

# Successful Life

Translation of "Yashasvi Jeevana"



**Shri Samartha Sadguru  
Ganapatrao Maharaj, Kannur**



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Shantikuteer, Kannur



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# Preface

After the publication of a small treatise on *Dhyana yoga*, there were suggestions from many to write similar treatises on *Jnana yoga*, *Bhakti yoga* and *Karma yoga* as well. When we chose and decided to write about *Karma yoga* the following thoughts came up: For those who get entangled and struggle forever even in mundane life by behaving without proper discrimination, *no* inclination for and grasp of principles of any yoga will ever emerge. And even if it appears it has, the principles will elude their disturbed mind. Hence, we felt that it is better to first write a book that helps them perform their regular duties with proper wisdom and helps them achieve clarity of mind and sharpness of thought. Only after learning first to properly lead the life of a good human, does one get eligibility to become super human. And to enable the power of discrimination to grasp the subtle and deep nuances of spirituality, it is mandatory to hone it well on day-to-day activities.

Keeping the above general but well-accepted principle in view, the book “*Successful Life*” has been formulated. One more point to be noted is that though the book is primarily written to achieve success in the spiritual world, it also achieves complete success in day-to-day life. It also helps obtain the material success in life that everybody is so desirous of.

Finally, it is requested that this book be viewed not as one that propounds the subject in its entirety, but as a manual that mainly guides one with *practical* tips to lead a successful life.

— **Shri Samartha Sadguru Ganapatrao Maharaj, Kannur**

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# Translator's Words

Shri Sadguru Ganapatrao Maharaj ji has written a treatise called *Yashaswi Jeevana* in Kannada. It is immensely popular and widely-read and has seen eight reprints! This text helps hone one's power of discrimination needed for understanding the more subtle and deeper concepts HE has elucidated in HIS other works. It touches upon each and every facet of every-day life, and hence it is like a shining beacon to the young and not-so-young aspirants struggling through life.

This translation is mainly for our younger generation which is intelligent and smart, but is not comfortable reading Kannada and Marathi prose. This gives them such practical and useful tips for interaction in day-to-day life that they will be eager to follow them and put them into practice straight away! This work is also intended for those who are not widely exposed to Maharajji's teachings.

As any reader would readily agree, there *are* some words and ideas which just can't be translated into English. In spite of this, I have ventured to convey the basic idea and principle that Sri Sadguru ji is trying to elucidate, as best as I can. I will be the first to agree that this translation *is* but a shadow of the original text, and advise those who know how to read Kannada

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to still go for the original publication. But for those who do not, this should suffice.

In this effort of mine, my son Subodh Dani came in very handy in proof reading, arranging the format in an elegant way and giving instant feedback as he virtually represents the main target-readership of this book.

It feels as though it was *me* who was most-benefited from this wonderful treatise while I went through each and every word meticulously during translation. The purpose of this little effort stands fulfilled if the readers also connect to what HE is trying to convey and put it into practice.

Jai Sadguru!

— Dr.Vijaykumar V. Dani

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## Publisher's Note

In order to sustain and succeed in the cut-throat competitive world these days, parents are inclined to educate their children in English medium schools. As a result of which, children are likely to be deprived of quality cultural education and valuable spiritual literature. Hence, they are usually little versed with the Indian ethics, values and culture, explained elaborately in vernacular languages. All the works by Shri Samarth Sadguru Ganpatrao Maharaj are in Kannada language. This is a humble attempt to make available his preaching's in the most popular English language.

Earlier, in 1960, Shri Sadguru Maharaj authored a well-researched book on the topic of *Dhyan Yog* from *Sri Bhagwad Gita*. This book was very popular and there were requests to author similar books on the topic of *Karma Yog*, *Jyana Yog* and others. However, Shri Sadguru Maharaj thought, that it will be worthwhile to author a book which will help a human being to 'remain human'. This book will act as an initial learning step to all the disciples who are new in the spiritual journey. The present book titled "Successful Life" is a translation of the original Kannada book "*Yashasvi Jeevan*". It illustrates simple and logical tips on how a person should think, act and behave in day to day life. Needless to say, this work is one of the precious

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jewels in the works of Shri Sadguru Maharaj. Dr. Vijaykumar Dani has very nicely translated, in lucid and simple language as if one is drinking water. He received valuable support from his son Subodh for this work. I thank them for this valuable contribution. I sincere hope that this work will immensely benefit the beginners in spiritual journey, younger generation and those who are not comfortable with vernacular language.

I pray to Shri Samarth Sadguru Ganpatrao Maharaj to give all the strength to Shri Vijaykumar Dani for conducting more such work.

S. S. Vaidya,  
Publisher,  
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Shantikuteer Kannur.  
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# About the Author

Shri Samartha Sadguru Ganaptrao Maharaj was born on 9<sup>th</sup> September 1909 at his ancestral home in the village Kannur of Bijapur District in Karnataka on the auspicious day of Ganesh chaturthi. His father was shri Shivram panth and mother Saraswati bai. Even in his childhood he showed brilliance, honesty and an inclination towards philosophy. Once, while speaking to his favourite aunt Rukmakka, he said that he wanted to *see* God! The doting aunt then advised him to meet Sri Sadguru Siddharameswar Maharaj, Pathri. The epic meeting between the two took place in June 1923 and Ganapati got initiation at the tender age of 14! He strictly followed the daily routine as prescribed by his guruji.

He passed his matriculation in 1928 and completed B.Sc from the prestigious Ferguson college, Pune in 1932. Throughout his career, he remained in constant touch with his Guruji and kept his interest in spirituality alive and thriving.

Ganapati lost his father in 1934. His Sadguruji also left for heavenly abode in 1936. To further consolidate what he had imbibed from his Sadguru, he underwent strict self-imposed detachment at various places such as Audumbar, Seetimani, Mahabaleshwar and so on. During this time he found time for in-

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depth study of scriptures like *Vedas*, *Bhagavadgeeta*, *Eknathi bhagavat*, *Upanishads*, *Dasabodha*, *Yogavaashishtha*, *Vachanas*, *Vedeshwari*, *Vichara sagar*, *Quran* and the *Bible*. After spending long hours in deep meditation, he attained self-realization. Now he was ready and well prepared to disseminate the *Advaita* philosophy. He preached through interesting and lucid discourses and by authoring exhaustive books. He also had a unique way of solving his disciples' difficulties : by giving customized solutions to their individual problems through letters.

He built a sprawling ashram *Shantikuteer* on his ancestral land near Kannur. It has a large auditorium, dining hall and more than 120 rooms with all modern amenities. To ease the pain and suffering he saw all around, he established an organisation called *Surajya samstha*. It undertakes various social activities and also creates awareness through its cultural arm *Ramarajya kala mela*. He has authored a multitude of spiritual books catering to disciples at every stage in their journey to enlightenment. The crown jewel of his publications, *Sulabha Atmajnana* (also in English now: Easy steps to self-realization) is literally a practical guide to all disciples. He also extensively travelled the length and breadth of the country for the spiritual upliftment of his followers.

After fruitful 95 years of striving to spread Vedanta philosophy, Sri Ganpatrao Maharaj breathed his last on 20<sup>th</sup> September 2004. Sri Samarth Sadguru Ganaptrao Maharaj was one of the greatest spiritual leaders this land has ever witnessed, and will be fondly remembered forever by his innumerable disciples who were ably guided by him and touched by his brilliance.



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**Part I**

**BEHAVIOURAL  
FORMULAE TO  
BRIGHTEN HUMAN LIFE**

# Chapter 1

## Amiable Behaviour with Family Members: Shortfalls and Solutions

### Preamble

We have taken up the highly crucial topic of how to behave with our own near and dear ones in the family, which is very essential to lead a successful life. It may even be said that interaction with the family members is the bed-rock on which happy living rests. But it is observed in general that people are obsessed and distracted just with the pompousness of external appearance and attractions and tend to neglect paying proper attention to behavior at home. Our purpose is served if they pay heed to these tips, awaken and rectify their behavior.

## **1. Respecting one's personality**

Most heads of the families are of the opinion that, “our duty is over if we provide enough and proper food and clothing to each one in the family; Even after that if they are dissatisfied, it is *their* problem”. But more than food and clothing, each and every human being's desire is that he/she be recognized as a personality and be heeded to. Just catering to their physical day-to-day needs only, without paying any heed to their opinions altogether, will never make them feel good!

## **2. Just plain love without proactive display will not be enough**

Just the practice of “not speaking ill to and of anybody in the family and treating each and everybody in equal but detached way” is not enough. It is not only necessary to love them genuinely, but also to please them with your little endearing words and deeds in a constructive way. Not following this and by just chanting “equality, equality!”, one will end up gradually distancing himself from everybody. This is not correct.

## **3. Compassionate attitude**

Usually each person in the family will have enough and more of stress and responsibility that is exclusively his or her own. For example, the earning member of the family is burdened with stress and strain of the job and business, mother of children has to put up with the constant irritation from the children and sleeplessness even while working incessantly, the old woman has to finish her chores withstanding her own pains. Similarly

each one is already weighed down with one's own responsibilities. Such being the situation, fighting with them ruthlessly, ignoring their enormous efforts and with a callous attitude of, "So what? What is the big deal if they work?", is purely demonic!

In short, it is essential to realize the ordeal of parents, brothers, sisters, wife, sisters-in-law and treat them with compassion, sympathize with them and tolerate their deficiencies.

### **4. Learn to don other's role**

An interesting situation will come up, if only one learns to don the role of his opponent and near ones for a moment and look at his own conceited behavior towards them! Let father don son's role, son father's, husband wife's, wife husband's, mother-in-law daughter-in-law's, daughter-in-law mother-in-law's role and introspect! Then one will realize that there is hardly any difference between oneself and one's opponent and a hilarious situation ensues!

### **5. One reason for tolerating**

When one is not well, when one is overworked, when one needs to shoulder multiple responsibilities or when one is short of money, one gets agitated very fast. Realizing that "if I were to be in his place, perhaps I too would have reacted much more angrily", one should tolerate the rash behavior of the near and dear ones in the family. Moreover, as nobody ever expresses openly about their internal turmoil, one should recognize the subtle cues and tolerate with consideration.

## 6. One more reason to tolerate

When grief descends on somebody, and nothing feels good, one tends to get short tempered with others. The solution for this is to console him by addressing the cause of his misery which resulted in his anger. Instead, getting angry with him in return is to mock the unfortunate ones!

## 7. Signs of love

- i. When somebody is burdened with a lot of work, voicing “you must be tired”, “you had to do a lot of work” and forcefully doing their remaining work himself.
- ii. Saying “Oh, you sure must be thirsty, hungry!” saying, “you eat this” and giving them something specially kept aside for them saying “*First* you sit down and eat” lovingly.
- iii. When somebody is sick, talking to them with concern and compassion, taking them to a doctor for treatment, sitting near them and spending quality time with them etc.
- iv. Respectfully listening to somebody pouring out his grief and sharing it with him. And when somebody is happy, sharing it with them wholeheartedly.

## 8. Division of household chores

It is very essential that male members in the family undertake some deeds that need more physical efforts. Even if there are no such tasks, be it male or female, not taking part in daily

work is unjust and heartless. If there are lazy slobs who make others work for them all the time, their wife, mother, sisters will have to slog incessantly and will be reduced to live in a state worse than slaves! Shame on those who make others toil endlessly from dawn to dusk and make them unhappy, while they themselves laze away all the time!!

## **9. Tolerance with womenfolk at home**

For example, instead of finding fault, cursing, fretting and fuming over even half an hour's delay while preparing food, couldn't one complete some of his uncompleted work during that time? Couldn't one use up such time with calm patience in writing a letter, attending to some accounts or even reading a newspaper?

## **10. Stations of happiness in life**

- i. Each and every one, when he does some special act of great intelligence, art, valour, piety or philanthropy, will feel happy and satisfied only after recounting it to his near and dear ones. Furthermore, it may even be said that, one uses all his skill and expertise, just to exhibit and describe his deeds in front of his loved ones! If the listener responds with appreciation and echoes his own internal feelings, the person feels gratified and happy.
- ii. The main expectation of a family man is that others recognize the enormous effort he puts in and that they return the deed with gratitude, in however small way it may be. May it be husband, wife, children or near and dear ones, every one's intention is to strive hard with great attachment to help others and the expectation is that the ben-

eficiaries return happiness in the form of a few words of gratitude. The entire effort that one witnesses in this world is just towards this end.

## **11. Maintaining cordial ties with family members**

Elders look after younger ones with love and affection and in return, younger ones behave in a befitting manner and treat them with love and respect. This is the entire essence of happiness in this world. The ability to maintain such cordial relation with mother-father-children, husband-wife, brothers, father-in-law and son-in-law till the end is one of the major means of happiness in life. And for this you don't need money but just need to have a basic feeling of goodness about them in your heart. And if one wants, one can procure this in abundance, can he not?

## **12. The entire aim of life is to progress along with one's near and dear ones**

For whose benefit and for whose sake is all this expansive empire? Is it just for one's own sake? All alone, after all, how much can one eat and what is the point in eating all alone, like a crow? Man acquires all the fortune and glory for the sake of his near and dear ones. It is widely heard too, a father exclaiming to his children, "I do all this just for your sake only! Otherwise, where do I need all this?" In short, growth of oneself along with one's near and dear ones maintains equilibrium in life.

