



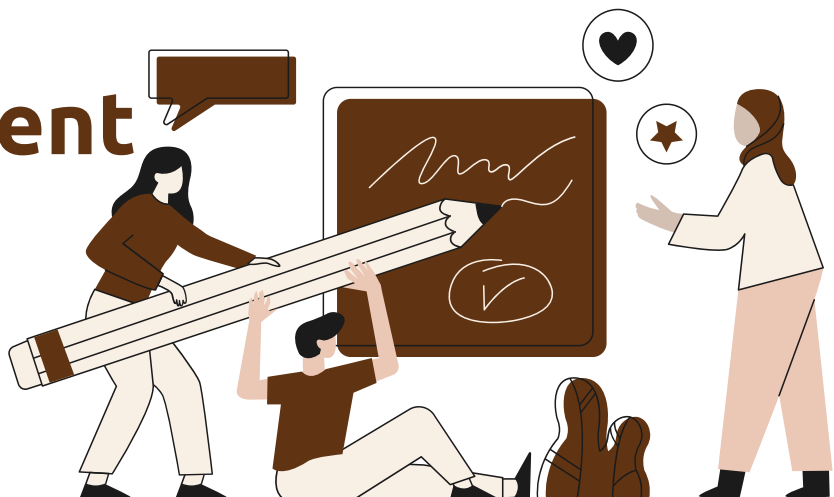
# APRIL 2026

6th Batch  
of

**INSA-NCGG LEADS**

Leadership Development  
Programme in Science and  
Technology

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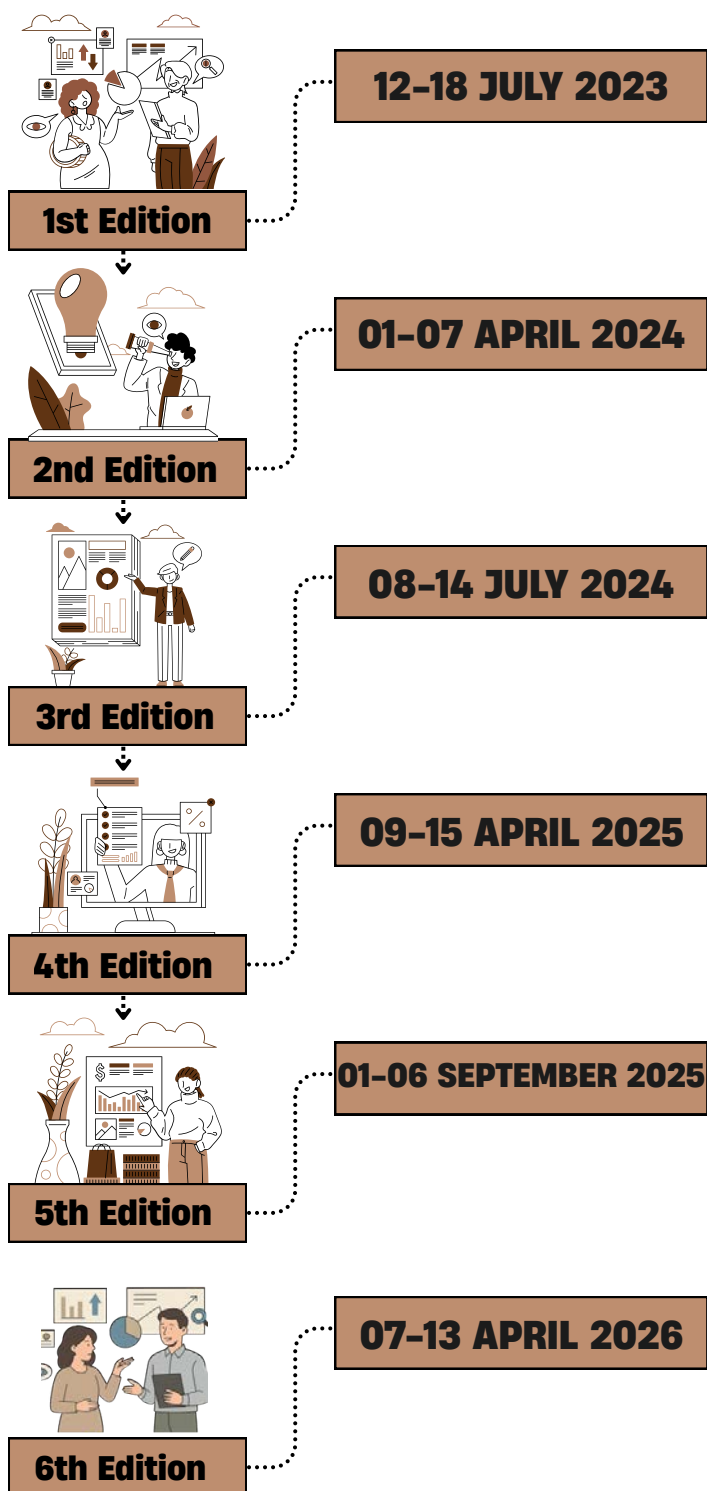
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# ABOUT LEADS

