TODAY A READER TOMORROW A LEADER

JIM CONNECT

E-Newsletter

FORMING RESPONSIBLE LEADERS

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ST. JOSEPH'S INSTITUTE OF MANAGEMENT (JIM)

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EXCELLENCE

Dear Readers,

Excellence is rarely born from single-minded focus; it is forged where depth, discernment, and deliberate foresight meet. Welcome to this edition of our newsletter, centered on the theme "Excellence".

In this issue, we explore what it takes to perform at the highest level across leadership, strategy, and personal growth. We ground our journey in spiritual reflection with St. Ignatius's On Declining Ecclesiastical Dignities, examining how true distinction requires choosing authentic value over status. Turning to macro strategy, we analyze the August market performance where stock momentum paused while the real economy kept moving proving that long-term strength requires looking past short-term noise.

We also challenge traditional career models by weighing the power of hyper-specialization against multidimensional skills. Finally, we connect human strategy with future tech, pairing the core lessons of Simon Sinek's Leaders Eat Last with actionable insights on how CHROs are building the talent groundwork for AI integration.

We hope these pages challenge you to refine your own pursuit of excellence balancing timeless principles with future-ready execution.

— The Editorial Desk

On Declining Ecclesiastical Dignities

This is the letter St. Ignatius wrote to Father Francisco de Borja from Rome on June 5, 1552

Ever since Francisco de Borja resigned his title in May 1551, his cousin, Emperor Charles V, held it unthinkable that a former duke should remain a simple priest and, thus, in March 1552, he proposed to Pope Julius III that Borja become a cardinal. The pope immediately took to the idea and rumors soon spread through Rome. Ignatius heard the rumors but waited to see if they died of themselves or whether they would be confirmed. In the latter part of May the pope mentioned, in one of his consistories, that the emperor had suggested four Spaniards for the cardinalate, and one of these was Borja. Many of the cardinals expressed their happiness in having Borja join their ranks and mentioned this to Ignatius. The founder was at first disinclined that Jesuits accept ecclesiastical dignities, and so he prayed over the matter for three days. The result was that he was now definitely opposed to the idea and so he visited several cardinals and the pope himself. In speaking to his holiness Ignatius maintained that it would be for the greater service and glory of God if Borja were to remain in the humble position that he himself had chosen. The pope was persuaded by Ignatius' reasoning and the matter was dropped. Ignatius wrote his own letter to Borja on June 5, telling him of his reaction when he heard the news about the cardinal's hat, and what he did to prevent it being given him. He also asks Borja to write him and give his own thoughts on the matter. Ignatius wrote the letter in Spanish [Ep. 4:283-285].

Ignatius believed Borja could serve God better by remaining in the simple role he had already chosen. What makes this letter worth returning to, almost 500 years later, is not simply that Ignatius opposed the appointment, it is the discipline he brought to reaching that opposition. Ignatius is disarmingly honest about his own reaction. He tells Borja that the instant he heard the news was certain, he "at once had the impulse and the prompting to do all I could to prevent it." A strong, immediate instinct. But he does not trust it. He writes that he was "not being certain of God's will, as I saw many reasons for both sides."

So instead of acting on impulse, he built in a structured pause: three days in which the whole community would pray and reflect for guidance. During this time, he admits, he "felt certain fears" and, at other moments in ordinary prayer, felt that "these fears had disappeared." His conviction did not move in a straight line. It came and went, "sometimes with these fears and sometimes without them," until finally, on the third day, he arrived at a decision "so final, so peaceful and free" that he knew what he had to do.

This is a striking model of discernment: an immediate instinct, a deliberate refusal to act on it right away, a wavering middle period, and only then, a settled clarity. Ignatius did not confuse the strength of his first feeling with the truth of the matter. He treated the process of getting there not the speed of arriving as what mattered.

St. Ignatius writes
"How do I know what God our Lord wishes to accomplish?"

Underneath all of this is a quieter conviction: that status and formal power are not the same as service. Ignatius argued to the Pope that it would be "*for the greater service and glory of God*" if Borja remained in "*the humble position that he himself had chosen*." He was not protecting Borja from a burden, nor competing with him. He was actively working to keep a talented colleague out of higher office, because he believed the mission was better served that way.

