



[Announcing 4-day workshop on "Appreciative Inquiry" April 24 - 27 @ Tata Management Training Center, Pune](#)



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Dear friend,

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

In the Case Study section this month, Dr. Ashutosh P Bhupatkar documents three instances of trail blazing leaders who eventually went into a downward spiral equally spectacularly. He also analyses why leaders start derailing after years of doing all the right things.

The Research Study by Dr. Sunil Maheshwari and Prof. J.K. Mitra features an analysis of the conundrum of leadership capability. The authors offer a perspective that is as rich and deep as the subject itself.

We look forward to your views, as always.

Warm Regards,

**Team Samatvam**

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

Case Study

**Why Do Leaders Derail?**

By Dr. Ashutosh P Bhupatkar



*"...My hypothesis is that leadership derails when realism is replaced by wishful thinking. This realism has two aspects – in the self and with the world.*

*Realism in self is bound up with realism of the world. It is difficult to be realistic unto oneself while being unrealistic about the world...."*

[More.](#)

Research Study

**Leadership Capability**

By Dr. Sunil Maheshwari and Prof. J.K. Mitra



Leadership capability, as conceived among the array of theories and measures of it, is an amorphous construct. Various authors have also chosen to term it with related words such as skills, attributes, behaviours, abilities, capacities and competencies.



This study distills the thoughts of the best minds who have extensively worked in the area of leadership development.

[More.](#)

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