



*From
Sleeping Cows
to Galloping
Horses*

**Leadership oriented
Management Philosophy
to run Vidya Sanskar**

Reference

Starting material for this book is taken from (but are not limited to) ideas in Arindam Chaudhari's Book, "Count your chickens before they hatch".

Chaudhri is one of India's popular Management Guru. He is owner of Planman Consulting and Faculty of Indian Institute of Planning and Management.

Note: Many Ideas written are my opinions for which take responsibility it may be wrong due to my limited experience of life and work. Please take only what you think is relevant and seems right to you. To use them will be your responsibility and your decision, especially if they go wrong! 😊

⇒ Contents

1. Passion is key to success
2. Capitalism, Compassionately
3. Patriotism unites and motivates
4. Emotional Quotient
5. Smile, Laugh & Dance
6. Theoretise and Systematize (Most Imp)
7. International Management Styles
8. India Management, Psyche and mindset
9. Indian Leaders

1

Passion is the Key

ASK Principle to evaluate a Leader

A → Attitude, S → Skill, K → Knowledge

Combination of these three is what makes a leader. All of these were there in Mahatma Gandhi. Gautam Buddha had courage to revolt against ills of Hindu religions, centuries old caste system. Don Bradman had batting average of 99.9. What do u like about Saching Tendulkar? Mother Teresa, Amitabh Bachhan and Shahrukh Khan?

There are people with Skills and knowledge. All of them most probably want to succeed too but what they lack is attitude. They are not passionate enough.

What we need is passion. What is Indian Cricket team lacking? What does Australian Cricket team have? Passion! We need to play with passion. We don't eat with passion. We don't listen to music with passion.

Passion often makes great sacrifices look easy. Passionate people automatically tend to be innovative. People with passion look forward towards accomplishments and are oriented towards future.

Create Enthusiasm! Create Passion!

What is your school's Passion Quotient? How badly do u need it? How determined are you to achieve your mission?

People with passion have all their senses involved in job at hand. They think "they can". They are willing to take responsibilities, They whistle while they work, and they are also willing to take responsibilities of their mistakes.

People with passion have some inter-personal competence and enjoy long term relationships. They are mission or goal oriented and evangelize towards a bigger cause or purpose.

Anything worth doing is worth doing passionately. Passionate people do not fear failure. One can fail on the way towards success. Even Napoleon lost one thirds of the wars he fought.

People are any company's most sustainable competitive advantage. Motivate them. You will be surprised to see how fast motivated people can run.

2

Happy Capitalism

Happy Capitalism or Shubh Labh or humanizing profiteering or doing capitalism compassionately helps generate passion. Details of this have already been discussed and submitted. For now, if you could please permit to skip this topic. Thanks.

3

Patriotism Motivates!

Identification with school's mission and vision, helps motivation. Its not just about winning partners, it is about driving people and friends towards higher level of efforts for a the common good. If that means country first, be it.

Initially people refuse to believe it is for common good. They think it is all false and this mission can not be done. Then they see it can be done. Then it is done and world wonders why was it not done before?

However, basically this depends on how far an individual is able to relate to or identify himself with the organization.

Why patriotism? Patriotism is strong part of our cultural value system. Patriotism is great and easy method of orientation towards common good. It is also easy to inculcate than value education via teaching, lectures or by religion.

Why do we all volunteer go to temples and places of worship? Because to be good, and serve the common good is ingredient, as part of our constitution as Indian.

4

Emotional Quotient

Three components of Organizational commitment are:

First, the emotional attachment of individual's intelligence towards organizational goals and objectives.

Second is continuance component, refereeing to cost perceived in discontinuing from the school.

Third, is the obligation experienced by the individual towards the organization because of the shared values and norms.

While second is employee dependent, first and third ones can be effectively put to good use by your school. A person on high organizational commitment says "I'm a Vidya Sanskar person", rather than saying "I am working for Vidya Sanskar".

Create a work culture that gives a unique feeling of school's citizenship.

Concept of "Organizational citizenship" will results in individual making sacrifices towards the organization.

Make people fall in love with their job and they wont need to work even for a day!

Use of right words, appreciation of good deeds of people, making them feel valued and use of right words.