### **13. Thoughtless impatience**

It is seen that without realizing and recognizing the enormous efforts and contributions (through money, physical efforts, or genuine feelings) that a family member puts in for the sake of the family, some take the poor fellow to task even if he falters a bit in his work or words! Ignoring the mountainous good deeds of a trusted member, not tolerating even his minor mistakes, is a huge disservice to him indeed!

### **14. Rather than talking about mistakes, introspect**

When members of even the near and dear family get together and pick on mistakes of another family member and berate him, the rest of the members too join in, showing profuse solidarity with the blaming members. Instead, has anybody ever realized how beneficial and fruitful would it be, if each one of them introspected about similar defects residing in their own nature too and addressed them?

### **15. Saying “good or bad” about others is just the imagination of the mind**

Who is good after all? If we are inclined to, we put together all of somebody’s good qualities and start praising him as “he is a very good person”!. By the same token, if his behavior goes slightly against us, we gather and put together all of his bad qualities and rant “he is a bad person”. By just one quality of his which is against us, the same person who was so good

becomes totally bad!! Indeed, in these acts without rhyme or reason, what is true, what is false? It is just the mind, playing games!!

## **16. Strange reason for proclaiming “I am great”**

Everything that is one’s own is acceptable! Whichever way one may be, stupid, weak or wicked, one is Supreme! Greatest! “I may be appearing wicked to others! But in reality I am not like that! The prevailing circumstances were the reason that made me behave in an unpleasant manner! It is those cowards who don’t dare to behave as the situation demands that blame me!! All in all, I am the greatest!!!”

## **17. Fanaticism of expecting everyone at home to respect one’s mistakes**

Everyone’s desire is that, even if he commits mistakes, everybody at home should accept it and appreciate it! He wishes that everybody will accept his natural and good intention behind even his acts of laziness, intolerance, miserliness and other such shortcomings. Even if they show the slightest disagreement to that, he is ready to create a scene, commotion that it is due to hatred against him!!

## **18. Sarcastic behavior**

- i. Even after hearing somebody at home call out his name, behaving as though he didn’t hear it and when they natu-

rally call out more loudly, retorting in a harsh tone, “yes, am I not coming?! Why are you yelling?”

- ii. When asked a question, not answering properly and mumbling something ambiguously, and if they naturally ask again, in a louder tone, creating a ruckus, reacting in a much louder voice and tone!!
- iii. When an elder person, being in another room or out of sight, tells one to do some work, one quietly starts doing that work without acknowledging it, and thereby irritating the elder person, and making them shout, just to prove that they are short-tempered!
- iv. While calling out somebody, uttering the words purposefully in a low, inaudible tone and when they don't respond, raising a hue and cry that they didn't answer and many more such sarcastic behaviors. The reason for this behavior is narrow-mindedness and ego.

## 19. Dirty nature

While interacting with near and dear ones, showing love all the while during routine activities, but suddenly at some opportune moment scolding them about their nature and behavior! Thinking that they are casual words, when the listeners are off-guard, suddenly blaming them about their miserliness, partiality, weakness etc and quickly going back to his sweet talk!! This kind of dirty nature is like harming somebody in the guise of being good to them, and is like quietly pricking a poisonous thorn in their side which keeps hurting them for a good six months further! Or it is like a pet dog which bites, even while appearing to be friendly!!

## **20. Indecent behaviour**

Snatching away something from the giver's hand roughly or while giving something to somebody, throwing it to them or banging it down, staring in an offensive way, stretching and yawning in a loud and awkward way and so on, is totally unacceptable and makes one pray, "Oh God! Please deliver me from the company of this obnoxious idiot at the earliest".

## **21. Hurting somebody in the guise of fun**

Many people take pride in hurting somebody in the pretext of fun, banter—"Attacking in veiled manner"—and think that it is a great act of shrewdness. But let them know that, it is an utterly cheap and lowly act to hurt somebody pure in their heart in this way and leave them unable to give a fitting reply.

## **22. Practices that estrange loved ones**

- i. Stubbornness that his word alone should prevail, vindicating whatever one says at any cost.
- ii. Trying innumerable ways to show-off one's superiority and intelligence without bothering to see what effect his words will have on the listeners.
- iii. Always bothering about one's own bodily comforts, without ever considering the enormous stress on others.

## **23. Words spoken in a casual manner are not to be taken too seriously**

The love and affection that one's near and dear ones like mother, father, brothers, wife etc shower upon you all the time is to be accepted and respected. For some innocuous and harmless words that they might have uttered in some context casually, do not sacrifice the inner love by taking their words seriously.

## **24. Gratitude for and awareness of the unconditional love and care of one's parents**

Indeed, how grateful we feel when somebody offers tea and snacks just once in a blue moon! And when somebody helps you out financially in your hour of dire need, you will remember and respect them forever. So, by the same token, how much more respectful and grateful should you be towards your parents who having taken up the entire responsibility of your life, bailing you out of hundreds of dire situations and ever striving for your happiness? Should you not have supreme respect and paramount love for your parents who have pledged everything for you?

## **25. Attain harmony while talking**

While talking to somebody at home, it is very important to realize the real intention behind their words; whether they are using them as in casual talk or as a prelude to something else or using the words seriously. Without recognizing this and replying

suitably, presuming something instead with his own imagination is *the* cause for all the misunderstanding and fights. Recognizing with what intention and intensity one is speaking with and replying in a befitting and appropriate manner will result in harmony. In other words, if one is able to match with the tone of the speaker—soft, medium or high, harmony (unification) ensues.

## **26. Recognizing the nature of the person before interacting with him**

While interacting with somebody, it is very important to be exactly aware of what kind of thoughts basically the person has, what are his feelings, what is his stand about me. It is sure to lead to difference of opinion if one interacts without evaluating the person but with one's own imagined ideas about him.

## **27. Review of elders' anger and youngsters' disobedience**

Children or other youngsters often commit mistakes, and elders scold them mildly and correct them. This makes the young ones think that their mistakes are pardonable and hence they continue to commit the same mistake repeatedly without paying heed to elders' advice. This enrages the elders and they start rebuking them heavily. In such situations, the youngsters should introspect like this—"How angry I myself will get, if even a small boy of five doesn't listen to me! How disgusted I feel of others' hotchpotch behavior". With this, the youngster should realize that getting frustrated is natural when somebody

disobeys or spoils the job and should have patience with the elders. And moreover, don't the elders scold us just to correct our mistakes? The reason for elders to get angry with me is that their good intention for me was unsuccessful. Realizing this, he should try to find ways to correct himself.

“Good intention! What good intention! Only plentiful of abuses! Even if I am sincerely doing whatever they only have ordered, they will, with some strange misunderstanding, start abusing me. For example, the other day after school, I went to the market just to bring something they only had asked for! I didn't go anywhere else! But what to say, abuses started raining the moment I reached home! “Why are you late from school? Of late, I am observing sir's pet horse is gradually turning into a donkey!!” Who cares to realize that all I did was to go the market!”

It is true, my dear child! There *will* be some instances of such irresponsible anger. But tell me son, you have chosen to pick an uncommon incident. Is it always the case? Don't you commit so many real mistakes due to your ignorance, bad company and utter stubbornness? Realize all that and try to improve your behavior. Don't let brashness develop in you by citing the excuse of elders' short-temperedness.

And now, what the elders should take note of is,

- i. by attacking harshly and suddenly, the tender psyche of young children gets severely affected, resulting in stunting of their growth. If your very aim and intention of overall progress of the child is defeated, what is the use of getting wild with them?
- ii. Many a times, not knowing about the situation in its entirety is the cause for anger. Getting wild without even

considering “what made him behave like that” is pure injustice!

- iii. Your authoritative attitude of “She is my wife!”, “I feed them and look after them!” is not a valid reason for your high-handedness and arrogant behavior with them! Because, it is inhuman to protect the body and seek authority to torture them mentally!
- iv. Even for your good, it is essential that there be an atmosphere of peace and amicability at home. If there is an angry way to do something, there *will* also be a way of doing the same in a peaceful manner too. Results that you get by ordering roughly with short temperedness will not even be 1% of the results you obtain by ordering with love and kind words.

## **28. Wisdom to preserve harmony while interacting with family members**

- i. When you realize that even those who use bad words about you, do that in your own interest, although from their own point of view, you will feel good.
- ii. While maintaining calmness with himself, one should make those who are angry with him realize the importance of being calm. Will it not be a great achievement to pardon their mistakes and make them learn a lesson of peace?
- iii. As a combination of salt, sweet, sourness and spice in the right proportion will give rise to great flavour in the curry, even in day-to-day life, love, affection and even a

little anger too will be useful. Only then will the mild and natural anger that comes up in minor incidents will become acceptable and peace prevails.

## **29. Common incidents that cause irritation and suitable behavior to tackle them**

Habit of repeatedly asking, “Shall I do it? Shall I do it?”, when it is tea-snacks time, repeatedly asking, “Do you want tea? Do you want snacks?” and so on, when such things are to be done obviously and without asking about it, if somebody keeps asking about it and makes a show of it before doing it, one gets angry. Similarly, tendency to do jobs unwillingly, to make others feel they are being obliged by their acts, makes one feel enraged.

In such day-to-day incidents, it is better to make them realize their folly by saying, “Oh, no big deal! Just do it away!”, “you already know it, then why take the trouble of asking about it?” in an amiable way and make them do their work quietly. And in their act of asking repeatedly, there are some acceptable points too, (i) to know if you really need it or not, giving a chance for you to stop it etc. (ii) just to make some small talk, out of love and affection etc. When there are such welcome reasons, should one not feel glad and reply cheerfully?

## **30. For a successful life, it is not compulsory to reach the apex of good qualities**

A little foresight, a little thoughtfulness, a little patience, a little calmness, a little willingness to forget the past, a little

cleverness to solve the disputes if they come up and if worst comes to worst, readiness to give up everything, saying, “Good riddance!”—these easily attainable qualities will prove to be enough for a smooth living! This much is enough to lead an effortless material life and to attain spiritual greatness. For successful life, the effort to reach the peak of virtues is not only unnecessary, it even amounts to a little self-righteousness!

### **31. Desire for a life with *no* obstacles is born out of ignorance**

Is it not mandatory that, one *has* to live with some people, be it in a family or in some organization? Such being the case, along with some differences of opinion, defects in speech, nature and deeds which are causes for headache, are bound to surface! Realizing that such frictions and dilemmas are inevitable wherever you go, it is better to behave in a thoughtful and apt manner, rather than imagining a zero-defect scenario and striving to achieve utopia. Be it among the family members, or amongst colleagues, these kinds of tussles *are* going to be there. Then it is better to work towards developing qualities of genuine love, compassion, behavior beyond suspicion, appropriate speech and business acumen, as there is no point in trying to build castles in the air!

The naive expectation for a different kind of situation or lifestyle vanishes if one realizes that in whichever type of situation or lifestyle, proportional responsibilities, some opposition and unexpected obstacles are *bound* to be there!

## Chapter 2

# Some Important Points about Good Conduct

### Preamble

Proper behavior is *the* basis of all morality. It is the foundation stone of our grand building of materialistic and spiritual fortune. Virtuous behavior is *the* yardstick of our knowledge and devotion! We are touching upon some points of respectable behavior here. Adopting and putting into practice even any one of these can lead to lofty-fulfilling-happy life.

### 2.1 Proper usage of speech

#### 2.1.i Importance of proper usage of speech

1. Our speech is the invaluable and astounding gift of God for us. It must be used to transfer knowledge to others, to make

them happy and not to misuse the tongue to cause confusion in others or to hurt them.

**2.** Those who waste away their time, sitting at home, lecturing about topics of great irrelevance are plenty and abundant! Meandering in useless words every day is to misuse the precious violin of speech to cater to the crass, lowly acts of mundane life!!

### **2.1.ii Using hurtful words**

**3.** “We can tolerate if there is shortage while eating or if there is extra work to do, but it is intolerable to get insulted with their piercing words! The hurtful words they use make one feel as though somebody has poured a bucketful of ice-cold water in the stomach!”, is what one gets to hear in each and every family. Yes indeed, their words are very true. *It is more valuable for a man that he be considered as an important personality rather than the availability of bodily comforts and luxuries!* Without that, if anybody (may it be the closest of kith and kin such as brother, parents, son or daughter) disrespects one’s personality and causes turmoil in the mind, one feels like giving up everything—their money, shelter—and go away to the forest!!

**4.** To hell with your “good intention”! A *single* piercing sentence sharp as an arrow you uttered unwittingly, or even a single word, can nullify your harmony and all the enormous help you have rendered him! You may claim that you uttered those words casually and unwittingly and without any ill intention! But shouldn’t you be aware of the severe pain it is causing him, much more than the help you might have given him? Even after

using words that shouldn't have been uttered, you keep professing that "my only intention is to make him happy!" But how can you even hope to pacify him, after hurting him severely with your axe of spiteful words?

Instead of continuing to hurt someone severely and all the while boasting about your own greatness that "I don't have any wicked intention at all", what hindrance to your "good intention" will there be if you stop uttering strongly offensive words towards them?

