

# *Gateways to Self Realisation*

**Narayana**

June 1989 - August 1991  
Years of Realisation



Madanmohan Ramanlal-AMA Centre for  
Human Resource Development



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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 (English)
5. The Noble Leader (Gujarati)
6. Harmony and Disharmony
7. Several Booklets on Ancient Indian Wisdom
8. Excellence in Education
9. Stairways to Excellence: Practical and Simple Steps (English)
10. Stairways to Excellence: Practical and Simple Steps (Gujarati)
11. Stable and Able
12. Gateways to Self Realisation
13. Strategic Leadership (A Journey through Chanakya Sutras and Kautilya Artha Shastra)
14. Humanity to Divinity
15. Song Supreme

## **Gateways to Self Realisation**

by

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*Dedicated*  
*To*  
*Supreme Self*  
*Within*  
*You*  
*The Reader*



## Preface

When a man begins to understand himself, he begins to live. When he begins to live he begins to understand his fellow-men. Therefore, self-appraisal is the breakthrough to every successful relationship in this world.

What Shri G. Narayana (Guruji) tries to depict in "Gateways to Self-realisation" is 'knowing thyself', which means to first get acquainted with what you know, and then decide on what you can do for others. For, he who knows others is clever, but he who knows himself is 'enlightened'.

We generally are in quest of outside knowledge, but what lies behind us and what lies before us are insignificant compared to what lies within us. However, the hardest thing in the world is to be a self-examiner. In short, Guruji tries to convey through this easy-to-read book a fact that, living life to the fullest not only brings pleasure but satisfaction as well. The book is made in simple language with necessary paragraphs for writing answers. One could easily use this a a guide to self realization.

I hope the readers will find this book most valuable for self development.

Ahmedabad  
October 2002

**Rajesh R. Mehta**  
President



Baroda  
29-7-1989

To:  
Mr. S. N. Pathak  
General Manager  
Excel Industries Limited  
Bhavnagar

My dear Shyam Sundar,

Though your name is only “Shyam”, let me have pleasure in addressing you as **Shyam Sundar** because Shyam (Blue-Black) is so “beautiful”. You are dark handsome!

Handsome not only in appearance but also in thought and conduct. You have recently taken up the responsibility of Bhavnagar Unit with stable guidance of Shri P. V. Kango and able direction of Shri Prakashbhai Shroff.

There was a letter from me to our dear Dipesh when he took over as Chief Executive of Bhavnagar Unit at a crucial time. That letter was “**Stairway to Excellence**”.

Dipeshbhai alongwith Shri Kango and you and Bhavnagar team has given excellent performance and the result is that a vibrating, contributing, excelling and exemplary Excel – Bhavnagar is setting high standards day by day and month by month.

Your task and responsibility is made more heavy because you have to not only exceed these standards, but also set new standards in new areas.

The problems you will encounter will be different from those during last two and half years. The solutions Mr. Kango, you and your team have to generate must be differently innovative, appropriate and also

effective. You have to bring out, therefore, best within you and be an example to others. Your inner capacity is infinite and more you will endeavour to bring out, more self capabilities will come out like a fountain. Vivekananda was not a philosopher before he met the Master. Vallabhai Patel was not a great nationalist leader before he met Mahatma. Gandhiji was not Mahatma before he met South African repression. Kennedy was not example of courage before he met the crisis on high seas. Incidents, situations and challenges convert great men into greater men.

Your responsibility is situation of high opportunity and higher challenge. There is no doubt that you and your team will attain very high stands in managerial performance helping to bring out best of processes, plants and people. Then you will be on the course of peace, prosperity and progress for all of you, for the company and for our country.

To help you on this course of challenge and opportunity this “**Gateways to Self Realisation**” is enclosed.

Hope you will not only think deeply and practise vigorously but also will find out other shining aspects of the magnificent capabilities of your inner self.

With best wishes and love.

Ever yours,

Narayana

My dear Pathak,

First, this is not a discourse in only philosophy. It is a course to self. What is self? What is your self? What is any self?

Your self is your original being. It is much more than your physical appearance, actions and movements. It is above your feelings. It is higher than your thoughts. It is the essence of your person. It is not only seeing, feeling and thinking but, in reality, being.

The capabilities of self inside are tremendous and this inner energy remains mostly untapped. What are the gateways to reach, realise and reap the potential of one's own self? What are the ways open to an endeavouring and contributing executive like you to express the self.

Our ancient and modern philosophers have shown different ways to self. What we are going to share is basic, simple and reachable ways to realise self.

Let me put my thoughts little more tangibly in regard to ways to self.

Person who **starts** on his own right actions, is **dedicated** to his chosen goal and to whatever he starts and undertakes, is **confident** about his own abilities, is **motivated** on his own, is **disciplined** by his own high standards, is **studious** in learning, is **progressive** on his own, continuously **evaluates** his actions while making progress, **appreciates** his own right achievements, **criticises** his own blunders, strives and **improves** his own excellence and performance, **relies** on his own strengths, **controls** his own actions, **respects** his own being, is **satisfied** by his own earnings and achievements, is **aware** of his own strengths, weaknesses and situation and is **fulfilled** in whatever he does or does not do, is the person who **realised** his own self.

Now let us consider each of these aspects one by one and contemplate on different aspects and approaches.

While going through this you may find that many thoughts and inspiration occur. Collect, consider, reflect and clarify those thoughts, ideas and inspirations and further extend and expand what is real.

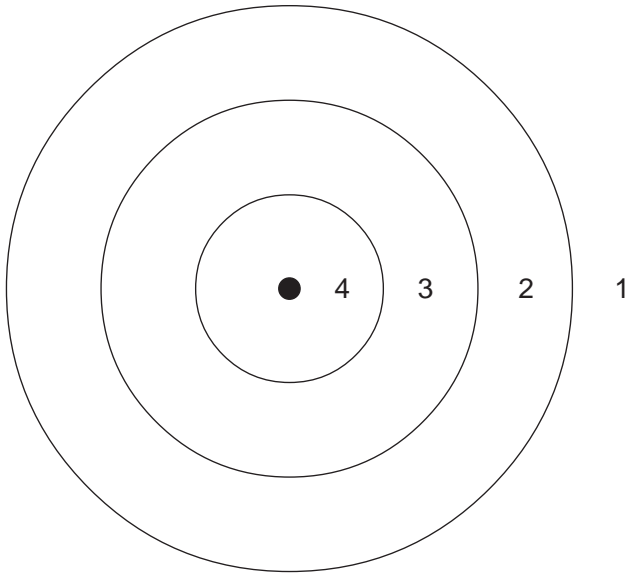
Let me wish a blissful and satisfying journey through these Gateways to self.

Each stage is a gate which can be opened and pass through with thinking, practice and relentless determination.

With very best wishes,

My self with your self.

Narayana



### **SELF – A PERSPECTIVE**

- |              |   |               |   |              |
|--------------|---|---------------|---|--------------|
| 1. Body      | - | Action        | - | Physical     |
| 2. Mind      | - | Feeling       | - | Emotional    |
| 3. Intellect | - | Thoughts      | - | Intellectual |
| 4. Spirit    | - | Consciousness | - | Spiritual    |

# I. Self Start

Self start is taking the initiative. Self start is the spark that ignites the engine of progress in the journey of life. Initiative is the signal of self. Do not wait for somebody else to push you into action. Act by yourself. Great 'Birtruhari' has said there are people who do not undertake tasks being afraid of failure. There are others who start the works but abandon them when obstructions are faced. There are some others who not only undertake the worthy assignments but conclude them inspite of difficulties, problems and obstructions. These are called "Dhiras" (the daring). You be that. Start the worthy works by your own self. Do not wait for instructions for making A.O.P. (Annual Operating Plans), L.R.P., performance review etc. Take initiative start little advance. Anticipate the things to come. Gain the time. Do not wait for the year end to come to evaluate your Unit's performance. Continuously evaluate by year, month week and day. When an assignment is given do not be satisfied when you complete what is asked for. Think what is the next step. What more can be done? By doing what little more the value of what you have done will increase?

When you complete the assignments, and even when you could not complete do not wait for the follow up. Give feedback about situation, progress or non-progress on your own.

Start every year something new regarding your processes, plants, products, projects and people.

When you meet a person be first to smile and greet.

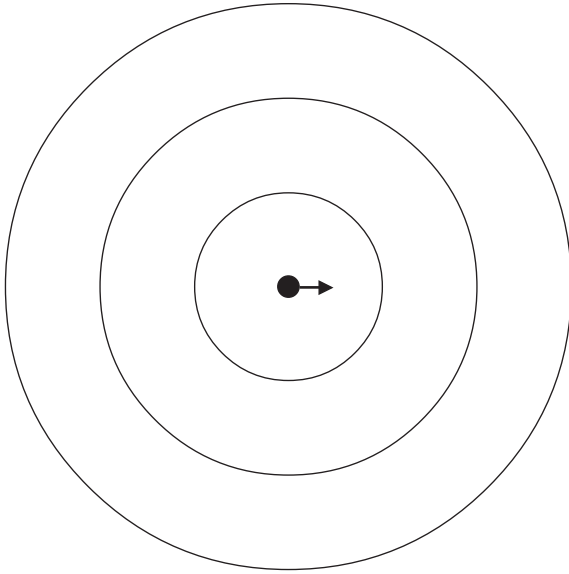
Rama was "*Prathama bhashi, Mathura bhashi, priyamvada*". Be "first to talk, talk kindly and be a pleasant person". Ram or Shyam, each

one can adopt this simple pleasant way. Be first to accept your own short comings. Be first to recognise others' contributions.

Our ancient Rishish said "*Uttishta! Jagrita!!*" – "Arise! Awake!!"

Come on! Be first, take initiative, be a self starter and be on road to self.

*Self Start is the spark  
That ignites the engine of progress in the  
journey of life.*



## 1. SELF START

*Start the good works by yourself,  
Initiative is the signal of self.*

*Self starters are on road to self,  
Start! Get up! And come out of shelf.*

## KEYS FOR SELF START

1. Make calendar of events for today, this week, this month and this year and take initiative at right time.
2. Formulate a memory/reminder, process to bring to your notice about the commitments made by you.
3. Inform the concerned person when job is completed.
4. When an assignment is likely to be delayed, inform in advance but also inform about your efforts to complete and also about new schedule.
5. When somebody asks you to undertake something, make it clear about resources needed before you give commitment.
6. When somebody is in difficulty and needs assistance, offer your help on your own.
7. Extend co-operation without asking. Extend help when asked. Extend assistance when asked and when not asked.

## MY INITIATIVE

1. Situations when I took initiative which had contributed to me, my home, my company, society:

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2. Situations when I did not take initiative which became a lost opportunity:

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3. What can I do to improve my initiative?

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4. Who are the persons who have effectively better initiative than mine:

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5. What I can learn from them?

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## *II. Self Dedication*

Self dedication is offering of one's body, mind, intellect and spirit to one's own chosen goals, objectives, principles, values and programmes. Dedication is complete devotion.

While self start is the signal of self, dedication is the foundation of self. Dedication means offering one's services and energy with unwavering sincerity, integrity and honesty.

One can dedicate oneself to a cause, an organisation or another person or his own ideals.

Only that person who is dedicated to first to his own ideals can dedicate himself to a cause, organisation or another person.

Skills can be acquired, will can be developed but dedication is to be inculcated. It has to come from within. An exemplary dedication means not body, mind, intellect and spirit but every atom of the dedicated person is filled with the objective to which he is dedicated.

When you undertake your own chosen and **committed** project or **assignment** be dedicated in unwavering and unshakable way.

But it must be noted that dedication does not mean becoming subservant.

Mahatma Gandhi was dedicated to non-violence and Truth but he was a leader of highest order. Tanaji was dedicated to Shivaji but he was a great courageous leader on his own merit. Shri K.C. Shroff is dedicated to the ideals and memory of Shri C.C. Shroff but he is also an inspiring leader of people. Hanuman was dedicated to Shri

Rama but he was a devotee, who is as great as the person to whom he was dedicated.

It can be seen one becomes tall and greater through his dedication. Be dedicated and set an example in dedicated leadership. When a person is dedicated he gets love and care in return, dedicated son-loving mother. Dedicated workmen-caring Management. Dedicated student-loving teacher.

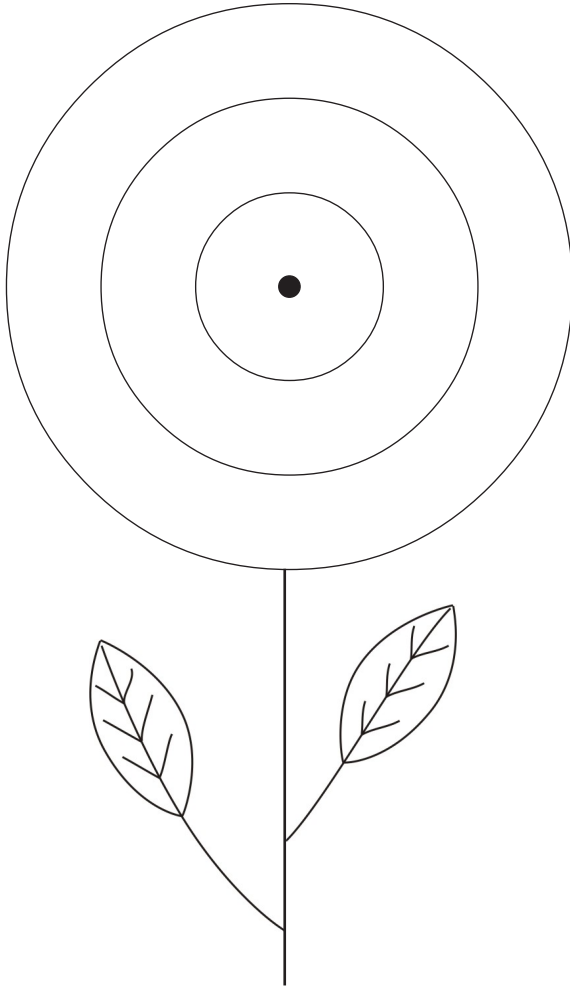
Dedicated husband - loving wife.

Dedicated wife - loving husband.

Dedication and love are two facets of same relationship. Be dedicated and Be loved. Be dedicated to your own self. Only then you can like your own self.

“**Sankalpam**”, the intensive intentions, are the starting points for dedication. Make ‘Sankalpam’ to be on the doors of self dedication.

### *Dedication is Foundation of Self*



## 2. SELF DEDICATION

*Have faith in your own self,  
First devotion is dedication to self.*

*Be dedicated to whatever you do  
For dedication self-selection you do.*

## PATHS OF DEDICATION

1. Select a noble subject, area, project, value or a person and be dedicated to that subject.
2. Do not leave your chosen path as regards to that area; come that way.
3. Demonstrate your closeness to the subject by devotion with your body, mind and speech.
4. Listen attentively anything about the subject for which you are dedicated. Collect all the data and information related to the subject.
5. Provide your services to support the subject for which you are dedicated.
6. Be humble and express your respect for the subject for which you are dedicated.
7. Worship the subject for which you are dedicated.
8. Work for the subject for which you are dedicated.
9. Extol virtues of the subject for which you are dedicated.
10. Think about the subject for which you are dedicated.
11. In your inner-self be conscious about the subject for which you are dedicated.

## MY INTENTS FOR DEDICATION

1. The principles/values to which I am dedicated are:

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2. The objectives/goals to which I am dedicated are:

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3. The organisation/institutions to which I am dedicated are:

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4. The projects/programmes to which I am dedicated are:

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5. The persons to whom I am dedicated are:

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Name : \_\_\_\_\_

Date: \_\_\_\_\_

### *III. Self-confidence*

Self Confidence is the source of courage. Self confidence is the wealth. Self confidence results in fearlessness. Man is secured in the shade of the “**Known**”. Unknown is darkness and man feels that it is dangerous. The “**Unknown**” is also full of opportunities. The ‘unknown’ can be explored and examined with **self-confidence**. Experience, Experimentation and thinking enhance the **Self-confidence**. **Self-confidence** increases the will and multiples the effectiveness of whatever skills one possesses.

Single-handed achievements are registered with **Self-confidence**. Mr. C.C. Shroff’s favourite quotation from Orison Swet mariden was “**I will find a way or make a new one**”. This statement is the expression of **self-confidence**. When Mr.C.C.Shroff passed away, it is the **self-confidence** of Mr.G.C. Shroff which not only continued the work but also achieved commendable growth. Path making efforts are undertaken and fulfilled with “**self-confidence**”. It is the **Dedication** and **Self-confidence** of Mr.K.C. Shroff, which had undertaken to built a Phosphorus plant first time in the country without any previous experience and which had gained **success**.

