

Total management: integrating manager, managing and managed

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Introduction

Management is by nature a holistic profession. If you are a lawyer, an accountant, an engineer or even a management researcher, you may still get away with focusing almost exclusively within a narrow field of specialization. But not so for those who *practise* management, which is the profession of getting “everything” done. Management calls for the necessary understanding of a wide spectrum of factual knowledge and theories (economics, finance, technology, law, etc.). It calls for competence in the particular type of business one is managing and the ability to take part in and oversee manifold processes such as communication, team building, group decision and production. It requires the skills to respect and integrate persons with diverse perceptions of reality, and to navigate through complex social waters; the ability to enrich feelings, one’s own as well as those of other people; and to spread enjoyment, to motivate and create shared meaning. Management requires us to use intuition, discern what adds value and act as a pathfinder who formulates new goals and has the ability to realize these visions; to practise what one speaks; to gain self-knowledge and manage oneself before one can lead others. As a result of all this, the range of management is comprehensive; it incorporates both analysis and synthesis, both science and art.

One fact recurs repeatedly in all of this research: The key managerial processes are enormously complex and mysterious (to me as a researcher, as well as to the managers who carry them out), drawing on the vaguest of information and using least articulated of mental processes. These processes seem to be more relational and holistic than ordered and sequential, and more intuitive than intellectual[1].

An illustration from physics

Let us pause for a moment and consider an illustration from physics. According to this discipline there are several layers of creation. Each level is characterized by a unique set of natural laws. Broadly speaking, there are four major layers:

- (1) On the most obvious level, we find the “classical” domain of concrete, isolated and easily quantifiable parts (e.g. the solid paper which you are now holding in your hand).
- (2) Deeper than this, there is the level of molecules and atoms. From chemistry it is clear that millions of processes are going on inside and outside your body while you are reading this line. However, our senses have as a rule not been refined enough to be able detect this constant flux. Instead we have extended the range of our senses by using microscopes and telescopes to fathom more of reality.
- (3) In the still deeper “quantum mechanical” reality, innumerable phenomena and processes are interconnected and interdependent. For instance, the elementary particles (which at near the speed of light are spinning around inside the paper you are holding) are localized focal points in non-specific and non-localized underlying fields, e.g. electrons are just concentrations in the electromagnetic field.
- (4) Beyond this, physics envisages an even deeper level – the unified field – the source of the laws of nature. Even though the unified field is the origin of the visible physical universe with all its concrete components, it is in itself considered to be non-physical and all-pervasive. The interesting thing is that the potential increases as we move to deeper layers. In fact, recent theories suggest that the unified field is a level of infinite energy and organizing power (see [2]).

The theme of this article

Parallel to the picture of the physical world just presented, this article presents a model of human awareness from the Vedic tradition of knowledge[3,4]. According to this model:

- human awareness is structured in layers, each with its own governing principles; and
- the deeper levels are more potent and comprehensive than those nearer the surface.

Starting from the most concrete, Table I shows in sequence: action and senses; desire; mind; intellect; feeling and emotions; identity or individual self; and transcendental awareness, the most fundamental level[5]. I will argue that contemporary management training and practice is in a state of imbalance, since there is too much focus on the concrete and visible parts of this discipline[2,6,7].

Quantum physics departed from the classical level many years ago, so it is surprising that management is still dominated by this domain. However, I argue that this is no coincidence. Quantum physics could only make the transition to deeper levels based on practical experiments. In the same way, the manager needs consciously to experience deeper levels of his own awareness in order to enact more wholeness in his profession and life. It is only in this way that he can

Table 1.
Different levels of the
awareness[8] and their
functional role

Awareness	Role
Action and senses	Sensorimotor
Desire	Impulsive
Mind ^a	Concrete thinking
Intellect	Abstract thinking
Feeling and emotions	Advanced development of feelings
Identity (individual self)	Advanced development of identity
Self	Transcendental awareness
Note: ^a see [8]	

create a practical synthesis of quantitative and qualitative knowledge; of the concrete and specific, and the intangible and non-specific.

