

# Research Fellowships

## Fellow Spotlight – Meet Dr. Udayan Dhar

think2perform Research Fellows, 2021-2022



Dr. Udayan Dhar presenting his research findings to think2perform Research Institute board members in July 2022

After completing his M.B.A. in 2014, Udayan Dhar was working in a human resources role which ultimately inspired his desire to pursue his Ph.D. “I realized that a lot of teams either fail or do well depending on how well the leadership works in the team,” says Udayan. “I became interested in teams and leadership and also the kind of development opportunities people get as part of their working lives.”

As Udayan started interviewing people as part of his Ph.D. dissertation work, he recognized the importance of experiential learning in developing people over time. “Organizations spend tons of money on training programs, and it’s important to do those

things, but a lot of personal growth and career opportunities come from developmental experiences they get as part of their work, things like cross-functional roles for example,” says Udayan. “My research became focused on how organizations can build infrastructures to allow these sorts of developmental experiences to happen more often.”

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Udayan's work also explores liminality, coaching leadership, and the emotional aspects surrounding learning, development, and growth. “Research shows a coaching style of leadership is very important for the personal development of followers because it allows them to explore their own passions, their own interests. It allows them to think long term regarding their professional and career growth.”

A final phase of his study is examining how effective coaching helps to address the sense of limbo people feel in their professional lives. “Supporting team members while they’re on their journey of growth, by acknowledging the feelings of liminality they go through would ultimately benefit the team and the organization,” says Udayan.

This spring Udayan received his Ph.D. in Organizational Behavior from the Weatherhead School of Management at Case Western

Reserve University and this fall he joined the faculty at Bucknell University as an Assistant Professor of Leadership. In one course this semester he is giving students the chance to practice their coaching leadership style. In groups of three, each student plays the role of coach, coachee, and observer, allowing students to give and receive support as they navigate the liminality of careers and academic life.

As a think2perform Research Fellow, Udayan appreciates the combination of autonomy and active, supportive community. “There was a lot of freedom for me to do the kind of research I wanted to do while also receiving support when I needed it,” says Udayan. In addition, he recognizes the fellowship’s distinctive focus. “I would very highly recommend the fellowship because I think for anyone who’s generally interested in purposeful leadership or leadership that has a certain positive social impact, there are not too many solutions out there.”

**Read** about Udayan’s [research](#) and [view his presentation](#) to the think2perform Research Institute board.

**Learn more about the Research Fellowships [here](#)**

**Fellowship proposals accepted through January 15 & June 1, 2023**

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