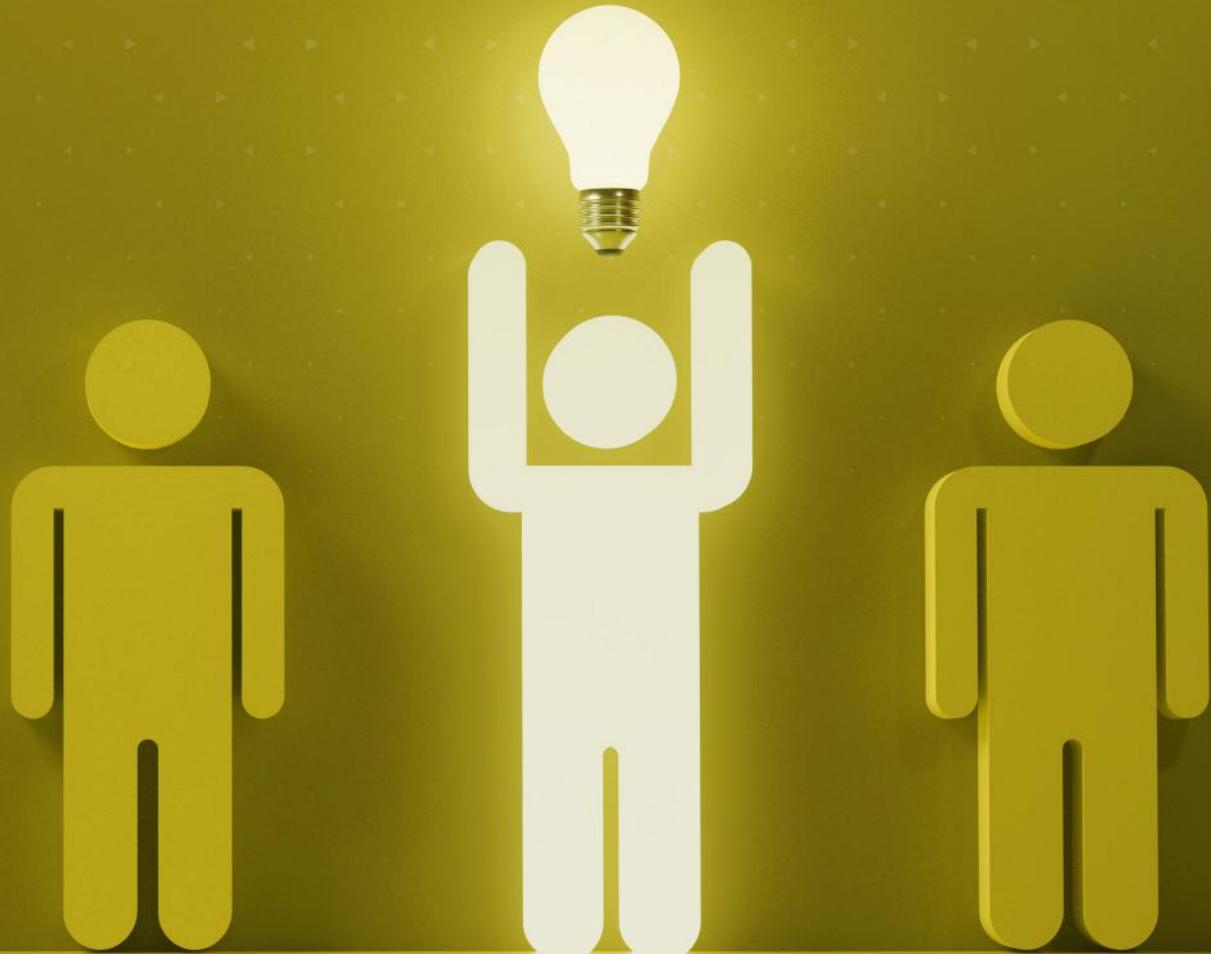


EMERGING MINDS STUDENT'S FORUM



Top 5 Skills for Tomorrow's Leaders'

Contributed by:

Shivani Rajwar & Harshdeep Gangawane

Global Risk Management Institute

The world around us is changing faster than ever, and so are the demands on leaders. Of course, timeless qualities like setting a clear vision and inspiring a team will always matter. But the leaders of tomorrow will need more than just the classics; they will need skills shaped by today's uncertainty, disruption, and constant transformation. To capture what it really takes to lead in this new era, LEAD5 brings together the 5 essential skills that tomorrow's leaders must master, covering every dimension needed to thrive as a truly global leader in the future.

