



कार्यकारी शिक्षा  
भारतीय प्रबंध संस्थान अहमदाबाद  
वस्त्रापुर, अहमदाबाद 380 015

EXECUTIVE EDUCATION  
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
Vastrapur, Ahmedabad 380 015

January 25, 2018

From: Professor Ajeet N. Mathur  
Faculty Chair,  
Workshop on 'Signs of Organisational Toxicity, Health and Enlightenment' (SOOTHE)

To: IIMA Associate and Affiliate Organisations

The cutting edge of strategy research has established that there is an inevitable build up of toxicity in every organisation which requires diagnosing regularly and that robust organisational health is a pre-requisite for seeding and harvesting processes that sustain wisdom and knowing for organisational transformations.

This Workshop titled '**Signs of Organisational Toxicity, Health and Enlightenment**' (SOOTHE) is being offered from **August 28 to September 1, 2018** at the International Management Development Centre on IIMA Campus in Ahmedabad. By design, we are limiting participation to 24, on a first come first included basis.

This workshop offers unique opportunities for understanding and exploring the diagnosis of organisational toxicity, assessing organisational health and tracking degrees of awareness and potential enlightenment for leadership and transformation initiatives. This workshop is designed for anyone interested in developing deeper understanding of strategy implementation, leadership and change processes that unleash negative emotions and fuel toxicity in an organisational context.

More details are available from the enclosed brochure. You may wish to avail the fee benefits of multiple nominations as mentioned in the brochure. Do let us know if you need more nomination forms. Alternatively, photocopies of the form enclosed can be used. We will accept completed nomination forms, subject to availability of places, until **June 15, 2018**.

If you have any questions, feel free to get in touch with me or the Programme Coordinator, Sanjit Nair at [sanjitn@iima.ac.in](mailto:sanjitn@iima.ac.in), Phones: +91-79-6632 4469, 7069074822.

