

# 3-Dimensional Holistic Development of Leaders

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*Abstract* - Each one of us live our lives in three dimensions i.e., the professional-self, personal-self and spiritual-self. All three are intricately woven, intrinsically connected and have an undecipherable inter-play. These aspects are deeply related to each other, thus resulting in manifestation of thoughts into reality and having an efficacy at each level of existence. A leader must be a thorough professional, having a balanced mix of competence, skills, knowledge, courage, creativity, and pragmatism. Whereas, as a person he/she should be a role-model, who is kind, caring, compassionate and have morals, values and ethics firmly grounded. The spiritual self is the subtler form of an individual, which is difficult to decipher but forms the basis of personal behavior and professional performance. Spiritual self in the inner core of a human being, from where emanates character, attitude, intent and behavior. This dimension gives the purpose and direction to our journey called life. Unless the core of a person is well-aligned and balanced, the middle and outer layers cannot create leaders of substance. Holistic development of leaders commences from the inner core (spiritual-self) to personal-self (manifested-self) and thereafter, professional-self (performing-self).

*Keywords:* *Spiritual-self, Personal-self, Professional-self*

## INTRODUCTION

Each one of us is extremely busy running a great race called life, where-in we want to outrun and outperform others, to win it by all means, by hook or crook. In the process, consciously or unconsciously, we have created a highly volatile, uncertain, complex and ambiguous (VUCA) environment for ourselves. The situation gets further worsened with globalisation of the business world and ensuing corporate wars to dominate more and more market space. Thus, creating a vicious cycle to achieve humanly impossible expectations and targets. Resultantly, as professionals, to enable ourselves to survive, sustain and thrive in this cut-throat competitive world, we are ready to adopt unfair means, use unethical practices and compromise on our core values. At the personal level, we are more stressed-out, having severe health issues at an early age, relationships are rather turbulent, divorce rates are going through the roof and, there is lack of trust and faith among individuals. In our exuberance to compete and defeat others, we have lost the purpose and the direction of life, in this unmindful chase. There have been innumerable cases, the world over, where-in the top leaders i.e., great political leaders, heads of world financial bodies and CEOs of eminent corporates, could not control their own urges and failed miserably when evil tempted them.

The need of the hour is to develop leaders with a strong character and greater spiritual alignment. Who have sterling morals, great values, positive attitude, good intent and their ethics are in place. They are grounded, more humane and humility is their hallmark. Having a positive outlook to accept failures and handle them in their own stride. Create harmony in their environment, through love, care and compassion. Attain higher levels of consciousness to develop futuristic, holistic and all-encompassing vision. Who are thinking beyond self and work for the betterment of whole creation. Enable them to rise above and move to the higher realms, to become world citizens. To be more focused, energised and purpose-driven.



FIGURE 1: 3-DIMENSIONAL HOLISTIC DEVELOPMENT

3-Dimensional Holistic Development model is based on the age-old Vedic system of ancient Indian culture. It addresses human beings on all the three planes of self, i.e., **spiritual-self, personal-self and professional-self**, see *Figure-1*. To develop leaders who are professionally competent, with an excellent personal conduct and having a sound character. This is achieved through bringing-in harmony between the mind, body and soul of an individual. The process commences with the '**Creation and We – The Correlation**', to enable a person to connect with the nature and realise that all of us are an inseparable part of the cosmos and intricately connected to each other. Thereafter, graduate to the level of '**Know Yourself –What We Are**', as to what are we and what is our composition, the elements and dimensions.