Leading with Intention

The future belongs to leaders who know their 'why' and lead with purposeful actions. With true intention, a clear vision and mission emerge, aligning goals with true purpose. This fosters trust and creates meaningful impact across teams, organizations, and communities. As Generations Z and Alpha prioritize purpose and social contribution, intention becomes not just a guiding principle but a guiding force for authentic engagement and long-term impact that

thrives on aligning work with personal values.

Leading with Digital Confidence

Leaders of tomorrow cannot afford to be digitally novice but must be fluent in the strategic potential of technology to harness digitization with clarity and ease. It is not just about adopting tools, it's about shaping culture, enabling people, and leading change without being overwhelmed by it. Confident digital leaders help teams embrace transformation and unlock new opportunities for growth and impact. For Gen Z and Alpha, this confidence translates into influence to see technology not as a threat, but as a partner in growth, innovation, and trust.

Leading with Emotional Intelligence

The emotional aspect of leadership rests on empathy, compassion, gratitude, and conflict resolution. The most effective leaders of tomorrow will be those who lead with empathy and awareness. Leaders with strong emotional intelligence build trust and handle tough conversations with respect, understand team



dynamics that foster a culture where people feel seen, heard, supported, and valued. For Gen Z and Alpha leaders, who will lead diverse, hybrid, and global teams, empathy is not a soft skill but a strategic imperative.

Leading with Analytical Creativity

Innovation proposes the best solution that blends logic and creativity. Tomorrow's leaders break down complex problems with a structured, analytical approach, using tools like mind mapping to see the big picture and identify core issues that create a powerful synergy that transforms imagination into a practical reality. For Gen Z and Alpha, who thrive on experimentation and iteration, this combination drives innovation and measurable results.

Leading with Adaptive Resilience

Adaptive Resilience in leadership echoes in turning

uncertainty into opportunity, chaos into clarity, and adversity into growth. True leadership lies in bouncing back and moving forward in a world of constant change. The most constructive leaders of tomorrow will be those who inspire and help their teams navigate the unknown with a calm and forward-looking mindset. Gen Z and Alpha relate to leaders who model resilience and agile thinking.

The Lead 5 framework is more than a checklist of abilities; it is a roadmap for shaping leaders. In the times to come, professionals will not merely run the organisation to deliver the numbers, but will also focus on uplifting their fellow professionals, subordinates, and partners as their own. The changing times, brought about by the advent of technology, will mark a progressive workforce filled with empathy, passion, and a zeal for a better tomorrow, leveraging technology without considering humans as robots. The leaders of tomorrow won't just lead distinctly- they'll lead meaningfully.



Ethics in Everyday Decisions

How Small Choices Shape a Trustworthy Leader

Contributed by:

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People usually picture ethical leadership in big scandals, like fraud or insider trading. But really, for most folks in the job, it comes down to those little daily picks that show what you stand for. Those small responses add up over time. They build your rep. And that decides if people trust you as a leader. Potter Stewart, that old Supreme Court justice, put it like this once. Ethics means knowing the difference between what you can do and what you should do. He said that back in 1981. The thing is, it shows up in regular spots. Like when it's easy to cut a corner. Or nobody's watching. Or speaking out feels off. That's where your character gets tested. Legacies form right there.

Scenario 1. The Email That Should Not Be Forwarded

This junior analyst gets a confidential report by mistake. It contains sensitive financial information. He's curious, you know. Thinks sharing it with the team could start some talk. Maybe even boost his pull in the casual chats. But no. He tells his manager right away. Deletes the file, too.

Seemed like no big deal back then. But during his review later, the manager says, I trust him with info because he's shown he can handle it right. That one move spotlighted integrity in keeping things secret. Trust in sensitive stuff, that's gold for any leader. If you mess it up, even lightly, the whole team's faith can slip. Caldwell wrote about it in Harvard Business Review in 2017. Says workers in places with solid integrity feel more loyal. More into their jobs.

Lesson. Guarding secrets, even when it's small potatoes, tells people you're reliable. They'll count on you for the big stuff, too.

Scenario 2. The Temptation of Borrowed Credit

In this student consulting contest, one guy spots his teammate's smart framework. Judges won't know where it came from. So the urge to claim it as his own hits hard. Instead, he gives credit to the teammate. Then builds on it with his own ideas. That fairness bit pulled the team together more. He got nods from the teachers, too. Fast forward years. He's receiving recognition for his team leadership at work.

