

LEADERSHIP CONNECT 2026

A Confluence of HR Visionaries & Business Leaders



Saturday, March 7, 2026

Vivanta, Old Port Road, Mangaluru



HR Professionals Roundtable & HR MEET 2026



 Organised By भारतीय कौशल विकास एवं अनुसंधान संस्थान INDIAN INSTITUTE OF SKILL DEVELOPMENT AND RESEARCH (IISDR)	MoU Partners
--	-------------------------

Title Sponsor 	Associate Sponsor 	Event Partner 	Powered by
--------------------------	------------------------------	--------------------------	-----------------------

**“Strategic Leadership for
Sustainable Growth & Future-Ready Organizations”**



LEADERSHIP CONNECT 2026

A Confluence of HR Visionaries & Business Leaders

HR Professionals Roundtable & HR MEET 2026



Dr. Steevan Pinto
Program Chair



Ms. Arundathi Hegde
Deputy Director, IISDR

Organizing Committee



Dr. Devaraj K.
Former Director - SDM College of
Business Management, Mangaluru



Dr. Laxmish Rai
Management Consultant
Mangaluru



Dr. Sebastin K. V.
Dean - Research, School of Social Work
Roshni Nilaya, Mangaluru



Shri M. Shekhar Pujari
Past Chairman - NIPM
Mangalore Chapter



Dr. Asha A. Pai
Faculty
MAHE, Manipal



Shri Shamlal Yermal
HR & Legal Consultant
Mangaluru



Shri P. A. Jose
Former General Manager - HR & Admin
MRPL, Mangaluru



Shri Vasanth Kumar Kamila
Director
Aanis BPS Ltd., Bengaluru



Dr. Molly S Chaudhuri
Director - MSNIM
Mangaluru



Shri Chethan Mendonca
Head - HR
PPL, Mangaluru



Dr. Veena Shenoy
Founder and CEO
Inclusiv, Bengaluru



Dr. Ronald Sequiera
Executive Director
Mangaluru



Dr. Seema Shenoy
Director - SDM PG Centre
Mangaluru

"Strategic Leadership for Sustainable Growth & Future-Ready Organizations"



Message
from
Program Chair

Greetings and Good Wishes!

It gives me immense pleasure to present this souvenir on the occasion of IISDR Leadership Connect 2026. This platform has been envisioned as a confluence of thought leaders, HR professionals, academicians, and industry experts, all coming together to exchange ideas, inspire innovation, and shape the future of leadership and workforce development.

Leadership today goes beyond managing people-it is about inspiring purpose, fostering inclusivity, and driving sustainable growth in an ever-evolving global landscape. Through Leadership Connect 2026, we have endeavoured to create a meaningful space for dialogue, collaboration, and knowledge sharing that transcends traditional boundaries.

This souvenir stands as a testament to the collective effort, commitment, and enthusiasm of all stakeholders who have contributed to making this event a success.

I extend my heartfelt gratitude to our distinguished speakers, partners, sponsors, and participants for their invaluable support and engagement.

I also take this opportunity to appreciate the tireless efforts of the organizing team whose dedication and coordination have been instrumental in bringing this initiative to life.

As we reflect on the insights shared and connections built, I am confident that Leadership Connect 2026 will leave a lasting impact and continue to inspire progressive leadership practices.

Wishing everyone a fulfilling and enriching experience.

Dr. Steevan Pinto

Program Chair
IISDR Leadership Connect 2026





It gives me immense pleasure to reflect upon the successful completion of Leadership Connect 2026, a landmark initiative of the Indian Institute of Skill Development and Research (IISDR). The event was a vibrant confluence of ideas, experiences, and visionary leadership, bringing together distinguished speakers, industry experts, academicians, and aspiring leaders on a common platform.

The insightful deliberations, thought-provoking sessions, and meaningful interactions witnessed during the program have truly enriched all participants. Such engagements reaffirm our commitment to fostering leadership excellence, social responsibility, and sustainable development.

I extend my sincere gratitude to all our esteemed guests, partners, organizers, and participants whose contributions made this event a grand success. The dedication and

collaborative spirit demonstrated throughout the event are deeply appreciated.

As we move forward, IISDR remains committed to creating impactful platforms that nurture knowledge sharing, innovation, and transformative leadership. I am confident that the outcomes of this event will inspire continued dialogue and action in the days to come.

Wishing every reader of this souvenir continued success and purposeful leadership in their respective journeys.

Warm regards,

Ms. Arundathi Hegde

Deputy Director,
Indian Institute of Skill Development
and Research (IISDR)





LEADERSHIP CONNECT 2026

A Confluence of HR Visionaries & Business Leaders

Register Now



HR Professionals
Roundtable &
HR MEET 2026

Keynote
Address by

Shri Ashok Balyan
Former Director - HR
ONGC, New Delhi



Saturday, March 7, 2026

Vivanta, Old Port Road, Mangaluru

05:30 PM Onwards

“Strategic Leadership for Sustainable Growth & Future-Ready Organizations”



Organised By

भारतीय कौशल विकास एवं अनुसंधान संस्थान
INDIAN INSTITUTE OF SKILL
DEVELOPMENT AND RESEARCH (IISDR)

MoU Partners



About Leadership Connect 2026

Leadership Connect 2026 is an exclusive gathering of distinguished HR Professionals, CXOs, Business Leaders, Policy Experts, and Academicians to deliberate on emerging leadership paradigms shaping the future of organizations.

This platform aims to foster meaningful dialogue, strategic collaboration, and transformative leadership insights aligned with evolving business landscapes and workforce dynamics.

Objectives

- To connect HR Leaders with top business decision-makers
- To discuss evolving leadership models in dynamic markets
- To explore people-centric strategies for business excellence
- To build cross-industry collaboration and strategic partnerships



About IISDR

Indian Institute of Skill Development and Research (IISDR) established under the aegis of Utkarsh Charitable and Welfare Trust (R) is a professional institution committed to advancing skills, research, capacity building, and professional development. **IISDR** regularly conducts training programs, workshops, and knowledge-building initiatives aimed at empowering individuals and organizations with contemporary skills and industry-relevant insights.