## INSA-NCGG LEADS *Timeline Infographic*

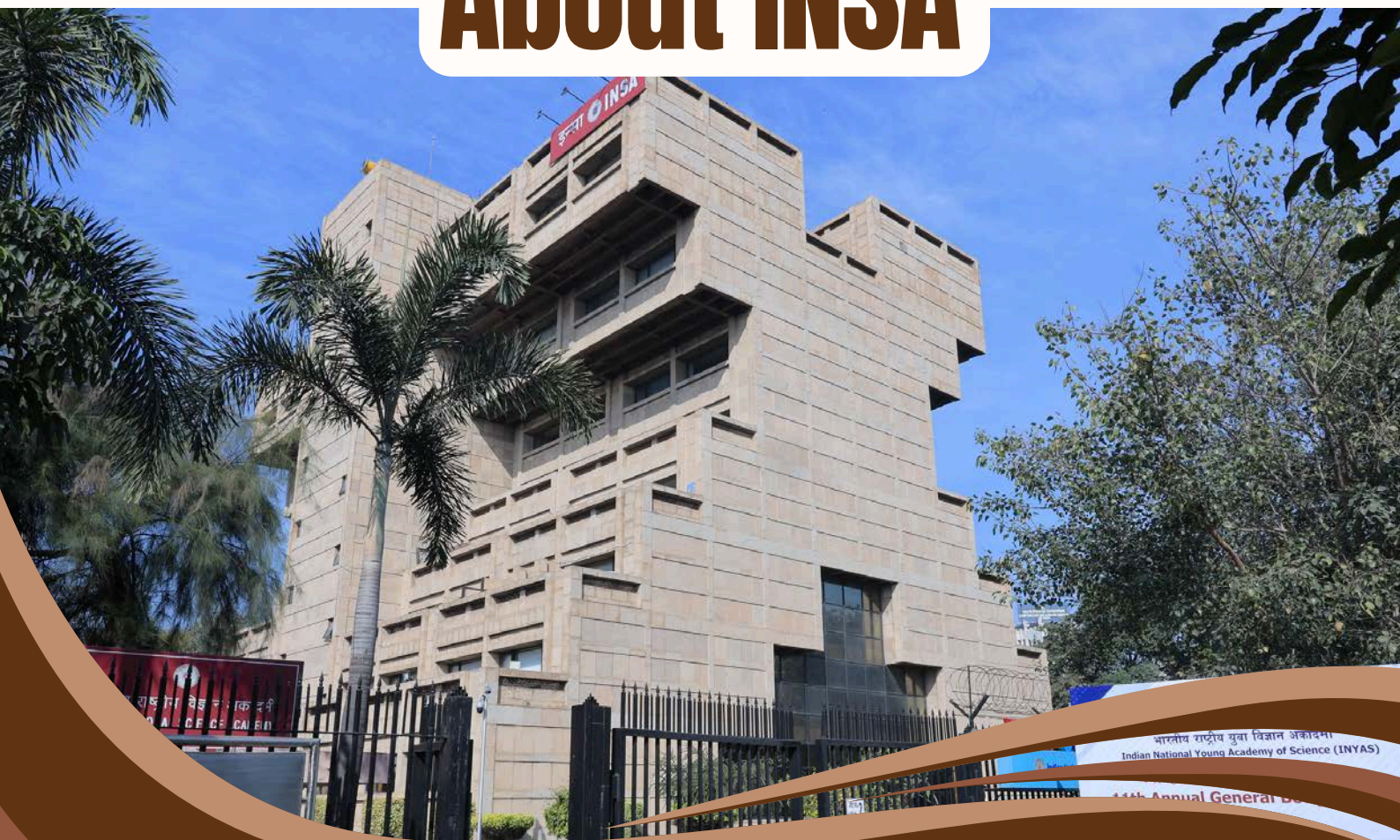


Leadership Development Programme in Science and Technology: LEADS is a joint initiative of Indian National Science Academy (INSA) and National Centre for Good Governance (NCGG) to foster the core competency in leadership and administration. This programme aims to bridge the gap between scientific community and administrative ecosystem. Beyond research and innovation pursuits, the engagement of scientists and academicians in policy formulation aims to create a collaborative venture strengthening the Indian S&T visibility in the global landscape. The scientists and professors across the nation, in the age domain of 40-50 years from scientific institutions like DST, CSIR, DBT, IITs, NITs, ICAR, IISERs, Central and State Universities participated in the training programme at LEADS (April - 2026).

The trainees in this one week fully residential program inculcated the intrinsic skills of leadership, power exercise, gender sensitivity and innovative mindset to spearhead magnanimous reforms in the future endeavours. This programme is a testament to unwavering dedication and meticulous learning for steering the Government's ideology of Viksit Bharat. Building upon the foundations laid by INSA and NCGG, the event marked a renewed sense of purpose and commitment towards societal transformation. Aspiring to catalyze the ever evolving trajectory of Vishva Guru Bharat, INSA-NCGG LEADS Programme continues to embrace the multidimensional opportunity of growth and skill development in budding scientific community in India.

The sixth edition of LEADS was held successfully from 07-13 April 2026 at INSA premises. With the participation of 37 scientists and academicians from PAN India.

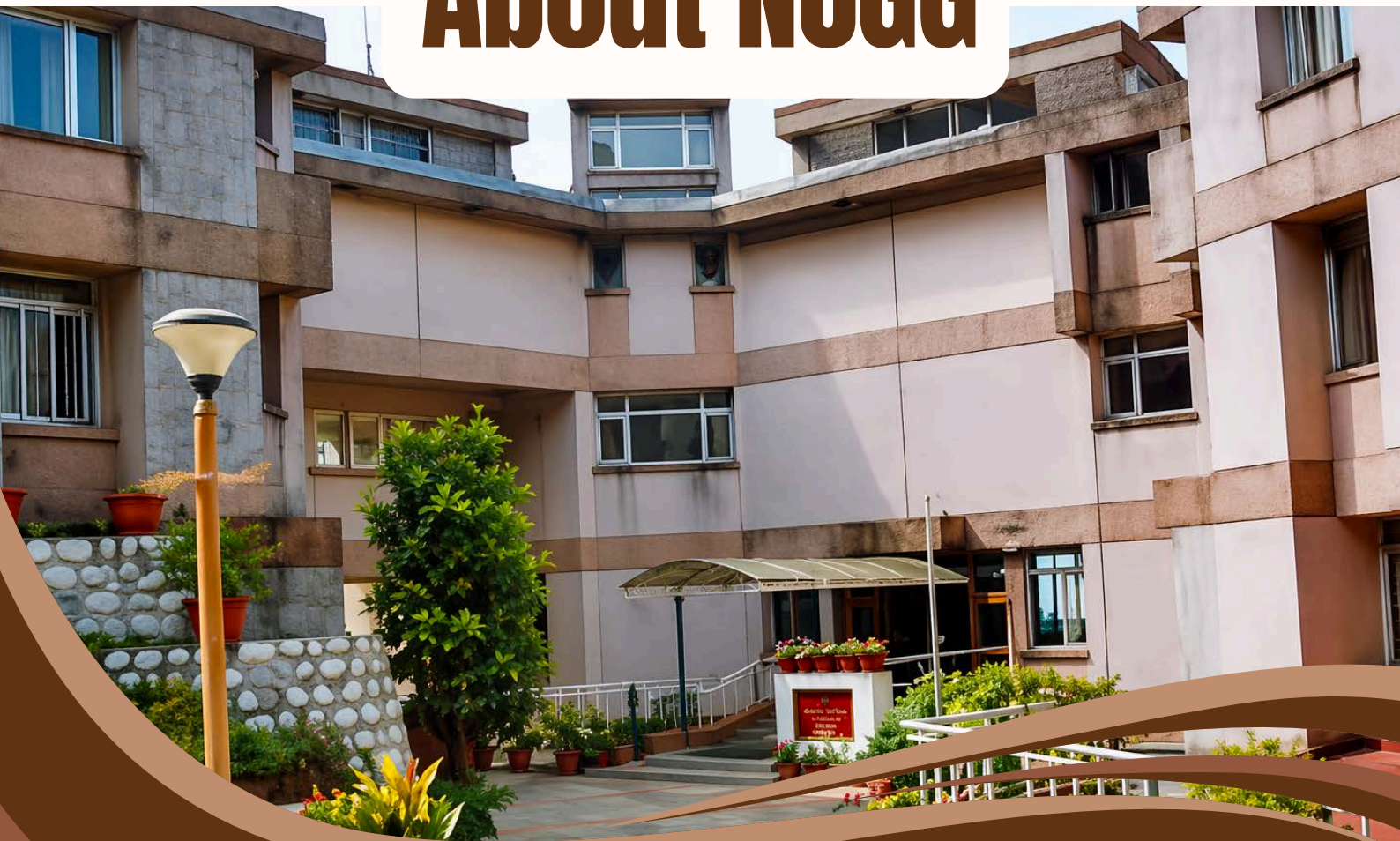
# About INSA



The Indian National Science Academy (INSA) was established in 1935, an autonomous institute under Department of Science and Technology, Government of India. Its mandate is to promote science in India, identify and nurture scientific talent, and leverage scientific knowledge for the betterment of humanity and the country's welfare. For more than eight decades, INSA has served as an enabler, a think tank, and a mentor for Indian science, prioritizing service to society. INSA leverages the collective knowledge resources of its 1,000+ fellows who specialize in various branches of

science, including physical, chemical, biological, agricultural, medical, and inter-disciplinary sciences, and the history of science. The academy organizes seminars, conferences, workshops, training programmes, and lectures that address issues of national and societal significance, leveraging the scientific expertise of its Fellows. Through its Inter-academy activities, INSA conducts refresher courses and training programmes for teachers and has released several reports, policy papers, books and journals.

# About NCGG



The National Centre for Good Governance (NCGG) was set up in 2014 by the Government of India as an apex-level autonomous institution under the auspices of the Department of Administrative Reforms & Public Grievances, Ministry of Personnel, Public Grievances and Pensions, Government of India. The Centre traces its origin to the National Institute of Administrative Research (NIAR), which was set up in 1995 by the Lal Bahadur Shastri National Academy of Administration (LBSNAA), the Government of India's topmost

training institute for civil services. NIAR was subsequently rechristened and subsumed into NCGG. NCGG deals with a gamut of governance issues from local, state to national levels, across all sectors. The Centre is mandated to work in the areas of governance, policy reforms, capacity building and training of civil servants and technocrats of India and other developing countries. It also works as a think tank. NCGG has its head office in New Delhi and a campus in Mussoorie.

