

David Ayad – DBL Testimonial



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Undertaking the doctoral program was a transformative culmination of a long professional and academic journey and, in many ways, the beginning of a deeper one. Having served in senior franchise executive roles across Australia and North America, and being admitted as a Solicitor of the Supreme Court of New South Wales and a Lawyer of the High Court of Australia, I had spent years navigating the intersection of leadership, law, and commercial governance.

My earlier studies, a Bachelor of Business (Accounting), a Bachelor of Laws, and an MBA, provided the technical and analytical foundations of my career. Yet it was my doctoral research that integrated these disciplines into a single coherent philosophy of leadership. The research produced the Personal Contingent Leadership Paradigm (PCLP) and its applied AI-driven remedial tool, LC-AIDE, designed to enable leaders to reconcile the competing, and often conflicting, demands of compliance with the imperatives of creativity and adaptive judgement, an obstinate dilemma in franchise leadership.

The doctoral experience reshaped how I lead, advise, and mentor. It elevated leadership from a functional role to a moral and intellectual pursuit.

Completing the doctoral program has significantly deepened the way colleagues, clients, and leaders perceive my expertise. It signalled a level of intellectual discipline and reflective capacity that extends beyond conventional executive experience.

Colleagues now seek my input not only on legal or operational matters but on questions that require strategic judgment, ethical consideration, and leadership insight. The rigour of doctoral research cultivated a habit of structured inquiry and critical reflection that is immediately visible in how I analyse and respond to complex organisational challenges.

Among clients and senior leaders, there is a heightened respect for the evidence-based reasoning that underpins my counsel. The doctorate affirmed that my approach to leadership is anchored in research, tested frameworks, and lived professional experience rather than instinct or convention.

The doctoral program was far more than an academic exercise; it was a profound period of personal and professional recalibration. It forced a slowing down of thought, a deeper interrogation of assumptions, and an honesty about one's own leadership blind spots.

What distinguished it most was the synthesis of scholarship and practice. It encouraged me to draw on my commercial, legal, and executive experience while holding it up to rigorous academic scrutiny. That interplay produced insights that continue to shape how I lead, advise, and mentor.

For those willing to do the intellectual and personal work, the program is transformative. It does not hand out formulas; it develops judgment. It is, in the truest sense, leadership formation rather than leadership training.