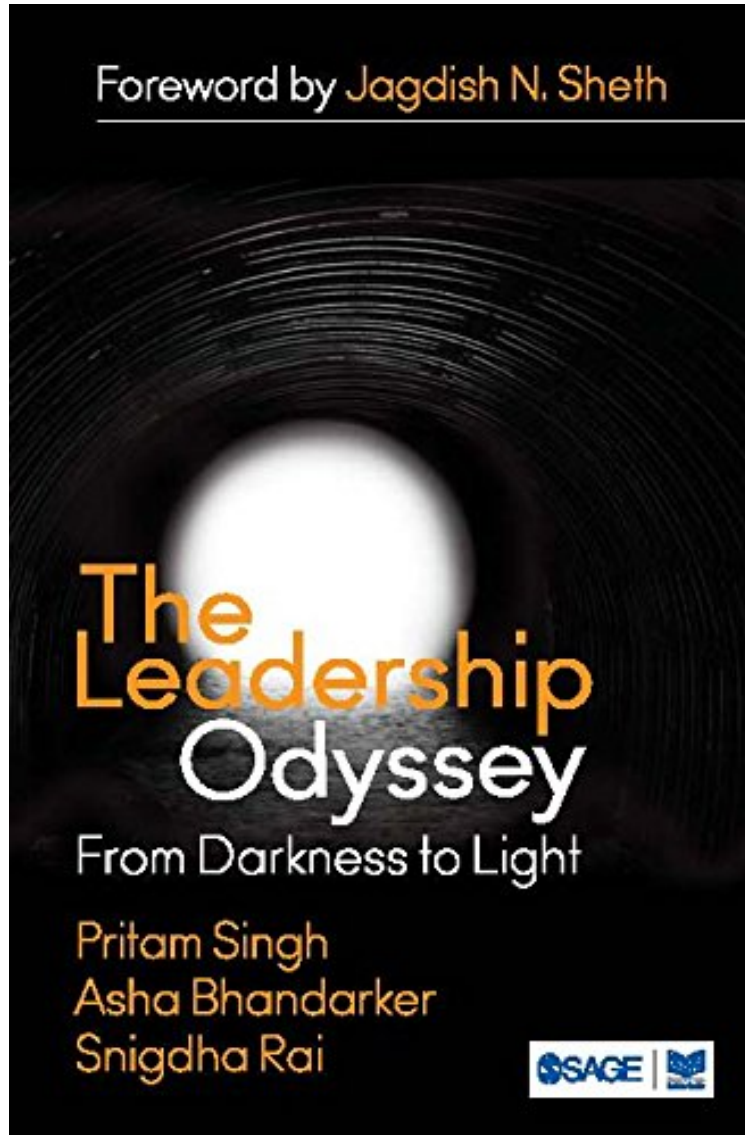


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The Leadership Odyssey: From Darkness to Light

Pritam Singh, Asha Bhandarker, Snigdha Rai
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Pritam Singh, Asha Bhandarker, Snigdha Rai : The Leadership Odyssey: From Darkness to Light before purchasing it in order to gage whether or not it would be worth my time, and all praised The Leadership Odyssey: From Darkness to Light:

The Odyssey of Leadership is filled with great uncertainty and is taken by only a few. It takes an exceptional effort to rise from being a good leader to a great leader. This book provides a unique roadmap for leaders and office bearers in

all walks of life, aspiring to become great leaders.

