

Role of Spiritual Science in Leadership and Management

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Abstract

The success of an Organization depends upon two factors (1) Leadership and (2) Management. Success is doubtful without an excellent Leadership and Management. Modern Management talks of managing 5 Ms i.e. Man, Material, Machine, Money and Marketing. Here by managing man we mean to manage others. Spiritual science of management leads to Self management before managing others. MAN is not matter but living Conscious being. Even a worm is better than a machine. We are to go deeper to analyse our Self and identify different dimensions of Man. What a great strength will be released when we would come to know about the real self. We can then become the master of the senses, mind and intellect. Only such people can supervise, lead and manage and become Total Quality Man. By Total Quality Man means perfection at physical (healthy physical body and different limbs), mental (perfect sense organs, unpolluted concentrated mind), intellectual (Undisturbed, balanced, sattwik intellect), social (socially awakened citizen), and spiritual (believes in One divinity in all-beings) level.

Introduction

In all the fields of human life whether it is a corporate sector, Industry Business concern; or social, cultural, educational, and spiritual Organization; or a state Government or Central Government Department, everywhere the success and efficiency depends upon the organized way of doing things and that is called Scientific Management. “Scientific Management means rigorous analysis of input output and costs. It demands meticulous planning and systematic execution.” (Parkinson et al., 1999).

Productivity becomes the measuring scale of the growth and development or the strength of an Industry, monetary profit becomes the scale of success of a company, manifestation of perfection already in man becomes the scale of Human Resource Development, and the inner experience and Transformation becomes the scale of measurement in a Spiritual Organization.

Changing Views Regarding System of Management

Let us now try to understand the developments in the field of Management System in the past

and take lessons from these experiences to choose a right strategy.

If we go through the history of development in the field of managerial Science we find that in the year 1911 F.W. Taylor, the father of the scientific Management was of the opinion that

- The strength of an organization is its productivity.
- Productivity can be improved endlessly.
- Decline in productivity can also be improved endlessly.
- Decline in productivity makes all suffer – the individual, worker Group, and Nation at large.

“Taylor Equated Men as Machines, Raw Materials and Other Sources. In the process of achieving maximum productivity he considered man as Purely a Physical Entity. He thought that as machine works best when well-lubricated and well maintained, similarly workers would work best if provided with good working conditions, well trained and properly paid.” (Parkinson et al., 1999). Swami Vivekananda says, “... wait! Money does not pay, nor learning. It is love that pays, it is character that cleaves its way through adamant walls of difficulties.” (Swami Vivekananda, 1970). Taylor lost sight of the essentials i.e. motivation and inspiring people was missing. Frank Gilbreth's system of management also shared the same opinion.

Gilbreth added and wanted to eliminate wasteful efforts and make his labour more effective. He believed that there is only one best method of doing a job, and motion study, fatigue study, skill and time study enable us to determine the best method (Parkinson et al., 1999). He cared for eliminating unnecessary wastage of motion, fatigue, skill and wastage of time.

Management based on the ideas of Taylor and Frank Gilbreth may be scientific but cannot be the best Management till we understand that man is not a dead matter but a living consciousness. Though plants, insects, birds and animals are also living beings, called 'Jantu' in Sanskrit i.e. Jaanvar, they have life, but amongst them 'Man' is the best. So management of 'Man' cannot be discussed without understanding Human life.

It is Man- a living Conscious Being who Manages

Whether it is Productivity, Profit, Perfection, or Peacemaking everywhere Management or Leadership is needed. In case of Industry we need '5 M' i.e. Man, material, Machine, money and marketing.

Out of these five 'Man' is more important. It is living conscious being and not the dead insentient matter. All other factors are dead and are to be managed by 'Man'. It is 'Man' who harnesses renewable and natural resources to procure material from nature or grow in the field.

It is 'Man' who manufactures, operates and maintains machines. It is 'Man' who manages money and marketing and again it is 'Man' who manages men i.e. the personnel and labours etc.

