Management Angle
CHAPTER II

Management Angle

Evolution
- Scientific
- Administrative
- Behavioural
- Organisational

Individual
- Employee & His Qualities

Leader & His Qualities, Leadership

Environment
- Holistic Approach
- Change Approach
- Natural-Law-Based Approach
INTRODUCTION TO CHAPTER ON MANAGEMENT ANGLE

An organization must stand for something that is more than a mere agglomeration of resources (routinely churning out its produce) and the men who make up the organization must feel it does so. A Product the Nation needs, excellence in every sphere, a commitment to fair dealing and an obsession with quality can all go to form a part of that vision which makes the organization distinct. Each organization can choose its own super ordinate goals. According to Jamshedji (1945) “That Nothing Worth While is ever achieved without deep thought and hard work”. In order to achieve objectives, organization have to evoke spark in its people, it is only the way of achieving industrial progress. Excellent organizations must have values, and its leaders who shape values that are science oriented and Ethical values are precious reminders that individuals obey to bring order and meaning into their personal lives. Without values there are no guidelines or direction. The persons who guide shape to the organizations are Leaders. To be a good Leader/Manager one has to be a good man. Good Man means “being hearted”, and such a leader/manager having a genuine concern for his men, “thinks beyond his own purview”, has the ability to win his men’s Trust and gives praise when it is necessary. The manager is expected to be tough. Fire the hell out of the person who is doing wrong. But one must have the humility to admit one’s own mistakes. The target in the organization is to develop a “Big Man”, “Better Man” and therefore “Better Leaders” for “Better Results”

Leaders/Managers all along have tried to understand and assimilate fundamental principles that influence people. Quality of work life in and organization depends on several factors such as teamwork, leadership, decision-making, motivation and creativity. He is basically a human being and pure mind (consciousness) is necessary to take appropriate decisions. Real awakening of the human mind can be said to occur when there is inner urge to avoid being complacent so that the potential lurking within can be unleashed.
This chapter has focused on various topics starting from the management thought process followed by employee and his qualities, details of leader, leadership qualities, team and project team, meeting and committees, human management, time management etc. The aim of the chapter is to understand various aspects a leader or a manager encounter in an organisation when he ultimately aims at in bringing out the best from his people in order to achieve the twin objectives of wealth maximization and excellence. The chapter also deals with corporate governance and to construct a natural law based organisation, which is going to be the future of corporate world. The chapter ends emphasizing values and holistic approach.

This chapter is structured as follows.
1. Management thought process.
2. Employee and his qualities.
3. Issues related to employees
4. Qualities, types, and role of leaders.
5. Issues related to teams, meetings and groups.
7. Issues related to organisation
8. Tatvamasi

one can draw a relationship between employee, leader, and organisation and the issues underlying in keeping all three together. Reading this chapter one will be in a position to understand
1.Employee 2.Leader 3.Team 4.Management (Time, Human, Self, Inner self, Holistic) 5. Organisational (Meetings, Mental models, Stress, Corporate Governance, Change, Reengineering) and their inter relationships.
Chart 1: Competency through Consciousness

Reflection on self

Leading Organisation

Competency Through Consciousness

Leading Individuals

Managing Self

Leading Groups

Source: imaginary diagram
SOME IMPORTANT CONCEPTS IN MANAGEMENT THOUGHT PROCESS

SCIENTIFIC MANAGEMENT

Fredrick Winslow Taylor (1856 – 1917) is widely held as the father of scientific management. His style, known as Taylorism, is the first organised management system. Management and workers were strictly divided. The former’s role was planning and control, and developing the ‘one best way’ of doing things. Workers were to carry out the plans into action.

Taylorism was a product of the time when it was developed. In Europe similar thoughts were developed by Joseph Lewis (1852-1901). Besides Taylor, Robert Owen, Frank and Lillian Gilbreth, Henry Gantt and a host of others contributed to this theory. Though the concept has become outdated and is vehemently criticized, there is no dispute over its role as a pioneering effort in the managerial growth path." As Drucker explains in his management"... "Taylor was the first man in history who did not take work for granted, but looked at it and studied it. His approach to work is still the basic foundation... He started out with social rather than engineering or profit objectives." (Makers of Management, thesis of A.V.Rajagopalan, P29).

ADMINISTRATIVE MANAGEMENT

This area has attracted experts of different hues. Henri Fayol (1841-1925) a French mining engineer developed what is known as the ‘functional principle’, which is hailed as the pioneering move towards the organisation as an enterprise. He is held at higher esteem than Taylor and Mayo since his work started at the top management; while Taylor started at the bottom.

Chester Barnard (1886-1961) has the distinction of being in first to study the process of decision – making in the organisation. Max Weber, a German social scientist studied the role of bureaucracy in organizations. He distinguished between authority and power in his ‘The Theory of Social and
Economic Organisation’ (1947). In the former case people voluntarily behaved in the required manner; whereas in the latter case, it was forced.

BEHAVIOURAL SCIENCES SCHOOL

The rational models by themselves did not provide the ultimate solution. The success or failure of the systems is inevitably related to the people who are responsible for them. This led to the development of the behavioral sciences school, which has become very popular over the years.

Elton Mayo (1880 - 1949) is considered as the father of industrial sociology due to his famous Hawthorne Experiments. Born in Australia he attained fame due to his work carried out at Harvard in USA. The ten-year research project, which he led, at the western Electric Company’s Hawthorne works in Chicago, helped him to establish some important theories of motivation. Rensis Likert (1903 – 1981) developed a progressive chart of management system. Douglas McGregor (1906 – 1964) identified two approaches to workers called as theory X and theory Y, contained in his seminar work ‘The Human Side Of Enterprise’ (1960). Theory X has a negative approach towards workers who are seen as lazy, unwilling to take responsibility and need regular supervision. Managers have to coerce them to work under close supervision. Theory Y takes a diametrically opposite view. It states that people have a compulsive urge to work, and would seek responsibility.

Abraham Maslow (1908 – 1970) created the theory of the ‘Hierarchy of Needs’. The foundation of his theory is that human needs are not static – once the basis needs such as food, shelter etc are satisfied, he longs for others like security, status, ego and self actualization on an ascending order.
ORGANISATIONAL SCHOOL

The significance of restructuring an organisation to make it more effective was realised only recently. The firms were predominantly having either a military or a bureaucratic structure, which was not suited for commercial organisations Alfred Chandler made a distinction between strategy, which is the role of top management, and the day-to-day operations, which are controlled, by the decentralised units or departments. Alfred P. Sloan (1875-1966) who headed General Motors between the wars has made significant contribution through his book “My Years with General Motors”. He was the pioneer who created what is called as the multi-division company. He also developed the strategy of decentralisation – which was unique at that point of time-through his systematic ‘organization study’. The success of IBM, the computer giant, to large extent goes to Thomas Watson Senior (1874-1956). He underscored the twin goals of customer service and superior performance.

The Canadian-born academician Henry Mintzberg has made some original and interesting contribution to the management theories. He was the first to make a systematic analysis of how managers used their time. Mintzberg also concluded that managers avoided written documents and collected information on the basic of verbal communication and often relies on grapevine to make major decisions.

Other Specialised areas:
a) Core Competence: This focuses on an organisation’s special ability or core area of activity. C.K. Prahlad and Gary Hamel developed this. This has great relevance for gaining strategic leadership in business.

b) Lateral Thinking: This was a phrase introduced into the English language by Edward de Bono and it stands for ‘seeking to solve problems by unorthodox or apparently illogical methods’. It provides a route for escaping from old established ideas and seeking new unconventional
solutions to problems. He, however, recommends vertical thinking for 95% of the time, but advises to use lateral thinking for 5% of time.

c) **Action Learning:** This theory, credited to Reg Revans, states that managers acquire better knowledge by learning from each other than in any formal class-room atmosphere.

d) **Quality Movement:** This school of thought emphasizes on high quality of all products, and the methods for achieving it. Two Americans who worked in Japan – namely Edwards Deming and Joseph Juran, conceive this movement. This caught up with the imagination of the Americans in 1980 and has now become an international cult with its emphasis on ‘zero-defect.’

e) **Business Process Reengineering (BPR):** Michael Hammer is considered as the father of BPR. With his article in the Harvard Business Review entitled ‘Reengineering work: Don’t Automate, obliterate’ setting the tone, this management approach has gathered momentum. This stands for a total change in the existing systems and procedures. A careful analysis gives us an idea of how management thought is evolved. (Makers of Management, thesis of A.V. Rajagopalan, P76)

In India, like the rest of the developing world, the western ideas were imported wholesale, and were studied in the Business schools and adopted in the management development programmes for Executives. However, awareness started getting into the minds of some of the faculty in the Management Sciences and senior executives in business. Dr. S.K. Chakraborty of the IIM-C, in this field, makes a notable contribution. He developed the theme of ‘value-based management’. Several other authors in the recent past have commented upon the relevance of the various theories on management, in the Indian context, some of which have been referred to in this research project.
With the above mentioned background on the evolution of management thought process an attempt was made to understand the relationship between various constituents and issues in an organisation.

EMPLOYEE (FOLLOWER) AND HIS QUALITIES

Management experts expect the following features to be exhibited by the employees in an organisation

1. A good employee should be trust worthy.
2. He should not work against the leader.
3. He should trust the leader.
4. He should not be influenced by the power of evil wisher.
5. He should not go against the leader when he seeks his aid.
6. He should augment the leaders strength.
7. He should gain the confidence of the leader with efficiency in work.
8. In assemblies he should proclaim what new and ancient deeds that the leader has achieved.
9. He should not indulge in idle talk.
10. No oppression should master his work and sincerity.
11. He should glorify the leader when the leader is steering the organization in right direction.
12. The wise and the learned carry out the leader’s policy.
13. He should make his leader strong with his work. He should have patience and tolerance for ambiguity.
14. He should be active in every assigned work and assist the leader in all noble works. He should have capacity and willingness to perform.
15. One should be secure among ones equals.

If an employee exhibits the above-mentioned features, and involves himself in contributing his part wholeheartedly towards the goals expected out of him by his immediate boss and organisational goals in general, then the productivity automatically will be on the higher side.
Chart 2:

**HOW EMPLOYEE INVOLVEMENT AFFECTS PRODUCTIVITY**

- Employee Involvement Intervention
- Improved Communication & Coordination
- Improved Motivation
- Improved Productivity
- Improved Capabilities

Source: Imaginary diagram
SOME IMPORTANT FEATURES OF LEADERSHIP

If we observe management literature thoroughly it is really a difficult task in identifying the features of an effective leader. However an approximation can be arrived at because most of the leaders have exhibited some of the below mentioned features.

- Managers do things right. Leaders do the Right Thing.
- Ability to do the ‘Right Thing’ at tricky situations where ordinary mortals might have failed to provide the right leadership.
- A clear idea of what to do and the strength to persist it. Guiding Vision.
- Enjoy people’s trust.
- An underlying passion and love for whatever he does.
- A keen desire to learn as much as possible.
- Willingness to take risks.
• Be true to one's principle, based on knowledge and maturity.
• Max De Pree 1993 adds certain additional features to it.
• Trusting in the abilities of other people and allowing them to do their best.
• Facing up to tough decisions with truth and honesty.
• Making sense out of chaos, and not being whimsical are some of them.
• But more significantly he mentions the quality of understanding the human spirit – its cares and yearnings, the struggles and frailties and understanding them.
• Like the tiger carrying the cubs-firmly, but without injury to the siblings-
the leader should fondle his subjects.
• He should speak first when he meets people, with a smile. This is the secret of his success.
• Even when he wants to inflict punishment, he should speak sweet words.
• There is a sound advice to conquer his self before conquering the enemies.
• A leader should appoint learned men for judicial posts.
• He also should be aware of his weaknesses and follies. In this process, he can assess his performance.
• A leader with such a caliber should attack the competitor (enemy) when he is strong. The word competition according to leader is healthy and it is fairly accepted to prove one's mettle in the battlefield.
• He is obeyed by all, if he listens to the advice of the wise, even if such a point of view is opposed to his own.
• The basic energy to initiate and sustain action-translating intention into reality, the quality without which leaders cannot lead.
• Leadership is the wise use of this power. Bennis calls this as Transformative leadership.
• Charisma is a characteristic of Leadership quality.
• Ability to communicate to a large number of people is a trait seen in great many leaders of the day.
• His vision animates, inculcate spirits, and transforms purpose into action.
• There is nothing like a universally acceptable leadership theory. He should lead from the front and must articulate his views with force. As a team player, leaders should develop the attitude of listening to others. Leadership comes by birth and cannot be acquired. It is beyond the academic institutions that work on a curriculum.
• Leadership as consists of two things namely character and judgement and these two are essentially things one cannot teach.
• Teams tend to have leaders, and leaders tend to create teams.
• When the best leader's work is done the people say 'We did it ourselves'. (Managers and leaders: Are they different? Zaleznik, HBR (1977) and W.Bennis and B.Nanus (1985), Leaders, P21)
• He accepts responsibility for his behaviour and learns from past mistakes and avoids past errors.
• Welcomes constructive criticism.
• Is not looking for special treatment.
• Plans for the future carefully; do not depend upon inspirations.
• Pleased in others' happiness – has no jealousy.
• Respects others feelings and is attentive to others.
• Not iritated with reasonable delays.
• Realises none is totally good/bad;
TYPES OF LEADERS

