



Dear Friends,

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

This month's interview with Mr. Atul J. Agarwal, Managing Director at Mercator is a treat. A delightful amalgam of business acumen and people-centricity, his authentic leadership style makes him out to be an executive that every manager would love to be led by. The conversation is a "must-read".

In the Research Study section, Dr. Daniel K. Saint and Mr. Dilbag Singh present the second part of the scholarly research study on measuring the efficacy of learning interventions. The strong link between employee engagement and business results is insightful, and not surprising at all.

Please do write in with your feedback on this edition as and when you find the time.

Thank you.

Warm Regards,

The Editorial Board

Interview

Mr. Atul J. Agarwal

Managing Director, Mercator Limited



"I think that structures, systems and processes are necessary - but secondary - for organizational vitality.

They ought to be deployed as enablers for success, and not as control mechanisms.

Once that understanding is clear, the organization automatically prospers".

Mr. Agarwal quotes several such gems. Clinically articulate, he makes everything look simple, but it isn't. On deeper reading, the full effect is realised.

[More.](#)

Research Study

Assessing the efficacy of Learning and Organization Development Interventions: A Constructive Approach (Part 2)

By Dr. Daniel K. Saint , Dr. Sunil Maheshwari & Mr. Dilbag Singh



In Part 1, the authors discussed the possible characteristics of the 21st century organization.



Taking the line of thought further, the authors introduce the contemporary concept of employee engagement as a very significant intermediate output of learning interventions.

[More.](#)

Have a viewpoint to share?



As you're aware, SATTVA has now effectively metamorphosed into a monthly, practitioner-oriented journal. The intent is to promote a scholarly as well as practical understanding of the phenomena of Excellence, Synergy and Transformation in organizations.

SATTVA's endeavour will be more successful if like-minded professionals can pitch in with their knowledge and experience. We are pleased to invite organisational leaders, managers, authors, researchers and practitioners to submit high quality research and case study contributions. Both print and audio-visual media are accepted.

Ideas are welcome. You may write to Dr. Sunil Maheshwari - the journal's Editor - at sunil@samatvam.co.in

Thank you !

Let your like-minded friends know about Samatvam Academy. [Click here](#) to include your friends on the Sattva mailing list.