Calculated risk is a must in business and life. The rose of opportunity is presented to man along with **Throns of Risks**. Unless risks are taken opportunities cannot be utilised.

Experimentation improves **Self-Confidence**. When things are **unknown**, when knowledge is not full, when the costs of full implementation are high, experimentation is very useful. Model building, Prototype testing, and Trial runs are devices for experimentation

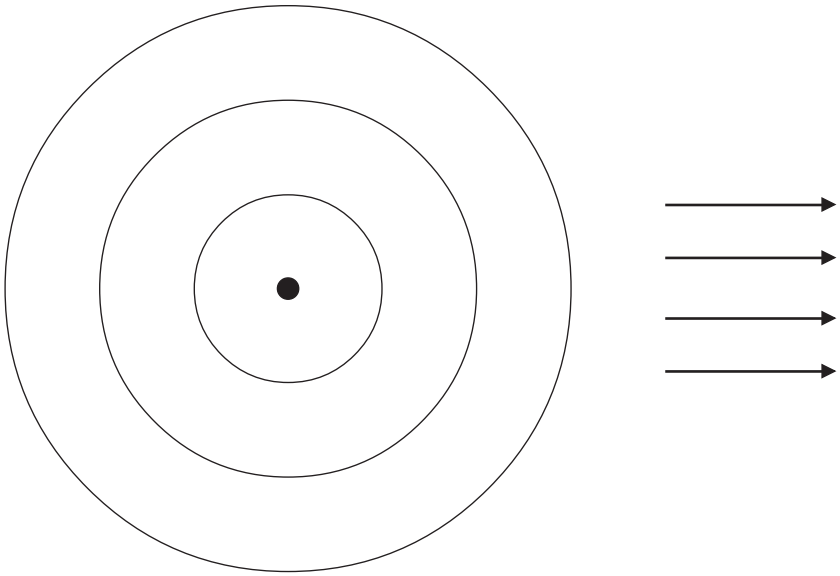
which enhances **Self-confidence** and knowledge. Practice gives **Self-confidence**. Practice makes one to move towards perfectness by gradual increase of **Self-confidence**.

The real companion and friend is **Self-confidence**. It is the **Self-confidence of Columbus** which continued the journey towards new-India i.e. America.

**Self-confidence** is the innerforce which is the fountain source for Dynamism and progress.

Be confident and conquer new hieghts.

*Self Confidence Results in Fearlessness  
The Real Companion and Friend is Self-confidence.*



### 3. SELF CONFIDENCE

*Self-confidence is companion, friend  
With your confidence cross the bond.*

*Self-confidence gives you force  
For success, confidence is main source.*

## SECRET OF SELF-CONFIDENCE

1. There is no problem which has no solution.
2. Man overestimates the problem. The solution is easier and simpler than what one thinks.
3. Man under-estimates his own capabilities. His capabilities are more than what he thinks.
4. There is nothing like “**Impossible**”. “**Impossible**” becomes “possible” through effort.
5. **Can do** is the **Self-confidence** and **will do** is the expression of that **Self-confidence**.
6. **Failure** is no longer trying. Stop trying and it is failure.
7. **Self-confidence** is more a state of mental frame than physical strength.
8. Think “**I can do**” and you can do. Think “**I will do**” and you will do.
9. Continue the effort – it is progress towards success.

## MY CONFIDENCE

1. My areas of confidence:

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2. My areas of lack of confidence:

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3. Possible causes of lack of confidence:

- |                    |                      |
|--------------------|----------------------|
| 1. fear of failure | 2. lack of knowledge |
| 3. lack of skill   | 4. lack of support   |
| 5. _____           | 6. _____             |

4. What I can do to improve this:

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5. What are the causes of my success:

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6. What are the causes of my failures:

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7. What I should do to improve my self-confidence:

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# *IV. Self Motivation*

Self motivation is moving on own. Self motivation is becoming an engine rather than a motor. Engine has a fire with in and is self driven by the inner energy. Motor is driven externally and when external force is removed the motor stops. Engine continues on own.

Be an engine fired by the inner urge to act, achieve, attain and accomplish to transform the abilities into results in benefit of your colleagues, team and the society. Do not be just a motor moving whenever someone pushes you.

You do not need push or pull. You are self capable to move on your own.

Self motivation comes from the fire in the belly. Fire in the belly is ignited when you realise that inside you there is a great stock of fuel of human energy. This realisation is awakening. This is called inspiration. Inspiration is igniting the inner spirit. Be dynamic. Be self driven. Act. Act now in positive direction. Inspiration comes when you choose a path of good purpose, good principle, plan and good programme. Do not look for external promptings from seniors, teachers, parents or even friends. Be ahead. Be advancing.

Move. Move towards better and positive utilisation of your energy.

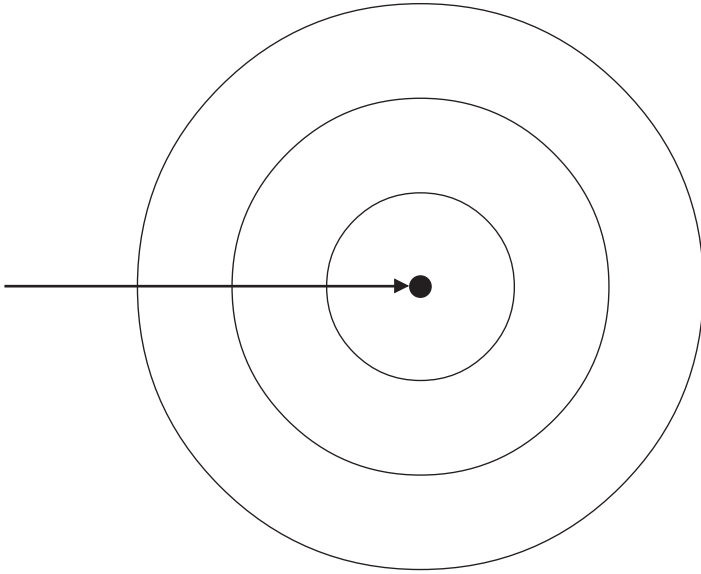
Start and complete your works on your own. Start and continue your education, your learning process on your own. Start and conclude your little little processes of self improvement.

Walk briskly. Stand straight. Look steadily. Do not feel that you are weak. You are strong. You are a tiger. There is a great tiger inside each one of us.

There is a “shakti” inside each one of us. This “Shakti” can be awakened and fired with “Bhakti”, the dedication. Arise your “shakti”, the energy, with “Bhakti”, the dedication and utilise it with “yukti” the idea. When you align your “Bhakti” “Shakti” and “Yukti”, you are liberated, you are free and that is “Mukti”.

Come! To be a free person move on your own. Be self motivated. Be inspired.

*Move. Move towards better and positive utilisation  
of  
Your energy.*



## 4. SELF MOTIVATION

*For external motivation you never wait  
Real motivation comes from inside, straight.*

*Self motivation is inspiration, see!  
Inspire self with good cause, ye.*

## KEYS FOR IGNITION OF SELF MOTIVATION

1. There is a great energy in your body and organs. Ignite this energy by initiatives and actions which are useful and helpful.
2. There is a greater energy in your mind. Ignite this energy by harmonious feelings towards all. Feel good about yourself.
3. There is a much greater energy in your thoughts. Think that you are good. Think that you will do good. Ignite this energy with positive and optimistic thoughts. Think that future can be good through your actions.
4. There is greatest energy in your own self. This is the force. This is the source. Ignite this source energy through responsibility and trust. Be responsible. Trust yourself and trust that ultimate consciousness which we call god.

## MY SELF MOTIVATION

1. Right things I did on my own.

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2. Right things I did not do on my own.

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3. Incorrect things which did on my own.

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4. Incorrect things which I stopped myself from doing.

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5. What I will do to improve my self motivation

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6. What is the purpose of my life?

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7. What I will do to attain that purpose

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8. When I will start?

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# V. *Self Discipline*

Discipline is conducting within the norms. Self discipline is conducting oneself to the standards of self determined codes of conduct and behaviour.

Self discipline is setting standards for others. Self discipline is, in reality, freedom. Behaving as per norms determined by others, let it be a superior, society, company or government or group or team is in a way being bound. When one owns up any norms of conduct, they become his own norms and standards. Behaving as per own standards, then is not being bound to some one else's rules but behaving as per one's own will.

Self disciplined persons do not need others to remind them about what is expected of them and also to point out to them when that expectation is not fulfilled.

Self disciplined persons are constantly aware of what is expected of themselves. They monitor themselves and correct themselves in case of deviations.

What are areas in which one can set standards for self disciplined? There are many and all of them are based on some value and principle. Some of the important examples are adhering to truth, timeliness, fulfilment of commitments, simpleness, practicing equality, contributing to society more than what one gets from it, not keeping matters/papers pending, returning calls without fail, accepting mistakes when one does, not saying 'No' when something is asked, seeing positive aspect of each person and situation, completing the

jobs undertaken; come what may, respecting others self respect etc. etc. There are many such aspects.

These are mentioned to indicate the height of quality of self discipline and depth of meaning of concept of self discipline.

My dear Pathak! Each one of us can choose any one or some of these and other aspects and own them up. Define own codes of conduct.

Once we own-up some thing of value, the journey is on the way. Gandhiji said that self discipline is best discipline.

Now self discipline becomes an aspect of primary importance in case of leaders like you. Everybody is watching. People look up to leaders like Mr.Darbari Seth, Mr. G.C. Shroff, Mr.K.C. Shroff, our General Managers, Mr.Kango and you to see how you do the things in normal times and critical times. Whatever you do becomes a norm and a yardstick. See what Gita says in this regard.

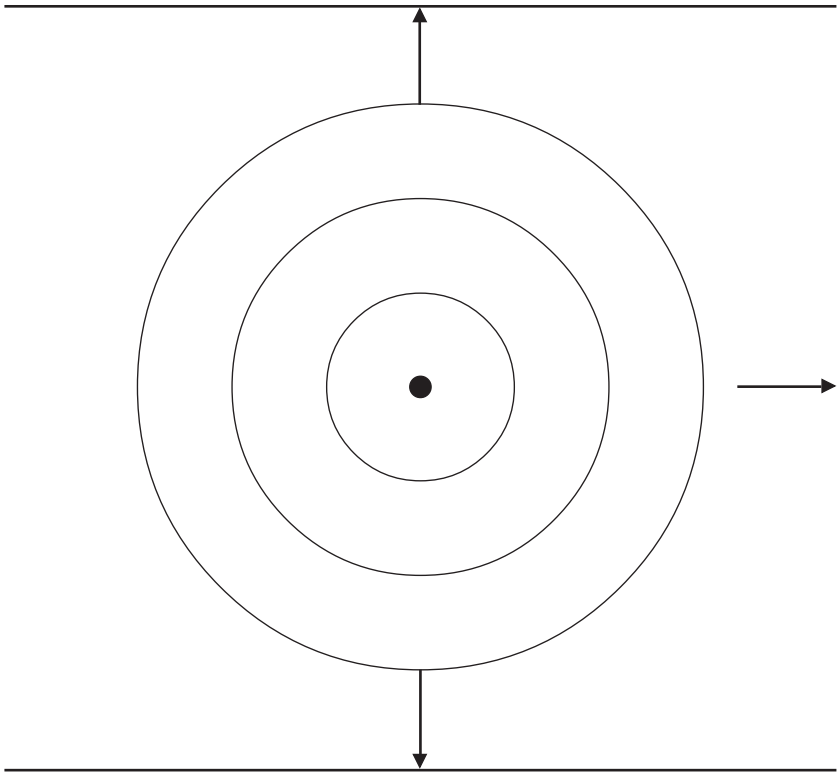
“How behaves the best of men,  
so behave the rest of men;  
His example they will show,  
Saying He did so! So we do so!”

— B.G. 3-21

So leaders have to set an example of self discipline so that people take the gateway to self discipline.

Be a master of self discipline and be your own master.

### *Self Discipline is Freedom*



## 5. SELF DISCIPLINE

*Self discipline is the discipline; best  
Being disciplined is the acid test.*

*Norms of behaviour, identify first  
For self disciplined; be example next.*

## CODES OF CONDUCT

1. **Giving** is a secret code of getting.
2. **Equality** is a secret code of quality of life.
3. **Compassion** is a secret code of divinity.
4. **Love** is the secret code to winning hearts.
5. **Truth** is the secret code of clarity.
6. **Work** is the secret code of contribution.
7. **Responsibility** is the secret code of leadership.
8. **Silence** is the secret code of understanding and experiencing.
9. **Being within limits** is the secret code of limitlessness.
10. **Reducing wants** is the secret code of abundance.
11. **Timeliness** is the secret code of being efficient.
12. **Commitment** is the secret code of reliability.
13. **Sharing knowledge** is the secret code of learning.
14. **Co-operation** is the secret code of best operation.
15. **Acceptance** is the secret code of friendship.
16. **Give and take** is the secret code of business.
17. **Give and get** is the secret code of sharing.
18. **Give and give** is the secret code of godliness.

## MY CONDUCT

1. For me self discipline means \_\_\_\_\_  
\_\_\_\_\_
2. In the past I broke the discipline when \_\_\_\_\_  
\_\_\_\_\_
3. In house the most remembered example of self discipline is \_\_\_\_  
\_\_\_\_\_
4. In house the most remembered exempt of indiscipline was \_\_\_\_  
\_\_\_\_\_
5. In my school my school was \_\_\_\_\_  
\_\_\_\_\_
6. In my school occasions of my indiscipline were \_\_\_\_\_  
\_\_\_\_\_
7. The area of conduct for which people show me as example are  
\_\_\_\_\_
8. Self discipline for my life is of \_\_\_\_\_  
\_\_\_\_\_
9. From now on three aspects of high level conduct for me are \_\_\_\_  
\_\_\_\_\_
10. Self punishment for indiscipline is \_\_\_\_\_  
\_\_\_\_\_
11. Self reward for exemplary self discipline is \_\_\_\_\_  
\_\_\_\_\_

# VI. *Self Study*

Self study is the process of learning and of improving once own levels of knowledge and understanding through receiving, absorbing, contemplating, clarifying, digesting and basing one's thinking and action on what is learned and digested.

Teaching is the revelation by teacher. But no amount of teaching can be useful unless the learner receives the learning.

Learning is self study.

Learn first. Learn from your own experiences including successes and failures. Life itself is the best teacher. One has to learn from his/her own life. Failure becomes useful when it is a teacher of "what not to do" and "how not to do".

Learn from teachings and lives of others. Listen and read to what people have to say. Contemplate on that intensively and separate real from unreal like water and salt.

What is the difference between study and reading?

Reading is only an input operation. Studying is the process of processing that input. Study is the deep concentration and application of mind and brain to generate the gist of the knowledge/information received.

Let me share with you what is my own approach towards books. There is no point in becoming bookish. One should be a book lover than bookish. I have seen many books. Each book contains lot of noise and few signals. Each book contains a central idea, theme or

message which is more important than all the letters, words, sentences and pages. The idea, theme or message is the spirit of the book.

One has to centrifuge the spirit from the letters, vision from the verbs and message from “Masala”. For me book is an idea message and principle.

If one gets that idea then the book is worthy. If the spirit is not grasped but the words are read then the book is costly. See the world in words. See the spirit in letters. See message in passages. Get the boon out of the book. That is self study.

Self study is also adding value.

When you add some thing which enhance the value of the idea of what is received then your self study becomes contributing study.

Gita has valued “self-study” (Swadhyaya) as a yagna (a sacrifice, an endeavour), the offering of material into energy.

Gita says:

“Materials sacrifice perform some  
of contemplation, yoga perform some  
Self study sacrifice perform some  
endeavouring, determined in full form”.

— IX-28

Thus you can see that self study is the process of enhancing our ability to realise the potential of one self.

There is one more aspect of self study. We have a teacher in ourselves to guide and show the way all along. That is intuition. Intuition is the direct link with self beyond the reason and logic.

Intuition is in-tuition the inner teacher. Giving attention to the inner voice, listening to it in silence and implementing the intuitional guidance are the processes of real self-study. When a decision is satisfying to reason and intuition that is optimal solution.

There is no end to learning.

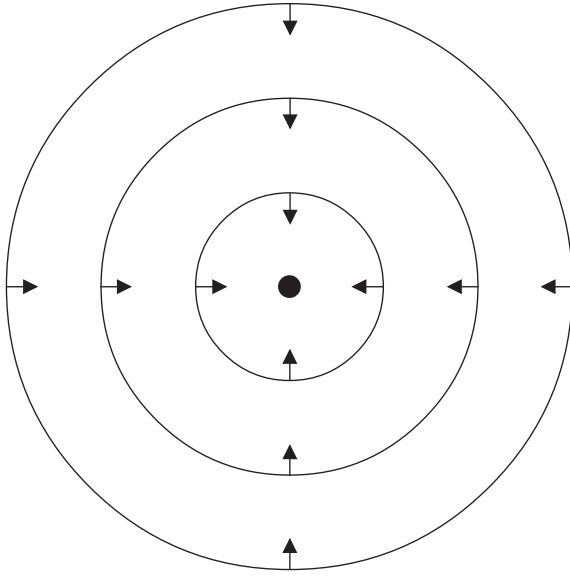
When man stops learning he stops growing. Self study is the way to avoid the Peter's inefficiency level. Self study makes one not only knowledgeable but also up to date.

