

Excellence in Education

G. Narayana



**Ramanbhai Patel-AMA Centre for
Excellence in Education**



Excellence in Education

Narayana



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Other Publications of the Author

1. Breakthrough Ideas for Leadership in the New Millennium
2. The Responsible Leader (English)
3. The Responsible Leader (Gujarati)
4. The Noble Leader
5. Appropriate Integrated Management
6. Harmony and Disharmony
7. Several booklets on Ancient Indian Wisdom
8. Stairways to Excellence: Practical and Simple Steps

Excellence in Education

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Preface

Shri G. Narayana, with his several years of top level experience in industries, has made an useful attempt to look at education in a systematic way, through this excellent book, "Excellence in Education".

He used his wisdom of industrial experience to equate with education and come out with a step-by-step treatise on education. The book attempts to familiarize you with the well-known but little understood field of 'Education'. Education, as elaborated here, is not just knowledge (which is the past); or Information (which is the present); but as "Ideas" (which is the future).

For the purpose of convenience, the book is divided into seven sections, each delving in depth the ways and means for improvising the process of education, which involve a very interactive and proactive role by the teacher-student-parent.

The book presents a practical picture on education which one can easily crystalize into thoughts and put into practice and excel in the field. I am sure our friends in the education field will find this book useful.

Rajesh Mehta
President, AMA

October 2001

Foreword

Joseph Addison, an eminent English essayist had said “*what sculpture is to a block of marble, education is to the soul.*” Guruji’s wonderful book on Excellence in Education brings this out ever so clearly.

We have known Shri G. Narayana, fondly called and revered as Guruji for several years. As a *pitamaha* of management, he has been contributing immensely to the field of principles and practice of management through Indian scriptures. Several books have also been published, which serve as beacons of light. For us, he has been a source of constant inspiration. Most important, it is not his words but his actions are more eloquent. We have known that in all the organisations that he has been associated with, he has practiced absolutely everything that he has preached. As an amazing human being, he is truly a symbol of Gyana, Karma and Bhakti samanvaya.

All the writings of Guruji come straight from the heart. Here is a book that is a must-read for every teacher and student. It brings out the essence of excellence in education through an in-depth analysis of the education process. Lucidly written chapters on Learning-Teaching and how to be a true teacher are simply masterpieces in writing. One cannot forget the insight provided on the meaning of GURU in this book. The book is also dotted with several SSC models (Star, Square, Circle configurations, as we call it!!), which are unique to the Narayana Style. They, in a very simple manner, directly reach the reader’s heart. There is no distortion in the message. We recollect a profile of Gandhiji, which used to come frequently on television, stating: *Greatness of the man lies in his simplicity.* We would like to state here in the context of this book that: *Greatness of the book (as also of the author) lies in its*

simplicity. This book is just that. Here is a book that cannot be gulped in a single reading to quench the thirst of knowledge. It has to be sipped slowly and savoured. It is a treat.

John Ruskin, an English critic, has said: "*Education does not mean teaching people to know what they do not know; it means teaching them to behave as they do not behave.*" We pray that this book enlightens all of us to do just that.

OM

Mayank Dholakiya
Anil Navle
MS University of Baroda

Education – An Improvement Process

Education is the process of sharing knowledge and experience. Education is the result of the relationship between Teacher and Learner. The concept of Teacher and Learner is only notional and Learner becomes Teacher and Teacher becomes Learner and when the process is optimal both become one.

In true education, both giver and the receiver gain. In each session of education both can undergo the process of improvement when there is intensive interaction.

Interaction is the key in great examples of Indian heritage of learning and teaching like Nachiketa and Yama, Janaka and Yagnavalka, Arjuna and Krishna and many other pairs.

Actually Teaching is limited, Learning is limitless. Nobody can develop others. One alone can develop oneself and others can only participate, contribute, help and assist in the process.

In the process of Education, both Teacher and Learner have a shared responsibility.

To fulfill this responsibility, Teachers and Learners should have the idea of the means, and the steps useful in attaining Excellence in Education.

Narayana

Dedicated
to
Gurus of Excellence

Prabhakar
Unnikrishnan
Shyam Sunder
Vipin
Mohan
Hasmukh
Janardan

and

to

Sath and Samanvay
(Truth and Harmony)

Excellence in Education

1. **QUALITY** is the first step towards Excellence in Education. Depth of education is Quality and the Length and Breadth are the Quantity in the process of education. It is not sufficient to 'cover' the number of subjects prescribed in the syllabus. But it is essential to ensure their study in depth.

Real Quality is the depth of understanding that is reached amongst the learners. This can be achieved by establishing the standards of understanding, cross-checking and measuring this understanding through feedback and other measuring techniques and then taking corrective steps for improvement.

A good Teacher or a good institution can be identified from the run-of-the-mill teacher or institution by the quality of learning, i.e. depth of understanding of learners.

2. **COMPLETENESS** make the education a total process. Half knowledge is dangerous. For completeness in education, teachers themselves should be equipped with latest information and details and should share these details while teaching.
3. **DEFECTLESSNESS** ensures Perfectness. Even a small defect can destroy the excellence in Education.

Identifying and filling the gaps is the way to ensure **Defectlessness**.

It is essential that teachers themselves search and identify the gaps in their own knowledge, information and understanding and fill these gaps through learning from right sources.

Teachers can achieve the perfectness by putting their preachings into practice through experimentation and application in the field of reality.

Best feedback can come from the learners of previous years who have gone into the outside world of practice and who have applied and tested what they have learnt.

4. **ACCURACY** ensures Excellence in terms of actual usefulness of knowledge and information. It is the responsibility of the teachers to ensure that the details, Quantitative and Qualitative data given by them are Correct, Accurate and True.

Accuracy is the result of the information derived from large number of field trials rather than hypothesis or lab results.

5. **CLEANLINESS** is the divine aspect of Excellence. Sanskrit has a word “Shuddhi” which involves true spirit of cleanliness. It is essential that the premises of Education centres should be clean and simple.

When the purpose of Education is not only to impart knowledge but also to inculcate knowledge, skills, values and spirit, the purpose becomes a Mission.

Missionary zeal amongst teachers can ignite the spirits of our heritage in the minds and hearts of our students to grow into responsible and valuable contributors to the future.

Clean teachers produce clean students who can then become clean teachers for the following generation. Cleanliness ensures Healthy future.

6. **EFFECTIVENESS** is the right thing to do whereas efficiency is the right way to do it. Effective education means the right education.

Can our education generate contribution-oriented citizens rather than job-oriented salary earners? Can our education generate citizens who can dare to stay in rural areas and generate wealth at the place where they are, rather than rushing to cities to earn the livelihood (Upadhi)? Can our education generate citizens who live in urban centres but are fully aware of potentials, opportunities and responsibilities of rural India? Can our education create citizens who can contribute to the harmony between Man and Nature?

If the answer to these and similar other questions is in the affirmative, then the concerned education is effective.

Effectiveness of an education is the combined result of correctness, extent, degree and direction of that education.

When intended results are achieved, the education is effective.

7. **ECONOMY** is the essence of Excellence. Excellent education is that which is Qualitative, Complete, Perfect, Accurate, Clean, Effective and Economic. The cost of education is increasing because of our tendency to fulfill our wants rather than our needs. Fulfilling the wants increases Wasteful Practices. Economy of education is disturbed when teachers and students indulge in non-educative activities, thus increasing the duration and efforts to complete the required extent of education.

Economy of words and Economy of time can enhance Economy of Education.

The best education is not necessarily the costly education. On the contrary, the best education is economic because it is efficient and effective.

8. **ORDER** is the arrangement aspect of Excellence in Education. The right thing in the right place is order. Right teacher for

Right subject is order. Right students for Right fields is order. Right teachers with Right learners is Perfect order. When things are out of order there is chaos.

Orderliness of premises, orderliness of conducting the learning sessions and orderliness of timings of beginning and conclusion of terms all reflect the overall orderliness and Excellence of education.