The book *The Leadership Odyssey: From Darkness to Light* has shed new light on management style and leadership. Case studies, coupled with interviews with senior business leaders from both private and public sectors and people from various sections of society, provide invaluable insights on the human experience and will greatly help understand what leadership is and how it is practised. I find the book very interesting, well written and contains practical and sound advice with emphasis on self-reflection and holistic understanding of the leader at the physical, intellectual and spiritual levels. I have no doubt this book will not only inspire the readers but will also serve as an important reference book for all aspiring to be virtuous leaders.--Harsh Pati Singhania, The master thought leader Dr Pritam Singh and his co-authors Dr Asha Bhandarker and Dr Snigdha Rai have brought out a unique work that provides a beacon to leaders in all walks of life, on how to move from unconscious conspiracy and lead consciously, governing with conscience and deep empathy for humanity. In my opinion, the book rightly emphasizes the key role of spirituality to become a virtuous leader. The book has been written in a captivating style and brings out various nuances of toxic and virtuous leadership. A must read for leaders and leaders to be, today and tomorrow.--S.K. Acharya, Director (HR), This is a perfectly timed book to help the world community to address the existing global leadership crisis. The authors have beautifully blended their intellectual depth and rich experience in this work and have provided a simple 'tool kit' for us to identify and develop virtuous leaders.--Atul Sobti, Director (Power), This book synthesizes research with narrative about real leaders. The authors have, for the first time in published literature, boldly profiled the dark characteristics of leaders. The toxic characteristics of leaders are vividly narrated for all of us to take serious note of. They have co-held this very well with the virtuous characteristics of leaders. They have chosen to distil both the dark and illuminating characteristics distinctively, as the dominant characteristics in their many protagonists. I am sure, they, while doing this, are also drawing our attention to the presence of both the illuminating and the dark characteristics of leadership, in all of us. All of us, including those the authors have profiled, have both the set of characteristics; while one of these two sets may be dominant. They have left it our choice on which ones, we would want to be dominant and deploy more often, given the consequences, we seek. They make it amply clear that to expect creating illuminating consequences with dominant dark characteristics is delusory. Overall a serious yet enjoyable read, with deep insights, if we choose to reflect about ourselves.--K. Ramkumar, In the contemporary world, all institutions--whether political, social or economic--are plagued by the severe crisis of leadership. There is a preponderance of toxic leaders over virtuous leaders. In this perspective, the book, *The Leadership Odyssey: From Darkness to Light*, is a landmark contribution. It deals with both the toxic and virtuous leadership phenomena which reside within us all, albeit in varying degrees. The challenge according to the authors lies in conquering the toxicity in us by increasing the power of virtuousness that lies within. The uniqueness of this book is the clear road map which leaders can follow, to move from toxicity to virtuousness. The book strongly brings out that it is possible to become a virtuous leader, only by integrating the physical, emotional, intellectual and spiritual aspects, which constitute the core elements of leadership. This work is a great contribution in the domain of leadership. In my view, this book must be read by all who aspire to play virtuous leadership roles in their lives.--S.Y. Siddiqui, The potential of an organization is often limited by its leaders; which is why we need great leaders but the unfortunate reality is that they are in short supply. This book is a very timely and important piece of work because it identifies profiles of toxic and virtuous leaders and provides a roadmap for becoming a virtuous leader. The author team of Dr Pritam Singh, Dr Asha Bhandarker and Dr Snigdha Rai draws on its rich real-world experience in leading and transforming organizations coupled with systematic research to provide insights that should help all managers and students of leadership to move towards a better version of themselves. The book's insights apply universally and it should be a must-read for everyone who wants to understand and nurture virtuous leadership skills.