

Meditative Mind



By

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Principle

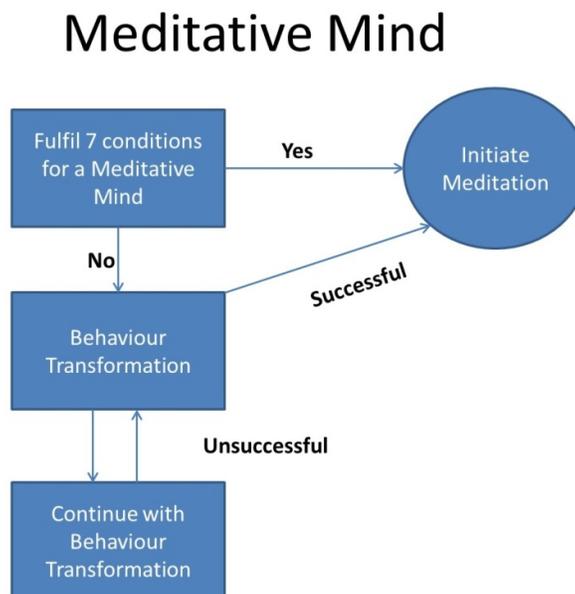
Every organisation must create and harness positive energy. This starts with focusing on those who work hard and talk less, giving opportunities to those really in need of the job, ensuring no layoffs, treating machines as living beings and caring for them, and ensuring a healthy ecosystem. Western ideas of layoffs, bell curves, nine-box matrix, and machines as assets which convert to liabilities drain the workplace of positive energy and are not good practices. Change is needed from deep within.

Meditative Mind is a series of essays which will help an individual evolve into a true leader; One whom the world remembers for times to come, one who creates significant value, one who develops entire ecosystems and one who leaves the world a better place than before.

This needs significant transformation of behaviours in an individual. This collection of 13 essays defines a Meditative Mind, showcases the behaviours an individual with a Meditative Mind demonstrates and lists steps to become a leader with a Meditative Mind.

This has to be studied along with the behaviour transformation framework defined by METL Global Perspectives.

Together, these two frameworks are transformational and unleash the true leader who is selfless, fearless and has limitless positive energy.



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The Thought

‘Until you dissociate yourself from the work you are doing, you will not be able to achieve success. Emotional bonding with your work stops you from achieving exceptional results’, said the Upendra, the Business Head to Shivam, the young P&L Leader.

Unable to put his counterpoint forward, (after all, we Indians accord a certain respect to our elders) Shivam thought, ‘Where did I go wrong? I am extremely passionate about my job. I love it! Then why such feedback? Does the Boss want me to relax and ‘chill’ and not get worried? But then, the targets have been increased by 30 percent, and when I ask how to achieve it – his suggestion is stop emotional bonding to achieve results? It does not make any sense. Maybe Boss has lost it.’

The next session was no different.

‘What I see in the presentation is a lot of thoughts but no laser-sharp focus on what you want to achieve.’

‘Sir, I want to exceed the given targets.’

‘Targets are just a number to guide you so that you can track the direction, nothing more than that. Net-net, you need to synergise the customer–offering–delivery mechanism.’

‘Any suggestion how to achieve that, sir?’

‘Meditate, at least 30 minutes a day, and you will get it.’

‘What’s wrong with the Boss?’ wondered Shivam as he walked out of the room. ‘But he must be right, so let me join the meditation session going on this weekend in the colony.’

His weekend was then filled with three hours of yoga and meditation followed by a discourse on the different ways to lead life, and on how to overcome anger and lead a blissful life. Shivam thought it was a total waste of time.

The next week at work, he wondered, ‘Where do I spend the allocation: towards developing the channel, on advertisements or on building my own sales team? All the data analysis and interaction with all the stakeholders directs me to spend more on recruiting and developing my sales team. As the outlay is going to be huge, I would require a management concurrence.’

‘Why do you need the concurrence? Is it because you are not sure?’ quizzed Upendra.

‘I am sure, Sir. Still, the effort is huge and so is the expense,’ said Shivam.

‘So what? Let’s say all this analysis was not available, what would you have done then? What does your gut say?’

‘I would have spent in making the channel stronger and developing a strong IT interface for the channel partners,’ said Shivam confidently.

‘Why are you not doing it then?’

'Sir, collectively we feel differently.'

'Is your channel a living or dead entity? Is your product a living or dead entity? Is this company a living or dead entity?'

'They are all dead entities, if you really want to define them that way.'

'So are you saying that you live, breathe and sell in a dead entity?'

'I really did not mean that,' fumbled Shivam. 'I meant dead as in 'dead', but living at the same time.'

'Clear your thought process,' commanded Upendra. 'These are all living entities. We interact with them, we discuss them. You made a presentation about the health of a channel. Learn to feel the energy of the channel. This is why you should meditate.'

'I spent most of my weekend doing exactly what you said, Sir. And I'm sorry to say, wasted my day. I'm sorry to put it so bluntly.'

'What did you do over the weekend?'

'I attended a yoga and meditation camp.'

'Did you notice stiffness in your body?'

'Yes, I did. Everyone does.'

'These points of stiffness show where energy is not flowing freely in your body. You have to release these stiff points over time.'

'But what has that got to do with the allocation of budget?'

'Business is a living entity; feel it. Wherever in the value chain energy is not flowing freely, sense it. Then do what is needed to release it. People call it intuition; I call it a Meditative Mind.'

'Let me focus. Where should I spend the budget allocation?'

'Where is the biggest block in your business' energy flow?'

'Channel management, Sir. It's not going the right way.'

'Then, spend the entire allocation there and make an impact,' said Upendra decisively.

The Essentials

People meditate because they have been told to, or because they think it is cool to do so. Most of them breathe in and out in a sequence and perform some set actions, believing that they are meditating. They could not be more wrong. Meditation is much more than the technique.

Meditation is a way to connect one's energy to the energy of the ecosystem and gain from it. The ecosystem is far more powerful than an individual and therefore, one can get a lot of positive energy from it.

'For the expansion of the plant, these three locations are desirable,' declared Arun, the Head of P&L. 'Location three is the best as it is close to the railway track; also, there is a small town nearby which can, over time, cater to the workforce needs.'

'Tell me about the land,' asked Shankar, the Business Head. 'What kind of life is there currently? What is the land being used for?'

'The land is semi-forest. No large animals but small ones such as jackals, peacocks, Nilgai, mongoose and monkeys are found there,' explained Arun. 'There is a perennial freshwater lake also nearby.'

'Our building the factory there will destroy the habitat of these animals and the lake, wouldn't it?'