The theme of this article is that there is a need for total management. Total management is defined as the integration of three major components:

- (1) manager or subject;
- (2) managing or processes; and
- (3) managed or objects (adapted[9] from [10]).

This means that there are in all four components, as illustrated in Figure 1, where one (total management) is the wholeness formed by integrating the other three. This gives a “3-in-1” structure. The components of manager, managing and managed are linked respectively to the more specific business areas of:

- goal;
- quality, productivity and profit; and
- marketing, goods and services (see Figure 2).

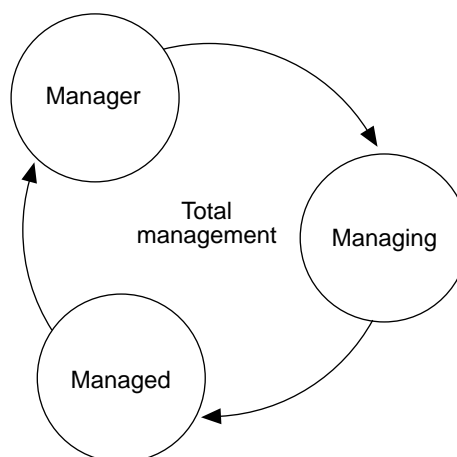


Figure 1.
Total management



Figure 2.
Aspects of total
management

This particular choice of elements was made since it is simple, descriptive and fits the model of human awareness introduced in Table I. It should be emphasized that the construct represents a simplification of reality. If it is taken too literally, we will fall into the same trap that I am arguing against in this article, namely of partitioning reality into isolated fragments. However, provided it is treated with caution, the model may add perspective to the field of management.

The article starts by arguing in more detail that there is a need for an expanded concept of management. For total management to be operationalized, the managers need an expanded, or “total” awareness. In order to provide a platform for understanding how wakefulness can be enhanced, the next section examines a model of human awareness. Then follow two sections describing respectively the mechanics of development and total management. The final section presents evidence supporting the theme that expanded awareness leads to improved management abilities and outcomes.

The need for an expanded concept of management

This section elaborates on the need to develop and integrate the three components of total management: managed, managing and manager. I will start by describing each component, and then bring them together to form management.

Managed

What is managed are the objective aspects of the firm, such as: things, tasks, numbers and money, e.g. inventory, equipment, goods, services, advertisements and profit. In other words, things that can be counted and quantified, and stored and processed by management information systems. In the context of the managed, even people may be considered as “a thing to be used, interchangeable, without individuality” [11]. The manager uses concrete

thinking, the senses and the organs of action to work on or with these things and tasks in his or her daily activity. Education at this level seems to be characterized by a focus on theoretical and fragmented book knowledge rather than on practical experience and integrated implementation. Much of formal management training – within such disciplines as accounting, finance, operations management and sales – falls into this category since one seeks to develop these more surface skills so that the manager can better deal with the managed.

Managing

Managing is concerned more with processes than with objects. The ability to handle processes is becoming more important today with the shift of emphasis from tasks to processes through re-engineering and just-in-time management[12]. Processes, which are more abstract and holistic than tasks and objects, are conceived at the level of the intellect (abstract reasoning) and the feelings (implicit sense of relationships and synergy). Learning about processes, about managing, must therefore tap a deeper, more subtle level of the personality.

Abstract reasoning is taught in courses on finance, operations and HRD, where the aim is to understand the dynamics of a system of tasks and/or people and the forces driving change. Likewise, through the dynamics of observation and enactment, and site visits, management trainees learn to see systems and wholenesses, and to understand relationships and processes. Other educational methods contributing to the ability to handle managing are: the practice of communication and collaboration through group work and projects; problem-based learning; and action learning.

However, there is an issue when, on the level of concrete thinking and abstract reasoning, one tries to teach and learn experiential knowledge essentially belonging to deeper, post-intellectual levels such as feelings. When attempting this, education and HRD tend to produce in the learner mental constructs of a desirable reality, constructs which unfortunately are short-lived artifacts. The net result is often that, once the inspiration has subsided, the course material is put in a drawer and life returns to its former state. In fact, too much theoretical knowledge, which the manager is unable to implement in practice, may complicate her or his awareness and thus be counter-productive. I believe we are here touching the reason why, in the more qualitative social sciences like organizational behaviour, management and ethics, the theories have on the whole not demonstrated an impressive organizing power in the practical world[7].

