

# **BEYOND MANAGEMENT Be All**

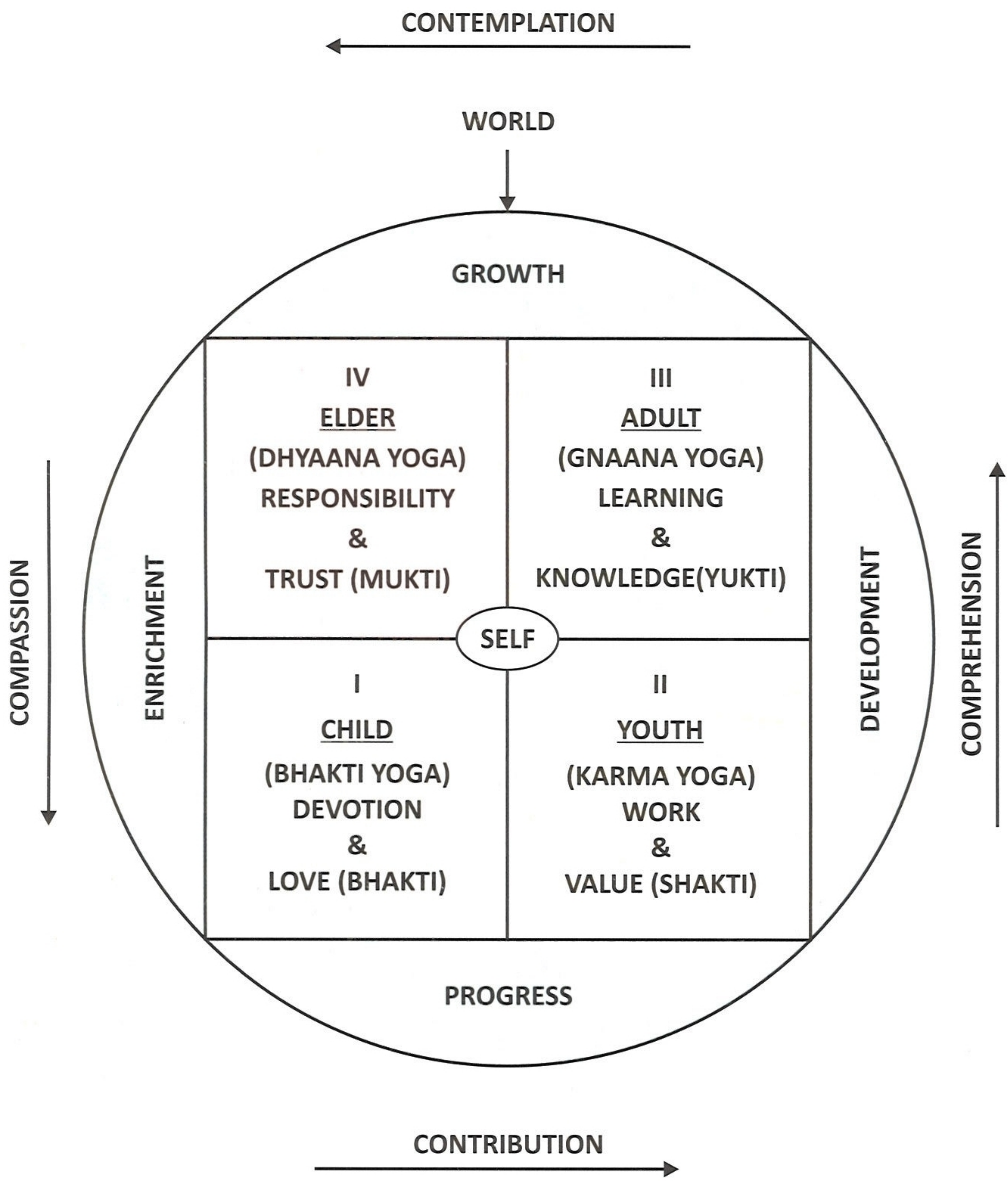
Narayana



**BARODA MANAGEMENT ASSOCIATION**



# SPIRIT AND SYSTEM



I	{	1. OFFER DEVOTION	-	RECEIVE LOVE	}	I
		2. OFFER LOVE	-	RECEIVE DEVOTION		
II	{	3. OFFER WORK	-	RECEIVE VALUE	}	II
		4. OFFER VALUE	-	RECEIVE WORK		
III	{	5. OFFER LEARNING	-	RECEIVE KNOWLEDGE	}	III
		6. OFFER KNOWLEDGE	-	RECEIVE LEARNING		
IV	{	7. OFFER RESPONSIBILITY	-	RECEIVE TRUST	}	IV
		8. OFFER TRUST	-	RECEIVE RESPONSIBILITY		



# **BEYOND MANAGEMENT Be All**

Narayana



**BARODA MANAGEMENT ASSOCIATION**  
(Affiliated to All India Management Association, New Delhi)



Sponsorship Courtesy

**Aryan Paper Mills Pvt. Ltd.**

Vapi

## **Beyond Management - Be All**

**Narayana** (Narayana.guruji@excelind.com)

November 2012

Published by

**Baroda Management Association**

Anmol Plaza, 2<sup>nd</sup> Floor, Old Padra Road, Vadodara - 390 015.

Tel. : +91 265 2344135, 2353364

Telefax : +91 265 2332919

E-mail : bmabaroda1@gmail.com

Website : www.bmabaroda.com

Printed by

Multiprints, Gorwa, Vadodara - 390 016. Tel. : +91 265 2285592



**An Offering  
To  
the Child, Youth, Adult and Elder  
Inside each one of  
You**







## INDEX

### *Foreword*

### **BEYOND MANAGEMENT**

1. Beyond Management	.....	5
2. More than Work	.....	11
3. Greater than Sincerity	.....	17
4. Larger than Delegation	.....	21
5. Leadership Ethic-Work Ethic	.....	25

### **BE ALL**

1. Transactional Analysis : Revisited and Revised	.....	39
2. The Human Personality : Dr. Eric Berne's Concept	.....	41
3. Human Personality : Narayana's Moderation	.....	43
4. Growing to Knowing : Four facets of Personality	.....	47
5. Four Personalities	.....	51

### **Four Roles**

5.1 Be a Mother	.....	55
5.2 Be a Father	.....	57
5.3 Be a Teacher	.....	59
5.4 Be a Grandmother	.....	62
5.5 Be All	.....	65

### *Gratitude*







## FOREWORD

I, along with *Baroda Management Association* take great pleasure and consider a privilege in writing this Foreword for “Beyond Management – Be All” written by Guruji Shri G. Narayana. Baroda Management Association (BMA), a founder member of All India Management Association (AIMA) is in existence since last 54 years. As part of our endeavor to spread knowledge and wisdom of management amongst all, BMA has decided to come out with publications. This is a maiden publication of BMA.

Guruji has been a true Guru to all of us. Ever since I have known him, I have drawn constant inspiration and energy from him. He has made visionary contributions by blending modern scientific approach of management with holistic Indian philosophy and culture and contributed towards Progress, Development, Growth and Enrichment of several individuals and organizations. Warm, high-spirited and humble, he constantly guides me and every time I meet him, I am left even more inspired and amazed. He is a true living symbol of leadership and has been a savior for me on umpteen occasions.

BMA is highly indebted to Guruji for his enormous support and contribution towards BMA and the world of management and is privileged to bring out this piece of wisdom which, I am sure, will disseminate immense knowledge amongst the management professionals and aspiring leaders.

This book is an amalgamation of many original insights, realization and concepts created by Guruji and various prophecies which he has complemented and extended value to through his visionary approach. It contains information, ideas, and strategies that professionals from all walks of life will find useful in their day-to-day life.



BMA is fortunate to present this book of Guruji on the occasion of its 24th Annual Management Convention on the theme of “India Leads – Myth or Reality?” scheduled on 1st and 2nd November 2012.

I hope the readers finds this book insightful and useful.

With Best Wishes.

**Samir Parikh**

President

Baroda Management Association



# **Beyond Management**







## FOUR-WAY INTEGRATION

**Beyond Management** is about integrating the different 4-way aspects of Physical, Emotional, Intellectual and Spiritual planes and Body, Mind, Intellect and Spirit and Child, Youth, Adult and Elder and four yogas - Karma, Bhakti, Gnaana and Dhyana to develop a systematic process interlinking and integrating Attitude ethic, Work ethic, Leadership ethic and Empowerment ethic to realize the four-way excellence within all human beings.

You are invited to explore, examine, experience and enjoy the four-way abilities in you and all with whom you interrelate, interact inter think and integrate.

*- Narayana*



FOUR-WAY REALITY

*“Satyanaam Chaturo Pada”*

Reality appears in four ways.

Four-way reality is the most optimum way of thinking and being  
the table below shows some of the four-way sets in life :

I	II	III	IV
Physical	Emotional	Intelligence	Spiritual
Body	Mind	Intellect	Spirit
Child	Youth	Adult	Elder
Dependence	Independence	Inter-dependence	Supporting
Bhakti	Shakti	Yukti	Mukti
Purity	Quality	Clarity	Unity



## 1. BEYOND MANAGEMENT

**Management**, propounded by standard model as “getting things done by others”, etc., is inadequate both as a concept and practice.

There are facets of “Vision-Mission-Aim-Goal” matrix and complete picture is both simple and beautiful. Of this total picture “Management” is only one facet.

Management involves aspects like planning, organizing, directing, controlling and goal, work motivating and getting.

In place of planning, organizing, directing, controlling, goal, work motivating and getting, think the set as preparing, building, guiding, ensuring, aim, serving, encouraging and accepting.

Again consider the set as anticipating, relating, supporting, assuring, mission contribution, lifting and receiving.

Once again consider another set as visualizing, facilitating, backing, trusting, vision, responsibility, inspiring and giving.

Now, instead of one process of ‘Management’ we have three more processes. What are these processes?

- I. **Nurturing** is a complete, continuous process of development and accepting achievements made by people, learning as persons and members through preparing, building, guiding and ensuring for progress towards ‘family’ aims.
- II. **Managing** is a total dynamic process of getting work done through others, working as individuals and group, through planning, organizing, directing and controlling to achieve the organization’s goals.
- III **Leading** is fully responsible process of showing the way to success by receiving the performance given by participants, interacting as colleagues and teams through anticipating, relating, supporting and assuring to fulfill the mission of the company and community.



**IV Path-making** is complete, total, full and overall continuous, dynamic, responsible and constant state of giving examples of excellence for multiplication by contributors for further contributions by being a source of visualizing, facilitating, backing and trusting for the journey on the course towards vision of the future as a whole including humanity, community and company.



Beyond Management			
NURTURING	MANAGING	LEADING	PATH MAKING
Preparing	Planning	Anticipating	Visualizing
Building	Organizing	Relating	Facilitating
Guiding	Directing	Supporting	Backing
Ensuring	Controlling	Assuring	Trusting
Aim	Goal	Mission	Vision
Service	Work	Contribution	Responsibility
Encouraging	Motivating	Lifting	Inspiring
Accept	Get	Receive	Give



V. Thus, we have Nurturing, Managing, Leading and Path making as the process available to an effective complete responsible person. The integrated picture includes all the four approaches which are to be utilized in different situations at different times or even simultaneously. Now let us have a glimpse of all the four processes.

1. Nurturing is developing for achievements.  
Management is getting thing done.  
Leading is showing the way to success.  
Path making is giving examples of excellence.
2. Nurturing is protecting the right to grow.  
Managing is delegating the authority.  
Leading is showing responsibility.  
Path making is empowering freedom.
3. Mother nurtures.  
Manager manages.  
Leader leads.  
Mentor makes the path.
4. Nurture tenderness of dependence.  
Manage the force of independence.  
Lead through thread of interdependence.  
Make the path through supporting.
5. Aim is for growing to achieve.  
Goal is for hitting to score.  
Mission is for fulfilling to establish standards.  
Vision is for illuminating to highlight opportunities.
6. Preparation is for child like growth.  
Planning is for youthful action.  
Anticipation is for adult like options.  
Vision is for elder-like glimpses of future.
7. Preparing is making ready for future achievements.  
Planning is blue print for future action.  
Anticipating is sensing future problems and needs.  
Visualizing is perceiving future possibilities and solutions.



