

Influence of Spiritual Quotient on Managerial and Leadership Skills: Reflection from Chanakya Neeti

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Abstract

In this paper, we discuss the Influence of Spiritual Quotient on Managerial and Leadership Skills based on attributes derived from ancient Indian values and contemporary research mainly from Chanakya Neeti. It is our intent to find out any consistent patterns of spiritual traits that affect leadership styles and to show that leaders have a strong correlation with their spirituality quotient attributes. This would aid the marketing team to predict their target customers by focusing on relevant components in data to plan an expert marketing strategy.

Keywords

Spirituality Quotient, Chanakya Neeti, Leadership Behavior, Attributes, Managerial Skills

I. Introduction

In the field of management, the fourth wave is now coming slowly. The first wave was the British style of management when work-study, work-measurement, method study were in vogue, i.e.,—Taylor's Measurement of work-study was in vogue. The second wave was the American style of management introduced by Peter Drucker. The TQM (Total Quality Management), Zero-Defect Management and other things started the third wave which was the Japanese style of management. Now slowly but surely, the fourth wave is coming, not only in India, but all over the world. And it is the spirituality based management based on transformational leadership with a holistic approach to life. This kind of management is based on Indian ethos, based on spiritual culture [1].

The book titled Spirituality in Management and the key article in the Week magazine titled 'CEOs and Spirituality' (April 2008) [4] has many real life examples of CEOs/ leaders and their spiritual inclination. Details of how they adopt spirituality in their personal lives and also in their companies for improving the productivity of their staff members is indicated. This includes Subhas Chandra Goyal, the Chairman of Zee TV, Anu Agha, the ex-chairman of Thermax, Adi Godrej, the Chairman of Godrej Industries, Indu Jain, the Chairman of Bennett and Coleman Ltd, R. P. Nandy, the creative-director of Pritish Nandy Communications, V. L. Dhoot, the Chairman of Videocon and others are now having regular spiritual practices.

Modern science has proved that for success - IQ or intelligence quotient is not enough. In 1991 Daniel Wallman made a research and said EQ or emotional quotient is more important than IQ. For a successful person in the long run the required qualities are empathy, sympathy, understanding of others and the right-brain education. The latest discovery of modern science is SQ or spiritual quotient. Dona Zohar, a Professor in the Oxford University [6] says that SQ is the basis of both IQ and EQ. While IQ will tell how to play the game of life, EQ goes on to tell how to play the game in changed circumstances with changed strategies. The Spiritual intelligence/ SQ tells us whether to play the game of life at all or not [7-11]. What is the meaning of life? What is the

goal of life and what is the basic purpose of life? SQ will give those answers.

Laurence Apple quoted "Management is not the direction of goods but the development of people". Management is a universal process and exists in each and every activity of life. Direction of goods is easier and can be done by the person who is of ordinary knowledge. But the work of development of people is quite critical and involves a complex phenomenon and human behavior at workplace.

A. Chanakya Neeti

The other best quotable example of spiritual leadership is that of Chanakya under whose kinship, Chandragupta Maurya rose par excellence to become an emperor and defeated the threat of Alexander and grew without fear [2]. Chanakya says "A man is great by deeds, not by birth. Education is the best friend and an educated person is respected everywhere, it beats the beauty and the youth. In another context he talks about how spiritually strong leaders handle situations. As soon as the fear approaches near, attack and destroy it". Chanakya Neeti has its roots to Bhagavad Gita, the treasure of human values for every face of Management [1][3-4]. 12 Chanakya Neetis are as follows:

1. **Rajya-Moolam Indriya Jayaha:** Those who have complete control over their senses can become great leaders. We should learn to keep control over our 'Mind' which manages our senses which in turn is influenced by Material Desires. Meditation helps in controlling senses, by developing control over mind.
2. **Jitaatma Sarvayeh Samyujyet:** Those, who are self-disciplined and self controlled, lead their life with an objective of serving others in a selfless state of mind. Such people achieve great success across the globe. That means, the ones who are short visionary, greedy and selfish will affect the well being of the people.
3. **Nasti Ahankara Samah shatru:** The biggest enemy is our own ego like richness, comfort, publicity and authority. We need to detach from our own ego which is attracted by our material achievements related to our current form of material life.
4. **Sarva Jayatya Krodha:** The one who can overcome anger can conquer everything.
5. **Priya- Vaadino Nashatru:** The person who can speak politely and pleasantly, never makes enemies.
6. **Sarvasya Bhushanam Vinaya:** The best ornament of all our characters is humbleness.
7. **Sat-Yen Dharayate Lokaha:** The commitment to truth leads to true success and true happiness all over the world.
8. **Nasti Sukh-Dukha Bhava:** The two sides of coins are Sorrow and Happiness. Similarly, Success and failure are parts of our life cycle. We need to learn from our past failure and success, but live in present to plan for the future in a better way.
9. **Trushnaya Mati Chhadhyate:** Influence of extreme material desires destroys the conscience. It is very easy to trap by

extreme materialism if you are not understanding the power of spiritual intelligence. You will get biased only towards illusory and deceptive material intelligence.