"What is the best time to learn" asked Yaksha. Yudhishtara replied "Best time to learn is whenever teacher appears. Further any time is best time for learning".

Now, who is the teacher? Every person you encounter is teacher. But who is the best teacher? Self is the best teacher and self study is the best study.

*When learning is stopped  
Growing is stopped.*

*Learn continuously  
And  
Grow consistently*



## 6. SELF STUDY

*“Self study makes you understand full  
Be own teacher up you pull”.*

*“Be ready to learn stop not to learn  
Knowledge is infinite there is much to learn”.*

## STUDIOUS WAYS TO SELF STUDY

1. Identify the area of knowledge gap.
2. Search and find the best source of that knowledge. Find out the best book, best teacher, best school/institute.
3. Approach that source with respect and a sense of dedication.
4. Receive with open heart, brain and mind.
5. Read, listen attentively.
6. Query, consult without questioning. Avoid arrogance.
7. Review what is taught.
8. Crystallise and summarise.
9. Do your own research further.
10. Think of extension of the idea, horizontally and vertically and also as regards to depth.
11. Apply the idea in practice.
12. Examine the results. Study the efforts and results. Improve the processes.
13. Keep on improving. Do not stop.

## MY STUDY

1. I have learned following key lessons from following persons.

Lesson	Person
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

2. I have learned following lessons from following books.

Lessons	Book
1. _____	_____
2. _____	_____
3. _____	_____

3. I have learned following lessons from following failures.

1. _____	_____
2. _____	_____
3. _____	_____

4. I have learned following lessons from following successes.

Lessons	Success
1. _____	_____
2. _____	_____
3. _____	_____

5. I have learned the following lessons from following persons from Mythology/History.

Lesson

Person

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

6. Following are my present gaps in understanding and will take following actions for the same.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

7. The question often comes into my mind for which I am searching the answer is:

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

8. Now, at this time, the probable answer to above question is:

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

# VII. *Self Progress*

Self progress is moving on own, towards the chosen goal, aim, objective, target or purpose. Progress is moving forward. Progress is proceeding ahead.

Progress is the result of work and endeavour. Work done gives progress. Actions ensure actual motion towards achievement. Progress is the fruitful realisation of input resources and energy. Progress is the process of conversion of inputs to outputs. Work is the process of utilisation of energy to get out goods and services. Good goods and services comes from efficient and effective work.

Work is the hope in distress. Work is the solution for pending problems. Work and action are the antidotes for procrastination. Work is worship. Man can realise divinity in himself through his own excellent work.

Self progress leads to self realisation. Self progress is the uninterrupted endeavour towards chosen goal without waiting for follow up.

Making progress on own is much superior to carrying out work on some one else's continuous push and follow up.

My dear Pathak! Think, whether you make progress on your own or on some other one's push. There are two kinds of people who move. There are Engines and there are Motors. Both move and give out work. Engines move because of generation of internal energy. Motors also move but because of the energy given from outside. Engines drive. Motors move. Are you an Engine? Does self start inside you ignite the petrol of your self motivation and galvanise engine of your Self Progress?

When you undertake a Project or Work objections, difficulties and doubts come in your way. Do not hesitate, move forward. On the road of Journey of Progress Solutions are only one foot away from the Problems. Take a step and you are near to solution.

Self Progress is best when your work is not only for your own benefit, but in the interest of others in Society.

Returns are Side Products of Results. Give results. Make Progress.

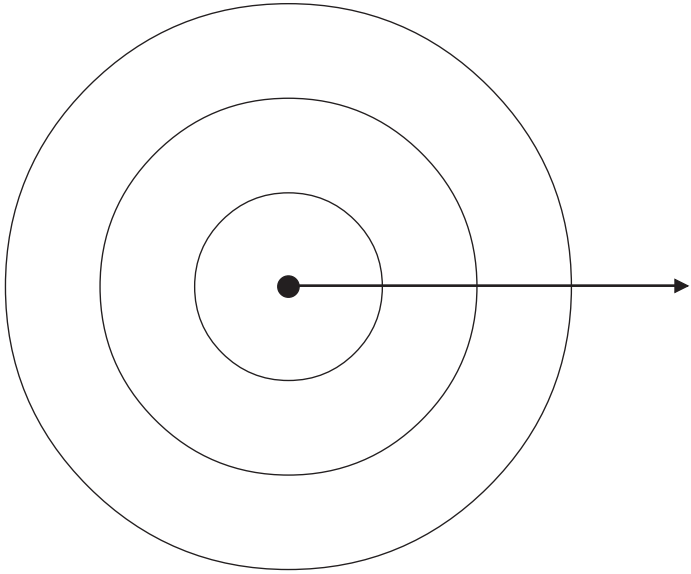
Now another point, Self-Progress also means Progress towards self. How much progress you have made so far towards reaching your self potential?

The person who makes progress inspite of difficulties is known as “Karya Sadhaka”. Great Bhartruhari said:

“Sometimes sleeps on ground and sometimes on a soft cushioned bed, sometimes wears rags and sometimes wears a silk dress and sometimes eats raw vegetables and sometimes a feast; thus the Progress maker does not count the pains and pleasures”.

Dear Pathak! Ignoring pains and pleasures make progress on your own. Be a progress maker and attain Self-Progress.

*Work done gives progress*



## 7. SELF PROGRESS

*Make the progress by your own self  
Endeavour! Endeavour! Work by Self.*

*Work is the expression of self  
Work is contribution of own self.*

## ROAD SIGNALS FOR PROGRESS

1. Undertake a work with a full intention to complete it.
2. Complete the work which you undertake.
3. Preparation is the key for Progress. Thoroughly prepare for the work. Do the home-work fully.
4. Perfect planning is never possible. Be prepared for unexpected events. Meet the unknown situationally and make progress.
5. While Initiative is a very good characteristic, Finishiative is very important.
6. Work is effort directed towards a purpose.
7. Ensure efficient effort and effective direction (or method). Avoiding Wasteful Practices ensures efficiency. Ensuring right approach in doing right thing ensures effectiveness.
8. Every task has four aspects of Quantity, Quality, Cost and time. Give attention to all the four.
9. Failure is part of progress. Real failure is stopping the efforts. Failures contribute to success when one learns from failures and proceeds along better way.
10. Success is not the end of Progress. Every Success has a potential to create next mission. Build on present success for better future.

## MY PROGRESS

I. Following is the situation regarding my own progress:

1. Self start	Most Satisfactory (MS)				
	Very Satisfactory (VS)				
	Satisfactory (S)				
	Less Satisfactory (LS)				
	Unsatisfactory (US)				
2. Self dedication	MS	VS	S	LS	US
3. Self Confidence	MS	VS	S	LS	US
4. Self Motivation	MS	VS	S	LS	US
5. Self Discipline	MS	VS	S	LS	US
6. Self Study	MS	VS	S	LS	US
7. Self Progress	MS	VS	S	LS	US

II. Occasions/Areas related to Work and Life where my Progress is significant.

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III. Occasions and areas when Progress in my work and life is less than satisfactory.

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IV. Aspects which helped in my Progress:

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V. Aspects which impeded my Progress:

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VI. At present I am making Progress in following areas/aspects:

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VII. During next 10 years I will/shall (strike one of the word) achieve significant Progress in following areas/aspects;

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VIII. My impressions about the Progress (or regress!) the mankind has made so far in its history on this planet and universe:

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IX. Following are possible during next 10 years by mankind on this planet and universe:

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# VIII. Self Evaluation

Self evaluation is reviewing one's own actions and performance to be aware of own successes, failures, strengths and weaknesses. Self evaluation highlights the area of high potential and also the areas of improvement.

“What I did so far?” “How I did what I did?” “What were my points of high contribution?” “Where did I err?” These are the kind of questions that are involved in self appraisal.

Whenever man makes progress it is essential to review the work carried out and progress made so that lessons can be learned for improvement in future. Self evaluation is looking at own actions, with detachment from stand point of an observer. Objective appraisal of subjective actions is self evaluation. Being an observer and witness of self behaviour is turning point in the journey of life. Solid improvement can come from self evaluation only.

Eastern cultures have emphasised self evaluation and witness-ness highly. “Atma-Nirikshana” (self-witness) is looking at oneself and the person becomes own judge and jury. Buddhism called it “Vipaschana” (intensive observation). “Vipashchana” is being witness at the levels of **Body** (Kayanupassana), **sensations** (Vedanupassana), mind (Chittanupassna) and **ultimate right** (Dhammanupassana).

Witness the actions of your body, mind, sensation and your being. Become an evaluator of not only your past, last year, last month, yesterday but also an evaluator of very presence.

Beware of what you are doing right now.

Let me tell you what is happening now. These lines are being written for you, my dear Pathak, with intensive love and care. The paper is white and fresh the felt pen is soft and fast and my thoughts and feelings are being transformed into writing.

The sound in kitchen, song of Sujana, beginning of Mahabharat, Shailu's laughter, Pradeep's comments are all coming like waves of wind and while I count the possible re-actions, evaluate and find out the optimal solution.

Evaluate your self constantly and continuously. How many commitments are fulfilled by you? How many works are left incomplete by you? How many opportunities are utilised and also unutilised?

What were your achievements and failures. What aspects helped you in your achievements. What aspects contributed for your failures.

Evaluate. How your physical, mental, intellectual and inner capabilities are developed and made use for you, your family, and your society? Right now, my writing is moving and my thoughts are clear.

Whatever you do, be witness to situation, and go ahead performing with total attention. Be witness to and be aware of your role, job, strengths, weaknesses, duties and responsibilities. Evaluate self potential and the requirements and demands of situation.

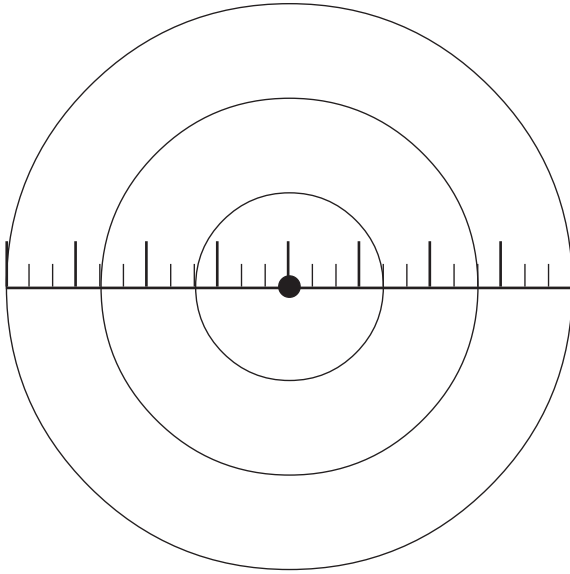
Weight all the sides of an aspect. **Appraise** the alternatives available. **Measure** the chances of successes for each alternative regarding your company, your country and society.

Let me share some key points. Self start gives your head start. Self dedication will make you a devoted person. Self confidence will give stability. Self motivation will propel you ahead. Self discipline will keep you along the right path. Self study will contribute to your excellence.

Self progress will convert your inner abilities into contribution. But all these will keep you in the orbit of work and work. You will not become a better and better person unless you open the way for next orbit. First orbit is the orbit of contribution. Next orbit is the orbit of improvement. Self evaluation is the first quantum gateway towards improvement. Refining, reforming and improving will start with your own evaluation. Introspection is self evaluation. Introspection is self inspection. Introspect and open the prospect of self improvement.

Evaluate self to enhance the chances of realising the value of self.

*Beware of what you are doing  
Right Now*



## 8. SELF EVALUATION

*Evaluate Your work by own self  
Evaluate your self by yourself.*

*Your own strengths you must know  
Your own weaknesses you must know.*

## MEASURES FOR SELF EVALUATION

1. Measure the contributions you did make.
2. Measure the contributions you could make but did not make.
3. Measure the situations when you converted opportunities into realities.
4. Measure the situations when you missed the opportunities.
5. Measure your present strengths and weaknesses.
6. Measure the opportunities that are present now.
7. Measure the threats that are present now.
8. Measure the possibilities of future for which you can take **concrete** measures now.
9. Measure the possible threats and difficulties of future for which you can take **preventive** measures now.
10. Measure the gaps and loop holes for which you can take **corrective** measures now.
11. Measure the help you received from others in your development so far.
12. Measure the help now available which you are utilising/not utilising for realising your potential.
13. Measure the help you will require in future and find out the sources and resources from where you can avail that help. Measure your inner thoughts.
14. Introspect and invest time about measuring your actions and conduct every day.

**Measure the present and past. Ask:**

15. Ask the following questions consciously at every instant:

“Am I now taking right action?”

“Is the person I am now dealing with is comfortable and in harmony with me?”

“What correct things I did today?”

“What incorrect things I did today?”

**Measure the day. Ask:**

16. How was the day today. Was it excellent? Was it very good? Was it good enough? Was it a fair or poor day?

**Measure the relations. Ask:**

17. Whom did I make happy today?

Whom did I make unhappy today?

Whom did I neglect or ignore today? Which relations are weakened today? Which relations are ignored today?

**Measure yourself.**

18. How am I conducting myself now-a-days? Like a Master? Like a learner? Like a non-learning rash action maker? Like an ignorant?

**Mark yourself.**

“AM I Swan?

AM I a Horse?

AM I a Monkey?

AM I a Sheep?”

## SELF APPRAISAL

Name of Self : \_\_\_\_\_

Date of Appraisal : \_\_\_\_\_

Place of Appraisal : \_\_\_\_\_

Age of Self : \_\_\_\_\_

There are two persons. You and your self. You evaluate and appraise your self. You are the boss of your self. Be honest and sincere. Observe all aspects of your self and evaluate. Be a supreme judge and super jury.

## I. Basic Data

1. Educational background and qualifications:

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2. Special Training and Exposure:

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3. Work experience including responsibility of work situation:

1. 

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2. 

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3. 

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4. 

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4. Family background:

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5. Membership of educational institutions:

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6. Membership of social organisations:

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7. Special roles played in work environment, if any:

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8. Any other information regarding Basic Data:

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## II. Life So Far

1. Significant contributions in family:

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2. Significant contributions in School/College:

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3. Significant contributions in work situations:

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4. Significant contributions to society world:

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5. Special achievements in life so far:

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6. Significant failures in life so far:

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7. Any other information:

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# PRESENT SITUATION

## A. Role and Responsibilities

1. Present role in family and responsibilities:

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2. Present role in work situations and responsibilities:

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3. Present role in society and responsibilities:

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4. Present level of unutilised capabilities and how they can be utilised:

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5. Present level of inadequacies and how they can be filled:

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6. Present difficulties and the possible solutions:

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7. Present opportunities and how they can be utilised:

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8. Present threats and how they can be overcome:

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9. People who are at present close/helpful:

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10. People who are opposed/unhelpful:

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11. Possible ways to ensure continuity of close/helpful relations:

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12. Possible ways to convert opposing relations to helpful relations:

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13. Possible ways to meet the challenges of unhelpful/opposing relations which cannot be converted into helpful relations:

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14. What changes are likely to occur in near future and how to adopt, accommodate, adjust to the changes and make best of changes:

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15. Any other aspect:

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## B1. Own Evaluation

Evaluate yourself as regarding following factors. Remember! This is fact finding for important. This is not fault finding. Rate yourself in following grades.

1=Excellent    2=Very Good    3=Good    4=Fair    5=Poor

1	2	3	4	5
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1. Initiative
2. Dedication
3. Self Confidence
4. Inspiration/Motivation
5. Discipline
6. Studiousness
7. Work
8. Introspection
9. Appreciating own achievements
10. Reprimanding own errors
11. Efforts to improve
12. Self reliance
13. Control on own emotions/actions
14. Self respect
15. Satisfaction level
16. Awareness of situation
17. Fulfilment in contributions
18. Realising inner potential

---

Any other aspects

- 19.
- 20.
- 21.
- 22.
- 23.
24. Overall Assessment

## B2. Self Image

Name of Self :

Date :

Place :

My dear self!

This is a mirror for you to look at your self. There are 66 characteristics as regards to your conduct in life and work in following pages. Appraise yourself with honesty and integrity by tick marking exactly 22 characteristics applicable to you.

