

Leadership Lessons for CEO's from Hanuman

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Abstract

With the entry of LPG in India, the business environment has brought cut-throat competition in the 21st century prompting the organization to look for a CEO and other management professionals who are not only able to execute the direction of Chairman/Board of Directors and manage the organization but also can project their organization different from others. The entry of several CEOs and top management people who graduated from modern B schools learnt the western principle of management and focused their attention towards the western philosophy of survival of the fittest and promoted the short term strategy of dog eat dog in the organization to prove their worth. Blind persuasion of the modern management principles borrowed from the western philosophy that measures success in terms of the materialistic accomplishment and not on spiritual values promoted the culture of rat race among employees who focused their working for getting increments and salary hike without realizing the fact that even if one wins the rat race, one remains the rat. As a short term strategy, such CEOs and top management professionals might get success in the ballooning of the bottom line of the balance sheet and managing a few awards too but soon the brand starts losing its credibility. Contrary to the above philosophy, traditional principles of the management based upon dharma, values, ethics and truth hidden in epics like Ramayan and Bhagwad Gita advocate the philosophy of '*Vasudhaiv Kutumbkum*' that measure the success of a person on role effectiveness, social contribution and spiritual upliftment. Several organizations believing in these roots have not only been able to maintain their existence but have been able to prove their supremacy by following the principles of Indian management that promotes the theory of the growth of the all the people, by all the people and for all the people. Various characters of Ramayana epic are a perennial source of leadership. Hanuman is one such leader whose personality continues to inspire all the CEOs and management professionals of the modern organization. Hanuman who despite being a normal soldier of the army of Sugreev (who was hiding in hills of Rishymuk due to fear of Bali) successfully led the army of Ram whose soldier were poorly equipped and less skilled in comparison to the army of Ravan but were highly motivated because of their leader. Hanuman a close aide of Ram led its army with his huge capability (shakti), credibility (bhakti) and commitment toward Ram-Kaz (larger cause of the society) and acquired the stature of the Lord Hanuman. No organization could get success unless its employees are faithful, dedicated and committed toward the organizational goal which can't be expected unless it's CEO and the top management professionals follow the path of spiritual values and larger interest of the society like Lord Hanuman who is the ideal model of *dasya bhakti*, *nishkam karm* and unflinching faith in Ram-Kaz. This is a conceptual paper dealing with numerous leadership qualities of Lord Hanuman and correlating them with the various management strategies equally useful for a Chief

Executive Officer of the modern organization who dreams of making his organization as the best organization.

Keywords: *LPG (liberalization, privatization, and globalization), SWOT (strength, weakness, opportunities and threats); Dasy Bahkti (servant leadership), Nishkam Karm (self-less service).*

Introduction

The Chief Executive Officer of an organization is the key person who affects the performance culture of that organization. Whether a CEO needs to build the organization on ethics and social values? Whether spirituality has any role in managing the organization? Will it not be better for him as management professionals to keep ethics, values and emotions at minimal level of existence necessary in the statute because ultimately he is answerable to the shareholders for managing business and profits and not for ethics, values, emotions, spirituality and development of the people? People, employees or customers, are just tools to achieve the organizational profitability. The straight answer is 'NO', because firstly the sustainable great organizations cannot be created by merely focusing on business and secondly one cannot separate personal accountability, responsibility of CEO as management professionals from public work. Western designs of Management have come out with innovative business models which emphasize for improvement of the bottom line of the balance sheet but the innovations deals with the problem at superficial and peripheral level and in materialistic ways which instead of focusing on lifelong emotional bonding with customers and employees promote 'dog-eats-dog' culture where organizational ethics, values and emotional bonding are kept low on priority list and 'customers' are considered as 'consumers' and workers as a hireable and replaceable commodity and management professionals as a tool to extract more work from employees to improve the balance

sheet. Resultantly, most of the CEO fail to create an organizations which is able to manage sustainability of the business and looses their brand value within a few years as it is wrong to believe that organization may afford to remain low in ethics with people (customers and employees) but expect their employees to follow highest standard of ethics and customers to remain loyal. Religious philosophy not only helps CEO and other management professionals in development of personal character and skills but helpful in professional life too to develop ethical and humanitarian culture in the organization and maintaining the balance between 'workfare' and 'welfare'.

