

National Dialogue
on

Building Leadership in Agricultural Research Management

Concerns and Future Strategy

August 27-28, 2010



Proceedings and Recommendations

Organized Jointly by

National Academy of Agricultural Research Management
Rajendranagar, Hyderabad 500 407
<http://www.naarm.ernet.in>

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National Dialogue on Building Leadership in Agricultural Research Management Concerns and Future Strategy

Background

Agriculture sector is currently facing complex challenges, including those for agricultural research. Funding crisis, declining scientific manpower and growing inbreeding in an era of complex problems and opportunities in agriculture call for leaders who could become effective change agents to address new challenges, both effectively and efficiently. Fortunately, the Indian National Agricultural Research System (NARS) is one of the largest in the world. Obviously, to manage it we need to have a multiple tier leadership with required vision and objectives. The phrase, '*change is a must, but change is difficult*' is apt in a system, which is rather large and relatively slow in introducing and experimenting best research management practices, despite concerted efforts made in this direction through the World Bank-aided projects, namely National Agricultural Technology Project (NATP) and National Agricultural Innovation Project (NAIP).

Emerging challenges, rising expectations from the society and stakeholders, and growing research competition with many countries and private sector are the driving forces to build required leadership capabilities to strengthen our agricultural research system. It is quite critical that our system becomes an important change agent for new vision and for excellence and efficiency in generating national public goods. Promoting innovations along the supply chain demands innovative leadership potential and capabilities. It is, therefore, critical that we develop leadership in a pyramidal structure across different disciplines and regions to change our mind-sets, enhance quality of academic environment, build teams and ensure efficient professionalism in the workplace.

In the past, our national agricultural research system did provide outstanding leaders but their number had been relatively small. These successful leaders exhibited exceptional leadership qualities and vision that led to a number of revolutions in agricultural sector which ensured food security, poverty alleviation to considerable extent and made the system proud of its contributions. The examples of green revolution, white revolution, yellow revolution, and those in the horticulture and

fisheries sectors bear testimony to this fact. Earlier research studies and experiences revealed that leadership approaches and styles during different era varied widely and mainly relied on personalities.

In the present context, there is a serious concern for effective leadership at different levels of hierarchy. A preliminary study conducted at NAARM indicated that the leadership effectiveness at different levels in the national agricultural research system is rather 'average' to 'moderate' with few exceptions. Whereas leaders were found to be good in communication effectiveness, the study pointed out that risk taking, delegating, and situational leadership effectiveness are invariably inadequate among the leaders. There is, therefore, an urgent need to discuss the current concerns for leadership and to identify needed knowledge, skills, traits, behaviors and attitudes that would enable our science managers to address emerging global challenges in agriculture.

The National Dialogue on “Building Leadership in Agricultural Research Management: Concerns and Future Strategy” was an attempt to provide a forum to the leaders and stakeholders of agricultural research system for discussing various issues and options to ensure effective and efficient leadership for revitalizing the NARS through a road map that would ensure development of multiple tier leaders. The main purpose of the National Dialogue was to explore the concept of leadership in the national agricultural research system and to find ways by which leadership can be more effective in the present context. The National Dialogue also looked at new options for developing personal effectiveness and leadership actions for the future.

Objectives

The major objectives of the National Dialogue were:

- ◆ To deliberate on traits, characteristics, personal behavior and leadership qualities that lead to successful leadership in the national agricultural research system.
- ◆ To assess the existing management practices of identifying, nurturing and developing leadership at different levels across disciplines and regions and to examine gaps.
- ◆ To identify both change management and human resource development (HRD) needs for developing required leadership skills, traits and abilities at different levels in the system.
- ◆ To develop a road map for creating and nurturing effective leadership to meet the emerging challenges.

Issues

The discussions during the National Dialogue focused on the following issues:

- ◆ An introspection on qualities for leadership effectiveness.
- ◆ Elements of successful leadership.
- ◆ Approaches of leadership development - need assessment and present gaps.
- ◆ Road map for required leadership to meet the current and future challenges.

Participants

The National Dialogue consisted of a blend of experiences based on case studies, research studies, experience sharing, and group discussion. The national dialogue was attended by selected 50 delegates, who were leaders of the past, and also the present, senior and middle level research managers from the national agricultural research system. Senior-level leaders from other organizations, such as Centre for Organization Research and Development in Management (CORD-M), Administrative Staff College of India (ASCI), Department of Biotechnology, CGIAR (Consultative Group of International Agricultural Research), and also from the corporate sector and non-governmental organizations.

Proceedings

The National Dialogue was structured into six sessions; inaugural session, four technical sessions and finally a panel discussion to conclude the meeting. The Program details are given in Annexure I, whereas the list of participants is provided at Annexure II.

