



सत्यमेव जयते  
RAJ NIVAS  
PUDUCHERRY

**#INSPIREDLEADERSHIP SERIES**  
**YOUTH ENGAGEMENT PROGRAM**

# Research Reports

***These Young Team Members are part of Raj Nivas Virtual Internship Program. Envisaged by Dr. Kiran Bedi, This Youth Engagement Program aims to create Social Leadership for A New India. All Interns are Mentored by Dr. Kiran Bedi and officials at Raj Nivas, Pondicherry***

# #INSPIREDLEADERSHIP SERIES

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**#InspiredLeadership Series**

## **EMERGING WOMEN**



**A Research Paper by Khushi Goyal**  
**Intern || Raj Nivas, Puducherry**  
**August 2020**

“Empowered women who reach tough or unconventional positions make choices, not sacrifices.”

“Indian Sports Stars, especially women, are made by strong parents and not associations.”

“Patriarchy is still around the world...The Man was the provider and the woman the server, but it’s changing. We have inherited patriarchy, but we don’t have to pass it on.”

I could further state a hundred more eye-opening quotes by Dr. Kiran Bedi. Honorable Dr. Kiran Bedi, the first woman IPS officer of India, has never failed to shine light upon the gravity of the topic of women empowerment in her speeches, webinars, or counseling sessions. She instils diverse values like courage, determination, endurance, and firmness in every woman by her inspiring thoughts. She sets the greatest example of a woman who is sure of self with enormous inner strength. Her life incidents have shaped her to becoming an exemplary leader that she is today.

This research paper is a compilation of all the points that Dr. Kiran Bedi repetitively asserts for women to learn and rise as brilliant leaders.

## **Nature and nurturance are of primary importance**

Dr. Kiran Bedi has been an exception since her childhood. She gives all the credit for it to the nourishment her parents provided her with. Dr. Bedi on various occasions has spoken about the non-traditional method of the upbringing of the four girls in her family by her parents. The time in which today's children are growing up is far ahead of the time Dr. Bedi was growing up. Ironically, the kind of opportunities and resources that came her way were futuristic.

Mr. Prakash Lal Peshawari, Dr. Kiran Bedi's father, always encouraged his daughters to read. Reading is one of many qualities that she inherited from her father. In one of the editions of the Book Reading Series with Dr. Kiran Bedi, she talked about how her father used to share "flashes of inspirational thoughts" at late in the night when he used to be reading. "Every bit of a good reading is like a drop of nutrition for your mind" she quoted.



Nowadays, with general advancement in society, equal platforms are available to both – girls and boys or men and women. It then depends on how optimally one uses the opportunities that come one's way. With age, the role of nurturance fades away and is replaced by the maturity that comes along with education and experience. Dr. Bedi in a webinar on women empowerment stated how everything comes back to 'demanding for your place under the sun.'

## **The innate qualities of women**

A woman's spirit lies in her inborn ability to love, care, and collaborate. Women are born natural collaborators and communicators. These are her organic strengths that are settled at the core of her heart. Being non-hierarchical, women grow up to become team builders. These soft skills that women innately possess should never be unlearned, rather the men have

to be trained in the same. Men are born with gifts of physical strength, mobility, and inheritance given to them by the nature of gender. Men are born with the mindset of being providers to their families. These qualities possessed by men can be learned by women through training. Men cannot gain the exceptional traits of sacrifice and gentleness externally since women are born with the heart for it.



## Learning from Sports

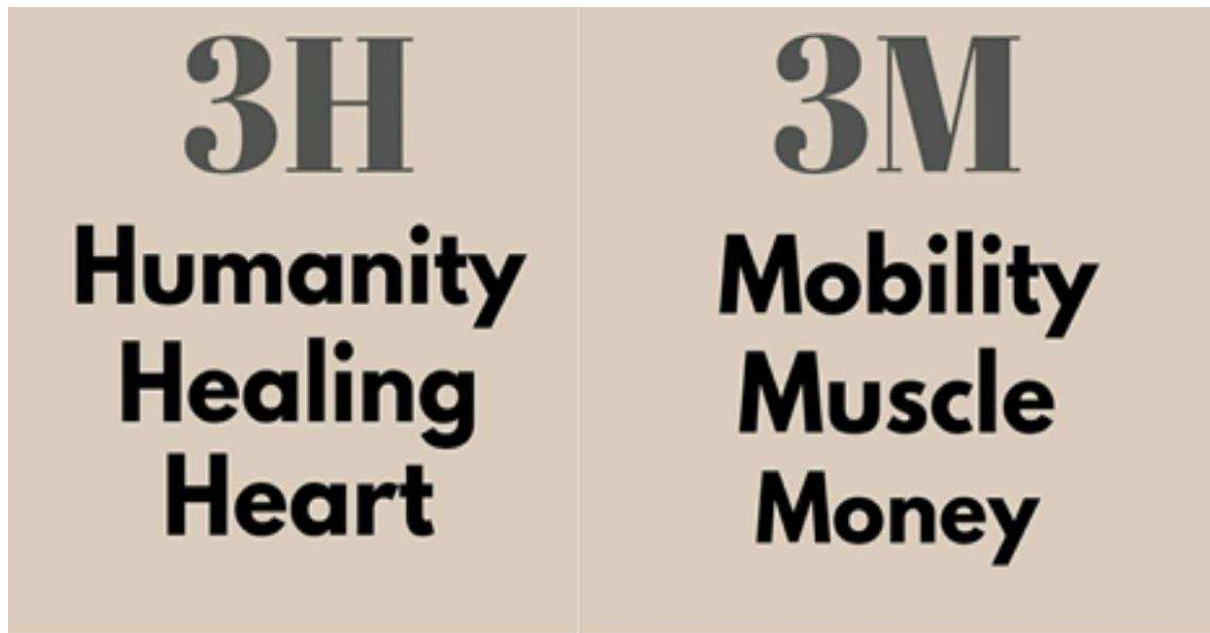
“Books kept me better informed but sports taught me the value of hard work and preparation”, says Dr. Bedi. Having been a former tennis player, Dr. Bedi understands the value of sports. She talks about the form of discipline and confidence that sports has brought into her life. She says that if it weren’t for the sports, she would not have groomed the way she was. More women need to be on the sports field. This is how women will redefine beauty. Sports imbibes in a person some exceptional learnings that reading cannot provide. Sports brings physical fitness which in turn brings good health. It makes you go through adversities and struggles which keeps you better prepared for the future. Not only for women but men too, sports should play a significant role in the overall development.





Women must empower themselves. Self-empowerment will come with self-reliance coupled with financial independence. Having the confidence to stand for yourself and the right is the stepping stone towards empowerment. Plenty of motivation can be drawn from the highly influential stories extracted from Dr. Bedi's life events. Being a woman should be considered as a strength in itself. Why should women's rights be differentiated from any man's rights? Women's' rights are not any different from rights for human beings. They need not be specific. Everyone is responsible for their actions and so are women.

Summing up Dr. Bedi's "3H with 3M" ideology for women,  
The inbuilt 3H characteristics in women combined with the superficially attained 3M characteristics will help the women outperform the men by a magnificent margin.



*Ref: Dr. Kiran Bedi's speech at the 5<sup>th</sup> World Congress on Women-2019,  
Indian Institute of Science, Bangalore*

Dr. Kiran Bedi rightly states, "Women or men must emerge as health, equipped and serving human beings. We must not decide ourselves based on the norms of gender and rather uplift each other to evolve as one strong unit."

