



*Grooming Strategic Leaders
... Since 1970*

College of Defence Management

Victory Through Excellence





History



1970: Established as IDM

15 Mar 1971: First LDMC Course



07 Dec 1970: First SDMC Course



1983: Invited by AIMA to become a member



1985: Renamed from IDM to CDM



2001: New CDM Campus was inaugurated.



1994: MoU with Osmania University was signed to recognise LDMC for the award of the post-graduate degree of Master of Management Studies (MMS).

2005: Long Defence Management Course was re-designated as Higher Defence Management Course.



2005: HDMC-1 course commenced



2007: CDM became member of IPMA and a designated Training, Test / Certification Centre for Level 'C' and 'B' Project Managers.



2010: CDM accredited grade 'A' by the NAAC. HDMC – 150 Participants



2014: MoU signed with Osmania University designating CDM as a National Research Centre for conduct of Ph.D Program.

2016: CDM accredited grade 'A+' by the NAAC.



2019: Robust academic collaboration with Eisenhower School (US) in Strategic Studies (Net Assessment) initiated as an annual Faculty Exchange. Presently at MoU stage.

2019: Ashwamedha Block & HDMC-15 (161 Participants including 12 FFCs)



2020: Celebrated the Golden Jubilee

Objectives

- To enhance higher leadership skills aligned with changing environment to meet challenges
- To induce application of modern management skills and techniques for effective decision making
- To promote application of management thought, skills and techniques to enhance integration and effectiveness
- To establish excellence in academic and advisory reputation in the field of defence management
- To develop excellence in Research & Consultancy support
- To emerge as the Centre for Excellence - Net Assessment



Niche Areas



→ **Net Assessment**

→ **Research & Consultancy**

→ **Defence Capital Acquisitions**

→ **Data Analytics**

→ **Leadership**

→ **Study Forums**

On Campus Training

- Higher Defence Management Course (HDMC) – 44 Weeks
- Senior Defence Management Course (SDMC) – 4 Weeks
- Defence Management Course (DMC) – 2 Weeks
- Management Development Programme – 1 or 2 Weeks

12 -13 COURSES
67 WEEKS
550 OFFRS

Net Assessment | Project Management | Defence Acquisition Management| Big Data | Organisational Behaviour | Resource Management | ORSA| Research Methodology



Off-Campus Training



Net Assessment Workshop

LBSNAA | Eisenhower School, Washington | Uzbekistan Armed Forces Academy



Integrated Management Capsule for Sr Offrs

AWC, Mhow | NWC, Goa | CAW, Hyderabad | AMC, Lucknow



Integrated Management Capsule for Jr Offrs

DSSC, Wellington | TSOC, MILIT | ALMC, CMM



Leadership Capsules

NDA, Pune | OTA, Chennai | ACDS, Secunderabad | Dr MCR HRD Instt, Hyderabad

Infrastructure



Ashwamedha Block



State-of-Art Networked AV enabled Classrooms



New Classrooms – COVID Compliant Seating



Virtual Terrain Room – Red & Yellow Land



Maritime Domain Awareness Room



Air Domain Awareness Room



Data Analytics Lab



Vivekananda Convention Centre



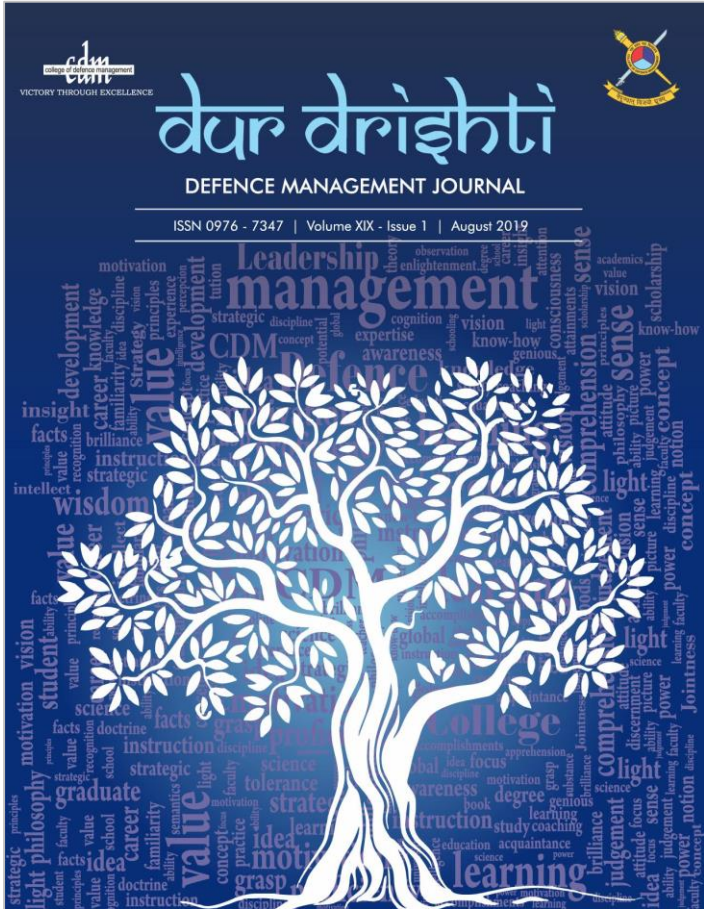
Ashoka Hall



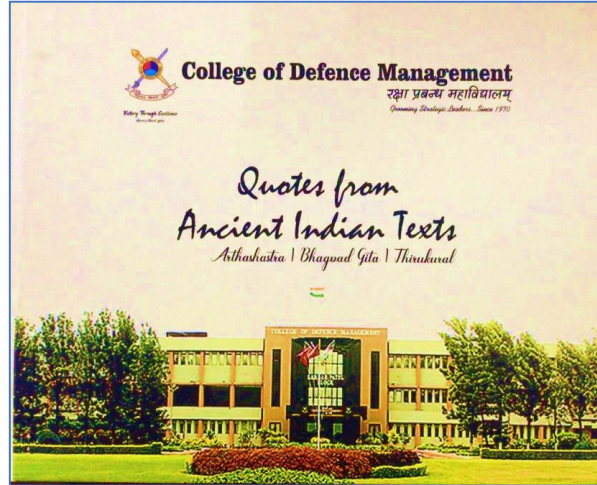
DS Prayer Room



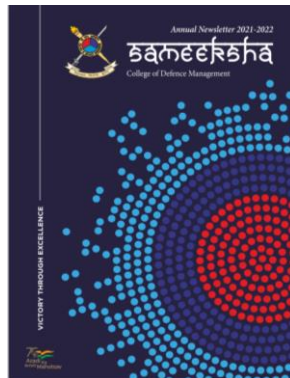
Publications



Defence Management Journal



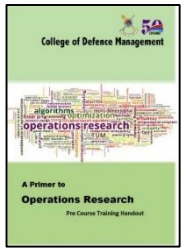
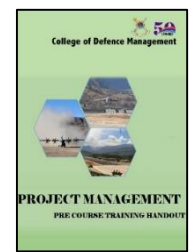
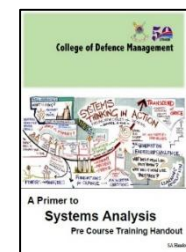
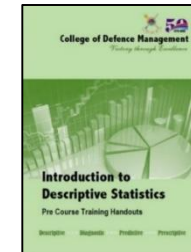
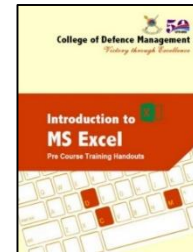
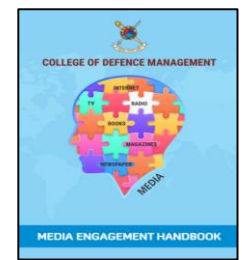
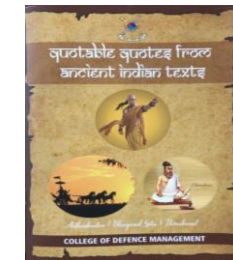
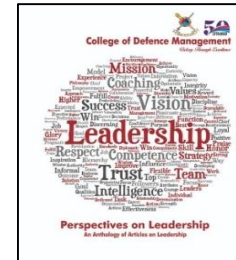
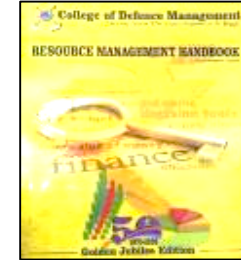
Quotes from Ancient Indian Texts



Annual Report



HDMC Memoire



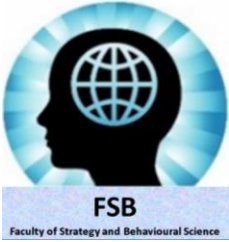
Subject Primers & Handouts



WORK FIELD



FRIENDS



Roles in Working & Social Environment



ORGANISATION



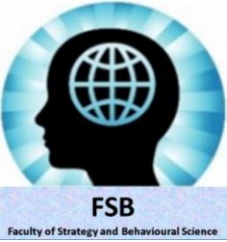
TEAM



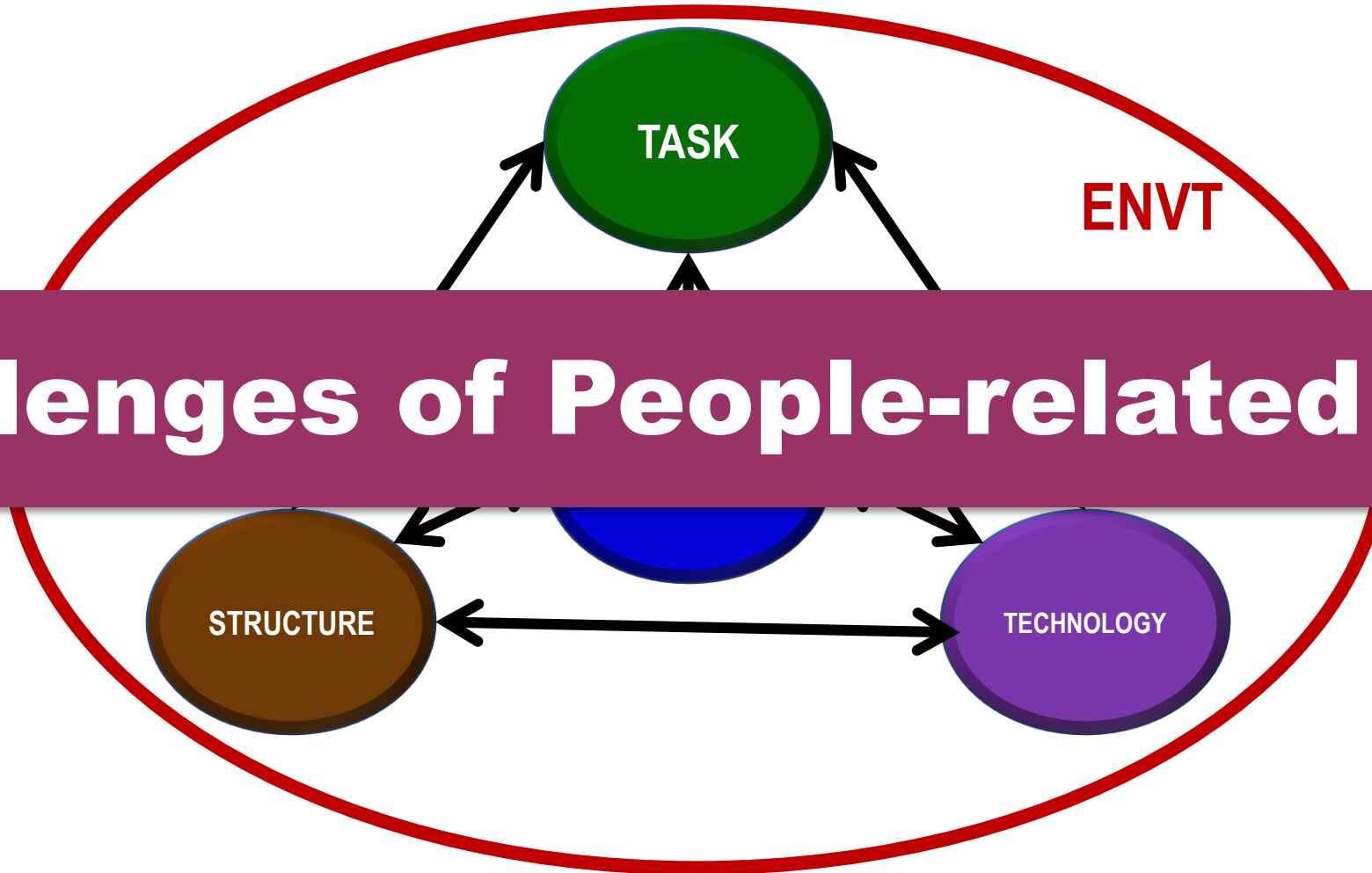
Victory Through Excellence



Primacy of People



Challenges of People-related Skills





COMMUNICATION



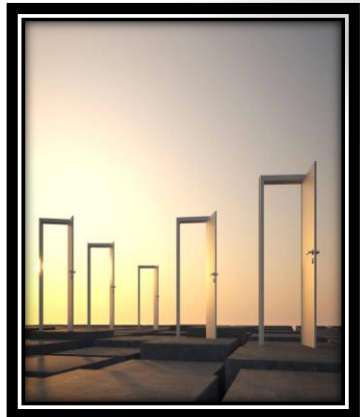
MOTIVATION



LEADER



TEAM BUILDING



DECISION MAKING



CHANGE MANAGEMENT



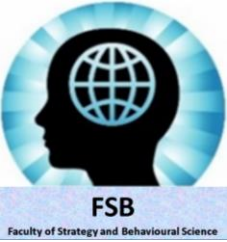
DISSENT MANAGEMENT

यद्यदाचरति श्रेष्ठस्तत्तदेवेतरो जनः।
स यत्प्रमाणं कुरुते लोकस्तदनुवर्तते॥
(तृतीय अध्याय, श्लोक 21)

Whatever action a great man performs, common men follow. And whatever standards he sets by exemplary acts, all the world pursues.