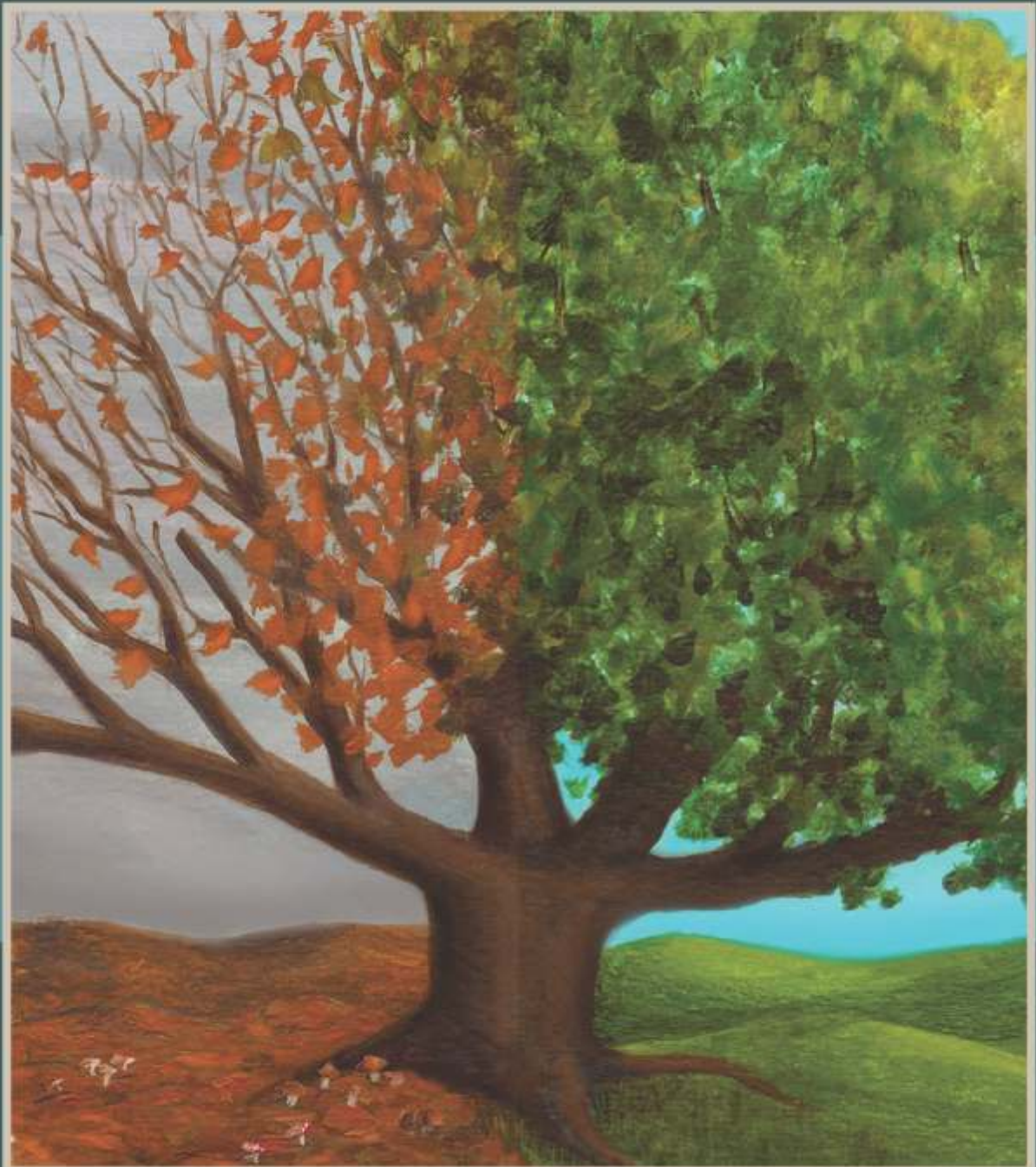
With best wishes,

Yours sincerely,

Ajeet N. Mathur  
Email: [anmathur@iima.ac.in](mailto:anmathur@iima.ac.in)

Enclosed: Brochure and Nomination form

Workshop on  
Signs of Organisational Toxicity,  
Health and Enlightenment (SOOTHE)  
August 28 - September 1, 2018



An Executive Education Programme

# Workshop on Signs of Organisational Toxicity, Health and Enlightenment (SOOTHE) August 28 - September 1, 2018



When you step in to your work place, do your eyes light up? If they do, why – and if they don't, that is an even bigger why...

Organisations undertaking change initiatives continue to report old and new collective defences that impede strategy implementation and transformations besides compromising quality of work life. Enlightened organisations move beyond knowledge blocks, transactional and material behaviors in reaching out for wisdom. Since a considerable part of wisdom and knowing in organisations is collectively held, insightful leaders know that enlightened organisations need to be healthy spaces of sustainable creative and intellectual ferment. Yet every organisation tends to collect some modicum of organisational toxicity which could exceed danger thresholds if that toxicity is not identified and processed. So how are we to collectively address organisational health, and mitigate toxicity in pursuit of organisational enlightenment?

Organisational Toxicity has emerged as one of the new research areas in management and the first international conference for understanding organisational toxicity was organized in 2015. Developing methods to identify organisational pathologies, managerial malfeasance, unconsciously scripted evils, and sleepwalks into disaster scenarios has become part of sustaining organisational health and well-being. There has been pathbreaking work on developing methods and tools of forensic analysis for organisations that have failed or are derailing due to malfeasance or neglect.

In an increasingly networked world, enterprises are expected to respond to needs of customers at unprecedented tempos. These accelerating tempos of demand arise from the impact of globalization and digitalization on ways enterprises compete, rendering dynamic alignment of product-services linkages and platformation as the new driver of enterprises. Networked environments demand horizontal collaboration across boundaries and leadership distributed across task networks. While these horizontal dynamics may become dominant, vertical accountabilities may still govern how we work. Given that networking always takes place across multiple entities that are operationally and managerially independent, the challenges arise from the gaps that keep emerging between these horizontal and vertical sources of authority.

