

## **Employees**

### Safety and Security

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

Selection of Experienced Managers: Technical Competence, Intelligence, Perseverance, and Dexterity, Eloquence, Boldness, and Presence of Mind, Ability to Bear Troubles During Emergencies, Uprightness, Friendliness, and Firmness of Devotion While Dealing With Others, Strength of Character

*From the capacity for doing work is the ability of the person judged*

Attrition (when employees leave the organization): *He should favour those contented, with additional wealth and honour. He should propitiate with gifts and conciliation those, who are discontented, in order to make them contented. Create Your Own Culture*

Level up: Gather experience

Fate: *One trusting in fate, being devoid of human endeavor, perishes, because he does not start undertakings, or his undertakings have failed.* Know Your Strengths, Tap the Right Persons, Be Clear about the Financials

Employees: *Not being rooted among the employees, he becomes easy to uproot.*

Security (Financial security, mental security) Above Salary: *Even for a very large sum of money, no one would desire the loss of his life. People don't leave companies, they leave their bosses - Your immediate boss is a reflection of the whole organization. Try to achieve this 'family-feeling' in your organization*

Command Promotion: *He (king) should make those his ministers who, when appointed to tasks, the income from which is calculated (beforehand), would bring in the income as directed or more, since (thus) their qualities are proved.*

1. Make a Financial Contribution - either by bringing down costs or by increasing the productivity of your employees
2. Show Your Result in Numbers - Learn to sell yourself at every stage of your career.
3. Think Like an Employer- "What is your salary expectation?" His answer was, "Sir, that is for you to decide at this stage. At the end of six months let us review my performance. Then I will tell you what my expectation is." He was immediately recruited.

Make People Accountable: *He (the leader) should wait for one month, if the (accounts officer) has not brought in the day-to-day accounts, after one month, the (officer) shall pay a fine of two hundred panas increased (by that amount) for each succeeding month.*

Define What Is Expected, Regular Supervision, Reminders and Following-Up, The Fine

### Safety in Any Deal-Making

1. Financial Aspect: Business is about wealth creation, wealth management and wealth expansion.
2. Human Aspect: A huge team without any enthusiasm is nothing when compared to a smaller group with an 'enthusiastic' drive to change and excel

3. Social Aspect: never miss out on the social impact it may have

System: He should establish (each) department with many heads and without permanency (of tenure of office)

Good organizations are run by good systems along with good people, make a system that takes attrition into account right from day one.

1. Many Heads: prepare all three heads with equal training and trust. A company once had a vacancy for a President's post. But it appointed three Vice-Presidents instead and split the job. Amazing results were achieved. In the long run, they ended up with two highly productive Presidents.
2. Without Permanency: with people, do not expect permanency. The best way to make yourself permanent is to make more duplicates like you
3. Establish: only way of ensuring non-dependency on people is put in place good systems along with continuous training.

Quality Control: For perishable goods, a retraction may be allowed with the restriction: 'It shall not be sold elsewhere'. In case of transgression of that, the fine is twenty-four panas or one-tenth of the goods.

1. Understand the Meaning of Quality: Understand mindset and your customer's requirements to define what quality means
2. Set Up Parameters: Important to set up parameters to ensure quality before sending, or marketing, the produced goods and services
3. Improving Continuously: The demand in the market is growing, the needs of the customers are changing. Hence, the definition of quality also changes from time to time. Understand this and improve accordingly. Above all, learn from your mistakes, accept customer feedback and adopt the same in the next level of improvement of your quality standards

Selecting the Right Person

it is important to know the 'thinking', 'mindset', and 'psychology' of the candidate: "On finding out, he should keep him in accordance with his intentions."

