

Notes from the book

Responsible Leader (A journey through Gita)

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Preface regarding Sreemad Bhawad Gita: (source of preface commentary on Bhagwaqd Geeta by swami Chinmayanand)

Its seven hundred verses are quintessence (The purest and most concentrated essence of something) of all Shastras and Upnishads.

It has ambiguity, and the fact that Arjuna and his charioteer Krsna are carrying on their dialogue between the two armies suggests the indecision of Arjuna about the basic question; should he enter battle against and kill those who are friends and kinsmen? It has mystery, as Krsna demonstrates to Arjuna His cosmic form, It has a properly complicated view of the ways of the religious life and treats of the paths of knowledge, works, discipline and faith and their inter-relationships, problems that have bothered adherents of other religions in other times and places. Gita not deals with to the physical entity in Arjuna but to the mental and intellectual constitution of that heroic prince. Under the stress of some psychological mal-adjustments , Arjuna got shattered in hios mental equipoise and lost his capacity to act with true discrimination. Lord Krishna takes in hand that neurotic mind of Arjuna for a Hindu treatment with Vedic truths.

Larger in number , better in equipment, more libral in in supply and commanded by well known personalities, the kaurav formation expanding itself like an eagle, ready to swoop down the smaller army of the Pandavas, was a sight severely challenging the mental stamina of the Pandava hero. The dynamic forces released in the mind of Arjuna due to repressions were not properly channelized , but were misdirected by the suggestions of Dhritrashttra's words, and therefore, the greatest hero of his times , Arjuna, suddenly became a despondent, bewildered, neurotic patient

The 'Krishna treatment' of this patient of psychological derangement was certainly a specific cure, in as much as, in the last chapter we definitely hear Arjuna declaring that his delusions have ended

In varying degree, every man is a victim of this Arjuna disease and the 'Krishna cure', being a specific, is available to all of us.

The Kauravs , a hundred in number , represent innumerable ungodly forces of negative tendencies within man's bosom, and the Pandavas, no doubt represent the diviner impulses in man. A constant Mahabharata war is being waged within every one of us at all crucial moments of action; and in all cases the negative forces in each one of us are larger in number and mightier in their effectiveness, while the inner divine army is lesser in number and comparatively weaker in efficiency. Therefore every single individual , at the moment of his inward checking up, must necessarily feel the desperation of Arjuna. . It is a call to each one of us to get up and fight the battle of our own life , according to our own Vashnas (Swadharna), so that we may exhaust them and thus gain inner purity.

In the following paras Lord Krishna may be considered as Responsible leader and Arjuna or Pandava his team and we see how a team can lead to victory

1. Encouraging Leadership : shlok chapter II-3 means

Yield not, Parth, to weakness ; this, it is not fit to be feeble like this. Weakness of heart is low, unwise, "Terror of enemies"! Get up and rise

Explanation: When an achiever and contributor is overcome by weakness because of a grave situation, the responsible leader reminds the achiever in distress about his real strength, and points out the impracticality of exhibiting weakness in critical situations. Thus he arrests the tendency to give up

The responsible leader boosts the morale of the members of the team and encourages and inspires them to get up and rise to the occasion.

By his undaunted courage, the face of crisis and chaos, the exemplary leader converts the potential losers to certain winners by indicating the path to recovery

Encouragement energizes even during depression

2. Present Reality, shlok chapter II-11, means

You grieve for which none should grieve, on the to of logic, you give for those who left and did not leave. See my friend! Wise never grieve

Explanation: When a team member is in distress, he escapes into either past or future by grieving and worrying about what has happened or what has not happened. Then, the responsible leader brings the member into present reality.

Usually worry is caused by logic and beliefs of the person concerned, and the responsible leader takes the member to the reality beyond logic and reasoning, and helps him to be wise to face the present situation and find the solution

Accepting what has happened and not worrying about what has not happened is wisdom

3. Mutual Support: shlok chapter III-11, means

“Let the divine wish you well, Let your wish the divine well, mutual wish you each other well, reap then best and your live well”

Explanation: Mutual acceptance, support and endeavor are the hallmarks of responsible leadership. Sharing and caring amongst all the interacting groups ensures continued overall well being.

It is essential that a successful team and successful achievers remember those who blessed and supported them for the success of their efforts, and express their gratefulness to them when success comes.

