CHAPTER - VIII

CONCLUSIONS, RECOMMENDATIONS AND
SCOPE FOR FURTHER STUDIES

8.1 Introduction:

It is not very easy to conclude a research which extends over such complex issues as Meditation, its application in management, the Self Development Techniques and there use in management, various systems some of which, are considered quite unique in nature. However, a logical work must come to a logical conclusion and hence this effort at drawing conclusions for which the basis is -

a) Scope and objectives of the study;
b) Data generated and analysed - both primary and secondary;
c) Various findings of the analysis.

8.1.1 Scope and Objectives

a) As far as this study is concerned and the objectives with which it was started, it is concluded that these have been fulfilled in full measure and the main purpose of the study, hence, is achieved in full measure too.

b) Following has been the achievement of this study in this respect.

i) First, it has generated a quantitatively and qualitatively reliable, authentic data base about the managers practicing Meditation or some other Self Development Techniques.
ii) For the first time a feasibility survey has been conclusively conducted by the study in the field of meditation and its application in management for self development.

iii) So also, an awareness and need survey has been conducted and has revealed that there exists a good awareness about Meditation amongst managers and also there is need for its use in management. It can be concluded that managers are more than willing to take up meditation practice and are quite positive in their outlook towards it.

iv) This study has created the base for more specific studies in the areas of meditation and other self development techniques and their application in the field of management.

8.1.2 Conclusions based on the findings about data - both Primary and Secondary

a) In secondary data, it can be concluded that there is a lot of literature and relevant data available on Meditation, but very less on any other technique. It can be said that not much effort is being done to generate such a data at scholarly level and not many studies being done either from this point of view. Those involved in serious research in these areas must recognize, particularly in India, the need for such literature for the benefit of management as well as other fields.

b) Though literature is available on Meditation per se its applications in Management has not been fully explored and as such not much data available nor any scientific studies being done from
this point of view. One can conclude that much more efforts are required to consider these aspects at institutional levels to organise such study seminars or to initiate more in-depth studies.

c) From the surveys it is quite apparent that the role of educational and management institutions in carrying out research in the field of Self Development is not very encouraging. Very few institutes have consciously taken up any such activity.

d) Again the role of industry, in organising Self Development activities is extremely limited, and whatever activities being pursued at present, are mainly at personal level rather than the organizational level. Very few industries have taken lead to train their managers either in meditation or any such Self Development activity, specifically to improve their effectiveness. Attitude of the senior level management personnel needs to be changed and made more positive, so as to increase industry participation in these activities. More research and development activities too need to be undertaken at industry levels in these areas.

e) Primary data reveals that whatever little Self Development activity that is being practised is solely due to personal interest of the managers and not due to any industry backed organised training activity as such. A few corporates though have taken the lead and are carrying out training of managers in this respect. Some of them have introduced meditation based activities or similar developmental activities yet these are loosely structured and no records are available about their impact and effectiveness. Many a managers have voiced their needs in this regard. A more serious
view and sincere efforts hence are essential on the part of the industries and private corporates.

f) One important conclusion that can be drawn from the analysis of primary data is that Meditation is considered to be scientific and rational rather than irrational faith and most of the respondents have shown a healthy respect and confidence in it as Self Development technique. It is also the most preferred method of Self Development.

8.1.3 Conclusions based on Analysis of Systems' profiles

a) It can be concluded that Meditation where accepted, is not restricted to any particular age group, income group, seniority level or even gender. So equal no. of managers in all strata are equally interested in it.

b) It is also concluded that percentage of educated lot in those practising Meditation being quite high it is accepted by educated minds too and is not thus a matter just of faith but also of a rational mind.

c) Though there exist a number of institutions which offer various packages aimed at peace of mind, happiness, etc., there does not exist any particular system which offers such a package only to managers, to cater to their needs. Though specific courses are offered, yet they are a part of a generalized programme as such. In conclusion, one can say that there is a basic need for such a system or a programme which will target and focus on managerial needs alone.

d) Analysis has revealed in good measure an extremely healthy attitude and approach individually on the part of Managers practising these systems towards life in general and management in
specific. This can be concluded to be the effect of the systems being practised by them. Qualitatively too, the scores of participants in such matters as life goals, integrity, character, etc. are high and as such indicative of a positive impact of the practice. In general it can be definitively concluded that all the systems studied have inculcated a sense of value based management and ethics in their practitioners.

e) Respondents show an extremely responsible nature when it comes to societal matters and their dedication towards the same. It again is indicative of good impact of the systems. Even controversial matters such as the purpose of business and profitmaking etc. have been given a very mature thought and answered in a balanced manner.

