

# “One should keep pushing for change and growth”

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Heading one of India's top B-School, he has published over 35 refereed papers in journals and written over 160 case studies. Former Dean (Faculty) at IIMA, Former Vice-Chancellor of the Indian Maritime University

**H**onestly speaking, I never set out in my career to work for 'the cause of education.' I found myself excited by the subject of transportation, and decided to become a student of the same.

Having studied at IIM Ahmedabad, which had a focus on Public Systems, and being influenced by the same, I chose to make IIMA my platform for a career. Thankfully, I got the opportunity. It was dream come true: an ability to combine my domain interest while working for an institution whose goals I found myself fully aligned with.

Over the years, I was always happy to take on service roles that I was offered, never viewing it as coming in the way of

my academic work, which naturally flowed. They gave me an insight into institution building.

It also gave me insights into what makes a quality institution. Faculty are a critical stakeholder in such institutions. Faculty freedom and faculty governance are the sustaining forces. Of course, the role of administrative staff cannot be understated. Systems need to enable giving faculty a voice. A wonderful and sometimes painful challenge is working them through democratic processes where there could be more opinions than the number of faculty.

At a certain stage in my life, I realised that I was game for such challenges. Again, I am not sure that my internalisation would work in a new institution or even in an institution where faculty are viewed as say 'employees', to put it crudely for the sake of clarity. Towards this, I am thankful for getting the opportunity to come in as the Director of IIM Bangalore.

For a leader, listening, patience and self-restraint are the key to gain 'reasonable' acceptance. At the same time, one should keep pushing for change and growth. 

