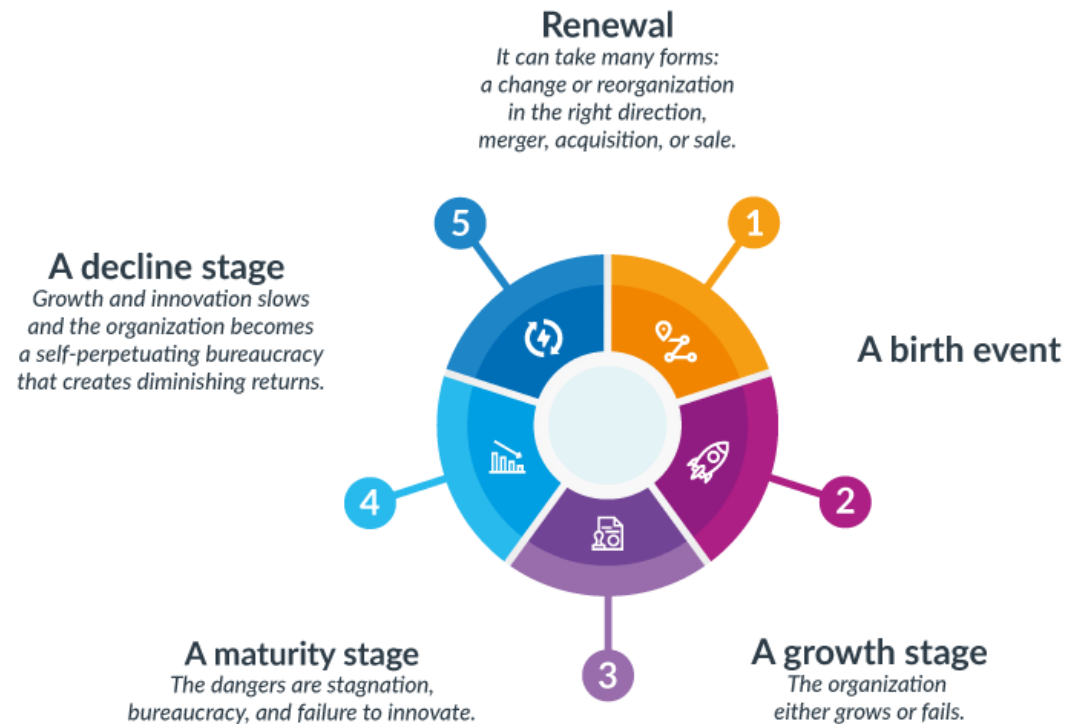
[anurag.agrawal@ashoka.edu.in](mailto:anurag.agrawal@ashoka.edu.in)

 [@AnuragAgrawalMD](https://twitter.com/AnuragAgrawalMD)

