

# Appropriate Internal Management



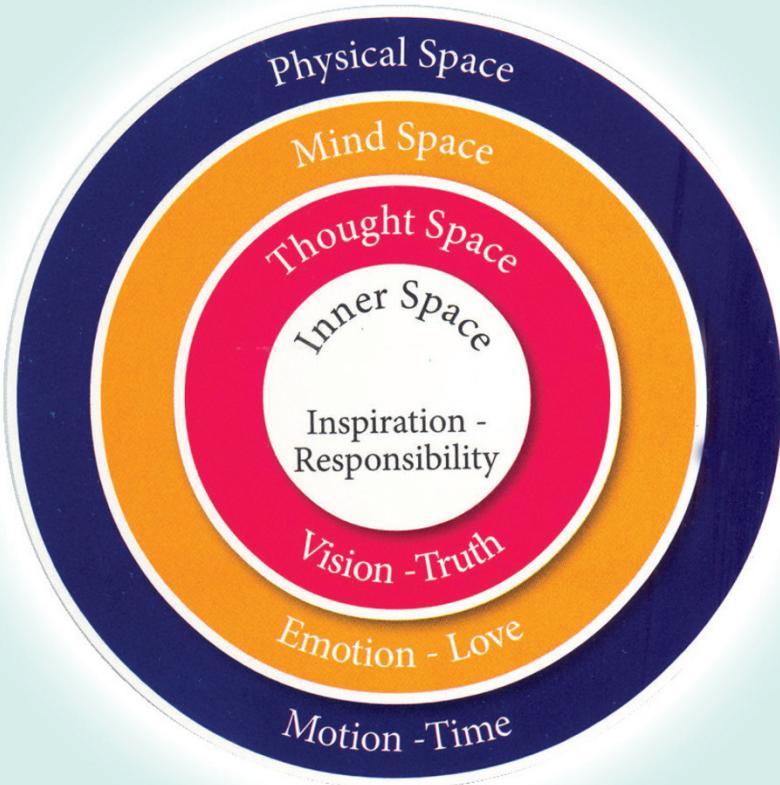
Narayana

Saraswati Natwarlal Bhagwati-AMA  
Centre for Leadership Development



AHMEDABAD  
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®



# Appropriate Internal Management

**Narayana**

Baroda  
January/February  
1990

**Saraswati Natwarlal Bhagwati-AMA  
Centre for Leadership Development**



## **Appropriate Internal Management**

by **Narayana**

July 2005

Published by:

Saraswati Natwarlal Bhagwati-AMA  
Centre for Leadership Development  
Ahmedabad Management Association  
Core-AMA Management House  
Torrent-AMA Management Centre  
ATIRA Campus  
Dr. Vikram Sarabhai Marg  
Ahmedabad 380 015

Printed by :

**Shree Ambica Printing Press**  
Rakhial, Ahmedabad 380 023

*Dedicated with respect to  
Shri Kantisen C. Shroff  
Shrimati Chandababen K. Shroff  
who showered, shared, extended and gave  
their care, attention, and love on, with, and  
to whoever came in contact with them  
and offered their services so that  
people may grow taller become more  
contributive and become more happy.*



# Preface

Appropriate Internal Management is a very interesting piece of work which keeps you gripped. Narayana uses dialogue to illustrate the four aspects of our personality. There are four aspects similarly for any project or plan, says Narayana.

Just as the thumb is the leader amongst the five fingers of the hand, and time is the leader amongst the four dimensions of physical space, the manager has to be the leader amongst other members of the team, he explains. The book teaches us the value of time, love, truth and consciousness. I am sure the readers will find this book extremely useful.

Ahmedabad  
June 27, 2005

**Mahendra Patel**  
President



# Foreword

As the world looks to the advent of next millenium there is an allround metamorphosis in the socio-cultural scenario universally. The changes have been abrupt and the monotony paved way for a faster thinking more so in the corporate world. In order to cope up with these changes the Indian corporate world looked to innovative tools to impart knowledge through different mediums for progress and prosperity. Spiritualism has been one such media and it found much acceptance in the Indian minds.

Gita and Mahabharata stood afront and became a part of Indian life. The book' Appropriate Internal Management' is the offspring of a beautiful idea which gave birth in the mind of Shri G.Narayana, popularly known as Guruji in the corporate circle. I am happy to be the recipient of this idea, thanks to my association with Guruji for quite some time now. It will not be out of place to mention here that this book found extraordinary acceptance among my colleagues inside the Company and also the outside world and with few copies distributed the demand increased manifold. I should be obliged to Guruji for making me and my Executives feel at ease and at the same time increase our productivity which ultimately contributed to individual development, happiness, sense of belonging, love for each other and above all 'peace-at-war' which immensely contributed to the overall development of my organization.

I am indebted to Guruji for bringing all those wonderful ideas concised in this booklet and I am sure all those who read it will endorse my views. Seeds sown now, they can reap a bumper harvest in the shortest possible time - thanks to 'Appropriate Internal Management' and the author Shri G.Narayana.

**N.Gopinath**

Managing Director, Newton Engg & Constn Co Ltd, Baroda

# **Understanding and Harmony**

Sri G Narayana (Guruji) introduced us to this book when we were at a crossroad of our life. The insight in this book gave us understanding and showed us the way.

“ME” is the person that I have, I do make the best of what I have” - came to us as a strong realisation and changed our Jives. From living a very materialistic life, our interest shifted towards spiritualism.

This book refers to strengths available in our own being as body, mind, thought and space. The key to their functioning is time, love, truth and consciousness. When they function with understanding and harmony - the self can get optimal results.

The ultimate message is

**Utilise Time**

**Extend Love**

**Realise Truth**

**Be Responsible**

We wish the readers the same awakening.

**Krishna-Manjula**

K K Jhunjhunwala, Mg Director, Yash Papers Ltd., Faizabad

A

QUEST

**The Learner said:**

Good Morning!

**The Teacher said:**

Very good morning. Nice to see you.

**The learner said:**

It is nice to be with you once again. Sir, I have benefitted from Appropriate Integrated Management approach, which you have shown me few years ago. I have benefitted from it and it has helped like a manual in management process. Many many thanks.

**The Teacher said:**

Thank you. Actually it is practising Managers like you, who can add value to any method or approach by practising and improving. So it is me who has to thank you. I have been following progress of you and your organisation and it gives me happiness that you have made significant progress both quantitatively and qualitatively. I would like to know what brought you here today. There must be something very interesting!

**The Learner said:**

Today I would like to know about the ways of effectiveness of utilisation of personal energy as regards to programs, projects and people. How to ensure that we do full justice to a project, to a subject or to a person? What approach gives full satisfaction to ourselves and others involved? What are the supreme ways to superior contribution? I would be grateful for your views.

**The Teacher said:**

You have raised very important issues. Man has been endeavouring since ages to find the perfect way. Rishis called it Yoga, Buddhists called it Dharmapada (Right Way), Japanese called it Zen, Miyamoto

Mushashi explained it in book of five rings and modern thinkers called it optimal way. We discussed an aspect of it and called it appropriate way.

### **The Learner Said:**

Yes! I do remember that you have said that there are four personalities inside us and not three as some psychologists have propounded. How best of these four personalities can be achieved? How the potentials of child, youth, adult and elder in ourselves be brought out and harmonised into a single contributing whole?

### **The Teacher said:**

Excellent! You have already made a good beginning. Now we are clear that there are four aspects of personality inside each one of us. Let us consider them as four aspects rather than four parts of our self.

Similarly for any project or activity or system or plan there are four aspects.

Please recall that Tamasik operates at physical level, Rajasik operates at emotional level, and Satvik operates at intellectual level. Further, you also know that the knower, the judge and the witness is at the level of self or soul.

As applied to a person these are the states of doing, feeling, thinking and being. When we see a picture of photograph we see the Rose, we feel that it is beautiful, and then we can think and find that it is not Rose but the picture of Rose. When we further contemplate we realise that the fact or truth or reality is that it is a paper on which there appears a picture of a beautiful Rose.

Understanding the four aspects of paper, picture, beauty and the Rose is the total understanding and doing the full justice. This gives satisfaction.

In most of the situations man reacts to only one or two aspects of it and the person receiving the reaction is not fully satisfied.

**The Learner said:**

Sir, now I think, feel and see that you have taken me high into a philosophical level. When you speak and I listen it looks wonderful. But how to approach it, on a day to day practical level ?

What you said is at conceptual stage. Though that is excellent and soul satisfying what about Nuts and Bolts? How many persons can practise this and endeavour to become a master?

Sometimes we act on what we see without considering what we feel, think or what is reality.

Sometimes we react on what we feel without considering what we see, think or what is reality.

Sometimes we enact on what we think without considering what we see, what we feel or what is reality.

Best is to understand the reality, and also know about the appearance, feeling and thinking. Then total picture is clear.

**The Teacher said:**

To understand and experience reality you have to travel through and beyond appearance, feeling and thinking and just be. Come tomorrow. Today you rest.

**The Learner said:**

Many thanks. I look forward to the rest.

I

## **PHYSICAL SPACE**

## **The Teacher said:**

Good morning. Please sit near me. Well! let us go step by step, stage by stage. You please be with me with your mind, intellect and self and concentrate.

There are four spaces in which a person is....

First there is PHYSICAL SPACE.

Physical space is the space where laws of physics function. We stay and move in physical space. Things are in physical space. Factories, towns, cities, countries, oceans, planets, stars and galaxies are in physical space. Whatever is seen, heard, smelt, tasted or touched is in physical space. All activities occur in physical space.

First you have to become master of physical space.

There are three dimensions in physical space which we all perceive and operate. In language of physics or mathematics these are called X, Y & Z dimensions.

Let me give you a convention. Forward and Reverse occur in 'X' direction. Right or Left (sideways) occur in 'Y' direction. Up or down (vertical) occur in 'Z' direction. These three dimensions are essential to locate a point or to locate an address. You have to know the street, the building and the floor to reach an apartment.

The world of these three dimensions operates on the basis of Newtonian Physics. Newton's physics operates on the basis of absolute time and space and deals with bodies at rest and motion; force, mass and acceleration; and action and reaction.

Now let us apply Newton's laws to projects, activities or programmes. The three laws when modified will read as below:

1. A project, program or activity stays in its state of rest or uniform motion unless it is acted upon by some external 'force'.

2. The acceleration of project, program or activity is directly proportional to the 'force' acting upon it and is inversely proportional to the size of project.
3. For every initiative there is a corresponding reaction or response.

Let us look at Law 1. Unless managerial or leadership force acts upon a project etc, it will continue to be at state of rest or uniform progress. Law 2 means that bigger the project or task, larger should be leadership or managerial force that is required to be applied to accelerate the project.

Law 3 means that for every initiative or action a person takes there will be counter initiative or response or reaction. It can be seen that 'Motion' is the key aspect of physical space. These three laws of physical space appear to hold good in many situations and in fact this is how things work. But there is another dimension to the activities in physical space. The fourth dimension of space is identified by Albert Einstein in his path making theory of relativity.

The fourth dimension of space is time. Relativity has revolutionised the ideas of space and time.

Simply stated an event is something that happens at a particular point in space and at a particular time. One has to specify four numbers of co-ordinates (not three), to totally describe an event.

To meet a person it is not sufficient to know the details of street, building and floor, but also the time when he will be present.

Time is the 'key' dimension. Now coming to managerial situations the inspiration and motivation and managerial attention is the 'force' referred to in the three laws. A leader or manager converts his inspiration and motivation and concern to a project, progress or activity by giving attention by giving time.

Time is the 'key' to manage things and relations in physical space. If you do not give time the activity gets neglected. Time is really essence of physical space. In time only new things occur. In time only they continue and in time only they perish. Manage time and manage physical space.

Consider whether you are giving sufficient time to important tasks. Are you giving sufficient time to your people and their problems. Are you giving sufficient time for meetings and also sufficient time for your work as individual?

**The Learner said:**

Wonderful. We usually do not consider time as a dimension of space. Let me summarise and collect my thoughts together.

X,Y,Z are three apparent and visible dimensions of physical space. Time is the fourth dimension. It is the key dimension. Manage time and you manage space.

Three laws of Issac Newton not only apply to physics but also to physical space of Man's and Managerial activity.

A leader-manager should apply adequate 'force' and time to ensure prompt progress.

Larger and complicated projects require high degree of managerial 'force' and time. A manager should know that for every initiative or action there will be a response and reaction and should anticipate these responses and reactions and prepare and be equipped for proper treatment or absorption of these responses.

But essence of management in physical space is time. It is not only the amount of time one utilises for the project but intensity and effectiveness of that time which is important. More effectively the time is utilised, less is the quantum of time required for dealing with a task. Time should not be wasted. Time is not to be passed.

