

TRANSFORMING MIND FOR TRUE LEADERSHIP: LEADING THROUGH THE INTRINSIC *

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Abstract

This paper presents the framework of quantum states of mind and four forces model of society's mind. It suggests three quantum states in terms of Division, D-vision and Direct-vision. Paper provides number of illustrations for these three mind caps for decision making, problem solving and perspective development. Model of four forces identifies fundamental forces in terms of force of market, force of State, force of people and force of self. This model suggests the need for holistic globalization wherein there is a synergy between these four forces leading to emergence of sacro-civic society and sacro-civic nations. Paper explores the implications of these forces for management thought and suggests that a change has been taking place from industrial revolution to knowledge revolution to transcendental revolution. Accordingly, paper expands the idea of transcendental management wherein a touch of transcendence is imported to all the activities in organization and social contexts. In corporate context, there is a need for CEOs to become 'Corporate Rishi' to provide transcendental touch to all corporate activities with a view to make corporates enlightened citizens of the world.

The expression 'mindset' is widely used to indicate the overall mental tendencies of an individual, organization, society and nation. 'Colour of your mind' is another expression to indicate the mentality of a person in terms of harmonic, calculative, social orientation and 'chalta hai' approaches. In this paper, we present a framework of quantum states of mind and a framework of four forces of society's mind. These help us in understanding transformative potentialities of mind at the individual, social, national and global levels. Further, we explore the implication of these frameworks for management thought and leadership.

Quantum States of Mind

We define three quantum states of mind, in terms of Division, D-vision and Direct vision states. In Division state, mind operates in terms of divided-vision and problems are solved by dividing them into sub problems. Division approach also represents the 'scientific' mindset and a left brain oriented approach to solve problems and seek solutions. When mind operates at the D-vision state, it looks at the issues and problems in a holistic manner like viewing the horizon in front of us. When we look at the rainbow (it has D-shape), we view it in holistic manner to admire its beauty. This approach to looking at reality around us represents the D-vision approach. The third quantum state is Direct-vision state. In this state, mind operates at Direct – Perception (Darshan) level. Hence, problems are solved through 'darshan' approach.

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The three quantum states of mind provide us three different approaches to decision making, problem solving and looking at reality around us. They also represent three caps of mind. These approaches are also reflected in the language we use to view reality around us. The following illustrations indicate the three approaches to perspective building and problem solving rooted in three quantum states of mind:

- 1) Division mindset views human existence in terms of conflict with nature. D-vision mindset views it in terms of harmony with nature and Direct-vision mindset hears the symphony of nature.
- 2) Division mindset led to the phrase, 'Conquest of Everest'. In contrast, for people with D-vision mindset, reaching the Everest, is essentially 'Quest for Everest' and for people with Direct vision approach, it is essentially 'Merging with the Everest'.
- 3) In feminism, division approach leads to man vs. woman perspective wherein clash and conflicts are highlighted. D-vision approach views the issues in terms of man-woman complementarity and Direct vision approach leads to yin-yang integration.
- 4) Division approach leads us to Videshi Vs. Swadeshi political discourse. D-vision approach suggests Videshi-swadeshi complementarity and Direct vision approach leads us to 'Viswa' (Videshi + Swadeshi) vision. In this vision, there is integration of the political discourse of Videshi and Swadeshi through 'Viswa matrix', wherein 'Videshi-Swadeshi' products and markets find their varying configurations and there is a two way interaction between the two.
- 5) Division mindset leads to 'democracy without responsibility'. In this approach, democracy is merely an election process. D-vision approach suggests the idea of 'democracy with responsibility' and Direct vision suggests the idea of 'democracy with responsibility and dignity'. This represents the true essence of democracy.
- 6) Division mindset leads us to 'clash of civilizations'. This worldview of Huntington is essentially rooted in his division mindset. In contrast, D-vision mindsets suggests the 'Dialogue of civilizations' and Direct-vision approach leads us to 'confluence of civilizations'. Thus, the worldview changes from clash to co-existence to confluence in consonance with three quantum states of mind.
- 7) In Division approach, human being is merely a 'factor of production'. In D-vision approach he / she is a co-creator and co-venturist and in Direct-vision approach he / she is a 'being', who is also considered by some as 'divine being'.
- 8) In Division approach, labour and capital are in perpetual conflict. In D-vision approach there is search for complementarity and in Direct vision approach, there is harmonization. Trusteeship model of organizations emerges from the second and third approaches and it aims at transforming 'lines of conflict' (loc) into 'lines of confidence' (loc).
- 9) In the field of management, Division approach leads to 'Danda' (Theory X) style of management, D-vision approach leads to 'Dignity' (Theory Y and Theory Z) styles of management and Direct vision approach leads to Divinity (Spirituality at work place) style of management. Thus, danda, dignity and divinity styles of management are rooted in three different mindsets or mind caps. The three approaches also lead us to three ways of use of power viz. Divide and rule, Dharma & its rule and Divine rule. In first approach, people are disempowered, while in second and third approaches power is used to empower others.