IISDR also focus on research and innovation, working to identify skill gaps and introduce new training modules that can contribute to the nation's skill ecosystem. Our commitment extends beyond training; **IISDR** actively participates in community outreach programs, awareness campaigns, and livelihood initiatives to make a broader social impact.

At **IISDR**, we believe that every individual deserves an opportunity to learn, grow, and succeed. With the guiding support of Utkarsh Charitable and Welfare Trust, we continue to work toward creating a skilled, empowered, and self-reliant society.

“Strategic Leadership for Sustainable Growth & Future-Ready Organizations”

A Confluence of HR Visionaries & Business Leaders

Inauguration by



Shri K G Nanjappa

Director of Factories, Boilers,
Industrial Safety & Health
Government of Karnataka

Keynote Address by



Dr. A K Balyan

Former Director - HR
ONGC, New Delhi

Chief Guest



Shri Vishwaprasad Alva

Managing Director
Skanray Technologies, Mysore

Guest of Honour



Shri K S Shetty

Director - HR
HPCL, Mumbai

“Labour Reforms & Leadership”

Speaker



Shri Prashanth B K

Advocate & Consultant
CCI-Legal, Bengaluru

Honouring Outstanding Contributor to HR



Shri Krishna Hegde M

GGM - HR, MRPL



In Presence of



Shri M G Balasubrahmanya

Director - HR
HAL, Bengaluru



Shri S K Bose

Chief Executive Officer - HSSC &
Former ED-HR, IOCL



Shri Chandrashekher Shetty K

Director, Yashas Management Solutions Pvt Ltd
Bengaluru



Ms. Shipra Rai

Vice President
Niveus Solutions, Mangaluru



Shri Niranjan Kumar R

Chief Human Resources Officer (CHRO)
Karnataka Bank, Mangaluru



LEADERSHIP CONNECT 2026

A Confluence of HR Visionaries & Business Leaders

HR Professionals
Roundtable &
HR MEET 2026



A Confluence of HR Visionaries & Business Leaders

Programme Schedule - March 7, 2026 - Vivanta, Mangaluru

S No.	Agenda	Start	End	Details
1	Registration	17:30	17:40	
2	Inauguration of the Leadership Connect 2026	17:40	17:45	All Dignitaries
3	Inaugural Address	17:45	17:55	Shri K. G. Nanjappa , Director of Factories Boilers, Industrial Safety and Health Governmnet of Karnataka
4	Keynote Address: Strategic Leadership for Sustainable Growth & Future-Ready Organizations	17:55	18:25	Dr. A. K. Balyan Former Director (HR), ONGC, New Delhi
5	Labour Reforms & Leadership	18:25	19:00	Shri Prashanth B K , Advocate & Consultant, CCI-Legal, Bengaluru
6	Women in Leadership	19:00	19:10	Ms. Shipra Rai , Vice President Niveus Solutions, Mangalu
7	Break & Networking	19:10	19:15	
8	Corporate Presentation	19:15	19:23	Title Sponsor - Mathias
9	Formal Welcome to Program	19:23	19:26	Dr. Steevan Pinto , Program Chair
10	Roll out of IISDR Initiatives	19:26	19:30	Ms. Arundathi Hegde Deputy Director, IISDR
11	Felicitation to Shri Krishna Hegde M GGM - HR, MRPL	19:30	19:35	All Dignitaries
12	Address by	19:35	19:45	Shri K S Shetty Director - HR, HPCL, Mumbai
13	Address by	19:45	19:55	Shri M G Balasubrahmanya Director - HR, HAL, Bengaluru
14	Address by	19:55	20:05	Shri Chandrashekher Shetty K Director, Yashas Management Solutions Pvt Ltd., Bengaluru
15	Address by	20:05	20:10	Shri Niranjankumar R Chief Human Resources Officer (CHRO) Karnataka Bank, Mangaluru
16	Address by	20:10	20:20	Shri Krishna Hegde M GGM - HR, MRPL
17	Vote of thanks	20:20	20:25	Ms. Arundathi Hegde
18	Cake Cutting	20:25	20:30	All Dignitaries
19	Networking Dinner	20:30	22:00	

PS: Depending on exigencies, there may be some change in above schedule



Organised By

भारतीय कौशल विकास एवं अनुसंधान संस्थान
INDIAN INSTITUTE OF SKILL
DEVELOPMENT AND RESEARCH (IISDR)

Title Sponsor



Associate Sponsor



Event Partner





Dear colleagues,

It is with great pleasure and optimism that I extend a heartfelt welcome to all distinguished delegates, professionals, Business leaders, HR leaders, Academicians to the Leadership Connect 2026.

This conference is very vital as it is being held at a very turbulent time when future uncertainty and challenges of leadership, growth as also the impact of artificial intelligence are being felt across the industry sectors. The industry needs to discuss, collaborate and develop people equipped with skills and competencies to take on the uncertain future.

I am confident the deliberations and sharing of best practices by HR leaders & business leaders at the Leadership Connect 2026 will contribute to evolve people-centric strategies for achieving business excellence, sustainable solutions for all sectors of the industry.

My compliments to Indian Institute of Skill Development and Research (IISDR) for taking the lead to create this excellent platform of thought leaders.

I encourage each one of you to engage actively, share your insights and forge a collaborative ecosystem.

I wish the Leadership Connect 2026 a grand success.

With best wishes

Dr. A K Balyan

Former Director - HR
ONGC, New Delhi





Strategic Leadership for Becoming Future Ready - Some Tips

The upheaval brought by the covid-19 pandemic caused a number of businesses to struggle to sustain themselves. We have seen that the ones who were better prepared, were more flexible and adaptable, fared much better. The challenges organisations and leaders will face over the coming years are considerable, and will likely require fundamental changes to both business operating models and leadership behaviours.