Time is not to be spent. Time is to be invested. Time is to be utilised. Time is to be saved.

Now I see the importance of work study. Method study and work study are the tools for ensuring effective work. Method study deals with "how" of physical space operations and time study deals with effective utilisation of time.

Since the work is an effort directed towards an end or purpose, proper combination, amalgamation and integration of effort (time) and direction (way, method) is to be ensured. A manager has to utilise time and space and keep the pace.

But Sir! Now it seems to me that time is a dimension of space but somehow it is different from the original three. It is different and it is same. One way being in time is being in place. Another way things move in place but time moves and things change. Please tell me about this aspect of time which makes it same as space but also different from space.

### **The Teacher said:**

Your enquiry is very valid. Actually it touches the heart of the subject. Let me give you a different kind of insight. My dear! Look at your fingers. See four fingers and see the thumb. Thumb looks like a finger but at the same time it is different.

Thumb is very much the member of set called palm and fingers. Thumb joins fingers to carry out many jobs of hand. Thumb and fingers together as a team accomplish many tasks.

But the thumb is different in appearance, position, direction and operation. Thumb can touch each finger which other fingers cannot do. Thumb forms counterpart for other fingers in holding, writing and forming a fist. Thumb is the master of fingers. In the same way Time is the "Master" of physical space. Time alongwith other three

directions makes the time-space in which things occur and move. Time makes the concept of motion complete. Things move at a speed. Speed is so much distance covered in so much time. In this respect time is the counterpart of space, like thumb is the counterpart of fingers.

Now let us see how the Three Laws of Newton as applied to project activities and programmes, get synchronised in time:

1. A project moves and accelerates only when people apply 'Force' and timely application of Force ensures effective movement and acceleration in right direction.
2. When project is large, more is the force required and force is more effective with more time given and proper timing. More time you give to project, more is the acceleration. Time given intensifies managerial "Force".
3. For every initiative there is a corresponding reaction or response and synchronisation of action and response occurs when time is right.

My dear! Be in time and be master of physical space. Give time to your people. It satisfies them in physical sense, let them see you. Let them meet you. Give them time, Hear to them. Be in touch.

One more thing, skills are important for successful management of physical space.

### **The Learner said:**

Master! Salutations! My mind is working overtime over time. What are the ways to be timely? How to make best of the time?

### **The Teacher said:**

Best way to manage time is be present. Be here, be now, be in this situation and be responsible. Be in present place, present

time, present situation and take responsibility as present person. Why to elaborate? Let me present you 'Presents' which is one of the earlier works.

Further, be timely. Let me also give you this poem, "Be Timely". You are a very fast learner and are very close to me. Therefore I am happy to share with you these two poems.

While work study deals in scientific way (in the fashion of Newton) with three visible dimensions of physical space, the "Presents" and "Be Timely" gives a philosophical approach regarding time in the fashion of Einstein.

Further my dear leader! Timeliness is excellence. I also give you the extract "Timeliness" from the earlier book "STAIRWAY TO EXCELLENCE".

### **The Learner said:**

Thanks! Many thanks! I will go through them tonight. What you gave me makes today a wonderful day. But before I take your leave today, to come back tomorrow, I have one observation. Can I share it?

### **The Teacher said:**

Sure! Sure! please go ahead. I am very much eager to know your observation.

### **The Learner said:**

Sir, while you explained about Thumb and Time it occurred to me that the leader of a team is like the fourth dimension. He is one of the team and at the same time he is different. He adds strength to the team. He inspires the unity and progress. Like Time is master of physical space the Leader has to be Master of situation.

**The Teacher said:**

That is a splendid observation. I agree with you. Now let us meet tomorrow and discuss next step in space. There is a space higher than physical space.

**The Learner said:**

I look forward. Good day sir ! Thanks for the time.

**The Teacher said:**

Not at all. Good day. Have a good time.

(Please see the annexures “Presents”, “Be Timely” and “Timeliness” from page 155 onwards)

II

**MIND-SPACE**

**The Learner said:**

Good morning Sir. I have brought the FRAMES regarding our discussions yesterday. Can you please go through them? Are they all right?

**The Teacher said:**

Let me see.....

How nice. You have done a remarkable work. Now we are ready for the next phase of our discussions.

**The Learner said:**

You have said yesterday that you would teach me about next space above physical space. Kindly let me know. I am ready.

**The Teacher said:**

Very well. Mind-space is higher than physical space. Motion is the key factor in physical space. Emotion is the key factor in Mind-space.

Physical space is the space of physical actions, reactions, force, mass and acceleration.

Mind-space is the space of feelings, counter-feelings, pressure, gravity of situations and change rate of relationships.

What occurs in Mind-space reflect in physical space. Feelings initiate actions. Counter-feelings instigate reactions. Mental pressure intensifies the force of actions.

Gravity of situation affects mass of actions. Change rate of relationship, accelerate or decelerate progress of projects programmes and activities.

It is as if physical space is the visible picture of mental space. Impressions in mind space are exhibited as expressions in physical space.

It is as if the iron of physical space is moved by, the magnetism of mental space.

**The Learner said:**

That is very interesting. What are the three basic dimensions of Mind-Space? Do they affect the three dimensions of physical space?

**The Teacher said:**

Yes, there are three basic dimensions of mind space. The HOPE is the X direction. Like is the Y direction. Elation is the Z direction. Hope is forward and hopelessness is the backward along X direction. Like is the right and dislike is the left along the Y direction. Elation is the upward and depression is the downward along Z direction. The X, Y, and Z aspects of the physical space.

When mind is full of hope, man moves forward. When mind is full of hopelessness man steps backwards.

When mind likes, man is pulled towards the object of liking and deviates sideways from the forward direction.

When mind dislikes, man is pulled away from the object of dislike and deviates sideways from the forward direction.

When mind is elated, man moves upwards in progress path. When mind is depressed man slides downwards.

**The Learner said:**

Wonderful! What about the laws that operate in Mind space?

**The Teacher said:**

Yes. We will discuss them shortly. One thing, physical space is space of results i.e., visible results. Mind space is space of relations. i.e., invisible but felt relations.

The three modified Newtonian Laws as applied to Mind space are:

1. A relationship of a person with a project, programme, activity or another person stays in state of rest or uniform progress, unless it is acted upon by some 'Intuitional' force.
2. The acceleration of relationship of a person with a project, program or activity is directly proportional to the force acting upon it and indirectly proportional to quantity of mass of negative impressions because of earlier feelings.
3. For every feeling there is a responding feeling or emotion.

**The Learner said:**

Oh! I see! Please tell me more about Mind-Space.

**The Teacher Said:**

I have already told you that Mind-Space is the space of emotions. It is also the space of creativity and intuition. The source of innovation is this space. Ego is seated in this space. It is the space of dreams. Not only night dreams but also day dreams. Actually dream state is the expression of Mind state. At that time, physical-space is absent. Meaning of physical co-ordinates and also time are absent. No physical results occur. But feelings and emotions occur intensively. Mind is in full swing at dream state. Mind creates and enjoys the drama of the dream.

**The Learner said:**

Yes, I can see the influence of mind space on man and physical space. What about fourth dimension of mind space.

**The Teacher said:**

Fourth dimension of Mind-Space is love. Love is the universal emotion of friendship, closeness, sympathy, empathy, compassion and soothing and healing. It is the divine emotion. True love is beyond

like and dislike. It is beyond hope and hopelessness and beyond elation and depression.

When a person loves a project, programme, activity or another person he not only gives his mental energy but becomes the devotee. Love is not lust. Love is forgiving and giving. It is giving without expectation.

Expectation is at the root of disappointment and dissolution.

Being together, friendship, acceptance, communication, separation, sacrifice, faith and harmony are all the aspects of love. In love there is nothing to prove. In love minds are cemented. In love it is, give and give.

When you love a subject, project, program, place, activity or person you give your time. Thus love is not only master of Mind-space but also the superior master of physical space.

Now you can see how the three laws get affected by love.

1. When love is there, there is a continuous source for internal force and a project, program, activity or person will be showered with this force continuously. When there is love there is hope, liking and happiness.
2. Enormous acceleration can be attained by intensity of love and mass of previous negative feelings gets reduced and swept away in the flow of love.
3. When there is love, for every feeling there is a responding feeling of harmony. Love is the feeling of healing.

Love is beyond language and speech. Language and speech are the means of communication in physical space. Compassion and goodwill are the means of communication of Love. Love is not possessing. Love is surrendering. Love is caring and sharing without

any scaring. Love is humanity. Love nourishes. Extend love and utilise time and be master of physical space and mind space.

Let me give you two small poems “Love” and “God Loves You” which give some feeling about love.

Today we have gone through the second space.

**The Learner said:**

Sir, I am blessed. A manager or leader can really excel when he gives love and gives time. He not only gets results but also gains relations. When love is genuine all other three dimensions become positive. When one loves a project, programme or activity it becomes a mission. Love converts a job into service and work into contribution. When in love a manager and leader does not command but he supports.

In the sense of physical space, management is getting results. In love, management is creating an atmosphere where people give contributions of performance. Love cements team. In love, people are accepted as they are and then supported for becoming better and better beings. Love is the nector and work done in love with the sense of dedication become immortal contribution.

Sir, I thank you for the love.

**The Teacher Said:**

Not at all. Come tomorrow. Good day. Enjoy love.

III

## THOUGHT SPACE

**The learner said:**

Sir! Regards! Thanks! The mind space is clear. Here are the frames. Please go through them and after giving your views, please proceed with the next step. Your words are fountain of wisdom. When I receive them my mind gets charged and ideas gush out. I am now waiting, Sir.

**The Teacher said:**

Excellent. You have once again framed the mind space in an elegant manner. Let us now proceed. Are you ready with full concentration.

**The Learner said:**

Yes Sir! Yes Sir !

**The Teacher said:**

Thought space is superior to physical space and mind space. Motion and emotion are the key factors of physical and mind space. Vision is the key factor in thought space. Thought is the origin of feelings and actions. Thought is the source for creation and destruction. Thought is the concept. Thought is idea. Thought is seed of the world. Man creates and builds.

Man becomes what he thinks.

Thought space is the space of ideas, strategies, and counter strategies, potential of situational opportunities and change rate of mass of possibilities. Whatever occurs in thought space affects mind space and physical space. Thoughts form judgements. Judgements create feelings. Feelings initiate actions. Strategies result in actions and counter actions. Thoughtfulness sees the mass of possibilities. Change of situational opportunities accelerate or decelerate projects, programs and activities.

Whereas physical space is the visible picture of mind space, mind space is the blue print of thought space. It is the thought space in which the conceiving of the whole picture occurs. It is the thought space in which all calculations occur. It is the thought space in which patterns are built which create impressions in mind space which are exhibited as expressions in physical space.

It is as if the conductor of thought space which magnetises the mind space which moves the iron of physical space.

Thought space is the Think Tank in which eddies called thoughts churn the waters of mind space which move the waves of physical space.

**The Learner said:**

Superb, It is becoming more and more clear. Please tell me what are three dimensions of thought space.

**The Teacher said:**

Correct! There are three dimensions in physical space like three dimensions of mind space and physical space.

Evaluation and prediction are the X dimension of thought space. Positive and negative evaluation of past are two directions of this X dimension. Similarly positive and negative prediction of deviation is the Y dimension of thought space. "More" and "Less" are the two directions of this Y dimension.

Conclusion or decision is the Z dimension of thought space. Approval and disapproval are the two directions of Z dimension.

'The X,Y,Z dimensions of thought space affect the X,Y,Z dimensions of mind space and physical space.

When the prediction of future is good mind will be full of hope and man moves forward. When the prediction of future, based on

evaluation of past experiences, is not good the mind is full of apprehensions and man steps back.

When the measurement of deviation in thought space indicates excess or less aspects the feelings of like and . dislike are felt and man moves sideways.

The approval and disapproval of thought space cause elation or depression in mind space because of which man moves upwards or downwards.

Trials and errors are experiments in physical space. Dreams are experiments in mind space. Alternatives and what-if situations are experiments in thought space.

Physical experiments help in optimising the results. Mind experiments help in optimising the relations. Thought experiments help in optimising the ideas.

### **The Learner said:**

I am sure now you are going to tell me the laws that govern the thought space.

### **The Teacher said:**

You are right! But before that let me share few more things. Physical space is the space of results. Mind space is the space of relations. Thought space is the space of realities.

Rationalisations occur in thought space as per the conceived realities. The concepts create commitments. The process of commitment to a project, program, activity or a person occurs at thought space.