### **5. Some utterly hurtful ways**

One should never ever utter words about others' poverty, illiteracy, feebleness, ugliness and physical disabilities in front of them. And only a vicious person will utter them in a hurtful and harmful manner.

Even while making fun of somebody, one should be very careful about this. Or else, your playful words might be intensely hurtful to them!!

### **6. Apart from being pure at heart, it is essential to phrase your words delicately**

Brashness in speech is a sure indicator of rude nature. The crassness of speaker is self-evident if he uses singulars and that too in a harsh manner. Instead of this, if soft words such as, "would you?", "please sir", "thanks", "please do this", "please don't" and so on are used in conversation, they clearly reflect the cultured nature and affectionate inner feelings of the speaker in a fine way.

Some people say, "the inner intentions must be pure; it doesn't matter how they speak out!" Yes indeed, it is irrefutable that

one should be pure at heart, but to succeed in their intention of showing love to people, it needs to be phrased in an appropriate manner. Although one can give as much importance as one wants to the purity of heart, people will only understand that purity the way it is phrased (properly or otherwise)! To this, you may counter that, “if it is inside, it will automatically manifest outside”, but this is only a half truth. Many a times, internal purity, although present, will get misinterpreted by improper words and doesn’t reach the listener. This leads to and misunderstanding. In essence, along with purity at heart, it is mandatory to employ soft words and tact.

### **2.1.iii Some defects while speaking**

#### **7. Speaking hotchpotch**

The nature of not speaking explicitly and skipping words in between, will distress the listeners, as they fail to understand your intention and will even lead to misunderstanding and might sour relationships. Hence speak explicitly about what is there on your mind; using a few words more if need be, so that your intent is understood properly. *Why be miserly about words that come free?*

#### **8. Presuming something fictional, and talking irrelevantly**

While talking to somebody, one imaginarily presumes that the listener too has similar notion about the subject. And that the listener too is thinking about it in the same way. And that the listener is as eager to listen to it as he is to tell, and picks up something irrelevantly in the middle and starts blurting out haphazardly in a hurry! Is it not essential to guard against such

blunders?

**9. One more way of speaking without clarity**

Thinking about something within oneself internally, but mentioning about the further parts to the listener. Skipping one or two links in the thinking process, or thinking about the links internally and jumping on to further parts and continuing to talk about it. Indeed, the listener will have to make great efforts to unravel this kind of talk without head or tail!

**10.** Many a times, unwittingly, one utters ambiguous words which give scope for misunderstanding. It is but natural that any listener of such words gets doubts about the genuineness of one's love. The crook called "unwanted words" will hijack the good intention of the unwitting speaker and never allow it to reach his friend at all!

**11.** When you happen to visit friends or join an ongoing discussion, don't pick up somebody's word randomly and start arguing. Before taking part in the discussion, get to know properly what is the current topic of discussion, what is the current status thoroughly, and then talk appropriately.

**12.** When a few friends meet and talk casually about something, don't take it too seriously and personally, as though you are cornered, and take sides. Don't get into heated arguments about something that is totally unconcerned to you or which causes neither profit nor loss and get emotional. It is absurd to take casually spoken words, which should have been treated easily in the first place, too seriously upon oneself and get worked up unnecessarily.

### 2.1.iv Strange ways of speaking

#### 13. Uttering something irrelevant from one's own imagination, as answers to somebody

A traveler on the road asked a farmer, "To which town does this road lead to?" Farmer: "God knows! Everyone is saying that this time I am going to reap 100 sacks of grain!! May be I will!!"

Farmer goes home and tells his wife, "crop is very good this time!! We *will* reap 100 sacks!!"

In reply to that the wife says, "Get me either gold chain or bangles, I don't care! But surely, I want *some* jewellery this time, that's all!"

While farmer's wife is recounting about the jewellery to her daughter, she says, "whether to a poor or rich guy, just marry me off, that's it!"

#### 14. Anecdote about obsession to reveal others' defects in any possible

The prime minister was once escorting the queen from her maternal home to the capital. The prime minister was riding a horse in the front and the queen was following on the royal horse. Suddenly, the queen released a long and loud fart!! She begged the prime minister to keep it a secret and not to tell anyone! The prime minister agreed.

As the capital neared, it became impossible for the prime minister to keep the secret anymore! He tied a handkerchief to the horse's mouth and continued. When surprised pedestrians asked about it, he replied to each and everyone he met, "Madam Queen has let out a long and loud fart! To prevent the horse from talking about it, I have closed its mouth!!"

### **2.1.v Giving a patient hearing to others' words**

**15.** Find out the intention of the person speaking to you; Don't put your own opinion as his. When someone is replying to a question of yours, or trying to say something to you, try to understand with what feeling in his mind he is talking and reply accordingly. To pounce on him short-temperedly, without even looking at the intention behind his words, indeed, is to severely hurt the innocent fellow! To get stoned badly like this, in return for the bread he is trying to offer, makes him feel miserable!!

**16.** Usually, the words one uses in a given situation fall short for explaining the situation fully; perhaps, he will be uttering the words pertaining to only one part of the subject at a time. If one were to possess the pragmatism needed to go to the origin of the speaker's words to understand what intention is hidden behind them, misunderstandings and fights can vanish in a jiffy.

**17.** Basically, we are not ready to listen to others' words completely at all! Even if one listens to others' words, it is with fake patience and with an attitude that he already knew what is being told and that the person didn't say anything extraordinary and nodding his head saying, "yes, yes" arrogantly! This is his way of welcoming their words!! Accepting their point of view, giving due credit to special points in their words and replying considerately, remains a far cry, unknown even in his dreams!! Not only that, many people have great adeptness in cutting short others' words in the middle and pushing ahead their own "horse" of words!!

## 2.2 Jealousy, hatred, blame-game and false pride

**18.** Inability to withstand others' high progress is *jealousy*. Entrenched jealousy is *hatred*. Due to hatred, one starts despising needlessly and will start accusing and insulting others! While someone procures something good, this fellow brings home such undesirable misery!! This indeed, is a strange miracle—*good begetting bad!!*

**19.** Jealousy brings about great loss. It blunts the intellect. It brings meagerness to oneself. It deludes oneself that the subject of hatred is the *only* aim of life. Hatred dissipates the power of the mind wastefully. If one were to divert the same amount of power of the mind towards grasping good qualities, learning to respect other's qualities instead of being jealous of them, how immensely would he have benefited? How immense would have been the mutual harmony?!

### 20. Resentment

Feeling disgusted about others, feeling uncomfortable at the very sight of some people, developing an attitude of revulsion about them, one gets to see shades of such behavior in many. The tendency to measure everyone with one's own yardstick and accordingly assigning insignificance or greatness, is perhaps the root-cause of this defect. Rational thoughts such as, "If it is *my* nature to like this, it may be *his* nature to like that", "How Aatman, the Self, is being unaffected by my nature in me and is supremely lovable, similarly even in others, *he*, unaffected by his nature, is also supremely lovable" will never occur to him!

### **21. Blame-game**

The wicked don't hesitate to go to any length to criticize endlessly, even those who have sacrificed their entire life and money for the sake of others! Is it not pure villainy to totally ignore the fact that someone has made huge sacrifices and has spent enormous amounts of money from his own pocket, and instead start blaming him senselessly? And is it not cruel, to give publicity to such baseless crooked allegations?

### **22. One type of defective vision**

Being ever alert crookedly, to observe how others are wearing their dress, what are the defects in their appearance, what are the shortcomings in their speech, is surely a type of defective vision. Such persons with an "ever fault finding" trait can never be pure at heart!

### **23. Hypocrisy, undue-pride and ego**

Pretending in a way to make people believe that one has qualities such as wealth, good nature, devotion, learnedness, while in reality not having any, is called hypocrisy.

Harboring paramount pride about whatever little knowledge, money or help one has rendered to others, charity etc, is called vanity. To think too much about oneself and be snotty all the time, with such vanity is ego.

After obtaining excessive wealth, authority and knowledge, developing an attitude of superiority and disregarding everyone, with zero proper discrimination is called egotism. Scorning at people, demeaning them on the basis of one's wealth is illogical pride, and torturing them with one's power is cruel high-handedness.

## 24. The absurdity of ego

One may feel, “I am great, superior to all”, but if questioned, “why, for what reason?” one will realize that there are no such out of the world reasons to feel so! The cloud of ego will dissipate at once if one were to realize that the minuscule good quality about which one is feeling so great, is present in others in many-fold quantity!!

## 2.3 Examples to illustrate composure and forgiveness

**25.** The famous Greek philosopher Socrates’s nagging wife Xanthippe scolded him to her heart’s content, berated him, exasperatedly tore at him, shredding apart the very shirt he was wearing!! Even after all this, the great soul didn’t even wince. All the more enraged, Xanthippe brought out a pail of dirty dish-water from inside the house and emptied it on his head!! Then, Socrates coolly reacted, just saying, “It indeed, *had* to rain, after all that thunder!”

**26.** Pericles, the famed Greek philosopher, was at home at dusk when a nasty man came and started abusing him. He kept on with his tirade till it turned dark. And when, exasperated and bored, he turned to go home, the great philosopher ordered his servant to escort him home, with a lamp!!

**27.** Newton, the renowned English scientist, had kept the papers he so painstakingly had written about his research on the table and was writing further in the light of the kerosene lamp. His pet dog, Diamond suddenly came jumping to him and in

the process, overturned the lamp and all the precious papers went up in flames! Controlling the intense exasperation within him, all Newton said was, “Diamond, you know not what great loss you have caused!!”

**28.** A very short-tempered fellow once hit a saint on his face for colliding with him while walking on the street. This broke the holy man’s nose, leading to profuse bleeding! The saint calmly said, “You did a very good thing, my friend! Henceforth it will be easy for me to recognize you as the *one who broke my nose*”.

**29.** Once, an intense argument broke out between two brothers. The elder one was calm-natured and the younger was quarrelsome. The younger one, in the heat of the argument said, “You are a snob with an up-turned nose”. For which the elder calmly replied, “Brother, however much the nose may be up-turned, it still continues to be below the eyes, isn’t it?!”

**30.** Situations where one should never get angry  
Before getting wild with somebody, take a look at the person with whom you are angry. If the person happens to be an innocent boy or an old man or one who is “simple-minded”, all of whom have no proper capacity for appropriate words or behavior, one should either feel pity or be amused, depending on the magnitude of the mistake and not angry. Your anger will only hurt him further! Instead of anger, if you overlook his mistake discreetly, and treat him lovingly, he too will feel grateful to you and will readily listen to you!

**31.** Tolerating unpleasant behavior of others

It is said that, if somebody appears to behave in a manner against us, we should tolerate their mistakes seven times and may get angry with him only on the eighth time. There are many reasons one should be patient for seven times:

- a. One who is working will be doing it with a good intention, but in his own unique way. Is it not really unfair to get angry with him at once rashly for not following your instructions word-to-word? Often, later on one realizes too, that such a mistake was indeed committed by him many more times! One should excuse the mistake by others for the first time to avoid such an error.
- b. The mistake that has come to your notice may be something that everybody commits commonly and is of an excusable nature. To account for that, excuse for the second time.
- c. If one surrenders his intellect in the hands of rage, he tends to punish in excess of what a mistake deserves. To prevent committing this injustice, one should excuse for the third time to get more time to think about it.
- d. Moreover, hastily reacting to some decidedly injurious word or act of a family-member will not be appropriate. Because, while interacting with somebody, one should always consider the previous relation between him and the person, the innumerable favors they have shown, their seniority and various other factors. For this reason, tolerate for the fourth time.
- e. Lastly, accounting for the variety of human errors one gets to see, it is reasonable to keep an attitude of forgiveness. Just to cite a few such defects, “Inability to express the thoughts or feelings in one’s mind well, defects

in sight, hearing and tendency to cover up such defects, intense worry about something and so on”. To compensate for all such reasons, one needs to be patient for three more times, that is, seven times in total, and *then* it is acceptable to get angry as much as one wants!

**32.** Pardon your enemies. Not only that, in return to their hateful acts, shower them with acts of good kindness!!

**33.** An exemplary way in which, an intensely short-tempered person overcame his behavior

Solution for dreadful behaviours such as angry nature with everybody at home and away, awareness of one’s nasty behavior and decision to get rid of it and dominance of anger in his behavior is: Each and every single time he got angry, he stood as accused in the court of his wisdom and depending upon the severity of the crime, he used to undergo a self-imposed punishment. The punishment would be in the form that hurt him most. The punished criminal, trembling severely with intense repentance, with tear filled eyes, would open his cash box. And picking up a note of ten rupees, looking intensely at both the sides of the note, he would hold it to flame. Withstanding excessive pain, he would mumble to himself, “tell me, would you dare do it again?!”. With such disciplined behavior, he transformed himself into a good-natured person in 4-6 months.

## **Chapter 3**

# **Paying Attention to Various Facets of Behaviour**

### **Preamble**

Our life incorporates personal duty, behavior with family members, socializing with neighbors and acquaintances in different hues and colors. The ability to behave in an appropriate manner at all such times comprehensively is an important prerequisite for success in life. The very things that appear small and routine, add on to enrich our life! The things that we are going to put forth below, may appear too routine and obvious, but even these things often fail to come to the notice of many people. Even if they do, undoubtedly they are unable to put them into practice! Therefore, such well-known but neglected points are compiled in this chapter.