A few good ones could trigger many brilliant ideas, motivate people to bring enthusiasm and fresh ideas to work.

All people may not be so expressive about this, some are highly persuasive, some are not. Some are stern faced, some are poised. Some are friendly, some are not. All are important and bring unique qualities to organization.

5

Smile, Laugh & Dance

Sometimes people like you because you are happy.

Rajiv Gandhi with his smile, made us think that he will do something for the country.

We do not laugh because we are happy. We become happy because we laugh.

Dance, dance like a child to your favorite tune and people will join you.

World stands aside to let pass a man who knows where he is going. Lives of all above are testimonial to the same.

6

Theoretise and Systematise

I would like to say this in strongest possible words that we must theoretise and systematize.

By theoretise I mean, putting our work or business subject related knowledge into words and save it for reference. Example: Create booklets explaining in detail what needs to be done and how. Written words rules, everything else does not exists.

By systematize I mean, define work structure, what needs to be done. Adds schedule and meetings for review, supervision and monitoring work procedures, their effectiveness and alignment towards the management goals.

So that this success story of one manager, one worker lays foundation for success story of another. For improvisation, for innovation and for better and improved efforts. Knowledge should not be limited but freely available for reference to everyone concerned.

7

Different Management Styles and Mgmt Practices

AMERICAN WAY OF MANAGEMENT

Americans grow up in a culture with broken and divorced families. They need very less emotional security. Their culture is based on value of Freedom. Their religion is service oriented. They are willing to work and law abiding by default. So are Britons. However, they believe “We are tough guys, and as long as we are good, company will keep us else we will be let go.”. This statement is outburst against manifestation of outburst of their insecurities in life

Their management style is contractual. As limited and as shortest, without any and maximum freedom oriented. Salaries are paid per hour and are paid every 15 days.

They have an individualistic society, where companies bet on people. Individuals have great dislikes and likes. Open door policy. Easy Hire and Fire. A person can be hired or fired because of bad shape of his nose and probably reason for divorces are also similar.

However, it again shows kind of insecurity they are used to, the kind of world they live in, **but this DOES NOT** takes away from America that today more than 50% of companies are Americans

Americans bet on people, individual strengths. Their society is heroic based. They want trained talented people and leave entirely up to them to do the job.

They do not believe in giving training, so people get trained, earn knowledge and degree by themselves and qualify themselves for bigger & better roles.

Americans use great patriotism, Everywhere you go in America or Canada you will see their flags flying high.

MANAGEMENT IN CHINA

Communist country. Forced Management style. Highly productive, non-questioning, follower kind of people. Lack free thinking. However, Made in China today is widely popular and bigger success story that Made in Japan was.

China's economy is no where as liberal as India's. Still America invest the maximum in China and cries about violation of human rights. If this is true then liberalization does not have to do much with economics.

Although it is forced but Chinese have high loyalty towards their country and work system, which is working fine for them.

JAPANESE WAY OF MANAGEMENT

Bonded Style. Management takes care of Buddhism Life style, value based emotional attachment. Patriotism is key part of corporate orientation. Work philosophy and Management practices are 'Samyakta' or Balanced based.

Both India' Independence and Japanese industrialization started at same time. Japan growth included nationalistic interest and social cultural components to create a new unique Japanese management style.

In Japan even today, elderly are well looked after and are respected deeply. While India is losing out on its cultural and social values, due to cultural imperialism

Interesting thing in Japanese work style is macro level sharing of work force is concept of life time employment. If a company is going through a bad phase, surplus employees are given to company going through a good phase and half of the salary is given by that company, thereby increasing productivity and profitability.

Very significant difference is that Japan believes in giving JOB Training to people rather than finding trained people for job.

Note: Success stories of China and Japan are not highlighted in American Capitalistic oriented media. Because they think this is the only way of life.

Unless it is related to patriotism, how many of us would prefer a MADE IN INDIA product or service over "MADE IN USA" or MADE IN JAPAN?

Why are they better? Better employees? Or is more commitment? Or more efficient and dedicated companies?

Everything Indian is so cool outside. Indian IT workers, Indian Bhangra, Indian Curry, Indian Managers, Indian Scientists and Professors. By why is India not as successful?