The 'felt' economy of an enterprise may unconsciously kill good ideas, despite its members having the best of intentions. Working in an enterprise to prevent such 'murders' therefore demands a 'forensic' way of diagnosing

in which careful attention is paid to the way dilemmas are held and/or denied. This involves questioning existing ways of holding dilemmas that are linked to their consequences for the enterprise - 'forensic' because the evidence and motives are never obvious!

A forensic method is thus concerned with the processes by which innovations essential to the continuing survival and development of an enterprise are not lost in defence of the identifications supported by the present structures, systems and organisation processes. Such an examination provides a means of preventing the persistence of changes in which the structures and organisation frame the challenges underlying the dilemmas facing the enterprise.

This workshop will (i) explore conditions under which forensic processes become necessary to an organisation's health; (ii) examine key characteristics of toxicity processes; (iii) observe and discuss the start of a 'live' process in which problematic situations are explored to uncover the dilemmas and underlying challenges; and (iv) examine the ethics and leadership necessary to sustaining wisdom and knowing processes.

This workshop is co-created by four international thought leaders on the subject.

## Objectives

The purpose of this workshop is to enable participants know the latest cutting edge knowhow to be able to spot and work with signs of organisational toxicity, health and enlightenment for transformative trajectories. Organisations would be encouraged to bring their real life problems to the workshop.

This workshop offers unique opportunities for understanding and exploring the diagnosis of organisational toxicity, assessing organisational health and tracking degrees of awareness and potential enlightenment for leadership and transformation initiatives. There would be focus on understanding organisational relationships and strategic relatedness between organisational parts and wholes. The workshop will provide a structured context in which to explore the dynamics of power, leadership, authority, change, dissent, collaboration and transformation.

Participants will have opportunities to understand how they influence or are influenced by others, how negative emotions fuel toxicity and the ensuing consequences—intended and unintended, overt and covert. To integrate learning and help transfer to organisational roles and

contexts, opportunities would be available to facilitate such transfer.

A package of readings will be provided to complement the work done in contact sessions.

## Learning Aims

- To focus on understanding and working with the aesthetics of processes when phenomenal primary tasks loom larger than normative and existential ones.
- To enable the study of toxicity with the aim of identifying it, containing it and mitigating it.
- To facilitate opportunities for exploring the foundational processes of organisational health and well-being and linking, connecting, relating, and networking as members of work groups concerned with influencing others and being influenced in the course of formulating and implementing strategies.
- To discover underlying group, organisational and social dynamics and the interplay between tradition and change, stability and innovation, creativity and harmony that may, at times, be beyond immediate awareness and to formulate “working hypotheses” about covert processes beyond awareness.
- To develop ways of evaluating an organisation’s readiness for strategic transformative initiatives and working at improving its receptivity for change processes.

## Pedagogy

This workshop will introduce participants to a variety of concepts, methods, techniques. Cases of forensic analysis of organisations would be discussed. Criteria for distinguishing pathology from evil would be developed in specific contexts for the purpose of decoding signs of health and awareness for transformative change.

## Faculty Chair

### Ajeet N. Mathur

Ajeet N. Mathur is Professor in Strategy and International Business concurrently affiliated to the Economics and Business Policy Areas at IIM Ahmedabad. He is the Faculty Chair of the IIMA Programme on Family Business Organisation, Strategies, Internationalisation and Succession and the IIMA Programme Doing Business Abroad. His interests are at the crossroads of economics, human behaviour in groups, law, strategic management of organisational knowing and international business. These are reflected in his multi-disciplinary and inter-disciplinary work with corporates on change management and institutional design.

