

Dear Friends,

We are living in a time of unprecedented excitement. The business environment is characterized by tremendous complexity, the flip side of which is limitless opportunity. Even as organizations struggle to manage their present levels of growth, the best of them are leaving no stone unturned in catalyzing their own metamorphosis. The strategies range from the mundane to the radical. Clearly, transformation is the name of the leadership game today. The elevation of K.V. Kamath at Infosys is but one shining example of the phenomenon.

How such transformation can be brought about in organizations is precisely what this month's interview with Mr. B Sudhakar, Chief Human Resources Officer – Tata Chemicals is all about. In this absorbing discussion, Mr. Sudhakar takes us through his own development journey as an HR professional, even as he provides us with indicators and instances of how a transformational HR function may be created.

Is employee engagement critical to business success? Yes, it is. Dr. Daniel Saint, in his case study of a professional services firm, shows how profit margins are directly impacted by degrees of employee engagement.

Our open-enrolment program on Stress Management last month took us on a fascinating journey into the deeper reaches of our own personality. Though not as well as attended as our previous events, this workshop was a highly enriching and liberating experience. It also helped validate a beautiful methodology that can effortlessly lead us to ourselves.

Your views and opinions are welcome at [feedback](#).

Warm Regards,

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



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. B Sudhakar, Chief Human Resources Officer – Tata Chemicals](#)



"The structured mechanism by means of which we conducted this intervention was very powerful. We did a variety of things together as a part of this process, such as Human Process Labs, Achievement Motivation Labs, Coaching and Mentoring etc."

The above quote gives an insight into Mr. Sudhakar's philosophy - personal and professional.

His interview is a fascinating account of his career, the crucial decisions he took, the mentors who encouraged him and the landmark contributions he made in course of the HR roles he performed.

[Read the full interview](#).

["To increase employee engagement, be more engaging". A case study by Dr. Daniel Saint](#)



Dr. Saint dwells on a case of a company where in sustained employee engagement led to a drop in attrition, from 32% to 7% in a matter of two years.

He also explains how employee engagement leads to a measurable increase in profit margins.

[Read the full case study](#).

"Leaders lead people to themselves"

- Debashish Chatterjee

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