# Vision of LEADS



# Programme Schedule

INSA-NCGG LEADS : April 7th - 13th, 2026										
Program Schedule										
Day/Date	9:00 - 10:15	10:15 - 11:30	11:30 - 12:00	12:00 - 13:15	13:15 - 14:30	14:30 - 15:45	15:45 - 16:15	16:15 - 17:30	17:30-18 :00	Evening Sessions (Informal)
Tuesday 07-04-2026	Inauguration by 1. Sh Rajiv Kumar, Former Vice Chairman, NITI Aayog 2. Prof. Shekhar Mande, President, INSA 3. Prof. Ashutosh Sharma, Former President, INSA	L1 Sh Rajiv Kumar, Former Vice Chairman, NITI Aayog Talk Title: Viksit Bharat: Opportunities and Challenges	High Tea	L2 Prof. Ashutosh Sharma, Immediate Past-President, INSA Talk Title: Everything you wanted to know, but were afraid to ask		L3 Prof. UB Desai Indian Institute of Technology, Hyderabad Kandi, Sangareddy Talk Title: Going Against The Grain: Leadership and Building an Innovative Institute		L4 Prof. Shekhar Mande, President INSA and Former DG, CSIR Talk Title: Managing Large Institutions		ES1 : 18:00 - 19:15 Informal Introduction
Wednesday 08-04-2026	L5 Sh. Anil Swaroop, IAS Talk Title: You can make it happen	L6 Mr. Uday Umesh Lalit, Former Chief Justice of India Talk Title: Court cases and Legal Affairs, Conflict Resolution		L7 Shri Rakesh Asthana, Former Spl Director, CBI; DG, BSF and Commissioner, Delhi Police Talk Title: Anti Corruption Structure in India		L8 Mr. Kalyan Ray-Deccan Herald Talk Title: ABC of Media Engagement: Dos and Don'ts		L9 Sh. Vaibhav Dange, Former Advisor, National Highways Authority of India, Ministry of Road Transport & Highways Talk Title: Technology-Driven Governance: Architecting Transparency, Efficiency, and Citizen-Centric Systems		ES2 18:00 - 19:15
Thursday 09-04-2026	L10 Sh. Rajesh Saxena Retd. Joint Secretary (Pers), HQ Integrated Defence Staff, Ministry of Defence Talk Title: From Budgeting to Outcomes: Reimagining PFM for Scientific Organisations	L11 Dr Sanjay Behari, Director, SCTIMST Talk Title: Gestures as means of non-verbal communication...and their administrative implications		L12 Prof J Gowrishankar, Honorary Professor, Dept of Systems and Computational Biology, INSA Honorary Scientist Talk Title: Publication Ethics and Policy		L13 Mr. Sandeep Mukherjee Director (Pers Policy Res-II) Institute of Secretariat Training and Management (ISTM), DoPT Talk Title: Conduct Rules and Disciplinary Procedures		L14 Mr. Sandeep Mukherjee Director (Pers Policy Res-II) Institute of Secretariat Training and Management (ISTM), DoPT Talk Title: Vigilance and Lokpal		ES3 18:00 - 19:15 Team Building Activity with Mr. Rajesh Kashyap
Friday 10-04-2026	L15 Sh. Srideb Nanda Sr. Controller of Stores & Purchase CSIR Headquarters Talk Title: Procurement & GEM	L16 Prof. Rishikesh T. Krishnan, IIM Bangalore Talk Title: Leading Changes		L17 Mr. R. Gopalakrishnan, Former Executive Director of Tata Sons Ltd. Talk Title: Future-Ready Leadership: Insights from Industry	Lunch	Visit to New Parliament Building	Tea / Coffee	Visit to New Parliament Building	Tea with snacks	ES4 Prof. Indranil Manna Vice President, INSA & Vice Chancellor, BITS Mesra Talk Title: Leadership in S.E.-I to make India Viksit Bharat @ 2047
Saturday 11-04-2026	L18 Sh. Punit Yadav, Additional Secretary, DARPG Talk Title: Public Grievances	L19 Mr. Vijay Kumar Sharma, Former Chairman, Life Insurance Corporation of India (LIC) Talk Title: Managing Large Institutions	Tea/ Coffee	L20 Sh. Ranjan Kumar, Former Deputy Director, ISTM Talk Title: Recruitment Rules, Parliamentary Questions & Cabinet Note		L21 Prof. Sachin Kumar Sharma Director General Research and Information System for Developing Countries (RIS) Talk Title: Case of Agricultural Negotiations at WTO		L22 Ms. Seema Joshi, Practicing Lawyer, Member of New Delhi District Legal services Talk Title: PoSH in Scientific Institutions: Understanding PoSH Act, Legal Compliance, and Building Safe Workplaces		ES5
Sunday 12-04-2026	L23 Ms. Mansi Chaudhry, Intellectual Property Attorney Talk Title: Intellectual Property Awareness, Strategy, and Management for Leadership in Science and Technology	L24 Dr. RK Suri, Clinical Psychologist Talk Title: From Stress to De-Stress: Ensuring Mental Health Wellness		L25 Dr. K. K. Narayanan, Managing Director of Metahelix Life Sciences Talk Title: The Business of Science: The Bridge Between Discovery and Impact		L26 Prof. A.B. Pandit, Vice Chancellor, ICT Talk Title: How to manage Indian University?		L27 Mr. Deepak Vohra, IFS (Retd.) Former Indian Ambassador		ES6 18:00 - 19:15 Cultural Evening
Monday 13-04-2026	L28 Chandralekha Mukherjee, Principal Advisor, CBC Talk Title: Public Interface in Science Leadership	L29 Mr. Deepak Kapoor Former Chairman, PWC India Talk Title: Leadership and Governance		Valedictory Session 1. Chief Guest: Sh. Bharat Lal, Secretary General & CEO, NHRC 2. Prof. Shekhar C. Mande, President INSA 3. Dr. Surendrakumar Bagde, DG, NCGG						



# INAUGURAL SESSION

The Leadership Development Program in Science and Technology (LEADS - April 2026) was inaugurated at the INSA campus in New Delhi. This program is a joint effort between the Indian National Science Academy (INSA) and the National Centre for Good Governance, Government of India. The inaugural ceremony began with the lighting of a ceremonial lamp. This act symbolizes knowledge, collaboration and the spirit of scientific leadership. The event featured Chief Guest Dr. Rajiv Kumar, Former Vice Chairman of NITI Aayog and other notable dignitaries, including Prof. Shekhar C. Mande, President of INSA, Prof. Ashutosh Sharma, Former President of INSA; Dr. Brajesh Pandey, Executive Director of INSA; and Dr. Gazala Hasan, Assistant Professor at NCGG.

Dr. Brajesh Pandey spoke about the vision of the LEADS program. He emphasized to strengthen leadership skills among scientists and academics. Dr. Gazala Hasan discussed the program's role in promoting professional growth and improving understanding of governance. Prof. Ashutosh Sharma, provided details about the genesis of LEADS. He highlighted the need for leadership training to help scientists develop into future institutional leaders.

While addressing the participants, Prof. Shekhar Chintamani Mande urged upcoming scientific leaders to embrace innovation, teamwork and responsibility within their institutions. He also mentioned a new leadership program for science administrators that INSA and the Capacity Building Commission are organizing. This initiative comes from the success of the LEADS program and was recently launched under Mission Karmayogi.

In the inaugural speech, Chief Guest Dr. Rajiv Kumar inspired attendees to move beyond just administrative roles and become visionary scientific leaders for Viksit Bharat @2047. He discussed the three transitions India has experienced: political, social and economic. He urged scientists to take advantage of the opportunity to move from 'Lab to Land' and work towards achieving economic security alongside environmental security.