Having seen the commonality amongst the definition, function and role of leaders, one has to study the significant differences between leaders. Peter Drucker, probably the most distinguished management expert of contemporary era, has this to say in this context. "Among the most effective leaders I have encountered and worked with in a half century some locked themselves into their office and others were ultra-gregarious. Some (though not many) were "nice guys" and others were stern disciplinarians. Some were quick and impulsive, others studied and studied again and then took forever to come to a decision. Some leaders were excruciatingly vain – and it did not affect their performance. Some were self effacing to a fault – and again it did not affect their performance as leaders. Some were as austere in their private lives as a hermit in the desert, others were ostentatious and pleasure loving and whooped it up at every opportunity. Some were good listeners but
among the most effective I have worked with were also a few loners who listened only to their own inner voice."(Stephen R. Covey, Seven habits of highly effective people, p.56)

Obviously leaders seem to differ widely from one to another. This has been observed fairly early in the Management Literature. Machiavelli’s observations in ‘The Prince’ drives home this point effectively. "Men are seen to get there by various methods; one with caution, another with haste; one by force, another by skill; one by patience, another by its opposite; and each one succeeds in reaching the goal by a different method."(As quoted by Machiavelli in A.V.Rajagopalan’s Thesis, P208)

a) Dheerodatta: He is full of satvic attributes, majestic in appearance, embodiment of patience, non-bragging, steadfast, controls his ego, and steady in his resolve.
b) Dheerodhata: He is a conceited character, full of animosity, addicted to covering up things with Maya, arrogant, unsteady, and aggressive and brags all the time.
c) Dheeralalita: He is a happy sort of person not concerned about anything, deeply, addicted to fine arts, given to enjoyments, but soft by nature
d) Dheerasanta: He is a Brahmin (a person endowed with strong thinking faculty) by birth and possesses normal positive qualities. (Valmiki Ramayana. Ayodhya Kandam, XXXIV.26)

The old ideas of a powerful leader were more as a strategist. Today, he is seen more as a person with a powerful vision, who can get others to identify with it and share the vision with a sense of pride. He can convert the employees who are under a contractual obligation to the organisation to become committed members.
"A leader should also have an interest in creating a learning culture, because things are changing so fast that what succeeded today may not work tomorrow. So how can the whole organisation be a learning culture? This is a question a leader should be asking". Such a learning culture is independent of one's genetic or intellectual attributes; and a leader should be able to nurture and nourish an environment conducive to sustained learning. (Stephen. R.Covey, 7 Habits of highly effective people.p.122)

A sincere person, who feels he is ignorant of one or more of the techniques of management, develops a natural tendency to learn. He does not jump into conclusions, but makes efforts to unravel the truth.(conscious leadership)
Attitude, inquiry and openness

It is human beings' defensive routine to protect themselves against the pain of learning that denies the ascertainment of truth. Subramanian explains how Svetaketu had developed the psychological stage of 'Skilled Incompetence.' His twelve years' stay with a guru has equipped him with some knowledge of what Mundaka Upanishad calls the aparà vidya. He feels he has reached the highest achievement in his field (mahamana-h); and has a high notion of himself and his attainments in the field of education (anuchanamani). This attitude has made him haughty and conceited (stabda-h). This provides the ideal combination for the development of a defensive routine against acquiring any further knowledge. He does not realise that he is yet to start on the science of the Absolute, the paravidya. What is needed is absolute humility at this stage, but he has developed exactly an opposite state of mind, which puts a stop to all acquisition of further knowledge. Modern minds may come out with an argument whether a humble attitude is really needed for the learning process. The author explains that any flow can be only from a higher level to a lower level. So knowledge can flow only when the student takes a lower attitude (through humility, not a lower moral stand), and conceit comes in the way of developing it. 'A more important reason though is that such an attitude leads to the development of ego, which Vedanta prescribes as the number one enemy for, it pushes the free soul into samsara and the 'Learning Curve' for such a student is invariably more complicated.' (Leadership: Can it be learned? Forbes, April 8, 1996, P104 quoted by Sankar Radhakrishnan praxis: Business line, Chennai, June 2002 P3)

If we can bring in an element of inquiry into the debate it becomes productive. Otherwise advocacy leads people to take strong no-return stands. This may be done by 'reciprocal inquiry' where all persons make their views explicit and allow them to be examined. Thus nothing is hidden. The public placed with all details can study them in greater depth. In pure advocacy one aims to win the argument. When it is blended with inquiry the goal is to get at the truth or the best argument.
"An ignorant person can be pleased (satisfied) easily; a very learned man can be pleased still more easily. But even Brahma cannot please a man who is vainly proud of a smattering of knowledge." (Bhartrihari's Neethisathaka, P1)

Shiv Khera in his International Best Seller entitled “You can win” emphasises on the need for the right attitude to win in the competitive environment. Better attitudes make them better team players, and he attributes 85% of the success to attributes, and only the remaining 15% to other qualities like knowledge of facts and figures etc. "While positive attitudes lead to increase in productivity and profits, solves problems with a reduction in stress and makes for a likeable and pleasant human being, negative attitudes lead to a meaningless life with resentment and high stress and bitterness for all around." (Shiv Khera, “You Can Win”, Macmillan India Ltd, 1998).

Chart 6: People skills

Source: Stephen R. Covey, the 7 habits of highly effective people, 2001
7 Habits of Highly effective people

1. Principles of personal vision - Proactiveness

Proactivity is the word fairly common in management literature. It means more than merely taking initiatives. Proactive people do not blame circumstances or conditions for their behaviour. Proactive people can carry their own weather with them. Whether it rains or shines makes no difference to them.

2. Principles of personal leadership - Begin with the end in mind

To begin with the end in mind means to start with a clear understanding of ones destination. That means to know where one is going so that one better understand where he is now and the steps he take is always in the right direction.

Begin with the end in mind is based on the principle that all things are created twice. There is a mental or first creation, and physical or second creation of all things.
This habit is based on the principle of personal leadership, which means that leadership is the first creation and management is the second creation. Management without effective leadership is disastrous.
Management is doing things right and leadership is doing the right things.

3. Principles of personal management - Priorities or put first things first

It means to proactively carrying out the programme developed. Effective management is implementing priorities or putting first things first, while effective leadership decides what first things or priorities are. The essence of effective life management and time management is to organize and execute around balanced priorities. A leader will accomplish all that he wants through proper delegation to other people. Delegation means growth - both for the individuals and the organisation.
4. Principles of interpersonal relationship - Think win/win

Win/Win is not a technique. It's a total philosophy of human interaction. It's a frame of mind and heart that constantly seeks mutual benefit in all human interactions. It means that agreements or solutions are mutually beneficial and mutually satisfying. All parties involved feel good about the decision and feel committed to the plan of action.

Win/Win is not your way or my way; it is a better way or a higher way.

5. Principles of emphatic communication -

Seek first to understand, then to be understood. Normally we seek first to be understood. We try to reply before listening fully and understanding the other person. Seek first to understand involves very deep shift in approach. One must listen with intent to understand and not with intent to reply. Research shows that communication is effective 10% by words, 30% by sound and 60% by body language.

When someone is speaking we are usually listening at one of the following four levels:
1. Ignoring the person
2. Pretending to listen.
3. Selective listening.
4. Attentive listening.

What we should practice is emphatic listening. In other words, listen with your eyes and heart with intent to understand. It automatically leads one to a Win-Win situation.
6. Principles of creative cooperation - Synergise

It is the highest activity in all life. The true test and manifestation of all other habits put together. Synergy, simply defined that the whole is greater than the sum of the parts.

7. Principle of balanced self-renewal - Sharpen the saw

The greatest asset one has is himself. One has to renew four dimensions of his nature.
1. Physical - Exercise, Nutrition, Stress management.
4. Spiritual - Values, Commitment, Meditation

Stephen R. Covey, author of several acclaimed books and who studied behavioural aspects of several people from the angle of management gave the above-mentioned observations through his in-depth research.

Most of us read such things, understand these things and also do get inspired but when it comes to the level of practice, we are not so successful. What exactly is the reason? Why we are not in a position to retain the inspiration levels? Where does the answer lie? Answer lies in philosophy of consciousness.

Jim Collins* and his team selected 11 companies from more than 1400 that had been listed in the Fortune 500 from 1965 to 1995. Each of the selected companies had mediocre results for 15 years and then went through a transition point. From that point, they outperformed the market by at least 3 to 1 and sustained that performance for at least 15 years. Each of these was compared with companies in the same industry and about the same size.

Using hundreds of interviews, he identified the key factors that enable a company to move from mediocre institutions to great institutions. The
comparison companies lacked these factors and failed to become great. Perhaps the most important component of the transition from good-to-great is what he calls "Level 5 Leadership".

Level 1 is a Highly Capable Individual who "makes productive contributions through talent, knowledge, skills and good work habits."

Level 2 is a Contributing Team Member who "contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting."

Level 3 is the Competent Manager who "organizes people and resources toward the effective and efficient pursuit of predetermined objectives."

Level 4 is an Effective Leader who "catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards."

Level 5 is the Executive who "builds enduring greatness through a paradoxical blend of personal humility and professional will." Every one of the good-to-great companies has level 5 leaders in the critical transition phase. None of the comparison companies did. These leaders are described as being timid and ferocious, shy and fearless and modest with a fierce, unwavering commitment to high standards."

Personal Humility
Good-to-great leaders are self-effacing, quiet, reserved, and even shy - more like Lincoln and Socrates.

Inspired Standards to Motivate
Level 5 leaders rely on instilling inspired standards and not inspiring charisma to motivate. They build a culture of discipline. It is not a tyrannical disciplinarian one but one that enables freedom and responsibility. Self-disciplined people are hired who are willing to go to lengths to fulfill their responsibilities. They consistently adhere to what Collins calls the Hedgehog Concept, the intersection of three circles:
1. Brutally and realistically determining what the company can be the best in the world at and pursuing it in light of these next two.

2. Deciding the most effective way of generating sustained cash flow and profitability. Then determining the single most important indicator. In the case of Walgreen’s it was profit per customer visit and not the traditional profit per store.

3. The good-to-great company and its employees only do the things they are deeply passion about. This passion is not stimulated or imposed but discovered.

Channels Ambition to the Company
Level 5 leaders channel their ego needs away from themselves and toward building a great company or organisation. They often will sacrifice their own gain for the gain of the company. Often the superhero CEO either eliminates any potential successors from his management team or chooses weak successors.

Assumes Responsibility for poor results and gives credit to others
When things do not go well Level 5 Leaders take responsibility for the failures and never blame other people, external factors, or bad luck.

When CEO Joe Cullman reviewed the decision by his company Philip Morris to buy 7UP in 1978 and sell it 8 years later at a loss, he admitted that it was his mistake and it could have been avoided if he had listened better to the people who challenged the idea at the time. (Jim Collins)

When they do go well they attribute success of their companies to external factors, like their team or luck, Professional will, unwavering resolve to produce long-term result etc. Good-to-great companies set on a path to improve long-term results that go unnoticed by the outside for years. They then suddenly appear well on their way to becoming great. The ability to improve requires that the truth be told.
"... But leadership is equally about creating a climate where the truth is heard and the brutal facts confronted. There's a huge difference between the opportunity to 'have your say' and the opportunity to be heard. The good-to-great leaders understood the distinction, creating a culture wherein people had a tremendous opportunity to be heard and, ultimately, for the truth to be heard."

Sets Standards for Building an Enduring, Great Company

All of the good-to-great leaders created standards and doggedly kept to those standards for the years of their tenure.

"The transition leader of Abbot Laboratories was George Cain, an 18 year veteran when appointed CEO and a member of the founding family. To deal with a crippling nepotism, he systematically rebuilt the board and the executive team. If a member of the family was not the best executive in the industry in the area of his responsibility, he was replaced.

These leaders deliver what they promise. There is no hype, no spin, no excuses; just understated, realistic expectations. The expectations may be challenging but they are met".


TEAM

Working together as a group is a common approach to solving problems, in the ancient Indian culture. Even the learned guru tells the sishyas that they may work together as a team and make their endeavours successful. A wide variety of literature has been written in the modern management texts on this subject. John Adair speaks of the overlapping roles of task-team-individual and explains how they overlap and the absence of one can have a significant bearing on the results of the activity planned. He calls this as the Action Centered Leadership. It is obvious that without a well-
defined task, the other two have no meaning. Similarly if the team is not present or the motivated individual efforts are missing, the mere existence of a Task does not get translated to results. Hence successful projects need the above three ingredients, which should be well coordinated.

Task has been very meticulously defined with comprehensive set of instructions and the rewards and punishments that are to follow.

At the ‘Start-up’ stage, the supervisor plays a significant role when the team takes shape. Even though the supervisor plays a significant role the team takes shape, and some of the responsibilities are shared. In the next stage, called ‘Transitional Stage’ the team members start taking on specific tasks and could make routine decisions without the supervisor’s directions. The members’ inputs start increasing gradually, and the leader / supervisor’s role shifts to one of coordination than supervision. The third stage in this process of Team building is called as the ‘Experienced Team’. The team members at this level become more independent and start taking decisions themselves, by virtue of experience and familiarity with the task. The team leader who was coordinating the team’s functions now takes over the mantle for supervising the team. The team members become accountable for their decisions and performance, and need very little, if any, of guidance from the leader. The final stage in this process results in a ‘Mature Team’. The members become solely accountable at this stage and the supervisory role vanishes almost completely.

