

Self-Management and World Development

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ABSTRACT

Self-management can be considered as an instrument for world development. Charity begins at home; likewise, management begins with self. Similarly, world development begins with self-management and self-development. In modern management, the primary or even an exclusive emphasis is laid on the management of externals like men, machine, material, money, market, method, organisation, environment, etc. But as eastern spiritual thinkers have repeatedly pointed out, right management of the internal self is the key to the successful management of the outer life and environment. Someone who cannot manage his own-self cannot effectively manage others or anything in the outer life. So self-management is the key to life management and ultimately world development. Man is the primary input to the management process. Man is not merely a mass of flesh, blood and bones. He is a mental creature in a physical frame. A worker as a man is a pack of feelings, emotions, sentiments, likes and dislikes priorities and preferences. He has his physique, his vital mind, heart, spirit and soul. Knowledge emerges from the inner being. Hence, the inner being of the man has to be suitably developed in order to make him creative and responsive. Thus, it becomes necessary to understand and know the management of self.

Keywords: Self-management, Mind, Human development, Inner consciousness, Harmonising, World development, Discipline, Organs, Desires

INTRODUCTION

Self-management leads to self-development and self-development leads to world development. For self-development, one has to continuously go through introspection. This means, one has to examine his/her own thoughts and feelings and has to find out faults in himself/herself. It is obvious that one should be honest to his/her thoughts and actions and continuously remove the faults in them. Further, one should develop the habit of learning new things and latest techniques, and try to be a role model for their co-workers. In modern management, the primary or even an exclusive emphasis is laid on the management of externals like people, organisation, material or environment. But as eastern spiritual thinkers have repeatedly pointed out, right management of the internal self is the key to successful management of the outer life and environment. Someone who cannot manage his own self cannot effectively

manage others or anything in the outer life. So self-management is the key to life management.

We are conscious of only an insignificant portion of our being; for the most part, we are unconscious. It is this unconsciousness that keeps us down to our unregenerate nature and prevents change and transformation in them. To work towards perfection, the first step is to become conscious of self and the different parts of your being with their respective activities. We must learn to distinguish these different parts one from another so that we may become clearly aware of the origin of the movements that occur within us, the many impulses, reactions and conflicting wills that drive us to action. We can do nothing with others unless we are able to do it with our-selves. We can never give a good advice to anyone unless we are able to give it to ourselves first and to follow it. If we see a difficulty somewhere, the best way of changing it is to change it in our-selves first.

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Everyone loves those who practice self-management. This is when people do not need someone else to monitor them and give instructions. They can do this on their own. Hence, there is a need to improve self-management skills. Self-management skills are the skills needed to be productive without being told again and again. Some of these skills include initiative, drive, determination and perseverance.

‘An individual is the basic element of a family. A family is the basic element of a community. A community is the basic element of a nation and a nation together represent world of a family man’. If we dedicate ourselves to programmes of personal growth and development, nothing can stop us from moving ahead in our life. The more we improve ourselves, the more we will like, respect and believe in ourselves. When we are hard on ourselves, life will be easy on us; but, when we are easy on our selves, life will be hard on us. We should not spend our free time doing things that contribute nothing to our further development, such as watching television, remaining idle or reading every page of the newspaper.

What is Self-Management

‘Self-management means different things to different people’. However, for us, it stands for the following: (1) self-management is management of oneself by oneself; it generally refers to taking responsibility for our own well-being and behaviour. (2) Self-management is the ability to use our awareness of thoughts, physical sensation and emotions for buying ourselves a state of affection and contemplation before action. (3) Self-management is a powerful tool with a foundation built on solid self-awareness (the ability to be aware of thoughts, feelings and emotions, and understanding the deeper signal they provide); it provides the ability to break a habit, let go of a thought of desire and build resilience - an ability to return to our breath and present moment whenever the need arises.

Self-management is an internal process of managing one’s body, thoughts, intellect, emotions and spirit. It is a process of trying to get control over negative emotions like anger, jealousy, greed, ego and undue attachment.

It is also a process of developing concentration, equipoise, tolerance, risk-taking capacity and ability to think long term.

It is a path for the all round development of an individual with regards to his/her mental, physical, emotional and spiritual state. In self-management, one should try to regulate his/her senses. In management, without the regulation of the senses, the success is next to impossible. Hence, for getting success in life, we need to regulate and control our senses, viz., (1) eyes, (2) ears, (3) nose, (4) tongue and (5) skin (known as five sensory organs) and five motor organs, viz., speech, hands, legs and anus (known as work organs) and the 11th is the mind. The Body - Mind Management and its Regulation is given in Figure 1.