Ignatius felt strongly from the very first moment and still refused to act on day one. The strength of a first reaction is not proof that it is correct. He asks us to build a deliberate pause between the impulse and the commitment, especially for decisions that shape someone's career or the organisation's direction. Ignatius's certainty moved back and forth for three days before settling into something "*final, so peaceful and free.*" Leaders often treat wavering as a sign of weak judgment. Ignatius treats it as the process working exactly as it should.

Ignatius did not deliberate alone in a room. He asked the entire community to pray and reflect alongside him. The modern equivalent is simple, bring in people who have no stake in flattering you before a major call is finalised. He makes us believe that more authority is not always more value. Ignatius felt elevating Borja to cardinal could distract from the Society's deeper mission of humility and service. The sharper question for any leader facing a promotion, a bigger title, or expanded turf is not "*what gives me more authority?*" but *"what creates more value for the mission?"*

Ignatius acted decisively, yet told Borja plainly that someone else, guided honestly, might reach the opposite conclusion. Firmness and openness are not opposites. The strongest leaders hold both at once.

This letter reminds us that the quality of a decision depends not only on the outcome but also on the process that leads to it. Ignatius did not allow honour, public opinion, or political influence to guide his choice. Instead, he reflected deeply, sought counsel, examined his motives, and acted only when he experienced clarity and inner freedom.

Today leaders are often rewarded for quick decisions. But, Ignatius offers a different model - one that values thoughtful reflection over haste, purpose over prestige, and humility over certainty. His message remains timeless: the best leaders are not those who react the fastest, but those who discern the wisest path before they act.

Dr S Karthikeyan
Associate Professor, JIM

Triple Alignment

MR. ANDROSE NITHIYADOSS

Androse Nithiyadoss, Senior General Manager at KMC Hospital, Trichy, brings with him over 26 years of professional experience across the IT, ITES, telecommunications, and healthcare sectors. He began his career as an IT professional in 2000 and spent nearly 15 years in the IT and telecom industries before making a transition into healthcare. Over the past nine years, he has taken on diverse responsibilities in hospital management, progressing into a senior leadership role handling business operations and P&L.

Androse started his career in software engineering, but soon realized his true talents and passions were in people management, customer service, and business strategy. Recognizing these strengths allowed him to shift away from technical tasks, demonstrating how self-awareness and adaptability can shape a fulfilling professional path.

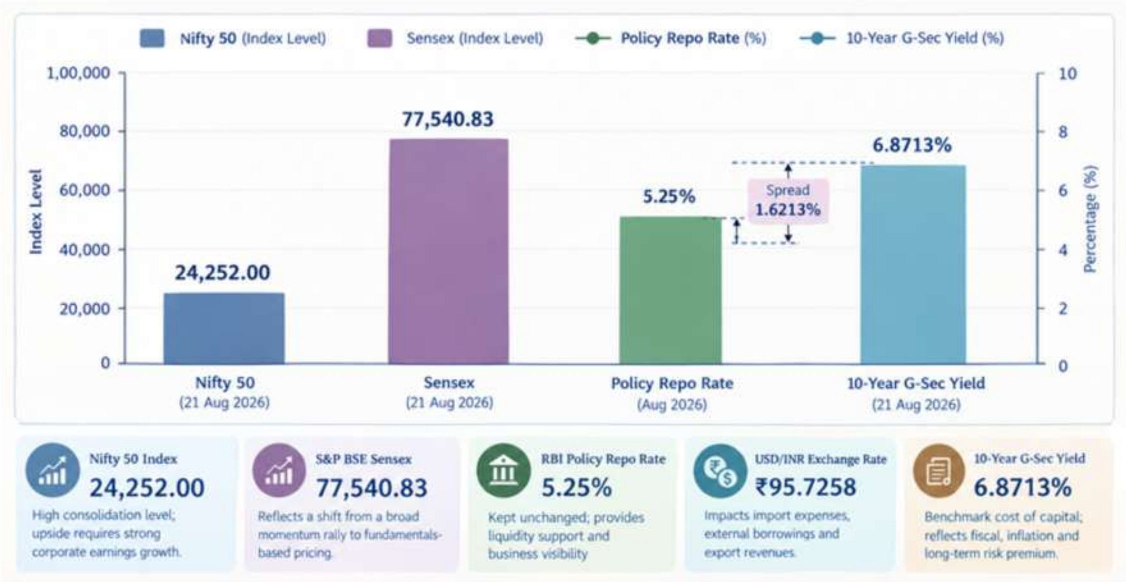
Androse believes organizational success relies on managing three key stakeholders *people, customers, and leadership* with equal priority and care.