To find out about our components, their functioning and the interplay between them. **‘Conquer Yourself – The Enemy Within’** deals with the identifying the enemy (ego) within ourselves and have a control over our emotions, temptations and wants. Having exercised control over ourselves, we need to **‘Rediscover Yourself – Profession to Pro-passion’**, to find the purpose of our life. To follow our passion to convert the profession into pro-passion. **‘Managing Yourself – Prioritising Life’** deals with drawing priorities in life and investing resources accordingly. All thoughts and actions need to be aligned through **‘Dharma & Karma – Self-Excellence’**, the principles and deeds. This would enable moving in the right direction and covering desired distance towards the ultimate destination. **‘Holistic Wellness – Science of Yoga’** is the engine which provides the required energy for manifestation of our thoughts into reality. It should be holistic, so that it brings a balance between physical, mental, emotional and spiritual dimensions of self. This is achieved through practicing Yoga in its purest form. **‘Spirituality – Connecting with Divine’** enables a person to realise that we all (complete cosmos) are part of the Divine Consciousness, hence we all are within Him and He is within all of us. Therefore, each and every spec of this creation is connected and is the same energy, it is ‘One’. **‘Happening – Not Being Done’** ushers in the realisation that most of the things which are happening to us and around us are happening and not being done. Be it movement of galaxies, revolution of planets, rotation of Earth, pumping of our heart, blinking of eyes or the cycle of birth and death. All this is beyond anyone’s control and brings-in the belief to surrender ourselves to the higher consciousness. **‘Design Your Destiny – Choice is Yours’** though everything around us is happening and not being done by us, but Almighty always gives us two choices in life. Do it or not to do it, take it or leave it, help somebody or not to help, etc. Thereafter, the decision is our and whatever we decide and do, we create our own destiny. Each decision is like a turning point or a dot in the journey of our life. When all the dots are joined it creates a design and we are the designers of this work of art, called destiny. Whatever decisions we take, we are responsible for the outcome and must accept it with full responsibility. **‘Harmony – Peace and Prosperity’** is essential create a positive environment within us, within our family, in the community, in the nation, the whole world and the cosmos. It brings peace, prosperity and abundance all round. **‘Attitude of Gratitude -Gateway to Humility’** is a must to stay positive, happy, humble and grateful for everything we have in our life. It is to remember the people who helped us, recognise their kindness and pay back to them or to the society, as a token of our appreciation and gratitude. **‘Mind Your Thoughts – Power of Mind’** enables a leader to understand the power of mind and changing the frequencies of thoughts from negative to positive. It can change the entire outlook of an individual and turn-around perceptions by 180 degrees. Enables leaders and organisations to achieve the unachievable. **‘Happiness to Bliss – Dissolve the Desire’** makes an individual rise above the positive and negative turbulences of emotions. State of bliss is attained through the equilibrium of his/her mind, which makes an ideal material to become a great leader. **‘Love, Care and Compassion’** guide individuals to attain the higher level of consciousness, to be more empathetic, caring for everyone and sharing with others. These are the ideal qualities of a leader to become more compassionate and creating great teams. Learning the **‘Art of Giving’** enables a person to become more selfless, magnanimous and sacrificing. Changing the frequency of a leader from receiving to giving and giving unconditionally. Thus, moving him/her from the state of attachment to detachment.

#### CREATION AND WE – THE CORRELATION

To increase the awareness level about the creation and nature around us, so that individuals can correlate with the environment and themselves. Create an understanding that we all are just a miniscule part of the creation. The whole creation is made of five elements (fire, air, space, water and earth) and so are we. We keep exchanging these elements with the nature by breathing, drinking, eating and through the elimination process of our bodies. Our bodies also keep replacing billions of dead cells with the new ones on daily basis and complete body cells (except the grey matter) are replaced in a cycle of seven years. Therefore, the need to realise that we are living in the ocean of elements and are very much an organic and inseparable part of it. Anatomy of each atom is identical to that of a solar/planetary systems, see *Figure-2*. There is a multi-verse outside and as well as within us, which are similar to each other. In fact, outside is just the reflection of what is inside us.