8. Building is brick-by-brick construction for strength.  
Organizing is arranging the things and people.  
Relating is developing links of mutual progress.  
Facilitating is creating an environment of overall homogeneity.
9. Guiding is giving a hand towards aim.  
Directing is aligning efforts towards goal.  
Supporting is lifting towards mission.  
Backing is being solidly behind progress.
10. Ensuring is making sure that growth is as per standards.  
Controlling is making sure that output is as per specifications.  
Assuring is making sure that progress towards mission is very best.  
Trusting is expressing total confidence.
11. Service is divine.  
Work is worship.  
Contribution is offering.  
Responsibility is supreme.
12. Encouraging is emotional.  
Motivation is external.  
Lifting is relational.  
Inspiring is internal.
13. Nurturing involves encouraging decisions.  
Managing involves making decisions.  
Leading involves generating decisions.  
Path making involves enriching decisions.
14. Learning is the key in nurturing.  
Training is the key in managing.  
Experimenting is the key in leading.  
Experiencing is the key in path making.
15. Nurture love.  
Manage materials  
Lead to results.  
Make path towards harmony.



16. Nurture people.  
Manage things.  
Lead teams.  
Make paths for all.
17. Nurture people with caring.  
Manage things with daring.  
Lead teams with sharing.  
Make paths with responsibility.
18. Systematic planning.  
Scientific organization.  
Efficient direction.  
Effective control.
19. Faithful preparing.  
Careful building.  
Helpful guiding.  
Watchful ensuring.
20. Sensitive anticipating.  
Harmoniously relating.  
Mutually supporting.  
Totally assuring.
21. Imaginative visualizing.  
Helpful facilitating.  
Full backing.  
Complete trusting.
22. Nurturing encourages endeavour.  
Management encourages work.  
Leading encourages contributions.  
Path-making encourages examples of excellence.



## 2. MORE THAN WORK

**Working**, advocated by standard model as “giving results,” etc., is inadequate both as a concept and practice.

There are facets of ‘Vision-Mission-Aim-Goal’ matrix and the complete picture is both simple and beautiful.

Working involves aspects like Quantity, Quality, Cost and time and skill, effort, goal, returns, satisfying needs, individuals, group and method consider the set of capability, ability, economy, speed, aptitude, force, aim, earnings, meeting requirements, member, family and way.

Again consider the set of performance excellence, value, promptness, dexterity, power, mission, gains, reaching necessities, participants, teams and directions.

Once again consider the set of improvement, refinement, enrichment, timeliness, expertise, energy, vision, value addition, fulfilling, essentialities, representative, humanity and path.

- I. **Endeavouring** is the complete process of applying own force as a learner and as a part of the ‘family’ in the way of an aim of building own strengths in terms of capability, ability, economy and speed applying own aptitudes to ensure fitness to gain earnings to meet own present and future requirements.
- II. **Working** is the total dynamic process of applying one’s own efforts as an individual and as a part of a group, by a method towards a goal and giving results in terms of quantity, quality, cost and time by utilizing own skills to ensure returns to satisfy own company’s needs.
- III. **Contributing** is the fully responsible process of applying own power as a person and a participant of the team in the direction of mission and offering achievements in terms of performance, excellence, value and promptness, extending own dexterity to assume gains to reach own team’s necessities.



**IV. Setting Standards** is the complete, total, full and overall process of applying one's own energy as a responsible person and representative of humanity in the path of vision and establishing examples in terms of improvements, refinements, enrichments and timeliness by offering own expertise to ensure value additions and to fulfill the essentialities of humanity, country, community, company and self.



MORE THAN WORK			
I	II	III	IV
ENDEAVOURING	WORKING	CONTRIBUTING	SETTING STANDARDS
CAPABILITY	QUANTITY	PERFORMANCE	IMPROVEMENT
ABILITY	QUALITY	EXCELLENCE	REFINEMENT
ECONOMY	COST	VALUE	ENRICHMENT
SPEED	TIME	PROMPTNESS	TIMELINESS
APTITUDE	SKILL	DEXTERITY	EXPERTISE
FORCE	EFFORT	POWER	ENERGY
AIM	GOAL	MISSION	VISION
EARNINGS	RETURNS	GAINS	VALUE ADDITION
MEETING	SATISFYING	REACHING	FULFILLING
REQUIREMENTS	NEEDS	NECESSITIES	ESSENTIALITIES
MEMBER	INDIVIDUAL	PARTICIPANTS	REPRESENTATIVE
FAMILY	GROUP	TEAM	HUMANITY
WAY	METHOD	DIRECTION	PATH



1. Endeavouring is building strengths.  
Working is giving results.  
Contributing is offering achievements.  
Setting standards is establishing examples.
2. Endeavouring is learning.  
Working is doing.  
Contributing is sharing.  
Setting standards is shining.
3. Endeavour with force.  
Work with effort.  
Contribute with power.  
Set standards with energy.
4. Endeavour to create capability.  
Work to create quality.  
Contribute to create performance.  
Set standards to create improvements.
5. Endeavour with ability.  
Work for quality.  
Contribute for value addition.  
Set standards for excellence.
6. Economy is important in endeavour.  
Cost is important in work.  
Value is important in contribution.  
Enrichment is important in setting standards.
7. Speed of endeavour.  
Time of work.  
Promptness of contribution.  
Timeliness of setting standards.
8. Endeavour to attain aim.  
Work to reach goal.  
Contribute to complete mission.  
Set standards to fulfill vision.



9. Way to endeavour.  
Method to work.  
Direction to mission.  
Path to vision.
10. Endeavour with dedication.  
Work with determination.  
Lead with dynamism.  
Set standards with daring.
11. Endeavour well.  
Work smart.  
Contribute full.  
Set standards high.
12. Earnest endeavour.  
Efficient work.  
Effective contribution.  
Exemplary setting standards.
13. Interest holders do endeavour.  
Job holders do work.  
“Share” holders do contribution.  
Stake holders do set standards.
14. Correct capability.  
Correct ability.  
Correct economy.  
Correct speed for endeavouring and nurturing. (4 C's.)
15. Right Quantity  
Right Quality,  
Right Cost,  
Right Time. (4 R's.)
16. Appropriate Performance,  
Appropriate Excellence,  
Appropriate Value,  
Appropriate Promptness for contributing and leading. (4 A's.)



17. Suitable Improvement,  
Suitable Refinement,  
Suitable Enrichment,  
Suitable Timeliness for setting standards and path making. (4 S's.)
18. Aptitude for endeavour is 'SADHANA'.  
Skill in work is 'YOGA'.  
Dexterity in contribution is 'SAMARPANA'.  
Expertise in setting standards is 'SIDDHI'.
19. Work with Sincerity.  
Endeavour with Dedication.  
Contribute with Honesty.  
Set standards with Nobility.
20. Sincere works.  
Dedicated endeavours.  
Honest contribution.  
Noble examples of setting standards.



### 3. GREATER THAN SINCERITY

**Sincere Working and Sincere Management**, represented as “adhering and fulfilling the agreement and understanding” is inadequate as a concept and practice.

There are facets of action-feeling thought-soul matrix and complete picture is both simple and beautiful.

Commitment and purity at feeling level is *Dedication*.

Commitment and purity at implementation level is *Sincerity*.

Commitment and purity at thinking level is *Honesty*.

Commitment and purity at soul level is *Nobility (Nobleness)*.

Our feel attitude is reflected in our nature in the aspects of Dedication, Sincerity, Honesty and Nobility.

A person loved is respected, honoured and revered when he is dedicated, sincere, honest and noble respectively.

- I. **Dedication** is the committing oneself to a person, program, project, principle and emotionally offering oneself to fulfill that commitment.
- II. **Sincerity** is committing oneself to an agreement, arrangement or understanding and extending all efforts to implement and to fulfill that commitment.
- III. **Honesty** is committing oneself to a mission, objective or goal and a thoughtful offering of oneself to fulfillment of that commitment.
- IV. **Nobility (Nobleness)** is committing oneself to wellbeing of nature, humanity country, community, company or team and a soulful offering of oneself to fulfill that commitment.



GREATER THAN SINCERITY				
Dedication	Sincerity	Honesty	Nobility	
Emotion	Action	Thought	Spirit	
Feeling	Speaking	Thinking	Being	
Feel what you do and do what you feel	Say what you do and do what you say	Think what you do and do what you think	Do the right thing	
Mind level	Implementation level	Intellect level	Conscious level	



1. Dedication is committing oneself to a person, program, project or principle and emotionally offering oneself to fulfill that commitment.

Sincerity is committing oneself to an agreement, arrangement or understanding and extending all efforts to implement and to fulfill that commitment.

Honesty is committing oneself to a mission, objective or goal and a thoughtful offering of oneself to fulfillment of that commitment.

Nobility (Nobleness) is committing oneself to well being of nature, humanity, country, community, company or team and a soulful offering of oneself to fulfill that commitment.

2. Dedication is doing what one feels.  
Sincerity is doing what one says.  
Honesty is doing what one thinks.  
Nobility is doing what is right.
3. Dedicated endeavour and dedicated nurturing.  
Sincere work and sincere management.  
Honest contribution and honest leadership.  
Noble examples of excellence and noble path making.
4. Love the dedicated.  
Delegate the sincere.  
Empower the honest.  
Trust the noble and excellent.
5. Dedicated feelings.  
Sincere actions.  
Honest thoughts.  
Noble spirit.
6. Faith in dedicated people.  
Confidence in sincere people.  
Belief in honest people.  
Trust in noble people.



7. Dedication is doing what one feels and feeling what one does.  
Sincerity is doing what one says and saying what one does.  
Honesty is doing what one thinks and thinking what one does.  
Nobility is doing what is correct and being correct.
8. Dedicated surrender.  
Sincere agreement.  
Honest concern.  
Noble consent.
9. Rely on dedicated.  
Relate with sincere.  
Respect honest.  
Revere the noble.
10. Dedicated 'Shraddha Vaan'.  
Sincere 'Karya Vaan'.  
Honest 'Satya Vaan'.  
Noble 'Atma Vaan'.
11. Offer Love to Dedicated.  
Offer Delegation to Sincere.  
Offer Empowerment to Honest.  
Offer Trust to Excellent and Noble.
12. Love is nurturing the right to grow.  
Delegation is the authorization of power to decide.  
Empowering is authentication of freedom to choose.  
Trust is relationship of total acceptance.



## 4. LARGER THAN DELEGATION

**Delegation**, stated as “the decentralization of Authority” is inadequate both as a concept and practice.

There are facets of progress-development, growth - enrichment-matrix and the complex picture is both simple and beautiful.

- I. **Love** is nurturing the right to grow.
- II. **Delegation** is authorization of power to decide.
- III. **Empowerment** is authentication of freedom to choose.
- IV. **Trust** is the relationship of total acceptance.

Our inclination and approach to evolve our colleagues and contributors to grow and become responsible is neglected in our co-relation in the aspects of Love, Delegation, Empowerment and Trust.