**Forming:** This is a stage of nervous excitement as the members are new to their jobs. There is a sense of pride as well as anxiety and concern and they are eager to do a good job. The authors describe them as hesitant swimmers who prefer to stand and watch the swimming pool and occasionally dabble their feet in the water at this stage the productivity is naturally low. The leader at this stage should provide all the information they need with clear directions and purpose.
**Storming:** This is the most difficult phase in team development. The members realise that the job is more difficult than they originally thought. Tired of lack of progress and non-accomplishment, they fear failure. Frustration and hopelessness start and sub groups get formed. Productivity is very low and defeat looms large. The leader has to play a major role to motivate and unite the team and ensure that the frustrations are overcome. Conflicts, however, are parts of a team's working. The challenge is to encourage members to argue while maintaining their ability to work cohesively. Healthy conflict often leads to depersonalised arguments. Individuals identify themselves with issues. “The challenge...is to keep constructive conflict over issues from degenerating into dysfunctional interpersonal conflict, to encourage managers to argue without destroying their ability to work as a team.

**Norming:** This is a stage of positive outlook. The team members feel more confident now of success, and confidence in accomplishing the mission is regained. Members start trusting each other. The earlier sense of 'I' gives way to the true team spirit of 'We'. Progress starts as members are united together, but still productivity is not appreciable as very little of real achievement is made. The team leader should now try to synergise the team’s energies and use their skills and experience to secure tangible results. He must push the now energised members to go through the process with greater vigour.

**Performing:** This is the final stage of accomplishing the target. Usually a breakthrough occurs, which facilitates speedier progress. People are communicating freely and are willing to share their knowledge and information ... they motivate each other. "Scholtes and his co-authors advise the leaders at this stage to update the team’s methods and approaches. Managing the change and the challenge ahead are important steps and the leader has to play a mature role in this roller coaster ride of successes and failures from the defeatist stage (storming) to this optimistic stage. Selecting the right people and motivating them could be very significant in this stage from the wide-angle of a leader's perspective". (The guru guide P 149 – 154 &
Designing team based organisations: New Forms of knowledge based workers P249-250)

**Project Team**

The selection of the right project team is of great relevance and even international institutions insist on the presence of the key personnel as a condition for the project takes off. Another crucial factor for the success of any operation is the selection of the right material, and the location of the project depends on this. The final norm is the accomplishment of the target. A project has physical and financial budgets that are closely monitored and the final achievements at the close of the project are minutely reviewed. In the case of major projects, there is a Post Project Completion audit, which reviews the performance against the Project targets under each head and variations, are closely discussed.

**MEETINGS / COMMITTEES**

Meetings and consultations have become significant in view of the complexities and vastness of the modern undertakings. This is one of the principal ways by which people are kept informed about the developments in a particular field, and meetings also provide a convenient forum for decision-making. Kautilya describes three ways by which a ruler can ascertain what is happening around – namely direct perception – that is what is seen by him directly; unperceived – that which is communicated by others; and inferred – where he forms an opinion. Given the above means of managing, the executive should ensure that there is a detailed consultation before any undertaking is embarked upon; and they should be conducted in strict confidence.
A group of people meeting together can solve the problem in a conclusive manner.
i) The pooling of skills and resources ii) Division of labour iii) Members can stimulate each other iv) They can be more considerate of other’s problems v) They can encourage and support each other.

A HBR study reveals that an executive spends in committees every week three and half hours on average. It consists of 8 members. Each member wishes that at least 3 of the rest 7 were not present. Besides about a full day is spent on informal conference and consultations. This view presents a flip side of the attitude and team spirit of the members.

1) They feel lonely to work alone 2) Some are scared that decisions may be taken in their absence 3) It also gives a sense of importance 4) As a relaxation and rest 5) To off load responsibility for difficult decisions 6) To listen to their own sound 7) Just because the meeting is there.

Studying committees in 100 large U.K. firms, consultant James Rice feels that not more than one in 10 of them work efficiently.

Process of understanding each other needs of careful listening skill, to the words of each other, sensing the whole essence of the issue at stake, identifying the mood and predicament of each other and finally the action emerges. To bring the best out of meetings the following features can be considered.

Friendship emerges as a result of a flawless understanding of the problems confronting each other.

"Such cooperative relationships have many potential advantages."

Listening is an act done in coordination with our heart, eyes and minds.

Listening carefully makes us more effective; and others are obliged to listen to us carefully. He suggests us to put our thoughts on hold and not to disagree even if we have strong reasons to do so.
Two types of aggression are witnessed in meetings. Psychologists feel that angry Aggression is different from instrumental Aggression that is designed to gain a specific goal. While displaying aggression, the tone, voice and the body language can also be very effective. If one sounds furious, people think he is furious.

For a statesman should be by nature and temper the most unquarrelsome of men, and when he finds it necessary to quarrel, should do it, though with a stout heart, with a cool head. There is no such test of a man’s superiority of character as in the well conducting of an unavoidable quarrel.

Gestures like appeasement, submissive postures, apologies, are effective in bringing down the aggressive. But the tools of aggression and appeasement are to be sparingly used in order to be effective. Such a person’s apologies will be well received. Overkill, self-punishment (fire me, kick me) techniques do work. (Eric Berne in Games People Play calls it as ‘Kick Me’) Sympathy building is a technique to arouse pity in others’ minds.

Enthusiasm: In meeting as well as in all group activities, one should have this quality in abundance. The enthusiastic man also is talkative and can win. People with less energy allow these men to dominate. But it is to note that mere loquacity, but innovation of new ideas that can convince people. Secondly one should not tend to over dominate the proceedings and must allow scope for others to participate as well.

Interrogation: Using questions in debates may be to delay decisions or incite arguments. It also may be a prick at the pomposity of the speaker. It could be even a statement in disguise. In addition there are rhetorical questions which infact are not real questions. This method may be used to cast aspersion on the speaker, or call for too many details, or plainly embarrass or humiliate the other party. Quoting other people can be a useful method, as it shifts responsibility.

Patience: Contrary to the general opinion, it is not true that many successful people are impatient. They do not employ impatience as a tool of instrumental aggression as often as it is imagined. It is a major virtue of good
businessmen. Many things in the business world take time. The impatient man can commit serious mistakes if he tries to push them – A talkie can become a seer by patience.

**Sulking:** It is to be used sparingly. Otherwise one can be branded as a moaner and will be ignored.

**Withdrawal:** The foreplay of this is stubbornness. One should hold some power to use it, and must use it sparingly. It needs no great skill, just thick skin and single-mindedness.

This means physical withdrawal. It can be used tacitly, even under frivolous pretexts. But this is possible only when one holds power. But after making an issue if one goes away, it may also work against him. It can work only if everybody is convinced that he is withdrawing on principle and not pique. (Kautilyas Artha Satra 1.9.4 – 1.9.8 & Quoted by Winston Fletcher, Meetings How to Manipulate them and make them more fun P8).

**Chart 7: MENTAL MODELS**

![Diagram of mental models]

Traits which hamper impartial and righteous decisions

Source: imaginary diagram
Peter M. Senge, a distinguished faculty of the MIT’s Sloan School of Management calls this in his well acclaimed book The fifth discipline as "deeply held internal images of how the world works, images that limit us to familiar ways of thinking and acting. That is why the discipline of managing mental models – surfacing, testing, and improving our internal pictures of how the world works-promises to be a major breakthrough for building learning organisations. Our "mental models" determine not only how we make sense of the world, but also how we take action. But what is more important to grasp is that mental models are active-they shape how we act. If we believe people are untrustworthy, we act differently from the way we would if we believed they were trustworthy ... why are mental models so powerful in affecting what we do? In part, because they affect what we see. Two people with different mental models can observe the same event and describe it differently, because they’ve looked at different details.

We spin our dreams only out of ourselves, ordered by our own mental suppressions and psychological associations, which we had collected during our waking hours through our transactions therein. The term ‘psychological associations’ is a holistic phrase and embraces not only direct experiences, but other indirect events that leave a powerful image in our minds, especially during the formative years. “Human nature is so complex and as undividable that rules of logic do not always work. This accounts for the unexpected reactions of various characters.”(Peter Senge, Mental models, p.12)

The images, which limit us to our familiar ways, shape the way we think and act. Lacocca and Henry Ford worked together for the Ford motors and made it a great commercial success. But their mental models were so different that Lacocca was forced to leave. People see the same thing but describe it differently because they look at different details, feels Sense.

“Thus it is obvious that the success of an enterprise depends upon the people maintaining a positive mental approach to the transactions. This is more difficult to achieve where people are all driven by self-centered motives, where self-aggrandisement, precedes other considerations. But if they are
able to act in a spirit of sacrifice in a totally dedicated manner, no new ‘vasanas’ are created which push human beings to greater and endless heights”. (1. The fifth Discipline P174-175 and 2. The Universal person P23)

**Chart 8: HUMAN MANAGEMENT**

<table>
<thead>
<tr>
<th>Values</th>
<th>Attributes</th>
<th>Skills</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loyalty</td>
<td>Mental</td>
<td>Interpersonal</td>
<td>Influencing</td>
</tr>
<tr>
<td>Duty</td>
<td>Physical</td>
<td>Conceptual</td>
<td>- Communicating</td>
</tr>
<tr>
<td>Respect</td>
<td>Emotional</td>
<td>Technical</td>
<td>- Decision Making</td>
</tr>
<tr>
<td>Selfless Service</td>
<td>Spiritual</td>
<td></td>
<td>- Motivating</td>
</tr>
<tr>
<td>Honor</td>
<td></td>
<td></td>
<td>Operating</td>
</tr>
<tr>
<td>Integrity</td>
<td></td>
<td></td>
<td>- Planning</td>
</tr>
<tr>
<td>Personal Courage</td>
<td></td>
<td></td>
<td>- Executing</td>
</tr>
</tbody>
</table>

Source: imaginary diagram

Eric Berne in his celebrated book “Games People Play” has evolved a theory called Transaction Analysis. When two or more people encounter each other, a social intercourse starts. The first person provides the Transaction Stimulus, by starting this process. The other person reacts which is called as “The Transaction Response”. The author explains that the transacting parties may act and react from three different mental stages called Parent ego, Adult ego and Child ego. The parent ego level implies that a person is acting from a superior's (parents) psyche. Adult ego stands for objective responses, which are well thought out, autonomous and non-prejudicial. The child ego makes a person to act from an inferior or yielding status. These ego stages are not
permanent and people travel from one mental stage to another in differing circumstances. Describing the ego stages, Clutter buck and Crainer argue that they "could almost be described as three different personalities and they represent the way we have grown up to expect children, parents and adults to behave. In the child state, we are often rebellious, prone to tantrums, easily frustrated and yet able to switch mood to playfulness. In the parent state, we treat other people like children. We make decisions for them, administer punishments to correct their behaviour and spend time trying to nurture them. We don't expect them to challenge or answer back and we take offence if they do. The adult state is rational, open to discussion and re-evaluation as new information presents itself. When it operates efficiently, it allows us to keep our 'child' and 'parent' states under control, so that if we do adopt one, we do so for appropriate reasons." (Clutter buck and Crainer)

The child requests for help in solving the homework and the mother guide. These are called Complementary Transactions where the response follows the sequence of healthy human relationships. It may be noted that each response becomes a stimulus for the next transaction so that a chain develops swapping stimulus and response. A leader in an organisation should concentrate on human management by keeping an eye on transaction analysis. He will try to bring the best from individuals with right attitude, showing the right kinds of skills in implementing the plans to attain the required objectives by being the work he undertook. That means his sole objective is to attain the goal with perfection by utilising the human assets in his hand.

TIME MANAGEMENT

Top level executives always seem to be racing against time these days in their work places with piles of files and are frequently interrupted by phone calls and a stream of visitors. Time Management has become a new branch of management and prolific literature has been churned out in this arena. The managers are often found wanting in organising themselves, thus ending up with unproductive activities. The solution seems to lie mostly in identifying the
Quad I - Urgent & Important

Eg. Crisis
   Deadline driven projects
   Nature Call

- requires immediate attention
- press on us, insists an action
Quad III – Urgent but Not Important

Eg. casual drop in visitors
    interruptions
    some incoming mails
• QU ADRANT OF DECEPTION
    → right in front of us
    → often they are pleasant, easy,
      fun to do.

Quad IV – Not Urgent &
      Not Important

Eg. Watching mindless TV shows
    Gossiping

• QU ADRANT OF WASTE
    → we often escape to Quadrant IV for survival
Quad II – Important & Appears Not Urgent

Eg. Spiritual renewal

- **QUADRANT OF QUALITY**
  - Involves long term vision
  - It empowers us

A million dollar question!

How do we find time for enhancing our 'TQ' or time sense?
When ...

- 24 hours are not enough, with so much to do.

- We are all racing with time.

- We are living in a competitive world.

Today's world is moving at a FASTER pace, with

SURVIVAL
of the
FITTEST!!
Our opinions are product of our
- paradigms and perceptions
- conditioning
- environment
- upbringing
- society
- persons whom we associate with, etc.
Management Gurus, Scriptures & great Acharyas inform us of activities which are of ...