- 10) In Division approach there is dichotomy and distance between subject and object. In D-vision approach, this distance reduces. In Direct vision, there is subject-object fusion e.g. 'Dancer becomes the dance'. Thus, division approach is essentially Newtonian in nature. D-vision approach is closer to 'Quantum physics' and Direct-vision approach is closer to spirituality and spiritual view of reality. It may be observed that science has yet to evolve to this quantum state of mind.
- 11) It may be indicated that in Division state, mind operates at the reason / analytical level, in D-vision state, it operates at intuitive level and in Direct vision state, it operates at integrative level.
- 12) Three quantum states also represent the scientist, artist and rishi mindsets.

Many other examples from organizational, social, political and managerial contexts can be cited to illustrate the three quantum states of mind. For example, most of the public policy is rooted in Division approach. Further, most of the 'isms' are also rooted in Division worldview. For mind liberation from various isms, it is important to create a mind-shift from Division approach to D-vision and Direct vision approaches. Table 1 summarizes the three approaches to viewing realities around us based on three quantum states of mind.

Table 1: Quantum States of Mind and Quantum (Kaun-tvam) Views of Reality: Some Illustrations

Sl.No.	Division	D-Vision	Direct-Vision
1	Conflict with Nature	Harmony with Nature	Symphony of Nature
2	Conquest of Everest	Quest for Everest	Merging with the Everest
3	Feminism: Man Vs. Woman	Man-Woman Complementarity	Yin-Yang Integration
4	Videshi Vs. Swadeshi	Videshi-Swadeshi Complementarity	'Viswa' vision as Videshi & Swadeshi integration
5	Democracy without Responsibility	Democracy with Responsibility	Democracy with Responsibility and Dignity
6	Clash of Civilizations	Dialogue of Civilizations	Confluence of Civilizations
7	Human Being as a 'Factor of Production'	Human Being as a Co-creator & Co-venturist	Human Being as Divine Being
8	Labour & Capital are in Perpetual Conflict	Labour & Capital Complementarity	Labour & Capital are in harmony
9	'Danda'	Dignity	Divinity

10	Subject-Object Dichotomy & Distancing	Subject-Object nearness	Subject-Object fusion
11	Analytical mind	Intuitive mind	Integrative mind
12	Scientist mindset	Artist mindset	Rishi mindset

From Thinker to 'Thirthinker'

In addition to the above discussed three quantum states of mind, there are other higher level quantum states. While the fourth state could be referred to as 'Transcendental' state, the fifth state represents the Divine-vision state and can be referred to as 'supra-mind'. These states represent the SIM (Super Intelligent Mind) – SIM (Supra Intelligent Mind) and could be accessed through meditation, direct experiences of illumination and enlightenment or direct encounter with an event or person. Buddha's experience of enlightenment and Vivekanada's meeting with Ramakrishna Paramahansa are illustrations of the same. Arjuna's example provides another illustration. In the fifth quantum state, mind displays RAM (Real Awakening of Mind) phenomenon. Further, it is able to access knowledge from anywhere and anytime through RAM (Random Access Memory) of the universe. It operates in the 'Realm of Infinity' (ROI). At this level, MIND implies, 'Manifestation of Infinity & Diversity' and displays 'charismatic creativity'. This level also represents mind's cosmic connectivity with entire cosmos. This quantum state of mind could also be referred to as 'Divya Darshan' state as well as 'Thirthinker' state. If we take an evolutionary perspective, mind can evolve into five quantum states viz. analytical mind, intuitive mind, integrative mind, transcendental mind and supra mind. Fig.1 presents this evolutionary model of mind's evolution from 'Thinker' to 'Thirthinker' state i.e. from analytical mind to supra-mind.

