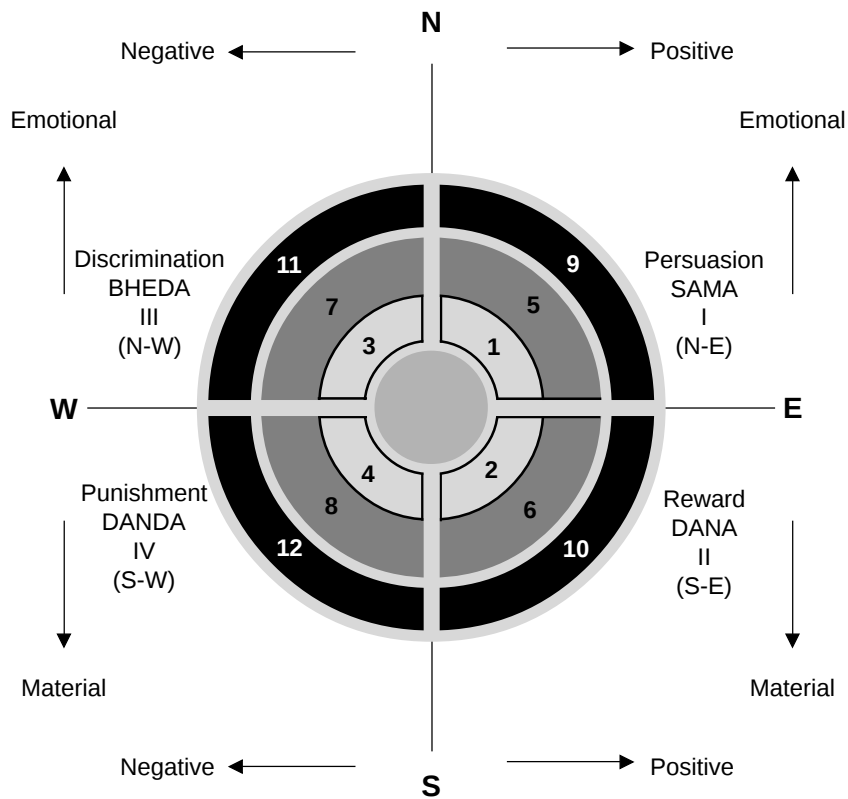


Appropriate Integrated Management

January 2000 to February 2003

1. Management is the process of Managing business, Managing managers and workmen and work.
2. Managing Business involves the ability to deal with concepts and ability to deal with people.
3. Managing Managers involves the ability to realise the plans and the ability to deal with people.
4. Managing workmen and work involves ability to deal with work processes and ability to deal with people.
5. Conceptual skill is ability to deal with concepts, perceptions, ideas, visions and ability to conceive the whole from parts and perceive the effects on parts within the overall situation.
6. Human relations skill is ability to deal with people.
7. Technical skill is ability to deal with things and processes.
8. Managing people is essential and unavoidable at all levels of management.
9. People are key to management. No single method of management can be effective in case of all people as people are different and same people behave differently at different times and also in different situations.
10. Identify each person and treat him / her as he / she deserves.
11. Man / woman is identified by predominant characteristic, which he / she possesses.
12. The three characteristics (Gunas) which constitute human nature are SATTVA, RAJAS and TAMAS.
13. Sattva is light. Rajas is action. Tamas is darkness.
14. Three kinds of people are Sattvik, Rajasik, and Tamasik.
15. Sattvik is oriented towards knowledge and one can appeal to his intelligence. Operates at intelligence level.
16. Rajasik is oriented towards Action and one has to appeal to his ego. Operates at mind level.
17. Tamasik can be oriented towards physical work and one has to appeal to his body needs. Operates at body level.
18. Actions of Sattvik are measured and appropriate. Actions of Rajasik are forceful and excessive.
19. Actions of Tamasik are forced and limited.

20. Sattvik sees and does. Rajasik does. Tamasik sees little and does little.
21. Sattvik works independently. Plans his own work. Completes the work in all respects. Completes without errors. Observes, analyses and does.
22. Rajasik works for appreciation, exceeds targets, exceeds budgets, and corrects mistakes by rework.
23. Tamasik tries to do just required work, moves as far as he is pushed, counts instant returns and does not own mistakes.
24. Sattvik requires little supervision. Rajasik needs key point (milestone) supervision. Tamasik needs constant supervision.
25. Please give appropriate names in English in your own Words. Sattvik _____. Rajasik _____. Tamasik_____.
26. Four methods of managing people are Sama-Persuasion. Dana-Reward. Bheda - Discrimination. Dand - Punishment.
27. Persuasion (Sama) is treatment as equal, discussions, reasoning, reflection of goodwill and friendly approach.
28. Reward (Dana) is appreciation, awards, doing good deeds, giving material benefits, giving money and developing skills.
29. Discrimination (Bheda) is challenge, comparison, unequal treatment, harsh talk, silence and showing dislike.
30. Punishment (Dand) is reprimand, criticism, imposing fines, taking away things, restrictions, rough talk, and anger (showing displeasure).
31. A good reward occurs when a right thing is given to right person in right time at right place.
32. Purpose of discrimination is to focus on shortfalls of a person in critical light.
33. Persuasion and rewards are like staple food to be given regularly.
34. Discrimination and punishment are like medicines to be given judiciously.
35. Persuasion and rewards are positive steps. Go ahead.
36. Discrimination and punishment are negative steps. Go slow.
37. Persuasion lifts up. Discrimination pushes down.
38. Reward results in happiness (for giver and receiver).
39. Punishment results in grief (for giver and receiver).
40. Persuasion lifts up and is an upward move. Reward results in moving ahead and is a forward move. Discrimination puts down and is a downward move. Punishment results in moving back and is reverse move.
41. Appropriate Management is right management.



