

Tribute to Dr. N H Athreya

by

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► I had known Dr. N H Athreya for over 35 years – the modern Chanakya of management science & practices. I became more closely associated with him since 1995 when Clariant India Limited was formed as a separate public limited company and he kindly agreed to guide us on management issues.

► He was not only a great visionary but pragmatic practitioner of management concept & ideas. He was a great believer for involvement of people in development of organizational vision & its implementation. He believed that the successful organizational vision should touch the self-esteem & pride of people in the organization. He further emphasized that the effective communication of the vision of the organization to the employees was a key leadership skill for motivating & inspiring people to work collectively for the common purpose of the organization.

► Dr. Athreya was a practitioner of continuous – managing, learning & improvement. He believed that leaders should go for all round performance improvement of the organization & emphasized that organizational leaders should balance between empowerment & control, between independence & interdependence, & between consistency & flexibility.

► We at Clariant India Limited greatly benefited from the practical management concepts & ideas that Dr. Athreya gave us. It significantly helped us to develop organizational capability & thereby improving our all-round organizational performance year after year during 1996 – 2005. After my retirement we worked together in the field of management consultancy for several mid-size companies. Individually, I

learned many management concepts from him & shared many practices together.

▶ I consider him to be India's most respected management guru, strategist & practitioner. His management concepts, ideas & teachings shall always inspire & guide management practitioners & management students for all time to come.