Indians have greatest Individualistic strengths. Spiritualism, righteousness in culture but strong orientation towards self objectives and lack of trust and jealousy makes us a poor society.

When prime minister of India can be bribed by 1 crore Rs, How can we blame a Peon, Manager for corruption?

7

India Management

American Companies are sponsoring and promoting Americanized way of management and thinking. Valentines and Christmas sales, “MTV”, “Bold and Beautiful” are celebrated with great sponsored with great enthusiasm.

India-ness is based on pillars of 3 values: Truth (Satya), Love (Prem) and Compassion (Karuna). Family Values and sense of belongingness have highest priority in social and work life. Hence our work and management style should be in accordance with Indian values, culture and life style. India is similar to Japan in bonding but the moment we give life time security people become complacent. We are also much different from unemotional hire-fire non belonging American culture.

Lord Krishna, Mahtama Gandhi, Lord Buddha – all of them gave globally relevant leadership and management mantras

India Management is basically leadership based.

Show me a company, or organization, a society, a religion, a philosophy that is doing well and I will show you a good leader.

What succeeded everywhere failed in India and what failed everywhere succeeded in India. Non violent revolution, the biggest lesson for people who want to lead and manage India. Gandhi-ism can shell out new management concepts and mantras, which are in combination with Indian values an belief system for driving this country towards common mission.

Success of Vidya Sanskar as a school in India is not dependent upon using whatever jargon or words we can find in international management or other school prospectus.

Government and Companies must drive a sense of commitment to country and patriotism as a key social responsibility. Nestle India is borrowing marketing strategy from Nestle USA or Nestle Australia. We all Indians understand that these corporates are selling in India and taking our money away from our land into their countries.

Commitment is a two way process. Both company and workers need to contribute. Develop a work culture based on ethics. Tata, Hindustan Times have strong bench marks of expected standards of behavior. First time it is difficult, Second time it becomes easier, and third time it becomes a way of life.

Work culture is essentially to re-program Brain and thinking process in direction which is more productive and is for betterment of most of the people.

If it is really for most of the people and not selfish shopkeeping, people will come forward to become leaders.

Example In Sahara India, they greet each other by saying “Jai Sahara”, or “Sahara Pranam”. Nobody is titled as MD of the company, but is regarded as manager worker. And all workers have stake in the company. Sahara also sponsors Indian sports team and does lots of charity work.

Narayan Murthy of Infosys involves a lot of human touché in his management style and philosophy.

However, it does not result into long term job security, to not let complacency creep in. Even in informal company discussions, ladies are given first chance or opportunities to speak and represent.

There are so many books on American way of management but not many by Managers or 100% desi CEO's successful Indian companies like reliance, sahara etc.

So either one can azwork with them, to learn their work style which is uniquely different from each other. Or follow traditional Indian style of working.

What is current way of working in India?

**Raghupati Raghav, Raja Ram,
poora paisa, kuch nahi kaam**

Even in private organizations, Some people believe they are paid for coming and going to the office only. For everything that they do, you must pay them more, preferably under the table.

It is criminal to let your employees remain unproductive and give them endless job security.

If you give them total insecurity, they will become scared asses. Who will only do what they are asked to do. Nothing else. They will be erratic, job hopper and demotivated. You want to make them horses which are creative, committed, result oriented and fast working.

8

Indian mindset

This would mean analyzing each person and applying Chanakya Niti of “Saam (association, involvement in decision making), Daam (attraction, incentive or seduction), Dand (forced direction or fear or punishment) and Bhed (delegation or give them full responsibility with trust)” to key players.

Cases of these will depend upon maturity level of each team worker.

Bhed or leadership by direction

Means giving detailed instructions, telling them clearly what needs to be done in writing. Define work structure and methodology. They only need to implement what needs to be done. Decisions are taken by leaders, their job is only to implement. Careful supervision is required, There is more of authoritativeness and less of emotions. It is task oriented and controlling and fear is of becoming dominating and revenge.

Daam or Seduction or Incentive based

Means restraint demonstration of authoritative attitude but still one way communication. Decisions are made by leader, but are implemented by positive stroking. There is more use of soft skills or people management skills while tackling. This is a trustworthy and persuasive method. Fear is of manipulativeness and hypocrisy.