Manager

The challenge of current management training becomes particularly evident when we consider the third component, the manager's vital knowledge about himself or herself. To this domain belong values, self-esteem, self-motivation,

intuition, and the formulation of visions and processes that are highly subjective and intimate to the manager. If, for instance, the overall direction provided by a goal is missing, the other business elements such as quality, productivity and profit are at stake; in the worst case a business can be producing something that is life-damaging. In other words: “no vision, no business”.

Why is there room for so much improvement in the experiential knowledge of the deeper levels of awareness and self-development? Research suggests that only a few adults have reached a satisfactory level of expanded awareness[4,7]. The reason for this is that up to the age of 17-20 years human development appears to be substantially less than what it could have been; and that, as a rule, we find little or no growth later in life, irrespective of further education and work experience[4,13]. I will return to this later.

Management

Finally, let us consider the act of bringing together these three diverse elements – managed, managing and manager – into management. According to the *Gestalt* principle, the whole is more than the collection of parts. It is the objective of training in, for instance, leadership, strategic management and total quality management to impart knowledge and skills of this synergy to see the parts *and* the whole. However, if the awareness of the manager is limited to the more superficial levels of the personality, he cannot avoid placing emphasis almost exclusively on the managed. This results in a “collapsed wholeness” which we may call “formal management”. In this situation, there is a considerable gap between “know what” and “know how”, between practice and theory. On the other hand, if the conscious awareness of the executive has been expanded, it will be natural and spontaneous for him to enact total management. Therefore, I submit: “Total management is structured in total awareness”!

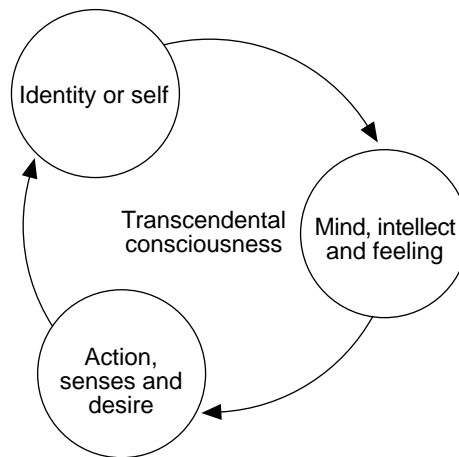
A model of human awareness

Since I am arguing for heightened wakefulness, this section will go deeper into the model of human awareness presented in Table I. The model is based on Maharishi[3]) and Alexander *et al.*[4]. For each level I will discuss the corresponding functional role. Figure 3 shows the relationship between the levels in the framework of Figures 1 and 2. It should be noted that in the *Gestalt* of real life processes and phenomena, all levels are involved. Even so, I believe there are “specializations” which naturally belong to each level. Note also that personal development starts from the top of Table I and consists in operationalizing progressively deeper levels. The mechanics of human development will be discussed in detail in the next section.

Action and senses

The senses and organs of action are engaged in handling external objects. These are the most expressed and concrete levels of our individuality.

Figure 3.
Levels of awareness



Desire

Desire deals with impulsive action and early thinking. In the mechanics of desire, we create mental representations of concrete objects, and relate to these representations rather than the objects themselves. Of course, desire is present at all levels of our personality. However, it is most prominent in mediating the interaction between senses and mind. It is for this reason I have given it the position shown.

Mind

Mind is responsible for concrete thinking (apprehending, remembering, comparing and conceptually organizing the multiplicity of perceptions). The major constraint of this level is that even though we can evaluate outer objects, we cannot systematically observe the internal mental processes through which this evaluation takes place. Torbert[7] tested the level of development of around 500 managers. It seems that the majority of his subjects had reached a mature operationalization of the mind (around 10 per cent had not).

