

Independent Woman Director | Board Advisor

Leadership, Culture & People-Risk Governance | MCC (ICF) | Author

Board Profile Summary

Punam Agarwal is an Independent Director and Board Advisor with over three decades of leadership, human capital, and organisational governance experience across India and international markets. She brings a strong board-level perspective on leadership succession, culture governance, and people-related risk — areas increasingly recognised as critical to strategy execution, reputational integrity, and long-term value creation.

Her work supports boards, promoters, and senior leadership teams in governing leadership capability, succession continuity, and organisational culture so that strategic intent translates into consistent execution. She is known for combining governance discipline with deep people insight, enabling boards to make informed decisions during periods of growth, transition, and complexity.

Board-Level Value Proposition

Punam adds value to boards through her ability to:

- Govern leadership succession and continuity risk
- Strengthen culture as a strategic and reputational asset
- Support Nomination & Remuneration Committees with people-risk insight
- Enable strategy execution through leadership capability
- Provide an independent, ethical, and stakeholder-balanced perspective

Her board work focuses on ensuring leadership pipelines, decision frameworks, and behavioural standards are aligned with the organisation's long-term objectives and governance responsibilities.

Areas of Board Expertise

- Leadership Succession & Talent Governance
- Culture & People-Risk Oversight
- Strategy Execution & Organisational Effectiveness
- Ethical Governance & Stakeholder Trust
- CEO & Senior Leadership Advisory
- Human Capital & ESG (Social) Governance

Professional Experience

- **Independent Director**
Indian Institute of Corporate Affairs (IICA) | Jan 2026 – Present
Focus on leadership governance, succession planning, and culture-driven strategy execution within an institutional and policy-aligned environment.
- **Founder & Principal Consultant**
Neostylus | 2011 – Present
Founded and led a strategic advisory and leadership consultancy working with boards, CEOs and senior leadership teams across aviation, manufacturing, retail, IT, oil & gas, construction mining, education, pharmaceuticals, and government sectors. Engagements include leadership governance frameworks, succession planning, organisational culture interventions, and executive advisory support.
- **Chief Officer – Learning & Development / Head HR**
Kama Ayurveda Pvt. Ltd.
Led HR and leadership capability during a high-growth phase for a premium Indian retail brand aligning people strategy with aggressive expansion goals and governance requirements.
- **Senior Corporate Trainer & HR Specialist**
Emirates Group – Emirates Flight Catering (UAE)
Worked across leadership development, security training, ESL, counselling, and organisational communication within a highly regulated, multicultural aviation environment.

Advisory & Coaching (Board-Aligned)

Alongside board advisory work, Punam is a PCC-credentialed Executive Coach, partnering with CEOs and senior leaders during periods of transition, complexity, and scale-up. Her coaching supports board objectives by strengthening leadership judgement, decision quality, and behavioural alignment at the top. Coaching is used as a strategic tool, not a standalone service.

Languages Known • English | Hindi | Bengali

Learn | Lead | Inspire



Kolkata, India

www.neostylus.com

punam@neostylus.com

+919911592698

LinkedIn:

[linkedin.com/in/punam-agarwal-24855522](https://www.linkedin.com/in/punam-agarwal-24855522)

Board-Relevant

Credentials & Recognition

- Certified Independent Director – IICA
- MCC – ICF (USA)
- NLP Master Practitioner (NFNLP)
- MBA-HR (USA)
- Author (27 books)
- Rashtrapati Puraskar – National recognition for leadership and integrity
- Rajya Puraskar – State-level recognition

Industry Exposure

Aviation | Retail | Manufacturing | IT | Oil & Gas | Construction | Mining | Pharmaceuticals | Education | Banking | Government & PSUs | Banking & Insurance | Real Estate | Catering | Pharmaceuticals

Publications & Thought Leadership

- Author of 27 books across leadership, management, spirituality, and fiction
- Regular contributor to leadership and governance conversations
- Experience in curriculum design, professional workbooks, and organisational manuals used across sectors

Board Philosophy

“Effective governance is not only about compliance and controls — it is about ensuring leadership capability, culture, and decision-making are fit for the organisation's future.”