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*"Women must emerge as healthy, equipped, serving human beings":  
Dr.Kiran Bedi*

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Women @ Infosys – Chennai DC*

<https://www.youtube.com/watch?v=Os1fvov05DE&t=343s>

*Women of India - A webinar on Women*

<https://www.youtube.com/watch?v=cuITUcBhaE4&t=862s>

*LG Dr Kiran Bedi's Virtual Book Reading with Dr Kiran Bedi | Session  
4*

<https://www.youtube.com/watch?v=Zf3nEWRHfpg&t=89s>



## **Essential leadership for the new world of work**

**Talk by Dr Kiran Bedi, Lt Governor of Puducherry**

**IGNOU | 15 Dec 2020**

### **Introduction:**

Leadership is a complex phenomenon involving a leader, followers, and a context. Over the past several decades, scholars have defined it in many ways: actions that focus resources to create desirable opportunities, process of influencing an organized group toward accomplishing its goals, and a complex form of social problem solving. The multitude of definitions does not imply that there is no correct definition, only that a multitude of factors affect leadership, as well as the perspectives from which it may be viewed.

### **The Meaning of Leadership:**

We often hear that a leader must “lead from the front”. What does this really mean? It means the leader must be visible and engage with organizational challenges while not missing the forest for the trees. Once an organizational challenge has been identified and assessed, the leader must clarify his/her team’s overall purpose and goals. For example, when Dr Bedi was appointed as Lt Governor of Puducherry, one of her key responsibilities was building financial prudence in how public funds were spent there. She began by creating a mission statement ‘Prosperous Puducherry’ which soon became a mantra to unite her team and give them a common aspiration to solve regional problems.

Next, the leader must invite people to join him/her on a common journey. This requires the leader to be confident, committed, and communicative. Communication is crucial: leaders must maintain a delicate balance of being assertive without getting aggressive, use ‘I’ statements, speak up for what is required, say no when appropriate, monitor their inner dialogue and persist until desired results are achieved. Dr Bedi accomplishes this by conducting one-on-one meetings with administrative officials and department heads to bring about standardization in the delivery of government services. Another example is the daily 10 AM meeting that she introduced, where her ‘Team Raj Nivas’ members assemble every morning with the express intention of communicating their plans

for the day. By communicating their thoughts daily, the team creates synergy and cohesion to tackle ongoing challenges.

In our tumultuous economy, skills required for leaders and followers are constantly changing. Leaders must be able to anticipate environmental changes and prepare followers to work in the new environment. To this end, Dr. Bedi created a system of self-evaluation for administrative officers, using which they can determine whether their knowledge of legislative procedures is up-to-date and learn what is required to close any identified gaps. Answering the questions as recommended gives officers a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of their skills. Participants in the program improve confidence and feel more prepared to deal with their changing environments.

Sometimes, the leader's focus must be on protecting their people, especially those with limited skills. This may include passing legislation to protect workers' employment or cross-skilling them for new jobs. A recent example of this is how our Hon'ble Prime Minister urged companies to not let go of their migrant workers because of the recent economic crisis brought about by COVID. Similarly, Dr Bedi runs multiple NGOs she continues to retain her staff despite financial constraints, because she realizes that people come first.

#### Conclusion:

Anyone can become a leader if he or she chooses to. Dr Bedi believes interested young people should not stay away from leadership behavior based on self-limiting beliefs that they may have developed themselves or ingratiated from external sources. She encourages youth to build flexibility within their work repertoire by taking calculated risks within their jobs; their success may surprise them. In doing so, she believes they can 'influence upward' because followers are best placed to encounter organizational problems as they occur. They can then give leaders relevant information and propose workable solutions.

By staying flexible, followers position themselves well to anticipate changes in the organizational environment, while also developing themselves to become future leaders.

**Source:**

Based on video archives provided by Raj Nivas, Puducherry. This video features Dr Kiran Bedi's talk on Essential Leadership for the New World of Work; delivered online for IGNOU.

Facebook video link:

<https://www.facebook.com/LtGov.Puducherry/videos/218019086431217/>

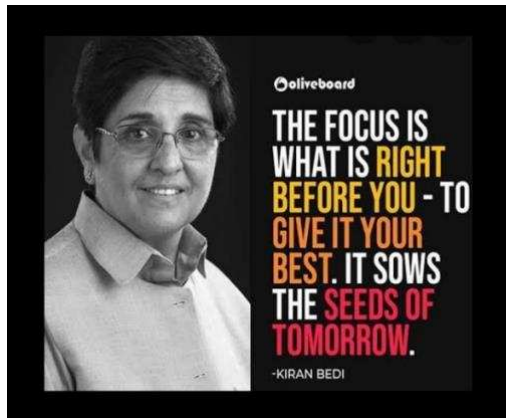
Report Compiled by: Anjana, Doctoral researcher.

Volunteer @ Documentation Team Raj Nivas, Pondicherry.

Submitted: Dec 2020

## ***#Inspired Leadership Series***

### **The Story of the Mission Water Rich Puducherry**



#### **A Research Paper by K. Krithik Kailash**

**Intern | Raj Nivas, Puducherry**

**[October 21 to November 21, 2019]**

The Water Rich Puducherry model involves bringing in corporate support in making Puducherry water rich with strong coordination amongst all agencies. It is a collaborative effort between the Public Works Department, Department of Industries, Agriculture Department and Municipality with the support of the people which has led to the evolution of the water rich module as a community driven effort lead by the Honourable Lieutenant Governor of Puducherry Dr. Kiran Bedi.

#### **Planning is the key to success:**

The plan for Mission Water Rich Puducherry began with an aim to rejuvenate all the water bodies which include water tanks, lakes, ponds and canals. It is also to ensure that there is a surplus drinking water for the residents of Puducherry, thus improving the quality of life. The mission targeted to rejuvenate 23 water channels, feeding 84 tanks and more than 600 lakes and ponds. The desilting of the first canal began on 29<sup>th</sup> September, 2018. Since then, the work has been in full swing to make Puducherry water rich for several years to come.

#### **Tackling the challenges :**

There was a point when the PWD admitted that they had no funds to meet the cost of desilting 86 Kilometers of 23 feeder channels , desilt and feed 84 tanks , 609 ponds. Seeing the urgency of the matter , the Lt.Governor appealed to the community at large. The first such appeal was made through Twitter which received an instant response. Corporate support had started to flow on appeals for desilting water canals and tanks. Team Raj Nivas along with the other officials have spent several weekends out on a morning round to continuously inspect the progress in the mission. This continued effort has helped in tackling the possible impediments in fulfilling the mission.

