

# Arpitha Associates Pvt. Ltd.



*Let Knowing Not Stop Us From Knowing*

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# *Company Profile*

# *Arpitha Associates Pvt. Ltd.*

**"...there is such a thing as perfection...and our purpose for living is to find that perfection and show it forth....Each of us is in truth an unlimited idea of freedom. Everything that limits us we have to put aside."**

From **Jonathan Livingston Seagull**, by Richard Bach

Arpitha Associates draws its business philosophy from the inspirational work of Richard Bach, who gave the world the endearing Jonathan Livingston Seagull. A gull that wanted to be different, to fly higher, faster and further than other birds... Creating in its flight a role model for our quest for perfection. The word "Arpitha", is derived from the Sanskrit term "Arpan" which means dedication and is an Indian expression of the ideals of Jonathan Livingston Seagull.

In 1990, J M Sampath, a hard core HR professional, with a deep passion to understand the 'self' and leave something behind out of this understanding, chose to identify and unleash the Jonathan Seagull living within each individual playing a role in a work environment. In 1992, Kalpana, a colleague, wife and a person with strong conviction to move forward in this journey with a missionary zeal, joined him. With this, the stage was set for some pioneering research and work in the area of optimizing human potential in organizations. Today, Arpitha Associates is acknowledged by a top line roster of Fortune 500 clients for its understanding and professionalism in developing the abilities of employees to increase productivity and the value of individual contributions to the organization. In the last seven years Arpitha has worked with over 40 blue chip organizations and has conducted around 500 workshops across the world.

Arpitha's main objective is to facilitate individual and organizational development through the use of highly refined Human processes such as Value Clarification and Learning For Nurturing Excellence. The Team's own journey to understand itself individually and collectively becomes its source of innovation. This helps Arpitha build and morph quality and proven people development processes into creative business strategies driving the most successful organizations of today.

## **Our Vision**

**“To enable and embed evolutionary excellence by focusing on the foundational elements of Vision, Values & Learning and their inter dynamics, at both individual and organizational levels.”**

## **Arpitha's philosophy and approach**

Arpitha is a community of people from diverse backgrounds, working in tandem, towards facilitating individual and organizational growth.

Deriving inspiration from J L Seagull, for Arpitha the gull stands for all that flows in a movement of evolution, ever moving, for to not move is to stop.

Evolving through years of conflict and growth, Arpitha's philosophy rests on the twin trunks of **Values** and **Learning**.

The concept of **Value Clarification** is the backbone of all Arpitha initiatives. It stems from the view that personal values are an important determinant of human behavior. Working along with intellect and emotions, values shape the direction of human behavior. Values determine the *choice* that an individual makes in everyday situations.

While, values play an integral role in determining important life-choices, more often than not, we are not *aware* of these values. Value Clarification is then a process of clarifying for oneself, the nature of the values one holds. This clarity, then works towards greater awareness about the causes of our behavior and increases efficiency in facilitating change processes, within individuals and therefore in organisations.

'Let Knowing Not Stop Us From Knowing ', is the flag of the Arpitha movement from Ignorance to Wisdom. Therefore all Arpitha interventions are towards facilitating this movement. The work of Arpitha has been in the area of identifying the stages involved in this movement and the bridges that facilitate it.

Going beyond a philosophy, Arpitha believes that the principles of learning and value clarification are integral facets of the individual and organizational quest for excellence.

### **Approach**

The need of the hour in the industry today is to align the individual's and organization's goals. This is vital today to ensure that the two work together in harmony towards the common set objectives so as to ensure growth.. The spirit of an organization lies within its people, which defines the character of the organization. Any effort to bring about a change therefore has to address the individual and further then escalated to the systems and processes within the organization.

"To tear down a factory or to revolt against a government or to avoid repair of a motor cycle because it is a system, is to attack effects rather than causes; and as long as the attack is up on effects only, no change is possible. The true system, the real system, is our present construction of systematic thought itself, rationality itself, and if a factory is torn down but the rationality which produces it is left standing, then that rationality will simply produce another factory. If a revolution destroys a systematic government, but the systematic patterns of thought that produced that Government are left intact, then those patterns will repeat themselves in the succeeding government"

**Robert M Pirsig**

Arpitha believes in working with people and organisations at a very fundamental level. Any change that is fostered at the cause level would be a lasting change and not ephemeral in nature. This would include identifying the root causes and working on them instead of giving quick fix solutions at the effect level.”.

Give a man a fish, and you feed him for a day. Teach him **how to fish**, and you feed him for a lifetime  
- Ancient Japanese proverb

It involves identifying and addressing the “How of life” which calls for a journey of perpetual learning, where weaknesses are transformed into strengths and built upon. Such proactive individuals add value with their progressive thinking. Every uncertainty is an opportunity and every obstacle is a step nearer to excellence. Arpitha’s primary objective is to enable organizations to work at this optimum potential by using an “inside –out”, “Process centered” approach.

## ARPITHA SERVICES

Based on our process approach Arpitha offers the following services to its clients:

- People Dimension
- Organizational process Dimension

- Business Leadership Unleashing Excellence Programme
- Learning for nurturing excellence
- Leadership through Value Clarification process
- Establishing and developing Assessment Centre
- Performance Management & Coaching skills workshop
- Mapping of Value profile and Coaching for development
- Design, development and training of 360 degrees appraisal system inclusive of the necessary software for managing the system in the organization
- Vision and values workshop
- Organizational Culture Studies
- Competency mapping of soft skills
- Stretching human limits using outward bound training
- Design and development of OD interventions customized to organisation needs

## **Arpitha – Partner Offices**

Arpitha founded and based in Bangalore, today has expanded to include into its fold many others believing in its philosophy. We have international partner offices in