'Yes, but they will figure out another place, Sir. Why worry?'

'The other two areas: How are they?'

'They are quite rocky and not well connected to other parts of the city. We will have to spend a lot of money going through the rocks.'

'So, you are favouring habitat destruction to saving money, aren't you?'

'I do not look at it that way. Location number three is the cheapest, fastest and the best.'

'If you had to build at that location, how can you do it without destroying the habitat?'

'We will have to clear the area.'

'Which means cutting trees and destroying feeding grounds of several non-human species. This will breed conflict and also give rise to a lot of negative energy. How can you build there keeping the habitat and ecosystem intact?'

'We can build a few nice gardens and plantations once the factory is built.'

'Understand that all species and elements such as lakes and rocks are there for a purpose. We must not destroy any bit of it. Even if there is a need to remove trees, we must ensure that the trees are transplanted and not cut. You can never have a good source of income if it is built on destruction. You have to feel the energy of the landform and it will tell you where the factory should be built.'

‘But transplanting trees will increase the cost of the project substantially!’

‘Then ensure that you produce products that are high in value and offset the increase in cost.’

‘Okay, but then let me also look at option one and two more closely.’

‘No, that would be a mistake. It’s our destiny to build our plant in land option three by ensuring that there is least destruction to the ecosystem. Let us make a model factory there which the world can learn from. It must be a role model of conservation. We must spend all that is needed to conserve the lake. Due to our presence, everything for everyone must be better.’

‘Ok. We have a decision to go ahead with.’

‘Rework on the IRR, keeping everything I said in perspective and send it to me for approval.’

‘Sure. I will get it done in thirty days. I need to consult with some environment and maybe wildlife consultants.’

Any object, ecosystem, or living being is basically an energy form. This energy is given a form with a body or a shape. However, the body without the energy can achieve nothing. It is of utmost importance to nurture this energy by being in the company of elements which radiate positive energy, do the right things which boost the energy and harbour the right thought processes.

Energy interacts at a plane higher than human consciousness. It cannot be seen but it can be felt – and felt very strongly by ones connected to the plane. Energy exists in all natural and manmade forms; waterfalls, rivers, forests, trees, plants, birds, animals – all emit energy. Factories, houses, roads, buildings, plates, vessels also emit energy.

A place that has experienced a lot of trauma and pain – like the Jauhar Kund in the Chittorgarh fort – harbours a lot of negative energy. In such places, the negative energy far exceeds the positive energy that the environment creates around it. Even after hundreds of years the negative energy dominates the place. We may call the place ‘scary’, ‘spooky’, or ‘eerie’, but it is nothing but the negative energy created by a chain of actions by individuals.

In supermarkets or in refrigerators at home, the place where meat is stored emits a lot of negative energy as substantial amount of cruelty has been associated with the meat. Similarly, products made of leather, fur or down feathers all emit negative energy and should be avoided.

Meditation is a process to generate positive energy by connecting with the energy reservoir of the ecosystem. To connect and draw from the enormous reservoir, there are a few prerequisites which an individual needs to fulfil:

1. You see and feel life in all forms, not only in the human form.

2. You do not indulge in any form of cruelty or consciously give pain to others.
3. You nurture relationships, putting your own needs later.
4. You are emotionally stable under adverse situations and will be fine to let go of all your possessions.
5. You lead a meaningful, healthy and happy life.
6. You like to give and not expect anything in return.
7. You believe your life has a purpose and you are actively trying to find it or achieve it.

The true test of all of these is under adversity and when resources are scarce. These essentials give you direction and once that alignment is achieved, the path towards destiny starts revealing itself. This is when meditation starts to play a role in life as it guides you to walk on that path.

The Dilemmas

Developing a Meditative Mind does not need guidance from any spiritual leader. It follows the principles of Karma, encapsulated in the doctrine of 'action without desire of results'. This thought process gives rise to a very basic dilemma: Why should someone do anything without expecting returns? Even the basic investment principles are based on returns.

This is at the crux of the thought process of the Meditative Mind and the meditative leader. The focus is on doing the right thing, working very hard to achieve it and making it happen. The moment the focus shifts towards returns, doubts and uncertainties start to creep in. This then defocuses the action and end goal is not reached.

The ability to perform selfless action is, in fact, a route to attain Moksha. This is the route which people in business and people leading families can practice. Is it easy? It seems so, but not really.

'Thank you for the generous incentive to the team. This was beyond the agreed financials and we are very happy as a team,' wrote Mihir to Mr. Shastry, the Business Head.

'You are welcome,' Shastry wrote back. 'The team worked hard. Though all the defined parameters have not been met, I am sure that the hard work put in will not go waste. Let me know how you intend to distribute the incentive.'

'Based on the performance scores and future potential assessment we have already placed our team members in the nine-box grid. We will distribute incentives based on this,' said Mihir.

'You have already promoted team members based on this classification. Your base salary and entitlements reflect that. Why do you need to distribute incentives this way? Has everyone not worked equally hard?' asked Shastry.

'Are you suggesting that we distribute incentives equally?'

'More than the way to distribute, it's important to know your thought process for distribution of wealth.'

'I know that some people have worked much harder than others.'

'I am sure you have factored that in during the promotion discussions. Now, if you distribute incentives also in this manner, will you not further demotivate the person who is at the lower end?'

'Yes. So? Let him leave! I will drive performance.'

'You do not drive performance. You encourage people to perform to their potential. Everyone is not equally sharp and bright. Still, everyone has to find a place in the team. As they develop and achieve, they propel your organisation forward.'

‘So how do you propose I encourage them? I took the whole team to Amsterdam just last year.’

‘Tell me, what is the purpose of work?’

‘To do something commercially productive so that we can earn money, which in turn can give us a better lifestyle.’

‘See that tree stump there? You remember, last year its branches were cut and the tree was literally left to wither away? Look at it now! It is sprouting new leaves. Is it working? What is its purpose?’

‘Trees give fruits and wood. In fact, planned harvesting is big business in Sweden and Canada.’

‘No. Its purpose is to grow and emit oxygen which the planet cannot do without. It knows that it is a part of the ecosystem and is trying its best to fulfil its role. It’s working very hard against adverse circumstances and is winning, slowly but surely.’

‘I can understand what you are saying.’

‘Think deeper. There is a teacher for us in this tree. What is the purpose of your team? Why are they needed?’

‘To drive profitability by bringing the right products and offerings to the target customers.’

‘I agree with you, except that the profitability part must be at the end and serving needs of target customers should be at the beginning.’

‘So, how do I distribute the incentives?’ Mihir was trying hard to wrench his boss’ focus from the tree and back to his original dilemma.