Before joining IIM Ahmedabad, he served as Founding Professor of International Business, University of Tampere, Finland, EU-TEMPUS Professor of European Integration and Internationalization, and as IFCI Chair Professor, Indian Council of Research on International Economic Relations.

He has held visiting academic appointments at K.U. Leuven, Belgium, University of Edinburgh, Cornell University, University of California at Berkeley, University of Bielefeld, Germany, Helsinki School of Economics, Aalto University, Turku School of Economics, Royal University of Bhutan, and Fresenius University, Cologne. His publications include twenty eight books and over one hundred and fifty papers in scientific journals and anthologies. He is one of the authors of the International Encyclopaedia of Laws.

He has been a member of the Board of Directors with Corporates in India and Europe and is consulted by businesses, governments, international organisations and the policy research community. He served a term as the Director and CEO, Institute of Applied Manpower Research with the rank of Secretary to the Government of India. He has worked as staff in Group Relations Working Conferences since 1978 in India, Finland, Germany, and the Netherlands and directed Group Relations Working Conferences since 1991. He has been a member of the Board, School of Inter-disciplinary studies, Indira Gandhi National Open University (IGNOU) and is a member of the governing board of the Global Foundation for Integrating Spirituality and Organisational Leadership (ISOL). He is an Affiliate Life Member of the Indian Psychoanalytic Society, a member of the International Society for the Psychoanalytic Study of organisations (ISPSO), a Fellow of Sumedhas and a Yoga Shikshak of the Bihar School of Yoga.

A recipient of the President of India's Medal, and the Bharat Chamber of Commerce Gold Medal, Ajeet Mathur received his Ph.D. degree from the Indian Institute of Science, Bangalore. In his early career, he worked in various positions of responsibility with Tata Economic Consultancy Services, ITC Limited and the Times Group for more than a decade before his appointment as a tenured Professor at IIM Calcutta where he taught and researched for ten years. He has been a Senior Fulbright Fellow and a Friedrich Ebert Stiftung Scholar. He was nominated India's National Expert on Managerial Productivity with APO, Tokyo. He is the Project Director, Finland-India Economic Relations. He is the recipient of the Prestige Award as "Professor of the Year 2014" and Academy of Management Awards in 2016 and 2017.

## Other International Faculty

### Philip Boxer

Philip Boxer brings many years of experience with strategy processes at all levels within the public, private and not-for-profit sectors. His practice develops clients' edge-driven capabilities for competing in highly networked environments, focused on increasing both their agility and their ability to scale learning across networks. He received his Ph.D. degree from Middlesex University after an engineering degree from King's College and an MBA from the University of London. He has worked in positions of professional responsibility with IBM, London Business School, ICI, British Telecom, Raytheon, the Carnegie Mellon University

and the Swiss Federal Chancery. He has been a Board Member of the Tavistock Institute of Human Relations. He has published extensively in the fields of Organisational and Social Dynamics, Management Studies and Systems Engineering. He is a member of ISPSO, OPUS and the Centre for Freudian Analysis and Research. The focus of his research is on organisational defences against innovation and forensic analysis in organisations.

### **Richard Morgan-Jones**

Richard Morgan-Jones was educated at Cambridge, Oxford and Exeter Universities UK in Anthropology, Theology and Education. He has 45-years of professional experience in Project Management, Training, Group Relations, organisational Consulting and Executive Coaching. He is an Elected Board Member of the International Society for Psychoanalytic Society of Organisations (ISPSO) and Member of Organisation for Promoting the Understanding of Society (OPUS). Using organisational systems, group relations and psychoanalytic approaches, he works as an organisation consultant, coach and clinician. In each role he has an eye for the dual experiences of being a body and mind that belongs to a larger corporate body struggling to find its mind. He specializes in unraveling systemic problems, growing pains, and strategic opportunities that demand energy, movement and voice to dream up the authority for creative organising and working. He has been Director of Work Force Health: Consulting and Research and is the widely acclaimed author of the book 'The Body of the Organisation and its Health' among his other publications. This work reflects on how organisations get under the skin and reveal team development opportunities and strategic choices. His recent research has included the dynamics of the financial crash, the celebrity cult and the dynamics of international relations in European use of austerity measures.