Man is a living conscious being and not the dead insentient matter. Let us try to understand what a living thing is and what non-living thing is.

Even a Worm is Better than a Machine

A huge locomotive has rushed on over the line and a small worm that was creeping upon one of the rails saved its life by crawling out of the path of the locomotive. Yet this little worm, so insignificant that it can be crushed in a moment, is a living something, while this locomotive, so huge, so immense, and is only an engine, a machine. You say the one has life and the other is only dead matter and all its power and strength and speed are only those of a dead machine, a mechanical gadget. To be freer is the goal of all our efforts, for only in perfect freedom can there be perfection. This effort to attain freedom underlies all forms of evolution- physical, mental, intellectual, social, cultural, educational and spiritual- down from the Darwin's Theory of Evolution to the Highest Philosophy of life internal, whether we know it or not. Man is the highest physical form of living being and superior to all other beings. Amongst living creatures man is the best creature. Man is the best creation of God. We may say Man is the living image of God. It is Man who manages and not dead insentient matter.

Human Life has a Purpose – an Aim to be Achieved

Lives inferior to Man like insects, birds and animals have no other purpose except to reap the fruits of their karma (actions of their past lives) but Man has a purpose and has freedom to make his own future by performing good or bad actions. Man has freedom to make his own personality. A good personality can give a good leadership and a bad personality a bad leadership. But what directs what is good or bad? Whatever fulfills the object of life is good and whatever hinders to achieve the purpose of life is bad.

What is the purpose of life?

There are two views about it.

1. Materialistic view
2. Spiritual view

Materialistic View

In this view life is considered to be for sense enjoyment. Eat drink and be marrying. It denies the life hereafter. Man is only a physical body and after death Man does not exist. So give all

comforts to the body and enjoy the objects of senses i.e. food, sleep, and sex. An Indian philosopher Charvak said,

*“Yavat Jivet Sukham Jivet Rinam Kritwa Ghritam Pibet Bhshmbhutashaya Dehasya
Punaragaman Kutah.”*

That means – as long as you live eat drink and be merry. If you don't have money to enjoy take loan. If you are not able to pay back, don't worry because there is no next birth to pay it back. If That Is The Aim Of Human Life Then Enjoyment Earned By Unfair Or/Even Mean Ways Invites The Animal Nature Of Man This Is Very Injurious To The Society.

If Leadership and Management is in such personality the company , Industry or any Organization will have to see the face of utter failure. Who is a Leader?

Leadership may be Constructive or Destructive. It is determined by the virtuous or vicious object behind the activity and the quality of the leader.

A virtuous Leadership is based on Principles and leads to the growth, development and welfare of the human society, but a vicious leadership is based on self-vested interest or sense-enjoyment and leads the human society to contraction, narrowness and misery.

Spiritual view of life

Swami Vivekananda says, “Each soul is potentially divine. To manifest this divinity within is the aim of life.” Man is not only body but a soul beyond our physical body.

Swami Vivekananda had said: 'My plan is to start institutions in India to train our young men as preachers of the truths of our scriptures in India and outside India. Men, men — these are wanted: everything else will be ready; but strong, vigorous, believing young men, sincere to the backbone, are wanted. A hundred such and the world becomes revolutionized. The will is stronger than anything else. Everything must go down before the will, for that comes from God: a pure and strong will is omnipotent.' (Swami Vivekananda, 1970).

Nature of Human Personality

Basic question is when a man says, “I” what does that mean? Generally we understand myself as physical appearance. I have hands, legs, feet, head and hairs etc. I was born and I shall die.

Let us now discuss what we understand by 'MAN'. Man is superior to any other living being.

What makes him different from other beings?

Is Man only as he appears i.e. the physical body or does he has some other dimension?

Does man dies with the death of a body?

What is the purpose of this life?

Manomaya-kosha

- Man then merges in Mind and senses which is it's subtle body. This mind projects the world of dreams. The subtle senses experience dream. We see people, animals, roads, buildings and what not.
- This is the emotional dimension of Man. It experiences pain and pleasure, love and hatred, appreciation and condemnation.
- Actually it is not the body that experiences anything, it is mind when attached with any part of the body through senses it experiences.