LARGER THAN DELEGATION			
LOVE	DELEGATION	EMPOWERMENT	TRUST
DISTRIBUTION	DECENTRALISATION	AUTHENTICATION	ACCEPTANCE
CARE	AUTHORITY	FREEDOM	TOTAL ACCEPTANCE
LEARNERS	PEOPLE	PARTICIPANTS	MEMBERS
CHOOSE	DECIDE	OPT	OWN UP
ACHIEVEMENTS	ROLES	CONTRIBUTIONS	EXCELLENCES
DEVELOPMENT	PROGRESS	GROWTH	ENRICHMENT
RIGHT	OBLIGATION	RESPONSIBILITY	SPIRIT



1. **Love** is the distribution of care, concern and attention so that “Learners” can be guided to choose their own alternatives and exercise their right to grow, to build themselves and endeavour to make achievements in the process of development.
2. **Delegation** is decentralization of authority so that people can take decisions at the level where they belong and exercise their right to play their role in the progress.
3. **Empowering** is the authentication of an atmosphere of freedom so that participants can opt for their own choices and exercise their right to contribute in the process of overall growth.
4. **Trust** is total acceptance of member participant – contributors so that they are inspired to set standards and offer examples of excellence.
5. Love and give support.  
Delegate and give resources.  
Empower and give freedom.  
Trust and give respect.
6. Love as per person.  
Delegation as per job.  
Empowerment as per role.  
Trust as per responsibility.
7. Nurturing through love.  
Management through delegation.  
Leadership through empowerment.  
Path making through trust.
8. Love streamlines feelings.  
Delegation streamlines actions.  
Empowerment streamlines initiatives.  
Trust streamlines responsibilities.
9. Endeavour is enriched by love.  
Work is enriched by delegation.  
Contribution is enriched by empowerment.  
Setting standards is enriched by trust.



10. Love improves interest holding.  
Delegation improves job holding.  
Empowerment improves “share” holding.  
Trust improves responsibility holding.
11. Love gets dedication.  
Delegation gets sincerity.  
Empowerment gets honesty.  
Trust gets nobility.
12. Dedication gets love.  
Sincerity gets delegation.  
Honesty gets empowerment.  
Nobility gets trust.
13. Love accepts.  
Delegation authorizes.  
Empowerment authenticates.  
Trust assures.
14. Love the ‘Child’.  
Delegate the ‘Youth’.  
Empower the ‘Adult’.  
Trust the ‘Elder’.
15. **Nurture the dedicated endeavour through love.**  
**Manage the sincere work through delegation.**  
**Lead the Honest contributions through empowerment.**  
**Mentor the Noble standard – setting through trust.**
16. Love accepts relations.  
Delegation expects results.  
Empowerment ensures improvements.  
Trust assures examples.
17. Loving Nurturer is ‘Prema Vaan’.  
Delegating Manager is ‘Dhriti Maan’.  
Empowering leader is ‘Dhairya Vaan’.  
Trusting Mentor is ‘Vishwaasa Vaan’.



1. **Beyond Management - Integration:** Every person, project, program, process or product requires nurturing, managing, leading or mentoring (path making) at different stages or sometimes simultaneously. An organization is effective, flexible, conducive and optimal when all the approaches are dove-tailed, integrated and appropriately applied and practiced.

Without nurturing, the potentials of people are not enhanced. Without managing, potentials are not efficiently utilized. Without leading, potentials are not charged and unified. Without path-making, energies are not in the correct direction. Overall excellence is attained when people are nurtured, managed, led and mentored appropriately.

2. **More than Work – Integration:** Every person, project, process or product requires endeavouring, working, contributing and setting examples of excellence at different stages or sometimes simultaneously. An organization is effective, flexible, conducive and optimal when all approaches are dove-tailed, integrated and appropriately applied and practiced.

Without endeavouring, the potentials of self are not enhanced. Without working, potentials of self are not made useful. Without contributing, value addition is not made and without setting standards, examples of 'betterment' are not created. Overall excellence is attained where one endeavours, works, contributes and sets standards.

3. **Greater Than Sincerity – Integration :** Every person becomes whole, complete, full and total when he is dedicated, sincere, honest and noble.

A person is effective, flexible, conducive and optimal when all the approaches are dove-tailed, integrated and appropriately applied and practiced.



Without dedication, potentials are not intensified. Without sincerity, potentials are not applied. Without honesty, potentials are not effectively aligned and without nobility, examples of wholesome personalities are not created.

Overall excellence is attained when one is dedicated, sincere, honest and noble.

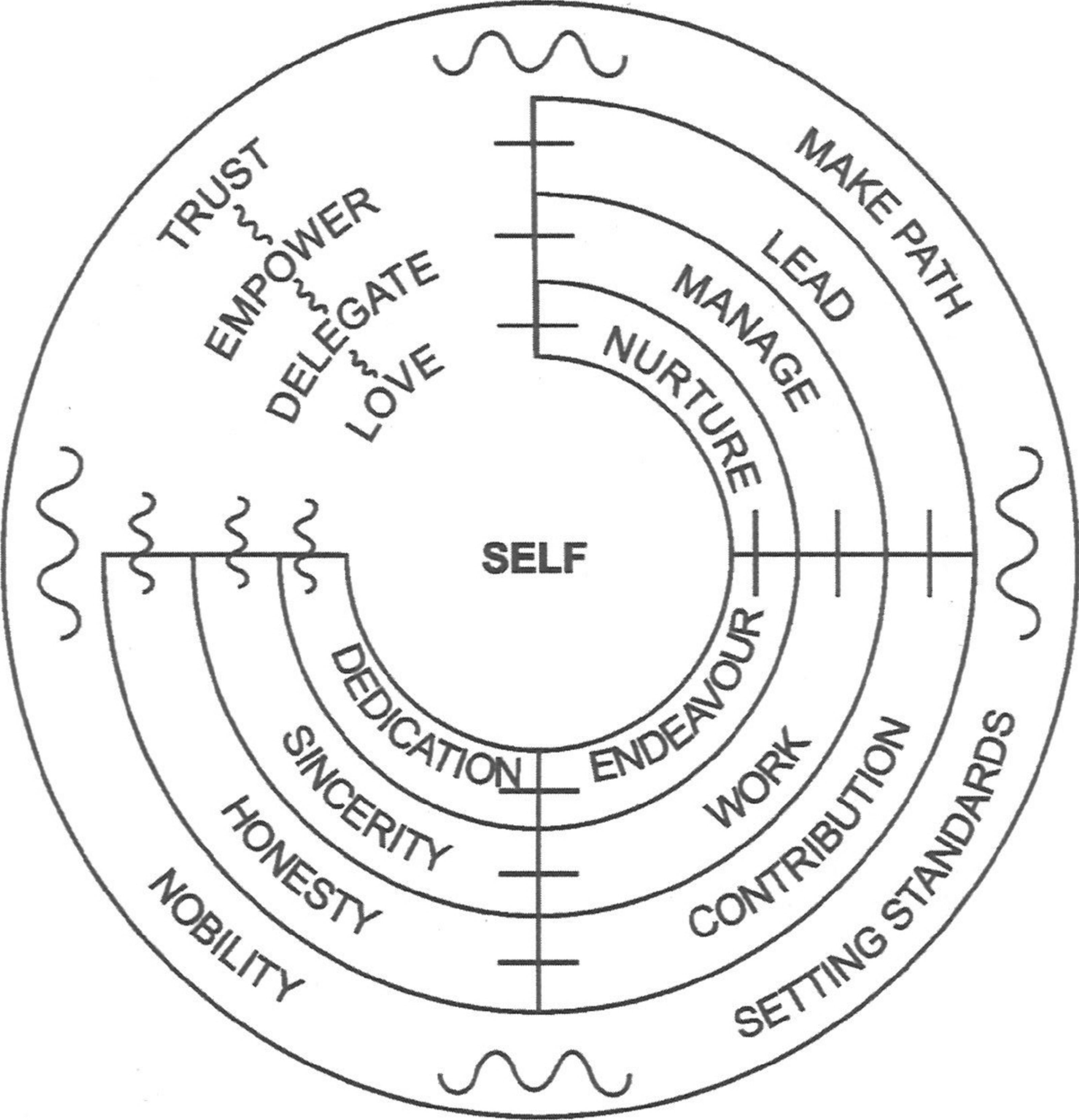


Organizational Leadership and Work Excellence

Greater than Sincerity	More than Work	Beyond Management	Larger than Delegation
Nobility	Excellence	Pathmaking	Trust
Honesty	Contribution	Leading	Empowerment
Sincerity	Work	Managing	Delegation
Dedication	Endeavour	Nurturing	Love
Attitude	Work	Leadership	Energy
Work Ethic		Leadership Ethic	



**SPIRIT OF INTEGRATED MANAGEMENT**



**Leadership and work Excellence of Beyond Managment**

Nurturing and love for dedication and endeavour, Management and delegation for sincerity and work, Leading and Empowerment of Honesty and Contribution, and Path making and Trust for Nobility and Setting standards are processes beyond and including Management.



4. **Larger than Delegation – Integration:** Every person becomes whole, complete, full and total when he is dedicated, sincere, honest and noble.

A noble person is effective, flexible, conducive and optimal, when all the approaches are dove-tailed, integrated and appropriately applied and practiced.

Without love the potentials in people are not encouraged, without delegation potentials are not properly utilized, without empowerment potentials are not enhanced to contribute and without trust potentials are not fully realized to create shining examples. Overall example is attained when one is loving, delegating, empowering and trusting.

5. Loving nurturer and dedicated endeavour, Delegating Manager and sincere work, Empowering Leader and honest contribution, Trusting Path-maker and noble examples of excellence is the complete and total picture.

6. Dedication, Sincerity, Honesty and Nobility are facets of **Attitudes**.  
Endeavour, Work, Contribution and Excellence are facets of **Usefulness**.

Nurturing, Managing, Leading and Path making are facets of Leadership **Mastery**.

Love, Dedication, Empowerment and Trust are facets of energising Spirit.

- |    |   |   |            |   |                    |
|----|---|---|------------|---|--------------------|
| 7. | A | - | Attitudes  | - | at Mind level      |
|    | U | - | Usefulness | - | at Body level      |
|    | M | - | Mastery    | - | at Thought level   |
|    | . | - | Spirit     | - | at Conscious level |

8. Thus, sixteen phases of Beyond Management are :  
Dedication, Sincerity, Honesty and Nobility;  
Endeavour, Work, Contribution and Excellence;  
Nurturing, Managing, Leading and Path making;  
Love, Delegation, Empowerment and Trust.



Nurturing and love for dedication and endeavour, Management and delegation for sincerity and work, Leading and Empowerment for Honesty and Contribution, and Path-making and Trust for Nobility and Excellence are processes beyond and including Management.

Dedication, Sincerity, Honesty and Nobility are *Attitude ethic*.

Endeavour, Work, Contribution and Excellence are *Work ethic*.

Nurturing, Managing, Leading and Path-making are *Leadership ethic*.

Love, Delegation, Empowerment and Trust are *Inspiration ethic*.

Thus, there are 16 glories of Beyond Management for progress, prosperity, peace and perfection.

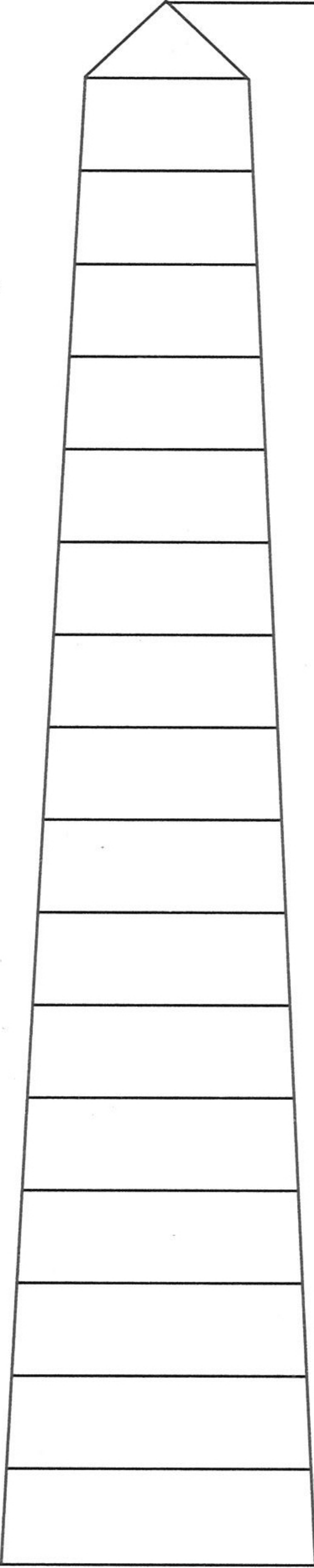
Out of these 16 glories, trust is the most glorious. When one imbibes trust, Empowering, Delegating and Loving become natural. Then a person achieves the Quantum state, all other states become readily available.