Inaugural Session

The National Dialogue was inaugurated by Dr. M V Rao, Chairman, Agri-biotechnology Foundation, and former Special Director-General, Indian Council of Agricultural Research. Dr. Rao, in his inaugural address, highlighted the importance of leadership in meeting the complex challenges. He mentioned that India has responded to the challenges in the past, especially in ensuring food



security, demonstrating oilseed revolution, and augmenting milk production. These revolutions were bought by the public sectors when controlled by able leaders. He expressed concern that competition is growing, population pressure is increasing, and private sector is entering in technology generation. The role of public sector leadership is to develop synergy with the private sector to link producers with research system as well as remunerative markets, he pointed out. Mr. M. Gopalakrishna, IAS (Retd.), Former Chairman, Andhra Pradesh State Financial Corporation (APSFC), was the guest-of-honor, who delivered a thought-provoking and scintillating address that stressed on 'leading together' and building team with transparency. He expressed that leadership should perform with example and involve all the stakeholders to bridge the gaps in knowledge, devotion, and transparency. He emphasized the importance of partnership, alliance, and linkages to bring about farm productivity and farmer prosperity. He pointed out that there is a need to do gap analysis - analysis of knowledge gap, talent gap, technology gap, performance gap, strategic gap, credibility gap, financial gap, and leadership gap. He indicated that such a gap analysis would help to develop clarity of concept, clarity of context, clarity of communication, and clarity of what the problem is and what is the likely solution. Dr. R S Paroda, Chairman, Trust for Advancement of Agricultural Sciences, and the co-organizer of the National Dialogue, emphasized that leadership is not inherited and one has to acquire it by demonstrating and winning the confidence of the stakeholders. He stressed that honesty, transparency, commitment, and vision are the pre-requisites for successful leadership.

Technical Session I: Leadership Qualities for Change

The first technical session on 'leadership qualities for change' was chaired by Mr. M. Gopalakrishna. Two presentations were made in this session. Both dwelt on leadership challenges in international organizations. Dr. William Dar, Director-General, International Crops Research Institute for the Semi-Arid Tropics, shared his experiences on 'servant leadership'. He quoted Robert Greenleaf, '... servant leadership begins with the natural feeling that one wants to serve, first. Then conscious choice brings one to aspire to lead.' He focused on (i) institutional change, especially impact and performance, tuning to the external environment, fostering excellence and



commitment, and encouraging innovation and risk taking; (ii) creating enabling environment mainly to reconfigure the workplace, empowering staff for greater productivity, and evolving innovative policies; (iii) developing team-based culture through open communication, participatory decision-making, and people-public-private partnerships, (iv) commitment for the well being of the poorest; and (v) nurturing and sustaining staff spirit. He further highlighted on key elements of servant leadership, which include (1) vision and foresight by learning from the past, analyzing current realities, and visualizing the future; (2) conceptualization of strategy by seeing things at a higher level and thinking beyond today; (3) Stewardship and self-awareness by managing institutions in trust and evolving mechanisms of accountability; (4) listening and empathy by developing effective communication and decision-making skills; (5) persuasion and healing by building consensus within groups by convincing rather than coercing and healing and building relationships; (6) community building and commitment to people; and (7) focusing on inclusive and market-oriented development.



The second presentation on 'reorienting agricultural research for development in Asia Pacific' was by Dr. R S Paroda. He drew his presentation on a recent mega attempt on reprioritizing agricultural research for development of the Asia Pacific Association of Agricultural Research Institutions (APAARI). The key element in the process were: (i) understanding clients, especially small farm holders, poor producers, poor

consumers, women in agriculture; (ii) diagnosing primary production level in the context of (a) ecosystems framework, (b) integrated natural resource management, and (c) climate change perspective especially for adaptation and mitigation; (iii) development of holistic approach that is end-to-end with reference to entire food supply chain from input sector to primary production, post harvest, processing, and marketing; and (v) incorporating cross cutting issues mainly the existing knowledge base, socio-economic and policy research, capacity building, etc. He stressed that business as usual will not work and there is a need to have innovative partners and networking, and there should be aggressive advocacy for research resources. He stressed for undertaking research priorities with stakeholders, following eco-regional approach, and linking research with development programs.

Technical Session II: Management Practices for Developing and Nurturing Leadership

The second technical session on 'management practices and nurturing leadership' was chaired by Dr. Kirti Singh. Two presentations were made in this session; one was on corporate sector and another one was on public sector agri-research system.

