

Dear Friends,

Festive Greetings from the Samatvam Academy ! Hope you would have thoroughly relished the joyous riot of sound and light as well as gratitude and celebration, which the month of October always graces us with.

Vijaydashmi marks the victory of good over evil, while Diwali marks a new beginning. We pray that our collective lives and careers assume a new virtuous spiral of success combined with fulfilment this season.

For this issue, we had the privilege of interviewing Mr. Manmohan Kalsy, Executive Director - HR, Xerox India. Few HR veterans have been able to master both sides of the HR / IR divide as well as he has apparently managed to. Combining intense functional integrity with a very light heart, Mr. Kalsy relates several anecdotes that emphasize the importance of 'people' as the ultimate basis of success for any business organization.

In the Research Study section, we discuss various parameters concerning Appreciative Acumen in context of Leadership Capability. Though the topic by itself has a soft feel, the research study backs it up with detailed metrics and numbers.

As you may be aware, Samatvam's forthcoming workshop is 'Managing Synergy', scheduled for December 7 - 10, 2011. Do go through the detailed prospectus below. We hope it will sufficiently enthruse you and colleagues to take part.

Please [Do write](#) when you get the time.

Warm Regards,

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



**Announcing a 4 Day Training Workshop On Managing Synergy**

Dates: December 07 - 10, 2011  
 Timing: 9 AM TO 6 PM  
 Venue: Deck Suite, India Habitat Centre, Lodhi Road, Delhi - 110 003

### 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 please visit the following link on the Samatvam website - <http://www.samatvam.co.in/procedure.html>

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

### [Interview - Mr. Manmohan Singh Kalsy - Executive Director HR - Xerox India](#)



*"...the key to business success really lies in the ability to attract, inspire and retain competent people in your organization"*

Mr. Kalsy's knack of grasping the big picture and essential fundamentals in a given situation comes across in this detailed chat that attempts to extract a few insights from his inspiring career.

[Read the full interview.](#)

### [A Research Study - Relationship between Appreciative Acumen and Leadership Capability](#)



Can one quantify and qualify the relationship between Appreciative Acumen and Leadership Capability, if there is one?



This research study by Prof. Jay Mitra and Dr. Sunil Maheshwari dissects the subject with all the rigour it needs.

[Read the full research study.](#)

*"It takes two wings to fly."*

- Eric Schaub

### THE SAMATVAM GESTALT

- An ENABLING paradigm
- RESEARCH-BASED conceptual framework
- CLARITY of context, content, process and deliverables for every program
- EXPERIENCE BASED pedagogy suitable for adult learners
- EXPERT FACULTY, who have walked their talk
- TRANS-NATIONAL presence

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