### **Desilting of :**



Rural Water Bodies



Drains across the city



Weekend visits to Ponds

### **Water – the source of all life**

Water has contributed to the emergence of many civilizations throughout history. According to UN statistics, about 2.5 billion people have no access to drinking water and life, and about one billion people do not have access to a safe source of water. The Mission Water Rich Puducherry has resulted in the desilting of 86 kilometres of water channels which were soaked with silt and has led to the rejuvenation of more than 600 lakes and ponds which were drying up. It has resulted in the feeding of 84 tanks and many more canals. There has been an increase in the ground water level which were previously low due to the blockade of water. A field study has been done by a Raj Nivas Intern studying in Harvard. In this field study it has been analysed that all the farmers who were interviewed had positively responded to Mission Water Rich Puducherry. They specifically mentioned that there has been a steady rise in their income as there is more availability of the water due to the desilting of the channels. The farmers also acknowledged that the desilting of the channels has led to the prevention of flooding in their fields due to heavy rainfall that used to destroy their crops. A resident of Villianur, enthusiastically mentioned to us that the desilting has immensely benefitted them as it has ensured that there is adequate water supply to the people. The Mission Water Rich Puducherry has also helped in improving the agricultural productivity in the region. The mission has also extended its reach to urban and semi – urban drains besides water – ways.

### **Sustainable Development:**

The Mission Water Rich Puducherry has helped in making the local industries comply with rain water harvesting rules which has resulted in the conservation of a large quantity of water. The Companies are setting up and updating rain water harvesting structures periodically to the concerned authority. The enthusiastic support and volunteers of Resident Welfare Associations, Welfare Associations, NGOs, schools, and local work has proven that a community driven effort is the best possible model for a liveable planet earth. A synergy of Public – Private participation, is a unique initiative of collaboration across platforms.



### **Water Rich Puducherry in times of extreme scarcity;**

The Jal Shakti Abhiyan was launched by the Ministry of Jal Shakti in 2019. It is a campaign for water conservation and water security in the country through a collaborative effort of various ministries of the Government of India and state governments. The Mission Water Rich Puducherry has resulted in achieving the goals envisioned by the Government of India to ensure that there is sufficient water for the people of Puducherry. The initiative that has been implemented by the Lieutenant Governor of Puducherry Dr. Kiran Bedi is a unique model that can make our entire country water rich for the coming generations. Water Rich Puducherry is a success story of Jal Shakti Abhiyan of Government of India.\

### **Way Ahead:**

The Mission Water Rich Puducherry should continue as a people's movement which will automatically lead to the rejuvenation of several other water bodies in the region. It is important to create awareness by conducting channel walks which will help in understanding the simple means through which we can conserve water. As an Intern at Raj Nivas, I have been able to realize the impact which the channel walks have had on the minds of the children as it gave them the best learning experience possible for a student. This is the Story of The Mission Water Rich Puducherry which has succeeded despite several challenges and obstacles with the objective to have abundant water for the people of Puducherry which will bring prosperity and happiness to the residents.



**DESILTED BAHOUR CHANNEL**



**CREATING AWARENESS AMONGST THE PEOPLE**

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<https://rajnivas.py.gov.in/>



**Impact of Mission Water Rich Puducherry**

## #Inspired Leadership: Time, Dr Kiran Bedi, Seneca & more

BY SUBASRI SRIKANTH

INTERN @ RAJ NIVAS PUDUCHERRY

10 AUGUST 2020

If there's something you'd always find me say, "I just need a 6-month vacation to read all the books on my list, play the piano and do the things I never seem to find the time for."

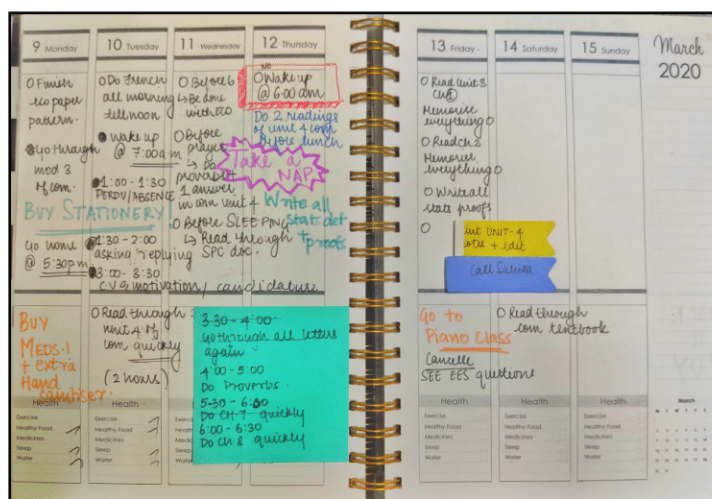
6 months of leisure seemed like a luxury to a busy college kid, I always found myself running from one place to another, checking one thing after another in my to-do list that never seemed to have an end. But while presented with such an opportunity this lockdown, I couldn't get through 3 days without a routine. All the things I thought I would do, I didn't ended up actually doing. This led me to realise two important truths

1. You always make time for the things you love, however busy you may be
2. Living with the hope that one day you will live to please yourself is unhealthy.

So in my new pursuit, I erased all the things I initially planned to do and decided to go with the flow- One month through I found a routine, and ended up doing things I never thought I would like learning Tamil (my mother tongue), re-reading classics I read as a kid, yoga in the evenings, and even an online course on a topic I was really interested in.

In this process of going with the flow, I remembered that as a 12th grader, I wanted to intern at The Raj Nivas Puducherry after attending a film screening and put it to my 'laters' list due to Boards. Upon some googling, I stumbled upon their email-id and being the enthu-cutlet (google it) that I am, ended up embarking at one of the happiest, gratifying things I've done.

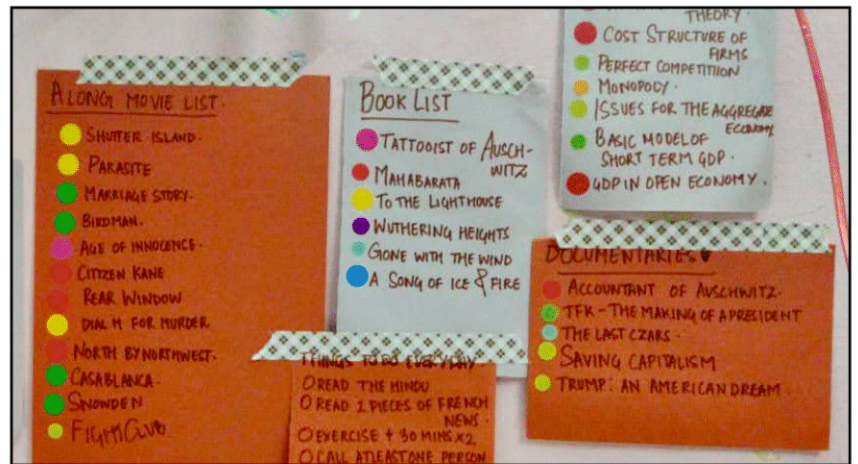
One of my initial tasks was to attend Dr Kiran Bedi's webinars every day and pick up things that inspire me and art-ify them. Soon enough, I started looking forward to sitting down for the 5 pm webinars with a cup of tea.



My planner before and after my exams got cancelled on 13 March



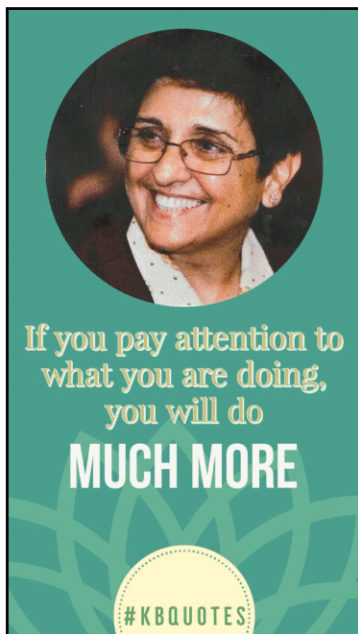
Here is one of the first things that struck me: Dr Kiran Bedi works 18 hours a day. Yes, 18. I am not productive for 18 hours even in 3 days. But the more I heard her speak, I understood she didn't mean slogging behind a computer screen for 18 hours till you are declared legally blind.