Sharing not only the fruits of success but also the credit for success of their efforts lifts any success to the level of divine success

When the team and team members include all the interacting groups in their progress, the process becomes overall growth and enrichment. Progress and prosperity multiply and there will be plenty and harmony. **Offer and receive**

4. Leadership by Example: shlok chapter III-21 means

How behaves the best of men, so behaves the rest of men. His example, they will show, saying “He did so! We do so”

People follow the example of the best leaders. The behavior, conduct and practice of the leaders influence the behavior of people.

They may set examples and standards, so that the members of their team are inspired in the right direction

Thus inspired, they will take the path of the best conduct and achievement and will become responsible leaders in their own right

A good leader assists the development of more good leaders

On the other hand, when people in leading positions behave in unfit or improper manner, the people observing them will take up their incorrect practices and openly express that they are just following the example set by the leader. So the leaders have to do their best to receive the same

Leadership is showing the way by one's own example

5. Working Leader: shlok chapter III-22 means

Parth! For me in three worlds there is no pending works. None to attain and none to do, still the work, I always do

Explanation: A responsible leader continuously engages himself in work. Work is the medium through which a leader can communicate about the importance of discharging one's responsibility. A responsible leader continues to contribute even after he has completed his assigned work. Thus he lifts the work to the level of contribution and offering. Just doing what is assigned is duty. That must be done. Doing what is required by the situation is contribution. That is an opportunity to add value. Doing what will help others to complete their work in a better way is offering. This is the divine service. An exemplary leader does everything he can without being required to do so

A leader's sign is his own work

6. Gentle Teacher: shlok chapter III-26 means

Do not disturb the ignorant one, who does the work with attachment. Can show him way, intelligent one by doing well with detachment

Explanation: An intelligent and wise leader does the work well without being concerned about his benefit. The work itself is joyful journey for him. He is not concerned about his own gains or even the credit for the work. Work done in that way is an offering to society

However there are many people who do the work with expectations of gains or credit. An intelligent leader does not disturb them with by reprimands or by preachings, but gradually and gently takes them to the path of noble contributions by his own example of contributory work. A work becomes contribution and detached work when one is ready to share the fruits of work. Thus a leader who cares always shines. Sharing and caring the way of all wise and gentle leaders.

The intelligent gently lifts the ignorant through persuasion

7. Chaos and emerging leadership: : shlok chapter IV-7 means

Whenever wherever the right is harmed, whenever wherever the wronged is formed, when wrong is up and right is down, Then, Bharata! I come on my own

Explanation: When right is down and wrong is up, it is chaos. During chaos, order is destroyed and disorder is on the rise and rise.

During chaos a responsible leader emerges on his own initiative. During chaos nobody delegates but one person takes up total responsibility to remove the wrong and re-establish right. This he does on his own initiative. Thus during chaos an emerging leader is self created.

Once responsible leadership emerges , all the positive forces will rally round it and gain strength rapidly

Initiative is the key in chaos

In chaos a leader emerges through taking responsibility

8. Establishing Right: shlok chapter IV-8 means

To protect the good and right men, to destroy the evil and wrong of men, to establish the right at each stage , I occur at right time, age by age

Explanation: Completely removing the evil and protecting the right way is the mission of responsible leadership. Establishment of a protecting and supporting atmosphere is the purpose of a dutiful leadership.

From time to time, any situation deteriorates and good systems become ineffective or even harmful due to wrong practices. At that point, when things seem to be boiling , a courageous leader stands up from nowhere and takes the positive positive-active –timely –effective approach of “Now , here,in this situation, I and I alone shall take responsibility to remove the evil practices and to establish right practices”. Such an emerging b, path making leader is divine leader and he creates a field of energy and things start occurring in the right manner

A responsible leader corrects wrong and protects right

9. Knowledge Fire: shlok chapter IV-19 means

One who starts all his works , completely free from all desires ; in fire of knowledge are treated whose works , he is called as learned, by seers

Explanation: A responsible leader undertakes and completes appropriate works and assignments for the overall benefit and does not consider his own returns at the beginning. Whenever comes to him as gains is through sharing of the outcome of the works undertaken. He gains because of his work but does not work for the gains. Whenever one undertakes any work because of interest in the results , the concentration will be diverted from the overall mission to practical and incomplete purpose of individual gains