Leadership

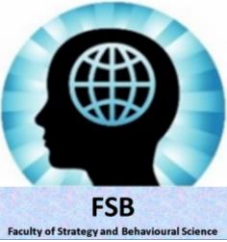


- **Ability to exert influence upon...to achieve...**
- **Interactive**
- **Whether you lead five men or five million men, the essentials of leadership are the same**

**Leadership is what a person does
& not what he has**



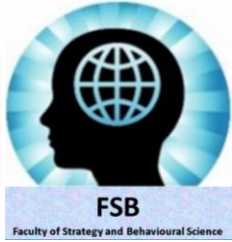
Leadership



- What are the characteristics of the leader you respect the most and is your ideal ?
- Few most important one's are.....
 - Integrity
 - Responsibility & Accountability
 - Empathy
 - Perseverance



Leadership



- **Integrity means....**
 - **You are your word**
 - **The state of being complete or unified**
 - **The root word is INTACT- his/her words and deeds match-up, no hidden agenda**

Intrapersonal Integrity

- **Take risk in what you feel is right**
- **Stand for what you believe , even when unpopular**
- **Unwilling to compromise values for advancement**

Interpersonal Integrity

- **Openness & commitment with others**
- **Transparency with information**
- **Address your mistakes and conflicts**

Organisational Integrity

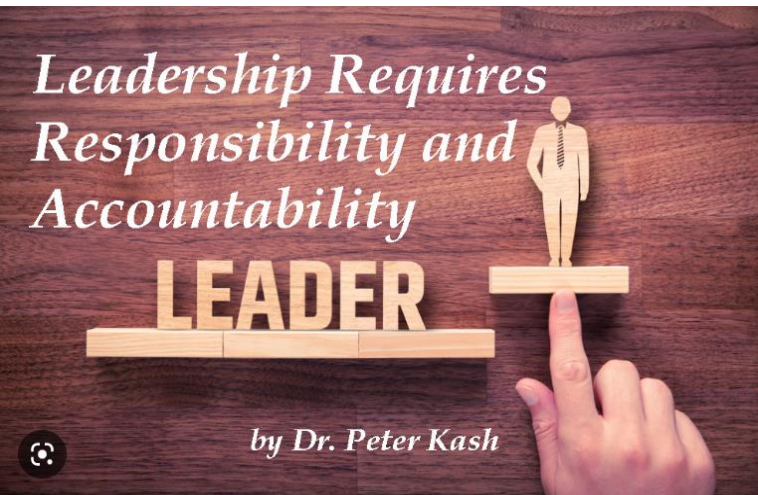
- **Alignment with VISION & MISSION**
- **Judicious use of time and resources at your disposal by organisation**
- **Commitment**



Leadership



Perseverance & practice



Responsibility & accountability

10 REASONS WHY EMPATHETIC LEADERSHIP MATTERS



Empathy Promotes Workplace Engagement



Empathy Creates Loyal Employees



Empathy Promotes Happiness



Empathy Encourages Healthier Collaborations



Empathetic Leaders Encourage Others to Be Empathetic



Empathy Promotes Creativity



Empathy Promotes More Awareness of Responsibility



Empathy Helps Build Trust



Empathy Encourages Better Listening



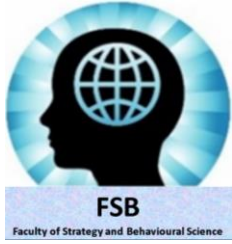
Empathy Is An Overall Learning Experience for Leaders

Victory Through Excellence

Empathy



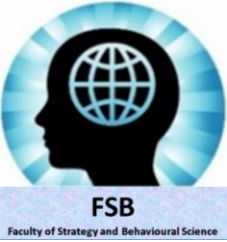
Leadership & Management

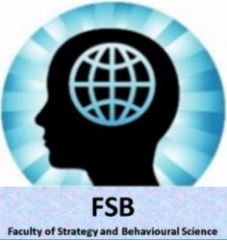


Are you leaders or Managers?



The best leaders are also good managers



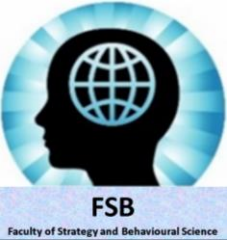


**TRANSFORMATIONAL
LEADERSHIP**

**TRANSACTIONAL
LEADERSHIP**



Transactional Leader



- Values Order & Structure
- **Focuses on Supervision**
- Works through exploitation of physiological and security needs
- **Unsure about the efficacy of his method of motivating subordinates**
- Gives general feedback
- **Revels in efficiency**



Transformational Leader

4 Elements of Transformational Leaders



=



**Transformational
Leader**

**Idealized
Influence**

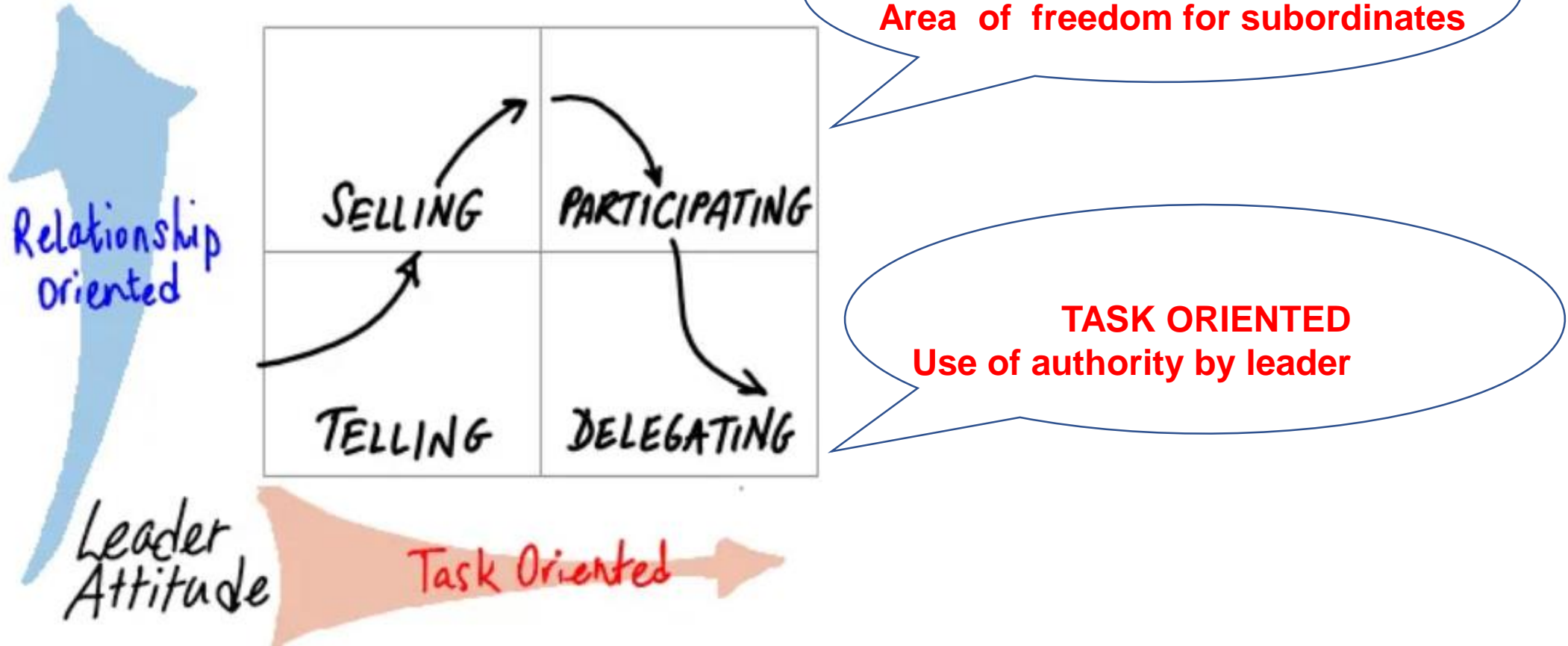
**Inspirational
Motivation**

**Intellectual
Stimulation**

**Individualized
Consideration**

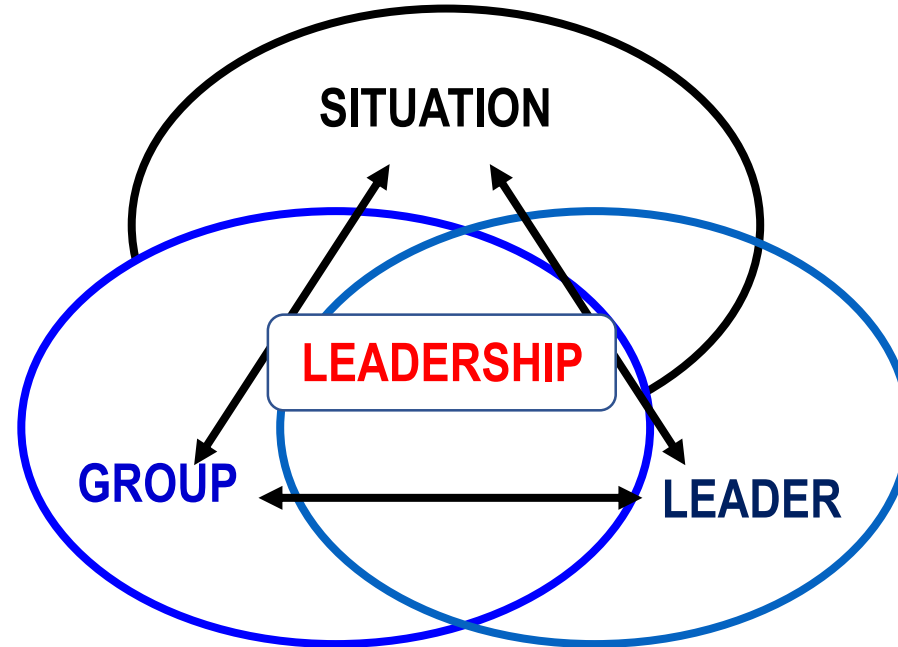
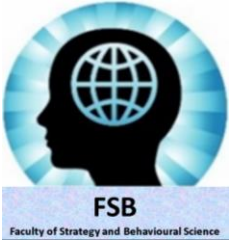


Leadership





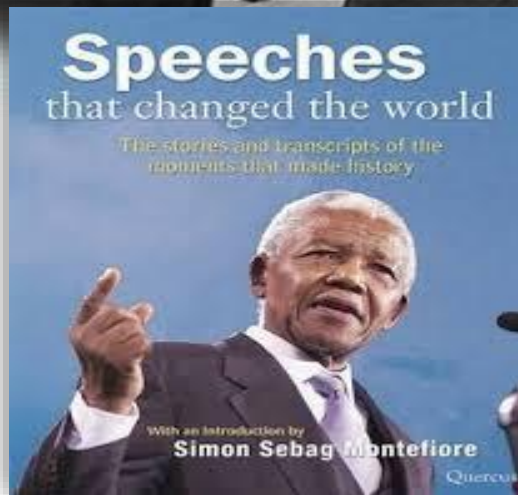
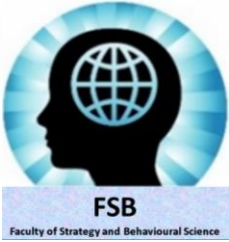
Situational Approach



- No single best style of leadership
- **Effective leadership is task relevant**
- Most successful leaders are those **who adapt their leadership to the type of group** they are leading or the situation they want to influence



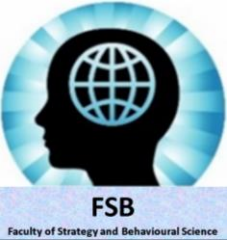
Communication



Q: Is it impossible to become a great leader without being a great communicator?



Communication



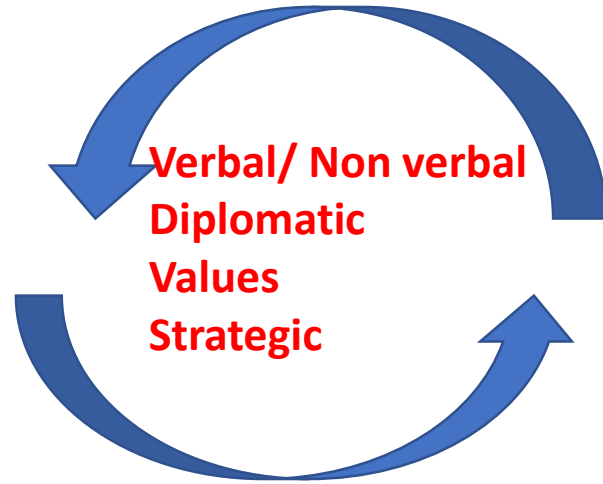
- Mutual exchange resulting in common understanding
- **Does not imply agreement**
- Intention of changing behavior
- **Two-way process**
- Psycho-social aspects are involved... perceptions, expectations, etc.
- **Communication is not confined to verbal interaction**



Communication



FSB
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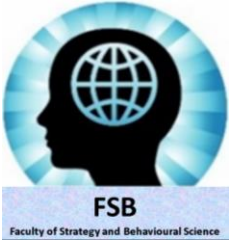
Strategic Communication is communicating the strategic objectives of an organization to its various stakeholders.