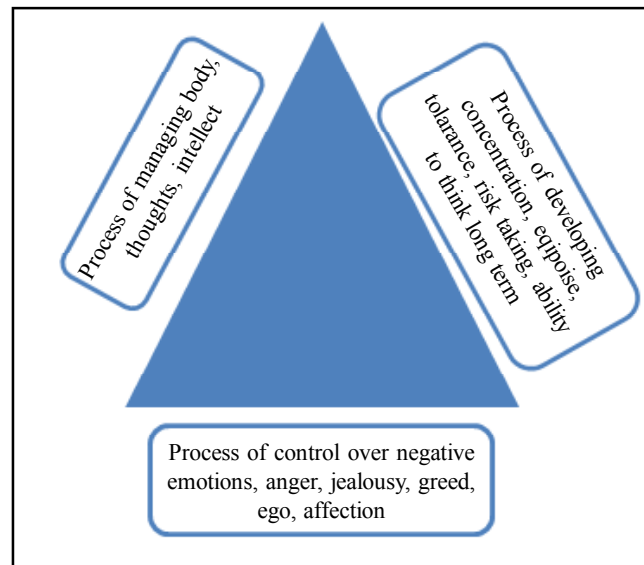


Figure 1: Body - Mind Management and its Regulation

It can be seen from the Figure 1 that the Body and Mind regulation is essential for managing sense organs and developing the qualities for human excellence.

If these organs are not misused, then a man can lead a perfectly healthy life and reach his goals. Thus, the success and failure in life depends on the use of these organs. Thus, self-management means managing our nervous system – the brain is the centre of knowledge. Attention powers our ability to perceive the outside world as well as to perceive our own actions, thoughts

and emotions. The first step towards self-awareness, self-control, self-transformation and connection with others is to master attention. Peter Drucker warned that improving knowledge worker productivity is the first 'survival requirement' of the developed nations.

Importance of Self-Management for World Development

Self-management leads to disciplined work for self and others. When such a person progress in life, his/her family members experience happiness, health and prosperity along with him/her. The effects of this are beneficent to the society. The nation and the world also attain all round progress because of the person performing his/her work well. By working whole heartedly and with sincerity (without resorting to corruption or creating black money, i.e. money obtained through illegal means), improving quality, etc, the image of a nation/world is enhanced and the world becomes rich and prosperous. Doing such work, leads to beneficial efforts for the whole of the world and is responsible for creating peace in the world.

Majority of the problems in an individual's life and at the organisational level are due to the lack of self-management. In order to improve the overall efficiency, productivity and development of nation, we must begin with the management of self. Unless self is managed, no one can manage others. The most difficult task is not managing others, but managing self. So, the journey of national development should begin form self-management, self-development and self-empowerment.

The study of self-management is a totally new area and is innovative. It has greater importance in everybody's life and in managing organisations more effectively. In management, this relates to the manager's inner attitude towards his organisation. This will relate to everyone's attitude towards work and men. This is an area where no studies or very few studies have been carried out until now with a different perspective. It is therefore essential to explore a very new area of managing self, which is totally unexplored.

REVIEW OF THE LITERATURE

The notion of 'managing oneself' was already present in the Ducker's work. He realised that mindfulness could be the basis of a systematic discipline in self-management. The impulse to create a scientifically based method of self-management for an expanding audience of knowledge workers was born. Recent discoveries in neuroscience would help to explain why mindfulness works, providing a biological description for this seemingly mystical process. Understanding the function of the human nervous system would be the first step in transforming it for greater professional effectiveness.

Self-management begins with the human nervous system, including the brain. The brain lies at the centre of the knowledge worker. The knowledge workers use their brains to focus, to decide and to act. Unfortunately, few knowledge workers understand how their brain works. Self-management examines how the brain and the nervous system function, explores their limits and demonstrates how these limits can be effectively managed and transformed. Making knowledge workers more productive means helping them to use their brains for better purpose.

Attention powers are our ability to perceive on our own the outside world as well as to perceive our own action, thoughts and emotions. The first step towards self-awareness, self-control, self-transformation and connection with others is to master attention. Attention is fundamental.

Over 100 years ago, the great American psychologist William James recognised the essential role that attention plays in self-management. William James cited attention as the very root of judgment, character and will and warned that people could not be masters of themselves if they failed to first declare that an education that enhances attention would be '*the education par excellence*'.

Peter Drucker realised that modern management had overemphasised analysis and underappreciated perception. In this discussion, Drucker used perception as a synonym for attention. He echoed James's century

old declaration: 'Perception is at the centre and it can – indeed it must – be trained'.

