

Factors that lead to true power : Intellectual Power, Man Power, Financial Power, Power Of Enthusiasm And Morale

Power brings Responsibilities

Ways to keep everybody happy when you are in command of an organisation : Understand The Needs Of The Market, Remember Old Clients While Making New Ones, Solve The Problem Immediately

*A good leader knows that only committed employees run an organisation. They also are aware of the fact that only satisfied customers bring good business.*

Punishment : *"The king severe with rod (punishment) becomes a terror. A king with a mild rod is despised. The king with the rod is honoured."*

He will become like Hitler if he is too severe and unfair. At the same time, if he is too soft, people will take him for granted. The leader who knows the right level of punishments, carried out in the right manner and at the right time is always respected. He is honored by one and all. Such a disciplined leader is highly productive.

Staying at the Top

1. *"Control over the senses, which are motivated by training in the sciences, should be secured by giving up lust(Kaam), anger(Krodha), greed (Lobha), pride (Mana), arrogance (Madh), and overexcitement (Harsha)."*
2. *Leader should control the treasury (finance) and the army (people) from one place — the fortified city (the office/ plant) — and let trustworthy men (managers) run the show*
3. *Being energetic is the most important quality of a leader*

Maintain Secrets : To as many persons, you tell a secret; to so many do you become subservient, being helpless by that act (of yours)

Constituent elements of Business

1. The King (The Leader-Chairman, Director, CEO)
2. The Minister (The Manager)
3. The Country (The Market/Client/Customer)
4. The Fortified City (Head Office)
5. The Treasury (Finance)
6. The Army (The Team)
7. The Ally (Friend/Consultant)

Success is threefold :

1. Success By Counsel : Every person needs an advisor. The better the advisor, the better one is guaranteed to succeed. In fact, one should aim at having the best advisor all the time
2. Success By Might : benefits one derives due to one's position, or the chair that one holds. A mighty person can take many quick decisions based on his authority and his execution capacity.

Apart from holding such a high and responsible position, another way for becoming mighty is to associate with someone mightier than oneself.

3. Success By Energy : This is called will-power. A person can achieve success on the basis of the enthusiasm and the passion he shows. A highly inspired and energetic person is very contagious

#### Power Management

1. People Situations : As soon as a person attains power, the first thing he has to handle is the people working under him, Each person is different, and it is important to understand how human beings act and react in different situations
2. Knowledge Situations : competitive advantage will be held by people who are ahead of others in the information sphere.companies are investing in research and development globally. future belongs to those who can not only think differently, but also create products and services that people will seek in the future.
3. Material Situations : analyze each issue and create alternative and back-up plans. study and understand the situation even before it comes up to be ready with the right alternatives.being prepared for the inevitable change.

To who is the CEO answerable : Stakeholders, Government And Society, To Self

Finance : Protecting And Expanding (investment planning), Destroy The Wrong (laziness,lethargy,hated), Expansion Of Knowledge

#### Employees

1. *In the happiness of the employee, lies the benefit of the CEO, and in what is beneficial for the employees, is his own benefit*
2. CEO should constantly hold an inspection of their works - very alert about the movements of his employees, give the employees targets and deadlines to keep them focused on their work

Importance of ethics in business : Guidance, Decision in Action, Adhering To Law, Doing One's Duty

Start Now :Self-Effort, Prepare A Plan, Consult An Expert, Work Out Your Plan

1. *Having found a matter for consideration, he should not allow time to pass*
2. CEO of an organisation holds a position of power and is the commander and the decision-maker. However, if he gets intoxicated by his power and position alone, it will definitely not be long before he loses his chair, and may even destroy the organisation itself
3. First he has to start with himself :
  - a. Gather More Information - have his information-gathering systems in place, should get any information he requires at the speed of thought, but information does not mean knowledge
  - b. Study The Information Acquired : read books and learning something new. He must meet experts from different fields, at least once a week.