The first presentation was by Dr. S Shivakumar on 'leadership development in corporate sector: ITC experiences'. He explained about ITC's unparalleled triple bottom line performance: (i) on finance, the market capitalization has reached to \$ 23 billion; (ii) on social aspect, it has integrated with 5 million rural livelihoods into value chains; and (iii) on environmental issues, it is effectively managing water, carbon, and solid waste recycling. The formula of this success is summarized in 3-Vs: (i) delivered by internal "Vitality"; (ii) inspired by a compelling "Vision"; and (iii) guided by enduring "Values". The company has four-pronged strategy for nurturing its internal vitality: (i) clear articulation of desired competencies; (ii) an integrated human resource management approach; (iii) strategy of organization as a force multiplier; and (iv) a platform to support a self-learning resource. There are five competencies desired for ITC leaders. These are strategic mindset, consumer orientation, making things happen, leading change, and people leadership. The human resource management approach has also five components: (i) recruitment is based on quality and future potential; (ii) performance management is completely based on results and processes accomplished; (iii) career planning is done to leverage the diversity of ITC; (iv) monetary and non-monetary rewards are given to better performers; and (v) employee life cycle is used for learning and development. ITC follows the corporate governance framework that derives the benefits of focus for each business, while creatively blending its diverse pool of core competencies to generate new sources of competitive advantages. It also has a decentralized structure that serves as a crucible for developing distributed leadership through hands-on work experience as leaders. The values which guide to achieve the goal rest on world-class performance, stretching the limits, newer and better ways of doing, triple bottom line, trusteeship, human dignity, team spirit, and citizen first.

The second paper was presented by Dr. P K Joshi on 'NAARM strategy for building leadership in national agricultural research system'. He stressed that agricultural research system is facing complex challenges with respect to funding crisis, declining scientific manpower, growing inbreeding, and often continuing routine research programs. There is, therefore, a need for those leaders who could become effective change agents to address existing problems and to envision future challenges. There is a serious concern for effective leadership in the national agricultural research system



at different levels of hierarchy. He pointed out that many extraordinary institutions are run with outdated management style where lack of visioning, risk taking, and delegating processes exist. There is also no mechanism of nurturing next-generation leadership in the system. This must be changed, and sooner is better. In the national agricultural research system, the leadership rests at three levels: (i)

active researchers, mainly entry level scientists and senior scientists; (ii) middle level research managers including principal scientists and heads of the divisions; and (iii) research managers including assistant directors-general, directors, and deputy directors-general. The needed skills of these three levels respectively are scientific acumen, professional leadership, and institutional and professional leadership. These three categories need different kinds of skills. For researcher the need is to be a professional, to have scientific curiosity, and to be a team player. For middle-level research manager, qualities required are advanced knowledge in science coupled with being a motivator, a team builder, and an effective communicator. For research manager, the requirements are visioning, research prioritizing, networking, and linking organizations with stakeholders.

NAARM (National Academy of Agricultural Research Management) has programs for all these three levels. For entry level, there is a Foundation Course for Agricultural Research Service (FOCARS). For middle-level there are number of in-service programs for different levels of hierarchy, like, management development program, leadership development, winning research proposals, and the like. In addition, there are specialized programs on topical issues, like IT based decision support system for geographical knowledge management, e-learning, intellectual property management, priority setting and monitoring, etc. For senior level, that is research management position, there is an executive development program. He elaborated that the focus of the foundation course is to develop (i) professionalism among the entry-level scientists through desire to solve problem, effective communication, transparency, fairness in sharing credit, putting the interest of the organization ahead of one's personal interest; (ii) mutual respect by focusing on value of discipline, team work, honesty, and respecting contracts; and (iii) creativity through innovative ideas, continuous learning, problem solving, and thinking independently and collectively. The purpose of executive development program is to (i) introduce best research management practices; (ii) enhance ability to vision future challenges and management options to

harness opportunities; (iii) provide tools to transform the system with creativity, team building, delegating, and making people accountable; (iv) equip with techniques to improve communication skills and time management; and (v) motivate 'out of box' thinking through case studies in corporate world. He expressed that the NAARM strategy is to develop leaders, who can become visionary and change agents, and can raise aspirations of their team and make team more confident, energetic, and enthusiastic. The main focus of the management development program is to develop the second-line of leaders to avoid leadership vacuum in future, and to sharpen their capacities to play a bridge role between the leaders in the system and the other levels of employees. He also informed that the program deals with (i) genuine focus on stakeholders; (ii) information-and fact-driven management; (iii) process focus, management and improvement; (iv) proactive management; (v) boundary-less collaboration; and (vi) drive for perfection and tolerance for failures. He informed that NAARM strategy revolves around leadership without title, working in a team and working for the team; improve personality with crazy ideas, positive thinking and hard work; and effective communication.

Technical Session III: Human Resource Development Needs for Leadership

The third technical session on 'human resource development needs for leadership' was chaired by Dr. S A Patil. Three papers were presented in this session. The first paper on 'human resource development in scientific organizations' was presented by Dr. H Hemnath Rao. The presentation focused on three key issues: (i) learning and development; (ii) reward and recognition; and (iii) performance management. On learning and development, he stressed on blending technical and management capabilities, less formal but more frequent TNA (Training Needs Assessment), nurturing right competencies through C-M (Competency Mapping), pedagogy to be built around AR (Action Research) models, and L&D (Learning and Development) interventions to put core scientific and organizational values in place. On reward and recognition, key issues are related to extending monetary and non-monetary incentives and recognition for publications and patents. He stressed that anonymity kills creativity; therefore, scientists' names must be associated with products, processes, and publications. On performance management, he stressed to discard conventional measures and adapt innovative methods to promote science. The important points that need to be considered include collaborative and creative research, adapting to change, and promoting EQ (Emotional Quotient) and knowledge sharing. He emphasized for regular and effective human resource planning. Human resource strategies need to be aligned with the vision and mission of the organization. It should also include multi-level talent incubation and involve all the stakeholders for planning research agenda.