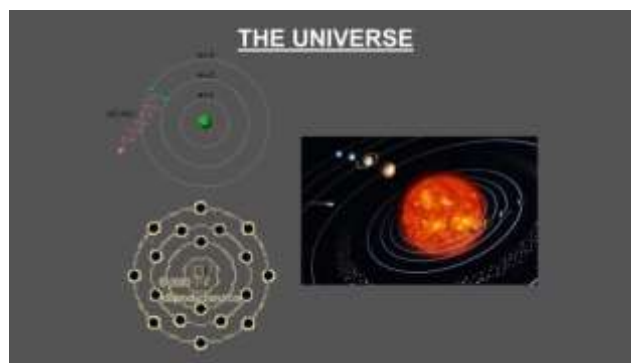


FIGURE 2: SIMILARITY IN AN ATOM AND THE UNIVERSE

There is a lot of similarity in the internal and external dimensions of the mother Earth, and our bodies. Some of dimensions are subtler and the other are grosser (**lithosphere, troposphere, stratosphere, thermosphere and exosphere**), see *Figure-3*. Similarly, our bodies have subtler dimensions outside (known as *koshas* i.e., *Pranamaya, Manomaya, Vigyanmaya and Anandmaya*) and the grosser being our body (*Annamaya kosh*), see *Figure-4* (Ashwini, Y 2008). Awareness is also provided with the fact that we the *homo-sapiens* are just about 170,000 years old on our 4.5-billion-year-old planet. Therefore, we need to

realise and appreciate that the planet Earth belongs to others first and then to us. Hence, we need to respect the older and original inhabitants and live together harmoniously. It enables us to connect with cosmos and to become true world citizens.

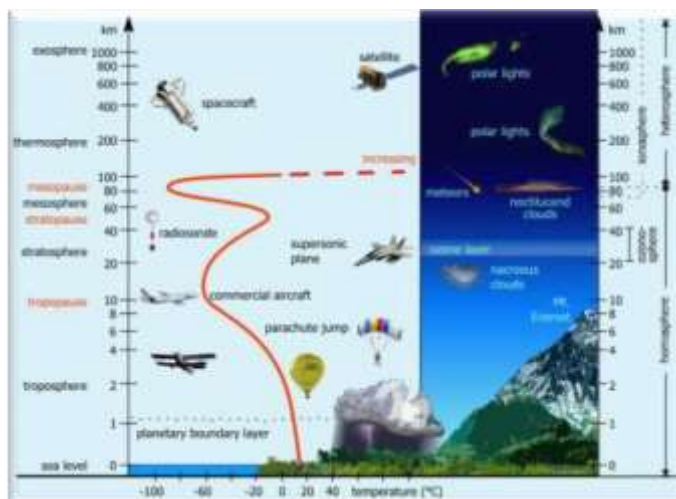


FIGURE 3: OUTER DIMENSIONS OF PLANET EARTH



FIGURE 4: DIMENSIONS OF HUMAN BEINGS

### KNOW YOURSELF – WHAT WE ARE

Having been connected with the creation and drawing the correlation, in the next step, we need to know more about ourselves. What are we, our composition and how do various components function or interact with each other, to work in harmony and unison? As per the 'vedic' science, a human being comprises of 25 components. There are five elements which make our body, are the 'mahabhuts', fire, air, water, space and earth. We have five 'gyan-indriyas' (sensory organs); ears, nose, eyes, tongue and skin. To enable these sensory organs to function and experience the senses, there are five 'tanmatras'; senses of smell, hearing, taste, seeing and touch, For the performance of our body and manifestation of thoughts into the physical realm, there are five 'karam-indriyas' (action organs); hands, feet, throat, reproductive system and elimination system. Besides that, there is *manas* (conditioned mind), *buddhi or mahan* (intellect), *aham* (ego), *purush* (the manifested self) and *avyakt* (the unmanifested self). In nutshell, we are mind, body and soul. In the journey called life, the purpose of soul is to evolve through the experiences (Ashwini, Y 2011). To go through the desired experiences in the physical realm, it needs a body (the physical). To make our body perform as per the desires of the soul, mind is required to control all actions. To put it simply, our soul is a passenger, the body is like a car and mind is the driver, see Figure-5.