The responsible leader understands the supremacy of an overall and holistic approach because he not only knows how works are to be accomplished but also why particular works are to be completed

He knows what is to be done , why it is to be done, and how it is to be done

He knows that it is management science and that know-how is technology

A responsible leader optimally integrates management , science and technology because all his works are tempered by the fire of thought –contemplation and knowledge, With deep thought and knowledge oriented approach the responsible leader finds out the better way

When work is heat –treated in knowledge it is enriching work

10. Learning: shlok chapter IV-34 means

You may know that from seeing ones, knowledgeable and experienced ones, by approaching and serving them and with respect enquiring them

Explanation: a responsible leader knows that learning is the process of self development. No amount of teaching will help unless the person learns himself. Whenever a learner is ready to receive he has to find masters who can show him the way. Actually teacher appears whenever the learner is ready.

Learning is necessary in case knowledge gaps and skills deficiencies

Teacher and masters will help fulfill these gaps. Responsible leaders recommend that the learner should approach the masters with respect and humility and with an open mind

When a learner approaches with respect, the master responds very well and gives whatever he has to the learner

But who is master? The responsible leader knows that real master is one who is both knowledgeable and experienced.

Theory without practice is like letters without spirit and like areas without depth. Practice without theory is doing without knowing. Both theory and practice are essential for complete understanding

Only that person who has passed through the process of experience and studied the subject in depth can communicate to others. But what a teacher teaches is only knowledge and a learner can not depend on a teacher's experience.

The learner with the help of knowledge received, has to practice and experience the process. Then learning is complete. The responsible leader is both experienced and experienced in his own areas

He is also the learner who is ready to receive and put it into practice

With knowledge you know words. With experience you know the meaning

11. Devoted Master: shlok chapter IV-39 means

Gets knowledge dedicated one, his own senses who has one

Ultimate peace from knowledge comes, in shorter time promptly it comes

Explanation: The responsible leader is a devoted and dedicated master. Because of his devoted efforts he promptly attains clarity regarding situations and initiatives to be taken

Clarity is essential for right actions to emerge. Lack of clarity is confusion. Actions arising from confusion lead to inefficiency and ineffectiveness.

Actions arising from clarity lead to efficiency and effectiveness. Confusion disturbs peace of mind, clarity gives peace of mind.

Clarity gives peace of mind and peace of mind enhances the clarity. Peace of clarity of mind and clarity are the results of dedication and self control of the responsible leader.

A responsible leader is not controlled by the senses but is master of his senses, because he thinks and analyses what he senses and gets full understanding through commonsense and un-commonsense

He reasons and sees beyond reason through his intuition. Thus a responsible leader ensures peaceful progress through devotion, knowledge, senses thought, understanding and clarity

A dedicated leader gets a dedicated team

12. Doubtless stand: shlok chapter IV-42 means

Therefore destroy doubt in your heart, with knowledge sword in one spurt

Established in yoga take stand, Bharata! Get up and firmly stand

Explanation: A responsible leader energizes the achiever who is wavering by showing him the way to clarity. The way to clarity is the destruction of doubts.

Doubt is the cause of inaction and procrastination (defer action). A doubting mind is the paralyzed mind . Doubts create conflicts and the person is hung between 'to do' or not to do'. Doubt is a great time and energy waster.

Doubts are to be cut at the root by a sharp sword, which can cut the doubts at root.

The responsible leader guides the achiever in doubt to study, research and acquire knowledge so that ignorance and doubts are removed.

He then encourages the achiever stand firmly on the base of clarity achieved through information, knowledge, ideas and understanding . When doubts are destroyed the team members shines with brightness of knowledge like a sun unmarred by clouds

A doubtless participants is a spotless contributor

13. Total concentration: shlok ch V-17

Thinking THAT self in THAT, aligned to THAT and aiming at THAT

They attain the non return path, who clean defects in knowledge path

Explanation: The responsible leader knows about total concentration and dedication and shares the secret of an unblemished path with his team members. When any achiever thinks , aims and aligns his everything and offers himself himself to that thing with such an intensity that he lives and becomes that good himself.