--Sunil Mithas, It is not only the rich quantitative and qualitative empirical work that makes this book valuable but also the message--it brings the often unconscious toxic side of leadership to the awareness of managers, and it encourages and inspires them to discover the strengths of virtuous leadership. Great leaders in business are important for the organizations they serve as well as for society at large. Therefore, the authors are to be applauded for a very humanistic, enlightening approach to leadership that contributes to a better world. I strongly recommend the book to managers as the leaders of today and to students, aspiring to become the leaders of tomorrow.--Professor Stefan Schmid, In the plethora of leadership literature, the book *The Leadership Odyssey: From Darkness to Light* 'stands out' in the real sense of the term. This work brings out some of the undesirable realities of contemporary organizations. Dr Singh and his co-authors have been able to conclusively establish that when 'Aham' (self-centricity) becomes larger than 'Om' (entirety), the consequences can be disastrous for individuals and organizations. The uniqueness of this book lies in laying down a clear trajectory to move from arrogant, egocentric and toxic to virtuous leadership by practising holistic leadership, that is, integrating all the components of leadership-- physical, emotional, intellectual and spiritual. This book is a must-read for both current and aspiring leaders.--Pushp Joshi, A wonderfully crafted book which takes us through the journey of true leadership, from darkness to light, from toxicity to virtuousness-- in public service as well as in business. Theory and empirical research are here woven into an extraordinarily persuasive argument which should help academics to teach, students to learn, as

well as inspire practitioners worldwide to lead collaborators at all levels.--Alfredo Behrens, Leaders, in any walk of life, need a visionary purpose, personal optimism, boundless energy, innate ability and the courage to execute dreams. The Leadership Odyssey, the book authored by Drs Singh, Bhandarker and Rai, aptly captures the need to move leadership from a toxic to a virtuous trajectory, providing examples rooted in Indian mythology relevant even today. Dr Singh, in his inimitable style, effectively highlights how times may change but what is right does not change. An insightful read that tells us that doing the right thing, even if none demand, is what differentiates us from the rest. It is a great book to be read by all aspiring to be virtuous leaders.--N.S. 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It was a great pleasure for me to read the book and I would recommend that not only all aspiring managers should read it, but it should also be a guide for the senior management.--Jyoti Gupta, In the 'New Normal' characterized by a perennial VUCA gale and countervailing pushback by stakeholders, organizations need to show sustained outperformance while simultaneously showing extreme care for all stakeholders. This is not possible unless leaders combine competence with values and purpose, and the real source of such leadership is the deep inner space, the mother font from which everything else emanates. Those who are not connected with their true inner self are unlikely to be successful transformational leaders in the Brave New World. This well-researched book explores these issues, is a powerful exposition of the journey from unconscious to conscious living, and explores how we can train our energy to consciously move from the toxic to the virtuous state by getting clarity about the meaning and purpose of existence through continued self-reflection and mindfulness. I am sure that the combination of insightful analysis and powerful stories in this outstanding book will inspire and guide those leaders who are committed to making a positive difference by unleashing the potential of the people and the organizations they are associated with.--Rajeev Dubey, Pritam Singh and Asha Bhandarker have done it again. This time, with the contribution of Snigdha Rai, they have written an excellent management book on a very important and highly sensitive subject: toxic versus virtuous leadership. On one hand, toxic leadership is a major source for the dismal picture in many businesses, as well as of the corruption and inequity in the world today. On the other hand, virtuous leadership, coming under the forms of transformational, inspirational or charismatic leadership has long been recognized as a major source for bringing the best out of people, and therefore a major source for prosperity at both the corporate and national level. How do we eliminate toxic behaviour, and how do we transform toxic leadership to a virtuous one? This is the question that the authors address, and they do so very successfully. Through rigorous and objective analysis, and by combining existing knowledge on leadership, of which they are masters, the authors come up with new knowledge about the characteristics of toxic and of virtuous leaders, analyze the impact of these behaviours at the individual and organizational level, present thorough case studies of toxic and of virtuous leaders that could serve as role models to avoid (in the case of toxic leaders) or to follow (in the case of virtuous leaders), and outline a detailed roadmap for the 'odyssey to leadership' i.e. for moving from toxic to virtuous. A very enjoyable and useful book, that should be in the library of every academic or leader, whether in business or in politics.