“CYCLICITY IS ONE OF THE KEY FACETS OF NATURE. WE FIND THIS CYCLICITY PRESENT IN NATURE, INTERNALLY AND EXTERNALLY. SMET PROGRAM BUILT ON THE PRINCIPLES OF ALTERNATE STIMULATION AND RELAXATION INCORPORATES THIS CONCEPT OF CYCLICITY AND HENCE IS IN TUNE WITH NATURE”

-NAGENDRA AND NAGARATHNA
DISCUSSIONS

“The best manager is the one who has sense enough to pick good men to do what he wants done and self-restraint enough to keep from meddling with them while they do it”.

-Theodore Roosevelt

7.1 Discussion on BWC results

Significant increase in delta BWC in the present study may be associated with the higher states of consciousness. [70] Moderate increase in alpha BWC in the present study may be related with wakefulness and vigilance[71],[72],[73] and is the essential requirement for managerial effectiveness. [74],[75] This outcome may also be related to the findings from earlier studies in which percentage of alpha waves were higher in persons performing meditation with good coherence suggesting good homogeneity, uniformity, and increased orderliness of brain functioning. [76] Similarly, it was reported that Transcendental Meditation (TM) increases frontal alpha coherence, which reflects an enhancement of frontal lobe integration, as increased cognitive flexibility, intelligence, and emotional stability. [77] However, implications for increase in theta and decrease in beta BWC in the present study were uncertain but may be correlated with thought-free respiratory suspension. [78] Furthermore, it was demonstrated that increased occipital gamma power was related with enhanced sensory awareness. [79]
7.2 Discussion on EQ results

Significant increase in EQ in the present study suggests that SMET participants may strike a balance between emotion and reason, are aware of their own feelings, show empathy and compassion for others, and have high self-esteem which may be instrumental in many situations in the workplace and can help achieve organizational effectiveness. [31] Recent research has shown a positive relationship between EQ and workplace success. [32] Previous study on Yoga reported enhanced EQ as a result of the practice of Yoga way of life. The results indicate the importance of Yoga as an integral element in improving managerial performance in organizations. [33] The present study is consistent with these findings and indicates that a systematic adoption of SMET program can result in better EQ among managers for ME, thus paving the way for their better performance as managers.

Let us consider how SMET program is useful to enhance EQ and leads to ME

1. Ability to understand adequate depth of feeling: The extent to which the subject relates to the subtlety, or ‘depth’, of their own internal feelings, is not cut off from their feelings by unresolved traumas, and is not ‘locked in their head’ by their intellect, or any other source of emotional rigidity.

2. Ability to know adequate expression and control of emotions: Is the subject able to express refined levels of feeling, and if negative emotions are induced, does he or she have self-control.

3. Ability to function in a balanced way in emotionally disturbed state: The ability not to ‘switch off’ in situations where there is high emotionality, either from others in the
environment, or being demanded from oneself to deal with the situation in hand. Similarly, the ability not to get lost in high emotion for its own sake i.e. not to let one's emotions ‘run away with oneself’.

4. Ability to understand the root of the problem and take corrective measure: Can the subject maintain a state of balance, when another person is either directing extreme emotion at them, or else being deliberately provocative.

5. Ability to develop optimistic attitude by invoking positive emotions: is the subject able to stimulate positive outlooks and emotions in others, and indeed in themselves, when faced with difficult and emotionally challenging situations, either short-term or long-term.

The question again arises as to why the observed improvements in the EQ were so great, after the SMET intervention. Among the possible reasons are certain of the lectures included in the SMET program. Participants attend the lecture and are then asked to become more aware of the subject of the lecture during the SMET session following the lecture. In addition, the previously considered effects of SMET, reducing stress, increasing restfulness, and improving balance in the autonomic nervous system will variously impact EQ scores, as discussed below.