Take your time. Review your conduct of past and present and give a picture of your present self. Please proceed. Best wishes for a clear image.

Love,

Your own self.

## Characteristic Evaluation

Characteristics	Tick Mark	Remarks
1. Sincere		
2. Lacking Determination		
3. Innovative		
4. Soft		
5. Decisive		
6. Unkind		
7. Work Oriented		
8. Irresponsible		
9. People Oriented		
10. Lacking in Knowledge		
11. Go Getting		
12. Lacking in Idea Generation		
13. Co-operative		
14. Non Permissive		
15. Single Minded		
16. Without Ambition		
17. Organising		
18. Non Demanding		
19. Planner		
20. Lacking in Giving		
21. Controller		
22. Non Controversial		
23. Friendly		
24. Pessimistic		
25. Leading		
26. Lacking in Analysis		

<b>Characteristics</b>	<b>Tick Mark</b>	<b>Remarks</b>
27. Committed		
28. Slow		
29. Accurate		
30. Lacking in Quality Consciousness		
31. Quality Conscious		
32. Inaccurate		
33. Quick		
34. Lacking in Commitment		
35. Analytical		
36. Lacking in Leadership		
37. Pragmatic		
38. Unfriendly		
39. Controversial		
40. Lacking in Control		
41. Giving		
42. Lacking in Planning		
43. Demanding		
44. Lacking in Organising		
45. Ambitious		
46. Wavering		
47. Permissive		
48. Non Co-operative		
49. Knowledgeable		
50. Non Result Oriented		
51. Idea Generating		
52. Inconsiderate to People		
53. Responsible		
54. Avoids Work		

Characteristics	Tick Mark	Remarks
55. Kind		
56. Indecisive		
57. Tough		
58. Dull		
59. Determined		
60. Not Totally Sincere		
61. Impulsive		
62. Non Impulsive		
63. Angry		
64. Peaceful		
65. Sentimental		
66. Non Sentimental		

### Your Personality

Write down characteristics ticked by you

- |          |           |           |
|----------|-----------|-----------|
| 1. _____ | 9. _____  | 17. _____ |
| 2. _____ | 10. _____ | 18. _____ |
| 3. _____ | 11. _____ | 19. _____ |
| 4. _____ | 12. _____ | 20. _____ |
| 5. _____ | 13. _____ | 21. _____ |
| 6. _____ | 14. _____ | 22. _____ |
| 7. _____ | 15. _____ |           |
| 8. _____ | 16. _____ |           |

## C. Strengths/Weaknesses

Based on the evaluation so far of yourself including review of past, present situation, own evaluation, and self image summarise the situations in following lines.

1. My major strengths at present:

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2. My major weaknesses at present:

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3. Aspects of strengths which I will preserve in future:

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4. Aspects of weaknesses which I will improve in future:

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5. Self learnings which can help me to improve:

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6. External training which can help me to improve:

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7. Exposure which can help to improve:

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8. Methods, practices and techniques which can help me in future:

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9. The changes in my conduct that will help me to become a better person:

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10. My other initiatives/actions which will help me towards a more contributing life:

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## IV. Action Plans

1. My Aim in life for coming 10 years is:

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2. Goals that I will achieve during coming 5 years are:

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3. I will endeavour to become following kind of person in my life:

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4. I will contribute following towards family during coming 5 years:

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5. I will contribute following towards my company/work place during coming 5 years:

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6. I will contribute following towards my country during coming 10 years:

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7. I will contribute following towards mankind and world during my life time:

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8. I will assist following people in their own development for coming 5 years:

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9. I will assist following causes during coming 5 years:

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10. My mission of life in summary is:

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11. I will take following initiatives to accomplish above determinations to make my self capable, successful and better person: (Include aspects of training, knowledge, exposure, experiments etc.)

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12. I will seek the blessing/guidance/help/and assistance of following to fulfil my mission:

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13. Any other aspect:

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Date:  
Place:

(Signature)  
of Subjective Self

14. Comments by Objective Self: (Read whole evaluation of your self and comment objectively about corrections, possibilities and additional key aspects).

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Date:  
Place:

Signature of  
Objective Self

# *IX. Self Appreciation*

Self appreciation is commending one self for the excellent work done or contribution made and is not craving for external reward. Self appreciation is the best reward. Self recognition is the best award. Self commandment is the best compliment.

Compliment yourself when you accomplish a good achievement which contributes to the progress of yourself, your family, your company and/or your country.

Smile at yourself when you generate a new and better idea. Approve yourself when you add value to a Process.

Commend yourself for assisting a person in achieving health results.

Award your self an imaginary trophy for a most difficult work done.

Reward your self a good rest after very hard but contributing work.

Recognize your self for the special skills you possess, which you utilise to propagate excellence.

Promote your self to take more responsibility when you fulfil very well your present responsibility (You need not have an official promotion to be more responsible. The official promotion is for having more authority. Getting authority is much less than taking responsibility).

Commend yourself through an appreciation letter which you simplified a difficult Process and when people said, "Q.E.D." (Quite Easily Done) Self appreciation is the tonic you administer to yourself to keep your Spirits high.

Pathak! Say to yourself “Shyam! That was a neat Job done by you”. “Shyam! That was very good presentation you made”. “Shyam! That was a very good effort in getting Promotion for R.D. Patel”. “Shyam! That was a very good task your team has accomplished in rebuilding the Phosphorus Plant”. “S.N.P.! That was really a good idea you picked up from the book of John Humble!”

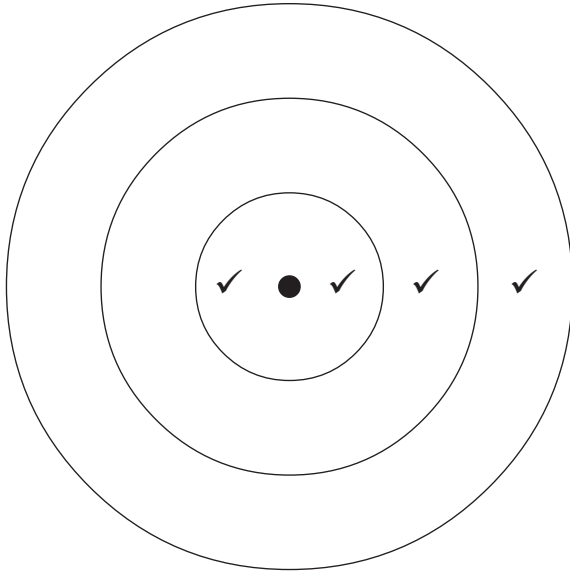
That way you will be reinforcing your learning and accomplishments.

When you appreciate yourself for a right cause you stop looking for external motivation. The feedback loop will be self supporting one.

Expecting External motivations is the root cause for disappointment. Expectation when unfulfilled demotivates devastatingly. When you expect not whatever external recognition comes can be taken with a sense of equanimity.

“Perform – Recognise – Maintain – Improve – Perform” then becomes a self driven cycle. Appreciate yourself and ride on a self supporting cycle and move forward to become better and better person and give out much better contribution.

*Expecting External Recognition*  
*is*  
*The Root Cause for Disappointment*  
*Practicing Internal Recognition*  
*is*  
*The Root Cause for Happiness.*



## 9. SELF APPRECIATION

*Your Own Good results: Appreciate you  
If work is excellence, admiration do.*

*For others to appreciate: you expect not  
In appreciation greed, you be caught not.*

## RECOMMENDATIONS FOR COMMENDATIONS

1. Evaluate each Work and Job done by you. Whenever your work is Excellent, give 'A' mark for you. Be totally impartial. Count Number of 'A's you have collected in a month. Give 'A' mark only for excellence. Give nothing for below excellence. Draw a graph indicating number of 'A' marks during all months of year. See how your graph is moving. Commend yourself if it is moving towards 'North-east' direction and not towards 'South-east' direction.
2. Keep a track of number of Jobs completed by you in first attempt by counting number of reworks done by you. When rework is NIL and work is completed at first attempt tap yourself on back.
3. Reward a day's rest (without any office work) on Sundays and just enjoy after a week of hard work.
4. Award yourself home-happiness by promptly going home at 6.00 p.m. whenever you did a good day's work.
5. Other day you wrote a memo to me and others inviting to all-Excel get together function to mark a good year's work. In that you said, "We did exceptionally well during 1989-90". Yes! That is the way of self-appreciation. Declare your own appreciation when your work is exceptional.
6. Recognise yourself for your good performance by thanking others involved in your good performance.
7. Whenever an emergency arises and you/your team do a good contribution, write an outline of how the situation was tackled.
8. Purchase a new shirt for yourself whenever your wife thanks you for Very Good role at Home.

9. Purchase a new book for yourself whenever you taught **very good** things to others, write on that book:

“To S.N.P., on the occasion of very good sharing of knowledge with \_\_\_\_\_ on

From Shyam Pathak”

10. One Caution! Do not show your ego in self appreciation. Be Humble. Credit John Humble for good ideas received. Credit others who contributed to your knowledge. Declare that your very good performance is the gift given by God, by making you an instrument. Remember others on whose shoulders you are standing as Newton did.
11. Appreciate self with all sincerity and only when you deserve it.

## MY APPRECIATION OF MYSELF

(Write a letter to your self conveying your appreciation for a commendable work/contribution of recent time)

Date: \_\_\_\_\_

To:

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My dear \_\_\_\_\_,

It gives me great pleasure to convey my appreciation for \_\_\_\_\_

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With heartfelt commendations,

Yours,

(\_\_\_\_\_)

# *X. Self Criticism*

Self criticism is reprimanding oneself for own blunders without waiting for External admonitions. Self criticism is the best caution. Self reprimand is the best pre-caution. Self admonishment is the best correction.

Admonish yourself when you cause a failure which affects the progress of yourself, your family, your company and/or your country.

Look grimly at your self when you failed to generate a new or suitable idea.

Disapprove yourself when you reduced the value of a Process. Pin-point yourself for failing to assist a person in achieving better results, when he needed your assistance.

Give yourself an imaginary warning for missing to do a most important duty.

Hold yourself responsible when you avoided contributing a Job because it was very hard.

Ask for a 'Show-Cause' from yourself for not utilisation of your special skills to propagate Excellence, when it was necessary to be done.

Demote yourself (mentally) for not taking responsibility when somebody had to take responsibility. It is not necessary to have official notification to be responsible (Waiting for authority and not taking responsibility is bad leadership).

Reprimand yourself through a caution letter when you did not share the knowledge of better method you knew, when others were struggling for solution, and were saying, “God! Help us”.

Self criticism is the medicine you administer to yourself to correct the ill health of poor/incorrect performance.

Pathak! Say to yourself:

“Shyam! That was a substandard Job done by you”.

“Shyam! That was a very Poor presentation made by you”.

“Shyam! That was a poor preparation and effort from you because of which a deserving person missed his promotion”.

“Shyam! That was not expected from you and your team to delay that work”.

“S.N.P.! It is in bad taste that you did not share the idea you picked up from Peter Drucker”.

What way you will be reminding and correcting your non-accomplishments and non-contributing.

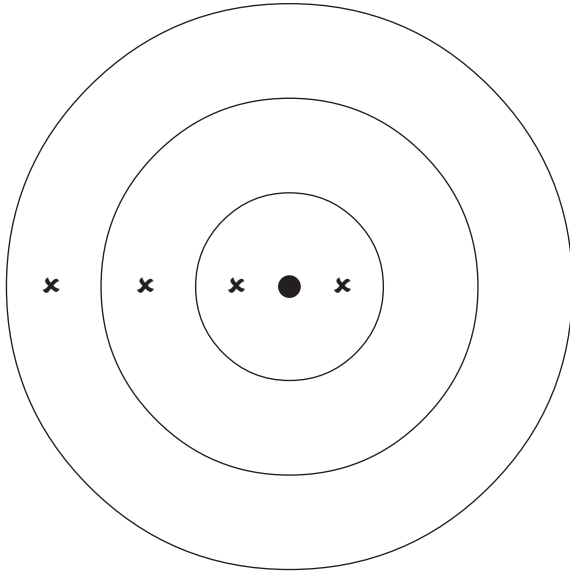
When you reprimand yourself for a right cause you stop looking for external warnings. The feedback loop will be self correcting one.

Waiting for external corrections is the root cause of non-improvement. External reprimands can demotivate devastatingly. When you have already realised the short-coming, external reprimands can be easily borne in their course, with a sense of equanimity.

“Perform – measure – correct – improve – perform” then becomes a self driven improvement cycle. Correct yourself and ride on self cor-

recting cycle and move upward to become better and better quality-oriented person and give out much more valuable contribution.

*Waiting for external corrections  
Is  
The root cause of non-improvement  
Practicing Internal correction is  
The root cause of improvement*



## 10. SELF CRITICISM

*Self Criticism you carry out,  
When from goals path, you go out.*

*Criticise yourself, reprimand self.  
Best corrector is your own self.*

## CRITICAL HINTS FOR SELF CRITICISM

1. Evaluate each Work and Job done by you. Whenever your Work is Poor, give 'F' mark for yourself. Be totally impartial. Count number of 'F's you have collected in a month. Give 'F' mark surely for Poor work. Draw a graph indicating number of 'F' marks during all months of year. See how your graph is moving. Caution yourself if it is moving towards 'North-east' direction and not towards 'South-east' direction.
2. Keep a track of number of Jobs not completed by you in first attempt which required rework. When rework is not NIL and work is not completed at first attempt, pinch yourself on shoulder.
3. Loose a holiday on Sunday to complete the pending work which you left unattended during the week.
4. Inflict on yourself home-happiness by going home late whenever you did a bad-day's work.
5. Other day you mentioned to me that you were not satisfied that a group was sufficiently inspired to take up the group work on hand. That is the way of self reprimand. Declare your own unhappiness when the accomplishment is inadequate.
6. Punish yourself for your poor performance by expressing 'Sorry' to others who helped for letting them down.
7. Whenever emergency arises and you/your team do not rise to occasion write an outline of how situation was mishandled.
8. Purchase a new saree for your wife whenever your wife expresses dissatisfaction about your role at home.
9. Purchase a new book and present to the person who came to share a new idea but to whom you have not given time or atten-

tion. Write on that book “from S.N.P. I still value your sharing. Please come again.

From: Shyam Pathak”.

10. One Caution! Let not your ego be hurt in self reprimand. A hurt ego means presence of ego! Be humble. Do not blame Peter Drucker for your errors in Management. Do not blame other for your miscalculations. Declare that you are human. To err is human. But err twice on same aspect is below-human. Consider the errors as God’s reminders for better performance and more awareness. Remember others who succeeded inspite of initial failures.
11. Reprimand and correct yourself with all the sincerity and only when you deserve it.

## MY REPRIMAND OF MY SELF

(Write a letter to your self conveying your dissatisfaction for a Poor Work/Non Contribution of recent time)

Date: \_\_\_\_\_

To:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

My dear \_\_\_\_\_,

With great distress and regret I have to convey to you my disappointment for \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Yours very truly,

(\_\_\_\_\_)

# *XI. Self Improvement*

Self improvement is refinement of one self to become better and better person. My dear Pathak! You cannot become G. Narayana, you cannot become Mr.P.V. Kango, Mr.D.K. Shroff or Mr.P.K. Shroff or Prof. Shukla. However or how long you try you will not be able to become Sunil Gavaskar. No one become someone else.

Narayana, Kango, D.K. and P.K. can not become Pathak.

For sure, Pathak can become better Pathak day by day. So, constantly endeavour to improve yourself. Be sure no outside source can improve you. You have to improve yourself. Gita said:

Let one lift self by self  
Let down not, self by self  
Self is best friend of self  
Self is worst enemy of self.

— VI-6

See you are the best friend of yourself. Also you are the worst enemy of yourself. When your mind is in your control you are your best friend. When you are in control of yourself you are your enemy.

Self improvement is the process of own development through observation, learning, experimentation, practice and exposure.

**Observe** things. Observe the things as they occur and think how you can make it better. Man usually reacts to events. That is being **reactive**. Actually we should take initiative during process and act to improve thing. Process-active is another fact of being proactive. Be

proactive to improve rather than being reactive to make up. Build up. Do not make up. Observation is effective when you are awake to the process and alert to the changes. Watch for any deviation, even the slightest. Deviations are pointers to both chaos and break through.

Be engaged in continuous learning. Learning is the way to avoid reaching the Peter's level of inefficiency. Training is only input. No amount of training can help any one to improve. Even a small amount of learning can help to improve. Learn new things. Learn to do things better. Learn from Masters. Approach the masters with respect and dedication. Then learning is effective and quick. Identify the subjects of knowledge and areas of skills and find out the sources from where you can learn. There is always an end for teaching. There is no end for learning.