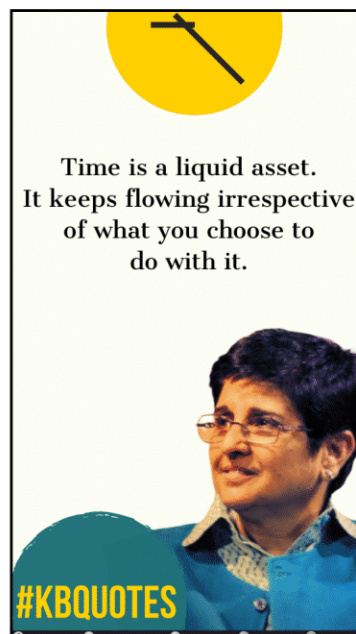
A to-do list I made during my 14 days home quarantine

All my life, I have only looked at the time as a constraint, something that stops me from doing all the myriad of things I want to. That is also how time is presented in every blog/ management book you will come across- "5 time management tips to tackle your day"

The more I started following Dr Kiran Bedi's social media handles, I realised that she takes the time to appreciate things like the rain, a singing bird or even a passing cloud. She is not wary of time, rather aware of herself. Here are a few nuggets from her webinars:



03.07.2020  
Book Reading Session 3



14.07.2020  
ICFAI Web Talk



17.07.2020  
Book Reading Session 5

Consciousness, like time, is a flow and relative. 3 hours through K3G passes way quicker than 3 hours meditating or working out because we are unconscious of ourselves through it and like Dr Kiran Bedi says, Time is infinite like an ocean and we are merely boats, the speed in which we swim through and where we want to go really only depends on us. When life can throw you hurricanes and doldrums, it is really only how strong you wade through it that determines your results.

I was never the person to enjoy self help books. "It's always easier said than done." was my excuse. But as I followed Dr Kiran Bedi, I realised she was talking about something because it 10/10 worked for her. If there is someone to my knowledge who preached what she practices it is Seneca- a Roman Stoic philosopher from 49 AD.

In his letter to Paulinus he says,

*"You act like mortals in all that you fear, and like immortals in all that you desire. You will hear many people saying: 'When I am fifty I shall retire into leisure; when I am sixty I shall give up public duties.' And what guarantee do you have of a longer life? Who will allow your course to proceed as you arrange it? Aren't you ashamed to keep for yourself just the remnants of your life, and to devote to wisdom only that time which cannot be spent on any business?"*

While I wish someone wrote letters like this to me every time I lose track of time, (in a more 21st century appropriate fashion) that is what being inspired by Dr Kiran Bedi was like for me. If she can make time for appreciating nature and things around her and to read, having no time is merely an excuse I've given to myself.

With my newfound understanding of time, here are a few things I will follow from now on (and I encourage you to do the same)

- 1. Ask yourself if you are making the best out of your day and you go to bed a satisfying-exhausted or an emotionally-drained-exhausted.**
- 2. Incorporate things you like to do into your job and routine and the hours will look much shorter. Tread cautiously between preoccupation and passion.**
- 3. Measure time in terms of results and goals and not in hours and minutes.**



## ***#InspiredLeadership Series***

### ***Relation between fundamental rights and duties of a citizen***



**A blog by Prathit Singh**

**Intern | Raj Nivas Puducherry**

**August 2020**

#### ***Fundamental Rights and Duties- an intertwined relation.***

The Constitution of India guarantees all the citizens Fundamental Rights, which we all strive to exercise. The Constitution also enshrines upon the citizens Fundamental Duties- but do we feel equally inclined to fulfil them? We often raise our voices to demand and assert for rights and to pinpoint failures in the system; but scarcely do we realize that if we responsibly discharge our Fundamental Duties, the need for our assertion would no more persist. Rights and Duties are two sides of a coin and discharge of the latter is necessary for better protection of the former. Our right to safe roads comes with an equally important duty to maintain safety on roads by wearing helmets and driving cautiously. Our right to public services and facilities comes with an intertwined duty to not destroy these facilities under the garb of protests and demonstrations. Our right to clean environment also comes with a necessary duty to maintain cleanliness by effective waste management and plantations. However, we conveniently tend to ignore these responsibilities which are necessary for the protection of rights. Choosing to ignore our duties and solely demanding for rights would mean showing an assertive attitude without realizing the responsibility that must be shouldered. On the contrast, caring for Fundamental



Duties shows an attitude of collective sharing and responsibility. For a coin to be valid, it must possess both its side, lest it loses its value and is deemed null. Likewise assertion of rights requires discharging duties lest responsibility fades and ignorance prevails. This learning must necessarily be imparted to the young people around the country so as to stimulate India's rapid development; and the only time to spread this message is now. The day all the citizens start discharging their duties effectively, it would serve as a rapid boost to India's quest for development.

***#MorningNutrition- 01.08.2020***

***"The best preparation for tomorrow is***

***Doing your best today"***

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## Preparing the Youth for a New India: Dr. Kiran Bedi



**By Mitali Singh**  
**Intern at Raj Nivas, Puducherry**  
**11<sup>th</sup> August, 2020**

Dr. Kiran Bedi often interacts with youth all across the nation, offering them words of advice and inspiration. These are some of the key points that she has passed on.

**Personality:** The youth need to be healthy and law abiding. They need to develop integrity, sincerity and courage, all of which form the foundation of one's life. These personal skills are learnt from parents, teachers, and the home environment. They should aspire for the quality of conscientiousness, which is closely linked to personal responsibility.

**Energy:** Often, people assume that their work tires them. In actuality, it's the expectation of reward that tires them. The youth should work towards a cause or purpose, with the intent of service. Every successful leader must remain inspired and the key to that lies in the power of circulation. Put simply, it is important to stay connected with the people around. Working in service for something is a great giver of energy. It should be remembered that the morning hours are the most powerful hours for productivity, and engaging in

yoga and meditation will prove to be enhancing. Everyone effectively has 17 hours of creativity per day.

**Change:** Take small steps towards creating a larger change. Follow the ‘The Four D’ mantra for success: decide it, do it, defend it, deliver it. Contribute toward the betterment of society. Chart out goals and a purpose for yourself instead of being passive. It is the responsibility of everyone, from community leaders, to religious heads and elders to inculcate and drive change. There should be a shift in thought towards Responsibility rather than Rights. Universities, specifically, should engage in CSR, involving every student.



**Educate yourself:** Read Editorials every day. Then, rewrite them in your own words. If possible, translate it in your mother tongue. This helps to teach you how to be concise. Further, you acquire the communication skills of speaking crisply. Maintain your own library and preserve things that catch your eye. Enrich your thoughts and emotions through spiritual columns in the newspapers. Keep up with current affairs. Self-reliance will create leadership qualities in the youth. Children should be able to access libraries online and should self-study and then have group discussions. Books are limited, but the internet is expansive.