f) Without being partial, all the systems have conclusively proven their effectiveness in improving the managerial effectiveness in all the areas. Conclusion drawn can only be one, that Self Development techniques definitely improve managerial effectiveness. Though the degree of same in various areas of management differs, overall impact is quite positive.

g) It can be firmly concluded due to a very convincing proof and validation of various hypotheses that Meditation is the need of managers at all levels and industries as an effective technique of Self Development and has proven to be the most favoured technique as such.

h) It can also be concluded that Meditation should be adopted, practised and encouraged by all the industries, institutions and other business agencies as a very potent and scientific way of Self Development of managers for improving effectiveness of management.
8.2 Recommendations based on the Study

a) It is strongly recommended that Meditation be accorded a status of Science at school and college levels and be a part of the faculty of Yogic Sciences. All management education institutes can take a lead in this matter and introduce its training in their post graduate and other courses. Some institutes have already taken a lead in this and have reaped rich benefits too. More important is to recognize its need in the educational curriculum as a student personality developmental activity.

b) It is recommended that more research in the Self Development techniques including Meditation be encouraged not only for application in Management, but also as a pure science. Government and other non government organizations must take lead in encouraging this particularly as a youth developmental activity and support it.

c) With specific reference to its application in the field of Management for Self Development, Meditation and its training should be included in all corporate management courses and programmes being conducted by various houses.

d) Industrial awareness with regards to Self Development activities including its training, Meditation needs to be increased and all industrial houses must encourage their employees to pursue the same. Spiritual training should become a part of managerial development and training activities.

e) Spirituality be recognised as the essential element of all human pursuits and activities including business, and training be undertaken to initiate people into it. Stress should be to wean away
people from religious dogmas and bring them under the common umbrella of spirituality with an universal context not attached with any particular ideology as such.

**f)** Value based education with spirituality as its foundation be made compulsory from school level and character building should become the mainstay of all education rather than academic excellence alone. In Management education too more stress should be laid on the aspects of value based ethical business principles rather than solely profit oriented business practices.

**g)** All managerial activities and functions must be re-orientated to make Self Development and Self Management as its basic function along with other business functions. Accordingly, the business sciences will have to be re-oriented and syllabus which aims at achieving these goals should be introduced in all courses of Management.

**h)** At present, the public awareness and also awareness of managers about Meditation is limited, more efforts are required to increase it and bring it to a level of practical effectiveness.

**i)** Specialised training courses for training managers as spiritual trainers and guides be undertaken so that they can train others. The main purpose of such training should be to offer the spiritual context to all business and managerial activities.

**j)** There exists tremendous scope for Meditation as a Self Development technique and also for other techniques of Self Development. There is a vast scope for further research in it.

**8.2.1** Effective management, productivity and success are jargon that management gurus toy with. What is important is to
understand the fundamental concept of success, that success is an effect. An effect belongs to the future. If you look for success, your concentration shifts to the future. To the effect instead of the course. The course is action. Action execution is the prerequisite in success or failure in the future. When your action is perfect, success is assured. When imperfect, failure results.\(^{(1)}\), what we need are managers who are action-oriented and not really just goal-oriented. Goal-orientation, obsession with the outcome, with success or failure only weaken your action; hence the main stress of effectiveness in Management is not just culturing the mind for success, but to culture it for perfect action. Imperfect action is the result of a wavering mind, a mind weakened by the past and future. Meditation teaches you to be in the present, here and now. Meditation alone can help to master your mind, which is a very good slave but a dangerous master. A mind that is strong, not controlled by lower level impulses and desires, a mind that has experienced the highest levels of spiritual existence alone can attain perfection in action. Spiritual mastery is also the way to material mastery that is what Lord Krishna propounds in his advice to Arjuna, when he asks him to become a Yogi (Tasmad Yogi bhavarjuna).\(^{(2)}\) In conclusion of this work, it is recommended that the endeavour of all Self Development programmes, whether through meditation or any other technique, should be only one i.e. to raise managers to the levels of Yogi Managers, who are masters in the art of Self Management and hence are equally adept at other arts too. "Anyone who can manage his mind, can manage even the universe".\(^{(3)}\)
8.3 Management in the 21st Century- A Future Scenario