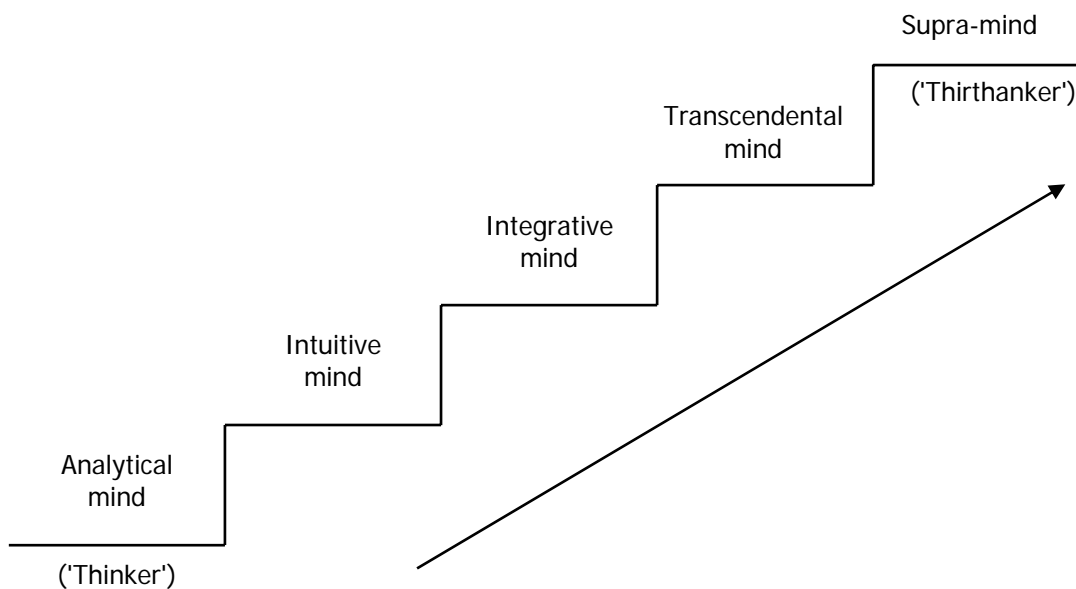


Fig.1: Five Steps Model of Evolution of Mind – From 'Thinker' to 'Thirthinker' States

It may be indicated that this framework of quantum states of mind is in consonance with Aurobindo's concept of mind. Further, for most managerial and social problems, the first three quantum states can provide sufficient insights. Management researchers, management scholars and management thinkers usually operate from first step i.e. analytical level. In contrast, 'management gurus', operate from the second step i.e. intuitive mind and are thus able to provide fresh insights. 'Wisdom gurus' operate from the third step i.e. integrative mind. Maharishis and Thirthankers operate from Transcendental mind and Supra-mind states.

Implications for Organizations: 'DATA' Systems in Organizations

Three quantum states of mind also help us in understanding the 'DATA' systems in organizations. By 'DATA' we imply Decision-Action (DA) and Thought-Action (TA) systems in an organization. Decision-Action and Thought-Action systems are inter-linked and they capture the essence of the mindset of an organization and its management team. An organization's 'DATA' system could be rooted in Division approach, D-vision approach or Direct vision approach. Creative and innovative organizations tend to use D-vision and Direct-vision approaches. While in bureaucratic organizations, Division approach dominates. Decision-Action system also finds its manifestation in the form of various management styles e.g. authoritarian, democratic and team approaches. Thought-Action system finds its expression in the form of positive and negative mental attitudes. Positive Thought-Action leads to synergy spirals and negative Thought-Action creates negergy (negative energy) spirals. Thus, 'DATA' system of an organization also defines its managerial and decision styles as well as its culture.