ABSOLUTELY
IMPORTANCE

AN
INTERESTING
FINDING ...
Experienced Individuals Conclude…

If we have to lead meaningful lives, we should learn to effectively manage our **TIME**
by spending considerable time in **Productive & Spiritual ACTIVITIES**
root causes and a set of simplified solutions are given to assist the rotting executive. An effective leader / executive is supposed be very clear in distributing his time cleverly to his profession, family and societal activities along with devoting some time as mandatory for his self and spiritual enhancement. Importance of management of time is explained clearly in the form of the following charts. (See charts in the adjoining page).

STRESS MANAGEMENT

Stress is the body's reaction to any demand made on it. Perceptions of events, whether positive or negative. It is therefore, a highly individual affair. What is stressful to "X" may not be so another. But it is fairly easy to infer that everyone lives under a certain amount of stress. An office going Employee feels stress. A housewife who prepares food to the office going Husband and School going children feels stress. If both Husband and wife are employees they feel stress. School children are also feeling stress. A Bag full load of Books, Homework creates stress on the minds of young children. In fact, the only people with out stress are dead. At the same time, it is certainly wrong to conclude that stress is always bad. Mild stress may improve productivity. It may force people to focus more sharply on the problem and come out with solutions. But if stress is severe and persists for long periods of time, it can be harmful. Stress can be disruptive to an individual as any accident.

CLASSIFICATION OF STRESS: -

Actually stress can be classified into two ways.

(1) CONSTRUCTIVE STRESS (2) DESTRUCTIVE STRESS.

Constructive stress (Eustress as it is sometimes called) acts in a positive manner for the individual and the organization. Ex: - winning a contest, falling in Love. Eustress can indicate a situation where the individual is in balance or within tolerable limits. This can be depicted through a figure as follows.
The figure shows that low to moderate stress can increase effort, stimulate creativity and encourage diligence in one's work. It can be equated with tension that causes you to work hard before exams, pay attention in class and complete projects and assignments on time. The same positive results of stress can be found in the work place.

**DESTRUCTIVE STRESS** (Distress) is not healthy for the individual and / or organization. Distress would indicate effects that are out of balance or outside the tolerance limits. Excessive stress may lead to overload and break down a person's physical and mental systems. Performance can suffer as people experience illness brought on by very intense stress and/ or react to high stress through absenteeism, turnover, errors, accidents and dissatisfaction and reduced performance.
Leaders seek the positive performance edge provided by constructive stress. At the same time, they must also pay attention to destructive stress and its likely impact on people and work performance in a negative way.

**SOURCES OF STRESS:**

When we speak of the stress reaction, we are speaking of definite, clear cut and well defined electrochemical response, within the Human Body, Hans Selye (1956) observed that the changes that take place in the Body during strong emotional arousal are quite “Standard”. For all practical purposes, anger produces the same chemical changes as does fear. Further more, the body exhibits these same changes process in response to excess pain, injury, disease and even hunger. Selye identified the pattern he called the condition of “Just Being Sick”

Cannon (1932) had earlier theorized that any challenging condition. Such as hunger, extremes of heat and cold, noise, pain, loss of Blood or Emotional arousal caused the Body to mobilize its electro-chemical systems and to adopt a “war footing”. He referred to this arousal condition as the "Fight Or Flight" syndrome. It was, cannon observed as if the body had prepared itself quickly, efficiently and comprehensively for physical battle or for energetic flight to escape the problem situation.

Later, Hans Selye (1936) & (this was the first publication of the stress concept) elaborated these concepts within his theory of harmonic chemistry and coined the term stress response. Selye showed that the stress syndrome is fundamentally to virtually all higher forms of animals, and he developed a comprehensive theory of the body’s adaptive process, based on a three – stage general adaptation syndrome. He was the first theorist to classify the primary glandular secretions and interactions making up the stress response and to identify the key organs and hormones involved in the response.

Both Cannon and Selye have confirmed that the Human body possesses a life saving reaction pattern- the stress response, which comes into play in a variety of response situations. Three sets of factors (1) Environmental (2) Organizational (3) Individual are identified as potential sources of stress. They are described as follows: -
(1) **ENVIRONMENTAL FACTORS**: Just as environmental uncertainty influences the design of an organization's structure it also influences stress levels among employees in that organization. Changes in the business cycle create economic uncertainties, when the economy is contracting, people become increasingly anxious about their security. Political uncertainties don't tend to create stress among the employees due to political stability. Technological uncertainty is a third type of environmental factor that can cause stress. Because new innovations can make an employee's skills and experience obsolete in a very short period of time, computers, Robotics, automation and similar forms of technological innovation are a threat to many people and cause them stress.

(A) **Physical Factors**: are those aspects of the individual's immediate personal surroundings that cause him to become physically stressed or to become anxious about possible consequences. They are (1) Excess Heat (2) Cold (3) Humidity (4) Dryness (5) Noise (6) Vibrant (7) Air pollutions (dust, smoke, strong odors, chemical vapors etc.) (8) Physical injury (9) Radiation (x rays, gamma or Beta rays, Radio or Microwave Radiation) (10) strong sun light (11) Ultraviolet or Infrared Radiation. (12) Dangerous Machinery (13) Explosive or Toxic substances.

(B) **Social Factors**: Are those have to do with the individual's transactions with other people as part of living and working in the organization. The stressor in this case is another human being. Social Factors that causes stress are (1) The Boss (2) Co-workers (3) Customers (4) Dangerous people (5) Judicial groups.

(C) **Emotional Factors**: are those abstractly conceived aspects of the worker's relationship to the environment that lead to anxiety, frustration, apprehension, anger or other stress derived emotions. These are as follows.

(2) ORGANIZATIONAL FACTORS: - There are no shortages of factors within the organization that can cause stress pressures to avoid errors or complete tasks in a limited period, work overload, a demanding and insensitive boss and un-pleasant co-workers are a few examples. These factors’s can be further divided into task, role, interpersonal demands, organizational structure, Organizational Leadership and the organization’s life stage.

(A) Task Demands: - These are factors related to a person’s job. They include the design of the individuals job (Autonomy, task variety, degree of automation, working conditions and the physical work layout, assembly lines can put pressure on people when their speed is perceived as excessive. Job’s where temperatures, noise or other working conditions are dangerous or undesirable can increase anxiety. Working in an overcrowded room or in visible location where interruptions are constant.

(B) Role Demands: - These are related to pressures placed on a person as a function of the particular role he or she plays in the organization. Role conflicts create expectations that may be hard to reconcile or satisfy. Role overload is experienced when the employee is expected to do more than time permits. Role ambiguity is created when role expectations are not clearly understood and the employee is not sure what he or she is to do.

(C) Interpersonal Demands: - These are pressures created by other employees. Lack of social support from colleagues and poor interpersonal relationships can cause
considerable stress, especially among employees with a high social need.

(D) **Organizational Structure:** - This defines the level of differentiation in the organization, the degree of rules and regulations and where decisions are made. Excessive rules and lack of participation in decisions that affect an employee are examples of structural variables that might be potential sources of stress.

(E) **Organizational Leadership:** - This represents the managerial style of the organization's senior executives. Some chief executive officers (C.E.O's) create a culture characterized by tension, fear and anxiety. They establish unrealistic pressures to perform in the short run impose excessively tight controls and routinely fire employees who don't "measure-up".

(3) **INDIVIDUAL FACTORS:** - Generally individuals work about 40 to 50 hours a week. The experiences and problems that individuals encounter in non-working hours each week will have a reflection on the job. It goes without saying that the reflections of personal life can be seen on the professional life. Basically individual factors can be divided into (A) Family Issues (B) Personal Economic Problems and (c) Inherent personality characteristics. They are described as follows:

(A) **Family Issues:** - Family is most dear and important to any individual. If peace persists in the family automatically that gives lot of encouragement to the individuals and with a happy and peaceful mind they can achieve any thing. Joint system is in vogue; in India and for the last few years' nucleus families are emerging. As a result, every one is trying to ameliorate his family financial conditions. Women are also competing with men in several areas and most of the families are also giving importance to health and children's Education.
Where congenial atmosphere is absent in families stress will be created and with worries employees used to attend work spots.

(B) **Economic or Financial Problems:** - Most of the times, these are being created by individuals due to improper utilization of funds, lack of Adjustments, excess spending, no prognosis about future Borrowings from others. Lack of earning opportunities and Inflation. Earning is not sufficient to meet growing family needs, children's Education, Marriage etc., even sufficient earnings are there in the family, and some individuals are poor money managers due to the reason that they are unable to decide priorities.

Studies conclude that some people may have an inherent tendency to accentuate negative aspects of the world in general. A significant individual factor influencing stress is person's dispositional nature hence; stress symptoms expressed on the Job actually, originate in the person's personality.

Some people thrive on stressful situations while they overwhelm others. At least, five variables (1) Perception (2) Job Experience (3) Social Support (4) Belief In Locus Of Control (5) Hostility has been found to be relevant moderators. They are described as follows.

(1) **Perception:** - This can be defined as “a process by which individual's organize and interpret their sensory impressions in order to give meaning to their environment unsatisfied needs or motives stimulate individuals and may exert a strong influence on their perceptions”.

(2) **Job Experience:** - This is said to be a great teacher it can also be a great stress reducer. Uncertainty and newness of the situations creates stress. But as the employee gains experience stress will be disappeared or it will be reduced considerably.
Generally, senior employees of the organization are more likely to be fully adapted and should experience less stress.

(3) Social Support: - There is increasing evidence that social support that is collegial relationships with co-employees or superiors can buffer the impact of stress. For individuals whose work associates are unhelpful or even actively hostile social support may be found outside the job. Involvement with family, friends and community can provide the fulcrum.

(4) Belief In Locus Of Control: - A person's perception of the source of his or her fate is termed locus of control. Some people believe that they are masters of their own fate. Other people feel they are pawns in the hands of fate. They believe that whatever happens in their lives is due to luck or change. Those with an internal locus of control believe they control their own destiny. Those with an external locus believe that their lives are controlled by outside forces. Evidence indicates that internals perceive their jobs to be less stressful than do externals.

(5) Hostility: - Cardiologists Friedman And Rose Man has identified several personality characteristics of people who are most prone to stress. Such people called as 'A' type personalities. They gravitate toward occupations that encourage heavy work. Type 'A' Personality is characterized by feeling a chronic sense of time urgency and by an excessive competitive drive. The type A individual is “Aggressively involved in a chronic, incessant struggle to achieve more and more in less and less time and if required to do so, against the opposing efforts of other things or other persons. The quick ness of Anger, the persistently hostile outlook and the cynical mistrust of others that is harmful.
STRESS AND THE MANAGER:

Executive health and Euphoria are among the most critical resources available to an organization. A great portion of any organization’s effectiveness derives directly from the personal effectiveness of the small number of people at the top. Those who set strategy, decide on major courses of action, allocate its major resources, and take the risks in guiding the organization invest themselves (Dr. Sathish, Executive stress management, seminar paper, 2002). Evidence suggest that the “First Tier” executives i.e., those who directly report to the chief executive officer often experience stress extensively than does the chief. According to Dr. Meyer Friedman (1974) those who make it to the very top have the opportunity to sit back and reflect on what is going on, more so than those who take direction from the top and try to carry out the chief’s directions. Friedman also suggests that most of the chief executive tend toward the more benign type behavior pattern and have learned to deal with pressure situations without accumulating intolerable levels of stress.

The physical health and mental well being of a small group of people perhaps a dozen or two for a medium sized organization directly affect the quality of its overall operation. To that extent, that they have to learn to counteract the effects of the built-in pressures of executive life and design their own life styles for low stress loving and working, they can function effectively. Those executives who have not learned these skills tend to function at lowered efficiency and to jeopardize their own health. The sources of stress are a manager’s life can be enumerated as under:

1. Factors intrinsic to Job:  - Too much or too little work, time pressure and unrealistic deadlines with too many decisions to make etc.,

2. Role conflict:  - When incompatible expectations are sent by the role set to the occupant.
3. Relationships at work: - The nature of relationships with one's boss, subordinates and colleagues with regard to trust, support and listening is a potential stressor. Mistrust of persons one works with, for example has been found to be positively related to high role ambiguity which led to inadequate communication between people and to psychological strain in the form of low job satisfaction and to feelings of job related threat to one's well being.

4. Extra - organizational sources: - such as family problems life crises, financial difficulties, the conflict of company demands with family demands etc.

5. Characteristics of the individual: - people differ in their reactions to the same stressor or external agents. Such characteristics include age, personality, motivating expertise in a particular area, insight into one's own motivations and weakness etc.,

STRESS AND THE WORKER: -

Most workers do not experience the same kinds of pressures that most managers experience. Nevertheless, many jobs entail stress levels that can create problems over the long run. For most workers, the most troublesome stressors are built into the structure of the job. For example, a clerk being at the counter in the Head Post Office finds that customers tend to become impatient, irritable and less pleasant in the afternoons on most days. Standing in line, they become fidgety and anxious to finish their business. The clerk finds their impatience and even impoliteness to be stressful.

A shy, sensitive worker may experience great anxiety for long periods when working for an aggressive bullying supervisor. Workers who deal with distressed people as a basic part of their jobs tend to take on the bad feelings of the clients. Some extreme job situations, which place the Employee's life or physical well – being in Jeopardy, can also cause continuing stress. Those persons who work with explosives. Who work in high, precarious places or who work with dangerous chemicals, dangerous animals can be expected to experience Job stress. Some Jobs are so poorly
designed that they place workers under constant, extreme levels of unrelieved stress. If the stress level is within the tolerance zone of the individual, then he can function effectively and can deal with the job as a constructive and satisfying part of his life. If the stress level is outside the limits for a particular worker, then it will inevitably create problems both in job performance and personal health and well-being.

