

Yoga for Win–Win Leadership Through Spirituality ‘Spirit + Ability = Win–Win Leadership or Karma Yogi’

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ABSTRACT

The word ‘Spirituality’ means understanding the science of spirit or psychic energy or self in the physical body of human beings and realizing the relationship among psychic or self, environment and society. This state of self-spirit realized life is called ‘spiritual life.’ The measure of spiritual ability in an individual is called Spiritual Quotient. Scholars and scientists have proclaimed that science without spirituality is blind, and spirituality without science is lame. Danah Zohar filled this gap between science and spirituality by defining the concept of Spiritual Intelligence as life with meaningful living. In this world of tele-technological 4G-fourth generation, mankind is enjoying material comfort due to phenomenal scientific development. However, all human beings are mentally disturbed due to terrorist or violent state of mind in leaders and followers. This violent state of mind has ruined world peace and organizational peace too. The evidence for organizational peace disturbance is a Human Resource manager of Maruti Car Manufacturing Company at Delhi was murdered during working hours by his subordinates. The psychological root cause for this violence is very low emotional quotient of the manager as well as the subordinates. Literature review shows that emotional intelligence is highly enhanced by spiritual intelligence. This spiritual intelligence is enlightened by the higher state of introspection called yoga practices. Yoga practices induce integration of an individual’s ego into integrity development in work with win–win leadership rather than lose-lose violence leadership in their work life. This article focuses on spirituality enlightenment by yoga practices and optimization of win–win leadership. This study has also probed the relationship among psychological variables and formulated the following theoretical model-S.P. ESWAR for win–win leadership through yoga and spirituality.

Keywords: leadership, spirituality, spiritual quotient, yoga

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INTRODUCTION

In this world of tele-technological 4G-fourth generation, mankind is enjoying material comfort due to high level development of Science. However, all human beings are mentally disturbed due to terrorist or violent state of mind in leaders and followers. This violent state of mind has ruined world peace and organizational peace too. The evidence for organizational peace disturbance is a Human Resource manager of Maruti Car

Manufacturing Company at Delhi who was murdered during working hours by his subordinates. The workplace/organizational violence situations aroused with emotional labour; interacting with frustrated customers in retail sales; supervising and managing drunkards and drug addicted employees etc. The psychological root cause for this violence is very low emotional quotient of the manager as well as the subordinates due to stress.

NEED FOR WIN–WIN LEADERSHIP

‘I should grow along with organization is the mantra for win–win leadership’

The speed and competition in Business are the driving forces of stress among executives and employees. The result is in violent state of mind due to Greed-for power, position, prestige and money; Envy-regarding others’ achievements, success, rewards; Egotism-about one’s own accomplishments; suspicion, anger and frustration; vengeance due to anger; aggressive speech due to distress [1, 2]. Sometimes this violent state of mind subsides into immoral social actions- tax evasion, adulteration, pollution, and illegal activities in business. Researchers also point out that corporate downsizing leads to greater demands on remaining workers and stressed them to be creative and workaholic. In this highly competitive environment, the executives and employees must work as ‘Entrepreneur’ i.e. employees who work with entrepreneurial attitude inside the organization. These entrepreneurs will always work for organizations by reflecting their inner values, convert organizational source into resource for development of society, not just for salary.

Now-a-days information and services-dominated economy requires instantaneous decision making with the principle of ‘Fast and Accuracy’ rather than ‘slow and Steady.’ Entrepreneurs will take quick steady decision or strategy as self-organizational development. This win-win leadership could be blossomed by stress management through emotional balance. Emotional balance is attained by higher spiritual intelligence. Executives and employees from organizations high in spiritual intelligence outperform with high inner motivation, reportedly grow faster, increase efficiencies and produce higher returns on investments, dedication to work without concentrating on money, fearlessness with purity of heart,

straightforwardness, absence of anger, absence of crookedness, compassion with love, gentleness, absence of fickle mindedness, absence of pride, morality in motives, etc.

SPIRITUALITY AND WIN–WIN LEADERSHIP

“Leaders who have High IQ are good leaders,

With High EQ are Successful leaders, and

With High SQ are sustainably successful leaders”