Now, the modified Newtonian laws as applied to thought space are:

1. The concepts and strategy of a person as regards to a project, program, activity or another person stays in a state of rest or

uniform progress unless it is acted upon by some “intellectual” force.

2. The acceleration of development of strategy of a person as regards to a project, program or activity, is directly proportional to the “intellectual force” acting upon and is indirectly proportional to quality or mass of previous experiences, judgements and prejudices.
3. For every thought there is a corresponding or complimentary thought.

**The learner said:**

What is the nature of intellectual force in thought space? How it differs from forces in mind and physical spaces?

**The Teacher said:**

You are reaching the reality. It is so simple, once you think. That is the beauty of thought space.

Instinct causes physical and some times brutal force. Intuition causes mental and emotional force. Intellect causes the logical force or force of reasoning.

Motion is the result of physical force. Emotion is the result of mind space. Vision is the result of thought space.

Man moves in physical space, feels in mind space and visualises in the thought space.

Visualisation is the way to truth and clarity.

**The Learner said:**

Master! Please continue! Tell me more about truth and clarity.

### **The Teacher said:**

Truth is the fourth dimension of thought space. Truth is universal fact. Truth is reality. Truth is what is. What is not is not truth.

When we see the beautiful rose painted on a board the rose is not reality. The beauty is not reality. The picture is not reality. The board is the reality on which the picture of a beautiful rose is painted.

The prediction of future is correct when it projects the fact. The evaluation of past is correct when it reflects the fact.

Time harmonises the movement in physical space love harmonises the emotion in mind space. Truth harmonises the vision in thought space.

Now you must have realised that truth is the fourth dimension of thought space. Yes! Truth or clarity is the master of thought space.

### **The Learner said:**

How clear. Truth, love, time. Truth is the master of thought space. Thinking leads to reality. When truth directs thinking clarity comes. When clarity comes peace comes. When peace comes man is tranquil.

### **The Teacher said:**

Yes, it is so.

The measurement of deviation is correct when it brings out the variation of fact. The decision is correct when it is based on fact and reality. Right decision is real decision. Right is truth. Truth is right. Do the right thing at right time and be established in truth.

The evaluation and prediction, the positive and negative deviation, the approval and disapproval are dependents on truth. Truth is independent of three dimensional aspects. Fourth dimension of truth is the master of thought space. Truth prevails. Purpose of all thoughtfulness is truth. Truth is god of thought space. All thinking

concludes in truth. Love is god of mind space. All feelings merge in love. Time is the God of physical space. All physical objects dissolve in time.

When a person sees reality (even though his reality), regarding a project, program, activity or another person he not only accepts that reality but extends his love and time to that.

Truth is not illusion. Truth is fact. Act on fact.

Search for the truth is difficult and hard. But at the end of search when truth is seen all is light. Analysis, thought experimentation, logic, reasoning and churning of thoughts in the fire of thoughtfulness and contemplation with the help of oil of knowledge will give out the flame of truth.

Truth is not only the master of thought space, but also the true master of mind space and physical space.

Now you can see how three laws get illuminated by truth.

1. The intellectual force is most effective when it is based on truth and the concepts aligned to truth are in continuous path of progress, success and bliss.
2. The acceleration of development of strategy of a person as regards to a project, program, activity or person is optimal, prompt and effective when truth guides the strategy.
3. When truth reigns, for every thought there is same thought everywhere. For every thought there is not just a corresponding or complimentary thought, but truthful thought is same everywhere and all the time.

Truth is beyond language, speech, and feeling. These are the means of communication in physical and mind spaces. Understanding and realising are states of seeing the truth.

Truth is not logic, not theory, not rationalisation and not argument. These aspects help to find the truth. Time moves - Love nourishes. Truth prevails. Realise truth, extend love and utilise time and be master of thought space, mind space and physical space.

**The Learner said:**

'To tell you truth I have not fully grasped the meaning and depth of realisation. Master! What is realisation ? Who is realised person?

**The Teacher said:**

Very good. I appreciate your candidness. Candidness leads one to truth. Only when one admits ignorance one can learn. Acquire knowledge and information and reach the truth. My dear! always be ready to learn. Be ready to receive. Ancient Rishis said "Let noble thoughts come from all directions." Yes! Noble thoughts are always coming from all directions and permeating the thought space. One has to be ready to accept these noble thoughts.

So be in noble thoughts. Think right. Think truth. See clarity. Let me give you a short poem "Noble Thoughts" for you to study.

Now coming to your question about realisation. It is very difficult to explain realisation. Let me explain what is realisation and who is realised person through a story.

Once upon a time a tigress gave birth to cubs and one tiger cub came rolling down the slope and fell near a kindly shepherd. The shepherd was compassionate and he picked up the tiger cub and after comforting it gave it goat milk for drinking.

After some days tiger cub became little playing cub and played with goat calves. Cub and calves played, jumped and sucked goat milk together. Cub thought it was also a goat calf. The cub heard old goats telling many stories about Tigers and wild boars attacking the herd.

Impressions were stamped in the mind of tiger cub that tigers were ferocious and dangerous and would kill and eat goats and goat calves. Since it thought that itself was goat calf, it believed that tiger would eat it.

One day a powerful tiger attacked the herd and all the goats ran away helter-skelter shouting "Tiger! Tiger!"

The tiger cub also ran away with its might and the powerful Tiger saw it. It was wonderstruck since it was natural for goats to flee but it was not natural for tiger cub to flee away.

Tiger left the goats and went after the tiger cub, which now thought it was in real danger and felt that 'death was after it.

After some running the tiger cub reached the bank of a water lake. Tiger confronted the cub on the bank and cub shivered with fear.

*Tiger said:*

Why are you trembling?

*Cub said:*

Because you would kill and eat me.

*Tiger said:*

Why should I kill you?

*The cub said:*

Because you are tiger and I am a goat.

Tiger understood that the cub was in illusion and ignorance and said:

All right. Don't worry. Right now I won't kill you. You are thirsty. Drink some water from the tank.

Then the cub approached the water and put its face near the water. At the same time the tiger, the teacher, did also put its face near the water.

When the cub saw its own reflection and also tiger's' reflection in clear water, in a flash it experienced that it was a tiger and understood that it was not a goat.

**The Teacher said:**

Do you see now? Realisation is experiencing what one is and understanding what one is not. Realisation is experiencing what is and simultaneously understanding what is not. We think we are mere mortals with limited capabilities. One has to realise that one is a "powerful tiger" and understand that he is not a "goat". There is an unlimited power and hidden energy inside each one of us and it is possible to realise and utilise that energy potential. That is the truth, reality and fact.

**The Learner said:**

Thanks! Many thanks! One question.

Truth seems to be subjective. Does it vary from person to person? What is the way to differentiate between truth and non-truth?

**The Teacher said:**

Discrimination is the key to find out the truth from illusion. Discriminate and separate truth from non truth like grain from the husk, butter from milk and sound from the noise.

Truth seems to be subjective because it passes through feeling of mind of the person concerned. Mind "feels" the one truth as per its 'colour' and the truth becomes subjective. When mind is clear from the smoke of feelings the truth will be seen by the intellect EYE and that is the 'objective' vision. Intellect "EYE" minus mind's "I" clearly visualises the truth.

Vision is the key aspect in thought space. Visualise the future opportunities, problems, solutions, situations and possibilities. Visualise what kind of person you would like to become. Visualise

what kind of world you would prefer. Visualise truth. Be fixed in truth. Follow the path of truth. Let your evaluations, judgements, and decisions be based on truth. Be truthful and be master of thought space. Achieve clarity. Give clarity. In short, give time, give love, get clarity and be a master of physical mind and thought spaces. Tomorrow we will cross the three spaces and experience what is the supreme space.

**The Learner said:**

Master! I am very grateful. The clarity of thought space is helping me to see the three-layer combination of physical mind and thought spaces. Thank you for your thoughtful sharing. Thank you indeed for truth.

**The Teacher said:**

Good day. Be with truth.



**IV**

**Inner Space**

**Cosmic Space**

**The Teacher said:**

It can be seen that you have brought the frames for Thought Space and you are fully prepared for next step. Let me see them well. Very Good!

**The Learner said:**

After thinking over the thought space and reviewing physical and mind space there is full clarity and peace. Now I wonder what is beyond this ?!

**The Teacher said:**

Now we have to discuss the cosmic space or inner space. Inner space is the space of pure quality and supreme energy. Cosmic space is different from physical, mind and thought spaces. It is not above those spaces. It is ever pervading and all encompassing eternal field of energy. This is the space because of which thought, mind and physical spaces occur, exist and integrate.

It is the source of inspiration of all other spaces. Motion is the key factor of physical space. Emotion is the key factor of mind space. Vision is the key factor of thought space. Inspiration is the essence of cosmic or inner space. Spirit within each of us is because of inner spaces. When actions of physical space, feelings of mind space, ideas of thought space are aligned with inner space they become spirited. Spirited contributions are because of inner space. Enthusiasm is one of the expressions of the energy of inner space.

Inner space is not above thought space like thought space is above the mind space. Inner space is very life of physical, mind and thought spaces. If these three spaces are three floors of a house - the inner space is the light inside each floor.

Inner space or cosmic space is the cement which binds the three bricks of physical, mind and thought spaces.

### **The Learner said:**

Sir, please one moment. This seems to be different. Please tell me why you are referring this space as cosmic space sometimes and inner space sometimes. For me it appears that inner space is something deep inside us and cosmic space the outer space of universe. How these two are same?

### **The Teacher said:**

Wonderful. Right question. Consider the light outside a house and the light inside the house. Consider the air outside a house and air inside the house. Consider the electricity flowing in the supply system outside and electricity flowing inside the house. Are the two i.e. the outside one and inside one different? Are they not same? Then how this sense of 'outer' and 'inner' came? How this differentiation occurred? The 'outer' and 'inner' sense because of the 'senses'. It is the house or human body and its senses which differentiate. But the light, air and electricity is beyond the differentiation. The energy that is driving the cosmic world is same as the energy that is driving the inner world. Cosmic space is the engine which gives energy to the thought, mind and physical spaces.

It is inner space which inspires the thoughts and ideas of thought space in which patterns are built which create impressions in mind space which are exhibited as expressions in physical space.

It is the electricity of inner space which flows through the conductor of thought space which create the magnetism of mind space which moves the iron of physical space.

Cosmic space is the churning energy in the think tank of thought space in which eddies called thoughts churn the water of mind space which move the waves of physical space.

### **The Learner said:**

Now I can experience the effects of the cause which is cosmic space. Now please tell me what are the three dimensions of cosmic space. What is the fourth dimension of cosmic or inner space? I think it will be fully clear when I know those four dimensions.

### **The Teacher said:**

My dearest! You are still thinking in terms of tangible spaces of physical, mind and thought spaces. These are tangible. They are describable. Cosmic space is intangible. It is pure quality. You have just said it. Cosmic space is the cause. Other spaces are effects. That is very much so. Cosmic space or inner space is the causal space from which all the ideas, feelings and actions of whole universe come.

There are no three dimensions of cosmic or inner space. There is only one and only one dimension of the inner space. This one dimension manifests as many dimensions of other spaces. One more thing. When there is only one dimension, can you see that the cosmic space is dimensionless? Yes. It is dimensionless and multi dimensionous. However, let me not become more and more intangible or ungraspable. First let us take the one and only one dimension of cosmic space. That is consciousness. Consciousness is the energy of the universe and it is the energy of life. Consciousness is the energy which causes life.

When an object energises, it becomes animate, otherwise it is called inanimate. When a bicycle is pedalled it becomes alive. When the sound energy comes from a speaker it is alive. A top is alive when it rotates and stands on its own. A conductor is alive when electricity flows through it. Man is alive when inner energy is present. World is alive when cosmic energy is present.

When we reach the energy inside each one of us we are conscious. Consciousness is inspiration behind vision of thought, emotions of mind and motions of body.

Now let me tell you how consciousness manifests in and energises the thought, mind and physical spaces. When consciousness energises the physical space, man becomes awake. When consciousness energises the mind space, man becomes alert. When consciousness energises the thought space man becomes aware. Being awake, alert and aware is being conscious.

Being awake in physical space means seeing the occurrences in physical world and witnessing and observing the physical world with the actions, reactions, speed, velocity, force and work and also participating or not participating in these processes of physical space efficiently.

Being alert in mind space means observing and noticing the changes, alterations and deviations in emotional world and witnessing and observing the mind world and the feelings, counter feelings, dreams, creations, change of emotions, force of emotions and also participating or not participating in these processes of mind space harmoniously.

Being aware in thought space is visualising the generation of ideas, suggestions, thoughts, contemplations, strategies, counter-strategies, change of strategies and plans, judgements, evaluations, approvals and decisions and participating or not participating in these processes of thought space effectively.