Dr. N Seetharama made a presentation on 'HRD needs for senior management levels'. He pointed out that current HR policies emphasize on planning at mega-scale; however, execution is without fixing accountability and standards. He indicated the need to have benchmark to measure productivity of scientists. Issues like social promotions, interactive disciplinary approach, job rotation and job sharing, autonomy, delegation, accountability, and attracting competitive grants are needed at institute-level for developing human resource and enhancing their productivity.

The third paper on 'human resource development needs of middle-level research managers' was presented by Dr. P Manikandan. He emphasized the need to develop the second-line of leadership to avoid the future likely vacuum. Knowledge creators, who constitute the major segment of agricultural research organizations, require a different way of being managed and they look forward to a different type of leadership role and persona, which points to “developing leaders from academia”. He was of the opinion that middle-level managers who are in the 'middle zone' of the organization need to be developed through leadership programs to create high performing organizations. Right leaders are scarce in organizations. There are studies that indicate that the significant majority of people who leave their organizations do not quit their company, they quit their bosses. It is not uncommon in organizations for people to occupy the leadership position by virtue of years of experience than by the realistic assessment of their capabilities in terms of leadership skills. Experience is not the key to effective leadership. He highlighted five key component areas for effective leadership: (i) facilitating change; (ii) managing research for quality science and development; (iii) facilitating partnerships and initiating institutional change for impact; (iv) building motivated, effective and efficient team; and (v) managing self. He explained key issues for consideration to build effective leadership: (i) allocation of sufficient budget for human resource development; (ii) HRD needs to be linked with career advancement; often it is treated to fulfill the mandatory requirements; (iii) need to distinguish between HRD for subject-matter related issues and for leadership development. There is a strong need for planning HRD requirements for different categories of employees in the organization. At present there is very lukewarm attitude towards human resource development activities for the right people and for right purposes. The need is to identify professionals who have potential to effectively lead the organization and provide them with appropriate capacity building programs to develop and nurture leadership qualities. There is a need to document what goes to make successful leaders, by developing case studies of successful leaders in various organizations. Such studies would document the leadership strengths that could help develop effective leaders for organizations.

Technical Session IV: Best Management Practices

Dr. S M Ilyas, chaired the session on 'best management practices'. Three papers were presented in this session. The first paper was on 'academic leadership development in agricultural research system' by Dr. P G Chengappa. The presentation began with a quote from Walter Wriston, "... intellectual capital will go where it is wanted, and it will stay where it is well treated. It cannot be driven; it can only be attracted". He indicated the need for the academic leaders to lead rather than to manage. In his presentation he brought out the expectations from an academic leader, which are: (i) continuously build and lead from the front; high performance teams to turn vision of the organization into a reality; (ii) create and inspire teams to deliver results; (iii) articulate organization's strategic vision; (iv) develop effective and collective decision-making process; and (v) innovate and adapt to changing environments. Academic leaders must be purveyor of ideas and knowledge that shape thought and practice to enhance quality of research and education. He stressed on empowering the professionals in academic institutions with (i) knowledge, education and training; (ii) technology information and expert systems; and (iii) delegated authority to act. He stressed on organizing effective leadership development program consisting of key areas such as (i) development of a core set of values and vision; (ii) effective communication; (iii) reflection (step back) and analysis; (iv) creating a positive climate; (v) facilitation and collaboration; (vi) problem solving and risk taking; and (vii) perseverance. He concluded by quoting John W Gardner, "... when an institution, organization or nation loses its capacity to invoke high individual performance, its great days are over".

Dr. K C John made a presentation on 'leadership challenges' and stated that organizations using yesterday's best practices are neither adaptable nor creative enough for tomorrow's challenges. It is not a right approach of transferring practices from industry to agricultural research system. It is critical to embark on our own journey of innovation. He stressed that creativity is the hallmark of leadership characteristics. There is a need to imagine and invent with engaged stakeholders. He proposed that time is opportune to capitalize from complexity by embodying creative leadership, reinventing client relationship, building operating dexterity, creating a culture of coaching, and practicing an 'open leadership'. Often creative leaders consider previously unheard of ways to drastically change the enterprise for the better, and set the stage for innovation that helps them engage more effectively with today's clients, partners, and employees. He suggested that for embracing ambiguity by reaching beyond silos, we need to exemplify breakthrough thinking and action despite uncertainty. It is important to take risks that disrupt legacy models and systems by piloting radical innovations, tweaking the models continually, and borrowing from

other sectors' successes, but adapting to own context. He also emphasized for leapfrogging beyond “tried-and-true” management styles by strengthening leaders' ability to persuade and influence, coach other leaders, and use a wide range of communication approaches.