# The cyclical nature of things

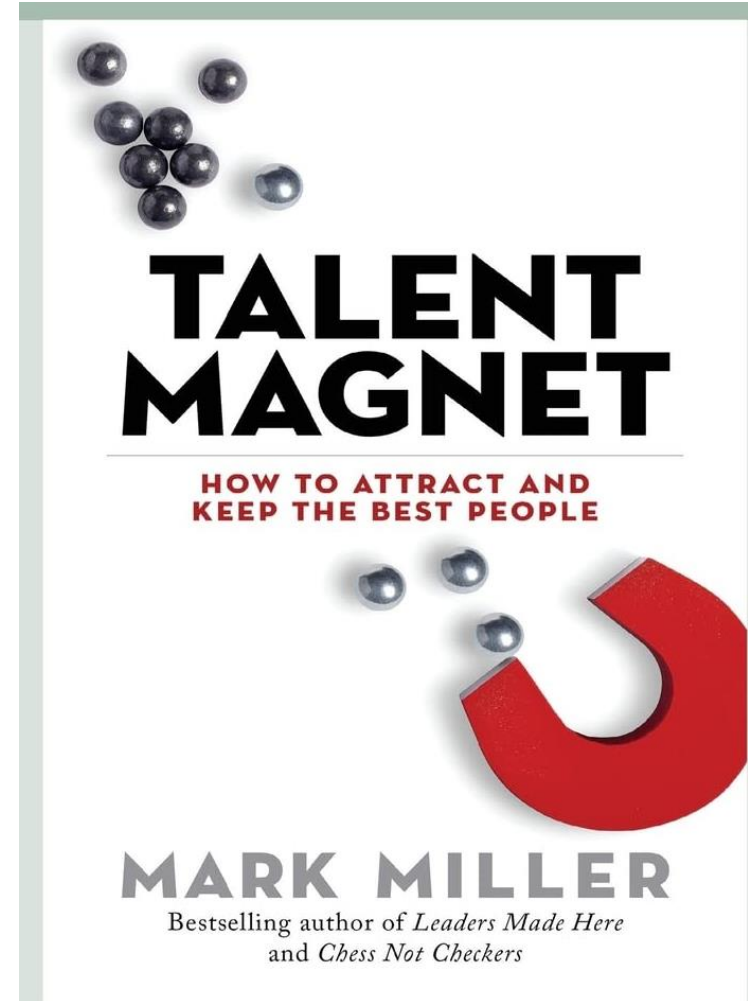
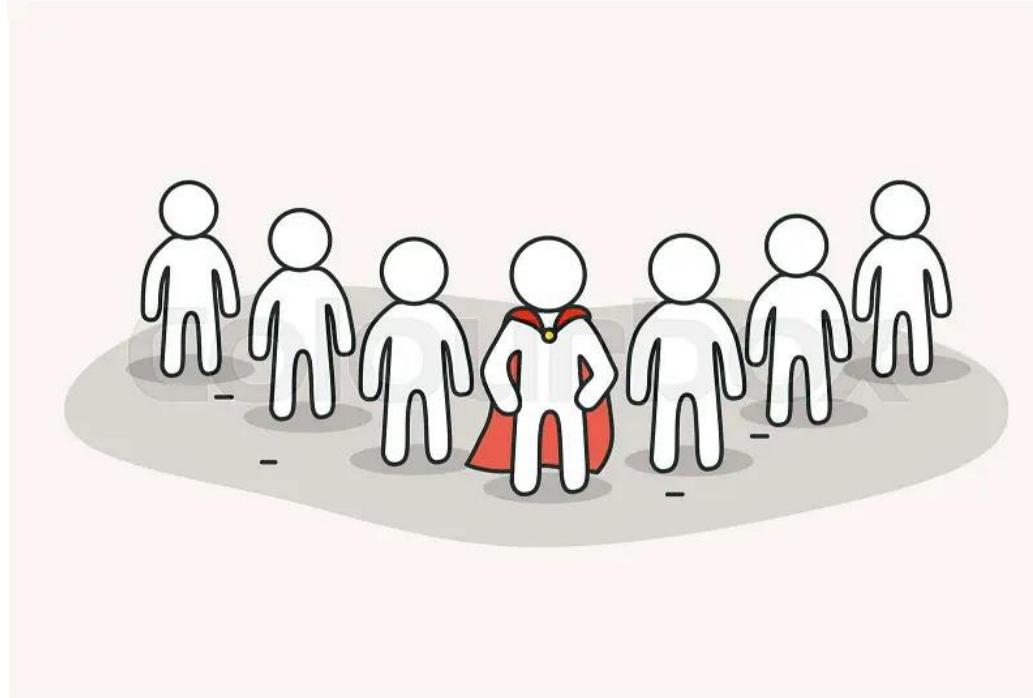
- Infancy
- Growth
- Prime
- Aging
- Dying/Rebirth

## Five Phases of Organizational Life Cycle



# Leaders

- Can same type of people be suitable leaders for all phases of the cycle?
- Heroes vs Magnets vs Managers





# Leaders for birth and growth

- Visionaries who can inspire commitment
- Personal excellence and lead by example, attract talented followers
- Traits for managing large diverse teams are less important

# Leaders for prime extension

- Here to there is a new journey
- What gets you there doesn't necessarily keep you there
- Attracting talent is different from retaining talent
  - Soft skills

THE NEW YORK TIMES BESTSELLER  
FROM THE WORLD'S #1 LEADERSHIP THINKER

How Successful People Become  
Even More Successful!