Management principles hidden in the Ramayana deal with the human thinking at grass roots level which, if implemented will automatically improve the quality of the organization and society at large. Role of Hanuman, who was close, confident and trustworthy aide of Ram, could be compared with CEO of a modern company who is expected to execute the directions of the Chairman/ Board of Directors. Hanuman worked for Ram Darbar (Ram & Company) with utter devotion and humility mainly due to highest standard of ethics followed by Ram and his ambition of having a legitimate fight with the greatest demon on the earth– Ravan (a symbol of material illusion) to ensure liberation of Sita (organizational objective). Hanuman is an ideal model of three C's required for success of a CEO as management professionals, namely, capability (shakti), credibility (bhakti) and commitment (jajba) as rightly said:

“शक्ति बिना भक्ति के निरंकुश हो जाती है,
भक्ति बिना शक्ति के नपुंसक हो जाती है,
और व्यक्ति बिना जज्बे के नगण्य हो जाता है। “

Review of Literature

Hanuman also known as *Ramabhakta*, *Ramdut*, *Sankatmochak* and *kapeeshwar*, is one of the most worshipped deities and a prominent character in Hindu mythology. His temples are found on every nook and corner and people of different parts of the world fold their hands before its statue for fulfillment of their wishes. Several scholars have studied him since ante to explore his persona but relations between Hanuman and Professionalism with special reference to organizational success is yet not explored much. On search, a very few, articles / research paper, countable on fingers could be traced. More so, each paper brings new point of view than studied earlier. According to Sinha (2013), several stanzas of Ramcharit Manas are useful in day to day life of human beings. Agarwal & Srivastav (2016) says, Ramayan is rich with several narratives which could be useful to the management practitioners. While finding role model who adopted holistic approach to task accomplishment, Singhal & Singhal (2013) describe that qualitative features in the character of Hanuman are quite relevant, meaningful and motivating for leaders who aspire to achieve success in their respective fields. Humility, adaptability, ownership, unidirectional dedication, managerial skills, aiding intuition and notional strategic thinking are seven characteristic of Hanuman should be kept in mind while recruiting professionals (Goel et al., 2014). Hanuman Chalisa, Ramcharitmanas, Sunderkaand and Ramayana are full of Hanuman's innumerable inspirable characteristics like an intelligent warrior, a savior, an emissary, a faithful servant etc. which are useful in the professional life of a Management personal. This paper is a modest attempt to explore methodology/ principles of

management from Hanuman's life like formation of strategy, goal orientation, emotional bonding, public relationship, change management, strategic alliance etc. which are useful for a CEO of a modern organization.

Research Methodology

The comprehensive study of the skills of Hanuman in the light of management principles confirms that he is a role model for today's CEOs' as management professionals. It is a qualitative research in which the textual data related to religion, cultural and human dimensions observed in various stanzas/ verses from religious scriptures mainly Hanuman Chalisa, Ramcharitmanas and Sunderkaand have been analyzed, interpreted and correlated with management principles useful for CEOs and other top management principles understood through personal observation, managerial experience and theoretical understanding of management principles in the organizational sense. Findings of the analysis shall be relevant, meaningful and motivating to all such CEOs and top management professionals who aspire to achieve success and make their organization best in the industry.

Analysis and Theoretical Framework

In day to day life, it is difficult for finding an ideal leader who is a combination of three C's, credibility, capability and commitment and therefore, we may look for religious scriptures for finding an infallible character and Hanuman is found as role model who has numerous leadership qualities and ideal combination of 3C's useful in management life. On personal count, he is considered as deity who is physically the most

strong, the most knowledgeable person having super human strength whereas on spiritual count, he is omnipresent, easily accessible and the most reliable deity who protects his devotees from all kinds of sins and fulfills their wishes. Personality, life and role of Hanuman are visible manifestation of eternal principles and guidelines for modern day CEOs and management professionals who are expected to be disciplined, duty bound, chaste and modest servant of the organization whose virtual presence is positively felt in the organization.