The outer circle represents Body - Tamasik plane (black). The second circle represents Mind - Rajasik plane (orange) the third circle represents intellect - Sattvik plane (white bounded), the Inner space represents Self - Atman (white-unbounded)

- I. North East represents Positive - Emotional aspect of Sama (persuasion) for 1. Sattviks, 5. Rajasik, 9. Tamasiks
- II. South East represents Positive - Material aspect of Dana (Reward) for 2. Sattviks, 6. Rajasiks, 10. Tamasiks.
- III. North West represents Negative - Emotional aspect of Bheda (Discrimination) for 3. Sattviks, 7. Rajasiks, 11. Tamasiks.
- IV. South West represents Negative - Material aspect of Danda (punishment) for 4. Sattviks, 8. Rajasiks, 12. Tamasiks.

The unbounded inner space and the background of all characteristics is Self-Atman in unbounded white. This self is untainted and self managed. When all characteristics and colours disappear what remains is pure white representing Self - Atman.

(Important Note: This will be more clear after studying and understanding the inner book. Please skip this at first reading at come back after studying the book.)

42. For persuasion Sattvik deserves consulting and participation. Rajasik requires information and guidance. Tamasik needs instruction and indication.
43. For reward Sattvik deserves recognition and respect. Rajasik requires appreciation and power. Tamasik needs incentives and facilities.
44. For discrimination Sattvik deserves silence. Rajasik requires challenge. Tamasik needs criticism.
45. For punishment Sattvik deserves only reprimand and monitoring. Rajasik requires warning and control. Tamasik needs restriction.

Appropriate Integrated Management (AIM)

METHOD	SATTVIK	RAJASIK	TAMASIK	
SAMA (PERSUASION)	Reasoning Request Consultation	Explanation Showing example Suggestion	Advice Commend Giving practice	(+)
	CONSULT	INFORM	INSTRUCT	
DANA (REWARD)	Recognition Respect Status Freedom Importance	Appreciation Power/Authority Praise Status Importance	Incentives Food Facilities Money requirements Meeting	(+)
	RECOGNITION	POWER	FACILITIES	
BHEDA (DISCRIMINATION)	Silence Neglecting Dislike indicate Keeping distance	Challenge Comparison Informing Dislike	Showing errors criticism Corrections Showing correct method of others	(-)
	SILENCE	CHALLENGE	CRITICISE	
DAND (PUNISHMENT)	Hint Mild reprimand Observe / Monitor	Warn Change Penalise Reduce / Control	Punish Restrict Change Anger	(-)
	MONITOR	CONTROL	RESTRICT	
	Knowledge oriented intellect level	Action oriented ego level	Work oriented body level	

46. In nutshell, for Appropriate Integrated Management identify your person and manage appropriately. Examine for yourself whether you are Sattvik, Rajasik or Tamasik. Effective leadership has to conform to situations of Sattvik and sometimes to the situations of Rajasik and avoid the behaviour of Tamasik. Anger should be rare phenomenon. It is to be applied only in case of Tamasiks as punishment, i.e. it is applicable in case of one out of 12 approaches. Every top manager who is Sattvik requires an observer representing pure quality, judgement and overseeing. Sometimes, a top manager has to himself become this separate identity of witness and observer. Bulk of work / action is done by Rajasiks. They are to be managed appropriately. Tamasiks need close supervision. Do not closely supervise Sattvik and leave them as self managed.
47. Sattvik manager uses persuasion and reward regularly and discrimination and punishment judiciously. He achieves results and is liked.
48. Rajasik manager uses reward and punishment and achieves results. He is liked by some and disliked by some.
49. Tamasik manager uses punishment and discrimination regularly. He dose not get results and is disliked and feared.
50. There is one more personality beyond Tamasik, Rajasik and Sattvik. That personality is “Gnaani” - the seer. Tamasik dose not see and does not do, Rajasik dose without seeing, Sattvik sees and does. The Gnaani - the Seer witnesses, observes and visualizes.

The “Seer” is self-realised and beyond Management.

THIS IS THAT
THIS (APPROPRIATENESS) IS THAT (ALMIGHTY)