# What Got You Here Won't Get You There



MARSHALL GOLDSMITH

WITH MARK REITER



# Steve Jobs vs Tim Cook

## Who is the better CEO?

# Why leaders matter even more today

- Faster cycles
- Competition
- Staying at the peak is hard



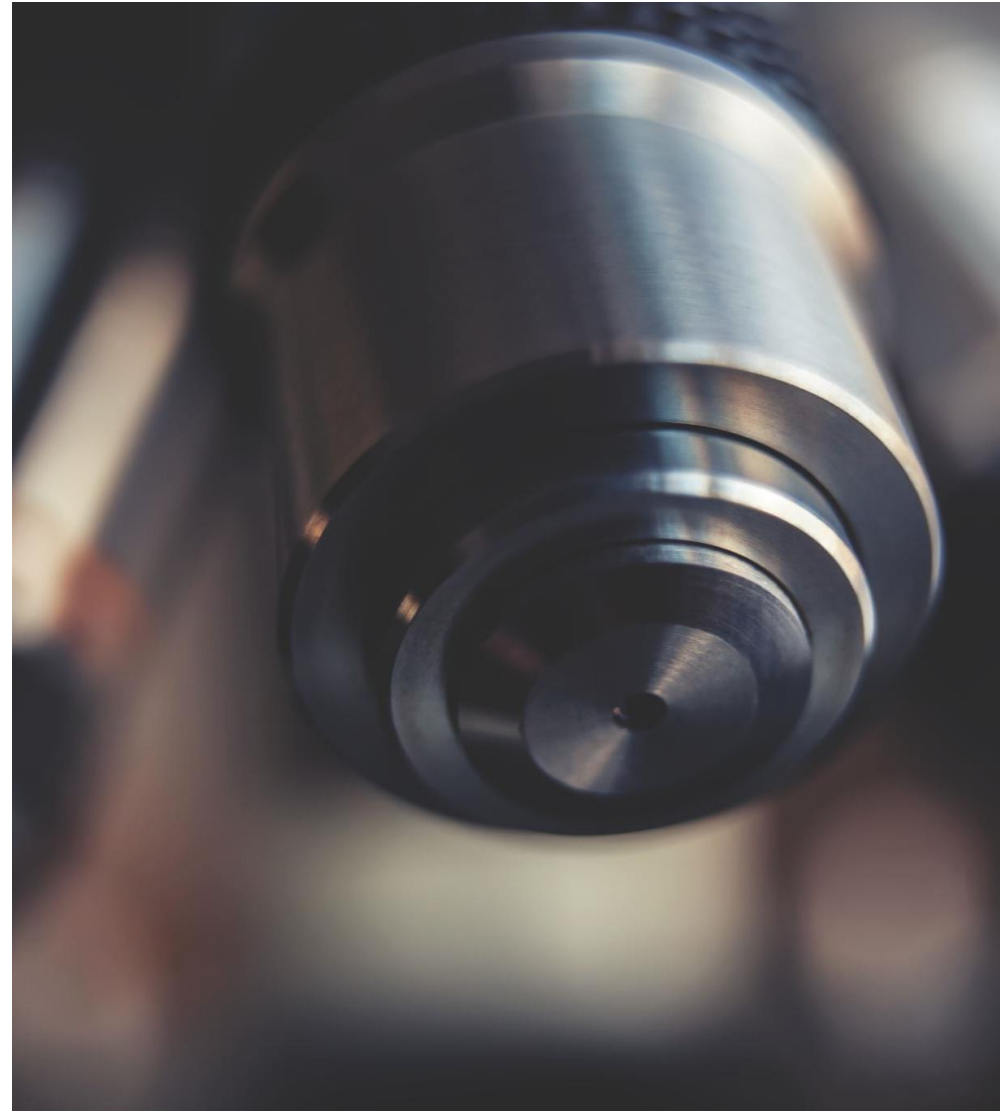
“On top of the world, man —  
so why the hard hat?”

## Why Leadership Matters in a VUCA World



# The lens of personal experiences

- Delhi University
- AIIMS Delhi
- Baylor College of Medicine
- CBT and CSIR-IGIB
- Ashoka University







# Leading Organizations and Institutions

---

- Are the words interchangeable?
  - The World Health Institution
  - All India Organization of Medical Sciences

# Organization

- A group structured to achieve specific objectives

Leadership is typically hierarchical with well-defined rules. Goal-oriented willingness to alter the structure for achieving the objective is key .

# Institution

- A stable long-standing structure of significance to society. Traditions and institutional memory may be as important as purpose
- Has abstract as well as physical connotations
- Leading an institution may be more challenging than an organization since objectives are often broad

.



# The final questions

- Does the chair make the person or does the person make the chair?

THANK YOU FOR YOUR ATTENTION

*'Ce qui est simple  
est faux, ce qui est  
compliqué est  
incompréhensible'*

Paul Valery

that which is simple  
is wrong, that which  
is complicated is  
incomprehensible