The purposeful use of communications by an organisation to fulfill its mission

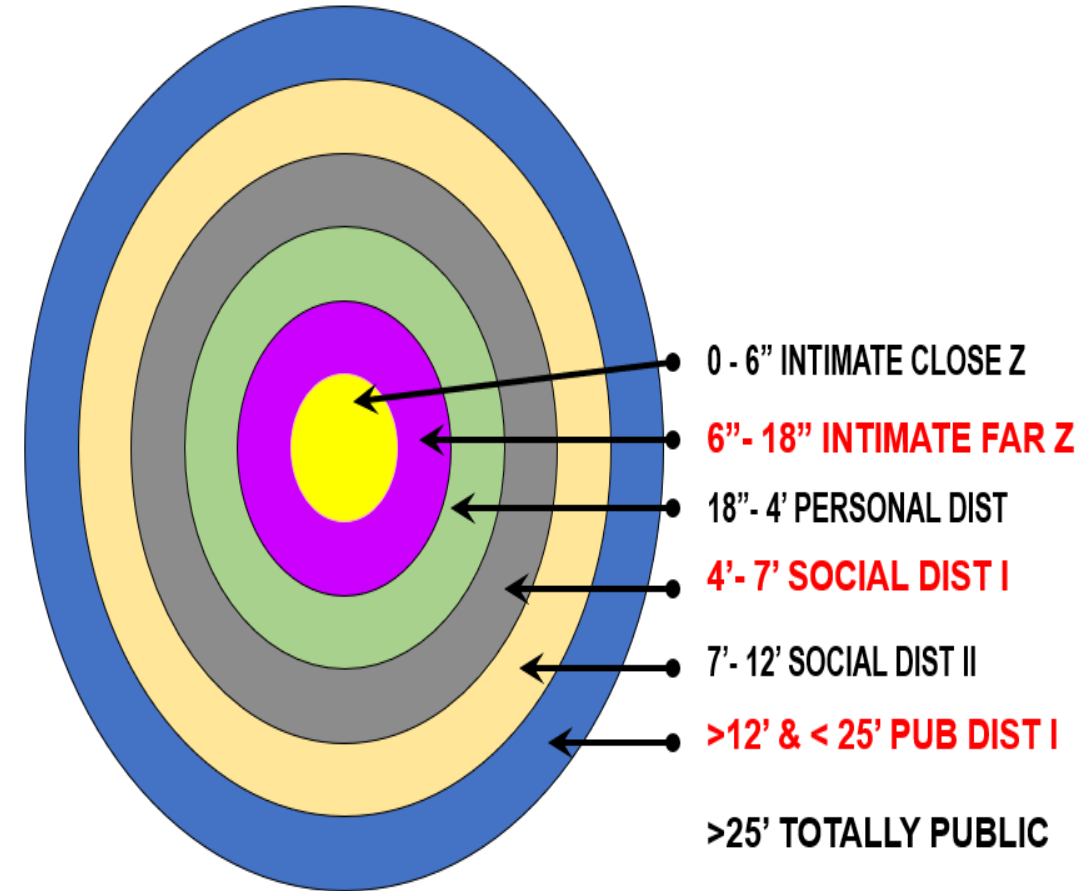
Creating clear goals and understanding how a certain set of audience attitudes, reactions or perceptions will support a goal or policy from the government is what makes communications strategic.



Means of Communication

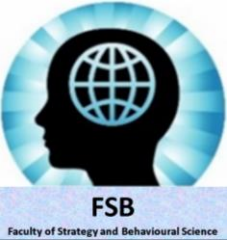


	VOCAL	NON VOCAL
VERBAL 7%	Spoken word	Written word
NON VERBAL 93%	Scream, Grunt, Inflection etc <i>(Paralinguistics)</i>	Facial expressions, Gestures etc (Kinesics) Spatial Relationships (Proxemics)
	38%	55%

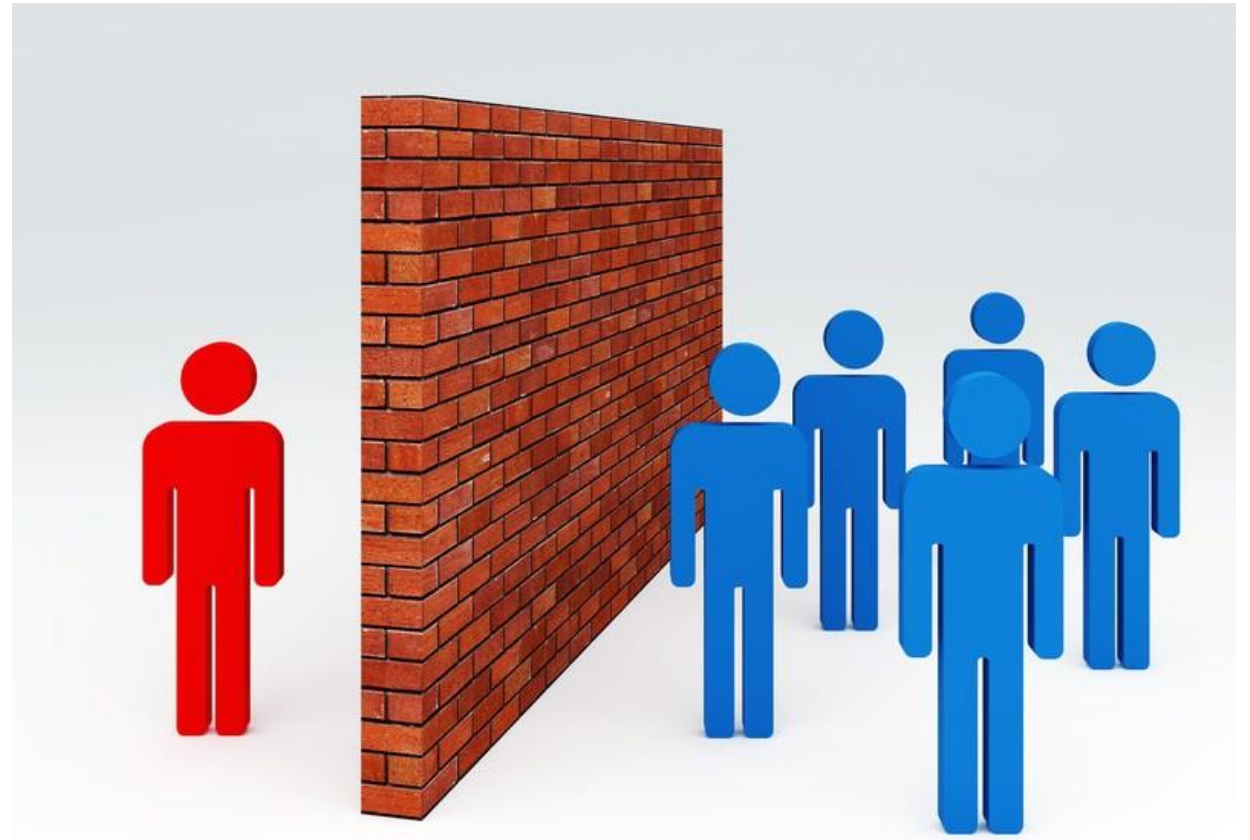




Barriers to Communication

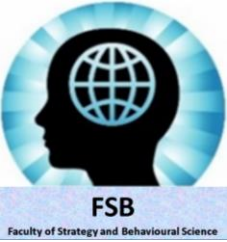


- Perceptual problems
- **Lack of listening**
- Premature evaluation
- **Message**
- **Sender**





Causes of Distortion

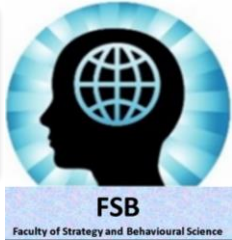


- **Ambiguities**
- **Frame of reference**
- **Emotions & feelings**
- **Situational context**
- **Observation vs Inference**

**How to make
communication effective?**



Effective Communication



Example: **Can't make it simple & easy** **Clear objective** **Trust & credibility**

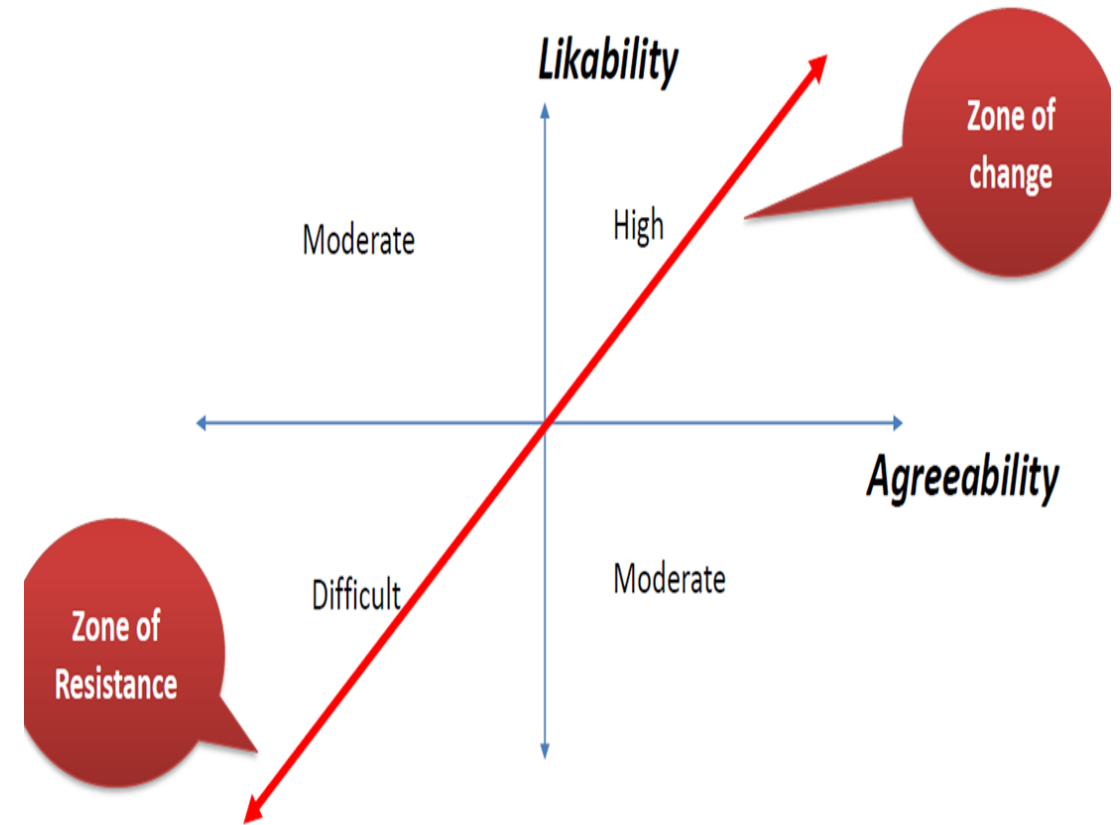
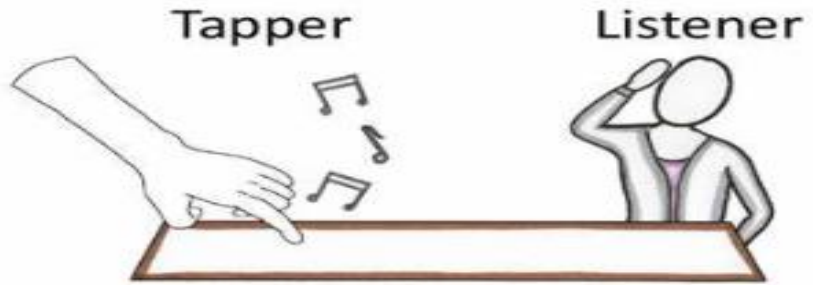
Family gathering - Trust fall fail

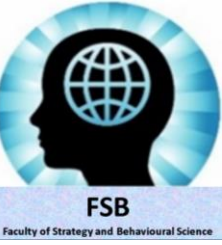
Share

0:00 / 0:29

XRecorder

Connect to the audience





Motivation

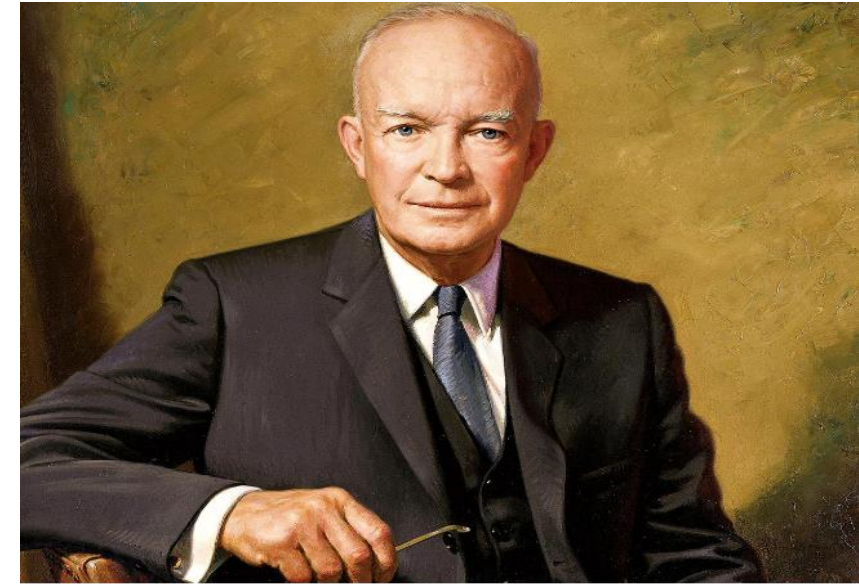


Motivation



FSB

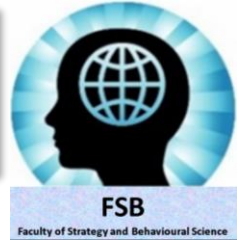
Faculty of Strategy and Behavioural Science



Self-propelling force within individuals that keeps prompting them to improve their performance and behaviour