**Educational Reform:** Educational institutions should work towards developing not only the professional skills (aiming solely for employability) but also the personal skills (developing character). There should be a focus on the art of living, not just job employment. The youth's service to the community can be teaching the underprivileged. It's important to make open universities with online courses, and engage in upscaling. Field work is the best teacher, as it combines both practical and theoretical aspects. The antidote to crime control is literacy.

**A New Tomorrow:** Their biggest asset is time and good health. The youth are the energy providers of tomorrow. There should be a balance between hand skills (job providing rather than job seeking) and head skills (information and academics). The youth who join the civil service form the backbone for the new generation and need to pay close attention to budgeting, and spending public money carefully. Partaking in work at the grass root levels (Ex. in rural areas) is both fruitful and important. Even if the youth go overseas to study and gain skills, they should come back and serve. India needs its youth.

As a young student, I've been impacted by Dr. Kiran Bedi's ability to empower the youth with a strong feeling of self-belief. Through my experience as an intern, I found myself stepping out of my comfort zone and interacting with new people and new issues. I've also realised that making a difference can come in the smallest ways: offering compliments, teaching others, educating yourself about a new issue. And it is that feeling that stays with me each day.

As Dr. Kiran Bedi says, "Seize the moment, young people!"



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[https://www.youtube.com/watch?v=8104MXa3JUA&list=PLGyzIjM1pS-03yUT5OLJFpBzG01ve\\_kmH&index=5](https://www.youtube.com/watch?v=8104MXa3JUA&list=PLGyzIjM1pS-03yUT5OLJFpBzG01ve_kmH&index=5)

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[https://www.youtube.com/watch?v=JI2PinDD-wk&list=PLGyzIjM1pS-03yUT5OLJFpBzG01ve\\_kmH&index=18](https://www.youtube.com/watch?v=JI2PinDD-wk&list=PLGyzIjM1pS-03yUT5OLJFpBzG01ve_kmH&index=18)

**Experiments in True Governance**  
**Puducherry – A Case Study**  
**Talk by Dr Kiran Bedi, Lt Governor of Puducherry**  
**Vista 2020, IIM Bangalore | 12 Nov 2020**  
**A Report**

**Introduction:**

The United Nations defines governance as “the process of decision-making and the process by which decisions are implemented (or not implemented)”. This definition implies that an analysis of governance constitutes an understanding of the formal and informal social structures that are established and exercised to determine and implement a decision. Good governance comprises of eight attributes: it is participatory, consensus oriented, accountable, transparent, responsive, effective, and efficient, equitable and inclusive and follows the rule of law.

To bring together diverse sections of the populace and get them to work as a collaborative ecosystem rather than silos is a challenge to any administrator. Experts at the United Nations themselves agree that good governance, in totality, is an ideal state that may be infeasible to achieve. One way that an administrator may work towards this ideal is by achieving true governance, which comes from identifying and mobilizing available resources, combined with making and implementing difficult decisions while being mindful of systemic constraints and finding creative ways to overcome them.

**Puducherry – A case study:**

True Governance in Puducherry is an approach designed and led by Dr. Kiran Bedi. Known for her ability to take tough decisions and see them through to completion, this participative approach towards governance involves her teams along with elected and appointed government officials, NGOs, corporates, and civil society. One example of her leadership is the usage of management techniques such as SWOT analysis to develop a high-level understanding of the administrative landscape. SWOT stands for Strength-Weakness-Opportunity-Threat matrix, a strategic planning technique proposed by Albert Humphrey at Stanford University and popular among organizations worldwide. SWOT formed the basis of a strategic plan to devise and implement true governance in Puducherry.

The strategic governance plan thus devised for Puducherry is based on five pillars: Invite Involve, Resolve, Solve, and Evolve - IIRSE

**Pillar 1 – Invite:** This step for accessibility to top leadership was implemented by opening Raj Nivas, the official residence of the Lt Governor, to the public. Individuals across segments or regions from sanitation workers, students, women to diplomats, continue to experience it. This is the first step towards building transparency; when people see the leaders who govern them, it starts to build trust in their collective mind.

**Pillar 2 - Involve:** This step requires the involvement of the public, government officials, and organizations in implementing the governance strategy. One example is Mission Green Puducherry, where Dr. Bedi planted saplings along the banks of the various water bodies accompanied by residents. This activity continued every weekend, resulting in the gradual creation of a greener environment characterized by clean air and reduced pollution. In Puducherry to combat the dengue fever threat, The Lt Governor herself led a walkathon with officials and citizens. The district health administration, education officials, NGOs, and NCC volunteers involved in distributing preventive medicine to school children. Fogging machines and other necessary infrastructure spray medicine in dangerous areas. Additionally, volunteers are involved in door-to-door campaigns to spread awareness among the public on keeping their premises clean and preventing mosquitoes breeding. Spirit of volunteerism and creating conscientious citizens has been an impact of this pillar.

Another example of involving every constituent, even those rejected by mainstream society, is the reskilling of prisoners. Whether prisoners deserve their fate may be debatable, but what we know for sure is that if empowered with the right education and skills, they can become productive members of society. NGOs who work with prisoners are mentored to involve them in educational and spiritual programs to calm their minds and utilize their cognition to prepare them for a productive future in society upon their release.

These initiatives, while driven day-to-day by committed members of civil society, are overseen by Dr. Bedi who monitors programs in scheduled and unscheduled fashion to ensure accountability.

**Pillar 3 - Resolve:** Residents are welcome to submit their grievances directly to the government through open houses. This process Monday - Friday, 5pm to 6pm; requires residents only to register and present their grievances to Dr. Bedi in person. Grievances are documented; required government offices are

involved in their resolution. Whether it is inefficiencies in healthcare systems, unhygienic localities, or unclean water bodies, the Raj Nivas team resolves these issues by issuing necessary directives to government and civic bodies. This pillar aligns closely with the pillar of involvement; problems cannot be resolved without social participation. Dr. Bedi's cycling rounds have attracted public attention and a dedicated entourage accompanies her on every trip. The opportunity to participate in matters of public interest while experiencing transparency of governance and getting in some exercise: win-win-win.

**Pillar 4 – Solve:** This is an extension of the 'resolve' pillar and refers to implementing solutions to complex public problems. One example is the government taking on the admission mafia in private medical colleges through a protracted legal battle. The Honorable Supreme Court ordered a cap on fees, thus enabling students in underprivileged families to access education and opportunities that had been denied to them for decades. Similarly, resource constraints are impeding healthcare measures to manage the ongoing pandemic. Dr Bedi's request to the central government resulted in the involvement of a team of experts from JIPMER, ICMR who oversee testing in critical areas, provide emergency assistance and expert guidance. This has ensured containment in the pandemic spread and reduced mortality. Another example is 'Water Rich Puducherry Mission', a project to increase the height of the water table in Puducherry by desilting rural channels. By forming a Whatsapp group comprising of government officials involved in the project, the public receives periodic updates about the progress of the project. Yet another example of true governance, resulting in increased accountability and transparency.

**Pillar 5 – Evolve:** By utilizing the above pillars, the last step is to transform the thought lines to a collective responsive ecosystem. Transparency has historically not been an attribute of governance in India; bureaucracy has always had its insiders and outsiders. But this system is changing thanks to the use of technology and social media. For example, grievances that are disposed of, are published online. Every week, the leadership team publishes updates on their key successes and challenges. The Raj Nivas team has a Whatsapp group where staff post status updates on problems they resolve, and members of the public can reach out to Dr. Bedi herself in case of issues needing urgent attention.