Saam or working by association.

Means group participation, two way communication, team decision making, encouraging, welcoming new ideas. Fear is of superficial involvement.

Bhed or Delegating work fully.

This means confidence in subordinates, once you have made sure that right person is appointed for the job. Light but regular supervision is required. Decision making ability is extended to subordinate. It is intuitive, confident and trusting style but are ineffective on being unattached and lack of trust.

Character traits of India are essentially based on Sri Rama and Sri Krishna.

As a manager, the man who gets the most satisfactory result is not only the man with the most brilliant single mind but rather the one who can best coordinate and brains and talents of his associates to achieve an objective.

Three type of Indian workers: Bhakti Yogi's, Karma Yogi's and Gyan Yogi's.

BHAKTI Types:

Immature, low in ability and responsibility. They must have blind faithfulness in leader, must be unquestioning and take regular guidance. They should have an urge to learn and enter next level of worker category and should not question the management.

Army follows bhakti system, where soldier blindly follows commands from senior, without questioning. Leaders reward and facilitate followers from one level to the other. Top management strategize while lower levels implement, effectively whole heartedly.

KARMA Types:

Mature, able and responsible. They take work as worship, they act responsibly, take guidance from leaders, and guide subordinates to achieve better results. They could be groomed into future leaders.

South Indian people are great Karma Yogi's. Where can we recruit such people from? Temples, Arya Samaj and other social work associations will give us such committed team members.

But again, essential ingredient or motivating factor for them is how much of this is going into a higher business objective. If they do not see it in implementation, they will walk away.

GYANI: Visionary, change agents who are very mature and high in ability. They should work independently in order to achieve best results. They should be given respect by management and taken as partners in progress.

In management words, followership of a leader is of three types, faithful/blind, work-oriented and visionary. And teaching principles of followership to your subordinates is the key to success.

Krishna also taught to work with best abilities without worrying about the results. This is best suited for Bhakti and Karma types.

Guru Nanak Dev, is bhakti Yoga, following words of Guru. Buddha took on hindu-ism led hindu's united them to find against ills in hindu society.

Rama, Krishna, are not just Religious Leaders but tattva's or fluid elements of mindset, or psyche to achieve desired objective with leadership of these worship worthy characters.

Religion and spiritualism is part of ingredient or is in constitution of each one of us.

Without proper inculcation of these two into our work style. No management or leadership system can work in India.

9

Indian Leadership

Krishna – The world Manager.

Krishnam Vande Jagat Guru. Means Lord Krishna is the biggest master or guru of this world.

Lord Krishna had two essential qualities which every leader must have – One he knew how to play music and dance and second he could make people dance with Him.

Lord Krishna knew how to be effective, with management of direction when worlds best archer Arjuna was shaken. Krishna took complete responsibility, without participating. He know how to use yudhishtira to mislead dronacharya, he managed temper of Bishma Pitamah, He controlled Karna, directed power of bheem, controlled anger of dhritrashtra with amazing smoothness.

Mahatma Gandhi is also said to have the habit of reading Geeta daily.

Leadership by Ramcharti Manas

Similarly leadership and management work styles can be taken from Ramayana or life of Sri Rama. Forces of Rama were 1. Rama the Brahma itself, 2 Sita, the Morality, 3. Lakshmana the aggressive leader or implementer, Hanumana, the unquestioning servicing follower and Vibhishana, who had immense faith, an ethical follower of rama who knew the secret traits or knowledge of work.

Netaji Subhash Chandra bose said, “You give me blood, I will give you freedom”. Some say, He did walked few steps but could not go much farther as he soon lost out of partners.”

Like holy cows sitting on a highway, our mind needs to be rekindled, which Gandhi ji did by providing an alternative solution. He understood Indian psyche. Every Indian marched with him to the doorsteps of Independence. Even today a film based on him ideology is a national hit.

Lord Krishna, Mahatma Gandhi and Buddha all showed that Sleeping cows could be turned into galloping horses. To make people productive and contributing is an important part of organizational as well as national success.

Now its our chance, to create international leaders.

 *Come, Lets do it!*