LEADS 2026, taking place from April 07 to 13, 2026 unites scientists and academics from all over the country for focused leadership training, dialogue and skill development.



## LECTURE - 01: “Viksit Bharat: Opportunities and Challenges”

**Shri Rajiv Kumar**

**Former Vice Chairman, NITI Aayog**

During his inaugural address, Dr. Rajiv Kumar, Former Vice Chairman of NITI Aayog, shared deep insights from his experiences as a policymaker. He pointed out that one major challenge for scientists and academics moving into leadership is not just managing institutions; it is about creating motivated and collaborative teams. He stressed that strong institutions are created by people, not just infrastructure. He encouraged attendees to shift away from hierarchical thinking and to develop a culture of teamwork, respect and shared goals.

Dr. Kumar urged participants to come back from the LEADS program as builders of teams and schools of thought. He mentioned that India has a history of producing exceptionally talented individuals. However, future leaders must focus on collective success and building strong institutions.

Reflecting on India's development path, he highlighted the need for trust among key national players: government, academia, industry and civil society. For India to progress toward Viksit Bharat @2047, collaboration based on trust, shared responsibility and a unified national vision is essential.

He urged scientists to be innovators instead of bureaucrats. He reminded participants that scientific leadership should blend intellectual strength with social responsibility and public purpose. He emphasized the need for forward-thinking and laid out three key goals for India's future: enhancing global economic leadership, ensuring high living standards for all citizens and pursuing growth that balances prosperity with environmental care.

Dr. Kumar highlighted India's unique responsibility to achieve rapid economic growth while protecting environmental resources, a feat no nation has fully accomplished. He noted that innovation, cross-disciplinary approach and strong scientific leadership will be crucial for finding this balance.

In his closing remarks, he urged participants to lead with vision, teamwork and commitment to the nation, reminding them that India's future relies on leaders who can build institutions, foster trust and inspire collective efforts for nation building.



## LECTURE - 02: “Everything you wanted to know, but were afraid to ask”

**Prof. Ashutosh Sharma**

**Former President, INSA & Former Secretary, DST-GoI**

The second lecture was delivered by Prof. Ashutosh Sharma from IIT Kanpur, the Immediate Past President of the Indian National Science Academy, Former Secretary, Department of Science and Technology, GoI and Institute Chair Professor at IIT Kanpur.

Prof. Sharma reflected on what makes science and technology effective. He highlighted the significance of research focused on solving problems over approaches driven by tools. He emphasized that the connection between invention and intervention is essential for creating real-world impact. He also noted the important role of policy, along with cultural and behavioral factors, in shaping scientific research and its applications.

While discussing changes in academic and leadership roles, he described the challenges of transitioning from scientist to administrator. These challenges include shifts in identity, gaps in skills, and time pressures. He also mentioned opportunities for broader impact, growth in leadership, and expanding networks. He offered practical advice on managing this transition through mentorship, training, and keeping a balance with research.

Prof. Sharma further stressed the value of inner leadership, soft skills and careful decision-making, connecting this to Maslow’s model of motivation.

The session was very engaging, with active participation and thoughtful questions from the audience.





## LECTURE - 03: “Going Against The Grain: Leadership and Building an Innovative Institute”

**Prof. Uday B. Desai**

**Vice President, INSA & Founding Director of IIT Hyderabad**

U. B. Desai, Vice President of the Indian National Science Academy, took the stage for the third lecture of Day 1 at LEADS 2026. His topic was “Going Against the Grain: Leadership and Building an Innovative Institute.”

He initiated things off with a simple but tough question: What is leadership? Calling on the words of Antoine de Saint-Exupéry, Prof. Desai made it clear, leadership isn’t just about handing out tasks. It’s about inspiring people to chase a common purpose and vision.

Throughout his talk, he dug deep into what it means to be a visionary leader who’s actually building something that lasts. He spoke about how real, lasting impact comes from staying true to your purpose, not just your job title. He pushed young leaders to show courage, make responsible choices and not be afraid to take the road less traveled.

One idea stood out: real growth doesn’t just follow the rules. Break the pattern, discontinuity leads to real innovation. And when things go south? That’s just part of learning. Prof. Desai argued that failure shapes resilience, humility, and honestly, a more mature way of thinking.

Wrapping up, he brought it back to the bigger picture. Strong intellectual communities built on mentorship, teamwork, and good professional networks can turn any institute into a hotbed of innovation. He pointed to IIT Hyderabad as living proof.

The whole lecture packed some sharp lessons on leadership, how to build great institutions, and what it really takes for the next generation of science leaders to step up.





## LECTURE - 04: “Managing Large Institutions”

**Prof. Shekhar Mande**

**President INSA and Former DG, CSIR & Secretary, DSIR**

Prof. Shekhar Chintamani Mande, President of the Indian National Science Academy, took the stage for the fourth lecture on Day 1 at LEADS 2026. His topic of address was “Managing Large Institutions.” He started with a simple truth: real leadership is built on integrity and a refusal to tolerate corruption. He spoke from experience and shared how leaders can really change things by blending strict rules with a good dose of empathy and humanity.

Prof. Mande brought up some big national projects, like the Phenome India-CSIR Health Cohort Knowledgebase, and talked about how India’s scientists rallied during the COVID-19 crisis. He made the point clear that strong leadership can steer huge institutions toward public good, especially when the stakes are high.

He didn’t just stop at policy and science. When it comes to team building, Prof. Mande stressed the importance of nurturing talent that’s ready for whatever comes next. He cited Kapil Dev’s heroic lead in the 1983 World Cup, showing how believing in your team and letting them shine can lead to incredible success.

By the end, the audience had a different perspective. Prof. Mande encouraged everyone to see failure as a chance to learn, not something to fear. Positivity, teamwork and jumping in with both feet, he said are the keys for building institutions that can weather any storm and make a real difference.





## LECTURE - 05: “You Can Make It Happen”

### Shri Anil Swarup Former Coal Secretary, GoI

Anil Swarup, Former Coal Secretary, took the stage on the second day of the INSA–NCGG Leadership Development Programme in Science and Technology (LEADS) on April 8, 2026. His talk, titled “You Can Make It Happen,” felt more like a conversation than a lecture. Drawing from years of navigating government corridors, Swarup laid out what true leadership looks like in the Indian bureaucracy. He didn’t shy away from the hard parts, learning from failure, making sure you don’t repeat the same mistakes and figuring out how to work with all kinds of personalities and cultures in public service.

Swarup shared plenty of real-world wisdom about how senior officers actually get things done in government. He talked about tackling crises head-on and solving tough problems, especially in the coal sector and the larger Indian economy. But his main point hit home: ideas only translate into action if decision-makers buy in. Whether you’re pushing a plan at work, in government, or even in your personal life, you need to make sure it’s politically acceptable. Observing how leadership works, prepping thoroughly, and communicating clearly, he said are all vital steps.

He also laid out a simple-but-solid checklist for evaluating any new policy idea. Make sure it’s desirable for society, possible with today’s tech, financially sound, administratively practical and legally solid. And don’t forget, people need to connect with it emotionally, you need to show them what’s in it for them to earn their trust. Plus, every initiative should be sustainable; development only works if it respects the environment.

All told, Swarup’s talk gave everyone a fresh look at what leadership and good decision-making mean. He didn’t just share theories, he offered practical tips that leaders in public administration can use right away to make a real difference.





## LECTURE - 06: “Court cases and Legal Affairs, Conflict Resolution”

**Shri. Uday Umesh Lalit**  
**Former Chief Justice of India**

Mr. Uday Umesh Lalit, Former Chief Justice of India was the speaker for INSA NCGG LEADS lecture on the subject 'Court Cases and Legal Affairs, Conflict Resolution' held at INSA's Multipurpose Hall.