‘The Oxford dictionary meaning of the word Spirituality is ‘State of being concerned with spiritual matters.’ ‘Spirituality understands the meaning and purpose of existence or in work place’ [3]. The word ‘Spirituality’ also means understanding the science of spirit or psychic energy or self in the physical body of human beings and realising the relationship among psyche or self, environment and society. This state of self-spirit realised life is called ‘spiritual life.’ The measure of spiritual ability in an individual is called Spiritual Quotient [4]. An Individual’s spirit is the vital principle or animating force traditionally believed as intangible, life affirming force in self and all human beings. It is a state of intimate relationship with the inner self of higher values and morality as well as recognition of the truth of the inner nature of people. Scholars and scientists have proclaimed that science without spirituality is blind, spirituality without science is lame. Danah Zohar [5, 6] filled this gap between science and spirituality by defining the concept of Spiritual Intelligence as life with meaningful living. The managers and leaders who are high in spiritual intelligence are performing in their job with a sense of meaning and enlightenment, even more than they want money and time off. In some articles, the application of spiritual intelligence at workplace is termed as ‘Workplace Spirituality.’ Workplace Spirituality [7, 8]

is also defined as a person working with inspiration of love and compassion in the work field as a servant to human beings in the world. Sometimes, spirituality at workplace induces the intuition of a person to work with the principle ‘Service to mankind is Service to God.’ This spirituality at work is not about religion or conversion, or about accepting a specific belief system. Otherworldly existence at work is about pioneers and supporters who comprehend themselves as profound creatures who have a feeling of importance and reason for their lives. It starts with the affirmation that individuals have both an internal and an external life and that the support of the inward life can deliver a more important and profitable external life that can have advantageous outcomes for self and social esteems. Knowledge Quotient manages the sensible critical thinking, while Emotional Quotient is identified with confident and constructive conduct and Spiritual Quotient is a procedure of use of contemplation, individual understanding and instinct in moral basic leadership for positive results to society/association [9–12].

Spirit denotes that “which gives life or vitality to a system.” Zohar has derived the following dimensions for spiritual Intelligence variable as:

- [1] Self-awareness: Constant deep awareness of self-society-environment.
- [2] Vision and values led: Humanity is defined by one’s vision and values, determination of vision with long term visionary and principles.
- [3] Capacity to face and use adversity: Learn from mistakes and continuously learn not to make the same mistake in future.
- [4] Holistic approach: Perspicacity, magnanimity, creativity, adaptability in everything.
- [5] Gratitude: Ability in recognizing and motivating others through gifting behaviour.

- [6] Courage and faith: Bravery to adjust and to be self-reliant/integrity.
- [7] Tendency to ask why?: Questioning attitude to probe the reality.
- [8] Ability to reframe: Introspection and sublimation of thoughts.
- [9] Spontaneity: Response and reliability towards environment without fear.

The above spiritual intelligence dimensions can be improved by yoga and meditation. Studies reveal that yoga practices/prayer/meditation certainly enhance the spirit of individuals to spiritual intellectual. Yoga/meditation practitioners recorded the following factors for enhancing spirit in self: living in the present moment due to self-awareness; accepting the situation and people as holistic approach; being in harmony with oneself; difference between work for money and money for work; elimination of stress, nervousness and depression; team spirit and being compassionate towards fellow workmen; no presumptions about any person; assertive communication [13] balancing awareness in food, breath and rest; interlinking intellect-emotion-body-mind-society-environment [14] learning, unlearning and relearning attitude; high quality decision makers. The following paragraph further highlights the development of above spiritual intelligence by yoga practices.

YOGA FOR WIN-WIN LEADERSHIP

‘Yoga Connects Inner World of Ego with Outer World of Eco’

The word ‘Yoga’ has two different meanings: a general meaning and a technical meaning. The general meaning is the joining together or human consciousness joining cosmic consciousness [15–21]. The technical meaning is “a state of stability and peace of mind or less frequency of thought and thoughtless state or deep conscious awareness state.” Life is full of contradictions and surprises, success or

failure, happiness or sadness, emotional eustress or distress. The challenges in the leadership life are balancing the above duality or optimize the above confused situation into win-win result [22–24]. Yoga-meditation is the higher state of spiritual practices that optimize stress through balancing the emotion and sublimating the desire of mind into spiritual wellbeing. Many studies suggested that yoga is an effective intervention strategy to increase optimism and perceived self-efficacy, as well as to decrease stress perception, anxiety and pessimism due to depression with

others/society [25]. Yoga also improved the satisfaction level of individual towards blissful state. The following figure shows theoretical the model for mechanism of yoga in the development of Win-Win leadership. This model is coinciding with the following proved equation [26]:

$$\text{Transformational Leadership} = 1.578 + 0.568 \text{ Emotional Quotient} + 0.098 \text{ Spiritual Quotient} + \varepsilon$$

In this model, yoga practice reduces the mental frequency from beta waves above 14 thoughts per second to alpha waves

