



ABSTRACT

Abstract: Leadership remains one of the most researched topics but scientific mechanisms behind the phenomenon are not yet known completely. This research work was organised with two major tasks – Developing ‘Vedanta Model of Leadership’ which is based on extensive literature research of ancient texts especially Advaita Vedanta of Adi Shankaracharya and providing empirical evidence with yoga intervention using modern theories and measurement tools based on them. The purpose of this research was to explore the impact of Integrated Yoga Module on Leadership competencies with three measurements scales - Indian Transformational Leadership (ITL), Decision Making Style, Quality of Life (QOL) and Guna Personality Inventory and test model for leadership phenomenon. We conducted the Randomized control trial study on total 126 Managers with 90 days of intervention. Integrated Yoga Module (Yoga group) (n=63) and Physical Exercise (PhyEx group) (n=63) participants. Experiments revealed that Leadership competencies are affected by both Integrated Yoga Module and Physical Exercise significantly ($p < 0.001$). RM ANOVA results show that Yoga group has shown high effect size than Physical Exercise and has consistent significant effect over repeated measures. Integrated Yoga Module has positive impact on most of domain variables of Indian Transformational Leadership, Decision Making Style and Quality of Life with emotional and cognitive domains requiring willpower and self control while Physical Exercise has partial inconsistent impact only on few domains of the Leadership Competencies. Integrated Yoga Module increases Satva Guna and Physical Exercise increases Rajas guna while both reduce Tamas Guna in Human System.

Background

Since the beginning of cultural civilization, humanity is persistently in quest of competent leadership. Leadership development is rapidly moving to include substantial components involving international markets, world economic trends, and focus on particular regions.

As we leave behind the machine model of life and look more deeply into the dynamics of living systems, we begin to glimpse an entirely new way of understanding fluctuations, disorder, and change. Ethical and moral questions are no longer religious concepts but key elements in the relationship any organization has with colleagues, stakeholders and communities. (Margaret J. Wheatley, 2009).

There are various studies available related to effect of yoga practices on organisational success factors or impact of yoga way of life on emotional intelligence of managers. It is also found that Cyclic Meditation (CM) which is essential part of Integrated Yoga Module (IYM) enhances managerial efficiency. (Adhia, Nagendra & Mahadevan, 2010)

We are conceptualizing leadership as a system phenomenon which is composed of interacting forces within and without of three integrated components of self, people and situations and are propelled by force of willpower which results in a symbiotic state of existence for all round holistic development.

Leadership theories & leadership phenomenon:

We are exploring this new model of leadership through this research.

1. Self when acting as Leader, in view of Ultimate Truth is Brahman.
2. People when act as Followers are also Brahman in the form of Individual souls (Jiva), hence are not separate from Him. People and followers are just an expression of Leader and they *are* leaders themselves.
3. While situations and contextual states of management are modifications of forces in Prakruti and are nothing but collective expressions from leader and his followers.
4. There are propelling forces running this triad are represented as Sankalpa of Brahman & Jiva, Conviction by Self & people and Will-Power of Leaders & Followers.
5. These forces enables them control Prakruti, Situations or Context.

The leader of highest wisdom (Rajarshi) has leadership competencies related to yogic characteristics. Such a Leader is explained in Vivekachudamani by Adi Sankaracharya as enlightened while alive ('Jivanmukta') and in Bhagawad Geeta by Lord Krishna as person with steady wisdom ('Sthitaprajna'). The power of Will (Sankalpa) increases multiple times when the leader has steady wisdom state of Sthitaprajna.

New perspectives in leadership:

These concepts are represented by various scales. Each component is measured separately. Let's explore following concepts of Leadership competencies -

- a) Leader or self – Indian Transformational Leadership
- b) Followers or people – Decision Making Style
- c) Context or situations – Quality of life
- d) Leaders characteristics – Guna Personality

Consciousness is considered an 'informational entity' which exists in relative reality of world. Bruch and Ghoshal (2004) have tried to define and explain the meaning through deconstructing Will-power as a capability and rather argue that a person's willpower relies on a combination of his or her energy and focus. This is the stage where Integrated Yoga Module seems to work towards development.

AIMS AND OBJECTIVES

Aim:

To study impact of Integrated Yoga Module on development of Leadership Competency of managers.

Objective:

- a. To develop 'Vedanta Model of Leadership' based on ancient Indian wisdom of yoga (Advaita Vedanta philosophy of Adi Shankaracharya).
- b. To study the impact of Integrated Yoga Module (IYM) on Leadership Competencies of Managers.