‘Ask the right question first. If you were to help your team members achieve their potential, how would you do that?’

‘I would send them for good training programmes. It would be up to them to take it forward from there.’

‘Do you know that Rishi, the customer support executive in your team, really aspires to do an MBA? Can you help him achieve that objective?’

‘Yes. He told me once that he has secured admission but due to paucity of funds he cannot do the course.’

‘Do you know that Kripal’s wife Surabhi is struggling to set up a homemade chocolate business? She wants to employ acid-attack victims in her enterprise. Can you help her achieve that objective?’

‘Both these team members are not the top achievers. I cannot distribute the entire incentive amount to them. It will be unfair to the rest of the team.’

'On the one hand, you use the word 'team' and on the other hand, you say that the team cannot help each other achieve success. No one is saying that you distribute all the money to the two of them. Think harder and see how the incentive money can help the team members achieve their larger objectives, directly or indirectly.'

'The team will be up in arms if I allocate incentive like that!'

'Your team is then not aligned to a purpose. Show them the purpose first.'

'Do you allocate incentives like that?'

'Yes, I do. Did you notice that your team got more incentive than Maitri's team, although hers delivered a far better performance? I think you are still confused between salary, perks and incentives. This is largely because you do not understand the difference between earning money and spending money.'

Everyone faces dilemmas, and not just for resources. Some can be based on distribution of resources; others can be based upon future possibilities. As you work towards developing the Meditative Mind, you will realise that the way to resolving dilemmas becomes easier.

What makes it easy is the emergence of a defined purpose that simplifies the decision-making process.

Life and its Purpose

Every life form appears to accomplish a purpose – whether it is a tree, a buffalo, a human or a mountain. As professionals, businesspeople, housewives, elderly care providers, and so on go through the daily chores, they need to stop and think if they are leading a meaningful life.

A meaningful life gives satisfaction as it is aligned to the individual's destiny. There is no waste of time and there is a purpose behind every action steadily leading on the path of destiny. A person who leads a meaningful life does the following six things:

- Has a clear direction beyond money or material pleasures
- Works very hard, and is sincere and oriented towards doing what is right
- Is actively involved in conserving the ecosystem
- Does not harm anyone or anything intentionally
- Leaves the world a better place than what it was
- Is humble and driven by faith, compassion and Karma

‘Son, after me you will inherit this large business. Are you ready to take over, having gone through engineering and management courses?’ the business tycoon asks his son.

‘I think I will be reorienting our business totally. Over the past two generations we have been felling trees and selling wood. We have gone into managing the business by getting into planned forestry, but this I feel is not the right thing to do. It is similar to the job of a butcher,’ said the son.

‘I am happy that you have your heart in the right place, son. But let’s be practical about it; after all, the world and the economy needs wood. When I took over the business, I too saw that the forests were being cut down indiscriminately. I changed course and went into planned forestry. We cut and replanted, and made it into an endless cycle of growth and regrowth. I would love to hear your thoughts.’

‘I am thinking of two things: First, ensure the development of very deep and dense forests in our land and generate tourism around it; secondly, start an organic, eco-friendly business from crops to homes.’

‘What is your execution model?’

‘Discarded waste – from the ocean or from landfills – would make up most of the raw material. We will put up factories outside cities as the source will be the waste – glass, ceramic, wood, plastics, paper, etc.’

‘Why are you so confident that you will be able to make it a success? Is there a secret recipe in it?’

‘I have, during my studies, firmed up the plan. There is a year-long process by which algae can turn plastics into a neutral compound. The result is a soft, clay-like substance which has high tensile strength and low compressive strength. When mixed with some additives, we will have a brick-like substance which is very light.’

‘Your thought looks good to me. However, to create a scalable model and a large business out of it, you need to work on it and prove it. Is there a location you have in mind where you can make this happen?’

‘You remember the huge wasteland outside of Pantik? I want to work on that. I can secure all permissions from the Government. I want to set up a world-class facility... better than what Sweden has done.’

‘I am happy that you have started with a tough benchmark. I sincerely wish you the best and hope we can start growing trees and not cut them at all. God will be happy with our family if you can achieve that.’

When the right purpose for life is defined, all forces of destiny come together to work with the individual. Life’s purpose cannot be defined by earning money and having a great lifestyle. A word of caution here: One can be very rich and yet lead a life defined by Karma. Being rich is not bad at all.

Such an individual could use his power and intellect to create a better world for all around him. On the other hand, an individual can keep the wealth with himself and lock it up, or invest and grow it and become richer.

The individual in the first instance would be said to have a Meditative Mind.

As we grow, we develop our thoughts; once we are independent, it’s time to convert the thoughts to action. Several people get so lost in the maze of work, home, recreation, money, status, lifestyle, and so on that they forget that they are part of an ecosystem that needs to be taken care of. Similarly, while work provides the needed money, it need not be the only area of focus. Adequate time and mind share must be provided to office work, but not beyond that.

Depending on the scenario, an individual must dedicate a substantial amount of his time towards strengthening the ecosystem around him. This could be through actions such as:

- Interfacing with government agencies to improve living conditions for the disadvantaged
- Providing livelihood opportunities to the unskilled
- Cleaning the nearby drains to ensure free movement of storm water
- Providing food and shelter to the homeless
- Planting and taking care of trees to ensure they grow well
- Ensuring a garbage-free environment nearby
- Creating secure places for refuge for the domestic animals
- Making the environment flourish with birds and animals coexisting with mankind

All these actions need to be carried out selflessly without the need to generate personal benefit out of them. The moment the personal benefit aspect comes in, the Meditative Mind cannot flourish. These personal benefits can be tangible or intangible. An

intangible benefit can be the need to be perceived as a responsible citizen, while a tangible one can be to build infrastructure for own use.

An individual who leads life with a purpose walks the path of destiny and achieves the purpose. Such an individual attains a level of satisfaction similar to what spiritual leaders attain.

Leading a life of a hermit is not a necessary condition to achieve destiny; rather, selfless devotion and a Meditative Mind are essential to initiate the journey. These can be done while someone has his own family, leads a normal family life and is still detached.

Finding Your Destiny

Walking on the path to destiny does not necessarily mean that one will find his/her destiny. It is akin to Columbus setting out to discover a country but reaching a totally different land altogether. If you let your life drift but focus on doing the work, your destiny will guide you. It's a force which needs to be understood.

Destiny is like radar – invisible to all except electronic instruments – guiding an aircraft. Every individual can feel the pull of the force of destiny. However, very few have the courage to walk on the path. The reason is the fear of the unknown; the path unfolds only as one walks on it. The uncertainty becomes difficult to handle for many, especially when compared to a defined, steady path that most other people tread.

