

INDIAN SOCIETY FOR
APPLIED BEHAVIOURAL SCIENCE



Fifty Years of Individual and
Organisation Development

ISABS

Annual Report 2020

Indian Society For Applied Behavioural Science

February, 2021



Years of Individual and
Organisation Development

Founded in 1972, Indian Society for Applied Behavioural Science (ISABS) is a national, voluntary society of behavioural scientists engaged in applying their knowledge and skill to the well being of persons, organisations, communities and the society at large.

It's members work as independent consultants, trainers, counsellors, academicians, human resource managers, line managers, executives and community change agents.

ISABS' major objectives are to promote education, research and development in the field of Applied Behavioral Science in India. Its major tasks are:

- To provide opportunities for fulfilling the affiliate needs of these professionals who share common interests in experience-based learning.
- To advance conceptual and cognitive knowledge in the field of Applied Behavioral Science, and to share and develop professional skills.
- To develop professional services for, as yet unserved areas of public interest, such as education, health, rural, backward and slum organizations.
- To offer opportunities for training and continuing education for professional development of the new entrants in the field of Applied Behavioral Science.
- To develop and set professional norms for its Professional Membership.
- To undertake and encourage research and publications in the field of Applied Behavioral Science.



ISABS

Annual Report 2020



Dear Professional Members, Associate Members & Life Members

I wish to place on record my appreciation to all the EB members, ODCP Director & Ethics Chair, who have strived hard to implement plans despite the intense COVID-19 situation during the year 2020. Each and every role holder rose to the occasion in making a difference by upholding ISABS relevance in the eyes of the client system.

I wish to appreciate and acknowledge all the PMs, Interns & PDP participants for stepping in to be part of various committees and contributed in the accomplishment of the task of each role holder. Also, thank, acknowledge and appreciate members for actively engaging in various learning events, offering timely suggestions, inputs, raising issues, it only shows the commitment that members hold for the growth of ISABS.

As an Executive Board, we stood together in the testing times, to bring about fresh thinking in whatever we did. As a quick response to combat the unpredicted pandemic challenge, ISABS took the lead with the positive focus and forged forward by defining an online strategy to offer T-Group Labs, which received overwhelming response from the client system. Also, drew attention from external organisations to collaborate with ISABS.

The icing on the cake was introducing language labs online that reached far and wide (Marathi, Kannada, Bengali and Hindi). Putting together a diligent process to offer Phase A and Phase B is yet another significant achievement as part of PDP online strategy.

The team programmes are streamlining the hybrid model to offer both online & in person labs as long-term strategy. This certainly has potential to attract diverse population at an affordable pricing, saving travel time etc., Further, we see potential in crossing boundaries beyond India to increase footprint of ISABS in global spaces.

2021 brings in the 50th year of the existence of ISABS and we are so excited to celebrate with all of you. We do see many possibilities for ISABS to move into a robust, growth-based institution by drawing upon the rich experiences and expertise we possess within ISABS as well as draw upon external resources.

I look forward to working with all of you to make a difference to ISABS in governance, execution and impact on the client system. In the 50th year, ISABS should be a dynamic institution, with its footprints reaching far and wide.

Sharing a detailed report from each role holder for the year 2020!

Best regards,
Joy Srinivasan
President



Years of Individual and
Organisation Development

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ISABS Vision shared by Executive Board

2020 – 2022

- ❖ To build an ABS institution based on our vast, diverse experience and expertise in all sections of ABS
- ❖ To increase the ISABS footprint within and outside India by using innovative methodology & technology.

New initiatives through Programmes, Social Development, Outreach and ABS Summit are focussed towards increasing the footprint of ISABS through innovative methodology and technology like the online strategy.

Based on the priority for the year 2020 as part of the vision, the following was achieved as per plan:

- ISABS Academy, Systems & Processes
- Robust Ethics Framework
- Digitalisation of processes & visibility
- Review of membership
- Redefining memorandum
- ABS Summit
- 50th Year Golden Jubilee
- Heritage Project

Institution Building:

- **Formation of ISABS Academy** – A social entrepreneurship model
Action: Constituted a committee comprising of Wasundhara Joshi (Anchor) TV Rao, Snighda, Joy and Abad as advisor. A report was submitted to the Board for deliberation. Board deliberated and has given consent for formation of ISABS Academy.
- Governance & Execution Role differentiation and introduction of new organization structure
Action: Constituted a committee comprising of Anuradha Prasad (Anchor), Pratik Roy, Rekha Bharadwaj & Arati Mohanram. A detailed report have been submitted to the Board for deliberation.



➤ **Robust Ethics Framework:**

Action: Both Ethics framework & POSH Policy have been developed and introduced

➤ **Digitization of processes and visibility:**

Action: A significant budget has been set aside by the Board. The last one year has seen giant strides by the Digital Transformation Team towards ensuring a robust process in motion.

➤ **Review of Membership:**

Action: PE circulated a note and conducted a survey to gather thoughts. A committee will be formed to work towards this process.

➤ **Redefine memorandum to the current context**

Action: Secretary & President studied the memorandum once again vis a vis the previous review teams' input. Based on the understanding of the inputs given by the previous review team, certain modifications will be done along-with a set of Bylaws. Legal opinion is being sought to ensure compliance.

➤ **ABS Summit** – spread the wing outside India: Committee comprising of Khirod, Sonali, Kumud, Hema, Sushma, Atul & Veda are working to invite presenters outside India to be part of the online ABS Summit in the month of September 2021.

➤ **50th Year Anniversary Celebration:** Golden Jubilee Group comprising of Satyakki, Ruchi, Vikram and Anisha along-with Abad & CN as advisors has been formed.

Action: A new logo and emblem were launched to mark the beginning of the 50th year.

➤ **Heritage Project** – The previous terms Heritage Project will see fruition.

EB also took on priority to further strengthen and discipline the systemic processes that needed attention to streamline the operational efficiency and move away from people dependent to processes driven ISABS. Some of the key areas that were taken up during 2020;

- ✓ Institutionalising formal communication process for role-based email ids & group ids.
- ✓ ECHO Labs (T-Group labs) using virtual medium were conceptualised, designed and implemented successfully



- ✓ New SOPs are being developed by the program team
- ✓ PDP processes analysed and renewed with clear guidelines, curriculum and rigour
- ✓ Introduction of POSH Policy, Ethics framework & enquiry Processes for ethical violation – legally compliant
- ✓ DOP & SD developed new themes with SOPs
- ✓ Integrating processes through LMS

Formation of Committee's

- **Programmes Committee:** Comprising of Deans of Programmes (Gauri & Anupama), Deans of PDP (Monsoon & Altaf), Dean SD (Manisha), Dean DOP (Vikram), RCs (Sonali, Khirod, Kumud & Hema) was new way of collaborative working that got introduced by Dean Programmes Gauri & Anupama, bringing focused understanding of collective thinking and supporting each other. This process certainly has given much needed scope to not work in silos but work together through collaboration in addressing overall purpose of ISABS.
- **Research Committee:** Comprising of Veda, Shyla, Jyotsna, Ullhas, Kiran, Siddarth and Kantarao are together looking at research through a new lens. Their study attempt to work with Phenomenology, Dialogic Self theory and Action research based model is giving new meaning perspectives to ISABS research development.
- **Digital Transformation Committee:** Comprising of both PMs & PDPs: Atul, Ameet and PDP/ODCP members Gautam, Mandeep, Mukta, Linda, Mownicaa, Swati & Abhishek have given new edge to bring innovativeness and fresh energy to the visibility building.
- **Social Development Committee:** SD committee Manisha, Raji, Rashmi Saxena, Shridhar & Tejinder, has really put ISABS in a “HOT SPOT” by their innovative thinking (Title suggested by Lalitha) and introducing various platform to address the way social initiatives can be emphasised within ISABS.
- **PDP Committee:** Comprising of Lalitha, Renuka and Shridhar Kshirsagar along-with Monsoon & Altaf have led to a newer rigour, unravelling old practices by infusing fresh blood, certainly has given new edge to the PDP members to pursue their journey with rejuvenated energy.