***This is That***  
***This (Integration) is That (Inspiration)***



# PILLAR OF PERFECTION

## Beyond Management

	CONSCIOUSNESS	
	16 - Trust	(Spirit)
	15 - Empowerment	
	14 - Delegation	
	13 - Love	
	12 - Pathmaking	Mastery M
	11 - Leading	
	10 - Managing	
	9 - Nurturing	
	8 - Excellence	Usefulness U
	7 - Contribution	
	6 - Work	
	5 - Endeavour	
	4 - Nobility	Attitude A
	3 - Honesty	
	2 - Sincerity	
	1 - Dedication	

‘Pillar of Perfection’ confirms to the Obelisk of Buenos Aires, a national historic monument in Argentina.



## PILLAR OF PERFECTION

- A. For pillar of perfection, Attitude is the base,  
At feeling, speech, thought, heart level is built this base.
- B. Work achievements are strong building blocks,  
Contributive work supports the pillar like rocks.
- C. Responsible Leadership takes pillar to height  
Path-making energizes the team to be bright.
- D. Spirit takes the perfection to reach for the sky,  
With love and trust, for team, limit is not the sky.
- 1. Dedication is doing things with devotion full,  
Feeling what you do, doing what you feel is devotion in full.
- 2. Sincerity is doing things as per agreement  
Saying what you do, doing what you say is fulfillment.
- 3. Honesty is doing things in thoughtful way  
Thinking what you do, doing what you think is the right way.
- 4. Nobility is doing things for benefit of all,  
Doing right thing, right way, at right time and being on call.
- 5. Endeavour is learning to do the work  
Stand-under, under-stand and learn to do better work.
- 6. Work is applying energy to accomplish things  
With intensive work it is easy to do better things.
- 7. Contribution is adding value to the work,  
To do little more and little better is the valuable work.
- 8. Excellence is the perfect work, is an example to see,  
Do work without errors and an example you be.
- 9. Nurturing is training people to grow,  
Let them know, flow and glow.
- 10. Managing is setting objectives and goals,  
It is ensuring resources and assigning roles.



11. Leading is showing direction and way  
Creating teams and setting own example is the way.
12. Path-making is showing innovative new way  
When there is no way, leader is the way.
13. Love is accepting people as they are,  
Then holding their hands, take them far.
14. Delegation is energizing sincere people to do on their own  
They can achieve on their own, when goals are known.
15. Empowerment is charging people to rise and rise  
When you charge them with responsibility they will rise.
16. Trust is believing people and leaving things to them  
They will be responsible leaders when you trust them.
- X. Inculcate Attitudes, ensure useful work,  
Mentor the people, then worship is work.
- Y. Consciousness is the responsibility all the way  
Being responsible for Attitudes, work, mentoring and spirit is the best way.
- Z. For pillar of perfection these 16 steps are right  
In Buenos Aires or Bombay they will shine bright.

***THIS IS THAT  
THIS (PILLAR) IS THAT (PERFECTION)***

(This poem was composed on 25-10-1998 after visiting Obelisk, Argentina.)







**BE ALL**



***“Pitaahamasya Jagato  
Maata Dhataa Pitamaha”***

(Gita – IX – 17)

Father of the world is sure me,  
Mother, Teacher, Grandfather, is me.



## ROLES

As a leader, manager, parent and teacher you have to play different roles while interacting and relating with your people.

You have to connect and develop rapport with each of the four personalities of your people for full understanding and work together with efficiency, effectiveness, empathy and empowerment.

Best Wishes  
*Narayana*







# HUMAN PERSONALITY

## 1. TRANSACTIONAL ANALYSIS: REVISITED AND REVISED<sup>1</sup>

Dedicated to Dr. Eric Berne

### INTRODUCTION

Every person, during his life time, passes through 4 stages - childhood, youth, adulthood, and old age. Every person has in him four personalities viz. child, youth, adult and parent representing starter, adventurer, reasoner and judge.

Classical transactional analysis has included only three personalities - child, adult and parent ignoring the 'doer', 'risk taker' and 'adventurer' and 'action oriented' aspect (i.e. youth) of the personality.

This small article, rewrites the fundamental aspect of T.A. i.e. "The Human Personality" to clearly show how this personality called 'Youth' or 'Y' fits into classical T.A.

The portion, "The Human Personality" from the book "Human Loving" by Dr. Eric Berne, who propounded T.A. and who is the famous author of "Games People Play" is **re-written** including the missing personality aspect.

Dr. Eric Berne is a great author, visionary and has influenced thinking of thinkers, managers, teachers, students and practitioners in the field of human relations. This article is no disrespect to T.A. or Dr. Eric Berne's ideas.

It is in fact a small step forward in making T.A. more realistic.

- Narayana  
January 1987

---

<sup>1</sup>NOTE: The new way of looking at Transactional Analysis is related to four aspects of the Tamas, Rajas, Sattva and Transcendental (Gunaathetha) propounded in the Gita. Child, Youth, Adult and Elder are the personality states with above four aspects.







## 2. THE HUMAN PERSONALITY: DR. ERIC BERNE'S CONCEPT

It is most fruitful to think of the human personality as being divided into three parts, or even better, to realize that each individual is three different persons, all pulling in different directions, **so that it is a wonder that anything ever gets done.** We can represent this in a very simple way by drawing three circles one below the other, as shown in Figure 1. These represent the three people that everyone carries around in his or her head.

At the top are his parents, who are really two different people, but in this diagram we show them as one circle, marked Parent or P. This represents someone in his head telling him what he ought to do and how to behave and how good he is and how bad he is and how much better or worse other people are. In short, the Parent is a voice in his head making comments, as parents often do, on everything he undertakes. You can tell when your Parent, or Parental ego state, is talking because it uses words like 'ridiculous', 'immature', 'childish', and 'wicked'. Your parent may talk to you that way in your head, and it may also talk out loud to other people in the same way. The Parent has another side, however. It can also be affectionate and sympathetic, just like a real parent and say things like 'You're the apple of my eye', 'Let me take care of it', and 'Poor girl'.

The middle circle, marked Adult, or A, represents the voice of reason. It works like a computer, taking in information from the outside world, and deciding on the basis of reasonable possibilities what course of action to take and when to take it. It does not have anything to do with being 'mature', since even babies can make such decisions, nor with being sincere, since many thieves and conmen are very good at deciding what to do and when to do it. The Adult tells you when and how fast to cross the street, when to take the cake out of the oven, and how to focus a telescope. In crossing the street, for example, it works like a very accurate and very complicated computer, estimating the speeds of all the cars for blocks on each side, and then picking up the earliest possible moment for starting across without being killed, or running without having to lose your dignity by running. The Adult ego state is careful whenever possible to preserve your dignity, unless it is your fate to be a clown. All good computers are like that: they choose the most elegant solutions, and try to avoid makeshift or sloppy ones whenever they can. You can tell when your Adult is talking because it uses expression like "Ready?" "Now!" "Too much!" "Not enough!" "Here, not there."



The bottom circle, marked Child, or C, indicates that every man has a little boy inside of him and every woman carries a little girl in her head. This is the Child part of the personality, the child he or she once was. But every child is different, and the Child ego state in each person is different, since it is the Child he once was at a definite time in his life. When the Child takes over, the person acts in a childlike way, like a child of a certain age: in one person it might be four years and three months old, in another two years and six months, and it is doubtful if it is ever older than six years. We do not call this Child ego state 'childish', we simply say it is like a child, or childlike. The age of the Child part of the personality in each person is determined by special factors which you can read about in another book if you want to take the trouble. It is important to realize that the Child is not there to be scolded or reprimanded, since it is actually the best part of the personality, the part that is, or can be properly approached, creative, spontaneous, clever, and loving, just as real children are. Unfortunately, children can also be sulky, demanding, and inconsiderate or even cruel, so this part of the personality is not always easy to deal with. Since your Child ego state is going to be with you for the rest of your life, it is best to acknowledge it and try to get along with it, and it will do more harm than good to pretend that if you ignore it or deal harshly with it, it will go away.

You will have noticed that I referred to these three parts of the personality - Parent, Adult and Child - as ego states, and that is the scientific name for them. These ego states determine what happens to people and what they do to and for each other. The best way, and so far the neatest and most scientific way, to analyze human social and sexual relationships is to find out which ego states are involved. Each ego state has to be looked at separately if the person wants to understand his feelings and behaviour in such situations. Some people try to become 'a whole person' by denying that there are different parts to the personality. A better way is to find out as much as possible about each aspect, since they are all there to stay, and then get them to work together in the best possible way.



### 3. HUMAN PERSONALITY: NARAYANA'S MODERATION

It is most fruitful to think of human personality as being divided into four parts, or even better, to realize that each individual is four different persons, all pulling in different directions (Figure 2). These represent the four people that everyone carries in his or her head.

#### **Gunas and Personality States**

As per Gita human nature has four aspects - Tamas, Rajas, Sattvik and Transcendental (Gunateeta).

Thus Tamasik, Rajasik, Sattvik and Seer are four kinds of nature which together constitute the human personality.

Tamasik is ignorant, Rajasik is aggressive, Adult is wise and Seer is visionary.

These four correspond to Child, Youth, Adult and Elder characters present in each one of us.

Thus Transactional analysis becomes integrated and covers all the four ego states - Child, Youth, Adult and Elder.

Thus "Transactional Analysis: Revisited and Revised" is the shine of the light called 'Guna System' of Humanity as propounded in Gita.

At the top are the parents, who are really two different people, but in this diagram we show them as one circle, marked Parent or P. This represents someone in his head telling him what he ought to do and how to do and how to behave and how good he is and how bad he is and how much better or worse other people are (A voice of observations and making judgements on his action). In short, the parent is a voice in his head making editorial comments, as parents often do, on everything he undertakes. You can tell when your parent, or parental ego state, is talking because it uses words like "ridiculous", "immature", "childish" and "wicked". Your parent may talk to you that way in your head and it may talk out loud to other people in the same way. The parent has another side,



however. It can also be affectionate and sympathetic just like a real parent, and say things like “you are the apple of my eye”, “Let me take care of it” and “poor girl”.