The two paths – the defined one and the unknown one – can coexist for the individual with the Meditative Mind.

Rishi loved his job as a construction engineer. He built roads, bridges and power plants that contributed to the nation's progress. However, during greenfield constructions, the tree cutting made him very sad. As lovely forests were cleared to build roads – as Rishi did his job – his heart wept for the magnificent trees.

He opened up to his manager about it.

'I really love my job, but felling the huge trees to make way for the infra project breaks my heart,' he confided.

'I agree with you, Rishi. Most of us feel that way. Let us go and meet the CEO about this,' said his manager, Saurabh.

They both approached the CEO. 'Sir, Rishi and I want to talk about the ill feeling we get about cutting down trees for our projects. In fact, all engineers feel the same way. Can we do something about it?' Saurabh broached the topic.

'Thanks for taking this issue up, Saurabh,' said the CEO. 'Rishi, how many trees would you have to cut for the road project through the tribal area?'

'Sir, around 1500 trees. Some were definitely more than a thousand years old. They were so lovely and grand,' said Rishi passionately. 'Those trees housed so much of the ecosystem and — '

'Hold it right there!' the CEO interrupted him. 'Let's stick to the facts as getting emotional about it will not help us come to a solution.' He placed a call to the Chief Sustainability Officer, Subhas, who promptly joined them for the meeting.

'Subhas, you know the issue of felling trees that pains all our engineers. What is the solution from the environment perspective?' asked the CEO.

'Well, sir, we can transplant the trees. It would take at least four months of care to ensure the transplanted trees survive and start to grow again,' Subhas suggested.

'How much would it cost for 1500 trees?'

‘The land belonging to the tribals, the trees and care – all put together it would be around 50,000 rupees per tree. Totally, that would be around 8 crore rupees.’

‘I will sanction that amount from the CSR budget. Can you ensure that this is done henceforth for every project that our company undertakes?’ the CEO asked Subhas.

‘I would be very happy to do that,’ beamed Subhas. ‘In fact, this is a perfect case of a relevant CSR being carried out. I was getting tired of giving away sheep and goats as they really do not generate livelihood over time.’

‘So you work with Rishi for his next project and keep me apprised. Saurabh, I want you to plan this in such a way that the overall project schedule is not impacted. Understand the concept of transplantation and let us discuss this in greater detail in a week’s time. One more thing: connect with someone in the forest department and see what we can do together with them.’

When aligned, organisations become a potent force for fulfilling one’s destiny. And at times, organisations become vehicles for fulfilling the destiny of an individual; like it happened in the above scenario.

Has Rishi found his destiny or was this episode a small stepping stone on his long walk towards achieving destiny?

When one walks on the path of destiny, a few things start happening:

- Focus emerges in the path of life.
- New, meaningful associations are forged.
- Irrelevant people start dropping away.
- Things start getting done.
- Wastage of all forms disappears from life.
- Resources which are required for making things happen, start appearing.
- A new source of energy gets unleashed from within.
- Relationships with certain key individuals become strong.
- Life becomes more peaceful and happy.

When one achieves his/her destiny, they feel an extreme happiness and joy, surrounded by numerous loved ones and well-wishers. This feeling is long lasting, not momentary. It’s not a number that is reached, it’s about creating a positive impact on all involved.

Role of Meditation

Meditation is the most integral part of developing a Meditative Mind. So, what is meditation? While several spiritual leaders offer a direction and process to meditation, to me, meditation is a state in which one becomes detached from possessions, needs and wants.

I have noticed many people practising meditation without detaching themselves and therefore, they cannot meditate. Once the detachment happens, using the approach of meditation, an individual can then connect to the vast reservoir of energy which exists in the world.

There are six steps to meditation:

Step 1: Detaching from existing environment

Step 2: Acknowledging the presence of energy

Step 3: Connecting with the energy

Step 4: Internalising the energy

Step 5: Flowing the energy through your body

Step 6: Staying in the meditative state of mind

It is not about an hour when one sits in a particular posture and practices rhythmic movements. It's about developing the Meditative Mind. These six steps need to be understood in the right context.

Every now and then we hear remarkable stories from around the world: a taxi driver spends all his income to build a school in his village. He is poor but does not display the behaviour of keeping money for self. Why does that happen? Why does the individual connect more with the world rather than his own self or immediate family? Could he or she have spent the money on his family? What makes the individual rise above the usual and become an inspiration or role model for others – one that's often difficult to follow?

What is the difference between this individual and a business tycoon who donates millions of dollars to a college and asks that the hall be named after his family?

The former has a Meditative Mind, while the latter does not. In the energy plane, money and status are immaterial and insignificant, as what counts is the energy one possesses; it is not related to any of the physical dimensions we are aware of.

Step 1: Detaching from existing environment

It is important to detach from the expectation and the outcome orientation and focus on the task at hand and do that perfectly. For example, a student must focus on the preparation for the upcoming exam, rather than get worried about the expected marks. Without the detachment, selfless action cannot be performed.

Step 2: Acknowledging the presence of energy

Every individual must realise that there is nature which is far bigger than self. Just like a seed is a tree and a tree is a seed. Similarly, what is important is the energy in an individual – not the external body. This energy is connected with the larger layer of energy and everyone must respect that aspect. If someone thinks that they are extremely powerful and things happen due to their presence, then they need to do away with that thought first. Things were happening before he/she existed, and things will keep happening after he/she ceases to exist.

Step 3: Connecting with the energy

As all the elements of nature have energy, an individual can connect and interact with them. People say they get inspired when they are close to a river or a mountain. That is because the energy of the river is helping them recharge their own energy. All of us have different energy sources to tap into and one of the tasks for an individual is to find out that source of energy.

Similarly, there are energy drains – a garbage dump, a meat shop, an excessively disruptive individual – such places and people harbour negative energy. One must find ways to stay away from such energy drains or negative sources of energy, in order to attain a Meditative Mind.

Step 4: Internalising the energy

Understand the source of energy in your body and realise what strengthens it and what depletes it. Being present in a negative cultural environment depletes one's energy; therefore, either change the culture or move away from that place. Once an individual internalises the energy, he/she can make it grow, deplete it or sustain it. When one moves in the direction where energy is becoming stronger, that then, is the path of destiny.

Step 5: Flowing energy through your body

Synergise yourself with the energy and understand how to make it move within your body. Harboursing stress or a devious personal agenda blocks the seamless flow of energy in the body. Similarly, thoughts of causing harm to any element of nature also stops the flow of energy. Any interaction with a person whose energy flow has stopped is a very stressful experience.