The third paper on 'best management practices in agricultural research system' was presented by Dr. B R Virmani. He shared that leading R&D organizations is a matter of pride as these are creating a culture of self-motivation, islands (especially of knowledge) by themselves, providing provisions for failure, and generating a feeling that development of subordinates is their own development. The limitations are that there are long gestation period for research projects, and actual impact is not visible in short-run. He proposed the following as the best practices: (i) rewards (not always necessarily financial) for developing subordinates and team members; (ii) mentoring and counseling approach; (iii) Performance measurement; (iv) cultural issues in management; and (v) building on strengths. He quoted Peter Drucker, '...leader of the past knew how to tell; the leader of the future will know how to ask', and suggested that asking people what needs to be done and listening will make a great leader. He referred for 'leadership without title', and quoted a saying that there are two kinds of people: those who do the work and those who take the credit. He suggested that be in the first group as there is less competition.

Panel Discussion and Concluding Session: A Road Map for developing effective leadership



The session was chaired by Dr. R S Paroda. The panelists in this session were Dr. Kirti Singh, Dr. V K Taneja, Dr. H S Gupta, and Dr. N G Hegde. The panel members highlighted a number of drivers for becoming a successful leader. Some of the key drivers proposed and discussed include: (a) need a good mentor, (b) enabling environment in the workplace, (c) team-based culture, (d) demonstrate

and provide committed services, and (e) nurture excellence through capacity building. Developing and implementing vision by involving all the stakeholders, forming teams to harness synergies, decentralizing roles and responsibilities, and making system transparent are other factors that lead to build leadership in the system. It was also argued that system has very important role to play in building leadership by developing organizational strategy and also by creating platform to support self-learning

resources. Leading change, developing innovations, and valuing stakeholders are other components for successful leadership.

It was proposed that the national agricultural research system must take the leadership challenge seriously by reforming the recruitment and promotion procedures, improving capacity of middle-level professionals to be the future leaders, and by introducing incentive and reward system to attract able leaders.

Major Recommendations

This National Dialogue has laid down a Road Map for developing effective research leadership. The Dialogue reiterated the fact that '*change is must but change is difficult*' and that the change has to come from within. Introspection has to be done rather frequently to look at what issues are ailing the system. There is an urgent need to build the next generation of leaders in the system. It was pointed out that first generation of leaders had made it possible to achieve the Green Revolution and the second generation had successfully sustained and rather moved it forward. However, there is a dire need to build the third generation of research leadership to achieve an Ever-Green Revolution. The challenge for the system is, therefore, to develop leaders for the future who can envision opportunities for faster growth of Indian agriculture. The Dialogue further reaffirmed the belief that there is a crisis of leadership at different levels and the system needs to address it seriously, or else the expected progress in agriculture will get adversely affected.

Keeping above concerns in view, discussions in the National Dialogue focused on the leadership development strategies needed for the National Agricultural Research System (NARS). Some of the major recommendations that emerged during the Dialogue are given below and grouped under different major heads:

I. Leadership Qualities

- ◆ The desirable attributes for leadership in agricultural research management must include: managing self, managing research for quality and development of science, facilitating partnerships and institutional linkage mechanisms, managing scientific teams and facilitating change in the organization. A leader must inspire, build confidence among colleagues, be consultative, should be able to manage conflict, delegate power with accountability, should be accessible, honest and transparent in decision making. Above all, a successful leader must have vision to lead the team and manage the institution for achieving desired goals.

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- ◆ Emphasis need to be given not only on IQ (Intelligence Quotient) but also on EI (Emotional Intelligence), which is rather more important for a leader to be successful .
 - ◆ Right competencies have to be nurtured through coaching and mentoring. Periodic upgradation of leadership skills is important for better performance. There is a need to create awareness and required competencies among prospective leaders for '*servant leadership*', as people in the organization do respond well to servant leadership style.
 - ◆ There is a need to understand new challenges and commensurate re-engineering exercises be then made to identify clearly what kind of leadership is required to overcome these challenges.

II. Developing and Nurturing Leadership

- ◆ Invariably, a feeling of complacency seemed to have crept in the system, since the promotions are almost assured up to the level of Principle Scientist. On the contrary, due to the impression that each scientist is independent, invariably team work has become a casualty resulting, thereby, in a leadership crisis in the system. Hence, there is a need to develop a mechanism to monitor scientists, for their extra-ordinary performance and potential leadership qualities, and then to groom them for taking up leadership responsibilities. For this to happen, a clear-cut mechanism of developing and nurturing next-generation leadership must be put in place, since dearth of good leadership is more evident now than before. Moreover, management starts with the team, hence developing Team Leaders is essential in the present context. For this, inter-disciplinary and inter-institutional team work culture will have to be given high priority by all concerned.
- ◆ Decentralized structure and performance-based rational and transparent evaluation in a collective mode would provide proper platform for developing research management leadership.
- ◆ In-breeding in the institutes must be discouraged and their national character has to be maintained at all cost. This applies to leadership positions as well. For this, henceforth the principle of not more than 50% of scientists from the same State be strictly followed by the ICAR both in letter and spirit.
- ◆ Bright young students should be encouraged to take up agriculture as profession. There is an urgent need to attract good students in agriculture and agricultural research system. To address this, improving the personnel policies and making the

service conditions more attractive is essential. Such policies would help the system in identifying and nurturing good leaders. Also public awareness with regard to importance of agriculture science for the society be increased and agriculture as a subject be made compulsory for school education throughout the country.