Vigyanmaya-kosha

- The Intellect recognizes and certifies what he sees, hears, touches, tastes or smells in the dream. This intellect also is a sheath but not the Real Man.
- Chitta is the memory. When he comes out of the dream, he remembers all what happened in the dream.
- That shows that though he was separate from body but mind, senses and intellect and Chitta were with him in dream.
- This is the Psychic dimension of Man.
- This Psychic body (Sukshma-sharira of mind with 5 senses, Intellect, Memory and ego) does not die with the death of the gross body.

When we deal with human being we are to deal at Psychic level. Leadership does not deal with non-living things but living man construction of a building, manufacturing a machine, assembling a vehicle needs technical knowledge to do the job. If one knows one's job well it will do. But managing a job efficiently and effectively needs not only the knowledge of building construction, fabricating a machine, or assembling a vehicle or managing a office but one is to know about man also since leadership deals with man. Efficiency comes if one knows about tremendous power within himself.

Every man behaves in the similar fashion at mind level even at body level. Similar birth and death, diseases and feeling of sorrows and happiness. Man has mind and Intellect and we are dealing not with body only but on Psychic level.

Management a Social Phenomenon

So the Management concept of Taylor and Frank Glibreth could not prove to be the best management. Psychic Dimension was to be given a place in Management/supervision.

Robert Owen of 19th Century had thought in this direction. He said, that management has to win the confidence of workers, educate them secure them wholehearted participation in the main stream of the productivities of the Firm (Parkinson et al., 1999). He understood the two together-economic performances and human relations.

Prof. Elton Mayo of Harvard University was the first person to declare that productivity is not a technical phenomenon but a social phenomenon.

Man is not a machine or dead insentient matter. It cannot be dealt like machine and material. So immense, is only an engine, a machine. You say the one has life and the other is only dead matter and all its power and strength and speed are only those of a dead machine, a mechanical gadget.

Industry is a Human Organization

Practicing Manager Oliver Sheldon said that Industry was primarily a Human Organization.

This psychic dimension of 'man' transcends the animal nature of man. Here he is a Social animal. He has a mind and intellect.

He is creative, he has feelings and emotions, he has imaginations, he has taste and choice, he has power of independent thinking, decision making and planning and implementation.

He wants freedom to work, participation, self-respect and dignity, a good behavior from others, Job satisfaction and so on.

Spiritual Awakening through Social Responsibility

The moment one is aware of his responsibility towards others, without looking for any return but self-satisfaction, the gate of eternal power opens for him. Shrimad Bhagwadgita says, “swalpamapyasya dharmasya trayate mahato bhayaat” (स्वल्पमप्यस्य धर्मस्य त्रायते महतो भयात्) (Srimad Bhagavadgita, Chapter II Sloka 40). A little of this selfless service makes one free from all great fears. Fearlessness is a great virtue. It gives that tremendous powerful source of energy and dynamism that you can galvanise the whole world.

Selfishness, Narrowness, Weakness, Impurity, Cruelty, Lust, Anger, Greed is Not Your Real Nature. These do not befit you. Unselfishness and welfare of all beings is the root of all Ethics and human values.

Swami Vivekananda says, “Selfishness is weakness, Unselfishness is strength. Selfishness is death and unselfishness is life. Selfishness is sin Unselfishness is virtue”

Spiritual strength starts with social awareness i.e. co- relations between man and man. It makes him social and here he differs from an animal or a demon. It needs some Principles to be followed. It needs a heart with love for his fellow beings.

'Management is very much concerned with the behaviour guided by spiritual force. It cannot be by legislature, police force punishments, scoldings, or even beatings.'

It is also not good method of inducing behavior through fear to one's social and religious emotions but making one aware of the divinity within all beings. Tremendous energy and infinite possibilities are in Man. He is to be made aware of it.