Intellect

The intellect is the level of reason – it discriminates, logically evaluates and decides. The intellect operates on the mind, making thoughts possibilities rather than actualities. This can be illustrated – I am sure that many of the readers have come across the situation where a person is so bound by his own ideas that the sense of “ownership” prevents him from accepting that alternative perspectives exist. Another example is when a person can think of several alternative solutions to an issue, but is unable to choose one particular solution. Both examples indicate that the person’s conscious awareness has been developed to the extent of including the mind, but not the intellect. Only around 45 per cent of Torbert’s[7] managers had gained a mature operationalization of the intellect.

Feeling

Feeling may be described as a more “relaxed” state of the intellect. “It is flexible and relational (hence more sensitive to context and change) and involves a subtler, more rapid, holistic, intuitive mode of functioning, less dominated by linguistic expression and sequential formal reasoning” [4]. In interpersonal relationships, a person who has developed his feelings to a large extent will not experience conflicting opinions as a threat. This means that such a person is a more independent manager. In spite of the clear need to make operative this level, it is likely that only 1-2 per cent of adults reach a mature development of feelings (Maslow, quoted in [4]; see also [7]).

The self

Alexander *et al.* [4] locate the self as the deepest level of individuality. The self is what is experienced in the individual’s life. The self understands, feels, thinks. Even though the self is performing these general functions, it also reflects the distinctive character of the individual and, hence, differs from person to person. In this respect, it is the common pattern in all the manifold moments of one’s life. The self is also responsible for synthesizing the information derived from the more gross levels of our personality. A person who has good contact with themselves has a relaxed relationship with life. By this I mean that by large they are not dependent on outcomes and not attached to gain or loss.

Drawing on the areas of faint feeling, intuition and identity, are highly personal characteristics such as visions, meaning, values, attitudes, biases and beliefs. Normally these parameters are not involved – i.e. do not vary – in the dynamics of our mental lives. Instead they belong to our “mind-set”. In most cases we are not even aware of the effect of this “internal censorship” [6] on our thinking and action. However, through the development of conscious contact with deeper levels, we have the possibility of altering and enriching these intimate parameters and thereby transform our sense of reality in fundamental ways.

There is widespread agreement that very few reach the level of conscious contact with their identity, probably less than 0.5 per cent [4]. This claim was substantiated by Torbert [7]. Of the around 500 managers he studied, only 9 per cent had reached the “Strategist” stage, a development phase marked by conscious contact with the feelings [14]. It is thought provoking that none of his managers appeared to have reached a mature awareness of this deepest level of individual life, corresponding to Maslow’s [11,15] “self-actualization”. Torbert suggests that such individuals take part in historic events or transformations and describes a few extraordinary leaders whom he considered to be in this category: Mahatma Gandhi and Pope John XXIII, to whom he adds Spinoza, Thomas Jefferson, Abraham Lincoln and Albert Einstein. It is probable that several of these were at the still later stages which require the experience of the most subtle state of being – the self.

Transcendental awareness

Transcendental awareness, the higher self, transcends the lower self. It is the most fundamental level of awareness, experienced as boundless and free of the content of senses, thoughts and feelings[3]. The experience of transcendence is what Maslow[11,15] calls "peak experiences". It was his opinion that less than 0.1 per cent of adults had frequent peak experiences. The experience is that such temporary transcendences take place before an individual has reached permanent self-actualization[11,15].

Since we are completely withdrawn from active life during transcendence, we cannot do "business as usual" directly from there! However, when this level has become permanently established, it will co-exist with activity. Maharishi[3] and Alexander *et al.*[4] call this a higher stage of consciousness (i.e. Maslow's "plateau experiences"). At this advanced stage of development the transcendence forms a silent and non-changing basis of the never-ending changes of dynamic life. Maharishi[3] explains that the individual is non-attached and his awareness so expanded that he even has distance to himself; an attribute which supports freedom and objectivity in management.

On the mechanics of human development

Let us now consider certain aspects of the mechanics of growth based on the stage model proposed by Maharishi[3] and Alexander *et al.*[4]. According to this theory, growth is natural. This view is supported by Maslow[15] and Jung[16]. For instance, Jung[16] writes that all that lies in the unconscious[17] is craving to express itself, and that also the personality is craving to unfold itself from its unconscious conditioning and experience itself as wholeness.