## 3.1 Getting up early in the morning and chores of cleanliness

### 1. Waking up early in the morning

Getting up early in the morning is a very important virtue. This doesn't come to one's notice readily. But if you were to observe the life history of great personalities who became successful, most of them followed this practice. Sure enough, every deed needs enthusiasm and concentration and they are readily available if one were to get up at 4 or 5 o'clock in the morning. But taking refuge in some silly pun, "the clock itself says wake-up at seven o'clock" (in Kannada, *waking-up* and the number *seven* have the same term: "yelu"), and getting up long after the sun has risen, will only let sloth and laziness set in and even minor things don't get done properly.

Waking up early is a befitting response to the objection and excuse of "lack of time". In fact it provides one with optimal and undisturbed time. For undertaking studies, research etc, early morning time, is indeed golden. Notably, this is the reason early morning period is called *Brahmee muhurth* (the time of the Bramhann).

### 2. Morning chores of cleanliness

Everyday after morning-prayer and meditation, decorative and cleaning chores such as sweeping, cleaning, decoration etc, should be undertaken. Towards this, each and every member of the family should contribute with his/her own way; or else, filth and disorder will prevail everywhere, and the house appears abandoned!!

### **3. Elders taking the lead in chores of cleanliness and order**

If the elders in the house enjoy cleanliness—not tolerating dirt and bending down themselves to remove wherever dirt is found—, the youngsters will follow suit. Hence in the morning, it is necessary that elders in the house lead by example and see that activities of cleanliness, order and beauty are undertaken, wherever one sees.

### **4. Maintaining cleanliness**

Apart from performing activities of cleanliness at home regularly, it is necessary to warn children and others not to dirty the surroundings and cause disorder as much as possible.

### **5. Keeping the surroundings of the house clean<sup>1</sup>**

Work is not over if the dirt within the house and in the portico is gathered and thrown out. Because the cleanliness within the house appears orphaned if the external surroundings are littered with heaps of dirt and rivulets of dirty water are flowing and so on! Instead of sitting idle, staring helplessly at such an attack of filth, one should get oneself up and clean everything neatly in a jiffy. Apart from this, it is important to motivate family members and neighbours not to litter the place and to keep it clean.

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<sup>1</sup>This applies mainly to rural setting; but even in cities, one gets to see dirt piled up in the small space in front of the house and in the stair case.

## **6. Regularly attending to minor repairs at home**

If there is a lack of labor or if the task is too small, one should get up and attend to the minor repairs oneself instead of living with the inconveniences. For instance, if the wall of the bathroom is getting wet due to seepage, make way for water to flow away and cement it up; if the window panes or doors are not fitting properly due to loose or missing screws, set them right; if a stone in the last step is loose and moving, set it right yourself if it is within your capacity or call a mason/carpenter. Do not neglect it by hesitating for a little effort and expenditure, which reflects utter apathy! In short, if you pay a little money and attention all around, put in a little effort and keep everything in order, life becomes smooth and pleasant.

## **7. Neatness in the house**

There is always a proper way and a sloppy way of keeping things, with respect to other related items. As soon as you enter somebody's house, if you see footwear in a heap, haphazardly kept furniture, table tops with articles strewn on them, variety of newspapers, magazines, exercise books with pages fluttering in the wind, multiple piles of shirts, bed-sheets, trousers, coats, how repulsive you feel! How disgusted you feel!! And in contrast, if you are greeted with footwear arranged neatly in rows on a shelf, bed-sheets and pillows pleasantly arranged, properly arranged furniture, current newspapers, magazines adorning the table tops, trousers, shirts, coats hanging neatly on hangers, how nice and pleasant will you feel!! In short, if each one in the family, from elders to children, adhere strictly to discipline and behave accordingly, it can make the existing home appear palatial even with the available resources. On the contrary, behaving haphazardly makes the house look like a gypsy's slum

in spite of the valuable articles strewn across!!

Hands should ever remain busy in activity. Getting up early in the morning, one should get on with the chores like keeping rugs and bed-sheets folded neatly, putting away used clothes for wash, putting everything back in its designated place after use, such as Dettol, scissors, scale etc, arranging things neatly on the table, and so on. One should cultivate a habit of keeping his hands ever busy, doing things with eagerness. Only then, will there be cleanliness, discipline, comfort and saving of time, bringing order to life. Otherwise, it will look like an abandoned house. Even for a small thing, one will have to search frantically, resulting in utter confusion, leading to misery!

### **8. Designating suitable places to store objects properly**

It will be possible to be at peace even if you have too many objects, if you can provide suitable spaces to store them well, so that they can be kept in order. For example, although being amidst heaps of things, with the help of cupboards, shelves, bottles, boxes, wires, hangers etc, one can arrange those innumerable objects neatly and be without worry.

### **9. The importance of keeping specific things in their designated places**

Designating a place for each and every article of importance, such as knife, scissors, needle and thread, wires, bulb, medicines such as tincture of iodine, taking them out when needed, and putting them back after use only in their specific designated place is of *paramount* importance. Otherwise, all the time is lost in just searching for the thing and even a small task ap-

pears challenging! This creates an unnecessary scene in the house, as though a calamity has struck!!

## **10. Safeguarding objects of utility**

If we were to reflect, how much effort we put in to procure objects, how much money we shell out to purchase them and how easily we eventually lose them, we will be astonished! If one realizes how stressful it will be to get even a small thing in the hour of it's need, one will understand the importance of safe guarding one's vital objects.

## **11. Creating a conducive atmosphere of virtuos-ity and high-living at home**

If the house is spacious, setting aside a room exclusively for prayer-meditation-study, will go a long way in the progress of all at home. By doing that, it may even be said that it is like converting the house into a holy shrine! If the room is too small, it may suffice for one but it might not be useful to all at home. And if the house is not big and there is no separate room available, it is possible to create an atmosphere of devotion by setting up a statue or photograph of the deity in the living room itself. In bigger cities, even when only one or two rooms are available, just within the space available, one can bring about an atmosphere of devotion, cleanliness, and discipline by establishing a photograph of the Guru or preferred deity, adorned with flowers and garlands. As the saying goes, "where there is a will, there is a way", it is possible to create an atmosphere of one's liking in *any* type of house.

## **3.2 Proper way to behave with people at home and on the street**

### **12. Giving way to people coming from the opposite side of the road**

It is natural to meet each other while moving on the smoothest part of the road edges and in the narrow path created by frequent movement of vehicular wheels. At that time, the thoughtful and courteous will make way for the person coming from the opposite side. Thoughtless and crass people will continue arrogantly, puffed up with haughtiness!! It is perhaps this day-to-day incident that has led to the coining of the proverb, “When a buffalo encounters another, there is only one way forward; when a buffalo comes across a wise man, there will be two ways out; and when a wise man encounters another, there are three (multiple) ways out”. In short, the cultured ones should make way for the road-users coming from the other direction.

### **13. Talking to acquaintances on the road**

When one encounters acquaintances on the road, it is not correct to ignore them and carry on, putting one’s head down thinking, “there is nothing to talk about. How to talk while going on the road?” This will give rise to doubts about our egoistic nature. Instead, responding with, “Good morning! How are you? Had your lunch? Had your tea?” appropriately is not only proper etiquette, but will also enhance mutual harmony and love.

## **14. Proper ways to welcome guests when they come visiting**

When gentlemen come home to visit us, greeting them by just saying, “come, come” from wherever one is sitting, without even getting up is not enough to show due respect. But moving aside to make some space for them, getting up when they enter and taking a seat only after they do, meeting them even when they are half way across and escorting them and offering them a suitable chair—these show respect progressively. It is desirable to show respect to all as per their eligibility.

Similarly, when visitors are about to leave, one should get up and go see them off to show respect. The conversation one had with the gentleman who left, will feel very sweet, if it concludes with a proper send-off.

## **15. Getting rid of work-spoilers**

There will be great souls who come, settle down, engage you in your time of work, just because they have nothing else to do and because they get to while away their time in a cozy place! To get rid of such loiterers is no less difficult than getting rid of ghosts!! Even if one starts showing disinterest by way of replying in forced monosyllables, or by yawning and stretching in an elaborate way, will the loafer ever show signs of moving away? No sir, not at all!! What is wrong if one tells such impractical slobs to leave, in explicit words?

## **16. A trick to get rid of wastrels**

A sure-shot way of getting rid of idlers is to let them continue sitting while one carries on with his own work. If there are two or more of your colleagues present, start discussing about your

own work. Then the wastrel, not getting a chance to butt in, will disappear at once! And if you start the topic of spirituality, they will run away hurriedly!!

### **17. Do not touch others' objects**

While visiting someone's place, one should avoid touching their delicate objects such as wrist-watch, transistor. As there is a chance of spoiling them due to carelessness. Or, even if one has done no harm, he will get the blame, even if it gets spoilt due to some other reason, just because he touched it! Apart from that, due to improper way of replacing it, the arrangement so painstakingly done by the host might go helter-skelter. It is human nature to get wild with somebody if he attacks one's well-organized life. Hence don't indulge in such unwanted activity.

### **18. It is not fair to read others' letters**

The main reason we tend to do this is to know if there are any hidden defects between them, if there is any estrangement in their friendship and curiosity to pick up such defects in others. And one is baselessly worried that they are privately conspiring within themselves against him.

### **19. About preserving letters**

One should never remain without answering whosoever's letter one receives. After reading it he shouldn't throw it to dustbin straight away but should save it for later reference.

After replying to the day-to-day and routine letters, they may be thrown away. One should preserve the important and

financially vital letters. Eventually, one should weed out old letters and receipts. If this is not done and if one accumulates heaps of letters and receipts, one will be left with a mountainous pile of letters, from which it will be a herculean task to fish out anything!

### **3.3 Following rules that traditions prescribe**

#### **Prologue**

Each and every civilization prescribes some rules to steer the chariot of life smoothly. With discipline, convenience and other virtues in view, it lays down the rules of traditional wisdom for each and every facet of life. By following such beneficial rules, there will be discipline, cleanliness, saving of time and it also gives a sense of importance to life! If some acts in daily life are undoubtedly going to cause loss-trouble-disorderliness, tradition precludes one from doing it. As it may not be possible to provide logical reason for each and every such rule, customs just forbid it with one universal dictum: “*Not to be done*”. Some such rules which reflect our culture are listed as follows.

#### **20. Rules about travel**

**i. One should practice undertaking journeys at an auspicious time**

This denotes the importance of the journey and serves to prepare for it with foresight and care.

**ii. Mother and children should not separate on a Sunday**

According to custom, daughter should not depart on a Tuesday and daughter-in-law on a Friday. This not only reflects love and affection, but also advises not to leave in a hurry but leisurely.

**iii. Members of the same family should not depart the same day in two different directions**

Because this causes excessive feeling of loneliness in those remaining behind; it also takes up more efforts for those making arrangements for the journey. There is even a possibility of interchanging of luggage between the two groups!

**iv. Should not sleep or sit on the luggage**

One should not sit or sleep on the baggage. (It may even lead to cancellation of the journey itself!). When preparations for the journey are going on, if the children keep intruding, it will obstruct the preparations and look odd! Also, there are chances of deformation or breakage of delicate things within the bags.

## **21. Rules about food**

**i. All should have food together**

This saves time and energy of those who serve food. Additionally, sitting together in a row while eating, reaffirms the feeling of unity and easily facilitates exchange of thoughts and ideas.

**ii. All should begin taking food at the same time**

Furthermore all should get up after food at the same time. Thus, if there is a proper beginning and end to the meal, it results in disciplined decorum.

**iii. While having food, one should not get up in between**

If one were to get up from the plate while eating and come back and sit and continue to eat, it gives rise to a feeling of unpleasantness.

The above rules not only help in removing the attitude that having food is just a way to fill your stomach, but also emphasize that it is an act to be undertaken with love, health, satisfaction and peace.

## **22. Stay away from dangerous situations**

**i. Should not grope in the dark**

In an attempt to get something, if one probes his hand in the dark, there is a danger of getting bitten by a scorpion or such other pests.

**ii. Should not undertake the journey in spite of signs of rain**

If there are signs of rain or storm, one should not continue with the journey with an attitude of disregard. Or else, one may get caught badly in rain and wind and will have to face untold miseries.

**iii. Should not sit to the right side of one who is sewing with a needle**

For the fear of getting pricked by the needle.

**23. Avoiding things that evoke disgust**

**i. Should not lie down in the middle, when many are sitting**

Because it gives rise to an appearance of a corpse!

**ii. Should not scratch one's head with both hands**

Because it gives an appearance of an ugly ghost!

**iii. Should not scratch one leg with another**

Because it gives an appearance of being handicapped!

**iv. Should not eat while on the road**

Because it reflects a feeling of utter childishness and poverty!

**v. Should not sit on the wooden beam at the entrance of the house**

It causes inconvenience to the people moving across, forcing people to ask him to get up and moreover, it looks repulsive! That is the reason people ask them sarcastically, "Have you given me a loan, to sit on my doorstep like that!"