Various subjects such as court cases, legal affairs, etc., associated with the Indian judicial system and conflict resolution were discussed during the lecture. Some examples of court cases were cited, and according to him, there could either be civil or criminal court cases. While civil court cases involve cases that are concerned with private disputes between individuals relating to property and other issues, criminal court cases involve disputes that are considered to be an offense against the state.

Furthermore, he explained that the scope of legal affairs covers aspects such as law-making, law interpretation, and law enforcement conducted by various bodies of the government. In his experience, some of the most important people in making the legal process function efficiently are lawyers, judges, and legal advisers. But then again, not all conflicts are resolved through court cases. Many of them could be sorted out by way of conflict resolution methods.





## LECTURE - 07: “Anti-Corruption Structure in India”

**Shri Rakesh Asthana**

**Former Special Director of CBI, DG-BSF & Commissioner of Delhi Police**

The distinguished Shri Rakesh Asthana, IPS, Former Special Director of CBI and Former Police Commissioner of Delhi gave an interesting lecture on the topic of 'Anti-Corruption Strategies – Indian Experience' on 8 April 2026 at INSA, NCGG, LEADS.

Mr. Asthana with his wide experience of services in Government of India explained the multi-tier anti-corruption strategy that acts in the interests of prevention, investigation and prosecution of corrupt conduct. He also shed light on various aspects of corruption including its types, UNCAC, International cooperation, Mutual Legal Assistance and explained the significance of the Central Vigilance Commission which acts as the apex vigilance organization and oversees the vigilance administration as well as gives advice on matters pertaining to integrity to various organizations of the Government.

He discussed the impact of corruption on poor people and referred to various studies of the World Bank on this issue. He elaborated on the important role played by the Prevention of Corruption Act in dealing with corruption cases and explained about Lokpal & Lokayuktas which act as Ombudsman at State level in India.





## LECTURE - 08: “ABC of Media Engagement: Dos and Don'ts”

**Mr. Kalyan Ray**  
**Journalist at Deccan Herald**

Mr. Kalyan Ray, Deputy Chief of Bureau, Deccan Herald and Senior Journalist conducted a talk on 'ABC of Media Engagement: Dos & Don'ts' at INSA under the INSA-NCGG LEADS Programme today.

While speaking on the topic, he laid stress on clarity in communication, professionalism, need for approval and responsibility while dealing with media. Accuracy and clarity in engagement are very crucial in ensuring that all the information provided by us to the media should be accurate and clear. As per him, the most important things that should be kept in mind while dealing with media are the respect for deadlines, verification of facts before communicating, and use of simple language for wide reach.

In addition, he advised participants to be mindful of the potential impact of their statements, noting that even minor inaccuracies can lead to misinterpretation or reputational risks. He also highlighted the need for prior approvals and institutional alignment before sharing information publicly, ensuring that communication reflects organizational positions accurately.





## LECTURE - 09: “Technology-Driven Governance: Architecting Transparency, Efficiency, and Citizen-Centric Systems”

**Shri Vaibhav Dange**

**Former Advisor, NHA, Ministry of Road Transport & Highways**

Dr. Vaibhav Dange, former advisor to the National Highways Authority of India, Ministry of Road Transport and Highways, gave a lecture on the theme of 'Technology-Driven Governance: Building Transparent, Efficient, and People-Centric Systems' at the INSA-NCGG LEADS programme on 8 April 2026.



Dr. Dange discussed the concept of technology-driven governance, which has revolutionized the functioning of the government in delivering its services to become more efficient and convenient for the citizens. He also referred to the projects under the Digital India initiative, which has enabled the use of technological interventions to facilitate administrative processes and make them less cumbersome.



He added that technology helps in efficient data management and monitoring, thus aiding in informed decision-making. According to Dr. Dange, people-centric systems aim at enhancing convenience and accessibility while ensuring that citizens find it easy to interact with the government online.





## LECTURE - 10: “From Budgeting to Outcomes: Reimagining PFM for Scientific Organisations”

**Shri Rajesh Saxena**

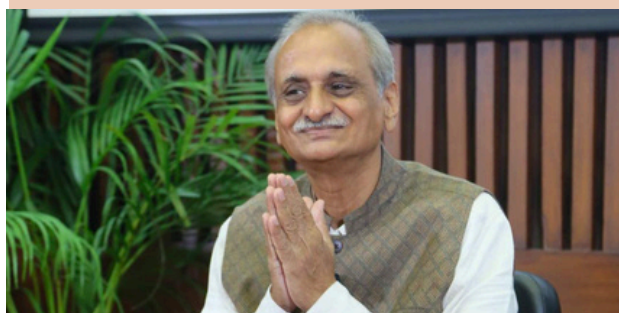
**Retired JS (Personnel), HQ Integrated Defence Staff, Ministry of Defence**

Shri Rajesh Saxena, Retired Joint Secretary (Personnel), HQ Integrated Defence Staff, Ministry of Defence delivered his lecture on 09th April 2026 at INSA in LEADS 6.0.

In his presentation, he talked about the way scientific institutions could look beyond the existing framework of Public Financial Management and adopt an output-outcome-based approach instead of a purely budget-centric one. He presented the concept of Outcome Monitoring Framework, whereby financial inputs lead to desired outcomes through systematic and well-defined means. He emphasized the need for sound project planning and monitoring.

With the help of a comprehensive case study, he showed how one could systematically move from inputs and activities to outputs, outcomes, and impact assessment of scientific programs. He highlighted the need for appropriate indicators for measuring success in each stage of the process. He further suggested the possibility of using proxy indicators whenever direct measurement proves problematic. He referred to SMART indicators – Specific, Measurable, Achievable, Relevant, and Trackable as crucial tools for evaluation purposes.

In summary, he set out what was expected from the researchers who held grants, and made it clear that true accountability was not just about the use of money. It was about achieving tangible outcomes and making a difference.





## LECTURE - 11: “Gestures as Means of Non-Verbal Communication and Their Administrative Implications”

**Dr. Sanjay Behari**

**Director, Sree Chitra Tirunal Institute for Medical Sciences & Technology**

Dr. Sanjay Behari, Director of Sree Chitra Tirunal Institute for Medical Sciences & Technology addressed the participants on 09 April 2026 during the third day of LEADS 6.0. The topic was "Gestures as Means of Non-Verbal Communication and Their Administrative Implications."

The presentation presented a thorough analysis of the role played by non-verbal cues and behavior in the administration of institutions. In his opening remarks, he emphasized the significance of maintaining proper documentation. According to him, proper record-keeping helps in institutional memory and accountability. Further, he emphasized the importance of being physically and mentally present during meetings. He argued that being present does not imply active participation.

On project management, he highlighted that good project writing requires adequate background information and well-defined annual outputs. This is important for the setting of clear targets and tracking of progress. In addition, he emphasized the importance of using checklists as an efficient tool to minimize error, enhance administrative efficiency and standardization.

By engaging participants in interactive activities such as “Protect Your Wallet,” “Know Your Watch,” and “Handshake versus Namaste,” he made it clear that small actions and situational awareness were crucial in creating perceptions and effective communication. He even went ahead to cover sensitive subjects like workplace violence and harassment, advocating for awareness, sensitivity and prevention.

Finally, he compared the two approaches, which were deconstruction and reconstruction. All in all, the lecture was insightful in explaining the role of non-verbal communication, awareness and discipline in an institution.





## LECTURE - 12: “Publication Ethics and Policy”

**Prof. J Gowrishankar**

**Honorary Professor at University of Hyderabad and INSA Honorary Scientist**

Prof. J. Gowrishankar, Honorary Professor from the Department of Systems and Computational Biology at the University of Hyderabad and INSA Honorary Scientist, gave a presentation on the theme 'Publication Ethics and Policy' under the INSA-NCGG LEADS Program on 9 April 2026.