10. **Dukhanaam Aushdham Nirvanam:** The ultimate solution to all our worries, problems which is attached to material forms of lives is only Moksha. This is the extreme state of spiritual growth. It is our permanent liberation from the slavery of temporary material forms of lives on material planets like Earth, Heaven and Hell.
11. **Vidhya-Arvyapita-Khyati:** Knowledge fetches respect and real success. Learning is a continuous process. We should always be ready to learn with an open mind.
12. **Yatha Bijam Tatha Nispati:** We reap what we sow i.e. Law of Karma.

Development of people includes the development of their skills such as decision-making skills, Leadership skills, motivational skills, communication skills etc. For the development of a manager Shri Madbhagwad Geeta Guides us significantly, where actions are given a great importance like Lord Krishna Says: Perform the duties enjoined upon you. Action is superior to actionlessness.

F.W. Taylor, founder of scientific management, defined management as “Management tells else what is to be done and what is the best and cheapest way for that.”

Decision making skills are as important as the management itself. A manager has to take a lot of decisions. The work should not be started in hurry but after proper thinking and brainstorming. The leader should keep his followers happy with eyes, means when he sees, by voice and his activities. The self management for leaders is also given adequate importance in Vidura Neeti, It has been stated that the leader who tries to win his followers before winning himself and controls his subordinates before controlling himself cannot secure his position and everybody will leave him alone.

The message is ‘Manage yourself before managing others.’ In the same literature the pleasant personality is recommended for a leader that is the winner in all situations. Wonderful communication techniques for managers is mandatory as Vagbhushanam Bhushanam is given in Sanskrit Literature. It means that the communication is the best ornament for one’s personality. This has been given in Chanakya Neeti that the words should be spoken after proper analysis. (Lesson-10, Sloka-2) [2].

II. Literature Review

Louis W. Fry et al [13] conducted research to discuss issues regarding workplace spirituality due to its increased attention in the organizational sciences. The purpose of this research was to test a dynamic relationship between spiritual leadership and spiritual well being and key organizational outcomes. However, this research was conducted to a specific segment of Military Academy.

According to Robert Emmons [5], spiritual intelligence helps one to transcend the physical and material, experience heightened states of awareness, purify everyday experience, utilize spiritual resources to solve problems, and, be righteous, showing such traits as modesty, gratefulness, forgiveness and compassion. The latest discovery of modern science is SQ or spiritual quotient.

Dona Zohar, a Professor in the Oxford University [6] says that neurologically, physiologically, biologically and psychologically, from every point of view there is conclusive evidence that SQ is the basis of both IQ and EQ.

These dimensions emerged from an analysis of academic research on the psychology of religion [8,9,10]. In the SQQ, the author has endeavored to capture 60 years of research efforts to measure people’s spiritual/religious attitudes and experiences. The research targets a generic segment and is not focused. It provides a means to scale key traits but is not very localized.

III. Methodology

The development of people requires great talent and integrations of various managerial traits in their personality. Our ancient literature indicates towards a lot of traits essential for managers to develop themselves and their subordinates as well as the whole personnel in the organization. The proposed model framework is as shown below:

A. The Steps of Proposed Framework

1. Plan

States that the person who does his work after proper planning and never quits before completion can be said as a good manager. This emphasizes on the proper planning and implementation thereof. Strength and weakness analysis is very important to do for better planning.

2 Organize

The importance of specialization is given which is in the principles of management and organization that suggests that knowledge can be increased by practice.

3. Employee

For employees, Chanakya Neeti suggests that with good people we can run any great affair. Good persons never quit neither in good nor in bad time, good followers are recommended for a king. The recruitment of employees should be done on the bases of their quality.

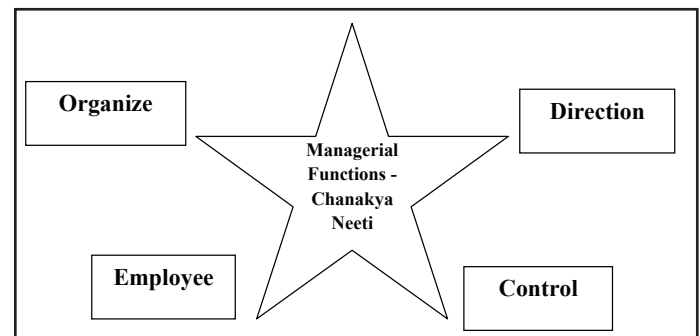


Fig. 1: Proposed Model Framework

4. Direction

Proper direction is needed for the employees to get the things done from them. Directing comprises four major activities such as Supervision, Motivation, Leadership and Communication.