As per the trends that we see, biggest disruptions in the near future (apart from infectious viruses!), are expected to come from a digitally connected world and technological advances such as AI, machine learning, Big Data, automation, robotics, etc. There will be globalisation of resources, increased shared services; there will be demographic changes as the world comes closer; there will be increased focus on environment & ethics, and social values.

During my tenure in the oil and gas sector, we understood that we are in a very uncertain business and could foresee the importance of being prepared for the future. Energy Strategy 2040 envisioned ONGC as a diversified energy group with strong contribution from non-E&P businesses - renewables (especially Wind) & new frontier themes.

Our vision required ONGC to develop as a future ready organization that can drive new capability build in critical areas and execute new ways of working, required, to position us for success. For instance, we focussed on

developing key initiatives in the areas of Digital, technology, R&D, Business development, advanced API capabilities (processing & interpretation), large scale project management, etc..

Of course, there were more disruptions, like the Russia- Ukraine war and other unexpected changes, so we had to review and update our roadmap accordingly. However, it is always important to have a vision and a guide that will lead you to the desired future in the right direction like a compass navigates a ship.

Being future ready is extremely relevant today and a truly future-ready organisation is made up of a team that embraces change and is open to innovation at dizzying speeds. This learning hits home now because we have all seen how the past few years have changed the world.

Let me share the Seven Values for Future Readiness, which I have worded as the ABCDEFG for being Future-Ready:

- Agility
- Building Collaboration & teamwork
- Continuous Learning & Innovation
- Digital & technology adoption
- Employee experience
- Flexibility, transparency & information sharing, i.e. an Inclusive work culture
- Giving Back to Society i.e. Social Responsibility

I will not get into details as its quite self-explanatory for an HR professionals and also, because this would be a full session by itself.

Since I am writing this for HR professionals let me get to 2 other aspects that I wish to share: Leadership and Employee Practices, focusing on the future. As we navigate to the very competitive future, organisations with the right leadership skills that take advantage of new trends shall emerge as leading players in their sectors.



Leadership is the key differentiator between the good and the great. For achieving organizational excellence, organization needs leaders who have clear vision for the future and who can mould the organization to achieve the vision.

Leadership development consultants Jack Zenger and Joseph Folkman had done this study some years back where they have listed out the key leadership skills based on a survey of more than 300,000 business leaders:

- Inspires and motivates others.
- Displays high integrity and honesty.
- Solves problems and analyzes issues.
- Drives for results.
- Communicates powerfully and prolifically.
- Builds relationships.
- Displays technical or professional expertise.
- Displays a strategic perspective.
- Develops others.
- Innovates.

I can further add emotional intelligence, courage and conviction , leading by example, being supportive, showing appreciation, nurturing positive attitude and many more traits to the list. Perhaps the list of desirable traits for leaders is unending, and for every expert, the list would be different. I believe that every trait and quality has its place, and depending on situations, different traits might be more important, and different leaders might emerge. Its all very dynamic.

However, let me share the 5 important attributes for business leaders in the coming future that I think shall be differentiating factors, based on the trends that we are seeing:

First off, they must have the skillset which is the most talked about on this day, i.e. Innovative, adaptive and collaborative. The changing landscape means business leaders need to adapt their own skills and those of their teams if they are to remain competitive and take advantage of new opportunities. A workforce that embraces change is going to be particularly important when it comes to grappling with the disruption that will come from more AI, automation and robotics entering the workplace.

Digital literacy, which means being able to understand and use technology. The leader of the future has to have this competency, because it shall be the language of doing business.

Humility and continuous learning: Creating the best culture to cope with disruption requires that leaders be the students of change and invite their teams to be curious with them. An effective leader has to build honest relationships that promote openness, builds trust and a sense of community. Sheryl Sandberg put it beautifully when she said: **“True leadership stems from individuality that is honestly and sometimes imperfectly expressed... Leaders should strive for authenticity over perfection.”**



Strategy, direction and engagement: These are fundamental competencies of any leader. Especially now more than ever, there will be a need for leaders of dynamic organisations to have a clear vision and be able to articulate that to the business.



Resilience: The value of this quality has really come to the forefront during this pandemic. To be successful, leaders must demonstrate emotional strength, courage and responsiveness at the most trying times. The ability to bounce back from difficult situations is absolutely vital, as we see this immense phase of turbulence across businesses around the globe. In fact, let me share that I recently wrote a whole newsletter to my colleagues on the theme of resilience, where I shared many inspirational stories of resilience amongst our very organisation.

I believe that the need for effective leadership and leadership development has never been more urgent. Companies realize that to survive in today’s volatile, uncertain, complex, and ambiguous environment, they need leadership skills and organizational capabilities different from those that helped them succeed in the past.

From the HR point of view, I must emphasise that the industry must focus on key aspects of talent management. It includes access to best talent, promoting diversity and inclusion,

continuous capacity building, enhanced performance management, culture of innovation and being open to new ways of working. So, agility, flexibility, technology adoption, collaboration and inclusive work culture shall be important values for future readiness.

We are increasingly dealing with a young talent base which is very technology driven and have grown up in a highly digitised world. We shall need to restructure our processes and systems that decentralise control, encourage people to constantly learn, and empower people to take charge and be responsive to changing circumstances

At the end, I would like to say that "An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage" and that is what we must seek to achieve in our organisations in order to be sustainable in the future.

At the end, I must share that chartering through the challenges of the time as well as driving a strategy for the future requires very strong focus on people, sustainability and governance. Since the session is on leadership, I will close with a quote by Bill Taylor in a Harvard Business Review article : "The true mark of a leader is the willingness to stick with a bold course of action... They understand that in an era of hyper-competition and non-stop disruption, the only way to stand out from the crowd is to stand for something special."