- ❖ USA
- ❖ Singapore
- ❖ Malaysia

## **Arpitha- Clientele**

In the last fifteen years Arpitha has served over **67** organizations. Nearly **500** workshops have been conducted in India and abroad. A few among those who have benefited from Arpitha's services are: Ford Motor Company, Detroit, USA, Majesco USA, StarPipe, Houston, SRF Overseas Ltd., Dubai. Asian Development Bank, Philippines. Oman Trading Establishment, Muscat., Malaysia Airline Services, Kuala Lumpur., Bank Negara, Malaysia, Tanaga National, Bhd., Malaysia, Petrosains, Malaysia, Indoesia Power, Indonesia etc. John Keells Holdings, Srilanka, Thapar DuPont Ltd., Mahindra Ford India Ltd., Malaysian Securities Commission, SRF Limited, Kshema Technologies, The Oberoi, Bangalore, Oracle, Bangalore., MastekIntertec Communications Pvt Ltd., CSS Inc., SASKEN, Dun & Bradstreet, Satyam Software Ltd., Amtrex Hitachi Ltd., GEC Alsthom India Ltd..

*(Note- The complete list of our clients is available at the end of the document)*

## ARPITHA TESTIMONIES

An indication of the sustaining power of Arpitha's services can be seen from the following responses of participants from all levels and sectors:

### *The Industry*

"I found it much more valuable than I would have expected. I think the tools that Sampath and Kalpana have delivered to the team are things that will help us grow in no small measure. ... The feedback provided by Sampath was very precisely tailored to individual attributes. ... Articulating clear methods, which can help one grow and overcome their weaknesses. These are not judgments but they are pronouncements arbitrarily arrived at after receiving some very thoughtful feedback from my team members. I also think that the data with which we are working certainly has a great deal of credibility. I am actually delighted with the personal coaching received by Sampath and his willingness to continue to stay engaged with me as I progress through this pathway through life and towards building an extremely effective team for Ford NBL program" **Patricia Drury, New Business Leadership Team - Ford Motor Company, Detroit, May 2001.**

"A key part of the learning process is reflecting on and understanding your view of the world. Discovery is an excellent tool for helping managers seek a deeper understanding of their values and beliefs. I took Discovery home to my family for their reaction - it was an instant hit. We use it as the basis for talking about and clarifying our values as a family". - **Rolf H. Woldt, Director - Education, Training & Development, Human Resources, Ford Motor Company, Detroit, 1997.**

"The course made me feel more enlightened on the journey towards realizing what values are. I was surprised by the vastness of the subject and its relevance to our day-to-day life. It made me think as to why I had not noticed these things in me till now. I can now understand myself better and then try to understand others. I liked the depth, coverage, relevant examples and simple yet powerful exercises."  
- **Arun Singh Kharayat, Project Leader, Kshema Technologies Pvt. Ltd., Bangalore. June 2001**

"It was an insight into how you can make an effort to change yourself by looking inwards. I have been through similar exercises before but here the approach and the post content made it unique and exercise openness and giving the participants the ability to experience others thoughts, views and your personality. I am confident that this will help me improve myself by looking at each value with respect to my own self."  
- **A.M.M.Naashaadh, Managing Director, Macrowear Pvt. Ltd., (Member of Lanka Equities) May 2001**

"I came into this workshop as the eternal skeptic! I left the first day completely enlightened and was looking forward to the next days. I really do think this was in a way a must in life for me in order to achieve the levels and expectations I have set for myself" - **Frank Parker, New Business Leadership Team - Ford Motor Company, Detroit, May 2001**

"The workshop on Value Clarification has very high impact in bringing about change in people. It leads to a not unpleasant way of discovering oneself. In a team there is very effective sharing and hence greater team spirit. The effectiveness of the programme is significantly due to the high involvement of Mr.Sampath as a trainer. - **Arvind Nair, Chief Executive, Amtrex Ambience Ltd. 1996**

"... I must confess that it was a workshop quite different from the usual one and was an eye opener for me. The issues addressed were very relevant and the methodology used to arrive at the root of the issues was also effective. I appreciate the original work being done by Arpitha in the context of Value Clarification. I feel that this programme is very useful for everyone in the present context of "need to change". - **P. Shekar, Associate Director, GE India Ltd. 1994**

### *The Media*

"It was an enlightening experience. It was a humbling experience. Participant found the programme to be a life changing experience. The workshop held for across representative group of 110 SC people with the aim of finding individual values that can serve as organizational values turned out to be a real eye opener. The workshop adopted a top-down, bottom up and inside-out approach. It proved to be dramatic revelation for some. The workshop has achieved its primary goal of creating among staff a sense of ownership over proposed organizational values.' **Buletin - Securities Commission, Malaysia. March 2000**

"...In Sampath's opinion, 'know thyself' is where all management thinking originates. He aims at personal growth through Value Clarification, or the process of identifying the cause of these conflicts and unknotting pathways, thus realizing the potential for change". Sampath has made a small beginning internationally too. Richard Scott of Paragon Consulting Group, California, a consultant to such companies as Apple, AT&T and Sun Microsystems is also using Sampath's "Discovery" in his work as a consultant." - **Economic Times, ET Esquire.**

"An entirely new concept in employee motivation, which intends to put across powerful issues in a suitable manner where the learner while being entertained is also educated." - **Indian Express.**

"An ordinary man with an ordinary life has taken upon himself to bring an awakening of values and clarifying these into patterns of grasping the inherent nature of individuals." - **The Asian Age.**

"His personal growth formula through values clarification or 'the process of identifying the causes of these conflicts and unknotting pathways, thus realising the potential for change has been accepted by multinational corporations." - **The Star, Malaysia.**



*The people behind the  
organization*



**Dr. J M Sampath, PhD**  
Managing Director - Arpitha Associates Pvt Ltd

Sampath is a quintessential learner. His years of personal research and observation have evolved into models of individual development and organizational development. Working with individuals with a fundamental process-oriented approach, Sampath's life and mission parallel facilitation of the movement towards wisdom, in the quest for excellence, in all spheres of human activity.