### **Sari S.A. Mattila**

Prof. (Dr.) Sari Mattila is a full-time visiting faculty at IIM Bangalore. She received her Ph.D. degree from Tampere University of Technology in the field of Management and OB/HR after an integrated Master's Degree in Philosophy from the University of Joensuu (now part of the University of Eastern Finland). She has previously taught at IIM Ahmedabad, Institute of Management, Nirma University, Flame School of Business, and CEPT in India besides Tampere University of Technology and University of Turku in Finland. She specializes in Organisational Behaviour, Ethics, Business Ethics, Mentoring and Coaching, Socratic Dialogues, Creativity and Spirituality. Before her academic career, she worked in industry in various positions of responsibility. Prior to that she was into competitive professional horseback riding. She has herself been doing mindfulness practices as part of her interest in experiential learning, counselling and therapy, yoga, mindfulness and vipassana. Her current research interests include comparative study of management dynamics and dynamism in Finland and India; critical citizenship; Spirituality and

organisations; and Wisdom, body and knowing in organisations. She is interested in FiloCafes, Socratic Dialogue and its applications, group dynamics, mindfulness, organisational chaos, psychosocial realities and applications of fiction in real life (and vice versa). Prof. Mattila is a member of Academy of Management (AOM), European Group for organisational Studies (EGOS) and International Society for the Psychoanalytic Study of organisations (ISPSO).

### **For Whom?**

This workshop is designed for those who wish to develop deeper understanding of strategy implementation, leadership and change processes in organisations that unleash negative emotions and fuel toxicity. There is no requirement of any particular previous experience or knowledge.

Anyone who leads teams, groups and organisations or functions as HR professional or OD professional with change processes and strategy implementation is welcome.

### **Nominations**

This is a workshop. Places are limited by design to a maximum of 24 only.

Only completed nominations with fees that reach us by **June 15, 2018** will be considered.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval. A formal acceptance letter will be sent to accepted nominees. Nominees may make their travel plans after receiving the acceptance letter.

For nomination forms and more information, please contact:

#### **Mr. Sanjit Nair**

Programme Coordinator (SOOTHE)  
Indian Institute of Management Ahmedabad  
Vastrapur, Ahmedabad 380 015.  
Phone: +91-79-6632 4461 to 69 and 4472 to 77  
Fax: +91-79-2630 0352 (ExEd)/2630 6896 (General)  
Mobile Phone: +91-7069074822  
Email: [sanjitn@iima.ac.in](mailto:sanjitn@iima.ac.in)  
Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)



## Certificate

The participants will receive a certificate of participation on completion, after attending the programme.

## Venue and Accommodation

The programme will be held at the International Management Development Centre of Indian Institute of Management Ahmedabad. Participants would be provided full board and air-conditioned single room accommodation on the Institute campus.

IIMA norms do not allow participants to have any accompanying persons or guests stay with them during the programme.

## Programme Fee and Practicalities

**INR 2,00,000 plus 18% GST per person** for participants from India and its equivalent in Euros or US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging from **August 27, 2018 13:00 to September 1, 2018 18:00**.

In case a nominee is unable to participate after registering for this workshop, a substitution can be accepted until **July 14, 2018**. The fee can be refunded for cancellations only until **June 15, 2018**.