James Kouzes, that management guy, nails it. Character comes from daily small choices, not the huge moments. He and Posner wrote that in 2017. Leaders who pass around credit like it's nothing. They end up with people eager to pitch in.

Lesson. Handing out due credit builds fairness. It shows humility. Grows trust in the group. That's what sets real leaders apart from solo players.

Scenario 3. The Expense Report Dilemma

At a client meetup, this mid-level manager sees she could pad her travel claim by a couple of hundred rupees. Nobody would spot it. Short gain versus sticking to what's right. She picks right. Submits just the real costs.

Her finance boss says later, she's one of the rare ones I don't need to check twice on. That trust opened doors. Led to her promotion to handling budgets.

Shows honesty in money matters. Paul Zak's 2017 study backs it. High-trust spots have 50 per cent more output. 74 per cent less stress. Leaders proving honest on tiny cash things signal they can

handle fiduciary duties. Key for oversight jobs.

Lesson. Those little money decisions show if you can be trusted with the heavy financial loads.

Scenario 4. Speaking Up Against Casual Disrespect

Brainstorming session. A senior guy mocks a junior's accent. The room freezes. One team member, not even in charge, jumps in politely. Let's stick to the idea. Not the accent. Everyone deserves respect here.

Awkward as heck. But it got people thinking. Months on, the company starts a diversity council. They ask him to co-lead it. His guts to show courage in a regular ethics talk marked him as someone who builds culture.

Indra Nooyi, the old PepsiCo CEO, hit on this. Best leaders fight for the right, not easily. She said it in 2018. Moral guts in daily chats. Makes leaders role models.

Lesson. Calling out disrespect boosts inclusivity. That's core for leadership built on trust.

Scenario 5. The Late-Night Shortcut

Software dev under deadline pressure. Finds that copying code from another firm would speed things up. Low odds of getting caught. Tempting, right. But she writes her own. Stays late if needed.

Project pulls through. Manager tells her later, We trust you to deliver right, not just deliver. Her pick showed accountability. Authenticity too.

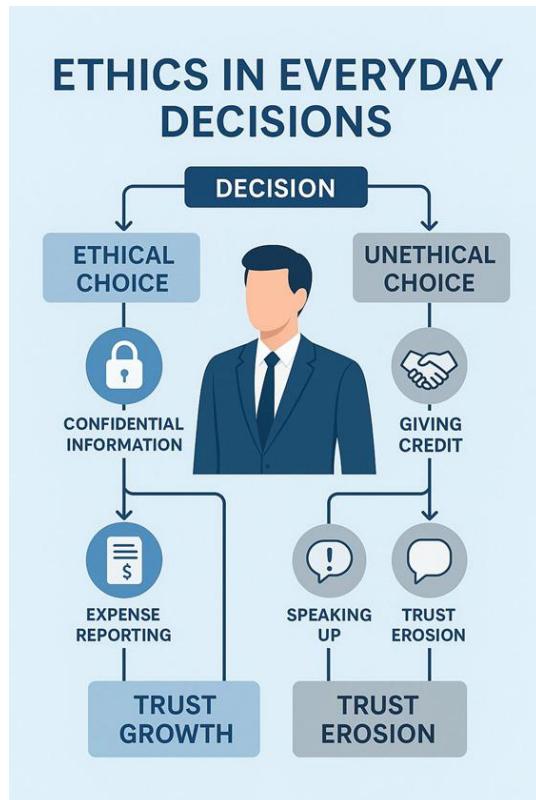
Jeff Bezos from Amazon said it. We're stubborn on

vision. Flexible on details. That was 2016. Leaders pushing for real ethical ways make the road to wins as solid as the wins.

Lesson: Owning small tasks ethically means you're in for the big ethical pushes.

The Ripple Effect of Everyday Ethics

Each story alone, kind of trivial. But stack them. You see the real deal. Trust comes from daily habits, not fancy talks. Every day, ethics spreads throughout the organisation. Workers eye how leaders do expense reports. Or share credit. Or handle rude stuff. Centre for Creative Leadership's 2021 research says it. Leaders modelling ethics steadily boosts engagement. Help teams recover from challenging situations. Those small picks pile into your rep. That's leadership cash. Fail small, and big crises hit trust hard. But keep doing right. You stockpile trust for the rough waves.



Values for Daily Leadership Practice

These cases pull out five values. Base for leaders' people trust.

1. Integrity. Do right even alone.
2. Fairness. Credit others. Treat just.
3. Honesty. Truth in tiny things.
4. Courage. Call out wrongs.
5. Accountability. Own it. Skip bad shortcuts.