- **PE Committee:** Comprising of Anisha and Dilip, more members to join. Presence of Dean PE to observe the online ECHO labs & DOP initiatives strategy has added immense value in building the SOP processes.
- DOP as part of the think tank discussions of the Programmes Committee along-with SD has led to working with CRY and Makkala Jagriti by introducing new short term programs strategies.
- Here & Now Committee: Comprising Siddarth, Sanjyog, VLK Sarma, Kantha and Raji has added set-up.

Regional Committee Members:

Western Region: Archana, Prerana, Sankar. RPDP: Archana, Anisha, Gauri & Sankar

Eastern Region: Kakoli Saha, Snighda Pattnaik & Bhanumurthy Kota

Southern Region: Halasyam (SG), Chitra & Ullhas. RPDP: Halasyam, Raji, Chitra & Ullhas

Northern Region: Kripal Singh, Satyakki Bhattacharjee, Rehana Wajahat & Syed Akhtar RPDP: Rajen Gupta, Rekha Bhardwaj & Prabhakar Kamath

Each regional committee members are immensely adding value by actively participating to ensure the regional activities are kept alive. Highlight of RC role in developing the concept of Learning events has given new scope and learning opportunity for all professional members.

Inviting Rajeshwari to hold the knowledge Sharing events by inviting eminent members of ISABS is enabling to recognise the rich resource that can be tapped by PMs for learning and unlearning.

ABS Summit Committee: Primary holders of the ABS Summit by RCs are first of its kind that got introduced in ISABS. Other members like Atul, Sushma and Veda joining them has given additional edge and work towards meaningful event in September 2021.

Golden Jubilee Committee: Satyakki, Ruchi, Vikram & Anisha along-with Abad and CN Kumar as advisors to the committee launched the golden jubilee emblem and logo, infused new energy to mark 50th year celebration. Greet, Meet & Celebration – a virtual event was an exciting get together of over 50 members to reconnect and celebrate.



From the Desk of Deans PDP Monsoon Bissell & Altaf Shaikh

# of Participants	Status	Online attended	# of Weeks
40	Reconnected and re-entry journeys made possible from the past		
15	Phase A	9	Week 1 & 2
15	Phase B	9	Week 1
8	Pre-internship		
10	Interns	10	

Continued consistency, clarity brought to all aspects of PDP Journey

Tight co-ordination with the RCs and constant contact with the participants to led support

New initiatives to strengthen learning journey for PDP members

Curriculum	
Reviewed and revised reading material for the phases based on inputs from PM community	Spearheaded by Lalitha & Renuka
Independent project to develop reading material and a book is undertaken by PDP and PMs	5 member team is working on this project Teji, Lalitha, Renuka, Sharad & Sankar (anchor)
Research (curriculum component)	
Experimenting with teaching research methodology to a group of 6 pre interns is being done	In collaboration with Kantha Rao – Dean Research & Publication
Learning Sessions	
Conducted a Log writing session for Phase A Developing a part of the curriculum that will have PDP candidates select from learning sessions made available to them.	Facilitated by Shridhar/Lalitha
Reflection Sessions	
Introduced a 4 hour Reflection session after every week of Phase A and Phase B labs	In collaboration with Dean Research
PDP Guidelines	
Making additions to the established PDP guidelines to address specific gaps	Identified by PMs, RCs and Participants.



From the Desk of Dean Digital Transformation

Ameet Mattoo

- **Learning Management System (LMS)**
- **Digital Infrastructure**
- **Social Media**

Learning Management System (LMS)

Done:

- All ISABS Lab Events now hosted on LMS.
- Support for OnLine Labs with different formats and Language Labs added.
- 100% of participants feedback and Participants Review forms by Facilitators on LMS
- Participants Upload of their past data about Event participation, Feedback, Logs etc enabled. Functionality tested with a Pilot batch of Interns and PDP participants.
- PDP Life Cycle testing in progress. (Lab Attendance, Facilitator Review, Log upload, Log Review, Inter-Phase Work, Next Lab attendance – all the way from BLHP to Co-Facilitation stage)
- On-line Ethics Statement signing process implemented.
- Professional Membership granting process completion under development.
- ODCP LMS specification sign-off done. (Thanks to Amol, Sanjay, Payal, Mukul and other APC members)
- ODCP LMS Development completion in progress.

Planned:

- ODCP LMS Deployment to be planned.
- Content Repository functionally specification done with access control rights defined. Development pending.



- Client Interaction functionality to be added
- Reports and Dashboards to be re-designed.
- User Manual document to be developed.
- All enable high security lock functionality on participant logs and assignment.
- On-Line POSH statement signing process to be implemented.

Future:

- Analytics specifications to be done
- UI / UX Change to be planned
- Mobile App to be designed

Digital Infrastructure

Done:

- GSuite Office workspace from Google bought and deployed.
Now all official emails are on isabs.org, enabling continuity of communication across Terms and Role holders
- Google Drive of 1TB purchased. All ISABS documents stored on this Drive. Eliminates the risk of data loss due to Laptop hard-disk theft.
- Amazon Web Service Cloud purchased for LMS. Enabling full ownership of the software code with ISABS. + ease transition into new software vendors if required.
- ABS Summit Websites consolidated into a single website abssummit.in
Earlier there were different website for every ABS Summit.
- Zoom licenses for all official on-line meetings and on-line events
- On-Line payment Gateway enabled (through PayU money)

Planned:

- Hosting On-line ABS Summit.



- Data Security & Privacy Audit to be planned.
- On-Line payment functionality to be used by events.
- Listing and documentation of all Digital Infrastructure along with access control to be done for easy reference and ease of information transfer across role holders.

Social Media

Done:

- All Social Media pages active (FB, Instagram, LinkedIn, YouTube)
Regular posts about ISABS, its offerings and generic ABS related topics.
- Campaigns for UDAAN events run.
- Made Promotional videos in Indian Languages by PMs
Testimonial Videos shoot with past participants.
Helped in developing Flyers/Brochure with a Vendor
Social media advertising (boosting) through a Digital Marketing Vendor.
User engagement on ISABS Website and Social media pages grew by more than 100%
- Attempt is to make a COE (Centre of Excellence) for Social Media & Digital Marketing.
And the aim is to leverage on the learnings from various campaigns to help future ISABS events in terms of consistency of theme, content & branding; design expertise in look and feel of the collaterals and campaign posts; vendor management in terms of rationalisation and re-use of vendors, both designers and marketing vendors; thereby encashing of the learning curve over the events.



From Desk of Deans Programmes

Gauri Nigudkar & Anupama Sharma

Programmes & Consulting – A snapshot of activities & major milestones Year 2020

ACTIVITY DETAILS:

All the work that Programmes has offered in Year 2020 has been using virtual medium.