--Gregory Prastacos, This work goes to the soul of what it means to lead. The authors explore the landscape and mindscape of leadership with sharp empirical lenses. The research architecture used to write this book is transparently shared. This book is genuinely evidence based. The research sample includes a constellation of international executives, Indian public sector executives and Indian private sector executives. One of the key elements of this book is the identification of toxic leadership that results in demise and disintegration of institutions. This work is not eulogistic. It does not celebrate arrogance and narcissism that wears the mask of leadership. The most significant contribution of the authors to leadership literature is perhaps this: laying down a clear pathway for emergent leaders from philosophy and purpose to behaviour and style. This is a path-making and a path-breaking book. This is an illuminating read that is reminiscent of our perennial wisdom: tamaso maa jyotirgamaya.--Debashis Chatterjee, This is a unique and distinctive book on leadership; in its selfactualization and transformation approach, use of nuggets from Indian and Western philosophical thoughts (purpose of life, values, beliefs and attitudes), and in its detailed research of measurable behaviour of successful as well as not so successful contemporary business leaders. The detailed case studies and analysis of positive and negative experiences are fascinating and absorbing. The overall objective and theme is to discover oneself and then move from toxicity to virtuousness in leadership. I consider The Leadership Odyssey, based on holistic understanding of leadership at the physical, intellectual, emotive and spiritual levels, to be a gem among the plethora of books available on this subject.--General V.P. Malik, In the current landscape, the leadership encapsulates an enigmatic mind-set that includes passion, charisma, moral authority, courage, vision, elocution, ability to motivate, and drive for results. On the flip side, it is

also more associated with ruthlessness, egoism, blind ambition, impatience with differing views and an absence of compassion. It is in this context that the current research and findings are very timely. The trend now is towards developing a 'philosophy of leadership' with more emphasis on emotional intelligence than just hard number-crunching. This makes for conscious leadership. The Leadership Odyssey: From Darkness to Light, written by seasoned thought leaders on management, does a commendable job in urging leadership to move away from this narrow self-centred toxic view to a wider, more virtuous perspective of greater good. In my view, this book is a must-read for all those who believe in leadership and management.--P. Dwarkanath, "[The book] is a masterpiece on leadership.... The book is epochal. It is philosophical in nature, normative in its approach and recommendatory in its implications.... This book promises; it is optimistic; it kindles hope; and above all it is liberating -- even for the Toxic leaders."--Abhigyan, July 2016

The book is a result of a detailed qualitative and quantitative research and enlists the qualities of a toxic leader as well as a virtuous leader from the follower's lens. The lucid style of writing, primary focus on Indian context, and bold views of the authors on contemporary issues are the unique features of this book....the clarity of text will undoubtedly amaze the reader. The authors have to be given credit for their paraphrasing the text in such a manner that the book offers different things to different readers...the readers will also get a feel of a self-help book.--Metamorphosis, "Volume 15 (Issue 2), December 2016 "A quite an unusual book in this mad rush of leadership literature, which advocates goodness, spirituality and holistic variation of self as a virtuous leader...Ideas presented by the authors are highly thought provoking and will definitely encourage researchers to further establish this virtuous approach to leadership.--Global Business , "Vol 17 (Issue 4), August 2016 "This scholarly piece of work takes us on a leader's odyssey from darkness to light, and guides us to harness the positive potential, which lies within the unconscious self.... Personally after reading the book, I feel wiser and strongly feel that leaders from all walks of life will find it thought provoking and inspiring to change the way they lead.