

Dear Friends,

Welcome back !

The month gone by has been witness to an extraordinary exercise in leadership! The manner in which tens of thousands of Indian citizens were cheerfully mobilized in support of a pressing social cause has been unique. Nothing like this has been seen in the past at least three decades, and it holds many lessons for each one of us - not just the many do(s), but also some don't(s) of effective leadership.

This week's interview with Mr. P.K. Gupta, Executive Director - HR and Training, GAIL India Ltd. is a refreshing exposition on the very basics of HR and managerial effectiveness. Bringing together diverse strands that include scriptural wisdom, modern management research and lived experience, he weaves a rich tapestry of views that nudge us towards inspiration and reflection at the same time.

In the research study section, carrying on from last month, Prof. Jay K. Mitra and Dr. Sunil Maheshwari delineate the detailed process by which they developed an instrument to measure the construct of "Appreciative Acumen".

Kindly take note of our forthcoming workshop on "**Transcendental Coaching**", which commences at New Delhi on September 21. The details are carried below. The workshop is designed to teach how one could help unlock another person's potential to think and act beyond existing limits and paradigms, and skillfully help transcend "perceived" limitations that come in the way of delivering top performance.

As always, we look forward to hearing from you. Please do [get in touch](#).

Warm Regards,

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



### Context

In the world of business, the need to assist every member of the organization in performing up to one's potential is now greater than ever before. This is optimally achieved through "Coaching" - a partnership between a leader/manager and his/her protégé - wherein the everyday work activities and environment are employed as learning resources to help glean result-oriented insights and experiences.

Coaching may be defined as unlocking a person's potential to think and act beyond existing limits and paradigms, so as to help maximize his / her own performance. At the heart of coaching is an interpersonal dialogue, which allows for collaborative critical thinking, planning, reflection, and feedback toward the realization of the protégé's visions, goals or desires.

Coaching is about helping the protégé take responsibility for issues, rather than offering solutions. The coach and the protégé together comprehend the developmental task, and explore new possibilities by challenging the perceived constraints. At the same time, they ensure accountability and support for reaching goals and sustaining development.

### Content

Our Transcendental Coaching framework adopts an appreciative, strengths-based approach to development, in line with the latest scholarly research in the area of optimizing human performance. We have discovered that life experiences yield successful learning and achievement when maneuvered through three core phases:

a) **Appreciation** - The term "appreciation" is defined as the act of recognizing the value of a person or situation, and feeling a positive connection to it. This phase helps develop a full picture of the protégé's current values, talents and skills from his/her own and others' perspective.

b) **Visualization** - This phase challenges the status quo by envisioning a preferred future for the individual. It is an invitation for the protégé to picture "excellence". He / she is encouraged to push the creative edges of possibility, and go beyond what was previously thought as practical or feasible.

c) **Actualization** - This phase mandates the protégé to develop and implement action plans so that the vision may be turned into actual reality. This involves an intense effort to overcome old habits in a supportive environment that encourages behavioral experimentation.

### Process

By means of asking appreciative questions, supplemented by other diagnostic tools, the coach helps illuminate the protégé's distinctive strengths, values and preferences. Next, the coach encourages the protégé to formulate "Possibility Propositions". These are statements of expression that bridge the best of 'what is', with the protégé's own image or anticipation of 'what might be'.

Each of these Propositions provides a creative challenge for the protégé. This is precisely where the opportunity for learning and change lie, as the protégé engages in actions for self-development in order to turn possibility into reality.

This phenomenal expedition has one overarching intention - to enable the protégé to perform at full potential by surely and skillfully TRANSCENDING the perceived LIMITATIONS.

### Who Should Attend

The participants at this four-day workshop learn how to guide their colleagues through the processes leading to a transcendence of perceived limitations and boundaries, leading to utilization of dormant human potential.

Upon successful completion of the workshop, participants will specifically be able to:

- Grasp process of inquiry and personal discovery to help build another person's level of awareness and responsibility
- Learn how to frame and ask appreciative questions that bring out the strengths and talents of another individual
- Gather how to build interpersonal trust, so as to co-create non-defensive relationships
- Help others to define and achieve professional and personal goals easily and quickly
- Master a coaching methodology that becomes a shared way of facilitating learning
- Practice coaching conversations, and receive valuable feedback

The process of coaching helps all leaders, from junior managers through to CEOs, in playing their leadership and managerial roles with aplomb. This program is ideally suited for heads of departments, functions or business units.

### Program Fee

The fee of this program is Rs. 36,000 ( US \$ 900) per person, plus 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.

### FACULTY



**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](#).



**Dr. Ashutosh Bhupatkar**  
Dr. Ashutosh Bhupatkar is a noted management educationist, and an expert in the areas of Organization Development, Human Process Work and Indigenous Management. He was most recently the Project Director and Head of the Pearl School of Business, Gurgaon. Prior to this, he was the Director of the Institute of Management Development and Research, Pune (1989 - 2005). [More](#).

### Interview with Mr. P.K. Gupta, Executive Director - HR and Training, GAIL India

*"...The first critical element for success is the formulation and pursuit of a larger purpose or vision in life. Also, the purpose must necessarily involve*

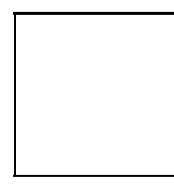


*doing good to mankind in some form"*

As the interview reveals, Mr. Gupta's sweeping perspective on the HR profession is a pragmatic mix of education, ground reality, divinity, philosophy and much more. Do read it more than once; it gets better.

[Read the full interview.](#)

### Development of the Appreciative Acumen Inventory: A research study by Prof. Jay K Mitra and Dr. Sunil Maheshwari



Appreciative Acumen is conceived as a combination of analytical, creative, and practical abilities, with an appreciative focus, that translates into the capacity to visualize, and subsequently actualize, the generative possibilities in a situation.



This extensively detailed research study dissects the subject in extraordinary detail.

[Read the full research study.](#)

*"You cannot teach a man anything. You can only help him discover it within himself."*

- Galileo

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