Being conscious in cosmic or inner space is being in touch with our inner energy, being awake, alert and aware, being optimal and harmonious, being contributive and contemplative, being peaceful and being efficient and effective in utilisation of inner energy as regards to actions, feelings and thoughts. Being conscious means externally seeing truth, giving love and being in time.

**The Learner said:**

Oh ! Oh ! Time, love truth and consciousness. Wonder! Wonder! What a revealing. Now it appears to me that time, love, truth are also aspects of consciousness.

**The Teacher said:**

Yes that is so. Consciousness is time in physical space. It is love in mind space. It is truth in thought space.

Now imagine that three X, Y, Z vectors of three spaces held together and combined and amalgamated one whole by wakefulness, alertness and awareness and rotated to become one dynamic whole that is the conscious universe.

In that state each exists and does not exist. There is a free form change from time to love to truth.

**The Learner said:**

How to achieve this. Please tell me.

**The Teacher said:**

Concentration, contemplation, observation and meditation are the ways to attain this state. Equality, compassion, love, truth are the gates which can take to consciousness.

Thinking is the junction. Thought space is the change station. Intellect can lead to inspiration. Knowledge can lead to freedom. Study can make one steady in consciousness. Equality can give the quality of consciousness. Detachment from ego can lead to enrichment of consciousness.

At this point let me attempt to explain how time, love, truth and consciousness merge into one ultimate whose manifestations they are.

Past, present and future are three aspects of time. Similarly, goodwill, harmony and best wish are past, present and future aspects of love. History, reality and certainty are past present and future aspects of truth. There are no past, present and future as regards to consciousness. Being is being conscious as regards to past, present and future aspects of all the four spaces and is beyond the past, present and future aspects. That is eternity. Eternity is past, present and future and beyond.

Time is eternal. Love is eternal. Truth is eternal. Consciousness is eternal. Eternity is consciousness. Being in present moment is experiencing that eternity now.

**The learner said:**

Master! I have heard this ! “Be in present moment”. I have also read your “presents” which beautifully clarifies about HERE, NOW, THIS and ME as regards place, time, situation and self.

Please share what is the way to experience the present moment. Surely it does not mean to forget past or future.

**The Teacher said:**

Being in present moment is not ignoring past or future. Being in present moment is not being irresponsible about the work to be done about past, present and future. Being in present moment means being fully responsible. Let me deal with this space by space.

Being in present moment as regards to physical space is being “Time” and right now to learn and record about past, to work and contribute at present and to prepare and equip for future.

Being in present moment as regards to Mind Space is being with “LOVE” and forget and forgive about past, to give and get at present and Intend and Extend (goodwill) for future.

Being in present moment as regards to future is being TRUTHFUL and review and evaluate about past, think and innovate at present and predict and plan for future.

As regards to inner space being conscious and being yourself is very being in present moment.

So, once again, for past be yourself and, review and evaluate, forgive and forget and learn and record.

For present be yourself and think and innovate, give and get and work and contribute.

For future be yourself and plan and predict, intend and extend, and prepare and equip.

That is briefly being in present moment.

That way you can experience time, love, truth and consciousness every present moment of your existence and being.

**The Learner said:**

We have not spoken of any laws like three laws of physical, mental and thought spaces. I think these laws do not apply to cosmic space.

**The Teacher said:**

Absolutely so. The laws of tangible world do not operate in consciousness. The senses of past and future, forward and reverse, like and dislike, approval and disapproval, hope and hopelessness and all other duality aspects disappear and merge and vanish into consciousness.

At consciousness there is only present moment, love, ultimate truth and peace, harmony and bliss.

At consciousness level a job becomes service to others, work becomes contribution, teaching becomes learning.

Happiness becomes bliss, motivation becomes inspiration, authority becomes responsibility, taking work becomes getting work and giving becomes offering. Judging becomes accepting, desire becomes love so on and so on.

There are no three laws, action and reaction etc. at cosmic space. There is only one law which represents that each man is like yourself and inside each one there is inner space with a potential of cosmic energy. Thus all is one and one in all.

At cosmic level the instinct, intuition and intellect merge and become inspiration.

The child, youth, adult and elder merge in to one to become a holistic, healthy wise person.

The actions, feelings and ideas merge to become contributions to society and humanity.

**The Learner said:**

Great! Sir ! Still one trace of non-clarity. What is the expression of consciousness in human life ?

**The Teacher said:**

Responsibility and trust are expressions of consciousness in human life.

**The Learner said:**

I have learned lesson of life today. My guidelines to my self are - Be conscious, be self master, give and give. Give quality and equality. Act on fact. Harmonise vision, mission and action. See the pure child, dynamic youth and contributing adult and wise elder in each one. Optimise your own child, youth, adult and elder. Share and care. Take responsibility for all. Avoid authority. Offer trust. Be trustworthy.

**The Teacher said:**

Now you are the teacher. You are the self-teacher and self learner.

**The Learner - Teacher said:**

You have changed me with your conscious energy. We are one. I will bring the frames tomorrow. Thanks for the consciousness. I will be conscious. Very good day.

**The Teacher - learner said nothing:**

The twosome became one in bliss and harmony of consciousness, truth, love and time.

**THAT IS**

V

**Eternity**

*Your Spirit is Enternal*

*My Spirit is Eternal*

*Our Spirit is Eternal*

*Eternity is Spirit*

**THAT IS THIS  
THAT (ETERNITY) IS THIS (SPIRIT)**

**Concepts for clarity**

**Frames**

The Learner went home and chewed and had run the mental tapes of discussions with the help of notes he made. Then he organised his thoughts and put down those thoughts in frames on his super computer. Following pages are the ideas and thoughts of both Teacher and Learner.

# **Physical Space**

## **Frames**

*Optimal way is  
Yoga*

*Optimal way is  
Appropriate Way*

*The four aspects of personality are*

*Child*

*Youth*

*Adult*

*Elder*

*Four levels of operation are*

*Physical level*

*Mental level*

*Intellectual level*

*Being self*

*Tamasik is limited to  
physical level.*

*Rajasik is limited to  
mental space.*

*Satvik limits to  
thinking space*

*Knower is not limited and  
optimises and integrates as  
physical, mental, thinking and  
spiritual being.*

## Four States

*Doing*

*Feeling*

*Thinking*

*Being*

*In most of the situations  
man acts without considering  
all aspects of situation*

*Often man acts on  
what he sees.*

*Sometimes man acts on  
what he feels.*

*Occasionally man acts on  
what he thinks.*

*Rarely man acts on  
what is reality*

*Reality is covered and confused by thoughts, feelings and appearances.*

*Seer of reality really sees.*

*Physical space is the space in which things stay and move and activities occur.*

*Seeing, hearing, smelling and touching occur in physical space.*

*Whatever we do  
when we are awake  
occur in physical space.*

*Physical space is the  
space of five senses.*

*Along the way, sideway and  
vertical way are  
three dimensions of physical space.*

*Three dimensions are called  
X, Y, Z dimensions in physics.*

*Physical space is the space of motion, force, mass acceleration and action and reaction as defined by Newton's physics.*

*Physical space is the space of motion, force, mass, acceleration and action and reaction as applied to activities, programmes, projects and human endeavours.*

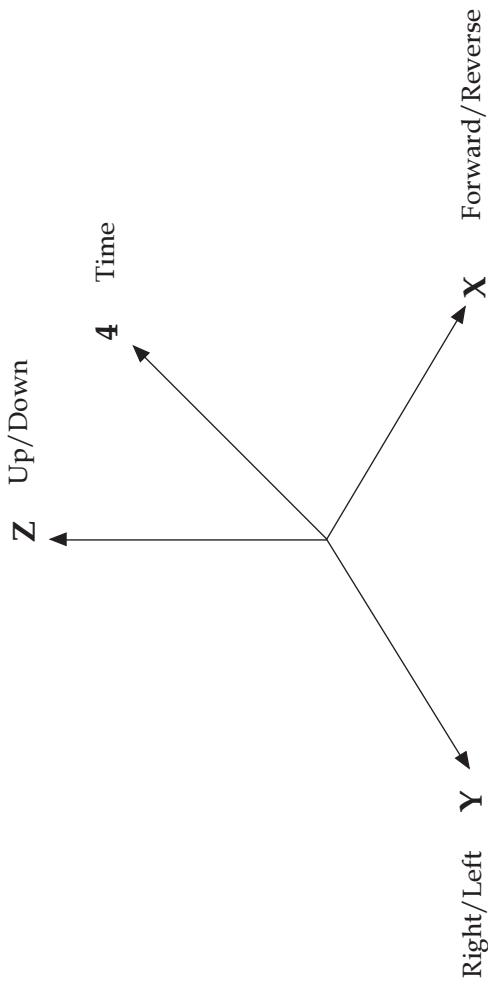
*The three laws of  
Newton as applied to human activities*

1. A project moves, and accelerates only when people apply "Force".
2. More the "Force" more the acceleration of project and more the size of project more is the force required to move and accelerate it.
3. For every initiative there is corresponding reaction or response.

*Time is the fourth dimension of physical space.*

*An event is something that happens at a particular point at a particular time.*

## Moving



**Physical Space  
Motion**

*A leader manager  
moves and accelerates an activity by  
giving his time*

*Time is the key to  
manage things and  
relations in physical space*

*If you do give time  
an activity gets attended.*

*In time new things born,  
continue and perish*

*Manage time and  
manage physical space.*

## *The three Newtonian laws of management of physical space synchronised in time*

1. A project moves, and accelerates only when people apply 'force', and timely application of force ensures effective movement and acceleration in right direction.
2. When project is large more is the force required and force is more effective with more time given and proper timing. More time you give to project more is the acceleration. Time given intensifies managerial "force".
3. For every initiative there is a corresponding reaction or response and synchronisation of action and response occurs when time is right.

*A leader manager should apply adequate 'force' and time to ensure prompt progress.*

*Large and complicated projects require high degree of managerial 'force' and time.*

*Time and timing ensure effectiveness of progress and synchronisation of actions and responses.*

## **Avoid**

*Wasting time*  
*Passing time*  
*Spending time*

## **Ensure**

*Saving time*  
*Utilising time*  
*Investing time*

*Thumb is one member like  
five fingers of hand and also  
thumb is the leader amongst  
five fingers of hand.*

*Time is one member like  
four dimensions of physical space.*

*Time is the leader amongst  
four dimensions of physical space.*

*Manager is one member like  
other members of team.*

*Manager has to be leader amongst  
other members of team.*

*Work is effort  
directed towards a purpose.*

*Effort and direction  
shape the work.*

*Time and method  
shape the work.*

*Utilise time  
Utilise space  
and  
Keep the pace*

*First step towards appropriate internal management is to manage one's own time and being master of physical space.*

*Every man has his time.*

*One should make his time valuable and contributing.*

*There is no point in saying there is no time.*

*If you are there, there is time.*

*When time is on your hand  
Physical space is in your hand*

*Past is time*

*Present is time*

*Future is time*

*Time is God*

## Frames

## Mind-space

*Mind space is  
higher than physical space.*

*Mind space includes and  
influences physical space.*

*Motion is the  
key aspect of physical space.*

*Emotion is the  
key aspect of mind space.*

*Physical space is the quantitative expression of mind space.*

*Physical space is the space of actions, reactions, force, mass and acceleration.*

*Mind space is the space of feelings, counter-feelings, pressure Gravity of situations and change rate of relations.*

*Feelings  
Initiate Actions.*

*Counter-feelings  
instigate reactions.*

*Mental pressure  
Intensifies Force of actions.*

*Gravity of situations  
Affects weightage of actions.*

*Change rate of relations  
Accelerate or decelerate  
Progress of projects or activities.*

## *The three laws of mind-space*

1. Relationships continue in same state unless acted upon by internal “force”.
2. Acceleration of relationships depend on intensity of “force” and is inversely related to mass of previous negative impressions.
3. for every feeling there is a responding feeling or motion.

