

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

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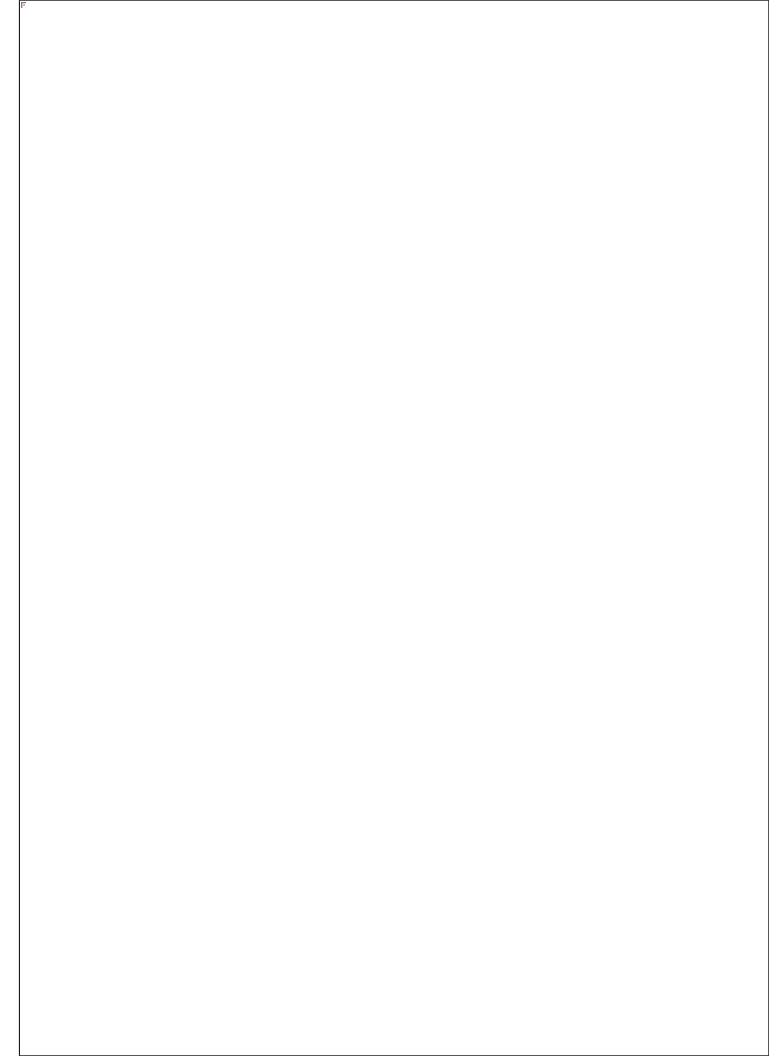
# The cyclical nature of things