Peter Drucker reminded us that 'When a change in perception takes place, the facts do not change. Their meaning does'. How we see things influences how we understand them and how we can respond to them.

In fact, research shows multitasking both slows performance and increases errors. Multitasking reduces the available attention and increases the chance that disorganising emotions, like fear and anxiety, would overwhelm the brain function. Chronic multitaskers report feeling 'out of control'. Over time, regular multitasking can lead to state of panic. By the end of the day, many chronic multitaskers feel they have accomplished little and are completely spent.

There are numerous methods for developing focused attention or concentration. However, for centuries, meditation has been an integral part of the 'basic training' of a fierce Japanese samurai fighter. Meditation is said to have given the samurai warriors an intense, unwavering focus to face a deadly enemy. Meditation can be useful for corporate warriors too.

Plenty of scientific evidence proves concentration meditation practices are beneficial. Concentration meditation lowers blood pressure, helps the stressed body to relax and decrease difficult emotions. Brain research at the Harvard Medical School found that the prefrontal cortex in mindfulness meditators was significantly thicker than in non-meditators. As people age, the prefrontal cortex thin out, but the study showed that the cortex of older meditators was substantially thicker than that of their non-meditating counterpart. A thicker cortex is thought to mean greater strength in attention. Meditation strengthens the brain's ability to focus and is the antidote to multitasking.

Drucker prescribed that organisations should regularly and dispassionately examine their habitual processes and even whole businesses to determine whether they are still effective or even necessary. Non-performing elements should be systematically abandoned to free up resources for new, more productive ventures.

The process of mindfulness is analogous to Drucker's systematic abandonment. Mindfulness directs the attention flashlight inward and examines what is working and what is not. By illuminating the inner black box, it creates the possibility of abandoning an unwanted behaviour. In the Theory of Moral Sentiments, Adam Smith counselled, 'We must become the impartial spectators of our own character and conduct'. The impartial spectator is a part of us that dispassionately observes our behaviour. This is mindfulness, pure and simple.

The growth mindset exemplifies Drucker's notion of continual learning. By being curious and open to the world, this mindset allows people to take on a wider, emphatic and more hopeful view and opportunities. Such a mind is essential for acquiring the knowledge of the work situation. The task of improving knowledge worker productivity is immense and so are the consequences of failing to do so. In fact, Drucker warned that improving knowledge worker productivity is the 'first survival requirement' of the developed nations. Failure carries dire consequences for a nation's economy and society. Such methods form the stress management programmes used in hospitals in more than 26 countries around the world. Mindfulness has been incorporated into legal training and has been applied successfully in professional sports, notably by the coach Phil Jackson in his National Basketball Association (NBA) championships with the Chicago Bulls and the Los Angeles Lakers.

The professionals interviewed in the research study included a Fortune 500 CEO (Chief Executive Officer) a well-known architect, a financier, senior corporate managers, medical researchers, film directors and a host of other prominent knowledge workers. Each person attributed his or her sustained success and well-being to regular mindfulness practices. Their sustained internal training resulted in significant transformation.

According to T. George Harris's article, Peter Drucker explores the importance of self-management in the world of work. Corporations once built to last like the pyramids are now more like tents, he says. Thus, individuals need to take responsibility for their own

careers. Instead of assuming a traditional career trajectory up the corporate ladder, one must think in terms of a succession of professional assignment or projects.

In today's organisations, competence is measured less in terms of subject matters and more in terms of abilities – for example, empathy and stamina under pressure. So it is up to us to help others understand what we are able to contribute to the overall project.

Drucker also notes that our role as an executive or manager has changed. We no longer manage a workforce, but we manage individuals with a variety of skills. Our job, then, is to combine these skills in a variety of configurations to create the best results for our company.

OBJECTIVES OF THE STUDY

The main objective of this paper is to know and understand the importance of self-management in self-development and national development. Further, the paper emphasises on popularising this subject to the masses, with the hope that their performance will aid them in achieving excellence in living. In addition, the paper also identifies the areas of self-management for world development.

MATERIALS AND METHODS

The required data for this paper were collected primarily from the secondary sources, with the author having a rich experience in the field of self-management. An extensive use of internet was made. Basically, the researcher wanted to develop the practice of self-management after conducting a research study that involved interviewing those who were dedicated to practicing mindfulness. Mindfulness practices are a method of attention development that enhances self-awareness, self-regulation and self-transformation.

How to Practice Self-Management

For practicing self-management, one should use the following factors as tools.