When discussing the qualities he looks for in future managers, Mr. Androse highlighted honesty and integrity, ownership, people management, communication, and continuous learning.

For Androse, professional growth is not simply about reaching a particular designation. It is about taking ownership, creating value, and making every responsibility successful.

Jaba Ranchana A
26PBA203

The Market Paused, but the Economy Kept Moving



August was an unsettled period of consolidation for the market. The Indian equity market began August with its expectations revolving around corporate fundamentals, interest rates, and overall economic growth domestically. However, with the passing days, the movements of the markets were determined more and more by a mixture of global uncertainty, currency movements, and investor sentiments.

Based on data provided by the Reserve Bank of India market indicators, the closing level of the Nifty 50 index on August 21, 2026 was 24,252.00, while that of the S&P BSE Sensex was 77,540.83. It is necessary to understand not only the closing level of these indices but also what is currently happening in the market environment. Both of the indices have managed to move at rather high levels, but the possibility of further upside growth became tougher and tougher to achieve.

The significant event in the month is related to the monetary policy. The policy repo rate was kept unchanged at 5.25% after the RBI's August meet. The Standing Deposit Facility rate stands unchanged at 5.00%, while the Marginal Standing Facility Rate and Bank Rate stand at 5.50%. From this policy framework, it can be noted that liquidity and interest rates have been acting as significant support to the economy despite of inflation and external sector concerns of the central bank.

Regarding the equity market, a repo rate of 5.25% means much more than just borrowing costs. Interest rates play a significant role in the financing of corporates, in consumer demand, credit growth of banks, and finally in the valuation of companies. Stable monetary policy provides visibility to businesses. But the equity markets have now entered into a new phase where the monetary support is not sufficient. The further growth of the equity markets would depend on revenue and profit growth of the companies.

Currency market trends have also been an important barometer in August. According to the information from the Reserve Bank of India, the reference exchange rate stood at ₹95.7258 per US dollar as of August 24, 2026. Changes in the exchange rate have important implications for import expenses, foreign borrowing, and business profitability for firms involved in overseas business. A devaluation of the rupee may be positive for exporters and businesses receiving foreign income, while negatively affecting firms with significant imports of goods, technology, or resources.

It is especially interesting in the current context that the exchange rate trends are analysed along with the interest rate and bond market in India. As of August 21, the yield on 6.94% Government Security with maturity in 2036 was at 6.8713%. The Government Securities yield is an important indicator of the cost of capital in the financial markets in India. High yields on government securities should cause serious concerns among stock investors.

It results in a paradoxical scenario within the Indian financial markets. While the RBI's policy rate stands at 5.25%, creating a relatively favourable monetary environment, yields on long-term government securities are significantly higher. It is thus clear that market participants are taking into account fiscal and inflation concerns, among other economic factors. In other words, the spread between short-term policy rates and long-term yields assumes significance in such cases.

One of the key aspects observed during August is that of selective participation in the markets. This marks a marked departure from the investing climate so far this year. When the market is enjoying a good rally, even average stocks can make gains on the back of positive sentiment. But when the market is consolidating, investors will start looking into fundamental factors such as the quality of earnings, the balance sheet, pricing power and future growth potential of different firms. Thus, August marks a shift from a momentum-based to a fundamentals-based market.

Thus we can say, August was not the month of a weak market. August was the month of a disciplined market. 24,252.00 for the Nifty, 77,540.83 for the Sensex, a repo rate of 5.25%, rupee worth ₹95.7258 per US dollar, and a 6.8713% yield on the 10-year government security represent an economy with a financially sound base within the country but an environment which has now turned demanding.