Experimentation is the way to learn the unknown. Do not proceed in wholesale fashion to implement things in new areas. Experimentation generates data and information and converts an unknown area into known area. Experimentation should be done in small scale under full observation and recording the process, events and results is essential. Templets, Models, Prototypes and pilot plants are instruments of experimentation. Improve your knowledge through these means. Learn to experiment.

Experiment on your own improvement. Try a new approach towards your relations. Say, greet your enemy when you see him tomorrow (today!) morning.

Exposure expands vision. Be exposed to new situations and different situations. Go to a village and expose yourself to actual rural experience. Expose yourself chaotic conditions, by reaching the spot of accident or trouble promptly. My dear Pathak! The way you exposed yourself to the fire of godown was an excellent way of self improvement through exposure.

Practice things. Practice makes you perfect. Practice, practice and become better and better.

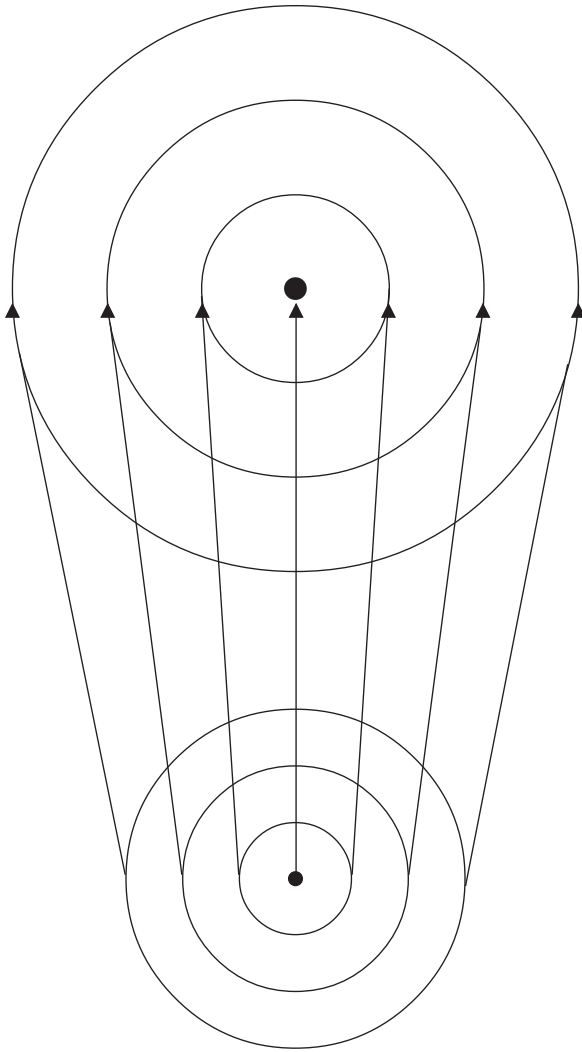
Can you practice taking decision on the spot? Can you practice not to keep any papers pending for tomorrow?

Self improvement is the gateway to reach the excellence inside you.

Evaluate your improvement efforts. Appreciate the success and reprimand the blunders and gradually improve. Improvement occurs in two modes. Gradual improvement is solid improvement and is the result of constant and relentless learning and practice. In our culture this process I called “Sadhana”. Sudden improvement is breakthrough and it occurs because of innovation. But even “breakthrough” can be consolidated only through “Sadhana” which is gradual but steady process.

Here it must be said that even deterioration occurs in two modes. Gradual deterioration is decay and sudden deterioration is “breakdown”.

Actually practice “Sadhana” the regular self improvement process and avoid “decay” and prepare to face any “breakdown” better. So dear Pathak! Become sadhak! Then you will be on the doorstep of self-reliance, Self dependence.



## 11. SELF IMPROVEMENT

*Constant improvement you please do  
From self improvement, superior you.*

*Reform, Reform and Reform yourself  
Practice makes perfect oneself.*

# BE HUMAN

**Improve Self and Be Human  
Reform, Reform to be Perfect Man**

5.5.90  
Day of Harmony

1. Be human and contribute in life  
Humanity makes worth Man's life.
2. Man is separate from animals; birds,  
Only man can speak and make the words.
3. Speak pleasantly and speak the truth,  
What you say should be based on truth.
4. Man's speciality is language, speech,  
You must practice what you preach.
5. Keep up-to-date and continue to learn,  
Learn and learn, skills, knowledge earn.
6. What you learned that you teach,  
Without any hold others you reach.
7. Reading is the means to know,  
Read quality and higher you go.
8. Reading is the input to brain,  
Writing is the output of the brain.
9. Practice writing record the things,  
Your inside ability, out; writing brings.
10. On his legs only man can stand,  
Hands are free when you stand.
11. Hands are for doing the works  
Let your works be value filled.
12. Let your works be excellence-filled,  
Let your works be value filled.
13. Thinking is the gift to the man,  
Thoughtfulness builds up the man.

14. For solutions; think and think,  
Problems; disappear when you think.
15. When you are 'somebody' ego is on rise,  
Kill the ego and you become wise.
16. Everybodiness is saintliness,  
Everybody is like you and not less.
17. Become nobody No-body is God,  
Body is the house for inside God.
18. Give love, see truth and be in time,  
Be conscious, with harmony go beyond the time.

## IMPLEMENTS FOR IMPROVEMENT

### 1. **Areas**

First note the areas of improvement in yourself that will be useful to you, your family, your company and country and humanity.

### 2. **Gaps**

Identify the spots of ignorance and incapability. Identify the gaps in skills and knowledge.

### 3. **Sources**

Find out the sources of training/knowledge inputs for acquiring skills and knowledge.

### 4. **Learn**

Make a learning schedule and engage in learning with the help of a teacher, guide, or a master. Be candid to admit your inadequacy. Only then you can learn.

### 5. **Evaluate**

Continuously test and provide feedback to your self. Step up the standard of practice till you reach the goal set by yourself. Do not jump. Do not stop. Progress slowly step by step.

### 6. **Practice**

Keep up the practice. At final stages improvement by only small. But that is a must. It will not permit any decay. Practicing is ensuring being fit.

### 7. **Share**

Best way to keep up the standard of improvement is to share with other and teaching to other. But in becoming teaching do

not forget that you are still a learner. That way your sharing is more effective.

8. **Learn how other teachers are improving**

Remember though you may have made progress in self improvement others will be making better progress or different progress. Mix with masters and become better learner and better sharer.

## 11. MY IMPROVEMENT

1. Areas of knowledge which I have learnt about which I was ignorant 10 years before:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

2. Skills which were acquired by me during last 5 years:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

3. Areas of improvement (knowledge/skills) which I identify for myself for coming 5 years:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

4. My schedule and goals for improvement are:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

5. Areas of my attitudes where I have to improve myself during coming 3 years:

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6. Areas of my conduct/behaviour where I have to improve myself during coming 3 years:

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7. Sources from which I will find guidance are:

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8. The kind of person I will be after 10 years is:

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9. So far what I have learned about myself through these exercises is:

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10. My observation is:

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## *XII. Self Reliance*

Self reliance is depending on own. It is freedom. It is liberty.

Self reliance is another quantum gateway which will take a person to higher level of being.

Self reliance is not looking for eternal supports. Self reliance is make best of available resources. Self reliance is the result of eliminating wants and reducing the needs.

Our wants drive us to run for acquiring external facilities to fulfil the wants. Needs are essential for leading a life or for carrying out a work. Wants are additional which add to pleasures and comforts.

The wants of pleasures and comforts make us dependants on other. Being self reliant means to limit one's needs to just minimum. Needs are four kinds. Physical needs, Mental needs, Intellectual needs and need to realise the potential of self.

You know about Abraham Maslov's hierarchy of needs. He has classified the needs into 5 categories of physiological, safety, social, esteem and self realisation needs.

However, it is to be known that man is the compound of a physical, emotional, intellectual and self being.

Therefore needs are physical, emotional, intellectual and realisational.

Now physical needs are needs of staying, eating, moving, sleeping, working and being physically healthy, Fulfilment of these needs lead to satisfaction of necessities of physical being.

Emotional needs are friendship, acceptance, recognition and love.

Intellectual needs are need to find solutions, contribute to progress, to get the clarity, to know the goals and to see the truth.

Self-realisation needs are needs to understand the essence of our being and need to realise one's great inner potential.

When a person becomes healthy at physical, emotional, intellectual and spiritual levels, he becomes self-reliant.

Self Reliance occurs when physical, emotional and intellectual needs are fulfilled.

So, to be self reliant ensure that you generate resources for fulfilment of your physical needs. Ensure that you give and receive friendship, acceptance, recognition and love. Ensure that you sharpen your intellectual capacity and fulfil your intellectual needs by thinking, discussing, achieving clarity, understanding goals and generating useful ideas.

Ensure that you are endeavouring to go beyond these needs and be conscious of your inner potential. Develop your intuition by silence, contemplation and doing "un-reasonable" things. Go beyond appearance, feeling and reason and reach the optimum solutions.

Believe in finding optimal solutions and become optimal personality.

Now let us see the wants. Like needs there are physical, emotional and intellectual wants. There are no wants at the state of being, because being yourself means being without wants.

Physical wants are the want of more and more physical comforts like better model of car, more and more cloths, more and more posh house, more and more posh office etc.

Actually when you are able to find optimum solutions, you are self reliant.

The optimal solution is that in which point and counter points are taken care, in which there is clear direction towards goal and objective, which is satisfying to all concerned, which minimises costs and maximises results, which accommodates both structure and freedom, which fulfils logic and intuition and reason and hunch and finally which is simple to implement and is beautiful as a creation.

In optimal solutions all are winners and there are no losers. Optimal solution is no a compromise. It is a compound of innovations. Optimal solution clears chaos and creates clarity. It indicates the immediate steps to be taken. It includes efficiency of method, economy of operation and effectiveness of results. Optimal solution is golden line of God where all pieces fall into place. Optimal solution is stable and at the same time flexible to accommodate changes. Optimal solution is satisfying to both mind and heart. Ultimately it is that which is accepted at instinct, intuition, intellect and inspiration levels.

Optimal solution is like peak of mountain, tranquillity of sea, beauty of river, middle path of Buddha, non-duality of Advaita and harmony of self. It is like fact of truth and optimal solution is omnipresent.

For every situation, without even trace of doubt, there is an optimal solution. If one has determination, tenacity, perseverance, patience and will to think, optimal solution appears in horizon of creativity as a star in the form of idea, suggestion, thought, intuition, chance or even as a simple occurrence.

Finding optimal solutions ensures optimisation of resources, inputs, efforts, time cost and energy and the needs are reduced to optimum.

My dear Pathak! When our physical wants are in action we spend rather than invest. We waste. We spend more money, more materi-

als, more resources, more energy, and more time. We spend “wealth” and generate “waste”.

When you eliminate ‘waste’ and generate ‘wealth’ you are self reliant.

Emotional wants are in fact wants of ego satisfaction. Wants of praise, approval, possession and passion are emotional wants. And remember! When one can satisfy the needs, wants are never satisfied. Wants grow more and more as you feed to them.

Be an emotional well being by cutting emotional wants and by limiting to healthy emotional relations.

Intellectual wants are also the result of ego. When our thought processes becomes addictions they become intellectual wants. Some people have compulsion to play chess, cards, and other games. Playing these games occasionally actually increases intellectual capability. But being compulsive player is being bound by wants. Intellectual wants lead to intellectual perversion like being addicted to horror movies, detective stories and other similar things.

Avoid addiction like poison. Excessive wants are addictions. An addicted man is totally dependant.

Limit the needs, eliminate the wants and keep away from addictions and be self reliant.

Whenever you remember Maslov’s need theory remember Pathak’s want theory (No! Not your wants but the ‘want theory’ named after you!). Let me share one more key aspect.

You are self reliant when your thinking facilities are complete. Actually what we think we become that.

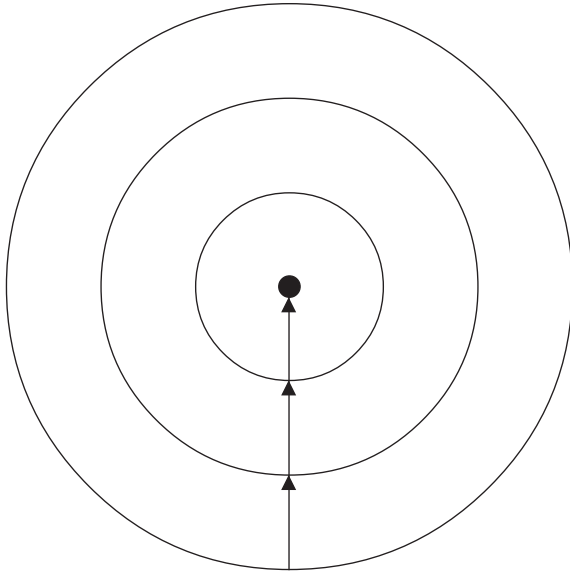
There are two kinds of thinking. Logical thinking and intuitional thinking.

When a person's logical thinking and intuitional thinking are both weak and undeveloped that person is handicapped at thinking level. Neither he can make sound judgements nor he can generate reliable hunches. That person is to be lead by some one else's thinking. When a person's logical thinking is strong but intuitional thinking is weak, he tends to be a flat 'reason' oriented, and non creative person. He will be analytical without being innovative. He has to look to others for ideas. When a person's intuitive thinking is strong but logical thinking is weak, he tends to be creative without being practical. He generates many ideas but is never on his ground. He has to look to others for solid solutions and implementation.

When a person's logical thinking and intuitive thinking are both strong, becomes a practical innovator, solutions man, generates ideas and finds ways to implement them. He is a good judge and god jury. He is sound in reasoning and also capable of expanding the horizons of reason it self.

My dear Shyam! Shyam (Krishna) was such a balanced person. That's how he was a solution man. He was a practical innovator. He was man of great logic and seer beyond logic. He was never dependant on other. He is an example of self-reliant person.

Come on! Rely on yourself and make best of what you have (and what you do not have!)



## 12. SELF RELIANCE

*For External Supports you wait not  
Rely on own strength waver not*

*Self reliance gives you courageousness  
Be courageous and be doubtless*

## STAND FOR SELF RELIANCE

A tree stands depending on itself and making best of what is available. So why not be a tree?

### BE A TREE

1. Let your Roots be strong and deep. Let values be your roots.
2. Let your Trunk be strong and stable. Let character be your trunk.
3. Let your Branches be many, wide and far reaching. Let your skills be your branches.
4. Let your Leaves be flexible and receptive. Let your attitudes be your leaves.
5. Let your Flower be beautiful and divine. Let your idea be your flowers.
6. Let your Fruits be useful and complete. Let your works be your fruits.
7. Let your Fruits contain seeds of future growth. Let your works contain seeds of future contributions.

## 12. MY SELF RELIANCE

1. Physiological wants to be eliminated by me:

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2. Emotional wants to be eliminated by me”

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3. Intellectual wants to be eliminated by me:

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4. Optimal solutions, in case of conflict between two persons, can be generated by:

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5. Optimal solution, in case of unknown technical problem, can be found by:

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6. Optimal solution for country's population problem is:

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7. Solutions for process waste are:

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8. Intuitional thinking can be improved by:

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9. Logical thinking can be improved by:

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10. Self reliance is:

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# *XIII. Self Control*

Self control is essentially being in control of one's own mind rather than being in the control of one's mind. Self control is avoiding forming judgements on insufficient information, avoiding emotionally reacting instantly and avoiding acting on impulse.

Self control is forming sound judgements, responding in optimal manner and acting to take right initiatives. Self control is identifying and separating preferable from pleasurable in each situation and avoiding the temptations of pleasurable and opting for preferables.

It is essential to ensure that self reliance does not lead to ego and over estimation of one's capabilities and abilities. Self control adds stability to ability and capability and will result in reliability. Man without self control is not reliable. Man with self control is surely reliable.

My dear Pathak! You already know that each one of us have four personalities of child, youth, adult and elder.

Child asks, youth takes, adult shares and elder gives.

Child needs, youth wants, adult requests and elder requires. Whenever a pleasurable thing is seen the child within us "needs" it and "asks" for it and youth within us "wants" it and "takes" it, often forcefully and that is the cause for many reactions from within and from outside and that is the root for conflicts within and conflicts with outside.

Self control is joining the child and adult and joining the youth with elder. Child depends on adult and youth listens to elder.

Encourage elder in you by listening to it more and more. Experience and wisdom of elder inside you is good controller for the extrava-

gance of youth inside you. You can encourage the elder more and more by involving the monitoring, witnessing and judging personality within you before reaching or acting in different situations.

Witnessing each action while it occurs and seeing whether it is optimal and effective and correcting oneself suitably when actions about to be taken are not optimal or effective, is self control.

Self control is being own Master. You are your own master when your own actions, feelings and thoughts are in line with truth and reality and are in line with your own goal, objective, mission and purpose.