## 24. Miscellaneous rules

### **i. Should not ask, “where are you going?” to those about to go out**

It puts him in a dilemma whether to tell about the place he is going or not, and diminishes his enthusiasm for the work!

### **ii. Should not intrude when two are talking**

Because it makes them stop their conversation abruptly. And it causes resentment about the intruder.

### **iii. Should not gargle and spit back in the same water**

After gargling with water from a pond, reservoir, well one should not spit back in the same water. That childish prank leads to dirtying of the water.

### **iv. Should not keep food served in the plates before the guests arrive**

If for some reason, there is delay in the arrival of guests, the served items will go cold and even dust may settle on the food served and may spoil it. Moreover, even if the delay is not much, it appears prolonged, due to the feeling of intense anticipation!

### **v. Should not finish off all the food in the house**

There must always be at least some food available at home to provide for unexpected guests or beggars.

## **25. Applying principles of life to natural incidents**

### **i. Should say “Bless you” when somebody sneezes**

This is an effort to blend the great principle, “let there be good for all in everything they do”, with a natural act of the body! It also reaffirms the lightness that one feels after a sneeze. There is a feeling here, that one got rid of all the suffering, worry and sadness.

### **ii. Should say “True, True, True” when a lizard on the wall makes a sound**

This reminds the great truth in a simple and natural way!

### **iii. Should not hit a child only on one cheek**

If one inadvertently does so, touching the other cheek too, just goes to reflect the boundless love for children.

### **iv. Should seek to be excused by bending down, if one’s foot touches somebody inadvertently**

This alleviates the harm done. Though the incident occurred unknowingly, continuing without acknowledging it, amounts to doing it purposefully and causes insult.

### **v. Should not cross somebody’s outstretched legs**

When somebody is sitting with his legs stretched out, one should not cross them over. If one has to cross, he has to re-cross to negate the subtle insult caused.

## Chapter 4

# Appropriate Usage of Money

### Preamble

To enable one to lead a successful life, it is very important to pay proper attention to one's financial soundness. Everyone knows that to obtain this, one has to undertake some business, agriculture or job that pays well, and therefore their entire focus is only on earning. But no one realizes that it is equally important to pay attention to proper utilization of what is earned. After all, earning is dependent on others and has its own limitations; it is in one's own hands to derive maximum benefit out of his income. Hence, we have tried to explain here the much-neglected proper usage of money.

**1.** The easiest way to put money to proper use is to save it. But it is observed that, in the mad urge to earn a little more money,

one tends to neglect saving what is earned. Only a fool busies himself in running to and fro to the well with a pot in an effort to fill a tank which already has multiple holes of different sizes, without first trying to plug those holes. A householder without paying attention to things such as excessive pricing, shortage in weight, long list of items purchased on credit, improper usage of items purchased, indiscriminate lending of money, neglecting to recover the money lent, all of which lead to money going waste like water, he is frantically trying to earn a few more rupees! But, why not follow easy ways available to him to save first, rather than going after a few more rupees and living in a pathetic state? Instead, is it not better to use his earnings in a judicious way with no wastage and lead an independent life?

**2.** Shouldn't one pay attention to things such as the amount of loss he has incurred due to buying on credit, buying without enquiring about the price and without examining the quality, due to shortage in weight and due to improper storage methods, and find ways to improve upon them? Shouldn't one try and stop more than 50% of his earning going waste unwittingly like this?

**3.** Buying cloth and grocery on credit will lead to loss in various ways:

- i. One has no choice but to buy whatever is available in that shop or whatever the shopkeeper gives.
- ii. Things will be priced exorbitantly and compound interest will be levied, and the buyer on credit will have no face to question him!
- iii. The credit amount might get tampered.
- iv. A tendency to buy limitlessly will develop, as one doesn't

need to pay in cash.

Putting all this together, by buying on credit, one will end up spending one rupee for eight anna in cash! Hence, for the sake of saving, one should never buy on credit. If there is no money to buy something, one should make do without it.

Similarly, don't let your family members go for barter system. Even this leads to enormous loss.

**4.** An important rule that one should follow while buying something is that, 'one should really be in need of that object'. It is not proper to buy some attractive object first and then struggle to find a use for it. It indeed is the height of foolishness to keep accumulating highly expensive things on one hand and cribbing that "there is no money" on the other hand.

### **5. Astuteness in business**

It is often observed that a buyer usually exhibits cleverness in some aspects of business and neglects some other aspects. For example, going all over the market and examining keenly, he finds out quality things, while he limits his cleverness to only this. And he ignores the further aspects of buying such as fixing the price, verifying the weight and blindly buys it. This causes loss and whatever cleverness he showed in some aspects of buying goes waste. It is as though whatever he gained in one part, he lost it in the other.

**6.** First and foremost, make use of the things that are already with you at home. Even when various objects of utility and knowledge are lying in heaps under your very nose, you fail to use them and are in a hurry to buy same things once again!

Leaving aside this childishness, first make use of the things that are already with you.

**7.** The ill-effects that may result if one were to buy something at an exorbitant price just because of an obligation to the seller or due to one's own carelessness:

- i. Because it was “too expensive”, feeling sorry for it.
- ii. Getting scolded by people at home and by others that one “lacks business sense”! Depending on the situation, one may even end up lying, just to cover up his foolishness!!
- iii. Shortage of money for acts of charity and his own betterment.

**8.** Some people feel happy just to spend excessively and record elaborately ‘gave this much to him, gave so much to them, bought this, bought that, spent this much for this, spent this much for that’. But is it not necessary for the householder to cut down on unnecessary spending after scrutinizing the expenditure-list, rather than feel fulfilled in only lengthening the list?

**9.** Substantial loss occurs in business due to lack of proper supervision. Ignoring to do something just because one is bored or due to obligation to somebody, may lead many gentlemen to an unfortunate state of losing a sizeable half of their income.

**10.** Don't forget to ask for repayment of loan that you have given somebody or for any money that rightfully should come to you, at the proper time. If they ask for more time, don't show laziness in going and asking for it again at that time. By

doing this 3-4 times, they themselves may feel embarrassed and return the money, or at least you will be in a position to talk forcefully and make him return the money. But because of sluggishness and hesitation to speak, if you fail to ask, or fail to follow it up properly, indeed your money will be an “amount in the mirror”, gone forever!

**11.** If money comes to the hands of some reckless people with no reasoning, they will not rest until their hands are empty again, giving it away to somebody or spending it away, in any way possible. It is as though money in their hand hurts them, and they squander away all the money with a lack of business sense, only to beg others for the same money in hardly a few days. Such people are neither virtuous nor great donors, but are simply, people with no intellect.

### **12. About hand-loans and other loans**

Unless it is absolutely necessary, don't go for hand-loan. In life, many a times, it will be unavoidable to ask for a loan, but then, let it be like a burden to you and not as if you have earned it. And one should never take a loan unless it is absolutely a must.

Even if one does take a loan, he should be anxious and on his toes to return it. One should never dodge for more time and should never scheme to skip paying altogether. One should pay the due interest regularly.

**13.** To give one's hard earned money to someone for safe-keeping and later on repenting for it is utter stupidity! One who can strive to earn money, should he not learn to keep it safe as well? Even if you feel, “where will it go? They will

give it back to me even if I ask for it at midnight!”), it is very difficult to get your money back in the hour of your dire need if it is with somebody else. However trustworthy and close a relative may be, financial matters are tricky and it is wise to keep one’s money safely with oneself.

### **14. Saying “No”**

When a deceitful acquaintance or neighbor asks, “do you have ten rupees to spare?”, it is no crime to say, “No”, even if you happen to have it. The moment you just say “Yes”, he will somehow extract the money from you, giving some sob story. There is absolutely nothing wrong if you say, “No” to somebody so selfish, who imposes a rule that, you *have* to give him all the money you happen to have.

### **15. i. About lending money**

A harmless way to help friends and neighbors is to lend them things and money. And moreover, as even you may need to seek their help later on, don’t hesitate to lend. But, there is absolutely no harm if one were to deny help to those selfish ones who keep saying, “What is the big deal? Am I not going to return it?”, but never in reality do so. It is good to decide judiciously while dealing with borrowers—neither to turn away each and every one with a stern frown nor to go on giving to everybody indiscriminately.

### **ii. About extending promises and assurances**

When somebody pours out his difficulties, one should give assurance if and only if he is in a position to help. It is not fair to give false hopes to him, just for being unable to say, “No”, even when one knows very well that he is in no position to help

him. Because the disappointment one causes by first raising hopes and then not fulfilling them later is much more painful than saying “No” in the first place. Hence, it is better not to go around saying, “Okay, let’s see” to each and everyone. These words are ambiguous and mean differently to different persons, and hence it is better to explain the ground realities clearly.

**16.** Those that show their gratitude in deeds are more trustworthy than those who show it just in words. Indeed, they are an ungrateful lot, who readily say, “you were a great help” and quietly sneak away when the helper himself is in trouble and needs help. Hence, let there be an ability in you to judge people properly. Abundantly help those who are really grateful and keep distance from those who are artificially grateful.

### **17. About giving loan**

Never give a loan to anybody. This is because it is rare to find people who remember about the money given to them in their hour of need and come home and return it on time as promised. And you being of a virtuous nature, it will not be possible for you to fight defaulters in the court of law. Hence, never venture to give loan which is surely not going to be returned to you and will be lost. Even if people compel you and try to put you under obligation or entice you with good rate of interest, say, “No” in clear words.

### **18. About savings**

A specific part of one’s income (say 10% or 12%), needs to be set aside as emergency fund or permanent fund. For this to happen, as soon as one gets the income from his salary or profit in the business or from agricultural produce and so on, he should

immediately put it aside and consider only the remaining part as his real income. Then the mind will not feel bad.

**19.** Although it is mandatory to save money, as the saying goes, “Save, but also *enjoy* what is saved”, don’t try to accumulate big sums with nice round figures<sup>1</sup>, out of excessive greed for money.

**20.** How many people do you come across who critically inspect what is one’s income, what proportion of it is being used for which cause? It is essential in one’s own interest, to introspect if his income is being utilized in right proportions for the right causes, and whether enough is being used for charity and for his own progress, and if not, make suitable changes.

**21.** Even if the house-holder wants to spend his money in a moderate and proper way, it is not always possible. Because the persons spending it are different and the earner’s responsibility is to just provide whatever they ask for. The fact of the matter is that, people at home such as wife, sons, daughters and others keep spending carelessly and this hapless fellow has to provide money for all that, without ever opening his mouth. This is the prevailing situation.

Unless the house-holder tries and changes the above said situation, no economic progress of any kind will be possible.

**22.** Keep the finance department of the house with you. It may be possible to allot other departments like home, health, com-

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<sup>1</sup>fancy amounts such as 1,000-10,000 (thousands, ten thousands, lakhs and crores)

merce etc to other members of the family, but ensure that all those departments function under the control of your finance department.

### **23. Shrewdness in business**

When somebody comes up to sell something, one should not suddenly blurt out the price for the object himself. But one should make the seller come out with his selling price. After that, he should bargain reasonably negotiating for the best price and *then* come out with a figure he has made up in his mind and ask for an appropriate price.

**24.** During transactions of give and take, if one himself keeps speaking with laxity, it sure gives the opposite party a chance to disagree for the proposal. Your intention may be good, but the other party may take advantage of it only to extract more from you. Don't commit the blunder of excessive words by uttering everything yourself.

**25.** While buying a costly item, never boast that you have surplus money or that you are ready to pay whatever the cost may be, or that the item is an absolute necessity for you, or that you have liked it very much. If you show any of these signs, they will definitely jack up the price.

**26.** While striking a deal with somebody, it is very useful to be able to elaborate in detail about the concerned factors. It is necessary to explain in the other person's expressed words in order to convince the concerned person. Hence one should not be reluctant to speak-up.

**27.** In any transaction, if one keeps quiet without substantiating one's point and if enough opportunity has not been given to the opposite party to put forth its views, it will surely lead to loss. Not only that, a situation arises where one's good but mute party will get thwarted by the clever words of the opposite party.

**28.** In business, many a times, one needs to deal with people who are utterly selfish and wicked. At those times it is necessary to use tact to avoid falling prey to their schemes. Exhibiting a stern tone that blocks off their selfish arguments of falsehood goes a long way in succeeding. A person will indeed get badly duped if he hesitatingly speaks one word-per-hour, getting caught in the web of those villains.

Get wise to the scheming intention of those villains. They will praise you sky-high insincerely, ascribing you with false greatness, capability or generosity, just to get their own work done. Hence, without falling prey to their flattery, recognize their ulterior motives and block them.

**29.** Do not finalize an important deal all by yourself, taking all the responsibility on oneself. Instead, decide with the opinions of your relatives and other people. Thus it will not give scope for difference of opinion and fights later on.

**30.** While dealing with big and important deals, one should seek the opinion of a few people and close the deal only after seeking advice from a few experts. Then, there will be no room for others to talk negatively later.

**31.** Deals involving big amounts should never be finalized in a hurry, in a single sitting. Saying, “Let’s see, let’s consider etc”, one should give himself time to obtain opinions of one’s well-wishers and to consider the pros and cons of it in a comprehensive way. One should not fall into a crater, getting carried away by emotions.