But true order is not suppressing freedom and “enforcing” the orderliness. It is actually “in-forcing” self discipline of the teachers and learners themselves.

9. **APPROPRIATENESS** is doing right things – at right time – in right measure. What is proper is appropriate. Matching different aspects to right measure is appropriateness.

Teachers and institutions should consider what is the appropriate way. What is the right way to ensure proper development of both, smart and apparently not so smart learners?

What is the appropriate way to transfer the knowledge and information of different areas? Are the lectures the right way? Are the discussions the appropriate way? Are joint sessions with other similar batches the appropriate way? Are the idea-generation sessions the appropriate way? Are the evaluation of education by all groups involved like designers, administrators, teachers and learners the appropriate way?

Appropriateness is not more and not less. Too much quantity of subjects is not excellence. Too less is not Excellence. Let education be a smooth flow. Let it not overflow. Let it not go below level. Let it be full, total and complete. Then it is appropriate Education. When Appropriateness is ensured, there is no imbalance.

10. **SIMPLENESS** leads directly to Excellence. Complication leads to confusion. Simplicity ensures sweetness. Simplicity costs less. Actually Education process is simple.

Our Mothers, Fathers, Grand Fathers and Grand Mothers educated us in simple but most effective way. Simple and best way to ensure effective education is to create an atmosphere of sense of loving in Teachers and sense of dedication in Learners. When love and dedication compliment each other, education becomes Simply great and greatly Simple.

Actually most of the processes of life are Simple. But man complicates them with mindless intervention of his mind.

When Teachers deviate from love and learners deviate from dedication complication arises and Simplicity disappears. Gandhiji was a Simple and great teacher, educating millions of Indians through Simple and great truths. Avoiding the unnecessary, surely leads to Excellence called Simplicity.

11. **TIMELINESS** is the excellence of doing right things at the right time. Education should be right for the right age (both chronological and mental) of learners. Mismatch in extent and content of knowledge as regards to needs of the "stage" of the learners, can lead to inefficient education and underdeveloped capabilities. The learner should be stimulated and given inputs as per his "stage" rather than his "age". Therefore, it is not sufficient to teach the group as if it was a crowd. It is essential to share the education in a group sense so that they can learn from each other. It is also essential to give attention to each individual and encourage him to grow at the rate suitable to this "Stage". Teach the group by age (by class) and the individual learner by his stage.

12. **RELIABILITY** is the step that takes to the stage of faith in Excellence in education.

Institutions and teachers can become reliable by fulfilling their commitments. But our highest commitment is the commitment to the Country and Humanity.

Teachers are to be committed to the Country in contributing for development of better citizens of tomorrow and to humanity in participating in the process of development of better human beings in the form of both Teachers and Learners. In relating with students, Teachers do well in mother's approach of "Ardrata" (empathy).

It is not enough to be kind or to have "Karuna" but it is necessary to experience oneness with students by experiencing "Ardrata", the divine empathy.

People become dependent on those who are kind. People become inter-dependent with those who experience empathy. Experience empathy rather than expressing sympathy. Then there is total reliability.

13. **BREVITY** is the excellence because it is economy of words. Long lectures are less effective than brief but intensive interactions. When one believes that others are capable of understanding, one uses less and less words and becomes effectively brief.

Our Rishis have mastered the excellence in brevity. They packed entire volumes of philosophy into few brief and beautiful verses and packed each word and sound with powerful and meaningful wisdom, knowledge and information. In brief, Be brief.

14. **MEANINGFULNESS** means what is understood and retained by the learners. It is not what the teacher intends to convey.

Usually there are deviations from what we intend to say, what we say, what is heard and what is understood. Meaningfulness is total when what we intend to say is the same as what is understood and retained. Best way is to receive back from the receivers what was transmitted. If there are any deviations, corrections should be re-transmitted and re-received till it is totally correct.

With practice, the transmitters (teachers) and receivers (learners) will improve their communication skills.

Meaningfulness is assured by a two-way process. One way can be meaningless and two-way is meaningful.

15. **INFORMATIVENESS** is excellence in education when each session enhances the levels of information available with the receivers. Do not give data. Give information. Organized data is information. Data is like a Crowd and information is like a Team. Data is Energy and information is Synergy, where inter-relationship between each element generates great meaning.

Now we must know the difference between Knowledge, Information and Ideas.

Knowledge is the sum total of data of what, where, who, when, how and why of a subject or subjects. Information is the alignment of these elements, updated to present situation to be able to find right solutions and options. Ideas are the creative elements which are newly generated as sparks coming out of thinking.

Knowledge is input to thinking. Information is the reality basis of that thinking process.

Ideas are the result of that thinking.

Knowledge is Past, Information is Present and Ideas is Future. Knowledge is Value, Information is Opportunity and Ideas

are Value-Addition. Give knowledge. Give information and Generate ideas, together with learners.

16. **AWARENESS** is being conscious at all levels of thought.

Awareness is the result of education. Teachers themselves have to be continuously aware of the totality of events consisting of Time, Place, Situation and Person, so that the learners become aware.

Being Alert is to know what is the environment and situation and relationship between various elements. Being awake is "Seeing".

Being Alert is to know what is happening now and to know what is changing. Being Alert is "Sensing".

Being Aware is to know what is about to happen. Being Aware is "Anticipating".

Being Conscious is to be beyond what is upto the point, what is at the point and what is ahead of the point and just being witness to all these three. Awareness comes from being sensitive to lessons of the past and by learning to avoid past errors and to reinforce past correct steps.

Be Aware and create an environment of awareness all around you.

17. **CONCENTRATION** is aligning body, mind and intellect to inner signals and being attentive and intensive to the "One" objective. When based on the bow of body, and the string of mind, the arrow of thought is pointedly directed to target at self which is concentration (Dhyana). When this arrow is "released" from the Bow of Body and the String of Mind, it swiftly transcends from the state of pointed arrow of thought

to the state of limitless flyer of thoughtlessness (arrowless arrow) to reach the self.

Teachers become Masters by the practice and perfection of this concentration and only then can they lead the learners through the ocean of learning.

18. **CLARITY** is the supreme goal of all teaching and learning processes. Clarity is absence of confusion, doubt or question mark.

Encourage learners to ask “Why?” and “Why?” till this ‘Why’ disappears. When ‘Why’ disappears, the learner is high on the clear sky of clarity.

Ask “Why?” so that learners evaporate this “Why” with the torch of their understanding. When a teacher participates in the process of lifting himself and the learners to this state of “Whylessness,” the difference between Teacher and learners disappear and all become the representation of the ultimate master, the supreme Guru. Together they can then say:

*“Gurur Brahma, Gurur Vishnu,
Gururdevo Maheshwara,
Gurur Sakshat Para Brahma
Tasmai Shri Gurave Namah.”*

That is This
That (Guru) is This (Learner)