Thankyou

Dr. Alka Mittal

Former CMD & Director (HR)
ONGC, New Delhi



Leadership Model for Future Demands

Air Marshal Philip Thomas

AVSM, VM (Retd) Professor of Practice, IIT Kanpur



We live in an era of disruption, an era heavily influenced by artificial intelligence, automation, and analytics. However, despite a Volatile, Uncertain, Complex and Ambiguous

(VUCA) environment globally, the defining variable for success remains Human Leadership (Bennett & Lemoine, 2014). Technology alone will not shape the future. The future will be shaped by leaders who possess moral clarity, cognitive agility, technological prowess, psychological steadiness, and attitudinal responsibility, integrating all these qualities into a coherent way of thought and action. The emerging leadership paradigm, therefore, is not about authority. It is about alignment of purpose, performance, and personality.

Research has consistently shown that purpose-driven organizations outperform peers in engagement, innovation, and resilience (George et al., 2021). When technological disruptions impact society and the workplace, human capital looks to leadership for clarity. A purpose-centered leadership brings to the table direction amid ambiguity, motivation beyond compensation, and cohesion during transformation. The Bhagavad Gita articulated this facet in the battlefield of Kurukshetra as Arjuna faced an existential crisis and Lord Krishna counseled Arjuna thus: "You have a right to action, but not to its fruits." (Bhagavad Gita 2.47; Radhakrishnan, 2008). At its core, this leadership principle focuses on the integrity of one's actions, purpose, and not on

outcomes one cannot fully control. In VUCA environments, it is clarity of intention that brings about stability. Clarity of purpose in a leader is a force multiplier for organizations.

Our nation recently concluded the Global AI Summit. Today, AI-driven systems are influencing processes from hiring to supply chains to financial decisions to national security. While it does increase efficiency, it also brings about risks of bias, opacity, and unintended consequences (Brynjolfsson & McAfee, 2014). In such a scenario, leaders must possess bandwidth to process the deluge of information, see through the fog of assumptions, and strategize on the move. Strategic decision-making thereby requires leadership to be adaptive with cognitive agility. Adaptive leadership emphasizes mobilizing organizations to respond to complex, non-routine challenges (Heifetz et al., 2009). Similarly, cognitive agility enables leaders to be dynamic decision makers with the skill to grasp essentials of a problem quickly, appreciate diverse perspectives, forecast consequences, and be malleable to abandon obsolete mental models (Uhl-Bien et al., 2007). Organizations that cultivate in their leadership, adaptive thinking with cognitive agility, consistently outperform those clinging to legacy frameworks.

In all these disruptions, the importance of ethics cannot be ignored. Research emphasizes the importance of moral awareness and accountability in shaping organizational culture (Brown & Treviño, 2006). As AI systems assume greater decision-making roles, leaders must ensure that "meaningful human control" remains intact (Danaher, 2016). Future-ready leaders must embed ethical intelligence into their decision architecture. They must hold moral

high ground and be accountable for algorithmic outcomes, technological deployment backlashes, and negative societal impact, if any. Technology without ethics accelerates risk. Ethics without technological literacy breeds irrelevance. The emerging paradigm demands both.

Another critical quality in a leader in a volatile environment is emotional intelligence, with the ability to withstand stress. Leaders who are unable to manage their own stress transmit anxiety, destabilizing teams. At the same time, leaders with balanced EI and composed demeanour transmit confidence. Emotional intelligence research demonstrates that self-regulation significantly enhances leadership effectiveness (Goleman, 1998). Studies on resilience further show that emotional regulation preserves executive function under pressure (Gross, 2015). The Bhagavad Gita captures this timeless insight, "Perform your duty with equanimity, abandoning attachment to success and failure." (Bhagavad Gita 2.48; Radhakrishnan, 2008). Equanimity is not indifference; it is steadiness. Emotionally steady leaders make clearer decisions during crises, avoid reactive communication, foster psychological safety, and sustain performance under strain.

In the present context, authority is increasingly distributed. Digital connectivity allows knowledge to flow across levels and geographies. Mission command and distributed leadership models emphasize empowerment guided by shared intent (Uhl-Bien et al., 2007). Collaborative leadership is a must to build trust across boundaries and enable critical thinking and innovation. Leadership must be more facilitative than directive.

In conclusion, a leader who can shape the future must possess purpose and ethical clarity, cognitive agility, technological literacy with moral grounding, emotional steadiness,

and collaborative influence. These dimensions reinforce one another. Purpose anchors cognition. Ethical clarity guides innovation. Emotional steadiness preserves decision quality. The future will reward not the loudest leaders, but the most integrated ones. Enduring success will belong to leaders who combine decisiveness with discipline, innovation with integrity, and ambition with steadiness. The battlefield may be digital rather than physical, but the leadership challenge remains timeless. It is essential that a leader acts with clarity, thinks with discipline, and remains steady amid uncertainty. This is the leadership model that the future demands.

References

- Bennett, N., & Lemoine, G. J. (2014). What VUCA really means for you. *Harvard Business Review*, 92(1/2), 27.
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595–616.
- Brynjolfsson, E., & McAfee, A. (2014). *The second machine age*. W.W. Norton.
- Danaher, J. (2016). Robots, law and the retribution gap. *Ethics and Information Technology*, 18(4), 299–309.
- George, B., Haas, M., & Pentland, A. (2021). Purpose in leadership. *Harvard Business Review*, 99(3), 64–73.
- Goleman, D. (1998). *Working with emotional intelligence*. Bantam Books.
- Gross, J. J. (2015). Emotion regulation: Current status and future prospects. *Psychological Inquiry*, 26(1), 1–26.
- Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership*. Harvard Business Press.
- Radhakrishnan, S. (Trans.). (2008). *The Bhagavadgita* (Original work published 1948). HarperCollins.
- Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization*. Doubleday.
- Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity leadership theory. *The Leadership Quarterly*, 18(4), 298–318



Impact Over Position: Why Untitled Leadership Is the Future

Dr. Veena Shenoy

Founder & CEO, Inclusiv



Introduction

For decades, leadership has been associated with hierarchy, designations, and positional authority. Yet, in today's dynamic and fast-evolving work-

places, influence - not title - is emerging as the true currency of leadership.