1. Ability to understand adequate depth of feeling: The SMET lecture, “Recognition of stress and its release”, enables the subject to understand different levels of stress, and also to understand how to release it. It is clear that the removal of stress and increased restfulness are going to improve a person’s sensitivity to their own emotional states.
Similarly autonomic balance will tend to keep the inner feeling cleansed so that each emotion that arises can be adequately considered.

2. Ability to know adequate expression and control of emotions: Depth of perception and expansion of awareness are two aspects of the SMET lecture entitled “executive growth”, which helps the student understand how to go to subtler levels of awareness. Again, decrease of stress, increased restfulness and autonomic balance are three factors, which should purify the mind so that it can express and control emotions more appropriately.

3. Ability to function in a balanced way in emotionally disturbed state: Here the SMET lecture on “Group Dynamics” is very helpful in promoting this ability. A well rested nervous system with lower stress levels, and autonomic balance to strengthen it, will find it easier to function with delicate and more sensitive levels of emotion. If one’s mind is calm and relaxed he or she will be able to deal more effectively and function appropriately with emotions.

4. Ability to understand the root of the problem and take corrective measure: Here again, the SMET lecture, “Recognition of stress and its release”, should prove helpful in inculcating attitudes which will help this ability to grow. As before, a more resilient, stress-free nervous system will react less to turbulent emotions in the environment. The subject will be able to function more easily without regard for any negative emotions that may be directed at them.

5. Ability to develop optimistic attitude by invoking positive emotions: In this case, the “Expansion of Awareness” section of the lecture “Executive Growth” provides vitally useful information on positive emotions. It should prove helpful in developing this ability. Furthermore, when a person is well rested and stress free, they feel more
optimistic. This gives them a sunnier outlook on life, and the consequent ability to generate positive emotional attitudes from within themselves, as and when needed.

The fact that after the SMET program, the levels of EQ increased significantly means their behavior patterns were changing and that during SMET program they had gained a certain amount of EQ in dealing with their own and other’s emotions.

**Underlying the mechanisms of powerful results of the SMET program on EQ**

Indeed, the results hypothesized are on the basis of general understanding of the effects of the SMET Yoga practices, and the nature of emotional intelligence. However, this very high degree of effect was not anticipated. Previous work on stress management educational program, reported significant improvement in the subjective well being inventory (SUBI) scores of the 77 subjects within a period of 10 days as compared to controls. These observations suggest that a short lifestyle modification and stress management educational program can make an appreciable contribution to primary prevention as well as management of lifestyle diseases.\(^{28}\) It was demonstrated that SMET decreases occupational stress levels and baseline autonomic arousal in managers, suggesting significant reduction in sympathetic activity\(^{29}\) and better emotional well-being in them.\(^{30}\) Persons with high EQ may strike a balance between emotion and reason, are aware of their own feelings, show empathy and compassion for others, and have high self-esteem which may be instrumental in many situations in the workplace and can help achieve managerial effectiveness.\(^{31}\) Recent research has shown a positive relationship between EQ and workplace success.\(^{32}\) Previous study on Yoga reported
enhanced EQ as a result of the practice of Yoga way of life. The results indicate the importance of Yoga as an integral element in improving ME in organizations.\cite{33}

Levels of emotional imbalance correlate with levels of autonomic imbalance; hence reducing autonomic imbalance will tend to bring emotional balance. Mastery over emotions by those who have developed greater EQ involves reduced physiological and psychological arousal, and increased awareness. If stresses are removed at physical, mental and emotional levels by practice of SMET program, emotional and autonomic balance result and then deeper awareness of feelings, and increased ability to handle them wisely become spontaneous process.

