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Dear Professional Colleagues,

Sub: ICSI-CCGRT – AMRUT DHARA –EDITION-25

We are pleased to inform you ICSI-CCGRT- **AMRUT DHARA**, in which we will provide the regular write up on topics related to Governance and Management from Ancient India and Indian Epic.

In this series ICSI-Centre for Corporate Governance, Research & Training (CCGRT) present a titled on “**Nectar of Governance- 25**” from **Dr. V Sevaka Das, Director, Bhaktivedanta College of Vedic Education, ISKON, Navi Mumbai** for your information.

Previous editions of **Amrut Dhara** “Nectar of Governance” are also available at following link:-<https://www.icsi.edu/ccgrr/Research/AmrutDhara.aspx>

Hope, you will find an enclosed write-up useful & informative. We welcome your feedback/Suggestions on this write-up on ccgrr@icsi.edu.

With Best Wishes,

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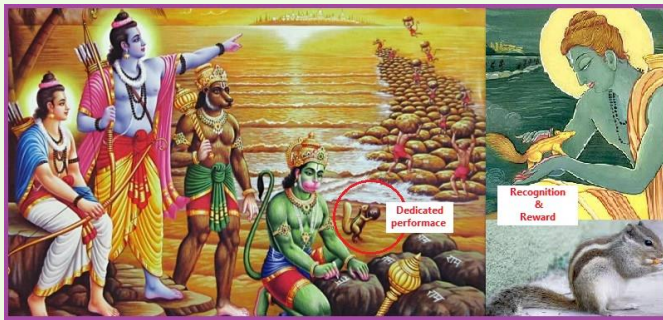


Nectar of Governance

Dr. Vaishnavanghri Sevaka Das, Ph.D.

Director, Bhaktivedanta College of Vedic Education, ISKCON, Navi Mumbai, India

Part 25: Individual plus collective



The statement “Purity is the strength and collectiveness is the force” sounds very great and plays an important role in one’s personal and professional lives. We often give the example of a flock of ants accomplishing a task that is impossible to any one of them. A small piece of sugar candy cannot be

carried by a single ant, but a few ants can successfully carry out the task of carrying it very easily. This is the power of collective effort. However, collectiveness is a manifestation of purity of all individuals in achieving something together. Without purity of conscience one cannot join in a team wholeheartedly. So purity of an individual and collectiveness of a group go hand in hand. This concept plays a vital role in any governance process where a large number of individuals are involved at all stages. Contribution from every individual is as important as that of collective performance to expect wonderful results for the governance process. It is very important to note that an individual’s contribution, whatever it may be, should never be underestimated or undervalued. This is the greatest responsibility of a leader, lest enthusiasm of a performer dies off. Generally, the efforts of lower rank of people do not reach up to top management people, which prove to be very costly in many cases.

There is a nice story from Ramayana, where the supreme Lord Rama, the leader of all living entities, took cognizance of the efforts of even a small creature. When Lord Rama left for forest along with his wife and brother for 14 years to fulfill the promise given to his father, he faced a challenge in the last year. Mother Sita, the wife of Lord Rama, was abducted by the king of Lanka (Ceylon) named Ravana out of lusty desires. With the help of Hanuman, Sita’s whereabouts were tracked. Then Lord Rama decided to reach Lanka and liberate his chaste wife from captivation. It was decided to construct a stone bridge from the Indian shore to the Sri Lankan shore. All the monkey warriors were very enthusiastic to take up the new assignment and jumped into action with roaring sound of “Jai Sri Ram”. Surprisingly, a small living entity in comparison to mighty monkey warriors, a squirrel, also attempted to serve the mission of Lord Rama, who pledged to destroy irreligion and protect pure religion.

Squirrel's attempt may be insignificant in relation to other's contribution, but its mood to serve the master is laudable. Mighty monkey warriors like Hanuman, Sugriva, Angada were throwing big boulders into ocean to construct the bridge, whereas the small squirrel started throwing tiny sand particles towards bridge construction as its contribution. Many monkey warriors started making fun of the little efforts by the squirrel. But, the little squirrel, without bothering, continued the service. Lord Rama, the true leader, immediately took cognizance and wholeheartedly blessed it by patting on its back. He took the cognizance of squirrel's genuine efforts, became concerned when others started making fun and immediately took care by patting it. Lord Ram's mercy is still seen as the line marks on Indian squirrels. Those three lines stand tall forever for the leadership of Lord Ram and sincere efforts of little squirrel. Here, in this case, individual performance was epitomized by the action of squirrel and was also suitably recognized by the leader. One should learn a good lesson for governance from this intriguing incidence.

A leader should always be vigilant to avoid embarrassment for small performers, who are dedicated to work by mind, words and action. Any system that is supported by the participation by mind, words and action lasts for long and results in favorable output. Generally, small contributors are ignored or sometimes mocked by others. Allowing such things to happen proves to be suicidal for any governance process. A leader shall essentially demonstrate his excellent Spiritual Quotient (SQ) level through manifesting cognizance, concern and care.

“Who are those people who tend to mock the small efforts of sincere people?”- one may ask a pertinent question. Answer is very simple. Those who are endowed with unwanted base qualities like pride, anger, etc. behave irresponsibly towards small performers. Such base qualities are listed in Bhagavad-Gita (16.4) as under:

***dambho darpo 'bhimānaś ca krodhaḥ pāruṣyam eva ca
ajñānaṁ cābhijātasya pārtha sampadam āsurīm***

“Pride, arrogance, conceit, harshness and ignorance - these qualities belong to those of demoniac nature, O son of Prathā”. In fact those who nurture these qualities pave a perfect path to hell. They are real threats to the smooth functioning of a well-defined governance process. Over trifles they become very angry and speak very harshly, not gently. A leader shall be aware of such people of ignorance and protect the tiny performers. Sometimes trouble makers pose themselves as well wishers or friends, and cause disturbance in the overall project. A leader should be aware of this situation. To illustrate the situation we can take some hint from Srimad Bhagavatam through the story of a marriageable girl. Once there was a marriageable girl in a village and her parents were looking for a suitable match. One day, when the parents were out of home, some men came to see the girl. It was customary to offer some food for the guests, so she started making efforts. She started beating the rice for de-husking, but the bangles on her hands started making noise due to hasty movements. She became very nervous and

afraid that the visitors might think her to be a very poor girl without any servants. So she simply removed the bangles one by one and kept only one on each hand, then the noise got stopped. Bangles on her hand did not help in her work, but only caused disturbance. So she intelligently removed those noise making bangles and carried out her work without any hindrance. A leader shall be intelligent enough to remove or separate the noise making people in order to facilitate the performance output by the individuals. However, all individuals grown in this manner will not have any problem in working together. But, the individuals who are not groomed or nourished properly create many difficulties in group working.

It is very clear that though the collective work really delivers the final output performance, the real contributor is the individual performer. When all individuals give their best performance under the able guidance of a leader and when the leader converts them into efficient groups, then phenomenal results can be expected. As a single hole in a boat finally leads to catastrophe, one inefficient person in a group can cause irreparable loss. Hence, a leader shall ensure individual performance plus collective performance to reach the pre-defined goal with definite time frame. First and foremost quality of a leader is fearlessness. He not only demonstrates such wonderful quality himself, but also encourages the subordinates to take calculative risks with necessary backup works. In this way, he grooms the future leaders. He gives utmost importance to all initiatives taken by the individuals under him, takes cognizance of their efforts, shows concern for their success and takes care of them during challenging periods. Individually grown people can not only work as independent performers, but also collective army for higher achievements.
