

Management by Example: Learning from Gorakh Sutras

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ABSTRACT

A number of management theories have been evolved and practiced during the 11th and 20th century. Most of the managers have not adopted all the theories in totality. The managers usually tend to adopt the theory most suited to their organization in view of their organization; its culture, its environment, its situation and most importantly its work force. The strategies, the theory, the policies, the practices they adopt are either a mix or their self-studied ones. One print which is common to most of them and which is always appreciated by work force is that the manager must act as a role model for his people. This is termed as "Management by example" Here in this study the authorities have tried to find if there could be any thing in ancient, Indian wisdom more specifically Gorakhsutras. Gorakhsutras which suggest that this concept was known to Indians much earlier than the modern world.

Keywords- Gorakhnath, Gorakhsutras, Hath Yoga, Management, manager

Introduction

"Management by example" has the support of two natural tendencies—"trees dry from top" and percolation is from up to down. A famous saying goes like, "Practice is better than percepts. The accepted truth in management is that any organization shall be as good or bad as the managers want it to be. Lions meet lions and monkeys bring monkeys. The managers have to set an example for the sub-ordinates to follow and emulate. The manager is their ideal person. If the manager is regular, they are regular; if the manager is punctual, they are punctual; if the manager is having positive attitude, they have the same; if the manager has risk appetite, they tend to have; If the manager is committed, they are; if the manager is dedicated, they are; if the manager makes a determined effort, they also try to; if the manager spends extra time, they also try to; meaning there by that subordinates follow the suit. The author being a vice-chancellor noticed that many faculty members were coming late. He started a new tradition i.e. a morning assembly sharp at 8.40 a.m. He did not give any notice or circular or any warning for punctuality. His simple method was to reach at 8.39 a.m. and

start a prayer. The magic worked. Everyone started reporting on time.

Review of literature

Theory of management by example has been an ancient practice, but is equally modern. In india we have a family system which has its own concepts and traditions. The head person in the family manages the household. The family members just follow the suit. The case with the organization is similar to that of a family. Incorporating and developing this policy suitable into the modern management system may work wonders. The Indian scriptures like Bhagwad Gita, Kautilya's Arth Shastra, Shukr-Niti, Vidur-Niti etc. have endorsed this management theory. Geeta says,

^^;n~ ;n~ vkpjfr Js"B rn rnosrjks
tu%A

Lk+ ;Riz;k.ka dq#rs] yksdLrnuq
oÜkZrs (3&21)

As the elite people do, the common people also do the same. whatever parameters are set by them the people in general follow the same. Common people not only imitate the deeds of great men/women but also their ways of life; even their clothes. For example in India, Gandhi Cap, Nehru jacket, Sadhana hair style, Sachin's hat and list is endless.

The above thought has been reinforced by Kautilya. He says-

---jtkueqqfRFkr euwfr"BuUrs
Hk`R;k%

izek/kUreUq izHkk/kfUr
dekZf.k pkL; Hk{k;fUr

When the boss is active the people also become active. If he is not active, then the people also become slow, slack, negligent and spoil the work.

Thus Kautilya says that in order to make the subordinates active, the king himself has to be active. The performance of percolates down to his subordinates in particular and people in general. Gorakh's view is discussed now.

**Tks tks rw dfjck js tksxh] R;ksa
R;ksa dfjck Hkksxh
xksj[k dgs lquks js vo/kw dFkuh
djuh ,dks ;ksxh**

Meaning there by that whatever will be done by yogi, the family people are going to do the same. Therefore, he exalts his yogis to have their saying and doing as one. Meaning that they practice what they preach.

**Tks vklk rks vkink] tks la'k; rks
lksx
xq:eqf[k u Hkktlh] xksj[k ;s
nwU;ksa cM+s jksx**

Where there is hope, there is crisis; where there is suspicion there is sorrow; further without a Guru (Modern Manager) these two big ailments cannot be treated. Therefore, in the areas of crisis and suspicion the manager must take a lead to bring his people out of the crisis.