III. Human Resource Development

- ◆ Developing and nurturing leadership calls for an integrated HRM approach (recruitment - performance management - career planning - rewards - learning and development). For this, ICAR should have in place its own HRD policy and must appoint a full time Director (HRD) soonest possible.
- ◆ Selection of research managers based on EQ should be based on an innovative approach. Recruitment of young scientists at the entry level is currently going on well. However, recruitments at the Directors level do need some improvements. Research managers are invariably selected based on rather a short interview (about 45 minutes). Therefore, it is proposed that a two tier system for the selection of senior management positions be henceforth adopted. First, a Preliminary screening by the ASRB of 3-5 potential candidates and then a consultative process involving Senior Scientists and Research Managers of the concerned Institutes/Directorate/Divisions at the Headquarters for further short-listing/prioritization based on a staff seminar, reference letters as well as personal discussion with referees, personal discussion of the candidates with senior management staff and second, a final interview and selection process by the ASRB.. Similar pattern, being adopted in the CGIAR International Research Centers, has been found very useful and has ensured much needed credibility and acceptance of the selected persons by the system.
- ◆ Training needs for the scientists and research managers must be assessed critically and needed reforms in the existing system be brought about and implemented as a matter of priority.
- ◆ A formal training in management should be an essential qualification for Research Management Positions (RMP) as in defence management. In this context, the scientists need to undergo three months management training, which should be a pre-requisite to make them eligible for research management positions in the system. This should rather be made a policy by the system. Similarly, all senior research managers (Directors, Vice-Chancellors, ADGs, DDGs, etc.) must be given a 'Senior Management Orientation' for a short period of 7-10 days at NAARM, which should lay greater emphasis on qualities of successful leadership.

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- ◆ Role of NAARM was emphasized for building research management cadre through training and executive development programs.

IV. Best Management Practices

- ◆ For best management practices, appropriate models for different institutes, as per their size and specific needs, must be evolved. This will help in providing enabling environment through building of right leadership in the system. Also, there is an urgent need to create successful business models for new innovations to have bigger impacts.
- ◆ It will also be useful to document specific case studies around 'successful leaders' in scientific organizations, including those in Indian NARS. It will help understand as to how innovative approaches and techniques had helped in achieving unique successes. Such case studies will also motivate talented scientists to come forward and take up research leadership roles.
- ◆ One of the important requirements in research management is that of appropriate delegation of authority linked to accountability. Hence, distinction between performers and non performers be made more judiciously and in transparent manner. Also required incentives be given to good performers to ensure better work culture.
- ◆ In order to ensure that a talented pool of science managers is retained in the ICAR system, the Research Managers, who are selected by the ASRB through lateral entry, should be absorbed in the ICAR service permanently, based on their satisfactory performance in service to be determined as soon as they complete three years of satisfactory service.

V. System-based Mechanisms/Incentives

- ◆ Systemwide mechanisms and incentives (both monetary and non-monetary) have to be developed and put in place to attract talented scientists towards management cadre. It is critical that organization such as ICAR provides enabling environment for research managers to perform with much needed confidence and without any fear.

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- ◆ 'Autonomy', 'freedom to experiment/play with ideas' (at least 15% of the time), and 'freedom to fail' would encourage leadership potential. Hence, a culture for building leadership needs to be developed as a matter of policy.
 - ◆ Delay in any decision making reflects adversely on leadership effectiveness. To overcome this, necessary rules and guidelines have to be put in place in the system to ensure quick decision-making. Also monitoring and evaluation process will need to be made more innovative and efficient.
 - ◆ There is a great merit in advance planning and serious thoughts for the succession plans to be put in place in order to avoid unnecessary gap for research management of the institutes, which becomes invariably counter productive. Also, the performers be given change to continue providing leadership in the interest of institutional growth.

In conclusion, the national dialogue did help in building an understanding of the leadership issues and clearly justified having further dialogues/workshops so as to evolve much needed systems and processes for accelerating the pace of leadership building in the Indian NARS. To begin with, an e-consultation on the subject involving all stakeholders could be initiated soon by NAARM so that much needed organizational and management reforms are put in place to build future Road Map alongwith its implementation strategy. The dialogue did conclude on an optimistic note that required action on above recommendations will bring in much needed reforms in the field of agriculture research management to ensure “Science with Human Face”.