The stage model suggests that development starts from the level of senses and action (Table I) during infancy, and consists in uncovering and putting to use increasingly deeper levels of the personality in step with growing up. During this process the earlier levels are integrated into a greater wholeness where the focus at any time is on the level made conscious most recently. Therefore, nothing is lost as we grow. On the contrary, all areas are enriched. For example both analytical and holistic abilities are enhanced simultaneously (see below). However, with expanding awareness, the importance of the subjective ways of gaining knowledge increase in comparison to objective ways[5].

A central feature of this model is that *all* levels of the personality are there all the time – partly conscious and partly subconscious – and that this latent wholeness affects us continuously. However, levels deeper than conscious awareness are beyond our conscious reach, i.e. "hidden from view". The growth mechanics are that the latest level uncovered is what we are; it defines what we *predominantly* know ourselves and the world through. In contrast, the levels we operationalized earlier represent something we *have*. Hence, our latest level gives us our sense of identity. A person in an earlier stage cannot understand the reality of one in a later stage. However, the opposite is true: a person at later

stages incorporates the reality of earlier stages. We can therefore talk about different “*realities*” or worldviews depending on the degree of expansion of conscious awareness[7].

The iceberg

I argue that perhaps *the* major challenge facing contemporary management is the lack of full expression of human awareness. This shortcoming results, first because growth prior to adolescence is less than what it could be. Furthermore, after the age of 17-20 years we normally experience little or no development. As a result, different individuals end up with a level of development corresponding to different stages between the beginning and the end of the sequence described earlier (Alexander *et al.*[4]). This situation is illustrated by the iceberg in Figure 4[18]. The horizontal line marks today’s prevailing division between the conscious rationality above the water and the hidden (subconscious) and much larger forces below the surface.

Consider a deeper demarcation line where the division between conscious and subconscious awareness is between intellect and feelings. One consequence of this scenario is that while we can manage our mind and intellect, the situation is often reversed when it comes to feelings and moods. Even when the rational content of the mind and intellect are the same, the associated feelings may be diametrically opposite. For instance, we can be either happy or the exact opposite when thinking a mundane thought like “I am going to my office”, or the more exiting “perhaps I will be promoted today”. The reality is that the feeling level is the “boss” (see also[19]). In this situation it matters little what the intellect reasons, even when it concerns itself with the most sound rationality. This illustrates the powerful influence the subconscious has on the conscious, mainly in an unconscious or unnoticed way.

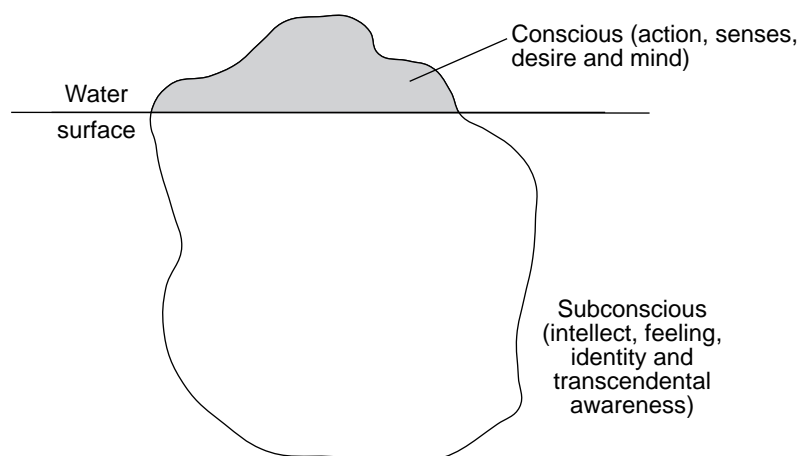


Figure 4.
The iceberg, showing
today’s prevailing
demarcation line
between conscious and
subconscious awareness