There are three levels of consideration, purely physiological arousal, psychological to do with personality, and awareness, concerning the mastery of the emotions by those who have developed full EQ. For example, sympathetic arousal is one aspect of normal function. However, if it is unnecessarily prolonged, autonomic imbalance will result. Similarly, if a person is continuously exposed to negative situations, this will result in higher degrees of emotionality as a personality factor. When this occurs autonomic imbalance will be chronic. If, on the other hand, all levels of stress are removed by practice of SMET and other meditation techniques, and emotional and autonomic balance result, deeper awareness of feelings and emotions will arise, and increased ability to handle them wisely. This is what is apparently being seen in the results of SMET practice.
Finally, SMET practice is known to improve balance in the autonomic nervous system. To be precise, the sympathetic nervous system is mildly activated by performance of Yogāsanas, while the parasympathetic nervous system is activated in the rest periods that follow each set of Yogāsanas practice. The result of these alternating periods of activity and rest, designed in accordance with Māṇḍūkya Upaniṣads Kārikā, is to provide a highly effective means of bringing the autonomic nervous system into a state of balance. Moreover, this state of balance is not inactive. It is one where both the sympathetic and parasympathetic components are moderately, but not excessively, activated. It produces a sense of a warm, protective envelope shielding the individual from conflicting emotions that may be raging around them. The autonomic nervous system is deeply connected to the emotions. On the one hand, it is activated in various different ways when the brain enters an emotional state due to the perception of some object or memory with emotional associations. Moreover, it is reciprocally connected to the emotional centers in the mid-brain, and when it is brought back into balance, it tends to redress emotional disequilibrium. Rebalancing the autonomic nervous system is therefore an effective means of coordinating emotions.

These three different kinds of contribution, natural release of stress, deep rest to enhance the release of more deeply rooted stresses, and the rebalancing of the autonomic nervous system, will tend to act synergistically, and mutually enhance each other’s effects. That is probably the reason why the observed increases in EQ score is much greater and more significant than might have been expected.
7.3 Discussion on GHQ results

In the present study GHQ analysis shows improvement in the overall health status of the SMET participant. People with low medical complaints are happier, healthier and more successful in their relationships which are signs of high emotional intelligence. Persons with high emotional intelligence may strike a balance between emotion and reason, are aware of their own feelings, show empathy and compassion for others, and have high self-esteem which may be instrumental in many situations in the workplace and can help achieve ME. Recent research has shown a positive relationship between emotional intelligence and workplace success. Previous studies on Yoga reported enhanced mental health as a result of the practice of Yoga way of life. The results indicate the importance of Yoga as an integral element in improving ME in organizations. Our study is consistent with these findings, indicating that a systematic adoption of the SMET program can result in better health among managers for ME, thus paving the way for their better performance as managers.

7.4 Discussion on PI results

People with dominance of Sattva Guṇa in their personality are happier, healthier and more successful in their relationships which are signs of high EQ. Similarly, persons with high EQ may strike a balance between emotion and reason, are aware of their own feelings, show empathy and compassion for others, and have high self-esteem which may be instrumental in many situations in the workplace and can help achieve ME. Moreover, recent research has shown a positive relationship between EQ and workplace success. A similar studies on Yoga based SMET program reported significant
enhancement of emotional competence in the managers \cite{59} and indicates the importance of Yoga as an integral element in improving ME in organizations\cite{80,81,33} Our study is consistent with these findings, demonstrating that a systematic adoption of the SMET program can result in improvement of Sattva Guṇa (balanced personality trait) among managers for ME, thus paving the way for their better performance as managers in organization.

There are several factors that could potentially explain part of these excellent improvements observed after a week. These include novelty of living style in S-VYASA University also known by Praśānti Kuṭīram, the serene surroundings, Sattvic (balanced) food habits and customs (systematic and well organized daily routine) etc.