**National Dialogue on
Building Leadership in Agricultural Research Management
Concerns and Future Strategy**

Programme

27 August 2010 (Friday)

09:30-10:00 hrs	Registration
10:00-11:05 hrs	Inauguration
10:00-10:10 hrs	Welcome <i>PK Joshi, Director, NAARM</i>
10:10-10:20 hrs	National Dialogue Design <i>R S Paroda, Chairman, TAAS</i>
10:20-10:40 hrs	Address by Guest of Honour <i>M. Gopalakrishna, IAS (Retd.), Former Chairman, APSFC</i>
10:40-11:00 hrs	Inaugural Address by Chief Guest <i>M V Rao, Former Special DG (ICAR) President, Agri Biotech Foundation</i>
11:00-11:05 hrs	Vote of Thanks <i>N H Rao, Joint Director, NAARM</i>
11:05-11:30 hrs	<i>Group photo and tea/coffee</i>
11:30-13:15 hrs	Technical Session I: Leadership Qualities for Change Chairman: M. Gopalakrishna
11:30-12:00 hrs	Servant Leadership: A People-centred Paradigm <i>William D Dar, ICRISAT</i>
12:00-12:30 hrs	Reorienting Agricultural Research for Development in Asia Pacific <i>R S Paroda, TAAS</i>

12:30-13:00 hrs	General discussion and chairman's remarks
13:00-14:00 hrs	<i>Lunch</i>
14:00-15:40 hrs	Technical Session II: Management Practices for Developing and Nurturing Leadership <i>Chairman: Kirti Singh</i>
14:25-14:50 hrs	Leadership development in corporate sector <i>S Sivakumar, ITC-ABD</i>
14:50-15:15 hrs	NAARM Strategies for Developing Leadership in NARS <i>PK Joshi, NAARM</i>
15:15-15:40 hrs	General discussion and chairman's remarks
15:40-16:00 hrs	<i>Tea/coffee</i>
16:00-17:30 hrs	Technical session III: Human Resource Development Needs for Leadership <i>Chairman: SA Patil</i>
16:00-16:25 hrs	HRD needs in a scientific organization <i>H Hemnath Rao, Administrative Staff College of India</i>
16:25-16:50 hrs	HRD needs for senior management level <i>N Seetharama, ICAR</i>
16:50-17:15 hrs	HRD needs for middle-level research managers <i>P Manikandan, NAARM</i>
17:15-17:45 hrs	General discussion and chairman's remarks
19:30-21:00 hrs	<i>Dinner</i>
28 August 2010 (Saturday)	
09:30-11:00 hrs	Technical Session IV: Best Management Practices <i>Chairman: SM Ilyas</i>
09:30-09:55 hrs	Academic leadership development in agricultural research system <i>PG Chengappa, University of Agricultural Sciences</i>

09:55-10:20 hrs	Best management practices in the Corporate Sector <i>K C John, AGNITY India Technologies Pvt. Ltd</i>
10:20-10:45 hrs	Best research management practices <i>BR Virmani, CORD-M</i>
10:45-11:00 hrs	General discussion and chairman's remarks
11:00-11:15 hrs	<i>Tea/coffee</i>
11:15-13:00 hrs	Panel Discussion and Concluding Session: Road Map for developing effective leadership <i>Chairman: R S Paroda</i>
11:15-12:15 hrs	Panelists: <i>Kirti Singh, VK Taneja, HS Gupta, N G Hegde</i>
12:15-12:30 hrs	General discussion and recommendations
12:30-12:45 hrs	Chairman's remarks
12:45-13:00 hrs	Co-organizer's remarks and vote of thanks
13:00 hrs	<i>Lunch</i>

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TAAS

GOAL

An accelerated movement for harnessing agricultural sciences for welfare of people

MISSION

To promote growth and advancement of agriculture through scientific interactions and partnerships

OBJECTIVES

- ◆ To act as think tank on key policy issues relating to agricultural research for development (ARD)
- ◆ Organizing seminars and special lectures on emerging issues and new developments in agricultural sciences in different regions of India
- ◆ Instituting national awards for outstanding contributions to Indian agriculture by scientists of Indian and other origin abroad
- ◆ Facilitating partnerships with non-resident Indian agricultural scientists visiting India on short leave

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Dr SK Sharma

Dr Narendra Gupta

Vice Chairman

Dr S Nagarajan

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Dr PL Gautam

List of TAAS Publications

Following publications/reports have been brought out based on various activities organized by TAAS.