--Vision, "Volume 20 (Issue 4), December 2016 "[This book] holds insights into different facets of leadership explained through case studies and roadmaps. The book helps understand the crisis of leadership in the contemporary world where spiritual and ethical values are inadequate and the number of exemplary leaders is shrinking...[it] is meant for aspiring managers or students in pursuit of leading organizations.--Businessworld, "9 August 2016 "The Leadership Odyssey: From Darkness to Light is a book with a difference. You will be able to relate to the practical experiences shared by the authors regarding both toxic leadership and virtuous leadership. The research is grounded in Indian realities and it will change your awareness about holistic leadership and its various dimensions. A must-read for leaders and to be leaders.--Kamal Singh, The book The Leadership Odyssey: From Darkness to Light has shed new light on management style and leadership. Case studies, coupled with interviews with senior business leaders from both private and public sectors and people from various sections of society, provide invaluable insights on the human experience and will greatly help understand what leadership is and how it is practised. I find the book very interesting, well written and contains practical and sound advice with emphasis on self-reflection and holistic understanding of the leader at the physical, intellectual and spiritual levels. I have no doubt this book will not only inspire the readers but will also serve as an important reference book for all aspiring to be virtuous leaders. (Harsh Pati Singhania,) The Leadership Odyssey: From Darkness to Light is a great book to be read by all those desirous of becoming virtuous leaders. It is a unique work in that it deals with the contours of both toxic and virtuous leaders. It powerfully highlights the road map which can enable toxic leaders to move towards virtuous leadership. Most importantly this book emphasizes the role of holistic leadership to become a virtuous leader and this can only be achieved by encompassing all the core elements physical, emotional, intellectual and spiritual of leadership. (I.S. Jha, Chairman, Power Grid Corporation of India Limited) The master thought leader Dr Pritam Singh and his co-authors Dr Asha Bhandarker and Dr Snigdha Rai have brought out a unique work that provides a beacon to leaders in all walks of life, on how to move from unconscious conspiracy and lead consciously, governing with conscience and deep empathy for humanity. In my opinion, the book rightly emphasizes the key role of spirituality to become a virtuous leader. 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managers, and it encourages and inspires them to discover the strengths of virtuous leadership. Great leaders in business are important for the organizations they serve as well as for society at large. Therefore, the authors are to be applauded for a very humanistic, enlightening approach to leadership that contributes to a better world. I strongly recommend the book to managers as the leaders of today and to students, aspiring to become the leaders of tomorrow. (Professor Stefan Schmid,) In the plethora of leadership literature, the book *The Leadership Odyssey: From Darkness to Light* stands out; in the real sense of the term. This work brings out some of the undesirable realities of contemporary organizations. Dr Singh and his co-authors have been able to conclusively establish that when 'self-centricity' becomes larger than 'entirety', the consequences can be disastrous for individuals and organizations. 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The research is grounded in Indian realities and it will change your awareness about holistic leadership and its various dimensions. A must-read for leaders and to be leaders. (Kamal Singh,) "[The book] is a masterpiece on leadership. The book is epochal. It is philosophical in nature, normative in its approach and recommendatory in its implications. This book promises; it is optimistic; it kindles hope; and above all it is liberating even for the Toxic leaders." (Abhigyan, July 2016) The book is a result of a detailed qualitative and quantitative research and enlists the qualities of a toxic leader as well as a virtuous leader from the followers' lens. The lucid style of writing, primary focus on Indian context, and bold views of the authors on contemporary issues are the unique features of this book. The clarity of text will undoubtedly amaze the reader. The authors have to be