That is perfect concentration and total offering and he will reach the goal he aims straightway without going in circles of trying , trying and trying. The total offering eliminates the process of many attempts and many cycles of work rejection-rework, and objective will be fulfilled in optimal and effective manner

When the total concentration is augmented by the knowledge then the excellence and perfection is realized promptly and effectively Dedicated and knowledgeable work is the highway to ultimate success

Knowledgeable concentration leads to realization of excellence

14. Best Friend: shlok ch VI-5

Let one lift self by self, let down not self by self

Self is best friend of self, self is worst enemy of self

Explanation: The responsible leader knows that the best friend, guide, and supporter of a person is his own self. Self reliance is the way to success through confidence. One has to improve through one's own efforts. No one else can develop any one. One has to develop himself and other can assist and contribute in that effort

Actually people let themselves down because they do not endeavor for self improvement.

Therefore, a responsible leader not only develops and improves himself continuously but also encourages his own team members for their self development. In that process he becomes an effective facilitator and supporter

Actually one becomes one's own best friend or worst enemy depending on whether he is controlling him

The mind is a creative but wavering companion

A controlled and stable mind is best friend. An uncontrolled and wavering mind is one's worst enemy. The responsible leader is in full charge of his own mind through his own intellect.

Thus his creativity is sound and his innovations are implementable

The responsible leader creates an atmosphere where feelings and emotions are harmonized and where people contribute with peaceful minds

He creates such a harmony through his caring and love to all members

In fact the responsible leader is a reliable friend

Mind the mind and be one's own friend

15. Empathetic Leadership: shlok VI-29

All living beings in his self, in all living beings his very self

Sees yogi with harmonious self, sameness everywhere for that self

Explanation: A responsible leader practices supreme equality. He treats all his people with equal consideration and care and he considers himself. He ensures that all his team members get the same treatment and facilities as he does

Quality of equality is fully developed in the responsible leader. That is because he sees all his people in his own self and sees himself in all his people

This is empathy and the leader shares and experiences all difficulties and triumphs of his team members and becomes a real partner . thus the responsible leader is in harmony with his own self and also ensures that entire team is in harmony

Equality is quality

16. Reassuring leadership: shlok VI-40

Neither in this , and , in that not, harm for him is there not

The doer of good, now you see, my dear Arjuna! Fails not he

Explanation:

The responsible leader reassures the team member when he is overcome by doubt about the possibility of failure half way

Thought of failure generates unwarranted fear

In that situation the responsible leader assures that when the goals and means are correct and when the works are undertaken for the benefit of the team and society , there is no harm in case of failure. It is not important whether a team succeeds or fails. It is important that the intentions, means and goals of the team should aimed at the well being of all concerned.

Then even in case of failure the people concerned will take efforts of the team with understanding because the purpose was worth attempting

Further , success is not one- shot process. success is the result of continuous improvement after each failure. The determined team finds out the gaps and prepares and performs better to attain the noble goals through honest means and methods

When fear of failure is removed the team will be charged to perform the duty irrespective of consequences

For a responsible leader, process is of great importance rather than the consequences because he knows that a good process wins beautifully in the long term

It is better to fail in working for a good cause , rather than succeed in working for a wrong cause

17. Value -Adding Leadership: shlok ch VII—7

There is nothing greater than me, there is nothing higher than me

All these worlds are stung on me, like diamonds on strings, now you see!

Explanation: The responsible leader know and accepts there is no one above him to whom he shall pass the blame or responsibility. He has no hesitation in being the final point where solutions must be initiated. He does not say "he" but clearly says it is "me". By this stand people depend on him and are prepared to take risk and initiative based on the ultimate support. Further, the responsible leader becomes an invisible cementing force and joins the individual member in to a highly valuable team.

Because of this joining strength the sum total of the team strength is much more than the algebraic sum of strengths of individual members.

In the presence of responsible leadership, it is the sense of joint responsibility which strings together the individual efforts into joint endeavor

Individual bright members joined by common responsibility shine together with enhanced value and contribution

Leadership is transforming the group into a valuable team

18. Super-Vision: shlok ch IX- 10

Nature, under supervision of 'me', produces moving, non moving see!

Because of the fact, this very one world revolves then, Kunti's son

Explanation: Simply owing to presence of a responsible leader, things move and result occur. The overall view and supervision of the leader generates alertness, awareness in all team members. People awake and perform excellently.