Untitled leadership challenges the conventional belief that authority defines a leader. Instead, it proposes that leadership is demonstrated through action, credibility, emotional intelligence, and the ability to create impact- regardless of where one stands on the organizational chart.

As workplaces become flatter, more collaborative, and purpose-driven, impact is increasingly outweighing position.

What Is Untitled Leadership?

Untitled leadership refers to the practice of leading without formal authority. It is the ability to influence, inspire, and guide others without holding a designated leadership role.

Traditional leadership models emphasize power derived from titles, such as manager, director, head, and chief. However, research and organizational realities suggest that people often turn to those they trust and respect, not merely those with authority.

According to the Gallup State of the Global Workplace Report (2023), only 23% of employees worldwide are engaged at work. Engagement strongly correlates with trust, recognition, and meaningful relationships - factors often shaped by informal leaders within teams (Gallup, 2023).

Untitled leaders:

- Build trust before demanding results
- Influence through credibility rather than control
- Empower others instead of directing them
- Create psychological safety within teams

As Robin S. Sharma emphasizes, "Leadership is not about a title or a designation. It is about impact, influence, and inspiration."

Untitled leadership reflects a shift from hierarchical command structures to collaborative ecosystems where leadership flows to those who demonstrate competence and character.

Why Untitled Leadership Is the Future

The future of work demands agility, innovation, and distributed decision-making. In such environments, leadership cannot remain centralized.

1. Organizations Are Becoming Flatter

The Deloitte Global Human Capital Trends Report (2021) found that organizations embracing distributed authority are 1.9 times more likely to achieve high financial performance (Deloitte, 2021). Leadership is increasingly shared rather than concentrated.

2. Trust Drives Performance

The Harvard Business Review (2019) reported that employees in high-trust organizations are:

- 74% less stressed
- 50% more productive
- 76% more engaged

Trust is built relationally - not hierarchically. Untitled leaders cultivate this trust daily.

3. Influence Outweighs Authority

The Edelman Trust Barometer (2023)

indicates that employees often trust peers and immediate colleagues more than senior executives. This reinforces the growing relevance of influence-based leadership.

4. Innovation Requires Psychological Safety

Innovation thrives when individuals feel safe to express ideas without fear of criticism. Untitled leaders foster inclusive dialogue and encourage experimentation, independent of formal position.

5. Ambiguity Demands Collective Ownership

In uncertain environments, teams cannot wait for top-down direction. They need individuals who step up proactively, demonstrate initiative, and mobilize others.

In essence, the organizations that will thrive in the future are those where leadership is a behaviour - not a title.

Qualities of Untitled Leaders

Untitled leaders consistently demonstrate the following qualities:

1. Vision

They articulate direction clearly and inspire shared purpose.

2. Emotional Intelligence

They demonstrate empathy, self-awareness, and relational sensitivity—qualities strongly linked to effective leadership (Goleman, 1998).

3. Integrity

Their actions align with their values. Trust becomes their foundation.

4. Initiative

They step forward without waiting for formal authority. Problems become opportunities.

5. Communication Excellence

They listen actively and communicate with clarity and respect.

6. Adaptability

They adjust strategies while staying anchored to purpose.

7. Collaboration

They elevate others and distribute credit generously.

8. Resilience

They respond to setbacks with learning rather than withdrawal.

9. Continuous Learning

They actively seek feedback and growth opportunities.

10. Purpose-Driven Passion

Their motivation stems from impact - not designation.

Conclusion:

Redefining Leadership for a New Era

Impact over position is not just a philosophy—it is a necessity. The complexity of today's world requires leadership to emerge from every level of an organization. Titles may grant authority, but influence earns followership. Positions may assign responsibility, but impact creates legacy.

The future belongs to individuals who:

- Lead with empathy
- Act with integrity
- Inspire through example
- Create value beyond hierarchy

Untitled leadership reminds us that anyone - regardless of designation - can lead.

Leadership is no longer about where you sit. It is about how deeply you influence.

References (APA Style)

- Deloitte. (2021). Global Human Capital Trends 2021. Deloitte Insights.
- Edelman. (2023). 2023 Edelman Trust Barometer Global Report. Edelman.
- Gallup. (2023). State of the Global Workplace 2023 Report. Gallup.
- Goleman, D. (1998). Working with emotional intelligence. Bantam Books.
- Harvard Business Review. (2019). The neuroscience of trust. Harvard Business Review Press.
- Sharma, R. S. (2010). The leader who had no title. Free Press.



“Mangaluru : Silicon Beach of India”

The rise of Mangaluru as the “Silicon Beach of India” reflects a strategic shift toward decentralized and inclusive tech growth beyond traditional hubs like Bengaluru. With its strong educational ecosystem, improving infrastructure and high quality of life, the coastal Karnataka region is well-positioned to attract global IT firms, data center’s and Global Capability Centers (GCCs), while retaining local talent. Indian Institute of Skill Development and Research (IISDR) focuses on a powerful opportunity to catalyse industry-academia synergy, drive future-ready skill development in emerging technologies and enable high-value employment within the region. This movement aligns closely with IISDR’s mission of bridging the gap between education and employability, thereby contributing to a balanced, sustainable, and innovation-driven regional economy.



LOCATION MANGALURU

Mangaluru is a major industrial port city in the Indian state of Karnataka and on the west coast of India. It is home to the Kadri Manjunath Temple, known for its bronze statues, and the 9th century Mangaladevi Temple. Its Catholic sites include Milagres Church, dating to the 17th century, and St. Aloysius Chapel, which features interior paintings. There are many golden sand and cool, fresh air beautiful beaches like Tannirbhavi, Panambur, Surathkal, Sasihitlu, Someshwara and Ullal Beaches are popular for its sunset views.



IISDR Leadership Connect 2026 Highlights Strategic Leadership and Labour Reforms for Future-Ready Organizations

Leadership experts, HR professionals, industry leaders, and academicians came together at Leadership Connect 2026 - HR Professionals Roundtable & HR Meet, held on Saturday, March 7, 2026, at Vivanta, Old Port Road, Mangaluru. The programme was centred on the theme “Strategic Leadership for Sustainable Growth & Future-Ready Organizations.”

numerous labour laws into four comprehensive labour codes, ensuring better compliance, improved working conditions, and stronger protection for workers.