For a common person like author, it is difficult to pin-point all requirement of idealistic CEO as wearing multiple hats at time and more difficult is to describe the treasures of the Great Hanuman who is an ideal model of Gyan-yog (intellectual application of knowledge), Bahkti- yog (complete emotional devotion toward the ideal) and Karm-yog (right action at the right time). This paper is a humble attempt to unwrap, a few methodologies used by Hanuman which can be learnt by the CEOs and other management professionals to make their

role effective and efficient. These are:

1) Being a role model:

Management is an activity to get the things done by people and Manager is the person who manages these people so that they jointly work together to accomplish the work. It is expected on the part of a CEO as Manager to set highest standard of action which encourage employees to manage risk intelligently and smartly which could contribute in professional and personal growth. A CEO is a leader and team members follow his directions and pursue his actions. A passionate and energetic CEO emerges himself as role model and whatever is proved by him through his experience, team members/ followers consider it as proved truth and feels motivated to take calculated risk and go beyond call of their duties as when Jamwant was brain storming with vanar army about who can cross the sea, Angad hesitantly showed his ability to cross the sea but was afraid of returning alive, versed in Ramcharit manas as:

“अंगद कईऊ जाऊँ मै पारा ,
जिय संसय कहु फिरती बारा । “

But when Hanuman visited Lanka and returned safely after burning Lanka, Angad got the confidence that though sea is too big, still can be crossed and next time when Ram was required to depute his ambassador to convince Ravan, he immediately took challenge to go to Lanka as an ambassador of Ram.

1) Strategic action:

The word strategy is derived from military science. The working environment is dynamic and everything is changing as it is said, change is the only constant in life. There are several methods of doing a job and failure helps the person to adept under new scenario/ environment and correct faster and devise new strategy. Trying to do a task but still

failing to get success does not mean that the person has failed but it means that either the person has not done the SWOT analysis properly and failed to adopt the right strategy or could not mould the strategy in the changed circumstances. Before entering inaccessible heavily protected Lanka, Hanuman stood upon a high mountain to see inside of Lanka and did SWOT analysis. Even, when he was caught by Meghnath and produced before Ravan and as a punishment his tail was burnt, he reviewed the strategy and converted threat into opportunity and burnt Lanka with his burning tail.

2) Rational decisions with speedy implementation:

The rule of traffic “speed thrills but kills” does not apply in professional life because change is changing so fast that change changes before the change process is established. In this era of cut throat competition, if a CEO does not take rational decision speedily, he will be out from the business as Hanuman due to his irrational behavior of teasing sages (sadhus) forgot his capability/ power which he could recollect only when he was reminded by Jamwant. Speed matters as business actions are time bound but manager needs to be extra vigilant too while maintaining speed.

“कहइ रीछपति सुनु हनुमाना |
का चुप साधि रहेहु बलवाना ||
पवन तयन बल पवन समाना |
बुधि विवेक विग्यान निधाना ||”

Even his capability of application of knowledge and skill was also high that even the toughest and impossible task could be completed very easily which is described as “durgam kaaz jagat ke jete, sugam anugrah tumhre tete”.

In another incident, when Ram was required to complete seemingly impossible task of crossing the sea with his whole army, it was Hanuman under whose direction the task of building the bridge with floating stones could be completed which is an example of application of knowledge and skills. Organizational success depends upon the capability of its CEO to solve the problem of the people as also advocated by Swami Vivekanad as “atmano-mokshartham jagat-hitay” principle. The CEO not only has to be knowledgeable and skillful but should have ability of application of the same in the interest of people at large.

1) Credibility and commitment:

Capability provides knowledge and skill to do the job but no job can be done without commitment

Hanuman is known for accuracy as well as speed faster than air.

3) Knowledge and Skills application:

Hanuman was one of the seven Chiranjivis and scholar who had knowledge of nine Vyakaranas and was well versed with various sacred books including Vedas and Shastras. While praising, Tulsidas says “*Jai hanuman gyan gun sagar.... Bidya waan guni ati chaatur*” Hanuman is the ocean of knowledge and skill which is elaborated by Jamwant in Sunder Kand as:

and credibility. Commitment motivates person to complete the job and credibility motivate others to trust him while assigning the job. Hanuman's loyalty towards Ram Darbar was unquestionable. A good CEO must be eager to complete his work with devotion like Hanuman who was always eager to do anything for his master which is versed as “Ram kaaz karibe ko aatur”. Similarly, his devotion towards the work was so high that it is said “Ram kaaz kinhe bina mohe kahan vishram”. He does not like to take rest till he completes work assigned by Ram.

