

# Enhancing Managerial Effectiveness: A Programme for Emerging Leaders

## Programme Overview

In the turbulent world of today, it is critically important for organisations to build and develop a reservoir of leadership capabilities that will continue to steer the organisation towards success and effectiveness. This workshop is designed to give participants a head-start or a boost to take on leadership roles at middle and senior levels in organisations.

## Programme Objectives

The programme is designed to encourage and facilitate a process whereby participants develop:

- An understanding and appreciation of the critical challenges before organisations calling for leadership responses
- Awareness and assessment of their own leadership behaviour, styles and effectiveness
- A wider choice of behavioural options in exercising leadership
- Clarity about the areas of their development to enhance leadership competence

## Key Take-Aways

By the end of the programme, participants are expected to:

- Think and feel better-equipped to take on higher-level leadership roles
- Be better able to motivate, develop and empower their teams more effectively
- Develop a strategic bent of mind that will enable them drive business objectives
- Take on greater ownership of the company's vision and goals
- Have the capacity to build and manage teams towards greater synergy and performance
- Know how to shape organisational culture to cope with contemporary environmental challenges



## Programme Content

- Getting to grips with today's business challenges
- Re-examining the role of leadership
- Developing, promoting and sustaining organisational vision
- Developing strategic thinking capabilities
- Adapting leadership to situational contexts
- Influencing, inspiring and developing people
- Getting the best performance from people
- Building high performance teams
- Driving change in the organisation
- Developing and sustaining a dynamic organisational culture

## Pedagogy

- Case analyses
- Role plays
- Simulation exercises
- Group discussions
- Personal development plan
- Lecture discussions

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## Programme Director



### Dr. Keith C. D'souza

PGDIR & PM (XLRI), Fellow (IIMA)

Professor - Organisational Behaviour & Human Resources

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### Work Experience

Thirty-eight years of experience covering academic teaching and administration, research and consulting in management and human resource development and management-level employment in the corporate sector. Was faculty member at XLRI Jamshedpur for 11 years in the capacities of Professor of OB and HR, Coordinator-L&T-XLRI Centre for HRD and Dean-Academics. Served for about 13 years in the corporate sector in senior level HR positions, including Country HR Head - DHL Worldwide Express, Associate VP (HR) - Ion Exchange India Limited, Chief HR Officer-Epicenter Technologies, Director (Organisational Effectiveness) - Pfizer Limited and Vice-President (Organisation Development) - Wockhardt Limited.

Dr. D'Souza was a founding member of the National HRD Network in India and the first full-time Executive Director of the Academy of HRD in Ahmedabad. He played an instrumental role in developing and running the then XLRI-AHRD Fellow Programme in HRD and was member of the Governing Board of the Academy of HRD. He collaborated with the University of London's School of African and Asian Studies in 1991 on an international study of non-formal education and was delegate to an international conference at the ILO International Training Centre at Turin. He was also USIS Visiting Fellow on Workforce Training in the USA in 1995 and visiting professor at SP Jain Center of Management - Dubai and Singapore as International Adjunct Professor of SPJIMR. He has had extensive experience in designing and conducting management development programmes, for a wide variety of organisations in the corporate business and non-business sectors. He has published books and journal articles in the areas of Organisational Behaviour and Human Resource Development, and consults with various organisations in both, the profit and not-for-profit sectors.