He explained that the session aimed to provide a clear understanding of the evolving regulatory framework and the practical implications of the labour codes.



The event was organised by the Indian Institute of Skill Development and Research (IISDR) under the aegis of the Utkarsh Charitable and Welfare Trust (R) with the objective of creating a platform for dialogue among HR leaders, CXOs, policy experts, and academicians on emerging leadership models, labour reforms, and people-centric strategies for business excellence.

The programme was inaugurated by K. G. Nanjappa, Director of Factories, Boilers, Industrial Safety and Health, Government of Karnataka, who addressed the gathering on “Bridging Policy and Practice: Labour Codes for Future Professionals.” In his inaugural address, he emphasized that India's labour reforms aim to simplify and consolidate

Highlighting the importance of bridging the gap between policy and implementation, he stressed the need for HR professionals and employers to understand compliance requirements, inspection mechanisms, and the responsibilities that arise under the new labour law framework.





Delivering the keynote address, Dr. Ashok Balyan, Former Director (HR), ONGC, spoke about the growing importance of people-centric leadership in shaping sustainable organizations. He observed that when employees understand how their work contributes to the larger mission of the organization, it fosters a strong sense of purpose and ownership, leading to greater engagement, innovation, and organizational effectiveness. He also emphasized that leadership today is less about authority and more about aligning and inspiring people to work collectively towards shared goals in an increasingly dynamic business environment.

K. S. Suresh Shetty, Director - HR, Hindustan Petroleum Corporation Limited, Mumbai, who attended as the Chief Guest, highlighted

that leadership in today's rapidly evolving business environment goes beyond decision-making and requires the ability to inspire people, nurture talent, and build resilient and ethical organizations. He noted that human resource leadership plays a critical role in shaping organizational culture, fostering innovation, and aligning people strategies with long-term institutional goals.

He further appreciated initiatives such as Leadership Connect for creating a meaningful platform for dialogue between industry and academia. Such interactions, he said, help professionals understand emerging workplace challenges, exchange best practices, and collectively build leadership capabilities required for the future of work.

Prashanth B. K., Advocate and Consultant, CCI Legal, Bengaluru, in his address highlighted the significant historical contribution of the Mangaluru region to India's labour reforms. He noted that industries such as the Beedi Industry and the Cashew Processing Industry, which have a long presence in the coastal belt, played an important role in shaping several labour welfare measures and regulatory



frameworks in the country. Referring to this legacy, he remarked that HR professionals from the region have traditionally been at the forefront of progressive labour practices. He urged the present generation of HR leaders and professionals to continue this legacy by actively contributing to policy discussions, labour law reforms, and the development of fair and inclusive workplace practices in the evolving regulatory landscape.

M G Balasubrahmanya, Director – HR HAL, Bengaluru in his address stated that organizations today are navigating technological disruption, regulatory reforms, and rapidly evolving workforce expectations, and therefore HR can no longer remain confined to administrative functions. He emphasized that HR leadership must actively contribute to strategy by fostering innovation, strengthening discipline, and preparing organizations for future challenges. In strategic public sector enterprises, particularly in sectors such as aerospace and defence, HR plays a vital role in nurturing talent, promoting a culture of continuous learning, and aligning people with national priorities. He added that investing in people ultimately strengthens institutions and contributes to nation building.



During the event, Krishna Hegde M, GGM – HR, MRPL, was honoured in recognition of his outstanding contribution to the field of Human Resource Management. The dignitaries and speakers fondly recalled his significant contributions to the HR profession and to society at large. They highlighted his exceptional ability to address and resolve complex organizational challenges with clarity and balance, often bringing practical and thoughtful solutions to difficult situations. Many also remembered his calm, composed, and approachable personality, noting that his friendly nature and balanced leadership style earned him the respect and admiration of colleagues, industry professionals, and the wider HR community. His professional journey was acknowledged as an inspiration for young HR practitioners and leaders.





Shipra Rai, Vice President, Niveus Solutions, spoke on the growing role of women in leadership within HR and business. She highlighted how the journey to leadership is often strengthened by the support of good mentors and encouraging colleagues. Drawing from her own professional experiences, she noted that guidance, collaboration, and a supportive work environment enable individuals to overcome challenges and achieve greater heights in their careers. She also emphasized the importance of organizations creating inclusive workplaces that nurture talent and provide equal opportunities for women to grow into leadership roles.

Chandrashekher Shetty K, Director, Yashas Management Solutions Pvt. Ltd., Bengaluru

spoke about the spiritual dimension of leadership, emphasizing that true leadership goes beyond authority and positions. He noted that leadership grounded in values such as integrity, humility, and self-awareness enables individuals to lead with clarity and compassion. Highlighting the importance of inner balance and ethical responsibility, he observed that leaders who cultivate a strong spiritual foundation are better equipped to guide organizations and people with wisdom, purpose, and a sense of larger responsibility toward society.

The programme also witnessed the presence of several distinguished professionals from the HR and industry fraternity, including Niranjankumar R, Chief Human Resources Officer, Karnataka Bank, Mangaluru. The occasion was further graced by the advisors of IISDR, namely P. A. Jose, Shekhar Pujari, Dr. Laxmish Rai, Shamlal Yermal, Chethan M. and Dr. Sebastin K. V. along with more than 100 HR professionals from across the region, making the event a significant gathering of leaders and practitioners committed to advancing the field of human resource development.

During the occasion, IISDR's MoU partners were also recognized for their collaboration



and continued support in promoting skill development, professional learning, and industry-academia engagement. The organizers acknowledged the valuable role played by partner institutions and organizations in strengthening IISDR's initiatives. The IISDR Activities and Training Brochure was also released during the programme, highlighting the institute's various training programmes, research initiatives, and capacity-building activities aimed at enhancing professional competencies and leadership development.