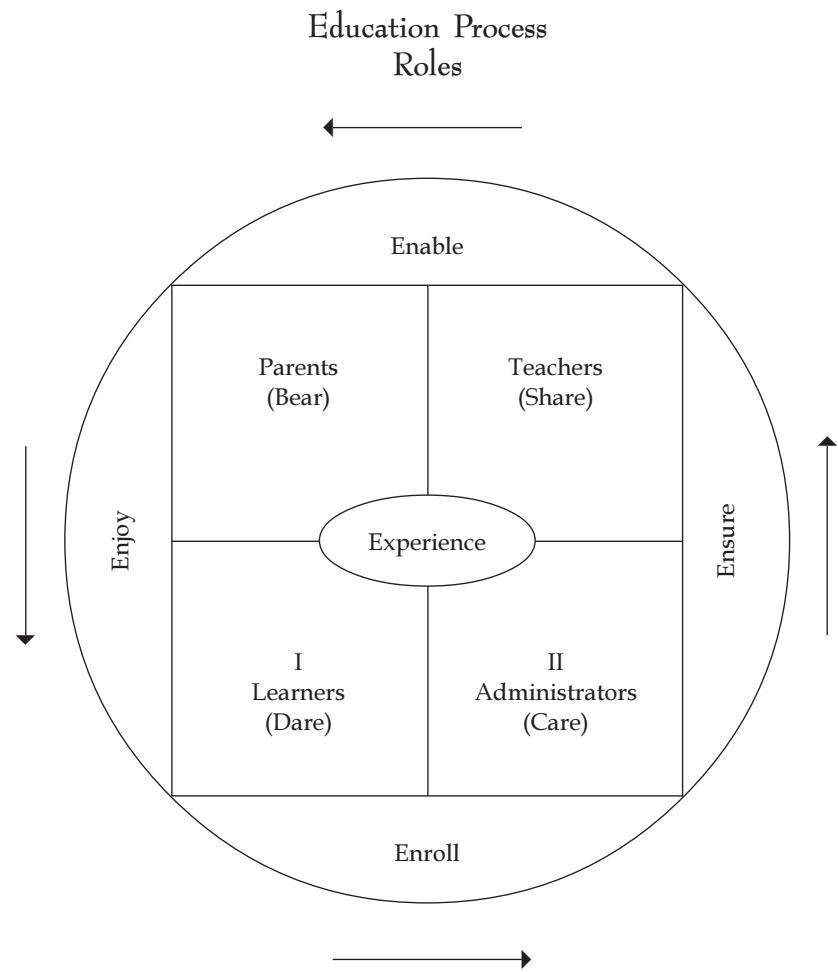
Dedicated
with Light and Love
to
All Teachers
from
Kamalamma
to
Sumati
to
Shailu
and
Excellent Education Centres
Jingle Bells, JB Academy
and
Yash Vidya Mandir
at
Ayodhya
and
All Village and City Schools of India

Four Partners

*Karta Karaitaschaiva
Prerakascha Anumodakah
Sukrute Dushkruteschiva
Chatvaari Sama Bhaginah.*

Doer and Manager too
Inspirer and Admirer, true
Are four Partners equal all
In a good or ill work, all-in-all.

Excellence in Education Process



Learners	- Karta	- Doers
Administrators	- Karaita	- Managers
Teachers	- Prerana	- Inspirers
Parents	- Anumodaka	- Admirers

Education: Partnership for Progress

0. EDUCATION

Education is the process of partnership between Learners, Administrators, Teachers and Parents (guardians). When Learners endeavour, Administrators ensure, Teachers educate and Parents enjoy, the process results in satisfaction and fulfillment for all. Each of the four Partners have to play not only as per rule but also as per role. When rules are fulfilled and roles are enacted with responsibility, the results can lead to realisation of human potential.

I. LEARNERS

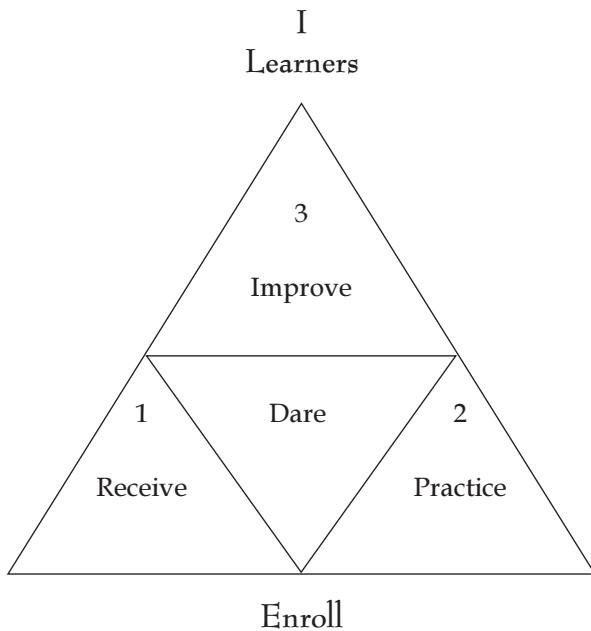
Learners are first partners. Learning is the process of earning self-improvement, self-development, self-growth and self-enrichment. One has to develop himself in the process in which others can contribute, assist, support and help. Learners have to RECEIVE, PRACTICE and IMPROVE the lessons to transform the knowledge into experience and betterment.

1. Receiving

Receiving the lessons from Teachers is the key step. Receiving with attention, open mind, eagerness and enthusiasm is essential for the learning to be real. Teachers offer best when learners receive best. Receive with thorough dedication, discussion and service.

Dedication is faith. Dedication is devotion. Dedication is offering oneself to Teacher. Dedication is feeling what you do and doing what you feel. Dedication is offering open mind to teacher. When dedication inspires the teacher, he offers knowledge and the flood gates of knowledge flow open.

Discussion enhances education. Learning interaction occurs at four levels. Discussion, Argument, Countering and Fight (duel).



When Learners Dare
They Will
Grow

Discussion is the process of presenting points and counter points with respect and seeing other's point of view with consideration. Argument is presenting other point of view, the second opinion. Argument can lead to improvement. Countering is an aggressive approach of questioning not only the subject but also the teacher. One-up-man-ship is hidden in countering. Countering is converting the discussion into derision level. The very knowledge basis of teacher is questioned. Fight is a dual leading to win-lose situation. The teacher and the learner, both benefit when they engage in discussion and sometimes an argument finally leads to agreement and understanding. They have to endeavour not to enter into countering or fight.

2. Practicing

Receiving is not sufficient. In transmitting knowledge the teacher is drawing from his experience. The learner has to convert the knowledge received into his own experience. Reading, writing, experimenting and implementing will help the learner to experience. Sharing the knowledge with others and receiving their point of view will lead to further ways to understand. Doing home work, setting up own workshop and developing models will add to experience. Practicing the principle is the way to progress. When received knowledge is converted into practical experience, it becomes reality. Practice makes man perfect.

3. Improving

By receiving and practicing the learner will draw full advantage of teacher's teaching. Further, he has to think as to how to improve? What better method will save time? What are the ways that will give better efficiency and effectiveness? What more can I do? How better it can be done? Improve and prove.

The learners have to dare to go ahead and move forward. When learner is enthusiastic and takes a step forward, the world and teachers will move with him. When learners dare they will grow.

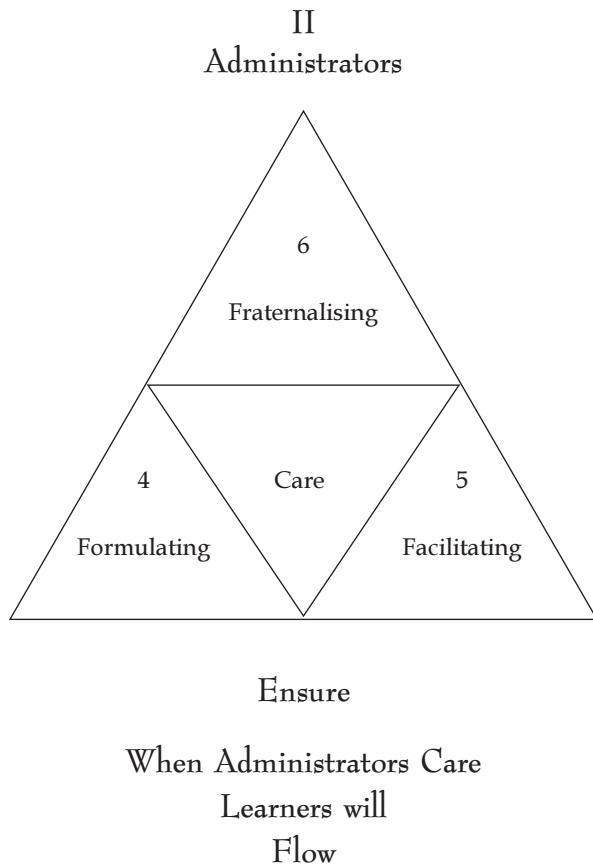
Thus learners have to **receive, practice and improve** in the process of learning and they must enroll themselves not only in the class but also to create a new class of understanding and they have to dare to learn new things. Then they will grow in continuity of time and process.