In modern management practices, the managers of any organization actually have a fairly direct interest in the health and well-being of their workers and if they are not aware of it, managers have a stake in employee wellness. To that extent, an employee is over stressed; the person will generally not be able to function at full potential and effectiveness. Organizational programs in stress reduction and stress management make sense from the Economics stand point, from the broader standpoint and also from the Humanitarian stand point. When a person's life experiences impose frequent, unrelenting pressures and unhappiness on him and when he can't or does not find avenues for significant periods of escape, rest, relaxation and Psychological detachment from the pressure situations. He begins to suffer, first in general way and soon in specific self-damaging ways. His stress reactive behavior will depend on his particular personality pattern, his values and attitudes. "A person will act in ways that help to reduce the unpleasant and uncomfortable physical feelings caused by stress, within the constraints of his value system and his beliefs".

The organizational costs of stress derive directly from the collective individual costs. In general, chronic stress means a continuing deterioration in the quality of the individual's life. A person who works below par because of Alcohol costs the organization money. The person who has developed a high level of maturity, social skills and adaptability to circumstances is much better equipped to ward off the stressful effects of high pressure job or situation.

Hence, Managers in the organizations have to pay special attention to the nature of human growth and to create activities and conditions
that promote good ideas. Human capital requires even more careful development and preservation than do the traditional forms of Physical capital. Organizations have to take steps to reduce stress in the lives of workforce for better results.

**ORGANIZATIONAL STRESS COPING STRATEGIES:**

Stress management includes stress prevention also. This is best achieved through certain organizational coping strategies. They are as follows:

(1) **Role Clarity:** - Define employee roles clearly. Employees must have a clear understanding of the job. They must know what the company expects and be confident that they can meet these expectations. Stress most often, occurs when employees are not very sure about their work roles or fear they can’t do their jobs. When excessive stress is present in a role, management can initiate steps such as.

   a) Redefining the person’s role.
   b) Reduce overload by redistributing the work.
   c) Set up procedures to prevent hindrances to work.
   d) Arrange for a meeting of all those. Involved in a messy situation and try to find a way out.
   e) Make the job intrinsically meaningful, challenging and rewarding.

(2) **Supportive Climate:** - Factor such as freedom to think and act independently, a certain amount of informality with key employees, clear communications, participative decision making, friendly conversations, and all help in reducing stress levels in an organization. If practiced regularly, they also reveal a supportive organizational climate where everybody is willing to contribute his best and share the rewards thereafter. There is very little room for disruptive political games and conflicts to occur – vitiating the whole atmosphere. A friendly, supportive climate builds trust and confidence among
employees and they will be quite happy to extend a helping hand to management, whenever required.

(3) Clear Career Paths: - To reduce un-certainty each employee must be sure of where he is heading for, say after 5 years within the same organization. A clear career path and the job rewards and benefits that follow committed service would go a long way in preventing or reducing stress levels greatly.

(4) Company wide Programmes: - A variety of programs can be used to manage work stress. These include:

BURNOUT: - A phenomenon that is receiving great attention in recent times is the problem of Burnout. Generally speaking, every one is a potential candidate for burnout. But the most likely candidate that is most likely to face this serious problem is over achiever. In the words of Herbert J. Freudenberger, "burnout is a state of fatigue or frustration brought out by devotion to a course, way of life or relationship that failed to produce the expected reward". In his book "Burnout" Dr. Freudenberger said "Burnout is frequently associated with people whose Jobs demand close relationships with others under Tension filled circumstances. The dangerous part of Burnout is that it is contagious. A highly cynical and pessimistic burnout victim can quickly transform an entire group into Burnouts".

Symptoms of Burnout: - (1) Chronic Fatigue (2) Anger at those making demands (3) self – criticism for putting up with demands (4) Negativism and irritability (5) A sense of being besieged (6) Hair trigger display emotions (7) Other symptoms include recurring health problems such as ulcers, Back pain or frequent headaches. The Burnout victim is generally unable to maintain an even level emotionally. The victim may burst out often and express his rage and hostility in totally inappropriate circumstances.
K.S. Paine suggested four Techniques to reduce burnout. They are

A) **Identification:** - This is the analysis of the incidence, prevalence and features of burnout in individuals, work groups, and subunits in an organization.

B) **Prevention:** - Serious attempts should be made to prevent the burnout process before it begins through employee wellness Programmes. (Designed to keep employees healthy and happy) Those Programmes focus on such things as smoking cessation, weight control, physical fitness, high Blood Pressure control, and Nutrition, Education, and stress management.

C) **Meditation:** - This involves procedures for slowing, halting or reversing the Burnout process.

D) **Remediation:** - Techniques are designed for persons who are already burned out or are rapidly reaching the end stages of this process. These are the steps to be taken to surmount stress.
SELF MANAGEMENT

Personality With Poise (Sthita Prajna)

This underscores the need for people to know and be aware of their feelings. It is divided into two groups – Meta cognition - awareness of the thought process and metamood – awareness of one's own emotions. This is what Socrates advocated. Daniel Goleman in his work 'Emotional Intelligence' in the chapter headed 'Know thyself' lists three basic types of reactions, of people confronted with emotions.

- **Self-aware**: These people are aware and can understand their emotions. They manage their emotions well.
- **Engulfed**: They are overtaken by emotions, and are unable to escape them. They are moody and mercurial and have no control over their emotions.
- **Accepting:** They accept the emotions as they come. And do not bother to master them. So they continue with the same moods and do not try to change them. This category includes those who are generally in good moods, and those who live with the bad moods. This latter group includes the depressed people, who helplessly surrender to their moods.

When a man casts off all desires and is satisfied in the self by the self, such a stage is reached. He is not affected by adversity or happiness and is free from desires, fear and anger. He withdraws his senses like a tortoise and his buddhi is anchored in equilibrium. Such a person well entrenched in this stage even during his deathbed, reaches Brahman. But such a stage is extremely difficult to attain. Men brood on sense-objects and get attached to them. This leads to desire, from where proceed anger, delusion, confusion and loss of intellect; eventually he perishes.

This is further expanded to mean a state of no-pain called as the 'Turiya' state. At this stage of Pure Consciousness, which is beyond the other three stages, (wakeful, dream and deep sleep state) the connections with the finite mind are severed, and it can be reached only through meditation. (Emotional Intelligence, Berne, P46-47). When the leader depends on pre-set principles as his core value in any area of his dealings he will achieve the desired results effectively. Under any circumstances he will not sacrifice his principles nor use them in a fragmented fashion. Whatever may be the outcome he receives it as it comes without regrets or elation. Such sort of leader is known as person with poise or sthita Prajna.
Holistic approach

Business need not be regarded evil, trained and un-ethical. Business is sacred. It is a matter of attitude, approach and level of Consciousness of the Management. One can do business, make money, earn profit, build up property and even then it can be managed with due recognition to human and ethical values and respecting all persons in the enterprise and in the society as Human beings. Indian ethos demands subjective Management system. Holistic approach in Management is based on spiritual principle of Unity, oneness, non-dual or advaita concept. Under this principle of unity, the universe is an undivided whole where every particle is connected with every other particle. The divine interpenetrates this Jagat (World) like pearls in a string. Hence, entire humanity is one. We have to achieve peace, harmony and prosperity within or without i.e. in our internal and external world simultaneously. This is the ideal of Indian ethos. Knowledge means knowing creation or Jagat. Wisdom means knowing God. Wisdom is born out of the
Contact with the divine. But in the modern management jargon knowledge = Information + experience.

Chandogya Upanishad Says
"Yadeva Vidyaya Karoti,
Sraddhaya Upanishad,
Tadeva Virya Vattaram Bhavati"
(Whatever is done with knowledge, conviction and meditation achieves maximum energy and efficiency).

(1) Management Attitude:

Top Management must have firm belief in 'values – oriented' holistic management of business. The management is called upon to meet expectation of all shareholders, e.g. Employees, customers and citizens and fulfill social responsibility. Profit is earned through Service And Satisfaction Of all These Interested Parties.

No one can calculate statistically the gains made through mental peace, harmony, self-contentment and consolation. No amount of profit acquired through unfair business and trade practices can guarantee health, happiness and harmony of all members of the organization and the community. It is to be recognized that 'Work is Worship. Manager is a saadhak or worker devoted to his work is considered worshipping the Divine.

(2) Human Organizations:

There are three aspects of Human organization.
1) Inter – Personal Relations.
3) Inner Management – Mental And Spiritual.

The core of any organization is worker. Any person is a human being and then he may play any role in life. As being a human he / she is a complex personality with changing psychology Hence, whole person approach is
necessary to manage human resources and their multiple needs. An organization can create better interpersonal relations based on promotion from within Equality Autonomy, self-Esteem and fraternal affection. Hierarchy should show greater human concern in the entire life of the subordinate and operator. Unity, harmony and effective communication can assure team spirit and teamwork in an organization.

Management by consciousness or self-Management

(3) Self Management: -

At the outset, the Manager is a man then a Manager. The Manager should first learn to Manage and control himself. Without self-Management and control the manager can't control others. Management of self brings about harmony and integration among the five constituents of total being body, vital, mind, intellect and soul. Now instead of mind for eg: leading other constituents, through your psychic being i.e., soul acting as the Manager or leader of all constituents, conflict among other four constituent members can be resolved. This is called self-management.

(4) Self Introspection: -

We have to embark upon self. Study, self-analysis, self-criticism to locate area of friction and disharmony. We have to prepare a balance sheet of our own strengths and weakness. Our mind and heart indicate weak spots. By regular introspection we would find out solution to problems so that the concerned parts of our being can be persuaded and guided to play the desired role. We have to reduce our Ego. Introspection involves self-examination of our own thoughts, feelings, emotions, sensations and passions constant practice or Saadhana helps us to discard unwanted traits and cultivate good habits to purify our mind and heart. The master key is within. It is our inner mind or consciousness. The instrument can help us to remove our negative elements and welcome the entry of positive elements. This is the Golden Rule for self-Management and self-Education.
(5) Brain Stilling (Decision Making In Silence)

The western Management resorts to Brain – storming, i.e. loud thinking by Managers for decisions to solve management Problems. The Indian insight advocates a better alternative in the form of Brain-stilling. For rational and enduring decisions. Silent mind is much more effective medium to get sound and lasting solution to all Management Problems.

A perfect Mounum (calm mind enjoying tranquility) is necessary. It indicates absence of any thought flow in mind. Preferably manager should have a small room of silence attached to his office when he may retire from busy like to meditate in silence over the burning problems in case of need. Such facilities may also be provided to the employees. By this method the Manager and his employees come into contact with the inner mind or higher consciousness for arriving at proper solutions to their problems. Intuition provides the third eye, eye of window it gives insight, vision and foresight.

(6) Stepping Back (For A While): -

The stepping back or drawing back into your self is another device of learning to go deep within and look. You have to remain quiet and call on the inner consciousness force and wait for a while for an answer. Once you enter into inner consciousness, you will know what true behaviour would be, what true solution to a problem and what true action is. The stepping back from a situation for a while enables the manager to control and even master the situation. Such withdrawing from involvement helps the Manager to receive right guidance or intimation from within from the inner self. Never decide any thing; never speak a word never through your self into Action without stepping back. Issues mentioned above may not appear relate to each other but they are very effective methodologies adopted by individuals who attained success both in spiritual life and in professional career.
Chart 12

Leadership Without Community

Chart 13:

_Leadership Without Vision and strategy_

![Diagram of leadership without vision and strategy](image)

Source: Fred Luthans Organizational behaviour - 2003

Chart 14:

_FULLY - REALIZED LEADERSHIP_

![Diagram of fully realized leadership](image)

Source: Fred Luthans Organizational behaviour - 2003
Indian Management is slowly emerging to promote equally material excellent and spiritual enhancement both individual and collective. The following are the salient ideas revealed by our scriptures with regard to Management.

1. **Atmano Moksha Rtham, Jagat Hitayacha**
   (All work is an opportunity for doing good to the world and thus gaining materially and spiritually in our lives.)

2. **Archyet Dana Mana Bhayam**
   (Worship people not only with material things but also by showing respect to their ever present divine within)

3. **Atmana Vindyate Viryam**
   (Strength and inspiration for excelling work comes from Divine. God within through prayer, Holy readings and un selfish works.

4. **Yogah Karmasu Kaushalam Samtvam Yoga Uchyate**
   (He who works with calm and even mind achieves the most)

5. **Yadishi Bhavana Yasya Siddhi Bhavati Tadristi**
   (As we think Success, So we become attentive to means that ensure the end.)

6. **Parasparam Bhavya Yantah Shreyah Param Bhavapysthah**
   (By mutual cooperation, respect and fellow feeling all of us will enjoy the highest good both material and spiritual.)

7. **Tesham Sukham Tesham Shanti Shaswati**
   (Infinite happiness and infinite peace come to them who see the Divine in all beings)

8. **Paraspara Devo Bhava**
   (Regard the other person as a Divine being. (All of us have the same consciousness though our packaged or containers are different.)