5. Control

Chanakya Neeti states that the king should study the situation of the public in his kingdom to know about the things happening and get the feedback of his actions. It can be related with a manager who tries to know about the results of his actions and decisions.

B. The Attributes For Good Managerial Skills

The Attributes of a good manager is stable personality in every situation and the person with effective communication skills.

1. Path of Duty

This path is obtained by serving the community. Done by realizing our life's purpose, one has to follow it with full commitment. We may want to associate ourselves with a specific organization to fulfill this ambition.

2. Path of Nurturing

This path is about caring, encouraging and protecting. They reach out to others with acceptance and compassion and provide them with the space to grow and find themselves. It is important to be mindful of the way we help others. To pursue this path, we must model ourselves on a mentor who has already clarified his life before reaching out to others.

3. Path of Knowledge

The path of knowledge covers a vast area of experience. How we pursue this path can have profound benefits for mankind. Knowing that all things are interconnected and we cannot apply our knowledge to one area of experience, it cannot be applied without having profound effects on others.

4. Path of Personal Transformation

We must explore the depths of ourselves. The path most closely be associated with the brain's God-spot activity. Cultures throughout history have treated the great Leaders as someone blessed with special vision. Indeed, their capacity to create societal awareness is profound. But when a Leader embraces his conflict he can claim his spiritual intelligence and produce art of lasting value.

5. Path of Brotherhood

The attributes of the realistic type are practical, no-nonsense, uncomfortable with overt feelings and those people who personify the virtues of the hero. The mission in life is to pursue the path of brotherhood and justice. This is to decide the facts such as rights and goods are distributed for the benefit of all. It involves respect for the other's point of view. When such people work together in organizations, they grow toward a deeper understanding that all people are players in a larger pattern.

6. Path of Servant Leadership

All human beings need leaders to explore vision, motivation and purpose. Effective leaders must be confident, outgoing and comfortable with power. They put the good of society above their own good and take society in new directions.

IV. Discussion on Influence of Chanakya Neeti For Managerial Skills

To retain the balance of good organization, a leader would do well to think about trusteeship. It is to this noble vision of leadership that one must desire. In today's world, we need leaders of dream vision who can bring hope and purpose into the lives of others. and also someone who sees all of humanity as God's people.

The outline of this proposed model is to help those who wish to develop their spiritual intelligence and gain a better awareness of themselves. The valuable ingredient of awareness is hard work. The good start for this is thinking ourselves as spiritual beings. With this we can enlarge our idea of intelligence to include this greater vision of ourselves and we can commit ourselves to the chosen paths. And in this light, we begin to instill greater meaning, value and realization in our lives.

Chanakya Neeti states that the person who does his work after proper planning and never quits before completion can be said as a good manager. This emphasizes on the proper planning - the very first function of management and implementation thereof. This also gives importance to the utilization of time and great will power.

The decision should be made on the basis of the results and the best/most beneficial alternative should be selected after the understanding and predicting the future. The king who is not able to assess present situation, future growth or loss, his financial position, cannot secure himself for a long time. Same is the situation for a manager in the business.

Strength and weakness analysis is the analysis, which is very important to do for better planning. In Chanakya Neeti it is given that one should know about his position, expenses and incomes, friends and enemies etc. All these things are as well concerned with business for a good planning. Every step should take into account, proper analysis and thinking.

The recruitment of employees should be done on the basis of their quality. The importance of people is given in Chanakya Neeti in the different places. As business is multidimensional, one to many persons are required at different places. One person in self management, two in study, three in practice, four for visits and in war many people are required as when business is growing rapidly a war level preparation should be there with many people in staff. One person should not take the decision of finance. This work should be teamwork.

Chanakya Neeti states that the king who study the situation of the public in his kingdom to know about the things happening and get the feedback of his actions. It can be related with a manager who tries to know about the results of his actions and decisions.

The knowledge and hard work for a person is given importance for person to work and not for those who are non-productive with pretentious things. The subordinates should say true things to his boss whether it may be bitter but it may be very important and beneficial for future.

V. Conclusion

The concept of spiritual leadership has strong theoretical ground and are developed after extant literature survey and based on expert's thoughts on spiritual leadership. Indian Literature has a great contribution to Spirituality and reinstates successful leadership behavior which is relevant even for modern day leadership qualities. In this paper we focused on how Chanakya Neeti has elaborated the influence of spiritual quotient on managerial and leadership skills. A good company Ambassador needs to have the following qualities: should not be rigid, able to do the work, prompt implementer, having mercy, polite in nature, nobody can know about his plans, who is away from partiality and who is very soft speaker. Our long term goal is to understand decisive point in deducing more productive organizations and to derive a metric on the degree of influence of these attributes.

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