II. ADMINISTRATORS

Administrators are Managers of Education. Administrators are partners in Education who ensure the course of the course and add value to teaching and learning by FORMULATING, FACILITATING and FRATERNALISING the Education process.

4. Formulating

The administrators have to formulate the Education content, intent, and extent; and the timings, methodology, combination of theory and practice and duration of course. While formulating, the administrators must keep the needs of learners in mind. They have to subordinate their own needs to the needs of learners and teachers. Their own needs are weeds and the needs of learners and teachers are seeds.



5. Facilitating

The administrators are facilitators and ensurers. They have to ensure the facilities at physical, emotional, intellectual and spiritual level. They have to make sure that value-adding facilities are available for teaching, experimenting, playing, exercising, discussing, interacting and contributing. They have to ensure an environment of togetherness between learners and teachers. Administration have to facilitate the scope for support from parents. Proper feedback to parents and ideas from parents are to be invited and welcomed.

6. Fraternalizing

At home there is the mother and father. When the learners come to educational centres, they miss them. This need can be wonderfully fulfilled by teachers becoming mothers and administrators becoming fathers. Mother nurtures and father ensures facilities and discipline. Mother and father combination by teachers and administrators make the education process effective. Thus, the administrators have to transform the platform of education into a fraternity, a family. Thus they have to take care of daring learners and sharing teachers.

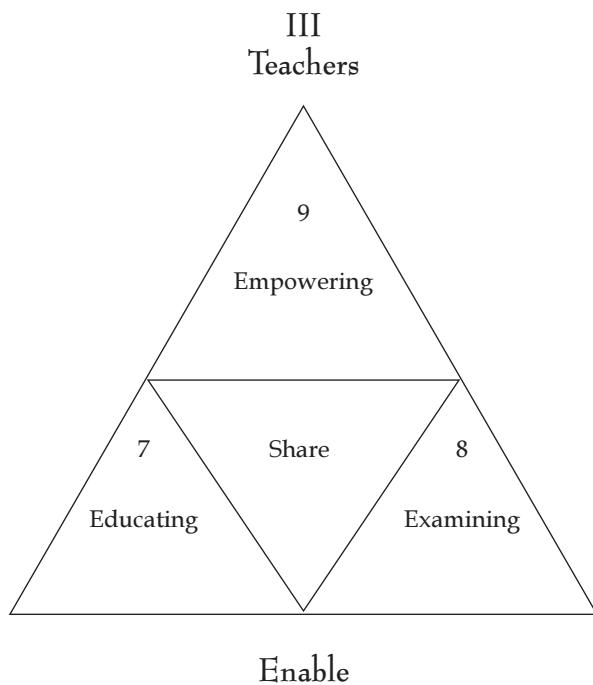
Thus, administrators have to formulate, facilitate and fraternalize in the process of education and must ensure efficiency, effectiveness, excellence and enjoyment. Only then will the education process and the learners flow like the current of the river and grow.

III. TEACHERS

Teachers are the source of the course of education. They are the creators, continuers and concluders in the knowledge transmission process. Thus they are Generators, Operators, and Destiny makers. Teachers have to EDUCATE, EXAMINE and EMPOWER the learners. Only then the power of knowledge will be well established inside the learners.

7. Educating

Educating is not just covering the syllabus. Educating is transferring knowledge, information, ideas and solutions. The well-educated student is knowledgeable, informed, creative and solution-oriented. To teach in an excellent way the teacher has to continuously learn. The three qualities of a good teacher are – knowledge, experience, and communication ability. The teacher has also to continuously update his knowledge.



When Teachers Share
Learners Will
Know

Education is a path and the teacher is the path-maker. Teacher has to connect what he is teaching to what others are teaching. Interaction can lead to integrated teaching.

When teachers encourage learners to add value, the teacher improves his own value and worth.

8. Examining

Teachers have to constantly measure the progress of each learner and all learners as a group, and measure the progress of the education process. Continuous evaluation is the key to add value. This can be done in any of the ways – discussion, interaction and session. The teacher has to measure the progress made and take initiatives to improve. First step is his own improvement.

9. Empowering

Teachers have to energise the learners and empower them with spirit of learning, growing and helping each other. Enthusiasm is the spirit of empowerment. Smile is the signal of empowerment. Eyes are windows of empowerment. Language is the means of empowerment. Love is the nutrient of empowerment. Trust is the essence of empowerment. When teacher trusts, the learner becomes responsible.

When the students become empowered they become engines of progress. Thus teachers have to educate, examine and empower the learners and must enable the learners to know and grow. Teachers have to make sure that learners inculcate the values of attitudes, usefulness and mastery. When this occurs, the learners will not only grow, flow and know, they will begin to glow.

IV. PARENTS

Parents are important partners in the education process. In fact parents are the first teachers. Parents are investors to the learners. Whatever progress the learners make is the return on that

investment. Parents have to ALIGN the learners towards education, have to APPRECIATE their achievements and have to ACCEPT them and their learning.

10. Alignment

Parents have to align their charges towards education. Aligning ensures that the learners have the right direction towards learning and they remain in that direction. Parents have to endeavour to create interest in learners for learning.

They have to create an environment of both, freedom and discipline. Freedom generates creativity, happiness and willingness; and discipline generates systems, timeliness, regularity, sincerity, honesty and commitment. Parents can help establish these qualities in learners if they themselves exhibit freedom and discipline in their own behaviour.

Periodic review, corrective actions and suggestions for improvement will contribute for alignment.

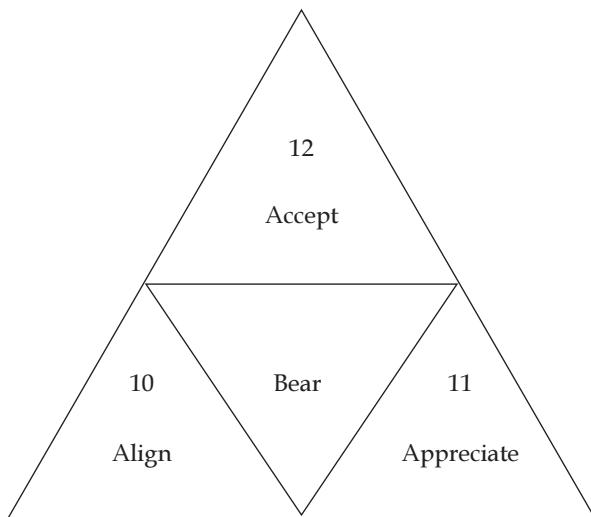
11. Appreciation

Appreciation by parents is the tonic for learners. Negligence is the punishment, correction is medicine and appreciation is the tonic and food. Appreciation by parents creates appetite for learning in learners. Appreciating right conduct, right action, right idea and right lessons is the key. Parents' appreciation appreciates the value of education. Parents' negligence depreciates the value of education. Appreciation is the process of recognition. This can be easily done through a smile, a nod, a pat, an embrace, a present, a gift and a family celebration.

12. Accept

Acceptance is the most important aspect. Acceptance is the foundation of love. Accept learners as they are and then help them to improve. Accept them with their strengths, weakness, skills,

IV Parents



Enjoy

When Parents Bear
Learners Will
Glow

abilities, success, failures, achievements and non-achievements. Do not expect your child to be Einstein. He cannot be Einstein and also Einstein cannot be like your child. Einstein is Einstein and your child is your child. What is common between your child and Einstein is the human potential to rise to super human heights. When parents accept the child and help him to grow, the child, with the help of teachers and education process can even surpass Einstein.

Thus parents have to align, appreciate and accept their charges in their journey of learning.

V. EXPLORERS

Learners, administrators, teachers and parents are all explorers in the process of education. They, together, have to chart the new tracks and new roads. The roads much travelled are built on past experiences of society. The roads less travelled lead to the lands of new opportunities, new learning, new achievements and new progress. The roads untravelled are pregnant with wonders of undiscovered opportunities. Learners, administrators, teachers and parents have to EXHORT, EXPERIMENT and EXPLORE to excel as partners in the education process.

