

Dear Friends,

Even as the agricultural sector delivers one bumper crop after another, and the weather Gods have blessed us with a pleasant summer, we are back with you to celebrate the beginning of a new month - on time, every time!

In the belief that you are as enthusiastic about Human and Organization Development as we are, SATTVA brings to you every month the views and vistas of a contemporary HR leader as well as a new tale of organizational transformation. We hope that these inputs have been enjoyable and insightful for you so far.

In the interview section, we have Mr. Shrikant Lonikar, Joint President - HR, Adani Power relating his multi-faceted HR experiences from a career journey spanning several industries and eras. His perspectives are deeply grounded and sublime at the same time, and reflect a deep sense of caring underneath.

How does a corporation which thrived in a sellers market, cope up when it encounters an unexpected competitive maelstrom? This month's case study on 'Project Manthan' at Tata Chemicals by Mr. B. Sudhakar, the company's Chief Human Resources Officer, incisively describes one such adventure in intricate detail. The way Tata Chemicals painstakingly churned the external and internal environment to its advantage, and eventually emerged as a champion, is a story of sagacity and vision.

We trust that you have taken note of our upcoming 4-day workshop on Transformational Leadership at New Delhi starting on July 20. The full details are carried below. The workshop is designed to enable competent managers to take on leadership responsibilities in a confident manner.

Your feedback is important. Do [get in touch](#).

Warm Regards,

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



Announcing a 4 Day Training Workshop
On
Transformational Leadership
Dates: July 20 - 23, 2011
Timing: 9 AM TO 6 PM
Venue: India Habitat Center, Lodhi Road
New Delhi - 110 003, India

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:

- Appreciation – Locating the strengths, values, or life-enhancing forces in a human system
- Visualization – Developing a common understanding of what people want to collectively become
- 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. Shrikant Lonikar, Joint President - HR, Adani Power](#)



"...instead I simply get absorbed and assimilated into an environment with a learning attitude. This helps me not only learn the things as they are but also achieve acceptance in the new system"

This 'learner' attitude has perhaps contributed the most to of Mr. Lonikar's interesting career, which covers a wide spectrum of industry categories - from hard core manufacturing to the intangible IT industry.

[Read the full interview](#).

[Project Manthan: By Mr. B. Sudhakar, Chief Human Resources Officer, Tata Chemicals Ltd.](#)



Project Manthan, structured, time bound, team based program with top management support and a bottom-up approach, used the creativity and energy of the employees and stakeholders to help transform Tata Chemicals Ltd into a globally competitive company.

[Read the full case study](#).

"You must be the change you want to see in the world."

- Mahatma Gandhi

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