Step 6: Staying in the meditative state of mind

Upon having achieved the state of flow of energy in the body, learn to sustain that. This also means altering one's lifestyle, if needed. Learn to listen to your intuition and be guided by it. If an individual is in the meditative state, he or she walks on the path of destiny while accomplishing their routine tasks and making way for the transformative life.

To charge the energy within, one must meditate by making the mind calm and building on the energy. At the right time, this energy will focus the individual towards the path of destiny.

Different cultures promote different forms of meditation and they are all valid. However, the Meditative Mind sustains after the act of meditation is over. It is reflective in every action and interaction of an individual.

Facing Adversity

All is good when things are fine. Issues come up when adverse circumstances start happening – an illness striking a family member, an income source drying up, children passing through a tough phase, and relationships getting sour.

In such a scenario, it is normal to get worried and anxious, leading to a situation where the Meditative Mind is extremely difficult to hold on to. Interestingly, in such a scenario it becomes even more important to stay detached from the current scenario, so that the necessary activities can be carried out or the right decisions can be made.

A Meditative Mind does not worry about the outcome. It focuses on the right things to be done. It can do so even in an adverse situation because the mind is driven by faith and hope. It draws from the enormous reservoir of energy available within and can recharge with ease. The adversities are then handled well if the individual is willing to be guided by the forces of destiny.

Vikram was heartbroken when he was told that he was going to be laid off as his position had become redundant due to restructuring and a strategic shift in organisation priorities. He used to work very hard and could not understand why this happened to him. His family and parents were dependent on him.

Distraught, he told his wife of the situation. They had recently bought a new house and the monthly mortgage payments were still on. Expenses were high and he decided to talk to his manager, Shashi, about it.

‘Sir, how can I manage my house with this loss of job?’

‘I understand the challenge, Vikram. It seems very difficult to fathom. However, many people have been able to handle similar situations well,’ sympathised Shashi.

‘What do I do?’

‘What do you have with you?’

‘I have nothing left, sir. Honestly, I feel miserable,’ confessed Vikram.

‘You have the blessings of your parents, the love of your family. You have your own hard work and intellect,’ Shashi reminded him. ‘See this as a temporary phase.’

‘Any suggestions for me?’ asked Vikram.

‘For the next ten days, just learn not to extrapolate this one event. Spend more time with your children and family. Refresh yourself and then get back to your contacts looking for work,’ recommended Shashi.

‘But, why me?’ asked Vikram.

‘Maybe as you are strong enough to handle the pressure while others could not have. In life adversity comes to everyone. It is deep faith and capability which carries an individual through life. I know you. I know you will be able to come out stronger with this.’

'Where did I go wrong?'

'Remember around three months back a client-facing role had come to you? You resisted it as you did not want to go to another location. You stayed back in this backend role. It's a consequence of that decision that you are facing now.'

'I want to be with my family.'

'Who does not? But they should be your strength and you should be their strength; not weakness. Think about it. The world is much bigger than one city and one company.'

'Is that client-facing role available now?' asked Vikram.

'No. In fact, you should try and see where destiny takes you. Learn to drift with the flow and you will always be at the right place at the right time.'

There are many major adversities an individual can face: living in a war zone; devastation due to a natural calamity; sudden death of the family's breadwinner; brutality at home; facing various kinds of oppression; and an apparent loss of control over one's life.

These are life-defining moments. In the face of such adversity, it is only hope, faith, belief and constant meditation which can help an individual; there is nothing else around. Hunger, starvation, death, disease are terrible realities. But if you think about it, there are things nature provides.

A green tree, sunshine and a ray of hope, droplets of water, air and all of these we cannot live without for a moment. However, can someone meditate with a hungry stomach? No. One needs to use whatever resources are available to them and eke out a living.

Though most of the people do not face extreme adversity, many face self-created issues by yearning for things which really do not matter. Back in 2001, after the devastating earthquake in Gujarat, there was a news report that I remember distinctly. It showed that while mostly survivors were distraught to see their homes destroyed, there was one person who was quite happy. When asked the reason, he replied, 'I am grateful to God that all my family members are alive. We are all safe. These are the real treasure for me. Yes, my house has come crumbling down, but that is fine. We will rebuild it.'

This individual demonstrated the Meditative Mind even in the face of extreme calamity.

Take a look around and you will see many instances of people who seem to have everything and are not satisfied, and the ones who have just enough, but are happy. Due to the lack of the Meditative Mind, there is a disproportionate distribution of essentials.

As a whole, there is enough for everyone in the world. This disproportionate distribution is a self-created scenario. Those who earn well do not give enough to others. Those who stay in a particular area do not dedicate time to clean the surroundings. Those who have good education spend time denouncing others, rather than helping others. Those

who can help improve a situation spend time listing the faults. Such individuals move away from a Meditative Mind and wander in the realms of depression, anxiety and loneliness.

It is essential that every hardworking and honest person should be able to get an opportunity to earn a livelihood, a home, sufficient food, and access to education and healthcare. Without these in place, the individual struggles, and therefore, cannot really be at peace.

Nature conspires to help those who want to work hard and provides the necessary opportunities and support. However, the individual has to understand the path nature is showing and walk on it.

Challenging Beliefs and Becoming Fearless

Self-limiting beliefs are one of the fundamental reasons for people to have fear. Often individuals confuse themselves by developing deep fear due to such beliefs. Being able to lead a fearless life is one of the most defining aspects of a Meditative Mind.

Dr. Ratnakar was aghast at the state of the roads in his area where, after monsoon, there were more potholes than road. He approached the local Municipality several times and although he received assurances, repair work did not happen.

He was especially anxious about the perils that two-wheeler riders were exposed to. He shared his concern on social media and lot of people expressed the same. Buoyed by the support for his concern, he arranged for a meeting with the like-minded people, but no one turned up. Undaunted, he decided to tackle the problem himself. He mixed some concrete and started pouring them into the potholes. Every day, he would fill at least 10 such patches on the road. One morning he received a call: 'Hello, Dr. Ratnakar. Why are you filling the potholes? By doing that you are taking away my livelihood. I have the contract to maintain the road.' It was a road contractor.

'Yes, but these potholes have been there for a very long time. If you patched them up regularly, why would I need to bother myself?'

'What can I do? The Municipality has to pass the repair budgets and only then can I carry out the repairs.'

'That is between you and the Municipality. I am more worried about the people who can fall and injure themselves. I have already filled 70 potholes on this road. In another 20 days, my work will be over and then I will attend to the ones which need repair again.'

