

Dear Friends,

Welcome back to a world of celebration!

The many festivals that fall in this part of the year certainly help the cause. However, examine closely and you would find celebration to be primarily a state of the heart. It has that magical quality of creating joy where none appears to exist.

The onset of a new year signifies change. Some of it is in store for your dear newsletter Sattva too.

Beginning with the current month, we commence a new Interview Series - this time with CEOs and business leaders. The case study section will also witness novelty in a couple of months' time.

The interview with Dr. Om Manchanda, Chief Executive Officer, Dr. Lal Pathlabs reads almost like the biography of a folk hero. Beneath the happy-go-lucky exterior is a tale of hard work, discipline, risk-taking and a deep sense of caring.

In the Research section, Mr. B. Sudhakar - Chief Human Resource Officer, Tata Chemicals describes in detail the case of Project Unnati. The initiative stands out as a great example of reasoned appreciation, deep and disciplined analysis, as well as bold implementation

Our forthcoming workshop on 'Managing Synergy', is just a few days away; it commences on Wednesday the 7th December. The program addresses the heart (oh well, there we go again!) of managerial work - evolving synergy out of apparent conflict. Please do register now, in case you have not done so already. The details are included below.

We love to hear from you. Please [do write](#) when you can.

Warm Regards,

[Dr. Sunil Maheshwari](#), [Mr. Jagjit Singh Maan](#), [Ms. Aarti Maheshwari](#)



Context

A manager is considered to be one who provides directional and operational inputs to, and is held accountable for the output of, groups of people.

When skilled individual contributors produce good results, they are often promoted as managers resident at different hierarchical levels. The process of management involves the use of knowledge and skill in the exercise of judgment and decision-making. Judgments may be about reality (assessment of the facts in a situation), or about value (the significance of those facts). Judgments relating to conflicting interests and values are critical to the accomplishment of managerial tasks.

The archetypal managerial challenge relates to pulling together apparently incompatible priorities that are simultaneously critical in enabling the delivery of value. Examples include collaboration and competition, consistency and flexibility, as well as creativity and control.

Content

The key to managerial success is to recognize that the seeming opposition between polarities is merely a screen that veils their symbiotic nature.

The average manager views these priorities or values as competing, zero-sum dilemmas and vacillates or compromises between them, with limited success. The superior manager works hard in an attempt to maximize both, with some success.

The outstanding manager identifies these as complementary values, just like the two sides of the same coin. The extraordinary manager delivers results by creatively integrating these traditional polarities. He / she harnesses synergy from their partnership.

Thus, good managers maximize value-creation by deriving synergy everywhere they can. They follow a spiral process of three concurrent steps:

- Appreciation – Locating and respecting the strengths, values or opportunities in a situation
- Reconciliation – Resolving the incongruities or differences into a harmonious whole through a mental process of synthesis
- Implementation – Deploying the obtained solution(s) so as to achieve results of a high order that satisfy all stakeholders

Process

The finest managers transcend dichotomies of all kinds, in cognition and in action. This enables them to deliver a symphony, and not a cacophony that may otherwise result from unresolved conflict. Dynamism in perception as well as behavior helps accomplish that goal.

Perceptual flexibility is the capacity for reframing situations – viewing problems as opportunities, or seeing the metaphorical woods without losing sight of the trees.

Behavioural adaptability translates into the capacity to adopt a variety of behavioral styles (directive, participative, supportive and laissez-faire etc.) with ease and aplomb.

Who Should Attend

The participants at this four-day workshop learn how to guide human systems through the processes leading to the development of synergy. It is designed to enable the participants to excel in a managerial role.

After the successful completion of the workshop, they would specifically be able to:

- Understand the characteristics of highly successful managers
- Assess their own management styles
- Anticipate and resolve conflict situations
- Leverage differences in values for obtaining synergy
- Create a synergistic work environment
- Build and maintain productive relationships

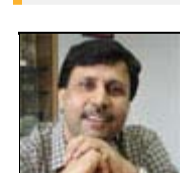
All senior managers, particularly those responsible for planning and directing the operations of a project, department, function or business unit will find this program highly beneficial.

Program Fee

The fee of this program is Rs. 40,000 (US \$ 1000) per person, plus 10.3% service tax. This includes tuition fee, course material. For more details follow the following link on the Samatvam website - <http://www.samatvam.co.in/procedure.html>

[Get in touch](#) for more information.

Interview - Dr. Om Manchanda - Chief Executive Officer - Dr. Lal Path Labs



"I'm of the firm opinion that interpersonal skills are crucial for a leader's success"

As a matter of fact, Dr. Manchanda's interview is a microcosm of emerging India, personally and professionally. His observations of the various incidents in course of life are at once, balanced and deeply reflecting.

[Read the full interview.](#)

UNNATI - A Case Study by Mr. B. Sudhakar, Chief Human Resource Officer, Tata Chemicals



What does it take to mobilise every layer of a large and inward looking organization towards higher levels of efficiency and excellence? How does it morph itself to defend, consolidate and grow in its chosen business?

It took Project Unnati to bring about the much needed enterprise wide transformation at Tata Chemicals Limited. Mr. Sudhakar dissects the project in extraordinary detail.

[Read the full Case Study.](#)

"The test of a first rate intelligence is to hold two opposed ideas in your mind at the same time and still retain your capacity to function. You must, for example, be able to see things that are hopeless and still be determined to make them otherwise."

- F. Scott Fitzgerald

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