McKinsey and Co. have estimated that by the year 2000, 70% of jobs in Europe and 80% of those in the USA will require primary cerebral rather than manual skills. (4) According to management philosopher Charles Handy, the ability to acquire and apply knowledge and know-how is the new source of wealth. (5) Future, he believes, people's ultimate security will lie not in land and buildings but in their brains. As per Bill Gates of Microsoft, “The ideal Microsoft candidate has technical expertise plus the capacity to quickly acquire new skills to keep pace with changing technology. Smart employees are creative and possess market knowledge, an entrepreneurial spirit, problem solving skills and the ability to work without needing detailed, constricting rules and procedures”. (6) What it all boils down to, is that managing in the 21st century and in future is going to be an extremely mind based and mental task rather than a technological one. “The mental approach or mind sets, we adopt, help shape the way in which we approach every day problems, when we listen to and ignore what conclusions we reach”. (7) Again the signal is clear that what is required and asked of manager is without exception one thing, i.e. a clear, efficient and effective mindset which again calls for a clear mastery over mind and its functioning. Without the calm and confidence that come with this mastery, a leader will feel overwhelmed, anxious and unable to make sense out of the apparent chaos. (8)
8.3.1 Spirituality and Management

From Economies of Scale to Economies of Soul Ingahill Holmberg and Jones Ridderstrale in their paper on Sensational Leadership argue that we are in an age of abundance and surplus society, where competition has gone totally mad. An average U.S. citizen is exposed to 247 advertisements/day and encounters 3,50,000 commercials before turning 18. (9)

They call it the age of everything more - more fear, more fun, more uncertainty, more competition more everything. Under such maddening conditions, a company that aspires to be competitive in future cannot deprive itself of the strengths associated with what they would like to call 'economies of soul'. Scale, skill economies will still matter, but as Professor Manfred Kets-de-Vries at INSEAD puts it, unless the resources that make people mad, sad, and glad can be put to good use, knowledge is not used but abused. (10) What it means is quite clear, along with emotional intelligence, we now need spiritual intelligence, to be successful in creating a competitive advantage. Peter Drucker rightly believes that the fundamental function of management in the end is extremely spiritual in nature. (11)

8.3.2 Strategies for achieving spiritual competence and emotional breakthroughs in business:

Excellence in leadership development will involve features that emphasize the importance of both, human resource development and business expansion. (12) As such more focus in the
future will be for the companies to decide strategies to develop leadership which is techno-savy, has proven business acumen, is extremely sensitive to emotional needs of customers, is spiritually developed and possesses core values which act as anchors in disturbed times and, is able to achieve competitive advantage over competition in all these areas. A tall order indeed! How to go about developing such strategies? The answer obviously lies not in super technologies or super computers, but in developing the human mind itself. How to develop and evolve such razor sharp super minds is the real challenge of the 21st century.

8.3.3 Role of Self Development Strategies and Meditation in real life - Management and Societal Development

Obviously, Meditation is the only known technique which can use Mind to evolve and develop Mind and as such Meditation will become the mainstay strategy tool, to achieve the leadership demands of the future management personnel. Spirituality will have to be accepted as the major dimension of Management and Management by Spirituality, the only tool for effectiveness. The Western world has only recently started paying attention to the spiritual dimension of the human development. A conservative estimate puts the number of Americans who practise some form or the other of Meditation to 10 million. “Not only do studies show that meditation is boosting their immune system, but brain scans suggest that it may be re-wiring their brains to reduce stress”.\(^{(13)}\)

Meditation was the subject of a course at West Point Military Academy of U.S.A. There are specially marked
Meditation Rooms at airports and the spring 2002 issue of the Harvard Law Review had an article on it. (14)

8.3.4 How the West has taken the subject of Meditation as a science very seriously can be proven by the following facts:

a) At the Maharishi University schools in Fairfield, IOWA, which include college, high school and elementary classes, the entire elementary school student body meditates together twice daily.

b) The Shambhala Mountain Centre in the Colorado Rockies has gone from 1,342 visitors in 1998 to a projected 15,000 this year. It offers course in Tibetan Shambhala Meditation.

c) In Washington Federal Trade Commission attorneys regularly take a meditation break every day.

d) At San Quentin Prison, the Insight Prison Project teaches prisoners mindfulness meditation cultivating the ability to make choices.

e) Meditation is being recommended by more and more physicians as a way to prevent, slow or at least control the pain of chronic diseases like heart conditions, AIDS, Cancer and infertility. It is also being used to restore balance in the face of such psychiatric disorders as depression, hyper-activity and attention deficit disorder (ADD). (15)