FIGURE 5: MIND, BODY AND SOUL

## CONQUER YOURSELF – THE ENEMY WITHIN

Leaders need to conquer themselves first, before they set out to conquer the world. To be victorious we need to conquer our adversary. To achieve that there is need to identify as to who the adversary is and carry out ‘SWOT’ analysis, to know our strengths and weaknesses, as well as that of enemy. At the same time evaluate the opportunities and threats which exist for you, to be able to exploit them or to protect yourself. Real enemy inside us is the ego, which is the root cause of all ailments. It makes us more selfish, resentful, jealous, angry, greedy, lustful and negative, see *Figure-6*. All these

thoughts and feelings are more animalistic in nature, relating to own survival at the cost of others. Thus, the animal inside each one of us has to be conquered by having a control over our *gyan-indriyas* (sensory organs) and *karam-indriyas* (action organs). Hence, our eyes should not see, what should not be seen. Ears should not hear, what is not to be heard. Should not touch anything, which is not to be touched. Feet should not take us, where we are not supposed to go. We should not say anything, which not to be said. This is



FIGURE 6: EVIL VS THE GOOD INSIDE US

achieved through *niyam* (self-discipline) and *sanyam* (self-control) over our desires, urges and temptations (Ashwini, Y 2007). Putting our morals, values and character in place. So that, it helps us to become better human beings to give more love, care for others and have greater compassion for everyone. Resulting in creating a happy environment, with more hope, plenty of joy and contentment. It results in positivity all around, belief in the leadership and more faith in our purpose.

## REDISCOVER YOURSELF – PROFESSION TO PRO-PASSION

Most of the times we are not clear as to what is our purpose in life. As we are aware that God has made each one of us differently and has gifted us with some special qualities. The need is to find that special abilities, which we have been blessed with. The purpose in our life gives us the passion and energy to achieve the unachievable. When we identify our passion, it transforms our profession into pro-passion. Passion emanates from the purpose and provides untiring effort and infinite energy to fulfil our dreams. Purpose invariably takes a person to selfless level and towards higher creativity, for the mankind and the whole creation, as such. Purpose creates great leaders like Mahatma Gandhi, Martin Luther King Jr and Nelson Mandela; et el see *Figure-7*. Each one of us must create that awareness to identify our purpose in life and be passionate about it.



FIGURE 7: MAHATMA GANDHI, MARTIN LUTHER KING JR, NELSON MANDELA

## MANAGING YOURSELF – PRIORITISING LIFE

Work-life balance is an important aspect of our personal and professional life. It needs to be created through prioritising, what is more important vs least important in our life. One must create a balance between family expectations and career aspirations. These priorities may vary from time-to-time and situation-to-situation. Some of the important aspects are health (mental and physical),

family, relationships (personal and professional), career (profession), finances, growth, leisure and spirituality. There could be many more and having a different order of precedence, varying from person to person. To achieve the above, one needs to manage health, emotions, stress, time and finances (saving, investments and earnings). The most important aspect is to bring-in a balance between our mind, body and soul. Life is like a pizza and each of these priorities are not the whole pizza itself, but just *moksha*, see *Figure-8* (Ashwini, Y 2014). one slice of it. This balance should be created in each stage of life, i.e., *dharma*, *artha*, *kama* and



FIGURE 8: PRIORITISING LIFE

### DHARMA & KARMA – SELF-EXCELLENCE

Dharma is not religion, but the law of the creation, each and every animate or inanimate object in this cosmos is bound by it. Dharma provides the purpose and direction to us, whereas karma (action/deed) enables us to cover the distance. The direction is towards the ultimate destination, which indicates of right path, to reach the destination. Karma is all about walking the path and covering the distance. Covering a lot of distance, but in the wrong direction, will not enable a seeker to reach the destination. Whereas, even if you know the right direction but still do not walk the path, you will still not reach the destination. Hence, ***dharm*** without ***karma*** has no fruits and ***karma*** without ***dharm*** has no roots. Difficult path always leads to the right destination, whereas easy path invariably takes you to the wrong place. In our journey of life, our earnings are never in terms of money, property or assets, but its in term of *karma*. Our karma gets recorded in the conscious mind and remains with the soul, in its journey called life (Ashwini, Y 2014). It works on the principles of, we get what we give in life. What goes around, comes around, good deeds will come back in many folds more and vice- a-versa. Good karma is doing something for someone selflessly and unconditionally. Whereas bad karma is being selfish and denying something to somebody, for your own greed. Karma aligned with dharma brings abundance of love, peace joy, wellness, harmony and bliss, see *Figure-9*.