(Source: Kato Upanishad)
NEED AND IMPORTANCE OF HOLISTIC APPROACH IN THE MANAGEMENT:

Ancient Greek and Indian wisdom and insight considered the human individual a unique, living entity having self-consciousness and the human self a complex body, mind, heart, intellect and spirit or soul. We have to pay equal attention to all the aspects of human personality and consider him as a whole or complete being. Having practically unlimited potential energy and power to develop himself and acquire perfection so that he can enjoy all round internal and external harmony and progress. This is called Holistic approach in self-management and management of any enterprise.

Let us emphasize the special role of education, to train the character of and the mind through both moral and intellectual training. We have today moral, ethical and spiritual vacuum. Schools and colleges must have compulsory education in human values (ethical and moral values). Parents also enable their children to nurture their values.

Ancient wisdom stressed that education is not merely to put into mind knowledge that was not there before. Though this is necessary but also turns the mind’s eye to the height of consciousness so that, it can see itself. Human being has the power of imagination. Man must be made to think for himself in his quest for perfection (Poomatva) social harmony and happiness. Indian wisdom gives emphasis on such integral education which combines a deep appreciation of modern science and to ancient knowledge and wisdom accumulated over the centuries. Only such type of integral education can be powerful means of self-perfection and social redemption in India and in abroad. These are the very ideals of holistic approach, which India and the world need to live up to being a new common wealth of brotherhood and harmonious world order free from the fear of war, want and exploitation.
ROLE OF MORAL AND ETHICAL VALUES IN HOLISTIC MANAGEMENT:

The mental contents of the good person are called moral and ethical values. This is also called Daivi Samppathi or divine Qualities. There are enumerated below. (1) Fearlessness (2) Courage (3) Purity of Mind and Heart (4) Integration of thought, action and behaviour (5) Straight forwardness (6) Generosity (7) Spirit of sacrifice for the sake of common good (8) Inspired ideals and vision (9) Creativity (10) Empathy (11) Love and affection (12) Patience (13) Forbearance (14) Faith (15) Friendship with all (16) Control of Mind and restraint on senses and Passions (17) Non-violence (18) Non-greediness (19) Firm but fair (20) Charity (21) Steadfastness in devotion to knowledge (22) Uprightness (23) Harmlessness (24) Modesty (25) Humility (26) Gentleness (27) Truthfulness (28) Loyalty (29) Integrity (30) Fortitude (31) Vigor (32) Cheerfulness (33) Simplicity.

A manager / worker with these values have a stable state of mind – equanimity. Such a person can mobilize his and other’s energy and help accomplish wonders.

Values are Gunas: If any person values the values he will develop and help others to develop these values. Others will regard him as a model for emulation.

Significance of Values:

Our effectiveness at work is tied to exercising intrinsic human values i.e. moral and ethical values. These human values support established business values such as communication excellence, credibility, creativity, and co-ordination. The human values help self-development, Managerial function such as direction, control supervision and communication. Integration and co-ordination are much easier. The human values help good interpersonal interactions. They reduce conflicts and disputes. They are part and parcel of achieving accelerated process, improvement, customer, workers and citizen’s satisfaction. They enhance reputation and good will of the organization.
We seek fulfillment, happiness and success. It is a combination of inner and outer achievement. Success needs holistic view. Inner fulfillment is related to our spiritual, mutual, emotional and physical enrichment. The outer achievement is related to achieving set goals, using one's talents and experience for the benefit of others (employees, customers, clients and public) outer success fulfills social responsibility and ecological balance. Outer success is also related to all parts of our own personality mentioned above. Self-development is the development of whole being.

Golden Rules of Ethics: -

Ethical management is a case of normative ethics. It means a theory of communal values and of ethical norms and rules to be followed if these values are to be required. Communal value is everything that gathers people together. They are essential for welfare of all in any organization.

1) Every thing you want others to do to you. You shall to do others.
2) Do not do to others that which you do not wish them to do to you.
3) Do not do anything to others that if done to you, would cause harm to you

These are the forms of the golden rules in ethics. It is the basic of all human and moral values. They have universal application. In essence you shall be others in need. Moral reason for this is your desire help when you are in need. These are the core values to change one self. First every time you point a finger to balance others, note that three fingers are pointing you. Hence, charity begins at home for all values.

Values Vs Skills

(1) To 'become' we need values. To 'do' we need skills.

(2) Becoming (needing values) must precede "doing needing skills" in values oriented Management values act as base of skills.
(3) Values are means of perfection. Skills must have sound system of values as the base. Otherwise one can manipulate skills, e.g. communication. Skills may be misused for manipulating means money and materials if management ignores values.

(4) Values are internal dealing with internal development of a person, purifying mind and heart. The person becomes good in thought, in speech in action job or work. Skills only make a person proficient. Values are the means of perfection of personality.

(5) The field of values is governed by union. Holism and relatedness. The area ruled by skills is decision, fragmentation and separation.

(6) Values bring about excellence and universal good. i.e. software aspect skills see us through mechanics of management (hardware aspect). Both means and ends must have values.

(7) Skills are not enduring due to fatigue. Values are enduring.

(8) Skills change with passage of times. Policy is flexible. Principles and values are not. We have permanent fundamental values.

ROLE OF DHARMA IN HOLISTIC MANAGEMENT:

Dharma is the law of right living the observance of which secures the double object of happiness in your own life and also the happiness in the life of others. It stands for all those ideal purposes, influences and institutions, the ways of life and conducts that shape the character and evolution of man both as an individual and as a member of the society.
Dharma is the Indian concept almost synonymous with integrity. However, it has a wider scope. It includes openly spirit, righteousness (Godliness and fearlessness.)

Indian ethos considers each organization and management as living entity having heart, soul and Dharma. The traits of Dharma or integrity e.g. courage, self discipline, goodness, righteousness and all other essential human and ethical values constitute the character (collective character) of Management or organization just as they are of individual character. They must follow their own dharma otherwise pay the price. A soul less company has no life. The spirit is the root or ultimate source of values and character. As per ancient ethos, we are called upon to have strong character, human and ethical values and we remain constantly aware of our soul in life and work life in this struggle for high character and values – A famous Management Guru

"The final proof of sincerity and seriousness is un-compromising emphasis on integrity of character in a Job for it is character through which leadership is exercised. It is character that sets the example and is imitated in turn. Character is something a man can acquire, if he does not bring it to the job, he will never have it. It is not something one can fool people about integrity may be difficult to define, but what constitutes lack of integrity of such seriousness. A man might himself know too little, perform poorly lack judgment and ability and yet not do damage. But if he lacks in character and integrity no matter how knowledgeable he is, how brilliant he is, he destroys people the most valuable resource of the Enterprise, he destroys spirit and he destroys performance". (Prahlad C.K.Ethical management, p34)

It is how the holistic management helps in proper decision-making

Management is the art of bringing people together to set goals and to realise those goals in a stipulated time frame. We are living in a world where terrific traffic, of people, ideas, capital, technologies and products are taking place. National, linguistic, religious, racial and ideological walls are either
crumbling or being lowered down. The world is increasingly becoming a single village. At least 20% of the world population is in this global stream. Other 80% is scrambling to get into it. 20% is a critical mass for 80% of work in any organisation is accomplished by 20% of the work force. The global situation is very fluid and calls for dynamic visionary strategies. How do we prepare our country for these challenges to compete effectively in global context? It is not militaristic, ideological or racial supremacy but economic superiority.

**Economic Vision**

All glories depend upon on wealth says Hitopadesa. According to chanakya wealth is the basis of goodness and happiness. As we stand on this historical cross road it is natural that we think seriously and fundamentally before every step. The challenge is that we are competing with a worldview, value system and life style — generally called western —, which are alien to our spirit and ethos. The west is at least 50% ahead of us and we are compelled to compete with them. To overcome this innate disadvantage we have to dig into our historical experience and tradition to fit into the emerging world economic process in our times.

Economic progress has caused in its wake serious illness — psychological, physical, social, environmental and spiritual - like violence, drug abuse, life style diseases, depression, loneliness etc.

It clearly indicates material wealth or money is merely one means to the spontaneous fulfillment of our desires, whatever they may be material, emotional, psychological, or relational. Here comes the term wealth consciousness. It implies absence of money worries. A truly wealthy persons attention is never focused on money alone. Moreover, a wealthy person never has money concerns. True wealth consciousness is, therefore, consciousness of the source of all material reality. This source of all material reality is pure consciousness. It is the field of all possibilities.

The problem of illness and environmental degradation can be tackled only by cultivating spiritual and moral values in personal and public lives and by austere life. All this means a new paradigm shift in, management thinking — which can be called as holistic management. Holistic approach looks at
phenomena from the standpoint of the whole. It looks into the deeper causes of a symptom—vertically, horizontally and in depth.

Holism sees all phenomena as interrelated and the world as a dynamic process of interdependent events. The holistic approach would aim at regaining systemic balance by appropriate psychosomatic, social adjustments.

The Indian worldview is always holistic. The word used in Vedas for this world is ritam. It is the dynamic interplay of events and processes into appearing and disappearing patterns. According to this when you pluck a flower you disturb the distant stars. According to this concept, the whole existence is perceived as one web. Even a single man's agony is the agony of the whole world.

The vision of Brahma envisages the whole world as a dance of intelligence-sivatandava. The ultimate objective of any economic activity should be the realisation of the wholeness of the individual—happiness and freedom for every member of the society. As consumers the people must be well informed of the quality of products they consume, and their ultimate impact on the body mind complex and on the quality of life. The competency of a manager is measured not only by his ability to sell great quantity of quality goods at low prices, but also by his ability to retain his integrity and wholeness. This involves a holistic vision of people and environment. Traditional societies enjoyed such a vision before the advent of industrial revolution. India has a competitive advantage in holistic concepts and if we can create intellectual capital in this area, we will be able to capture the imagination of this world and eventually world markets. (Swami Bodhananda, values in management. P52)

GUIDING VALUES

An organisation's vision is built on a set of core values. Its vision and mission can be achieved or sustained only if it is contextually understood. The values can be:

a) **People Oriented Values** (e.g. Honesty, Commitment, Listening, Teamwork, Family, Learning, Love, Trust in each other). These values
have to be correlated to the existing value system, which the employees have acquired individually during their formative years and through the education system. This is widely practiced in some modern MNCs like Canon etc. under the name ‘kysoei’ meaning a spirit of cooperation where in people and the organization plan for their common good and work accordingly. The spirit of kysoei embraces a wide range of people, besides the employees, like the customers, suppliers, competitors, the government and the natural environment. When it is practiced by a group of organizations having substantial influence over the economy, kysoei becomes a major movement for social and economic welfare. It is not opposed to profits, which must be made by firms at all stages. The essence of the movement is that every one is a ‘sha-in’ meaning a member of the company. All the employees irrespective of their position accept cooperation as an integral part of their ethics, due to which workers and management are in the same boat, and are equally committed to the organization’s welfare.

b) **Work oriented values** (e.g. Accomplishment, Practicality, Efficiency, Responsibility, Customer focus, Clarity, and Simplicity). These are related to the values, which an organisation cherishes and has over a period of time established in its work culture. While this has a link with the general industrial culture of a nation, individual units develop their own value system juxtaposed over the prevailing cultural milieu, which helps them to build their unique identity, and establish a competitive edge in the industry over its competitors.

c) **Spiritual Values** (e.g. Compassion, Integrity, Courage, Human service, Trust in God). These are shaped by the religious faith, societal value system and the prevailing leadership styles. The influence of spiritual values of managerial cultures had not been well-appreciated till the early eighties, when the Zen and Confucian values were highlighted by authors like Pascale, Athos and others as the root-cause of the Japanese “Miracle” which made Americans to wake up and take note of it. Today, the ‘value-clusters’ have been well identified and even textbooks have
been written explaining the process of dealing with business with different clusters.

Values practiced in some modern organisations

The seven ‘Spiritual’ Values

1. National Service through Industry
2. Fairness
3. Harmony and Cooperation
4. Struggle for Betterment
5. Courtesy and Humility
6. Adjustment and Assimilation
7. Gratitude

This is a true intellectual approach, with emphasis on the poetic ethics. In Matsushita, the 87000 employees of the organisation daily sing the company song and knew its seven core values by heart. More importantly, they stood by it and were firmly committed to it.

"These values taken to heart provide a spiritual fabric of great resilience. They foster consistent expectations among employees in a work force that reaches from continent to continent. They permit a highly complex and decentralised firm to evoke an enormous continuity that sustains it even when more operational guidance breaks down. No wonder, with such a high value system combined with uncompromising commitment to quality Matsushita could keep its head high compared with contemporary American firms born in the 1920s along with it – like American telephone and telegraph, westinghouse, RCA and even the redoubtable General Motors, which could not sustain their original vitality.

Interestingly, these ideals of Matsushihta are well reflected in the code of Manu. Swami Prabhavananda lists them: "conquest of the senses, freedom from lust and greed, study of the sacred scriptures and detachment from the world. One must speak only when necessary, honour old age, respect one’s parents, and injure no one, whether in thought, word or deed."