A responsible leader sees, observes , looks, perceives , conceives and sights all possibilities, probabilities and optimalities of differen situations and integrates what has happened , what is happening and what is about to happen and visualizes what is the best that must happen. That is a responsible leader's super-vision.

When the leader shares his vision of overall benefit people get inspired and things just happen. Things occur it two ways. Some of them are transitory changes and some are fixed as durable changes.

The responsible leader is aware of the transitory changes and prepares the team situationally drive benefits from these changes.

Regarding durable changes the responsible leader ensures that a team adjusts, accommodates, adopts and achieves in new situations.

The presence of the responsible leader is the presence of total understanding and overall accountability

Supervision is Super-Vision

19. Roles: shlok chapter IX-18

Goal, supporter, lord, witness; me, shelter, refuge, well wisher; me origin and also end is me, treasure, imperishable seed is me.

Explanation: The responsible leader is multifaceted and performs many roles as the situation demands.

Sometimes he shows the way and sometimes he becomes the final place where all works comes to conclusion.

Sometimes he acts like a chief and sometimes just an observer and witness.

Sometimes he becomes the shelter and situation point. He is a well wisher and friend.

He is present at the beginning and completing stages of important projects and programmes.

The responsible leader is the treasure house of solutions and a dependable resource.

He is the seed from which the tree of team grows and flourishes with the leaves of good relations, flowers of ideas and fruit of good works full with seeds of future leadership. A

responsible leader performs appropriate roles in appropriate ways

A job is what is assigned. A role is what is required.

20. Welfare: shlok chapter IX-22

Who worship in none-other way me, who are eternally devoted to me

Who are well aligned to me, their welfare, takes care, me

Explanation: a responsible leader reorganizes team members who are devoted, single minded, and whose thinking is aligned to overall objectives.

He not only recognizes them but is also indebted to them. Therefore he takes full responsibility for their well being , health, wealth, progress, development, growth and enrichment.

To these devoted endeavors, he ensures value fulfillment in all respects.

He creates , and endures an atmosphere of their fulfillment at physical , mental and intellectual levels and helps them to become wholesome spiritual beings

This mutual support and effective interdependence is the hallmark of responsible leadership and his responsible team

Share and care for people's welfare

21. Effortless Offerings: shlok chapter IX-26

A leaf , flower, frit or water, may be with devotion whoever offers to me

That devotee's effortful offering to me, I accept with love , now you see

Explanation: A responsible leader is not concerned about the quantity of the results given by participants. For him the quality of devotion to work is more important

Devotion and skill are two requirements for any work to be completed successfully. When skill is there without devotion, it is like selling one's ability for a price. Devotion without skill is an excellent intention without extension.

Work without devotion and skill is poor. Work with devotion and skill is an excellent and exemplary work. Such work is an offering. So whatever work one does , whether small or large , whether shop floor work or managerial planning , whether research or projects, whether disturbing products or whether in allocating funds, when one does it with full , single minded devotion, the responsible leader accepts the results of that work with total love and thankfulness

When the participant is always devoted , the responsible leader is always ready to accept the outcome whatever it may be, with love , trust and complete satisfaction.

Intentions are important and not just consequences , for the responsible leader

With devotion , work is workship

22. Vision: Chapter XI-5

Partha see forms of me hundreds and thousand see

Different different ones multishaped , colored ones

Explanation: the responsible leader inspires the team members through thousands of visions. Not only has he vision of totality but he also helps his colleagues to develop and see them. Vision inspires. Vision creates a mission . Then the team has to actions to fulfill the mission which realizes the vision. The vision is nothing but seeing thousand possible combinations and scenarios.

A vision is beyond normal senses and a super sense is essential to visualize.

The responsible leader does not limit the discussion, interactions, development of alternatives and decisions just to logical approach but continuously encourages his team members to think creatively, differently, non-logically and see many visions of different combinations, forms and shapes

Thus in presence of a responsible leader, the atmosphere is charged with daring, innovative and creative spirit

The leader and the team combine like a vision and mission to ensure contributive results through proper actions

The visionary conceives the impossible. The missionary makes it possible

23. Devotion-love: shlok chapter XII-20

Right way this, immortal way follows who, this proper way dedication full, who thinks 'me' devoted he is, very dear to me

Explanation: The responsible leader expresses his love to the team members in a clear and unambiguous way. When the colleagues understand and undertake the right way with devotion the responsible leader not only appreciates them but is also ever thankful to them.