Programmes					
Type of labs	Total no. of labs	Type of participants	No. of participants	Duration of the lab	Purpose
PM Lab	10	Professional members of ISABS	77	3 days x 4 hours per day = 12 hours	Capacity building to gear up to offer labs using virtual medium.
Interns Lab	1	Interns in co-facilitation stage	9	4 days x 4 hours per day = 16 hours	Capacity building to give them an opportunity to forward their internship journey.
Pilot labs	5	Past participants and PDP	33	3 days x 4 hours per day = 12 hours	Testing the feasibility and efficacy of the T-groups using virtual medium
	3	All new participants (first timers to ISABS)	22	6 days x 6 hours per day = 36 hours	Testing the feasibility and efficacy of the full length T-groups using virtual medium



Event Buddy Training sessions	5 training sessions + 2 practice sessions on request	Professional members of ISABS and Interns	14 PMs, 1 Intern, 2 ISABS staff	4 hours per session	Capacity building to support the virtual programs
Udaan 2020 ECHO I and ECHO II offered	20	Mixed numbers of new & past participants	139	6 days x 6 hours per day = 36 hours	Going public with ISABS offerings. Multilingual labs. Bangla, English, Hindi, Kannada, Marathi
Udaan 2021 ECHO I, ECHO II, Phase A and Phase B	11	Mixed numbers of new & past participants	81	6 days x 5.5 hours/day & extra 30mins on last day = 33.5 hours	Going public with ISABS offerings. Multilingual labs. English, Hindi
Consulting – enquiries and assignments					
Client: Nirma Univerity	Status	Type and number of participants	Duration of assignment	Brief description of the assignment	
	Completed	Students of MBA-HR, 32 nos.	3.5 days of	Semi structured workshop, using T-group and Appreciative Inquiry	
Other Enquiries - 5	Proposals sent - 5	Status of proposals: 1 – client reverted saying they would prefer to do the labs in-person 2 – client not responding to follow-up 3 – assignment finalized and handed over to Dean SD for execution 4 – negotiations completed formal approval awaited from the client 5 – proposal submitted to client, awaiting revert			

MILESTONES:

- Planning for the Summer Event, Udaan in May 2020 at Goa.
 - Recce of hotels by Gauri and Meenakshi in Jan 2020.
 - Radisson, Candolim, Goa finalized as the venue. Negotiations and contracting carried out.
 - Advance not paid as Covid situation hit the globe in no uncertain terms.
- Meenakshi took a step-back from the role due to personal reasons in April 2020 and resigned from the role in June 2020.
- Anupama Sharma stepped in to take over from Meenakshi and joined as Joint Dean Programmes in June 2020.



- Launch of Virtual T-groups:
 - It was apparent that in-person labs will not happen for a long time to come due to the pandemic that the world was facing.
 - Deans Programs proposed and received an approval for an experiment to conduct virtual T-groups to EB on 23rd March 2020.
 - Small task force formed to deliberate and discuss the roll-out
 - Phase 1 – testing the feasibility within ISABS with EB members, larger PM community and past participants. This was a shorter version of the T-group (3 days x 4 hours = 12 hours)
 - Phase 2 – testing the feasibility and efficacy of the full length virtual T-group (6 days x 6 hours = 36 hours) with a mix of past and new participants.
 - Phase 3 – Building internal capacity to facilitate.
 - More labs for PMs and 1 lab for interns.
 - Event buddy training announced and conducted for three batches.
 - Articulating Event buddy role and creating Event buddy manual
- Announcement and roll out of 1st Virtual lab event, Udaan 2020:
 - Formation of Team Programs – Deans Programs, Deans PDP, all RCs, Dean SD and Dean DOP, 10 people in all.
 - Udaan 2020 – 3 formats, 20 labs, 139 participants, Languages: Bangla, English, Hindi, Kannada, Marathi, Labs conducted – ECHO I and ECHO II
- Reviewing Udaan 2020 success and challenges:
 - Analysis of the participant feedback received from a short survey at the end of each format.
 - Collating and analysing the feedback from 40 PMs and 3 event buddies at the end of each format
 - Consultative discussion with larger PM community to gain insight into virtual labs experience as well as tap into our collective wisdom on way forward.
- Announcement and rollout of Udaan 2021:
 - Formats retained as they were deemed functional and meaningful wrt learning and growth by client system as well as a part of the PM community.
 - Punjabi and Gujarati added to the offerings basket along with all other languages offered in previous event.



- Ongoing work:
 - Generating well documented reports after every milestone, to build organizational knowledge repository and ensure continuity.
 - Collaboration and support to all Deans and RCs as required
 - Generating and Developing new ideas to expand the bouquet of offerings of ISABS.



From the Desk of Regional Coordinator North

Kumud Kalia

Despite of early COVID-19 challenges SABRANG event was conducted before March 2020, had 3 BLHPs & 1 ALHP. Thanks to Parth Sarathy for conducting learning session on Ethics and this was discussed through a case study by Kumud. The second event SABRANG couldn't be held due to COVID-19. However, the RC supported the Deans Programme in planning and marketing of Udaan 2020 and Udaan 2021.

Monthly meetings: It was a pleasure to listen to Abad Ahmad on Organisation Development done on case study about BHEL. Over 50 members participated. It was an inspiring session with much rich takeaway for everyone

Somnath Chattopadhyay Memorial Seminar: To honour our beloved Somnath Chattopadhyay, series of sessions was organized in his memory across all regions. Four of our eminent members Deepankar Roy, Ramesh Galohda, NP Singh designed these sessions, planned and executed by Anupama Sharma and Kumud. More than 60 members participated across regions. It was an overwhelming experience to hear the history of ISABS from the PMs who had worked with the founder members on whose shoulders we are standing. It brought a cross section of generations of ISABS on the same platform.

For PDP aspirants weekend learning sessions were done on 'The art of Giving and Taking Feedback' facilitated by Sudhir K Aggarwal. Satayakki Bhattacharjee facilitated about 'Defense Mechanism'.

“The most significant achievement is that Covid provided an opportunity to work with almost all Deans and other RCs. It was this Collaborative process that helped us emerge victorious from an unprecedented adversity by turning it into an opportunity”

Learning Sessions

A weekend lab on BEING A PERSON was facilitated by NP Singh. 10 PMs participated in the lab. It was open to other regions as well. Ullhas and Rashmi attended, it was an enrich learning experience.

Northern Region organized a lab for PMs to get orientation of a Digital Lab. Four PMs from NR three from ER and one from SR participated in the lab.



Future Plan:

- “ We plan to hold a Digital event in March or April.
- “ Strengthen PDP through Learning Sessions and mentoring.
- “ Continue meaningful monthly meetings for all members as well as participants.
- “ Hold learning sessions for PMs with the objective of continuous learning.
- “ Hold consensus development/election for new RC in July,2021 as the tenure of current RC will be over on 31st December,2021.



From the Desk of Regional Coordinator East

Khiro Pattnaik

There were no activities in the first half of the year due to change in Role Holder, consequent change in signatories in the Bank accounts etc, followed by the Pandemic. Activities restarted in June 2020 with a Regional meeting on Zoom. In all there were 7 Regional meetings between June and December 2020.

Each of the meetings featured 30 minutes of social time and an hour long presentation by a Professional Member from the Region on an ABS theme. The themes and presenters were;

1. “Moving from Fear/Anxiety to Hope - Role of self and others” – Kakoli Saha
2. “Playing Safe to Flying High” – Khiro Pattnaik
3. Home Schooling my children – Ruchi Tiwari
4. The Holocaust – Bhanumurthi Kota
5. “Bias, Prejudice and Othering” – Snigdha Pattnaik

There was one meeting and presentation by Sukhvidar Sircar in January 2021. The next one will be in February with a presentation by Manas Shukla. Attendance was between 15 and 20 people in each of the meetings.