'Listen, you are not allowed to do pothole filling and the R&B department is soon going to issue a notice to you. You are actually doing more damage to the road by using inferior material,' the contractor's voice turned menacing.

'Okay, then. I will stop when the notice comes,' was the cool response.

Soon enough, within a day, Dr. Ratnakar received a notice asking him to pay a hefty fine for 'damaging' the roads. He thought about it for a while. Then, unperturbed, he continued filling the potholes.

The contractor called again, 'Sir, as you talk about accidents that can happen, one can happen to you also.' There was no mistaking the threat.

'Yes, it can. Either you can repair the road or I can have an accident. You decide what the right thing to do is.'

The next day, Dr. Ratnakar's car was hit from behind by a truck so badly that it needed extensive repairs, costing him a lot of money. The next morning, he was back on the roads, filling up the potholes.

Soon, his work became the talk of the entire neighbourhood. People told the doctor not to mess with the contractor as he was an 'influential' person in the area. Also, he was told that the Municipality and the police would continue to turn a blind eye towards his plight, as they were doing now.

Once again he thought about it, and decided to stick to doing what was right. The R&B department filed a complaint against him in the local police station. He was even taken into police custody for a night. The cops told him to stop doing the pothole fixing as an entire set of people was being mobilised by the contractor to gang up against him. He was warned that he would soon be in trouble.

All in vain. Once released, he went back to pothole fixing. He thought there is no reason to be afraid of doing the right thing. Another 'accident' that occurred while he was filling potholes left him bedridden for two months. Yet, once again, he recovered and was back to the same job of repairing the numerous bad roads in other parts of the city too.

Seeing what he was going through, slowly a group of volunteers came together and began helping him out. Larger and larger groups started getting together and fixing the roads of the city. Seeing this, the city Mayor gave a notice telling residents not to do the road repairs; however, it didn't stop anyone.

In a matter of days, many of the roads in the city were fixed and the Municipality was put on notice for not doing their jobs.

Later, when asked what prompted him to start the movement, Dr. Ratnakar said, 'Throughout my life I was taught to be scared; scared of courts, police, goons and corrupt people. This one time I decided to push my fear to the back seat and do what is right. And the result is in front of you. What can anyone do? Put me in jail, harass me? The truth is that people's actions can cause my fear to surface; but if I have no fear and I know I am doing the right thing, no one can stop me.'

Once the limiting beliefs get challenged by ones' own self, a fearless mind starts taking shape. It's another essential for a Meditative Mind. It's a state which does not stop a person from doing what is right. Such is the power of the fearless mind that others start making way for it and begin to work together with the person.

Fearless Self

A fearless individual is one who does not shackle himself with thoughts which are not conducive for taking the right action. Most often, these limiting thoughts steer the individual away from the right thing to be done.

Often people do not do things they want to do due to the fear of the unforeseen. Such issues become an unfulfilled desire which leads away from the path of destiny. A fearless individual has confidence in his ability and does not get scared of doing the right things and walking the right path, even though he may not know where it leads.

Gururaj was working in a software technology company. Having grown up in a village, he knew that the quality of education was very poor in the remote schools of India. He wanted to do something so that rural children could compete with children in bigger towns and cities and stand a fair chance of winning.

He knew that the children in the villages were equally intelligent but lack of good education had slowly created a huge gap between them and urban children.

This bothered him endlessly as he went on with his regular grind of office and home. He would donate some money to aid agencies furthering the cause of child education but nothing gave him true happiness.

He shared his concern with his wife Lakshmi, who had a similar view. They then started saving money, bought a piece of land and set up a school in their native village. The school was managed by Lakshmi and was doing well. As the number of students grew, there was a need for more teachers.

Gururaj was in a dilemma. He was earning well. He had a great career in front of him. There was a possibility of a long-term assignment in the US which would help him save enough to buy a nice house.

And then there was the school that he always wanted to run. While it really benefitted the children of the village, there wasn't enough money from running the school. Uncertainty gave rise to a fear, fear of having not enough money to meet the needs of the family; fear of non-cooperation from the villagers at a later stage; fear of never getting a job in IT again, and a series of other fears.

Lakshmi was always sure that the school was her identity and had no doubts about it. After having a long discussion with Lakshmi, Gururaj decided to quit his job and become a teacher in the school, working together with Lakshmi.

Over the years, they catered to over 250 students across Standards I to X. They could make the necessity of good education felt in the community and created many online lessons for the nearby villages. With time, the family gained prominence, awards and grants. They were given permission to make it into a school up to Standard XII.

Gradually, with access to education and more modern knowhow, farming practices also improved and the village evolved into a model village in the entire district. Recognition

came in droves and the family was given huge grants to convert the school, now catering to 2000 students, into a college.

It had been a long journey for Lakshmi and Gururaj. That evening Gururaj asked Lakshmi, 'When I was in doubt, how were you so sure?'

'Why were you in doubt?' asked Lakshmi.

'Giving up a stable life for the unknown is a risky decision.'

'That is not a risky decision. Spending your whole life and achieving nothing is a far riskier decision.'

'But then we would have been well off, travelled to different places across the globe, had a secure retirement plan,' said Gururaj.

'Yes. At the same time, every day I would have also been unhappy about not doing what I should be doing. There is nothing wrong with the life you are describing, Guru. It's just that it was not meant for me. Those who work in large companies also contribute to the society, they pay taxes, bring up highly educated children. I wanted to follow a different path, and a path which made me happy every moment. It's all about choices. If we hadn't built the school, the government would have, in some years. Just that we played a part; a part which we were destined to. You had to overcome your fears; even though I had none. When we are doing the right thing, why have any fear?'

Gururaj realised that fear was like a rope which kept a boat tied to a peg. Once that rope is detached, the boat can drift towards the direction where the waves carry it. Maybe everyone was not as fearless as his wife Lakshmi, but being close to a fearless person could also help someone overcome his own fears.

Deep down, doubts still bothered Gururaj at times... Perhaps he could have been in the Bay Area now playing with his children, a dog, and Lakshmi would have been the proud owner of a large house, two cars and a lot of jewellery. Maybe she would've been happier... He would fall asleep lying on the floor of their simple two-room house, which was the outhouse of the school building, which, in turn was now transformed into a college building.

Doubts, fear, jealousy, hatred, all come from the same root – desire. The desire to achieve; the desire to have the cake and eat it too; the desire to be ahead of others; the desire to gain at whatever cost. An individual with a Meditative Mind learns to rationalise and limit his fears; he is able to handle them and thus lead a meaningful life.