He spoke on the publication ethics and policy that relates to the principles and standards followed in the creation, evaluation, and distribution of scholarly and professional literature. He also explained the ethics that guarantee honesty, openness and responsibility in scientific research and publication.

The presenter also highlighted how the authors are supposed to submit their original works and ensure proper citations without plagiarizing others' works. They must also reveal their conflicts of interest. He also explained the roles of the editor and reviewers. According to Prof. Gowrishankar, the ethics and policies also cover concerns such as data manipulation, duplication of publications, authorship disagreements and other such issues.





## LECTURE - 13 & 14: “Conduct Rules & Disciplinary Procedures and Vigilance & Lokpal”

**Shri. Sandeep Mukherjee**  
**Director (Pers. Policy Res-II) ISTM, DoPT**

The lecture was delivered by Shri. Sandeep Mukherjee, Director (Pers. Policy Res-II) ISTM, DoPT, on 'Conduct Rules, Disciplinary Procedures, Vigilance and Lokpal' in the INSA-NCGG LEADS Programme held on 9 April 2026, INSA.

He elaborated upon the pertinent conduct rules and disciplinary procedures that have been set up in order to maintain integrity, accountability, and efficiency amongst the civil servants employed under Government of India. He mentioned that the Central Civil Services (Conduct) Rules, 1964 lay down the code of conduct which is expected from a civil servant. The official should be characterized by integrity, dedication to duties and a non-partisan attitude

Disciplinary procedure is primarily governed by the Central Civil Services (Classification, Control and Appeal) Rules, 1965. This lays down the procedure to be followed in respect of misconduct committed by a civil servant. Based upon the nature and gravity of misconduct, penalties may vary from comparatively mild ones such as warning, censure, or withholding of increments to severe ones such as suspension, reduction in rank, compulsory retirement, removal, or dismissal from service.

As per Shri. Mukherjee, vigilance in India means those instruments that have been put in place to combat corruption, ensure transparency, and accountability within the administration. The role played by the Lokpal includes investigation powers, supervisory jurisdiction over the Central Vigilance Commission, and timely inquiries. Hence, the combination of vigilance and the Lokpal regime is very important in fostering ethics in governance, eliminating corruption, and building trust in Indian administration.





## LECTURE - 15: “Procurement & GEM”

**Shri. Srideb Nanda**

**Senior Controller of Stores & Purchase, CSIR Headquarters**

The fourth day of LEADS 6.0 was marked by a very interesting session by Sh. Srideb Nanda, Sr. Controller of Stores & Purchase, CSIR Headquarters titled “Procurement and GeM”.

It covered all the major areas of public procurement ranging from the basic concepts, regulations, and process aspects including need assessment, cost estimation, technical specifications, and annual procurement planning. It also focused on the significant issues including DFPR, code of integrity, procurement windows, and the growing GeM concept, along with challenges faced in the area of public procurement. The session was quite interactive due to active participation of the participants, who asked many meaningful questions that added to the value of the session.

The session came up with the importance of transparency, efficiency, and accountability as some of the key components of public procurement process. Sh. Srideb Nanda explained how important is it to follow ethical considerations and use technology, for example, through GeM platform to ensure competitiveness and efficiency of the process.





## LECTURE - 16: “Leading Changes”

**Prof. Rishiksha T. Krishnan**

**Professor of Strategy at the Indian Institute of Management Bangalore**

In the second session of the fourth day of LEADS 6.0, Prof. Rishiksha T. Krishnan, Professor of Strategy at Indian Institute of Management Bangalore, gave his lecture on the topic “Leading Change.”

He started off by considering the way that the directors of IIM Bangalore have managed to lead transformation in the institute through the process of spotting new areas for development, ensuring financial stability, building up a strong network of alumni and ensuring resource, capability and talent diversity.

Using the example of the National Chemical Laboratory (NCL), he explained how the institute managed to build the bridge between science and industry. He stressed that leading transformation is not an easy task, explaining some of the projects of Dr. Mashelkar at NCL.

Concluding his presentation, he listed three important roles that a leader should play - strategist, organization builder and performer, while ensuring alignment of 7S – strategy, staff, style, shared values, structure, systems and skills. His dynamic presentation was very interesting for all participants.





## LECTURE - 17: “Future-Ready Leadership: Insights from Industry”

**Shri. R. Gopalakrishnan**  
**Former Executive Director of Tata Sons Ltd.**

The third session of the fourth day at LEADS 6.0 was presented by Shri. R. Gopalakrishnan, Former Executive Director of Tata Sons Ltd, on “Future-Ready Leadership: Lessons From The Industry.”

To begin with, Mr. Gopalakrishnan quoted from A. P. J. Abdul Kalam stating that true leaders should be humble about their failures and generous about giving credits to the team for any success they achieve. Through his experience as a leader of Tata Group, Mr. Gopalakrishnan gave us some very interesting and insightful lessons in leadership, focus and dealing with difficulties in the changing environment.

In addition, he stressed that readiness for the future involves constant learning and adaptation, as well as being able to foresee change rather than react to it. Emphasizing the significance of emotional intelligence and ethical behavior, he exhorted the audience to be self-aware and resilient in order to develop these qualities within themselves. In conclusion, he challenged the young professionals to be inquisitive and confident in their abilities to lead. This was a very interactive and informative session.





# VISIT TO PRADHANMANTRI SANGRAHALAYA

Participants of LEADS April 2026 visited Pradhanmantri Sangrahalaya on 10 April 2026, where they gained an overview of the political and development history of India in great detail.

The tour of the museum provided an overview of the chronological history of the Prime Ministers of India through their styles of leadership, decisions made and contributions to the building of the nation. Participants of the tour had an overview of the journey of India starting from 1947 up to date covering milestones achieved under various Prime Minister's rule in governance, economics, science and societal changes in the country.

In addition to that, one of the most interesting parts of the tour covered gifts given to Indian Prime Ministers from other countries indicating diplomatic ties and foreign policy of India throughout history. The importance of the Constitution of India has been highlighted as well.

Finally, a glance at India's future vision and mission has been taken at the end of the tour indicating its way towards becoming a developed country. Overall, the tour was informative, reflective and enlightening.





## LECTURE - ES4: “Leadership in S-E-T to make India Viksit Bharat @ 2047”

**Prof. Indranil Manna**  
**Vice President, INSA & Vice Chancellor, BITS Mesra**

An illuminating lecture titled “Leadership in Science, Engineering, and Technology (S-E-T) to Make India Viksit Bharat @2047” was delivered by Prof. Indranil Manna, Vice President of Indian National Science Academy and Vice Chancellor of Birla Institute of Technology Mesra, on 10 April 2026 at the INSA Auditorium.

Prof. Manna began his lecture by drawing attention to the increasing technological capabilities of India as evidenced by the Chandrayaan-3 mission and went on to elaborate about the role of science, engineering and technology as integral components.

The speaker then went on to talk about startups and their life cycle, with emphasis on financial cycles and execution cycles required for innovations. Moreover, the IMPRINT Programme, which focuses on linking research with practical implications, was discussed in detail by the lecturer.

Prof. Manna concluded his lecture by putting the whole Indian scientific scenario into perspective through discussing important determinants such as economic growth, GER, and investment in education, among other things.





## LECTURE - 18: “Administrative Reforms in India: Use of Emerging Technologies in Effective Redressal of Public Grievances”

**Shri. Punit Yadav**  
**Additional Secretary, DARPG**

The opening lecture on Day 5 of LEADS 2026 was delivered by Shri Punit Yadav, Additional Secretary, DARPG, Government of India. The topic discussed by him was “Administrative Reforms in India: Use of Emerging Technologies in Effective Redressal of Public Grievances.”