The programme fee can be paid in one of these two ways:

### [A] Electronic Fund Transfer:

1. Name of Beneficiary:  
**Indian Institute of Management Ahmedabad**
2. Savings Bank A/c No. 9369EEP, YES Bank Limited,  
C. G. Road Branch, Ahmedabad  
(IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance:  
**Workshop on Signs of Organisational Toxicity, Health and Enlightenment (SOOTHE)**
5. IIMA Permanent Account Number (PAN):  
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):  
AHMI00189A
7. IIMA GST Registration Number:  
24AAATI1247F1Z4 (SAC: 999293)

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

### [B] Payment Gateway

For more information, please visit the respective programmes in our website ([www.iima.ac.in/exed](http://www.iima.ac.in/exed)).

## Discounts

**Group Discount:** Any organisation sponsoring 4 or more participants will be entitled to a discount of 7% on the total fee payable provided that at least 4 participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable when the requisite numbers of participants actually attend the programmes.



## Alumni Association

Participants attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.

## Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

### Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (equivalent to MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-Year Post Graduate Programme in Management for Executives
- Executive Education offers short duration programmes through open enrolment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme for teachers in universities and colleges
- Two-Year Online Post Graduate Programme in Management (ePGP)

The Institute has 97 faculty members working in the following management areas and centres:

### Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- Organisational Behaviour
- Production and Quantitative Methods
- Public Systems Group

### Interdisciplinary Centres

- Centre for Gender Equity, Diversity and Inclusivity
- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Management in Agriculture
- Centre for Management of Health Services
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Ravi J. Matthai Centre for Educational Innovation



**Kasturbhai Lalbhai Management Development Centre (KLMDC)** located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



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## NOMINATION FORM

# Workshop on Signs of Organisational Toxicity, Health and Enlightenment (SOOTHE) August 28 to September 1, 2018

Please send the filled in form to:  
**The Programme Coordinator (SOOTHE)**  
Executive Education, New Campus  
Indian Institute of Management Ahmedabad  
Vastrapur, Ahmedabad 380 015

**Phone:** +91-79-6632 4461 to 69 and 4472 to 77 • **Fax:** +91-79-2630 0352 • **Email:** exed@iima.ac.in

### TO BE FILLED IN BY THE NOMINEE

#### PERSONAL PROFILE

<b>First Name</b>		<b>Last Name</b>	
Gender M/F	Age Years	Date of Birth DD/MM/YYYY	Nationality
Email (Official)		Email (Personal)	
Mobile		Phone	
Organisation			
Sector			
Designation			
Role of Nominee	Leadership <input type="checkbox"/>	HR/Change Management <input type="checkbox"/>	Functional <input type="checkbox"/> Profit Centre Responsibility <input type="checkbox"/>
Designation to Whom You Report			
Present Responsibilities			
Reason(s) for Joining the Programme and Expectations			
Organisational Address			
City	Pin	State	Country
Residential Address			
City	Pin	State	Country

PROFESSIONAL PROFILE			
<b>Education</b>			
Degree (Start with Highest)	Year	College/University	
<b>Work Experience</b>			
Organisation (Start with Current)	Position		Years of Experience
<b>Programmes Attended at IIMA</b>			
Programme Title	Duration		Years
<b>Programmes Attended Elsewhere</b>			
Institution	Programme Title	Duration	Years

Date \_\_\_\_\_

Signature \_\_\_\_\_

TO BE FILLED IN BY THE SPONSOR					
Sponsor Name			Designation		
Organisation					
Goods & Services Tax Number (GST)			Permanent Account Number (PAN)		
Office Address					
City	Pin	Country		Mobile	
Phone	Fax		Email		
<b>Information on Organisation</b>					
Total Assets (Last Year)			Total Sales Turnover (Last Year)		
Major Products/Services					
Form of Organisation	Proprietary	Partnership	Public Sector	Public Ltd.	Others (Specify)

Date \_\_\_\_\_

Signature \_\_\_\_\_

Please Indicate the Sources of Information of This Programme	
➤ Advertisement (Please Specify)	➤ From Website (Yes/No)
➤ Brochure Received by Post (Yes/No)	➤ E-mail Received from Exed. Office (Yes/No)