Who is Your Role Model, Whom Do You Spend Time With (Company makes the man)

Don't Beat Around the Bush

The demand is to be made only once, not twice, Be Among the Right People, Gain the Vision, Stay in Touch

Reward Productive People

In case more work is done than agreed upon, he shall not make the effort vain, Keep Notes, Look for New Opportunities, Promote When Required

Take the Initiative: The minister should take steps in case of calamity of the king

Be a Good Boss: And, in all cases, he should favour the stricken (subjects) like a father.: Study and Understand Them

**Finance**

Net Profit Counts: "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." When assigned work, he should show income cleared of expenses.

1. Top-line-sales number
2. Expenses-regular and strong cash flow is the backbone of any business. After this, expenses take place. Salaries to the staff, investment in infrastructure like office, technology, and information systems are calculated. Next, we have other overheads like travel, marketing cost, training etc. All this put together are the total expenses of the company. As the company grows its top-line, its expenses also grow accordingly.
3. Bottom Line: What is left from sales minus the expenses are your profits — the Bottom line. Other factors as well — like taxes, total assets and their valuation. Shareholders will generally look at is the dividend which is now called the real bottom line. "Sales is Vanity, Profit is Sanity, Cash is Reality! (Adi Godrej)

Take Care of the Treasury in Difficult Times: "The (king) without a treasury should collect a treasury, when difficulties concerning money have arisen."

1. Budget-Controlling cash outflow is possible only if one plans in advance. You should have a system similar to the dam on a river which helps in storing water so that it can be used as per our convenience.
2. Learn about Finance-continuously learn financial skills (investments, tax structurings). As your company grows, the financial challenges grow too. It starts from the capital requirement stage, and then comes the short-term 'running capital' requirement, and, if not tracked well, there could even be a debt-stage which can prove fatal for the organisation.
3. Network-It's our friend circle and the network of goodwill that we have created which will help us during financial crises. "The best time to make friends is before you need them." "The best time to make friends is before you need them."

Wages: In the happiness of the subjects lies the benefit of the king and in what is beneficial to the subjects is his own benefit

1. Consideration for Employees: If he is incapable due to ill health or due to a calamity, he shall get an extension. In case of non-payment of the wage, the fine is twelve panas or five times the wage
2. Consideration of the Employers: A wage is for work done, not for what is not done, An employee not doing the work after receiving the wage, the fine is twelve panas, and detention till it is done. In case the employee misses the time (or completion) or does the work in a wrong manner, he may complete the work through another
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:** Signifies estimation and organisation of revenue and expenditure of an organisation or state. All undertakings are dependent first on the treasury. Therefore, he (the leader) should look to the treasury first. Kautilya emphasises that the officer-in-charge of finance (the CFO in today's corporate world) should concentrate all his efforts on increasing income and reducing expenditure

1. **Accounting Systems:** He (leader) should check the accounts for each day, group of five days, fortnight, month, four months and a year
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:** Be 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. He (leader) should check the accounts for each day, group of five days, fortnight, month, four months (quarterly) and a year Regular reporting and inspections are required in order to get focused and refocused on our goals.

**Paying Taxes on Time:** "Those who do not pay fines and taxes take on themselves the sins of those (kings) and the kings who do not bring about well-being and security (take on themselves the sins) of the subjects."

**Profit Margin:** "He should secure an undertaking requiring little expenditure and yielding large profit and get a special advantage." Control the expenses and keep an eye on the net profit or savings.

1. **Spend Time Budgeting:** need to calculate the time required for a project and the number of people required.
2. **Keep a Daily Check on Accounts:** discipline of maintaining daily accounts has to be introduced, especially in the face of deadlines and routine activities. How much income has been received daily, how much expense has been made, as well as the balance in the 'treasury'.
3. When financial stability is thus secured, you can take bigger risks, invest in new ventures and gamble a little in unknown areas.

**Proper Accounts:** If the (officer) does not deliver the income that has accrued (or) does not pay the expenses put down in writing (or) denies the balance received, that is misappropriation.