He elaborated on the CPGRAMS (Centralized Public Grievance Redress And Monitoring System) as an important platform for implementing the idea of SMART Governance, and explained why it is regarded as one of the largest digital platforms in the world for addressing citizen grievances.

Some major reforms that took place in 2022 included a focus on making the portal universally accessible by including 22 languages so that citizens from different backgrounds can avail of the portal. The principle of “One Nation, One Portal” was adopted whereby ministries and states could come together on one platform.

He went on to point out that most cases get settled in 20-21 days. However, there might be exceptions, for example, regarding income tax issues. He also talked about the Sevottam Scheme and Grievance Redressal

Assessment & Index (GRAI) that helped ministries to increase their performance. Lastly, he talked about CPGRAMS mobile app and chatbot among other technological innovations.

Overall, the session provided a clear understanding of how technology-driven systems are making governance more transparent, accountable and citizen-centric, with India’s model even gaining international attention.





## LECTURE - 19: “Managing Large Institutions”

**Shri. Vijay Kumar Sharma**  
**Former Chairman, Life Insurance Corporation of India (LIC)**

Lecture 02 on Day 5 of LEADS 2026 was presented by Shri Vijay Kumar Sharma, Former Chairman of LIC of India, on the thought-provoking theme "Managing Large Institutions."

Firstly, he discussed his experiences at LIC and said that managing large institutions involves an excellent understanding of their organizational structure and culture with reference to examples from LIC, Mahindra & Mahindra, Tata Steel, ICICI Bank etc. Further, he elaborated that the core of managing large institutions is minimum discretion and maximum transparency.

Further, he discussed that a good leader should always identify and understand all the stakeholders. In addition to this, he said that a good leader should have an effective purpose. By referring to some leaders such as Shri Ratan Tata, Homi J. Bhabha and Dr. A.P.J. Abdul Kalam, he said that leadership does not involve any selfishness but it involves humbleness, vision and services to society and country.

The lecture ended with a remarkable discussion on motivating others and establishing a healthy work environment among people that makes them achieve.





## LECTURE - 20: “Recruitment Rules, Parliamentary Questions & Cabinet Note”

**Shri. Ranjan Kumar**  
**Former Deputy Director, ISTM**

Lecture 03 of Day 5 of LEADS 2026 was presented by Shri Ranjan Kumar, Former Deputy Director, ISTM on the crucial topic of "Recruitment Rules, Parliamentary Questions & Cabinet Note."

Shri Ranjan Kumar started his lecture with an explanation of the concept of Cabinet and its importance. He emphasized the necessity of stakeholder consultations before drafting a Cabinet Note and the need to examine all constitutional provisions and rules involved. He also elucidated Government of India (Transaction of Business) Rules, 1961, listing cases in which mandatory Cabinet approval is required.

He mentioned that a Cabinet Note should be written concisely, structured properly, and not exceed 7-8 pages. The Cabinet Note should have sufficient background information, state-specific details and the proposal itself. It is also necessary to take consultations from the stakeholders concerned. He also gave valuable information about the types of Parliamentary Questions, namely Starred, Unstarred and Short Notice Questions, and how to conduct background research for framing effective Parliamentary Questions.





## LECTURE - 21: “Case of Agricultural Negotiations at WTO”

**Prof. Sachin Kumar Sharma**

**Director General Research & Information System for Developing Countries**

The fourth lecture on Day 5 of LEADS 2026 was given by Prof. Sachin Kumar Sharma, Director General, Research and Information System for Developing Countries (RIS), on “Case of Agricultural Negotiations at WTO.”

Starting with a strong and thought-provoking question – “What are we really negotiating?”, he pointed out that while trade negotiations might appear to be simply a business activity, they actually consist of structured negotiations between nations, with the aspects of cooperation, sustainability and development playing an important role in them. Through practical illustrations, he made the lecture extremely interactive and insightful.

He talked about bilateral, regional and multilateral trade negotiations and also pointed out that not everyone agrees on these issues, hence negotiators should have a larger perspective. He focused on issues related to MSP and food security, especially taking India’s stand into consideration.

His closing remarks reinforced that effective negotiation is not just about reaching agreements, but about safeguarding long-term developmental priorities.





## LECTURE - 22: “PoSH in Scientific Institutions: The PoSH Act, Legal Compliances, and Creating Safe Workplaces”

**Ms. Seema Joshi**

**Advocate & External Member of the NALSA Internal Committee**

The fifth lecture on the day fifth was presented by Ms. Seema Joshi, Advocate & External Member of the NALSA Internal Committee on the topic “PoSH in Scientific Institutions: The PoSH Act, Legal Compliances, and Creating Safe Workplaces”.

She said that creating a safe workplace not only entails following rules but also involves making a significant change within organizational culture. Recalling the evolution of the PoSH act from the Bhanwari Devi case to the present, she stressed on the importance of Internal Committees, training and awareness as crucial steps in the process.

She explained how to file a complaint within 90 days. She also talked about the need for Internal Committees to be gender-neutral, non-judgmental, and evidence-based. Moreover, she gave an introduction to key aspects of the PoSH Act, 2013, which include recent changes in terms of inclusivity and online sexual harassment. Safeguards included were the confidentiality and rights of both complainants and respondents to have a fair hearing and appeal. She concluded the lecture by giving a few examples from real life.





## LECTURE - 23: “Intellectual Property Awareness, Strategy, and Management for Leadership in Science and Technology”

**Ms. Mansi Chaudhry**  
**Intellectual Property Attorney**

Ms. Mansi Chaudhry, Intellectual Property Attorney, conducted an illuminating lecture titled “Intellectual Property Awareness, Strategies & Management for Leadership in Science & Technology,” on 12 April 2026.

The lecture emphasized the importance of Intellectual Property (IP) management in building innovative eco-systems and developing leadership within science. She explained that by managing intellectual property effectively, the inventions can be protected; the focus on research-driven creativity can be maintained, and a partnership developed between the academic world, industry, and the government.

Some of the important areas explored were IP strategies formulation, IP portfolio management, licensing, and commercialization options. The lecture also touched upon issues such as the complexities of IP, adaptation to international standards, and the interplay of interests between the institution and industry.

This was an informative lecture for aspiring scientists regarding IP awareness and IP management in their research.





## LECTURE - 24: “From Stress to De-Stress: Ensuring Mental Health Wellness”

**Dr. R.K. Suri**  
**Clinical Psychologist**

The second lecture in the sixth day was delivered by Dr. R.K. Suri, Clinical Psychologist, where he spoke about the significance of ‘Mental Health Wellness: From Stress to De-Stress’.

In this informative presentation, Dr. R.K. Suri elaborated about the role of the Amygdala in determining our emotions and how the mind can be regulated to de-stress oneself, through both bottom-up and top-down methods.

Right from understanding our triggers for being emotionally charged, to learning breathing techniques and chanting ‘OM’, it was made clear that mental health is more than just being aware. An extremely fascinating lecture, which made all of us think and reflect on ways to manage stress better.

His key takeaways from this session were that ‘mental health’ is a continuous process that needs constant effort from us. Through consistent practices and emotional regulation, we can become resilient and mentally healthy individuals.





## LECTURE - 25: “The Business of Science: The Bridge Between Discovery and Impact”

**Dr. K. K. Narayanan**

**Managing Director of Metahelix Life Sciences**

The third lecture on the sixth day was an enriching one presented by Dr. K. K. Narayanan, Managing Director of Metahelix Life Sciences titled “The Business of Science: The Bridge Between Discovery and Impact.”

It was an engaging talk where the emerging relationship between the two entities (science and business) was discussed. It was stressed that for innovation, it is important that the science-business relationship be complementary. In his speech, Dr. Narayanan made an interesting comment about the ever-changing nature of science. According to him, the nature of science is such that it keeps challenging existing knowledge systems. Using examples like the introduction of Bt cotton, it was reiterated that it is imperative to have the right kind of adaptability and critical reasoning skills in order to achieve success. In the context of scientific innovation, the idea of “Lab meets the ledger” was highlighted wherein innovation has to have a corresponding viable business model to sustain itself in the market. Another aspect highlighted in his talk was the importance of scientific intellectual property for innovation.