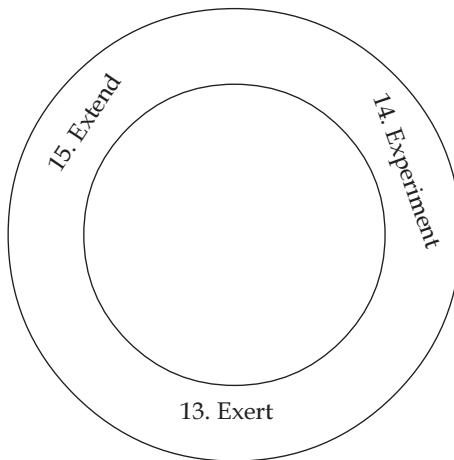
13. Exhortion

The road to success is tough and hard. The path to realisation is like razor's edge. The partners must have determination. They have to exhibit persuasion, perseverance, persistence along with perception to continue and completely fulfill their roles. The secret of success is in stretch.

The learners have to stretch themselves not only to pass examinations but also to reach the depths of understanding and realisation. They have to dare to dig to the depths and climb the heights. The administrators have to stretch to create an excellent education system with effectiveness and efficiency. They have to care for all the learners on the basis of quality of equality.

The teachers have to stretch to give out their best to learners. There will be a tendency to give attention to best students. While this is to be done, the teachers must stretch to give their most attention and love to the weak students. That way the teachers have to become mothers. Every bit of knowledge, every bit of experience and even every bit of their own material, relational, educational and spiritual resources must be showered on the learners. When

V
Explorers



Excel

When Partners Explore
There Will Be
Excitement

teacher sees his own self in the learner the education becomes unification.

Parents must also stretch themselves in supporting their children through attention, learning along with children.

When all partners exhort it will be exhilaration.

14. Experimentation

All four partners have to continuously experiment with new ideas, new methods, new approaches and new processes. They have to

equip as individuals, groups and both combined. Teachers have to become learners and learners have to become teachers. Parents have to become administrators at home and administrators have to become parents in institutions. Experimentation adds new value. But experimentation is to be done on the sound foundation on what is existing. Existing + Experimentation is old gold + better new. Experiment on small scale and implement the success on large scale.

15. Extend

Extension is enlarging the intention. Extend what is achieved to all areas. If an idea is successful in one subject think of extending it to other subjects. If one method becomes excellent in one institution, extend it to other institutions. Extend and reach the world. Excellence is the result of exhorting, experimenting and extending.

VI. IN-REACHERS

Learners, administrators, teachers and parents are all implorers and in-plorers in the process of education. They all individually have to go deep into themselves to see the in-seas of inner light with insights. Understanding self is the greatest learning. Self-education is the best education. Winning self is better than winning thousand competitive examinations. Learners, administrators, teachers and parents have to INTROSPECT, INTEGRATE and be INSPIRED.

16. Introspection

Introspection is the process of self-experimentation. What I did? What I did not do? What I did better? What I did worst? What are the lessons I have learnt today, this week, this month, this year and in the past five years? What I should have done which I did not do? What I should not have done which I did? What is my greatest strength? What is my greatest weakness? How can my

great strength be useful to others? How can my great weakness be improved and removed? What next? What is better? What is best? What I can do? What I should do? What I will do? How can I start now (*Abhi!*)? Introspect about learning, administration, teaching and parenting. Introspection is to see, the inner prospect for present and future, by all partners.

17. Integration

All partners have to connect all the steps and see the course. Connect all the periods and see the subject. Connect all the subjects and see the programme. Connect all the teachers and see the knowledge tank. Connect all the learners and see the learning rank. Connect all the administrators and see resource bank. Learners have to integrate their lessons to be educated. Teachers have to integrate their knowledge to be wise and not otherwise. Administrators have to integrate all the facilities and resources to create vibrating educating system. Integration is life and disintegration is death.

All learners have to become wonderful class. This can be done through creation of competitively collaborative atmosphere.

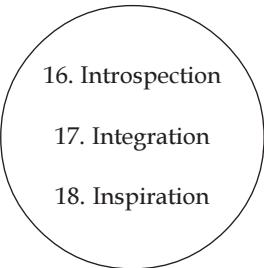
All teachers have to be integrated to become skillful faculty. This can be done through creative atmosphere of continued coordination. All the administrators have to be integrated into resourceful management. This can be done through creation of atmosphere of compassionate commitment.

18. Inspiration

When all parents are inspired, sparks of individual contributions become flame of social progress. Be inspired. Inspiration occurs at conscious level. When inner spirit arises it is inspiration.

Teachers can inspire the learners, administrators and parents by the responsible teaching.

VI In-Reachers



- 16. Introspection
- 17. Integration
- 18. Inspiration

Experience

When Partners In-plore
There will be
Inlightenment

Administrators can inspire the learners, teachers and parents by their responsible management.

Learners can inspire teachers, administrators and parents by responsible learning.

Parents can inspire learners, teachers and administrators by responsible support.

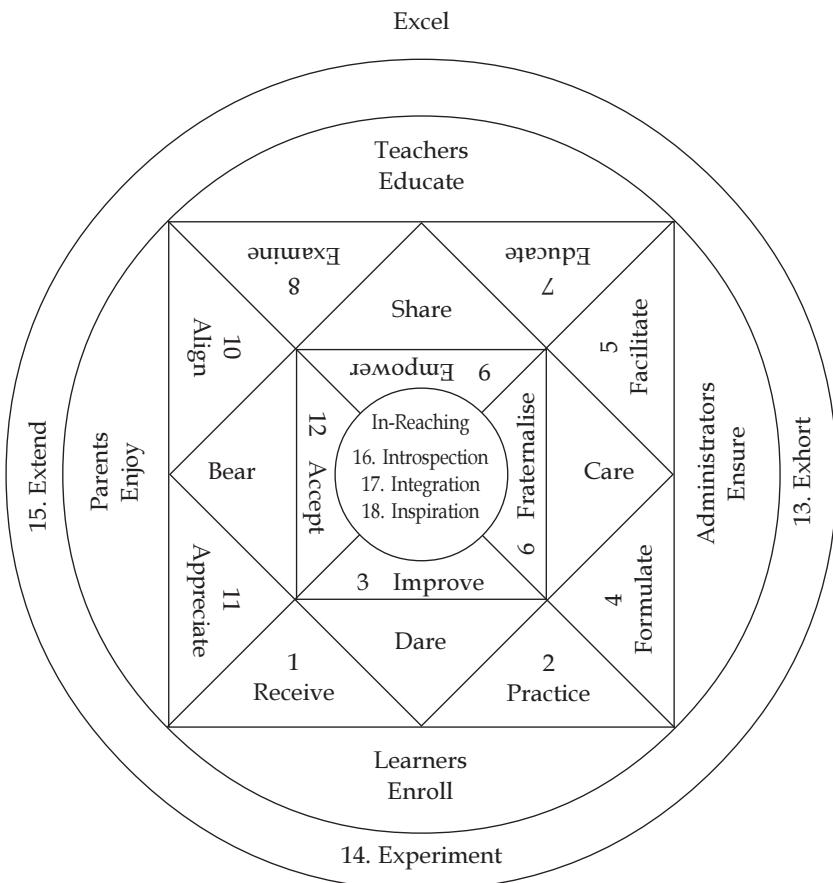
Responsibility is the secret, responsibility is the consciousness, responsibility is the spirit and being responsible is being divine.

Responsibility is the leadership. Managers operate through authority and leaders contribute through responsibility. When learners, administrators, teachers and parents assume responsibility for enriching education they all become leaders. When all are leaders

the distinction and boundaries between learners, administrators, teachers, and parents vanish and they all will experience the joy of unity, oneness and whole-some-ness. Education becomes elevation.

