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Beyond Management
Dedication to Trust
26.01.1991

BEYOND MANAGEMENT

“Management” as propounded by standard model of “Management is getting things done by others” etc. is inadequate both as concept and practice.

There are many facets of Vision – Mission – Action – Situation matrix and complete picture is both simple and beautiful.

Management is total dynamic process of getting work done through others, working as individuals and groups, through planning, organizing, directing and controlling to achieve the organisation’s goals.

Nurturing is a complete, continuous process of development and accepting achievements made by people, learning as persons and members through preparing, building, guiding and ensuring for progress towards “family” Aims.

Leading is fully responsible process of showing the way to success by receiving the performance given by participants, interacting as colleagues and teams through anticipating, relating, supporting and assuring to fulfil the mission of the company as a community.

Path making is complete, total, full and overall continuous, dynamic, responsible and constant state of giving examples of excellence for multiplication by contributors for further contributions by being a source of visualizing, facilitating, backing and trusting for journey on the course towards vision of future as a whole including humanity, country, community and company.

Instead of process of “management” we have three more processes.

1 NURTURING	2 MANAGING	3 LEADING	4 PATH MAKING
Developing for achievements	Getting things done	Showing the way to success.	Giving examples of excellence.
Protecting the right to grow	Delegating the authority.	showing responsibility.	Path making is empowering freedom.
Mother nurtures	Manager Manages	Leader leads.	Mentor makes the path
Nurture tenderness of dependence	Manage the force of independence.	lead through thread of interdependence.	Make the path through supporting.
Aim is for growing to achieve	Goal is for hitting to score.	Mission is for fulfilling to establish standards.	Vision is for illuminating to highlight the opportunities.

Preparing is making ready for future achievements.

Planning is blue print for future action.

Anticipating is sensing future problems and needs.

Visualising is perceiving future possibilities and solutions.

Service is divine.

Work is worship

Contribution is offering

Responsibility is supreme.

Learning is the key in nurturing.

Training is the key in managing.

Experimenting is the key in leading.

Experiencing is the key in path making.

Nurture people.

Manage things.

Lead teams.

Make paths for all.

Nurture people with caring.

Manage things with daring.

Lead teams with sharing.

Make paths with responsibility.

Endeavour with dedication.

Work with determination

Lead with dynamism

Set standards with daring.

Loving Nurturer is “Prema Vaan”

Delegating Manager is “Dhritivaan”

Empowering leader is “Dhairya Vaan”.

Trusting Mentor is “Vishwaasa Vaan”.

NURTURING	MANAGING	LEADING	PATH MAKING
Preparing	Planning	Anticipating	Visualising
Building	Organising	Relating	Facilitating
Guiding	Directing	Supporting	Backing
Ensuring	Controlling	Assuring	Trusting.
Aim	Goal	Mission	Vision
Service	Work	Contribution	Responsibility
Encouraging	Motivating	Lifting	Inspiring
Accept	Get	Receive	Give.

④ (.)	④ M
④ A	④ U

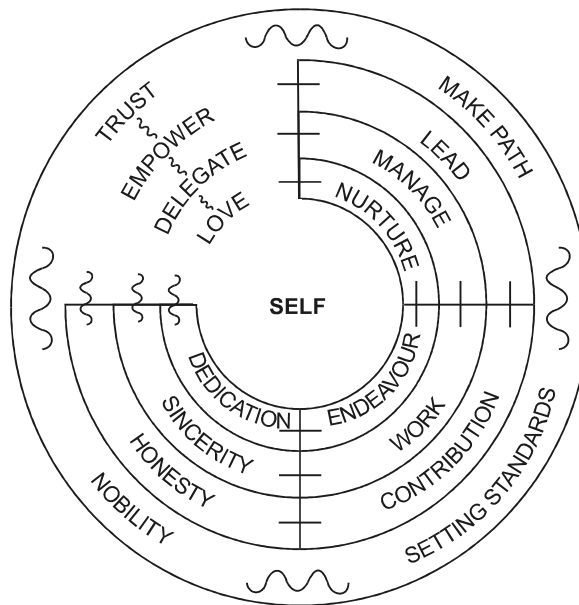
A - Dedication, Sincerity, Honesty and Nobility are Attitude ethic.

