



# **ACADEMY OF HUMAN RESOURCES DEVELOPMENT**

*In collaboration with*



**Indian Society for Applied Behavioural Science**

## ***Announces***

**6<sup>th</sup> EXPERIENTIAL WORKSHOP:  
APPRECIATIVE INQUIRY FOR ORGANIZATIONAL CHANGE  
For Line and HR Executives**

“Appreciative Inquiry is, in my view, an exciting breakthrough, one that signals a change in the way we think about change. I’m intrigued by how rapidly it is emerging; but it is something substantive, conceptually strong, not like the quick fads. In my view we are looking at something important – AI will be enduring consequence and energizing innovation for the field. That’s my prediction.”

**Richard Beckhard**

**January 29 - 31, 2009 (Non-Residential)**

**VENUE:**

**Academy of HRD, Thaltej, Ahmedabad, Gujarat, India.**

## **Appreciative Inquiry**

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In this rapidly changing world, nothing is changing as fast as the management of change. Traditional Organizational Development (OD) efforts focus on what is wrong with organization and how to fix them. This leads to tremendous drain of energy and creates a sense of inadequacy in the people. It also deprives the opportunity of the better side of the organization that always exists. Traditional OD efforts also require long time span for impacting. But, today's change management demands faster and more effective results.

Appreciative Inquiry (AI) is a different system - daring to dream and actually living up to that dream - of managing change. It is concerned with the positive side of the organization. It seeks out the best of what already exists in the organization and then helps create a vision based on that very solid reality. This makes people more energized, strengthened and hopeful about the co-created future. The new energy and innovative ideas can be tapped as the basis of a radical transformation of the organization. The editor of 'The Organization Development Practitioner' Peter Sorenson argues that "AI is more than a method; it is a paradigm change uniquely created for the opportunities of the 21st century".

## **Objective**

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The workshop would aim at:

- ❖ Creating experience of the power of AI in action
- ❖ Learning concepts, strategies & processes of AI
- ❖ Acquiring know-how & building upon what 'works' in organizations through AI into collective wisdom, knowledge and capacity to cause change
- ❖ Exploration into the variety of applications and their benefits in regard to organizational change.

## **Applications**

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AI has been used very successfully in both the corporate and development sectors. It has been instrumental in changing entire organization / community and can be used in very small teams as well as large numbers, say from 7/8 to 1000 people. Its potential and flexibility is immense. Its applications can include productivity, innovation, strategy-development, organization renewal, customer service, business process redesign, safety and quality, corporate planning, institution building (mission and values), mergers, diversity, evaluation, organization culture, team building, leadership development, management audit, social reconstruct and host of other issues, problems, questions or opportunities in the organizations.

## **Pedagogy**

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Methodology would be experiential with concepts and theory inputs along with small group interactions. It would also include case-study discussions and critical incidents method. All participants will be provided with a CD containing a book on AI, recommended articles, case studies and a listing of useful resources available on AI.

## **For Whom**

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- ❖ HR and OD professionals
- ❖ CEOs and entrepreneurs
- ❖ Professionals handling quality, mergers and acquisitions
- ❖ Project management and change agents of NGOs
- ❖ B-school teachers and management consultants.

## Dates

**January 29-31, 2009**

## Venue

The non- residential program will be held at **the new campus of, Academy of HRD**, AYANA Complex, 2<sup>nd</sup> Floor, Thaltej–Hebatpur 100 Ft. Road, Opp. Suvarnavilla Bungalows, Thaltej, Ahmedabad-380 059, Gujarat, India. Phone number: (079) 29297325, 29086075. It is a new campus of AHRD in a prominent area of Ahmedabad. Those who need information about the nearby hotels for their stay will be furnished the same.

## Clarifications

About program design, please contact Mr. K. K Verma, (M) 09879613644.

**Workshop Timings: 9.30 am to 5.30 pm.**

## Fee

Categories	Basic Fees		
	One Participant	Two participants from same Group/Co.	Three participants from same Group/Co.
For Corporate	Rs. 22,000/-	Rs. 40,000/-	Rs. 56,000/-
For Foreigners	US \$ 650	US \$ 1200	US \$ 1700
<b>For Early Bird (Payment made on or before December 31, 2008)</b>	Rs. 20,000/-	Rs. 36,000/-	Rs. 52,000/-
Individual Professional Members of AHRD, NHRDN & ISABS	(a) Life (b) Annual Rs. 19,000/- Rs. 20,000/-	-	-
Fees for NGOs, Management Teachers & Patron/Corporate/Institutional Members of AHRD, NHRDN & ISABS	Rs. 17,000/-	Rs. 31,300/-	Rs. 46,000/-

Fees include program kit, reading materials, a CD containing a book, etc. on AI and lunch, tea/coffee.