'The positive and helpful method is the sense of self respect. Just as we tell a child this conduct of yours is not fit for you. I expect you to be better. Modern psychology recognises self regard or self respect as the foundation of character building.'

The knowledge of this Atman is the most powerful weapon to dispel all that lowers the personality of Man and grows him in to a man of character. This spiritual strength makes a man dynamic, efficient and excellent. It given the power of right imagination, right decision, right thinking, to move on the right path developing the sense of duty, calm and unselfish, here the motive force behind the work is higher

Qualities of a Transformational Leader or Manager

Be first then Make

Generally in our Management courses we talk of managing man means managing others like personnel, workers, labors and staff etc. But Spiritual Science says that before we manage others we should manage self. Swami Vivekananda says, “Be and Make”

We always have the tendency to put our troubles as coming from somebody else. Especially in modern civilization to-day, this is a common and constant attitude of mind: always complaining against this situation or that person. And then comes resentments one after another. Whole of our energy is wasted and we are poor managers or poor leaders. Failure is the fate. But find a way out to work successfully and efficiently under all circumstances. Blame yourself. Find faults with yourself and correct it. Transform yourself first. Have full control on your body, senses, mind and intellect. Concentrated, pure, well controlled and balanced mind and restrained senses with sharp penetrating subtle intellect is the secret of success. Such an enlightened man can be a successful leader/manager.

Transform yourself first

Potentially every soul is perfect Infinite, pure and divine but then why everyone is not enlightened because It is under the bondage of three gunas- Sattva,Rajas and Tamas.

Supreme Reality has no form, no gunas (Quality) and Prakriti (Nature)is His power who creates this Universe with the help of three gunas-Sattva, Rajas and Tamas born out of Prakriti.

“Nibadhnanti Mahabaho Dehe Dehinam avvyayam.” --These three gunas keep the human beings controlled and in bondage. Under the influence of these gunas one forgets one's own Real Nature.

One should understand the influence of these gunas on one's own nature and behavior.

Tamas

Know Tamas to be born of Ignorance. It is a type of delusion for embodied beings through three particular moods.

1. Pramada - want of attention and alertness.
2. Alasya - sense of tiredness.
3. Nidra - sleep

People influenced by this guna due to inertness remain inactive, no interest in any work. Smartness and efficiency is zero. He has no vision-deluded and confused.

Rajas

This guna makes one attached to action. Desire is the root of action. When it predominates then one has an urge “I must do something”. A restless mind is the result. Unrest, greed, activity, tension, worries, anger etc. are the fruits.

Such man cannot take right decisions and have no energy left to implement his work in a better way.

Sattva

It makes attached to happiness and knowledge. Such a man is enlightened one. He is calm quiet and balanced mind. He can take right decisions. He reserves his energy in implementing the job given to him perfectly, efficiently with one pointed mind and always succeeds in achieving his aim.

Sattva, predominant personality is to be achieved by the Transformational Leadership. All human beings have all the three gunas in them but there may be a predominance of one guna or the other. Transformational dynamic Leadership would be the outcome of sattva-predominant personality. He is to be careful to keep Sattva guna controlling his Rajas and Tamas. Sri Ramakrishna used to say that if a man has worked with 25% mind in work and 75% in God, he would do much much more efficiently than him who has done with whole mind.

The Man beyond three Gunas

There are Transcendental Personalities who are alike in Pain and Pleasure, Self abiding (swa-stha). They regard a cloud of earth, a stone and gold alike. They are same to agreeable and disagreeable events.

He/she is said to have gone beyond the gunas who is same in honour and disgrace, same to Foe and Friend and who has relinquished all undertakings.

So first of all a Manager or a Leader has to manage his five sheaths and three gunas in such a way that one becomes the enlightened person and shows the path to others.

Arjuna was going to manage a war but he himself was unmanaged and was blind with emotion. Under the spell of ignorance he could not analyze what is right and what is wrong. He was governed by emotions of the mind and tamas of the intellect. There was total break down and he was under tension and grief. So Sri Krishna gave him a dose of high power Elixir of Atma-vidya.