Four Forces of a Society's Mind: Towards A New Social Vision of Sacro-Civic Nations

There are four fundamental forces that influence us in our day to day existence viz. force of market, force of State, force of people and force of self (spirituality). Thus, Market, State, People and Self constitute the driving forces influencing the destiny of individuals, nations and the global society. These four forces can be represented as a synergy diagram presented in Fig.2.

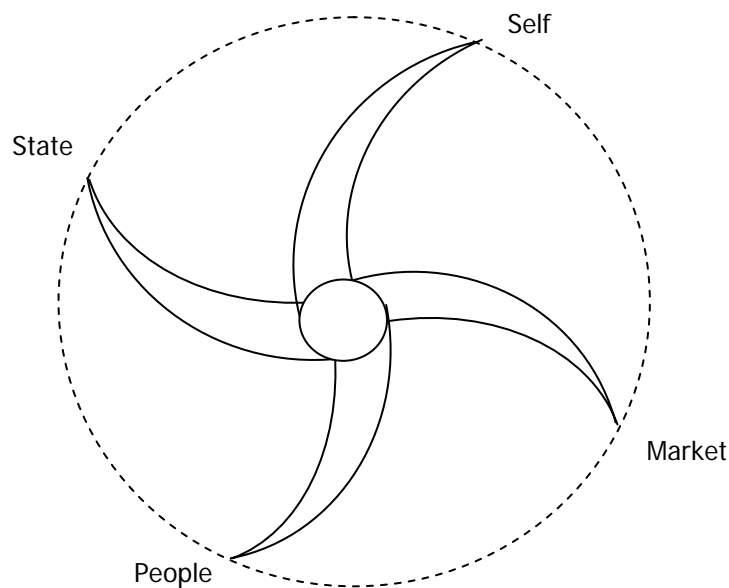


Fig.2: Synergy Diagram of Four Fundamental Forces in Society

When these four forces are in harmony, there is synergy in the society. However, when these forces are not in harmony, society experiences dialectical tensions leading to stress and strains that could burst out in the form of various clashes, conflicts and movements.

This model indicates that there are following four types of mindsets:

- 1) Market mindset: This reflects the market oriented pcs (profit, competition and self-interest) approach to life and a belief that market can solve all social problems.
- 2) State oriented mindset: This reflects the belief in Government's ability to solve the social problems.
- 3) People oriented mindset: This reflects belief in people's initiative and ability in solving social problems.
- 4) Spiritually oriented mindset: This reflects the lcd (love, compassion and devotion) approach to life.

The four forces indicated above can also be represented in a metaphorical way. Thus, force of spirituality is represented by India as India has been widely acknowledged as a land of spirituality and spiritual heritage. Force of people is represented by China. Force of market is represented by America. Force of State is represented by Russia because of its bureaucratic and statist approach in its historical experience. Thus, four forces model can be referred to as IC & AR (India-China & America-Russia) framework of 'Holistic Globalization' and is presented in Fig.3.