I. Developing discipline: Without outer and inner discipline, nothing can be achieved in life, either spiritually or materially. All those who have been able to create something beautiful or useful have always been those who have known how to discipline themselves. No big creation is possible without discipline – individual discipline, group discipline and discipline towards the divine/world. So, the discipline should be seen in speaking, looking, sitting, behaving and acting the things.

II. Learn problem solving and decision making through brain – stilling instead of brain storming:

For problem solving, an exercise of brain storming is often suggested. Brain storming is a collective method of identifying the problem, seeking various alternatives to solve the problem and then arriving at a decision. Brain storming is a scheme of loud thinking amongst decision makers to reach a decision. But, right and rational decision cannot be taken in state of arguments and turmoil, when the mind is overtaken by the 'heat' generated by dissension and plus—minus exchange of thoughts and ideas. Brain storming can be a better system, however, to discover the alternatives. For rational and enduring decision, what is suggested is a situation of brain stilling, where the mind is silent to arrive peacefully at a lasting solution.

Silence here does not mean only absence of speech, but a perfect calm in body, mind and heart. Let the decision makers retire from life problem silence, invoke peace, concentrate on the problem, meditate over the situation and wait for the inner guidance to reach the solution. Thus, the key is within; consult you consciousness and apply your objectivity to it. Enter into a personal, silent and conscious relationship with every person. This will solve many of the conflicts, differences and chaos and helps in developing the golden attitude — others are right and I may be wrong. Thus, a best solution for discovering alternative models for decision making and problem solving is through brain stilling. We are in the opinion that right and rational decision cannot be taken in a state of arguments and turmoil, when the minds are overtaken by the heat generated by discussion and plus—minus exchange of thoughts and ideas.

III. Understand the human body: A great miracle:

The human body has been wonderfully designed, with an aesthetic sense, so that it is beautiful and attractive. We can also observe the overall and completely natural systematised order that exists in the human body. The human body is so designed that it is gross, subtle, extremely subtle and finally divine in that order. The human body is endowed with the five basic elements of nature, five organs of action, five organs of cognition, four internal organs, powers of imaginations, emotions desiring, decision making, the life force, etc. Thus, a human body possess the tremendous power of solving all the problems of the mankind. The most unfortunate thing is that, man, who has fallen prey to ignorance, superstitions and an inflated ego, is totally unaware of the wonderful and diving human body. The human body is the manifestation of god almighty. The creation of human body embodies a harmonious blend of planning, architecture, skill, proportion, simplicity and accuracy. The internal system in the body is even more subtle and complicated, i.e. the liver, stomach, pancreas, spleen, bile gland, heart urinary tract, lungs, etc. The most fantastic and amazing thing is that, though billions of people have been born into the world till date, billions of people live in it today and billions are yet to be born into this world, yet all these people have differed and will differ from each other. Such is the amazing, natural systematised order. We can broadly indicate the link between the world and god almighty by means of the following chain: World-nation-society-family-sense organs-human body conscious mind-subconscious mind-almighty.

Thus, man is an integrated creature of the divine craftsman. In management of self, the body has a great importance. The body must be developed on the right lines, as the growth of man must be integrated. It is therefore necessary to practice a set of yogic exercises, which not only helps the body but also the mind. There is an intimate relation between the flow of breath and mental activity. If the thought movements are erratic and unregulated, control of breath slows them down. So, a regular practice of deep breathing is recommended.

IV. Regulations and management of knowledge faculties: The new economy of the present millennium

will be a ‘knowledge economy’, where ‘knowledge’ and not ‘capital’ will be the main source of wealth. So, knowledge management is a new discipline in modern management. But modern knowledge management is concerned mainly with the external organisations of the knowledge resources of an organisation. We present here a complement approach that aims at the inner management of the faculties of knowledge within the individual. The knowledge faculties of an individual need to be regulated and managed with due care. Similarly, we should think for purification of knowledge faculties and try to remove impurity of thinking and desire itself. Another cause of impurity in the understanding is the illusion of the senses and the interference of the sense-mind in thinking functions. So, regulation of senses and their purification helps in managing self for enhancing the quality of life and ultimately the quality of the world.