Conclusion

Every day, ethics look small. Impact's huge though. Confidentiality. Fairness. Honesty. Courage. Accountability. Do them daily. Turn regular pros into standout leaders. Stephen Covey wrote in 2006. Trust changes it all. Leaders' rooting choices in ethics build trust legacies. Last past their time. Remembered for the how, not just what. That's tomorrow's leadership core.

Building Trust Early in Your Career

Contributed by:

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In today's interconnected and transparent world, one currency stands above all others: trust. For students and young professionals, the early stages of a career are not just about acquiring technical expertise or building a resume - they are about developing a reputation based on both credibility and integrity. As Warren Buffett famously remarked, "It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently" (as cited in Greenberg, 2017).

This understanding provides context for why credibility and integrity - both of which are often overlooked in the pursuit of credentialing - need to be held as non-negotiable assets in anyone hoping to be tomorrow's trusted leaders of tomorrow.

Credibility and Integrity: The Dual Foundations of Trust

Credibility comes from reliability, expertise and consistency. It is something that is earned by others being able to count on your word and on your work. Integrity, on the other hand, is really about moral consistency: doing the right thing, even when no one is looking. Former PepsiCo CEO Indra Nooyi once noted, "If you want to improve the organisation, you have to improve yourself and the organisation gets pulled up with you... The most important trait is integrity" (Nooyi, 2018).

Together, credibility and integrity are the twin pillars of trust. They decide how rivals, managers, and employers, vying with you now and in the future, view not just your competence, but your character.

Why It's Important to Build Trust Early

- **Accelerates Collaboration**

Early-career environments often require teamwork with peers or faculty and/or colleagues who come from different backgrounds. Trust decreases the friction, accelerates the decision-making process and fortifies collective results. The Centre for Creative Leadership (2021) observes, "Trust is the stable foundation that allows organisations to flex and adapt and thrive in times of continuous change." When students or interns show themselves to be reliable from the start, they make themselves team players who can't be on the job without them.

- **Creates Potential in Leadership**

Leadership doesn't come through title but through being trustworthy time and time again. Stephen M.R. Covey (2006) argued that, "The capacity to establish, create, expand, sustain and rebuild trust is the critical professional ability of our age." Young professionals who ground themselves in credibility and integrity means they will be trusted with greater responsibilities from a young age - laying foundations for leadership trajectories.

- **Protects Long Term Reputation**

A single breach of trust can come to ruin years of effort. Recent research does confirm that organizations with high-trust cultures exceed peers in their level of productivity and engagement (Zak, 2017). On the individual level, the same principle applies-evidence of an early lapse in credibility-plagiarism, dishonesty, or broken commitments-casts long shadows on future opportunity.

Trust as Social Capital

Aside from being an individual ethics, credibility is social capital. For example, fields that study academic careers find that junior researchers who collaborate with credible senior observers have a

lasting reputational advantage (Li et al., 2019). This principle is a direct shrewdness in translating into professional life and career: The early connections and impressions can grow opportunities if one protects the trust on which the hook is hung.

Nitin Nohria, former Dean of Harvard Business School, used to reiterate that authentic leadership is a combination of competence and character. Technical skills alone without integrity alone don't generate confidence. Leaders who rise on trust leave a legacy greater than their tenure.

The Trust Legacy: Leadership for Tomorrow

Trust isn't just an interpersonal virtue—it's an organizational imperative. In an age where a company's mistakes can be amplified on social media at the click of a button, businesses crave leaders who represent a sense of credibility and integrity.

translates to enlisting trust-building as a career strategy. It is the basis of their future brand as leaders—the difference between being remembered as simply competent or as transformational.

Actionable Steps to Build Trust Early

By practising such behaviours, students and young professionals will be practising the fact that trust is not a byproduct of seniority—that it is cultivated on purpose, from the earliest stages of.

Conclusion

In creating the “Leadership of Tomorrow”, trust is not only the legacy to be left to but one to be created. Students and professionals in the making must recognise that they have credibility and integrity, which are far more precious than any technical qualification. They are the unseen assets that build upon themselves and over many years become powerhouses of opportunities,

Practice	How to Apply It	Impact
Keep Commitments	Deliver on deadlines and promises, however small.	Builds reliability and respect.
Demonstrate Integrity Daily	Resist shortcuts, even in routine tasks like assignments or reporting.	Reinforces moral credibility.
Communicate Transparently	Admit mistakes, seek feedback, and share information openly.	Fosters authenticity.
Model Professional Ethics	Uphold academic/professional codes—even under pressure.	Protects reputation from early breaches.
Invest in Character	Develop habits like reflection, accountability partnerships, and ethical role modelling.	Strengthens resilience in complex decisions.