The linkage of love between the leader and team members is the most durable link and the love assures and inspires the members.

For the responsible leader the devoted contributor is the dearest friend

Dedication creates love and love creates dedication

24. Heartful Leadership; shlok chapter XIII-17

Light of lights shine everywhere beyond all darkness, bright everywhere

Knowable, knowledge, and its goal seated in all hearts, ultimate goal

Explanation: A responsible leader joins people not only in mind, logic, systems and thinking levels, but more so at the spirit of beings, i.e. he joins the hearts of all his people.

The team is in total harmony when people accept each other at the level of hearts

When hearts are joined the atmosphere of empathy, friendship and love pervades throughout the organization.

The hearty team with hearty work experiences hearty happiness.

The potential for mutual love present in the hearts of all people is the inner light.

This is knowledge. This is what is to be known. The joining of hearts of all people makes them equal partner and this equality is the goal of knowledge

Thus the responsible leader, and his responsible team, becomes one and contribute by joining Hands, Heals, Heads and hearts

Harmony and happiness are the treasures of such a team

Hands+ Heals+ Heads + hearts = Happy Harmonious Humanity

25. Empowering freedom: shlok chapter XVIII-63

This knowledge was declared to you, secret of secrets by me to you

Reflection upon it now fully do you as per choice may act you

Explanation: a responsible leader assures freedom of choice to his members.

Though he gives full knowledge, information and ideas about what is to be done and how, he finally leaves the options to the implementer himself.

He advises the member to do his own thinking, to consider all alternatives and choose the best one as per his own conclusion. Thus the real leader does not impose decisions on his team, but after exposing various angles of the situation, leaves them to act as they choose. Empowerment is ensuring freedom to select 'what' is to be done.

Delegation is the right to decide about how to complete an assigned work.

Empowerment is the right to choose the work itself along with the right to decide how to do it.

A responsible leader empowers freedom. The empowered team members then choose the right work and right way. When the empowered members of a team choose the right work and the right way they themselves become responsible leaders. Then there is no difference between the leader and his team.

Empowerment transforms dedicated team members to responsible leaders

26. Final Point: shlok chapter XVIII-66

Leaving fully all other ways ye, Take shelter only in me.

Removing difficulties, all; whole lot. Freedom gives me you grieve not

Explanation: A responsible leader gives final confidence to the team members by resolutely assuring that if everything fails, he as leader of the team, shall not involve himself in the situation but also shall find the solutions to all problems.

Thus as a responsible leader, after giving full love, delegation, empowerment and trust to his team members, keeps the ultimate accountability with himself. He does not abdicate the responsibility and always stands behind to give whatever support is required.

This assurance energizes the team members and then they themselves will undertake the mission and complete it facing all the problems and finding optimal solutions.

That is because the responsible team members fully understand that they can approach the leader only after attempting, endeavoring and working in 'all other ways'.

The leader's assurance works as an insurance and there is continuous feeling that even if everything lost, nothing is lost

With this assurance and insurance actually nothing will be lost and everything is gained

The courage and conviction of the responsible leadership and the team is the foundation rock of victorious team

When there is no way, the leader is the way

27. Successful Team: shlok chapter XVII- 78

Where there is Krishna the great Master, Where there is Arjuna the great achiever,

There; prosperity; success; policy; right, there is also growth that is my sight

Explanation: the combination of right leader and right achiever, the combination of right path maker and devoted contributor is the optimal combination which will ensure prosperity, success, right policy and sound growth.

A leader without people has no means to convert his vision into mission and action. People without leadership have no direction. The best is combination of direction and dynamism and vision and mission. When a leader is visionary the participants will be missionary.

The responsible leader is like the head light and contributing achiever is like an engine. The powerful engine along with bright headlines will make outstanding progress.

The leader and the team have to ensure not only success and prosperity but also sound growth and right policy.

Sound growth is overall growth including progress, development , growth and enrichment of each part and also the whole. Right policy is the guideline which ensures that all thinking is directed towards the vision and mission through harmony and clarity.

Harmony and clarity are essential elements which will ensure overall well being alongwith foresight and insight

Direction + Dynamism= Harmonious progress