Figure 1: Original ego states as conceived by Dr. Berne

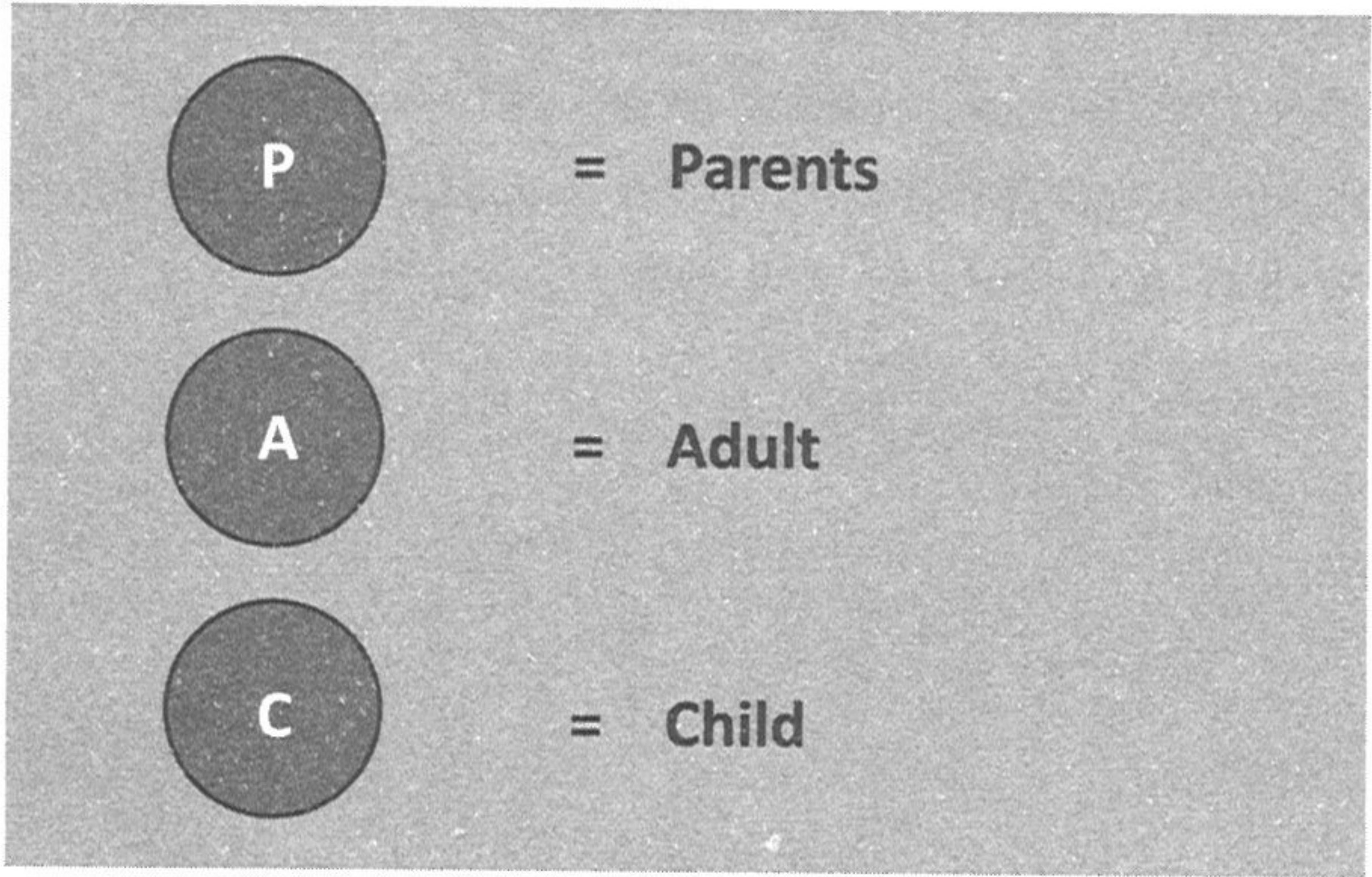
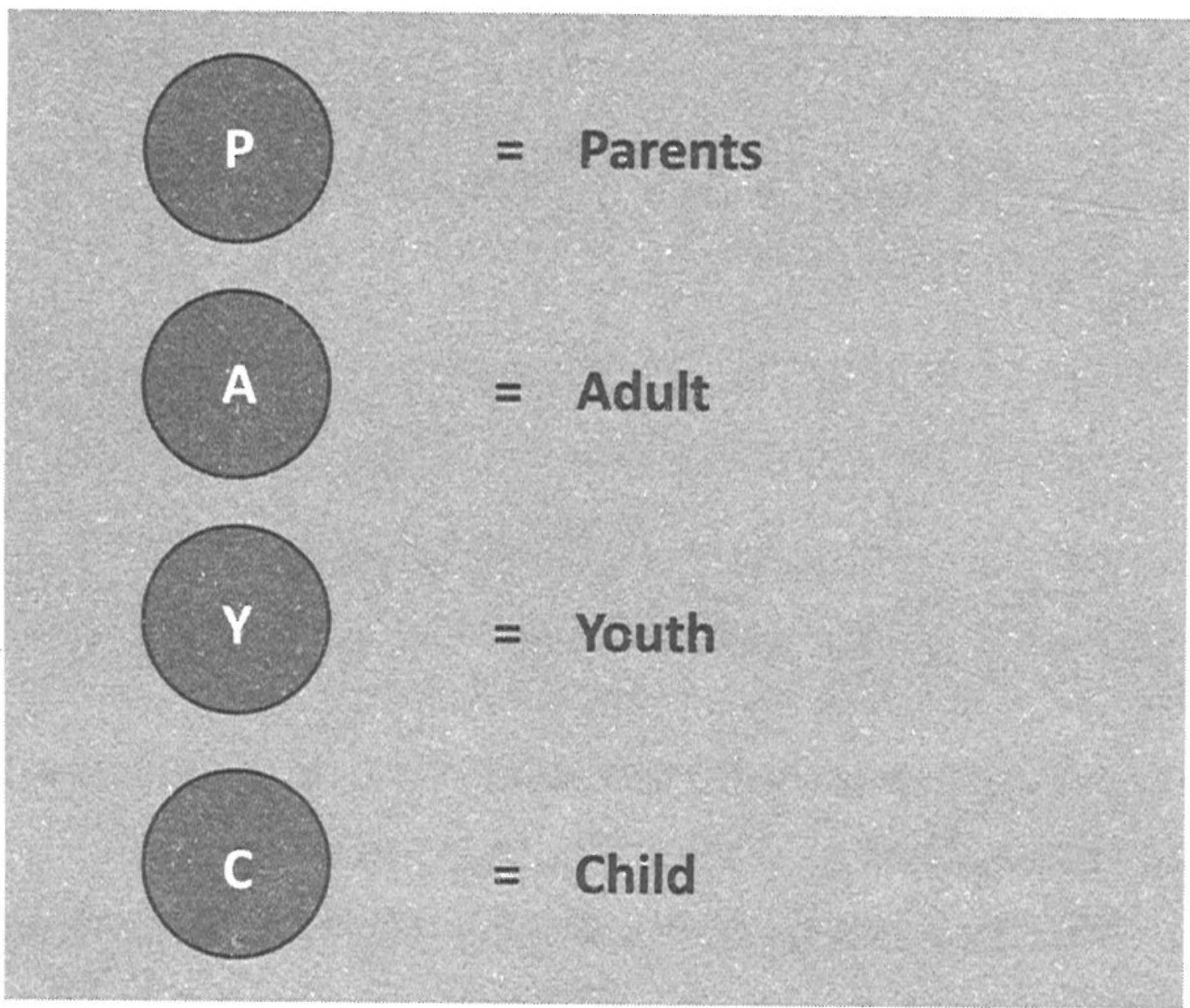


Figure 2: Modified ego states as perceived by the author



The second circle, marked Adult or A, represents the voice of reason. It works like a computer taking in information from the outside world, and deciding on the basis of reasonable probabilities what course of action to take and when to take it. It does not have anything to do with being ‘mature’, since even babies can make such decisions, nor with being sincere, since many thieves and conmen are good at deciding what to do and when to do it. The adult tells you when and how fast to cross the



street, when to take the cake out of the oven and how to focus a telescope. In crossing the street, for example, it works like a very accurate and very complicated computer, estimating speeds of all cars for blocks on each side, and then picking up the earliest moment for starting across without having to lose your dignity by running. The adult ego state is careful whenever possible to preserve your dignity, unless it is your fate to be a clown. All good computers are like that, they choose the most elegant solutions and try to avoid makeshift or sloppy ones whenever they can. You can tell when your adult is talking because it uses expressions like "Ready?" "Now!" "Too much" and "Here, not there".

The third circle, marked Youth or Y, represents the urge for action and adventure. Every person has inside him an adventurer, explorer and a person with drive without consideration for consequences. This person is like a teenage elder brother / elder youth who do exciting things. This part of elder youth personality implores you to "do" things. Youth is an urge making you to do new things and take risks. This part of personality is not interested in the repercussions and is responsible for "leap before you look". **Without this aspect of personality, it will be a wonder if anything ever gets done!** Youth makes you to swim in dangerous waters, take bold decisions in business, try uncharted waters and carry out experiments. This personality is also responsible for the errors and mistakes occurring in course of action. When new things are undertaken, mistakes are bound to happen. This aspect of human personality is responsible for many activity oriented achievements of human race. The tug of war between 'Adult' and 'Youth' will often result in pull and push of 'No' and 'Yes' for action. Youth is action oriented whereas Adult is for vision before action. You can tell when your youth is talking because it uses expressions like "Go Ahead", "Fantastic!", "Do it", "I want the job done, come what may!", "I do not care for difficulties", "Conquer!", "I shall achieve it" and "Rush!".

The bottom circle, marked child, or C, indicates that every man has a little boy inside him and every woman carries a little girl in her head. This is the child part of the personality, the child he or she once was. But every child is different and the child ego state in each person is different, since it is the child he once was at a definite time in his life. When the child takes over,



the person acts in a child-like way; like a child of certain age. In one person it might be four years and three months old, in another two years and six months and it is doubtful if it is ever older than six years. We do not call this child ego state “childish”. We simply say it is like child or childlike. The age of child part of the personality in each person is determined by special factors. It is important to realize that the child is not there to be scolded or reprimanded, since it is actually the best part of the personality, the part that is, or can be, if properly approached, creative, spontaneous, clever and loving, just as real children are. Unfortunately, children can also be guilty, demanding, inconsiderate or even cruel, so this part of the personality is not always easy to deal with. Since your child ego state is going to be with you for the rest of your life, it is best to acknowledge it and try to get along with it. It will do more harm than good to pretend that if you ignore it or deal harshly with it, it will go away.

You will have noticed that these four parts of personality - Parent, Adult, Youth and Child are referred to as ego state, and that is the scientific name for them. These ego states determine what happens to people and what they do to, and, for each other. The best way, and so far the most scientific way to analyze human social relationships is to find out which ego states are involved. Each ego state has to be looked at separately if the person wants to understand his feelings and behaviour in such situations. Some people try to become “a whole person” by denying that there are different parts to personality. A better way about each aspect, since they all are there to stay, and then get them to work together in the best possible way.



## **4. GROWING TO KNOWING: FOUR FACETS OF PERSONALITY<sup>2</sup>**

### **HUMAN — A PROGRESSING WONDER**

Every person has four personalities within him. These are four faces, four phases, four paces and four spaces of humanity. Child, Youth, Adult and Elder are four personalities which provide different attitudes, abilities, approaches and awareness to human beings.

Though there are four stages in life, all the four abilities are ever-ready to be availed by us.

Come let us see the Four Faces (Chaturmukhas) of each one of us so as to bring them into action suitably in life, for progress development, growth and enrichment in the journey of our life.