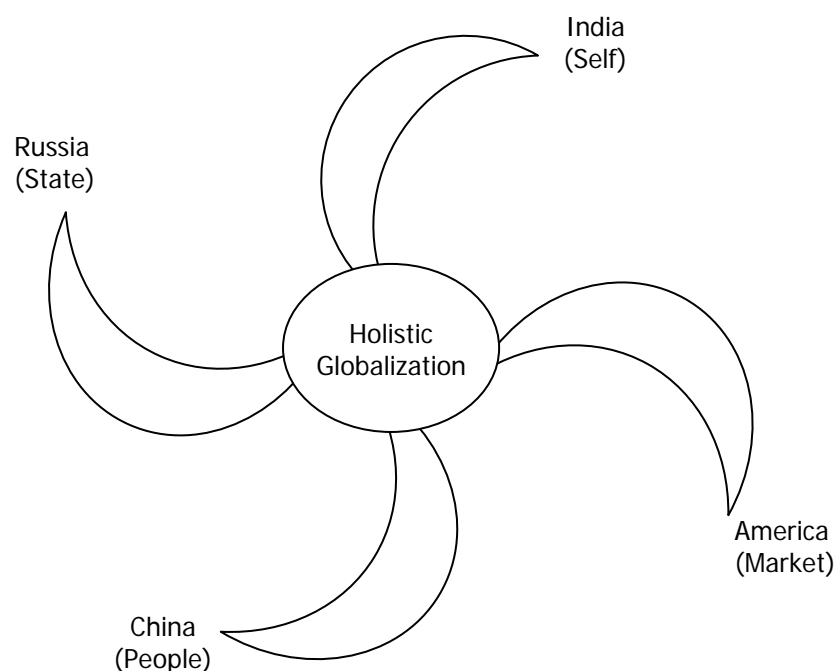


Fig.3: Four Global Forces Influencing the World – Towards Holistic Globalization (IC & AR)

In a nation's mindset, there is an interplay of all the four forces leading to changes in its configuration. There is always a dynamic interaction between these four forces. Emergence of many new age spiritual movements such as TM, ISKCON, Art of Living etc., points to the emergence of force of spirituality as a balancing force in the society. Further, emergence of NGOs, Self-help groups, etc., points to the emergence of the force of people as a balancing force. Thus, dialectics is no more between Market and State, it has to reckon with other two forces viz. force of self (spirituality) and force of people. Only a proper co-alignment in these four forces can bring harmony in the world. In 'sacro-civic societies', a balancing is achieved between these fundamental forces. The current philosophy of globalization is narrowly based as its emphasis is only on economic dimension through market orientation. In contrast to this, 'Holistic Globalization' is based on balancing and co-alignment of four fundamental forces discussed above. Through a co-alignment of four forces, 'a new world is possible' leading to a new social vision of 'sacro-civic nations'. It may be indicated that Prof. S.K.Chakraborty had suggested the need for sacro-secular symbiosis. In our concept of sacro-civic society and sacro-civic nations, this idea is extended further to the requirements of 'holistic globalization'. It may be observed that in 'sacro-civic worldview', there is an integration of the secular, sacred and transcendental dimensions of life.

Implications for Leadership: From CEO to Thought Leaders to Corporate Rishi

The framework of 'quantum states of mind' and four forces of a society's mind have important implications for management and leadership of organizations. During recent years, the idea of 'thought leadership' has emerged and ideal CEOs have been viewed as 'thought leaders'. While traditional concept of CEO was largely rooted in Division state of mind, the thought leaders are driven by D-vision. 'Corporate Rishi' operates from Direct-vision state of mind. He / she demonstrates the ability to Re-see, the events, changes and worldviews in new perspectives. His / her 're-see competence' is of a high order because he / she operates from the third quantum state of mind viz. the Direct – perception or Darshan state. Hence, he/she is a visionary. Thus, the concept of CEO has yet to evolve further from thought leader to Corporate Rishi.

Implications for Management Thought: From Industrial Revolution & Knowledge Revolution to Transcendental Revolution

The framework of 'quantum states of mind' points towards a transcendental approach to life. While, Division state of mind leads us to Transactional approach, D-vision state of mind takes us towards Transformational approach. In contrast, Direct-vision state of mind takes us towards Transcendental approach. Though origins of 'Transcendental revolution' can be traced to 1960s it essentially started with the idea of 'Transcendental Meditation' globally popularized by Maharishi Mahesh Yogi. Now, this idea also has wide 'scientific' acceptance. In fact, there are five 'Transcendental revolutions' originating from India, we refer to them as TM1, TM2, TM3, TM4 and TM5. They are as follows:

- I) TM1: Transcendental Meditation – Worldwide accepted as a 'scientific' technique for stress reduction, etc.
- II) TM2: Transcendental Medication – Ayurveda and related healing practices are now gaining worldwide popularity as alternative and complementary medicine and healing systems.
- III) TM3: Transcendental Music – Bhajans and other musical traditions from other Indian spiritual music, have acquired a new resonance and worldwide impact, particularly because of 'Indian Diaspora'.

