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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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Quote

- › **"Management is, above all, a practice where art, science, and craft meet."**

- Henry Mintzberg
McGill University

Dear Friends,

Greetings as warm as the season from all of us here at Samatvam Academy!

April has always been the month to let one's hair down. The financial year has just been completed, and with it the race to exceed the KRA(s). Soon, we would be celebrating the achievements as well as the bonuses. And not to forget planning the summer vacation !

In this relaxed milieu, we bring you the gem of this month's interview with Mr. Jehangir Ardeshir, the Managing Director of Terex India. Our interview conversations have always been pleasantly spontaneous - revealing shades of the personality, character, and circumstances that have moulded the "person" within the "professional". But, this one takes the cake. With childlike innocence, Mr. Ardeshir shares with us the values, aspirations, anecdotes, influences and experiences that have led him to become a Business Head and an Institutional Leader at the same time.

In the Research Study this month, Dr. Ashutosh P Bhupatkar offers us a bridge between the ancient and the modern as he explores the connections between the reason-oriented Sankhya school of philosophy and the technology of experiential human process work. He concludes that both of these eventually call upon individuals to take full and complete responsibility towards shaping their own lives.

We are glad to announce our upcoming program on MANAGERIAL EFFICACY - a four day workshop that will be held from April 18 - 21 at New Delhi. Please take note of it, and feel free to inform your colleagues too. The details are carried below.

It is always a joy to learn how you feel about SATTVA's monthly editions. Kindly **do write** back and when it becomes convenient for you.

Warm Regards,

Dr. Daniel Saint, Dr. Sunil Maheshwari, Mr. Jagjit Singh Maan, Ms. Aarti Maheshwari

MANAGERIAL EFFICACY
April 18 - 21, 2012
India Habitat Centre, New Delhi

Context

A department, project or region is a dynamic, living system of inter-relationships amongst a group of individuals working together to realize shared aspirations. Engaged departmental, project or regional groups are the lifeblood of successful organizations. They produce results that far exceed the sum of the individual capacities of their members.

When skilled individual contributors produce good results, they are often promoted as managers. 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.

Enabling performance in ways that complement and leverage the strengths of employees is critical for organizational sustenance in the hypercompetitive business environment of the present day.

Departmental, project or regional managers plan, assign, monitor, measure and integrate the work of individuals as well as supervisory personnel. Facilitating engaged performance of the kind that is witnessed in a well-rehearsed orchestra is one of the top challenges of these managers.

Content

Middle managers are typically mandated with delivering progressively increased output with the use of diminished resources over time. The key to such managerial success lies in recognizing that high task productivity is not necessarily in opposition to the development of meaningful relationships.

In fact, these apparent polarities are symbiotic in nature. Correctly identifying these as complementary values, just like the two sides of the same coin, the outstanding manager harnesses synergy from their partnership.

Thus, departmental, project or regional managers maximize value-creation by deriving synergy between task achievement and individual fulfillment. They enable employees to resonate like the multiple limbs of a single, unified organism - working and playing in flow. This is facilitated through a spiral process of three concurrent steps:

- a) **Appreciation** – Locating the strengths, values or opportunities in the person or situation
- b) **Amalgamation** – Aligning the collective resource into a harmonious whole
- c) **Accomplishment** – Deployment to achieve optimal results

Who Should Attend

This four-day workshop is designed to enable the participants to excel in a managerial role. It is suitable for all types of product and service organizations, project teams and professional practices.

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

- Understand the characteristics of highly successful managers
- Gain an understanding of the positive practices currently in place in the system
- Anticipate and resolve conflict situations
- Build and maintain productive relationships
- Leverage differences in values for obtaining high performance
- Develop others to be their best, and create a synergistic work environment

All middle managers, particularly those responsible for planning and directing the operations of a project, department, or geographical region will find this program highly beneficial.

Program Fee

The fee of this program is Rs. 28,000 per person, plus the applicable 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

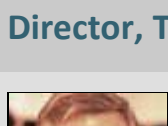


Dr. Sunil Maheshwari completed his PhD (2010) on the subject *"Relationship Between Appreciative Intelligence and Leadership Capability"* from FMS, University of Delhi. He completed his MBA (1994) also from the same institution. Prior to this, he graduated from Mayo College, Ajmer with flying colors in athletics, dramatics and debating, and went on to pursue a Bachelor's degree in Industrial Engineering (1992) from Nagpur University. [More](#)



Dr. Abhijit Gangopadhyay has most recently been professor in the OB, PM and IR areas at XLRI, Jamshedpur. Over the course of a distinguished career spanning four decades, Dr. Gangopadhyay has previously served as the Professor & Dean, School of Management & Labour Studies, Tata Institute of Social Sciences (TISS), Mumbai, and also as Dean (Academics), of the Indian Institute of Management (IIM), Indore. [More](#)

Interview with Mr. Jehangir Ardeshir, President and Managing Director, Terex India



"...Honestly, it was accidental. I would rather have become a musician, and was probably good enough to be one professionally. However, business happened instead."

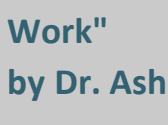
"...Firstly, the ability to think holistically. Secondly, the capacity to treat people fairly, and to bring them together in a manner that they open up and share ideas. Finally, the ability to hang on to my values and speak my mind freely - without fear or favor."

The above quotes, frank and dissimilar at the same time, in short, sum up Mr. Ardeshir's attitude to life and work.

That he could hone his skills, thrive and influence change in a company as legendary as Tata Steel speaks volumes about his personality.

[Read the full interview.](#)

Research Study: "Sankhya Philosophy and Human Process Work" by Dr. Ashutosh P Bhupatkar



"...Philosophies try to explain the essential nature of man, the world and life. In the process they speak in a fundamental way about man's relation with nature, with fellow human beings and with the self. Sankhya takes a dualist view of Man and Nature..."

Dr. Ashutosh Bhupatkar's professional role as a HR practitioner is no doubt influenced by the Sankhya philosophy - balancing the rational and spiritual - to the betterment of the individual and the society.

His study attempts to make a subtle distinction between personal elements of the self such as mind, intellect and self awareness on the one hand and transcendental self or pure consciousness on the other.

[Read the full Research Study.](#)