**Learn to Write it Down:** Money management is about discipline, Analyse It, Differentiate between Need and Greed

**Advance Money:** "The horse attendant shall receive from the treasury and the magazine a month's allowance (for the horse) and carefully look after it." firm produces an expense statement to show how much of the advance money known as 'imprest' money in the modern accounting world — has been spent (smallest detail)

**Paying Your Taxes:** "All experts shall fix revocation in such a way that neither the donor nor the receiver is harmed."

Making Timely Payments: "In the case of non-payment of the wage, the fine is one-tenth or six panas. In case of denial, the fine is twelve panas or one-fifth." It's better to 'under-promise' and 'over-deliver'. The softest pillow is a clear conscience.

Dirty Money: "For one calling another, who is not a thief, the punishment shall be that for a thief, also for one hiding a thief." Deal with the Right People, Think Long-Term, Oppose What is Wrong

Money for Wealth Creation: "Be ever active in the management of the economy because the root of wealth is economic activity; inactivity brings material distress. Without an active strategies, constant information flows, regular reports, both current prosperity and future gains are destroyed."

1. Money is not wealth. It is just a tool. Wealth is ever present in the universe. Like energy, wealth is constant; it only changes its names and forms. The secret of wealth creation is to understand the movement of wealth from one person to another, from one nation to another, from one generation to another.
2. The inner wealth of knowledge, experience, and wisdom are your true wealth. Without them, you cannot create external wealth. Only continuous empowerment with knowledge helps wealth flow to you. "A knowledgeable man can create wealth anywhere anytime."

Money for More Money: "THE OBJECTIVE OF ANY KING (LEADER) or state (organisation) is to create, expand, protect and enjoy wealth." There is no business that can create wealth without any investment. "He (leader) should constantly hold an inspection of their works"

Road to Wealth: Going rural has two benefits. First, the countryside is the place where raw material is available in plenty. Minerals, food crops, labour all find their sources in the countryside. Second, it is also a ready market for high volume business

## **Teamwork**

Security and Monitoring Systems: "Every object should go out of, or come into (the palace), after it is examined and its arrival or departure is recorded." Use Technology, Make Your System Unique, Monitor the System, Conduct Surprise Inspections

Right Business Partner: "If situated between two stronger kings, he should seek shelter with one capable of protecting him."

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

Finish What You Have Started: "Activity is that which brings about the accomplishment of works undertaken."

Want to Succeed: "Success is threefold — that attainable by the power of counsel is success by counsel, that attainable by the power of might is success by might, that attainable by the power of energy is success by energy."

Working Together: "And without informing the employer, the union shall not remove anyone or bring in anyone."

Get Everyone Involved: "He should fight with the mobilization of all troops." Identify the Problem, Think from Different Perspectives, Create a Task Force

Power of Communication: "Defamation (insult a person) , vilification (Backbiting - "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."), and threat ("When you communicate, it should be Satyam and Priyam, i.e. being truthful in a nice manner.") constitute verbal injury."

Stopping Fights: "Strife among subjects can be averted by winning over the leaders among the subjects, or by removal of the cause of strife." Identify the Problem, Talk to Group Leaders, Solve the Problem (Chanakya talks about the theories of Sama (discussions), Dana (offering of rewards), Danda (punishments) and Bheda (creating a split).

Teamwork: "Rulership can be successfully carried out (only) with the help of associates. One wheel alone does not turn. Therefore, he should appoint ministers and listen to their opinion."

Brainstorming: "In an urgent matter, he should call together the councillors as well as the council of ministers and ask them what the majority among them declare or what is conducive to the success of the work, that he (leader) should do."

Common Purpose: "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: "Coming to know what is known, definite strengthening of what has become known, removal of doubt in case of two possible alternatives, finding out the rest in a matter that is partly known, this can be achieved with the help of ministers."

Provision Against Failure: "I take into consideration maximum failures at each stage. I plan the alternative moves even before I start the venture." It's like having Plan A, Plan B, and Plan C in place.