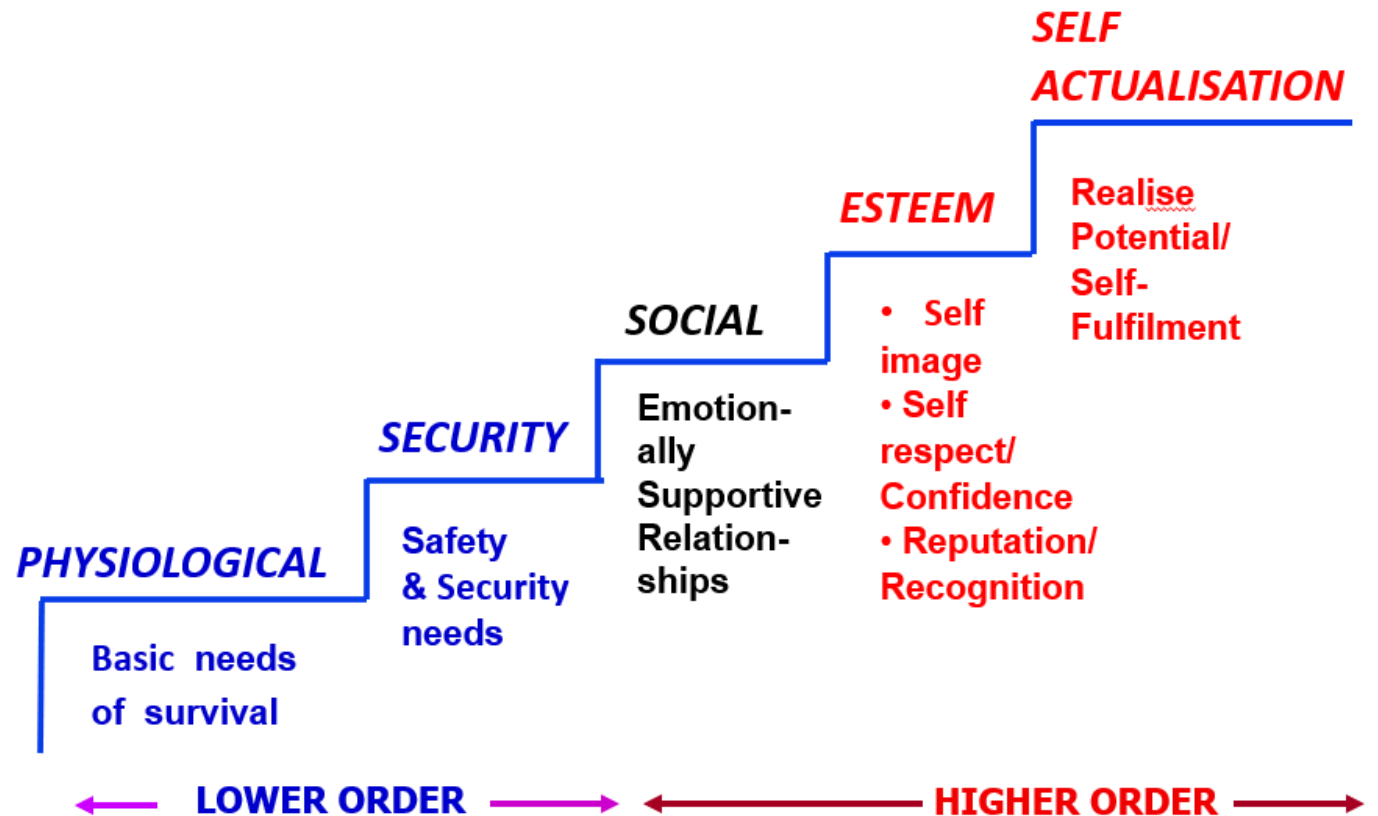
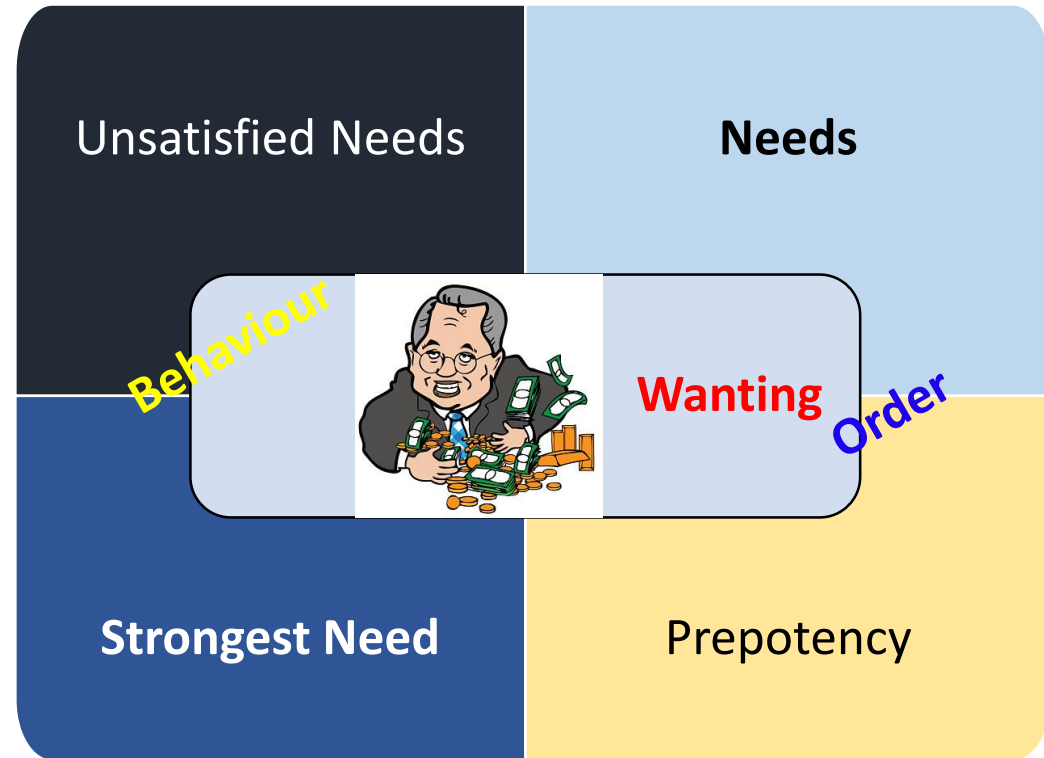
“Motivation is the art of getting people to do what you want them to do because they want to do it.”

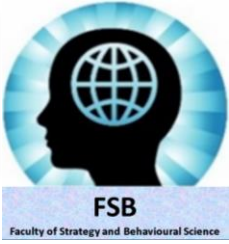
Dwight D. Eisenhower



Need Manifestation

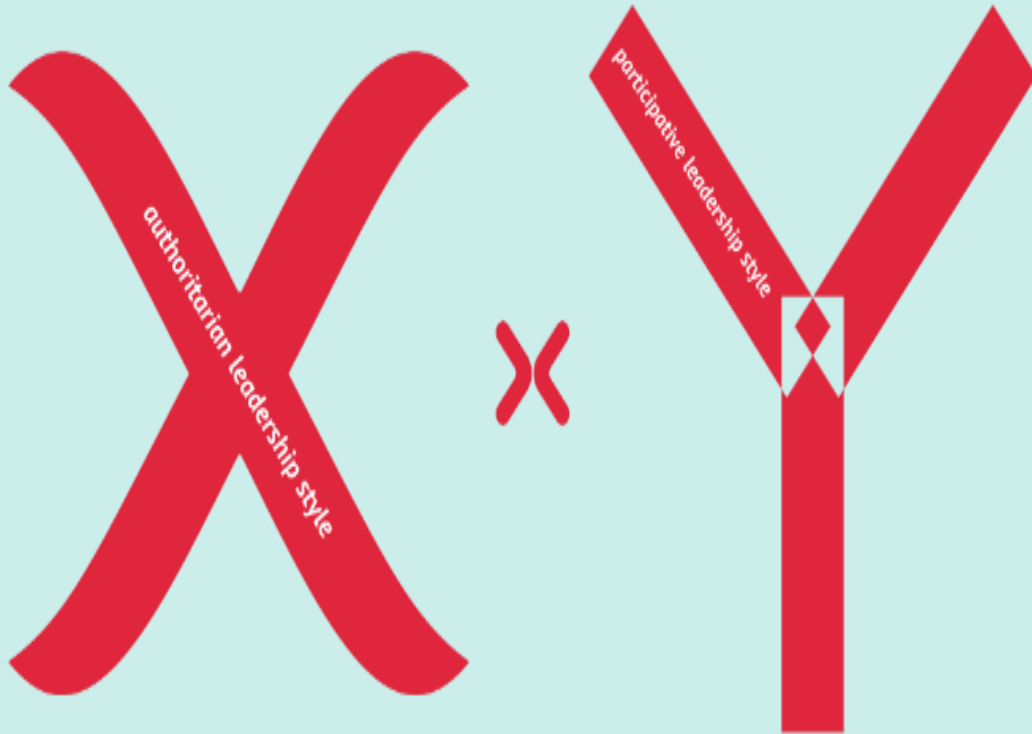
In a persons trajectory for motivation.....in your view what all is important?





How Do You Motivate People

Coercion or Encouragement?



X

- Most people are not ambitious, have little desire for resp & prefer to be directed & coerced.
- **Most people have little capacity for solving org problems**
- Motivation occurs only in the physiological & safety levels

Y

- Work is as natural as play, if conditions are favourable
- **Motivation occurs at all five levels**
- People can be self directed & creative at work, if properly motivated

When you really



love your job

**T
E
A
M**

Together
Everyone
Achieves
More



The only way to win is as a **team**.

Football is not about one or two or three star players. **Football** is about sacrifice, dedication, a lot of work, and friendship off the pitch.....'

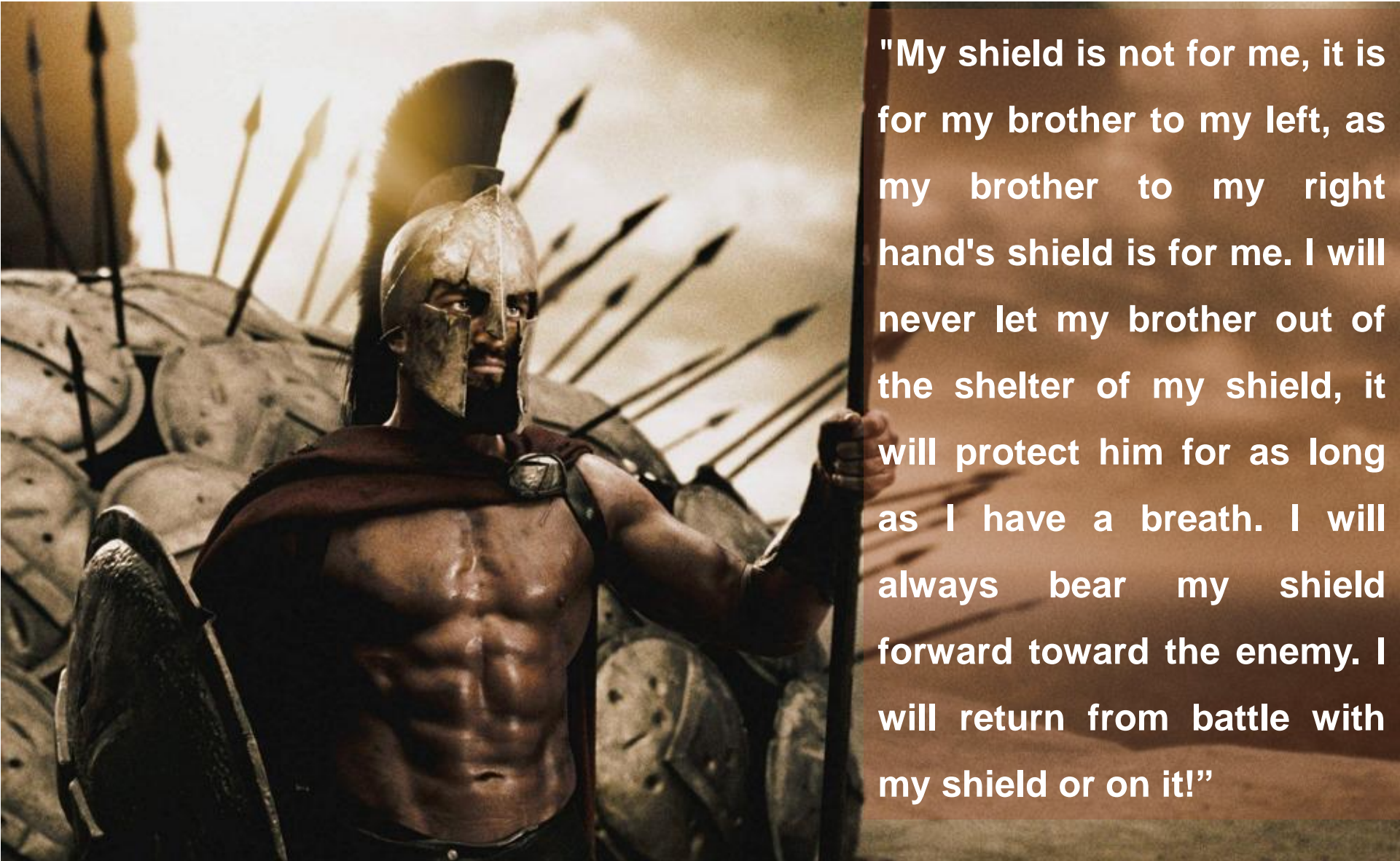


Team



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"My shield is not for me, it is for my brother to my left, as my brother to my right hand's shield is for me. I will never let my brother out of the shelter of my shield, it will protect him for as long as I have a breath. I will always bear my shield forward toward the enemy. I will return from battle with my shield or on it!"



Team

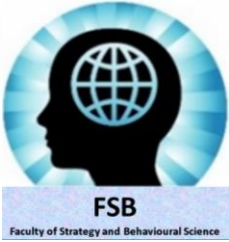


A team is a small number of people with complementary skills who are committed to a common purpose, performance goals & approach for which **they hold themselves mutually accountable**

- Jon Katzenbach



Stages of Team Building



STAGE 1 FORMING

Aquaint
& Set
ground
rules



AWARENESS

STAGE 2 STORMING

Resist
control &
hostile
to each
other



CONFLICT

STAGE 3 NORMING

Identify
With gp ,
devp
Camara
-derie &
cohesi-
veness



CO -OP

STAGE 4 PERFORMING

Wk
toward
purpose /
get job
done



PRODUCTIVITY

STAGE 5 ADJOURNING

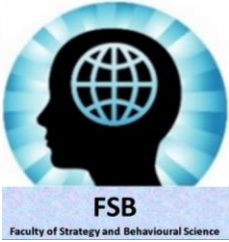
Team
may
cease
to exist,
disband,
disperse



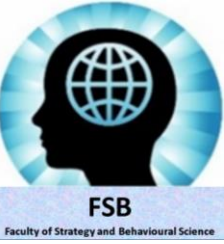
SEPARATION



Outcome of Team Building



STAGE	THEME	TASK OUTCOME	RELATIONSHIP OUTCOME
ONE	AWARENESS (FORMING)	COMMITMENT	ACCEPTANCE
TWO	CONFLICT (STORMING)	CLARIFICATION	BELONGING
THREE	COOPERATION (NORMING)	INVOLVEMENT	SUPPORT
FOUR	PRODUCTIVITY (PERFORMING)	ACHIEVEMENT	PRIDE
FIVE	SEPARATION (ADJOURNING)	RECOGNITION	SATISFACTION



**Leadership is not
about titles, positions,
or work hours. It's
about **relationships**.**

about **relationships**.