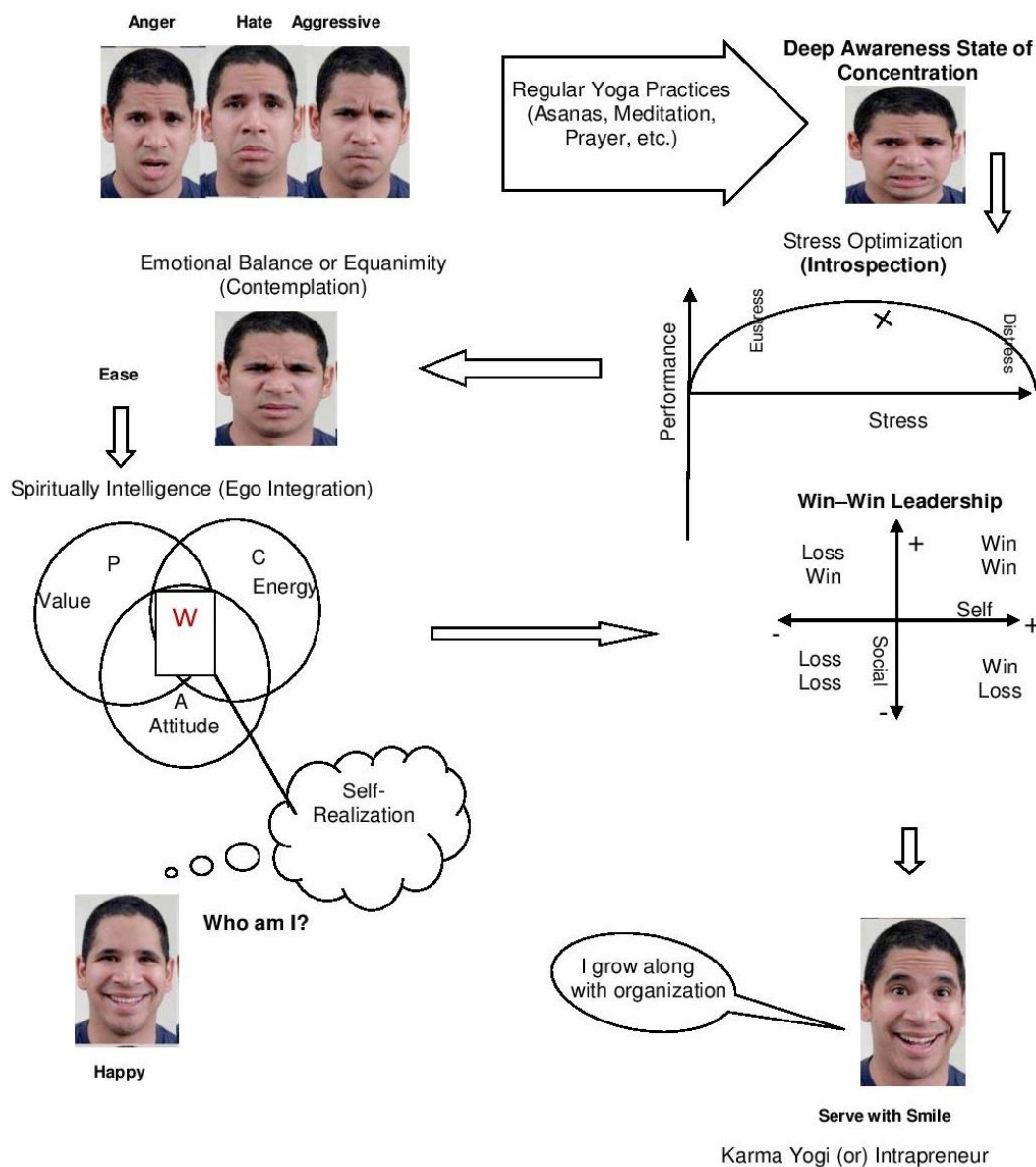


Fig. 1. S.P. ESWAR model for win-win leadership through yoga and spirituality.

thoughts 6 to 13 thoughts per second and further reduced into theta waves 3 to 5 thoughts per second. As a result, the aggressive or violent state of mind subsided into deep conscious awareness state called concentration. This stage of stress reduction induces individuals' coordination in body and mind. In this coordination, introspection blossoms to discriminate the negative and positive thoughts in mind. This introspection optimizes stress due to intrapersonal conflict in thoughts as win-win strategy formulation. The win-win self-leadership means optimization of eustress i.e. positive stress. This positive stress or eustress means maintaining a high limit in stress which gives high performance. Thus yoga/meditation practices enhance win-win leadership in self as 'Stress-Performance' balancing [28–38].

The second stage of win-win leadership model is balancing self with society i.e., emotional balance. The deep concentration of mind reduces the mental frequency into delta state i.e., 1 or 2 thoughts per second. This is called Contemplation state of mind or Dhyana. This tranquil state of mind understands the real meaning of emotional relationship between self and society. In this state, the equilibrium due to yoga and meditation practice neutralize the effects of delusion and increase the degree of perspicacity i.e., view reality in real with all our relationships. Thus, yoga/meditation practices emulate win-win leadership in self-society as 'Emotion-Relationship' balancing [39–46].

