

LWNT: Learning What Nobody Teaches

Ten intensive classroom hours aimed at Managers with Work experience

Program Overview

The program aims at stimulating reflection among experienced managers through interactions with RG, who is a senior business leader. A leader's sharing of experiences and accounts of how he or she dealt with experiences in life and career can lead to very enriching and engaging interactions.

RG will share instructive anecdotes and helpful real-life experiences to stimulate reflection. Thinking about the experiences of senior leaders helps managers to develop a personal learning agenda. Through their personal learning agenda, managers' aspirations and motivations are melded with who they are as individuals.

Some of these thoughts and experiences had been captured a few years ago by RG through his weekly columns in *The Economic Times* entitled CAREER TRACK. RG also described his lessons and experiences through a trilogy of his published books. Through these writings, RG has explored in a practical way complex subjects like obligation, duty, self-interest, self-awareness and intuitive decision-making in a manager's career.

In 2007, his first book, **"THE CASE OF THE BONSAI MANAGER: lessons for managers on intuition"**, was published by Penguin India.

In 2010, his second book entitled **"WHEN THE PENNY DROPS: learning what is not taught"** was published, by Penguin India, followed by Hindi and Tamil editions.

In 2012, his third book **"WHAT THE CEO REALLY WANTS FROM YOU: the 4 A s for managerial success"** was published by Harper Collins India.

In 2013, his fourth book **"A comma in a sentence"** was published by Rupa publications India pvt. Ltd.

In 2016, **"Six Lenses: Vignettes of Success, Career and Relationships"** was published by Rupa publications India pvt. Ltd.

RG piloted the LWNT program at IIMA and at Tata Management Training Centre, Pune in 2010. Based on the feedback and the impact, the program has been continuously renewed. So far, over 300 executives have attended LWNTs conducted at IIM Ahmedabad, XIM Bhubaneshwar, Great Lakes Chennai and at IIT Bombay's Shailesh Mehta School of Management. The delivery of the program continues to inspire and guide managers to understand themselves and overcome their barriers to success.

Who Should Attend

Managers with real work experience.

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Programme Outline

Each session is of 75 minutes

Time	Day 1	Suggested Pre-reading
Session 1	<i>What is my purpose?</i>	<ul style="list-style-type: none"> • <u>Case1</u>: <i>The parable of the Sadhu</i> by Bowen H. McCoy, HBR, May-June 1997. • <u>Case 2</u>: <i>The Ethics of Climbing Everest</i> from BBC news
Session 2	<i>What am I a part of?</i>	Read the book, <i>Finding a purpose</i> by R.M. Lala
Session 3	<i>Who am I?</i>	Read the IIM-Indore case published in IMJ and titled <i>Career of Ram</i> . Discussion by RG
Session 4	<i>How do I learn?</i>	Read the book, <i>When the penny drops: Learning What's Not Taught</i> by R. Gopalakrishnan
Time	Day 2	Suggested Pre reading
Session 5	<i>How do I decide things?</i>	Read the book, <i>The Case of the Bonsai Manager</i> , by R Gopalakrishnan
Session 6	<i>What are my barriers?</i>	<ul style="list-style-type: none"> • <u>Case</u>: <i>Crucibles of Leadership Development</i> by Robert Thomas, MIT Sloan Review, Spring 2008, Vol 49, Number 3 • The book, <i>When the penny drops: learning What's Not Taught</i> by R. Gopalakrishnan
Session 7	<i>My boss as a customer</i>	Read the book, <i>What the CEO really wants from you: the 4 As for managerial success</i> by R.Gopalakrishnan
Session 8	<i>What does success do for me?</i>	Closing discussion

List of Pre-reading material:

1. The parable of the Sadhu by Bowen H. McCoy, HBR, May-June 1997
2. The Ethics of Climbing Everest from BBC news
3. Finding a purpose by R.M. Lala (Harper Collins, 2009)
4. Career of Ram, case from Indore Management Journal
5. When the penny drops: Learning What's Not Taught by R. Gopalakrishnan (Penguin , 2010)
6. The Case of the Bonsai Manager, by R Gopalakrishnan (Penguin , 2007)
7. Crucibles of Leadership Development by Robert Thomas, MIT Sloan Review Spring 2008 Vol 49 Number 3
8. What the CEO really wants from you: the 4 As of managerial success, by R.Gopalakrishnan, Harper Collins India, 2012.