Keep an Open Mind: "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."

1. Despise None

2. Never React- "The most important thing in communication is to hear what hasn't been said."

3. Make Use of the Ideas- Successful businessmen are not those who just sit around and only think. They are men of dynamic action who are ready to take calculated risks and give their best to make an idea and plan work

Managing Multiple Projects: "And (they) should bring about the commencement of what is not done, the carrying out of what is commenced, the improvement of what is being carried out and the excellence of (the execution of) orders, in the case of works.", It is not important how many projects I started, but how many I have completed, What you ought to do tomorrow, do today, what you want to do today, do it now, Japanese theory called Kaizen is that there is scope for continuous improvement in each task a person can do. Secret of cool temperament of CEO-"Immediate decisions, faith in people whom I have given the work to, and spending more time in activities which will give us more money."

**Politics:**

"A king who has not learnt the teaching of the science of politics is unfit to listen to counsel." It's all about power and authority, dealing with the people and how you can sail your ship in rough weather  
Constantly Educate Yourself: "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.", "The only time well spent is the time spent learning new things!"

Disaster Management: "A calamity of a constituent, of a divine or human origin, springs from ill luck or wrong policy.", "Inversion of excellences, absence, a great defect, addiction, or affliction, constitutes a calamity."

Timing it Right: Strategise, prioritise, plan and time every move

Corporate Social Responsibility: "And those who are without relations have to be necessarily maintained."

A Stable Organisation: "The policy, following which he were to see neither the advancement nor the decline of his own undertakings, constitutes stable condition."

1. Financial Stability: cash flow into the organisation is regular and long-term. A good banking and accounting system should be in place. Monitor finance reports regularly to keep an eye on these
2. Learning Stability: Continuous innovation and upgrading is the secret of success of all great companies.
3. Vision Stability: important to have a clear vision and a mission, choose the right path and keep walking

Working in New Regions: "He should provide one making a new settlement with grains, cattle, money, and other things." Cross-verification of the facts gathered is essential, Plan Your Move in Phases, "Conquering does not mean killing. It means taking a place in the hearts of the newly acquired region."

Organizational Planning: "The royal year, the month, the paksha, the day, the dawn (vyushta), the third and seventh pakshas of (the seasons such as) the rainy season, the winter season, and the summer short of their days, the rest complete, and a separate intercalary month are (the divisions of time)." A good organizational plan consists of a mix of long-term planning (five year, ten-year, or even twenty five-year plans) and short-term planning (monthly, weekly, and daily plans).

The Best and the Better: "If I were to create something new, I would study all that is best and make my product even better." "This single treatise (Kautilya's Arthashastra) on the science of politics has been prepared mostly by bringing together the teachings of as many treatises on the science of politics as have been composed by ancient teachers for the acquisition and protection of the earth." "Find a purpose, the means will follow."

Time Management: " Thus, he (superintendent of cattle) should be cognizant of the number of animals."

Ensuring Growth: "There is no country without people, and no kingdom without a country." People:

Customers and Clients, Country: The Market (Understanding the demand and supply ratio of any market

is of prime importance), Kingdom: The Company(Study individual customers to understand market issues. Based on that, refine your products and services. Then understand the need of different markets and customize your products accordingly)

Land as an Alternative Asset: "Of the excellence of land, affording shelter is best."predict the unpredicted, and prepare an alternative.

Crime Planners: "He who causes another to commit an act of force saying, 'I shall accept responsibility', shall be punished double."

Common Purpose: "Being not restricted as to place and time and because of having a common purpose, allied troops are better than alien troops." Define Your Purpose, Have an Open Discussion

### **Strategy**

Requirement of Information: "Coming to know what is known, definite strengthening of what has become known, removal of doubt in case of two possible alternatives, finding out the rest in a matter that is partly known, this can be achieved with the help of ministers." "Marketing research and market intelligence should give the information that you require, not what others want you to know."