There were two outreach programmes on “Empathy Circle” in June and July, facilitated by Manisha, Gauri, Vikram and Khiro.

There was one outreach programme on “Art & Science of Helping”, facilitated by Gauri Nigudkar.

The Region also helped in marketing both UDAAN events in September 2020 and January/February 2021. Around 18 participants from the Region attended UDAAN 2020. Data on UDAAN 2021 is awaited.

Plans

The Region plans to restart in person T-group events as & when the COVID-19 situation improves.



From the Desk of Regional Coordinator South

Hema Sekhar

Sangam Event was offered in the month of February 2020 at Mamalla Resorts, Chennai. 2 BLHPs & 1 ALHP – 17 participants.

Meetings: Covid conversation by Chitra Puranik

Memories of Zeb - a meeting organised

PDP committees meeting with the members

Learning Events:

Conducting “Understanding Shadow Concept” to PDP members for five days.

ECHO lab for PMs

8 participants - 5 from SR, 1 from western , 2 from north

Veena was event Buddy

Facilitated Sankar and Rajeswari

Change of Role: Chitra Puranaik resigned from the role of RC, Hema was unanimously elected by the southern region.



From the Desk of Regional Coordinator West

Sonali Kelkar

The Western region held Basant in Feb 2020 at Dr. Modi's Resort, Karjat. We held 4 BLHPs and 1 ALHP and engaged with 45 participants and 10 faculty members. Due to the pandemic, we were unable to hold Barkha, our monsoon event. However, we were glad to be able to support and experiment with the online ECHO labs anchored by Dean Programs.

Monthly meetings and Learning sessions: We had monthly meetings in person in January and February 2020. However with the pandemic, we shifted to the online medium and were glad to see an enthusiastic response to the learning sessions.

Monthly Learning sessions were held for the WR as a whole. Additionally, the Pune chapter held monthly online learning sessions under the mentorship of Aroon Joshi and Mukul Joshi. Hence the WR has been conducting a minimum of 2 learning sessions per month

Here are some of the topics that were part of the learning sessions

- The power of 'and'
- Values and I
- Vulnerability – what is it
- Exploring personal shadow in a T-Group
- Shame in T-groups
- Your mindfulness mantra
- Authority and I
- Hierarchies within me – part 1 & part 2
- Toxic emotions and how to manage them
- Job and role of the facilitator
- Scapegoating in process labs
- Exploring our individual and collective response to diversity of Sexuality – part 1 & part 2
- Body as an instrument to understanding the Self
- Anxiety in Human Process Labs



- In defense of defense mechanisms
- Diversity & democracy in T-groups

Wisdom Circles – for PMs

In addition to the learning sessions that are open to all members – AMs and PMs of the Western region, we have also been conducting ‘Wisdom Circles’ - learning sessions for PMs across ISABS. These sessions have been conducted by PMs from the WR as well as other regions

- “Relax, Rejuvenate and Renew” using the principles of Yoga and Mindfulness
- Transactional Analysis
- Caste and class dynamics in ISABS
- Understanding mind and behaviour through Yoga philosophy - Patanjali Yoga Sutras

PDP

We have made efforts to connect with every PDP member from the region that we have information about - whether active or not, to understand their needs and encourage them to complete their PDP journey. We currently have 22 participants from WR who are actively engaged in their PDP journeys. We have been in communication with many more to bring them back on to the PDP fold.

We are hopeful of conducting an in person event in August 2021

Accounts The accounts for the region were duly audited and submitted to the National office.



From the Desk of Dean Social Development Manisha Jayaraman

1. Ideation and execution of the entire process for prototypes of Outreach Modules in Collaboration with Dean D.O.P.
4 prototypes were presented to the P.M. Community, the S.O.P. and Best practices were documented and are now ready to be upscaled.
2. Collaborating with two Social Sector Organizations for outreach modules:
 - a. Child Relief and You (CRY) – 4 sessions of Resilience module.
 - b. Makkala Jagriti – One session each of the 4 outreach modules.
 - Empathy Circle
 - Dealing With Current Times: Acceptances to Possibilities.
 - Resilience and Helplessness: Dealing with one's poles during difficult times
 - The Art and Science of Helping
3. Collaborating with an Educational Board for a tailor-made training Programme
For Loretto Education Board, did a one-day training Programme on “Self-Care” for their 24 Principals across India and Bangladesh.
4. Launched “S.D. Hotspot” a platform for and by P.M.s for creating more awareness of different social issues in and outside of ISABS through Articles, Conversations, Interviews etc. We primarily look at S.D. Hotspot as a place for reflection. So far, two topics have been taken up:
 - a. My Relationship with languages @ ISABS – Written by manisha J.
 - b. Menstrual Leave – Anchored by Lalitha Iyer & Payal Gupta, on Zoom.
This session was attended by 18 P.M.s across regions.
5. Promoting Labs in Regional Languages in ISABS events
Social Development Committee has been actively engaged in promotion of labs in regional languages among Social Organizations and others.



6. Creating Inroads into Social Sector and Expanding ISABS footprint

A survey has been created and circulated among the social organizations to understand their needs. This will be followed by seeking avenues for collaboration by;

- a. Promoting Human Process Labs.
- b. Promoting Outreach Modules.
- c. Developing need-based ABS sessions.

7. Formation of a Bursary Committee and streamlining of the process for disbursing the bursaries in ISABS events. In both Udaan 2020 and Udaan 2021, all decisions regarding bursaries were taken by a committee (Dean Programmes, Dean S.D. and one R.C.) based on documentation submitted by the participant. This ensures financial assistance to deserving candidates.

Plans for 2021

1. The main focus of 2021 will be to get in touch with maximum social organizations for exploring collaboration, thereby strengthening ISABS footprint.

2. Create and maintain up to date database of Social Sector Organizations with whom ISABS has collaborated. This will be passed on and there will be no need to reinvent the wheel each time.

3. Community Process Facilitation Programme

Due to the Pandemic and the unprecedented blow, it has given to the Social sector organizations, as also due to technology constraints, we were unable to have C.P.F.P. in 2020. With improved situation and vaccine round the corner for common man, we are looking at a strong possibility of holding C.P.F.P.in 2021, most probably in August/ September.

4. S.D. Hotspot

S.D. Hotspot will be a regular feature now, which will use different media to help enhance sensitivity of ISABS, as an institution.



From the Desk of Dean Diversity, Outreach and Partnering

Vikram Bhatt

CONTEXT

The Diversity – outreach and partnering role serves the following objectives within ISABS:

- Develop online outreach offerings.
- Set up a process to introduce outreach offerings on a sustainable basis.
- Develop partnerships with educational institutes and fellow Behavioural science institutes.
- Partner with Dean Social development, Dean Programs and Dean Research to calibrate and contextualise offerings.
- Contribute towards building diversity consciousness within ISABS professional system and client systems.

INITIATIVES

- Conceptualise, develop and deliver online prototypes of outreach offerings in partnership with Dean SD.
- Engage with CRY, Makkala Jagriti and Rainbow foundation on introducing the initiatives within their organizational system. (in partnership with Dean SD)
- Build an SOP in partnership with Dean SD and Dean program for outreach offerings.
- Dialogue with WHO India to see if ISABS can support their initiatives in India. Need to continue the dialogue towards a possible partnership.
- Dialogue with IMT Nagpur on developing joint programmes.
- A possible partnership dialogue has begun with Gestalt institute of Cleveland.
- Deepen the OGCEO partnership through supporting them through online lab expertise (in partnership with Dean Programs).
- Exploring dialogue on how Zulma Reyo school of consciousness



OUTLOOK FOR 2021

- Expand the outreach process to include offerings from different professional members.
- Build a suite of online offerings in partnership with Joint - Deans programs and Dean Social development
- Build a research context in partnership with Dean Research around Diversity outreach and what it might mean to decolonialise mindsets through different ISABS offering.
- Further partnerships with
 - o Educational institutes
 - o Fellow Behavioural science bodies
 - o Partnership with Individuals who wish to introduce ISABS within different geographies
 - o Build stronger connect with regional coordinators to ensure regional needs are met and serviced through offerings others than labs.
- Contribute towards builds diversity consciousness.