Timeliness in actions, Harmony in feelings, truth in thoughts is perfect self control.

Self control is the way to improve oneself away from defects and towards defectlessness. It is the way to move from negative thoughts, feelings and actions towards positive thoughts, feelings and actions.

Avoid anger, hate, dislike, irritation, emotional outbursts and other negative feelings.

Inculcate love, trust, compassion, empathy, friendliness, goodwill and other positive feelings. Self control is being positive, avoiding negative and constantly improving oneself.

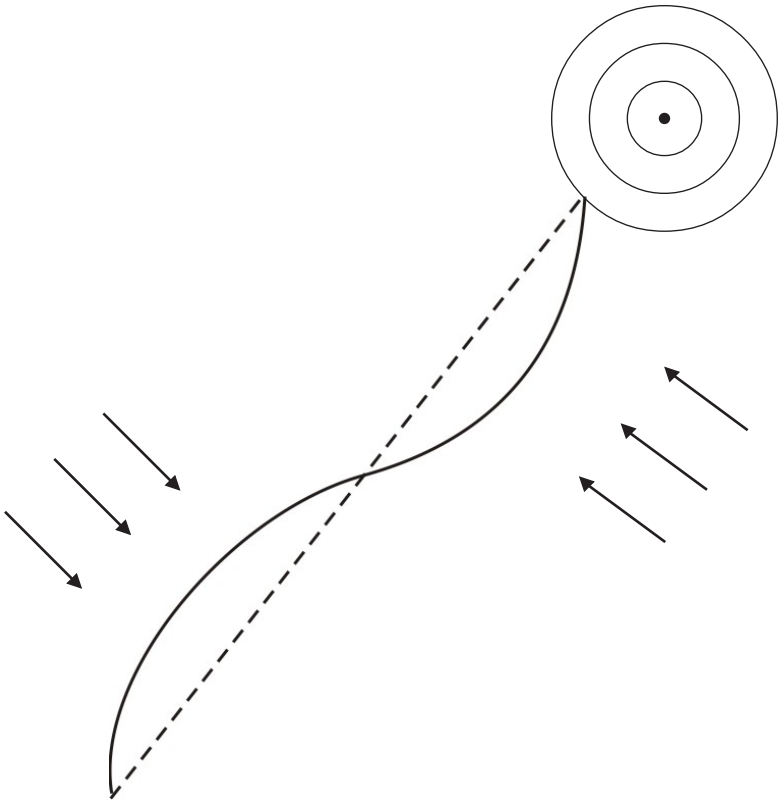
Entire teaching of Buddha Gautama for avoiding grief and for finding ultimate happiness is summarised in following few lines:

“What is evil that don’t do  
What is good that you do  
Keep your mind ever pure too  
That is Buddha’s teaching for you”.

Dhammapada: XIV-5

Self control is the restraint to be appropriate. Do not less and do not excess. Optimality is self control.

Wait a minute before you rush with reactions at physical, mind and intellectual planes and win the situations with appropriate responses rather than reckless reactions. Wait and win.



### 13. SELF CONTROL

*Your Real Master is yourself  
Control your actions by own self.*

*Control leads you to contentment  
Happiness comes from contentment.*

# WAIT AND WIN

Narayana

Ramakrishna Mission

Lucknow

23-6-89

Day of Master

1. Waiting is practising patience. Rushing is impatience. Wait and see. See and think. Think and understand. Understand and experience.
2. When you meet a person greet and wait. Do not rush with your talk. He has something to say. Listen his story. May be he already knows what you want to say. More likely he may know more than you.
3. When you have something to say, say and wait. Let him absorb and understand and respond. Communication is complimentary union of thoughts. Wait and allow for two way communication.
4. When a person asks you for something, why to say 'yes' or 'no' immediately? Wait, Think, Consider and convey the response.
5. Do not rush to judgement. Wait. Wait for all the data and information. Wait till your intention and intellect work it out to give a joint solution.
6. Wait. Wait for the right moment to act. Prematured action is cause of going away from optimal solution.
7. When you want to help somebody give opportunity for the person to solve it himself. You intervene only when he cannot.
8. When emotions are bursting, when anger is on rising, and when ego is showing off, wait. Let them empty out and then do the right thing.
9. When crisis is on rise, when turbulence is on force, when chaos is mounting, wait. Wait for a clearance. Wait for a change in trend. Wait for your strengths to be gathered and act and clear.
10. When someone praises, wait before expanding your face with exuberance. Consider whether this is right. If it is right, accept it with humbleness. If it is not correct, remind other person about your new contribution and other's contribution.

11. When someone criticises you wait before feeling insulted and reacting with an instant counter attack. Consider whether this is right. If it is right, accept it with thankfulness. If it is not correct, remind other person facts and your position.
12. When you have done all your work, when you have given your best and when all your efforts are put in for cause, wait. Wait for results. Let providence take charge and care. Right thing will occur.
13. Waiting is not a game. It is a reality in valuing maturity of pause. Waiting will prepare you for the next events. Acting and waiting are two points in continuum of progress towards final goal. Waiting is non acting. When you are waiting you are not an actor. You are yourself. Being yourself is experiencing peace.
14. Waiting is not to be a procrastination. While waiting contemplate. Think. Analyse. Evaluate. Let waiting be dynamic peace of positive thinking.
15. One has to wait for a fruit to ripe. One has to wait for a crop to be ready. One has to wait for a situation to mature. Waiting is not delaying. Waiting is consciously preparing for higher moment.
16. Be a waiter. Like a waiter, let others enjoy and move when call is given.
17. Wait in silence for your own self to speak to you. Yourself will call upon you and answer all questions and will show the way. Actually, yourself is waiting for you. You are so busy that you cannot see the waiter.
18. Wait a second and be first.

### 13. MY SELF CONTROL

1. Aspects in relation to which I am comfortable, poised and well in my own control

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

2. Aspects in relation to which I am uncomfortable, disturbed and out of my own control

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

3. Corrective actions required by me:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

# XIV. *Self Respect*

Self respect is respecting own Principles, Values and Standards. Respecting self means understanding own value to self and to others.

Only when one respects himself he will respect the world. World will respect that person who respects himself. When you value self respect you will never hurt or lower the self respect of others.

Self respecting is not becoming small. You can bend in respect to a great/wiser/elder person and you never become small by respecting others. In every situation, whenever you sense that your self-respect is undermined, do not accept that situation and ensure that your self respect shines in front of others.

Marathas are well known for self respect. Remember Hanuman. When Ravana undermined the self respect of Hanuman by not offering a seat, Hanuman built a country-made seat for himself on his tail and sat on the highest seat in the assembly.

By ensuring self respect one becomes a taller person. When somebody accuses you wrongly, do not react. If you react then you have accepted his attempts of making you a smaller person. Simply say "Sorry! I do not accept your gifts!" That is what Buddha said.

No Position, Role, Task, Job or Assignment is small. We make it small by treating it without respect. Respect the other person. Respect your job. Respect your family. Respect your opponent. Then you are naturally respecting yourself.

Self respect means going beyond body, mind and intellect and realising that your inner self is greatest. Self respect is respecting your innerself by listening and taking note of your inner signals.

Our Surname is the symbol of self respect and respect to family we belong to.

Shyam! "Pathak" is the symbol of self respect. Ensure that your every word, action and initiative enhances this name. You know how Shroffs are very conscious of self respect of 'Shroff' name.

Enhance your self respect as Pathak, as Excellite, as Maharashtrian, as Indian, as human being and as a "Guru", a teacher.

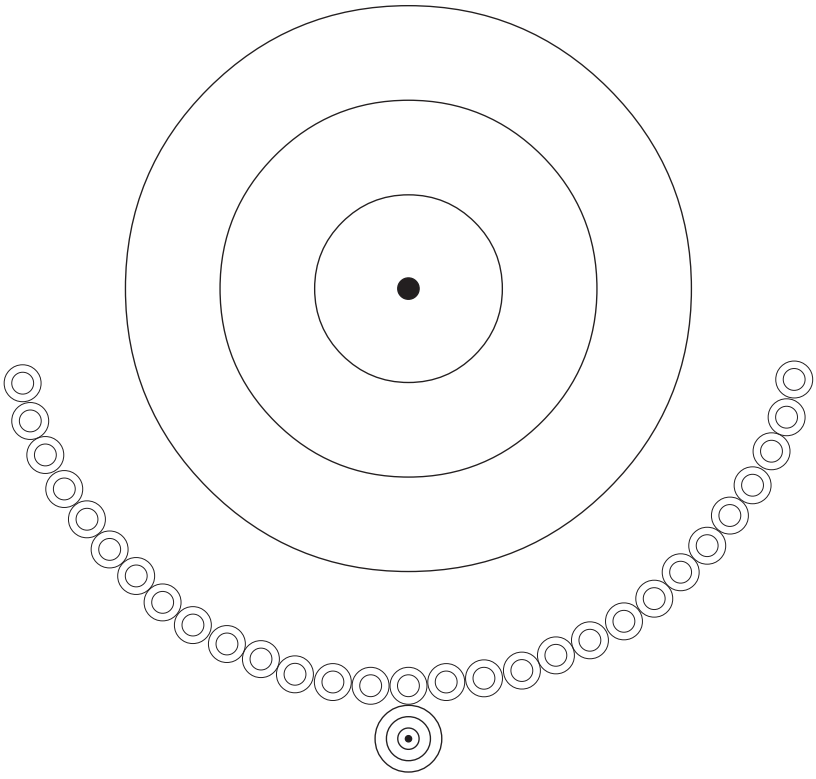
Your respect to others is nothing but self respect because the self in others is same as self in you. Thus, self respect is universal respect. Extend your respect to all and become all-respected one.

Actually respecting people is eliminating your ego.

Ego respects not. Self respects. Crossing ego, respect Self. When you respect, there is no ego and you are yourself.

Doing Namaste, bending head, offering Sashtang Pranam is the symbol of respect to self.

Shyam! Pranam to yourself.



## 14. SELF RESPECT

*When Ownself you respect  
From all others will come, respect.*

*His own self who respects  
The entire world he respects.*

## RESPECTS

1. Practice self-respect by becoming worthy.
2. Observe self-respect by listening the voice of inner-self.
3. Express respect to others by listening, by friendliness and by love.
4. Demonstrate respect to society by offering contributions of your worthy services.
5. Exemplify respect to humanity by assisting towards their Happiness.

## IN RESPECTS TO RESPECT

1. My respect to myself is symbolised by:

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2. My respect to my family is symbolised by:

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3. My respect to Society is symbolised by:

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4. My respect to Humanity is symbolised by:

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# *XV. Self Satisfaction*

Satisfaction is not expecting. Self satisfaction is not expecting more than what one deserves. Self satisfaction is accepting and not asking. Self satisfaction is not searching but finding. Self satisfaction is not taking but receiving. Be satisfied with whatever has occurred to you. What has occurred is right and exactly what is best for you.

Do not miss any thing and do not look for what is not there. What is there is complete and sufficient for you.

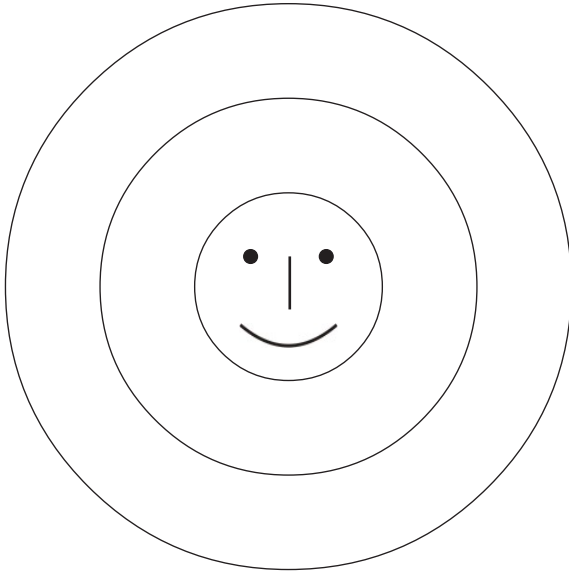
Life is a great giver. What it gives is based on what you did and what you earned. It is a great Judge and Jury and best accountant. Every moment our balance sheets are balanced so that debit and credit are perfectly matched.

Craving for more credit is over drawing and preparing for the burden of debit.

What you sow that you reap. What we are reaping is what was sown. So, sow good now so that you do not reap so-so but so much! (good). For so much be much happy.

Self satisfaction is being happy with own self. Be self contented.

Never think that glass is empty. If it is not full with water, it is full with air. If it is not full with air, it is full of vacuum. Whatever is there is the reality. Self satisfaction accepting own present reality.



## 15. SELF SATISFACTION

*Be Satisfied with Whatever Comes  
From Satisfaction Happiness Comes.*

*Satisfied Person is Transquill one  
With satisfaction worries are none.*

## SCORE OF SELF SATISFACTION

1. Grumble not about what has happened. That is a fact. Accept it whole heartedly.
2. Complain not about what has happened. That is also a fact. Accept it as a “was not to be”.
3. Worry not about what ‘may’ happen. Plan, prepare and equip yourself in your best manner and then accept whatever comes.
4. Rejoice what you are and cry not what you are not.



# XVI. *Self Awareness*

Knowing about oneself is awareness. Be aware and see the things that are and that are not. Be alert to changes that have taken place and that are taking place now. Be aware of the total situation in terms what was, what is, what is likely to be, what is about to be and what should be.

Be aware of your strengths, weaknesses, potentials and possibilities.

Be aware of your physical state, your health, pains in body, difficulties in body and changes that are occurring in body and sensations in the body.

Be aware of your mind state, your ideas, thoughts, judgements in intellect, difficulties in thoughts, changes that are occurring in thought and sensations in the thought.

Be awake regarding things and people and the arrangement and gaps in arrangement.

Be alert to changing relations between things and people and regarding changing scenario.

Be alert to expectation of change in the air.

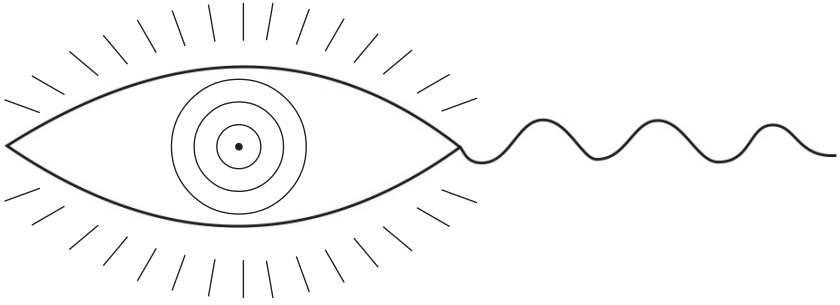
Be aware of what is the impact of part on whole and whole on part. Be aware of completeness and fulnesses and be aware of emptinesses and vacua.

Be aware of yourself in relations to your goals, roles regarding resources, relations and results.

Review everyday and be aware of what was done, what was not to be done, what was undone, what was left to be done and be aware of what is to be done, can be done and will be done.

Consciousness is being awake, being alert, being aware and being in vibration with your inner energy.

Being awake is to know what has happened, being alert is to know what is happening, being aware is to know what is going to happen and being conscious is to know the right thing to happen and to will and make it possible for the right to occur.



## 16. SELF AWARENESS

*Be awake and see the things  
Be alert and feel the things.*

*Be aware and know the things  
Be conscious and be beyond the things.*

## BEWARE TO BE AWARE

1. Look and be aware of surrounding, things, people, arrangements, inter connections, gaps, oddities and relations.
2. See and be aware of your position, situation, relation and role as regards to environments.
3. Observe and be aware of pain, heavyness, lightness, heat, cold, dryness, wetness, movement, non-movement, vibrations, oscillation, and all sensations in your body and in each organ of your body. Observe without reacting.
4. Monitor your mind and send the feelings, emotions, like/dislike, hope/hopelessness, elevation/depression and other sensations rising and disappearing in your mind. Se how your mind is mind-ing the body and surroundings.
5. See and think how you are thinking as regards to your prejudices, judgements, evaluations, conclusions, decisions, learnings, biases, altitudes. Think and see how your thinking perceive your mind, body and surroundings.
6. Look, see, observe and monitor and be aware of whatever you are doing at ny moment of time. Be aware while you are walking, sitting, talking, listening, seeing, touching, eating, drinking, working, resting, sleeping, walking, dreaming and whatever you are doing.

Be aware that "I am now like this".

7. See your surrounding with your senses.
8. See your senses seeing your surroundings. See your body. See the sensations on body.