## Conclusion:

Experts on governance structures highlight the need for development across social classes and ethnicities.

*The government plays two key roles- better representation , resolution of public issues and effective delivery of public services. True governance is the outcome of combining these two roles in a seamless , participative ,law abiding manner.*

Dr. Kiran Bedi's experiments in true governance are steps in this direction.

## Source:

Based on video archives provided by Raj Nivas, Puducherry. This video features Dr. Kiran Bedi's talk on Our Experiments in True Governance: Puducherry – A Case Study ;delivered online at IIM Bangalore's Vista 2020 event.

YouTube: <https://youtu.be/QXtQE7ey6Ds>

Report Compiled by: Anjana , Doctoral researcher  
Volunteer @ Documentation TeamRaj Nivas, Pondicherry

Submitted: Nov 2020



# **MY VIRTUAL BOOK READING SESSION WITH DR. KIRAN BEDI**

Name:- Gaurangi Singh

Class:- 9

School:-K.D Ambani Reliance Foundation School

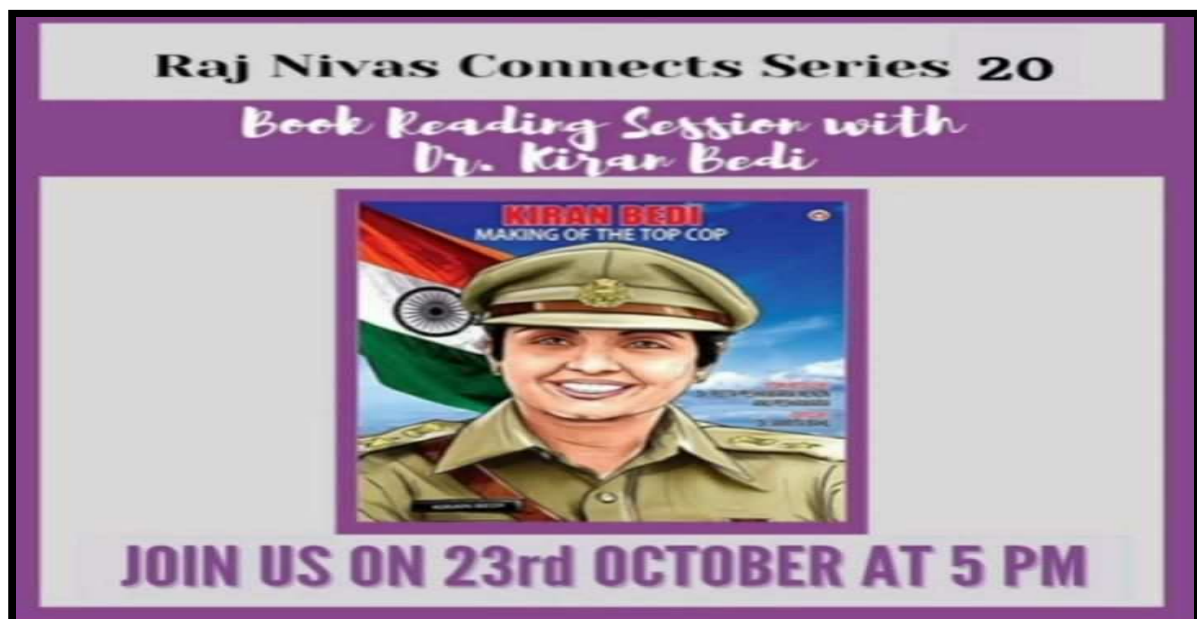
October 2020

- ❖ For the first time I saw the Book Reading Session on youtube and it clicked in my mind and felt me as an interesting concept for interaction. From that day onwards I was always ready at 5p.m on every Friday glued to my chair. After some sessions due to my self involvement during the discussions it was somewhere in my mind that why can't I also be the part of this session.

Then after research and some brainstorming I came to know that the Facebook page is having the required information from where I got the way to participate. Then started the other part of my journey in which I came to know that I can give my request for participation in the session through E-mails only. After a few request mails, I received an email communication that I have to send my introduction video as a screening process and a few days back I received a session participation confirmation mail i.e. my participation was confirmed!! I was not able to believe it! Most of the people think that the children who appear on the screen come by recommendations, anyone means any child can participate in this session like me.



The next day Myself and 6 other in the team were introduced to the Intern team who was going to guide us till the session. I was amazed to know that the whole session was monitored by the young interns at Rajnivas. Just imagine what a great way it is to develop leadership quality in the young.



Finally the big day arrived when we all were going to meet Dr. Kiran Bedi ma'am virtually. The session started and instantly I was actively participating in the conversation with Dr. Kiran Bedi Mam and all my nervousness turned into thin air. I felt that I was not talking to the Governor of Pondicherry but an elder member of my own family.



This one hour was very enhancing for me. The main purpose of joining the session to learn something new and I learned a lot.

### ❖ Major TakeWays

- Every solution is with us only we have to focus on the problem.
- Time management and it's importance because good timing is the essence of all achievements.
- Importance of research because the more I research the more I acquire.

The session is over but the impact is forever with me and ma'am's words still echo in my ears.



**“The Reading of Books Is  
Like Conversation With The  
Finest People.”**

**In response to a request from Dr. Rajesh Pillania, Area Chairperson - Strategic Management, at Management Development Institute, Gurgaon.**

The World Happiness Report, published by the UN Sustainable Development Solutions Network, contains a global ranking of how happy individuals perceive themselves to be, considering six national attributes:

GDP per capita | life expectancy | social support | freedom of choice | perception of corruption | individual generosity.

The happiest nations are those where people feel a sense of belonging and demonstrate increased resilience in the face of challenges. The knowledge that someone has your back decreases the burdens of hardship and increases the overall quality of life.

The adversity of the pandemic has taught us that happiness, like beauty, lies in the eye of the beholder. Unlike software or similar professions our health workers and police force do not have the option of working from home; In challenging times, they are required to be out in the field, helping and protecting citizens. But police officers and health workers are human too! They have friends and families who care about them and whose welfare is also a priority on their minds. These professionals understand that they are putting themselves at increased risk every day through their interactions with the public. Protecting themselves requires additional effort whether it is in wearing masks and shields, or even having to do extra rounds of laundry. It may require sacrificing on sleep because elderly relatives who are immunocompromised may need additional care. These professionals could be parents, whose children place additional demands on their time by needing educational support.

Sure, the pandemic makes things more difficult than ever. But there are several police officers and public servants in Puducherry who see the silver lining in this cloud and seek happiness within themselves. These are the people who understand that in an environment where increasing numbers of professionals are losing jobs every day, they get the opportunity to wear their uniforms and show up fully at their

work to make a difference in society when people need them the most. These are the people who are grateful for their financial stability, social leadership, and capacity to regulate their family expenses. These are people who adapt to the pandemic-ridden world knowing that the difficulties it poses in their lives are temporary, and that this too shall pass. These are people who, despite having to sleep less and wash more, derive satisfaction from work and seek happiness within themselves. These are the work teams who are evolving with an Adaptability Quotient. (AQ)

Scholarly studies on happiness indicate that the traditional economic inference of “more is better” may be incorrect. More disposable income is always welcome, but we tend to adapt to material pleasures and social comparison, resulting in less long-term happiness. Because we underestimate the power of hedonic adaptation, we spend more time seeking money and continuing to be disillusioned. A better approach towards happiness may be in seeking it within oneself, by taking care of one’s physical health, mental wellbeing, and family. This includes being and making a choice to be happy every day, no matter what the circumstances.