From the Desk of Ethics & POSH Shyleswari Mohan

Ethics and POSH Chair and Standing ethics committee has done a commendable work in clearly articulating the POSH and ethics policy. IC committee is formed to ensure all the POSH related matters are addressed to create safety and zero tolerance to any form of sexual and other forms harassment both for members, office bearers and participants.

Two pending cases were brought to closure by the current ethics standing committee. Following due diligence and strong recommendation that the board could take a stringent decision.

IC Members: Shyleswari Mohan – Chairwoman, Renuka Raj Singh – Task force lead, Devika Dharmraj – External Member, Eswara Prasad, Rachna Sharma, Ruchi Tiwari, Sincy Joseph, Sridhar V, Sunil Jha, Khirod Pattnaik, Kumud Kalia, Sonali Kelkar and Hema Sekhar

Ethics Committee: Shyleswari Mohan – Ethics Chair, Pratik Roy, Renuka & Chitra Ram Members

IC Core Committee: Shyleswari Mohan – Chairwoman, Devika Dharmraj – External Member, Renuka Raj – Task Force Lead & Sincy Joseph - Member

Ethics Teams milestones

- Separate Ethics Committee members and POSH IC team was formulated,
- All pending cases that we inherited from the previous committee was resolved fully and closed,
- On the website updating of Ethics framework, with “Have read and understood” button,
- Revised Ethics framework uploaded in the ISABS website (www.isabs.org),
- PDP Ethics framework was formulated,
- Formulated Ethics guidelines for Virtual Events,
- Offered Learning session on Ethics, before the Virtual Event,
- Made it mandatory for all PM's to sign the Ethics statement before the event.



2 Ethics Case closed

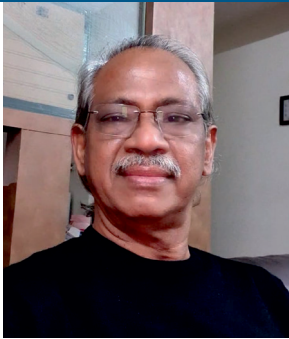
- All pending cases that we inherited from the previous Board was resolved fully and closed.

Posh Milestone

- POSH Internal Committee team and one External member was On-Boarded,
- Formal Appointment letters issued to all IC and External Member,
- Non-Disclosure Agreement for all IC members was formulated and signed,
- POSH Internal Committee members were formed from amongst the Professional Members from various regions,
- POSH Training for IC Members was undertaken,
- POSH External Training was conducted by Ms.Hema Shirodkar - An expert on POSH,
- POSH Policy revised version finalized and sent,
- Quarterly Period IC Meeting complied.

In the pipeline

- POSH Training for all PMs,
- Submission of Quarterly report (Legal compliance),
- Create a POSH contact Id for internal and external use, Create Awareness



From the Desk of Dean Research & Publication Kantharao. V N

Research Team Overall Objectives:

- ❖ To build, research-informed & complementary practice in ISABS, leading to the scientific credibility of our practice
- ❖ To lay the foundation for a new turn in ISABS research orientation, by taking advantage of new developments in Human sciences, Phenomenology, Discursive Psychology and Dialogic sciences. (for details please refer the attached note on 'ISABS changing circumstances and opportunities of positioning' May 2020 – team research)
- ❖ To introduce qualitative research inquiry process in understanding subjective experiences generated in T groups
- ❖ To build awareness in the next generation Professional Members on contemporary research methodologies

Research project/Assignment	Co working	Review
<p>Project I with Deans Programmes</p> <ul style="list-style-type: none"> ● To explore & understand the Intra & Inter subjective experiences in Virtual Labs/Labs ● Also explore the effect of medium (virtual) in generating lab experiences. <p>Inquire into the process of creating Dialogic catalytic space in the virtual lab. (please refer Research proposal for programs attached June 2020)</p>	<p>Working with Program team (Gauri and Anupama)</p>	<p>Only one response from Udaan 1.</p> <p>List of Udaan 2 participants shared. Interviews in pipeline. Intending to target 10-15 in-depth Phenomenological interviews.</p>



<p>Project II with Dean SD & DOP</p> <ul style="list-style-type: none"> ✓ Action Research, with Partner organization/teams ✓ To build inner resilient dialogic capabilities for core team (please refer research proposal for Outreach/Social Development June 2020) 	<p>Working with Outreach & Social development – Manisha and Vikram</p>	<p>Review Date Feb 2021</p> <ul style="list-style-type: none"> • Good rapport and positive reply from Dean SD • Working with NGO on an Action Research OD project. • Eight meetings with various client stakeholders done. Interview guide ready. • Interview planned for Feb'21
<p>Project III with Deans PDP</p> <ul style="list-style-type: none"> • Developing Human Process Inquiry (HPI) learning module for the current Interns. • Facilitate & Develop HPI orientation & competence in the group of Intern who volunteered.(refer 'Note for PDP' attached June 2020) 	<p>Joint work with Deans PDP (Altaf and Monsoon)</p>	<ul style="list-style-type: none"> ➤ A committed study group of 4 Interns was initiated in July'20. ➤ We had two hour weekly learning sessions over a span of 8 months ➤ Interns took charge for their learning and made presentations ➤ Gave them an experiential feel of research by demonstrating Phenomenological interviews and analysis along with concept sessions. ➤ Two interviews by interns conducted and one demonstration interview conducted by Kantha and Usha
<p>Project IV with Deans PDP</p> <ul style="list-style-type: none"> ○ Initiate conceptualising and designing ○ HPI curriculum & process of pedagogy for the current PDP 	<p>Joint work with Deans PDP (Altaf and Monsoon)</p>	<ul style="list-style-type: none"> ○ Enabling process of reflection and reflexivity for PDP participants to strength deepen their lab learnings. ○ 12 hours of 3 sessions for Phase A and B done. 17 members covered for both sessions ○ Six pre-interns participating for their PDP research project, getting personal mentoring from Research team PMs. They are partnering research team in ongoing projects



<p>Project V with the Research Team</p> <ul style="list-style-type: none">● Build Phenomenological research (Inquiry into Subjective experiences) competence in the Team Research , while working on various assignments and research projects.	<p>Kantha, Veda, Shyla, Siddharth, Kiran and Ulhas</p>	<p>Review Date February 2021</p> <p>Research team members engaged and participation in team meetings</p> <ul style="list-style-type: none">▪ Four members equipped to conduct Phenomenological interviews. Five interviews done. Dialogic/ Phenomenological analysis of interviews in pipeline .▪ 35+ meetings of two hours every Friday done since May'20▪ Bringing all members at one level and publishing a case study for ABS is the next step. Practical application of Research through Interviews and hands on analysis is being done
<p>Project VI</p> <ul style="list-style-type: none">● Here and Now newsletter	<p>Kantha, Siddharth Shah and more TBD</p>	<p>In the process of building a committee to take this forward during the month of February 2021</p>



From the Desk of Dean Professional Excellence Dilip Panniker

Activities over the past year:

1. Collaboration with Deans Programmes for testing of ECHO labs
2. Collaboration with Deans SD, O&P for testing of outreach learning programmes
3. Institution wide survey for Fellowship of Professional
4. Collaboration with Deans PDP regarding staffing of PDP labs

Testing of ECHO labs: Collaboration with Deans Programmes

- To conceptualize the ECHO labs
- To create norms for facilitation
- Participation in trial lab
- Facilitation in trial lab for PMs

Collaboration with Deans SD, O&P

- “ Observed learning sessions conducted
- “ Provided feedback on the learning sessions

Fellowship of Professionals

- Survey conducted amongst PMs to assess proficiencies amongst PMs
- Data gathered from 69PMs on various areas
- Data shared with RCs and Raji to facilitate the deployment of learning sessions for PMs
- Still to be done:
 - Create a calendar of learning events
 - Have more learning sessions for North and East regions



Collaboration with Deans PDP

- To revisit the process for award of professional membership:
 - Are the existing criteria sufficient?
 - Should there be an examination process? (e.g., a viva voce?)
- To create criteria for staffing of PDP labs
 - Can we create a curriculum for facilitation of PDP labs?
 - This curriculum can be created and taught by some members who have had sufficient experience in facilitating PDP labs
 - Only PMs that go through the training curriculum will be eligible to facilitate PDP labs

Pending tasks

- Development of criteria for PMs to not staff labs (e.g., age, physical infirmities, long absences, etc.)
- Development of criteria that makes PMs eligible to facilitate labs (e.g., continuous learning)
- ISABS values



From the Desk of Director ODCP Mukul Joshi

APC 2020 – 2022 and Batch 12



Batch 12 began in April 2020 with 18 participants. We concluded CM 3 in Jan 2021 with 13 participants.

1. Contact modules 1 and 2 were delivered in online platform while the group met in person for the 3rd module.
2. Over 150 hours of learning have been delivered on the Zoom platform. This is much more than the original design.

The online version is more time consuming and exhausting.

1. Participants prefer the in-person delivery of the pgm.
2. Pandemic and ODCP Design
3. The original pgm design (academic aspects – project) is tweaked to assist the participants in the pandemic-created changes and challenges in the org system.



The assessment metric has been reworked

APC Members

- ❖ Satyakki Bhattacharjee , Sanjay Dutt, Marisa D’Mello, Snigdha Pattanaik, Atul Chug, Payal Gupta
- ❖ Amol Pawar (Alum Rep, Batch 7) & Joy S (President)

Mukul Joshi

PM – Faculty for VLS / Concept Sessions

- ❖ Dr TV Rao (VLS), Dr Punam Sehgal (Concept Session), Lalitha Iyer (BLHP), Uma Jain (BLHP), Aroon Joshi (Concept Session)
- ❖ Sridhar Venugopal (Concept Session), G. Vishwanath (Concept Session), Sankar R (VLS), Gauri Nigudkar (VLS)
- ❖ Coaches in addition to the above – 10 PMs

Updates going forward

1. Contact Modules 4 and 5 will be conducted in April 2021 and July 2021. The mode of delivery is not yet finalized.
2. Batch 13 will be initiated in the month of May 2021. The admission process will be initiated post EB meeting.
 1. 30 inquiries indicating strong interest in the pgm have been registered so far. The batch is not yet announced.
3. The deliberations in the APC center around the nature of delivery – only online / offline or a hybrid model and in case of the latter, the areas / topics to be covered in the online mode.
4. CODE
 1. Discussions initiated in the APC
 2. The pgm is likely to be initiated later this year.



5. Research – To be initiated.
6. To watch out for – Partnership with SBIL ☺

Musings

- The playing field has been levelled by the virtualization of learning.. We must grab the opportunity and make it count..
- How to generate more energy in voluntarism when the mind is still pandemic struck? Are we operating on the right model? How about we bring in more distributed leadership / ownership?
- What will be the impact of hybrid model on learning and understanding of the systems?
- The costs of travel have been consumed by the hours of reworking the design. Will the client system be ready for the same cost (if not higher) for the hybrid programs?
- Few ODCP members are interested in continuing their journey with ISABS. Can they be drafted in Phase A?



From the Desk of Secretary Varalakshmi Rajah

1. Studied and compiled the past 4 terms' (2008-2019) reports, committee recommendations, decisions and resolutions and presented as a ready reckoner for the current team to refer and build on the same,. This was done to acknowledge and value the efforts of the previous Boards to provide continuity and avoid duplication.
2. The following resolutions and decisions were taken in the February Vision Meeting held in Hyd between Feb17 & 19, 2020.
 - a. A new email group will be formed which will be used for official communication between the Board and the PM community .
 - b. Changes were suggested and finalized amongst the Board members on redesignation, addition, deletion and clubbing of various Deanships in order to make it relevant for the current context and align with the Vision of the Board. These were accepted as a trial by the PM community for a period of two and half years.
3. **The Annual Board meeting was convened virtually (due to the lockdown)**
On July 7&8. The following resolutions were approved
 - a. Online T groups will be offered till the situation of the pandemic improves.
 - b. PDP will also offer their programs online
 - c. The design and methodology of the incubation process for programs offered by DOP
 - d. Appointment of a POSH committee and formation of IC for Ethics
- 4 A review meeting by the EB, to take stock on activities and strategies, was conducted on Oct 22 & 23.
- 5 An Emergency Board meeting was convened on Dec 18th for taking a decision on the Recommendation of the Ethics Committee on a PM on grounds of Ethical Violation.
6. The year-end Board meeting and AGM was conducted virtually on Feb 17 & 18 2021.



Appointments

1. A program manager position was created and a person appointed to coordinate the activities of ODCP.

EC meetings

All the financial requirements and budgets for executing various decisions by the Board were considered and decision offered through regular virtual meetings of the EC.



From the Desk of Treasurer J M Radhakrishnan

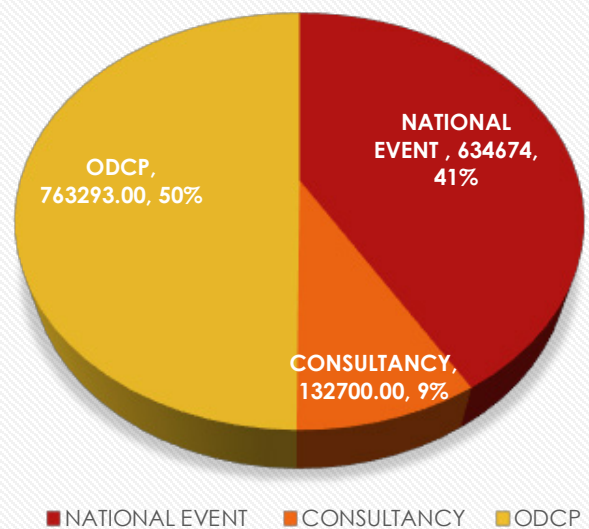
FINANCIAL REPORT

- Submitted all returns in due time
- ✓ Income Tax Return FY 19-20
- ✓ GST Return FY 19-20
- ✓ TDS Return FY 19-20
- Comply all Statutory Compliances in due time
- ✓ Submitted Audit report to I. Tax Department
- ✓ Submitted Audited Balance Sheet to I. Tax Department
- ✓ Submitted Audited Balance Sheet to The Bombay Public Trust

Net cash flow of an organization represents the sum over a period of the total money received (inflow) and less the total amount of money spent (outflow) by the Organization over the same period. It is an important measure of an Organization ability to survive grow.