*Kutastawa Kasmalm Idam Visame Samupasthitam.
Anaryajustam Asvargyam Akirtikaram Arjuna.*

-Srimad Bhagavadgita Chapter II Sloka 2

It brings the sense of duty, the sense of loyalty.

In situation when we are puzzling, can't decide what to do or what not to do. This slok a very powerful weapons to remove weakness. Then he became enlightened person, got strength and fought boldly and embraced victory.

Mental strength and intense calmness is the first condition of management. Because I am the Atman of all

Ishavasyamidam sarvam yatkincha jagatyam Jagat.

-Ishavasyopanishad Sloka 1

All this is verily Brahman. Unity of all soul.

Ethics is placed under the guidance of metaphysics.

Spiritual Science or Vedanta is for them who work. GITA is its appropriate technology. GITA places Metaphysics at the top, which deals with life in its totality. The ignorant say Karma (Action) and Philosophy cannot go together. But Sri Krishna Teaches Vedanta the Atma-Vidya in the Battle Field as a Pursuit of Excellence in the midst of difficult situations and struggle of daily life.

When the knowledge of Atman would be practiced in everyday life, tremendous social transformations will take place. Human dignity, human freedom, human equality, spirit of service capacity for efficient teamwork, all these will become heightened in society. It is the spiritual Strength and it confers strength in others.

'If one manifests the divinity within he can be most powerful man since he will use his power for the good of the people to serve the people.'

With this spiritual strength of the knowledge of Atman, we can achieve the best method of Management.

Transformational Leadership

Leadership that brings transformation in the people around, which brings a change in the attitude of the people and aims at the growth and development of the society or an Organization or a Company and even a family, is Transformational Leadership.

Professionals engaged in diverse fields could make wonders even with a little spiritual growth.

Generally, people think that Spiritual Science is to run away from life and shirk from work. But Sri Krishna in Gita kept no place for Weakness, Lethargy, or Sleep. It brings the sense of duty, the sense of loyalty.

Kenopanishad says,

*“Iha chedavedidatha satyamasti na chedihavedin mahati vinashtih |
Bhuteshu bhuteshu vichitya dhirah pretasmaanlokaadamrita bhavanti ||”*
-Kena Upanishad II-5

If one has realized here, then there is truth; if he has not realized here there is great destruction. The wise ones, having realized Brahman in all beings, and having turned away from this world, become immortal.

This Metaphysics is the basis of all ethics, which is the sum of all human relationship.

*Advesta Sarva Bhutanam Maitrah Karuna Eva Cha.
Nirmamo Nirahamkarah Samaduhkhasukhah Ksami.*

-Srimad Bhagavadgita Chapter XII Sloka 13

He has no enmity with anyone but friendship, sympathy with all, non-attached and egoless and shares pleasure and pain with others.

With this spiritual strength of the knowledge of Atman, we can achieve the best method of Management, and a good Transformational Leadership

The knowledge of this Atman is the most powerful weapon to dispel all that lowers the personality of Man and grows him in to a man of character. This spiritual strength makes a man dynamic, efficient and excellent. It gives the power of right imagination, right decision, right thinking, to move on the right path developing the sense of duty, calm and unselfish, here the motive force behind the work is higher.

Such personalities feel themselves committed to the job entrusted to them .They do their job as their duty and not compulsion. There is a difference between a mother and a maid while nursing a sick child. The two actions are similar but the minds behind in actions are dissimilar. The mother acts motivated by love, the maid acts by the motivation provided by the wages. Similar is the case with an employee in a Company there may be difference due to the difference in mind behind. One may have love for job in addition to his remuneration .Other may do it only since he gets wages with unmotivated mind. One is alert and committed another does it under compulsion. One is enlightened and another is un-enlightened

Sri Ramakrishna says, “remains in the world (in your house and office too) as a maid servant. Though she knows that her son is at her house but she takes care of Master's child as her own.