**Source:**

Based on video archives of Police Commemoration – Day 2020. This video features police personnel Ms. S Archana (WPC 3666, PAP ‘C’ coy, Puducherry) who discusses the satisfaction she experiences at her job despite challenges posed by the pandemic.

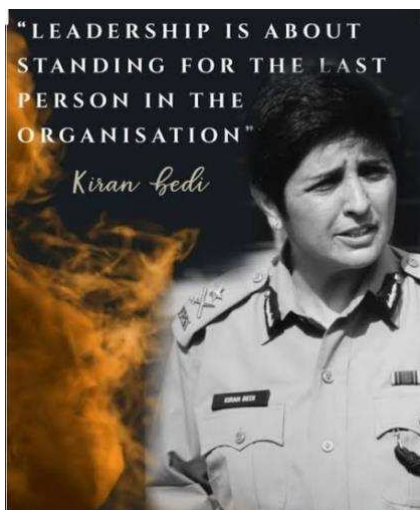
Report Compiled by: Anjana Karumathil , Raj Nivas Internship Program, October 2020



**#Vista 2020**

**“Our Experiments in True Governance”**

**Puducherry – A Case Study**



**A blog by K. Krithik Kailash**

**Intern | Raj Nivas, Puducherry**

**[October 21 to November 21, 2019]**

### **Introduction:**

The Honourable Lieutenant Governor of Puducherry Dr.Kiran Bedi addressed the Annual Business Summit of IIM Bangalore. The Vista 2020 saw the presentation of various experiments in governance that has transformed Puducherry. The Lieutenant Governor presented the case study with practical illustrations combined with her decades of experience in management across administration.

Governance in Puducherry is a unique concept that is based on a True governance model as it should be and follows -

Trust | Empowerment | Accountability [TEA] as its mantra. The TEA as a Governance mantra was given by the Lieutenant Governor on the 29th May, 2016 as part of the inaugural address to the people of Puducherry which set in the foundation for a Vision towards a Prosperous Puducherry.

## **A Pathway to True Governance:**

A SWOT analysis was conducted on the first day of meeting with the government officials. The analysis of the strengths, weaknesses and opportunities in Puducherry led to the formation of the 5 pillars of true governance. The Lieutenant Governor built the 5 pillars of True Governance which are Invite | Involve | Resolve | Solve | Evolve.

**The first pillar - 'Invite'** began by opening the doors of Raj Nivas to all sections of the society. The open air theatres and cinema in the lawns of Raj Nivas saw the integration of people who together celebrated different festivals and participated in various events transforming Raj Nivas to 'Seva Nivas | People Nivas'. The special visitors to Raj Nivas included the President of India and other eminent dignitaries.

**The second pillar of True Governance is 'Involve'.** Involvement of the Lieutenant Governor, the Secretariat with Private participation led to the cleaning of beaches, prison reforms, and dengue prevention. Involvement of the people has led to the emergence of a People's Movement in Puducherry to make the region water rich, green and clean for the residents to live a quality life. The combined involvement of the People, Corporates and NGO'S led to the Mission Green Puducherry, Water Rich Puducherry and Swachh Puducherry under the leadership of Lt. Governor Dr. Kiran Bedi.

**The third pillar of True Governance is 'Resolve'.** The Open House is a system that addresses people's grievances. An individual with a grievance can submit the petition to the Lt. Governor. Every petition is documented, analyzed and attended. Open House has successfully created an accessible and responsive governance. The Weekend Morning Rounds saw the Lt. Governor and Team Raj Nivas collaborating with people to clean the lakes and ponds. The surprise inspections of the police stations, healthcare centers and children's home form the third pillar of the True Governance of resolving issues.

**The fourth pillar of True Governance is 'Solve'.** The Mission Water Rich Puducherry aimed to solve the water crisis in Puducherry. The Lieutenant Governor and Team Raj Nivas worked tirelessly with the help of Corporates as part of their social responsibility to desilt canals for the free flow of water. This Mission has increased the water table of Puducherry. The Lieutenant Governor recognized the donors for their noble contribution in ensuring that water is available for all in the region. The Medical Seats Issue saw the intervention of the Lieutenant Governor Dr. Kiran Bedi who stepped in to protect the students. The CBI investigation recommended by the Lieutenant Governor and the

judgements by the judiciary brought an end to this issue. The Lieutenant Governor ensured that there was a Direct Bank Transfer of money instead of free rice to the beneficiaries. The Government of India directed the Puducherry Government to continue with the Direct Bank Transfer of money which affirmed the stand of the Lieutenant Governor. The different solutions to the crisis highlights the importance of the fourth pillar in True Governance which is 'Solve', finding solutions to the challenges even in face of adversity.

**The fifth pillar of True Governance is 'Evolve'.** The list of the disposal of files is sent to the Public using the various modes of communication. It has helped in keeping everyone aware about the status of the file. The weekly message, publications have been documented for institutional memory. This has evolved as hallmarks of transparency in administration. Covid-19 management continually evolved through sustained and strong coordination.

As the visual presentation came to an end, the Lieutenant Governor gave the key word IIRSE - Invite | Involve | Resolve | Solve | Evolve to the audience.

An Acronym to I RISE

### **Conclusion:**

After the mesmerizing presentation, the Lieutenant Governor answered numerous questions which were asked by the students of IIM Bangalore. On a question on what are the **three most important things for India right now**, the Lieutenant Governor replied by saying that :

A] Atma Nirbhar Bharat

B] Financial Integrity

C] Work Culture

were essential for India to widen its scope and capability. The Lieutenant Governor highlighted the importance of Emotional Quotient (EQ) and Spiritual Quotient (SQ) combined with Intelligence Quotient (IQ), for a wholesome leadership of the individual. The webinar impacted the faculty and students of IIM Bangalore with progressive insights from a Mega Icon - Dr. Kiran Bedi who is an embodiment of knowledge and courage.

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## **Essential leadership for the new world of work**

**Talk by Dr Kiran Bedi, Lt Governor of Puducherry**

**IGNOU | 15 Dec 2020**

### **Introduction:**

Leadership is a complex phenomenon involving a leader, followers, and a context. Over the past several decades, scholars have defined it in many ways: actions that focus resources to create desirable opportunities, process of influencing an organized group toward accomplishing its goals, and a complex form of social problem solving. The multitude of definitions does not imply that there is no correct definition, only that a multitude of factors affect leadership, as well as the perspectives from which it may be viewed.

### **The Meaning of Leadership:**

We often hear that a leader must “lead from the front”. What does this really mean? It means the leader must be visible and engage with organizational challenges while not missing the forest for the trees. Once an organizational challenge has been identified and assessed, the leader must clarify his/her team’s overall purpose and goals. For example, when Dr Bedi was appointed as Lt Governor of Puducherry, one of her key responsibilities was building financial prudence in how public funds were spent there. She began by creating a mission statement ‘Prosperous Puducherry’ which soon became a mantra to unite her team and give them a common aspiration to solve regional problems.