U - Endeavour, Work, Contribution and Setting standards are Work ethic.

M - Nurturing, Managing, Leading and Path making are leadership ethic

(.) - Love, Delegation, Empowerment and Trust are inspiration ethic.

(.) 4 Trust	(.) 3 Empower	M4 Make Path	M3 Lead
(.) 1 Love	(.) 2 Delegate	M1 Nurture	M2 Manage
A4 Nobility	A3 Honesty	U4 Setting Standards	U3 Contribution
A1 Dedication	A2 Sincerity	U1 Endeavour	U2 Work



Leadership and work Excellence of Beyond Management

Nurturing and love for dedication and endeavour, Management and delegation for sincerity and work, Leading and Empowerment for Honesty and Contribution, and Path making and Trust for Nobility and Setting standard are process beyond and including Management.

INTEGRATION

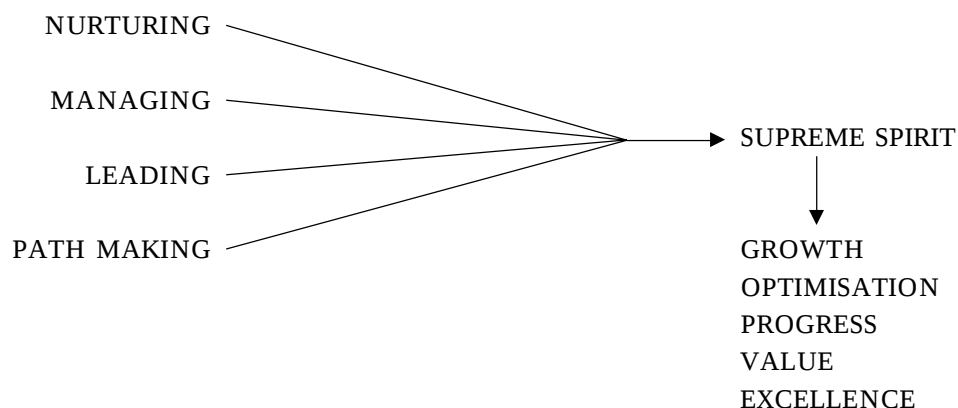
Every person, project, programme, process or product requires nurturing, managing, leading or mentoring (path making) at different stages or sometimes simultaneously. An organisation is effective, flexible, conducive and optimal when all the approaches are dove-tailed, integrated and appropriately applied and practiced.

Without nurturing the potentials of people are not enhanced. Without managing potentials are not efficiently utilised. Without leading potentials are not charged and unified. Without path making energies are not in the correct direction. Overall excellence is attained when people are nurtured, managed, led and mentored appropriately.

Greater Than Sincerity	More Than Work	Beyond Management	Larger Than Delegation
Nobility	Setting standard	Path Making	Trust
Honesty	Contribution	Leading	Empowerment
Sincerity	Work	Managing	Delegation
Dedication	Endeavaour	Nurturing	Love
Attitude	Work	Leadership	Energy
Work ethic		Leadership Ethic	

Out of these 16 glories, trust is the most glorious.

When one imbibes Trust, Empowering, Delegating and Loving become natural. Then the person achieves the Quantum state and all other states become readily available.



A	—	The beginning; Nurture it.
U	—	The middle, continuation; Manage it.
M	—	The conclusion, completion; lead to it.
.	—	Beyond. Experience the path and state.



All round, Ultimate, Magnificent Excellence.

THAT IS THIS
THAT (SUPREME) IS THIS (EXCELLENCE)