Article - 1

INNOVATIVE MANTRAS OF MOTIVATIONAL LEADERSHIP

PATH (Professional, Accountable, Transparent, Honest)

MANTRAS OF MOTIVATIONAL LEADERSHIP

(Address delivered to top corporate leaders and executives of Trade and Industry of Uttar Pradesh on "Innovative Mantras of Motivational Leadership" organised by Indian Industries Asociation, Lucknow on 13-05-08)

I TALKING THE WALK

Fundamental difference in my motivational paradigm with others is, that i

have evolved it through my real life encounters and experiences of working as a

civil servant during about 25 years of my career, combined with my creative

experiences as painter, poet and intellectual experiences as social thinker.

Talking the walk – is therefore – sharing of my Real life experiences of motivating and leading thousands of officers and staff in different places like– Delhi, Goa, Lucknow & different ministries like– Finance, Human Resource Development. It also reflects my experiences of interaction with Topmost Industrialists, Politicians, Sportspersons, Artists, Intellectuals, Civil Servants by virtue of being posted at as different places as IGI Airport Delhi and Culture Ministry.

I have called my leadership mantras as **PATH** -

Professional

Accountable

Transparent

Honest

These mantras are fundamental to success in every walk of life.

- Making A Difference in any walk of life has never been easy.

- I believe that in life everything matters. Take care of inputs, outputs will take care of themselves. Take care of being

Professional

Accountable

Transparent

Honest

successful leadership of your organisation will follow.

- There are 5 Dimensions of life -

Self

Personal Life

Profession

Creativity

Social Network –

and they need to be integrated by, combination of -

Planning

Proactive approach

Positive attitude

Professional approach and

Peaceful attitude

to achieve PATH mantras in all walks of life to lead Happy, Healthy, meaningful,

successful life.

Ever since childhood, I have been innovating. I was put into B.Pharma course which I did not like and then i took History & Sociology for Civil Services Exam and succeeded. Thereafter, working in beaureacratic system came in conflict with my idealism and honesty. Therefore, I had to innovate again and I developed new strategies to succeed. Industrialists get frustrated dealing with 30-40 Inspectors of different government departments. But I deal with 400-500 of them at a given time and i motivate them to respond to my leadership mantra of PATH.

II STRESS FREE WORKING AND LIFE

In order to achieve PATH mantras, we have to maintain stress free work and life. How to do it ?

We have to understand that, Stress occurs due to lack of freedom, creativity, innovation, motivation – it is cycle :



FIG : PARADIGM OF STRESS FREE LIFE & PROFESSION

- We are all born creative, fearless, multidimensional. All children are multidimensional but socialization makes us mechanical, fearful & Uni-dimensional.
- Everything at its best can become poetic and musical, whether it is finance, accounting, marketing, law, business, bureaucracy; one has to immerse deep into it
- Key to innovation, motivation, leadership is detachment, space, visibility & objectification of World And Reality. Our great poet Kabir and great epic Gita have articulated the vision centuries ago :

dchj & ikuh fcp ehu fi;klh .....

xhrk & ‘f u”dke de ’Z …… deZ.ks .....’

Fromm – ‘Man’s main task is to give birth to himself.’

Gandhi – ‘You have to become the change you want to bring about.’

De Bono’s – Six Hats Theory

Stephen Covey’s – Seven Habits Theory

III SIX HATS PARADIGM

I combine De Bono's 6 Hats paradigm, wearing following six hats :

- Painter (artistic creativity)
- Poet (poetic creativity)
- Social Thinker – (intellectual creativity)
- Civil Servant (Walking the Talk)
- Motivational Leader (Talking the Walk)
- Common Human Being.

and they enrich each other.

However, It is easier said than done. But i had no choice. I had to innovate to survive and all six dimensions developed over period of time and have by now gelled into a beautiful composition like a painting.

Unless the leadership of any organisation is committed to promote creativity, it just doesn't happen. We also don't distinguish between *artistic* and *idea* creativity, which are very different. When De Bono coined the term lateral thinking, it was to answer the need for a word that was specifically concerned with *idea* creativity, with changing perceptions and the way we look at things. Fundamental problem with contemporary organizational decision-making is 'muddled thinking': groups are ill equipped to deal with conflict, and group discussions are often dominated by naysayers. In the Six Hats approach, you are asked and challenged to operate your brain fully, from many perspectives, so just to stick in one position means you've failed. We need perceptual and creative thinking.

IV SELF AND WAR (WORLD AND REALITY)

- In order to achieve Stress free Work and Life as well as capacity to

practice Six Hats mindset, we have to be aware that Technological society

(Contemporary World and Reality) is making objects of most of us and

Programming us into conformity to its logic.

It requires critical awareness of Self and WAR (World And Reality) to keep one's mind open and free. We need to develop following attributes :

- Develop Awareness of selfhood,
- Look critically,
- Become Free subjects,
- Fight the Culture of Silence,
- Don't get Submerged in situation,
- Develop Study and Process of reflection set in a thoroughly historical context,
- Develop Power of thought to negate accepted limits and open the way to new future,
- Be the Subject who acts upon and transforms his World And Reality.