Fear is embedded into the minds of every individual through the environment. The dog will bite; Don't run, you might fall; Be fearful of God, seek his blessings before the exam to get good marks; It's dark, do not go there, ghosts stay in the dark; fear of pain, fear of illness, fear of death...

All these, over time, become shackles and limit the ability of a human being to grow and achieve.

Just like a seed is in a tree, and a tree is in a seed, humans possess immense potential as the entire universe is in the person and it is up to the person to make himself evolve and grow.

This evolution takes place only when the person sees the path of destiny and walks on it. The forces of nature are with the one walking on the right path; therefore, why should such a person have any fear?

Such a fearless state of mind is essential for the Meditative Mind to evolve.

Value of Others in Your Life

We are born to our biological parents and during the growing up process we meet several people, form associations and relationships. Be it teachers, friends, spouse, colleagues, relatives, or those who we always wanted to talk to but did not. Is it a mere coincidence that we meet those whom we do, or is there a destiny perspective to it?

Every interaction you have, every person you meet is linked to the concept of energy we touched upon earlier. Often one says, 'I intuitively know if an association with someone is going to be a positive one or not'. If you can feel the energy in you, you will also be able to connect with the energy of others. If a close friend, whom you want to meet, is nearby, you will be able to feel the presence even if you cannot see the person.

You will also notice that a few people add energy to you while others drain your energy. It's important to stay away from the latter who are energy sinks, and to align with those who are energy sources. Interestingly, this is not only applicable to people, but also to places.

Rachel was a stranger to Mumbai, but she never felt that way. She felt that the city was the reason for her existence. A resident of Oslo, Norway, Rachel had visited Mumbai many years ago as part of a study tour organised by her college in Oslo, Norway. Having visited once, after finishing her studies she immediately came back to Mumbai and settled down there. On being asked what made her move from Oslo to Mumbai, she just said, 'It felt as if I was always supposed to be here. I was destined to be here.'

'What do you do for a living?' she was asked.

'I am a yoga teacher and I also take care of orphans in the city,' she replied.

'Did you never feel like going back? After all, Mumbai is hot and a difficult place to live,' she would be asked repeatedly.

'Well, I have met some of the nicest people in this city. It sure is hot and dusty, but it still feels like home. It's so peaceful here,' she would say.

'But Mumbai is so very noisy!' they would exclaim.

'It's a city with amazing positive energy. You see the energy during the Ganapati festival? The same is there during the monsoon. Who would not like to be here? There are people smiling always.'

'Have you found your home here? Your family?'

'When I meet the right person, that will happen too. I just need to let destiny pave the path for me. When you feel safe and secure, other things fall in place.'

Nothing in the universe is without energy; whether it is a car, an animal, a mountain or a human being. It is very important that we treat every single thing with utmost care and respect. A car must be cleaned and maintained; a dog must be walked, played with, groomed, fed and loved. If care is given, care is received in turn also.

A place like a zoo has negative energy as it confines the freedom of an animal. On the other hand, a well-maintained lake has positive energy and boosts the ecosystem around.

At home, a refrigerator containing meat is a source of negative energy. Similarly wastage of food is an act of negative energy. A place like a bathroom has positive energy if kept neat and clean. Overall, the people and places in a particular home must come together and produce net positive energy in a home.

One step at a time, if the homes, neighbourhoods and surroundings are all maintained well, automatically the entire environment harbours a positive energy. A farm with orchards, gardens and crops is a source of extreme positive energy and must be nurtured and sustained.

Neatness, cleanliness, orderliness – aligned towards a positive Karma – create a lot of positive energy. On the other hand, wastage, garbage and slaughterhouses must be done away with to ensure that positivity percolates in every part of life.

Whenever an act of negativity is performed in front of us, we naturally feel bad. Deep inside, the soul says it's not right. However, we rationalise and move on. We ignore the feeling and move ahead as if nothing had happened.

The interaction in the plane of energy starts in moments. Even if you continue interacting with someone who is going to spread negative energy, the energy plane will try to pull you apart. And if still you persist, and do not listen to your inner self, definitely something untoward would happen. However, remember that where you feel negative, someone else can feel positive about it or a particular person. It happens all the time.

Similarly, if there is a positive energy pull, one must not hold back due to social reasons. Maybe you feel like talking to someone whom you meet regularly while you commute to work. It might be a good idea to kick off a conversation.

This interaction can take place between a person and a tree, a person and a stray dog, a person and a mountain or any place, as energy resides in all the things, whether we classify them as living or non-living.

A person with a Meditative Mind learns to engage or disengage appropriately with others. Such a person is conscious of this and constantly works towards associating with those who add value to him, and those to whom he can add value to.

Meditation and Karma

Meditation is a state of mind which is achieved due to a deep alignment of thoughts and action with the path of destiny. There is a very strong connect between thought, action and meditation. An individual who says all the right things, but intentionally causes harm to others cannot achieve the Meditative Mind.

At the same time, an individual who is perfectly aligned in thought and action in the right direction can achieve the Meditative Mind. This has nothing to do with being rich or poor; this is about determined action, deep belief and honesty.

This is also the Karma of an individual. As we all know, in the larger realm, money or status loses relevance. What remains is the positive impact we make on the elements of nature and the ecosystem that come in touch with us. This is deep.... Think about it for a moment. There are several instances where we can make a difference:

- There was excess food at home. Did we put it in the trash, or did we give it to a hungry person or an animal?
- The plants on the median were not being watered properly by the municipality. Did we water them?
- The traffic policeman looked thirsty, directing traffic in the hot sun. Did we spare a moment and thank him or offer him water?
- An animal seemed sick and hurt. Did we organise treatment for it?
- A lot of work was pending. Did we take the time out to attend the school play of our child, and then get back to work?
- A tree was being cut. Did we offer to get it transplanted?
- To save animals from slaughter, did we pool the excess funds and put together an animal welfare centre?

When there is good Karma being carried out, selflessly and without any expectation of return, a Meditative Mind evolves.

Rahul had only one ambition: to get rich fast. The route was not important at all. He worked hard to become a leading consultant in M&A. Breaking up companies into smaller pieces, unlocking value, and selling them off was his hobby and passion. He rose to become the CEO of a leading financial company.

Little did he care that splitting up such organisations caused loss of countless jobs; for him it was all about unlocking value. He believed that companies over time added a lot of wasteful activities which dragged them down; this is when he could come in and perform 'surgery'.

He didn't realise it but his behaviour gradually changed over time. His attitude to everything had become 'value-driven' and 'worth-driven'. Why go to a party – who all would he meet and how would it help him? Why spend time in the company of people 'below' him as it did not allow him to rise? Was having a pet worth the amount of time being spent on it?