2) Self discipline and goal orientation:

It is expected on the part of managers to maintain self discipline, sincerity and commitment towards the goal like an eagle that flies high but still keeps its eyes firmly fixed on dead animal below. When Hanuman was flying in the sky while going to Lanka, the god of Ocean requested Mainak (mountain) to come out of the ocean so that Hanuman can take a rest for a while:

“जलनिधि रघुपति दूत बिचारी।
तैं मैनाक होहि श्रमहारी।“

But Hanuman instead of taking rest, as gesture of gratitude, just touched the mountain and proceeded further saying, he cannot take rest till he

accomplish work of searching maa Sita which is versed in Sundar Kand as:

“हनुमान तेहि परसा कर पुनि कीन्ह प्रनाम।
राम काजु कीन्हें बिनु मोहि कहाँ बिश्राम।।“

1) Using powers judiciously:

Sometimes, CEO may be required to use certain degree of power to correct unscrupulous persons working against the interest of the organization but such power should be used judiciously and in a limited manner as did by Hanuman, when he was

entering Lanka, he encountered a devil named as Lankini who stopped him from entering. Hanuman slapped her resulting into bleeding from the mouth. She requested him not to kill and allow her to go. Hanuman left her without using further power and entered Lanka. This incident is described in Ramcharit Manas as under:

“मुठिका एक महा कपि हनी। रुधिर बमत धरनीं ढनमनी।।
पुनि संभारि उठी से लंका । जोरि पानि कर बनिय ससंका ।।“

1) Listening and understanding with open mind:

Henry Ford once said, “Why it is happening that I hire the people with two hands but they come with brain attached”. Suggestion may come from the lowest cadre of employee and even by opponents

too and avoidance to respect correct advice may lead to disaster as happened when Ravan did not accept the advice of Hanuman to return Sita with her honour. Rather Hanuman laughed and joked saying he was just a monkey and how can he advise him?

“जदपि कही कपि अति हित बानी । भगति बिबेक बिरति नय सानी ।।
बोला बिहसि महा अभिमानी । मिला हमहि कपि गुर बड़ ग्यानी ।।“

The CEO who is basically hired to execute direction of the Board, needs to advice / suggest the Board of Director but such advice should be with good intention/ motives and without fear as rightly said by Tulsidas in Ramcharit manas in the

following stanza that if due to fear or reward a secretary speaks pleasing words, the state gets destroyed and if the doctor speaks pleasing words, body gets destroyed, and if guru/ spiritual teacher speaks pleasing words, religion gets destroyed:

“सचिव बैद गुर तीनि जौं प्रिय बोलहिं भय आस ।
राज धर्म तन तीनि कर होइ बेगिहीं नास ।।“

In Ravan's court all ministers were sitting but only Vibheeshan could dare to advise Ravan to release Sita but he became annoyed and threatened to kill him had he not been his brother. Due to fear and greed for rewards, Ravan's other subordinates

supported his wrong doing which inflated his ego and he became more adamant which ultimately destroyed Lanka. The CEO should develop an organization culture where managers and other subordinates are able to speak freely and frankly

and give their advice. Moreover, the CEO should listen to them with an open mind and should be able to distinguish between right advice and advice given under fear/ self-interest and follow the ethical code of conduct or else the result will be harmful as happened of Lanka due to non distinction between right advice and advice with ill motives by Ravan.

2) Relationship and effective communication:

Management is a game of relationship. Relationship with top managers, employees, with superiors, with other stake holders. Since, CEO wears several hats at a time; he meets people and interacts with different groups of people. While meeting with them he has to be courteous and clear in communications to develop long term relationship. Communication skill is leader's competency that drives change and has a significant impact upon effectiveness of the

organization. Communication is a two way process for exchange of ideas, opinion or emotions through verbal / non-verbal method. In Kishkindha Kand, Valmiki illustrates that body language and facial expressions should match with the spoken words (*Na mukhe netreryorvapi lalate bhroshtha; aneysvapi ka gatresu dosh samviditah kvachit*).