- c. Experiment : Try a new method, invest in a new technology. Take measures. Calculate risks
- d. Train : should train his own staff and team members about the new knowledge

Decision-Making : Do Not Be Afraid To Make Mistakes, Set Up A Time Frame, Encourage Others To Take Decisions

*He should hear (at once) every urgent matter, (and) not put it off. An (affair) postponed becomes difficult to settle or even impossible to settle.*

The Spiritual Side :

Carrying out his own duty, the CEO, who protects the subjects according to law, leads to happy and satisfied, that mental state is heaven; one who does not protect or who inflicts an unjust punishment leads to hell which is stress, tension, uncertainty

Micro Inspection : Create A System, Daily Monitoring, Conduct Surprise Checks

*He should personally observe the amount of increase or decrease in the grains when pounded, ground, or fried, and when they are moistened, dried, or cooked*

Before you start on any task, the first requirement is you should be optimistic and energetic :

*Bravery, resentment, quickness, and dexterity — these are the qualities of energy*

*Internal hindrance is hindrance by the CEO, external is the hindrance caused by enemies.*

Don't Forget Your People : Know Each Person And Group, Freedom Is A Responsibility, Stories To Tell to manipulate

Focus : Finance and Manpower

Enemy : *Conceal your secret as a tortoise does his limbs, the enemies should not come to know of your secret; you should however find out the weakness of the enemy*

The Winning Weapon : *Think before they think*

When you feel like telling someone a secret : Postpone (Give yourself at least a day to think), Execute And Then Speak, Think Ahead

Battles may be lost, but the war must be won! : *He should seek shelter with one whose strength is superior to the strength of the enemy*

Only strength will respect strength." We should be more powerful than the enemy by acquiring greater strength.

Think of the long-term, lose your ego and 'surrender' to a person superior to your enemy so that you get the required help.

Steps for maintaining secrecy in a project: Let The Idea Evolve, Experiment Quietly, Execute Effectively

*Never give your opponent a second chance; you may not survive the counter attack!*

Game Theory : Study The Competition, Practice Well (Gain experience first by practicing well in your own region and tasks. The bigger the competitor, the more you need to prepare), Know The Rules Of The Game (framework within which you conduct your business, or day-to-day affairs.)

Winning over Friends and Foes : *"He should win over those of them who are friendly with conciliation and gifts, those hostile through dissensions and force."*

1. Dealing With Friends : the way to deal with friends is through conciliation and gifts. So, be there when they require you. The best investment in any friendship is your 'time'. Listen and guide them when they are confused and frustrated.
2. Dealing With Enemies : we try to fight the enemy alone. This almost guarantees that you will lose the battle. Why does the evil win?" The Guru replied, "Because the good are not united! Once you have a strong team, it's easy to win over competition. You could even create a split in the enemy and then attack them with full force.

*He who is even-minded with friend and foe is considered a wise man.*

Enemies : Never Take Them For Granted, Study Him Completely, Practise, Practise, And More Practise, Be Cool and Prepared

Strategy vs Tactics : strategy is long-term; while tactics are short term. Strategy is forward looking; tactics are situational. Strategy is vision based, tactics are need-based.

*"Strife among subjects can be averted by winning over the leaders among the subjects, or by removal of the cause of strife."*

*"Find a purpose, the means will follow."*

Before you Attack : *"Your success in war depends on your preparation during peace."*

*"If there is equal advancement in peace or war, he should resort to peace."*

*"Krishna, grant me the ability to know when to stay quiet, the courage to attack when I must, and the wisdom to know the difference!"*

Aspects of a Battlefield

1. Knowledge And Information : Today's economy is slowly becoming a knowledge economy. The more you know and are informed about, the better equipped you are to fight. If you study various industries, you will find that the companies at the top are those that have focused on knowledge utilisation, research, and development and have also made investments in knowledge assets. This will help you plan your battle well.
2. Technology : In today's shrinking world, the effective use of technology is the solution to speeding up communications and transactions. Make your organisation techno-savvy. Spend time investigating and understanding the latest technology. Use them and you will find that you have a cutting-edge over your competitors. It also reduces overheads in a big way. Many small countries that have a small population but have powerful economies have used technology for higher productivity.

3. **People:** The man behind the machine is more important than the machine. Yes, your people, your employees, comprise your army. Without a good strong and powerful army, you can't even think of stepping into the battlefield. Not only is the size of the army important — but even the quality of the army is important. The right person for the right job
4. **Inspiration :** The most important weapon you need for fighting is inspiration. If your organisation is an inspired organisation with fire in its belly, there will be a transformation in the organisation's output. If you have this quality, the first three will follow. It is the 'human will' that creates change. Small organisations with tremendous will have changed the way business is done.