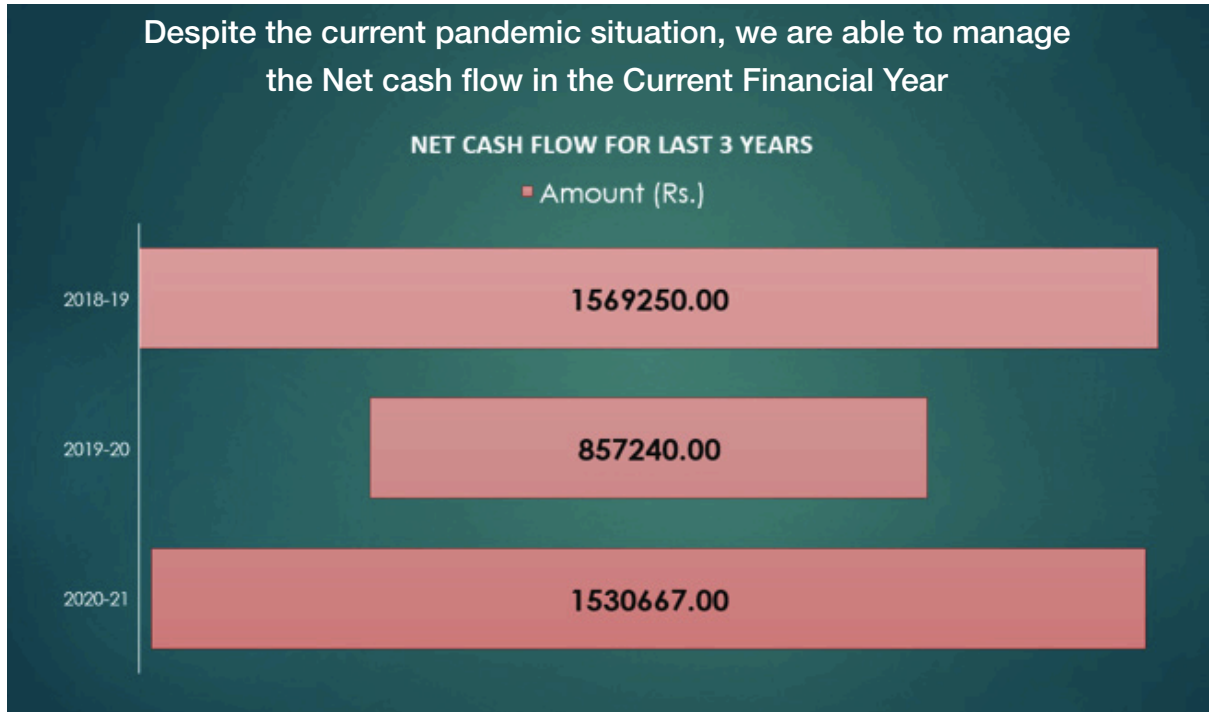
Total Net Cash flow for the period is
Rs 15,30,667/-

ISABS NET CASH FLOW FOR THE PERIOD APRIL 2020 TO JANUARY 2021





Despite the current pandemic situation, we are able to manage the Net cash flow in the Current Financial Year



Financial liquidity refers to how easily assets can be converted into cash. Assets like Fixed Deposits are very liquid since they can be converted to cash within days.

National Office :Current Status of Financial Liquidity as on 31.01.2021

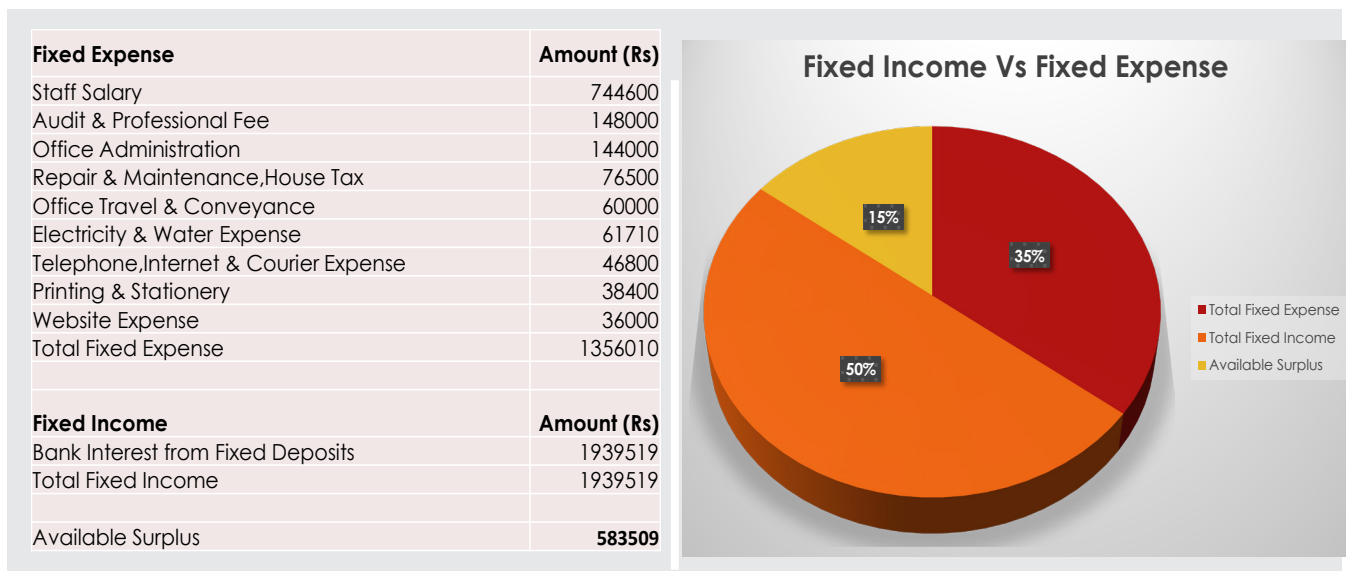
A) Bank Fixed Deposits	2,81,17,919.00
B) Bank Balance	
ODCP Account 53189	9,73,662.00
National Account 14884	5,47,353.00
Management Consultancy Account 00049	76,256.00
Total Bank Balance	15,97,271.00
C) Cash Balance	
ODCP Cash	5,863.00



National Cash	16,593.00
Total Cash Balance	22,456.00
Direct Cash Liquidity (A+B+C)	2,97,37,646.00
D) Fee receivable	
National Event	4,06,630.00
ODCP Batch 12	1,07,180.00
ODCP CODE	75,700.00
Total Fee Receivable	5,89,510.00
Total Liquidity Available (A+B+C+D)	3,03,27,156.00
E) Expenses Payable	0.00
Net Liquidity	3,03,27,156.00

Benefit Analysis : Systematic approach to estimating the strengths and weaknesses of alternatives used to determine options

Analysis: Fixed Income Vs Fixed Expense





Managing continuity and Finance

Immediate focus areas are turnaround and cash (Liquidity Management)

- Optimize working capital.
- Sanction Fund to Role holders as per approve budget.
- Re-forecast Cash flows (Cost Analysis)
- Support to key role-holders to deliver ;
 - successful business turnarounds,
 - enhance profitability and liquidity,
 - right size cost structures
 - and Manage the fund-risk

Detailed Balance sheet will be published separately.



ISABS LOST two of its stalwarts this year



26 DECEMBER 1956 - 25 JULY 2020

Remembering Dr. Zeb O. Waturuocha

ISABS fraternity mourns the sudden demise of our beloved Professional Member, Dr. Zebo Waturuocha, on the 25th of July 2020. His journey in ISABS as a Professional Member for 17 years is very special and enriching for all those who interacted and engaged with him.