FIGURE 9: KARMA DRIVEN BY DHARMA

### HOLISTIC WELLNESS

It pertains to emotional, mental, physical, environmental, social, occupational and spiritual health. Achieved through ‘*ashtaang yoga*’ (eight limbs), which include *yam*, *niyam*, *asan*, *pranayama*, *pratihara*, *dharna*, *dhyana* and *smadhi*. Thousands of years old system to bring a balance in our mind, body and soul. ‘*Yam*’ means self-control to include *satya* (truth), *asteya* (non-stealing), *ahimsa* (non-violence), *brhmacharya* (celibacy) *aparigraha* (non- collectiveness). Whereas *niyam* means self-discipline that is *shaucha* (cleanliness), *santosha* (contentment), *tapas* (asceticism), *svadhyaya* (self-study) and *ishwar-pranidhan* (devotion). *Asana* means a comfortable posture. *Pranayama* pertains to salutations to *prana* (life-giving force). *Pratihara* is withdrawal of senses at

will, to attain complete self-control. So that no temptation can ever tempt the practitioner. *Dharna* means concentration of mind to focus on one point. *Dhyan* is contemplation or meditation and self-knowledge process. *Samadhi* is the state of meditative consciousness (Harikrishan, D. 2009).

By practicing yoga, it brings a balance between the energy centres of our body. Which results in high energy levels, calmness of mind, maturity in behaviour (higher EI) and empathetic considerations. Regular and proper practice leads to stillness of body, silencing of mind and achieving higher state of consciousness. Practitioner experiences gradual changes for the better, wherein all grosser thoughts and activities give way to subtler aspects of life. Enables a feeling of fulfilment and completeness within, which helps in developing a leader of substance, with a positive attitude and a sound character (Ashwini, A. 2011).

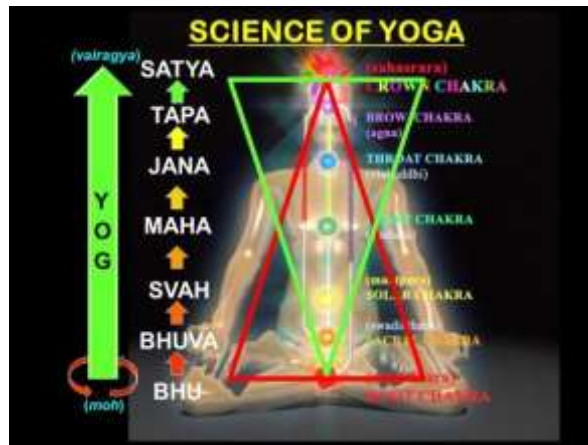


FIGURE 10: CHAKRAS (ENERGY CENTRES) OF HUMAN BODY

### SPIRITUALITY – CONNECTING WITH DIVINE

It is a general perception of understanding God as an object. Perceived as a human being, of male gender, referred as ‘Him’. An old man sitting on the clouds, with stick in his hand and watching over everyone. If you sin, you will be punished by him and sent to hell. On the other hand, if you have been good, then you would be suitably rewarded and accommodated in heaven. Definition of God and energy is identical; it always was, has been, always will be, can’t be created nor destroyed, moves into one form to another form and be out of form. Every spec in this cosmos (animate or inanimate) is nothing but energy, but in different forms, as per their vibrational frequencies. Source of all energies is only one, the Divine Consciousness. The spirit inside each object is same only the forms are different. So, we all are same and live within the Divine Consciousness and same energy is living within each one of us. It is like a fish in the ocean. It is within the ocean and the ocean is within it. Therefore, it is ‘One’ energy only, termed as God. Spirituality enables us to understand and unite with the whole creation and we become an inseparable part of the cosmos. It is a realisation that “*sabb Gobind hai, sabb Gobind hai, Gobind bin nahi koye*”, (everything is Divine Consciousness and there is nothing else except the Divine). Unlike religions, spirituality becomes a unifying factor to connect us with all beings in this cosmos. Thus, makes every leader humbler, grounded and connected.