Therefore, the coming era of the market is not going to be the era of those companies which will just ride on the back of general growth in the economy. Instead, it is going to belong to those companies that will show consistent earning power and the capability of performing in all circumstances.

Akilan Sebastin V
25PBA137

Master.. Are You...?

Depth vs. Breadth

If you look closely at today's top innovators, and you will notice a common thread, singular focus is no longer the only path to elite performance. In both corporate boardrooms and higher education, the classic model of the hyper-specialist is shifting.

While traditional wisdom preaches deep specialization in one trade, modern leaders like technical founders who master storytelling, or educators bridging data science with ethics prove that cross-disciplinary breadth elevates expertise rather than diluting it. Combining distinct fields generates novel solutions at their intersection, turning isolated skills into agile, high-impact wisdom.

Yet, as industries demand both deep technical precision and broad strategic vision, we are left with a critical dilemma: **Are we sacrificing true mastery by broadening our scope, or are we simply redefining what it means to be a master in a complex world?**

Write to us what you think @ jimconnect@jim.ac.in

How CHROs Lay the Talent Groundwork for AI Success

Executive Research Article and Advisory Report
published by Gartner, Inc. on July 27, 2026.

The article elaborates that organisations need to identify skill gaps, employee concerns, and career development needs before adopting AI. CHROs should connect employee skills and workforce planning with the organisation's AI strategy. Continuous learning, upskilling, and workforce readiness are important for achieving success with AI.

Source: Gartner, "How CHROs Lay the Talent Groundwork for AI Success," July 27, 2026.

Easwari S
25PBA125

Leaders Eat Last

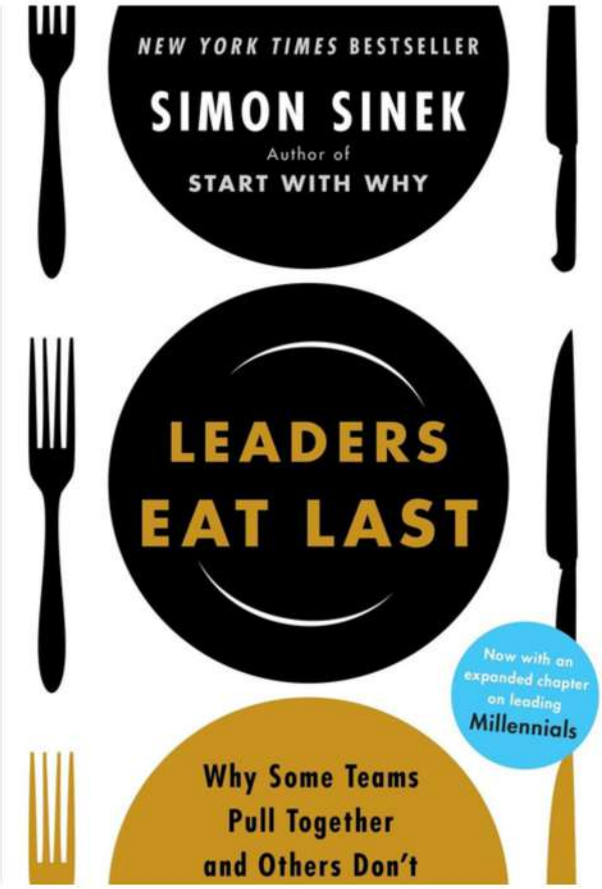
By Simon Sinek

Prior certain books teach us how to thrive in our careers, while others educate us on how to grow as leaders. Simon Sinek'sLeaders Eat Last falls firmly into the second category. The book examines the qualities that define great leadership and explains how organizations can build workplaces where employees feel driven, protected, respected, and trusted.Rather than framingleadership as a function of power or title, Sinek argues that leadership is fundamentally about taking responsibility for the people one leads.