- IV) TM4: Transcendental Mind – The idea of evolution of mind was suggested by Sri Aurobindo. When mind transcends its lower states and reaches the higher realm of consciousness, it acquires 'Transcendental character'. It is at the state of transcendence, enlightenment and awakening. It also represents the 'Buddha' (Awakened) state wherein mind operates at the level of 'Transcendental vision'. This 'Transcendental Level' is also the level of high and charismatic creativity.
- V) TM5: Transcendental Management: 'Udyoga as a Yoga' - 'Udyog' is the Indian word for industry. In the expression 'Udyog' the word 'yog' is hidden. In fact, 'Udyoga' can be considered as Yoga. This concept of Udyoga leads us to the concept of 'Transcendental Management', wherein there is focus on harmony among four factors of creation viz. K (Knowledge), P (Power i.e. leadership and managerial capacities), C (capital) and L (Labour). The concept of Transcendental Management provides us a new philosophy of the concept of management. The four forces model discussed earlier is also a model of 'Transcendental Management' at the global level, wherein there is a harmony among the forces of market, state, people and self. Thus, Transcendental Management takes us beyond narrowly defined concept of globalization and leads us towards 'Holistic Globalization'.

There are many creative ways in which the word 'MANAGEMENT' can be decoded. In 'Transcendental Management' approach, it has following unfolding:

M	A	N	A	G	E	M	E	N	T
Mind	Attitude	Nurturing	Attention	Goodwill	Efficiency	Motivation	Ethics	Novelty	Trust

Since in 'Transcendental Management', there is a transcendental touch to all activities, the TM (Transcendental Management) equation can be stated as below:

$$TM \text{ (Transcendental Management)} = T1 + T2 + T3$$

Where T1 refers to Transactional approach, T2 refers to Transformational approach and T3 refers to Transcendental approach, in consonance with three quantum states of mind viz. Division, D-vision and Direct-vision. It may be observed that transcendental approach to management is vision oriented and provides a philosophical touch to all activities, while Transactional approach is more concerned with action. Further, in Transcendental Management, the focus is on reducing the gap between vision and action. Accordingly, VEDA (Vision, Enlightenment, Devotion & Action) model of leadership and management is essentially a model of Transcendental Management and Transcendental Leadership.

'Transcendental Management' also aims at integration of three ROIs viz. Return on Investment, Return on Ideas and Realm of Infinity, rooted in matter, mind and consciousness (MMC) approaches to life in consonance with 'BMS' (Body-Mind-Spirit) model. Accordingly there are three mindsets viz. calculative mindset, creative mindset and spiritual mindset. In organizational context, integration of three ROIs implies an integration of three forms of capital viz. physical assets or physical capital, intellectual capital / knowledge capital and spiritual capital / values capital. Thus, in 'Transcendental Management', there is an integration of tangible (gross) and intangible (subtle) aspect of life represented by matter, mind and transcendental consciousness. Unfolding of MMC has found expression in new revolutions. During 'industrial revolution', focus was on matter / physical dimensions. Hence, 'Return On Investment' was the guiding philosophy. In the 'knowledge revolution', focus has been on mind, hence 'Return on Ideas' has been its guiding philosophy. In the emerging 'transcendental revolution' focus is on unfolding of transcendental consciousness, hence, 'Realm of Infinity' is guiding philosophy. Accordingly, 'Transcendental Management'

represents an evolutionary perspective indicating future direction of integration of matter, mind and consciousness views of life. It can also be represented in the form of following equation:

$$\text{TM (Transcendental Management)} = \text{ROI} + \text{ROI} + \text{ROI}$$

It may be indicated that 'Transcendental Management' also aims at integration of Maslow's self-actualization and Indian self-realization philosophies of life. The two can be differentiated in terms of 'achievement' and 'enlightenment' focus. While self-actualization is more 'achievement' oriented, self-realization is more 'enlightenment' oriented. For holistic development both are required. Hence, 'Transcendental Management' can also be represented by the following equation:

$$\text{TM (Transcendental Management)} = \text{SA} + \text{SR}$$

Where SA refers to Self-Actualization and SR refers to Self-Realization. Equation suggests the need for a combination of 'achievement' and 'enlightenment'. This equation can also be referred to as MS (Material + Spiritual) equation because it suggests integration of material and spiritual dimensions of life.