**32.** After prolonged efforts and struggle, don’t go by the notion that everything is done and over just because a decision is reached. But if one neglects to follow legalities, which can be very easy if done at that time, like getting things in writing, getting it registered, getting it recorded with the village accountant etc, one will have to face untold hardships later on.

**33.** Don’t ever harbor fond hopes that others will give or that others will help to get things done. Don’t have a beggarly attitude of enjoying at other’s cost, rather strive hard with your own efforts and enjoy your own happy and independent fruits of labor. Don’t seek to become a lowly cat that licks other’s used plates but stand up on your own feet.

**34.** Never use-up others’ money however little it may be. The desire to acquire something that is not one’s own arises perhaps because of one’s greed to extract others’ money as much as possible. Although one is ready to part with any amount if it is with his approval and wish, he becomes very testy about even a penny, if it is without his consent. Hence, it is wise to be transparent in all accounts with others.

**35.** Whenever somebody entrusts you with some money for safe-keeping, keep it aside safely to enable you to return it im-

mediately, whenever they come asking for it. Let treacherous thoughts of embezzling someone's money come nowhere near you. And if your house happens to be one with lots of expenditure, say a clear *no* for safe-keeping of the money.

**36.** My friend, never harbor crooked thoughts of usurping somebody's money after they are destroyed. Similarly, don't scheme to seize some helpless person's money by deceiving him, or acquire a fortune by giving your son in adoption to somebody or even think of similar malicious ideas.

### **37. Give charity in a specific proportion**

Charity is an important attribute of virtuous behavior. All the scriptures preach giving-up everything and advice to bring it into practice by way of charity. Indeed, selfish behavior all the time, while professing devotion-knowledge-detachment without charity, just amounts to hollow talk. Hence, set aside some specific portion of your earnings, just for charity. It is ordained in our sacred books to spend one tenth of one's income in charity. Even if that much is not possible, considering the various factors such as income, expenditure etc, it is important to determine what percentage of income you should be giving in charity. Because, if and only if, you yourself determine that "this percentage of my income *must* go for charity", will your hand agree to give it. Otherwise, your scheming mind will conveniently come up with various ingenious tricks and excuses to prevent charity altogether, or to reduce it dramatically. It may be observed by one's experience that, when the mind decides after proper reasoning to give one rupee, your selfish mind will show it's shrewdness in reducing it to ten paise and while getting the money out from the pocket, your hand will cut it down to five or even two paise!

**38.** As much as possible, give charity anonymously

- i. This prevents undue pride and superiority forming in you.
- ii. The receiver will be more grateful as he is saved the embarrassment in public of going for charity.
- iii. Usually, the receiver is of the nature of comparing what he has received with what you have given to others and either get angry or feel sorry.
- iv. Giving charity publicly will invite those who seek charity in hordes. You, belonging to middle class, might find it difficult to cope up.
- v. Your near and dear ones, who deem that all that you possess should go to them alone, will not like you giving away to charity. They will try and obstruct it whenever possible. Charity in secret will stop their tricks.

Having said this, if charity in secrecy is not possible, don't hesitate to donate openly. Otherwise, this will prove to be a golden opportunity for your reluctant mind which is always on the lookout for excuses to avoid donating to charity.

**39.** Ensure that you mainly donate to poor students, vedic practitioners, handicapped individuals and other such deserving people. But it is the nature of the selfish mind to turn away in disgust at the very sight of lowly and hapless beggars!

**40.** Don't commit in words about your charity beforehand but continue to give silently whenever possible. By committing beforehand about the charity, it's value gets reduced and in case you are not able keep your promise, it will lead to great humiliation in public.

**41.** Never hesitate to spend for purchasing books of value, to visit holy places or in the service of the Guru which will go a long way in facilitating your progress. Or else, of what use is all that money you have earned, if it doesn't help in your own betterment?

**42.** Indeed, it is true, what a great soul said, "Earn money as if you are earning in paise, and spend money in rupees for purposes of virtuous activities." At the time of earning money, one *has* to pay proper importance to it and while spending for purposes of devotion, it is necessary to show ample generosity.

**43.** By reading classic epics and listening to learned souls one can learn about the true nature of material life consisting of one's wife, children, relatives, money, house; and what really is the way for one's own spiritual fulfillment. Even while leading a successful materialistic life externally, find a way for attaining real and tangible success in spiritual life.

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## **Part II**

# **ACHIEVING SUCCESS IN ONE'S ENDEAVORS**

# Chapter 5

## Awareness of Sense of Work

### Preamble

For a successful life, it is imperative to succeed in one's efforts in his career. But for prospering in one's profession, one essentially needs to have an inclination to work. In this chapter we have highlighted the destructive factors such as laziness, hollow pride, deeming work as inferior, inferiority complex, talkativeness among others, which are harmful to the completion of the tasks. We emphasize the benefits of enthusiasm, being busy all the time and sense of work.

### 5.1 Mental weakness of not knowing one's own capacity for work

1. In human beings, there is an enormous capacity for work. Even if there is full blossoming of capacity for work in just one person, it will lead to miraculous results. This can be seen

by observing the life of great souls like Mahatma Gandhi, Aravind Ghosh, Pandit Malaviya, poet Tagore etc. Then, won't the misery in this world vanish if each one puts to work even one thousandth of one's capacity? Instead of doing this, is it appropriate of people to just praise successful people profusely and only glorify the importance of their work in writings and lectures alone?

**2.** If each and every one, from each house, from each locality, were to put together their dedicated efforts, will it not turn the town into a glorious palace and the forest into a heavenly garden? But because everyone in the town is sitting idle as though handicapped, misfortune is haunting them.

**3.** You *do* have much, much more capacity for work. But your weakness of mind stunts your capacity and restricts your efforts. For instance, you can easily walk 10 to 12 miles. But your apprehension of, "I can't walk more than 3 to 4 miles", makes you keep counting the miles and leads to the feeling of exhaustion, and even walking those 3 to 4 miles will bring fatigue.

Why this over-smartness of not allowing yourself to work unobstructed, and pulling yourself back with the ropes of a weak mind?

**4.** Everyone keeps saying that, "Let convenient circumstances arrive, *then* we will perform extraordinarily". But they forget that, if there is no requisite skill in oneself, even convenient circumstances will not help. Come to think of it, working even within the same circumstances that are prevailing with you currently, haven't many people not produced great results already?

## 5.2 Without just talking, get to work

**5.** If one desires to obtain glory, why doesn't he engage in sincere activity which is the means to it? Why doesn't he show competence in his work? Will one ever get wealth by just imaginary day-dreaming alone, without doing any work at all?

**6.** The fact of the matter is, nothing is really difficult, whether it is business, or trade, or agriculture. Whatever it may be, if one were to put his heart and soul in his work, it will get done easily. One gets a proper hang of things and obtains skill, proficiency, expertise in his work, as one continues doing his work with keen attention.

**7.** More often than not, a talkative person, with his extra-large words, will not be doing any work at all! All his cleverness ends in just talking. Just because of his incompetence, he keeps blabbering excessively, "we should do this, do that". But a real worker, without speaking much, quietly goes about his work, using all his cleverness to get the job done properly.

**8.** Those who finish off their job just with their mouth, will never have any difficulties at all! By just saying "Is that the job? That's Cool. Easy. Just do like this", they deftly corner the credit of doing the job. Not only that, these "*speech-fighters*" will find faults even in the work done by others, opining, "this shouldn't have been done like this. It should have come out better than this." And also often use their easily-acquired greatness just to degrade the real workers.

### **5.3 Hollow talk about duty, without actually performing it, is futile**

**9.** Instead of indulging in critical discussion about how *others* should do their work, introspect how *you* should do your duty. And reflect again if the slogan that you keep repeating often that, “Nobody does his work properly at all”, applies to you or not.

**10.** Everywhere we get to hear about the negligence of duty by others and not even a hint of one’s own duty. These “zero workers” who don’t even have an inkling about their own duty, are just trying to cover up their own inefficiency and irresponsibility by blaming, “he didn’t do this; he didn’t do that”.

**11.** It is essential that each one starts doing his work sincerely. Without this one important aspect, all your education, laws, religion are sure to go waste! It will surely prove destructive to the person-society-nation, if one were to neglect the importance of being duty-conscious and become a “zero-worker” by thinking that just legislation, religion, education alone will do the trick.

### **5.4 Inferiority complex about work**

**12.** For many people, the very act of getting down to work causes shame! It is demeaning to them to even discuss about work, and to run around the colony for the sake of work. Such haters of work better stop taking food, which is the result of pure work, right from ploughing the land to serving food after

cooking. Similarly, they should stop wearing clothes as they are also the product of work and for the same reason, it is better that they stop residing in homes and leave for forests!!

**13.** A person with an attitude of, “It is below my dignity to work; I should never ever work at all”, will not undertake the slightest of work. He would rather go around hopping and stumbling over the innumerable objects strewn across the floor, but never bend to set them right. He would prefer to sit amidst heaps of garbage but will not lift the broom lying right in front of him and clean up the mess. It will be a golden day for the household and for the nation, when such lazy slobs just vanish from the face of this earth, who have an attitude of, “we are angels descended from above and born only to get served by others; there is a different class of menial staff of women and servants just to serve us”!

**14.** Those lazy and useless fellows, who sit around doing no work, saying it will spoil the job if they touch or will break if they handle it, hesitating and cringing away from work are good for nothing. Among them, some may even give reasons with seemingly good intention such as, “the work will not be proper if they do it; others may feel bad”, but all of them are worthless models of cowardice! Such great souls think that if they don’t work, it is a favour to others, and an act of devotion and great wisdom!

**15.** In reality, it is observed that though one has great capacity for work, he exhibits cowardice for the fear of being ridiculed by others. He is afraid even for performing his normal activities fearing, “what will others feel about my work? What will

people say if there are mistakes” without any reason. Even if he gets to work for having no other choice, he moves around hesitatingly, with a hapless face, as though it is a crime to work. What else but lifeless and fruitless results can one expect from such idiots?

- i. It is the very nature of middle-class people to feel ashamed of getting their hands and clothes soiled and appearing disorderly during work, that makes them turn away from work and sit idle in a corner. Hence the primary need is to leave aside one’s intense liking for crisp, well-ironed white clothes, and get down to work. And if wasters, who have nothing better to do, laugh at and degrade your work, can’t you too laugh back in retort at their uselessness?
- ii. It is the tendency to stray away from work, hesitating unduly for the fear of ridicule from others, unnecessarily complicating things and spoiling the job. But if one were to get on with the job with full concentration, all the work will get done easily.

## **5.5 Disasters resulting from laziness**

**16.** To sit idle endlessly till one gets tingling in the body, is to invite diseases. The inactivity of the lazy person will result in extreme poverty and filth and his idle imagination will lead to conceit. Thus, just for the sake of a little lowly bodily comfort, one will get diseases, poverty, dirtiness and vanity in exchange, causing overall downfall of the person.

**17.** A very highly placed person was once doing strenuous

jobs such as drawing water from the well. When asked why, his reply was, “the comfort that one gets out of laziness is too trivial, in comparison with the satisfaction and peace one gets out of physical work of the body. Just because I happen to be an officer, is there a rule that I should forego this immense pleasure?”

To give one more example, during his vacations, an American President used to go to an island without any kind of conveniences, and engage himself in hard physical work such as breaking wood etc and get rejuvenated.

What one should learn from the above examples is that, it is better to lead a simple life with hard physical work of the body to keep it healthy and full of vigor, than getting carried away by enticing ideas such as “raising the standard of living”, and leading life with laziness and inviting diseases.

**18.** Though the job itself may be small, of very little expenditure or just needing half a day’s effort, the lazy fellow will keep saying, “is to be done, has to be done, will be done” and waste a good two to three years just beating around the bush. What great work will such a lazy slob ever achieve in life?

**19.** To acquire food-clothing-useful objects in life, physical activity is most needed. For activities such as agriculture, trade, business, there is no need for special expertise, but back-breaking hard work is needed there. In essence, in day to day life, hard physical work is needed more than formal education. That is the reason why ordinary people with no formal education, but with great industrious nature, go on to acquire great wealth, while well-educated persons, afraid of physical activity, will go pauper and starve.

## 5.6 Cowardice of inability to perform

**20.** He indeed, is a worthless fellow, who tolerates the inconvenience of disorderliness and dirtiness, just for lack of a little effort to move around. What else but an unpardonable coward is that sloth, who does a hotchpotch job, repeatedly postpones it or even totally abandons it, just because of not putting in a little effort of getting up or going around?

**21.** Nothing ever gets done in the hands of a coward who is only making a show of doing things. He undertakes the work in bits and pieces, as though to oblige somebody, as though it is an unavoidable burden, and pretends as though he is doing the entire job. Indeed, he is just a worthless and good-for-nothing fellow.

**22.** An incompetent person will just make a show of doing the job and never gets the work done in reality at all. When such a namesake worker has some work with some official, he will return empty handed saying, “Sir is having food, shall meet him later”. Next time grumbling, “too many people are there now”, and another time saying, “it is snacks time”, returns unsuccessfully. Even after making trips for 8 to 10 days, he never even meets the officer at all. He tends to believe that his work for the day is over if he just makes the trip.