V. Developing human potential: The main purpose of self-management is to develop human potential. Human potential is required for world development. The most important development in the emerging management philosophy is the recognition of the simple and obvious fact that business is not merely an economic engine but a human enterprise and the human being is the only bottom-line. In the present managerial scenario, where the ‘human capital’ is becoming the dominant factor, effectiveness of a manager depends primarily on how he deals with his associates. Yogic approach will bring higher consciousness beyond the ego-centred mind and aids in becoming an instrument of its deed. The human resource development (HRD) policies of an organisation, community or a nation depend on its conception of the human being and human growth. The HRD policies of modern organisations are based on the concept of the human individual as a metal being, seeking for material, professional and moral fulfilment through work and life. Sri Aurobindo’s evolutionary spiritual vision of human development, which conceives the human individual as a spiritual being seeking to realise his spiritual self through a process of psychological and spiritual evolution and yoga, is the process by which this inner evolution of the human being can be accelerated. Thus, the human potential needs to be developed in the bright combinations of Intelligent Quotient (IQ), Physical Quotient (PQ),

Emotional Quotient (EQ) and Spiritual Quotient (SQ). This will excel the human performance for the fast progress of business and, ultimately, the national development.

Areas of Self-Management for World Development

There are various areas where self-management can contribute for the development of self, others and organisations in particular and the world development in general. Some of the following areas have been identified for managing self, others and organisations.

1. Managing self and personal skills: In this, everyone should be willing and able to access and apply their own skills, abilities and experience. Being aware of one's own behaviour and how it impacts others may indicate a need for further development in managing self and personal skills. Examples of the behaviour that may indicate a need for further development are listed under:-

- Talking or writing at inappropriate length.
- Focusing almost exclusively on his/her own job or own department.
- Being consistently late for meetings.
- Missing deadlines.
- Reading defensively to constructive criticism.

2. Developing self and others: One should show commitment to his/her own development and be supportive and encouraging towards others to develop their knowledge skills and behaviour, to enable them to reach their full potential for the wider benefit of the organisation. Examples of the behaviour that may indicate a need for further development in developing self and others are listed below.

- Blocking the progress of high-potential colleagues.
- Believing that development equals training and not engaging with informal development methods.
- Being intolerant of mistakes and apportioning blame.
- Focusing on others' weaknesses rather than their strength.

3. Working with people: Here, one should be working co-operatively with others for achieving objectives. Further demonstrative a commitment to diversity and applied a wide range of interpersonal talent. Examples of the behaviour that may indicate a need for further development in working with people are given below.

- Interruption when others are speaking.
- Guarding information.
- Discouraging debate.
- Giving priority to interpersonal goal.
- Presenting other people's ideas as their own.

4. Developing excellent services: There is a dire need to provide the best quality services to the external and the internal clients and to maintain a genuine and open long-term relationship in order to drive up the service values. Examples of the behaviours that may indicate a need for further development in delivering excellent service are listed below.

- Using too much organisational jargon.
- Adopting a one-size-fits-all approach.
- Hiding behind the rules and regulations.
- Providing anonymous service by withholding name or contact details.

5. Embracing change: This is very important for adjusting to unfamiliar situations, demands and changing roles. So, one should see the change as an opportunity and be receptive to new facts. This helps in managing things during changed situations. Examples of the behaviour that may indicate a need for further development in embracing change are given below.

- Unable to move beyond negative reaction to uncertainty.
- Complaining instead of doing something about it.
- Consistently blocking change and failing to build on others' ideas for change.
- Generating numerous ideas but not following any of them through.

6. Using resource: One of the most important factors of self-management is making effective use of the available resources, including people, information, networks budget and all other resources. One should be aware of the financial and commercial aspects of the organisation. Examples of the behaviour that may indicate a need for further development in using resources are listed below.

- Always going for high-quality solutions, regardless of cost implications; reinventing the wheel.
- Assuming that staff time is free.

7. Achieving results: The self-management practice leads to success in achieving results, aids in planning the organisation workloads to ensure that deadlines are met within the resource constraints and also helps to constantly meet the objectives and the success criterion. Examples of the behaviour that may indicate a need for further development in achieving results.

- Believing that talking about things is the same as action.
- Being disorganised.
- Failing to see things through.
- Over committing and not delivering.

CONCLUSION

It can be concluded that self-management is a very

useful tool for self-development and world development. There is every reason for the success of human beings, if they practice self-management properly. The areas identified for the self, others and the organisation will contribute significantly to the world of work. In short, the journey of world development should start from self, as an individual. The individual self-thinking can bring the desired results. So, the only thing in the world that you and you alone can control is what you are thinking about at this very instant. Thus, 'change your thoughts and change your world'.

- When you change your thinking-
- You change your beliefs-
- When you change your beliefs-
- You change your expectations-
- When you change your expectations-
- You change your attitude-
- When you change your attitude-
- You change your behaviour-
- When you change your behaviour-
- You change your performance-
- When you change your performance-
- You change your life-
- When you change your life-
- You change the world-

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