given credit for their paraphrasing the text in such a manner that the book offers different things to different readershellip;the readers will also get a feel of a self-help book. (Metamorphosis, Volume 15 (Issue 2), December 2016)A quite an unusual book in this mad rush of leadership literature, which advocates goodness, spirituality and holistic variation of self as a virtuous leaderhellip;Ideas presented by the authors are highly thought provoking and will definitely encourage researchers to further establish this virtuous approach to leadership. (Global Business , Vol 17 (Issue 4), August 2016)This scholarly piece of work takes us on a leaderrsquo;s odyssey from darkness to light, and guides us to harness the positive potential, which lies within the unconscious selfhellip;. Personally after reading the book, I feel wiser and strongly feel that leaders from all walks of life will find it thought provoking and inspiring to change the way they lead. (Vision, Volume 20 (Issue 4), December 2016)[This book] holds insights into different facets of leadership explained through case studies and roadmaps. The book helps understand the crisis of leadership in the contemporary world where spiritual and ethical values are inadequate and the number of exemplary leaders is shrinkinghellip;[it] is meant for aspiring managers or students in pursuit of leading organizations. (Businessworld, 9 August 2016)About the AuthorPritam Singh is currently the CEO of LEAD Centre in Gurgaon.nbsp;Dr Singh is a thought leader with extraordinary insight. Dr Singhnbsp;is the author of seven critically acclaimed books, three of whichnbsp;are award winning. He has also published over 60 research papersnbsp;in various national and international journals. He is a globallynbsp;sought-after speaker and has addressed various Indian and globalnbsp;audiences, including Chambers of Commerce in various countries,nbsp;notably, Holland, France, Germany, Greece, Russia, UK, USA,nbsp;Thailand, Mauritius, Egypt, etc.As an academic administrator, Dr Singh has an unparallelednbsp;record. With his entrepreneurial vision and path-breaking innovativenbsp;methods, Dr Singh turned around the fortunes of bothnbsp;MDI-Gurgaon (where he was the director from 1994 to 1998 andnbsp;from 2003 to 2006) and IIM Lucknow (1998ndash;2003). He steerednbsp;International Management Institute (IMI) for a period of threenbsp;years until October 2014, and during this period IMI improved tremendouslynbsp;in reputation and ranking. Quite fittingly, therefore, henbsp;earned the repute of Midas Touch Director.As the Chairman and member of several policy-making committeesnbsp;and bodies of the Government of India, he has stampednbsp;his perspective on policy issues that surround both managementnbsp;education and corporate management in India. He is currently onnbsp;the Board of 10 reputed private- and public-sector organizations,nbsp;helping them initiate the change process and charter a winningnbsp;corporate strategy.He has been conferred the prestigious lquo;Padma Shrirquo;a first innbsp;the field of management education. He has also been the recipientnbsp;of several other prestigious awards, the most notable amongnbsp;them being the lquo;Global Thought Leaderrsquo; 2006ndash;2007 by MIRBISnbsp;(the Russian School of Business in Moscow), where he was the firstnbsp;Asian to be thus awarded. Thinkers50 India ranked him 27 out of 50nbsp;Indian Thinkers (both in India and globally) in 2014.Asha Bhandarker is well known in the field of HR and Leadershipnbsp;Studies in India as a scholar, consultant and researcher. Prior to hernbsp;current assignment as a Distinguished Professor OB at IMI-Delhi,nbsp;she was the Raman Munjal Chair Professor of Leadership Studies asnbsp;well as Dean Research and Consulting at MDI-Gurgaon.She has published 7 books and 40 research papers and casesnbsp;in peer-reviewed, national and international journals. She wasnbsp;awarded the highly coveted Senior Fulbright Fellowship for researchnbsp;in the United States, where she studied the best business schoolsnbsp;and their practices and pedagogies. In addition, she has, over thenbsp;years, received the Best Paper award, Best Case award and the Bestnbsp;Teacher award.Over the last 28 years, she has worked closely with the corporatenbsp;sector in the areas of training, organization development and capabilitynbsp;building. She is one of a handful of professors working withnbsp;board levels and top management teams of many organizations.nbsp;She is a recognized HR expert and has been invited on many boardlevelnbsp;HR committees. Dr Bhandarker is actively associated withnbsp;professional bodies and has addressed participants of national andnbsp;international conferences. She has widely travelled across the USA,nbsp;Europe and Asia and has rich experience of teaching and consultingnbsp;in India and abroad.Snigdha Rai is an Assistant Professor in organizational behaviournbsp;at the IMI, New Delhi. She has done her PhD from Banaras Hindunbsp;University. She has more than six years of teaching experience innbsp;Business Schools. Before joining IMI, she has been a Faculty atnbsp;Symbiosis Institute of Business Management, Bangalore. Dr Rairsquo;nnbsp;current research interests include leadership, workplace ethics,nbsp;scale development and psychometric testing.