1. Regulatory Measures for Utilizing Biotechnological Developments in Different Countries - First Foundation Day Lecture, delivered by Dr. Manju Sharma, Secretary, Department of Biotechnology, Government of India, October 17, 2003.
2. Enabling Regulatory Mechanisms for Release of Transgenic Crops - Brainstorming Session, October 18, 2003.
3. Challenges in Developing Nutritionally Enhanced Stress Tolerant Germplasm- Special Lecture, delivered by Dr. S.K. Vasal, Distinguished Scientist, CIMMYT, Mexico, January 15, 2004.
4. Role of Science and Society Towards Plant Genetic Resources Management - Emerging Issues - Brainstorming Session, January 7 - 8, 2005, Highlights and Recommendations.
5. Role of Information Communication Technology in Taking Scientific Knowledge/Technologies to the End Users - National Workshop, January 10 - 11, 2005, Recommendations.
6. First Dr. M.S. Swaminathan Award for Leadership in Agriculture, March 15, 2005 - Highlights.
7. Public-Private Partnership in Agricultural Biotechnology - Second Foundation Day Lecture, delivered by Dr. Gurdev S. Khush, Adjunct Professor, University of California, Davis, USA, October 17, 2005.
8. Farmer-Led Innovations for Increased Productivity, Value Addition and Income Generation - Brainstorming Session, October 17, 2005 - Highlights & Recommendations.
9. Strategy for Increasing Productivity Growth Rate in Agriculture" - Strategy Paper by Dr. R.S. Paroda, August, 2006.
10. The Second Dr. M.S. Swaminathan Award for Leadership in Agriculture, October 9, 2006 - A brief report.
11. Farmer-Led Innovations Towards Plant Variety Improvement, Conservation and Protecting Farmers' Rights", November 12 - 13, 2006, National Dialogue Highlights & Recommendations.
12. Brainstorming Session on "Models of Public-Private Partnership in Agricultural Biotechnology", April 7, 2007 - Highlights & Recommendations.
13. Symposium on "Farmer-Led Innovations for Sustainable Agriculture", December 14-15, 2007 - Proceedings.
14. National Symposium on Quality Protein Maize for Human Nutritional Security and Development of Poultry Sector in India and Presentation of the Third Dr. M.S. Swaminathan Award for Leadership in Agriculture, May 3, 2008 - Proceedings and Highlights.

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15. Overcoming the World Food and Agriculture Crisis through Policy Change, Institutional Innovation and Science- Fourth Foundation Day Lecture, delivered by Dr. Joachim von Braun, Director General, International Food Policy Research Institute, Washington, March 6, 2009.
 16. Brainstorming Workshop on “Emerging Challenges before Indian Agriculture - The Way Forward”, March 6, 2009 - Proceedings & Recommendations.
 17. Brainstorming Workshop on 'Strategy for Conservation of Farm Animal Genetic Resources' 10th - 12th April, 2009 - Ranchi Declaration.
 18. Brainstorming Workshop on 'Strategy for Conservation of Farm Animal Genetic Resources' 10th - 12th April, 2009 - Proceedings.
 19. Brainstorming Workshop on “Climate Change, Soil Quality and Food Security”, August 11, 2009 - Proceedings & Recommendations. (English and Hindi).
 20. Millions Fed: Proven Successes in Agricultural Development, January 19, 2010 (Translation in Hindi jointly published by IFPRI, APAARI and TAAS).
 21. National Seminar on “Quality Seed for Food Security through Public-Private Partnership”, April 13-14, 2010 - Proceedings & Recommendations.
 22. NSAI Foundation Day Lecture on “Revitalizing Indian Seed Sector for Accelerated Agricultural Growth”, October 30, 2010.



National Academy of Agricultural Research Management

Rajendranagar, Hyderabad - 500407

NAARM - TAAS National Dialogue on

Building Leadership in Agricultural Research Management: Concerns and Future Strategy

August 27-28, 2010



About NAARM

The National Academy of Agricultural Research Management (NAARM) is a constituent institution of the Indian Council of Agricultural Research (ICAR) in the Department of Agricultural Research and Education, Ministry of Agriculture, Government of India. ICAR is the apex body responsible for guiding, managing, and coordinating agricultural research and higher education in the entire country. The Academy was established in 1976 with the mandate to enhance the performance and effectiveness of the National Agricultural Research System through research, capacity strengthening, and policy support in agricultural research and education management. The activities of the Academy cover a broad range of themes in three key areas: Agricultural systems management and policies, Information and communication management, and Human Resources Management. The services of the Academy are sought nationally as well as globally for enhancing individual and institutional performance and for organizational renewal and change. Keeping in view the increasing emphasis on the creation, dissemination, application, and exchange of knowledge in this vital area, the Academy initiated post graduate education programmes in management in 2009 and has also established an Agribusiness Knowledge Centre. The two-year Post Graduate Diploma in Management (Agriculture) is approved by the All India Council of Technical Education (AICTE).

About TAAS

TAAS was formed as a consequence of a statement made by the then PM, Shri Atal Bihari Bajpayee during inauguration of the 88th Session of the Indian Science Congress held at I.A.R.I. campus in January 2001. He has exhorted the scientists by saying: “Our goal to make India a leading nation in the world in the new century hinges critically on how successfully we take science to the people and create a stronger scientific temper in our society”.

In response to the above, and considering the fact that the Congress should not be seen as an end in itself, as a movement for harnessing, in particular, the agricultural sciences for the welfare of the people, the National Organizing Committee of the Congress decided to form a Trust for Advancement of Agricultural Sciences (TAAS). The Trust was established on October 17, 2002 with its Headquarters at the Indian Agricultural Research Institute (IARI), New Delhi. (For more information please visit www.taas.in)