"In a confluence of Eastern mysticism and Western science, doctors are embracing meditation not because its hip or
cool, but because scientific studies are beginning to show that it works. For 30 years, meditation research has told us that it works beautifully as an antidote to stress" says Daniel Goleman, author of "Destructive Emotions", ' "But what is exciting about the new research is how meditation can train the mind and re-shape the brain.\(^\text{(16)}\)

f) New researches being carried out by Dr. Gregg Jacobs of Harvard Medical School, using sophisticated tools to actually see what happens inside the brain after meditation have proven the rise of Theta waves as a percentage of total EEG power and a decrease of Alpha waves as percentage of total EEG power after the meditation. Theta waves relax and calm the mind.

g) In 1967, Dr. Herbert Benson, a professor of Medicine at Harvard Medical School carried out experiments on 36 transcendental meditators and found that when they meditated, they used 17% less Oxygen, lowered their heart rates by three beats a minute and increased their Theta brain waves - the ones that appear right before sleep. Benson has found that meditators counteracted the stress induced fight or flight response and achieved a calmer, happier state.\(^\text{(17)}\) That should explain why it is the best defence against modern life stress.

h) More and more serious minded Americans from diverse fields are taking up and practising meditation. Goldie Hawn, actress, has been following it for 31 years. Eileen Hamington who runs Consumer Fraud Group of Federal Trade Commission practises it. Bill Ford, the head of Ford Motor meditates daily,
Hillary Clinton has been practising it as does Al Gore, U. S. presidential candidate and Vice President.\textsuperscript{(18)}

8.4 Meditation, the real saviour in future

What all these facts prove is that -

a) In future, more and more people including practising managers will take to meditation due to reasons just not health and stress but to develop their power to think. More specifically, it will have to play an important role in real life management as well as societal development.

b) Meditation has already been accepted by the Western world as a science and in future more and more proofs will be made available to its utility and effectiveness in the management of self and of society too.

c) What the Western scientists are finding right now is only the tip of the iceberg and may be the entire sciences of Psychology, Anthropology and organizational behaviour will undergo a sea change when Patanjali's Sutras start gaining their rightful place in the scientific exploration.

d) Even more important is the aspect of spirituality which really is the real context of meditation and its practice and one can safely predict that spirituality will be the subject of interest for all scientists of 21st century whether they are exploring metaphysics or physics or any other science.
The ancient Indian Yogashastra (Science of Yoga) will gain worldwide recognition that it rightly deserves and in the words of Late Shri Nani Palkhiwala, an eminent law and constitutional expert and thinker-philosopher, manager belonging to ACC group of industries of Tatas (Ex-Chairman and Managing Director), “In these days of spiritual illiteracy and poverty of the spirit, when people find that wealth can only multiply itself and attain nothing, when people have to deceive their souls with counterfeits after having killed the poetry of life, it is necessary to remind ourselves that civilization is not to be mistaken for inner progress. When technology outstrips moral development, the prospect is not that of a millennium but of extinction. Our ancient heritage is a potent antidote to the correct tendency to standardize soul and seek salvation in herds.”

In the words of Dr. Arnold Toynbee, considered by some to be one of the greatest philosophers of the last century, “the quest for knowledge that had a Western beginning will have to have an Indian ending, if it is not to end in the self-destruction of the human race.” In his opinion, the only way to salvation for mankind is the Indian way - Emperor Ashoka's and Mahatma Gandhi's principle of non-violence and Sri Ramkrishna's testimony to the harmony of religions. More importantly a lot needs to be done by all the 21st century thinkers and researchers to further the cause as taught by these two great Indians, both in India as well as in the outside world.
8.5 Scope for further Studies and Research

The present research study has hopefully laid the foundation of the application of not just meditation, but of the whole Yogic science in the context and realms of management science. Considering the immense responsibility that is now being laid on the 21st century managers, the entire future of humanity now depends on their performance and their ability to be the leaders of human development. Suggested in the next paragraphs are some of the areas in which further study and research needs to be carried out to give them the necessary competence and wisdom to shoulder this responsibility.

8.5.1 A more detailed research and impact studies should be undertaken in the scientific aspects of meditation. The Western world has already taken the lead in this regard but a collaborative research involving Indian Yogic experts and the Western scientists can lend the required balanced approach and the findings of such research could then be made available to the whole world. The Indian Institutes of Management and Indian Institutes of Technology should take the lead in this matter.

8.5.2 Similarly, the unexplored areas of studies involving the before and after studies of sample population of managers with proper control groups over an extended period of time, e.g. two years, need to be undertaken by collaboration with industrial houses. Such a study is difficult at a personal level and will require sustained organisational efforts for a long period of time so as to arrive at definitive conclusions and results.
8.5.3 Application of the suggested model of Self Development of this thesis can provide the necessary basic framework for such studies and each area of the suggested model can then be explored in more details.