Paul Polman, former CEO at Unilever, explained this change candidly: “Business cannot be successful in societies that fail.” Local effects of the plastic pollution problem include - Trust, once lost, is very hard to gain back. Today's leaders need to “think outside the box on more than profit and purpose” (Polman, 2019). His point of view discusses the fact that trust is not soft skill for leaders of tomorrow, rather a strategic requirement.

For students and emerging professionals, that

growing relationships, building reliability and strengthening themselves as a leader.

As the business leaders of our time work to mentor and inspire the next generation to develop, they should take bio heart from that eternal saying expressed by Warren Buffett: Trust takes years to build but only minutes to lose for those beginning careers. There couldn't be a bigger investment made than ensuring the protection and growth of this most important capital- trust.

Sharpen Your Mind: The I Quiz

Contributed by: Anjan Hazarika & Saurabh Kashyap
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1. Which unethical practice led to BluSmart's downfall?

- a) Sales fraud
- b) Misuse of loan proceeds by promoters for personal luxury items
- c) Data theft
- d) Bribery of regulators

2. The ICAI prescribes ethical requirements for auditors under its:

- a) Code of Conduct
- b) Code of Professional Ethics
- c) Ethical Standards for Auditors
- d) Chartered Accountants Act, 1949

3. Which structural weakness in Byju's board was highlighted as a governance concern?

- a) Too many independent directors
- b) Board composed mainly of founders and investors
- c) Excessive regulatory oversight
- d) High female representation

4. Which major Indian corporate scandal is called "India's Enron"?

- a) Harshad Mehta Scam (1992)
- b) Ketan Parekh Scam (2001)
- c) Satyam Scandal (2009)
- d) IL&FS Crisis (2018)

5. What allegations were raised by Hindenburg Research against the Adani Group?

- a) Commodity smuggling
- b) Stock manipulation and accounting fraud
- c) Money laundering through shell companies
- d) Bribery of international officials

6. Clause 49 of SEBI's Listing Agreement mainly deals with:

- a) Insider trading rules
- b) Corporate governance norms
- c) Tax avoidance measures
- d) Foreign exchange regulations

7. Under the Companies Act (2013), which committee is mandatory for listed companies to strengthen ethics and governance?

- a) CSR Committee
- b) Grievance Redressal Committee
- c) Audit Committee
- d) Ethics & Leadership Committee

8. What is the primary difference between ethical compliance and ethical leadership?

- a) Compliance relies on adherence to rules while leadership models aspirational values and culture
- b) Leadership is compulsory, while compliance is voluntary
- c) Compliance applies only to auditors, while leadership applies only to executives
- d) Compliance ensures good culture without leadership involvement

9. Which is the first line of defence in managing ethics and risks?

- a) Internal Audit
- b) Senior Leadership
- c) Operational Management
- d) External Audit

10. The IIA Code of Ethics does NOT explicitly include which principle?

- a) Integrity

- b) Objectivity
- c) Confidentiality
- d) Profitability

11. The IIA Code of Ethics establishes four core principles for internal auditors. Which principle specifically addresses the auditor's responsibility to apply appropriate knowledge and skills?

- a) Integrity
- b) Objectivity
- c) Confidentiality
- d) Competency

12. Professional skepticism in auditing requires:

- a) Automatically doubting all client representations

- b) Maintaining a questioning mind and critical assessment of evidence
- c) Refusing to trust any organizational information
- d) Always assuming management fraud

13. An internal auditor discovers that their company's finance director has been systematically misclassifying environmental penalty payments to hide regulatory violations. The auditor's PRIMARY obligation is to:

- a) Report directly to external regulators immediately
- b) Confront the finance director privately first
- c) Follow established reporting procedures within the organization while ensuring the issue is properly addressed
- d) Document the finding but take no immediate action



II India - Hyderabad Chapter Webinar

The Hyderabad Chapter's webinar on "Generative AI in the Enterprise - From Potential to Real ROI" with Mr. Prem Sabnekar from Deloitte was insightful! Generative AI is a rapidly evolving field, and exploring its applications and ROI in enterprises was very valuable for professionals and businesses. Generative AI applications in various industries with use cases were discussed during the session