**23.** All kinds of stupendous excuses occur to the inefficient slob, such as, “the work place is too far, the time is not convenient, I will have to go immediately after food, there will be no time for my nap, I get giddiness as soon as I start work, I get headache”, and so on. Hundreds of such excuses are always at

the tip of his tongue. He also has a list of very strong reasons in addition, such as, “the superior officer is not good; he harasses me, he is partial to others”.

#### **24. Unproductivity at work**

“I have told him about the work”, “he said he will come, probably he will do the work tomorrow” — Such superficial pretence at work will produce no results at all. What results will such laziness achieve where one laboriously believes that the primary requirements for completion of a job such as, basic legwork, making enquiries in itself are like completing the entire work?

**25.** Many people possess an uncanny knack of finding various ways to spoil the work, rather than finding ways to get it completed. For instance, when ordered to go to a particular person and get the money he owes, many of them immediately ask destructive questions such as, “What if he is not there at home? What if he refuses to pay?” Rather than following such methods of laziness, why not follow constructive ways like finding him, wherever he is and getting the money due from him, in any way possible?

### **5.7 Stale nature**

**26.** Ways of a lazy person, who picks up non-existing doubts for each and every task, are indeed strange. The ‘Doubting Thomas’ will always keep struggling in imaginary obstacles. The experts feel disgusted even to see his plight of stumbling due to imaginary problems for even trivial tasks.

**27.** Many keep dilly-dallying even for things like taking bath, walking, eating something, chewing something and even for gargling, saying, “how shall I do it? How many times shall I do it?”, getting immersed in the ocean of doubt. Due to intense involvement, they take it as an act of great wisdom to roam about in the forest of useless doubts. These procrastinators are stricken by fear of any deficiency that might occur in their bodily comforts and materialistic enjoyments!

A sluggish person will keep hesitating even in an ordinary job. He strains his mind even for day-to-day ordinary jobs that really have to be done without any effort. This is similar to hitting delicately with undue caution with a feeble jeweller’s mallet, to break a hard object, rather than just taking a hammer and giving it two heavy blows and be done with it.

## **28. Definitive mind**

A confident person, who acts with quick decision saying, “yes if yes and no if no”, without straining his mind and without giving scope for long drawn deliberation for each and every task, will choose a path immediately and the person with a doubting nature keeps hesitating, “shall I or shall I not? Shall I do it today or after a week?” Nothing of importance will ever get done by the latter.

**29.** I get wildly furious when I hear somebody endlessly weaving a maze and complicating even little things. Their impractical and conjectural blabbering with no relation to actual work, makes me very hot in the head! Makes me feel, “why doesn’t somebody burn away the faces of these hollow, bloated slob?!”

## **5.8 Importance of working with foresight and at the appropriate time**

**30.** Whatever be the job, if one neglects it and enjoys a little luxury in the beginning, he will surely end up paying ten times later. If you get bored to do a small task at the proper time, later you will have to laboriously spend a lot of time in rectifying the enormous damage that results.

**31.** There is always a proper time for every task. The same task which gets done so lightly if done at the appropriate time, will seem like a heavy burden if done at an improper time. A thing which gets done so easily today, if postponed for tomorrow, there is no guarantee that it will get done with the same ease. Therefore, one should consider the availability of money, material, labor and so on and determine the appropriate time for the job and finish it off there and then.

Any job will need discipline and regularity. Even if one does some little work everyday without fail, after some time it evolves into a surprisingly huge work! If one were to read an hour everyday, within one or two years the entire book collection in a library will get exhausted! If somebody were to write half an hour every day, without fail, he would surely become a great author within a few years!

**32.** To complete a job successfully, to do it thoroughly and to tackle the difficulties encountered, it is very essential that one makes provision for some extra time in his hand. No job will get completed by just going once, by just asking once or by just doing once. Hence without wasting time in loitering

around when there is enough time and starting the work only at the last hour, it is better to start early.

When there is ample time available to complete the task, by lazily saying, “what is the hurry now? Let’s do it later”, if one were to start the work at the eleventh hour, there will be no opportunity and time to resolve the obstacles encountered on the way and the job will get ruined. Hence one should cultivate a habit of asking, “what is there to prevent me from doing this work today?”, instead of saying, “this job can even be done tomorrow.” One should not fall prey to the bad habit of postponing the work, morning’s to afternoon, afternoon’s to evening, evening’s to tomorrow and tomorrow’s to day after tomorrow. All in all, one should not show laziness to start the work at the apt time which is determined by foresight.

**33.** Do not presume that you will get the work done as soon as you reach there. It is not in your control! Because, there are possibilities of manifold difficulties. For instance, the concerned person may be out of town, or he might have gone out somewhere, the thing that you are seeking may not be there with him, or even if you know for sure that he has it, somebody might have already taken it. Even if he happens to be very close to you, he himself may not be having the money required—like this, there are many hindrances for a job. Realizing the practical situation in work, instead of boasting, “I will get the work done in a jiffy,” it is better to get the work done with timely attention.

**34.** Foresight and forewarning are vital factors to possess for the success of any business. The wise get away, getting the job done with ease, by paying overall and subtle attention to detail, preparing in advance and so on. Whereas the slob, with no

attention to details, keeps lamenting, losing the entire 16 annas for lack of paying due attention needed for that vital one anna!

## **5.9 Significance of constantly keeping busy and active**

**35.** If a person were to develop a habit of doing small and big jobs with untiring enthusiasm, he will accomplish however big a job within a short time. With the help of diligent efforts, his allotted work will be completed well within time. Then, will he not have ample time remaining for relaxation and advanced thoughts?

Whatever the job, if one were to deem it as one's own, and do it willingly, it will become light. The secret of farmers' challenging physical labor, tradesmen's capacity of sitting in one single place for long hours, the seemingly impossible task of bringing up of children seen in women, being accomplished easily by them, is indeed, due to their feeling of "our"ness. Willingness will make even walking 8-10 miles simple, whereas if uninterested, even 8-10 steps will seem heavy. Instead of doing any job as if to oblige somebody or as though forced to do, one should undertake it as though it is his own and with love. Then any job can be accomplished without feeling tired.

**36.** A real worker will finish hundreds of tasks in a single day easily, while a non-performer will not complete a single job even after taking days for it. For an efficient worker, to do a job is like bouncing a ball, whereas it is like lifting a heavy stone to an inefficient one!

**37.** If one were to take up tasks with concentration and finish them off one after the other, the to-do-list will not last long. All the tasks will get done within a very short time. If one were to start work, by contemplating and worrying about all the jobs simultaneously, he will get tired just after one or two jobs. Since the mind is anxious with worry about all the jobs together, even those one or two jobs will not get done properly. Hence the trick is to take up the jobs one by one and take stock of them with courage.

**38.** When faced with multiple jobs concurrently, I follow the dictum, “one job at a time” and deal with them one by one successively. The same set of jobs which were intimidating to me in groups, now come and salute me, one by one!

**39.** Working diligently should become one’s second nature. It should become a natural trait to work diligently. One should learn to do jobs without getting unduly tired, without a need for excessive thinking, without creating an obligation to others, without doing them as though one is doing something extraordinary, but by doing them regularly as though they are part of the routine chores of the body.

**40.** The busy-bee can single-handedly complete jobs meant for ten people. But because all have become lazy, inactive, inert, refusing even to get up do the job, even small jobs are lying around unattended, giving an appearance of disarray.

## **Chapter 6**

# **Art of Getting Work Done by Casual Labourers and Permanent Employees**

### **Preamble**

To attain success in one's career such as trade, business, agriculture etc, not only does one need to work devotedly, but also needs to have the skill of getting work done well by others too –may they be brothers, employees, supervisors or temporary workers. In this chapter, we deal with this subject concisely.

### **6.1 Getting work done properly by permanent workers**

**1.** Each and every worker should have fixed work assigned to him. This will enable him to do that particular job with full

attention. Instead of this, assigning 3-4 tasks to 3-4 people collectively, will only lead to chaos. One fellow might claim that the other fellow will do the job, while the other fellow will claim that this fellow will do the job, thus putting the responsibility on each other, they will leave the job unattended.

**2.** After allotting a particular job to one worker, the manager should not make others do the same job in between, but get it done by the same designated worker. Because, if others do his job even once in a while, he starts neglecting his job, saying, “well, somebody will do it”. And others will do it only if it comes to their notice. Thus, the work would be left orphaned.

**3.** The work allotted to a worker should neither be too much nor too little. For example, he should not need to work 10-12 hours a day, or only 3-4 hours. But an appropriate amount of 7-8 hours or 8-9 hours of work should be extracted. It will be unfair to the workers to make them toil too much; and if it is too little, business will suffer. Hence taking care that the limit is not exceeded, one should give sufficient work.

If the work turns out to be too little for a worker, he should be given supplementary work. The supervisor should always plan attentively, ensuring that the worker gets enough work, equivalent to his daily quota.

**4.** It is a very good practice to give the worker one task at a time and tell him about the next only after he completes the first. If you tell him about the next task too much in advance, he tends to finish the first one haphazardly, in a hurry. And if you tell him about 3-4 jobs all together, he being just an employee, will not be able to pay due attention to all of them. He

might not be able to follow the chronology. In short, it is better to keep telling the worker about tasks one at a time.

**5.** The way in which a job is to be assigned to each worker (either in short or in detail, mildly or forcefully, just once or many times and so on) is to be determined according to his nature. If you tell about the job only once to a decidedly slow worker, the task is sure to languish in a corner. It is not only unnecessary to tell repeatedly and explain about the job to a sharp worker, but it will also give rise to resentment in him. However, if the worker is efficient, it will be enough to tell just once about the job mildly. If he is a sluggish fellow, he needs to be told twice and perhaps forcefully. And if the worker happens to be adamant, he needs to be told 3-4 times repeatedly and in an admonishing manner.

**6.** If one wants to get along successfully with the job, one needs to interact with the workers in a balanced manner. For example, if we consider the issue of giving liberty to them and also ensuring that they don't cross their limit, it will be necessary to behave diplomatically with them, once this way and once that way, to strike a proper balance between the two traits. It will definitely lead to feebleness and artificiality in the work if one were to stick to either constant sternness or constant lenience with the workers.

**7.** It is very essential to supervise, after the work is allotted and suitably explained to the worker, to ensure that he follows the instructions correctly. It is necessary to go to the work spot and actually see if the work is going on as expected. One should not assume that the work is over by just telling about the work

repeatedly to the workers. And one should get the issue solved by warning the workers, if any deficiencies are noticed.

## **6.2 Condemnation of defects in permanent workers**

**8.** The owner or the manager has to have an authoritative voice and manner of ordering work to his subordinates. Otherwise, if they try to act smart and acquire equal status with him, and if he allows it, no work of any significance will get done.

The commanding voice of the chief should be such that, the subordinates should not retort with a “why” to whatever work he gives and should not keep responding in a disobedient manner to his directions.

**9.** When faced with lazy workers who do not work with sincere effort, selfish workers who are after extracting more money from him, talkative workers or workers who undermine the words of the owner himself, it is mandatory for the manager to show them his serious face. Getting angry when the workers dodge work or demand undue money, indeed is a trait of a successful manager. And while it is true that the owner has to be generous, it is in the form of being kind in providing facilities for food, clothing and other essentials, and showing compassion in their difficulties, but not in tolerating shoddiness in their work. And he should make it very clear to the workers that he doesn't like it if they keep asking for excessive money.

### **10. Over talkativeness in workers**

When the owner asks the employee to do something, the latter

deviously says, “Oh Sir, leave it to me, that is just a two minutes job”, “Oh that! it is no big thing, I will do it in a jiffy”, and so on and never gets the job done at all. It is necessary to see that such workers don’t get a chance to do so. Otherwise, they will make a fool out of you and enjoy laziness.

**11.** An owner used to give a particular minor task daily to his worker. Then the servant used to say, “Oh that task! It just takes a few seconds” every time and never got it done at all, even after days. At last the owner got wild and said, “you fool, tell me once and for all, of how many days is your *few seconds*? That *few seconds* did not get over even after 15 days? Even if it just needs a *few seconds*, will it ever get done by itself without you actually doing it? Put aside all your smart non-sense and do that *few seconds* job this very moment and then talk” and taught him a lesson.

### **6.3 Art of getting work done when many workers are assigned the same task**

**12.** The supervisor should have in-depth knowledge about the work he is getting done from the workers and if need be, he should be in a position to do it all by himself to demonstrate. Otherwise, the workers will give some reasons to show off and may even get arrogant with him, feeling that they are indispensable, and think that, “he can’t cope without us”.

**13.** The supervisor should always be present with the workers during the work. If he is physically present in front of them, they will work properly. He will be able to give directions with

just a few words. The defects in the work come to his notice and the solutions for them also come up naturally, and therefore the work will get done in a proper and neat way. To summarize, being present at the work spot is the key to success.

**14.** The supervisor should be present at the workplace before the casual labourers report to work and show them the work they are to do and get the work started early. If the supervisor is not present when workers arrive for work, it will be a gala time for them and they will waste away a precious hour just chewing tobacco, chit-chatting, bickering who should do which work and fetching the required tools from here and there. And because there is no one to question them, they will surely come an hour late for work.