(Modern management concepts, Rajagopalan A.V.p.69)
VALUES MANAGEMENT

The scams that have rocked the world markets have brought into limelight certain kind of investors who will not invest in firms that are not socially committed or fail to accept environmental or moral responsibility. They still are profit – oriented as other investors are, but add a value focus to their investment criteria. "The message to corporations is loud and clear; they simply have to clean up their act. Be it financial reporting, labour policies, social citizenship, corruption, abortion policies, racial discrimination, or even choice of industry." Companies that write off such investors as ethical fads or as inconsequential lot will have to pay a heavy price. Already corporate America is forced to behave. Nike is under pressure to improve the standards of its subcontractor labour. This has a serious message for Indian corporate too. Prescription drug prices are to be controlled by Eli Lilly and Merck. These principles of corporate governance and best practices will boomerang on the Indian companies too, to clean up their house or else not only have they risked public outcry but also vanishing market confidence. Hitopadesa stresses an identical value-orientation. Getting a desired object from an undesirable source is not a satisfying result. But adventure and risk taking are positive values.

ACTIVITY IN INACTIVITY

The term 'inaction' can be considered as the absence of the visible (sthula) physical actions whereas the mind, at the same time is perpetually engaged in deep analysis and thought-processes. This is the stage when the intellectual and conceptual activities take predominant role. Stephen Covey calls it as the Quadrant II stage, where executives withdraw from the so-called 'urgent' work and focus on the more important aspects of long-term planning. These activities externally may look like inaction, but are the vehicles that drive the organisation in the fast lanes of growth in a competitive environment. Peter Drucker advocates this approach from a different angle. Effective people are not 'problem-minded'. They do not get lost in the routine. They are
essentially opportunity-minded, who have sense of perception to focus on the high-leverage, capacity building activities. The productivity slogan of ‘work smarter, not harder’ dictates their style of functioning.

Sri. Ramanuja’s Bhashyam highlights ‘akarma’ in a different light. He calls it as jnana. A person, who does a work continuously, eventually obtains mastery in that craft. In this vein karma refers to the work done by sarira. This approach leads us to interpret this sloka in the realm of the ‘Core Competency’ (theory of Hamel and Prahlad). If an organisation goes on focussing on a particular activity, it develops a higher degree of competence on its core business. The irrelevant activities are removed. Hence the wisdom lies in not frittering away the energy in a wide variety of jobs unrelated to each other. So ‘karma’ in this light refers to the routine activities carried on by the organisation and ‘akarma’ portrays the skills acquired over a period of time. While the former is the sthula or patent force, the latter is the sukshma or the latent power. Hence the inactivity attains supremacy and becomes the foundation for future activities.

Having discussed at length the interplay of karma and akarma, which often blend in a disguised form in many of our actions, the third paradigm ‘vikarma’ needs but a brief mention. This represents action that is to be avoided, which is forbidden. An executive, feels Mintzberg, often engages in discontinuous actions and is enable to plan which results in overheated activity that is not productive. Taittreya Upanishad forcefully brings out the same emphasis by advocating the need to perform only totally blemish less actions (anavadhyani karmanī) and nothing else. The interesting aspect not to be overlooked in this context is that many aspects of karma could have disguised elements of vikarma that cannot be identified except by a closer understanding of the end-result and the intentions of the doer.

Thus various contributing factors decide which activities an organisation can gainfully perform by itself, and which can be outsourced. It also provides a meaningful definition of the respective roles of physical and intellectual activities – both of which are important. This affirms the desperate
need for both the statements of *Gitacharya* – locating the *Karma* in *akarma* and the *akarma* in *karma*.

The *atma* is described as the owner of the chariot, the *sarira* is the chariot personified, *buddhi* acts as the charioteer, the *manas* holds the reins and the *indriyas* are the horses that pull the chariot.

The highly functional analysis paints a lucid picture of focused action in the work spot, where the various organs (*buddhi, manas* and *indriyas*) are united by the *jiva*, depicted in the above analogy as the owner of the chariot, who controls the activities or processes and drives the work to fulfilment. He is called as the enjoyer.

*Samatvam Yoga Uchyate* – A new paradigm for effective management

Prima facie the *Katopanisad* and the *Artha Sastra* appear to be advocating divergent ideals. While the former speaks of controlling *indriyas* by a *buddhi-manas* coordination, the latter’s focus is on material well being through control on senses. The missing link is provided by Gitacharya is his reverberating advice *Samatvam yoga Uchyate*. This provides the ideal mindset for a manager to be efficient as well as effective. The steps to achieve this stage as advised by Him are

1) *Sangam-tyaktva* – One can get equanimity only if he has no attachment for actions and their fruits. The qualities ascribed by *Kautilya* to a *rajas*, (avoiding ‘the group of six enemies’) like lust, anger etc. May be revisited at this stage.

2) *Siddyassiddhyoh samobhutva* – Renouncing attachments to victories as well as failures, the ‘rajarshi manager’ develops evenness of mind. He is unaffected by honour and dishonour, praise and reproach and favourable and unfavourable circumstances

3) *Yogasthah* – Keeping the mind poised in yoga the ‘samatva manager’ performs his duties. Gita’s essence of yoga lies in even mindedness and the II Chapter (Saanakhya Yoga) is hailed by many as the essence of Gita for its secular focus on work. In the words of Swami Ranganathananda
"Among the great religious books of the past this is the only book whose central theme is work, namely social welfare outside, and spiritual growth within... the Gita deals primarily with man at work... for increasing his work efficiency... This is yoga, the comprehensive philosophy of life and action, capable of ensuring individual and collective human welfare. This great confluence of 'social welfare outside and spiritual growth inside' by nishkamya karma is the great managerial treatise which the Gita propounds.

UPANISHADS AND REENGINEERING

This can be compared with the emphatic statement of Taittreya Upanishad 'your present package of karma, prajna and dhana cannot bring in success. Only by tyaga can unlimited success be sourced. A very similar view is echoed in the isa upanishad, the very first verse of which says tena tyaktena bhunjithat (by this renunciation support yourself). Thus the concept of giving up something for a more favourable alternative has been repeatedly stressed in the teachings of Upanishads. The isa upanishad captures in the first two lines the changing nature of the world, where one has to surrender something, which is ephemeral for a more lasting achievement. It is interesting to note that there always exists a pair of activities—a negation and an affirmation. This process is inevitable if one wants to reap enjoyment or success. This in essence is the modern theory of 'reengineering where a set of activities or processes are abandoned for a more profitable alternative system'.

The Taittreya Upanishad quashes the relevance of abundant resources like skills (karma) work force (prajna and financial resources (dhana) if the necessary changes in processes are not made by sacrificing the irrelevant actions or processes the above two vedantic statements can be combined to highlight the utmost need for reengineering in a changing world. The result is amrutatvam a highly desirable state.
INNER SELF (ANTAHKARANA) IN MANAGEMENT LITERATURE

This typically oriental thought finds expression in John Wareham’s advise to executives to listen to the voice of their inner selves in a chapter aptly titled as ‘The Five steps to remarkable success”. He elaborates the idea further by insisting that the voice of their own selves (He quotes Emerson who calls it the ‘inner gleam’) should be resorted to in all life’s big decisions.

‘A man should learn to watch that gleam of light which flashes across his mind from with in, more than the lustre of the filament of bulbs and luminous objects. Yet he dismisses without notice, his thought, because it is his. In every work of genius we recognise our own thoughts; they come back to us with an alienated majesty. ...They teach us to abide by our own spontaneous impression.” (Emerson, Inner Gleams, P45)

Two other factors qualify this intuitive mode of judgement that culminates in actions performed by human beings. One of them is vritthi. This operates at a conscious level of human beings and represents the fluctuations of mind. Since the mind is not steady the actions are affected by the stage of mind, like anger, jealousy, fear etc. The other factor is sanskaras. This is a storehouse of impressions submerged in the unconscious mind. The individual could acquire this by birth, whereas vritthi is a mental state, which prevails or clouds the mind at the time of decision making. Vritthi and sanskaras acting at the conscious and sub-conscious minds influence the final decision. They also have a bearing upon the manas – buddhi – ahaamkar tripod and thus these five factors translate the information into an action based on a decision.

At a given point of time one of three elements of manas, buddhi and ahaamkar may dominate. Thus the decisions may be manas driven which are non-rational and intuitive or buddhi driven (rational and objective) or ahaamkar driven (subjective, irrational). This understanding of the respective
roles of the three elements helps top executives to develop self-introspection over their decision-making styles.

'Business Today' magazine emphatically states, "Wisdom emerges from experience and the flexibility to re-evaluate priorities. The leader should know when to hold course and when to alter course. Wisdom is the inner voice that helps the leader make such critical decisions". Obviously the inner voice is an attribute developed over a period of time with experience and a flexible approach, but the leader with his inborn qualities and maturity develops an inner voice or a gut feeling that advises him when to make alternate decisions. (The anatomy of a great executive, Article in praxis P2)

THE INDIAN SCENARIO: -

Quality of work – life in an organization depends on several factors such as teamwork, leadership, stress, decision-making, motivation, creativity counseling and skills values. Human personality is multi dimensional. Our ancestors who were Rishis identified four dimensions as artha, kama, dharma and moksha. Artha is a material wealth. Kama is the fulfillment of desires. Dharma is eternal law governing fulfillment of (justified) desires and Moksha is salvation. These four constituents of human personality make a man a total man, an integrated man or a complete man. The modern management obscures the first two dimensions only artha and kama. But our forefathers, Masters thought of the integrated man they started with the physical personality. The material realm of human personality and behaviour. Because like us they also started their life with physical dimension of human personality which reacts with the material outfits of the world a universe.

When they did this communication, through this interaction they came to understand that to open this physical dimension of human personality and fulfill their needs and make it a better instrument for realizing the integration of a personality - The happiest man is an integrated personality - Two values are very essential. Physico – material need of the personality is one of the fundamental facts to integrate the human personality. They found if we have to keep the Physico – need of the personality is one of the fundamental facts to integrate the human personality. They found if we have to keep the Physico
– material dimension of human personality healthy and fit. We must have the provisions for that. They termed these whole provisions into two words ‘Artha’ and ‘kama’ material wealth and fulfillment of the desires kama means not only lust but any desire. The great souls, our ancestors who were making their experiments on human personality, who had tried this Physico – material side of human personality found that it is not possible to fulfill all the human physical desires with the materials available. When things are supplied in mathematical proportion, the desires increase in Geometrical proportion. It is impossible to fulfill all the desires of a person, all the time in his life. It is an integral and inseparable part of the human personality that rightful or justified desires must be fulfilled on the justified ground for justified purpose.

Similarly Dharma preaches about some eternal laws, and some general laws govern this beautiful physical universe. Gravitation is a general law; magnetic field is a general Law. These Laws penetrated deep within the human personality and there are laws, which regulate the human personality as a whole. These laws, which are governing the body and the mind, are known as dharma.

After making researches for hundreds of years our ancestors found out the ultimate reality and that was as they termed it as Moksha. Is the aim of human life is Moksha? This Moksha may have other meanings in English language, though it is not equivalent to liberty. Moksha is something more than many things and more than liberty. Salvation is much more nearer to moksha than liberty. These four are the constituent ingredients of human, purposeful personality. If management is kept to this only that the whole area of management, the Alpha and Omega of management is Artha and Kama, only enjoyment of this world. One can become a successful businessman but a failure man. One can become a successful engineer but a failure person. It is very clearly told in our shashtras sarva bhuta hite ratah. But the welfare of all selfishness, greed, self-seeking, and self-gloration all these things should be given up. A Good manager or for that matter every person has to develop ten major virtues known as dharmalakshnas in manusmirti, which are described as follows:
(1) **AKRODH** (Absence of Anger): - Anger clouds reason, resulting in a loss of discrimination between right or wrong, virtue and vice. What the discrimination faculty is refined, the person loses self-identify and perishes, says Bhagavat Gita (BG – 2-63).

Any person hurts himself or herself and others in three different ways (1) Physically (Through violent actions), Verbally (Through harsh words) and mentally (Through ill-will)

The control of anger must be practiced as an ideal in itself. (In modern management systems every manager has to diplomatically extract work from others. Patience pays dividends. Hence, the modern manager has to control his anger for better results.

(2) **ASTEYA** (Non—Stealing): - Stealing is generally defined to be taking away by force or unjust means of the property of another person. In the hindu ethical system, stealing also includes hoarding over and above one’s legitimate needs. Obstructing other people’s progress, taking away their opportunities or acquiring something through illegal or immoral means. The lack of control over one’s senses and one’s greed usually generates an urge to steal. A person established in asteya is free from greed and thus has no urge to steal.

In the present day competitive arena most of the firms are resorting to illegal and immoral or questionable actions. For example, Reliance Industries top management has collected secret documents from the respective ministries for Business purposes.

(3) **ATMA VINIGRAHA** (Control of Mind): A disturbed mind cannot distinguish right from wrong or virtue from vice. The art of concentration brings wisdom and in depth comprehension improves memory, harmonizes thoughts and actions and strengthens the mind. A strong mind protects and propagates moral and ethical values.

This is one of the essential qualities required by the corporate manager for better understanding of things, events and scanning of environment.
(4) DAMA (Self Control or Control of Senses) these senses must be controlled so that they can operate under the direction of reason self – control does not mean self – denial. It means moderation in satisfying one’s devices and avoidance of indulgence. A man of self-control frees himself from loose talk, harmful gossip. Over eating, excessive drinking and keeps his body and mind under control. A slave of the senses cannot distinguish right or wrong. According to the Bhagavat Gita (BG 2.62 and 2.63), attachment to senses causes longing for sense objects. This in turn ruins the discriminating faculty. The lack of discrimination between what should or what should not to be done leads to delusion. A deluded man becomes unfit to realize the goal of Life.