FSBS



*Decision making is
key to
organisational
success- how do
leaders and
managers make
the right
decisions?*



Decision



Decision is a course of action consciously chosen from available alternatives for the purpose of achieving a desired result

Decision is action taken in present, based on info of past, for outcomes in future



Decision Making: Factors



**Problem/
Opportunity**

Environment

Resources

**Decision
process**

**Decision
maker**





Decision Making

ANALYTICAL

JUDGEMENTAL



Based on data & their analysis



Based on knowledge, past experience, wisdom, gut feeling, hunch, impulse or intuition



EX SAVIOUR



The decision is yours...



- **You are in-charge of flood relief operations**
- **The nearby dam has burst & waters are flowing very fast, rising.**
- **Teams have reported extreme difficulty in holding the rescue boats steady!**
- **Seriousness:**
 - ✓ Will be submerged in 1 hour
 - ✓ **All persons evacuated, less one house in the town centre**
 - ✓ **6 persons stranded in the house**
- **Criticalities:**
 - ✓ **Since only one house was left, state administration had re-directed other resources elsewhere**
 - ✓ **Only one boat is available**
 - ✓ **Boat can take only 2 pers at a time**
 - ✓ **Travel time = 30 to 35 mins**



The Stranded Persons



HEENA

- Small time actress, beautiful, outgoing
- Romantically involved with Kevin
- Social Media influencer

KEVIN

- Ex-Army, dynamic, Owner of a Strat-up
- Local political leader
- Lavish life-style, fast cars

SALMAN

- Businessman NRI, now staying in here
- Friends with politicians, lawyers...influential, can dictate terms

JULIA

- Student, daughter of industrialist parents
- Unmarried, beautiful
- Spends time & money on social work

TRILOK

- 59 yrs, owner of a clothes' factory employing 900 persons
- Returned from Indonesia – negotiating a deal in clothing
- Prominent in local community & town governance

ADITYA

- Divorcee, scientist working on vaccine for a dreaded disease
- Much of research in his notebooks
- Known for unruly behaviour
- Suffering from terminal illness... 12 - 18 months



Whom will you save & in what sequence?

Which 2 pers will you tell your team to rescue first?

	R-1	R-2	R-3	R-4	Gp 1	Gp 2	Gp 3	Gp 4
Heena								
Kevin								
Salman								
Julia								
Trilok								
Aditya								

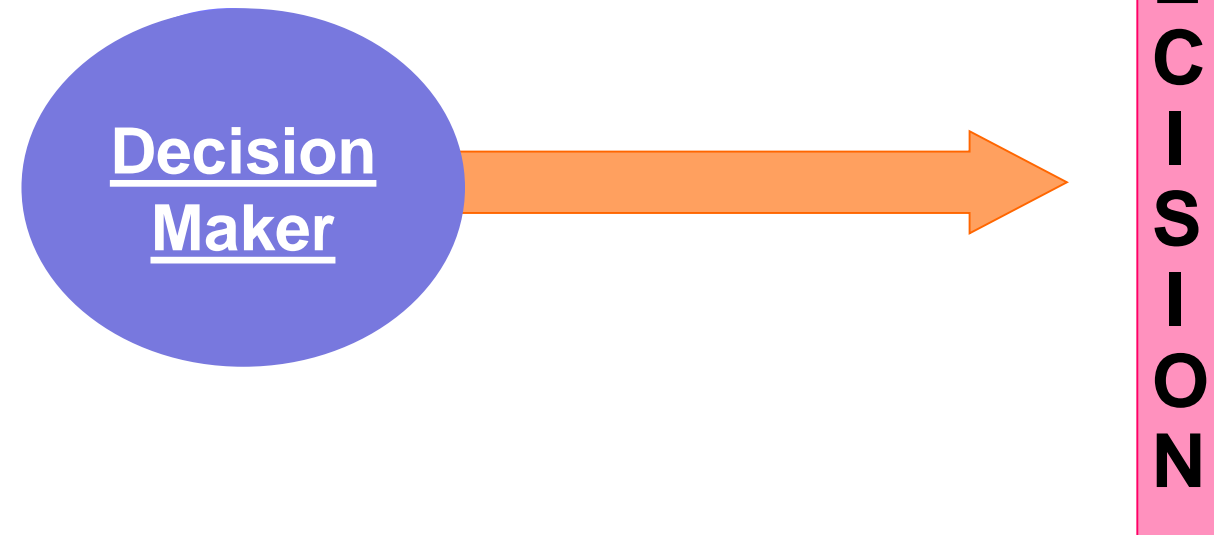


Human Factors in Decision Making

PSYCHOLOGICAL DIMENSIONS



Psy Dimensions in Decision Making

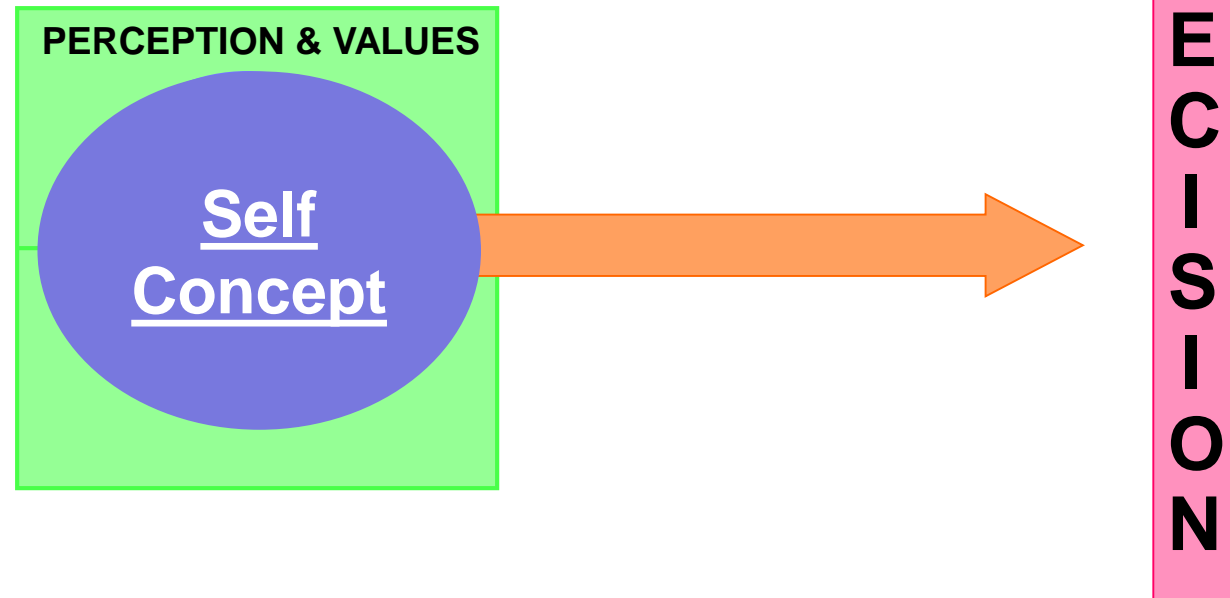




SCIENCE



Psy Dimensions in Decision Making





Perceptual Errors



- Judging people based on characteristics of gp, may not have iota of truth – major source of racial bias

Stereotyping



- Screening stimuli that makes one uncomfortable & dissatisfying – conflicting new info
- DENY.....DISTORT...
.....EXCEPTION

Perceptual Defence



- Using a single trait to draw wider/ general impression

Halo/ Horn Effect



- Ascribing own fears, feelings, thoughts & prejudices on others

Projection



- We perceive what we expect to see

Expectation



- First reference – form an image

First Impression



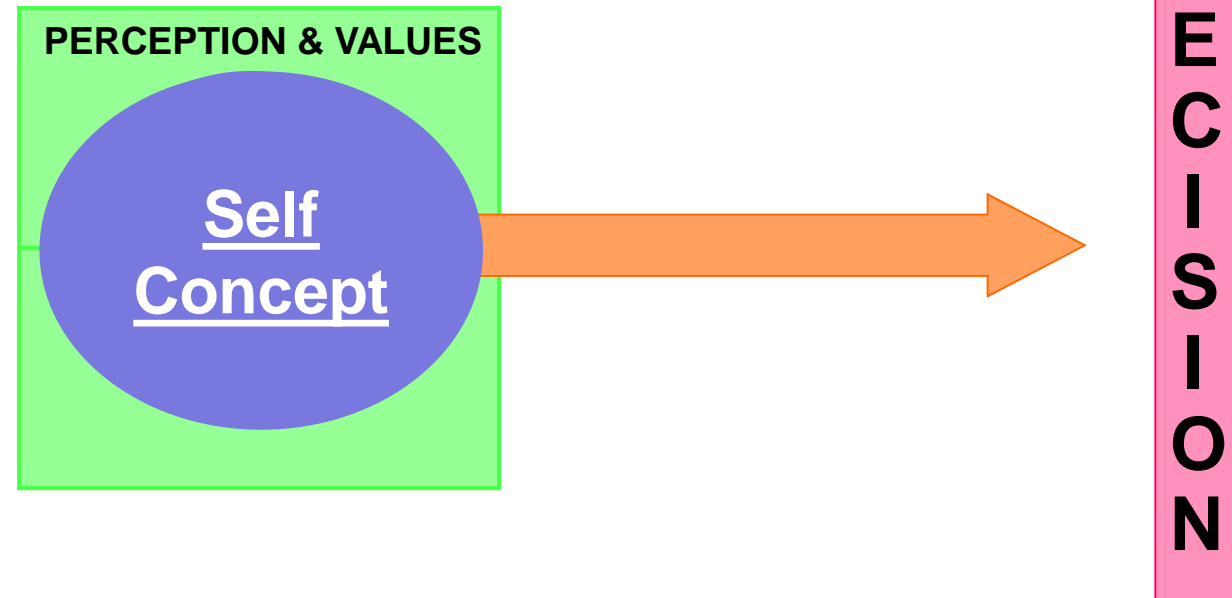
- Explanation for behaviour or events
 - Internal
 - External

Attribution





Psy Dimensions in Decision Making





Sources of Values



Conditioning

**Cultural
Truisms**

**Observations
& Perceptions**

Media

Religion

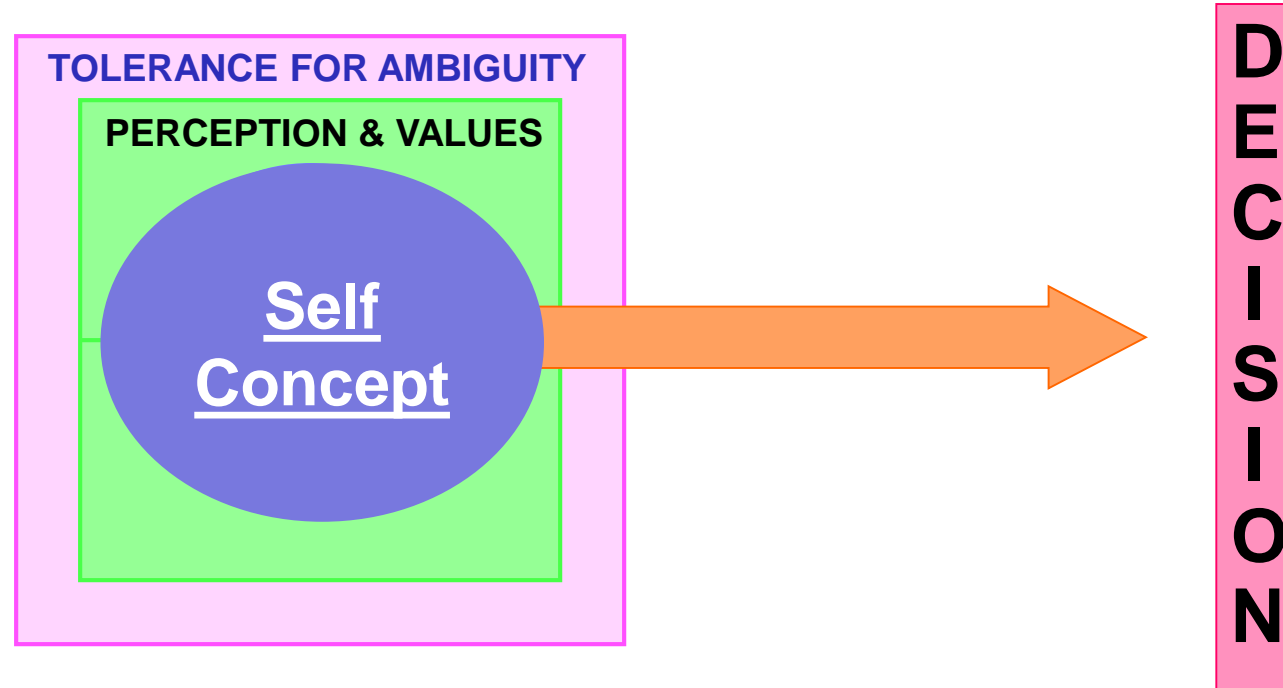
History

Literature

Feedback



Psy Dimensions in Decision Making





EX SAVIOUR



- ✓ **Will you send the boat a second time?**
- ✓ **Which 2 pers will you rescue, if you plan to send the boat a second time?**