In Ayodhya kand, it is advised that person should speak after careful thinking and in the manner that suits place, time and moment (*Desh kal avsar anusari bole vachan vinit vichari*) and Hanuman is well known for soft, firm, clear and to the point communication said so patiently that others could develop trust upon him as inspite of being stranger to Sita, he could build rapport by dropping the ring on which name of Ram was embedded and narrated the story of Ram to win the trust of Sita and then went before her to convince that he is real ambassador of Ram:

“कपि के बचन सप्रेम सुनी उपजा मन बिस्वास ।
जाना मन क्रम बचन यह कृपासिन्धु कर दास ॥“

3) Love the people:

There is a natural law that whatever you give to the people, nature will eventually return the same. If you give love and respect to your employees, they will return the equal amount of love and respect to you and your company but if you just use people for sake of company, people will use company for sake of them. All planets and the whole universe are round and our action will be returned in the same circle and only thing, the time of return may differ depending upon the orbit of our actions. The CEO need to be universal lover who need to groom the employees with love and affection and build relations with them without selfish motive. Love and affection of CEO passed on to employees develop emotional attachment with organization

and will be further passed on to customers by the employees and more and more customers will get attracted towards the organization, resultantly improving the top line and bottom line of the balance sheet. Emotionally attached employee will anticipate customers' expectation and solve the problems of the customers instead of just selling the products because people are not coming to take products of the company but to find solution of their problems. A person cannot develop emotional attachment unless able to understand others as Hanuman while in search of Sita observed that Vibhishan, though was living in enemy's camp, is a devotee of Ram. During interaction, Vibheeshan clarified that his condition is like tongue that lives between the teeth:

“सुनहु पवनसुत रहनि हमारी । जिभि दसनन्हि महुँ जीभ बिचारी ॥ “
 “तामस तनु कछु साधन नाही । प्रीति न पद सरोज मन माहीं ॥“

After understanding that Vibheesahn was living with devils but still trying to live-up a sacred life, Hanuman developed an emotional bonding with him and fetched him Ram's side who helped Ram in finishing the war in favour of them.

People are the biggest assets of an organization and success of the organization depends upon people. Love and respect create a sense of attachment and develop bonds and a strong team is the product of the bonds. People in a strong team create a feeling

“सो सब प्रताप रघुराई, नाथ न कछु महुं प्रतापाई ।”

- *To other members of the Board of Directors:* A manager needs to be humble and grateful towards superiors though may not be his immediate boss like Hanuman, who was vowed by Lord Brahma that no weapon could harm him

of growing together and they enjoy the work and goes beyond call of duties. Therefore, CEO needs to love its people and give respect:

- *To the Chairman-* A CEO is expected to be humble and show gratitude towards Chairman like Hanuman who acquired a reputation of invincible but still gives credit of all his victory to his ideal Shri Ram as mentioned in following stanza:

but still when Meghnath attacked with Brahmastra (weapon of Brahma), instead of neutralizing, he allowed himself to be get tied with Brahmastra as otherwise it could have been disrespect to Lord Brahma which is versed as:

“ब्रह्म अस्त्र तेहिं साँधा कपि मन कीन्ह बिचार ।
 जौ ब्रह्मसर मानऊँ महिमा मिटइ अपार ॥“

- *To employees and other members of the team:* A manager to be equally faithful to their subordinates / others too as said in Kishkindhakand, “*je na mitr dukh hohin dukhary, tinhabi bilokat patak bhary*” means it

is sinful to see face of person who do not feel pain when their friend is in painful stage. Hanuman believed in 'seva' which is clear from the following verses of Mangal Kavach :-

“गौ ब्राह्मण अरु साधु सन्त के, भक्तों के रक्षक हनुमान |
 धर्म सनातन के संरक्षक, महावीर बजरंग महान ॥”

- *To self:* Loving self is equally important too as after giving introduction to Sita, he said, mother, I am feeling hungry and sought

permission to eat fruits which is described in following stanza:

“सुनहु मातु मोहि अतिसय भूखा । लागि देखि सुंदर फल रूखा ॥
 सुनु सुत करहिं बिपिन रखवारी । परस सुभट रजनीचर भारी ॥
 तन्हि कर भय माता मोहि नाहिं । जौ तुम्ह सुख मानहु मन माहीं ॥ “

Taking care of self is very important part of life even in adversities or amidst of work. Most of the CEOs frequently skip their food or take junk food

under work pressure resultantly fall prey to various disease like hypertension, diabetes etc. Taking care of self is equally for attaining bigger tasks.