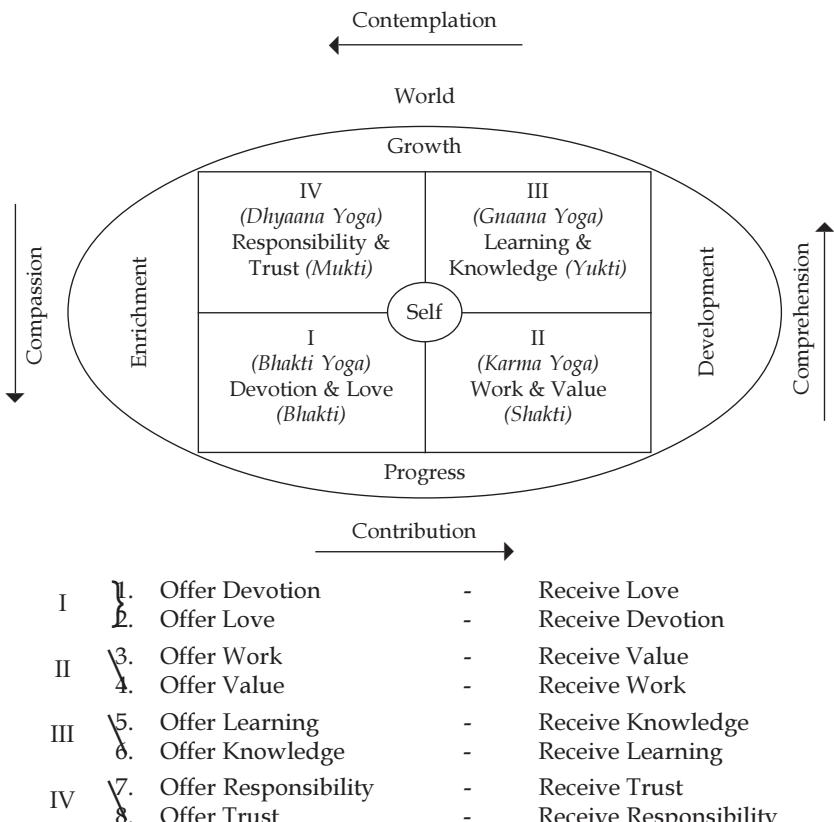
The growing, flowing, knowing and glowing merge to become unified, collective, harmonious, enriching being.

Education Enrolling to Experiencing



Offer and Receive

Education is the process of offer and receive. When learners offer dedication they will receive love from all. When teachers offer knowledge they will receive learning from all. When administrators offer value they will receive contributions from all. When parents offer trust they will receive responsibility from all. Offer and receive is the divine process of human enrichment and progress



This is That
This (Education) is That (Eternity)

Uni-Verse

Sri Adi Shankaraacharya * Re-Presentation – Narayana *

Pre-View

This one verse is the essence of Vedanta. Sri Adi Shankaraacharya condensed in one verse the entire meaning of jyotir Brahmana of Brihada-Aranyaka-Upanishad, which declares the message of Advaita. This inner light inside all beings is the Supreme divine Universal light. Light within is light all over.

Super-View

*Kim Jyothi Taeva Bhautunaan Ahaani Me
Raathraa Pratee Paadakam
Syaam Devam Ravi Deepa Darshana Vidhan
Kim Jyothi Adkhyaanii Me
Chakshu Tasya Nimeedanauadi Samayae
Kim Dhir Dhiraaj Darshane
Kim Tatraa Aham Ato Bhavaan
Paramukam Jyothi Tadasmi Prabho*

Supreme-View

My Son! Brightening for you all things, which is the light?
Sun in the day, moon starts in the night are that light.
Which light shows them, my son!, to ye?
Sri! eye is that light showing them to me.
When the eyes are closed which is your light?
When eyes are closed intellect is my light.
Which is that light, which brightens intellect light?
My self is the light brightening intellect light.
Then are you not inner, outer supreme light?
Sri! that is me! that is me! the divine supreme light.

Inner-View

Teacher takes the student (learner) step by step towards self-realisation. When learner is ready to walk teacher is ready to take. First after indicating the external light teacher guides the learner to direct the vision towards his own inner self. As the student reaches in and in, the Teacher gives the final hint of the glory of inner self.

At that moment learner suddenly realises that all light, all energy is his own self and the difference between outside and inside vanishes. The teacher and student become one with the understanding of Truth and Joy.

Issued on the occasion of 3rd International Vitreous Retinal Surgery Course

*21-23 November 1997 * Nehru Science Centre * Mumbai * India*

With Best Compliments from: Aditiya Jyot Research Foundation – Vakils – Excel Industries Ltd.

Learning – Teaching

A Process of Offering and Receiving

* Bhagvad Gita * Re-Presentation – Narayana *

The Gita is a great resource of management leadership and learning processes. In one verse, the Gita expresses the essence of both learning and teaching. The qualities of the Teacher and the Learner, the Offerer and the Receiver, raise the learning process to divine connection.

*Tadvidhī Pranipatena
Pariprasnena Sevya
Upadekṣyanti Te Gnaanam
Gnaanina Taitta Darshina*

IV-34

||||| Know that from seers, Communicating ones
Knowledgeable and Experienced ones
by worshipping and serving them
and with respect enquiring from them

The three qualities of a Teacher are Knowledge, Experience and Effective Communication. Knowledge without Experience is theory without application. Experience without Knowledge is doing without knowing. Knowledge and Experience without Communication is potential without transformation into currents of offering and receiving. An excellent Teacher knows well, does well and communicates well!

The three qualities of a Learner are Worshipping, Serving and Gentle Enquiring. Worshipping lifts the Teacher's mind to a divine conscious level and charges him emotionally for inspired teaching. Serving connects the Learner and the Teacher at physical level and when the Learner serves, he deserves. The Gentle Enquiring connects the Teacher and the Learner at intellectual and thought level and prepares them for effective transmission of ideas.

Thus, the Learner and the Teacher are linked by Shakti, Bhakti and Yukti through Serving, Worshipping and Enquiring at physical, emotional and intellectual planes for transmission of Essence of Experience with flow of communication along with brightness of knowledge.

The Learner then receives knowledge and is ready to experience on his own through practice. Thus both the Teacher and the Learner experience oneness through Samarpan and Sweekar (offering and receiving). Thus both of them are liberated and the processes of Shakti, Bhakti and Yukti lead to Mukti - the transcendence of freedom - the liberation.

With Knowledge, You Know the Words
With Experience, You Know the Meaning
With Communication, You Attain Communion
With Offer and Receive, You Enjoy Liberation

Gita Jayanti - 1997 - Day of Joy

Offering
To
Knowledge Sharing
Teacher Nature
Inside
You

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. Teachers is the unfolder of 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 to add the new knowledge. 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 success.

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 forward 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 alround development of their personality. Help your people to enrich themselves by becoming integrated personality 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 them 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 dedication, 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 leader and path makers on their own. Enable them to experience nectar of forbearance, transparency, compassion, joy and truth. Let the level difference 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 the world.

Interact with your people as one to one and as an adult with adult. 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, recognise and clarify the adult learner within your people. When adult learner within people is invoked, clarity shines.