9. See your mind seeing the body seeing the surroundings and body and sensations.
10. See your thoughts seeing your mind seeing the body seeing the surroundings.
11. See the thoughts. See the feelings, see the body. See the surroundings.
12. Stop seeing the surrounding, and with closed eyes see your body, mind and thoughts.
13. Be silent and see your mind.
14. Be calm and see your thoughts.
15. Be

## 16. MY SELF AWARENESS

1. I am now \_\_\_\_\_
2. What I am now doing is \_\_\_\_\_
3. I see that \_\_\_\_\_
4. I can hear \_\_\_\_\_
5. My breathing is \_\_\_\_\_
6. Right now I feel that \_\_\_\_\_
7. My legs are \_\_\_\_\_
8. My hands are \_\_\_\_\_
9. My eyes can \_\_\_\_\_
10. On my right side \_\_\_\_\_
11. I think that \_\_\_\_\_
12. The air is \_\_\_\_\_
13. Within my head \_\_\_\_\_
14. My health is \_\_\_\_\_
15. My writing is \_\_\_\_\_
16. Now \_\_\_\_\_
17. Situation around me is \_\_\_\_\_
18. My true nature is \_\_\_\_\_

# *XVII. Self Fulfilment*

Self fulfilment is complete reformation to a total, integrated defectless, harmonious being.

Filling the cup of self with honey of harmony and happiness is self fulfilment and 'drinking' that cup and experiencing the Joy of self is self realisation.

Self fulfilment is being Master of Physical Space by being in Present moment totally, being master of mind space by being with love and empathy fully and by being Master of Thought Space being in complete alignment with truth in forms of fact, reality and certainty. Being in Harmony with time, being in harmony with love and being in Harmony with Truth is self fulfilment.

While being Harmony with Time, Love and Truth is self fulfilment, Self realisation is being in Harmony with self.

Self fulfilment is being beyond appointments and disappointments.

Self fulfilment is neither expecting and nor generating expectations in others.

Full being is when ego is removed without a trace. Mitigate the ego with medicine of Love and Humbleness.

Full being is within the reach of all the potentials within Self. When purity of child, energy of youth, intellect of Adult and wisdom of elder are within the reach of one self it is Self Realisation.

The self fulfilled person experiences Sound Relations and Sound Results simultaneously.

Self fulfilled person is without craving, which is the sign of mark of ego. Self fulfilment is the Quality of Action, Harmony of feelings and clarity in thoughts. Self fulfilment is the state of joy.

Self fulfilled person does not search for best resources. He makes best of available resources.

He is beyond in – search – of excellence. He finds excellence. He receives excellence and experiences excellence.

Excellence of self is at your reach when you become full and total with respect to Attitudes, utility-ness, methodology and become a Path Making Noble Person.

Attitude fulfilment occurs through Dedication, Sincerity, Honesty and Nobleness.

Utility fulfilment occurs through Endeavour, Work, Contribution and setting standards.

Methodology fulfilment occurs through Nurturing, Managing, Leading and Path Making.

Being fulfilled occurs when having perfected Attitudes, Utilityness and Methodology you attain the Supreme Masterlyness through love, delegation, empowerment and Trust.

Thus, My dearest Pathak! Then you experience the **Totality of Believing, Behaving, Becoming and Being**. At that state there is amalgamation and complete integration of thinking, Contemplating and understanding and full potential of the grand self is yours to experience.

Self fulfilled is beyond asking, taking and getting and he naturally and simply receives and makes best of whatever is left for him by receiving and accepting wholeheartedly.

Accepting people as they are, accepting results as they come, accepting change as it unfolds, accepting problems and solutions, and success and set backs as they dance on the screen of Time is self fulfilling.

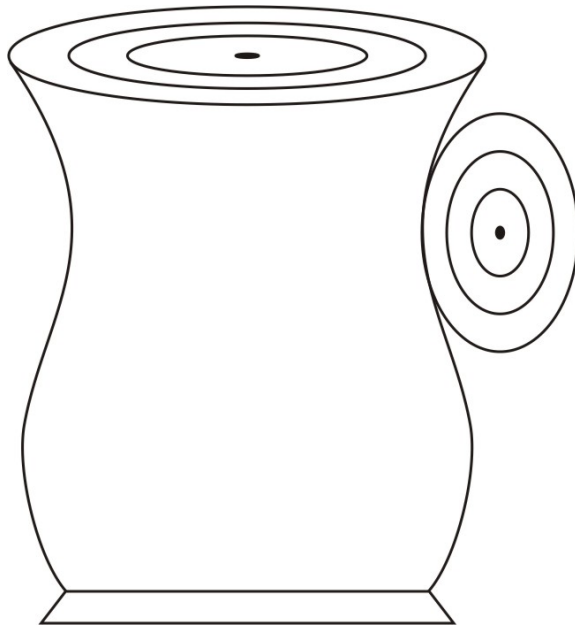
At the state of self fulfilment things occur without struggle or effort.

Self fulfilment is reaching and being in Sancto – Sanctorum of the temple of Self crossing all the steps from ground level to highest plane of inner energy.

My dear esteemed Pathak! Self fulfilment is the result of Sankalpa, Sadhana and Sampurna.

Intend, exert and offer and be self fulfilled.

### *Self Fulfilment is Divinity*



## 17. SELF FULFILMENT

*Think, Contemplate and understand  
Reach the potential of self the grand.*

*Achieve excellence of own self  
Be in Bliss and fulfil self.*

## BE DIVINE

1. Being Positive is being Happy
2. Being Negative is being Unhappy
3. Being Helpful is being Divine
4. Being Harmful is being Devilish

*Be Positive - Be Helpful*  
*Be Happy - Be Divine*

## SELF FULFILMENT

Fill the page about your fulfilment at the present moment.

# *XVIII. Self Realisation*

**TATTVAM SHIVAM  
(YOU ARE PURE ULTIMATE)**

Narayana

Baroda  
25-2-91  
Day of Oneness

## OFFERINGS TO YOU.

This is an offering to you, the reader. Within you is the glorious, divine self. This is a communication between yourself and myself.

Actually this communication is a self-talk, just as one talks to himself, as if he is reviewing a fact, a reality, a certainty and the truth.

Let us enjoy this together.

Narayana

## BEGINNING

The poem (shloka) by Shri Adi Shankaracharya, the shining example of self realisation, was shared by Shri Unnikrishnan Menon with Shri Hasmukh Upadhyaya and Shri Janardhan Dave during our trip to Sanosra from Bhavnagar and back. We had a wonderful friendly, touching journey sharing noble feelings, thoughts and ideas.

At the end of the trip we all had a feeling of oneness, a togetherness beyond physical, mental and thought levels.

The meaning and essence of poem which later sparkled in me and which is shining like an all pervading luminance is presented here for you to experience.

With love,

Narayana

## YOU

Atmatvam, Girija Mati: Sahachara Prana:  
Shariram Gruham;  
Poojate Vishayopa bhoga Rachana,  
Nidra Samadhi Stiti:  
Sanchara Padayo Pradakshina Vidhi:  
Stotrani Sarva Giro;  
Yadyad Karma Karoti, Tad Tad Akhilam  
Shambho! Tava Aradhanam:

## PURE ONE

You are self, mind is concert of you

Colleagues are life, body is house for you

Enjoyment of objects is worship for you

Sleeping is the meditation for you

Holy journey is every movement of you

Speech is the prayer for you

Full and complete are the works of you

Oh! Pure one! Work is worship for you.

**HOW?**

**THE WAY**

1. **Atmatvam** (you are pure)  
Consider yourself as the self, the soul and very essence of all. You are apart from body, mind, intellect, doing, feeling, thinking and all that is seen. You are above physical, mind and thought plans. You are ultimate, pure, truth, joy and bliss. Realising and considering yourself as none other than the self is freedom, the ultimate supreme state.
2. **Girija Mati** (your mind is your concert)  
Let your mind be, shakti, energy. Let your mind be clear, pure, moving, and flowing like a fresh river coming out of snowy mountains. Let your mind be your better half. Let you be the lord of your mind. Let not your mind rule you. Let your mind be in complete harmony with yourself.
3. **Sahachara Prana** (your colleagues are your life)  
Treat your colleagues as your very life. One becomes what his company makes out of him. Good company is the source of good conduct. Derive life energy from your colleagues and company. Let them be like your life breath. Consider all your company members as equally important.
4. **Shariram Gruham** (your body is your house)  
Consider your body as house for your self. It is just a living place and nothing more, nothing less. Ensure good house keeping. Keep it clean, internally and externally. Maintain it properly. Let your house be a beautiful, peaceful happy home for you. But always be conscious that it is a residence and you are a resident. During your supreme journey, when you change your house from one to another consider each one as a place and opportunity for self fulfilment.
5. **Pooja Te Vishayopa Bhoga Rachana** (enjoyment of objects is worship)  
Let whatever you eat, drink and enjoy be like a worship. Let

what you eat be clean, pure and energetic. Eat for loving, live not for eating. Just take what is essential. Needs are to be fulfilled and wants are to be eliminated.

Wanting more and more and more is devilish. Avoid it. Whatever comes in your way accept it as an offering. Do not demand. Just accept.

6. **Nidra Samadhi Stiti** (Sleeping is the state of meditation)  
Sleep well. When you sleep deep and well it is like meditation. When your sleeping is without disturbances, dreams or uneasiness it is pure state of being with your own self. A deep and clean sleeping is re-vitalising, re-energising and refreshing. Then every morning is re-newal a new age. You get a good sleep when there is no worry or guilt. Eliminate worry and guilt by being right and by taking responsibility. Then your sleeping state will be the state of meditation. Then you are your own being apart from “Doing”, “Feeling” or “Thinking”.
7. **Sanchara Padayoh Pradakshina Vidhi** (holy journey is every movement of you)  
Do not wander around. Do not move aimlessly. Let each of your life be a step towards yourself. Let your walking be a journey to be with nature and its beauty. Let your travel be a journey to receive better and better knowledge. Let your visits to others be a journey of finding the supreme self residing in other. Let passage of your soul in this life be journey back to spirit from matter, from darkness to light, from mortality to immortality, and from somebodyness to no-bodyness. That way you will be progressing towards your original station, yourself.
8. **Stotrani Sarva Giroh** (your speech is prayer for you)  
Let whatever you speak be like a prayer. Let each word of you be expression of the glory of God within you. Let each sentence be the message of God. Let your words be worlds of

knowledge and Supreme Power. Let your speech be revealing, inspiring and touching. Let you speak what you intend. Let your speak what you do. Let your speech be truth. Let your speech be love. Let your speech be soothing, reassuring and comforting. Let there be no noise in your speech, let it be full of signal. Do not load your speech with unnecessary worlds and words. Let it be straight and simple. Best communication is silent communication. Let your silent communication be full of unspoken energy and meaning.

9. **Yad Yad Karma Karoti, Tad Tad Akhilam** (whatever work you do, is full and complete)

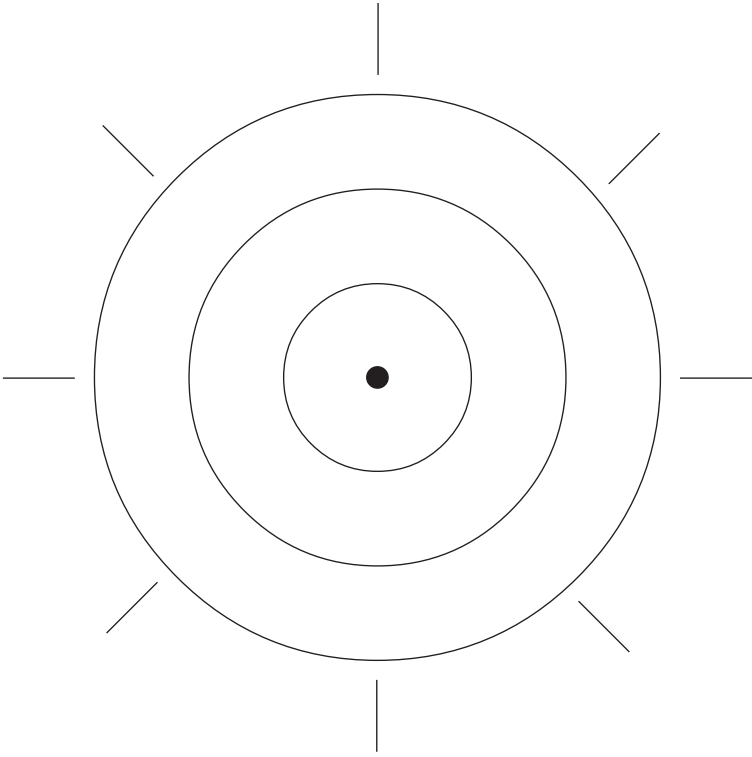
Whatever works you do be full, complete and in entity. Let your works be full of quality, accuracy, perfectness, effectiveness, efficiency and appropriateness. Let your work be the excellent works. Let your work be a service to world, let it be an offering and value addition. Let your works be with without waste or rejection. Let your works be works or art. Consider your works as an offerings, do not own them. Do not take them. Give, give and give examples of excellent works. Whatever you do let there be allround contribution. Let each work be a universe, a verse, a poetry in dedication to your supreme self.

10. **Shambho! Tava Aradhanam** [Darshanam] (Oh! Pure one! Your work is worship for vision of you!!!)

Oh! Divine self! When what all you do is excellent and is an offering to society, humanity and whole world it becomes a divine offering a true worship. This is how work becomes worship.

Oh! Pure one! This is your own vision. This is your universal vision. You, the supreme self, shining splendour are the source, sustainer and supreme concluder of all things.

You are self. Your mind is energy. Your life is your company. Your body is the divine temple. Whatever you accept is your worship. Your sleeping is the meditation, the divine yoga. Your movement is holy journey. Your words are worlds of prayers. Your works are worlds of excellence. You are auspicious one. Only one!!



## 18. SELF REALISATION

*Share with all and give and give  
To all the people love your give*

*Realise that you are ultimate one  
Realise that in one way you are none.*

## TEN DIRECTIONS

1. Realise that you are the soul and supreme self.
2. Be a master of your energetic mind.
3. Treat people around you as your very life.
4. Consider your body as just your residence, nothing more, nothing less.
5. Accept and enjoy what is offered, keeping needs to minimum and avoiding wants.
6. Sleep well without a care.
7. Make each journey a pilgrimage to discover beauty of God.
8. Speak well. Speak truth. Speak spirit. Speak less.
9. Contribute full and create excellent works.
10. Then, you are pure and supreme lord. Salutations to you.

*Draw a Picture of Yourself  
As realised by you.*

# SALUTATIONS

Narayana

Baroda

25-2-91

Day of Wonderful Morning

1. Realise that you are self  
Your self is supreme self.
2. Let your mind be energetic mind  
Be Master mind and mind your energetic mind.
3. People are source people are life  
In service of people let be your life.
4. Your body is just your house to live  
Keep it fit but be ready to move.
5. Whatever is offered that you eat,  
Eat to live and live not to eat.
6. Without and care sleep well in night  
You sleep well when day was right.
7. Let your movement be a step forward  
Let each trip be pilgrimage to God inward.
8. Speak well and speak truth you  
Be spirited and speak less too.
9. Contribute full through your works  
Create and offer excellent works.
10. In this way become pure, supreme lord,  
Then, now, salutations to you oh! My lord.