Dr. Stevan Pinto, HR Professional and Chair of the programme, welcomed the gathering and set the tone for the event. Ms. Arundati Hegde proposed the vote of thanks, expressing gratitude to the distinguished speakers, guests, partners, and participants for their valuable presence and support. The programme was compered by Ms. Hera Pinto, who efficiently guided the proceedings of the event.



Leadership Connect 2026 served as a valuable forum for dialogue and collaboration, bringing together professionals from diverse sectors to reflect on the changing world of work and the leadership capabilities required to navigate future challenges. The programme concluded with a call for stronger partnerships between industry, academia, and policy institutions to foster innovation, responsible leadership, and sustainable organizational growth.





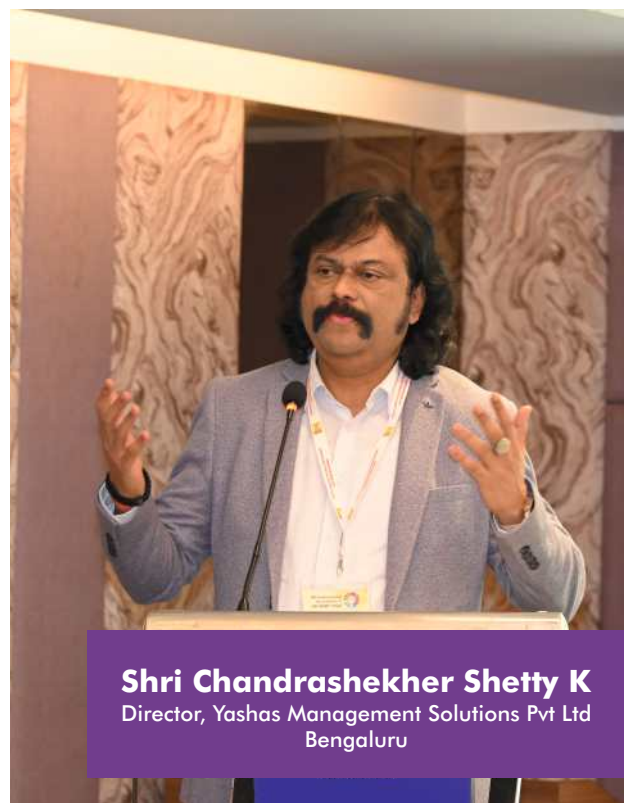
Shri Krishna Hegde M
GGM - HR, MRPL



Shri M G Balasubrahmanya
Director - HR
HAL, Bengaluru



Shri K S Shetty
Director - HR
HPCL, Mumbai



Shri Chandrashekher Shetty K
Director, Yashas Management Solutions Pvt Ltd
Bengaluru

Honouring Outstanding Contributor to HR



Shri K G Nanjappa
Director of Factories, Boilers,
Industrial Safety & Health
Government of Karnataka

Shri Krishna Hegde M
GGM - HR, MRPL

Shri Ashok Balyan
Former Director - HR
ONGC, New Delhi





Shri K G Nanjappa
Director of Factories, Boilers,
Industrial Safety & Health
Government of Karnataka



Shri Ashok Balyan
Former Director - HR
ONGC, New Delhi

Token
of
Gratitude



Shri Prashanth B K
Advocate & Consultant
CCI-Legal, Bengaluru

Launching of the IISDR Corporate Video



IISDR Brochure Release



Congratulations to the Editorial Board



The Indian Institute of Skill Development and Research (IISDR) is proud to announce that the application for an ISSN has been successfully approved by certifying authority



International Research Journal of Humanities, Social Sciences and Management Studies



This certification marks a significant milestone as **IISDR** embarks on an exciting academic journey with the e-Journal of



International Research Journal of Humanities, Social Sciences and Management Studies

Publisher



भारतीय कौशल विकास एवं अनुसंधान संस्थान
**INDIAN INSTITUTE OF SKILL
DEVELOPMENT AND RESEARCH (IISDR)**

MoU Partners

A Memorandum of Understanding (MoU) was signed between the Indian Institute of Skill Development and Research (IISDR), Mangalore with the aim of creating a mutually beneficial academic and professional collaboration.



From Vision to Action - today's wave becomes tomorrow's legacy



Photo
Gallery







<https://www.daijiworld.com/news/newsDisplay?newsID=1308326>

daijiworld.com 25th Anniversary
A portal linking the West Coast of India and the World

SKODA MANGALORE +91 9845607725

MUKUND REALTY 7090933700

Rohan Mirage BOOK 2BHK FLATS AT ₹45 LAKHS +91 9845607725

Land Trades Homes designed to suite your Lifestyle 8882 777 444

citadel developers +91 9606 198 298

NIDELAND EXPERIENCE AFFORDABLE LUXURY WITH OUR BUDGET-FRIENDLY HOMES 95387 66999 | 70265 66999

ananda 2 B 3 BHK Premium Apartments 92433 05855

KHAIN 92433 05855

BHARATH BUILDERS Bharath Mall Call: 934 345 3030

Home News **Obituary** Recipes Charity Special **Web** Live TV RADIO Advertise Contact Us

Matrimonial Properties Jobs Classifieds Red Chillies Music Ask Dr Greetings Astrology Tribute Of Love

Online Media News

LEADERSHIP CONNECT 2026
A Confluence of HR Visionaries & Business Leaders

Program Chair
Dr. Steevan Pinto
+ 91 94808 22004
Email: steevanp@gmail.com

For Enquiry Contact
Ms. Arundathi Hegde
Deputy Director, IISDR +91 72592 15554
Email: ahegde@iisdr@gmail.com