Zeb's love for people and zest for life was infectious. We ISABSians feel the loss of a soul who made the world a better place. We are filled with gratitude for the gift of Zeb in our lives.

Let's celebrate Zeb's inspiring life. He lives on, in our memory and the legacy he leaves behind.

We miss you, dear Zeb.

by ISABS Professional Members



ISABS



6 APRIL 1936 - 10 AUGUST 2020

Remembering Dr. Somnath Chattopadhyay

ISABS fraternity mourns the sudden demise of our beloved legendary Professional Member Dr. Somnath Chattopadhyay, on the 10th August 2020.

He was one of the founding members of ISABS and also one of the first practitioners of OD in India.

He was a stalwart and a visionary leader and has contributed immensely to ISABS and its members. His untiring work in Applied Behavioural Science, over 49 years, has left an indelible mark in the world.

ISABS fraternity salutes and holds great respect for his immense mentorship, guidance and friendship. He was a gentleman of compassion and humility.

It is with heavy hearts that we honour his memory and say goodbye. Our heartfelt condolences to his family and friends. His selfless leadership continues to inspire.

by ISABS Professional Members



ISABS





LIST OF BOARD MEMBERS

President	Joy Srinivasan	president@isabs.org
Past President	Atul Chugh	pastpresident@isabs.org
Secretary	Varalakshmi Rajah	secretary@isabs.org
Treasurer	J.M. Radhakrishna	treasurer@isabs.org
Joint Dean Programmes	Gauri Nigudkar, Anupama Sharma	dean.programmes@isabs.org
Joint Dean PDP	Monsoon Bissell, Altaf Shaikh	dean.pdp@isabs.org
Dean Professional Excellence	Dilip M Panikker	dean.pe@isabs.org
Dean Diversity-Outreach & Partnership	Vikram Bhatt	dean.dop@isabs.org
Dean Social Development	Manisha Jayaraman	dean.sd@isabs.org
Dean Research & Publication	V.N Kantha Rao	dean.research.publication@isabs.org
Dean Digital Transformation	Ameet Mattoo	dean.digitaltransformation@isabs.org

Regional Coordinators:

Regional Coordinator - North	Kumud Kalia Issar	rc.north@isabs.org
Regional Coordinator - East	Khirod Pattnaik	rc.east@isabs.org
Regional Coordinator - West	Sonali Kelkar	rc.west@isabs.org
Regional Coordinator - South	Hema Sekhar	rc.south@isabs.org

Directors/Chairperson:

Director ODCP	Mukul Joshi	director.odcp@isabs.org
Chairperson Ethics Committee	Shyleswari Rao	chair.ethics@isabs.org



Current Board and Management





LIST OF ISABS PROFESSIONAL MEMBERS

1. A.v. Rajaganeshamurthy
2. Abhijit Bhaduri
3. Aftab A. Niazi
4. Altaf Shaikh
5. Amitabh Jha
6. Anisha Sachin Pandya
7. Anthony T. Dsouza
8. Anuradha Deb
9. Anuradha Prasad
10. Archana Shrivastava
11. Asghari Mohiuddin
12. Ashok Khandelwal
13. Atul Shekhar
14. B.r. Deolalikar
15. Bilol Bose
16. C.n. Kumar
17. Chitra Puranik Kuve
18. D.n.b. Singh
19. Dennyson F. Pereira
20. Dilip M Panikker
21. Francis D. Fernandez
22. G.b. Kathuria
23. Gauri Nigudkar
24. Ganesh Chella
25. Harish Raichandani
26. Hema Sekhar
27. Indu Rao
28. James Cyril Dabhi (Jimmy)
29. Juliana Beryl Thompson Caszo
30. K.v. Eswara Prasad
31. Kandarp Mehta
32. Khirod M Pattnaik
33. Kishore Gandhi
34. Kumud Kalia Issar
35. Lalitha Iyer
36. M.g. Neela Kishore
37. M.v. Deshpande
38. Mahaveer Jain
39. Manisha Jayaraman
40. Martha Lasley
41. Mir Zahiruddin Alikhan
42. Mukul S. Joshi
43. Parth Sarathi
44. Payal Gupta
45. Pratik K. Roy
46. Preetam Khandelwal
47. Punam Sahgal
48. Rachna Sharma



49. Rajan Johree
50. Rajen K. Gupta
51. Ramalingam V M (Ram)
52. Rashmi Saxena
53. Rekha Bharadwaj
54. Rolf P. Lynton
55. Rupert M. Rosario
56. S Prabakaran Kamath
57. Sanjay Sarbhoy
58. Sanjiv Sharma
59. Satyakki Bhattacharjee
60. Sharad Sakorkar
61. Shyleswari M. Rao
62. Snigdha Pattnaik
63. Somesh Chadda
64. Sukhvinder Sircar
65. Sunita Raut
66. Susan Varughese
67. Syed Akhtar
68. T.v. Rao
69. Ullhas Supatkar
70. Venugopal Sridhar
71. V L K Sarma
72. Vandana Jha
73. Veena Pinto
74. Vijay Kumar Jain
75. Virendra Sisodia
76. Viswanath Gopalakrishnan
77. Y. Radhakrishnan
78. Abad Ahmad
79. Aditee Ghate
80. Alexandra K. Merrill
81. Ameet Mattoo
82. Anil K. Khandelwal
83. Anne Litwin
84. Anupama Sharma
85. Anuradha M. Uberoi
86. Arati Mohanram
87. Aroon D. Joshi
88. Ashok K. Bakshi
89. Atul Chugh
90. B. M. Halasya Sundaram
91. Bhanumurthy K
92. C.m. Srivastava
93. Chithra Ram
94. D. Nagabrahmam
95. Deepankar Roy
96. Devyani Vaishampayan
97. Dipti Sethi
98. G. Rajanna
99. G.m. Dhunjibhoy
100. Ganesh Anantharaman
101. Gouranga P. Chattopadhyay
102. Harminder S. Uberoi



103. I.g. Kannan
104. J.m. Radhakrishna
105. Jasmeet Kaur
106. Joy Srinivasan
107. K.k. Jha
108. Kakoli Saha
109. Kaushik Gopal
110. Kirpal Singh
111. Kul Bhushan Trehan
112. Lakshmi Raman
113. M. Yawar Baig
114. M.m.p. Akhouri
115. Madhukar Shukla
116. Manas Shukla
117. Marisa D'mello
118. Meenakshi Vijayasimha
119. Monsoon Bissell
120. Nagendra P. Singh
121. Navtej K.b.
122. Paul Siromoni
123. Pradeep Prakash
124. Prayag Mehta
125. Prerana Rane
126. R. Sankarasubramanyan
127. Rahoul Joshi
128. Rajeshwari L.
129. Ramesh Galohda
130. Rehana Wajahat
131. Renuka Raj Singh
132. Ruchi Tiwari
133. S. Chandrasekar
134. Sanjay Dutt
135. Sanjib Basu
136. Sapana Mathur
137. Shakti S. Roy
138. Shridhar Kshirsagar
139. Sincy Joseph
140. Somali Gupta
141. Sonali Kelkar
142. Sudhir Kr. Aggarwal
143. Sunil Jha
144. Suryamani Singh
145. Sushma Sharma
146. T.t. Srinath
147. Tejinder Singh Bhogal
148. Uma Jain
149. Veda Srinivasan
150. V.n. Kantha Rao
151. Varalakshmi Rajah
152. Vikram Bhatt
153. Wasundhara Joshi







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