*Physical space is the  
expression of the  
impressions in mind-space.*

*Physical space is the  
space of visible results.*

*Mind space is the  
space of invisible relations.*

*(Invisible relations are  
seen by mind's "I")*

*Owning up occurs  
at mind space.*

## *Aspects of Mind Space*

*Creativity*

*Intuition*

*Innovation*

*Ego*

*Dreams*

*Feelings*

*Emotions*

*Mind space is the space of push and pull*

*Hope/hopelessness, like/dislike*

*elation/depression are*

*Push and pull aspects, and*

*X, Y and Z directions of*

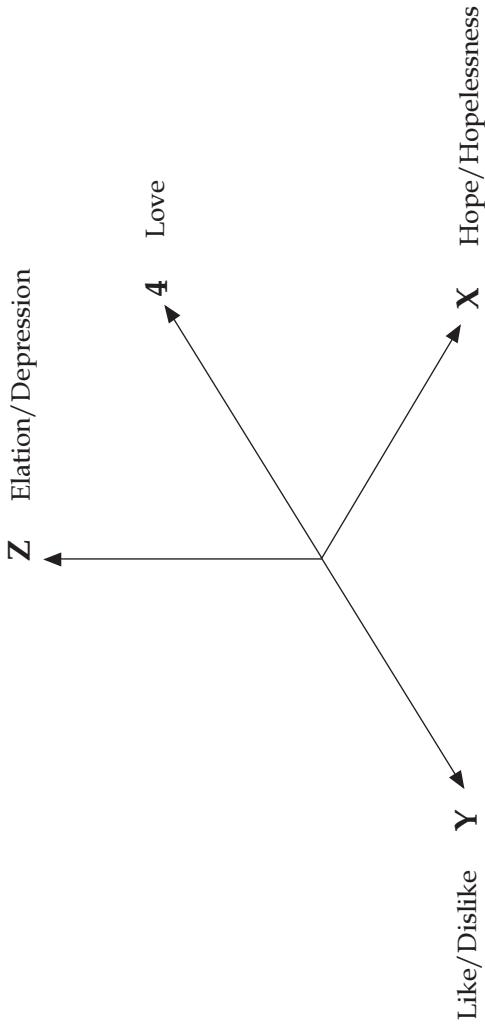
*mind space.*

*Mind space is the*

*seat of conflict.*

*Mind creates and enjoys  
drama of dream.*

## Feeling



Mind-Space  
Emotion

*Love is the  
fourth dimension of mind-space.*

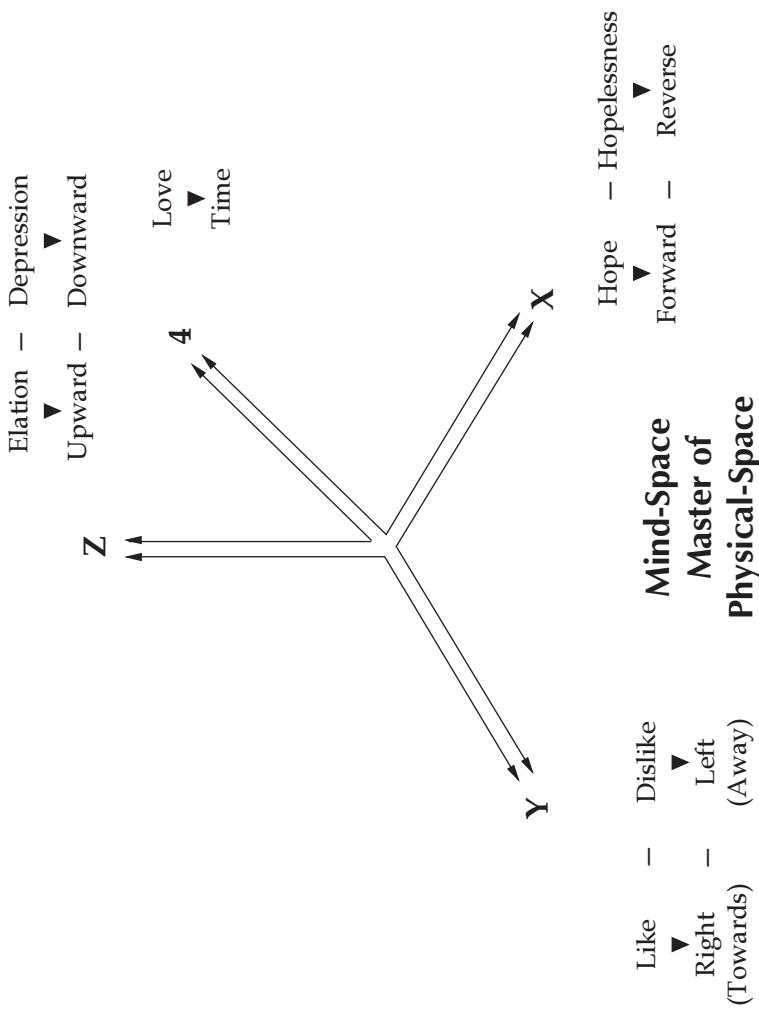
*Love is universal emotion of  
friendship and closeness,  
sympathy and empathy,  
compassion and consideration  
soothing and healing.*

*True love is  
beyond like and dislike.*

*Love is  
forgiving and giving.*

*Love is the  
master of mind space and  
love is superior master of  
physical space.*

*In love minds are cemented.*



## *The three laws of mind space harmonised with love*

1. Love is the internal source for force that changes the state of a project, program, activity or a person. When there is love there is hope and there is forward and positive development.
2. Love creates enormous acceleration and mass of previous feelings or prejudices get reduced and swept away in the flow of love.
3. When there is love, for every feeling there is a responding feeling of harmony.

*Love is the  
feeling of healing.*

*Love is  
beyond language and speech.*

*Love is not possessing.  
Love is surrendering.*

*Love is not scaring.  
Love is sharing and caring.*

*Love nourishes*

*Love supports*

*Love makes life*

*Extend love and utilise time and  
be master of physical and mind space.*

*All feelings  
emerge from love.*

*All feelings  
surge in love.*

*All feelings  
merge into love.*

*Love is God*

# **Thought Space**

## **Frames**

*Thought space is superior to physical space and mind space.*

*Thought space includes and shapes mind space and physical space.*

*Motion is the key aspect of physical space.*

*Emotion is the key aspect of mind space.*

*Vision is the key aspect of thought space.*

*Thought space is the  
drawing board of  
physical and mind spaces.*

*Thoughts from  
judgements.*

*Judgements create  
feelings.*

*Feelings initiate  
actions.*

*Physical space is the  
visible picture of mind space.*

*Mind space is the  
blueprint of thought space.*

*Physical space is iron.*

*Mind space is magnetism.*

*Thought space is electric coil.*

*Thought space is think tank.*

*Mind space is water.*

*Physical space is waves.*

*Trials and errors are  
experiments in physical space.*

*Dreams are  
experiments in mind space.*

*Alternatives and what-if situations are  
experiments in thought space.*

*Physical experiments help in  
optimising results.*

*Mind experiments help in  
optimising relations.*

*Thought experiments help in  
optimising ideas.*

*Commitments occur at  
thought space.*

## *The three laws of thought-space*

1. Concepts continue in same state unless acted upon by intellectual “force”.
2. The acceleration of strategy is directly proportional to intellectual “force” and inversely proportional to quality and quantity of previous experiences, judgements and prejudices.
3. For every thought there is corresponding or complementary thought.

*Physical space is the expression of the impressions in mind space.*

*The impressions in mind space are caused by stampings of conclusions in thought space.*

*Physical space is the space of visible results.*

*Mind space is the space of invisible relations.  
(invisible relations are seen by mind's "I")*

*Thought space is the space of invisible realities  
(invisible realities are seen by the intellect's "eye")*

## *Aspects of thought space*

*Analysis*

*Thought experimentation*

*Logic*

*Reason*

*Contemplation*

*Knowledge- inputs*

*Study*

*Mind space is the  
space of push and pull.*

*Thought space is the  
space of proper weight age.*

*Mind space is  
the seat of conflict.*

*Thought space is  
the seat of solution.*

*Instinct is the force in physical space.*

*Intuition is the force in mind space.*

*Intellect is the force in thought space.*

*Instinct results in physical force.*

*Intuition results in emotional force.*

*Intellect results in reasonal force.*

*Motion is the result in  
the physical space.*

*Emotion is the result in  
mind space.*

*Vision is the result in  
thought space.*

*Man moves in physical space.*

*Man feels in mind space.*

*Man visualises in thought space.*

## Thinking

Approval/Disapproval

Z

4 Truth/Clarity

4

More/Less

Y

Evaluation/  
Prediction

X

Thought Space  
Vision

*Truth is  
fourth dimension of  
thought space.*

*Truth is  
what is.*

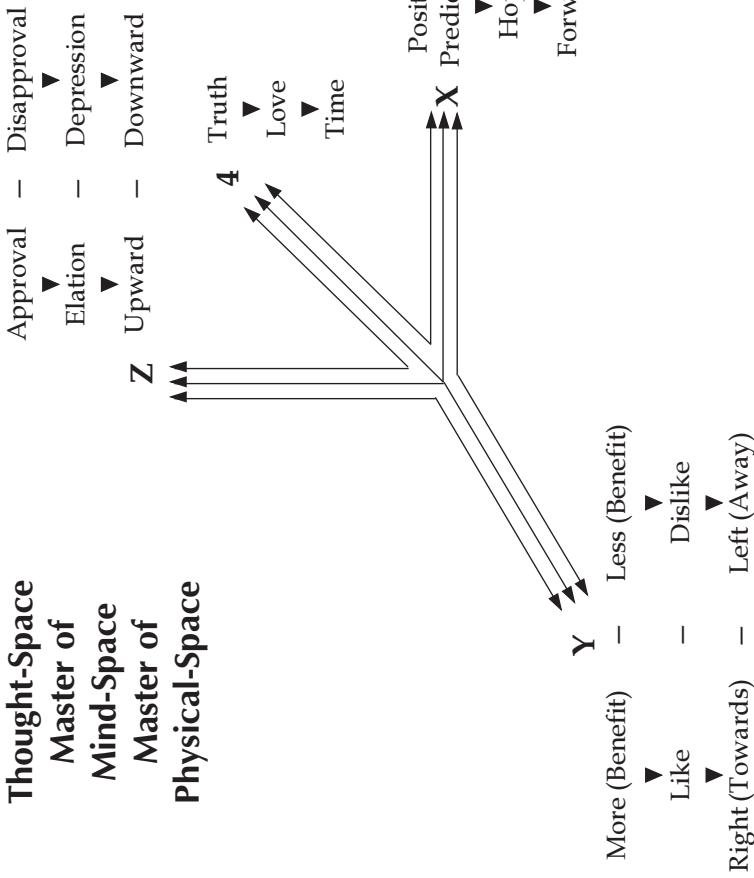
*What is not is  
not truth.*

*Time harmonises movements in  
physical space.*

*Love harmonises emotions in  
mind space*

*Truth harmonises visions in  
thought space*

**Thought-Space  
Master of  
Mind-Space  
Master of  
Physical-Space**



*When truth directs thinking  
clarity comes.*

*When clarity comes,  
peace comes.*

*When peace comes,  
man is in tranquillity.*

*Truth prevails*

*Purpose of  
all thoughtfulness is truth*

*All thinking  
concludes in truth.*

*All feelings  
merge in love.*

*All physical objects  
dissolve in time.*

*Act on fact*

*When truth is seen  
all is light.*

## *Three laws of thought space clarified by truth*

1. The intellectual force is more effective when it is based on truth. The concept aligned truth are in the continuous path of progress success and bliss.
2. When truth guides the strategy, the acceleration is optimal.
3. When truth reins, there are no counter-thoughts but there is sameness of thoughts.