The conceptual understandings of *Values Clarification for Change and Learning for Nurturing Excellence* are the cornerstones of Sampath's work. He believes that clarity about one's values will help one understand one's behavior and make change processes more effective.

Sampath through his research and experience in specialized fields of Learning and Value Clarification has designed and developed a number of tools and processes which can facilitate understanding Learning and Values clarification. These have successfully been used to help over 20,000 individuals understand themselves in the last 15 years. They offer an exhaustive and comprehensive understanding of the personal profile and psychology of people and their work situations.

### **Formal Education**

- Masters in Social Work from Madras School of Social Work, India.
- Training and Development (Indian Society for Training and Development, Ahmedabad)
- Doctoral work is in the area of "Building Organizational Culture through a Process of Value Clarification".
- A licensed practitioner of Neuro-Linguistic Programme
- Over 700 hours of Human Process labs training at Indian Society of Applied Behavioral Sciences and Indian Society of Individual and Social development (T-Group and Encounter group).

Sampath is the **Managing Director** of **Arpitha Associates Pvt Ltd**: A Center for Excellence with offices in USA, Malaysia, Singapore and India. Arpitha Associates is today, acknowledged by a top line roster of Fortune 500 clients for its understanding and professionalism in developing the abilities of employees to increase productivity and the value of individual contributions to the organization.

### **Core Skills in Consulting**

- Developing Organizational Culture for Nurturing Excellence,
- Leadership Development and Coaching,
- Design and Development of innovative programme in the area of Corporate Governance and Leadership.
- Values Clarification processes - His work experience includes above 20,000 hours of process work in nearly 500 workshops on Values Clarification for various organizations within and outside the country.

Sampath has attended several conferences, in India and abroad, and his presentations on "Learning for Nurturing Excellence" and "Values Clarification" have been widely appreciated across the globe, from the USA to Malaysia.

## Key Positions Held

- Fellow of ASHOKA – Innovators of the Public for his work on values.
- On the Advisory Board of Ambir Technology Group, Canada
- One of the founder promoter of former Kshema Technologies acquired by Mphasis India.
- Director of Insight Publishers, a publishing company with a clear vision to enhance the level of consciousness in the larger system.
- Chairman of Punarnava, a company dedicated to creating the well being of the global community using Authentic Ayurveda in the most cost effective way.
- Managing Director of EFIL Educational Services dedicated to provide value education to schools and colleges at varied levels to build a evolutionary leaders for future.
- On the Board of Diganth Technologies, Bangalore
- Board of Directors in Binary Essentials, an IT consulting company in Bangalore
- Key positions in the National HRD Network and in the Confederation of Indian Industries
- Visiting Faculty at Indian Institute of Management, Bangalore,
- Guest faculty at the Symbiosis Institute for Management & Human Resource Development, Pune, India

## Key Publications and Papers Presented

- Discovery - The book and unique tool called 'Discovery' which has been hailed as 'the teaching revolution'. Discovery aims at introducing basic human values to a person and at initiating a process of self-inquiry, which takes care of the need to learn to learn. It is at once a delightful collection of stories and an effective medium to facilitate understanding on specific learning themes such as Leadership, Interpersonal Relationship and Change.
- Inner Realities – It is a book filled with profound wisdom about personal growth and values. It is an interesting collection of personal notes, quotes and poems, drawn from the author's personal observations and experiences of life in its various manifestations. Each situation in life has been a point of learning and has helped the author understand the deeper meanings of life. The author has prescribed the book to individuals, whom he calls 'fellow students in the school of life' and seeks to increase their self-awareness.
- Vision- Value Instrument
- Value profile Instrument
- Regular speaker at TMT (Trainers meet Trainers, Malaysia)
- Conference papers presented at AHRD, KAHRD, NHRD, IFTDO, TLC, AOM, NIPM, etc.
- Vocational Excellence Award 2005 from Rotary Club, Bangalore

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**Dr. Kalpana Sampath, PhD**  
Director - Arpitha Associates Pvt Ltd

Kalpana is a human resource professional and development artist, active for the last 17 years helping individuals and organizations focus on their vision and clarify their values. Her work is a continuum from involvement with corporate personnel to her work with women, exploring self-expression of identity through dance forms.

Currently she is a member of Arpitha, a group committed to spreading the concept of Values Clarification. As Director, she is at the vanguard of the movement of interventions facilitating growth and empowerment in individuals and organizations based on using the concept of Values Clarification for deep change. Working with them at a fundamental level with process-oriented approach, she facilitates awareness of deep-rooted values from which behaviour emerges.

Kalpana's expertise at change management stems from her inviolable principle of acceptance. Her keen sense of direction contributes to her capacity for facilitating integration of apparently disparate experiences. Kalpana brings a unique flavor to her workshops with her use of kinesthetics to facilitate self-expression. Her participants experience her as a warm and affable while handling stressful modules.

Kalpana's research acumen and conceptual clarity distinguish her as a practitioner who is constantly learning and feeding her experiences back into ongoing research. She leads the Education (EFIL educational services) and organizational research wing at Arpitha Associates.

### Formal Education

- Masters in Social Work from Bangalore University School of Social Work, India. (Gold Medallist)
- Doctoral work is in the area of " Feeling of Belongingness and its various Behavioural Manifestations in the Organizational Context
- Masters in Indian Classical Dance from Government of Karnataka, India (State Rank Holder)
- Over 200 hours of Human Process labs training at Indian Society of Applied Behavioral Sciences (T-Group and Encounter group).
- Certified practitioner of individual and organizational assessment from the Academy of Human Resource Development.
- Certified practitioner in Gestalt Human Growth Processes
- One year Research Associate at Indian Institute of Management (Ahmedabad) under Dr. T.V.Rao

Kalpana is the [Director of Arpitha Associates Pvt Ltd](#): A Center for Excellence with offices in Malaysia, Singapore and India. Arpitha Associates is today, acknowledged by a top line roster of Fortune 500 clients for its understanding and professionalism in developing the abilities of employees to increase productivity and the value of individual contributions to the organization.