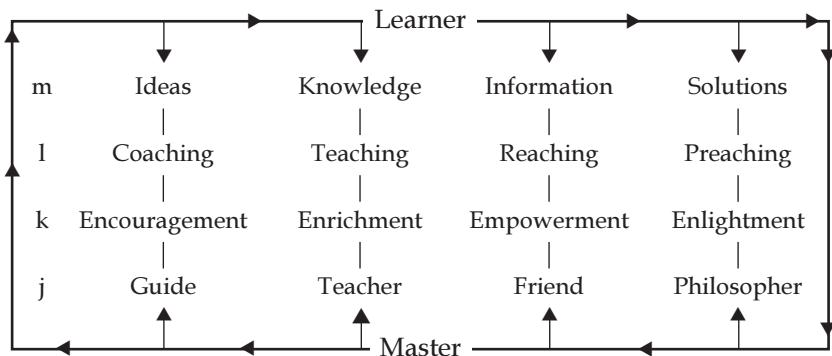
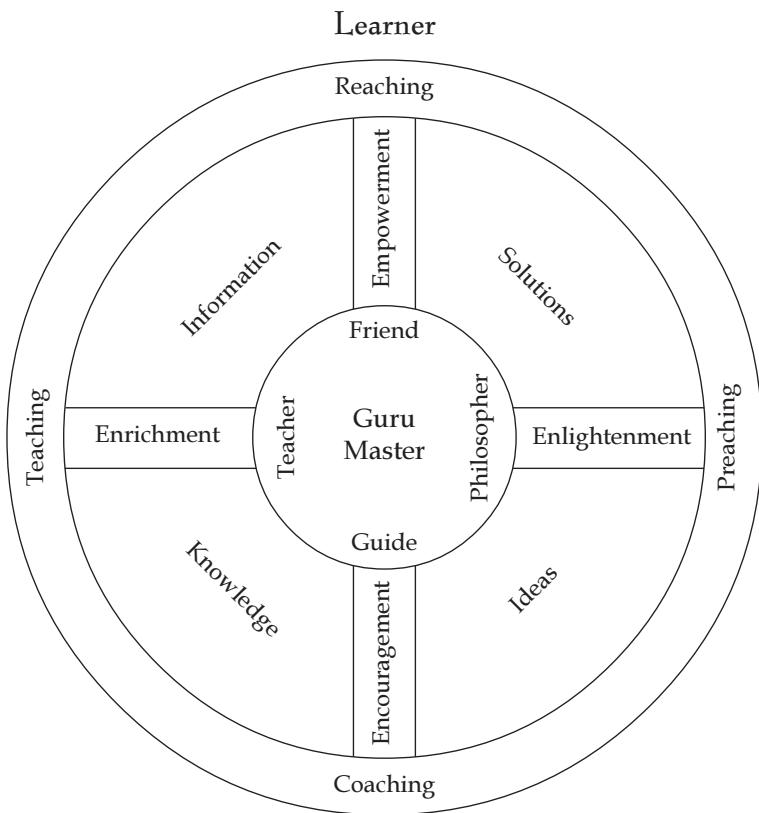
Invoke the learner in your people by invoking the teacher inside you and feel the joy of clarity. When joy and clarity shine divinity smiles on the faces of your people and you.

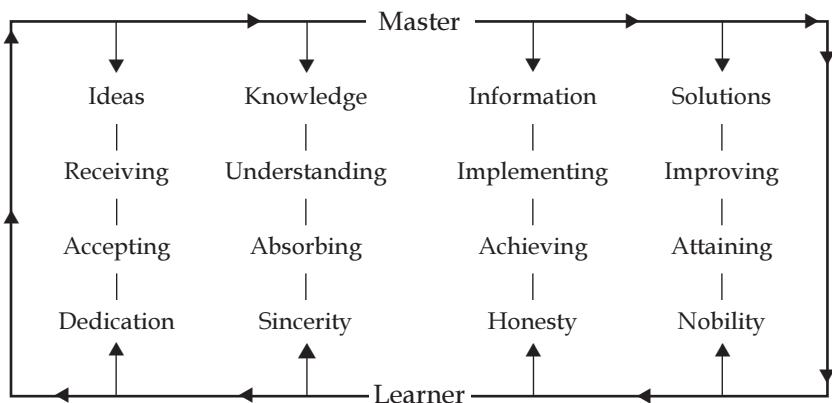
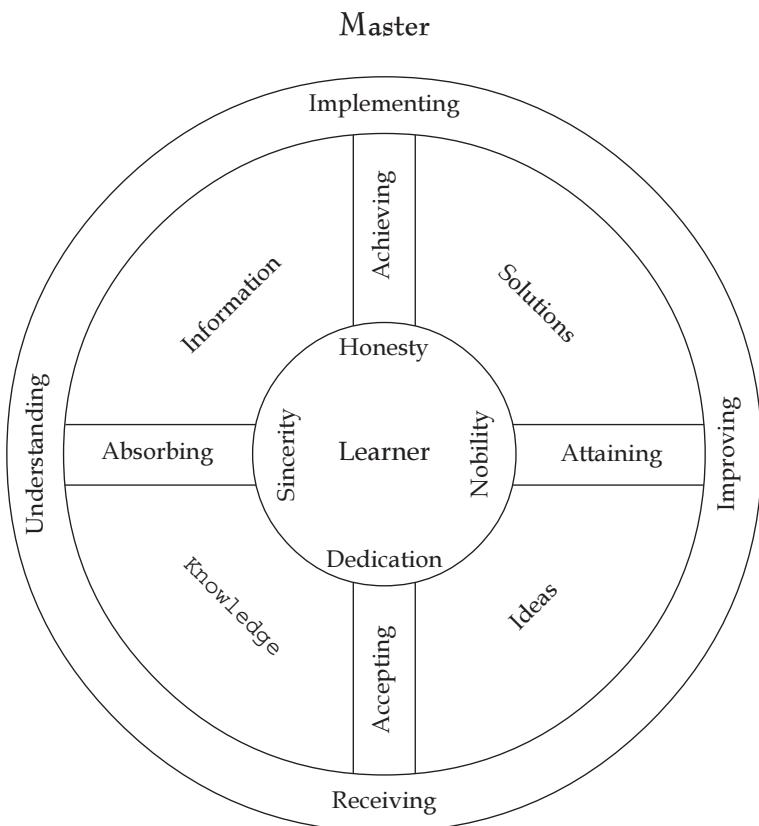
Then “Aacharya Devo Bhava” (Teacher is GOD) becomes in the intensive flow of ideas and understanding between you and your people.

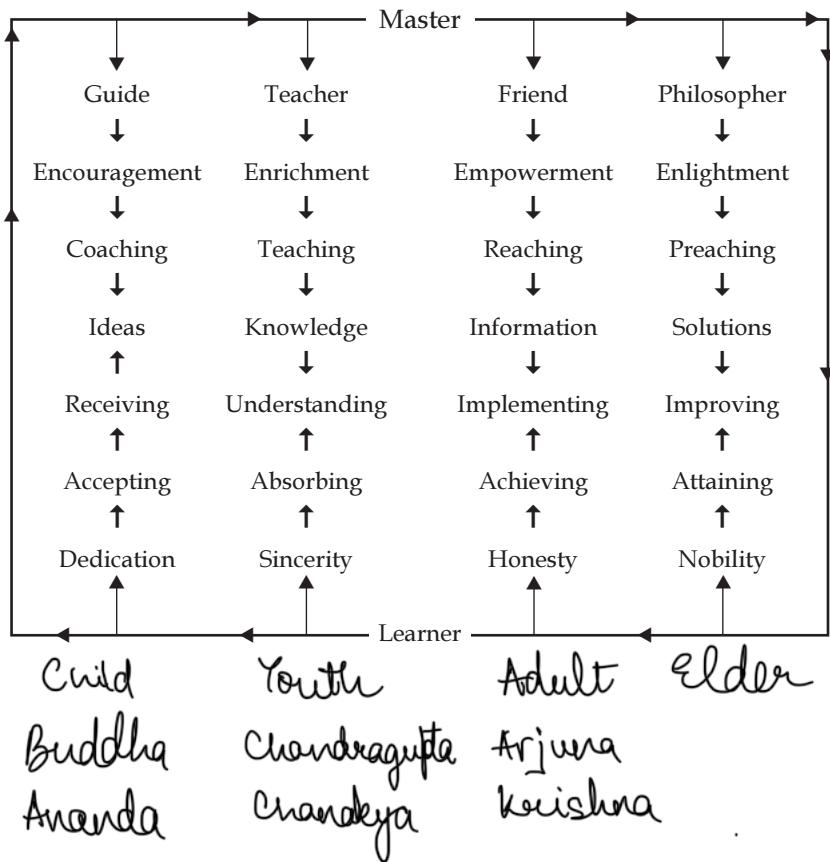
This is that
This (Teacher) is that (Top)

Dedication
to
Visionaries and Missionaries
Who Created and Nurtured
Excellence in Education
at
Ekalvaya School
in
Ahmedabad

Master Learner







I Master

1. Master – the Guru – has four roles of Guide, Teacher, Friend and Philosopher.
2. Master empowers the learner through Encouragement, Enrichment, Empowerment and Enlightenment.
3. Master Transmits Ideas, Knowledge, Information and solutions.
4. Master connects to learner through coaching, Teaching, Reaching and Preaching.