*Candidness  
leads to truth.*

*Only when one admits ignorance  
one can learn.*

*“Let noble thoughts  
come from all directions”.*

*Be open and ready to accept  
noble thoughts.*

*Realisation is  
understanding what one is not  
and experiencing what one is.*

*There is an unlimited power and energy  
hidden inside each one of us.*

*Discrimination is the key to find  
truth from illusion.*

*Separate truth from non-truth like  
grain from the husk.*

*Visualise  
future opportunities, problems,  
solutions, situations and possibilities.*

*Visualise what kind of person  
you would like to become.*

*Visualise what kind of  
world you prefer.*

*Give time  
Give love  
Get clarity  
and be master of  
physical, mind and  
thought spaces.*

*Truth was,*

*Truth is,*

*Truth will ever be.*

*Truth is God*

**Inner space**

**Frames**

*Inner space is the space of  
pure quality and  
supreme energy.*

*Inner space is  
cosmic space.*

*Cosmic space is the space  
because of which thought, mind and  
physical spaces exist.*

*Motion is the  
key factor in physical space.*

*Emotion is the  
key factor in mind space.*

*Vision is the  
key factor in thought space.*

*Inspiration is the  
key factor in inner space.*

*When actions of  
physical space, feeling of mind space,  
ideas of thought space  
are aligned with inner space,  
they become spirited.*

*Enthusiasm is  
one of the expressions of  
inner space.*

*Inner space is the  
cement which binds the  
three bricks of physical,  
mind and thought spaces.*

*It is the inner space  
which inspires the  
thoughts and ideas of thought space  
in which patterns are built  
which create impressions in mind space  
which are exhibited as expressions  
in physical space.*

*It is the  
electricity of inner space  
which flows through  
conductor of thought space  
which creates  
magnetism of mind space  
which moves  
iron of physical space.*

*Cosmic space is the churning energy in the think tank of thought space in which eddies of thoughts churn waters of mind space which move the waves of physical space.*

*Cosmic space is intangible to five senses.*

*Cosmic space is pure quality.*

*Cosmic space is the cause and other spaces are effects of instruments.*

*Cosmic space or inner space is the causal space from which all the ideas, feelings and actions of whole universe come.*

*There are no three dimensions in cosmic space.*

*One and only one dimension of inner space is consciousness.*

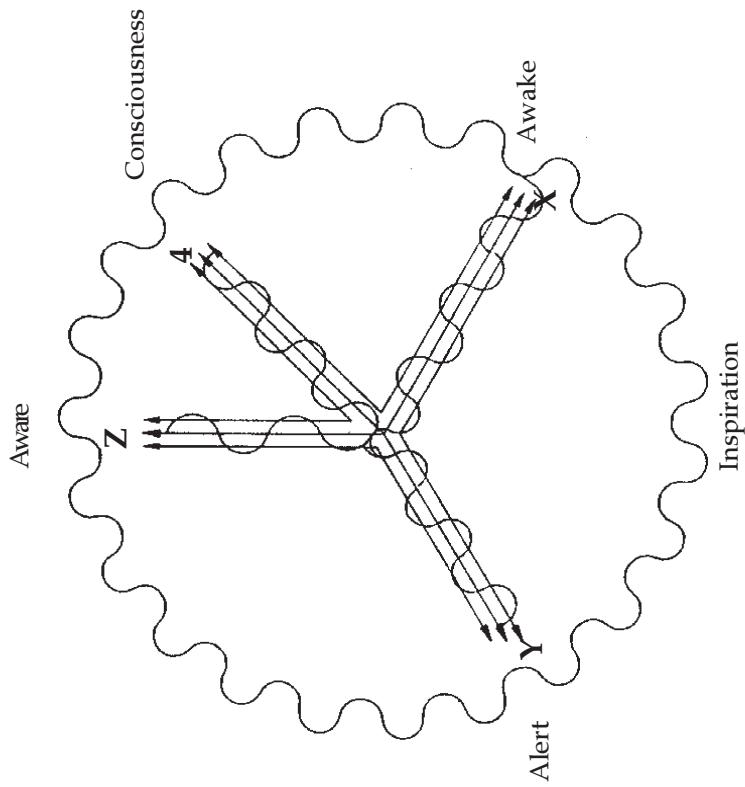
*Consciousness is energy of universe and energy of life.*

*Consciousness is the  
inspiration behind  
vision of thought,  
emotions of mind and  
motions of body.*

*Being awake is  
being conscious in  
physical space.*

*Being alert is  
being conscious in  
mind space.*

*Being aware is  
being conscious in  
thought space.*



*Being conscious in cosmic or inner space is  
being in touch with our inner energy,  
being awake, alert and aware,  
being optimal and harmonious,  
being contributive and contemplative,  
being peaceful and being efficient and  
effective in utilisation of inner energy  
as regards to actions, feelings and thoughts.*

*Being conscious means externally seeing truth,  
giving love, and being in time.*

*Responsibility and trust are  
expressions of consciousness.*

*Concentration, contemplation,  
conceptualisation, visualisation,  
observation, silence, meditation and  
serving others are the ways to attain  
state of consciousness.*

*Serve and deserve*

*Intellect can  
lead to inspiration.*

*Knowledge can  
lead to freedom.*

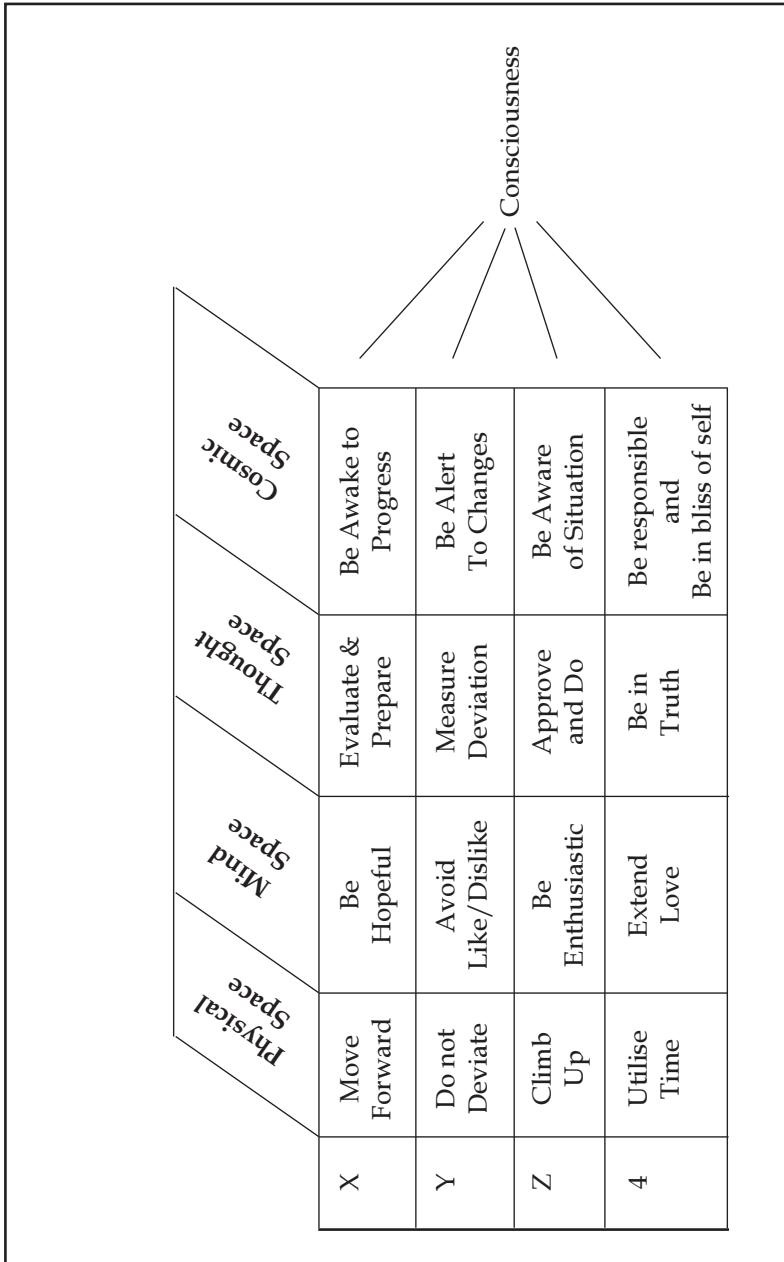
*Study can  
make one steady in consciousness.*

*Equality can  
give consciousness.*

*All is one.*

*One is all.*

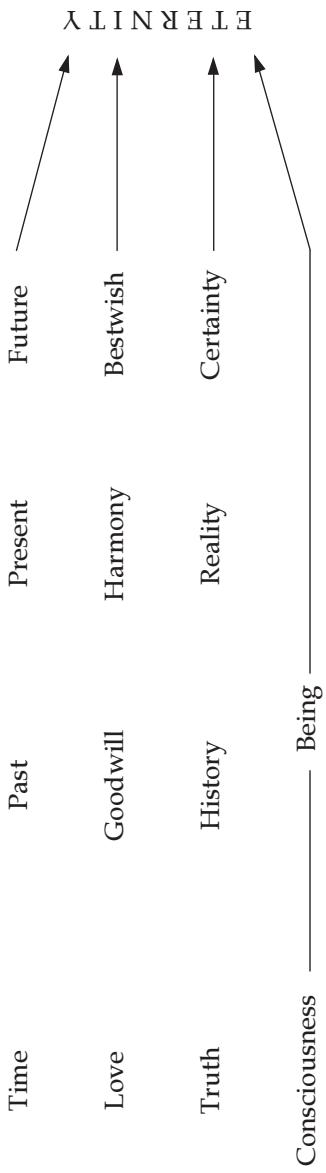
*Serve all*



## PROGRAM FOR PRESENT

In Present Time			
	For Past	For Present	For Future
Physical Space (Be in Time)	Learn & Record	Work & Contribute	Prepare & Equip
Mind Space (Be With Love)	Forgive & Forget	Give & Get	Intend & Extend
Thought Space (Be Truth-ful)	Review & Evaluate	Think & Innovate	Predict & Plan
Inner Space (Be Conscious)		Be Responsible	Being in present assures Golden Past, Real Present & Right Future

## PAST - PRESENT - FUTURE AND BEYOND OF MASTER DIMENSIONS



*There is only  
one law in cosmic space.*

*Each man is like yourself and  
inside each one there is  
inner space with a potential of  
cosmic energy.*

*All is one and  
One is all.*

*Be responsible to self.  
Be responsible to all.*

## THREE SPACES - AN INTEGRATED VIEW

PHYSICAL SPACE	MIND SPACE	THOUGHT SPACE
<p>1. A project moves and accelerates only when people apply "Force".</p> <p>2. More the "Force", more the acceleration of project and more the size of project, more is the "Force" required to move and accelerate it.</p> <p>3. For every initiative there is corresponding reaction or response.</p>	<p>1. Relationship continues in same state unless acted upon by internal "Force".</p> <p>2. Acceleration of relationships depends on intensity of "Force" and is inversely related to mass of previous negative impressions.</p> <p>3. For every feeling there is a co-responding feeling or emotion.</p>	<p>1. Concepts continue in same state unless acted upon by intellectual "Force".</p> <p>2. The acceleration of strategy is directly proportional to intellectual "Force" and inversely proportional to quality and quantity of previous experience, judgements and prejudices.</p> <p>3. For every thought there is correlating or complementary thought.</p>
<p>PHYSICAL SPACE SYNCHRONISED IN TIME</p>	<p>MIND SPACE HARMONISED WITH LOVE</p>	<p>THOUGHT SPACE CLARIFIED BY TRUTH</p>
		<p>1. Love is the internal source for "Force" that changes the state of a project, programme, activity or a person. When there is love, there is hope and there is forward and positive development</p> <p>2. Love creates enormous acceleration and mass of previous feelings or prejudice get reduced and swept away in the flow of love.</p> <p>3. When there is love, for every feeling there is a corresponding feeling of harmony.</p>
		<p>1. The intellectual "Force" is more effective when it is based on truth. The concepts aligned to truth are in the continuous path of progress.</p> <p>2. When truth guides the strategy, the acceleration is optimal.</p> <p>3. When truth reigns, there are no counter-thoughts but there is sameness of thoughts with clarity.</p>

### INNER SPACE/COSMIC SPACE - ONE LAW OF CONSCIOUSNESS

With consciousness of Trust and Responsibility, ALL IS ONE AND ONE IS ALL. All for one and one for all.  
 Synchronicity in time - Harmony with love - Clarity by truth - Unity of people through consciousness of trust and responsibility.

# Gifts

1. Presents
2. Be timely
3. Timeliness
4. Love
5. God loves you
6. Noble thoughts
7. Song of life
8. Story of self

# **Presents**

Narayana

Day of Pleasant Presents  
17-8-1989  
Baroda

## **Presentation**

These are invaluable presents for you. The person who can make use of these presents is yourself. Since these are now yours, you are the owner of them. You may share with others if you so like. Best thing is sharing with close ones after you are convinced that you have utilised them fully and you are master of them.

With best wishes and love,

**Narayana**

## For you

Presents are precisely four. These four are ever present aspects for any event, occurrence or happening. These four are time, Place, Situation and person.

Present time, present place, present situation and present person.

Present time is the time when one is and when one can operate. One cannot operate, function or act in past or future. One can act at present time. That is now.

Present place is the place where one is and where one can operate. One cannot operate, function or act in some other place. One can act in present place. That is here.

Present situation is the situation which is and in which one can operate. One cannot operate, function or act in some other situation. One can act in present situation. Mat is this.

Present person is the person who is and who can operate. Some other person

Cannot operate, function or act. Present person can act. That is “me”.

This “me” is me as applied to me. This “me” is you as applied to you. Thus “me” is the “person” as applied to each person.

Now, here, tills and me are reality, fact and truth.

What is not now, here, tills and me are unreal, illusion and false.

These four presents, which are actually already your own, are represented to you. Following lines present some thoughts about ever present presents. Please consider them and contemplate on them and add your own ideas, which then can be useful to you.