The problem, therefore, comes up about the way the leader should behave so as to become active and capable of setting examples.

**bl vkstqnk esa ekfj yS xksrk dNq
ext Hkhrfj ;ky jS
iap dVkj gS Hkhrfj] fuel dfj csgky
jS
;fn efLr"d esa dqN Hkh fopkj 'kfDr
gS rks blh 'kjhj esa xksrk ekjks
D;ksafd lc dqN blh esa fLFkr gSA
iap bfUnz;ka tks eu dk lFk nsrh
gSa budks ekjus okyh dVkj Hkh
Hkhrj gS mlh ds }kjk bUgsa csgky
djds ekjksA**

Gorakh says, "That you should realize that everything is within you. The sense organs which allow the mind to flee can also be killed only by the sword of self control. Therefore, a leader should himself first have self control to set the example.

**njlu ekbZ njlu cki] njlu ekgh vkiS
vki
;k njl.k dk dksbZ tk.kS Hkso] lks
vkiS djrk vkiS nSo**

**vkRen'kZu gh ekrk gS] vkRen'kZu gh
firk gS] tks LoxZ esa n'kZu djrk gS og
Lo;a fl'¼nso gSA ogh n'kZu dk Hksn
Hkh tkurk gS vkSj ogha djus okyk
vkSj djokus okyk cu tkrk gSA**

This is the most useful formula which tells the manager about his first obligation i.e. self analysis-know his own self. The buzz word, therefore, is 'know thyself ! Unless one knows his own self and does not win over his shortcomings, he cannot understand others and motivate them to improve/reform themselves. Therefore, knowing one's own self is the key to knowing others.

A manager's other obligation is 'know your people' when the leader knows his people he becomes more affective as he knows how to deal with each one of them. Modern management thought is that the leader or manager ought to know his people just as the mother knows her children she understands who will work by advice, by reprimand or by twisting the ears etc. The leader or manager possessing such knowledge about his people can adopt suitable strategies to get them going. There is another area not known to self but known to others. This can be identified by proper feedback. If these two areas are properly appreciated and understood in the correct perspective, much can be possible in building effective relationships.

**ftfu tkU;k fru "kjk igSpk.;k] ok vjy
L;wa ykS ybZ
xksj" k dgS vesa dkuka lq.krk] lks
vka;k ns;k jS HkkbZ**

Those who know Him, recognize Him in a right manner because they are determined to know him. Gorakh says,"once you are versed with the right technique then you can listen Him even if you are deaf, see Him even if you are blind, speak to Him even if you are dumb, Similarly a leader can know about his masses and a manager about his sub-ordinates even if they don't talk to him; a skilled manager can know the problem of his sub-ordinates the moment they enter his room. Slowly, they

develop the power of knowing what is inside a file without even opening it.

The thought as prime-facie appears to be simple but is hard to practice. It requires persistent and consistent efforts to act accordingly. However, once the process is initiated rest is simple. Gorakh finally says

**xxu e.My esa Á/kk dqívk rgka ve`r
dk cklk**

**lxqjk gksbZ lq Hkfj Hkfj ihoS]
fuxqjk tk;s l;klk**

There is an inverted well in the sky. One who has a guru (**lxqjk**) who can guide him drinks limitlessly and one who does not have a guru (**fuxqjk**) goes thirsty.

CONCLUSION

No theory of management can succeed without close co-operation between the manager and his team. One may adopt a policy with all his faith and all his might but it may hardly succeed unless the sub-ordinates perceive the manager efficient enough to be emulated. Such effectiveness may develop when the manager has a clear perception of his own self and also that of his people as described by Gorakh. The fact remains that the concept 'Management by Example' is one of the most effective methods of management. The method may suit most organization if not all. The key to success of this theory has been well elucidated in Gorakhsutras; the words of wisdom written by Mahayogi Guru Gorakhnath who was the founder and propagator of Hath Yoga.

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