### Core Skills in Consulting

- Developing Organizational Culture for Nurturing Excellence,
- Leadership Development and Coaching,

- Values Clarification processes - Her work experience includes above 17,000 hours of process work in nearly 450 workshops on Values Clarification for various organizations within and outside the country.
- Consultant on Value Education, for the Newspaper in Education programme, Kalpana has worked with The Times of India group, taking the Value Clarification Process to over 40 urban and semi-urban schools.

### Key Positions Held

- Director of EFIL Educational Services dedicated to provide value education to schools and colleges at varied levels to build a evolutionary leaders for future.
- Board of Directors in Binary Essentials, an IT consulting company in Bangalore.
- Director of Insight Publishers, a publishing company with a clear vision to enhance the level of consciousness in the larger system.
- Director of Punarnava, a company dedicated to creating the well being of the global community using Authentic Ayurveda in the most cost effective way.
- Visiting Faculty at Indian Institute of Management, Bangalore.

### Key Publications and Papers Presented

- Feeling of Belongingness Instrument
- Conference papers presented at AHRD, KAHRD, NHRD, AOM, TAHRD, NIPM, NHRD, IFTDO etc.
- Vocational Excellence Award 2005 from Rotary Club, Bangalore

### Clients profile

Her clients include Ford Motor Company, Detroit; Asian Development Bank, Manila; John Keells Holdings, Sri Lanka; Lanka Equities, Sri Lanka; PWD, Karnataka Government, Amtrex Hitachi, Ahmedabad, Dupont Fibers Ltd., Chennai; Mphasis, India; Onward Technologies, Mumbai; Siemens Communications Software, Bangalore; GEC Alstom, Hosur; Emuzed, Bangalore; Honeywell India; EMC, Bangalore and many leading IT and non- IT companies.

### Art as Self-Expression

Kalpana experiments with art forms at several levels. Emerging from over 25 years of Indian Classical dance, her arrays have been into varied areas.

- Dance as a stimulant of right-brain activities amongst knowledge workers towards facilitating greater competence in interpersonal relationships, and to create a sense of belongingness and creativity at work.
- 'Ganabodhini' a series that combines values with music to bring to the fore the lyrical element of music that sustained the community and culture in India.
- With women in their middle age, moving from dance as performance to dance as self-expression; in the process exploring thresholds of achievement.
- Folk dance workshops with children.
- Contemporary dance with youth groups to facilitate addressing identity issues.
- Kalpana in exploring various art forms has also been a theatre artist and has directed plays for the national television network.

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## *Overview of Services*

## BUSINESS LEADERSHIP UNLEASHING EXCELLENCE

*“As the level of business consciousness enhances  
it is no longer the survival of the fittest but the survival of the wisest.”*

For achieving business excellence in an era of rapid change, those in leadership roles need to understand, “The challenges of the changing scenario and the skills needed to emerge as a leader”. The present Knowledge era is highly dynamic, competitive and ever changing. The difference from change that happened yesterday vis-à-vis the change happening today is the speed and the velocity with which it is happening. Leaders need to understand the nature of this change in order to foresee, plan and act accordingly. Those who take the opportunity to learn and cope with the emerging trends and situations will be set apart as the leaders.

Success will come to those who are wise and are capable of foreseeing patterns that emerge, predict the future and be there before anybody else can be. This would call for leaders who have a high alignment of their vision and values, both at their personal and organizational level. The Business Leadership Unleashing Excellence programme (BLUE) aims at developing “High-vision High –Value” leadership, which will constantly be on the path of learning and nurturing excellence in a organisation.

### **The focus of the BLUE programme**

- Build fundamental leadership orientation that will align vision and values
- Create learning environment to facilitate innovation
- Allow potential to grow so as to get the best out of people

This would result in “Developing A New Generation Leadership” that would take the organisation into the next league.

### **Objectives of BLUE**

- To facilitate and develop a learning individual and organisation
- To facilitate and develop leadership within the organisation
- To make organisation and the individual change sensitive
- To develop strategic thinking and business acumen
- To stretch individuals to experience what it means to establish goals and accomplish them
- Understand one’s own leadership profile and its influence in accomplishing the set goal
- To bring synergy into personal and organisational values and vision

### **BLUE Process**

BLUE follows an active participation process, *which believes in –*

***Learning through understanding, doing and integrating.***

The participants are thus encouraged and supported to develop strategic thinking to emerge with a feasible business strategy that would bring about stake holders value addition through – **Value Adding Project Ideas (VAP)**. This further builds and develops a high level of ownership and brings synergy. The programme also includes and focuses on developing coaching and nurturing skills, developing rich 360 degree feed back process using the Value Profile Instrument (VPI).

## LEARNING FOR NURTURING EXCELLENCE

In an era filled with unlimited information and knowledge it becomes very important for an individual to be able to assimilate the information and be able to integrate the same for meaningful purposes. Unfortunately, learning seems to be misunderstood with accumulation of knowledge rather than understanding of knowledge. Perhaps, our own education system inadvertently has promoted this by often rewarding those who had more information than others. There has not been a way to identify how much of this knowledge and information has been understood by an individual.