Regards,

**Narayana**

*Right time is now*

*Right place is here*

*Right situation is tills*

*Right person is “me”*

## 1. Time

Time is at which one is. Time is the point at which one can act. Time is an arrow. Time moves. Time and tide wait for no one. Time is the resource. Time is opportunity. Time has four aspects. Past, present, future and eternity. Knowledge is past. Information is present. Ideas are future. Solutions are eternal. Continuity is eternity. Time has two forms. Objective time and subjective time. Objective time is clock time which runs at uniform rate. Subjective time is personal time which runs faster in happy times and runs slower in difficult times.

We can make every time happy time by utilising the present moment. Now is the time which is reality. Let us use each present moment to learn from. Past, contribute in present and prosper for future.

Be positive and enjoy present time. Be active and utilise present time. Present time is pregnant with million possibilities. Present time is “now”. Now is now-here. If we do not utilise “now-here”, we will be no-where. Let us move on for “now”.

## Now

1. Now is the time all that you have.  
Make best of whatever you have.
2. Do not brood about “good old days”  
Make present days future good old plays.
3. Do not hope about “bright future days”.  
These are yesterday’s bright future days.
4. What is to be done now, that you think.  
Do not let the opportunity sink.
5. Let present moment be not lost.  
Do not run to future or past.
6. Past is passed and it is lost.  
For a moment more present won’t last.
7. Future is like bird in the bush,  
Loosing present moment you don’t rush.
8. Now is most auspicious time,  
Live and enjoy this present time.
9. Watch the time it just passed!  
Present moment just became the past.
10. Do not waste time , saving is must,  
Save the second and you be first.

## 2. Place

Place is where one is. Place is the position in which one is. Place is address where one stays. Place is a location. Place is the point where one is in relation to others in a queue. Place is micro aspect of micro concept; space. Space and time together make a coordinate system. When two persons meet in a given place at a given time it is called rendezvous. Events occur in time. Things are in space. Arrow of time moves forward. Space has six dimensions of forward and reverse, right side and left side and up and down. Physical order is place for everything and everything in its place. Organisational order is place for everybody in his/her place. Defined area of play is called the place of the player in a game, when the ball is sent strategically it is called placing. One places or positions his products. Placement is matching people's skill to job requirement. When things are out of proper place they are incongruent. When body is placed in mind, when mind is placed in intellect, when intellect is placed in self, it is harmony and peace.

## Here

1. 'Here' is the place that is for sure  
Make it worthy certain and sure
2. When you are to be "here", here you be  
when you are to be there, there you be
3. when you must be here do not be there  
do not be here, when you must be there
4. do not brood about some other place  
when you should be present at this place
5. physically being is not sufficient,  
mentally be here and be efficient.
6. Bodily present with absent mind,  
Is being not in place, you please mind.
7. Mind your business, mind your place,  
mentally, bodily be in your place.
8. Be "here" with your eyes  
"see" the things, open your eyes.
9. "hear" with ears, here you be  
Attentive listener, you sure be.
10. You be "here" with your nose,  
"smell" the things with sensitive nose.
11. You be "here" with your touch,  
Be in contact and be in touch.
12. You be "here" sample the taste,  
Ensure the things in high taste.
13. Be "here" now with each sense  
Be in place and time with full sense.
14. You be present in time and place  
For "now" and "here" make good case.

### 3. Situation

Situation is in which one is. Situation is conjecture of conditions, environment, relations, emotions, thoughts, possibilities opportunities and threats.

Situation is state of affairs. Present situation is the state of things and people as they stand now. Present situation is the one in which one has to function, operate, take initiative and act. Situation overtakes man if man does not take right and appropriate initiative. Man can takeover the situation and take charge of situation when he acts now and here and in this situation.

Events occur in time. Things are in place and possibilities are in situation. Time is pregnant with future events, place is pregnant with future occupancies and situation is pregnant with future possibilities. When one has to consider a situation, one has to consider demands, capabilities, strengths, weaknesses and expectations.

Situation is the matrix of some or all factors of men, materials, machines, methods, means, meanings, measures and money. One should be awake, alert, aware and conscious of the situation, and place i.e. one should be in realistic relation with now, here and this.

## **This**

1. “This” is the situation that you have, make best of whatever you have.
2. About past situation you brood not, to utilise “this” situation hesitate not.
3. For future situation you wait not, accept “this” and make best from lot.
4. How is the situation, that you think, let the situation further not sink.
5. See the factors which are unknown, identify the factors which are not known.
6. From experience make the best of unknown, think further to improve the known.
7. Acquire knowledge about unknown, experiment in steps to examine unknown.
8. Identify factors which contribute, Make the factors which contribute.
9. Give attention and study contributing ones, let not deteriorate non-contributing ones.
10. Identify key people and relations too, stand of people also must know you.

## 4. Person

Time, place and situation together make a tremendous alignment of factors. The person is the energy which can introduce purposeful change factor. Person is the initiator which can alter the course of events. Person can contribute constructively. Person can take actions destructively. Person is the dynamic aspect of four-some aspect of time, place, situation and person. These four together can make events to occur, things to move and change, opportunities to be converted into benefits. Threats to be reduced to harmless aspects and can break or make the worlds.

Person is the key. Person is the ignition. Person is the engine. Person is the creator and generator. Person is the destroyer and dissolver. Person can take authority and rule. Person can take responsibility and serve. Person can contribute and set the example for society. Person can destroy and harm the society. Person can be an example of devility. Person can be an example of divinity.

Who is that person who can take responsibility? Who is that person who can be leader in contribution and service? Who is that person who can start the engine of progress? Who is that person who can be the creator of better worlds?

In one word the answer is "me". That me when you read this is "you". You are the person who can take initiative on your own. You are the person who can endeavour to be that leader. You are the person who can achieve a turnaround in a critical situation in a company. You are the person who can win laurels for your team.

There is no point in saying "he". There is a strong case for saying "me!". The "me!" of each one of us can be that key factor in the complex but potentially contribution from source of time, place, situation and person, the tangible reality of which are now, here, this and me.

## Me

1. Me is the person that I have,  
I do make best of what I have.
2. I do not think “why not he” ?  
I do think “now it is me”.
3. My own best friend is sure me.  
My worst enemy can be sure me.
4. I am “here” now in this place  
I do contribute best at this place
5. I am “now” at this time  
I do contribute at this time
6. I am sure in situation this  
I do make the best of this
7. I do not brood of future or past  
I do not let present moment be lost
8. I am learning from the past  
Good of the past I do not let lost
9. I am planning for the future sure  
I do act now for better future sure
10. I am “here” and do not go “there”  
Wherever I am, I am sure there
11. I take responsibility for my team  
I do contribute for best of my team.
12. I do not indulge in blaming game  
Blaming game is the wasteful game
13. I do take responsibility when I fail  
I do see that the team does not fail

14. I do share whatever I have  
I do express when I don't have
15. For every problem "I do find way"  
If there is no way "I do make way"
16. At the right time I do act  
With full y responsibility I do act
17. Nobody else makes happy me  
I am happy within own me
18. On my own I do the things  
On my own I do share things
19. This place is my own place  
I do make this worthwhile place
20. This time is sure my time  
I do make this valuable time
21. This situation is owned by me  
For this is sure responsible me
22. The best person is sure me  
Everyone is sure like me
23. Every person is same as me  
He, you and all are same as me



**Be timely**

Narayana

**Be in Time  
Everytime**

Baroda  
22.12.88

Day of peaceful time

1. Be timely and do not be late  
Be prompt and be upto date
2. "A stitch in time saves nine"  
In time stitch and be fine
3. "Time is money" there is no doubt.  
Time is resource keep no doubt
4. "For no man waits time and tide"  
Don't lose time and be on stride
5. Do not spend, invest time.  
Do not waste precious time
6. Advance thinking gains time  
Anticipation gives more time
7. Efficient work saves time  
Effective work reaps time
8. Wasteful practices consume time  
Avoid waste and generate time
9. For coordination essence in time  
Coordinate and be in time
10. Both are same time and space  
Be in time and be in place
11. Start the work right on time  
Complete the work, well in time
12. Work expands to fill up the time  
Compress the work and create the time
13. Work study has two parts  
Method and time are these two parts

14. Right method for work is must  
Right timing for work is must
15. Be careful when committee meets  
"Loses hours, minutes it keeps"
16. Plan work force right in time  
Do not depend on overtime
17. Work must be done in regular time  
Inefficiency causes over time
18. Plan sufficient time prevent the crash  
Why 11th hour rush and last minute dash
19. "Every dog has its time"  
"Every man has his time"
20. Be humble in your time  
Make your mark for all the time
21. Save the second you be first  
Be second to none and you be best
22. Avoid saying "there is no time"  
If you are there, there is time
23. Make present moments "good old times"  
Make these days the golden times.
24. Keep the track of present times.  
Study times of India or New York times
25. Watch the time it rust passed  
Last moment rust became the past.



## **Timeliness**

**Extract from**  
**(stairway to excellence)**

## Timeliness

Timeliness is ensuring doing right thing at right time. Time and tide wait for none. Time is the greatest account ant. It catches up with everybody. Time is the only thing, other than money and energy which we save which we spend, which we waste, which we utilise or in which we invest. Therefore time is money.

Time is the most valuable resource a manager has. If a day is lost because of non-availability of raw materials, it can never be made up. Lost money can be recovered but lost time cannot be recovered. Timeliness is the essence of co-ordination. Take time bound actions. Timely reward is the right reward. Delayed promotion is as good as denied promotion. Delay is the enemy of effectiveness. Delay, directly devalues the results. Avoid delay.

“A stitch in time saves nine”. Actions taken in time can save huge sums of effort and time.

Time is the greatest judge. It spares nobody. Everybody has equal number of minutes in a day. Long periods are not required to accomplish great achievements. Sankaracharya, Vivekananda and Ramanujan have achieved exemplary goals within short span of life.

Invest in time. You are young. There was nobody to tell me, at your present age, so clearly about these things of excellence. Since you are on the positive side of time-in-stock you can make proper use of this time. Time is strong. Time is moving. Time is limited. Take maximum advantage of the available time to learn, to do, to achieve.

*Timeliness is the  
essence of coordination*

## **Time Table for Excellence**

1. Spare sufficient time at your work station.
2. Invest sufficient time with your colleagues.
3. Invest sufficient time with your people.
4. Invest sufficient time with your superiors.
5. Invest sufficient time with your family.
6. Invest sufficient time for yourself and your own recreation.
7. Invest sufficient time to read and learn.
8. Save time. Waste no time. Utilise time.
9. Achieve timely results.
10. Take timely actions.
11. Give timely rewards and reprimands.

# Love

Narayana

May, 1988

## **Love**

1. Being together is beginning of love,  
Closeness is forgive and give.
2. Friendship is foundation of love,  
In union friends then move.
3. Acceptance is a must for love.  
In acceptance there is, nothing to prove
4. Communication is the cement of love  
Cemented are minds, continues love.
5. Separation is the secret of love,  
In separation is enhanced love.
6. Sacrifice is the essence of love,  
In sacrifice it is give and give.
7. Faith is really fountain of love,  
Unending faith nurtures love.
8. Harmony is the result of love,  
Two souls then together live.

**God loves you**

Narayana

Day of love  
27.3.89

Man! Remember god loves you,  
representation of himself is you.  
Man is the greatest creation; grand,  
On ills legs only man can stand.  
Body and mind has god given to all,  
Only man can think and grow high, tall.  
From god with love is thinking no doubt,  
with your thinking clear your doubt.  
God made your hands very free  
Hands are for working you see  
Use your hands to do right work,  
Let offering to god be your own work.  
Voice he has given to animals, birds,  
To man only god gave speech and words  
use your speech to communicate well,  
when speech is pure all is well.  
The one and only creator is god,  
creating power to man gave god.  
Create for construction of better world,  
create not to destruct and make hell, world.

Man! Remember, god loves you,  
Representation of himself is you.  
Generator of all creations is god himself,  
Generator of his creations is man himself.  
Operator of all worlds is god himself,  
operator of his world is man himself.  
Dissolver of all worlds is god himself  
Dissolver of his world is man himself.  
Temple for the god is the body of you,  
god has made you to reside in you.  
Keep your body efficient and clean,  
Make it god's instrument and mean.  
Offer your ideas as flowers to all,

God receives them when receive all.  
Offer your works as fruits to all,  
God receives them when you share with all.  
God receives it and you grow tall.  
See, listen to and be in self  
Then you will see god in own self.

Man! Remember god loves you  
Representation of himself is you.