Hypotheses

1. Integrated yoga Module (IYM) has impact on Leadership Competencies.
2. Integrated yoga Module (IYM) has impact on Decision making style of Managers.
3. Integrated yoga Module (IYM) has impact on Quality of Life of Managers.
4. Integrated yoga Module (IYM) has impact on Guna Characteristics of Managers.

Null hypotheses

1. Integrated yoga Module (IYM) does not have impact on Leadership Competencies.
2. Integrated yoga Module (IYM) does not have impact on Decision making style of Managers.
3. Integrated yoga Module (IYM) does not have impact on Quality of Life of Managers.
4. Integrated yoga Module (IYM) does not have impact on Guna Characteristics of Managers.

METHODS:

Participants -

Managers/Executives, professionals, employees between 25 -55 yrs of age.

Design -

This research study was planned as a Randomized Controlled Trial (RCT). Participants in one group were given training with Integrated Yoga Module (IYM) while participants in the other group were given training with Physical Exercise (PhyEx).

Assessments:

1. Indian Transformational Leadership Scale (ITLS)
2. London Business School Researchers – Decision Making Style Questionnaire (LBS-DMSQ)
3. World Health Organisation- Quality of Life (WHOQOL-BREF)
4. Guna Personality Inventory (GPI)

Intervention:

Experimental Intervention- 1 hr daily of Integrated Yoga Module Training sessions comprising Suryanamaskar, set of asanas, and cyclic meditation [Table 2] along with informational sessions once a week on four paths of yoga namely Karma yoga, Bhakti Yoga, Raja Yoga and Jnana Yoga for Yoga group.

Control Intervention - Physical exercises comprising general warming up and relaxation techniques [Table 3] along with once a week general health sessions for PhyEx group.

Consent forms were taken from all participants. Participants were provided with adequate information on scales and method of responding to items in scale. The responses were collected at regular intervals of 1st, 30th, 60th and 90th day.

RESULTS

Leadership phenomenon

The literature studies reveal that Concept of Sankalpa was very well discussed and recommended by all scriptures of Prasthanas Traya – Brahma Sutra, Upanishads and Bhagawad Gita. Adi Shankaracharya has written elaborate and in depth commentaries with examples of day to day life. Four Yogas are also found to be more effective when integrated and it is evident that practicing all yogas together is effective. In fact the growth of yoga practitioners in all yogas is simultaneous, continuous and cyclic rather than step wise. Yogas are interdependent and mutually coexisting for multidimensional growth of Leaders and followers.

Empirical study

All measurement scales were used separately to indicate the impact. Each domain area under the scales was considered in context of Leadership model and calculated separately. Repeated Measures Analysis of Variance (ANOVA) results have indicated that main effect of Integrated Yoga Module (IYM) and Physical Exercise intervention on variables is significant. As Mauchly's Test of Sphericity was not met, F statistics in Univariate Tests was used with Greenhouse-Geisser correction for analysis. Independent analysis of repeated measures in F statistics with 'Tests of Within-Subjects Effects' reveals following information on of each domain of Yoga group with Integrated Yoga Module (IYM) and PhyEx group with Physical Exercise.

There was a significant main effect of IYM intervention on domains of Leadership, Decision making and Quality of life. Effect size (η^2) was also found to be more for Yoga group. Guna Variation results for Yoga Group shows that number of subjects

with Satva as predominant guna has increased while number of subjects with Rajas predominant guna has first increased initially and decreased afterwards. Subjects with Tamas predominant guna have sharply reduced indicating that Integrated Yoga Module increases Satva Guna. Guna variation in Physical Exercise group has shown that number of subjects with Rajas as predominant guna has increased more compared to increase in number of subjects with Satva as Predominant guna. Subjects with Tamas as predominant guna have reduced indicating that Physical Exercise increases Rajas guna. Thus we may conclude that Integrated Yoga Module increases Satva Guna while Physical Exercise increases Rajas guna and both reduce Tamas Guna in Human System.

Conclusions:

Leadership phenomenon is very well conceptualized through the concept of Will and will power in the Triad model of Self, People, and Situations. Integrated Yoga Module (IYM) works through enhancing Willpower and Self Control in better way than Physical Exercise and hence we can see more effect through Yoga. Physical Exercise may help you with better mental health hence emotional domains are showing good impact. This research also studied long-term effects of yoga practices on leadership, decision-making style and quality of life of managers.