Organizing Committee

Dr. Devaraj K. Former Director - SDM College of Business Management, Mangaluru	Dr. Laxmish Rai Management Consultant Mangaluru	Dr. Sebastian K. V. Dean - Research, School of Social Work Rashmi Nilaya, Mangaluru
Shri M. Shekhar Pujari Past Chairman - NIFM Mangalore Chapter	Shri R. A. Jose Former General Manager - HR & Admin MPL, Mangaluru	Dr. Molly S Choudhuri Director - MSNIM Mangaluru
Shri Vasanth Kumar Kamilla Director Aasis BPS Ltd., Bengaluru	Dr. Asha A. Pai Faculty MAHE, Mangal	Shri Chethan Mendonca Head - HR PPL, Mangaluru
Dr. Veena Shenoy Founder and CEO Incham, Bengaluru	Dr. Ronald Sequiera Executive Director Mangaluru	Dr. Seema Shenoy Director - SDM PG Centre Mangaluru

- Jazeera Airways to operate Kuwait-Mangaluru flights from Apr 9
Thu, Apr 02
- Bantwal: Father dies in accident while on way to inflate son's bicycle
Thu, Apr 02
- Cattle thieves re-arrested under KCOCA in Udupi
Thu, Apr 02
- Mangaluru: Speaker U T Khader orders uninterrupted diesel LPG supply for fishing boats
Thu, Apr 02
- Stricter, safer UPI payments kick in; ATM, rail and credit card rules revised
Wed, Apr 01
- Mangaluru Int'l Airport sees 444 flight cancellations amid West Asia conflict; Bengaluru also hit
Wed, Apr 01

30.5 °C Mangalore Thursday, April 2, 2026 Sign In / Join

Mangalorean Fighting Ignorance, Since 2002

Rohan Estate Mukka LUXURY RIVER SIDE PLOTS 5 CENTS & ABOVE +91 98454 90100

Home Mangalorean News Recipes Fit & Fun Other News Your Thoughts Old Mangalorean Matrimony

Regional National World Business General My Opinion Literature Advertise With Us

Home > Mangalorean News > Local News > IISDR Leadership Connect 2026 Highlights Strategic Leadership and Labour Reforms for Future-Ready...

Mangalorean News Local News

IISDR Leadership Connect 2026 Highlights Strategic Leadership and Labour Reforms for Future-Ready Organizations

By Media Release - March 9, 2026

Advertisement: Advertise With Us

Connect over WhatsApp for more details

Join Our WhatsApp Channel

Subscribe to WhatsApp Channel

Search Mangalorean.Com

ENHANCED BY Google

A.J. Hospital & Research Centre

<https://www.mangalorean.com/iisdr-leadership-connect-2026-highlights-strategic-leadership-and-labour-reforms-for-future-ready-organizations/>



High Performance
Classroom Furniture



Bridge Road, Balmatta



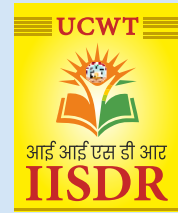
+91 9980892141



info@mathiasgroup.in



ISSN: 3108-2858 (Online)

International Research Journal of
Humanities, Social Sciences and
Management StudiesE-Journal - Published by **IISDR**

CALL FOR PAPERS

Theme

Labour Codes for Future-Ready Organisations



ABOUT IISDR

Indian Institute of Skill Development & Research (**IISDR**) proudly announces the upcoming Issue (January-June 2026) of its peer-reviewed e-journal **THRIVE**, dedicated to advancing scholarly and practice-based research in Human Resource Management, Skill Development, Social Sciences and Management Studies.

India's Labour Codes represent a major reform aimed at simplifying compliance, strengthening worker protection, and enhancing ease of doing business. As organisations transition toward digitalisation, automation, and flexible work models, understanding and adapting to Labour Codes is essential for building resilient and future-ready workplaces.

Suggested Sub-Themes

- Impact of Labour Codes on HR policies and organisational practices
- Labour Codes and future of work in digital and gig economy
- Labour Codes and industrial relations transformation
- Implications for MSMEs, startups, and large enterprises
- Labour Codes and organisational sustainability
- Comparative perspectives and global labour reforms



Submission Email:
ddiisdr@gmail.com

Contact: Editorial Board - THRIVE

Submission Guidelines

Abstract: 250–300 words**Full Paper:** 3,000–5,000 words**Format:** MS Word | Times New Roman, 12 pt | 1.5 spacing**Referencing:** APA 7th Edition**Articles:** Manuscripts must be original, unpublished, and not under review elsewhere**Include:** Title, Author(s), Designation, Affiliation, Email, Contact Number, & Keywords

Last Date for Full
Paper Submission:
31st May, 2026

भारतीय कौशल विकास एवं अनुसंधान संस्थान
INDIAN INSTITUTE OF SKILL DEVELOPMENT AND RESEARCH

✉ ddiisdr@gmail.com | 🌐 www.ucwt.co.in



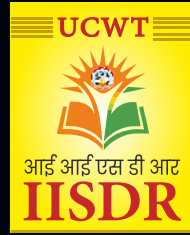
ABOUT THE COMPANY

Petronet MHB Limited (PMHBL) is a Subsidiary of ONGC with HPCL as equal partner. Presently, ONGC and HPCL each are holding 50% equity in the company. The company operates a Petroleum products cross country pipeline from Mangalore to Bangalore via Hassan.

The 363 Km long Mangalore - Hassan - Bangalore pipeline is designed to transport petroleum products from MRPL refinery, Mangalore, with tap-off points at Hassan, where product is delivered to HPCL Terminal and end terminal at Bangalore (Devangunthi) where product is delivered to HPCL, MRPL, IOCL & BPCL.

The current capacity of the pipeline is 5.6 MMTPA with a 75% utilization. PMHBL is endeavoring to reach its full capacity in near future with its USP of being the safest, cheapest and quickest mode of petroleum product transportation from Mangalore to Hassan & Bangalore.

Building Future-Ready Human Capital



भारतीय कौशल विकास एवं अनुसंधान संस्थान
**INDIAN INSTITUTE OF SKILL
DEVELOPMENT AND RESEARCH (IISDR)**



Pan-India Operations

+91 72592 15554 info@iisdr.in / ddiisdr@gmail.com www.iisdr.in

Partner with **IISDR** to build Capable and Future-ready Organizations.