Central to the book is the concept of the "Circle of Safety." Sinek argues that people perform best when shielded from internal threats such as distrust, unhealthy competition, and fear of failure. When a leader extends the Circle of Safety to the whole team, employees redirect energy they would otherwise spend protecting themselves toward collaboration, idea-sharing, and calculated risk-taking. Instead of competing against one another, people work toward a shared goal, making the organisation more adaptive and resilient. This is arguably the book's most practical contribution, offering leaders a concrete question to ask of every decision: does this expand or shrink the Circle of Safety?

Another important thread is Sinek's insistence that people should never be reduced to resources or numbers on a spreadsheet. Businesses often fixate on quarterly goals and performance metrics, but Sinek reminds readers that long-term success depends on the people who produce those outcomes. Employees who feel valued become genuinely devoted to the mission, while a culture of fear and pressure corrodes cooperation and trust, often producing short-term results at the expense of long-term capability.

Sinek also grounds his argument in human biology, he explains how neurotransmitters such as oxytocin, dopamine, serotonin, and cortisol shape behaviour at work, dopamine driving the satisfaction of achievement, serotonin tied to status and recognition, oxytocin holding trust and bonding, and cortisol undermining collaboration under stress.



These ideas are especially relevant for anyone preparing for a career in management or entrepreneurship. Running a business requires more than fluency in finance, marketing, and strategy; it requires the ability to lead people.

The Circle of Safety connects directly to organisational behaviour and human resource management, and a prospective manager who internalises it will not only pursue targets but will value employees' contributions and support their ideas. The same logic applies to founders: a leader who holds trust and visibly, values their workforce, builds stronger teams and a healthier culture, which supports better outcomes over time.

It is noticed that this book leans heavily on anecdotes and biological explanations rather than rigorous empirical evidence, and its central metaphor can feel repetitive across chapters.

Readers seeking a step-by-step implementation framework, rather than a philosophy of leadership, may find it long on inspiration and short on tactics for building a Circle of Safety in a large or fast-moving organization.

Taken as a whole, Leaders Eat Last is a perceptive and motivating book for anyone interested in management, leadership, or organizational success. It builds a useful bridge between abstract theory and everyday workplace conduct, reminding aspiring managers that trust, empathy, and strong relationships matter just as much as strategy and revenue. Sinek's core message is simple but demanding: a leader's greatest responsibility is to create an environment where people feel safe enough to thrive and when they do, they give the organization everything they have.

Book Reviewed by
Angeline Gifta A
26PBA130

On 11 August 2026, 108 I MBA students visited Sri Energy Pvt. Ltd., Viralimalai, and Sriram Perfumes, Uthamarkovil, gaining valuable exposure to real-world industrial practices. The visits helped students connect classroom concepts with workplace realities, understand organizational processes, and develop a broader managerial perspective through meaningful experiential learning.

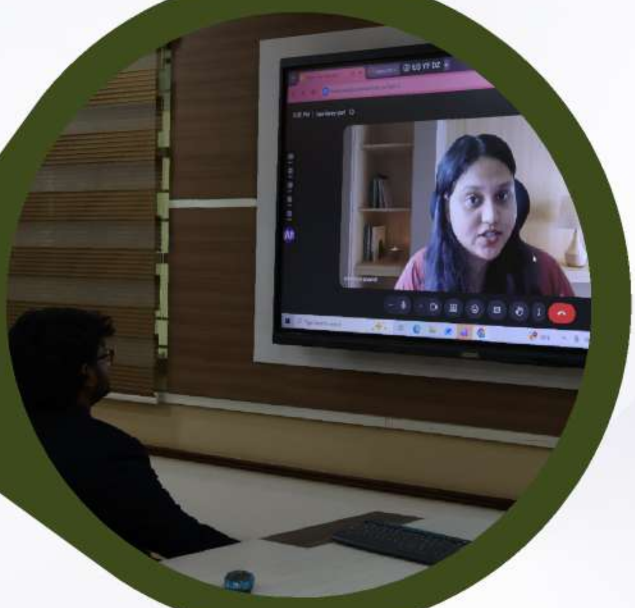
On 13 August 2026, JIM conducted the Management Development Programme, "Lead Beyond the Classroom: Developing Future-Ready Student Leaders," for M.Com students of BHC, Trichy. The engaging sessions explored leadership, communication, emotional intelligence, conflict resolution, negotiation, teamwork, and goal setting, giving students practical insights and confidence to step up as effective leaders.