He further talked about the challenges in translating the innovations of the lab into a market-based solution. He further expounded on the ethics and economics of science-based ventures, emphasizing the importance of maintaining a delicate balance between profit and accessibility, especially for essential innovations.

The lecture offered significant perspectives on the ways science and business, when combined intelligently, could act as catalysts for innovation and progress in the nation.





## LECTURE - 26: “How to manage Indian University?”

**Prof. A. B. Pandit**  
**Vice-Chancellor of ICT**

The fourth lecture on the sixth day was very interesting and insightful, with Prof. A. B. Pandit, Vice-Chancellor of ICT, presenting the session entitled “How to manage an Indian university?”

With a wealth of experience at the helm of ICT over its 93-year history, Prof. Pandit provided insights into the process of creating and maintaining a thriving academic institution. The four key pillars for success included well-prepared and capable faculty, motivated students, efficient staff, and financially viable models. The role of merit-based admissions, encouraging student focus within core areas of study and fostering environments of innovation were discussed at length during the lecture.

ICT's robust industry tie-up, applied research initiatives, and entrepreneurial endeavors were also pointed out by Prof. Pandit to provide examples of how Indian universities can succeed in creating innovation and translating it into economic value.

He concluded by emphasizing that effective university management requires a balanced approach that integrates vision, accountability and adaptability.





## LECTURE - 27

**Shri. Deepak Vohra**  
**IFS (Retd.) Former Indian Ambassador**

Shri Deepak Vohra, former Senior Diplomat, delivered a highly anticipated lecture during LEADS 6.0 on 12 April 2026. He began by underscoring India's rapid and transformative growth across key sectors including defence, economy, technology, infrastructure, culture, education and diplomacy.

He invoked the metaphor of Jambavanta to emphasize India's rediscovery of its intrinsic strengths that is self-confidence, self-esteem, self-reliance and national pride. Shri Vohra further illustrated India's diplomatic successes, citing its global leadership during COVID-19 and the G20 Summit. He also spoke about advancements in defence capabilities, positioning India among the world's most powerful militaries, with cutting-edge developments such as hypersonic technology and a robust naval presence.

Continuing, he highlighted India's strides in technology, from satellite launches to the rise of a strong digital economy, along with progress in infrastructure, education, cultural richness and demographic diversity. Concluding his address, he invoked a vision articulated by Sri Aurobindo over a century ago that Bharat is destined to rise and share its eternal light with the world, existing not merely for itself but for the greater good of humanity.





# CULTURAL EVENING RAJASTHANI FOLK DANCE

As one of the cultural segments on the 6th day of the INSA–NCGG Leadership Development Programme (LEADS 6.0), conducted on 12 April 2026, there was a folk dance performance by artists representing the rich heritage of traditional art forms from Rajasthani culture. It included aspects of Kalbeliya Dance, famous for its sinuous and graceful serpent-like movements, and Bhavai Dance, which includes a challenging act called “7 Matka.”

The performance was coordinated by a renowned performer who is a disciple of the revered Pandit Birju Maharaj, and his expertise enhanced the performance immensely. The cultural program gave the participants an opportunity to experience firsthand the folk traditions of Rajasthan, thus making the overall program even more comprehensive, especially after the academic and leadership sessions.

There was also a lot of audience participation in the segment, where some of the participants took the stage to engage in the cultural exchange program along with the dancers, thereby adding another dimension to the program.





## LECTURE - 28: “Public Interface in Science Leadership”

**Ms. Chandralekha Mukherjee**  
Principal Advisor, Capacity Building Commission

Ms. Chandralekha Mukherjee, Principal Advisor, CBC, delivered her lecture on Day 7 of LEADS April 2026 on the theme, "Public Interface in Science Leadership"

According to her, leadership needs a mindset shift that means moving from task-oriented focus to building a long-term vision and impact. In addition, her lecture also focused on several other important gaps that develop during this process of change such as issues related to peer leadership, motivating others, finance and administration, policy-making and public interaction, as well as dealing with stakeholder ecosystems.

Financial Management is one of the core aspects of leadership and she emphasized on this factor in her lecture. In addition, she also talked about another important concept, "Karmayogi Trinity Model" which consists of three major pillars such as Demand, Design and Delivery and facilitates the customized capacity-building programs through the iGOT platform.

The final point raised by the lecturer was about the importance of changing one's perspective from being an expert to visionary leader.





## LECTURE - 29: “Leadership and Governance”

**Shri. Deepak Kapoor**  
**Former Chairman, PwC India**

On Day 7 of LEADS April 2026 Mr. Deepak Kapoor, Former Chairman, PwC India delivered a lecture on the topic “Leadership and Governance”. Starting off his session with honesty, he mentioned how he believed that learning had to be simple and engaging. Keeping in line with his thoughts, he introduced himself and turned the entire session into ten small stories of his life as a leader. Such an approach towards a session left everybody intrigued and engrossed. For further inspiration, he ended each of the stories with a powerful shayari.

Sharing experiences of his life, he imparted invaluable insights about leadership. Taking the right path of leadership means being graceful in whatever you do. The purpose of the organization should be kept ahead of personal gains. Relating his experience with the well-debated Satyam case of PwC, he explained that a crisis can never come on schedule; however, what distinguishes leaders is the way they handle such situations. The first thing that a leader needs to do is accept the situation and move ahead with clarity and grace.

Moreover, he highlighted the point that leadership is based on taking an ethical stance and ensuring respect and dignity for

all, regardless of their status in society. Leaders must maintain focus on their objectives, refrain from getting distracted by anything irrelevant and always ensure that their actions do not damage any relationships with others. An effective leader must have the ability to lead from the trenches, discard one’s ego and actively participate with the teams. He emphasized the significance of always acknowledging achievements and highlighted that governance is not about compliance but about collaboration.





# VALEDICTORY SESSION

The Valedictory Session of the week-long INSA-NCGG LEADS Leadership Development Programme was organized on 13 April 2026.

Total 37 scientists and academics from all over India gathered under one roof to participate in a highly enriching programme, a real saga of eminent speakers, differing views and deliberations on leadership, science administration, policy interface, innovation ecosystem and institutional governance.

The Valedictory Session commenced with a Welcome Address by Dr. Brajesh Pandey, Executive Director, INSA, which focused on the vision underlying the concept of LEADS, and how the program aims to equip Indian scientists with leadership skills needed beyond the laboratory.

Delivering the Valedictory Lecture, Shri Bharat Lal, Secretary General, NHRC stressed on the need for leadership training, strategy planning, and capacity-building at institutions in order to find solutions to national problems through lessons drawn from good governance practices and India's reaction to crises.

The participants expressed their views on what they have learned in the session, after which an address was given by Dr. Surendrakumar Bagde, DG, NCGG, on the need for perpetual learning in an age of information explosion.

During his lecture, Prof. Shekhar C. Mande, President, INSA, highlighted the importance of visionary scientific leadership, which would have the ability to shape the future of Indian science and technology for the coming decades and bring scientific excellence in line with the national aspiration of 'Viksit Bharat 2047'.

After the conclusion of the day's sessions, certificates were distributed amongst the participants on their successful completion of the course. The successful completion of the week-long programme was marked with a Vote of Thanks from Shri Sunil Zokarkar, DED-I (F&A).

With enriching lectures and discussions that focused on collaborative learning and leadership skills, the LEADS Programme lived up to its reputation yet again.

# LIST OF PARTICIPANTS

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Arkopal Kishore Goswami	IIT Kharagpur
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