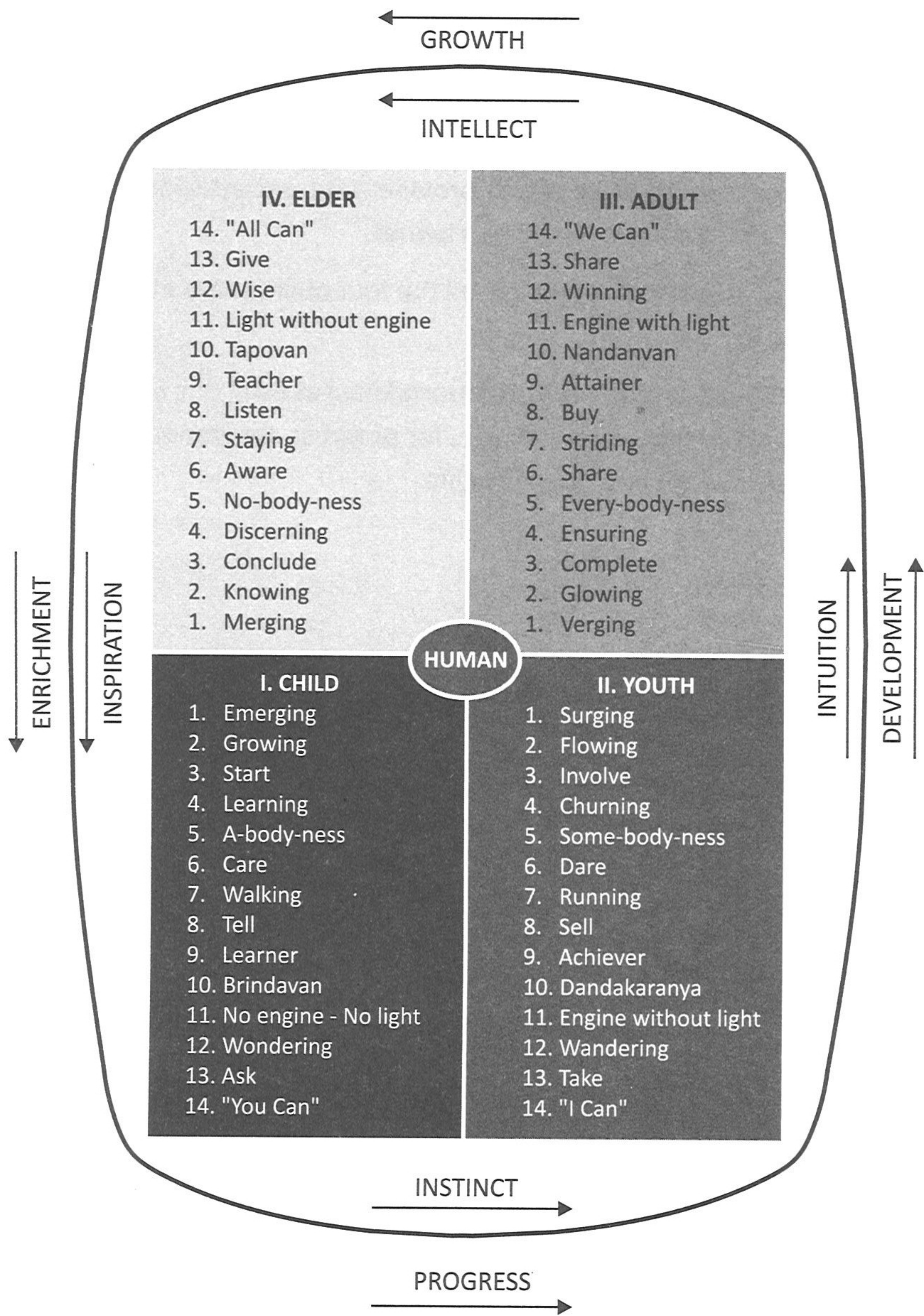
1. Emerging Child  
Surging Youth  
Verging Adult  
Merging Elder
2. Growing Child  
Flowing Youth  
Glowing Adult  
Knowing Elder
3. Child Starts  
Youth Involves  
Adult Completes  
Elder Concludes
4. Learning Child  
Churning Youth  
Earning Adult  
Discerning Elder

---

<sup>2</sup> NOTE: "Growing to Knowing: Four Facets of Personality" shows how the four aspects of nature propounded in the Gita, interact, interplay, inter-depend and integrate to create the drama of human life



Human Nature - Four Way Personality





5. A - Body - Ness of Child  
Some - Body - Ness of Youth  
Every - Body - Ness of Adult  
No - Body - Ness of Elder
6. Child - Care  
Youth - Dare  
Adult - Share  
Elder - Aware
7. Walking Child  
Running Youth  
Striding Adult  
Staying Elder
8. Tell the Child  
Sell to Youth  
Buy from Adult  
Listen to Elder
9. Learner - Child  
Achiever - Youth  
Attainer - Adult  
Teacher - Elder
10. Brindavan of Child  
Dandakarayana of Youth  
Nandanvan of Adult  
Tapovan of Elder
11. Learning to win - Child  
Private win - Youth  
Public win - Adult  
Teaching to win - Elder
12. Guide for Child  
Teacher for Youth  
Friend for Adult  
Philosopher for Elder



13. No engine - No light : Child  
Engine without light : Youth  
Engine with light : Adult  
Light without engine : Elder
14. "You can" - to Child  
"I can" - Youth  
"We can" - Adult  
"All can" - Elder
15. Holding hand - Child  
Free hand - Youth  
Joining hands - Adult  
Giving a hand - Elder
16. Look before you leap - Child  
Leap before you look - Youth  
Leap after you look - Adult  
Look after you leap - Elder
17. Know what - Child  
Know how - Youth  
Know why - Adult  
Know whole - Elder
18. Wondering Child  
Wandering Youth  
Winning Adult  
Wise Elder

These are four differently interesting characters of child, youth, adult and elder in each one of us which are keys for insightful and successful management and leadership.

***This is that  
This (Appropriateness) is that (Almighty)***



### FOUR PERSONALITIES – FOUR ROLES

Human personality is an integrated whole of four natures - child, youth, adult and elder. Within each of us is a child, youth, adult and elder.

As a leader, teacher, parent and mentor we have to deal, transact, relate and connect to each of these four personalities and natures for an appropriate, proper, optimal and fulfilling interactions and relations.

In relation with Child one has to become a mother and nurture that aspect of the child.

In relation with Youth one has to become a father and manage that aspect of the youth.

In relation with Adult one has to become a teacher and mentor that aspect of the adult.

In relation with elder we have to become a grandfather to show the path of spirit to that aspect of the elder.

So become a mother, father, teacher and grandfather to people simultaneously and optimally as per the time, place, situation and personality.

In that way you will become an integrated and humane guide and path-maker.

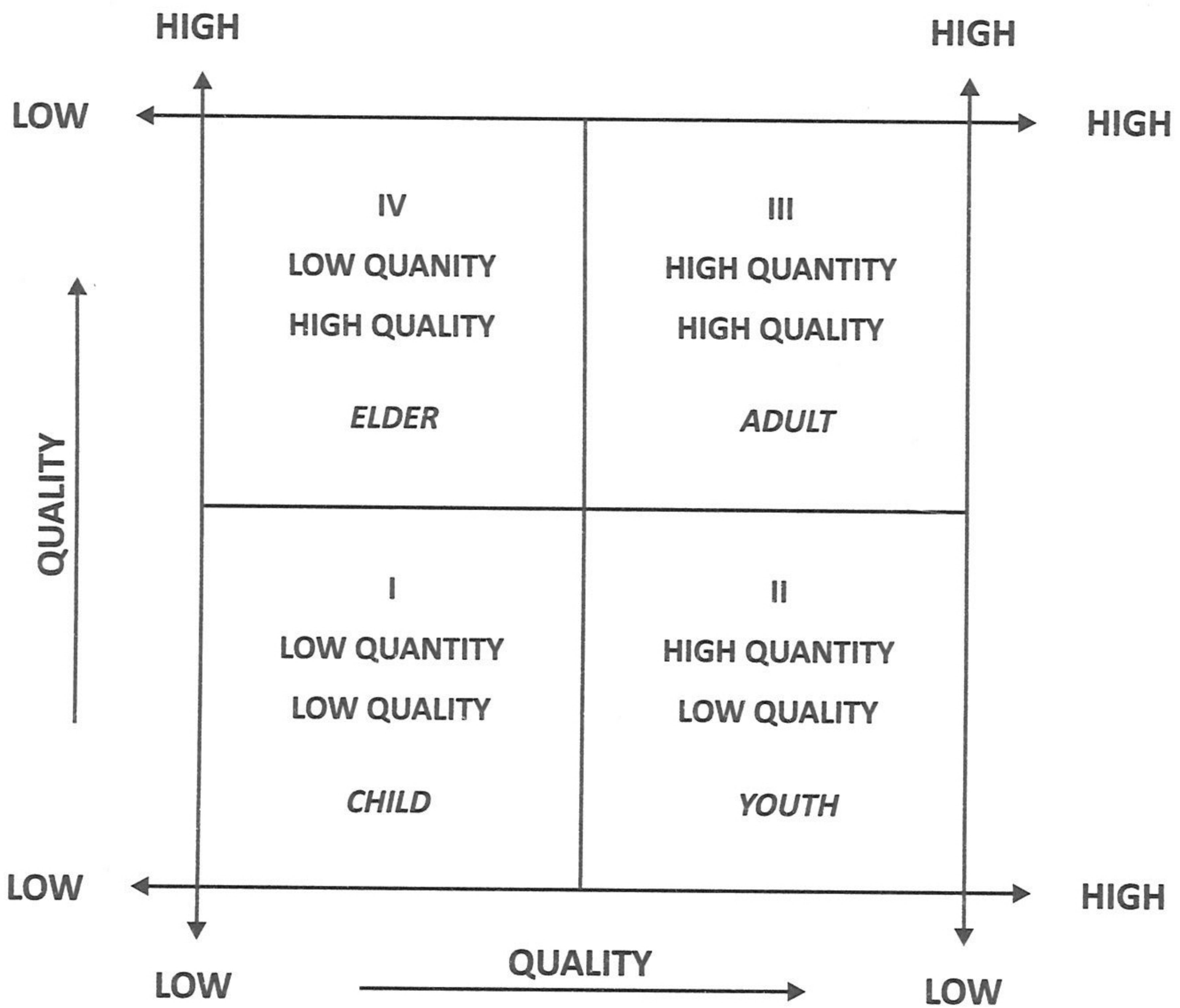
The following pages of “Be All” indicate the spirit of ways of such leadership.

You are invited to add your own thoughts and ideas, add value and develop your own approach to relate with people.

With love and light.  
*Narayana*

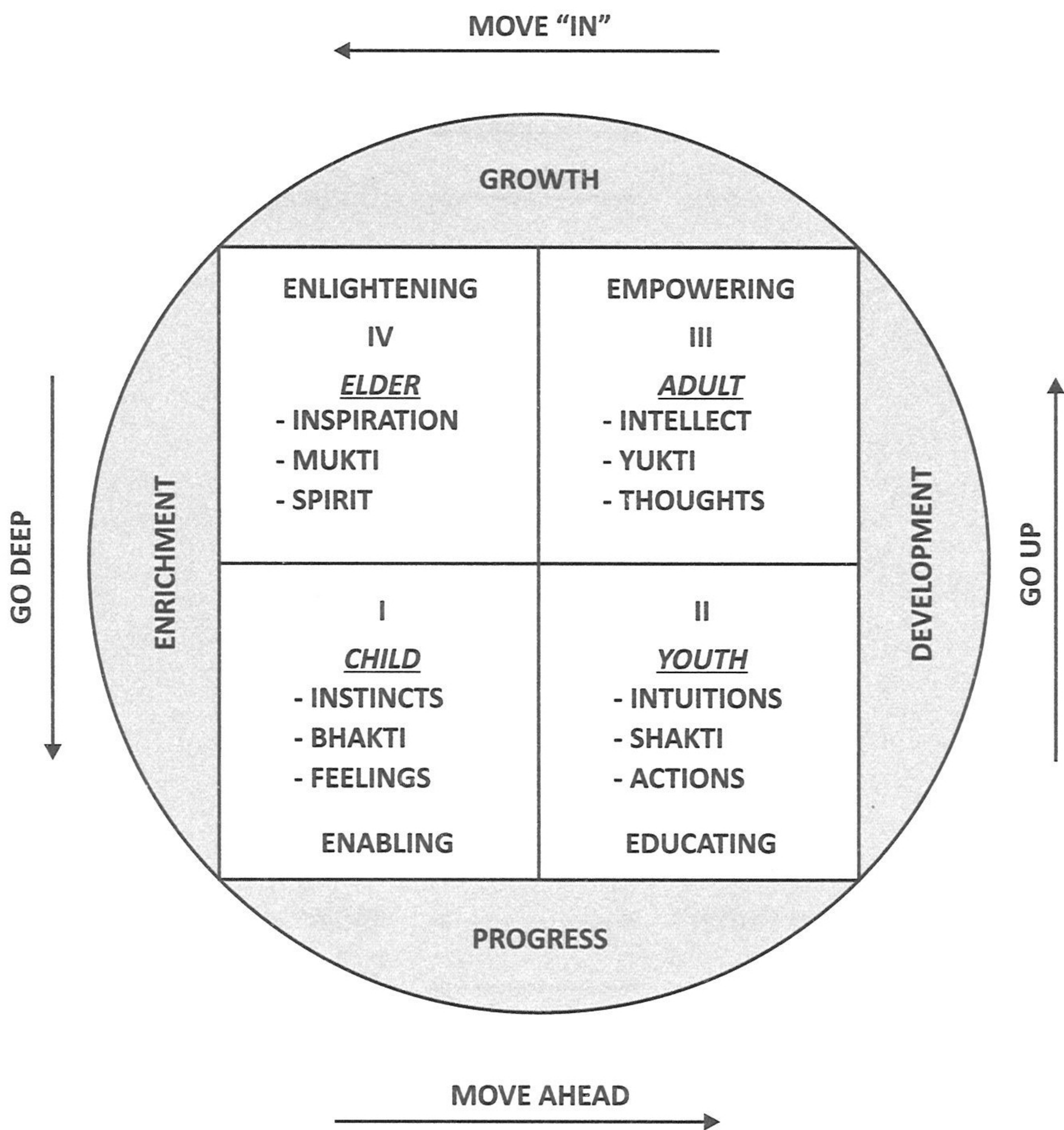


## FOUR-WAY WORLD





FOUR WAY PERSONALITY





## An Overview

I

Mother	↔	Child
Love	↔	Dedication

II

Father	↔	Youth
Value	↔	Work

III

Teacher	↔	Adult
Knowledge	↔	Learning

IV

Grand Father	↔	Elder
Trust	↔	Responsibility



## 5.1. Be a Mother

As a person, a manager and a leader be a mother to your people.