## Facilitators

**Prof. R. SANKARASUBRAMANYAN** Sankar is a well-respected management consultant in Organizational Change area and runs Change Works. He has used AI in various assignments for both corporate and social sectors for the last 10 years. He was the National President of the Indian Society for Applied Behavioural Sciences (ISABS) during 2005-07, the oldest behavioral body patterned on the lines of National Training Laboratory (NTL), USA.

**DR. WASUNDHARA KANBUR**, is a medical doctor turned behavioral scientist. Dr. Kanbur is the Project Coordinator, AI for Sneha, the organization committed to promotion and applications of AI. She has worked in the public health sector and currently in the NGO sector with extensive experience in Appreciative Inquiry. She is also Consultant on AI for International Peri-natal Unit, UK.

## **ABOUT AHRD**

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The Academy of Human Resources Development (AHRD) is India's premier institution specializing in human resources development for all organizational forms. It was founded in 1990 by the National HRD Network (NHRDN) and subsequently registered as a trust and a registered society. Dr. T.V. Rao and Dr. Udai Pareek the then Professors of IIM-A gave the leadership alongwith a number of HRD professionals and people-management oriented corporates in supporting the formation of the Academy. Its Governing Board, over the years, had been headed by well known CEOs/academicians - Mr. M.R.R. Nair, Dr. Anji Reddy, Dr. Udai Pareek and currently Dr. Anil K. Khandelwal.

Over the years, AHRD has launched and nurtured a number of activities and programs in pursuance of the objective of knowledge generation and dissemination and capacity building for making HRD a vital part of a comprehensive management strategy. Academy's activities consist of running high quality HRD related Academic and Management Development Programs, Conferences, Seminars and Conclaves of practitioners, research and publication, collaborative diploma programs and consultancy. Our flagship program- the Fellow program- has turned out 23 Fellows of the Academy who are making a great contribution to the teaching as well as corporate professions.

For more information, visit at [www.academyofhrd.org](http://www.academyofhrd.org)

### **AHRD's Adjunct Faculty:**

**Mr. Arvind Agarwal**, President, RPG Enterprises, Mumbai  
**Dr. Pradip N Khandwalla**, Former Director, IIM Ahmedabad  
**Prof. Pradyumana Khokle**, Professor, IIM Ahmedabad  
**Dr. Sunil Maheshwari**, Professor, IIM Ahmedabad  
**Dr. Udai Pareek**, Distinguished Visiting Faculty, IIMR, Jaipur  
**Dr. Jittu Singh**, Professor, XLRI, Jamshedpur  
**Dr. Pritam Singh**, Professor & Former Director, MDI, Gurgaon

**Membership:** AHRD's Organizational members include Steel Authority of India Limited, Infrastructure Leasing and Financial Services Ltd., Dr. Reddy's Laboratories Ltd., Larsen and Toubro Ltd., Visakhapatnam Steel Plant Ltd. (Vizag Steel), GATI Corporation Ltd., Bank of Baroda, Gujarat Gas Company Ltd., Central Bank of India, Union Bank of India, Andhra Bank, Satyam Computer Services Ltd., Punjab National Bank, Crompton Greaves Ltd., Tata Steel, Voltas Limited. Academy also enrolls professional individual members.

## **ABOUT ISABS**

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The Indian Society for Applied Behavioural Science, established in 1972, commits its mission to facilitating education, research, development and promoting the development of facilitators for human process and experiential learning in the country. The main concern of the society is the analysis of the human processes generated or operating in these settings and use of such analysis for enhancing the effectiveness of individuals, groups, organizations and communities by generating more choices for them. ISABS plays the same role in India as NTL in U S. For more information, visit at [www.isabs.org](http://www.isabs.org).

**Last Date for Nominations: January 15, 2009**

Nomination form is attached herewith.

Only 25 participants shall be accepted on first-cum-first-accepted basis. Nomination form with Demand Draft / multi-city cheque of appropriate amount drawn in favor of 'Academy of HRD' payable at Ahmedabad may please be sent to the Academy at

### **Academy of HRD**

Ayana Complex, Thaltej – Hebatpur 100 Ft. Road, Opp. Suvarnvilla Bungalows, Thaltej,  
Ahmedabad – 380 059, Gujarat, India

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