The division between conscious and subconscious levels of our awareness can be illustrated by an analogy suggested by Maharishi[20]. When we take in food, it is first broken down and then synthesized with the aim of providing nourishment and building blocks for *all* aspects of the body: tissue, bones, organs, nerve cells etc. Imbalances in the physiology may prevent the food from nourishing particular aspects of the body. This will result in improper functioning and lack of sound health in those areas. In a similar way we metabolize our experiences. First they are broken down and analysed by each level of awareness, then the experience is synthesized into a wholeness. However, I argue that it is only those experiences above the water surface of Figure 4 that are fully digested, and that those below remain in our subconscious awareness in a frozen or undigested way. Dominating thoughts or feelings, often with recurring contents and mood, that “out of nowhere” keep popping up in our awareness, are examples of undigested experiences. In this category I place deep-rooted stresses, biases and attitudes that severely restrict our thinking and action[5]. Full metabolism of experience calls for the simultaneous satisfaction of *all* levels of awareness. Only in this way can we enjoy the full expression of our creative intelligence.

A description of total management

The theoretical platform developed so far can now be applied to a more in-depth description of holistic management. In relation to the integrated nature of this profession, Gummesson[21] posits: “Quality, productivity and profits are triplets; separating one from the other creates an unhappy family... The problem is to see all three at the same time, which is the task of management, the Big Chiefs”. This is akin to the concept of total management – the only difference is that I add elements to each end of Gummesson’s[21] sequence, to yield the mix shown in Figure 2.

Table II summarizes the thesis of this article by integrating the different elements in Figures 1-3. Let me comment briefly on the approximate linking between the selected areas of management and the levels of awareness:

Table II.
Linking the elements
of Figures 1-3

Management (Figure 1)	Business area (Figure 2)	Levels of awareness (Figure 3)
Managed	Goods and services Marketing	Action and senses Desire
Managing	Profit Productivity Quality	Mind Intellect Feeling and emotions
Manager	Goal Total management	Identity or self Transcendental awareness

- Goods and services are experienced and enjoyed by action and the senses.
- The purpose of marketing is to arouse a desire in the potential buyer.
- Profit is related to mind since it is appreciated by concrete thinking
- Productivity is improved by maximizing output over input[19], by deciding between alternative ways of producing the desired results.
- Quality brings satisfaction to everyone involved: customers, producers and society. It is at the feeling level that we experience this satisfaction.
- Goals and visions belong to the functioning of the deepest levels of our individual lives, and characterize our individual identities.

The execution of management

How, then, are all the diverse components in Table II integrated during the execution of management? Based on the degree of expansion of conscious awareness of the manager, there are two possible and alternative ways of creating a manageable situation.

- (1) *Formal management.* If conscious awareness is restricted to the mind, as seems to be most common today, the situation is automatically simplified by “stowing away” or suppressing a major part of our awareness in the subconscious (see Figure 4). The result is step-by-step and concrete formal management. In one way this “collapse” is life-supporting; it represents the best we can accomplish in the given circumstances, and therefore prevents chaos and confusion. But on the other hand it causes significant limitations since unfortunately it does not do full justice to reality. Furthermore, since awareness is restricted, overwhelming experiences are unavoidable. As described earlier the effect of such “overloading” is permanent blockages in the form of stresses and strains.

There is a second challenge related to this. Today objective knowledge is expanding at an enormous rate. In order to create a manageable situation for ourselves and gain recognition at early stages of our careers, we have to narrow down our expertise more and more. This is the origin of the large spectrum of experts in contemporary industrialized societies. These “technicians”[7] have a tendency to look at the world from the point of view of their own “craft logic”. Not only may it be difficult for them to relate to others on the feeling level (see above), but their highly specialized terminology and perspective often make it difficult for them to communicate with others even on the rational level. Among other things, this will make it difficult for managers to create the shared vision essential to an organization (see below).

- (2) *Total management.* Once the conscious awareness has expanded to incorporate deeper levels, we can handle more easily the resulting complexity *consciously* without being overwhelmed. As our awareness expands we will gradually be able to make synergy effective in practice:

we gain the ability spontaneously to integrate the innumerable and diverse business processes and phenomena into a unified comprehension. It should be emphasized that in the main this is *not* a step-by-step intellectual process. A sequential comprehension would normally take too long a time, meaning that when we get to the end the result could easily be out of synchrony with reality.