Having been brought up within an education system that facilitates accumulation of knowledge more than understanding has left today's executives being sheer executors than contributors. Thus in today's corporate world it becomes very essential to foster the ability to understand and integrate the learning's into one's own day-to-day life. This would lead to higher level of contribution from each individual towards the organizational goals. In a competitive environment where there is a constant pressure on enhancing performance in any role an individual plays, 'Producing higher output with Lower Investment to meet the needs of the Customer' seems to be the name of the game in the corporate world. If this game has to be played well every individual has to work towards adding value to whatever he/she does in the role one plays in the organisation. One of the prerequisites for an individual to be able to add value is the ability to be a learner all through.

At Arpitha, we have designed a workshop titled "*Learning for nurturing excellence*" keeping the above context in mind. The workshop design has evolved based on the insights gained over last ten years of working with Executives in enabling them to understand and gain clarity on their values. One of the key components that seemed to be the weak link in gaining clarity on one's own values has been the ability to be an effective learner. This awareness further motivated to design an independent model, which could enable an individual to be an effective learner.

### **The Objectives of the workshop are:**

- To understand what learning means.
- To gain clarity on the process of learning.
- To facilitate the movement from being a knowledgeable person to a wise person.
- To understand the values that facilitates and restricts learning.
- To enable each individual to understand his/her profile as a learner using qualitative techniques and further draw action plans that will make him/her an effective learner.
- To understand the distinction between mindless learning and mindful learning.

### **Methodology:**

The workshop design would be semi-structured process wherein there will be a balance between conceptual inputs and experiential learning using different learning methodologies.

## LEADERSHIP THROUGH VALUE CLARIFICATION

### The Need

The Senior Executives of an organization set the context and the tone for Organizational Excellence. The rest of the organization most often falls in line with the way the Senior Executives think. This trend is visible in most of the organizations worldwide. If this is the reality it becomes very important for the senior executives of an organization to take a deeper look at themselves individually so as to gain clarity on the way they function. This becomes even more critical when the business environment is highly competitive and the organization is facing challenges like never before.

This unique workshop addresses the essential elements of 'change'. A change arising out of realization that one's own cherished values rarely match the values one lives through. Until we help the individual to recognize and bridge this gulf within, it would be difficult to expect him/her to match his/her values with the organization. While layers and layers of conditioning has fossilized each one of us any attempt to bring about a change without touching the very core of the individual would be an attempt only at the surface level. Thus to enhance one's own effectiveness and set a dynamic leadership it becomes important for the senior executives in an organization to take a deeper look at themselves at an individual level.

At *Arpitha Associates Pvt. Ltd.*, we have in the last seven years conducted over 250 workshops on "*Leadership Through Value Clarification*" and the responses of the participants months after attending the workshop is a resounding proof of the process effectiveness. The workshop model has also been used for organization development and culture building in organizations in India and abroad.

### The Workshop Objectives

- To understand why one behaves the way one does.
- To understand one's orientation towards:
  - Freedom & Achievement
  - Relationship
  - Power and Influence
  - Learning
  - Honesty and Integrity
- To gain deeper clarity on one's own style of functioning and its implication in the organizational and life context.
- To understand the paradigms one is living by and gain clarity on the need to make shift in the same.
- To understand what prevents one from changing.
- To understand the ability to risk and accept challenges.
- To understand the source of conflicts and learning how to deal with them

### Methodology

The methodology adopted is primarily semi-structured wherein enough of scope is provided for human processes to emerge. The small group activities are designed so as to enable an individual to look into his/her own inner-self and realise the need for change.

## **STRETCHING HUMAN LIMITS- Outward bound training**

Human potential is unlimited, but for some reasons as we grow up we limit ourselves with our own beliefs which have been drawn /derived from our own experiences. The truth still remains that we have unlimited capabilities in us. An outward-bound activity is primarily designed to let us experience some of our own abilities and build a deeper level faith in ourselves.

### **Objectives**

- To build ones inner strength to achieve his/her organizational & life goals.
- Gain insights into ones capabilities
- To gain deeper insights ones own life purpose
- To build an experience of deeper level of trust
- Understand the power of collaboration.

## **PERFORMANCE MANAGEMENT AND COACHING SKILLS**

*“The difference between ordinary and extraordinary is that little extra”*

People are an intrinsic part of every organization. Today’s organisations are faced with the challenge to identify and channelise the potential of their workforce. What drives a person and motivates them to perform? How can the organization understand, monitor and enhance their performance? People are vital assets of the organization along with systems, procedures and technology and their efforts contribute extensively in its development growth and its ultimate success. People are as different as the five fingers of our hand and thus its important for today’s managers to understand the diverse traits and characteristics of human nature and then try to extract the best out of them. Performance Management is about executing the organizational strategy and not merely Performance Appraisal. Teamed with Performance Coaching its an ongoing process and believes in a win-win situation. The workshop aims the following:

The Workshop would focus on understanding various aspects related to performance in an organisation including-

- Understanding what drives an individual to their best performance
- Factors influencing the work life of a knowledge worker
- Understanding motivation and its different facets in the professional life
- Experiencing and understanding people’s roles and their responsibilities
- Identifying the importance and contribution of personal capacity and the team capacity
- Understanding the vital role of feedback and method of soliciting and giving feedback
- Identifying and assessing the prevalent practices of performance system in the organization
- Identifying the factors influencing emotions in individuals and understanding the emotional needs of people
- Factors included in coaching people effectively for individual and team development

- Insight into communication and its role in motivation and productivity
- Enabling people to understand the potential of each individual in a team environment
- Planning, managing and influencing people's performances
- Performance planning and personal development and growth planning.

## ASSESSMENT CENTRE

It is a concept developed to be able to provide accurate and credible required information to the organization. Arpitha enables organisations to have a systemic developmentally oriented evaluation processes, with well-tested and customized tools / instruments. It cultivates a sense of ownership into the organisations and their employees to set up their own developmental strategies for their career growth. These Assessment Centers can serve by providing information on different fields and divisions of the organisation, including performance, quality, specific department progress etc. The choice and the employment of the Centre would depend on the individual organizational needs.