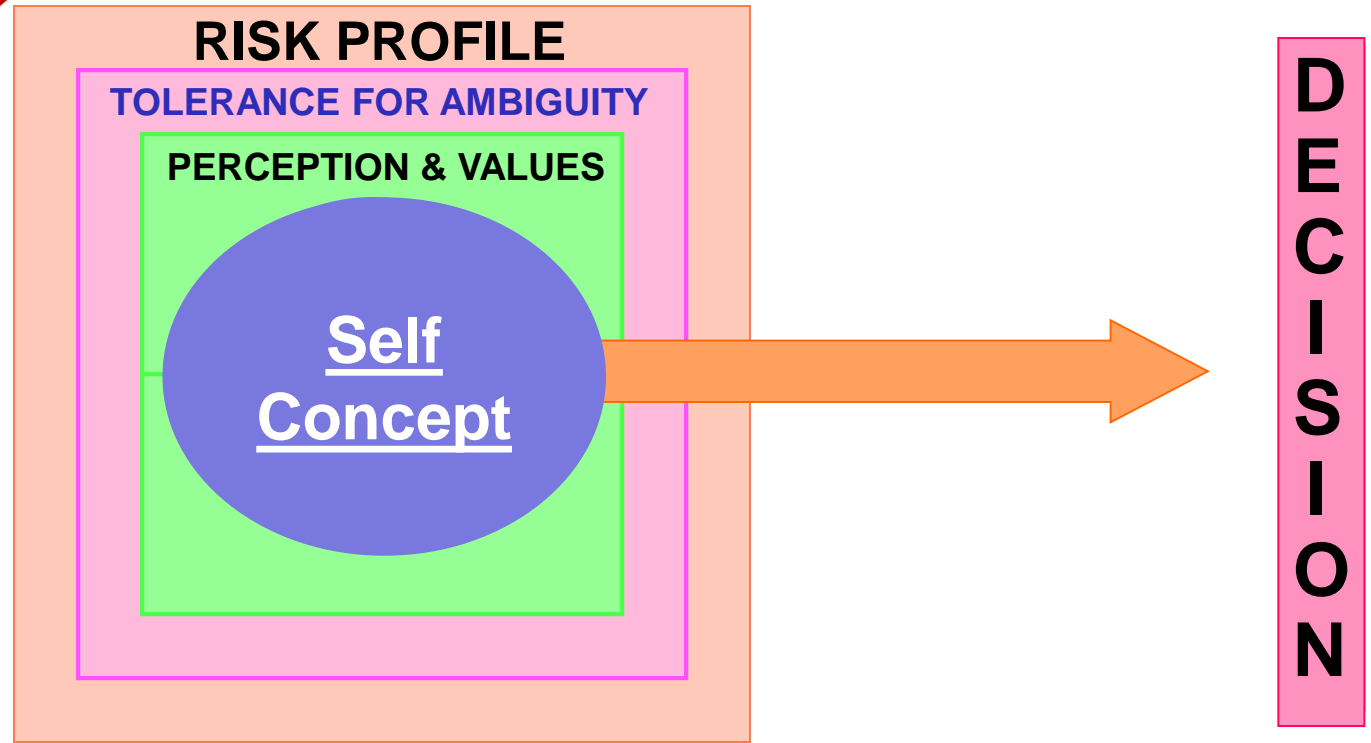


Psy Dimensions in Decision Making

Fear of Failure

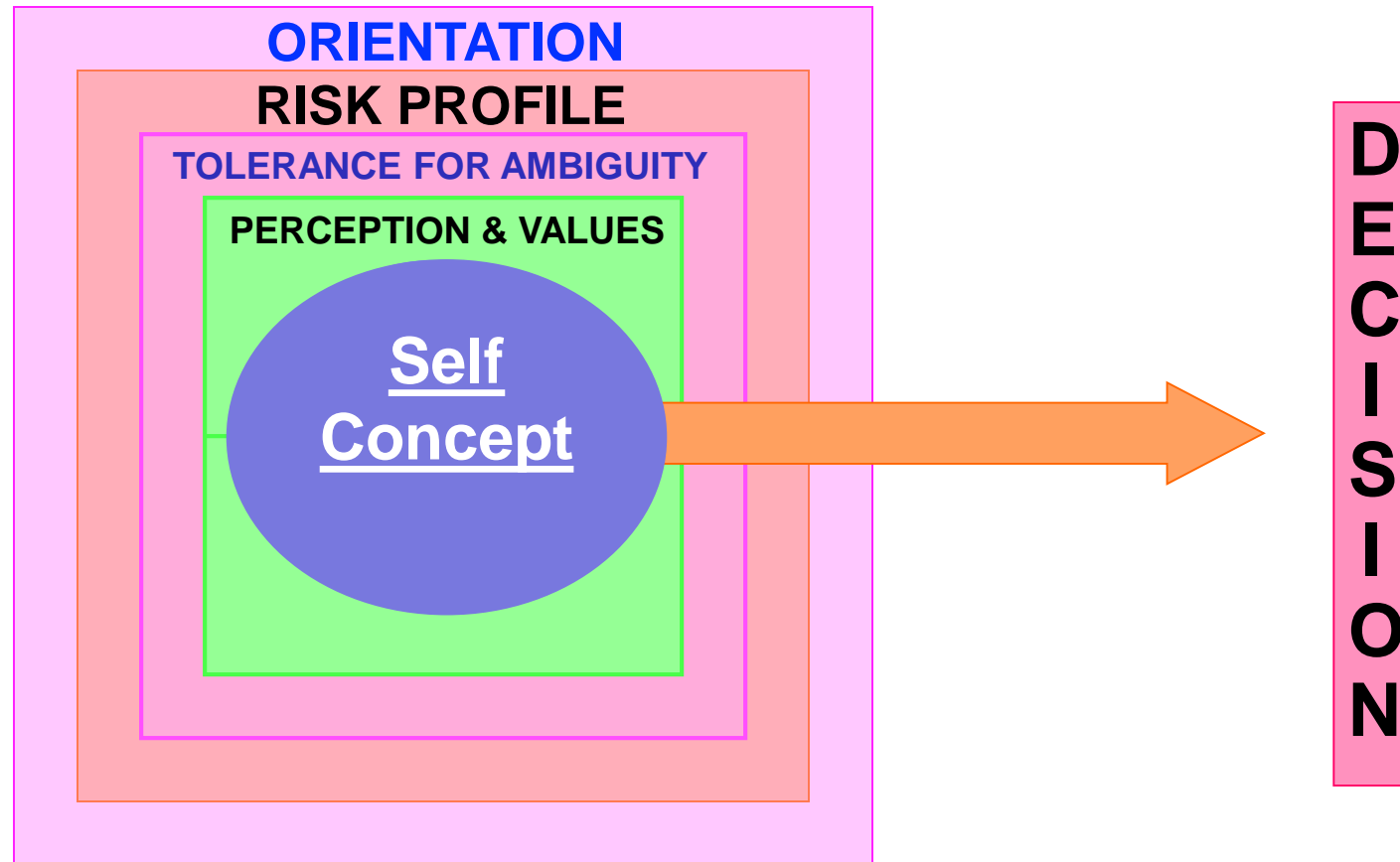
Hope of Success

“...the penalty for error is much more substantial than the reward for success.”
~ Normal Dixon
“On the Psychology of Military Incompetence”