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



# 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

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

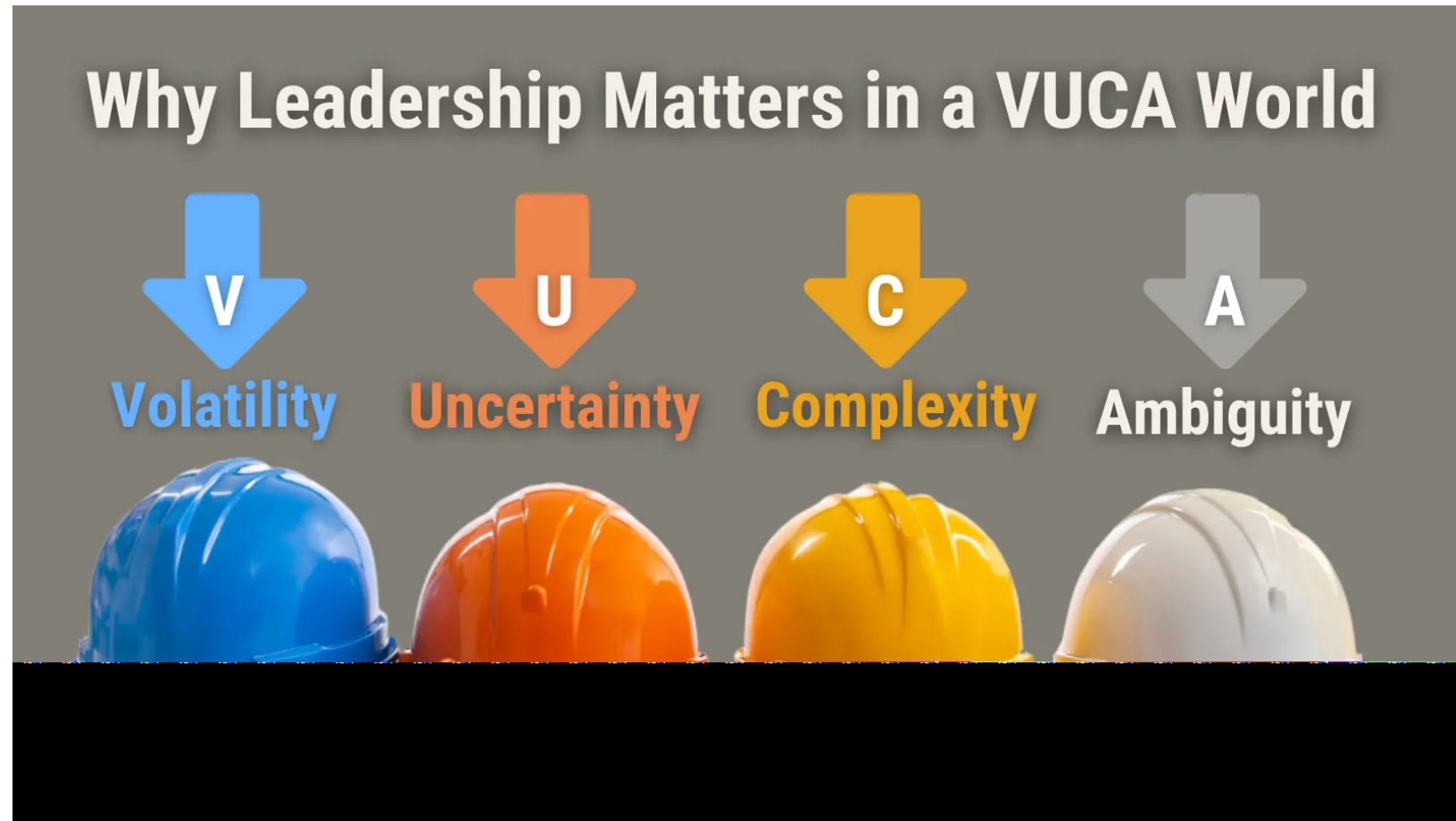
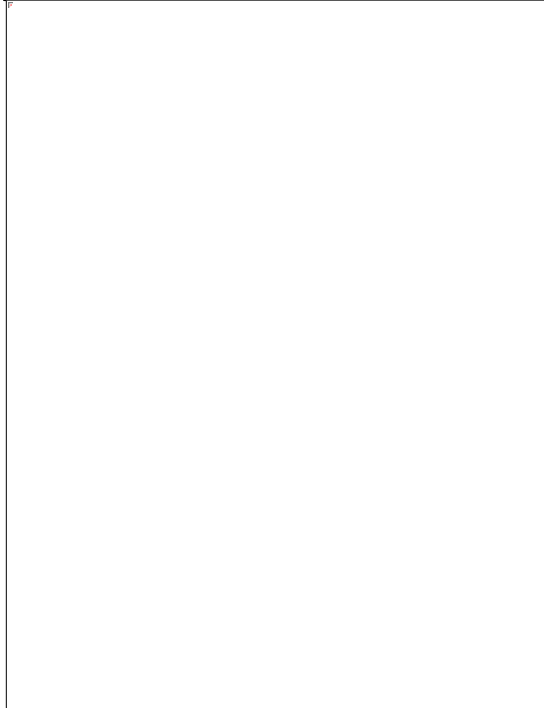
# Leaders for prime extension