And then one fine day, he was on his way back after clinching yet another deal, when he saw a group of people holding a banner, 'Why did you make us jobless and homeless?'

This poster bothered Rahul lot. He knew his work would do away with jobs but in the long run he thought he was adding value. Endlessly he discussed at every forum that he was not the one taking their jobs away, poor management decisions were. Nevertheless, the words written on the banner would not go away.

He decided to do something about it. He approached one of those people and asked for a meeting at their home to understand their problem better, or rather, make them understand his role better.

He met Shivpal in the tiny one-room hovel where the entire family of eight lived. Shivpal had been a supervisor and was now jobless as a result of Rahul's 'strategic intervention', which resulted in closing down of a business line and the associated production facilities.

'Sir, my father served in this company and I am now serving here. We know nothing beyond this company,' said Shivpal.

'This business line was making the company lose money. The growth was stuck. Once growth resumes, in six months, things will be fine for you all,' said Rahul.

'It will not happen like that, Sir. The only job left for us now is wagon breaking,' said Shivpal.

'Wagon breaking?' asked Rahul, puzzled.

'When a goods train laden with petrol, coal or milk passes from here, we stop it for a few minutes, and take out a little of the goods. Then, we sell it at the market at a cheaper price,' Shivpal explained.

'That is stealing!' exclaimed Rahul.

'Do you realise that the unit was providing 600 families with a decent living? Now, at least 400 family members will have to join the wagon-breaking brigade. We do not wish to do that. Many will get killed in this process,' said Shivpal ruefully.

'Why do you need to go for that option only? You all are skilled, get jobs in other locations,' Rahul suggested.

'You get us the job and we assure you that we will leave this place. Get us the jobs. Understand what you have done to us. We only worked hard all our lives in this company. The company kept the unit going because they wanted to keep us involved in productive activity,' said Shivpal.

'Sooner or later it would have closed,' Rahul refused to give in.

'No, Sir. We produced enough to cover all costs incurred. It was a fine balance. Over time, the next generation would have moved out. Do you realise that you have turned us into thieves?' said Shivpal.

'No. You cannot accuse me of that!' Rahul was indignant.

'Sir, you are highly educated and intelligent. But I am sure you realise that ordinary people also have a role to play in society,' said Shivpal.

Rahul left the meeting with a heavy heart. Was he at fault, really? Was his Karma was good or bad? He could not get a good answer.

In organisations it is now proven that involving employees in CSR activities helps build a deeper engagement. Why would this happen? How can distributing relief material in a cyclone-struck area, or providing free education give happiness to the doer?

These are the activities which are linked to good Karma. On the contrary, bad Karma makes an employee sad. The effect spreads beyond the employee as it affects the family and society at large.

Doing Meditation

While a Meditative Mind has more to do with thoughts and action, the practice of meditation helps in achieving a Meditative Mind. Contrary to the general impression, meditation does not necessitate sitting in a specific posture in a quiet room. In fact, reaching that state of mind can happen in an airplane, in a traffic jam, or while in transit.

Even while playing with your child or your pet, if you get so lost that the surroundings seem to fade away and only the two of you are there, you are achieving the meditative state of mind.

However, to develop a Meditative Mind in a structured way, it's good to practice meditation. While adhering to the technique you like, check which level have you reached. There are four levels of meditation

Level 1: Surroundings seem to fade away

Level 2: Achieving a state of 'empty mind'

Level 3: Achieving a state of flow of energy in the body

Level 4: Achieving a state of drifting soul

How do you understand this? Let me elaborate.

When you initiate meditation, the first step is to focus on a few things that really matter to you. Next, you narrow down this list further and arrive at the one thing that matters to you most. And then proceed to achieve a quiet mind. Once you get there, you will notice that nothing is more important than being in the moment and living it. In this state of mind, if you spend a few hours, and if someone asks you to recall what you did in those few hours; you will not be able to or will find it difficult to. It's like you reach another plane, where time moves at a different speed.

Level 2 is where you achieve a quiet and empty state of mind almost anywhere. If you are in this state for 30 minutes, you will feel as if you have had four hours of deep, undisturbed sleep. So restful is the situation. When you work in this state, you will work with absolute focus and concentration.

As you go deeper into the practice of meditation, you will then be able to generate energy at a point in your body and control its flow through your body. This energy relaxes you, rejuvenates you and gives you immense joy. The points where this energy stops are those where there is a disruption or a pain in your body. This energy can give warmth and ease the pain also.

The final stage of meditation is when your soul seems to drift out of your body and goes to places where it is destined to. I have known people to pay a visit to several temples, or places where they have never gone while in this advanced state of meditation. I have heard of instances wherein a deeply meditating individual was spotted by others at a place he's never been. In such a condition, if the soul reaches out to someone, that person will feel the presence also.

At what level should we be in? Well, there is no single answer to that. However, when thoughts and actions are followed up with meditation, your mind will be able to do things which you never thought you could.

As one's self connects with the vast reservoir of energy, the layer above, one achieves the state of visionary leadership – be it in business or any other sphere.

A Meditative Mind is characterised by deep thought, focus, vision and selflessness. When this is combined with deep expertise in business, true leadership levels are attained.

Meditative Mind and Leadership

A leader demonstrates extreme clarity in articulation of vision, focused implementation and decisive, bold decisions. These are possible as the individual is clear about the path he is walking on and has clarity of purpose. Such leaders are found in business, social organisations and at critical political positions. They are talked about with respect; they redefine the times they live in and leave an indelible mark when they are no more.

A brief study of such leaders highlights 19 qualities which make them special:

Business aspects

- Diagnose the real issue
- Provide focus and clarity
- Set an example
- Believe in destiny and times to come
- Handle adversity with resolve

Personal behaviour

- Exude positive energy
- Believe in self
- Do the right thing
- Live a purposeful life
- Create an impact
- Selfless
- Driven and self-motivated
- Overcome challenges
- Challenge self-limiting beliefs
- Have a fearless mind

Interaction with others

- Develop the ecosystem
- Build teams
- Value others
- Nurture and care

These are the qualities of a leader who possess the Meditative Mind.

It's not easy to develop the Meditative Mind. It needs an enormous amount of self-reflection to attain the ability to let go and transform one's own behaviour from time to time. Any issue is diagnosed from the perspectives of

- Why did it happen?
- Where did I go wrong?
- How will I ensure it does not repeat?

Do you want to develop – evolve – transform to possess a Meditative Mind?

Do you want to become a Meditative Leader?

Do you want to know more....and discuss on this theme?

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