On 13 August 2026, JIM conducted a Group Discussion (GD) Orientation Session as part of its placement preparation programme. Led by Dr. S. Premanand, Director–L&D, ARRANT HR Solutions, Tiruchirappalli, the session offered practical tips on GD basics, effective strategies, etiquette, and essential do's and don'ts. Students actively participated, gaining valuable insights and greater confidence to approach GDs successfully.

A vibrant leadership training programme was conducted for SAC office bearers, club leaders, and committee members on 18 August at McCarthy Farms, Trichy. Led by corporate trainer Mr. Jeganathan, the interactive session strengthened leadership, teamwork, communication, responsibility, and decision-making skills, inspiring participants to embrace their roles with confidence and purpose.

The HR Club of St. Joseph's Institute of Management hosted "HR Hot Seat," an exciting live HR challenge on 20 August 2026 at Loyola Auditorium. Dr. Josephine Priya, Assistant Professor, JIM, graced the event as Chief Guest. The engaging activity challenged participants to think like HR professionals, make quick decisions, and respond confidently.

A dynamic Mock Placement Drive for II MBA students was held on 22 August 2026 across JIM's venues. Nine distinguished alumni brought valuable industry insights to the experience. Students engaged in real-time placement processes, sharpened their interview skills, gained confidence, and prepared themselves for future career opportunities.



The Go Green Club brought energy and creativity to campus on 27 August 2026 with fun-filled activities like Wealth Out of Waste, Cooking Without Fire, and Orientation on Green Initiative of JIM. Students got creative, worked together, experimented with sustainable ideas, and most importantly, enjoyed learning that small actions can make a big difference.

An impactful three-day Employability and Career Readiness Workshop was organised for Data Science students of St. Joseph's College, Trichy, from 25–28 August 2026. The sessions focused on leadership, career goals, LinkedIn profiles, resume writing, interviews, aptitude, critical thinking, problem-solving, and group discussions, equipping students with practical skills and confidence for career success.

JIM burst into festive joy during its vibrant Onam Celebration on August 25, 2026! Students and faculty gathered in traditional attire to craft colorful pookalams and cheer through high-energy games. The heartwarming occasion truly united the campus in prosperity, laughter, and shared cultural pride!

As part of experiential learning initiatives, 105 students of I MBA participated in an engaging Outdoor-Based Training (OBT) programme at Leap Learning Academy, Coimbatore. Through a series of challenging and collaborative activities, students strengthened their leadership, teamwork, communication, problem-solving and planning skills. The experience inspired them to realise that with proper learning, strategic planning and collective effort, even the most challenging tasks can be successfully accomplished.

The II MBA students undertook a solemn pilgrimage to Poondi Matha Basilica, seeking divine blessings for successful placements and future endeavours. The Director, Administrator, faculty and staff joined the students in a prayerful procession, reciting the Rosary and offering heartfelt petitions for guidance, success, wisdom and fruitful career opportunities.

Invigorating @ St. Xavier's Ranchi

An invigorating and inspiring experience unfolded at the prestigious St. Xavier's College, Ranchi, where Rev. Dr. A. Michael John SJ immersed himself in enriching perspectives on leadership, growth and purposeful excellence, embracing every learning with the spirit of Magis, striving always for the greater glory of God.

திருக்குறள்

குறள் 1021

கருமம் செயஒருவன் கைதூவேன் என்னும்
பெருமையின் பீடுடையது இல்.

உரிய கடமையைச் செய்வதில் சோர்வு காணாமல் எவனொருவன் முயற்சிகளை விடாமல் மேற்கொள்கிறானோ அந்தப் பெருமைக்கு மேலாக வேறொரு பெருமை கிடையாது.

TRANSLATION

"Who says 'I'll do my work, nor slack my hand',
His greatness, clothed with dignity supreme, shall stand."

EXPLANATION

There is no higher greatness than that of one saying. I will not cease in my effort (to raise my family).

EDITORIAL TEAM

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