

Dear Friends,

Welcome back to a celebration of what's right with the world!

This month, we had the privilege of interviewing Mr. Girish Johar, Vice President (HR & Organization) - Ericsson India. His perspective and experience mirrors the gradual change in the outlook of the HR profession in India, amidst the influx of MNCs and their unique organization cultures.

Trust is one of those fuzzy, almost indefinable words that is simple in intent and yet carries enormous weight. Though the word is bandied about liberally in our personal and professional lives, very few of us would have dissected the topic as intricately as Dr. Anil Maheshwari has done in his research study (carried below). It's an eye-opener.

You may have taken note of our upcoming 4-day workshop on Transformational Leadership at New Delhi starting on July 20. The full details are carried below. The workshop is designed to enable promising managers to take on leadership responsibilities confidently. At this program, several corporate leaders from India and abroad would be personally presenting their experience of leading the respective organizations through transformational change.

Your feedback is important. Do [get in touch](#).

Warm Regards,

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



Announcing a 4 Day Training Workshop
On
Transformational Leadership
Dates: July 20 - 23, 2011
Timing: 9 AM TO 6 PM
Venue: India Habitat Center, Lodhi Road
New Delhi – 110 003, India

Context

Leadership is the collective capacity of a human community to evolve and realize its own future. Leaders govern the value-creation work of the operational and managerial facets of an organization, and guide it towards sustain ability. The mandate of leadership is to stage revolutions in organizational systems. Leaders notice changes in the environment and then reinvigorate the organization's operational and cultural systems to adapt their behaviour accordingly. Even in times of stability, leaders seek to disturb the status quo. They awaken the organization to new possibilities of capitalizing upon the emerging future. Leaders also catalyze the flowering process that enables organizations to realize their full potential.

Content

The quest for leadership is an inner journey to first discover the depths of one's own identity. Upon this secure foundation, authentic and credible relationships are established. The resulting mutuality of trust and confidence helps accomplish qualitative change that is the hallmark of transformation.

Transformational change combines inner shifts in people's motives, values, and attitudes with outer change in behaviour, processes, and practices. It is yielded through a spiral of three processes, or a play with three acts, being performed concurrently:

- a) Appreciation – Locating the strengths, values, or life-enhancing forces in a human system
- b) Visualization – Developing a common understanding of what people want to collectively become
- c) Actualization – Deploying strategies and tactics to convert the vision into ground reality

Process

A transformational leader begins by defining the organization's reality through an appreciative prism, in the form of collective strengths and values. Deeply shared values of the organization are like vectors which express collective force in specific directions. They are uncovered through dialogue and a reflective analysis of past experience. These are then collectively articulated. This lays a secure foundation upon which the organization's future can be built. It also provides a clear reference point in making subsequent choices for progress. Vision evolves when people are encouraged to express their own dreams, and also listen to the dreams of others. This gradually generates insights into new potentials and possibilities. A shared vision connects people. It inspires commitment and generates creative tension. Clusters of animated people eventually mobilize and align themselves to achieve their collective aspirations.

Who Should Attend

The participants at this four-day workshop would learn how to guide human systems through the processes leading to transformational change. Upon successful completion of the workshop, participants will specifically be able to:

- Gain an understanding of the positive practices currently in place in the system
- Use the visioning process to direct the flow of strengths towards solutions that create value
- Create an environment that allows people to use their imagination
- Generate innovative solutions towards achieving a vision
- Lead strategic change across the organization
- Develop others to be their best

This program is ideally suited for chief executives, and for heads of organizations and business units who aspire for genuine leadership. It will also be beneficial for all those who care deeply about the organization or community that sustains them.

Program Fee

The fee of this program is Rs. 48,000 (US \$ 1200) per person, plus 10.3% service tax. This includes tuition fee, course material, and lunch. For more details please visit the following link on the Samatvam website - <http://www.samatvam.co.in/procedure.html>

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

FACULTY



Dr. Daniel K. Saint
Dr. Daniel K. Saint helps clients to lead positive change and growth in their organizations. With a wealth of over 25 years of international leadership, teaching, consulting, writing and public speaking experience, he brings energy, care and understanding to the complex challenges of human systems. Dan has been a transformational leader himself. [More](#).



Dr. Sunil Maheshwari
Dr. Maheshwari is an Industrial Engineer from Nagpur University. He completed his MBA as also his PhD on the subject "Relationship between Appreciative Intelligence and Leadership Capability" from FMS, University of Delhi. [More](#).

Interview with Mr. Girish Johar, Vice President (HR & Organization) - Ericsson, India



"...after waiting for almost fifteen days, I finally went up to my boss and asked for a formal letter of appointment. He told me to develop the requisite format and write one for myself"

That sums up the charmingly tumultuous journey of Mr. Johar's career. His delightfully frank interview takes us through the evolution of the Human Resources profession, the importance of structures and processes, the comfort when these are present, and otherwise.

Do read the whole interview. It is fascinating.

[Read the full interview](#).

TRUST: Two Perspectives. A research study by Dr. Anil K. Maheshwari



Trust is an elusive affect-oriented concept that is hard to measure. We all know when it touches us, even though we may not be able to say precisely what it is.

[Read the full research study](#).

"The first responsibility of the leader is to define reality. The last is to say thank you."

- Max De Pree

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