Mother gives life. Mother nurtures life. Mother supports. Mother moulds life. Mother shows the first meaning of life which is love. Mother holds and holds-on even in most difficult time. Mother bears. Mother bears inside her during conception, but mother bears your sayings, doings and feelings throughout life. Mother is the source. Mother is the resource. Mother is resort. Mother is the personification of compassion, consideration, empathy and empowerment. Mother facilitates people to grow, go, know and glow.

Be a mother to your people. Listen to them. Understand their difficulties. Give empathy and support without judging. Guide them towards betterment step by step. During initial periods of their career and also during the initial periods of their projects, undertakings and assignments be with them. Hold their hand and show them the way. Once they start walking appreciate them, admire them, encourage them to fly and keep an eye on them. Teach them. Teach your people in attitudes and values. Show them examples of excellence in life. Mother tells stories and reinforces the positive attitudes. You show the case studies of excellence in work, leadership and responsibilities.

Mother gives milk and nourishes. Give milk of understanding and encouragement. Mother protects from heat, cold, fire, water and other dangers. You protect your people from dangers in work and progress during initial periods and during any difficulties in progress.

Mother trains in life-skills like walking, talking, eating, listening and standing. You train your people in work-skills like planning, doing, improving and excelling.

Mother is a best friend. You be a best friend to your people. Listen to them. Give your shoulder to empty out their feelings, emotions and inner pressures. Be a calming presence.

Mother shares. Mother offers to her wards before she receives anything. Mother shares everything of herself with her wards. You share with your



people continuously and relentlessly. Share credit. Share rewards. Share recognitions, share difficulties. Share achievements - share joy. Share knowledge. Share experience. Share your learning. Share, share and share, thereby experience oneness with your people.

Mother cares. You care for your people both in times of success and failure. When they succeed celebrate and care. When they do not achieve success charge them with confidence to attempt, achieve and accomplish.

Mother has the quality of equality. Equality does not mean the arithmetic equality. Equality means attending to people as per their situational needs without exception. Equality means using the same yard-stick for all people.

Mother is the best counselor. Be a good counselor to your people. Through discussions and guidance lead them to light. Show your people the right way. Mother rushes in emergencies. Rush to your people whenever there is an emergency, accident or danger. Mother cares for her wards without caring for herself. Care for your people without caring for your benefit.

Progress of your people comes first, your progress comes next. When children grow, perform and succeed mother is proud. Take pride in the achievements of your people and let this reflect in the smile of your face and shine in your eyes.

Be a good mother to your people. There is a child in every person, irrespective of age. Identify, recognize and love the child within your people. When child within people is invoked, purity shines.

Invoke the child in your people by invoking the mother inside you and feel the joy and purity. When joy and purity shines, divinity smiles on the faces of your people and you.

Then ***“Matru Devo Bhava”*** (Mother is God) becomes a reality in the intimate flow of love and light between you and your people.



## 5.2. Be a Father

As a person, a manager and a leader be a father to your people.

Father gives life. Father protects life. Father backs up. Father shapes life. Father gives courage and gives confidence even in the most difficult times. Father cares. Father cares for you. While mother is bearing during conception, father cares to make you successful throughout the life. Father is force. Father is an example. Father is an educator. Father is the personification of courage, confidence, dynamism, drive and determination. Father ensures that children progress, develop, grow and become enriched.

Be a father to your people. Be with them. Know their problems. Give encouragement and confidence without being over bearing. Lead them towards progress step by step and mile by mile. During progressive periods of their career and assignments, projects and undertaking be with them. Give a hand and lead them on the path to success. Once they learn to succeed appreciate them, admire them, encourage them and then reward them and recognize them. Teach your people the skills and techniques. Father tells stories and reinforces the self confidence. You share with them the cases and examples of extraordinary achievements and successes.

Father energizes and charges. You give the energy of confidence and courage. Father invests in children's education, development and growth. Father demands for results and attainment of goals. You demand best results and attainment of goals. You demand best conduct and fulfillment of roles. Father commits himself and his resources for his wards. You commit yourself and your resources for the progress and success of your people.

Father shares. Father shares his own progress, earnings and assets with his wards. You share with your people without hesitation, share resources, share aspirations. Share knowledge. Share information. Share ideas. Share achievements. Share joy. Share experience. Share, share and experience togetherness with your people.



Father cares. Father cares for achievements. You care for achievements of your people. In success celebrate. In failure recharge. Father demands discipline. Discipline does not mean only reprimanding and correcting. Discipline also means setting standards through own example. Use the same yard stick for yourself and your people. Establish and encourage self discipline.

Father is best corrector. Be a good corrector to your people. Through persuasion and perseverance lead them to betterment in work and life.

Lead your people along the light way. Father is just there during emergencies. Father faces dangerous situations to remove the danger of his wards. You face and remove the danger of your people. In situations of crisis, show your commitment, capability and clarity so that they improve their own commitment, capability and clarity. Success of your people comes first, your success comes through their success. When children achieve and attain extraordinary results father becomes happy and satisfied. Express happiness and satisfaction about the achievements and success of your people. Reward them without holding. Apart from monetary rewards, which are essentials, your own word of appreciation and commendation are best rewards.

Be a good father to your people. There is a youth in every person, irrespective of age. Identify, recognize and energize the youth within your people. When youth within people is invoked, dynamism emerges.

Invoke the youth in your people by invoking the father inside you and feel the satisfaction and fulfillment. When satisfaction and fulfillment shine divinity shines on the faces of your people and you.

Then ***“Pitru Devo Bhava”*** (Father is God) becomes a reality in the intensive flow of energy and experience between you and your people.



### 5.3. Be a Teacher

As a person and as a Manager and Leader be a Teacher to your people.

Mother and Father give life. Teacher changes life. Teacher enriches life. Teacher adds value to life. Teacher shares. Teacher shares his skills, his knowledge, his experience and his understanding with learners. Teacher is guide. Teacher is the source of light. Teacher is the unfolds excellence within. Teacher is the personification of knowledge, information, ideas and solutions. Teacher ensures that learners progress, develop, grow and enrich themselves.

Be a teacher to your people. Change the life course of your people by showing them vision of heights to which they can grow. Enrich the life of your people by increasing their inner capabilities of skill, will and ingenuity so that they can become better and better contributors.

Share your skill with your people and help them to become experts through practice, practice and practice.

Share your knowledge and help them to become better and better thinkers and acquire new knowledge and skills. Share your experience and understandings with your people so that they gain new insights which become in-lights.

Be a guide to your people and show them the way to success and achievement. Be a source of light in darkness of ignorant areas. You can continue to be this source through your own new learning. Continuously learn and continuously help your people to learn. Learn and earn new growth. Help your people to learn and earn new successes.

Offer knowledge and let them become wiser. Offer information and let them become up-to-date. Offer ideas and let them be charged. Offer solutions and let them contribute.

Help your people to progress by encouraging them to proceed and progress. Help your people to develop by initiating them to new learning to become taller and taller.



Help your people to grow by facilitating the all-round development of their personality. Help your people to enrich themselves by becoming integrated personality by the way of optimality in actions, feelings, thoughts and responsibility.

Teach them to think for themselves. Ask questions and look for the answers themselves. When they ask questions find out optimal answers through your own thinking and then take forward by asking new questions and new answers.

Be a Buddha and let the learners become Anandas. Continuously guide them through simple methods for self-development in the areas of conduct, concentration, consciousness and complete contributions.

Be a Chanakya and let the learners become Chandraguptas. Continuously demand from them to become leaders of courage, endeavour and achievement. Ensure that they protect the existing wealth, enhance the existing wealth, add new wealth and take care of people.

Be a Krishna and let learners become Arjunas of achievement. Experience together with achievement. Experience together with them the paths of love and education, work and value, knowledge and learning and trust and responsibility, help them to move continuously from confusion to fusion, doubt to clarity and from withdrawal to attempt and achievement. Let them understand and practice the ways of love, work, knowledge and responsibility.

Be an Ashtavakra and let the learners become Janakas, the leaders and path makers on their own. Let the difference in level between you and your people vanish and let you and your people become common learners and a learning community for contributing to all people, teams, company, community, country and world.

Interact with your people on one-to-one and adult-to-adult basis.

There is a knowledgeable and thinking adult in each person.

Be a good teacher to your people. There is an adult learner inside each person, irrespective of age. Identify, recognize and clarify the adult



learner within your people. When the adult learner within people is invoked, clarity shines.

Invoke the learner in your people by invoking the teacher inside you and feel the joy of clarity. When joy and clarity shine, divinity smiles on the faces of your people and you.

Then ***“Aacharya Devo Bhava”*** (Teacher is God) becomes in the intensive flow of ideas and understanding between you and your people.



## 5.4. Be a Grandfather

As a person, manager and leader be a grandfather to your people.

Mother and father give life. Grandfather shows the value and joy of life. Grandfather share life experience and shows the path for life-excellence. Grandfather shares his experience, his wisdom and his insights with children, youth and adults. Grandfather is a mentor and a path shower. Grandfather is a philosopher and the spirit to inspire. Grandfather is an empowering source for adults, an energizing source for youth and an encouraging source for children.

Grandfather is the personification of experience, wisdom, consciousness and love and care without expectations. Grandfather ensures that people manage their own efforts. He becomes a witness, an observer, a “saakshi” and a kind elder.

Be a grandfather to your people and show the value and joy of work and life and how work itself enhances the value and joy of life through your own example. Share your own experiences and experiences of others and show the path for life excellence. Inject the wisdom in your people by sharing what you have learned from your successes, and more importantly, from your mistakes and also others’ mistakes.

Be a mentor to your people. Help them through gentle and kind guidelines and be a source of vitamins for continuous improvement and progress in work and life. Be a path shower. Show them the difference between “Shreya” and “Preya” the “Preferable” and “Pleasurable”. Steer them continuously towards the “Preferable” path of needs, away from “Pleasurable” path of wants. Be a philosopher and fill them with a sense of divinity and the need to serve. When they serve, they will deserve. They will deserve the grace of the supreme universal Conscious-Energy the source of all the worlds.

Be an inspiring spirit. Tell them that they are taller than what they think and the problems are smaller than what they appear.

Be an empowering source by completely trusting your people. Let them decide on their own as teams and as individuals. Let them implement on



their own as teams and as individuals. Do not interfere. Do not interpose. Do not even intervene. Just inspire. Lose your power in their favour. Giving things and money is good. Giving respect is better. Giving love is best. Giving power is supreme.

Give the benefit of your experience, wisdom, consciousness and love without expecting anything in return. You have already earned your share of credit, recognition, achievement and satisfaction. Now let your people be in lime light. Let them earn trophies, laurels, recognition and applause. Let them do. Let them manage. Let them lead. Let them stand up, walk, run and reach.