Partnership among Equals : Better Understanding, Synergy In Thinking, We Grow Together

*"Only strength will respect strength."*

*"An equal should over reach, or help an equal."*

Safe Retreat : There are times when emergencies and crises force people to run away. At such times, one needs to go to a friend or an ally who will extend a helping hand.

**Finding A Fort** : suggested that a king (the chairman, director, or CEO) should maintain a good relationship with many other kings (his counterparts). So that in troubled times, he can seek shelter in their fort.

*Think about the situation from all aspects and include an exit option for yourself.*

*A carefully planned strategy, an inspired team and the right leadership attitude are not only essential but also the only factors needed to win any war*

Where to Expand : "As between a small proximate land and a big land that is distant, the small proximate land is preferable. For, it is easy to obtain, to protect and to get rescue (oneself). The distant one is the opposite of this."

Growing Under a Mentor :

1. **Accept His Authority** : "Training and discipline are acquired by accepting the authoritativeness of the teachers in the respective fields."
2. **Constant Association** : "He should have constant association with elders in learning for the sake of improving his training, since training has its root in that."
3. **Keep Learning And Applying** : "(From) Continuous study ensures a trained intellect, from intellect (comes) practical application, (and) from practical application (results) self-possession."

Motivating Employees (Create Your Own Culture) : Sama Or Consultation, Dana Or Reward, Danda Or Punishments, Bheda Or Split

Potential : Evaluate People, Different Situations/Timings

*"In conformity with the appearance, he should give exercise to the gentle and the dull (elephant), and to the animal with mixed characteristics, in various types of work, or in accordance with the season."*

Avoid : Listen To Both Together And Separately, Announce The Verdict Unemotionally, Be Fearless

Dissatisfaction : Understand What Causes Crime, Control Greed, Make And Apply A System

1. **Reasons for dissatisfaction of subjects:** discarding the good and favouring the wicked.

2. *"Reasons for dissatisfaction of subjects: By starting unrighteous injuries not current before, by indulgence in impiety and suppression of piety, by doing acts that ought not to be done."*
3. *"Reasons for dissatisfaction of subjects: By ruining rightful acts, by not giving what ought to be given and securing what ought not to be given to him (the leader)."*
4. *"Reasons for dissatisfaction of subjects: By not punishing those deserving to be punished; by punishing those not deserving to be punished."*
5. *"Reasons for dissatisfaction of subjects: By seizing those who ought not to be seized; by not arresting those who ought to be seized."*
6. *"Reasons for dissatisfaction of subjects: By doing harmful things and destroying beneficial things, by failing to protect from thieves and by robbing (them) himself."*
7. *"Reasons for dissatisfaction of subjects: By ruining human exertions, by spoiling the excellence of work done."*
8. *"Reasons for dissatisfaction of subjects: By doing harm to principal men and dishonouring those worthy of honour, by opposing the elders, by partiality and falsehood."*
9. *"Reasons for dissatisfaction of subjects: By not requiring what is done, by not carrying out what is settled."*
10. *"By the negligence and indolence of the CEO and because of the destruction of well-being through decline, greed and disaffection are produced in the subjects."*

*Give People Honour, dignity, and gratitude*

*Focusing on research and development, people, strategy over tactics, etc are key aspects of success for such organisations.*

*Keep an eye over the people. Keep watch on what is happening in the industry. Keep a watch on changes in the surroundings and your society. All things in the world are interconnected. A small change in some other place will affect you soon, in some way or the other. Therefore, keep yourself updated and informed in all matters.*

Selection of Management Trainees: Desire To Learn, Effective Listening Ability, Ability To Reflect, Ability To Reject False Views, Intent On Truth, Not On Person

Employee : Gather Experience, Prepare a Document (CVs, portfolios, certificates, press cuttings, reports of the projects you have handled), Talk About 'Their' Benefits

*"When it's all over, it's not who you were. It's whether you made a difference."*

The First Step : Don't Wait Start Now - Know Your Strengths, Tap The Right Persons, Be Clear About The Financials, Show your capability, not just by words but by result-oriented actions too.