Instead, this synergy is a constant flux where the manifold parts are influencing each other continuously and reciprocally. Of course, the more surface levels of awareness also play their significant role. However, the *priority* is on the deeper more expanded levels of awareness; in particular, on the wholeness that is more significant than all the parts. It is only an expanded conscious awareness that has a complexity sufficient to match the real world and thereby do full justice to reality. The more expanded the awareness, the more comprehensive is the knowledge it can appreciate. Therefore, the goal of total management is permanent establishment of transcendental unbounded awareness. According to Maharishi[10] this results in the pinnacle of management: administration in accordance with natural law (see also [12]).

Selected benefits from total management

To further illustrate the benefits stemming from total management, I will consider two examples: the ability to satisfy both the intellect and feelings, and the ability to reframe goals.

The reconciliation of intellect and feelings. I outlined above the all-too-common situation when the demarcation line between the conscious and subconscious levels was between intellect and feelings. We have all experienced a major consequence of this separation between rationality and heart: frequently arguments take place on the intellectual level, while the real issues reside on the emotional level. In fact, in some workplaces it is taboo to talk about feelings and emotions. This could explain why many personal, interpersonal and social issues are never resolved, a phenomenon that poses a serious challenge to management. Therefore, even though the intellect is usually considered a friend, it can indeed act as a foe when the totality of the situation is not comprehended.

There is a second point related to this. Whereas the surface levels of awareness have a tendency to divide, feelings have more the capacity to unite. If we consider contemporary business and society, we often find that divergent interests dominate and that there is room for improvement with respect to the essential unifying wholeness. This unification is dependent on the capacity for empathy and warm feelings. Without such feelings, the resulting paradigm is “win-lose” rather than “win-win”. According to Maharishi[3], a person established in the transcendent is able to synthesize fully the often competing tendencies of rationality and heart present at more expressed levels. This synergy will create a situation of “unity in diversity”, i.e. the ability to synthesize both the intellect and feelings into a *Gestalt*.

The ability to reformulate goals. To experience transcendental consciousness in itself, awareness must settle completely, without even the impulse of the lower self or feelings. When the awareness becomes more and more accustomed to this ground state, it begins to integrate this experience in the range of its functioning, i.e. the experience of the Self starts to co-exist with the experience of the more surface levels of the personality. In this situation, conscious awareness includes a level beyond goals and visions. This means that goals and vision become an aspect of the personality which can be changed, rather than an essence which cannot be changed. This means that no longer are we our goals; rather we *have* them. Therefore, a “total manager” has the possibility of reframing his goals if the circumstances should so require. Without this ability for continuous change, there is a real danger that an executive could be caught in his own visions. There are many examples of leaders who once formulated great visions and were able to operationalize them, but who, when times started to change, were unable to reformulate their goals, and decline was inevitable[7].

Support for the theory on total management

It has been said that “the proof of the pudding is in the eating”. This section will provide support for the theory that expanded awareness leads to practical benefits for the manager. The first part is general. Thereafter, I will consider a practical method to operationalize the development of conscious awareness and look for resulting improvements in organizing power.

Expanded awareness and management

I have argued for the need to integrate the diverse components of management and that the elements lower down in Table II are more potent than the more surface levels. This is common sense, but even so, it will be useful to provide a rationale. For instance, Gummesson[21] posits that increased quality in general leads to improvement in both productivity and profits. Likewise, improved productivity will tend to cause profits to go up.

Maslow[11,15], Mintzberg[1], Alexander *et al.*[4], and Broekstra[22] posit that enhanced awareness leads to improved performance in general. The overarching theme of the work of Leavitt[6], Torbert[7], Swanson and Oates[23], Gustavsson[2], and Harung *at al.*[24] is that the expansion of conscious awareness is the key to successful management. This claim can be substantiated by a few examples:

- Torbert[7] refers to a study of physicians managing their private businesses. The Achievers (heavy predominance of the intellect; Alexander[14]) on average had gross annual revenues three times more than the Technicians (mind). Likewise, there was a 300 per cent difference between the Strategists (predominance of feelings) and the Achievers. Even though the results are marked, the sample was too small for statistical significance. To further support his hypothesis, Torbert argues: “Earlier studies, however, have shown statistically significant differences in managerial behavior by stage of development, so there is a

developing body of empirical support for the proposition that a manager's developmental worldview has a definite influence on behavior and outcomes".