- This transformation of the mind of a maid to the mind of a mother is needed for the best Management.
- This long journey though difficult has to be covered for an Excellent Management.
- The relation between the Employer and the Employee or Manager or Executive and his subordinates needs a change in the attitude.
- The relation has to be that of a Leader and his followers.
- Duty and demand, Responsibility and Right are to go hand in hand if there is a

bridge of love between the Executive and the subordinate.

By this way unity and oneness is established and Management can be excellent.
Unity is Strength of an Organisation

We can break a stick very easily but not the bundle of sticks, since sticks are united together. Swami Vivekananda in one of his lectures in America said, "I have fallen in love". People thought who was that blessed lady with whom Swamiji has fallen in love? Swamiji's reply was Organization.

People of the same motive and objectives unite to form an Organization so an Organization has an Objective. Objectives may be good or bad. Unity with good motive leads to welfare of the society bringing Peace, Prosperity and Purity. Unity with bad motive can create havoc and make the world a hell. Evil people make a team for sinful works and virtuous for noble works. Unity with good motive or teamwork can make the whole humanity happy and make this world a heaven. We shall now discuss how we can make excellent virtuous Organization under the leadership or Management in such good personalities.

In every Institution whether it is a Company, Factory, Bank or any Govt. or Non-Govt. Office, there is Man who executes or manages man, money, material, machines and marketing. It needs an Executive with qualities of Managing machines, material, money and marketing. It needs some technical and managerial skill only. But to manage man is an art and as well as a science which has much less to do with academic approach but an approach beyond that. It needs an enlightened personality. An awakened, noble, efficient person of commitment.

Which Education makes Human Personality?

Physical personality may be a loving, beautiful and attractive Fool. A young man/woman with robust and very healthy body, with handsome/beautiful attractive appearance may be putting on nice dress ,but if he/she is not educated his human personality remains at zero at physical level. This personality is not better than an animal or a bird. Ahaar nidra bhaya maithunamcha, this is the nature of animal also. He is to be educated.

Moreover the physical beauty perishes with the age. It is very temporary. Man has Psychic body behind this physical body. He needs education since he has thirst for knowledge.

Today we consider a man educated if he has a university degree. This education brought by Lord Macaulay is negative education which does not enables a man to stand on his own feet and does not provide strength to face the struggles of life. Knowledge the fruit of Education is power. The Education that makes us weak, fearful, nervous, a life of tension and

frustration is no education.

A man/woman may be well educated, but if he/she has no manners to talk with others or has no sweetness in his talks, if he is not gentle in nature his personality is very low because the education aims at humility “Vidya dadati vinayam” He is still ignorant. Educated means a man of character and possessor of human values.

It is not money that makes Personality but contentment. He/she may be earning crores per month in a business or a very high salaried person or on a very high responsible post. But richness or a high post or worldly status does not make a man happy. We observe many rich people committing suicide or leading a miserable life full of frustration, tension, suicidal tendency and always shedding tears.

*He is not poor who has no money but he who has money but go for bribery.
Richness is contentment (Santosha)*

This transformation in the Management system based on Psycho-social consideration needs TQM as managers with transformational leadership attitude.

Leader is a better word in place of Manger or Executive. He should be Total Quality Man and the only we get Total Quality Management. This word awakens the sense of participation in the workers, inspiration for joint efforts, team spirit and intense involvement of other colleagues.

It eliminates the vices of Employer employee relationship or the bossing attitude of Manager and fearful, avoiding, criticizing and non-cooperating attitude of the subordinates.

An Executive or Manager is appointed by order and is obeyed in fear but a leader is followed by faith and confidence.

Leadership that brings transformation in the people around, which brings a change in the attitude of the people and aims at the growth and development of the society or an Organization or a Company and even a family is Transformational Leadership.

The journey is mentioned in the scriptures as follows:

Asato ma sadgamaya
Tamaso ma Jyotirgamaya
Mriyo ma amritam gamaya

Let us march from Untruth to Truth, Darkness to Light and Mortality to Immortality.

With this spiritual strength of the knowledge of Atman, we can achieve the best method of

Management and a good Transformational Leadership.

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