Death on Duty : Insurance, Understand Each Employee (Keep a record of their family members), Be There *"After the death of a near one, I often wished for a few words of love, rather than the tears of thousands of people."*

Taking care of Employees : Take Time Out For Your Employees, Get Out Of Your Cabin, Plan An Outing, Keep Records (Maintain a different file for each employee with the help of the HR department.)

*"Not being rooted among the subjects, he becomes easy to uproot."*

*"A good boss makes his men realise they have more ability than they think they have, so that they consistently do better work than they thought they could."*

Security above Salary : Financial security, mental security, 'People don't leave companies, they leave their bosses!' Your immediate boss is a reflection of the whole organisation.

*"Even for a very large sum of money, no one would desire the loss of his life."*

Make People Accountable : Define What Is Expected, Regular Supervision, Reminders And Following-Up, The Fine

Safety in any Deal-Making

1. The Financial Aspect: Business is about wealth creation, wealth management and wealth expansion. Be non-emotional while dealing with this aspect.
2. The Human Aspect : The key asset in any organisation is the human one — those who created it, and run it, It's this enthusiasm which makes the difference in a war.
3. The Social Aspect : while concluding a deal, never miss out on the social impact it may have. The deal may make a lot of money for the employees and also the shareholders, but if it causes problems in the environment, ecology, or nature, you need to think twice about the deal.

*Sharpen your intellect, broaden your heart and, with maturity, strike the deal.*

Quality Control : Understand The Meaning Of Quality, Set Up Parameters, Improving Continuously

Selecting the Right Person : 'Who Is Your Role Model?' , 'Whom Do You Spend Time With?' , 'Suppose You Were Asked To....?'

Don't Beat Around the Bush : *"The demand is to be made only once, not twice."*

Net Profit Counts : "Sales is Vanity, Profit is Sanity, Cash is Reality!"

*"First-level businessmen always feel income is profit. Once they mature in running a business, they realise that real profit is what comes after calculating the expenses and taxes."*

Take Care of the Treasury : Budget, Learn About Finance, Network ( *"To have a friend, you need to be a friend first."* )

Wages :

1. Consideration For Employees : "If he is incapable due to ill health or due to a calamity, he shall get an extension."
2. Consideration Of The Employers : "A wage is for work done, not for what is not done."
3. Deciding A Fair Wage : "The payment of the wages was decided on the basis of work done, time spent in doing it, at the rate prevailing at the time."

Budget : The term 'budget' signifies estimation and organisation of revenue and expenditure of an organisation or state.

1. Accounting Systems *"He (leader) should check the accounts for each day, group of five days, fortnight, month, four months and a year."* - The leader is expected to maintain a system of daily, weekly, monthly, and yearly accounting systems to regularly check the income and expenditure.

2. Record Keeping : *"He should check the income and expenditure with reference to the period, place, time, head of income/expenditure, source, bringing forward, quantity, the payer/ paid, the person causing payments to be made, the recorder and the receiver."*
3. Taxation : while filling up the treasury he was conscious of the economic structure of the people. Several sections of society such as old people, crippled persons, and widows were exempted from taxation.

Internal Accounting Systems : *In addition to reporting in detail as well as in aggregate, there is also an individual accountability for the revenues and the expenditures."*

*"Regular reporting and inspections are required in order to get focused and refocused on our goals."*

Making Timely Payments : A Promise Is A Promise, Be Clear In Financial Dealings, Have clear conscience - *"The softest pillow is a clear conscience."*

*The real goodwill is the brand you create, and nothing should be allowed to tarnish it.*

A good profitable organisation requires continuous activity, without which wealth will never be attracted towards it. Also, individuals who are lazy will not be able to create wealth.

Money for More Money :

1. *"The objective of any king (leader) or state (organisation) is to create, expand, protect and enjoy wealth."*
2. *one need wealth to capture more wealth.*
3. *How to do this - "He (leader) should constantly hold an inspection of their works, men being inconstant in their minds."*

Increase in the treasury : Increase In Commerce And Trade, Arresting Perpetrators Of Crime, Reduction In Establishment, Plenty Of Crops, Plenty Of Marketable Goods, Freedom From Calamities

Security and Monitoring Systems : Use Technology, Make Your System Unique, Monitor The System, Conduct Surprise Inspections

Right Business Partner : Consider Your Values, The Long-Term Approach, It's Not Just Money you need emotional bank account

*"If situated between two stronger kings, he should seek shelter with one capable of protecting him."*

Effective Meetings : Come To The Point, ASAP, Give Direction, Have An Agenda

*"He should declare without loss of time what is in the king's interest."*

Planning a Business Trip : Have A Clear Travel Plan, Your Travelling Team, Study Potential Prospective Targets Well, Do Not Close Deals Immediately ("Thanks for the offer, will get back to you soon!")