With a research background and a certified trainer from IOAC (Individual and Organizational Assessment Centre), Academy of HRD, Arpitha can set up, develop and nurture Assessment Centres in organisations. It can offer quality, credible, accurate processes in the organisation with several unique and original tools developed in the Research wing of Arpitha.

## VISION VALUES ALIGNMENT

The Leaders in the organization need to know where to go and how to go. The leaders in the organization usually formulate these path forwards. But the issue is of the clarity about the vision and values. When the clarity on either is not the same as the other, there is an interesting dynamism that is created in the organization. This dynamism leads to a number of roadblocks in the speed of growth of the organization. When the clarity is varied at the leadership level the magnitude of the issues are greater. Therefore, the focus of this workshop is on understanding and gaining higher clarity on vision and values and the need for their alignment.

### **The Objectives of the workshop are:**

- To understand the need for clarity on vision and values to move on the path of excellence.
- To understand what it means to be an achiever and a high vision – high value organization.
- To understand the meaning of values and learning how to work with causes than effects to bring about deep change.
- To gain feedback on one's value profile and the way on handles his/her Achievement Orientation.
- To understand what goes into making high achievements and contributors

## **Process**

- Semi structured processes
- Deep reflections and introspection exercises
- Role plays
- Small and big group activities
- Participative lectures
- Video clippings and audio music
- Sharing of individual and group experiences

## **Duration of workshop**

- A one-day workshop with maximum of 16 participants

## **Takeaway from the workshop**

- Understanding the meaning of Vision and Values
- Better understanding of oneself resulting in better integration
- Enhanced level of accountability and ownership
- Clarity on what it means to be a 'High-vision and High-value' Individual and organization
- Clarity on why one does, what one does and the way one does things

## **BUILDING ORGANIZATIONAL VISION AND VALUES**

Every organisation is founded as a perpetual entity. It's important that every organisation thus decide the path of its journey in order to continue a productive life. It needs a 'Vision' like the North Star as its goal, and a mission to give it direction. The ways or means that the organisation adopts to travel are its Values.

Arpitha has over the years developed a unique model to build the organizational vision, mission and values. The module springs from a philosophy that unless the members of the organisation do not take the onus and identify themselves with the vision it would not be possible to journey towards the North Star. Therefore the module used by Arpitha has a holistic approach. The process used entails deriving the vision, mission and values from the members of the organisation, linking it strongly to the operational part of organizational life and disseminating the same to all the members of the organisation.

## **ORGANIZATION CULTURE STUDY**

The study is primarily aimed at understanding the existing Organizational Culture from the executives' perspective at the organisation. This would enable to determine the further ways of developing the desired culture in a systematic way within the organization. In this study, the existing culture of the organization will be studied in detail and the outcome will be deliberated. A detailed report will be submitted at the end of the study that would be generated using statistical methodologies that will give a clear understanding of the organization as an entity and the prevailing culture.

## **WORK WITH SCHOOLS**

Arpitha's work with schools Has resulted in the formation of EFIL – (Education for Integrating Life), an organization that is dedicated to serving the Institution Leaders, Teachers, Students and the Parents towards making a meaningful contribution to the teaching-learning process. This has resulted in several modules and services that are customized to the requirements of educational sector. The Philosophy of Arpitha is the base for developing these modules. Extensive experimentation and serious research is ongoing. For details please see [www.efil.co.in](http://www.efil.co.in)

## **COMPETENCY MAPPING OF SOFT SKILLS**

Arpitha uses the 'Value Profile Instrument' to evaluate the competencies of the soft skills with respect to the following areas –

- Freedom achievement orientation
- Relationship (sociability)
- Power and Influence (managerial style)
- Learning orientation
- Honesty and integrity

This kind of mapping would help them to coach their managers in the required soft skills. It would also help them to know which functions the managers would be good at and thus guide them proactively rather than taking a reactive stance. The above would also enable the organisation in failure prevention.

## INSTRUMENTS THAT ARE IPR OF ARPITHA ASSOCIATES

### VALUE PROFILE INSTRUMENT - VPI

This instrument was developed in 1992 by Dr. J.M. Sampath and used with over twenty thousand individuals around the world. This is a 30-item instrument using a nine-point scale. The uniqueness of the tool is the ability to arrive at interdependence in five dimensions after converting the points obtained through rating scale into quantitative measures

The instrument is built on the premise that *“No single value by itself is valuable. Values are inter-dependent. One needs to understand this inter-dependence to understand one’s own behavior”*. For instance, Freedom as a value by itself means nothing. In freedom, one has to have some Aspiration. Having aspiration alone again means nothing much. Along with aspiration one has to have a sense of responsibility in absence of which the freedom becomes invalid. The inter dynamics between various values gives meaning to the value freedom.

The VPI throws light on three styles of the person in an organizational context

- Leadership style
- Collaborative style
- Followership style
- Social style – which is an additional and a style explored on a need basis

The VPI, being a multi -rater measures five dimensions –

1. Achievement Orientation
2. Sociability Orientation
3. Leadership orientation
4. Learning Orientation
5. Integrity Orientation

The Reliability scores of the instrument and the subscales are given below

#### *Reliability Index of Value Profile Instrument*

| Sl. No. | Tests Used                       | Reliability Index |        |
|---------|----------------------------------|-------------------|--------|
|         |                                  | Self              | Others |
| 1       | Correlation between forms        | 0.8256            | 0.9163 |
| 2       | Equal – length Spearman– Brown   | 0.9045            | 0.9563 |
| 3       | Unequal - length Spearman– Brown | 0.9045            | 0.9563 |
| 4       | Guttman Split-half               | 0.9026            | 0.9554 |

#### Types of Value Profile

The Value profile could also be drawn based on the requirements such as –

- Individual Value profile
- Specific Team profile
- Group profile
- Relationship alignment profile

#### The Unique features of VPI

- Maps most of the dimensions impacting the individual’s life.
- The Value Profile addresses the Intension-Action gap.
- Multi rater gives a holistic perspective to understanding an individual and their behavior in depth – can tap the intention and action level gaps.