While TM1 (Transcendental Meditation), TM2 (Transcendental Medication), TM3 (Transcendental Music) and TM4 (Transcendental Mind) are widely accepted, TM5 viz. 'Transcendental Management' is a new revolution in the making. An initial framework of 'Transcendental Management' was also suggested by this author in his book, *Management in New Age: Western Windows Eastern Doors* (1996). In this paper, we have expanded the ideas suggested in the initial framework. Now corporate world is also moving towards 'Holistic Corporate Management' through initiatives such as Corporate Social Responsibility and Good Governance. The idea of 'New Age Management' has also emerged and found acceptance in corporates. These are pointers towards the concept of 'Transcendental Management', wherein concept of management is viewed in terms of 'Udyoga as a Yoga'. As indicated above, there are three approaches to management viz. Transactional, Transformational and Transcendental in consonance with three quantum states of mind. In 'Transcendental Management' there is an integration of all the three approaches. Further, the concept of 'Transcendental Management' can also be applied for self-development, interpersonal relationships and workplace harmony. YTM (Yoga and Transcendental Management) could as well be a future mantra, as it integrates self-development and corporate management.

It may be indicated that 'Transcendental revolution' was facilitated because of intellectual vacuum in Western thought. While Darwin, Marx and Freud created new paradigms of thinking, their ideas were also challenged. For example, in psychology, there has been a shift from confession to couch to consciousness. Hence, yoga therapy became popular. Marx considered religion as opium of masses, but religion turned out to be a 'medicine' for the masses. Darwin's idea of 'survival of the fittest to eliminate the rest' is extremely limiting and colonial in nature. In contrast, 'arrival of the best to lead the rest' provides us a better model of leadership. The intellectual vacuum thus created led to popularity of many Indian spiritual movements that provided some new catch phrases and a holistic view of life. Further, while industrial revolution was rooted in 'Western Enlightenment', Transcendental revolution is rooted in 'Eastern Awakening'. Now there is a need to combine the two for a new creativity in the knowledge era. This author's metaphor of 'Western Windows Eastern Doors' (wwed) is a pointer in this direction. The aim of Transcendental revolution is to liberate our mind from various isms and move in the direction of convergence. Further, it also aims at an integration of secular, sacred and transcendental dimensions of life. In sacro-civic vision of the world, there is an integration of these three aspects of life.

To conclude, in this paper we have presented the frameworks of 'quantum states of mind' and 'four forces model of a society's mind'. We have suggested the need for 'mind liberation' from Division state of mind. This mental liberation leads us to new perspectives and new ways of problem solving and decision making rooted in creativity and innovation. Further, we have suggested the need to move beyond the narrowly defined concept of globalization and move towards 'Holistic Globalization', wherein four global forces represented by market, State, people and self are in harmony. The vision of holistic globalization can be achieved by 'Corporate Rishi' through 'Transcendental Management' approach, wherein 'Udyoga' is viewed as a new yoga. Such a vision would also lead to establishment of 'sacro-civic society' and thereby 'sacro-civic nations'. Paper concludes with the suggestion that a new concept of management should be developed based on the philosophy of 'Udyoga as a new Yoga'. In a generic sense, yoga in Industry is 'Udyoga', yoga in work is 'work-yoga' / 'workership' and yoga for self-development is 'spiritual yoga'. Thus, we arrive at an integrative concept of management rooted in the concept of yoga for self, yoga in work and yoga in industry. In this yoga philosophy of organizations, yoga implies 'yearning for oneness and gaining advancement'. 'Transcendental Management' represents the essence of this philosophy of leading through the intrinsic and integrating the secular, sacred and transcendental dimensions of life.

Note

This paper extends the ideas presented in earlier writings of the author.

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