ANOVA and SUNOVA studies and analysis of the various factors of these models can also be an interesting field of further research so as to study the inter-dependent relations of these factors and their impact on the overall Self Development process as such.

8.5.4 This researcher has made a modest attempt to provide a humble start to a journey on a path that is still completely uncharted. However, when one thinks about the innumerable and exciting possibilities of such efforts and the immense positive impact they can have on the future of management styles and business culture one can only say that they are simply mind boggling and are inspiring indeed.

After all, if we really have to provide an Indian end to a necessary Western endeavour for the noble purpose of saving the humanity from a disastrous end, then Indian scientists from physical, metaphysical as well as social field will have to join hands to provide the guidelines for such a venture. As rightly said by Emerson, “All science is transcendental or else passes away. Botany is now acquiring the right theory - the Avatars of Brahman will presently be the text books of natural history.” (21) If that be so, why should management lag behind? After all the entire query of human mind is ultimately aimed at knowing the secrets of nature
and the universe. The theory of everything, or the TOE that the Western scientists are so much after and which is proving to be so elusive as to make the great Stephen Hawking say in despair that there cannot be a T. O. E., may be because the nature does not wish to, reveal everything to humanity, may after all be already available in the ancient Indian and oriental philosophies.

8.6 The Universal Context - Management with Spirituality

The ancient sages of India had the vivid imagination of a great intellect to expand their intelligence and knowledge to the level of Pradnya or transcendental and that is how they could provide their work an universal context. That is the scale at which any further research needs to be undertaken. No doubt the task is Herculean but we have our ancient wisdom and heritage to guide us and we definitely can succeed.

8.6.1 "The Vedanta taught the technique of Self Development. The ultimate destiny of man is to discover within himself the true self as the changeless behind the changing external and the infinite behind the finite." (22) That in no uncertain words, is the promise made by our ancient wisdom. All that is required is to rediscover this ancient wisdom and put it in the present context and probably we will have the much elusive "Theory of Everything" all ready and relevant even today. Greater wisdom was never compressed into three words than by the Chandogya Upanishad which proclaimed the true self of man as part of the Infinite Spirit - Tat Tvam Asi, Thou Art That and Aham Brahmosmi - I am the supreme being. In the beautiful words of Vedanta : "Samvit or pure consciousness is
one and non-dual, ever luminous and does not rise or set in months and years and aeons past or future."

That then is the grand scale and grander still the vision which should motivate and drive any further studies and research into this matter. India, said Rabindranath Tagore, "is destined to be the teacher of all lands". Sri Aurobindo has said that Mother India will be the moral leader of the world. In the words of Friedrich MaxMueller, in, "India - What it can teach us?";

"If I were to look over the whole world to find out the country most richly endowed with all the wealth, power and beauty that nature can bestow - in some parts a very paradise on earth, I should point to India. If I were asked under what sky the human mind has most fully developed, some of its choicest gifts has most deeply pondered on the greatest problems of life and has found solutions of some of them which well deserve the attention, even of those who have studied Plato and Kant, I should point to India. And if I were to ask myself from what literature we, here in Europe, we who have been nurtured almost exclusively on the thoughts of Greeks and Romans, and of one of semitic race, the Jewish, may draw that correlative which is most wanted in order to make our inner life more perfect, more comprehensive, more universal, in fact more truly human, a life not for this life only but a transfigured and eternal life - again I should point to India." (24)

8.6.2 What more proof do we need that we are sitting atop a veritable treasure of wisdom, of intellectual works which are of eternal nature and as relevant today as they were when first discovered in the ancient times. Any further research must focus on
bringing this wisdom of our ancient heritage in front of the world today since it alone is the true 'Dnyana' or knowledge. This researcher tried to reorient Meditation in this context. Others are most welcome to enhance this context, this concept and take care of those shortfalls that are the results of restrictions imposed by own capacity, available resources, etc. Indeed it is a challenge worth taking and worth exploring which promises an immense satisfaction for all the labour of love, like the one that this researcher has felt at the end of his work.
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References


10. Ibid


15. All quotes - op-cit 13.


17. op-cit 13

18. op-cit 13


20. Toynbee Dr. Arnold, as quoted in - ibid -

21. Emerson Ralph Waldo, as quoted in "India's Priceless Heritage", op-cit 19.


23. Ibid

24. Ibid