*That is this  
That (Lord ) is this (you).*

**GLORIOUS GLIMPSES  
AND  
COSMIC VISION**

# GLORIOUS GLIMPSES

## Eighteen Gates

1. Self Start
2. Self Dedication
3. Self Confidence
4. Self Motivation
5. Self Discipline
6. Self Study
7. Self Progress
8. Self Evaluation
9. Self Appreciation
10. Self Criticism
11. Self Improvement
12. Self Reliance
13. Self Control
14. Self Respect
15. Self Satisfaction
16. Self Awareness
17. Self Fulfilment
18. Self Realisation

**GATEWAYS  
TO  
SELF RELATIONS**

Narayana

23-6-1989  
Day of Truth

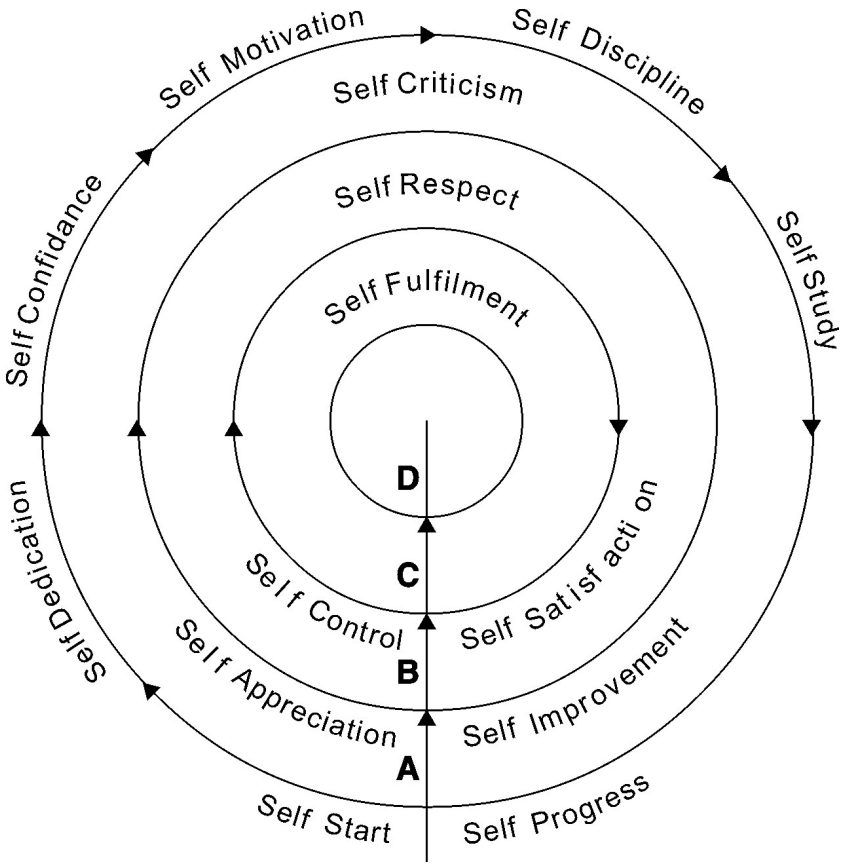
1. Start the good works by your self  
Initiative is the signal of self.
2. Self starters are on road to self  
Start! Get up! And come out of shelf
3. Have the faith in your own self  
First devotion is the dedication to self.
4. Be dedicated to whatever you do,  
For dedication self-selection you do.
5. Self confidence is companion, friend,  
With your confidence is main source.
6. Self confidence gives you force,  
For success, confidence is main source.
7. For External Motivation you never wait,  
Real Motivation comes from inside, straight.
8. Self Motivation is Inspiration, see!  
Inspire self with good cause, ye.
9. Self discipline is discipline, best  
Being disciplined is the acid test.
10. Norms of behaviour identity first,  
For self discipline be example next.
11. Self study makes you understand full  
Be own teacher and up you pull.
12. Be ready to learn and stop not to learn,  
Knowledge is infinite there is much to learn.
13. Make the progress by your own self,  
Endeavour! Endeavour! Work by self.

14. Work is the expression of self,  
Work is contribution of own self.
15. Evaluate your work by own self,  
Evaluate yourself by yourself.
16. Your own strengths you must know,  
Your own weaknesses you must know.
17. Your own good results appreciate you,  
If work is excellence, admiration do.
18. For others to appreciate, you expect not,  
In appreciation greed, you be caught not.
19. Self criticism you carry out,  
When from goals path, you go out.
20. Criticise yourself, Reprimand self,  
Best corrector is your own self.
21. Constant improvement you please do,  
From self improvement, superior you.
22. Reform, Reform and Reform yourself  
Practice makes perfect oneself.
23. For external support you wait not,  
Rely on own strength waver no.
24. Self reliance gives you courageousness,  
Be courageous and be doubtless.
25. Your real master is your own self  
Control your actions by own self.
26. Control leads you to contentment  
Happiness comes from contentment.

27. When own self your respect  
From all others will come respect.
28. His own self who respects,  
The entire world he respects.
29. Be satisfied with whatever comes  
From satisfaction happiness comes.
30. Satisfied person is tranquil one  
With satisfaction worries are none.
31. Be awake and see the things  
Be alert and feel the things.
32. Be aware and know the things  
Be conscious and be beyond the things.
33. Think, contemplate and understand  
Reach the potential of self the grand.
34. Achieve Excellence of own self  
Be in bliss and fulfil self.
35. Share with all and give and give  
To all the people love you give.
36. Realise that you are ultimate one  
Realise that in one way you are none.
37. Be in present not future are past  
Be here and do not be lost.
38. Be natural and be own self  
Try not to be some other than self.
39. Accept reality of whatsoever is,  
Accept people whatsoever it is.

40. Take responsibility, power, seek not,  
Leave any guilt and worry not.
41. "I am somebody" is ego you see,  
Ego is certain between self and ye.
42. Leave your ego and love whole world  
Your own self will be light of world.
43. Then Bills is your and peace is you  
Harmony is your and Narayana you.

# COSMIC VISION

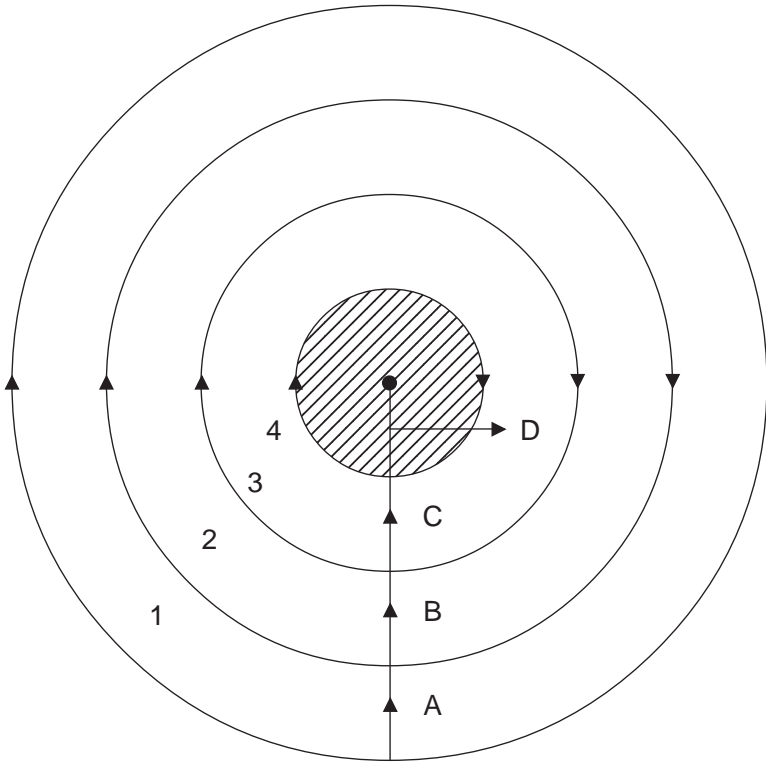


- D Self Realisation
- C Self Awareness
- B Self Reliance
- A Self Evaluation

- S.I. **Sphere of Endeavour – Sadhana Parva:**  
Consisting of Gate Ways of Self start, Self Dedication, Self Confidence, Self Motivation, Self Study and Self Progress. This is the sphere of Progress.
- G.I. **Quantum Change Gate of Self Evaluation – Nirikshana**  
Without self evaluation the person will go round and round in the sphere of progress without further development. Through self evaluation person attains development.
- S.II. **Sphere of Improvement – Samskriti Parva:**  
Consisting of Gate Ways of self appreciation, Self criticism and self improvement.
- G.II. **Quantum Change Gate of Self Reliance – Swatantra:**  
Without self reliance the person will revolve in the sphere of improvement without further Growth. Through self reliance persons Grows.
- S.III. **Sphere of Satisfaction – Santosha Parva:**  
Consisting of self control, self respect and self satisfaction.
- G.III. **Quantum Change Gate of Self Awareness – Jagriti:**  
Without self awareness person will stay in the sphere of self satisfaction. With self awareness the person will experience enrichment.
- S.IV. **Sphere of Self Fulfilment – Sampurna Parva:**  
This is the stage of inner fulfilment and perfect peace.
- G.IV. **Supreme State of Self Realisation – Siddhi:**  
This is the ultimate gate and state for being.

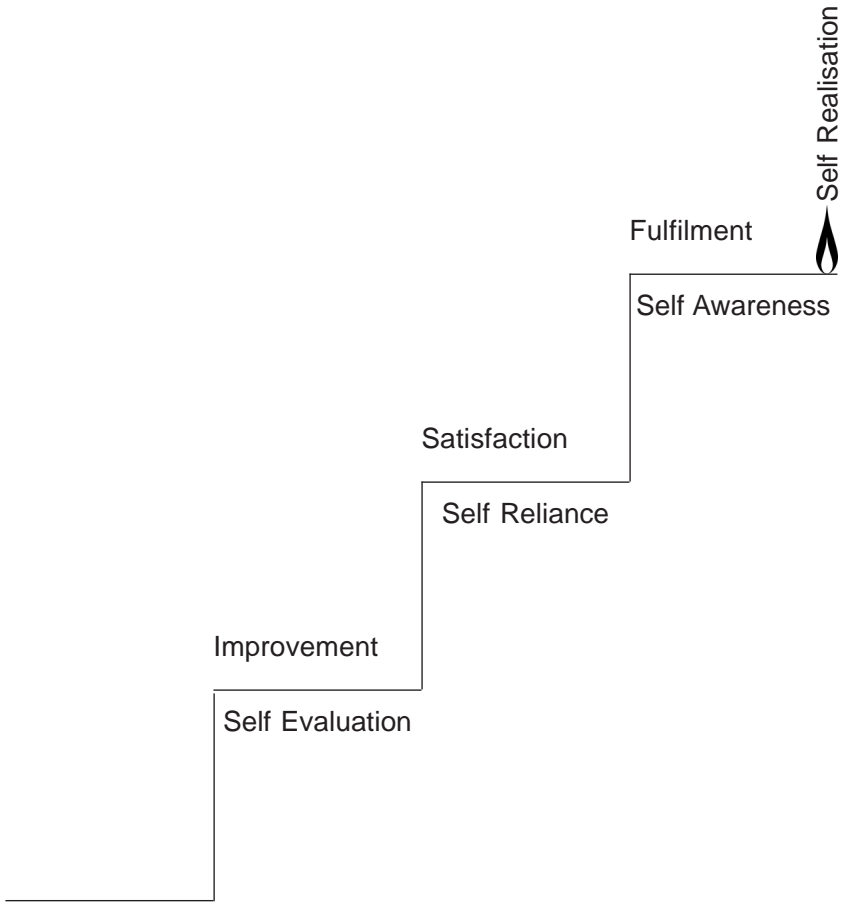
## For Quantum Change Gates

- A Gate of Self Evaluation – Nirikshna
- B Gate of Self Reliance – Swatantra
- C Gate of Self Awareness – Jagarana
- D Gate of Self Realisation – Siddhi



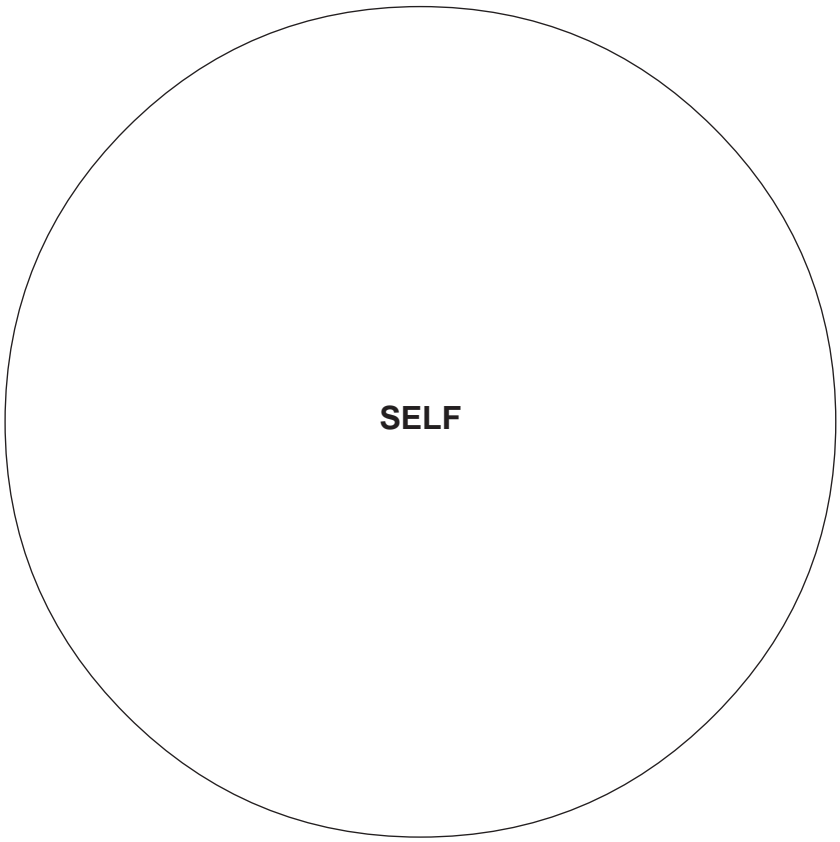
### Four Progressive Spheres:

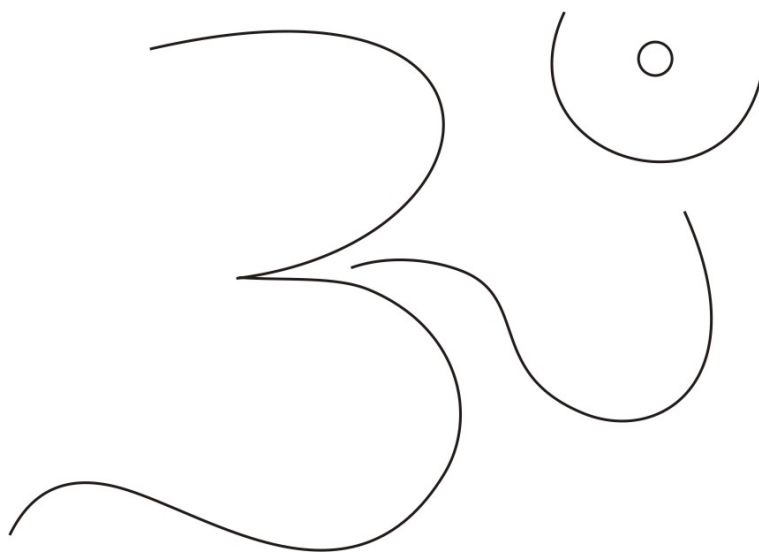
- |                           |                   |
|---------------------------|-------------------|
| 1. Sphere of Endeavour    | - Sadhana Parva   |
| 2. Sphere of Improvement  | - Samskriti Parva |
| 3. Sphere of Satisfaction | - Santosha Parva  |
| 4. Sphere of Fulfilment   | - Sampurna Parva  |



1. Endeavour and EVALUATION  
— The beginning – Achieving - A
2. Improvement and Reliance  
— The Middle – Unfolding - U
3. Satisfaction and Awareness  
— The Completion – MASTERING - M

*Fulfilment and Realisation  
Be and Beyond*





*Achieving, Unfolding, Mastering  
And  
Beyond*

*This is that  
This (Reader) is that (Gate)*

## PATHAK – REALISATION

My dear Reader! Salutations!

This is joy that we have travelled these 18 steps together and now, here, in this situation You and Me are one.

Now let us see. Who is Pathak. Shyam Pathak is Pathak. Beyond and including that, “Pathak” is, in reality, the reader, the person who is reading these lines that is YOU. You are Pathak. That is during all these pages the sharing partner was not only ‘Shyam’ pathak but also the real Pathak – You.

The writer is also reader and is also Pathak.

Thus, you, me and Shyam are “Pathak” – the reader.

Therefore, My dear Self, this is the realisation that ‘Pathak’ is hidden in Pathak.

Now “Pathak” (Phatak!!) also means gate. Thus, my beloved Self you are the gate, you are the traveller and you are the way and you are the destination.

Self Realisation is journeying the course towards self through way of the self, opening the gate of self to see and experience self by self.

Now, then, there is only experience beyond the words.

30th September 2002

To,  
Shri G. Narayana  
Executive Chairman  
Excel Industries Limited  
Mumbai

Respected Guruji,

It is an understatement to say that I am overwhelmed by the news that the book “Gateways to Self Realisation” is being published. This book is the longest letter I have ever received and it is a great privilege to become a “Nimitta” for such a wonderful creation.

This book reflects your genuine love and affection for all the learners who wish to traverse the journey of Self Realisation. It is pure joy to experience the flow of ideas and concepts transforming into practical action steps. In fact it is a very helpful workbook for any reader to understand the concepts of Body, Mind, Intellect and Self.

Your interpretations are very well supported by the Indian heritage of values and principles. The drawings are simple but strikingly meaningful.

What I like the most is your humbleness and confidence in the reader, when you say that the reader will find more shining aspects of the Self as one will practice the principles. Since you showed me the path thirteen years ago, I have been walking the same and enjoying the experience.

Once again let me say I am honoured that you found me suitable to address the great letter.

With love and respect,

Shyam Pathak  
The Reader



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.

He is the author of more than 400 books and articles on Management, Education, Leadership, Life and Spirituality. Most of these books are published by AMA.

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, Achar as and Seers.