

LEADING THROUGH UNCERTAINTY

From Setbacks to Strategy:

A Journey of Resilience, Innovation and Human-Centric Leadership

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“Effective leadership is not about having complete certainty; it is about creating

clarity amid uncertainty.”

01 A Setback That Shaped a Leader

Q1. Can you describe a pivotal moment in your career that significantly shaped your perspective on business and leadership?

My parents, Rumi & Gupta and Shri Maly Gupta, have been my greatest influence and support system. I completed my schooling in 2000 and 2002, graduated with honours, and earned my MBA from the National Institute of Media market, 2009. A defining moment came in 2013, when my U.S. visa application was denied for an international conference while my mother's visa was approved. What initially felt like a setback became a transformative experience that strengthened my resolve to become a more effective and resilient business leader.

KEY ELEMENTS

-  Authentic relationships
-  Stay grounded and humble
-  Adapt to new environments
-  Continuous learning
-  A broad, long-term perspective
-  Deliberate and thoughtful planning

“A setback is not a delour. Sometimes, it is the experience that accelerates you.”

04 THE FUTURE OF WORK Agile Leadership for a Changing World

Which emerging tools, technologies or leadership practices in business excite you the most for building and scaling successful organizations?

Agile, skills-based leadership excites me most because it enables organizations to remain adaptable without relying solely on continual increases in headcount. The future of organizational competitiveness will depend on how effectively businesses can identify capabilities, redeploy talent, and develop skills in response to rapidly changing market conditions.

KEY FOCUS AREAS

-  Embrace ambiguity & adapt quickly
-  Employee engagement & retention
-  Accelerate innovation & growth
-  Continuous feedback & mentorship

Organisations of the future will be defined by their ability to mobilize the right capabilities at the right moment.

02 INNOVATION WITH INTENT Ideas That Create Real Value

Q2. How do you balance innovative ideas with practical execution to ensure they create real business value and meet market demand?

Innovation must be grounded in a clear understanding of the market and supported by a disciplined framework for translating ideas into measurable outcomes. This involves diversifying revenue streams, exploring new avenues for value creation, commercializing knowledge, and assets, and empowering teams to adapt to changing market dynamics.

Execution is where strategic intent is tested through experimentation, rigorous analysis, market validation, and strengthening brand equity and industry credibility.

“The objective is not simply to generate innovative ideas, but to build solutions that are commercially relevant, scalable, resilient, and capable of creating enduring value for stakeholders.”



05 THE LEGACY People at the Heart of Progress

Q5. What legacy do you hope to leave through your work in business and leadership?

I want to be known for human-centric, participative leadership, one that measures success not just by financial results, but by the growth, well-being, and potential of the people and teams I have the privilege to lead. This means leading with empathy and emotional intelligence, creating inclusive environments free of bias, and investing in people's growth through mentorship, career development, and experiential learning.

“The most enduring legacy of a leader is not simply the organization they build, but the people they empower to become capable leaders themselves.”



03 DECISIONS UNDER PRESSURE Clarity When It Matters Most

Q3. What is your approach to making critical decisions under pressure, especially during market uncertainty, limited information, and high-stakes situations?

I adopt a proactive and structured approach: observe, gather input, understand the situation, assess the evidence, and decide. I focus on identifying known variables, unknowns, and critical information gaps, evaluate risks in advance, and plan around available resources.

I prioritize effectively, use risk-assessment techniques to anticipate potential failures, and set clear decision deadlines to prevent analysis from becoming paralysis.

“Setting clear decision deadlines prevents analysis from becoming paralysis. At a certain point, leaders must make the best informed decision possible and then remain agile enough to adapt as new information emerges.”

Observe
Orient
Assess
Decide
Adapt



THE 2026 LEADERSHIP PLAYBOOK



ADAPTIVE INTELLIGENCE

Recalibrate strategy as markets evolve.



EXECUTIVE DISCIPLINE

Execute a new, more 100% effective, process.



STRATEGIC RESILIENCE

Treat setbacks as information



HUMAN CAPITAL

Build capabilities, not just headcount.



CONTINUOUS LEARNING

Remain intellectually curious.



DECISION VELOCITY

Set clear thresholds and move forward



INCLUSIVE LEADERSHIP

Enable diverse perspectives.



PURPOSEFUL GROWTH

Balance performance with people.

PEOPLE - PURPOSE - INNOVATION | RESILIENCE | A BETTER TOMORROW