- 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



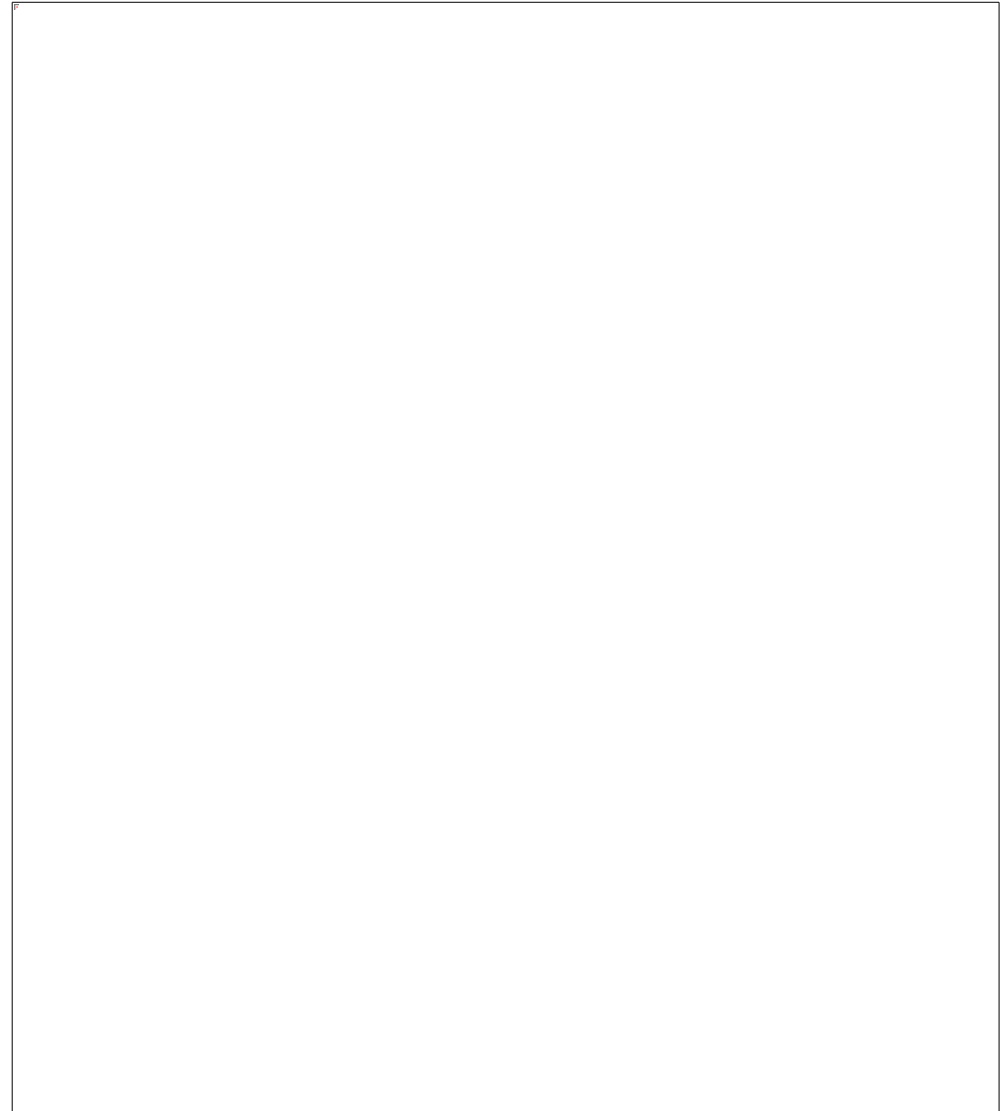
# Why leaders matter even more today

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



# The lens of personal experiences

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





# Leading Organizations and Institutions

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- 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

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# The final questions

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- 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