II Learner

1. Learner approaches the Master through Dedication, Sincerity, Honesty and Nobility.
2. Learner responds to Master through Accepting, Absorbing, Achieving and Attaining.
3. Learner Receives Ideas, Knowledge, Information and Solutions.
4. Learner connects to Master through Receiving, Understanding, Implementing and Improving.

III Master-Learner

1. Master as Guide Encourages, Coaches and offers Ideas.
2. Master as Teacher Enriches, Teaches and offers Knowledge.
3. Master as Friend Empowers, Reaches and offers Information.
4. Master as Philosopher Enlightens, Preaches and offers Solutions.

IV Learner-Master

1. Learner with Dedication Accepts and Receives Ideas
2. Learner with Sincerity Absorbs and Understands Knowledge.
3. Learner with Honesty Achieves and Implements (based on) Information.
4. Learner with Nobility Attains and Improves the Solutions.

Unification

Ideas, Knowledge, Information and Solutions are the junction of Master and learner. Ideas, knowledge, Information and Solutions are the connecting consciousness between Master and learner.

When Transmission and Reception of Ideas, Knowledge, Information and Solutions become exchange and interchange between master and learner, and when both improve through value-addition, both become learners and master. Master-learner and learner-Master merge to become Mastearner. Thus unified, they transcend Ideas, Knowledge, Information and Solution to us at the stage of consciousness.

This is that

Guru

G

Guides the learner and ownself, too
Generates ideas for betterment, true!
Gives knowledge in value adding way
Goes all the way to assist learners in every way.

U

Understands ownself and learners too
Underestimates not the learners, true,
Updates information and details, facts
Uncovers the ignorance, brings out facts.

R

Renews ownself and learners all
Receives and offers respect with all
Recharges enthusiasm again and again
Rewards the progress, records the gain.

U

Uplifts ownself and learners to new heights
Utilises every opportunity to raise the heights
Undertakes the journey to depths of self
Underwrites the journey of learners to depths of self.

This is that
This (Guru) is that (God)

Guru

G=Guiding **U**=Understaning **R**=Renewing **U**=Uplifting

Guides the learners gently towards the light. Guides ownself towards right thoughts, right actions, right feelings, right determinations and right recreative periods. Guides the learners towards proper timings, proper feelings, proper clarity and proper responsibility. Guides the learners to be Masters of time, love, truth and responsibility.

Understands ownself and understands the learners. Sees the child, youth, adult and elder in the learners. Sees the child, youth, adult and elder in ownself. Understands the abilities, needs, perceptions and potentials. Understands the interdependence between ownself and learners. Guru needs the learners to offer. Learners need Guru to receive. When one receives, one grows. When one offers one grows. Guru understands this mutuality.

Renews the learners with new knowledge, new information, new ideas and new solutions continuously. Renews ownself with new knowledge, new information, new ideas and new solutions. Renews the learners through receiving, practicing, improving and offering. Renews the learners continuously through their own self improvement and own support. Renews ownself continuously and constantly.

Uplifts the learners to new heights by giving new questions, new formats, new problems, new challenges and new situations. Uplifts the learners by supporting when learners falter and by celebrating when learners succeed. Uplifts the learners by taking them to higher peaks. Sets example by climbing to higher and higher peaks, uplifts the learners and uplifts ownself. Then allows the learners to uplift themselves and carry the GURUS along. Enjoys the ride when the learners uplift ownself and when learners guide themselves to newer heights, taking GURUS along.

When the learners reach the better heights than heights reached by Guru, then the guru is real GURU. Then the learners and GURU will experience that the highest peak is within the depths. At the dept, both the learners and GURUS are one and the same. Then, with that experience, there is no GURU and no learner. There is only oneness, the unity.

Then both, the learners and the GURU Uplift together themselves and others, continuously towards heights and depths.

This is that
This (Guru) is that (God)

Gratitudes

1. To our parents s/s Ramanna and Seethamma and Narahari Shastri and Ahalyamma for being first teachers of values in life.
2. To s/s Chakrapaani, Sambanna, Radhakishan Rao, Laxmikantham, Kishan Rao, Ganga Rajeshwara Rao, D. Rajeshwara Rao and Rangiah Naidu for teachers strong foundation of basic education.
3. To s/s Subba Rao, Bala Subramanyam, and Dr. Kamath for the beautiful building of technical education.
4. To Mr. Parmar, Dr.D.M.Munshi, Dr. Raja Ram and Mr. Duleep Singh for value adding Management Education.
5. To Guruji Shri Vidya Prakasha Ananda Giri Swamiji, and Great Master Shri Satyanarayana Goenka for Spiritual and In-Sight Education.
6. To Smt. Sujanadevi, the life partner and harmonious life improver for life-education.
7. To all Educational, Training, Management and Social Institutions and Associations for Contribution - Education.
8. To all Seniors, Colleagues and learners for process of Education.
9. To Mrs. Lata Nair for preparing computer script of "Excellence in Education".
10. To Ahmedabad Management Education for spreading education light.
11. To Shree Ambica Printing Press for printing "Excellence in Education" in a beautiful manner.



A H M E D A B A D
M A N A G E M E N T
A S S O C I A T I O N

Ahmedabad Management Association (AMA) was established in 1956 under the able and dynamic leadership of Dr. Vikram A. Sarabhai as a society and charitable trust to promote exchange of ideas, knowledge and experience relating to principles and practice of management.

AMA commands high regard, respect and recognition from all walks of life – be it business, industry, professional, Government or academic – not only in Ahmedabad but from all over the country.

From a modest beginning, AMA has grown into a highly successful professional organization with over 400 corporates/institutions and 2000 managers/professionals as members.

AMA serves as an independent forum for continuous updation of contemporary knowledge and expertise on various aspects of management as well as to enrich and enhance managerial talent, competence, professional advancement and organizational development.

AMA has recently received the World Architecture Award 2001, in the category of Educational Institutions, instituted by Royal Institute of Architects, UK. Tenth time in a row, AMA has been receiving the Award for being the Best Local Management Association in the country, from its Apex body All Indian Management Association. AMA is also an ISO 9001 organization.

Rooshikumar Pandya-AMA Trainers' Academy

Sponsored by Professor Rooshikumar Pandya, a leading Trainer and Behavioural Scientist, the Academy was set up in January 2000 by AMA as part of its continuing education and professional activities. The major focus of the Academy is to develop trained professionals for management training and education. It is aimed at encouraging and developing a pool of trainers for management education and development. The Academy organizes Training Workshops, Teachers' Training Programmes, Case Workshops/Case Writing, Trainers' Forum Meetings etc. It also proposes to organize a Trainers' in Management Certification Programme.



Guruji Shri G. Narayana (65), is Chairman Emeritus of Excel Industries Limited, Chairman and Director of several companies and a Mentor, Contributor, Educator and Trainer in Management.

He is a mentor to several chief executives, executives, lecturers, students, corporations, management institutions, universities, colleges, schools and social, spiritual and voluntary organizations.

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

Guruji is recognized and respectfully called as "Arsha Vidya Vibhushana", "Soujanya Premeshraya", "Sarva Vedanta Daksha", "Vedodharaika Diksha", "Pitamaha", "Mahatma", and "Brahmiparayana" by Industry, Laureates, Yogis, Acharyas and Seers.