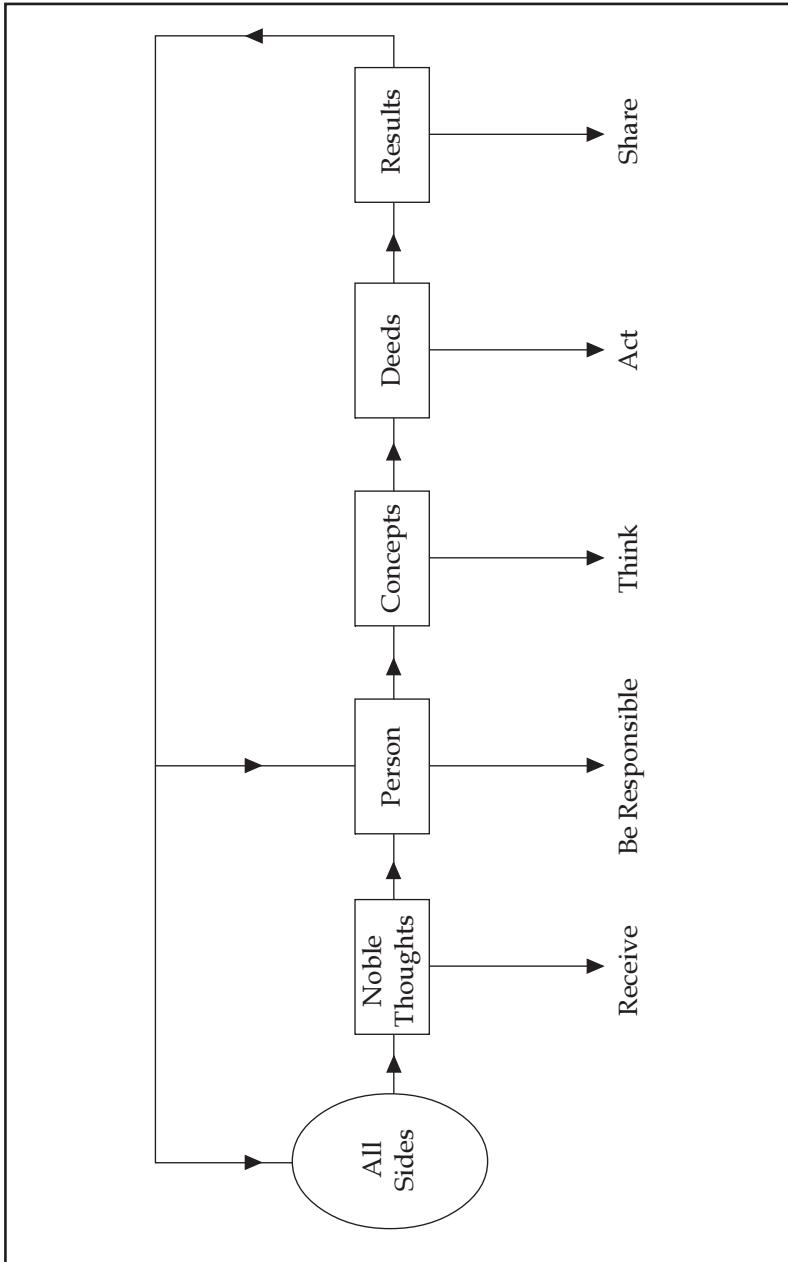


# Noble thoughts

Bombay  
3/4.1.90  
Day of Nobleness

*“Ano: Bhadrah:  
Kratavo yantu  
Vishwatah”:*

From all sides let noble thoughts come,  
Let us be open when noble thoughts come,  
    An open mind is ready to receive,  
    When you receive you can conceive.  
    Concepts are the solution seeds,  
    Separate seeds from waste thought weeds  
    from solution deeds germinate useful deeds,  
        with useful deeds a man ever leads.  
Nurture garden of useful deeds, let them grow,  
    let water of “care” in this garden flow.  
    Let this garden be ever green,  
    Let this garden be ever clean.  
    Let flowers of ideas bring the spring,  
    From each corner let “flowers” spring  
    Let contribution fruits in time come,  
        Share the fruits sharing is wisdom.  
    From all sides let noble thoughts come,  
    Let us be open when noble thoughts come.



# **Song of Life (Jivana Gita)**

Narayana

Day of Communication  
Baroda  
16.8.89

*Dedicated to  
Supreme, harmonious, divine one.  
You*

1. In life, grief, some time come  
In grief, mind wavers and sways
2. Mind is to be joined in intellect, then  
Stabilise intellect in self then
3. With stable intellect do your works  
In knowledge fire temper those works
4. With knowledge, endeavors you then do  
Returns of endeavors should be shared too
5. Interest in your returns should leave you  
From self interest, control of mind do
7. In self control attain bliss of self  
Equal in all is the supreme self
8. Equality is wisdom that should be seen  
Wisdom is when, thread in jewels is seen
9. Jewels are worlds thread, ultimate  
Imperishable great is that ultimate
9. Great secret you understand, see  
Secret is, yourself is ultimate see!
10. Splendors of self then you can see  
Vision of splendors will then have thee
10. Vision of universe behold then ye  
Universal truth's devotee you be
13. Field knower, field, knowledge you see  
Knowledge is characterless energy see
14. Characters three fully known ye  
Cross the three and super person be

15. Super person is the supreme one  
Supreme person is ultimate divine one
16. Divinity, devility, separation you do  
Separating, divine dedication establish you
17. With pure dedication you will shine  
Then shining thus, bondage leave then
18. Leaving bondage you are then free  
Being free you own guiding light be

# Atmakatha

## The Story of the Self

1. Origin
2. Journey
3. Deeds
4. Reunion

## **1. Origin**

There is no birth I am the ultimate  
Which is known as pure complete  
At which place is brightness full  
Which has no end and is blissful.

## **2. Journey**

I entered into the body  
Which is untruth, everybody  
At which place is darkness all  
For which, sure, is end and fall

## **3. Deeds**

In that untruth I was truth and right  
In that darkness I was light the bright  
That was the stick through life of mine  
That dust became diamond the fine

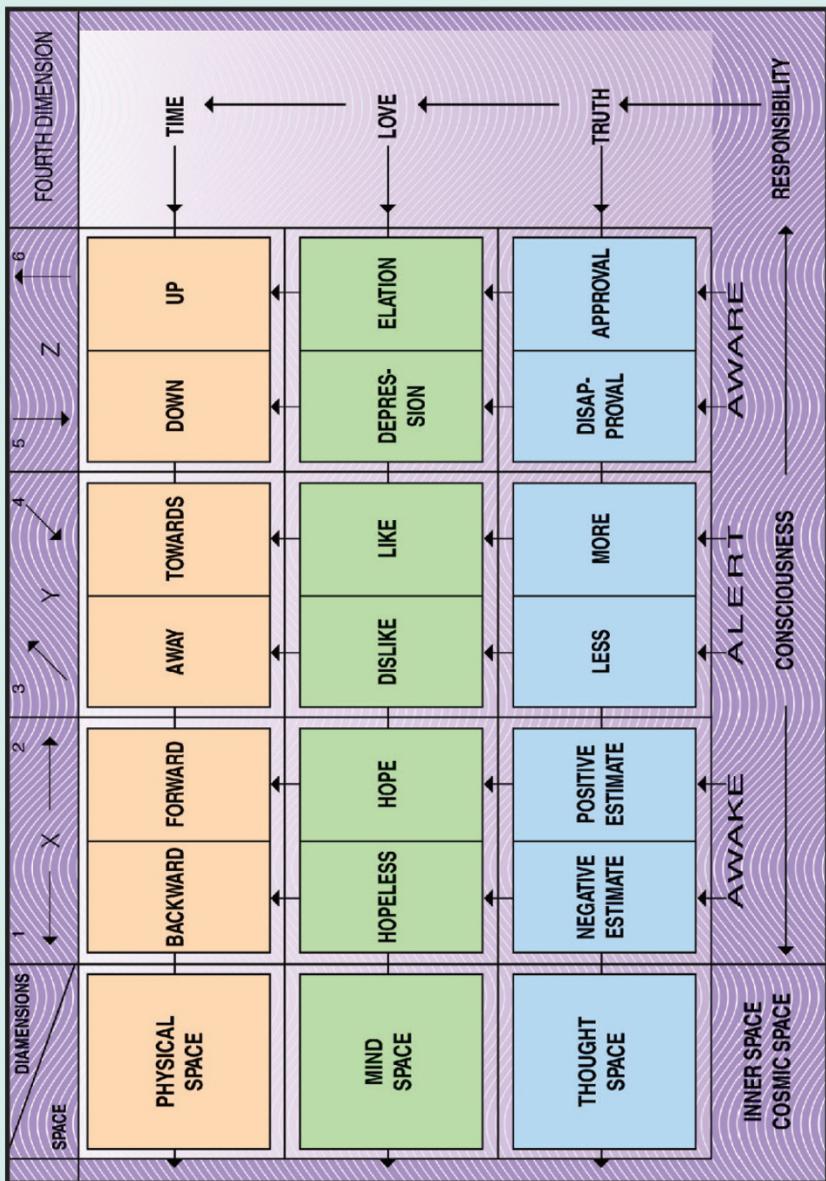
## **4. Reunion**

When I left, the stick was lifeless still  
Then at the end when deeds were nil  
I became released, reached original one  
Thus ultimate joined ultimate I am self-the one.

## Gratitudes

1. To Shri Vidya Prakashananda Giri Swamiji whose 'Gita Makarandam' gave me insight.
2. To our parents Seethamma + Ramanna Ahalyamma + Narahari for giving valves of life.
3. To Smt. Chandaben Shroff (Kaki) and Shri Kantisen Shroff (Kaka) for responsible care.
4. To Shri Kishanbhai Jhunjhunwala and Smt Manjuben Jhunjhunwala of yash papers Ltd for receiving and practising 'appropriate internal management' .
5. To Shri N. Gopinath and Smt. N. Vijayalakshmi of Newton Engg & Constn Co. Ltd. for taking great interest in 'appropriate internal management' and enthusiastically owning it up.
6. To Newton Engg & Constn Co Ltd. for arranging to print out such a beautiful printed volume.
7. To Shri C.M.George for preparing innovative computer script for enjoyable presentation.
8. To Ahmedabad Management Association for publishing and sharing AIM with world.
9. To Shree Ambica Printing Press for printing it in excellent manner.





# THREE SPACES - AN INTEGRATED VIEW

PHYSICAL SPACE	MIND SPACE	THOUGHT SPACE
<p>1. A project moves and accelerates only when people apply "Force".</p> <p>2. More the "Force", more the acceleration of project and more the size of project, more is the "Force" required to move and accelerate it.</p> <p>3. For every initiative there is corresponding reaction or response.</p>	<p>1. Relationship continues in same state unless acted upon by internal "Force".</p> <p>2. Acceleration of relationships depends on intensity of "Force" and is inversely related to mass of previous negative impressions.</p> <p>3. For every feeling there is a co-responding feeling or emotion.</p>	<p>1. Concepts continue in same state unless acted upon by intellectual "Force".</p> <p>2. The acceleration of strategy is directly proportional to intellectual "Force" and inversely proportional to quality and quantity of previous experience, judgements and prejudices.</p> <p>3. For every thought there is correlating or complementary thought.</p>
<p><b>PHYSICAL SPACE SYNCHRONISED IN TIME</b></p> <p>1. A project moves and accelerates only when people apply "Force" and timely application of "Force" ensures effective movement and acceleration in right direction.</p> <p>2. When project is large, more is the "Force" required and "Force" is more effective with more time given and proper timing. More time you give to project more is the acceleration. Time given intensifies managerial "Force".</p> <p>3. For every initiative, there is corresponding reaction or response and synchronisation of action and response occurs when time is right.</p>	<p><b>MIND SPACE HARMONISED WITH LOVE</b></p> <p>1. Love is the internal source for "Force" that changes the state of a project, programme, activity or a person. When there is love, there is hope and there is forward and positive development</p> <p>2. Love creates enormous acceleration and mass of previous feelings or prejudice get reduced and swept away in the flow of love.</p> <p>3. When there is love, for every feeling there is a responding feeling of harmony.</p>	<p><b>THOUGHT SPACE CLARIFIED BY TRUTH</b></p> <p>1. The intellectual "Force" is more effective when it is based on truth. The concepts aligned to truth are in the continuous path of progress.</p> <p>2. When truth guides the strategy, the acceleration is optimal.</p> <p>3. When truth reigns, there are no counter-thoughts but there is sameness of thoughts with clarity.</p>

## INNER SPACE/COSMIC SPACE - ONE LAW OF CONSCIOUSNESS

With consciousness of Trust and Responsibility, ALL IS ONE AND ONE IS ALL. All for one and one for all.

**Synchronicity in time** - Harmony with love - Clarity by truth - Unity of people through consciousness of trust and responsibility.