You are the witness, a “saakshi” to their progress, development, growth and enrichment. Give your ‘Eye’s without your “I”. Let not your “I” go and pollute them. Let your “I go” be completely transformed into “Eye glow” so that they can grow, know, go and glow.

Be kind. Help them to be successful. Be compassionate. Heal them in difficulties. Be empathetic. Feel for them and experience and share their sorrows and their joy.

Interact with your people as an elder to adults, youth and children.

There is a responsible leader and adult in each person.

Be a good grandfather to your people. There is a responsible contributor and teacher in each person, irrespective of age.

Identify, recognize, admire and respect the leader and teacher within your people. When the respectful leader and teacher is invoked, the conscious responsibility and trust shine.

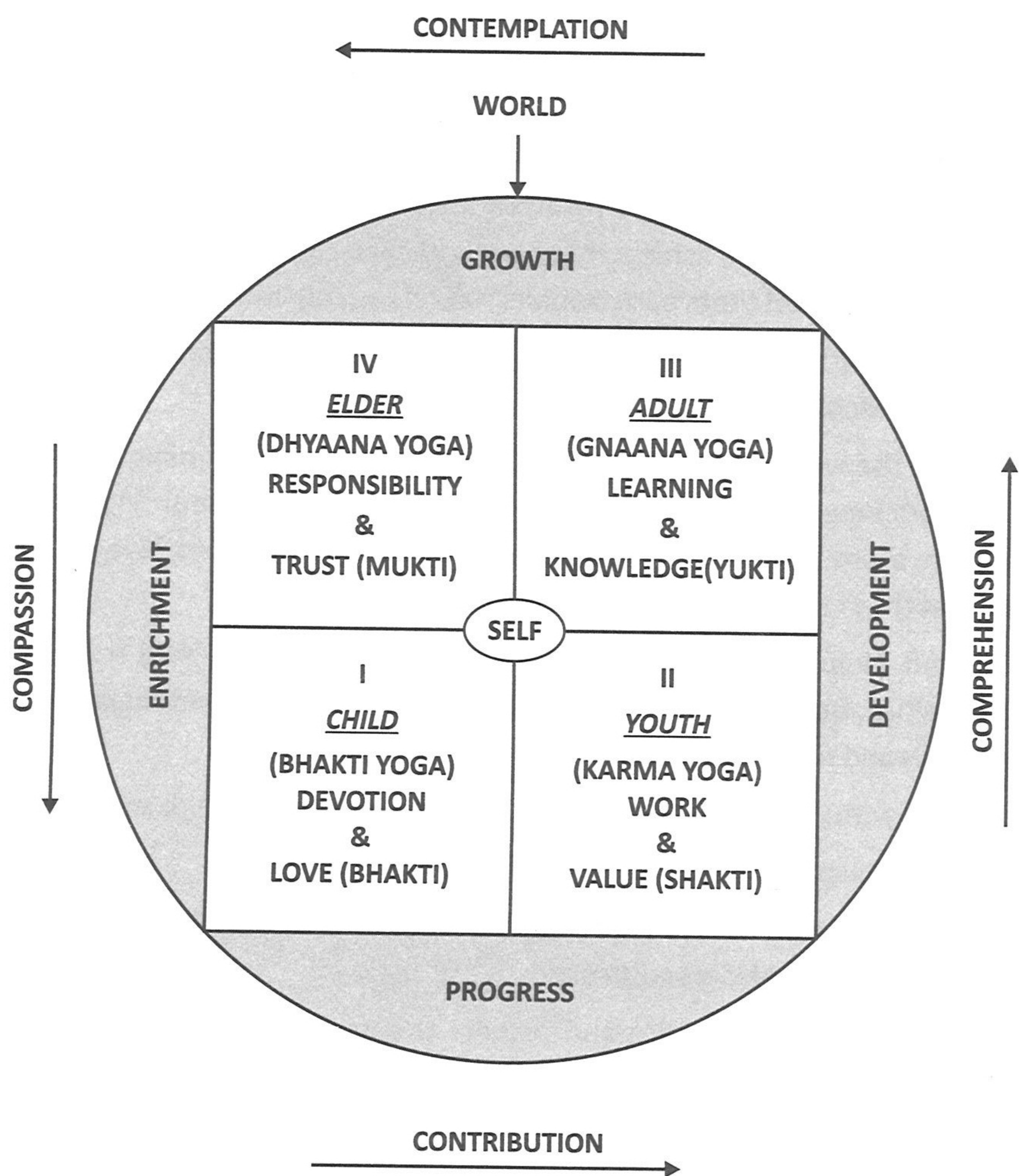
Invoke the leader inside your people by invoking grandfather and mentor inside you and experience the joy of unity. When joy and unity shine, divinity smiles on the faces of your people and you.

The “**Vridhdhaa**” (Elder) will become reality through “**Vriddhi**” (Growth) of your people.

“**Vriddhi**” (Growth) towards completeness of service and contributions will lead to “**Siddhi**”, the realisation of your people and you.



# SPIRIT AND SYSTEM



- |       |                         |   |                        |   |     |
|-------|-------------------------|---|------------------------|---|-----|
| I {   | 1. OFFER DEVOTION       | - | RECEIVE LOVE           | } | I   |
|       | 2. OFFER LOVE           | - | RECEIVE DEVOTION       | } |     |
| II {  | 3. OFFER WORK           | - | RECEIVE VALUE          | } | II  |
|       | 4. OFFER VALUE          | - | RECEIVE WORK           | } |     |
| III { | 5. OFFER LEARNING       | - | RECEIVE KNOWLEDGE      | } | III |
|       | 6. OFFER KNOWLEDGE      | - | RECEIVE LEARNING       | } |     |
| IV {  | 7. OFFER RESPONSIBILITY | - | RECEIVE TRUST          | } | IV  |
|       | 8. OFFER TRUST          | - | RECEIVE RESPONSIBILITY | } |     |



## 5.5 Be All

To your people you be all  
In that way in life you grow tall.

Every person has personalities four  
Child, Youth, Adult, Elder are those four.

Teach each personality as he deserves  
That is how a real leader serves.

Recognize the person and situation too  
As per situation you respond, true!

Beyond take and take you must go  
beyond take and give you sure go.

Beyond give and take you have to go  
Be a source of offer and receive and see the glow.

Take and take is terrorism you see!  
Take and give is Government you see!!

Give and take is business you see!!!  
Offer and receive is divinity you see!!!!

Offer is "Samarpan" there you be  
Receive is "Sweekar" that you be.

At offer and receive, the "I" is nil  
At offer and receive, the "We" is full.

To your people offer your love  
Receiving their dedication you live.

For your people offer value from you  
Receive their work, let them do.

With your people offering knowledge, you share  
Receive their learning, from growth you care.

Be in hearts of your people, offer your trust,  
Receive their responsibility, they become best.



Be a mother, father, teacher and father too  
Be all, everything, all things fine.

Divinity will smile when your people glow  
then in your people and you consciousness will flow.

***THIS IS THAT  
THIS (ALL) IS THAT (ALMIGHTY)***







## Gratitudes

1. To parents Smt. Gattu Seethamma and Shri Gattu Ramanna for their love, encouragement and values in life.
2. To grandparents Smt. Gattu Annapurna, Shri Gattu Rajanna and Smt. Muddu Ammai, Shri Muddu Rajanna for their trust and inspiration.
3. To Guruji Shri Vidya Pranasha Ananda Swamiji for empowerment and for opening the flood gates of consciousness.
4. To teachers Sarvasri Chakrapani, Laxmi Kantam, Ganaga Rajeshwara Rao, Srinivas Rao, R. Sita Rama Rao, Ibrahim Sir, Badarullah Hussain, BalaSubramaniam, A. Subbarao, Jacob George, Subramaniam, Dr. Munshi, Dr. Raja Raman and other teachers for knowledge, information, ideas, solutions and wisdom.
5. To blissful, divinely caring soul mate, life sharer and life inspirer Smt. Sujanadevi and our children Pradeep, Shailaja, Supriya and their children for the continuously learning atmosphere.
6. All seniors and colleagues for co-creating work and leadership wisdom.
7. To Sri Suresh Pandit, the great Management Educator and Mentor, with whom "Beyond Management" was first shared and who shared it enthusiastically in his programs for practical application.
8. To Smt. M. V. Padma for editing and adding value for this publication.
9. To Baroda Management Association, President-Shri Samir Parikh, Office Bearers, Committee Members and members for bringing out this book.
10. To CEO of Baroda Management Association, Smt. Amita Jaspal for coordinating and adding value to in preparation of this book.
11. To Shri Vasim Jindani for preparing computer script in an efficient way and in such a short time.
12. To M/s Multiprints and Mr. Simit Shah for printing in wonderful manner.



## ABOUT THE AUTHOR



**GURUJI SHRI G. NARAYANA** (71), is a mentor to several chief executives, executives, lecturers, students, corporations, management institutions, universities, college, schools and social, spiritual and voluntary organizations.

*He is Chairman Emeritus of Excel Industries Limited, Chairman and Director of several companies and a Mentor, Contributor, Educator and Trainer in Management.*

*He has adopted a missionary life of contributing and assisting several people to experience their own inner light, potential and for peace and harmony amongst different people and groups.*

*He is the author of more than 500 books and articles on Management, Education, Leadership, Life and Spirituality. Most of these books are published by AMA.*

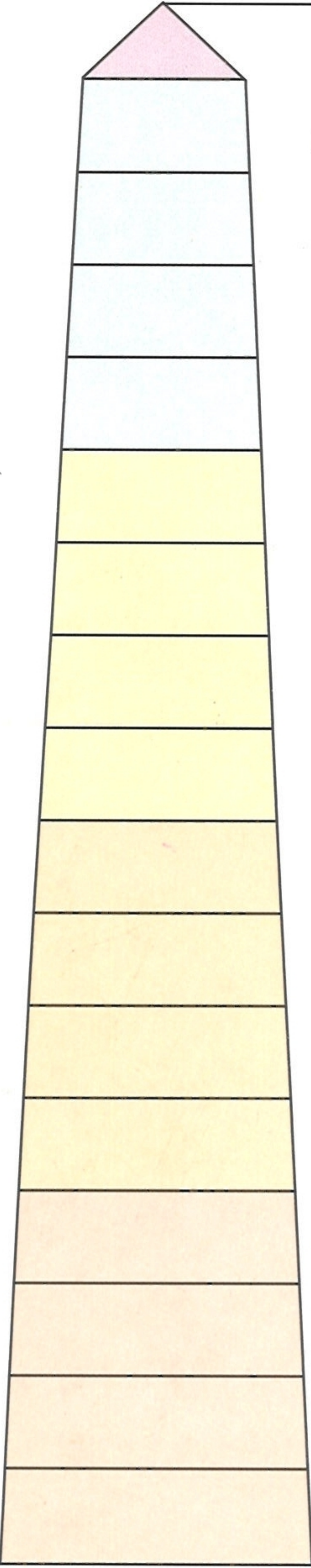
*Guruji has contributed in several ways to the progress and development of Baroda Management Association (BMA) for many years. Guru Narayana Leadership Centre was established in January 2004 as a mark of respect for him.*

*Presently he invests his time and contributes voluntarily in service of Education, Industry, Leadership Development, Writing and Sri Sitaramana Seva Sadan which contributes in the areas of caring for elders, education, water management, women entrepreneurship, health, environment and other social causes.*



PILLAR OF PERFECTION

Beyond Management

	CONSCIOUSNESS	
	16 - Trust	(Spirit) •
	15 - Empowerment	
	14 - Delegation	
	13 - Love	
	12 - Pathmaking	Mastery M
	11 - Leading	
	10 - Managing	
	9 - Nurturing	
	8 - Excellence	Usefulness U
	7 - Contribution	
	6 - Work	
	5 - Endeavour	
	4 - Nobility	Attitude A
	3 - Honesty	
	2 - Sincerity	
	1 - Dedication	