**15.** If workers indulge in deep gossip and if one of them opens a topic about somebody for hot discussion, the working hands will stop working. If one were to observe that scene, one will wonder if they have come to work or just to chit-chat and draw salary. If there is nobody to supervise, it will be a fun-time for them but a very bad time for the work.

**16.** One should have the knack of getting work done from the workers. They should not be allowed to chit-chat amongst themselves while just making a show of moving their limbs. Hence the supervisor should keep instructing, “do this, do that, lift this, lower this” etc about the work on hand to keep them busy and focussed on the work. Instead of that, if the supervisor who is supposed to supervise them, himself starts chit-chatting with them, it is like providing a nice cozy bed to one who is already drowsy!

**17.** When the supervisor wants to get things done by the workers, he should ensure that: i) work should be done properly and ii) work should be done fast.

Paying attention only to the second point mentioned above and hurrying them up, saying “yes, yes, get going, get going” and neglecting the first point of ensuring whether the work is being done properly or not, the work may be finished early and expenditure may also be less but the quality will suffer and it will be as if work is not done at all.

Also if one were to pay attention only to the first point and neglect the second, the workers will go very slow, with the excuse that they will do a good job of it. This may lead to double the expenditure and it might ruin the business. Hence it is the skill of a good supervisor to strike an optimal balance between the two simultaneously. That is, while getting workers to do the job properly, he should also encourage them to go as fast as they can.

## **6.4 Duties of a supervisor**

**18.** A supervisor should mainly

- i. teach his subordinates the intricacies of the work, and guide them when they go wrong and show them the way of doing it better.
- ii. motivate them to work with gusto by pointing out the special features in the job humorously and with anecdotes.
- iii. point out the part of the work left out due to oversight, and make them complete it.
- iv. warn the workers against laziness, haphazardness.

- v. admonish them sternly to do their duties correctly if they are purposefully dodging work or are being nasty.

The manager is exempted from physical work, just to enable him to take up the above mentioned supervisory tasks. But probably all the supervisors who draw fat salaries

- i. totally ignore the hard work his subordinates have put in and scold them, making a big issue of minor mistakes they might have committed.
- ii. not even bother to peep in to see what work is going on, whiling away their time in laziness, vices and undue comforts.
- iii. boss around on the crew with an attitude of superiority and so on.

**19.** The supervisor is not there to poke his nose continuously in the work being done, but to give guidance, to remind and whenever necessary, to help a little in the work. To act in a way that builds up self-confidence and promotes enthusiasm in the workers, is also a major duty of the supervisor. But presently what we see all around is that, the supervisor goes around in his imagined superiority, with an intention to find faults with workers and harass them.

**20.** Supervisors should praise when sincere work is done. Safety in work if proper work is being done and suitable reward for putting in special efforts should also be available. Instead, if the supervisor turns a blind eye when proper work is being done and indulges in irrational criticism whether you work or don't work, it will virtually drain off all the strength in the workers.

# Chapter 7

## Achieving Success in Mega-Projects

### Preamble

Any great work will get done successfully only with the help of overall skill, sincerity of the workers, and co-operation of all. The role of the working president or chairman is pivotal and of utmost importance in the project. Basic project idea, meticulous planning, gathering the requisite funds and manpower, managing the work during its implementation, etc are all dependent on the working president alone. Therefore, one who desires to achieve success in great projects in the world should strive to acquire the requisite qualities of a good working president. It is only natural that he will have to also assume the work of a supervisor until the work gains momentum. In this chapter, the qualities that should be present in the working president and managers are briefly touched upon.

## **7.1 Responsibilities and duties of the working president<sup>1</sup>**

**1.** The working president who has shouldered the entire responsibility of the project, should also possess the vision to pay attention to details, in an overall and subtle manner. If he were engrossed only in a particular part of the work, other parts will not get done properly. There will be no mutual co-ordination amongst them, and the work will suffer.

Hence, the working president, who is also the chief executive, should avoid paying too much attention to some part or to overdo that part alone. He should be an astute leader who gets all the work done, paying attention to each part and achieving perfect co-ordination. He has to be someone with thoughts on overall co-ordination and who can integrate different parts into one composite project.

**2.** In any work of importance, there is a subtle part that has to be done by the working president himself, but the parts that need to be delegated to others are much more. As the project grows bigger, the part that he himself has to do becomes smaller and the part that he has to get done by others increases. That is why, a person who wants to achieve success in mega projects, has to possess the art of getting things done properly from others. Without this, if one were to keep quiet about the workers' lack of performance and just keep doing his own part however much sincerely, nothing gets done.

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<sup>1</sup>The working president may be the owner himself, may be the chief of an undivided family, may be a board-member of a company, may be the CEO, may be a minister in the state or central government in charge of a portfolio, or even the prime minister of the country.

- i. Successful people all over the world have realized that for success in any work, apart from their own skill and efficiency, skill of others too is essential. They encourage others to perform the different parts of the work assigned to them, and motivate them to do it satisfactorily. Only then will there be success in the work.
  - ii. Only when the people assigned with different parts of the work, perform their part completely, the project becomes successful. The following famous and historic speech illustrates this point beautifully. When the second world war broke out, the dynamic prime minister of England, Mr. Churchill addressed his countrymen, “Come along then, let’s get ready to perform our individual duties—for war, for hard work, for each and everyone’s position and duty,— let us join the army, rule the skies, manufacture equipment, sink their U-boats, throw away their grenades, plough the land, build the ships, guard the streets of cities, nurse the injured, lift the down-trodden, and honor the brave.”
- 3.** The working president must pay more attention to the main part of his responsibilities: preparing the project plan, arranging the finance, attracting skillful workers with technical know-how, allotting work to the workers, supervising whether all are doing their allotted work properly and other such duties. But it is observed that many officers appointed for such key posts totally neglect their duties mentioned above and think that the power given to them is just for leading a lavish life of a totally selfish nature. What can be more despicable than this?
- 4.** It is very essential that the working president primarily

hand-picks trusted and competent workers of his choice. Only then will he be able to rest assured without worries that the work will definitely be done. And while it is true that it is hard to find such trustworthy and skilled workers easily, if one takes a few suitable candidates into confidence and encourage them to work with devotion, at least a few of them will turn out to be good and efficient workers. In any case, it is the prime duty of the working president to get trustworthy and excellent workers.

**5.** In a large administration where a number of people work in different roles, it is imperative of the chief to have the capability to appoint skilled supervisors for key posts. While selecting such supervisors, it is better to pay extra attention to mainly the candidate's competence and not get carried away by his smart dress and appearance, his shallow talk and impressive degrees. Will you not find many such dishonest and selfish candidates for the post with many grand degrees, attractive appearance and physique? That is to say, phenomenal success lies in recognizing and filtering out such superficial people and recruiting the genuine go-getters for the post.

The accomplished leader, Sardar Patel was known to be very adept in finding competent workers and allotting suitable work according to their merit. He never liked show-offs and never tolerated inefficiency.

Once that he had searched and hired the right candidate, convinced about his ability and integrity, Sardar used to put full faith in him and confidently assign suitable tasks to him.

**6.** After accepting a worker by examining his loyalty, skill and other qualities in depth, the working president should also get to know his style of working, his way of speaking. It is the per-

fect harmonious co-ordination between the employer and the employee that makes any work successful. And if there is no mutual understanding between the two, it will be disastrous, like the fate of a bullock-cart with the ox pulling it uphill while the buffalo pulls it downwards towards a lake!

## **7. Making use of opportunities**

The key to success of a manager lies in smartly taking full advantage of opportunities that come up, such as availability of money, man-power, opportune time and other such facilities. So many people come across such golden opportunities easily but they neglect them or lose them for flimsy reasons. But a good performer will be ever vigilant for such opportunities and without losing them, will achieve great progress in the work.

## **7.2 Consulting and working in tandem with peers and experts**

**8.** A person may have to bear the entire responsibility of being a working president, even though he might not be the owner. He may have partners, may have brothers in an undivided family, there may be the owner or higher officers. Without obtaining order or concurrence from such higher-ups, the work will not progress at all. So the working president should be clever enough to make them understand his way of functioning and also be smart enough to merge their thoughts with his own. Without doing this, if he continues to work in his own way, claiming that, “I work very well, my efforts will bring in huge profits”, it will surely lead to hardships later.

**9.** The tendency to quietly go about doing important tasks with enormous self-confidence, without informing the concerned persons will bring a bad name. Because, even if that job were to be successful, the concerned persons may ascribe selfish motives to it, just because they were ignored and may even enviously refute the success itself by saying, “the work could have been done in a much better way and we would have guided him properly, but where does the great man have time for us?” and may demean your work. And god forbid, if the work goes wrong, they will not hesitate to severely criticize you repeatedly!

**10.** Is it not an essential part of the work itself, to complete it to the satisfaction of family members, concerned persons and society in general? It is also satisfyingly sweet to earn a name as an expert in the job and getting lauded by one and all.

**11.** Before taking up any large project such as building a structure, digging a well, opening a shop etc, one should discuss with the experts in the field. Only after consulting a few people and thoroughly discussing about the project with the concerned people should one commence the job. He shouldn't straight away decide all by himself or by just taking suggestions from some inexperienced person. Suppose the job demanding enormous effort and expenditure fails, the entire family may get ruined and one is sure to get criticized severely for that big failure.

**12.** There is a saying, “if there is nobody to seek opinion from, tie a turban to your own knee and take advice”! Even if one were to work after detailed consideration, there is a possibility of the job getting spoilt due to unidirectional thinking, emotional factors, incomplete knowledge and lack of experience

etc. Hence, one should keep asking for suggestions from all and decide about the work considering others' suggestions and experience along with one's own judgment.

**13.** It is the nature of people to pass some comments about the success or failure of any work, whether they understand anything about it or not. They paint the doer as “idiot supreme” even if the job gets spoiled for whatever reason. But if one takes up the job after consulting one or two such “know-alls” in the town, then they exempt the doer from the cause of failure and assign it to some other reason. Knowing this, even just to avoid getting scolded by people unnecessarily, one should do jobs after asking experts.

### 7.3 Art of delegating work

**14.** The working president should have boundless affection for the workers, supervisors and executives who are working for him. By helping them out in their day-to-day problems and by giving financial help in their difficult times, he should take care of them like his own children, with loving words at all times. Then, they too will work with self-motivation to maintain the love of their mentor.

**15.** At least one or two times a day, the working president should enquire about their well-being, with some small talk and chit-chat, create a cordial atmosphere and during those times, tactfully touch upon and casually discuss about the work too. Like this, by spending some quality-time daily with the workers, enthusiasm and ease of work will increase naturally. All these actions help the manager wipe away the effect of any bad

words or angry action he might have been forced to take against the worker during the course of the day.

**16.** The possibility of a problem coming up if one were to exhibit extreme affection to all the employees is that, each one may feel “the boss loves me much more than the others” and hence try to show authority over each other. If the president were to keep ignoring this, the fight amongst them may reach extreme heights and a situation may arise where one or both of them have to be removed. Hence he should warn each worker that “everyone should keep doing his own portion of work properly and should not exercise authority over others”.

**17.** It is also true that the owner should refrain from showing excessive lenience to workers. Because this makes them ask for unduly high salary, for less work etc and try to achieve their own selfish means. But if the owner takes care to maintain a dignified distance from them with just and proper behavior, the workers can’t escape with excuses and won’t dare to ask for undue money.

It is essential that if any worker is to carry out his allotted work properly, he should be instructed about the work in clear and definite words. There needs to be an authoritative and definite tone in the working president’s voice, ‘Do this’ when he is ordering. Instead of this, if there is indecision whether to do it or not, uncertainty with no proper knowledge about the work, and ordering in third-person vaguely as though telling it to somebody, the hollow words won’t be understood by the worker and he just says, ‘Okay’, that’s all! Hence it is an important part of the job itself to order the worker in specific words about the work.

**18.** It is not enough for the manager to just say in-passing, about the work to the worker while talking casually like, “It is better if this is done”, “this is to be done” etc. This will not amount to ordering. But many chiefs get wild with the worker asking why he didn’t do the work after such “ordering”. It is better that the managers themselves realize that it is self-defeating to not order explicitly. They must clearly say, “You must do this work tomorrow”, instead of talking about the work in a doubtful manner.

**19. Using discretion while allotting work to the workers**

Even though the working president has elaborate plans ready for many future projects, he should not scare the worker by telling about them all at once. He should ensure that the worker’s enthusiasm and capacity for work is put to use entirely in the present work by telling about the tasks one by one and at the proper time. Otherwise, if he were to tell the worker all in one go that “such and such tasks are to be done”, the capacity of the worker will get wasted in unnecessarily thinking about the future projects and leads to inefficiency in the present work.

**20.** It is better to tell about the work to the worker at the end of the conversation, after all the casual talk. Then he will keep it uppermost in his mind and gets to work accordingly. But if you tell about the work first and then talk about other things, he will tend to forget most of it.

**21.** The worker will be about to get up and go after being instructed briefly about the job. At that time, it is better to make him sit again and remind him in short about the work, so that

the full picture of the work gets imprinted in his mind and he will feel, “Oh dear! The boss has told about this job repeatedly! I *must* do it”.