4) Taking lead in emergency:

Every organization will face emergency sometimes and a CEO will use the crisis as an opportunity and will come forward to rescue the organization. The CEO who goes out of the

comfort zone to rescue the management, will get extraordinary place in the system as done by Hanuman when Laxman became unconscious due to Brahmasthra used by Meghnath, is versed in Sankatmochan Hanumanashtak as:

“बान लग्यो उर लछिमन के तब, प्रान तजे सुत रावन मारो |
लै गृह वैद्द सुषेन समेत, तबै गिरि द्रोण सु बीर उपारो|
आनि सजीवन हाथ दई तब, लछिमन के तुम प्रान उबारो॥”

Hanuman's above action recognized him as Sankat mochak by his devotees too who pray him as “*sankat kate mite sab peera, jo sumire hanumat bal beera*”.

its feathers. After going through such painful process and remaining hungry for several days, new feathers and peak get developed on its body and eagle gets a new life enabling it to live for more than 70 years.

5) Managing change:

There is saying, *change, change, change...else changes will you*. Change is painful but still person needs to continue to change leaving his ego aside to cope up with change and bearing pain like an eagle that in its desire to continue to live long life, sits on peak of a mountain and breaks its peak and discard

While entering Lanka, Hanuman changed his size to minutest possible for easy entry (shows leaving aside the ego in modern sense) but changed his size from micro to macro while meeting Sita to build a confidence in her and also to show his power in Lanka as versed in Hanuman Chaleesa that:

“सूक्ष्म रूप धरि सियहि दिखावा, विकट रूप धरि लंक जरावा, भीम रूप धरि असुर संघारे”

This quality of Hanuman, when to show power and when not to show power gives a lesson to CEO to keep their ego aside and change the strategy according to changing scenario.

every minute detail which can be observed that while in search of Sita, he entered Vibheeshan's hut where he saw that walls were painted with bows and arrows of God Ram and plant of Tulsi in the courtyard. This made him to think that some Ram Bhakt is staying in the house and came to know about Vibhishan who told him the location of Sita which is described in Ramcharit Manas in following stanza:

6) Moving after careful understanding of minute details:

Hanuman always used to be careful in observing

“भवन एक पुनि दीख सुहावा । हरि मंदिर तहँ भिन्न बनावा ॥
रामायुध अंकित गृह सोभा बरनि ना जाइ। नव तुलसिका बृन्द तहँ देख हरष कपिराइ ॥”

After knowing location of Sita, he reached in Ashok Vatika and again examined the details minutely by sitting on the tree under which Sita was there and dropped the ring on which the name

of Ram was embedded and after observing her body language and getting convinced that she was real Sita (not an illusory Sita) developed interaction with her described in this way:

“कपि करि हृदयँ बिचार दीन्हि मुद्रिका डारि तब ।
रामचंद्र गुन बरनैँ लागा। सुनतहिँ सीता का दुख भागा ।
तब हनुमत निकट चलि गयऊ । फिरि बैठीं मन बिसमय भयऊ । “

The systematic and strategic way of observing minute details of searching Sita by Hanuman give learning for the CEO to develop patience to achieve the objectives in a step wise manner

instead of using short cut and unethical/irrational means as also said by Kabirdas:-

“धीरे धीरे रे मना, धीरे सब कुछ होय; माली सींचे सौ घड़ा, रितु आये फल होय”

7) Confidence in hardships without giving up natural personality:

In the fast changing era, all days cannot be equal and even in hardship too the CEO has to continue to maintain his confidence in himself and faith in God

as after capturing Hanuman, Meghnath produced him in Ravan darbar where number of devils were already there but he did not lose his confidence in himself and faith in his ideal Ram and walked like a fearless Garuda who walks amidst number of snakes described as:

“कर जोरें सुर दिसिप बिनीता । भृकुटि बिलोकत सकल सभीता ॥
देखि प्रताप न कपि मन संका । जिमि अहिगन महुँ गरुड असंका ॥“

Further, when Ravan asked him why you have destroyed trees in Ashok Vatika, he replied that he

was hungry and was eating fruits and breaking trees were just natural phenomena as monkey:

“खायउँ फल प्रभु लागी भूँखा । कपि सुभाव तें तोरेउँ रूखा ॥“

As per 'Swabhavgat karma' concept of Gita, one should avoid imitating others and should follow natural behaviour. If one try to imitate others; one will lose own personality and will not be respected by others.

increased size of her mouth and in turn, Hanuman too increased size of his body. This competition continued but when she opened her mouth to the size of eight yojan, Hanuman instead of further increasing his body size or fighting with her, reduced his size (left his ego of being big and powerful) of the body equal to mosquito and moved into her mouth and came out. Surasha got impressed with his wisdom and allowed him to go. This phenomenon is described in Ramcharit Manas as:

8) Setting asides ego in the larger interest:

While Hanuman was flying above the sea, Surasha (mother of serpents) obstructed his way and opened her mouth to kill him. Hanuman increased his size double than her mouth but she further

“जस जस सुरसा बदन बढावा । तासु दून कपि रूप देखावा ॥
सत जोजन तेहि आनन कीन्हा । अति लघु रूप पवनसुत लीन्हा ॥ “

Similarly, when Hanuman was required to enter Lanka, instead of fighting with soldiers who were protecting gate, he reduced his size equal to a cat and entered Lanka. Though, he was powerful and had the capability to kill them easily, he left his ego against the long term strategy of searching Sita and

avoid unnecessary trouble. Otherwise Ravan could have received the alert and could have hidden Sita at some secret place or could have created illusory Sita to confuse him. This described in following stanza:

“पूरा रखवारे देखि बहु कपि मन किन्हा बिचार,
अति लघु रुप धरऊ निसि नगर करऊ पैसार ।“

This is a great Management lesson for CEOs who sometimes face adversity/ scarcity of resources and are required to make strategic tie up with other organizations which sometimes might be directly/ indirectly competing with them. Strategic thinking is very important for him to get success and ego should not come in between as Yahoo got several opportunities to go for strategic tie up with competitors including taking over of Google in nominal amount in 2004 but its CEO avoided which resulted that Yahoo lost its main business which is taken over by Verizon merely in \$4.83 billion dollar in 2016.

9) Strategic alliance:

Strategic alliances with other organizations have become common to improve the competitive position of the organization in the changing global scenario. While developing alliance, lack of trust is

“तुम उपकार सुग्रीवहिं कीन्हा, राम मिलाय राज पद दीन्हा ।

Even Hanuman also managed to make friendship with Vibheeshan and fetched him from Ravan's camp. This incident could help in securing final victory to Ram against Ravan and in turn Ram

one of the major issues which comes as barrier between two organizations and failure normally attributed to other side. These emotions can be handled in a matured way through open and honest communication as while King Sugreev was staying in forest after losing his kingdom, he saw Ram & Laxman who were wandering in the forest in search of Sita. Sugreev suspected them to be agents of Bali and hence, instructed Hanuman, senior manager of his team to go and find their identity and what is in their mind, so that he can ran away, if they are coming to kill him? Upon interactions, Hanuman discovered that they were in search of Sita. He also realized that they would be useful and brought them before Sugreev and this union could help both. On one hand, Ram helped Sugreev in killing Bali and ensured to return the kingdom to Sugreev and on the other hand, Sugreev helped Ram in providing his vanar army to Ram which is acknowledged in Hanuman Chalisa as:

handed over the kingdom of Lanka to Vibheeshan after Victory. This is also acknowledged in Hanuman Chalisa as:

तुम्हरो मन्त्र विभीषन माना, लंकेश्वर भये सब जग जाना ॥“

10) Following the social norms:

organizations are integral part of the society and need to follow the social norms. Otherwise, organizations will have to pay the heavy cost like Ravan who against the social norms ordered to burn Hanuman's tail which later burnt Lanka with his tail. Even, the central theme of story of Ramayan is figured around violation of social norms of the society as Ravan kidnapped Ram's wife to marry her which was against the social norms.

