

*"There's no knowledge without right faith, No conduct is possible without knowledge, without conduct, there's no liberation, and without liberation, no deliverance." - Mahavira*

---

## *Chapter 8*

# APPRAISAL

## 8 APPRAISAL

### 8.1 Summary of the findings

#### 8.1.1 Leadership phenomenon

The literature studies reveal that concept of Sankalpa or will was very well discussed and recommended by all scriptures of Prasthan Traya – Brahma Sutra, Upanishads and Bhagawad Gita. Various scriptures have used different meanings as per the context but the core concept of sankalpa remains same as ‘Will’. Though the Sanskrit word sankalpa can be broadly called as Will-power but the exact meaning of the word comes close to meanings of words like – conviction, resolution, and intense ideation with thoughtfulness, righteous desire, wish or will. In addition to this Adi Shankaracharya has elaborated in depth 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 yoga 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 cyclic vertical growth of yoga practitioners.

The major points of Vedanta Model of Leadership based on Self, People and Situation can be summarized as below -

- Yogic Model of Existence – ‘Sankalpa’ as propellant.
- Apparent Model of the Organisation - ‘Will’ Power as propellant.
- Self when acting as Leader, in view of Ultimate Truth is Brahman.
- People and followers are just an expression of Leader and they *are* leaders themselves.
- While situations are nothing but collective expressions from leader and his followers.
- There are propelling forces running this triad are Sankalpa of Brahman or Will-Power of Leaders & Followers.
- Sankalpa is closer to meaning in english as will, conviction, intention, resolution and righteous desire.
- These forces enables them control Prakruti, Situations or Context.

### **8.1.2 Indian Transformational Leadership**

Repeated Measures Analysis of Variance (ANOVA) and subsequent F statistics analysis is indicating that the effect of Integrated Yoga Module (IYM) is significant in domains of Conviction in self, Openness and nurturing, Performance oriented and humane, Personal Touch, Sensitive and conscientious. Effect of Physical Exercise was significant only in domains of Openness and nurturing, Personal Touch, Sensitive and conscientious, indicating emotional aspects of leadership phenomenon are affected by physical exercise also and effect was not significant in domains of Conviction in self, Performance oriented and humane indicating. Hypothesis 1a is partially accepted and Hypothesis 1b is rejected. Integrated Yoga Module has consistent positive impact on most of the Leadership Competencies of Managers while Physical Exercise has consistent positive impact on only few of the Leadership Competencies of Managers.

### **8.1.3 Decision making Style**

It is evident that IYM is effective and consistent in improving the decision-making style for managers. PhyEx group has consistent improvement only in Achievement orientation, whereas emotional involvement also has shown most significant difference between groups. Therefore, according to this study, Hypothesis 2a is accepted, and Hypothesis 2b is rejected. IYM has consistent positive impact on decision-making style of managers, whereas PhyEx does not have consistent positive impact on decision-making style of managers.

### **8.1.4 Quality of life**

Quality of life is a measure of subjective nature and individual perceptions play an important role in the responses given by participants. Integrated Yoga Module

has shown higher effect size and consistency than Physical Exercise. Quality of life and its measurements are based on responses as perceived by participants. In this study, Hypothesis 3a was accepted with consistent effect of yoga on quality of life and hypothesis 3b was rejected as effect of physical exercise was inconsistent based on the data analysis.

### **8.1.5 Guna Personality**

Guna Variation results show that Yoga Group subjects with Satva as predominant Guna have increased while subjects with Rajas predominant guna have shown variation. 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 subjects with Rajas as predominant guna have increased more than 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.

The effect of yoga was due to self regulation of energies at mind and body level. While physical exercise works at body level with stimulating effect on physiological functions. Physical Exercise though is effective in first month, longer duration of three months consistent effects were seen only with regular practice of yoga.

## **8.2 Conclusion**

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. The underlying mechanism of how Yoga works in Human system is yet to be explored fully. Leadership phenomenon is viewed as multilevel system in which network of human entities are interacting with the environment and leader, follower context are represented as entities in this networked, unified, complex adaptive system and impact of yoga on this transformational process of leadership has scope of further research.

## **8.3 Implications of the study**

This research is an attempt to study long-term effect of yoga practices on leadership, decision-making style, quality of life and guna personality of managers. 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.

If studies with senior managers from only one organization are done, can strengthen and validate the phenomenon. Variety of experimental conditions like advanced yoga practices with long term studies can be carried out to verify the sustaining effects. Instrumental measurements along with traditional leadership scales will also improve our understanding of underlying mechanism of how yoga works for development of leadership competency.

#### **8.4 Applications of the study**

1. This study is providing a new perspective on leadership to explore the ancient texts and compare them with modern theories. This can even lead to developing Indian theories of management.
2. Leadership phenomenon can be very useful in Leadership Training Programmes.
3. New Management Development Programmes can be developed using the principles of Sankalpa or willpower mentioned in Vedanta Model of Leadership.
4. Integrated yoga modules with greater emphasis and relevance for managerial applications can be designed.

#### **8.5 Strength of the study**

1. This is the unique study which is developing a Leadership Model based on Core of Indian Philosophy – Advaita Vedanta.
2. This is study providing the conceptual model of Vedanta Model of Leadership.
3. Extensive study of ancient literature by using authoritative texts and authentic publishers like Advaita Ashrama and Ramakrishna Mission.
4. This study used authentic translations for the literature review are used with bhashya (commenteries) by Adi Sankaracharya.
5. This study gives greater emphasis on Spiritual aspects of yoga envisioned by ancient scholars rather than practices that are comparable to physical exercise at body level.
6. This study also includes the empirical data for analysis of the Leadership phenomenon.
7. This study is done with Randomized Controlled Trial (RCT) with active control group intervention of Physical Exercise.

8. This study is conducted with 90 day long intervention so as to see the effects of leadership phenomenon.

### **8.6 Limitation of the study**

1. Initial limitation was that senior managers were not available for 90 day long intervention. Hence the study includes junior managers from multiple organizations.
2. In our research, we could not use any instruments to measure information of human life science which specifically indicate willpower by energy balance in Human system.

### **8.7 Suggestions for future studies**

1. Further experiments in better training conditions can be carried out to verify this phenomenon.
2. Moreover a better holistic model of Leadership based on ancient Indian traditional knowledge of yoga philosophy needs to be conceptualized with multidisciplinary studies of management science and life science.
3. This model can be supported with appropriate measurement tools to explore the real life leadership phenomenon. A specific measurement scale or battery of tests can be developed exclusively to test the Vedanta Model of Leadership.