Psy Dimensions in Decision Making





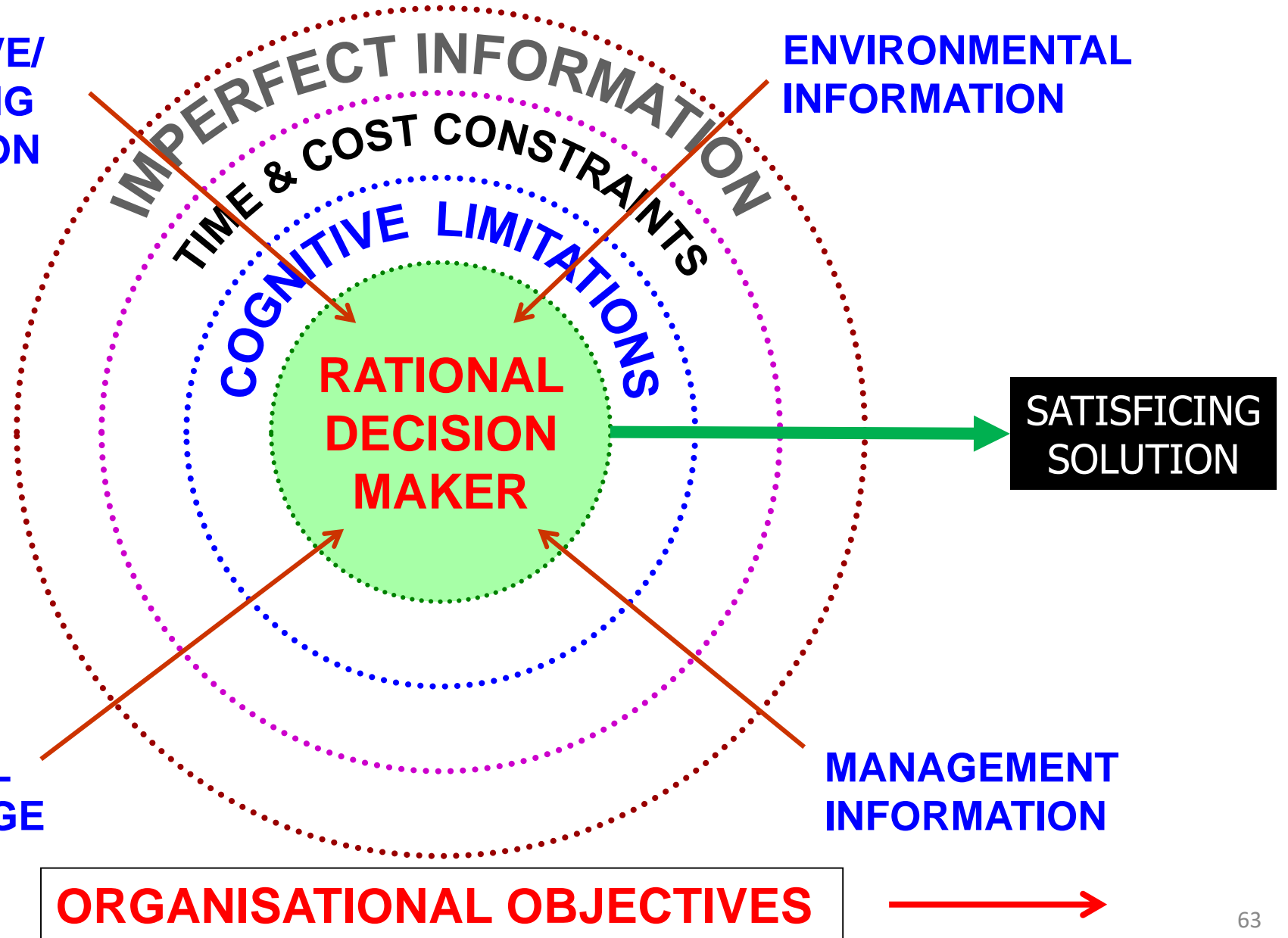
The Concept of Bounded Rationality



COMPETITIVE/
CONFLICTING
INFORMATION

ENVIRONMENTAL
INFORMATION

*Permeable
Boundaries*

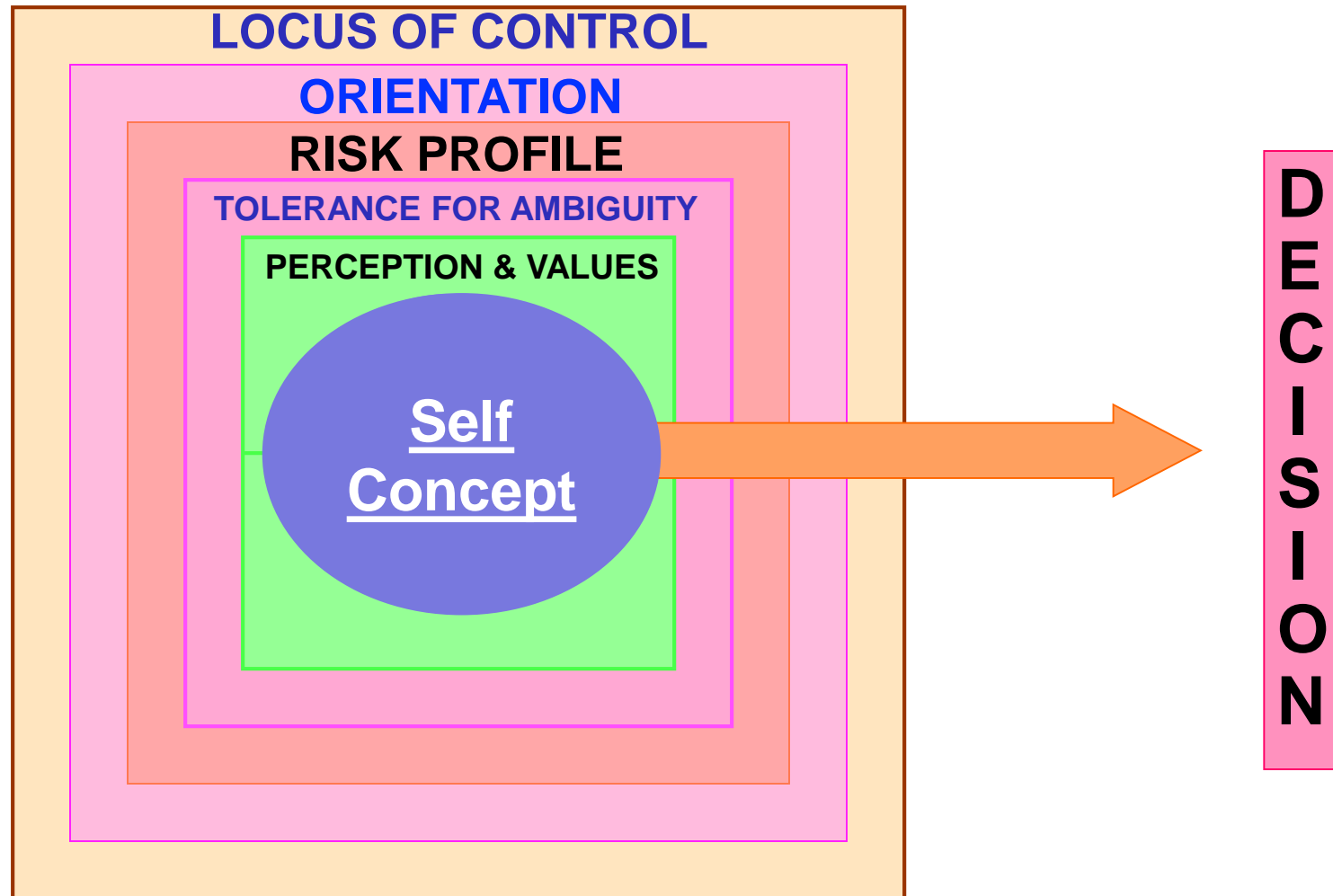




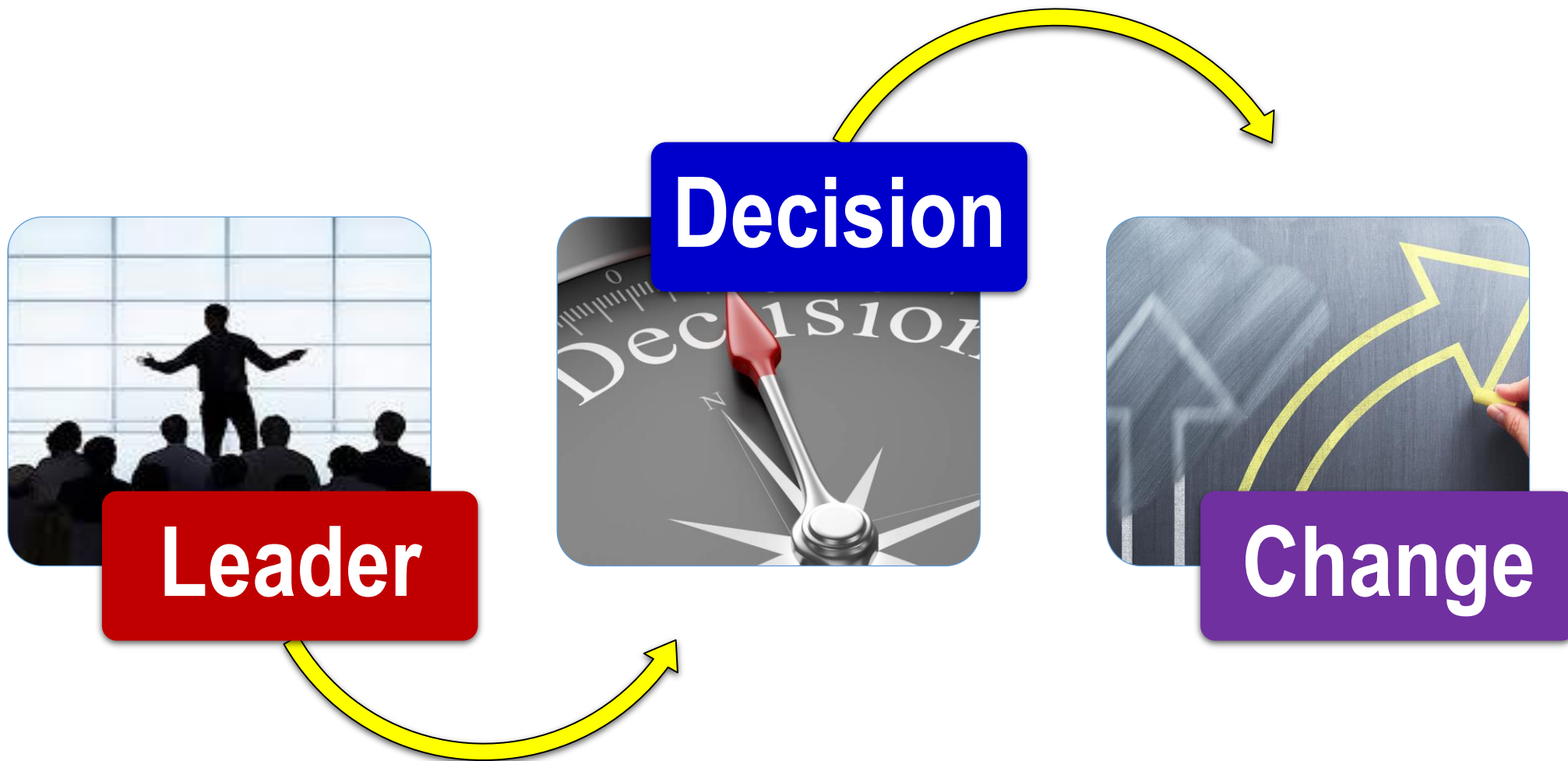
Psy Dimensions in Decision Making



Degree to which the Leader believes that **outcomes are a result of own choices**, rather than external, uncontrollable forces (fate, luck, chance or other people).



Victory Through Excellence

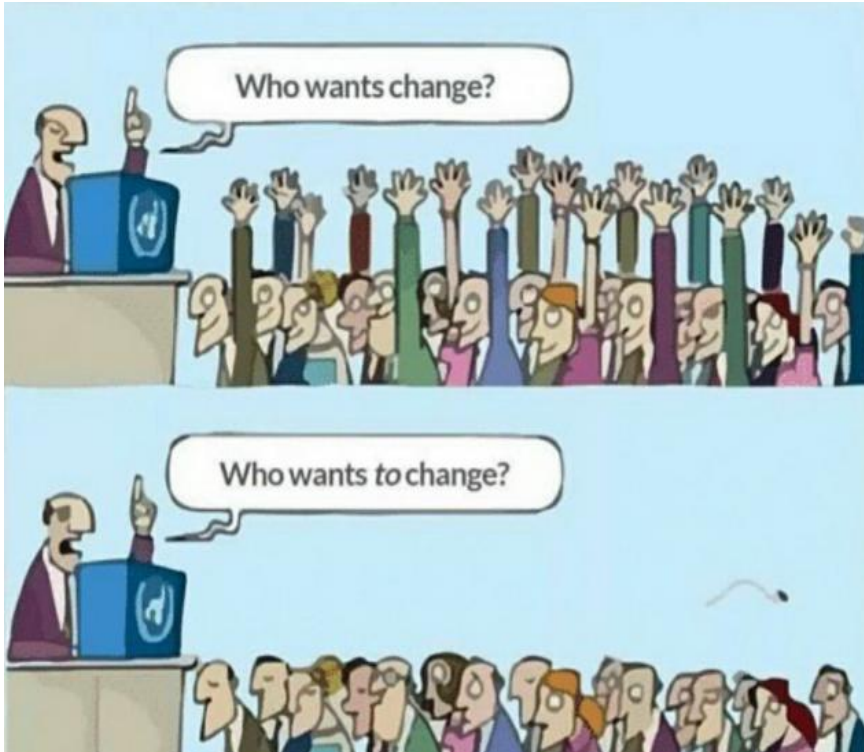




Is change easy?



To Change OR Not to Change ???

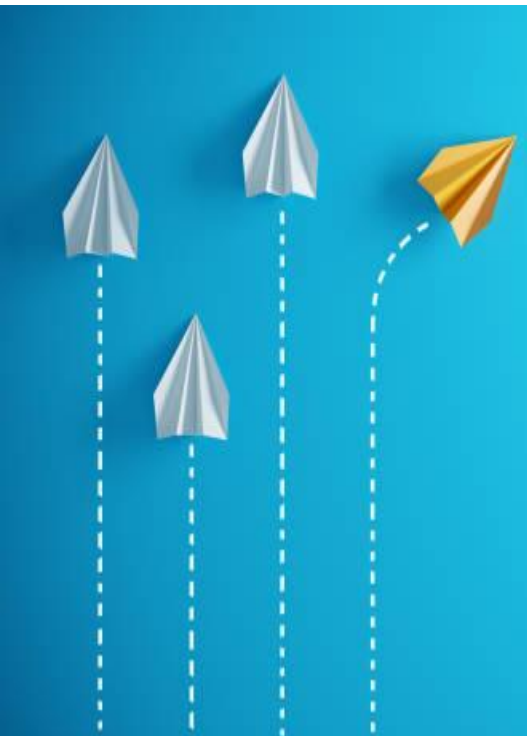


PEOPLE ARE UNHAPPY WITH TWO THINGS...

- ✓ THE WAY THINGS ARE &
- ✓ CHANGING THE WAY THINGS ARE!



Triggers for Change



EXTERNAL

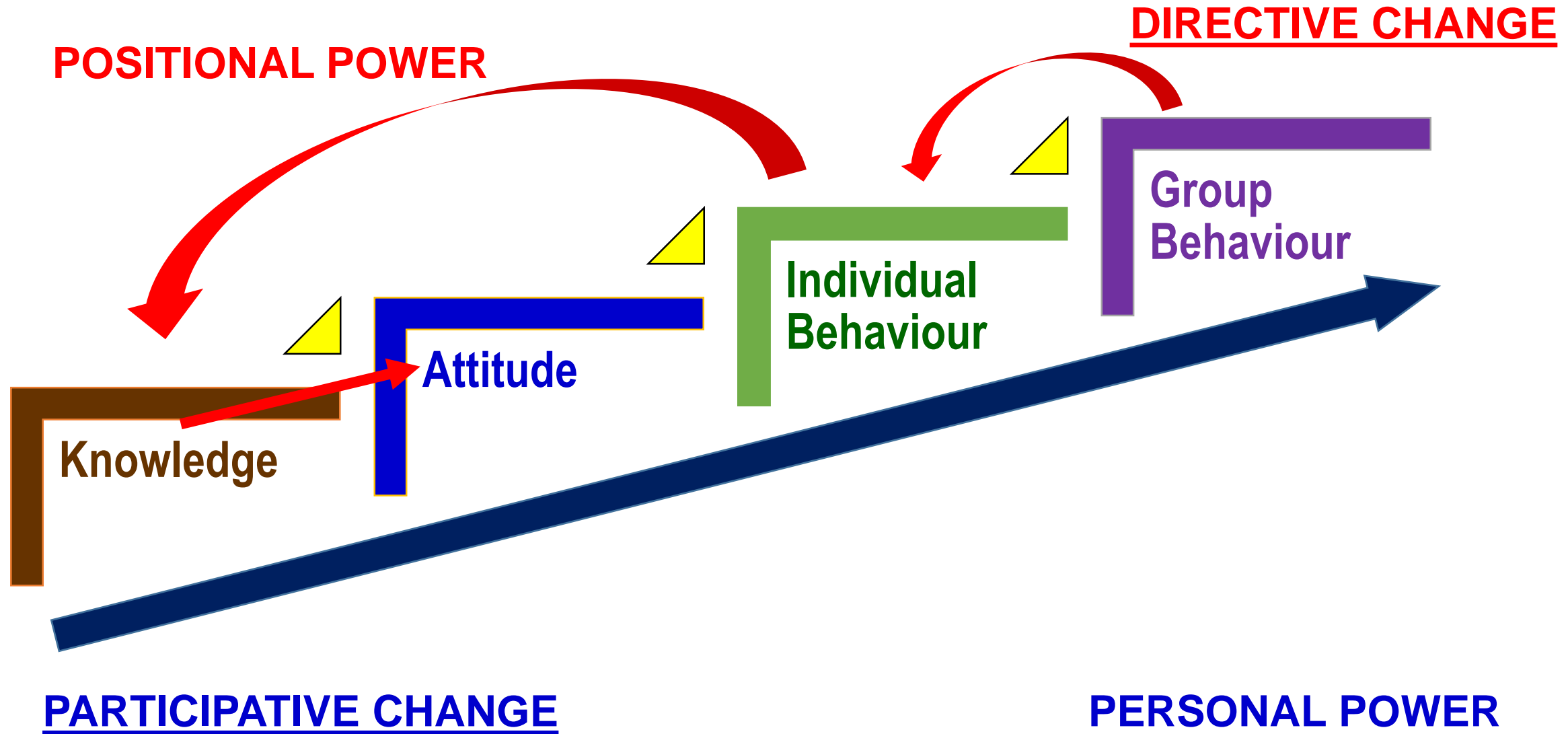
- Technology (new system with others/ in market)
- Competitors' activities (cross-border terror)
- Legislation (UN sanctions/ resolutions)
- Changing economic situation (energy security)
- Security scenario (IOR)

INTERNAL

- New Boss (change of command)
- Technology (new system/ obsolescence)
- Job & skill requirements (commandos)
- Geography/ layout (change of location)
- Change of responsibilities (multi-skilling)



Change Implementation





Responses to Change



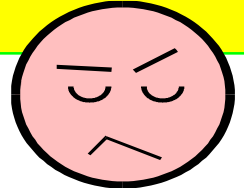
- Tolerance for Ambiguity
 - Risk Profile
 - Emotions, fears, suspicions
 - Psychological sunk cost
- PSYCHOLOGICAL FACTORS**
- 



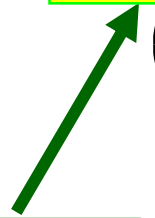
PROPOSED CHANGE

ATTITUDES

EVAL OF PROPOSED CHANGE



- Social Relationships
 - Peer Pressure
- SOCIAL FACTORS**
- 



- Economic
 - Auth & Status
 - Non-Involvement
- PERSONAL FACTORS**
- 



RANGE OF RESPONSES

ACCEPTANCE
Enthusiastic coop & support

TOLERANCE
Loss of interest about to creep in

RESISTANCE
Protest, doing as little as possible

REJECTION
Active resistance, deliberate sabotage



Managing Resistance to Change





Producing Change



80% Leadership

Establishing Direction,
Aligning, Motivating
& inspiring people

20% Management

Planning, Budgeting,
Organising &
Problem solving

Unfortunately, in most change efforts, these percentages are reversed





A **'Yes Man'** is a **dangerous** man. He is a **menace**. He will go very far. He can become a minister, a secretary or a Field Marshall but he can **never become a leader**, nor ever be respected. He will be **used by his superiors**, **disliked by his colleagues** and **despised by his subordinates**.

So **'discard'** the **'Yes Man'**



Dissent

- **Dissent** is a professional & well presented rational query or another alternative, by a loyal organisational stake holder, aimed at enhancing organisational effectiveness.
- It is totally devoid of personal & egoistic motives



“As you all know, I don’t like dissent ... and yet I heard a low growl.”