- The Performance Group[25] carried out a study of 40 world-class performers from a wide variety of professions. The conclusion was: "In fact, it is this heightened sense of 'awareness' that emerged from our analysis and evaluation of the data as the most significant similarity". Harung *et al.*[24] found that a sample consisting of 20 of these breakthrough performers had much more frequent experiences of a higher state of consciousness than average performers.

Implementing expansion of awareness through transcendental meditation

the essence of leadership is "full, free self-expression", and...in turn, the key to self-expression is self-knowledge ... It thus appears to me that, to become a leader, an important and central emphasis has to be placed on the development of consciousness, a subject that has been traditionally avoided by management education[22].

Since so few adults have gained the expansion of their conscious awareness necessary to support higher stages of human development, if progress is to be made it will most likely come from a non-traditional element in education and HRD. To be effective, such an element must allow our awareness to expand beyond the intellect, to the more abstract and comprehensive levels of feeling and identity. I therefore want to describe briefly transcendental meditation (TM)[3,26].

There is a story of a managing director who learned transcendental meditation. When he had been practising for a while, he was asked if he had noticed any benefits. His reply was that he reserved his opinion until he had seen the "bottom line" at the end of the year! What evidence *do* we have that Maharishi's transcendental meditation leads to practical benefits for executives? A large number of investigations suggest that TM is an efficient technique for broadening human awareness. Summarized below are some of the research related to expanded awareness and self-actualization. For more details, see [2,4,14,23,27,28]:

- Simultaneous development of broader comprehension and improved ability to focus.
- Simultaneous improvements in right hemispheric functioning (improved synthetic and holistic thinking) and left hemispheric functioning (improved verbal and analytical thinking).
- Developed creativity.
- Improved self-concept.
- Increased spontaneity.

- Increased field independence (increased resistance to distraction and social pressure).
- Increased job satisfaction and improved work relationships.
- Efficient stress management.
- Enhanced managerial effectiveness.
- An increase in holistic thinking among managers[29].
- The frequency of reaching advanced stages of self-development was around 40 times higher among (meditating) alumni from Maharishi International University in USA than for matched graduates from three other universities.

The following quote from Swanson and Oates[23], selected from a range of similar statements, illustrates how transcendental meditation can lead to an expanded and stable awareness which I consider essential for practicing total management: "In my business, the premium is on quick thinking. You have to make instantaneous decisions that account for all the details. Your mind has to stay clear and running at top speed and that's why I am sure TM is central to the success I have had." (Ted Nevels, president, the NICO Corporation).

Conclusion

"An effective leader must be the master of two ends of the spectrum: ideas at the highest level of abstraction and actions at the most mundane level of detail"[30].

The scope of this article is wide, but then the same applies to management. In theory, there is widespread agreement that management is holistic by nature. In practice, however, it has been difficult to implement a broadened awareness due to the lack of an adequate "technology of consciousness". There are several factors today which make it important to operationalize broader comprehension. First, there is an acceleration in the rate of change, complexity and interwovenness of the business world. Second, we are witnessing the empowerment of more and more people through the transformation to networks and a knowledge-based society. Third, the power of knowledge, for good or bad, is high and rising.

With the enhancement of wakefulness, managers will be able spontaneously to integrate the fundamental components of organizational life – such as goal, quality, productivity, profit, marketing, services and goods – into one unified wholeness. This synthesis of manager, managing and managed into total management is, in my opinion, essential for the sustainable growth of business and society. Over and above this, it has the potential to render business life and society in tune with the goal of total quality management: satisfaction to all.

Notes and references

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8. In this article the word "mind" refers to the particular mental level associated with concrete thinking and memory. Normally "mind" also represents a holistic term encompassing all mental levels. To avoid confusion, the latter has in most cases been referred to as "awareness" or "personality". Even when "mind" is used in the expanded sense, it will be evident from the context that this alternative is meant.
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29. The term holistic thinking refers to "more information on the totality of the system from each part".
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