### HAPPENING – NOT BEING DONE

Majority of activities around us are happening involuntarily and not being done by us. We are not making our hearts pump, eyes blink or making our breaths move inside or outside. All this is happening on its own. We may be able to stop our breath for some time, but at the end of it, one has to let go. This realisation takes us in the realm that our Earth is spinning and going around the Sun on a specific path and speed. Our solar system has a specific position in the Milkyway Galaxy and going around it on a specific path and speed. Well who is doing all this and what is this force? It is the realisation that there is a supreme energy which is doing it and we are just a minor spec in the huge system. We are more like Programmable Read Only Memory Systems (PROMS). Everything around us is pre-programmed and it’s happening according to the programmer’s design. Which leads to drop our ego and start accepting that all this is happening to us and we are not doing it. This awareness dissolves the ‘I’ factor, ushers in humility and makes a person more level-headed leader.

### DESIGN YOUR DESTINY – CHOICE IS YOURS

Though in the previous chapter it explains that everything is happening around us, but yet at the same time God gives us two choices for all our decisions. Either to get up in the morning or not, to follow our dreams or not, to help others or not, to be truthful or not, to take an easy or a difficult path in the journey of life, etc. Easy paths are like credit cards, wherein you enjoy first and pay later. Whereas, difficult paths are like debit cards, here you pay first and enjoy later. The will to make a choice lies with us and whatever choice we make, we are responsible for the consequences. Most of the diversions and bifurcations in life are unmarked, which create a doubt or a dilemma, see *Figure-11*. But we have to take the crucial decision of choosing a path. One wrong turn can lead us to a wrong destination. Each of these major decisions are like dots or milestones in our life. These milestones are the turning points in our life, which design our destiny.

When we look back in life and join these dots, then a clear design emerges. Which cannot be seen or be visualised at the time, while it's happening to us. So, it's up to us to design our destiny or as responsible leaders, to design the destiny of the organisation we head. Whatever may be the consequences thereto, we need to take responsibility and be fully accountable, because we are the designers of our destiny..... choice is yours.



FIGURE 11: MOST BIFURCATIONS IN LIFE ARE UNMARKED

### HARMONY – PEACE AND PROSPERITY

Harmony is the ability to reduce friction between the two or more interacting components and to harmonise their energies to create synergy. Wherever there is harmony, there is positivity and abundance. Energies of all components compliment each other achieve unbelievable results. When we see our hand, all fingers are different in shape, size and abilities. But when the hand has to work, they come together irrespective of their length, they meet at the same point and work in sync with each other, see *Figure-12*. Harmony has to be created at each level of existence. Firstly, we need to create harmony within ourselves, i.e., our mind, body and soul so that there is harmony in our thoughts, words and actions. Similarly, there should be harmony within the family, which would lead to harmony within the society and the nation (Ashwini, Y 2014). It would lead to peace, tranquillity and prosperity in the world. Where no one works with a counter purpose. It would further bring-in stability and harmony in the universe and the cosmos. It is the job of a leader to create harmony in his/her environment. He/she should be able to covert business noise into sound and sound into music. Music into melody and further refine into symphony. Wherein each member of the orchestra (corporate team member) is in synch with the musical notes of his/her composer, compliments other accompaniments, harmonises with the frequencies of the fellow musicians, to create a great unison called symphony. We can create great teams by blending the experience of senior players, with the new skills of the younger participants, see *Figure-13*.