Public Relations (build a network and maintain contacts) : Attend Meetings, Keep In Touch, Two-Way Approach, Long-Term Approach (A person who seems small today may become a giant tomorrow, while a giant today may be out on the streets later.)



### Honour Men with Qualities :

*"Men are to be honoured on account of excellence in learning, intellect, valour and deeds."*

### Solve Problems Together : Identify The Problem, Think From Different Perspectives, Create A Task Force

*"He should fight with the mobilisation of all troops."*

### Power of Communication : *"Defamation, vilification, and threat constitute verbal injury."*

1. Defamation : It means to defame or insult a person. You should never defame anyone, unless and until you have your facts right.
2. Vilification : means backbiting, e, *"If you want to appreciate someone — do it in front of others; if you want to tell him about his wrongdoings, do it when he is alone."* backbiting creates a lot of negative energy which is harmful not only to the person targeted, but also to the one who does it, as well as those who listen to it. This has to be avoided.
3. 'Threat' : means warning a person and trying to infuse fear into him. Never try to infuse fear into a person. The reason is that not only does this constitute a crime in the eyes of the law, but for you in the long-term you never know when the person will find the strength to hit back. The best way to communicate is in a soft, yet firm, manner. Chanakya had once said

### Common Purpose : Define Your Purpose, Have An Open Discussion, Give Time To Each Other

Life is all about partnerships — be it between spouses, friends, or even business associates.

*"Being not restricted as to place and time and because of having a common purpose, allied troops are better than alien troops."*

Requirement of Information : *"Marketing research and market intelligence should give the information that you require, not what others want you to know."*

Keep an Open Mind : Despise None, Never React (*"The most important thing in communication is to hear what hasn't been said."*), Make Use Of The Ideas

*"He should despise none, (but) should listen to the opinion of every one. A wise man should make use of the sensible words of even a child."*

Managing Multiple Projects : Commencement Of What Is Not Done, Carrying Out What Has Been Commenced (*It is not important how many projects I started, but how many I have completed.*), Improvement Of What Is Being Carried Out, Excellence In Execution Of Orders (*secret of his cool temperament - "Immediate decisions, faith in people whom I have given the work to, and spending more time in activities which will give us more money."*)

Constantly Educate Yourself : Join A Class/Course, Read Books, Meet The Right People (*"The only time well spent is the time spent learning new things!"*)

*"During the remaining parts of the day and the night, he should learn new things and familiarise himself with those already learnt, and listen repeatedly to things not learnt."*

A Stable Organisation : Financial Stability, People Stability, Learning Stability, Vision Stability

Working in new Regions : Do Your Research Well, Send A Pilot Team, Plan Your Move In Phases, Become Fully Operational ("*Conquering does not mean killing. It means taking a place in the hearts of the newly acquired region.*")

Organisational Planning : Annual Planning, Seasonal Planning, Planning For Rest

The Best and the Better :

1. What Do You Want to Achieve? : our destination has to be clear
2. How Will You Do It? : You have to start the journey immediately after setting a goal, Be sure about why you want to re-invent the wheel! And the key word is 'improve'. So learn from the best.
3. When Will You Finish? : Now that you are ready to learn from the best, set a deadline for yourself the time by when you will reach your goal, converting your study and training into success.

Time Management : Understand Your Goals, Note Everything, Check Your List Regularly

Ensuring Growth

1. People: Customers and Clients - Focus and take care
2. Country: The Market - Understanding the demand and supply ratio of any market is of prime importance. The company has to focus on this aspect of business.
3. Kingdom: The Company - If a company has to grow, it has to expand its current markets. This is what growth planning is. Study individual customers to understand market issues. Based on that, refine your products and services. Then understand the need of different markets and customise your products accordingly. In this manner, the firm's leader will be able to keep his customers happy and, in turn, increase market capitalisation and make the company grow faster into a truly globalised organisation.