- It does not slot people into types but gives the space for each person's unique character to show up. Among the previous 20000 individuals we have come across similar profiles but not yet the same profile.
- It is more a development tool than just an evaluation since the path of development can be mapped.

**This Instrument can be used**

- In Selection process, for various Leadership positions.
- In Leadership coaching.
- In Organizational diagnosis and based on the results appropriate training needs can be formulated.
- In processes aimed towards Team alignment and synergy.

Value profile can be drawn in accordance to the context and the objective of its usage.

**VISION VALUE INSTRUMENT- VVI**

The **uniqueness of this Instrument** is its ability to assess the extent of clarity on vision and values covering various dimensions. The Instruments was administered and subjects were asked to respond to each of the statements on a seven-point scale. The responses to various items are scored and the total scores of each subject are computed. The total scores depict the extent of clarity on vision and values.

VVI is a forty- four-item instrument. The Instrument presents the location of the individual in the vision-value grid and describes the predominant characteristics of the individual in the current state of being. It also provides the focus area for immediate action.

**Reliability of Instrument**

To test the reliability of the instruments Alpha and Split-half (Spearman-Brown and Guttman) coefficients were calculated. The results are presented in the following table.

| Sl. No. | Tests Used           | Reliability Index |        |
|---------|----------------------|-------------------|--------|
|         |                      | Vision            | Values |
| 1       | Alpha                | 0.84              | 0.78   |
| 2       | Guttman Split - half | 0.8958            | 0.8267 |

**Validity of Instruments**

The face validity of the instruments appears to be fairly high as only those items have been selected for which there was a high degree of agreement between the author, executives and research experts.

Further, the content and face validity was established by the author using the method of known groups, validated against ratings by self and others. This has given a high consensual validity to the instrument.

## Orientations assessed through VVI

Aims to measure the Vision – Value Alignment based on

|  |   |
|--|---|
| <p><b>High Vision Orientation</b></p> <ul style="list-style-type: none"><li>• Survival of the Fittest</li><li>• End Justifies Means</li><li>• Self Centered</li><li>• Master Game Players</li></ul>              | <p><b>High Vision &amp; Values Orientation</b></p> <ul style="list-style-type: none"><li>• Change is Way of Life</li><li>• Principle Centered</li><li>• Trend Setters</li><li>• Leaders</li></ul> |
| <p><b>Low Vision &amp; Values Orientation</b></p> <ul style="list-style-type: none"><li>• While in Rome be a Roman</li><li>• Short Sighted</li><li>• Comfortable following</li><li>• Established Paths</li></ul> | <p><b>High Values Orientation</b></p> <ul style="list-style-type: none"><li>• Believes Their Way of Life is THE way of life</li><li>• Form Centered</li><li>• Externally Driven</li></ul>         |

### **BELONGINGNESS INVENTORY - BI**

Belongingness Inventory (BI) is a tool that measures the ability of an organization in the Consciousness era to enhance and sustain the feeling of Belongingness in the members of the organization. The single factor belongingness tool is constructed to measure nine dimensions that contribute to feeling of Belongingness.

Extensive research in understanding the knowledge worker brings forth the truth that their need to connect and evolve continuously stands as a prime factor. With the dynamic changing environment, many a time the changes within the person is not taken into serious consideration. There is also an enhanced need to relate to the universal consciousness within the person and that need continues to leave behind a feeling of inadequacy and is expressed in the form of continuous seeking to evolve. When the organization is not able to support the search, there is a feeling of disconnect which brings in the need within to explore different environments.

Therefore, the belongingness which has so far been addressed as an explicit, affective element needs to be understood as a tacit element that is within self. The feeling of belongingness is a state of being in which one experiences value for oneself, being cared for with a space to express the same and continually evolve fulfilling the purpose of existence and beyond. The need to belong is innate and perennial in its existence. But it needs constant stimulation and sense of fulfillment to meet the expectations of the need to evolve. Through research, we have identified nine dimensions that organizations need to continually excel to enable the feeling of belongingness to be at its optimum.

They are: -

1. Clarity on Organizational Vision
2. Professionalism in functioning
3. Rewards
4. Alignment of individual and organizational values

5. Sense of Ownership
6. Exploration and development of potential
7. Material comforts
8. Emotional satisfaction
9. Value for contribution

Fulfillment at the core level and ongoing evolution keeps the member satisfied at a deeper level and enhance their need to give the best to the organization. Belongingness Inventory (**BI**) developed in 2000 and updated (version – 2) in 2006, measures nine dimensions through simple 48 questions. The Reliability scores are as given below –

| Sl. No. | Tests Used                      | Reliability Index |
|---------|---------------------------------|-------------------|
| 1       | Correlation between forms       | 0.9589            |
| 2       | Equal-length Spearman – brown   | 0.9790            |
| 3       | Unequal-length Spearman - brown | 0.9790            |
| 4       | Guttman Split-half              | 0.9719            |
| 5       | Alpha – part 1                  | 0.9310            |
| 6       | Alpha – part 2                  | 0.9409            |

#### **The Unique features of BI**

- The research shows Belongingness regresses over 33% towards HRD climate. Therefore this becomes an in-depth tool for mapping the HRD climate of the organization.
- It provides the pathways for the HR to formulate their focus points for the organizational development processes.

#### **This Instrument can be used**

- In organizational culture study
- Understanding Individual Teams belongingness profile
- In Organizational diagnosis and based on the results appropriate HR processes including organizational development intervention planning.
- As a diagnostic tool to formulate processes aimed towards Team alignment and synergy.