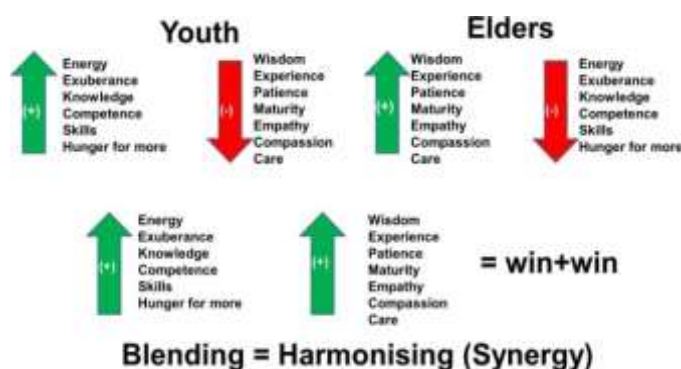


FIGURE 13: HARMONISING EXPERIENCE WITH SKILLS

### ATTITUDE OF GRATITUDE – GATEWAY TO HUMILITY

Intent stems from the character of a person and results into the intent of that individual. If our intent is positive, it would lead to good attitude and vice-a-versa. Similarly, our attitude manifests into behaviour. Whether it would be a good, bad or neutral behaviour, would depend upon our attitude. Behaviour leads to our reputation, which results in our altitude in life. Our altitude would be directly proportional to our reputation. Better the reputation, higher the altitude, see *Figure-14*.

Positive attitude is a great asset of a leader. It enables him/her to develop a positive outlook, to build a motivated team and to provide a happy environment. Makes him/her emotionally balanced, socially acceptable, faster decision making, provides endless energy, brings in selflessness and leads toward detachment. A grateful and a humble leader, would always be more benevolent, magnanimous, forgiving and understanding.

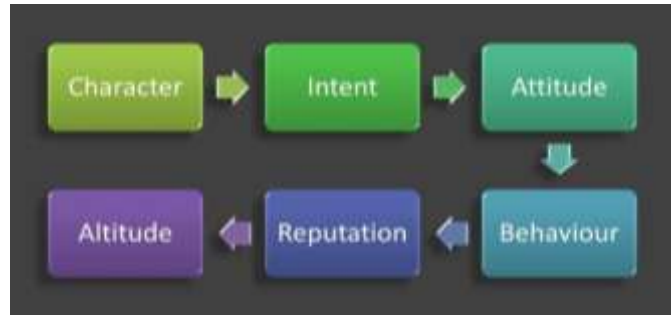


FIGURE 14: ATTITUDE TO ALTITUDE RELATIONSHIP

### MIND YOUR THOUGHTS – POWER OF MIND

Mind is the most powerful component of a human being. There are four components of a human mind, i.e., ‘*manas*’ (conditioned mind), ‘*buddhi*’ (intellect), ‘*chitt*’ (conscious mind) and ‘*ahm*’ (ego), as per the ‘*Vedic*’ school of thought, see *Figure-15*. ‘Law of Attraction’ states, that a thought is a powerful energy, which has the ability to manifest anything and everything. Thoughts are neither created nor generated by humans, but they are attracted as per their level of desires (Ashwini, Y 2014). A human being can be at various states of thoughts, depending upon their state of consciousness. Higher the consciousness, higher the intellect and correspondingly higher the thoughts. Higher the state of consciousness, lower the ego and vice-a-versa. Thoughts also have various states, i.e., lower thoughts, negative thoughts, positive thoughts, higher thoughts, super-high thoughts and no thoughts (silencing of mind or the state of ‘*shunya*’). Through the practice of yoga, a human being evolves himself/herself to higher and higher level. A leader should be able to change the vibrational frequency of thoughts from negative to positive and then to more creative thoughts. Leader can be a visionary only if he/she is in the higher state of evolution and consciousness. This is achievable through the practice of ‘*ashtang yoga*’.