Organisational Dissent

“**Expressing disagreement or contradictory opinions about organisational practices, policies & operations**”

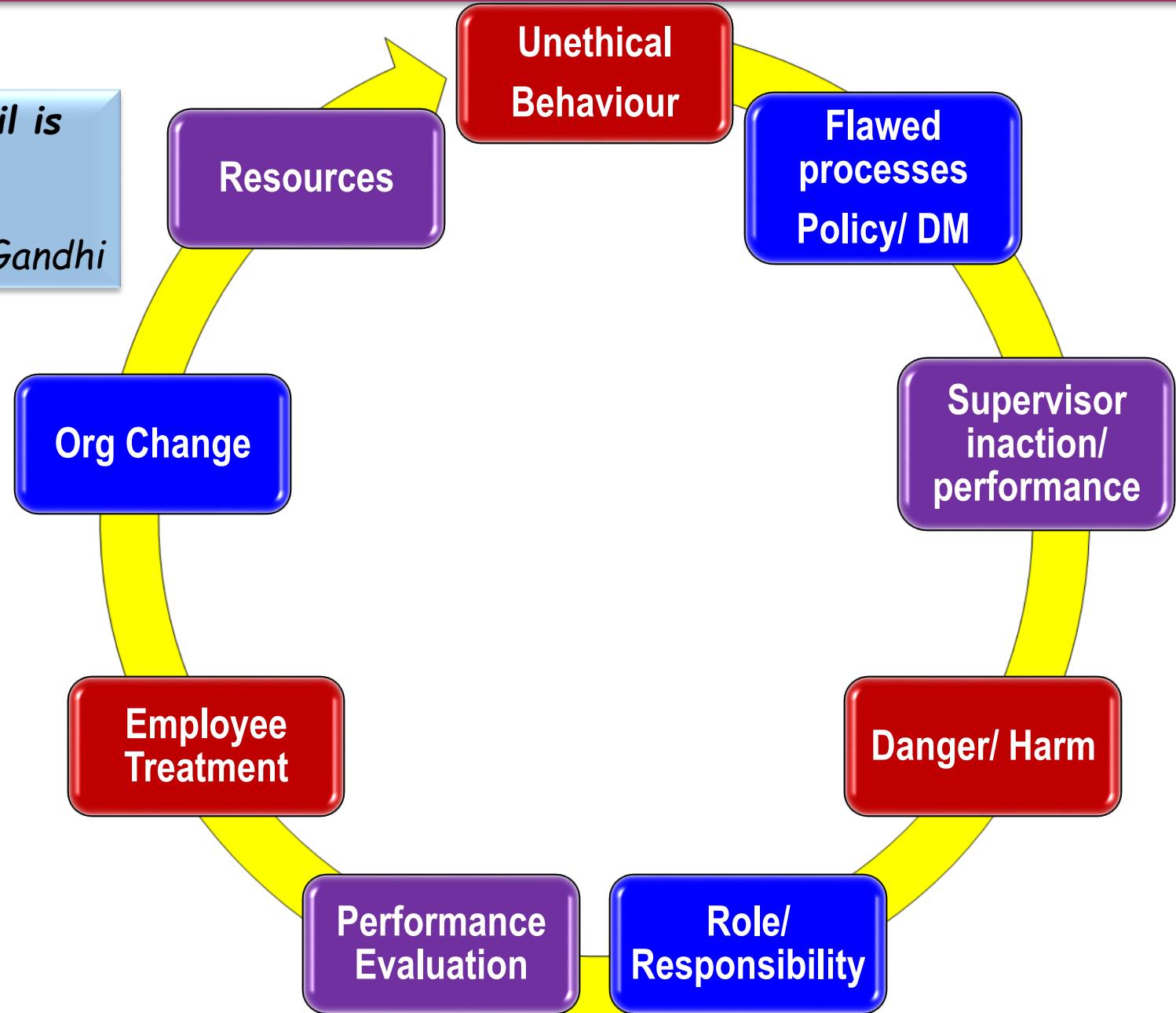
~ J Kassing



Triggers for Organisational Dissent

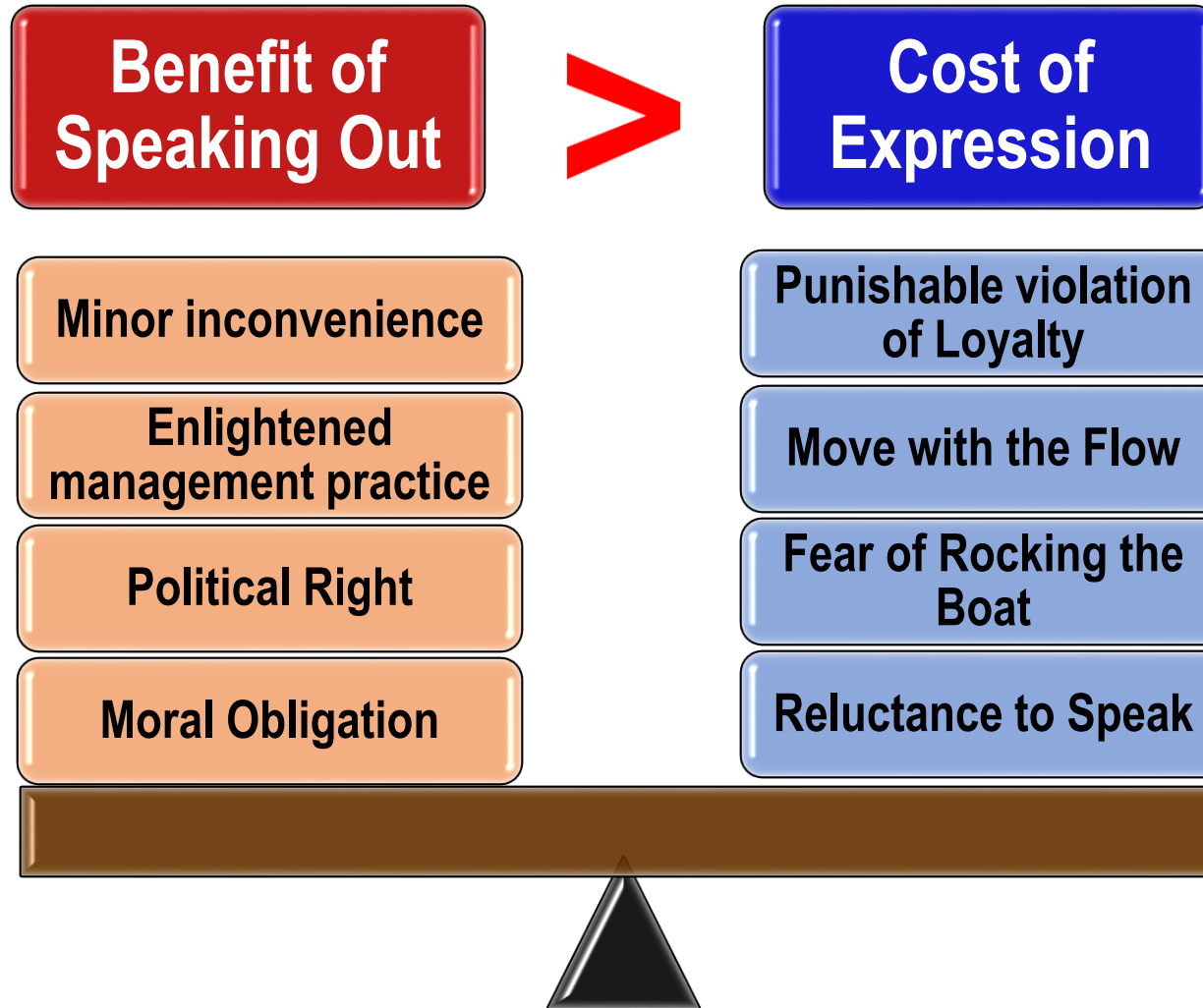


"Non Cooperation with evil is as much a duty as is cooperation with good"
~ Mahatma Gandhi





Decision to Dissent





Technique for Successful Dissent



- **Trust**
 - Expertise
 - Image
 - Association
 - Goals
 - Loyalty
- **Determine Importance**
- **Wrong v/s Different**
- **Know the Dissent Channel**
- **Timing**
- **Know the Law**

Pre Conditions



- **Control your Emotions**
- **Recognise Idiosyncrasies**
- **Written Dissent**
- **Support your Challenge**
- **Provide your Solution**
- **Be prepared for Rejection**

Delivery





Dissent Management



Domination



Integrated Solution



Containment



Compromise

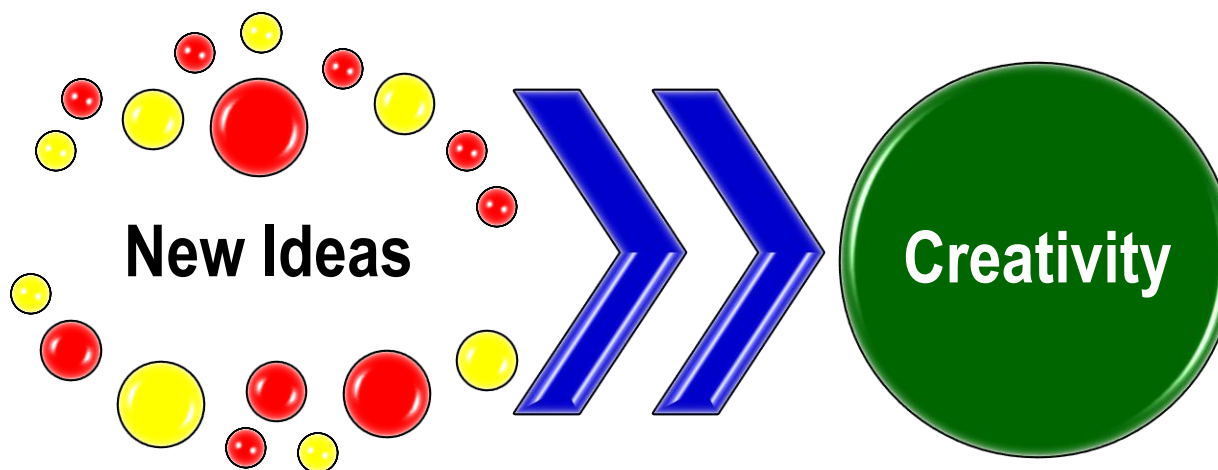


Capitulation



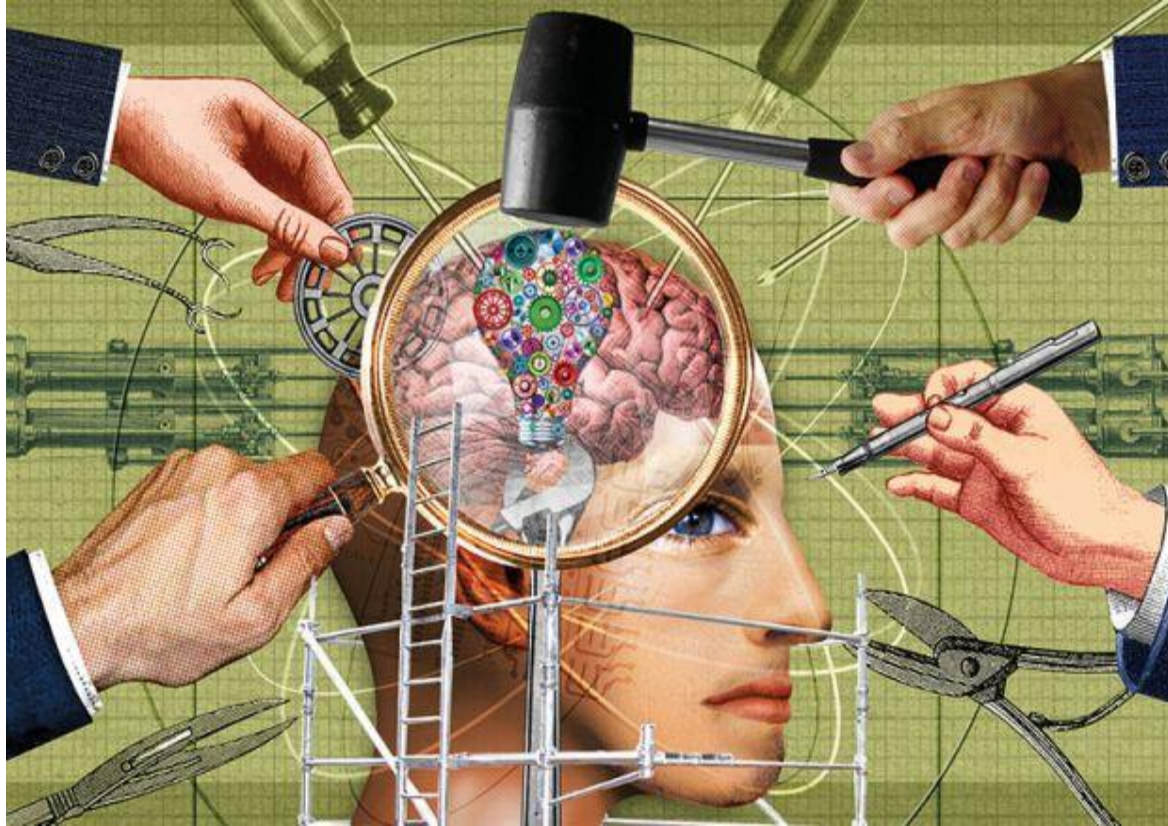


***What happens when you
take decisions, manage
change & dissent?***





Don't Kill New Ideas by Saying...



- ✓ It won't work
- ✓ We are already doing it
- ✓ It's tried before, its not practical
- ✓ It won't solve the problem
- ✓ Too risky, too theoretical



People Related Skills & Challenges



Leader, Challenges & Styles



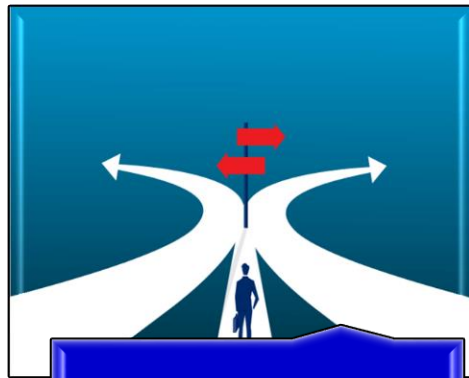
Communication



Motivation



Team Building



Decision Making



Change Management



Dissent



Thank You



*'Faith is of no avail in absence of strength.
Faith and Strength, both are essential to accomplish any great Work.'*

Sardar Vallabh Bhai Patel

College of Defence Management

*Educating Leaders who make a difference in the World
Victory Through Excellence*