11) Managing unanticipated events with full ownership:

The CEO needs to take ownership of the task as said in Kishkindhakandand that “*ham seeta kai sudhi leenhen bina, nahin jaihen jubraj prabeena*, means we shall not return till complete search of Sita. Disappointment/ frustration should not come in the way as when Hanuman was in search of Sita, he became hungry and lost his enthusiasm to search further, still he did not lose the hope and coincidentally reached in the hut of Vibhishan who

was reciting Ram. He got recharged and attacked the problem in a different way by developing emotional connect with Vibheeshan who gave him clue of Sita. Imagine, what could have been story of Ramayana, had Hanuman come back without accomplishing his responsibility of searching Sita due to hunger, frustration and disappointment?

Several times, unanticipated complicated problem arises in the Management life like Hanuman, who was required to bring Sanjeevani booti (life providing herb) to save life of Laxman but on reaching there, he found that all herbs were looking alike. Understanding the crucial importance of deadline to bring Sanjeevani before the sun rise, he looked the problem in totality and took extreme measure to bring the whole mountain to save life of Laxman. It is versed as "*laayee sanjeevan lakhan jeeyaaye*"

Poor post sell service is the general complaint of the customers. The CEO as a management professional needs to take full ownership of the task and in case of unanticipated events, take pain to go extra mile to accomplish the task and provide support to customers within the deadlines.

12) Keeping super ordinate goal above all:

Hanuman's mother, Anjani once asked Hanuman, inspite of being powerful, why did he trouble Shri Ram to build a bridge across such a big sea and fight along with vanar army to kill Ravan to liberate Sita. He could have just requested Sita to sit on his back and flied from Lanka and carry her and handover to Shri Ram. The whole process could have been completed without bloodbath. Hanuman answered that because it was Ram's story and not of Hanuman. Moreover, it was necessary to liberate earth from Ravan and other devils. This story gives a lesson that organizations have the system and procedure and CEO has been given a

framework to work and he needs to complete action within the authorized ambit and in the larger interest of the system avoiding short-cuts though may give immediate applause.

13) Constant desire to achieve the ultimate objectives:

The management professionals should continue to place their endeavor towards achievement of organizational objective. His position gives opportunity for illegal gratification, emotional and sensual enjoyment of personal life specially while dealing with contractors, sub-contractors etc. but the organizational objective should remain the top agenda of their professional life leaving aside the personal gratifications which could be better understood by very interesting incident of Hanuman. Upon return to Ayodhya after victory, Ram & Sita were distributing wealth to brave soldiers in Darbar. Having impressed with brave acts of Hanuman, Sita gifted a beautiful and costly necklace of her to Hanuman but it could not impress Hanuman and he started breaking each pearl into two pieces and started throwing these pieces on the ground one by one after looking something in each piece. Other princess sitting in Darbar laughed upon him asking what he is doing, why is he destroying such expensive pearls of beautiful necklace.

Hanuman replied innocently that necklace is useless as none of the pearls contains image of Ram & Sita and hence he is throwing all of them. The princess sitting in Darbar laughed upon this seemingly foolish activity of Hanuman and asked him whether image of Ram & Sita exist in his heart. Immediately, Hanuman tore the chest and showed the imprint of Ram & Sita upon his heart. This incident gives learning that emotional attractions and sensual enjoyment should not affect organizational objectives which is above all.

Findings and Conclusion

Like Hanuman, CEO too faces number of distractions which motivates them to go for short cut in rat race. But remember that even *if you win the rat race, you are still a rat* and a great organization can only be built by following natural principles of life because in this knowledge era, corporations are judged less based upon their economic performance but more on their ideas and the manner in which they conduct the business. The success of the corporation depends upon leadership of the management in leading with humanistic values, honest, open and reasonable communication, complete dedication and trustworthiness towards organization and their ability to do the right thing at the right moment and Hanuman's charismatic personality is an example of *Dasya bhakti with Nishakam karma* where leader is fully dedicated towards social virtues, ethos, coherence and passion for accomplishing the task without expectation of personal return. The adoption of these principles in the personal/professional life by CEOs and management professional create bonding of employees and customers with the organization and care, competence and commitment level of the organization gets upgraded resultantly chances for

growth and survival of the corporation in the competitive world improves. Above mentioned learning are just glimpse of Hanuman's great personality which if followed by the management professionals, organization could be a great place for the employees, customers and other stake holders.

Note: Authors have referred *Ramcharitmanas, Hanuman Chalisa* and *Ramayana* published by Geeta Press, Gorakhpur, Uttar Pradesh.

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