Next, the leader must invite people to join him/her on a common journey. This requires the leader to be confident, committed, and communicative. Communication is crucial: leaders must maintain a delicate balance of being assertive without getting aggressive, use ‘I’ statements, speak up for what is required, say no when appropriate, monitor their inner dialogue and persist until desired results are achieved. Dr Bedi accomplishes this by conducting one-on-one meetings with administrative officials and department heads to bring about standardization in the delivery of government services. Another example is the daily 10 AM meeting that she introduced, where her ‘Team Raj Nivas’ members assemble every morning with the express intention of communicating their plans



for the day. By communicating their thoughts daily, the team creates synergy and cohesion to tackle ongoing challenges.

In our tumultuous economy, skills required for leaders and followers are constantly changing. Leaders must be able to anticipate environmental changes and prepare followers to work in the new environment. To this end, Dr. Bedi created a system of self-evaluation for administrative officers, using which they can determine whether their knowledge of legislative procedures is up-to-date and learn what is required to close any identified gaps. Answering the questions as recommended gives officers a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of their skills. Participants in the program improve confidence and feel more prepared to deal with their changing environments.

Sometimes, the leader's focus must be on protecting their people, especially those with limited skills. This may include passing legislation to protect workers' employment or cross-skilling them for new jobs. A recent example of this is how our Hon'ble Prime Minister urged companies to not let go of their migrant workers because of the recent economic crisis brought about by COVID. Similarly, Dr Bedi runs multiple NGOs she continues to retain her staff despite financial constraints, because she realizes that people come first.

### Conclusion:

Anyone can become a leader if he or she chooses to. Dr Bedi believes interested young people should not stay away from leadership behavior based on self-limiting beliefs that they may have developed themselves or ingratiated from external sources. She encourages youth to build flexibility within their work repertoire by taking calculated risks within their jobs; their success may surprise them. In doing so, she believes they can 'influence upward' because followers are best placed to encounter organizational problems as they occur. They can then give leaders relevant information and propose workable solutions.

By staying flexible, followers position themselves well to anticipate changes in the organizational environment, while also developing themselves to become future leaders.

**Source:**

Based on video archives provided by Raj Nivas, Puducherry. This video features Dr Kiran Bedi's talk on Essential Leadership for the New World of Work; delivered online for IGNOU.

Facebook video link:

<https://www.facebook.com/LtGov.Puducherry/videos/218019086431217/>

Report Compiled by: Anjana, Doctoral researcher.

Volunteer @ Documentation Team Raj Nivas, Pondicherry.

Submitted: Dec 2020

## **Leadership through Diversity**

**Talk by Dr Kiran Bedi, Lt Governor of Puducherry**

**Dell India Limited | Dec 8, 2020**

### **Introduction:**

Diversity is ubiquitous with leadership today, and it is usually used in combination with the term inclusion, especially in discourses related to policy and practice. This is because leaders recognize that the contours of the world are metamorphosing, and the global tides of people and their ideas are changing the environments in workplaces worldwide. On the one hand, there is the temptation to adopt diverse ideas from afar while on the other, there is the pressure to comply with local homogeneity. For some leaders, this increases the pressure to change while for others, it increases determination to conserve the values and practices they have considered indigenous. The increased and paradoxical pressures to accept and to resist change make diversity a challenging aspect of leadership.

### **Dr Bedi's take on leadership:**

While there is no shortage of arm-wringing on social biases and injustice, mere dialog accomplishes nothing. In this context, Dr Bedi believes that social prejudices and biases are here to stay, however, our duty as leaders lies in proving them wrong through appropriate action. In every role, whether being a woman in a male-dominated law enforcement or the only female member on an executive board, she has acted without doubt, after ensuring the ethical and legal correctness of her action. She believes social approval must succeed one's action, and not precede it.

Workplace expectations for women are different from those for men. Scholarly studies indicate the presence of a 'glass ceiling', an expectation that women cannot be expected to exceed a certain level. So how can women break down the social biases against them? Given an entire lifetime of experience doing just that, Dr Bedi suggests that women must first get excellent at their craft and use that knowledge to break the 'ceiling'. This is a win-win for both organization and employee; research suggests that organizations with greater diversity on their leadership teams are more profitable.

After all, clients want the best return on their investment. Therefore, Dr Bedi asks, how does the gender of the service provider matter? She advises organizations to shift their mindset and focus on assigning the best employee to the job. Women employees, on the other hand, must make the best of the opportunities offered to them, instead of overthinking and worrying about a few failures that may occur along the way.

As the first woman IPS officer in India, Dr Bedi was constantly evaluated using cultural stereotypes for what men and women 'must' do. In the government sector, there is no predetermined job profile or measurability. Therefore, it is up to every individual what to make of one's role. Dr. Bedi went about her roles asking the question "Why am I here?". Sometimes, this may be relatively easy, especially if one is in a position of power. However, there were several assignments that challenged even her; for example, in her role as the police advisor to the UN secretary general, she had to bring together a team with members from 40 countries. Getting such a diverse group of professionals to work effectively was no mean feat; it required plenty of patience and willingness to listen. By putting in the work and succeeding, she demonstrated that success was achievable by anyone willing to invest similar effort. Breaking gender stereotypes was only a pleasant side effect; what attracted other women into the IPS was her way of working with diverse groups of individuals.

This kind of success requires tradeoffs. Remaining visible in the public eye has been critical throughout her career. In every role she took on, Dr Bedi used multiple channels of communication to keep herself accessible to the public. Even after decades of public service, she chose to not go the traditional route of quiet retirement. Instead, she continues to stretch herself in new ways by taking on positions such as the Lt Governor. Being invisible is the safer way out but it results in anonymity. Instead, Dr Bedi continues to create her own space where she connects and communicates with the people she serves. The driving force behind always taking action is her need to change what she believes is incorrect. While some leaders may prefer keeping the status quo by limiting themselves and compromising on their principles, her mission is to provide quality service to the people she serves.

Public and private sectors operate differently when it comes to utilization of resources. Private sector organizations follow up post facto and determine

whether the intended return has been achieved in case of every project. But the size of projects in the public sector and change of individuals in-charge make follow up challenging. For example, large sums of money are spent with the intention of providing scholarships to deserving students in Puducherry, yet there is little information available on whether the money thus spent has been put to good use, how many students have been trained in what kinds of skill etc. As the financial head for Puducherry, Dr Bedi has taken it upon herself to evaluate such investments carefully by using technology to document and follow up on the progress of public investments. This is about understanding the problem firsthand, identifying what resources (public or private) may be used to resolve them and acting on them while staying within the constraints of our legal system.

#### **Conclusion:**

Building and leading diverse teams are essential skills for future leaders. Dr Bedi's professional experiences have plenty of lessons of today's youth to excel in this area.

#### **Source:**

Based on video archives provided by Raj Nivas, Puducherry. This video features Dr. Kiran Bedi's talk on diversity, a conversation between Dr. Bedi and Alok Okhrie, President & MD of Dell; delivered online.

YouTube: [https://www.youtube.com/watch?v=4H20BdF\\_HpU](https://www.youtube.com/watch?v=4H20BdF_HpU)

Report Compiled by: Anjana , Doctoral researcher  
Volunteer @ Documentation Team Raj Nivas, Pondicherry.

Submitted: Dec 2020





सत्यमेव जयते  
**RAJ NIVAS**  
**PUDUCHERRY**