## GLIMPSE OF PROJECTS UNDERTAKEN

The following are few of the projects undertaken by Arpitha over the years for its clients. They are but an indication of the nature of work done by us.

### **FORD MOTOR COMPANY- Detroit**

Over the last four years Arpitha was involved with the *Emerging Markets Team* at the Ford World Headquarters in designing and developing a leadership programme for the emerging markets such as- India, China, Thailand etc. Arpitha coached the managers responsible for such markets at Ford.

The latest project involved working with the New Business Leadership Program (NBL) team at their Leadership Development Centre. Arpitha with respect to this project led a workshop for the NBL team, which was followed by a one on one coaching of the team members. Contributions were also made in reflecting and coaching on the NBL program design. Incidentally the OD Network of USA has voted the NBL Program of Ford Leadership Development Centre as the “Best OD intervention of the year”.

### **SECURITIES COMMISSION- Malaysia**

Securities Commission is the organisation, which governs the capital market and the financial reforms of Malaysia. Our project entailed working with the organisation and establishing its *value statements* – asset of core value on which the corporate culture of the organisation would be built.

SC previously has a mission statement but no Value Statements to govern the way in which it worked. It was understood that an external set of values could not be adopted, hence the decision to formulate its own was taken. The right way was to derive the value from the staff themselves. Arpitha was involved in aiding the individuals to gain an in-depth understanding about their own values through a top-down, bottom-up and inside-out approach.

The top 20% team of the organisation underwent the “Leadership through Value Clarification” a four day workshop followed by individual coaching on Value Profile. This laid the foundation to start their work on developing *value statements* that could be identified with and owned by one and all in the organisation.

### **KSHEMA TECHNOLOGIES- Bangalore**

Kshema as an organisation has the vision of being a value based company. Arpitha with its various interventions has sought to make this journey laced with excellence, through different processes customized to its needs. Arpitha is involved in the leadership development of the management through management coaching process. The top 10% of Kshema managers are individually coached using the Value Profile tool to give them an objective feedback on their respective strengths and areas of improvement. This process is also used to for focused coaching and failure prevention in project management effectively.

Arpitha is also associated with a programme for the employees across the organisation undertaken with the objective of developing their learning skills to enhance productivity and

foster excellence. Outward-bound trainings have been undertaken to imbibe in the individuals the will to go beyond their limits to emerge a winner.

### **AMTrex HITACHI - Ahmedabad**

The top 30% of the company underwent a leadership development workshop to enable them to cope with change and emerge as new age business leaders. After the workshop, coaching and yearly reviews we found significant differences in the value profile of the managers over the years in their scores and performances. A culture building exercise was also undertaken to set the foundation for a holistic growth of the organization.

### **JOHN KEELLS HOLDINGS - Sri Lanka**

JKH is the single largest company with over 60 business diversions accounting for close to 10% of market capitalization of the Colombo Stock Exchange. Arpitha was invited to design and develop a leadership development initiative at JKH. A well-integrated leadership development process called 'BLUE', is now underway at the organization. Being a 90 day module nine batches have already been covered in the last two years.

## **OUR CLIENTELE**

### **Clients within India**

- Addon
- Alacrity Foundation
- Amtrex Hitachi Ltd.
- Asea Brown Boverly Ltd.
- Ashok Leyland
- BFL Mphasis Software Ltd
- BHEL, Noida
- BK Group of Companies
- Cooperbussman, Pondichery
- CAFÉ
- Coats Viyella Ltd.
- Cochin Refineries Ltd.
- Cybernet Software Systems Pvt Ltd
- Dun & Bradstreet Satyam Software
- Dearborn Electronics, India
- EMC Data Storage Systems (India) Pvt. Ltd.
- Emuzed, Bangalore
- Enfield India Ltd.
- GEC Alsthom India Ltd.
- Gulftech India Ltd
- Honeywell India Pvt Ltd
- Hindustan Packaging Co. Ltd.
- India Cements Ltd.
- India Satcom Ltd.
- Intertec Communications Pvt Ltd
- ITC Agro-Tech Ltd.
- JK Corp. Ltd.
- Kshema Technologies Ltd
- Kumaran Systems
- Mahindra Ford India Ltd.
- Mastek, India
- National Mineral Devpt. Corpn.
- Natural Remedies
- NTTF
- Oracle, Bangalore
- Onward technologies Ltd
- Sundaram Fastners Ltd.
- TI India Ltd.
- TNPL
- Triveni Engineering Works
- Philips Software Ltd.
- Robert Bosch India Ltd
- SAIL, Bhilai Plant
- SASKEN
- Siemens Communication Software
- SRF Ltd., Chennai, Delhi
- Thapar DuPont Ltd
- TVS Motor Company
- 24/7 Customer, Bangalore
- The Oberoi, Bangalore
- Elf Gas, India
- BCIL

### **Global Clientele**

- Ford Motor Company, Detroit, USA
- Asian Development Bank, Philippines
- John Keells Holdings, Colombo, Srilanka
- Bank Negara, Malaysia
- Tenaga Nasional Berhad, Malaysia
- Petrosains, Malaysia
- CNI, Malaysia
- Indonesia Power, Indonesia
- Lanka Equities Ltd Colombo
- Lear Corporation, Detroit
- Legal Aid Bureau, Ministry of Law, Singapore
- Majesco, USA.
- Malaysia Airlines Services, Kuala Lumpur, Malaysia

- Oman Trading Establishment, Muscat
- Securities Commission, Malaysia
- SRF Overseas Ltd., Dubai
- StarPipe, Houston

### **Educational & Development Sector (India)**

- AWAKE, Bangalore
- Deepalaya, New Delhi
- FRLHT, Bangalore
- Kendriya Vidyalaya Sangathan, New Delhi
- Myrada Plan Project, Bangalore
- Symbiosis Management Institute, Pune
- Innisfree House School, Bangalore



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