The third stage of win-win leadership by yoga is balancing self with Nature or Environment. This is the stage where environmental ethics or think beyond money and material value is in focus. The frequency of Yoga/meditation practice enlightens the contemplation of mind into Natural communion state of mind or consideration state of mind. This is the

level of super conscious or unconscious state as per Sigmund Freud. Yoga practice contemplates body consciousness and the experience of sub consciousness into super-conscious state of beyond self. Thus win-win leadership in Self-Environment is achieved as 'Ego-Eco' balance. The following paragraph probes the integration of ego or neutralization of ego into eco.

NEUTRALISATION/INTEGRATION OF EGO WITH ECO

Ego

Ego is defined in psychoanalytic theory as a portion of the human personality which is experienced as the 'Self' or 'I' and is in contact with external world through perception. It is the part that remembers, evaluates, plans, and is responsive to and acts in the surrounding physical and social world. According to Sigmund Freud, the ego coexists with the id-primitive drives and Superego-socio-ethical drive. This ego is further classified as Parent, Adult and Child in Transactional analysis.

Parent Ego/Superego

Otherwise called Exteropsyche, i.e., it is the state in which people behave, feel and think in response to how they interpreted their parent's actions.

Adult Ego/Ego

Otherwise called Neopsyche, i.e., it is the state of ego which processes information like a computer without emotion or objective appraisal of reality.

Child Ego/Id-Libido

Otherwise called Archaeopsyche, i.e., it is the state in which people behave, feel and think similarly to how they did in childhood.

Yoga/Meditation practice integrates the above three ego levels into Wisdom level-W. The 'W' area is clearly shown in the figure. The W-area or Wisdom means witness awareness or deep conscious

silence state which revealed the reality in real way. Many studies state that the reality is experienced only when this personal equation is nullified through the dissolution of ego. This wisdom level consciousness in deep awareness state integrate the natural energy level of child ego, questioning attitude of Adult ego and value based Parental ego into Eco based or Universal thinking.

There are two dimensions that evolved in this integration of ego stage as Pansopism and Panpsychism. Pansophism means knowing the oneness in the physical form of the Universe and Panpsychism means the doctrine that everything in the universe has consciousness to the required degree and dimension. This is the state of spirituality or spiritual intelligence, i.e., the individual realizes that his physical body is made up of five element forms cosmic and its growth is primarily from the labour of society is called Pansophism. The individual also understands the Darwin evolution theory of consciousness from the first sense to sixth sense. This state is also called transpersonal psychology. It does not transcend the objectivity of ego; it is transcendental of subjective nature or communion of ego in mind with universe or cosmic consciousness. In this transpersonal state of transcendental nature, ego uplifts the consciousness beyond organized faiths and enquiring into “Who am I” then realize the answer as I am a part in the whole of Environment and Society.

Loevinger describes the ego as a process rather than a thing. Loevinger also proposed eight/nine stages of ego in development as pre-social, impulsive, self-protective, conformist, self-awareness, conscientious, Individualistic, autonomous, integrated, wisdom. The above model of neutralization or integration of ego by yoga practice creates learning attitude with creativity energy into value-based conflict management by

optimizing Ego with Eco. It is otherwise called Self-actualization, which gives win-win leadership by optimizing the conflicts in self-Society-Environment. Majority of adults are at Conscientious-conformist level of ego development. By the practice of yoga their ego will develop into Wisdom level or Spirituality. This state increases joy, peace, serenity, job satisfaction and commitment. This wisdom level speculates the spiritual level as less fearful, more ethical and eco-thinking personality. This may be called Metacognition means mind learns to manage one’s own thinking more consciously and effectively. Therefore, the person with high stability of mind due to yoga practices stimulates wisdom in the spirit and merges the ego into eco.

CONCLUSION

Thus, Yoga practice increases the inner self-awareness, which blossoms Self Ego into Eco-conscious by optimizing Ego-Emotion due to stress. The yoga practice in shop floor will increase the work efficiency of executives, employees by taking more initiatives and producing efficient performance. The interpersonal conflict management by win-win leadership will develop by yoga practice which gives happiest relationship or positive organisational climate in organization. The regularity of yoga practice imbibes the ego level of individual into Eco care or environmental care of social ethics, environmental ethics and integrity or simply work beyond money. The suicidal rate and murder rate in the organization will vanish and the thirst of trust in self and quality with nature will improvise as Intrapreneur or Karma yogi or win–win leadership practice among individuals.

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