FIGURE 15: COMPONENTS OF HUMAN MIND

### HAPPINESS TO BLISS – DESERVE THE DESIRE

We are looking around for happiness in our life. The ultimate goal of most of us human beings is to attain happiness in life. Generally, it is related to name, fame, power and possessions. So, it has become the purpose of the race of life, which we all the running and competing relentlessly. Happiness is always momentary or temporary in nature. Once we have achieved our target/objective, then the race commences for the next and the higher target. There is always a hunger for more. Happiness and sadness are the two opposite extremes of the cycle, like crest and trough, see *Figure-16*. Once we have reached the crest, then we are bound to go down to the trough. Happiness also being sold as a product in the globalised business world, to be attained through material gains. If don't get what our expectations are then we tend to get upset, frustrated and depressed. So, happiness and sadness, pleasures and pains, and joys and sorrows are the positive and negative mental turbulences. A leader must rise above these and attain a state of equilibrium, called ‘*anand*’. It helps them to accept the ups and downs of success and failure, in their own stride. *Anand* can be achieved through practice of yoga and balancing our body's energy centres, called ‘*chakras*’.



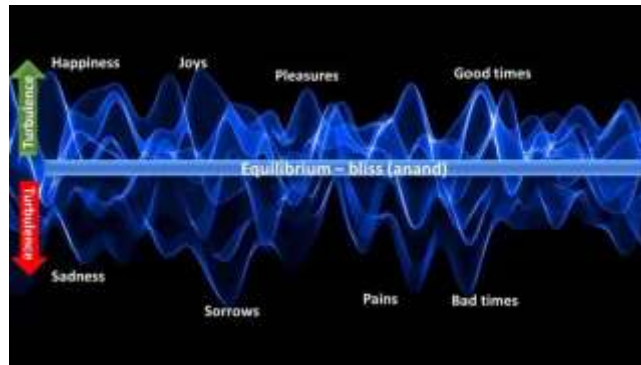


FIGURE 16: BLISS THE EQUILIBRIUM OF LIFE

### LOVE, CARE AND COMPASSION

As per the 'laws of karma' we get what we give to others. If we want happiness for ourselves, before that we must give happiness to others, We need to give first, before we get for ourselves. What you get in return is much more and in abundance. When we give love to others, we get much more love in return. Similarly, care, respect and compassion. It must be done selflessly, unconditionally and with the spirit of creating goodness all around. These are the ideal qualities of a leader to become more compassionate and creating great teams, by winning their hearts & minds.

### ART OF GIVING

Whenever we give something to somebody, a message is being given to the divine consciousness that you have that commodity in abundance. Which sends a positive energy to the creation and creates abundance all around. Selfless service and charity bring kindness in our hearts and detachment in our mind. Because we become a conduit between the giver (divine consciousness) and the seeker. It enables us to connect our consciousness with the divine and evolving as better human beings. Which is a pre-requisite for a great leader.

### CONCLUSION

When a seed called soul is sown in a fertile land of spirituality, it grows into a gigantic tree. Having deep roots and a mighty trunk called 'character', the spiritual-self providing a strong and stable foundation. To bear all the weight and survive the strongest of storms and other vagaries of nature. Strong branches emanating from it, are called morals, values, ethics, virtues, attitude and behaviour. This constitutes the personal-self, which enables and supports many smaller branches and leaves, to able to bear excellent fruits. These high-quality fruits are honesty, humility, transcendence, integrity, courage, candour, commitment, empathy, care, sacrifice, gratitude, temperance magnanimity, detachment, etc, see Figure-17. The fruits which people and organisations enjoy, are the final outcome called Professional-self. If the seed is of good quality and nurtured well, it bears juicy and sweet fruits in abundance, for everyone to enjoy. Remember, a tree never enjoys its own fruits, but it gives to everyone without taking anything in return. Because it is in a state of detachment. Similarly, a great leader would also bear good qualities in abundance, but its for the benefit of the people, organisations, nations and the whole creation.



FIGURE 17: THE LEADERSHIP TREE

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