These attributes over period of time develop the practice of freedom – the means by which we critically and creatively deal with World And Reality. Thereby we become :

- Subjects i.e. Self – who Knows and Acts upon World And Reality
- and not Objects i.e. Self – who are known and acted upon by World And Reality.

In fact, the more new things we try – the more we step outside our comfort zones – the more inherently creative we become, both in the workplace and in our personal lives. “Not choice, but habit rules the unreflecting herd,” William Wordsworth said in the 19th century. In the ever-changing 21st Century, even the word “habit” carries a negative connotation. But the new habits we deliberately ingrain into ourselves will create parallel space that will bypass the old habits. Beauty of human agency is that more we learn, more we can cross all kinds of barriers and challenges in all walks of life. In the process, we not only succeed professionally but we also become more complete human beings. We can see the results ourselves, if we practiced the above mantras.

V KARMAS AND SELF-ACTUALISATION

Every action and interaction affects our health. When I talk to my officers and staff about ill-effects of corruption, inefficiency and harassment of trade and industry etc. on their health, it appeals to their conscience and motivates 20-25% of them and that becomes critical mass which enables me to Make the Difference, under all the circumstances. We all need to achieve self actualisation in all dimensions of our life. I have explained it below in the Indian context of Four Karmas- Dharma, Artha, Kama and Moksha:

KARMAS AND SELF-ACTUALISATION IN INDIAN CONTEXT

Human Needs according to existential categories	*KARMAS*	*Human N*eeds according to axiological categories
DOING	*DHARMA*	SUBSISTENCE UNDERSTANDING
HAVING	*ARTHA*	PROTECTION IDENTITY PARTICIPATION
INTERACTING	*KAMA*	LEISURE AFFECTION
BEING	*MOKSHA*	FREEDOM CREATION

DHARMA is thus what we do- for our SUBSISTENCE and UNDERSTANDING

ARTHA is what we acquire, have- for our PROTECTION, IDENTITY and PARTICIPATION

KAMA is our human interaction- for achieving LEISURE and AFFECTION

MOKSHA is not something beyond this world but how we be in this world- achieving FREEDOM AND CREATIVITY

Creative combination of Doing, Having, Interacting and Being makes us fulfill all our karmas and thereby achieve total self-actualisation, as well as worldly success.

- We all know that we age everyday, since we are born,

But question is while aging are we

Growing - Physically

Mentally

Emotionally

Spiritually

Professionally

or Decaying

- To keep growing, we need to practice Inside - Out - Approach of Self and WAR (World And Reality) and ensure that we don't get consumed by WAR, and continue growing as Knowing Acting Rational Liberated Subject everyday of our life.

VI MEETING THE CHALLENGES OF CHANGED WORLD IN 21ST CENTURY

- In post-modern organisations dominated by mental workers, we need to develop Motivational Leadership of our organisations. We can't lead just by formal authority. Moral Authority makes the formal Authority work. What motivates the organisation is not just formal authority of the leader but moral use & application of his formal authority.

- We have to understand that control mindset of industrial society – dealing with materials, can not work in knowledge society. 50% of our GDP is from services sector.
- Skills & Tools of post-modern management have to be different.
- Age of Revolution and metanarratives is over…..now what works is motivation, innovation…. .
- Satvik, Rajasik, Tamsik are not just Gita's doctrines but, it is scientifically true : we become what we consume. All our problems arise from consumption of Tamsik (Negative) Food, Thoughts and Vibrations etc.
- We have to realise that even Customer – Client relationships; Demand – supply equation; can also be visualized creatively.
- Basic enemy of creativity is fear, mechanistic approach, stereotype, stress.

We have to understand that the traditional Managers were grounded in the functional disciplines – marketing, accounting, finance and so on – which have been in existence since late 1950s. Earlier, a typical manager could spend his or her entire career within a single function – say, marketing or finance – of a large bureaucratic organization. But today the internet, the 24-hour news cycle, the popularity of social networking, and almost instantaneous 'on demand' access of knowledge have all contributed to a significant paradigm shift to address the changed realities of 21st century organizations. This requires managers who are capable of leading and managing across the boundaries of function, country, and sometimes even organization, industry, and culture. Finally I must say that falling into a routine and taking things for granted – closing the heart and mind to new inputs – is the main enemy of innovation. And if you can't innovate, you can't motivate & if you can't motivate, you can't have moral-intellectual leadership of your organization. It will remain a crisis ridden organization, causing fast burn-out and dropout; besides health damage of employees of the organization. To be a motivational leader, you have to innovate and to innovate, you have to be open to new ideas and inputs. Intellectual-moral leadership provides the force to formal authority and position. You have to lead by setting your own example. I hope that some of my mantras will help all of you in dealing with your everyday organizational challenges, more Creatively, smoothly as well as effectively.

-X-X-X