7.5 Discussion on correlation studies between BWC, EQ, GHQ and PI

One of the main objectives of the study was to investigate any correlations that may exist between these different physiological measure like BWC and psychological measures like EQ, GHQ and PI to determine the extent to which they co-vary, or may be independent of each other. Correlation studies between Healthy, unhealthy and combined revealed no significant correlation between BWC, EQ, GHQ and PI variables. This indicates that BWC, EQ, GHQ and PI are adequately independent with each other. The findings of correlation studies between EQ and PI are consistent with the results reported by Sony et al. \cite{30,58,59}
Above discussions are presented below in a tabular form.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Topic of the present study</th>
<th>Observations in the present study</th>
<th>Author/s (Journal and Year of Publication) of previous study</th>
<th>Findings of the previous study that correlate with the present study</th>
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<tbody>
<tr>
<td>1</td>
<td>Brain Wave Coherence (BWC)</td>
<td>↑ Delta BWC</td>
<td>1. Mason LI et al. (Sleep 1997)</td>
<td>↓ may be associated with the higher states of consciousness.</td>
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<tr>
<td></td>
<td></td>
<td>↑ Alpha BWC</td>
<td>2. Darrow CW (Psychol Rev 1947)</td>
<td>Moderate increase in alpha BWC in the present study may be related with wakefulness and vigilance.</td>
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<td></td>
<td></td>
<td></td>
<td>Malmo RB (Psychol Rev 1959) Caniero JL et al. (Neurosci Lett 1999)</td>
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<td></td>
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<td></td>
<td>3. Feige B et al. (J Neurophysiol 2005)</td>
<td>It is the essential requirement for ME</td>
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<td></td>
<td></td>
<td></td>
<td>5. Khare KC and Nigam SK (Indian J Physiol Pharmacol 2000)</td>
<td>Good homogeneity, uniformity, and increased orderliness of brain functioning</td>
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<td></td>
<td></td>
<td></td>
<td>6. Cahn BR and Polich J (Psychol Bull 2006)</td>
<td>TM increases frontal alpha coherence, which reflects an</td>
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<td>Enhancement of frontal lobe integration, as increased cognitive flexibility, intelligence, and emotional stability</td>
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<td>↑Theta BWC and ↓Beta BWC</td>
<td>7. Badawi K et al. (Psychosom Med 1984)</td>
<td>Uncertain. May be correlated with thought-free respiratory suspension.</td>
<td></td>
<td></td>
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<tr>
<td>↑Gamma BWC</td>
<td>8. Cahn BR et al. (Cong Process 2010)</td>
<td>Enhanced sensory awareness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Emotional Intelligent Quotient (EQ)</td>
<td>↑EQ</td>
<td>9. Singh D (Emotional Intelligence at Work: A professional Guide, 2003)</td>
<td>People with high EQ may strike a balance between emotion and reason, are aware of their own feelings, show empathy and compassion for others, and have high self-esteem which may be instrumental in many situations in the workplace and can help achieve ME</td>
<td></td>
</tr>
<tr>
<td>3 General Health Questionnaire (GHQ)</td>
<td>↓somatic symptoms ↓anxiety &amp; insomnia</td>
<td>10. Vempati RP and Telles S (J Indian Psychol 2000)</td>
<td>↓Occupational Stress Levels and baseline autonomic arousal suggesting significant ↓Sympathetic Activity</td>
<td></td>
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</tbody>
</table>
"SMET COURSE IS BUILT ON THE PRINCIPLES ON ALTERATE STIMULATION AND RELAXATION"
-Nagendra and Nagarathna

### CHAPTER 7 DISCUSSIONS

| 4 | Personality Inventory (PI) | ↓ Tamas | ↓ Rajas | ↑ Sattva | 11. Sony K, Nath NCB and Nagendra HR (XIMB Journal of Management 2007) | Calm state of the mind of the SMET program practitioners and may have implications for ME
| 5 | Correlations between BWC, EQ, GHQ & PI | Correlation studies between healthy, unhealthy (with cut-off 9 in GHQ) and combined revealed no significant correlation between BWC, EQ, GHQ and PI variables | 12. Sony K, Nath NCB and Nagendra HR (Jour Nat Acad Psych 2007) | 13. Sony K, Nath NCB and Nagendra HR (Indira Management Review 2008) | EQ and PI are adequately independent with each other |