(5) DHEE: (Purity of Intellect):- It is more important than intellectualism. A man of pure intellect is free from fear, bad temper, bad moods and unpredictable behaviour. Hindu sages tell us that pure intellect is especially promoted by the study of scriptures, contemplation on good and noble thoughts and regular meditation.

(6) DHRITI (Firmness or Persistence): - One must be firm in one’s convictions in order to discover truth. A wavering mind can’t reach truth. A virtuous life is possible only because of one’s commitment to lead such a life.

(7) KSHAMA (Forgiveness or Forbearance): -

Forgiveness or Forbearance is the cardinal virtue of moral and ethical life. Forgiveness maintains the serenity of the mind even in provocative situations in one’s life.

(8) SATYA (Truth Fullness): -

Satya does not merely speaking the Truth. It means to be truthful in thoughts, words and deeds and in our relationships with other human beings. In order to lead a moral and ethical life one must be truthful. The concepts of morality may change form time to time, but truth is unchangeable. No one is able to conceal the truth permanently.
(9) **SHAUCHA** (Purity of body and mind): -

Purity is of two kinds (1) Physical and (2) Mental. Physical purity means one’s body cleans in worldly and outwardly. Inward cleaning can be promoted by following the laws of good health and consuming *salvic* foods (Foods that promote health, Mental Power, strength, long life and are soothing and nourishing). Outward cleaning implies nicely clean clothes and keeping the body clean. Mental purity means free from negative thoughts of lust, greed, anger, hate, pride, jealousy etc., According to the Hindu sages. Mental cleaning can be accomplished through good association (*Satsanga*) with wise, calm and harmonious people. Study of scriptures and reflection upon the teachings of the sages and saints promotes the purity of the mind and keeps it free from fear, greed and other disturbing sentiments.

(10) **VIDYA** (Knowledge): -

Hindu scriptures declare that knowledge is of two kinds: The lower Knowledge (*Apara Vidya*). The lower knowledge implies the worldly knowledge (In Arts, Science, Commerce and Management). That is necessary to live in the world. The higher knowledge is the spiritual strength to face the struggles of life. This spiritual knowledge can be acquired through study of scriptures, associations with holy people and by performing selfless work (*Nishkamya karma*). The spiritual knowledge helps an individual to lead a life that is individually rewarding, socially beneficial and spiritual uplifting. The goal of the spiritual knowledge is the ultimate communication of the Individual with God. (Source: Manusmruthi)

In the backdrop of the scenario most of the Managers are adopting values system that comprises of:

1) Regular interaction is maintained for resolution of inters – departmental issues.

2) Most of the members have to do Mind stilling (MS) on a daily basis.
3) Weekly meditation sessions are to be held by the group followed by discussions of selected value based topics.

4) Members act as observers for each other in various Management groups to monitor any deviations from the set course.

5) Good team spirit is to be maintained for talking inter-departmental problems.

The top management groups in various companies are depicting plans on value-based programmes. For example, Madhura refinery has provided a special meditation room in the administrative block, wherein managers from different rungs could take part in Mind setting. Peace of mind is necessary for development and growth in various areas such a personal health domestic life, relationships with other colleagues and subordinates. Ethical sensitivity, coping with frustration and stress, intro section ability, work for work’s sake, creativity and support from superiors. Similarly, several industrial groups such as bilwara, Indian Petro Chemicals Ltd., Indian oil corporation and Tatas are developing value based Programmes. All these Industrial houses have been trying to overcome Tamasgunas. The overall impact is positive.

The Guna, Karma, Sanskara theories of Indian philosophy and the concomitant belief in reincarnation in traditional Indian thought is providing ideas which were considered unique. The relationship of Guna Karma and samskaras with that of a “Pure Mind” the Saadhana required for achieving a pure mind is being recognized. Traditional Indian thought provide to the “why” and “how of work” and what individuals could do to improve the quality of work life in organizations. One idea strongly emphasized is that unless man’s inner being is addressed in the work environment not much can be advised in improving the quality of work life. The concept of Pratipakshabhavana means conscious stimulation of pure emotions in one’s mind is important to better results.
ORGANISATIONAL CHANGE

Machiavelli explains this process of change in tune with time in the prince, wherein he states, "I believe also that he will be successful who directs his actions according to the spirit of the times, and that he whose actions do not accord with the times will not be successful." (Machiavelli Quoted by Clutter Buck detal makers of management: men & women who changed the business world, thesis of A.V.Rajagopalan, P2)

Chart 15: Organisational change

Eight steps to Transforming Organisation
1. Establishing a sense of urgency.
2. Formulating a powerful guiding coalition.
3. Creating a Vision.
5. Empowering others to Act on the Vision.
   - Getting rid of obstacles to change.
7. Consolidating Improvements and Producing still more change.
8. Institutionalising New Approaches.


CORPORATE GOVERNANCE

Good corporate governance is the key to efficiency in competitive environment good corporate governance is not merely desirable but is essential for survival it is good for the shareholders and stakeholders because it is good for the company on which their future depends. Good corporate governance emphasizes ethicality.

Decision making process should be transparent, consistent with the need to protect the competitive interests of the company as otherwise shareholders and other stakeholders in the enterprise would lose out.

Goals of an organisation

1. Profit
2. Customer satisfaction
3. Continued growth
4. Quality
5. Employee satisfaction
6. Market share
Goal of organizations-natural law based management (Maharshi Mahesh Yogi, Maharshi Vedic University Publications, Fair field, U.S.A)

1. Contemporary corporate executives face the unprecedented challenges of the post industrial market place, including the explosion of information technologies, instantaneous worldwide communications, the interconnection of national economies, and the globalisation of business. The financial crisis faced by many countries, along with its need for rapid modernisation, places even greater demands on its executives and employees, requiring them to perform at peak levels even under stressful and demanding conditions.

2. Many companies look for assistance from the expert’s, management gurus and major consulting firms. In spite of that businesses are failing at a greater rate.
3. In order to survive and prosper management must be highly innovative.

4. Since neither traditional nor modern management strategies are consisting in helping companies achieve success, it is obvious that some new knowledge is needed. Many of the most visionary management experts suggest that we look for that knowledge in nature itself.

5. From the deepest subatomic particles glimpsed by modern science to the farthest galaxies revealed by our most powerful telescopes and the amazingly complex ecosystem of earth between a consistent and intricate order is seen. It is knowledge of the principles or laws, which govern the universe and life itself, which must form the foundation of any true management system.

6. Although we live in an age where access to virtually infinite information is available, this information glut has the side effect of creating anxiety and stress. The pursuit of knowledge often emphasizes the assimilation of this relatively superficial level of information and intelligence. Wisdom the dimension of knowledge that is intuitive, integrative and lived is not currently cultivated as part of a satisfying personal or professional life.

7. The wise throughout the ages have said that dependence on consciousness is necessary for living to be successful and fulfilling. Knowledge for creating greater managing order in individual, organisational life and societal life is available in us as a single approach.
Envisioning the future of organisations

<table>
<thead>
<tr>
<th>Period</th>
<th>Late agricultural</th>
<th>Early Industrial</th>
<th>Late industrial</th>
<th>Early knowledge</th>
<th>Wisdom (mature knowledge)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source of wealth</td>
<td>Land</td>
<td>Labor</td>
<td>Capital</td>
<td>Knowledge</td>
<td>Consciousness</td>
</tr>
<tr>
<td>Organisation</td>
<td>Feudal</td>
<td>Proprietorships</td>
<td>Steep hierarchies</td>
<td>Networking</td>
<td>Conscious awareness</td>
</tr>
</tbody>
</table>

8. Human resource programs in organizations attempt to create competencies and improve functioning through training, or change behaviors, enrich group dynamics and generally enhance the quality of employee life. These programmes often driven by reward incentives, ultimately aim at improving satisfaction, performance and productivity for greater corporate success.

9. Unfortunately these approaches have been found to be of limited value. Primarily because individuals lack the desire or ability to change and the differing abilities of the individuals to understand, appreciate and instigate the change necessary for improvement to take place.

10. Resistance to change can take place within an individual or group and can have many causes.

11. An effective human resource development approach would ideally require no change, operate on a deeper level and have fundamentally internal than external basis.

12. Human resource development can take place by Unfoldment of human potential through awareness of consciousness.

13. It unfolds creative intelligence. It unfolds infinite organising power available with in the individual. Creativity flows unimpeded in every professional and personal activity.
14. This automatically leads to clarity of thought process and ability to spontaneously pick from full range of opportunities that is best for that given situation.

15. Inner calmness and confidence grows naturally.

16. Human beings more easily adapt to new challenges, accommodate to unexpected situations, and take advantage of new opportunities without losing inner balance or the feeling of inner being.

17. One can able to integrate different ideas and seemingly opposite points of view into a bigger unified whole. With the growth of the integrative quality the executive normally harmonizes different personalities in the organisation so that everyone in the company is satisfied while the company keeps progressing.

18. Ability to eliminate what is not useful for progress and there by accelerate evolution.

19. There will be growth in all spheres of life and sphere of influence will be a natural outcome.

20. The characteristics of a progressive individual are characteristics of a progressive company. As the qualities of awareness of consciousness develop in the executive, the whole company benefits.

21. Individual will should be aligned with the total intelligence of divine will (natural law) when the will of the individual identifies at this level it inherits the creativity and organising power of the ultimate.

22. Executives with this command of life are able to fulfill the short term and long-term objectives of the company while reconciling the diverse interests of the people in their organization.
23. All activity in nature follows the principle of least action. Nature always achieves the goal with greatest economy. A manager acting according to the will of divine achieve maximum progress with utmost alertness.

24. Corporate consciousness is the collective consciousness of the company formed by all the executives and employees. All the individuals in nation form the collective consciousness of the nation.

25. Coherent national consciousness means that all the different areas of society are functioning harmoniously and is supported by natural law and divine will.

26. In a harmonious atmosphere diverse views are appreciated thereby fostering creativity and reducing conflicts. In such an atmosphere, the different interests of the individuals and departments, disciplines are easily integrated, promoting smooth functioning and rapid progress of the company and nation. It creates a pleasant corporate climate, which fosters more effective communication, greater motivation, and enhanced job satisfaction.

27. The company thriving in such an atmosphere naturally radiates a positive, harmonious, influence in society. As it contributes more to the economy and environment the companies' public reputation rises.

28. The influence of coherence and orderliness radiating from this group will disallow negative trends from arising within society and prevent the influence of negativity from outside. The government will be able to harmonies diverse interests and nourish all areas of national life. The confidence, creativity, and productivity will bring unprecedented prosperity and progress to the nation. (Maharshi Mahesh Yogi, Maharshi Vedic University Publications, Fair field, U.S.A)
YOU ARE THAT (tat tvam asi)

A firm cannot exist in isolation from its environment. Ruthless business policies and no-holds-barred approaches have yielded place to a faith in common good and welfare for all. This is not due to some evangelistic awakening or spiritual outburst, but due to clear commercial realities bordering on ‘Vasudeivakudumbakam’

This is explained in simpler terms in the famous ‘mahavakya’ of Chandogya Upanishad, tattvam asi (You are that). This mental ability to treat the external environment as a part of us has great potential to develop a win-win business attitude. This is explained by a simple example in the Chandogya Upanishad. One can understand everything made of clay, by knowing the nature of clay. All the differences exist in the name only. To a casual observer a water-pot made of mud looks very different from a mud-bowel. But both these vessels share the basic qualities of mud, and are porous and brittle in nature. Once the observer realises that they are made of mud, he can predict the essential qualities easily. Today, the branches of study have multiplied so much that the superficial observer is bewildered and becomes desperate as to when he would master them all. But the Upanishad teaches us that just as knowledge of clay makes us wise about all the objects made of clay, man can visualise the worldly objects by knowing that basic factor-atman. Subramanian refers to the clarification given by Bhagvan Sankara, who says, while explaining this relationship that “the effect arising out of the operation of any cause cannot be utterly different from the cause; in other words the effect is inherent in the cause and by understanding the cause, one finds that the effect becomes predictable” Bhagvan Sankara uses the term ‘vagalambana’ to describe that all differences are only in words, and the same things march before the untutored eye with a bewildering variety of names.

The Upanishad explains that all the things born and created have the being as the root, as its residence and its firm support. Hence ‘Tat’ stands for that ‘Supreme Being’. Hence the mahavakya means ‘you are that supreme
being’. It becomes obvious to a discriminating reader that the mahavakya emphasises the principle of ‘unity in diversity’. All creations have an underlying identical principle, which unites them. The result is the realisation that the secret and the purpose of all creation is universalism. This is a profound principle, which can be related to many of the later day principles evolved in various branches of human activity like philosophy, economics, sociology, psychology and management. One of the more popular downstream effects of this ideal is the concept of ‘Win-Win’. Stephen Covey, explains 6 possible relations that can exist in human interactions. The alternative paradigms are: Win-Win, Win-lose, Lose-Win, Lose-Lose, Win and Win-Win or No Deal. Of them he says, ‘win-win is not a technique; it is a total philosophy of human interaction. Win-Win is a frame of mind and heart that constantly seeks mutual benefit in all human interactions.

Thus even if we see various dimensions from management and organizational angle, the principle of unity “ekamsat” is the ultimate reality and consciousness certainly forms the basis for that reality.
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